

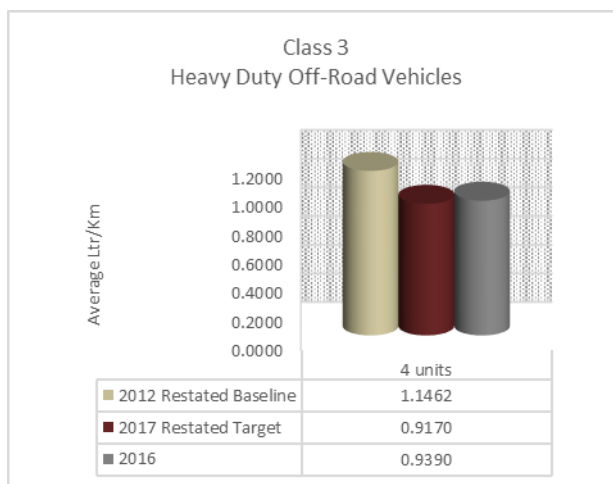
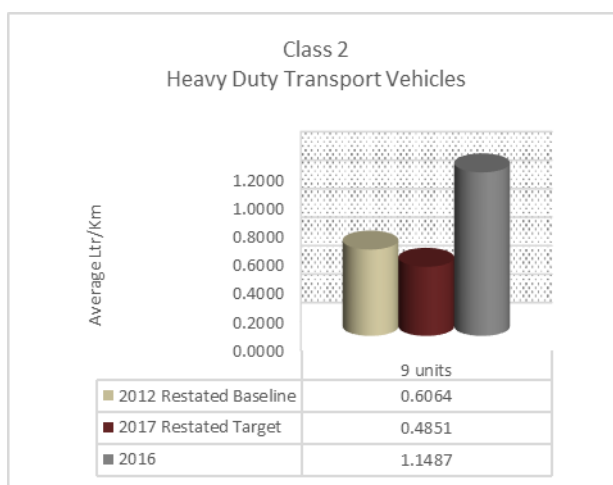
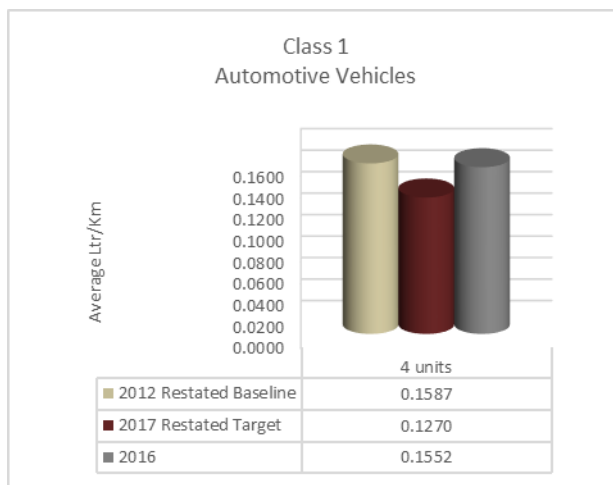
Resource Recovery

Resource and Recovery Department

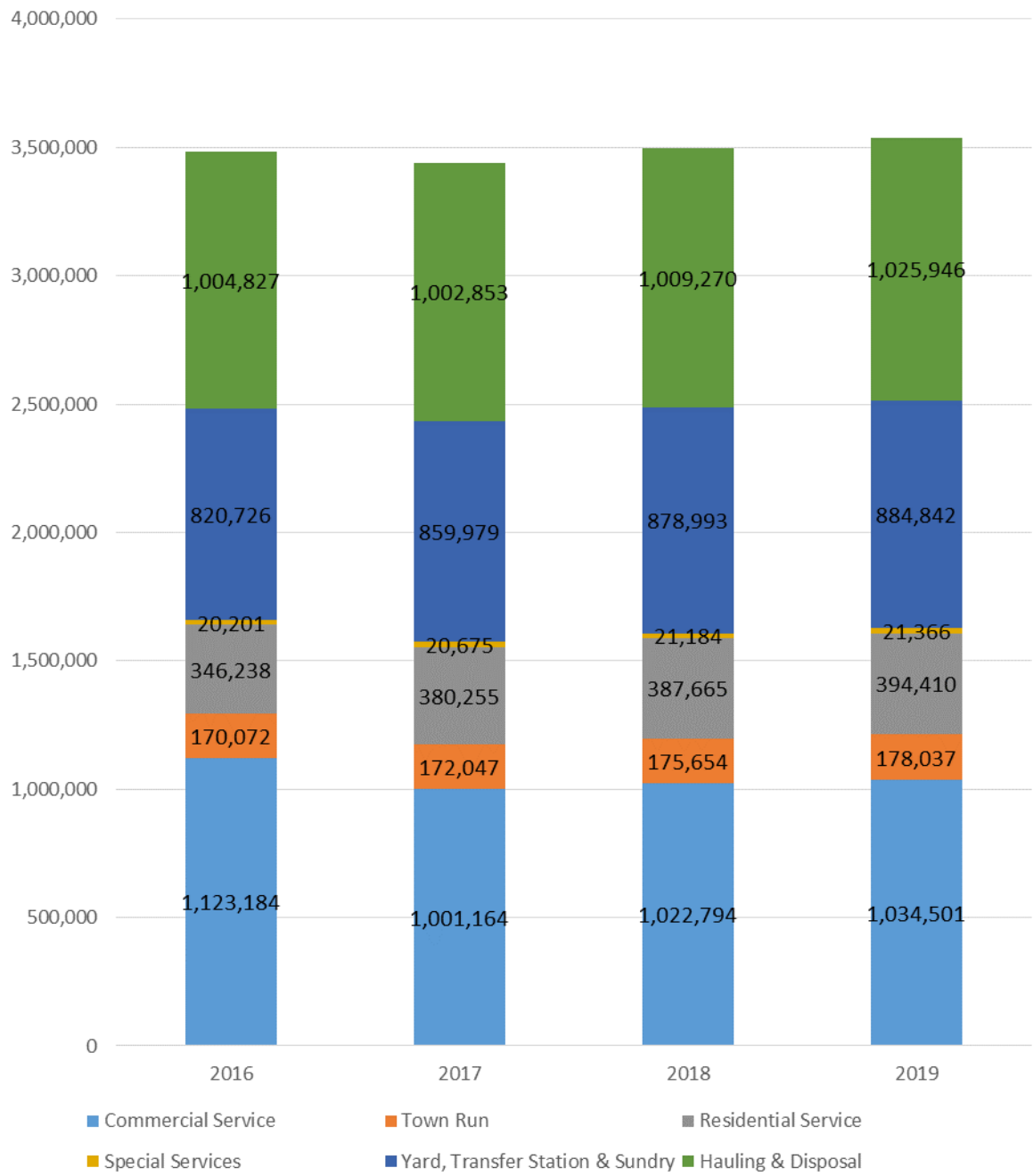
2016-2019 Operating Budget Roll-up

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$3,178,133	\$3,517,579	\$3,159,533	\$3,254,533	\$3,266,933	\$3,293,833
Grant Revenue	5,000	5,000	5,000	5,000	5,000	5,000
Other Revenue	43,600	38,200	38,200	38,200	38,200	38,200
TOTAL REVENUES	3,226,733	3,560,779	3,202,733	3,297,733	3,310,133	3,337,033
EXPENDITURES						
FTE Count	25.50	28.85		26.52	26.52	26.52
Wages & Benefits	1,737,905	1,890,213	1,835,246	1,770,249	1,807,361	1,845,658
Contracted & General Services	814,248	815,217	816,798	824,198	825,573	840,768
Materials, Goods & Supplies	391,989	395,182	379,189	409,489	417,189	413,539
Other Expenses	7,837	7,837	7,837	7,837	7,837	7,837
Internal Charges	376,800	376,800	394,700	425,200	437,600	431,300
TOTAL EXPENDITURES	3,328,779	3,485,249	3,433,770	3,436,973	3,495,560	3,539,102
REVENUES LESS EXPENDITURES	(102,046)	75,530	(231,037)	(139,240)	(185,427)	(202,069)
Associated Amortization	226,632	226,632	213,859	215,258	215,258	215,258
Transfers to Reserves	(329,139)	(452,873)	(322,039)	(322,039)	(323,739)	(327,339)
Transfers from Reserves	7,453	7,453	7,453	37,453	37,453	37,453
Tax Funding Required	(423,732)	(369,890)	(545,623)	(423,826)	(471,713)	(491,955)

Resource & Recovery Gas Consumption Benchmark



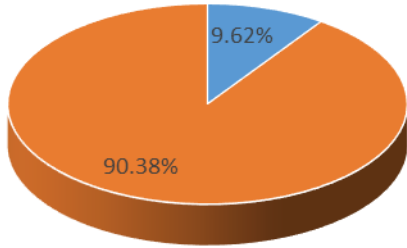
Expenses by Function



Percentage Total Expense

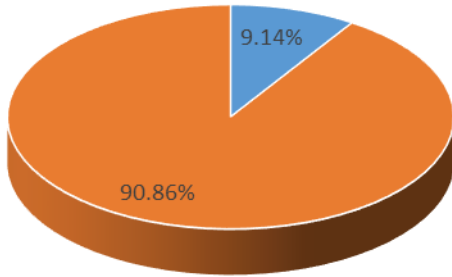
Percentage Total Tax Funding

2016



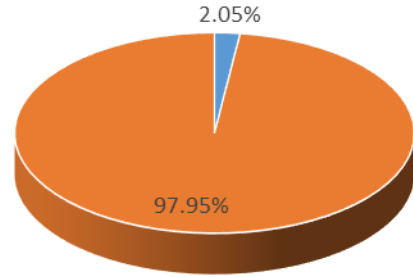
■ Resource Recovery ■ Remaining Expenses

2017



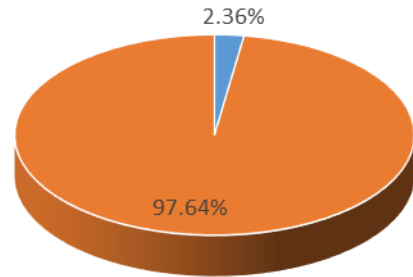
■ Resource Recovery ■ Remaining Expenses

2016



■ Resource Recovery ■ Other Tax Funded Services

2017



■ Resource Recovery ■ Other Tax Funded Services

Service Area: Commercial Garbage/ Recycling/Organics (1 of 6)

- Collects, diverts and disposes of solid waste generated by the commercial sector
- Ensures all disposal operations adhere to safety and environmental requirements
- Provides waste and janitorial services as per the Town's agreements with Parks Canada

Commercial Service 2016-2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$1,688,600	\$1,951,746	\$1,657,000	\$1,657,000	\$1,669,400	\$1,696,300
Other Revenue	43,600	38,200	38,200	38,200	38,200	38,200
TOTAL REVENUES	1,732,200	1,989,946	1,695,200	1,695,200	1,707,600	1,734,500
EXPENDITURES						
FTE Count	10.36	12.93		10.65	10.65	10.65
Wages & Benefits	741,432	806,622	810,316	687,764	702,094	716,851
Contracted & General Services	19,400	21,669	18,400	18,100	18,300	18,550
Materials, Goods & Supplies	86,700	80,893	78,200	78,200	78,700	78,700
Internal Charges	214,000	214,000	200,700	217,100	223,700	220,400
TOTAL EXPENDITURES	1,061,532	1,123,184	1,107,616	1,001,164	1,022,794	1,034,501
REVENUES LESS EXPENDITURES	670,668	866,762	587,584	694,036	684,806	699,999
Associated Amortization	62,590	62,590	50,537	51,557	51,557	51,557
Transfers to Reserves	(119,250)	(219,184)	(109,750)	(109,750)	(111,250)	(113,450)
Unrestricted Surplus Generated	551,418	647,578	477,834	584,286	573,556	586,549

COUNCIL EXPECTATIONS

- 1) Achieve maximum clean diversion
- 2) Fee structure supports councils diversion targets while remaining competitive
- 3) Actively seek opportunities and efficiencies to minimize rate increases



Successes	Challenges/Opportunities
------------------	---------------------------------

- | | |
|--|--|
| <ul style="list-style-type: none"> ○ Enhanced waste utility pick up schedule allowing commercial properties to request additional pickup on Saturdays, Sundays and Statutory Holidays ○ Successful service to Kootenay National Park ○ Another successful year serving the Banff Field Unit | <ul style="list-style-type: none"> ○ Extent commercial services to entities outside the Townsite ○ Create convenient diversion opportunities |
|--|--|

2016 Priorities:	Priority Status
-------------------------	------------------------

- | | |
|---|--|
| <ul style="list-style-type: none"> ● Set organics diversion targets ● Actively seek opportunities and efficiencies to minimize rate increases ● Continue work with the communications department to create education materials to encourage diversion and minimize contamination ● Continue initiatives to expand commercial services outside Banff townsite ● On-going monitoring and review of the scope of Banff Field Unit (ID-9) and Kootenay National Park services ● Workshop opportunity for increased commercial diversion | <ul style="list-style-type: none"> ✓ <i>Ongoing – working with the Utilities department to determine the best method to process organics</i> ✓ <i>Ongoing - potential to expand service to commercial entities outside Banff townsite</i> ✓ <i>Ongoing</i> ✓ <i>Ongoing - potential to expand service to commercial entities outside Banff townsite</i> ✓ ✓ <i>Completed – reviewed scope of work and ended Kootenay National Park agreement</i> ✓ <i>Completed</i> |
|---|--|

2017 Priorities:	Communication Format (RFD/Briefing/Policy/Bylaw/Workshop/Etc.)
-------------------------	--

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Increase diversion through the creation of downtown depots ● Work in collaboration with an environmental specialist to create a program to target waste reduction | <p>New service level request</p> <p>Briefing</p> |
|--|--|

Resource and Recovery

New Capital Request – Downtown District Recycling Depots

Project #:	PW-200-17	Department:	643-Solid Waste	Project:	Downtown District Recycling Depots
Budget Year:	2017	Manager:	Ken Crerar	Project Type:	Public Works
Budget Status:	Open	Project Partner:		Asset Type:	Bins
Year Identified:	2017	Start Date:	4/1/2017	Est. Completion Date:	

Create more convenient recycling opportunities in the Downtown District by providing recycling depots similar to the ones in our residential areas next to or in 4 of the downtown district parking lots.

Depots would offer Mixed Paper (no cardboard) Mixed Container (plastic and tin) and Glass diversion. Each depot would be on a concrete pad (if required) and have a wood fence surrounds to visually screen the bins from certain angles. The end goal is to create greater commercial diversion through convenient access to depots.

Impacts of the project: The reassignment of parking stalls to depots are as follows, 2 to 3 stalls in the laneway behind the United Church, 3 to 4 stalls in the Bear Street lot, 3 to 4 stalls in the lot next to the Town Hall, 1 or 2 stalls gained through reducing the depot size at the Fire Hall lot.

The project will result in replacement/reconfigure of one depot (fire Hall) and creation 3 net new depots.

Operating Impacts: Loss of revenue at the Drop-off yard is estimated at \$15,000
 Annual operating expense of \$90K (1 FTE \$75K, Truck Maintenance \$8K, Fuel \$6K, Facilities cost to maintain wood screening \$1K)
 Increased annual transfer to capital of \$26K
 Commercial waste utility fees would need to be increased by 9.5% to cover 75% of the additional operating impacts.

Budget Summary:

Account	Description	2017	2018	2019	2020	2021	2022 - 2026	Total
3210	Solid Waste Reserve (Restricted)	409,000	0	0	0	0	0	409,000
6000	Capital Expense	(409,000)	0	0	0	0	0	(409,000)
Net:		0	0	0	0	0	0	0

Operating Budget Impact:

Effective Date	(Exp)/Rev
2017	(131,000)
2018	(131,000)
2019	(131,000)

- Services pedestrian garbage and recycling bins
- Stocks dog waste bag dispensers
- Picks litter
- Provides assistance on commercial and cardboard trucks

**Town Run
2016-2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
EXPENDITURES						
FTE Count	2.42	2.42		2.39	2.39	2.39
Wages & Benefits	\$152,792	\$136,172	\$157,171	\$135,047	\$137,754	\$140,537
Contracted & General Services	2,400	2,700	2,400	2,700	2,900	2,900
Materials, Goods & Supplies	13,300	13,300	13,500	13,500	13,500	13,500
Internal Charges	17,900	17,900	19,100	20,800	21,500	21,100
TOTAL EXPENDITURES	186,392	170,072	192,171	172,047	175,654	178,037
REVENUES LESS						
EXPENDITURES	(186,392)	(170,072)	(192,171)	(172,047)	(175,654)	(178,037)
Associated Amortization	12,061	12,061	12,061	12,061	12,061	12,061
Transfers to Reserves	(61,033)	(61,033)	(62,233)	(62,233)	(62,233)	(62,233)
Tax Funding Required	(247,425)	(231,105)	(254,404)	(234,280)	(237,887)	(240,270)

COUNCIL EXPECTATIONS

- 1) Staff continue to be Town ambassadors
- 2) Bins and area are kept clean



Successes

- Uses electric service vehicle during warmer months
- Managing peak demands

Challenges/Opportunities

2016 Priorities:

- Replace pedestrian bins that are at their life cycle end and as per 2016 capital
- Work with Engineering on schedule for expanded for 2nd year if Bear Street and proposed Wolf/and Caribou project.

Priority Status

- ✓ *Ongoing – acquired the bins and in the process of applying wood veneer*
- ✓ *Ongoing – Woonerf still in trial period*

2017 Priorities:

- Increase frequency of downtown pedestrian bins cleaning .

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

Service Area: Residential Garbage/ Recycling /Organics (3 of 6)

The residential garbage division provides daily pickups of:

- Garbage
- Recycling
- Food waste
- Illegally dumped items
- Door-to-door pickup of unwanted items

**Residential Service
2016-2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$727,200	\$723,500	\$740,200	\$740,200	\$740,200	\$740,200
TOTAL REVENUES	727,200	723,500	740,200	740,200	740,200	740,200
EXPENDITURES						
FTE Count	2.34	4.27		4.24	4.24	4.24
Wages & Benefits	181,025	300,788	186,056	301,155	307,590	314,185
Contracted & General Services	6,650	6,550	6,700	6,700	6,875	7,525
Materials, Goods & Supplies	17,100	17,100	17,100	47,100	47,100	47,100
Internal Charges	21,800	21,800	23,200	25,300	26,100	25,600
TOTAL EXPENDITURES	226,575	346,238	233,056	380,255	387,665	394,410
REVENUES LESS EXPENDITURES	500,625	377,262	507,144	359,945	352,535	345,790
Associated Amortization	41,087	41,087	40,367	54,885	54,885	54,885
Transfers to Reserves	(67,158)	(68,458)	(68,358)	(68,358)	(68,558)	(69,958)
Transfers from Reserves				30,000	30,000	30,000
Tax Funding Required	433,467	308,804	438,786	321,587	313,977	305,832

COUNCIL EXPECTATIONS

- 1) Seek ways to reduce illegal dumping
- 2) Continue improvement to increase diversion
- 3) Keep residential bins and areas around bins clean



Successes

- Enhanced residential waste and recycling facilities

Challenges/Opportunities

- Residential organic contamination - education/communication to residents

2016 Priorities:

Priority Status

- Education campaign on cross contamination and diversion ✓ *Ongoing*
- SSO (source-separated organics)contamination education and awareness ✓ *Ongoing*
- Use the waste characterization study to determine where recycling bins could be added to create more convenience which in turn will increase diversion (consider modifications to prevent theft). ✓ *Ongoing – awaiting final report*
- Continue with bin area improvements (2016 capital) ✓ *Ongoing*
- Include in waste bylaw workshop or provide briefing summarizing service as specified in the following council motion: ✓ *Completed – November 2016 council workshop*
 - COU15-155: Moved by Councillor Canning that council direct administration to bring “*Review of free large item pickup/ drop off*” forward with options for execution during the upcoming Service Review process
- Communication/education to community on fees for the various delivery or pick-up services for large items ✓ *Ongoing*

2017 Priorities:

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

- Work in collaboration with the Utilities department to determine the best method to process organics Briefing or RFD
- Collaborate with an environmental specialist to create a program to target waste reduction Service level review

Service Area: Special Services (4 of 6)

- Hosts annual electronic, paint, and household hazardous waste roundup
- Assists various groups with community clean up
- Provides garbage and recycling services to events requesting our support

**Special Services
2016-2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Grant Revenue	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL REVENUES	5,000	5,000	5,000	5,000	5,000	5,000
EXPENDITURES						
FTE Count	0.09	0.09		0.09	0.09	0.09
Wages & Benefits	9,249	9,401	9,530	9,575	9,784	10,016
Contracted & General Services	8,700	8,700	8,700	8,700	8,800	8,800
Materials, Goods & Supplies	200	200	200	200	200	250
Internal Charges	1,900	1,900	2,000	2,200	2,400	2,300
TOTAL EXPENDITURES	20,049	20,201	20,430	20,675	21,184	21,366
REVENUES LESS EXPENDITURES	(15,049)	(15,201)	(15,430)	(15,675)	(16,184)	(16,366)
Transfers to Reserves	(43)	(43)	(43)	(43)	(43)	(43)
Tax Funding Required	(15,092)	(15,244)	(15,473)	(15,718)	(16,227)	(16,409)

COUNCIL EXPECTATIONS

1. Environmental compliance
2. Provide convenient year round disposal for residential and non-residential hazardous waste



Successes

- Particpation of clean-up groups
- Support toward zero waste events

Challenges/Opportunities

- Communicate and promote public awareness of year round disposal services of household hazard waste

2016 Priorities:

- Promote community clean-up opportunities for local groups

Priority Status

✓ *Ongoing*

2017 Priorities:

- Develop a program to target hazardous waste

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)
Service level review

Service Area: Resource Recovery Collection Yard & Transfer Station (5 of 6)

- Re-Use-It Centre
- Drop-off yard
- West Regional Transfer Station and Materials Recovery Facility
- Monitoring and marketing of recyclables to meet the expectations of council

**Yard, Transfer Station & Sundry Waste
2016-2019 Operating Budget**

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$245,000	\$325,000	\$245,000	\$340,000	\$340,000	\$340,000
TOTAL REVENUES	245,000	325,000	245,000	340,000	340,000	340,000
EXPENDITURES						
FTE Count	6.19	5.44		5.45	5.45	5.45
Wages & Benefits	379,642	336,237	390,770	337,690	344,704	351,958
Contracted & General Services	331,705	324,305	335,205	335,205	335,905	340,200
Materials, Goods & Supplies	66,100	73,600	61,600	61,900	69,100	65,400
Other Expenses	384	384	384	384	384	384
Internal Charges	86,200	86,200	114,700	124,800	128,900	126,900
TOTAL EXPENDITURES	864,031	820,726	902,659	859,979	878,993	884,842
REVENUES LESS EXPENDITURES	(619,031)	(495,726)	(657,659)	(519,979)	(538,993)	(544,842)
Associated Amortization	30,257	30,257	30,257	31,776	31,776	31,776
Transfers to Reserves	(1,018)	(23,518)	(1,018)	(1,018)	(1,018)	(1,018)
Transfers from Reserves	-	-	-	-	-	-
Tax Funding Required	(620,049)	(519,244)	(658,677)	(520,997)	(540,011)	(545,860)

COUNCIL EXPECTATIONS

- 1) Maximizing diversion and convenience for residents
- 2) Reduction of waste volumes in bins
- 3) Commercial cost recovery on waste



Successes

- Re-Use-It Centre
- Collection yard and Re-Use-It Centre open 7 days a week
- Utilize collection and transportation equipment to move materials

Challenges/Opportunities

- Reduce handling costs by transporting waste materials to the landfill new hook lift trucks
- Create effective signage to better direct users to place recyclable items in proper areas

2016 Priorities:

- Apply to win RCA award for the drop-off yard
- Work with Engineering on the feasibility of an elevated recycling facility (see capital request). If the feasibility is not successful, will revert to original concept of re-use-it centre (garage-style facility for reusable large items).

Priority Status

- ✓ *Priority postponed - yard preparation incomplete*
- ✓ *Ongoing – feasibility study approved for 2018*
- ✓ *Completed – Re-Use-It Centre opened in October 2016*

2017 Priorities:

- Work in collaboration with an environmental specialist to create a program to target waste reduction

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

Service level review

Service Area: Collection & Transport (6 of 6)

- Provides collection, transportation and disposal of municipal solid waste from Canmore, Lake Louise and Banff transfer stations to landfill
- Each community pays a per tonne fee for transportation and a per tonne fee for disposal

Collection and Transport 2016-2019 Operating Budget

	2016 Budget	2016 Q2 Forecast	2017 Approved Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
REVENUES						
Activity Revenue	\$517,333	\$517,333	\$517,333	\$517,333	\$517,333	\$517,333
TOTAL REVENUES	517,333	517,333	517,333	517,333	517,333	517,333
EXPENDITURES						
FTE Count	3.10	3.70		3.70	3.70	3.70
Wages & Benefits	273,766	300,992	281,403	299,018	305,435	312,111
Contracted & General Services	445,393	451,293	445,393	452,793	452,793	462,793
Materials, Goods & Supplies	208,589	210,089	208,589	208,589	208,589	208,589
Other Expenses	7,453	7,453	7,453	7,453	7,453	7,453
Internal Charges	35,000	35,000	35,000	35,000	35,000	35,000
TOTAL EXPENDITURES	970,201	1,004,827	977,838	1,002,853	1,009,270	1,025,946
REVENUES LESS EXPENDITURES	(452,868)	(487,494)	(460,505)	(485,520)	(491,937)	(508,613)
Associated Amortization	80,637	80,637	80,637	64,979	64,979	64,979
Transfers to Reserves	(80,637)	(80,637)	(80,637)	(80,637)	(80,637)	(80,637)
Transfers from Reserves	7,453	7,453	7,453	7,453	7,453	7,453
Tax Funding Required	(526,052)	(560,678)	(533,689)	(558,704)	(565,121)	(581,797)

COUNCIL EXPECTATIONS

- 1. Provide collection and transportation services at a competitive price



Successes

- o Successful implementation of the collection & transportation service

Challenges/Opportunities

- o Volumes are higher than expected

2016 Priorities:

- Implement and monitor the Collection & Transport (Long Haul) service. A briefing will be provided to council after the first six months of the service.

Priority Status

✓ *Completed – January 2016 Council briefing*

2017 Priorities:

- Evaluate equipment requirements to accommodate increased loads

Communication Format

(RFD/Briefing/Policy/Bylaw/Workshop/Etc.)

RFD