

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION



**REGULAR MEETING OF
September 27th, 2021**

Mountain View County Council Chambers

9:00 am Start Time



A G E N D A

Regular Meeting

9:00 am – Friday September 27th, 2021

Mountain View County Council Chambers

1.0 Call to Order - Chair

2.0 Agenda

- Additions or deletions of the agenda
- Adoption of Agenda

3.0 Minutes

- Confirmation of August 12th, 2021 Regular Meeting Minutes (Attached)

4.0 Business

4.1 Business Arising from Prior Meetings

- Resolution #27-21: Extend Recycle Hauling Contract
- Resolution #48-21: Divest Bomag Compactor

4.2 Landfill Operations Report

- Landfill operations report to August 31st, 2021

4.3 Statement of Financial Results

- Financial performance to August 31st, 2021

4.4 2021 Capital Budget Update

- Cell 7 Construction – Nearing completion
- Northside groundwater monitoring system
- Resolution to transfer capital reserve funds

4.5 Approval of 2022 Operating and Capital Budget

- Summary of operations and financial budget for 2022
- Highlight changes from preliminary budget



5.0 Reports

5.1 CAO Report

6.0 Confidential Items

6.1 In-camera session to discuss confidential matters

7.0 Next Meetings, Events

Meetings will be held at Mountain View County Offices (Unless specified otherwise)

- November 22nd, 2021 – Organization Meeting
- November 22nd, 2021 – Regular Meeting

8.0 Adjournment



Mountain View Regional Waste Management Commission

Regular Meeting
Mountain View County Office
9:00 a.m.
August 12, 2021

MINUTES

In Attendance	Mary Anne Overwater	Chair, Town of Olds
	Greg Harris	Vice-Chair, Mountain View County
	Bob Green	Town of Carstairs
	Bill Windsor	Town of Didsbury
	Richard Warnock	Alternate, Town of Sundre
	Bob Reid	Village of Cremona

Staff	Michael Wuetherick	CAO
	Ryan Verbonac	Operations Manager
	Lindsay Miller	Office Manager

Regrets	Ben Antifaiff	CFO
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1. CALL TO ORDER Chair Mary Anne Overwater called the meeting to order at 9:24 a.m.

2. AGENDA

2.1 Addition or Deletions of the Agenda None.

2.2 Adoption of Agenda **Resolution #38-21**
Moved by Greg Harris
THAT the agenda for the August 12, 2021 Regular Meeting be adopted as presented.

CARRIED unanimous

3. ADOPTION OF MINUTES

3.1 Minutes of April 30, 2021 AGM Meeting **Resolution #39-21**
Moved by Bob Green
THAT the MVRWMC Board approve the minutes of the April 30, 2021 Annual General Meeting as presented.

CARRIED unanimous

**3.2 Minutes of
April 30, 2021
Regular Meeting**

Resolution #40-21

Moved by Bob Reid
THAT the MVRWMC Board approve the minutes of the
April 30, 2021 Regular Meeting as presented.

CARRIED unanimous

**3.3 Minutes of
May 10, 2021
Special Meeting**

Resolution #41-21

Moved by Bill Windsor
THAT the MVRWMC Board approve the minutes of the
May 10, 2021 Special Meeting as presented.

CARRIED unanimous

**3.4 Minutes of
June 16, 2021
Special Meeting**

Resolution #42-21

Moved by Bob Green
THAT the MVRWMC Board approve the minutes of the
June 16, 2021 Special Meeting as presented.

CARRIED unanimous

4. BUSINESS

**4.1 Business
Arising from
Prior Meetings**

Resolution #43-21

Moved by Greg Harris
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 #44-21

Moved by Greg Harris
THAT the MVRWMC Board accept as information
Administration's landfill operations report of tonnage received at
the landfill up to June 30, 2021.

CARRIED unanimous

**4.3 Statement
Of Financial
Results**

Resolution #45-21

Moved by Bill Windsor
THAT the MVRWMC Board accept as information the financial
report (Unaudited) for the Commission as at June 30, 2021.

CARRIED unanimous

**4.4 2021 Capital
Budget Update**

Resolution #46-21

Moved by Bob Reid
THAT the MVRWMC Board accept as information
Administration's report on the 2021 Capital Project expenditures
as at June 30, 2021.

CARRIED unanimous

**4.5 Recommended
2021 Fiscal Year
Reserve Transfers**

Resolution #47-21

Moved by Bob Green

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

1. Transfer Recycle revenue matched processing costs in 2020, and therefore a transfer to the Recycle Reserve Fund for fiscal 2020 is not required; AND
2. Capital Reserve allocation of \$145,498.00 for fiscal 2020 has been used to partially fund the 2021 Capital program, therefore a transfer to the Capital Reserves funds is not required for fiscal 2020; AND
3. Transfer of \$25,000.00 to the Closure-Post Closure Reserve Fund to be added to the current CPC Reserve Fund balance as at June 30, 2021 of \$871,048.77.

CARRIED unanimous

**4.6 Preliminary 2022
Operating and
Capital Budget**

Resolution #48-21

Moved by Bill Windsor

THAT the MVRWMC Board direct Administration to investigate the options to sell the Bomag Compactor.

CARRIED unanimous

Resolution #49-21

Moved by Bill Windsor

THAT the MVRWMC Board adopt the 2022 operating and capital budget as information.

CARRIED unanimous

5. REPORTS

**5.1 CAO
Report**

Resolution #50-21

Moved by Bob Green

THAT the MVRWMC Board accept as information the CAO report for the period from April 27, 2021 through August 8, 2021.

CARRIED unanimous

6. CONFIDENTIAL ITEMS

**6.1 CAO Report
On Confidential
Matters**

Resolution #51-21

Richard Warnock made a motion to go in-camera at 11:45 a.m.

CARRIED unanimous

Resolution #52-21

Greg Harris made a motion to come out of camera at 11:47 a.m.

CARRIED unanimous

7. NEXT MEETINGS, EVENTS

7.1 September 27, 2021 Regular Meeting – 9:00 a.m. Mountain View County Office

7.2 November 22, 2021 Organizational Meeting – 9:00 a.m. Mountain View County Office

7.3 November 22, 2021 Regular Meeting – Following the Organizational Meeting, Mountain View County Office

8. ADJOURNMENT

Resolution #53-21

Moved by Bob Green

THAT the meeting be adjourned at 11:56 a.m.

CARRIED unanimous

Chair

CAO



Mountain View Regional Waste Management Commission

Request for Decision

Meeting Date: September 27th, 2021

Reference: 100/2021.06

TITLE: 4.1 – 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 current status of ongoing business arising from previous meetings:

4.1.1 – Recycle Hauling Contract Extension

Pursuant to resolution 27-21 (April 2021), the Board directed Administration to extend the current hauling contract with Environmental 360 Solutions from October 18th, 2021 through December 31st, 2023. Administration has provided a revised contract to E360 for review and execution. As of September 23rd, 2021 E360 has not provided any comments or requested revisions and the contract remains unexecuted.

The general form is exactly the same as the expiring contract with only minor adjustments related to cancellation terms that were applicable to Airdrie Waste but have been dropped for the E360 contract. In the Airdrie Waste contract the Commission had provided a guaranteed revenue for AWM bankers to provide financing for the new truck purchased to service the contract. As E360 is a multi-billion dollar enterprise the Commission no longer needs to provide income guarantees. Essentially the Commission maintains its early termination rights based on performance (or lack thereof) without any early termination penalties.

4.1.2 – Divestment of the Bomag Compactor

Pursuant to resolution 48-21 (August 2021), the Board directed Administration to investigate the market conditions and ability to divest of the Bomag compactor. While it is handy to have a back-up in the event of a failure of the new Tana unit, the market value of \$275,000 - \$325,000 is essentially dead capital. Ryan has been assessing the market conditions and demand for the unit, but as of yet no brokerage contracts have been executed to list the Bomag for sale.

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



Mountain View Regional Waste Management Commission

Request for Decision

Meeting Date: September 27th, 2021

Reference: 100/2021.06

TITLE: 4.2 – Landfill Report on Operations to August 31st, 2021

RECOMMENDATION:

THAT the MVRWMC Board accept as information Administration's landfill operations report of tonnage received at the landfill up to August 31st, 2021.

Background:

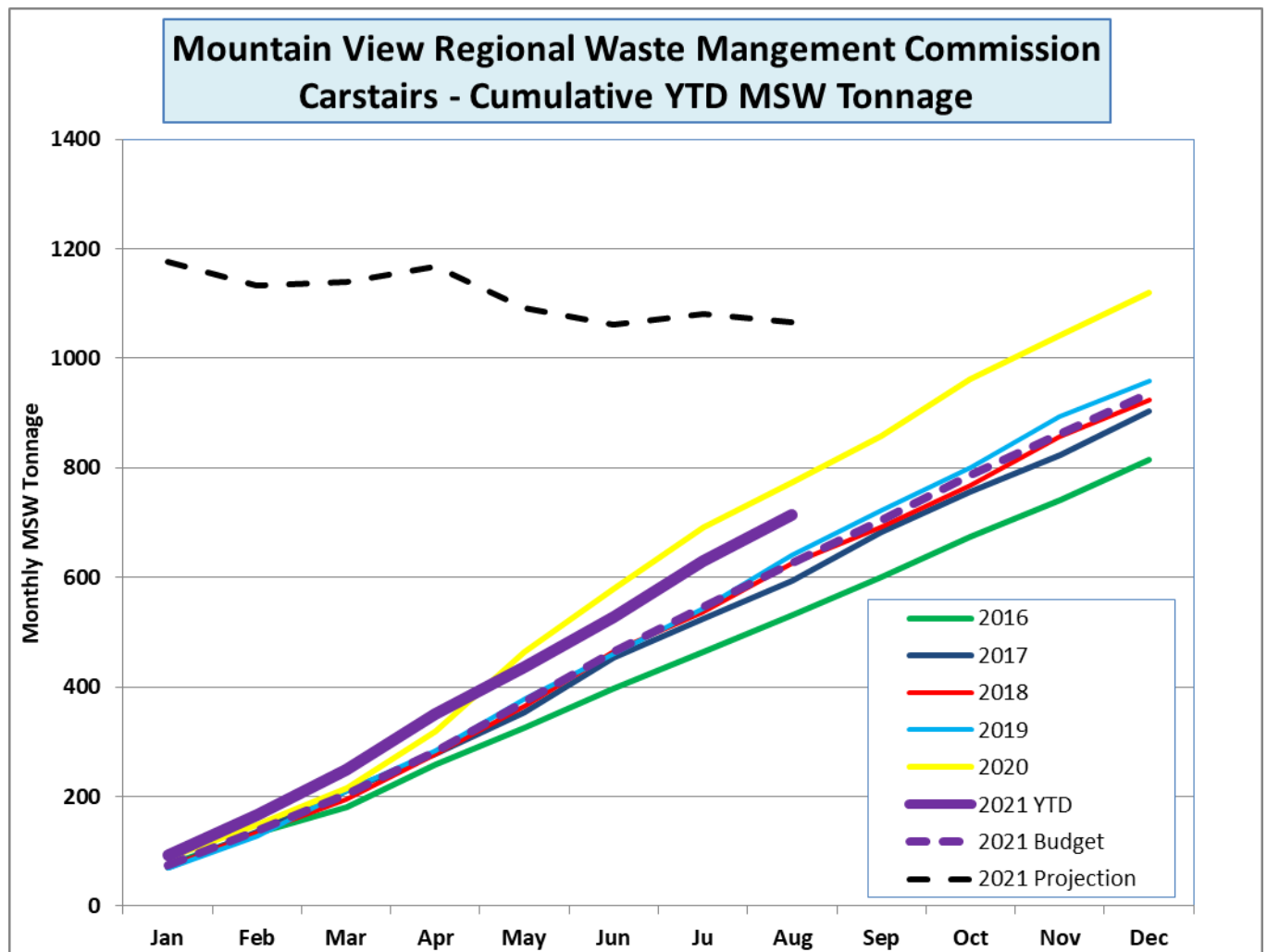
Administration's report on landfill operations up to August 31st, 2021 included updated graphs for each member and major revenue stream are attached for review.

2021 YTD versus Budget Summary Report:

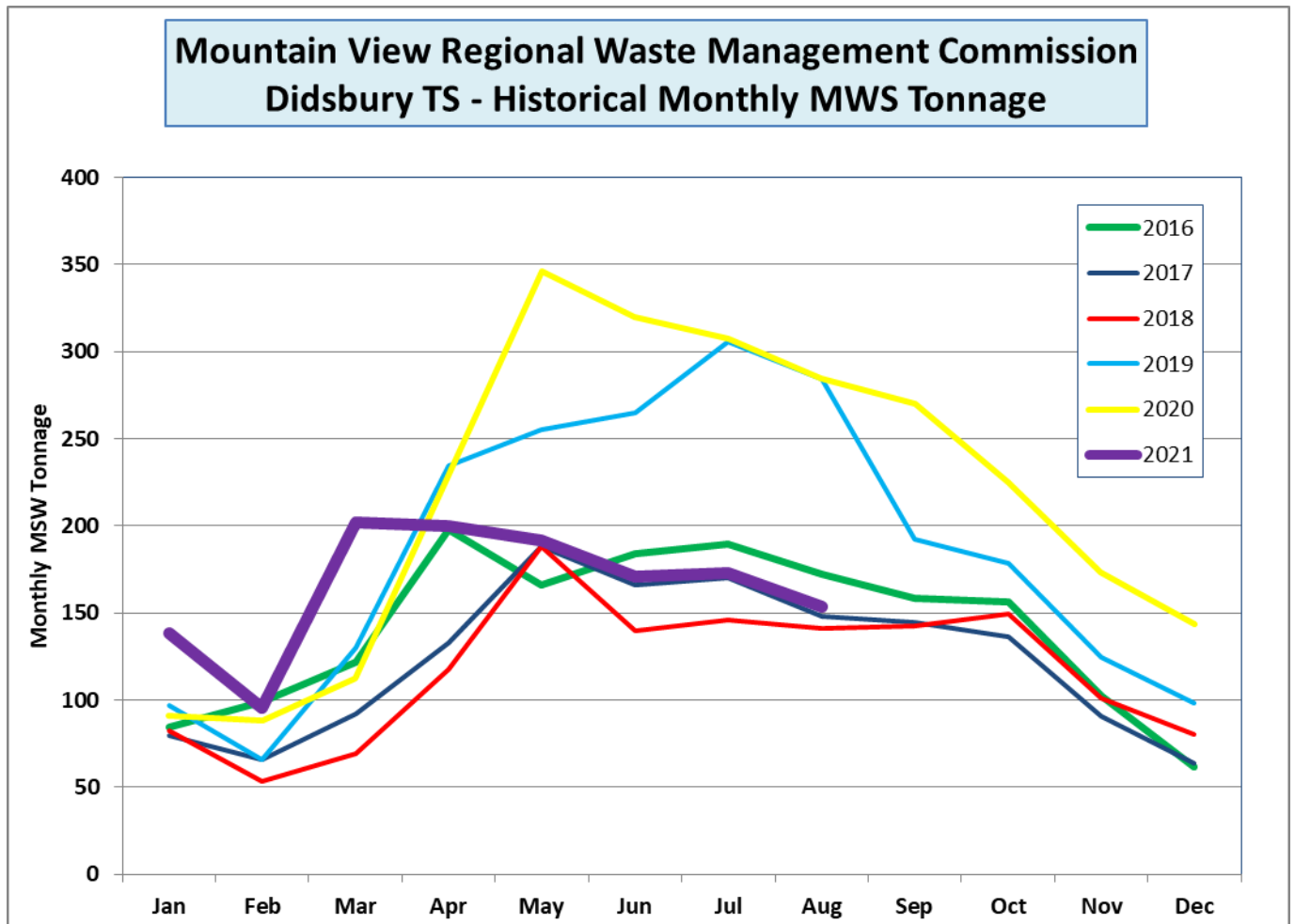
Reported Updated as at: August 31st, 2021	Budget Comparison (Tonnes) - Year to Date				Revenue Comparison (\$) - Year to Date		
	Sales	Budget	Variance	Variance(%)	Sales	Budget	Variance
Commercial Tipping (Uncontracted)	10,023.5	10,174.5	- 150.9	-1.5%	\$952,233	\$966,573	-\$14,339
Municipal Tipping - Olds	868.9	857.5	11.4	1.3%	\$82,546	\$81,458	\$1,087
Municipal Tipping - Sundre	229.8	236.0	- 6.3	-2.6%	\$21,826	\$22,420	-\$594
Municipal Tipping - Cremona	62.0	64.2	- 2.3	-3.5%	\$5,886	\$6,102	-\$216
Municipal Tipping - Didsbury	631.9	622.6	9.3	1.5%	\$60,031	\$59,152	\$880
Municipal Tipping - Carstairs	714.2	626.7	87.5	14.0%	\$67,849	\$59,540	\$8,309
Sub-total Municipal Tipping	2,506.7	2,407.1	99.6	4.1%	\$238,138	\$228,672	\$9,466
Didsbury Transfer	1,323.5	1,556.2	- 232.7	-15.0%	\$125,733	\$147,839	-\$22,106
Water Valley Transfer Site	292.0	286.9	5.1	1.8%	\$65,698	\$64,546	\$1,152
Sundre Transfer Site	332.1	314.6	17.5	5.6%	\$74,729	\$70,788	\$3,941
Sub-total Transfer Station Tipping	1,947.6	2,157.7	- 210.1	-9.7%	\$266,160	\$283,174	-\$17,013
Cement	642.6	148.4	494.3	333.2%	\$14,138	\$3,264	\$10,874
Shingles	590.6	336.7	253.9	75.4%	\$42,522	\$24,241	\$18,281
Drywall	58.4	40.2	18.2	45.2%	\$4,203	\$2,896	\$1,308
Metals	237.9	186.1	51.8	27.8%	\$17,127	\$13,397	\$3,730
Sub-total Recycle Sales	1,529.5	711.3	818.1	115.0%	\$77,990	\$43,798	\$34,193
HC Contaminated Soil (at \$95/tonne)	7,603	-	7,603.5	100.0%	\$722,331	\$0	\$722,331
Total YTD Landfill Sales Summary	23,610.8	15,450.5	8,160.3	52.8%	\$ 2,256,853	\$ 1,522,216	\$ 734,637

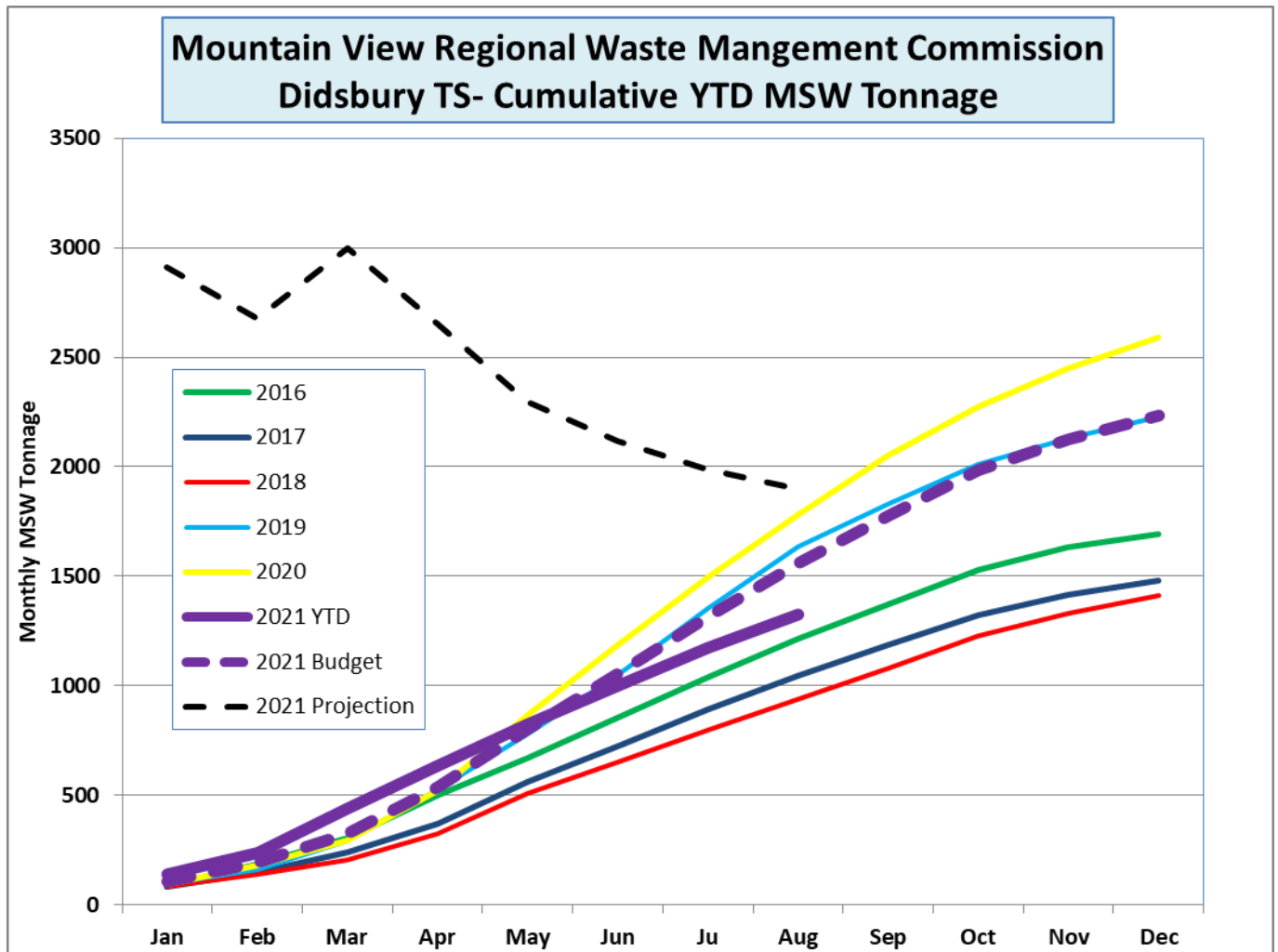
As at August 31st, 2021 total commercial sales were 10,024 tonnes or 1.5% below the budget target of 10,175 tonnes. Commercial tonnage for the month of July were 43% below July 2020, while August sales were only 3% below August 2020 volume. The pullback seen in the summer of 2021 shows the magnitude of the increased tonnage processed in the spring-summer of 2020 due to COVID. The commercial budget this year is 15,200 tonnes which is 35% higher than the 2020 budget and 79% above the 2019 budget. Commercial sales for 2021 are projected at 14,975 or 1.5% below budget, but well within a reasonable forecast range for uncontracted volumes. Administration uses a 5% service factor for budget purposes, so the 1.5% shortfall is still within the error tolerance built into the budget model.

Municipal MSW tonnage collectively are 4.1% above budget, with the Town of Carstairs being the only outlier at 14% above budget expectations. Carstairs receipts have been steadily increasing over the past 2-3 years, whereas most of the other members have remained somewhat flat. For 2022, Carstairs tonnage is projected to be 1036 tonnes compared to budget forecast of 936 tonnes. Should these projections be realized, Carstairs will account for 88% of the municipal budget surplus of \$14,166.



Similar to the Commercial tonnage, transfer station receipts have also moderated compared to the COVID influences of 2020, with the Didsbury transfer station accounting for the majority of the shortfall. Overall transfer station tonnage is now 9.8% below budget for this time of year, which has accelerated from the last update. Transfer station tonnage is very seasonal, and the volumes just simply didn't come to Didsbury over the summer of 2021 compared to the COVID influenced 2020 volumes.





Recycle sales (i.e. shingles, cement, metals) have been extremely strong YTD at 1,669 tonnes which is 53% above budget. Recycle tonnage is also seasonal with cement and shingles outpacing budget forecast, and account for 85% of the revenue surplus of \$34,193 year-to-date from the recycle business unit.

2021 Full-Year Projection Report:

Reported Updated as at: August 31st, 2021	Budget Comparison (Tonnes) - Projection (P8/12)				Revenue Comparison (\$) - Projection (P8/12)		
	Projection	Budget	Variance	Variance(%)	Projection	Budget	Variance
Commercial Tipping (Uncontracted)	14,975	15,200	- 225.5	-1.5%	\$1,422,578	\$1,444,000	-\$21,422
Municipal Tipping - Olds	1,300	1,283	17.1	1.3%	\$123,512	\$121,885	\$1,627
Municipal Tipping - Sundre	338	347	- 9.2	-2.6%	\$32,092	\$32,965	-\$873
Municipal Tipping - Cremona	92	95	- 3.4	-3.5%	\$8,705	\$9,025	-\$320
Municipal Tipping - Didsbury	950	936	13.9	1.5%	\$90,243	\$88,920	\$1,323
Municipal Tipping - Carstairs	1,067	936	130.6	14.0%	\$101,330	\$88,920	\$12,410
Sub-total Municipal Tipping	3,746	3,597	149.1	4.1%	\$355,881	\$341,715	\$14,166
Didsbury Transfer	1,899	2,233	- 333.9	-15.0%	\$180,415	\$212,135	-\$31,720
Water Valley Transfer Site	421	414	7.4	1.8%	\$94,812	\$93,150	\$1,662
Sundre Transfer Site	471	446	24.8	5.6%	\$105,936	\$100,350	\$5,586
Sub-total Transfer Station Tipping	2,791	3,093	- 302	-9.8%	\$381,164	\$405,635	-\$24,471
Cement	308	230	77.7	33.8%	\$6,769	\$5,060	\$1,709
Shingles	931	531	400.5	75.4%	\$67,065	\$38,232	\$28,833
Drywall	90	62	28.0	45.2%	\$6,480	\$4,464	\$2,016
Metal	340	266	74.1	27.8%	\$24,484	\$19,152	\$5,332
Sub-total Recycle Sales (Including Metals)	1,669	1,089	580.2	53.3%	\$104,798	\$66,908	\$37,890
HC Contaminated Soil (at \$95/tonne)	7,603	-	7,603.5	0.0%	\$722,331	\$0	\$722,331
Total Projected Landfill Sales Summary	30,785	22,979	7,805.6	34.0%	\$ 2,986,751	\$ 2,258,258	\$ 728,493

With 75% of the year behind us, the full-year projections provide a reliable forecast of the full-year projections. Excluding the HC Contaminated Soil revenue, overall operations are projected to generate a revenue surplus of roughly \$6,163. Commercial sales representing 63% of total landfill revenue remain the key revenue stream to monitor. Administration's business model targets 60-65% of total revenue for operations to be sourced from non-contracted Commercial volumes.

Attachments:

1. 2021 Monthly Landfill Tonnage Graphs

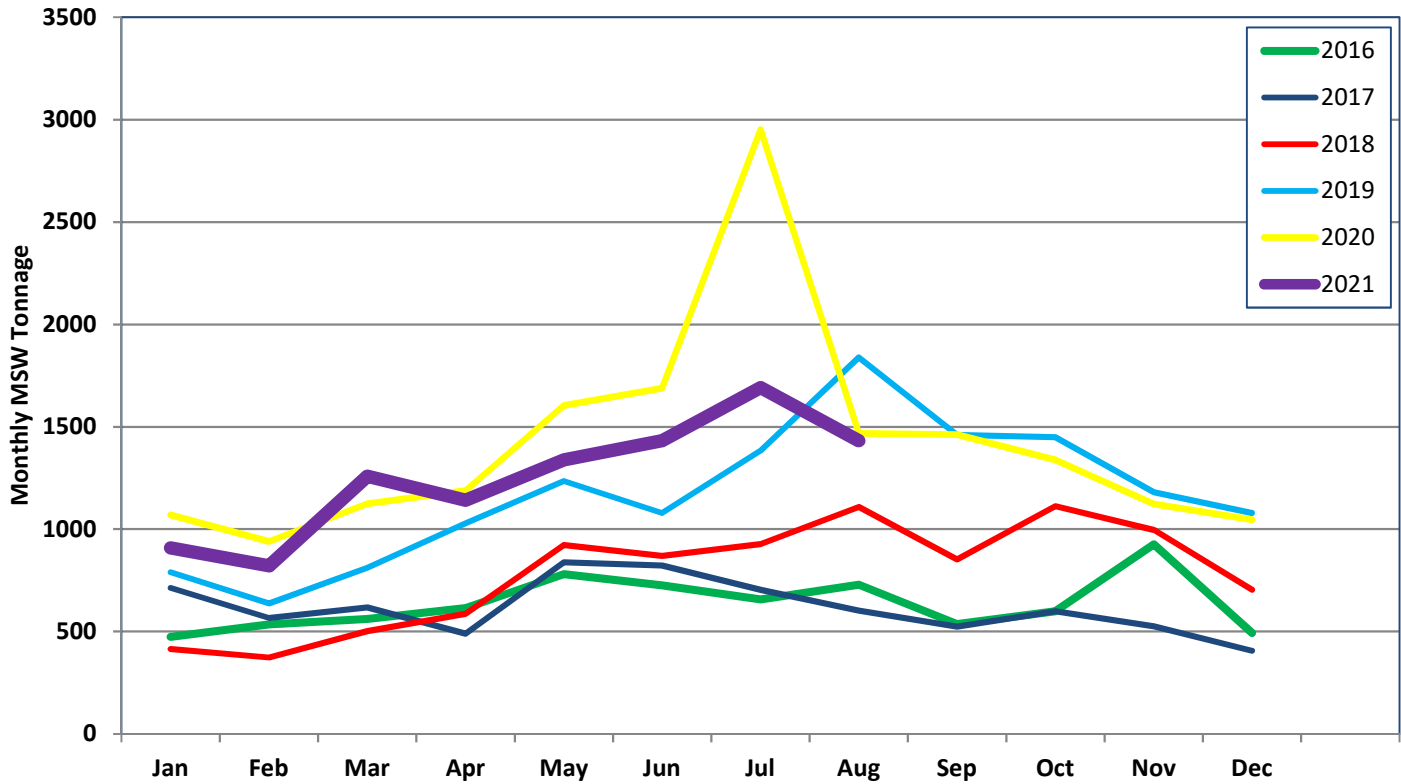
- a. Commercial
- b. Municipal
- c. Transfer Stations
- d. Recycling

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

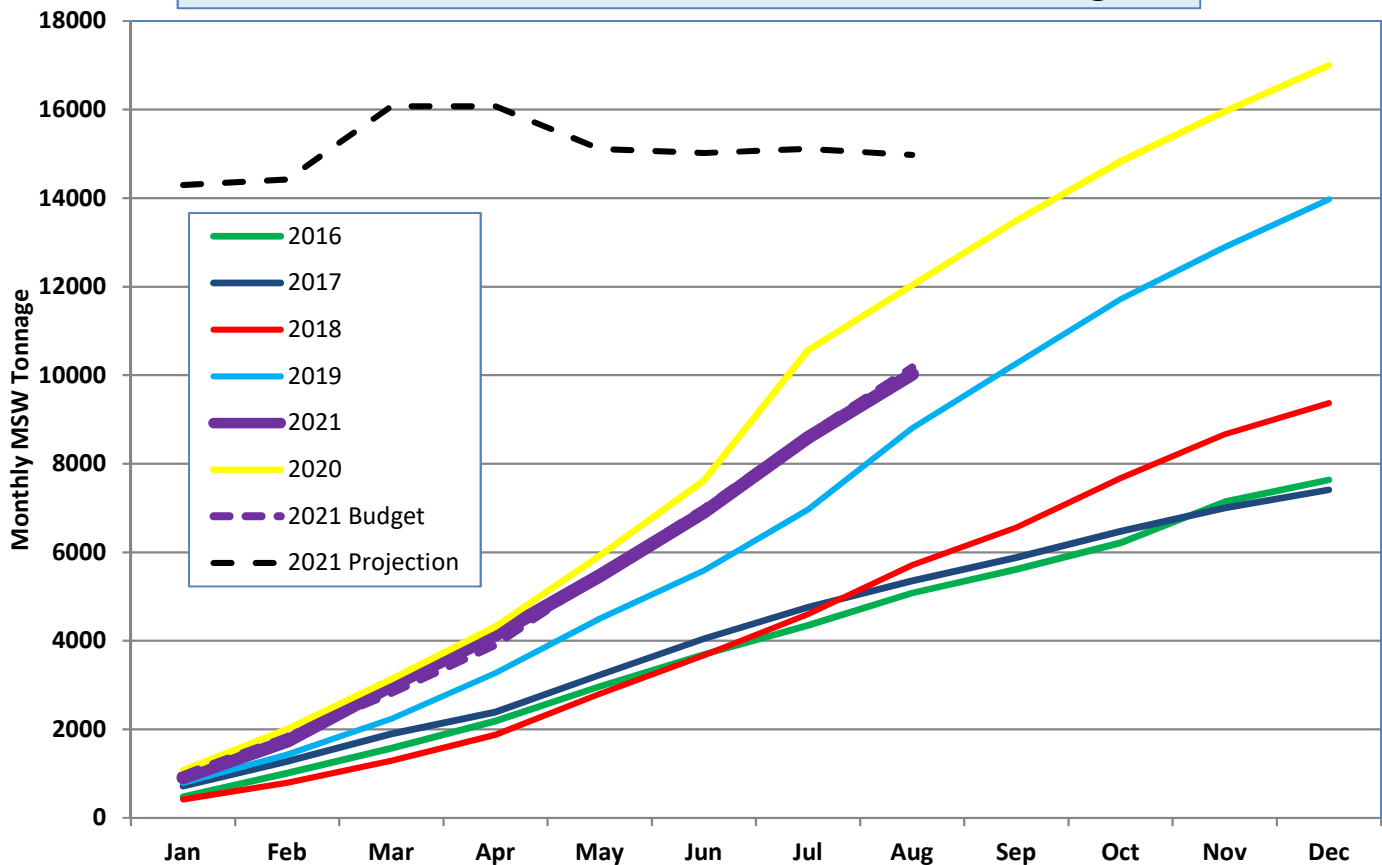
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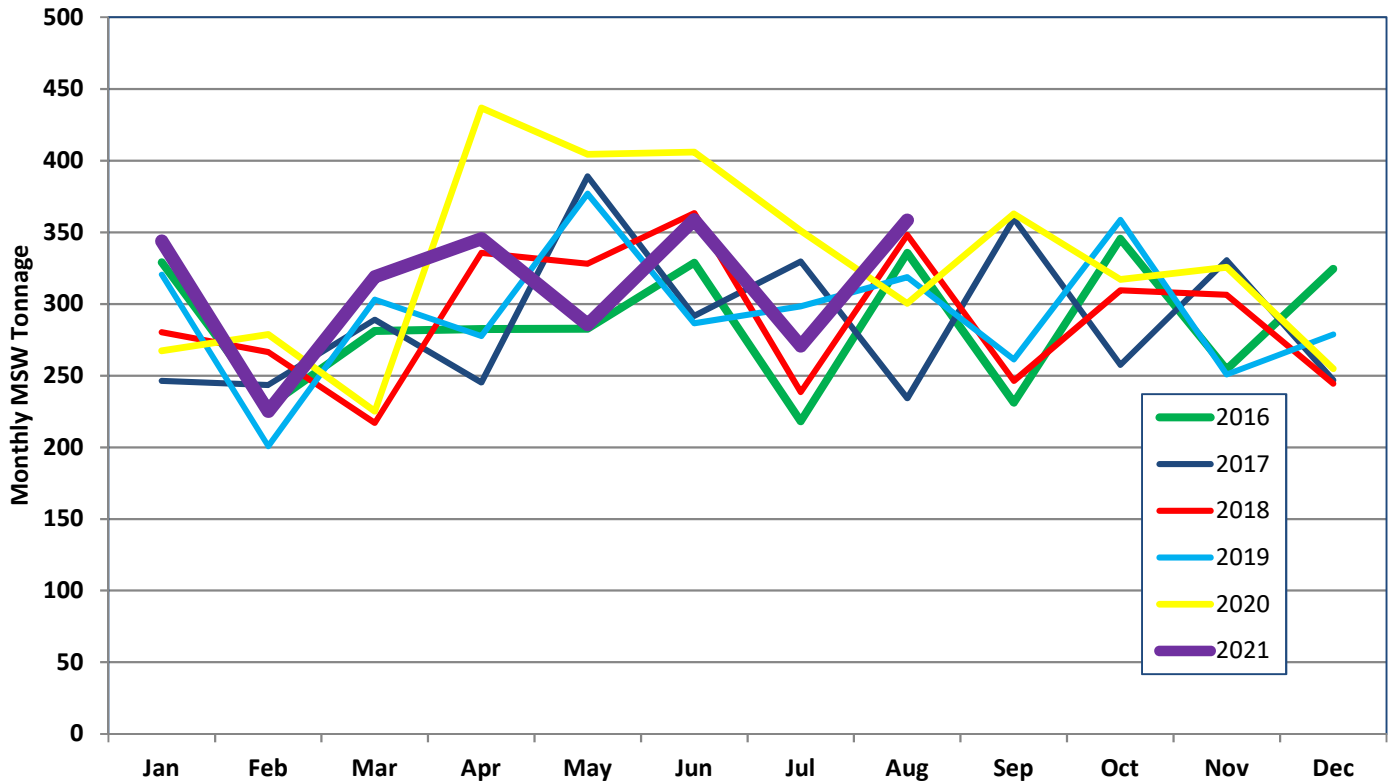
Mountain View Regional Waste Management Commission Total Commercial - Historical Monthly MWS Tonnage



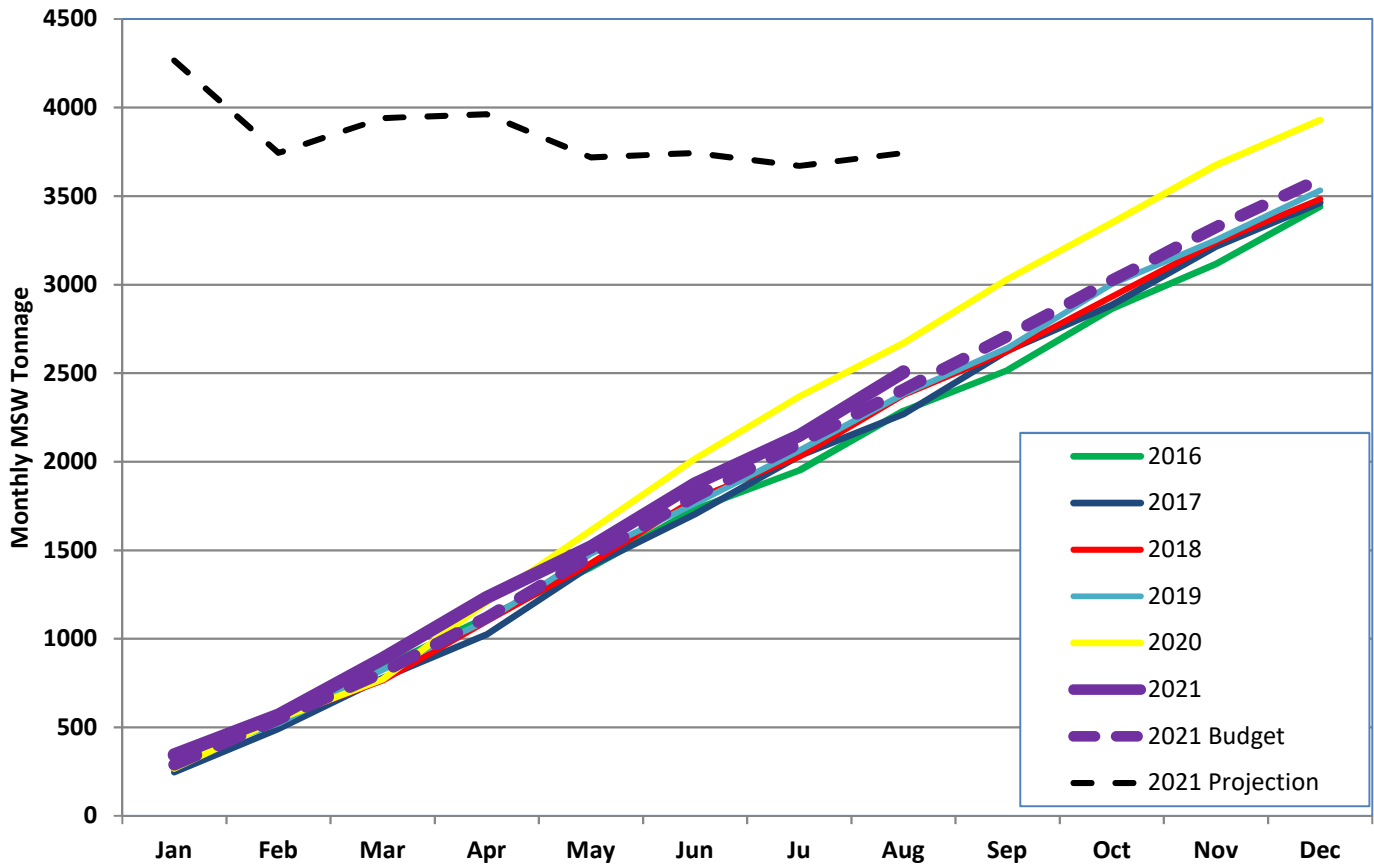
Mountain View Regional Waste Mangement Commission Total Commercial - Cumulative YTD MSW Tonnage



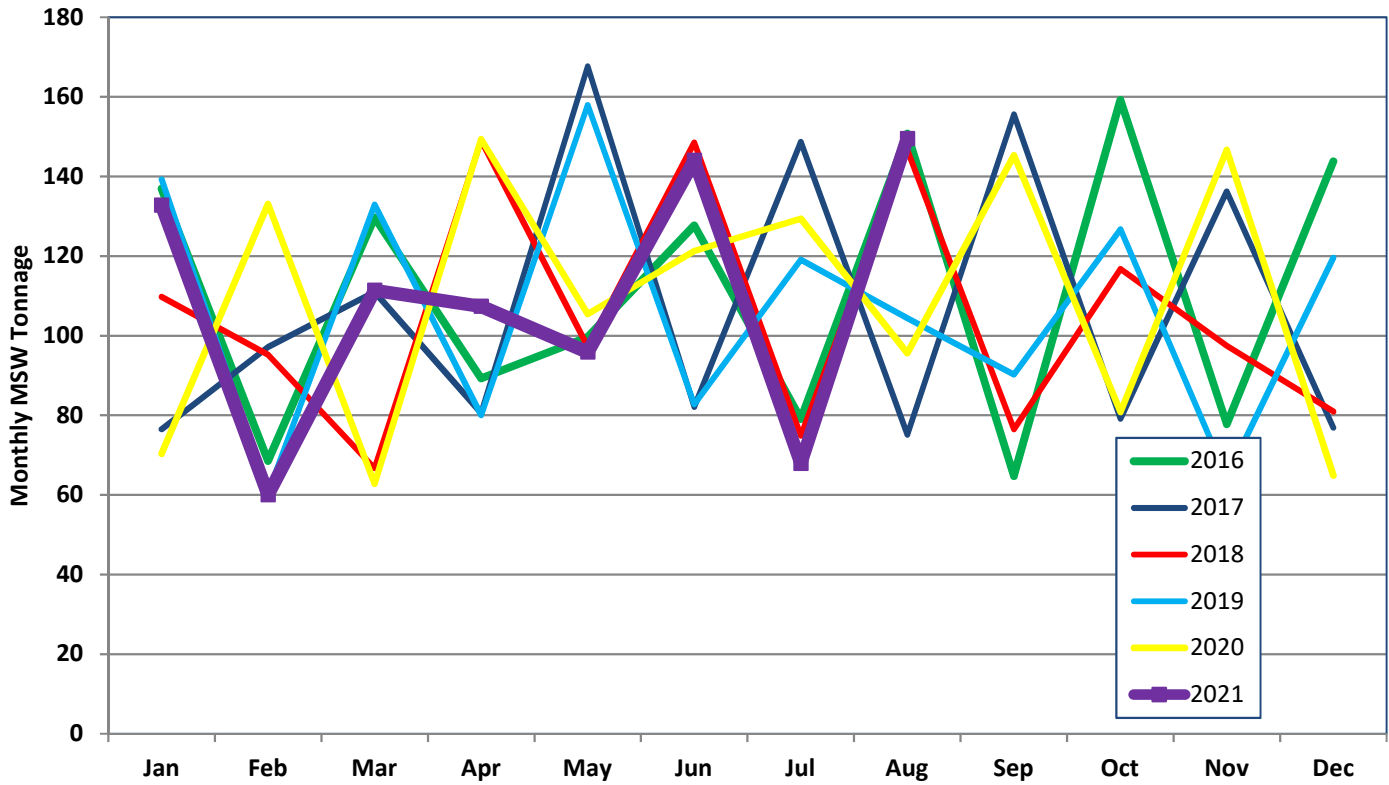
Mountain View Regional Waste Management Commission Total Class 2 Municipal Waste - Historical Monthly MWS Tonnage



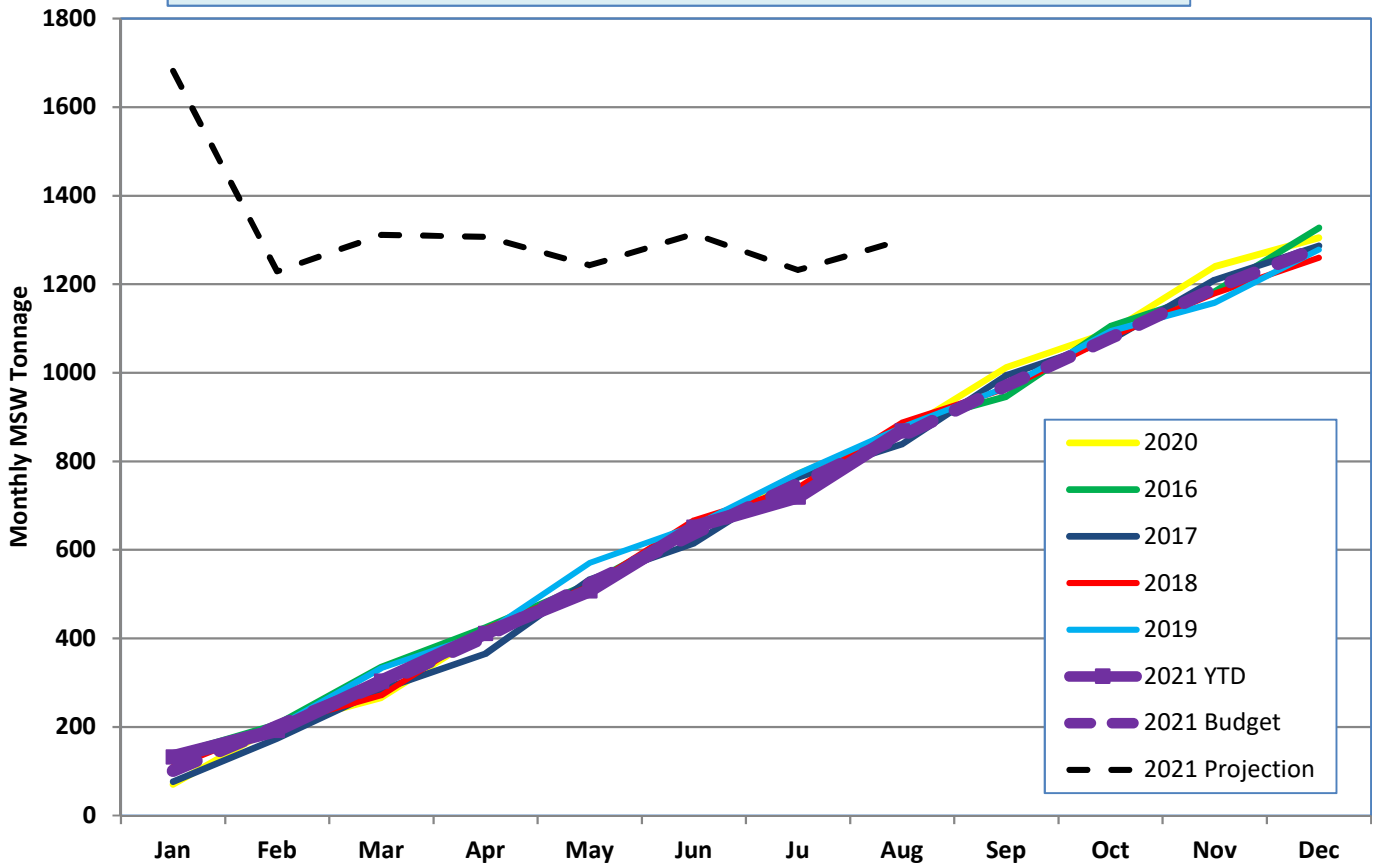
Mountain View Regional Waste Management Commission Total Class 2 Municipal Waste - Cumulative YTD MSW Tonnage



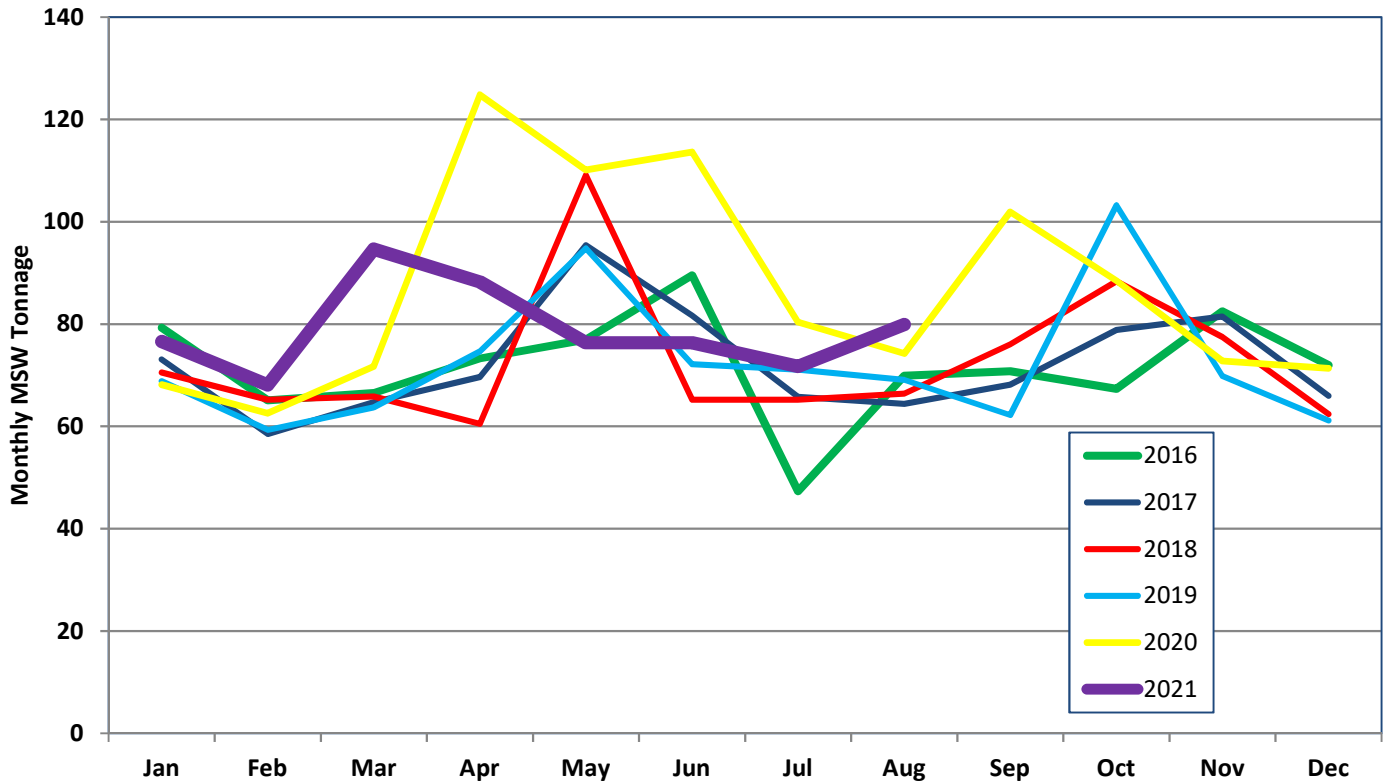
Mountain View Regional Waste Management Commission Olds - Historical Monthly MWS Tonnage



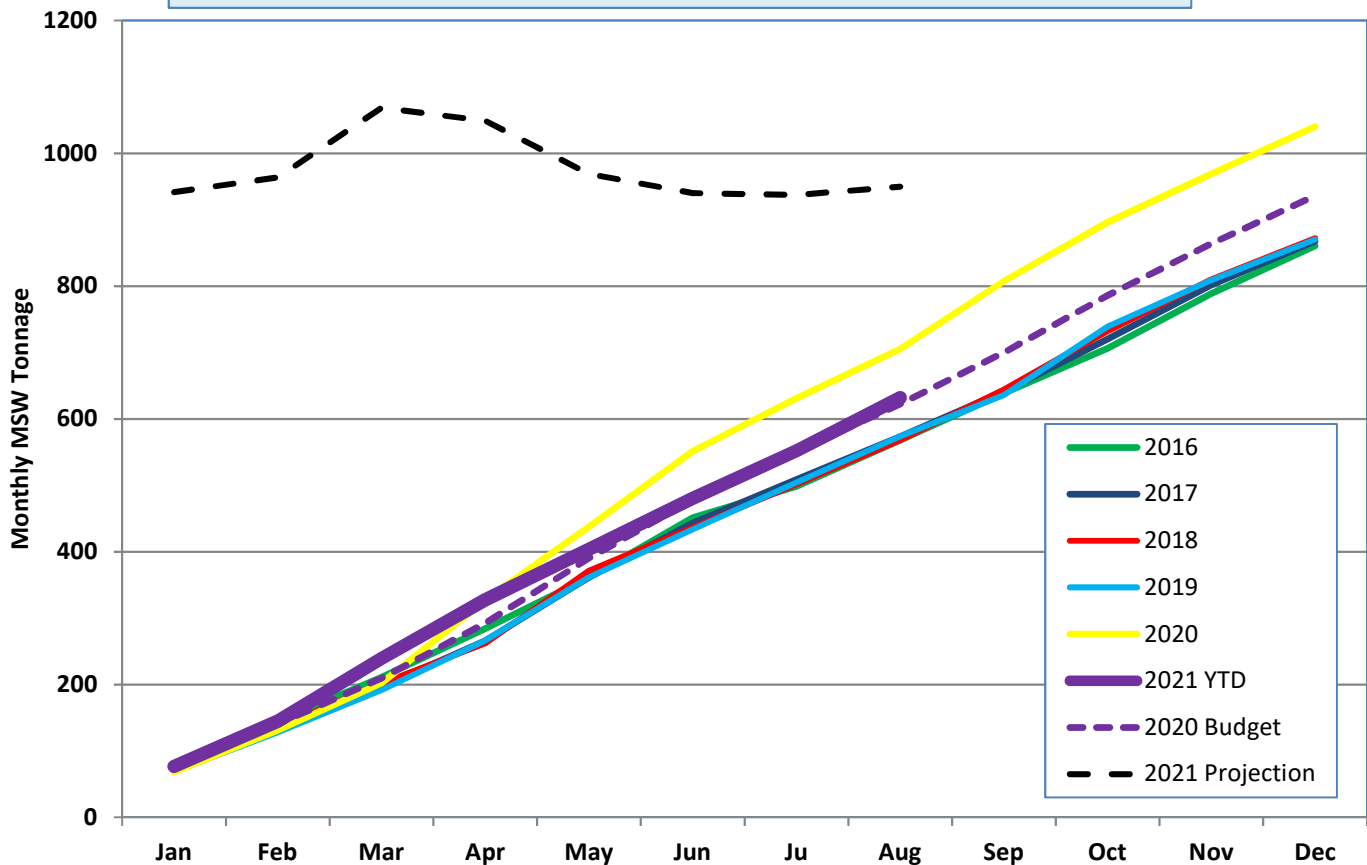
Mountain View Regional Waste Management Commission Olds - Cumulative YTD MSW Tonnage



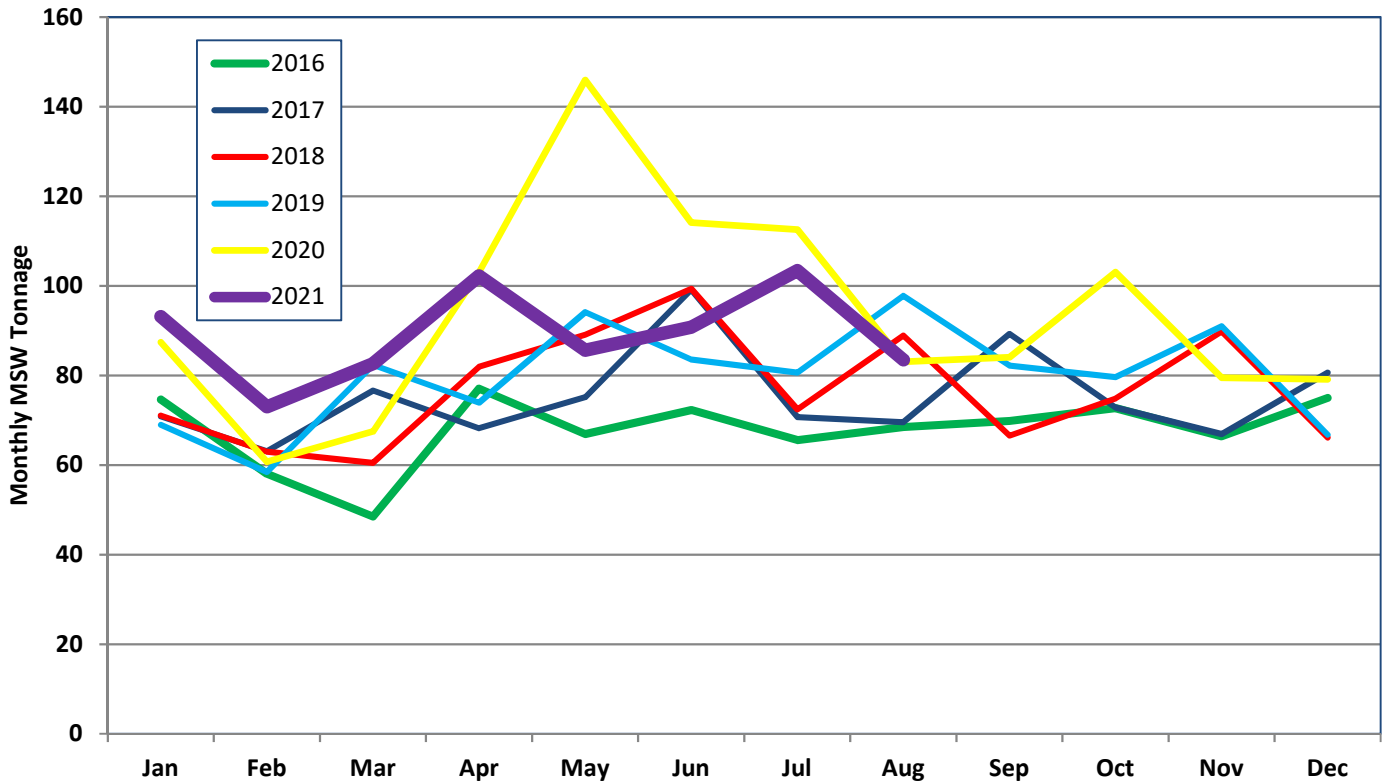
Mountain View Regional Waste Management Commission Didsbury - Historical Monthly MWS Tonnage



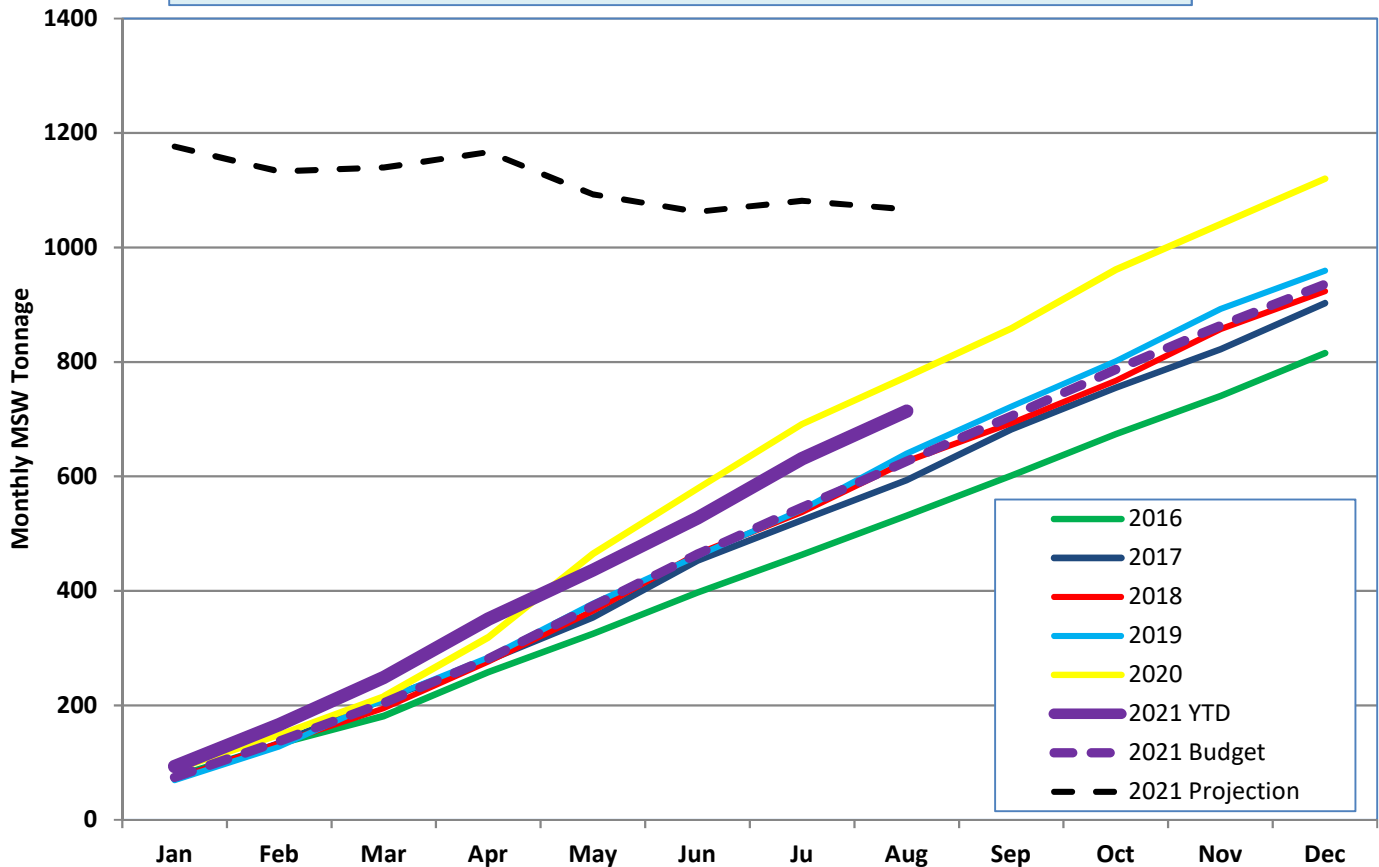
Mountain View Regional Waste Management Commission Didsbury - Cumulative YTD MSW Tonnage



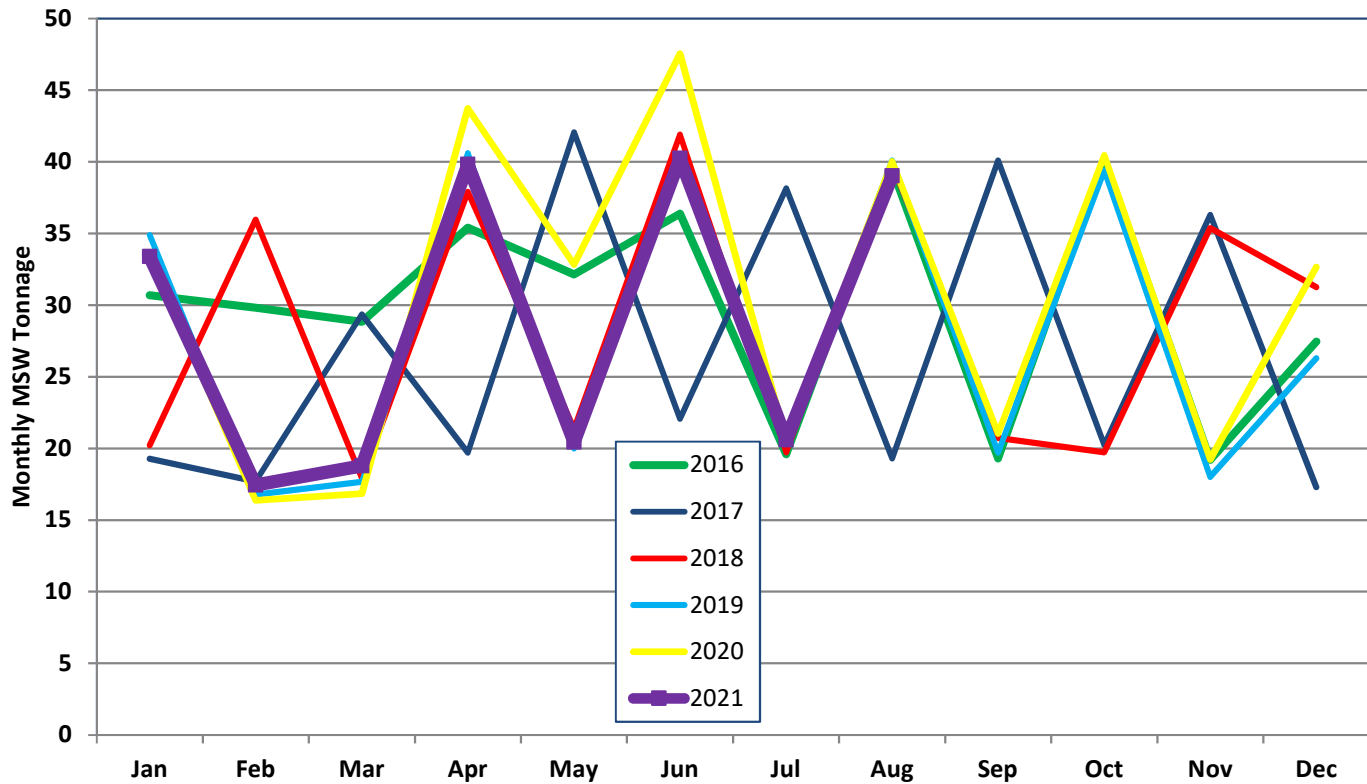
Mountain View Regional Waste Management Commission Carstairs - Historical Monthly MWS Tonnage



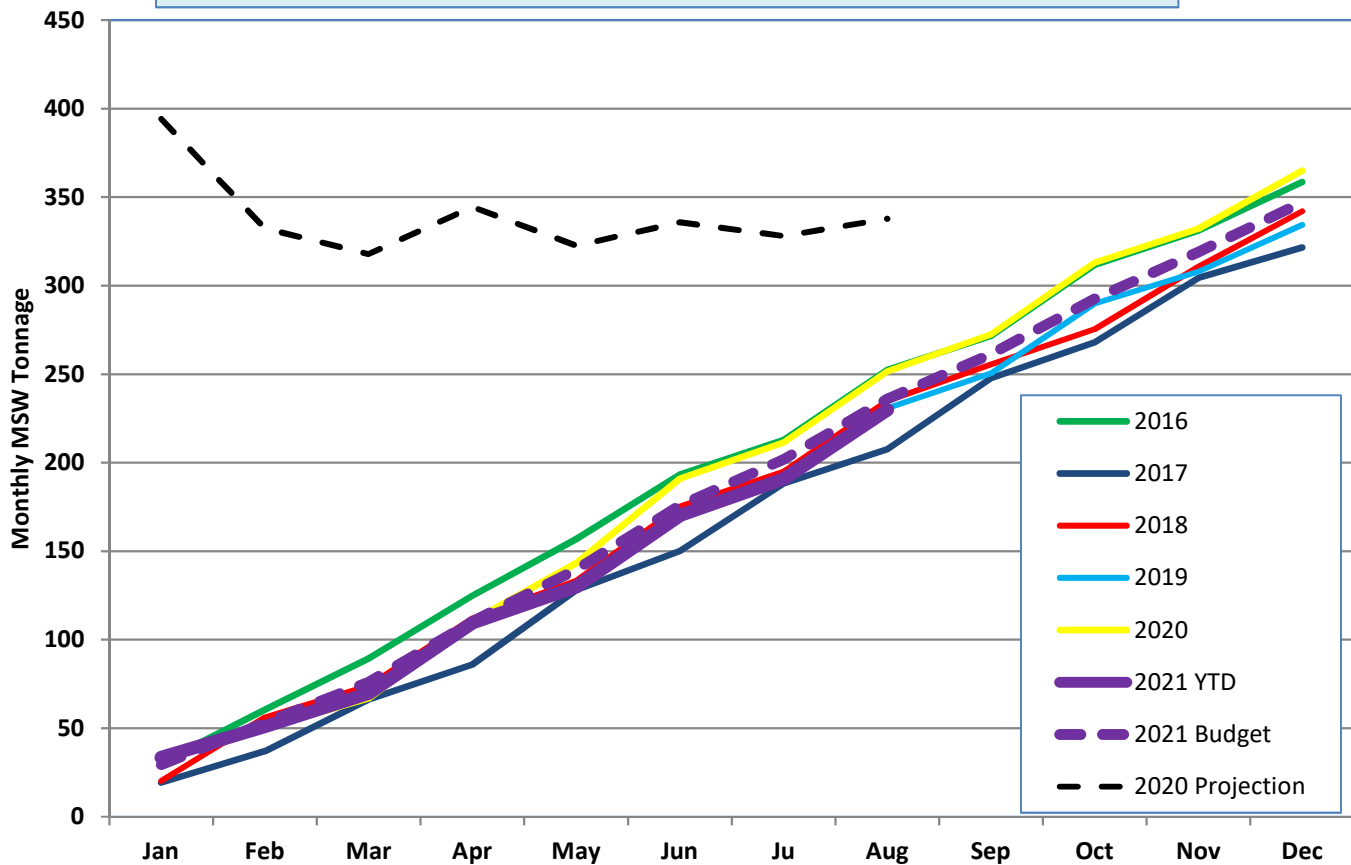
Mountain View Regional Waste Management Commission Carstairs - Cumulative YTD MSW Tonnage



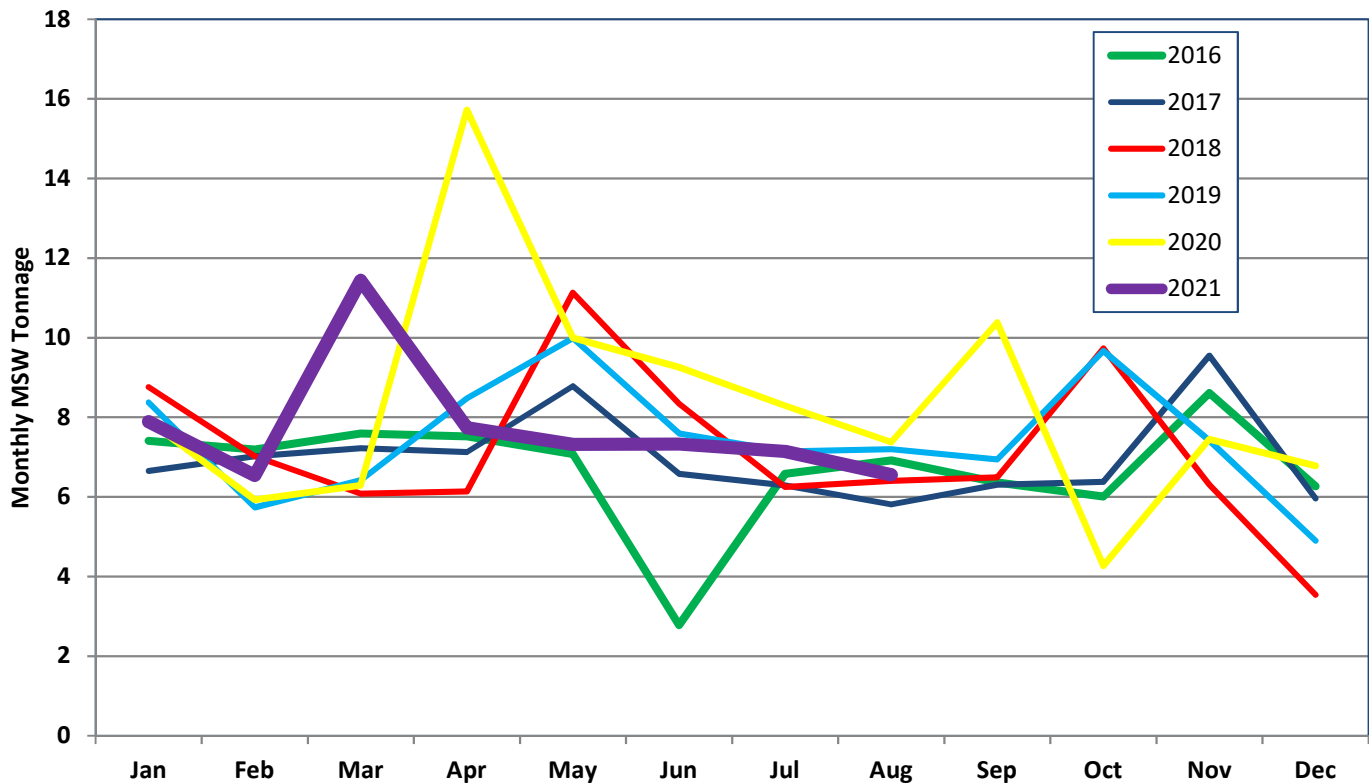
Mountain View Regional Waste Management Commission Sundre - Historical Monthly MWS Tonnage



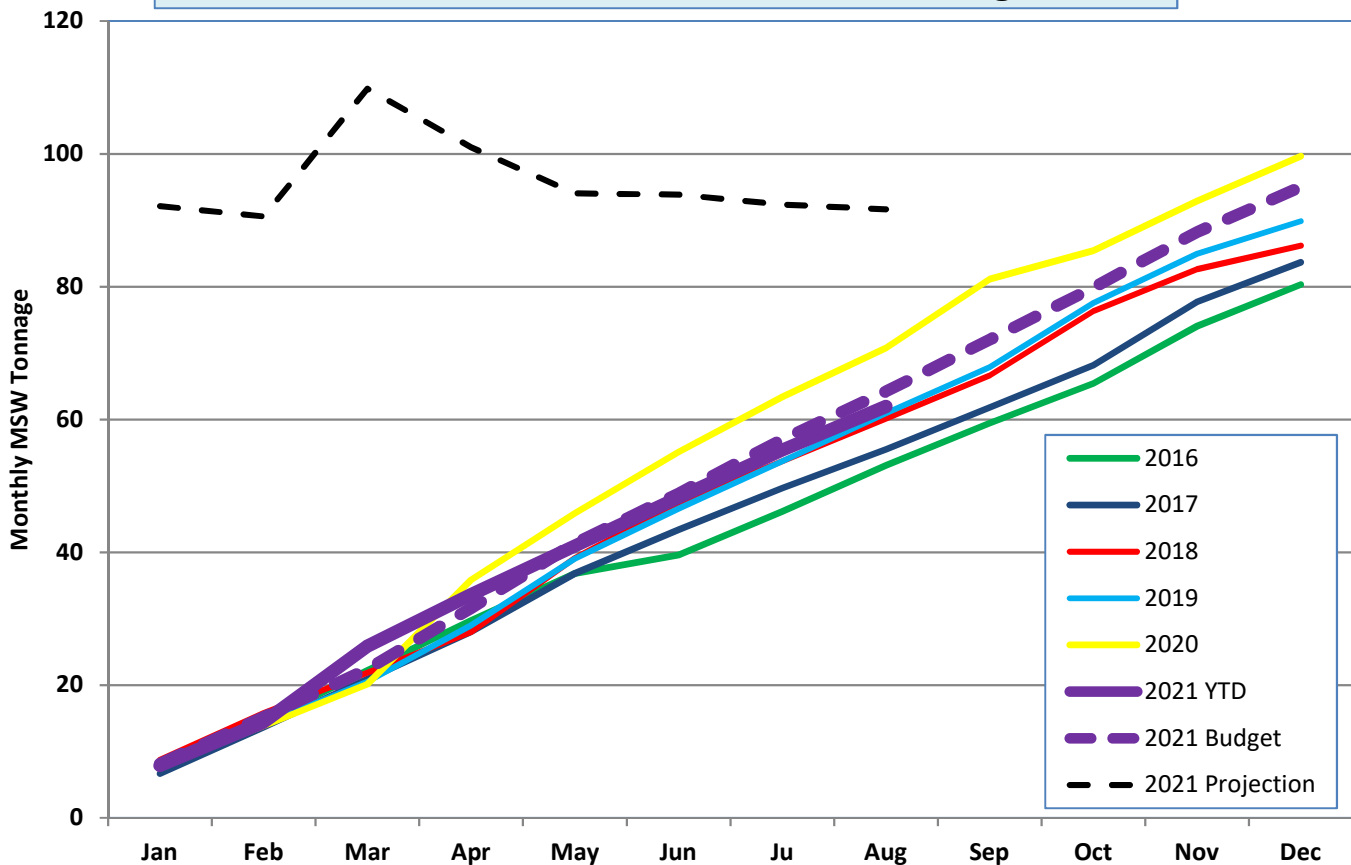
Mountain View Regional Waste Management Commission Sundre - Cumulative YTD MSW Tonnage



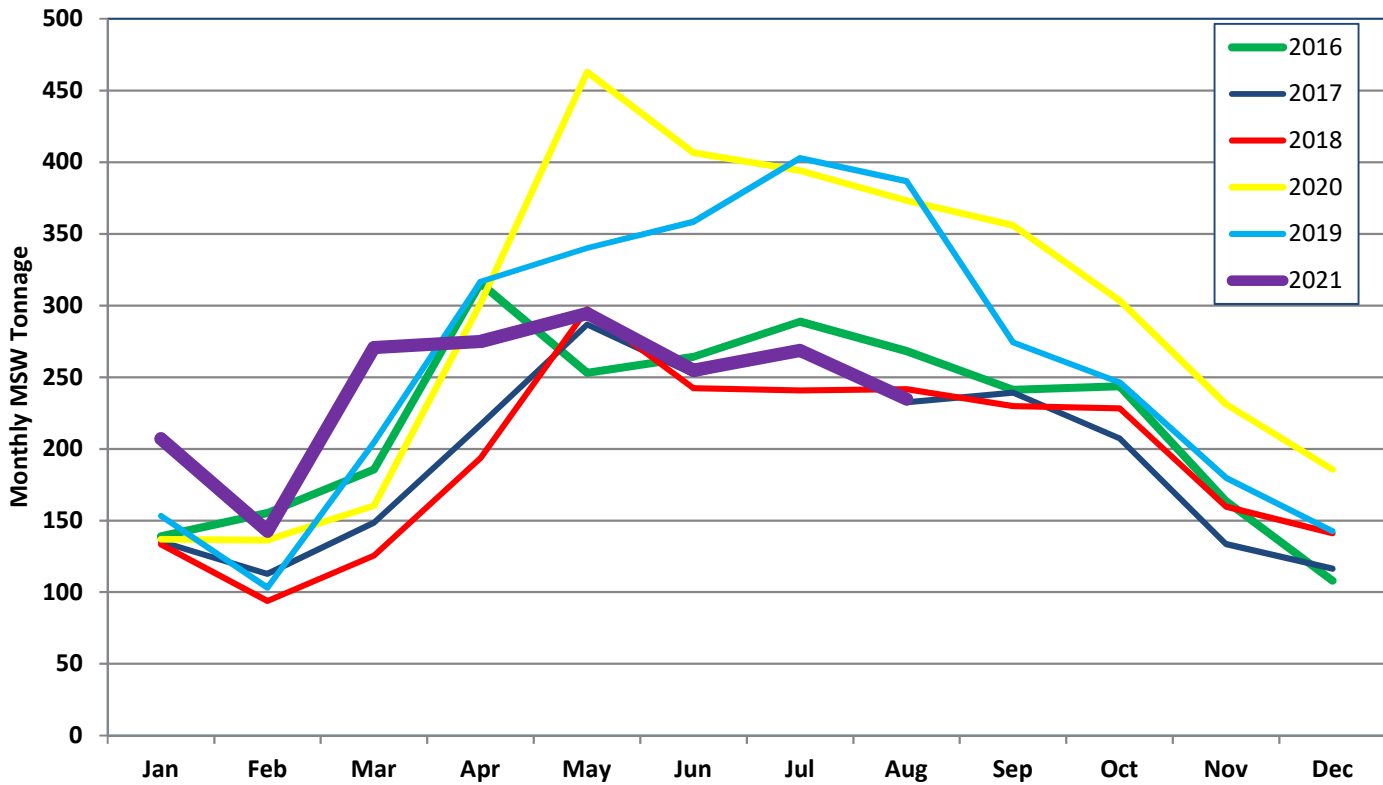
Mountain View Regional Waste Management Commission Cremona - Historical Monthly MWS Tonnage



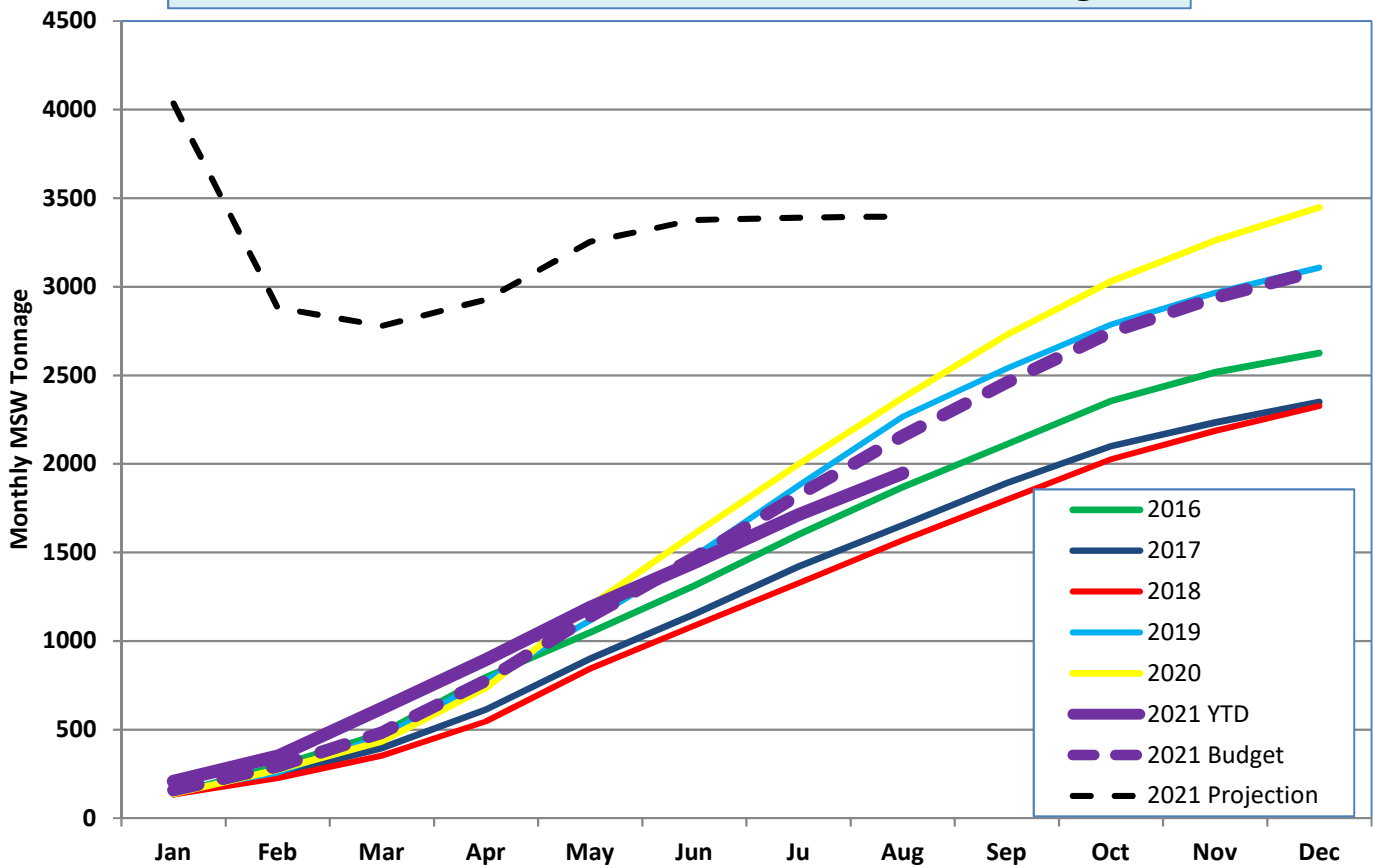
Mountain View Regional Waste Management Commission Cremona - Cumulative YTD MWS Tonnage



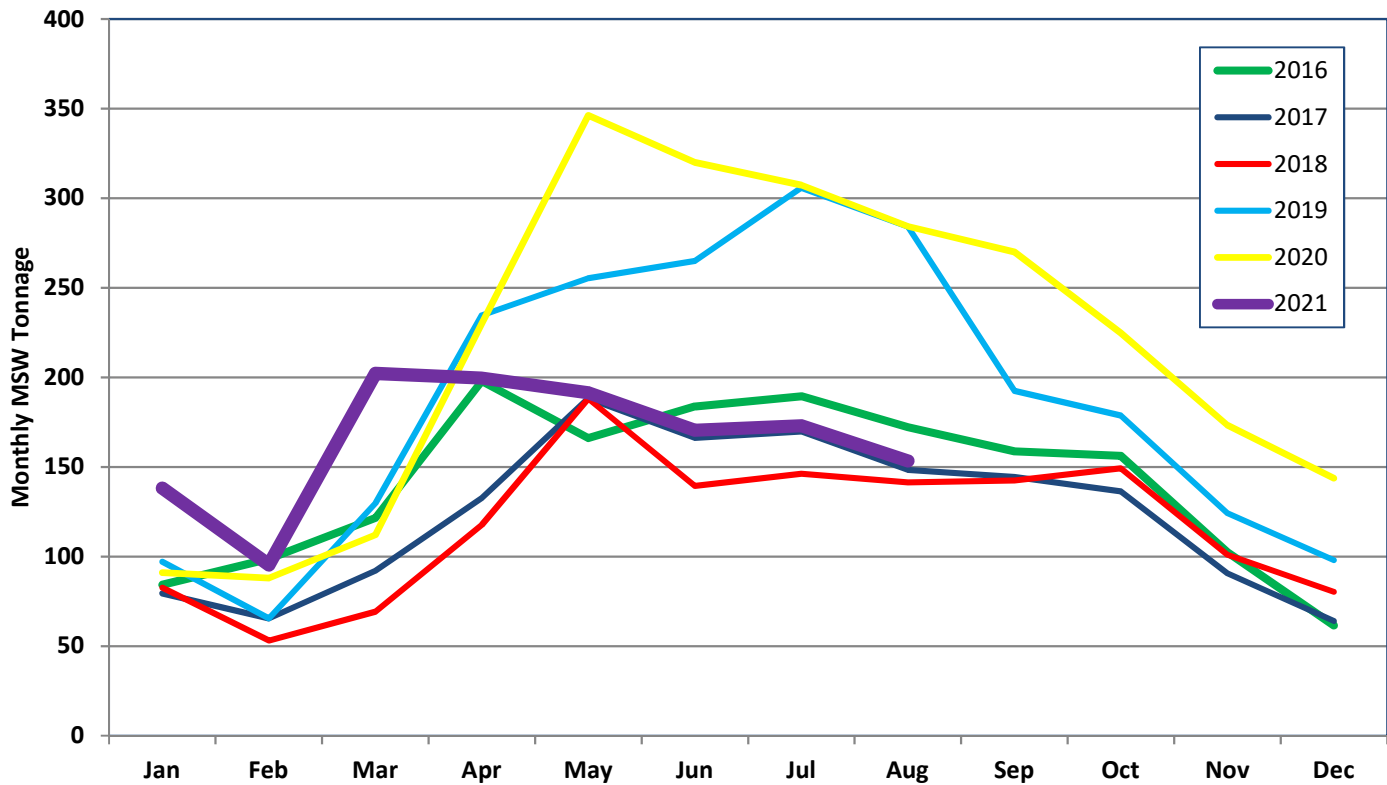
Mountain View Regional Waste Management Commission Transfer Stations - Historical Monthly MWS Tonnage



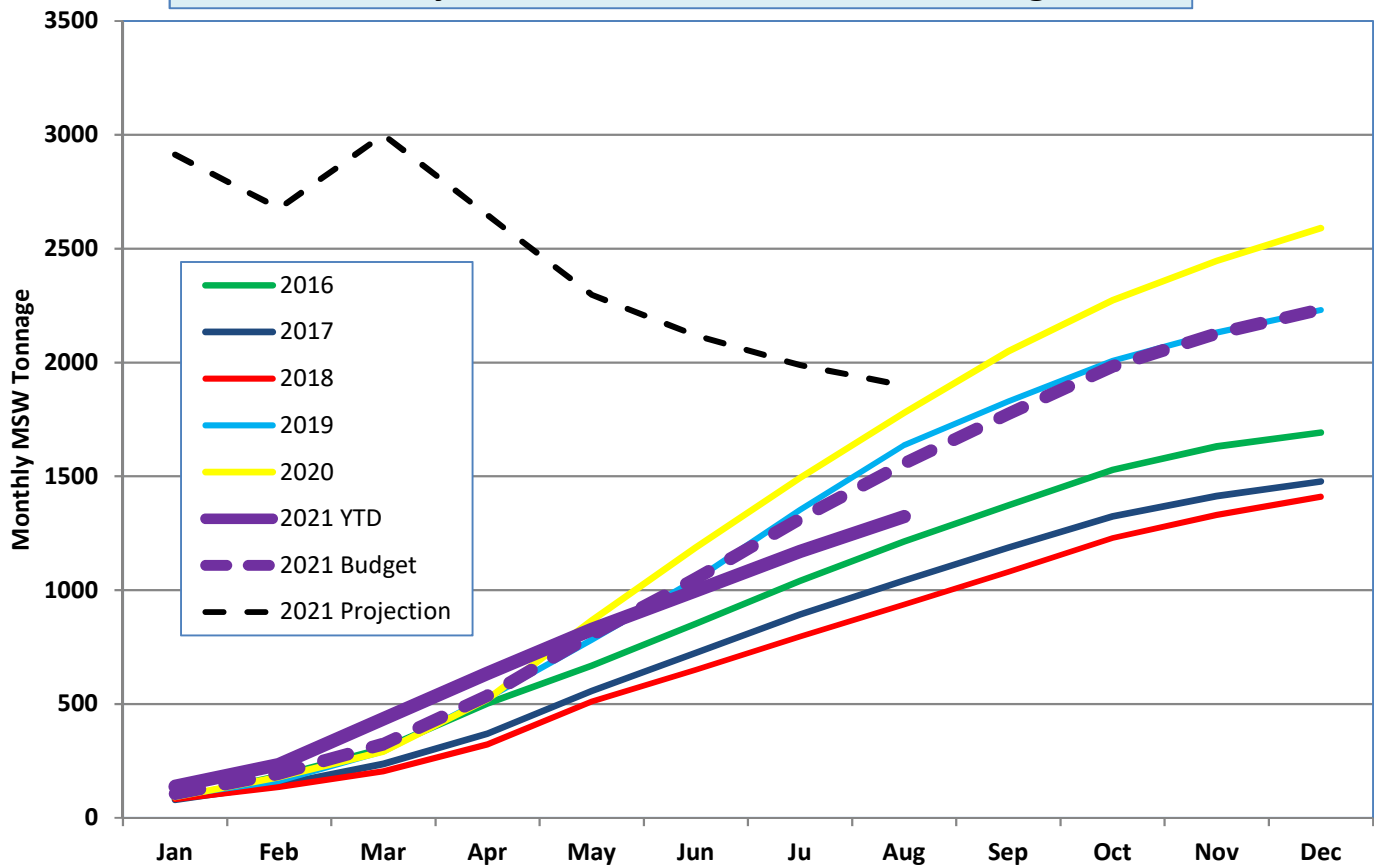
Mountain View Regional Waste Management Commission Transfer Stations - Cumulative YTD MSW Tonnage



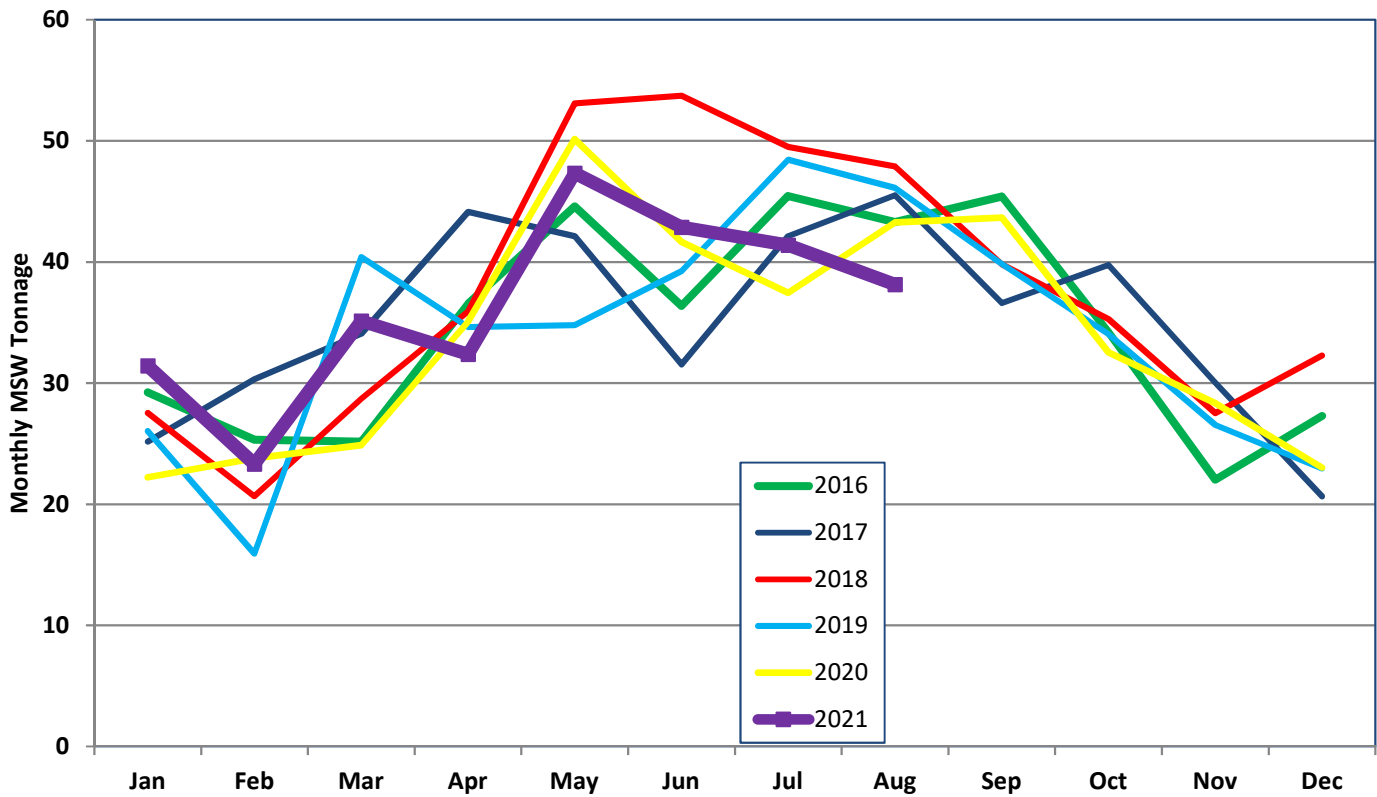
Mountain View Regional Waste Management Commission Didsbury TS - Historical Monthly MWS Tonnage



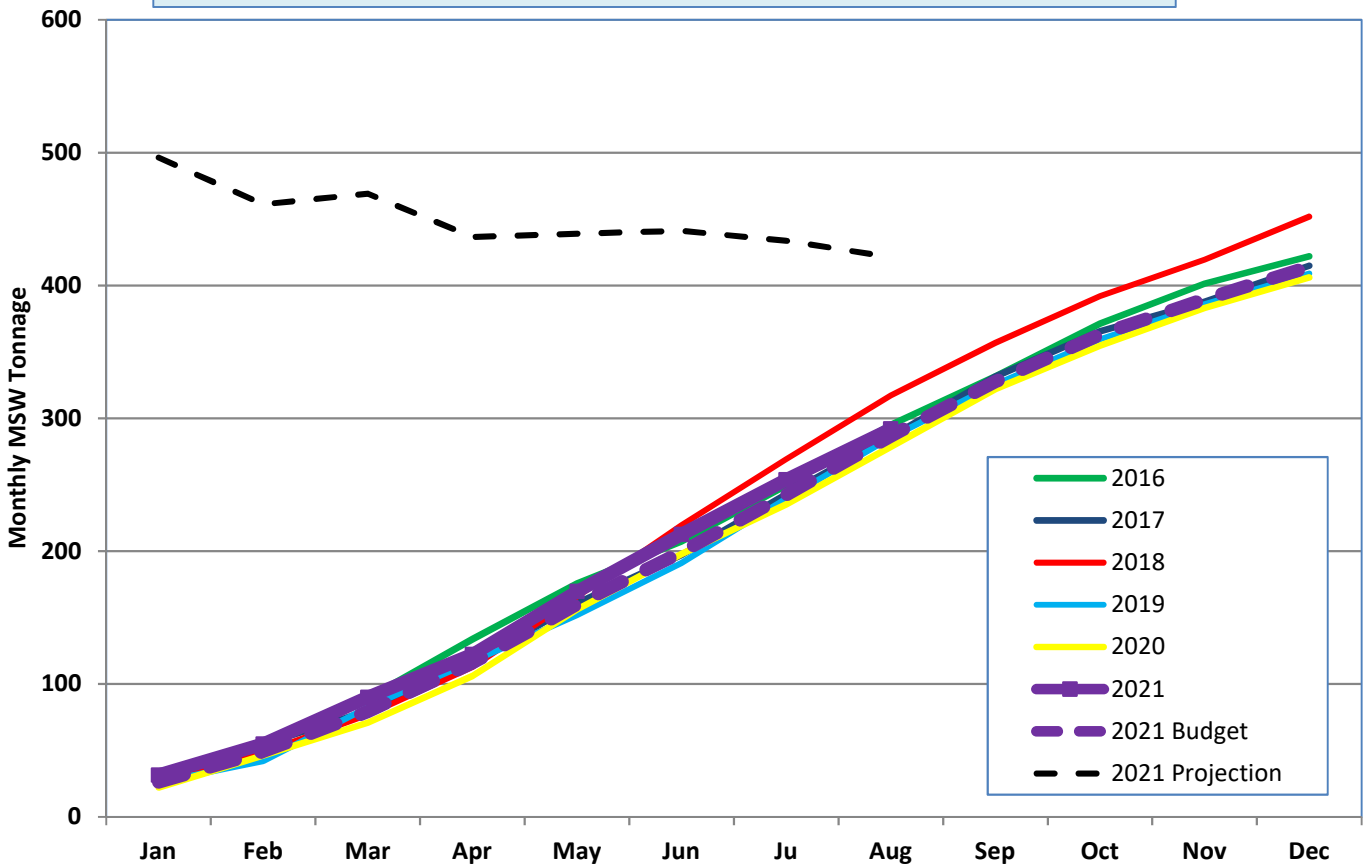
Mountain View Regional Waste Mangement Commission Didsbury TS- Cumulative YTD MSW Tonnage



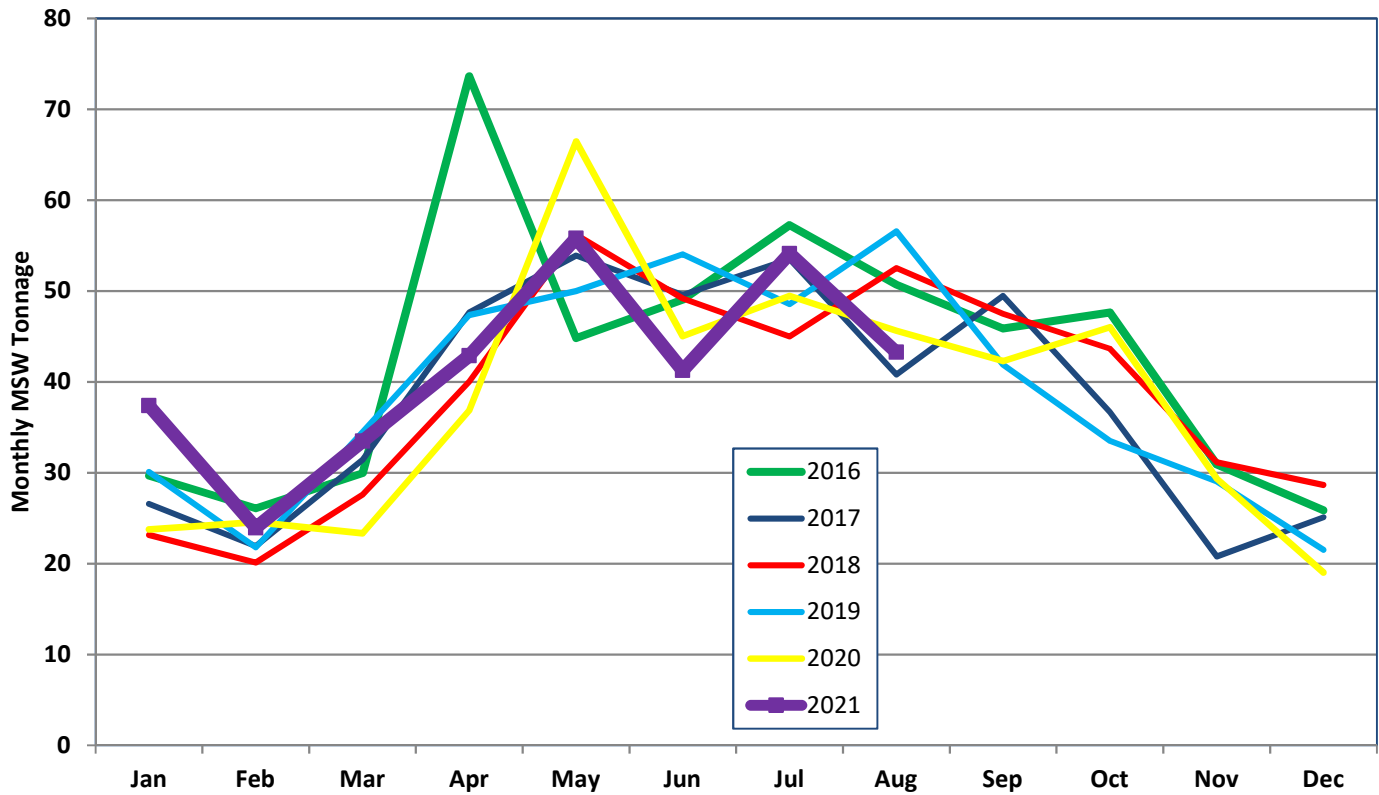
Mountain View Regional Waste Management Commission Water Valley TS - Historical Monthly MWS Tonnage



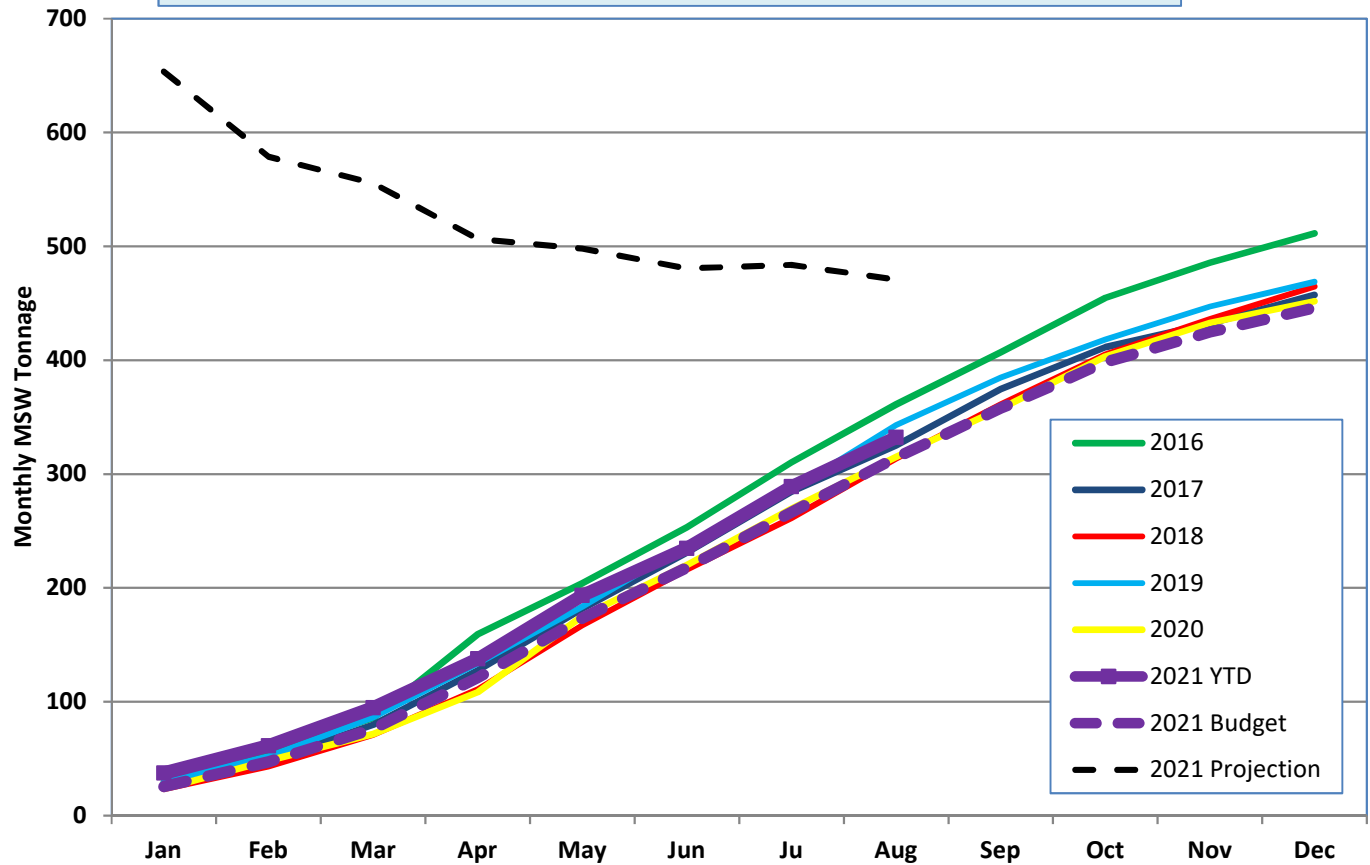
Mountain View Regional Waste Management Commission Water Valley TS - Cumulative YTD MSW Tonnage



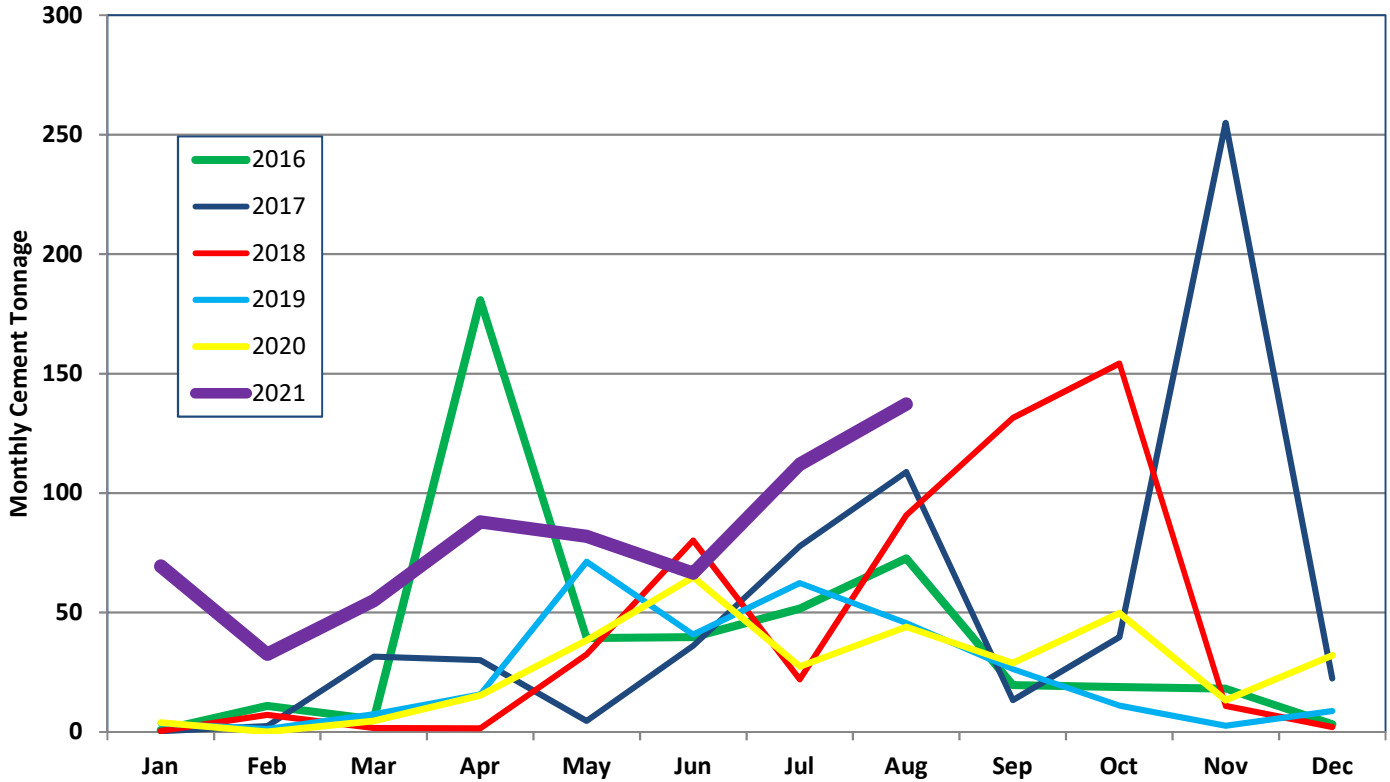
Mountain View Regional Waste Management Commission Sundre TS - Historical Monthly MWS Tonnage



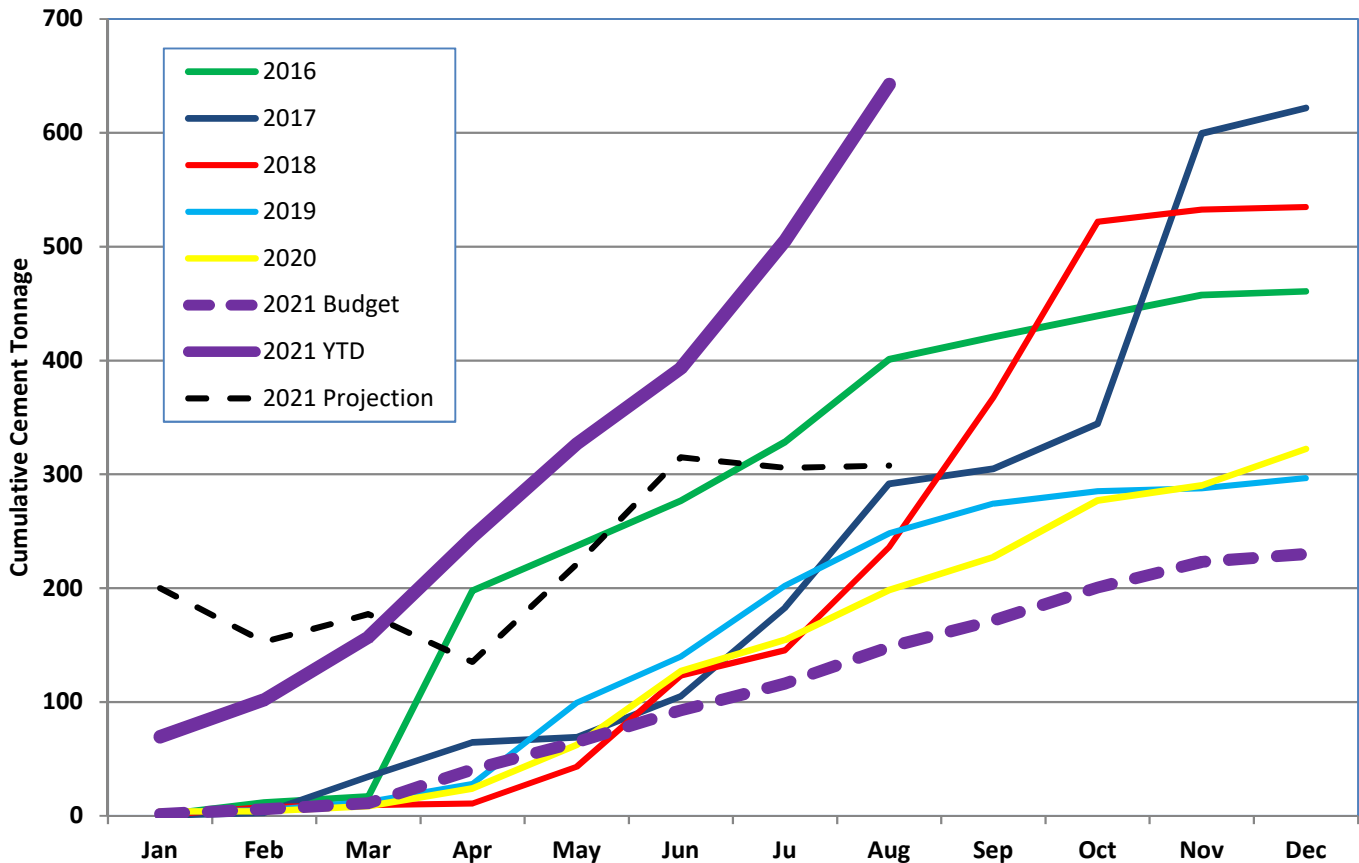
Mountain View Regional Waste Management Commission Sundre TS - Cumulative YTD MSW Tonnage



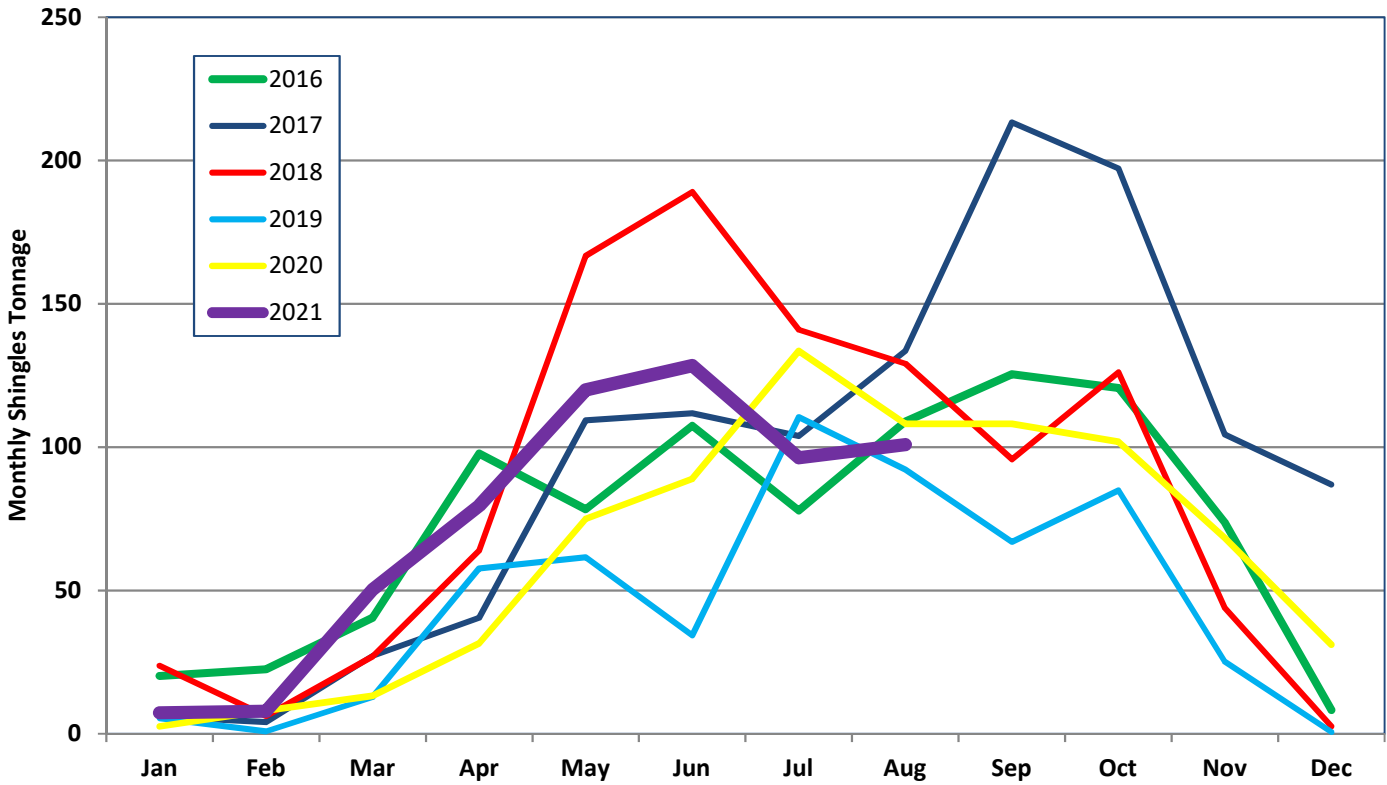
Mountain View Regional Waste Management Commission Didsbury TS - Historical Cement Tonnage



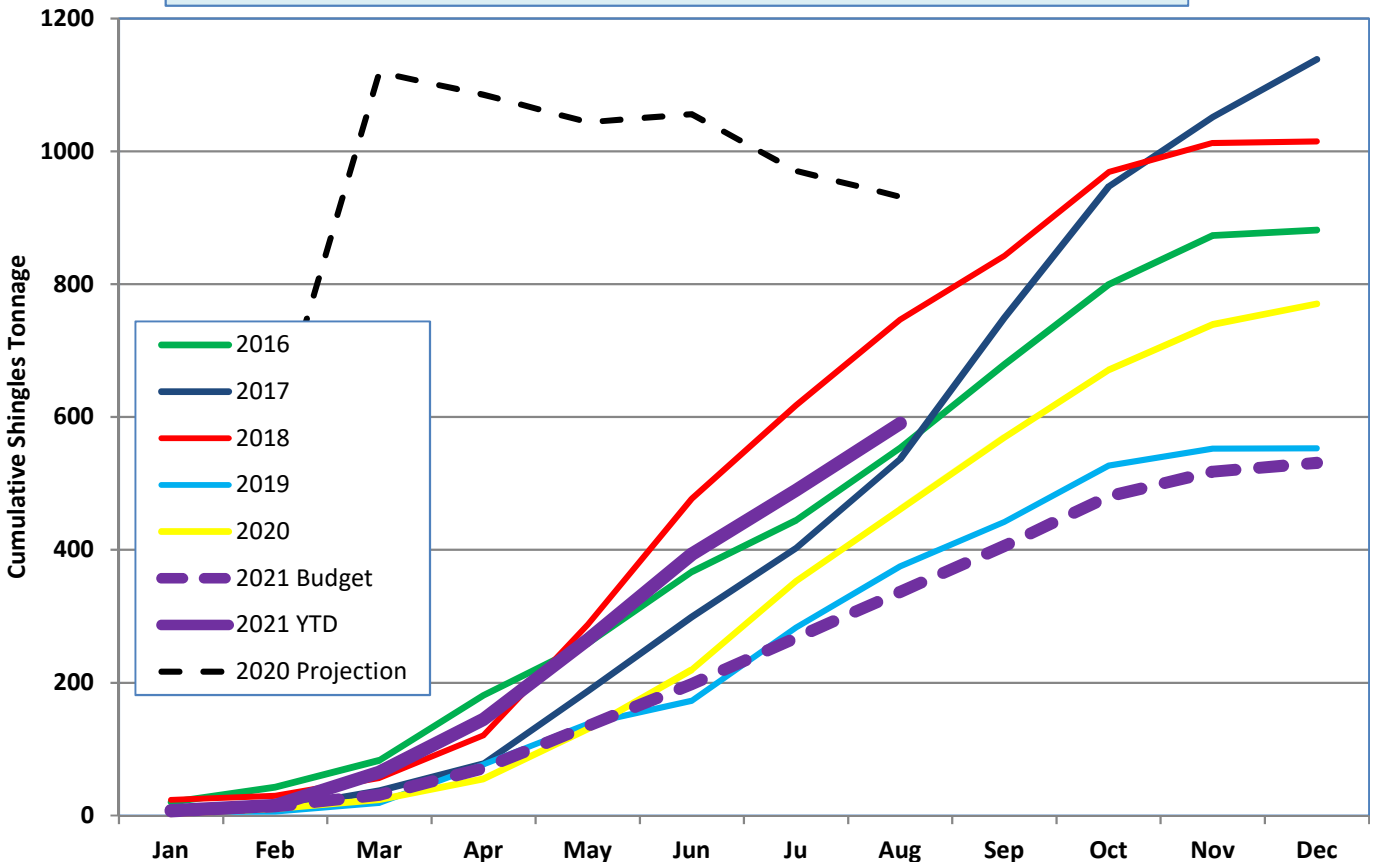
Mountain View Regional Waste Mangement Commission Didsbury TS- Cumulative YTD Cement Tonnage



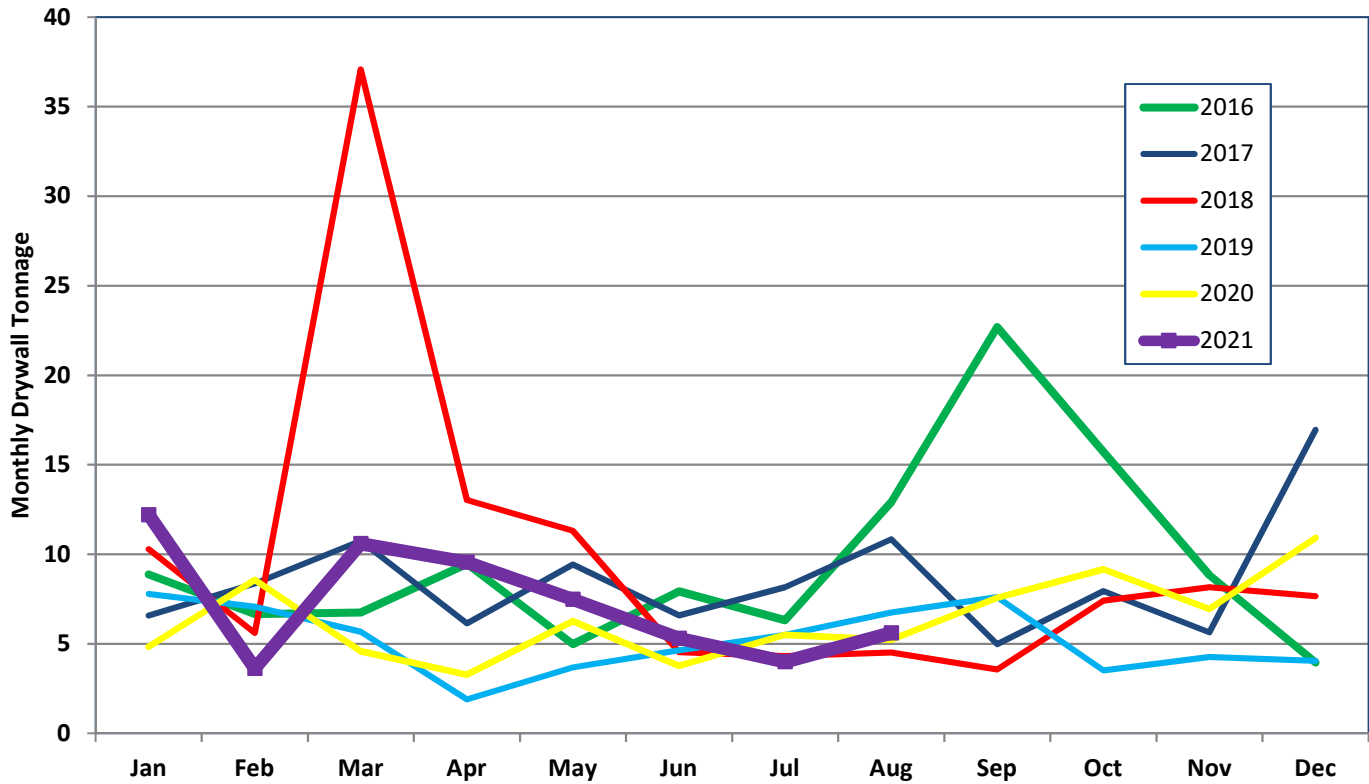
Mountain View Regional Waste Management Commission Didsbury TS - Historical Monthly Shingles Tonnage



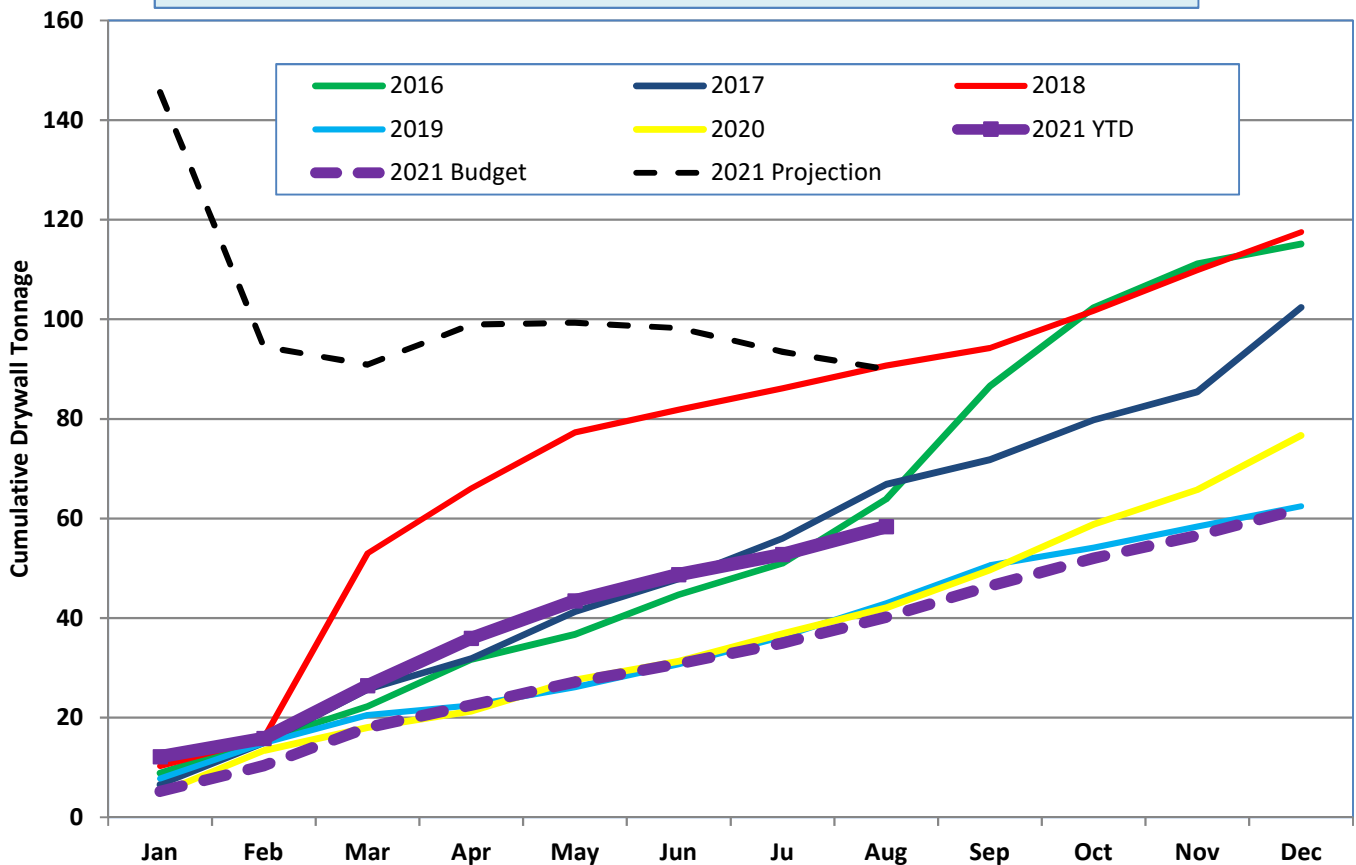
Mountain View Regional Waste Mangement Commission Didsbury TS - Cumulative YTD Shingles Tonnage



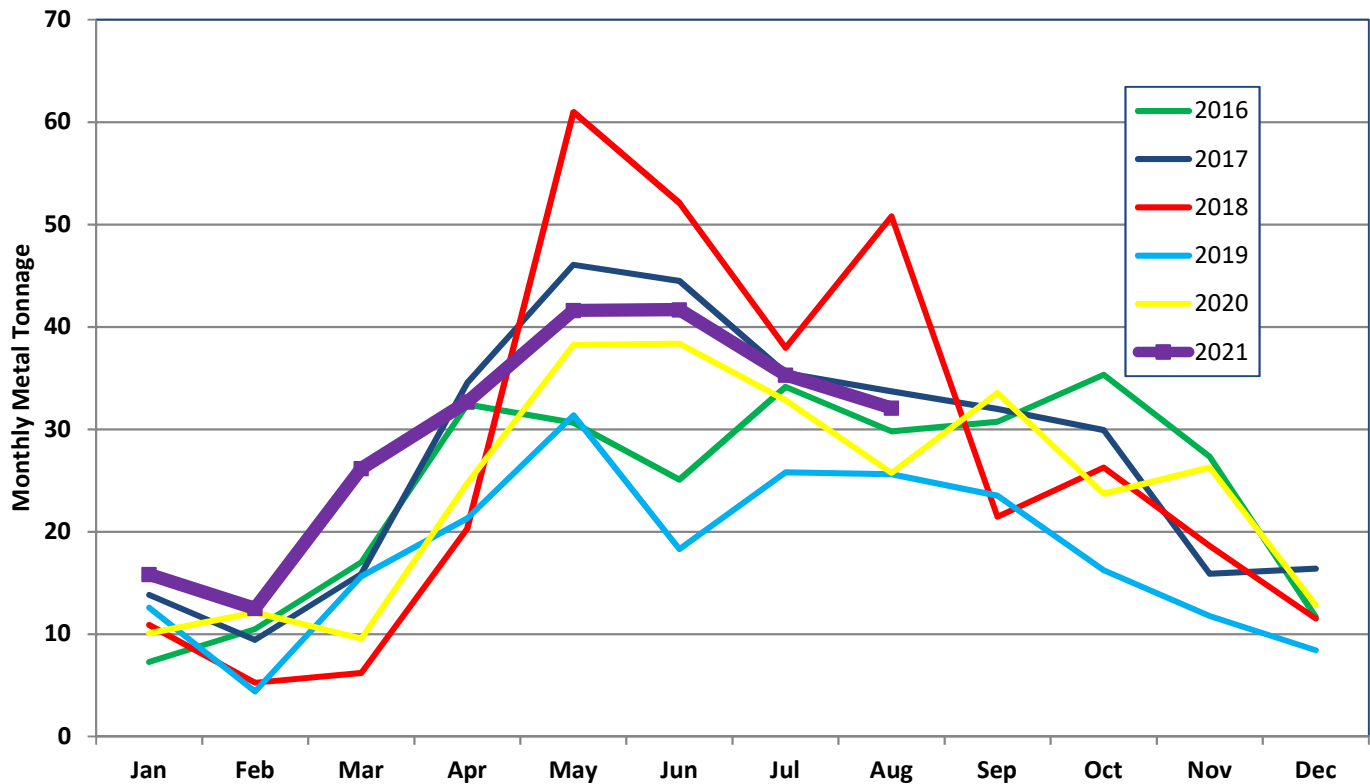
Mountain View Regional Waste Management Commission Didsbury TS - Historical Monthly Drywall Tonnage



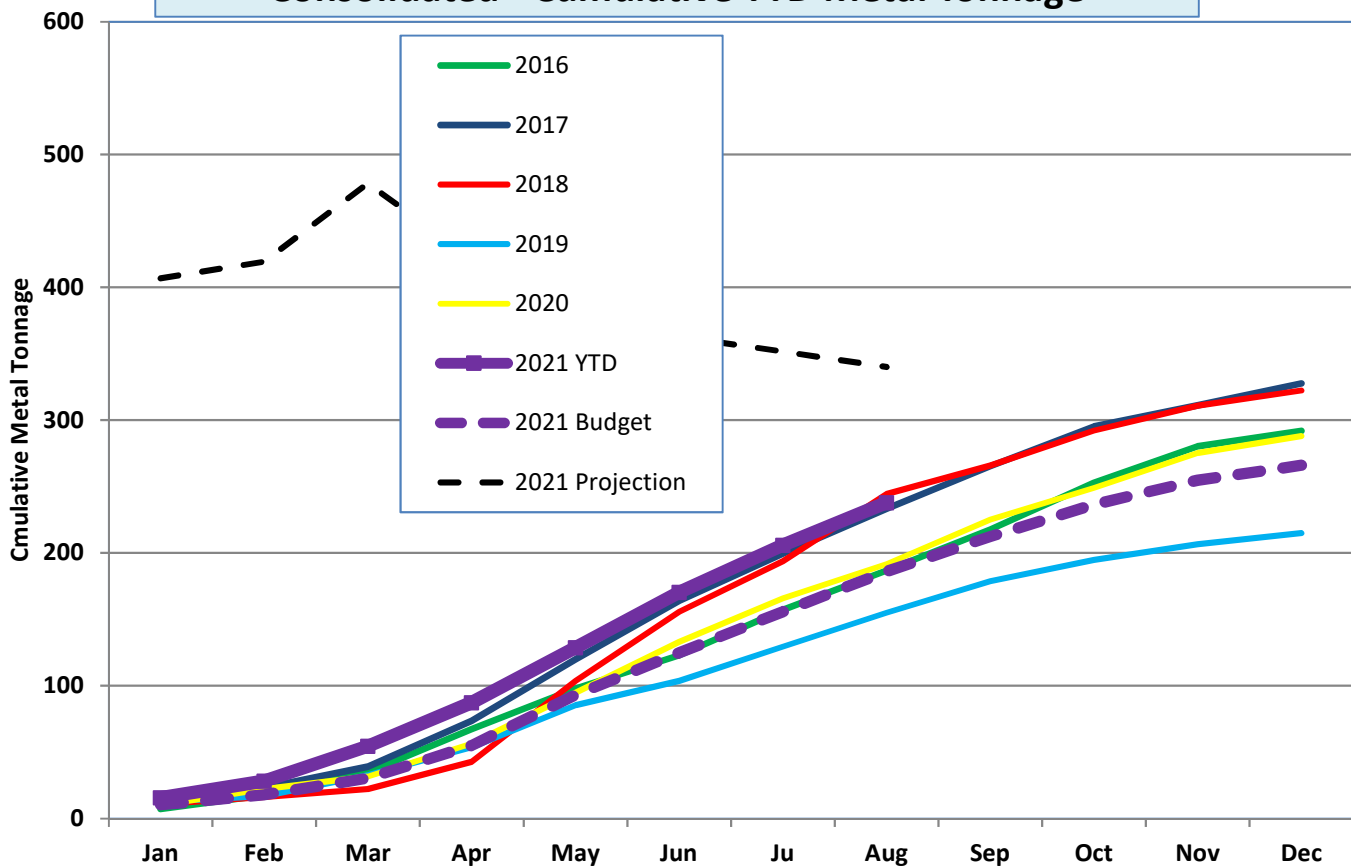
Mountain View Regional Waste Management Commission Didsbury TS - Cumulative YTD Drywall Tonnage



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 27th, 2021

Reference: 100/2021.06

TITLE: 4.3 – Financial Report as at August 31st, 2021

RECOMMENDATION:

THAT the MVRWMC Board accept as information the financial report (Unaudited) for the Commission as at August 31st, 2021.

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.

2021 Financial Highlights as at August 31st, 2021:

- **Total revenue of \$3.12 mm is 95% of full year 2021 budget of \$3.293 mm, compared to 67% expected for this point of the year (excluding non-financial loss related to the disposal of the Olds Transfer Station).** Year-to-date sales from Commercial, Municipal and Transfer Station receipts have all exceeded budget expectations, with the HC soil project in January being the primary driver in the revenue surplus.
 - Landfill revenue YTD is 104% of budget generating \$2.35 mm for the period. Commercial tipping fees accounted for 43% of total scale fees, and 80% combined with other revenue from the HC soil revenue (TC Energy reclamation project). While commercial and municipal sales are within budget expectations, the HC Soil windfall will account for a sizeable revenue surplus for 2021.
 - Municipal revenue YTD is 10% of total landfill revenue generating \$250,753 year-to-date. Budget comparison by municipality: 78% for Olds, 66% for Sundre, 76% for Carstairs, 65% for Cremona, and 68% for Didsbury, compared to 67% expected for this time of year.

- Total reported revenue is net of a reported loss on disposal of assets amounting to \$206,880 related to the sale of the Olds Transfer Station. The loss reflects the difference between the adjusted sale proceeds and net book value of the assets on the balance sheet.
- ***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 \$2.441 mm is at 75% of the 2021 budget of \$3.25 mm, Transfer sites and recycling expenses are slightly ahead of budget due to the seasonality of these services. Landfill expenses are above budget (to be discussed below) primarily due to higher contract services related to lease equipment due to Cell 7 preparation work, packer failures, maintenance costs and higher diesel consumption.**
 - Administration: \$266,026 (56%)
 - Transfer Site: \$272,030 (70%)
 - Recycling expenses: \$358,095 (73%)
 - Landfill expenses: \$1,544,459 (82%)
- **Surplus cash flow estimated to the end of Q2-21 is \$471,009 (Net of non-cash loss on disposal of capital assets.)**
- **Administration Cost Centre:**
 - Total administration expenses YTD are \$266,026 or 56% compared to 2021 budget of \$478,937. Training costs reflect the NAACLP-CLGM training courses completed by Michael and Lindsay during the period. All other major cost categories are within budget expectations.
 - Administration costs related to contract services are running much lower than budget at only 44%, reflecting a combination of less CAO/CFO time on-site and travel related expenses. COVID forced all of us to improve efficiencies and working from home has also helped lower consulting costs. Administrative costs have moderated substantially compared to prior years as the number of “surprises”, contract disputes, labour issues and other drivers have been minimized.
- **Transfer Stations Cost Centre:**
 - Total MSW revenue for the transfer stations (excluding municipal fee for service) was \$140,565 or 73% of budget. Combined with the municipal fees received to date, total revenue is \$316,618 or 74% of budget.
 - Transfer site expenses YTD of \$222,821 or 51% of budget. The key cost component of contract hauling is running at 81% of budget, however the seasonality of the transfer station business reflects higher costs in the summer, therefore with significantly less hauling for the September-December period full-year operating costs are expected to be at or near budget expectations.
 - Year-to date the Transfer Stations are running at a small profit of \$19,322.

- **Recycling Cost Centre:**

- Recycling revenue (excluding municipal fee for service) is \$116,544 or 87% of budget. Recycle sales are typically seasonal with tonnages increasing through the summer construction season. After a slow start to the season, receipts from cement, metal, shingles has ramped up significantly since the last update in June. Including municipal fees, combined Recycle revenue to date is \$441,262 or 75% of budget.
- Recycling expenses YTD of \$383,361 or 63% of budget. Contract services and processing fees are above budget at 69% and 93% respectively, again these costs tend to be driven by increases in seasonal tonnage received and are expected to moderate over the balance of the year. Processor fees also reflect the slightly higher costs related to provincial funding cuts that were pushed down to the household hazardous waste program fees.
- Year-to-date the Recycling segment has generated \$57,901 of positive cash-flow compared to a full-year budget deficit of \$22,190.

- **Landfill Cost Centre:**

- Landfill revenue is \$2.347 mm or 104% of budget, and very likely to significantly outperform full-year revenue due to the HC soil revenue and ongoing steady sales for both commercial and municipal MSW receipts.
- Mattress fees generated \$21,640 in revenue, or 2,164 units year to date for an average of 13 mattresses received per average operating day. The shredder is used to significantly reduce the airspace consumption, however the number of mattresses continues to be a surprise.
- Landfill expenses YTD of \$1.681 mm or 74% of budget. Contract services at \$359,998 or 92% of budget reflect higher use of leased equipment related to Cell 7 prep-work, and also significant extra hours for using the Cat for use as make-shift packer following the Bomag failure. Contract services are expected to remain high for the balance of the year as some additional hours will be required to place the one meter cover over the new Cell prior to winter.
- Site maintenance expenses of \$17,017 include roughly \$8,000 for rig mats that were purchased to simplify and clean-up the Didsbury transfer station site. Miscellaneous capital item of \$12,500 were budgeted in both General Supplies and Small Tools category which are both well under budget spending. The rig mats will be reclassified as capital assets in the financial statements.
- Equipment maintenance costs of \$45,034 or 113% of budget. This reflects higher maintenance costs related to the shredder due to recent issues processing MSW. Also, due to higher usage the Loaders both triggered full service work based on machine hours.
- Landfill operating costs are expected to moderate over the balance of the year as the “extra-work” related to the Cell 7 construction is a one-time event. The loss of the Bomag packer significantly impacted operating costs with direct impacts on equipment maintenance, lease costs for use of the D8 Cat deployed as a packer.

- Fuel costs are slightly higher than budget primarily due to the recent increase in fuel prices compared to the budget forecast for 2022. Forecasting oil/fuel prices with any degree of accuracy is virtually impossible. However combined diesel and fuel costs represent only 5% of total operating costs so rapid changes in costs are not material to the bottom line financial performance.
- On the positive side, leachate hauling and disposal is running only 27% of budget. With Cell 7 now being tied-into the leachate system, we now have over 24,000 m2 of new surface area that will collect every drop of rain that falls on the new cell. As a result we have seen a large increase in leachate flowrates with the new cell online.
- Year-to-date the Landfill business unit has generated a net cash-flow surplus of \$666,266 compared to a budgeted deficit of \$22,371.

Attachments:

1. August 2021 Budget Report
 - a. Statement of Operations
 - b. Summary Financial Report
 - c. Administration
 - d. Landfill
 - e. Recycling Centers
 - f. Transfer Sites
 - g. Balance Sheet

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, 2021 (UNAUDITED)

	Annual		YTD		
	Budget		Actuals	Difference	% Budget
Revenue					
Administration	\$ 12,000	\$	13,364	\$ 1,364	111%
Transfer Sites	\$ 428,186	\$	316,618	\$ (111,568)	74%
Recycling	\$ 590,269	\$	441,262	\$ (149,007)	75%
Landfill	\$ 2,262,682	\$	2,347,256	\$ 84,574	104%
Gain/Loss on Disposal	\$ -	\$	(206,880)	\$ (206,880)	100%
Total Revenue	\$ 3,293,137	\$	2,911,619	\$ (381,518)	88%
	Budget		Actuals	Difference	
Expenses					
Administration	\$ 478,937	\$	266,026	\$ (212,911)	56%
Transfer Sites	\$ 390,014	\$	272,030	\$ (117,984)	70%
Recycling	\$ 493,301	\$	358,095	\$ (135,206)	73%
Landfill	\$ 1,888,157	\$	1,544,459	\$ (343,698)	82%
Total Expenses	\$ 3,250,409	\$	2,440,610	\$ (809,799)	75%
Net Surplus (deficit)	\$ 42,728	\$	471,009	\$ 428,281	1102%

**MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION
STATEMENT OF OPERATIONS
AND ACCUMULATED SURPLUS
FOR THE PERIOD ENDED AUGUST 31, 2021 (UNAUDITED)**

	Budget 2021 \$	2021 YTD \$	Actual vs Budget 67%
Revenue			
Tipping Fees	2,079,337	1,606,392	77%
Fee for Service	860,033	627,008	73%
Recycling	133,379	116,544	87%
Gain of Disposal of capital assets	-	-	0%
Investment Income	12,000	13,364	111%
Other Income	15,000	755,192	5035%
Total Revenue	3,099,749	3,118,500	101%
Expenses			
Salaries, wages and benefits	872,037	577,675	66%
Contracted and general services	1,716,920	1,195,308	70%
Materials, goods and utilities	196,000	99,505	51%
Landfill closure and post-closure provision	25,000	-	0%
Interest on long term debt	18,589	5,019	27%
Debenture Principle	195,038	124,192	64%
Interest and bank charge	10,000	7,555	76%
Amortization of capital assets	145,499	224,477	154%
Loss on disposal of capital assets	-	206,880	
Bad debts	1,000	-	
Total expenses	3,180,083	2,440,610	77%
Annual Surplus (deficit)	(80,334)	677,889	
Accumulated Surplus, Beginning of Year	4,011,667	4,011,667	
Accumulated Surplus, End of Period	3,931,333	4,689,557	

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
FOR THE PERIOD ENDED AUGUST 31, 2021 (UNAUDITED)**

	Budget 2021	2021 YTD \$	Actual vs Budget 67%
ADMINISTRATION			
Revenue			
Other Revenue - Dividends	-	-	0%
Other Revenue	-	-	100%
A/R Interest	5,000	2,259	45%
Bank Account Interest	7,000	11,105	159%
Transfer from Reserves	-	-	0%
Total Revenue	12,000	13,364	111%
Expenses			
Board Meeting Expense	4,500	1,050	23%
Training/Conferences	2,000	-	0%
Mileage	1,000	142	14%
Meals & Accommodation	1,200	-	0%
Total Board Meeting Expense	8,700	1,192	14%
Personnel			
Salaries	97,721	65,045	67%
Employee Benefits	21,765	14,366	66%
Staff Training	2,500	2,733	109%
Total Personnel	121,986	82,144	67%
Purchased Services			
Mileage	7,500	1,967	26%
Meals & Accommodation	1,000	680	68%
Memberships & Registrations	4,000	1,080	27%
Postage/Shipping	1,000	363	36%
Telephone	9,500	6,153	65%
Advertising	1,500	412	27%
Audit	12,000	11,750	98%
Legal	15,000	15,321	102%
Vehicle Leases	-	-	0%
Contract Services	207,000	91,757	44%
Computer Support	6,000	3,365	56%
Vehicle Maintenance	1,000	206	21%
Equipment Maintenance	500	-	0%
Internet	5,000	2,226	45%
Rent	14,500	9,143	63%
Rentals & Leases	3,500	1,576	45%
Insurance	27,750	16,679	60%
Total Purchased Services	316,750	162,677	51%
Supplies			
General Supplies	12,000	6,734	56%
Fuel (Gas)	1,000	-	0%
Staff Appreciation	5,000	100	2%
Interest Past Due Accts	-	30	
Total Supplies	18,000	6,864	38%
Bank Service Charges	10,000	7,555	76%
Provision for Bad Debt	1,000	-	0%
Amortization	2,501	5,595	224%
Transfer to Reserves	-	-	0%
Total Expenditures	478,937	266,026	56%
Net Cost (Surplus)	466,937	252,663	54%

*Cost Sharing of Administration

Landfill	85%	214,763	396,896
Transfer Stations	10%	25,266	46,694
Recycling	5%	12,633	23,347

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
FOR THE PERIOD ENDED AUGUST 31, 2021 (UNAUDITED)**

	Water Valley		Sundre		Total		Actual vs Budget 67%
	Budget 2021	2021 YTD	Budget 2021	2021 YTD	Budget 2021	2021 YTD	
Revenue							
General Scale Fees						-	
Class 2 MSW	93,150	64,150	100,238	76,414	193,388	140,565	73%
Other	-		-		-	-	
Fees Charged to Municipalities	-		-		234,798	176,054	75%
Total Revenue	93,150	64,150	100,238	76,414	428,186	316,618	74%
Expenses							
Personnel							
Wages	32,384	25,836	42,648	24,848	75,032	50,684	68%
Employee Benefits	1,472	3,241	1,472	1,971	2,944	5,212	177%
Mileage	-	-	-	-	-	-	
Total Personnel	33,856	29,077	44,120	26,819	77,976	55,896	72%
Purchased Services							
Telephone	1,500	904	1,500	906	3,000	1,810	60%
Contract Services	75,553	67,449	76,521	55,676	152,074	123,125	81%
Matress Processing	-		-		-		
Bin Rental	8,400		10,800		19,200		
Site Maintenance	3,000	1,517	3,000	1,449	6,000	2,966	49%
Landfill Tipping	39,330		42,323		81,653	59,349	73%
Equipment Maintenance	1,500	750	1,000	750	2,500	1,500	60%
Building Maintenance			1,000	-	1,000	-	0%
Total Purchased Services	129,283	70,620	136,144	58,781	265,427	188,751	71%
Supplies							
General Supplies	-	-	-	951	-	951	
MSW Adjustments					-	-	0%
Diesel			-	-	-	-	0%
Utilities	1,500	902	2,500	1,227	4,000	2,374	59%
Total Supplies	1,500	902	2,500	2,178	4,000	3,324	83%
Amortization	-	3,518	-	7,494	42,611	24,059	56%
Cost sharing of administration function					46,694	25,266	54%
Total Expenditures	164,639	104,117	182,764	95,272	436,708	297,296	68%
Net Cost (Surplus)	71,489	39,966	82,526	18,858	8,522	(19,322)	

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
FOR THE PERIOD ENDED AUGUST 31, 2021 (UNAUDITED)**

RECYCLING	Budget 2021	2021 YTD	Actual vs Budget 67%
Revenue			
Recycling Scale Fees	133,379	94,920	71%
Recycling Sales	-	21,625	
Shingle Contribution	-	-	
Fees Charged to Municipalities	456,890	324,718	71%
Other Revenue			
Transfer from Reserves	-	-	
Total Revenue	590,269	441,262	75%
Purchased Services			
Contract Services	407,000	280,670	69%
Shingle Recycling	-	-	0%
Processor Fees	75,000	69,890	93%
Concrete Recycling	-		
Total Purchased Services	482,000	350,561	73%
Amortization	11,301	7,534	67%
Cost sharing of administration function	23,347	25,266	108%
Transfer to Reserves	95,811	-	0%
Total Expenditures	612,459	383,361	63%
Net Cost (Surplus)	22,190	(57,901)	

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT SERVICES COMMISSION
BALANCE SHEET
As at August 31, 2021**

	2021 YTD \$	2020 Year End \$
Assets		
Financial assets		
General Cash Account	605,518	806,645
Capital Reserve Account	348,638	256,314
Recycling Reserve Account	343,054	231,656
Closure/Post Closure Reserve Account	67	67
Closure/Post Closure Investment Account	863,252	9,497
Receivables	574,992	338,841
Total Assets	2,735,521	1,643,021
Liabilities		
Accounts Payable and accrued liabilities	350,264	253,219
Obligation under capital leases	-	-
Long term debt	373,206	848,130
Landfill closure and post-closure liabilities	642,965	583,806
Total Liabilities	1,366,435	1,685,155
NET DEBT	1,369,086	(42,134)
NON-FINANCIAL ASSETS		
Tangible capital assets	4,305,466	4,260,472
Inventory for consumption	7,992	2,645
Prepaid expenses and deposits	28,146	25,122
	4,341,604	4,288,239
ACCUMULATED SURPLUS	5,710,690	4,246,105

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
FOR THE PERIOD ENDED AUGUST 31, 2021 (UNAUDITED)**

	Budget 2021	2021 YTD	Actual vs Budget 67%
DIDSBURY LANDFILL			
Revenue			
Municipal Pickup Scale Fees			
Landfill - Class 2 MSW - Olds	121,838	95,166	78%
Landfill - Class 2 MSW - Sundre	32,941	21,826	66%
Landfill - Class 2 MSW - Didsbury	88,896	60,031	68%
Landfill - Class 2 MSW - Carstairs	88,896	67,843	76%
Landfill - Class 2 MSW - Cremona	9,025	5,886	65%
Landfill - Class 2 MSW - MVC	-	-	0%
Transfer Site Revenue	293,741	59,349	20%
General Scale Fees	1,444,000	1,155,724	80%
Landfill - Commercial Pickup			
Landfill Class 2			
Didsbury Transfer Station			
Hydrocarbon soils	-	722,331	
Other (Mattress Recycling)	-	21,640	100%
Other (Lease)	12,500	9,557	76%
Other (callout revenue)	2,500	1,665	67%
Transfer from Reserves	-	-	0%
Transfer from Capital Reserves	-	-	0%
Land Requisition	-	-	0%
Municipal Fee for Service	168,345	126,237	75%
Provincial Grant		-	0%
Total Revenue	2,262,682	2,347,256	104%
Expenses			
Personnel			
Salaries	554,492	372,197	67%
Employee Benefits	103,383	65,421	63%
Staff Training	5,500	825	15%
Total Personnel	663,375	438,443	66%
Purchased Services			
Mileage	-	-	
Meals & Accommodation	500	403	81%
Telephone	3,750	2,167	58%
Licenses & Permits	150	324	
Contract Services	393,000	359,998	92%
Leachate Transport	120,000	32,275	27%
Consultants/Lab Testing	45,000	31,776	71%
Site Maintenance	15,000	17,017	113%
Building Maintenance	500	4,326	865%
Equipment Maintenance	40,000	45,034	113%
Vehicle Maintenance	-	-	0%
Rentals & Leases	500	-	0%
Vehicle Lease	-	-	0%
Total Purchased Services	618,400	493,319	80%
Supplies			
General Supplies	20,000	4,326	22%
Small Tools	12,500	82	1%
Diesel	123,000	73,386	60%
Gas	9,500	7,001	74%
Utilities	9,000	4,521	50%
Total Supplies	174,000	89,316	51%
Debt Service			
Debt Service Principle	195,038	124,192	64%
Debt Service Interest	18,589	5,019	27%
Lease Principle	-	-	0%
Lease Interest	-	-	
Capital Purchases	-	128,648	
Transfer to Capital Reserves	-	-	0%
Amortization	193,755	187,289	97%
Pit Closure/Post Closure	25,000		0%
Cost sharing of Administration Function	396,896	214,763	54%
Total Expenditures	2,285,053	1,680,990	74%
Net Cost (Surplus)	22,371	(666,266)	



Mountain View Regional Waste Management Commission

Request for Decision

Meeting Date: September 27th, 2021

Reference: 100/2021.06

TITLE: 4.4 – 2021 Capital Projects Update

RECOMMENDATION:

THAT the MVRWMC Board accept as information Administration's report on 2021 Capital Project expenditures as at August 31st, 2021.

Background:

The 2021 Capital Budget was approved as part of the budget approval in September 2020, and subsequently amended to include the new Operations Foreman Truck and Compactor GPS system. Including the amendments, the revised approved budget was increased to \$1.68 mm. **A second revision was approved at the May 10th, 2021 Special Meeting to approve purchase of the new Tana Landfill Packer at a cost of \$0.98 mm increasing total approved 2021 capital costs to \$2.66 mm.**

Summary information on the current project status is provided below, and more information specifically on the completion of the Cell 7 construction project will be discussed.

4.5.1 2021 Capital Projects Update

The 2021 Capital budget includes several major projects as outlined below. Administration will be using a similar reporting process throughout the year to track Capital project status and estimated costs to completion.

Project Description	Budgeted Capital Cost	Estimated Costs to Date	Current Status
Landfill Cell 7 Construction	\$1,699,097	\$1,614,149	<p>Construction of Cell 7 is essentially complete, with only minor surface drainage/clean-up items outstanding on the DevCon contract.</p> <p>Certificate of Substantial Completion was issued on September 14th. This becomes the date of record for release of the 10% holdback, any construction liens and the 24-month warranty period.</p>
Didsbury Transfer Station XR7L Hooklift and bin upgrade (COMPLETED)	\$160,000 (Net \$80,000 after sale of existing units)	\$186,000 (Net \$114,000 after sale of existing units)	<p>New bin truck was ordered in Q4-2020 at a cost of \$132,000 with delivery expected by March. Due to delivery issues and increased material costs the new bins were \$54,000 compared to \$25,000 budget provision.</p> <p>The old hook truck and some of the bins were sold to the Town of Carstairs for \$72,000. The remaining bins will be sold as well to further offset capital replacement costs.</p>
Didsbury Landfill Northside Ground Water Piezometers (COMPLETED)	\$45,000	\$40,000	<p>Initial test results do not indicate any material contamination issues, although Sodium levels are higher than background. This is not unexpected given the amount of waste buried in this location.</p> <p>Ongoing monitoring will be completed during the annual reporting work completed by Parkland. These wells are not part of the AEP approval and do not have to be included in the annual report.</p>
Upgrade Operations Manager Field Truck (Amendment 1) (COMPLETED)	\$65,000	\$56,000	Project complete.
Carlson Machine Control GPS Installation (Amendment 1) (COMPLETED)	\$90,000	\$87,000	Units are ordered for the Compactor and landfill field truck. GeoTerra (surveyors) will be out April 28 th to confirm control points and assist in setting up Carlson GPS system.
Purchase of TANA 380 Packer (Amendment 2) (COMPLETED)	\$975,000	\$975,000	New packer continues to perform well. Monitoring compaction density to test if shredder is needed on MSW stream.
Total Capital	\$2,954,097	\$2,886,149	

4.5.1 Landfill Cell 7 Construction Overview

The Cell 7 project has reached the completion stage. The Certificate of Substantial Completion was issued on September 14th, 2021 following an on-site inspection of the project with Commission staff, Parkland Geo and Devcon representatives. The cell itself and the capping are 100% complete and consistent with the contract requirements. At this point there are minor surface drainage repairs, grading and site clean-up on some berms and ditches remaining. Devcon has endeavored to complete the outstanding items by September 24th.

Overall construction costs (as defined by the Devcon contract) came in at \$1,477,768 compared to the original contract price of \$1,492,498. Net impact of change orders and adjustments to quantities of materials account for the modest difference. In addition to these costs, engineering and survey costs of roughly \$161,290 will bring the total costs to \$1,611,149 compared to the probable expected costs of \$1,544,633. However due to some “surprises” as noted below a portion of the contingency funds are required to complete the project. Parkland’s design and contract terms were close to the actual quantities with the following noted exceptions:

1. Excavation of topsoil, clay and other native soils were 53,399 m³ or 9% below the estimated contract quantity. The difference was driven by the combination of more old garbage encountered, and significantly more sandstone bedrock.
 - Old waste of 16,896 m³ was 400% above the expected 4,353 m³ based on the pre-job testing program.
 - Cell 7 subsurface encountered 17,343 m³ of sandstone bedrock compared to expected volume of only 4,050 m³. This equates to an incremental cost of \$51,576 based on the contract price of \$3.88 per m³.
2. Due to the excessive amount of sandstone, the scope of the road sub-base construction was revised to essentially “bury” some of the rock into the long-term road infrastructure. This resulted in extra costs of approximately \$61,403 related to relocation of the rock and utilization of the native material.

As per the license requirements, the new cell must be covered to a minimum depth of 1 m of uncompacted garbage prior to winter freeze-up. This will require approximately 24,000 m³ of MSW, which is nearly equivalent to an entire year’s worth of normal intake. The current stockpiles are believed to be roughly 10,000 m³ with the balance needing to be relocated/mined from Cell 6.

Construction Pictures



The orange outline is a ring-road that will provide access around the landfill for equipment access or emergencies. The final phase of the landfill will require the existing scale house and garage to be relocated outside of the useable airspace. Again this is likely in the 10-15 year range, but it is unfortunate that permanent structures were built where they were.

1. View of final Cell prior to placement of tire-shred (August 17th)



2. **Placement of Tire-shred.** Tires are not compacted and place to a depth of 1 m (August 31st)



Close up of tire shred. Pieces are 4-6 inches long, not small ground up rubber like you may have seen in playgrounds or walking paths.



3. Completion of cell including geotextile fabric on top of tire shred (September 14th)



4. Early stages of placing MSW on top of liner. (September 21st)





Overall, the project was well managed by Parkland Geotech and the contractor DevCon was able to complete the core deliverables on budget and essentially on time. The DevCon project managers and site foreman were attentive to the Commission's needs and suggestions, and the quality of workmanship was high. **Finally, Ryan's input and constant attention to the cell construction was paramount to achieving the project goals and ensuring that the Commission was getting excellent value for the money invested.**

Now the operations team moves into cover mode to get the liner covered before freeze-up. Once roads are built (using MSW) the commercial trucks can be directed to the new cell to accelerate coverage of the entire surface. Final authorization to use the cell still requires approval from Alberta Environment. Parkland Geotech has compiled all of the construction inspection reports, quality assurance and material testing for review by the Provincial regulator. We have no control over how fast the Province will provide the license to operate, however it is expected prior to year-end.

The current operating license was due to expire in November 2021, and AEP has had the application for a license renewal for close to a year. However due to COVID delays, AEP has issued a temporary one-year license extension before granting a new 10-year approval. Administration and Parkland will remain vigilant with AEP to move the approval process along as quickly as possible.

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



Mountain View Regional Waste Management Commission

Request for Decision

Meeting Date: September 27th, 2021

Reference: 100/2021.06

TITLE: 4.5 – Adoption of 2022 Operating and Capital Budget

RECOMMENDATION:

THAT the MVRWMC Board adopt the 2022 operating and capital budget as presented.

Budget Executive Summary:

Administration recommends adoption of the revised 2022 operating and capital budget as presented. The proposed final budget reflects several minor changes to the preliminary budget presented at the August 12th, 2021 regular meeting.

The following items outline the material changes from the preliminary budget:

1. Minor adjustments to forecast MSW tonnage receipts based on updated 2021 projections. Total forecasted MSW was revised downwards to 21,217 tonnes (risked revenue) compared to 21,304 in preliminary budget. The forecast Didsbury transfer station volume was reduced to 1,935 tonnes compared to 2,115 tonnes which was the only major downward revision. Municipal tonnage particularly from Carstairs was increased to match recent trends.
2. Landfill revenue adjusted to include income generated from Shingles, Drywall and Mattresses of \$108,541 which has been moved from the Recycling business unit. Due to lack of sustainable markets for these products they will be charged at \$95 per tonne tipping fee and landfilled.
3. Landfill leachate costs increased to \$125,000 compared to \$90,000 in the preliminary budget. With the addition of the new cell the lined surface area has increased substantially which will drive higher leachate costs. While 2021 was an abnormally dry year, a wet year will see significant increase in leachate volume and costs moving forward.
4. Landfill municipal fee reduced to \$117,701 (\$3.38 per capita) down from \$185,283 in the preliminary budget. The decrease represents the net increase in revenue from reclassifying the shingle/drywall/mattress revenue as landfill waste.

5. Transfer station municipal fee increases slightly to \$240,078 (\$6.90 per capita) from \$234,694 due to changes to forecast transfer station receipts at the Didsbury site.
6. Recycling municipal fee increases to \$498,965 (\$14.35 per capita) from \$468,513 due to decreased revenue generation from shingles, drywall and mattresses which has been moved to the landfill business unit.
7. Recycling reserves transfer will decrease compared to prior years as only the cement revenue will be retained to pay for future processing/grinding. Cement pricing at \$22 per tonne covers the grinding costs of \$15-\$18 per tonne plus a nominal provision for operating costs to maintain the pile until the cement inventory is processed.
8. Slight increase to the capital cost estimate for the replacement of the Water Valley transfer station building to \$46,000 including installation costs compared to \$35,000 in the preliminary budget. The revised provision will allow for a larger 10 X 20 building which will provide staff with additional room and storage of safety equipment and other supplies.
9. Total municipal fees drop slightly to \$24.64 per capita compared to \$25.55 per capita in the preliminary budget. The recycling business unit continue to account for close to 60% of the total municipal fee.

2022 Budget Executive Summary

Administration presents the following 2022 operating and capital budget, and recommends the board adopt the budget as presented including the attached fee schedule. The following items are the highlights of the 2022 budget

1. Maintain tipping fees at current levels

- Landfill tipping fee remain at \$95.00/tonne
- Transfer station tipping fee remain at \$225.00/tonne

2. Revise tipping fees for recycle products

- Shingles and drywall tipping fees increased to \$95.00/tonne to match MWS fee
- Metals tipping fee remains at \$72.00/tonne
- Cement tipping fee remains at \$22.00/tonne

3. Forecast total revenue of \$3.265 mm generated from tipping fees and municipal fee for service

- Projected revenue of \$2.408 mm (74% of revenue derived from sale of services)
- Total municipal fee of \$0.856 mm (26% of revenue derived from fee requisitions)
- **Per capital fee of \$24.64, representing a 2.5% decrease compared to 2021 levels of \$25.28 per capita.**

4. Forecast total operating expenses of \$3.201 mm including operating costs and reserve contributions

- Overall operating costs increase marginally by 2.7% year over year primarily driven by inflation assumptions related to staff expenses and contract services.
- Administration expenses overall are forecast to drop by 5.3% in 2022 primarily due to lower contract services costs related to CAO/CFO services.

5. 2022 Capital Budget spending of \$53,500

- After extensive capital investments of \$2.7 mm in 2021, the near term capital requirements are minor in nature for the foreseeable future.
- All of the major capital components have been replaced in 2020/2021 including construction of Cell 7 (12-15 year service life), new packer and loader and replacement of the Didsbury transfer station bins and bin truck.
- Forecast for next major investments are now in the 5-7 window, thereby reflecting the Commission's strong asset quality and operating flexibility.

6. Forecast Reserve Fund Continuity – 3 year plan

- Capital spending in 2022 to be funded by existing capital reserves.
- Net capital reserves at the end of 2022 forecast to be approximately \$368,184, compared to current balance of \$98,321 (net of \$250,000 transfer in September 2021).
- Capital reserve contribution for 2022 of \$323,363 up from \$250,168 in 2021 reflecting the retirement of the Cell 6 debenture payment.
- Healthy recycle reserves balance of over \$408,785 by the end of 2022, likely justifying a reallocation of funds to capital reserves or CPC funds. Especially with the reduced scope of recycling with the termination of shingle and drywall processing.
- CPC funds to increase by \$25,000 per year to a forecasted year-end 2022 reserve balance of \$929,000 which will represent 69% of the expected final liability compared to forecast 52% of airspace consumed by the end of 2022.

Revenue - Landfill Tonnage Forecast

Similar to last year's approach, Administration has budgeted MSW and recycle tonnage based on a 3-4 year moving average. Most product streams have been stable over this period, other than the Commercial sales and Didsbury transfer station receipts.

Management has forecast the budget on a risk-adjusted basis of 14,725 tonnes of Commercial sales in 2022 compared to 14,975 forecast in 2021 and actual sales of 17,002 tonnes in 2020. The budgeted commercial target is the average of the past three years, and provides a 5% risk adjustment to account for the potential for a pullback in Commercial receipts as the impact of COVID on increased tonnage seems to be less.

Municipal tonnage overall is forecast to be relatively flat at 3,725 tonnes collectively and eliminates the prior budget 5% service factor on municipal volumes. Olds and Carstairs are showing modest increase in annual MSW tonnage, but the annual growth rate is still below 1% which is within the accuracy of the estimates.

Didsbury transfer station receipts are budgeted at 1,935 tonnes in 2022 in line with 2021 projection of 1,899 tonnes. While Water Valley and Sundre transfer station receipts have remained relatively static, Didsbury receipts have been more unpredictable due to COVID impacts.

Total combined MSW from all sources is forecast at 21,217 tonnes for 2022 compared to 21,508 projected for 2021 and 24,380 tonnes in 2020 which reflects the COVID impact in the early stages of the pandemic.

	Projected Tonnage from Operating Segments											
	2018	2019	2020	2021	3-Year	Spark	2022 Risk Adjusted Volume			2022 Tip Fee	2022 Risk Adjusted	
	Actual	Actual	Actual	Projection	SMA	Line	Target	COS	Risk Adj	(\$/tonne)	Gross Revenue	
Landfill Class II MSW												
Commercial Tipping (Uncontracted)	9,371	13,974	17,002	14,975	15,317		15,500	95%	14,725	\$ 95.00	\$ 1,398,875	
Contracted Outside Municipal Tipping												
Municipal Tipping - Olds	1,260	1,278	1,305	1,305	1,296		1,296	100%	1,296	\$ 95.00	\$ 123,120	
Municipal Tipping - Sundre	342	334	365	338	346		346	100%	346	\$ 95.00	\$ 32,870	
Municipal Tipping - Cremona	86	90	100	92	94		94	100%	94	\$ 95.00	\$ 8,930	
Municipal Tipping - Didsbury	872	870	1,040	950	953		953	100%	953	\$ 95.00	\$ 90,535	
Municipal Tipping - Carstairs	924	920	1,120	1,067	1,036		1,036	100%	1,036	\$ 95.00	\$ 98,420	
Total Municipal Tipping	3,484	3,492	3,930	3,752	3,725		3,725		3,725		\$ 353,875	
Class II Transfer Site MSW												
Didsbury Transfer	1,411	2,230	2,590	1,899	2,240		2,150	90%	1,935	\$ 95.00	\$ 183,825	
Water Valley Transfer Site	452	409	406	421	412		412	95%	391	\$ 225.00	\$ 88,065	
Sundre Transfer Site	465	469	452	471	464		464	95%	441	\$ 225.00	\$ 99,180	
Olds Transfer Site	-				-		-	0%	-		\$ -	
Total Transfer Station Tipping	2,328	3,108	3,448	2,791	3,116		3,026		2,767		\$ 371,070	
Total Class II MSW Received at Landfill	15,183	20,574	24,380	21,518	22,157		22,251		21,217		\$ 2,123,820	
Hydrocarbon Contaminated Soil												
Contracted HC Contaminated Soil	4,128	83	-	7,603	2,562		-	0%	-	\$ 95.00	\$ -	
Revenue Generating Recyclables												
Concrete	535	297	322	315	311		345	90%	311	\$ 22.00	\$ 6,831	
Shingles	1,015	552	701	1,056	770		831	90%	748	\$ 95.00	\$ 71,051	
Drywall	118	62	77	98	79		83	95%	79	\$ 95.00	\$ 7,491	
Metals	310	215	288	274	259		275	95%	261	\$ 72.00	\$ 18,810	
											\$ 104,182	
					Total Projected Revenue From Sales of Services							\$ 2,228,002

Operating Costs

The forecast 3-year operating cost forecast is as outlined below. For the 2022 budget year, management has forecast expenses based on historical performance plus adjustments as required. The assumed inflation rate applied to future years was 2.7% for 2022 and 1.5% for 2023 and 2024 based on current forecast from the Bank of Canada.

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

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION						
SUMMARY (incl. ALL expenses)						
		2021	2021	2022	2023	2024
		BUDGET	FORECAST	BUDGET	BUDGET	BUDGET
Expenses						
Administration (100% Allocated)		\$ 478,937	\$ 397,471	\$ 453,348	\$ 462,737	\$ 472,359
Transfer Sites		\$ 437,208	\$ 401,492	\$ 436,180	\$ 423,139	\$ 431,119
Recycling		\$ 583,527	\$ 534,419	\$ 559,034	\$ 567,380	\$ 575,855
Landfill		\$ 2,285,053	\$ 2,181,349	\$ 2,205,510	\$ 2,311,274	\$ 2,360,888
Total Expenses		\$ 3,305,788	\$ 3,117,260	\$ 3,200,724	\$ 3,301,792	\$ 3,367,862

Total expenses are forecast to increase by 4.9% with salaries, wages and benefits accounting for the majority of the increase with the impact of the annual 2.5% step increases plus provision for a 2.7% cost-of-living allowance increase for 2022.

Contract services costs for the landfill reflect a full-year provision for the shredder lease after introducing the shredder mid-year in 2021. Landfill operations expenses are forecast to increase slightly due to higher costs for contract services, diesel, maintenance costs and leachate hauling.

Transfer Stations operations costs are forecast to be essentially flat compared to 2021. Contract hauling fees with E360 will stay at 2021 levels and increase by 2.7% for 2023 and 2024 as per terms of the letter agreement that will be the basis of the renewed contract. Recycling operations expenses forecast to decrease by 4.2% primarily due to lower recycle reserves contributions with the reclassification of shingles and drywall to MSW.

The following discussion points are highlighted for review and acceptance by the board of the 2022 budget. The discussion is limited to categories with material changes and the assumptions or recommendations to justify the provision:

1. 2022 Personnel Salaries, Benefits and Training Provision:

- Employee salaries reflect impact of step-changes, and a cost of living allowance increase of 2.7% based on the year-over-year Alberta CPI index.
- An overtime allowance equal to 5% of annual earnings for all employees is forecast based on approximate overtime billings from 2019-2021.
- Continuation of the Employee Incentive Program ("EIP") which is based on 10% of earnings excluding overtime. The budgeted EIP pool for 2022 is \$66,763 or \$1.92 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.

- (4) Bonus programs are very common and effective programs in building employee trust and buy-in to the overall strategy of the Commission's goals

2. Landfill Business Unit Expenses

- Total personnel expenses increase by \$18,590 (2.8% increase over 2021) reflecting COLA, step changes and forecast changes to full-time versus part-time employee balancing.
- Contract services forecast at \$406,000 (3.3% above 2021 forecast) to account for addition of the shredder from Masson CatWorks leased equipment.
- Leachate transport and processing provision increased to \$125,000 up 4% compared to 2021 budget levels, and significantly above 2021 actuals. Leachate is very much related to wet weather and is therefore difficult to predict. Despite the dry year, the additional of 24,000 m2 of Cell 7 surface area significantly increases the exposed area that will contribute to additional leachate volumes.
- Consultants/Testing category forecast at \$52,000 (16% above 2021 budget) due to increased regulator filing, reporting and survey costs for 2022 with a larger open airspace.
- 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.
- Diesel costs are forecast to increase to \$137,490 per year based on current usage and an estimate of \$1.27 per litre for diesel fuel. Fuel prices have increased dramatically throughout 2021 with the recovery of world oil prices.
- **The recommended Landfill municipal fee of \$117,701 or \$3.38 per capita is based on the 3-year forecast to smooth out the fee to members.** Landfill municipal fee in 2021 was \$168,345 or \$4.84 per capita. Landfill fees decrease as a result of reclassification of shingle, drywall and mattress revenue to the landfill business unit instead of recycling.
- 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 \$436,180 (0.1% decrease over 2021) driven by lower forecast tonnage.
- 65% of transfer station cash operating costs are generated by contract hauling of MSW bins to the landfill.
- **The recommended Transfer Station municipal fee of \$240,078 or \$6.90 per capita is based on the 3-year forecast to smooth out the fee to members.** Transfer station municipal fee in 2021 was \$234,798 or \$6.75 per capita.

4. Recycle Business Unit

- Recycle expenses are budgeted at \$559,034 (4.2% below 2021 budget) driven primarily by a \$40,000 reduction in recycling reserve provisions and higher processing fees for household hazardous wastes.
- Shingles, drywall and mattress revenue has been reallocated to the landfill business unit to more accurately reflect the fact that these products are not recycled. Shingles and drywall will now be charged at \$95 per tonne tipping fee.
- **The recommended Recycling municipal fee of \$489,965 or \$14.35 per capita is based on the 3-year forecast to smooth out the fee to members.** Transfer station municipal fee in 2021 was \$456,890 or \$13.14 per capita.

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

- The estimated landfill depletion rate after accounting for the new cell construction will increase to \$6.33/m³. Administration recommends holding the amortization charge static for 2022 due to the likelihood of divesting the Bomag compactor. The 2022 model reflects the increased amortization cost of the Tana unit, but does not include the Bomag depreciation.
- Consolidated “Amortization” expense to be recovered from rates for reserves contributions of \$323,363 for 2022. This is a sizeable increase compared to the \$250,168 capital reserves allotment in 2021. The increase is related to the retirement of the debenture on the Cell 6 project. Net Amortization is a very dynamic number and is heavily influenced by changes in debt, additions of major capital items (i.e. Loader purchase in 2019, and landfill cell construction in 2021).
- **Administration recommends a thorough review of the capital reserves and recycling reserves policy to reflect the changes to the Commission’s capital needs.** The current policy is based on net financial depreciation which may generate excessive capital reserves for higher than the forecasted use of proceeds. Future long-term capital additional such as new cell and/or major equipment should consider debenture financing as an alternative.

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION							
AMMORTIZATION							
Budget 2022							
	2020	2020	2021	2022	2023	2024	
	Budget	Forecast	Forecast	Budget	Budget	Budget	
Administration	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	
Landfill	\$ 404,577	\$ 402,890	\$ 388,793	\$ 339,871	\$ 341,558	\$ 341,558	
Transfer Stations	\$ 42,611	\$ 42,611	\$ 42,611	\$ 42,018	\$ 42,018	\$ 42,018	
Recycling	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	
Total Recorded Ammortization as per GAAP	\$ 460,990	\$ 459,303	\$ 445,206	\$ 395,691	\$ 397,378	\$ 397,378	
As per TCA Policy							
Less Debenture Bomag compactor	\$ 69,394	\$ 69,394	\$ 70,846	\$ 72,328	\$ 73,841	\$ 75,386	
Less Landfill cell development	\$ 246,097	\$ 246,097	\$ 124,192	\$ -	\$ -	\$ -	
Funded Ammortization as per policy	\$ 145,498	\$ 143,811	\$ 250,168	\$ 323,363	\$ 323,537	\$ 321,992	

2022 Proposed Capital Budget

After a very active 2021 capital program, including planned and amended budgets, 2022 – 2024 capital budget requirements are relatively light. With all of the major equipment replaced in the last two years, and the new Cell in 2021 the major capital cost components are all in an 8-10+ year remaining life span. The Commission funds future purchases through the capital reserves provision which is based upon net financial depreciation of all tangible capital assets.

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

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION							
CAPITAL							
Budget 2022							
	2018	2019	2020	2021	2022	2023	
	Balance	Actual	Budget	Budget	Budget	Budget	
CAPITAL							
Existing loans							
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				-		150,000.00	
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	-	
Subtotal		396,775.22	52,000.00	2,967,000.00	53,500.00	285,000.00	
Plus Transfers							
Total Capital	1,260,899.97	396,775.22	52,000.00	2,967,000.00	46,000.00	285,000.00	

1. 2022 Capital Budget Items

Combined capital spending is only \$53,500 in 2022 compared to \$2.97 million in 2021. The 2022 capital provisions including the following projects:

- (1) Provision for \$46,000 to replace the current scale house/office in Water Valley. The current building is past its useful life and after several break-ins and renovations over the years is in a poor state of repair. The proposed structure is a trailer unit similar in size and scope to the current building.
- (2) Provision for \$7,500 to replace the current zero turn mower that is getting up in hours and will need to be replaced in 2022 or 2023. The current unit will be run until it dies before being replaced.

2. 2023 Capital Budget Items

Combined capital spending forecast for 2023 of \$285,000 reflects deferral of the proposed office move by one year and replacement of two service vehicles nearing the end of service life. The capital reserve fund has sufficient capital to fund the near term capital requirements.

2022 Capital Budget Financing – Reserves Continuity

1. Capital Reserves Fund

Forecast Capital Reserve Fund balance as at December 31st, 2021 will be approximately \$98,321 (net of \$250,000 transfer in September 2021). The transfer of capital reserve funds was needed to cover short-term expenditures and reflects the residual reserves requirement to fund the acquisition of the Tana packer net of available unrestricted reserves. Strong operating performance from reduced tipping fees, OTS sale proceeds and HC soil sales in 2021 all contributed to not having to fully deplete reserves or take on new debt to finance the 2021 capital program.

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION						
RESERVES						
Budget 2022						
		2019	2020	2021	2022	2023
		Actual	Budget	Budget	Budget	Budget
CAPITAL RESERVE						
Opening Balance (at Jan 1st)		\$ 258,396	\$ 150,342	\$ 347,153	\$ 98,321	\$ 368,184
Less	Loan payments related to sold assets					
	Dec 15 2018	\$ (61,870)				
	March 17 2019	\$ (5,722)				
	June 17 2019	\$ (30,011)				
	Sept 17 2019	\$ (5,722)				
	Dec 16 2019	\$ (30,011)				
	Equipment additions net of insurance	\$ (24,923)				
	Capital Asset Additions					
	2019	\$ (396,775)				
	2020		\$ (52,000)			
	2021			\$ (2,967,000)		
	2022				\$ (53,500)	
	2023					\$ (285,000)
Plus	Transfers (From Amortization net of Debt)	\$ 196,980	\$ 143,811	\$ 250,168	\$ 323,363	\$ 323,537
Plus	Issuance of new Debt		\$ -	\$ -	\$ -	\$ -
Plus	Transfer from Unrestricted Reserves	\$ 250,000	\$ 105,000	\$ 2,468,000	\$ -	\$ -
Plus	Municipal Capital Reseves Requisition		\$ -	\$ -	\$ -	\$ -
Ending Capital Reserve		\$ 150,342	\$ 347,153	\$ 98,321	\$ 368,184	\$ 406,721

2. Recycling Reserves Fund

Forecast Recycle Reserve Fund balance as at December 31st, 2021 is \$382,369 net of 2021 recycle product receipts. The recycle reserve funds are used to pay for processing of HHW products, oils, grease etc. and also periodically process the cement/asphalt and shingle stockpiles. Future recycle processing costs will be significantly reduced with the reclassification of shingles as waste as grinding of shingles will no longer be required. The current recycling reserve fund includes a sizeable amount of cash raised from shingle revenue that will no longer be required in the recycle reserve fund. Pending a review of the capital and recycle reserve policies, the current recycle reserve funds are likely to be reallocated to capital reserves.

		2019	2020	2021	2022	2023
		Actual	Budget	Budget	Budget	Budget
		2019	2020	2021	2022	2023
		Actual	Budget	Budget	Budget	Budget
RECYCLING RESERVE						
Opening Balance		\$ 230,914	\$ 340,939	\$ 356,343	\$ 382,369	\$ 408,785
Less						
	Shingle grind		\$ -	\$ -		
	Cement		\$ (46,500)	\$ -		
Plus	Recycle revenue transfer to reserves	\$ 110,025	\$ 61,904	\$ 26,026	\$ 26,416	\$ 26,416
Ending	RECYCLING RESERVE	\$ 340,939	\$ 356,343	\$ 382,369	\$ 408,785	\$ 435,201

3. Closure-Post-Closure Reserves Fund

Forecast Closure Post-Closure Fund balance as at December 31st, 2021 is \$904,066. 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.

	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
CLOSURE POST CLOSURE (CPC) RESERVE						
Opening Balance	\$ 829,066	\$ 854,066	\$ 879,066	\$ 904,066	\$ 929,066	\$ 954,066
Less						
	\$ -	\$ -	\$ -			
Plus Transfers	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Ending CPC Reserve	\$ 854,066	\$ 879,066	\$ 904,066	\$ 929,066	\$ 954,066	\$ 979,066

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.

Therefore, administration recommends the 2022 rates be as follows. Pending board approval, the fee schedule would be:

	2021 Rate	2022 Rate	Yr/Yr Change
Tipping Fee Schedule			
Landfill Tip (\$/tonne)	\$95	\$95	0%
Transfer Station Tip (\$/tonne)	\$225	\$225	0%
HC Contaminated Soil (\$/tonne)	\$95	\$95	0%
Shingles (\$/tonne)	\$72	\$95	+32%
Metal (\$/tonne)	\$72	\$72	0%
Concrete (\$/tonne)	\$22	\$22	0%
Municipal Fee for Service			
Landfill requisition	\$4.84	\$3.38	-30.2%
Transfer station requisition	\$6.75	\$6.90	+2.2%
Recycling requisition	\$13.14	\$14.35	+9.2%
Total per capital requisition	\$24.73	\$24.64	-0.04%

Attachments:

1. 2022 Summary by segment
2. 2022 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 Fee Summary
11. 2022 Fee Schedule

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

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION

2018

	2021 BUDGET	2021 FORECAST	2022 BUDGET	2023 BUDGET	2024 BUDGET
Revenue					
Administration	\$ 12,000	\$ 21,020	\$ 11,500	\$ 11,673	\$ 11,848
Transfer Sites	\$ 193,388	\$ 199,592	\$ 187,245	\$ 190,054	\$ 192,904
Recycling	\$ 133,379	\$ 146,461	\$ 67,441	\$ 68,453	\$ 69,479
Landfill	\$ 2,094,337	\$ 2,283,429	\$ 2,142,797	\$ 2,174,697	\$ 2,207,075
Total Revenue	\$ 2,433,104	\$ 2,650,502	\$ 2,408,983	\$ 2,444,876	\$ 2,481,307
Expenses					
Administration (100% Allocated)	\$ 478,937	\$ 397,471	\$ 453,348	\$ 462,737	\$ 472,359
Transfer Sites	\$ 437,208	\$ 401,492	\$ 436,180	\$ 423,139	\$ 431,119
Recycling	\$ 583,527	\$ 534,419	\$ 559,034	\$ 567,380	\$ 575,855
Landfill	\$ 2,285,053	\$ 2,181,349	\$ 2,205,510	\$ 2,311,274	\$ 2,360,888
Total Expenses	\$ 3,305,788	\$ 3,117,260	\$ 3,200,724	\$ 3,301,792	\$ 3,367,862
Net Surplus (deficit)	\$ (872,684)	\$ (466,758)	\$ (791,742)	\$ (856,916)	\$ (886,555)
Municipal Fee for Service					
Transfer Sites	\$ 234,798	\$ 234,798	\$ 240,078	\$ 240,078	\$ 240,078
Recycling	\$ 475,826	\$ 475,826	\$ 498,965	\$ 498,965	\$ 498,965
Landfill	\$ 168,345	\$ 168,345	\$ 117,701	\$ 117,701	\$ 117,701
Total Requisition	\$ 878,969	\$ 878,969	\$ 856,744	\$ 856,744	\$ 856,744
Net Surplus (deficit) before Capital	\$ 6,285	\$ 412,211	\$ 65,002	\$ (172)	\$ (29,811)
All-in Municipal Fee for Service	\$ 25.28		\$ 24.64	\$ 24.64	\$ 24.64

Projected Tonnage from Operating Segments

	2018 Actual	2019 Actual	2020 Actual	2021 Projection	3-Year SMA	Spark Line	2022 Risk Adjusted Volume		2022 Tip Fee (\$/tonne)	2022 Risk Adjusted Gross Revenue
							Target	COS		
Landfill Class II MSW										
Commercial Tipping (Uncontracted)	9,371	13,974	17,002	14,975	15,317		15,500	95%	\$ 95.00	\$ 1,398,875
Contracted Outside Municipal Tipping										
Municipal Tipping - Olds	1,260	1,278	1,305	1,305	1,296		1,296	100%	\$ 95.00	\$ 123,120
Municipal Tipping - Sundre	342	334	365	338	346		346	100%	\$ 95.00	\$ 32,870
Municipal Tipping - Cremona	86	90	100	92	94		94	100%	\$ 95.00	\$ 8,930
Municipal Tipping - Didsbury	872	870	1,040	950	953		953	100%	\$ 95.00	\$ 90,535
Municipal Tipping - Carstairs	924	920	1,120	1,067	1,036		1,036	100%	\$ 95.00	\$ 98,420
Total Municipal Tipping	3,484	3,492	3,930	3,752	3,725		3,725		\$	353,875
Class II Transfer Site MSW										
Didsbury Transfer	1,411	2,230	2,590	1,899	2,240		2,150	90%	\$ 95.00	\$ 183,825
Water Valley Transfer Site	452	409	406	421	412		412	95%	\$ 225.00	\$ 88,065
Sundre Transfer Site	465	469	452	471	464		464	95%	\$ 225.00	\$ 99,180
Olds Transfer Site	-	-	-	-	-		-	0%	\$	\$ -
Total Transfer Station Tipping	2,328	3,108	3,448	2,791	3,116		3,026		\$	371,070
Total Class II MSW Received at Landfill	15,183	20,574	24,380	21,518	22,157		22,251		\$	2,123,820
Hydrocarbon Contaminated Soil										
Contracted HC Contaminated Soil	4,128	83	-	7,603	2,562		-	0%	\$ 95.00	\$ -
Revenue Generating Recyclables										
Concrete	535	297	322	315	311		345	90%	\$ 22.00	\$ 6,831
Shingles	1,015	552	701	1,056	770		831	90%	\$ 95.00	\$ 71,051
Drywall	118	62	77	98	79		83	95%	\$ 95.00	\$ 7,491
Metals	310	215	288	274	259		275	95%	\$ 72.00	\$ 18,810
									\$	104,182
Total Projected Revenue From Sales of Services									\$	2,228,002
Landfill Fee for Service									\$	117,701
Transfer Station for Service									\$	240,078
Recycling Fee for Service									\$	498,965
Total Projected Revenue From Sales of Services									\$	856,744
Total Projected Revenue Services plus Municipal Fee									\$	3,084,746

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
BUDGET 2022**

ADMINISTRATION

	2021 BUDGET	2021 FORECAST	2022 BUDGET	2023 ESTIMATE	2024 ESTIMATE
Revenue					
A/R Interest	5,000	4,080	5,000	5,075	5,151
Bank and Investment Interest	7,000	16,940	6,500	6,598	6,697
Dividends					
Rentals					
Other Revenue					
Gain / Loss on Disposal					
Total Revenue	12,000	21,020	11,500	11,673	11,848
Expenses					
Board Meeting Expense	4,500	2,100	4,500	4,568	4,637
Training/Conferences	2,000	0	2,000	2,030	2,060
Mileage	1,000	283	1,000	1,015	1,030
Meals & Accommodation	1,200	0	1,200	1,218	1,236
Total Board Meeting Expense	8,700	2,383	8,700	8,831	8,963
Personnel					
Salaries & EIP	97,721	105,234	102,145	106,231	110,480
Employee Benefits	21,765	23,509	22,751	23,092	23,438
Staff Training	2,500	3,138	3,000	3,045	3,091
Total Personnel	121,986	131,881	127,896	132,368	137,009
Purchased Services					
Mileage	7,500	2,867	6,000	6,090	6,181
Meals & Accommodation	1,000	507	750	761	772
Memberships & Registrations	4,000	1,500	2,500	2,538	2,576
Postage	1,000	726	1,000	1,015	1,030
Telephone	9,500	9,314	10,000	10,150	10,302
Advertising	1,500	824	1,500	1,523	1,546
Audit	12,000	12,000	12,000	12,250	12,500
Legal	15,000	4,259	15,000	15,225	15,453
Vehicle Leases	0	0	0	-	-
Contract Services	207,000	145,153	171,000	173,565	176,168
Computer Support	6,000	4,740	6,000	6,090	6,181
Vehicle Maintenance	1,000	412	1,000	1,015	1,030
Equipment Maintenance	500	0	500	508	516
Internet	5,000	3,500	4,000	4,060	4,121
Rent	14,500	13,714	15,000	15,225	15,453
Rentals & Leases	3,500	2,074	3,500	3,553	3,606
Insurance	27,750	32,274	35,501	36,034	36,575
Total Purchased Services	316,750	233,864	285,251	289,602	294,010
Supplies					
General Supplies	12,000	8,823	10,000	10,150	10,302
Fuel (Gas)	1,000	0	1,000	1,015	1,030
Staff Appreciation	5,000	0	5,000	5,075	5,151
Interest Past Due Accts	0	60			
Total Supplies	18,000	8,883	16,000	16,240	16,483
Bank Service Charges	10,000	10,671	12,000	12,180	12,363
Provision for Bad Debt	1,000	0	1,000	1,015	1,030
Amortization	2,501	9,789	2,501	2,501	2,501
Transfer to Reserves					
Total Expenditures	478,937	397,471	453,348	462,737	472,359
Net Cost (Surplus)	466,937	376,451	441,848	451,064	460,511
*Cost Sharing of Administration					
Landfill	85% 396,896	319,983	375,571	383,404	391,434
Transfer Stations	10% 46,694	37,645	44,185	45,106	46,051
Recycling	5% 23,347	18,823	22,092	22,553	23,026
	466,937	376,451	441,848	451,063	460,511

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
BUDGET 2020**

DIDSBURY LANDFILL	2021 BUDGET	2021 FORECAST	2022 BUDGET	2023 ESTIMATE	2024 ESTIMATE
Revenue					
Municipal Pickup Scale Fees					
Landfill - Class 2 MSW - Olds	121,838	122,822	123,120	124,967	126,841
Landfill - Class 2 MSW - Sundre	32,941	36,022	32,870	33,363	33,863
Landfill - Class 2 MSW - Didsbury	88,896	103,252	90,535	91,893	93,271
Landfill - Class 2 MSW - Carstairs	88,896	111,696	98,420	99,896	101,395
Landfill - Class 2 MSW - Cremona	9,025	10,338	8,930	9,064	9,200
Landfill - Class 2 MSW - MVC	-	-	-	-	-
Didsbury Transfer Site Revenue	212,088	238,364	183,825	186,582	189,381
Sundre & WV Transfer Site Tipping Fees	81,653	81,890	79,059	80,245	81,449
Commercial Scale Fees	1,444,000	1,566,363	1,398,875	1,419,858	1,441,156
Landfill Residential MSW Class 2					
Hydrocarbon soils	-	-	-	-	-
Shingles (Moved from Recycling)	-	-	71,051	72,116	73,198
Drywall (Moved from Recycling)	-	-	7,491	7,603	7,717
Mattresses (Moved from Recycling)	-	-	30,000	30,450	30,907
Other (insurance claim)	-	-	-	-	-
Other (Lease)	12,500	10,522	16,121	16,121	16,121
Other (callout revenue)	2,500	2,160	2,500	2,538	2,576
Transfer from Reserves	-	-	-	-	-
Transfer from Capital Reserves	-	-	-	-	-
Land Requisition	-	-	-	-	-
Total Revenue before municipal charge	2,094,337	2,283,429	2,142,797	2,174,697	2,207,075
Expenses					
Personnel					
Salaries & EIP	554,492	572,871	563,929	586,486	609,945
Employee Benefits	103,383	100,850	113,536	118,078	122,801
Staff Training	5,500	3,858	4,500	4,568	4,637
Total Personnel	663,375	677,579	681,965	709,132	737,383
Purchased Services					
Mileage	-	-	-	-	-
Meals & Accommodation	500	74	500	508	516
Telephone	3,750	3,260	3,850	3,908	3,967
Licenses & Permits	150	648	150	152	154
Contract Services	393,000	499,507	406,000	412,090	418,271
Leachate Transport	120,000	23,394	125,000	126,875	128,778
Consultants/Lab Testing	45,000	39,033	52,000	37,000	37,555
Site Maintenance	15,000	17,017	15,000	15,225	15,453
Building Maintenance	500	5,640	500	508	516
Equipment Maintenance	40,000	80,894	55,000	55,825	56,662
Vehicle Maintenance	-	-	-	-	-
Rentals & Leases	500	-	500	508	516
Vehicle Lease	-	-	-	-	-
Total Purchased Services	618,400	669,467	658,500	652,599	662,388
Supplies					
General Supplies	20,000	4,308	20,000	20,300	20,605
Small Tools	12,500	165	12,500	12,688	12,878
Diesel	123,000	112,072	137,490	139,552	141,645
Gas	9,500	7,476	12,500	12,688	12,878
Utilities	9,000	7,861	9,250	9,389	9,530
Total Supplies	174,000	131,882	191,740	194,617	197,536
Debtenture Principle	195,038	195,038	72,328	73,841	75,836
Debtenture Interest	18,589	18,589	6,651	5,138	3,594
Lease Principle	-	-	-	-	-
Lease Interest	-	-	-	-	-
Capital Purchases	-	-	-	-	-
Transfer to Capital Reserves	-	-	-	-	-
Amortization	193,755	143,811	193,755	267,543	267,717
Pit Closure/Post Closure	25,000	25,000	25,000	25,000	25,000
Cost sharing of Administration Function	396,896	319,983	375,571	383,404	391,434
Total Expenditures	2,285,053	2,181,349	2,205,510	2,311,274	2,360,888
Net Cost (Surplus) before Fees Charged to Municipalities	190,716	(102,080)	62,714	\$ 136,577	153,813
Transfer from Reserves					
Fees Charged to Municipalities	168,345	168,345	117,701	117,701	117,701
Net Cost (Surplus)	22,371	(270,425)	(54,987)	18,876	36,112
Per Capital Muni Fee	\$ 4.84		\$ 3.38	\$ 3.38	\$ 3.38

STATEMENT OF REVENUE & EXPENDITURES

Total

**MOUNTAIN VIEW REGIONAL WASTE
MANAGEMENT COMMISSION
STATEMENT OF REVENUE & EXPENDITURES
BUDGET 2021**

RECYCLING	2021 BUDGET	2021 FORECAST	2022 BUDGET	2022 ESTIMATE	2023 ESTIMATE
Revenue					
RECYCLING - DRYWALL/GYPSIUM	4,446	4,531	-	-	-
RECYCLING-METAL	19,152	20,141	18,810	19,092	19,379
RECYCLING - SHINGLES	38,232	31,588	-	-	-
RECYCLING-CEMENT	5,049	5,644	6,831	6,933	7,037
	66,879	61,904	25,641	26,026	26,416
RECYCLING - FRIDGE/FREEZER	18,000	18,424	18,000	18,270	18,544
RECYCLING-BATTERIES	7,000	6,974	7,000	7,105	7,212
RECYCLING - ELECTRONIC	12,000	11,395	12,000	12,180	12,363
RECYCLING - PAINT	4,500	4,604	4,800	4,872	4,945
RECYCLING - WIRE		-	-	-	-
RECYCLING (MATTRESSES)	25,000	43,160	-	-	-
SHINGLE CONTRIBUTION				-	-
Total Revenue before municipal charges	133,379	146,461	67,441	68,453	69,479
Purchased Services					
Contract Services	407,000	368,183	418,000	424,270	430,634
Shingle Recycling	-	-	-		-
Processor Fees	75,000	70,849	82,000	83,230	84,478
Concrete Recycling	-	46,441	-		
Total Purchased Services	482,000	485,473	500,000	507,500	515,112
Amortization	11,301	11,301	11,301	11,301	11,301
Cost sharing of administration function	23,347	37,645	22,092	22,553	23,026
Transfer to Reserves	66,879	61,904	25,641	26,026	26,416
Total Expenditures	583,527	534,419	559,034	567,380	575,855
Net Cost (Surplus) before Fees Charged to Mnicipalities	450,148	387,959	491,593	498,927	506,376
Recycle processing funded by reserves	-	(46,500)	-		
	450,148	341,459	491,593	498,927	506,376
Fees Charged to Municipalities	456,890	475,826	498,965	498,965	498,965
Net Cost (Surplus)	(6,742)	(134,367)	(7,372)	(38)	7,411
muni fee per capita	\$ 13.14		\$ 14.35	\$ 14.35	\$ 14.35

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION
AMMORTIZATION
Budget 2022

	2020	2020	2021	2022	2023
	Budget	Forecast	Forecast	Budget	Budget
Administration	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501	\$ 2,501
Landfill	\$ 404,577	\$ 402,890	\$ 388,793	\$ 339,871	\$ 341,558
Transfer Stations	\$ 42,611	\$ 42,611	\$ 42,611	\$ 42,018	\$ 42,018
Recycling	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301	\$ 11,301
Total Recorded Ammortization as per GAAP Sta	\$ 460,990	\$ 459,303	\$ 445,206	\$ 395,691	\$ 397,378
As per TCA Policy					
Less Debenture Bomag compactor	\$ 69,394	\$ 69,394	\$ 70,846	\$ 72,328	\$ 73,841
Less Landfill cell development	\$ 246,097	\$ 246,097	\$ 124,192	\$ -	\$ -
Funded Ammortization as per policy	\$ 145,498	\$ 143,811	\$ 250,168	\$ 323,363	\$ 323,537

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

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION
CAPITAL
Budget 2022

	2018 Balance	2019 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Existing loans						
CAPITAL						
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				-		150,000.00
Northside piezometers				40,000.00		
Multilift Model XR7 L 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)				87,000.00		75,000.00
Carlson Landfill GPS System				975,000.00		-
Acquire Tana Packer					7,500.00	-
E-41 JD Small mower				-		-
Subtotal		396,775.22	52,000.00	2,967,000.00	53,500.00	285,000.00

Plus						
Transfers						
Total Capital	1,260,899.97	396,775.22	52,000.00	2,967,000.00	46,000.00	285,000.00

INTEREST						
Modular Building/UT Vehicle/Bins/Tractor	4001753					
Bomag Compactor	4001988		9,584.70	8,133.09	6,651.12	5,138.13
2015 Freightliner & Bins	4001813					
Landfill Cell Development	4002033		3,824.86	768.80		
New loans			13,409.56	8,901.89	6,651.12	5,138.13
Landfill Cell Development					\$0.00	\$0.00
			-	-	-	-

P&I						
Modular Building/UT Vehicle/Bins/Tractor	4001753					
Bomag Compactor	4001988		78,979.10	78,979.10	78,979.10	78,979.10
2015 Freightliner & Bins	4001813					
Landfill Cell Development	4002033		249,922.10	124,961.05		

MOUNTAIN VIEW REGIONAL WASTE MANAGEMENT COMMISSION
RESERVES
Budget 2022

		2019	2020	2021	2022	2023
		Actual	Budget	Budget	Budget	Budget
CAPITAL RESERVE						
Opening Balance (at Jan 1st)		\$ 258,396	\$ 150,342	\$ 347,153	\$ 98,321	\$ 368,184
Less	Loan payments related to sold assets					
	Dec 15 2018	\$ (61,870)				
	March 17 2019	\$ (5,722)				
	June 17 2019	\$ (30,011)				
	Sept 17 2019	\$ (5,722)				
	Dec 16 2019	\$ (30,011)				
	Equipment additions net of insurance	\$ (24,923)				
	Capital Asset Additions					
	2019	\$ (396,775)				
	2020		\$ (52,000)			
	2021			\$ (2,967,000)		
	2022				\$ (53,500)	
	2023					\$ (285,000)
Plus	Transfers (From Amortization net of Debt)	\$ 196,980	\$ 143,811	\$ 250,168	\$ 323,363	\$ 323,537
Plus	Issuance of new Debt		\$ -	\$ -	\$ -	\$ -
Plus	Transfer from Unrestricted Reserves	\$ 250,000	\$ 105,000	\$ 2,468,000	\$ -	\$ -
Plus	Municipal Capital Reseves Requisition		\$ -	\$ -	\$ -	\$ -
Ending Capital Reserve		\$ 150,342	\$ 347,153	\$ 98,321	\$ 368,184	\$ 406,721

		2019	2020	2021	2022	2023
		Actual	Budget	Budget	Budget	Budget
RECYCLING RESERVE						
Opening Balance		\$ 230,914	\$ 340,939	\$ 356,343	\$ 382,369	\$ 408,785
Less						
	Shingle grind		\$ -	\$ -		
	Cement		\$ (46,500)	\$ -		
Plus	Recycle revenue transfer to reserves	\$ 110,025	\$ 61,904	\$ 26,026	\$ 26,416	\$ 26,416
Ending	RECYCLING RESERVE	\$ 340,939	\$ 356,343	\$ 382,369	\$ 408,785	\$ 435,201

		2019	2020	2021	2022	2023
		Actual	Budget	Budget	Budget	Budget
CLOSURE POST CLOSURE (CPC) RESERVE						
Opening Balance		\$ 829,066	\$ 854,066	\$ 879,066	\$ 904,066	\$ 929,066
Less						
		\$ -	\$ -	\$ -		
Plus	Transfers	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Ending CPC Reserve		\$ 854,066	\$ 879,066	\$ 904,066	\$ 929,066	\$ 954,066

2016 Census Data

	2016	% Total
Olds	9,184	26.00%
Sundre	2,729	8.00%
Cremona	444	1.00%
Didsbury	5,268	15.00%
Carstairs	4,077	12.00%
MV County	13,074	38.00%
Total Region	34,776	

2021 Approved Budget								
Landfill Tipping Fee (\$/tonne)	Per Capital Municipal Fee	Municipal Contribution Summary						
		Olds	Sundre	Cremona	Didsbury	Carstairs	MV County	
	\$ 95.00	\$ 234,798	\$ 18,784	\$ 2,348	\$ 35,220	\$ 28,176	\$ 89,223	
Transfer Site		\$ 61,047	\$ 38,066	\$ 4,758	\$ 71,374	\$ 57,099	\$ 180,814	
Recycling		\$ 123,715	\$ 13,468	\$ 1,683	\$ 25,252	\$ 20,201	\$ 63,971	
Landfill		\$ 43,770						
Municipal Fee for Services	\$ 878,969	\$ 228,532	\$ 70,318	\$ 8,790	\$ 131,845	\$ 105,476	\$ 334,008	
Landfill Cost MSW Class II	\$ 341,596	\$ 121,838	\$ 32,941	\$ 9,025	\$ 88,896	\$ 88,896	\$ -	
Total Cost of Waste Services	\$ 1,220,565	\$ 350,370	\$ 103,259	\$ 17,815	\$ 220,741	\$ 194,372	\$ 334,008	
All-in Per Capita		\$ 35.10						

2022 Preliminary Budget								
Landfill Tipping Fee (\$/tonne)	Per Capital Municipal Fee	Municipal Contribution Summary						
		Olds	Sundre	Cremona	Didsbury	Carstairs	MV County	
	\$ 95.00	\$ 240,078	\$ 19,206	\$ 2,401	\$ 36,012	\$ 28,809	\$ 91,230	
Transfer Site		\$ 62,420	\$ 39,917	\$ 4,990	\$ 74,845	\$ 59,876	\$ 189,607	
Recycling		\$ 129,731	\$ 9,416	\$ 1,177	\$ 17,655	\$ 14,124	\$ 44,726	
Landfill		\$ 30,602						
Total Municipal Fee	\$ 856,744	\$ 222,753	\$ 68,540	\$ 8,567	\$ 128,512	\$ 102,809	\$ 325,563	
Landfill Cost MSW Class II	\$ 353,875	\$ 123,120	\$ 32,870	\$ 8,930	\$ 90,535	\$ 98,420	\$ -	
Total Cost of Waste Services	\$ 1,210,619	\$ 345,873	\$ 101,410	\$ 17,497	\$ 219,047	\$ 201,229	\$ 325,563	
All-in Per Capita		\$ 34.81						

Net Change compared to 2021	\$ (9,946)	\$ (4,497)	\$ (1,849)	\$ (317)	\$ (1,695)	\$ 6,857	\$ (8,445)	
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Fees to Operate:

Tipping Fee per Tonne:

Recyclables per Tonne:

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



Mountain View Regional Waste Management Commission

CAO Report to the Board

Meeting Date: September 27th, 2021

Reference: 100/2021.06

TITLE: 5.1 – CAO Report

RECOMMENDATION:

THAT the MVRWMC Board accept as information the CAO report for the period from August 12th, 2021 – through September 27th, 2021.

Administration Initiatives

1. With the Construction project ongoing, Administration has been attending the bi-weekly progress meetings. These sessions include the Contractor and the Commission's engineers to review any technical issues and plan for upcoming project focus area. With the project now essentially complete Administration will be compiling the final costs, and working with Parkland Geo and Alberta Environment to obtain final regulatory approval to use the new cell for Commercial use.
2. Administration met with Alexandra Ross, who is the Town of Didsbury Economic Development Coordinator. Alexandra has been directed by Didsbury council to review the merits of recycling at the Town level and recommend a go-forward plan regarding recycling. The discussions clearly demonstrated the different understanding of what is happening in the recycling business and the underlying economics and costs of recycling. Administration has shared the relevant contracts and operations summary with Alexandra to assist her with the analysis for her recommendation to Didsbury council.
3. Attended the September 21st safety meeting. We reviewed the importance of reporting near-miss incidents no matter how trivial they may seem. The intent is to identify reoccurring risks or work practices that may be changed to mitigate risk and exposure to employees.
4. Reviewed a near-miss incident that occurred at the landfill involving a former Commission employee who took exception to the mattress processing costs and proceeded to verbal abuse staff and attempted to bully yard attendants. Administration has reviewed the incident with all staff and directed staff to avoid these types of conflicts whenever possible as customers could get physical

resulting in injuries or property damage. In essence, enforcing the rules over \$40 is not worth the risk of an enraged customer acting out and potentially physically injuring any staff members.

5. Administration finalized the resolution of the Harbour Environmental legal issues with the assistance of Brownlee LLP. Total legal costs were approximately \$13,500 which is partially offset by the court awarded legal cost recovery of \$3,000 paid by Harbour's lawyer.
6. Met with Chair and Vice-Chair on September 14th to discuss plans regarding the current Administration contract that doesn't expire until August 31st, 2022. Administration's intent is to extend/renew the current contract which will be discussed in the new-year after finalization of the organizational meeting following the upcoming municipal elections.
7. Administration has directed RBC Securities to re-invest the recently matured GIC's in the Closure-Post-Closure reserve funds. Approximately \$566,000 recently matured and 50% will be placed into 1-year GIC's earning 0.9% and the remaining 50% will be invested into 2-year GIC's at 1.9%. These instruments will replace investments that had been earning roughly 1.92%. The strategy is to space out the CPC funds in one-third tranches that come up for expiry every 12 months. This will allow for exposure to additional upside in the event that interest rates increase over the next year or two. While rates have recovered from the post-COVID collapse, GIC rates are still below the inflation rate and will be for the foreseeable future.
8. Finally, Administration has initiated a transfer of \$250,000 from capital reserves to unrestricted funds to fund the current cash draw to pay for the Cell 7 progress claim. The purchase of the Tana compactor was to be partially funded by capital reserve funds. With the final progress payment from DevCon plus regular operating costs and payroll, Administration required additional liquidity in the short term. Cash reserves will increase with the final quarterly municipal fee for service payments that will be billed out on October 1st which will bring in \$215,000.

Financial Report

1. As at September 21st, 2021 the Commission's checking account balance was \$889,297.04 compared to \$1,054,545 as at August 12th, 2021 when the working capital balance was last reported. The net decrease reflects the progress payments on Cell 7, operating costs and include the \$250,000 transfer as mentioned in item 8 above.

2. In addition the reserve balances were:

a. Capital Reserves fund	\$98,775.14
b. Recycling Reserves fund	\$343,189.06
c. Post Closure Reserves fund	<u>\$67.41</u>
Total Reserves:	\$442,031.61

3. As at July 31st, 2021 the Commission long-term investments balance was \$873,720.29 consisting of fixed income investments and \$312.78 in cash. Subsequent to the report date, roughly \$566,000 of GIC's matured on September 8th. All funds have been re-invested into 1 and 2 year GIC's as noted above. The non-maturing funds of roughly \$308,000 will mature on April 28th, 2022.

4. Current combined cash and investment resources total \$2,205,048.94 for a decrease of \$412,434.26 from the last report.

5. Long-term Debt Payments:

Upcoming debenture payments

- The remaining balance on the Bomag debenture following the Sept. 15th payment will be \$302,360 with a maturity date of March 15th, 2026
- The final payment on the landfill debenture for Cell 6 was made on June 15th, 2021.

Attachments:

1. RBC Bank Balance report - September 21st, 2021
2. RBC Portfolio Review – July 31st, 2021

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

Balance Reporting - Balance Summary Report

Lindsay Miller, MOUNTAIN VIEW Reg Wa

Report Creation Date: Sep 22, 2021 10:42:14AM ET

Report Date: Sep 21, 2021

Account Type	Account	Currency	Balance
BUS DEP	Capital Reserve-ROYAL BANK OF CANADA-08259-1004092	CAD	98,775.15
BUS DEP	Recycling Reserve-ROYAL BANK OF CANADA-08259-1011840	CAD	343,189.06
BUS DEP	Post Closure Reserve-ROYAL BANK OF CANADA-08259-1014828	CAD	67.41
BUS DEP	Chequing-ROYAL BANK OF CANADA-08259-1032770	CAD	889,297.04
Bus Visa	Verbonac-ROYAL BANK OF CANADA-4516xxxxxxx5155	CAD	307.49
Bus Visa	MOUNTAIN VIEW REGION-ROYAL BANK OF CANADA-4516xxxxxxx0316	CAD	-76.67
BUS LOAN	Operating Line-03009-22835524-017	CAD	0.00

*** End of report ***



RBC Dominion Securities Inc.
CANADIAN DOLLAR
ACCOUNT STATEMENT

AUG. 31
2021

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01282



MOUNTAIN VIEW REGIONAL WASTE
COMMISSION
PO BOX 2130
1414-16 STREET
DIDSBURY AB T0M 0W0

ADVISORY TEAM

Investment Advisor(s):

Dustin Eckstrand
403-341-8866

Team Member(s):

Melissa Rhodes
403-341-7407

Branch Address:

Suite 300-4900 50th Street
Red Deer, Alberta T4N 1X7
403-341-8888
Toll Free: 1-800-663-6087
Fax: 403-341-8887

Branch Manager:

Daniel Backman
403-341-8850

ASSET SUMMARY

	MARKET VALUE AT AUG. 31	PERCENTAGE OF MARKET VALUE
Cash	\$312.78	0.04 %
Fixed Income	\$867,851.81	99.33 %
Preferred Shares	\$0.00	0.00 %
Common Shares	\$0.00	0.00 %
Mutual Funds **	\$5,555.70	0.63 %
Foreign Securities	\$0.00	0.00 %
Managed Assets	\$0.00	0.00 %
Other	\$0.00	0.00 %
Total Value	\$873,720.29	100.00 %

INCOME SUMMARY

	THIS MONTH	YEAR-TO-DATE
Dividends	\$0.00	\$0.00
Interest	\$0.70	\$5,850.70
Other	\$0.00	\$0.00
Total Income	\$0.70	\$5,850.70

CASH BALANCE

ACCOUNT TYPE	OPENING BALANCE AT JULY 30	CLOSING BALANCE AT AUG. 31
Cash	\$312.78	\$312.78

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Regulated by
Investment Industry Regulatory
Organization of Canada



ASSET REVIEW

(Exchange rate 1USD = 1.26145 CAD as of AUG. 31, 2021)

SECURITY SYMBOL	QUANTITY/ SEGREGATED	MKT. PRICE	BOOK COST	MARKET VALUE
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FIXED INCOME

CDN WESTERN BANK	100,000	100.000	100,000.00	\$101,868.14 ¹
GIC - ANNUAL	100,000			
DUE 09/08/2021 1.910%				
CDN WESTERN TRUST	100,000	100.000	100,000.00	\$101,868.14 ¹
GIC - ANNUAL	100,000			
DUE 09/08/2021 1.910%				
HOMEQUITY BANK	100,000	100.000	100,000.00	\$101,858.36 ¹
GIC - ANNUAL	100,000			
DUE 09/08/2021 1.900%				
HOME TRUST COMPANY	100,000	100.000	100,000.00	\$101,858.36 ¹
GIC - ANNUAL	100,000			
DUE 09/08/2021 1.900%				
LBC TRUST	100,000	100.000	100,000.00	\$101,819.23 ¹
GIC - ANNUAL	100,000			
DUE 09/08/2021 1.860%				
GENERAL BANK OF CDA	56,200	100.000	56,200.00	\$56,576.16 ¹
GIC - ANNUAL	56,200			
DUE 09/16/2021 0.700%				
EQUITABLE BANK	100,000	100.000	100,000.00	\$100,678.08 ¹
GIC - ANNUAL	100,000			
DUE 04/28/2022 1.980%				
ICICI BANK CANADA	100,000	100.000	100,000.00	\$100,657.53 ¹
GIC - ANNUAL	100,000			
DUE 04/28/2022 1.920%				
VERSABANK	100,000	100.000	100,000.00	\$100,667.81 ¹
GIC - ANNUAL	100,000			
DUE 04/28/2022 1.950%				
Total Value of Fixed Income			856,200.00	\$867,851.81

MUTUAL FUNDS

RBC INVESTMENT SAVINGS	RBF2010	555.570	10.000	5,555.70	\$5,555.70
ACCOUNT SR A (2010)		555.570			
Total Value of Mutual Funds **				5,555.70	\$5,555.70

Total Value of All Securities			861,755.70	\$873,407.51
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ACCOUNT ACTIVITY

DATE	ACTIVITY	DESCRIPTION	QUANTITY	PRICE RATE	DEBIT	CREDIT
		Opening Balance (JULY 30, 2021)				\$312.78
AUG. 03	INTEREST	RBC INVESTMENT SAVINGS ACCOUNT SR A (2010) AS OF 07/30/21 REINVEST @ \$10.00	0.070			
		Closing Balance (AUG. 31, 2021)				\$312.78



JTA6832447-0005127-01282-0002-0002-00-

RBC Dominion Securities Inc.
CANADIAN DOLLAR
ACCOUNT STATEMENT

AUG. 31
2021

Your Account Number: 722-21569-1-6 4 of 4

Head Office Address:

RBC Dominion Securities Inc.
P.O. BOX 50
Royal Bank Plaza
Toronto, Ontario
Canada M5J 2W7
GST/HST Registration # 889767471

If you have a service request or a question about your statement or a service charge, please phone your Investment Advisor at the phone number listed on the front of this statement. Unresolved problems or complaints should be forwarded in writing to:

Telephone: (416) 363-1019
Internet: www.rbc.ds.com
QST Registration # 889767471

RBC DOMINION SECURITIES
Compliance Department
P.O. BOX 50, Royal Bank Plaza
Toronto, Ontario
M5J 2W7

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- 3 - The Book Cost of this security is temporarily unavailable due to a pending corporate action event. Please contact your Investment Advisor for additional information.
- ° - Market value of non-prospectus qualified investment funds (each a "Fund"), disclosed on this statement, is calculated by the fund manager in arrears and may not reflect the actual net asset value from the previous calendar quarter. This market value is an estimate and excludes any unrealized gain / loss on the underlying positions of the Funds for the current calendar quarter.
- ✕ - The Book Cost of this security cannot be determined. Please contact your Investment Advisor for additional information.
- ** - Segregated Funds are included in the Total Value of Mutual Funds.
- *** - Converted U.S. dollar contributions or withdrawals are included in your plan summary.
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- " - There is no active market for this security so its market value has been estimated.

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