

# **MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION**



**REGULAR MEETING OF  
September 26<sup>th</sup> , 2022**

Mountain View County Council Chambers

9:00 am Start Time

## **A G E N D A**

### **Annual General Meeting & Regular Meeting**

**9:00 am – Monday, September 26<sup>th</sup>, 2022**

**Mountain View County Council Chambers**

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#### **1.0 Call to Order - Chair**

#### **2.0 Agenda**

- Additions or deletions of the agenda
- Adoption of Agenda

#### **3.0 Minutes**

- Confirmation of July 25<sup>th</sup>, 2022 Regular Meeting Minutes (Attached)

#### **4.0 Delegation**

- Presentation from Varme Energy
- Waste-to-Energy Opportunity

#### **5.0 Business**

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

- Resolution# 24-22: 2021 reserve transfers
- Resolution# 25-22: Didsbury Heavy Truck Bylaw
- Resolution# 26-22: Membership and Waste Services agreements

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

- Landfill operations report to August 31<sup>st</sup>, 2022

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

- Financial performance to August 31<sup>st</sup>, 2022

##### **5.4 FINAL 2023 Budget**

- Overview of 2023 budget
- Review revenue forecasts and alternative fee structures
- Operating expense changes
- Capital program and reserves
- 2023 Fee Schedules

**6.0 Reports**

6.1 CAO Report

**7.0 Confidential Items**

7.1 Management and Staff Update

7.2 CAO Contract Renewal (Tentative)

**8.0 Next Meetings, Events**

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

- November 28<sup>th</sup>, 2022 – Organizational Meeting
- November 28<sup>th</sup>, 2022 – Regular Meeting

**9.0 Adjournment**



**Mountain View Regional Waste Management Commission**

**Regular Meeting  
Mountain View County Office  
9:00 a.m.  
July 25, 2022**

**MINUTES**

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<b>In Attendance</b>	<b>Greg Harris Bill Windsor James Cummings Richard Warnock Shannon Wilcox Terry Thompson</b>	<b>Chair, Mountain View County Vice-Chair, Town of Didsbury Town of Olds Town of Sundre Town of Carstairs Village of Cremona</b>
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<b>Staff</b>	<b>Michael Wuetherick Ryan Verbonac Lindsay Miller</b>	<b>CAO Operations Manager Office Manager</b>
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<b>Regrets</b>	<b>Ben Antifaiff</b>	<b>CFO</b>
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**1. CALL TO ORDER** Chair Greg Harris 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 #19-22**  
Moved by Richard Warnock  
THAT the agenda for the July 25, 2022 Regular Meeting be adopted as present.

CARRIED unanimous

**3. ADOPTION OF MINUTES**

**3.1 Minutes of May 2, 2022 Regular Meeting** **Resolution #20-22**  
Moved by Bill Windsor  
THAT the MVRWMC Board approve the minutes of the May 2, 2022 Regular Meeting as presented.

CARRIED unanimous

**4. BUSINESS**

**4.1 Business  
Arising from  
Prior Meetings**

**Resolution #21-22**

Moved by Shannon Wilcox  
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 #22-22**

Moved by James Cummings  
THAT the MVRWMC Board accept as information  
Administration's landfill operations report of tonnage received at  
the landfill up to June 30, 2022.

CARRIED unanimous

**4.3 Statement  
Of Financial  
Results**

**Resolution #23-22**

Moved by Richard Warnock  
THAT the MVRWMC Board accept as information the financial  
report (Unaudited) for the Commission as at June 30, 2022.

CARRIED unanimous

**4.4 2021 Reserve  
Transfers**

**Resolution #24-22**

Moved by Bill Windsor  
THAT the MVRWMC Board accept Administration's  
recommendation to recognize the following reserve transfers as  
presented:  
1. Capital Reserve allocation of \$250,168.00 for fiscal 2021 as  
budgeted in the 2021 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 \$25,000.00 to the Closure-Post Closure Reserve  
Fund to be added to the current CPC Reserve Fund.

CARRIED unanimous

**4.5 Town of Didsbury  
- Heavy Vehicle Truck  
Route Bylaw 2022-11**

**Resolution #25-22**

Moved by James Cummings  
THAT the MVRWMC Board direct the Commission's Chair to  
prepare and send a letter to the Town of Didsbury's Mayor and  
Council outlining the objections and concerns to the proposed  
Heavy Vehicle Truck Route Bylaw 2022-11.

CARRIED unanimous

Break at 10:17 a.m. to 10:16 a.m.

**4.6 Preliminary  
2023 Budget**

**Resolution #26-22**

Moved by Bill Windsor  
THAT the MVRWMC Board direct Administration to initiate conversation with the Member Municipalities to review the Membership Agreement and to explore options for the recycling centres.

CARRIED unanimous

**Resolution #27-22**

Moved by Bill Windsor  
THAT the MVRWMC Board adopt the 2023 operating and capital budget as information.

CARRIED unanimous

**5. REPORTS**

**5.1 CAO  
Report**

**Resolution #28-22**

Moved by Richard Warnock  
THAT the MVRWMC Board accept as information the CAO report for the period from April 26, 2022 through July 25, 2022.

CARRIED unanimous

**6. CONFIDENTIAL ITEMS**

**Resolution #29-22**

Shannon Wilcox made a motion to go in-camera at 12:10 p.m.

CARRIED unanimous

**Resolution #30-22**

Richard Warnock made a motion to come out of camera at 12:16 p.m.

CARRIED unanimous

**Resolution #31-22**

Moved by James Cummings  
THAT the MVRWMC Board direct Administration to proceed with the labour issue as discussed in-camera.

CARRIED unanimous

**7. NEXT MEETINGS, EVENTS**

**7.1 September 26, 2022 Regular Meeting – 9:00 a.m. Mountain View County Office**

**7.2 November 28, 2022 Organizational Meeting – 9:00 a.m. Mountain View County Office**

**7.3 November 28, 2022 Regular Meeting – Following Organizational Meeting,  
Mountain View County Office**

**8. ADJOURNMENT**

Greg Harris adjourned the Regular Meeting of July 25, 2022 at  
12:20 p.m.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
CAO

DRAFT



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** September 26<sup>th</sup>, 2022

**Reference:** 100/2022.05

**TITLE:** 4.1 – Delegate Presentation from Varme Energy

**RECOMMENDATION:**

**THAT the MVRWMC Board accept as information the presentation from Varme Energy regarding potential Waste to Energy and Carbon Capture & Storage Facility**

Background:

Administration attended a public open-house in Innisfail, Alberta on August 25<sup>th</sup>, 2022 with Varme Energy to learn of the company's proposed waste to energy processing facility. Varme has entered into a Letter of Intent with Innisfail as a potential site for the facility, and the Town pledging its future MSW stream in support of the proposed plant.

The company has been invited to the MVRWMC meeting today to introduce their company to the Commission, and provide some information on their plans, timelines, and project timing. Today's presentation will provide member communities with an opportunity to hear of Varme's plans and ask questions about MVRWMC considering a business arrangement as either a customer, joint-venture partner or other business arrangement that would be beneficial to both parties.

Attachments:

1. Varme Energy – MVRWMC Presentation September 26<sup>th</sup>, 2022

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





# Mountain View Waste Commission

September 26, 2022

## Presentation Agenda

1. Norwegian Partner Introductions
2. Varne Energy Overview
3. Our Environmental Impact
4. Aitos Gasification Technology
5. Partnership Opportunity
6. Q & A





## Andreas Karlsen



Green  
Transition  
Holding



Andreas has over 10 years of experience in the oil and gas industry where he mainly focused on rig new builds and upgrades as well as offshore wind projects.

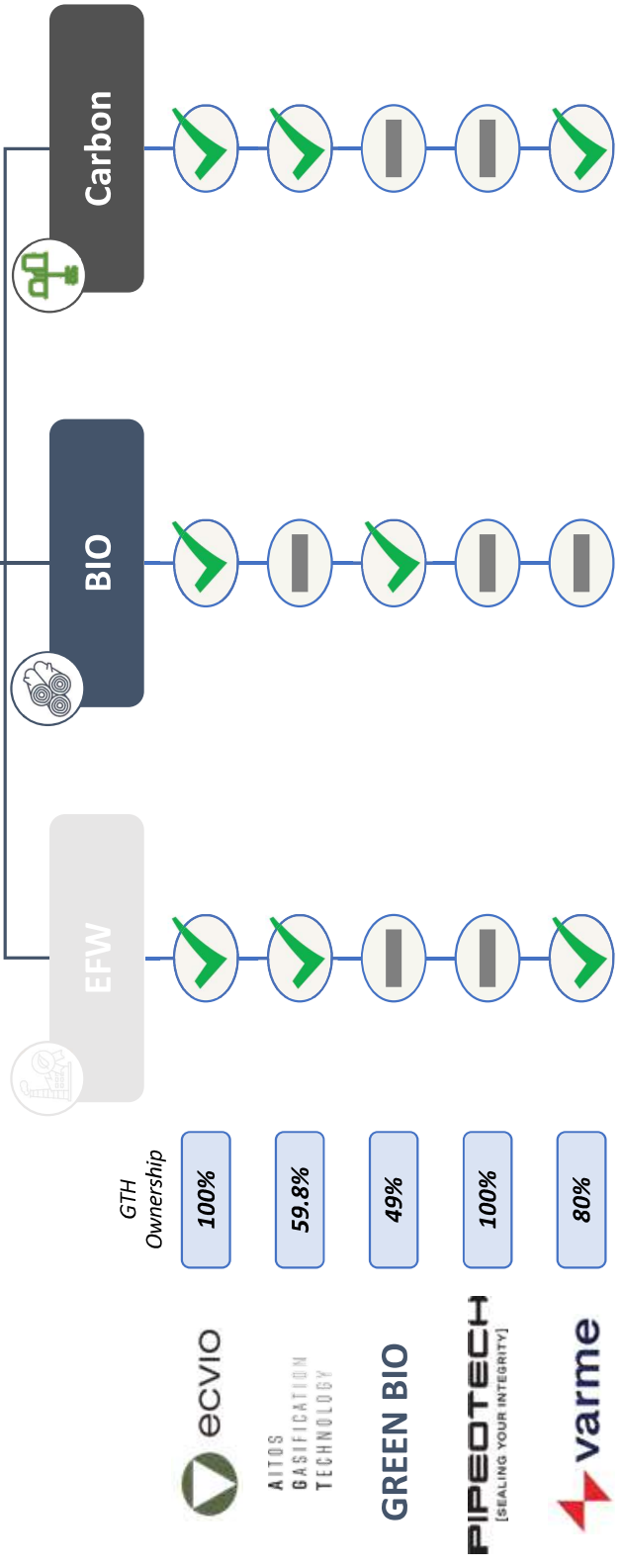
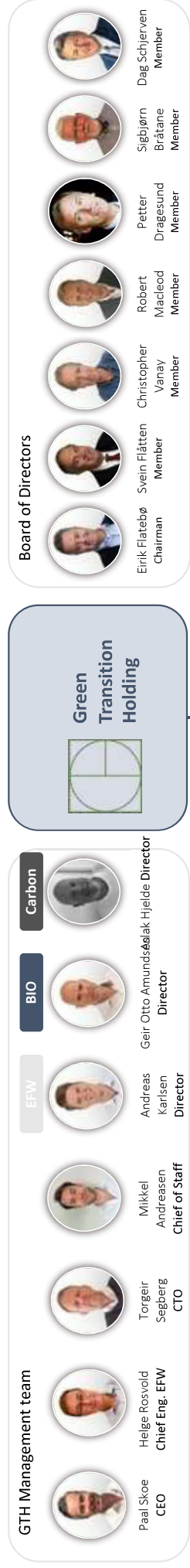
He held various positions within engineering, new product development and sales.

He has also held a central role in commercialization and development of low carbon solutions towards the oil and gas industry and project execution.

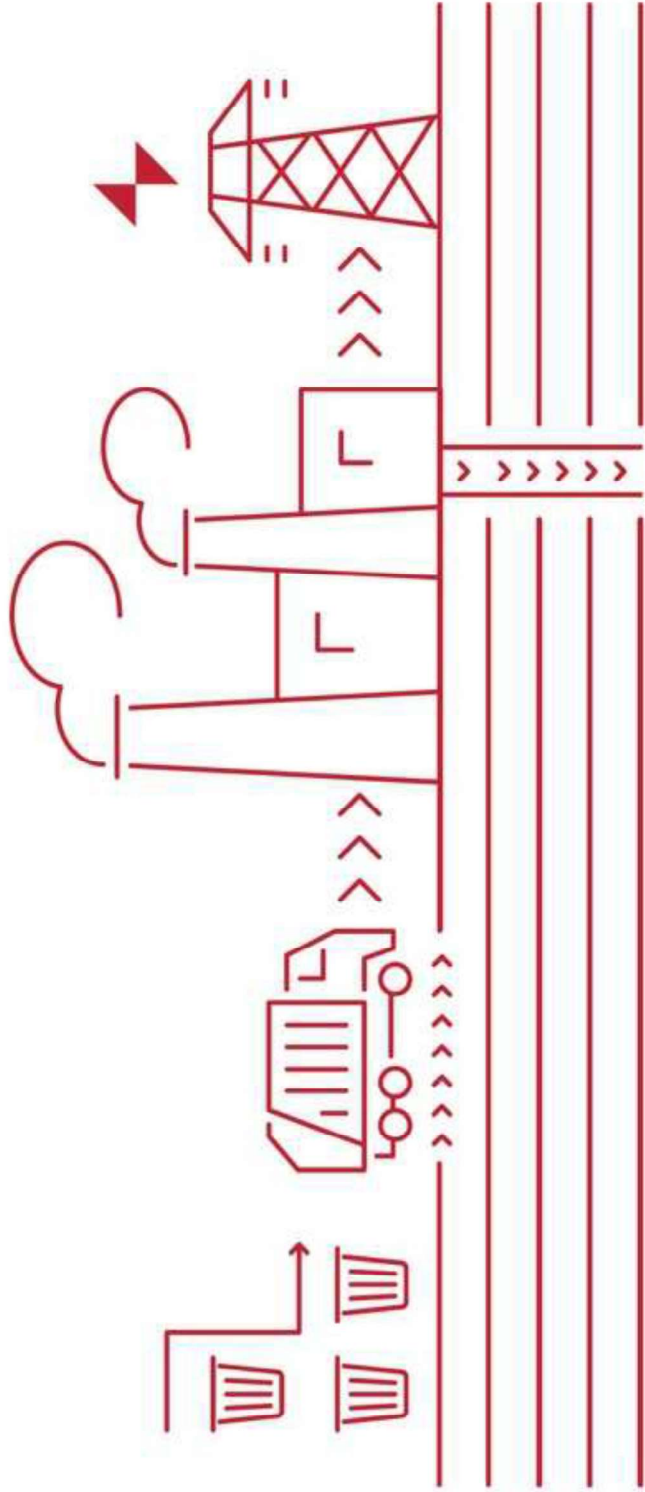
Andreas also serves as the Chairman for Varme Energy

**Global Director of Energy from Waste**

# GTH is structured in three main business divisions supported by portfolio companies



# Varme Energy Overview



# Executive Summary: Developing Waste to Energy Facilities with Integrated Carbon Capture & Storage

1

*97% of our waste is currently going to landfills in Canada  
– where it remains a permanent feature on our land*



2

*Processing our garbage through a waste to energy facility  
eliminates all methane emissions, and reduces overall  
GHG emissions associated with our waste by >95%*



*Landfill waste accounts for ~23% of Canada's methane emissions*

3

*The commercial window for waste to energy + CCS has  
arrived in Canada. Market fundamentals of  
investment tax credits, strong carbon pricing, and CCS  
availability have all materially shifted since 2020*



# Varme Energy at a glance

Canada's first waste to energy (WtE) specialists



**Varme develops, owns and operates facilities for waste to energy, carbon capture & storage (CCS) & district energy**



Highly Capable and Experienced Management  
Team **headquartered in Edmonton, Alberta**



**Commercial negotiations underway on 3 projects - 2 in Edmonton/Heartland Area and 1 in Innisfail (Signed LOI)**



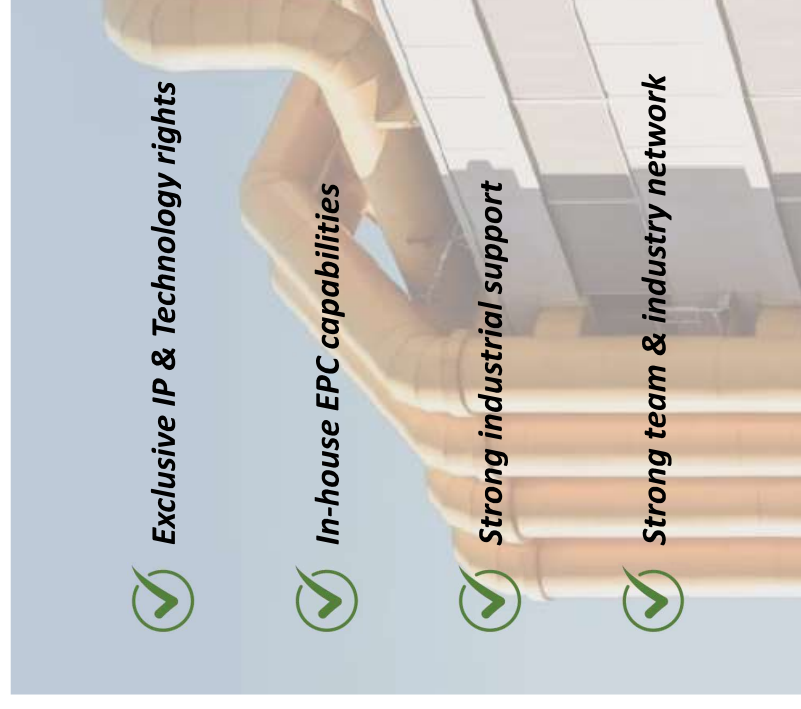
**Negotiating waste tipping fee agreements from a variety of sources ~300k tonnes qualified leads in pipeline**



**Shortlisted for \$25M subsidy** through Canadian Government's Low Carbon Economy Challenge



**Multiple partnerships across supply chain including CO2 offtakes, engineering, procurement & construction**



**Exclusive IP & Technology rights**



**In-house EPC capabilities**



**Strong industrial support**



**Strong team & industry network**



# Execution team with deep industry knowledge

## Varme Management Team



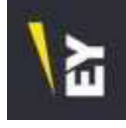
Sean Collins  
CEO



Rory Wheat  
Development Manager



Mikael Blom  
CFO



Samir Hamid  
Waste Consultant



## Contractor Team



Andreas Karlsen  
Chairman

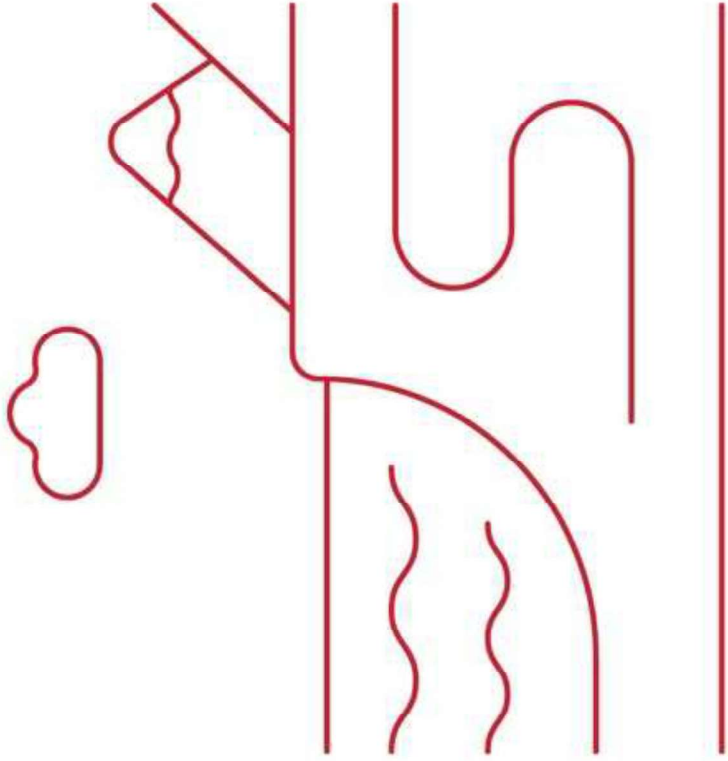
~60 employees in the GTH Group



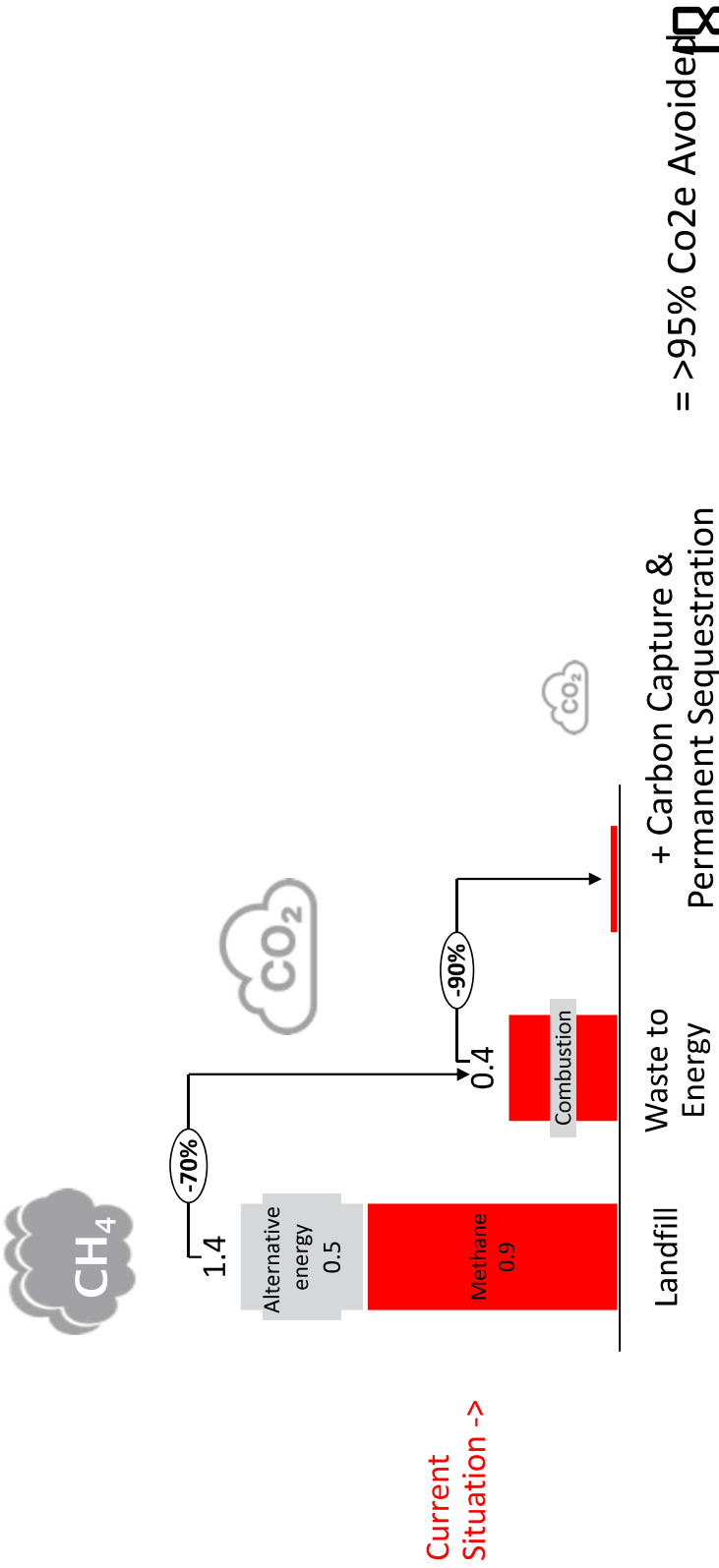
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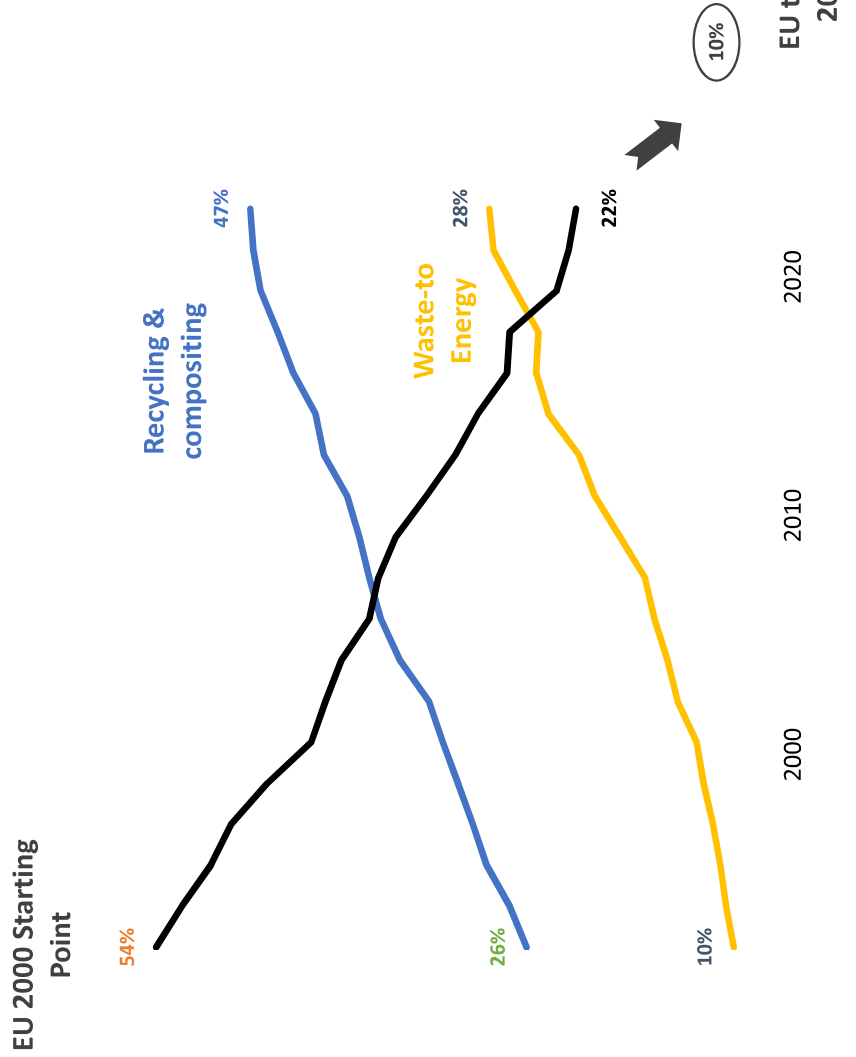
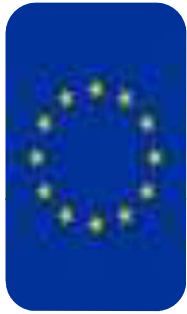
# Our Environmental Impact



# Co2e per 1 Tonne of Landfill Garbage



# Eliminating Landfills Creates Many Complementary Industries

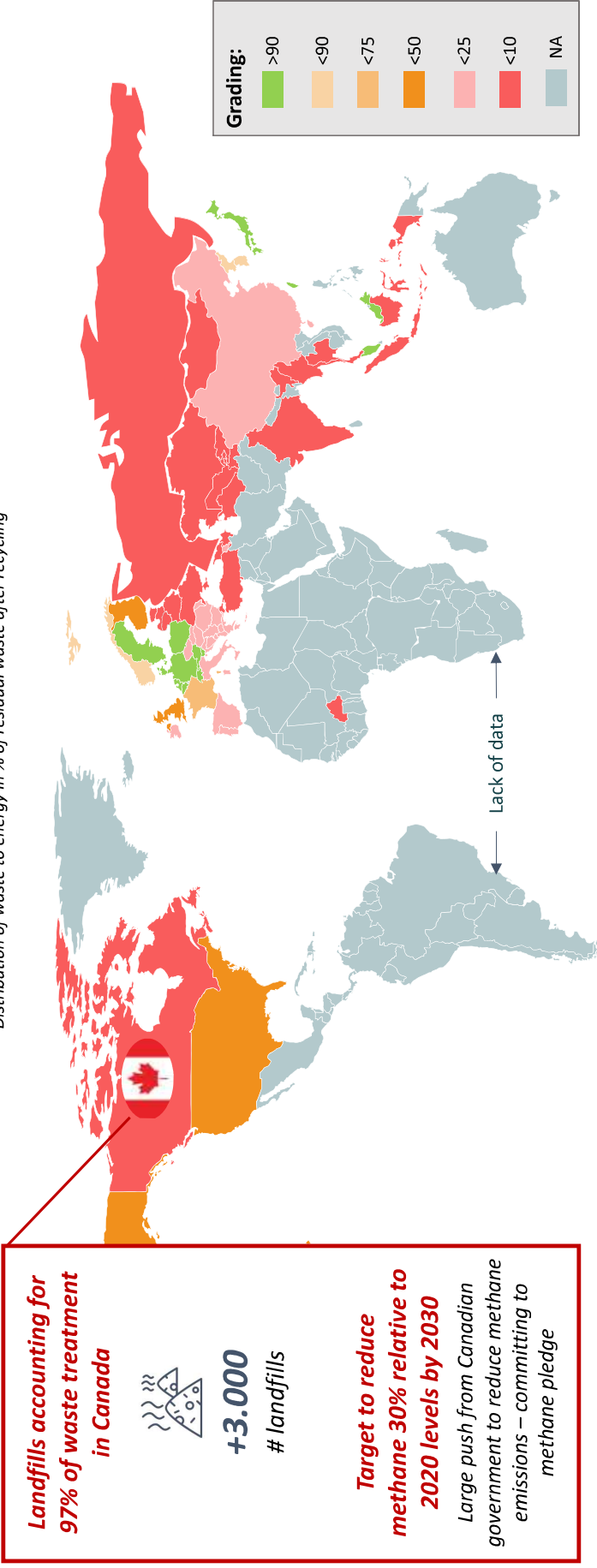


Source: Eurostat, CEWEP, World Bank

# Canada far behind comparable countries in the development of waste to energy for treatment of waste

## Waste to Energy as a share of residual waste

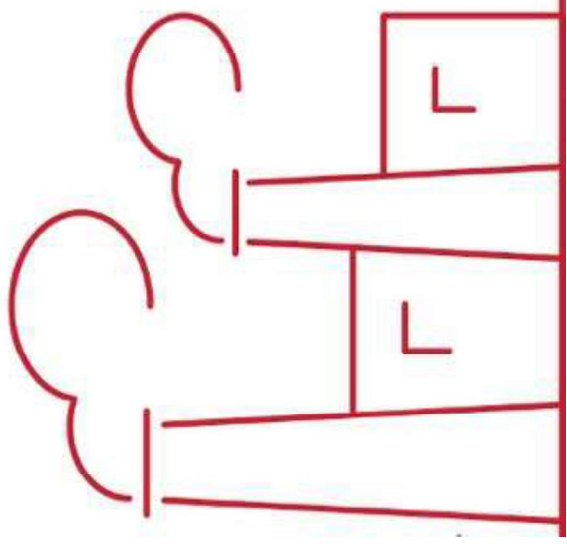
Distribution of waste to energy in % of residual waste after recycling



Significant potential from taking position within EFW given regulatory push for reduction in landfills

Source: IEA, ECC

# Aitos Gasification Technology



# Gasification 101



Forus Facility  
in Stavanger, Norway

**AITOS**  
**GASIFICATION**  
**TECHNOLOGY**

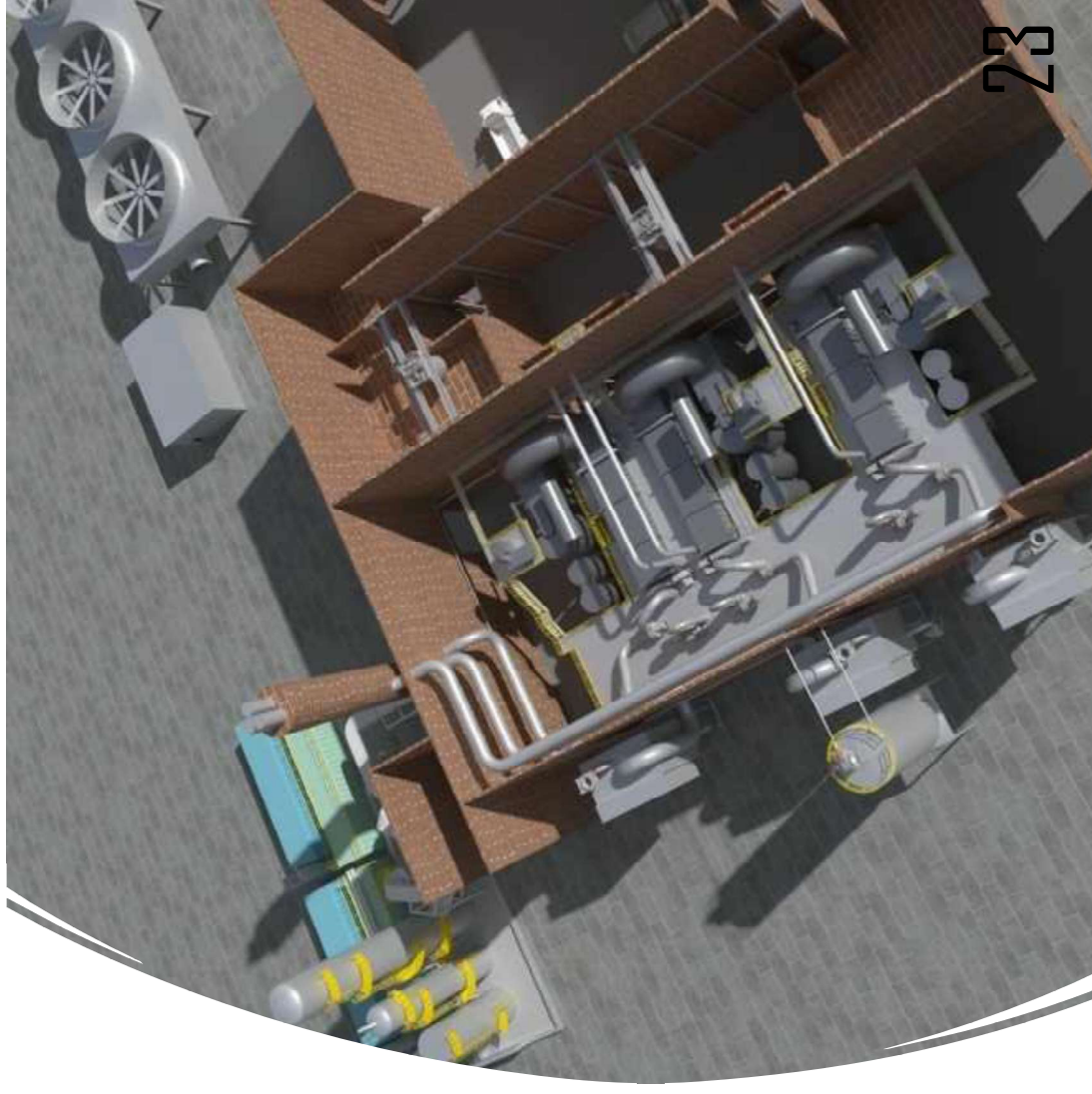


Partial oxidation, where a gasifying medium (steam, air, oxygen or other) interacts with waste at high temperature (550–1800 °C), in which solid material is gasified

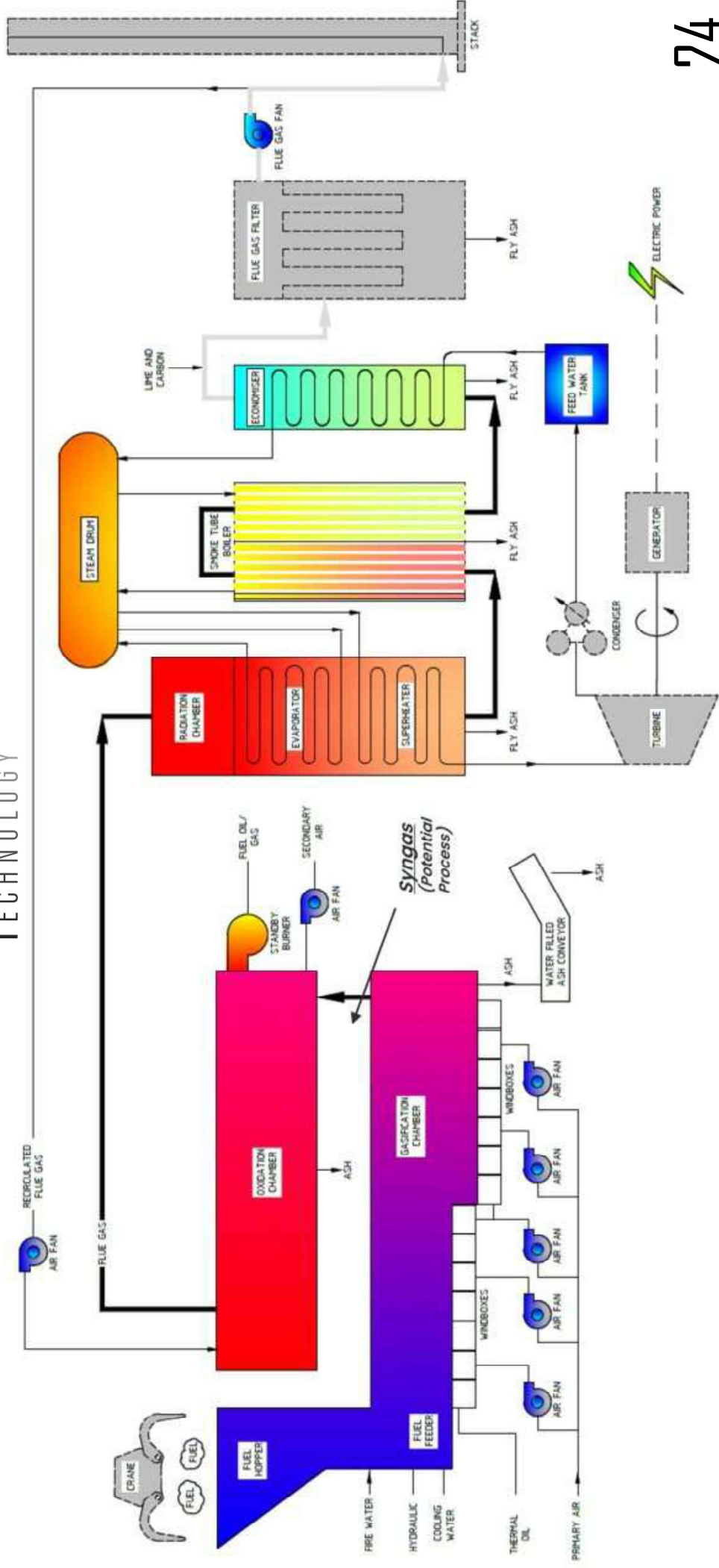
**Output: Syngas, steam (heat/electricity)**  
**Residue: Bottom ash, slag**

# AITOS GASIFICATION TECHNOLOGY

- Patented, proven, strong operational history and low CAPEX. Operating in 6 facilities in Europe.
- Next generation Advanced Thermal Technology (ATT) a.k.a two stage combustion technology
- Flexibility to daily variations in calorific value of waste. “Adaptive cruise control” that maintains stable steam production by varying 17 inputs
- Inherently low NO<sub>x</sub> and SO<sub>x</sub> due to high burn temperature-- surpasses all EU emissions regulations
- Modular and scalable in 50,000 tonne/year/oven increments







# AITOS GASIFICATION TECHNOLOGY



# GTH'S TECHNOLOGY DELIVERING LOW EMISSION LEVELS, SCORING WAY BELOW EU LIMITS ON ALL FRACTIONS

## GTH Plant emissions versus EU limit

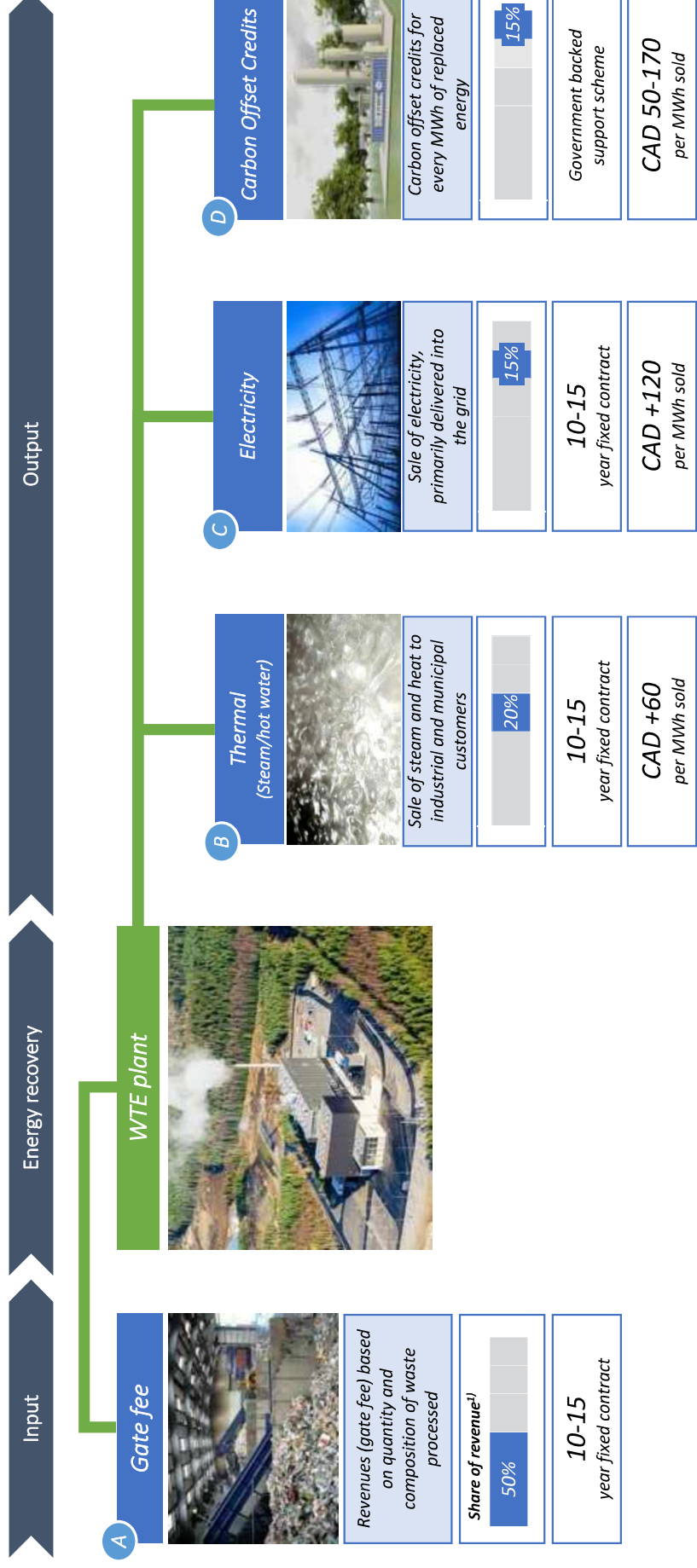


Fraction	Unit	EU Limit	Forus	Sarpsborg	Hurum
Dust	mg/Nm <sup>3</sup>	10	0,2	< 0,013	2,98
Hg	mg/Nm <sup>3</sup>	0,03	0,00036	0,0001	0,0006
Cd + Tl	mg/Nm <sup>3</sup>	0,05	0,00007	< 0,001	0,0013
Heavy metal	mg/Nm <sup>3</sup>	0,5	0,0049	< 0,028	0,071
CO	mg/Nm <sup>3</sup>	50/100	2,9	< 1	< 2
HF	mg/Nm <sup>3</sup>	1	< 0,061	0,0097	0,029
HCl	mg/Nm <sup>3</sup>	10	9	2,66	5,76
TOC	mg/Nm <sup>3</sup>	10	< 0,2	< 1	< 1
NO <sub>2</sub>	mg/Nm <sup>3</sup>	200 / 400	62	96	123
NH <sub>3</sub>	mg/Nm <sup>3</sup>	10	2,59	0,429	1
SO <sub>2</sub>	mg/Nm <sup>3</sup>	50	34,7	24,2	6,44
Dioxine	ng/Nm <sup>3</sup>	< 0,1	< 0,001	0,00029	0,00064
					

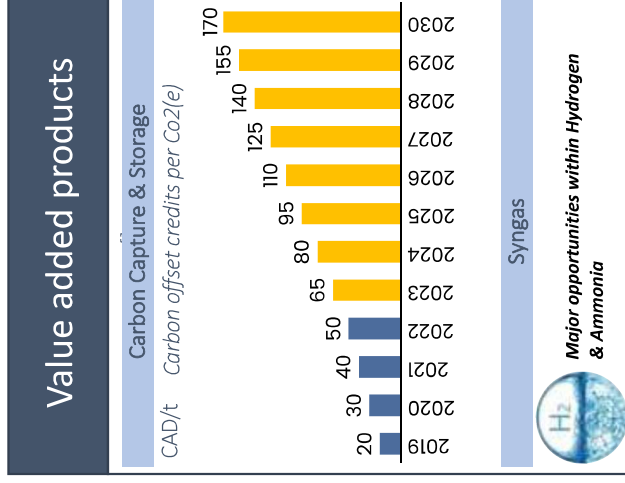
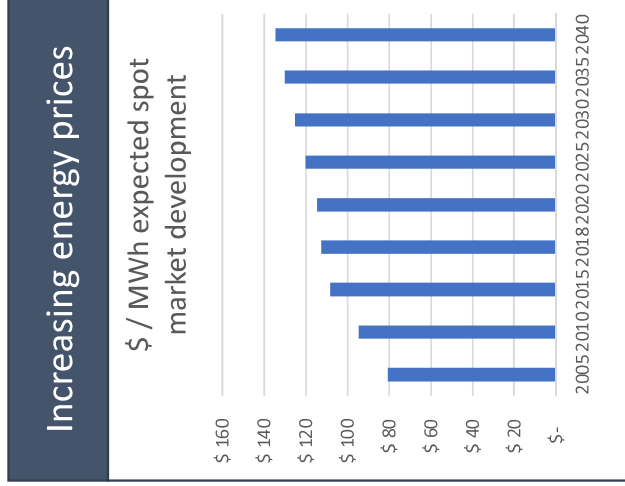
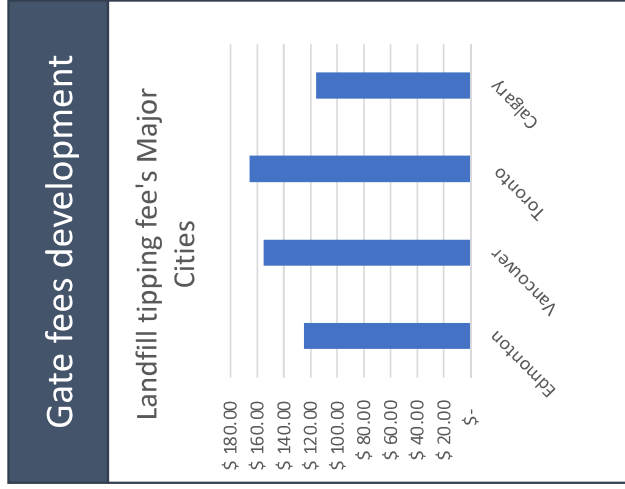
AITOS  
GASIFICATION  
TECHNOLOGY



# Project Economics



# Highly supportive market drivers in Canada



- ### Regulatory push
- 1. CCS incentive - 50% tax payback of CCS CAPEX after first year in operation**
  - 2. Global Methane Pledge commitment - reducing methane emissions by 30%**
  - 3. Municipal Landfill Diversion Targets becoming common**

Demand for zero-carbon solutions and clean, local energy driving plant economics

# Partnership Opportunity



## Partnership Available to Mountain View Waste Commission



- ✓ Non-landfill Waste Solution
- ✓ Carbon Negative Project Outcome
- ✓ Experience with Waste to Energy
- ✓ Partnership with Operating European Technology
- ✓ Regional Leadership & Collaboration Opportunity
  - ✓ 1<sup>st</sup> Regional Landfill Commission Presentation for Varne

## Fit with Mountain View Mandate – From Sundre Agreement

### **WHEREAS:**

- A.** The Commission owns and either operates all Waste Management Facilities or contracts a third party to operate the Waste Management Facilities or any component thereof on behalf of the Commission;
- B.** The Commission will accept Waste at each of the Waste Management Facilities and will process it at these Waste Management Facilities;
- C.** The Commission has agreed to accept Waste delivered to the Landfill and Waste Transfer Stations and dispose of the same in accordance with the permits obtained by the Commission and maintained in force from time to time;
- D.** The Commission will oversee operations regarding Waste recycling and Waste diversion at each of the Waste Transfer Stations and the Recycling Centres within the boundaries of the members of the Commission.

# Opportunity for Long Term Agreements



## 5.1 Term

The Commission shall continuously accept Waste from the Municipality until either:

- (a) the Commission ceases the acceptance of any Waste from all sources because either:
  - (i) the Landfill can no longer accept Waste due to the Governmental Approvals and the Applicable Laws;
  - (ii) the Commission no longer has any ability to accept Waste; or
  - (iii) the Municipality has defaulted on its obligations in either this Agreement or in the Membership Agreement;
- (b) the Municipality provides no less than six (6) months' written notice to the Commission that it will cease to deliver Waste to the Delivery Point;
- (c) the Commission lawfully terminates this Agreement pursuant to the express terms of this Agreement; or
- (d) the parties mutually agree to terminate this Agreement.








## ARTICLE 6 - RATES AND FEES

### 6.1 Rates

- (a) The Commission shall set Rates annually.

# Multiple Business Plan Objectives Delivered



-  (b) To minimize the amount of waste requiring disposal through the education and application of the 4 R's: reduce, reuse, recycle and recovery;
-  (c) To dispose of residual waste in a manner that will protect public health and safety and the environment;
-  (d) To continually search for and review new innovation techniques and technology available;
- (e) To maximize the life of the landfill;
-  (f) To remain financially sustainable and cost effective;
-  (g) To meet or exceed all regulatory requirements placed upon the Commission by government mandates;
-  (h) Provide a Safe and Healthy work environment for all employees;
-  (i) To have all stakeholders as active participants in the waste management process with Members displaying respect for the opinions of other Members;
- (j) To continually review processes to maximize efficiencies.

# Momentum in Innisfail

June 28, 2022

To Whom it May Concern:

**RE: Letter of Intent to Support Varme Energy and Advance Waste to Energy Technology Adoption in Alberta**

The Council of Innisfail has met several times with members of Varme Energy to discuss the potential to develop a Waste to Energy facility within Innisfail. This project will bring economic development to the Town of Innisfail as well as supply clean energy to existing industrial facilities. The project will divert 100,000 - 200,000 tonnes of waste from Innisfail and the surrounding region from landfills. It will also produce emissions-free heat and/or power produced by the plant will contribute to a reduction in Innisfail's collective carbon footprint. Innisfail has agreed to continue providing site-specific data to Varme Energy to increase their working knowledge of the area and its potential as a project location.

In addition to this, Varme Energy and Innisfail have discussed:

1. Innisfail to become a site for a 100,000 - 200,000 tonne/year Waste to Energy facility.
2. Varme Energy's intent to purchase or lease land in Innisfail as a part of the project's financial close.
3. Innisfail's commitment to making its municipal waste available to the project at minimum pricing of current tipping fees.
4. Varme Energy & Innisfail's joint commitment to working on advocacy with regional partners, the Province of Alberta, and the Government of Canada in support of the project.
5. Varme Energy's commitment to allocate time with the citizens of Innisfail providing education on this project and the benefits for the community.

Please consider this letter of intent a demonstration of Innisfail's support for Varme Energy's work.

Sincerely,



Jean Barclay  
Mayor

Town of Innisfail

In addition to this, Varme Energy and Innisfail have discussed:

1. Innisfail to become a site for a 100,000 - 200,000 tonne/year Waste to Energy facility.
2. Varme Energy's intent to purchase or lease land in Innisfail as a part of the project's financial close.
3. Innisfail's commitment to making its municipal waste available to the project at minimum pricing of current tipping fees.
4. Varme Energy & Innisfail's joint commitment to working on advocacy with regional partners, the Province of Alberta, and the Government of Canada in support of the project.
5. Varme Energy's commitment to allocate time with the citizens of Innisfail providing education on this project and the benefits for the community.

## Headwinds to Overcome

1 *Minimum Ideal Project Size – 100,000 Tonnes/Year*

2 *No Current Local Carbon Capture & Storage Integration*

3 *Competing with Speed of “Designated Industrial Zone”  
Approval Process*

# Q & A Session



## Get in touch:

Sean Collins  
CEO

Phone 1.780.232.0339  
Email: [sean@varme.ca](mailto:sean@varme.ca)

Rory Wheat  
Development Manager

Phone 1.639.840.2131  
Email: [rory@varme.ca](mailto:rory@varme.ca)



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** September 26<sup>th</sup>, 2022

**Reference:** 100/2022.05

**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 – Complete Reserve Account Transfers for Fiscal 2021**

Pursuant to resolution 24-22 (July 2022), the Board directed Administration to proceed with the transfer of funds from the unrestricted working capital to the following dedicated restricted reserve accounts:

1. Transfer \$250,168 to the capital reserve fund. As at September 22<sup>nd</sup>, 2022, the current balance of the capital reserve fund is \$349,533.61
2. Transfer \$25,000 to the closure-post-closure reserve fund. As at July 29<sup>th</sup>, 2022, the CPC reserve balance was \$884,236 which does not include the \$25,000 of funds transferred after the investment update report.

### **4.1.2 – Response to Didsbury Heavy Truck Route Bylaw**

Pursuant to resolution 25-22 (July 2022), the Board directed Administration and Chair Harris to prepare a letter stating the Commission’s concerns with Didsbury’s proposed Heavy Truck Route Bylaw. A copy of the letter submitted to Mayor Hunter and CAO Ethan Gomer on August 15<sup>th</sup>, 2022 is attached. In addition, I have attached a copy of the letter from Mountain View County Reeve Angela Aalbers on August 18<sup>th</sup>, 2022 with reference to the Intermunicipal Development Plan and Intermunicipal Collaboration Framework Master Agreement.

MVRWMC has received an email from CAO Gomer outlining Didsbury’s explanation that the First reading was “simply to commence the exploration of this issue and the engagement process related thereto.” To date, MVRWC Administration has not been contacted by CAO Gomer. The Bylaw does not appear to have been included in any of Didsbury’s council meetings that have been held since the Commission’s last meeting.

#### **4.1.3 – Review of Membership Agreements Options for Recycling**

Pursuant to resolution 26-22 (July 2022), the Board directed Administration to review the current membership agreements, and initiate discussions with member municipalities with respect to considering options to review the ongoing provision of recycling centers. The recycling centers account for a significant portion of the annual fee-for-service charges. With the difficult markets in the recycling segment, the directive is to explore the sustainability or economic justification of the recycling business segment operated by the Commission.

To date, Administration has reviewed the Membership Agreements and Waste Services Agreements to understand the mechanism to propose revisions thereof. The only reference to recycling centers is in the Waste Services Agreement where Schedule “A” outlines the description of services and responsibilities of the Commission and member municipality. The Membership Agreement has no reference to the service requirements, therefore only the Waste Services Agreement would need to be agreed upon to make any changes. A copy of the Waste Services Agreement is attached for information.

With a better understanding of the current agreements, Administration will initiate a survey of members with regard to recycling services and options to continue or dissolve this service in Q4-2022.

#### **Attachments:**

1. MVRWMC August 15<sup>th</sup>, 2022 Letter to Town of Didsbury
2. MVC August 18<sup>th</sup>, 2022 Letter to Town of Didsbury
3. Email from Town of Didsbury CAO re:Truck Bylaw
4. MVRWMC Waste Services Agreement

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



Box 2130  
Didsbury, AB  
TOM 0W0  
403-335-4901

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



# Mountain View COUNTY

August 18, 2022

Via e-mail: [rhunter@didsbury.ca](mailto:rhunter@didsbury.ca)

Mayor Rhonda Hunter  
Town of Didsbury

Dear Mayor Hunter:

Re: Heavy Vehicle Truck Route Bylaw 2022-11

At your July 12, 2022, Regular Council Meeting the Town passed first reading of a Bylaw that the County believes is not consistent with the principles of our Intermunicipal Collaboration Framework (ICF) Master Agreement or the Intermunicipal Development Plan (IDP) between Mountain View County (County) and the Town of Didsbury (Town). The County entered into the above agreements with the understanding that the Town of Didsbury would continue to honour Bylaw 2006-17 which identifies 23<sup>rd</sup> street as a haul route.

One of the core principles of our Intermunicipal Development Plan is “*The provision of transportation systems for the area*”. The Intermunicipal Development Plan further states under the Infrastructure section that: “*The Town and County shall share information to ensure a safe and efficient transportation network can be developed and maintained to service the residents and businesses.*”

Mountain View County requests that the Town of Didsbury cease further discussion and deliberation on Bylaw 2022-11 until Intermunicipal discussions have taken place as required by our signed agreements.

Sincerely,

Angela Aalbers  
Reeve

AA/lmc

CC: Mountain View Regional Waste Management Commission

## Michael Wuetherick

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**From:** Ethan Gorner <egorner@didsbury.ca>  
**Sent:** August 22, 2022 10:49 AM  
**To:** Ethan Gorner  
**Subject:** Truck Bylaw 2022-11

Thank you everyone for your responses and letters. I have also appreciated the initial conversations and phone calls with my fellow CAOs. These have been very helpful.

There has been some misunderstanding out there and incorrect information going around.. As was explained during the presentation of the bylaw, it was brought for first reading simply to commence the exploration of this issue and the engagement process related thereto as is standard practice in our parliamentary system of government. The bylaw was referred to our Policy Committee for further review and exploration.

As was also explained, we will be engaging all of our regional partners along with the Waste Commission. Input and perspectives gained from that engagement along with all the letters will be considered by the committee and then ultimately by Council as they consider and wrestle with the issues and concerns that the bylaw is intended to address.

I look forward to that upcoming engagement with each of you and will be in touch shortly with each of your administrations to commence this engagement process..

We appreciate your time and interest

Keep well everyone,



**Ethan Gorner**  
*Chief Administrative Officer (CAO)*  
Cell Phone: 403-586-3095

**Town of Didsbury**  
**Front Desk: 403-335-3391**

[www.didsbury.ca](http://www.didsbury.ca)



THIS AGREEMENT MADE THE \_\_\_\_\_ DAY OF \_\_\_\_\_, 2016.

**BETWEEN:**

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION**  
(hereinafter called the "**Commission**")

**AND:**

\_\_\_\_\_  
(hereinafter called the "**Municipality**")

**WASTE SERVICES AGREEMENT**

**WHEREAS:**

- A.** The Commission owns and either operates all Waste Management Facilities or contracts a third party to operate the Waste Management Facilities or any component thereof on behalf of the Commission;
- B.** The Commission will accept Waste at each of the Waste Management Facilities and will process it at these Waste Management Facilities;
- C.** The Commission has agreed to accept Waste delivered to the Landfill and Waste Transfer Stations and dispose of the same in accordance with the permits obtained by the Commission and maintained in force from time to time;
- D.** The Commission will oversee operations regarding Waste recycling and Waste diversion at each of the Waste Transfer Stations and the Recycling Centres within the boundaries of the members of the Commission.

NOW THEREFORE, IN CONSIDERATION of the mutual promises, terms, covenants and conditions contained herein, the parties hereto agree as follows:

**ARTICLE 1 - DEFINITIONS**

**1.1 Definitions**

In this Waste Services Agreement:

- (a)** "**Agreement**" means this Agreement together with any amendments hereto or extensions hereof, provided that such amendments or extensions are in writing and signed by each of the parties;
- (b)** "**Applicable Laws**" means any and all provisions of any constitution, treaty, statute, law, regulation, ordinance, code, rule, judgment, rule of common law, order, decree, award, injunction, Governmental Approval, franchise, license,

agreement, or other governmental restriction or any similar form of decisions of, or determination by, or any interpretation or administration of any of the foregoing by, any Governmental Authority;

- (c) **"Delivery Point"** means that location past the weigh scale located at the Landfill, as directed by the Commission from time to time;
- (d) **"Effective Date"** means \_\_\_\_\_, 2016;
- (e) **"Event of Default and Remedies"** referred to Membership Agreement;
- (f) **"Event of Suspension"** has the meaning as ascribed thereto in Section 7.1 hereof;
- (g) **"Fees for Service"** means the fees that will be established by the Board as part of the budget by September 30<sup>th</sup> each year.
- (h) **"Force Majeure"** means any act of God, major storms, civil disturbance or any similar major event or occurrence not within the control of a party and which by the exercise of due diligence by such party could not have been prevented, but lack of funds on the part of such party shall be deemed not to be a Force Majeure;
- (i) **"Governmental Approvals"** means all approvals, permits, licenses, actions, orders, authorizations, consents, leases, waivers, franchises, concessions, agreements, rulings, certifications, filings or registrations by or with, or reports or notices to or from, any Governmental Authority regarding the operation of the Waste Transfer Station;
- (j) **"Governmental Authority"** means any nation or government (including any government authority, agency, department, board, commission, court of Canada, the Province of Alberta) or any tribunal or arbitrator(s) of competent jurisdiction, or any self-regulatory organization having jurisdiction over the Waste Transfer Station;
- (k) **"Hazardous Waste"** has the meaning as ascribed to both the following terms;
  - (i) "hazardous recyclable", and
  - (ii) "hazardous waste",in the *Waste Control Regulation*, Alberta Regulation 192/96 as enacted pursuant to the *Environmental Protection and Enforcement Act* (Alberta), as amended from time to time;
- (l) **"Landfill"** means that site either controlled or owned by the Commission, which is used for the disposal of Waste by burial;

- (m) **"Liquid"** has the meaning as the term "liquid" has in the *Waste Control Regulation*, Alberta Regulation 192/96 as enacted pursuant to the *Environmental Protection and Enforcement Act* (Alberta), as amended from time to time;
- (n) **"Membership Agreement"** means that agreement amongst all the members of the Commission, which are the Town of Olds, the Town of Sundre, the Town of Carstairs, the Town of Didsbury, the Village of Cremona, Mountain View County and Mountain View Regional Waste Management Commission respecting certain governance and financial matters concerning the operation of the Commission;
- (o) **"Non-Acceptable Waste"** referred to in Schedule "B".
- (p) **"Rates"** means those rates for acceptance of Waste that are set by the Commission for each calendar year, which notification of any changes are to be provided by September 30<sup>th</sup> of each year;
- (q) **"Recycling Centres"** means a site manned or unmanned that collects Waste for the future purpose of Waste diversion or recycling;
- (r) **"Waste"** means any solid material or product or combination of them that is intended to be treated or disposed of or that is intended to be stored and then treated or disposed of, that originates from within the Municipality's municipal boundaries, but expressly excludes:
  - (i) any Liquid; and
  - (ii) Hazardous Waste;
- (s) **"Waste Management Facilities"** means the methods and tools used to achieve the purposeful, systematic control of the generation, separation, treatment, processing, recycling, recovery and disposal of waste at landfill located at NW 25-31-2-W5;
- (t) **"Waste Services"** means those services to be provided by the Commission as further enumerated in the attached Schedule "A";
- (u) **"Waste Transfer Station"** means that Waste Transfer Station owned and either operated by the Commission or by such third party contracted by the Commission to operate the Waste Transfer Station on behalf of the Commission whereby Waste is delivered for the Commission to accept and process at the Waste Management Facilities.

## **ARTICLE 2 - OBLIGATIONS OF THE MUNICIPALITY**

### **2.1 Municipality's Obligations**

The Municipality will:

- (a) at its sole expense, deliver Waste to the Delivery Point for disposal by the Commission pursuant to this Agreement;
- (b) use its commercially reasonable best efforts to not permit the delivery of any Hazardous Waste or Liquid to the Delivery Point separately or intermingled with the Waste delivered to the Delivery Point;
- (c) pay to the Commission, all charges owing to the Commission pursuant to this Agreement, including, without restriction, the Rates within thirty (30) days of receipt of invoice from the Commission.

## **ARTICLE 3 - OBLIGATIONS OF THE COMMISSION**

### **3.1 Commission's Obligations**

The Commission will:

- (a) provide the Waste Services for the Municipality;
- (b) at its sole cost and expense, maintain all necessary permits, licenses, consents and approvals required by all authorities having jurisdiction with respect to the operation of the Waste Management Facilities;
- (c) weigh all Waste that is delivered to the Delivery Point; and
- (d) provide true copies of the annual financial statements of the operation of the Waste Management Facilities and all documentation and correspondence relating to the calculation of the Rates upon receipt of written request therefore from the Municipality.

## **ARTICLE 4 - INSURANCE**

### **4.1 Commission's Insurance Obligations**

The Commission, at its sole cost and expense take out and keep in full force and effect:

- (a) comprehensive general liability insurance with inclusive limits of not less than five million (\$5,000,000.00) dollars; and

- (b) any other form of insurance which the Commission may reasonably require from time to time in form, in amounts and for insurance risks against which a prudent party under similar circumstances would insure.

#### **4.2 No Limitation of Liability**

The acquisition and maintenance by the Commission of the insurance policies as required pursuant to this Article shall, in no matter whatsoever, limit or restrict the liability of the Commission under this Agreement.

### **ARTICLE 5 - TERM AND RATES**

#### **5.1 Term**

The Commission shall continuously accept Waste from the Municipality until either:

- (a) the Commission ceases the acceptance of any Waste from all sources because either:
  - (i) the Landfill can no longer accept Waste due to the Governmental Approvals and the Applicable Laws;
  - (ii) the Commission no longer has any ability to accept Waste; or
  - (iii) the Municipality has defaulted on its obligations in either this Agreement or in the Membership Agreement;
- (b) the Municipality provides no less than six (6) months' written notice to the Commission that it will cease to deliver Waste to the Delivery Point;
- (c) the Commission lawfully terminates this Agreement pursuant to the express terms of this Agreement; or
- (d) the parties mutually agree to terminate this Agreement.

### **ARTICLE 6 - RATES AND FEES**

#### **6.1 Rates**

- (a) The Commission shall set Rates annually.
- (b) The Commission shall publish the Rates no later than September 30, which change of Rates shall come into effect as of January 1 for the following year.

## **6.2 Invoicing of Rates**

The Commission shall provide invoices to the Municipality which shall include the following information:

- (a) the volume of Waste accepted by the Commission at the Delivery Point;
- (b) the amount owed by the Municipality to the Commission for the Fees for Service.

## **ARTICLE 7 - SUSPENSION OF SERVICE**

### **7.1 Event of Suspension**

The following shall constitute an Event of Suspension if:

- (a) the Waste violates any Applicable Laws;
- (b) the Municipality breaches the terms of either this Agreement or the Membership Agreement; or
- (c) the Waste delivered to the Waste Management Facilities that the Commission chooses not to accept.

### **7.2 Remedies in an Event of Suspension**

Without prejudice to any other remedy which the Commission may have against the Municipality if an Event of Suspension occurs, the Commission may:

- (a) take whatever steps are reasonably necessary to rectify the Event of Suspension and in such event the costs of taking such steps as are reasonably necessary to rectify such situation plus an administrative charge of twenty (20%) percent of such costs, shall be payable by the Municipality to the Commission on demand; and
- (b) in addition to all remedies available to Commission, after providing the Municipality with written notice of its intention to refuse to accept delivery of Waste, the Commission may refuse to accept delivery of Waste from the Municipality until the Event of Suspension is remedied by either the Municipality or by the Commission pursuant to Section 7.2(a) hereof.

## **ARTICLE 8 - FORCE MAJEURE**

### **8.1 Force Majeure**

If the parties shall fail to meet their respective obligations hereunder within the respective time prescribed therefor and such failure shall be directly caused or materially contributed to by Force Majeure, such failure shall be deemed not to be a breach of the obligations of such party, provided

that, in such event, such party shall use its commercially reasonable efforts to put itself in a position to carry out its obligations hereunder as soon as reasonably possible, to the extent that it is within its power.

**ARTICLE 9 - GENERAL**

**9.1 Notices**

(a) Whether or not so stipulated herein, all notices, communication, requests and statements (the "Notice") required or permitted hereunder shall be in writing.

(b) Any Notice required or permitted hereunder shall be sent to the intended recipient at its address as follows:

(i) to the Commission:  
Mountain View Regional Waste Management Commission  
PO Box 2130  
Didsbury, Alberta T0M 0W0

Attention: CAO  
Fax: (403) 335-4901  
E-mail: mvrwmc@airenet.com

(ii) to the Municipality:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Attention: \_\_\_\_\_  
Fax: (403) \_\_\_\_\_  
E-mail: \_\_\_\_\_

or to such other address as each party may from time to time direct in writing.

(c) Notice shall be served by one of the following means:

(i) by delivering it to the party on whom it is to be served. Notice delivered in this manner shall be deemed received when actually delivered to such party;

(ii) if delivered to a corporate party, by delivering it to the address specified in (c)(ii) during normal business hours. Notice delivered in this manner shall be deemed received when actually delivered;

(iii) by fax or email to the party on whom it is to be served. Notice delivered in this manner shall be deemed received on the earlier of:

- A. if transmitted before 3:00 p.m. on a Business Day, on that Business Day; or
  - B. if transmitted after 3:00 p.m. on a Business Day, on the next Business Day after the date of transmission; or
- (iv) by mailing via first class registered post, postage prepaid, to the party to whom it is served. Notice so served shall be deemed to be received five (5) days after the date it is postmarked. In the event of postal interruption, no notice sent by means of the postal system during or within seven (7) days prior to the commencement of such postal interruption or seven (7) days after the cessation of such postal interruption shall be deemed to have been received unless actually received.

## **9.2 Governing Law**

This Agreement shall be construed and governed by the laws of the Province of Alberta and the laws of Canada applicable therein and the parties irrevocably attorn to the exclusive jurisdiction of the Courts of the Province of Alberta.

## **9.3 Time of Essence**

Time shall be of the essence of this Agreement.

## **9.4 Preamble and Schedules**

The parties hereby confirm and ratify the matters contained and referred to in the Preamble to this Agreement and agree that same and the various schedule(s) hereto are expressly incorporated into and form part of this Agreement:

- Schedule "A" - Waste Services
- Schedule "B" - Non - Acceptable Waste

## **9.5 Headings**

The headings, captions, paragraph numbers, sub-paragraph numbers, article numbers and indices appearing in this Agreement have been inserted as a matter of convenience and for reference only and in no way define, limit, construct or enlarge the scope or meaning of this Agreement or any provisions hereof.

## **9.6 Relationship between Parties**

Nothing contained herein shall be deemed or construed by the parties nor by any third party, as creating the relationship of employer and employee, principal and agent, partnership, or of a joint venture between the parties, it being understood and agreed that none of the provisions contained herein nor any act of the parties shall be deemed to create any relationship between

the parties other than an independent service agreement between the two parties at arm's length.

**9.7 Obligations**

Except as may from time to time be expressly stated in writing by the one party, the other party has no Commission to assume or create any obligation whatsoever, expressed or implied, on behalf of or in the name of the other party, nor to bind the other party in any manner whatsoever.

**9.8 Further Assurances**

Each of the parties do hereby agree to do such things and execute such further documents, agreements and assurances as may be necessary or advisable from time to time in order to carry out the terms and conditions of this Agreement in accordance with their true intent.

**9.9 Amendments**

This Agreement may not be altered or amended in any of its provisions, except where any such changes are reduced to writing and executed by the parties.

**9.10 Waiver**

No consent or waiver, express or implied, by either party to or of any breach or default by the other party in the performance by the other party of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default in the performance of obligations hereunder by such party hereunder. Failure on the part of either party to complain of any act or failure to act of the other party or to declare the other party in default, irrespective of how long such failure continues, shall not constitute a waiver by such party of its rights hereunder.

**9.11 Counterparts**

This Agreement may be executed and delivered in any number of counterparts, by facsimile copy, by electronic or digital signature or by other written acknowledgement of consent and agreement to be legally bound by its terms. Each counterpart when executed and delivered will be considered an original but all counterparts taken together constitute one and the same instrument.

**9.12 Statutory Reference**

Any reference to a statute shall include and shall be deemed to be a reference to such statute and to the regulations made pursuant thereto and promulgated thereunder with all amendments made thereto and in force from time to time and any final judicial decisions interpreting the same, and to any statute or regulation that may be passed which has the effect of supplementing or superseding the statute so referred to or the regulations made pursuant thereto.

### **9.13 Unenforceability**

If any term, covenant or condition of this Agreement or the application thereof to any party or circumstances shall be invalid or unenforceable to any extent, the remainder of this Agreement or application of such term, covenant or condition to a party or circumstance other than those to which it is held invalid or unenforceable shall not be affected thereby and each remaining term, covenant or condition of this Agreement shall be valid and shall be enforceable to the fullest permitted by law.

### **9.14 Survival**

The parties acknowledge and agree that the provisions of this Agreement which, by their context, are meant to survive the termination or expiry of the Term shall survive the termination or expiry of the Term and shall not be merged therein or therewith.

### **9.15 Remedies Generally**

Mention in this Agreement of any particular remedy of a party in respect of a default by the other party does not preclude the first party from any other remedy in respect thereof, whether available at law or in equity or by statute or expressly provided for in this Agreement. No remedy shall be exclusive or dependent upon any other remedy, but a party may from time to time exercise any one or more of such remedies generally or in combination, such remedies being cumulative and not alternative.

### **9.16 Payment of Monies**

The parties acknowledge and agree that any payment of monies required to be made hereunder shall be made in Canadian funds and that any tender of monies or documents hereunder may be made upon the solicitors acting for the party upon whom the tender is desired and it shall be sufficient that a negotiable bank draft or solicitor's trust cheque is tendered instead of cash.

### **9.17 GST Exclusive**

All amounts payable hereunder will be exclusive of any goods and services tax ("GST") payable thereon.

### **9.18 Singular, Plural and Gender**

Wherever the singular, plural, masculine, feminine or neuter is used throughout this Agreement the same shall be construed as meaning the singular, plural, masculine, feminine, neuter, body politic or body corporate where the fact or context so requires and the provisions hereof.

### **9.19 Binding Effect**

This Agreement shall enure to the benefit of and be binding upon the successors and permitted assigns of each of the parties.

**9.20 Assignment**

Neither party shall assign its interest in this Agreement, or any part hereof, in any manner whatsoever without having first received written consent from the other party, such consent which shall not be unreasonably withheld.

**9.21 Requests for Consent**

Each party shall provide any decision with regard to a request for consent in a timely manner.

**9.22 Construction**

This Agreement shall be interpreted according to its fair construction and shall not be construed as against any party hereto.

**IN WITNESS WHEREOF** the parties have hereunto set their seals duly attested to by the hands of their properly authorized officers in that behalf effective as at the day and year first above written.

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION**

Per:

Per:

Per:

Per:

## **SCHEDULE "A"**

### **WASTE SERVICES**

Without limiting the generality of anything contained in this Agreement, the Commission shall provide the following Waste Services to the Municipality:

1. The Commission agrees to accept Waste delivered to the Landfill and Waste Transfer Stations and dispose of the same in accordance with the permits obtained by the Commission and maintained in force from time to time;
2. The Commission will oversee operations regarding Waste recycling and Waste diversion at each of the Waste Management Facilities;
3. Unmanned Recycling Centres are the responsibility of each Municipality for the maintenance of these facilities within their Municipal Boundaries. The collection of recyclables from the Unmanned Recycling Centres is the responsibility of the Commission;
4. Invoice the Members for its Waste delivered and transported for disposal of at the Waste Management Facilities. Invoice the Members for its Recycling delivered at all sites, manned and unmanned for the purpose of transporting and processing of these items. (the list of recycled items that will be charged for will include but not be limited to: cardboard, paper products, tin cans, glass, plastic, paint, household hazardous waste, anti-freeze, fluorescent bulbs, batteries, propane tanks, waste oil, oil filters and empty oil containers);
5. Operate the Waste Management Facilities during the hours of operation as set forth on the Commission's website. The Commission shall provide the Municipality with no less than three (3) months' written notice of any change to the hours of operation.

## SCHEDULE "B"

### NON-ACCEPTABLE WASTE

Waste that is not accepted at the Waste Management Facilities includes but is not limited to:

- (a) the Waste delivered to the Waste Management Facilities that contains sulphur; or
- (b) the Waste delivered to the Waste Management Facilities that contains any bovine.



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** September 26<sup>th</sup>, 2022

**Reference:** 100/2022.05

**TITLE:** 5.2 – Landfill Report on Operations to August 31<sup>st</sup>, 2022

**RECOMMENDATION:**

**THAT the MVRWMC Board accept as information Administration’s landfill operations report of tonnage received at the landfill up to August 31<sup>st</sup>, 2022.**

Background:

Administration’s report on landfill operations up to August 31<sup>st</sup>, 2022, including updated graphs for each member and major revenue stream are attached for review.

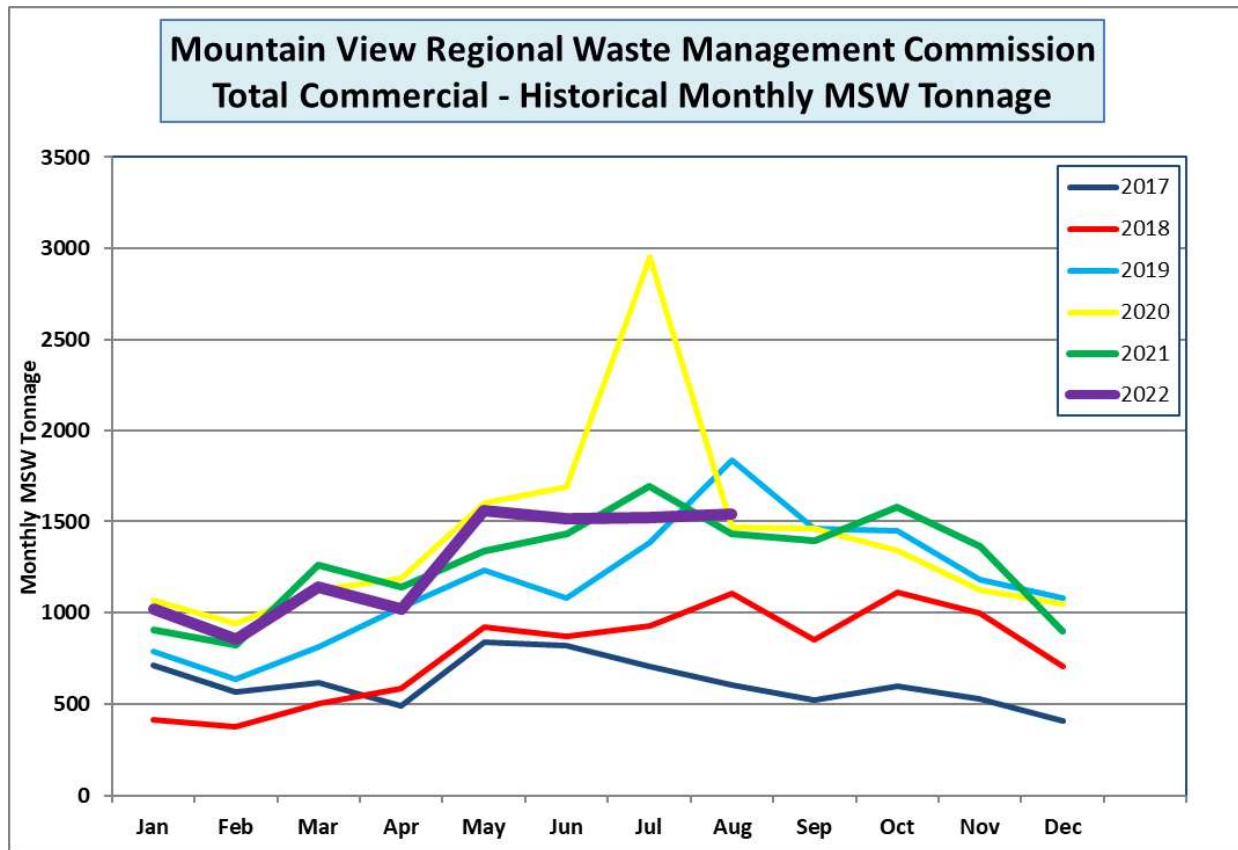
**2022 Budget Summary Report:**

Reported Updated as at: August 31st, 2022	Budget Comparison (Tonnes) - Year to Date				Revenue Comparison (\$) - Year to Date		
	Sales	Budget	Variance	Variance(%)	Sales	Budget	Variance
<b>Commercial Tipping (Uncontracted)</b>	<b>10,177.5</b>	<b>9,830.0</b>	<b>347.5</b>	<b>3.5%</b>	<b>\$966,860</b>	<b>\$933,851</b>	<b>\$33,009</b>
Municipal Tipping - Olds	815.5	865.6	- 50.1	-5.8%	\$77,476	\$82,235	-\$4,759
Municipal Tipping - Sundre	210.7	234.7	- 24.0	-10.2%	\$20,014	\$22,293	-\$2,279
Municipal Tipping - Cremona	62.2	63.4	- 1.2	-2.0%	\$5,906	\$6,024	-\$118
Municipal Tipping - Didsbury	630.1	634.7	- 4.6	-0.7%	\$59,855	\$60,292	-\$437
Municipal Tipping - Carstairs	696.8	693.7	3.1	0.5%	\$66,198	\$65,901	\$297
<b>Sub-total Municipal Tipping</b>	<b>2,415.3</b>	<b>2,492.1</b>	<b>- 76.8</b>	<b>-3.1%</b>	<b>\$229,449</b>	<b>\$236,745</b>	<b>-\$7,296</b>
Didsbury Transfer	1,385.4	1,351.5	33.9	2.5%	\$131,615	\$128,393	\$3,222
Water Valley Transfer Site	279.8	271.5	8.2	3.0%	\$62,946	\$61,096	\$1,850
Sundre Transfer Site	321.0	309.8	11.3	3.6%	\$72,227	\$69,696	\$2,532
<b>Sub-total Transfer Station Tipping</b>	<b>1,986.2</b>	<b>1,932.8</b>	<b>53.4</b>	<b>2.8%</b>	<b>\$266,788</b>	<b>\$259,185</b>	<b>\$7,604</b>
Cement	379.1	204.6	174.5	85.3%	\$8,340	\$4,501	\$3,840
Shingles (Now classified as Commercial MSW)	-	474.3	- 474.3	-100.0%	\$0	\$34,148	-\$34,148
Drywall (Now classified as Commercial MSW)	-	51.2	- 51.2	-100.0%	\$0	\$3,690	-\$3,690
Metals	167.2	184.1	- 16.9	-9.2%	\$12,040	\$13,256	-\$1,216
<b>Sub-total Recycle Sales</b>	<b>546.3</b>	<b>914.2</b>	<b>- 367.9</b>	<b>-40.2%</b>	<b>\$20,380</b>	<b>\$55,594</b>	<b>-\$35,214</b>
<b>HC Contaminated Soil (at \$95/tonne)</b>	<b>233</b>	<b>-</b>	<b>233.0</b>	<b>100.0%</b>	<b>\$22,131</b>	<b>\$0</b>	<b>\$22,131</b>
<b>Total YTD Landfill Sales Summary</b>	<b>15,358.2</b>	<b>15,169.1</b>	<b>189.1</b>	<b>1.2%</b>	<b>\$ 1,505,608</b>	<b>\$ 1,485,374</b>	<b>\$ 20,234</b>

**Commercial Tonnage:**

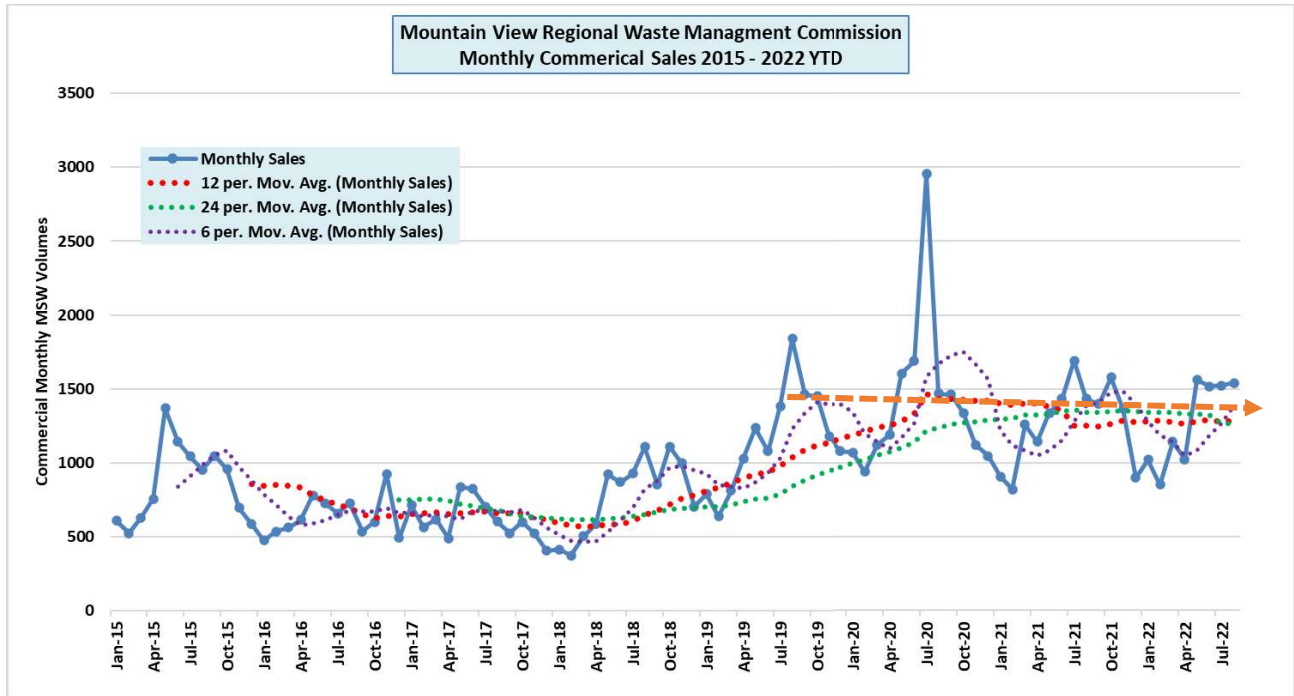
As at August 31<sup>st</sup> , 2022, total commercial sales were 10,178 tonnes or 1.7% below the budget target of 10,356 tonnes (including Shingles and Drywall) for this time of year representing 65% of the full year 2022 budget of 15,552 tonnes. Overall, commercial sales accounted for 64.2% of total landfill tonnage receipts which is expected compared to historical weighting of 65%.

Commercial tonnage has remained essentially flat at a monthly average of 1,564 tonnes over the past four months compared to prior periods where Commercial receipts tend to increase throughout the summer period. While year-to-date tonnage is inline with budget expectations, Administration closely monitors the trends of all revenue streams to detect any potential changes in the market behavior.



Looking at longer range trends, the 12-month moving average of commercial sales has been modestly increasing over the past 9-12 months, however the 24-month moving average is trending slightly negative. However, the data is skewed by the abnormally high tonnage during 2020 COVID lockdown periods when clearly residents cleaned house while they were isolated!

In the following graph, I have included a shorter-term 6-month moving average. By comparing the year-over-year 6-month moving averages the seasonality factor is somewhat muted, allowing for a better comparison of trends over the past 2-3 years. Leaving the 2020 July average out, the 3-year trend has remained relatively flat with a bias to a modest decline.



**Municipal Tonnage:**

In aggregate, municipal MSW tonnage to date collectively are 3.1% below budget expectations to the end of August. Tonnage received from members are within the forecast accuracy with Sundre and Olds trending lower than the others, but this may be related to pick-up frequency.

**Transfer Stations:**

Combined transfer station receipts to the end of August remain aligned with budget at 1,986 tonnes or 2.8% above budget expectations of 1,933 tonnes. Receipts at Sundre and Water Valley transfer stations remain consistent year-over-year and month-to-month. However, the Didsbury transfer station receipts tend to be more variable, and account for 70% of total transfer station tonnage.

**Recycle Sales:**

2021 marks the last year of accepting shingles and drywall as “recyclable” markets. As there is no market for the end use products currently, MVRWMC began charging full MSW tipping fee of \$95/tonne in 2022 to account for the landfill airspace consumed by these products.

Cement receipts have moderated compared to Q1-2022 and Q2-2022, however receipts to the end of August of 379 tonnes is still 85% above budget projections. Revenue from Cement accounts for less than 0.4% of annual revenue so the total contribution is not overly relevant.

**Attachments:**

1. 2022 Monthly Landfill Tonnage Graphs
  - a. Commercial
  - b. Municipal
  - c. Transfer Stations
  - d. Recycling

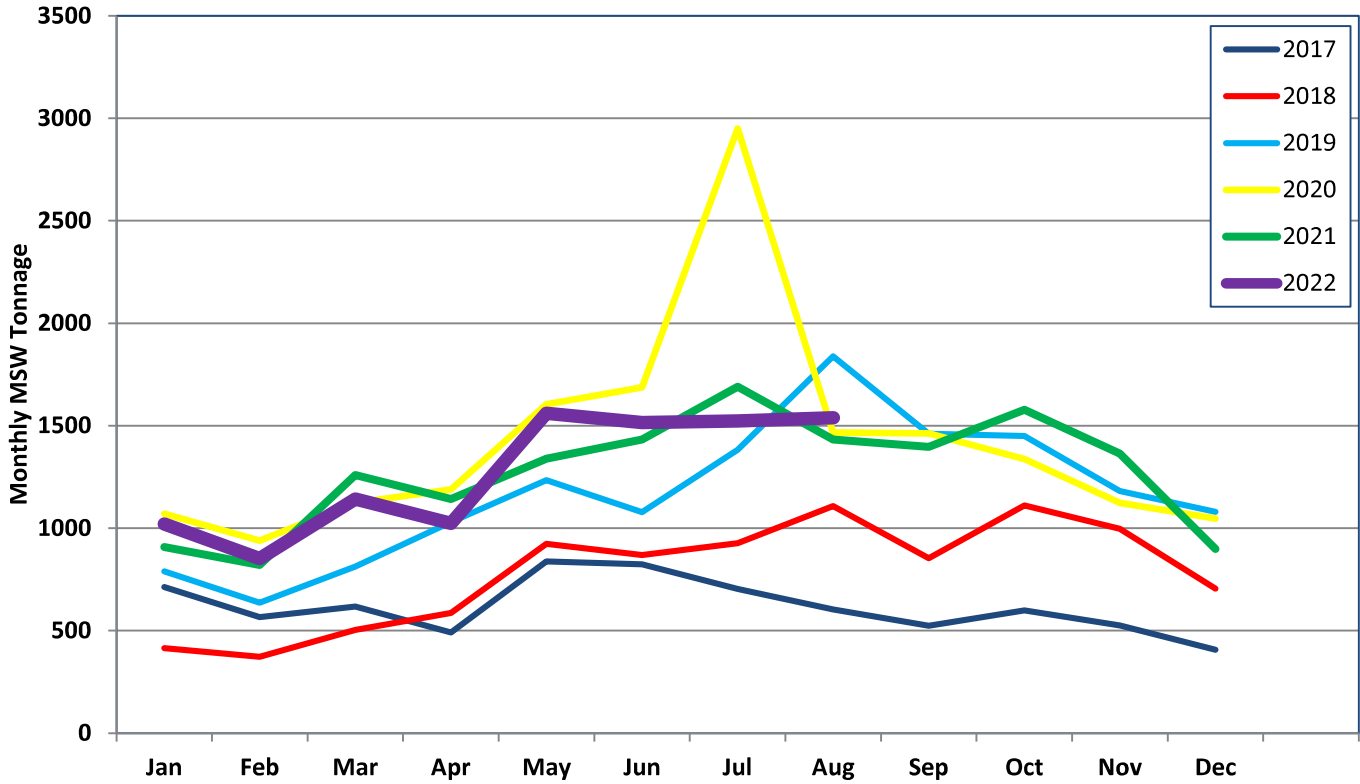
Prepared: Michael Wuetherick, P.Eng.,  
Chief Administrative Officer, MVRWMC



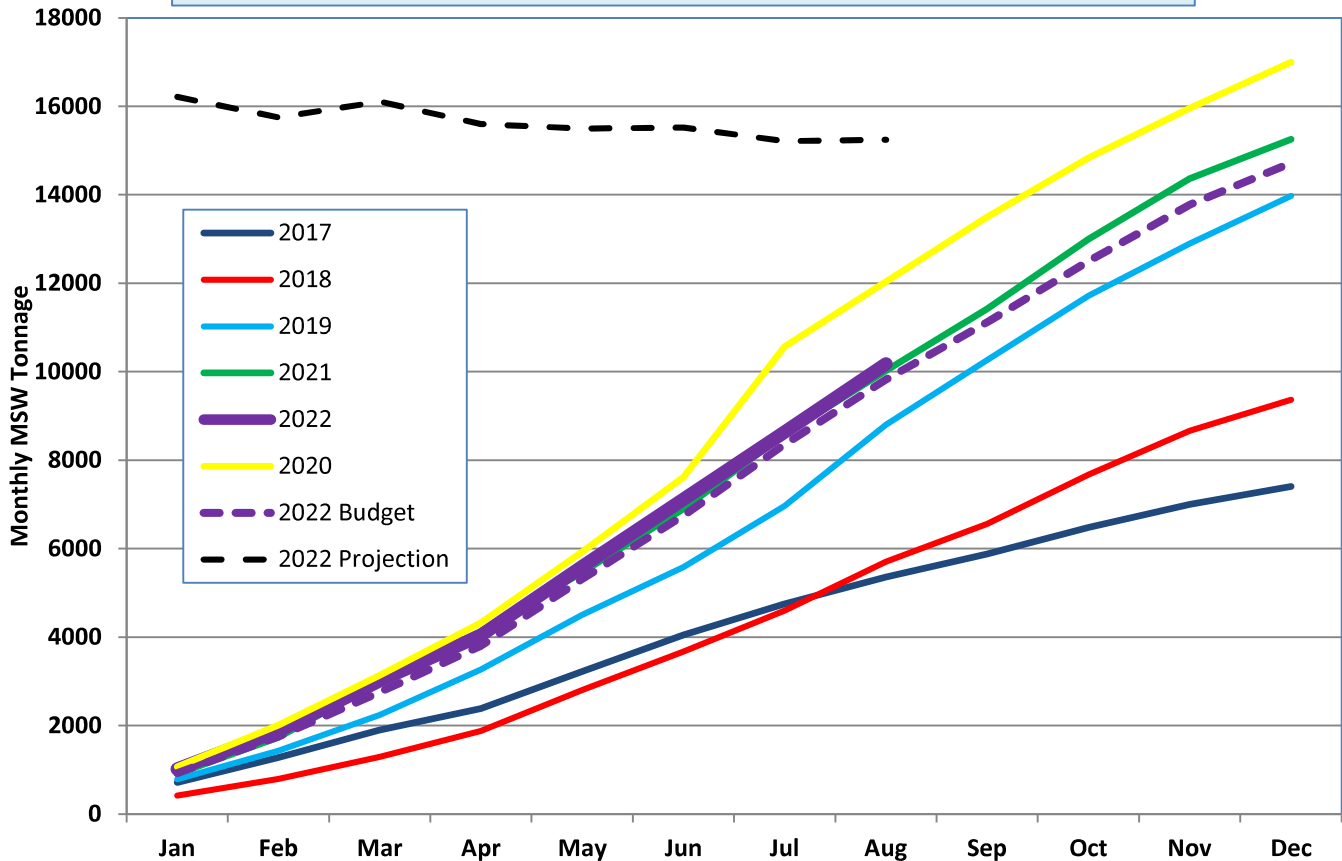
Reported Updated as at: August 31st, 2022	Budget Comparison (Tonnes) - Year to Date				Revenue Comparison (\$) - Year to Date		
	Sales	Budget	Variance	Variance(%)	Sales	Budget	Variance
<b>Commercial Tipping (Uncontracted)</b>	<b>10,177.5</b>	<b>9,830.0</b>	<b>347.5</b>	<b>3.5%</b>	<b>\$966,860</b>	<b>\$933,851</b>	<b>\$33,009</b>
Municipal Tipping - Olds	815.5	865.6	- 50.1	-5.8%	\$77,476	\$82,235	-\$4,759
Municipal Tipping - Sundre	210.7	234.7	- 24.0	-10.2%	\$20,014	\$22,293	-\$2,279
Municipal Tipping - Cremona	62.2	63.4	- 1.2	-2.0%	\$5,906	\$6,024	-\$118
Municipal Tipping - Didsbury	630.1	634.7	- 4.6	-0.7%	\$59,855	\$60,292	-\$437
Municipal Tipping - Carstairs	696.8	693.7	3.1	0.5%	\$66,198	\$65,901	\$297
<b>Sub-total Municipal Tipping</b>	<b>2,415.3</b>	<b>2,492.1</b>	<b>- 76.8</b>	<b>-3.1%</b>	<b>\$229,449</b>	<b>\$236,745</b>	<b>-\$7,296</b>
Didsbury Transfer	1,385.4	1,351.5	33.9	2.5%	\$131,615	\$128,393	\$3,222
Water Valley Transfer Site	279.8	271.5	8.2	3.0%	\$62,946	\$61,096	\$1,850
Sundre Transfer Site	321.0	309.8	11.3	3.6%	\$72,227	\$69,696	\$2,532
<b>Sub-total Transfer Station Tipping</b>	<b>1,986.2</b>	<b>1,932.8</b>	<b>53.4</b>	<b>2.8%</b>	<b>\$266,788</b>	<b>\$259,185</b>	<b>\$7,604</b>
Cement	379.1	204.6	174.5	85.3%	\$8,340	\$4,501	\$3,840
Shingles (Now classified as Commercial MSW)	-	474.3	- 474.3	-100.0%	\$0	\$34,148	-\$34,148
Drywall (Now classified as Commercial MSW)	-	51.2	- 51.2	-100.0%	\$0	\$3,690	-\$3,690
Metals	167.2	184.1	- 16.9	-9.2%	\$12,040	\$13,256	-\$1,216
<b>Sub-total Recycle Sales</b>	<b>546.3</b>	<b>914.2</b>	<b>- 367.9</b>	<b>-40.2%</b>	<b>\$20,380</b>	<b>\$55,594</b>	<b>-\$35,214</b>
<b>HC Contaminated Soil (at \$95/tonne)</b>	<b>233</b>	<b>-</b>	<b>233.0</b>	<b>100.0%</b>	<b>\$22,131</b>	<b>\$0</b>	<b>\$22,131</b>
<b>Total YTD Landfill Sales Summary</b>	<b>15,358.2</b>	<b>15,169.1</b>	<b>189.1</b>	<b>1.2%</b>	<b>\$ 1,505,608</b>	<b>\$ 1,485,374</b>	<b>\$ 20,234</b>

Reported Updated as at: August 31st, 2022	Budget Comparison (Tonnes) - Projection (P8/12)				Revenue Comparison (\$) - Projection (P8/12)		
	Projection	Budget	Variance	Variance(%)	Projection	Budget	Variance
<b>Commercial Tipping (Uncontracted)</b>	<b>15,245</b>	<b>14,725</b>	<b>520.5</b>	<b>3.5%</b>	<b>\$1,448,321</b>	<b>\$1,398,875</b>	<b>\$49,446</b>
Municipal Tipping - Olds	1,221	1,296	- 75.0	-5.8%	\$115,995	\$123,120	-\$7,125
Municipal Tipping - Sundre	311	346	- 35.4	-10.2%	\$29,510	\$32,870	-\$3,360
Municipal Tipping - Cremona	92	94	- 2.2	-2.3%	\$8,725	\$8,930	-\$205
Municipal Tipping - Didsbury	946	953	- 6.9	-0.7%	\$89,878	\$90,535	-\$657
Municipal Tipping - Carstairs	1,041	1,036	4.7	0.5%	\$98,864	\$98,420	\$444
<b>Sub-total Municipal Tipping</b>	<b>3,610</b>	<b>3,725</b>	<b>- 114.8</b>	<b>-3.1%</b>	<b>\$342,972</b>	<b>\$353,875</b>	<b>-\$10,903</b>
Didsbury Transfer	1,987	1,935	52.3	2.7%	\$188,795	\$183,825	\$4,970
Water Valley Transfer Site	403	391	11.8	3.0%	\$90,639	\$87,975	\$2,664
Sundre Transfer Site	457	441	16.0	3.6%	\$102,829	\$99,225	\$3,604
<b>Sub-total Transfer Station Tipping</b>	<b>2,847</b>	<b>2,767</b>	<b>80</b>	<b>2.9%</b>	<b>\$382,263</b>	<b>\$371,025</b>	<b>\$11,238</b>
Cement	535	311	224.3	72.1%	\$11,776	\$6,842	\$4,934
Shingles	-	748	- 748.0	-100.0%	\$0	\$53,856	-\$53,856
Drywall	-	79	- 79.0	-100.0%	\$0	\$5,688	-\$5,688
Metal	255	261	- 6.1	-2.3%	\$18,355	\$18,792	-\$437
<b>Sub-total Recycle Sales (Including Metals)</b>	<b>790</b>	<b>1,399</b>	<b>- 608.8</b>	<b>-43.5%</b>	<b>\$30,131</b>	<b>\$85,178</b>	<b>-\$55,047</b>
<b>HC Contaminated Soil (at \$95/tonne)</b>	<b>233</b>	<b>-</b>	<b>233.0</b>	<b>0.0%</b>	<b>\$22,131</b>	<b>\$0</b>	<b>\$22,131</b>
<b>Total Projected Landfill Sales Summary</b>	<b>22,726</b>	<b>22,616</b>	<b>110.1</b>	<b>0.5%</b>	<b>\$ 2,225,818</b>	<b>\$ 2,208,953</b>	<b>\$ 16,865</b>

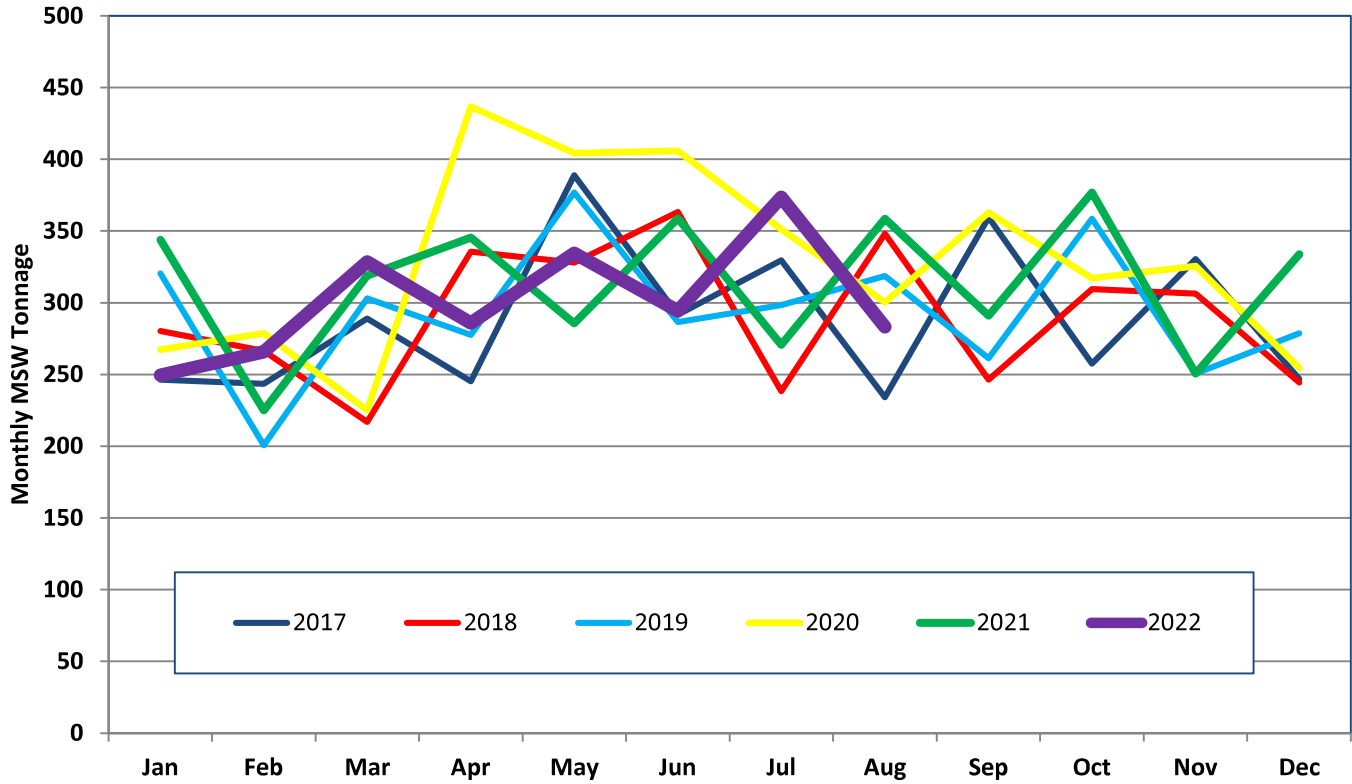
### Mountain View Regional Waste Management Commission Total Commercial - Historical Monthly MSW Tonnage



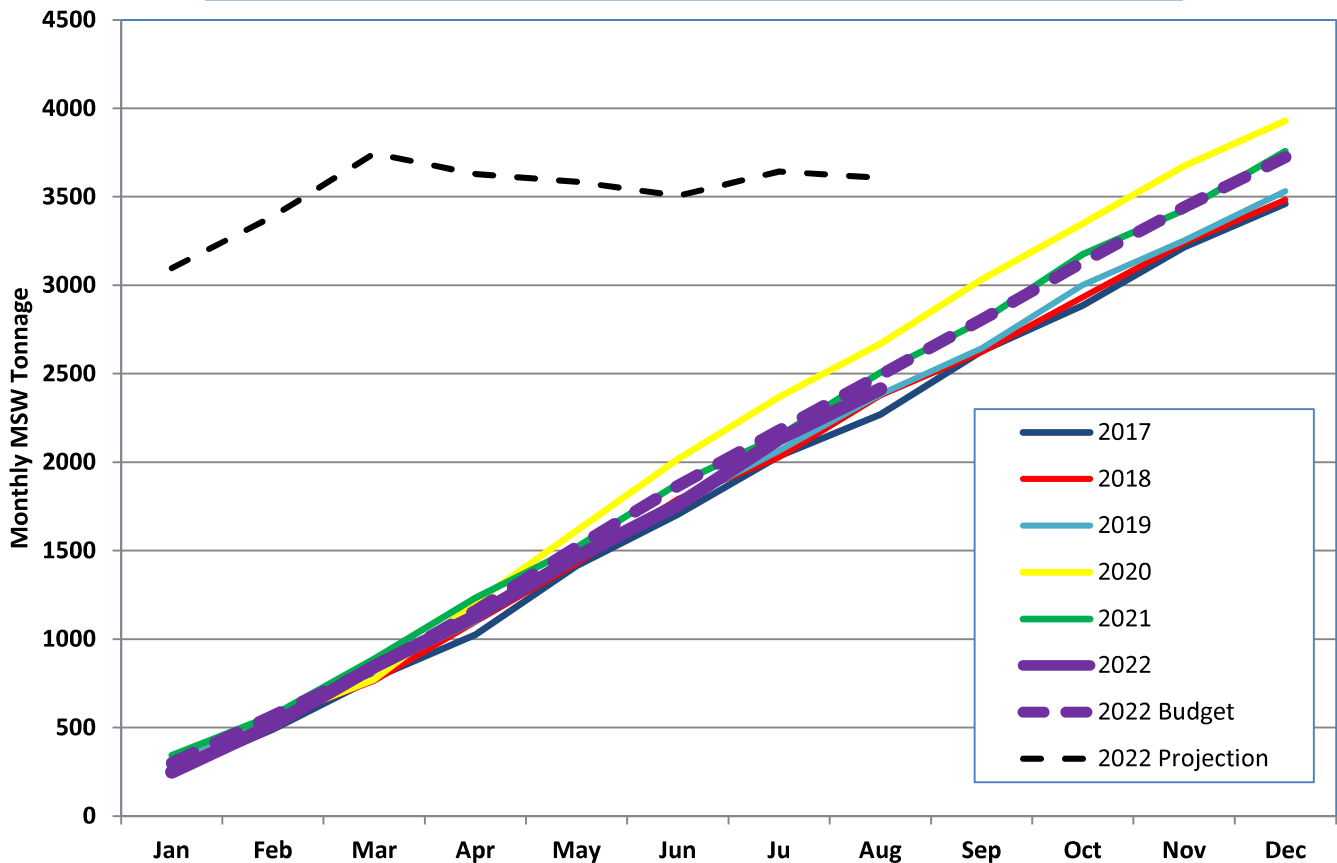
### Mountain View Regional Waste Management Commission Total Commercial - Cumulative YTD MSW Tonnage



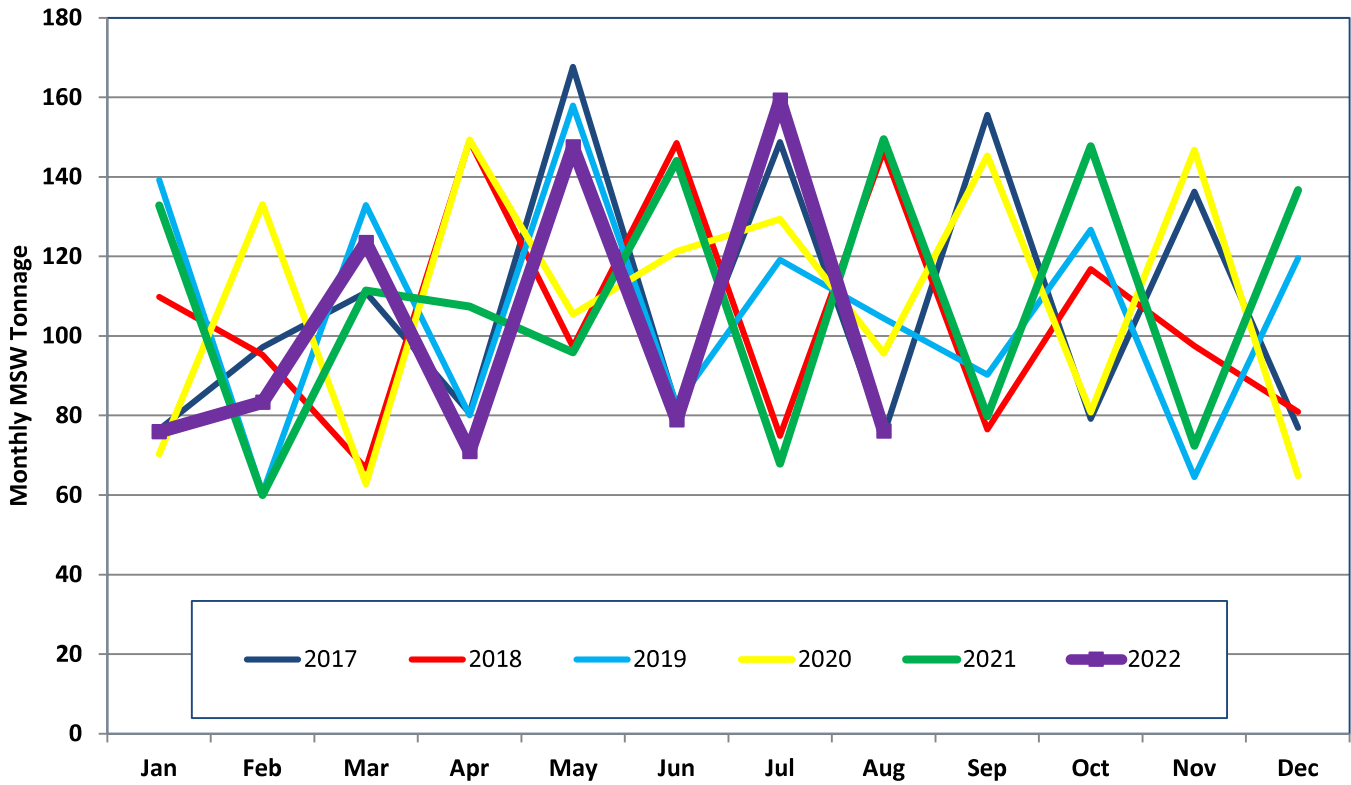
### Mountain View Regional Waste Management Commission Total Class 2 Municipal Waste - Historical Monthly MSW Tonnage



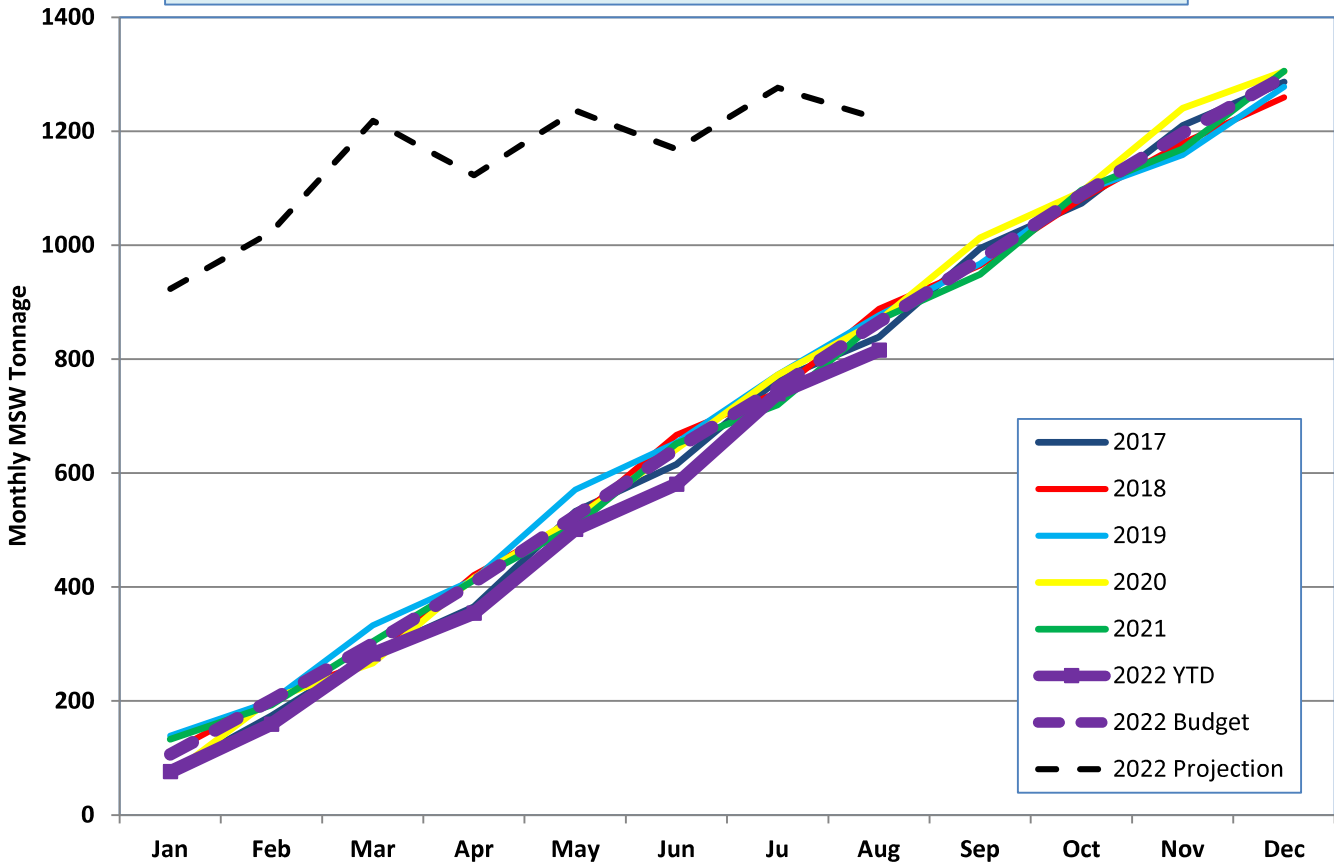
### Mountain View Regional Waste Management Commission Total Class 2 Municipal Waste - Cumulative YTD MSW Tonnage



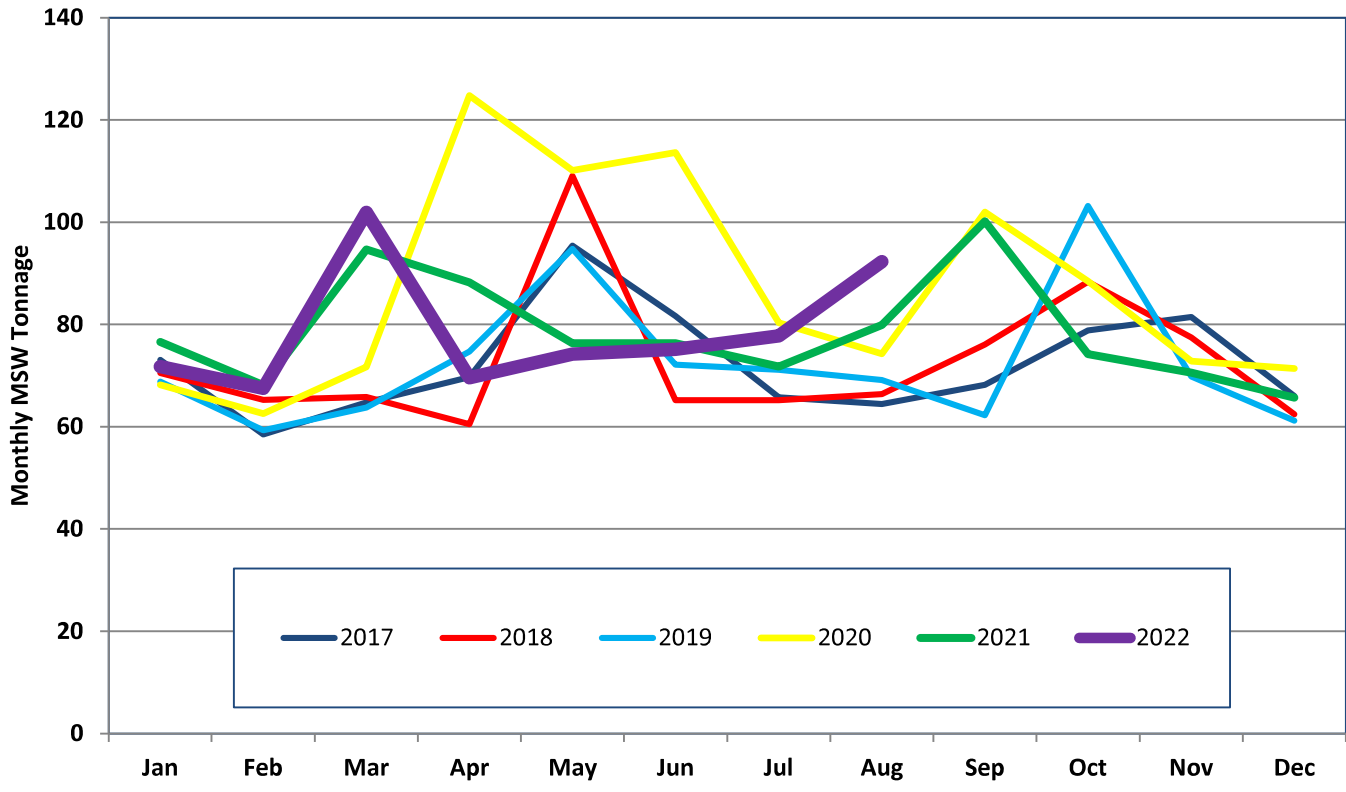
### Mountain View Regional Waste Management Commission Olds - Historical Monthly MSW Tonnage



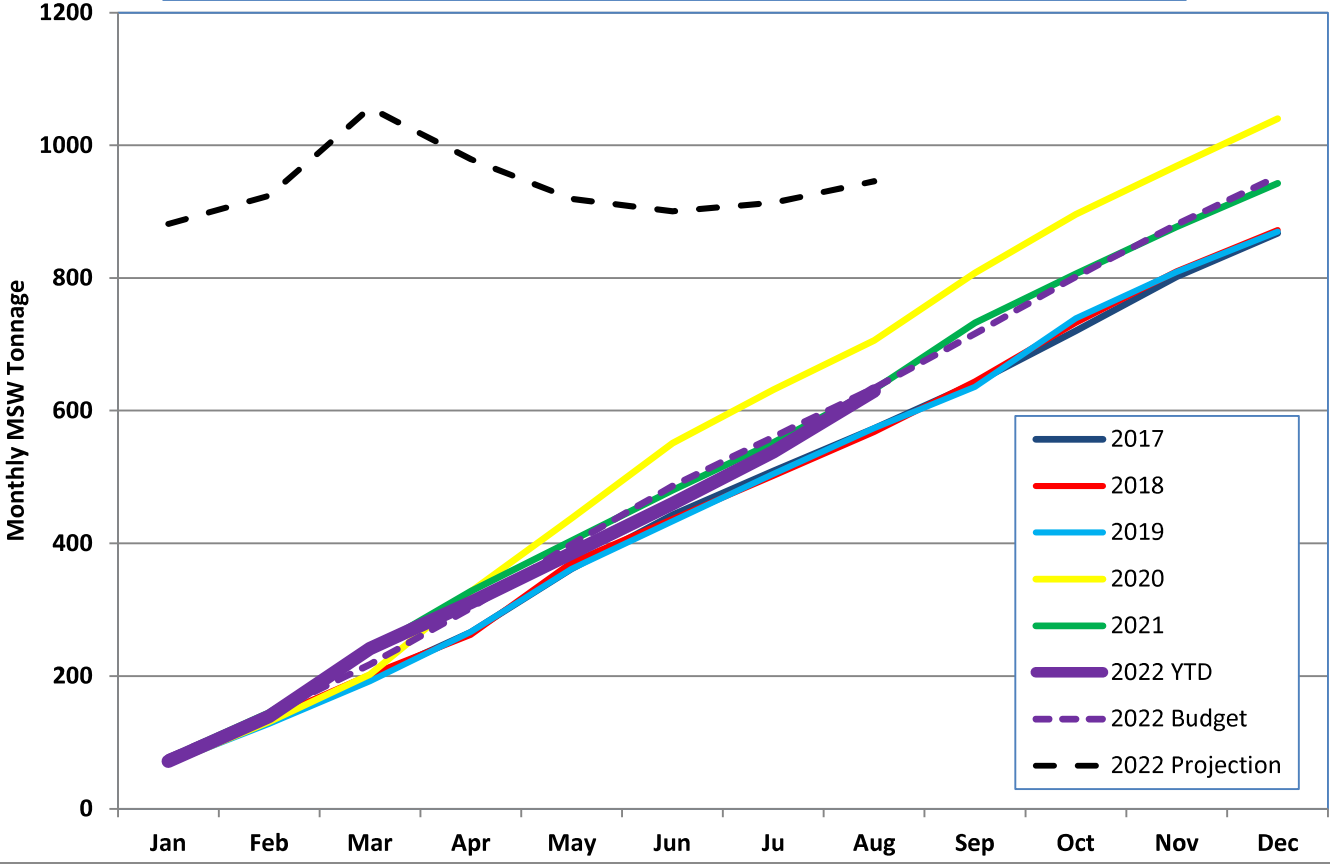
### Mountain View Regional Waste Management Commission Olds - Cumulative YTD MSW Tonnage



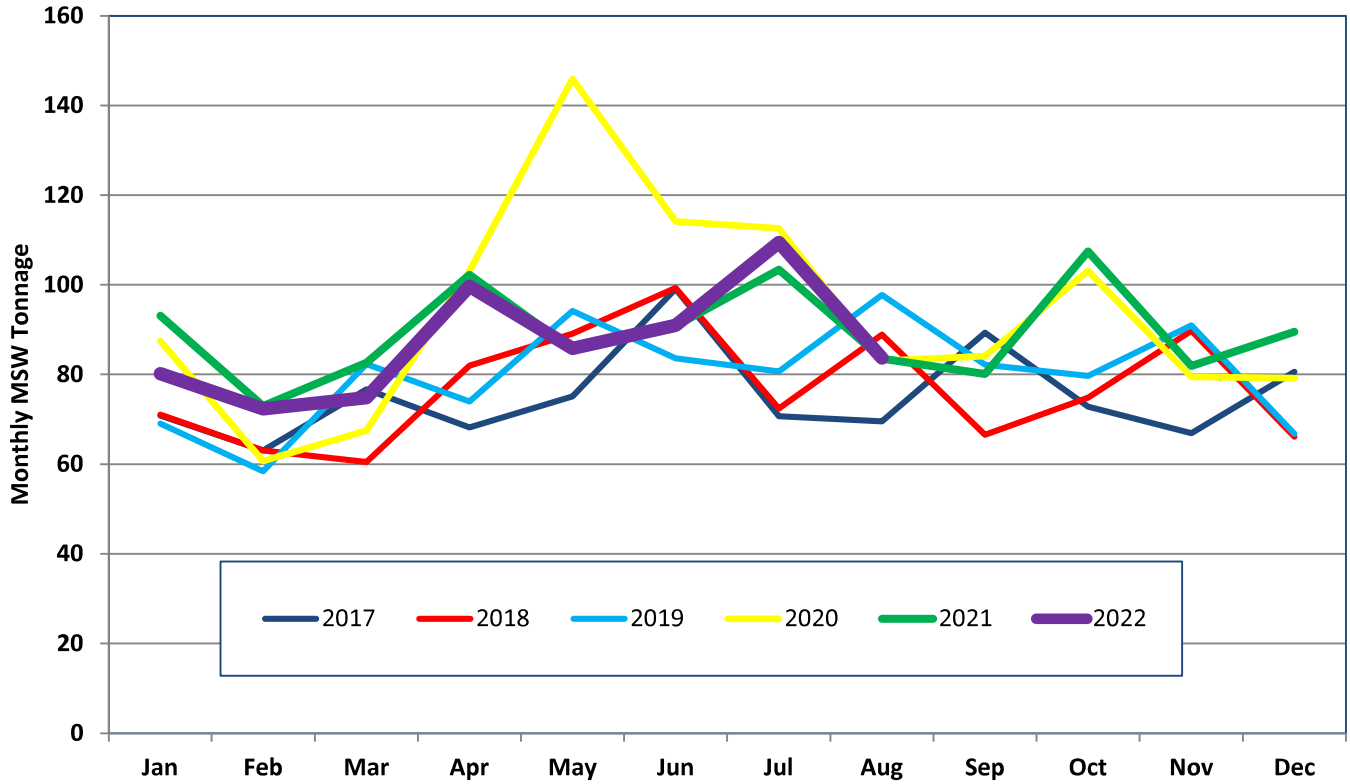
### Mountain View Regional Waste Management Commission Didsbury - Historical Monthly MWS Tonnage



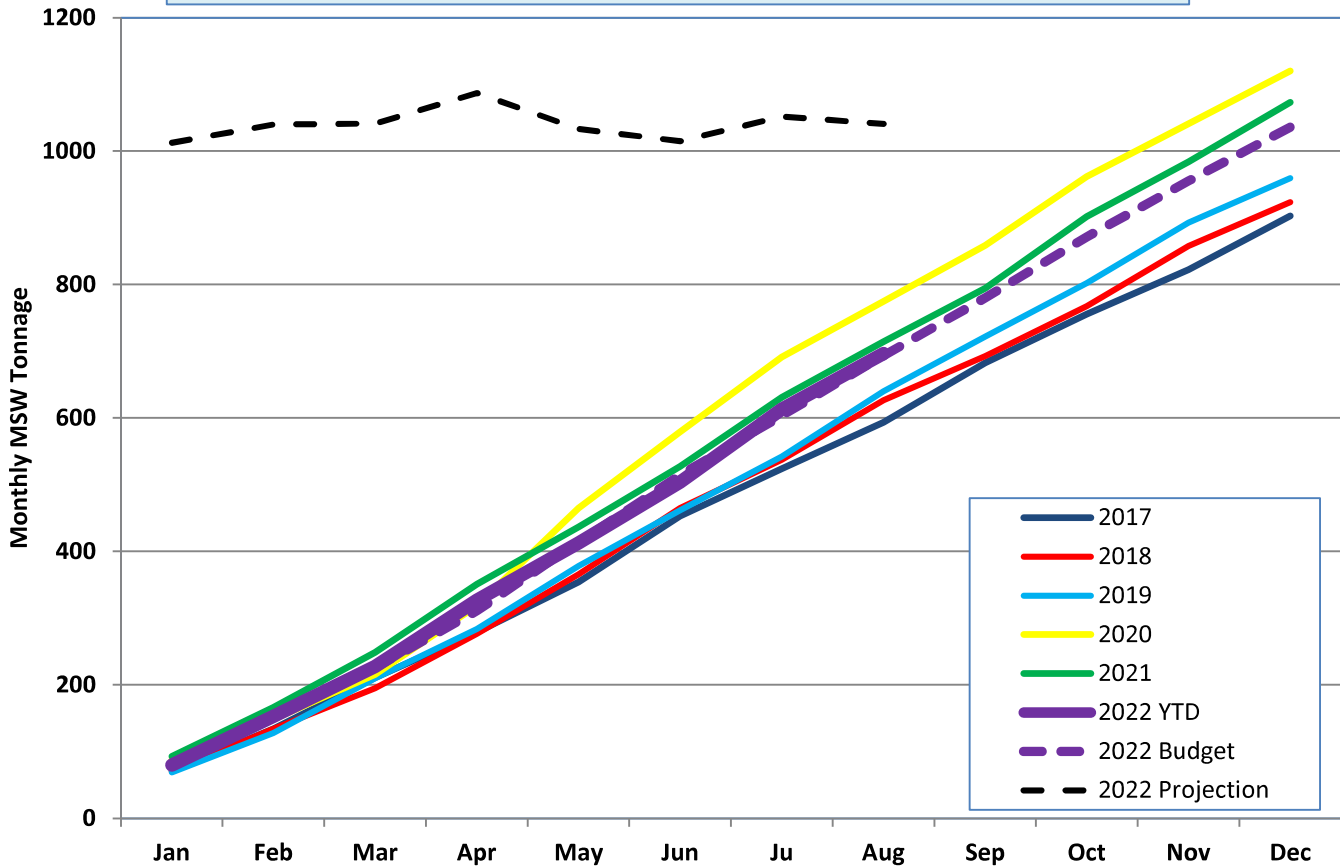
### Mountain View Regional Waste Management Commission Didsbury - Cumulative YTD MSW Tonnage



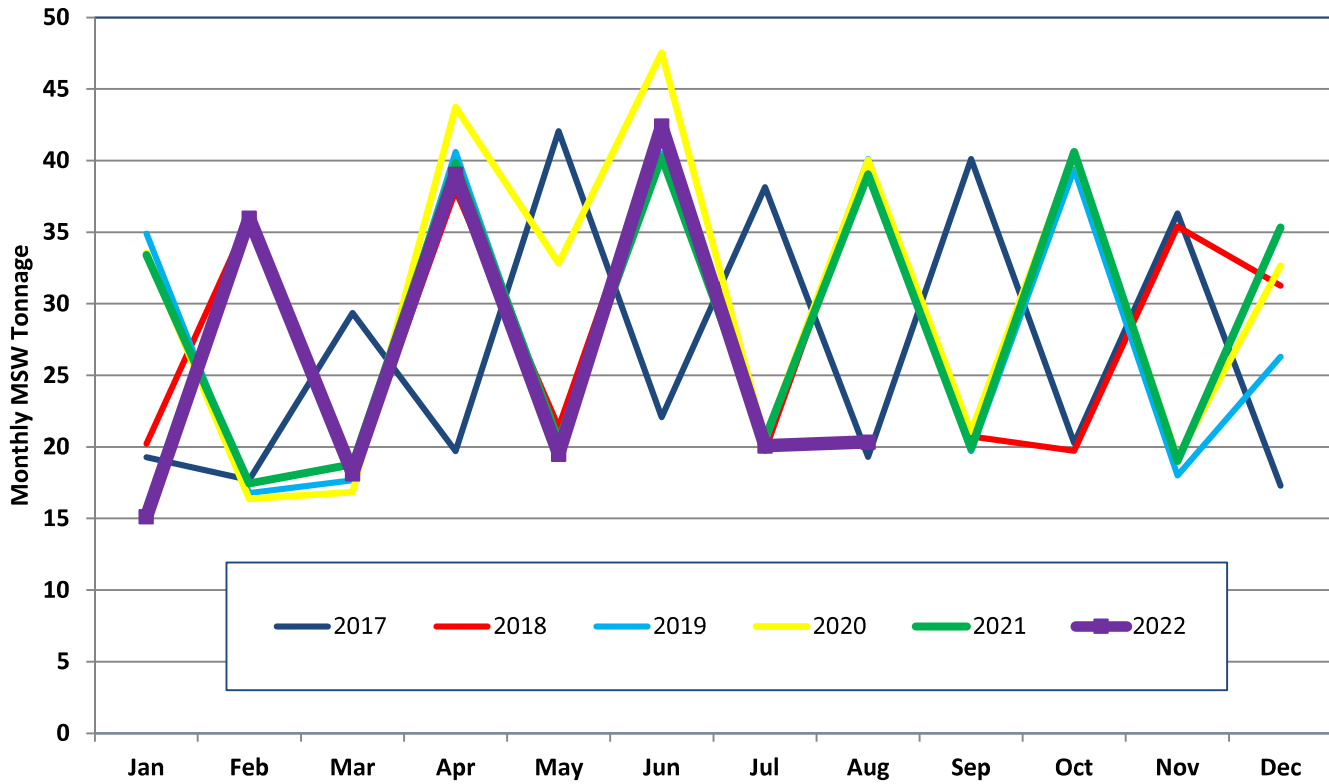
### Mountain View Regional Waste Management Commission Carstairs - Historical Monthly MSW Tonnage



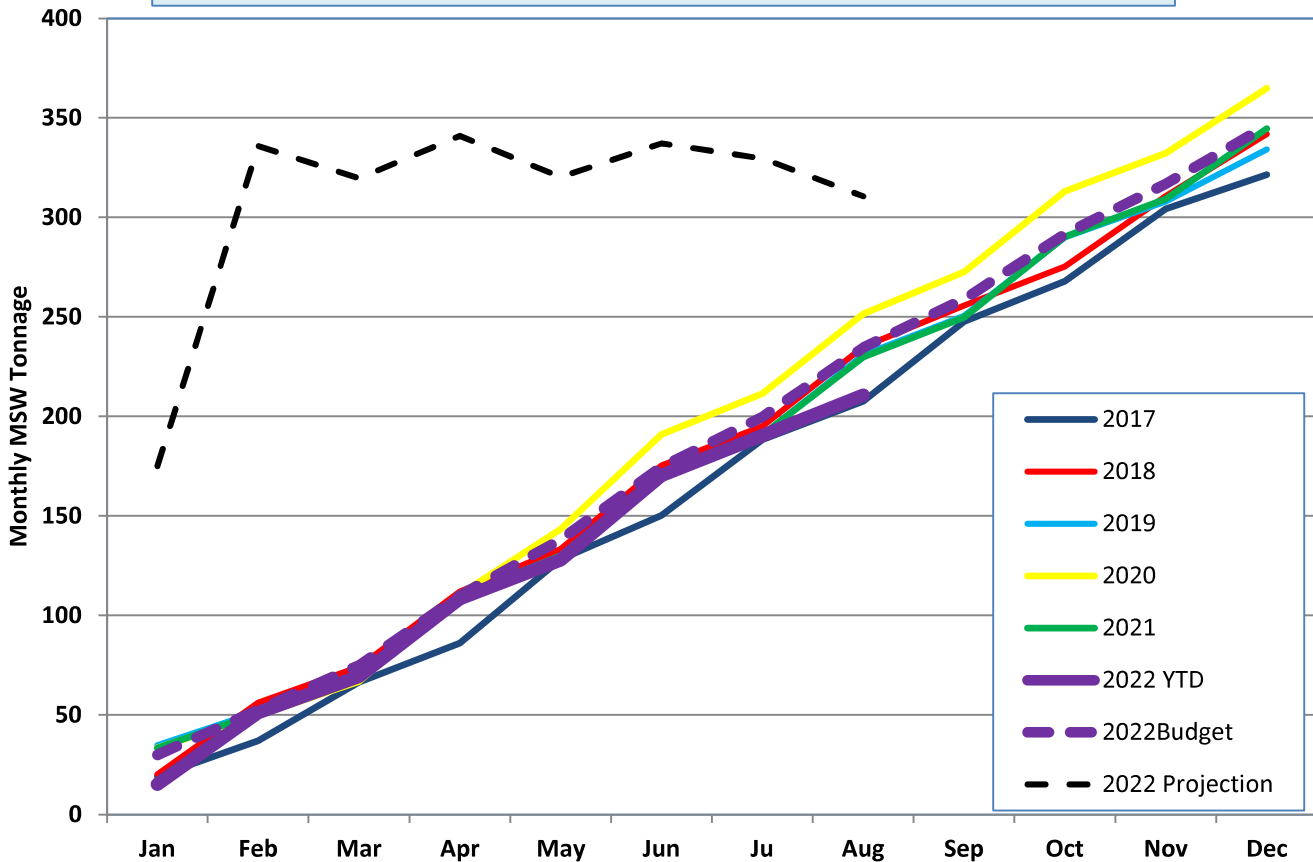
### Mountain View Regional Waste Management Commission Carstairs - Cumulative YTD MSW Tonnage



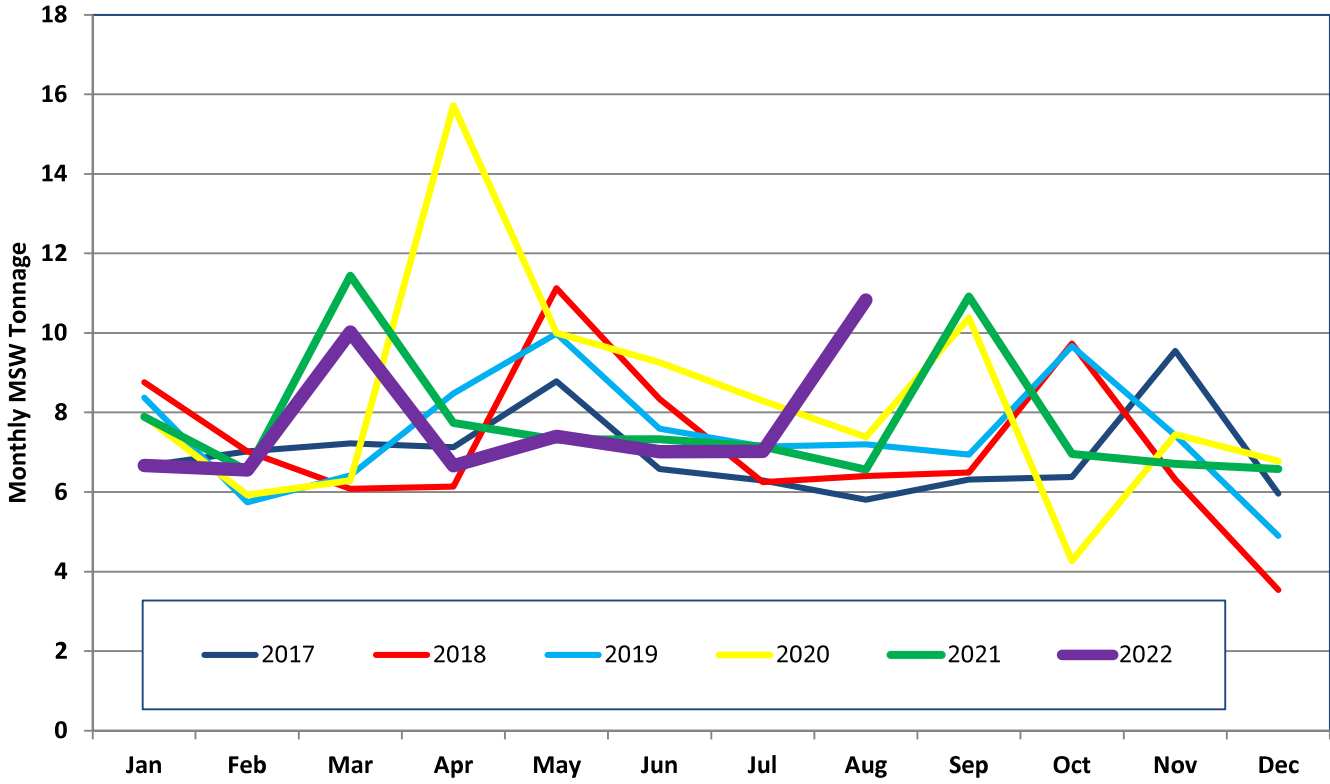
### Mountain View Regional Waste Management Commission Sundre - Historical Monthly MSW Tonnage



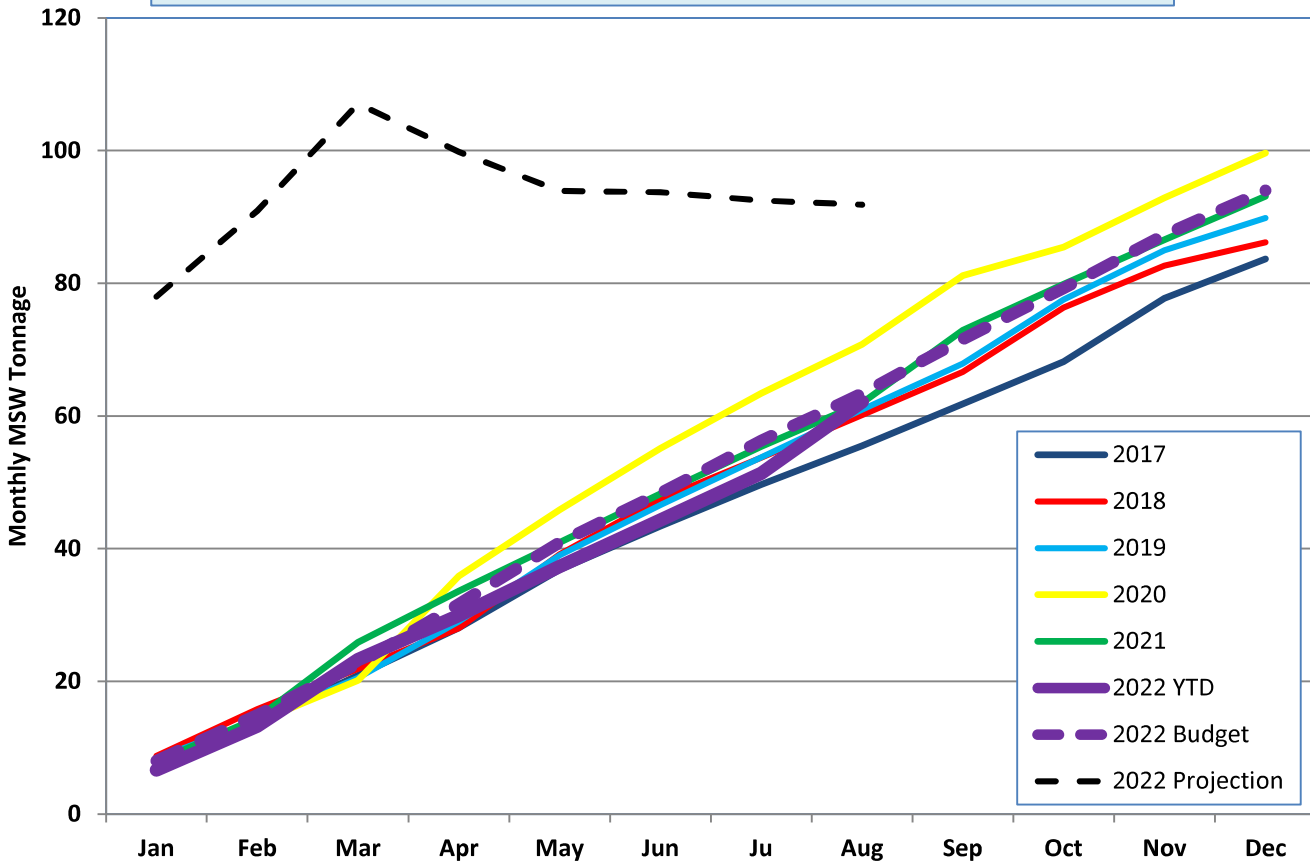
### Mountain View Regional Waste Management Commission Sundre - Cumulative YTD MSW Tonnage



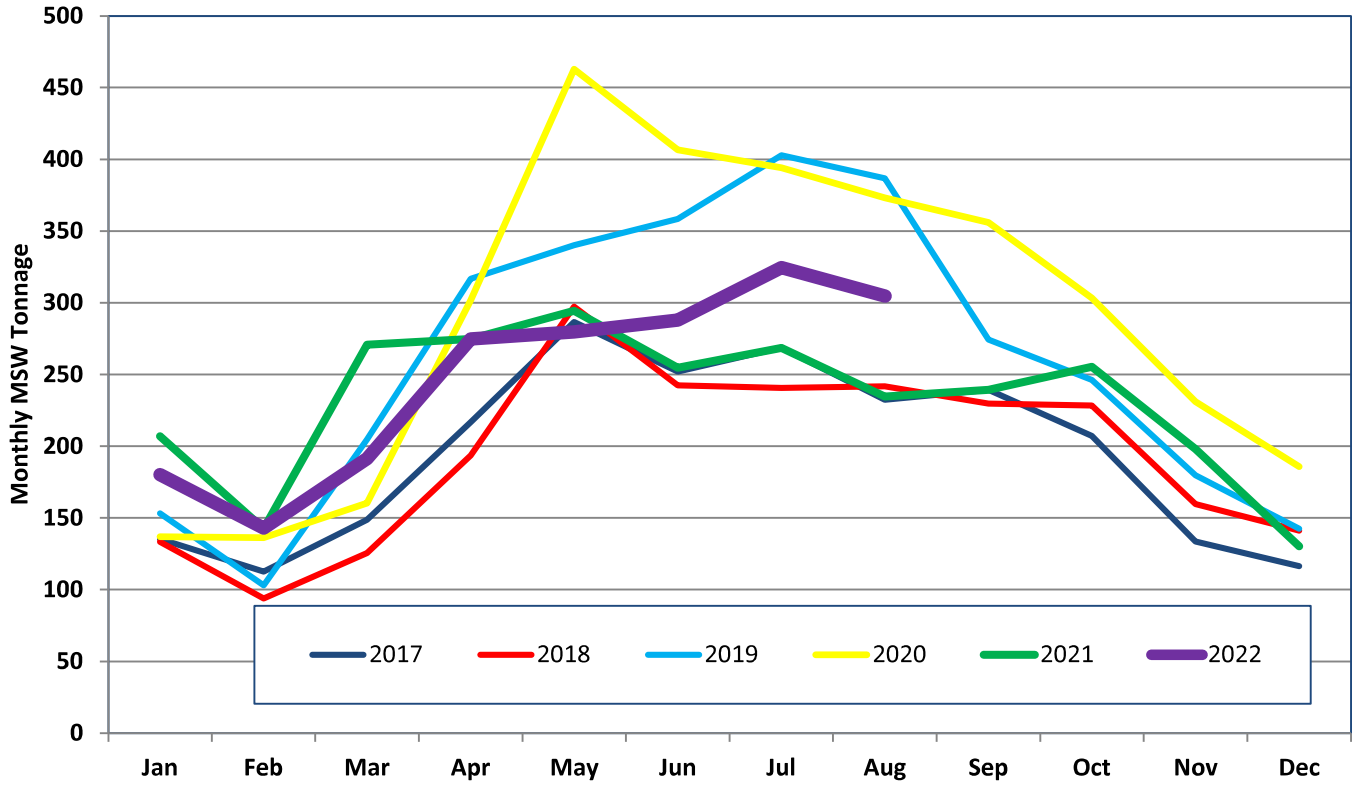
### Mountain View Regional Waste Management Commission Cremona - Historical Monthly MSW Tonnage



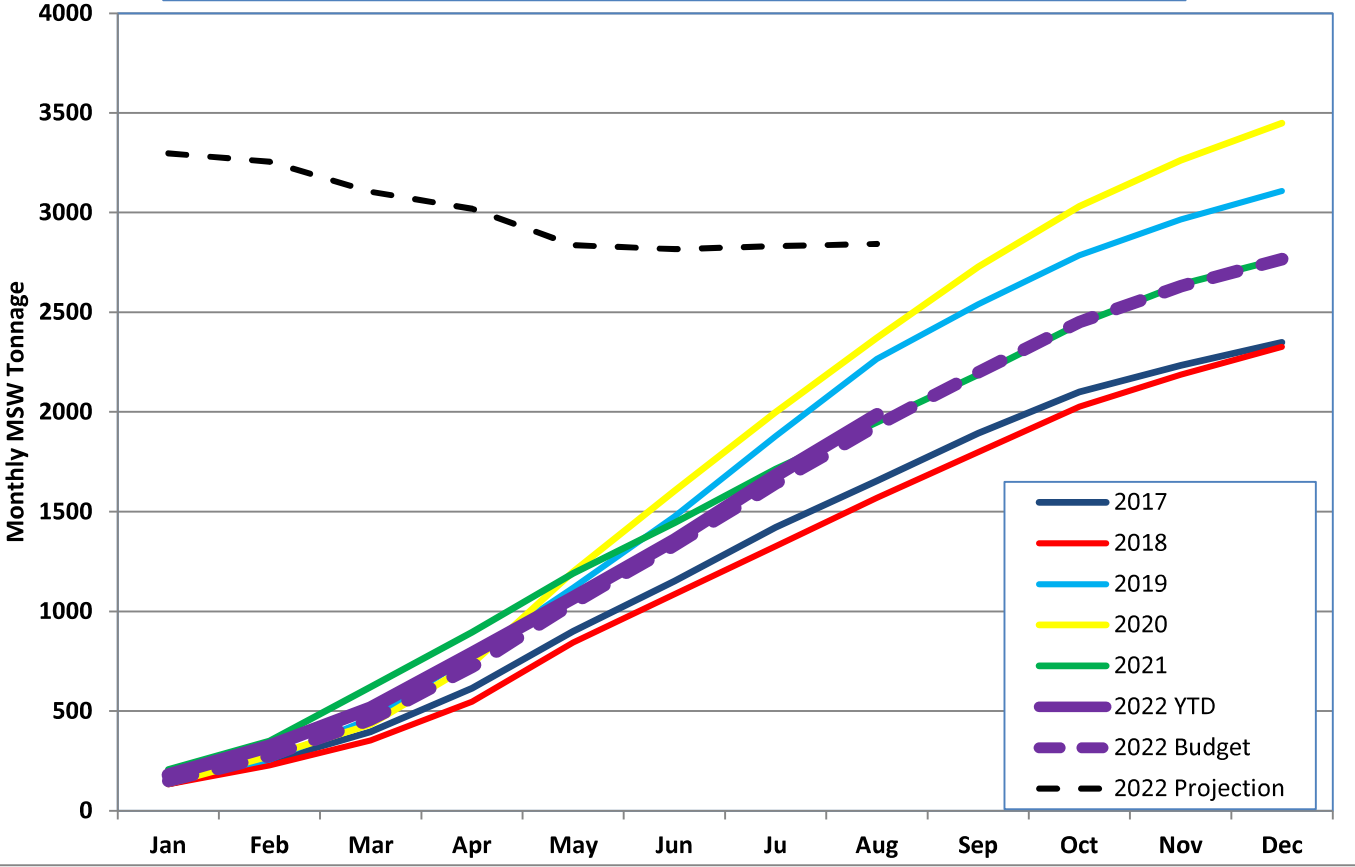
### Mountain View Regional Waste Management Commission Cremona - Cumulative YTD MSW Tonnage



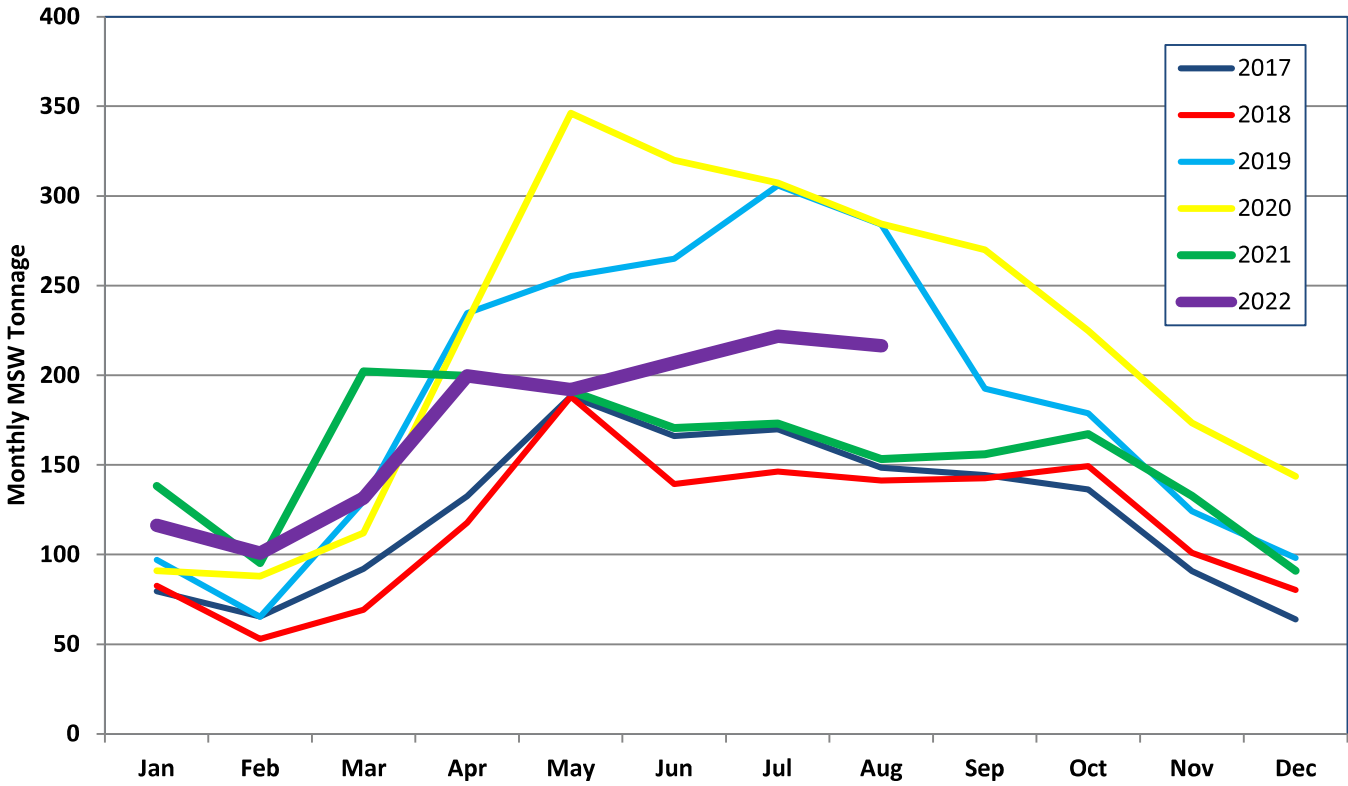
### Mountain View Regional Waste Management Commission Transfer Stations - Historical Monthly MSW Tonnage



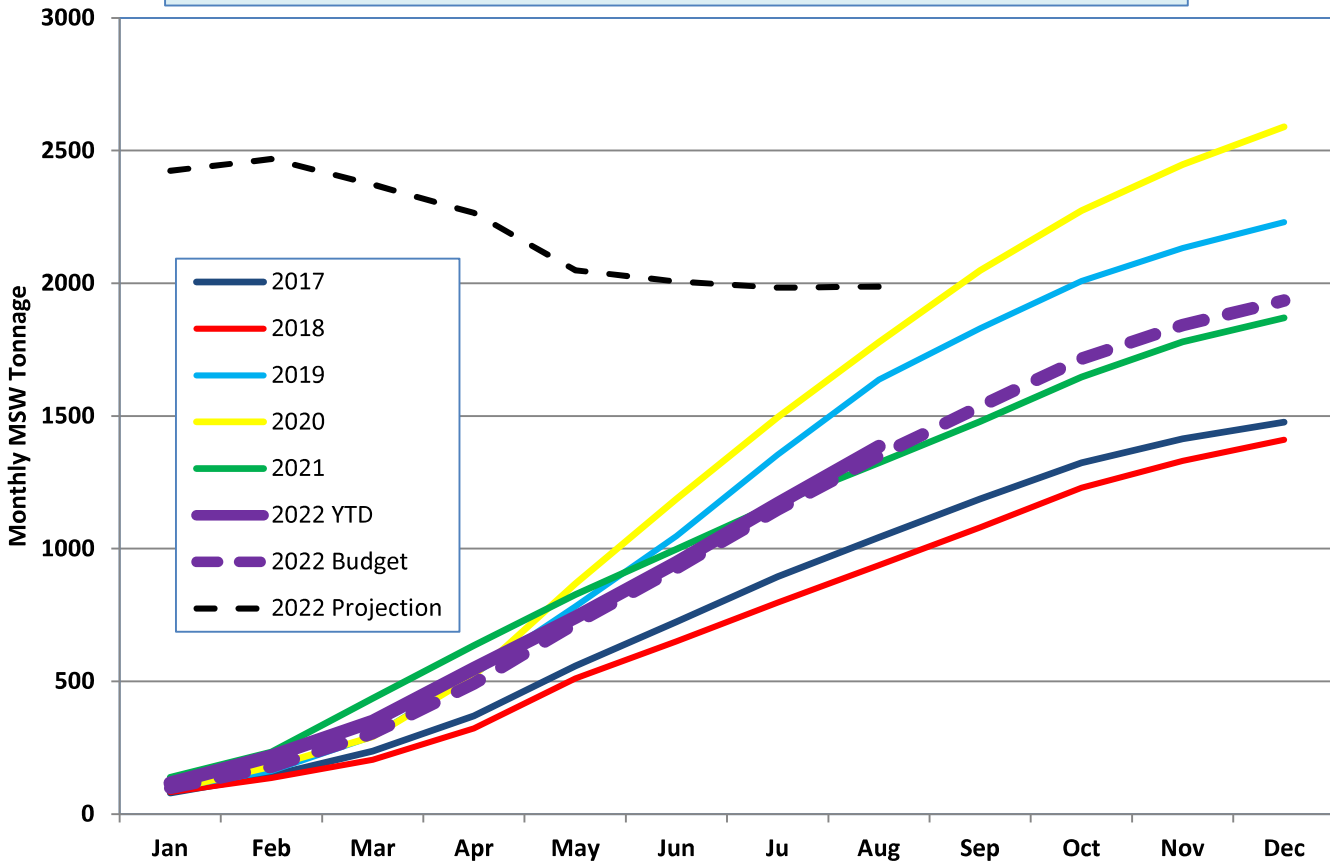
### Mountain View Regional Waste Management Commission Transfer Stations - Cumulative YTD MSW Tonnage



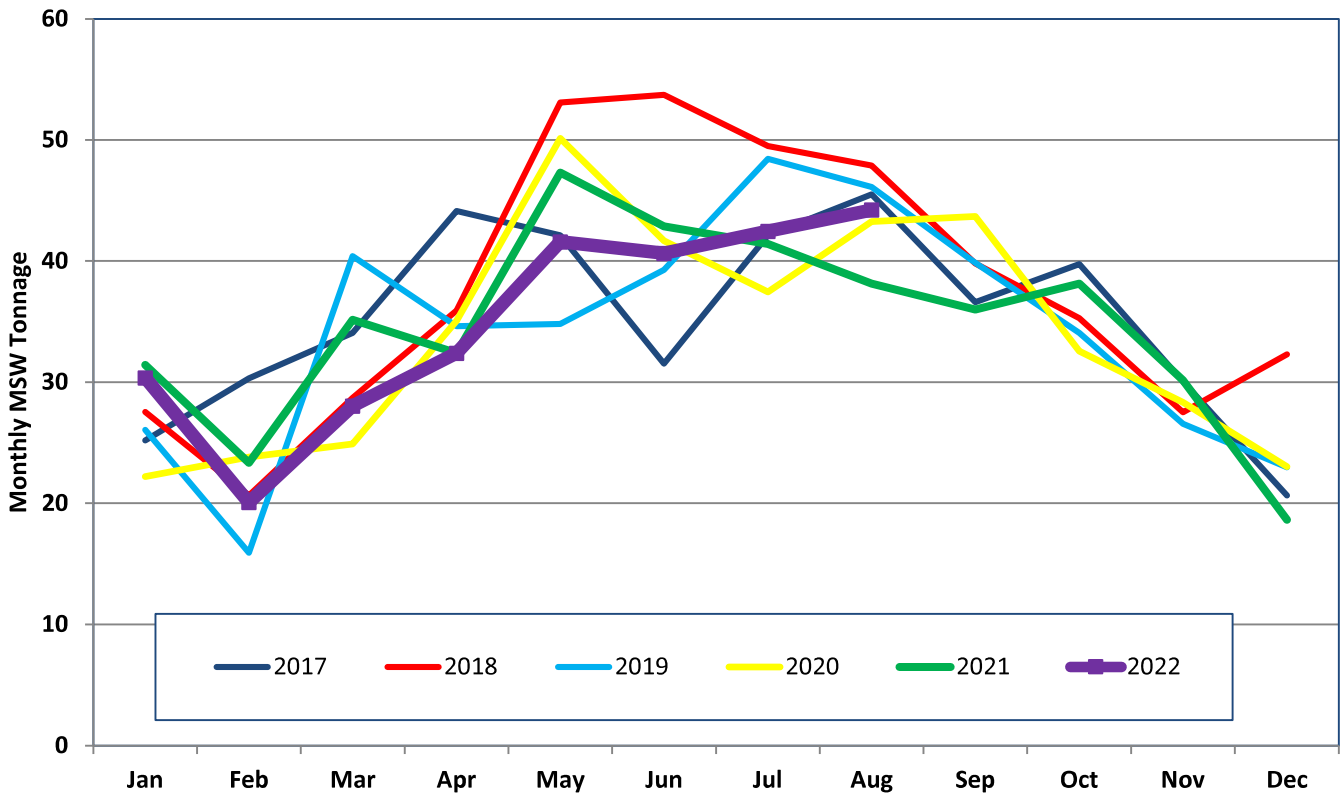
### Mountain View Regional Waste Management Commission Didsbury TS - Historical Monthly MSW Tonnage



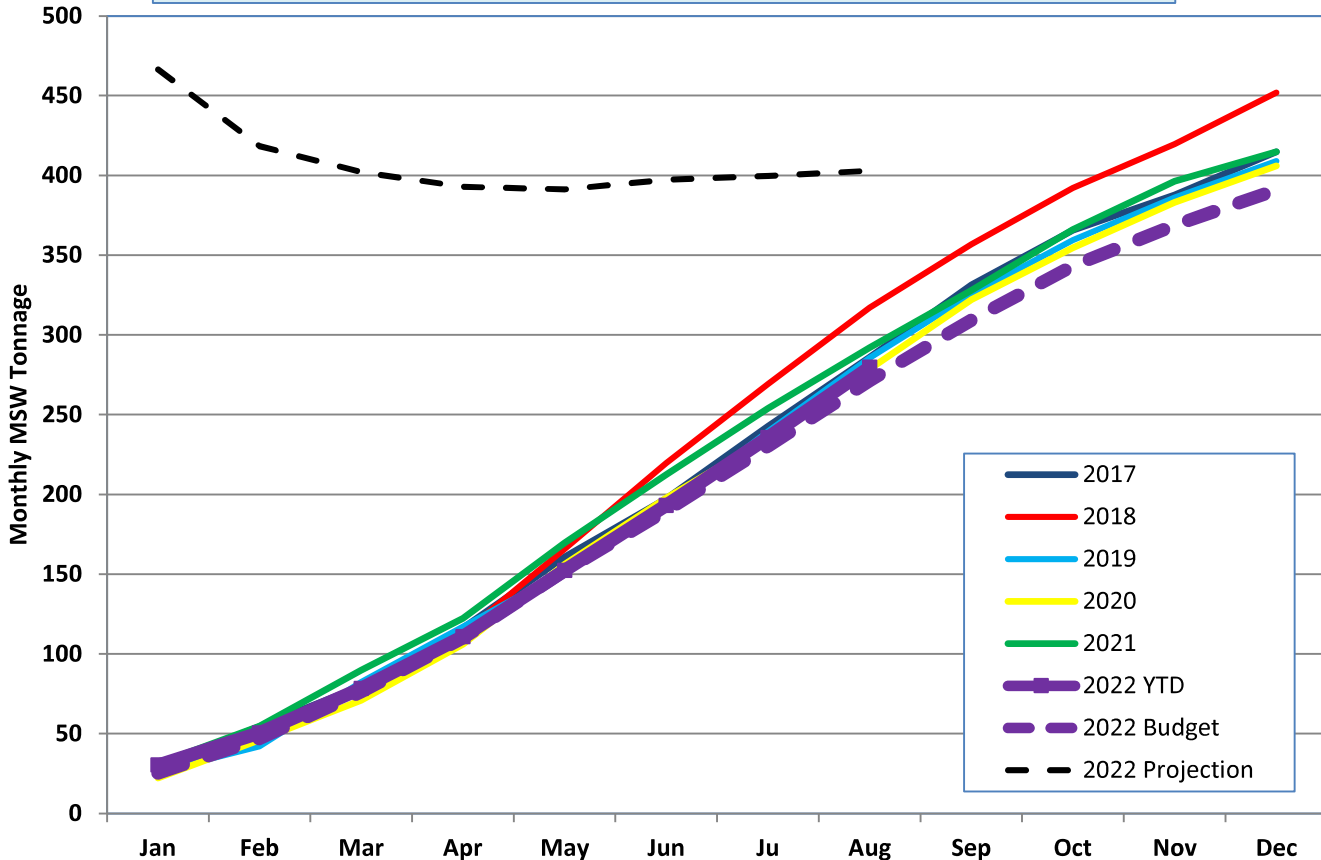
### Mountain View Regional Waste Management Commission Didsbury TS- Cumulative YTD MSW Tonnage



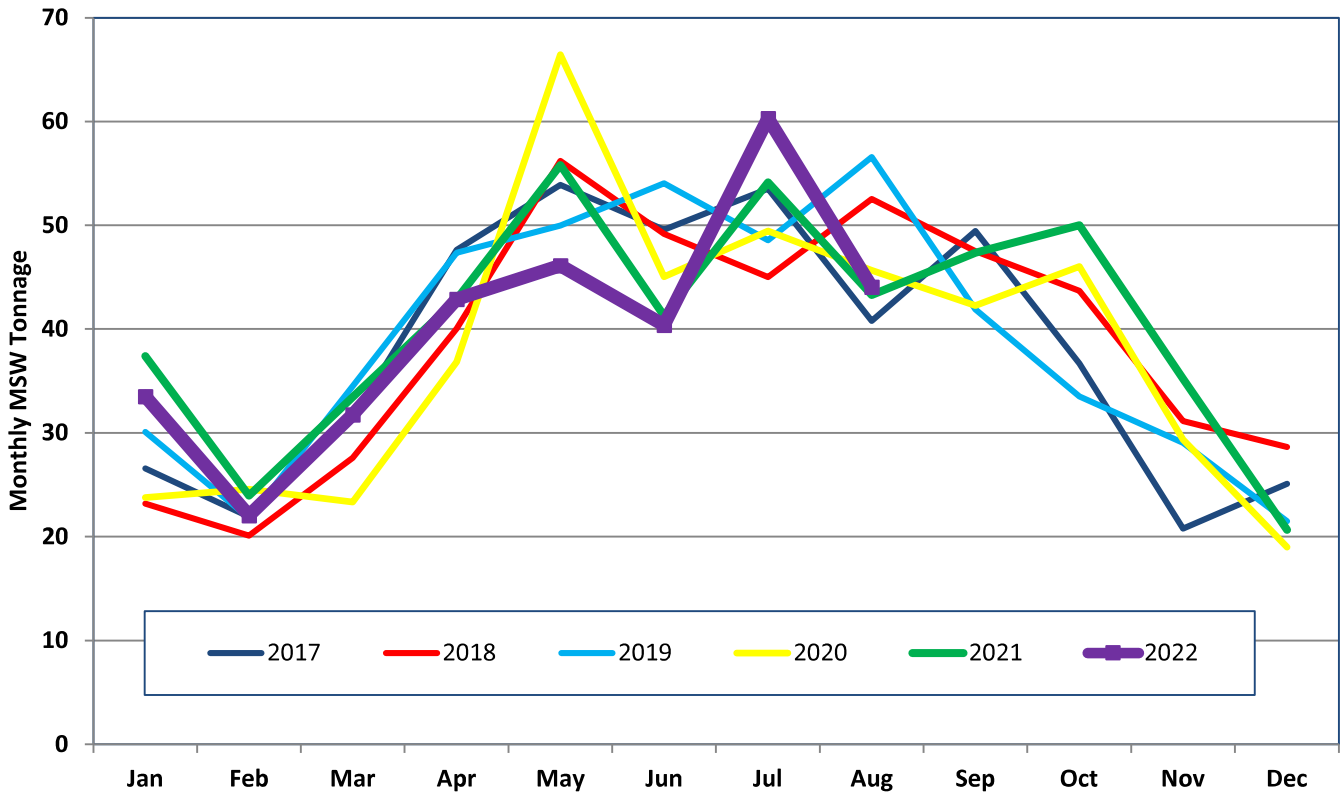
### Mountain View Regional Waste Management Commission Water Valley TS - Historical Monthly MSW Tonnage



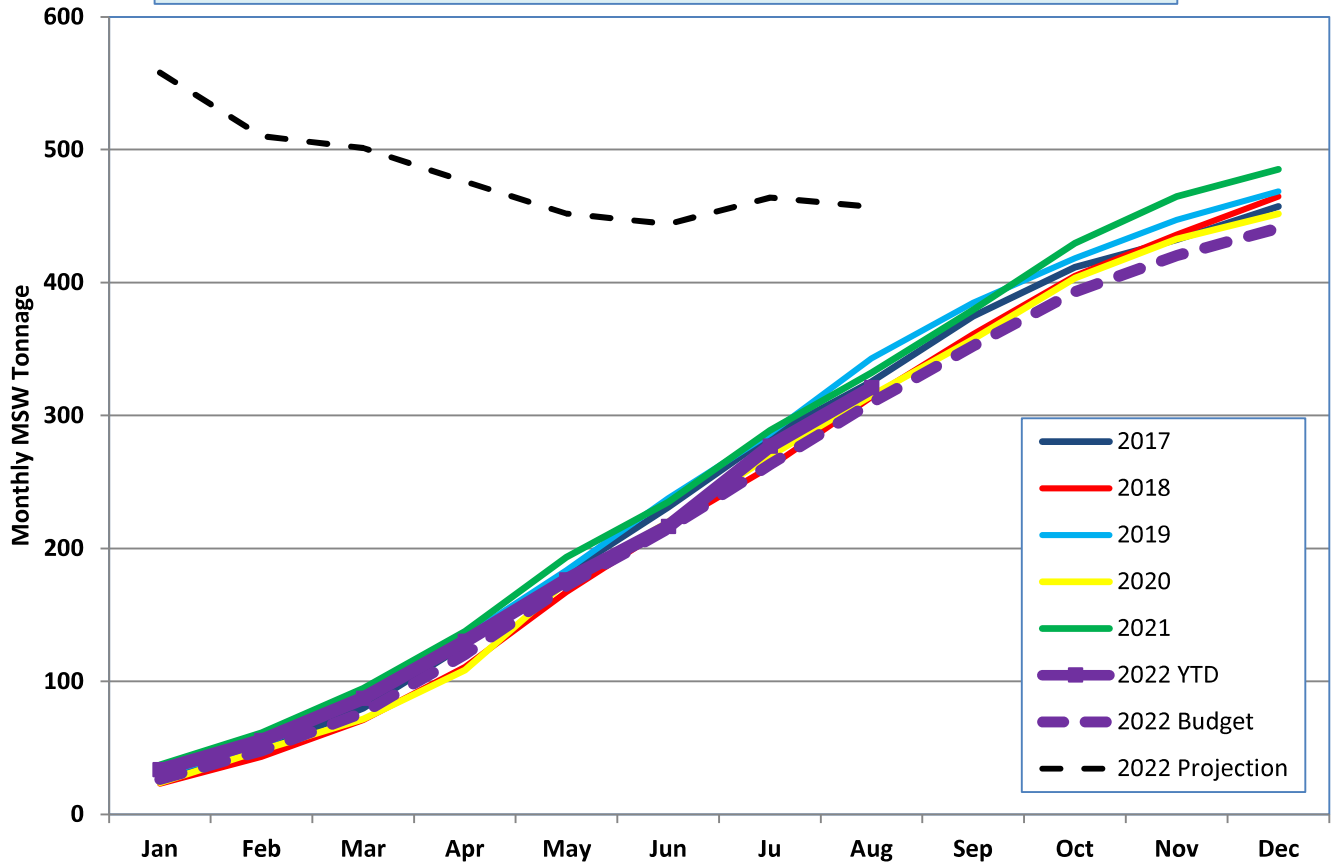
### Mountain View Regional Waste Management Commission Water Valley TS - Cumulative YTD MSW Tonnage



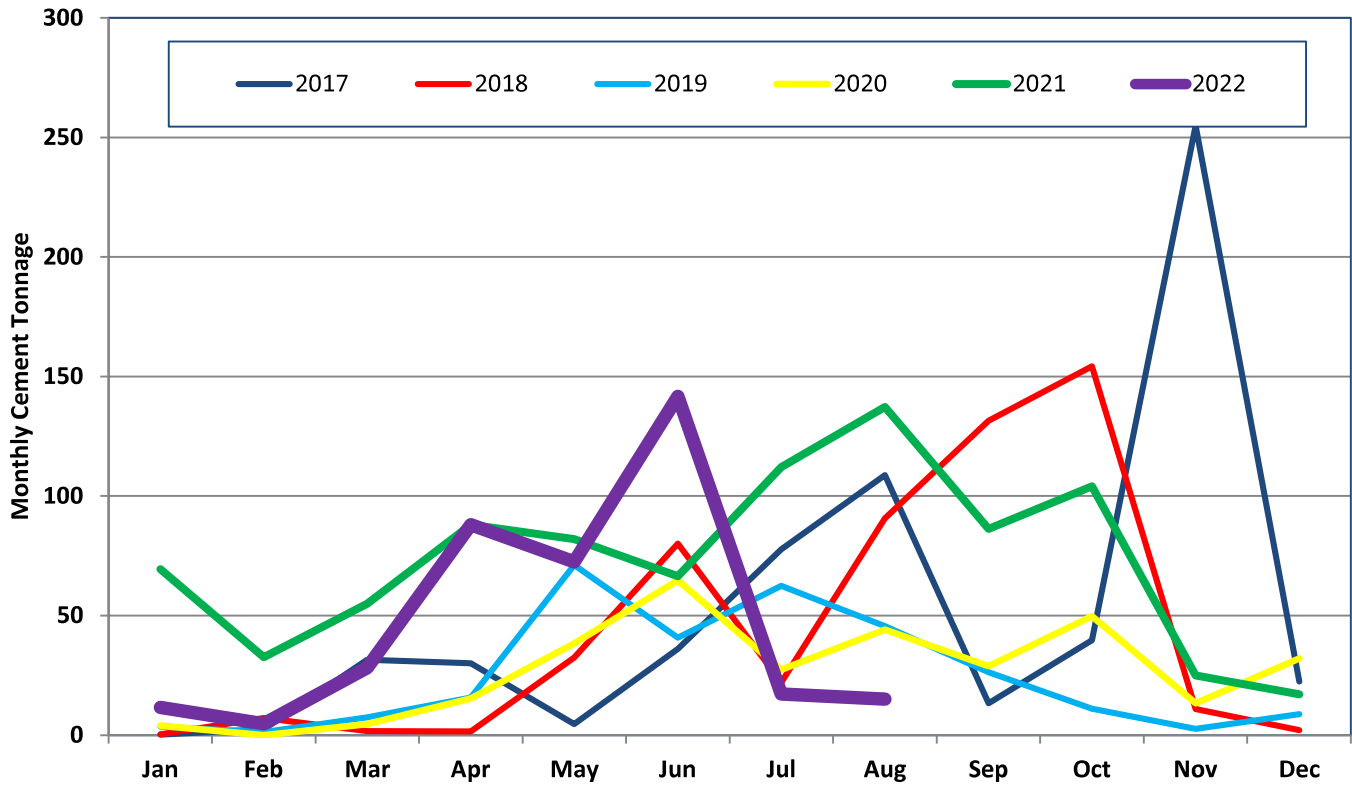
### Mountain View Regional Waste Management Commission Sundre TS - Historical Monthly MSW Tonnage



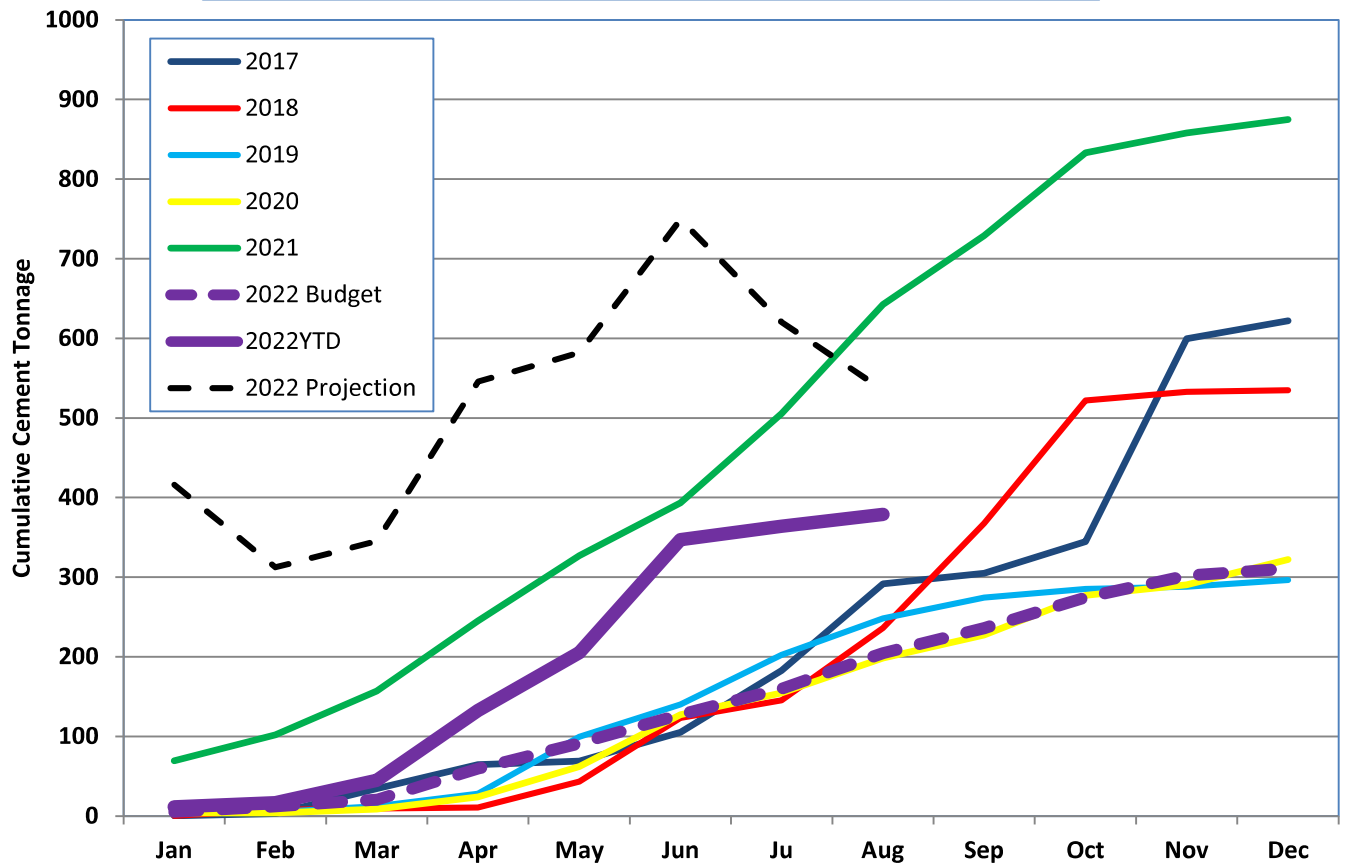
### Mountain View Regional Waste Management Commission Sundre TS - Cumulative YTD MSW Tonnage



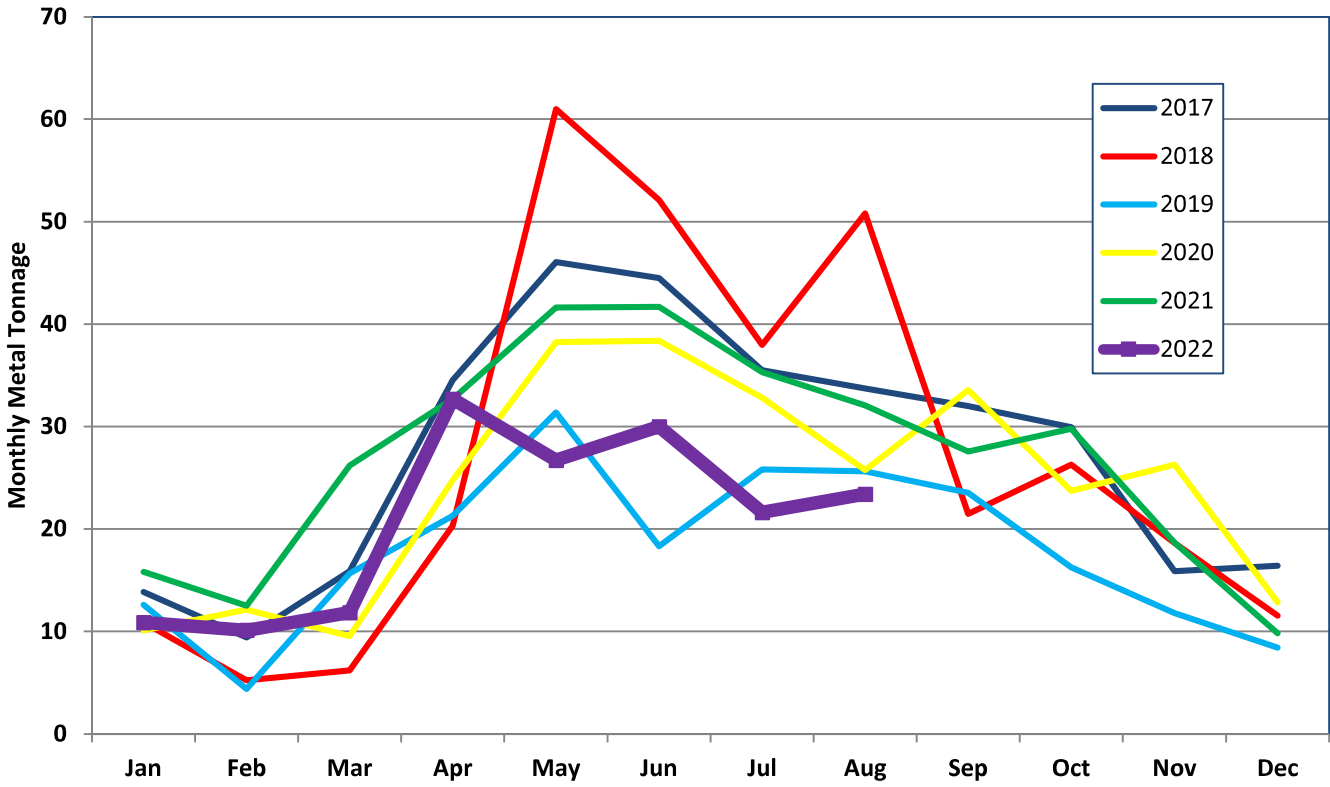
**Mountain View Regional Waste Management Commission  
Didsbury TS - Historical Cement Tonnage**



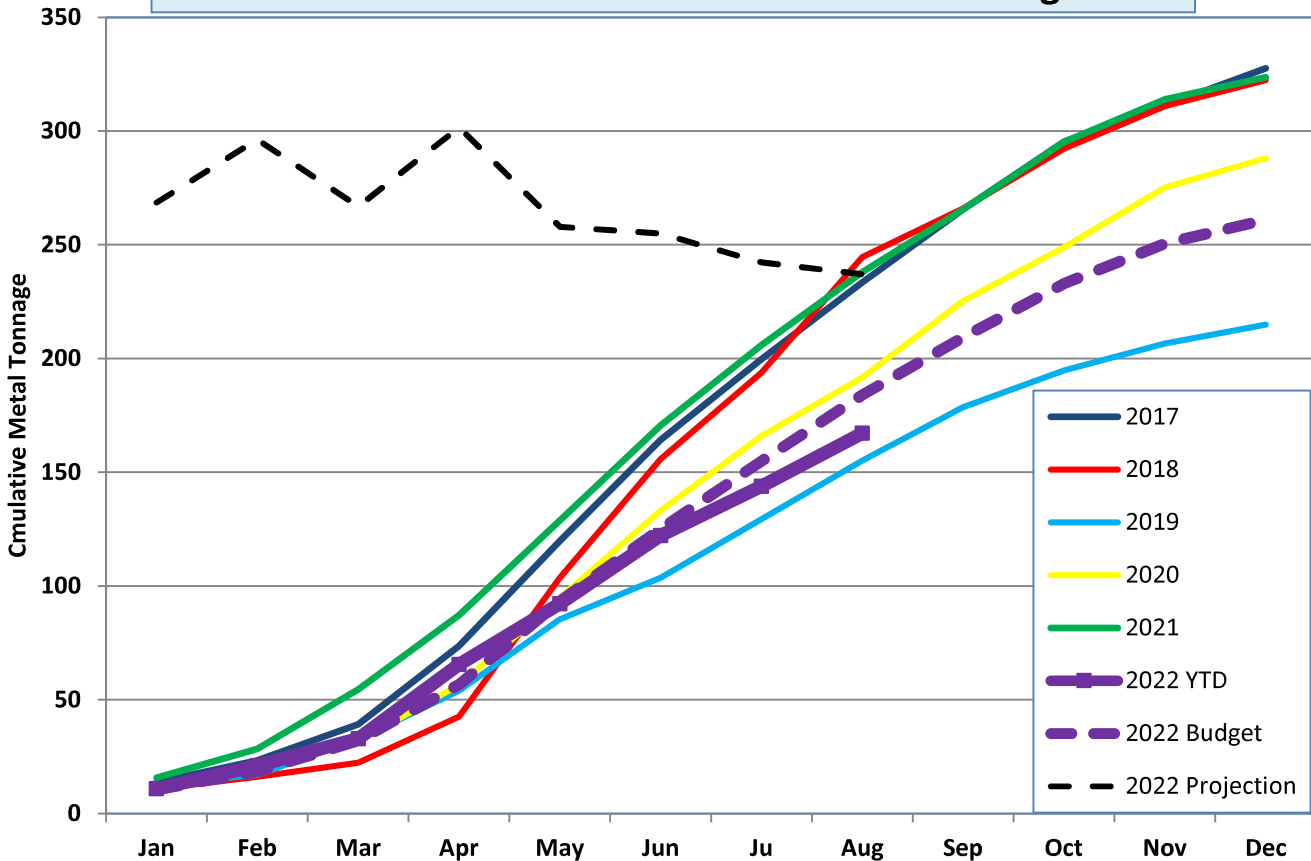
**Mountain View Regional Waste Management Commission  
Didsbury TS - Cumulative YTD Cement Tonnage**



### 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

## Request for Decision

**Meeting Date:** September 26<sup>th</sup>, 2022

**Reference:** 100/2022.05

**TITLE:** 5.3 – Financial Report as at August 31<sup>st</sup>, 2022

**RECOMMENDATION:**

**THAT the MVRWMC Board accept as information the financial report (Unaudited) for the Commission as at August 31<sup>st</sup>, 2022.**

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.

**2022 Financial Highlights as at August 31<sup>st</sup>, 2022:**

- **Total revenue of \$2.24 mm is 68.6% of full year 2022 budget of \$3.265 mm, compared to 66.7% expected for this point of the year. The stated revenue includes a loss on disposal for the Bomag of \$0.215 mm, adjusting for the non-cash loss the revised revenue increases to \$2.46 mm or 75% of budget.**
  - Landfill revenue YTD is 74% of budget generating \$1.59 mm for the period. Commercial tipping fees accounted for 74.5% of total tipping fees. As discussed in the landfill operations report section, the revenue from shingles and drywall will be included in the general tipping fees (Commercial) account. Reported revenue also includes the sales from the Didsbury transfer station.
  - Municipal revenue from MSW receipts is \$208,604 year-to-date, or 59% of budget. Budget comparison by municipality: 57% for Olds, 61% for Sundre, 58% for Carstairs, 59% for Cremona, and 62% for Didsbury, compared to 67% expected for this time of year.
  - Total reported revenue includes \$642,400 for municipal fee for services which represents the first three quarterly amounts charged collectively to all Commission members.

- **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 \$2.356 mm are at 67% of the 2022 budget of \$3.541 mm, inline with budget expectations. Landfill expenses are slightly above budget (to be discussed below) primarily due a dramatic increase in leachate transport and disposal costs related to the high-intensity rain events in June-July.**
  - Administration: \$285,199 (63%)
  - Transfer Site: \$261,489 (60%)
  - Recycling expenses: \$344,773 (62%)
  - Landfill expenses: \$1,468,439 (70%)
- **Cash flow deficit estimated to the end of August 2022 is \$117,763 which includes the loss on disposal of capital assets. Adding the capital loss back on increases operating cash-flow to a surplus of \$332,363 before accounting for capital purchases.**
- **Administration Cost Centre:**
  - Total administration expenses YTD are \$285,199 or 63% compared to 2022 budget of \$453,348.
  - Meals, accommodation, and training expense are slightly higher than budget reflecting training session and seminars ended by staff in H1-2022.
- **Transfer Stations Cost Centre:**
  - Total MSW revenue for the transfer stations (excluding municipal fee for service) was \$133,992 or 72% of budget.
  - Transfer site expenses YTD of \$261,489 or 60% of budget. The key cost component of contract hauling is running at 62% of budget despite the tonnage being slightly above budget.
- **Recycling Cost Centre:**
  - Recycling revenue (excluding municipal fee for service) is \$49,351 or 73% of budget. Including municipal fees, combined Recycle revenue to date is \$423,628 or 75% of budget.
  - Recycling expenses YTD of \$344,773 or 62% of budget. Contract services at 59% are related to contract hauling and represent the largest cost for this business unit. Recycle processing fees are above budget at 77%. This is related to a combination of the amount of material received and higher costs from the processors.

- **Landfill Cost Centre:**

- Landfill revenue is \$1.585 mm or 74% of budget. As reported in the landfill operations report, commercial tonnage remains essentially on track with municipal revenue below budget.
- Mattress fees generated \$18,120 in revenue, or 1288 units' year to date for an average of 11 mattresses received per average operating day. Administration will be recommending a nominal fee be introduced in 2023 to be charged on "softs" including couches and chairs. Furniture is also being shredded, like mattresses they weigh very little but consume significant amount of airspace volume.
- Landfill expenses YTD of \$1.468 mm or 70% of budget. Due to the extreme wet weather conditions in June and early July, the cost of leachate transport and disposal now total \$195,318 (156%) of budget, up \$158,429 since the last report. The addition of Cell 7 significantly increased the surface area of the open landfill cell, and without any compacted MSW on the liner there is little or no retention of moisture resulting.
- Contract services at \$161,095 or 71% of budget and consistent with higher tonnage/revenue. Higher equipment maintenance costs (108% of budget) reflect expected maintenance costs of the shredder plus regular scheduled maintenance on major equipment.
- Diesel costs are now slightly budget at \$83,783 or 61% thanks to the recent decrease in fuel costs with the falling price of oil globally.
- Year-to-date the Landfill business unit has generated a net cash-flow surplus of \$116,637 compared to a budgeted surplus of \$50,157. The surplus reflects the expanded margins because of sustained revenue and below budget operating expense YTD.

**Attachments:**

1. August 2022 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 AUGUST 31, 2022 (UNAUDITED)**

	Annual Budget		YTD Actuals		Difference		% Budget
<b>Revenue</b>							
Administration	\$ 11,500	\$	2,572	\$	(8,928)		22%
Transfer Sites	\$ 187,245	\$	133,992	\$	(53,253)		72%
Recycling	\$ 67,441	\$	49,351	\$	(18,090)		73%
Landfill	\$ 2,142,797	\$	1,585,075	\$	(557,722)		74%
Gain/Loss on Disposal	\$ -	\$	(214,600)	\$	(214,600)		100%
<b>Total Revenue</b>	<b>\$ 2,408,983</b>	<b>\$</b>	<b>1,556,390</b>	<b>\$</b>	<b>(852,593)</b>		<b>65%</b>
	Budget		Actuals		Difference		
<b>Expenses</b>							
Administration	\$ 453,348	\$	285,199	\$	(168,149)		63%
Transfer Sites	\$ 436,080	\$	261,489	\$	(174,591)		60%
Recycling	\$ 559,034	\$	344,773	\$	(214,261)		62%
Landfill	\$ 2,092,640	\$	1,468,439	\$	(624,201)		70%
<b>Total Expenses</b>	<b>\$ 3,541,102</b>	<b>\$</b>	<b>2,359,899</b>	<b>\$</b>	<b>(1,181,203)</b>		<b>67%</b>
<b>Net Surplus (deficit)</b>	<b>\$ (1,132,119)</b>	<b>\$</b>	<b>(803,508)</b>	<b>\$</b>	<b>328,611</b>		<b>71%</b>
<b>Municipal Fee for Service</b>							
Transfer Sites	\$ 240,078	\$	179,966	\$	(60,112)		75%
Recycling	\$ 498,965	\$	374,277	\$	(124,688)		75%
Landfill	\$ 117,701	\$	88,157	\$	(29,544)		75%
<b>Total Requisition</b>	<b>\$ 856,744</b>	<b>\$</b>	<b>642,400</b>	<b>\$</b>	<b>(214,344)</b>		<b>75%</b>

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION  
STATEMENT OF OPERATIONS  
AND ACCUMULATED SURPLUS  
FOR THE PERIOD ENDED AUGUST 31, 2022 (UNAUDITED)**

	<b>Budget 2022 \$</b>	<b>2022 YTD \$</b>	<b>Actual vs Budget 67%</b>
<b>Revenue</b>			
Tipping Fees	2,015,634	1,579,287	78%
Fee for Service	528,965	642,400	121%
Recycling	67,441	49,351	73%
Gain of Disposal of capital assets	-	-	0%
Investment Income	11,500	2,572	22%
Other Income	48,621	51,623	106%
<b>Total Revenue</b>	<b>2,672,161</b>	<b>2,325,233</b>	<b>87%</b>
<b>Expenses</b>			
Salaries, wages and benefits	895,280	607,926	68%
Contracted and general services	1,567,252	1,089,074	69%
Materials, goods and utilities	211,740	112,258	53%
Landfill closure and post-closure provision	25,000	-	0%
Interest on long term debt	29,955	4,189	14%
Debenture Principle	116,154	676	1%
Interest and bank charge	12,000	7,271	61%
Amortization of capital assets	323,363	445,206	138%
Loss on disposal of capital assets	-	214,600	
Bad debts	1,000	-	
<b>Total expenses</b>	<b>3,181,744</b>	<b>2,481,200</b>	<b>78%</b>
<b>Annual Surplus (deficit)</b>	<b>(509,583)</b>	<b>(155,967)</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>1,702,881</b>	<b>2,056,497</b>	

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT SERVICES COMMISSION  
BALANCE SHEET  
As at August 31, 2022**

	<b>2022</b>	<b>2021</b>
	<b>YTD</b>	<b>Year End</b>
	<b>\$</b>	<b>\$</b>
<b>Assets</b>		
<b>Financial assets</b>		
General Cash Account	371,121	301,914
Capital Reserve Account	349,225	98,791
Recycling Reserve Account	43,964	343,324
Closure/Post Closure Reserve Account	(0)	67
Closure/Post Closure Investment Account	877,676	863,252
Receivables	584,895	560,809
<b>Total Assets</b>	<b>2,226,881</b>	<b>2,168,158</b>
<b>Liabilities</b>		
Accounts Payable and accrued liabilities	159,465	253,219
Obligation under capital leases	-	-
Long term debt	867,639	337,600
Landfill closure and post-closure liabilities	610,113	583,806
<b>Total Liabilities</b>	<b>1,637,217</b>	<b>1,174,625</b>
<b>NET DEBT</b>	<b>589,664</b>	<b>993,533</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	5,906,998	3,861,838
Inventory for consumption	5,217	19,479
Prepaid expenses and deposits	38,580	25,122
	<b>5,950,795</b>	<b>3,906,439</b>
<b>ACCUMULATED SURPLUS</b>	<b>6,540,459</b>	<b>4,899,972</b>

MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED AUGUST 31, 2022 (UNAUDITED)

	Budget 2022	2022 YTD \$	Actual vs Budget 67%
<b>ADMINISTRATION</b>			
<b>Revenue</b>			
Other Revenue - Dividends	-	-	0%
Other Revenue	-	-	0%
A/R Interest	5,000	1,015	20%
Bank Account Interest	6,500	1,557	24%
Transfer from Reserves	-	-	0%
<b>Total Revenue</b>	<b>11,500</b>	<b>2,572</b>	<b>22%</b>
<b>Expenses</b>			
Board Meeting Expense	4,500	2,100	47%
Training/Conferences	2,000	-	0%
Mileage	1,000	592	59%
Meals & Accommodation	1,200	-	0%
<b>Total Board Meeting Expense</b>	<b>8,700</b>	<b>2,692</b>	<b>31%</b>
<b>Personnel</b>			
Salaries	102,145	71,354	70%
Employee Benefits	22,751	15,357	68%
Staff Training	3,000	2,250	75%
<b>Total Personnel</b>	<b>127,896</b>	<b>88,961</b>	<b>70%</b>
<b>Purchased Services</b>			
Mileage	6,000	2,483	41%
Meals & Accommodation	750	1,066	142%
Memberships & Registrations	2,500	1,247	50%
Postage/Shipping	1,000	430	43%
Telephone	10,000	5,790	58%
Advertising	1,500	-	0%
Audit	12,000	12,000	100%
Legal	15,000	6,509	43%
Vehicle Leases	-	-	0%
Contract Services	171,000	112,131	66%
Computer Support	6,000	5,032	84%
Vehicle Maintenance	1,000	-	0%
Equipment Maintenance	500	-	0%
Internet	4,000	2,800	70%
Rent	15,000	9,143	61%
Rentals & Leases	3,500	1,772	51%
Insurance	35,501	12,120	34%
<b>Total Purchased Services</b>	<b>285,251</b>	<b>172,522</b>	<b>60%</b>
<b>Supplies</b>			
General Supplies	10,000	5,680	57%
Fuel (Gas)	1,000	-	0%
Staff Appreciation	5,000	238	5%
Interest Past Due Accts	-	-	-
<b>Total Supplies</b>	<b>16,000</b>	<b>5,918</b>	<b>37%</b>
Bank Service Charges	12,000	7,271	61%
Provision for Bad Debt	1,000	-	0%
Amortization	2,501	7,835	313%
Transfer to Reserves	-	-	0%
<b>Total Expenditures</b>	<b>453,348</b>	<b>285,199</b>	<b>63%</b>
<b>Net Cost (Surplus)</b>	<b>441,848</b>	<b>282,627</b>	<b>64%</b>

\*Cost Sharing of Administration

Landfill	85%	240,233	375,571
Transfer Stations	10%	28,263	44,185
Recycling	5%	14,131	22,092

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED AUGUST 31, 2022 (UNAUDITED)**

	Water Valley		Sundre		Total		Actual vs Budget 67%
	Budget 2022	2022 YTD	Budget 2022	2022 YTD	Budget 2022	2022 YTD	
<b>Revenue</b>							
General Scale Fees	88,065	59,455	99,180	74,537	187,245	133,992	72%
Class 2 MSW	-	-	-	-	-	-	
Other	-	-	-	-	-	179,966	#DIV/0!
Fees Charged to Municipalities							
<b>Total Revenue</b>	<b>88,065</b>	<b>59,455</b>	<b>99,180</b>	<b>74,537</b>	<b>187,245</b>	<b>313,958</b>	<b>168%</b>
<b>Expenses</b>							
<b>Personnel</b>							
Wages	28,102	26,129	40,219	29,527	68,321	55,656	81%
Employee Benefits	4,199	4,211	4,199	3,560	8,398	7,771	93%
Mileage	-	-	-	-	-	-	
<b>Total Personnel</b>	<b>32,301</b>	<b>30,340</b>	<b>44,418</b>	<b>33,087</b>	<b>76,719</b>	<b>63,427</b>	<b>83%</b>
<b>Purchased Services</b>							
Telephone	1,600	958	1,600	963	3,200	1,920	60%
Contract Hauling	77,592	53,081	78,590	43,494	156,182	96,576	62%
Matress Processing	-	-	-	-	-	-	
Bin Rental	8,625		11,092		19,717		
Site Maintenance	3,000	311	3,000	640	6,000	951	16%
Landfill Tipping	37,183		41,876		79,059	56,574	72%
Equipment Maintenance	1,500	-	1,500	-	3,000	-	0%
Building Maintenance	1,000		1,000		2,000		0%
<b>Total Purchased Services</b>	<b>130,500</b>	<b>54,350</b>	<b>138,658</b>	<b>45,097</b>	<b>269,158</b>	<b>156,021</b>	<b>58%</b>
<b>Supplies</b>							
General Supplies	-	-	-	-	-	-	0%
MSW Adjustments	-	-	-	-	-	-	0%
Diesel	-	-	-	-	-	-	0%
Utilities	1,500	1,051	2,500	1,714	4,000	2,766	69%
<b>Total Supplies</b>	<b>1,500</b>	<b>1,051</b>	<b>2,500</b>	<b>1,714</b>	<b>4,000</b>	<b>2,766</b>	<b>69%</b>
Amortization	-	3,518	-	7,494	42,018	11,012	26%
Cost sharing of administration function	-	-	-	-	44,185	28,263	64%
<b>Total Expenditures</b>	<b>164,301</b>	<b>89,259</b>	<b>185,576</b>	<b>87,393</b>	<b>436,080</b>	<b>261,489</b>	<b>60%</b>
<b>Net Cost (Surplus)</b>	<b>76,236</b>	<b>29,804</b>	<b>86,396</b>	<b>12,855</b>	<b>248,835</b>	<b>(52,469)</b>	

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED AUGUST 31, 2022 (UNAUDITED)**

<b>RECYCLING</b>	<b>Budget 2022</b>	<b>2022 YTD</b>	<b>Actual vs Budget 67%</b>
<b>Revenue</b>			
Recycling Drywall	-	-	
Recycling Metal	18,810	12,069	64%
Recycling Cement	6,831	7,596	111%
Recycling Fridge/Freezer	18,000	12,062	67%
Recycling Batteries	7,000	3,231	46%
Recycling Electronics	12,000	7,810	65%
Recycling Paint	4,800	6,272	131%
Recycling Wire		311	
Recycling Mattresses		-	
Shingle Contribution		-	
Other Revenue		-	
Transfer from Reserves	-	-	
<b>Total Revenue</b>	<b>67,441</b>	<b>49,351</b>	<b>73%</b>
<b>Purchased Services</b>			
Contract Services	418,000	246,058	59%
Shingle Recycling	-	-	0%
Processor Fees	82,000	62,918	77%
Concrete Recycling	-		
<b>Total Purchased Services</b>	<b>500,000</b>	<b>308,976</b>	<b>62%</b>
Amortization	11,301	7,534	67%
Cost sharing of administration function	22,092	28,263	128%
Transfer to Reserves	25,641	-	0%
<b>Total Expenditures</b>	<b>559,034</b>	<b>344,773</b>	<b>62%</b>
Net Cost (Surplus) before fees charged to Municipalities	491,593	295,422	60%
Fees Charged to Municipalities	498,965	374,277	75%
<b>Net Cost (Surplus)</b>	<b>(7,372)</b>	<b>(78,855)</b>	

MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
FOR THE PERIOD ENDED AUGUST 31, 2022 (UNAUDITED)

DIDSBURY LANDFILL	Budget 2022	2022 YTD	Actual vs Budget 67%
<b>Revenue</b>			
Municipal Pickup Scale Fees			
Landfill - Class 2 MSW - Olds	123,120	69,981	57%
Landfill - Class 2 MSW - Sundre	32,870	20,082	61%
Landfill - Class 2 MSW - Didsbury	90,535	55,744	62%
Landfill - Class 2 MSW - Carstairs	98,420	57,557	58%
Landfill - Class 2 MSW - Cremona	8,930	5,240	59%
Landfill - Class 2 MSW - MVC	-	-	0%
Sundre & WV Transfer Site Tipping Fees	79,059	56,574	72%
General Scale Fees	1,398,875	1,180,117	84%
Landfill - Commercial Pickup			
Landfill Class 2			
Didsbury Transfer Station	183,825		
Hydrocarbon soils	-	22,131	
Shingles	71,051	-	
Drywall	7,491	-	
Other (Mattress Recycling)	30,000	18,120	60%
Other (Lease)	16,121	9,707	60%
Other (callout revenue)	2,500	1,665	67%
Transfer from Reserves	-	-	0%
Transfer from Capital Reserves	-	-	0%
Land Requisition	-	-	0%
Municipal Fee for Service		88,157	#DIV/0!
Provincial Grant		-	0%
<b>Total Revenue</b>	<b>2,142,797</b>	<b>1,585,075</b>	<b>74%</b>
<b>Expenses</b>			
<b>Personnel</b>			
Salaries	563,929	377,212	67%
Employee Benefits	113,536	73,623	65%
Staff Training	4,500	2,010	45%
<b>Total Personnel</b>	<b>681,965</b>	<b>452,846</b>	<b>66%</b>
<b>Purchased Services</b>			
Mileage	-	-	
Meals & Accommodation	500	724	145%
Telephone	3,850	2,158	56%
Licenses & Permits	150	-	
Contract Services	226,000	161,095	71%
Leachate Transport	125,000	195,318	156%
Consultants/Lab Testing	52,000	25,271	49%
Site Maintenance	15,000	5,428	36%
Building Maintenance	500	2,124	425%
Equipment Maintenance	55,000	59,437	108%
Vehicle Maintenance	-	-	0%
Rentals & Leases	500	-	0%
Vehicle Lease	-	-	0%
<b>Total Purchased Services</b>	<b>478,500</b>	<b>451,555</b>	<b>94%</b>
<b>Supplies</b>			
General Supplies	20,000	4,901	25%
Small Tools	12,500	249	2%
Diesel	137,490	83,783	61%
Gas	12,500	8,190	66%
Utilities	9,250	6,451	70%
<b>Total Supplies</b>	<b>191,740</b>	<b>103,574</b>	<b>54%</b>
Debenture Principle	116,154	676	1%
Debenture Interest	29,955	4,189	14%
Lease Principle	-	-	0%
Lease Interest	-	-	0%
Capital Purchases	-	-	0%
Transfer to Capital Reserves	-	-	0%
Amortization	193,755	215,365	111%
Pit Closure/Post Closure	25,000		0%
Cost sharing of Administration Function	375,571	240,233	64%
<b>Total Expenditures</b>	<b>2,092,640</b>	<b>1,468,439</b>	<b>70%</b>
<b>Net Cost (Surplus)</b>	<b>(50,157)</b>	<b>(116,637)</b>	



# Mountain View Regional Waste Management Commission

## Request for Decision

**Meeting Date:** September 26<sup>th</sup>, 2022

**Reference:** 100/2022.05

**TITLE:** 5.4 – 2023 Operating and Capital Budget Recommendation

**RECOMMENDATION:**

**THAT the MVRWMC Board adopt the 2023 operating and capital budget as presented.**

### **Budget Executive Summary:**

The following budget information reflects managements updates and revisions to the preliminary budget forecasts presented at the July 25<sup>th</sup>, 2022 regular board meeting. While the preliminary budget is based on actual performance up to June 2022, the final budget model includes updated forecasts using actual data up to August 2022.

As a result of this process virtually all of the key input parameters change slightly, however none of the updates materially changed the overall budget projections. Rather than summarizing a long list of minor adjustment, the focus of today's discussion will be on sensitivity analysis of the core drivers of the financial sustainability of the Commission.

As discussed at the prior board meeting, the Commission faces the challenge of searching for a balance of the following key drivers in the budget:

1. Impact of increasing tipping fees as a response to inflation pressures to the cost structure.
2. Increased amortization charges because of material capital additions in 2021 (Cell 7, and Packer) and 2022 (Shredder) financed with unrestricted reserves as opposed to debentures.
3. Sensitivity to managing minimal increases in municipal fee for service, while balancing prudent use of the Commission's financial resources.
4. Prudent risk management considering the likelihood of a widespread economic recession triggered by rising interest rates.

Administration has prepared a sensitivity analysis that will illustrate the magnitude of these factors:

**1. Base Case: \$95/Tonne Tipping Fees**

- Assumes tipping fees are maintained at \$95/tonne
- Maintaining status-quo for tipping fees is the lowest-risk option relative to retaining the all-important Commercial tonnage which accounts for 65% of total revenue.
- However, at \$95/tonne the increased costs due to inflation are passed along to the municipalities in the form of increased municipal fee for services.
- Use of unrestricted reserves to provide a “shock-absorber” or rate-stabilization. Sensitivities include subsidizing the amortization/capital reserve component by \$0, \$100,000 or \$200,000

	Base Case Tipping Fees			
	2022	2023 - \$95 Tipping Fee Sensitivity Analysis		
	Budget	Case 1	Case 2	Case 3
Tipping Fee (\$/Tonne)	\$ 95.00	\$ 95.00	\$ 95.00	\$ 95.00
Amortization Credit (\$)	\$ -	\$ -	\$ 100,000	\$ 200,000
<b>Municipal Fees:</b>				
Landfill	\$ 3.38	\$ 6.96	\$ 6.01	\$ 5.07
Transfer Stations	\$ 6.91	\$ 6.97	\$ 6.97	\$ 6.97
Recycling	\$ 14.35	\$ 14.21	\$ 14.21	\$ 14.21
<b>Total Muni-Fee</b>	<b>\$ 24.64</b>	<b>\$ 28.14</b>	<b>\$ 27.19</b>	<b>\$ 26.25</b>
<b>% Change cf. 2022</b>		<b>14.2%</b>	<b>10.3%</b>	<b>6.5%</b>

- **Pro’s:**
  - The base case of \$95/tonne tipping fees offers the lowest risk to the uncontracted Commercial haulers.
- **Con’s:**
  - The Commission’s major cost components are directly indexed to inflation either through policy (staff wage increases) or contractually (hauling contract).
  - Maintaining \$95/tonne tipping fees essentially transfers the full burden of these costs to the municipalities with municipal fees increasing by 14.2% without any rate stabilization contributions.
  - Allocating \$200,000 from unrestricted reserves only lowers the rate increase to 6.5%, while also removing some of the financial buffer that provides the Commission with adequate “rainy-day” funds to manage through potential difficult periods ahead.

**2. High Case: \$100/Tonne Tipping Fees**

- Assumes tipping fees are increased to \$100/tonne representing a 5.3% increase inline with annual inflation as measured by the CPI index.
- Increasing tipping fees may have a negative impact on the Commission’s competitive position relative to other options for Commercial customers.
- Municipal fees could be held essentially flat, or even reduced with the allocation of unrestricted reserves to address the amortization cost increases.
- Expected or risked financial results have a lower probability of being met in this scenario.

	2022 Budget	High Case Tipping Fees		
		2023 - \$100 Tipping Fee Sensitivity Analysis		
		Case 4	Case 5	Case 6
Tipping Fee (\$/Tonne)	\$ 95.00	\$ 100.00	\$ 100.00	\$ 100.00
Amortization Credit (\$)	\$ -	\$ -	\$ 100,000	\$ 200,000
<b>Municipal Fees:</b>				
Landfill	\$ 3.38	\$ 3.77	\$ 2.82	\$ 1.88
Transfer Stations	\$ 6.91	\$ 6.84	\$ 6.84	\$ 6.84
Recycling	\$ 14.35	\$ 14.21	\$ 14.21	\$ 14.21
<b>Total Muni-Fee</b>	<b>\$ 24.64</b>	<b>\$ 24.82</b>	<b>\$ 23.87</b>	<b>\$ 22.93</b>
<b>% Change cf. 2022</b>		<b>0.7%</b>	<b>-3.1%</b>	<b>-6.9%</b>

- **Pro’s:**
  - The \$100/tonne tipping fees results in the lowest increase in municipal fees, with the opportunity to provide our members with a net decrease year-over-year by using existing cash resources to reduce costs at a time when all other municipal services are increasing.
- **Con’s:**
  - The impact of higher tipping fees on Commercial volume is an unknown, and therefore introduces significant risk to the underlying financial performance of the Commission.
  - In the past, the Commission tried this approach of increasing tipping fees to lower municipal fees and it produced very poor economic results almost immediately.
  - Administration has no ability to accurately model the elasticity of demand in this market, and therefore the accuracy of forecasting revenue introduces significant risk.
  - Allocating funds from unrestricted reserves may deliver lower municipal fees, however in the event of a reduction of Commercial revenue, the risk of a serious squeeze on profit margin becomes a higher probability.
  - Allocating significant unrestricted reserves to short-term rate reduction weakens the Commission’s ability to weather a prolonged recession.

### 3. Recommended Case: \$98/Tonne Tipping Fees

- Assumes tipping fees are increased to \$98/tonne representing a 3.2% increase that is below actual inflation rates and may be lower than competing landfills that may increase costs based on the CPI.
- A modest increase to the tipping fee is less likely to drive away Commercial customers, or at the very least lowers the risk of losing significant Commercial revenue as tipping fees increase.
- Combined with a \$100,000 amortization adjustment, the municipal fees can be held to a palatable 2.4% increase relative to 2022.

	2022 Budget	Recommended Case Tipping Fees		
		2023 - \$98 Tipping Fee Sensitivity Analysis		
		Case 7	Case 8	Case 9
Tipping Fee (\$/Tonne)	\$ 95.00	\$ 98.00	\$ 98.00	\$ 98.00
Amortization Credit (\$)	\$ -	\$ -	\$ 100,000	\$ 200,000
<b>Municipal Fees:</b>				
Landfill	\$ 3.38	\$ 5.04	\$ 4.10	\$ 3.15
Transfer Stations	\$ 6.91	\$ 6.92	\$ 6.92	\$ 6.92
Recycling	\$ 14.35	\$ 14.21	\$ 14.21	\$ 14.21
<b>Total Muni-Fee</b>	<b>\$ 24.64</b>	<b>\$ 26.17</b>	<b>\$ 25.23</b>	<b>\$ 24.28</b>
<b>% Change cf. 2022</b>		<b>6.2%</b>	<b>2.4%</b>	<b>-1.5%</b>

- **Pro's:**
  - The \$98/tonne tipping fees is essentially balancing the cost increases between Commercial customers and municipal members.
  - Municipal fee-for-service is reasonable considering the inflationary pressures on costs.
  - Allocation of \$100,000 to buffer the rate increase is a prudent use of existing working capital, without significantly impacting our current financial position or capital structure.
- **Con's:**
  - Rates are “buffered” through the allocation of unrestricted reserves which may be difficult to hold in future years if cost escalation continues.
  - Reduces unrestricted cash reserves that currently provide financial flexibility to the Commission to adapt to unknown changes to our business.
  - Even a small increase in tipping fees may impact Commercial revenue, however the risk is less compared to the \$100/tonne case.

Since our meeting in July, the Bank of Canada has aggressively increased interest rates to combat run-away inflation. Most major financial institutions are now warning of an economic recession as early as Q2-2023. Although the waste management business is typically considered to be a “recession proof” sector, it is prudent for the Commission to approach the next 1-2 years with an increased focus on financial flexibility to be able to weather the storm. **With MVRWMC’s reliance on uncontracted Commercial volume, a significant downturn in economic activity impacting Commercial tonnage may have a material and potentially damaging impact on the Commission’s financial position. Therefore, Administration recommends prudent risk management and cautious allocation of capital resources is extremely important for 2023.**

## Summary of 2023 Recommended Operating and Capital Budget

The following section provides a summary of the budget model based on Case 8 as summarized above.

Administration presents the following 2023 operating and capital budget and recommends a 3.1% increase of the proposed tipping fees to \$98 per tonne for 2023. The following items are the highlights of the recommended 2023 budget.

### **1. Increase tipping fees from current levels**

- Landfill tipping fee increase to \$98.00/tonne
- Transfer station tipping fee increased to \$230.00/tonne

### **2. Revise tipping fees for recycle products**

- Metals tipping fee increased to \$76.00/tonne
- Cement tipping fee increased to \$23.00/tonne

### **3. Forecast total revenue of \$3.425 mm generated from tipping fees and municipal fees for service**

- Projected revenue of \$2.54 mm (74% of revenue derived from sale of services)
- Total municipal fee of \$0.889 mm (26% of revenue derived from municipal fees)
- **Per capita fee of \$25.22, representing a 2.35% increase compared to 2022 levels of \$24.64 per capita.**
- Per capita fee increase includes a \$100,000 allocation from unrestricted reserves to buffer the increase in landfill amortization expenses.

### **4. Forecast total operating expenses of \$3.358 mm including operating costs and reserve contributions**

- Overall operating costs (including amortization charge) are up \$253,678 year over year, due to inflationary pressures on wages, contract services and higher amortization of capital.

### **5. Forecast Reserve Fund Continuity – 3-year plan**

- No Capital spending in 2023.
- Net capital reserves at the end of 2023 forecast to be approximately \$1.154 mm, compared to January 2023 starting balance of \$619,184.
- Forecast Recycle reserves balance of over \$75,000 by the end of 2023.
- CPC funds to increase by \$25,000 per year to a forecasted year-end 2023 reserve balance of \$954,000.

## Revenue - Landfill Tonnage Forecast

Similar to prior year's approach, Administration has budgeted MSW and recycle tonnage based on a 3-4 year moving average. Municipal tonnage has been essentially flat for several years, while Commercial tonnage has increased almost 65% over 2018 levels which coincided with the lowering of tipping fees to \$95 from \$125 in prior years.

**Management has forecast the budget on a risk-adjusted basis of 15,105 tonnes of Commercial sales in 2023 compared to 15,245 forecasts in 2022 and actual sales of 15,262 tonnes in 2021.** The budgeted commercial target is the average of the past three years (excluding 2020) and provides a 5% risk adjustment to account for the potential for a pullback in Commercial receipts based on proposed higher tipping fees. The Commercial tonnage estimate also includes shingles and drywall that historically accounted for +/- 780 tonnes per year.

The landfill segment includes risked revenue of \$100,000 from acceptance of HC Contaminated Soil. Administration proposes accepting a maximum of 4,000 Tonnes at \$50/Tonne, risked at 50% due to uncertainty of attracting customers at this rate. Municipal tonnage overall is forecast to be relatively flat at 3,645 tonnes collectively. Tonnage from all municipal members is forecast to be essentially flat compared to 2022 and slightly lower than 2021. Didsbury transfer station receipts are budgeted at 1,891 tonnes in 2023 down 4.8% compared with 2022 projection of 1,987 tonnes. While Water Valley and Sundre transfer station receipts have remained relatively static, Didsbury receipts have been more unpredictable.

Total combined MSW from all sources is forecast at 21,464 tonnes for 2023 compared to 21,703 projected for 2022 and 21,792 tonnes in 2021.

Projected Tonnage from Operating Segments										
	2020 Actual	2021 Actual	2022 Projection	3-Year SMA	Spark Line	2023 Risk Adjusted Volume			2023 Tip Fee (\$/tonne)	2023 Risk Adjusted Gross Revenue
						Target	COS	Risk Adj		
<b>Landfill Class II MSW</b>										
Commercial Tipping (Uncontracted)	17,002	15,262	15,245	15,836		15,900	95%	15,105	\$ 98.00	\$ 1,480,290
<b>Contracted Outside Municipal Tipping</b>										
Municipal Tipping - Olds	1,305	1,306	1,221	1,277		1,232	100%	1,232	\$ 98.00	\$ 120,736
Municipal Tipping - Sundre	365	345	311	340		331	100%	331	\$ 98.00	\$ 32,438
Municipal Tipping - Cremona	100	93	92	95		93	100%	93	\$ 98.00	\$ 9,114
Municipal Tipping - Didsbury	1,040	943	946	976		946	100%	946	\$ 98.00	\$ 92,708
Municipal Tipping - Carstairs	1,120	1,073	1,041	1,078		1,043	100%	1,043	\$ 98.00	\$ 102,214
<b>Total Municipal Tipping</b>	<b>3,930</b>	<b>3,760</b>	<b>3,611</b>	<b>3,767</b>		<b>3,645</b>	<b>3,645</b>			<b>\$ 357,210</b>
<b>Class II Transfer Site MSW</b>										
Didsbury Transfer	2,590	1,870	1,987	2,149		1,990	95%	1,891	\$ 98.00	\$ 185,269
Water Valley Transfer Site	406	415	403	408		405	95%	385	\$ 230.00	\$ 88,493
Sundre Transfer Site	452	485	457	465		462	95%	439	\$ 230.00	\$ 100,947
Olds Transfer Site	-	-	-	-		-	0%	-		\$ -
<b>Total Transfer Station Tipping</b>	<b>3,448</b>	<b>2,770</b>	<b>2,847</b>	<b>3,022</b>		<b>2,857</b>	<b>2,714</b>			<b>\$ 374,709</b>
<b>Total Class II MSW Received at Landfill</b>	<b>24,380</b>	<b>21,792</b>	<b>21,703</b>	<b>22,625</b>		<b>22,402</b>	<b>21,464</b>			<b>\$ 2,212,209</b>
<b>Hydrocarbon Contaminated Soil</b>										
Contracted HC Contaminated Soil	-	7,607	233	2,613		4,000	50%	2,000	\$ 50.00	\$ 100,000
<b>Revenue Generating Recyclables</b>										
Concrete	322	875	535	577		650	90%	585	\$ 23.00	\$ 13,455
Shingles	701	862	-	521		-	75%	-	\$ -	\$ -
Drywall	77	83	-	53		-	75%	-	\$ -	\$ -
Metals	288	324	255	289		255	95%	242	\$ 76.00	\$ 18,411
										<b>\$ 31,866</b>
										<b>\$ 2,344,075</b>

The table as presented above is based on a 3.1% increase in tipping fees to \$98/Tonne and a \$100,000 allocation of unrestricted reserves to buffer cost increases to all customers.

### Operating Costs

The forecast 3-year operating cost forecast is as outlined below. For the 2023 budget year, management has forecast expenses based on historical performance plus adjustments as required. The assumed inflation rate applied to future years was 5.3% for 2023, 4.0% for 2023, and 2.5% for 2024. This assumes that inflation in 2023 will moderate at current year-over-year levels before falling slowing as Central banks continue to tighten monetary policy.

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.

	2022 BUDGET	2022 FORECAST	2023 BUDGET	2024 BUDGET	2025 BUDGET
<b>Expenses</b>					
Administration (100% Allocated)	\$ 453,348	\$ 429,724	\$ 466,384	\$ 488,287	\$ 507,476
Transfer Sites	\$ 434,659	\$ 414,691	\$ 424,553	\$ 441,963	\$ 461,425
Recycling	\$ 559,034	\$ 517,352	\$ 555,241	\$ 583,408	\$ 606,275
Landfill	\$ 2,140,341	\$ 2,173,523	\$ 2,378,880	\$ 2,541,992	\$ 2,639,375
<b>Total Expenses</b>	<b>\$ 3,134,034</b>	<b>\$ 3,105,566</b>	<b>\$ 3,358,673</b>	<b>\$ 3,567,364</b>	<b>\$ 3,707,075</b>

Total expenses are forecast to increase by 7.2% compared to 2022 budget forecast, with inflation adjusted costs up 5.3%, plus a material increase in the capital reserve contribution to account for amortization of Tangible Capital Assets.

Landfill operations expenses are forecast to increase 8% due to inflation, as well as structure changes to reflect the inclusion of the Shredder purchased in 2022. Most of the increase in costs is due to increase amortization costs of the packer and shredder which were added in 2021 and 2022 respectively. **The actual amortization cost for the landfill segment is \$475,621 but has been adjusted to \$375,621 with the rate stabilization adjustment.** This represents the Capital Reserve contribution derived from 2023 fees, with the rate stabilization adjustment transfer used to maintain reserve contributions while buffering rate increases.

Contract hauling fees with E360 have been adjusted to reflect a 5.3% inflation increased as outlined in the contract for 2023. Recycling operations expenses forecast to increase by 7% impacted by increased contract hauling rates and changes to the processing fees related to household hazardous waste, and partially offset by higher revenue from cement and metal products.

The following discussion points are highlighted for review and acceptance by the board in preparation of the 2023 budget. The discussion is limited to categories with material changes and the assumptions or recommendations to justify the provision:

**1. 2023 Personnel Salaries, Benefits and Training Provision:**

- Employee salaries reflect impact of step-changes, and a cost-of-living allowance increase of 5.3% based on the year-over-year Alberta CPI index.
- An overtime allowance has been increased to 11% from 5% in prior years. This reflects the increased use of existing staff over hiring an additional staff member to replace employee changes due to attrition.
- Continuation of the Employee Incentive Program (“EIP”) which is based on 10% of earnings excluding overtime. The budgeted EIP pool for 2023 is \$68,492 or \$1.94 per capita. The objective of the EIP program are as follows:
  - (1) Improve employ retention by offering potential for 10% or more above salaried wage. The Commission’s adjusted its salary scales in 2021 to reflect market average, however we still do experience some turnover especially with the oilfield activity picking up again.
  - (2) Rewards under the EIP would be at the discretion of Administration and would be heavily weighted towards performance above and above base expectations,

maintaining relationships with fellow employees, compliance with safety program, and care and maintenance of Commission assets.

- (3) The overall pool would be allocated based on manager review and peer review. Employees excelling at their job and accepting increasing responsibility may earn above 10% of their salary, while under performing staff may receive less than 10% or potentially zero bonus.

## 2. Landfill Business Unit Expenses

- Total purchased/contract services increase 2.1% to \$570,407 in 2023 with increased equipment maintenance expenses accounting for the majority of the increase.
- Supply costs including fuel (gas and diesel) forecast to decrease by 4.4% to \$182,795 in 2023. Diesel costs are based on \$1.65/Litre which could end up being materially different than forecast.
- Debt servicing costs increase by \$40,037 related to the equipment lease related to the shredder acquisition. For budget purposes, Administration has used 4.5% interest for the bankers acceptance rate for the Shredder lease.
- General supplies and Small Tools include \$12,500 each to account for the \$25,000 provision for “miscellaneous” items that had been included in the prior year’s Capital budget. However, the accounting policies in place require any item under \$5,000 be expensed so in practice the small items with multi-year use had to be booked as an expense item.
- **The Landfill municipal fee of \$144,530 or \$4.10 per capita is based on the 3-year forecast to smooth out the fee to members.** Landfill municipal fee in 2022 were \$117.701 or \$3.38 per capita.
- 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 \$424,553 (3% below 2022 budget, and 2.3% above 2022 projected) accounting for higher labour and contract hauling rates that are tied to CPI increases.
- **The recommended Transfer Station municipal fee of \$243,983 or \$6.92 per capita is based on the 3-year forecast to smooth out the fee to members.** The transfer station municipal fee in 2022 was \$240,078 or \$6.91 per capita.

## 4. Recycle Business Unit

- Recycle expenses are budgeted at \$555,241 (7.3% above 2022 projected costs) driven primarily by higher contract hauling costs and expected increases for processing fees for household hazardous wastes.

- Contract hauling of material collected at the 8 recycle centers accounts for 71% of the total business unit operating costs. Unfortunately, we continue to see loads of sorted and unsorted blue box recycle materials being sent to the landfill due to a lack of markets for these products.
- **The Recycling municipal fee of \$501,032 or \$14.21 per capita is based on the 3-year forecast to smooth out the fee to members.** The transfer station municipal fee in 2022 was \$498,965 or \$14.35 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 \$531,441 for 2023 compared to \$323,363 allocated to reserve in 2022. The increase is a result of increased amortization of the new packer (\$97,500 per year) and the shredder (\$107,500 per year) plus amortization of other assets including the land fill cells, bin truck and other equipment.

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION						
AMORTIZATION						
Budget 2023						
		2021	2022	2023	2024	2025
		Forecast	Budget	Budget	Budget	Budget
Administration		\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501
Landfill		\$ 388,793	\$ 339,871	\$ 600,203	\$ 600,203	\$ 600,203
Transfer Stations		\$ 42,611	\$ 42,018	\$ 42,018	\$ 42,018	\$ 42,018
Recycling		\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301
<b>Total Recorded Ammortization as per GAAP Standards</b>		<b>\$ 445,206</b>	<b>\$ 395,691</b>	<b>\$ 656,023</b>	<b>\$ 656,023</b>	<b>\$ 656,023</b>
<b>As per TCA Policy</b>						
	Less Debuture Bomag compactor	\$ 70,846	\$ 72,328	\$ 73,841	\$ 75,386	\$ 76,963
	Less Landfill cell development	\$ 124,192	\$ -	\$ -	\$ -	\$ -
	less Tana Shredder Financing			\$ 50,741	\$ 53,049	\$ 55,464
<b>Funded Ammortization as per policy</b>		<b>\$ 250,168</b>	<b>\$ 323,363</b>	<b>\$ 531,441</b>	<b>\$ 527,588</b>	<b>\$ 523,596</b>

**2023 Capital Budget**

After a very active 2021 capital program, and recent purchases of heavy equipment (Packer, Loader, Bin-Truck and Shredder), Administration and Operations have not identified any capital needs for 2023. The original 2023 capital budget included a provision to replace two lightly used pieces (specifically F350 Flatdeck and Utility Tractor). As neither of these machines are near their useful service life, replacement of these units has been deferred until at least 2024. Administration had contemplated relocating the office from Didsbury to the landfill site, however the higher operating costs and inflated capital costs of a new office building due not justify the expenditure.

**Therefore, Administration currently does not anticipate any capital purchases in 2023.**

Management has prepared a 3-year capital forecast as outlined below:

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION							
CAPITAL							
Budget 2023							
		2019	2020	2021	2022	2023	2024
	Existing loans	Actual	Budget	Budget	Budget	Budget	Budget
<b>CAPITAL</b>							
	Polaris Ranger XP	26,191.22					
	Gooseneck Trailer	13,084.00					
	Flatdeck Trailer	2,500.00					
	12' mower deck		22,000.00				
	Engineering for new cell		30,000.00				
	New loader	355,000.00	-				
	Cell 7 (New) 2021 construction			1,700,000.00			
	Relocate admin office to landfill			-		-	
	Northside piezometers			40,000.00			
	Multilift Model XR7L Hooklift			132,000.00			
	New Transfer Station bins - 6			54,000.00			
	Divest T-26 Side Load & Bins			-	77,000.00		
	Replace Water Valley Scale House				46,000.00		
	Replace T-37 (F350 Flatdeck)						60,000.00
	Replace T-31 (3500 Chev Ryan)			56,000.00		-	
	Replace E-44 (Utility Tractor)						75,000.00
	Carlson Landfill GPS System			87,000.00		-	
	Acquire Tana Packer			975,000.00		-	
	E-41 JD Small mower			-	7,500.00	-	
	Tana Shredder 440T Shark			-	1,075,000.00	-	
	<b>Subtotal</b>	<b>396,775.22</b>	<b>52,000.00</b>	<b>2,967,000.00</b>	<b>1,128,500.00</b>	<b>-</b>	
<b>Plus</b>	<b>Transfers</b>						
<b>Total Capital</b>		<b>396,775.22</b>	<b>52,000.00</b>	<b>2,967,000.00</b>	<b>1,128,500.00</b>	<b>-</b>	<b>135,000.00</b>

## 2022 Capital Budget Financing – Reserves Continuity

### 1. Capital Reserves Fund

Forecast Capital Reserve Fund balance as at December 31<sup>st</sup>, 2022 will be approximately \$619,184. Maintaining capital reserve contributions through rates and the \$100,000 rate stabilization transfer is forecast to increase the capital reserves by \$531,441 to reach \$1.15 mm by the end of 2023.

		2020	2021	2022	2023	2024
		Budget	Budget	Budget	Budget	Budget
<b>CAPITAL RESERVE</b>						
<b>Opening Balance (at Jan 1st)</b>		\$ 150,342	\$ 347,153	\$ 349,321	\$ 619,184	\$ 1,150,625
<b>Less</b>	<b>Loan payments related to sold assets</b>					
	Dec 15 2018					
	March 17 2019					
	June 17 2019					
	Sept 17 2019					
	Dec 16 2019					
	<b>Equipment additions net of insurance</b>					
	<b>Capital Asset Additions</b>					
	2019					
	2020	\$ (52,000)				
	2021		\$ (2,965,000)			
	2022			\$ (1,128,500)		
	2023				\$ -	
	2024					\$ (135,000)
<b>Plus</b>	<b>Transfers (From Amortization net of Debt)</b>	\$ 143,811	\$ 250,168	\$ 323,363	\$ 431,441	\$ 527,588
<b>Plus</b>	<b>Issuance of new Debt</b>	\$ -	\$ -	\$ 575,000	\$ -	\$ -
<b>Plus</b>	<b>Transfer from Unrestricted Reserves</b>	\$ 105,000	\$ 2,717,000	\$ 500,000	\$ 100,000	\$ -
<b>Ending Capital Reserve</b>		<b>\$ 347,153</b>	<b>\$ 349,321</b>	<b>\$ 619,184</b>	<b>\$ 1,150,625</b>	<b>\$ 1,543,214</b>

## 2. Recycling Reserves Fund

Forecast Recycle Reserve Fund balance as at December 31<sup>st</sup>, 2022 is \$43,201 after accounting for the \$300,000 reallocated to the purchase of the shredder. The recycle reserve funds are used to pay for processing of HHW products, oils, grease etc. With the addition of the inhouse shredder, the recycle reserve fund is forecast to grow at a slower rate, however allocation of these funds partially offsets the costs of the shredder itself.

		2020	2021	2022	2023	2024
		Budget	Budget	Budget	Budget	Budget
		2020	2021	2022	2023	2024
		Budget	Budget	Budget	Budget	Budget
<b>RECYCLING RESERVE</b>						
<b>Opening Balance</b>		\$ 340,939	\$ 343,070	\$ 343,070	\$ 43,201	\$ 75,067
<b>Less</b>						
	Shingle grind	\$ -	\$ -			
	Cement	\$ (28,000)	\$ -			
	Shredder acquisition		\$ -	\$ (330,000)		
<b>Plus</b>	Recycle revenue transfer to reserves	\$ 30,131	\$ -	\$ 30,131	\$ 31,866	\$ 33,523
<b>Ending</b>	<b>RECYCLING RESERVE</b>	<b>\$ 343,070</b>	<b>\$ 343,070</b>	<b>\$ 43,201</b>	<b>\$ 75,067</b>	<b>\$ 108,590</b>

## 3. Closure-Post-Closure Reserves Fund

Forecast Closure Post-Closure Fund balance as at December 31<sup>st</sup>, 2022 is \$929,066. 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. With the addition of the shredder, we are anticipating a material decrease in annual airspace consumption which will impact the forecasting of the CPC costs and time period if the landfill life is in fact increased substantially.

		2020	2021	2022	2023	2024
		Budget	Budget	Budget	Budget	Budget
<b>CLOSURE POST CLOSURE (CPC) RESERVE</b>						
<b>Opening Balance</b>		\$ 854,066	\$ 879,066	\$ 904,066	\$ 929,066	\$ 954,066
<b>Less</b>						
		\$ -	\$ -			
<b>Plus</b>	Transfers	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Ending CPC Reserve</b>		<b>\$ 879,066</b>	<b>\$ 904,066</b>	<b>\$ 929,066</b>	<b>\$ 954,066</b>	<b>\$ 979,066</b>

**Recommendation:**

The Commission remains in excellent financial health after 3-years of operations using the revised lower tipping fee. With the major capital investments in new equipment (i.e. Loaders, Packer, trucks, etc.) and the addition of Cell 7, the Commission not only is in a strong financial position but is well positioned to deliver a high level of service for the next 8-10 years without significant capital investments.

However, with the likelihood of a recession in 2023-2024 and 40-year high inflation the Commission will be best served by prudently managing the risks while balancing the inflation impacts across its customer base as much as possible.

Therefore, administration recommends the 2023 rates be as follows. Pending board approval, the fee schedule would be:

	2022 Rate	2023 Rate	Yr/Yr Change
<b>Tipping Fee Schedule</b>			
Landfill Tip (\$/tonne)	\$95	\$98	3.2%
Transfer Station Tip (\$/tonne)	\$225	\$230	2.2%
HC Contaminated Soil (\$/tonne)	\$95	\$50 <sup>(1)</sup>	-52.6%
Metal (\$/tonne)	\$72	\$76	5.6%
Concrete (\$/tonne)	\$22	\$23	4.5%
<b>Municipal Fee for Service</b>			
Landfill requisition	\$3.38	\$4.10	21.3%
Transfer station requisition	\$6.91	\$6.92	0.1%
Recycling requisition	\$14.35	\$14.21	-0.9%
<b>Total per capital requisition</b>	<b>\$24.64</b>	<b>\$25.23 <sup>(2)</sup></b>	<b>2.4%</b>

(1) HC Soil capped at 4,000 tonnes.

(2) Includes \$100,000 allocation from unrestricted reserves to buffer fee increase due to amortization.

**Alternatives:**

1. The Board could elect to revise the tipping fees or the rate stabilization allocation. (See Case summary's outlining alternative rate structures)

**Attachments:**

1. 2023 Summary by segment
2. 2023 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. 2023 Fee Schedule

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

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION  
SUMMARY (incl. ALL expenses)**

	<b>2022 BUDGET</b>	<b>2022 FORECAST</b>	<b>2023 BUDGET</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>
<b>Revenue</b>					
Administration	\$ 11,500	\$ 3,858	\$ 4,000	\$ 4,208	\$ 4,376
Transfer Sites	\$ 187,245	\$ 200,988	\$ 189,440	\$ 199,290	\$ 207,262
Recycling	\$ 67,441	\$ 74,193	\$ 76,866	\$ 80,863	\$ 84,098
Landfill	\$ 2,142,797	\$ 2,129,718	\$ 2,265,999	\$ 2,382,992	\$ 2,477,667
<b>Total Revenue</b>	<b>\$ 2,408,983</b>	<b>\$ 2,408,757</b>	<b>\$ 2,536,304</b>	<b>\$ 2,667,354</b>	<b>\$ 2,773,403</b>
<b>Expenses</b>					
Administration (100% Allocated)	\$ 453,348	\$ 429,724	\$ 466,384	\$ 488,287	\$ 507,476
Transfer Sites	\$ 434,659	\$ 414,691	\$ 424,553	\$ 441,963	\$ 461,425
Recycling	\$ 559,034	\$ 517,352	\$ 555,241	\$ 583,408	\$ 606,275
Landfill	\$ 2,140,341	\$ 2,173,523	\$ 2,378,880	\$ 2,541,992	\$ 2,639,375
<b>Total Expenses</b>	<b>\$ 3,134,034</b>	<b>\$ 3,105,566</b>	<b>\$ 3,358,673</b>	<b>\$ 3,567,364</b>	<b>\$ 3,707,075</b>
<b>Net Surplus (deficit)</b>	<b>\$ (725,051)</b>	<b>\$ (696,809)</b>	<b>\$ (822,369)</b>	<b>\$ (900,010)</b>	<b>\$ (933,673)</b>
<b>Municipal Fee for Service</b>					
Transfer Sites	\$ 240,078	\$ 240,078	\$ 243,983	\$ 243,983	\$ 243,983
Recycling	\$ 498,965	\$ 498,965	\$ 501,032	\$ 501,032	\$ 501,032
Landfill	\$ 117,701	\$ 117,701	\$ 144,530	\$ 144,530	\$ 144,530
Total Requisition	<b>\$ 856,744</b>	<b>\$ 856,744</b>	<b>\$ 889,545</b>	<b>\$ 889,545</b>	<b>\$ 889,545</b>
Net Surplus (deficit) before Capital	\$ 131,693	\$ 159,935	\$ 67,176	\$ (10,465)	\$ (44,128)
All-in Municipal Fee for Service	\$ 24.64		\$ 25.22	\$ 25.22	\$ 25.22



MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
BUDGET 2023

**ADMINISTRATION**

	2022 BUDGET	2022 FORECAST	2023 BUDGET	2024 ESTIMATE	2025 ESTIMATE	
<b>Revenue</b>						
A/R Interest	5,000	1,523	1,500	1,578	1,641	
Bank and Investment Interest	6,500	2,335	2,500	2,630	2,735	
Dividends						
Rentals						
Other Revenue						
Gain / Loss on Disposal						
<b>Total Revenue</b>	<b>11,500</b>	<b>3,858</b>	<b>4,000</b>	<b>4,208</b>	<b>4,376</b>	
<b>Expenses</b>						
Board Meeting Expense	4,500	3,150	3,500	3,682	3,829	
Training/Conferences	2,000	0	2,000	2,104	2,188	
Mileage	1,000	888	1,000	1,052	1,094	
Meals & Accommodation	1,200	0	1,200	1,262	1,312	
<b>Total Board Meeting Expense</b>	<b>8,700</b>	<b>4,038</b>	<b>7,700</b>	<b>8,100</b>	<b>8,423</b>	
<b>Personnel</b>						
Salaries & EIP	102,145	107,031	109,843	114,237	118,806	
Employee Benefits	22,751	23,036	24,465	25,737	26,766	
Staff Training	3,000	3,375	3,500	3,682	3,829	
<b>Total Personnel</b>	<b>127,896</b>	<b>133,442</b>	<b>137,808</b>	<b>143,656</b>	<b>149,401</b>	
<b>Purchased Services</b>						
Mileage	6,000	3,725	4,000	4,208	4,376	
Meals & Accommodation	750	1,599	1,500	1,578	1,641	
Memberships & Registrations	2,500	1,870	2,000	2,104	2,188	
Postage	1,000	645	750	789	821	
Telephone	10,000	8,684	9,000	9,468	9,847	
Advertising	1,500	0	1,500	1,578	1,641	
Audit	12,000	12,000	12,500	12,250	12,500	
Legal	15,000	9,764	10,000	10,520	10,941	
Vehicle Leases	0	0	0	-	-	
Contract Services	171,000	168,197	183,000	192,516	200,217	
Computer Support	6,000	7,548	7,500	7,890	8,206	
Vehicle Maintenance	1,000	0	1,000	1,052	1,094	
Equipment Maintenance	500	0	500	526	547	
Internet	4,000	4,199	4,500	4,734	4,923	
Rent	15,000	13,714	15,000	15,780	16,411	
Rentals & Leases	3,500	2,657	3,000	3,156	3,282	
Insurance	35,501	35,357	37,124	39,055	40,617	
<b>Total Purchased Services</b>	<b>285,251</b>	<b>269,959</b>	<b>292,874</b>	<b>307,204</b>	<b>319,252</b>	
<b>Supplies</b>						
General Supplies	10,000	8,521	9,000	9,468	9,847	
Fuel (Gas)	1,000	0	500	526	547	
Staff Appreciation	5,000	357	3,000	3,156	3,282	
Interest Past Due Accts	0	0				
<b>Total Supplies</b>	<b>16,000</b>	<b>8,878</b>	<b>12,500</b>	<b>13,150</b>	<b>13,676</b>	
Bank Service Charges	12,000	10,906	12,000	12,624	13,129	
Provision for Bad Debt	1,000	0	1,000	1,052	1,094	
Amortization	2,501	2,501	2,501	2,501	2,501	
Transfer to Reserves						
<b>Total Expenditures</b>	<b>453,348</b>	<b>429,724</b>	<b>466,384</b>	<b>488,287</b>	<b>507,476</b>	
<b>Net Cost (Surplus)</b>	<b>441,848</b>	<b>425,866</b>	<b>462,384</b>	<b>484,079</b>	<b>503,100</b>	
<b>*Cost Sharing of Administration</b>						
Landfill	85%	375,571	361,986	393,026	411,467	427,635
Transfer Stations	10%	44,185	42,587	46,238	48,408	50,310
Recycling	5%	22,092	21,293	23,119	24,204	25,155
		<b>441,848</b>	<b>425,866</b>	<b>462,383</b>	<b>484,079</b>	<b>503,100</b>

**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
BUDGET 2023**

<b>DIDSBURY LANDFILL</b>	<b>2022 BUDGET</b>	<b>2022 FORECAST</b>	<b>2023 BUDGET</b>	<b>2024 ESTIMATE</b>	<b>2025 ESTIMATE</b>
<b>Revenue</b>					
Municipal Pkckup Scale Fees					
Landfill - Class 2 MSW - Olds	123,120	115,995	120,736	127,014	132,095
Landfill - Class 2 MSW - Sundre	32,870	29,510	32,438	34,125	35,490
Landfill - Class 2 MSW - Didsbury	90,535	89,878	92,708	97,529	101,430
Landfill - Class 2 MSW - Carstairs	98,420	98,864	102,214	107,529	111,830
Landfill - Class 2 MSW - Cremona	8,930	8,725	9,114	9,588	9,971
Landfill - Class 2 MSW - MVC	-	-	-	-	-
Didsbury Transfer Site Revenue	183,825	188,795	185,269	194,903	202,699
Sundre & WV Transfer Site Tipping Fees	79,059	81,700	80,718	84,915	88,312
Commercial Scale Fees	1,398,875	1,448,321	1,480,290	1,557,265	1,619,556
Landfill Residential MSW Class 2	-	-	-	-	-
Hydrocarbon soils	-	22,131	100,000	105,200	109,408
Recycled Metal Sales	-	-	15,141	15,928	16,565
Mattresses	30,000	27,180	22,500	23,670	24,617
Furniture (Couches and Chairs)	-	-	6,250	6,575	6,838
Other (insurance claim)	-	-	-	-	-
Other (Lease)	16,121	16,121	16,121	16,121	16,121
Other (callout revenue)	2,500	2,498	2,500	2,630	2,735
Transfer from Reserves	-	-	-	-	-
Transfer from Capital Reserves	-	-	-	-	-
Land Requisition	-	-	-	-	-
<b>Total Revenue before municipal charge</b>	<b>2,142,797</b>	<b>2,129,718</b>	<b>2,265,999</b>	<b>2,382,992</b>	<b>2,477,667</b>
<b>Expenses</b>					
<b>Personnel</b>					
Salaries & EIP	563,929	565,819	561,604	584,069	629,042
Employee Benefits	113,536	110,435	112,472	116,971	125,978
Staff Training	4,500	3,015	4,500	4,734	4,980
<b>Total Personnel</b>	<b>681,965</b>	<b>679,269</b>	<b>678,576</b>	<b>705,774</b>	<b>760,000</b>
<b>Purchased Services</b>					
Mileage	-	-	-	-	-
Meals & Accommodation	500	1,086	1,500	1,578	1,641
Telephone	3,850	3,237	3,500	3,682	3,829
Licenses & Permits	150	-	150	158	164
Contract Services	226,000	241,642	229,000	240,908	250,544
Leachate Transport	125,000	195,318	125,000	131,500	136,760
Consultants/Lab Testing	52,000	48,906	54,600	39,600	41,184
Site Maintenance	15,000	8,142	10,000	10,520	10,941
Building Maintenance	500	3,186	4,000	4,208	4,376
Equipment Maintenance	135,388	89,156	142,157	149,550	155,532
Vehicle Maintenance	-	-	-	-	-
Rentals & Leases	500	-	500	526	547
Vehicle Lease	-	-	-	-	-
<b>Total Purchased Services</b>	<b>558,888</b>	<b>590,673</b>	<b>570,407</b>	<b>582,230</b>	<b>605,518</b>
<b>Supplies</b>					
General Supplies	20,000	7,352	12,500	13,150	13,676
Small Tools	12,500	374	12,500	13,150	13,676
Diesel	137,490	125,675	135,135	142,162	147,848
Gas	12,500	12,285	12,500	13,150	13,676
Utilities	9,250	9,676	10,160	10,688	11,116
<b>Total Supplies</b>	<b>191,740</b>	<b>155,362</b>	<b>182,795</b>	<b>192,300</b>	<b>199,992</b>
<b>Debt Service</b>					
Debenture Principle	72,328	72,328	73,841	75,386	76,963
Debenture Interest	6,651	6,651	5,138	3,593	2,016
Lease Principle(Shredder)	29,990	29,990	50,741	53,049	55,464
Lease Interest(Shredder)	4,453	4,453	23,734	21,425	19,011
Capital Purchases	-	-	-	-	-
Transfer to Capital Reserves	-	-	-	-	-
Amortization	193,755	247,811	375,621	471,768	467,776
Pit Closure/Post Closure	25,000	25,000	25,000	25,000	25,000
Cost sharing of Administration Function	375,571	361,986	393,026	411,467	427,635
<b>Total Expenditures</b>	<b>2,140,341</b>	<b>2,173,523</b>	<b>2,378,880</b>	<b>2,541,992</b>	<b>2,639,375</b>
<b>Net Cost (Surplus) before Fees Charged to Municipalities</b>	<b>(2,456)</b>	<b>43,805</b>	<b>112,881</b>	<b>\$ 159,000</b>	<b>161,708</b>
Transfer from Reserves	-	-	-	-	-
<b>Fees Charged to Municipalities</b>	<b>117,701</b>	<b>117,701</b>	<b>144,530</b>	<b>144,530</b>	<b>144,530</b>
<b>Net Cost (Surplus)</b>	<b>(120,157)</b>	<b>(73,896)</b>	<b>(31,649)</b>	<b>14,470</b>	<b>17,178</b>
<b>Per Capital Muni Fee</b>	<b>\$ 3.38</b>	<b>\$ 3.38</b>	<b>\$ 4.10</b>	<b>\$ 4.10</b>	<b>\$ 4.10</b>



**MOUNTAIN VIEW REGIONAL WASTE  
MANAGEMENT COMMISSION  
STATEMENT OF REVENUE & EXPENDITURES  
BUDGET 2023**

RECYCLING	2022 BUDGET	2022 FORECAST	2023 BUDGET	2024 ESTIMATE	2025 ESTIMATE
<b>Revenue</b>					
RECYCLING - DRYWALL/GYPSIUM	-	-	-	-	-
RECYCLING-METAL	18,810	18,355	18,411	19,368	20,143
RECYCLING - SHINGLES	-	-	-	-	-
RECYCLING-CEMENT	6,831	11,776	13,455	14,155	14,721
	<b>25,641</b>	<b>30,131</b>	<b>31,866</b>	<b>33,523</b>	<b>34,864</b>
RECYCLING - FRIDGE/FREEZER	18,000	18,093	18,000	18,936	19,693
RECYCLING-BATTERIES	7,000	4,846	5,500	5,786	6,017
RECYCLING - ELECTRONIC	12,000	11,715	12,000	12,624	13,129
RECYCLING - PAINT	4,800	9,408	9,500	9,994	10,394
RECYCLING - WIRE	-	-	-	-	-
RECYCLING (MATTRESSES)	-	-	-	-	-
<b>Total Revenue before municipal charges</b>	<b>67,441</b>	<b>74,193</b>	<b>76,866</b>	<b>80,863</b>	<b>84,098</b>
<b>Purchased Services</b>					
Contract Services	418,000	369,086	389,386	409,634	426,019
Shingle Recycling	-	-	-	-	-
Processor Fees	82,000	94,378	99,569	104,746	108,936
Concrete Recycling	-	-	-	-	-
<b>Total Purchased Services</b>	<b>500,000</b>	<b>463,464</b>	<b>488,955</b>	<b>514,380</b>	<b>534,955</b>
Amortization	11,301	11,301	11,301	11,301	11,301
Cost sharing of administration function	22,092	42,587	23,119	24,204	25,155
Transfer to Reserves	25,641	30,131	31,866	33,523	34,864
<b>Total Expenditures</b>	<b>559,034</b>	<b>517,352</b>	<b>555,241</b>	<b>583,408</b>	<b>606,275</b>
<b>Net Cost (Surplus) before Fees Charged to Municipalities</b>	<b>491,593</b>	<b>443,159</b>	<b>478,375</b>	<b>502,545</b>	<b>522,177</b>
Recycle processing funded by reserves	-	(46,500)	-	-	-
	<b>491,593</b>	<b>396,659</b>	<b>478,375</b>	<b>502,545</b>	<b>522,177</b>
<b>Fees Charged to Municipalities</b>	<b>498,965</b>	<b>498,965</b>	<b>501,032</b>	<b>501,032</b>	<b>501,032</b>
<b>Net Cost (Surplus)</b>	<b>(7,372)</b>	<b>(102,306)</b>	<b>(22,657)</b>	<b>1,513</b>	<b>21,145</b>
<b>muni fee per capita</b>	<b>\$ 14.35</b>		<b>\$ 14.21</b>	<b>\$ 14.21</b>	<b>\$ 14.21</b>

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION  
AMORTIZATION  
Budget 2023**

	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Administration	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501
Landfill	\$ 388,793	\$ 339,871	\$ 600,203	\$ 600,203	\$ 600,203
Transfer Stations	\$ 42,611	\$ 42,018	\$ 42,018	\$ 42,018	\$ 42,018
Recycling	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301
<b>Total Recorded Ammortization as per GAAP Stand</b>	<b>\$ 445,206</b>	<b>\$ 395,691</b>	<b>\$ 656,023</b>	<b>\$ 656,023</b>	<b>\$ 656,023</b>
<b>As per TCA Policy</b>					
Less Debenture Bomag compactor	\$ 70,846	\$ 72,328	\$ 73,841	\$ 75,386	\$ 76,963
Less Landfill cell development	\$ 124,192	\$ -	\$ -	\$ -	\$ -
less Tana Shredder Financing			\$ 50,741	\$ 53,049	\$ 55,464
<b>Funded Ammortization as per policy</b>	<b>\$ 250,168</b>	<b>\$ 323,363</b>	<b>\$ 531,441</b>	<b>\$ 527,588</b>	<b>\$ 523,596</b>

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

Landfill Amortization  
Capital Assets  
Landfill



**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION  
RESERVES  
Budget 2023**

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
<b>CAPITAL RESERVE</b>				
Opening Balance (at Jan 1st)	\$ 150,342	\$ 347,153	\$ 349,321	\$ 619,184
Less Loan payments related to sold assets				
Dec 15 2018				
March 17 2019				
June 17 2019				
Sept 17 2019				
Dec 16 2019				
Equipment additions net of insurance				
Capital Asset Additions				
2019				
2020	\$ (52,000)			
2021		\$ (2,965,000)		
2022			\$ (1,128,500)	
2023				\$ -
2024				
Plus Transfers (From Amortization net of Debt)	\$ 143,811	\$ 250,168	\$ 323,363	\$ 431,441
Plus Issuance of new Debt	\$ -	\$ -	\$ 575,000	\$ -
Plus Transfer from Unrestricted Reserves	\$ 105,000	\$ 2,717,000	\$ 500,000	\$ 100,000
Ending Capital Reserve	<b>\$ 347,153</b>	<b>\$ 349,321</b>	<b>\$ 619,184</b>	<b>\$ 1,150,625</b>

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
<b>RECYCLING RESERVE</b>				
Opening Balance	\$ 340,939	\$ 343,070	\$ 343,070	\$ 43,201
Less				
Shingle grind	\$ -	\$ -		
Cement	\$ (28,000)	\$ -		
Shredder acquisition		\$ -	\$ (330,000)	
Plus Recycle revenue transfer to reserves	\$ 30,131	\$ -	\$ 30,131	\$ 31,866
Ending RECYCLING RESERVE	<b>\$ 343,070</b>	<b>\$ 343,070</b>	<b>\$ 43,201</b>	<b>\$ 75,067</b>

	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>2023 Budget</b>
<b>CLOSURE POST CLOSURE (CPC) RESERVE</b>				
Opening Balance	\$ 854,066	\$ 879,066	\$ 904,066	\$ 929,066
Less				
	\$ -	\$ -		
Plus Transfers	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Ending CPC Reserve	<b>\$ 879,066</b>	<b>\$ 904,066</b>	<b>\$ 929,066</b>	<b>\$ 954,066</b>

	2021	% Total				
Olds	9,209	26.00%	26.11223%	-0.11%		
Sundre	2,672	8.00%	7.57649%	0.42%		
Cremona	437	1.00%	1.23912%	-0.24%		
Didsbury	5,070	14.00%	14.37605%	-0.38%		
Carstairs	4,898	14.00%	13.88834%	0.11%		
MV County	12,981	37.00%	36.80778%	0.19%		
<b>Total Region</b>	<b>35,267</b>					

		2022 Approved Budget						
Landfill Tipping Fee (\$/tonne)	Per Capital Municipal Fee	Municipal Contribution Summary						MV County
		Olds	Sundre	Cremona	Didsbury	Carstairs	MV County	
Transfer Site	\$ 95.00	\$ 63,402	\$ 18,840	\$ 3,065	\$ 36,368	\$ 28,146	\$ 90,257	
Recycling	\$ 24.64	\$ 498,965	\$ 39,156	\$ 6,371	\$ 75,585	\$ 58,497	\$ 187,585	
Landfill		\$ 117,701	\$ 9,236	\$ 1,503	\$ 17,830	\$ 13,799	\$ 44,250	
<b>Municipal Fee for Services</b>	<b>\$ 856,744</b>	<b>\$ 226,258</b>	<b>\$ 67,232</b>	<b>\$ 10,938</b>	<b>\$ 129,783</b>	<b>\$ 100,441</b>	<b>\$ 322,092</b>	
Landfill Cost MSW Class II		\$ 353,875	\$ 32,870	\$ 8,930	\$ 90,535	\$ 98,420	\$ -	
<b>Total Cost of Waste Services</b>	<b>\$ 1,210,619</b>	<b>\$ 349,378</b>	<b>\$ 100,102</b>	<b>\$ 19,868</b>	<b>\$ 220,318</b>	<b>\$ 198,861</b>	<b>\$ 322,092</b>	
<b>All-in Per Capita</b>	<b>\$ 34.33</b>							

		2023 Preliminary Budget						
Landfill Tipping Fee (\$/tonne)	Per Capital Municipal Fee	Municipal Contribution Summary						MV County
		Olds	Sundre	Cremona	Didsbury	Carstairs	MV County	
Transfer Site	\$ 98.00	\$ 63,709	\$ 18,485	\$ 3,023	\$ 35,075	\$ 33,885	\$ 89,805	
Recycling	\$ 25.22	\$ 501,032	\$ 37,961	\$ 6,208	\$ 72,029	\$ 69,585	\$ 184,419	
Landfill		\$ 144,530	\$ 10,950	\$ 1,791	\$ 20,778	\$ 20,073	\$ 53,198	
<b>Total Municipal Fee</b>	<b>\$ 889,545</b>	<b>\$ 232,280</b>	<b>\$ 67,396</b>	<b>\$ 11,023</b>	<b>\$ 127,881</b>	<b>\$ 123,543</b>	<b>\$ 327,422</b>	
Landfill Cost MSW Class II		\$ 357,210	\$ 32,438	\$ 9,114	\$ 92,708	\$ 102,214	\$ -	
<b>Total Cost of Waste Services</b>	<b>\$ 1,246,755</b>	<b>\$ 353,016</b>	<b>\$ 99,834</b>	<b>\$ 20,137</b>	<b>\$ 220,589</b>	<b>\$ 225,757</b>	<b>\$ 327,422</b>	
<b>All-in Per Capita</b>	<b>\$ 35.35</b>							

<b>Net Change compared to 2022</b>	<b>\$ 36,136</b>	<b>\$ 3,638</b>	<b>\$ (268)</b>	<b>\$ 268</b>	<b>\$ 272</b>	<b>\$ 26,896</b>	<b>\$ 5,330</b>
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**Mountain View Regional Waste Management Commission**

**2023 Fee Structure**

<b><u>Fees to Operate:</u></b>	Per Capita
Transfer Station	\$6.92
Recycling/Diversion	\$14.21
Landfill	\$4.10
<b>Total Municipal Fee</b>	<b>\$25.23</b>

<b><u>Tipping Fee per Tonne:</u></b>	minimum charge	Residential	Commercial	Sites
Transfer Station (Sorted)	\$5.00	\$230.00	\$300.00	Water Valley & Sundre
Transfer Station (Mixed)		\$350.00	\$350.00	Water Valley & Sundre
Landfill (Sorted)	\$5.00	\$98.00	\$98.00	Didsbury
Landfill (Unsorted)		\$147.00	\$147.00	Didsbury
Mattresses/Box Springs (Any size)		\$10/unit	\$10/unit	Didsbury
Couches/Chairs (Upholstered)		\$5/unit	\$5/unit	Didsbury

<b><u>Recyclables per Tonne:</u></b>	Residential	Commercial
Scrap Metal	\$76.00	\$76.00
Fridge/Freezer/Water Cooler/Air Conditioner	\$28.00/unit	\$28.00/unit
<b><u>Only Accepted at Didsbury Landfill</u></b>		
Concrete	\$23.00	\$23.00
Contaminated Soil	\$50.00	(Limit of 4,000 Tonnes for the year)

A late fee payment of 1.5% will be added monthly to the invoice after 60 days