

# Mountain View Regional Waste Management Commission

## Business Plan 2017– 2022



## Preamble

The Mountain View Regional Waste Management Commission was established in 2001 signed by the Minister of Municipal Affairs by the Order in Council 93/2001, Alberta Regulation 43/2001. The founding and current members are the Town of Didsbury, Town of Carstairs, Mountain View County, Village of Cremona, Town of Olds, and Town of Sundre. Access to our Landfill is available to all residents within the County of Mountain View, at present the Commission does not allow outside refuse to be brought into our site except for Hydrocarbon Contaminated Soil which is used for daily or intermediate cover.

The Mountain View Regional Waste Management Commission operates one Landfill, three transfer sites, one transfer station is operated by a third party contractor, and seven recycling centers for our 34,776 residents (Stats Canada 2016). Some of these sites are manned and are able to take in more household hazardous waste than others that are not being manned.

The Commission for 2017 has an annual operating budget of 3.2m and a capital budget of 691k. The Commission continues to explore options for optimizing the use of air space and to look for efficiencies within the operating and capital budgets to reduce expenditures. The Commission strives to have lower Landfill fees and fees for service to our Member Municipalities. The Commission continues to look at alternate funding measures to reduce the fees to our members.

With the hiring of a third party contractor for our Municipal Pick up there has been a reduction in the amount of recyclables going into the Landfill as they collect all plastics one through seven, cardboard, mixed paper, box board, aluminum foil, tin cans and glass products. These items are all collected, baled and then hauled to their sorting center in Red Deer, Alberta. The Commission has also run a very successful Ag-plastic program that all farmers have come to appreciate. The Commission continues to encourage our commercial and industrial sectors to have more emphasis on the importance for a more aggressive recycling program within their environments.

The dependency on daily cover for operational compliance has been significantly reduced in 2015 by utilizing steel plates for daily cover, which can be easily removed and re-used. This has and will continue to prolong the life span of our Landfill. The Commission has reshaped the face of our Landfill to maximize air space at minimum cost.

The Commission has adopted the procedures for reviewing our goals and core activities from our Business Plan as an action item on our monthly agendas, in order to stay up to date with all of our strategies that are in place.

With the ongoing communication between our Board and our Member Municipalities the MVRWMC will strive to be a strong sustainable asset for years to come.

### 1. Definitions

- 1.1 "Members" means all of Town of Carstairs, Village of Cremona, Town of Didsbury, Town of Olds, Town of Sundre and Mountain View County and "Member" means any one of them.
- 1.2 "Residual Waste" means waste that cannot be reduced, reused, recycled or recovered and must be landfilled.

### 2. Executive Summary (Business Overview, Members, Services)

The Objectives of the Commission are:

- (a) To plan, implement, own and operate a waste management system;

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

### 3. WASTE SERVICES

The Commission shall provide the following Waste Services:

- (a) Supply all service, equipment, supervision, tools and materials and staffing to operate the following:
  - (i) Didsbury Regional Landfill – NW 25-31-2-W5 (manned).  
Recycling of: paint, household hazardous waste, fluorescent bulbs, propane tanks, dry cell and vehicle batteries, waste oil, oil filters, empty oil containers, metal, wire, freon containing appliances, paper, cardboard, tin cans, glass, mixed plastic (1-7), tires, concrete, drywall and asphalt shingles; and disposal of residual waste;
  - (ii) Transfer Sites Didsbury NW 25-31-2-W5, Water Valley NE 27-29-5-W5, Sundre SW 36-32-5-W5, Olds NW 6-33-1-W5 (manned). Materials are picked up by a third party contractor.  
Recycling of: paint, household hazardous waste, fluorescent bulbs, propane tanks, dry cell and vehicle batteries, waste oil, oil filters, empty oil containers, metal, wire(Didsbury only), freon containing appliances, paper, cardboard, tin cans, glass, mixed plastic (1-7), tires, concrete(Didsbury only), drywall (Didsbury only)and asphalt shingles(Didsbury only); and temporary storage of residual waste; and
  - (iii) Recycling Centres (un-manned); Olds (2) Westview Co-op and Crosstown Glass, Eagle Hill Co-op, Town of Sundre, Village of Cremona, Town of Carstairs, Midway.  
Recycling of: paper, cardboard, tin cans, glass and mixed plastic (1-7). Clean-up of these sites are done by local member municipalities and materials are picked up by a third party contractor.
- (b) Inform, direct, monitor and control public customers and commercial haulers at the Waste Transfer Stations and Landfill; and



(c) Effective Communication to Member Municipalities.

4. Vision

To limit the impacts on the environment in the region by reducing, reusing, recycling, and recovering waste.

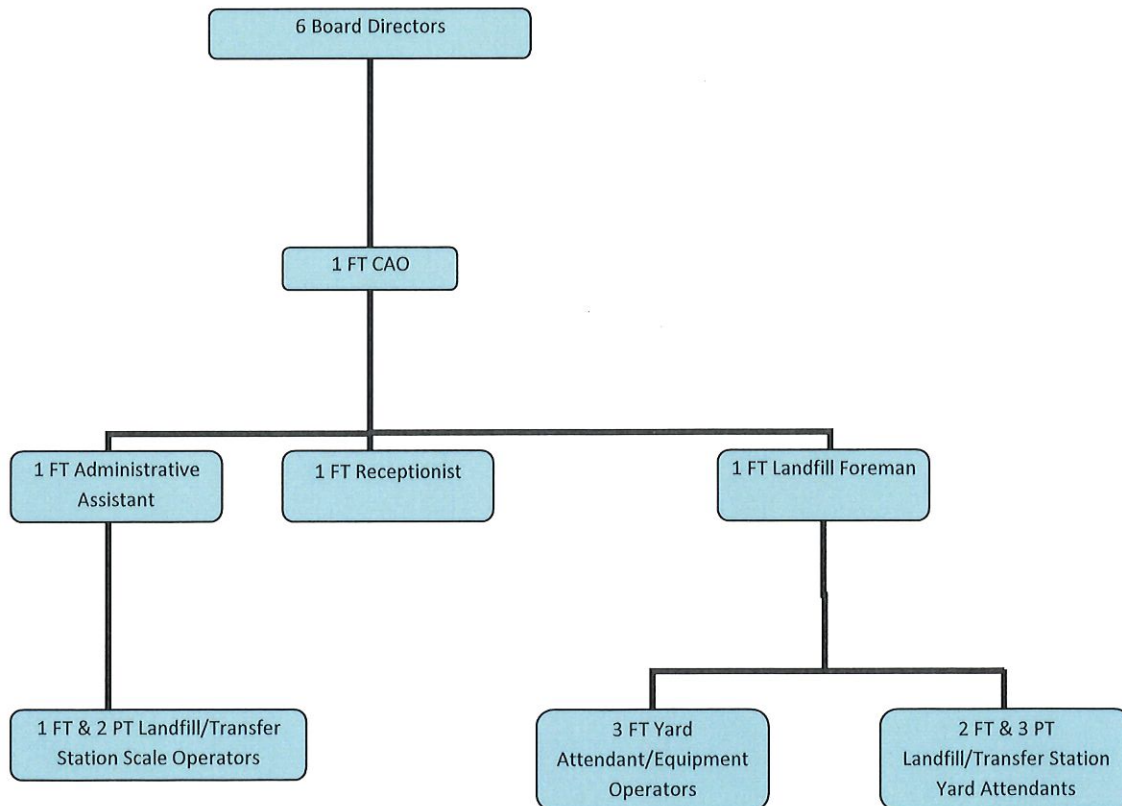
5. Mission

To provide a Waste Management Service through collective partnerships, innovation and education.

6. Values

- a. Customer Service
- b. Transparency and Due-diligence
- c. Environmental Stewardship
- d. Fiscal Responsibility
- e. Teamwork
- f. Safe Work Environment
- g. Education
- h. Innovation

7. Department Overview including Org Chart



## 8. Governance

The Commission Board, as established by Bylaw, will be responsible for:

- (a) Managing current agreements held by the commission
- (b) Keeping current and establishing policies, regulations and rules relating to waste management and the reduction, reuse, recycling and recovery of waste;
- (c) Entering into agreements to carry out the Commission's purpose;
- (d) Setting rates and fees through the adoption of a rates bylaw;
- (e) Establishing standing committees as required;
- (f) Approving an annual budget that will provide the resources to fulfill the Commission's mandate;
- (g) The purchase of land for the use of waste transfer stations to serve participating Members;
- (h) Review and update the 5 year business plan annually, with amendments to be communicated in writing to each Member municipality.
- (i) The Board shall review monthly progress updates on the Business Plan core activities and goals.
- (j) The CAO shall implement all directives passed by Board motions, and provide information requested by sub committees.

## 9. Goals

Table 1 summarizes the accomplishments of the commission during 2015 and 2016 based on the Goals set out in the previous Business Plan 2016-2021.

TABLE 1: 2016 Accomplishments as compared to the 2016 Goals identified in the 2016-2021 Business Plan			
Goal	2016 Strategy	Progress update	Lead
Review Services	<ul style="list-style-type: none"><li>• Cost and service comparison on transfer sites commission operated vs. third party/June finance meeting</li><li>• Recycling: review adequacy of the depots more or less based on volume/review of the funding structure can costs be recovered and how</li><li>• Review service needs of the region, requires communication with all Members</li><li>• Annual tour for the Board of the facilities</li></ul>	<ul style="list-style-type: none"><li>• A review was complete for a third party to operate the Sundre and Water Valley Transfer Stations and the conclusion was that it was cost prohibitive. The Olds Transfer Station is currently being operated by third party in order to maintain the recycle centre. The option to outsource the service to a third party offered by the transfer stations currently being operated by the Commission will continue to be reviewed annually.</li><li>• Commission continues to collect and transport material from all the recycle depots with the help of a third party hauler. A review of the current fee for service was done, however with limited</li></ul>	CAO and Advisory Committees

		<p>revenue being generated from recycling; a fee for service still needs to be charged to the members. Recycling is a key focus of the Commission's mission and vision.</p> <ul style="list-style-type: none"> <li>• Communication with members was achieved through representation from each municipality via the Board plus the AGM and open house. The Commission now does Board highlights after every meeting which are distributed to each Member.</li> <li>• The Board toured the facilities in 2016 and will be planning a tour for 2017.</li> </ul>	
Review Policies	<ul style="list-style-type: none"> <li>• Review triggered by significant changes in business model carried out in 2015, requiring review of all policies for consistency and reliance (third party contractor policy? /review potential policy gaps regarding new service delivery)</li> </ul>	<ul style="list-style-type: none"> <li>• All Policies have been reviewed in 2016, with the exception of the HR policy, which is still ongoing and should be completed by end of May 2017.</li> </ul>	CAO
Fiscal Sustainability	<ul style="list-style-type: none"> <li>• Gather info from review of service</li> <li>• Determine ongoing municipal fee structure - yes or no to determine covering shortfall. Review alternative funding sources to replace fee structure if required.</li> <li>• Determine the best way to handle amortization (finance provider)</li> <li>• Vision of debenture vs. reserves &amp; grants</li> </ul>	<ul style="list-style-type: none"> <li>• Amortization has been reviewed and the policy has been updated. All policy changes will be reflected in the 2018 budget.</li> <li>• Update the 2017 Budget to reflect principal payments versus interest. Also a capital section of the budget is now included.</li> <li>• With the operational changes during 2015/2016 the Commission is now on track with the monies held in the closure/post-closure reserve account, as well as achieving a balanced budget for 2016, which resulted in a clean audit.</li> </ul>	Finance Advisory Committee
Public Education	<ul style="list-style-type: none"> <li>• Currently the Commission organizes a public forum via a dinner evening for Landfill Neighbours once a year</li> </ul> <p>Strategy for increased public engagement will include:</p> <ul style="list-style-type: none"> <li>• Trade shows - 2017</li> <li>• Local schools - 2017</li> <li>• Recommend to the Board to strike a committee to determine and propose a strategy for public engagement/communication</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements on recycling, but not so much on compost.</li> <li>• Better feedback at the annual dinner from residents (tree planting efforts, etc.) Commission delivering on promises and plans.</li> <li>• Attended 1 trade shows in 2017 and hosted 4 schools in 2016</li> <li>• The Commission reviewed the need for a public engagement / communications committee and decided it was not warranted</li> </ul>	CAO
Focus on Customer Service	<ul style="list-style-type: none"> <li>• Create a mechanism to capture feedback and suggestions on service improvement or deficiencies made by customers, including a tracking system to be reported to the Board quarterly. Education of staff on customer service (first safety meeting discussion on 2016).</li> </ul>	<ul style="list-style-type: none"> <li>• At all sites there is a feedback form and this information is gathered and reported back to the Board quarterly. All staff are trained in how to deal with the public. Online (webpage) feedback form. Zero uptake on the online form. Safety meetings held monthly. Staff meetings are held quarterly and as</li> </ul>	CAO



		needed. Customer service training has been done at each of these meetings.	
Operational Excellence	<ul style="list-style-type: none"> <li>Review all equipment requirements including scales (current/replacement/additional/disposal) Create a long term replacement schedule with review of book values of existing fixed assets</li> </ul>	A capital equipment list and replacement dates was compiled during 2016	Landfill Advisory Committee
After Action Review of 2015 Changes	<ul style="list-style-type: none"> <li>Learn from and identify the results of the changes from 2014 (-/+) and incorporate learnings into future operating where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Success is measured by the reduction in fee for service in 2017 and the positive build-up of 3 reserve funds. Closure/Post-Closure reserve fund is as per audit.</li> </ul>	CAO / Finance Advisory Committee
Safety	<ul style="list-style-type: none"> <li>Hold and ensure all staff attend monthly safety meetings and daily tailgate meetings</li> <li>Maintain records for safety training for the staff (WHIMIS/First Aid)</li> <li>CAO to bring back budget to implement staff moral program</li> </ul>	<ul style="list-style-type: none"> <li>Hazard assessment meetings (tailgate meetings) are documented daily</li> <li>Zero WCB claims in 2016</li> <li>Staff morale program is an annual budget item and was included in the 2017 budget</li> </ul>	CAO / Administrative Assistant
Communication with Member Municipalities	<ul style="list-style-type: none"> <li>Better educate the member municipalities</li> <li>Approved minutes to all CAO's</li> <li>Quarterly financials to be sent to all CAO's</li> <li>Last years audited financial on website and going forward</li> <li>Meeting highlights from Board Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback from Member Municipalities.</li> <li>Administrative Assistant sends quarterly financials all CAO's</li> <li>Board Meeting highlights are compiled after each meeting and distributed to the Board.</li> <li>Audited financials have been uploaded to the website</li> </ul>	Board Members / CAO
Review of Outside Waste	<ul style="list-style-type: none"> <li>In 2016 the landfill airspace will be limited, restricting acceptance of waste from within the MV County borders. A Review of accepting waste from other municipalities as a means of revenue generation will be undertaken when more information on the current cell development, landfill expansion, and/or the use of new technologies to reduce waste into the landfill can be adopted.</li> </ul>	<ul style="list-style-type: none"> <li>A scenario for bringing in additional waste was considered as part of the 2017 business planning cycle. The Board made the decision to not include revenues from additional waste for the 2017 budget. This will continue to be reviewed as part of the annual budget cycle.</li> </ul>	CAO
Benchmarking with Other Waste Commissions	<ul style="list-style-type: none"> <li>Share best practices from and with Commissions and Authorities</li> <li>Look at options for facilitation of a Waste Commission Workshop with other Commissions.</li> <li>Comparison of operating model, including financials.</li> </ul>	<ul style="list-style-type: none"> <li>A Collaboration group has been set up and meets twice a year. The group to date is made up of; Newell Regional Solid Waste Management Authority, Big Country Waste Management Commission, Mountain View Regional Waste Management Commission, Drumheller and District Solid Waste Management Association, Vulcan &amp; District Waste Management Commission, North 40 Mile Regional Waste Management Services Commission, Paintearth Regional Waste Management</li> <li>Using the Collaboration group, a</li> </ul>	CAO / Board

		comparison chart of key metrics for solid waste management has been generated.	
Cell Development/ Closure	<ul style="list-style-type: none"> <li>Currently in the 2016 budget with completion by 2nd quarter of 2016. Contractor work approved by Alberta Environment for cell closure. Cell development to be sent to Alberta Environment by year end 2015 for approval. Contractor will be working on tendering for closure and new cell at the same time, to be completed by year end.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved development of the new cell on time and on budget.</li> </ul>	CAO
Exploring and Pursuing Innovation	<ul style="list-style-type: none"> <li>Attend SAEWA (Southern Alberta Energy from Waste Association) as information gathering, as well as encouraging Member Municipalities to join SAEWA.</li> </ul>	<ul style="list-style-type: none"> <li>The Commission sent representation to the SAEWA meetings in 2016 and made the decision to not pursue SAEWA in 2017. The Commission feels there is not a lot of Provincial support and feels their resources are better used elsewhere.</li> </ul>	CAO / Board

The Table 2 summarizes the outlook of Goals, Strategies; KPI's and Leads for the Business Plan 2017-2022

TABLE 2 – Goals for the 2017-2022 Business Plan				
Goal	Strategy	Timing	KPI	Lead
Review Services	<ul style="list-style-type: none"> <li>Cost and service comparison on Transfer Sites Commission operated vs. third party/June finance meeting</li> <li>Recycling: review adequacy of the depots more or less based on volume/review of the funding structure can costs be recovered and how</li> <li>Review service needs of the region, requires communication with all Members managing the service agreements with the Members</li> <li>Annual tour for the Board of the facilities</li> </ul>	<ul style="list-style-type: none"> <li>Annual service review by June as input to the budget</li> <li>Board tour annually</li> <li>Continue to solicit feedback from Members via Board member representation</li> </ul>	<ul style="list-style-type: none"> <li>Compare \$/tonne and fees for service</li> <li>Service complaints, customer feedback</li> <li>Monitoring third party services as per the KPI's in the contract – monthly by the CAO</li> </ul>	CAO and Advisory Committees
Review Policies	<ul style="list-style-type: none"> <li>All policies will be reviewed as outlined in the policies themselves. Currently there are 33.</li> </ul>	<ul style="list-style-type: none"> <li>One outstanding Policy review is the Personnel Policy, expected to be completed by May 2017. All Policies will be reviewed as per the timing set out in each policy.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing management of Policies to ensure they are relevant and up to date.</li> </ul>	CAO
Preparation of Orientation for New Board Members	<ul style="list-style-type: none"> <li>Orientation packages for new Board Members on Commission business (policies, open house reporting and timelines, bylaws, directives, budgets and audited financial statements, TOR and agreements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and update the orientation packages by October 1<sup>st</sup> annually.</li> </ul>	<ul style="list-style-type: none"> <li>New Board Members can be brought up to speed quickly</li> </ul>	CAO
Fiscal Sustainability	<ul style="list-style-type: none"> <li>Gather info from review of service</li> <li>Determine ongoing municipal fee</li> </ul>	<ul style="list-style-type: none"> <li>Fee structure and budget needs to be set</li> </ul>	<ul style="list-style-type: none"> <li>Results in a balanced budget, operating the</li> </ul>	Finance Advisory



	structure - yes or no to determine covering shortfall. Review alternative funding sources to replace fee structure if required.	by Sept 30. • Amortization has been reviewed and the policy has been updated. All policy changes will be reflected in the 2018 budget.	year within that budget.	Committee
Public Education	Currently the Commission organizes a public forum via a dinner evening for landfill neighbours once a year  Strategy for increased public engagement will include: • Promotion and lobbying for Ag plastic recycling with the joint collaboration group of 6 waste commissions and authorities • Trade shows - 2017 • Local schools - 2017 • Sharing messaging with Members on recycling practices to be used through social media communications.	• Trade shows - 2017 • Local schools - 2017 • Send a letter to the Minister of AEP, Agriculture, Health and ED regarding plastic recycling. • Attended Didsbury trade show • Attend 4 trade shows Annually (Cremona, Didsbury, Carstairs Sundre). • Grade 4 classes are invited for either a tour or presentation annually.	• Less residual waste mixed in with recycling collection (refer to contractor). • Better relations from the Landfill Neighbors, reduced number of complaints. • More requests for tours or presentations both from the schools or other organizations. Increased number of school visits.	CAO
Focus on Customer Service	• Continue to gather information regarding positive feedback and suggestions for improvements and report back to the Board. • Education of Staff on customer service. Customer service discussions to be included in all staff and safety meetings.	• Education of staff on customer service to form part of all safety meeting agendas.	• Total number of feedback forms received.	CAO
Optimize Approved Airspace	• Review equipment needs • Review the number of daily cover plates • Continue to re-contour • Continue to explore innovation • Promote recycling to deter from Landfill • Monitoring need for soil coverage.	• Review equipment needs for annual budgets • Review the number of daily cover plates annually • Annual review of soil requirements.	• Increase in the compaction factor (KG/m3).	CAO / Landfill Foreman
Operational Excellence	• Review all equipment requirements including scales (current/replacement/additional/disposal) • Review/Confirm/document maintenance schedules • Review long term replacement schedule with review of book values of existing fixed assets • Staff review/org chart and review potential to utilize short term contract staff. Continue to use monthly meetings to engage staff on	Review annually by <b>June</b> in order to include in the budget.	• Accurate inventory of fixed assets. • Reduction of maintenance cost per piece of equipment. • Review and trend of incident reports.	Landfill Advisory Committee

	<p>possible improvements</p> <ul style="list-style-type: none"> <li>• Plan to move the Admin to the Landfill Q4 – on hold / under review</li> <li>• Review and maintain the Check Sheet for staff training - ongoing</li> </ul>			
Safety	<ul style="list-style-type: none"> <li>• Commission to acquire and maintain COR (Certificate of Recognition).</li> <li>• Maintain current safety manuals and policies - ongoing</li> <li>• Hold and ensure all staff attend monthly safety meetings and daily tailgate meetings</li> <li>• Maintain records for safety training for the staff (WHIMIS/First Aid)</li> <li>• Drivers abstracts obtained on a yearly basis and act accordingly, part of the personnel policy</li> <li>• Staff morale program is an annual budget item</li> </ul>	<ul style="list-style-type: none"> <li>• Gain COR - in progress (administrative assistant expected to achieve COR 3<sup>rd</sup> quarter 2018)</li> <li>• Staff moral program to be part of the annual budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Higher rebates from WCB.</li> <li>• Attendance at safety meetings.</li> <li>• Less WCB claims = better WCB rating.</li> <li>• Documented annual review of policies by staff.</li> <li>• Achieve and Maintain COR</li> <li>• Hazard assessment meetings (tailgate meetings) are documented daily</li> </ul>	CAO / Administrative Assistant
Communication with Member Municipalities	<ul style="list-style-type: none"> <li>• Better educate the member municipalities on Commission business</li> <li>• Approved minutes to all CAO's</li> <li>• Quarterly financials to be sent to all CAO's</li> <li>• Last years audited financial on website and going forward</li> <li>• Meeting highlights from Board Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Annual meeting Q4 with all Member Municipalities to communicate the fee schedule, budget and yearly updates</li> <li>• Q2 AGM</li> <li>• Monthly highlights</li> <li>• Administrative Assistant sends quarterly financials all CAO's</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback from Member Municipalities.</li> </ul>	Board Members / CAO
Review of Outside Waste	<ul style="list-style-type: none"> <li>• Identify the optimum amount of waste that can be handled under the current operational model.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the optimum amount of waste that can be handled under the current operational model by June 2017.</li> <li>• Review of outside waste to supplement the difference in tonnage.</li> <li>• If additional outside waste is considered to be beneficial to the Commission, an update to the Membership Agreement will have to be negotiated with the Members.</li> </ul>	<ul style="list-style-type: none"> <li>• Year-end survey of existing footprint to show how quickly the existing airspace is filling up.</li> <li>• Reduced user fees to the Members with the same level of service.</li> </ul>	CAO

Benchmarking with Other Waste Commissions and Authorities	<ul style="list-style-type: none"> <li>Continue to work with the Collaboration group</li> </ul>	<ul style="list-style-type: none"> <li>ongoing (twice a year meetings)</li> </ul>	<ul style="list-style-type: none"> <li>Positive lobbying with the GOA</li> <li>Adoption of best practices when and where possible</li> </ul>	CAO / Board
Cell Development/ Closure	<ul style="list-style-type: none"> <li>5 cells remain after 2016 on approved Landfill Footprint</li> </ul>	<ul style="list-style-type: none"> <li>New cell details to be provided by the engineer, but the expectancy of the new cell is a 3-5 year life span. Expect the need for a new cell in 2019 which will trigger the need to start working on a plan in 2018</li> </ul>	<ul style="list-style-type: none"> <li>Airspace development, cost, timeline vs. budget.</li> </ul>	CAO
Expand Landfill Footprint	<ul style="list-style-type: none"> <li>Expand the Landfill Footprint approval to the north of the existing NW Quarter and the SW Quarter</li> <li>Approximately 20yrs remain the current approval area, and it is expected the approval process will take 10yrs.</li> <li>Continue to work with AEP to deal with the NW Quarter (Old Didsbury Landfill area) that is not currently in the footprint</li> </ul>	<ul style="list-style-type: none"> <li>Expansion plan (timeline and costs) to be brought back for Board review in Q1 2019 for possible approval in the 2020 budget</li> </ul>	<ul style="list-style-type: none"> <li>Complete plan for review by the Board</li> </ul>	CAO
Exploring and pursuing innovation	<ul style="list-style-type: none"> <li>Explore future Waste Management options through innovative technology</li> <li>Q4 report this to the Member Municipalities on new technologies and innovative ideas that have come forward</li> <li>Open door policy to third parties with innovative ideas</li> </ul>	<ul style="list-style-type: none"> <li>Q4 yearly report to the Member Municipalities on new technologies and innovative ideas that have come forward during the year</li> </ul>	<ul style="list-style-type: none"> <li>Continue the acceptance of new ideas with the thinking that there is not just one solution to Waste Management.</li> <li>Report to other Municipalities on new or existing technology learned over the past year.</li> </ul>	CAO / Board

#### 10. Core Activities

Although the CAO is responsible for all areas, the lead may be delegated to other staff.

ITEM	LEAD	HOW OFTEN
CAO's Evaluation – before municipal election, if possible	Board	Yearly
Tour the Transfer Stations and Landfill	Board	Annually
CAO Hiring	Board	As necessary
Budget – provide a DRAFT Budget to the Board for approval	Financial Advisory Committee	Yearly, September Board Meeting
Continue to work with Alberta Recycling & Alberta Environment to keep up on new developments	CAO	Continually
Grants – continue to search for grants and apply to	CAO	Continually



each that are applicable		
Fleet Trucks, Bins, Other Equipment no longer needed – to be disposed of as per policy	CAO	Continually
<b>ITEM</b>	<b>LEAD</b>	<b>HOW OFTEN</b>
Computer Files – back up files onto a memory stick every meeting and store a copy securely off site	CAO	Weekly
Web Site – keep web site updated	CAO	Monthly
Board Members Remuneration Forms to be filled out and sent to payroll	CAO	Monthly
Progress updates on the Business Plan core activities and goals for Board Meetings	CAO	Monthly
Board meeting highlights to be delivered right after each meeting to Board members	CAO	Monthly
Waste Placement – continue as per Operations Plan	CAO	Review each month
Gas Monitoring	CAO	Quarterly
Apply for STEP and Canada Jobs Grant	CAO	Yearly in January
Advertise for Summer Student Position	CAO	Yearly in April
Arrange for AGM Meeting	CAO	Yearly in May
Arrange for Meeting with Member Municipalities	CAO	Yearly
Arrange for Meeting with Landfill Neighbours	CAO	Yearly
Leachate – collect samples for testing, check for Town of Didsbury and City of Red Deer approval and arrange for hauling of leachate to these sites	CAO	Yearly
Surface Water Pond – collect samples for testing, if ok, pump out pond into local waterways	CAO	Yearly
Groundwater Monitoring – purge wells and collect samples for testing	CAO	Yearly
Alberta Environment Operations Report	CAO	Yearly
Alberta Environment Groundwater Report	CAO	Yearly
Review Operations Plan and update as necessary	CAO	Yearly
Employee Evaluation – after probation and each year at hiring anniversary date	CAO	Yearly
LAPP Audit – to be done at the same time as the financial audit	CAO	At the end of each calendar year
Financial Audit – follow this up with selected auditor	CAO	At the end of each calendar year
Do site tours of Landfill site & do presentations for Schools	CAO	As requested
Policies and Directives – review and recommend changes to the Board	CAO	As necessary
Shop, Scale House, Office, and Scale – replace with tender process	CAO	As necessary
Hydrocarbon Contaminated Soil – review each generator for acceptance	CAO	As necessary
Freon Removal – ensure this is done by certified contractor	CAO	As necessary
Employee Hiring – including orientation and training	CAO	As necessary
Financial Auditor – currently expires after 2016	CAO	Project for 2016
LAPP Auditor – currently expires after 2016	CAO	Project for 2016
Metal Recycling – send out RFPs to take care of incoming metal, existing contract expires March 2017	CAO	Project for 2017
Landfill Approval – existing one expires November 30/21	CAO	Project for 2020
Expanding Landfill Footprint	CAO	Until achieved

Excavate New Cell in Existing Footprint	CAO/Engineer	As necessary – next one in 2016
Landfill Site Audit	CAO/Alberta Environment	Every 3 years (this is up to AE)
<b>ITEM</b>	<b>LEAD</b>	<b>HOW OFTEN</b>
Minutes at Board Meetings – ensure minutes are taken at all meetings and that a draft of the minutes from the last meeting are in the agenda for approval	CAO/ Administrative Assistant	At each meeting
Board Meetings – set up meeting room and send out notification	CAO/ Administrative Assistant	Just after the last held meeting
Task List – to be made up after each meeting	CAO/ Administrative Assistant	After each meeting
Agenda for Meetings – set up an agenda and have the Chairman approve it before binding and emailing out copies to the Board Members as per policy	CAO/ Administrative Assistant	As necessary
Record and review public concerns/comments/compliments	CAO/Administrative Assistant	Quarterly
Safety Audit – COR Certification	CAO/ Administrative Assistant	As necessary
Ensure employees' 1 <sup>st</sup> Aid Certification is up to date	Administrative Assistant	Continuous
Invoice waste generators after month end	Administrative Assistant	Monthly
Work Place Inspection – documented	Administrative Assistant	Twice per year
Safety Audit – COR	Administrative Assistant	Once a year in the fall
Test and refill fire extinguishers	Administrative Assistant	Yearly
Top up 1 <sup>st</sup> Aid Kits	Administrative Assistant	As necessary
Replace eye wash liquid – expiry dates on bottles	Administrative Assistant	As necessary
Ensure all employees have WHIMIS	Administrative Assistant	As necessary
Paper files – store until 25 years or after Alberta Environment has approved closure of the Landfill	CAO/Financial Contractor	Continually
Payroll – process time sheets and absence sheets	CAO/Financial Contractor	Every two weeks
Pay bills – process incoming invoices for payment	CAO/Financial Contractor	Every two weeks
Budget – provide a DRAFT Budget to the Finance Committee	CAO/Financial Contractor	Yearly in August
Reserves – continue to contribute when able to, with approval of the Board	CAO/Financial Contractor	Yearly
Bomag Compactor – review in 2026	CAO/Landfill Foreman	Project for 2026
Existing Roll-off Bins	CAO/Landfill Foreman	Inspect Yearly
320DL CAT Track Hoe Excavator – replace in July 2018 LEASE	CAO/Landfill Foreman	Project for 2018
4520 JD Tractor – review in 2018	CAO/Landfill Foreman	Project for 2018
279D CAT Skid Steer – review in 2019	CAO/Landfill Foreman	Project for 2019
724K JD Loader – review in 2019	CAO/Landfill Foreman	Project for 2019
Gator JD Utility Vehicle – review in 2019	CAO/Landfill Foreman	Project for 2019
Freightliner Roll-off Truck – review in 2020	CAO/Landfill Foreman	Project for 2020
Monitor Leachate levels - documented	CAO/Landfill Foreman	As per Operations Plan
Litter Control	Landfill Foreman	Daily
Apply daily, intermediate, and final cover	Landfill Foreman	As per Operations Plan
Conserve top soil and sub-soil in separate piles for final cover	Landfill Foreman	Continually
Perimeter Fence	Landfill Foreman	Inspect every 6 months
Landfill Equipment – service every 500 hours	Landfill Foreman	As necessary
Landfill Equipment – grease and blow out radiator and air filters, replace filters when necessary	Landfill Foreman/Equipment Operators	Weekly
Work Site Hazard Assessment - documented	Landfill Foreman/ Administrative Assistant	Daily
Safety Meeting, review any near miss or accident reports – documented	Landfill Foreman/ Administrative Assistant	Monthly
Safety Drill – documented	Landfill Foreman/ Administrative Assistant	Twice per year

Site Survey – to determine airspace	Surveyor	At the end of each calendar year
Site Operation Inspection – document and add to monthly report to Alberta Environment	Staff	Monthly
<b>ITEM</b>	<b>LEAD</b>	<b>HOW OFTEN</b>
Random Waste Screenings – at the scale and at the workplace, documented and add to monthly report to Alberta Environment	Staff	Twice per week
Inventory – include all items purchased	Staff	Ongoing