

DATE: April 3, 2019

FILE: 5360-01

TO: Chair and Directors
Comox Strathcona Waste Management Board

FROM: Russell Dyson
Chief Administrative Officer

Supported by Russell Dyson
Chief Administrative Officer

R. Dyson

RE: Strategic Planning Follow Up

Purpose

To provide the Comox Strathcona Waste Management (CSWM) Board (Board) with an outline and summary of the direction received at the CSWM Board Strategic Planning Session on March 1, 2019.

Recommendations from the Chief Administrative Officer:

1. THAT the Comox Strathcona Waste Management Board include on every second meeting agenda a resolution to appoint the Strathcona Regional District Chair as the Chair for the meeting;

AND THAT the Chair of the Strathcona Regional District be included on the agenda review for all Comox Strathcona Waste Management Board meetings;

2. THAT as a delegation, Comox Strathcona Waste Management staff endeavour to provide a service update to the Strathcona Regional District and Comox Valley Regional District boards twice annually;
3. THAT the June 2019 Comox Strathcona Waste Management Board meeting location be changed to the Campbell River Maritime Heritage Centre to accommodate a tour of Campbell River-based service facilities in advance of the meeting.

Executive Summary

The Board met on March 1, 2019, to complete a strategic planning session and set the priorities for the 2019-2022 term. This session provided the Board an opportunity to openly discuss and share thoughts on the CSWM service, its priorities and its governance. The strategic planning session was supported by Allison Habkirk (facilitator) and CSWM staff.

In advance of the session the facilitator sent out a survey to Board members in order to help guide and focus the session. Survey responses included the following common themes: a desire to clarify priorities, governance structure, trust, transparency, available grant opportunities and resource recovery opportunities. Breakout group sessions were provided to review and discuss issues as well as generate solutions to share with the larger group.

As a result of the discussion on these matters, the following board motion was approved:

THAT the Comox Strathcona Waste Management Board approve the following points of action and information in an effort to address and improve governance and trust by preparing reports with context and/or options for the Board's consideration:

Governance and Trust

- *Review Letters Patent, clarify organizational structure, clarify voting structure and weighted voting; CVRD policies applied to CSWM business*
- *Describe shared services from other jurisdictions*
- *Tours (Norm Wood, Block J, CSWM facilities) and team building*
- *Information: improving staff reports and presentations – relevant and concise information*
- *Shared leadership, co-chair by CVRD and SRD; electing a CSWM chair;*
- *Meeting procedures: agenda ownership/production, length of speaking time, number of speakers, staff/consultant presentations*
- *Management advisory – representation from all jurisdictions, advisory role vs decision-making, influence*
- *Meeting duration and frequency: Allow for deeper discussions*
- *CSWM communicating with SRD on regular basis to encourage dialogue and info sharing;*
- *Liaison/communications between staff and elected officials*
- *Consultants selection and management*

A report from the facilitator summarizing the discussion and outlining considerations for Board review is attached in Appendix A. This report addresses the direction of the above resolution and recommends action at the earliest opportunity.

Further to direction received above, the report summarized general support for the objectives, principles and targets set out in the current Solid Waste Management Plan and should guide staff direction until the update in 2022. The focus will be the organic diversion and staff will be working on this objective through the Regional Organics Project. Direction related to organics has been provided and will continue to be the focus of the 2019 work plan.

There was indication that the Solid Waste Advanced Technology (SWAT) Select Committee's role may be refined with an updated Terms Of Reference. Currently the resources committed for the SWAT committee work involves monitoring a specific technology in Nova Scotia. If the Board supports advancement for the efficiency and effectiveness of the solid waste practices through the SWAT committee, a report can come forward to address the refinement of the SWAT.

With respect to the Board's resolution above, the points of action and information can be grouped into the following distinct groupings where common items can be addressed in the follow-up action. Staff are proposing the following groupings and timelines to address the direction provided on March 1, 2019.

- *Review Letters Patent, clarify organizational structure, clarify voting structure and weighted voting, Comox Valley Regional District (CVRD) policies applied to CSWM business – Report to the Board June 2019;*
- *Describe shared services from other jurisdictions – Report to the Board June 2019;*

- Shared leadership, co-chair by CVRD and Strathcona Regional District (SRD); electing a CSWM Chair – see recommendation of this report which enables an immediate resolution to this matter;
- CSWM communicating with SRD on regular basis to encourage dialogue and info sharing – see recommendation of this report;
- Liaison/communications between staff and elected officials. The March 2019 CSWM Board agenda includes a staff report on the purpose and function of the Technical Advisory Committee;
- Presentation to provide the best practices for the selection of consultants, understanding implication of procurement risk mitigation and is planned for the next Board in the Comox Valley.

Tours (Norm Wood, Block J, CSWM facilities) and team building; proposed for June 2019, and requires relocation of June meeting to Campbell River as outlined in the recommendation of this report. Other facilities will also be identified and planned site visits will occur as time permits.

- Information: improving staff reports and presentations – relevant and concise information; staff will continue to improve reports by focusing the most pertinent and relevant information into the executive summary, followed by in-depth background sections if required. In the future staff reports will be branded as CSWM.
- Meeting procedures: agenda ownership/production, length of speaking time, number of speakers, staff/consultant presentations, meeting duration and frequency: Allow for deeper discussions; these matters are in part at the will of the Directors. Agendas will include “approval of agenda” from this point forward. A staff report of alternative meeting arrangements will be provided following coordination with the Comox Strathcona Regional Hospital District.

Consideration of specific options pertaining to meeting procedures will be included in the staff report to be provided in June 2019.

- Management advisory – representation from all jurisdictions, advisory role vs decision-making, influence; the staff report on this matter is on this agenda.

Prepared by:

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Andrew McGifford, CPA, CGA
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Concurrence:

M. Rutten

Marc Rutten, P.Eng.
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Attachments: Appendix A – “CSWM Strategic Planning Report”

CSWM Strategic Planning Report



March 27, 2019

Prepared by A.M. Habkirk BA MA MPA MCIP

BACKGROUND

This report documents the meeting of the CSWM Board held on March 1, 2019. The primary goal of the meeting was to review the current CSWM priorities and to begin to set a course for the future of the CSWM service.

BOARD DISCUSSION

The agenda for the day laid out a series of steps to enable discussion of several issues and provide opportunities for directors to give direction regarding the future of the service. The full agenda is included in Appendix 1 and key components of the process and discussion are detailed below.

Observations from the Director Survey

A survey of CSWM Directors was undertaken prior to the March 1, 2019 Board meeting; a full summary of the results can be found in Appendix 2 and highlights are noted below.

- With half of the Board consisting of new members there is a need for further orientation and information about the service and about future decision making.
- There is a desire to discuss difficult issues, to set clear priorities and to have well run meetings.
- 80% of the respondents indicated they either need more orientation or refreshing of information about the current Solid Waste Management Plan (SWMP).
- There is a significant diversity of views about whether the CSWM Board decision making works well. Responses included everything from, "I think it is going well" to "I am hard pressed to see what's working well."
- There is recognition of cultural differences between the communities in the SRD & CVRD which presents challenges to Board service wide decision making.
- 80% of respondents support focusing on diversion of organics to achieve the 70% (350kg) 2022 diversion target.

The survey provided valuable input into the planning of the agenda for the day to allow opportunity for Board members to discuss the significant issues observed in the survey responses.

Small Group Discussion 1

Directors were sorted into four groups and asked to consider the following questions:

- Should the CSWM Board put effort into exploring governance changes? Should a committee to look at governance issues be struck? If a governance committee was struck what are some of the issues it should be looking at?
- What steps could be taken to improve the relationship with staff and build trust?
- What steps could the SRD & CVRD take to build a more constructive and collaborative relationship at the table?

Flipchart notes from the individual group discussions and presentations are included in Appendix 3.

At the conclusion of the meeting the Board passed the following motion which summarizes the consensus that evolved out of this discussion:

THAT the Comox Strathcona Waste Management Board approve the following points of action and information to address and improve governance and trust by preparing reports with context and/or options for the Board's consideration:

"Governance and Trust

- Review Letters Patent, clarify organizational structure, clarify voting structure and weighted voting; CVRD policies applied to CSWM business
- Describe shared services from other jurisdictions
- Tours (Norm Wood, Block J, CSWM facilities) and team building
- Information: improving staff reports and presentations – relevant and concise information
- Shared leadership, co-chair by CVRD and SRD; electing a CSWM chair;
- Meeting procedures: agenda ownership/production, length of speaking time, number of speakers, staff/consultant presentations
- Management advisory – representation from all jurisdictions, advisory role vs decision-making, influence
- Meeting duration and frequency: Allow for deeper discussions
- CSWM communicating with SRD on regular basis to encourage dialogue and info sharing;
- Liaison/communications between staff and elected officials
- Consultants selection and management”

CARRIED

Small Group Discussion 2

The second part of the day focused on the SWMP.

Directors were sorted into four different groups and asked to consider the following questions:

- Discuss the CSWM Plan objectives, guiding principles and diversion targets
- SWMP Basics – are they still supportable?
 - Plan objectives
 - Guiding principles
 - Diversion targets
- What should the CSWM Board focus on next?
 - Organics
 - Advanced Technologies
 - Other?

Each group presented a summary of its discussion and a meta summary is detailed below.

SWMP Basics

With respect to plan objectives there was strong support for:

- Diversion of waste from the landfill

With respect to guiding principles:

- there was general support for the CSWM Plan Principles, it was however suggested more education of the public about the principles is needed

With respect to diversion targets:

- There was consensus on CSWM Plan diversion targets, but concerns were expressed about the achievability of WTE targets, the need for public education, and how to divert more waste if costs continue to rise.
- Concerns regarding barriers to diversion were expressed.
- More options to recycle and divert are needed.

Where should the CSWM Board focus its efforts next?

Organics:

There is broad support for:

- capturing methane,
- composting, and
- more public education to promote usage and uptake.

There is concern expressed about:

- the doubling of cost estimates over a three year period and the need for the financial framework to maintain accountability; and
- rural/urban differences on ability/interest to compost.

There is a need to review other jurisdictions practices and experiences with organics.

Advanced Technology

- The CSWM Board should lobby the Provincial Government to explore AT on behalf of all RDs.
- Change SWAT Committee to focus on Solid Waste Best Practices – it's not always about technology; best recycling practices, diversion practices, etc.
- Opinions vary on waste to energy; economic viability, proven technologies; missed opportunities.

CONSIDERATIONS & NEXT STEPS

The CSWM workshop was a solid first step towards addressing some of the governance concerns of Board members and to gauge support for the current SWMP.

It is suggested that the Board needs to continue to work on addressing its governance concerns and the motion that was passed at the workshop and the steps suggested in it will provide for opportunities to improve the working culture of the Board.

Building on the motion a number of steps should be taken to help the Board improve the way it carries out its business including the following:

- It is suggested that staff to bring forward options for the Board to address its governance concerns as outlined in its motion as soon as possible.
- Staff prepare an information presentation to help the Board better understand its legislative authority under the Letters Patent, the organizational structure, voting structure, and meeting procedures.
- Staff prepare options for the Board to enable direct election of the CSWM Chair or co-chairing of the CSWM Board.
- That the Board consider having both the SRD & CVRD chairs provide oversight of agenda preparation. Although not provided for in the Comox Valley Regional District Procedure Bylaw No. 1, 2008, this could be done by an informal arrangement. Further, although Bylaw 1 Sec 7 does not provide for the opportunity for the Board to consider a motion to accept the agenda it does provide the Board with authority to change the agenda and so the presiding member could at the commencement of Board meetings ask the Board if there are any changes proposed – this would effectively result in acceptance of the agenda by the Board. The presiding member could then indicate that the agenda has been accepted by the Board. This is a small procedural change, but it is important for the Board to have ownership and to take responsibility for the agenda and this would be a step towards enabling that to occur.
- Steps should be taken to ensure information and reports to the Board are concise, complete and strike the right balance between providing enough information for informed decision making without swamping Board members with information.
- Steps should be taken to provide for enough time for the Board to fully consider the matters brought before it – again the Chairs of the CVRD & SRD should provide oversight to ensure this is the case. There may be occasions when holding CSRD & CSWM meetings on a single day is not practical or that one of the meetings is allocated more time than the other.

There is general broad support for the objectives, principles and targets set out in the current SWMP. There is also general support for the diversion targets detailed in the SWMP. The SWMP should therefore continue to be the guide for work to be done within the service until 2022.

There is also broad support for achieving the 2022 diversion targets by focusing on organics. The challenge ahead for the Board is to focus on organics diversion and to come to agreement on how this will be achieved. This should be the primary focus of the work of the Board from now until 2022.

There is Board support for ensuring the CSWM Service takes full advantage of good solid waste management practices used elsewhere. To this end staff should continue to explore and give advice to the Board on current good practices that could advance the efficiency and effectiveness of the solid waste practices of the service.

APPENDIX 1: MEETING AGENDA & HANDOUT

Comox Strathcona Waste Management Workshop Agenda March 1, 2019 Campbell River Maritime Heritage Centre 9:00 am – 3:00 pm	
9:00 am – 9:10 am	Welcome & introductions
9:10 am – 9:20 am	Introductory comments - Russell Dyson, CAO Questions
9:20 am – 9:30 am	Meeting ground rules
9:30 am – 9:40 am	What you told me in the survey
9:40 am – 9:45 am	Review of Agenda
9:45 – 10:15 am	Background – where are we at <ul style="list-style-type: none"> Brief presentation on the CSWM basics – what is the service, how is it constituted etc. High level overview of the CSWM Waste Management Plan What are we doing now? What are the major projects on the current work plan? What is the process for making changes to the service?
10:15 am – 10:30 am	Break
10:30 am – 11:15 am	Governance background: <ul style="list-style-type: none"> Current Service governance structure Current voting structure Problems identified by survey Other problems? How to make things better - small group discussion <ul style="list-style-type: none"> Should the CSWM Board put effort into exploring governance changes? Should a committee to look at governance issues be struck? If a governance committee was struck what are some of the issues it should be looking at? What steps could be taken to improve the relationship with staff and build trust? How could SRD & CVRD build a more constructive and collaborative relationship at the table?
11:15 am – noon	Report out & coming to agreement on steps forward
Noon- 12:30 pm	Lunch
12:30 pm – 1:00 pm	SWMP Basics
1:00 pm – 1:45 pm	2019-2022 – Next steps – small group discussions SWMP Basics – are they still supportable? <ul style="list-style-type: none"> Plan objectives Guiding principles Diversion Targets Where to next? <ul style="list-style-type: none"> Organics Advanced Technologies Other?
1:45 pm – 2:15 pm	Report out & coming to agreement on steps forward
2:15 pm – 2:55 pm	Coming to agreement about priorities
2:55 pm – 3:00 pm	Wrap up

Comox Strathcona Waste Management

Small group discussions

March 1, 2019

Campbell River Maritime Heritage Centre

9:00 am – 3:00 pm

Discussion 1 10:30 am – 11:15 am How to make things better!

INSTRUCTIONS:

Sort yourselves into the groups noted below.

Choose a spokesperson who will take notes of the discussion and report out to the larger group (CSWM Board)

Please use the 45 minutes to discuss the following questions and come to some shared practical steps that the CSWM Board could take.

- Should the CSWM Board put effort into exploring governance changes? Should a committee to look at governance issues be struck? If a governance committee was struck what are some of the issues it should be looking at?

- What steps could be taken to improve the relationship with staff and build trust?

- What steps could the SRD & CVRD take to build a more constructive and collaborative relationship at the table?

At the end of the time your groups will be asked to present its conclusions and recommendations to the larger group.

Group 1

Clare Moglove, City of Campbell River
Charlie Cornfield, City of Campbell River
Will Cole-Hamilton, City of Courtenay
Gerald Whalley, Electoral Area A SRD
Edwin Grieve, Electoral Area C CVRD
Bill Ives, Village of Sayward

Group 2

Andy Adams, City of Campbell River
Nicole Minions, Town of Comox
David Frisch, City of Courtenay
Daniel Arbour, Electoral Area A CVRD
Jim Abram, Electoral Area C SRD
Martin Davis, Village of Tahsis

Group 3

Ron Kerr, City of Campbell River
Alex Bissinger, Town of Comox
Bob Wells, City of Courtenay
Noba Anderson, Electoral Area B SRD
Brenda Leigh, Electoral Area D SRD
Julie Colborne, Village of Zeballos

Group 4

Michelle Babchuk, City of Campbell River
Doug Hillian, City of Courtenay
Gwyn Sproule, Village of Cumberland
Arzeena Hamir, Electoral Area B CVRD
Brad Unger, Village of Gold River

Discussion 2 1:00 pm – 1:45 pm SWMP Basics – are they still supportable? Where to next?

INSTRUCTIONS:

Sort yourselves into the groups noted below.

Choose a spokesperson who will take notes of the discussion and report out to the larger group (CSWM Board)

Please use the 45 minutes to discuss the following questions and come to some shared practical steps that the CSWM Board could take.

Discuss the CSWM Plan objectives, guiding principles and diversion targets (attached) -

SWMP Basics – are they still supportable?

- Plan objectives

- Guiding principles

- Diversion Targets

What should the CSWM Board where to next?

- Organics

- Advanced Technologies

- Other?

At the end of the time your groups will be asked to present its conclusions and recommendations to the larger group.

Group 1

Clare Moglove, City of Campbell River
Will Cole-Hamilton, City of Courtenay
Nicole Minions, Town of Comox
Noba Anderson, Electoral Area B SRD
Edwin Grieve, Electoral Area C CVRD
Brad Unger, Village of Gold River

Group 2

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Charlie Cornfield, City of Campbell River
Bob Wells, City of Courtenay
Jim Abram, Electoral Area C SRD
Arzeena Hamir, Electoral Area B CVRD
Martin Davis, Village of Tahsis

Group 3

Ron Kerr, City of Campbell River
Doug Hillian, City of Courtenay
Gerald Whalley, Electoral Area A SRD
Daniel Arbour, Electoral Area A CVRD
Julie Colborne, Village of Zeballos

Group 4

Michelle Babchuk, City of Campbell River
David Frisch, City of Courtenay
Alex Bissinger, Town of Comox
Gwyn Sproule, Village of Cumberland
Bill Ives, Village of Sayward
Brenda Leigh, Electoral Area D SRD

CSWM Basics

1.1 Plan Objectives

There are three main objectives associated with this new solid waste management plan:

1. The initiatives outlined in the plan work towards a goal of zero waste¹ and aim to minimize the amount of waste buried in landfills.
2. Improvements to the solid waste management system will reduce greenhouse gases emissions from solid waste management activities.
3. All CSWM landfills will be designed and operated to minimize impact on the environment and the surrounding community and to satisfy the BC Landfill Criteria for Municipal Solid Waste.

1.2 Guiding Principles

The following guiding principles were developed by the Ministry of Environment and adopted by the Solid Waste Management Plan Advisory Committee and the CSWM board to help direct the selection of Plan options:

- Solid waste is a resource.
- The consumption of material and energy resources should be set at a level which is ecologically sustainable.
- The regional solid waste stream should be reduced to the greatest extent possible, in accordance with the hierarchy of reduce, reuse, recycle, recovery and residual waste management and consistent with local resources and the nature of the regional solid waste stream.
- The goal of environmental policy is to strive towards zero pollution and the strategies for achieving that goal are in accordance with the precautionary principle.
- Individuals and firms will be enabled to make environmentally sound choices about consumption of resources and generation of waste through provision of appropriate information, including user-pay and market-based incentives wherever possible.
- Reduction policies and strategies will be developed through public consultation and are socially acceptable and cost-effective, based on full accounting of costs and benefits, both monetary and nonmonetary.

17. Diversion Estimate

Table 17-1 presents the estimated new waste diversion that can be achieved from each of the proposed plan components upon full implementation.

Table 17-1. Summation of Estimated Increase in Diversion from Plan Components

Plan Component	Estimated Increase in Diversion (tonnes per year)
Reduction and Reuse Actions	400
Residential Recycling	
Food waste collection	3,250
Improved Multi-Family Recycling	740
ICI Recycling	
Improved Recycling by the ICI Sector	5,000
Organic Waste Diversion	
Develop Organic Disposal Capacity	3,675
Backyard composting	1,800
Household Hazardous Waste and Extended Producer Responsibility Programs	2,600
Construction and Demo Waste Management	
CD Project Permitting	11,500
Total Estimated New Plan Diversion	28,615

The current waste diversion rate is estimated to be 51%; with the implementation of the reduction, reuse and recycling components of this plan, the diversion from landfill is expected to reach 70%, as illustrated in Figure 17-1. This would reduce the per capita disposal rate from 0.61 tonnes per year to 0.38 tonnes per year.

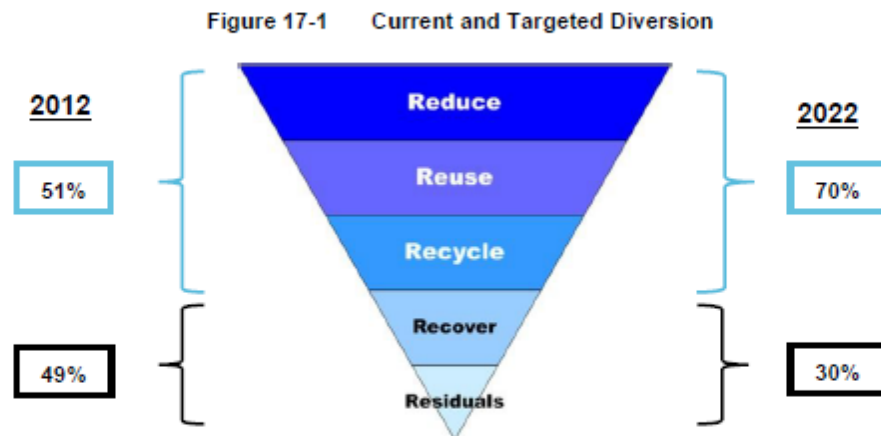


Table 17-2 shows the projected residual waste quantities for the next 30 years based on population projections and the diversion estimates provided in Table 17-1.

Table 17-2. Residual Waste Projections

Year #	Year	Projected Population	Waste Disposed (tonnes)
1	2011	104,950	62,970
2	2012	106,293	63,776
3	2013	107,587	64,552
4	2014	109,108	63,463
5	2015	110,466	64,128
6	2016	111,847	64,805
7	2017	113,232	65,366
8	2018	114,648	65,834
9	2019	116,082	66,307
10	2020	117,521	66,782
11	2021	118,970	67,260
12	2022	120,383	67,726
13	2023	121,794	68,192
14	2024	123,227	68,665
15	2025	124,549	69,101
16	2026	125,940	69,560
17	2027	127,316	70,014
18	2028	128,659	70,457
19	2029	129,988	70,896
20	2030	131,252	71,313
21	2031	132,539	71,738
22	2032	133,865	72,175
23	2033	135,204	72,617
24	2034	136,556	73,063
25	2035	137,921	73,514
26	2036	139,300	73,969
27	2037	140,693	74,429
28	2038	142,100	74,893
29	2039	143,521	75,362
30	2040	144,956	75,836

APPENDIX 2 SURVEY RESULTS

1. We want this workshop to be helpful and useful for the Board - how do you think we can best accomplish that?

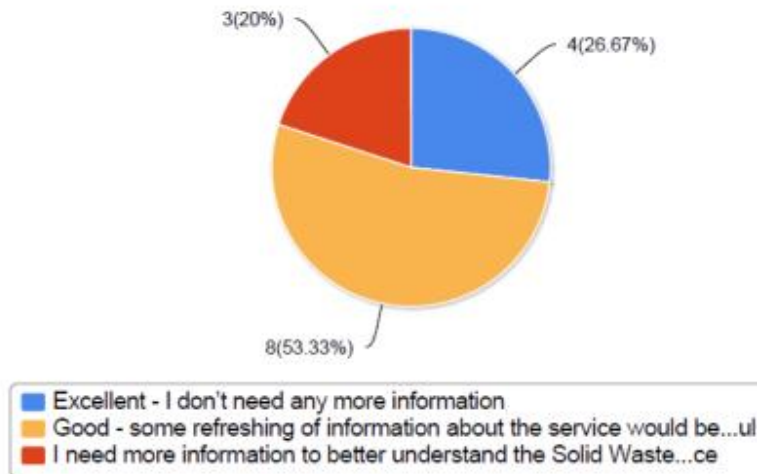
- ☐ review of our progress, successes, and shortcomings of our 2013 Waste Management Plan -how we want to close out the last 2 or three years to reach our stated objectives.
- ☐ Engaging all board members- seeking clear priorities
- ☐ open candid and honest discussion
- ☐ People leave their egos behind and do what's best for the planet
- ☐ SW Board as it now functions is a frustrating and futile waste of time
- ☐ By not shying away from some of the contentious issues
- ☐ by creating a space where each voice is valued and listened to
- ☐ understanding of diverse needs for all communities within the service is a must
- ☐ sticking to speakers lists and having everyone participate once before we go to second time speakers
- ☐ clear expectations from the get-go, clear house rules, meaningful conversations in an environment of respect
- ☐ Brainstorming and big picture thinking.
- ☐ Some small group work would also be helpful.
- ☐ identify common goals and also areas of potential differences.

- ☐ very large number of new Directors means that solid, factual information needs to be presented to them by STAFF before they can choose new "Strategic" direction for the future.

2. What do you hope we will accomplish at the workshop?

- ☐ clear sense of how we are tracking on our waste management plan, celebrate our successes, and prioritize activities to the end of the management plan
 - ☐ Establish clear priorities for the next four years
 - ☐ set some governance tools that hopefully will address some of the issues of distrust in the information
 - ☐ A plan that helps us move towards a huge reduction in incoming waste, prolongs the lifespan of our landfills, and educates
 - ☐ move to waste to energy system
 - ☐ Understanding, direction and unity
 - ☐ honestly, not sure what the intent is... we have a solid waste plan... and do not think we are setting out to update it.
 - ☐ Setting long term, short term and advocacy goals
 - ☐ Bringing the new Directors up to speed
-
- ☐ solid waste management for SRD/CVRD in 30 years, come up with clear, measurable and achievable goals.
 - ☐ accepted vision for the term or at least begin to form that vision
 - ☐ If we can bring the tension to the surface and engage with it in a positive manner, the sessions will have accomplished a lot.
 - ☐ We will have a way to move forward and agree to disagree

3. The Solid Waste Management Plan outlines the long term vision for solid waste management in the Comox Strathcona waste management area.



4. Are there any aspects or components of the Solid Waste Management Plan you would like to see changed?

- ☐ No (2)
- ☐ Yes, go back to the core principles of what we are to provide and be realistic
- ☐ Focus away from recovery (waste to energy) and towards diversion
- ☐ A MINOR amendment needs to be made to allow a waste to energy component.
- ☐ more conversation on alternative waste option
- ☐ Alternative solutions to filling a hole
- ☐ flexibility to be able to engage high-end recycling firms rather than waste-to-energy.
- ☐ 70% diversion before thinking of alternatives is extremely limiting and costs to taxpayers are enormous
- ☐ let's push ahead with the Organics facility, and renewal of the SWAT committee mandate
- ☐ additional focus upstream reduction of waste.
- ☐ some reservations about centralizing organics in CR.
- ☐ less time and money was spent on investigating waste to energy plants
- ☐ would like to see the "boutique" ideas that get funded be better understood before we borrow and spend millions of dollars on what
- ☐ could be big, failed experiments.....such as Organics Transport and re-cycling

5. Are there aspects of CSWM Board decision making you consider to be working well?

I think it is going well.

Members are courteous and direct

very talented well meaning people around the table -appears to be a structural, reporting and governance issue

I'm a bit hard pressed to see what's working well.

No

Diversity and keeping to first time speakers and then permitting second if new info is provided seems to work

Discussions are usually good

Yes. I believe that we are well-informed by Staff and consultants regarding the backgrounds of the decisions we make.

6. Are there aspects of CSWM Board decision making you consider to not be working well and need improvement?

I don't see it as a huge problem, but it would be good if the Chair of the board was not automatically from the Comox Valley

No particular aspects come to mind

Yes, there is the perception that decisions have already been made before getting the Board table

Basic levels of understanding of the directors

need to revisit our governance structure, our letters patent as they don't seem equitable

imbalance between CVRD and SRD voting structure

too much content on one single agenda, too many important decisions to make in one sitting.

- ☐ apparent divide in the wants/needs for services in more remote areas, compared to tax burden associated
- ☐ Trust and team building seems like they could be improved
- ☐ It seems a large and unwieldy group to make such complex decisions.
- ☐ There appear to be divisions within the board between Strathcona and Comox Valley
- ☐ Yes. I don't feel that the pre-view by an unelected group known as the "Management Committee" should dictate our decisions

7. For those aspects you think need improvement, what steps would you suggest to improve the decision making of the CSWM Board?

none jump to mind. I don't think governance is our core issue.

Stop having pre-meetings between staff and 'some' Board members,

The SW Board ought to elect its own chair, formulate its own procedures bylaws with a one Director one vote system

Discussion and understand on how the board came to be and why is was structured the way it was.

Review legislation or pass a resolution to make it one person/one vote. It is a committee!

more meetings with lighter agendas - more facilitated time

We need more allowances from staff to investigate and provide info.

separate the board in two, SRD and CVRD,

Some team building wouldn't hurt. Familiarization with peoples perspectives might help

acknowledge the existing tensions

Eliminate the Management Committee

8. The service is currently funded by a combination of tax requisition and tipping fees. Are there alternative funding strategies that you would like considered?

Sale of diverted materials (3)

there needs to be a separation of costs that use taxation for one time projects and maintain the operating and future of the service within the fiscal capacity of the tipping fees

Grants

Increase tipping fees, extend borrowing, reduce staff numbers

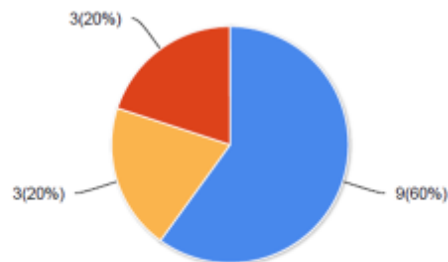
tax at point of sale, i.e.. all consumer purchased goods should have a % collected towards disposal/landfilling/recycling of products (2)

No. I'm satisfied with the funding model.

I believe that my constituents would be better served by tipping fees that reflect the Island's "average" and a tax requisition that would make up the difference.

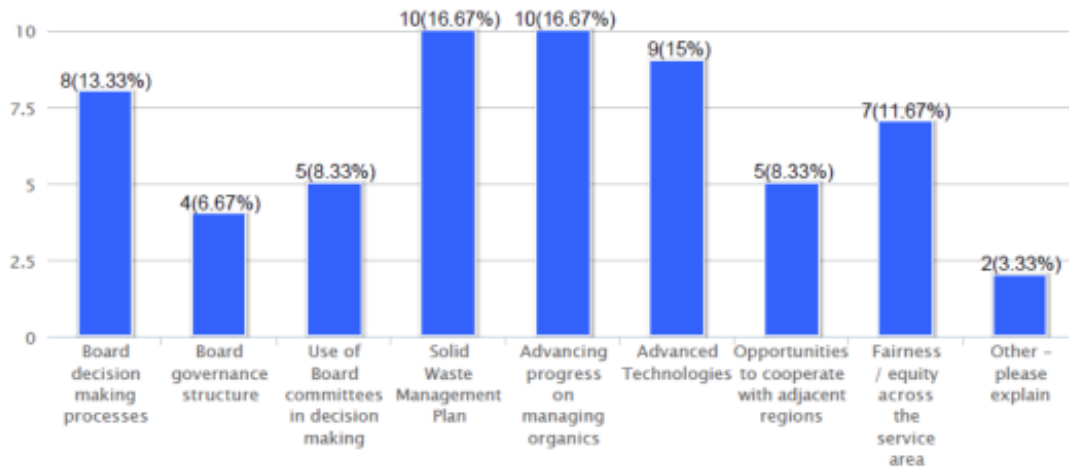
9. The Solid Waste Management Plan sets a diversion target of 70% (350 kg per person) by 2022 and presently a 50% diversion rate (or, approximately 570 kg per person) has been achieved. The remaining 20% diversion is most likely to be achieved through diversion of organics and improvements to existing recycling programs.

How supportive are you of focusing on achieving the 2022 350 kg/person target within your term of office?



■ High level of support ■ Some support ■ Little support

10. What topics would you like to see discussed at the workshop?



APPENDIX 3: FLIP CHART NOTES

<p>Discussion 1 - Group 1</p>	<p>Discussion 1 Group 1 committee ✓</p> <ul style="list-style-type: none"> - weighted vote - population assessed value - leadership - chairs - joint chairs - staff from SRD &/or CR ^{inclusion of staff like CSMB} - scheduling of advisory committee - meeting procedures ① - decisions made at CURD be ratified by CSWM - terms of reference for advisory committee - communication & information flow
	<ul style="list-style-type: none"> - Consultants - Selection - Supervision - more inclusion of staff from SRD & CR ② - too much filtering of TAC - greater & freer interaction with staff at times
	<ul style="list-style-type: none"> - shorter summaries by staff ↳ more time for Q & A - review - weighted vote ③ - chair selection

Discussion 1 - Group 2

DISCUSSION 1 GROUP 2

1) Efforts into Governance changes:

- Request staff report on how other "shared services" are operating in Western Canada
- CVRD staff attending SRD ^① meetings Quarterly - Delegation
- Co-Chair CSWM (CVRD / SRD)
- Elected Chair Position
- Review of the TAC - make-up/Composition
- other (purpose/pieces)

• Teambuilding (staff incl.)

• Continued collaboration on ^② Facility Tours and other joint invites

• Tour Norm Woods ^{Lot 5} ~~Cell J~~
Campbell River landfill/
Transfer Station

• Clarification of weighted votes and service administration

<p>Discussion 1 - Group 3</p>	<p>DISCUSSION 1 GROUP 3</p> <ul style="list-style-type: none"> • yes, not a committee, but ongoing discussions (topic per mtg) • look @ co-chairing mtgs (CVRD chair / SED chair) <p>①</p> <ul style="list-style-type: none"> • split SW / Hospital mtgs ↳ full day mtgs, more time w/ staff & directors • correspondence - to be received @ mtgs ↳ more advocacy
<p>Discussion 1 - Group 4</p>	<p>DISCUSSION 1 GROUP 4</p> <p>Division of Board - needed (administrative) support from CVRD was needed at time. Chair + vice chair</p> <ul style="list-style-type: none"> - Letters patent need updating - Can this be done? ① - Does this board have to be an extension of the CVRD? - Governance Committee - share the leadership - 10 year plan till 2023 (5 years opened up SWP)
	<p>Relationship with staff</p> <p>②</p>

Discussion 2 - Group 1

DISCUSSION 2
GROUP 1

①

1.1 plan objectives

- 1 → is zero waste still a reas. obj. for 10 year manage. plan
- ~~yes~~ → minimize waste going to landfill ✓
- ~~Advocate~~
- 22 yes
- 3 yes

1.2 ~~solid waste~~

Add - education & advocacy are crucial

↑ ↑

constituents senior govt

D:U. Target - currently more of aspirational goal as we are below 50% but we fully support effort to get there

~~Address barriers to diversion~~

- address barriers to diversion

- education - easier to divert at curb

②

Organics

- yes to composting facility
- yes to capturing methane & sell to Fortis

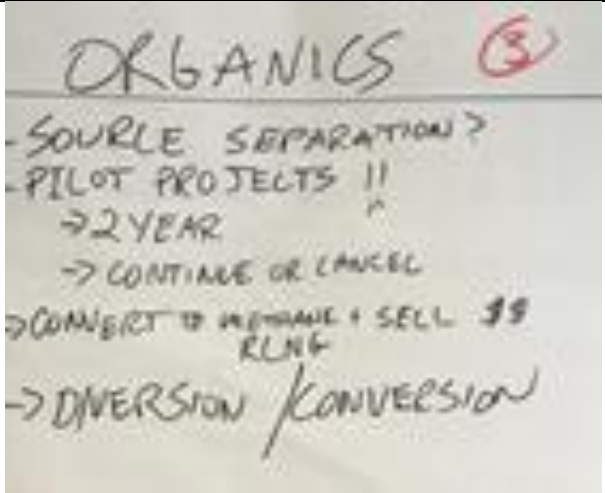
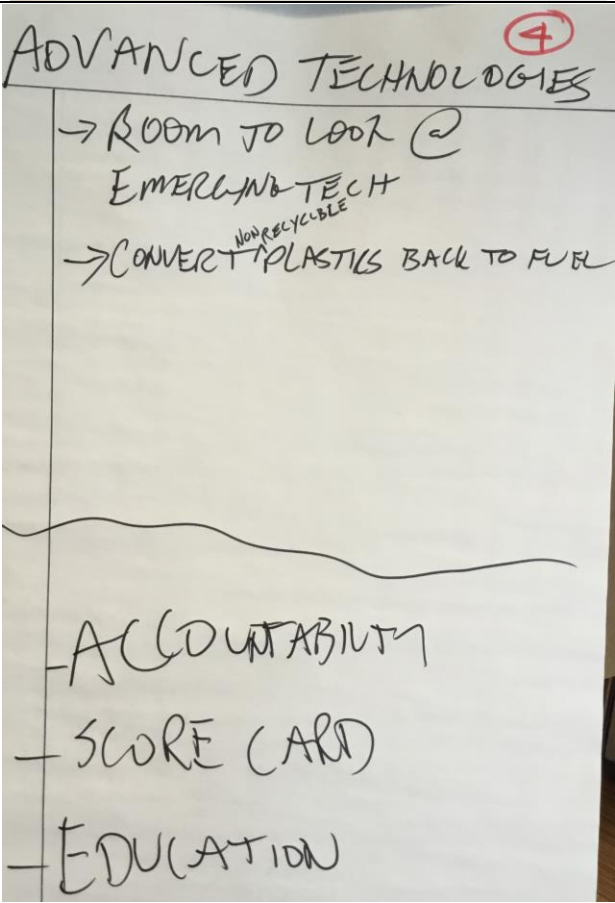
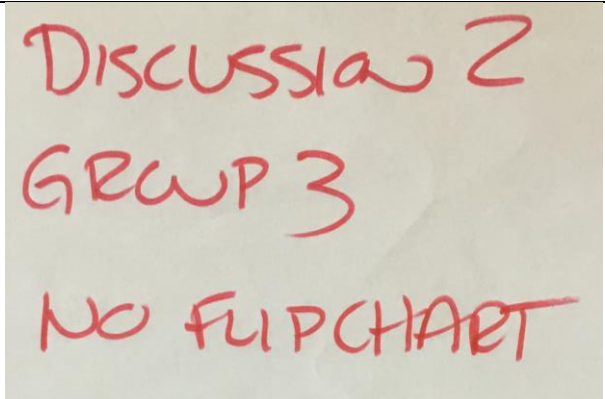
Advanced Tech.

→ lobby BC govt to explore SWAT on behalf of all RD rather than each one doing ind. research

~~BCRA~~

- craft res. to UBCM to
- broaden definition - innovation not just tech
 - upcycling
 - best recycling practices
 - best educational practices

	<p>What info needed (3)</p> <ul style="list-style-type: none"> - history - prov. leg. - terminology - glossary - review of why we are at current d:u rate not at our target - relation w recycle BC <ul style="list-style-type: none"> ↳ how it effect SWMP - learn about best practices RDN - comp of waste stream other CURD 		
<p>Discussion 2 - Group 2</p>	<p>WASTE COMPOS NOW DISCUSSION 2 GROUP 2</p> <table border="1"> <tr> <td data-bbox="836 861 933 913">Objectives</td><td data-bbox="966 861 1421 1365"> <ul style="list-style-type: none"> • Zero waste difficult to achieve <ul style="list-style-type: none"> ↳ should be a goal vs objective? (1) • Requires advocating to the province <ul style="list-style-type: none"> → fund lobbying + add to principles? <p>Work towards 350kg/pp with a goal to zero waste</p> <ul style="list-style-type: none"> • How does all of this get financed? <ul style="list-style-type: none"> ↳ add to objective #3? #4? - fiscally sustainable + identify fixed costs vs operating \$ (closure) </td></tr> </table> <p>Add #4</p>	Objectives	<ul style="list-style-type: none"> • Zero waste difficult to achieve <ul style="list-style-type: none"> ↳ should be a goal vs objective? (1) • Requires advocating to the province <ul style="list-style-type: none"> → fund lobbying + add to principles? <p>Work towards 350kg/pp with a goal to zero waste</p> <ul style="list-style-type: none"> • How does all of this get financed? <ul style="list-style-type: none"> ↳ add to objective #3? #4? - fiscally sustainable + identify fixed costs vs operating \$ (closure)
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	 <p>ORGANICS ③</p> <ul style="list-style-type: none"> - SOURCE SEPARATION? - PILOT PROJECTS II → 2 YEAR → CONTINUE OR CANCEL → CONVERT TO WASTE + SELL \$9 RLB → DIVERSION / KONVERSION
	 <p>ADVANCED TECHNOLOGIES ④</p> <ul style="list-style-type: none"> → ROOM TO LOOK @ EMERGING TECH → CONVERT ^{NON RECYCLABLE} PLASTICS BACK TO FUEL <hr/> <ul style="list-style-type: none"> - ACCOUNTABILITY - SCORE CARD - EDUCATION
<p>Discussion 2 - Group 3</p>	 <p>DISCUSSION 2 GROUP 3 NO FLIPCHART</p>

<p>Discussion 2 - Group 4</p>	<p>DISCUSSION 2 GROUP 4 ①</p> <p>Where Next?</p> <p><u>Organics</u> : Yes</p> <p>↳ At what scale? - individual - neighbourhood - local - Regional - Island</p> <p>By choice or Mandated?</p> <p>↳ Education re: organics</p> <p><u>Advanced Tech</u> :</p> <p>↳ desired to change requirement to use AT (Agency)</p> <p>↳ Explain the reasons for the 70% diversion before allowing AT</p> <p><u>Other</u> :</p> <p>↳ Point of Source waste Reduction ↳ Excess Tax/Deposit/fee</p> <p>↳ Plastic Diversion/Repurpose</p> <p>↳ C&D reduction Incentives ↳ Building & Dem Permits</p>
<p>Conclusions</p>	<p>GOVERNANCE ISSUES</p> <p>CRD BOARD DECISIONS</p> <p>RELATIONSHIP WITH STAFF.</p> <p>CRD-SRD - CULTURAL DIFFERENCES, SRD - SHALOMUNUTIES.</p> <p>GETTING PARENT-STRUCTURE STILL VALID?</p> <p>APPOINTMENT OF THE CHAIR</p> <p>WEIGHTED VOTING</p> <p>MEETING PROCEDURES</p> <p>SIZE OF BOARD</p>