

# 2025-2029 Financial Planning

## Comox Strathcona Waste Management

November 21, 2024  
Proposed Budget

Authority	Waste Management Act
Service Establishment Bylaw	Bylaw 1822, March 1997 Amended by Bylaw 331, November 2014
Service Name	Comox Strathcona Waste Management
Purpose	The collection, removal and disposal of waste and noxious, offensive or unwholesome substances and the regulation, storage and management of municipal solid waste (MSW) and recyclable material, including the regulation of facilities and commercial vehicles used in relation to these matters
Participants	Comox Valley Regional District Strathcona Regional District

# Serving Eight Municipal Partners and several unincorporated Rural Areas

Campbell River

Comox

Courtenay

Cumberland

Gold River

Tahsis

Sayward

Zeballos

Eight Electoral Areas

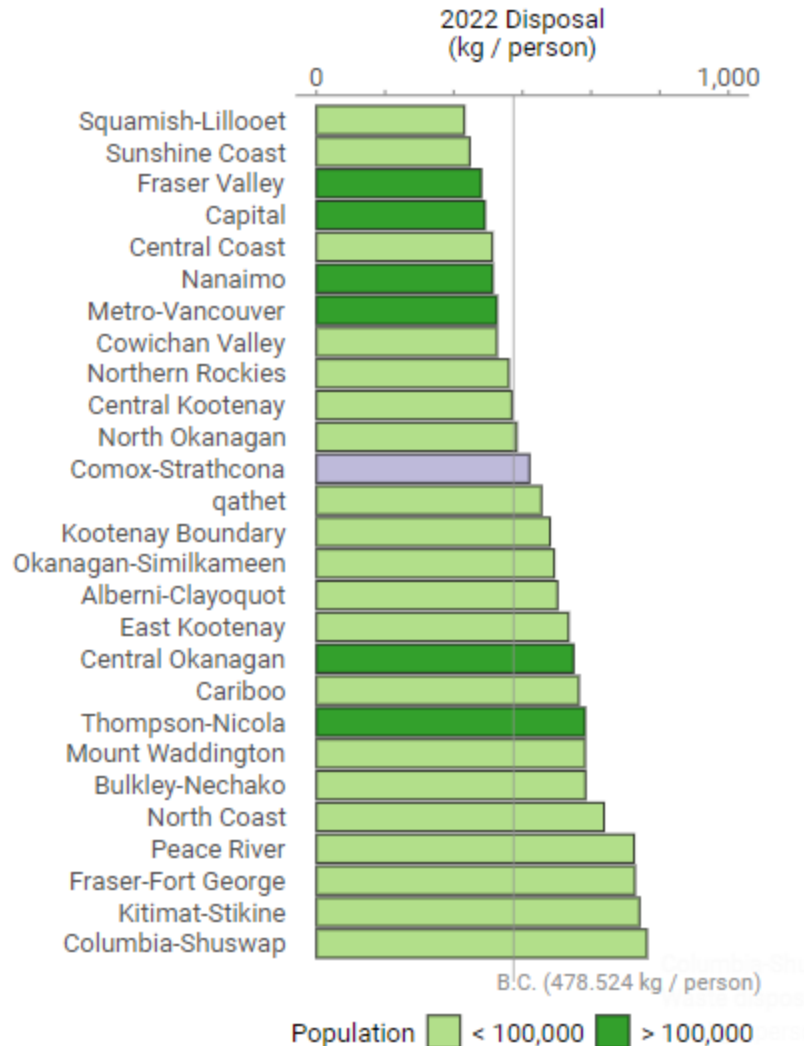


# Services and Service Levels

Main Areas of Operations	Metric	Location
Regional Engineered Landfill	1	Cumberland
Waste Management Centers	2	Cumberland, Campbell River
Regional Organics Processing Centre	1	Campbell River
Historical Landfills	3	Zeballos, Tahsis, Gold River
Recycling Depots	2	Quadra Island & Oyster River
Transfer stations and recycling depots	6	Hornby & Cortes Islands, Villages of Gold River, Tahsis, Zeballos, Sayward

Lines of Business
Administration
Annual Debt Servicing and Capital Contribution
Capital Upgrades and Asset Management
Diversion - Organics
Diversion - Recycling
Education and Policy
Environmental and Closure
Landfill Disposal
Transfer Station and Remote Landfills
Unified Transportation

# Metrics (2023)



- Disposal Rate =  $\frac{\text{total tonnage buried}}{\text{population}}$
- Waste disposed per capita
  - CSWM: 499 kg per capita (2023)
  - BC Average: 478 kg per capita (2022)
  - Ministry Target: 350 kg per capita

# Trends, Challenges and Opportunities

Key Challenges	Emerging Opportunities
Waste Diversion and Reduction	Education and enforcement
Increased Traffic, Landfill Capacity and Airspace Management	Implement innovative compaction strategies
Regulatory Compliance and Escalating Costs	Invest in autotuning technology for LGF wells
High Capital Expenditures vs. Inadequate Reserves	Develop sustainable funding strategy
Policy and Enforcement Limitations	Modernize policies and strengthen regional collaborations to enhance compliance
Operational Pressures and Capacity Constraints	Invest in staff training and development
Infrastructure and Service Gaps	Explore service levels (SWMP)
Disaster Preparedness and Resilience	Enhance planning and collaboration to build resiliency
Education and Community Engagement	Increase targeted education campaigns to foster a culture of waste diversion and recycling
Funding and Resource Allocation	Financial stability

# 2024 Accomplishments

- Greenhouse Gas Emission Reduction
  - Regional organics facility – 1<sup>st</sup> full year of operation
  - Campbell River flare commissioned
  - Drone methane detection flights
- SWMP renewal – Step 3 (underway)
  - Phase 1 - and in-person engagement in communities to inform strategies
    - municipal council meetings
    - 8 technical studies to inform long list
- Education
  - Landfill and regional organics tours

# Strategic Priorities and Initiatives

Type	Initiative
Board	Objective One - Minimize Waste Generation
Board	Objective Two - Reduce Greenhouse Gas Emissions
Board	Objective Three - Environmentally Responsible and Compliant Residual Waste Management



# 2025 Work Plan Priorities

Type	Initiative	Comment
Planning	SWMP Step 3(b)	Raising awareness and collecting input on the proposed short list of options, Update masterplan
Operations	Landfill Compaction Trials	Compaction of waste to yield airspace/ cost savings
Operations	Scale Software Implementation	Implementation of new Paradigm software
Operations	Disaster Debris Planning	Develop clear protocols for rapid debris management post-disaster, prioritizing public safety and landfill capacity
Operations	Autotuners for CV & CR	automation to improve gas extraction efficiency and reduce manual adjustments
Operations	Onboarding Quadra Depot	Final building, community outreach, and staff training
Operations	Organics Expansion	Measured approach to expansion for Multifamily and select ICI
Operations	CVWMC Office Building	Consolidate operations, improve efficiency, and prepare for future growth

# Human Resources

	2025
<b>Opening FTE Balance</b>	30.93
<b>Addition Request</b>	
Full time - Waste Water and Landfill Gas Operator	1.00
Full time - Health and Safety Coordinator	0.33
Part Time - Financial Planning Analyst	0.50
Temporary /Casual - Waste Management Attendants	0.75
<b>Adjustments</b>	-0.63
Total Change	1.95
<b>Ending FTE Balance</b>	32.88

- Leachate Treatment Plant operations and maintenance
- Landfill gas systems operations and maintenance
- Site safety coordination
- Seasonal support for peak summer traffic
- Dedicated financial planning support

# Overall Expenses: 391-394

Year over Year Change	2024 Approved Budget	2025 Recommended Budget	Increase (Decrease)	
			(\$)	(%)
Support Services	\$999,614	\$ 1,152,741	\$ 153,127	15.3%
Personnel Costs	3,523,106	3,831,902	308,796	8.8%
Grants to Other Organizations	961,139	714,558	(246,581)	-25.7%
Materials, Supplies and Utilities	2,617,120	2,795,515	178,395	6.8%
Contract and General Services	5,796,261	6,841,388	1,045,127	18.0%
Transfer to Other Services	25,812	5,280	(20,532)	-79.5%
Transfer to Reserve – Future Expenditure	100,000	100,000	-	-
Transfer to Reserve – Capital	1,908,549	1,307,463	(601,086)	-31.5%
Transfer to Reserve – Other	600,000	600,000	-	-
Debt Charges	2,736,105	2,736,105	-	0.0%
Minor Capital	395,000	359,000	(36,000)	-9.1%
<b>Total</b>	<b>19,662,706</b>	<b>20,443,952</b>	<b>781,246</b>	<b>4.00%</b>

# 391 CSWM - Expenses

Year over Year Change	2024 Approved Budget	2025 Recommended Budget	Increase (Decrease)	
			(\$)	(%)
Support Services	\$999,614	\$1,152,741	\$153,127	15.3%
Personnel Costs	3,267,004	3,480,675	213,671	6.5%
Grants to Other Organizations	961,139	714,558	(246,581)	-25.7%
Materials, Supplies and Utilities	2,167,631	2,319,679	152,048	7.0%
Contract and General Services	4,820,265	5,799,890	979,625	20.3%
Transfer to Other Services	25,812	5,000	(20,812)	-80.6%
Transfer to Reserve	2,608,549	2,007,463	(601,086)	-23.0%
Debt Charges	2,736,105	2,736,105	-	0.0%
Minor Capital	380,000	308,000	(72,000)	-18.9%
<b>Total</b>	<b>17,966,119</b>	<b>20,443,952</b>	<b>781,246</b>	<b>4.0%</b>

## Key Notes

- Support services allocation increase driven by level of capital projects
- Grants to others decreases with completion of Cumberland paving project [300K]
- Several minor capital projects in 2024; unallocated amount cut back [-100K]

# 392 Post Landfill Closure - Expenses

## Year over Year Change

	2024 Approved Budget	2025 Recommended Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$75,517	\$119,625	\$44,108	58.4%
Materials, Supplies and Utilities	41,648	51,477	9,829	23.6%
Contract and General Services	55,593	62,921	7,328	13.2%
Transfer to Other Services	-	280	280	100.0%
<b>Total</b>	<b>172,758</b>	<b>234,303</b>	<b>61,545</b>	<b>35.6%</b>

## Key Notes

- No changes from proposed
- Training and Development [+3K], Travel [+3K], LFG Materials [+2.9K]
- Flare Repairs [+4.2K], Flare Building Maintenance [+2.5K]

# 393 Leachate Treatment Plant - Expenses

## Year over Year Change

	2024 Approved Budget	2025 Recommended Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$155,828	\$203,531	\$47,703	30.6%
Materials, Supplies and Utilities	361,811	327,083	(34,728)	(9.6%)
Contract and General Services	70,403	83,625	13,222	18.8%
Minor Capital	10,000	51,000	41,000	410.0%
<b>Total</b>	<b>598,042</b>	<b>665,239</b>	<b>67,197</b>	<b>11.2%</b>

## Key Notes

- Chemicals [-50K], Replacement probes [+8.7K], Safety Equipment [+4.0K]
- Equipment and Machinery Repairs and Contracts [+12K]
- Backup pump [+7K], Tank 1 mixer [+14K], Water line [+10K]

# 394 Regional Organics - Expenses

## Year over Year Change

	2024 Approved Budget	2025 Recommended Budget	Increase (Decrease)	
			(\$)	(%)
Personnel Costs	\$24,757	\$28,071	\$3,314	13.4%
Materials, Supplies and Utilities	46,030	97,276	51,246	111.3%
Contract and General Services	850,000	894,920	44,920	5.3%
Minor Capital	5,000	-	(5,000)	(100.0%)
<b>Total</b>	<b>925,787</b>	<b>1,020,267</b>	<b>94,480</b>	<b>10.2%</b>

## Key Notes

- Fuel/Lubricants [36K], Hydro [+1.5K], Advertising [-10K]
- **Regional Organics contract [+120K]**

# Revenue

## Year over Year Change

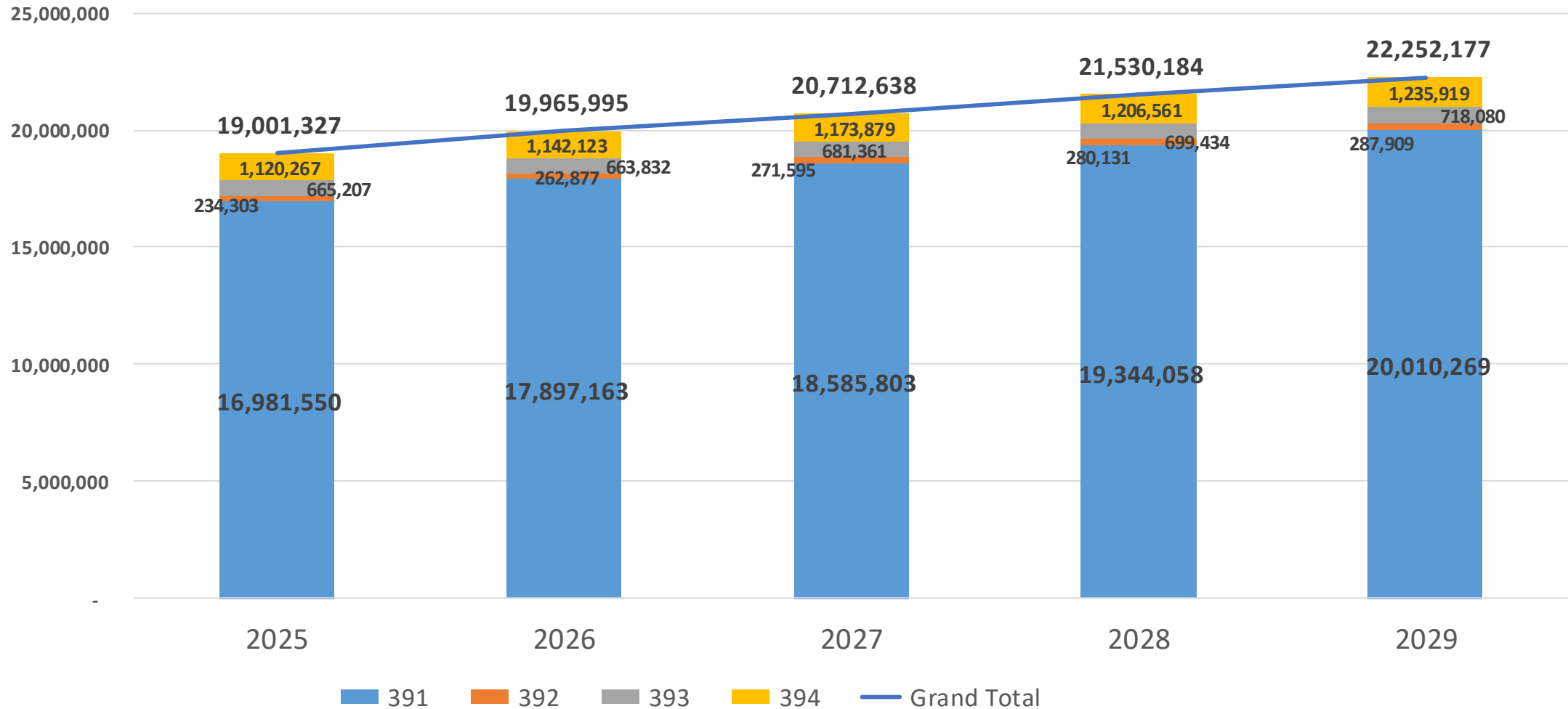
	2024 Approved Budget	2025 Recommended Budget	Increase (Decrease)	
			(\$)	(%)
Grants in lieu	\$85,000	\$5,000	(\$80,000)	(94.1%)
Taxation	5,000,000	5,500,000	500,000	10.0%
Sale of Services	11,737,768	12,648,952	911,184	7.8%
Prior Year Surplus	2,476,938	1,400,000	(1,076,938)	(43.5%)
Government Grants	20,000	20,000	-	-
Recoveries	343,000	870,000	527,000	153.6%
<b>Total</b>	<b>19,642,706</b>	<b>20,443,952</b>	<b>781,246</b>	<b>4.0%</b>

## Key Notes

- Requisition increase to build reserves to sustainable level
- Recoveries increased to reduce reliance on taxation



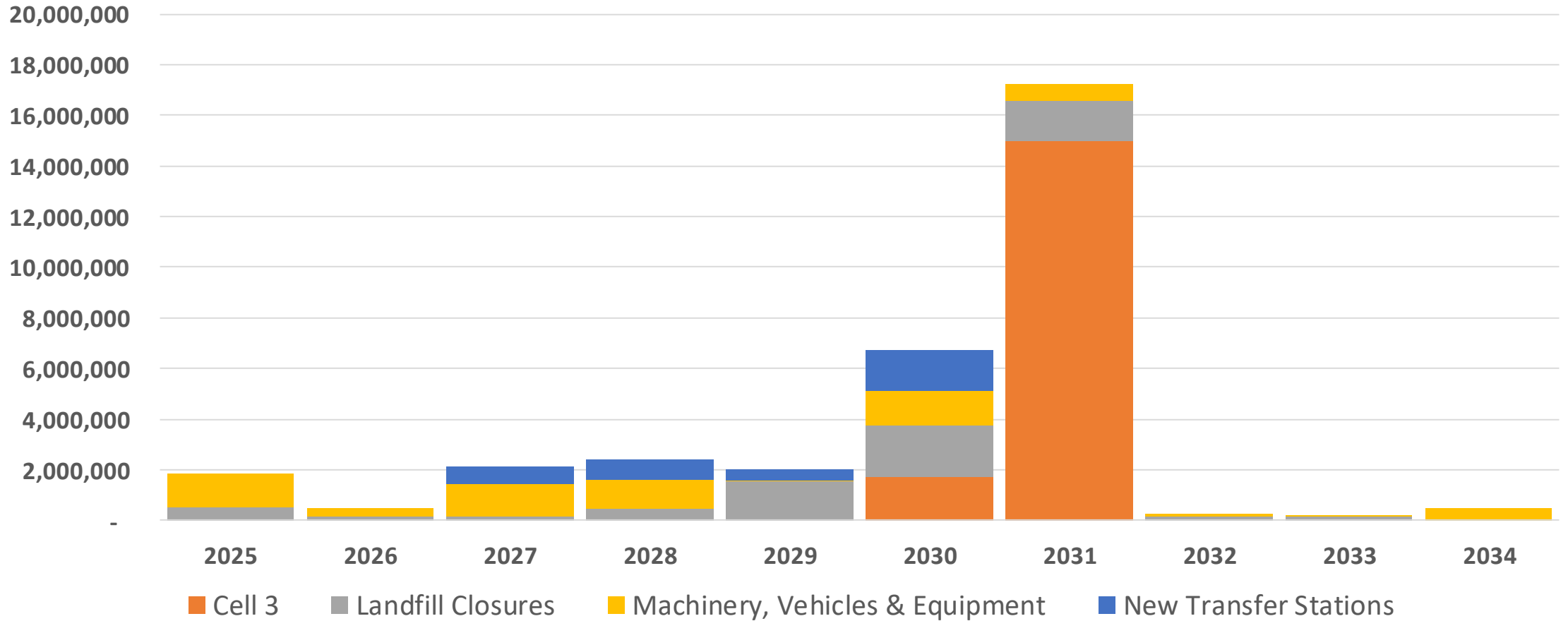
# Operating Budget: 2026-2029 Projections



# Comox Strathcona Waste Management

## 2025-2035 Capital Planning

# Ten-year Capital Plan



# 2025-2029 Capital Plan

	2025	2026	2027	2028	2029
1029 – Annual Capital Projects	2,186,112	-	-	-	-
1048 – CVWMC Landfill Closure	200,000	-	-	-	-
1049 – Regional Composting Facility	85,495	-	-	-	-
1050 – CVWMC New Landfill	467,896	-	-	-	-
1051 – CRWMC Closure	200,000	-	-	-	-
1054 - Vehicle and Machinery	1,800,000	60,000	1,260,000	1,120,000	60,000
1077 – Tahsis Transfer Station	-	-	-	-	200,000
1079 – CVWMC Public Drop off Area Expansion	-	-	-	-	-
1083 – Zeballos Transfer Station	-	-	700,000	800,000	-
1087 – Zeballos Landfill Closure	-	-	-	330,083	957,749
1122 – CVWMC New Engineered Landfill Progressive Closure	121,000	150,000	150,000	150,000	150,000
1131 – CRWMC Transfer Station					

# 2030-2034 Long Term Capital Plan

	2030	2031	2032	2033	2034
1029 – Annual Capital Projects	-	-	-	-	-
1048 – CVWMC Landfill Closure	-	-	-	-	-
1050 – CVWMC New Landfill	\$1,700,000	\$15,000,000	-	-	-
1051 – CRWMC Closure	-	-	-	-	-
1054 - Vehicle and Machinery	1,410,000	640,000	120,000	60,000	460,000
1077 – Tahsis Transfer Station	800,000	-	-	-	-
1083 – Zeballos Transfer Station	-	-	-	-	-
1087 – Zeballos Landfill Closure	-	-	-	-	-
1122 – CVWMC New Engineered Landfill Progressive Closure	150,000	150,000	150,000	150,000	-
1132 – Gold River Landfill Closure	1,387,367	-	-	-	-
1133 – Gold River Transfer Station	800,000	-	-	-	-
1134 – Tahsis Landfill Closure	470,860	1,425,580	-	-	-
1164 – Membrane Filtration	-	-	-	-	-
<b>Total</b>	<b>6,718,227</b>	<b>17,215,580</b>	<b>270,000</b>	<b>210,000</b>	<b>460,000</b>

# CVWMC Landfill Projections

**Table 9: Summary of Available Airspace and Lifespan for Cells 1-6**

Cell Identification Number	Available Airspace (m <sup>3</sup> )	Estimated Cell Life (Years)		Year Capacity Reached	
		Scenario #1*	Scenario #2**	Scenario #1*	Scenario #2**
Cell 1	470,945 m <sup>3</sup>	6.0 years	7.5 years	2022	2024
Cell 2	1,046,472 m <sup>3</sup>	8.5 years	12.0 years	2031	2036
Cell 3	1,040,890 m <sup>3</sup>	8.0 years	11.5 years	2039	2048
Cell 4	954,748 m <sup>3</sup>	7.0 years	10.0 years	2046	2058
Cell 5a	775,124 m <sup>3</sup>	5.5 years	8.0 years	2052	2066
Cell 5b	1,302,922 m <sup>3</sup>	9.5 years	13.0 years	2056	2071
Cell 6	885,560 m <sup>3</sup>	6.0 years	8.5 years	2058 (option 5a) 2062 (option 5b)	2074 (option 5a) 2079 (option 5b)
<b>TOTAL Airspace and Cell Life (Cell 5a)</b>	5,173,739 m <sup>3</sup>	41.5 years	57.5 years		
<b>TOTAL Airspace and Cell Life (Cell 5b)</b>	5,701,536 m <sup>3</sup>	45.5 years	62.5 years		

\*Scenario #1 – Cell life and capacity based on constant status quo disposal rate

\*\*Scenario #2 – Cell life and capacity based on 2012 CS-SWMP 70% diversion rate being achieved by 2022

# Fiscal Sustainability, Reserves, Debt, Funding Sources and Implications to Typical Household

K. Broughton, CVRD Manager Financial Planning

L. Wiwcharuk, CVRD CFO

# Key Policy for Fiscal Sustainability



## Operating Reserve Policy

- Target – three months of operating costs
- Risk mitigation
- Rate Stabilization

## Capital Reserve Policy

- Funding for capital
- Emergency repairs, unanticipated capital and project overruns
- Commitment to Asset Management

## Debt Management

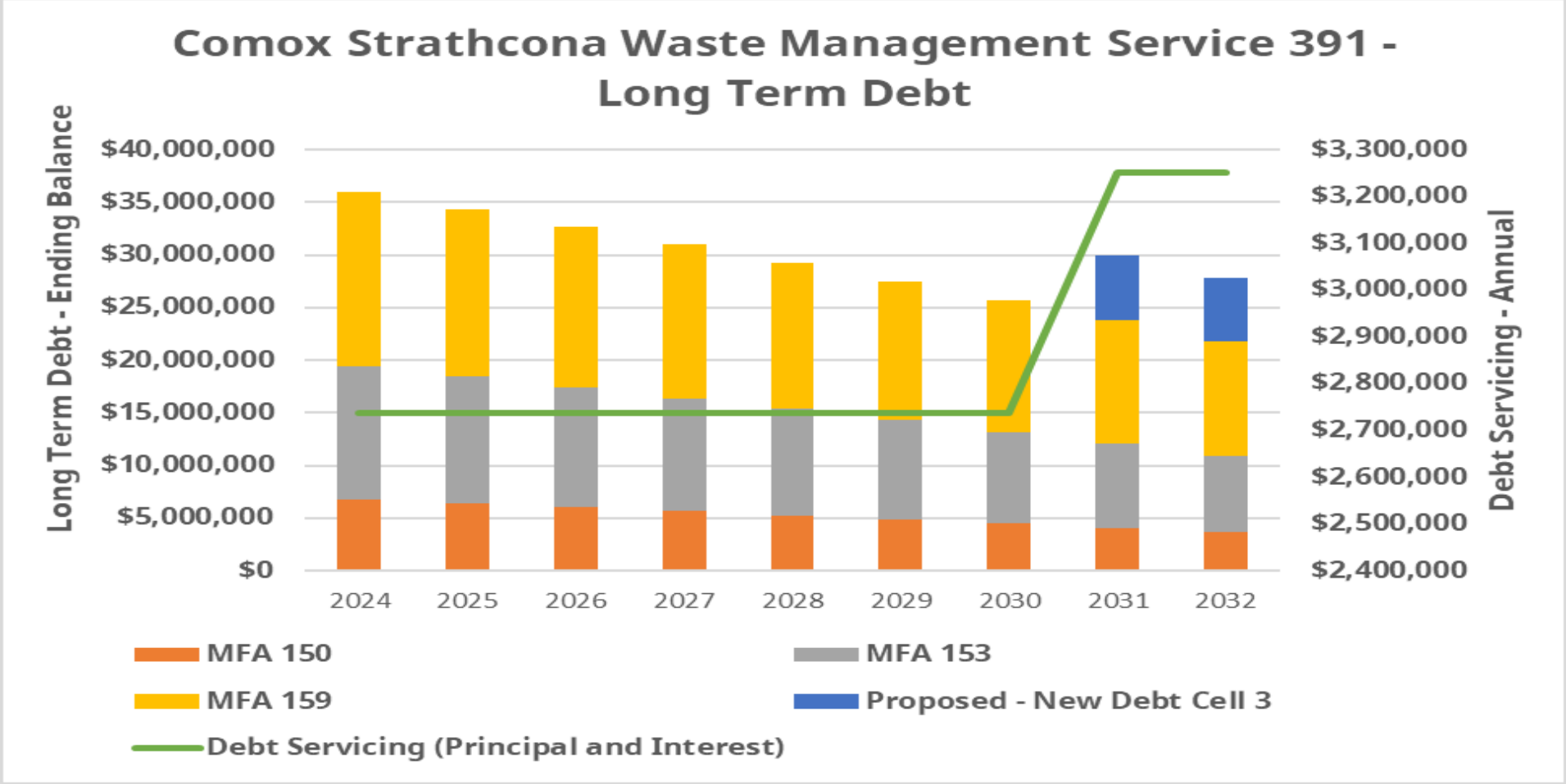
- Purpose for use
- Affordable levels
- Risk tolerance
- Limits – self imposed and regulated

## Funding Model User Fees and Charges Policy

- Revenues sufficient to achieve full cost recovery
- Customers charged in a fair and equitable manner
- Supports goals of the organization



# Long Term Debt



# Reserves

## Projected Balances

Reserve	2024 Ending Balance
391 – Future Expenditure Reserve	\$1,627,800
830 – Capital Works Reserve	4,810,240
831 – Engineered Landfill Reserve	76,372
893 – Landfill Closure Reserve	3,313,502
<b>Total</b>	<b>\$9,827,914</b>

# Future Expenditure Reserve (391)

## Projected Balances

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	\$1,627,800	\$1,727,800	\$1,827,800	\$1,927,800	\$2,027,800	\$2,127,800	\$2,227,800	\$1,127,800	\$1,227,800	\$1,327,800
<b>Contributions to Reserve</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Transfers from Reserve</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0
<b>Ending Balance</b>	\$1,727,800	\$1,827,800	\$1,927,800	\$2,027,800	\$2,127,800	\$2,227,800	\$1,127,800	\$1,227,800	\$1,327,800	\$1,427,800

Target Balance: equivalent to three months operating costs [\$3M] ; risk mitigation and rate stabilization

# Capital Works Reserve (830)

## Projected Balances

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	\$4,810,240	\$4,292,397	\$5,984,949	\$6,631,954	\$7,784,351	\$10,801,717	\$9,854,544	\$5,112,638	\$9,240,732	\$13,428,829
Contributions to Reserve	807,157	1,997,552	2,607,005	3,072,397	3,477,366	3,762,827	3,498,094	4,248,094	4,248,094	4,259,169
Transfers from Reserve	1,325,000	305,000	1,960,000	1,920,000	460,000	4,710,000	8,240,000	120,000	60,000	460,000
Ending Balance	4,292,397	5,984,949	6,631,954	7,784,351	10,801,717	9,854,544	5,112,638	9,240,732	13,428,826	17,227,995

# Engineered Landfill Reserve (831)

## Projected Balances

	2025	2026	2027	2028	2029
Opening Balance	\$76,372	\$76,372	\$76,372	\$76,372	\$76,372
Contributions to Reserve	-	-	-	-	-
Transfers from Reserve	-	-	-	-	-
Ending Balance	\$76,372	\$76,372	\$76,372	\$76,372	\$76,372

# Landfill Closure Reserve (893)

## Projected Balances

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Opening Balance</b>	\$3,313,502	\$3,392,502	\$3,842,502	\$4,292,502	\$4,412,419	\$3,478,214	\$2,069,987	\$1,094,407	\$1,544,407	\$1,994,407
<b>Contribution to Reserve</b>	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
<b>Transfers from Reserve</b>	(521,000)	(150,000)	(150,000)	(480,083)	(1,534,205)	(2,008,227)	(1,575,580)	(150,000)	(150,000)	-
<b>Ending Balance</b>	<b>\$3,392,502</b>	<b>\$3,842,502</b>	<b>\$4,292,502</b>	<b>\$4,412,419</b>	<b>\$3,478,214</b>	<b>\$2,069,987</b>	<b>\$1,094,407</b>	<b>\$1,544,407</b>	<b>\$1,994,407</b>	<b>\$2,594,407</b>

# Funding Source

## Taxation Planning

Year	Base	Incremental increase	Cumulative Increase	Annual Taxation
2025	5,000,000	1,000,000	1,000,000	6,000,000
2026	6,000,000	500,000	1,500,000	6,500,000
2027	6,500,000	500,000	2,000,000	7,000,000
2028	7,000,000	500,000	2,500,000	7,500,000
2029	7,500,000	500,000	3,000,000	8,000,000
2030	8,000,000	250,000	3,250,000	8,250,000
2031	8,250,000	250,000	3,500,000	8,500,000

## Key Notes

Planning for 2030/31  
New Landfill

Prudent to begin  
savings and avoid high  
cost of debt servicing  
to future years

Implications to taxpayer at \$1,000,000 = \$13.90 (averaged )

# Taxation Implications to Typical Household

Property Tax Requisition Amount						
	2024 Average Assessed Residential Property Value	2024 Requisition \$5M	Proposed 2025 Requisition \$6M	Proposed 2027 Requisition \$7M	Proposed 2029 Requisition \$8M	Difference between \$5M - \$8M
City of Campbell River	678,000	69.65	<b>83.58</b>	97.51	111.45	<b>41.79</b>
City of Courtenay	719,000	73.87	<b>88.64</b>	103.41	118.18	<b>44.32</b>
CVRD Electoral Area A - All	865,000	88.86	<b>106.64</b>	124.41	142.18	<b>53.32</b>
CVRD Electoral Area B	966,000	99.24	<b>119.09</b>	138.94	158.78	<b>59.54</b>
CVRD Electoral Area C	819,000	84.14	<b>110.97</b>	117.79	134.62	<b>50.48</b>
SRD Electoral Area A	401,821	41.28	<b>49.54</b>	57.79	66.05	<b>24.77</b>
SRD Electoral Area B	727,966	74.79	<b>89.74</b>	104.70	119.66	<b>44.87</b>
SRD Electoral Area C	657,811	67.58	<b>81.09</b>	94.61	108.13	<b>40.55</b>
SRD Electoral Area D	752,482	77.31	<b>92.77</b>	108.23	123.69	<b>46.38</b>
Town of Comox	789,000	81.06	<b>97.27</b>	113.48	129.69	<b>48.63</b>
Village of Cumberland	788,000	80.95	<b>97.14</b>	113.34	129.53	<b>48.57</b>
Village of Sayward	350,000	35.96	<b>43.15</b>	50.34	57.53	<b>21.57</b>
Village of Tahsis	163,000	16.75	<b>20.09</b>	23.44	26.79	<b>10.05</b>
Village of Zeballos	140,000	14.38	<b>17.26</b>	20.14	23.01	<b>8.63</b>



# Total Tax Requisition by Participant – 2025 Proposed Requisition of \$6,000,000

<b>Estimated Taxation Requirement</b>	<b>\$6,000,000</b>			
Municipal Members - Converted Value General Purpose Assessment, Electoral Areas Converted Value Hospital Purpose Assessment	Greater of \$7,000,000 or \$1.00 per \$1,000 of Assessed Value  100% Assessment			
Participant	Net Taxable Assmt	Converted Value	Levy	Max Levy \$ \$1.00 per \$1,000. assessed value
<b>0-771-CNR-SRVA#66</b>	\$11,553,027,300	\$1,248,761,826	\$1,539,474	<b>\$11,553,027</b>
<b>0-772-CRR-SRVA#57</b>	4,096,001,418	471,258,843	580,968	<b>4,096,001</b>
<b>0-784-CNR-SRVA#57</b>	114,352,709	25,913,107	31,946	<b>114,353</b>
<b>Campbell River</b>	10,870,710,297	1,240,552,470	1,529,354	<b>10,870,710</b>
<b>Comox</b>	5,028,557,224	532,156,007	656,042	<b>5,028,557</b>
<b>Courtenay</b>	9,818,384,555	1,137,455,799	1,402,256	<b>9,818,385</b>
<b>Cumberland</b>	1,467,977,750	167,075,898	205,971	<b>1,467,978</b>
<b>Gold River</b>	215,073,696	25,938,425	31,977	<b>215,074</b>
<b>Sayward</b>	62,873,750	7,468,859	9,208	<b>62,874</b>
<b>Tahsis</b>	70,233,200	7,904,963	9,745	<b>70,233</b>
<b>Zeballos</b>	19,034,850	2,481,369	3,059	<b>19,035</b>
<b>Total</b>	<b>\$43,316,226,749</b>	<b>\$4,866,967,566</b>	<b>\$6,000,000</b>	<b>\$43,316,227</b>
	<b>Approx. Residential Rate per \$1,000</b>		<b>\$0.1232800</b>	
	<b>Equivalent Maximum Levy Rate</b>		<b>\$1.0000000</b>	

Assessed Value Based on 2024 Revised Role Stauatory Reports Adopted Budget March 2024

# Summary – Financial Factors

## Risk Management



### Implications to Typical Household

- Taxation (through CSWM and Municipal Partners)
- Tipping Fees
- Individual use of a specific programs
- Stable funding avoids breaks in essential service
- 2025 on average \$13.90

# Options

## Endorse Proposed



- Increased Taxation and tipping fees across five years
- Improved Reserve Contribution
- Risk Mitigation Achieved and Responsible Debt Levels

## Direct Changes to Proposed



- Increases to revenue at different rate
- Decreases to initiatives or expenditures
- Increase or Decrease Services and Service Levels

## Level of Funding Remains Contrast



- Reduce Existing Service Levels
- Remove capital projects
- Avoid additions to services and service levels

# Options & Recommendations

That the proposed 2025-2029 financial plan for the Service 391 Comox Strathcona Waste Management Service, be accepted. Staff will return to the January 30, 2025 meeting with finalized budget figures and to present the recommended budget.

Questions?

# Next Steps

