

**Flagstaff Waste Regular Board Meeting
 OCTOBER 28, 2024
 Sterling Room, Flagstaff County office
 Minutes**

1.0) Attendance

BOARD MEMBERS:

John Cole	Village of Lougheed
Jeff Eckstrand	Flagstaff County
Elaine Fossen	Village of Forestburg
Larry Hiller	Flagstaff County
Kevin Kinzer	Town of Killam
Wade Kroening	Town of Hardisty
Stephen Levy	Town of Sedgewick
Janice McTavish	Village of Rosalind
Mike Stewart	Village of Heisler
Stephen Wyse	Village of Alliance

REGRETS:

James Robertson	Town of Daysland
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STAFF:

Harriet Amundson	Admin
Murray Hampshire	Executive Director

2.0) Call to Order

Chair E. Fossen called the meeting to order at 7:00 p.m.

3.0) Agenda

The proposed agenda was reviewed.

Resolution # 800/2024. Board member S. Levy moved to approve the agenda attached to and forming part of these minutes.

CARRIED

4.0) Adoption of Minutes

4.1) Minutes of the August 26, 2024, regular meeting were reviewed.

Resolution # 801/2024. Board member W. Kroening moved to adopt the minutes of the August 26, 2024, regular meeting, attached to and forming part of these minutes.

CARRIED

5.0) Reports

5.1) Operations update: Executive Director M. Hampshire provided operations update attached to and forming part of these minutes. Considerable discussion about future involvement with EPR (Extended Producer Responsibility) and potential repercussions on our operations.

Resolution # 802/2024. Board member J. McTavish moved that the board accept the operations report as presented.

CARRIED

5.2) Financial Reports: Board members reviewed the Sept 30, 2024, profit & loss statement and the Oct 22, 2024, Cash Position Statement for review and discussion.

Resolution # 803/2024. Board member S. Levy moved that the board accept the two Financial Reports as presented.

CARRIED

6.0) Business

6.1) 2025 Flagstaff Waste Draft Budget Proposal. Board members reviewed assumptions and impact of various elements of the proposed 2025 Budget package. Discussion ensued.

Resolution # 804/2024. Board member J. McTavish moved that the board of Flagstaff Waste recommend the DRAFT 2025 Flagstaff Waste Budget to all member municipalities for approval with a total municipal requisition of \$1,300,000 (decrease of 2.99%) distributed on a per capita basis to each member. Further, staff are directed to forward the recommended Budget to all member councils for approval.

CARRIED

**7.0)
Correspondence &
Information**

Two letters from municipal partners updating results of their fall organizational meetings were reviewed

8.0) Adjournment

Resolution # 805/2024. Chair E. Fossen adjourned the meeting at 7:58 p.m.

Next Meeting – Nov 25, 2024 - 7:00 p.m. County Office.

** Note. This will be our fall organizational meeting.

Chair

Executive Director

A community partnership providing high quality regional waste management services and optimizing value to consumers, the environment, and partners.

*Regular Board Meeting
Oct 28, 2024
Sterling Room, Flagstaff County
7:00 p.m.*

- 1) Attendance
- 2) Call to Order
- 3) Approval of Agenda
- 4) Adoption of Minutes of previous meetings:
 - a) August 26, 2024, Regular Meeting
- 5) Reports
 - 5.1) Manager/Operations Update
 - 5.2) Financials
 - a) Sept 30, 2024 - Profit & Loss
 - b) Oct 22, 2024 - Cash Position
- 6) Business
 - 6.1) Draft 2025 Budget
 - 6.2)
- 7) Correspondence and Information
 - 7.1) Municipal Partner Correspondence
- 8) Adjournment

Next meeting: November 25, 2024 - 7:00 p.m.

Revenue						
	2025 DRAFT Budget	2024 Projection	2024 Approved Budget	2023 Actual year end	Chg BUD - BUD	
Landfill	\$ 42,250.00	\$ 85,350.00	\$ 37,250.00	\$ 37,998.99	13.4%	
Asbestos	\$ 130,000.00	\$ 120,750.00	\$ 90,000.00	\$ 221,571.09	44.4%	
Bin Services	\$ 931,000.00	\$ 909,000.00	\$ 897,000.00	\$ 864,907.79	3.8%	
Municipal Requistions	\$ 1,300,000.00	\$ 1,340,000.00	\$ 1,340,000.00	\$ 1,291,688.92	-3.0%	
Recycle	\$ 87,050.00	\$ 88,000.00	\$ 60,150.00	\$ 94,689.89	44.7%	
Transfer Sites	\$ 39,500.00	\$ 39,800.00	\$ 35,500.00	\$ 36,566.08	11.3%	
Administration	\$ 123,900.00	\$ 132,350.00	\$ 134,000.00	\$ 44,861.50	-7.5%	
TOTAL REVENUE	\$ 2,653,700.00	\$ 2,715,250.00	\$ 2,593,900.00	\$ 2,592,284.26	2.3%	
% 2024 Budget	102.3%	104.7%	100.0%	99.9%		

EXPENSES						
	2025 DRAFT Budget	2024 Projection	2024 Approved Budget	2023 Actual year end	Chg BUD - BUD	
Human Resources	\$ 1,439,178.69	\$ 1,283,500.00	\$ 1,329,510.99	\$ 1,300,295.40	8.2%	
Transporation Services	\$ 372,000.00	\$ 347,100.00	\$ 351,800.00	\$ 416,832.09	5.7%	
Landfill	\$ 78,700.00	\$ 112,800.00	\$ 88,100.00	\$ 108,921.98	-10.7%	
Recycle	\$ 27,500.00	\$ 54,000.00	\$ 97,200.00	\$ 18,363.90	-71.7%	
Bin Services	\$ 8,000.00	\$ 8,600.00	\$ 12,000.00	\$ 6,511.83	-33.3%	
Transfer Site	\$ 11,000.00	\$ 11,000.00	\$ 12,300.00	\$ 10,005.24	-10.6%	
Administration	\$ 163,471.31	\$ 160,400.00	\$ 160,000.00	\$ 138,194.93	2.2%	
Marketing/Communications	\$ 2,500.00	\$ -	\$ 1,400.00	\$ 1,675.00	78.6%	
Sales	\$ -	\$ -	\$ -	\$ -	0.0%	
Safety	\$ 15,000.00	\$ 6,300.00	\$ 4,700.00	\$ 14,794.35	219.1%	
TOTAL EXPENSE	\$ 2,117,350.00	\$ 1,983,700.00	\$ 2,057,010.99	\$ 2,015,594.72	2.9%	
% 2024 Budget	102.9%	96.4%	100.0%	98.0%		
net operations	\$ 536,350.00	\$ 731,550.00	\$ 536,889.01	\$ 576,689.54		
Closure/PC cost provision	\$ 135,500.00	\$ 131,550.00	\$ 131,550.00	\$ 127,720.00		
Amortization	\$ 340,000.00	\$ 305,700.00	\$ 305,700.00	\$ 295,678.72		
Capital Exp/Reserve	\$ 60,850.00	\$ 294,300.00	\$ 99,639.01	\$ 153,290.82		
NET INCOME	\$ -	\$ -	\$ -	-\$ 0.00		

Revenue

	2025 DRAFT Budget	2024 Projection	2024 Approved Budget	2023 Actual year end
Scales Revenue	35,000.00	78,000.00	29,000.00	27,372.94
Property Income - Agri Lease	2,500.00	2,300.00	2,500.00	2,615.30
Property Income - Gas Lease	2,750.00	2,750.00	2,750.00	2,750.00
Other landfill Revenue	2,000.00	2,300.00	3,000.00	5,260.75
Total Landfill	\$ 42,250.00	\$ 85,350.00	\$ 37,250.00	\$ 37,998.99
Wait Time - Asbestos	0.00	0.00	0.00	0.00
Overweight charges - Asbestos	0.00	750.00	0.00	2,250.00
Contracts - Asbestos	130,000.00	120,000.00	90,000.00	219,321.09
Total Asbestos	\$ 130,000.00	\$ 120,750.00	\$ 90,000.00	\$ 221,571.09
Permanent - 40Y, 20Y, Gravel Boxes	41,000.00	40,000.00	35,000.00	32,991.71
Temporary - 40Y, 20Y, Gravel Boxes	103,000.00	100,000.00	95,000.00	102,591.07
Permanent - 6 Y Bins	245,000.00	240,000.00	235,000.00	224,170.03
Temporary - 6Y Bins	11,000.00	11,000.00	13,000.00	10,157.98
Permanent - 3 YBins	520,000.00	505,000.00	516,000.00	476,647.62
All Fuel Surcharge	10,000.00	11,500.00	3,000.00	18,349.38
Overweight charges	1,000.00	1,500.00	0.00	0.00
Total Bin Services	\$ 931,000.00	\$ 909,000.00	\$ 897,000.00	\$ 864,907.79
Municipal Requisitions	1,300,000.00	1,340,000.00	1,340,000.00	1,291,688.92
Municipal Requistions	\$ 1,300,000.00	\$ 1,340,000.00	\$ 1,340,000.00	\$ 1,291,688.92
Cardboard Sales	16,000.00	17,000.00	7,000.00	20,980.60
Asphalt Sales	2,000.00	2,000.00	2,500.00	767.61
Paint Sales	600.00	600.00	600.00	708.00
E - Waste Sales	6,300.00	6,300.00	5,500.00	6,045.48
Clean Concrete Revenue	5,000.00	5,100.00	3,000.00	4,940.80
Concrete - RCA Sales	12,000.00	8,300.00	2,000.00	22,034.62
Plastic Sales	3,500.00	5,000.00	2,200.00	1,178.98
Paper Sales	1,900.00	1,800.00	50.00	1,455.95
Metal Sales	30,000.00	30,000.00	26,000.00	29,926.22
Propane Bottles Sales	50.00	50.00	100.00	53.14
Freon Revenue	1,900.00	2,000.00	1,700.00	1,801.99
Mattress Revenue	2,100.00	2,300.00	1,900.00	1,752.99
Antifreeze Sales	50.00	50.00	100.00	426.00
Landfill Harvest (bottles, etc)	4,600.00	5,000.00	4,000.00	1,964.65
Battery Sales	800.00	800.00	1,200.00	542.86
Foodcycler Sales	-	1,400.00	2,100.00	0.00
Used Oil & Filters Sales	250.00	300.00	200.00	110.00
Total Recycle	\$ 87,050.00	\$ 88,000.00	\$ 60,150.00	\$ 94,689.89
Municipal Fees for Service	9,500.00	9,800.00	8,500.00	9,581.99
Transfer Site - Fees	30,000.00	30,000.00	27,000.00	26,984.09
Total Transfer Sites	\$ 39,500.00	\$ 39,800.00	\$ 35,500.00	\$ 36,566.08
Bank Interest Earned	111,000.00	120,000.00	120,000.00	33,301.94
Patronage Dividends Income	7,000.00	6,000.00	8,800.00	7,279.00
NSF Charges	50.00	50.00	0.00	0.00
Overdue Interest Collected	200.00	300.00	200.00	396.77
Gain on Sale of Capital assets	2,500.00	2,800.00	2,000.00	854.80
Insurance Income	-	0.00	0.00	0.00
Residential Bag Tags	100.00	100.00	100.00	0.00
Other income	50.00	50.00	0.00	28.57
WCB Partners in Injury & Surplus	3,000.00	3,050.00	2,900.00	3,000.42
Total Administration	\$ 123,900.00	\$ 132,350.00	\$ 134,000.00	\$ 44,861.50
TOTAL REVENUE	\$ 2,653,700.00	\$ 2,715,250.00	\$ 2,593,900.00	\$ 2,592,284.26
	102.3%	104.7%		99.9%

EXPENSES

	2025 DRAFT Budget	2024 Projection	2024 Approved Budget	2023 Actual year end
WCB	13,800.00	12,000.00	15,000.00	13,359.60
Wages/Salary	1,203,191.65	1,075,000.00	1,107,836.30	1,094,731.23
EI - Paid by Employer	22,176.88	20,500.00	20,049.39	20,283.28
CPP - Paid by Employer	57,404.59	49,000.00	48,645.21	43,090.46
Lapp - Employer Portion	96,261.46	80,000.00	89,036.06	78,185.62
Benefits - ClaimSecure ER	24,083.05	25,000.00	23,275.57	28,166.62
Benefits - Victor ER	22,261.06	22,000.00	25,668.46	22,478.59
Human Resources	\$ 1,439,178.69	\$ 1,283,500.00	\$ 1,329,510.99	\$ 1,300,295.40
Misc Fleet Expenses	1,000.00	2,400.00	500.00	278.55
Shop Supplies, Repair, Maintenance	14,000.00	14,500.00	15,000.00	10,592.51
Fuel	207,000.00	195,000.00	195,000.00	237,476.21
Tires	28,000.00	25,000.00	26,000.00	32,030.48
Repairs	108,000.00	97,000.00	105,000.00	121,676.40
Lubrication	7,500.00	7,500.00	4,500.00	5,933.18
Miscellaneous	1,000.00	300.00	2,000.00	4,722.39
Fleetmatics	5,500.00	5,400.00	3,800.00	4,122.37
Transporation Services	\$ 372,000.00	\$ 347,100.00	\$ 351,800.00	\$ 416,832.09
Landfill Engineering	3,000.00	3,300.00	0.00	21,157.50
Ground Water Monitoring	25,000.00	24,000.00	20,000.00	21,588.94
Landfill Repair & Maintenance	2,200.00	500.00	6,500.00	2,398.09
Landfill Fuel	21,000.00	18,000.00	22,000.00	25,864.22
Landfill Equipment R & M	1,000.00	300.00	5,000.00	176.40
Tipping Fees - other landfills	2,000.00	1,500.00	0.00	0.00
Landfill Supplies	0.00	0.00	0.00	902.44
973 Cat	5,000.00	35,000.00	5,000.00	10,318.30
Bob Cat - 2017 S650	2,000.00	5,500.00	2,500.00	1,315.84
JCB 2022 Tracked Teleskid	2,000.00	2,400.00	2,000.00	218.56
Bomag 473-EB Compactor	5,000.00	900.00	10,000.00	7,065.53
John Deere Gator Unit 879	200.00	0.00	500.00	78.99
Lawnmovers/Tractors	300.00	200.00	300.00	0.00
Misc Landfill equipment	0.00	0.00	300.00	0.00
Landfill Pit/Development	8,000.00	6,200.00	9,000.00	10,740.00
Landfill Road Maintenance	2,000.00	5,000.00	5,000.00	895.00
Landfill Harvest	0.00	0.00	0.00	0.00
Landfill Miscellaneous	3,000.00	10,000.00	0.00	6,202.17
Landfill Expense	\$ 78,700.00	\$ 112,800.00	\$ 88,100.00	\$ 108,921.98
Recycle - processing	17,000.00	16,000.00	7,500.00	7,136.40
Recycle Supplies	1,500.00	0.00	1,200.00	1,101.76
Foodcycler Expense	0.00	0.00	0.00	0.00
Recycle Miscellaneous	1,000.00	2,000.00	4,000.00	819.00
Concrete Grind	0.00	31,000.00	75,000.00	0.00
Recycle - Freight	0.00	0.00	0.00	0.00
Hazardous Waste Disposal	8,000.00	5,000.00	9,500.00	9,306.74
Recycle Expense	\$ 27,500.00	\$ 54,000.00	\$ 97,200.00	\$ 18,363.90
Bin Services - Bin Repair	8,000.00	8,500.00	12,000.00	6,403.83
Bin Services - Misc/Frght	0.00	100.00	0.00	108.00
Bin Services Expense	\$ 8,000.00	\$ 8,600.00	\$ 12,000.00	\$ 6,511.83
Transfer Site Equipment & Supplies	0.00	0.00	0.00	289.86
Transfer Site Mileage	7,500.00	7,000.00	8,800.00	7,755.28
Transfer Site Repair & Maintenance	3,500.00	4,000.00	3,500.00	1,960.10
Transfer Site Expense	\$ 11,000.00	\$ 11,000.00	\$ 12,300.00	\$ 10,005.24
Audit & Legal Fees	16,000.00	17,500.00	12,000.00	11,108.86
Cleaning Services	15,600.00	14,400.00	15,000.00	14,400.00
Bad debt expense	0.00	0.00	0.00	0.00
Gain/Loss on disposal of asset	0.00	0.00	0.00	0.00
Staff Training & Development	6,000.00	6,000.00	6,000.00	1,895.95
Staff Awards, Recognition	3,000.00	2,500.00	5,500.00	5,416.19

Liability Insurance	2,000.00	1,000.00	2,800.00	2,257.76
Property & Equipment Insurance	12,000.00	11,000.00	8,200.00	6,380.85
Vehicle Insurance	25,000.00	23,000.00	27,500.00	24,086.55
Credit Card Fees	8,000.00	7,000.00	5,300.00	5,184.08
Bank Service Charges	300.00	300.00	300.00	152.30
Late Fees Paid	0.00	500.00	0.00	131.10
Memberships/Subscriptions	2,000.00	1,900.00	1,800.00	1,199.22
Meals & Lodging & Mileage	2,800.00	2,200.00	2,800.00	2,766.48
Telephones	14,000.00	13,000.00	15,000.00	13,959.77
Utilities	23,000.00	20,000.00	24,000.00	20,872.16
Postage & Courier	9,500.00	8,500.00	9,200.00	8,247.70
Security	600.00	9,500.00	900.00	720.75
Photocopier - lease, supplies	6,000.00	5,900.00	5,500.00	4,778.32
Office Supplies	6,500.00	5,000.00	7,000.00	6,783.85
Computer - Hardware/software	5,000.00	5,000.00	5,500.00	224.17
Operations Advertising	3,800.00	3,500.00	3,500.00	3,825.00
Internet	2,300.00	2,200.00	2,200.00	2,131.15
Admin-Miscellaneous	71.31	500.00	0.00	1,672.72
Fees for Collections/Bad Debt Exp.	0.00	0.00	0.00	0.00
Administration Expense	\$ 163,471.31	\$ 160,400.00	\$ 160,000.00	\$ 138,194.93
Marketing - Promotions	1,500.00	0.00	900.00	1,675.00
Education Supplies, Transportation	1,000.00	0.00	500.00	0.00
Website	0.00	0.00	0.00	0.00
Marketing/Communications Expense	\$ 2,500.00	\$ -	\$ 1,400.00	\$ 1,675.00
Sales Strategy Development	0.00	0.00	0.00	0.00
Sales Implementation	0.00	0.00	0.00	0.00
Sales Expense	\$ -	\$ -	\$ -	\$ -
Safety Supplies	6,500.00	5,300.00	3,000.00	8,048.93
Safety Training	1,600.00	500.00	1,200.00	60.00
Safety Miscellaneous (audit)	400.00	0.00	0.00	336.00
Safety Consulting	6,500.00	500.00	500.00	6,349.42
Safety Expense	\$ 15,000.00	\$ 6,300.00	\$ 4,700.00	\$ 14,794.35
TOTAL EXPENSE	\$ 2,117,350.00	\$ 1,983,700.00	\$ 2,057,010.99	\$ 2,015,594.72
	102.9%	96.4%	100.0%	98.0%
net operations	\$ 536,350.00	\$ 731,550.00	\$ 536,889.01	\$ 576,689.54
Closure/PC cost provision	\$ 135,500.00	\$ 131,550.00	\$ 131,550.00	\$ 127,720.00
Amortization	\$ 340,000.00	\$ 305,700.00	\$ 305,700.00	\$ 295,678.72
Capital Exp/Reserve	\$ 60,850.00	\$ 294,300.00	\$ 99,639.01	\$ 153,290.82
NET INCOME	\$ -	\$ -	\$ -	-\$ 0.00

Estimated Cost by Department - For Requisitions

Draft Budget 2025									
			From GL	Surplus					
Indirect Allocated Expenses	Landfill	Asbestos	Bin Serv	Collection	Recycle	Transfer	Agricultural	Admin	Total Direct/Indirect applied
Human Resources	\$ 233,146.95	\$ 38,857.82	\$ 359,794.67	\$ 215,876.80	\$ 158,309.66	\$ 143,917.87	\$ 21,587.68	\$ 267,687.24	\$ 1,439,178.69
% of HR	16.20%	2.70%	25.00%	15.00%	11.00%	10.00%	1.50%	18.60%	100.00%
Transport Services	\$ 57,660.00	\$ 7,440.00	\$ 158,100.00	\$ 48,360.00	\$ 48,360.00	\$ 48,360.00	\$ 3,720.00	\$ -	\$ 372,000.00
% of TS	15.5%	2.0%	42.5%	13.0%	13.0%	13.0%	1.0%	0.0%	100.0%
Capital & Depreciation	\$ 128,272.00	\$ 8,017.00	\$ 192,408.00	\$ 32,068.00	\$ 20,042.50	\$ 12,025.50	\$ -	\$ 8,017.00	\$ 400,850.00
% of CD	32.0%	2.0%	48.0%	8.0%	5.0%	3.0%	0.0%	2.0%	100.0%
Closure/Post Closure Funding	\$ 32,520.00	\$ 2,710.00	\$ 60,975.00	\$ 17,615.00	\$ 4,065.00	\$ 17,615.00	\$ -	\$ -	\$ 135,500.00
%	24.0%	2.0%	45.0%	13.0%	3.0%	13.0%	0.0%	0.0%	100.0%
Direct Expense	\$ 78,700.00	\$ -	\$ 8,000.00	\$ -	\$ 27,500.00	\$ 11,000.00	\$ -	\$ 180,971.31	\$ 306,171.31
less Administration Revenue								\$ (123,900.00)	\$ (123,900.00)
Net Administration Expense								\$ 57,071.31	
Sub-Total Expenses	\$ 530,298.95	\$ 57,024.82	\$ 779,277.67	\$ 313,919.80	\$ 258,277.16	\$ 232,918.37	\$ 25,307.68	\$ 332,775.55	\$ 2,529,800.00
Administration Expense Applied	\$ 72,535.63	\$ 9,159.30	\$ 123,882.29	\$ 50,421.66	\$ 37,067.33	\$ 35,644.43	\$ 4,064.91	\$ 332,775.55	
Exp Sub-Total by Department	\$ 602,834.58	\$ 66,184.13	\$ 903,159.96	\$ 364,341.47	\$ 295,344.48	\$ 268,562.80	\$ 29,372.59		\$ 2,529,800.00
less Dept Specific Revenue	\$ (42,250.00)	\$ (130,000.00)	\$ (931,000.00)		\$ (87,050.00)	\$ (39,500.00)			\$ (1,229,800.00)
Net Expense by Department	\$ 560,584.58	\$ (63,815.87)	\$ (27,840.04)	\$ 364,341.47	\$ 208,294.48	\$ 229,062.80	\$ 29,372.59		\$ 1,300,000.00
2025 Municipal Requisition	\$ 468,928.66	\$ -	\$ -	\$ 364,341.47	\$ 208,294.48	\$ 229,062.80	\$ 29,372.59	\$ -	\$ 1,300,000.00
Net Business	\$ (91,655.91)	\$ 63,815.87	\$ 27,840.04	\$ -	\$ -	\$ -	\$ -		\$ (0.00)
% funded by Requisition	83.6%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%		

version

1) applied P&L Projection to model

Profitability

FTE

	2.5	49.1% 0.4	3.0% 3.9	2.4	1.7	1.6	0.2	2.9	15.68
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Draft 2025 Budget with Allocations to Municipalities - Annual Requisition

Municipality	Population	Landfill	Collection	Transfer	Recycling	Ag Services	Proposed 2025	Approved 2024	Difference	% Change
Alliance	166	\$9,526.64	\$12,459.97	\$5,132.67 R	\$4,231.66		\$31,350.94	\$31,064.95	\$285.99	0.92%
Daysland	789	\$45,280.22	\$59,222.38	\$24,395.65 R	\$20,113.13		\$149,011.38	\$147,652.08	\$1,359.29	0.92%
Forestburg	807	\$46,313.23	\$60,573.46	\$24,952.20 R	\$20,571.98		\$152,410.88	\$151,020.57	\$1,390.31	0.92%
Galahad	123	\$7,058.89	\$9,232.39	\$2,662.95 T	\$3,135.51		\$22,089.74	\$18,961.92	\$3,127.82	16.50%
Hardisty	548	\$31,449.38	\$41,132.91	\$16,944.00 R	\$13,969.57		\$103,495.86	\$102,551.76	\$944.10	0.92%
Heisler	135	\$7,747.57	\$10,133.11	\$2,922.75 T	\$3,441.41		\$24,244.83	\$24,149.61	\$95.22	0.39%
Killam	918	\$52,683.45	\$68,905.12	\$19,874.70 T	\$23,401.58		\$164,864.86	\$164,217.35	\$647.51	0.39%
Lougheed	225	\$12,912.61	\$16,888.51	\$4,871.25 T	\$5,735.68		\$40,408.05	\$40,249.35	\$158.70	0.39%
Rosalind	162	\$9,297.08	\$12,159.73	\$3,507.30 T	\$4,129.69		\$29,093.80	\$28,979.53	\$114.27	0.39%
Sedgewick	761	\$43,673.32	\$57,120.70	\$16,475.65 T	\$19,399.35		\$136,669.02	\$136,132.25	\$536.77	0.39%
Strome	220	\$12,625.66	\$16,513.21	\$4,763.00 T	\$5,608.22		\$39,510.10	\$44,542.62	-\$5,032.52	-11.30%
Flagstaff Cty rural	3317	\$190,360.59	\$0.00	\$102,560.67 R	\$84,556.70	\$ 29,372.59	\$406,850.55	\$450,478.00	-\$43,627.45	-9.68%
Total 2025	8171	\$ 468,928.66	\$ 364,341.47	\$ 229,062.80	\$ 208,294.48	\$ 29,372.59	\$ 1,300,000.00	\$1,340,000.00	-\$40,000.00	-2.99%
(County Total)	3694	\$ 210,045.15	\$ 25,745.60	\$ 109,986.62	\$ 93,300.43	\$ 29,372.59	\$ 468,450.39	\$ 513,982.53	-\$45,532.15	-8.86%

2025 Requisition		\$468,928.66	\$364,341.47	\$229,062.80	\$208,294.48	\$29,372.59	\$1,300,000.00
2024 Requisition		\$520,551.97	\$329,362.29	\$204,481.14	\$234,144.77	\$51,559.83	\$1,340,000.00
Year over Year \$		-\$51,623.31	\$34,979.18	\$24,581.66	-\$25,850.29	-\$22,187.24	-\$40,000.00
Year over Year %		-9.92%	10.62%	12.02%	-11.04%	-43.03%	-2.99%

Service	Urban - Transitional	Urban Regional	Rural Regional
Landfill	\$ 57.39	\$ 57.39	\$ 57.39
Collection	\$ 75.06	\$ 75.06	\$ -
Transfer	\$ 21.65	\$ 30.92	\$ 30.92
Recycling	\$ 25.49	\$ 25.49	\$ 25.49
Ag Services	\$ -	\$ -	\$ 8.86
2025 Total:	\$ 179.59	\$ 188.86	\$ 122.66
2024 total:	\$ 178.89	\$ 187.14	\$ 134.91
\$ change	\$ 0.70	\$ 1.72	\$ (12.25)
% change	0.39%	0.92%	-9.08%

Year	Requisition	% Change
Draft 2025	\$1,299,800.00	-3.00%
Approved 2024	\$1,340,000.00	0.00%
Actual 2023	\$1,340,000.00	3.74%
Actual 2022	\$1,291,688.85	3.00%
Actual 2021	\$1,254,066.79	0.04%
Actual 2020	\$1,253,550.00	0.00%
Actual 2019	\$1,253,550.00	2.75%
Actual 2018	\$1,219,999.00	

Annual Ave (7 yrs) 0.93%

	Population	Weighted Share	
R = Regional	5627	\$30.92	\$173,985.20
T = Transitional	2544	\$21.65	\$55,077.60
Total	8171		\$229,062.80

70.02%

Population numbers updated with recent Municipal Census

Draft 2025 Capital Budget

Description

Additions	number	Price	Extension
Roll - off Truck (deferred from 2022)	1	\$ 260,000.00	\$ 260,000.00
Bins (If warranted)	varies	\$ 45,000.00	\$ 45,000.00
Office Repair (deferred from 2024)	1	\$ 45,000.00	\$ 45,000.00
Chemical Shed (purchase from County)	1	\$ 50,000.00	\$ 50,000.00
Replacement Burro	1	\$ 155,000.00	\$ 155,000.00
Hardisty Transfer Site Decommission/relocate	1	\$ 20,000.00	\$ 20,000.00
TOTAL EXPENSES			\$ 575,000.00

Funding			
Sales of aged assets			\$ 15,000.00
From Reserves			\$ 560,000.00
Operations Surplus or loan			\$ -
			\$ -
			\$ -
			\$ -
			\$ -
TOTAL FUNDING			\$ 575,000.00

Capital Reserve Plan 2024 - 2025		
2024 Plan	Opening Jan 1, 2024	\$ 1,405,842.61
	Transfer to Capital Reserve after 2023 audit	\$ 435,000.00
	2024 Interest (4.4%)	\$ 74,000.00
	2024 Purchases	-\$ 543,500.00
	Predicted Year end 2024	\$ 1,371,342.61
2025 Plan	Opening January 2025	\$ 1,371,342.61
	2025 budget requirements from reserves	-\$ 560,000.00
	Transfer to Capital Reserve after 2024 audit	\$ 230,000.00
	2025 GIC interest (4.5%)	\$ 61,710.00
	Total Year end 2025	\$ 1,103,052.61

BUD 2025 - 5 Year Capital Plan - Flagstaff Waste

update Oct 2024

	ACT 2023	PRJT 2024	BUD 2025	PLAN 2026	PLAN 2027	PLAN 2028	PLAN 2029
Roll off	deferred	deferred	\$ 260,000.00	\$ 0.00	\$ 0.00	\$ 265,000.00	\$ 0.00
Bobcat (net)				\$ 35,000.00			\$ 40,000.00
Front End		\$ 493,500.00			\$ 500,000.00	\$ 0.00	\$ 0.00
Burro			\$ 155,000.00			\$ 175,000.00	
Tracked Loader (net)				\$ 680,000.00	\$ 0.00	\$ 0.00	\$ 0.00
Bins	\$ 35,000.00	\$ 30,000.00	\$ 45,000.00	\$ 50,000.00	\$ 50,000.00	\$ 55,000.00	\$ 55,000.00
Yard Truck	deferred	\$ 50,000.00		\$ 50,000.00			
Purchase Ag building			\$ 50,000.00				
Scale/Scalehouse					\$ 150,000.00		
Hardisty Transfer Site			\$ 20,000.00				
Office Repairs (piles)	deferred	deferred	\$ 45,000.00				
Total Cost	\$ 35,000.00	\$ 573,500.00	\$ 575,000.00	\$ 815,000.00	\$ 700,000.00	\$ 495,000.00	\$ 95,000.00
B) Source of Funds For Annual Capital Purchases							
Reserves	\$ 0.00	\$ 493,500.00	\$ 560,000.00	\$ 715,000.00	\$ 500,000.00	\$ 390,000.00	\$ 50,000.00
gain on sales of assets	\$ 15,000.00	\$ 4,000.00	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Operations surplus or loan	\$ 20,000.00	\$ 76,000.00	\$ 0.00	\$ 85,000.00	\$ 90,000.00	\$ 95,000.00	\$ 35,000.00
Scheduled Loan	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 100,000.00	\$ 0.00	\$ 0.00
Total All Sources	\$ 35,000.00	\$ 573,500.00	\$ 575,000.00	\$ 815,000.00	\$ 700,000.00	\$ 495,000.00	\$ 95,000.00
C) Accumulated Capital Reserves							
Cap Res Open	\$ 1,015,937.77	\$ 1,405,842.61	\$ 1,371,342.61	\$ 1,103,052.61	\$ 687,689.98	\$ 475,197.58	\$ 374,205.48
Capital Funds Applied	\$ 0.00	-\$ 543,500.00	-\$ 560,000.00	-\$ 715,000.00	-\$ 500,000.00	-\$ 390,000.00	-\$ 50,000.00
Cap Funds Replenished	\$ 350,000.00	\$ 435,000.00	\$ 230,000.00	\$ 250,000.00	\$ 260,000.00	\$ 270,000.00	\$ 300,000.00
Interest	\$ 39,904.84	\$ 74,000.00	\$ 61,710.00	\$ 49,637.37	\$ 27,507.60	\$ 19,007.90	\$ 14,968.22
Cap Res. Close	\$ 1,405,842.61	\$ 1,371,342.61	\$ 1,103,052.61	\$ 687,689.98	\$ 475,197.58	\$ 374,205.48	\$ 639,173.70

2025 Draft Budget Overview

A. Background:

Flagstaff Regional Solid Waste Management Association (aka Flagstaff Waste) is a not-for-profit legal entity registered under the Alberta Societies Act. The Society is owned and governed by 10 municipalities within the Flagstaff Region (Flagstaff County, Town of Daysland, Town of Killam, Town of Sedgewick, Village of Loughheed, Town of Hardisty, Village of Alliance, Village of Forestburg, Village of Heisler & Village of Rosalind). Each member municipality has one vote on all matters related to the Society, with member entitlement to assets and obligation for liabilities & annual operation expenses calculated through a per capita formula. Each member assigns one member to the governing Board of Directors.

When established in 1980, the Society provided a suite of services to each municipality and its residents on a cost recovery (not-for-profit) basis. The services listed below are expensed in the annual requisition to each partner based on their number of residents:

- ✓ Landfill operation, Management & future Closure/Post Closure monitoring
- ✓ Urban Curbside Waste Collection
- ✓ Rural Residential Bin Service
- ✓ Regional Transfer Site Management & Operation
- ✓ Diversion, Re-use & Recycle Services with depot collection in each rural center
- ✓ Ag Film/twine collection & recycle services

Services provided by Flagstaff Waste have expanded to include waste collection, transportation, and disposal services for Commercial & Industrial Customers, including general waste, recyclables, construction & demolition, and asbestos transportation & disposal.

The 2025 annual requisition from member municipalities accounts for 48.99% of total revenue for Flagstaff Waste. The remaining 51.01% is raised through contracts with individuals, commercial & industrial clients and through sales of recycled commodities. Profits from these commercial operations are used to offset landfill operating costs, thus reducing the requisition paid by municipalities.

B. Significant Matters Affecting 2025 Budget

- ✓ Some years, asbestos contracts have been as high as \$400,000 (2021). This activity has declined recently. We estimate a modest \$130,000 in asbestos revenue in 2025.
- ✓ Focusing on route efficiency, coordinating contracts and optimizing landfill activities, allows a reduction in Full-time Staff Equivalents (FTE's) from 21.2 in 2016 to 15.68 in 2025 (26%). Contingencies for summer driver and new hire overlap are maintained in the 2025 budget numbers.

- ✓ We anticipate GIC interest rates averaging 4.3% in 2025, resulting in \$111,000 growth on capital and C/PC reserves.
- ✓ 1600 tonnes of concrete crushed in 2024 is available for sale at a competitive price of \$19/tonne
- ✓ We assume moderate Cost of Living Adjustment (COLA) to be 2.8% in 2025, reducing the growth rate of staff salaries. CPP premiums increase slightly due to the 2-tier rate, however EI premiums, LAPP investments and Health Benefit costs are projected to be unchanged.
- ✓ Extended Producer Responsibility (EPR) legislation will impact Depot recycling activities slightly in April 2025; however, we do not know the net impact on finances at this time. Curbside collection is delayed until October 2026. We anticipate revenue from materials recycled and from EPR programs, however changes to our methods of collection may also increase collection costs. We expect a net benefit to municipalities, but we do not have confidence to estimate that benefit now. The 2025 budget mirrors 2024, however we do expect a small benefit by year end 2025.
- ✓ While annual realized C/PC costs are about \$75,000, we have been transferring funds to C/PC reserves at an accelerated rate (\$130,000) following a 15-year plan. Over the past two years, interest on reserves also contributed to growth. Despite inflation, our model predicts parity (Reserves = Liability) by 2026, 3 years earlier than predicted.
- ✓ The total municipal requisition will decrease 2.99% from \$1.34 million (2024) to \$1.30 million (2025). This reduction is primarily due to the end of some agricultural services, and an increase in the commodity value of recycled products.
- ✓ Flagstaff County completed a sanctioned population survey in 2024 which resulted in changes to their population numbers. Galahad population has increased 16% from the 2021 STATSCAN survey, with Strome declining 11.6% and the rural population declining 0.7%. Collectively, Flagstaff County population is 0.9% lower than 2021 survey.
- ✓ These new population numbers impact requisitions. While the 2025 total requisition is 3% lower than 2024 budget, Flagstaff County realizes most of the benefit. Regional urban partners with active transfer sites will see a 0.92% increase over 2024, while Transitional Partners will experience a 0.39% increase in their requisition.

C. Landfill Operations

- Flagstaff Waste operates a naturally attenuating Class II landfill northeast of Sedgewick, AB. The landfill was developed at this locale due to a highly impermeable (0.8 m/year) clay found in a consistent layer of at least 5 m. depth throughout the site.
- Flagstaff Waste operates with a registration under the Alberta Landfill Code of Practice
- Operations include:
 - Receive, inspect, and separate 7500 tonnes of waste annually
 - Divert 23% to dry waste trench (Class III eligible) and burn pits.
 - Divert 17% into recycle streams (metal, cardboard, electronics, paint, used oil).
 - Divert 9% into re-use streams (compost, concrete)
 - Annual ground water monitoring and reporting
 - Separation & collection of used oil, tires, paint, pesticide containers, Agriculture plastics, household hazardous waste, e-waste, & batteries through various programs.
- By year end 2024, the landfill is expected to be 74.8% of capacity.

- The purchase of a Bomag compactor in 2019 dramatically improved compaction rates to nearly 650 kg/cubic meter, extending the life of the landfill significantly.
- Our 22-year-old tracked loader is nearing its end of life with maintenance & repair costs increasing each year. Our current capital plan requires that we accumulate sufficient funding of capital reserves to replace this machine in 2026
- A prior commitment to Flagstaff County requires us to purchase the chem shed for \$49,868.81 in 2025.
- 83.6% of landfill operating expenses are paid by member municipalities in the 2025 requisition at \$57.39 per capita.

D. Closure & Post-Closure (C/PC) Liabilities

The largest future liability that Flagstaff Waste faces is cost related to final closure and 25-year monitoring of the landfill when it reaches capacity (projected to be the year 2052). Closure cost estimates were re-evaluated in January 2019 by third-party engineers, which costs have been updated in our Long-Term Business Plan illustrated in Figure 1, below.

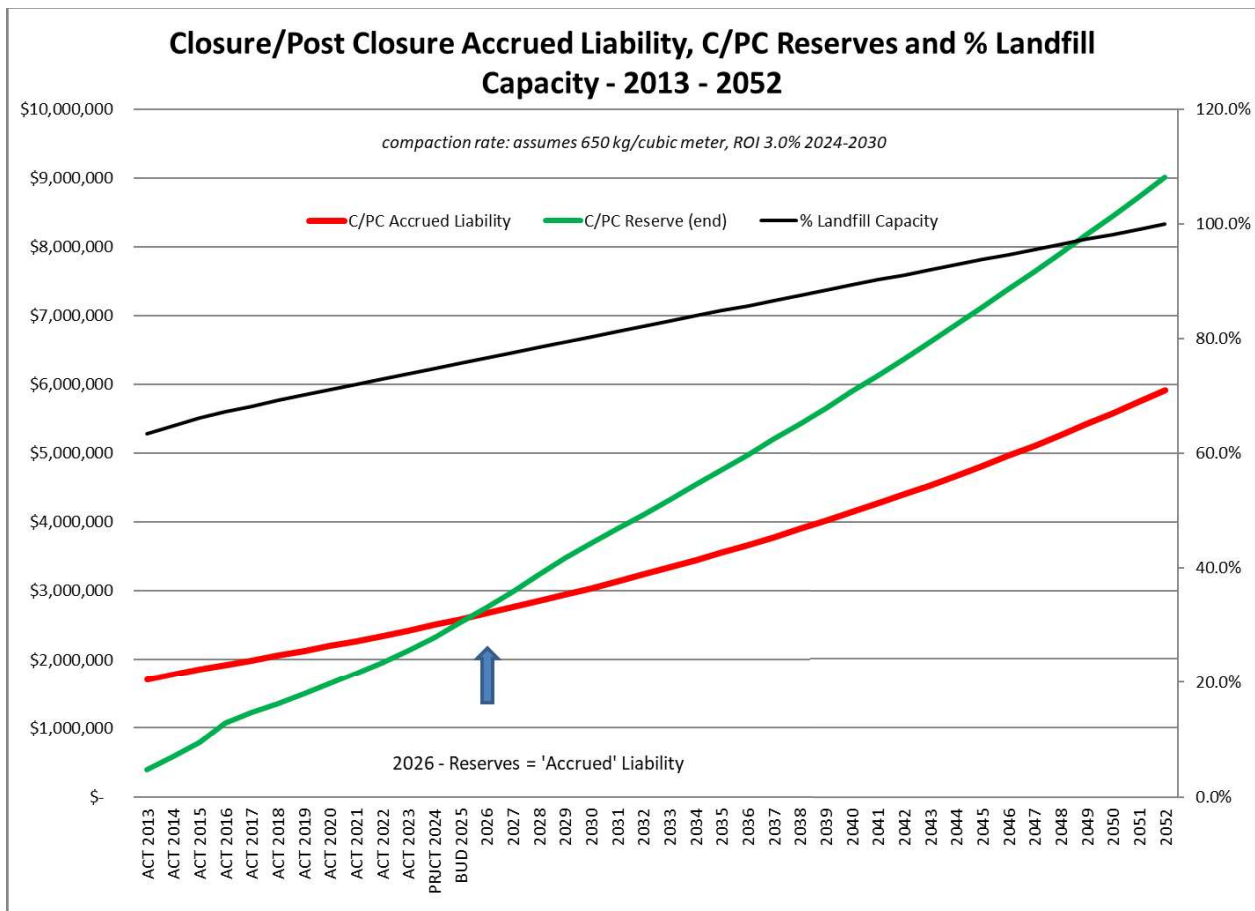


Figure 1) Long term business plan showing estimated rate of fill of landfill (black), C/PC Accrued Liabilities (red), and C/PC accumulated reserves (green) for the period 2013 to 2052. Parity, where reserves equal accrued liability, is expected in 2026, three years ahead of the original plan.

Relevant discussion points related to Figure 1 are:

- Total C/PC costs are estimated at \$3.353 million in 2025 dollars
- Landfill is estimated to be at 74.8% of capacity as of Dec 31, 2024
- Accrued liability at 74.8% of \$3.353 million, is \$2.507 million
- By year end 2024, Flagstaff Waste is projected to have \$2.329 million in C/PC Reserves, resulting in a \$178k shortfall (or 7% short of accrued liability target)
- In 2012, an accelerated funding plan for the C/PC reserve was implemented and we predicted parity (reserves equal accrued liability) by year 2029. Due to recent higher interest rates, we now predict parity by late 2026.

E. Bin Rentals & Services

- As of Sept 1, 2024, Flagstaff Waste services 651 3yd bins, 206 6yd. bins, and 11 large (20 & 40 yd.) bins on a permanent rental basis. As well, we service 66 private bins on a call-in basis. Currently, 87% of 'small' bins are contracted with another 7% committed each year to seasonal rentals (parks, golf courses, etc). The remaining 6% are out-of-service or available for rent. With 3-5% annual growth in contracted 'small' bins, we require new purchases of bins every year.
- 55 large bins are available for temporary rental (primarily demolition, construction and asbestos contracts). 30 large bins are committed to transfer site operations.
- 204 small bins are committed to various recycling programs and 42 to Burro operations and transfer site operations. Flagstaff Waste services a total of 1150 small and 85 large bins.
- The permanent bin rental business generates over \$790,000 in annual revenue and grows reliably at about 3-5% annually. Temporary bin rental revenue (includes asbestos) is projected to generate \$271,000 in 2025.
- Front end trucks run 9 full daily routes each week for MSW (municipal solid waste) and 2-4 routes per week for recycled materials. Up to 4 roll-off trucks operate daily to service large bin rentals on a call-in basis. Operating costs and a small profit for all MSW services are recovered from bin customers through monthly rental fees.
- Profits (\$91,656 in 2025) from bin services are used to reduce municipal requisition.

F. Urban Collection Services

- Flagstaff Waste provides weekly curbside collection of household waste for 4854 urban residents living in 11 urban towns, villages, and hamlets in the collection area.
- This service utilizes a medium duty truck which can access back alleys and front streets. The 'Burro' uses several 8-yard bins in each community, allowing large volumes of waste to be collected without heavy loads on urban road networks.
- No changes are expected in volume of waste or number of collection sites in 2025.
- While collection costs have increased slightly, the cost per resident is still only \$75.06 per year or \$1.44 per week for weekly curbside collection.
- Phase II (late 2026) EPR will offer curbside collection of recyclables in all urban municipalities, with costs borne by the EPR program in late 2026. Considerable promotion will be required, with costs borne by EPR.
- Flagstaff County does not pay for urban collection for rural residents, only for hamlet residents in Strome and Galahad.

G. Recycle Programs:

- The recycle commodity market has strengthened somewhat in 2024, particularly for paper, metal and cardboard. A strong participation rate with about 35% of local residents has been developed using our unsupervised Depot collection system. Nearly 600 tonnes of recyclable materials are diverted from the landfill each year with our depots. Our Landfill Harvest program recovers another 150 tonnes of high value recyclable materials directly from the waste stream when it lands on the active face.
- We average sales of 1200 tonnes of RCA and Asphalt annually and collect about 400 tonnes of compostable materials each year, all of which is diverted from the landfill.
- EPR should dramatically increase participation rates when implemented in 2026. Supervised depots in each municipality should also increase recycle rates, as early as April 2025.
- The total recycling requisition is down about 10% to \$25.49 per resident in 2025. With the implementation of EPR, we should see a further reduction in cost over time.

H. Transfer Sites:

- Waste volumes, hours of operation and promotions are not anticipated to change in 2025. Efficient use of manpower and more bins at transfer sites to ensure bins are full before trucking increases efficiencies, however fuel and truck expenses are always increasing resulting in a 12% increase in 2025. A differential cost for 'transitional' and 'regional' municipalities is continued, with transfer site costs of \$21.65 and \$30.92 per resident, respectively.
- Spring town cleanup weekends are anticipated to continue in 2025. Flagstaff Waste covers all extra bin transfers and trucking expenses while municipalities pick up the residents' cost for the 'free' weekends.
- In 2025, EPR may provide funding to operate 'supervised' recycle depots in each municipality (perhaps at Transfer Sites?). This should be cost neutral to municipal partners.

I. Ag Services:

- The CleanFARMS chemical container program will discontinue Dec 31, 2024. Agriculture producers will be responsible for disposal of all chemical containers through the retail network where they purchase their chemicals.
- Flagstaff Waste will continue functioning as a collection depot for ag film plastics (grain bags, bale wrap and silage plastics). This program is nearly cost neutral due to the high value of the grain bag plastic. Bale twine is also recycled through a CleanFARMS program.
- As per a prior agreement, Flagstaff Waste will purchase the Chemical shed from Flagstaff County at the price of \$49,868.81. in early 2025 using capital reserves.
- The net impact of these changes is that the cost of Agriculture services provided by Flagstaff Waste will decrease from \$51,559 (2024) to \$29,373 (2025). Since only Flagstaff County pays these expenses in the requisition, they will see a sizeable decrease in their overall cost per resident in 2025.

J. Other Considerations (from GL)

- Human Resources: total staffing costs in 2025 will increase in accordance with HR policy with 2.8% projected Cost of Living Adjustment (COLA) and an average 1.5% merit increase. The 2025 salary budget contains contingencies for new hires, summer truck driver relief (if needed) and employment overlap for senior management changes. As salaries increase, so do CPP, LAPP and health benefits costs.
- Transportation services - Despite large increases in fleet insurance costs, fuel prices and repair costs, the 2025 budget shows only a 6% increase overall to the transportation budget. This cost allows for a modest increase in activities, especially large bin contracts.
- Landfill Expenses - Engineering layout costs for 2025 have been expensed in 2024. As well, pit development and road maintenance are well advanced, resulting in a modest decrease in overall landfill expenses budgeted in 2025.
- Our current average rolling fleet (trucks) age is 7.1 years, with large trucks projected to be just under 6.0 years by end of budget year 2025. This matches our target range of 5-7 years for large trucks. Our average age of landfill equipment is approaching 12.8 years at end of 2024 with no replacements budgeted for 2025. This will need to be addressed soon.
- Despite higher utilities cost, insurance and professional fees, we are expecting administrative costs for Budget 2025 to remain very similar to 2024 projections.
- Safety expenses are projected to be higher in 2025 primarily due to the expense of hiring an external auditor to conduct the 2025 safety audit.