



Regional District of Central Kootenay  
JOINT RESOURCE RECOVERY COMMITTEE  
Open Meeting Addenda

**Date:** Wednesday, January 21, 2026  
**Time:** 1:00 pm  
**Location:** Hybrid Model - In-person and Remote

Directors will have the opportunity to participate in the meeting electronically. Proceedings are open to the public.

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Pages

**1. ZOOM REMOTE MEETING INFO**

To promote openness, transparency and provide accessibility to the public we provide the ability to attend all RDCK meetings in-person or remote.

**Meeting Time:**

1:00 p.m. PST

2:00 p.m. MST

**Join by Video:**

<https://rdck-bc-ca.zoom.us/j/98572164791?pwd=plCY9gqLwVZtdzR2zmtuHXJOMq138L.1>

**Join by Phone:**

833 955 1088 Canada Toll-free

\*6 to unmute or mute

\*9 to raise or lower your hand

**Meeting ID:** 985 7216 4791

**Meeting Password:** 701014

**2. CALL TO ORDER & WELCOME**

Chair Jackman to call the meeting to order at \_\_\_\_\_ p.m.

**2.1 TRADITIONAL LANDS ACKNOWLEDGEMENT STATEMENT**

We acknowledge and respect the Indigenous peoples within whose traditional lands we are meeting today.

## 2.2 ADOPTION OF THE AGENDA

### **RECOMMENDATION:**

The agenda for the January 21, 2026 Joint Resource Recovery Committee meeting be adopted as circulated.

## 2.3 RECEIPT OF MINUTES

6 - 15

The December 10, 2025 Joint Resource Recovery minutes, have been received.

## 3. DELEGATE

### 3.1 *NELSON LEAFS HOCKEY SOCIETY*

16 - 38

John Dooley from the Nelson Leafs Hockey Society will present to the Committee on the Nelson Recycling Center's successes and challenges, and explore solutions.

## 4. JRRC ITEMS

### 4.1 RESOURCE RECOVERY FACILITIES OPERATIONAL HOURS REVIEW [Entire RDCK]

39 - 59

The Committee Report from Heidi Bench, Projects Advisory regarding a review of the Resource Recovery facility operating hours, has been received.

### **RECOMMENDATION 1:**

That the Board direct staff to plan the permanent closure of Riondel satellite recycling depot in April 2026.

### **RECOMMENDATION 2:**

That the Board direct staff to implement adjustments to operating hours at Boswell and Crawford Bay transfer stations in April 2026.

### **RECOMMENDATION 3:**

That the Board direct staff to implement adjustments to operating hours at Kaslo transfer station and recycling depot in April 2026.

### **RECOMMENDATION 4:**

That the Board direct staff to implement adjustments to operating hours at Balfour transfer station and recycling depot in April 2026.

### **RECOMMENDATION 5:**

That the Board direct staff to implement adjustments to operating hours at Lakeside recycling depot in April 2026.

**RECOMMENDATION 6:**

That the Board direct staff to plan the permanent closure of Ymir transfer station and satellite recycling depot in April 2026.

**RECOMMENDATION 7:**

That the Board direct staff to implement adjustments to operating hours at Central (Salmo) transfer station in April 2026.

**4.2 FOR INFORMATION: RESOURCE RECOVERY STAFFING OPERATIONS UPDATE**  
**[Entire RDCK]**

60 - 79

The Committee Report from Aimee Kootnikoff, Resource Recovery Senior Team Operations Supervisor providing an update on the operational and service improvements achieved since the addition of three Field Supervisor positions to Resource Recovery in 2024, has been received.

**4.3 VERBAL REPORT: SERVICE INTERRUPTIONS & REST ACCOUNTS**  
**[Entire RDCK]**

80

Aimee Kootnikoff will provide a verbal report summarizing potential service interruptions at waste and recycling sites, and the specific instruction for each scenario for our operations staff.

The RR Operations Service Interruption Flow Chat has been received.

**4.4 VERBAL REPORT: TOWN OF CRESTON SEPTAGE RECEIVING FACILITY FUNDS**

81 - 84

Uli Wolf, General Manager of Environmental Services will provide a verbal report regarding the release of funds to the Town of Creston for the design of the Septage Receiving Facility.

**RECOMMENDATION:**

That the Board approve the RDCK release funds to the Town of Creston for design of the Septage Receiving Facility to be constructed at the Town of Creston Wastewater Treatment Plant to a maximum value of \$116,059, and that the Chair and Corporate Officer be authorized to sign the necessary documents; AND FURTHER, that the costs be paid from Service S186 Refuse Disposal - East Subregion

**5. 2026-2030 DRAFT FINANCIAL PLANS**  
**[Entire RDCK]**

85 - 136

The following draft 2026-2030 Financial Plans highlighting final adjustments for discussion, have been received.

1. Service S186 Refuse Disposal - East Subregion
2. Service A116 Recycling Program - East Subregion
3. Service A119 Organics Program - East Subregion

4. Service S187 Refuse Disposal - Central Subregion
5. Service A117 Recycling Program - Central Subregion
6. Service S187 Refuse Disposal - West Subregion
7. Service A118 Recycling Program - West Subregion
8. Service A120 Organics Program - Central & West Subregions

**6. OOTISCHENIA PREPAID TAGGING SYSTEM INVESTIGATION**

Notice of Motion from Director Davidoff from the November 27, 2025 West Resource Recovery Committee meeting:

**RECOMMENDATION:**

To investigate prepaid tagging system and deposit options at Ootischenia Landfill to increase efficiency and to decrease tipping scale choke-point for users only depositing 4 bags or less and recycling materials.

**7. CORRESPONDENCE FOR RECEIPT**

**7.1 Response email from Ministry of Environment and Parks to RDCK  
Environmental Management Act Fee Letter - December 16, 2025**

137 - 138

**8. PUBLIC TIME**

The Chair will call for questions from the public and members of the media at \_\_\_\_\_ a.m./p.m.

**9. CLOSED**

**9.1 MEETING CLOSED TO THE PUBLIC**

The Open meeting will be adjourned after In-Camera without reconvening back into the open session unless there is business that needs to be addressed.

**RECOMMENDATION:**

In the opinion of the Committee and, in accordance with Section 90 of the *Community Charter* the public interest so requires that persons other than DIRECTORS, ALTERNATE DIRECTORS, DELEGATIONS AND STAFF be excluded from the meeting; AND FURTHER, in accordance with Section 90 of the *Community Charter*, the meeting is to be closed on the basis identified in the following Subsections:

90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

(g) litigation or potential litigation affecting the municipality;

(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected



to harm the interests of the municipality if they were held in public;

## **9.2 RECESS OF OPEN MEETING**

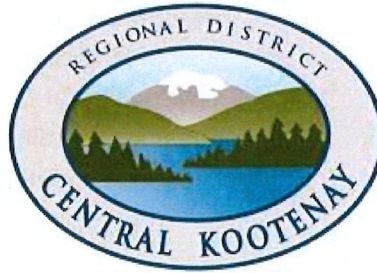
### **RECOMMENDATION:**

The Open meeting be recessed at \_\_\_\_\_ p.m. in order to conduct the Closed meeting.

## **10. ADJOURNMENT**

### **RECOMMENDATION:**

The Joint Resource Recovery Committee meeting adjourn at \_\_\_\_\_ p.m.



## REGIONAL DISTRICT OF CENTRAL KOOTENAY

# JOINT RESOURCE RECOVERY COMMITTEE

## OPEN MEETING MINUTES

A Joint Resource Recovery Committee meeting was held on Wednesday December 10, 2025  
1:00 am PST / 2:00 pm MST through a hybrid meeting model.

<b>COMMITTEE MEMBERS</b>	Director G. Jackman	Electoral Area A	In-person
	Director R. Tierney	Electoral Area B	In-person
	Director K. Vandenberghe	Electoral Area C	In-person
	Director A. Watson	Electoral Area D	In-person
	Alt. Director J. Smienk	Electoral Area E	In-person
	<b>Director T. Newell</b>	<b>Electoral Area F (Chair)</b>	<b>In-person</b>
	Director W. Popoff	Electoral Area H	
	Director H. Cunningham	Electoral Area G	
	Director A. Davidoff	Electoral Area I	
	Director H. Hanegraaf	Electoral Area J	In-person
	Director T. Weatherhead	Electoral Area K	In-person
	Director M. McFaddin	City of Castlegar	In-person
	Councillor C. Hawton	Town of Creston	In-person
	Director A. McLaren-Caux	Village of Nakusp	
	Director J. Woodward	City of Nelson	In-person
	Alt. Director J. Fyke	Village of New Denver	
	Director D. Lockwood	Village of Salmo	In-person
	Director E. Buller	Village of Slocan	
	Director S. Hewat	Village of Kaslo	In-person
	Director L. Main	Village of Silverton	In-person
<b>GUEST</b>	A. Leffelaar	Low Carbon Building Specialist, City of Nelson	
<b>STAFF</b>	S. Horn	Corporate Administrative Officer	
	U. Wolf	General Manager Environmental Services	
	A. Wilson	Resource Recovery Manager	
	A. Hamilton	Environmental Projects Lead	
	H. Bench	Resource Recovery Projects Advisor	

L. Brown	Resource Recovery Operations Supervisor
A. Norimatsu	Resource Recovery Technician
T. Johnston	Environmental Coordinator
M. Morrison	Organics Coordinator
E. Clark	Meeting Coordinator

**1. ZOOM REMOTE MEETING INFO**

**Join Zoom Meeting**

<https://rdck-bc-ca.zoom.us/j/98572164791?pwd=plCY9gqLwVZtdzR2zmtuHXJOMq138L.1>

**Meeting ID:** 985 7216 4791

**Passcode:** 701014

**Dial by your location**

833 955 1088 Canada Toll-free

**In-Person Meeting Location for Hybrid Meeting Model**

The following location was determined to hold the in-person meetings for the Joint Resource Recovery Committee:

**Location Name:** RDCK Board Room

**Location Address:** 202 Lakeside Drive, Nelson, BC

**2. CALL TO ORDER & WELCOME**

Chair Newell called the meeting to order at 1:00 p.m.

**2.1 Traditional Lands Acknowledgement Statement**

We acknowledge and respect the Indigenous peoples within whose traditional lands we are meeting today.

**2.2 Adoption of the Agenda**

**Moved** and seconded,

And resolved:

The Agenda for the December 10, 2025 Joint Resource Recovery Committee meeting be adopted as circulated.

**Carried**

**2.3 Receipt of Minutes**

The November 12, 2025 Joint Resource Recovery Committee Minutes Revised have been received.

### 3. JRRC ITEMS

#### 3.1 PROPOSED RESOURCE RECOVERY FACILITIES REGULATORY BYLAW NO. 3065, 2025

**[Entire RDCK]**

The Committee Report from Todd Johnson, Environmental Coordinator presenting the proposed Resource Recovery Facilities Regulatory Bylaw No. 3054, 2025 and repealing Resource Recovery Facilities Regulatory Bylaw No. 2961, 2025, has been received.

**DIRECTOR  
PRESENT**

Director Davidoff joined the meeting at 1:09 pm.

**DIRECTOR  
PRESENT**

Director Cunningham joined the meeting at 1:14 pm.

**Moved** and seconded as a block,

And resolved that it be recommended to the Board:

That the Resource Recovery Facilities Regulatory Bylaw No. 3065, 2025, be read a first, second and third time by content to repeal and replace Resource Recovery Facilities Regulatory Bylaw No. 2961, 2025.

**Carried**

That the Resource Recovery Facilities Regulatory Bylaw No. 3065, 2025, be ADOPTED and the Chair and Corporate Officer be authorized to sign the same.

**Carried**

**Moved** and seconded,

And resolved:

That Alex Leffelaar, Low Carbon Building Specialist from the City of Nelson have freedom of the floor.

**Carried**

#### 3.2 CONSTRUCTION DEMOLITION RENOVATION WASTE MULTI-MATERIAL DIVERSION PILOT

**[Entire RDCK]**

The Committee Report from Todd Johnston, Environmental Coordinator providing the pertinent information and recommendations required to move forward with a Construction Demolition Renovation Waste Multi-Material Diversion Pilot at the Nakusp Resource Recovery Facility in early 2026, has been received.

**Moved** and seconded,

And resolved that it be recommended to the Board:

That the Board direct staff to proceed with Construction Demolition Renovation Waste Multi-Material Diversion Pilot (CDRMP) at the Nakusp Resource Recovery Facility in early 2026 to determine the viability of diversion programs for glass and drywall waste if

approved for a \$10,000 contribution from the City of Nelson's Low Carbon Homes Initiative fund;

AND FURTHER, that staff be authorized to enter into a funding contribution agreement with City of Nelson should the RDCK be awarded the grant, and the Chair and Corporate Officer be authorized to sign the necessary documents;

AND FURTHER, that the RDCK Board of Directors commit \$10,000 from the Local Government Climate Action Plan to offset the costs incurred from the CDRMP;

AND FURTHER that the grant funding be paid to and the costs paid from Service S188 Refuse Disposal (West Subregion).

**Carried**

### **3.3 CONTRACT EXTENSION: HOUSEHOLD HAZARDOUS WASTE EVENTS**

#### **[Entire RDCK]**

The Committee Report from Akane Norimatsu, Resource Recovery Technician seeking approval for a one year extension of the Services Agreement with Environmental 360 Solutions (BC) Ltd for Household Hazardous Waste (HHW) Collection Events, has been received.

**Moved** and seconded,

And resolved that it be recommended to the Board:

That the Board approve the RDCK extend the Service Agreement with Environmental 360 Solutions Ltd. for the provision of the required services for the Household Hazardous Waste collection events to a maximum value of \$132,025 plus GST, subject to hazardous waste unit quantities and annual inflation, for the period December 1, 2025 to November 30, 2026, and that the Chair and Corporate Officer be authorized to sign the necessary documents;

AND FURTHER, that the costs be paid from Service S186 Refuse Disposal (East Subregion), Service S187 Refuse Disposal (Central Subregion), and Service S188 Refuse Disposal (West Subregion).

**Carried**

### **3.4 CONTRACT EXTENSION: WOOD WASTE REDUCTION SERVICES**

#### **[Entire RDCK]**

The Committee Report from Larry Brown, Resource Recovery Operations Supervisor seeking approval for a one year extension of the Goods and Services Agreement with Frazer Excavation Ltd for Wood Waste Reduction Services, has been received.

**Moved** and seconded,

And resolved that it be recommended to the Board:

That the Board approve the RDCK extend the Goods and Services Agreement with Frazer Excavation Ltd. for Wood Waste Reduction Services to a maximum value of \$245,000 plus GST for a one-year period commencing September 1, 2025 and ending August 31, 2026, and that the Chair and Corporate Officer be authorized to sign the necessary documents;

AND FURTHER, that the costs be paid from Service S186 Refuse Disposal (East Subregion); Service S187 Refuse Disposal (Central Subregion) and Service S188 Refuse Disposal (West Subregion), based on volumes processed, from the applicable Contracted Services account.

**Carried**

**3.5 FINANCIAL PLAN AMENDMENT: CRESTON COMPOST FACILITY LEACHATE POND MANAGEMENT**

**[East Subregion]**

The Committee Report from Alayne Hamilton, Environmental Projects Lead requesting a financial plan amendment for the Creston Compost Facility leachate collection pond, has been received.

**Moved** and seconded,

And resolved that it be recommended to the Board:

That the Board approve an amendment to the 2025 Financial Plan for East Compost Allocation Service A119 to INCREASE Account CONTRACTED SERVICES by \$35,775 and INCREASE Account TRANSFER FROM OTHER SERVICE by \$35,775;

AND FURTHER That the Board approve an amendment to the 2025 Financial Plan for East Sub-Region Resource Recovery Service S186 to INCREASE Account TRANSFER TO OTHER SERVICE by \$35,775 and DECREASE Account CONTRIBUTION TO RESERVES by \$35,775.

**Carried**

**RECESS /  
RECONVENE**

The meeting recessed at 1:55 p.m. for a break and reconvened at 2:02 p.m.

**3.6 VERBAL REPORT: CITY OF NELSON ORGANICS PILOT FINDINGS  
[Entire RDCK]**

Heidi Bench, Resource Recovery Projects Advisor provided the Committee with a verbal report on the City of Nelson's Residential Organic Waste Diversion Program findings and the implications on the RDCK organics program.

**3.7 FOR DISCUSSION: ADVOCACY LETTER REGARDING ILLEGAL DUMPING**

**[Entire RDCK]**

Staff would like to have a discussion with the Committee regarding the preparation of an advocacy letter to the Province of British Columbia on illegal dumping.

**3.8 FOR INFORMATION: RESPONSE FROM RECYCLE BC ON GROHMAN RECEIVING FACILITY PROPOSAL**

**[Entire RDCK]**

A letter dated December 1, 2025 from Recycle BC regarding the RDCK submission to Recycle BC's Request for Proposal for Consolidation Services, has been received.

**4. 2026 PROPOSED MEETING SCHEDULE**

The proposed Joint Resource Recovery Committee meeting schedule is as follows:

- January 21, 2026
- February 18, 2026
- March 18, 2026
- April 15, 2026
- May 20, 2026
- June 17, 2026
- July 15, 2026
- August 19, 2026
- September 23, 2026
- October 21, 2026
- November 18, 2026
- December 16, 2026

The proposed 2026 budget meeting schedule is as follows:

- November 26, 2026 at 9am - ERRC
- December 3, 2026 at 1pm - CRRC
- December 10, 2026 at 9am - WRRC

**5. PUBLIC TIME**

The Chair called for questions from the public and members of the media at 2:50 p.m.

No questions from the public.

**6. ADJOURNMENT**

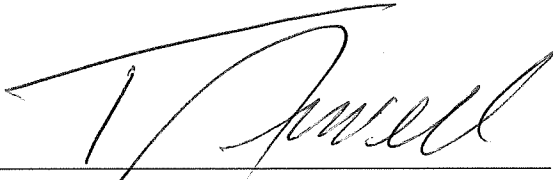
**Moved** and seconded,

And resolved:

The Joint Resource Recovery Committee meeting adjourned at 2:51 p.m.

**Carried**

CERTIFIED CORRECT

A handwritten signature in black ink, appearing to read 'T. Newell', is written over a horizontal line.

Director T. Newell, Chair



## RECOMMENDATION(S) TO THE BOARD OF DIRECTORS

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1. That the Resource Recovery Facilities Regulatory Bylaw No. 3065, 2025, be read a first, second and third time by content to repeal and replace Resource Recovery Facilities Regulatory Bylaw No. 2961, 2025.
2. That the Resource Recovery Facilities Regulatory Bylaw No. 3065, 2025, be ADOPTED and the Chair and Corporate Officer be authorized to sign the same.
3. That the Board direct staff to proceed with Construction Demolition Renovation Waste Multi-Material Diversion Pilot (CDRMP) at the Nakusp Resource Recovery Facility in early 2026 to determine the viability of diversion programs for glass and drywall waste if approved for a \$10,000 contribution from the City of Nelson's Low Carbon Homes Initiative fund;

AND FURTHER, that staff be authorized to enter into a funding contribution agreement with City of Nelson should the RDCK be awarded the grant, and the Chair and Corporate Officer be authorized to sign the necessary documents;

AND FURTHER, that the RDCK Board of Directors commit \$10,000 from the Local Government Climate Action Plan to offset the costs incurred from the CDRMP;

AND FURTHER that the grant funding be paid to and the costs paid from Service S188 Refuse Disposal (West Subregion).

4. That the Board approve the RDCK extend the Service Agreement with Environmental 360 Solutions Ltd. for the provision of the required services for the Household Hazardous Waste collection events to a maximum value of \$132,025 plus GST, subject to hazardous waste unit quantities and annual inflation, for the period December 1, 2025 to November 30, 2026, and that the Chair and Corporate Officer be authorized to sign the necessary documents;

AND FURTHER, that the costs be paid from Service S186 Refuse Disposal (East Subregion), Service S187 Refuse Disposal (Central Subregion), and Service S188 Refuse Disposal (West Subregion).

5. That the Board approve the RDCK extend the Goods and Services Agreement with Frazer Excavation Ltd. for Wood Waste Reduction Services to a maximum value of \$245,000 plus GST for a one-year period commencing September 1, 2025 and ending August 31, 2026, and that the Chair and Corporate Officer be authorized to sign the necessary documents;

AND FURTHER, that the costs be paid from Service S186 Refuse Disposal (East Subregion); Service S187 Refuse Disposal (Central Subregion) and Service S188 Refuse Disposal (West Subregion), based on volumes processed, from the applicable Contracted Services account.

6. That the Board approve an amendment to the 2025 Financial Plan for East Compost Allocation Service A119 to INCREASE Account CONTRACTED SERVICES by \$35,775 and INCREASE Account TRANSFER FROM OTHER SERVICE by \$35,775;

AND FURTHER That the Board approve an amendment to the 2025 Financial Plan for East Sub-Region Resource Recovery Service S186 to INCREASE Account TRANSFER TO OTHER SERVICE by \$35,775 and DECREASE Account CONTRIBUTION TO RESERVES by \$35,775.





**Nelson Leafs Hockey Society  
Presentation to the RDCK  
joint Resource Recovery  
January 21, 2026**

# Goals for the presentation

To share information  
regarding the Nelson  
Leafs Recycling Center  
programs

To share the recycling  
success and  
corresponding space  
challenges facing the  
Nelson Recycling Centre

To explore short term  
and long term solutions





**Nelson Leafs Eco Depot**  
120 Silica Street

**Hours:**  
Monday 9am-2pm  
Tues-Sat 8am-5pm  
Sundays CLOSED

## Working towards the Lowest Waste Per Capita

The Nelson Leafs Eco Depot provides a valuable waste management solution for our community—helping keep hazardous and recyclable materials out of landfills.

### ACCEPTED ITEMS:



**ELECTRONICS**  
including TVs and  
microwaves



**BATTERIES,  
LIGHT BULBS &  
FIXTURES**



**PAINT,  
ANTIFREEZE &  
MOTOR OIL**



**GAS IN CANS**  
and other household  
hazardous waste

## Information: Nelson Leafs Eco- Depot (Bottle Depot)

- The Nelson Leafs Hockey Society (not for profit) owns and operates the Eco Depot
- The Depot opened in the mid 1980s
- A volunteer Board is responsible for oversight of both entities the Hockey team and the Depot
- We have 6 full time employees at the Depot
- All members of the Nelson Leafs hockey team are required to volunteer during bottle drives and Charity fundraising and the days we are in overflow mode at the Depot

# Community Giving

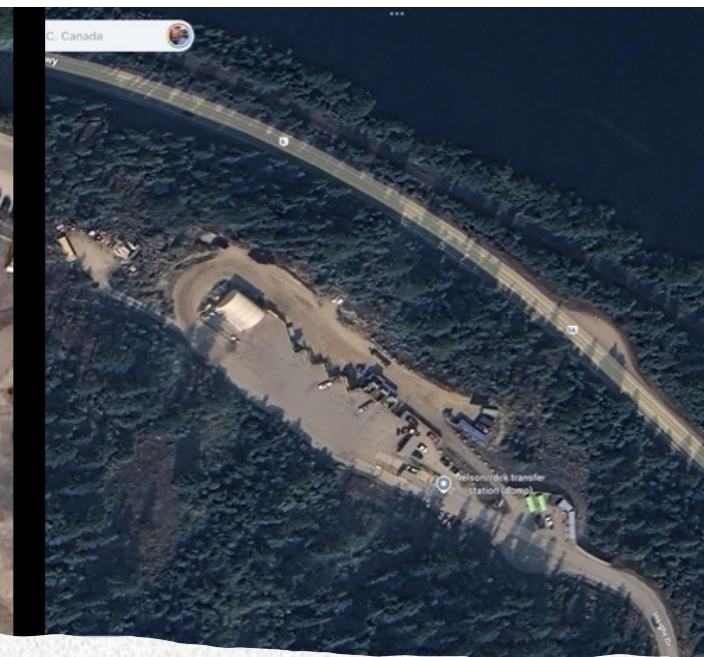
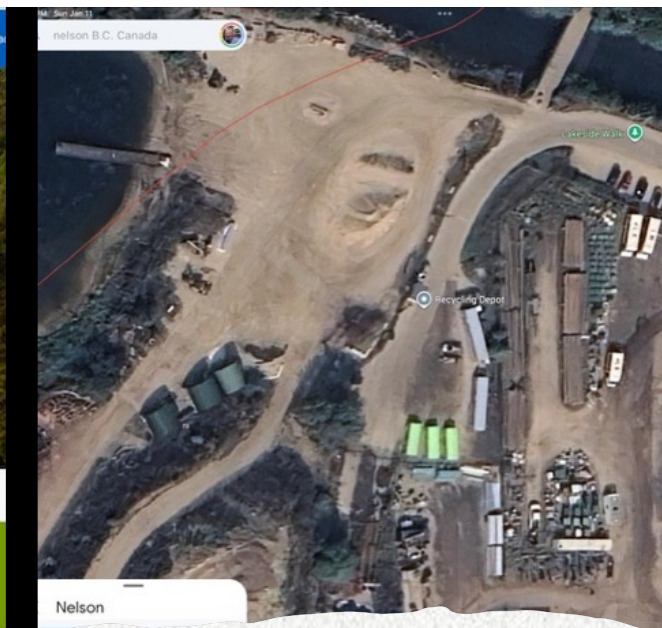
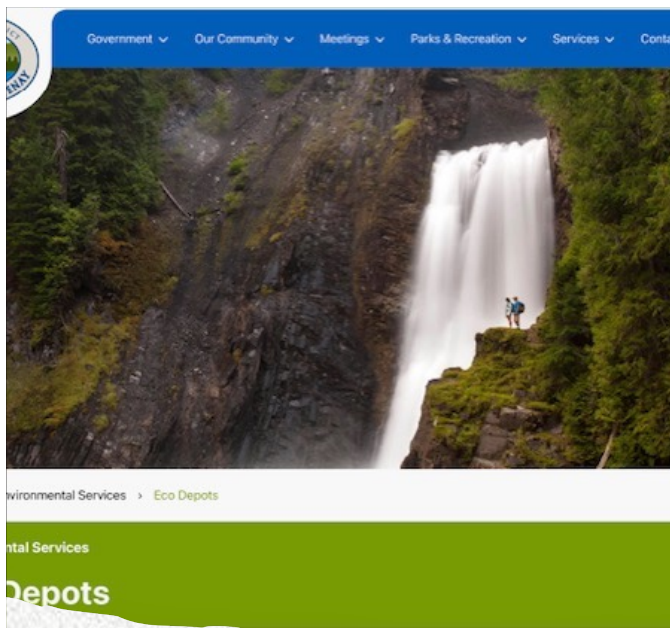
- Profits are returned to the community in the form of donations to charities.
- Depot funds also support scholarships for members of the hockey team.
- We also work closely with service clubs and community groups helping them with bottle drives and fundraising
- We are engaging in tours to educate individuals and organizations about what services we offer





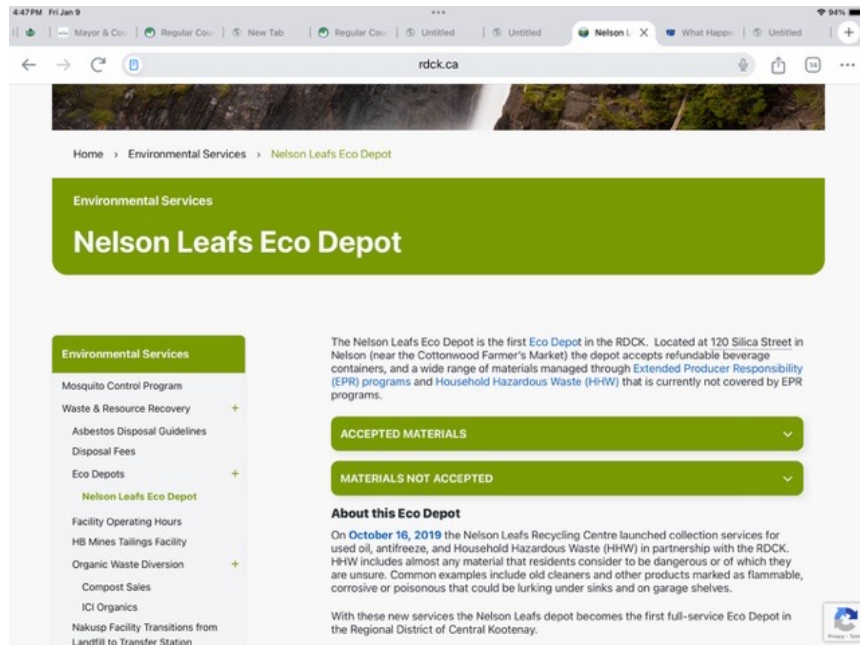
Some Charities We Support





# Nelson area Eco Depots

# RDCK Environmental Services website



## What Items are Accepted?

The list of accepted items at an Eco Depot depends on which EPR programs participate in collection at that location. The **Recycling Council of British Columbia (RCBC)** maintains a list of depot locations in BC and what materials can be brought to each. Some Eco Depots also work with environmental disposal companies to accept Household Hazardous Waste (HHW) such as cleaners, pool chemicals and other difficult to dispose of materials that are not covered by any current EPR programs. Typically, an Eco Depot will accept some combination of batteries, electronics, lighting products, paint and used oil. Contact the depot operator to confirm if a certain item is accepted.

## Where are Eco Depots Located in the RDCK?

### Nelson Leafs Eco Depot

Located in Nelson, this is the first Eco Depot to open in the RDCK through a partnership between the Nelson Leafs and the RDCK. Contact the **Nelson Leafs Eco Depot** for more information and a complete list of accepted materials. The RDCK is actively engaged to find more partners in other communities and hopes this will serve as a model for future Eco Depots in the District.

## Related Links



## Contact Information

250.352.8161

RRDept@rdck.bc.ca



# Zero Waste promotes a future without landfills

- [Recycle BC Annual Reports](#)

What is Extended Producer Responsibility (EPR)?



What Happens to our Recyclables Post Collection?



Why do we Need to Recycle?



What is Zero Waste?



The Regional District of Central Kootenay Board has directed staff to incorporate Zero Waste and Zero Pollution as long terms goals in the RDCK's [Resource Recovery Plan](#). A Zero Waste and Zero Pollution philosophy is the foundation of the Resource Recovery Plan and guides all of our future actions and policies.

Zero Waste promotes a future without the need for landfills. Zero Waste is a goal that is both pragmatic and visionary. It is intended to encourage people to think more about a circular flow for materials rather than a linear one. With this mindset in place, all discarded materials are considered to be resources that still have use. Zero Waste means designing and managing products and processes to reduce the volume and toxicity of waste and materials, and to conserve and recover everything. Implementing Zero Waste will eliminate all negative discharges to land, water or air that may be a threat to human or environmental health. Achieving Zero Waste will require everyone's support and participation

## Related Links



[RECYCLE BC](#)



[WHAT HAPPENS  
TO MY RECYCLING  
- BLOG](#)



[RECYCLING  
COUNCIL OF  
BRITISH  
COLUMBIA](#)



## Current Status

- One of the top recycling centers in province and one of a few that take a variety of products i.e. we are a one stop shop
- Since partnering with RDCK on the collection of household hazardous waste, we have recycled over 100 thousand liters of oil alone

### Partners:

- RDCK Central Waste
- City of Nelson
- Encorp
- Interchange
- Product Care
- Call2recycle
- E360 EPRA
- Cal-12 Recycle
- BDL



# Product Examples

We never know what might show up on any given day



BC E-TRANSPORT  
RECYCLING

RECYCLE  
YOUR  
USED  
E-BIKE




RECYCLE  
BATTERIES

Schedule a pickup

### List of Common HHW Materials

<u>Types of Waste</u>	<u>Examples</u>	
<b>Compressed Gases</b>		
Aerosols	Static Guard Paint	Oven Cleaner Hair Spray
<b>Flammable Substances</b>		
Waste Flammable Liquids	Gasoline Nail Polish Remover Gasoline Antifreeze Lighter Fluid Spot Remover Kerosene Glues-Solvent Based Cleaning Solvents Turpentine Acetone Methanol Lead Substitute Furniture Polish Wood Preservative	Camping Fuel ABS Solvent PVC Cement Benzene Liquid Car Wax Refinisher Resin (Liquid) Disinfectants Glycerin Gum Arabic Isopropyl Alcohol Lemon Oil Cooking Fuels Perm/Hair Dye Solution
Waste Flammable Solids	Charcoal Briquettes Rubber Cement Sulphur Grease Carpet Adhesives Tile Adhesives Wood Putty Blue Ploy Protectant Charcoal, Activates Epoxy Resins	Napthalene Caulking Zinc Dust Plastic Cement Roofing Tar Wood Patch Brick Adhesive Mothballs Charcoal Waxes
		Mouse/Rat Poison Cyanide Rodenticide Fungicide

## Product Examples



# Items to Recycle: coming on line 2026 -2027

New products to be managed by EPR. The October 2025 amendments can be found [here](#).

Product Type	EPR plan submission dates	EPR programs start operating in 2027
	Agencies will need to consult on their EPR program before these dates.	
Automotive products and containers - residential and commercial <ul style="list-style-type: none"> <li>Fluids, gels, greases, waxes, creams and aerosols, including diesel exhaust fluid</li> <li>Existing program for antifreeze</li> </ul>	June 30, 2026	February 1
Canisters and the contents – residential and commercial <ul style="list-style-type: none"> <li>Single-use canisters: <ul style="list-style-type: none"> <li>Remaining aerosols</li> <li>Camp fuel, bear spray, helium, sealants, adhesives, nitric oxide (whip cream)</li> </ul> </li> <li>Handheld fire extinguishers</li> <li>Propane tanks to 100 pounds</li> <li>Small carbon dioxide beverage canisters</li> <li>Low pressure spray foam tanks</li> </ul>		April 1
Medical sharps used at home	October 1, 2026	June 30
Electrical decorations, signs and more accessories e.g., electrical cords	December 15, 2026	August 1
Battery-containing products using batteries to 5kg <ul style="list-style-type: none"> <li>Jewelry, clothing, footwear, hats</li> <li>Party supplies, greeting cards</li> <li>Food containers, coolers</li> <li>Locks and lockboxes</li> <li>Vapes and e-cigarettes</li> </ul> Portable battery containing products <ul style="list-style-type: none"> <li>Generators, power stations</li> <li>Devices to start an engine</li> <li>Does not include several types, including vehicles, boats, wheelchairs</li> </ul>	December 15, 2026	October 1
12-volt batteries with an outer case and can be installed by the consumer <ul style="list-style-type: none"> <li>Existing program for many batteries under 5kg and lead-acid batteries</li> </ul>		
	March 31, 2027	

# Opportunity for our region

Community buy in:  
Community members  
want to divert and recycle  
( numbers support this).

Visits average 4600 per  
month

From Jan 1 to Dec 30  
2025, we handled  
9,412,571 products

Opportunities for RDCK  
Resource Recovery to  
build on our existing  
partnership and find ways  
partner in an expansion

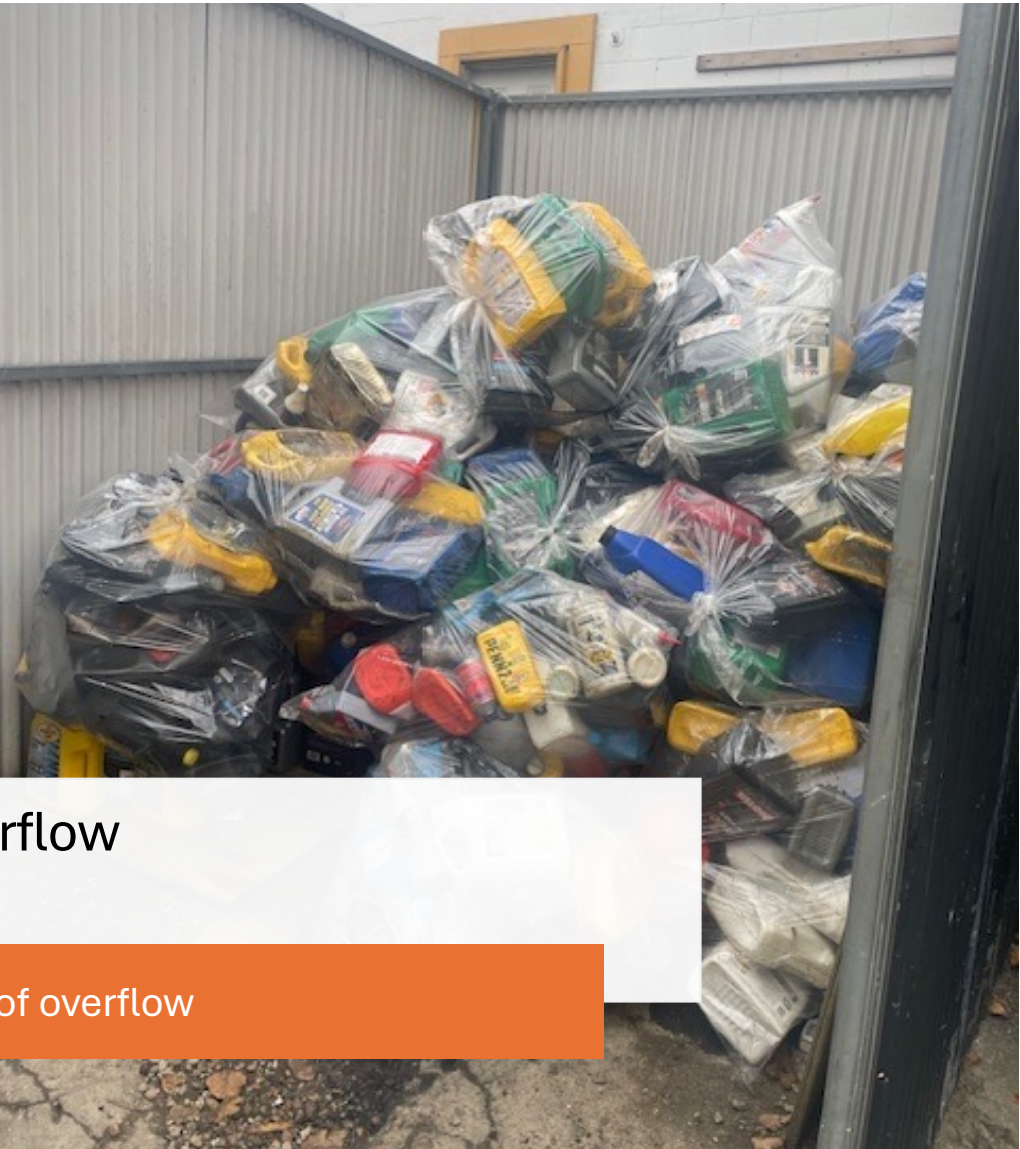
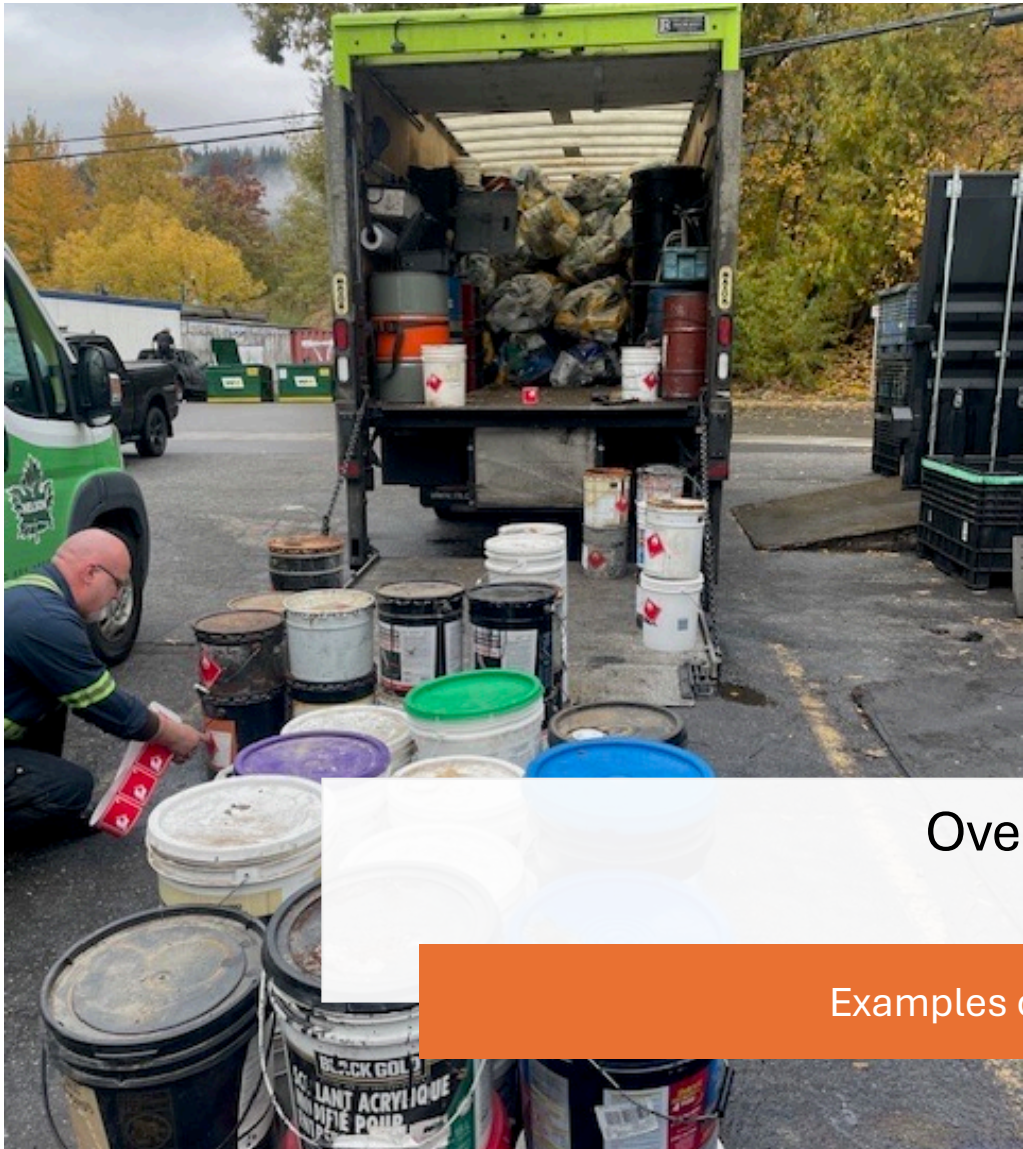


# Challenges being faced by the Recycling Centers

SPACE

DEMAND

REGULATORY  
REQUIREMENTS



Overflow

Examples of overflow





## Space Challenges

# Short term solution

---

- Install two additional shipping containers





# Space

On the left is the proposed site for 2 new storage containers







## Addressing Space Challenges

- We have a variance application in to the City of Nelson to add two more custom built shipping containers that will cover for the short term, If our application is successful , We will be required to build footings raising the containers to prevent flooding of the containers

# Long Term

## 01

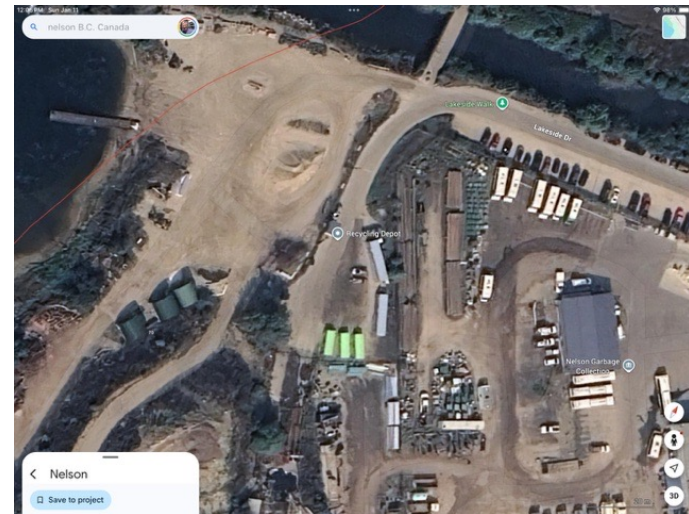
It's very simple: We need more space to accommodate demand from the public , requirements by the Province and to meet local Government goal of diversion from the land fill

## 02

The Nelson Leafs' Eco Depot needs a second site custom designed to accommodate household hazardous waste , electronics , batteries, etc ., including addition of a cardboard styrofoam baling system

# Next step solution for sustainability

- There is property within Railtown that could accommodate expansion





# Our ask

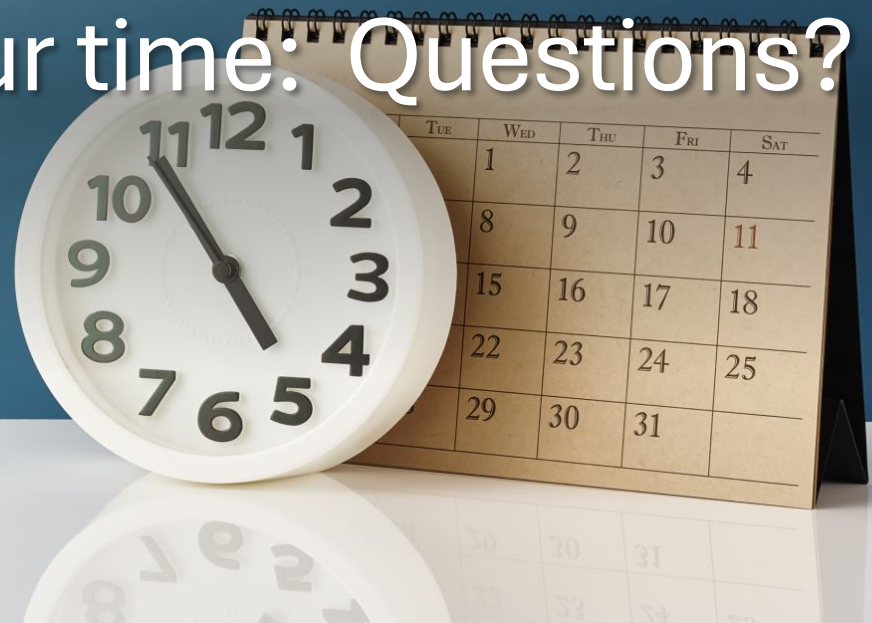
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- That the Board consider putting forth a resolution:

*That the the RDCK and the City of Nelson continue to work with the Nelson Leafs Eco Depot to develop options for a second site for expansion of the Depot*



Thank you for your time: Questions?





# Committee Report

January 21, 2026

## Resource Recovery Facilities Operational Hours Review

<b>Author:</b>	Heidi Bench, Projects Advisor
<b>File Reference:</b>	12-6300-20
<b>Electoral Area/Municipality:</b>	ALL RDCK
<b>Services Impacted</b>	S186 Refuse Disposal - East Subregion S187 Refuse Disposal - Central Subregion S188 Refuse Disposal - West Subregion A116 Recycling Program - East Subregion A117 Recycling Program - Central Subregion A118 Recycling Program - West Subregion

### 1.0 STAFF RECOMMENDATION

#### EAST SUB-REGION

##### **RECOMMENDATION NO. 1:**

That the Board authorize staff to plan the permanent closure of Riondel satellite recycling depot in April 2026.

##### **RECOMMENDATION NO. 2:**

That the Board authorize staff to implement adjustments to operating hours at Boswell and Crawford Bay transfer stations in April 2026.

#### CENTRAL SUB-REGION

##### **RECOMMENDATION NO. 3:**

That the Board authorize staff to implement adjustments to operating hours at Kaslo transfer station and recycling depot in April 2026.

##### **RECOMMENDATION NO. 4:**

That the Board authorize staff to implement adjustments to operating hours at Balfour transfer station and recycling depot in April 2026.

##### **RECOMMENDATION NO. 5:**

That the Board authorize staff to implement adjustments to operating hours at Lakeside recycling depot in April 2026.

##### **RECOMMENDATION NO. 6:**

That the Board authorize staff to plan the permanent closure of Ymir transfer station and satellite recycling depot in April 2026.

**RECOMMENDATION NO. 7:**

That the Board authorize staff to implement adjustments to operating hours at Central (Salmo) transfer station in April 2026.

**2.0 BACKGROUND/HISTORY**

The 2021 Resource Recovery Plan (RRP) committed to the strategy of ensuring that the RDCK Resource Recovery system is financially sustainable and resilient. As part of this, the RRP included an action item of undertaking an efficiency study of the Resource Recovery system. In September 2023, GHD Limited was retained to complete a System Efficiency Study that would identify options to recognize efficiencies and improve cost-effectiveness and equitability, while ensuring regulatory compliance.

The benchmarking assessment completed as part of the 2024 System Efficiency Study (the Study) indicated that the RDCK Resource Recovery system provides residents with a high level of service compared to other regional districts in the Study, alongside a relatively high cost per capita to pay for the system and this level of service. The Study further evaluated service levels within the RDCK and recommended the closure of Winlaw, Kokanee Park Marina, and Riondel satellite recycling depots and reducing hours at New Denver, Crescent Valley, and Salmo core recycling depots to reduce costs and provide more equitable levels of service and accessibility across the RDCK.

At the November 13, 2024 JRRC meeting, Staff proposed following the closure recommendations made in the Study and conducting a review of facility hours to optimize hours of operation across the RDCK. Winlaw and Kokanee Park Marina satellite depots were closed in early 2025, while the East sub-region deferred the decision around closure of the Riondel satellite depot. Staff maintain the recommendation to close this facility.

**3.0 PROBLEM OR OPPORTUNITY DESCRIPTION**

As outlined above, the Study proposed that a reduction in site hours at several core recycling depots would help to realize cost efficiencies while still providing RDCK residents above average service levels to manage waste.

To determine optimal site hours, Staff have begun a review of operational hours using traffic data from the Strong scale software for facilities with a transfer station, TrafX Datanet equipment and software for standalone recycling depots, as well as feedback from operational staff. This review includes all Resource Recovery facilities, not just the recycling depots mentioned in the Study, as a comprehensive operational hours review has not been conducted since prior to the implementation of the Recycle BC program.

As part of the operational hours review, Field Supervisors helped to develop target ranges for number of visits per hour for different types of sites. The minimum of the target ranges was initially set at 10 visits per hour across all sites, and then adjusted as follows:

- Minimum was decreased for sites located more than 40 km or more than 30 minutes travel from the next closest facility with both waste transfer and core recycling services to ensure reasonable accessibility to waste management services for rural residents;
- Minimum was increased at Grohman Narrows based on staff and facility resources (two scales help keep traffic flowing and additional staff resources available compared to other sites); and,
- Minimum was increased for standalone recycling depots based on staff resources, as staff are not required to record any product information or collect fees at these facilities.

The maximum of the target ranges were set at the highest level of traffic deemed manageable based on the estimated time needed for staff to interact with one customer. Field supervisors noted that this level of traffic is considered reasonable for an hour or two, but if traffic is near this threshold for an entire shift, either additional hours or additional staffing should be considered. Table 1 outlines the types of sites and target traffic ranges used in the analysis.

**Table 1 – Site types and target traffic ranges**

Type of site	Target number of visits per hour	RDCK facilities
Volume site >40km or >30 minutes travel to another transfer station and core recycling depot	6-20	Crawford Bay transfer station and core recycling depot Yahk transfer station and satellite recycling depot Marblehead transfer station and satellite recycling depot Kaslo transfer station and recycling depot Slocan transfer station and core recycling depot Rosebery transfer station Burton transfer station and satellite recycling depot Edgewood transfer station and core recycling depot
Volume site <40km or <30 minutes travel to another transfer station and core recycling depot	10-20	Boswell transfer station and satellite recycling depot Ymir transfer station and satellite recycling depot
Scaled site	10-30	Creston landfill and satellite recycling depot Balfour transfer station and core recycling depot Central (Salmo) transfer station Ootischenia landfill and core recycling depot Nakusp landfill and core recycling depot
Double-scaled site	20-60	Grohman Narrows transfer station and satellite recycling depot
Standalone recycling depot	20-60	Riondel satellite recycling depot Creston Carwash core recycling depot Nelson Lakeside core recycling depot Salmo core recycling depot Crescent Valley core recycling depot New Denver core recycling depot

Staff compared traffic patterns by day of week and seasonally by hour, where data was available. Where warranted, additional analysis was also completed to see hourly patterns on specific days of the week. The traffic data analysis was reviewed with the Operations Supervisors, Operations Coordinator, Field Supervisors, and Lead Hands to ensure that on-site observations and practicality of staffing were also addressed in the development of recommended hours adjustments. Graphs showing the data trends are provided in **Attachment A**.

Data collection is still ongoing at New Denver, Crescent Valley, Salmo, and Creston Carwash core recycling depots, but staff wanted to bring forward data analysis and recommendations from the evaluation to date such that hours adjustments for evaluated sites could be considered for 2026.

### 3.1 Alignment to Board Strategic Plan

This work aligns with the RDCK's strategic objectives to manage assets in a fiscally responsible manner, as well as organizational excellence by continuing to focus on core services to ensure effective and efficient delivery throughout the region.

### 3.2 Legislative Considerations

None at this time.

### 3.3 What Are the Risks

The risk of conducting an operational hours review is that it could identify sites where changes to service levels are recommended. Where increased service is recommended, this would increase costs if implemented. Where decreased service is recommended, it would impact site staff and residents' access to waste management facilities if implemented.

## 4.0 PROPOSED SOLUTION

Table 2 summarizes the hours adjustments recommended based on the operational hours review, listed by sub-region. Traffic trend analysis, where data was available, is provided in **Attachment A**.

**Table 2 – Summary of proposed hours adjustments**

Facility	Current hours	Proposed hours	Annual change in hours
<b>EAST SUB-REGION</b>			<b>-390</b>
Boswell transfer station and satellite recycling depot	Wednesday & Saturday 11:00am – 3:00pm	Saturday 10:00am – 2:00pm	-208
Crawford Bay transfer station and core recycling depot	<b>Early* March to April 30</b> Sunday & Tuesday 9:00 am – 3:00 pm <b>May 1 to Early* November</b> Sunday, Tuesday & Thursday 9:00 am – 3:00 pm <b>Early* November to Early* March</b> Sunday & Tuesday 10:00 am – 4:00 pm	<b>Summer (April 1 - September 30)</b> Sunday, Tuesday, Thursday 9:00am – 3:00pm <b>Winter (October 1 – March 31)</b> Sunday, Tuesday, Thursday 10:00am – 3:00pm	+78
Riondel satellite recycling depot	Monday & Thursday 8:30am – 11:00am	<b>Close facility</b>	-260
<b>CENTRAL SUB-REGION</b>			<b>-684</b>
Kaslo transfer station and core recycling depot	<b>Summer (May 1 – September 30)</b> Sunday, Tuesday, Friday 9:00am - 3:00pm <b>Winter (October 1 – April 30)</b> Sunday, Tuesday, Friday 10:00am - 3:00pm	<b>Summer (April 1 – September 30)</b> Tuesday & Friday 9:00am – 3:00pm Sunday 9:00am – 4:00pm <b>Winter (October 1 – March 31)</b> Sunday, Tuesday, Friday 10:00am – 3:00pm	+38



Facility	Current hours	Proposed hours	Annual change in hours
Balfour transfer station and core recycling depot	<b>Summer (May 1 to September 30)</b> Monday, Wednesday, Friday & Saturday 9:00 am – 4:00 pm <b>Winter (October 1 to April 30)</b> Monday, Wednesday, Friday & Saturday 9:00 am – 3:00 pm	<b>Year-round</b> Monday, Wednesday, Friday & Saturday 9:00 am – 3:00 pm	-88
Ymir transfer station and satellite recycling depot	Sunday 9:00am – 3:00pm	<b>Close facility</b>	-312
Central (Salmo) transfer station	<b>Summer (May 1 to September 30)</b> Wednesday & Saturday 9:00am - 3:00pm <b>Winter (October 1 to April 30)</b> Wednesday & Saturday 10:00am - 2:00pm	<b>Year-round</b> Wednesday & Saturday 10:00am – 2:00pm	-88
Nelson Lakeside core recycling depot	Monday to Saturday 8:30am – 5:30pm	<b>Summer (April 1 – September 30)</b> Monday to Saturday 8:30am – 5:00pm <b>Winter (October 1 – March 31)</b> Monday to Saturday 8:30am – 4:30pm	-234
<b>WEST SUB-REGION</b>			
No recommendations at this time.			

All proposed hours adjustments are based on actual site usage data, with the following goals:

- 1) Enabling residents and businesses to successfully manage their waste, while ensuring manageable working conditions for site staff.
- 2) Finding a balance between maintaining high service levels compared to other regional districts, while reducing system costs borne by RDCK taxpayers.

Most adjustments are relatively minor and discussed in **Attachment A**. Additional discussion for more significant changes or observations is provided below.

While no recommendations were made for facilities in the West sub-region at this time due to ongoing data collection at several sites, Staff note that traffic at Ootischenia landfill was slightly above the ideal traffic threshold in the fall months. Detailed analysis of Ootischenia traffic data indicates that the increase in Saturday traffic into November does not appear to be related to increased number of customers or waste disposal at this time of year, but rather a shift in traffic patterns, seemingly due to the switch to winter hours. Starting November 1, the facility closes at 4pm due to loss of daylight hours and as a result weekday traffic shifts more heavily to Saturdays. Upgrades to the transfer and recycling areas at Ootischenia landfill are currently in the design phase and expected to be implemented in late 2026 or early 2027. These design upgrades will include a second scale, which would increase the ideal traffic thresholds for this site such that the current peak traffic levels, including on Saturdays, would be considered manageable for staff at this facility and should help to mitigate lineups accessing the site. Staff will re-evaluate this site along with the other sites in the West sub-region in late 2026/early 2027.

Detailed analysis of Grohman Narrows traffic data identified a similar increase in Saturday traffic in the late fall, with November traffic falling more heavily on Saturdays than during the rest of the week. While there is lighting at this facility, so there is currently no change to winter hours, traffic volumes drop significantly after 4pm. Based on this, extending weekday hours at the site would likely have little impact on alleviating the Saturday traffic. Data for this facility also indicates that free yard and garden events, particularly the October event, result in significant increases in traffic – there are approximately 1,000-1,500 more visits for yard and garden waste during May and October (free yard and garden months) than other months throughout the year. While traffic at this site falls within the manageable range at this time, as communities in this area grow and with the proposed closure of the Ymir transfer station, additional operational hours on Sundays may need to be considered at this site in the future.

A 2023 survey conducted by RDCK site staff indicated that 43% of users of the Grohman Narrows transfer station were urban residents with curbside collection services. This survey was conducted daily over a three month period from June till August (i.e. did not include the free yard and garden months). A 2025 survey conducted by City of Nelson indicated that 69% of survey respondents reported using Grohman Narrows transfer station, especially for yard and garden waste disposal as this is not accepted by the City's curbside program. The City of Nelson is in the process of rolling out a city-wide organics diversion program. Staff have indicated that if they choose to implement an appliance-based organics diversion program in 2026, they would also provide bi-annual yard and garden waste curbside service to their residents. Alternatively, if a green bin program were pursued, some yard and garden waste could be diverted through that. Either way, more fulsome municipal services could help to reduce the number of urban residents using the transfer station and potentially alleviate traffic enough to mitigate future hours increases at this location.

Another consideration, particularly for standalone recycling depots located within municipalities that offer curbside collection, is that traffic congestion is primarily due to frequent use of these facilities with small volumes of material. When it comes to operational efficiency, there is a delicate balance between offering high service levels to maximize diversion at all costs and enabling inefficient site usage by adjusting facility hours strictly around traffic patterns. For physical and mental health and safety of staff of waste facilities, it is important to ensure that traffic volumes are manageable, but at the same time, residents should also be encouraged to stockpile multiple materials and use these sites as efficiently as possible. Offering fulsome services (i.e. waste and core recycling services) for more hours at one location, as opposed to partial services at multiple locations, helps to encourage efficiency. Consolidation of the Lakeside and Grohman facilities is currently being considered as part of the feasibility study and preliminary designs for updating the Grohman Narrows facility. Staff plan to also evaluate the consolidation of Creston Carwash and Creston Landfill facilities once traffic data is available for the Creston Carwash recycling depot.

Closure of the Ymir transfer station and satellite recycling depot has been discussed several times in the past. Decisions around this were most recently put on hold while the Central landfill closure and location of the transfer station for this area were being planned in 2014. The Ymir facility provides limited waste disposal and diversion opportunities; to divert materials such as scrap metal, clean wood, organics, foam and flexible plastics, electronics, batteries, etc. from the waste stream, residents must bring these materials to nearby facilities in Nelson or Salmo. While the closure of the Ymir facility would require changes to waste management routines for residents in this area, residents would still have a similar level of access to waste management facilities as those located in other rural areas throughout the RDCK, and the next closest facilities are located in communities that residents would already need to access for gas, groceries, and waste management not available at the Ymir facility, as described above. In addition to geographic accessibility, Staff were able to evaluate site usage based on the manual tickets from 2025 transactions between January and October. This data indicated that site usage

is generally below the minimum threshold for this type of facility (volume site located less than half an hour drive to another transfer station and core recycling depot). It should also be noted that the annual costs of operating this site (provided in Section 4.1) do not include considerations for future site upgrades if this site were to stay open, as the existing bin wall would likely need replacement in coming years.

### Impact on Regional Service Levels

Staff used data from the System Efficiency Study to evaluate how the hours adjustments proposed in Table 2 would impact the level of service between sub-regions and compared to other regional districts. Table 3 presents an analysis of service levels using facility density by geography and by population, based on the proposed closure of Riondel satellite recycling depot and Ymir transfer station. Table 4 evaluates service levels by operating hours and population, based on the hours adjustments indicated in Table 2. The average from the seven regional districts deemed to be comparable to the RDCK in the Study is shown for external comparison.

**Table 3 – Resource recovery service level analysis by facility density**

Location	CURRENT			PROPOSED		
	Total # of facilities	Facility density per 10,000 km <sup>2</sup>	Facility density per 10,000 residents	Total # of facilities	Facility density per 10,000 km <sup>2</sup>	Facility density per 10,000 residents
East sub-region	6	13.8	4.2	5	11.5	3.5
Central sub-region	8	9.1	3.3	7	7.9	2.9
West sub-region	8	8.0	3.3	8	8.0	3.3
<b>RDCK</b>	<b>22</b>	<b>9.5</b>	<b>3.5</b>	<b>20</b>	<b>8.6</b>	<b>3.2</b>
<b>Average of other Regional Districts</b>	<b>20</b>	<b>6.6</b>	<b>2.8</b>			

**Table 4 – Resource recovery service level analysis by facility operating hours**

Location	CURRENT	PROPOSED
	Annual operating hours per 10,000 residents	Annual operating hours per 10,000 residents
East sub-region	3,920	3,645
Central sub-region	4,209	3,929
West sub-region	3,405	3,405
<b>RDCK</b>	<b>3,836</b>	<b>3,664</b>
<b>Average of other Regional Districts</b>	<b>2,439</b>	

This comparison indicates that even with the proposed closure of the Riondel and Ymir facilities, the RDCK would have more attended public facilities per square km and per capita than the average for regional districts in the Study. Similarly, even with the proposed hours adjustments, the service level by operating hours across the RDCK remains higher than the average for regional districts in the Study. The proposed changes would also help to make service levels slightly more equal between the sub-regions.

As noted in Section 3.0, several standalone recycling facilities are still being evaluated and staff expect to recommend further hours adjustments once this data is available. It is anticipated that hours adjustments at these sites will further reduce the service levels in the RDCK some, but still maintain a higher level of service than the average of the other regional districts in the Study.

Even if the proposed changes are implemented, there will still be some variability in service levels with regards to operating hours between sub-regions in the RDCK. This is largely due to both the East and Central sub-regions

having two facilities near one another with high accessibility in terms of operating hours in and near their most populated municipality (Creston Carwash recycling depot and Creston landfill and recycling depot, and Lakeside recycling depot and Grohman Narrows transfer station and recycling depot). This higher level of service is reflected in the higher system cost to residents in the East and Central sub-regions. Significant efficiencies could be recognized by combining the two facilities in each of these sub-regions into one full service location, similar to Ootischenia landfill in the West sub-region. This change would result in more evenly distributed service levels between sub-regions.

#### 4.1 Financial Considerations of the Proposed Solution

Tables 5a and 5b summarize the anticipated financial impacts of the proposed adjustments to operational hours by service in the East and Central sub-regions, respectively.

**Table 5a – Financial impact of proposed operational hours adjustments in the East sub-region**

EAST Facility	Annual change in hours	Estimated financial impact	
		S186	A116
Boswell transfer station and satellite recycling depot	-208	(\$7,304)	(\$6,177)
Crawford Bay transfer station and core recycling depot	+78	\$3,008	\$2,544
Riondel satellite recycling depot	-260	-	(\$18,200)
Creston Carwash core recycling depot	TBD	TBD	TBD
<b>TOTAL</b>	<b>-390 hrs</b>	<b>(\$4,296)</b>	<b>(\$21,833)</b>

**Table 5b – Financial impact of proposed operational hours adjustments in the Central sub-region**

CENTRAL Facility	Annual change in hours	Estimated financial impact	
		S187	A117
Kaslo transfer station and core recycling depot	+38	\$1,256	\$1,062
Balfour transfer station and core recycling depot	-88	(\$5,817)	(\$2,460)
Ymir transfer station and satellite recycling depot	-312	(\$27,436)	(\$14,706)
Central (Salmo) transfer station	-88	(\$5,817)	-
Nelson Lakeside core recycling depot	-234	-	(\$6,540)
Salmo core recycling depot	TBD	TBD	TBD
<b>TOTAL</b>	<b>-648 hrs</b>	<b>(\$37,814)</b>	<b>(\$22,640)</b>

For the West sub-region, there are no financial impacts until further analysis is completed for the Crescent Valley and New Denver recycling depots, as well re-consideration of hours at the neighbouring transfer stations (Slocan, Rosebery, and Nakusp) and Ootischenia landfill.

#### 4.2 Risks with the Proposed Solution

A potential risk of reducing service levels, particularly at recycling depots, is reduction in waste diversion. Reducing service levels could also lead to increases in illegal dumping, however staff hope to mitigate this by using site traffic data to understand usage of the sites and recommending reductions only when data show site usage to be very low (where sites don't meet minimum traffic and accessibility criteria). Education and communication of changes to service levels to ensure public awareness will be key in mitigating these risks. As per the 2021 RRP, Staff are also currently researching best methods for supporting illegal dumping cleanups by community organizations, as well as planning to lobby the Province to ensure that they're fulfilling their compliance and enforcement obligations so as not to further enable illegal dumping activities.

#### **4.3 Resource Allocation and Workplan Impact**

If approved, the rollout of recommended operational hours adjustments at RDCK facilities will be implemented by the Resource Recovery Operations team. The Resource Recovery Projects Advisor, with support of the Field Supervisors, will continue data collection at the four standalone recycling facilities yet to be evaluated, and will return to the JRRC with further recommendations for these facilities likely towards the end of 2026. The Projects Advisor will also follow through with supplemental evaluations of specific sites in 2026-2027, as noted in **Attachment A**.

#### **4.4 Public Benefit and Stakeholder Engagement of Proposed Solution**

As noted in the System Efficiency Study, the RDCK provides a higher than average level of service and the cost of the system reflects that. Recommendations in this report aim to find a balance between maintaining high service levels compared to other regional districts, while reducing system costs borne by RDCK taxpayers.

The above analyses were undertaken to try to optimize operational hours around actual public usage of the facilities, such that service levels are sufficient to enable residents and businesses to successfully manage their waste, while ensuring manageable working conditions for site staff. Despite this, operational hours adjustments will impact some waste management routines. Staff plan to communicate all approved changes a minimum of two months in advance of implementation in order to ensure public awareness and give time to shift routines as needed.

Operational hours adjustments will also impact RDCK employees at selected Resource Recovery facilities. Impacts on scheduling and staff retention were considered in the development of the recommended hours adjustments, and the Operations team will work with site staff to ensure the rollout of hours adjustments is as smooth as possible.

For any future consideration of consolidation diversion and waste management facilities in the Nelson and Creston areas, municipal staff of these municipalities will be engaged.

#### **4.5 Leveraging Technology**

The use of Strong and TrafX software enabled staff to collect real time site traffic data for this evaluation. Paired with feedback from operational staff, this allowed for staff to prepare recommendations that are both practical and data-driven.

#### **4.6 Measuring Success**

Feedback from site staff and wait times at facilities are both helpful indicators of whether operational hours meet the needs of the regional community. To ensure that Resource Recovery facilities are both meeting the needs of RDCK residents to successfully manage waste, while ensuring safe and manageable work environment for site staff, traffic data for facilities should be reviewed every 3 to 5 years. Traffic analysis at Grohman Narrows and Ootischenia facilities should be repeated in 2027 to understand whether the transfer station upgrades at Ootischenia and rollout of three-stream curbside services in the City of Nelson have helped to alleviate issues related to high traffic volumes at these facilities. Annual waste generation and diversion data will also be monitored for changes in trends that could be related to service levels.

### **5.0 ALTERNATIVE SOLUTION(S)**

No alternative solutions are proposed at this time.

## 6.0 OPTIONS CONSIDERED BUT NOT PRESENTED

Staff considered future implementation of Sunday hours at Grohman Narrows transfer station and Ootischenia landfill to alleviate high traffic on Saturdays. This would incur significant cost increases in the Central and West sub-regions, as these sites have higher staffing requirements and Sunday operations would impact the landfill operations contract. Due to the amount of waste received at Grohman and current infrastructure, any addition of Sunday hours at this facility would require Ootischenia landfill to be open as well. Traffic patterns at both these sites indicate that Saturday traffic hovers right around the maximum manageable threshold for site staff in the fall months. This often results in line-ups to access the facilities, especially at Ootischenia where there is only one scale that vehicles must cross upon entry and exit. Field supervisors will need to maintain open communication with staff around traffic levels at these two facilities over the next year or two and request additional support if traffic becomes unsafe for staff to manage.

It's important to note that as the population of the RDCK continues to grow, increasing service to include more days of the week will likely be inevitable in coming years. The primary landfills and larger transfer stations in all regional districts neighbouring the RDCK (RDKB, CSRD, RDEK) are open seven days a week. Traffic analysis at Grohman Narrows and Ootischenia facilities should be repeated in 2027 to understand whether the transfer station upgrades at Ootischenia, Grohman transfer station and Nelson area recycling depots, and city-wide rollout of organics services in the City of Nelson have helped to alleviate issues related to high traffic volumes at these facilities.

## 7.0 OPTIONS SUMMARY

### EAST SUB-REGION

#### **RECOMMENDATION NO. 1:**

That the Board authorize staff to plan the permanent closure of Riondel satellite recycling depot in April 2026.

#### **RECOMMENDATION NO. 2:**

That the Board authorize staff to implement adjustments to operating hours at Boswell and Crawford Bay transfer stations in April 2026.

### CENTRAL SUB-REGION

#### **RECOMMENDATION NO. 3:**

That the Board authorize staff to implement adjustments to operating hours at Kaslo transfer station and recycling depot in April 2026.

#### **RECOMMENDATION NO. 4:**

That the Board authorize staff to implement adjustments to operating hours at Balfour transfer station and recycling depot in April 2026.

#### **RECOMMENDATION NO. 5:**

That the Board authorize staff to implement adjustments to operating hours at Lakeside recycling depot in April 2026.

#### **RECOMMENDATION NO. 6:**

That the Board authorize staff to plan the permanent closure of Ymir transfer station and satellite recycling depot in April 2026.



**RECOMMENDATION NO. 7:**

That the Board authorize staff to implement adjustments to operating hours at Central (Salmo) transfer station in April 2026.

**8.0 RECOMMENDATION****EAST SUB-REGION****RECOMMENDATION NO. 1:**

That the Board authorize staff to plan the permanent closure of Riondel satellite recycling depot in April 2026.

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**CENTRAL SUB-REGION****RECOMMENDATION NO. 3:**

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**RECOMMENDATION NO. 7:**

That the Board authorize staff to implement adjustments to operating hours at Central (Salmo) transfer station in April 2026.

Respectfully submitted,

Heidi Bench – Resource Recovery Projects Advisor

**CONCURRENCE**

Resource Recovery Manager – Amy Wilson  
General Manager of Environmental Services – Uli Wolf  
Corporate Administrative Officer – Stuart Horn

**ATTACHMENTS:**

Attachment A – Traffic trends at Resource Recovery facilities

# Attachment A – Traffic trends at Resource Recovery facilities

January 21, 2026

## EAST SUB-REGION

FACILITY & CURRENT HOURS	TRAFFIC TRENDS	OBSERVATIONS
<b>BOSWELL TRANSFER STATION AND SATELLITE DEPOT</b>  Wed & Sat 11:00 am – 3:00 pm	<div data-bbox="373 321 1010 841"> <p>2024 Traffic by Month BOSWELL TRANSFER STATION</p> <p>Legend: Wednesday (light blue), Saturday (dark blue), Ideal range (min) (yellow), Ideal range (max) (yellow)</p> </div> <div data-bbox="1020 321 1566 841"> <p>2024 Seasonal Traffic by Time BOSWELL TRANSFER STATION</p> <p>Legend: Winter (Oct-Mar) (dark blue), Summer (Apr-Sep) (light blue), Ideal range (min) (yellow), Ideal range (max) (yellow)</p> </div>	<ul style="list-style-type: none"> <li>- <b>reduce service to Saturdays only</b> to see if this keeps traffic above the minimum traffic threshold; re-evaluate after one year</li> <li>- consider <b>shifting hours earlier</b> as bulk of traffic is typically between 11am-2pm, often residents waiting for site to open</li> </ul>
<b>CRAWFORD BAY TRANSFER STATION AND CORE DEPOT</b>  <b>Early Mar* to Apr 30</b> Sun & Tue 9:00 am – 3:00 pm  <b>May 1 to *early Nov</b> Sun, Tue & Thu 9:00 am – 3:00 pm  <b>*Early Nov to early Mar</b> Sun & Tue 10:00 am – 4:00 pm *day of time change	<div data-bbox="373 865 1010 1385"> <p>2024 Traffic by Month CRAWFORD BAY TRANSFER STATION</p> <p>Legend: Sunday (dark blue), Tuesday (light blue), Thursday (grey), Ideal range (min) (yellow), Ideal range (max) (yellow)</p> </div> <div data-bbox="1020 865 1566 1385"> <p>2024 Seasonal Traffic by Time CRAWFORD BAY TRANSFER STATION</p> <p>Legend: Winter (Oct-Mar) (dark blue), Summer (Apr-Sep) (light blue), Ideal range (min) (yellow), Ideal range (max) (yellow)</p> </div>	<ul style="list-style-type: none"> <li>- <b>streamline seasonal hours</b> changes to match other sites (summer: Apr-Sep, winter: Oct-Mar) and not time change dates</li> <li>- <b>reduce winter hours</b> by 1 hour at end of day</li> <li>- due to recommended reduction of hours at Boswell and Riondel (both satellite services), increase access at this core service facility by <b>keeping Thursdays year-round</b> (also to ensure meaningful work hours to prevent staff turnover)</li> </ul>

## EAST SUB-REGION

FACILITY & CURRENT HOURS	TRAFFIC TRENDS	OBSERVATIONS
<div>CRESTON LANDFILL &amp; SATELLITE DEPOT</div> <div>Tuesday to Saturday 9:00 am – 4:00 pm</div>	<div><div>2024 Site Traffic CRESTON LANDFILL</div><div>Average number of visits per hour</div><div><div>Tuesday</div><div>Thursday</div><div>Saturday</div><div>Wednesday</div><div>Friday</div><div>Ideal range (min)</div><div>Ideal range (max)</div></div><div><div>2024 Seasonal Traffic by Time CRESTON LANDFILL</div><div>Number of visits per day</div><div><div>Winter (Oct-Mar)</div><div>Summer (Apr-Sep)</div><div>Ideal range (min)</div><div>Ideal range (max)</div></div></div></div>	<div>- could reduce mid-week weekday hours (in winter only), but this would have implications on landfill operations contract and ICI haulers (highest traffic in mornings), preference would be to work towards consolidation of services in the area at this facility</div> <div>- <b>no changes recommended at this time</b>, re-consider once data is available to evaluate Creston Carwash recycling depot (consolidation of sites)</div>
<div>CRESTON CARWASH CORE DEPOT</div> <div>Tuesday to Saturday 9:00 am – 5:00 pm</div>	Data collection and analysis in 2026.	<div>- winter hours have temporarily been slightly reduced at end of day for safety reasons (insufficient lighting)</div> <div>- additional recommendations to be made once data is available</div>
<div>RIONDEL SATELLITE DEPOT</div> <div>Monday &amp; Thursday 8:30 am – 11:00 am</div>	No traffic data available.	<div>- as the facility is only 17 km from a core facility (Crawford Bay) and collects less than 50kg/hr of materials, <b>maintain the System Efficiency Study recommendation to close this depot</b></div>
<div>YAHK TRANSFER STATION AND SATELLITE DEPOT</div> <div>Wed &amp; Sat 11:00 am – 1:00 pm</div>	No traffic data available.	<div>- facility is 45 km to next closest facility, receives 81 kg of material per hour of operation (4 hours/week)</div> <div>- <b>no changes recommended</b></div>

## CENTRAL SUB-REGION

FACILITY	TRAFFIC TRENDS		OBSERVATIONS																																																																									
<div>MARBLEHEAD TRANSFER STATION &amp; SATELLITE DEPOT</div> <div>Wed &amp; Sat 10:00 am – 2:00 pm</div>	<div>2024 Traffic by Month MARBLEHEAD TRANSFER STATION</div> <table border="1"><caption>2024 Traffic by Month - Marblehead</caption><thead><tr><th>Month</th><th>Wednesday</th><th>Saturday</th></tr></thead><tbody><tr><td>Jan</td><td>5.5</td><td>5.5</td></tr><tr><td>Feb</td><td>4.5</td><td>7.0</td></tr><tr><td>Mar</td><td>5.5</td><td>7.5</td></tr><tr><td>Apr</td><td>7.0</td><td>9.5</td></tr><tr><td>May</td><td>8.5</td><td>9.0</td></tr><tr><td>Jun</td><td>8.5</td><td>9.5</td></tr><tr><td>Jul</td><td>10.0</td><td>8.5</td></tr><tr><td>Aug</td><td>9.0</td><td>12.5</td></tr><tr><td>Sep</td><td>8.5</td><td>10.0</td></tr><tr><td>Oct</td><td>7.5</td><td>10.5</td></tr><tr><td>Nov</td><td>7.0</td><td>9.5</td></tr><tr><td>Dec</td><td>6.0</td><td>7.5</td></tr></tbody></table> <div>— Wednesday — Saturday</div> <div>— Ideal range (min) — Ideal range (max)</div>	Month	Wednesday	Saturday	Jan	5.5	5.5	Feb	4.5	7.0	Mar	5.5	7.5	Apr	7.0	9.5	May	8.5	9.0	Jun	8.5	9.5	Jul	10.0	8.5	Aug	9.0	12.5	Sep	8.5	10.0	Oct	7.5	10.5	Nov	7.0	9.5	Dec	6.0	7.5	<div>2024 Seasonal Traffic by Time MARBLEHEAD TRANSFER STATION</div> <table border="1"><caption>2024 Seasonal Traffic by Time - Marblehead</caption><thead><tr><th>Time</th><th>Winter (Oct-Mar)</th><th>Summer (Apr-Sep)</th></tr></thead><tbody><tr><td>10-11am</td><td>7.0</td><td>11.0</td></tr><tr><td>11-12pm</td><td>6.5</td><td>9.0</td></tr><tr><td>12-1pm</td><td>6.5</td><td>7.5</td></tr><tr><td>1-2pm</td><td>7.0</td><td>8.5</td></tr></tbody></table> <div>■ Winter (Oct-Mar) ■ Summer (Apr-Sep)</div> <div>— Ideal range (min) — Ideal range (max)</div>	Time	Winter (Oct-Mar)	Summer (Apr-Sep)	10-11am	7.0	11.0	11-12pm	6.5	9.0	12-1pm	6.5	7.5	1-2pm	7.0	8.5	<div>- could consider reducing hours at end of day in winter, but as it's only Wednesdays in January and February that are slower than ideal, it's not cost effective and would be somewhat confusing to implement a change for only half of a season (only 12 hours of savings).</div> <div>- no change recommended at this time</div>																			
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<div>KASLO TRANSFER STATION &amp; CORE DEPOT</div> <div>Summer (May 1 to Sep 30) Sun, Tue &amp; Fri 9:00 am – 3:00 pm</div> <div>Winter (Oct 1 to Apr 30) Sun, Tue &amp; Fri 10:00 am – 3:00 pm</div>	<div>2024 Traffic by Month KASLO TRANSFER STATION</div> <table border="1"><caption>2024 Traffic by Month - Kaslo</caption><thead><tr><th>Month</th><th>Sun</th><th>Tue</th><th>Fri</th></tr></thead><tbody><tr><td>Jan</td><td>13.0</td><td>10.5</td><td>11.0</td></tr><tr><td>Feb</td><td>17.0</td><td>9.5</td><td>12.0</td></tr><tr><td>Mar</td><td>17.0</td><td>11.0</td><td>13.0</td></tr><tr><td>Apr</td><td>22.0</td><td>14.0</td><td>15.0</td></tr><tr><td>May</td><td>22.0</td><td>13.5</td><td>16.0</td></tr><tr><td>Jun</td><td>19.0</td><td>14.5</td><td>16.0</td></tr><tr><td>Jul</td><td>23.0</td><td>18.0</td><td>16.0</td></tr><tr><td>Aug</td><td>21.0</td><td>17.5</td><td>14.0</td></tr><tr><td>Sep</td><td>19.0</td><td>14.0</td><td>17.0</td></tr><tr><td>Oct</td><td>21.0</td><td>17.0</td><td>17.0</td></tr><tr><td>Nov</td><td>22.0</td><td>10.0</td><td>12.0</td></tr><tr><td>Dec</td><td>16.0</td><td>12.0</td><td>14.5</td></tr></tbody></table> <div>— Sun — Tue — Fri</div> <div>— Ideal range (min) — Ideal range (max)</div>	Month	Sun	Tue	Fri	Jan	13.0	10.5	11.0	Feb	17.0	9.5	12.0	Mar	17.0	11.0	13.0	Apr	22.0	14.0	15.0	May	22.0	13.5	16.0	Jun	19.0	14.5	16.0	Jul	23.0	18.0	16.0	Aug	21.0	17.5	14.0	Sep	19.0	14.0	17.0	Oct	21.0	17.0	17.0	Nov	22.0	10.0	12.0	Dec	16.0	12.0	14.5	<div>2024 Seasonal Traffic by Time KASLO TRANSFER STATION</div> <table border="1"><caption>2024 Seasonal Traffic by Time - Kaslo</caption><thead><tr><th>Time</th><th>Winter (Oct-Mar)</th><th>Summer (Apr-Sep)</th></tr></thead><tbody><tr><td>9-10am</td><td>0</td><td>6.0</td></tr><tr><td>10-11am</td><td>14.5</td><td>21.0</td></tr><tr><td>11-12pm</td><td>14.5</td><td>19.0</td></tr><tr><td>12-1pm</td><td>13.0</td><td>16.5</td></tr><tr><td>1-2pm</td><td>13.5</td><td>16.5</td></tr><tr><td>2-3pm</td><td>14.0</td><td>19.0</td></tr></tbody></table> <div>■ Winter (Oct-Mar) ■ Summer (Apr-Sep)</div> <div>— Ideal range (min) — Ideal range (max)</div>	Time	Winter (Oct-Mar)	Summer (Apr-Sep)	9-10am	0	6.0	10-11am	14.5	21.0	11-12pm	14.5	19.0	12-1pm	13.0	16.5	1-2pm	13.5	16.5	2-3pm	14.0	19.0	<div>- extend summer to include April (instead of starting in May) and extend summer Sunday hours by 1 hour at end of day</div> <div>- raise awareness that summer hours are 1-2 hours longer (depending on the day) to try to alleviate congestion on Sundays</div>
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<p><b>BALFOUR TRANSFER STATION AND CORE DEPOT</b></p> <p><b>Summer (May 1 to Sep 30)</b> Mon, Wed, Fri, Sat 9:00 am – 4:00 pm</p> <p><b>Winter (Oct 1 to Apr 30)</b> Mon, Wed, Fri, Sat 9:00 am – 3:00 pm</p>	<div data-bbox="394 248 1003 787"> <p>2024 Traffic by Month BALFOUR TRANSFER STATION</p> <p>Average number of visits per hour</p> <p>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec</p> <p>Monday Wednesday Friday Saturday Ideal range (min) Ideal range (max)</p> </div> <div data-bbox="1035 248 1549 787"> <p>2024 Seasonal Traffic by Time BALFOUR TRANSFER STATION</p> <p>Number of visits per day</p> <p>9-10am 10-11am 11-12pm 12-1pm 1-2pm 2-3pm 3-4pm</p> <p>Winter (Oct-Apr) Summer (May-Sep) Ideal range (min) Ideal range (max)</p> </div>	<p>- extra hour in summer (3-4pm) is consistently slow and there is site capacity to manage this traffic between 9am-3pm; eliminate this and <b>keep the same hours year-round</b></p>
<p><b>YMIR TRANSFER STATION AND SATELLITE DEPOT</b></p> <p>Sunday 9:00 am – 3:00 pm</p>	<div data-bbox="394 844 1003 1336"> <p>2025 Traffic by Month YMIR TRANSFER STATION</p> <p>Average number of visits per hour</p> <p>Jan Feb Mar Apr May Jun Jul Aug Sep Oct</p> <p>Sunday Ideal range (min) Ideal range (max)</p> </div> <p>Hourly traffic data not available for this site.</p>	<p>- traffic is generally just below the minimum threshold for this type of facility</p> <p>- Other facilities are less than 40 km and 30 minutes drive away (21 km to Central transfer station, 35 km to Grohman Narrows transfer station); <b>consider closing this facility</b></p>

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<div>GROHMAN NARROWS TRANSFER STATION &amp; SATELLITE DEPOT</div> <div>Monday to Saturday 8:30 am – 5:30 pm</div>	<div><div>2024 Traffic by Month GROHMAN NARROWS TRANSFER STATION</div><table border="1"><caption>2024 Traffic by Month (Estimated Average Visits per Hour)</caption><thead><tr><th>Month</th><th>Monday</th><th>Tuesday</th><th>Wednesday</th><th>Thursday</th><th>Friday</th><th>Saturday</th></tr></thead><tbody><tr><td>Jan</td><td>28</td><td>25</td><td>22</td><td>23</td><td>25</td><td>32</td></tr><tr><td>Feb</td><td>27</td><td>24</td><td>20</td><td>23</td><td>28</td><td>38</td></tr><tr><td>Mar</td><td>32</td><td>28</td><td>25</td><td>28</td><td>30</td><td>42</td></tr><tr><td>Apr</td><td>43</td><td>35</td><td>30</td><td>32</td><td>35</td><td>50</td></tr><tr><td>May</td><td>47</td><td>40</td><td>37</td><td>38</td><td>44</td><td>52</td></tr><tr><td>Jun</td><td>40</td><td>35</td><td>33</td><td>35</td><td>41</td><td>50</td></tr><tr><td>Jul</td><td>48</td><td>42</td><td>37</td><td>39</td><td>43</td><td>52</td></tr><tr><td>Aug</td><td>45</td><td>40</td><td>37</td><td>39</td><td>42</td><td>50</td></tr><tr><td>Sep</td><td>42</td><td>38</td><td>37</td><td>33</td><td>44</td><td>52</td></tr><tr><td>Oct</td><td>45</td><td>46</td><td>39</td><td>36</td><td>44</td><td>60</td></tr><tr><td>Nov</td><td>35</td><td>38</td><td>35</td><td>28</td><td>35</td><td>55</td></tr><tr><td>Dec</td><td>40</td><td>25</td><td>22</td><td>23</td><td>35</td><td>40</td></tr></tbody></table></div> <div><div>2024 Seasonal Traffic by Time GROHMAN NARROWS TRANSFER STATION</div><table border="1"><caption>2024 Seasonal Traffic by Time (Estimated Number of Visits per Day)</caption><thead><tr><th>Time Slot</th><th>Winter (Nov-Mar)</th><th>Summer (Apr-Oct)</th></tr></thead><tbody><tr><td>8-9am</td><td>25</td><td>38</td></tr><tr><td>9-10am</td><td>25</td><td>38</td></tr><tr><td>10-11am</td><td>32</td><td>46</td></tr><tr><td>11-12pm</td><td>35</td><td>48</td></tr><tr><td>12-1pm</td><td>34</td><td>45</td></tr><tr><td>1-2pm</td><td>35</td><td>45</td></tr><tr><td>2-3pm</td><td>33</td><td>44</td></tr><tr><td>3-4pm</td><td>29</td><td>40</td></tr><tr><td>4-5pm</td><td>20</td><td>33</td></tr><tr><td>5-6pm</td><td>13</td><td>24</td></tr></tbody></table></div> <div><div>- Saturday traffic is primarily non-account holders, indicating potentially more need for residential accessibility outside of typical workweek hours in the summer. Traffic drops after 4pm, indicating extending evenings would not likely alleviate this.</div><div>- Adding Sunday hours in summer would help alleviate peak traffic but would require OOT to also be open and a operator and driver available (as bins fill up and need to be transported to OOT more than once during a shift) – very costly</div><div>- In winter, could reduce end of day by half an hour if Sunday hours were added; Summer would need to include October, as the free Y&amp;G month significantly increases traffic</div><div>- no changes recommended at this time, re-evaluate in a year to see how full rollout of three-stream waste management in Nelson and closure of Ymir (if implemented) impact site traffic here</div></div>	Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Jan	28	25	22	23	25	32	Feb	27	24	20	23	28	38	Mar	32	28	25	28	30	42	Apr	43	35	30	32	35	50	May	47	40	37	38	44	52	Jun	40	35	33	35	41	50	Jul	48	42	37	39	43	52	Aug	45	40	37	39	42	50	Sep	42	38	37	33	44	52	Oct	45	46	39	36	44	60	Nov	35	38	35	28	35	55	Dec	40	25	22	23	35	40	Time Slot	Winter (Nov-Mar)	Summer (Apr-Oct)	8-9am	25	38	9-10am	25	38	10-11am	32	46	11-12pm	35	48	12-1pm	34	45	1-2pm	35	45	2-3pm	33	44	3-4pm	29	40	4-5pm	20	33	5-6pm	13	24
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## CENTRAL SUB-REGION

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<b>CENTRAL (SALMO) TRANSFER STATION</b>  Summer (May 1 to Sep 30) Wed & Sat 9:00 am – 3:00 pm  Winter (Oct 1 to Apr 30) Wed & Sat 10:00 am – 2:00 pm	<div>2024 Traffic by Month CENTRAL TRANSFER STATION</div> <table border="1"><caption>2024 Traffic by Month - Central Transfer Station</caption><thead><tr><th>Month</th><th>Wednesday</th><th>Saturday</th></tr></thead><tbody><tr><td>Jan</td><td>8</td><td>8</td></tr><tr><td>Feb</td><td>10</td><td>12</td></tr><tr><td>Mar</td><td>14</td><td>18</td></tr><tr><td>Apr</td><td>12</td><td>14</td></tr><tr><td>May</td><td>11</td><td>12</td></tr><tr><td>Jun</td><td>11</td><td>15</td></tr><tr><td>Jul</td><td>10</td><td>11</td></tr><tr><td>Aug</td><td>7</td><td>14</td></tr><tr><td>Sep</td><td>11</td><td>23</td></tr><tr><td>Oct</td><td>16</td><td>18</td></tr><tr><td>Nov</td><td>11</td><td>17</td></tr><tr><td>Dec</td><td>8</td><td>16</td></tr></tbody></table>	Month	Wednesday	Saturday	Jan	8	8	Feb	10	12	Mar	14	18	Apr	12	14	May	11	12	Jun	11	15	Jul	10	11	Aug	7	14	Sep	11	23	Oct	16	18	Nov	11	17	Dec	8	16	<div>2024 Seasonal Traffic by Time CENTRAL TRANSFER STATION</div> <table border="1"><caption>2024 Seasonal Traffic by Time - Central Transfer Station</caption><thead><tr><th>Time Slot</th><th>Winter (Oct-Apr)</th><th>Summer (May-Sep)</th></tr></thead><tbody><tr><td>9-10am</td><td>0</td><td>8</td></tr><tr><td>10-11am</td><td>16</td><td>16</td></tr><tr><td>11-12pm</td><td>14</td><td>16</td></tr><tr><td>12-1pm</td><td>12</td><td>13</td></tr><tr><td>1-2pm</td><td>13</td><td>13</td></tr><tr><td>2-3pm</td><td>0</td><td>8</td></tr></tbody></table>	Time Slot	Winter (Oct-Apr)	Summer (May-Sep)	9-10am	0	8	10-11am	16	16	11-12pm	14	16	12-1pm	12	13	1-2pm	13	13	2-3pm	0	8	<div>- low traffic during extended summer hours with capacity to absorb this during the mid-day; <b>eliminate seasonal hours and open 10-2 year-round</b></div> <div>- if Ymir facility closes, re-evaluate traffic trends at this facility one year after closure</div>				
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<b>SALMO CORE DEPOT</b>  Tue, Wed, Fri, Sat 10:00 am – 4:00 pm	<div>- TrafX data collection initiated in December 2025, trend analysis to be completed in 2026</div>		<b>TBD</b>																																																																

## WEST SUB-REGION

FACILITY & CURRENT HOURS	TRAFFIC TRENDS	OBSERVATIONS
<b>EDGEWOOD TRANSFER STATION AND CORE DEPOT</b>  <b>Year Round</b> Sunday 9:00 am – 1:00 pm  <b>Jun 1 to Sept 30</b> Sun & Wed 9:00 am – 1:00 pm	<div data-bbox="394 250 1050 699"> <p>2025 Traffic by Month EDGEWOOD TRANSFER STATION</p> <p>Average number of visits per hour</p> <p>Jan Feb Mar Apr May Jun Jul Aug Sep</p> <p>— Sunday — Wednesday</p> <p>— Ideal range (min) — Ideal range (max)</p> </div> <p>Hourly traffic data not available for this site.</p>	<p>- could reduce to Sundays only upon contract renewal for this site; <b>no change recommended at this time</b></p>
<b>BURTON TRANSFER STATION AND SATELLITE DEPOT</b>  Saturday 10:00 am – 2:00 pm	<div data-bbox="394 742 1050 1192"> <p>2025 Traffic by Month BURTON TRANSFER STATION</p> <p>Average number of visits per day</p> <p>Jan Feb Mar Apr May Jun Jul Aug Sep</p> <p>— Saturday — Ideal range (min) — Ideal range (max)</p> </div> <p>Hourly traffic data not available for this site.</p>	<p>- <b>no change recommended at this time</b></p>

## WEST SUB-REGION

FACILITY & CURRENT HOURS	TRAFFIC TRENDS	OBSERVATIONS																																																																												
<p><b>NAKUSP LANDFILL AND CORE DEPOT</b></p> <p><b>Summer (May 1 to Sept 30)</b> Mon, Wed &amp; Sat 9:00 am – 4:00 pm</p> <p><b>Winter (Oct 1 to Apr 30)</b> Monday 9:00 am – 12:30 pm Wed &amp; Sat 9:00 am – 4:00 pm</p>	<div><div><p>2024-2025* Traffic by Month NAKUSP LANDFILL</p><table><caption>2024-2025* Traffic by Month (Average visits per hour)</caption><thead><tr><th>Month</th><th>Monday</th><th>Saturday</th><th>Wednesday</th></tr></thead><tbody><tr><td>Oct '24</td><td>21</td><td>26</td><td>21</td></tr><tr><td>Nov '24</td><td>15</td><td>21</td><td>15</td></tr><tr><td>Dec '24</td><td>15</td><td>21</td><td>15</td></tr><tr><td>Jan '25</td><td>14</td><td>22</td><td>14</td></tr><tr><td>Feb '25</td><td>12</td><td>18</td><td>12</td></tr><tr><td>Mar '25</td><td>12</td><td>22</td><td>12</td></tr><tr><td>Apr '25</td><td>14</td><td>23</td><td>14</td></tr><tr><td>May '25</td><td>15</td><td>28</td><td>15</td></tr><tr><td>Jun '25</td><td>11</td><td>23</td><td>11</td></tr><tr><td>Jul '25</td><td>12</td><td>27</td><td>12</td></tr><tr><td>Aug '25</td><td>14</td><td>27</td><td>14</td></tr><tr><td>Sep '25</td><td>16</td><td>25</td><td>16</td></tr></tbody></table></div><div><p>2024-2025* Traffic by Time NAKUSP LANDFILL</p><table><caption>2024-2025* Traffic by Time (Number of visits per day)</caption><thead><tr><th>Time Slot</th><th>Winter (Oct-Apr)</th><th>Summer (May-Sep)</th></tr></thead><tbody><tr><td>9-10am</td><td>18</td><td>26</td></tr><tr><td>10-11am</td><td>18</td><td>23</td></tr><tr><td>11-12pm</td><td>19</td><td>23</td></tr><tr><td>12-1pm</td><td>14</td><td>16</td></tr><tr><td>1-2pm</td><td>16</td><td>14</td></tr><tr><td>2-3pm</td><td>16</td><td>13</td></tr><tr><td>3-4pm</td><td>13</td><td>13</td></tr></tbody></table></div><p>* summer 2024 data was skewed by closures at Rosebery, so more recent data was used</p></div>	Month	Monday	Saturday	Wednesday	Oct '24	21	26	21	Nov '24	15	21	15	Dec '24	15	21	15	Jan '25	14	22	14	Feb '25	12	18	12	Mar '25	12	22	12	Apr '25	14	23	14	May '25	15	28	15	Jun '25	11	23	11	Jul '25	12	27	12	Aug '25	14	27	14	Sep '25	16	25	16	Time Slot	Winter (Oct-Apr)	Summer (May-Sep)	9-10am	18	26	10-11am	18	23	11-12pm	19	23	12-1pm	14	16	1-2pm	16	14	2-3pm	16	13	3-4pm	13	13	<p>- Monday afternoons in summer have quite low traffic; raise awareness around these additional hours in summer to alleviate traffic at other times</p> <p>- <b>no change recommended at this time</b>; re-assess this site 1 year after landfill closure, if Monday afternoons are still slow could eliminate seasonal hours (i.e. keep winter hours year-round), but recommend waiting to see how landfill closure impacts traffic</p>
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<p><b>NEW DENVER CORE DEPOT</b></p> <p>Tue, Thu, Sat 10:00 am – 4:00 pm</p>	<p>Data collection and analysis in 2026.</p>	<p><b>TBD</b></p>																																																																												
<p><b>CRESCENT VALLEY CORE DEPOT</b></p> <p>Sun, Tue, Thu, Fri, Sat 10:00 am – 5:00 pm</p>	<p>Data collection and analysis in 2026.</p>	<p><b>TBD</b></p> <p>- winter hours have been temporarily reduced at end of day for safety reasons (insufficient lighting)</p>																																																																												

## WEST SUB-REGION

FACILITY & CURRENT HOURS	TRAFFIC TRENDS	OBSERVATIONS
<p><b>ROSEBERY TRANSFER STATION</b></p> <p>Wed &amp; Sat 9:00 am– 3:00 pm</p>	<div data-bbox="394 248 1010 764"> <p>2024-2025* Traffic by Month ROSEBERY TRANSFER STATION</p> <p>Average number of visits per hour</p> <p>Oct '24 Nov '24 Dec '24 Jan '25 Feb '25 Mar '25 Apr '25 May '25 Jun '25 Jul '25 Aug '25 Sep '25</p> <p>— Wednesday — Saturday — Ideal range (min) — Ideal range (max)</p> </div> <div data-bbox="1060 248 1547 764"> <p>2024-2025* Traffic by Time ROSEBERY TRANSFER STATION</p> <p>Number of visits per day</p> <p>9-10am 10-11am 11-12pm 12-1pm 1-2pm 2-3pm</p> <p>■ Winter (Oct-Mar) ■ Summer (Apr-Sep) — Ideal hours (min) — Ideal hours (max)</p> </div> <p>* summer 2024 data was skewed by closure for site upgrades, so more recent data was used</p>	<ul style="list-style-type: none"> <li>- could implement winter hours (start 2 hours later on Wednesdays only), but recommend waiting to see how the Nakusp landfill closure affects the area</li> <li>- could change Saturdays to Sundays to offer a Sunday service in this valley</li> <li>- <b>no change recommended at this time</b>, re-assess in early 2027 (once analysis is completed for neighbouring New Denver and Crescent Valley recycling depots, minimum of 1 year after Nakusp landfill closure)</li> </ul>
<p><b>SLOCAN TRANSFER STATION &amp; CORE DEPOT</b></p> <p>Tue, Thu, Sat 9:00 am – 3:00 pm</p>	<div data-bbox="394 837 1010 1377"> <p>2025 Traffic by Month SLOCAN TRANSFER STATION</p> <p>Average number of visits per hour</p> <p>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec</p> <p>— Tuesday — Thursday — Saturday — Ideal range (min) — Ideal range (max)</p> </div> <div data-bbox="1060 837 1547 1377"> <p>2025 Seasonal Traffic by Time SLOCAN TRANSFER STATION</p> <p>Number of visits per day</p> <p>9-10am 10-11am 11-12pm 12-1pm 1-2pm 2-3pm</p> <p>■ Winter (Oct-Mar) ■ Summer (Apr-Sep) — Ideal range (min) — Ideal range (max)</p> </div>	<ul style="list-style-type: none"> <li>- could implement seasonal hours and reduce by one hour at start of day in winter, extend by one hour at end of day in summer (no overall change in number of hours), but the inconsistency of hours between seasons could create staff retention challenges</li> <li>- <b>no change recommended at this time</b>, re-assess in early 2027 once analysis is completed for neighbouring New Denver and Crescent Valley recycling depots</li> </ul>

## WEST SUB-REGION

FACILITY & CURRENT HOURS	TRAFFIC TRENDS	OBSERVATIONS
<p><b>OOTISCHENIA LANDFILL AND CORE DEPOT</b></p> <p><b>Summer (Apr 1 to Oct 31)</b> Monday to Saturday 8:30 am – 5:30 pm</p> <p><b>Winter (Nov 1 to Mar 31)</b> Monday to Saturday 8:30 am – 4:00 pm</p>	<div data-bbox="394 250 1012 919"> <p>2024 Traffic by Month OOTISCHENIA LANDFILL</p> <p>Average number of visits per hour</p> <p>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec</p> <p>Monday Tuesday Wednesday Thursday Friday Saturday Ideal range (min) Ideal range (max)</p> </div> <div data-bbox="1045 250 1558 919"> <p>2024 Seasonal Traffic by Time OOTISCHENIA LANDFILL</p> <p>Number of visits per day</p> <p>8-9am 9-10am 10-11am 11-12pm 12-1pm 1-2pm 2-3pm 3-4pm 4-5pm 5-6pm</p> <p>Winter (Nov-Mar) Summer (Apr-Oct) Ideal range (min) Ideal range (max)</p> </div>	<p>- similar to Grohman, Saturday traffic is primarily non-account holders, indicating potentially more need for residential accessibility outside of typical workweek hours in the summer. Traffic drops off after 4pm, indicating extending evenings would not likely be that helpful to alleviate.</p> <p>- winter traffic and hours are reasonable, summer hours could be reduced at end of day by half hour if Sunday hours were added</p> <p><b>- no recommendations at this time</b>, re-evaluate one year after site upgrades with second scale are completed</p>





# Committee Report – For Information

*January 21, 2026*

## Resource Recovery Staffing Operations Update

<b>Author:</b>	Aimee Kootnikoff, Resource Recovery Senior Team Operations Supervisor
<b>File Reference:</b>	12\6300\02
<b>Electoral Area/Municipality:</b>	Entire RDCK
<b>Services Impacted</b>	Recycling Program - East Subregion Service A116 Refuse Disposal - East Subregion Service S186 Recycling Program - Central Subregion Service A117 Refuse Disposal - Central Subregion Service S187 Recycling Program - West Subregion Service A118 Refuse Disposal - West Subregion Service S188 Resource Recoveries Service A102

### 1.0 PURPOSE OF REPORT

The purpose of this report is to provide the Committee with an update on the operational and service improvements achieved since the addition of three Field Supervisor positions to Resource Recovery in 2024. The expanded supervisory capacity has strengthened oversight across multiple sites, improved support for front line staff, and increased the consistency of service delivery. This update summarizes the benefits observed to date and outlines how these changes continue to support the department's commitment to safe, efficient and sustainable operations.

### 2.0 BACKGROUND AND UPDATE

#### Background

In October 2023, staff prepared a report (Attachment A) highlighting the need for enhanced leadership and oversight in Resource Recovery Operations, due to growing operational demands, increased regulatory requirements and a desire to improve service consistency and efficiency. To address these challenges, the Board approved three new Field Supervisor positions within Resource Recovery effective for 2024.

These positions were created to expand the field supervisory capacity, improve coordination across multiple sites, strengthen staff support and training, and enhance the monitoring of health and safety, operations, maintenance, compliance and customer service.

Prior to this change, a smaller supervisory structure stretched across a larger geographic area with limited points in oversight, which sometimes led to delays in decision making, investigations, inconsistent adherence to standards and bottlenecks in managing facility issues. Field employees had limited interactions with their supervisors, which created inconsistencies by site and lack of hands-on training and support.

## **Staff Oversight**

The Operations team is comprised of five staff: The Senior Supervisor, three Field Supervisors and the Operations Coordinator. Collectively, they oversee 36,086 annual district-wide operational hours, open seven days a week. The operations team working 35 hours/week each, oversee a team of 70 field staff, including three Lead Hands. The staffing group is equally split between the Field Supervisors with consideration for driving routes, mountain passes and ferry access. Collectively, the team oversees 13 Transfer Stations (2 of which are located at Landfills), and 19 Recycling Depots.

Since the introduction of Field Supervisors, initial observations demonstrate improvements in operational responsiveness, staff performance, adherence to safety standards and overall service delivery. The expanded supervisory structure has enabled more frequent site visits, timely issue resolution, and proactive engagement with staff. Feedback from field employees has been overwhelmingly positive, particularly regarding improved response times and the increased presence of supervisors on site. Enhanced training delivery has also contributed to more consistent service levels for the public, reinforcing the department's commitment to safe, efficient and reliable operations.

The introduction of Field Supervisors has also reduced the reliance on Lead Hands for emergency coverage. Lead Hands are now able to focus more consistently on their intended responsibilities, including site-level support, cash handling, supply management, and assisting with onboarding of new employees. Their reduced emergency workload has resulted in more predictable scheduling, improved communication flow, and better on-site support for attendants. This shift has strengthened continuity at smaller sites and improved operational stability across the district.

## **Office Team Workload and Operational Stability**

The addition of Field Supervisors has significantly reduced reactive workload pressures on the Senior Supervisor and Operations Coordinator. With day-to-day issues, training needs, public interactions, and site-level investigations handled more evenly across the Supervisory team, office staff have been able to return to proactive planning and higher value tasks. This shift has decreased overtime and additional working hours outside of RDCK office hours by 622 hours/year, improved work-life balance, and reduced the risk of burnout experienced prior to 2024 when supervisory responsibilities were concentrated in only two positions. The result is a more stable and sustainable operational model.

## **Facility Maintenance and Contract Oversight**

Since the addition of Field Supervisors, the team has seen a measurable improvement in facility maintenance response times and follow-up on contractor-driven work. Supervisors now conduct more frequent site inspections and are actively coordinating maintenance needs in real time, reducing the number of unresolved safety items and improving completion timelines for routine repairs. The increased field presence has supported more consistent documentation of maintenance issues through Connecteam (software used by field operations for scheduling/communications/training/etc.) and improved coordination with the Operations Coordinator, resulting in fewer medium and high-risk items remaining open for extended periods.

## Site Closures

Service Interruption	2022	2023	2024	2025
Full Site Closure (Staffing)	16	14	2	1
Full Site Closure (Extreme Weather/Evacuation Order/Construction/Logging Incident)	7	6	9	1
Partial Site Closure (Staffing)	2	2	4	3
Partial Site Closure (Extreme Weather/Adjusted hours/Driver shortage)	23	13	12	1
<b>Total</b>	<b>48</b>	<b>35</b>	<b>27</b>	<b>6</b>

In recent years, the Resource Recovery Department has faced challenges in maintaining consistent site operations due to staffing shortages. In 2022, there were 48 reported service interruptions, of these, 23 were full closures, with the majority tied to staffing constraints. Although 2023 saw a slight improvement with 35 interruptions, the persistence of closures underscored the strain on the existing structure and reinforced the need for additional oversight, to stabilize operations.

Following the Board's approval of three Field Supervisor positions, implemented in 2024, the department experienced a marked reduction in service interruptions. That year saw only 27 interruptions, with just 11 full closures, 25% of which were due to external factors such as fire-related evacuation alerts rather than staffing issues.

In 2025, at the time of this report, only two incidents related to a full site closure have been recorded: a three-day logging incident in Marblehead, and one related to staffing shortage. This dramatic improvement highlights the effectiveness of the expanded supervisory structure. Field Supervisors have provided timely, on-the-ground support, enabling quicker response to operational challenges and helping to keep sites open when staffing shortages arise.

## Incident Reports

Incident Reports	2022	2023	2024	2025
	Not reported	89	91	63 (Jan-Nov)

Since 2023, Resource Recovery staff have utilized a digital reporting system accessible to all employees. The system captures incident types such as First Aid, Medical Aid, Near Miss, Theft/Vandalism, Unsafe Acts, Physical Abuse and Work Refusals. Each of these reports require a Supervisor to investigate and identify corrective actions. Each report can take 4-8 hours depending on the level of severity and the travel required.

Incident reporting has shown significant improvement since the addition of Field Supervisors. In 2023, a total of 89 incidents were reported, and in 2024 a total of 91 incidents were reported. With the increased presence of supervision, response times improved, and more proactive site visits were conducted to address concerns before escalation.

In 2025, at the time of this report, only 63 incidents have been recorded. This represents approximately a 31% reduction compared to the total incidents recorded in 2024. This downward trend highlights the effectiveness of enhanced supervision in preventing issues, improving staff support and ensuring safer, more consistent operations across Resource Recovery sites.

**Bylaw infractions/Verbal Abuse Report Forms**

Bylaw Infractions	2022	2023	2024	2025
	Not reported	89	93	48 (Jan-Nov)

Bylaw Infractions/Verbal Abuse Report form is a documentation of a negative interaction with a member of the public, often involving bullying and harassment, or refusal to comply with site requirements. These investigations include taking statements from the employee and available witnesses, reviewing CCTV where applicable and determining appropriate follow-up.

Prior to 2025, staff were required to issue warning letters to members of the public when incidents occurred. As of 2025, upon renewal of the ICBC Information Sharing Agreement, this process is no longer acceptable.

The employees have since been instructed to report on these occurrences as they happen to ensure we have a history in the event we need to consider a temporary suspension, fine or ban. This change ensures consistent documentation and supports future enforcement actions if necessary. As of the time of this report, no suspensions, fines or bans have been issued. Resource Recovery employees have completed Human Resources lead De-escalation training to assist in their interactions with the public.

**Psychological Safety and WorkSafeBC Compliance**

The expanded supervisory structure has also strengthened the department’s ability to respond to psychological safety concerns and get ahead of any potential WorkSafeBC related concerns. With Supervisors now regularly present at sites, potential hazards, including heat stress, conflict escalation, and unsafe public interactions are identified earlier and address more proactively. Field staff report increased confidence that concerns will be investigated and resolved promptly, reducing the likelihood of work refusals, repeat incidents, and claims. This has contributed to a safer work environment.

**Software Updates**

Connecteam

In August 2022, the Resource Recovery Operations team launched Connecteam, a platform designed for employees working in the field and at remote sites. Connecteam supports several operational functions including communications and bulletins, scheduling and time tracking and payroll, training and task management. The teams interact using the chat feature which allows staff to be connected to the department while working in remote locations.

In recent years, Operations have focused on using Connecteam to store all relevant resource materials for the field employees, which were previously unavailable to all field staff. The program is relied heavily upon for site to office reporting, such as bin status reporting for recycling and waste, incidents, infractions, and other small projects to gather information from the broader group.

Looking forward, the Operations Coordinator will continue developing Connecteam content for both Recycling and Landfill Operations, including building out onboarding modules and training materials tailored to field staff.

### Synthesia

In July 2025, the Resource Recovery Operations team purchased a subscription to Synthesia to support with Learning and Development training videos. Synthesia is an AI generation platform that allows users to create videos featuring lifelike avatars. It converts text into videos using advanced learning networks and creates natural sounding avatars. All videos can be edited, and as information changes or is updated, the Resource Recovery team can input new data and export a new video in minutes. This will ensure the information shared with the field team is current and accurate. This efficiency will allow the Operations team to prioritize training efforts in addition to current workload.

### Strong Scale Software

The scale software was launched in October 2023 at the transfer station and landfill locations. The software is heavily supported by the Environmental Technologist, but in the fall of 2025 the Operations team supported technical challenges by working directly with strong, and completing some operational items like processing voids, and auditing cash discrepancies in liaison with Finance. The Field Supervisor team is working with the Environmental Technologist to test further features of this software to enhance the user experience on site. It is expected the Operations team will have more involvement with this software in the future.

### **Turnover Analysis**

Between 2022 and 2025, staffing data shows a total of 47 position starts and 32 position exits, resulting in a net growth of 15 active positions. Recruitment has steadily increased over the four-year period, peaking in 2024, while exits reached their highest point in 2023, before moderating slightly in 2024 and 2025. This pattern suggests that while we continue to expand or replace positions, turnover remains concentrated in certain locations.

### Key Trends and Insights

- The number of new positions grew from 5 in 2022 to 16 in 2024, before leveling slightly to 15 in 2025. This increase aligns with operational growth, site coverage adjustments, and seasonal staffing demands.
- Exits rose sharply in 2023 (13 positions) and have remained relatively steady since. Most departures occurred from Landfill Attendant positions in Area 2 (Rosebery/Slocan), Area 4 (Ymir/Central) and Area 3 (Grohman Narrows), which also show the highest number of new starts. These positions represent roughly one-third of both hires and departures, indicating a cycle of continual recruitment and short service duration.
- While certain sites experience recurring turnover, other locations, particularly in Area 6 (Balfour), Area 7 (Creston), and Area 9 (Ootischenia), show stable staffing and longer average tenure. This suggests that localized conditions, rather than organization wide factors, are influencing retention.



### Possible Contributing Factors

- Outdoor work and exposure to extreme weather considerations.
- Part-time nature of several positions, which may limit continuity.
- Geographic spread of sites requires travel between communities, making employees less available for additional hours.
- Competition for entry level labor/compensation in specific regions, impacting the ability to retain trained attendants.
- Limited competitiveness in wages. Regional Districts pay more per hour for comparable job descriptions, representing roughly 17-29% compensation premium with in-lieu included. Notably, the Regional District of Kootenay Boundary offers compensation at a rate of \$5.85 more, increasing local recruitment and retention pressure.

**2025 Compensation Table (at time of report)**

Location	Compensation Difference
Capital Regional District	+\$6.23
<b>Regional District Kootenay Boundary</b>	<b>+\$5.85</b>
Comox Valley Regional District	+\$6.59
Regional District of Nanaimo	+\$4.67 (2024)
Regional District of North Okanagan	+\$8.15
Regional District of Okanagan-Similkameen	+\$7.71

### Actions Underway:

To address turnover and strengthen workforce availability, several targeted measures are being implemented:

- Retention and Recruitment Review
  - Conduct exit interviews to better understand the reasons behind departures and what helps employees remain in their roles.
  - Review compensation, hours of operations, benefited positions, and structure of positions to identify where small adjustments could improve retention.
- Improved Onboarding and Support
  - Standardizing onboarding and orientation processes across sites to ensure new hires receive consistent training, safety instruction and role clarity.
  - Pairing new attendants with Lead Hands for the first several shifts to improve confidence and reduce early exits.
- Scheduling and Coverage Improvements
  - Introducing more predictable scheduling and consistency/more hours for a core staffing group.
  - Reviewing part-time and relief pools to create more consistent site coverage and reduce burnout among regular staff.
- Cross training and flexibility
  - Expanding cross training so staff can work at multiple sites, in various roles, improving operational flexibility and staff variety in work environments.

- Communication and Engagement
  - Recognizing long-serving staff and providing clear development or progression opportunities where feasible.

Regular monitoring of start and exit trends will continue, with quarterly review to track whether turnover rates decrease following implementation of these actions. The data will also be used to inform recruitment planning for 2026, ensuring resources are directed to the positions and regions with the highest need.

### 3.0 NEXT STEPS AND TIMELINE

Looking ahead, the Resource Recovery Operations team will continue to focus on enhancing operational efficiencies across all sites. A heightened emphasis will be placed on customer service training to ensure consistent, respectful, and professional interactions with the public. In parallel, the team will expand educational training initiatives and begin building a comprehensive training model that supports both onboarding and ongoing development for field staff. This model will be designed to better prepare internal staff for advancement opportunities, fostering a culture of growth and succession within the department.

Additionally, further analysis of site operations and staffing patterns will be undertaken to identify areas for optimization and ensure resources are aligned with service demands. These efforts will support the department's commitment to continuous improvement, staff development, and the delivery of safe, efficient, and reliable services.

Respectfully submitted,

Aimee Kootnikoff – Resource Recovery Senior Team & Operations Supervisor

### CONCURRENCE

Resource Recovery Manager – Amy Wilson  
 General Manager of Environmental Services – Uli Wolf  
 Chief Administrative Officer – Stuart Horn

### ATTACHMENTS:

Attachment A – October 2023 Committee Report regarding Resource Recovery Operations Staffing Request



## Committee Report

**Date of Report:** October 12, 2023  
**Date & Type of Meeting:** October 18, 2023, Joint Resource Recovery Committee  
**Author:** Amy Wilson – Resource Recovery Manager  
**Subject:** RESOURCE RECOVERY STAFFING  
**File:** 07-2735-20  
**Electoral Area/Municipality** All Areas

### SECTION 1: EXECUTIVE SUMMARY

The purpose of this report is to request approval to develop new positions reporting to the Resource Recovery Team & Operations Supervisor to support the needs of the Resource Recovery facility staffing and maintenance.

### SECTION 2: BACKGROUND/ANALYSIS

#### BACKGROUND

The *Resource Recovery Operations* team (Operations), covering Landfill and Recycling, has grown tremendously, particularly after doubling in size following the transition to Recycle BC recycling operations in 2020. The RDCK now has 77 employees, employed at 14 transfer stations (including 3 associated with landfills) and 22 recycling locations, with some growth in support positions. Supervision, however, has remained static and has not grown relative to the size of the employee population. The high number of staff relative to supervision and support staff has impacted staff oversight, limited the ability to address bylaw issues and facility management, while the implementation of new software and the new Composting facilities have both created efficiencies and challenges for Operations.

#### **Staff oversight**

The *Operations team* has two office staff: the Supervisor, and the Coordinator who oversee 41,002 annual district-wide operational hours, open seven days a week. Resource Recovery facilities are spread throughout the RDCK, which is large district and with ferries and mountain passes, taking significant travel time to attend sites. The Supervisor is directly responsible for all day-to-day operations of transfer stations and recycling depots, including the supervision of all staff. The Coordinator supports the Supervisor through scheduling staff, coordinating site maintenance and repairs, staff orientations & training, procurement and contract performance oversight. With 77 employees, the Supervisor is primarily focused on reactive staff supervision, which consumes 90% of their time, including investigations and managing issues, and the Coordinator's primary focus remains on scheduling. Even with both team members working a 40 hour work week, it is challenging for them to personally engage with staff regularly considering the size of our operations over such large district.

All positions, including the Coordinator, Lead Hands, Attendants and Recycling Educators, report directly into the Supervisor. An optimum number of direct reports for this type of position is normally up to approximately 20 subordinates; this position has 77. While you can reasonably increase the number of direct reports given the very part-time nature of some of these positions, this number is unsupportable.

Three lead hand positions were created in 2021, primarily to facilitate the transition from previous cash handling procedures and provide on-the-ground support for field staff, including cash pickup, emergency shift coverage, supply drop-off, and communication on departmental or process changes. They are also intended as the first point of contact when issues come up. This has been very successful in that field staff report that having the extra coverage and connection is positive, and the Regional District has avoided many closures due to staff shortages. However, we staff our smaller facilities with minimal excess because staff who work infrequently require on-going training to stay current, which comes at an additional cost, and it lessens our ability to provide valuable employment to regular staff. Lead hands are spending approximately 30-40% of their time providing emergency coverage. They are fully “loaded” with the work they have. More, while they are very effective in issue identification and communication, they are not providing direct supervision or performance management of staff. This lack of field supervision is a critical gap in operations, and has had real consequence for all staff and for the Regional District.

### **Facility Management**

The Operations team oversees some areas of facility management. This includes computers, buildings, scales, utilities, supplies, equipment, etc. for 30 facilities. Purchases, supply contracts, and repairs & maintenance are significant work load for the operations team. Due to the current workload for this group, many contracts that they previously lead (i.e. wood/metal, snow removal, site maintenance, contracted transfer stations, dust control) have been delegated to other Resource Recovery staff. The Operations team must constantly balance staff and site management responsibilities.

### **Bylaw Infractions**

Bylaw infractions digital forms in 2023 year-to-date (YTD) have been reported at 96 occurrences with most reports indicating verbal abuse of site employees. Other infractions include disposal of prohibited items, contamination of materials, and risk to facilities. These infractions are also considered to be incidents which require a level of investigation and follow-up by the operations group and/or supervisor. On average these investigation can take up to 2 hours depending on the situation, totaling approximately 240 hours per year. Of the 96 reported incidents, we have only sent 23 letters YTD to members of the public. This delay is due to competing priorities of the Supervisor and amount of administrative work required for issuance of letters. The Resource Recovery field team experiences a significant amount of occurrences related to verbal abuse. More resources are required to support with the timely delivery of bylaw infraction letters, and enforcement of the Staff Safety and Harassment Policy up to and including member of the public fines and bans.

Moving to a digital data collection has increased reporting by the field employees to the office, which has created a back-log of investigations and corrective actions. This back-log creates a perception that the RDCK does not value their employees, and may result in employees not reporting in on future occurrences due to the perceived lack of actions. Lack of reporting could result in employee and/or public safety concerns and frustrations that lead to staff leaving positions that they otherwise enjoy.

## **Incident Reports**

In 2023 the Incident Report digital form was launched in 2023 alongside the Bylaw Infraction digital form. The Incident Report form has generated 78 entries by the field team YTD. These reported incidents include First Aid, Medical Aid, Near Miss, Theft/Vandalism, Unsafe Acts, Physical Abuse, and a Work Refusal. Each of these reports require the Supervisor to investigate and identify corrective actions. Each investigation can take 4-8 hours+ depending upon the level of severity and the travel required, totaling approximately 780 hours per year. By necessity, the focus is on addressing high severity or emergency issues. The lack of resources has created a delay in responding to, and investigation of, non-emergency incidents. These investigations have occurred remotely using Webex or phone, but would be better served in person and on site.

## **New software**

### *Connecteam*

In August of 2022, the Resource Recovery Operations team launched software called Connecteam to the field employee group. This software supports operational efficiencies including communications and bulletins, scheduling and time tracking, payroll, training and task management. The software requires the Supervisor and Coordinator to administer and develop the program and is in the process of moving all Resource Recovery employee documents, Health & Safety documents, etc. to the software for ease of accessibility by the field employees. They are also building digital documentation reporting forms, and onboarding and training courses to improve both consistency and service levels at the sites. While there is an improved level of reporting, training and engagement with the field team, and increased accuracy and time savings surrounding time and pay, there is an expectation to manage the platform for accuracy of information.

The launch of new Connecteam software has had a positive impact on employee engagement. However, that engagement, while desirable, has also increased the number of queries from the field employees to the office employees. As an example, the Facility Maintenance Service Request digital form was launched on May 31<sup>st</sup>, 2023. Since this date there have been 166 maintenance related requests, of these 65 were reported as a medium or high risk safety item. Currently there are 79 open maintenance related requests, with 33 reported as a medium risk safety item. Due to the complexity of staffing challenges and the associated high volume of time spent on scheduling, the Coordinator is spending less than 30% of their reported weekly hours on facility maintenance and repairs.

### *Strong scale software*

Over September and October of 2023, the Strong scale software is being launched at all transfer stations and landfills. This transition was supported in advance of and during the launch by an additional temporary staff member (Resource Recovery Software Implementation Support). This software will improve operational efficiencies and reduce risk to the organization, however it requires a level of involvement from the Resource Recovery Operations team that was previously supported by both IT and Finance. There will be an ongoing need for a level of operational administration to ensure accuracy of training materials is available to the field employees.

### *Composting Facilities*

In June of 2022 the Creston Composting Facility started to accept organic waste from municipalities, rural residents and commercial sources. On August 21, 2023 the Central Composting Facility opened accepting loads collected from the City of Castlegar. It is expected that public drop off at Ootischenia, Grohman and Central will commence in the near future. The field employees have required additional training on screening loads and some additional steps have been added to their duties, including reporting on contaminated loads to support in



the decision making process on landfilling vs composting the received loads. This additional training during launch was supported by the Organics Coordinator, however ongoing training and onboarding of new employees will be supported by the Operations team. This training is critical to ensuring the field employees are reporting on contaminated loads accurately for both commercial loads and public drop offs to minimize excessive transportation costs.

## **ANALYSIS**

The Operations team has, by necessity, been primarily reactive to issues, with negative consequences to staff and service delivery, including:

1. Lack of timely performance management:
  - “Absent” supervision means that employees are not rewarded for jobs that are well done – they go unseen. Moreover, employees are not held accountable on a consistent basis, resulting in reactive supervision, focused on addressing disciplinary issues rather than on providing coaching.
  - Training is lagging, with limited time to turn attention to it, particularly beyond the initial training, or the roll out of something “new”, whether that is a policy, guideline, or software.
  - Because staff engagement with the Supervisor is limited to stressful situations, such as when implementing something new or when investigating issues, there is a heightened level of stress when they come onsite.
2. An organizational culture that does not always align with its values:
  - The work environment at each location is determined by the employees at that location.
  - In the Landfill teams, senior employees inevitably direct the work, or insert themselves as “defacto” supervisors, perpetuating a “this is the way we do it here” mentality, which can be inconsistent with Regional District standards and expectations.
  - Field staff feel unsupported when bylaw or incident reports, including with other staff, are not addressed in timely manner and/or are not updated on outcomes.
  - Training and onboarding programs are outdated and negatively impact retention.
3. A lack of timely issues-management with the public:
  - Addressing issues that are raised by the public, or about members of the public, is slow and remains reactionary. Members of the public are not advised of issues in a timely way, which impacts educating them or staff, as appropriate, to reduce future recurrences. Education on expectations around behaviour of members of the public who use our facilities by necessity remains a low priority.
  - Employees don’t see these issues being addressed, which further contributes to the “us vs them” culture, as they don’t see the organization, or the Supervisor “having their backs”, and results in them not reporting them.
  - Overall this erodes trust in the system generally, and in the Supervisor specifically.
4. Risk of non-compliance with WorkSafe BC regulations
  - Issues related to psychological and physical safety require timely intervention.
  - We have had an increase in claims related to psychological safety since 2020, specifically regarding dealing with the public. Employees – rightfully – are more aware of the obligation that the employer and the Board has adopted a Staff Safety and Harassment policy that recognizes that processes need to be put into place to ensure that we meet that obligation. This requires that attention to these incidents be prioritized, which can be difficult for one supervisor to address, even with the support of the Safety Advisor.

In 2023, we had a Stop Work initiated by an employee related to heat stress. This was costly for the Regional District as it required that the Supervisor, the Safety Advisor, and a Health and Safety representative investigate it, which consumed several hours over several days, including with a Worksafe Advisor. Additionally, while this was being investigated and the issue was being addressed, the employee continued to be paid (as is their right under legislation). As we experience more extremes in temperature, we need to ensure that we are proactively addressing these issues. Failure to do so not only is expensive, and requires that the work be prioritized in the moment (with resulting consequence to other items in the workplan), but it also potentially exposes the Regional District to orders and fines.

Overall, we see a high annual turnover rate, of approximately 15% (2022) for Landfill and Recycling combined, with over 25% for Recycling specifically. While the rate of pay is occasionally cited as a reason for employees to exit, anecdotally the high turnover rate is more directly related to the work environment and its work culture. For those employees who stay, there is often discontent with the culture and what is perceived to be a lack of interest by supervisory and office staff.

Adding the lead hands and implementing new software has improved some aspects of service delivery and reduced risk to the organization, particularly with the software and cash handling, however it is not meeting all the requirements of field supervision.

In totality, there is a negative impact on employees and Resource Recovery operations that stems from the high number of direct reports to the RR Operations Supervisor. While we have focused on the impact on field staff, the negative impact includes office staff, where burnout is a real concern. They are, by necessity, focused on only a small portion of their workload, and what is primarily the least rewarding work (investigations, inspections, discipline, etc.). These issues continue to arise making it an ever present, heavy workload. Generally office staff work a 35 hour work week, due to workload pressures both of the Operations team agreed to 40 hour work week. Even with their work week expanded to 40 hours the Operations team are frequently required to adjust time off and work overtime to accommodate work critical to maintaining operations. Every day, they face the potential impact of issues that are aggravated because they couldn't attend to them in a timely way.

Further, there are numerous cost impacts and negative outcomes from lack of operational support, including:

1. Site closures or significant work spent to avoid site closures
  - Since January, 2022, of 71 site closures, 26 (37%) were closed due to a staffing shortage
  - Results in significant work spent to avoid closures, such as rescheduling, or redirecting the Lead Hands to provide emergency coverage
  - Administrative time to announce site closures (website, social media, director notifications)
2. Cost of keeping sites open (out of area staff travel and overtime is estimated in the tens of thousands annually)
3. Cost of turnover:
  - Recruitment & training/onboarding costs, conservatively estimated at approximately \$4,600 per hire (estimated at \$55,200 annually with 15% turnover)
  - These costs are primarily incurred by Resource Recovery. HR, while providing some recruitment support, is not resourced to provide the level of support needed given the high turnover (i.e., conducting interviews)
4. Project impacts (i.e. delay in implementing some heat mitigation)
5. WorkSafe BC
  - There are risks of orders or fines if psychological and physical safety issues are not attended to.

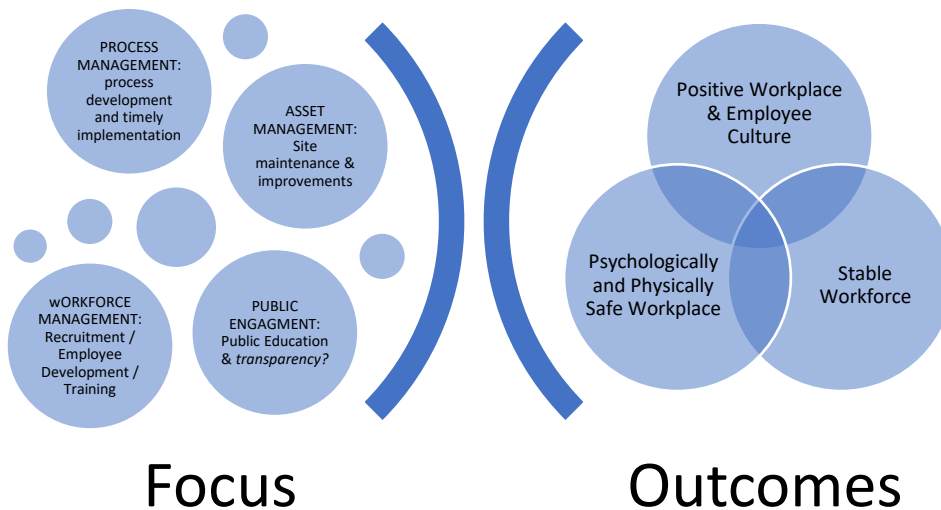
- Additionally, there are significant costs to the organization related to missed time and claims costs when employees are on a medical leave related to a worksafe claim.
6. Repairs and maintenance impacts
- H&S issues at the site that aren't being addressed

With the high turnover rate, and the attention to the biggest issue – fighting the latest “fire” - the Supervisor and support staff are caught in a reactive loop which is the least desired, least value-added work vs proactively managing the *Resource Recovery Operations team* and its business.

*Reactive loop:*



*Proactive management:*

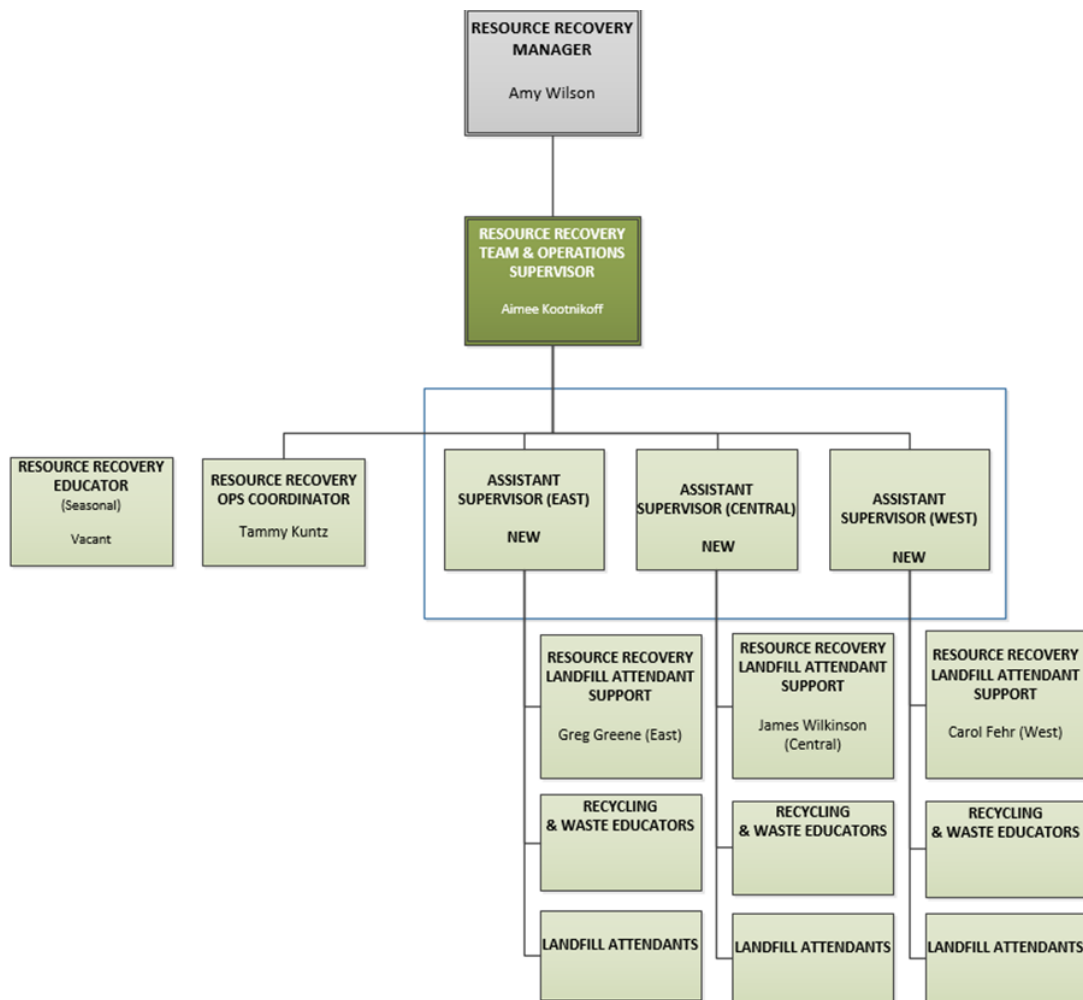


## OPTIONS

### **Option 1: Addition of three (3) Assistant Supervisor positions**

The Assistant Supervisors (AS) would oversee staff in their area (evenly distributed geographically and with consideration of number of staff/sites/contracts), and would focus on:

- Conducting training
- Performance and issue management
- Recruitment support
- Scheduling / hot line management
- Addressing 1<sup>st</sup> line public concerns regarding staff
- Leading simple investigations & assist on more complex investigations
- Coaching & discipline up to level 1 in the collective agreements
- Representing the employer in step 1 grievances
- Coordinating maintenance & follow up for their sites
- Contracting and procurement field support



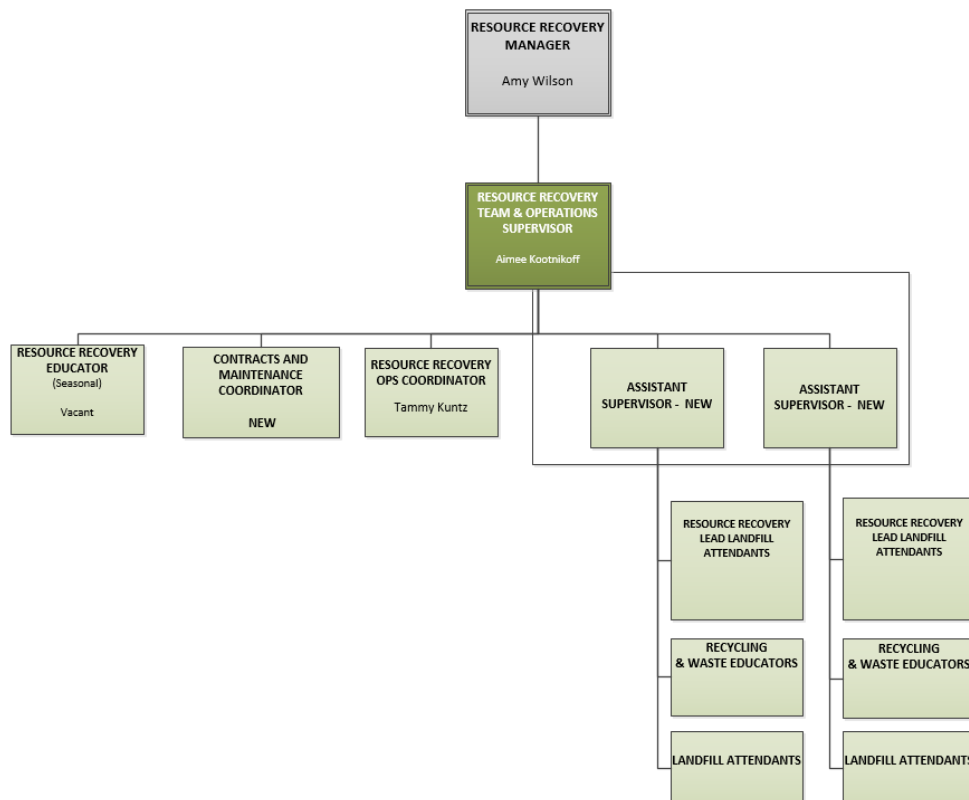
## Option 2: Addition of two (2) Assistant Supervisor positions and one (1) Contracts and Maintenance Coordinator

The Assistant Supervisors (AS) would oversee staff in their area (evenly divided across the district), and would focus on:

- Conducting training
- Performance and issue management
- Recruitment support
- Scheduling assistance / hot line management
- Addressing 1<sup>st</sup> line public concerns regarding staff
- Leading simple investigations & assist on more complex investigations
- Coaching & discipline up to level 1 in the collective agreements
- Representing the employer in step 1 grievances

The Contracts and Maintenance Coordinator (CMC) would focus on:

- Maintaining facilities that house RR Ops staff
- Maintaining RR infrastructure such as gates, signage, fencing, utilities
- Procurement of services and supplies for RR Ops
- Contract management support for site maintenance and programs for front end operations (snow removal, dust control, ERP program collection, surveillance, washrooms, etc.)
- Support for Resource Recovery Mechanical Operations and Site Supervisor contracts and site maintenance tasks such as roads, snow removal, material management (wood/metal).
- Support Resource Recovery Technician with maintenance of Extended Producer Responsibility programs such as tires, tanks, batteries and new programs expected in 2024/2025.





### Option 3: Reduced level of service

After considerable evaluation of options and with an adherence to RDCK values, an alternate option to adding three new staffing positions is that the Board could direct staff to consider fewer new positions along with a reduction of Resource Recovery services, including: closing sites, reducing hours, limiting programs such as free yard & garden and on-site diversion initiatives, or assigning work to administration, IT, Finance or HR departments. It should be noted that staff feel Option 3 comes with risks to the organization's values, safety, and current staffing. The underway Systems Efficiency Review could be used to guide decisions regarding service reduction. Impacts to service delivery should be expected in the short term while the department adjusted to this option.

In summary, the Resource Recovery operations group has seen substantial growth in employee group size, services offered to the public, and internal supports and software. This growth has put strain on the current operations group to manage the work load to ensure that sites are fully staffed, maintained, safe, and employees are trained to provide a consistent experience for the public. There is considerable opportunity to improve retention and culture and reduce risk to the organization by increasing the level of supervisor support the field team receives.

Staff recommend adding three Assistant Supervisors to the Operations group. Having boots on the ground Assistant Supervisors will allow for more timely response to interpersonal and site related issues and allow the Supervisor to provide operational guidance, higher-level performance management, and oversee systems change. This proactive approach should reduce the number of incidents and investigations requiring completion.

Alternatively, two Assistant Supervisors focused on staffing and one Contracts and Maintenance Coordinator to support site operations could provide reasonable support.

Staff do not feel status quo is an option without significant risk to RR operations and the RDCK organization, therefore, if no additional staffing is pursued a reduction of services would need to occur.

## SECTION 3: DETAILED ANALYSIS

### 3.1 Financial Considerations – Cost and Resource Allocations:

<b>Included in Financial Plan:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Financial Plan Amendment:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Debt Bylaw Required:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Public/Gov't Approvals Required:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

With new positions the Operations team will go back to a 35 hour work week, resulting in an annual savings of \$22,142.38. It is expected that further cost savings and reduction of liability will be realized with the new positions that are hard to quantify, including: improved contract management, less lost time and reduced risk of safety infractions. Additionally, reducing the currently high employee turnover rate to a target rate of 10% would result in approximately \$18,000 in annual savings.

Annual costs for Options 1 and 2 are as follows:

Annual Cost	Option 1	Option 2
	3 Assistant Supervisors	2 Assistant Supervisors and 1 Contracts and Maintenance Coordinator
Salary (2023 rates)	\$227,285	\$220,724
Benefits	\$ 63,640	\$ 61,803
Estimated Travel & Equipment	\$ 20,000	\$ 20,000
Less Ops team salary reduction	-\$ 22,142	-\$ 22,142
Total	\$288,783	\$280,385

Costs noted above are associated with the assumed HAY grid levels of 7 for the Assistant Supervisors and 6 for the Contracts and Maintenance Coordinator.

Costs to reduce services in Option 3 is unknown at this time. A reduction in variable costs could be expected over the long term, while most fixed costs for items such as facility maintenance and equipment would remain similar unless services or facilities are consolidated. Short term costs would be incurred to facilitate a reduction of services.

Staff recommend the new positions be added to the A102 Resource Recovery Budget to allow for flexibility and equity between services. The A102 service is split amongst the three subregions (S186, S187, and S188) based on an annually assessed operational expense calculation used to represent the distribution of the effort required to support the services. These costs include staffing, contracted services, repairs & maintenance.

To demonstrate how this new staffing would impact the three subregions, the average split of the A102 service is as follows with estimated annual increased cost per subregion for Option 1:

- S186 East - 25% of A102 - \$72,196
- S187 Central - 39% of A102 - \$112,625
- S188 West – 36% - of A102 - \$103,962

### 3.2 Legislative Considerations (Applicable Policies and/or Bylaws):

In the current circumstance, there is concern about maintaining the ability to: meet WorkSafe BC regulations, abide by the intentions in the Staff Safety and Harassment Policy, and enforce the Resource Recovery Bylaw.

### 3.3 Environmental Considerations

N/A

### 3.4 Social Considerations:

Improved site conditions and operations for site users and fewer forced site closures.

### 3.5 Economic Considerations:

N/A

### 3.6 Communication Considerations:

N/A

### 3.7 Staffing/Departmental Workplace Considerations:

Current demand on RR Operations team is unmanageable and is a risk to staff retention.

### 3.8 Board Strategic Plan/Priorities Considerations:

To Excel in Governance and Service Delivery, including valuing our employees.

## SECTION 4: OPTIONS & PROS / CONS

See Section 2 for Analysis.

**OPTION 1: That the Board approve the hiring of three (3) full time, permanent Assistant Supervisors, with the start date to be no earlier than January 1, 2024, with a cost of \$288,783 to be allocated to Resource Recovery A102.**

**AND FURTHER that staff be directed to include the cost in the 2024-2028 RDCK Financial Plan.**

#### PROS:

- Number of subordinates/locations would be split evenly, therefore manageable to ensure employee issues are addressed in a reasonable timeframe.
- Reduced risk/liability for RDCK to ensure that performance issues, incident investigations and safety related maintenance are prioritized.
- Smaller geographical area ensures Assistant Supervisors are able to participate in increased number of site visits and in person engagement with site staff.
- Improved employee culture. Creates more opportunity for development and employee growth as well as advancement opportunities.
- Increased responsiveness to employee and public inquiries (decreasing delays).
- Increased time for the Supervisor to focus on higher level issues, including managing contracts, addressing public issues/educating the public, workforce management, standardizing service delivery through policy & process development, and enhancing/modernizing training delivery.
- Reduced risk of burn-out for the supervisor and operations team.
- Improved staff retention.
- Improved workplace culture.
- Dedication of funds in the 2024 Financial Plan allows for recruitment process to begin in late 2023.

#### CONS:

- No dedicated employee to oversee and specialize in contracts, procurement and maintenance.
- Contracts and maintenance duties are split over 3 Assistant Supervisors and the Supervisor, and the Coordinator which may result in inconsistencies in projects and completion timelines.
- More supervision required of the Assistant Supervisors/Coordinator team to ensure additional duties are prioritized in work plan.
- Additional cost of \$288,783 annually for the Resource Recovery Services, highest cost option.

- Increased travel costs for the supervisor positions, and increased safety risk with higher level of travel generally.

**OPTION 2: That the Board approve the hiring of two full time, permanent Assistant Supervisors with one full time, permanent Contracts & Maintenance Coordinator with the start date to be no earlier than January 1, 2024, with a cost of \$280,385 to be allocated to Resource Recovery A102.**

**AND FURTHER that staff be directed to include the cost in the 2024-2028 RDCK Financial Plan.**

**PROS:**

- Dedicated employee to oversee site maintenance projects, improving vendor relationships and efficiency in completion of work timelines.
- Dedicated employee to support and lead Resource Recovery operations contracts and liaise with other contract leads.
- Estimated to cost \$8,400 annually less than Option 1.
- Improved staff retention.
- Improved workplace culture.
- Dedication of funds in the 2024 Financial Plan allows for recruitment process to begin in late 2023.

**CONS:**

- Overloaded supervisors if employees require much task direction, support and supervision.
- Due to increased geographical area responsibility, may not provide adequate support to employees, leading to decreased morale or job satisfaction for the Assistant Supervisors.
- Does not fully address the issues for staff from lack of on-site supervision
- Increased employee autonomy and lack of supervision may result in poor investigation follow-up and inconsistent or delayed employee discipline.
- Increased number of direct reports results in reduction in supervisor/employee relationship building opportunities, resulting in poorer culture.
- Reduced supervision of employees' performance may result in operational inconsistencies and performance.
- Additional of cost of \$280,385 annually for the Resource Recovery Services.
- Increased travel costs for the supervisor positions, and increased safety risk with higher level of travel generally.

**OPTION 3 That the Board direct staff to determine options for a reduction of Resource Recovery services that can be managed with current staff and a variation of proposed positions and return to the JRRC for further direction.**

The Pros and Cons will be investigated further once the option is assessed.

**PROS:**

- Potentially the lowest cost option.
- Potentially addresses some issues related to lack of on-site supervision.

**CONS:**

- Reduced service levels would impact resident access to facilities and programs.
- Risk to the organization in delayed response to current staffing situation.
- May not result in improved workplace culture and staff retention

**SECTION 5: RECOMMENDATIONS**

That the Board approve the hiring of three (3) full time, permanent Assistant Supervisors, with the start date to be no earlier than January 1, 2024, with a cost of \$288,783 to be allocated to Resource Recovery A102.

Respectfully submitted,

Amy Wilson – Resource Recovery Manager

**CONCURRENCE**

Stuart Horn - Chief Administrative Officer

Yev Malloff - Chief Financial Officer

Uli Wolf - General Manager of Environmental Services

Connie Saari-Heckley - Human Resources Manager

**ATTACHMENTS: NONE**



Hotline Emergencies  
250.352.1501

# RR OPERATIONS SERVICE INTERRUPTION

Review topics under each header and become familiar with the resource documents to ensure that we limit service interruptions.

Site Closures are authorized for emergencies only when all other options have been exhausted following the Site Closure Process Document.

In all scenarios, your first step is to notify the Hotline of the potential for a Service Interruption.

## Material Interruption

Recycling Bins Full  
Waste Bins Full

1. Complete the appropriate service interruption form in Connecteam.
2. Inform the attending members of public of the service interruption and let them know the estimated time of re-opening, or neighboring sites.
3. Notify the Hotline/Supervisor once the material interruption has been resolved.
4. Hotline will inform the LFA or RWE Connecteam chat group of the interruption to inform them of potential for increased loads at their sites.

**Waiving of Tipping Fees is NOT AUTHORIZED unless approved in advance by management.**

## Technical Interruption

Power Outages, Debit, and  
Internet down

1. Contact IT to attempt to troubleshoot.
  2. Where possible have the RWE support by communicating potential delays to on-site customers.
- Power & Internet Outage:**
1. Once the battery back-up is exhausted, proceed with **Manual Ticket process** as outlined in the **Landfill Attendant Paperwork guideline**.
  2. Scaled sites will use volume measurements as listed in the **User Fees** section of the **Resource Recovery Bylaw**.
- Debit Down:**
1. Cash Only payments. If a member of the public does not have cash follow the **Rest Ticket process** as outlined in the **Landfill Attendant Paperwork guideline**.

## Staffing Interruption

No Landfill Attendant  
No Recycling and  
Waste Educator

- The Hotline will make every attempt to cover all shifts with the appropriate staff. When all options have been exhausted, including contacting the Field Supervisor and Lead Hand, the following steps may be taken:
- No Recycling and Waste Educator available:**
1. Landfill Attendant will open recycling bins and allow public to deposit materials.
- No Landfill Attendant available:**
1. Recycling and Waste Educator will be scheduled to monitor the tipping area and instruct the public to the appropriate bins.
  2. There will be no money collected for materials deposited.
  3. Return trips are not permitted, redirect customers to nearest open facility.

## Scale Interruption

Scale software malfunction  
Scale not reading weight

- Scale software malfunction:**
- Scale sites:
1. If the SCALE ENTER software is not functional, switch to use the LOAD ENTER steps as outlined in the **Load Enter Strong Software** document.
  2. Option #2: Use the **Manual Ticket process**.
  3. Hotline to Notify Strong for Technical issues.
- Non-scale sites:
1. If LOAD ENTER software is not functional, proceed with manual ticket process as outlined in the **Landfill Attendant Paperwork** guideline.
- Scale site not reading Weight:**
1. If the scale is non-functional or reading incorrectly, proceed with volume measurements.
  2. For **Commercial users**, collect plate and material detail and report this information. An average charge will be applied to this load.

## Account Issues

License plate issues

- If the license plate is not on account, follow the process outlined in the **Landfill Attendant Paperwork** guideline.
- Customer is not authorized to charge unless plates are listed on account, must pay with cash or debit.**

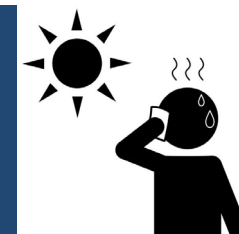
**Rest Accounts MUST be cleared PRIOR to depositing new materials. No Exceptions.**

## Seasonal Consideration Reference:

Heat Stress Program, AQH1 & Snow Removal Document



West Supervisor: 250-321-5771  
Central Supervisor: 250-354-3665  
East Supervisor: 250-254-7183



Is your question related to Health & Safety?  
Please contact the Hotline or your Supervisor for further instruction.



**TOWN OF CRESTON**  
 PO BOX 1339  
 CRESTON BC V0B 1G0, BC  
 PH (250) 428-2214 FAX (250) 428-9164

# INVOICE

2024

Customer Number : RDCK001  
 Invoice Number : 4277  
 Invoice Date : 28-Jan-2025  
 Customer P.O. No. :  
 Due Date : 27-Feb-2025

## Payment Return Slip

**RDCK**  
 202 Lakeside Dr  
 Box 590  
 Nelson BC V1L 5R4



Enter Amount Enclosed



Please detach and return top portion with payment. Retain bottom portion for your records.

# INVOICE

**RDCK**  
 202 Lakeside Dr  
 Box 590  
 Nelson BC V1L 5R4

Customer Number : RDCK001  
 Invoice Number : 4277  
 Invoice Date : 28-Jan-2025  
 Customer P.O. No. :  
 Due Date : 27-Feb-2025

Product	Description	Quantity	Unit Price	Amount
16-01	MISCELLANEOUS ENGINEERING COSTS FOR SEPTAGE RECEIVING STATION ATTENTION ULI WOLF	1.0000	116,058.84	\$116,058.84
GST Registration Number : 108125881RT				Total Gross \$116,058.84
				GST \$0.00
				PST \$0.00
				Total Invoice \$116,058.84



**TOWN OF CRESTON**  
 PO BOX 1339  
 CRESTON BC V0B 1G0, BC  
 PH (250) 428-2214 FAX (250) 428-9164



Fiscal Year : 2024

Account : 25-2-438-??? To 25-2-438-???

Period : 1 To 12

Application : AP To

Account Code	CC1	CC2	CC3	Account Name	Voucher	Prd	Year	App	Ref #	Opening Balance	Debit	Credit	Balance
FUND	25												
CLASS	2	EXPENSES											
CATEGORY	438	SEPTAGE RECEIVING STATION											
25-2-438-624				EMPLOYEE BENEFITS						0.00			0.00
PP# 9, POSTED BY POSTING-Megan, 25 Apr 2024				13		4	2024	PA			118.97		118.97
PP# 10, POSTED BY POSTING-Megan, 09 May 2024				14		4	2024	PA			717.43		836.40
PP# 11, POSTED BY POSTING-Megan, 22 May 2024				15		5	2024	PA			81.65		918.05
PP# 14, POSTED BY POSTING-Megan, 08 Jul 2024				20		6	2024	PA			151.54		1,069.59
Cost Center Total										0.00	1,069.59	0.00	1,069.59
25-2-438-624 Account Total										0.00	1,069.59	0.00	1,069.59
25-2-438-669				SUB CONTRACTOR						0.00			0.00
GEOSCAN SUBSURFACE SURVEYS INC.;308960;64333				38		4	2024	AP	64333		3,150.00		3,150.00
GEOSCAN SUBSURFACE SURVEYS INC.;308960;64333				38		4	2024	AP	64333			-150.00	3,000.00
N Cost Center Total										0.00	3,150.00	-150.00	3,000.00
25-2-438-669 Account Total										0.00	3,150.00	-150.00	3,000.00
25-2-438-673				ENGINEERING SERVICES						0.00			0.00
ASSOCIATED ENGINEERING ALBERTA LTD;3005920				26		3	2024	AP	64216		11,557.00		11,557.00
ASSOCIATED ENGINEERING ALBERTA LTD;3005920				26		3	2024	AP	64216			-550.33	11,006.67
ASSOCIATED ENGINEERING ALBERTA LTD;3006873;64510				52		5	2024	AP	64510		8,955.77		19,962.44
ASSOCIATED ENGINEERING ALBERTA LTD;3006873;64510				52		5	2024	AP	64510			-426.47	19,535.97
ASSOCIATED ENGINEERING ALBERTA LTD;3007280;64564				52		5	2024	AP	64564		1,965.67		21,501.64
ASSOCIATED ENGINEERING ALBERTA LTD;3007280;64564				52		5	2024	AP	64564			-93.60	21,408.04
VAST RESOURCE SOLUTIONS;000010000;64947				94		7	2024	AP	64947		13,653.43		35,061.47
VAST RESOURCE SOLUTIONS;000010000;64947				94		7	2024	AP	64947			-650.16	34,411.31
ASSOCIATED ENGINEERING ALBERTA LTD;3007759;64874				94		7	2024	AP	64874		1,660.87		36,072.18
ASSOCIATED ENGINEERING ALBERTA LTD;3007759;64874				94		7	2024	AP	64874			-79.10	35,993.08
ASSOCIATED ENGINEERING ALBERTA LTD;3008277;64961				110		8	2024	AP	64961		1,285.63		37,278.71
ASSOCIATED ENGINEERING ALBERTA LTD;3008277;64961				110		8	2024	AP	64961			-61.23	37,217.48
WILD WEST DRILLING INC.;3003;65013				121		8	2024	AP	65013		5,680.50		42,897.98
WILD WEST DRILLING INC.;3003;65013				121		8	2024	AP	65013			-270.50	42,627.48
VAST RESOURCE SOLUTIONS;000010071;65048				121		8	2024	AP	65048		9,422.02		52,049.50
VAST RESOURCE SOLUTIONS;000010071;65048				121		8	2024	AP	65048			-448.67	51,600.83
ASSOCIATED ENGINEERING ALBERTA LTD;3008729;65176				142		9	2024	AP	65176		4,761.79		56,362.62
ASSOCIATED ENGINEERING ALBERTA LTD;3008729;65176				142		9	2024	AP	65176			-226.76	56,135.86
ASSOCIATED ENGINEERING ALBERTA LTD;3009620;65468				168		11	2024	AP	65468		8,496.36		64,632.22
ASSOCIATED ENGINEERING ALBERTA LTD;3009620;65468				168		11	2024	AP	65468			-404.59	64,227.63
ASSOCIATED ENGINEERING ALBERTA LTD;3009211;65468				168		11	2024	AP	65468		5,152.33		69,379.96

Fiscal Year: 2024

Application : 2024-2025													
Account Code	CC1	CC2	CC3	Account Name	Voucher	Prd	Year	App	Ref #	Opening Balance	Debit	Credit	Balance
FUND	25												
CLASS	2	EXPENSES											
CATEGORY	438	SEPTAGE RECEIVING STATION											
				ASSOCIATED ENGINEERING ALBERTA LTD:3009211;65468	168	11	2024	AP	65468			-245.35	69,134.61
				ASSOCIATED ENGINEERING ALBERTA LTD:3010632;65629	214	12	2024	AP	65629	15,788.01			84,922.62
				ASSOCIATED ENGINEERING ALBERTA LTD:3010632;65629	214	12	2024	AP	65629			-751.82	84,170.80
				ASSOCIATED ENGINEERING ALBERTA LTD:3010020;65629	214	12	2024	AP	65629	18,569.69			102,740.49
				ASSOCIATED ENGINEERING ALBERTA LTD:3010020;65629	214	12	2024	AP	65629			-884.28	101,856.21
				Cost Center Total						0.00	106,949.07	-5,092.86	101,856.21
				Account Total						0.00	106,949.07	-5,092.86	101,856.21
				LABOUR @ STANDARD RATE						0.00			0.00
				PP# 9, POSTED BY POSTING-Megan, 25 Apr 2024	13	4	2024	PA			405.85		405.85
				PP# 10, POSTED BY POSTING-Megan, 09 May 2024	14	4	2024	PA			2,425.29		2,831.14
				PP# 11, POSTED BY POSTING-Megan, 22 May 2024	15	5	2024	PA			300.58		3,131.72
				PP# 14, POSTED BY POSTING-Megan, 08 Jul 2024	20	6	2024	PA			544.82		3,676.54
				Cost Center Total						0.00	3,676.54	0.00	3,676.54
				Account Total						0.00	3,676.54	0.00	3,676.54
				ADMIN ALLOC						0.00			0.00
				PP# 9, POSTED BY POSTING-Megan, 25 Apr 2024	13	4	2024	PA			249.07		249.07
				PP# 10, POSTED BY POSTING-Megan, 09 May 2024	14	4	2024	PA			1,488.42		1,737.49
				PP# 11, POSTED BY POSTING-Megan, 22 May 2024	15	5	2024	PA			181.37		1,918.86
				PP# 14, POSTED BY POSTING-Megan, 08 Jul 2024	20	6	2024	PA			331.25		2,250.11
				Cost Center Total						0.00	2,250.11	0.00	2,250.11
				Account Total						0.00	2,250.11	0.00	2,250.11
				EQUIPMENT @ STANDARD RATE						0.00			0.00
				PP# 9, POSTED BY POSTING-Megan, 25 Apr 2024	13	4	2024	PA			89.00		89.00
				PP# 10, POSTED BY POSTING-Megan, 09 May 2024	14	4	2024	PA			2,629.50		2,718.50
				PP# 11, POSTED BY POSTING-Megan, 22 May 2024	15	5	2024	PA			173.00		2,891.50
				PP# 14, POSTED BY POSTING-Megan, 08 Jul 2024	20	6	2024	PA			509.00		3,400.50
				Correct coding of equipment	24-241	12	2024	GL			335.25		3,735.75
				Cost Center Total						0.00	3,735.75	0.00	3,735.75
				Account Total						0.00	3,735.75	0.00	3,735.75
				CRUSHED GRAVEL						0.00			0.00
				25-2-438-829									



S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	41010	Requisitions			-1,552,522	-1,552,522	-1,682,599	-1,698,324	-1,698,324	-1,783,240	-1,836,738	-1,891,840	-1,948,595	8% in 26; 5% in 27; and 3% increase subsequent yrs
2	41020	Grants in lieu of Taxes	OVR152-100	East RR Subregion Administration	-1,000	0	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	Varies yr-to-yr
3	41020	Grants in lieu of Taxes			-1,000	0	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	
4	42020	Sale of Services	OPR294-100	BOS-Facility O&M	-18,508	-18,108	-19,063	-19,598	-19,267	-20,423	-21,648	-22,947	-24,095	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
5	42020	Sale of Services	OPR297-100	CRA-Facility O&M	-73,323	-69,227	-75,522	-75,452	-73,657	-78,077	-82,761	-87,727	-92,114	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
6	42020	Sale of Services	OPR298-100	CRE-Facility O&M	-1,274,266	-1,220,619	-1,312,494	-1,308,025	-1,298,739	-1,376,663	-1,459,263	-1,546,819	-1,624,160	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
7	42020	Sale of Services			-1,366,097	-1,307,954	-1,407,079	-1,403,075	-1,391,663	-1,475,163	-1,563,673	-1,657,493	-1,740,368	Inflation at 2.4% in 2026, 2% subsequent yrs; plus 4/4/4/4/3% annual increase as per 5yr cost recovery
8	42030	User Fees	OVR152-100	East RR Subregion Administration	-120,913	-97,900	-123,332	-164,031	-164,031	-180,434	-184,043	-187,724	-191,478	Placeholder (WSDA, batteries, metal); Septage tipping fees - increased for reserve transfer
9	42030	User Fees			-120,913	-97,900	-123,332	-164,031	-164,031	-180,434	-184,043	-187,724	-191,478	
10	42035	User Fees - Specified	OPR589-100	ENV-East MARR Program reimbursement	-5,105	-4,547	-5,258	-5,258	-5,258	-5,416	-5,578	-5,746	-5,918	MARR reimbursement, est based on freon costs, actuals tbd based on metal market flucuations.
11	42035	User Fees - Specified			-5,105	-4,547	-5,258	-5,258	-5,258	-5,416	-5,578	-5,746	-5,918	
12	43020	Grants	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder - investigate opportunities for Septage funding
13	43020	Grants	OVR152-100	East RR Subregion Administration	0	0	0	-53,108	-53,108	-26,554	0	0	0	CBT Organics - Sept 30 2026 Interim Payment, January 30 2028 Final Payment
14	43020	Grants - Specified			0	0	0	-53,108	-53,108	-26,554	0	0	0	
15	43100	Proceeds from Borrowing	CAP1226-100	CRE Landfill Closure Phase 2	0	0	0	0	0	0	0	0	0	LT borrowing (2031/32 - \$1.7M)
16	43100	Proceeds from Borrowing	CAP1234-100	Legacy Landfills	0	0	0	0	0	0	-100,000	-100,000	0	LT borrowing
17	43100	Proceeds from Borrowing	CAP759-100	CRE LF - Phase 1C/D Closure, Stabilizing Berm, and Drainage	0	0	-2,031,480	-975,000	-975,000	0	0	0	0	Phase 1C/D closure works (Berm) - moved to LC reserve funded for cell closure portion
18	43100	Proceeds from Borrowing	CAP1115-100	TOC-2020/21-Septage Receiving Facility	-1,730,480	0	0	-1,730,480	-1,730,480	0	0	0	0	Septage Receiving Station - Town of Creston WWTP - ST borrowing, investigate available reserves or grants to offset borrowing
19	43100	Proceeds from Borrowing			-1,730,480	0	-2,031,480	-2,705,480	-2,705,480	0	-100,000	-100,000	0	
20	43505	External Contributions & Contracts - Specified	OVR152-100	East RR Subregion Administration	-1,500	-1,500	-1,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	Interchange contribution to HHW events (\$1500/event); Increase rate proposed for 26
21	44020	Investments and Interest Income	OVR152-100	East RR Subregion Administration	0	0	0	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	Interest on reserves
22	43505	External Contributions & Contracts - Specified			-1,500	-1,500	-1,500	-52,500	-52,500	-52,500	-52,500	-52,500	-52,500	
23	45000	Transfer from Reserves	OVR152-100	East RR Subregion Administration	-296,300	-66,683	-36,000	-779,850	-729,850	-151,300	-38,921	0	-50,000	Regular Reserves - CAP works not funded from borrowing
24	45000	Transfer from Reserves	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Regular Reserves - LKB lands (moved to Stab reserve funded)
25	45000	Transfer from Reserves	OVR152-100	East RR Subregion Administration	-815,000	-815,000	0	0	0	0	0	0	0	Stabilization reserves - 2024 \$300k economic develop for LKB (rolled in 2025); 2025 \$600k for LKB lands (increased value )
26	45000	Transfer from Reserves	OVR152-100	East RR Subregion Administration	-225,000	-109,356	0	-975,000	-975,000	0	0	0	0	LL Reserves - 2026 - Phase 1C/D/berm design&tender and Cell Closure



S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
27	45000	Transfer from Reserves	OVR152-100	East RR Subregion Administration	-95,879	0	0	-95,879	-95,879	0	0	0	0	Growing Communities Fund (GCF) Allocation -CRE Septage Facility.
28	45000	Transfer from Reserves	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Remove; Transfer in from Reg Reserves for 24 pond cap works - transferred to A119.
29	45000	Transfer from Reserves			-1,432,179	-991,039	-36,000	-1,850,729	-1,800,729	-151,300	-38,921	0	-50,000	
30	45500	Transfer from Other Service	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder
31	45500	Transfer from Other Service			0	0	0	0	0	0	0	0	0	
32	45900	Transfer from Provisions	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Remove , moved to LC Reserve
33	45900	Transfer from Provisions			0	0	0	0	0	0	0	0	0	
34	49100	Prior Year Surplus	OVR152-100	East RR Subregion Administration	-36,219	-891,358	0	-204,207	-173,481	0	0	0	0	Placeholder projected actual surplus/deficit; includes ARO surplus to be transferred to LC Reserve
35	49100	Prior Year Surplus	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Surplus to remain in service to fund carried over work - no surplus to carry over in 26
36	49100	Prior Year Surplus			-36,219	-891,358	0	-204,207	-173,481	0	0	0	0	
37	TOTAL REVENUE				-6,246,015	-4,846,821	-5,288,248	-8,137,712	-8,045,574	-3,675,607	-3,782,452	-3,896,302	-3,989,859	
38	TAXATION				-1,552,522	-1,552,522	-1,682,599	-1,698,324	-1,698,324	-1,783,240	-1,836,738	-1,891,840	-1,948,595	
39	TIPPING FEES				-1,366,097	-1,307,954	-1,407,079	-1,391,663	-1,391,663	-1,475,163	-1,563,673	-1,657,493	-1,740,368	
40	GRANTS				0	0	0	-53,108	-53,108	-26,554	0	0	0	
41	BORROWING				-1,730,480	0	-2,031,480	-2,705,480	-2,705,480	0	-100,000	-100,000	0	
42	RESERVES				-1,432,179	-991,039	-36,000	-1,800,729	-1,800,729	-151,300	-38,921	0	-50,000	
43	CAP FUNDING SUBTOTAL				-3,162,659	-991,039	-2,067,480	-4,559,317	-4,559,317	-177,854	-138,921	-100,000	-50,000	
44	TOTAL REVENUE (w/o Prior Year Surplus)				-6,209,796	-3,955,463	-5,288,248	-7,872,093	-7,872,093	-3,675,607	-3,782,452	-3,896,302	-3,989,859	
45	TOTAL OPERATING REVENUE				-3,047,137	-2,964,424	-3,220,768	-3,312,776	-3,312,776	-3,497,753	-3,643,531	-3,796,302	-3,939,859	
46	51010	Salaries	OPR622-100	East Lead Hand	28,309	19,817	29,159	37,099	37,099	38,026	38,977	39,952	40,950	Lead Hand - based on salary worksheet (split with A116)
47	51010	Salaries	OPR650-100	Waste Spotters	0	21,815	0	0	0	0	0	0	0	Remove; moved to LFA in mid-25
48	51010	Salaries	OVR152-100	East RR Subregion Administration	165,193	137,145	164,888	177,232	177,232	182,549	188,025	193,666	199,476	Attendants & waste spotters - Based on projected salary worksheet (New CA rate); CA payout in 2025
49	51010	Salaries			193,502	178,776	194,047	214,331	214,331	220,575	227,003	233,618	240,427	
50	51020	Overtime	OPR622-100	Lead Hand East	1,000	223	1,000	500	500	500	500	500	500	Limited
51	51020	Overtime	OVR152-100	East RR Subregion Administration	500	334	500	500	500	500	500	500	500	Limited
52	51020	Overtime			1,500	557	1,500	1,000	1,000	1,000	1,000	1,000	1,000	
53	51030	Benefits	OPR622-100	East Lead Hand	8,107	5,675	8,350	10,759	10,759	11,028	11,304	11,586	11,876	Lead Hand - based on salary worksheet (split with A116)

S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
54	51030	Benefits	OPR650-100	East Waste Spotters	0	3,686	0	0	0	0	0	0	0	Remove; moved to LFA in mid-25
55	51030	Benefits	OVR152-100	East RR Subregion Administration	29,983	19,095	30,883	43,729	43,729	45,041	46,392	47,784	49,217	Attendants & waste spotters
56	51030	Benefits			38,090	28,455	39,233	54,488	54,488	56,069	57,696	59,370	61,093	
57	51050	Employee Health & Safety	OPR294-100	BOS-Facility O&M	125	0	125	125	125	125	125	125	125	Site specific safety supplies
58	51050	Employee Health & Safety	OPR297-100	CRA-Facility O&M	125	157	125	125	125	125	125	125	125	Site specific safety supplies
59	51050	Employee Health & Safety	OPR298-100	CRE-Facility O&M	125	116	125	125	125	125	125	125	125	Site specific safety supplies
60	51050	Employee Health & Safety	OVR152-100	East RR Subregion Administration	4,610	2,325	4,703	3,000	3,000	3,000	3,000	3,000	3,000	LFA, LH footwear, jackets, training, safety check-in monitoring
61	51060	Employee Recognition	OVR152-100	East RR Subregion Administration	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000	Employee Recognition
62	51050	Employee Health & Safety			4,985	2,597	5,078	5,375	5,375	5,375	5,375	5,375	5,375	
63	51500	Directors - Allowance & Stipend	OVR152-100	East RR Subregion Administration	17,744	17,744	18,099	18,099	18,099	18,461	18,830	19,207	19,591	80% allocated here; 20% to A116 and 10% to A119); Based on up to 14 RR meetings (4 directors) + Chair at 4 other RRC meetings + Chair Stipend.
64	51500	Directors - Allowance & Stipend			17,744	17,744	18,099	18,099	18,099	18,461	18,830	19,207	19,591	
65	51560	Directors - Travel	OVR152-100	East RR Subregion Administration	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	80% allocated here; 20% to A116 and 10% to A119); Based on up to 12 RR meetings (4 directors)
66	51560	Directors - Travel			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
67	52010	Travel	OPR622-100	East Lead Hand	11,938	2,497	12,177	10,000	10,000	10,200	10,404	10,612	10,824	Lead Hand - cash handling and gen site travel - use of fleet when possible; no LH for portion of 25
68	52010	Travel	OVR152-100	East RR Subregion Administration	500	1,045	500	1,000	1,000	1,000	1,000	1,000	1,000	Landfill attendant - mileage for staff training/development/out of area shift coverage
69	52010	Travel			12,438	3,542	12,677	11,000	11,000	11,200	11,404	11,612	11,824	
70	52020	Learning and Professional Development	OVR152-100	East RR Subregion Administration	2,000	1,842	2,000	2,500	2,500	2,500	2,500	2,500	2,500	Field staff training/development
71	52020	Education & Training			2,000	1,842	2,000	2,500	2,500	2,500	2,500	2,500	2,500	
72	53020	Admin, Office Supplies & Postage	OPR298-101	CRE-Environmental Monitoring	100	0	100	0	0	0	0	0	0	Remove
73	53020	Admin, Office Supplies & Postage	OPR622-100	East Lead Hand	0	0	0	0	0	0	0	0	0	Remove
74	53020	Admin, Office Supplies & Postage	OVR152-100	East RR Subregion Administration	800	376	800	800	800	800	800	800	800	Limited budget
75	53020	Admin, Office Supplies & Postage	OVR152-302	East Subregion HW Events	200	50	200	100	100	100	100	100	100	Limited budget
76	53020	Admin, Office Supplies & Postage			1,100	426	1,100	900	900	900	900	900	900	
77	53030	Communication	OPR294-100	BOS-Facility O&M	765	743	788	761	761	780	798	817	837	Based on projected + 2.4%
78	53030	Communication	OPR297-100	CRA-Facility O&M	1,254	1,273	1,292	1,303	1,303	1,335	1,367	1,399	1,433	Based on projected + 2.4%
79	53030	Communication	OPR298-100	CRE-Facility O&M	3,705	2,955	3,817	3,026	3,026	3,099	3,173	3,249	3,327	Based on projected + 2.4%

S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
80	53030	Communication	OPR622-100	East Lead Hand	193	0	199	0	0	0	0	0	0	Based on projected + 2.4%
81	53030	Communication	OPR613-100	CRE Compost Facility O&M	0	0	0	0	0	0	0	0	0	Remove; miscode should be A119; internet for compost facility
82	53030	Communication	OVR152-100	East RR Subregion Administration	290	732	298	749	749	767	785	804	824	Based on projected + 2.4%; LFA cell allowance
83	53030	Communication			6,207	5,703	6,394	5,840	5,840	5,980	6,124	6,271	6,421	
84	53040	Advertising	OVR152-100	East RR Subregion Administration	2,000	800	1,000	2,862	2,862	1,500	1,000	1,000	1,000	Education/communication; ICI regulation advertising, extra \$1.8k in 2025, \$500 in 2027
85	53040	Advertising	OVR152-302	East Subregion HW Events	500	0	500	500	500	500	500	500	500	Education/communication
86	53040	Advertising			2,500	800	1,500	3,362	3,362	2,000	1,500	1,500	1,500	
87	53050	Insurance	OPR294-100	BOS-Facility O&M	52	55	53	56	56	57	59	60	61	Based on projected + 2.4%
88	53050	Insurance	OPR297-100	CRA-Facility O&M	97	102	99	105	105	107	110	113	115	Based on projected + 2.4%
89	53050	Insurance	OPR298-100	CRE-Facility O&M	109	120	113	123	123	126	129	132	135	Based on projected + 2.4%
90	53050	Insurance	OVR152-100	East RR Subregion Administration	3,494	2,802	3,599	2,870	2,870	2,938	3,009	3,081	3,155	Based on projected + 2.4%
91	53050	Insurance			3,752	3,079	3,865	3,153	3,153	3,229	3,306	3,385	3,467	
92	53070	Bad Debts	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	placeholder
93	53070	Bad Debts			0	0	0	0	0	0	0	0	0	
94	53080	Licence & Permits	OPR298-100	CRE-Facility O&M	100	100	100	500	500	500	500	500	500	Water licence \$500 annually
95	53080	Licence & Permits	OVR152-100	East RR Subregion Administration	0	0	0	7,500	7,500	7,500	32,500	22,500	2,500	per permitted LF site (CRE, BOS, CRA). 2028 assumes CRE permit fee (BOS, CRA permits are closed before fees are due), but BOS DSI review fee applies at \$30k. 2029 assumes BOS \$20k remediation plan review fee applies. 2030: CRE permit fee. Have not included HHERA review fee, as uncertain if required as part of remediation plan. Would add \$20k to 2029.
96	53080	Licence & Permits	OVR152-100	East RR Subregion Administration	0	0	0	2,500	2,500	0	0	0	0	Creston LF Crown Grant reapplication fee
97	53080	Licence & Permits	OVR152-100	East RR Subregion Administration	4,300	4,300	4,300	5,760	5,760	5,933	6,111	6,294	6,483	scale software license
98	53080	Licence & Permits	OVR152-100	East RR Subregion Administration	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	Drone software license (1/3)
99	53080	Licence & Permits	OPR298-101	CRE-Environmental Monitoring	800	218	800	223	223	223	223	223	223	LKB access agreement
100	53080	Licence & Permits			7,200	6,618	7,200	18,483	18,483	16,156	41,334	31,517	11,706	
101	54010	Legal	OVR152-100	East RR Subregion Administration	10,000	6,814	0	0	0	0	0	0	0	Land transaction expense
102	54010	Legal			10,000	6,814	0	0	0	0	0	0	0	
103	54040	Consulting Fees	OPR298-100	CRE-Facility O&M	10,000	1,189	8,000	8,000	8,000	8,000	20,000	8,000	8,000	Flare inspection, GHG reporting (as required); engineering oversight; landfill gas assessment in 2028

S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
104	54040	Consulting Fees	OPR298-100	CRE-Facility O&M	5,000	0	0	0	0	0	70,000	0	0	Hydrogeo in 28
105	54040	Consulting Fees	OPR298-100	CRE-Facility O&M	80,000	5,000	0	80,000	80,000	0	0	0	0	Design, Operations & Closure Plan; 2025 support for OC amendment
106	54040	Consulting Fees	OPR298-101	CRE-Environmental Monitoring	5,000	1,000	0	15,000	15,000	0	0	0	0	Benthic Study sampling, some lab and reporting
107	54040	Consulting Fees			100,000	7,189	8,000	103,000	103,000	8,000	90,000	8,000	8,000	
108	54030	Contracted Services	OPR294-100	BOS-Facility O&M	4,085	3,775	4,208	4,665	4,665	4,805	4,949	5,098	5,251	Biffy, general maintenance; dust control
109	54030	Contracted Services	OPR294-300	BOS Material Processing	0	0	0	0	0	0	0	0	0	Tanks/tires
110	54030	Contracted Services	OPR294-301	BOS Snow Removal	10,176	13,680	10,482	14,008	14,008	14,429	14,861	15,307	15,766	Snow removal
111	54030	Contracted Services	OPR294-304	BOS Bin Haul	16,668	12,326	17,168	12,622	12,622	13,001	13,391	13,793	14,206	Subject to volumes; road restrictions, etc.
112	54030	Contracted Services	OPR690-100	BOS Organics Haul	0	0	0	0	0	800	2,472	2,546	2,623	Organics Collection Contract from CBT funded bear proof self-haul drop off bins to be installed in 2027 (if proceeded). 2027: 4 months of service at \$200/mo. 2028 onward: 3% increase per year
113	54030	Contracted Services	OPR689-100	BOS Environmental Monitoring	0	0	0	2,081	2,081	4,286	4,415	2,274	0	Legacy Landfill GW or residential well and SW monitoring (2-3 locations), on a bi-annual basis for 3 years (1 event fall of 2026, 1 event spring of 2029), possibly starting fall 2026 (if drilling is proceeding).
114	54030	Contracted Services	OPR297-100	CRA-Facility O&M	8,293	6,510	8,542	8,027	8,027	8,267	8,515	8,771	9,034	Biffy, fire, general maintenance; Dust control
115	54030	Contracted Services	OPR297-300	CRA Material Processing	721	6,054	743	6,199	6,199	6,385	6,576	6,774	6,977	Tanks, wood (alternating years), tires, chip transport to CRE
116	54030	Contracted Services	OPR297-301	CRA Snow Removal	11,549	15,010	11,895	15,370	15,370	15,831	16,306	16,795	17,299	Snow removal
117	54030	Contracted Services	OPR297-304	CRA Bin Haul	32,205	35,335	33,171	36,183	36,183	37,269	38,387	39,539	40,725	Subject to volumes; road restrictions, etc.
118	54030	Contracted Services	OPR692-100	CRA Organics Haul	0	0	0	0	0	800	2,472	2,546	2,623	Organics Collection Contract from CBT funded bear proof self-haul drop off bins to be installed in 2027 (if proceeded). 2027: 4 months of service at \$200/mo. 2028 onward: 3%
119	54030	Contracted Services	OPR298-100	CRE-Facility O&M	351,184	452,000	361,719	478,878	478,878	512,561	527,938	543,776	560,090	2026 LF Ops - \$36,344/month for 5 months (current contract), \$40.1k for 7 months, based on new contract cost. 2027 oward, full new contract cost + 3% for annual increases; Fire; Septage hauling \$16.5k.
120	54030	Contracted Services	OPR298-101	CRE-Environmental Monitoring	44,500	33,778	45,835	34,589	34,589	35,626	36,695	37,796	38,930	Monitoring and lab contract
121	54030	Contracted Services	OVR152-100	East RR Subregion Administration	2,110	2,110	2,173	2,161	2,161	2,225	2,292	2,361	2,432	Cbay & Destiny Bay former landfill environmental monitoring
122	54030	Contracted Services	OPR298-300	CRE Material Processing	100,672	60,083	103,692	61,525	61,525	63,371	65,272	67,230	69,247	Tanks, wood, tires
123	54030	Contracted Services	OPR423-100	YAH Facility O&M	10,202	15,600	10,508	15,974	15,974	16,454	16,947	17,456	17,979	Based on contract, current hours (2 days/week)
124	54030	Contracted Services	OVR152-100	East RR Subregion Administration	20,000	21,643	15,000	15,000	15,000	10,000	10,000	10,000	10,000	CKISS - BOS, CRA, CRE LF, New assessment at area surrounding compost facility; Reduced for Park Dept
125	54030	Contracted Services	OPR693-100	Creston HHW EcoDepot	0	0	0	20,000	20,000	81,920	83,886	85,899	87,961	Creston area ecodepot (contracted or in-house) - mid 2026 (est based on Leafs costs)
126	54030	Contracted Services	OVR152-302	East Subregion HW Events	80,000	67,173	80,000	68,785	68,785	0	0	0	0	2 CRE events - move to Ecodepot in 26

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No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
127	54030	Contracted Services			692,364	745,077	705,135	796,067	796,067	828,031	855,376	877,960	901,142	
128	55010	Repairs & Maintenance	OPR294-100	BOS-Facility O&M	1,500	1,064	1,500	1,500	1,500	1,500	1,500	1,500	1,500	General repairs
129	55010	Repairs & Maintenance	OPR294-302	BOS Civil/Structural Repairs	2,000	0	0	2,000	2,000	0	0	0	0	Move recycle area up to top
130	55010	Repairs & Maintenance	OPR297-100	CRA-Facility O&M	3,000	12,491	3,000	3,000	3,000	3,000	3,000	3,000	3,000	General repairs
131	55010	Repairs & Maintenance	OPR297-302	CRA Civil/Structural Repairs	0	0	0	0	0	0	0	0	0	Placeholder
132	55010	Repairs & Maintenance	OPR298-100	CRE-Facility O&M	15,000	13,900	5,000	5,000	5,000	5,000	5,000	5,000	10,000	General repairs; iron grizzly repairs; scale maintenance
133	55010	Repairs & Maintenance	OPR298-301	CRE Civil/Structural Repairs	500	0	0	5,000	5,000	0	0	0	0	Erosion gulley repair work - regrade road, create drainage channel/berm, fill eroded bank with riprap
134	55010	Repairs & Maintenance	OVR152-100	East RR Subregion Administration	6,200	839	6,200	6,200	6,200	6,200	6,200	6,200	6,200	Fire extinguisher maintenance/replacement; Road surface grading; Reuse shed repairs; FireSmart Recommendations
135	55010	Repairs & Maintenance	OPR516-100	East Subregion Bin Maintenance	2,000	500	2,000	2,000	2,000	2,000	2,000	2,000	2,000	Budget used for winches and gen repairs on bins
136	55010	Repairs & Maintenance			30,200	28,795	17,700	24,700	24,700	17,700	17,700	17,700	22,700	
137	55020	Operating Supplies	OPR294-100	BOS-Facility O&M	100	243	100	100	100	100	100	100	100	Site signs, gen supplies
138	55020	Operating Supplies	OPR297-100	CRA-Facility O&M	100	782	100	100	100	100	100	100	100	Site signs, gen supplies
139	55020	Operating Supplies	OPR298-100	CRE-Facility O&M	2,000	1,678	2,000	2,000	2,000	2,000	2,000	2,000	2,000	General site supplies/signs
140	55020	Operating Supplies	OVR152-100	East RR Subregion Administration	500	1,005	500	500	500	500	500	500	500	General supplies, signage; Lead Hand supplies
141	55020	Operating Supplies	OVR152-302	East Subregion HW Events	125	402	125	125	125	125	125	125	125	General supplies
142	55020	Operating Supplies			2,825	4,111	2,825	2,825	2,825	2,825	2,825	2,825	2,825	
143	55030	Equipment	OPR298-100	CRE-Facility O&M	7,000	0	500	5,580	5,580	500	500	500	500	Small equipment; Scale software equip - Plate reader, portable devices; Scale weight display (\$1.5k)
144	55030	Equipment			7,000	0	500	5,580	5,580	500	500	500	500	
145	55040	Utilities	OPR294-100	BOS-Facility O&M	577	677	594	590	590	608	626	645	664	Based on projected +2.4%
146	55040	Utilities	OPR297-100	CRA-Facility O&M	0	665	0	681	681	701	722	744	766	Based on projected +2.4%
147	55040	Utilities	OPR298-100	CRE-Facility O&M	1,688	1,173	1,739	1,727	1,727	1,779	1,832	1,887	1,943	Based on projected +2.4%
148	55040	Utilities			2,265	2,515	2,333	2,998	2,998	3,088	3,180	3,276	3,374	
149	55060	Rentals	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder
150	55060	Rentals			0	0	0	0	0	0	0	0	0	
151	55900	Provisions	OVR152-100	East RR Subregion Administration	0	0	0	0	0	0	0	0	0	Moving to 59000 LL Reserve contribution
152	55900	Provisions			0	0	0	0	0	0	0	0	0	

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153	56010	Debenture Interest	CAP759-100	CRE LF - Phase 1C/D Closure, Stabilizing Berm, and Drainage	0	0	93,448	34,125	34,125	34,125	34,125	34,125	34,125	Placeholder LT loan for Phase 1C ; 1/2 cost, remaining cost paid via LCReserve
154	56010	Debenture Interest	CAP1115-100	TOC-2020/21-Septage Receiving Facility	31,139	0	62,277	0	0	0	0	0	0	Remove LT for septage facility move to ST and other funding
155	56010	Debenture Interest	CAP1226-100	CRE Landfill Closure Phase 2	0	0	0	0	0	0	0	0	0	Placeholder LT borrowing for Phase 2 closure works; updated 25 yr 4.5% - \$82K to start in 2031 pending project advancement
156	56010	Debenture Interest	CAP1234-100	Legacy Landfills	0	0	0	0	0	0	90,000	90,000	90,000	Placeholder LT borrowing for legacy landfill closure ; updated 25 yr 4.5%
157	56010	Debenture Interest	OVR152-100	East RR Subregion Administration	85,248	85,248	85,248	85,248	85,248	85,248	85,248	85,248	85,248	Based on all existing LT loans repayment schedule
158	56010	Debenture Interest			116,386	85,248	240,973	119,373	119,373	119,373	209,373	209,373	209,373	
159	56110	Short-Term Financing Interest	CAP1115-100	TOC-2020/21-Septage Receiving Facility	0	0	0	49,719	49,719	55,522	43,622	31,722	19,822	Placeholder ST for septage facility
160	56110	Short-Term Financing Interest			0	0	0	49,719	49,719	55,522	43,622	31,722	19,822	
161	56020	Debenture Principal	CAP759-100	CRE LF - Phase 1C/D Closure, Stabilizing Berm, and Drainage	0	0	52,156	38,168	38,168	38,168	38,168	38,168	38,168	Placeholder LT loan for Phase 1C
162	56020	Debenture Principal	CAP1115-100	TOC-2020/21-Septage Receiving Facility	0	0	34,596	0	0	0	0	0	0	Remove LT for septage facility move to ST and other fundign
163	56020	Debenture Principal	CAP1226-100	CRE Landfill Closure Phase 2	0	0	0	0	0	0	0	0	0	Placeholder LT borrowing for Phase 2 closure works - \$45k to start in 2031
164	56020	Debenture Principal	CAP1234-100	Legacy Landfills	0	0	0	0	0	0	49,997	49,997	49,997	Placeholder LT borrowing for legacy landfill closure
165	56020	Debenture Principal	OVR152-100	East RR Subregion Administration	92,444	92,444	92,444	92,444	92,444	92,444	92,444	92,444	92,444	Placeholder - Based on all existing LT loans repayment schedule
166	56020	Debenture Principal			92,444	92,444	179,196	130,612	130,612	130,612	180,609	180,609	180,609	
167	56120	Short-Term Financing Principal	OVR152-100	East RR Subregion Administration	0	0	0	0	0	346,096	346,096	346,096	346,096	Placeholder ST for septage facility
168	56120	Short-Term Financing Principal			0	0	0	0	0	346,096	346,096	346,096	346,096	
169	57010	Grants	OVR152-100	East RR Subregion Administration	300,000	300,000	0	0	0	0	0	0	0	Payment to LKB for economic development
170	57010	Grants	OVR152-100	East RR Subregion Administration	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	Backcountry Wilderness clean up
171	57010	Grants	OVR152-100	East RR Subregion Administration	0	0	0	21,906	21,906	18,306	0	0	0	2026: \$11.9k CBT funded rural Resident Self-Management Organics Rebate and \$6.4k tipping fee vouchers. \$3.6k ICI bin rebates. 2027: \$11.9k CBT funded rebates and \$6.4k
172	57010	Grants			300,000	300,000	0	26,906	26,906	23,306	5,000	5,000	5,000	
173	59000	Contribution to Reserve	OVR152-100	East RR Subregion Administration	256,287	256,287	205,299	540,714	278,027	220,288	101,615	303,756	378,193	Transfer to regular reserves
174	59000	Contribution to Reserve	OVR152-100	East RR Subregion Administration	280,948	880,948	280,948	280,948	280,948	280,948	280,948	280,948	280,948	Placeholder, transfer to NEW Landfill Closure Reserve; Provisions 55900 moved here after 2025
175	59000	Contribution to Reserve	OVR152-100	East RR Subregion Administration	0	20,000	0	20,000	20,000	40,000	40,000	40,000	40,000	Funds from septage tipping fee increase to be directed to septage reserve; to be calculated and if should be higher value it will be deducted from regular reserve transfer
176	59000	Contribution to Reserve	OVR152-100	East RR Subregion Administration	18,109	0	0	86,740	86,740	0	0	0	0	Placeholder, transfer to stabilization reserves (1/2 of prior year's surplus)



S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
177	59000	Contribution to Reserve			555,344	1,157,235	486,247	928,402	665,715	541,236	422,563	624,704	699,141	
178	59712	Transfer to Project Management	OVR152-100	East RR Subregion Administration	10,000	10,000	5,000	20,000	20,000	0	10,000	10,000	10,000	A112, PM fees
179	59716	Transfer to Recycling Program - East	OPR424-300	East Subregion Recycling	349,023	349,023	366,507	395,006	395,006	343,307	352,064	361,053	370,280	Reduced with new RBC incentives; Transfer to A116 East Recycling Allocation Service
180	59500	Transfer to Other Service	OVR152-100	East RR Subregion Administration	2,009	2,009	2,009	2,009	2,009	0	0	0	0	Transfer to S187 for HHW depot Reso # 785/21, remove once ecodpot est
181	59719	Transfer to Organics Program - East	OPR613-100	CRE Compost Facilty O&M	478,435	478,435	459,017	465,123	465,123	257,725	240,044	239,346	238,305	Placeholder; Transfer to subsidize A119 East Compost Allocation Service for compost facility, 2024 included \$200k for A119 CAP works from reserves.
182	59704	Transfer to Park Services	OVR152-100	East RR Subregion Administration	0	0	0	14,422	14,422	14,855	15,300	15,759	16,232	Parks services staff costs for RR invasive plant management (non-heribicide treatment) at BOS, CRA
183	59722	Transfer to Asset Management	OVR152-100	East RR Subregion Administration	0	0	0	20,000	17,606	2,021	2,031	1,829	1,866	Placeholder Asset Management, higher in first few years
184	59702	Transfer to Resource Recovery	OVR152-100	East RR Subregion Administration	290,982	290,982	299,711	283,409	283,409	291,911	300,669	309,689	318,979	A102 Resource Recovery Placeholder, 70% (20% to A116 recycling allocation service and 10% to A119 compost allocation service)
185	59500	Transfer to Other Service			1,130,449	1,130,449	1,132,245	1,199,969	1,197,575	909,819	920,108	937,676	955,663	
186	59510	Transfer to Other Service - General Admin. Fee	OVR152-100	East RR Subregion Administration	79,682	79,682	82,072	79,216	79,216	81,592	84,040	86,561	89,158	General Admin Placeholder
187	59510	Transfer to Other Service - General Admin. Fee			79,682	79,682	82,072	79,216	79,216	81,592	84,040	86,561	89,158	
188	59520	Transfer to Other Service - IT Fee	OVR152-100	East RR Subregion Administration	5,549	5,549	5,715	9,954	9,954	10,253	10,560	10,877	11,203	IT
189	59520	Transfer to Other Service - IT Fee			5,549	5,549	5,715	9,954	9,954	10,253	10,560	10,877	11,203	
190	59550	Transfer to Other Service - Environmental Services Fee	OVR152-100	East RR Subregion Administration	60,326	60,326	62,136	67,873	67,873	69,909	72,006	74,167	76,392	Placeholder A100 80% (10% to recycling allocation service and 10% to compost allocation service)
191	59550	Transfer to Other Service - Environmental Services Fee			60,326	60,326	62,136	67,873	67,873	69,909	72,006	74,167	76,392	
192	60000	Capital Expenditures	CAP1020-100	CRE LF - 2019 Asbestos Area	50,000	0	0	0	0	50,000	0	0	0	Development of separate Asbestos area - advance once wedge lease obtained
193	60000	Capital Expenditures	CAP1659-100	East - Rural residents organics self-haul containers	0	0	0	11,600	11,600	0	0	0	0	CBT funded self-haul containers, kitchen catchers, stickers for containers etc. for rural residents with access to
194	60000	Capital Expenditures	CAP1654-100	East - Bear proof self-haul drop off containers	0	0	0	0	0	30,000	0	0	0	CBT Funded Bear Proof self-haul drop off containers at BOS/CRA (\$15k each)
195	60000	Capital Expenditures	CAP1115-100	TOC-2020/21-Septage Receiving Facility	1,730,480	0	0	1,730,480	1,730,480	0	0	0	0	Town procured assessment and design; awaiting funding and argreement with Town; decom old pits following construction.
196	60000	Capital Expenditures	CAP268-100	ENV - RR - Purchase of Land	515,000	515,000	0	0	0	0	0	0	0	Moved to 2025
197	60000	Capital Expenditures	CAP759-100	CRE LF - Phase 1C/D Closure, Stabilizing Berm, and Drainage	225,000	109,356	0	175,000	175,000	0	0	0	0	1C/D & Berm design to proceed once LKB land transfer completed
198	60000	Capital Expenditures	CAP759-101	CRE LF - Phase 1C/D Closure, Stabilizing Berm, and Drainage - Construction	0	8,725	2,031,480	1,950,000	1,950,000	0	0	0	0	1C/D & Berm construction works - options assessment underway 25/26 will refine construction costs; funding split 1/2 LT borrowing (Berm) & 1/2 LCReserve (Cell Closure)
199	60000	Capital Expenditures	CAP1226-100	CRE Landfill Closure Phase 2A	0	0	0	0	0	0	0	0	0	Closure design est 2031/\$100k; closure construction est 2032/\$1.7M
200	60000	Capital Expenditures	CAP1227-100	CRE Landfill development Phase 2B	0	0	0	0	0	0	0	0	50,000	Landfill development for Phase 2B, design in 30, construction 31/\$400K

S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
201	60000	Capital Expenditures	CAP976-100	RR - East Subregion - Ecodepot Infrastructure	35,000	0	0	35,000	35,000	0	0	0	0	Previous estimate of \$35K for site prep/containers/supplies/training. Move to Contracted Services, unless ERRC elects to develop eco-depot in house
202	60000	Capital Expenditures	CAP1234-100	Legacy Landfills	120,000	17,706	0	367,000	367,000	0	0	0	0	\$75k (as a start, may need more in 2027) Stage 1/2 (CSR) for BOS (only site that needs SDS). \$8k to address ENV comments on LF Criteria Closure Plans, submitted in 2025. \$8k for LOO amendment support for BOS.
203	60000	Capital Expenditures	CAP1530-100	RR - EAST - Legacy Landfill Closures	0	15,000	0	100,000	100,000	0	100,000	100,000	0	Place holder BOS closure. BOS in 2029 as CSR closure (additional investigation) is required, as well as LOO amendment (1-3 yr timeline).
204	60000	Capital Expenditures	CAP977-100	BOS TS - 2019 Washroom	0	0	0	0	0	57,000	0	0	0	Well/septic/washroom install
205	60000	Capital Expenditures	CAP978-100	CRA TS - 2019 Washroom	44,300	0	0	0	0	44,300	0	0	0	Washroom with well/septic Possibly creek source
206	60000	Capital Expenditures	CAP1537-100	CRE - Waste Spotter Building	15,000	15,000	0	0	0	0	0	0	0	Purchase of KOK shack from CRR - est value \$10K value (includes transport & power hook-up cost)
207	60000	Capital Expenditures	CAP1565-100	CRE Iron Grizzly Plates	32,000	33,977	16,000	17,850	17,850	0	18,921	0	20,056	Replacement Iron Grizzly Plates used for alternate daily cover on landfill active face (used instead of soil - saves airspace and cost); 2 plates in 26/28: rolling stock replacement
208	60000	Capital Expenditures	CAP1658-100	CRE - Litter Fence	0	0	0	15,000	15,000	0	0	0	0	Litter Fence \$15k
209	60000	Capital Expenditures	CAP1660-100	Roll off bins	0	0	20,000	20,000	20,000	0	20,000	0	20,000	rolling stock roll off bins (CAP 1323 in 25)
210	60000	Capital Expenditures			2,766,780	714,764	2,067,480	4,421,930	4,421,930	181,300	138,921	100,000	90,056	

S186 - Refuse Disposal East Subregion - 5 Year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
211	TOTAL EXPENSES				6,245,634	4,673,340	5,288,250	8,310,655	8,045,574	3,675,607	3,782,452	3,896,302	3,989,859	
212	TOTAL CAP EXPENDITURES				2,766,780	714,764	2,067,480	4,421,930	4,421,930	181,300	138,921	100,000	90,056	
213	TOTAL OPERATING EXPENSES (no CAP)				3,478,854	3,958,576	3,220,770	3,888,725	3,623,644	3,494,307	3,643,531	3,796,302	3,899,802	
214	BORROWING				208,831	177,692	420,169	299,704	299,704	651,604	779,701	767,801	755,901	
215	CONT TO RESERVES				555,344	1,157,235	486,247	928,402	665,715	541,236	422,563	624,704	699,141	
216	TIPPING FEES				-1,366,097	-1,307,954	-1,407,079	-1,403,075	-1,391,663	-1,475,163	-1,563,673	-1,657,493	-1,740,368	
217	TAXATION				-1,552,522	-1,552,522	-1,682,599	-1,698,324	-1,698,324	-1,783,240	-1,836,738	-1,891,840	-1,948,595	
218	TOTAL REVENUE				-6,246,015	-4,846,821	-5,288,248	-8,137,712	-8,045,574	-3,675,607	-3,782,452	-3,896,302	-3,989,859	
219	SURPLUS/DEFICIT				0	-173,481	0	0	0	0	0	0	0	
221	2,826,905.91			Opening Regular Reserve Balance	-796,412	-342,479	-756,400	-532,083	-532,083	-80,260	-149,249	-211,943	-515,699	
222				Transfer From Regular Reserves	296,300	66,683	36,000	729,850	729,850	151,300	38,921	0	50,000	
223				Contribution to Regular Reserves	-256,287	-256,287	-205,299	-540,714	-278,027	-220,288	-101,615	-303,756	-378,193	
224				Net Change for Year	40,013	-189,604	-169,299	189,136	451,823	-68,988	-62,694	-303,756	-328,193	
225				Year End Regular Reserve	-756,400	-532,083	-925,699	-342,947	-80,260	-149,249	-211,943	-515,699	-843,892	
226														
227				Opening Landfill Closure Reserve Balance	-1,043,613	-1,081,890	-1,099,561	-1,853,482	-1,853,482	-1,159,430	-1,440,377	-1,440,377	-1,440,377	
228				Transfer From LC Reserves	225,000	109,356	0	975,000	975,000	0	0	0	0	
229				Contribution to LC Reserves	-280,948	-880,948	-280,948	-280,948	-280,948	-280,948	-280,948	-280,948	-280,948	
230				Net Change for Year	-55,948	-771,592	-280,948	694,052	694,052	-280,948	0	0	0	
231				Year End LC Reserve	-1,099,561	-1,853,482	-1,380,509	-1,159,430	-1,159,430	-1,440,377	-1,440,377	-1,440,377	-1,440,377	
232														
233				Opening Stabillizatio Reserve Balance	-1,116,392	-1,116,392	-319,501	-319,121	-319,121	-405,861	-405,861	-405,861	-405,861	
234				Transfer From Stabilization Reserves	815,000	815,000	0	0	0	0	0	0	0	
235				Contribution to Stabilization Reserves	-17,729	-17,729	0	-86,740	-86,740	0	0	0	0	
236				Net Change for Year	797,271	797,271	0	-86,740	-86,740	0	0	0	0	
237				Year End Stabilization Reserve	-319,121	-319,121	-319,501	-405,861	-405,861	-405,861	-405,861	-405,861	-405,861	
238				Total Reserves	-2,175,081	-2,704,686	-2,625,708	-1,908,238	-1,645,551	-1,995,487	-2,058,182	-2,361,938	-2,690,131	
239				CGF	-105,459									

A116 - Recycling Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDAETD 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	42035	User Fees - Specified	OPR639-100	East Recycling - General	-186,184	-172,871	-190,058	-178,057	-178,057	-183,399	-188,901	-194,568	-200,405	RBC Financial Incentive
2	42035	User Fees - Specified	OPR641-100	West Recycling - General	-24,553	-24,553	-24,553	-24,553	-24,553	-24,553	-24,553	-24,553	-24,553	Placeholder - transfer of RBC Incentives for SR equalization
3	42035	User Fees - Specified			-210,736	-197,424	-214,611	-202,610	-202,610	-207,951	-213,453	-219,120	-224,957	
4	43025	Grants - Specified	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
5	43025	Grants - Specified			0	0	0	0	0	0	0	0	0	
6	43100	Proceeds from Borrowing	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
7	43100	Proceeds from Borrowing			0	0	0	0	0	0	0	0	0	
8	43200	Proceeds from Equipment Financing	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
9	43200	Proceeds from Equipment Financing			0	0	0	0	0	0	0	0	0	
10	43505	External Contributions & Contracts - Specified	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
11	43505	External Contributions & Contracts - Specified			0	0	0	0	0	0	0	0	0	
12	45000	Transfer from Reserves	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
13	45000	Transfer from Reserves			0	0	0	0	0	0	0	0	0	
14	45716	Transfer from Recycling Program - East Subregion	OPR639-100	East Recycling - General	-349,023	-349,022	-366,507	-391,696	-395,006	-343,307	-352,064	-361,053	-370,280	Taxation Revenue from S186
15	45500	Transfer from Other Service			-349,023	-349,022	-366,507	-391,696	-395,006	-343,307	-352,064	-361,053	-370,280	
16	49100	Prior Year Surplus	OPR639-100	East Recycling - General	-39,463	9,087	0	58,125	58,125	0	0	0	0	Prior year surplus/deficit
17	49100	Prior Year Surplus			-39,463	9,087	0	58,125	58,125	0	0	0	0	
18	TOTAL REVENUE				-599,223	-537,359	-581,118	-536,181	-539,491	-551,258	-565,517	-580,173	-595,237	
19	51010	Salaries	OPR639-100	East Recycling - General	183,253	185,588	188,750	153,336	153,336	161,169	166,004	170,984	176,114	RWE Based on Salary worksheet (2.5% in 26 and 3% subsequent yrs)
20	51010	Salaries	OPR622-100	East Lead Hand	11,847	5,924	12,203	11,357	15,899	16,376	16,867	17,373	17,894	Based on Salary worksheet, 30% allocated to A116
21	51010	Salaries			195,100	191,512	200,953	164,693	169,235	177,545	182,871	188,357	194,008	
22	51020	Overtime	OPR639-100	East Recycling - General	800		800	800	800	800	800	800	800	Limited budget for emerg coverage
23	51020	Overtime			800	0	800	800	800	800	800	800	800	
24	51030	Benefits	OPR639-100	East Recycling - General	45,813	51,097	44,468	44,468	44,468	40,292	41,299	42,332	43,390	RWEs; Based on Salary Worksheet
25	51030	Benefits	OPR622-100	East Lead Hand	3,237	1,619	3,318	3,293	4,611	4,726	4,844	4,966	5,090	Based on Salary worksheet, 30% allocated to A116
26	51030	Benefits			49,051	52,716	50,277	47,761	49,079	45,018	46,144	47,297	48,480	
27	51050	Employee Health & Safety	OPR639-100	East Recycling - General	2,000	400	2,000	2,000	2,000	2,000	2,000	2,000	2,000	RWE footwear, jackets, training, safety check-in monitoring, based estimate provided by H&S coord
28	51060	Employee Recognition	OPR639-100	East Recycling - General	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000	Employee Recognition
29	51050	Employee Health & Safety			2,000	400	2,000	3,000	3,000	3,000	3,000	3,000	3,000	

A116 - Recycling Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDAETD 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
30	51500	Directors - Allowance & Stipend	OPR639-100	East Recycling - General	4,298	4,298	4,384	4,384	4,384	4,384	4,471	4,561	4,652	30% allocated to A116
31	51500	Directors - Allowance & Stipend			4,298	4,298	4,384	4,384	4,384	4,384	4,471	4,561	4,652	
32	51560	Directors - Travel	OPR639-100	East Recycling - General	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	30% allocated to A116
33	51560	Directors - Travel			1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
34	52010	Travel	OPR639-100	East Recycling - General	300	100	300	300	300	300	300	300	300	RWE - mileage for field staff training/development/out of area shift coverage (LH coverage);
35	52010	Travel	OPR622-100	East Lead Hand	5,036	1,000	5,287	2,000	2,000	2,100	2,205	2,315	2,431	Fully accounting to S186 service; vacant portion of year
36	52010	Travel			5,336	1,100	5,587	2,300	2,300	2,400	2,505	2,615	2,731	
37	52020	Learning and Professional Development	OPR639-100	East Recycling - General	1,500	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	RWE training/development
38	52020	Education & Training			1,500	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	
39	53020	Admin, Office Supplies & Postage	OPR639-100	East Recycling - General	100	100	100	100	100	100	100	100	100	Gen supplies
40	53020	Admin, Office Supplies & Postage			100	100	100	100	100	100	100	100	100	
41	53030	Communication	OPR639-100	East Recycling - General	2,072	1,829	2,113	1,873	1,873	1,910	1,948	1,987	2,027	RWE cell allowance
42	53030	Communication			2,072	1,829	2,113	1,873	1,873	1,910	1,948	1,987	2,027	
43	53040	Advertising	OPR639-100	East Recycling - General	2,172	500	2,172	500	500	500	500	500	500	Ads, brochures
44	53040	Advertising			2,172	500	2,172	500	500	500	500	500	500	
45	53050	Insurance	OPR639-100	East Recycling - General	0	26	0	0	26	27	27	28	28	MIABC
46	53050	Insurance			0	26	0	0	26	27	27	28	28	
47	54020	Professional Fees	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
48	54020	Professional Fees			0	0	0	0	0	0	0	0	0	
49	54030	Contracted Services	OPR639-100	East Recycling - General	97,910	116,423	100,847	119,217	119,217	122,078	125,008	128,008	131,080	Satellite hauling; ICI contract
50	54030	Contracted Services	OPR615-100	EAST - RBC Depot Maintenance	6,031	0	6,212	0	0	0	0	0	0	Move to OPR639-100; Garbage, portable toilets
51	54030	Contracted Services	OPR615-100	EAST - RBC Depot Maintenance	5,000	0	15,450	0	0	0	0	0	0	Move to OPR639-100; Snow removal services
52	54030	Contracted Services			108,941	116,423	122,509	119,217	119,217	122,078	125,008	128,008	131,080	
53	55010	Repairs & Maintenance	OPR639-100	East Recycling - General	1,000	2,355	1,000	1,500	1,500	1,500	1,500	1,500	1,500	General repairs
54	55010	Repairs & Maintenance			1,000	2,355	1,000	1,500	1,500	1,500	1,500	1,500	1,500	
55	55020	Operating Supplies	OPR639-100	East Recycling - General	2,000	1,522	2,000	1,500	1,500	1,500	1,500	1,500	1,500	General site supplies & signage
56	55020	Operating Supplies			2,000	1,522	2,000	1,500	1,500	1,500	1,500	1,500	1,500	
57	55030	Equipment	OPR639-100	East Recycling - General	500	400	500	500	500	500	500	500	500	General equip
58	55030	Equipment			500	400	500	500	500	500	500	500	500	
59	55040	Utilities	OPR639-100	East Recycling - General	3,498	1,000	3,603	1,500	1,500	1,545	1,591	1,639	1,688	Power, propane
60	55040	Utilities			3,498	1,000	3,603	1,500	1,500	1,545	1,591	1,639	1,688	

A116 - Recycling Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDAETD 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
61	55060	Rentals	OPR639-100	East Recycling - General	39,556	40,000	40,347	43,000	43,000	43,860	44,737	45,632	46,545	Based on depot lease CCW & RIO (\$1K annual)
62	55060	Rentals			39,556	40,000	40,347	43,000	43,000	43,860	44,737	45,632	46,545	
63	56110	Short-Term Financing Interest	OVR152-100	East RR Subregion Administration	1,679	1,679	0	0	0	0	0	0	0	Repayment of short term loan for RBC infrastructure (expired 25)
64	56110	Short-Term Financing Interest			1,679	1,679	0	0	0	0	0	0	0	
65	56120	Short-Term Financing Principal	OVR152-100	East RR Subregion Administration	55,910	55,910	0	0	0	0	0	0	0	Repayment of short term loan for RBC infrastructure (expired 25)
66	56120	Short-Term Financing Principal			55,910	55,910	0	0	0	0	0	0	0	
67	59000	Contribution to Reserve	OPR639-100	East Recycling - General	4,000	4,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	Regular reserve - for asset replacement
68	59000	Contribution to Reserve			4,000	4,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	
69	59702	Transfer to Resource Recovery	OPR639-100	East Recycling - General	83,138	83,139	85,632	85,632	80,974	83,403	85,905	88,482	91,137	A102 Resource Recovery Placeholder; 20% of S186 transfer to A102
70	59702	Transfer to Resource			83,138	83,139	85,632	85,632	80,974	83,403	85,905	88,482	91,137	
71	59510	Transfer to Other Service - General Admin. Fee	OPR639-100	East Recycling - General	25,445	25,446	26,208	26,208	27,574	28,401	29,253	30,131	31,035	General Admin Placeholder
72	59510	Transfer to Other Service -			25,445	25,446	26,208	26,208	27,574	28,401	29,253	30,131	31,035	
73	59520	Transfer to Other Service - IT Fee	OPR639-100	East Recycling - General	2,587	2,588	2,665	3,445	3,445	3,548	3,655	3,764	3,877	IT Placeholder
74	59520	Transfer to Other Service -			2,587	2,588	2,665	3,445	3,445	3,548	3,655	3,764	3,877	
75	59550	Transfer to Other Service - Environmental Services	OPR639-100	East Recycling - General	7,541	7,542	7,767	7,767	8,484	8,739	9,001	9,271	9,549	A100 Enviro Services Placeholder 10% of S186 transfer to A100
76	59550	Transfer to Other Service - Environmental Services			7,541	7,542	7,767	7,767	8,484	8,739	9,001	9,271	9,549	
77	60000	Capital Expenditures	OPR639-100	East Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder, new bins, site works
78	60000	Capital Expenditures			0	0	0	0	0	0	0	0	0	
79	TOTAL EXPENSES				599,223	595,484	581,118	536,180	539,491	551,258	565,517	580,173	595,237	
80	TOTAL REVENUE				-599,223	-537,359	-581,118	-536,181	-539,491	-551,258	-565,517	-580,173	-595,237	
81	SURPLUS/DEFICIT				0	58,125	-0	0	0	0	0	0	0	
83				Regular Reserve	-12,229	-12,229	-16,229	-16,229	-16,229	-34,229	-52,229	-70,229	-88,229	
84				Transfer From Reserve	0	0	0	0	0	0	0	0	0	
85				Contribution to Reserve	-4,000	-4,000	-18,000	-18,000	-18,000	-18,000	-18,000	-18,000	-18,000	
86				Net Change for Year	-4,000	-4,000	-18,000	-18,000	-18,000	-18,000	-18,000	-18,000	-18,000	
87				Year End Reserve	-16,229	-16,229	-34,229	-34,229	-34,229	-52,229	-70,229	-88,229	-106,229	
88														



A119 - Organics Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	42020	Sale of Services	OPR642-100	East Organics - General	-29,669	-23,187	-44,503	-34,781	-30,143	-36,172	-43,406	-47,747	-52,522	Placeholder compost tipping fees - Creston curbside and minimal self haul (little to no ICI/AG yet and subsidized low TF for organics)
2	42020	Sale of Services			-29,669	-23,187	-44,503	-34,781	-30,143	-36,172	-43,406	-47,747	-52,522	
3	42030	User Fees	OPR642-100	East Organics - General	-2,163	0	-1,114	-1,114	-1,114	-1,137	-1,159	-1,182	-1,206	Placeholder, Sales of finished compost; donated to Fields Forward in 25
4	42030	User Fees			-2,163	0	-1,114	-1,114	-1,114	-1,137	-1,159	-1,182	-1,206	
5	43025	Grants - Specified	CAP1114-100	CRE LF-2020/21 Composting Facility	0	0	0	0	0	0	0	0	0	Placeholder
6	43025	Grants - Specified			0	0	0	0	0	0	0	0	0	
7	43100	Proceeds from Borrowing	OPR642-100	East Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
8	43200	Proceeds from Equipment Financing	OPR642-100	East Organics - General	0	0	0	-180,000	-180,000	0	0	0	0	Purchase of Loader
9		Proceeds from Borrowing			0	0	0	-180,000	-180,000	0	0	0	0	
10	45000	Transfer from Reserves	OPR642-100	East Organics - General	0	0	0	-15,000	-45,000	-155,000	0	0	0	Regular Reserves - 26 Portion of CAP to offset S186 subsidy; 27 for leachate works
11	45000	Transfer from Reserves			0	0	0	-15,000	-45,000	-155,000	0	0	0	
12	45719	Transfer from Organics Program - East	OPR642-100	East Organics - General	-478,435	-478,434	-459,017	-487,771	-465,123	-257,725	-240,044	-239,346	-238,305	Placeholder Transfer from S186 - organics (subsidization)
13	45719	Transfer from Other Service			-478,435	-478,434	-459,017	-487,771	-465,123	-257,725	-240,044	-239,346	-238,305	
14	49100	Prior Year Surplus	OPR642-100	East Organics - General	-163,165	-154,269	0	-146,819	-146,819	0	0	0	0	Placeholder projected actual surplus/deficit of previous year; ~\$200k transferred from S186 Reg Reserves for leachate management & irrigation works; project carried over multiple phases
15	49100	Prior Year Surplus			-163,165	-154,269	0	-146,819	-146,819	0	0	0	0	
16	TOTAL REVENUE				-673,432	-655,890	-504,634	-865,485	-868,199	-450,034	-284,610	-288,276	-292,033	
17	TIPPING FEES				-29,669	-23,187	-44,503	-34,781	-30,143	-36,172	-43,406	-47,747	-52,522	
18	CAP FUNDING SUBTOTAL				0	0	0	-195,000	-225,000	-155,000	0	0	0	
19	51010	Salaries	OPR642-100	East Organics - General	0	0	0	29,927	29,927	40,900	40,900	40,900	40,900	Hire in spring for training, start June in house operations, PT (25hrs)
20	51010	Salaries			0	0	0	29,927	29,927	40,900	40,900	40,900	40,900	
21	51020	Overtime	OPR642-100	East Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
22	51020	Overtime			0	0	0	0	0	0	0	0	0	
23	51030	Benefits	OPR642-100	East Organics - General	0	0	0	8,679	8,679	11,861	12,158	12,462	12,773	Hire in spring for training, start June
24	51030	Benefits			0	0	0	8,679	8,679	11,861	12,158	12,462	12,773	
25	51050	Employee Health & Safety	OPR642-100	East Organics - General	100	0	100	4,000	4,000	1,800	1,800	1,800	1,800	Ops footwear, jackets, training, safety check-in monitoring. Added 2 pairs per person coveralls/gloves (\$350). 2026 increased cost to account for supply purchase for start-up, including handwash station.
26	51060	Employee Recognition	OPR642-100	East Organics - General	0	0		200	200	200	200	200	200	Employee Recognition
27	51050	Employee Health & Safety			100	0	100	4,200	4,200	2,000	2,000	2,000	2,000	
28	51500	Directors - Allowance & Stipend	OPR642-100	East Organics - General	2,122	2,122	2,164	2,164	2,164	2,208	2,252	2,297	2,343	Based on 10% up to 14 RR meetings (4 directors) + 4 Chair meetings
29	51500	Directors - Allowance & Stipend			2,122	2,122	2,164	2,164	2,164	2,208	2,252	2,297	2,343	
30	51560	Directors - Travel	OPR642-100	East Organics - General	500	500	500	500	500	500	500	500	500	Based on 10% up to 14 RR meetings (4 directors)
31	51560	Directors - Travel			500	500	500	500	500	500	500	500	500	

A119 - Organics Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
														Mileage for ops staff to/from Central Facility to CRE for training and AV/SS coverage. FY1 assumes only 6 months of in-house operations, but more frequent trips (6 Low, 8 High) due to training with CEN operator, plus 5 days coverage for AV/SS. FY2 assumes 4 trips (Low), 6 trips (High), plus 10 days coverage for AV/SS.
32	52010	Travel	OPR642-100	East Organics - General	0	0	0	1,508	1,508	1,893	1,931	1,970	2,009	
33	52010	Travel			0	0	0	1,508	1,508	1,893	1,931	1,970	2,009	
34	52020	Learning and Professional Development	OPR642-100	East Organics - General	0	0	0	5,000	5,000	1,000	1,020	1,040	1,061	Compost operations training. Higher in FY1 for CCC cert, other compost training options. FY2 is ~70% of A120 budget.
35	52020	Education & Training			0	0	0	5,000	5,000	1,000	1,020	1,040	1,061	
36	52030	Memberships, Dues & Subscriptions	OPR642-100	East Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
37	52030	Memberships, Dues & Subscriptions			0	0	0	0	0	0	0	0	0	
38	53020	Admin, Office Supplies & Postage	OPR642-100	East Organics - General	300	150	300	300	300	300	300	300	300	Shipping samples, sampling supplies, etc
39	53020	Admin, Office Supplies & Postage			300	150	300	300	300	300	300	300	300	
40	53030	Communication	OPR642-100	East Organics - General	794	684	826	2,164	2,164	1,389	1,445	1,502	1,562	Monthly cell for operator (assumes \$45/mo, starting May; plus new phone), internet for facility \$64/mo.
41	53030	Communication			794	684	826	2,164	2,164	1,389	1,445	1,502	1,562	
42	53040	Advertising	OPR642-100	East Organics - General	1,500	500	1,000	750	750	1,000	1,000	1,000	1,000	On-going Education/Communciation costs, including compost sales advertising
43	53040	Advertising			1,500	500	1,000	750	750	1,000	1,000	1,000	1,000	
44	53050	Insurance	OPR642-100	East Organics - General	1,040	521	1,061	534	534	545	555	567	578	Compost facility
45	53050	Insurance			1,040	521	1,061	534	534	545	555	567	578	
46	53080	Licence & Permits	OPR642-100	East Organics - General	208	0	212	250	250	250	250	250	250	GW license annual rent. Still do not have license acceptance from province. Estimating its received in 2026.
48	53080	Licence & Permits	OPR642-100	East Organics - General	300	0	300	0	0	0	0	0	0	Remove; did not adopt ReoTemp software
49	53080	Licence & Permits			508	0	512	250	250	250	250	250	250	
50	54040	Consulting Fees	OPR642-100	East Organics - General	0	0	0	1,000	1,000	0	0	0	0	Transform Compost Systems virtual support for new operator
51	54040	Consulting Fees			0	0	0	1,000	1,000	0	0	0	0	
52	54030	Contracted Services	OPR642-100	East Organics - General	192,000	200,948	197,760	79,500	79,500	0	0	0	0	\$15.9k/mo to May 31, then transition to in-house
														2026 onward: OMRP required sampling; \$3k for lab samples and collection, \$3k contingency for quality failure retesting, \$6k for water monitoring based on 3 wells to sample 2x/yr, leachate pond sampling, reporting etc. Added 2% annual adjustment for increases to lab sampling costs and analysis etc. Draining Leachate Pond: Assumes 5 pond draining events in 2026, then with pond expansion 2 per year after.
53	54030	Contracted Services	OPR642-100	East Organics - General	46,000	56,000	30,000	60,000	60,000	35,000	35,700	36,414	37,142	
54	54030	Contracted Services			238,000	256,948	227,760	139,500	139,500	35,000	35,700	36,414	37,142	
55	55010	Repairs & Maintenance	OPR642-100	East Organics - General	2,000	1,800	2,000	2,000	2,000	2,000	2,000	2,000	2,000	Facility & small equipment, i.e. generator/mixer
														Loader maintenance costs. Tires need replacement every 4 years. If buying new buy with winters, and run winters YR to reduce costs. FY1 is for 6 months of in-house operations.
56	55010	Repairs & Maintenance	OPR642-100	East Organics - General	0	0	0	3,750	3,750	7,650	7,880	8,116	8,359	
57	55010	Repairs & Maintenance			2,000	1,800	2,000	5,750	5,750	9,650	9,880	10,116	10,359	
58	55020	Operating Supplies	OPR642-100	East Organics - General	500	423	500	2,500	2,500	2,500	2,500	2,500	2,500	General supplies, winter sand

A119 - Organics Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
59	55020	Operating Supplies			500	423	500	2,500	2,500	2,500	2,500	2,500	2,500	
60	55030	Equipment	OPR642-100	East Organics - General	500	0	250	4,000	4,000	500	500	500	500	Sampling & testing equipment. Solvita test kits, pie plates, thermos etc. for field tests; FY1 higher due to start-up costs (hand tool purchase etc).
61	55030	Equipment			500	0	250	4,000	4,000	500	500	500	500	
62	55040	Utilities	OPR642-100	East Organics - General	1,870	2,899	2,057	3,189	3,189	3,253	3,318	3,385	3,452	Power. Assumes 10% in 2026 due to increased tonnages, then 2% thereafter
63	55050	Vehicles	OPR642-100	East Organics - General	0	0	0	3,520	3,520	7,181	7,396	7,618	7,847	Fuel - loader - remove if go electric; reallocate some cost to line above (power)
64	55060	Rentals	OPR642-100	East Organics - General	0	0	0	8,600	8,600	9,920	10,218	10,524	10,840	Screening of finished compost in late summer. \$100/hr of screening time for rental cost, plus transportation (split with A120), 10% increase in 2027 to account for increased tonnage. \$100/month for portapotty rental (6 months in 2026).
65	55040	Utilities			1,870	2,899	2,057	15,309	15,309	20,354	20,932	21,527	22,139	
66	56110	Short-Term Financing Interest	CAP1384-100	CRE LF-2022 Composting Facility	14,961	8,785	5,013	5,077	5,077	0	0	0	0	Repayment of short term 5 yr loan for compost facility (\$834K; Reso 361/21; expires 26)
67	56610	Equipment Financing Interest	CAP1656-100	East Organics - Loader	0	0	0	1,255	1,255	5,149	4,034	2,893	1,695	Interest - 5yr repayment for loader.
68	56110	Short-Term Financing Interest			14,961	8,785	5,013	6,332	6,332	5,149	4,034	2,893	1,695	
69	56120	Short-Term Financing Principal	CAP1384-100	CRE LF-2022 Composting Facility	166,954	166,954	166,965	166,965	166,965	0	0	0	0	Repayment of short term 5 yr loan for compost facility (\$834K; Reso 361/21; expires 26)
70	56620	Equipment Financing Principal	CAP1656-100	East Organics - Loader	0	0	0	5,540	5,540	33,894	35,009	36,150	37,348	Prinicial - 5yr repayment for loader.
71	56120	Short-Term Financing Principal			166,954	166,954	166,965	172,505	172,505	33,894	35,009	36,150	37,348	
72	59000	Contribution to Reserve	OPR642-100	East Organics - General	5,000	5,000	5,000	167,750	167,750	45,000	45,000	45,000	45,000	Transfer to regular reserves - for asset replacement - consider increasing depending on AMP; \$162k remaining funds from S186 reserves on hold for work in 27
73	59000	Contribution to Reserve			5,000	5,000	5,000	167,750	167,750	45,000	45,000	45,000	45,000	
74	59712	Transfer to Project Management	CAP1384-100	CRE LF-2022 Composting Facility	0	0	0	1,000	5,000	10,000	0	0	0	Placeholder, A112 PM fees
75	59722	Transfer to Asset Management	OPR642-100	East Organics - General	0	0	0	5,000	5,000	5,000	1,000	1,000	1,000	Placeholder Asset Management, higher in first few years
76	59702	Transfer to Resource Recovery	OPR642-100	East Organics - General	41,569	41,569	42,816	42,608	40,487	41,499	42,537	43,600	44,690	A102 Resource Recovery Placeholder; 10% of S186 transfer to A102
77	59500	Transfer to Other Service			41,569	41,569	42,816	48,608	50,487	56,499	43,537	44,600	45,690	
78	59510	Transfer to Other Service - General Admin. Fee	OPR642-100	East Organics - General	7,803	7,804	8,037	7,998	8,645	8,861	9,083	9,310	9,542	General Admin Placeholder
79	59510	Transfer to Other Service -			7,803	7,804	8,037	7,998	8,645	8,861	9,083	9,310	9,542	
80	59520	Transfer to Other Service - IT Fee	OPR642-100	East Organics - General	4,870	4,870	5,016	4,961	4,961	5,085	5,212	5,342	5,476	Placeholder IT
81	59520	Transfer to Other Service -			4,870	4,870	5,016	4,961	4,961	5,085	5,212	5,342	5,476	
82	59550	Transfer to Other Service - Environmental Services Fee	OPR642-100	East Organics - General	7,541	7,542	7,767	8,295	8,484	8,696	8,914	9,136	9,365	A100 Enviro Services Placeholder 10% of S186 transfer to A100
83	59550	Transfer to Other Service - Environmental Services Fee			7,541	7,542	7,767	8,295	8,484	8,696	8,914	9,136	9,365	
84	60000	Capital Expenditures	CAP1384-100	CRE LF-2022 Composting Facility	175,000	0	0	20,000	20,000	155,000	0	0	0	Larger leachate pond or other leachate management (transfer from S186 to A119 in 2024 to fund from S186 Reg Reserves); outlet ditch in 26, remainder moved to 27
85	60000	Capital Expenditures	CAP1656-100	CRE-Compost Loader	0	0	0	180,000	180,000	0	0	0	0	New loader for in house operations; may include charging station if electric

A119 - Organics Program East Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
86	60000	Capital Expenditures	CAP1384-100	CRE LF-2022 Composting Facility	0	0	25,000	25,000	25,000	0	0	0	0	Irrigation system (transfer from S186 to A119 in 2024 to fund from S186 Reg Reserves)
87	60000	Capital Expenditures			175,000	0	25,000	225,000	225,000	155,000	0	0	0	
88	TOTAL EXPENSES				673,432	509,072	504,709	865,483	868,199	450,034	284,610	288,276	292,033	
89	Operating expenses				498,432	509,072	479,709	640,483	643,199	295,034	284,610	288,276	292,033	
90	TOTAL REVENUE				-673,432	-655,890	-504,634	-865,485	-868,199	-450,034	-284,610	-288,276	-292,033	
91	SURPLUS/DEFICIT				0	-146,819	0	0	0	0	0	0	0	
93					Regular Reserve	-14,941	-14,941	-19,941	-19,941	-142,691	-32,691	-77,691	-122,691	
94					Transfer From Reserve	0	0	0	15,000	45,000	155,000	0	0	
95					Contribution to Reserve	-5,000	-5,000	-5,000	-167,750	-167,750	-45,000	-45,000	-45,000	
96					Net Change for Year	-5,000	-5,000	-5,000	-152,750	-122,750	110,000	-45,000	-45,000	
97					Year End Reserve	-19,941	-19,941	-24,941	-172,691	-142,691	-32,691	-77,691	-122,691	
98														

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	41010	Requisitions			-3,988,469	-3,988,469	-4,027,207	-4,117,260	-4,094,006	-4,211,564	-4,372,217	-4,502,881	-4,637,932	3% year after year
2	41020	Grants in lieu of Taxes	OVR153-100	Central RR Subregion Administration	-10,725	-39,241	-10,725	-39,634	-39,634	-40,427	-41,235	-42,060	-42,901	Placeholder (Avg of 24/25)
3	41020	Grants in lieu of Taxes			-10,725	-39,241	-10,725	-39,634	-39,634	-40,427	-41,235	-42,060	-42,901	
4	42020	Sale of Services	OPR293-100	BAL Facility O&M	-203,710	-228,636	-209,821	-240,903	-243,269	-257,865	-273,337	-289,737	-304,224	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
5	42020	Sale of Services	OPR296-100	CEN Facility O&M	-126,847	-97,604	-130,652	-102,081	-103,850	-110,081	-116,686	-123,687	-129,872	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
6	42020	Sale of Services	OPR300-100	KAS-Facility O& M	-185,728	-176,692	-191,300	-190,356	-188,001	-199,281	-211,238	-223,912	-235,107	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
7	42020	Sale of Services	OPR301-100	MAR-Facility O&M	-48,026	-40,324	-49,467	-42,690	-42,905	-45,479	-48,208	-51,101	-53,656	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
8	42020	Sale of Services	OPR303-100	GRO Facility O&M	-1,612,685	-1,543,541	-1,661,065	-1,647,903	-1,642,328	-1,740,868	-1,845,320	-1,956,039	-2,053,841	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
9	42020	Sale of Services	OPR418-100	YMR TF Ymir TS	-16,842	-23,119	-17,347	-23,983	-24,598	-26,074	-27,638	-29,297	-30,762	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
10	42025	Sales of Services Specified	OPR614-100	GRO - Compost	-1,102	-4,185	-2,204	-2,204	-2,204	-20,000	-20,000	-20,000	-20,000	Placeholder GRO compost.
11	42025	Sales of Services Specified	OPR296-100	CEN TS Septage	0	-163,144	0	0	-173,586	-184,001	-195,041	-206,743	-217,080	CEN Septage (previously accounted inOPR296-100); recently increased tipping fee portion to septage reserve
12	42020	Sale of Services			-2,194,940	-2,277,245	-2,261,857	-2,250,120	-2,420,741	-2,583,649	-2,737,468	-2,900,516	-3,044,542	Inflation at 2.4% in 2026, 2% subsequent yrs; plus 4/4/4/4/3% annual increase as per 5yr cost recovery recommendation
13	42030	User Fees	OVR153-100	Central RR Subregion Administration	-33,395	-30,424	-33,395	-30,494	-31,448	-32,077	-32,718	-33,373	-34,040	Estimate - waste soil disposal fees; scrap metal rebates (metal prices lower that past yrs); AVG 24/25
14	42030	User Fees			-33,395	-30,424	-33,395	-30,494	-31,448	-32,077	-32,718	-33,373	-34,040	
15	42035	User Fees - Specified	OPR590-100	ENV-Central MARR Program reimbursement	-14,256	-14,926	-14,399	-15,284	-15,284	-15,651	-16,027	-16,411	-16,805	Placeholder MARR reimbursement
16	42035	User Fees - Specified			-14,256	-14,926	-14,399	-15,284	-15,284	-15,651	-16,027	-16,411	-16,805	
17	43020	Grants	OVR153-100	Central RR Subregion Administration	-16,000	0	0	0	0	0	0	0	0	Placeholder: MIABC Grant for GRO railings (25 painting denied)
18	43020	Grants	OVR153-100	Central RR Subregion Administration	0	0	0	-8,000	-8,000	0	0	0	0	LGCAP & Fortis - for programmable thermostat project
19	43020	Grants	OVR153-100	Central RR Subregion Administration	0	0	0	-45,000	-45,000					Kaslo Power - solar (assumes 50% funding, rest by reserves)
20	43020	Grants	OVR153-100	Central RR Subregion Administration	0	0	0	-57,542	-57,542	-28,771	0	0	0	CBT Organics - Sept 30 2026 Interim Payment, January 30 2028 Final Payment for works in 27
21	43025	Grants - Specified	CAP1242-100	Regional curbside program development	-7,000	0	0	0	0	0	0	0	0	Rural curbside not to proceed;\$7k in 2025 OICP spending for diversion improvements and contamination reduction before funding deadline in March.
22	43035	Community Works Grants - Specified	OVR153-100	Central RR Subregion Administration	-150,000	0	-150,000	-150,000	-300,000	0	0	0	0	Areas D, E & F \$150k from 25 deferred into 26 for Community Works Grants (Kiosk, Hauling Building, Septage)
23	43025	Grants - Specified			-173,000	0	-150,000	-260,542	-410,542	-28,771	0	0	0	
24	43100	Proceeds from Borrowing	CAP1235-100	CEN - Legacy Landfills	0	0	0	0	0	0	0	0	0	Moved to reserve funded; Legacy Landfill closure works - 2026 - Balfour. 2028 Kaslo, Marblehead. 2029 Salmo.
25	43100	Proceeds from Borrowing	CAP1317-100	CEN RR -Subregion - Hauling Building	0	0	-1,500,000	0	0	-1,500,000	0	0	0	CEN fleet building (\$500k LT under RRP & \$1M ST)
26	43100	Proceeds from Borrowing	CAP767-100	NEL TS - Nelson Landfill Closure	0	0	-747,000	-747,000	-747,000	0	0	0	0	Consider grants and/or reserves? May be deferred to 2026
27	43100	Proceeds from Borrowing	OPR417-301	HBD Facility O&M	0	0	0	0	0	0	0	0	0	Remove
28	43100	Proceeds from Borrowing			0	0	-2,247,000	-747,000	-747,000	-1,500,000	0	0	0	



S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
29	43200	Proceeds from Equipment Financing	CAP970-100	ENV - RR - Roll Off Truck & Bin Replacement	-400,000	0	0	-248,133	-248,133	0	-260,540	0	-248,133	Truck and winch system - 25 purchase rolled into 2026; forecast replacement in 2030/31
30	43200	Proceeds from Equipment Financing	CAP972-100	ENV - RR - Waste Hauling Tractor Truck VIN:5KJJALD10LPLR5297	-350,000	0	0	-364,437	-364,437	0	-382,658	0	-364,437	Tractor - 25 purchase rolled into 2026; forecast replacement in 2030/31
31	43200	Proceeds from Equipment Financing	CAP1400-100	Central Loader	0	0	0	0	0	0	0	0	0	Moved to Reserve funded at end of 2024
32	43200	Proceeds from Equipment Financing	CAP1526-100	RO bin trailer	0	0	0	0	0	0	0	0	0	Roll off trailer - cost est reduced to \$75K; moved to reserve funded in 2025
33	43200	Proceeds from Equipment Financing	CAP1403-100	GRO fleet unit	0	0	0	0	0	0	0	0	0	moved to Reserve funded in 2025
34	43200	Proceeds from Equipment Financing	OVR153-100	Central RR Subregion Administration	-300,000	-267,215	-300,000	-300,000	-300,000	0	0	0	-300,000	Compacting trailers; unit ordered in 25 rolled into 26; another replacement in 2026 after time to test run other unit; forecast replacement in 2030/31
35	43200	Proceeds from Equipment Financing			-1,050,000	-267,215	-300,000	-912,570	-912,570	0	-643,198	0	-912,570	
36	43300	Proceeds from Asset Disposal	OVR153-100	Central RR Subregion Administration	-75,000	0	-30,000	-100,000	-100,000	-20,000	0	0	0	Sale of KAS (25) and BAL (26) loaders; Tractor (~\$50K) and/or compacting trailers (~20K) once replacements arrive
37	43300	Proceeds from Asset Disposal			-75,000	0	-30,000	-100,000	-100,000	-20,000	0	0	0	
38	43500	External Contributions & Contracts	OVR153-100	Central RR Subregion Administration	-4,345	0	-4,432	-4,432	-4,432	-4,521	-4,611	-4,703	-4,797	2025-2029: assumes full Teck repayment for ML/ARD assessment in HB borrow, with 1 sampling event completed per year (2024 assumed 2). Assumes a 10% increase in ML/ARD assessment costs in 2025 due to
39	43500	External Contributions & Contracts	OVR153-302	CEN Central Subregion HHW Events	-3,000	-3,000	-3,000	-4,000	-4,000	-2,000	-4,000	-2,000	-4,000	Interchange contribution to HHW events (\$1500/event); SAL alt years; KAS; Increase rate proposed for 26
40	43500	External Contributions & Contracts			-7,345	-3,000	-7,432	-8,432	-8,432	-6,521	-8,611	-6,703	-8,797	
41	45000	Transfer from Reserves	OVR153-100	Central RR Subregion Administration	-500,296	-164,406	-658,276	-1,029,800	-1,304,800	-1,134,000	-1,671,200	-1,064,464	-105,753	CAP works not funded from borrowing; includes some HB Professional Fees
42	45000	Transfer from Reserves	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder ARO Landfill Closure Reserve (post closure costs)
43	45000	Transfer from Reserves	OVR153-100	Central RR Subregion Administration	-208,591	-208,591	0	0	0	0	0	0	0	Remaining 2024 HB Loan carried into 2025
44	45000	Transfer from Reserves	CAP1317-100	CEN RR -Subregion - Hauling Building	-60,000	-20,000	-35,182	-75,182	-75,182	0	0	0	0	Growing Communities Fund (GCF) Allocation - Fleet Hauling Buidling
45	45000	Transfer from Reserves	OVR153-100	Central RR Subregion Administration	-50,000	-17,200	0	-50,000	-50,000	0	0	0	0	Central Septage Reserve
46	45000	Transfer from Reserves	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	-300,000	NEW Placeholder: Fleet Replacement Reserve
47	45000	Transfer from Reserves	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder: Stabilization reserve
48	45000	Transfer from Reserves			-818,887	-410,197	-693,458	-1,154,982	-1,429,982	-1,134,000	-1,671,200	-1,064,464	-405,753	
49	45500	Transfer from Other Service	OPR619-100	OOT - Compost Hauling to CEN	-80,000	-80,000	-88,000	-96,000	-96,000	-105,600	-116,160	-127,776	-140,554	Transfer from S188 for hauling of organics from OOT to CEN
50	45500	Transfer from Other Service	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	Remove; Transfer from A120 for 40Ft SeaCan
51	45500	Transfer from Other Service	OVR153-100	Central RR Subregion Administration	-11,000	-11,000	0	0	0	0	0	0	0	Transfer from A120 for 1/2 of auto kiosk
52	45500	Transfer from Other Service	OVR153-100	Central RR Subregion Administration	-1,519	-1,519	0	-1,519	-1,519	0	0	0	0	Transfer from S186 for HHW depot Reso # 785/21, remove once CRE ecodepot established.
53	45500	Transfer from Other Service	OVR153-100	Central RR Subregion Administration	-9,701	-9,701	0	-9,701	-9,701	0	0	0	0	transfer from S188 for HHW Reso # 845/21, remove once Cgar ecodepot established.
54	45500	Transfer from Other Service			-102,219	-102,219	-88,000	-107,219	-107,219	-105,600	-116,160	-127,776	-140,554	
55	45900	Transfer from Provisions	OVR153-102	Central RR Subregion Administration - HB Mine Contaminated Site	0	0	0	0	0	0	0	0	0	HB
56	45900	Transfer from Provisions	OVR153-103	Central RR Subregion Administration - Nelson Transfer Station Contaminated	0	0	0	0	0	0	0	0	0	70 Lakeside



S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
57	45900	Transfer from Provisions			0	0	0	0	0	0	0	0	0	
58	49100	Prior Year Surplus	OVR153-100	Central RR Subregion Administration	0		0	0	0	0	0	0	0	Placeholder prior year surplus/deficit; under review
59	49100	Prior Year Surplus	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	portion of surplus carried into next year to fund work carried over
60	49100	Prior Year Surplus	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	ARO - landfill closure
61	49100	Prior Year Surplus	OVR153-102	Central RR Subregion Administration - HB Mine Contaminated Site	0	0	0	0	0	0	0	0	0	HB
62	49100	Prior Year Surplus	OVR153-103	Central RR Subregion Administration - Nelson Transfer Station Contaminated	0	0	0	0	0	0	0	0	0	70 Lakeside
63	49100	Prior Year Surplus			0	0	0	0	0	0	0	0	0	
64	TOTAL REVENUE				-8,468,236	-7,132,937	-9,863,473	-9,743,537	-10,316,858	-9,678,259	-9,638,834	-8,694,184	-9,243,894	
65	TAXATION				-3,988,469	-3,988,469	-4,027,207	-4,117,260	-4,094,006	-4,211,564	-4,372,217	-4,502,881	-4,637,932	
66	TIPPING FEES				-2,194,940	-2,277,245	-2,261,857	-2,250,120	-2,420,741	-2,583,649	-2,737,468	-2,900,516	-3,044,542	
67	CAP FUNDING SUBTOTAL				-1,868,887	-677,412	-3,240,458	-2,814,552	-3,089,552	-2,634,000	-2,314,398	-1,064,464	-1,018,323	
68	TOTAL REVENUE (w/o Prior Year Surplus)				-8,468,236	-7,132,937	-9,863,473	-9,743,537	-10,316,858	-9,678,259	-9,638,834	-8,694,184	-9,243,894	
69	TOTAL OPERATING REVENUE				-6,347,004	-6,455,525	-6,438,583	-6,564,011	-6,712,332	-6,990,967	-7,319,825	-7,625,017	-7,920,774	
70	51010	Salaries	OPR417-301	HBD Facility O&M	51,891	41,064	41,513	52,001	52,001	43,359	33,040	33,701	28,645	2026 continued 50% HB Tech for increased First Nations engagement, Code reporting, permitting and legal activities (2% CPI); continued reduction in coming years (40% in 2027; 30% in 2028, 30% in 2029, 25% in 2030).
71	51010	Salaries	OVR153-100	Waste Spotter	0	26,782	0	0	0	0	0	0	0	Remove; moved to LFA in 25
72	51010	Salaries	OPR623-100	CEN - Lead Hand	40,345	26,933	41,555	37,856	37,099	38,212	39,358	40,539	41,755	Lead Hand -30% to allocation service; Based on Salary Worksheet
73	51010	Salaries	OPR621-100	CEN-Drivers	0	304,175	0	0	0	0	0	0	0	Not getting coded separately - will account with OPR625-100
74	51010	Salaries	OPR625-100	CEN - Operators	549,613	276,198	566,101	584,801	584,801	599,421	614,407	629,767	645,511	Central Operators & Drivers; 60% RMOSS (moved 10% to A119); as per Salary Worksheet 2.5%; some increase to drivers due to compost hauling-partially compensated via transfer from S188
75	51010	Salaries	OVR153-100	Central RR Subregion Administration	298,159	299,343	291,501	316,642	316,642	326,141	335,925	346,003	356,383	Attendants & waste spotters - Based on projected salary worksheet (3.5% CA rate); 24 CA payout in 2025
76	51010	Salaries			940,008	974,495	940,671	991,300	990,543	1,007,133	1,022,730	1,050,010	1,072,294	
77	51020	Overtime	OPR417-301	HBD Facility O&M	0	0	0	0	0	0	0	0	0	Based on previous budgets
78	51020	Overtime	OPR623-100	CEN - Lead Hand	500	579	500	500	500	500	500	500	500	Lead Hand
79	51020	Overtime	OVR153-100	Central RR Subregion Administration	5,000	19,677	5,000	8,000	8,000	8,000	8,000	8,000	8,000	Based on previous budgets
80	51020	Overtime			5,500	20,256	5,500	8,500	8,500	8,500	8,500	8,500	8,500	
81	51030	Benefits	OPR417-301	HBD Facility O&M	15,567	11,052	9,952	15,080	15,080	13,008	9,912	10,110	8,594	HB Tech
82	51030	Benefits	OVR153-100	Waste Spotter	0	3,837	0	0	0	0	0	0	0	Remove; moved to LFA in 25
83	51030	Benefits	OPR623-100	CEN - Lead Hand	10,442	3,504	10,651	10,978	10,758	11,081	11,413	11,756	12,108	Lead Hand - 30% to allocation service; Based on Salary Worksheet
84	51030	Benefits	OPR621-100	CEN-Drivers	0	53,982	0	0	0	0	0	0	0	Not getting coded separately - will account with OPR625-100
85	51030	Benefits	OPR625-100	CEN - Operators	191,587	62,144	197,334	172,605	172,605	177,783	183,117	188,610	194,268	Central Operators & Drivers; 70% RMOSS; as per Salary Worksheet
86	51030	Benefits	OVR153-100	Central RR Subregion Administration	69,334	96,140	71,414	78,221	78,221	80,177	82,181	84,235	86,341	Attendants & waste spotters

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
87	51030	Benefits			286,930	230,660	289,351	276,884	276,664	282,048	286,623	294,711	301,312	
88	51050	Employee Health & Safety	OPR293-100	BAL Facility O&M	300	0	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
89	51050	Employee Health & Safety	OPR296-100	CEN Facility O&M	300	0	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
90	51050	Employee Health & Safety	OPR300-100	KAS-Facility O& M	300	0	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
91	51050	Employee Health & Safety	OPR301-100	MAR-Facility O&M	300	0	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
92	51050	Employee Health & Safety	OPR303-100	GRO Facility O&M	300	277	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
93	51050	Employee Health & Safety	OPR415-300	Vehicle Operations	300	0	300	300	300	0	0	0	0	CO
94	51050	Employee Health & Safety	OPR417-301	HBD Facility O&M	300	150	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
95	51050	Employee Health & Safety	OPR418-100	YMR TF Ymir TS	300	0	300	0	0	0	0	0	0	Removed site specific and include in OVR153-100
96	51050	Employee Health & Safety	OPR623-100	CEN - Lead Hand	100	0	100	0	0	0	0	0	0	Removed site specific and include in OVR153-100
97	51050	Employee Health & Safety	OVR153-100	Central RR Subregion Administration	11,028	9,000	11,249	11,716	11,716	12,009	12,309	12,617	12,932	H&S supplies; LFA, Driver, Operators, LH footwear, jackets, training, safety check-in monitoring, based on 2/3 H&S coordinator estimate
98	51060	Employee Recognition	OVR153-101	Central RR Subregion Administration	0	0	0	4,000	4,000	4,000	4,000	4,000	4,000	Employee Recognition
99	51050	Employee Health & Safety			13,528	9,427	13,749	16,016	16,016	16,009	16,309	16,617	16,932	
100	51500	Directors - Allowance & Stipend	OVR153-100	Central RR Subregion Administration	26,141	24,557	26,664	22,960	22,960	23,419	23,888	24,365	24,853	70% (other 20% A117, 10% A120) Based on up to 14 RR meetings for 6 Directors - 4 additional Chair meetings; Chair stipend.
101	51500	Directors - Allowance & Stipend			26,141	24,557	26,664	22,960	22,960	23,419	23,888	24,365	24,853	
102	51560	Directors - Travel	OVR153-100	Central RR Subregion Administration	2,205	1,100	2,315	1,127	1,127	1,150	1,173	1,196	1,220	Mix of remote or Board room.
103	51560	Directors - Travel			2,205	1,100	2,315	1,127	1,127	1,150	1,173	1,196	1,220	
104	52010	Travel	OPR417-301	HBD Facility O&M	3,000	1,500	0	1,500	1,500	0	0	0	0	HB Tech traHB Tech training. 2026 \$1.5 k for hotel/travel for Tailings conference
105	52010	Travel	OPR623-100	CEN - Lead Hand	9,768	3,889	10,256	3,986	3,986	4,185	4,395	4,614	4,845	Lead Hand - cash handling and gen site travel; utilizing fleet from head office to reduce mileage
106	52010	Travel	OVR153-100	Central RR Subregion Administration	6,469	2,624	6,793	2,690	2,690	2,743	2,798	2,854	2,911	Landfill attendant - mileage for staff training/development/out of area shift coverage (10% increase).
107	52010	Travel	OVR153-302	CEN Central Subregion HHW Events	300	0	300	0	0	0	0	0	0	Remove - coded to WOs above; Staff travel to HHW events
108	52010	Travel			19,537	8,013	17,349	8,176	8,176	6,929	7,193	7,469	7,757	
109	52020	Learning and Professional Development	OPR417-301	HBD Facility O&M	1,500	0	0	1,500	1,500	0	0	0	0	HB Tech training. 2026 tailings conference registration.
110	52020	Learning and Professional Development	OVR153-100	Central RR Subregion Administration	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	Attendant training; host safety summit
111	52020	Education & Training			5,500	4,000	4,000	5,500	5,500	4,000	4,000	4,000	4,000	
112	52030	Memberships, Dues & Subscriptions	OPR417-301	HBD Facility O&M	110	110	110	130	130	130	130	130	130	CDA membership
113	52030	Memberships, Dues & Subscriptions			110	110	110	130	130	130	130	130	130	
114	53020	Admin, Office Supplies & Postage	OPR303-100	GRO Facility O&M	200	0	200	200	200	200	200	200	200	Gen supplies
115	53021	Admin, Office Supplies & Postage	OPR300-100	KAS-Facility O&M	100	0	100	100	100	100	100	100	100	Gen supplies

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
116	53021	Admin, Office Supplies & Postage	OPR296-100	CEN Facility O&M	150	0	150	150	150	150	150	150	150	Gen supplies
117	53020	Admin, Office Supplies & Postage	OPR417-301	HBD Facility O&M	300	300	100	300	300	100	100	100	100	Gen supplies. 2026 increase for letters/postage, additional supplies needed for extended FN engagement activities.
118	53020	Admin, Office Supplies & Postage	OVR153-100	Central RR Subregion Administration	200	1,061	200	200	200	200	200	200	200	Gen supplies
119	53020	Admin, Office Supplies & Postage	OVR153-302	CEN Central Subregion HHW Events	300	0	300	300	300	300	300	300	300	hand-outs, event lunch for volunteers
120	53020	Admin, Office Supplies & Postage			1,250	1,361	1,050	1,250	1,250	1,050	1,050	1,050	1,050	
121	53030	Communication	OPR293-100	BAL Facility O&M	1,842	1,689	1,879	2,694	2,694	2,748	2,803	2,859	2,917	Phone \$76/mo. Internet \$104/mo (increase to Silver to improved service +\$600/yr). Based on projected + 2.4%
122	53030	Communication	OPR296-100	CEN Facility O&M	5,150	2,907	5,253	3,605	3,605	3,677	3,751	3,826	3,902	\$75/mo for internet (\$150 split with A120), \$99/mo for phone. Based on 2025 projected + 2.4%;
123	53030	Communication	OPR300-100	KAS-Facility O& M	2,450	2,258	2,499	2,800	2,800	2,856	2,913	2,972	3,031	Internet \$101/mo, Phone \$18/mo, Zoleo \$40/mo. + 2.4% increase per year
124	53030	Communication	OPR301-100	MAR-Facility O&M	4,917	4,196	5,015	5,203	5,203	5,307	5,413	5,522	5,632	Internet \$150/mo, phone \$90/mo. + 2.4% increase per year
125	53030	Communication	OPR303-100	GRO Facility O&M	1,387	1,496	1,414	1,855	1,855	1,892	1,930	1,969	2,008	Based on projected + 2.4%
126	53030	Communication	OPR415-300	Vehicle Operations	0	0	0	300	300	306	312	318	325	Satellite unit that works with Safetyline for drivers (one for lake run)
127	53030	Communication	OPR418-100	YMR TF Ymir TS	171	218	176	270	270	276	281	287	293	new cell
128	53030	Communication	OVR153-100	Central RR Subregion Administration	6,316	8,673	6,443	10,754	10,754	10,970	11,189	11,413	11,641	Based on projected +2.4%
129	53030	Communication			22,234	21,438	22,679	27,483	27,483	28,033	28,594	29,166	29,749	
130	53040	Advertising	OVR153-100	Central RR Subregion Administration	2,500	500	1,500	3,699	3,699	1,500	1,500	1,500	1,500	As per RRP improved education/communication; ICI regulation advertising, extra \$2.7k in 2026 per JRRR Rpt. 2027 additional \$500 for ICI advertising.
131	53040	Advertising	OVR153-302	CEN Central Subregion HHW Events	1,000	200	1,000	500	500	1,000	1,000	1,000	1,000	As per RRP improved education/communication
132	53040	Advertising			3,500	700	2,500	4,199	4,199	2,500	2,500	2,500	2,500	
133	53050	Insurance	OPR293-100	BAL Facility O&M	517	540	532	553	553	564	575	587	599	projected + 2.4%
134	53050	Insurance	OPR296-100	CEN Facility O&M	815	1,160	840	1,188	1,188	1,211	1,236	1,260	1,285	projected + 2.4%
135	53050	Insurance	OPR300-100	KAS-Facility O& M	384	416	396	426	426	435	444	452	461	projected + 2.4%
136	53050	Insurance	OPR301-100	MAR-Facility O&M	49	49	50	50	50	51	52	53	55	projected + 2.4%
137	53050	Insurance	OPR303-100	GRO Facility O&M	989	1,297	1,018	1,328	1,328	1,354	1,382	1,409	1,437	projected + 2.4%
138	53050	Insurance	OPR415-154	Roll Off Trailers (154,155,156)	0	1,974	0	2,021	2,021	2,062	2,103	2,145	2,188	projected + 2.4%
139	53050	Insurance	OPR415-160	Cat Loader NTS	960	743	989	761	761	776	792	807	824	projected + 2.4%
140	53050	Insurance	OPR415-164	2006 Hyundai Loader Central	1,327	1,038	1,367	1,063	1,063	1,084	1,106	1,128	1,151	projected + 2.4%
141	53050	Insurance	OPR415-172	2012 Hyundai Loader Grohman	1,074	835	1,106	855	855	872	890	907	926	projected + 2.4%
142	53050	Insurance	OPR415-175	2014 Universal Compacting Trailer-PTO Drive	1,485	1,183	1,529	1,211	1,211	1,236	1,260	1,286	1,311	projected + 2.4%
143	53050	Insurance	OPR415-176	2014 Universal Compacting Trailer-Diesel	1,485	0	1,529	0	0	0	0	0	0	projected + 2.4%

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
144	53050	Insurance	OPR415-177	2015 Western Star Highway Tractor	3,510	2,672	3,615	2,736	2,736	2,791	2,847	2,904	2,962	projected + 2.4%
145	53050	Insurance	OPR415-178	2016 Compacting Trailer	952	752	981	770	770	785	801	817	834	projected + 2.4%
146	53050	Insurance	OPR415-183	2020 Western Star Highway Tractor	5,834	4,656	6,009	4,768	4,768	4,863	4,960	5,060	5,161	projected + 2.4%
147	53050	Insurance	OPR415-184	2020 Western Star Highway Tractor	5,834	4,454	6,009	4,561	4,561	4,652	4,745	4,840	4,937	projected + 2.4%
148	53050	Insurance	OPR415-185	2022 Western Star Highway Tractor	2,636	1,991	2,716	2,039	2,039	2,080	2,121	2,164	2,207	projected + 2.4%
149	53050	Insurance	OPR415-186	2022 Western Star Highway Tractor	2,831	2,147	2,916	2,199	2,199	2,242	2,287	2,333	2,380	projected + 2.4%
150	53050	Insurance	OPR418-302	YMR Facility O&M	37	15	38	15	15	15	16	16	16	projected + 2.4%
151	53050	Insurance	OVR153-100	Central RR Subregion Administration	5,223	6,800	5,380	6,963	6,963	7,103	7,245	7,390	7,538	projected + 2.4%
152	53050	Insurance			35,942	32,722	37,020	33,507	33,507	34,177	34,861	35,558	36,269	
153	53080	Licence & Permits	OPR293-100	BAL Facility O&M	750	0	750	750	750	750	750	750	750	BAL water fees, may drop with meter
154	53080	Licence & Permits	OVR153-100	Central RR Subregion Administration	250	0	200	0	0	0	250	250	250	water license fees for scale shack well (application submitted in 2025, license expected in 28)
155	53080	Licence & Permits	OVR153-100	Central RR Subregion Administration	4,000	4,089	4,000	4,187	4,187	4,271	4,356	4,443	4,532	Drone software
156	53080	Licence & Permits	OVR153-100	Central RR Subregion Administration	0	0	0	1,331	1,331	1,651	2,047	2,538	3,147	Connecteam; miscoded to memberships in 25
157	53080	Licence & Permits	OVR153-100	Central RR Subregion Administration	12,776	11,940	12,776	17,640	17,640	17,993	18,353	18,720	19,094	Scale software license - site specific; some costs previous coded to A102 allocated to services based on use.
158	53080	Licence & Permits	OVR153-100	Central RR Subregion Administration	0	0	0	12,500	12,500	12,500	42,500	22,500	2,500	New EMA Permit and CSR fees - 2026 - 2028, assumes \$2.5k per permitted LF site (CEN, SAL, BAL, KAS, MAR). 2028 assumes SAL DSI review fee applies at \$30k. 2029 assumes BAL, KAS, SAL, MAR permits are closed prior to fees being due, and SAL \$20k remediation plan review fee applies. 2030: CEN permit fee. Have not included HHERA review fee, as uncertain if required as part of remediation plan. Would add \$20k to 2029.
159	53080	Licence & Permits	OPR417-303	HBD - Remediation and Closure	1,500	0	0	10,000	10,000	20,000	0	0	0	2026: \$10k for mine permit amendment fee to remove borrow areas. 2027 - \$20k for HB Reclamation Permit Amendment for EMLI fees to submit 5 year reclamation plan to reduce monitoring frequencies.
160	53080	Licence & Permits	OVR153-100	Central RR Subregion Administration	0	632	0	632	632	632	632	632	632	Radio Licenses
161	53080	Licence & Permits	OPR418-302	YMR - Facility O&M	0	0	0	500	500	0	0	0	0	2026 LOO replacement fee
162	53080	Licence & Permits			19,276	16,661	17,726	47,540	47,540	57,796	68,888	49,833	30,906	
163	54010	Legal	OPR417-303	HBD - Remediation and Closure	50,000	35,000	30,000	55,000	55,000	25,000	0	0	0	Teck negotiations
164	54010	Legal			50,000	35,000	30,000	55,000	55,000	25,000	0	0	0	
165	54040	Consulting Fees	OPR296-100	CEN Facility O&M	55,000	9,199	0	30,000	30,000	0	0	81,150	0	2026 \$5k for OMEP, \$10K survey, \$15k DO update/Permit assessment; 2029 Hydrogeo/Benth repeat
166	54040	Consulting Fees	OPR296-101	CEN-Environmental Monitoring	5,000	2,000	5,000	3,000	3,000	3,000	3,000	3,000	3,000	\$3K placeholder for engineering oversight (reduced by \$2k)
167	54040	Consulting Fees	OPR417-301	HBD Facility O&M	327,000	315,000	119,000	218,300	218,300	155,000	215,000	155,000	93,000	2026: \$8k EPRP facilitated test, Enviro Monitor (\$10k new HSRC reports, \$3k d/s channel and flume inspection and memo, \$7k Annual Reclamation report assistance, \$5.5k OMS/EPRP assistance and EPRP test participation, \$2k participate in ITRB meetings, \$8K legal), EOR Tasks (
168	54040	Consulting Fees	OVR153-100	Central RR Subregion Administration	9,000	9,150	0	0	0	0	0	0	0	Desktop AOA arch assessments on legacy sites that require ground disturbance, moved to CAP.

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
169	54040	Consulting Fees			396,000	335,349	124,000	251,300	251,300	158,000	218,000	239,150	96,000	
170	54030	Contracted Services	OPR293-100	BAL Facility O&M	14,010	4,017	14,430	7,113	7,113	7,326	7,546	7,773	8,006	Gen maint contract, dust control, fire ext; projected x 2.4%
171	54030	Contracted Services	OPR293-300	BAL Material Processing	29,382	18,201	30,264	18,638	18,638	19,197	19,773	20,367	20,978	2.4% increase; mini propane, tires, wood grinding
172	54030	Contracted Services	OPR293-100	BAL Organics Haul	0	0	0	0	0	800	2,472	2,546	2,623	Organics Collection Contract from CBT funded bear proof self-haul drop off bins to be installed in 2027 (if proceeded). 2027: 4 months of service at \$200/mo. 2028 onward: 3% increase per year
173	54030	Contracted Services	OPR688-100	BAL Environmental Monitoring	0	0	0	0	0	4,286	4,415	2,274		Legacy Landfill GW or residential well monitoring of 2-3 wells, on a bi-annual basis for 3 years (1 event fall of 2026, 1 event spring of 2029), starting fall 2026 (dependent on drilling timeline).
174	54030	Contracted Services	OPR293-301	BAL Snow Removal	7,864	14,936	8,100	15,294	15,294	15,753	16,226	16,713	17,214	Based on projected x 2.4%
175	54030	Contracted Services	OPR296-100	CEN Facility O&M	6,198	2,527	6,384	5,588	5,588	5,755	5,928	6,106	6,289	Based on projected x 2.4%; fire ext, dust control
176	54030	Contracted Services	OPR296-101	CEN-Environmental Monitoring	23,000	23,839	23,690	24,411	24,411	25,143	25,898	26,675	27,475	Based on projected x 2.4%
177	54030	Contracted Services	OPR296-300	CEN Material Processing	118,795	51,529	122,359	52,766	52,766	54,349	55,979	57,659	59,388	2.4% increase; tanks, tires, wood grinding
178	54030	Contracted Services	OPR296-301	CEN Snow Removal	19,801	15,000	20,395	15,360	15,360	15,821	16,295	16,784	17,288	Based on projected x 2.4%
179	54030	Contracted Services	OPR300-100	KAS-Facility O& M	11,154	4,078	8,923	7,176	7,176	11,488	5,744	5,859	5,976	Biffy (remove after washroom install 28), fire ext, dust control; projected x 2.4%
180	54030	Contracted Services	OPR300-300	KAS Material Processing	1,200	16,423	17,941	16,817	16,817	1,200	17,322	1,200	17,322	2.4% increase; tanks, tires, wood grinding (alternating years)
181	54030	Contracted Services	OPR300-301	KAS Snow Removal	17,952	21,309	18,491	21,820	21,820	22,475	23,149	23,844	24,559	Based on projected x 2.4%
182	54030	Contracted Services	OPR300-100	KAS Organics Haul	0	0	0	0	0	800	2,472	2,546	2,623	Organics Collection Contract from CBT funded bear proof self-haul drop off bins to be installed in 2027 (if proceeded). 2027: 4 months of service at \$200/mo. 2028 onward: 3% increase per year
183	54030	Contracted Services	OPR694-100	KAS Environmental Monitoring	0	0	0	0	0	4,286	2,207	0	0	Legacy Landfill GW monitoring of 2-3 wells, on a bi-annual basis for minimum 2 years (1 event fall of 2026, 1 event spring of 2028), starting fall 2026 (dependent on drilling timeline).
184	54030	Contracted Services	OPR301-100	MAR-Facility O&M	8,159	7,997	8,404	10,189	10,189	10,495	10,810	11,134	11,468	Biffy, fire ext, dust control; General Maint contract; projected x 2.4%
185	54030	Contracted Services	OPR301-300	MAR Material Processing	3,859	6,389	3,975	6,542	6,542	6,738	6,941	7,149	7,363	Wood, tires, tanks
186	54030	Contracted Services	OPR301-301	MAR Snow Removal	9,169	11,952	9,444	12,239	12,239	12,606	12,984	13,374	13,775	Based on projected x 2.4%
187	54030	Contracted Services	OPR303-100	GRO Facility O&M	7,427	9,506	7,650	10,734	10,734	11,056	11,387	11,729	12,081	B&L pick up, dust control, DHC, highway cleanup \$1500; projected x 2.4%
188	54030	Contracted Services	OPR303-101	GRO Environmental Monitoring	700	700	721	717	717	738	760	783	807	Pacific Insight GW monitoring
189	54030	Contracted Services	OPR303-301	GRO Snow Removal	18,329	16,128	18,879	16,515	16,515	17,011	17,521	18,046	18,588	Based on projected x 2.4%
190	54030	Contracted Services	OPR303-305	GRO - Material Processing	2,874	4,104	2,961	4,203	4,203	4,329	4,459	4,593	4,730	Based on projected X 2.4%; tanks, tires
191	54030	Contracted Services	OPR417-302	HBD Environmental Monitoring	17,461	17,461	17,811	18,167	18,167	18,167	18,530	9,265	9,450	Routine EMP sampling, reporting and lab costs, includes 2 events per year. 2% annual increase. 2028 assumes 50% reduction in monitoring due to permit amendment and reduced monitoring; HB project related costs for increased monitoring (additional 2 events per year) are allocated
192	54030	Contracted Services	OPR418-300	YMR Snow Removal	2,815	2,815	2,899	2,882	2,882	2,969	3,058	3,150	3,244	Based on projected x 2.4%
193	54030	Contracted Services	OPR418-302	YMR Facility O&M	2,983	2,663	3,072	3,227	3,227	3,323	3,423	3,526	3,632	Biffy, fire. Dust control; projected x 2.4%
194	54030	Contracted Services	OPR578-100	CEN Central Subregion HHW Depot Operation	166,434	146,146	171,427	149,653	149,653	154,143	158,767	163,530	168,436	Nelson Leafs depot, dependant on volume of HHW collected

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
195	54030	Contracted Services	OVR153-100	Central RR Subregion Administration	17,660	0	18,190	10,000	10,000	10,300	10,609	10,927	11,255	Placeholder; Site surveillance oversight (SAL/GRO/BAL)
196	54030	Contracted Services	OVR153-100	Central RR Subregion Administration	20,000	14,071	20,000	15,000	15,000	15,000	15,000	15,000	15,000	Invasives species (plant) treatment - 2025-2026 HB, CEN, BAL, KAS, assumes costs for all sites except HB increase due to possible switching to mechanical/hand removal. Assumes minor decrease in effort starting in 2027.
197	54030	Contracted Services	OVR153-302	CEN Central Subregion HHW Events	15,000	15,038	24,468	30,798	30,798	15,399	24,638	12,319	24,638	Based on events in Kas & Salmo (Salmo event every 2 yrs); Recycling Reg to include more HHW around 28
198	54030	Contracted Services			542,229	426,828	580,879	475,849	475,849	470,955	504,314	474,869	514,208	
199	55010	Repairs & Maintenance	OPR293-100	BAL Facility O&M	9,100	5,011	9,100	8,700	8,700	8,700	8,700	8,700	8,700	Gen repairs; dust control moved ot 54030, scale maint (calibration and repairs), fire; \$1k for gate magnet repair; HVAC clean
200	55010	Repairs & Maintenance	OPR293-302	BAL Civil/Structural Repairs	0	0	0	10,000	10,000	2,000	2,000	2,000	2,000	\$3k for tire bays; \$5k for entrance camera, transtors; \$1k for sandbox replacement
201	55010	Repairs & Maintenance	OPR296-100	CEN Facility O&M	18,000	15,734	3,000	18,500	18,500	3,000	3,000	3,000	3,000	Gen repairs; scale maint (calibration and repairs), fire; 2026 rodent control additional \$10k (\$5k continuation of addressing population (started 2025), \$5k backfilling burrows)
202	55010	Repairs & Maintenance	OPR296-302	CEN Civil/Structural Repairs	8,500	0	0	8,500	8,500	0	0	0	0	Resurface scale & repair/replace traffic light, snow guard
203	55010	Repairs & Maintenance	OPR300-100	KAS-Facility O& M	12,000	11,956	10,500	13,550	13,550	10,500	10,500	10,500	10,500	Gen repairs; generator maintenace; elec cond and GFCI on transtor; haz tree removal; ventigng & signage for KAS generator sea can
204	55010	Repairs & Maintenance	OPR300-302	KAS Civil/Structural Repairs	30,000	0	0	1,000	1,000	2,000	2,000	2,000	2,000	Funds in 25 were for bin wall repairs, repairs were lower cost than expected, consider future replacement; transtor
205	55010	Repairs & Maintenance	OPR301-100	MAR-Facility O&M	11,000	6,521	4,000	4,000	4,000	4,000	4,000	4,000	4,000	Gen Repairs, brushing
206	55010	Repairs & Maintenance	OPR301-302	MAR Civil/Structural Repairs	0	0	0	7,500	7,500	0	0	0	0	Repair/replace MH gate; bin wall repairs; porch
207	55010	Repairs & Maintenance	OPR303-100	GRO Facility O&M	8,000	16,526	8,000	23,300	23,300	8,000	8,000	8,000	8,000	Gen repairs, Railing painting; HVAC clean; scale maint (calibration and repairs)
208	55010	Repairs & Maintenance	OPR303-302	GRO Civil/Structural Repairs	5,000	2,571	5,000	35,000	35,000	5,000	5,000	5,000	5,000	Transtor bin repairs; scale maintenance; \$30k for 3rd TS bin repairs
209	55010	Repairs & Maintenance	OPR415-100	Bin Maintenance	13,000	22,531	13,000	15,000	15,000	13,000	13,000	13,000	13,000	Gen repairs
210	55010	Repairs & Maintenance	OPR415-101	2021 Toyota Tacoma	0	2,125	0	2,000	2,000	2,000	2,000	2,000	2,000	New fleet for GRO ops
211	55010	Repairs & Maintenance	OPR415-154	Roll Off Trailers (154,155,156)	1,000	14,244	1,000	5,000	5,000	1,000	1,000	1,000	1,000	Gen repairs
212	55010	Repairs & Maintenance	OPR415-160	Cat Loader NTS	1,000	1,389	0	0	0	0	0	0	0	Remove; 2024 Gen repairs (Balfour loader); sell after purchase of new loader - BAL will inhert loader from CEN
213	55010	Repairs & Maintenance	OPR415-164	2006 Hyundai Loader Central	8,000	3,503	8,000	5,000	5,000	5,000	5,000	5,000	5,000	Gen Repairs - moved to BAL
214	55010	Repairs & Maintenance	OPR415-170	2011 Hyundai Excavator	5,000	1,095	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Gen Repairs
215	55010	Repairs & Maintenance	OPR415-171	1998 International Dump Truck	3,000	2,538	3,000	3,000	3,000	3,000	3,000	3,000	3,000	Gen Repairs
216	55010	Repairs & Maintenance	OPR415-172	2012 Hyundai Loader Grohman	10,000	11,291	10,000	12,000	12,000	10,000	10,000	10,000	10,000	Gen Repairs - moved to CEN
217	55010	Repairs & Maintenance	OPR678-100	CEN - 2024 - Loader	1,000	0	1,000	0	0	0	0	0	0	Moved to OPR415-188
218	55010	Repairs & Maintenance	OPR415-175	2014 Universal Compacting Trailer-PTO Drive	9,000	19,165	9,000	10,000	10,000	9,000	9,000	9,000	9,000	Gen Repairs - significant repairs in 25
219	55010	Repairs & Maintenance	OPR415-176	2014 Universal Compacting Trailer-Diesel	12,000	16,841	12,000	12,000	12,000	12,000	12,000	12,000	12,000	Gen Repairs - significant repairs in 25
220	55010	Repairs & Maintenance	OPR415-177	2015 Western Star Highway Tractor	7,000	26,249	7,000	7,000	7,000	0	0	0	0	Gen Repairs - to be sold once replacement in place
221	55010	Repairs & Maintenance	OPR415-178	2016 Compacting Trailer	6,000	1,108	6,000	6,000	6,000	0	0	0	0	Gen Repairs - to be sold once replacement in place



S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
222	55010	Repairs & Maintenance	OPR415-183	2020 Western Star Highway Tractor	8,000	17,181	8,000	10,000	10,000	10,000	10,000	10,000	10,000	Gen Repairs
223	55010	Repairs & Maintenance	OPR415-184	2020 Western Star Highway Tractor	8,000	8,453	8,000	10,000	10,000	10,000	10,000	10,000	10,000	Gen Repairs
224	55010	Repairs & Maintenance	OPR415-185	2022 Western Star	5,000	26,060	5,000	10,000	10,000	10,000	10,000	10,000	10,000	Gen Repairs
225	55010	Repairs & Maintenance	OPR415-186	2022 Western Star	5,000	19,958	5,000	10,000	10,000	10,000	10,000	10,000	10,000	Gen Repairs
226	55010	Repairs & Maintenance	OPR415-188	2024 Hyundai Loader - GRO	0	1,193	0	1,000	1,000	1,000	3,000	3,000	3,000	WO OPR678-100
227	55010	Repairs & Maintenance	OPR415-300	Vehicle Operations	5,000	7,848	5,000	8,000	8,000	8,000	8,000	8,000	8,000	Maintenance supplies for all units
228	55010	Repairs & Maintenance	OPR417-300	HBD Civil/Structural Repairs	1,000	4,500	1,000	3,000	3,000	3,000	1,000	1,000	1,000	Gen Repairs - 2026 additional \$2k for addressing burrowing rodent issues
229	55010	Repairs & Maintenance	OPR418-302	YMR Facility O&M	1,000	532	1,000	1,000	1,000	1,000	1,000	1,000	1,000	Gen Repairs
230	55010	Repairs & Maintenance	OVR153-100	Central RR Subregion Administration	0	0	0	8,000	8,000	0	0	0	0	Programmable thermostat project - LGCAP funded
231	55010	Repairs & Maintenance	OVR153-100	Central RR Subregion Administration	9,000	6,090	4,000	8,000	8,000	4,000	4,000	4,000	4,000	Road surface grading at various sites: Gate repairs; Reuse shed repairs; FireSmart Recommendations est @\$5k.
232	55010	Repairs & Maintenance			219,600	272,211	151,600	281,050	281,050	160,200	160,200	160,200	160,200	
233	55020	Operating Supplies	OPR293-100	BAL Facility O&M	800	281	800	1,000	1,000	1,020	1,040	1,061	1,082	General supplies; site signs
234	55020	Operating Supplies	OPR296-100	CEN Facility O&M	11,200	2,560	1,200	9,121	9,121	2,704	7,758	2,813	7,869	General supplies; signs; site gravel (alternate yrs)
235	55020	Operating Supplies	OPR300-100	KAS-Facility O& M	800	354	800	3,062	3,062	1,524	1,554	1,585	1,617	General supplies; site signs; spill kit; desk/chair
236	55020	Operating Supplies	OPR301-100	MAR-Facility O&M	500	157	500	861	861	378	385	393	401	General supplies; site signs; shack light replace to LED
237	55020	Operating Supplies	OPR303-100	GRO Facility O&M	6,000	2,909	6,000	3,479	3,479	3,548	3,619	3,691	3,765	General supplies; site signs
238	55020	Operating Supplies	OPR415-300	Vehicle Operations	1,000	3,518	1,000	3,602	3,602	3,674	3,748	3,823	3,899	Supplies for all units
239	55020	Operating Supplies	OPR417-301	HBD Facility O&M	400	200	400	400	400	408	416	424	433	General supplies; site signs
240	55020	Operating Supplies	OPR418-302	YMR Facility O&M	500	25	500	26	26	26	27	27	28	General supplies; site signs
241	55020	Operating Supplies	OVR153-100	Central RR Subregion Administration	2,000	200	2,000	1,604	1,604	1,636	1,669	1,702	1,737	General supplies; bulk purchase of winter salt; sandwich boards; delinators
242	55020	Operating Supplies	OVR153-302	CEN Central Subregion HHW Events	150	0	150	0	0	0	0	0	0	General supplies
243	55020	Operating Supplies			23,350	10,203	13,350	23,155	23,155	14,918	20,217	15,521	20,832	
244	55030	Equipment	OPR296-100	CEN Facility O&M	500	0	0	0	0	0	0	0	0	Placeholder
245	55030	Equipment	OVR153-100	Central RR Subregion Administration	6,000	5,000	1,000	6,000	6,000	2,000	2,000	2,000	2,000	Scale software equipment Plate readers, portable devices; general equipment (\$1k); \$1k for RFID cards; subregion equipment - FOBs, office
246	55030	Equipment	OPR293-100	BAL Facility O&M	0	0	0	0	0	0	0	0	0	Placeholder
247	55030	Equipment	OPR303-100	GRO Facility O& M	0	338	0	2,500	2,500	0	0	0	0	outdoor scale weight display
248	55030	Equipment	OPR300-100	KAS-Facility O& M	500	503	0	0	0	0	0	0	0	Placeholder
249	55030	Equipment			7,000	5,841	1,000	8,500	8,500	2,000	2,000	2,000	2,000	
250	55040	Utilities	OPR293-100	BAL Facility O&M	1,941	2,027	1,980	2,076	2,076	2,125	2,176	2,229	2,282	Based on projected (2.4%)

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
251	55040	Utilities	OPR296-100	CEN Facility O&M	2,120	1,138	2,162	1,166	1,166	1,194	1,222	1,252	1,282	Based on projected (2.4%)
252	55040	Utilities	OPR300-100	KAS-Facility O& M	507	866	518	887	887	908	930	952	975	Based on projected (2.4%); propane
253	55040	Utilities	OPR301-100	MAR-Facility O&M	541	462	551	473	473	484	496	507	520	Based on projected (2.4%)
254	55040	Utilities	OPR303-100	GRO Facility O&M	4,257	4,980	4,342	5,099	5,099	5,221	5,347	5,475	5,606	Based on projected (2.4%)
255	55040	Utilities	OPR418-302	YMR Facility O&M	1,832	0	1,869	0	0	0	0	0	0	Based on projected (2.4%)
256	55040	Utilities			11,199	9,472	11,423	9,700	9,700	9,932	10,171	10,415	10,665	
257	55050	Vehicles	OPR293-100	BAL Facility O&M	1,705	633	1,705	1,000	1,000	1,020	1,040	1,061	1,082	Loader fuel
258	55050	Vehicles	OPR296-100	CEN Facility O&M	3,411	500	3,411	1,000	1,000	1,020	1,040	1,061	1,082	Gasoline for pump, on-site equipment
259	55050	Vehicles	OPR300-100	KAS-Facility O& M	3,752	2,000	3,752	2,000	2,000	2,040	2,081	2,122	2,165	Generator fuel
260	55050	Vehicles	OPR415-101	2021 Toyota Tacoma	0	0	0	0	4,000	4,080	4,162	4,245	4,330	Fuel card for GRO Tacoma
261	55050	Vehicles	OPR415-300	Vehicle Operations	168,351	162,960	173,401	166,871	166,871	170,208	173,612	177,084	180,626	Fuel for GRO hauling fleet and loaders based on projected +3% (most other fuel coded here rather than sites)
262	55050	Vehicles			177,219	166,093	182,269	170,871	174,871	178,368	181,935	185,574	189,286	
263	55900	Provisions	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder
264	55900	Provisions	OVR153-103	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	70 LAK CSR liability
265	55900	Provisions	OVR153-103	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	HB CSR liability
266	55900	Provisions			0	0	0	0	0	0	0	0	0	
267	56110	Short-Term Financing Interest	CAP1317-100	CEN RR -Subregion - Hauling Building	0	0	0	0	0	10,000	10,000	10,000	10,000	Placeholder; \$1M of project as ST
268	56110	Short-Term Financing Interest	CAP809-100	HBD - Remediation and Closure	23,590	21,406	18,534	10,939	10,939	10,939	10,939	10,939	0	2024 ST for portion of HB works; borrowed due to lack of reserves; expires 29
269	56110	Short-Term Financing Interest	CAP809-100	HBD - Remediation and Closure	72,000	71,210	60,000	26,623	26,623	26,623	0	0	0	Short term borrowing repayment for HB legal/design/permitting
270	56110	Short-Term Financing Interest			95,590	92,616	78,534	37,562	37,562	47,562	20,939	20,939	10,000	
271	56010	Debenture Interest	OVR153-100	Central RR Subregion Administration	334,278	334,278	334,278	334,278	334,278	334,278	334,278	334,278	334,279	Based on repayment schedule for all existing long term loans
272	56010	Debenture Interest	CAP1529-100-	RR - CEN - Legacy Landfill Closures	0	0	0	0	0	0	0	0	0	Placeholder: moved Legacy Landfills closure works to reserves (removed\$92K - 25yrs @ 4.5%)
273	56010	Debenture Interest	CAP1317-100	CEN RR -Subregion - Hauling Building	0	0	69,800	0	0	69,800	69,800	69,800	69,800	Increased cost for building reflected in increased borrowing cost- GRO Fleet Building 25yr 4.5% - deferred to 2027
274	56010	Debenture Interest	CAP767-100	NEL TS - Nelson Landfill Closure	0	0	33,615	33,615	33,615	33,615	33,615	33,615	33,616	Lakeside Closure - Updated 25yr 4.5%
275	56010	Debenture Interest			334,278	334,278	437,693	367,893	367,893	437,693	437,693	437,693	437,695	
276	56120	Short-Term Financing Principal	CAP1317-100	CEN RR -Subregion - Hauling Building	0	0	0	0	0	200,000	200,000	200,000	200,000	Placeholder; \$1M of project as ST
277	56120	Short-Term Financing Principal	CAP809-100	HBD - Remediation and Closure	89,965	89,965	89,965	89,965	89,965	89,965	89,965	89,965	0	2024 ST for portion of HB works; borrowed due to lack of reserves; expires 29
278	56120	Short-Term Financing Principal	CAP809-100	HBD - Remediation and Closure	477,667	477,667	477,667	437,853	437,853	437,853	0	0	0	Short term borrowing repayment for HB legal/design/permitting (split over 3yrs starting in 25 - deferred principal payments due to low funding).

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
279	56120	Short-Term Financing Principal			567,632	567,632	567,632	527,818	527,818	727,818	289,965	289,965	200,000	
280	56020	Debenture Principal	OVR153-100	Central RR Subregion Administration	350,808	350,808	350,808	350,808	350,808	350,808	350,808	350,808	350,808	Based on repayment schedule for all existing long term loans
281	56020	Debenture Principal	CAP1529-100-	RR - CEN - Legacy Landfill Closures	0	0	0	0	0	0	0	0	0	Placeholder; moved Legacy Landfills closure works to reserve funded (removed \$51.4k)
282	56020	Debenture Principal	CAP1317-100	CEN RR -Subregion - Hauling Building	0	0	38,511	0	0	38,511	38,511	38,511	38,511	Increased cost for building reflected in increased borrowing cost- GRO Fleet Building 25yr - deferred to 2027
283	56020	Debenture Principal	CAP767-100	NEL TS - Nelson Landfill Closure	0	0	18,674	18,674	18,674	18,674	18,674	18,674	18,674	Lakeside Closure -25 yr
284	56020	Debenture Principal			350,808	350,808	407,993	369,482	369,482	407,993	407,993	407,993	407,993	
285	56610	Equipment Financing Interest	CAP970-100	ENV - RR - Roll Off Truck & Bin Replacement	5,698	3,653	2,920	9,018	9,018	0	0	0	0	Interest- 5yr repayment for 2 trucks & winch system \$480k (Reso 790/20; expire 26))
286	56610	Equipment Financing Interest	CAP972-100	ENV - RR - Waste Hauling Tractor Truck	2,779	2,020	0	0	0	0	0	0	0	Interest - 5yr repayment for 2 tractors \$360k;(Reso 637/19; expired 25)
287	56610	Equipment Financing Interest	CAP1412-100	RR - CEN - Tractor truck 2025	15,240	0	12,410	12,410	12,410	9,187	5,831	2,276	2,276	Interest - 5yr repayment for Tractor truck \$350k; (4.63%)
288	56610	Equipment Financing Interest	CAP1411-100	RR - CEN - Roll off truck 2025	16,981	0	13,828	13,828	13,828	10,236	6,498	2,536	2,536	Interest - 5yr repayment for RO truck \$400k; (4.63%)
289	56610	Equipment Financing Interest	CAP1652-100	RR - CEN - Tractor truck 2028	0	0	0	0	0	0	15,240	12,410	9,187	Interest - 5yr repayment for Tractor truck \$350k; (4.63%)
290	56610	Equipment Financing Interest	CAP1651-100	RR - CEN - Roll off truck 2028	0	0	0	0	0	0	16,981	13,828	10,236	Interest - 5yr repayment for RO truck \$400k; (4.63%)
291	56610	Equipment Financing Interest	CAP1122-100	ENV - RR - Compacting Trailer 2025	12,735	0	10,372	10,372	10,372	7,678	4,873	3,804	1,902	Interest - 5yr repayment for compacting trailer \$267K; 2025
292	56610	Equipment Financing Interest	CAP1648-100	ENV - RR - Compacting Trailer 2026	0	0	0	10,372	10,372	7,678	4,873	3,804	1,902	Interest - 5yr repayment for compacting trailer \$300K; 2026
293	56610	Equipment Financing Interest			53,433	5,673	39,529	55,999	55,999	34,778	54,296	38,658	28,039	
294	56620	Equipment Financing Principal	CAP970-100	ENV - RR - Roll Off Truck & Bin Replacement	55,778	55,778	86,683	52,457	52,457	0	0	0	0	Interest- 5yr repayment for 2 trucks & winch system \$480k (Reso 790/20; expire 26))
295	56620	Equipment Financing Principal	CAP972-100	ENV - RR - Waste Hauling Tractor Truck	90,496	90,496	0	0	0	0	0	0	0	Prinicial - 5yr repayment for 2 tractors \$360k (Reso 637/19; expired 25)
296	56620	Equipment Financing Principal	CAP1412-100	RR - CEN - Tractor truck 2025	59,799	0	68,159	68,159	68,159	71,382	74,738	78,293	78,293	Principal- 5yr repayment for Tractor truck \$350k
297	56620	Equipment Financing Principal	CAP1411-100	RR - CEN - Roll off truck 2025	66,628	0	75,943	75,943	75,943	79,535	83,273	87,235	87,235	Principal- 5yr repayment for RO truck \$400k
298	56620	Equipment Financing Principal	CAP1652-100	RR - CEN - Tractor truck 2028	0	0	0	0	0	0	59,799	68,159	71,382	Placeholder; Principal- 5yr repayment for Tractor truck \$350k
299	56620	Equipment Financing Principal	CAP1651-100	RR - CEN - Roll off truck 2028	0	0	0	0	0	0	66,628	75,943	79,535	Placeholder; Principal- 5yr repayment for RO truck \$400k
300	56620	Equipment Financing Principal	CAP1122-100	ENV - RR - Compacting Trailer 2025	0	0	56,956	53,443	53,443	53,443	53,443	53,443	53,443	Prinicial - 5yr repayment for compacting trailer \$300K; 2025
301	56620	Equipment Financing Principal	CAP1648-100	ENV - RR - Compacting Trailer 2026	49,971	0	0	56,956	56,956	59,650	62,455	65,426	65,426	Prinicial - 5yr repayment for compacting trailer \$300K; 2026
302	56620	Equipment Financing Principal			322,672	146,274	287,741	306,958	306,958	264,010	400,336	428,498	435,313	
303	57010	Grants	OVR153-100	Central RR Subregion Administration	47,296	37,735	0	27,131	27,131	20,831	0	0	0	2026: \$13.6k CBT funded rural Resident Self-Management Organics Rebate and \$7.2k tipping fee vouchers. \$5k ICI bin rebates, rolled over from 2025. 2027: CBT funded \$13.6k for self-management rebate, \$7.2k tipping fee vouchers.
304	57010	Grants	OVR153-100	Central RR Subregion Administration	0	0	0		10,000	10,000	10,000	10,000	10,000	Backcountry Wilderness clean up
305	57010	Grants			47,296	37,735	0	27,131	37,131	30,831	10,000	10,000	10,000	
306	59000	Contribution to Reserve	OVR153-100	Central RR Subregion Administration	255,359	255,359	661,680	524,322	767,686	1,390,622	922,255	1,267,072	2,633,828	Regular reserve; Adjust for historical deficit by reducing reserve transfers

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
307	59000	Contribution to Reserve	OVR153-100	Central RR Subregion Administration	0	0	0	60,000	67,500	135,000	270,000	270,000	270,000	NEW Fleet replacement reserve - to be adjusted with AMP; includes GRO Tacoma
308	59000	Contribution to Reserve	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	Septage Reserve (to be calculated and value will be deducted from regular reserve transfer); funds from septage tipping fee increase to be directed to septage reserve
309	59000	Contribution to Reserve	OVR153-100	Central RR Subregion Administration	0	0	0	0	0	0	0	0	0	Cont to stabilization reserves, 1/2 of prior year surplus
310	59000	Contribution to Reserve			255,359	255,359	661,680	584,322	835,186	1,525,622	1,192,255	1,537,072	2,903,828	
311	59704	Transfer to Park Services	OVR153-100	Central RR Subregion Administration	0	0	0	6,614	6,614	6,812	7,017	7,227	7,444	Parks services staff costs for RR invasive plant management (non-heribicide treatment) at MAR, KAS
312	59712	Transfer to Project Management	OVR153-100	Central RR Subregion Administration	20,000	49,959	20,000	18,000	18,000	75,000	75,000	30,000	0	A112 RDCK Project Management Support
313	59702	Transfer to Resource Recovery	OVR153-100	Central RR Subregion Administration	380,388	380,388	391,800	389,898	493,119	505,447	518,083	531,035	544,311	A102 Resource Recovery Placeholder: 70% (20% to A118 recycling allocation service and 10% to A120 C-W Compost allocation service).
314	59500	Transfer to Other Service	OVR153-303	Contribution to West	270,826	270,826	243,743	231,556	231,556	208,400	187,560	168,804	151,924	Placeholder, cont to West for OOT landfill, (reduction expected from organics diversion and inclusion of septage pit waste in calcuation)
315	59722	Transfer to Asset Management	OVR153-100	Central RR Subregion Administration	0	0	0	40,000	16,746	5,973	6,004	5,405	5,516	Placeholder Asset Management (A122), higher in first few years for FCA in 26/27 and PM staff support
316	59720	Transfer to Organics Program - Central and	OVR153-100	Central RR Subregion Administration	59,347	59,347	61,766	50,103	39,683	61,133	13,330	14,184	16,170	Placeholder Transfer to A120 - tax subidization; Current tax split 50/50 with S188
317	59720	Transfer to Organics Program - Central and	OVR153-100	Central RR Subregion Administration	174,855	174,855	164,042	178,714	181,428	177,693	92,414	94,339	96,603	Transfer to A120 - in lieu of tipping fees based on CAP & fixed operating costs
318	59717	Transfer to Recycling Program - Central	OVR153-100	Central RR Subregion Administration	282,360	282,360	548,384	800,989	720,819	671,839	666,536	644,789	693,602	Transfer to Central Recycling Allocation Service A117 (remove KOK; increased RBC Incentives in 2025, new LT Loan repayment to start in 2026)
319	59500	Transfer to Other Service			1,187,776	1,217,735	1,429,735	1,715,874	1,707,965	1,712,298	1,565,944	1,495,784	1,515,570	
320	59510	Transfer to Other Service - General Admin. Fee	OVR153-100	Central RR Subregion Administration	169,054	169,054	174,126	173,280	178,358	182,817	187,387	192,072	196,874	Gen Admin Placeholder
321	59510	Transfer to Other Service - General Admin. Fee			169,054	169,054	174,126	173,280	178,358	182,817	187,387	192,072	196,874	
322	59520	Transfer to Other Service - IT Fee	OVR153-100	Central RR Subregion Administration	36,018	36,018	37,099	28,817	28,817	29,537	30,276	31,033	31,809	IT Placeholder
323	59520	Transfer to Other Service - IT Fee			36,018	36,018	37,099	28,817	28,817	29,537	30,276	31,033	31,809	
324	59550	Transfer to Other Service - Environmental Services	OVR153-100	Central RR Subregion Administration	78,862	78,862	81,228	80,838	118,097	121,049	124,076	127,178	130,357	A100 Enviro Services Placeholder
325	59550	Transfer to Other Service - Environmental Services			78,862	78,862	81,228	80,838	118,097	121,049	124,076	127,178	130,357	
326	60000	Capital Expenditures	CAP1412-100	RR - CEN - Tractor truck 2025 - VIN #TBD	350,000	0	0	248,133	248,133	0	260,540	0	0	Waste Hauling Tractor Truck asset replacement, 25 purchase will be recived in 26; Investigate alternative fuel for future units; assumes next replacement in 28
327	60000	Capital Expenditures	CAP1411-100	RR - CEN - Roll off truck 2025 - VIN #TBD	400,000	0	0	364,437	364,437	0	382,658	0	0	Roll off truck asset replacement, 25 purchase will be received in 26; Investigate alternate fuel for future units; Look at overhaul of dempster system; assumes next replacement in 28
328	60000	Capital Expenditures	CAP1242-100	Regional curbside program development	0	0	0	0	0	0	0	0	0	Remove; Rural curbside program not proceeding; Moved funds for Nelson containers to Grants 57070
329	60000	Capital Expenditures	CAP1401-100	GRO Organics Bins	10,000	0	0	0	0	0	0	0	0	Purchase shared bin and adapt bin lids; deferred to 2025
330	60000	Capital Expenditures	CAP1403-100	GRO fleet unit	60,000	23,258	0	0	0	0	0	0	0	purchase of fleet unit for GRO/CEN ops (SUV or small truck)
331	60000	Capital Expenditures	CAP1398-100	Central Auto Kiosk	22,000	22,000	0	0	0	0	0	0	0	Kiosk to allow for septage and other materials deposit outside regular hours (Wed/Sat) to work with new scale software; A120 to pay half for organcis
332	60000	Capital Expenditures	CAP1122-100	ENV - RR - 2021 - Compacting Trailer	300,000	267,215	300,000	300,000	300,000	0	0	0	300,000	Compacting trailer one in 2025 (\$280K) and another in 2026; est 2030 next replacement (funded by new equip reserve)

S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
333	60000	Capital Expenditures	CAP1536-100	RO bin trailer	73,000	0	0	0	75,000	0	0	0	0	Intended for tandem RO bin hauling - triaxle to haul organics/weight restrictions; received 1st week of Jan 26
334	60000	Capital Expenditures	CAP1650-100	Equipment trailer	0	0	0	50,000	50,000	0	0	0	0	Trailer to transport equipment (loader, backhoe, excavator) to other sites for site maintenance and legacy chip pile management
335	60000	Capital Expenditures	CAP1535-100	Central Monitoring Well Drilling	20,000	15,000	0	0	0	0		0	0	New monitoring well installed d/s of septage pits, as per hydrogeo recommendation
336	60000	Capital Expenditures	CAP1400-100	Central Loader	0	0	0	0	0	0	0	0	0	Loader purchase in 24
337	60000	Capital Expenditures	CAP1326-100	Roll off bins	0	0	40,000	40,000	40,000	0	40,000	0	40,000	Rolling stock roll offs bin (\$20k ea; 2024 CAP1327; 2025 CAP1328; 2026 CAP1329), looking to transition away from Dempster system
338	60000	Capital Expenditures	CAP767-100	NEL TS - Nelson Landfill Closure	148,000	12,000	747,000	747,000	747,000	0	0	0	0	2026: negotiations with City of Nelson on payment for closure
339	60000	Capital Expenditures	CAP809-100	HBD - Remediation and Closure	234,400	203,326	0	30,000	30,000	0	0	0	0	2026: \$30k for post construction event driven EM and repairs
340	60000	Capital Expenditures	CAP809-101	HBD - Remediation and Closure - Construction	223,800	134,000	263,276	252,800	252,800	134,000	63,200	64,464	65,753	2026-2027: \$30k water monitoring, \$7.5k for reveg monitoring, \$10k for wildlife monitoring (2 events per year), \$0.5k settlement monitoring, \$10k for updates to EMA and WQMMP (increased from 2025 due to permit amendment new requirements), \$10K for Reclamation Research Program monitoring, \$15k for summary reports/memos for all monitoring work, \$5k ML/ARD monitoring/reporting. 2026 extras: \$5k consultant
341	60000	Capital Expenditures	CAP1642-100	BAL - Security fence and Surveillance	0	0	0	50,000	50,000	0	0	0	0	Scavenging and bear deterrent - est to be refined; fencing, surveillance, general security upgrades
342	60000	Capital Expenditures	CAP1397-100	BAL - road improvements / paving	0	0	0	0	0	0	0	0	0	Remove; project occurred in 2024
343	60000	Capital Expenditures	CAP1317-100	CEN RR -Subregion - Hauling Building	60,000	20,000	1,500,000	150,000	150,000	1,500,000	0	0	0	Project delayed due to road and traffic assessments; design in 2026, construction 2027
344	60000	Capital Expenditures	CAP981-100	KAS TS - 2019 Washroom	0	0	0	0	0	0	68,000	0	0	Well, septic \$20k, Washroom \$2k, power \$22k
345	60000	Capital Expenditures	CAP1663-100	Kaslo power upgrade	0	0	0	90,000	90,000	0	0	0	0	Solar - Investigating grant funding
346	60000	Capital Expenditures	CAP1235-100	CEN - Legacy Landfills	60,000	34,413	355,000	242,000	242,000	0	0	0	0	\$75k Stage 1/2 (CSR) for SAL (only site that needs SDS). \$16k to address ENV comments on LF Criteria Closure Plans (\$4k/site), submitted in 2025. \$8k for Crown Land process for SAL (no LOO or grant, but site is on Crown Land). \$8K for KAS LOO amendment (if needed). \$45k for 3 GW wells at BAL, \$45k for 3 wells at KAS. NICE TO HAVE - extra \$25k for SDS/CSR
347	60000	Capital Expenditures	CAP1529-100-	RR - CEN - Legacy Landfill Closures	0	30,000	0	20,000	20,000	0	1,500,000	1,000,000	0	Legacy Landfill closure works - 2026 Balfour; 2028 Kaslo, Marblehead; 2029 Salmo
348	60000	Capital Expenditures	CAP1402-100	CEN Septage	0	7,250	0	100,000	100,000	0	0	0	0	Septage Biosolids Management (hauling to OOT)
349	60000	Capital Expenditures	CAP1402-100	CEN Septage	50,000	17,200	17,200	50,000	50,000	0	0	0	0	Assessment and design for septage management
350	60000	Capital Expenditures	CAP1653-100	Rural residents organics self-haul containers	0	0	0	13,200	13,200	0	0	0	0	Placeholder: CBT funded self-haul containers, kitchen catchers, stickers for containers etc for rural residents with access to organics infrastructure
351	60000	Capital Expenditures	CAP1641-100	BAL Bear proof self-haul drop off containers	0	0	0	0	0	15,000	0	0	0	Placeholder: CBT Funded Bear Proof self-haul drop off containers at BAL (\$15k each)
352	60000	Capital Expenditures	CAP1662-100	KAS Bear proof self-haul drop off containers	0	0	0	0	0	15,000	0	0	0	Placeholder: CBT Funded Bear Proof self-haul drop off containers at KAS (\$15k each)
353	60000	Capital Expenditures	CAP1671-100	MAR - Bin Wall Replacement	0	0	0	0	200,000	0	0	0	0	End of 25 wall failure requires rebuild - investigating insurance coverage, otherwise reserve funded
354	60000	Capital Expenditures	CAP1304-100	CEN Bin Wall	0	0	0	0	0	0	0	0	0	Remove; move to R&M
355	60000	Capital Expenditures			2,011,200	785,662	3,222,476	2,747,570	3,022,570	1,664,000	2,314,398	1,064,464	405,753	



S187 - Refuse Disposal Central Subregion - 5 year Financial Plan (2026-2030)

Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Nov 25	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
356	TOTAL EXPENSES				8,318,236	6,684,203	9,900,671	9,743,542	10,316,858	9,678,259	9,638,834	8,694,184	9,243,894	
357	TOTAL CAP REVENUE				-1,868,887	-677,412	-3,240,458	-2,814,552	-3,089,552	-2,634,000	-2,314,398	-1,064,464	-1,018,323	
358	TOTAL CAP (no HB)				1,553,000	448,336	2,959,200	2,464,770	2,739,770	1,530,000	2,251,198	1,000,000	340,000	
359	TOTAL OPERATING EXPENSES (no CAP or HB)				5,517,779	5,140,415	5,936,581	6,286,578	6,584,893	7,345,578	7,158,283	7,471,973	8,686,781	
360	TIPPING FEES				-2,194,940	-2,277,245	-2,261,857	-2,250,120	-2,420,741	-2,583,649	-2,737,468	-2,900,516	-3,044,542	
361	TAXATION				-3,988,469	-3,988,469	-4,027,207	-4,117,260	-4,094,006	-4,211,564	-4,372,217	-4,502,881	-4,637,932	
362	HB EXPENSES (OPs & CAP)				1,580,068	1,416,561	1,125,000	1,216,625	1,216,625	960,811	445,483	378,341	311,243	
363	TOTAL REVENUE				-8,468,236	-7,132,937	-9,863,473	-9,743,537	-10,316,858	-9,678,259	-9,638,834	-8,694,184	-9,243,894	
364	SURPLUS/DEFICIT				0	-448,734	0	0	0	0	0	0	0	
365				Opening Regular Reserve Balance	-630,906	-1,013,680	-385,969	-1,029,633	-1,104,633	-567,519	-824,141	-75,196	-277,804	
366				Transfer From Regular Reserves	500,296	164,406	658,276	1,029,800	1,304,800	1,134,000	1,671,200	1,064,464	105,753	
367				Contribution to Regular Reserves	-255,359	-255,359	-661,680	-625,531	-767,686	-1,390,622	-922,255	-1,267,072	-2,633,828	
368				Net Change for Year	244,937	-90,953	-3,404	404,269	537,114	-256,622	748,945	-202,608	-2,528,075	
369				Year End Regular Reserve	-385,969	-1,104,633	-389,373	-625,363	-567,519	-824,141	-75,196	-277,804	-2,805,879	
370														
371				Opening Landfill Closure Reserve Balance	0	0	-469,386	0	0	0	0	0	0	
372				Transfer From LC Reserves	0	0	0	0	0	0	0	0	0	
373				Contribution to LC Reserves	0	0	0	0	0	0	0	0	0	
374				Net Change for Year	0	0	0	0	0	0	0	0	0	
375				Year End LC Reserve	0	0	-469,386	0	0	0	0	0	0	
376														
377				Opening Stabilization Reserve Balance	-3,863	-4,005	-3,863	-4,005	-4,005	-4,005	-4,005	-4,005	-4,005	
378				Transfer From Stabilization Reserves	0	0	0	0	0	0	0	0	0	
379				Contribution to Stabilization Reserves	0	0	0	0	0	0	0	0	0	
380				Net Change for Year	0	0	0	0	0	0	0	0	0	
381				Year End Stabilization Reserve	-3,863	-4,005	-3,863	-4,005	-4,005	-4,005	-4,005	-4,005	-4,005	
382														
383				Opening Fleet Reserve Balance	0	0	0	0	0	-67,500	-202,500	-472,500	-742,500	
384				Transfer From Fleet Reserves	0	0	0	0	0	0	0	0	-300,000	
385				Contribution to Fleet Reserves	0	0	0	-67,500	-67,500	-135,000	-270,000	-270,000	-270,000	
386				Net Change for Year	0	0	0	-67,500	-67,500	-135,000	-270,000	-270,000	-570,000	
387				Year End Fleet Reserve	0	0	0	-67,500	-67,500	-202,500	-472,500	-742,500	-1,312,500	
388				Total Reserves	-389,832	-1,108,638	-862,622	-696,868	-639,024	-1,030,646	-551,701	-1,024,309	-4,122,384	
389				Landfill Liability Fund Value										
390														
391				Contaminated Sites Liability - HB	1,470,539			1,470,539	1,470,539	1,470,539				
392				Contaminated Sites Liability - 70 Lakeside Drive	0			0	0	0				
393				Central Septage Reserve	-54,368									
394				GCF	-92,158									



A117 - Recycling Program Central Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	November Draft 2026 Budget	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	42035	User Fees - Specified	OPR640-100	Central Recycling - General	-419,297	-350,114	-423,532	-360,618	-360,618	-371,436	-371,436	-382,579	-382,579	RBC Financial Incentive
2	42035	User Fees - Specified	OPR641-100	West Recycling - General	-29,859	-29,859	-29,859	-29,859	-29,859	-29,859	-29,859	-29,859	-29,859	Placeholder - transfer of RBC Incentives for SR equalization
3	42035	User Fees - Specified			-449,156	-379,973	-453,391	-390,477	-390,477	-401,295	-401,295	-412,438	-412,438	
4	43025	Grants - Specified	OPR640-100	Central Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
5	43025	Grants - Specified			0	0	0	0	0	0	0	0	0	
6	43100	Proceeds from Borrowing	CAP1239-100	Nelson Recycling Depot	-2,000,000	-1,980,000	0	0	0	0	0	0	0	GRO recycling depot expansion design/tender 2025; construction 2026; combine project with fleet building - less \$142k CGF grant
7	43100	Proceeds from Borrowing			-2,000,000	-1,980,000	0	0	0	0	0	0	0	
8	43200	Proceeds from Equipment Financing	OPR640-100	Central Recycling - General	0	0	0	-150,500	-150,500	0	0	0	0	Placeholder
9	43200	Proceeds from Equipment Financing			0	0	0	-150,500	-150,500	0	0	0	0	
10	45000	Transfer from Reserves	OPR640-100	Central Recycling - General	-118,083	-27,442	0	-90,641	-90,641	0	0	0	0	GCF grant funds for GRO depot
11	45000	Transfer from Reserves	OPR640-100	Central Recycling - General	0	0	-10,000	-1,957,766	-210,000	-1,747,766	0	0	0	Placeholder; CAP works
12	44020	Investment Income and Interest	OPR640-100	Central Recycling - General	0	0	0	-40,000	-40,000	0	0	0	0	Interest earned on ~\$2M from LT borrowing for depot project placed in reserves
13	45000	Transfer from Reserves			-118,083	-27,442	-10,000	-2,088,407	-340,641	-1,747,766	0	0	0	
14	45717	Transfer from Recycling Program - Central Subregion	OPR640-100	Central Recycling - General	-282,360	-282,359	-548,384	-800,989	-680,819	-671,839	-666,536	-644,789	-693,602	Revenue from S187; pending receiving facility RFP result could see increased RBC fundign June 2026
15	45717	Transfer from Recycling Program - Central Subregion			-282,360	-282,359	-548,384	-800,989	-680,819	-671,839	-666,536	-644,789	-693,602	
16	49100	Prior Year Surplus	OPR640-100	Central Recycling - General	-113,768	-24,125	0	267,232	267,232	0	0	0	0	Prior year surplus/deficit
17	49100	Prior Year Surplus			-113,768	-24,125	0	267,232	267,232	0	0	0	0	
18	TOTAL REVENUE				-2,963,367	-2,693,899	-1,011,775	-3,163,141	-1,295,205	-2,820,901	-1,067,832	-1,057,227	-1,106,041	
19	TOTAL OPERATING REVENUE				-745,284	-586,457	-1,001,775	-924,234	-804,064	-1,073,135	-1,067,832	-1,057,227	-1,106,041	
20	CAP FUNDING SUBTOTAL				-2,218,083	-2,107,442	-10,000	-2,238,907	-491,141	-1,747,766	0	0	0	Grants, reserves, borrowing
21	51010	Salaries	OPR640-100	Central Recycling - General	279,831	266,499	288,226	283,988	283,988	291,088	298,365	305,824	313,470	RWE Based on Salary worksheet (2.5%), includes salary & training/onboarding related costs
22	51010	Salaries	OPR623-100	CEN - Lead Hand	15,629	15,629	15,941		15,900	16,218	16,542	16,873	17,211	Lead Hand - 30%; Based on Salary Worksheet (new CA rate)
23	51010	Salaries			295,460	282,127	304,167	283,988	299,888	307,306	314,907	322,697	330,680	
24	51020	Overtime	OPR640-100	Central Recycling - General	1,000	1,165	1,000	1,000	1,000	1,000	1,000	1,000	1,000	Limited budget for emerg coverage
25	51020	Overtime			1,000	1,165	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
26	51030	Benefits	OPR640-100	Central Recycling - General	69,958	65,721	72,057	70,997	70,997	72,772	74,591	76,456	78,367	RWEs; Based on Salary Worksheet
27	51030	Benefits	OPR623-100	CEN - Lead Hand	4,689	4,689	4,782	0	4,611	4,726	4,844	4,966	5,090	Lead Hand - 30%; Based on Salary Worksheet (new CA rate)
28	51030	Benefits			74,646	70,409	78,839	70,997	75,608	77,498	79,436	81,422	83,457	
29	51050	Employee Health & Safety	OPR640-100	Central Recycling - General	4,100	120	4,203	2,000	2,000	2,050	2,101	2,154	2,208	RWE footwear, jackets, training, safety check-in monitoring, based estimate provided by H&S coord staff events
30	51060	Employee Recognition	OPR640-100	Central Recycling - General	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000	
31	51500	Employee Health & Safety			4,100	120	4,203	3,000	3,000	3,050	3,101	3,154	3,208	
32	51500	Directors - Allowance & Stipend	OPR640-100	Central Recycling - General	7,503	7,503	7,653	0	7,653	7,653	7,806	7,962	8,121	20% Based on up to 14 RR meetings for 6 Directors, budget meetings and Chair stipend
33	51500	Directors - Allowance & Stipend			7,503	7,503	7,653	0	7,653	7,653	7,806	7,962	8,121	
34	51560	Directors - Travel	OVR153-100	Central RR Subregion Administration	1,000	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	Recommending Director fees fully allocated to the waste services

A117 - Recycling Program Central Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	November Draft 2026 Budget	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
35	51560	Directors - Travel			1,000	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	
36	52010	Travel	OPR640-100	Central Recycling - General	1,000	971	1,000	1,000	1,000	1,000	1,000	1,000	1,000	RWE - mileage for field staff training/development/out of area shift coverage;
37	52010	Travel	OPR623-100	CEN - Lead Hand	1,050	1,050	1,103	1,103	1,103	1,158	1,216	1,276	1,340	Recommending LH costs fully allocated to the waste services
38	52010	Travel			2,050	2,021	2,103	2,103	2,103	2,158	2,216	2,276	2,340	
39	52020	Learning and Professional Development	OPR640-100	Central Recycling - General	3,000	233	3,000	2,000	2,000	2,000	2,000	2,000	2,000	RWE training; staff incentives
40	52020	Education & Training			3,000	233	3,000	2,000	2,000	2,000	2,000	2,000	2,000	
41	53020	Admin, Office Supplies & Postage	OPR640-100	Central Recycling - General	200	0	200	200	200	200	200	200	200	General supplies
42	53020	Admin, Office Supplies &			200	0	200	200	200	200	200	200	200	
43	53030	Communication	OPR640-100	Central Recycling - General	3,412	3,092	3,126	3,166	3,166	3,242	3,320	3,400	3,482	RWE cell allowance
44	53030	Communication			3,412	3,092	3,126	3,166	3,166	3,242	3,320	3,400	3,482	
45	53040	Advertising	OPR640-100	Central Recycling - General	500	500	500	500	500	500	500	500	500	Recycling communciations/ads
46	53040	Advertising			500	500	500	500	500	500	500	500	500	
47	53050	Insurance	OPR640-100	Central Recycling - General	0	52	0	53	53	55	56	57	59	MIABC
48	53050	Insurance			0	52	0	53	53	55	56	57	59	
49	54020	Professional Fees	OPR640-100	Central Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
50	54020	Professional Fees			0	0	0	0	0	0	0	0	0	
51	54030	Contracted Services	OPR640-100	Central Recycling - General	194,816	229,152	204,556	235,452	235,452	209,466	241,103	214,493	246,889	Placeholder - fluctuates with volumes collected (more volume in ICI in KAS in 25); based on projected with 2.4%; Satellite hauling; IC contract; City of Nelson curbside hauling from GRO; possibly change of GRO to core = \$60k savings; dust control
52	54030	Contracted Services	OPR640-100	Central Recycling - General	6,025	1,200	0	0	0	0	0	0	0	KOK equipment move to BAL/CEN in 25, if shack goes to CRE A116 to pay for portion of transport
53	54030	Contracted Services	OPR616-100	RBC depot O&M (Biffy & garbage	2,017	0	2,058	0	0	0	0	0	0	Move to 640-100; Garbage, portable toilets
54	54030	Contracted Services	OPR616-100	RBC depot snow	26,589	0	27,919	0	0	0	0	0	0	Move to 640-100; Snow removal services
55	54030	Contracted Services			229,447	230,352	234,533	235,452	235,452	209,466	241,103	214,493	246,889	
56	55010	Repairs & Maintenance	OPR640-100	Central Recycling - General	5,500	14,047	3,000	9,500	9,500	5,000	5,000	5,000	5,000	General repairs, power/lighting installs; R&M cost increasing
57	55010	Repairs & Maintenance			5,500	14,047	3,000	9,500	9,500	5,000	5,000	5,000	5,000	
58	55020	Operating Supplies	OPR640-100	Central Recycling - General	2,650	2,996	2,500	3,068	3,068	3,142	3,217	3,295	3,374	General supplies; signage
59	55020	Operating Supplies			2,650	2,996	2,500	3,068	3,068	3,142	3,217	3,295	3,374	
60	55030	Equipment	OPR640-100	Central Recycling - General	1,700	198	500	4,800	4,800	500	500	500	501	General equip, AC for BAL & KAS; lighting LAK and GRO
61	55030	Equipment			1,700	198	500	1,500	1,500	500	500	500	501	
62	55040	Utilities	OPR640-100	Central Recycling - General	6,098	1,059	6,220	2,000	2,000	2,000	2,000	2,048	2,097	Power, propane
63	55040	Utilities			6,098	1,059	6,220	2,000	2,000	2,000	2,000	2,048	2,097	
64	55060	Rentals	OPR640-100	Central Recycling - General	63,047	74,807	8,000	76,603	76,603	60,500	8,000	8,000	8,001	Depot lease (LAK & SAL); LAK to consolidate in 26/27
65	55060	Rentals			63,047	74,807	8,000	76,603	76,603	60,500	8,000	8,000	8,001	
66	56110	Short-Term Financing Interest	OPR640-100	Central Recycling - General	5,094	0	4,002	0	0	0	0	0	0	Remove; ST - GRO depot; not required as LT loan received before significant design works started
67	56110	Short-Term Financing Interest	OPR640-100	Central Recycling - General	2,610	2,287	0	0	0	0	0	0	0	Short term borrowing repayment for RBC; expired 25

A117 - Recycling Program Central Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	November Draft 2026 Budget	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
68	56610	Equipment Financing Interest	OPR640-100	Central Recycling - General	0	0	0	0	0	5,000	5,000	5,000	5,000	For discussion; GRO Compactor and Bins for Nelson curbside
69	56110	Short-Term Financing Interest			7,704	2,287	4,002	0	0	5,000	5,000	5,000	5,000	
70	56010	Debenture Interest	OPR640-100	Central Recycling - General	0	0	92,000	92,000	0	92,000	92,000	92,000	92,000	Placeholder; LT - New Recycling Depot - 25yr 4.6%
71	56010	Debenture Interest			0	0	92,000	92,000	0	92,000	92,000	92,000	92,000	
72	56120	Short-Term Financing Principal	OPR640-100	Central Recycling - General	19,425	0	19,425	0	0	0	0	0	0	Remove; ST - GRO depot; not required as LT loan received before significant design works started
73	56120	Short-Term Financing Principal	OPR640-100	Central Recycling - General	86,941	86,941	0	0	0	0	0	0	0	Short term borrowing repayment for RBC; expired 25
74	56620	Equipment Financing Principal	OPR640-100	Central Recycling - General	0	0	0	0	0	24,000	24,000	24,000	24,000	For Discussion: GRO Compactor and Bins for Nelson curbside
75	56120	Short-Term Financing Principal			106,366	86,941	19,425	0	0	24,000	24,000	24,000	24,000	
76	56020	Debenture Principal	OPR640-100	Central Recycling - General	0	0	49,997	49,997	0	49,997	49,997	49,997	49,997	Placeholder; LT - New Recycling Depot - 25yr 4.51%
77	56020	Debenture Principal			0	0	49,997	49,997	0	49,997	49,997	49,997	49,997	
78	59000	Contribution to Reserve	OPR640-100	Central Recycling - General	5,000	1,985,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Regular reserve - for asset replacement
79	59000	Contribution to Reserve			5,000	1,985,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
80	59702	Transfer to Resource Recovery	OPR640-100	Central RR Subregion Administration	108,682	108,683	111,942	111,399	140,891	144,413	148,024	151,724	155,517	A102 Resource Recovery; Placeholder; 20% of S187 transfer to A102
81	59500	Transfer to Other Service			108,682	108,683	111,942	111,399	140,891	144,413	148,024	151,724	155,517	
82	59510	Transfer to Other Service - General Admin. Fee	OPR640-100	Central Recycling - General	44,207	44,208	45,533	45,533	44,097	45,420	46,783	48,186	49,632	General Admin; Placeholder
83	59510	Transfer to Other Service - General Admin. Fee			44,207	44,208	45,533	45,533	44,097	45,420	46,783	48,186	49,632	
84	59520	Transfer to Other Service - IT Fee	OPR640-100	Central Recycling - General	5,028	5,029	5,179	5,661	5,661	5,831	6,006	6,186	6,372	IT Placeholder
85	59520	Transfer to Other Service - IT			5,028	5,029	5,179	5,661	5,661	5,831	6,006	6,186	6,372	
86	59550	Transfer to Other Service - Environmental Services Fee	OPR640-100	Central Recycling - General	9,858	9,859	10,154	10,154	14,762	15,205	15,661	16,131	16,615	A100 Enviro Services; Placeholder 10% of S186 transfer to A100
87	59550	Transfer to Other Service - Environmental Services Fee			9,858	9,859	10,154	10,154	14,762	15,205	15,661	16,131	16,615	
88	60000	Capital Expenditures	CAP1557-100	Nelson Recycling Depot	1,975,208	27,442	0	1,947,766	200,000	1,747,766	0	0	0	Nelson area depot, expect final assess & design in 26, construction in 27
89	60000	Capital Expenditures	CAP1669-100	RR GRO Recycling Compactor & Bins	0	0	0	150,500	150,500	0	0	0	0	For Discussion: New compactor and bins (3) - includes delivery and commissioning
90	60000	Capital Expenditures	CAP1528-100	Balfour recycling area paving	0	0	10,000	10,000	10,000	0	0	0	0	Paving in recycling area
91	60000	Capital Expenditures			1,975,208	27,442	10,000	2,108,266	360,500	1,747,766	0	0	0	
92	TOTAL EXPENSES				2,963,367	2,961,131	1,001,775	3,123,140	1,295,205	2,820,901	1,067,832	1,057,227	1,106,041	
93	TOTAL OPERATING EXPENSES				988,159	2,933,689	991,775	1,014,874	934,705	1,073,135	1,067,832	1,057,227	1,106,041	
94	TOTAL CAP REVENUE				-1,975,208	-27,442	-10,000	-2,108,266	-360,500	-1,747,766	0	0	0	
95	TOTAL REVENUE				-2,963,367	-2,693,899	-1,011,775	-3,163,141	-1,295,205	-2,820,901	-1,067,832	-1,057,227	-1,106,041	
96	SURPLUS/DEFICIT				0	267,232	0	-40,000	0	0	0	0	0	
97				Opening Regular Reserve Balance	-16,259	-16,259	-139,342	-1,973,817	-1,973,817	-1,768,817	-26,051	-31,051	-36,051	
98				Transfer From Regular Reserves	-118,083	27,442	10,000	210,000	210,000	1,747,766	0	0	0	
99				Contribution to Regular Reserves	-5,000	-1,985,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	
100				Net Change for Year	-123,083	-1,957,558	5,000	205,000	205,000	1,742,766	-5,000	-5,000	-5,000	
101				Year End Regular Reserve	-139,342	-1,973,817	-134,342	-1,768,817	-1,768,817	-26,051	-31,051	-36,051	-41,051	
102														

S188 - Refuse Disposal West Subregion - 5 year Financial Plan (2026-2030)

No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	41010	Requisitions			-805,083	-805,083	-869,490	-885,592	-850,697	-908,900	-959,673	-941,981	-1,017,164	Reduced from 10 to 8% increase annually
2	41020	Grants in lieu of Taxes	OVR154-100	West RR Subregion Administration	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	Placeholder
3	41020	Grants in lieu of Taxes			-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	-5,270	
4	42020	Sale of Services	OPR302-100	NAK-Facility O&M	-420,298	-391,233	-441,313	-317,882	-416,272	-441,248	-467,723	-495,786	-520,575	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
5	42020	Sale of Services	OPR304-100	OOT Facility O&M	-2,469,638	-3,115,405	-2,593,120	-2,622,975	-2,782,791	-2,949,758	-3,126,744	-3,314,349	-3,480,066	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
6	42020	Sale of Services	OPR620-100	OOT - Compost	-77,957	-108,183	-81,855	-82,854	-115,107	-122,013	-129,334	-137,094	-143,949	Organics accepted at OOT from Cgar curbside and self haul
7	42020	Sale of Services	OPR306-100	ROS Facility O&M	-95,462	-115,252	-100,236	-93,856	-122,629	-129,986	-137,785	-146,053	-153,355	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
8	42020	Sale of Services	OPR422-100	BUR Facility O&M	-19,323	-19,985	-20,289	-19,454	-21,265	-22,540	-23,893	-25,326	-26,593	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
9	42020	Sale of Services	OPR420-100	EDG Facility O&M	-29,238	-30,014	-30,700	-29,310	-31,935	-33,851	-35,882	-38,035	-39,937	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
10	42020	Sale of Services	OPR307-100	SLO Facility O&M	-116,118	-128,594	-121,924	-103,935	-136,824	-145,034	-153,736	-162,960	-171,108	Placeholder, based on 2025 projected with 2.4 increase to ALL tipping fees in 2026; plus 4% for cost recovery
11	42020	Sale of Services			-3,228,034	-3,908,667	-3,389,436	-3,270,266	-3,626,822	-3,844,431	-4,075,097	-4,319,603	-4,535,583	Inflation at 2.4% in 2026, 2% subsequent yrs; plus 4/4/4/4/3% annual increase to as per cost recovery recommendation
12	42030	User Fees	OVR154-100	West RR Subregion Administration	-40,724	-30,000	-40,724	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	Estimate scrap metal rebates (lower market value than previous years), WSDA fees
13	42030	User Fees			-40,724	-30,000	-40,724	-25,000	-25,000	-25,000	-25,000	-25,000	-25,000	
14	42035	User Fees - Specified	OPR591-100	ENV-West MARR Program reimbursement	-15,000	-10,269	-15,000	-10,515	-10,515	-15,360	-10,768	-15,729	-11,026	Estimate MARR reimbursement
15	42035	User Fees - Specified			-15,000	-10,269	-15,000	-10,515	-10,515	-15,360	-10,768	-15,729	-11,026	
16	43025	Grants - Specified	CAP1243-100	WEST - Compost curbside program	-19,660	-5,324	0	0	0	0	0	0	0	2025 OICP funds to be transferred to Castlegar; Rural curbside not to proceed
17	43025	Grants - Specified	OVR154-100	West RR Subregion Administration	0	0	0	-8,000	-8,000	0	0	0	0	LGCAP & Fortis - for programmable thermostat project
18	43025	Grants - Specified	CAP1647-100	CDR Diversion Pilot	0	0	0	-20,000	-20,000	0	0	0	0	Nakusp CDR diversion project - LGCAP & Low Carbon Homes \$10k ea
19	43025	Grants - Specified	OVR154-100	West RR Subregion Administration	0	0	0	-53,083	-53,083	-26,541	0	0	0	CBT Organics - Sept 30 2026 Interim Payment, January 30 2028 Final Payment
20	43025	Grants - Specified			-19,660	-5,324	0	-81,083	-81,083	-26,541	0	0	0	
21	43100	Proceeds from Borrowing	CAP1116-100	NAK LF-transfer station construction	0	-1,079,256	0	0	0	0	0	0	0	LT borrowing
22	43100	Proceeds from Borrowing	CAP1238-100	NAK compost facility	0	0	0	0	0	0	0	0	0	Moved to reg reserve
23	43100	Proceeds from Borrowing	CAP1237-100	NAK Landfill Closure	0	0	0	0	0	0	0	0	0	Moved to Landfill Closure reserve
24	43100	Proceeds from Borrowing	CAP13119	OOT Landfill Development	0	0	0	0	0	-4,400,000	-4,600,000	0	0	LT borrowing
25	43100	Proceeds from Borrowing	CAP1243-100	WEST - Compost curbside program	0	0	0	0	0	0	0	0	0	Remove; Rural curbside
26	43100	Proceeds from Borrowing	CAP1527-100	RR - West - Legacy Landfill Closures	0	0	0	0	0	0	-2,000,000	-1,000,000	0	LT borrowing
27	43100	Proceeds from Borrowing	CAP1240-100	OOT Tipping Area and scale	0	0	0	-1,500,000	-1,500,000	0	0	0	0	LT borrowing
28	43100	Proceeds from Borrowing	CAP1425-100	SLO TS-2023 Station Upgrades	0	-665,507	0	0	0	0	0	0	0	LT borrowing



S188 - Refuse Disposal West Subregion - 5 year Financial Plan (2026-2030)

No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
29	43100	Proceeds from Borrowing			0	-1,744,763	0	-1,500,000	-1,500,000	-4,400,000	-6,600,000	-1,000,000	0	
30	43505	External Contributions & Contracts - Specified	OVR154-100	West RR Subregion Administration	-1,500	-2,189	-1,500	-7,500	-7,500	-7,500	-7,500	-7,500	-7,500	Interchange contributions for HHW events - increase in funding
	44020	Investment Income & Interest	OVR154-100	West RR Subregion Administration	0	0	0	0	0	-172,412	-186,539	-185,470	-215,744	Interest from reserves (3% of total)
31	43505	External Contributions & Contracts - Specified			-1,500	-2,189	-1,500	-7,500	-7,500	-179,912	-194,039	-192,970	-223,244	
32	45000	Transfer from Reserves	OVR154-100	West RR Subregion Administration	-884,500	-350,706	-3,261,000	-1,651,802	-1,718,802	-1,811,908	-457,808	-869,000	-58,342	Based on CAP projects funded by regular reserve
33	45000	Transfer from Reserves	OVR154-100	West RR Subregion Administration	0	0	0	0	0	-1,454,976	0	0	0	Landfill Closure Reserve
34	45000	Transfer from Reserves	OVR154-100	West RR Subregion Administration	0	-22,826	0	0	0	0	0	0	0	Remaining Growing Communities Fund (GCF) reserve - NAK/ROS TS Upgrades.
35	45000	Transfer from Reserves	OVR154-100	West RR Subregion Administration	0	0	0	-1,512,543	-1,512,543	-1,000,000	-100,000	-100,000	0	Placeholder; from stabilization reserve used in 26/27 to partially fund OOT entrance upgrades; \$100k in 28/29 from stabilization reserves
36	45000	Transfer from Reserves			-884,500	-373,532	-3,261,000	-3,164,345	-3,231,345	-4,266,884	-557,808	-969,000	-58,342	
37	45500	Transfer from Other Service	OVR154-100	West RR Subregion Administration	-270,826	-270,826	-243,743	-219,369	-219,369	-197,432	-177,689	-159,920	-143,928	Placeholder; Estimated contribution from Central Subregion (reduction due to organics diversion).
38	45500	Transfer from Other Service	OVR154-100	West RR Subregion Administration	0	0	0	0	0	0	0	0	0	Remove; Rural curbside not proceeding
39	45500	Transfer from Other Service	OVR154-100	West RR Subregion Administration	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	Placeholder, transfer from septage service; looking for future septage management options to move away from pits at landfills
40	45500	Transfer from Other Service			-520,826	-520,826	-493,743	-469,369	-469,369	-447,432	-427,689	-409,920	-393,928	
41	45900	Transfer from Provisions	OVR154-100	West RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder; Landfill Closure - liability reduction
42	45500	Transfer from Provisions			0	0	0	0	0	0	0	0	0	
43	48200	Gain on Debt	OVR154-100	West RR Subregion Administration	0	0	0	0	0	0	0	0	0	Placeholder
44	48200	Gain on Debt			0	0	0	0	0	0	0	0	0	
45	49100	Prior Year Surplus	OVR154-100	West RR Subregion Administration	-450,603	-2,721,751	0	-849,651	-1,687,944	0	0	0	0	Placeholder, previous year projected total surplus/deficit.
46	49100	Prior Year Surplus	OVR154-100	West RR Subregion Administration	0	0	0	0	0	0	0	0	0	ARO - Landfill closure
47	49100	Prior Year Surplus	OVR154-100	West RR Subregion Administration	-590,000	0	0	-15,000	-15,000	0	0	0	0	Portion of surplus carried into next year to fund work carried over
48	49100	Prior Year Surplus			-1,040,603	-2,721,751	0	-864,651	-1,702,944	0	0	0	0	
49	TOTAL REVENUE				-6,561,200	-10,127,674	-8,076,163	-10,283,591	-11,510,545	-14,119,730	-12,855,343	-7,879,472	-6,269,557	
50	TAXATION				-805,083	-805,083	-869,490	-885,592	-850,697	-908,900	-959,673	-941,981	-1,017,164	
51	TIPPING FEES				-3,228,034	-3,908,667	-3,389,436	-3,270,266	-3,626,822	-3,844,431	-4,075,097	-4,319,603	-4,535,583	
52	CAP FUNDING SUBTOTAL				-1,384,160	-2,040,096	-3,261,000	-4,745,428	-4,812,428	-8,693,425	-7,157,808	-1,969,000	-58,342	
53	TOTAL REVENUE (w/o Prior Year Surplus)				-5,520,597	-7,405,923	-8,076,763	-9,418,940	-9,807,601	-14,119,730	-12,855,343	-7,879,472	-6,269,557	
54	TOTAL OPERATING REVENUE				-4,614,937	-5,280,115	-4,813,663	-4,666,012	-4,987,673	-5,246,393	-5,503,496	-5,717,502	-5,987,971	
55	51010	Salaries	OPR652	Waste spotters	0	30,207	0	0	0	0	0	0	0	Delayed in transition; moved to LFA in 25
56	51010	Salaries	OPR624-100	West - Lead Hand	36,467	36,598	37,561	37,856	37,098	38,025	38,976	39,950	40,949	Lead Hand - 70%; 30% to allocation service; Based on Salary Worksheet
57	51010	Salaries	OVR154-100	West RR Subregion Administration	278,134	198,355	279,453	303,328	303,328	312,428	320,239	328,244	336,451	Attendants & waste spotters - Based on projected salary worksheet (New CA rate); CA payout in 2025
58	51010	Salaries			314,601	265,159	317,014	341,184	340,426	350,453	359,215	368,195	377,400	

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59	51020	Overtime	OPR624-100	West - Lead Hand	300	1,089	300	300	300	300	300	300	300	Lead Hand
60	51020	Overtime	OPR652	Waste spotters	0	0	0	0	0	0	0	0	0	Remove; moved to LFA.
61	51020	Overtime	OVR154-100	West RR Subregion Administration	8,000	4,408	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Limited budget
62	51020	Overtime			8,300	5,496	5,300	5,300	5,300	5,300	5,300	5,300	5,300	
63	51030	Benefits	OPR421-300	Waste spotters	0	5,702	0	0	0	0	0	0	0	Delayed in transition; moved to LFA in 25
64	51030	Benefits	OPR624-100	West - Lead Hand	10,575	13,969	10,840	10,759	10,759	11,028	11,304	11,586	11,876	Lead Hand - 70%; 30% to allocation service; Based on Salary Worksheet
65	51030	Benefits	OVR154-100	West RR Subregion Administration	67,028	28,640	69,038	75,003	75,003	77,253	79,571	81,958	84,417	Attendants & waste spotters
66	51030	Benefits			77,603	48,311	79,878	85,762	85,762	88,281	90,874	93,544	96,292	
67	51050	Employee Health & Safety	OVR154-100	West RR Subregion Administration	8,065	2,124	8,266	8,266	8,266	8,473	8,685	8,902	9,124	Staff PPE, training, hazard tree, safety check-in monitoring - based on costing developed with H&S coord.
68	51060	Employee Recognition	OVR154-100	West RR Subregion Administration	0	0	0	4,000	4,000	4,000	4,000	4,000	4,000	Staff events
69	51050	Employee Health & Safety			8,065	2,124	8,266	12,266	12,266	12,473	12,685	12,902	13,124	
70	51500	Directors - Allowance & Stipend	OVR154-100	West RR Subregion Administration	34,751	33,930	35,446	35,446	35,446	36,155	36,878	37,616	38,368	80% (20% allocated to A117 and 10% to A120); Based on up to 14 RR meetings (9 directors) + WRRC Chair at 4 other RRC meetings + Chair Stipend
71	51500	Directors - Allowance & Stipend			34,751	33,930	35,446	35,446	35,446	36,155	36,878	37,616	38,368	
72	51560	Directors - Travel	OVR154-100	West RR Subregion Administration	2,000	991	1,000	1,000	1,000	1,000	1,000	1,000	1,000	Director travel
73	51560	Directors - Travel			2,000	991	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
74	52010	Travel	OPR624-100	WEST - Lead Hand	16,873	7,428	17,717	17,717	7,350	0	0	0	0	First quarter; then move to fleet unit; Lead Hand 70% - cash handling and gen site travel - 30% to recycling service
75	52010	Travel	OVR154-100	West RR Subregion Administration	4,732	2,149	3,393	3,393	3,393	3,563	3,741	3,928	4,125	Landfill attendant - mileage for staff training/development/out of area shift coverage
76	52010	Travel			21,605	9,577	21,110	21,110	10,743	3,563	3,741	3,928	4,125	
77	52020	Learning and Professional Development	OVR154-100	West RR Subregion Administration	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	Attendant training; host safety summit
78	52020	Education & Training			4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
79	53020	Admin, Office Supplies & Postage	OPR302-100	NAK-Facility O&M	150	0	150	150	150	150	150	150	150	Gen supplies
80	53020	Admin, Office Supplies & Postage	OPR304-100	OOT Facility Operations & Maintenance	130	323	130	130	130	130	130	130	130	Gen supplies
81	53020	Admin, Office Supplies & Postage	OPR420	EDG	130	0	130	130	130	130	130	130	130	Gen supplies
82	53020	Admin, Office Supplies & Postage	OPR306-100	ROS Facility O&M	150	0	150	150	150	150	150	150	150	Gen supplies
83	53020	Admin, Office Supplies & Postage	OPR307-100	SLO Facility O&M	200	0	200	200	200	200	200	200	200	Gen supplies
84	53020	Admin, Office Supplies & Postage	OVR154-100	West RR Subregion Administration	2,000	2,000	2,000	500	500	2,000	2,000	2,000	2,000	Gen supplies
85	53020	Admin, Office Supplies & Postage	OVR154-303	West Subregion HHW Events	400	0	400	400	400	400	400	400	400	Hand-outs, event lunch for volunteers
86	53020	Admin, Office Supplies & Postage			3,160	2,323	3,160	1,660	1,660	3,160	3,160	3,160	3,160	
87	53030	Communication	OPR302-100	NAK-Facility O&M	3,338	4,033	3,438	4,129	4,129	4,228	4,330	4,434	4,540	Based on projected + 2.4%



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88	53030	Communication	OPR304-100	OOT Facility Operations & Maintenance	3,139	3,641	3,234	3,729	3,729	3,818	3,910	4,004	4,100	Based on projected + 2.4%
89	53030	Communication	OPR306-100	ROS Facility O&M	1,309	1,196	1,348	2,425	2,425	2,483	2,543	2,604	2,666	Based on projected + 2.4%; upgrade internet
90	53030	Communication	OPR307-100	SLO Facility O&M	2,764	1,618	2,847	1,656	1,656	1,696	1,737	1,778	1,821	Based on projected + 2.4%
91	53030	Communication	OVR154-100	West RR Subregion Administration	1,285	1,031	1,324	1,056	1,056	1,081	1,107	1,134	1,161	Staff cell allowance; projected +2.4%
92	53030	Communication			11,836	11,519	12,191	12,995	12,995	13,307	13,626	13,953	14,288	
93	53040	Advertising	OVR154-100	West RR Subregion Administration	1,500	500	2,000	4,328	4,328	2,500	2,000	1,500	1,500	As per RRP improved education/communication; Ads, brochures; increased 26-28 for adverts for NAK closure and OOT works. ICI organics regulation \$2.2k extra in 2025, \$500 in 2027
94	53040	Advertising	OVR154-303	West Subregion HHW Events	1,000	0	1,000	500	500	500	500	500	500	As per RRP improved education/communication.
95	53040	Advertising			2,500	500	3,000	4,828	4,828	3,000	2,500	2,000	2,000	
96	53050	Insurance	OPR302-100	NAK-Facility O&M	108	108	111	133	133	136	140	143	147	projected + 2.4%
97	53050	Insurance	OPR304-100	OOT Facility Operations & Maintenance	259	318	266	394	394	403	413	423	433	projected + 2.4%
98	53050	Insurance	OPR306-100	ROS Facility O&M	66	56	68	70	70	71	73	75	77	projected + 2.4%
99	53050	Insurance	OPR307-100	SLO Facility O&M	120	96	123	119	119	122	125	128	131	projected + 2.4%
100	53050	Insurance	OVR154-100	West RR Subregion Administration	4,509	4,070	4,644	5,047	5,047	5,168	5,292	5,419	5,549	projected + 2.4%
101	53050	Insurance			5,061	4,648	5,213	5,763	5,763	5,901	6,043	6,188	6,336	
102	53080	License & Permits	OPR304-100	OOT Facility Operations & Maintenance	1,000	0	0	2,500	2,500	0	0	0	0	OOT lands application fees
103	53080	License & Permits	OPR304-100	OOT Facility Operations & Maintenance	0	250	0	250	250	250	250	250	250	OOT Water License Fee
104	53080	License & Permits	OVR154-100	West RR Subregion Administration	5,657	4,089	5,657	5,657	5,657	5,657	5,657	5,657	5,657	drone software
105	53080	License & Permits	OVR154-100	West RR Subregion Administration	0	221	0	225	225	225	225	225	225	radio licenses
106	53080	License & Permits	OVR154-100	West RR Subregion Administration	0	0	0	12,500	12,500	12,500	40,000	22,500	2,500	New EMA Permit and CSR fees - 2026 - 2027, assumes \$2.5k per permitted LF site (NAK, BUR, EDG, SLO, ROS). 2028 assumes ROS DSI review fee applies at \$30k, and SLO permit fee is dropped. 2029 assumes BUR, EDG, ROS permits are closed prior to fees being due, and ROS \$20k remediation plan review fee applies. 2030: NAK permit fee.. Have not included HHERA review fee, as uncertain if required as part of remediation plan. Would add \$20k to 2029.
107	53080	License & Permits	OVR154-100	West RR Subregion Administration	7,920	7,920	7,920	7,920	7,920	11,520	11,866	12,222	12,588	Scale software license
108	53080	License & Permits			14,577	12,480	13,577	29,052	29,052	30,152	57,998	40,854	21,220	
109	54040	Consulting Fees	OPR302-100	NAK-Facility O&M	21,000	1,500	15,000	5,000	5,000	5,000	10,000	5,000	5,000	Annual site visits and general engineering support \$5k, 2028 landfill gas assessment \$5k.
110	54040	Consulting Fees	OPR302-100	NAK-Facility O&M	0	0	0	0	0	0	0	65,000	0	Hydrogeo

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No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
111	54040	Consulting Fees	OPR304-100	OOT Facility Operations & Maintenance	20,000	0	20,000	10,000	10,000	10,000	18,000	10,000	10,000	Annual site visits \$10k; next landfill gas assessment (\$8k) in 2028, however expect more LFG assessment due to Fed/Provincial guidelines so increased cost in 25/26.
112	54040	Consulting Fees	OPR304-100	OOT Facility Operations & Maintenance	0	0	0	0	0	0	0	75,000	0	Hydrogeo
113	54040	Consulting Fees	OPR304-100	OOT Facility Operations & Maintenance	110,000	83,523	0	15,000	15,000	0	0	0	0	\$15k Lands acquisition work; assumes all DOCP work is completed in 2025, may see some roll over
114	54040	Consulting Fees			151,000	85,023	35,000	30,000	30,000	15,000	28,000	155,000	15,000	
115	54030	Contracted Services	OPR302-100	NAK-Facility O&M	231,392	218,370	60,000	124,000	124,000	126,976	130,023	133,144	136,339	Landfill contract (closure end 25); move to TS maintenance & snow removal; surveillance, fire, dust control
116	54030	Contracted Services	OPR302-100	NAK Bin Haul	63,000	10,000	110,250	283,845	283,845	290,657	297,633	304,776	312,091	Start end 2025; Waste hauling to OOT post closure; includes asbestos haul
117	54030	Contracted Services	OPR302-101	NAK-Environmental Monitoring	12,000	11,514	12,861	12,861	12,861	17,000	17,408	17,826	18,254	Based on EMP sampling, reporting, lab contracts; elevated for a period post closure.
118	54030	Contracted Services	OPR302-300	NAK Material Processing	46,277	11,863	48,591	12,148	12,148	12,755	13,393	14,063	14,766	Tires, metal, tanks, wood, batteries
119	54030	Contracted Services	OPR304-100	OOT Facility O&M	515,106	504,700	618,127	551,469	551,469	579,042	607,994	638,394	670,314	Landfill contract ext in 2026 (2028 new contract), fire 200, surviellance 2000; \$12k for on-site organics bin moving 2hrs/wk, 8mths/yr to reduce in-house hauling costs by 1/2 trips; includes NAK volume increase
120	54030	Contracted Services	OPR304-101	OOT Environmental Monitoring	15,500	13,320	15,810	15,810	15,810	16,126	16,449	16,778	17,113	Based on EMP sampling, reporting, lab contracts.
121	54030	Contracted Services	OPR304-300	OOT Material Processing	116,929	57,453	122,775	58,832	58,832	61,773	64,862	68,105	71,511	Tires, metal, tanks, wood, batteries
122	54030	Contracted Services	OPR306-100	ROS Facility O&M	5,100	3,258	5,202	6,202	6,202	6,326	6,453	6,582	6,713	water for jobjon, fire, dust control
123	54030	Contracted Services	OPR306-300	ROS Snow Removal	15,148	5,000	15,906	10,000	10,000	10,500	11,025	11,576	12,155	Snow
124	54030	Contracted Services	OPR306-303	ROS Bin Haul	64,014	45,100	67,215	60,150	60,150	63,158	66,315	69,631	73,113	Bin hauling
125	54030	Contracted Services	OPR306-304	ROS TS - Material Processing	715	5,106	751	2,000	2,000	789	828	870	913	Tires, metal, tanks, batteries; 26 clean up remaining Y&G, no more on site stockpiling
126	54030	Contracted Services	OPR307-100	SLO Facility O&M	15,859	7,654	16,652	20,238	20,238	21,250	22,313	23,428	24,600	Gen maintenance, dust control, fire
127	54030	Contracted Services	OPR307-101	SLO Environmental Monitoring	4,800	5,304	4,896	4,896	4,896	4,994	5,094	5,196	5,300	Based on EMP sampling, reporting, lab contracts
128	54030	Contracted Services	OPR307-300	SLO Material Processing	10,000	5,272	2,389	5,272	5,272	5,398	5,528	5,660	5,796	tires, tanks, metal, wood
129	54030	Contracted Services	OPR307-301	SLO Snow Removal	22,397	16,980	23,516	25,756	25,756	27,044	28,396	29,816	31,307	Snow
130	54030	Contracted Services	OPR307-304	SLO Bin Haul	57,244	31,393	60,106	57,500	57,500	60,375	63,394	66,563	69,892	Bin hauling
131	54030	Contracted Services	OPR695-100	SLO Organics Collection	0	0	0	0	0	800	2,400	2,472	2,546	Organics Collection Contract from CBT funded bear proof self-haul drop off bins to be installed in 2027 (if proceeds). 2027: 4 months of service at \$200/mo. 2028 onward: 3% increase per year
132	54030	Contracted Services	OPR420-302	EDG Facility O&M	71,832	66,116	75,423	75,423	75,423	79,194	83,154	87,312	91,677	Tires, biffy, tanks, batteries, CKGB ops contract, wood as needed
133	54030	Contracted Services	OPR422-302	BUR Facility O&M	58,238	60,396	61,150	61,150	61,150	64,207	67,418	70,788	74,328	Tires, biffy, tanks, batteries, CKGB ops contract, wood as needed

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No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
134	54030	Contracted Services	OPR691-100	BUR Environmental Monitoring	0	0	0	2,081	2,081	4,286	4,415	4,547	2,342	Legacy Landfill GW or residential well and SW monitoring (2-3 locations), on a bi-annual basis for 4 years (1 event fall of 2026, 1 event spring of 2030), possibly starting fall 2026 (if drilling is proceeding).
135	54030	Contracted Services	OVR154-100	West RR Subregion Administration	21,840	21,840	21,840	21,840	21,840	21,840	21,840	21,840	21,841	CKISS
136	54030	Contracted Services	OVR154-303	West - Eco Depot - Castlegar & Nakusp	98,722	0	162,240	83,067	83,067	170,121	174,204	178,385	182,666	Castlegar and Nakusp - earliest start late 2026 (est based on Leafs costs)
137	54030	Contracted Services	OVR154-303	West Subregion HHW Events	57,278	52,266	15,000	53,520	53,520	15,757	16,135	16,522	16,919	Castlegar & Nakusp until Ecodepots established; Silverton only by 2027
138	54030	Contracted Services			1,503,391	1,152,904	1,520,701	1,548,060	1,548,060	1,660,370	1,726,673	1,794,275	1,862,495	
139	55010	Repairs & Maintenance	OPR302-100	NAK-Facility O&M	4,000	5,845	4,000	16,400	16,400	6,000	6,000	6,000	6,000	General repairs & main, scale, fire extinguisher
140	55010	Repairs & Maintenance	OPR304-100	OOT Facility O&M	19,000	15,470	9,000	15,000	15,000	10,000	10,000	10,000	14,000	General repairs & main, Grizzly plate repairs; scale maintenance. Fire extinguishers; move lock blocks for compost sales
141	55010	Repairs & Maintenance	OPR306-100	ROS Facility O&M	4,000	2,213	3,000	18,000	18,000	3,000	3,000	3,000	3,000	General repairs, road grading, fire extinguishers
142	55010	Repairs & Maintenance	OPR306-301	ROS Civil/Structural Repairs	0	0	0	0	0	0	0	0	0	Placeholder; Infrastructure repairs
143	55010	Repairs & Maintenance	OPR307-100	SLO Facility O&M	8,000	3,775	7,000	5,000	5,000	5,000	5,000	5,000	5,000	General repairs & main. Dust control, fire extinguishers
144	55010	Repairs & Maintenance	OPR307-302	SLO Civil/Structural Repairs	1,000	0	1,000	0	0	0	0	0	0	Infrastructure repairs
145	55010	Repairs & Maintenance	OPR420-302	EDG Facility O&M	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	General repairs & main
146	55010	Repairs & Maintenance	OPR422-302	BUR Facility O&M	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	General repairs & main
147	55010	Repairs & Maintenance	OVR154-100	West RR Subregion Administration	0	0	0	8,000	8,000	0	0	0	0	Programmable thermostat project - LGCAP funded
148	55010	Repairs & Maintenance	OVR154-100	West RR Subregion Administration	10,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Fire extinguisher maintenance/replacement; Road and gate repairs; FireSmart Recommendations
149	55010	Repairs & Maintenance	OPR624-100	West - Lead Hand	0	0	0	0	1,500	1,536	1,573	1,611	1,649	New fleet for West LH (tires, general main)
150	55010	Repairs & Maintenance	OPR517-100	West Sub Region Bin Maintenance	5,000	5,875	3,000	3,000	3,000	3,000	3,000	3,000	3,000	General repairs on bins
151	55010	Repairs & Maintenance			53,000	33,178	34,000	72,400	73,900	35,536	35,573	35,611	39,649	
152	55020	Operating Supplies	OPR302-100	NAK-Facility O&M	1,500	676	1,500	1,500	1,500	1,500	1,500	1,500	1,500	General site supplies. Signs
153	55020	Operating Supplies	OPR304-100	OOT Facility Operations & Maintenance	4,000	3,171	4,000	4,000	4,000	4,000	4,000	4,000	4,000	General site supplies, seeding
154	55020	Operating Supplies	OPR306-100	ROS Facility O&M	500	138	1,200	700	700	700	700	700	700	General site supplies, signs
155	55020	Operating Supplies	OPR307-100	SLO Facility O&M	500	84	1,000	500	500	500	500	500	500	General site supplies
156	55020	Operating Supplies	OPR420-302	EDG Facility O&M	100	0	500	200	200	200	200	200	200	General site supplies
157	55020	Operating Supplies	OPR422-302	BUR Facility O&M	100	0	500	200	200	200	200	200	200	General site supplies
158	55020	Operating Supplies	OVR154-100	West RR Subregion Administration	1,500	209	1,500	1,800	1,800	1,800	1,800	1,800	1,800	General supplies, delinators
159	55020	Operating Supplies	OVR154-303	West Subregion HHW Events	100	0	300	100	100	100	100	100	100	General site supplies

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160	55020	Operating Supplies			8,300	4,278	10,500	9,000	9,000	9,000	9,000	9,000	9,000	
161	55030	Equipment	OVR154-100	West RR Subregion Administration	10,500	0	0	11,025	11,025	0	0	0	0	Scale software equipment - plate readers, portable devices
162	55030	Equipment	OVR154-100	West RR Subregion Administration	3,400	956	0	10,550	10,550	0	0	0	0	Scale weight display & Radios NAK; speaker & light for gate OOT; ROS internet & debit
163	55030	Equipment			13,900	956	0	21,575	21,575	0	0	0	0	
164	55040	Utilities	OPR302-100	NAK-Facility O&M	2,398	2,563	2,470	2,624	2,624	2,687	2,751	2,817	2,885	Based on projected + 2.4%
165	55040	Utilities	OPR304-100	OOT Facility Operations & Maintenance	2,655	2,623	2,734	2,685	2,685	2,750	2,816	2,883	2,953	Based on projected + 2.4%
166	55040	Utilities	OPR306-100	ROS Facility O&M	725	1,478	747	1,513	1,513	1,549	1,586	1,625	1,664	Based on projected + 2.4%
167	55040	Utilities	OPR307-100	SLO Facility O&M	1,691	3,173	1,742	3,249	3,249	3,327	3,406	3,488	3,572	Based on projected + 2.4%
168	55040	Utilities	OVR154-100	West RR Subregion Administration	961	601	990	616	1,616	1,654	1,694	1,735	1,776	Based on projected + 2.4%; increase for charging EV units
169	55050	Vehicles	OPR624-100	West - Lead Hand	0		0	0	1,875	2,560	2,621	2,684	2,749	Fuel card for new fleet for West LH ; switch at start of Q2; change to utilities if purchase full EV
170	55040	Utilities			8,430	10,436	8,683	10,687	13,562	14,527	14,876	15,233	15,598	
171	55060	Rentals	OVR154-100	West RR Subregion Administration	0	0	0	0	0	0	0	0	0	placholder
172	55060	Rentals			0	0	0	0	0	0	0	0	0	
173	55900	Provisions	OVR154-100	West RR Subregion Administration	0	0	0	0	0	0	0	0	0	Moved to Landfill Closure reserve transfer
174	55900	Provisions			0	0	0	0	0	0	0	0	0	
175	56010	Debenture Interest	CAP1116-100	NAK LF-transfer station construction	49,059	49,059	49,059	49,059	49,059	49,059	49,059	49,059	49,059	25 yr LT
176	56010	Debenture Interest	CAP1237	NAK Landfill Closure	0	0	0	0	0	0	0	0	0	Placeholder; Moved to LCR funding; 25yr LT loan for \$1M (\$49K annually)
177	56010	Debenture Interest	CAP1238-100	NAK compost facility	0	0	0	0	0	0	0	0	0	Placeholder; Moved to reserve funded; 25yr LT loan for \$780K (3.5% - \$27.3k)
178	56010	Debenture Interest	CAP1240	OOT Tipping Area and scale	0	0	0	26,250	26,250	52,500	52,500	52,500	52,500	Based on 3.5% 25 yr
179	56010	Debenture Interest	CAP1319-100	OOT Landfill Development	0	0	0	0	0	154,000	154,000	154,000	154,000	Cell dev/Liner; based on 3.5% 25 yr
180	56010	Debenture Interest	CAP1319-200	OOT Landfill Development	0	0	0	0	0	0	161,000	161,000	161,000	Leachate; based on 3.5% 25 yr
181	56010	Debenture Interest	CAP1527-100	RR - West - Legacy Landfill Closures	0	0	0	0	0	0	52,500	105,000	105,000	2028 \$2M, 2029 \$1M; 3.5% 25 yr
182	56010	Debenture Interest	CAP1425-100	SLO TS-2023 Station Upgrades	30,299	30,299	30,299	30,299	30,299	30,299	30,299	30,299	30,299	Based on 4.6% 25 yr
183	56010	Debenture Interest			79,358	79,358	79,358	105,608	105,608	285,858	499,358	551,858	551,858	
184	56020	Debenture Principal	CAP1116-100	NAK LF-transfer station construction	27,253	27,253	27,253	27,253	27,253	27,253	27,253	27,253	27,253	25 yr LT loan
185	56020	Debenture Principal	CAP1237	NAK Landfill Closure	0	0	0	0	0	0	0	0	0	Placeholder; Moved to LCR funding; 25yr LT loan for \$1M (\$27.5K annually)
186	56020	Debenture Principal	CAP1238-100	NAK compost facility	0	0	0	0	0	0	0	0	0	Placeholder; Moved to reserve funded; 25yr LT loan for \$780K (\$22,835 )
187	56020	Debenture Principal	CAP1240	OOT Tipping Area and scale	0	0	0	21,957	21,957	43,914	43,914	43,914	43,914	25 yr LT loan - \$1.5M (auth amount from RRP; rest of funding from reserves)
188	56020	Debenture Principal	CAP1319-100	OOT Landfill Development	0	0	0	0	0	128,814	128,814	128,814	128,814	25 yr LT loan; Cell dev/Liner

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No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
189	56020	Debenture Principal	CAP1319-200	OOT Landfill Development	0	0	0	0	0	0	134,669	134,669	134,669	25 yr LT loan; Leachate
190	56020	Debenture Principal	CAP1527-100	RR - West - Legacy Landfill Closures	0	0	0	0	0	0	43,914	87,827	87,827	2028 \$2M, 2029 \$1M; 25 yr
191	56020	Debenture Principal	CAP1425-100	SLO TS-2023 Station Upgrades	16,831	16,831	16,831	16,831	16,831	16,831	16,831	16,831	16,831	25 yr LT loan
192	56020	Debenture Principal			44,084	44,084	44,084	66,041	66,041	216,812	395,395	439,308	439,308	
193	59000	Contribution to Reserve	OVR154-100	West RR Subregion Administration	658,253	658,253	509,026	821,089	1,660,527	731,030	694,284	576,215	804,284	0Cont to regular reserves
194	59000	Contribution to Reserve	OVR154-100	West RR Subregion Administration	450,000	2,651,108	450,000	450,000	450,000	450,000	450,000	450,000	450,000	Placeholder; Landfill Closure Reserve, calculation considers stage of landfill development & annual tonnage
195	59000	Contribution to Reserve	OVR154-100	West RR Subregion Administration	0		0	0	7,500	7,500	7,500	7,500	7,500	West LH Fleet Reserve
196	59000	Contribution to Reserve	OVR154-100	West RR Subregion Administration	225,302	260,322	0	424,826	843,972	0	0	0	0	Placeholder; Cont to stabilization reserves, 1/2 of prior year surplus
197	59000	Contribution to Reserve			1,333,554	3,569,683	959,026	1,695,915	2,961,999	1,188,530	1,151,784	1,033,715	1,261,784	
198	57010	Grants	OVR154-100	West RR Subregion Administration	9,550	9,550	7,800	7,800	8,550	8,550	8,550	8,550	8,550	HCSNSV - NewDenver/Silverton Compost program on-going support
199	57010	Grants	OVR154-100	West RR Subregion Administration	0		0	0	10,000	10,000	10,000	10,000	10,000	Backcountry Wilderness clean up
200	57010	Grants	OVR154-100	West RR Subregion Administration	0	0	0	29,682	29,682	24,042	0	0	0	Organics Related - 2026 \$5.6k ICI bin rebate for Castlegar businesses. 2026 50% of CBT funding for at-home organics management rebates, and tipping fee vouchers. 2027 remaining 50% for CBT rebates and vouchers
201	57010	Grants	OVR154-100	West RR Subregion Administration	0	719,738	0	0	0	0	0	0	0	Transfer of OICP grant and RDCK 1/3 to City of Castlegar for organics curbside bins and ambassadors; delayed from 24 to 25.
202	57010	Grants			9,550	729,288	7,800	37,482	48,232	42,592	18,550	18,550	18,550	
203	59712	Transfer to Project Management	OVR154-100	West RR Subregion Administration	10,000	10,000	50,000	190,502	190,502	413,423	330,000	89,000	0	A112, Project Management fees - In house support for landfill and TS construction works
204	59500	Transfer to Other Service	OVR153-100	Central RR Subregion Administration	9,701	9,701	0	0	9,701	0	0	0	0	Transfer to S187 for HHW Reso # 845/21, pending Cgar ecodepot in 25/26
205	59702	Transfer to Resource Recovery	OVR154-100	West RR Subregion Administration	470,536	470,536	484,652	484,652	409,019	421,290	433,928	446,946	460,354	Resource Recovery A102; Placeholder; 70% (20% in A118 recycling allocation service and 10% in A120 C-W Compost
206	59720	Transfer to Organics Program - Central and West	OPR643-100	Central-West Organics - General	281,078	281,078	238,112	257,625	260,339	258,349	176,442	182,188	186,561	Placeholder; Transfer of tipping fees to A120 Compost Allocation Service for CEN compost facility.
207	59720	Transfer to Organics Program - Central and West	OPR643-100	Central-West Organics - General	59,347	59,347	49,112	50,103	37,183	58,633	12,830	13,684	15,670	Placeholder Transfer to A120 - tax subsidization; Current tax split 50/50 with S187
208	59500	Transfer to Other Service	OPR619-100	OOT - Compost Hauling to CEN	80,000	80,000	84,000	84,000	96,000	105,600	116,160	127,776	140,554	Placeholder, Transfer to S187 for hauling OOT to CEN; in house estimate.
209	59718	Transfer to Recycling Program - West	OPR421-300	West Subregion Recycling	348,929	348,929	457,107	265,029	251,578	321,277	327,945	334,761	341,728	Placeholder, Transfer to West Recycling Allocation Service
210	59722	Transfer to Asset Management	OVR154-100	West RR Subregion Administration		0	0	40,000	15,194	4,020	4,041	3,638	3,712	Placeholder Asset Management (A122), higher in first few years for FCA in 26/27 and PM staff support
211	59704	Transfer to Parks Services	OVR154-100	West RR Subregion Administration	0	0	0	6,704	6,704	6,905	7,112	7,326	7,545	Parks services staff costs for RR invasive plant management (non-heribicide treatment) at BUR, EDG
212	59500	Transfer to Other Service			1,259,590	1,259,590	1,362,984	1,378,615	1,276,220	1,589,497	1,408,459	1,205,319	1,156,124	
213	59510	Transfer to Other Service - General Admin. Fee	OVR154-100	West RR Subregion Administration	119,835	119,836	123,430	122,831	124,665	127,782	130,976	134,251	137,607	General Admin Placeholder
214	59510	Transfer to Other Service - General Admin. Fee			119,835	119,836	123,430	122,831	124,665	127,782	130,976	134,251	137,607	
215	59520	Transfer to Other Service - IT Fee	OVR154-100	West RR Subregion Administration	7,097	7,098	7,310	8,442	8,442	8,695	8,956	9,225	9,502	IT

S188 - Refuse Disposal West Subregion - 5 year Financial Plan (2026-2030)

No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
216	59520	Transfer to Other Service - IT Fee			7,097	7,098	7,310	8,442	8,442	8,695	8,956	9,225	9,502	
217	59700	Transfer to Other Service - Environmental Services Fee	OVR154-100	West RR Subregion Administration	97,551	97,552	100,478	107,306	97,956	100,405	102,915	105,488	108,125	Placeholder A100 10% increase 26
218	59550	Transfer to Other Service - Environmental Services Fee			97,551	97,552	100,478	107,306	97,956	100,405	102,915	105,488	108,125	
219	60000	Capital Expenditures	CAP1116-100	NAK LF-transfer station construction	232,000	224,845	0	0	0	0	0	0	0	Completed in 2025
220	60000	Capital Expenditures	CAP1667-100	West LH Fleet	0	0	0	0	67,000	0	0	0	0	NEW added fleet funded by reserves
221	60000	Capital Expenditures	CAP1647-100	NAK CDR Diversion Pilot	0	0	0	20,000	20,000	0	0	0	0	Grant funded diversion pilot at NAK
222	60000	Capital Expenditures	CAP1664-100	NAK Paving - Access Road / Tipping Area	0	0	0	175,000	175,000	0	0	0	0	Access Rd \$130 \$ Tipping Area \$30k
223	60000	Capital Expenditures	CAP1237-100	NAK Landfill Closure	70,000	55,000	1,400,000	100,000	100,000	1,454,976	0	0	0	2026 - Placeholder for consulting (final design/tendering); 2027 \$1.45M completion of landfill closure works
224	60000	Capital Expenditures	CAP1238-100	NAK compost facility	2,500	0	0	0	0	0	70,000	780,000	0	Placeholders for Design (28) and Construction (29).
225	60000	Capital Expenditures	CAP1240-100	OOT Tipping Area and scale	100,000	34,304	1,500,000	3,012,543	3,012,543	2,398,485	0	0	0	OOT Tipping Area relocation and second scale detailed design & tendering 2026 and Phase 1 construction in 2026 (moved \$55k to A118 for cost of recycling area development) and Phase 2 in 2027 (removed lower op area paving - \$670K); upgrade entrance security
226	60000	Capital Expenditures	CAP1118-100	OOT LF-2021 Upgrades to Compost	10,000	10,000	0	0	0	0	0	0	0	Completed gate opening modifications in 25
227	60000	Capital Expenditures	CAP1404-100	OOT Organics bins	10,000	11,320	0	0	0	0	0	0	0	Completed; Remaining 5th bin
228	60000	Capital Expenditures	CAP1319-100	OOT Landfill Development	150,000	100,000	200,000	500,000	500,000	4,400,000	4,600,000	0	0	2026 detailed design and tendering for optimized footprint; \$200k fence relocation; \$200K for septic upgrades; 2027 optimized footprint cell development & liner; 2028 leachate
229	60000	Capital Expenditures	CAP1425-100	SLO TS-Upgrades 2023/24	119,000	116,404	0	0	0	0	0	0	0	Completed in 2025
230	60000	Capital Expenditures	CAP1665-100	SLO TS - Organics Drop off bear proof bin	0	0	0	0	0	15,000	0	0	0	CBT funded bear proof organics drop off bins. Will only proceed if larger collection service can be established in area.
231	60000	Capital Expenditures	CAP1668-100	West - Rural residents organics self-haul containers	0	0	0	15,200	15,200	0	0	0	0	CBT funded self-haul containers, kitchen catchers, stickers for containers etc for rural residents with access to organics infrastructure
232	60000	Capital Expenditures	CAP1120-100	ROS TS-2023 Transfer Station Upgrade	129,000	115,955	0	0	0	0	0	0	0	Completed in 2025
233	60000	Capital Expenditures	CAP1556-100	OOT litter fence	15,000	0	0	15,000	15,000	0	0	0	0	Litter fence for OOT landfill ops. If not purchased in 2025 - roll 2025 funds into 2026.
234	60000	Capital Expenditures	CAP1236-100	West - Legacy Landfills	158,000	34,980	50,000	202,000	202,000	0	0	0	0	BUR, EDG, ROS, SLO; 2026 - \$125k Stage2 (CSR) for ROS (only site that needs SDS) slightly higher cost estimated than SDS sites in S186/S187 due to site size. \$16k to address ENV comments on LF Criteria Closure Plans, submitted in 2025. \$8k for LOO amendment support for ROS. \$45k for 3 GW well installs at BUR. NICE TO HAVE - extra \$25k for SDS/CSR process.



S188 - Refuse Disposal West Subregion - 5 year Financial Plan (2026-2030)

No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
235	60000	Capital Expenditures	CAP1527-100	RR - West - Legacy Landfill Closures	0	22,500	0	22,500	22,500	0	2,000,000	1,000,000	0	Legacy Landfill closure works - Litter clean up If not completed in 2025 will move funds to 2026 - Burton, Edgewood. 2029 Rosebery.
236	60000	Capital Expenditures	CAP1332-100	WEST - 2024 - Roll Off Bins	80,000	88,000	0	0	0	0	40,000	0	40,000	2024 purchased 2, 2025 purchase est of up to 4 additional for NAK; rolling stock replacement alternating yrs
237	60000	Capital Expenditures	CAP1566-100	OOT Iron Grizzly Plates	16,000	17,102	16,000	16,800	16,800	0	17,808	0	18,342	Replacement Iron Grizzly Plates used for alternate daily cover on landfill active face (used instead of soil - saves airspace and cost): 2 plates as rolling stock replacement alternating years
238	60000	Capital Expenditures	CAP971-100	ENV - RR - 2019 West Subregion Bin Purchase	20,000	0	0	0	0	0	0	0	0	Remove; Rolling stock replacement
239	60000	Capital Expenditures	CAP1534-100	OOT monitoring well network expansion	200,000	0	0	200,000	200,000	0	0	0	0	Recommendation from 2024 Hydrogeo; delayed to accommodate AIA and TS upgrade plans
240	60000	Capital Expenditures	CAP1521-100	OOT tipping wall bins	18,000	0	40,000	160,000	160,000	0	0	0	0	2026 - 7 new bins for new tipping wall; to align with TS upgrade project
241	60000	Capital Expenditures	CAP1316-100	Castlegar EcoDepot	35,000	0	0	35,000	35,000	0	0	0	0	Placeholder for facility upgrades, equipment
242	60000	Capital Expenditures	CAP1318-100	Nakusp EcoDepot	0	0	35,000	35,000	35,000	0	0	0	0	Placeholder for facility upgrades, equipment
243	60000	Capital Expenditures			1,364,500	830,410	3,261,000	4,509,043	4,576,043	8,268,461	6,727,808	1,780,000	58,342	

S188 - Refuse Disposal West Subregion - 5 year Financial Plan (2026-2030)

No.	Acc #	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 2025 FP)	2026 Budget Presented in Dec 2025	Updated 2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
244	TOTAL EXPENSES				6,561,200	8,424,730	8,063,509	10,283,372	11,510,545	14,119,811	12,855,344	7,879,472	6,269,558	
245	TOTAL CAP REVENUE				-1,384,160	-2,040,096	-3,261,000	-4,745,428	-4,812,428	-8,693,425	-7,157,808	-1,969,000	-58,342	
246	TOTAL CAP EXPENDITURES				1,364,500	1,550,148	3,261,000	4,509,043	4,576,043	8,268,461	6,727,808	1,780,000	58,342	
247	OPERATING EXPENSES (no CAP)				3,739,703	3,901,195	3,720,041	3,906,765	3,800,854	4,160,149	4,080,999	4,074,591	3,958,265	
248	BORROWING				123,442	123,442	123,442	171,649	171,649	502,670	894,753	991,166	991,166	
249	CONT TO RESERVES				1,333,554	3,569,683	959,026	1,695,915	2,961,999	1,188,530	1,151,784	1,033,715	1,261,784	
250	TIPPING FEES				-3,228,034	-3,908,667	-3,389,436	-3,270,266	-3,626,822	-3,844,431	-4,075,097	-4,319,603	-4,535,583	
251	TAXATION				-805,083	-805,083	-869,490	-885,592	-850,697	-908,900	-959,673	-941,981	-1,017,164	
252	TOTAL REVENUE				-6,561,200	-10,127,674	-8,082,163	-10,283,591	-11,510,545	-14,119,730	-12,855,343	-7,879,472	-6,269,557	
253	SURPLUS/DEFICIT				-0	-1,702,944	0	0	0	0	0	0	0	
254														
255					Opening Regular Reserve Balance	-3,750,723	-3,889,163	-3,524,476	0	-4,196,710	-4,138,435	-3,057,557	-3,294,033	-3,001,248
256					Transfer From Regular Reserves	884,500	350,706	3,261,000	1,651,802	1,718,802	1,811,908	457,808	869,000	58,342
257					Contribution to Regular Reserves	-658,253	-658,253	-509,026	-821,089	-1,660,527	-731,030	-694,284	-576,215	-804,284
258					Net Change for Year	226,247	-307,547	2,751,974	830,713	58,275	1,080,878	-236,476	292,785	-745,942
259					Year End Regular Reserve	-3,524,476	-4,196,710	-772,502	830,713	-4,138,435	-3,057,557	-3,294,033	-3,001,248	-3,747,190
260														
261					Opening Landfill Closure Reserve Balance	-3,090,685	0	-3,540,685	0	-2,651,108	-3,101,108	-2,096,132	-2,546,132	-2,996,132
262					Transfer From LC Reserves	0	0	0	0	0	1,454,976	0	0	0
263					Contribution to LC Reserves	-450,000	-2,651,108	-450,000	-450,000	-450,000	-450,000	-450,000	-450,000	-450,000
264					Net Change for Year	-450,000	-2,651,108	-450,000	-450,000	-450,000	1,004,976	-450,000	-450,000	-450,000
265					Year End LC Reserve	-3,540,685	-2,651,108	-3,990,685	-450,000	-3,101,108	-2,096,132	-2,546,132	-2,996,132	-3,446,132
266														
267					Opening Stabillizatio Reserve Balance	-2,397,631	-2,480,753	-2,622,932	0	-2,741,075	-2,072,504	-1,072,504	-972,504	-872,504
268					Transfer From Stabilization Reserves	0	0	0	1,512,543	1,512,543	1,000,000	100,000	100,000	0
269					Contribution to Stabilization Reserves	-225,301	-260,322	0	-424,826	-843,972	0	0	0	0
270					Net Change for Year	-225,301	-260,322	0	1,087,718	668,571	1,000,000	100,000	100,000	0
271					Year End Stabilization Reserve	-2,622,932	-2,741,075	-2,622,932	1,087,718	-2,072,504	-1,072,504	-972,504	-872,504	-872,504
272					Total Reserves	-9,688,093	-9,588,893	-7,386,119	1,468,431	-9,312,047	-6,226,193	-6,812,669	-6,869,884	-8,065,826

A118 - Recycling Program West Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	42035	User Fees - Specified	OPR641-100	West Recycling - General	-164,117	-273,559	-167,419	-281,766	-281,766	-290,219	-298,926	-307,893	-317,130	RBC Financial Incentive, reduced to reflect equalization payment to E&C (\$54K total)
2	42035	User Fees - Specified			-164,117	-273,559	-167,419	-281,766	-281,766	-290,219	-298,926	-307,893	-317,130	
3	43025	Grants - Specified	OPR641-100	West Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
4	43025	Grants - Specified			0	0	0	0	0	0	0	0	0	
5	43100	Proceeds from Borrowing	OPR641-100	West Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
6	43100	Proceeds from Borrowing			0	0	0	0	0	0	0	0	0	
7	45000	Transfer from Reserves	OPR641-100	West Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
8	45000	Transfer from Reserves			0	0	0	0	0	0	0	0	0	
9	45718	Transfer into Recycling Program - West Subregion	OPR641-100	West RR Subregion Administration	-348,939	-348,938	-457,107	-265,029	-251,578	-321,277	-327,945	-334,761	-341,728	Taxation revenue from S188
10	45500	Transfer from Other Service			-348,939	-348,938	-457,107	-265,029	-251,578	-321,277	-327,945	-334,761	-341,728	
11	49100	Prior Year Surplus	OPR641-100	West Recycling - General	-92,935	-79,470	0	-119,069	-119,069	0	0	0	0	Prior year surplus or deficit
12	49100	Prior Year Surplus			-92,935	-79,470	0	-119,069	-119,069	0	0	0	0	
13	TOTAL REVENUE				-605,992	-701,968	-624,526	-665,864	-652,414	-611,496	-626,871	-642,655	-658,858	
14	CAP FUNDING SUBTOTAL				0	0	0	0	0	0	0	0	0	
15	51010	Salaries	OPR641-100	West Recycling - General	221,633	205,098	228,282	210,048	210,048	224,597	230,212	235,967	241,866	Based on Salary worksheet (2.5%); includes training/onboarding costs
16	51010	Salaries	OPR624-100	West - Lead Hand	15,629	15,629	16,098	16,176	15,900	16,377	16,868	17,374	17,896	Lead Hand - 30% of S188 service; Based on Salary Worksheet
17	51010	Salaries			237,262	220,727	244,380	226,224	225,948	240,974	247,080	253,342	259,762	
18	51020	Overtime	OPR641-100	West Recycling - General	1,000	4,497	1,000	1,000	1,000	1,000	1,000	1,000	1,000	Limited budget for emerg coverage
19	51020	Overtime			1,000	4,497	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
20	51030	Benefits	OPR641-100	West Recycling - General	55,328	53,276	56,434	60,914	60,914	58,149	59,312	60,498	61,708	Based on Salary Worksheet
21	51030	Benefits	OPR624-100	West - Lead Hand	4,689	4,689	4,806	4,806	4,611	4,726	4,844	4,966	5,090	Lead Hand - 30% of S188
22	51030	Benefits			60,016	57,964	61,240	65,720	65,525	62,875	64,156	65,464	66,798	
23	51050	Employee Health & Safety	OPR641-100	West Recycling - General	2,000	500	2,000	1,000	1,000	1,000	1,000	1,000	1,000	RWE footwear, jackets, training, safety check-in monitoring; reduced due to lower than expected actuals
24	51060	Employee Recognition	OPR641-100	West Recycling - General	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000	Employee Recognition
25	51050	Employee Health & Safety			2,000	500	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
26	51500	Directors - Allowance & Stipend	OPR641-100	West Recycling - General	9,536	9,536	9,727	0	9,536	9,727	9,922	10,120	10,322	20% Based on up to 14 RR meetings (9 directors) @ \$280/meeting
27	51500	Directors - Allowance & Stipend			9,536	9,536	9,727	0	9,536	9,727	9,922	10,120	10,322	
28	51560	Directors - Travel	OPR641-100	West Recycling - General	250	250	250	0	250	250	250	250	250	Coded to travel or mileage accounts
29	51560	Directors - Travel			250	250	250	0	250	250	250	250	250	
30	52010	Travel	OPR641-100	West Recycling - General	1,500	1,895	1,500	1,500	1,500	1,500	1,500	1,500	1,500	RWE - mileage for field staff training/development/out of area shift coverage

A118 - Recycling Program West Subregion - 5 year Financial Plan (2026-2030)														
No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
31	52010	Travel	OPR624-100	WEST - Lead Hand	4,908	4,908	5,154	5,154	5,154	5,412	5,682	5,966	6,265	30% Lead Hand travel - assessing fleet unit
32	52010	Travel			6,408	6,804	6,654	6,654	6,654	6,912	7,182	7,466	7,765	
33	52020	Learning and Professional Development	OPR641-100	West Recycling - General	3,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	RWE training/development
34	52020	Education & Training			3,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
35	53020	Admin, Office Supplies & Postage	OPR641-100	West Recycling - General	200	100	200	200	200	200	200	200	200	General supplies
36	53020	Admin, Office Supplies &			200	100	200	200	200	200	200	200	200	
37	53030	Communication	OPR641-100	West Recycling - General	1,996	1,609	2,036	1,648	1,648	1,687	1,728	1,769	1,812	RWE cell allowance
38	53030	Communication			1,996	1,609	2,036	1,648	1,648	1,687	1,728	1,769	1,812	
39	53040	Advertising	OPR641-100	West Recycling - General	500	200	500	500	500	500	500	500	500	Recycling communciations/ads
40	53040	Advertising			500	200	500	500	500	500	500	500	500	
41	53050	Insurance	OPR641-100	West Recycling - General	0	90	0	93	93	97	102	107	113	MIABC for RWE shacks
42	53050	Insurance			0	90	0	93	93	97	102	107	113	
43	54020	Professional Fees	OPR641-100	West Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
44	54020	Professional Fees			0	0	0	0	0	0	0	0	0	
45	54030	Contracted Services	OPR641-100	West Recycling - General	81,820	70,641	85,911	87,595	87,595	89,697	91,850	94,054	96,312	Satellite hauling; IC contract; 2.4% increases
46	54030	Contracted Services	OPR617-100	WEST - RBC Depot Maintenance	0	0	0	0	0	0	0	0	0	Remove if coding OPR641-100; Garbage, portable toilets
47	54030	Contracted Services	OPR617-100	RBC depot snow	0	0	0	0	0	0	0	0	0	Remove if coding to OPR641-100; Snow removal services
48	54030	Contracted Services			81,820	70,641	85,911	87,595	87,595	89,697	91,850	94,054	96,312	
49	55010	Repairs & Maintenance	OPR641-100	West Recycling - General	3,000	7,290	3,000	8,000	8,000	3,000	3,000	3,000	3,000	General repairs; CV paving repairs and regrade/resurface area around seacans
50	55010	Repairs & Maintenance			3,000	7,290	3,000	8,000	8,000	3,000	3,000	3,000	3,000	
51	55020	Operating Supplies	OPR641-100	West Recycling - General	2,000	1,512	2,000	2,000	2,000	2,000	2,000	2,000	2,000	General site supplies & signage
52	55020	Operating Supplies			2,000	1,512	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
53	55030	Equipment	OPR641-100	West Recycling - General	1,000	500	1,000	1,250	1,250	500	500	500	500	General equipment; lighting for CV
54	55030	Equipment			1,000	500	1,000	1,250	1,250	500	500	500	500	
55	55040	Utilities	OPR641-100	West Recycling - General	2,000	1,500	2,040	1,500	1,500	1,530	1,561	1,592	1,624	Propane, Power
56	55040	Utilities			2,000	1,500	2,040	1,500	1,500	1,530	1,561	1,592	1,624	

A118 - Recycling Program West Subregion - 5 year Financial Plan (2026-2030)

No.	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
57	55060	Rentals	OPR641-100	West Recycling - General	8,400	11,571	8,568	12,000	12,000	12,240	12,485	12,734	12,989	Based on depot lease at CV
58	55060	Rentals			8,400	11,571	8,568	12,000	12,000	12,240	12,485	12,734	12,989	
59	56010	Debenture Interest	OPR641-100	West Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
60	56010	Debenture Interest			0	0	0	0	0	0	0	0	0	
61	56020	Debenture Principal	OPR641-100	West Recycling - General	0	0	0	0	0	0	0	0	0	Placeholder
62	56020	Debenture Principal			0	0	0	0	0	0	0	0	0	
63	59000	Contribution to Reserve	OPR641-100	West Recycling - General	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	Cont to West Recycling reserves - Asset Management
64	59000	Contribution to Reserve			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
65	59702	Transfer to Resource Recovery	OPR641-100	West Recycling - General	134,439	134,440	138,472	138,475	116,862	120,368	123,979	127,698	131,529	A102 Resource Recovery Placeholder; 20% of S188 transfer to A102
66	59500	Transfer to Other Service			134,439	134,440	138,472	138,475	116,862	120,368	123,979	127,698	131,529	
67	59510	Transfer to Other Service - General Admin. Fee	OPR641-100	West Recycling - General	29,851	29,852	30,747	30,747	29,906	30,803	31,727	32,679	33,659	General Admin Placeholder
68	59510	Transfer to Other Service -			29,851	29,852	30,747	30,747	29,906	30,803	31,727	32,679	33,659	
69	59520	Transfer to Other Service - IT Fee	OPR641-100	West Recycling - General	4,119	4,120	4,243	4,392	4,392	4,524	4,659	4,799	4,943	IT Placeholder - based on new license based costing
70	59520	Transfer to Other Service - IT			4,119	4,120	4,243	4,392	4,392	4,524	4,659	4,799	4,943	
71	59550	Transfer to Other Service - Environmental Services Fee	OPR641-100	West Recycling - General	12,194	12,195	12,560	12,560	12,244	12,611	12,990	13,379	13,781	A100 Enviro Services Placeholder 10% of S188 transfer to A100
72	59550	Transfer to Other Service -			12,194	12,195	12,560	12,560	12,244	12,611	12,990	13,379	13,781	
73	60000	Capital Expenditures	OPR641-100	West Recycling - General	0	0	0	55,311	55,311	0	0	0	0	Placeholder, Portion of OOT TS upgrade allocated to RBC recycling area
74	60000	Capital Expenditures			0	0	0	55,311	55,311	0	0	0	0	
75	TOTAL EXPENSES				605,991	582,898	624,526	665,868	652,414	611,496	626,871	642,655	658,858	
76	TOTAL CAP REVENUE				0	0	0	0	0	0	0	0	0	
77	TOTAL REVENUE				-605,992	-701,968	-624,526	-665,864	-652,414	-611,496	-626,871	-642,655	-658,858	
78	SURPLUS/DEFICIT				-0	-119,069	-0	0	0	0	0	0	0	
79				Opening Regular Reserve Balance	-12,397	-17,241	-17,397	-17,397	-17,397	-22,397	-27,397	-32,397	-37,397	
80				Transfer From Regular Reserves	0	0	0	0	0	0	0	0	0	
81				Contribution to Regular Reserves	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	
82				Net Change for Year	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	
83				Year End Regular Reserve	-17,397	-22,241	-22,397	-22,397	-22,397	-27,397	-32,397	-37,397	-42,397	

A120 - Organics Program Central/West Subregions - 5 year Financial Plan (2026-2030)

Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
1	42020	Sale of Services	OPR643-100	Central-West Organics - General	-81,898	-75,668	-82,717	-67,774	-79,451	-95,341	-104,875	-108,022	-111,262	Central Compost Facility TF revenue; tipping fees from RDKB. Increased based on 2025 projected. 5% increase in 2026 for small start to ICI. 20% increase in 2027 for full implementation of ICI regulation, 10% in 2028 for further ICI increases, 3% increase in 2029/2030.
2	42020	Sale of Services			-81,898	-75,668	-82,717	-67,774	-79,451	-95,341	-104,875	-108,022	-111,262	
3	42030	User Fees	OPR643-100	Central-West Organics - General	-40,000	-18,000	-42,000	-35,000	-35,000	-42,000	-46,200	-47,124	-48,066	Placeholder, Sales of finished compost delayed to 2025. Percent increases same as TF revenues.
4	42030	User Fees			-40,000	-18,000	-42,000	-35,000	-35,000	-42,000	-46,200	-47,124	-48,066	
5	43505	External Contributions & Contracts - Specified	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder MIABC
7	43025	Grants - Specified	CAP1113-100	ENV-Central RR-2020-Compost Facility	0	0	0	0	0	0	0	0	0	Placeholder, OIP funds completed
8	43025	Grants - Specified			0	0	0	0	0	0	0	0	0	
9	43100	Proceeds from Borrowing	OPR643-100	Central-West Organics - General	0	0	0	-100,000	-100,000	0	0	0	0	Placeholder; Short term borrowing if funding required for CAP works
10	43100	Proceeds from Borrowing			0	0	0	-100,000	-100,000	0	0	0	0	
11	43300	Proceeds from Asset Disposal	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
12	43200	Proceeds from Equipment Financing			0	0	0	0	0	0	0	0	0	
13	45000	Transfer from Reserves	OPR643-100	Central-West Organics - General	0	0	0	-13,250	-13,250	0	0	0	0	CAP works not funded from borrowing; 26 paritally funding Kubota purchase
14	45000	Transfer from Reserves			0	0	0	-13,250	-13,250	0	0	0	0	
15	45720	Transfer into Organics Program - Central and West	OPR643-100	Central RR Subregion Administration	-183,318	-183,318	-174,902	-180,695	-182,654	-178,952	-93,706	-95,665	-97,961	Lowered in 26 Transfer from S187 - in lieu of tipping fees based on CAP & fixed operating costs
16	45720	Transfer into Organics Program - Central and West	OPR643-100	Central RR Subregion Administration	-59,347	-59,347	-61,766	-50,103	-37,183	-58,633	-12,830	-13,684	-15,670	Placeholder Transfer from S187 - tax subidization - split 50/50 with S188
17	45720	Transfer into Organics Program - Central and West	OPR643-100	West RR Subregion Administration	-257,607	-257,607	-248,248	-259,607	-261,566	-259,608	-177,734	-183,514	-187,919	Transfer from S188 - in lieu of tipping fees based on CAP and fixed & variable operating costs
18	45720	Transfer into Organics Program - Central and West	OPR643-100	West RR Subregion Administration	-59,347	-59,347	-61,766	-50,103	-37,183	-58,633	-12,830	-13,684	-15,670	Placeholder Transfer from S188 - tax subidization; split 50/50 with S187
19	45500	Transfer from Other Service			-559,619	-559,619	-546,681	-540,508	-518,586	-555,826	-297,100	-306,547	-317,220	
20	49100	Prior Year Surplus	OPR643-100	Central-West Organics - General	-415,805	-517,526	0	-438,377	-461,498	0	0	0	0	Deficit carried into 2024 due to missed S187 tax subsidy transfer in 23 (\$258K)
21	49100	Prior Year Surplus			-415,805	-517,526	0	-438,377	-461,498	0	0	0	0	
22	TOTAL REVENUE				-1,097,322	-1,170,812	-671,398	-1,194,909	-1,207,785	-693,167	-448,175	-461,693	-476,548	
23	TIPPING FEES				-562,823	-534,593	-547,867	-543,076	-558,671	-575,901	-422,515	-434,325	-445,208	
24	CAP FUNDING SUBTOTAL				0	0	0	-113,250	-113,250	0	0	0	0	
25	51010	Salaries	OPR643-100	Central-West Organics - General	48,277	50,544	49,243	60,519	60,519	61,729	62,964	64,223	65,508	Based on one FT operator shared 20% with S187 (2.5% increase); salary for back up operator (approx 1 month)
26	51010	Salaries			48,277	50,544	49,243	60,519	60,519	61,729	62,964	64,223	65,508	
27	51020	Overtime	OPR643-100	Central-West Organics - General	300	0	300	100	100	100	100	100	100	limited OT
28	51020	Overtime			300	0	300	100	100	100	100	100	100	
29	51030	Benefits	OPR643-100	Central-West Organics - General	14,000	15,142	14,280	17,550	17,550	21,060	25,272	30,326	36,392	based on salary worksheet
30	51030	Benefits			14,000	15,142	14,280	17,550	17,550	21,060	25,272	30,326	36,392	
31	51050	Employee Health & Safety	OPR643-100	Central-West Organics - General	3,000	500	1,150	1,150	1,150	1,150	1,150	1,150	1,150	Ops footwear, jackets, training, safety check-in monitoring. Added 2 pairs per person coveralls/gloves (\$350), respirators/fit tests/filters (\$300) to increase from 500 to 1150. 2025: assumes biosolids composting starting, and additional safety gear is needed.
32	51060	Employee Recognition	OPR643-101	Central-West Organics - General	0	200	0	200	200	200	200	200	200	Staff events



A120 - Organics Program Central/West Subregions - 5 year Financial Plan (2026-2030)

Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
33	51050	Employee Health & Safety			3,000	700	1,150	1,350	1,350	1,350	1,350	1,350	1,350	
34	51500	Directors - Allowance & Stipend	OPR643-100	Central-West Organics - General	8,106	8,106	8,268	0	0	0	0	0	0	Recommending Director fees fully allocated to the waste services
35	51500	Directors - Allowance &			8,106	8,106	8,268	0	0	0	0	0	0	
36	51560	Directors - Travel	OPR643-100	Central-West Organics - General	525	525	551	0	0	0	0	0	0	Recommending Director fees fully allocated to the waste services
37	51560	Directors - Travel			525	525	551	0	0	0	0	0	0	
38	52010	Travel	OPR643-100	Central-West Organics - General	500	0	500	200	200	200	200	200	200	mileage for ops staff
39	52010	Travel			500	0	500	200	200	200	200	200	200	
40	52020	Learning and Professional Development	OPR643-100	Central-West Organics - General	1,500	500	1,500	500	500	500	500	500	500	Compost operations training - 2 staff trained; additional funds for staff associated with trialing, training etc.
41	52020	Education & Training			1,500	500	1,500	500	500	500	500	500	500	
42	52030	Memberships, Dues & Subscriptions	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
43	52030	Memberships, Dues &			0	0	0	0	0	0	0	0	0	
44	53020	Admin, Office Supplies & Postage	OPR643-100	Central-West Organics - General	150	161	150	150	150	150	150	150	150	Shipping samples, sampling supplies, etc 2025 onward: reduced from \$300 to \$150 based on actuals.
45	53020	Admin, Office Supplies &			150	161	150	150	150	150	150	150	150	
46	53030	Communication	OPR643-100	Central-West Organics - General	2,000	1,499	2,040	1,535	1,535	1,566	1,597	1,629	1,662	2025: monthly cell for operator (assumes \$45/mo), internet for facility \$80/mo. Based on project +3%/yr
47	53030	Communication			2,000	1,499	2,040	1,535	1,535	1,566	1,597	1,629	1,662	
48	53040	Advertising	OPR643-100	Central-West Organics - General	2,000	250	2,000	500	500	500	500	500	500	On-going Education/Communication costs, specific to compost facility.
49	53040	Advertising			2,000	250	2,000	500	500	500	500	500	500	
50	53050	Insurance	OPR643-100	Central-West Organics - General	1,503	1,914	1,563	2,373	2,373	2,848	3,418	4,101	4,921	MIABC compost facility/equipment
51	53050	Insurance			1,503	1,914	1,563	2,373	2,373	2,848	3,418	4,101	4,921	
52	53080	Licence & Permits	OPR643-100	Central-West Organics - General	250	0	200	0	0	0	250	250	250	Well license fees.
53	53080	Licence & Permits			250	0	200	0	0	0	250	250	250	
54	54040	Consulting Fees	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
55	54020	Professional Fees			0	0	0	0	0	0	0	0	0	
56	54030	Contracted Services	OPR643-100	Central-West Organics - General	5,000	2,500	0	2,500	2,500	0	0	0	0	\$2.5k for additional analysis fees for staff to run a pilot program with biosolids and compostable plastics, other items.
57	54030	Contracted Services	OPR643-100	Central-West Organics - General	30,000	11,000	30,000	25,000	25,000	25,600	26,214	26,844	27,488	Screening of finished compost
58	54030	Contracted Services	OPR643-100	Central-West Organics - General	35,000	10,000	20,000	20,000	20,000	23,000	23,460	23,929	24,408	Lab costs: 2026 OMRR required sampling - \$10k for lab samples and collection, \$5k for water monitoring leachate pond sampling, reporting etc.; \$5k industrial coverall service. Larger increase from projected in 2026/2027 due to increased tonnages from ICI and start of biosolids pilot, requiring additional OMRR compliance testing. 2% annual adjustment for increases to lab sampling costs and analysis etc 2028 onward
59	54030	Contracted Services			70,000	23,500	50,000	47,500	47,500	48,600	49,674	50,773	51,896	
60	55010	Repairs & Maintenance	OPR643-100	Central-West Organics - General	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	Facility & small equipment, i.e. generator/mixer
61	55010	Repairs & Maintenance	OPR662-100	2020 Loader	10,000	10,918	10,000	10,000	10,000	10,000	10,000	10,000	10,000	New loader WO to track maintenance costs
62	55010	Repairs & Maintenance			19,000	19,918	19,000	19,000	19,000	19,000	19,000	19,000	19,000	
63	55020	Operating Supplies	OPR643-100	Central-West Organics - General	2,500	7,646	2,500	3,000	3,000	3,000	3,000	3,000	3,000	General supplies, winter sand
64	55020	Operating Supplies			2,500	7,646	2,500	3,000	3,000	3,000	3,000	3,000	3,000	

A120 - Organics Program Central/West Subregions - 5 year Financial Plan (2026-2030)														
Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
65	55030	Equipment	OPR643-100	Central-West Organics - General	1,500	1,500	500	1,500	1,500	500	500	500	500	Sampling & testing equipment. 2026: Solvita test kits, pie plates, thermos etc. for field tests; \$1k line trimmer
66	55030	Equipment			1,500	1,500	500	1,500	1,500	500	500	500	500	
67	55040	Utilities	OPR643-100	Central-West Organics - General	13,500	3,384	13,770	13,770	13,770	14,045	14,326	14,613	14,905	Power, propane, diesel (generator)
68	55040	Utilities			13,500	3,384	13,770	13,770	13,770	14,045	14,326	14,613	14,905	
69	55050	Vehicles	OPR643-100	Central-West Organics - General	16,000	10,000	17,600	16,384	16,384	16,777	17,180	17,592	18,014	Fuel - loader
70	55050	Vehicles			16,000	10,000	17,600	16,384	16,384	16,777	17,180	17,592	18,014	
71	55060	Rentals	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
72	55060	Rentals			0	0	0	0	0	0	0	0	0	
73	56110	Short-Term Financing Interest	OPR643-100	ENV-Central RR-2020-Compost Facility	30,521	27,338	30,521	13,807	13,807	13,807	0	0	0	ST loan for 1/3 of compost facility (\$1.1M; Reso 92/22; expires 27)
74	56110	Short-Term Financing Interest	OPR643-100	Central-West Organics - General	0	0	0	1,200	1,200	1,200	1,200	1,200	1,200	Placeholder; ST for portion of Compost Leachate Management
75	56110	Short-Term Financing Interest	OPR643-100	ENV - RR- 2020 - Loader	6,720	6,720	6,720	3,041	3,041	6,720	0	0	0	Interest - 5yr repayment for CEN Loader (\$250K, Reso 314/22, expires 27)
76	56110	Short-Term Financing Interest			37,241	34,057	37,241	18,048	18,048	21,727	1,200	1,200	1,200	
77	56120	Short-Term Financing Principal	OPR643-100	ENV-Central RR-2020-Compost Facility	227,096	227,096	227,096	227,097	227,097	227,097	0	0	0	ST loan for 1/3 of compost facility (\$1.1M; Reso 92/22; expires 27)
78	56110	Short-Term Financing Principal	OPR643-100	Central-West Organics - General	0	0	0	20,000	20,000	20,000	20,000	20,000	20,000	ST for portion of Compost Leachate Management
79	56120	Short-Term Financing Principal	OPR643-100	ENV - RR- 2020 - Loader	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	Prinicial - 5yr repayment for CEN Loader \$250K (\$250K, Reso 314/22, expires 27)
80	56120	Short-Term Financing Principal			277,096	277,096	277,096	297,097	297,097	297,097	20,000	20,000	20,000	
81	56610	Equipment Financing Interest	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
82	56610	Equipment Financing Interest			0	0	0	0	0	0	0	0	0	
83	56620	Equipment Financing Principal	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder
84	56620	Equipment Financing Principal			0	0	0	0	0	0	0	0	0	
85	59000	Contribution to Reserve	OPR643-100	Central-West Organics - General	5,000	5,000	5,000	5,000	5,000	5,000	45,000	45,000	45,000	2026 expected surplus ~\$26k added; Regular reserve for asset replacement - Increase by \$40k in 2028 for asset replacement after ST borrowing
86	59000	Contribution to Reserve			5,000	5,000	5,000	5,000	5,000	5,000	45,000	45,000	45,000	
87	59712	Transfer to Project Management	OPR643-100	ENV-Central RR-2020-Compost Facility	5,000	11,000	0	21,750	21,750	0	0	0	0	A112 PM fees - assistance with facility projects
88	59500	Transfer to Other Service	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Remove
89	59722	Transfer to Asset Management	OPR643-100	Central-West Organics - General	0	0	0	5,000	0	0	0	0	0	Placeholder Asset Management, higher in first few years
90	59500	Transfer to Other Service	OPR643-100	Central-West Organics - General	7,500	7,500	0	0	0	0	0	0	0	Transfer to S187 for half of Automatic Kiosk (Strong) to allow for deposits of organics outside regular hours - deferred to 2025
91	59702	Transfer to Resource Recovery	OPR643-100	Central-West Organics - General	121,561	121,562	125,208	124,601	128,877	132,099	135,401	138,786	142,256	A102 Resource Recovery: Placeholder 10% of S187 and 10% of S188 transfer to A102
92	59500	Transfer to Other Service			134,061	140,062	125,208	151,351	150,627	132,099	135,401	138,786	142,256	
93	59510	Transfer to Other Service - General Admin. Fee	OPR643-100	Central-West Organics - General	12,550	12,551	12,927	12,865	10,064	10,316	10,573	10,838	11,109	General Admin; Placeholder
94	59510	Transfer to Other Service - General Admin. Fee			12,550	12,551	12,927	12,865	10,064	10,316	10,573	10,838	11,109	
95	59520	Transfer to Other Service - IT Fee	OPR643-100	Central-West Organics - General	5,920	5,920	6,098	7,012	7,012	7,187	7,367	7,551	7,740	IT; Placeholder

A120 - Organics Program Central/West Subregions - 5 year Financial Plan (2026-2030)

Line	Account	Account(T)	Work Order	Work Order(T)	2025 Budget	2025 Projected YE	Previous 2026 Budget (from 25 FP)	2026 Budget Presented in Dec 2025	UPDATED 2026 BUDGET	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2026 Notes
96	59520	Transfer to Other Service - IT Fee			5,920	5,920	6,098	7,012	7,012	7,187	7,367	7,551	7,740	
97	59550	Transfer to Other Service - Environmental Services Fee	OPR643-100	Central-West Organics - General	22,052	22,053	22,714	22,604	27,007	27,817	28,652	29,511	30,397	A100 Enviro Services; Placeholder; 10 % of S188 and 10% of S187 transfer to A100
98	59550	Transfer to Other Service - Environmental Services Fee			22,052	22,053	22,714	22,604	27,007	27,817	28,652	29,511	30,397	
99	60000	Capital Expenditures	CAP1385-100	ENV-Central RR-2020-Compost Facility	43,000	31,526	0	0	0	0	0	0	0	Original facility construction is completed; Remove in 2026
100	60000	Capital Expenditures	CAP1564-100	Compost Loader Biosolids Bucket	12,000	0	0	0	12,000	0	0	0	0	Separate bucket to manage biosolids
101	60000	Capital Expenditures	CAP1555-100	Central Compost Water Storage	250,000	14,150	0	400,000	400,000	0	0	0	0	Placeholder for water storage capacity increase (larger pond, tanks) or treatment including construction and design
102	60000	Capital Expenditures	CAP1670-100	RR C/W Compact Kubota	0	0	0	60,000	60,000	0	0	0	0	Purchase of Construction Crew backhoe - owned by A120, hired out to other services (i.e. S187)
103	60000	Capital Expenditures	CAP1553-100	Central Compost Irrigation and Pumphouse	35,000	0	0	35,000	35,000	0	0	0	0	Irrigation or more efficient pond/well watering system and small pump building
104	60000	Capital Expenditures	CAP1554-100	Central Compost Sanitary Facility	58,000	21,610	0	0	0	0	0	0	0	Sanitary facilities including emerg shower (moved contingency funds for septic field)
105	60000	Capital Expenditures	OPR643-100	Central-West Organics - General	0	0	0	0	0	0	0	0	0	Placeholder; Screener - purchase shared with East A119 (\$200k) has been removed and will be rented/contracted initially
106	60000	Capital Expenditures			398,000	67,286	0	495,000	507,000	0	0	0	0	
107	TOTAL EXPENSES				1,096,532	709,314	671,398	1,194,908	1,207,786	693,168	448,175	461,694	476,549	
108	Operational Expenses				698,532	642,028	671,398	699,908	700,786	693,168	448,175	461,694	476,549	
109	TOTAL REVENUE				-1,097,322	-1,170,812	-671,398	-1,194,909	-1,207,785	-693,167	-448,175	-461,693	-476,548	
110	SURPLUS/DEFICIT				0	-461,498	0	0	0	0	0	0	0	
111				Opening Regular Reserve Balance	-9,721	-9,721	-14,721	-14,721	-14,721	-6,471	-11,471	-56,471	-101,471	
112				Transfer From Regular Reserves	0	0	0	13,250	13,250	0	0	0	0	
113				Contribution to Regular Reserves	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-45,000	-45,000	-45,000	
114				Net Change for Year	-5,000	-5,000	-5,000	8,250	8,250	-5,000	-45,000	-45,000	-45,000	
115				Year End Regular Reserve	-14,721	-14,721	-19,721	-6,471	-6,471	-11,471	-56,471	-101,471	-146,471	
116														

## Emma Clark

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**From:** EPD Fees ENV:EX <EPDFees@gov.bc.ca>  
**Sent:** December 16, 2025 2:52 PM  
**To:** Amy Wilson  
**Cc:** Alayne Hamilton; Uli Wolf; Emma Clark  
**Subject:** RE: Environmental Management Act Fee Consultation

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Dear Amy Wilson,

Thank you for your letter dated October 30, 2025, regarding the Ministry's proposed updates to the fees under the *Environmental Management Act* related to contaminated sites applications and waste discharge authorizations.

Thank you for your comments and question regarding the waste discharge fee proposals. With respect to annual charges, there are two parts to the calculation: a fixed base fee and a variable contaminant fee. The proposal includes a tiered structure for the fixed base fee, to account for the risk and complexity among regulated industries. Although the proposal does not include changes to the variable contaminant fee, for clarity, the variable fee is calculated using the maximum authorized discharge rate and concentration. This structure allows the variable fee to bring the principle of proportionality (viewed in this case as the polluter-pays principle) into the overall fee structure. Annual charge calculations can be found in the Permit and Approval Fees and Charges Regulation (PAFCR), section 3(2). Additionally, this proposal does not include any changes to section 5 of PAFCR, which provides exemptions for municipalities if the discharge is for refuse under approved Solid Waste Management Plans.

Regarding your question about increased review fees under Schedule 3 of the Contaminated Sites Regulation: the new fees listed in Table 2 represent the total cost of the service, regardless of the size or complexity of the site. The current credit-for-hours system will no longer be in affect when the changes to the CSR become effective. The use of hourly charges will require the Director's approval and will only apply for select services when they exceed 75 hours per year.

The new fee schedules do not reflect the Ministry's intent to contract out report reviews. Instead, these changes aim to improve service delivery and reduce turnaround times by enabling online submissions, expanding capacity to manage higher application volumes, and implementing future document digitization.

The Province appreciates the Regional District of Central Kootenay's response and feedback. If you have any further questions or comments related to the *Environmental Management Act* Fee Review, please email EPDFees@gov.bc.ca or call me at 778-698-4911.

Respectfully,

**Erin Scraba**  
Director, Policy and Regulatory Effectiveness  
Ministry of Environment and Parks



**Christa Zacharias-Homer**  
Director, Bonding and Site Remediation Policy  
Ministry of Environment and Parks

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**From:** Amy Wilson <AWilson@rdck.bc.ca>  
**Sent:** Friday, October 31, 2025 2:15 PM  
**To:** EPD Fees ENV:EX <EPDFees@gov.bc.ca>  
**Cc:** Alayne Hamilton <AHamilton@rdck.bc.ca>; Uli Wolf <UWolf@rdck.bc.ca>; Emma Clark <EClark@rdck.bc.ca>  
**Subject:** Environmental Management Act Fee Consultation

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Hello,

Please find attached the RDCK's feedback on the proposed changes to fees under the Waste Discharge Regulation and Contaminated Sites Regulation.

Thank you for the opportunity to engage on this matter.

Regards,

**Amy Wilson | Resource Recovery Manager**

**Regional District of Central Kootenay**

**Phone:** 250.505.8146

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