

# **MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION**



**REGULAR MEETING OF  
July 22<sup>nd</sup>, 2024**

Town of Olds  
Council Chambers

9:00 am Start Time

## Regular Meeting

9:00 am – Monday, July 22<sup>nd</sup>, 2024

Town of Olds – Council Chambers

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### 1.0 Call to Order - Chair

### 2.0 Agenda

- Additions of deletions of the agenda.
- Adoption of Agenda.

### 3.0 Minutes

- Confirmation of April 22<sup>nd</sup>, 2024 Annual General Meeting Minutes (Attached)
- Confirmation of April 22<sup>nd</sup>, 2024 Regular Meeting Minutes (Attached)

### 4.0 Delegation Presentation

- STIP Grant sharing proposal for Didsbury Heavy Truck Route Upgrade

### 5.0 Business

#### 5.1 **Business Arising from Prior Meetings**

- Resolution# 4423: Shredder lease early payment
- Resolution# 59-24: Submit EPR Application

#### 5.2 **Landfill Operations Report**

- 2024 Landfill compaction rate and airspace forecast
- Landfill operations report to June 30<sup>th</sup>, 2024.

#### 5.3 **Statement of Financial Results**

- (Unaudited) Financial performance to May 31<sup>st</sup>, 2024.

#### 5.4 **2024 Capital Budget Amendment**

- Amendment to fund replacement of stolen service truck.

**5.5 2023 Reserve Contributions**

- Recommendations for transfers to Capital, Recycling and Closure-post-closure reserve funds.

**5.6 2025 Preliminary Operating and Capital Budget**

- Recommendations for transfers to Capital, Recycling and Closure-post-closure reserve funds.

**6.0 Reports**

6.1 CAO Report

**7.0 Confidential Items**

7.1 Board in-camera session (if required)

**8.0 Next Meetings, Events**

Meetings will be held at 9:00 am at the Mountain View County Offices (Unless specified otherwise).

- September 23<sup>rd</sup>, 2024 - Regular Meeting
- December 9<sup>th</sup>, 2024 – Organizational Meeting
- December 9<sup>th</sup>, 2024 – Regular Meeting (After Org. meeting)

**9.0 Adjournment**



**Mountain View Regional Waste Management Commission**

**AGM Meeting  
Mountain View County Office  
9:00 a.m.  
April 22, 2024**

**MINUTES**

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<b>In Attendance</b>	<b>James Cumming Shannon Wilcox Alan Miller Richard Warnock Dorothy Moore Tim Hagen</b>	<b>Chair, Town of Olds Vice-Chair, Town of Carstairs Mountain View County Town of Sundre Town of Didsbury Alternate, Village of Cremona</b>
<b>Staff</b>	<b>Michael Wuetherick Ryan Verbonac Lindsay Miller</b>	<b>CAO Operations Manager Office Manager</b>
<b>Delegations</b>	<b>Jeff Alliston</b>	<b>Metrix Group LLP</b>
<b>Regrets</b>	<b>Joe Canaday Ron Cameron</b>	<b>Village of Cremona CFO</b>

**1. CALL TO ORDER** Chair James Cummings called the meeting to order at 9:00 a.m.

**2. AGENDA**

**2.1 Addition or Deletions of the Agenda** None.

**2.2 Adoption of Agenda** **Resolution #01-24**  
Moved by Richard Warnock  
THAT the agenda for the April 22, 2024 Annual General Meeting be adopted as presented.

CARRIED unanimous

**3. BUSINESS**

**3.1 Presentation  
Of 2023 Financial  
Statements**

**Resolution #02-24**

Moved by Shannon Wilcox  
THAT the MVRWMC Board accept the Audited financial  
statements for the year ending December 31, 2023, and the  
2023 Audit Findings report as presented by the Commission's  
independent auditors.

CARRIED unanimous

Jeff Alliston left meeting.

**4. ADJOURNMENT**

**Resolution #03-24**

Moved by Tim Hagen  
THAT the meeting be adjourned at 9:34 a.m.

CARRIED unanimous

\_\_\_\_\_  
Chair

\_\_\_\_\_  
CAO



**Mountain View Regional Waste Management Commission**

**Regular Meeting  
Mountain View County Office  
Following the AGM Meeting  
April 22, 2024**

**MINUTES**

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<b>In Attendance</b>	<b>James Cumming Shannon Wilcox Alan Miller Richard Warnock Dorothy Moore Tim Hagen</b>	<b>Chair, Town of Olds Vice-Chair, Town of Carstairs Mountain View County Town of Sundre Town of Didsbury Alternate, Village of Cremona</b>
<b>Staff</b>	<b>Michael Wuetherick Ryan Verbonac Lindsay Miller</b>	<b>CAO Operations Manager Office Manager</b>
<b>Regrets</b>	<b>Joe Canaday Ron Cameron</b>	<b>Village of Cremona CFO</b>
<b><u>1. CALL TO ORDER</u></b>	Chair James Cummings called the meeting to order at 9:39 a.m.	
<b><u>2. AGENDA</u></b>		
<b>2.1 Addition or Deletions of the Agenda</b>	None.	
<b>2.2 Adoption of Agenda</b>	<b><u>Resolution #04-24</u></b> Moved by Alan Miller THAT the agenda for the April 22, 2024 Regular Meeting be adopted as presented.  CARRIED unanimous	

### **3. ADOPTION OF MINUTES**

**3.1 Minutes of  
December 4, 2023  
Organizational  
Meeting**

**Resolution #05-24**

Moved by Dorothy Moore  
THAT the MVRWMC Board approve the minutes of the  
December 4, 2023 Organizational Meeting as presented.

CARRIED unanimous

**3.2 Minutes of  
December 4, 2023  
Regular Meeting**

**Resolution #06-24**

Moved by Dorothy Moore  
THAT the MVRWMC Board approve the minutes of the  
December 4, 2023 Regular Meeting as presented.

CARRIED unanimous

### **4. BUSINESS**

**4.1 Business  
Arising from  
Prior Meetings**

**Resolution #07-24**

Moved by Richard Warnock  
THAT the MVRWMC Board accept as information  
Administration's update on the progress of business arising from  
previous meetings.

CARRIED unanimous

**4.2 Landfill  
Operations Report**

**Resolution #08-24**

Moved by Shannon Wilcox  
THAT the MVRWMC Board accept as information  
Administration's landfill operations report of tonnage received at  
the landfill up to March 31, 2024.

CARRIED unanimous

**4.3 Statement  
Of Financial  
Results**

**Resolution #09-24**

Moved by Alan Miller  
THAT the MVRWMC Board accept as information the financial  
report (Unaudited) for the Commission for the period ended  
February 29, 2024.

CARRIED unanimous

**4.4 Extended  
Producer  
Responsibility -  
Program Update**

**Resolution #10-24**

Moved by Tim Hagen  
THAT the MVRWMC Board accepts as information  
Administration's update on the EPR program developments.

CARRIED unanimous

**5. REPORTS**

**5.1 CAO  
Report**

**Resolution #11-24**

Moved by Richard Warnock  
THAT the MVRWMC Board accept as information the CAO  
report for the period from November 29, 2023 through April 16,  
2024.

CARRIED unanimous

**6. CONFIDENTIAL ITEMS**

None.

**7. NEXT MEETINGS, EVENTS**

**7.1 July 22, 2024 Regular Meeting – 9:00 a.m. Mountain View County Office**

**7.2 September 23, 2024 Regular Meeting – 9:00 a.m. Mountain View County Office**

**7.3 December 9, 2024 Organizational Meeting – 9:00 a.m. Mountain View County  
Office**

**7.4 December 9, 2024 Regular Meeting – Following Organizational Meeting,  
Mountain View County Office**

**8. ADJOURNMENT**

James Cummings adjourned the Regular Meeting of December  
4, 2023 at 10:42 a.m.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
CAO



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** July 22<sup>nd</sup>, 2024

**Reference:** 100/2024.03

**TITLE:** 4.0 – Delegation Presentation: Didsbury Heavy Truck Route Upgrade Proposal

**RECOMMENDATION:**

**THAT the MVRWMC Board accept the presentation from Didsbury and Mountain View County on the Heavy Truck Route STIP Grant proposal.**

Background:

The Town of Didsbury has proposed Bylaw 2022-11, which if approved, may have a negative impact on the Commission's access routes for its customers. The Commission, along with other regional municipalities, submitted letters to Didsbury council expressing concerns over the proposed closure. A copy of the letter sent to Mayor Hunter from former MVRWMC Chair Greg Harris is attached for your review. Given the Commission's reliance on Commercial tonnage for over 65% of operating revenue, the Commission's recommendation was to maintain the Truck Route access.

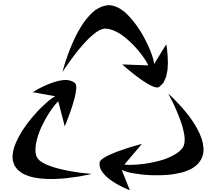
The Town of Didsbury and Mountain View County administrations have met through the Intermunicipal Collaboration Committee Council to review possible funding partnerships to complete upgrades to the truck route. The proposal is to pursue STIP Grant funding with the support of other regional municipalities, Commission and private operators to increase the probability of success of receiving grant funding.

Today's joint presentation from Craig Fox, Director of Engineering & Infrastructure, Town of Didsbury, and Jeff Holmes, Chief Administrative Officer, Mountain View County will provide an overview of the project scope and a proposed funding allocation.

Attachments:

1. MVRWMC Letter to Didsbury Mayor – August 15<sup>th</sup>, 2022
2. Didsbury – Mountain View County STIP Proposal – July 22<sup>nd</sup>, 2024

Prepared by: Michael Wuetherick, P.Eng., Chief Administrative Officer, MVRWMC – August 15<sup>th</sup>, 2022



August 15<sup>th</sup>, 2022

Mayor Rhonda Hunter  
Town of Didsbury  
PO Box 2130  
1414 16<sup>th</sup> Street  
Didsbury, Alberta TOM 0W0

**Re: Didsbury Heavy Vehicle Truck Route Bylaw 2022-11**

The Board of Mountain View Regional Waste Management Commission (the "Commission" or "MVRWMC") respectfully submits our comments to the proposed changes contained in the Town of Didsbury Heavy Vehicle Truck Route Bylaw 2022-11, which received first reading at the Town's July 12<sup>th</sup>, 2022 Council meeting.

The proposed changes to curtail heavy vehicle traffic on 23<sup>rd</sup> Street will have an immediate and negative impact on the operations of the Commission. The current 23<sup>rd</sup> Street access has served as a long-standing heavy truck access route to the landfill site, predating the annexation of the road by the Town of Didsbury from Mountain View County. The Commission, nor its member municipalities, were never contacted by the Town of Didsbury Administration to explore any possible negative consequences of the proposed bylaw prior to the first reading. The Commission has identified the following potential negative consequences should the proposed bylaw proceed.

Firstly, the proposed access route to the west would require a significant upgrade to Mountain View County's rural road that is not built to industrial or heavy equipment specifications. Even if the County were to agree to revising the heavy vehicle access route, the time required to complete such road upgrades would cause irreparable damage to the Commission's ability to provide its current level of service to its member municipalities and commercial waste haulers.

Secondly, the Commission's operations and financial sustainability rely heavily on the Commission's ability to maintain a competitive position with other solid waste management operators. Even small changes to the access route are very likely to result in an increase to contract hauling charges paid by all municipal members who use third party contract haulers to transport municipal solid waste to the landfill. Commercial haulers run on ever changing operating margins and will pass along all added costs to their customers because of travelling longer distances or taking more time to complete collection and disposal routes. The increased costs would manifest in higher tipping fees to each municipal resident the next time the MSW pickup contracts are tendered.,

Lastly, if the proposed changes to heavy vehicle access drives away commercial haulers, the impact on all the Commission's members could be material as the Commission's financial viability depends on commercial haulers utilizing the Commission's Didsbury landfill. For illustrative purposes, a drop of 10% in commercial tonnage would result in a loss of revenue of over \$150,000 per year which would

have to be made up by an increase in the municipal fee for service of \$4.28 per capita. The potential cost to the Town of Didsbury alone would be \$21,708 annually for every 10% drop, in order to balance the Commission's operating revenue to expenses.

After considering these concerns and taking into consideration the financial burden that will be transferred to the Town of Didsbury's regional partners, the Commission respectfully asks that the proposed bylaw 2022-11 be rescinded and the traditional heavy vehicle access route be maintained status quo.

Yours truly,

A handwritten signature in black ink, appearing to read "Greg Harris", with a stylized flourish at the end.

Greg Harris, Chair  
MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION



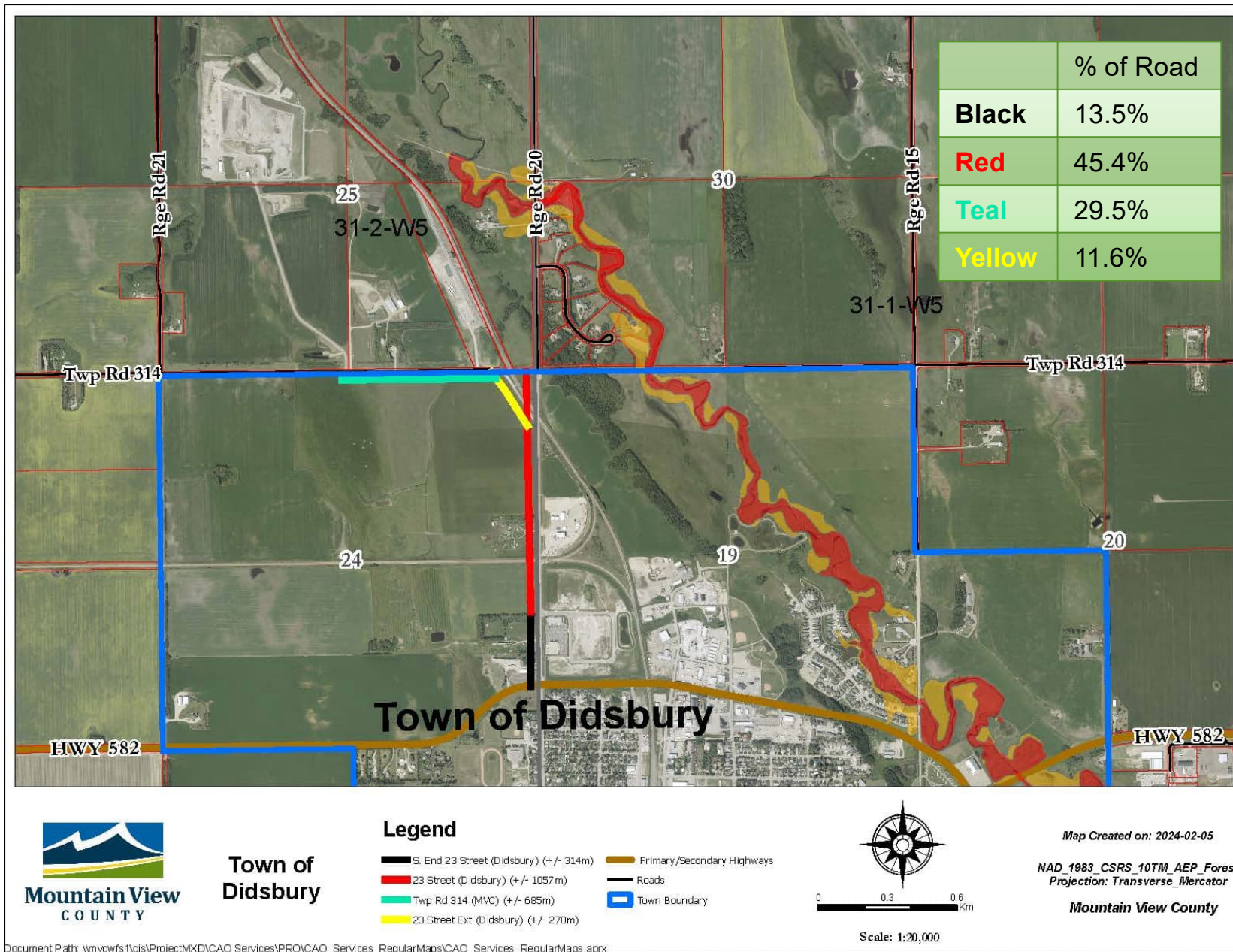
**Craig Fox**  
Director of Engineering & Infrastructure  
Town of Didsbury



**Mountain View**  
C O U N T Y

**Jeff Holmes**  
Chief Administrative Officer  
Mountain View County

**July 22, 2024**



**Town of Didsbury**

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# Traffic Count Data

## **RR20 North From Didsbury To Bergen Rd**

- 2022 Average Daily Traffic Count – 874 Vehicles
- Trucks – 4.6% Of Total (40/Day Average)

## **Hwy 582/23 Street Intersection Northbound**

- 2023 Average Daily Traffic Count – 1310 Vehicles
- Trucks – 2.9% (38/Day Average)

## **Twp314 Landfill Road Going West From RR20**

- 2022 Average Daily Traffic Count – 243 Vehicles
- Trucks – 4.2% (10/Day Average)



# Existing Peak Hour Traffic Volumes

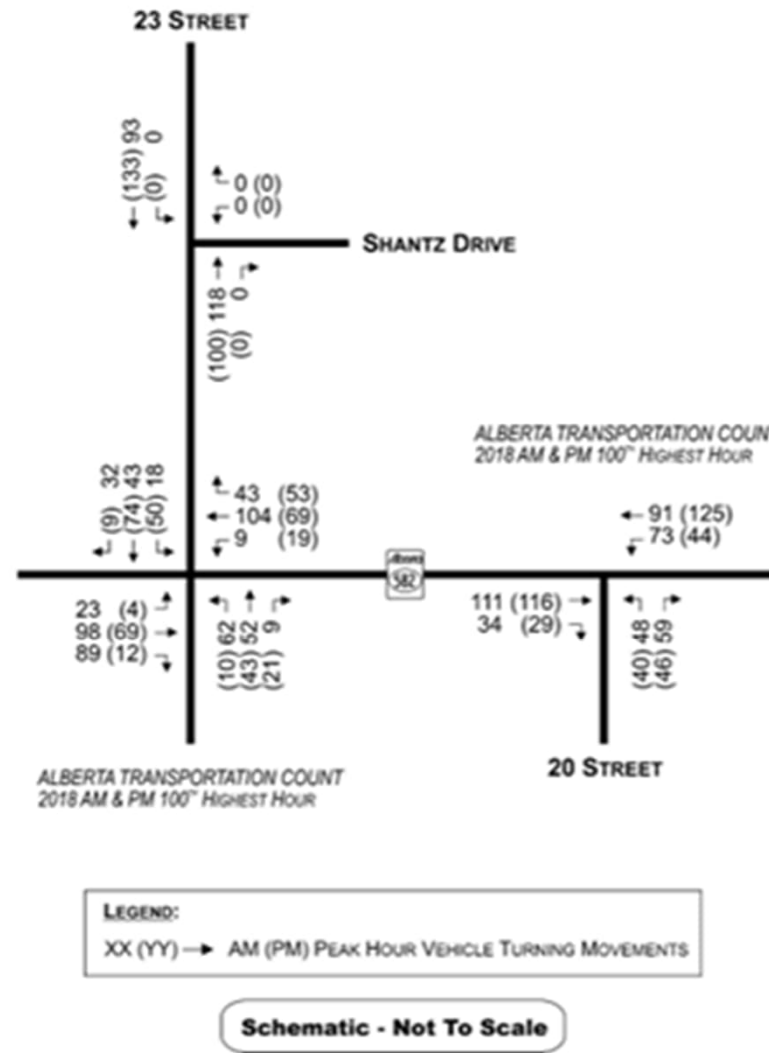


Figure 3: Existing Peak Hour Traffic Volumes

# Strategic Transportation Infrastructure Program (STIP) Grant

## Overview

Local Municipal Initiatives (LMI) is one of 4 funding streams of the Strategic Transportation Infrastructure Program (STIP). It provides funding to municipalities for local priority transportation infrastructure projects that are not eligible for support under STIP's other streams.

## Funding

Municipalities can receive funding for up to 50% of the eligible cost of their project. Additional weighting will be given to projects leveraging alternative funding sources (i.e., federal or private industry contribution). Existing paved park access roads will continue to be cost-shared on a 75% provincial, 25% municipal basis.

The municipality is required to undertake projects on a contract basis. Private sector contractors and suppliers must be used to carry out all work.

# The Proposed Project Timeline

## 2024

### • February:

- The Town of Didsbury Council approved resolution 106-24: To refer to the Intermunicipal Collaboration Committee Council's support of a collaborative research effort into the STIP Grant.
- Mountain View County Council approved motion RC24-095: That Council approve the collaborative project exploration of 23rd Street north of Highway 582 with the Town of Didsbury by the Intermunicipal Collaboration Committee and the exploration of external funding, including STIP Grant funding

- **March:** Mountain View County took the lead in engaging Alberta Transportation and investigating the possibility of applying for the STIP Local Municipal Initiatives grant.

- **April:** Mountain View County had a meeting with the local MLA. One of the requirements of the Local Municipal Initiatives grant is support from the local MLA. Mountain View County provided a conceptual briefing for the MLA to raise awareness of a potential joint municipal grant application.

- **June :** MVC CAO met with Mountain View Regional Waste Management Commission (MVRWMC) CAO to discuss an engagement plan for determining MVRWMC participation in the joint project.



# The Proposed Project Timeline Cont.

- **July:** CAO's propose to engage with Alta Gas and MVRWMC to seek financial participation in the joint project.
- **July / August:** CAO's propose to engage CP Rail to discuss project, determine any CP Rail specific requirements.
- **September-October:** CAO's will work on a project proposal and review opportunities for Off site Levy Bylaw (Didsbury) to recover a portion of the costs.
- **October / November:** CAO's to engage Council's and include proposed project in Budget deliberations.
- **November 30:** STIP Grant application deadline.

## 2025

- **Q1:** STIP Grant award announcement.
- Detailed engineering and construction will proceed as determined by the above course of events.

**Late 2025 or 2026 appears to be the most realistic project completion dates.**



# Proposed Project Funding Model

Seeking contributions from multiple Municipal stakeholders and Private sector partners will aid in maximizing STIP Grant

- \$2,600,000 is estimated for 23rd Street (black and red segments)
- \$1,800,000 is estimated for Township 314 (green and yellow segments)
- STIP grant proposed to cover 50 %+ of projected 4.4 million cost
- 2.2 million net of grants proposed to be shared as follows:

Town of Didsbury	30% of Net Costs
MVC (reimbursed via off-site levy)	30% of Net Costs
Alta Gas	Up to 10% of Net costs
MVRWMC	Up to 10% of Net costs
MVC Twp 314	Remainder up to 30%



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** April 22<sup>nd</sup>, 2024

**Reference:** 100/2024.03

**TITLE:** 5.1 – Report on Business Arising from Previous Meetings

**RECOMMENDATION:**

**THAT the MVRWMC Board accept as information Administration's update on the progress of business arising from previous meetings.**

The CAO report on the status of ongoing business arising from previous meetings:

### **4.1.1 – Accelerated Shredder Lease Payments**

Pursuant to resolution 44-23 (September 2023), the Board authorized Administration to transfer up to \$350,000 from unrestricted reserves to pay down a portion of the Capital Lease for the shredder.

The Commission continues to earn more interest income than the cost of the interest component on the lease agreement. As such, Administration has not yet triggered the partial repayment. As at December 31<sup>st</sup>, 2023 the outstanding principle was \$485,402, with month principal payments lowering the balance by an estimated \$4,450 per month. Interest costs are averaging roughly \$950 per month, compared to approximately \$1300 per month of interest income on the \$350,000 of unrestricted reserves.

Administration will continue to monitor the arbitrage spread in the interest rates and execute the partial payout when there is an economic reason to do so. As interest rates fall the spread is likely to increase in our favor as Banker's Acceptance loans typically are closer to prime than standard commercial loans. Finally, having access to the unrestricted reserves provides a cushion if needed for any unplanned expenditure.

### **4.1.2 – Extended Producer Responsibility Program**

Pursuant to resolution 59-23 (November 2023), the Board directed Administration to file an application for the Commission to qualify for potential EPR funded recycling programs. **Applications have been filed with Circular Materials/ARMA stating the Commission's intent to OPT-OUT of the contracts, management, and operations of the recycling centers in Water Valley, Sundre and Didsbury.**

CM/ARMA are still behind in their process of preparing specific contracts and level of service (referred to as Statement of Work by CM). Broad agreements were just released on July 17<sup>th</sup> for Depot's which is the service model we will fall under. Municipalities with Blue-cart programs will have different agreements, and as such the Commission has no contractual role in members contracts.

Prepared: Michael Wuetherick, P.Eng.,  
Chief Administrative Officer, MVRWMC



# Mountain View Regional Waste Management Commission

## Request for Decision

Meeting Date: July 22<sup>nd</sup>, 2024

Reference: 100/2024.03

TITLE: 5.2 – Landfill Report on Operations to June 30th, 2024

RECOMMENDATION:

**THAT the MVRWMC Board accept as information Administration’s landfill operations report of tonnage received at the landfill up to June 30<sup>th</sup>, 2024.**

Background:

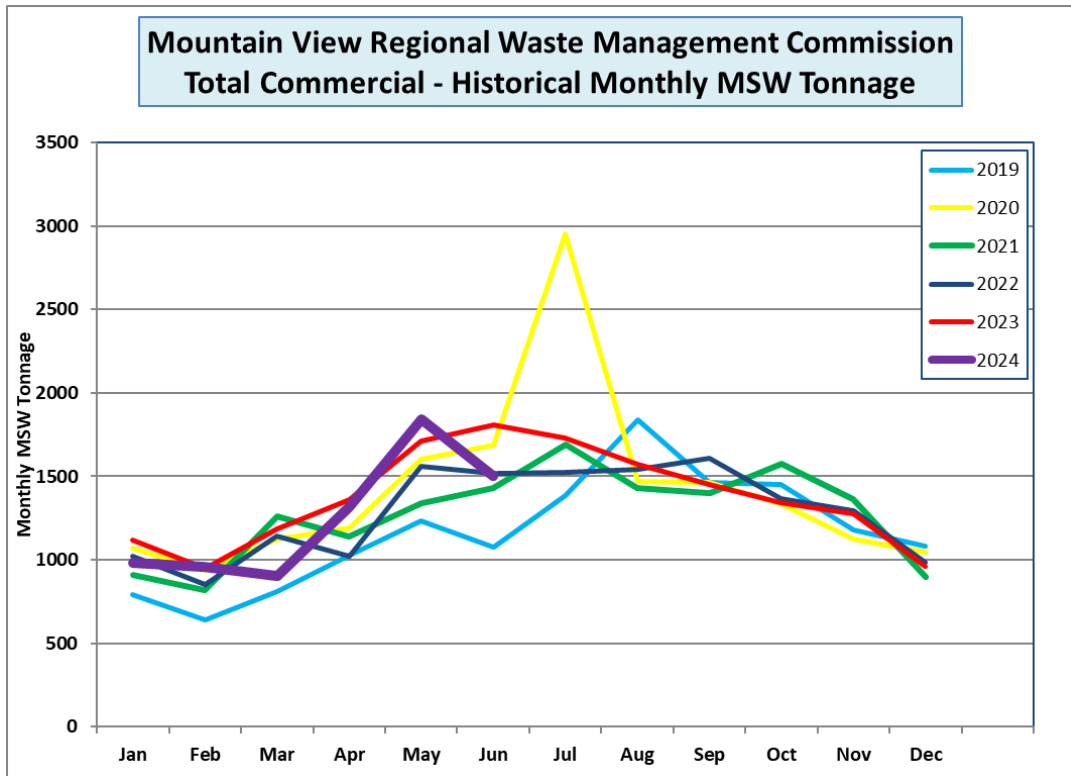
**2024 Budget Summary Report:**

Operating results for the first half of 2024 have accelerated after a slow first quarter. All material budget categories are at or above budget expectations for this time of year. Most significantly, revenue of over \$148,000 from hydrocarbon contaminated soils is the major contributor to the \$164,637 revenue surplus.

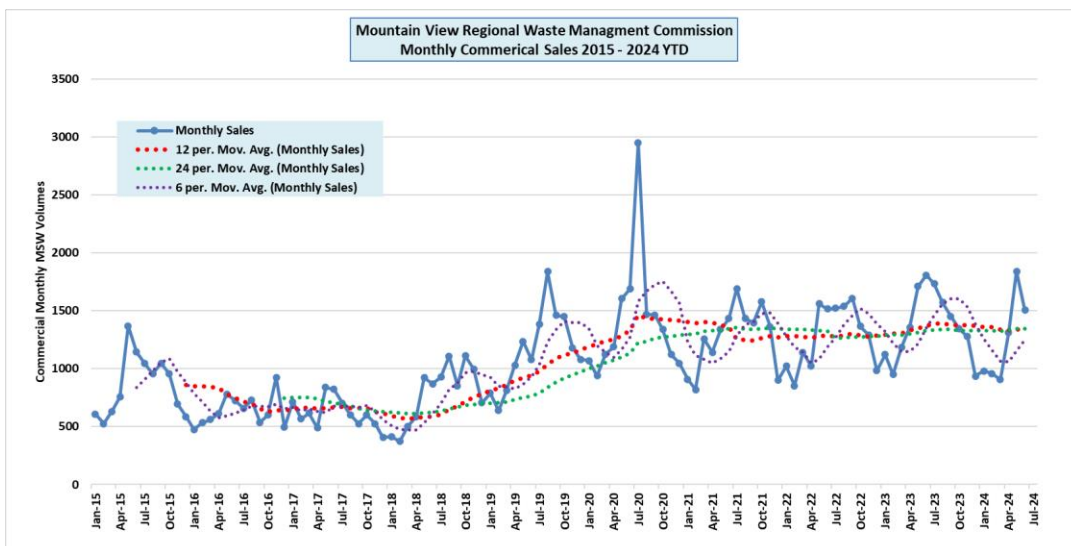
Reported Updated as at: June 30th, 2024	Budget Comparison (Tonnes) - Year to Date				Revenue Comparison (\$) - Year to Date		
	Sales	Budget	Variance	Variance(%)	Sales	Budget	Variance
<b>Commercial Tipping (Uncontracted @ \$97/tonne)</b>	7,503.2	7,367.5	135.6	1.8%	\$727,807	\$714,650	\$13,158
Municipal Tipping - Olds	731.0	667.4	63.6	9.5%	\$70,911	\$64,739	\$6,172
Municipal Tipping - Sundre	165.3	167.6	-2.4	-1.4%	\$16,031	\$16,259	-\$228
Municipal Tipping - Cremona	45.3	47.7	-2.5	-5.2%	\$4,389	\$4,628	-\$239
Municipal Tipping - Didsbury	497.2	479.6	17.6	3.7%	\$48,224	\$46,518	\$1,705
Municipal Tipping - Carstairs	567.3	531.6	35.6	6.7%	\$55,026	\$51,568	\$3,458
<b>Sub-total Municipal Tipping (@ \$97/tonne)</b>	<b>2,006.0</b>	<b>1,893.9</b>	<b>112.0</b>	<b>5.9%</b>	<b>\$194,581</b>	<b>\$183,713</b>	<b>\$10,868</b>
Didsbury Transfer (@ \$97/tonne)	1,044.2	867.9	176.3	20.3%	\$101,285	\$84,182	\$17,104
Water Valley Transfer Site (@\$230/tonne)	192.5	197.4	-5.0	-2.5%	\$44,266	\$45,408	-\$1,142
Sundre Transfer Site (@\$230/tonne)	233.8	233.2	0.6	0.3%	\$53,772	\$53,631	\$140
<b>Sub-total Transfer Station Tipping</b>	<b>1,470.4</b>	<b>1,298.5</b>	<b>172.0</b>	<b>13.2%</b>	<b>\$199,323</b>	<b>\$183,221</b>	<b>\$16,102</b>
Cement (@\$23/tonne)	341.3	202.5	138.7	68.5%	\$7,849	\$4,658	\$3,190
Metal (@\$76/tonne)	108.9	87.3	21.6	24.8%	\$8,278	\$6,634	\$1,644
<b>Sub-total Recycle Sales (Including Metals)</b>	<b>450.2</b>	<b>289.8</b>	<b>160.3</b>	<b>55.3%</b>	<b>\$16,127</b>	<b>\$11,292</b>	<b>\$4,835</b>
Mattresses (@\$10/unit)	1,353	1,251	102	8.1%	\$13,530	\$12,515	\$1,015
Couches & Chairs (@\$5/unit)	978	776	202	26.0%	\$4,890	\$3,882	\$1,008
<b>Sub-total Mattress &amp; Chairs</b>	<b>2,331.0</b>	<b>2,027.9</b>	<b>303</b>	<b>14.9%</b>	<b>\$18,420</b>	<b>\$16,397</b>	<b>\$2,023</b>
<b>HC Contaminated Soil (at \$50/tonne)</b>	<b>2,978</b>	<b>625</b>	<b>2,353.0</b>	<b>376.5%</b>	<b>\$148,901</b>	<b>\$31,250</b>	<b>\$117,651</b>
<b>Total YTD Landfill Sales Summary</b>	<b>14,407.8</b>	<b>11,474.8</b>	<b>2,933.0</b>	<b>25.6%</b>	<b>\$ 1,305,159</b>	<b>\$ 1,140,522</b>	<b>\$ 164,637</b>

**Commercial Tonnage:**

Commercial sales have accelerated with the arrival of spring contributing 7,503 tonnes of 1.8% above budget target of 7,368 tonnes for this time of year representing 47% of the full year 2024 budget of 15,925 tonnes. Year-to-date Commercial sales have accounted for 56% of revenue from operations, compared to 64% in 2023. Hydrocarbon soil receipts account for 11% of revenue compared to only 1-2% in prior years.



Looking at the longer-term trends, the 12 and 24 month moving averages have been essentially flat since July 2022 at roughly 1,350 tonnes per month in line with the 2024 budget estimate.



The approved HC soil tonnage is 5,000 tonnes for 2025, and budgeted at 25% or 1,250 tonnes. As of June 30<sup>th</sup>, 2024 cumulate HC soil receipts where 2,978 tonnes. Therefore, an additional 2,022 tonnes remain as a possible revenue source depending on market demands.

### Municipal Tonnage:

In aggregate, municipal MSW tonnage to date collectively are now 5.9% above expectations, with aggregate tonnage to date of 2,006 tonnes compared to budgeted 1,894 tonnes for the first half of 2024. The Towns of Olds and Carstairs continue deliver more MSW than budgeted, possibly reflecting changes in levels of service and/or growth in the community.

### Transfer Stations:

Combined transfer station receipts to the end of June of 1,470 tonnes is 13.2% above budget expectations of 1,299 tonnes. Receipts in Didsbury are 20.3% above budget, whereas the Water Valley and Sundre stations are 2.5% below% and 0.3% above budget respectively. Seasonal factors are likely behind the higher than normal tonnage received in Didsbury.

### Recycle Sales:

With construction season in full swing, receipts of cement have increased significantly and are now 69% above budget at 342 tonnes. Cement is typically re-used on site to build and maintain access roads. Metal

Mattresses and chairs are 15% above budget YTD. We collect \$10 per unit for mattresses and \$5 a unit for upholstered couches and chairs. These products are shred to reduce volume for disposal in the landfill, and metal is recovered and sold. Mattresses are averaging 10.7 per operating day down from the 13 units per day received in 2023. Chair/Couches average 7.8 units per day.

Year-to-date revenue from waste management operations is 25.6% or \$164,637 above budget. As noted above, 70% of the current revenue surplus is due to HC soil receipts

Full-year projections after 6-months of operating results support a sizeable revenue surplus of \$284,107 with the projected 17,573 tonnes of commercial sales accounting for 56% of the forecasted surplus and HC Soil receipts accounting for an additional 30% of the projected surplus.

Reported Updated as at: June 30th, 2024	Budget Comparison (Tonnes) - Projection (P6/12)				Revenue Comparison (\$) - Projection (P6/12)		
	Projection	Budget	Variance	Variance(%)	Projection	Budget	Variance
<b>Commercial Tipping (Uncontracted @ \$97/tonne)</b>	<b>17,573</b>	<b>15,925</b>	<b>1,648.2</b>	<b>10.3%</b>	<b>\$1,704,599</b>	<b>\$1,544,725</b>	<b>\$159,874</b>
Municipal Tipping - Olds	1,473	1,345	128.2	9.5%	\$142,903	\$130,465	\$12,438
Municipal Tipping - Sundre	330	335	- 4.7	-1.4%	\$32,039	\$32,495	-\$456
Municipal Tipping - Cremona	88	93	- 4.8	-5.2%	\$8,556	\$9,021	-\$465
Municipal Tipping - Didsbury	980	945	34.6	3.7%	\$95,026	\$91,665	\$3,361
Municipal Tipping - Carstairs	1,152	1,080	72.4	6.7%	\$111,785	\$104,760	\$7,025
<b>Sub-total Municipal Tipping (@ \$97/tonne)</b>	<b>4,024</b>	<b>3,798</b>	<b>225.8</b>	<b>5.9%</b>	<b>\$390,308</b>	<b>\$368,406</b>	<b>\$21,902</b>
Didsbury Transfer (@ \$97/tonne)	1,962	1,829	132.9	7.3%	\$190,309	\$177,413	\$12,896
Water Valley Transfer Site (@ \$230/tonne)	400	410	- 10.3	-2.5%	\$91,929	\$94,300	-\$2,371
Sundre Transfer Site (@ \$230/tonne)	486	485	1.3	0.3%	\$111,842	\$111,550	\$292
<b>Sub-total Transfer Station Tipping</b>	<b>2,848</b>	<b>2,724</b>	<b>124</b>	<b>4.5%</b>	<b>\$394,079</b>	<b>\$383,263</b>	<b>\$10,816</b>
Cement (@ \$23/tonne)	831	493	337.6	68.5%	\$19,105	\$11,339	\$7,766
Metal (@ \$76/tonne)	207	242	- 34.9	-14.4%	\$15,740	\$18,392	-\$2,652
<b>Sub-total Recycle Sales (Including Metals)</b>	<b>1,038</b>	<b>735</b>	<b>302.7</b>	<b>41.2%</b>	<b>\$34,844</b>	<b>\$29,731</b>	<b>\$5,113</b>
Mattresses (@ \$10/unit)	2,744	2,538	206	8.1%	\$27,439	\$25,380	\$2,059
Couches & Chairs (@ \$5/unit)	2,154	1,710	444	26.0%	\$10,770	\$8,550	\$2,220
<b>Sub-total Mattress &amp; Chairs</b>	<b>4,898</b>	<b>4,248</b>	<b>650</b>	<b>15.3%</b>	<b>\$38,209</b>	<b>\$33,930</b>	<b>\$4,279</b>
<b>HC Contaminated Soil (at \$50/tonne)</b>	<b>2,978</b>	<b>1,250</b>	<b>1,728.0</b>	<b>138.2%</b>	<b>\$148,901</b>	<b>\$62,500</b>	<b>\$86,401</b>
<b>Total Projected Landfill Sales Summary</b>	<b>28,461</b>	<b>24,432</b>	<b>4,028.6</b>	<b>16.5%</b>	<b>\$ 2,672,732</b>	<b>\$ 2,388,625</b>	<b>\$ 284,107</b>

Attachments:

1. 2024 Monthly Landfill Tonnage Graphs

- a. Commercial
- b. Municipal
- c. Transfer Stations
- d. Recycling

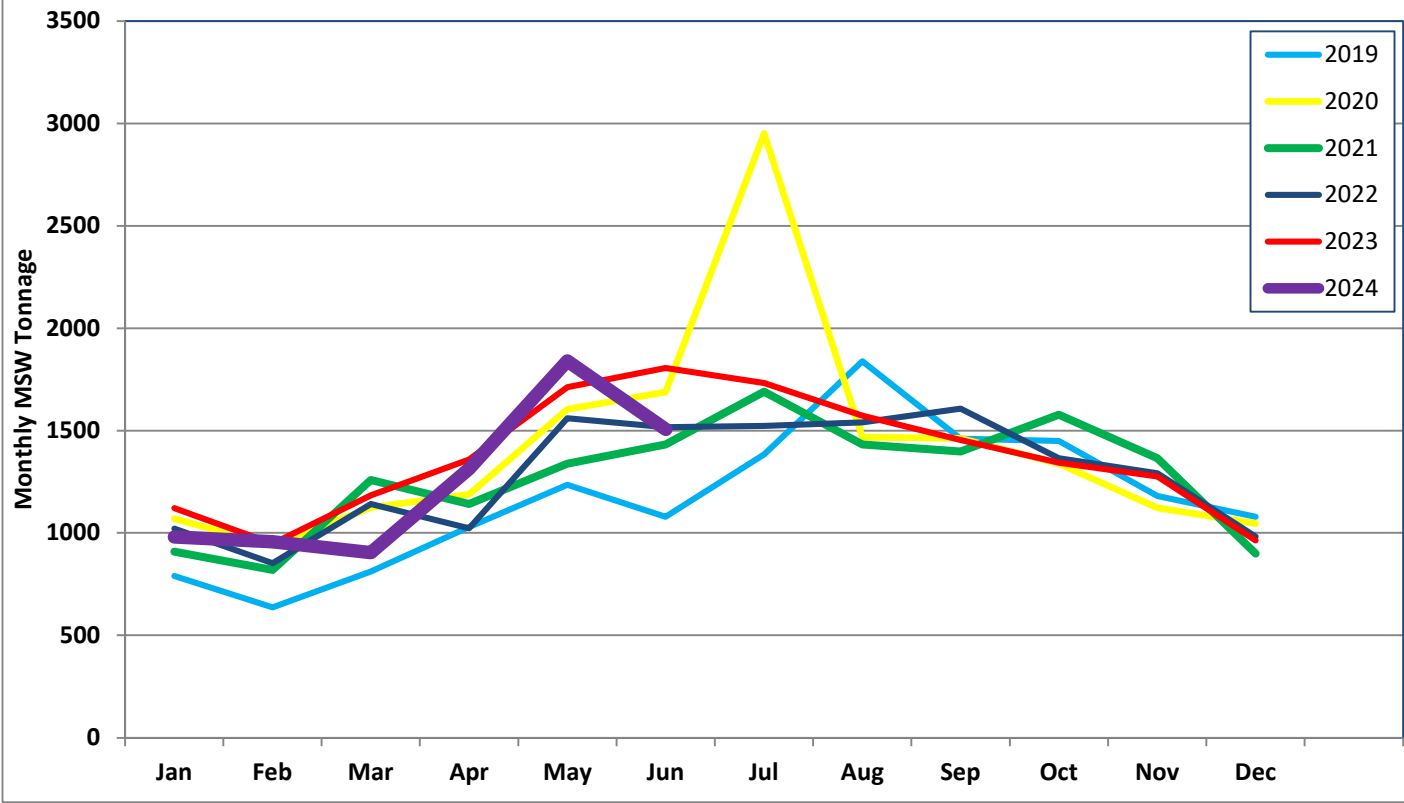
Prepared: Michael Wuetherick, P.Eng.,  
Chief Administrative Officer, MVRWMC



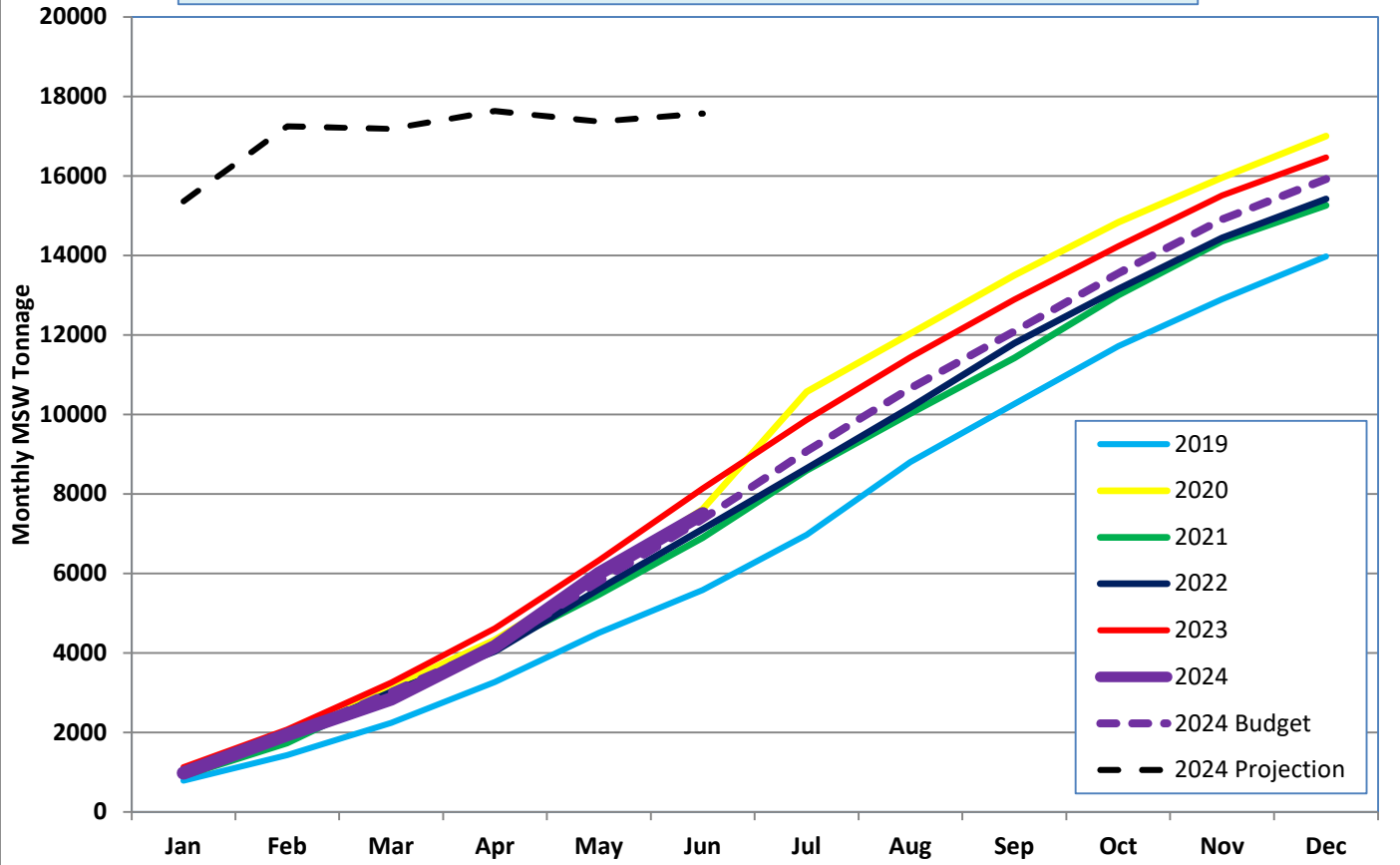
Reported Updated as at: June 30th, 2024	Budget Comparison (Tonnes) - Year to Date				Revenue Comparison (\$) - Year to Date		
	Sales	Budget	Variance	Variance(%)	Sales	Budget	Variance
<b>Commercial Tipping (Uncontracted @ \$97/tonne)</b>	<b>7,503.2</b>	<b>7,367.5</b>	<b>135.6</b>	<b>1.8%</b>	<b>\$727,807</b>	<b>\$714,650</b>	<b>\$13,158</b>
Municipal Tipping - Olds	731.0	667.4	63.6	9.5%	\$70,911	\$64,739	\$6,172
Municipal Tipping - Sundre	165.3	167.6	-2.4	-1.4%	\$16,031	\$16,259	-\$228
Municipal Tipping - Cremona	45.3	47.7	-2.5	-5.2%	\$4,389	\$4,628	-\$239
Municipal Tipping - Didsbury	497.2	479.6	17.6	3.7%	\$48,224	\$46,518	\$1,705
Municipal Tipping - Carstairs	567.3	531.6	35.6	6.7%	\$55,026	\$51,568	\$3,458
<b>Sub-total Municipal Tipping (@ \$97/tonne)</b>	<b>2,006.0</b>	<b>1,893.9</b>	<b>112.0</b>	<b>5.9%</b>	<b>\$194,581</b>	<b>\$183,713</b>	<b>\$10,868</b>
Didsbury Transfer (@ \$97/tonne)	1,044.2	867.9	176.3	20.3%	\$101,285	\$84,182	\$17,104
Water Valley Transfer Site (@\$230/tonne)	192.5	197.4	-5.0	-2.5%	\$44,266	\$45,408	-\$1,142
Sundre Transfer Site (@\$230/tonne)	233.8	233.2	0.6	0.3%	\$53,772	\$53,631	\$140
<b>Sub-total Transfer Station Tipping</b>	<b>1,470.4</b>	<b>1,298.5</b>	<b>172.0</b>	<b>13.2%</b>	<b>\$199,323</b>	<b>\$183,221</b>	<b>\$16,102</b>
Cement (@\$23/tonne)	341.3	202.5	138.7	68.5%	\$7,849	\$4,658	\$3,190
Metal (@\$76/tonne)	108.9	87.3	21.6	24.8%	\$8,278	\$6,634	\$1,644
<b>Sub-total Recycle Sales (Including Metals)</b>	<b>450.2</b>	<b>289.8</b>	<b>160.3</b>	<b>55.3%</b>	<b>\$16,127</b>	<b>\$11,292</b>	<b>\$4,835</b>
Mattresses (@\$10/unit)	1,353	1,251	102	8.1%	\$13,530	\$12,515	\$1,015
Couches & Chairs (@\$5/unit)	978	776	202	26.0%	\$4,890	\$3,882	\$1,008
<b>Sub-total Mattress &amp; Chairs</b>	<b>2,331.0</b>	<b>2,027.9</b>	<b>303</b>	<b>14.9%</b>	<b>\$18,420</b>	<b>\$16,397</b>	<b>\$2,023</b>
<b>HC Contaminated Soil (at \$50/tonne)</b>	<b>2,978</b>	<b>625</b>	<b>2,353.0</b>	<b>376.5%</b>	<b>\$148,901</b>	<b>\$31,250</b>	<b>\$117,651</b>
<b>Total YTD Landfill Sales Summary</b>	<b>14,407.8</b>	<b>11,474.8</b>	<b>2,933.0</b>	<b>25.6%</b>	<b>\$ 1,305,159</b>	<b>\$ 1,140,522</b>	<b>\$ 164,637</b>

Reported Updated as at: June 30th, 2024	Budget Comparison (Tonnes) - Projection (P6/12)				Revenue Comparison (\$) - Projection (P6/12)		
	Projection	Budget	Variance	Variance(%)	Projection	Budget	Variance
<b>Commercial Tipping (Uncontracted @ \$97/tonne)</b>	<b>17,573</b>	<b>15,925</b>	<b>1,648.2</b>	<b>10.3%</b>	<b>\$1,704,599</b>	<b>\$1,544,725</b>	<b>\$159,874</b>
Municipal Tipping - Olds	1,473	1,345	128.2	9.5%	\$142,903	\$130,465	\$12,438
Municipal Tipping - Sundre	330	335	-4.7	-1.4%	\$32,039	\$32,495	-\$456
Municipal Tipping - Cremona	88	93	-4.8	-5.2%	\$8,556	\$9,021	-\$465
Municipal Tipping - Didsbury	980	945	34.6	3.7%	\$95,026	\$91,665	\$3,361
Municipal Tipping - Carstairs	1,152	1,080	72.4	6.7%	\$111,785	\$104,760	\$7,025
<b>Sub-total Municipal Tipping (@ \$97/tonne)</b>	<b>4,024</b>	<b>3,798</b>	<b>225.8</b>	<b>5.9%</b>	<b>\$390,308</b>	<b>\$368,406</b>	<b>\$21,902</b>
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Mattresses (@\$10/unit)	2,744	2,538	206	8.1%	\$27,439	\$25,380	\$2,059
Couches & Chairs (@\$5/unit)	2,154	1,710	444	26.0%	\$10,770	\$8,550	\$2,220
<b>Sub-total Mattress &amp; Chairs</b>	<b>4,898</b>	<b>4,248</b>	<b>650</b>	<b>15.3%</b>	<b>\$38,209</b>	<b>\$33,930</b>	<b>\$4,279</b>
<b>HC Contaminated Soil (at \$50/tonne)</b>	<b>2,978</b>	<b>1,250</b>	<b>1,728.0</b>	<b>138.2%</b>	<b>\$148,901</b>	<b>\$62,500</b>	<b>\$86,401</b>
<b>Total Projected Landfill Sales Summary</b>	<b>28,461</b>	<b>24,432</b>	<b>4,028.6</b>	<b>16.5%</b>	<b>\$ 2,672,732</b>	<b>\$ 2,388,625</b>	<b>\$ 284,107</b>

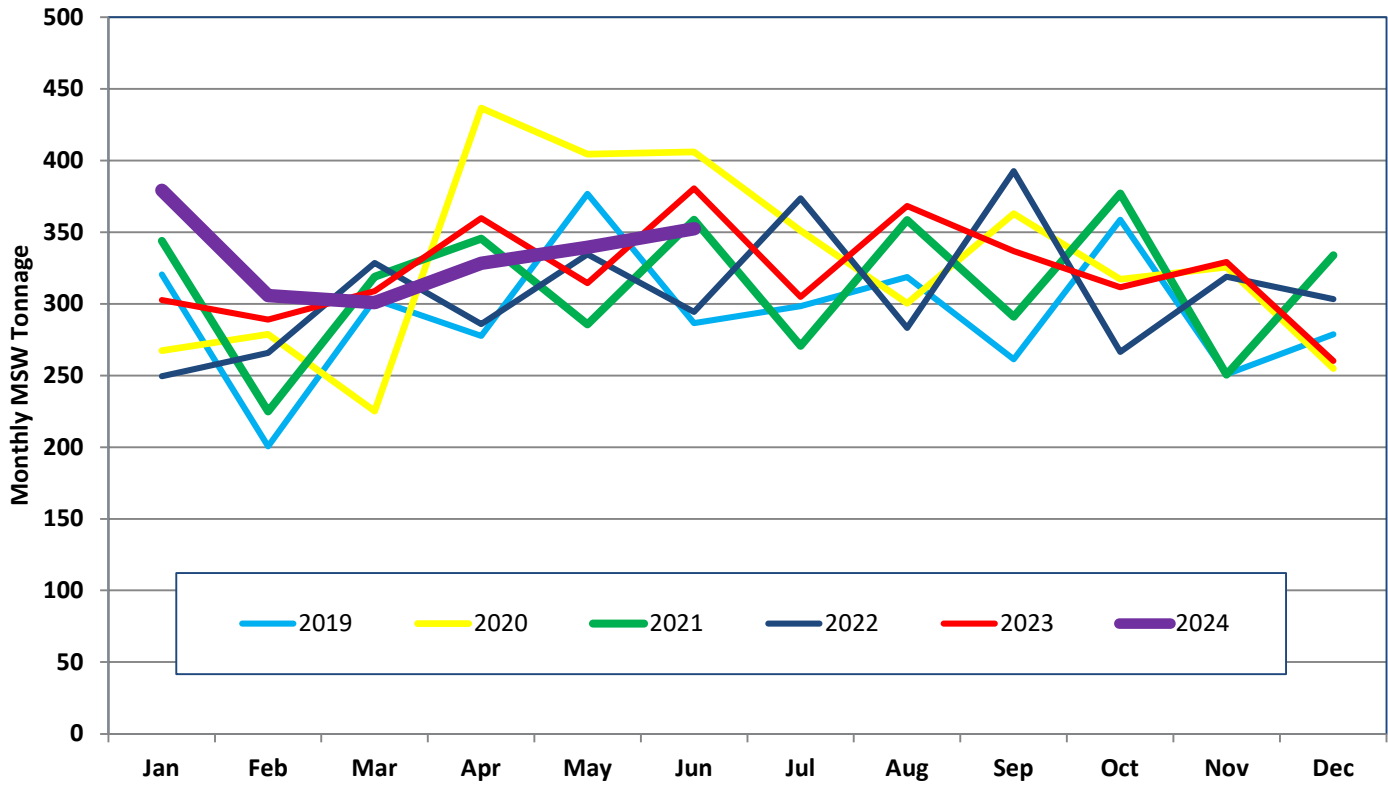
### Mountain View Regional Waste Management Commission Total Commercial - Historical Monthly MSW Tonnage



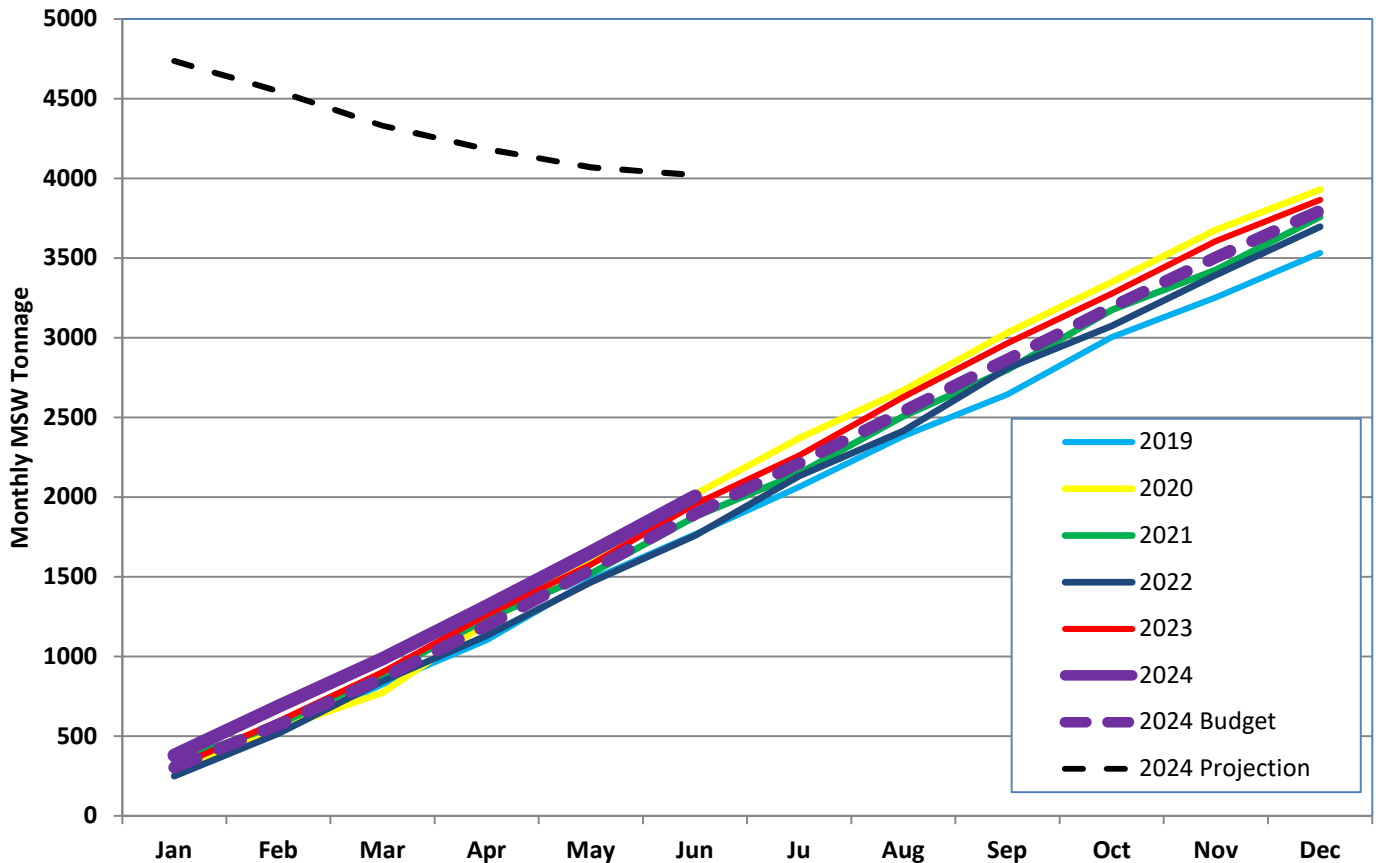
### Mountain View Regional Waste Management Commission Total Commercial - Cumulative YTD MSW Tonnage



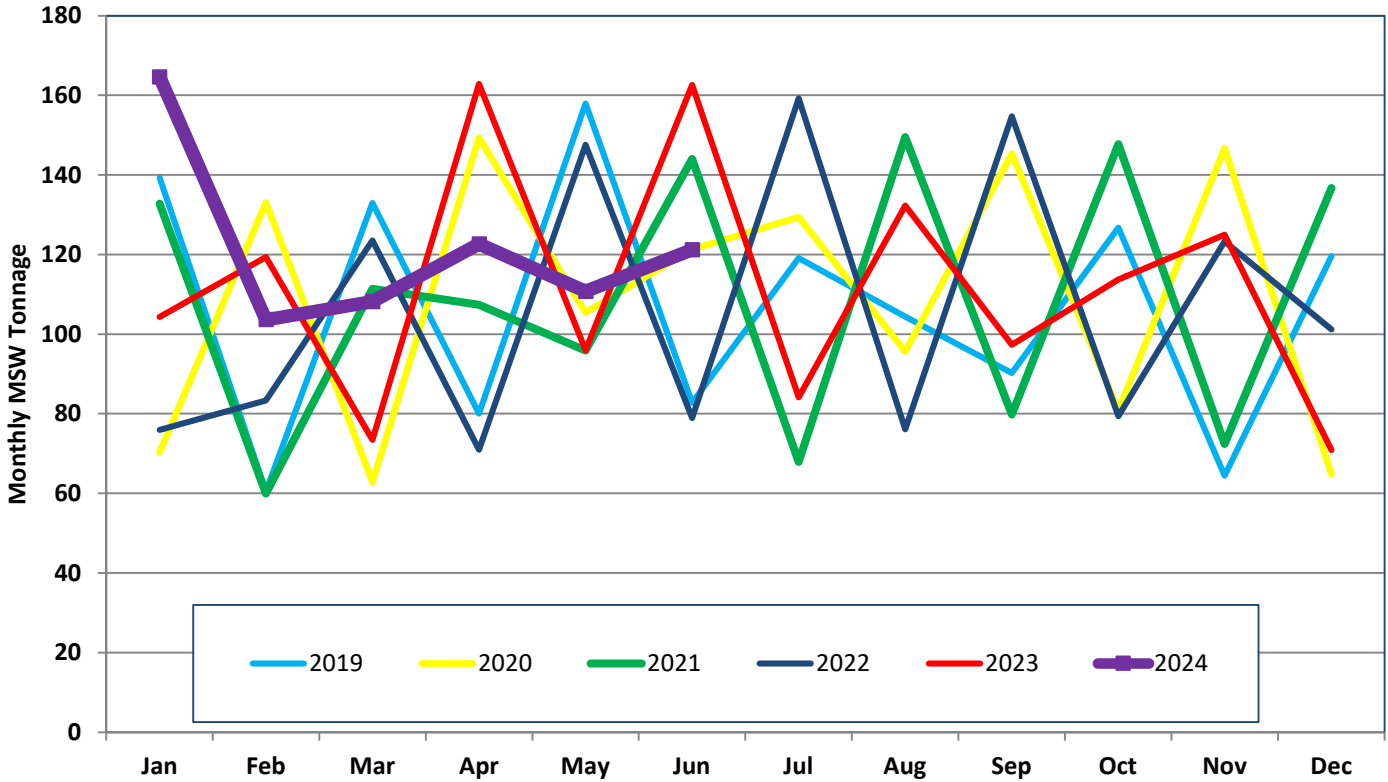
**Mountain View Regional Waste Management Commission  
Total Class 2 Municipal Waste - Historical Monthly MSW Tonnage**



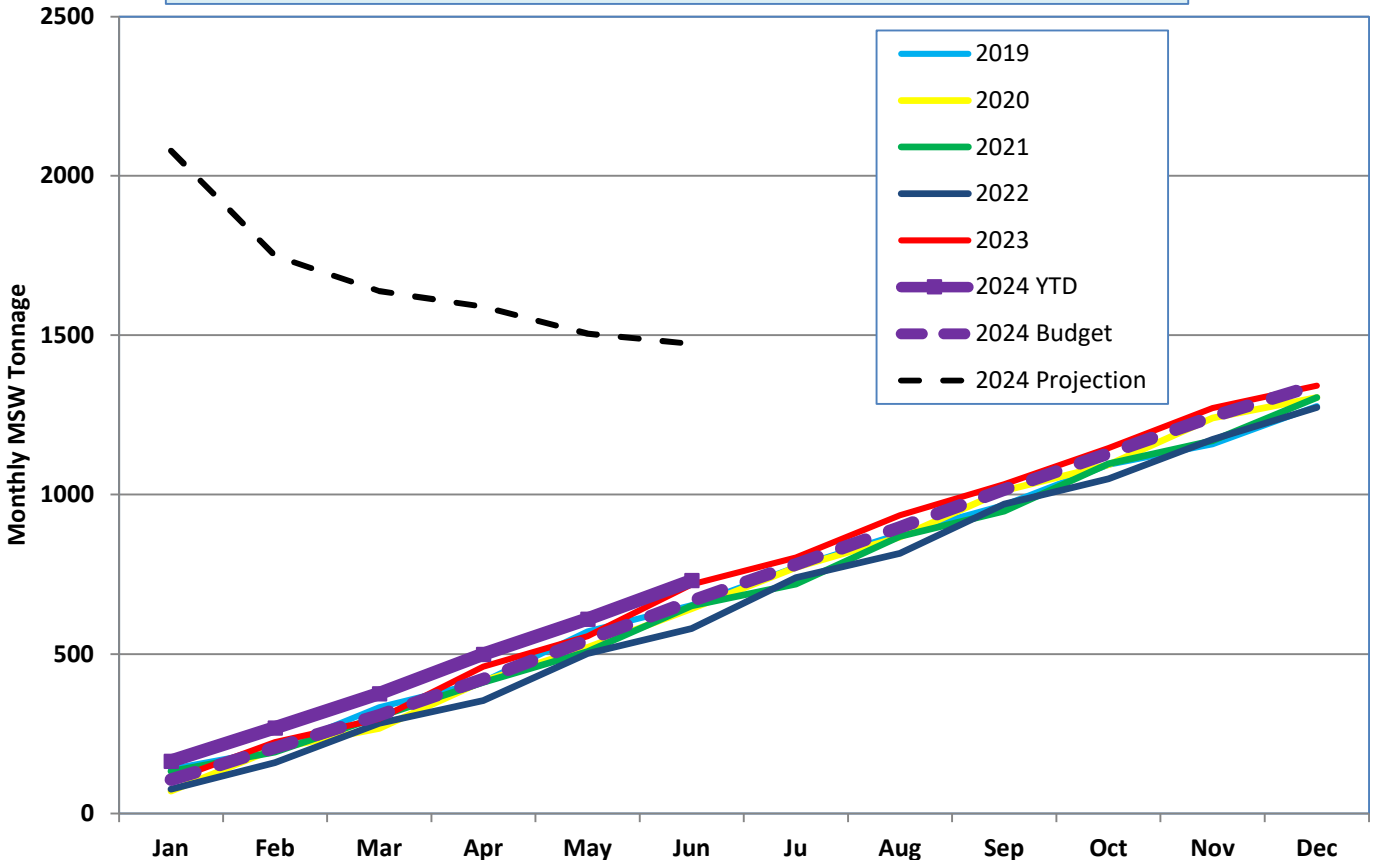
**Mountain View Regional Waste Management Commission  
Total Class 2 Municipal Waste - Cumulative YTD MSW Tonnage**



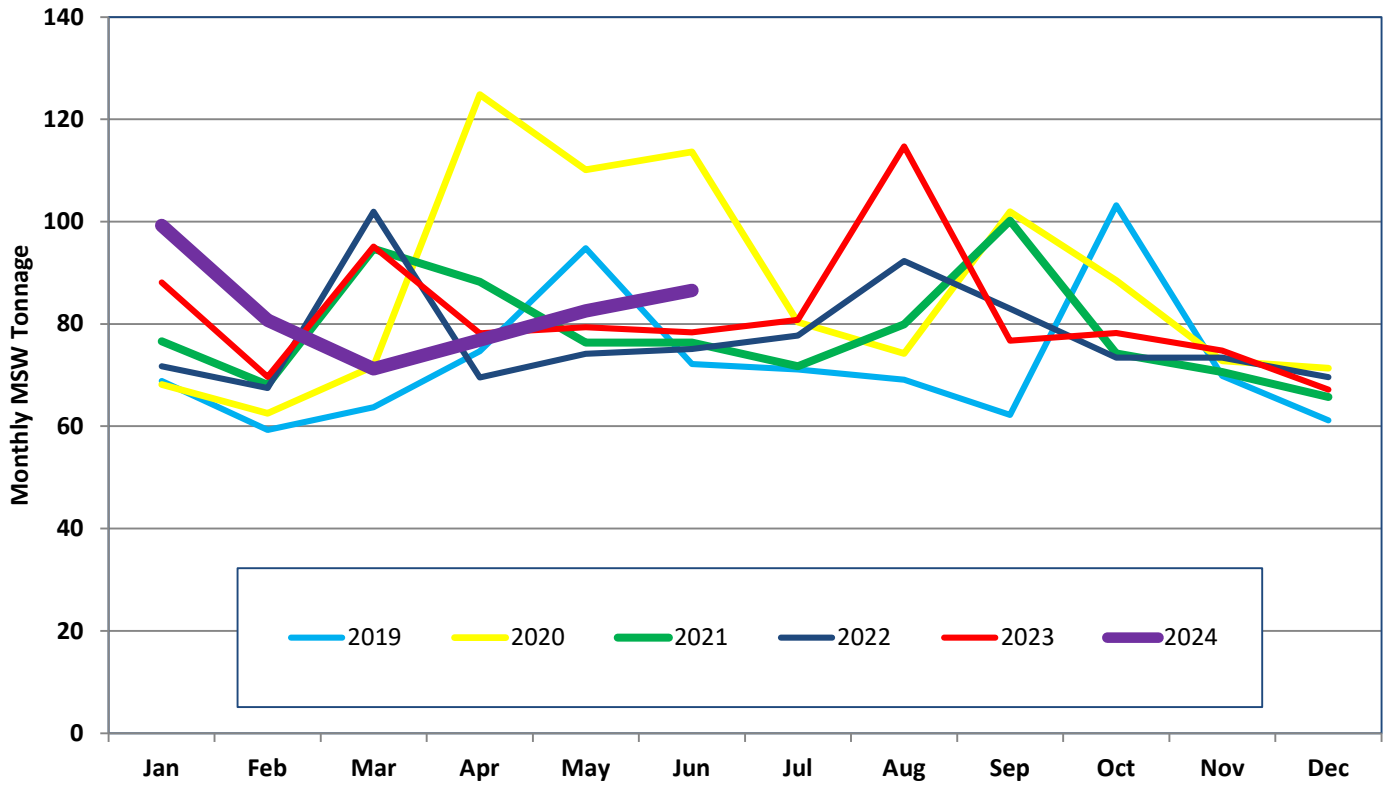
### Mountain View Regional Waste Management Commission Olds - Historical Monthly MSW Tonnage



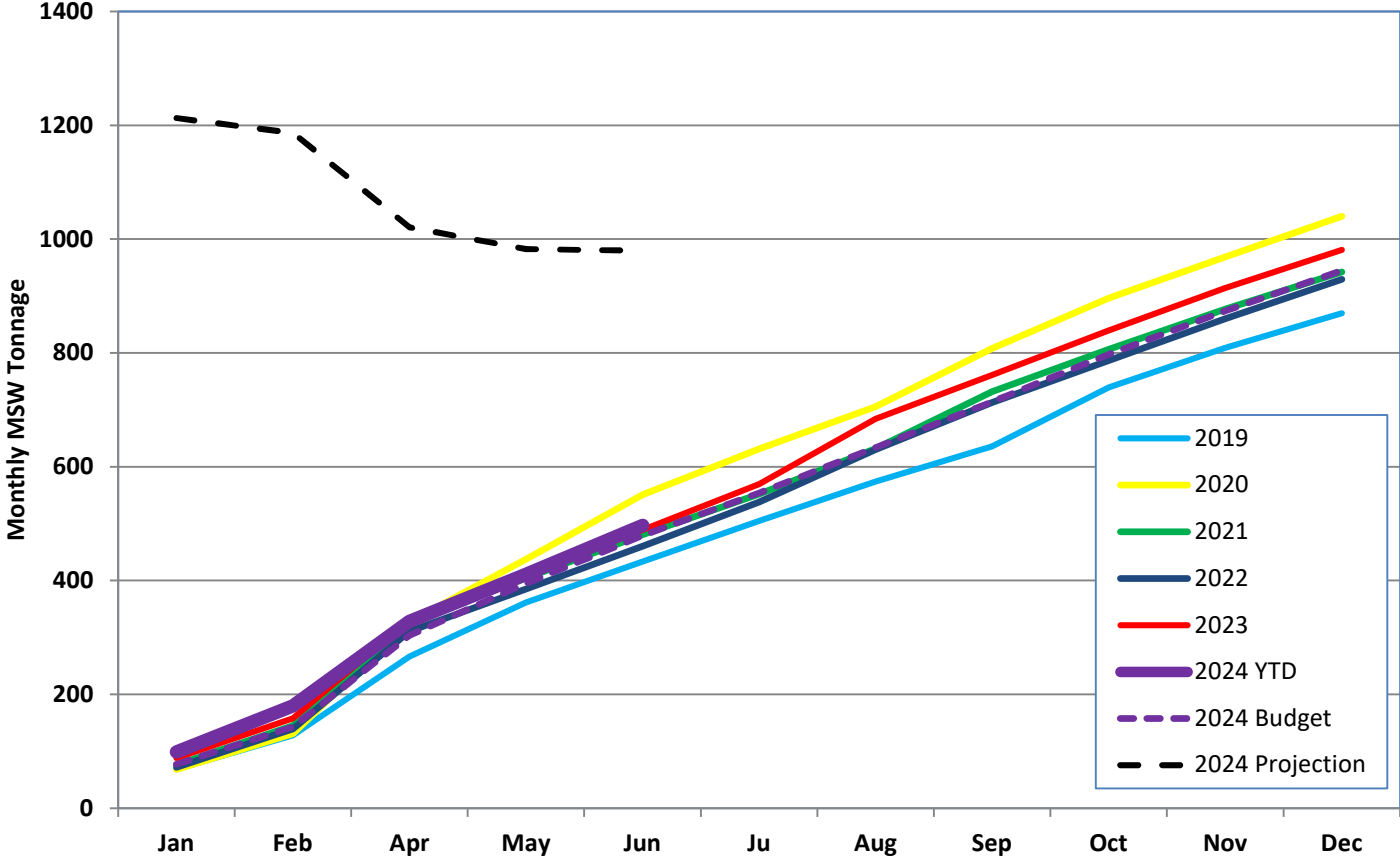
### Mountain View Regional Waste Management Commission Olds - Cumulative YTD MSW Tonnage



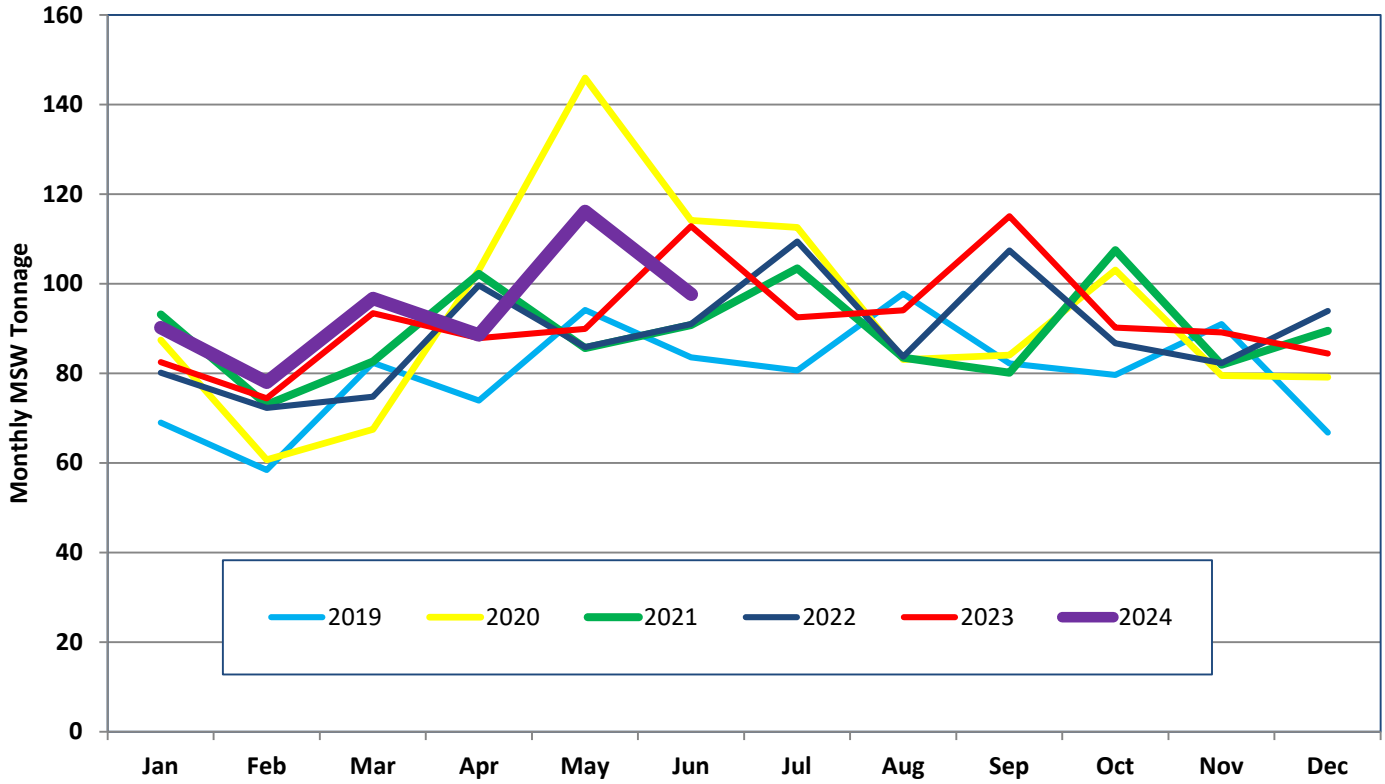
### Mountain View Regional Waste Management Commission Didsbury - Historical Monthly MWS Tonnage



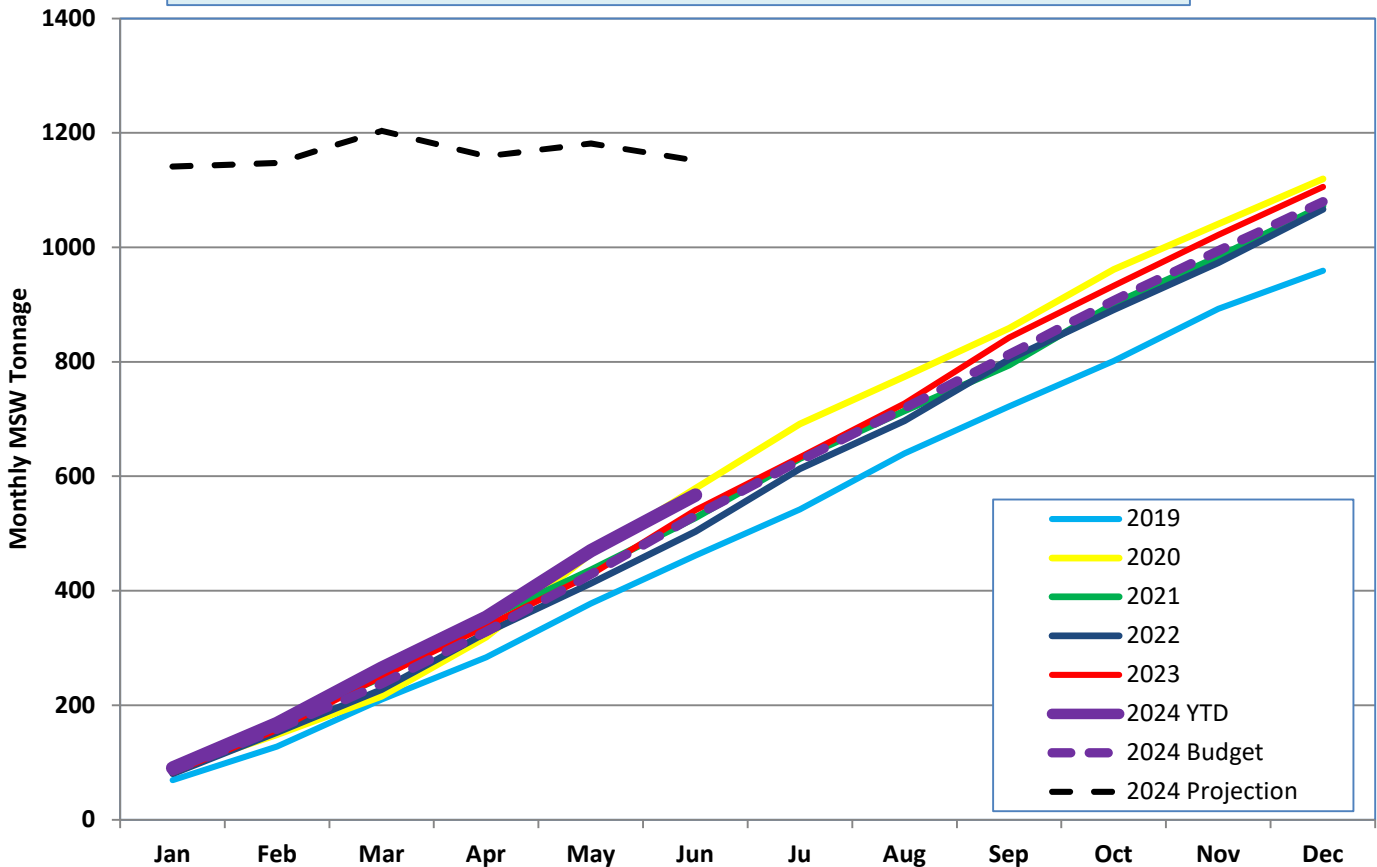
### Mountain View Regional Waste Management Commission Didsbury - Cumulative YTD MSW Tonnage



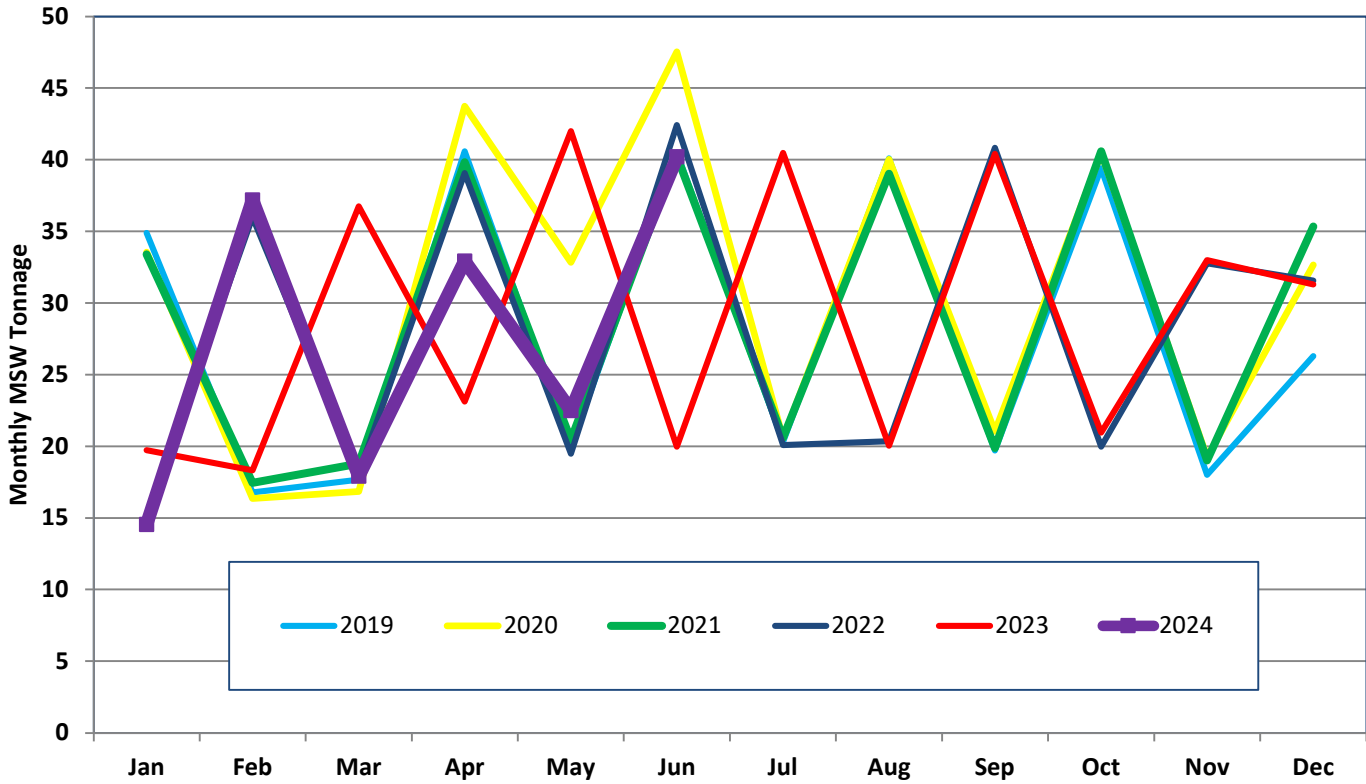
### Mountain View Regional Waste Management Commission Carstairs - Historical Monthly MSW Tonnage



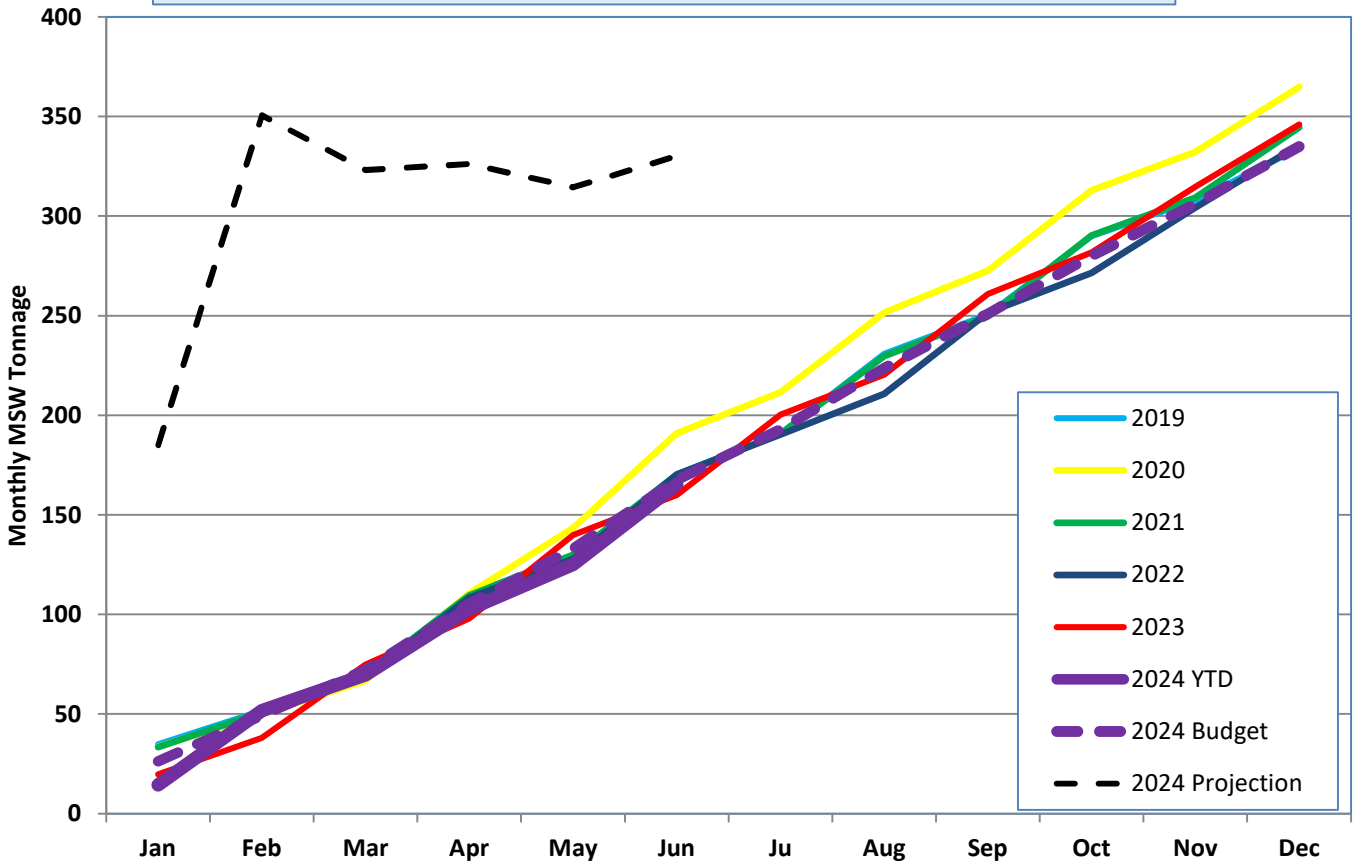
### Mountain View Regional Waste Management Commission Carstairs - Cumulative YTD MSW Tonnage



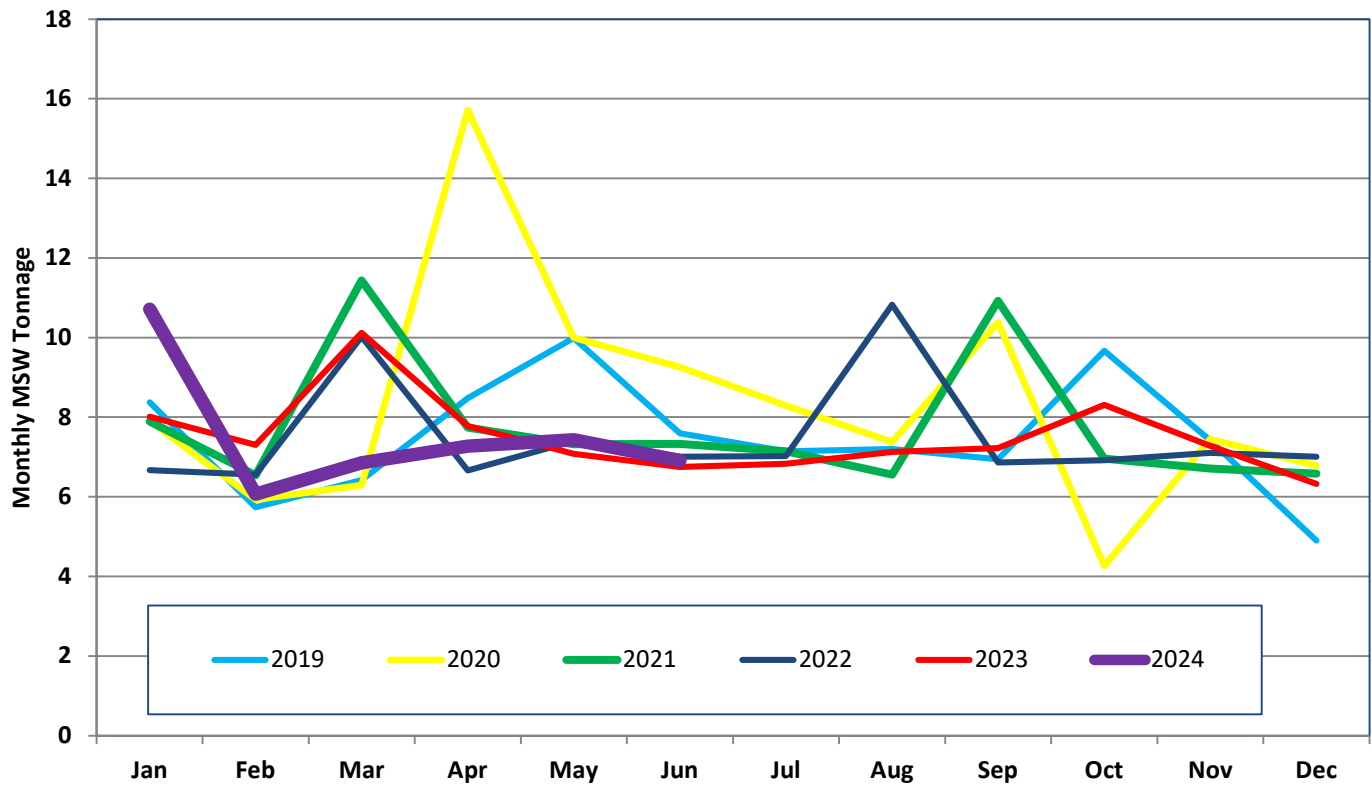
### Mountain View Regional Waste Management Commission Sundre - Historical Monthly MSW Tonnage



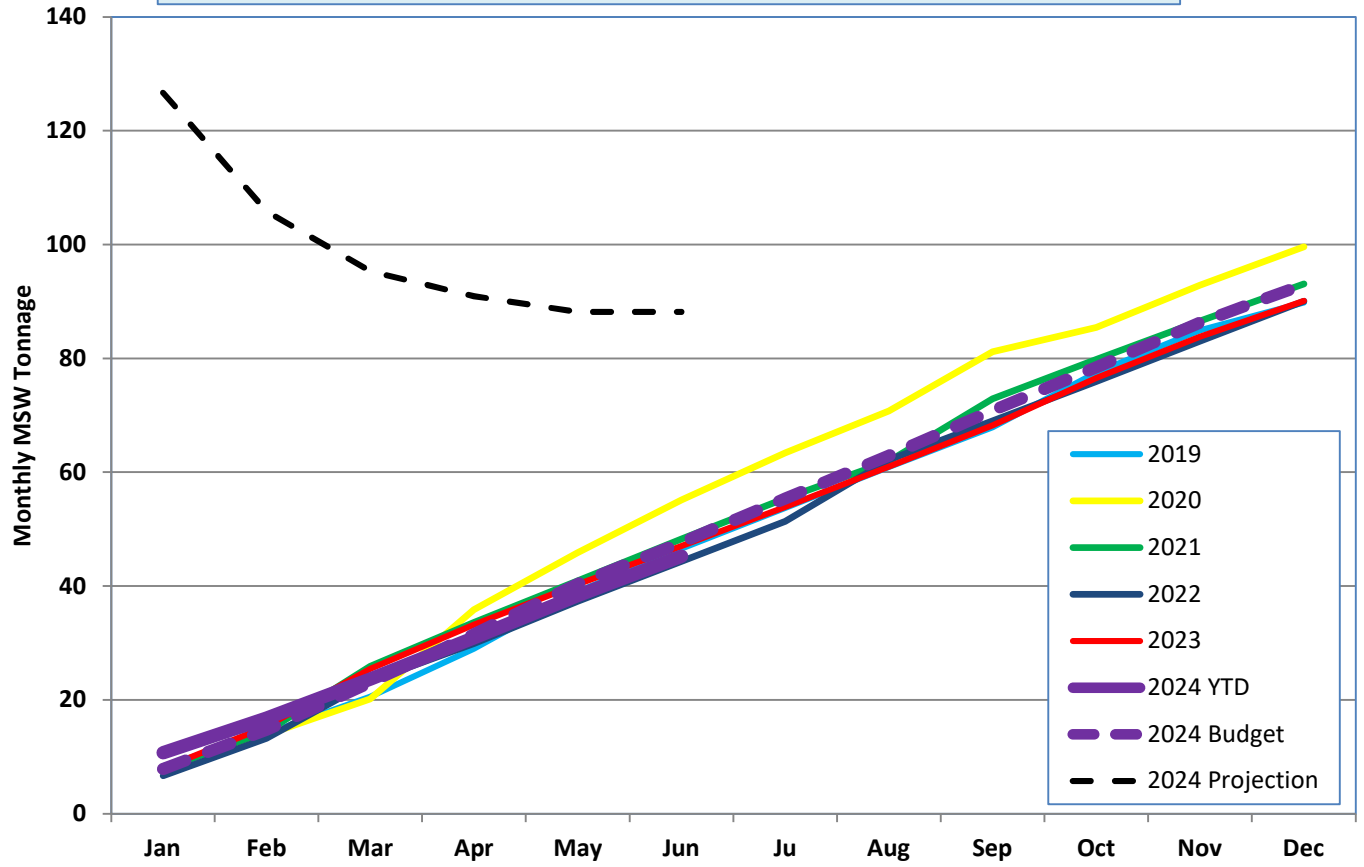
### Mountain View Regional Waste Management Commission Sundre - Cumulative YTD MSW Tonnage



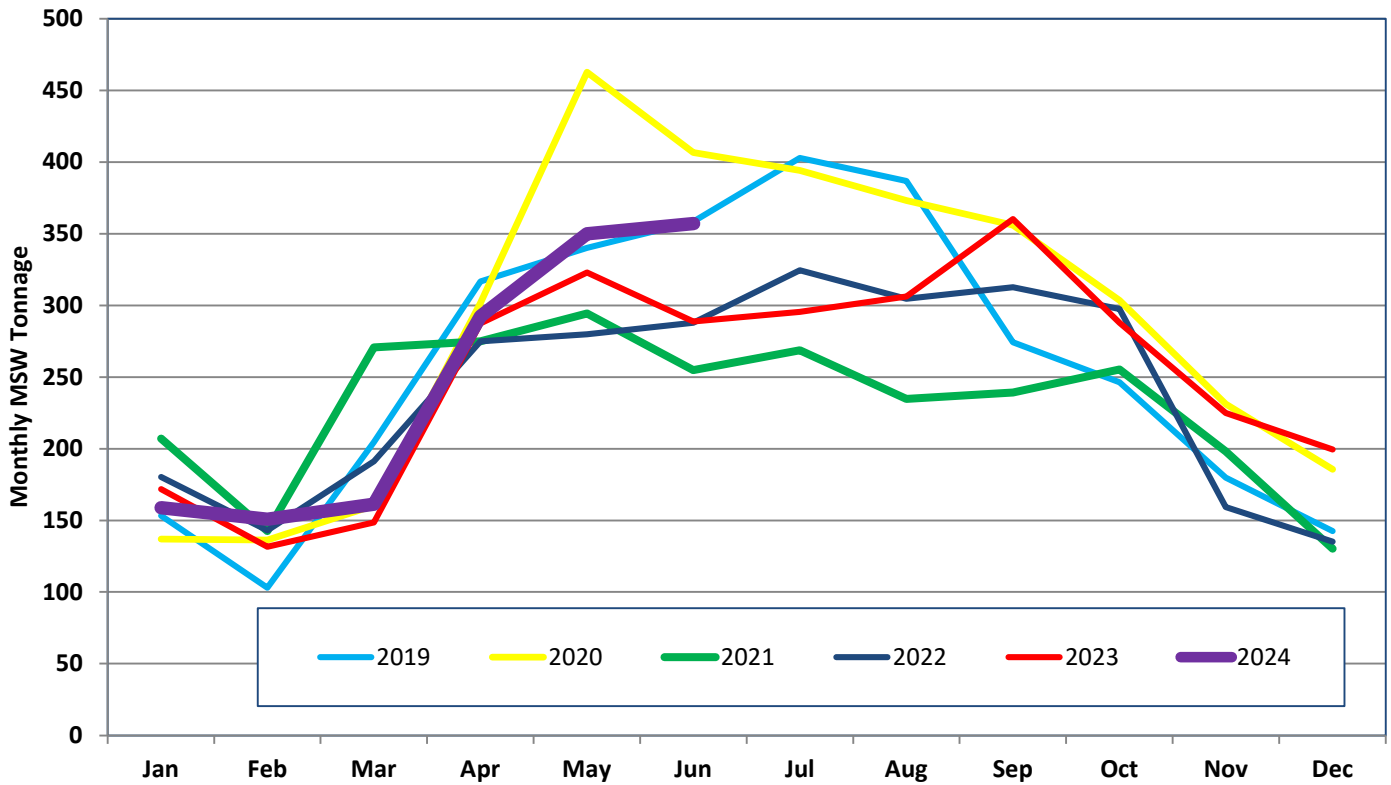
### Mountain View Regional Waste Management Commission Cremona - Historical Monthly MSW Tonnage



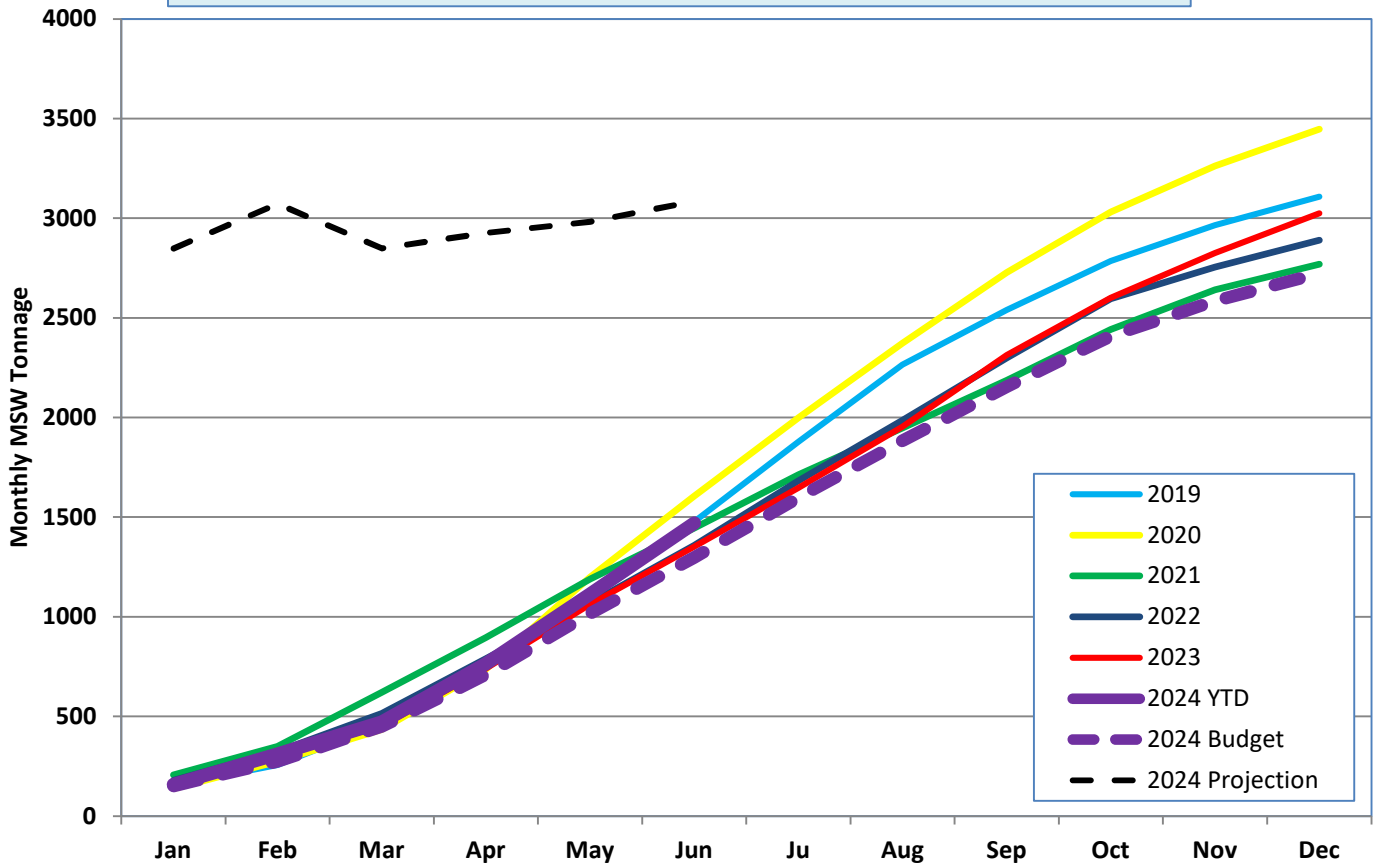
### Mountain View Regional Waste Management Commission Cremona - Cumulative YTD MSW Tonnage



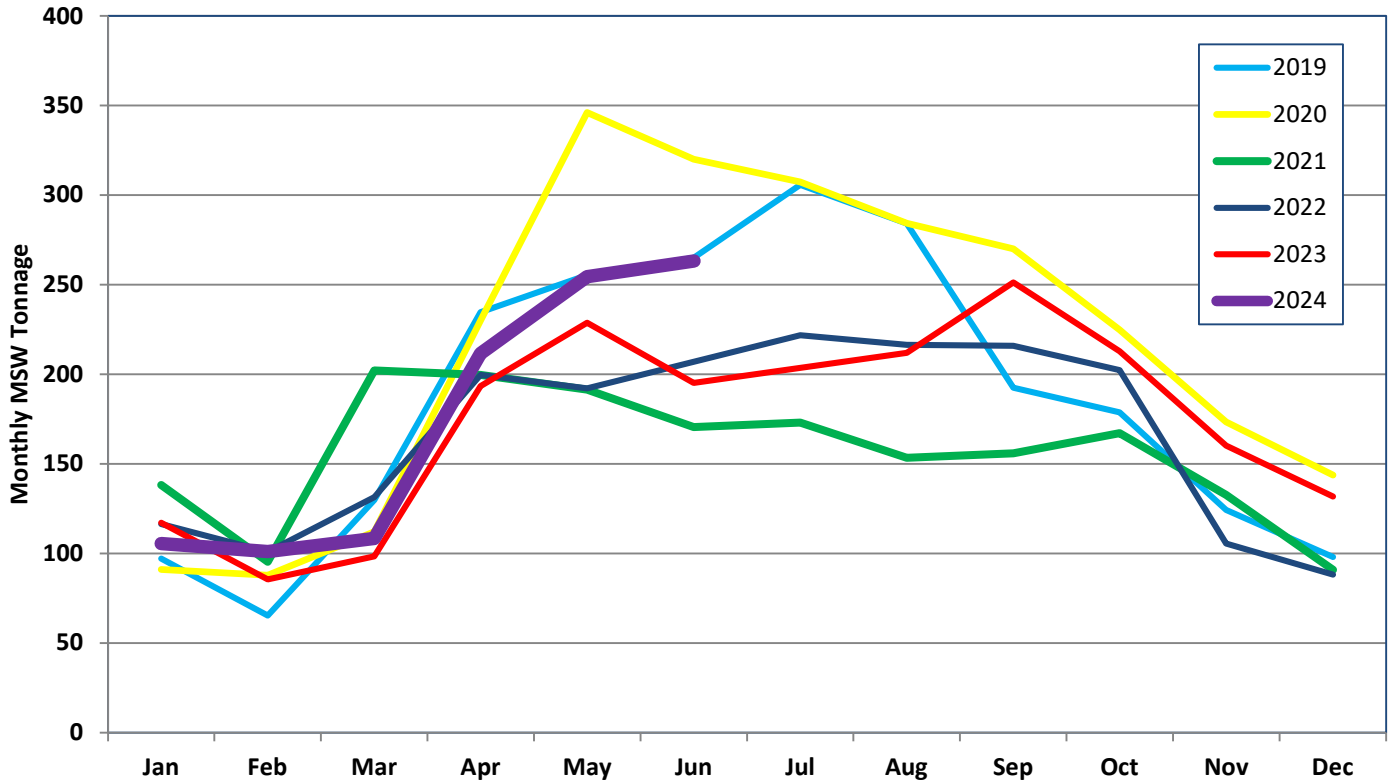
### Mountain View Regional Waste Management Commission Transfer Stations - Historical Monthly MSW Tonnage



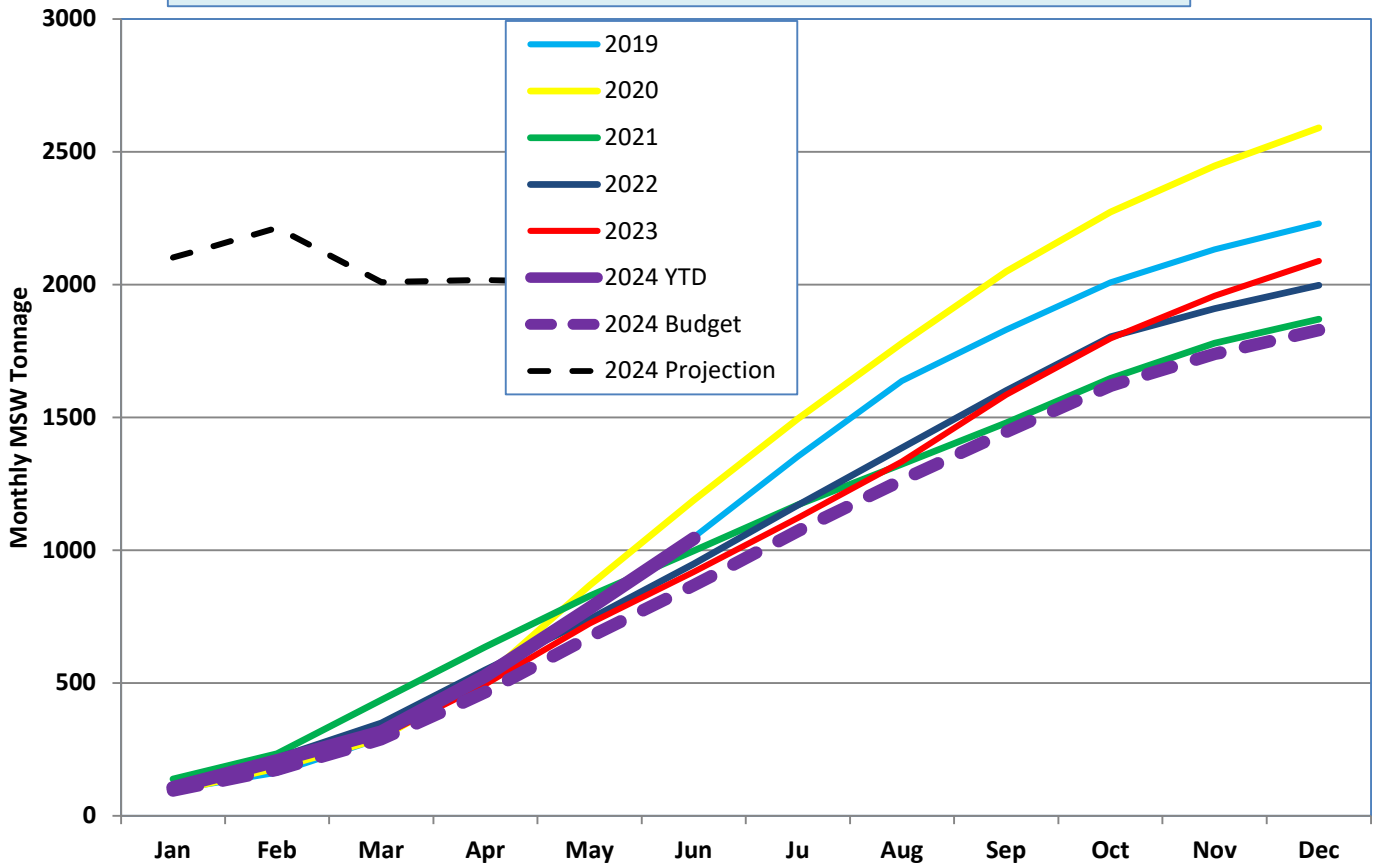
### Mountain View Regional Waste Management Commission Transfer Stations - Cumulative YTD MSW Tonnage



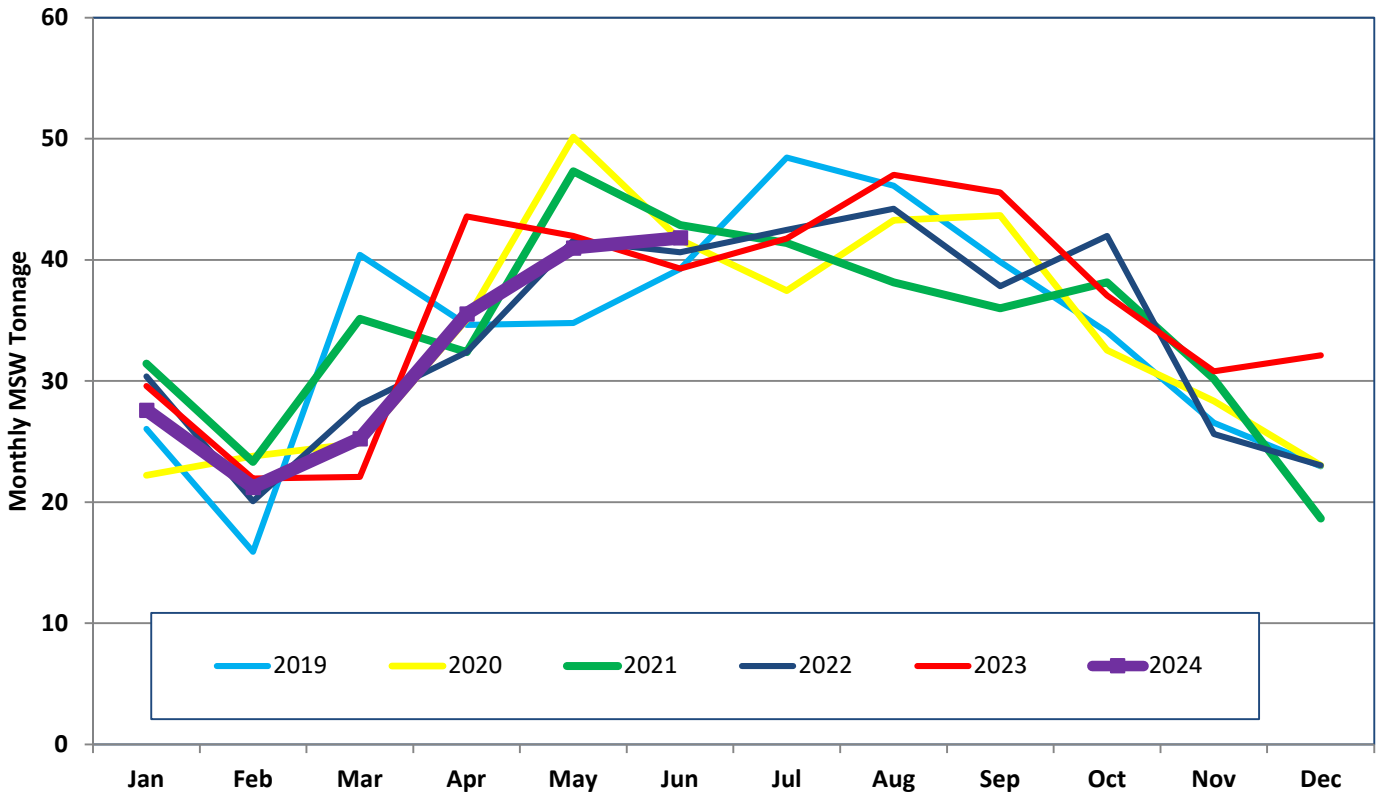
### Mountain View Regional Waste Management Commission Didsbury TS - Historical Monthly MSW Tonnage



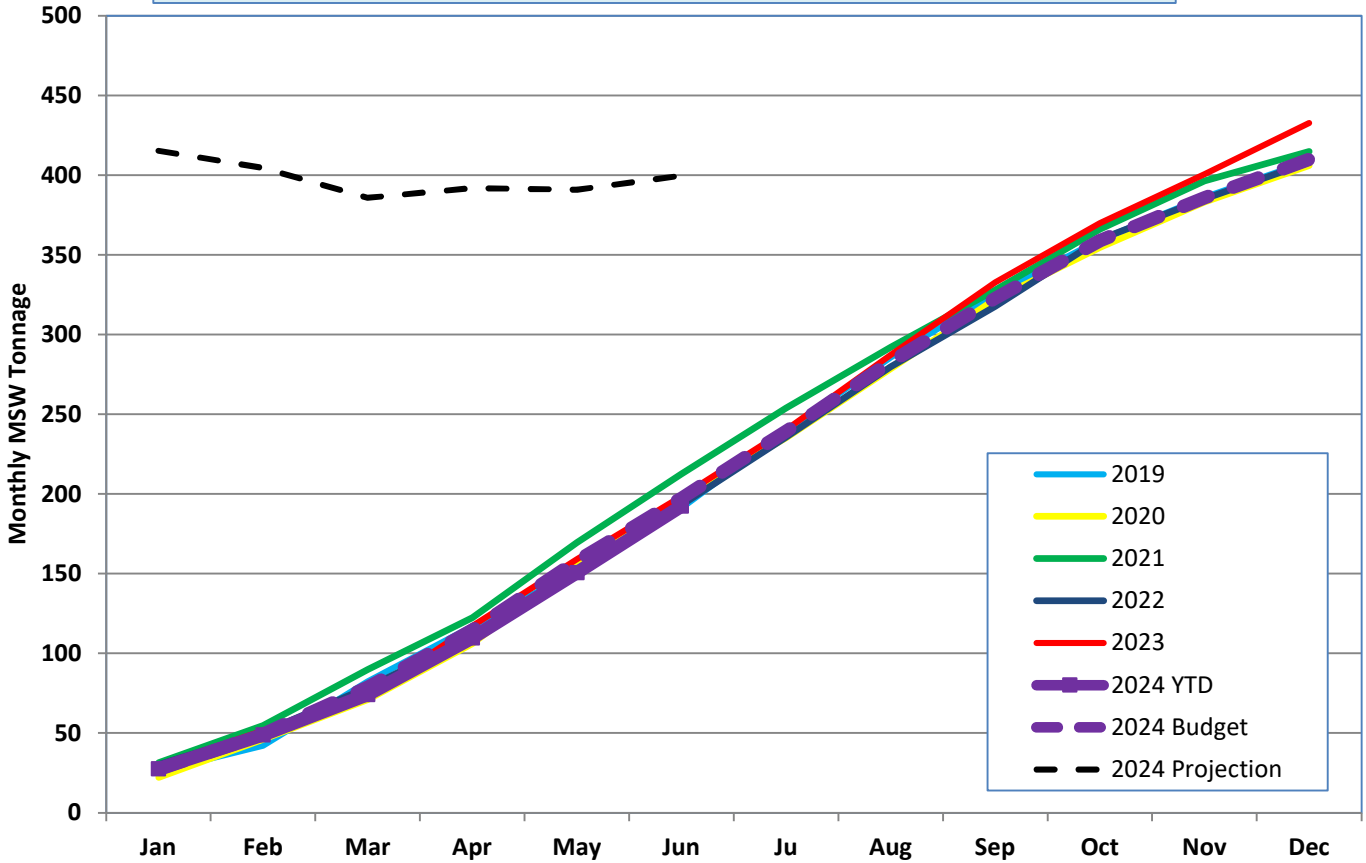
### Mountain View Regional Waste Management Commission Didsbury TS - Cumulative YTD MSW Tonnage



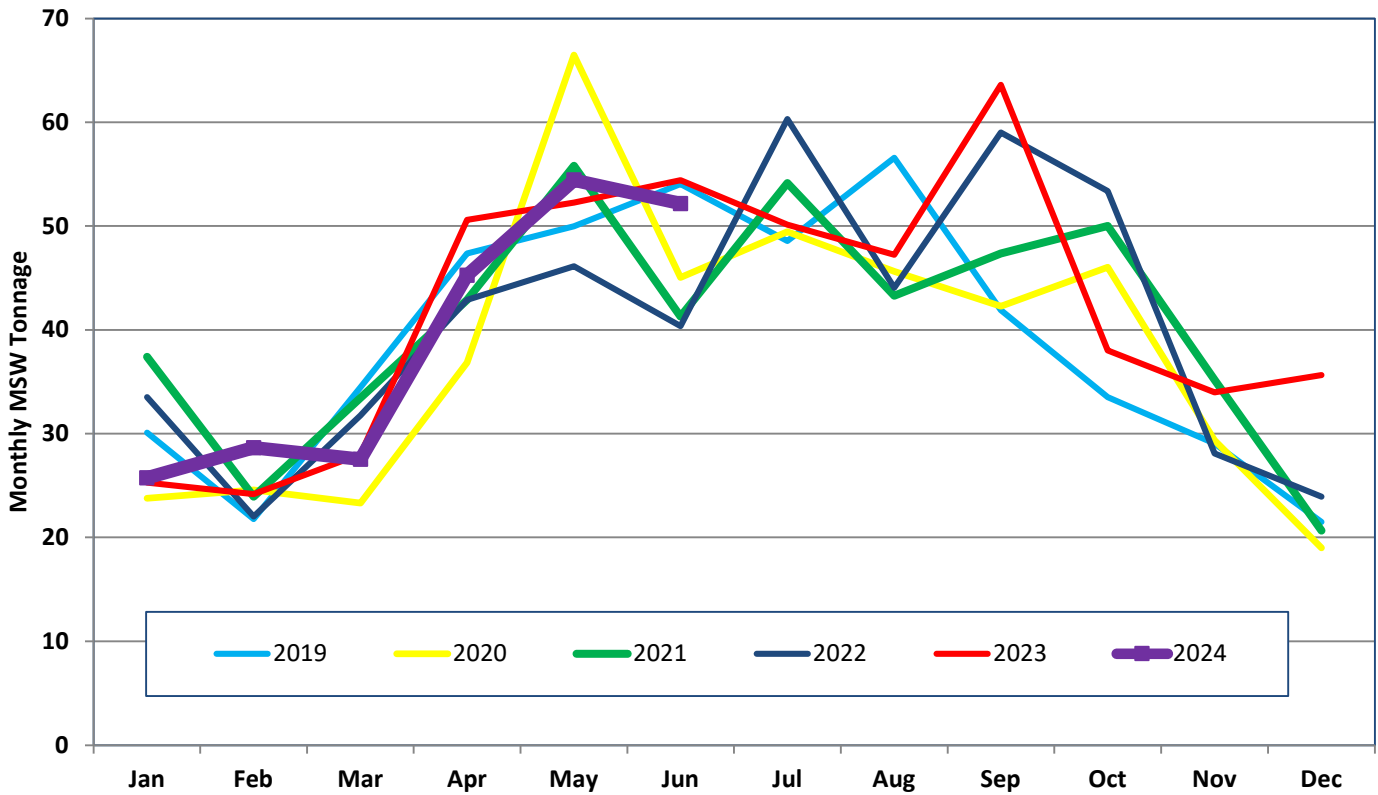
### Mountain View Regional Waste Management Commission Water Valley TS - Historical Monthly MSW Tonnage



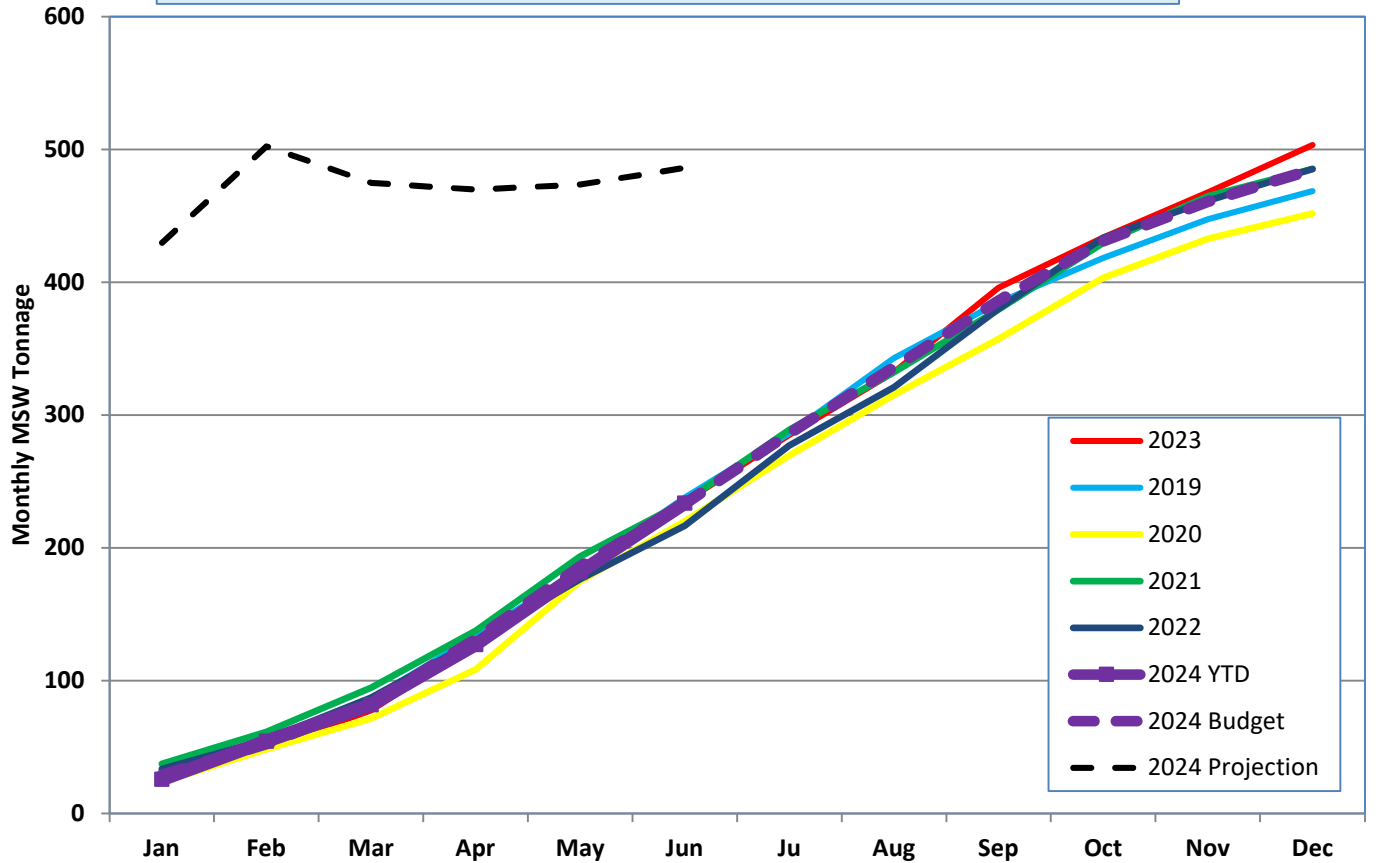
### Mountain View Regional Waste Management Commission Water Valley TS - Cumulative YTD MSW Tonnage



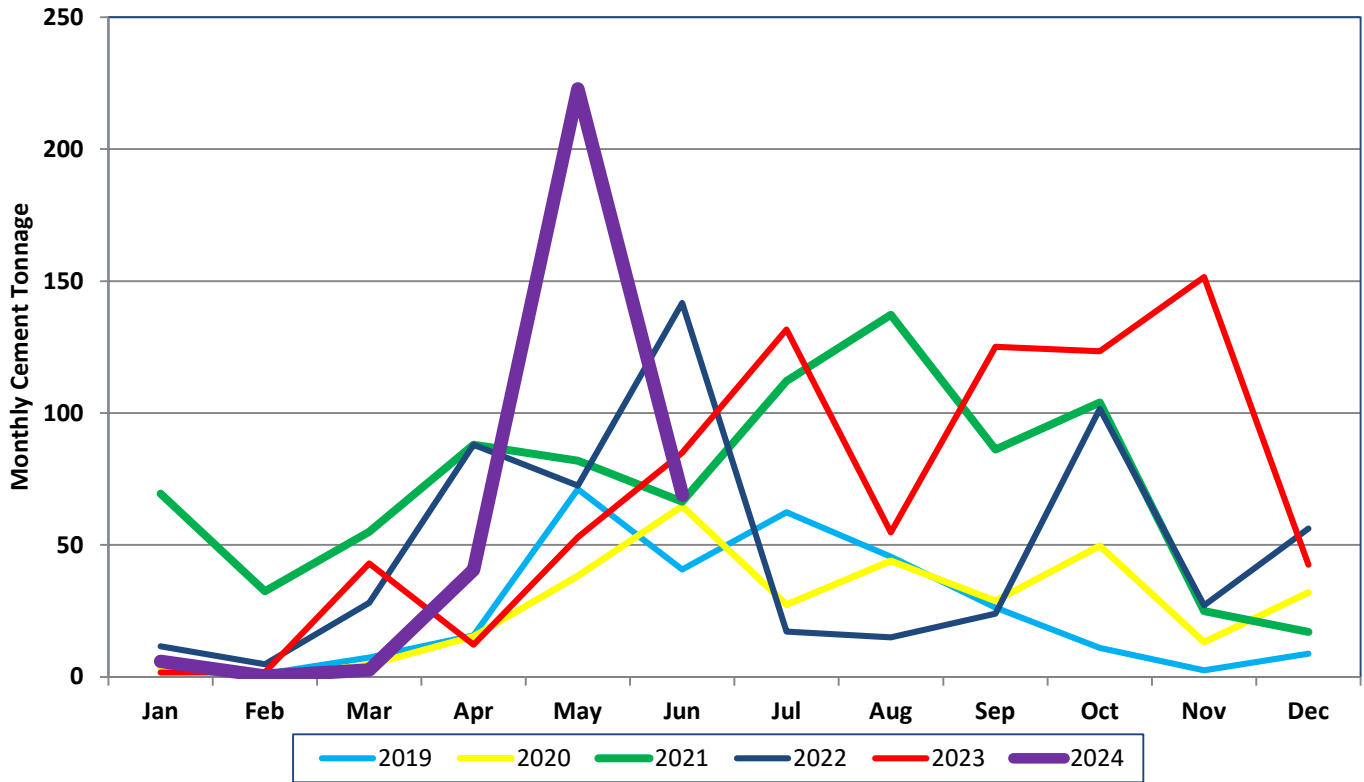
### Mountain View Regional Waste Management Commission Sundre TS - Historical Monthly MSW Tonnage



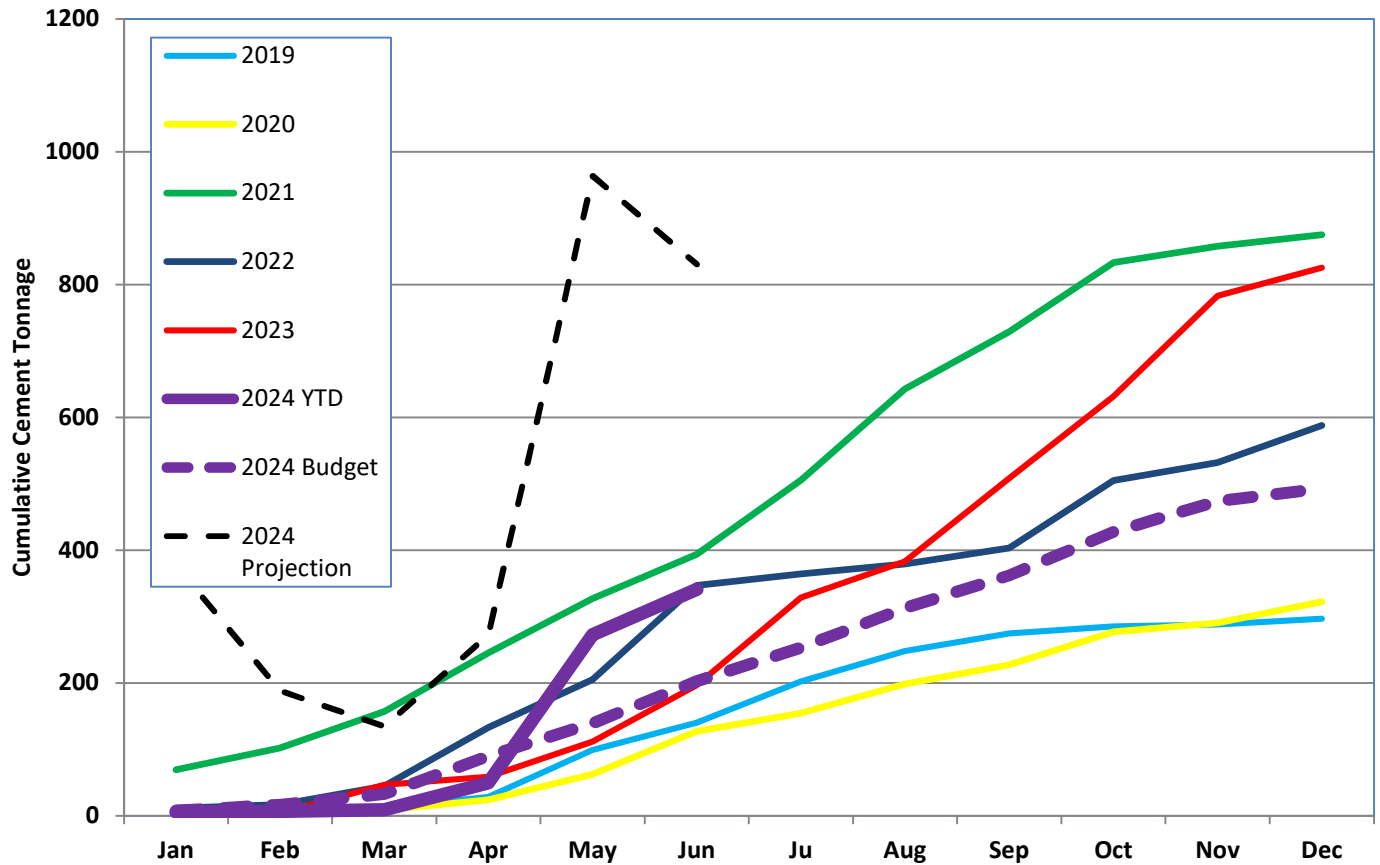
### Mountain View Regional Waste Management Commission Sundre TS - Cumulative YTD MSW Tonnage



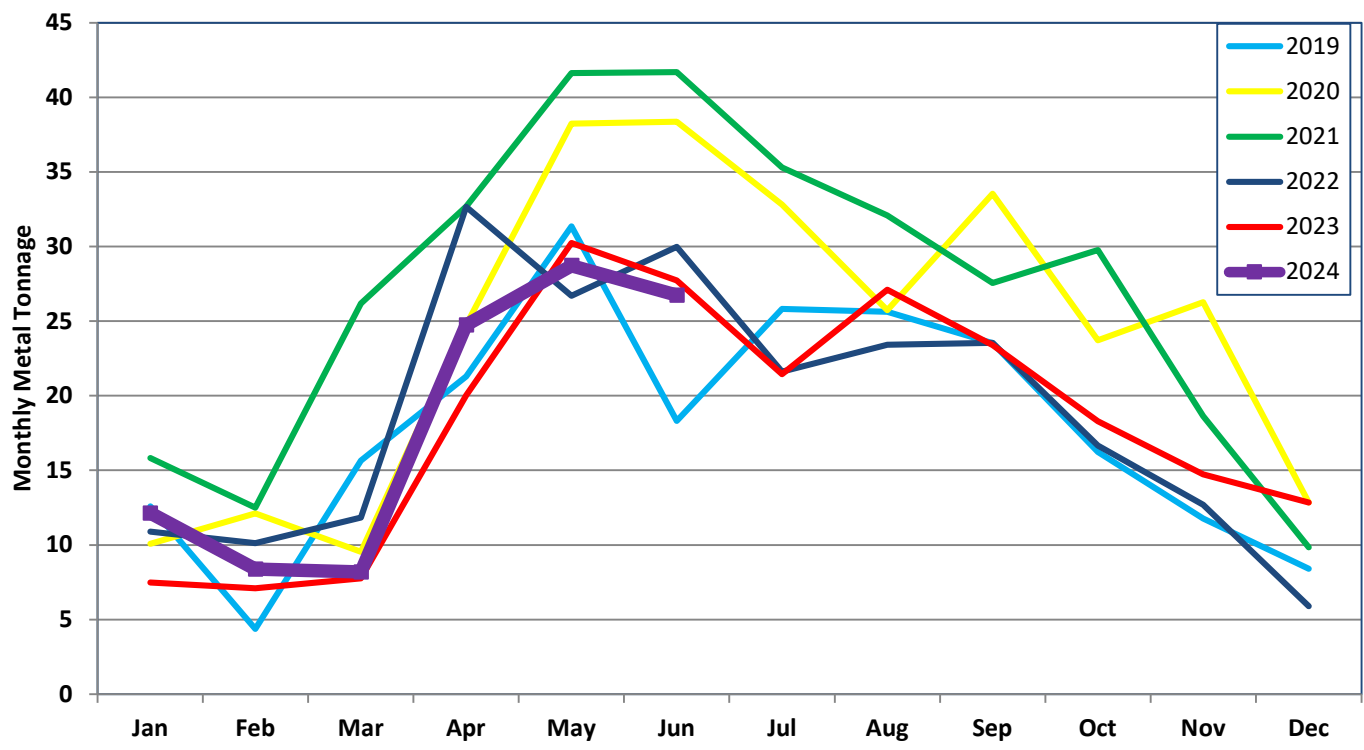
**Mountain View Regional Waste Management Commission  
Didsbury TS - Historical Cement Tonnage**



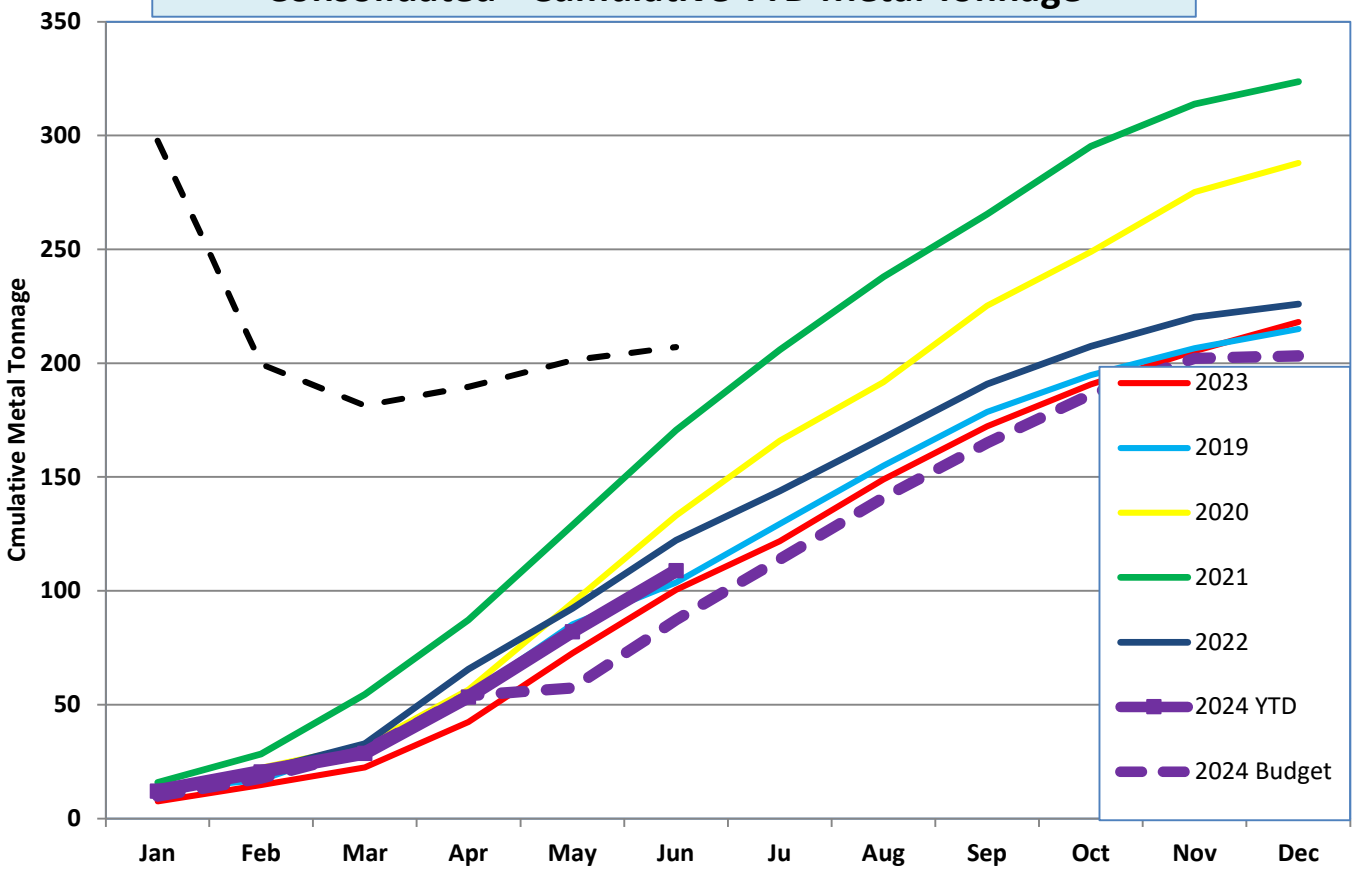
**Mountain View Regional Waste Management Commission  
Didsbury TS - Cumulative YTD Cement Tonnage**



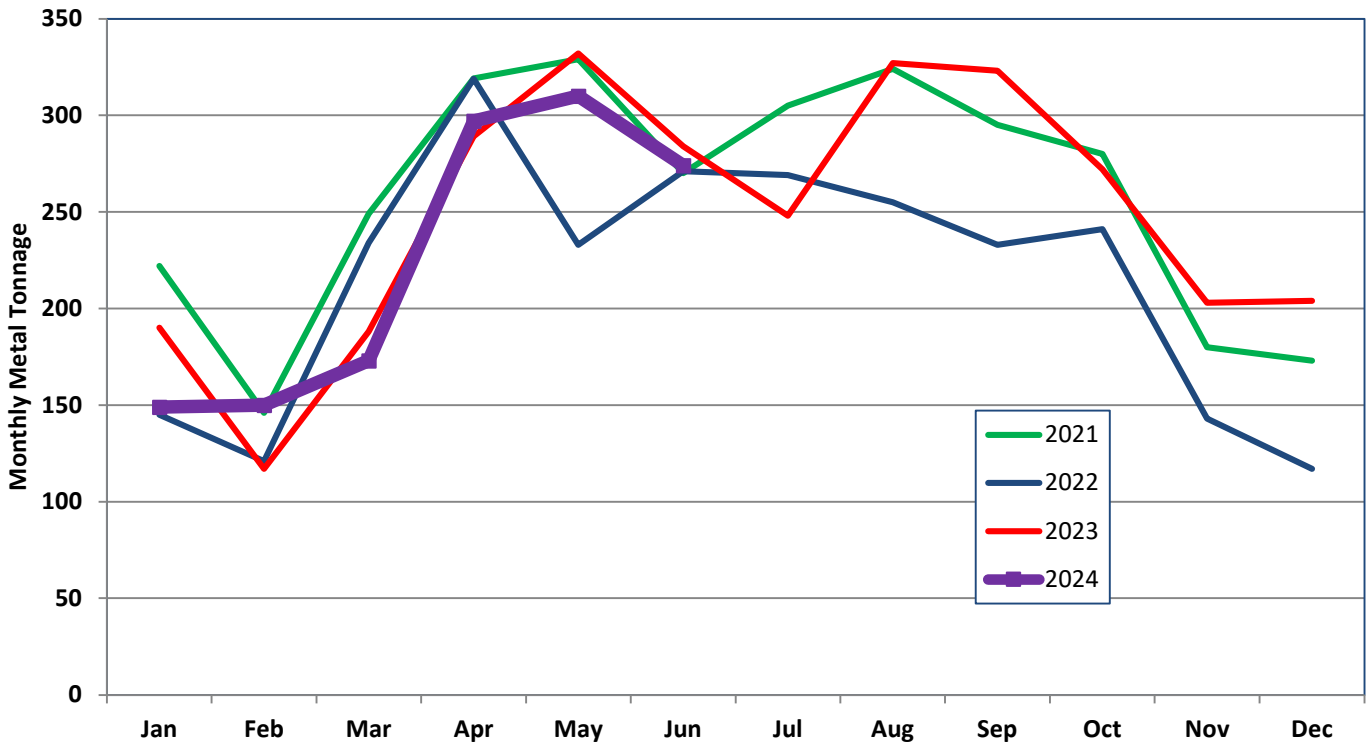
### Mountain View Regional Waste Management Commission Consolidated - Historical Monthly Metal Tonnage



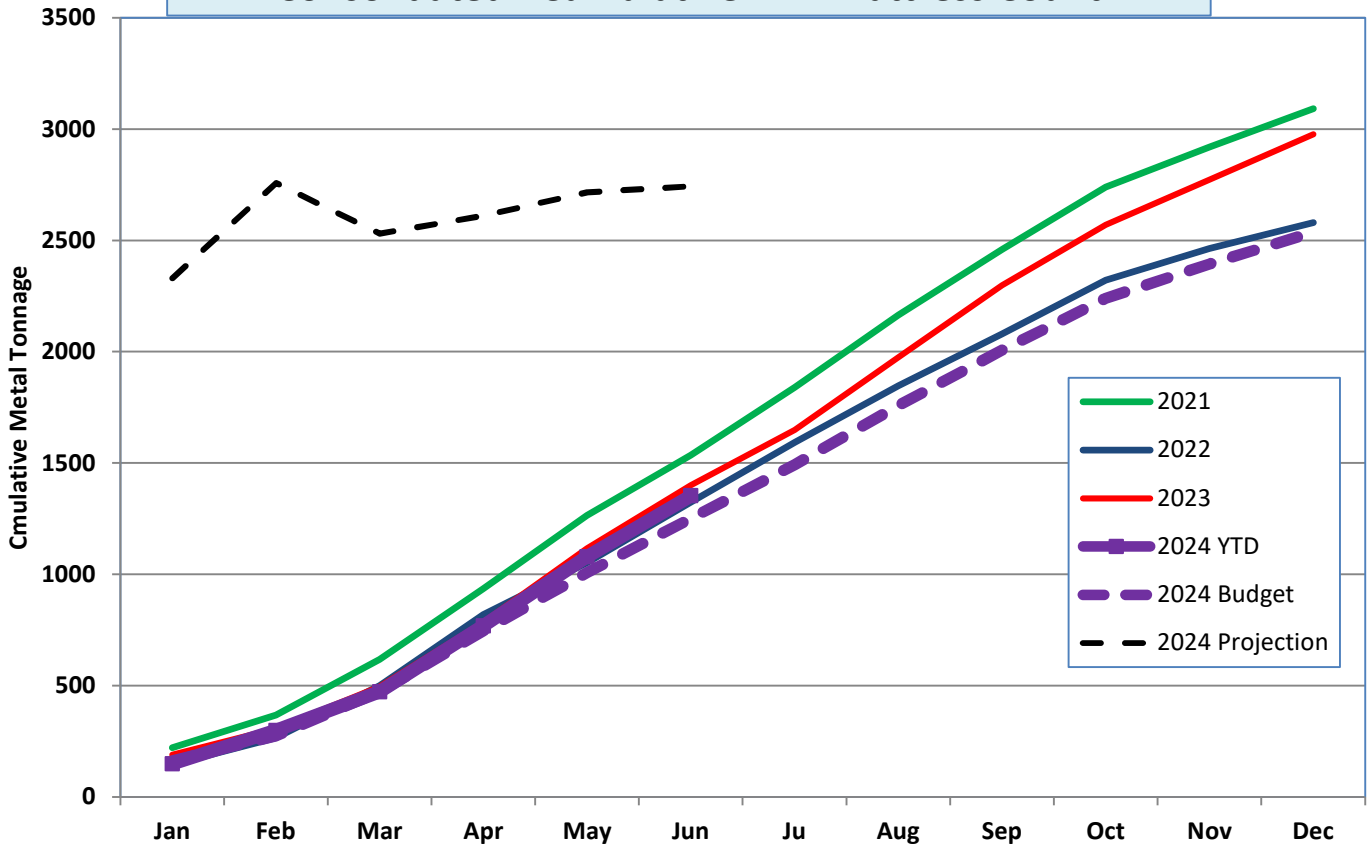
### Mountain View Regional Waste Management Commission Consolidated - Cumulative YTD Metal Tonnage



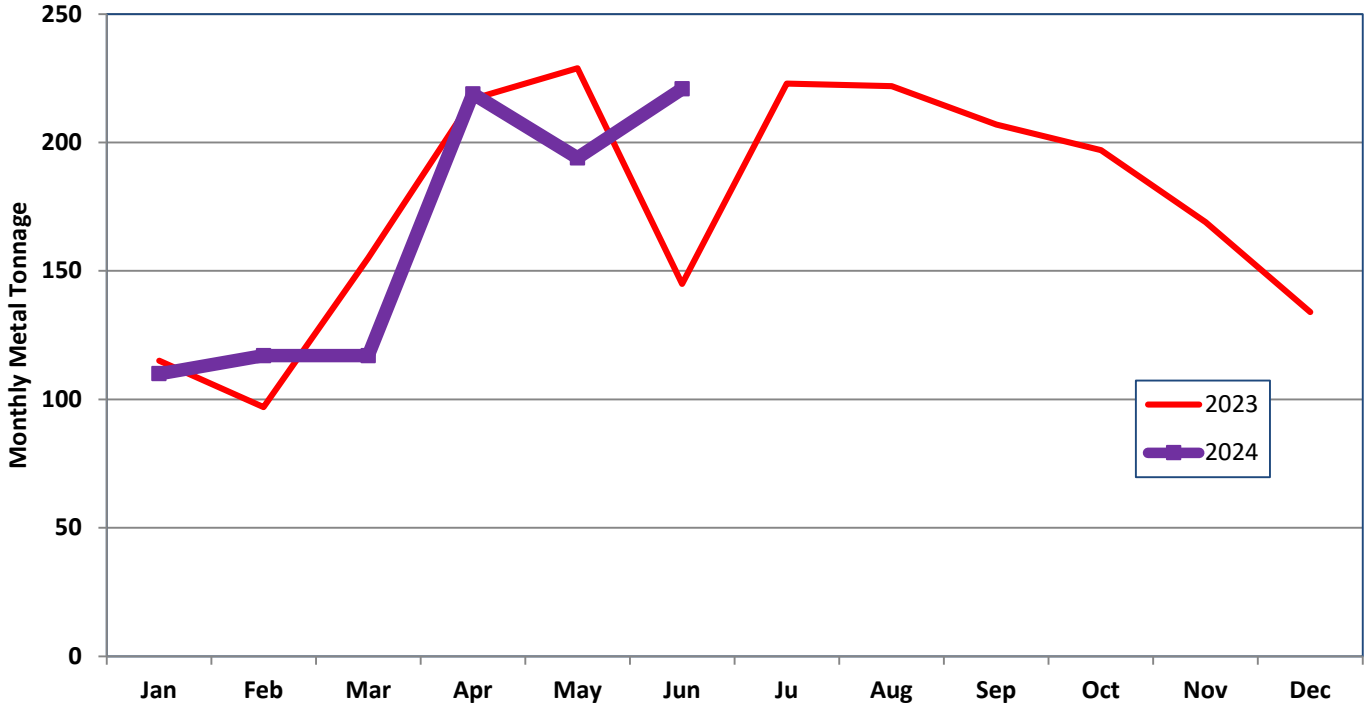
### Mountain View Regional Waste Management Commission Consolidated - Historical Monthly Mattress Count



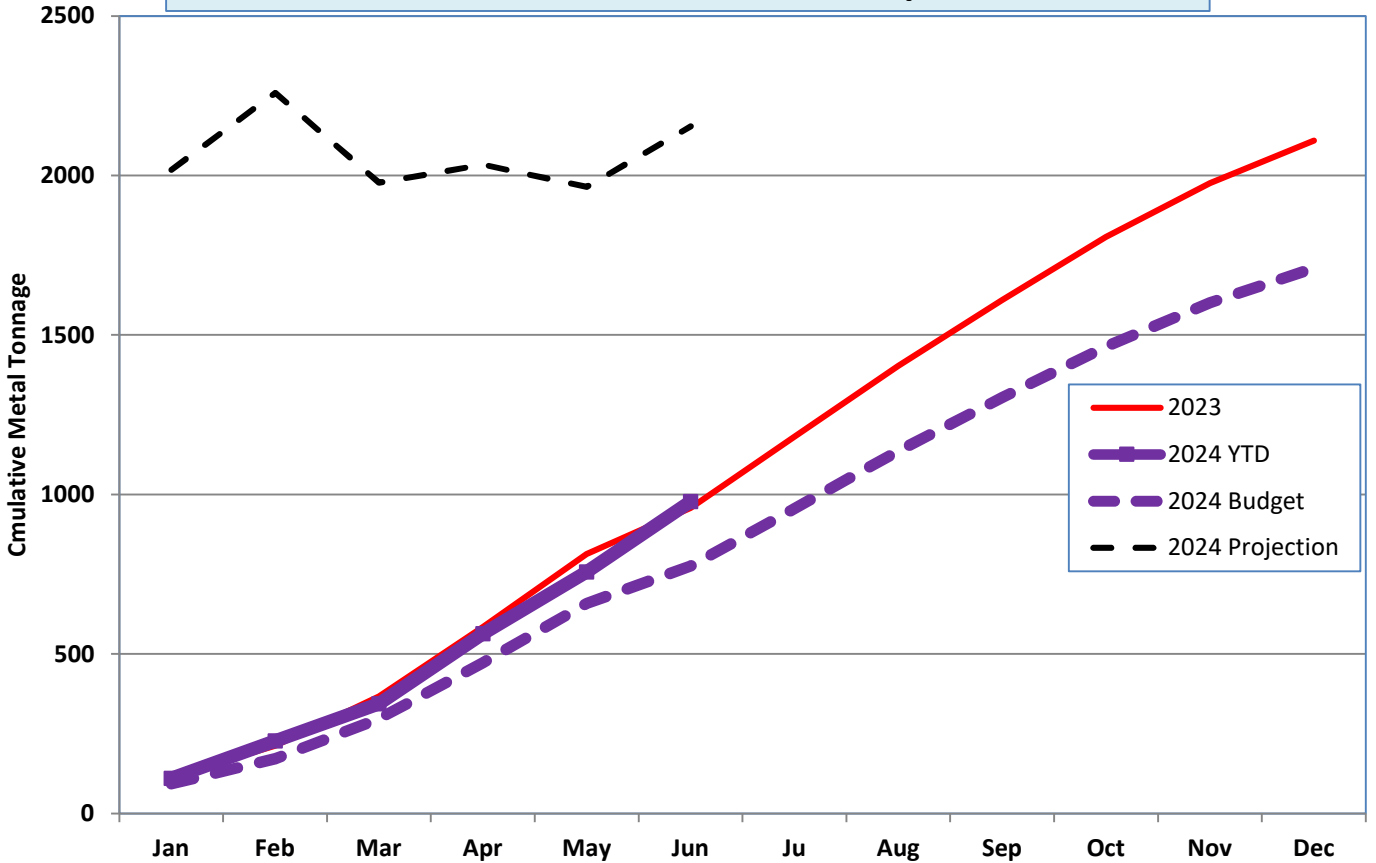
### Mountain View Regional Waste Management Commission Consolidated - Cumulative YTD Mattress Count



### Mountain View Regional Waste Management Commission Consolidated - Historical Monthly Couch/Chair Count



### Mountain View Regional Waste Management Commission Consolidated - Cumulative YTD Couch/Chair Count





# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** July 22<sup>nd</sup>, 2024

**Reference:** 100/20024.03

**TITLE:** 5.3 – Financial Report as at May 31<sup>st</sup>, 2024

**RECOMMENDATION:**

**THAT the MVRWMC Board accept as information the financial report (Unaudited) for the Commission for the period ended May 31<sup>st</sup>, 2024.**

Background:

The following statement of financial results are unaudited and are management's representation of current financial position. The information presented below is therefore intended for information purposes only to give directors a snapshot of financial performance only.

2024 Financial Highlights as at May 31<sup>st</sup>, 2024:

- **Total revenue of \$1.308 mm is 43% of full year 2024 budget of \$3.073 mm. Revenue from operations (net of municipal fee for service receipts) was \$1.194 or 46% of full year 2024 budget of \$2.606 mm compared to 42% expected for this time of the year.**
  - Landfill revenue is at 46% of budget generating \$1.053 mm for the period. Commercial tipping fees accounted for \$0.605 mm or 57.5% of total tipping fees, diluted from the typical 65-70% due to the large HC Soil revenue during the period.
  - Municipal revenue from MSW receipts is \$160,392 year-to-date, or 43.5% of budget. Budget comparison by municipality: 45% for Olds, 37% for Sundre, 43% for Carstairs, 41% for Cremona, and 43% for Didsbury.
  - ***NOTE: Reported revenues in financial report will not match the values presented in the landfill operations report due to production month accounting versus accounting month, and account mapping to various business units that may not represent actual operations.***

- **Total expenses of \$1.173 mm were 39% of the 2024 budget of \$3.032 mm. Expenses for all three business units are all below the 42% expected, except for the landfill business unit which was slightly higher due to unscheduled equipment maintenance.**
  - Administration: \$183,405 (38%) – Allocated to business units
  - Transfer Site: \$164,041 (38%)
  - Recycling expenses: \$55,567 (35%)
  - Landfill expenses: \$922,933 (38%)
  
- **Cash flow surplus estimated to the end of May 2024 is \$51,348 reflecting the strong operating revenue from the HC Soil receipts, and lower seasonal operating expense for the Recycling and Transfer Stations.**
  
- **Administration Cost Centre:**
  - Total administration expenses YTD are only \$183,405 or 10% compared to 2024 budget of \$480,733. Net of revenue (interest on unrestricted reserves), Administration costs were \$149,347.
  - Contract services are well below budget as CAO/CFO consulting hours are significantly lower. Stable operations and a strong financial position without incidents lead to less hands-on involvement.
  - Audit costs reflect the completion of the LAPP audit that was started in 2023, but finalized and filed in 2024.
  - Administrative revenue remains higher than forecast due to higher unrestricted reserve (cash account) balances and higher interest rates. Interest income YTD is \$33,383 or 178% compared to a budget estimate of \$18,750. Management continues to recommend holding surplus restricted reserves instead of paying down the equipment lease as interest only costs remain below the investment income from the capital funds.
  
- **Transfer Stations Cost Centre:**
  - Total MSW revenue for the transfer stations (excluding municipal fee for service) was \$77,051 or 37% of budget. Combined with the municipal fees received to date, total revenue is \$134,624 or 31% of budget.
  - Transfer site expenses YTD of \$164,041 or 38% of budget. The key cost component of contract hauling is running at 45% of budget.
  - For 2024 the Transfer Stations have generated a surplus of \$35,466, excluding the cost of accrued amortization.
  
- **Recycling Cost Centre:**
  - Recycling revenue (excluding municipal fee for service) was \$26,352 or 29% of budget. Recovery of paint and electronics fees are included that are partially related to prior periods depending on the pick-up frequency.

- Recycling expenses YTD of \$55,657 or 35% of budget. The processor costs (Household hazardous waste handling fees) of \$35,747 or 38% of budget reflect the seasonal nature of recycling product intake, and timing of processing of these products.
  - Recycle processing fees reflect a component of concrete grinding. Operations uses a contractor for this work as the cement grinding is very hard on the Tana leading to higher maintenance costs.
  - Year-to-date the Recycling segment has generated \$16,557 of positive cash-flow excluding the cost of accrued depreciation. The current surplus includes the municipal fee for service received for Q1-24.
  - Recycling segment expenses will be materially lower in 2024 than in prior periods as the recycle stations have been closed which significantly cuts contract hauling expenses.
- **Landfill Cost Centre:**
    - Landfill revenue was \$1.053 mm or 46% of budget. A recovery in commercial sales, and HC Soil receipts of \$147,370 were more than enough offset slightly lower municipal waste revenue.
    - Landfill expenses YTD of \$0.923 mm or 10% of budget. Equipment maintenance expenses of \$69,018 reflect an equipment failure with the Shredder in addition to regular scheduled maintenance.
    - Contract services costs (mostly related to rental equipment) of \$67,421 are significantly lower than budget. With the acquisition of a tractor and attachments as part of the 2024 capital budget, total rental costs have been reduced more than budgeted.
    - Debt servicing costs (interest) of \$13,212 are 41% above budget of \$9,397 as the interest rate on the banker's acceptance is higher than the budget provision. However, total principal payments are also 89% of budget as the outstanding principal component continues to be reduced.
    - Year-to-date the Landfill business unit has generated a net cash-flow surplus of \$308,814 excluding accrued amortization of capital assets. Most of the Commission's TCAs are at the landfill (i.e., the cells, packer, shredder, and heavy equipment).

## **2024 Capital Budget**

The 2024 capital budget provision of \$355,000 was to fund the acquisition of a new flat-deck crew truck, and acquire a larger tractor and water attachments to support the leachate spreading. Both acquisitions have been completed as summarized below, at a combined cost of \$87,000 below budget.

The prior report was based on field estimates which were incorrect. The corrected capital expenditures are outlined below. Revised updated costs as at July 15<sup>th</sup>, 2024 for the capital items totals \$314,922, which were funded out of unrestricted surplus. Adjustments to the capital reserve accounts will reflect the source of capital in the 2024 reserve fund contributions.

	<b>Budget</b>	<b>Final Cost</b>	<b>Variance</b>
<b>Flat-Deck</b>	\$80,000	\$103,000	+\$23,000
<b>Tractor</b>	\$275,000	\$196,922	(\$78,078)
<b>New Mower deck (net of trade-in)</b>	\$0	\$15,000	+15,000
<b>2024 Total Capital</b>	<b>\$355,000</b>	<b>\$314,922</b>	<b>(\$40,078)</b>

### **Attachments:**

1. May 2024 Budget Report
  - a. Summary Report
  - b. Statement of Operations
  - c. Balance Sheet
  - d. Administration
  - e. Transfer Stations
  - f. Recycling Centers
  - g. Landfill

**Prepared:** Michael Wuetherick, P.Eng., Chief Administrative Officer, MVRWMC

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION**  
**SUMMARY (incl. ALL expenses)**  
**FOR THE PERIOD ENDED MAY 31, 2024 (UNAUDITED)**

	Annual Budget		YTD Actuals		Difference		% Budget
<b>Revenue</b>							
Administration	\$ 20,250	\$	34,058	\$	13,808		168%
Transfer Sites	\$ 205,850	\$	77,051	\$	(128,799)		37%
Recycling	\$ 89,804	\$	26,352	\$	(63,452)		29%
Landfill	\$ 2,290,586	\$	1,053,343	\$	(1,237,243)		46%
Gain/Loss on Disposal	\$ -	\$	3,236	\$	3,236		0%
<b>Total Revenue</b>	<b>\$ 2,606,490</b>	<b>\$</b>	<b>1,194,040</b>	<b>\$</b>	<b>(1,412,450)</b>		<b>46%</b>
	Budget		Actuals		Difference		
<b>Expenses</b>							
Administration (100% Allocated)	\$ 480,733	\$	183,405	\$	(297,328)		38%
Admin							
Transfer Sites	\$ 429,953	\$	164,041	\$	(265,912)		38%
Recycling	\$ 157,777	\$	55,657	\$	(102,120)		35%
Landfill	\$ 2,448,406	\$	922,993	\$	(1,525,413)		38%
<b>Total Expenses</b>	<b>\$ 3,036,136</b>	<b>\$</b>	<b>1,142,692</b>	<b>\$</b>	<b>(1,893,444)</b>		<b>38%</b>
<b>Net Surplus (deficit)</b>	<b>\$ (429,646)</b>	<b>\$</b>	<b>51,348</b>	<b>\$</b>	<b>480,994</b>		<b>-12%</b>
<b>Municipal Fee for Service</b>							
Transfer Sites	\$ 230,345	\$	57,573	\$	(172,772)		25%
Recycling	\$ 69,668	\$	17,457	\$	(52,211)		25%
Landfill	\$ 167,039	\$	41,760	\$	(125,279)		25%
<b>Total Requisition</b>	<b>\$ 467,052</b>	<b>\$</b>	<b>116,790</b>	<b>\$</b>	<b>(350,262)</b>		<b>25%</b>
<b>Net Surplus (deficit) before Capital</b>	<b>\$ 37,406</b>	<b>\$</b>	<b>168,138</b>	<b>\$</b>	<b>130,732</b>		

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION  
STATEMENT OF OPERATIONS  
AND ACCUMULATED SURPLUS  
FOR THE PERIOD ENDED MAY 31, 2024 (UNAUDITED)**

	Budget 2024 \$	2024 YTD \$	Actual vs Budget
<b>Revenue</b>			
Tipping Fees	2,383,185	959,135	40%
Fee for Service	473,302	116,790	25%
Recycling	89,804	26,352	29%
Gain of Disposal of capital assets	-	-	0%
Investment Income	20,250	34,058	168%
Other Income	107,001	171,259	160%
<b>Total Revenue</b>	<b>3,073,542</b>	<b>1,307,594</b>	<b>43%</b>
<b>Expenses</b>			
Salaries, wages and benefits	889,527	368,767	41%
Contracted and general services	1,239,901	469,230	38%
Materials, goods and utilities	198,541	71,154	36%
Landfill closure and post-closure provision	25,000	-	0%
Interest on long term debt	3,593	2,760	77%
Debenture Principle	75,386	36,729	49%
Interest on lease (Shredder)	5,804	10,452	180%
Principle on Lease (Shredder)	26,707	23,710	89%
Interest and bank charge	12,000	4,724	39%
Amortization of capital assets	555,475	189,222	34%
Loss on disposal of capital assets	-	(3,236)	
Bad debts	1,000	-	
<b>Total expenses</b>	<b>3,032,934</b>	<b>1,173,514</b>	<b>39%</b>
<b>Annual Surplus (deficit)</b>	<b>40,608</b>	<b>134,080</b>	
<b>Accumulated Surplus, Beginning of Year</b>	<b>2,212,464</b>	<b>2,212,464</b>	
<b>Accumulated Surplus, End of Period</b>	<b>2,253,072</b>	<b>2,346,544</b>	

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT SERVICES COMMISSION  
BALANCE SHEET  
As at MAY 31, 2024**

	2024	2023
	\$	Year End \$
<b>Assets</b>		
<b>Financial assets</b>		
General Cash Account	1,120,450	1,225,873
Capital Reserve Account	641,179	632,799
Recycling Reserve Account	45,837	45,324
Closure/Post Closure Investment Account	977,771	977,771
Receivables	383,293	289,474
<b>Total Assets</b>	<b>3,168,530</b>	<b>3,171,241</b>
<b>Liabilities</b>		
Accounts Payable and accrued liabilities	139,486	238,583
Obligation under capital leases	461,692	485,402
Long term debt	154,702	191,431
Landfill closure and post-closure liabilities	-	563,085
<b>Total Liabilities</b>	<b>755,879</b>	<b>1,478,501</b>
<b>NET ASSETS (DEBT)</b>	<b>2,412,651</b>	<b>1,692,740</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	4,996,487	5,446,244
Inventory for consumption	8,015	1,343
Prepaid expenses and deposits	29,047	40,547
	<b>5,033,550</b>	<b>5,488,133</b>
<b>ACCUMULATED SURPLUS</b>	<b>7,446,200</b>	<b>7,180,874</b>

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED MAY 31, 2024 (UNAUDITED)**

	<b>Budget 2024</b>	<b>2024 YTD \$</b>	<b>Actual vs Budget 0%</b>
<b>ADMINISTRATION</b>			
<b>Revenue</b>			
Other Revenue - Dividends	-	-	0%
Other Revenue	-	-	0%
A/R Interest	1,500	676	45%
Bank Account Interest	18,750	33,383	178%
Transfer from Reserves	-	-	0%
<b>Total Revenue</b>	<b>20,250</b>	<b>34,058</b>	<b>168%</b>
<b>Expenses</b>			
Board Meeting Expense	1,500	-	0%
Training/Conferences	1,000	-	0%
Mileage	500	-	0%
Meals & Accommodation	1,000	-	0%
<b>Total Board Meeting Expense</b>	<b>4,000</b>	<b>-</b>	<b>0%</b>
<b>Personnel</b>			
Salaries	122,438	41,868	34%
Employee Benefits	27,270	11,615	43%
Staff Training	3,500	95	3%
<b>Total Personnel</b>	<b>153,208</b>	<b>53,578</b>	<b>35%</b>
<b>Purchased Services</b>			
Mileage	4,000	764	19%
Meals & Accommodation	1,000	241	24%
Memberships & Registrations	2,500	998	40%
Postage/Shipping	750	542	72%
Telephone	9,000	3,492	39%
Advertising	1,500	-	0%
Audit	13,000	19,000	146%
Legal	10,000	630	6%
Vehicle Leases	-	-	0%
Contract Services	183,000	63,016	34%
Computer Support	7,500	12,629	168%
Equipment Maintenance	500	-	0%
Internet	4,000	1,750	44%
Rent	18,000	7,143	40%
Rentals & Leases	3,000	775	26%
Insurance	37,775	11,039	29%
<b>Total Purchased Services</b>	<b>295,525</b>	<b>122,019</b>	<b>41%</b>
<b>Supplies</b>			
General Supplies	9,000	2,955	33%
Fuel (Gas)	500	-	0%
Staff Appreciation	3,000	129	4%
Interest Past Due Accts	-	-	-
<b>Total Supplies</b>	<b>12,500</b>	<b>3,084</b>	<b>25%</b>
Bank Service Charges	12,000	4,724	39%
Provision for Bad Debt	1,000	-	0%
Amortization	2,500	-	0%
Transfer to Reserves	-	-	0%
<b>Total Expenditures</b>	<b>480,733</b>	<b>183,405</b>	<b>38%</b>
<b>Net Cost (Surplus)</b>	<b>460,483</b>	<b>149,347</b>	<b>32%</b>

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED MAY 31, 2024 (UNAUDITED)**

<b>RECYCLING</b>	<b>Budget 2024</b>	<b>2024 YTD</b>	<b>Actual vs Budget 0%</b>
<b>Revenue</b>			
Recycling Drywall	-	-	
Recycling Metal	12,113	4,763	39%
Recycling Cement	11,339	6,274	55%
Recycling Fridge/Freezer	18,000	6,440	36%
Recycling Batteries	5,000	755	15%
Recycling Electronics	15,000	4,221	28%
Recycling Paint	12,000	3,886	32%
Recycling Wire		13	
Recycling Mattresses			
Recycling Couches/Chairs			
Shingle Contribution		-	
Other Revenue (Metal Re-Sales)	16,352	-	0%
Transfer from Reserves	-	-	
<b>Total Revenue</b>	<b>89,804</b>	<b>26,352</b>	<b>29%</b>
<b>Purchased Services</b>			
Contract Services	5,000	7,734	155%
Shingle Recycling	-	-	0%
Processor Fees	95,000	35,747	38%
Concrete Recycling	-		
<b>Total Purchased Services</b>	<b>100,000</b>	<b>43,481</b>	<b>43%</b>
Amortization	11,301	4,709	42%
Cost sharing of administration function	23,024	7,467	32%
Transfer to Reserves	23,452	-	0%
<b>Total Expenditures</b>	<b>157,777</b>	<b>55,657</b>	<b>35%</b>
Net Cost (Surplus) before fees charged to Municipalities	67,973	29,306	43%
Fees Charged to Municipalities	69,668	17,457	25%
<b>Net Cost (Surplus)</b>	<b>(1,695)</b>	<b>11,848</b>	

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED MAY 31, 2024 (UNAUDITED)**

<b>DIDSBURY LANDFILL</b>	<b>Budget 2024</b>	<b>2024 YTD</b>	<b>Actual vs Budget 0%</b>
<b>Revenue</b>			
Municipal Pickup Scale Fees			
Landfill - Class 2 MSW - Olds	130,465	59,153	45%
Landfill - Class 2 MSW - Sundre	32,495	12,132	37%
Landfill - Class 2 MSW - Didsbury	91,665	39,831	43%
Landfill - Class 2 MSW - Carstairs	104,760	45,558	43%
Landfill - Class 2 MSW - Cremona	9,021	3,719	41%
Landfill - Class 2 MSW - MVC	-	-	0%
Sundre & WV Transfer Site Tipping Fees	86,815	32,533	37%
General Scale Fees	1,544,725	605,168	39%
Landfill - Commercial Pickup			
Landfill Class 2			
Didsbury Transfer Station	177,389	75,747	43%
Hydrocarbon soils	62,500	147,370	236%
Mattresses	25,380	10,780	42%
Couches and Chairs	6,250	3,785	61%
Other (Lease)	16,121	8,244	51%
Other (callout revenue)	3,000	1,080	36%
Transfer from Reserves	-	-	0%
Transfer from Capital Reserves	-	-	0%
Land Requisition	-	-	0%
Provincial Grant	-	-	0%
<b>Total Revenue</b>	<b>2,290,586</b>	<b>1,053,343</b>	<b>46%</b>
<b>Expenses</b>			
<b>Personnel</b>			
Salaries	531,828	220,298	41%
Employee Benefits	105,530	55,904	53%
Staff Training	4,500	-	0%
<b>Total Personnel</b>	<b>641,858</b>	<b>276,201</b>	<b>43%</b>
<b>Purchased Services</b>			
Mileage	-	-	
Meals & Accommodation	1,500	181	12%
Telephone	3,500	1,370	39%
Licenses & Permits	150	87	
Contract Services	253,000	67,421	27%
Leachate Transport	125,000	39,688	32%
Consultants/Lab Testing	54,600	20,677	38%
Site Maintenance	10,000	329	3%
Building Maintenance	10,000	3,249	32%
Equipment Maintenance	140,000	69,118	49%
Vehicle Maintenance	-	-	0%
Rentals & Leases	500	-	0%
Vehicle Lease	-	-	0%
<b>Total Purchased Services</b>	<b>598,250</b>	<b>202,120</b>	<b>34%</b>
<b>Supplies</b>			
General Supplies	12,500	1,681	13%
Small Tools	12,500	393	3%
Diesel	132,300	54,885	41%
Gas	12,500	4,386	35%
Utilities	10,941	4,267	39%
<b>Total Supplies</b>	<b>180,741</b>	<b>65,612</b>	<b>36%</b>
Debenture Principle	75,386	36,729	49%
Debenture Interest	3,593	2,760	77%
Lease Principle	26,707	23,710	89%
Lease Interest	5,804	10,452	180%
Capital Purchases	-	-	
Transfer to Capital Reserves	-	-	0%
Amortization	499,656	178,464	36%
Pit Closure/Post Closure	25,000		0%
Cost sharing of Administration Function	391,411	126,945	32%
<b>Total Expenditures</b>	<b>2,448,406</b>	<b>922,993</b>	<b>38%</b>
Net Cost (Surplus) before fees charged to	157,820	(130,350)	

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED MAY 31, 2024 (UNAUDITED)**

	Water Valley		Sundre		Total		Actual vs Budget 0%
	Budget 2024	2024 YTD	Budget 2024	2024 YTD	Budget 2024	2024 YTD	
<b>Revenue</b>							
General Scale Fees						-	
Class 2 MSW	94,300	34,740	111,550	42,311	205,850	77,051	37%
Other	-		-		-	-	
Fees Charged to Municipalities	-		-		230,345	57,573	25%
<b>Total Revenue</b>	<b>94,300</b>	<b>34,740</b>	<b>111,550</b>	<b>42,311</b>	<b>436,195</b>	<b>134,624</b>	<b>31%</b>
<b>Expenses</b>							
<b>Personnel</b>					-	-	
Wages	32,308	16,187	48,431	16,603	80,739	32,790	41%
Employee Benefits	4,861	2,976	4,861	3,222	9,722	6,198	64%
Mileage	-		-		-	-	
<b>Total Personnel</b>	<b>37,169</b>	<b>19,163</b>	<b>53,292</b>	<b>19,825</b>	<b>90,461</b>	<b>38,988</b>	<b>43%</b>
<b>Purchased Services</b>							
Telephone	1,750	661	1,750	661	3,500	1,323	38%
Contract Hauling	74,282	33,431	76,529	34,292	150,811	67,723	45%
Mattress Processing	-		-		-	-	
Bin Rental					-	-	
Site Maintenance	1,500		1,500		3,000	-	0%
Landfill Tipping	39,770		47,045		86,815	32,533	37%
Equipment Maintenance	500		500		1,000	-	0%
Building Maintenance	500		500	31	1,000	31	3%
<b>Total Purchased Services</b>	<b>118,302</b>	<b>34,092</b>	<b>127,824</b>	<b>34,985</b>	<b>246,126</b>	<b>101,610</b>	<b>41%</b>
<b>Supplies</b>							
General Supplies	-		-		-	-	
MSW Adjustments					-	-	0%
Diesel					-	-	0%
Utilities	1,800	1,004	3,000	1,456	5,300	2,459	46%
<b>Total Supplies</b>	<b>1,800</b>	<b>1,004</b>	<b>3,000</b>	<b>1,456</b>	<b>5,300</b>	<b>2,459</b>	<b>46%</b>
Amortization	-	2,863		3,186	42,018	6,050	14%
Cost sharing of administration function					46,048	14,935	32%
<b>Total Expenditures</b>	<b>157,271</b>	<b>57,122</b>	<b>184,116</b>	<b>59,451</b>	<b>429,953</b>	<b>164,041</b>	<b>38%</b>
<b>Net Cost (Surplus)</b>	<b>62,971</b>	<b>22,382</b>	<b>72,566</b>	<b>17,141</b>	<b>(6,242)</b>	<b>29,417</b>	



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** July 22<sup>nd</sup>, 2024

**Reference:** 100/2024.03

**TITLE:** 5.4 – 2024 Capital Budget Amendment

**RECOMMENDATION:**

**THAT the MVRWMC Board accept Administration’s recommendation to amend the 2024 Capital Budget to \$385,000, to account for replacement of stolen pickup.**

Background:

The Commission’s approved 2024 Capital budget provided for \$355,000. To date, the approved capital investments in a new Flat-Deck truck, a tractor and attachments and a new mower deck have been completed.

The proposed amendment is to provide funding to replace a 2014 Chevrolet Silverado 1500 (former CAO/Administration vehicle) which was stolen from the landfill site in late June. Insurance proceeds are expected to be \$20,700 which will partially fund the acquisition of a new pickup. As at December 31<sup>st</sup>, 2023, the depreciated book value of the stolen truck was only \$208.40, therefore there will be no change in capital assets disposed as a result of this transaction.

For budget purposes, Administration is proposing a total \$50,000 provision to acquire the replacement vehicle in 2024 at a net cost of approximately \$30,000 after insurance proceeds. The revised budget table updated for the amendment is as follows:

	Budget	Final Cost	Variance
Flat-Deck	\$80,000	\$103,000	+\$23,000
Tractor	\$275,000	\$196,922	(\$78,078)
New Mower deck (net of trade-in)	\$0	\$15,000	+15,000
Replace Stolen Pick-up	\$30,000	\$30,000	\$0
<b>2024 Total Capital (REVISED)</b>	<b>\$385,000</b>	<b>\$344,922</b>	<b>(\$40,078)</b>

Pending approval of the amendment, total capital spending is forecast to remain BELOW the original capital budget despite the expanded scope. Funding of all capital expenditures will be from the Capital reserves fund, which will have in excess of \$1.1 mm after accounting for the 2023 transfers discussed in Section 5.5 to follow.

Prepared: Michael Wuetherick, P.Eng., Chief Administrative Officer, MVRWMC



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** July 22<sup>nd</sup>, 2024

**Reference:** 100/2024.03

**TITLE:** 5.5 – Recommended Reserve Transfers for Fiscal 2023

**RECOMMENDATION:**

**THAT the MVRWMC Board accept Administration’s recommendation to recognize the following reserve transfers as presented:**

- 1. Capital Reserve allocation of \$531,441 for fiscal 2023 as budgeted in the 2023 rate model.**
- 2. Accept Administration’s recommendation to forego additional contributions to the Recycle Reserves fund due to adequate funding of future processing costs; AND**
- 3. Transfer of \$25,000 to the Closure-Post Closure Reserve Fund to be added to the current CPC Reserve Fund.**

Background:

Following approval of the annual audited financial statements, Administration prepares recommendations to transfer available funds from unrestricted to the three restricted reserve funds maintained by the Commission. The objective of this process is to ensure that the Governance Board of the Commission can verify that reserve funds are fully funded on the basis that the annual cash-flow provides sufficient resources to do so. In the event of a year with insufficient cash-flow to fund reserves then appropriate decisions can be made for future years.

**In aggregate, the total recommended reserve transfers total \$556,441. As at July 17<sup>th</sup>, 2024, the unrestricted reserve balance is \$1,147,244.83. Therefore, after accounting for the transfer to restricted reserves, the unrestricted reserve balance will be approximately \$580,803.80 prior to any changes due to ongoing operations.**

## **2023 Available Cash-Flow from Operations**

Based on the 2023 audited financial statements, the annual surplus (i.e., cash flow from operations) was \$911,606 (consisting of annual operating surplus of \$305,275 and \$606,331 of amortization costs). The Commission's rate model is based on full recovery of amortized depreciation costs less debenture costs associated with assets as per policy. As existing debentures (i.e. Bomag and Shredder financings) are retired, amortization costs will increase from current provision of \$531,441 per year to \$656,023 annually subject to additions/deletions of TCA.

As the 2023 audited annual cash surplus exceeds the 2023 reserve funding requirements, the reserve accounts as outlined below will be fully funded.

## **2023 Budgeted Reserve Fund Contributions**

### **1. Capital Reserves Fund**

- The 2023 operating and capital budget included total reserves provisions of \$531,441 for the capital reserves funds as based on the Tangible Capital Asset Policy, and the debt adjusted amortization charge.
- The 2023 budget also included an allocation of \$100,000 from unrestricted reserves as a rate stabilization for 2024 to account for the one-time spike in amortization costs due to the addition of the new Packer, Shredder and Landfill cell all in the same year.
- **Therefore, the net capital to be transferred to the Capital Reserve fund for 2023 is \$531,441.**

### **2. Recycle Reserves Fund**

- For 2023, the budgeted recycle reserve contribution was \$31,886 representing revenue from cement, and metals. Actual sales in 2022 were \$35,568, combined for cement and metal receipts.
- Cement is processed internally and used onsite for road construction, with revenue from cement receipts allocated to offsetting the costs of operating the Commission's shredder or using a 3<sup>rd</sup> party processor, or offsetting costs of internal operations as required.

### **3. Closure-Post Closure/Asset Retirement Reserve Fund**

- Finally, the current annual budgeted closure-post-closure ("CPC") funding is \$25,000 per year.
- Beginning in 2023, the Commission's financial statements consolidated the Closure-post Closure fund into a more encompassing Asset Retirement obligation. Including the previously identified CPC liability, the combines ARO as at December 31<sup>st</sup>, 2023 was \$1,243,735 as outlined in the audited financial statements.
- The Commission's current CPC/ARO account balance is \$1,000,762.57 or compared to the accrued future liability implying that the CPC/ARO reserve fund is at 80.5% of the future liability while the landfill consumed to date is approximately 51%.
- Administration budgets an annual contribution of \$25,000 which should result in fully funding the CPC obligation roughly 10-15 years before the end-of-life of the current asset, and provide a contingency in the event of inflation impacts on closure costs, or lower than expected investment returns.

**Recommended Reserve Fund Allocations:**

1. **Administration recommends the Board approve a 2023 Capital Reserves allocation of \$531,441 matching the budgeted amortization amount.**
  - The current capital reserve fund balance as at July 16<sup>th</sup>, 2024 is \$644,573.92
  - **The new capital reserve fund balance will increase to approximately \$1,176,014.92.**
2. **Administration recommends the Board approve a Recycling Reserve allocation of \$0 for 2023.** Despite generating \$35,568 of revenue, these funds are not required to finance future processing of shingle/cement. As at July 17<sup>th</sup>, 2024 the recycle reserve fund balance was \$46,045 which is sufficient to fund near-term processing related fees. Administration will be recommending the recycling reserve contribution be phased out over the next couple of years. This will result in a reduced municipal fee for service, until such time as the current reserve balance requires additional funding for future years contract costs.
3. **Administration recommends approving a resolution to transfer \$25,000 to the CPC reserve fund for 2023.** Despite the surplus of required reserves, Administration is recommending an ongoing annual CPC funding of \$25,000 to be included in the rate model. Combined with annual contributions and investment income the CPC fund should be totally funded in 8-10 years which is significantly shorter than the life of the current landfill airspace. Administration will continue to review the CPC obligations annually and make recommendations to alter future years CPC contributions as required.

**In aggregate, the total recommended reserve transfers total \$556,441. As at July 17<sup>th</sup>, 2024, the unrestricted reserve balance is \$1,147,244.83. Therefore, after accounting for the transfer to restricted reserves, the unrestricted reserve balance will be approximately \$580,803 prior to any changes due to ongoing operations.**

**Alternatives:**

1. The Board could direct Administration to allocate additional unrestricted reserves to an appropriate reserve fund of its choice.
2. The Board could elect to direct additional funding to the capital reserves fund.

**Prepared: Michael Wuetherick, P.Eng., Chief Administrative Officer, MVRWMC**



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** July 22<sup>nd</sup>, 2024

**Reference:** 100/2024.03

**TITLE:** 5.6 – Preliminary 2025 Operating and Capital Budget

**RECOMMENDATION:**

**THAT the MVRWMC Board accept the 2025 operating and capital budget as information.**

### **Budget Executive Summary:**

Administration presents the 2025 operating and capital budget. Contingent on approval of the preliminary budget, Administration will circulate the proposed budget to members for comments. The final 2025 budget will be presented at the September 23<sup>rd</sup>, 2024 regular meeting and will include any revisions to budget forecasts and adjustments as per member feedback (if any).

The following items are the highlights of the proposed 2025 budget.

**1. Modest increase to tipping fees based on 2.5% inflation adjustment.**

- MSW rates for Members and Commercial customers to increase to \$100/tonne compared to \$97/tonne in 2024.
- Transfer station tipping fee increased to \$240.00/tonne compared to \$230/tonne in 2024.

**2. Maintain tipping fees for recycle products at current rates**

- Metals tipping maintained at \$50.00/tonne
- Cement tipping fee maintained at \$23.00/tonne.
- Mattress fees maintained at \$10.00/unit.
- Couches/Chairs fees maintained at \$5.00/unit.

**3. Forecast total revenue of \$3.189 mm generated from tipping fees and municipal fees for service.**

- Projected revenue of \$2.73 mm (86% of revenue derived from sale of services)
- Total municipal fee of \$0.43 mm (14% of revenue derived from fee requisitions)

- **Per capital fee of \$12.24, down slightly compared to \$12.29 in 2024.**

#### **4. Forecast total operating expenses of \$3.19 mm including operating costs and reserve contributions.**

- Overall operating costs (including amortization charge) are up by \$151,517 year over year.
  - Most of the increase is related to employee costs including a projected 3.2% COLA adjustment.
  - An incremental \$50,000 provision for contract services to relocate the existing scale, scale-house outside of the approved airspace.
  - Modest increase in Transfer station operating costs driven by inflationary increases to labour and contract hauling.

#### **5. Forecast Reserve Fund Continuity – 5-year plan.**

- Estimated \$210,000 capital budget provision to replace one pickup, and \$150,000 to begin work to excavate MSW from future Cell 8 onto Cell 7 in preparation for future Cell 8 construction in 2028/2029.
- Net capital reserves at the end of 2025 are forecast to be approximately \$1.78 mm.
- Forecast Recycle reserves balance of \$48,000 by the end of 2025.
- CPC funds to increase by \$25,000 per year to a forecasted year-end 2025 reserve balance of \$1.15 mm.

#### **Revenue - Landfill Tonnage Forecast**

Similar to prior year's approach, Administration has budgeted MSW, and recycling tonnage based on a 3-year moving average. **Management has forecast the budget on a risk-adjusted basis of 16,170 tonnes of Commercial sales in 2025 compared to 17,573 forecasted in 2024 and actual sales of 16,471 tonnes in 2023.**

The budgeted commercial target is the average of the past three years, and a load factor of 98% down from the 95% assumption used in prior budgets. The 5-year average for Commercial sales is 16,3477 which compares favorably to the proposed risked Commercial forecast. Commercial sales account for 64% of landfill related revenue.

Municipal tonnage overall is forecast to be relatively flat at 3,860 tonnes collectively. Most members are seeing a slight reduction in tonnage, with the only exception being Olds and Carstairs where tonnage has been increasing slightly year-over-year likely reflecting growth in both communities. Again the 3-year moving average provides a prudent forecast. Overall, the municipal MSW revenue accounts for 15% of landfill related revenue.

Didsbury transfer station receipts are budgeted at 1,919 tonnes (risked at 5%) in 2025, down 3% compared with 2024 projection of 1,962 tonnes. While Water Valley and Sundre transfer station receipts have remained relatively static, Didsbury receipts have been more unpredictable. Combined transfer station operations account for 16% of landfill related revenue.

Total combined MSW from all sources is forecast at 22,859 tonnes for 2025 compared to 24,444 projected for 2024 and 23,362 tonnes in 2023.

In 2024, the tipping fees for HC contaminated soil were reduced to \$50/tonne up to a maximum of 5,000 tonnes. This was to attract new HC soil to be placed near the current working face to save on excavation and hauling from other areas of the landfill. Projected sales in 2024 are for approximately 2,978 tonnes which below the targeted 5,000 tonnes.

For 2025, Administration is budgeting for a maximum of 2,500 tonnes, risked at 50% probability at \$50/tonne for revenue forecasts generating \$62,500 of revenue on a risked basis. If and when the annual quota is filled, any addition HC soil sales would be at the \$100/tonne tipping fee.

Administration recommends maintaining tipping fee for metals to \$50/tonne down providing forecast revenue of \$10,450. At current metal prices the Commission is getting roughly \$75/tonne from collected metals so encouraging more receipts may further boost net revenue. Overall, the combined “recycle products” category including cement, metals, mattresses, and chairs accounts for less than 2% of total landfill related revenue.

	Projected Tonnage from Operating Segments								2025 Risk Adjusted Volume			2025 Tip Fee (\$/tonne)	2025 Risk Adjusted Gross Revenue
	2020	2021	2022	2023	2024	3-Year	Spark	Target	COS	Risk Adj			
	Actual	Actual	Actual	Actual	Projection	SMA	Line						
<b>Landfill Class II MSW</b>													
<b>Commercial Tipping (Uncontracted)</b>	17,002	15,262	15,425	16,471	17,573	16,490		16,500	98%	16,170	\$ 100.00	\$ 1,617,000	
<b>Contracted Outside Municipal Tipping</b>													
Municipal Tipping - Olds	1,305	1,306	1,274	1,342	1,473	1,363		1,365	100%	1,365	\$ 100.00	\$ 136,500	
Municipal Tipping - Sundre	365	345	336	346	330	337		340	100%	340	\$ 100.00	\$ 34,000	
Municipal Tipping - Cremona	100	93	90	90	88	89		90	100%	90	\$ 100.00	\$ 9,000	
Municipal Tipping - Didsbury	1,040	943	930	981	980	964		965	100%	965	\$ 100.00	\$ 96,500	
Municipal Tipping - Carstairs	1,120	1,073	1,067	1,106	1,152	1,108		1,100	100%	1,100	\$ 100.00	\$ 110,000	
<b>Total Municipal Tipping</b>	<b>3,930</b>	<b>3,760</b>	<b>3,697</b>	<b>3,866</b>	<b>4,023</b>	<b>3,862</b>		<b>3,860</b>		<b>3,860</b>		<b>\$ 386,000</b>	
<b>Class II Transfer Site MSW</b>													
Didsbury Transfer	2,590	1,870	1,997	2,090	1,962	2,016		2,020	95%	1,919	\$ 100.00	\$ 191,900	
Water Valley Transfer Site	406	415	408	433	400	414		415	100%	415	\$ 240.00	\$ 99,600	
Sundre Transfer Site	452	485	485	503	486	491		495	100%	495	\$ 240.00	\$ 118,800	
<b>Total Transfer Station Tipping</b>	<b>3,448</b>	<b>2,770</b>	<b>2,890</b>	<b>3,026</b>	<b>2,848</b>	<b>2,921</b>		<b>2,930</b>		<b>2,829</b>		<b>\$ 410,300</b>	
<b>Total Class II MSW Received at Landfill</b>	<b>24,380</b>	<b>21,792</b>	<b>22,012</b>	<b>23,362</b>	<b>24,444</b>	<b>23,273</b>		<b>23,290</b>		<b>22,859</b>		<b>\$ 2,413,300</b>	
<b>Hydrocarbon Contaminated Soil</b>													
Contracted HC Contaminated Soil	-	7,607	344	348	2,978	1,223		2,500	50%	1,250	\$ 50.00	\$ 62,500	
<b>Revenue Generating Recyclables</b>													
Cement	322	875	585	826	831	747		750	85%	638	\$ 23.00	\$ 14,663	
Metals	288	324	226	218	207	217		220	95%	209	\$ 50.00	\$ 10,450	
Mattresses	-	3,092	2,581	2,977	2,744	2,767		2,770	95%	2,632	\$ 10.00	\$ 26,315	
Couches/Chairs	-	-	-	2,110	2,154	2,132		2,130	95%	2,024	\$ 5.00	\$ 10,118	
												<b>\$ 61,545</b>	
												<b>\$ 2,537,345</b>	

## Operating Costs

The forecast 3-year operating cost forecast is as outlined below. For the 2025 budget year, management has forecast expenses based on historical performance plus adjustments as required. The assumed inflation rate applied to future years was 3.0% for 2026-2028.

The following table outlines the summary of costs including personnel, contract services, and amortization recovered as capital fund contributions. Details of the budget operating costs by business unit and cost category are attached.

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION						
SUMMARY (incl. ALL expenses)						
	2024	2024	2025	2026	2027	
	BUDGET	FORECAST	BUDGET	BUDGET	BUDGET	
<b>Expenses</b>						
Administration (100% Allocated)	\$ 480,733	\$ 417,072	\$ 466,153	\$ 478,157	\$ 492,310	
Transfer Sites	\$ 429,165	\$ 426,751	\$ 467,185	\$ 478,496	\$ 494,356	
Recycling	\$ 157,777	\$ 132,422	\$ 133,734	\$ 137,308	\$ 141,078	
Landfill	\$ 2,448,406	\$ 2,259,131	\$ 2,585,945	\$ 2,598,629	\$ 2,637,802	
<b>Total Expenses</b>	<b>\$ 3,035,348</b>	<b>\$ 2,818,304</b>	<b>\$ 3,186,864</b>	<b>\$ 3,214,433</b>	<b>\$ 3,273,236</b>	

Total expenses are forecast to increase by 4.9% compared to 2024 budget forecast, with inflation and a material increase to the landfill amortization charges reflecting the larger capital base (i.e. landfill cell, Packer and Shredder).

Landfill operations expenses are forecast to increase 5.6% compared to 2024 budget reflecting increased due to inflation and a provision for \$50,000 to relocate the current scale house out of the airspace. Transfer Stations operations costs are forecast to increase by 8.9% primarily due to inflation of labour and contract hauling services. Staffing costs reflect a change to utilizing a full-time employee for the Transfer Stations as our long-time part-time staff member retired in 2024. Due to the odd hours, and remoteness of these sites finding a part-time employee for the yard attendant has proven to be difficult.

Recycling operations expenses are forecast to decrease 16 % compared to 2024 as the recycling reserve cost recovery has been dropped from the rate model in 2025. The funding of the reserve account in the past was to finance processing of shingles and cement on an as needed basis. As we now only process cement, we utilize contract services or our own Shredder with such costs offset by the forecast \$15,000 annual revenue from cement tipping fees.

The following discussion points are highlighted for review and acceptance by the board in preparation of the 2025 budget. The discussion is limited to categories with material changes and the assumptions or recommendations to justify the provision:

**1. 2025 Personnel Salaries, Benefits and Training Provision:**

- Employee salaries reflect impact of step-changes, and a cost-of-living allowance increase of 3.2% based on the year-over-year Alberta CPI index consistent with policy.
- Continuation of the Employee Incentive Program (“EIP”) which is based on 10% of earnings excluding overtime. The budgeted EIP pool for 2025 is \$79,806 or \$2.26 per capita. The EIP program has proven to be a very effective tool in rewarding high performance staff leading to improved productivity and higher retention of core employees.

**2. Landfill Business Unit Expenses**

- Total purchased/contract services decrease to \$207,000 per year in 2025 compared to \$253,000 in 2024. The change reflects lower rental hours for equipment due to the Commission purchasing the tractor and attachments to support leachate spraying.
- Leachate spreading has proven to be effective in reducing volumes to be trucked and disposed of. For 2025 leachate costs are forecasted at \$100,000 down \$25,000 compared to 2024.

- Supply costs including fuel (gas and diesel) are essentially flat compared to 2024 at \$180,369 in 2025. Diesel costs are based on \$1.50/Litre which could end up being materially different than forecast.
- Combined Debt servicing costs are forecast at \$144,000 for 2025. The debenture related to the Bomag packer will be fully retired in 2026. Equipment lease costs related to the Shredder are forecast for the full-year as opposed to 2024 where the budget reflected a partial payout halfway through the year.
- The Transfer to Capital Reserves based on equipment amortization is forecast at \$486,491 for 2025. This reflects partial depreciation of the \$350,000 of capital additions in 2024. The 2025 budget amortization provision is consistent with capital depreciation policy, and closely matches the expected financial depreciation.
- **The Landfill municipal fee of \$131,153 or \$3.72 per capita is based on the 3-year forecast to smooth out the fee to members.** Landfill municipal fee in 2024 was \$117,701 or \$3.38 per capita. The increase is primarily driven by inflation of core cost categories and the \$50,000 provision to relocate the scale. The proposed \$3/tonne tipping fee increase partially offsets some of the forecasted increase.
- Administration recommends maintaining the annual \$25,000 provision for CPC fund despite the reality that the Commission is well funded relative to the accrued landfill consumption. A smaller annual contribution will help to stabilize the landfill municipal fee over time and avoid large increases in future years to catch-up.

### 3. Transfer Station Business Unit

- Transfer station total operating expenses are forecast at \$467,185 (8.9% increase over 2024) as a result of inflation and higher labour costs due to deployment of full-time staff.
- **The recommended Transfer Station municipal fee of \$248,785 or \$7.23 per capita is based on the 3-year forecast to smooth out the fee to members.** The transfer station municipal fee in 2024 was \$240,078 or \$6.90 per capita.

### 4. Recycle Business Unit

- Recycle expenses are budgeted at \$133,734 (16% below 2024 budget) driven by reducing the recycle reserves funding to zero in 2025.
- As presented, the “recycling” segment now essentially reflects the costs of handling construction and household hazardous waste streams only.
- **The Recycling municipal fee of \$45,450 or \$1.29 per capita is based on the 3-year forecast to smooth out the fee to members.** The transfer station municipal fee in 2024 was \$69,668 or \$2.00 per capita.

## 5. Tangible Capital Asset Policy – Amortization Charge directed to Capital Reserves

- Consolidated “Amortization” expense to be recovered from rates for reserves contributions of \$542,311 for 2025 compared to \$656,023 allocated to reserves in 2024. The increase is a result of increased amortization related to the \$355,000 in capital additions in 2024.
- Amortization costs are forecast to increase in 2026 and 2027 reflecting reduction in outstanding principal balance which are deducted from the rate model as per TCA policy.

<b>MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION</b>						
<b>AMORTIZATION</b>						
<b>Budget 2025</b>						
		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Administration</b>		\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,502
<b>Landfill</b>		\$ 339,871	\$ 600,203	\$ 618,203	\$ 636,203	\$ 636,203
<b>Transfer Stations</b>		\$ 42,018	\$ 42,018	\$ 42,018	\$ 42,018	\$ 42,018
<b>Recycling</b>		\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301
<b>Total Recorded Ammortization as per GAAP Sta</b>		<b>\$ 395,691</b>	<b>\$ 656,023</b>	<b>\$ 674,023</b>	<b>\$ 692,023</b>	<b>\$ 692,024</b>
<b>As per TCA Policy</b>						
Less Debenture Bomag compactor		\$ 72,328	\$ 75,386	\$ 76,963	\$ 39,082	\$ -
Less Landfill cell development		\$ -	\$ -	\$ -	\$ -	\$ -
less Tana Shredder Financing			\$ 53,413	\$ 54,749	\$ 56,119	\$ 57,523
<b>Funded Ammortization as per policy</b>		<b>\$ 323,363</b>	<b>\$ 527,224</b>	<b>\$ 542,311</b>	<b>\$ 596,822</b>	<b>\$ 634,501</b>

### 2025 Capital Budget

The Commission’s active capital program in 2021-22 positioned us with essentially an 8-10-year runway where no significant capital renewals/replacements are expected. The next major capital addition is completion of Cell 8 which will complete construction of the current approved airspace. A provision in 2029 of roughly \$3.1 mm is forecast in the current long-range capital plan. Cell 8 construction completes the “base” of the airspace and will need to be completed long before the existing cells are full.

With an 8-10 year window to build reserves, and a strong balance sheet, the Commission is well positioned to maintain our level of service and has adequate financial strength to weather any surprises. Based on the 2023 financial statements, the Commission’s debt capacity limit is roughly \$7 mm.

### 2025 Capital Budget Overview

Budgeted Capital projects in 2025 including the following:

1. Purchase a new half-ton at an estimated cost of \$60,000 to replace the Razer utility vehicle which has reached its useful service life. The Razer was intended to provide increased accessibility due to its size, however experience has proven that this units due not standup to the rigors of a working landfill site.
2. The first step of preparing for construction of Cell 8 in 2029 will require some preparation work in Q3-2025.
  - There is an unknown quantity of MSW underneath the current scale-house/office location which will need to be assayed to estimate volume and contents. This material will need to be

excavated and placed onto one of the line sites before Cell 8 can be built. A provision for \$50,000 to complete the assessment phase is included in the 2025 capital budget.

- An additional \$100,000 provision is included to excavate and relocate any garbage to a lined cell. As these costs are a precursor to cell construction Administration has assumed they will be treated as a Capital expense and therefore are not included in the rate model calculations.

Management’s revised 5-year capital forecast as outlined below:

	2022	2023	2024	2025	2026	2027	2028
	Budget	Budget	Budget	Budget	Budget	Budget	Budget
<b>CAPITAL</b>							
Replace Water Valley Scale House	46,000.00						
Replace T-37 (F350 Flatdeck)			80,000.00	-			
Replace T-31 (3500 Chev Ryan)		-					
Replace E-44 (Utility Tractor)		-	275,000.00	-			
Carlson Landfill GPS System		-					
Acquire Tana Packer		-					
E-41 JD Small mower	7,500.00	-					
Tana Shredder 440T Shark	1,075,000.00	-					
Replace Admin pickup(Net of Insurance)			30,000.00				
Replace Razer with Half-ton			-	60,000.00			
<b>Cell 8 Construction (Preparation)</b>							
Assay reclamation volume				50,000.00			
Excavate Cell 8 onto Cell 7				100,000.00			
Purchase TireShred					250,000.00		
Engineer & Tender Cell 8						75,000.00	
<b>Build Cell 8</b>							3,146,581.36
<b>Total Capital</b>	<b>1,128,500.00</b>	<b>-</b>	<b>385,000.00</b>	<b>210,000.00</b>	<b>250,000.00</b>	<b>75,000.00</b>	<b>3,146,581.36</b>

For initial planning purposes, the new cell construction is tentatively scheduled for 2028 although based on current landfill utilization it may not be needed until 2029-2030. However, given the unpredictability of future tonnage and compaction rates it is prudent to begin preparations early.

Capital costs for Cell 8 are based on a 10% compound inflation rate of the costs to complete Cell 7 in 2021. Administration will be engaging Parkland GeoTech to prepare an opinion of probable cost that will be the basis of future budgets. Capital costs in 2026 of \$250,000 are forecast for purchasing the tire shred needed for the construction that requires a 1-2 year lead-time. Finally, a provision of \$75,000 for preliminary engineering and tender prep in 2027 is included for planning purposes.

**2025Capital Budget Financing – Reserves Continuity**

**1. Capital Reserves Fund**

Forecast Capital Reserve Fund balance as at December 31<sup>st</sup>, 2024 will be approximately \$1.38 mm. Forecasted reserves will grow quickly at an average rate of \$600,000 per year. Combined with interest income, projected reserves should be able to fully finance the cell construction in 2028. This would leave approximately \$500,000 plus \$7 mm in debt capacity to finance replacement of major equipment from 2029 onwards.

		2023	2024	2025	2026	2027	2028
		Budget	Budget	Budget	Budget	Budget	Budget
<b>CAPITAL RESERVE</b>							
<b>Opening Balance (at Jan 1st)</b>		\$ 619,184	\$ 1,180,036	\$ 1,378,312	\$ 1,776,093	\$ 2,207,279	\$ 2,871,626
	Less Capital Additions		\$ (385,000)	\$ (210,000)	\$ (250,000)	\$ (75,000)	\$ (3,146,581)
<b>Plus</b>	<b>Transfers (From Amortization net of Debt)</b>	\$ 531,441	\$ 527,224	\$ 542,311	\$ 596,822	\$ 634,501	\$ 634,501
<b>Plus Inte</b>	<b>Weighted average ROI</b>	5.12%	4.75%	4.40%	4.25%	4.00%	3.50%
	<b>Earned Interest (Estimate)</b>	\$ 29,411	\$ 56,052	\$ 65,470	\$ 84,364	\$ 104,846	\$ 136,402
<b>Plus</b>	<b>Issuance of new Debt</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Plus</b>	<b>Transfer from Unrestricted Reserves</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Capital Reserve</b>		<b>\$ 1,180,036</b>	<b>\$ 1,378,312</b>	<b>\$ 1,776,093</b>	<b>\$ 2,207,279</b>	<b>\$ 2,871,626</b>	<b>\$ 495,948</b>

## 2. Closure-Post-Closure Reserves Fund

Forecast Closure Post-Closure Fund balance as at December 31<sup>st</sup>, 2024 is forecast to be \$1.07. Administration's recommendation is to maintain a nominal \$25,000 annual contribution to spread the remaining obligation over a longer time period. The CPC obligations are updated annually as part of the year-end financials and Administration recalculates the minimum requirements each year.

		2023	2024	2025	2026	2027	2028
		Budget	Budget	Budget	Budget	Budget	Budget
<b>CLOSURE POST CLOSURE (CPC) RESERVE</b>							
<b>Opening Balance</b>		\$ 929,066	\$ 998,197	\$ 1,070,611	\$ 1,146,465	\$ 1,225,922	\$ 1,309,154
<b>Plus Inte</b>	<b>Weighted average ROI</b>	5.12%	4.75%	4.40%	4.25%	4.00%	3.50%
	<b>Earned Interest (Estimate)</b>	\$ 44,131	\$ 47,414	\$ 50,854	\$ 54,457	\$ 58,231	\$ 62,185
<b>Plus</b>	<b>Transfers</b>	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Ending CPC Reserve</b>		<b>\$ 998,197</b>	<b>\$ 1,070,611</b>	<b>\$ 1,146,465</b>	<b>\$ 1,225,922</b>	<b>\$ 1,309,154</b>	<b>\$ 1,396,338</b>

### Rate Sensitivity to Tipping Fees:

The Commission's tipping fee increased in 2023 by 3.9% to \$97/tonne after several years of flat fees. However, inflation pressures continue to impact fixed costs related to labour and contract services. As such Administration is recommending a 2.5% increase in fees for 2025 to account for the increased costs.

The balance of maintaining financial sustainability and maximizing service life of the current airspace is always tricky. By increasing rates, we may see a reduction in cashflow today offset by another year or two of airspace capacity 20-25 years from now. However, we can adapt on the fly as warranted should the fee increase negatively impact financial results in 2025.

The following table offers a summary of the net difference in municipal fees as a function of tipping fees ranging from the current \$97/tonne fee to a high case of \$103/tonne. The budget tables presented for discussion reflect an increase to \$100/tonne or 2.5% inline which is lower than the CPI inflation index forecast for 2024.

	2024	2025 - Tipping Fee Sensitivity Analysis		
	Budget	Case 1	Case 2	Case 3
Tipping Fee (\$/Tonne)	\$ 95.00	\$ 97.00	\$ 100.00	\$ 103.00
Transfer Station Tip Fee (\$/Tonne)	\$ 230.00	\$ 230.00	\$ 240.00	\$ 250.00
<b>Municipal Fees:</b>				
Landfill	\$ 3.38	\$ 5.07	\$ 3.72	\$ 1.72
Transfer Stations	\$ 6.90	\$ 7.23	\$ 7.23	\$ 7.23
Recycling	\$ 2.00	\$ 1.29	\$ 1.29	\$ 1.29
<b>Total Muni-Fee</b>	<b>\$ 12.28</b>	<b>\$ 13.59</b>	<b>\$ 12.24</b>	<b>\$ 10.24</b>
<b>% Change cf. 2024</b>		<b>10.7%</b>	<b>-0.3%</b>	<b>-16.6%</b>

Attachments:

1. 2025 Summary by segment
2. 2025 Fees and tonnage forecast.
3. Admin operating statement
4. Landfill operating statement
5. Transfer Station operating statement
6. Recycle operating statement
7. Amortization forecast
8. Capital Summary and Loan Schedule
9. Reserves Continuity Report
10. Municipal Expense Summary Report
11. 2025 Fee Schedule (Deferred)

Prepared: Michael Wuetherick, P.Eng., Chief Administrative Officer, MVRWMC

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION  
2018**

	<b>2024 BUDGET</b>	<b>2024 FORECAST</b>	<b>2025 BUDGET</b>	<b>2026 BUDGET</b>	<b>2027 BUDGET</b>
<b>Revenue</b>					
Administration	\$ 20,250	\$ 81,739	\$ 17,500	\$ 18,025	\$ 18,565
Transfer Sites	\$ 205,850	\$ 212,640	\$ 218,400	\$ 224,952	\$ 231,701
Recycling	\$ 89,804	\$ 80,160	\$ 89,220	\$ 91,897	\$ 94,653
Landfill	\$ 2,290,586	\$ 2,573,081	\$ 2,403,954	\$ 2,475,589	\$ 2,549,373
<b>Total Revenue</b>	<b>\$ 2,606,490</b>	<b>\$ 2,947,620</b>	<b>\$ 2,729,074</b>	<b>\$ 2,810,462</b>	<b>\$ 2,894,292</b>
<b>Expenses</b>					
Administration (100% Allocated)	\$ 480,733	\$ 417,072	\$ 466,153	\$ 478,157	\$ 492,310
Transfer Sites	\$ 429,165	\$ 426,751	\$ 467,185	\$ 478,496	\$ 494,356
Recycling	\$ 157,777	\$ 132,422	\$ 133,734	\$ 137,308	\$ 141,078
Landfill	\$ 2,448,406	\$ 2,259,131	\$ 2,585,945	\$ 2,598,629	\$ 2,637,802
<b>Total Expenses</b>	<b>\$ 3,035,348</b>	<b>\$ 2,818,304</b>	<b>\$ 3,186,864</b>	<b>\$ 3,214,433</b>	<b>\$ 3,273,236</b>
<b>Net Surplus (deficit)</b>	<b>\$ (428,858)</b>	<b>\$ 129,317</b>	<b>\$ (457,790)</b>	<b>\$ (403,971)</b>	<b>\$ (378,945)</b>
<b>Municipal Fee for Service</b>					
Transfer Sites	\$ 240,078	\$ 240,078	\$ 254,995	\$ 254,995	\$ 254,995
Recycling	\$ 69,668	\$ 69,668	\$ 45,450	\$ 45,450	\$ 45,450
Landfill	\$ 117,701	\$ 117,701	\$ 131,153	\$ 131,153	\$ 131,153
Total Requisition	<b>\$ 427,447</b>	<b>\$ 427,447</b>	<b>\$ 431,598</b>	<b>\$ 431,598</b>	<b>\$ 431,598</b>
<b>Net Surplus (deficit) before Capital</b>	<b>\$ (1,411)</b>	<b>\$ 556,764</b>	<b>\$ (26,192)</b>	<b>\$ 27,627</b>	<b>\$ 52,653</b>
<b>All-in Municipal Fee for Service</b>	<b>\$ 12.29</b>		<b>\$ 12.24</b>	<b>\$ 12.24</b>	<b>\$ 12.24</b>



**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
BUDGET 2025**

<b>ADMINISTRATION</b>	<b>2024 BUDGET</b>	<b>2024 FORECAST</b>	<b>2025 BUDGET</b>	<b>2026 ESTIMATE</b>	<b>2027 ESTIMATE</b>
<b>Revenue</b>					
A/R Interest	1,500	1,621	1,500	1,545	1,591
Bank and Investment Interest	18,750	80,118	16,000	16,480	16,974
Dividends					
Rentals					
Other Revenue		0			
Gain / Loss on Disposal					
<b>Total Revenue</b>	<b>20,250</b>	<b>81,739</b>	<b>17,500</b>	<b>18,025</b>	<b>18,565</b>
<b>Expenses</b>					
Board Meeting Expense	1,500	0	1,500	1,545	1,591
Training/Conferences	1,000	0	1,000	1,030	1,061
Mileage	500	0	500	515	530
Meals & Accommodation	1,000	0	1,000	1,030	1,061
<b>Total Board Meeting Expense</b>	<b>4,000</b>	<b>0</b>	<b>4,000</b>	<b>4,120</b>	<b>4,243</b>
<b>Personnel</b>					
Salaries & EIP	122,438	100,484	129,165	134,332	138,362
Employee Benefits	27,270	27,876	28,769	29,632	30,521
Staff Training	3,500	228	3,500	3,605	3,713
<b>Total Personnel</b>	<b>153,208</b>	<b>128,588</b>	<b>161,434</b>	<b>167,569</b>	<b>172,596</b>
<b>Purchased Services</b>					
Mileage	4,000	1,835	2,500	2,575	2,652
Meals & Accommodation	1,000	578	1,000	1,030	1,061
Memberships & Registrations	2,500	2,395	2,500	2,575	2,652
Postage	750	1,301	1,250	1,288	1,327
Telephone	9,000	8,382	9,000	9,270	9,548
Advertising	1,500	0	1,000	1,030	1,061
Audit	13,000	20,000	15,000	12,250	12,500
Legal	10,000	1,512	7,500	7,725	7,957
Vehicle Leases	0	0	0	-	-
Contract Services	183,000	151,239	165,000	169,950	175,049
Computer Support	7,500	30,310	7,500	7,725	7,957
Vehicle Maintenance	0	0	0	-	-
Equipment Maintenance	500	0	500	515	530
Internet	4,000	4,199	4,500	4,635	4,774
Rent	18,000	17,143	18,000	18,540	19,096
Rentals & Leases	3,000	1,860	3,000	3,090	3,183
Insurance	37,775	26,492	34,969	36,019	37,100
<b>Total Purchased Services</b>	<b>295,525</b>	<b>267,246</b>	<b>273,219</b>	<b>278,217</b>	<b>286,447</b>
<b>Supplies</b>					
General Supplies	9,000	7,091	9,000	9,270	9,548
Fuel (Gas)	500	0	0	-	-
Staff Appreciation	3,000	309	3,000	3,090	3,183
Interest Past Due Accts	0	0	0	0	0
<b>Total Supplies</b>	<b>12,500</b>	<b>7,400</b>	<b>12,000</b>	<b>12,360</b>	<b>12,731</b>
Bank Service Charges	12,000	11,338	12,000	12,360	12,731
Provision for Bad Debt	1,000	0	1,000	1,030	1,061
Amortization	2,500	2,500	2,500	2,501	2,501
Transfer to Reserves					
<b>Total Expenditures</b>	<b>480,733</b>	<b>417,072</b>	<b>466,153</b>	<b>478,157</b>	<b>492,310</b>
<b>Net Cost (Surplus)</b>	<b>460,483</b>	<b>335,333</b>	<b>448,653</b>	<b>460,132</b>	<b>473,745</b>
*Cost Sharing of Administration					
Landfill	391,411	285,033	381,355	391,112	402,683
Transfer Stations	46,048	33,533	44,865	46,013	47,375
Recycling	23,024	16,767	22,433	23,007	23,687
	460,483	335,333	448,653	460,132	473,745

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
BUDGET 2025**

	2024 BUDGET	2024 FORECAST	2025 BUDGET	2026 ESTIMATE	2027 ESTIMATE
<b>DIDSBURY LANDFILL</b>					
<b>Revenue</b>					
Municipal Pickup Scale Fees					
Landfill - Class 2 MSW - Olds	130,465	142,881	136,500	140,595	144,813
Landfill - Class 2 MSW - Sundre	32,495	32,010	34,000	35,020	36,071
Landfill - Class 2 MSW - Didsbury	91,665	95,060	96,500	99,395	102,377
Landfill - Class 2 MSW - Carstairs	104,760	111,744	110,000	113,300	116,699
Landfill - Class 2 MSW - Cremona	9,021	8,536	9,000	9,270	9,548
Landfill - Class 2 MSW - MVC	-	-	-	-	-
Didsbury Transfer Site Revenue	177,389	190,314	191,900	197,657	203,587
Sundre & WV Transfer Site Tipping Fees	86,815	85,942	91,000	93,730	96,542
Commercial Scale Fees	1,544,725	1,704,581	1,617,000	1,665,510	1,715,475
Landfill Residential MSW Class 2					
Hydrocarbon soils	62,500	148,900	62,500	64,375	66,306
Mattresses	25,380	27,440	26,315	27,104	27,918
Furniture (Couches and Chairs)	6,250	10,770	10,118	10,421	10,734
Other (insurance claim)	-	-	-	-	-
Other (Lease)	16,121	12,473	16,121	16,121	16,121
Other (callout revenue)	3,000	2,430	3,000	3,090	3,183
Transfer from Reserves	-	-	-	-	-
Transfer from Capital Reserves	-	-	-	-	-
<b>Total Revenue before municipal charge</b>	<b>2,290,586</b>	<b>2,573,081</b>	<b>2,403,954</b>	<b>2,475,589</b>	<b>2,549,373</b>
<b>Expenses</b>					
<b>Personnel</b>					
Salaries & EIP	531,828	528,715	671,099	697,943	736,330
Employee Benefits	105,530	134,170	135,881	141,317	149,089
Staff Training	4,500	-	4,500	4,635	4,774
<b>Total Personnel</b>	<b>641,858</b>	<b>662,885</b>	<b>811,480</b>	<b>843,895</b>	<b>890,193</b>
<b>Purchased Services</b>					
Mileage	-	-	-	-	-
Meals & Accommodation	1,500	434	1,500	1,545	1,591
Telephone	3,500	3,288	3,500	3,605	3,713
Licenses & Permits	150	209	150	155	160
Contract Services	253,000	161,810	207,000	163,210	168,106
Leachate Transport	125,000	95,251	100,000	103,000	106,090
Consultants/Lab Testing	54,600	49,625	54,600	39,600	40,788
Site Maintenance	10,000	790	5,000	5,150	5,305
Building Maintenance	10,000	7,798	10,000	10,300	10,609
Equipment Maintenance	140,000	165,883	175,000	180,250	185,658
Vehicle Maintenance	-	-	-	-	-
Rentals & Leases	500	-	500	515	530
Vehicle Lease	-	-	-	-	-
<b>Total Purchased Services</b>	<b>598,250</b>	<b>485,088</b>	<b>557,250</b>	<b>507,330</b>	<b>522,550</b>
<b>Supplies</b>					
General Supplies	12,500	4,034	12,500	12,875	13,261
Small Tools	12,500	943	12,500	12,875	13,261
Diesel	132,300	131,724	132,300	136,269	140,357
Gas	12,500	10,526	12,500	12,875	13,261
Utilities	10,941	10,241	10,569	10,886	11,213
<b>Total Supplies</b>	<b>180,741</b>	<b>157,469</b>	<b>180,369</b>	<b>185,780</b>	<b>191,353</b>
Debenture Principle	75,386	75,386	76,963	39,082	-
Debenture Interest	3,593	3,593	2,016	407	-
Lease Principle(Shredder)	26,707	53,413	54,749	56,119	57,523
Lease Interest(Shredder)	5,804	11,608	10,272	8,902	7,498
Capital Purchases	-	-	-	-	-
Transfer to Capital Reserves	-	-	-	-	-
Amortization	499,656	499,656	486,491	541,002	541,002
Pit Closure/Post Closure	25,000	25,000	25,000	25,000	25,000
Cost sharing of Administration Function	391,411	285,033	381,355	391,112	402,683
<b>Total Expenditures</b>	<b>2,448,406</b>	<b>2,259,131</b>	<b>2,585,945</b>	<b>2,598,629</b>	<b>2,637,802</b>
<b>Net Cost (Surplus) before Fees Charged to Municipalities</b>	<b>157,820</b>	<b>(313,950)</b>	<b>181,991</b>	<b>\$ 123,040</b>	<b>88,429</b>
Transfer from Reserves					
<b>Fees Charged to Municipalities</b>	<b>117,701</b>	<b>117,701</b>	<b>131,153</b>	<b>131,153</b>	<b>131,153</b>
<b>Net Cost (Surplus)</b>	<b>40,119</b>	<b>(431,651)</b>	<b>50,838</b>	<b>(8,113)</b>	<b>(42,724)</b>
<b>Per Capital Muni Fee</b>	<b>\$ 3.38</b>		<b>\$ 3.72</b>	<b>\$ 3.72</b>	<b>\$ 3.72</b>

MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES

	Water Valley					Sundre					Total				
	2024 BUDGET	2024 FORECAST	2025 BUDGET	2026 ESTIMATE	2027 ESTIMATE	2024 BUDGET	2024 FORECAST	2025 BUDGET	2026 ESTIMATE	2027 ESTIMATE	2024 BUDGET	2024 FORECAST	2025 BUDGET	2026 ESTIMATE	2027 ESTIMATE
<b>Revenue</b>															
General Scale Fees															
Class 2 MSW	94,300	96,000	99,600	102,588	105,666	111,550	116,640	118,800	122,364	126,035	205,850	212,640	218,400	224,952	231,701
<b>Total Revenue before municipal charges</b>	<b>88,065</b>	<b>96,000</b>	<b>99,600</b>	<b>102,588</b>	<b>105,666</b>	<b>111,550</b>	<b>116,640</b>	<b>118,800</b>	<b>122,364</b>	<b>126,035</b>	<b>205,850</b>	<b>212,640</b>	<b>218,400</b>	<b>224,952</b>	<b>231,701</b>
<b>Expenses</b>															
<b>Personnel</b>															
Wages	32,308	38,849	40,029	41,630	43,920	48,431	39,847	49,206	51,175	53,990	80,739	78,696	89,235	92,805	97,910
Employee Benefits	4,861	7,142	8,915	9,272	9,782	4,861	7,733	8,915	9,272	9,782	9,722	14,875	17,831	18,544	19,564
Mileage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Personnel</b>	<b>37,169</b>	<b>45,991</b>	<b>48,944</b>	<b>50,902</b>	<b>53,702</b>	<b>53,292</b>	<b>47,580</b>	<b>58,122</b>	<b>60,447</b>	<b>63,772</b>	<b>90,461</b>	<b>93,571</b>	<b>107,066</b>	<b>111,349</b>	<b>117,474</b>
<b>Purchased Services</b>															
Telephone	1,750	1,586	1,750	1,803	1,857	1,750	1,586	1,750	1,803	1,857	3,500	3,173	3,500	3,605	3,713
Contract hauling	74,282	80,234	82,802	85,286	87,845	76,529	82,301	84,934	87,482	90,107	150,811	162,535	167,736	172,768	177,951
Contract Services	76,032	81,821	84,552	87,088	89,701	78,279	83,887	86,684	87,482	90,107	154,311	165,708	171,236	174,571	179,808
Site Maintenance	1,500	-	1,500	1,545	1,591	1,500	-	1,500	1,545	1,591	3,000	-	3,000	3,090	3,183
Landfill Tipping	39,770	38,800	41,500	42,745	44,027	47,045	47,142	49,500	50,985	52,515	86,815	85,942	91,000	93,730	96,542
Equipment Maintenance	500	-	500	515	530	500	-	500	515	530	1,000	-	1,000	1,030	1,061
Building Maintenance	500	-	500	-	-	500	74	500	515	530	1,000	74	1,000	515	530
<b>Total Purchased Services</b>	<b>118,302</b>	<b>120,621</b>	<b>128,552</b>	<b>133,696</b>	<b>137,707</b>	<b>127,824</b>	<b>131,104</b>	<b>138,684</b>	<b>142,845</b>	<b>147,130</b>	<b>246,126</b>	<b>251,724</b>	<b>267,236</b>	<b>272,936</b>	<b>281,124</b>
<b>Supplies</b>															
General Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MSW Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Diesel	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	1,800	2,410	2,500	2,575	2,652	2,712	3,494	3,500	3,605	3,713	4,512	5,904	6,000	6,180	6,365
<b>Total Supplies</b>	<b>1,800</b>	<b>2,410</b>	<b>2,500</b>	<b>2,575</b>	<b>2,652</b>	<b>2,712</b>	<b>3,494</b>	<b>3,500</b>	<b>3,605</b>	<b>3,713</b>	<b>4,512</b>	<b>5,904</b>	<b>6,000</b>	<b>6,180</b>	<b>6,365</b>
Amortization	-	-	-	-	-	-	-	-	-	-	42,018	42,018	42,018	42,018	42,018
Cost sharing of administration function	-	-	-	-	-	-	-	-	-	-	46,048	33,533	44,865	46,013	47,375
<b>Total Expenditures</b>	<b>157,271</b>	<b>169,022</b>	<b>179,996</b>	<b>187,173</b>	<b>194,061</b>	<b>183,828</b>	<b>182,178</b>	<b>200,306</b>	<b>206,897</b>	<b>214,615</b>	<b>429,165</b>	<b>426,751</b>	<b>467,185</b>	<b>478,496</b>	<b>494,356</b>
<b>Net Cost (Surplus) before fees charges to municipalities</b>	<b>69,206</b>	<b>73,022</b>	<b>80,396</b>	<b>84,585</b>	<b>88,395</b>	<b>72,278</b>	<b>65,538</b>	<b>81,506</b>	<b>84,533</b>	<b>88,581</b>	<b>223,315</b>	<b>214,111</b>	<b>248,785</b>	<b>253,544</b>	<b>262,656</b>
<b>Fees charges to municipalities</b>											240,078	240,078	254,995	254,995	254,995
<b>Net Cost (Surplus)</b>											<b>(16,763)</b>	<b>(25,967)</b>	<b>(6,210)</b>	<b>(1,451)</b>	<b>7,661</b>
<b>Muni fee per capita</b>											\$ 6.90		\$ 7.23	\$ 7.23	\$ 7.23

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
BUDGET 2025**

<b>RECYCLING</b>	<b>2024 BUDGET</b>	<b>2024 FORECAST</b>	<b>2025 BUDGET</b>	<b>2026 ESTIMATE</b>	<b>2027 ESTIMATE</b>
<b>Revenue</b>					
RECYCLING-METAL	12,113	10,350	10,450	10,764	11,086
RECYCLING-CEMENT	11,339	19,113	14,663	15,102	15,555
RECYCLING - FRIDGE/FREEZER	18,000	15,456	18,000	18,540	19,096
RECYCLING-BATTERIES	5,000	1,812	5,000	5,150	5,305
RECYCLING - ELECTRONIC	15,000	10,130	15,000	15,450	15,914
RECYCLING - PAINT	12,000	9,326	12,000	12,360	12,731
RECYCLING - METAL RESALE	16,352	13,973	14,108	14,531	14,967
<b>Total Revenue before municipal c</b>	<b>89,804</b>	<b>80,160</b>	<b>89,220</b>	<b>91,897</b>	<b>94,653</b>
<b>Purchased Services</b>					
Contract Services	5,000	18,562	10,000	10,300	10,609
Processor Fees	95,000	85,793	90,000	92,700	95,481
Concrete Recycling	-	-	-		
<b>Total Purchased Services</b>	<b>100,000</b>	<b>104,354</b>	<b>100,000</b>	<b>103,000</b>	<b>106,090</b>
Amortization	11,301	11,301	11,301	11,301	11,301
Cost sharing of administration functi	23,024	16,767	22,433	23,007	23,687
Transfer to Reserves	23,452	29,463	-	-	-
<b>Total Expenditures</b>	<b>157,777</b>	<b>132,422</b>	<b>133,734</b>	<b>137,308</b>	<b>141,078</b>
<b>Net Cost (Surplus) before Fees Charged to Mnicipalities</b>	<b>67,973</b>	<b>52,262</b>	<b>44,514</b>	<b>45,411</b>	<b>46,425</b>
<b>Recycle processing funded by res</b>	<b>-</b>	<b>(46,500)</b>	<b>-</b>		
	<b>67,973</b>	5,762	44,514	45,411	46,425
<b>Fees Charged to Municipalities</b>	<b>69,668</b>	<b>69,668</b>	<b>45,450</b>	<b>45,450</b>	<b>45,450</b>
<b>Net Cost (Surplus)</b>	<b>(1,695)</b>	<b>(63,906)</b>	<b>(936)</b>	<b>(39)</b>	<b>975</b>
<b>muni fee per capita</b>	<b>\$ 2.00</b>		<b>\$ 1.29</b>	<b>\$ 1.29</b>	<b>\$ 1.29</b>

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION**  
**AMORTIZATION**  
**Budget 2025**

	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Administration</b>	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,502
<b>Landfill</b>	\$ 339,871	\$ 600,203	\$ 618,203	\$ 636,203	\$ 636,203
<b>Transfer Stations</b>	\$ 42,018	\$ 42,018	\$ 42,018	\$ 42,018	\$ 42,018
<b>Recycling</b>	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301
<b>Total Recorded Ammortization as per GAAP Stand</b>	<b>\$ 395,691</b>	<b>\$ 656,023</b>	<b>\$ 674,023</b>	<b>\$ 692,023</b>	<b>\$ 692,024</b>
<b>As per TCA Policy</b>					
Less Debenture Bomag compactor	\$ 72,328	\$ 75,386	\$ 76,963	\$ 39,082	\$ -
Less Landfill cell development	\$ -	\$ -	\$ -	\$ -	\$ -
less Tana Shredder Financing		\$ 53,413	\$ 54,749	\$ 56,119	\$ 57,523
<b>Funded Ammortization as per policy</b>	<b>\$ 323,363</b>	<b>\$ 527,224</b>	<b>\$ 542,311</b>	<b>\$ 596,822</b>	<b>\$ 634,501</b>

\*Note - please refer to Fixed Asset Capitalization policy in regards to ammortization funding

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT (**  
**CAPITAL**  
**Budget 2025**

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>CAPITAL</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Replace Water Valley Scale House	46,000.00						
Replace T-37 (F350 Flatdeck)			80,000.00	-			
Replace T-31 (3500 Chev Ryan)		-					
Replace E-44 (Utility Tractor)		-	275,000.00	-			
Carlson Landfill GPS System		-					
Acquire Tana Packer		-					
E-41 JD Small mower	7,500.00	-					
Tana Shredder 440T Shark	1,075,000.00	-					
Replace Admin pickup(Net of Insurance)			30,000.00				
Replace Razer with Half-ton			-	60,000.00			
<b><u>Cell 8 Construction (Preparation)</u></b>							
Assay reclamation volume				50,000.00			
Excavate Cell 8 onto Cell 7				100,000.00			
Purchase TireShred					250,000.00		
Engineer & Tender Cell 8						75,000.00	
<b>Build Cell 8</b>							3,146,581.36
<b>Total Capital</b>	<b>1,128,500.00</b>	<b>-</b>	<b>385,000.00</b>	<b>210,000.00</b>	<b>250,000.00</b>	<b>75,000.00</b>	<b>3,146,581.36</b>

**VIEW REGIONAL WASTE MANAGEMENT C  
RESERVES  
Budget 2025**

		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>					
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>					
<b>CAPITAL RESERVE</b>												
<b>Opening Balance (at Jan 1st)</b>	\$	619,184	\$	1,180,036	\$	1,378,312	\$	1,776,093	\$	2,207,279	\$	2,871,626
<b>Less Capital Additions</b>			\$	(385,000)	\$	(210,000)	\$	(250,000)	\$	(75,000)	\$	(3,146,581)
<b>Plus Transfers (From Amortization net of Debt)</b>	\$	531,441	\$	527,224	\$	542,311	\$	596,822	\$	634,501	\$	634,501
<b>Plus Inter</b>												
<b>Weighted average ROI</b>		5.12%		4.75%		4.40%		4.25%		4.00%		3.50%
<b>Earned Interest (Estimate)</b>	\$	29,411	\$	56,052	\$	65,470	\$	84,364	\$	104,846	\$	136,402
<b>Plus Issuance of new Debt</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Plus Transfer from Unrestricted Reserves</b>	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Ending Capital Reserve</b>	\$	<b>1,180,036</b>	\$	<b>1,378,312</b>	\$	<b>1,776,093</b>	\$	<b>2,207,279</b>	\$	<b>2,871,626</b>	\$	<b>495,948</b>

		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>					
		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>					
<b>CLOSURE POST CLOSURE (CPC) RESERVE</b>												
<b>Opening Balance</b>	\$	929,066	\$	998,197	\$	1,070,611	\$	1,146,465	\$	1,225,922	\$	1,309,154
<b>Plus Inter</b>												
<b>Weighted average ROI</b>		5.12%		4.75%		4.40%		4.25%		4.00%		3.50%
<b>Earned Interest (Estimate)</b>	\$	44,131	\$	47,414	\$	50,854	\$	54,457	\$	58,231	\$	62,185
<b>Plus Transfers</b>	\$	25,000	\$	25,000	\$	25,000	\$	25,000	\$	25,000	\$	25,000
<b>Ending CPC Reserve</b>	\$	<b>998,197</b>	\$	<b>1,070,611</b>	\$	<b>1,146,465</b>	\$	<b>1,225,922</b>	\$	<b>1,309,154</b>	\$	<b>1,396,338</b>

Landfill Tipping Fee (\$/tonne)		2024 Approved Budget						
		\$ 97.00	Municipal Contribution Summary					
Per Capital Municipal Fee		\$ 12.29	Olds	Sundre	Cremona	Didsbury	Carstairs	MV County
Transfer Site	\$ 240,078	\$ 63,402	\$ 18,840	\$ 3,065	\$ 36,368	\$ 28,146	\$ 90,257	
Recycling	\$ 69,668	\$ 18,399	\$ 5,467	\$ 889	\$ 10,554	\$ 8,168	\$ 26,192	
Landfill	\$ 117,701	\$ 31,084	\$ 9,236	\$ 1,503	\$ 17,830	\$ 13,799	\$ 44,250	
<b>Municipal Fee for Services</b>	<b>\$ 427,447</b>	<b>\$ 112,885</b>	<b>\$ 33,543</b>	<b>\$ 5,457</b>	<b>\$ 64,751</b>	<b>\$ 50,112</b>	<b>\$ 160,698</b>	
Landfill Cost MSW Class II	\$ 368,406	\$ 130,465	\$ 32,495	\$ 9,021	\$ 91,665	\$ 104,760	\$ -	
<b>Total Cost of Waste Services</b>	<b>\$ 795,853</b>	<b>\$ 243,350</b>	<b>\$ 66,038</b>	<b>\$ 14,478</b>	<b>\$ 156,416</b>	<b>\$ 154,872</b>	<b>\$ 160,698</b>	

All-in Per Capita \$ 22.57

Landfill Tipping Fee (\$/tonne)		2025 Proposed Budget						
		\$ 100.00	Municipal Contribution Summary					
Per Capital Municipal Fee		\$ 12.24	Olds	Sundre	Cremona	Didsbury	Carstairs	MV County
Transfer Site	\$ 254,995	\$ 66,585	\$ 19,320	\$ 3,160	\$ 36,658	\$ 35,415	\$ 93,858	
Recycling	\$ 45,450	\$ 11,868	\$ 3,444	\$ 563	\$ 6,534	\$ 6,312	\$ 16,729	
Landfill	\$ 131,153	\$ 34,247	\$ 9,937	\$ 1,625	\$ 18,855	\$ 18,215	\$ 48,275	
<b>Total Municipal Fee</b>	<b>\$ 431,598</b>	<b>\$ 112,700</b>	<b>\$ 32,700</b>	<b>\$ 5,348</b>	<b>\$ 62,047</b>	<b>\$ 59,942</b>	<b>\$ 158,862</b>	
Landfill Cost MSW Class II	\$ 386,000	\$ 136,500	\$ 34,000	\$ 9,000	\$ 96,500	\$ 110,000	\$ -	
<b>Total Cost of Waste Services</b>	<b>\$ 817,598</b>	<b>\$ 249,200</b>	<b>\$ 66,700</b>	<b>\$ 14,348</b>	<b>\$ 158,547</b>	<b>\$ 169,942</b>	<b>\$ 158,862</b>	

All-in Per Capita \$ 23.18

<b>Net Change compared to 2024</b>	<b>\$ 21,745</b>	<b>\$ 5,850</b>	<b>\$ 662</b>	<b>\$ (130)</b>	<b>\$ 2,130</b>	<b>\$ 15,070</b>	<b>\$ (1,837)</b>
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# Mountain View Regional Waste Management Commission

## CAO Report to the Board

**Meeting Date:** July 22<sup>nd</sup>, 2024

**Reference:** 100/2024.03

**TITLE:** 6.1 – CAO Report

**RECOMMENDATION:**

**THAT the MVRWMC Board accept as information the CAO report for the period from April 16<sup>th</sup>, 2024 through July 15<sup>th</sup>, 2024.**

### Administration Initiatives

1. Administration completed filing of audited financial statements on April 29<sup>th</sup>, 2024 ahead of the May 1<sup>st</sup>, 2024 deadline. Subsequent to the initial submission, Municipal Affairs requested an update due to an error in the filings prepared by Metrix Group LLP. Metrix completed the revision and the updated filing has been accepted by the province.
2. Due to health-related issues, Ron Cameron the Commission's consulting CFO has taken a leave of absence. Lorne Heppner has been retained by Racin Management Consulting Inc. to provide ongoing financial and accounting support to Lindsay and the administrative team.
3. Administration presented an overview of the Commission's operations and recycling program to the Mountain View County regular meeting on June 26<sup>th</sup>, 2024. The County had requested the Commission provide an update on operations, 2024 budget, and recycling/EPR programs. A copy of the presentation is provided as information.
4. Operations and Administrative focus have been on preparing the 2025 capital budget, and updating the 5–10-year capital program. While the Commission is in a good position with new equipment, construction of Cell 8 in 2029/2030 is the next major forecasted capital outlay.
5. Administration attended several ongoing EPR webinars. The Commission has informed Circular Materials/ARMA of its intent to "Opt-out" of recycling services proposed for the Didsbury, Water Valley and Sundre transfer stations. Ongoing discussions with CM/ARMA continue on their timelines to formalize the scope of work, service obligations of the Commission, and retention of any contract services.
6. Attended safety meetings on April 30<sup>th</sup>, May 21<sup>st</sup>, and June 18<sup>th</sup>.

7. The Commission is presently operating on shortened staff as a long-time part-time employee has resigned/retired. In addition, we have one yard attendant currently on short-term disability that may return in mid-August. Pending resolution of the disability issue, Administration will likely look to hire at least one additional employee for September. In the interim, summer students are available in August to cover some of the yard attendant duties.

### Financial Report

1. As at July 16<sup>th</sup>, 2024 the Commission's checking account balance was \$1,137,198.27 compared to \$992,147.59 as at April 22<sup>nd</sup>, 2024 when the working capital balance was last reported. The increase reflects revenue from HC Soil receipts during the spring season.

2. In addition, the reserve balances were:

a. Capital Reserves fund	\$644,573.92
b. Recycling Reserves fund	\$46,045.00
c. Post Closure Reserves fund	\$0
<b>Total Reserves:</b>	<b>\$690,618.92</b>

3. As at June 28<sup>th</sup>, 2024 the Commission's long-term investments balance was \$1,000,762.57 consisting of fixed income investments, money-market mutual funds and \$2,677.04 in cash. On July 8<sup>th</sup>, 2024 \$324,892 in GIC's matured. The funds have been reinvested in 3, 4 and 5 years GIC's at interest rates of 4.49%, 4.40%, and 4.38% respectively. With the prospects of the Bank of Canada cutting prime rate several times over the short-term, the long-term interest rates have moderated by 50-100 basis points. The long-term ladder strategy will optimize return on investment potential in a likely falling fixed interest income rate environment.

4. **Current combined cash and investment resources total \$2,828,579 for an increase of \$162,037 from the last reported balance on April 22<sup>nd</sup>, 2024 due to higher operating revenue and interest income.**

#### 5. Long-term Debt Payments:

Upcoming debenture payments

- 2024 Payment of \$78,979 related to the Bomag purchase (subsequently sold) to fund 16 and 17 out of 20 total payments. The maturity date of this instrument is March 15<sup>th</sup>, 2026.

#### Attachments:

1. RBC Account Balance Report – July 16<sup>th</sup>, 2024
2. RBC Investment Report – March 28<sup>th</sup>, 2024
3. MVRWMC Presentation to MV County – June 26<sup>th</sup>, 2024
- 4.

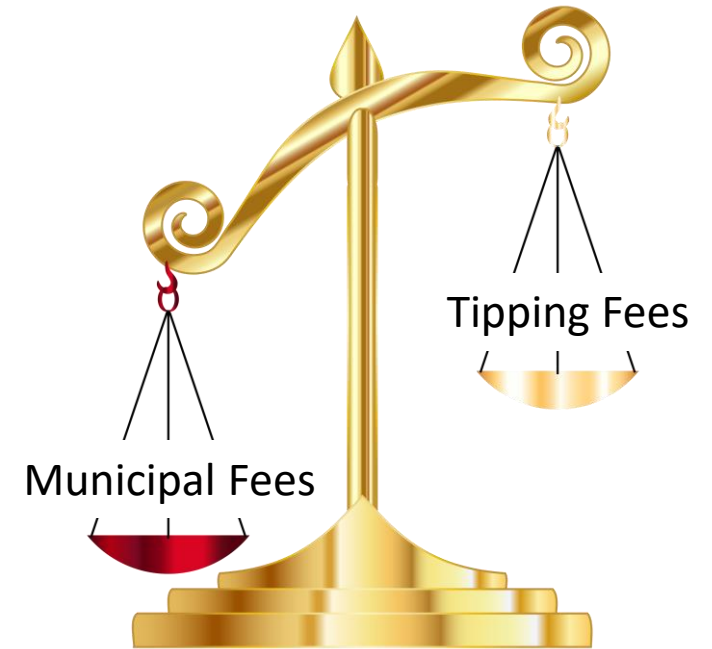
Prepared: Michael Wuetherick, P.Eng., Chief Administrative Officer, MVRWMC

## Today's presentation will include the following:

- 1. Operating and Financial Trends of MVRWMC**
  - Historical funding models
  - Financial position and planning for the future
- 2. Landfill airspace utilization forecast**
  - Impact of best-practices to optimize airspace
  - Historical and current compaction efficiency
- 3. Recycling Overview**
  - Recycling or Wish-cycling?
  - Rollout of Extended Producer Responsibility Program
- 4. MVRWMC – 2023 Audit Overview**
  - Summary of Financial Position

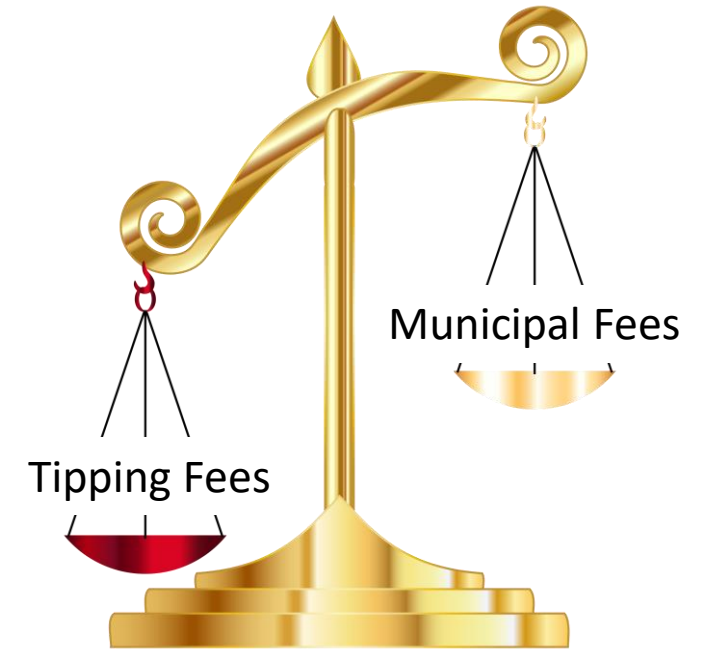
### The Commission's funding is sourced from Tipping Fees and Municipal Requisitions

- A change in one category must be balanced with the other
- Prior to 2019, the Commission policy was to increase tipping fees with corresponding municipal fees forecast to drop.
  - High tipping fees led to a significant reduction of commercial tonnage
  - Reduced tipping fee revenue led to large operating deficits financed through debt and reserves
  - Large quantities of contaminated hydrocarbon soil were sourced to generate new revenue to stop the bleeding



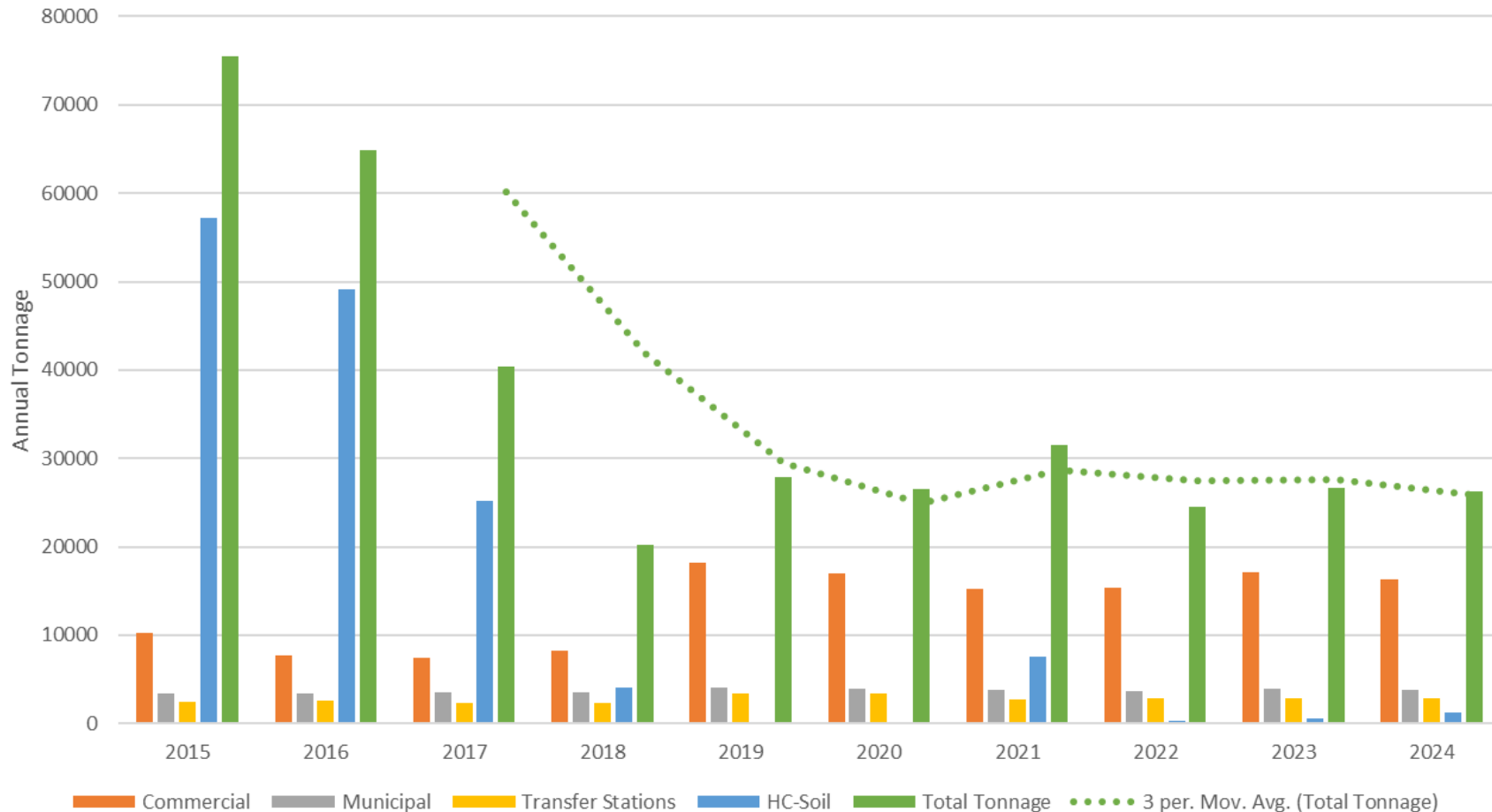
### The Commission's funding is sourced from Tipping Fees and Municipal Requisitions

- A change in one category must be balanced with the other
- **Beginning in 2019, the Commission reduced tipping fees to become more competitive in the marketplace**
  - Revenues from operations immediately increased as commercial volumes returned
  - Improvements in operations efficiency and competitiveness led to operating surpluses
  - The Commission's financial position has greatly improved and is now debt free and has strong reserve balances



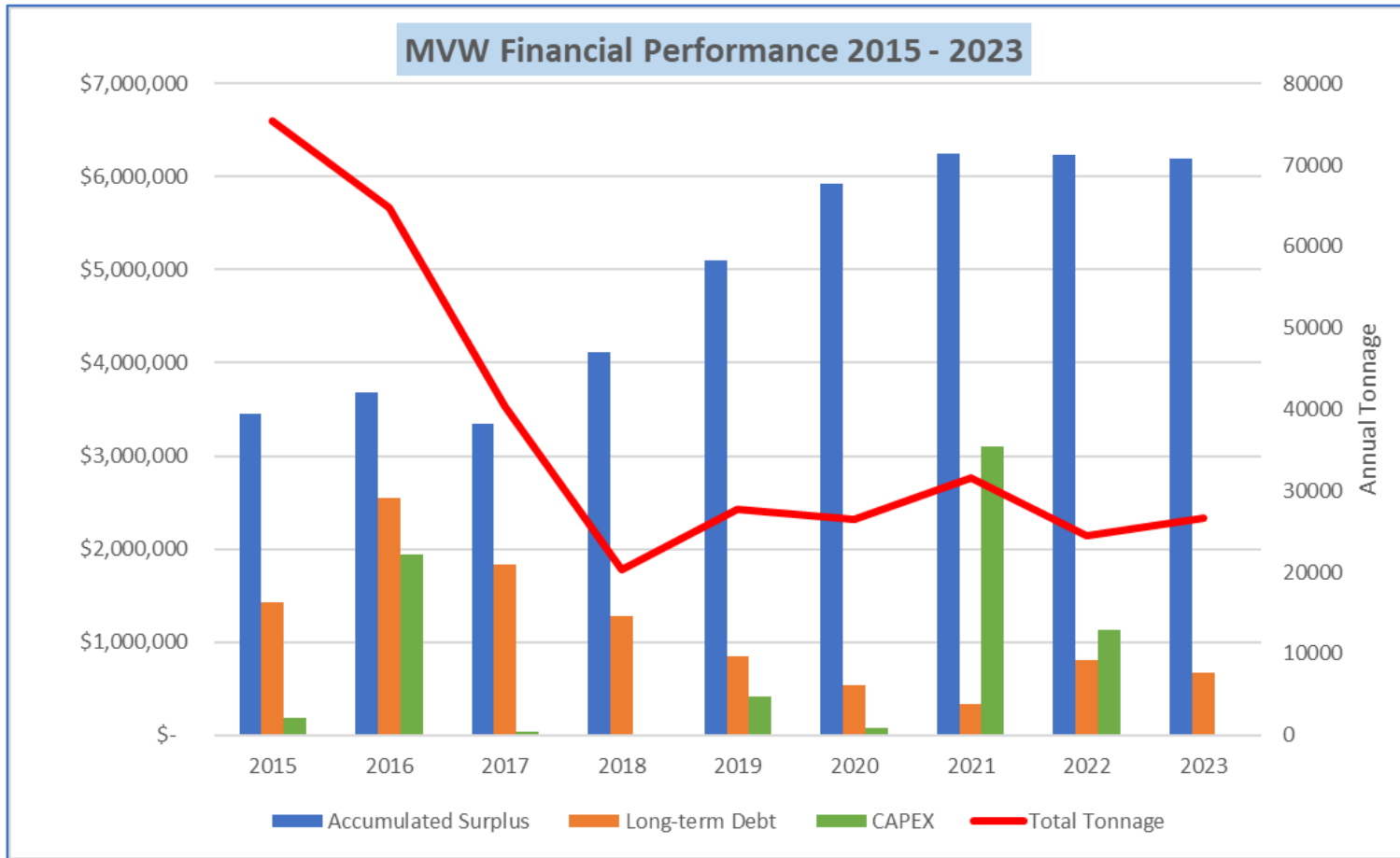
# MVRWMC – Operations and Financial Update 2024

MVRWMC - Historical Tonnage by Source 2015 - 2024



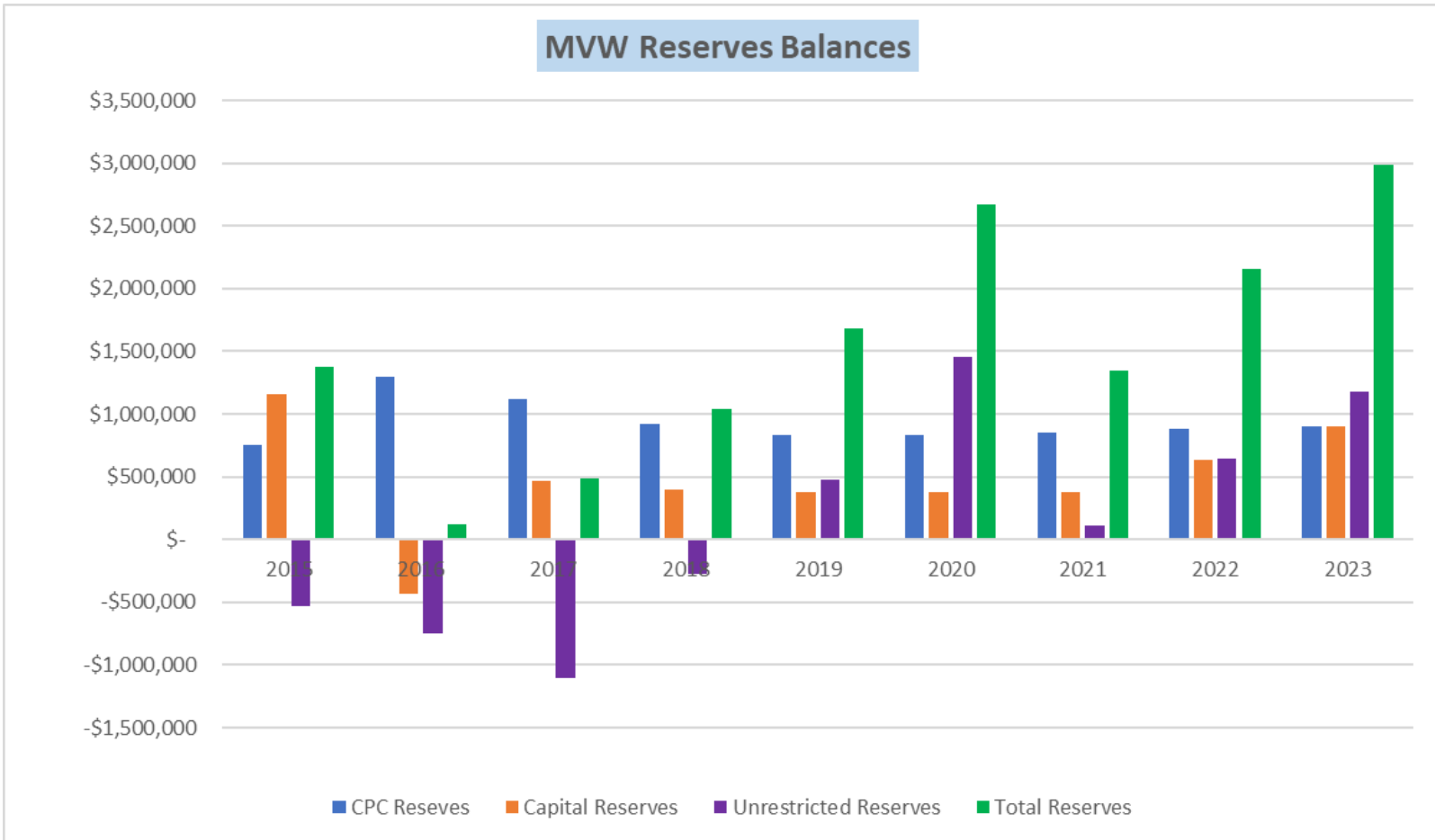
- Despite lowering tipping fees, total tonnage received has stabilized at around 25,000 tonnes per year
- Higher revenue from MSW receipts eliminated the need to accept HC Soil
- Commercial tonnage now accounts for 60-65% of total revenue
- Municipal/Transfer Station revenue accounts for 30-35% of total revenue

# MVRWMC – Operations and Financial Update 2024



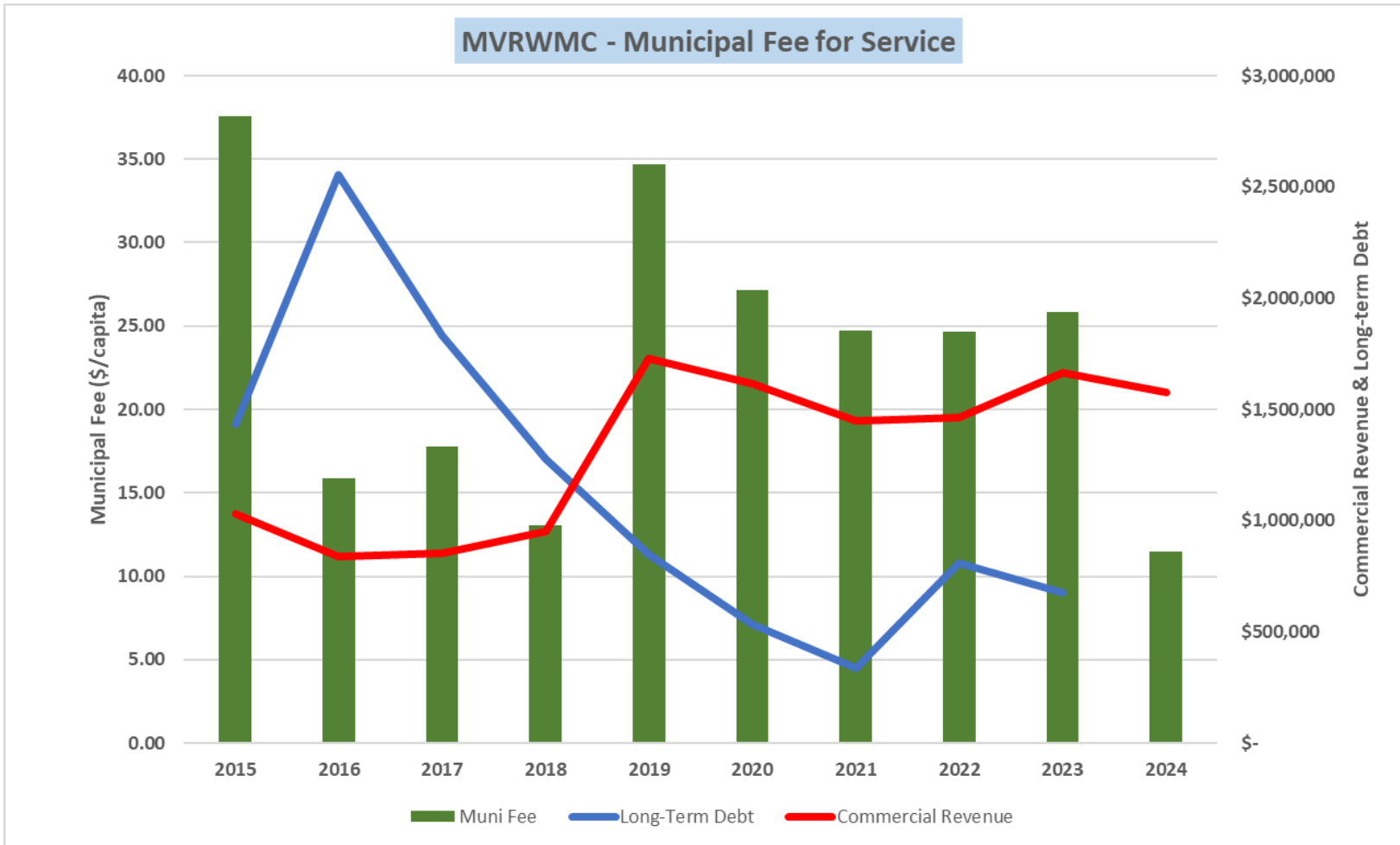
- **Accumulated surplus (“Net-worth”) has increased by \$2.74 mm (180%) since 2017**
- **Total debt decreased by \$1.9 mm (74% decrease) since its peak in 2016**
- **Cumulative capital investments of \$6.9 mm into:**
  - Cell 6 construction(2016)
  - New loader (2019)
  - Cell 7 construction(2021)
  - New packer (2021)
  - New Shredder in (2022)
- **CAPEX primarily funded through unrestricted/dedicated reserves with minimal use of debt.**

# MVRWMC – Operations and Financial Update 2024



- The Commission has re-established financial stability.
- Total reserves have increased 2400% or \$2.86 mm since 2016.
- Ability to fund future capital requirements from reserves.
- Low-debt levels support use of leverage for future cell construction to complete current airspace design.

# MVRWMC – Operations and Financial Update 2024



- The reduction in fees for 2024 reflects the reduced costs of operating the recycling centres
  - Re-instatement of the recycling segment through EPR contracts is not expected to increase municipal fees
  - Administration’s goal is to maintain market share of commercial tonnage
  - Strive to reduce municipal fees without compromising financial sustainability



# MVRWMC – Operations and Financial Update 2024

	2023 Actual	2024 BUDGET	2025 BUDGET	2026 BUDGET
<b>Revenue</b>				
Administration	\$ 45,482	\$ 20,250	\$ 20,858	\$ 21,483
Transfer Sites	\$ 206,230	\$ 205,850	\$ 212,026	\$ 218,386
Recycling	\$ 123,034	\$ 89,803	\$ 92,497	\$ 95,272
Landfill	\$ 2,400,964	\$ 2,290,586	\$ 2,358,820	\$ 2,429,101
<b>Total Revenue</b>	<b>\$ 2,775,710</b>	<b>\$ 2,606,489</b>	<b>\$ 2,684,201</b>	<b>\$ 2,764,243</b>
<b>Expenses</b>				
Administration (100% Allocated)	\$ 429,299	\$ 480,733	\$ 495,165	\$ 509,827
Transfer Sites	\$ 405,320	\$ 430,052	\$ 441,465	\$ 455,781
Recycling	\$ 450,526	\$ 157,777	\$ 162,171	\$ 166,689
Landfill	\$ 2,073,308	\$ 2,448,405	\$ 2,495,439	\$ 2,525,100
<b>Total Expenses</b>	<b>\$ 2,929,154</b>	<b>\$ 3,036,233</b>	<b>\$ 3,099,076</b>	<b>\$ 3,147,569</b>
<b>Net Surplus (deficit)</b>	<b>\$ (153,444)</b>	<b>\$ (429,744)</b>	<b>\$ (414,875)</b>	<b>\$ (383,327)</b>
<b>Municipal Fee for Service</b>				
Transfer Sites	\$ 240,078	\$ 230,345	\$ 230,345	\$ 230,345
Recycling	\$ 498,965	\$ 69,668	\$ 69,668	\$ 69,668
Landfill	\$ 117,701	\$ 103,997	\$ 103,997	\$ 103,997
Total Requisition	<b>\$ 856,744</b>	<b>\$ 404,010</b>	<b>\$ 404,010</b>	<b>\$ 404,010</b>
<b>Net Surplus (deficit) before Capital</b>	<b>\$ 703,300</b>	<b>\$ (25,734)</b>	<b>\$ (10,865)</b>	<b>\$ 20,683</b>
<b>All-in Municipal Fee for Service</b>	<b>\$ 24.29</b>	<b>\$ 11.46</b>	<b>\$ 11.46</b>	<b>\$ 11.46</b>

- Annual operating costs of \$3.04 mm dollars
- 86% funded by revenue from operations
  - 67% Commercial
  - 16% Municipal
  - 17% Other
- 14% funded by municipal fee for service
  - \$11.46 per capita, down 47% compared to 2023
- Capital depreciation fully funded through rate model

## MVRWMC – Landfill Design and Airspace Consumption



- Total Design Airspace is 1,300,000 m<sup>3</sup>
- Remaining Airspace as at December 31, 2023 is 654,146 m<sup>3</sup>
- Green area represents the final Cell 8 (VIII)
  - Projected to be built in 3-5 years at a cost of \$4-5 mm
- Life expectancy is a function of many operating factors including:
  - Annual tonnage processed
  - Compaction ratio

- **The Commission has made significant investments to improve the operating efficiency**
  - 1. New Tana Packer purchased in 2021**
    - Replaced smaller Bomag unit that was not properly sized for MVW operations
  - 2. New Tana Shredder acquired in 2022**
    - Used to shred mattresses, furniture, wood waste and other high volume-low density products
  - 3. Implementation of Carlson GPS Software**
    - Optimizes compaction performance in real-time
    - Provides operators with real-time cut/fill feedback while shaping final airspace surfaces

## MVRWMC – Landfill Design and Airspace Consumption

- **Tana Model E380 Landfill Packer**
  - Packers are used to optimize the amount of weight that can be placed in a m3 of airspace



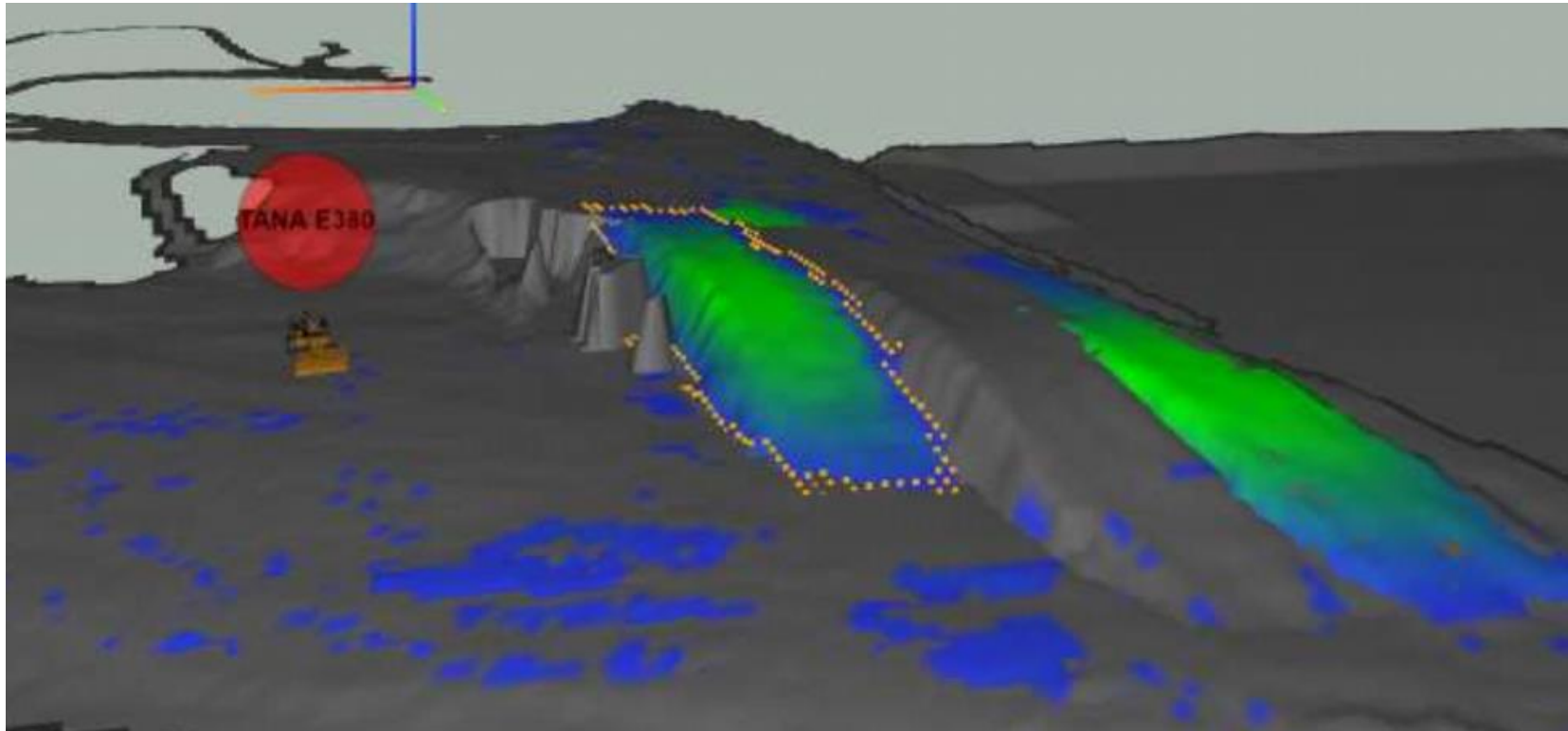
- **Tana Model T440DT Shredder**

- This unit is used to reduce the volume of non-compactable waste (i.e. mattresses and furniture)
- Metal recovered from furniture is sold
- Also used to shred waste wood that is reused for cover material

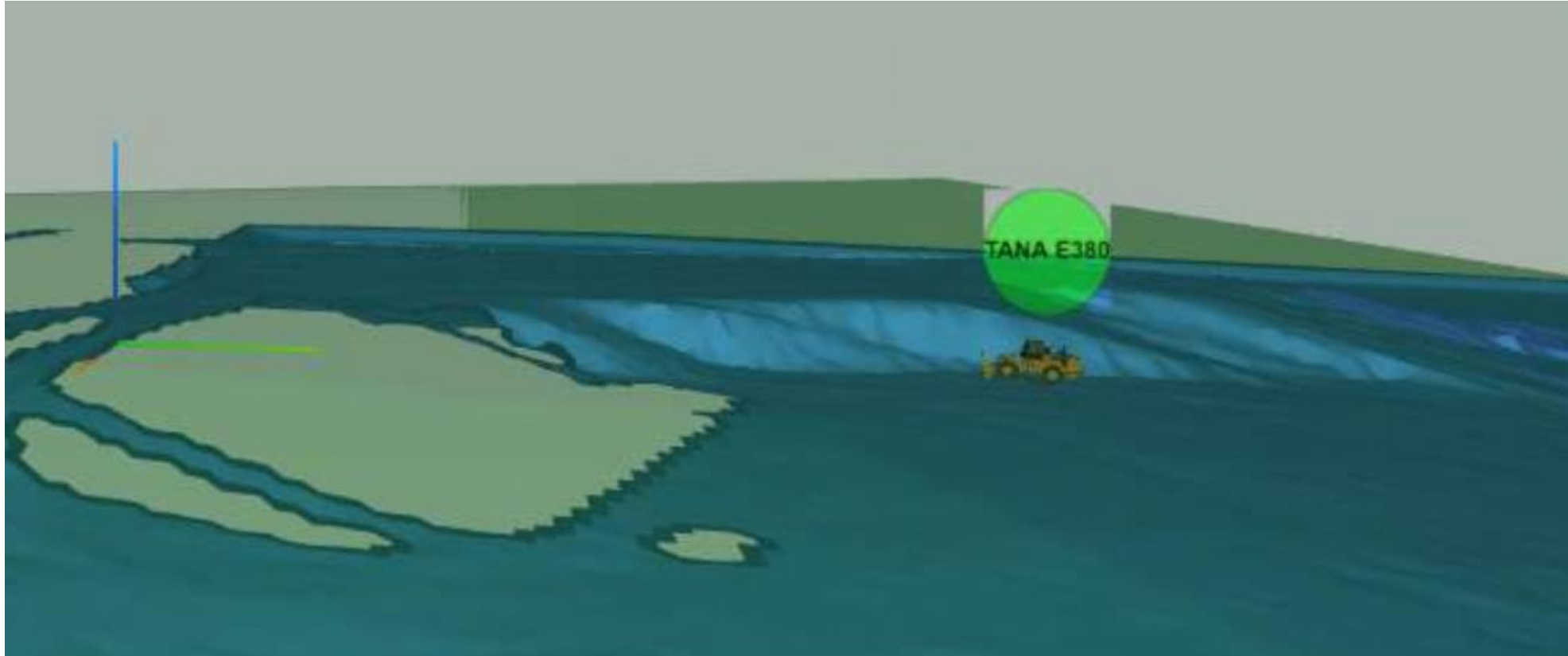


- **Carlson Landfill GPS Software**

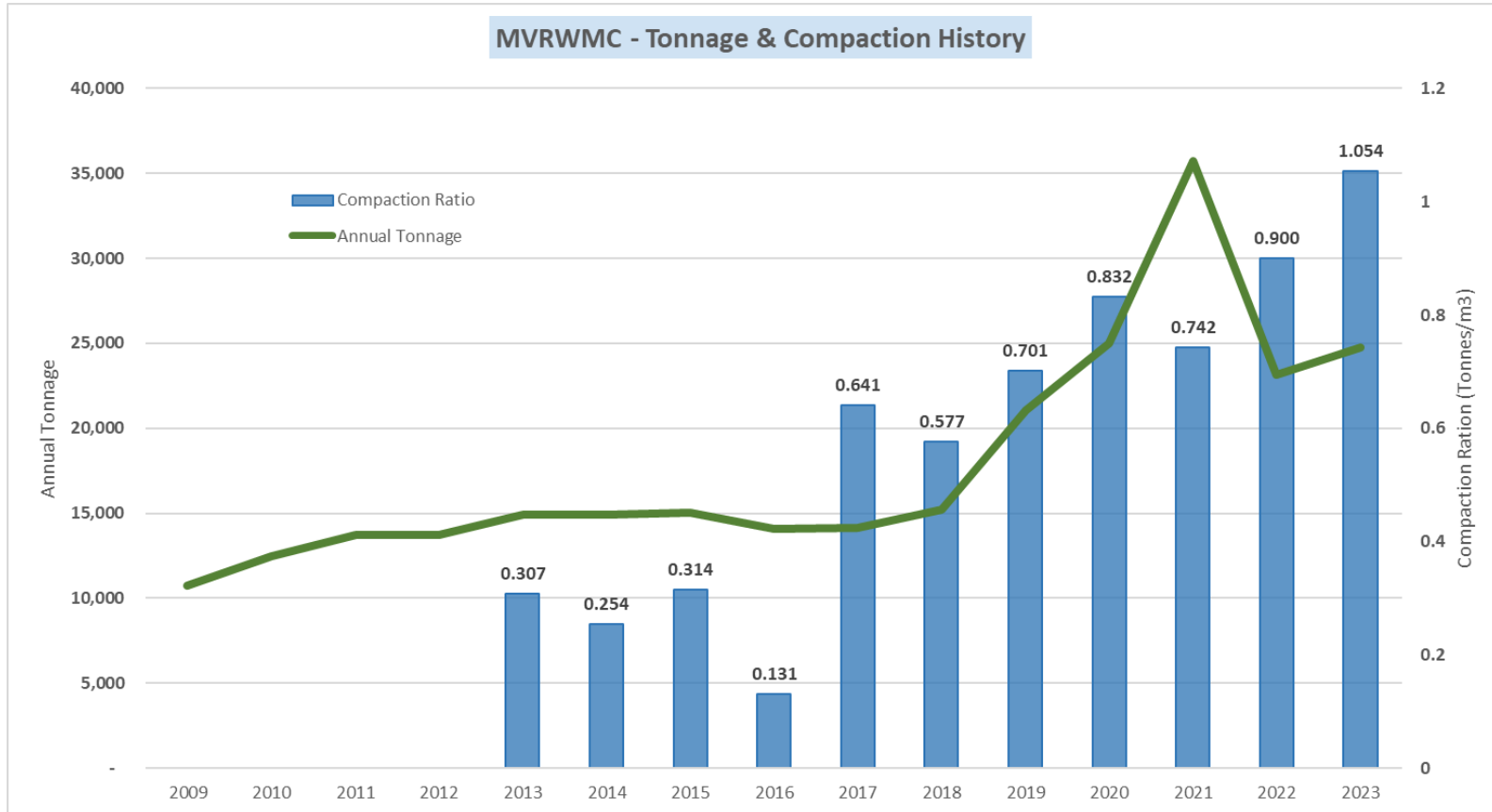
- Provides operators with real-time feedback on compaction results
- Used to optimize cell utilization by building to final grade with great precision
- Calculates compaction rates on a daily/monthly basis to monitor results on the fly



- **Carlson Landfill GPS Software**
  - Provides 3D visualization of current work surfaces to final airspace grades
  - Improves long-term planning of optimizing airspace utilization

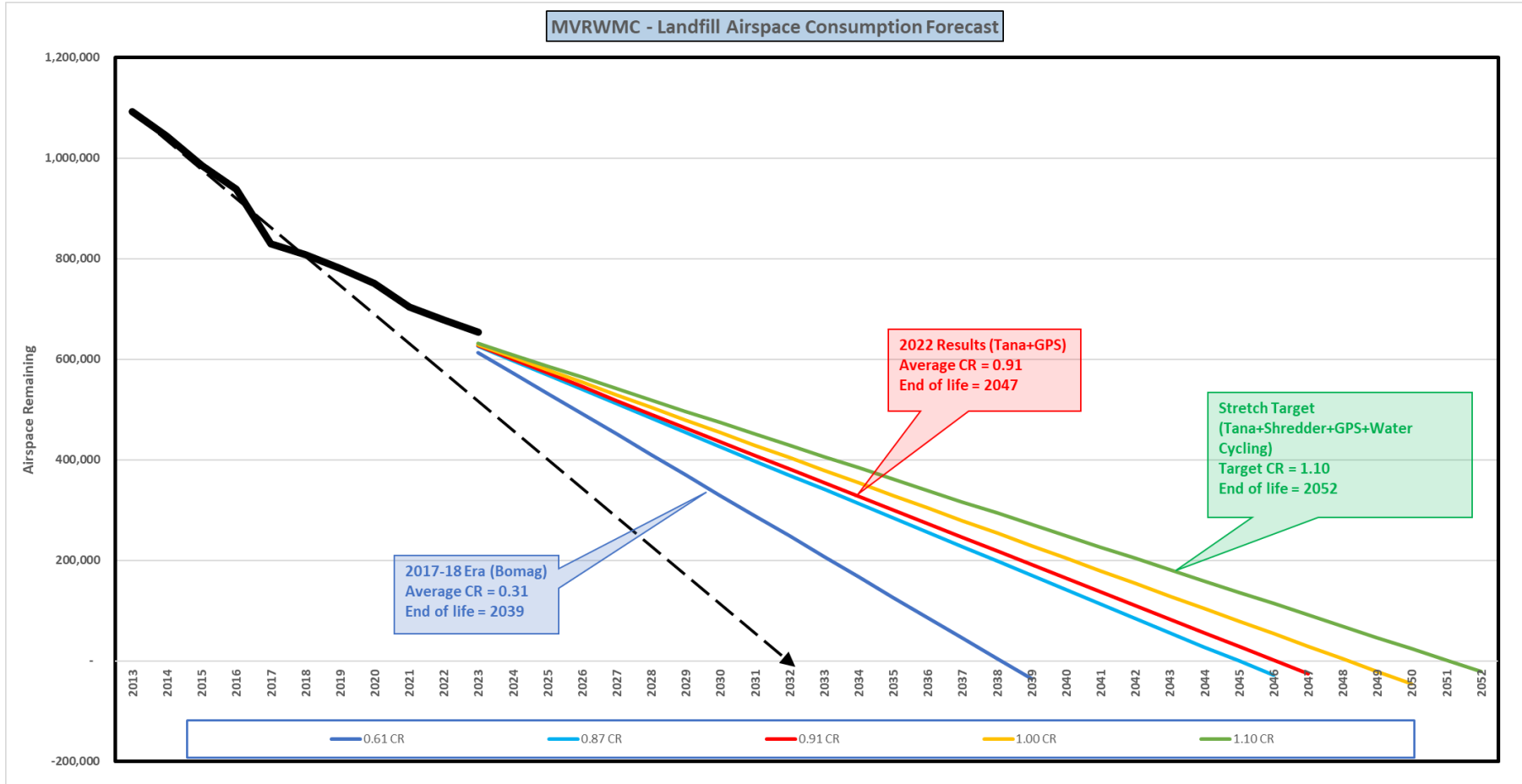


## MVRWMC – Landfill Design and Airspace Consumption



- **Were the investments worth it?**
  - Higher compaction ratios offset airspace consumption from higher tonnage
  - Closely monitoring compaction ratios is critical in optimizing landfill expected life
  - Significant improvement in cost efficiency as more tonnage can be processed at the same cost

# MVRWMC – Landfill Design and Airspace Consumption



- Current airspace end-of-life is now 2048 – 2052 range
- Investment in technology and improved operations planning has increased landfill life by more than 12 years.

## MVRWMC – Long-term Service Capacity



- The Commission lands have room for additional landfill cells when/if needed
- The Yellow area would be the next generation location
- The Red area is a former landfill cell that would need to be “mined” before rebuilding an engineered cell
- Full build-out provides more than 100 years of capacity
- New technologies such as Waste-to-Energy plants may also off long-term solid waste management for the County region.

- **Historically the Commission has accepted a variety of materials for recycling/re-use**
  1. **“Blue-box” recyclables**
    - Eight regional recycling centres were operated until August 2022 when operations were suspended
    - Services may be re-started pending funding from the Provincial roll-out of the Extended Producer Responsibility Program (EPR)
    - April 2025 targeted roll-out for depots in Water Valley, Sundre and Didsbury
  2. **Construction Waste/Recycling**
    - Process cement, asphalt on-site for use in road building at landfill
    - Shingle recycling was discontinued in 2021 due to lack of market for processed materials
    - Metal is recycled and currently generates a small revenue stream based on strong metal prices
  3. **Household Hazardous Waste**
    - Collection of chemicals, paints, anti-freeze, used oil etc.
    - This program will continue regardless of EPR outcome

### Consumer product recycling.....what happens compared to what we think happens

- MVRWMC discontinued collection of “recyclables” including cardboard, paper, tin, glass and other household products in August 2022.
  - Contamination and lack of products for collected materials often ends up being disposed of in landfills.
  - The Commission contracts recycling to private operators who truck materials to processing centres or external landfills depending on market factors.
  - In 2021, roughly 85% of the recycle materials collected in MVRWMC were landfilled in Didsbury at a net cost of over \$1950 per tonne.
- Municipal Blue-box programs may be more effective, however rural collection systems are very marginal due to the high transportation costs.

### Consumer product recycling.....what happens compared to what we think happens

- Waste Management firms take custody of recyclables FOB (Free-on-board) the collection site
- After the material is tipped into the truck, the contractor takes the material to the lowest cost/highest revenue location.
  - Contamination is very common, and often renders the load uneconomic to process
  - Lack of viable markets for recycled materials means many products have little or no value even after sorting and processing
  - The contractor decides what is processed and what is landfilled based on maximizing THEIR ECONOMIC RETURN

## MVRWMC – Recycling and EPR Roll-out



- **MVRWMC regularly receives mixed loads such as this load of cardboard mixed with waste.**
  - **Cardboard is a highly volatile commodity, and many loads per week are delivered to the landfill**
  - **If landfilling costs less than recycling, haulers will simply dispose of the materials for the lowest cost**
  - **Most consumer plastics have no value, resulting in less than 10% of plastics recycled per year**

## MVRWMC – Recycling and EPR Roll-out

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- **Alberta introduced the Extended Producer Responsibility Program in 2023 to match similar programs throughout Canada.**
- **Producers of consumer products contribute to the costs of recycling common household products**
- **ARMA has contracted an Ontario Company called Circular Materials (“CM”) to manage the EPR program**
  1. **Municipalities can assign recycling collection and processing to CM**
  2. **Cost will be determined by CM, and municipalities contract directly with CM for services covered by the program.**
  3. **MVRWMC has applied for CM operated recycling “depots” to be located at the Water Valley and Sundre transfer stations, and the Didsbury landfill site.**
  4. **Pending approval of contracts with CM, recycling depots are expected to be operational by April 1, 2025**
  5. **MVRWMC may become a “processor” offering landfill services at premium rates to dispose of unmarketable recyclables.**

## Audit Overview

- **MVRWMC is a Regional Services Commission subject to the same financial audit and disclosure requirements of a municipality**
- **Annual financial statements are audited by Metrix Group LLP, and approved by the Board**
- **The audit findings report did not identify any issues with the financial statements, internal controls, or unusual accounting estimates**
- **The 2023 Audit Summary prepared by Metrix Group LLP, and audited financial statements are provided for review**

Any Questions....

