



# Town Council Meeting

April 7, 2020

6:30 p.m.

Via – Zoom Virtual Meeting

## Agenda

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### Call to Order

- 1. Approval of Agenda**
- 2. Approval of Minutes**
  - a. Town Council Meeting, March 27, 2020
  - b. Special Town Council In-Camera minutes, March 3, 2020
  - c. Special Town Council In-Camera minutes, March 27, 2020
- 3. Comments from the Mayor**
- 4. New Business:**
  - a. RFD 019-2020: VWRM 2020/21 Budget
  - b. MPS Update – Verbal
- 5. Regular Meeting Adjourned**

**REQUEST FOR DECISION 019-2020**

Title: Valley Waste Resource Management 2020/21 Budget

Date: 2020-04-07

Department: Finance

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## SUMMARY

The Town of Wolfville provides solid waste service through an Inter Municipal Service Agreement (IMSA) with six partnering municipalities/communities from Hants Border to Annapolis Royal.

Annually the Board of Valley Waste Resource Management (VWRM) approves a budget to be submitted to the funding partners for their approval. The formula for acceptance is not as straight forward as the Kings Transit agreement where a simple majority of positive votes is needed for budget approval. The VWRM agreement has different combinations of votes that carry the day. No one Town carries the power of veto and even a combination of Towns may be insufficient to offset the vote of Kings County.

Each year, the participating municipal units vote on the VWRM Budget as forwarded by the Board. Depending on the year and circumstances, representatives from VWRM have presented their budget to individual Councils or a joint council session. Other years, no presentation has occurred. The 2020/21 Budget was reviewed with IMSA parties at joint Council session in early March 2020. In addition, each year Wolfville Council receives a staff report on the budget with recommendation and analysis.

This year, the VWRM budget would result in a decrease of approximately 7% compared to 2019/20 contributions.

### DRAFT MOTION:

That Council approve the Valley Waste Resource Management 2020/21 Operating and Capital Budgets.

## REQUEST FOR DECISION 019-2020

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

- Valley Waste Resource Management Inter-Municipal Service Agreement

### 3) STAFF RECOMMENDATION

Staff recommend approval of the VWRM operating and capital budgets, noting that the organization is continuing to review its operational requirements, long term capital needs, as well as improved financial accounting reporting processes to support senior management.

### 4) REFERENCES AND ATTACHMENTS

- Copy of the March 9<sup>th</sup> VWRM budget presentation at Joint Council session (attached)

### 5) DISCUSSION

Wolfville Councillors had benefit of attending the joint council session of the parties to the Intermunicipal Service Agreement governing VWRM. It is staff's understanding that the session in Berwick was beneficial in providing attendees with explanations on aspects of the proposed budgets.

As noted in last year's RFD 036-2019, it will take some time for "normalized" costs to become apparent within the operation of VWRM. This is related to the drop in number of partners involved in the organization. The proposed 2020/21 Operating Budget reflects an overall decrease in required municipal contributions. At some level this was anticipated and it is a positive sign that net cost savings are now being realized.

At the municipal stage of the process, the Town's focus should include

- whether the budget estimates provided seem reasonable, i.e. probable that the Authority will end the fiscal year at break even or better
- are there any trends that raise concern and could lead to increased requirement for municipal contributions
- does the VWRM budget requirement fit within the Town's approved budget/reasonable cost for service provided

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### Do the estimates appear to be reasonable?

It should be noted the forecast for the 2019/20 year end is a surplus of over \$550,000. This would indicate that it is unlikely that the muni units will have to pick up any shortfall for the 2019/20 year end.

Given the complexity of the VWRM operation, especially under the changing conditions over the last two years, it is difficult to express an opinion on whether the estimates are reasonable. It is a positive sign that the 2020/21 budget results in an overall decrease in required municipal contributions. Reliance on the Boards vetting of the numbers is required this year, as it was last year.

It should be noted there is a continued focus on improving financial reporting to support long term financial planning for the organization. This should help in development of solid budget estimates.

### Any trends that cause concern?

Similar to the estimates in general, it is difficult to get a handle on any trends given the significant changes the organization has gone through. It will be important over the coming years for VWRM to get a handle on tonnage/volumes and how distribution of customers impact collection of that waste. This is an area of data that their senior management is already working on.

### Does the VWRM Budget requirement fit within the Town Budget?

See Section 6 below.

## 6) FINANCIAL IMPLICATIONS

The Town budget provided \$509,600 (compared to \$520,200 in 2019/20) to cover regional waste management services.

The VWRM requirement is \$504,518.

The Town's budget is positioned to cover the VWRM budget as presented, with a small buffer if needed at anytime later in 2020/21.

## 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Nothing provided at this time.

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**8) COMMUNICATION REQUIREMENTS**

Valley Waste General Manager and Board to be advised of Council decision.

**9) ALTERNATIVES**

Not approve the budget. May or may not have an impact. Refer to IMSA regarding vote protocol required for budget approval.

Valley Region Solid Waste-Resource Management Authority

# 2020 Vision

Draft Operating and  
Capital Budget  
2020-2021



Prepared by: Andrew Wort  
General Manager  
February 11, 2020

## Overview



The Valley Region Solid Waste-Resource Management Authority (The Authority) is a body corporate (1999) formed under an Intermunicipal Services Agreement. The Parties to the agreement are the Municipality of the County of Kings and the Towns of Annapolis Royal, Berwick, Kentville, Middleton and Wolfville. The municipal Parties that comprise the IMSA are part of the Valley Region (or Region 5), one of seven waste management regions created by the Province's Solid Waste-Resource Management Regulations in 1996.

The County of Annapolis historically participated under the Intermunicipal Services Agreement,

but left the Agreement during 2018.

The Authority meets once each month generally on the 3<sup>rd</sup> Wednesday to discuss business and form a foundation on which staff manages the business of the Authority.

### Participating Municipal Unit Representation for 2020:

John Kinsella, Town of Annapolis Royal, Chairman,  
Barry Corbin, Town of Berwick, Vice-Chairman  
Jeff Cantwell, Mayor, Town of Wolfville  
Martha Armstrong, Municipality of the County of Kings  
Eric Bolland, Town of Kentville  
Gail Smith, Town of Middleton

The Authority remains committed to providing an equal level of Region-wide services based on the three pillars of fiscal responsibility, social acceptance and environmental soundness.

The Authority is comprised of approximately 65,000 residents and 31,250 residential and commercial serviced units. The Authority provides many of its services through contractual arrangements with private sector contractors.

Source-separation of waste by the generator is a fundamental principle of the Valley Waste operation. All residents and the industrial, commercial and institutional (ICI) sector are required by Provincial regulation and by Authority Bylaw to sort their waste into three categories: recyclables, compostables and residual waste.

A contracted curbside collection service is provided to each serviced unit once every two weeks and there are collection limits in place as per the Authority's Bylaw and associated policies. All items are to be at the curb for collection by 7:00am on the collection day. A new curbside collection services agreement has been executed with EFR Disposal Ltd., for a 5-year period, effective April 1, 2020.

The Authority also provides special spring and fall clean up services. The Authority does not provide special collections for leaves or Christmas trees; however, both are accepted free of charge at the Management Centres. Other items that are provided free of charge to residents are household hazardous waste (HHW), and the recycling of 1 appliance per day.

The Authority operates two Waste-Resource Management Centres, or transfer stations, located in Kentville, Kings County and Lawrencetown, Annapolis County where materials are accepted as per the tipping fee schedule and transferred to the appropriate final disposal or processing facilities. The Kentville facility is open to the public Monday-Friday from 8:00am-4:00pm and Saturday from 8:00am-12:00 Noon. The Lawrencetown facility is open on Tuesday, Wednesday and Friday from 8:00am-4:00pm and Saturday from 8:00 am- 12:00 Noon. Household Hazardous Waste (HHW) depots are operated at the Sites during normal working hours, receiving household generated materials at no charge. These facilities are not permitted to accept industrial, commercial or institutional hazardous waste. New Industrial Approvals through the Department of Environment have been completed for the 2 Management Centres and 2 Household Hazardous Waste depots for a 10 year period expiring in 2029.



Eastern Management Centre



Western Management Centre



## Other Programs and Services

The Authority's programs and services include a contracted bi-weekly curbside collection program, a spring and fall clean-up service, CFC removal, Household Hazardous Waste drop-off, cottage area seasonal bin servicing and brush mulching, communication and enforcement services and several stewardship programs such as paint, electronics, oil/glycol and batteries. The Authority also focuses attention on the true value of maintaining the comprehensive Occupational Health and Safety System that has been established based on the continuous improvement management model.

## Provincial Participation

The Authority actively participates in four Provincial level committees:

- **Regional Chairs Committee** comprised of elected municipal officials and resource staff from the seven regions. The Regional Chairs Committee members consist of the Chairs of the individual regional committees. The Chairs meetings are also attended by Nova Scotia Environment and Divert NS staff. The Regional Chairs Committee Agendas include many current issues of provincial and municipal concern and provide an opportunity to share information and develop solutions to common concerns. Chair Kinsella sits on the Chairs Committee, which meets about once every six weeks and the highlights are reported to the Authority.
- **Priorities Group** is a sub-committee of Regional Chairs and works on specific tasks as assigned by the Chairs Committee such as the recent proposals for Extended Producer Responsibility and the NS Solid Waste Efficiency Study. The Priorities Group has representation from Chairs, Coordinators, Managers & Directors, NS Environment, Divert NS, NSFMS and Municipal Affairs. Andrew Garrett, Communications Manager sits on this committee of behalf of Regional Coordinators.
- **Regional Coordinator Committee** is a staff-level group comprised of the Regional Coordinators from each region. The Committee meets approximately monthly and acts as a staff level liaison between regions and with Nova Scotia Environment and Divert NS. Each Coordinator is a municipal employee and is employed by his/her Regional Committee or Authority. As a group, the Coordinators report and provide staff support to the Regional Chairs Committee. Andrew Garrett, Communications Manager, is the Chair of the Regional Coordinator Committee and reports to the Authority on Regional Coordinator activities. Divert NS provides each region with funding in support of the Regional Coordinator position.
- **Managers & Directors Committee** is a group comprising of Solid Waste Managers and Directors from across NS. They meet a few times each year to discuss operational challenges and share resources. Andrew Wort, General Manager and Jeff Martin, Operations Manager are members of this committee.

The Authority is proud of the work completed on behalf of the Parties over the past year and offers this Draft 2020-2021 Operating and Capital Budget for approval as a result of thoughtful consideration and deliberation setting the foundation for success into the future.

## 2019-2020 Accomplishments

- ✓ First full year under leadership of General Manager, Andrew Wort, whose expertise in solid waste management has proven to be invaluable to the organization;
- ✓ Western Management in Lawrencetown operations reduced from 5.5 days per week to 3.5 days per week which required staffing adjustments and the sharing of Eastern Management Centre resources;
- ✓ Major contract procurements for both Curbside Collection Services and Residual Transportation Services resulting in a combined savings of approximately \$135,000 in the first year. Both contracts have been executed for a 5-year period beginning April 1, 2020;
- ✓ Improved metrics/tonnage tracking and forecasting to provide a better understanding of material flows and clarity in financial analysis;
- ✓ Complete revamp of curbside collection routing and schedule to:
  - accommodate a transition to a 4-day per week collection cycle
  - balance flow of incoming materials
  - allow for Management Centre closure on all Holidays, and finally
  - allow for better data collection and analysis from each municipality
- ✓ Re-write of Waste-Resource Management Bylaw and associated Directives – the Parties are now in the process of the approval of these two documents;
- ✓ Management of litigation issues;
- ✓ Release of Request for Proposals for a Staffing Review with funding through the municipal modernization program;
- ✓ Release of Request for Proposals for a Cost and Management Accounting Services with funding through the municipal modernization program;
- ✓ Continued review of landfill services with the Municipality of Chester as they transition toward the full implementation of Sustane Technologies operations (converting residual waste to fuel sources);
- ✓ Addressed 2019-2020 Budget Approval Letter from the Municipality of the County of Kings – a status update is attached to this document.

## 2020-2021 Challenges and Risks

- Health and safety issues
  - Manual movement of materials resulting in injury to staff
  - Sorting on tipping floor-Higher volumes of labour-intensive waste (e.g. construction and demolition waste)

- Increased volume of traffic flow resulting in congestion and the mixing of both small residential vehicles and heavy commercial vehicles at Sites
- Outstanding Workers' Compensation of Nova Scotia cases
- Transition in volume of various waste streams
  - Commercial organics and recycling have seen a reduction in tonnages received at the Authority's Management Centres. This has reduced processing costs and resulted in overall savings. If this trend is reversed a deficit could occur in this section of the budget.
- Chester Landfill Transition to Sustane Technologies operations
  - Unpredictable financial forecasting
  - Uncertainty over success of new technology which creates significant budgeting challenges
  - Significant capital infrastructure requests (leachate and equipment)
  - Actively communicating with Chester through the Kaizer Meadow Landfill Consultation Committee to address these matters as well as requesting long term planning for the Kaizer Meadow Landfill operation.
- Implementation of new and expanded Stewardship Programs
  - Oil and Glycol
  - Electronics
- Potential loss of existing Mercury Management Program through Efficiency Nova Scotia
- Backlog of materials at Management Centre Sites
  - Propane cylinders
  - Household Hazardous Waste
  - Broken Greencarts

## Vision 2020 - Strategic Focus 2020-2021 and Beyond

The Authority is committed to ensuring that all programs and services operated under its umbrella of operations move forward successfully into the future. All efforts are being made to address on-going issues and regain the positive leadership position that was held for many, many years. It is anticipated that a full Strategic Planning Session will be held with the Board to allow for the development of strong, achievable strategic goals. This document has been developed to raise awareness around key areas. A complete Draft 202-2021 Operating and Capital Budget in detail is attached. At present, attention is focussed on the following:

- Operational and capital strategy to address known deficiencies, including:
  - Improved health and safety performance
    - Neglected maintenance (equipment and facilities)
    - Equipment upgrades to reflect increased volumes of materials and the manual nature of the work
    - Safer work conditions by addressing the manual nature of the work
  - Reduce residential/commercial traffic interaction

- Investigate opportunities for improved diversion of materials
- Improved customer service
  - Site conditions and layout
- Kaizer Meadow Landfill disposal services – monitoring to determine prudent path forward
- Complete Cost and Management Accounting financial and staffing reviews (anticipate final reports by the end of the current fiscal year)
  - Replace scale software
  - Improve data collection
    - Serviced Sector analysis (apartments and commercial)
    - Waste composition audits
- Improved tracking of financial performance
- Development of strategy to manage dwellings on private roads
- Management of new curbside collection strategy

## Understanding Waste Flows and Tipping Fees

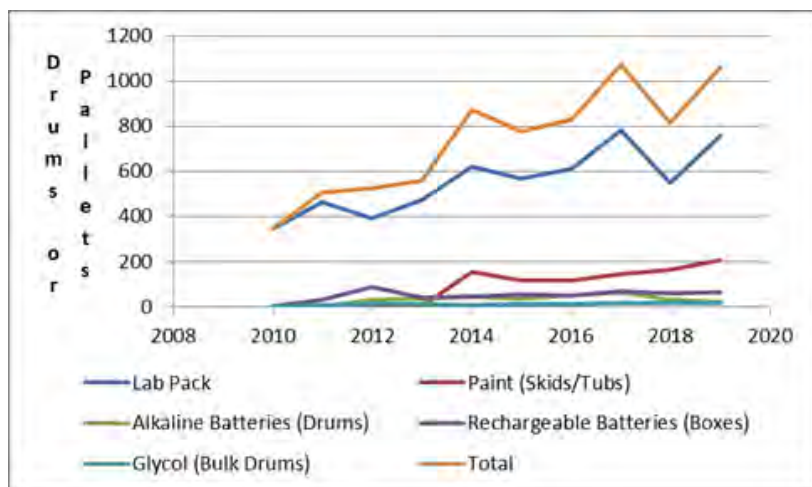
The table below demonstrates an analysis of the current tipping fees for the various commodities and the net costs for managing each of those waste streams. It should be noted the transfer station operating costs are not incorporated. The values shown represent the costs associated under contract for each of the streams and reflects revenue from tipping fees and diversion credits. It should also be noted that the diversion credit amount can vary from year to year depending upon the total funding available and estimated total tonnes diverted across the Province.

	Residual	Compost	Compost Others	Recyclables	Mixed C&D	Scrap Steel	Clean Wood	VWRM Sorted Wood
	\$/MT	\$/MT	\$/MT	\$/MT	\$/MT	\$/MT	\$/MT	\$/MT
Revenue								
<b>Revenue</b>	121.00	97.00	-	97.00	121.00	57.00	57.00	121.00
<b>Div. Credit</b>	0	15	15	15	0	15	15	15
<b>Total</b>	121.00	112.00	15.00	112.00	121.00	72.00	72.00	136.00
Disposal Cost or Revenue (Scrap Steel)								
<b>Disposal/Revenue</b>	76.11	- 85.50	-	115.75	76.11	125.00	- 25.00	25.00
<b>Transport</b>	-20.24	0	0	0	-20.24	0	0	0
<b>Total Cost</b>	96.35	- 85.50	-	115.75	96.35	125.00	- 25.00	25.00
Net Revenue / Cost								
<b>Net</b>	24.65	26.50	15.00	-3.75	24.65	197.00	47.00	111.00

The Table below offers an analysis of source-separated and mixed waste tonnage flows through the Eastern Management Centre over the last 4 years. You will notice that there has been an increase in waste requiring manual sorting and a decrease in waste sorted by the generator. For example, there has been a considerable increase in mixed construction and demolition debris and commercial residuals and less material being collected curbside and less source-separated organics and recyclables. The increase in mixed construction and demolition waste speaks to a missed opportunity for revenue and increased diversion.

Waste Flow EMC - Source Separated Vs Mixed				
	FY2017	FY2018	FY2019	FY2020
Mixed				
ROR Residuals	1,734.84	1,570.73	1,484.50	1,486.31
Cleanup Residuals	1,715.28	1,749.02	1,629.87	1,583.24
ICI Residuals	7,676.98	7,098.10	6,938.98	8,330.90
Mixed C&D	2,312.98	2,864.86	2,917.64	3,173.28
Total Sortable Waste	13,440.08	13,282.71	12,970.99	14,573.74
				1,133.65
Sorted Waste				
ROR	2,787.16	2,766.27	2,498.50	2,202.38
Organics ICI	1,081.08	982.63	758.91	440.50
Recyclable ICI	1,341.70	1,307.15	671.39	742.41
Source Sep Waste	5,209.94	5,056.05	3,928.80	3,385.29
				- 1,824.65
<b>Total EMC Transfer</b>	<b>18,650</b>	<b>18,338</b>	<b>16,899</b>	<b>17,959</b>

The adjacent graph provides an analysis of the dramatic increase in household hazardous waste and the associated small vehicle traffic being received at the Eastern Management Centre. It should be noted that the household hazardous waste materials require intensive manual handling and with the significant volume increase site resources have been strained.



The existing facilities were not designed to accommodate the additional products or such high volumes. A forklift is being added to the equipment to reduce the physical strain and increase productivity. A redesign of the site is required to reduce small vehicle and commercial vehicle interaction and allow better on-site sorting which should result in reduced costs.

## Budget Development Process and Key Points

A significant amount of time and resources have been dedicated to the development of the 2020-2021 Draft Operating and Capital Budgets. The first draft of the budget was reviewed by the Authority during the Regular Monthly Meeting held on December 18, 2019. The Authority continued budget deliberations during a Special Meeting held on January 9, 2020 and formally recommended the attached budget for forwarding to the Parties for consideration and ultimate approval during the Regular Monthly Meeting held on January 15, 2020.

The 2020-2021 Operating Budget has been developed based on the following key assumptions:

- That there will be a competing transfer station in Annapolis County
- An annual inflation rate of 1.3%
- A labour cost-of-living salary increase of 1.7% is incorporated (actual CPI Oct-Sept)
- Addresses strategic focus discussed above
  - Improved health and safety
  - Better cost analysis
  - Serviced sector analysis
  - Dwellings on private roads
  - Management of new curbside collection strategy, etc.

The proposed budget represents a decrease of \$431,000 in Party funding requirements when compared to 2019-2020 budget as seen below.

	Percentage <sup>2</sup> 2020-21	Budget 2020-21	Forecast 2019-20	Budget 2019-20	Actual 2018-19
<b><sup>1</sup> Contributions from Municipal Parties</b>					
Municipality of Kings	74.72%	\$ 4,580,510	\$ 4,902,990	\$ 4,902,335	\$ 4,608,777
Town of Kentville	9.97%	611,184	654,213	652,901	613,983
Town of Wolfville	8.23%	504,518	540,038	542,006	511,652
Town of Berwick	3.53%	216,397	231,632	231,632	217,159
Municipality of Annapolis	0.00%	-	-	-	775,372
Town of Middleton	2.52%	154,482	165,358	167,326	156,230
Community of Hantsport	0.00%	-	-	-	40,341
Town of Annapolis Royal	1.03%	63,142	67,587	65,618	61,711
<b>Total Contributions from Municipal Parties</b>	<b>100.00%</b>	<b>\$ 6,130,233</b>	<b>\$ 6,561,818</b>	<b>\$ 6,561,818</b>	<b>\$ 6,985,225</b>

<sup>2</sup> Draft Percentage values are current at the time of budget development and subject to change based on updated Uniform Assessment values.



**Staffing Levels:**

The Authority is proposing the addition of 3.7 full-time equivalent positions with an overall increase of \$181,000 from previous fiscal year salary budget totals.

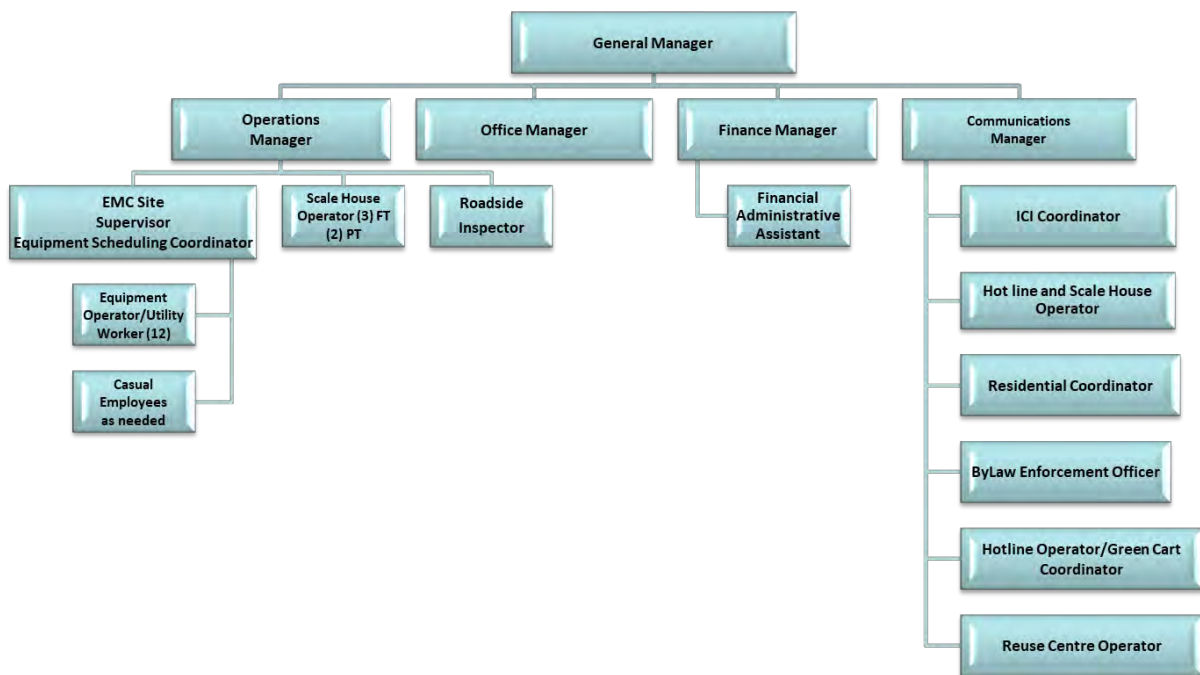
The requested staffing additions were discussed extensively by the Authority Board. The addition of the positions are subject to review upon completion of the Staffing/Organizational Review. If the Staffing Review indicates that additional manpower is not required the funds will not be expended.

The increase includes salary scale step increases for those who may be eligible and the cost of living increase as noted above. The staffing increase can be tied directly to:

- addressing the need for the management of household hazardous waste and increased diversion of construction and demolition materials (EMC-2 Full Time equivalents)
- temporary staffing to analyze and recommend changes to curbside services and to investigate scale software opportunities (1 Term position).
- 2 students for 15 weeks to perform and coordinate sector-specific audits on curbside - collected material streams.

Efforts are being made to secure off-setting grant funding for some of the costs associated with the additional human resource requirements relating to special projects.

The Authority’s current organizational chart follows:



It should be noted that the Western Management Centre is currently staffed by team members from the Eastern Management Centre site and 1 part-time scale house operator. This has limited the Eastern Management Centre’s ability to sort and manage materials properly.

The Western Management Centre continues to prove to be valuable infrastructure within the Authority’s operations servicing the western end of Kings County and the Towns of Middleton and Annapolis Royal and the Bear River First Nations community. Tonnage and traffic volumes have held steady since the reduction in hours from 5.5 days a week to 3.5 days a week. As noted, the draft budget being offered for consideration has been developed based on the operation of a nearby competing transfer station.

As can be seen in the table below, a financial analysis of the Western Management Centre indicated that the site, even with a competing facility, would result in a net savings over 15 years.

Scenario 1 – represents operating East and West Management Centres with competing transfer station.

Scenario 2 – represents operating only East Management Centre with competing transfer station

Difference – represents net savings.

	NPV over 15 years		
Net Cost	Scenario 1	Scenario 2	Difference
WMC	21,864,489	0	-21,864,489
EMC	78,987,309	105,398,938	26,411,629
Wind Turbine, net	-484,881	-484,881	0
Net cost (rounding)	\$ 100,365,549	\$ 104,913,943	\$ 4,548,394
Average per year	\$ 6,691,037	\$ 6,994,263	\$ 303,226

**Municipality of the District of Chester – Kaizer Meadow Landfill Services**

As indicated earlier, the Authority’s contract for landfill services is identified as a risk to the Authority, particularly due to the uncertainty over the future success of Sustane Technologies. A historical overview of the budgeted and actual costs to the Authority over the past 6 years is provided below. As you can see in following Table, the Authority has paid between \$40 and \$80 per tonne for disposal services without Sustane operations. The implementation of Sustane makes the predictability of per tonne fees even more difficult. Due to this uncertainty, the budget attached has been developed based on the partial implementation of the Sustane operations. The attached budget estimates the per-tonne disposal fee for 2020-2021 to be \$76.27 plus Host



Fee of \$5.20 for a total of \$81.47. The per-tonne forecast for 2019-2020 and the budget for 2020-2021 services continue to be refined by Chester representatives at this time.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	FORECAST 2019/20
Total Tonnes delivered to landfill	36,585	35,395	42,452	47,062	47,466	51,280	52,000
VWRM Tonnes delivered to landfill	20,375	19,316	21,478	22,367	24,230	23,348	22,500
Budgeted Disposal Fee	\$ 80.46	\$ 85.02	\$ 73.28	\$ 70.78	\$ 74.44	\$ 94.07	76.11
Disposal fees net of surplus/deficit	\$73.89	\$80.70	\$69.03	\$63.41	\$67.70	\$40.29	\$???.??
Percentage Partnership Waste	55.7%	54.6%	50.6%	47.5%	51.0%	45.5%	43.5%

## Draft Capital Budget

The Authority is proposing a progressive long-term capital plan for the upcoming year and the years ahead. Attached you will find:

1. Ten Year Capital Plan
2. Capital Budget Requirements for 2020-2021 along with projections for the years 2021-2022 and 2022-2023.
3. Municipality Party Guarantee Requirements for 2020-2021
4. Capital Justification Forms for the following capital items requested during 2020-2021:

2020-2021 Draft Capital Budget		
Item	Budgeted Value	Explanation
Replace 2009 4X4 XL Pick-up	\$50,000	Deferred from 2019
Replace 2012 4X4 XL Pick-up	\$50,000	New
Power Liftgate for Pick-up	\$4,000	Health and safety
Replace 2008 Roll Off Truck	\$225,000	Replacement
Replace 2006 Wheel Loader	\$235,000	Replacement and health and safety
Forklift – Household Hazardous Waste and Stewardship	\$42,000	Health and safety and improved efficiencies
Utility Trailer – Reuse Centre	\$15,000	Increased revenue

WMC Tipping Floor Repairs	\$189,750	Infrastructure repairs
EMC Tipping Floor Repairs	\$204,000	Infrastructure repairs
EMC Scale House Window	\$18,000	Health and safety
EMC Land Purchase	\$238,000	Long-term planning
EMC Video Cameras	\$75,000	Security
Scale Program Software	\$50,000	Financial reporting
Computer Switch	\$8,000	Equipment replacement
Transfer Station and Sorting Buildings (EMC)	\$75,000	Long-term planning
<b>Total</b>	<b>\$1,478,750</b>	

The Authority is proposing that all acquisitions be debt financed under terms as noted on the Ten Year Capital Replacement Plan. The work being undertaken by Keir Corp will address long-term capital planning requirements. The supporting Capital Project Justification Forms for each of the proposed expenditures are attached providing a detailed explanation regarding each item.

## Workplan 2020/Emerging Issues

### EXTERNAL MATTERS

#### Provincial Focus

Authority staff, primarily Andrew Garrett, continues to work at the provincial level to promote the establishment of the Extended Producer Responsibility program or EPR. Mr. Garrett is the spokesperson for the municipalities across NS on EPR. EPR would reduce the cost to municipalities of the blue bag recycling programs. In addition, the Efficiency study that examined waste management in Nova Scotia identified opportunities to create efficiencies in Nova Scotia's waste management system. Staff will continue to work with colleagues across the province to identify opportunities.

#### Annapolis County

The departure of Annapolis County from the Inter-municipal Services Agreement in 2018 has resulted in legal action both by the Authority and the Parties. Significant time is required to support these actions in terms of gathering information. In addition, the former Acting General Manager will likely be required to provide support.

#### Kaizer Meadow Landfill / Sustane

The implementation of Sustane Technologies has created volatility in the budget process and the associated tip fees. A 3.8 million dollar capital budget that included a 2.2 million dollar leachate treatment plant expansion was proposed by the Municipality of the District of Chester during the 2020-2021 budgeting process. If Sustane is successful and diverts 90% of the waste from landfill, then the cost of operating both the landfill and Sustane requires examination. The Authority has raised this matter with Chester through the Kaizer Meadow Landfill Consultation Committee and,

specifically, it is our intent to request Chester to develop a long term technical and business plan to ensure the viability of the facility.

## **INTERNAL MATTERS**

### **Human Resources**

The Authority has many longstanding employees with a wealth of experience. An organizational or staffing review is currently underway to align our human resources to ensure that we have the correct people focused on the actions that will yield optimal results. There are challenges; the EMC operation has two long-term WCB return to work cases that create a strain on available labour; additionally, the retirement of operations staff and the impending retirement of key management staff warrants the need to review roles and create a transition plan. It is an opportune time to review roles and responsibilities and rationalize the focus of the organization. The Human Resource Manual is outdated. Office Manager Davidson is currently working with Cathie Osborne to modernize the policy manual both for Human Resources and other key Authority and internal operating policies. This work is critical to maintaining a healthy workplace and limit liability.

### **Financial Management**

Keir Corp has been retained to undertake financial and cost accounting review. The work is intended to provide clearer insight and transparency into the Authority's cost structure and enhance our ability to manage the operation with better cost data.

### **Collection Schedule Changes**

April 1, 2020 will see the region move from a five day per week collection schedule to four days per week. The Education Department has developed a communication strategy to ensure residents are informed in advance.

### **Best Practice Review**

This past year several areas where efficiencies might be generated have been identified:

- Residences on private roads – under the residential collection program there are numerous residences on private roads including trailer parks, apartments and seasonal dwellings that are serviced. Seasonal and permanent dwellings in rural areas are serviced with bins for the drop off of materials; these locations are notoriously difficult to service and are currently serviced with our own forces. The questions posed:
  - Is there a more cost-efficient method to service these rural private roads and what are the liabilities?
  - If the collection system is changed then what consultation is appropriate with the residents who are affected?
- Commercial and Apartment curbside collection – any business or apartment complex is eligible for residential curbside solid waste collection services provided that they are under the residential limit. This creates a significant transfer of waste to the residential

collection program. The partners have requested that this policy be reviewed to determine the overall cost. The Authority will also consider other options to provide small businesses and apartment complexes solid waste management services.

- Scale Software – the current scale software is antiquated (20 years old) and it is not possible to download data directly into a spreadsheet. The scale is the heart of the metrics for the financial accounting and operations; identifying appropriate replacement software is a key goal for 2020-2021.

### **Capital Budget**

The cost accounting study will address capital replacement and financing strategies. There are three categories of proposed capital expenditures: Health and Safety, Replacement and Maintenance Capital and Infrastructure Upgrades.

### **Health and Safety**

Capital items intended to improve health and safety of the operations include:

- Forklift: HHW and Recycling (EMC) – reduce physical strain from loading pallets with pallet jack to move stewardship products (electronics and paint).
- Incoming Scale House Window (EMC) – reduce potential for repetitive strain injury from opening window manually. Also improves safety in the event of aggressive behavior by customers.
- Video Cameras – there have been several incidents of vandalism around the site and vehicle incidents on the tip floor. Video surveillance will assist with preventing and investigating these incidents.

### **Replacement and Maintenance Capital**

Equipment ages and requires regular upgrades. A large portion of the capital budget this year is dedicated to replacement and maintenance.

- Tip Floor repairs – in both the EMC and WMC the floors are worn to the point where the rebar is exposed. A survey will be conducted by a Professional Engineer and repair options would be identified. Repairs are budgeted for the 2020-2021 fiscal year. These repairs are also a key Health and Safety item.
- Replace 2009 Ford F250XL 4X4 Pick-Up Truck (Unit #1)
- Replace 2012 Ford F250XL 4X4 Pick-Up Truck (Unit #4)
- Replace 2008 Freightliner Roll Off Truck (Unit #16)
- Replace 2006 Caterpillar Wheel Loader (Unit #14)

### **Infrastructure Upgrades**

The Eastern Management Center and Western Management Center are both 20 plus years old and in that time the function of the facilities has evolved. The intent this year (2020-2021) is to develop the basis for a three to four year program to renovate the EMC to provide improved health and safety, superior customer service and improved cost. The volume of mixed Construction and Demolition waste materials has increased along with the opportunity to sort

material to reduce costs and volume to landfill. Stewardship programs for paint, waste oil, glycol, mercury products and electronics have all been introduced and the EMC is a major collection point for these products. The stewardship programs have increased small vehicle traffic to the EMC.

The EMC in particular has several challenges:

- The facility has limited area to expand operations – the Construction and Demolition area is too small for current volumes of material.
- Transfer station building was not designed for sorting and with the requirement to sort and store multiple products the work area is very tight.
- The higher private vehicle traffic in the public drop off and the intermixing of commercial vehicles creates a challenge and potential for an incident.
- Limited capital expenditures have been made in the last three years.

The Authority has proposed a three-year capital budget to address these specific concerns.

- Acquire lands to the east of the EMC to secure the lands for expansion into the future. The lot to the east is the only available land and it is currently on the market. (\$238,000)
- Infrastructure renewal - Design work for site expansion (\$75,000) and work noted below would be completed over the two to three years.
  - Establish expanded C&D storage and processing area. Current area is undersized and the area accessed by the public is difficult to maintain. (2021-2022)
  - Relocate Public Drop Off, HHW depot and receiving area for stewardship programs, thus improving public visitor experience and minimizing commercial and small vehicle traffic. (2021-2022)
  - Develop expanded sorting and transfer station – design required. (2022-2023)
- Replace Scale Program Software (EMC, WMC, Office) - The scale program is the hub of the finance and waste metrics for the organization. The current program is 20 years old and no longer supported by the manufacturer. The Software requires updating – the intent is to source a program that will support the financial transactions and provide improved tonnage data from both type and source.

## Summary



The proposed 2020-2021 Operating and Capital Budget results in an average cost of \$200.00 per serviced unit for the year. These notes are intended to provide support and background for the Draft 2020-2021 Operating and Capital Budget for the Valley Region Solid Waste-Resource Management Authority. The attached draft budgets have been developed in keeping with the underlying goals of providing an integrated solid waste-resource management system for our Parties that is environmentally sound, socially acceptable and financially feasible. Senior

Authority staff are available to visit each participating unit Council as the budget proceeds through the approval process to address any questions, comments or concerns that may arise.

*Note: In keeping with standard practices, the operating budget cost share amounts will be adjusted based on 2020 Uniform Assessment Information. Partners will be advised of final 2020-2021 share amounts as soon as possible.*

**Subject: Update: Activities in response to 2019-2020 Budget Approval Letter from Municipality of the County of Kings**

**From: Andrew Wort, General Manager**

**Date: February 11, 2020**

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As the Parties to the Intermunicipal Services Agreement are aware, the Municipality of the County of Kings requested several actions to be taken in follow-up to their approval of the 2019-2020 operating and capital budgets. This report is intended to provide an update for Parties regarding the status of each of the identified actions.

**1. Items related to the 2018-19 Fiscal Year-End**

The following matters could have a material impact on the Authority's and Parties' financial statements for the year ended March 31, 2019 and on the Authority's 2019-20 budgets, and as such, need to be addressed.

2018-2019 Operating Surplus

Any year-end surplus, including amounts that are created by accruing a Chester surplus, is to be booked as payable and then paid to the Parties based on the ownership percentage shares detailed within the IMSA, save and except a separate determination by the Authority with respect to the treatment of the amount attributable to the Municipality of the County of Annapolis. In the case of the latter, the Authority is to determine if Annapolis County's portion of the surplus can be applied as a partial offset against the County's operational indebtedness.

Rationale:

- The Parties to the IMSA will require funds to assist with the 2019-20 transitional budget; and
- The return of surplus is in keeping with Board Policy, i.e. is commensurate with the funding amounts contributed by each of the Parties.

<i>Progress Statement</i>	<i>There was a significant operating surplus in the 2018/19 budget year. The surplus was retained for distribution to the parties when legal matters are resolved.</i>
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Asset Retirement Obligation (ARO) – Transfer Stations

The Authority is to determine under Public Sector Accounting Board Standard 3280 if an ARO is required and if so in what dollar amount. If the answer is yes, the budget may need to reflect an expense to fund the obligation; while the March 31, 2019 financial statements need to reflect the unfunded amount. If there is an unfunded liability, consideration should be given to a transfer from the capital reserve.

Rationale:

- An ARO obligation would in part belong to the Municipality of the County of Annapolis and should be accounted for as such; and
- An unfunded liability will need to be addressed as part of an unqualified audit.

<i>Progress Statement</i>	<i>Authority staff have worked with the Auditors to determine if there is an Asset Retirement Obligation for the Transfer Stations. Jointly, it was determined that there is no Asset Retirement Obligation for these facilities – please see attached Memo dated August 20, 2019</i>
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**Bad Debt Estimation**

The Authority is to determine if an allowance for bad debt is required to offset partial collection of the \$855k receivable from the Municipality of the County of Annapolis. This would be an allowance for bad debt not a write-off.

**Rationale:**

- The external audit will require this determination; and
- Any bad debt estimate will require an expense with implications for the 2019-20 budget and the 2018-19 fiscal year-end.

<i>Progress Statement</i>	<i>The Bad Debt allowance was reviewed and established in conjunction with legal and auditor advice. A bad debt allowance of \$170,071.27 was established in the 2018-2019 Audited Statements</i>
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**April to August 2018 Administrative Expenses**

That the Authority expense the April to Aug 2018 invoices related to General Management and Financial Accounting services provided by Cathie Osborne and Kevin Matheson.

**Rationale:**

- The expenses are for core budgeted functions of Authority and as such should be expensed and not just be recovered from the six remaining Parties.
- The expenses do not appear to involve the severance of Annapolis County but were incurred during the time Annapolis County was Party to the IMSA, i.e. expensing these amounts properly accounts for Annapolis County’s portion/share.

**Available Resources:**

- Attached find notes and information assembled by the Municipality of the County of Kings relative to ARO obligations. The attached information is for background consideration only.

<i>Progress Statement</i>	<i>On May 1, 2019, the Authority passed a motion to credit all municipal parties for their proportional share of the cost share invoice for consulting fees and to return those funds to those Municipal Parties that paid the invoice.</i>
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**2. Items related to the 2019-20 Authority Budget**

**Green Carts**

- For the Authority to confirm if any of the surplus green carts have been sold.
- For the Authority to determine and report on how the existing surplus green carts from Annapolis County were purchased (were they capitalized or fully expensed in the year of purchase). The intent being for the Authority to determine if sale proceeds are to be credited to the operating fund or to a capital reserve. In either event sale proceeds, if material should be accounted for as a revenue in either the Authority’s operating or capital budget.
- For the Authority to examine the surplus units and set aside an appropriate number in reasonable condition for redeployment.



- To remove the proposed line item (budget) expenditure for new carts. That \$20,000 be budgeted for cleaning and refurbishing the carts.

Rationale:

- A transitional budget requires curtailed expenditures and if material, the accounting of the revenue from the sale of green carts within one of the 2019-20 budgets.

<i>Progress Statement</i>	<i>Green carts sales to municipalities is being recorded as revenue and included in financial reporting. Cart purchases were made through the operating budget each year. VWRM staff is sorting usable and repairable green carts for washing and redistribution. A small amount of small green carts was purchased in fiscal 2020 as our inventory of these carts was exhausted. No other cart purchases have been made in F2020 and funds are instead being used for washing and repairs. The 2019-2020 Operating Budget was amended to reflect this request. The 2020-2021 Budget includes funds to wash the large carts for renewal and funds to purchase smaller carts for use by seniors. An order for smaller (120L) green carts and minibins may be required this fiscal year but should fall within budgeted amounts. The cost of mini bins is partially off-set through re-sale of the product.</i>
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Financial Reporting Manager

The budget is to include cost sharing related to a proposed Municipality of the County of Kings Manager of Financial Reporting. This position is to be shared 60:40 between Kings and three Intermunicipal Service Agreement Corporations (Valley Waste being one). The ten month prorated 2019-20 amount for Valley Waste equals ~8,525 (Kings paying 75% ~\$6,394 with the remaining five Towns sharing the ~2,131). The proposed position may be an employee of the Municipality or a contracted firm or individual. A Chartered Professional Accountant will be engaged to serve in an advisory capacity.

Rationale:

- This position can advise on the several financial, cost, and management accounting functions required by the Authority, particularly during the transition period.

<i>Progress Statement</i>	<i>The Board considered this request and determined not to fund this position.</i>
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**3. Multiple Year Budgeting & Updated Operational Plans**

Quantification of volumes by Stream and Sector

By October 31, 2019, the Authority shall:

- Quantify the number of service units by sector and municipal jurisdiction
- Quantify weights by sector, including municipal jurisdiction, and stream

Rationale:

- Uncertainties surrounding the fluctuations and source of volumes being received in Chester needs to be addressed;
- There are uncertainties as to the source of the volumes (private or municipal); and
- Quantification is a required element of assigning costs between the sectors.

<p><i>Progress Statement</i></p>	<p><i>A key concern expressed by the Municipality of Kings is whether or not the commercial sector is paying their way in a fair and equitable manner. Authority staff share the Municipality of Kings concern about cost recovery. The commercial tipping fee is currently \$121. If the tipping fee at Chester is \$97.50 with transportation at \$19.50 as budgeted in 2017-2018, then it appears the Commercial, Institutional and Industrial Sectors is not sufficient to cover costs. The actual tipping fees at the Kaizer Meadow Landfill are attached. The tip fee at the landfill in the last four years has run in the \$64 to \$69 range plus transport from a low of \$18.00/per tonne to a high of \$19.87/per tonne.</i></p> <p><i>When you consider the actual tipping fee, the ICI sector is paying closer to or perhaps more than cost recovery. ICI tipping fees assist in the offsetting of fixed costs such as insurance. It is important that a complete picture of “actual cost” is evaluated and not looked at in isolation as budget numbers. In particular, there is concern the landfill tipping fees with the implementation of Sustane Technologies may dramatically increase during the transition period to full operation.</i></p> <p><i>Curbside ICI Apartment Collection</i>  <i>The Authority previously directed that they did not want to consider modifying the curbside collection program to commercial units and apartments in the short-term. The analysis of this area is complex. There are options beyond simple “collect or not collect” discussions. The Authority could consider a fee for service model, where businesses pay for collection at the curb. The analysis of this matter is beyond the scope of what is achievable in the 2019-2020 budget year.</i></p> <p><i>The Authority has budgeted a term position for 2020-2021 to analyze the options for commercial and apartments as part of the curbside collection program.</i></p> <p><i>Authority staff are working with the Municipality of Kings GIS staff who have assembled data that can be distributed to interested parties. Municipality of Kings staff is also involved in route planning for the new curbside collection contract to take effect April 1, 2020. The objective is to divide collections routes to allow tracking of volume by municipal unit.</i></p>
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Cost Accounting

By October 31, 2019, the Authority shall complete a cost accounting by stream by arranging or rearranging the financial accounting and management information systems to assign direct and indirect costs to each stream/program managed by the Authority.

Rationale:

- A tip fee by stream is one required outcome, e.g. a cost per tonne related to the collection, sorting, transfer, and disposal or processing of each specific material. This information together with a more robust understanding of the volumes will address uncertainties surrounding the allocation of costs between the private and municipal sectors.

## Multiple Year Forecast

By November 30, 2019, the Authority shall table a two-year forecast and a new operating plan together with specific recommendations for a right sized organization, including without limitation:

- A complete program review, e.g. the Authority's involvement with the ICI sector
- A capital financing plan
- An analysis of full time equivalency positions by program/service area
- A volume based cost recovery method by sector and stream
- The retirement of operating debt, i.e. cash flow and budget (income statement) plan to retire operational indebtedness

### Rationale:

- To bring stability to the Authority and Parties through affordable rates and charges.
- To avoid prolonged reorganization.
- To ensure rates and charges are equitable and based on cost-recovery.
- Kings is currently owed \$489,416 for payroll charges. The account has not been current (fully repaid) since August of 2018. Amounts outstanding have varied over that time.
- To retire the Authority's indebtedness to Kings in a reasonable timeframe (under municipal accounting rules long term operational debt is not permitted).

<i>Progress Statement</i>	<p><i>Authority staff have worked on the cost accounting element of the request; several points have become apparent:</i></p> <ol style="list-style-type: none"><li><i>1. The structure of the financial tracking mechanisms, scale software, chart of accounts, etc., is not structured to facilitate analysis of the questions posed.</i></li><li><i>2. A review of the scale software and general ledger structure to allow for effective cost reporting is required.</i></li></ol> <p><i>Multi-year forecasting:</i></p> <p><i>The Authority does not have the internal resources to complete this work. The Municipality of Kings has indicated that Modernization Funding can be drawn upon in support of the completion of this work. Staff have prepared, in consultation with MOK director of Finance, and issued two Request for Proposal documents in support of the completion of this work:</i></p> <ul style="list-style-type: none"><li><i>• Provision of Organizational Structure Review, VWRP1906</i><ul style="list-style-type: none"><li><i>○ Designed to address an analysis of full time equivalency positions by program/service area</i></li><li><i>○ Gerald Walsh and Associates has been retained to undertake the Staffing Review.</i></li></ul></li><li><i>• Provision of Cost and Management Accounting Services, VWRP1904</i><ul style="list-style-type: none"><li><i>○ Designed to address the preparation of a costing accounting by stream or rearranging the financial accounting and management information systems to assign direct and indirect costs to each stream/program managed by the Authority</i></li><li><i>○ Designed to address the provision of a tipping fee stream, e.g. cost per tonne related to the collection, sorting, transfer and disposal or processing of each specific material. This information together with a more robust understanding of the volumes will address uncertainties surrounding the allocation of costs between the private and municipal sectors.</i></li><li><i>○ Designed to address a complete program review, e.g. the Authority's involvement with the ICI sector. The review of ICI involvement is</i></li></ul></li></ul>
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	<p><i>restricted to the commercial volume delivered directly to the Authority's Management Centre sites.</i></p> <ul style="list-style-type: none"><li><i>○ Designed to address a volume-based cost recovery method by sector and stream</i></li><li><i>○ Keir Corp has been retained to undertake the financial review. Keir Corp also undertook the financial review of the Provincial waste system in Nova Scotia.</i></li></ul> <p><i>A third party should be involved in the development of these analyses to allow for independent verification of responses to these questions.</i></p> <p><i>Both of the RFP documents were prepared in consultation with staff of the Municipality of Kings; however, VWRM staff approved the final versions. Funds for both of these studies will be drawn from Modernization Funding currently held by the Municipality of Kings. The overriding goal is to complete both studies in a timely manner.</i></p>
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## Memo

**TO:** Valley Region Solid Waste-Resource Management Authority

**FROM:** Andrew Wort, General Manager

**DATE:** August 20, 2019

**SUBJECT:** Asset Retirement Obligation – Management Centres

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The Valley Region Solid Waste-Resource Management Authority management staff, in conjunction with the Authority's Auditors, reviewed the requirement to establish an Asset Retirement Obligation (ARO) under PSAB rule 3280 for the both the Eastern Management Center and the Western Management Center.

The Municipality of the County of Kings provided an opinion on the two Management Centres that states based on PSAB 3280 (33) the management centres meet the requirement for an Asset Retirement Obligation (ARO).

Based on the premise this is correct there are two questions:

- What is the anticipated life expectancy of these facilities – When would we abandon the facilities?
- What are the future costs of abandonment and long-term care of the facilities?

In determining these two factors the following were reviewed or undertaken:

- Operating permit for Eastern Management Centres – Approval number 2009-067706-01 Expiry August 5, 2029.
- Operating permit for Western Management Centres – Approval number 2009-067415-01 Expiry August 5, 2029.
- Valuation Report 343 Elliot Road, Lawrencetown, Nova Scotia – 22 May 2019
- Eastern Management Centre – Condition Assessment (Revised) Dillon Consulting, February 2019 – 18-8552-1000.
- Western Management Centre – Condition Assessment (Revised) Dillon Consulting February 2019 – 18-8552-1000.
- Conversations and emails with NSDOE regarding requirements to demolish abandoned sites.
- Site plans for Eastern and Western Management Centres.

### **Anticipated Life Span**

The existing infrastructure is approximately 20 years old. The volume of material managed over the years has increased marginally, however the small loads have increase significantly in recent years. The two sites have Approval Permits to the year 2029. These two sites with appropriate maintenance and perhaps some expansion should be at a minimum midlife and would likely continue to serve beyond that point.

Dillon provides a series of capital upgrades to both the Eastern and Western Management Centers to extend their useful life. The existing infrastructure with appropriate upgrades, expansion and strategic

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investments the facilities would serve for the foreseeable future – arbitrarily it is assumed they would serve a total of 50 years or to 2049.

### **Closure and Post Closure Costs**

Conclusion based on DOE's indication that demolition and removal of the structure is not required upon decommissioning or abandonment, then the closure costs would be minimal at the end of life.

Therefore establishment of a closure fund under PSAB 3280 is not required.

This conclusion is based on the following analysis.

Municipality of Kings County memo identifies the possible costs to accrue are:

**I.** Removal of material stored on site – *VWRM comment: as a transfer station long-term storage of material is not permitted. VWRM has the practice of processing and transporting all materials from a site in a timely manner. At the end of each fiscal year, any material stored on site (such as construction and demolition materials) are accrued for.*

**II.** Construction and maintaining a surface water management system – *VWRM comment: The current surface water management system consists of two elements: a catchment basin on the tip floor to collect water emanating from the trucks discharging the waste and the ditching to collect surface water on site.*

*The catch basin is pumped on the regular basis, however if the transfer station is abandoned it would not require pumping. The surface water ditching is rock lined and little or currently no or minimal maintenance of the ditches is required.*

*Ditch maintenance for an abandoned or inactive site would be negligible to nil.*

**III.** Maintaining the Facility approved post closure groundwater and surface water Monitoring programs – *VWRM Comment: The current site operating permit requires no monitoring of surface water or ground water. It is reasonable to assume that provided the operations continue as currently operated and no waste stored on site, NSE would not require surface water or groundwater monitoring for an abandoned site.*

### **IV. Decommissioning / removal of buildings and auxiliary equipment**

- *Dillon has prepared an estimate to close and demolish both sites: EMC is estimated to be 575,000\$ and WMC is estimated to be 399,000\$.*
- *The Dillon final closure report includes expenses for the demolition of the structures, all closure costs are demolition related. If the structures do not require demolition, then closure costs are minimal.*
- *Both sites are assumed to continue operation and would be maintained in a safe usable condition.*
- *NSDOE was consulted there is no requirement to demolish the structures upon abandonment of the property as Management Centre (per email K. MacLeod, NSE, May 29, 2019).*
- *The Authority maintains a fund for the maintenance and upkeep of the Management Centres; hence the Authority will have funds to maintain the properties in a condition such that the property could be repurposed.*
- *The property evaluation report for the Western Management Center demonstrates similar properties have been sold in the region and places a value on the property, upon abandonment it is reasonable to assume the assets could be sold outside their current role as a Waste Management Centers.*
- *It is reasonable to conclude that upon abandonment, the sites could be repurposed without demolishing the building and consequently at a minimal or no cost.*

Chester Tip Fee History					
	(Projected to Mar 31/19)				
	2018/19	2017/18	2016/17	2015/16	Total / Average
Chester Budget Tip Fee	94.5	71	76	94.07	
Tip Fee Paid \$/Mt	\$2,169,049	\$1,803,478	\$1,583,446	\$1,573,885	\$7,129,858
Mt/yr delivered	23,088.48	24,230.07	22,367.37	21,477.69	91,163.61
(Surplus) / Deficit	-\$634,737	-\$163,183	-\$165,195	-\$91,343	-\$1,054,458
(Surplus) / Deficit / MT	-\$27.49	-\$6.73	-\$7.39	-\$4.25	-\$11.57
Net Tip Fee (Actual)	\$66.45	\$67.70	\$63.41	\$69.03	66.64
Transfer Fee	19.87	18.69	18.34	18.00	
Net Disposal	\$86.32	\$86.39	\$81.75	\$87.03	
Commercial tip	\$ 121.00	\$ 110.00	\$ 110.00	\$ 110.00	
Transfer Stn and G&A	\$34.68	\$23.61	\$28.25	\$22.97	

In response to a request for the information, please find following a table delineating solid waste-resource collection services to the Parties:

	Blue Bag	Compost	Residual	Total Clean Up	Kings Cottage Bins	Total	
Annapolis Royal	46	84	45	13		188	1.07%
Berwick	141	256	138	67		602	3.42%
Kentville	381	689	372	140		1582	8.98%
Middleton	132	240	129	51		552	3.13%
Municipality of Kings County	3033	5491	2964	1556	302	13345	75.73%
Wolfville	326	590	318	118		1352	7.67%
	4059	7350	3967	1944		17622	

It should be noted that based on the routing information available staff have investigated every curbside collection route and the associated tonnages collected within each route to estimate quantities based on each municipal Party's geographic area. This data is based on 2018-2019 and similar results were reached when 2017-2018 data was researched. As you can see in the table above and table below, the actual amount of material from each geographic area is very similar to the actual cost share percentages calculated based on uniform assessment and population.

	Percentage
<b>Contributions from Municipal Parties</b>	<b>2020-21</b>
Municipality of Kings	74.72%
Town of Kentville	9.97%
Town of Wolfville	8.23%
Town of Berwick	3.53%
Town of Middleton	2.52%
Town of Annapolis Royal	1.03%
<b>Total Contributions from Municipal Parties</b>	100.00%

New curbside collection routing beginning March 31, 2020 has been designed to further delineate geographic areas and the associated collection data.



**Valley Region Solid Waste-Resource Management Authority**  
**Operating Fund Budget - Draft**  
**For the Year Ending March 31, 2021**

	Budget 2020-21	Forecast 2019-20	Budget 2019-20	Actual 2018-19
<b>Revenues</b>				
West Management Centre	\$ 365,470	\$ 396,822	\$ 433,000	\$ 494,895
East Management Centre	2,161,602	2,222,202	2,053,154	2,003,249
Conditional Transfers - Administration	650,499	616,781	566,396	587,714
RRFB Approved Programs	94,632	86,800	90,600	90,617
Communications and Enforcement	243,462	240,401	230,401	226,214
Wind Turbine	44,217	48,000	48,000	44,012
Return on Investment	24,000	53,645	5,000	21,809
<b>Total Program Revenues</b>	<b>3,583,882</b>	<b>3,664,651</b>	<b>3,426,551</b>	<b>3,468,510</b>
Municipal Parties' Contributions <sup>1</sup>	6,130,233	6,561,818	6,561,818	6,985,225
Prior Year (Deficit) Surplus	-	-	(23,544)	-
<b>Total Revenues, Contributions &amp; Transfers</b>	<b>\$ 9,714,115</b>	<b>\$ 10,226,469</b>	<b>\$ 9,964,825</b>	<b>\$ 10,453,735</b>
<b>Expenses</b>				
Residential Collection	2,054,067	2,158,519	2,198,212	2,414,750
Residual Transportation and Disposal	2,252,484	2,283,976	2,287,307	337,069
Organics Processing and Transportation	676,011	636,292	802,440	806,076
Recyclable Processing and Transportation	539,213	539,467	580,006	705,782
Construction & Demolition Debris Processing	155,142	156,690	187,368	185,090
East Management Centre Operations	1,258,765	1,241,114	1,242,822	1,177,563
West Management Centre Operations	453,967	379,971	349,316	718,099
Household Hazardous Waste	191,034	134,048	61,900	68,059
Communications and Enforcement	522,995	533,913	514,041	586,627
Wind Turbine	13,978	11,697	15,197	15,080
General Administration	639,457	544,457	581,896	491,199
Financial Services	460,224	381,217	600,877	111,865
Information Technology	37,549	49,454	54,235	35,326
RRFB Approved Programs	194,869	-	199,500	61,247
Transfer to Capital Reserve Fund	264,359	615,234	280,008	481,694
Capital Expenditures from Operations	-	7,128	9,700	-
<b>Total Expenses</b>	<b>\$ 9,714,114</b>	<b>\$ 9,673,177</b>	<b>\$ 9,964,825</b>	<b>\$ 8,195,526</b>
<b>Net Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ 553,292</b>	<b>\$ -</b>	<b>\$ 2,258,209</b>

<sup>1</sup> Contributions from Municipal Parties

	Percentage <sup>2</sup> 2020-21	Budget 2020-21	Forecast 2019-20	Budget 2019-20	Actual 2018-19
Municipality of Kings	74.72%	\$ 4,580,510	\$ 4,902,990	\$ 4,902,335	\$ 4,608,777
Town of Kentville	9.97%	611,184	654,213	652,901	613,983
Town of Wolfville	8.23%	504,518	540,038	542,006	511,652
Town of Berwick	3.53%	216,397	231,632	231,632	217,159
Municipality of Annapolis	0.00%	-	-	-	775,372
Town of Middleton	2.52%	154,482	165,358	167,326	156,230
Community of Hantsport	0.00%	-	-	-	40,341
Town of Annapolis Royal	1.03%	63,142	67,587	65,618	61,711
<b>Total Contributions from Municipal Parties</b>	<b>100.00%</b>	<b>\$ 6,130,233</b>	<b>\$ 6,561,818</b>	<b>\$ 6,561,818</b>	<b>\$ 6,985,225</b>

<sup>2</sup> Draft Percentage values are current at the time of budget development and subject to change based on updated Uniform Assessment values.



Valley Region Solid Waste-Resource Management Authority  
**Operating Fund Budget - Draft (with competing transfer station)**  
 For the Year Ending March 31, 2021

Budget recommended by the Authority:  
 Budget passed by all Party Councils:  
 Pending  
 Pending

Account Number and Name	Budget 2020-21	Budget Variance	Variance %	Forecast Variance	Variance %	Forecast 2019-20	Draft Update:		Projected 2021-22	Projected 2022-23	
							Budget 2019-20	Actual 2018-19			
<b>Revenues:</b>											
41000 Municipal Party Contributions											
41100 Municipality of the County of Kings	74.72%	\$ 4,580,510	\$ (321,825)	-6.56%	\$ (322,480)	-6.58%	\$ 4,902,990	\$ 4,902,335	\$ 4,808,777	\$ 4,760,412	\$ 4,698,430
41105 Town of Kentville	9.97%	611,184	(41,717)	-6.39%	(43,029)	-6.58%	654,213	652,901	613,983	635,189	626,918
41110 Town of Wolfville	8.23%	504,518	(37,488)	-6.92%	(35,520)	-6.58%	540,038	542,006	511,652	524,333	517,508
41115 Town of Berwick	3.53%	216,397	(15,235)	-5.58%	(15,235)	-6.58%	231,632	231,632	217,159	224,896	221,968
41120 Municipality of Annapolis County	0.00%	-	-	#DIV/0!	-	#DIV/0!	-	-	775,372	-	-
41205 WMC Tipping Fees	2.52%	154,482	(12,844)	-7.68%	(10,875)	-6.58%	165,358	167,326	156,230	160,549	158,459
41138 Community of Hantsport	0.00%	-	-	#DIV/0!	-	#DIV/0!	-	-	40,341	-	-
41139 Town of Annapolis Royal	1.03%	63,142	(2,476)	-3.77%	(4,445)	-6.58%	67,587	65,618	61,711	65,622	64,768
Total 41000 Municipal Party Contributions	100.00%	6,130,233	(431,585)	-6.58%	(431,585)	-6.58%	6,561,818	6,561,818	6,985,225	6,371,001	6,288,049
41200 Western Management Centre											
41201 WMC Tipping Fees		324,413	(75,587)	-18.90%	(31,849)	-8.94%	356,262	400,000	460,107	328,630	332,903
41204 WMC Sale of Materials		24,975	9,975	66.50%	1,865	7.14%	23,310	15,000	23,425	25,300	25,829
41205 WMC Paint Program Funding		2,262	(7,738)	-77.38%	(8,488)	-78.96%	10,750	10,000	2,063	2,291	2,321
412XX WMC Household Hazardous Waste		4,207	4,207	#DIV/0!	4,207	#DIV/0!	-	-	-	4,261	4,317
41206 WMC Scale Rental Fees		9,613	1,613	20.16%	3,113	47.89%	6,500	8,000	9,300	9,738	9,865
Total 41200 Western Management Centre		365,470	(67,530)	-15.60%	(31,352)	-7.90%	396,822	433,000	494,895	370,221	375,034
41300 Eastern Management Centre											
41301 EMC Tipping Fees		2,042,933	118,779	6.17%	(45,267)	-2.17%	2,088,199	1,624,154	1,891,633	2,069,491	2,098,394
41304 EMC Sale of Materials		87,389	(12,611)	-12.61%	3,097	3.67%	84,292	100,000	87,303	88,525	89,676
41305 EMC Paint Program Funding		5,288	(12,212)	-69.78%	(14,112)	-72.74%	19,400	17,500	4,654	5,357	5,426
413XX EMC Household Hazardous Waste		12,620	12,620	#DIV/0!	12,620	#DIV/0!	-	-	-	12,784	12,951
41306 EMC Scale Rental Fees		4,802	2,302	92.08%	(1,398)	-22.55%	6,200	2,500	2,220	4,864	4,928
41392 EMC Scotia Cost Sharing		8,570	(430)	-4.78%	(15,541)	-64.46%	24,111	9,000	7,449	8,681	8,794
Total 41300 Eastern Management Centre		2,161,602	108,448	5.28%	(60,600)	-2.73%	2,222,202	2,053,154	2,003,249	2,189,703	2,218,169
41500 Return on Investment											
41501 Bank Interest		24,000	19,000	380.00%	(29,645)	-55.26%	53,645	5,000	21,809	24,000	24,000
Total 41500 Return on Investment		24,000	19,000	380.00%	(29,645)	-55.26%	53,645	5,000	21,809	24,000	24,000
41600 Conditional Transfers - Administration											
41601 Landfill Diversion Credits		384,940	4,940	1.30%	4,940	1.30%	380,000	380,000	379,965	389,944	395,013
41633 Dairy Container Recycling		87,118	1,118	1.30%	1,009	1.17%	86,109	86,000	73,737	88,251	89,398
41634 Household Hazardous Waste		-	-	#DIV/0!	-	#DIV/0!	-	-	16,611	-	-
41635 Green Cart / Mini Bin Sales		1,823	23	1.28%	(2,677)	-59.49%	4,500	1,800	8,032	1,847	1,871
41650 CFC Removal Fees		2,026	26	1.30%	2,026	#DIV/0!	-	2,000	-	2,052	2,079
41691 Bylaw Tickets		2,203	(1,797)	-44.93%	(797)	-26.57%	3,000	4,000	3,075	2,322	2,261
41698 General Admin - Other		137,503	76,803	126.53%	29,428	27.23%	108,075	60,700	73,018	139,291	141,101
41699 Contracted Curbside Collection		34,886	2,990	9.37%	(211)	-0.80%	35,097	31,896	33,276	35,340	35,799
Total 41600 Conditional Transfers - Administration		650,499	84,103	14.85%	33,718	5.47%	616,871	566,396	587,714	658,955	667,522
41800 Communications & Enforcement											
41801 C&E Regional Coordinators		43,848	563	1.30%	563	1.30%	43,285	43,285	42,028	44,418	44,995
41805 C&E Enforcement Services		83,803	1,075	1.30%	1,075	1.30%	82,728	82,728	82,767	84,892	85,996
41860 C&E Education Services		65,225	837	1.30%	837	1.30%	64,388	64,388	58,903	66,073	66,932
41880 C&E Reuse Centre		50,586	10,586	26.47%	586	1.17%	50,000	40,000	42,516	51,244	51,910
Total 41800 Communications & Enforcement		243,462	13,061	5.67%	3,061	1.27%	240,401	230,401	226,214	246,627	249,833
42000 Wind Turbine											
42010 WT Wind Energy Production		44,217	(3,783)	-7.88%	(3,783)	-7.88%	48,000	48,000	44,012	44,792	45,374
Total 42000 Wind Turbine		44,217	(3,783)	-7.88%	(3,783)	-7.88%	48,000	48,000	44,012	44,792	45,374
46000 RRFB Approved Programs											
46020 Municipal Approved Programs		94,832	4,032	4.45%	7,832	9.02%	86,800	90,600	90,617	95,862	97,108
Total 46000 RRFB Approved Programs		94,832	4,032	4.45%	7,832	9.02%	86,800	90,600	90,617	95,862	97,108
<b>Total Revenues</b>		<b>\$ 9,714,115</b>	<b>\$ (274,255)</b>	<b>-2.75%</b>	<b>\$ (512,355)</b>	<b>-5.01%</b>	<b>\$ 10,226,469</b>	<b>\$ 9,988,369</b>	<b>\$ 10,453,735</b>	<b>\$ 10,001,161</b>	<b>\$ 9,985,089</b>
Other:											
41701 Prior Year Surplus (Deficit)		-	23,544	-100.00%	-	#DIV/0!	-	(23,544)	-	-	-
<b>Net Revenues and Cash Inflow</b>		<b>9,714,115</b>	<b>(250,711)</b>	<b>-2.52%</b>	<b>(512,355)</b>	<b>-5.01%</b>	<b>10,226,469</b>	<b>9,964,825</b>	<b>10,453,735</b>	<b>10,001,161</b>	<b>9,985,089</b>
<b>Expenses:</b>											
61000 General Administration											
61001 GA Salaries		380,066	45,124	13.47%	59,631	18.61%	320,435	334,942	221,508	385,007	390,012
61002 GA Benefits		78,513	9,025	12.99%	16,359	26.32%	62,154	69,488	38,950	79,534	80,568
61003 GA Snow Removal		861	11	1.29%	11	1.29%	850	850	679	872	884
61004 GA Office Supplies		8,929	(1,071)	-10.71%	(1,071)	-10.71%	10,000	10,000	10,450	9,045	9,163
61005 GA Utilities		12,577	161	1.30%	542	4.50%	12,035	12,416	13,323	12,741	12,906
61006 GA Travel		1,216	16	1.33%	16	1.33%	1,200	1,200	1,135	1,232	1,248
61007 GA Training & Conferences		4,052	52	1.30%	(3,167)	-43.87%	7,219	4,000	6,004	4,105	4,158
61008 GA Membership & Association Fees		1,216	16	1.33%	(250)	-17.05%	1,466	1,200	1,467	1,232	1,248
61009 GA Office Maintenance		6,520	5,020	334.67%	4,111	170.65%	2,409	1,500	1,939	6,005	6,691
61010 GA Office Equipment		2,533	33	1.32%	(121)	-4.56%	2,654	2,500	1,705	2,566	2,599
61012 GA Janitorial		9,709	125	1.30%	1,392	16.74%	8,317	9,584	9,199	9,835	9,963
61013 GA Professional Services		115,000	(1,180)	-1.02%	19,254	20.11%	95,746	116,180	204,915	116,495	118,009
61014 GA Employee Wellness Program		1,520	20	1.33%	28	1.88%	1,492	1,500	1,612	1,540	1,560
61015 GA OH&S Training		507	7	1.40%	7	1.40%	500	500	625	514	520
61016 GA OH&S Committee Expenses		-	-	#DIV/0!	(300)	-100.00%	300	-	-	-	-
61019 GA Gasoline & Diesel Fuel		101	1	1.00%	1	1.00%	100	100	67	102	104
61022 GA Office Security System		237	3	1.28%	(272)	-53.44%	509	234	229	240	243
61023 GA Meeting Costs		507	7	1.40%	231	83.70%	276	500	891	514	520
61025 GA Authority Board Travel		-	-	#DIV/0!	(334)	-100.00%	334	-	97	-	-
61026 GA Authority Board & Committees		-	-	#DIV/0!	(1,109)	-100.00%	1,109	-	-	-	-
61027 GA Authority Board & Committee Stipend		500	-	0.00%	-	0.00%	500	500	500	507	513
61028 GA Insurance		13,424	172	1.30%	172	1.30%	13,252	13,252	15,873	13,599	13,775
61030 GA Donations - Other Organizations		-	-	#DIV/0!	(150)	-100.00%	150	-	100	-	-
61040 GA Staff Recognition Events		1,013	13	1.30%	13	1.30%	1,000	1,000	1,947	1,026	1,040
61060 GA OH&S Consulting / WCB Certification		355	5	1.43%	5	1.43%	350	350	316	360	364
61070 GA Consulting - Program/Service Review		-	-	#DIV/0!	-	#DIV/0!	-	-	2,108	-	-
61101 GA Past Due Accounts Collection		101	1	1.00%	1	1.00%	100	100	280	102	104
61105 GA Provision for Vacation Pay		-	-	#DIV/0!	-	#DIV/0!	-	-	(44,720)	-	-
Total 61000 General Administration		639,457	57,561	9.89%	95,000	17.45%	544,457	581,896	491,199	647,770	656,191
61140 Wind Turbine											
61141 WT Operation and Maintenance		8,713	(1,287)	-12.87%	2,213	34.05%	6,500	10,000	10,661	8,826	6,941



Account Number and Name	Budget 2020-21	Budget Variance	Variance %	Forecast Variance	Variance %	Forecast 2019-20	Budget 2019-20	Actual 2018-19	Projected 2021-22	Projected 2022-23
61143 WT Insurance	5,265	68	1.31%	88	1.31%	5,197	5,197	4,419	5,333	5,403
Total 61140 Wind Turbine	13,978	(1,219)	-8.02%	2,281	19.50%	11,697	15,197	15,080	14,160	14,344
<b>61150 Financial Services</b>										
61151 FS Capital Financing Interest	77,162	(390,544)	-83.50%	16,905	28.05%	60,257	467,706	78,792	99,410	112,603
61152 FS Bank & Credit Card Fees	39,405	16,405	71.33%	1,765	4.69%	37,640	23,000	33,073	39,917	40,436
61153 FS Capital Financing Principal Repayments	343,657	233,486	211.93%	60,337	21.30%	283,320	110,171	-	521,331	464,114
Total 61150 Fiscal Services Financing	460,224	(140,653)	-23.41%	79,007	20.72%	381,217	600,877	111,865	660,658	637,153
<b>61200 Western Management Center</b>										
61201 WMC Salaries	157,760	(6,548)	-5.14%	(37,710)	-19.29%	195,470	166,308	322,655	159,811	161,888
61202 WMC Benefits	35,338	(1,915)	-5.14%	(7,883)	-18.24%	43,221	37,253	74,674	35,797	36,293
61203 WMC Office Supplies and Equipment	1,113	(387)	-25.80%	175	18.66%	938	1,500	1,369	1,127	1,142
61204 WMC Safety Equipment	1,315	(485)	-26.94%	1,082	419.76%	253	1,800	1,514	1,332	1,349
61205 WMC Insurance	30,119	387	1.30%	387	1.30%	29,732	29,732	29,121	30,511	30,907
61206 WMC Staff Training and Development	-	#DIV/0!		(109)	-100.00%	109	-	1,228	-	-
61209 WMC Telephones	2,533	33	1.32%	(65)	-2.50%	2,598	2,500	2,242	2,566	2,599
61210 WMC Communication Equip & Licenses	776	10	1.31%	188	31.97%	588	766	1,255	786	796
61211 WMC Electricity	12,156	156	1.30%	2,797	29.89%	9,359	12,000	16,272	12,314	12,474
61212 WMC Small Tools/Shop Supplies	86	(664)	-88.53%	(474)	-84.64%	560	750	941	87	88
61214 WMC Staff Travel	-	(500)	-100.00%	(182)	-100.00%	162	500	578	-	-
61215 WMC OH&S Consulting / WCB Certification	304	4	1.33%	4	1.33%	300	300	306	308	312
61216 WMC Leased/Rented Equipment	355	5	1.43%	(1,096)	-75.53%	1,451	350	1,210	360	364
61217 WMC Vehicle Registration	1,762	(238)	-11.90%	762	76.20%	1,000	2,000	3,063	1,785	1,808
61225 WMC WCB Subcontractor Premium	55	(320)	-85.33%	55	#DIV/0!	-	375	(312)	56	56
61230 WMC Site and Building Maintenance	10,130	130	1.30%	597	6.26%	9,533	10,000	15,399	10,262	10,395
61231 WMC Scale Maintenance	1,317	17	1.31%	(6,683)	-83.54%	8,000	1,300	2,551	1,334	1,351
61232 WMC Vehicle & Equipment R&M	35,455	455	1.30%	773	2.23%	34,682	35,000	35,774	35,916	36,383
61240 WMC Gasoline & Diesel Fuel	30,390	390	1.30%	(1,110)	-3.52%	31,500	30,000	39,815	30,785	31,185
61250 WMC Snow/Ice Removal Supplies	1,014	(486)	-32.40%	(486)	-32.40%	1,500	1,500	1,001	1,027	1,041
61251 WMC Janitorial	9,117	117	1.30%	2,218	32.15%	6,899	9,000	8,085	9,236	9,356
61253 WMC Security	792	10	1.28%	152	23.75%	640	782	767	802	813
61254 WMC Tank Pumping/Transport	608	8	1.33%	(868)	-58.81%	1,476	600	1,307	616	624
61281 WMC Environmental Services	-	(5,000)	-100.00%	-	#DIV/0!	-	5,000	-	-	-
61299 WMC Uncollectible Revenues	121,472	121,472	#DIV/0!	121,472	#DIV/0!	-	-	157,384	123,051	124,651
Total 61200 Western Management Center	453,967	104,651	29.96%	73,996	19.47%	379,971	349,316	718,099	459,869	465,847
<b>61300 Eastern Management Center</b>										
61301 EMC Salaries	789,367	5,719	0.73%	47,667	6.43%	741,700	783,648	729,747	799,629	810,024
61302 EMC Benefits	192,990	(11,950)	-5.83%	7,348	3.96%	185,642	204,940	186,075	195,499	198,040
61303 EMC Office Supplies and Equipment	2,533	33	1.32%	(1,242)	-32.90%	3,775	2,500	2,646	2,566	2,599
61304 EMC Safety Equipment	4,660	60	1.30%	70	1.53%	4,590	4,600	3,707	4,721	4,782
61305 EMC Insurance	35,769	459	1.30%	459	1.30%	35,310	35,310	34,709	36,234	36,705
61306 EMC Staff Training & Development	3,140	(4,360)	-58.13%	1,024	48.39%	2,116	7,500	2,082	3,181	3,222
61309 EMC Telephones	1,671	21	1.27%	(617)	-26.97%	2,288	1,650	1,662	1,693	1,715
61310 EMC Communication Equipment & Licenses	1,651	21	1.29%	410	33.04%	1,241	1,630	2,242	1,672	1,694
61311 EMC Electricity	21,780	280	1.30%	5,098	30.56%	16,682	21,500	22,892	22,063	22,350
61312 EMC Small Tools/Shop Supplies	1,520	20	1.33%	(1,650)	-52.05%	3,170	1,500	5,306	1,540	1,560
61314 EMC Staff Travel	819	(2,681)	-76.60%	(781)	-48.81%	1,600	3,500	478	830	840
61315 EMC OH&S Consulting / WCB Certification	304	4	1.33%	4	1.33%	300	300	306	308	312
61316 EMC Leased/Rented Equipment	1,114	14	1.27%	(2,686)	-70.68%	3,800	1,100	7,262	1,128	1,143
61317 EMC Water and Meter Charges	1,190	15	1.28%	(370)	-23.72%	1,560	1,175	1,601	1,205	1,221
61318 EMC Sewer Charges	1,190	15	1.28%	144	13.77%	1,046	1,175	1,100	1,205	1,221
61319 EMC Hydrant Rental	1,925	25	1.32%	330	20.69%	1,595	1,900	1,897	1,950	1,975
61320 EMC Vehicle Registration	2,431	31	1.29%	(2,088)	-46.20%	4,519	2,400	4,680	2,463	2,495
61325 EMC WCB Subcontractor Premium	55	(315)	-85.14%	(315)	-85.14%	370	370	(312)	56	56
61330 EMC Site/Building Maintenance	8,321	(9,679)	-53.77%	(8,983)	-51.91%	17,304	18,000	4,410	8,429	8,539
61331 EMC Scale Maintenance	3,647	47	1.31%	1,196	48.80%	2,451	3,600	3,977	3,694	3,742
61332 EMC Vehicle and Equipment R&M	92,000	42,000	84.00%	(46,549)	-33.60%	138,549	50,000	67,329	55,715	56,439
61340 EMC Gasoline & Diesel Fuel	77,950	1,000	1.30%	18,950	32.12%	59,000	76,950	73,702	78,963	79,990
61350 EMC Snow/Ice Removal Supplies	4,255	55	1.31%	255	6.38%	4,000	4,200	4,736	4,310	4,366
61351 EMC Janitorial	7,115	91	1.30%	28	0.40%	7,087	7,024	7,365	7,207	7,301
61353 EMC Security	760	10	1.33%	41	5.70%	719	750	800	770	780
61354 EMC Tank Pumping and Transport	608	8	1.33%	8	1.33%	600	600	-	616	624
61381 EMC Environmental Services	-	(5,000)	-100.00%	-	#DIV/0!	-	5,000	-	-	-
61399 EMC Uncollectible Revenues	-	-	#DIV/0!	(100)	-100.00%	100	-	7,284	-	-
Total 61300 Eastern Management Center	1,258,765	15,943	1.28%	17,851	1.42%	1,241,114	1,242,822	1,177,583	1,237,648	1,253,737
<b>6XXXX Household Hazardous Waste</b>										
6XX01 HHW Salaries	103,491	103,491	#DIV/0!	103,491	#DIV/0!	-	-	-	104,836	106,199
6XX02 HHW Benefits	24,838	24,838	#DIV/0!	24,838	#DIV/0!	-	-	-	25,161	25,488
61267 HHW WMC Operations	7,598	98	1.31%	(9,936)	-56.67%	17,534	7,500	8,330	7,697	7,797
61367 HHW EMC Operations	54,702	702	1.30%	(60,523)	-52.53%	115,225	54,000	59,729	56,413	56,133
61372 HHW EMC CFC Removal	405	5	1.25%	(884)	-68.58%	1,289	400	-	410	416
Total 61400 Residential Collection Contract	191,034	129,134	208.62%	56,986	42.51%	134,048	61,900	68,059	193,517	196,033
<b>61400 Residential Collection Contract</b>										
61401 RC Residential Collection	1,911,909	(108,229)	-5.36%	(103,100)	-5.12%	2,015,009	2,020,138	2,256,072	1,936,764	1,961,942
61402 RC Fuel Adjustment	(25,000)	(14,018)	-127.85%	-	0.00%	(25,000)	(10,982)	(28,513)	(25,325)	(25,654)
61403 RC Green Carts	10,042	(9,958)	-49.79%	5,042	100.84%	5,000	20,000	9,913	10,173	10,305
61405 RC Spring/Fall Clean-up	142,958	(11,048)	-7.17%	(1,483)	-1.03%	144,441	154,006	167,772	144,816	146,699
61410 RC Cart Maint. & Supplies	5,863	4,863	488.30%	(2,137)	-26.71%	8,000	1,000	1,905	5,939	6,016
61420 RC Seasonal Bin Maint.	70	(930)	-93.00%	1	1.45%	69	1,000	-	71	72
61421 RC Seasonal Bin Monitoring	-	-	#DIV/0!	-	#DIV/0!	-	-	(2,700)	-	-
61423 RC Seasonal Bin Signage	-	(50)	-100.00%	-	#DIV/0!	-	50	-	-	-
61440 RC Advertising / Notices	8,225	(4,775)	-36.73%	(2,775)	-25.23%	11,000	13,000	11,301	8,332	8,440
Total 61400 Residential Collection Contract	2,054,067	(144,145)	-6.56%	(104,452)	-4.84%	2,158,519	2,198,212	2,414,750	2,080,770	2,107,820
<b>61500 Construction &amp; Demolition Debris</b>										
61521 C&D Transportation East	47,430	(42,826)	-47.45%	50,860	-1482.80%	(3,430)	90,256	29,370	48,047	48,671
61522 C&D Processing East	101,712	31,323	44.50%	(18,351)	-15.28%	120,063	70,389	151,274	103,034	104,374
61523 C&D Fuel Adjustment East	-	11	-100.00%	-	#DIV/0!	-	(11)	(39)	-	-
61531 C&D Transportation West	-	(2,440)	-100.00%	3,377	-100.00%	(3,377)	2,440	3,377	-	-
61532 C&D Processing West	6,000	(18,309)	-75.32%	(37,434)	-86.19%	43,434	24,309	1,108	6,078	6,157
61533 C&D Fuel Adjustment West	-	15	-100.00%	-	#DIV/0!	-	(15)	-	-	-
Total 61500 Construction & Demolition Debris	155,142	(32,226)	-17.20%	(1,548)	-0.99%	156,690	187,368	185,090	167,159	159,202
<b>61600 Recyclables</b>										
61605 Recyclable Processing East	415,550	(34,940)	-7.76%	(5,716)	-1.36%	421,266	450,490	513,238	420,952	426,425
61611 Recyclable Transportation West	-	-	#DIV/0!	(10,526)	-100.00%	10,526	-	1,173	-	-
61615 Recyclable Processing West	123,663	(5,853)	-4.52%	15,988	14.85%	107,675	129,516	191,371	125,271	126,899
Total 61600 Recyclables	539,213	(40,793)	-7.03%	(254)	-0.05%	539,467	580,006	705,782	546,223	553,324

Account Number and Name	Budget 2020-21	Budget Variance	Variance %	Forecast Variance	Variance %	Forecast 2019-20	Budget 2019-20	Actual 2018-19	Projected 2021-22	Projected 2022-23
<b>61700 Organics</b>										
61701 Organics Processing East	517,468	(106,652)	-17.09%	8,376	1.65%	509,092	624,120	576,228	524,195	531,010
61711 Organics Processing West	155,815	(22,505)	-12.62%	31,308	25.15%	124,507	178,320	229,848	157,841	159,893
61715 Organics Equipment Rental West	2,728	2,728	#DIV/0!	35	1.30%	2,693	-	-	2,763	2,799
<b>Total 61700 Organics</b>	<b>676,011</b>	<b>(126,429)</b>	<b>-15.76%</b>	<b>39,719</b>	<b>6.24%</b>	<b>636,292</b>	<b>802,440</b>	<b>806,076</b>	<b>684,799</b>	<b>693,702</b>
<b>61800 Residuals</b>										
61801 Residuals Disposal East	1,525,069	9,239	0.61%	585	0.04%	1,524,484	1,515,830	1,705,822	1,523,935	1,446,630
61802 Residuals Adjustment - Disposal East	-	-	#DIV/0!	-	#DIV/0!	-	-	(1,391,576)	-	-
61805 Residuals Transportation East	383,102	(24,936)	-6.11%	(396)	-0.10%	383,498	408,038	358,900	397,199	411,480
61806 Residuals Fuel Adjustment East	(2,803)	(3,421)	-553.56%	245	-8.04%	(3,048)	618	(1,479)	(2,839)	(2,876)
61810 Residuals Disposal West	278,792	(6,930)	-2.43%	(32,907)	-10.56%	311,699	285,722	490,519	280,052	265,834
61812 Residuals Adjustment - Disposal West	-	-	#DIV/0!	-	#DIV/0!	-	-	(927,718)	-	-
61815 Residuals Transportation West	69,267	(7,645)	-9.94%	990	1.45%	68,277	76,912	103,586	70,167	71,080
61816 Residuals Fuel Adjustment West	(942)	(1,129)	-603.74%	(8)	0.86%	(934)	187	(985)	(954)	(967)
<b>Total 61800 Residuals</b>	<b>2,252,484</b>	<b>(34,823)</b>	<b>-1.52%</b>	<b>(31,492)</b>	<b>-1.38%</b>	<b>2,283,976</b>	<b>2,287,307</b>	<b>337,069</b>	<b>2,267,561</b>	<b>2,193,180</b>
<b>61900 Communications &amp; Enforcement</b>										
61901 C&E Salaries	371,925	14,350	4.01%	(4,038)	-1.07%	375,963	357,575	426,513	376,760	381,658
61902 C&E Benefits	87,030	1,216	1.42%	(2,151)	-2.41%	89,181	85,814	102,141	88,161	89,307
61905 C&E RRFB Regional Enforcement Program	7,355	(2,645)	-26.45%	(1,645)	-18.28%	9,000	10,000	6,500	7,451	7,547
61910 C&E Office Supplies & Equipment	2,364	(636)	-21.20%	(136)	-5.44%	2,500	3,000	2,857	2,395	2,426
61911 C&E Clothing Costs	203	3	1.50%	3	1.50%	200	200	-	206	208
61915 C&E Telephones	4,052	52	1.30%	52	1.30%	4,000	4,000	4,218	4,105	4,158
61920 C&E Advertising	11,143	143	1.30%	143	1.30%	11,000	11,000	12,453	11,288	11,435
61922 C&E Newsletter and Calendar Distribution	2,026	26	1.30%	26	1.30%	2,000	2,000	1,769	2,052	2,079
61923 C&E Other Advertising/Public Relations	-	-	#DIV/0!	(1,324)	-100.00%	1,324	-	-	-	-
61924 C&E Calendar Design & Printing	17,221	221	1.30%	1,721	11.10%	15,500	17,000	16,320	17,445	17,672
61925 C&E Promotional Items	174	(1,326)	-88.40%	(1,326)	-88.40%	1,500	1,500	98	176	179
61931 C&E ICI Support	609	8	1.33%	8	1.33%	600	600	600	616	624
61935 C&E Enforcement Warnings, etc.	-	-	#DIV/0!	-	#DIV/0!	-	-	348	-	-
61940 C&E Travel	3,343	43	1.30%	343	11.43%	3,000	3,300	2,265	3,386	3,430
61941 C&E Vehicle Repairs & Maintenance	3,546	46	1.31%	(954)	-21.20%	4,500	3,500	992	3,592	3,639
61942 C&E Insurance	6,029	77	1.29%	77	1.29%	5,952	5,952	3,998	6,107	6,187
61943 C&E Vehicle Fuel	3,546	46	1.31%	(454)	-11.35%	4,000	3,500	2,742	3,592	3,639
61944 C&E Vehicle Registrations	449	449	#DIV/0!	6	1.35%	443	-	177	455	461
61945 C&E Printing/Presentation Materials, Supply	24	(726)	-96.80%	(476)	-95.20%	500	750	46	24	25
61961 C&E OH&S Safety Equipment	355	5	1.43%	105	42.00%	250	350	246	360	364
61970 C&E Special Weeks Promotions	1,602	(2,398)	-59.95%	(898)	-35.92%	2,500	4,000	2,344	1,623	1,644
<b>Total 61900 Communications &amp; Enforcement</b>	<b>522,995</b>	<b>8,954</b>	<b>1.74%</b>	<b>(10,918)</b>	<b>-2.04%</b>	<b>533,913</b>	<b>514,041</b>	<b>586,627</b>	<b>529,794</b>	<b>536,681</b>
<b>62300 Transfer to Capital Reserve</b>										
62301 Transfer to Capital Reserve	264,359	(15,649)	-5.94%	(406,669)	-60.80%	671,028	280,008	481,694	285,795	259,375
62302 Transfer to Capital (asset addition)	-	-	#DIV/0!	55,794	-100.00%	(55,794)	-	-	-	-
<b>Total 62300 Transfer to Capital Reserve</b>	<b>264,359</b>	<b>(15,649)</b>	<b>-5.94%</b>	<b>(350,875)</b>	<b>-57.03%</b>	<b>615,234</b>	<b>280,008</b>	<b>481,694</b>	<b>285,795</b>	<b>259,375</b>
<b>62400 Capital From Operations</b>										
62401 Capital From Operations	-	(9,700)	-100.00%	(7,128)	-100.00%	7,128	9,700	-	-	-
<b>Total 62400 Capital From Operations</b>	<b>-</b>	<b>(9,700)</b>	<b>-100.00%</b>	<b>(7,128)</b>	<b>-100.00%</b>	<b>7,128</b>	<b>9,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>64000 Information Technology</b>										
64005 IT Internal Services	2,382	(1,958)	-45.12%	(338)	-12.43%	2,720	4,340	2,521	2,413	2,444
64010 IT Hardware	6,230	80	1.30%	(2,220)	-26.27%	8,450	6,150	5,310	6,311	6,393
64011 IT Software	-	(15,180)	-100.00%	(10,580)	-100.00%	10,580	15,180	-	-	-
64019 IT Website Maintenance	709	9	1.29%	59	9.08%	650	700	626	718	728
64020 IT Maintenance Contracts	11,969	154	1.30%	365	3.15%	11,604	11,815	10,904	12,125	12,282
64021 IT Consulting Fees	16,259	209	1.30%	809	5.24%	15,450	16,050	15,965	16,470	16,684
<b>Total 64000 Information Technology</b>	<b>37,549</b>	<b>(16,686)</b>	<b>-30.77%</b>	<b>(11,905)</b>	<b>-24.07%</b>	<b>49,454</b>	<b>54,235</b>	<b>35,326</b>	<b>38,037</b>	<b>38,532</b>
<b>66020 RRFB Approved Program Costs</b>										
66021 RRFB Restructured Approved Programs	11,947	(7,553)	-38.73%	11,947	#DIV/0!	-	19,500	11,794	12,102	12,260
63001 RRFB Allocations	182,922	2,922	1.62%	182,922	#DIV/0!	-	180,000	49,453	185,300	187,709
<b>Total 66020 RRFB Approved Program Costs</b>	<b>194,869</b>	<b>(4,631)</b>	<b>-2.32%</b>	<b>194,869</b>	<b>#DIV/0!</b>	<b>-</b>	<b>199,500</b>	<b>61,247</b>	<b>197,402</b>	<b>199,969</b>
<b>Total Expense</b>	<b>\$ 9,714,114</b>	<b>\$ (250,711)</b>	<b>-2.52%</b>	<b>\$ 40,937</b>	<b>0.42%</b>	<b>\$ 8,673,177</b>	<b>\$ 9,964,825</b>	<b>\$ 8,195,526</b>	<b>\$ 10,001,161</b>	<b>\$ 9,965,089</b>
<b>Net Surplus (Deficit)</b>	<b>\$ 0</b>					<b>\$ 593,292</b>	<b>\$ -</b>	<b>\$ 2,258,209</b>	<b>\$ (0)</b>	<b>\$ 0</b>

**Valley Region Solid Waste-Resource Management Authority**  
**Ten Year Capital Replacement Plan**  
**For the year ending March 31, 2021-2029**

Updated: 10-Jan-20

Unit No. / Location	Description	Finance Term (years)	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29
Unit 1	2009 Ford F250XL 4X4 Pick-Up Truck - plow	5	50,000									50,000
Unit 1	Plow attachment	5										
Unit 2	2010 Ford F150 4X4 Pick-Up Truck add lift gate	5					40,000					
Unit 3	2009 Ford F150 Pick-up 4X4 w/ lift gate	5										
Unit 3	Power Liftgate for 2009 F150 replacement	5										
Unit 4	2012 Ford F250XL 4x4 Pick-Up Truck Plow	5	50,000									50,000
Unit 20	2013 Ford F150 XL 4X4 Pick-Up Truck Lift Gate	5						40,000				
Unit 24	2017 Dodge Ram 1500 4x4 Pick-up Truck Lift Gate	5									40,000	
Unit 25	2017 Dodge Ram 1500 4x4 Pick-up Truck ADD Lift Gate	5	4,000								40,000	
Unit 26	2017 Dodge Ram 2500 4x4 Pick-up Truck Plow	5									40,000	
Unit 5	2011 Mazda 3 Sport GX Car	5		25,000				27,000				
Unit 5T	2010 Utility Tail Dump Trailer	5		20,000					16,000			
Unit 7	2003 Freightliner Roll Off Truck	10		225,000								
Unit 6	2016 Freightliner Roll Off Truck	10									225,000	
Unit 16	2008 Freightliner Roll Off Truck	10	225,000									
Unit 21	2013 Freightliner Roll Off Truck	10						225,000				
Unit 14	2006 Caterpillar Wheel Loader	10	235,000								245,000	
Unit 18	2009 Caterpillar Wheel Loader	10			235,000							
Unit 22	2013 Caterpillar Wheel Loader	10					235,000					
Unit 23	2015 Caterpillar Wheel Loader	10							235,000			
Unit 19	Kubota ATV/RTV	5									27,000	
Unit 27	Kubota ATV/RTV	5						30,000				
EMC/WMC	Roll Off Containers	10		17,500		17,500		18,500			19,500	
EMC	Club Cadet Lawn Tractor	5			3,500							
WMC	Club Cadet Lawn Tractor	5			3,500							
EMC	Portable Magnet	5						7,000				
WMC	Tipping Floor Repairs	25	189,750									
EMC	Tipping Floor Repairs	25	204,000									
EMCWMC	Paving	25		25,000		25,000		25,000		25,000		25,000
EMC/WMC	Replace Weigh Scales - Incoming & Outgoing	10										



**Valley Region Solid Waste-Resource Management Authority**  
**Ten Year Capital Replacement Plan**  
**For the year ending March 31, 2021-2029**

Updated: 10-Jan-20

Unit No. / Location	Description	Finance Term (years)	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29
EMC/WMC	Site Signage	10		5,000								
EMC	Incoming Scale House Window	25	18,000									
WMC	Incoming Scale House Window	25		18,000								
EMC	Purchase adjacent land for future expansion	25	238,000									
EMC	Sorting Building and transfer building	25	75,000		900,000							
EMC	Public Drop off / HHW Center	10		125,000								
EMC/WMC	Miscilaneous Capital	10			50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
EMC	Video Camera Scale House and Sit	5	75,000									
EMC/WMC	Green Carts	10		39,000	39,000	78,000	78,000	78,000	78,000	78,000	78,000	78,000
EMC	Forklift HHW and Recycling (5,000 lb) with Pnumatic Tires	5	42,000									
Reuse Centre	Trailer(s) for recovered lumber Re-Use Center	10	15,000									
EMC/WMC	Scale Program	5	50,000									
I.T.	Computer Switch	5	8,000									
	<b>Total Annual Capital Replacement</b>		<b>\$ 1,478,750</b>	<b>\$ 499,500</b>	<b>\$ 1,231,000</b>	<b>\$ 195,500</b>	<b>\$ 428,000</b>	<b>\$ 525,500</b>	<b>\$ 404,000</b>	<b>\$ 774,500</b>	<b>\$ 193,000</b>	<b>\$ 278,000</b>

**Valley Region Solid Waste-Resource Management Authority**

**Capital Budget and Projections - Draft**

**For the year ending March 31, 2021-2023**

Updated: 10-Jan-20

Description	Budget 2020-21	Projected 2021-22	Projected 2022-23	Funding Source			Financing Term (Years)	Total Financing Cost	
				Operations	Capital Reserve Fund				
					Equipment Reserve	Capital Reserve			Debt
Replace 2009 Ford F250XL 4X4 Pick-Up Truck (Unit #1)	50,000						50,000	5	4,342
Replace 2012 Ford F250XL 4X4 Pick-Up Truck (Unit #4)	50,000						50,000	5	4,342
Power Lift Gate for Pick-Up Truck (Unit #25)	4,000						4,000	5	347
Replace 2008 Freightliner Roll Off Truck (Unit #16)	225,000						225,000	10	37,669
Replace 2006 Caterpillar Wheel Loader (Unit #14)	235,000						235,000	10	39,343
Forklift: HHW and Recycling (EMC)	42,000						42,000	5	3,647
Utility Trailer (Reuse Centre)	15,000						15,000	10	2,512
Tipping Floor Repairs/Replacement (WMC)	189,750						189,750	25	81,798
Tipping Floor Repairs/Replacement (EMC)	204,000						204,000	25	87,941
Incoming Scale House Window (EMC)	18,000						18,000	25	7,760
Purchase Adjutant Land for Future Expansion (EMC)	238,000						238,000	25	102,598
Video Cameras: Site and Scale House (EMC)	75,000						75,000	5	6,514
Replace Scale Program Software (EMC, WMC, Office)	50,000						50,000	5	4,342
Computer Switch	8,000						8,000	5	675
Transfer Station and Sorting Buildings (EMC)	75,000		900,000				975,000	25	420,308
Replace 2011 Mazda 3 Sport GX Car (Unit 5)		25,000					25,000	5	2,172
Replace 2010 Utility Tail Dump Trailer (Unit #5T)		20,000					20,000	5	1,737
Replace 2003 Freightliner Roll Off Truck (Unit #7)		225,000					225,000	10	37,669
Roll Off Containers		17,500					17,500	10	2,930
Paving (EMC and WMC)		25,000					25,000	25	10,778
Site Signage (EMC and WMC)		5,000					5,000	10	838
Public Drop Off / HHW Centre Site Upgrades (EMC)		125,000					125,000	10	20,927

**Valley Region Solid Waste-Resource Management Authority**

**Capital Budget and Projections - Draft**

**For the year ending March 31, 2021-2023**

Updated: 10-Jan-20

Description	Budget 2020-21	Projected 2021-22	Projected 2022-23	Funding Source			Financing Term (Years)	Total Financing Cost	
				Operations	Capital Reserve Fund				
					Equipment Reserve	Capital Reserve			Debt
Incoming Scale House Window (WMC)		18,000					18,000	25	7,760
Replace Residential Collection Large Green Carts		39,000	39,000				78,000	10	13,058
Replace 2009 Caterpillar Wheel Loader (Unit #18)			235,000				235,000	10	39,343
Replace Club Cadet Lawn Tractor			3,500				3,500	5	304
Replace Club Cadet Lawn Tractor			3,500				3,500	5	304
Miscellaneous capital			50,000				50,000	10	8,371
	<u>\$ 1,478,750</u>	<u>\$ 499,500</u>	<u>\$ 1,231,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,209,250</u>		<u>\$ 950,329</u>



**Municipal Party Guarantee Requirements  
Capital Budget FY2020-21**

Update: 10-Jan-20

Current Year Capital Budget	\$ 1,478,750
Less: Capital Items Deferred to Future Year	-
Net Capital Budget Expenditures in 2020-21	<u>1,478,750</u>
Less: Draw From Operations / Capital Reserve Fund	-
Debt Financing Requirement	<u><u>\$ 1,478,750</u></u>

<b>Financed Capital Requirements</b>	<b>Draft Percentages <sup>1</sup> 2019-2020</b>	<b>Party Guarantees</b>
Municipality of Kings	74.72%	\$ 1,104,922
Town of Kentville	9.97%	147,431
Town of Wolfville	8.23%	121,701
Town of Berwick	3.53%	52,200
Town of Middleton	2.52%	37,265
Town of Annapolis Royal	1.03%	15,231
<b>Total Financed Capital Requirements</b>	<b><u>100.00%</u></b>	<b><u>\$ 1,478,750</u></b>

<sup>1</sup> Draft percentage values are current at the time of budget development and subject to change based on updated population and uniform assessment values.



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Replace 2009 Ford F250 4x4 Pickup Truck	<b>Project Description</b> F250 3/4 tonne truck used for snow ploughing, clean up and distribution of green carts
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Management Centre	
<b>Level of Service Impact</b>	High	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> .Previously budgeted for the last two years ... was not purchased in 2019 as the budget was insufficient.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Potentially	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				50,000.00
Equipment				
Construction				
Other				
<b>TOTAL</b>				<b>50,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				50,000.00
Other				
<b>TOTAL</b>				<b>50,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 5 yrs)	1,100.00	5,960.00
Depreciation Costs (Useful life: 5 yrs)	5,000.00	10,000.00
<b>Total Cost (Savings)</b>	<b>6,100.00</b>	<b>15,960.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>1,100.00</b>	<b>5,960.00</b>

Prepared by: Andrew Wort, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Replace 2012 Ford F250 4x4 Pickup Truck	<b>Project Description</b> F250 3/4 tonne truck used for snow ploughing, clean up and distribution of green carts
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Management Centre	
<b>Level of Service Impact</b>	High	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> .Previously budgeted for the last two years ... was not purchased in 2019 as the budget was insufficient.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Potentially	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				50,000.00
Equipment				
Construction				
Other				
<b>TOTAL</b>				<b>50,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				50,000.00
Other				
<b>TOTAL</b>				<b>50,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 5 yrs)	1,100.00	5,960.00
Depreciation Costs (Useful life: 5 yrs)	5,000.00	10,000.00
<b>Total Cost (Savings)</b>	<b>6,100.00</b>	<b>15,960.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>1,100.00</b>	<b>5,960.00</b>

Prepared by: Andrew Wort, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Power Lift Gate for pick-up truck (#25)	<b>Project Description</b>
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	Power lift for back of unit 25.
<b>Priority Ranking</b>	Moderate	
<b>Location</b>	C&E	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b>  The Communications and Enforcement staff uses pick-up trucks for a variety of reasons. The truck is used to distribute and collect green carts, collect illegally dumped waste as well as collect beach sweep contents. A power lift provides safe lifting of heavy items (full carts, bulky waste, heavy materials). A lift reduces the risk of heavy lifting injuries and reduces the need for two staff to perform some duties.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Increased potential for injury	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>		

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				4,000.00
Construction				
Other				
<b>TOTAL</b>				<b>4,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				4,000.00
Other				
<b>TOTAL</b>				<b>4,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 5 yrs)	88.00	477.00
Depreciation Costs (Useful life: 5 yrs)	400.00	800.00
<b>Total Cost (Savings)</b>	<b>488.00</b>	<b>1,277.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>88.00</b>	<b>477.00</b>

Prepared by: Andrew Garrett, January 2020





## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Replace 2008 Freightliner Roll Off Truck Unit 16	<b>Project Description</b>  Replace Freight Liner Roll Off 2008 Unit 16.
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Management Centre	
<b>Level of Service Impact</b>	High	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b>  Replace Freight Liner Roll Off 2008 Unit 16 that has the highest maintenance costs of the current roll off's. It currently has 646,603 km on the truck; it is the oldest unit purchased with one of the first DEF units that are considerable additional maintenance.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Potentially	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				225,000.00
Equipment				
Construction				
Other				
<b>TOTAL</b>				<b>225,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				225,000.00
Other				
<b>TOTAL</b>				<b>225,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 10 yrs)	4,950.00	16,040.00
Depreciation Costs (Useful life: 10 yrs)	11,250.00	22,500.00
<b>Total Cost (Savings)</b>	<b>16,200.00</b>	<b>38,540.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>4,950.00</b>	<b>16,040.00</b>

Prepared by: Andrew Wort, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Replace 2005 Cat 924 Loader	<b>Project Description</b> Replace 924 Cat Loader Unit 14.
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Management Centre	
<b>Level of Service Impact</b>	High	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> Replace 924 Cat Loader Unit 14 – the loader has 18,850 hours and is in need of new tires a 30,000 dollar expenditure. Typical life expectancy is 10,000 to 12,000 hours. A new unit likely smaller unit with grapple buck to assist in the material sorting process would likely be purchased as a replacement.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Potentially	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				235,000.00
Equipment				
Construction				
Other				
<b>TOTAL</b>				<b>235,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				235,000.00
Other				
<b>TOTAL</b>				<b>235,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 10 yrs)	5,170.00	16,753.00
Depreciation Costs (Useful life: 10 yrs)	11,750.00	23,500.00
<b>Total Cost (Savings)</b>	<b>16,920.00</b>	<b>40,253.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>5,170.00</b>	<b>16,753.00</b>

Prepared by: Andrew Wort, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Forklift – HHW and Electronics Center	<b>Project Description</b>
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	Forklift for HHW and Stewardship Programs
<b>Priority Ranking</b>	High	
<b>Location</b>	EMC	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> HHW volumes and stewardship programs such as paint and electronics have increased the flow of palletized products in the HHW processing area. Staff currently stack and load (manually) with a pallet jack approximately two to three tractor trailer loads of materials a week. This is time consuming and labor intensive with an increased risk of injury. The site also pays Scotia 300 to 350\$ per month for forklift services to move Styrofoam to their site for processing. The purchase of forklift would eliminate these charges.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	No	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>		
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				42,000.00
Construction				
Other				
<b>TOTAL</b>				<b>42,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				42,000.00
Other				
<b>TOTAL</b>				<b>42,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour	(250.00)	(250.00)
Purchased Materials	50.00	50.00
Purchased Services	(350.00)	(350.00)
Other		
<b>Total Operating Costs (Savings)</b>	<b>(550.00)</b>	<b>(550.00)</b>
Financing Costs (Amortization: 10 yrs)	924.00	2,994.00
Depreciation Costs (Useful life: 10 yrs)	2,100.00	4,200.00
<b>Total Cost (Savings)</b>	<b>2,474.00</b>	<b>6,644.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>374.00</b>	<b>2,444.00</b>

Prepared by: Andrew Garrett, January 2020





## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Utility Trailer	<b>Project Description</b> Utility Trailer for Reuse Centre
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	Moderate	
<b>Location</b>	C&E	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> The Reuse Centre collects and sells reusable materials from the transfer stations and sells them to customers each Saturday. One of the larger saleable items is lumber. The collection and transporting of lumber is a cumbersome practice and is limited based on the current equipment. A utility trailer allows for easier transporting of lumber down to the reuse centre and will also allow for easier access to customers buying the materials. A utility trailer would increase the efficiency of the reuse centre, increase sales, and reduce waste for the organization.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	No	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>		
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				15,000.00
Construction				
Other				
<b>TOTAL</b>				<b>15,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				15,000.00
Other				
<b>TOTAL</b>				<b>15,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 10 yrs)	330	1,070
Depreciation Costs (Useful life: 10 yrs)	750	1,500
<b>Total Cost (Savings)</b>	<b>1,080</b>	<b>2,570</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>330</b>	<b>1,070</b>

Prepared by: Andrew Garrett, January 2020





## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	WMC Tipping Floor Repairs	<b>Project Description</b> Repairs to the concrete tipping floor (resurfacing)
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Lawrencetown Transfer Station	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> The tipping floor at the Western Management Centre has worn down over time. There is exposed rebar which is a hazard for the heavy equipment and staff working on the tipping floor. It catches on the loader bucket and is a tripping hazard for staff and customers. The continual wear on the floor leads to an uneven surface raising the potential for tipping accidents and vehicle roll-overs.
<b>Replacing End of Life Asset</b>	Yes	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Yes	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>		

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				189,750.00
Construction				
Other				
<b>TOTAL</b>				<b>189,750.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				189,750.00
Other				
<b>TOTAL</b>				<b>189,750.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 25 yrs)	4,175	8,151
Depreciation Costs (Useful life: 25 yrs)	3,795	7,590
<b>Total Cost (Savings)</b>	<b>7,970</b>	<b>15,741</b>
Revenue		
<b>Net Cost (Savings)</b>	<b>4,175</b>	<b>8,151</b>

Prepared by: Andrew Garrett, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	EMC Tipping Floor Repairs	<b>Project Description</b> Repairs to the concrete tipping floor (resurfacing)
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Transfer Station	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> The tipping floor at the Eastern Management Centre has worn down over time. There is exposed rebar which is a hazard for the heavy equipment and staff working on the tipping floor. It catches on the loader bucket and is a tripping hazard for staff and customers. The continual wear on the floor leads to an uneven surface raising the potential for tipping accidents and vehicle roll-overs.
<b>Replacing End of Life Asset</b>	Yes	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Yes	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>		

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				204,000.00
Construction				
Other				
<b>TOTAL</b>				<b>204,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				204,000.00
Other				
<b>TOTAL</b>				<b>204,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 25 yrs)	4,488.00	8,764.00
Depreciation Costs (Useful life: 25 yrs)	4,080.00	8,160.00
<b>Total Cost (Savings)</b>	<b>8,568.00</b>	<b>16,924.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>4,488.00</b>	<b>8,764.00</b>

Prepared by: Andrew Garrett, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Incoming Scale House Window EMC	<b>Project Description</b> Replace manual window with Automatic opening window.
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Management Centre	
<b>Level of Service Impact</b>	High	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b>  Repetitive strain injury is common with persons who manually open and close drive up windows. Automated windows eliminate this possibility. Also it provides a level of security if the operator is assaulted or challenged, they can step away from the window and the window closes automatically. Automatic windows also reduce heating and cooling requirements.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Potentially	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				18,000.00
Construction				
Other				
<b>TOTAL</b>				<b>18,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				18,000.00
Other				
<b>TOTAL</b>				<b>18,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 25 yrs)	396.00	773.00
Depreciation Costs (Useful life: 25 yrs)	360.00	720.00
<b>Total Cost (Savings)</b>	<b>756.00</b>	<b>1,493.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>396.00</b>	<b>773.00</b>

Prepared by: Andrew Garrett, January 2020





## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Land for Future Expansion	<b>Project Description</b>
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	Purchase Adjustment Land for Future Expansion
<b>Priority Ranking</b>	High	
<b>Location</b>	Kentville Management Centre	
<b>Level of Service Impact</b>	High	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b>
<b>Replacing End of Life Asset</b>	No	The Kentville Management Centre has limited remaining area for expansion. The transfer station is currently at capacity and facing considerable space constraints due to increased management of solid waste programs and construction & demolition debris recycling. Additionally, the current layout of the facility is leading to congestion between heavy equipment, commercial customers and residential customers. Surrounding properties are being developed around the transfer station. Land just east of the facility is for sale. The transfer station could be landlocked and unable to expand in the near future. Purchasing the land allows for future expansion for the Authority and facilitates long term planning that provides for improved efficiencies and a safer facility for both staff and the public.
<b>Required for Health &amp; Safety</b>	Yes	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Potentially	
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				238,000.00
Construction				
Other				
<b>TOTAL</b>				<b>238,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				238,000.00
Other				
<b>TOTAL</b>				<b>238,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (amortization: 25 yrs)	5,237.00	10,224.00
Depreciation Costs	0.00	0.00
<b>Total Cost (Savings)</b>		
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>5,237.00</b>	<b>10,224.00</b>

Prepared by: Andrew Garrett, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Video Surveillance	<b>Project Description</b> Install video surveillance at the transfer stations to provide oversight to the properties for security and safety reasons.
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	EMC / WMC	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> .Video cameras are important deterrence to vandalism and theft. This year at both the EMC and WMC, there have been incidents of vandalism. Cameras of scales are often used to verify load contents and insure appropriate fees are applied to loads. In the event of an incident, the video footage can assist in the investigation and resulting claims.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	No	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>		
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

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ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				75,000.00
Construction				
Other				
<b>TOTAL</b>				<b>75,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				75,000.00
Other				
<b>TOTAL</b>				<b>75,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 5 yrs)	1,650.00	8,941.00
Depreciation Costs (Useful life: 5 yrs)	7,500.00	15,000.00
<b>Total Cost (Savings)</b>	<b>9,150.00</b>	<b>23,941.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>1,650.00</b>	<b>8,941.00</b>

Prepared by: Andrew Wort, January 2020





## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Scale Software Replacement	<b>Project Description</b> Scale Software Replacement – replace 25 year old software with up to date software that will allow baseline tonnage information in a timely manner to run efficient operations and provide better financial analysis. The potential exists to implement a user pay program for ICI and Apartment complexes.
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	
<b>Priority Ranking</b>	High	
<b>Location</b>	Finance	
<b>Level of Service Impact</b>	Moderate	
<b>New or Replacement Asset</b>	New	

### Considerations (check all that apply)

<b>Mandated by Law</b>	No	<b>Need for Project</b> Existing software is 20 years plus old. At the present, tonnage information is transfer manually to support any form of operational or budget analysis.
<b>Replacing End of Life Asset</b>	No	
<b>Required for Health &amp; Safety</b>	No	
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>		
<b>Previously Committed</b>	No	
<b>Supports Strategic Initiative</b>	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				50,000.00
Construction				
Other				
<b>TOTAL</b>				<b>50,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				50,000.00
Other				
<b>TOTAL</b>				<b>50,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 5 yrs)	1,100.00	5,960.00
Depreciation Costs (Useful life: 5 yrs)	5,000.00	10,000.00
<b>Total Cost (Savings)</b>	<b>6,100.00</b>	<b>15,960.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>1,100.00</b>	<b>5,960.00</b>

Prepared by: Andrew Wort, January 2020



## CAPITAL PROJECT JUSTIFICATION FORM

### Project Summary (see notes for details)

<b>Project Name</b>	Switch – Information Technology	<b>Project Description</b>
<b>New or Carryover Project?</b>	New-2020-2021 Fiscal Year	To replace aging existing switch
<b>Priority Ranking</b>	Critical	
<b>Location</b>	Server Room – Administration Office	
<b>Level of Service Impact</b>	Critical	
<b>New or Replacement Asset</b>	Replacement Asset	

### Considerations (check all that apply)

<b>Mandated by Law</b>		<b>Need for Project</b>
<b>Replacing End of Life Asset</b>	Yes	This is a critical piece of equipment serving as the hub for all data communications
<b>Required for Health &amp; Safety</b>		
<b>Environmental Impact (Prevention or Mitigation)</b>		
<b>Significant Impact if Deferred</b>	Failure of data communication systems	
<b>Previously Committed</b>		
<b>Supports Strategic Initiative</b>		

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				8,000.00
Construction				
Other				
<b>TOTAL</b>				<b>8,000.00</b>
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				8,000.00
Other				
<b>TOTAL</b>				<b>8,000.00</b>

### Estimated Impact on Operating Budget for Operations and Maintenance

	1 <sup>st</sup> Year	2 <sup>nd</sup> Year
Labour		
Purchased Materials		
Purchased Services		
Other		
<b>Total Operating Costs (Savings)</b>		
Financing Costs (Amortization: 5 yrs)	176.00	953.00
Depreciation Costs (Useful life: 5 yrs)	800.00	1,600.00
<b>Total Cost (Savings)</b>	<b>976.00</b>	<b>2,553.00</b>
<b>Revenue</b>		
<b>Net Cost (Savings)</b>	<b>176.00</b>	<b>953.00</b>