

# **Association of Regional Waste Management Authorities of Saskatchewan Inc. (“ARWMAS”)**

## **Business Plan 2025**

### **Introduction**

The Association of Regional Waste Management Authorities of Saskatchewan Inc. (ARWMAS) is a not-for-profit association incorporated within the Province of Saskatchewan. ARWMAS’ Regular membership includes rural and urban municipalities, First Nations and parks that have created regional waste authorities to provide their constituents with waste and recycling services. Other interested parties may join as Associate members.

Refer to By-law 2005-01, By-law 2005-02 (Code of Conduct) and By-law 2005-03 (Governance Manual, Tab 2)

### **Vision Statement**

Regional waste management authorities in Saskatchewan continue to diversify their operations by demonstrating a higher rate of diversion from landfill at a lower per capita cost than standalone programs achieve.

### **Mission**

To promote regionalization by providing a forum to assist waste authorities in Saskatchewan develop sustainable waste management programs that reduce dependency on landfills through effective waste minimization practices, consultation with government and collaboration with ARWMAS members.

### **Organizational Objectives**

- To secure sustainable funding for waste diversion programs in Saskatchewan.
- To explore economic opportunities, related to end uses for recyclable materials, to keep them in the circular economy.
- To promote regional waste management in Saskatchewan, in co-operation with Saskatchewan Environment.
- To promote waste minimization, thereby decreasing municipal dependence on landfills.

## **Organization**

ARWMAS' office is located at 510 Cynthia Street, Suite 226, Saskatoon, SK S7L 7K7. The office phone number is (306) 975-0851. The e-mail address is [ARWMAS@sasktel.net](mailto:ARWMAS@sasktel.net). The website is [www.arwmas.com](http://www.arwmas.com). The Association was incorporated in 2005 and the membership currently includes:

### **Full Members:**

REACT Waste Management District Inc.
Parkland Regional Waste Management Authority Inc.
Red Coat Waste Resource Authority Inc.
North Valley Waste Management Authority Inc.
Touchwood Hills Regional Landfill Inc.
North Central Saskatchewan Waste Management Corporation
Northwest Waste Management Authority Inc.
Highway 55 Waste Management Corporation
Last Mountain Regional Landfill
North West WARM Landfill Site & Recycling Centre Inc.
Rockglen and District Waste Management Authority
Town of Nipawin
Southwest Waste Management Authority
Tisdale and District Landfill
16 to 43 Waste Management Corporation
Eston & District Landfill
City of Melfort
Town of Outlook
<b>Associate Members:</b>
Product Care Association
Crown Shred & Recycling
EPRA Saskatchewan
Municipalities of Saskatchewan
Tire Stewardship of Saskatchewan
Tetra Tech Canada
Saskatchewan Association of Rural Municipalities (SARM)
Eco Engineering Ltd.
Loraas Recycle
Pinter & Associates Ltd.
Omni-McCann
Clifton Engineering Group Inc.
Emterra Environmental
Cleanfarms Inc.
Saskatchewan Association for Resource Recovery Corp. (SARRC)
SK Recycles
GFL Environmental Inc.
SARCAN Recycling
SWANA - Northern Lights Chapter
Call2Recycle

## **Operations**

ARWMAS currently employs one part-time contract staff, an Executive Director.

## **Market**

ARWMAS exists by virtue of the need of the Regional Waste Management Authorities for an Association that represents their interests and concerns.

By monitoring the marketplace for recyclable materials, ARWMAS provides information to the regions as they endeavour to operate sustainable waste diversion programs.

## **ARWMAS Board of Directors 2025**

<b>Name</b>	<b>Regional Waste Management Authority</b>
Keith Matheson (Chair)	North Central Saskatchewan Waste Management Corporation
Aileen Garrett (Vice-Chair)	North West WARM Landfill Site & Recycling Centre Inc.
Alan Howard (Vice-Chair)	Southwest Waste Management Authority
Ken Larsen (Sec.-Treas.)	Highway 55 Waste Management Corporation
Kara Lewis	North Valley Waste Management Authority Inc.
Duane Leicht	Red Coat Waste Resource Authority Inc.
Kristin Brataschuk	REACT Waste Management District Inc.
Justin DeVries	Parkland Regional Waste Management Authority Inc.
Erwin Jackson	Rockglen and District Waste Management Authority
Larry Lantz/Penny Hewlett	Northwest Waste Management Authority Inc.
Pam Holliday	Last Mountain Regional Landfill
Malcolm Koncz	Touchwood Hills Regional Waste Authority
Kalyna Cipywnyk	City of Melfort
Jamie Fast	Town of Nipawin
Pam Miller	16 to 43 Waste Management Corporation
Michael Kuras	Tisdale and District Landfill
Bob Mullock	Eston & District Landfill
Kevin Trew	Town of Outlook

A representative from Saskatchewan Environment is a non-voting member of the ARWMAS Board.

Refer to Appendix “A” for the 2025 Budget

Refer to Appendix “B” for Contact Information.

Refer to Appendix “C” for a List of Acronyms

Refer to Appendix “D” for the 2025 Communications Plan

## **Communications**

ARWMAS is committed to effective and timely communication with its Board, the media and stakeholders. The 2025 Communications Plan is found in Appendix “D” of this document.

ARWMAS has prioritized the following activities to elevate its profile and provide information to its broad range of stakeholders:

- 1- Governance Manuals for Board members as new regions join
- 2- Annual Report/AGM: by April 30/25
- 3- Website: Maintain updated website to include Annual Report, updated Membership List, links to new member sites (ongoing), landfill database
- 4- Resources: compile relevant information sheets, reports to be assembled as needed
- 5- Future Direction: The ARWMAS Board will convene a two-day Strategic Planning Session to determine the organization’s priorities and direction for the next decades
- 6- Respond to presentation requests to raise ARWMAS’ profile
- 7- Organize ARWMAS’ 9<sup>th</sup> Regional Round-Up on the last Friday in October, 2025
- 8- Prepare media releases for distribution to weekly newspapers on as needed basis, especially following face-to-face meetings with government officials
- 9- Advisory Committee representatives to provide ongoing updates to membership.
- 10- Participate in the SUMA Convention and Trade Show
- 11- Participate in SUMA’s Collaborative Waste Management Podcast
- 12- Issue a quarterly e-newsletter

## **Objectives**

ARWMAS objectives include:

- ✓ Promote activities that reduce the cost of waste management within the province (rural and urban).
- ✓ Encourage rural and urban municipalities to cooperate on central landfills, which would result in a reduction in the number of landfills in the province.
- ✓ To participate in opportunities to promote the provincial stewardship agencies’ program objectives, notably establishment of collection sites and public education.
- ✓ To share information and best practices to assist new regions with program start-up and expansion, and to achieve efficiencies in existing regions.
- ✓ To approach regional waste management authorities/groups who are not members of ARWMAS to encourage them to become members.
- ✓ To promote economic opportunities for development of in-province processes/cottage industries for recyclable materials.

- ✓ To work with Saskatchewan Environment to ensure landfill development on existing and new sites follows monitoring and regulatory requirements.
- ✓ To encourage the government to provide funding for landfill development, expansion and/or decommissioning.
- ✓ To work with Saskatchewan Environment on the implementation of its provincial Solid Waste Management Strategy and Regional Landfill Strategy.
- ✓ To advise Saskatchewan Environment on regulatory revision, policy development and new program implementation.
- ✓ ARWMAS continues to look for opportunities to develop and enhance relationships with SUMA (Saskatchewan Urban Municipalities Association) and SARM (Saskatchewan Association of Rural Municipalities).
- ✓ To work with government agencies at all levels and FCM (Federation of Canadian Municipalities), to identify grant and funding opportunities for regional waste authorities. Support of SUMA and SARM will be sought.
- ✓ To collaborate with SUMA and SARM to encourage municipal participation in the Household Paper & Packaging Program.
- ✓ To implement the communications plan to promote the organization to rural and small municipalities.

## **2025 Proposed Activities**

ARWMAS will:

With respect to Members:

- Facilitate discussion with its members as the Extended Producer Responsibility program for household packaging and paper is developed and implemented.
- Update ARWMAS' By-laws.
- Ensure its members have the necessary information to apply for funding for municipal landfill development, expansion and/or decommissioning requirements.
- Review and update the landfill information database.
- Update and circulate its membership map and post it on the website
- Assist new members to obtain para-municipal status so that regional waste authorities may apply for grants and receive the appropriate GST rebates.
- Continue to work with municipalities to share best practices in the development of regional waste management services, including regional landfills and recycling programs.
- Promote regional waste management through enhanced communications activities. Interested parties are encouraged to become members of ARWMAS, who will assist in applying for infrastructure funding where applicable.
- Serve as a liaison between municipalities, their regional waste management authorities and Saskatchewan Environment.
- Post tenders on SaskTenders website when requested.
- Provide webinars as relevant issues arise that would be of benefit to the membership.

- Participate in both the SUMA Trade Show and the Collaborative Waste Management Podcast
- Determine ARWMAS' Future Direction via a Strategic Planning Session (Q2)

With respect to consultation/advisory roles:

- Participate in the CCME (Canadian Council of Ministers of the Environment) consultations as requested.
- Continue current consultations with Saskatchewan Environment on regulatory revision, policy development and new program implementation.

Meet with the current Minister of Environment and invite to AGM

With respect to partnership opportunities:

- Collaborate with Recycle Saskatchewan to develop a communications plan/Municipal Toolkit
- Continue to pursue opportunities to engage First Nations communities.
- Support the Province's Prairie Resilience Climate Change Strategy and share ways to implement technologies to reduce greenhouse emissions.
- Collaborate with SWANA (Solid Waste Association of North America) on the development of the Saskatchewan Landfill Operator Certification Training.

With respect to Provincial Stewardship Programs:

- Continue to participate on the Advisory Committee for the Household Packaging & Paper Stewardship Program (Multi-Material Recycling Program).
- Participate on the Saskatchewan Agricultural Stewardship Program Advisory Committee, and assist Cleanfarms to address barriers to recovery of its products, e.g. grain bags, twine, silage wrap
- Continue to serve on the Product Care Advisory Committees for Saskatchewan Paint and Household Hazardous Waste
- Continue to serve on Recycle Your Batteries Canada! (Call2Recycle) Advisory Committee.
- Continue to serve on EPRA (Electronic Products Recycling Association) Saskatchewan's Advisory Committee.
- Identify regional waste authorities who wish to become collection points for post-use stewardship products.

## Appendix “A”:

### Budget 2025

#### INCOME

Interest & Patronage	500.00
Regional Round-Up	2,000.00
Members per Capita Fee	46,800.00
Commercial Members	3,000.00
Stewardship Agencies	880.00
Transfer from Reserves	4,165.00
<b>Total Income</b>	<b>\$57,345.00</b>

#### EXPENSES

Office Rental	3,000.00
Office Supplies	200.00
Executive Director	19,000.00
Extra Duties for Stewardship Program	5,000.00
Staff Travel	2,500.00
Misc. Fees	70.00
Trade Show Expenses	1,500.00
Executive Fees and Travel	3,000.00
Telephone & Internet	1,500.00
Office Equipment	300.00
Postage/Couriers/Copying	300.00
Website Hosting	600.00
Annual General Meeting	9,200.00
Regional Round-Up	2,000.00
Board Expenses/Strategic Planning Session	5,150.00
Auditor/Accounting	3,025.00
Insurance	900.00
Memberships	100.00
<b>Total Expenses</b>	<b>\$57,345.00</b>

<b>Net Surplus</b>	<b>\$0.00</b>
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## **Appendix “B”:**

**See attached Membership Contact listing**

## **Appendix “C”:**

### **List of Acronyms**

CCC	Composting Council of Canada
CCME	Canadian Council of Ministers of the Environment
C&D	Construction and Demolition
CSSA	Canadian Stewardship Services Alliance
EFW	Energy from Waste
EHF	Environmental Handling Fee
EPR	Extended Producer Responsibility
EPRA	Electronic Product Recycling Association
FCM	Federation of Canadian Municipalities
GHG	Greenhouse Gases
HDPE	#2 plastic – high density polyethylene
HHW	Household Hazardous Waste
IC&I	Industrial, Commercial & Institutional
ICIP	Investing in Canada Infrastructure Program
ISC	Indigenous Services Canada
MARR	Manitoba Association of Regional Recyclers
MOE	Ministry of Environment
MMRP	Multi-Material Recycling Program
MMSW	Multi-Material Stewardship Western
MRF	Materials Recycling Facility
MSW	Municipal Solid Waste
ONP	Old Newspapers
OBB	Old Boxboard
PAC	Packaging Association of Canada
PET	#1 plastic - Polyethylene Terephthalate
PPP	Printed Paper & Packing
RCA	Recycling Council of Alberta
SARM	Saskatchewan Association of Rural Municipalities
SARRC	Saskatchewan Resource Recovery Corp.
SUP	Single-Use Plastics
SWANA	Solid Waste Association of North America
SWMS	Solid Waste Management Strategy



**Appendix “D”**

## **Association of Regional Waste Management Authorities of Saskatchewan (ARWMAS) Communications Plan**

- Context**

In 2021, the ARWMAS Board updated its Mission and Vision Statements to reflect the current needs of its members to create sustainable waste management programs in light of escalating costs for landfill engineering and closure, and transportation in particular.

### **Vision Statement**

Regional waste management authorities in Saskatchewan continue to diversify their operations by demonstrating a higher rate of diversion from landfill at a lower per capita cost than standalone programs achieve.

ARWMAS’ membership has remained at 18 regional waste management authorities for the past several years, even though many municipal landfills, especially in rural areas, are closing. The only viable solution to the landfilling of waste from those municipalities is to band together to create a regional facility. ARWMAS needs to communicate its ability to advise and assist in creating a waste authority to identify a local, sustainable and financial viable alternative to transporting waste to distant landfills, and optimally to reduce dependency on landfills.

### **Mission**

To promote regionalization by providing a forum to assist waste authorities in Saskatchewan develop sustainable waste management programs that reduce dependency on landfills through effective waste minimization practices, consultation with government and collaboration with ARWMAS members.

ARWMAS’ Associate Members that are stewardship agencies are looking for assistance in expanding their programs for collection of their post-use products. These agencies pay a fee for service. This allows the regional waste authority to diversify its funding base and become more sustainable.

With the adoption of the Household Paper and Packaging Regulation, industry has begun the process to transition to a full producer responsibility (EPR) program. Phase One for the cities is already underway and preparations for transition for the regional waste authorities (Phase Two) has begun. The first opportunity for the waste authorities to sign on to the new fully funded program is December 1, 2025, with implementation beginning on December 1, 2027.

- Target audience(s)**

- 1) Municipalities that need to partner to create a regional program that will establish waste management/recycling facilities.
- 2) Regional waste authorities who are lacking the information they require to consider transition to the new EPR program for household packaging and paper.

- 3) Municipalities who do not have a recycling program and would like one.
- 4) Regional waste management authorities who have not diversified their waste management programs to include collection for products legislated under obligated stewardship programs, e.g. waste electronics, grain bags.
- 5) Regional waste management authorities who need assistance posting SaskTenders.
- 6) Provincial government officials who need to be aware of ARWMAS and its issues and programs, e.g. new Environment Minister.
- 7) SUMA and SARM to collaborate in reaching out to municipal entities who are looking for information

- **Intended outcomes**

- More regional waste authorities have expanded their operations to include a broader range of materials that generate revenue for their waste management program.
- More municipalities have created regional waste management authorities and joined ARWMAS.
- An increase in ARWMAS membership contributes to a stronger revenue base for the organization.
- The Ministry of Environment recognizes ARWMAS as an eminent strategic partner in implementing its Solid Waste Management Strategy.
- Regional waste authorities have the information they need to make a confident decision regarding participation in the new full extended producer responsibility (EPR) program for Household Paper and Packaging generated in their jurisdiction.

- **Key messages**

- Significant cost savings can be realized by pooling municipal resources to create a sustainable waste management system.
- The fees that the stewardship agencies pay for collection of their post-use products contribute positively to the bottom line.
- Competing private sector landfills must not be approved and constructed within the boundaries of an established regional waste authority's landfill.
- ARWMAS members are eager to participate in discussions that may lead to them signing on to the full extended producer responsibility (EPR) program for residential multi-material recycling.

- **Preferred messenger(s)**

To date, ARWMAS has relied on monthly board meetings, the AGM and the Regional Round-Up to disseminate information. A more focused approach is required in order to achieve the Intended Outcomes shown above.

- **In-person Collaboration**
  - There is a need to work with SUMA and SARM to determine the best course of action to meet with municipalities who are interested in creating cost-effective waste management solutions. Those discussions are ongoing.
  - The engineering firms who are working with municipalities to create regional waste authorities need to tap into ARWMAS' expertise and be invited to meet with the municipalities. That option needs to be articulately addressed in individual meetings with the engineering firms in Q1 2025.

- Participate in SUMA's Collaborative Waste Management Podcast.
  - The Regional Round-Up in October 2025 needs to ensure that the program allows the stewardship agencies to promote partnership opportunities.
  - Ensure that regional waste programs are included in conference and workshop sessions at SUMA, SARM and Saskatchewan Waste Reduction (SWRC) events.
  - Budget for trade show participation in the SUMA Convention and Trade Show.
- **Quarterly newsletter/Articles**
- The ARWMAS Executive Director will create a quarterly newsletter that will be distributed electronically and also posted on the association's website. The timing of the newsletter will be co-ordinated with SARM's Regional Councillor and SUMA's Municipal Voice to ensure that they are not being released concurrently. The first newsletter will be produced Q1 2025. Associate and full members will be solicited for contributions to the newsletter.
  - Accept SUMA and SARM's invitation to provide articles for their publications. The Executive Director will collaborate with ARWMAS members to publish relevant articles starting in Q2 2025.
  - Co-ordinate with Communications staff at the Ministry of Environment to assist with dissemination of their bulletins and consultations on an ongoing basis.
- **Miscellaneous**
- Promote the efficient operations of member regional waste authorities by submitting nominations to the annual SWRC Waste Minimization Awards. Nomination templates are available Q1 2025.
  - The Executive Director will ensure that the Membership list on the website is up to date and that the Annual Report is posted each Q2.

#### **Strategic Initiatives Timeline 2025**

<b>Initiative</b>	<b>When</b>	<b>Who</b>
Co-ordinate opportunities to meet with municipalities with SUMA & SARM	Q2 2025	Exec. Dir.
Collaborate with engineering members to identify presentation opportunities	Q2 2025	Executive
Stewardship agencies to promote partnership opportunities	ongoing	Board & staff
Conference/workshop presentations SUMA Waste Mgmt. Podcast	Q1 & Q2 2025	Exec. Dir.
Participate at SUMA Convention & Trade Show	Q2 2025	Board & Staff
Participate in SUMA Podcast	Q1	Exec. Dir.
ARWMAS produces quarterly newsletter	Q2 and forward	Exec. Dir.
ARWMAS convenes Strategic Planning Session	Q2	Board & Staff
ARWMAS contributes to SUMA & SARM Quarterly publications	Q2 2025 or	Exec. Dir.
Co-ordinate with Ministry to release	ongoing	Exec. Dir.

their bulletins/information		
Submit nomination to annual SWRC Waste Minimization Awards	Q1 2025	Exec. Dir.
Website updates are current and Annual Report is posted	Ongoing/Q2 annually	Exec. Dir.

- **Program Effectiveness and Measurement**

The Communication Plan is reviewed and adjusted annually in conjunction with the Business Plan and Budget process in December/January. The efficacy of the communication strategy and the efforts to achieve its Intended Outcomes are evaluated at that time. This also allows for any budgetary considerations that may need to be addressed in order to achieve results.