



Toronto 2015 BUDGET

OPERATING ANALYST NOTES



Solid Waste Management Services

2015 OPERATING BUDGET OVERVIEW

Solid Waste Management Services (SWMS) provides waste collection, transfer, processing and landfill services to the City of Toronto. Collection includes recyclables, organics, litter, leaf, yard, municipal hazardous & special waste and garbage. SWMS' goal is to be a leader in providing innovative efficient waste management to residents, businesses and visitors, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

2015 Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is \$370.8 million as shown below.

	2014 Approved Budget	2015 Rec'd Budget	Change	
			\$	%
Gross Expenditures	354,025.8	370,785.1	16,759.3	4.7%
Gross Revenues	354,025.8	370,785.1	16,759.3	4.7%
Net Expenditures				-

For 2015, SWMS identified \$35.6 million in opening budget pressures arising from inflationary and operational requirements. These pressures have been fully offset through a series of expenditure reductions and revenue changes (including a 2.25% effective rate increase).

SWMS will maintain their 2014 level of service in 2015 while at the same time improving customer service with the net addition of 6.0 new staff to support contract administration and the Waste Diversion Waiver program.

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Fast Facts

- 7 Transfer Stations (6 with HHW Depots)
- 1 Operating Organics Processing Facility with another under expansion.
- 1 Reuse Centre
- 4 Collection Yards and 1 Litter Collection Yard
- Green Lane Landfill + 160 Closed Landfills
- 1.4 million residential bins (Green/Waste/Blue/Kitchen)

Trends

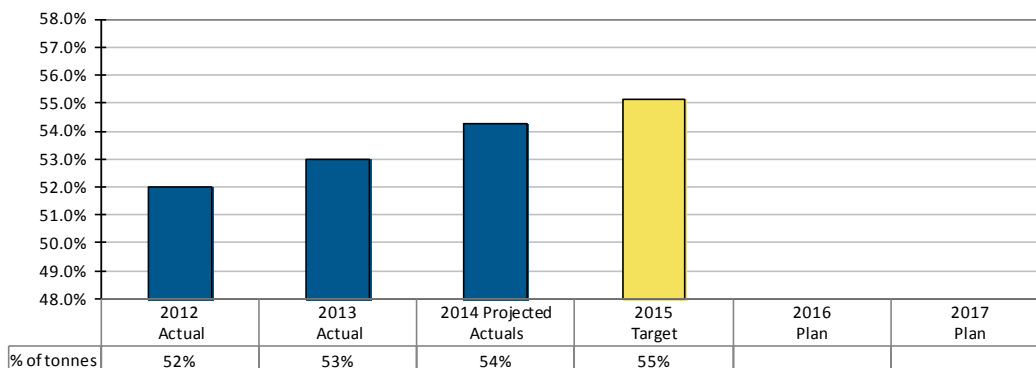
- 535,982 tonnes of Waste Landfilled
- Overall Residential Diversion – increase from 44% to 54% from 2008 – 2014 and is projected as 55% in 2015
- Participation Rate: Green Bin – 89%; Blue Bin – 96%
- Curbside Collection complaints are less than 1.5 per 1,000 households per week.
- The 2016 and 2017 Plans for Overall Residential Diversion will be re-established following Council's consideration and approval of the Long Term Waste Management Strategy.

Our Service Deliverables for 2015

Solid Waste Management Services Recommended 2015 Operating Budget will provide funding to continue to move forward towards 70% overall waste diversion. SWMS has established strategic directions with the following 2015 deliverables:

- The 2015 projected diversion rates are estimated as follows:
 - Overall residential diversion - 55%;
 - Single-family residential - 68%;
 - Multi-residential – 32%
- Long Term Waste Management Strategy including a Strategy Report and Implementation Plan
- Long Term Business Plan and Perpetual Care Assessment Report for the Green Lane Landfill
- Initiate Disco Road Biogas Utilization project.
- Development of a comprehensive Asset Management Framework and Implementation Plan.
- Planned rollout of Next Generation Green Bins for curbside customers.
- Continuing to implement Green Bin collection services at multi-residential locations.
- Continuing to implement a comprehensive multi-residential public education campaign including 3Rs Ambassador Program.
- Ongoing audits of residential and non-residential customers and targeted education strategies.
- Ongoing review of adding more packaging & other materials to the Blue Bin program. (e.g. hot drink cups)
- Initiate Design, Build, Operate and Maintain contract for Dufferin Green Bin facility expansion.
- Ongoing monitoring and maintenance plan for perpetual care closed landfill sites.
- Ongoing installation of landfill gas control and leachate control as legislated, as well as ongoing engineering, development and monitoring of the Green Lane landfill site.

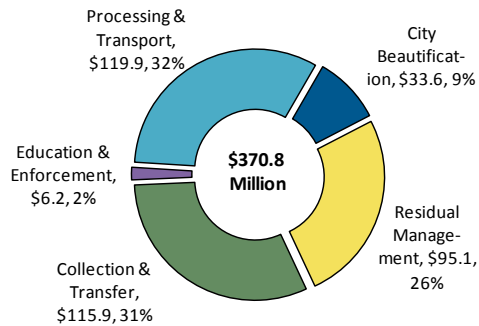
Residential Diversion Rate (%)



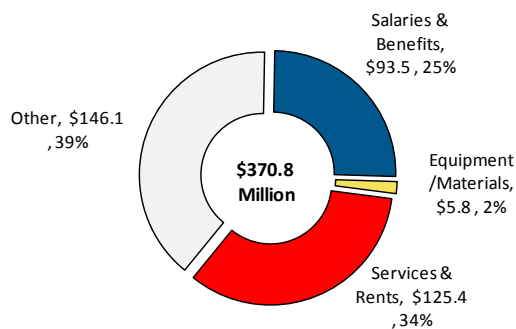
2015 Operating Budget Expenses & Funding

Where the money goes:

2015 Budget by Service
\$370.8 Million

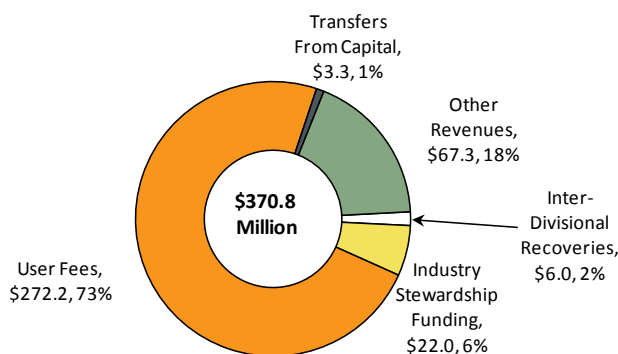


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

Moving toward 70% waste diversion and balancing this target with program sustainability. This is being addressed through:

- Developing a Long Term Waste Management Strategy that will re-establish the diversion target and guide future SWMS activities and investment in the City for the next 30 to 50 years.
- Continuation of efforts to fully include multi-residential buildings in the waste diversion plan to help achieve 70% Diversion.
- Seeking new sources of revenue and methods of revenue management including hedge funding.
- Fostering motivated and engaged employees.
- Providing research and education in Solid Waste Management
- Targeting exceptional customer service.
- Targeting operational excellence.
- Maintaining a sustainable utility.
- Being international leader in Solid Waste Management.

2015 Operating Budget Highlights

- The 2015 Recommended Operating Budget for SWMS is comprised of gross expenditures of \$370.8 million, revenues of \$370.8 million resulting in a zero net expenditure budget.
- Revenues for 2015 includes a user fee increase of 3%, implemented April 1, 2015 which equates to a 2.25% effective increase for 2015.
- The 2015 Operating Budget for SWMS maintains all service levels and includes 2 additional staff in contract and purchasing administration and 6 new project leads for the Waste Diversion Rate Waiver Program for Charities.

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Operating Budget for Solid Waste Management Services of \$370.785 million gross and \$0 million net, for the following services:

<u>Service:</u>	Gross (\$000)	Net (\$000)
City Beautification	33,585.7	32,230.9
Solid Waste Collection & Transfer	115,928.6	(158,340.0)
Solid Waste Processing & Transport	119,941.1	72,548.4
Residual Management	95,105.9	47,336.8
Solid Waste Education & Enforcement	6,223.8	6,223.8
Total Program Budget	370,785.1	0.0

2. City Council approve the 2015 recommended service levels for Solid Waste Management Services as outlined on pages 22, 25, 29, 33 and 36 of this report and associated staff complement of 1,108.7 positions;
3. City Council request the General Manager, Solid Waste Management Services consult with the Financial Planning Division to finalize the Solid Waste Management Services performance measures prior to the 2016 Budget Process.
4. City Council request the General Manager, Solid Waste Management Services and the Deputy City Manager and Chief Financial Officer to report back to the Public Works and Infrastructure Committee prior to the 2016 Budget process on the results of a study regarding price hedging agreements as a means of stabilizing, directly or indirectly, Solid Waste Management Services annual revenue from the sale of its recyclable materials.
5. This report be considered concurrently with the “Recommended 2015 Solid Waste Rates” (January 15, 2015) report from the Deputy City Manager and Chief Financial Officer and General Manager for Solid Waste Management Services as amended by City Council.

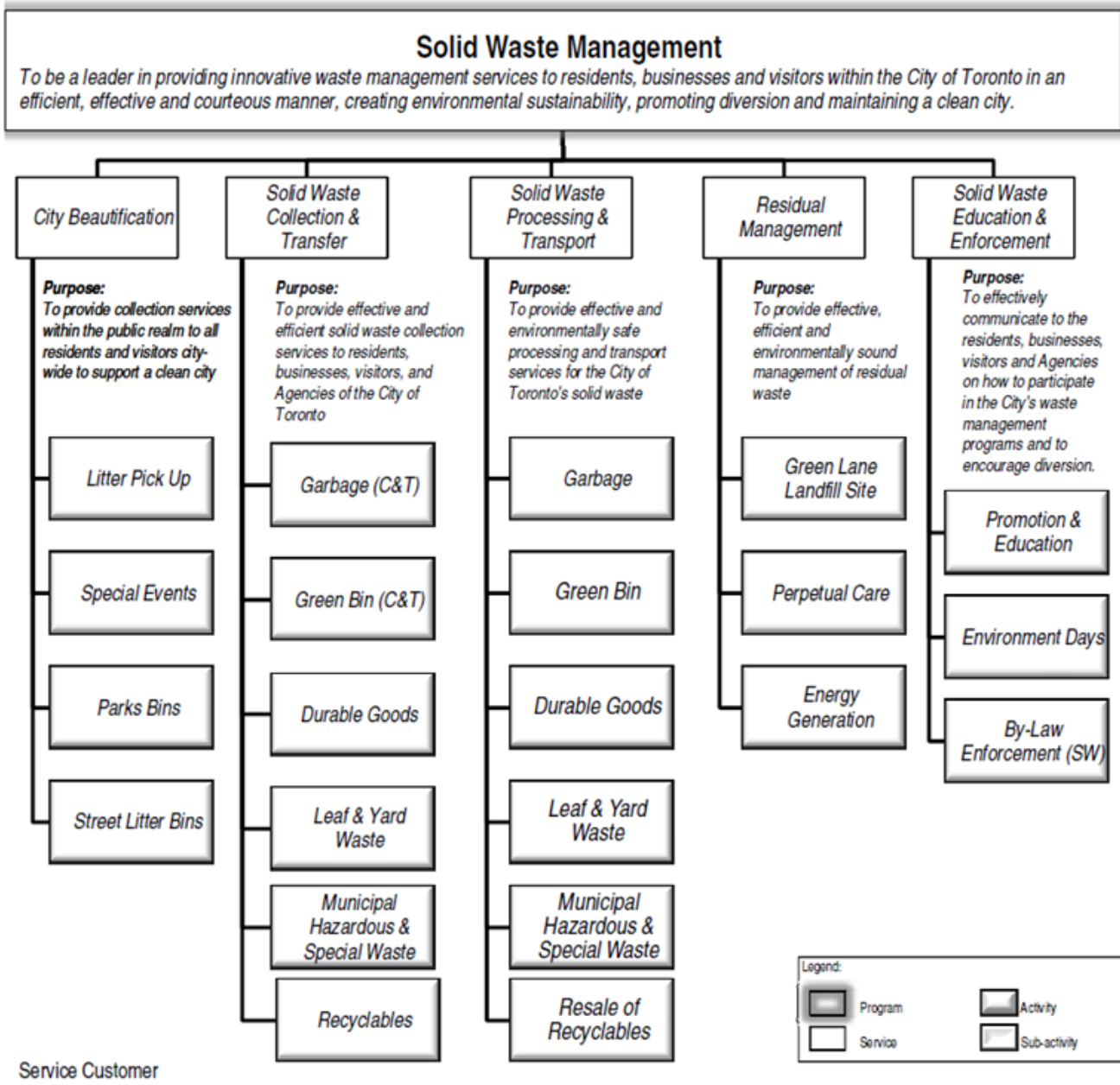


Part I:

2015 – 2017

Service Overview and
Plan

Program Map



City Beautification

- Public realm users
- Local businesses
- Local Communities

Solid Waste Collection & Transfer

- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- institutional/ ABCDs
- Recyclable material purchasers
- Contracted municipalities/ private sector disposal (Green Lane landfill).

Solid Waste Processing & Transport

- Solid Waste Service Providers

Residual Management

- Solid Waste Service Providers

Solid Waste Education & Enforcement

- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- Institutional/ ABCDs

2015 Service Deliverables

The 2015 Recommended Operating Budget of \$370.785 million gross and \$0 million net for Solid Waste Management Services will fund:

Strategic Direction Service Deliverables

- Long Term Waste Management Strategy:
 - Available Options Report
 - Screened Options & Identification of Recommended Options Report
 - Long Term Waste Management Strategy Report
 - Implementation Plan
- Long Term Business Plan and Perpetual Care Assessment Report for the Green Lane Landfill
 - Options assessment and recommendations
 - Adjust contributions to Perpetual Care and Green Lane reserves
- Initiate Disco Road Biogas Utilization project.
- Development of a comprehensive Asset Management Framework and Implementation Plan.
- Maintaining facilities infrastructure State of Good Repair.
- Planned rollout of Next Generation Green Bins for curbside customers.
- Initiate Design, Build, Operate and Maintain contract for Dufferin organics facility expansion.
- Ongoing monitoring and maintenance plan for perpetual care for all closed former City of Toronto landfill sites, including site surveys, remedial measures as legislated and general maintenance.
- Ongoing installation of landfill gas control and leachate control as legislated, as well as ongoing engineering, development and monitoring of the Green Lane landfill site.
- The 2015 Requested Operating Budget of \$370.785 million gross and \$0 million net for Solid Waste Management Services (SWMS) will provide funding to continue to move forward towards 70% overall waste diversion.
- The 2015 projected diversion rates are estimated as follows:
 - Overall residential diversion - 55%;
 - Single-family residential - 68%;
 - Multi-residential – 32%
- Diversion rates will increase as a result of :
 - Continuing to implement Green Bin collection services at multi-residential locations;
 - Continuing to implement a comprehensive multi-residential public education campaign including 3Rs Ambassador program, multi-residential collection calendar, property manager workshops and ad campaigns;
 - Provision, supply, and delivery of Next Generation Green Bins to curbside customers;
 - Ongoing audits of residential and non-residential customers and targeted education strategies.
 - Ongoing review of adding more packaging & other materials to the Blue Bin program. (e.g. hot drink cups)

City Beautification

To provide collection services within the public realm to all residents and visitors city-wide to support a clean city. The core services include:

- Collection of Litter
- Collection of Parks Garbage and Recycling Bins
- Collection of Garbage and Recycling Bins within the Road Allowance
- Collection of Special Events Garbage, Recycling and Litter

The 2015 service deliverables will include:

- Ongoing replacement of street litter and recycling bins with street furniture bins
- Continuation of multi-divisional efforts that focus on City-wide litter reduction
- Continuation of waste and litter audits
- Management of litter services at Pan Am Games

Collection & Transfer

To provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto. The core services include collection and transfer of the following materials to our Transfer Stations:

- Green Bin Organics
- Garbage
- Recycling
- Leaf & Yard Waste
- Bulky Goods (includes furniture, electronics and white goods/metal materials)
- Municipal Hazardous and Special Waste (MHSW)

The 2015 service deliverables will include:

- Complete procurement process for the roll-out of the Next Generation Green Bin for curbside customers.
- Ongoing roll-out of Green Bin collection in multi-residential, non-residential, schools and ABCDs.
- Implementation of Waste Diversion Rate Waiver program for Charities.
- Implementation of new curbside collection contract in District 1 (July).

Processing & Transport

To provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The core services include processing and transport of the following materials:

- Green Bin Organics
- Garbage
- Recycling
- Leaf & Yard Waste
- Bulky Goods (includes furniture, electronics and white goods/metal materials)
- Municipal Hazardous and Special Waste (MHSW), and
- In addition to processing and transporting, the following is also a core service:
 - Revenue generation from sale of recyclable materials

The 2015 service deliverables will include:

- First year in operation of the Disco Road organics processing facility.
- Begin the expansion of the Dufferin organics facility.
- Complete Transfer Station Efficiencies Study towards improved customer service, operating efficiencies, and established key performance indicators.
- Decommissioning of the Dufferin Material Recovery Facility and study re-purposing for future waste management use.

Residual Management

The core services of Residual Management include:

- Operating the Green Lane landfill site
- Energy Generation
- Perpetual Care of former landfill sites

The 2015 service deliverables will include:

- Long Term Waste Management Strategy
- Proceed with the study of other waste processing methods
- Continue investigation into an alternate gas utilization project at Green Lane, Disco and Dufferin organics facilities
- Continue construction, upgrades and integration of the Green Lane landfill gas and leachate collection systems
- Continue Green Lane landfill cell development
- Continue acquiring buffer land properties surrounding the Green Lane landfill
- Continue Green Lane Landfill Community Liaison Committee
- Closed Landfill Asset Management Program

Education & Enforcement

To effectively communicate to the residents, business, visitors and ABCDs on how to participate in the City's waste management programs and to encourage diversion. The core services include:

- By-Law Enforcement
- Community Environment Days
- Promotion and Education

The 2015 service deliverables will include:

- Ongoing outreach and recruiting of multi-residential waste diversion ambassadors to promote the 3Rs.
- Annual multi-residential workshop to encourage diversion by targeting superintendants, property managers and owners.
- Develop a targeted multi-media campaign to improve and/or correct participation.
- Continue waste audits to better understand waste composition and participation behavior.
- Develop a Mobile Waste App.

Table 1
2015 Recommended Operating Budget and Plan by Service

(In \$000s)	2014					2015 Recommended Operating Budget			Incremental Change 2016 and 2017 Plan			
	Approved Budget	Projected Actual	2015 Rec'd Base	2015 Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd vs. 2014 Budget Approved		2016		2017		
						Changes	%	\$	%	\$	%	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%	
City Beautification												
Gross Expenditures	32,905.0	30,038.1	33,480.4	105.3	33,585.7	680.7	2.1%	(1,248.6)	(3.7%)	1,270.3	3.6%	
Revenue	1,393.2	1,393.2	1,354.8		1,354.8	(38.3)	(2.8%)	0.0	0.0%			
Net Expenditures	31,511.9	28,645.0	32,125.6	105.3	32,230.9	719.0	2.3%	(1,248.6)	(3.9%)	1,270.3	3.8%	
Solid Waste Collection & Transfer												
Gross Expenditures	111,170.1	111,719.2	115,073.4	855.2	115,928.6	4,758.5	4.3%	(3,592.4)	(3.1%)	3,769.3	3.1%	
Revenue	267,384.9	269,081.5	274,020.9	247.7	274,268.5	6,883.6	2.6%	2,461.5	0.9%	1,378.6	0.5%	
Net Expenditures	(156,214.9)	(157,362.3)	(158,947.5)	607.5	(158,340.0)	(2,125.1)	1.4%	(6,053.8)	3.8%	2,390.7	(1.5%)	
Solid Waste Processing & Transport												
Gross Expenditures	113,620.7	111,762.1	119,852.5	88.6	119,941.1	6,320.3	5.6%	87.5	0.1%	(1,307.1)	(1.1%)	
Revenue	42,084.9	44,806.8	47,392.7		47,392.7	5,307.8	12.6%	(1,083.1)	(2.3%)	0.0	0.0%	
Net Expenditures	71,535.9	66,955.3	72,459.8	88.6	72,548.4	1,012.5	1.4%	1,170.6	1.6%	(1,307.1)	(1.8%)	
Residual Management												
Gross Expenditures	90,293.6	92,707.0	95,039.9	66.0	95,105.9	4,812.3	5.3%	14.4	0.0%	118.1	0.1%	
Revenue	43,147.7	42,143.4	47,769.1		47,769.1	4,621.4	10.7%	(0.0)	(0.0%)	(0.0)	(0.0%)	
Net Expenditures	47,146.0	50,563.6	47,270.8	66.0	47,336.8	190.9	0.4%	14.4	0.0%	118.1	0.2%	
Solid Waste Education & Enforcement												
Gross Expenditures	6,036.3	5,889.9	6,184.0	39.8	6,223.8	187.5	3.1%	7.3	0.1%	6.6	0.1%	
Revenue	15.2	14.9				(15.2)	(100.0%)					
Net Expenditures	6,021.2	5,874.9	6,184.0	39.8	6,223.8	202.7	3.4%	7.3	0.1%	6.6	0.1%	
Total												
Gross Expenditures	354,025.8	352,116.3	369,630.2	1,154.9	370,785.1	16,759.3	4.7%	(4,731.8)	(1.3%)	3,857.3	1.0%	
Revenue	354,025.8	357,439.7	370,537.5	247.7	370,785.1	16,759.3	4.7%	1,378.4	0.4%	1,378.6	0.4%	
Total Net Expenditures	-	(5,323.4)	(907.3)	907.3	0.0	0.0	-	(6,110.3)	3.8%	2,478.7	100.0%	
Approved Positions	1,102.7	910.0	1,100.7	8.0	1,108.7	6.0	0.5%					

The 2015 Recommended Operating Budget for SWMS of \$370.785 million gross and \$0 net represents a \$16.759 million or 4.7% increase in gross expenditures (and revenues) from the SWMS 2014 Operating Budget of \$354.025 million gross, with a 2015 Recommended Net Operating Budget that will remain unchanged from the 2014 Approved Net Budget.

- Base pressures of \$35.596 million, as well as \$0.907 million in net costs associated with a recommended enhanced service have been fully offset by recommended base expenditure reductions and base revenue increase.
- Base pressures are predominately driven by increases to contribution to reserves, debt charges, interdivisional charges and recoveries (\$10 million); processing contracts increase (\$6.7 million); and salary & benefits adjustments including a cola, progression pay and fringe benefit adjustments (\$1.7 million).
- The recommended base expenditure reductions and revenue increases utilized to offset these base budget pressures will result in an increase to SWMS rates of 3.0% as of April 1, 2015, which equates to a 2.25% effective rate increase for 2015.

The 2015 Recommended Operating Budget also includes funding of \$1.155 million gross and \$0.907 million net for New and Enhanced Services to administrate the Waste Diversion Rate Waiver Program for Charities, provide required contract administration and management of purchasing and increased service levels for litter volume during the Pan Am Games.

The 2016 and 2017 plans reflect changes to vehicle reserve contributions and the operating impact of capital. Also included is anticipated net revenue of \$1.378 million each year. These revenue adjustments include the next phases of the harmonization of collection fees for City agencies, boards, commissions, divisions and schools with commercial fees. Also projected are anticipated user fee volume decreases.

Approval of the 2015 Recommended Operating Budget will result in SWMS increasing its total staff complement by 6 positions from 1,102.7 to 1,108.7 as highlighted in the table below:

Table 2
2015 Recommended Total Staff Complement

Changes	2015 Budget						Plan	
	City Beautification	Solid Waste Collection & Transfer	Solid Waste Processing & Transport	Residual Management	Solid Waste Education & Enforcement	Total	2016	2017
2014 Approved Complement	280.3	471.0	299.0	39.9	12.5	1,102.7	1,108.7	1,108.7
In-year Adjustments								
Adjusted 2014 Staff Complement	280.3	471.0	299.0	39.9	12.5	1,102.7	1,108.7	1,108.7
Recommended Change in Staff Complement								
Prior Year Impact								
Operating Impacts of Completed Capital Project								
Capital Project Delivery								
Base Changes		(2.0)				(2.0)		
Service Changes								
New / Enhanced Service Priorities		8.0				8.0		
Total	280.3	477.0	299.0	39.9	12.5	1,108.7	1,108.7	1,108.7
Position Change Over Prior Year		6.0				6.0		
% Change Over Prior Year		1.27%				0.54%		

The Program’s total staff complement will increase by 0.5% or 6 positions primarily as a result of the following changes:

- 2.0 IT staff currently reporting directly to SWMS will be relocated to Corporate IT. This will decrease the SWMS complement by 2.0 positions. Due to the technical nature of the Systems Integrator positions, it is acknowledged that Information & Technology is the more appropriate organization to hold and directly manage the positions. The cost will be charged back to SWMS via an IDC.
- In order to rationalize human resources within Policy and Planning 2.0 permanent full time staff will be hired to improve internal processes related to contract management and monitoring, invoice management and financial analysis; and
- Hiring of 6.0 new staff for the Waste Diversion Rate Waiver Program. 6.0 project leads will be responsible for new waste audit compliance inspections of not-for profit charitable organizations as approved by Council.

The 2015 Recommended Operating Budget includes base expenditure pressures of \$35.6 million net, as detailed below:

**Table 3
Key Cost Drivers**

(In \$000s)	2015 Recommended Operating Budget					Total Rec'd 2015 Base Budget
	City Beautification	Solid Waste Collection & Transfer	Solid Waste Processing & Transport	Residual Management	Solid Waste Education & Enforcement	
Gross Expenditure Changes						
Prior Year Impacts						
Progression pay and re-earnable lump sums	77.0	204.5	133.9	35.3	1.1	451.8
Union step increases	76.6	509.8	41.6	16.8	0.9	645.7
Fringe benefit adjustments; aligning salaries to actual expenditures	(1,117.4)	146.4	(600.3)	(53.7)	(16.3)	(1,641.2)
Operating Impacts of Capital	0.9	7.7	7.3	5.8	0.6	22.2
Economic Factors						
Non-labour economic factors	70.7	41.8	147.8	7.6	11.8	279.8
COLA Union and Non-Union						
Labour economic factors including 2.25% COLA union/non-union	453.6	815.5	527.8	79.7	16.0	1,892.6
Other Base Changes						
Other salary adjustments	79.9	145.3	92.9	14.1	2.8	335.0
Increase in IDC	239.0	1,420.7	1,608.2	39.0	16.5	3,323.4
Contribution to vehicle reserve	1,260.0	3,685.0		55.0		5,000.0
COT Waste Payment to GL				14,922.6		14,922.6
Collection Contracts		76.7				76.7
Processing Contracts Vol/Price			6,686.8			6,686.8
Green Lane Operations			3,768.2	855.2		4,623.4
Budget Re-alignment	(3.4)	(208.0)	25.1	19.1	167.1	(0.0)
Transfer 2 staff to Corp IT	(31.9)	(75.8)	53.7	48.5	5.4	
Transfer Stn Property Tax			(293.4)	(95.0)		(388.4)
Customer Svc Review Implementation		144.0			56.0	200.0
Debt Charges Non-Green Lane	59.9	487.9	460.7	365.5	38.3	1,412.2
Total Gross Expenditure Changes	1,164.9	7,401.7	12,660.4	16,315.4	300.1	37,842.6
Revenue Changes						
Decrease in IDR		(1,208.7)				(1,208.7)
Increase in IDR			965.7			965.7
User Fee Volume Adjustment		(963.2)				(963.2)
Green Lane Operations				4,551.3		4,551.3
HHW Revenue			(673.8)			(673.8)
Sales of Recyclables			(479.9)			(479.9)
Tipping Fee Volume Adjustment			802.0			802.0
Capital Recovery		(83.8)	(26.0)	(1.8)	(1.2)	(112.8)
Sundry Revenue Adjusted to Actuals	(38.3)	(582.0)			(14.0)	(634.3)
Total Revenue Changes	(38.3)	(2,837.8)	588.1	4,549.6	(15.2)	2,246.4
Net Expenditure Changes	1,203.2	10,239.5	12,072.3	11,765.9	315.3	35,596.3

Key cost drivers for SWMS are discussed In further detail below:

- Salary and benefit adjustments include non-union progression pay with re-earnable lump sums, union step increases, associated fringe benefit increases and realignment of salaries to actuals and between functional areas (\$1.684 million);
- Contribution to the fleet vehicle reserve is planned to increase in 2015 due to life cycle replacement requirements of existing fleet and to replace the vehicles earlier thus reducing high maintenance and repair costs (\$5 million);
- Annual adjustment for City of Toronto waste payments to Green Lane. The change is based on projected tonnage from the City and the estimated price per tonne (\$14.923 million);
- Processing Contracts are anticipated to be affected by Volume and Price per tonne adjustments for recycling, organics, yard waste, durable goods and hazardous materials (\$6.687 million);
- Various inflationary adjustments to interdivisional charges and recoveries (\$3.566 million);
- Debt charges for non-Green Lane projects to accommodate debenture of outstanding unfinanced capital costs (\$1.4 million); and,
- Lower anticipated revenue due to user fee volumes, lower household hazardous waste recoveries and market driven lower sales of recyclables (\$1.949 million);

The 2015 recommended service changes for SWMS total \$36.5 million and consist of base expenditures changes of \$22.2 million and base revenue changes of \$14.3 million, as detailed below:

**Table 4
2015 Total Recommended Service Change Summary**

Description (\$000s)	City Beautification		Solid Waste Collection & Transfer		Solid Waste Processing & Transport		Residual Management		Solid Waste Education & Enforcement		\$	\$	#	2016 Plan		2017 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
Base Changes:																		
Base Expenditure Changes																		
Line by Line Reductions based on experience	(35.7)	(35.7)	(363.0)	(363.0)	(712.9)	(712.9)	(23.8)	(23.8)	(103.9)	(103.9)	(1,239.3)	(1,239.3)						
Saving from 4x10 Agreement	(315.4)	(315.4)	(996.1)	(996.1)							(1,311.5)	(1,311.5)						
Reduce contribution to Perpetual Care reserve fund					(3,831.9)	(3,831.9)	1,831.9	1,831.9			(2,000.0)	(2,000.0)						
Reduce contribution to Waste Mgmt reserve fund	(246.1)	(246.1)	(2,005.6)	(2,005.6)	(1,893.6)	(1,893.6)	(1,502.3)	(1,502.3)	(157.3)	(157.3)	(5,804.9)	(5,804.9)						
Alternate Ontario Landfill Disposal							(11,882.6)	(11,882.6)			(11,882.6)	(11,882.6)						
Base Expenditure Change	(597.3)	(597.3)	(3,364.7)	(3,364.7)	(6,438.3)	(6,438.3)	(11,576.8)	(11,576.8)	(261.2)	(261.2)	(22,238.3)	(22,238.3)						
Base Revenue Changes																		
SWMS Rate Increase @ 2.25%				(5,779.6)		(248.8)		(71.8)				(6,100.2)						
Blue Box Revenue				(2,648.0)		(2,352.0)						(5,000.0)						
Phase-in of ABCD & School Fee Harmonization				(1,046.1)								(1,046.1)		(765.7)		(765.7)		
Transfer Stn Drop & Load Fees						(597.7)						(597.7)						
Processing Residual Revenue						(1,521.2)						(1,521.2)						
Base Revenue Change				(9,473.7)		(4,719.8)		(71.8)				(14,265.3)		(765.7)		(765.7)		
Sub-Total	(597.3)	(597.3)	(3,364.7)	(12,838.4)	(6,438.3)	(11,158.1)	(11,576.8)	(11,648.7)	(261.2)	(261.2)	(22,238.3)	(36,503.6)		(765.7)		(765.7)		
Total Changes	(597.3)	(597.3)	(3,364.7)	(12,838.4)	(6,438.3)	(11,158.1)	(11,576.8)	(11,648.7)	(261.2)	(261.2)	(22,238.3)	(36,503.6)		(765.7)		(765.7)		

Base Expenditure Changes (Savings of \$22.238 million gross & net)

- A line by line of expenditures will result in savings of \$1.239 million as determined by reviewing recent spending and future requirements;
- An MOA (Memorandum of Agreement) with Local 416 regarding hours of work whereby a 4 day - 10 hour/day work week will be maintained as well as implementation of the new SWCO (Solid Waste Collection Operator) classification will result in a savings of \$1.312 million;
- Reduction to reserve fund contributions total \$7.805 million and include \$2 million for the Perpetual Care reserve fund and \$5.805 million for the Waste Management reserve fund. These reserve funds provide funding for capital projects and the reductions have been incorporated within the Recommended Capital Plan based on estimated spending requirements;
- SWMS will no longer be sending residual waste to alternate Ontario landfills. The decision to direct residual waste to the Green Lane Landfill is based on an analysis of projected tonnage and the price per tonne to be charged by non-city landfills and results in a net savings of \$11.883 million;

Base Revenue Changes (Savings of \$14.265 net revenue)

- Revenue will increase by \$6.1 million due to the recommended rate change to SWMS rates and user fees of 3.0% as of April 1, 2015. This equates to a 2.25% effective rate increase for 2015 given the increased rate will only be applied for 9 months of the year.
- An increase in Blue Box program funding of \$5 million based on expanded categories and quantities of recyclables, more effective collection and required processing costs eligible for funding from Stewardship Ontario in conjunction with and on behalf of Waste Diversion Ontario (WDO).
- Increase in revenue of \$1.046 million due to ABCD & School Fee Harmonization. The ongoing harmonization of waste fees for ABCDs and Schools is being phased-in at 25% per year as approved by Council in 2014.
- Increase in revenue of \$0.598 million for drop & load fees at Transfer Stations based on projected volumes of waste from third parties using these facilities.
- Increase in revenue of \$1.521 million derived from increased tonnage estimates of residual processing waste from contractors for disposal by the City.

Table 5

2015 Total Recommended New & Enhanced Service Priorities Summary

Description (\$000s)	New and Enhanced										Total Rec'd Service			Incremental Change				
	City Beautification		Solid Waste Collection & Transfer		Solid Waste Processing & Transport		Residual Management		Solid Waste Education & Enforcement		\$	\$	Position	2016 Plan		2017 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.	
Enhanced Services Priorities																		
Impact of 2015 Pan Am Games on Litter Operations	100.0	100.0									100.0	100.0						
Additional Staff in Contract Management			81.5	81.5	47.8	47.8	33.7	33.7			163.0	163.0	2.0					
Waste Diversion Rate Waiver Program for Charities	5.3	5.3	773.6	526.0	40.8	40.8	32.4	32.4	39.8	39.8	891.9	644.2	6.0					
Sub-Total	105.3	105.3	855.2	607.5	88.6	88.6	66.0	66.0	39.8	39.8	1,154.9	907.3	8.0					
Total	105.3	105.3	855.2	607.5	88.6	88.6	66.0	66.0	39.8	39.8	1,154.9	907.3	8.0					

Recommended Enhanced Service Priorities (\$1.155 million gross & \$0.907 million net)

Impact of 2015 Pan Am Games on Litter Operations

- As the 2015 Pan Am and Para Pan Am Games is expected to draw many visitors to Toronto, a resulting increase in litter volume is anticipated. It is expected that additional staff hours will be required to maintain the higher volume of litter generated by event attendees and visitors in the event areas. Additional funding of \$0.100 million is required for overtime and shift bonus pay for supervisors and part-time staff to monitor and collect the litter at and near event sites.

Additional Staff in Contract Management

- Additional funding of \$0.163 million is recommended for (2) two permanent staff (one Research Analyst and one Support Assistant) in Contract Management to provide required contract administration and management of SWMS purchasing activities.
- As a result of Solid Waste Management Services' (SWMS) reorganization in March 2013, the Operational Support Unit will now provide purchasing and undertake to process all invoices for payment for the entire division.

Waste Diversion Rate Waiver Program for Charities

- The Division is recommending a 100% Rate Waiver Program for Federally Registered Charities under the approved Non-Residential Rate Program. The program was approved in principal by the Public Works & Infrastructure Committee at their June 18, 2014 meeting and was adopted by City Council on July 8, 9, 10 and 11, 2014 to be considered as part of the 2015 Operating Budget process for implementation in April 2015. Operating costs are required in order to support program implementation.

- Additional funding of \$0.892 million gross and \$0.644 net is required (6) six permanent staff (Project Leads) in Collections Operations to conduct waste audits and administrate the Waste Diversion Rate Waiver program. This additional recommended cost includes 6 required trucks and 1 Agency Review Officer to be hired by SDFA for the Waiver Program.
- The cost will be partially offset by the \$0.248 million in estimated user fee revenue from clients that don't meet the waiver criteria.
- Under this enhanced service priority action, the approved organizations will complete a simplified applicant profile and provide valid Federal Charitable Registration Number and participate in annual compliance waste audit in order to qualify for Rate Waiver Program. All waste diversion programs will be provided free of charge.

Approval of the 2015 Recommended Base Budget will result in an anticipated incremental net savings of \$6.110 million in 2016 and incremental net expenditures of \$2.479 million in 2017 to maintain the 2015 level of service, as discussed below.

Table 6
2016 and 2017 Plan by Program

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Phase-in of ABCD & School Fee Harmonization		765.7	(765.7)	(0.2%)			765.7	(765.7)	(0.2%)	
Sub-Total		765.7	(765.7)	(0.2%)			765.7	(765.7)	(0.2%)	
Anticipated Impacts:										
User Fee Volume adjustments		612.7	(612.7)	(0.2%)			612.9	(612.9)	(0.2%)	
Contribution to Vehicle Reserve	(5,000.0)		(5,000.0)	(1.3%)		5,000.0		5,000.0	1.4%	
Operating impact of capital	268.2		268.2	0.1%		(1,142.7)		(1,142.7)	(0.3%)	
			-	0.0%				-	0.0%	
Sub-Total	(4,731.8)	612.7	(5,344.5)	(1.4%)		3,857.3	612.9	3,244.4	0.9%	
Total Incremental Impact	(4,731.8)	1,378.4	(6,110.3)	(1.6%)		3,857.3	1,378.6	2,478.6	0.7%	

Future year incremental costs are primarily attributable to the following:

Known Impacts

- *ABCD & School Fee Harmonization*: The ongoing phase-in of harmonized waste fees for ABCDs and Schools of 25% per year will result in incremental revenue of \$0.766 million in 2016 and in 2017.
- Cost of Living Adjustments (COLA) for Local 416 and 79 have not been included in 2016 and 2017 as they are subject to future contract negotiations.

Anticipated Impacts

- *SWMS User Fees Volume Adjustment*: Anticipated increases in Solid Waste Management user fee volumes will show an overall increase in revenue and decrease net expenditures by \$0.613 million in 2016 and in 2017. It is estimated that in 2015, net user fee volumes will reflect a decrease in waste received from the City's front-end collection services due to fewer units while waste from the single family homes receiving the City's curbside collection services, RUAC bins, and multi-residential curbside collection will increase from 2015 through 2017.
- Contribution to the vehicle reserve for fleet replacement will be suspended for 2016 reflecting a decrease of \$5 million and will resume in 2017 based on planned lifecycle replacement requirements of fleet vehicles.
- Operating impact of capital, as a result of the completion of capital projects for IT Application Improvements and Biogas Utilization is expected to increase by \$0.268 million in 2016 and decrease by \$1.143 million in 2017. The increases are respectively due to ongoing staff support as well as anticipated cost reductions.

- Additional costs are anticipated for 2016 and 2017, which have not been provided by SWMS. These include:
 - Progression pay, union step increases and associated fringe benefit impacts, estimated by the Financial Planning Division to be in the range of \$0.900 million to \$1.0 million; and
 - The annualized impact of the 2015 SWMS rate increase (as of April 1, 2015) estimated by Financial Planning to be \$2.0 million.



Part II:

2015 Recommended Budget by Service

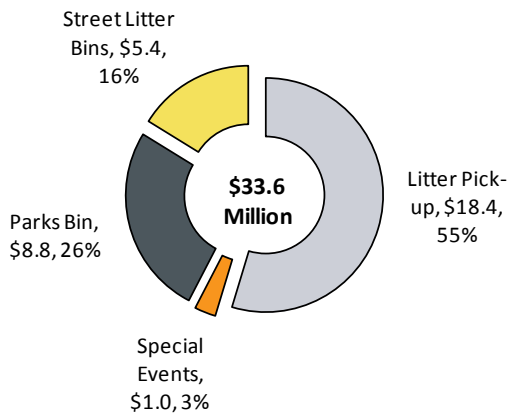
City Beautification



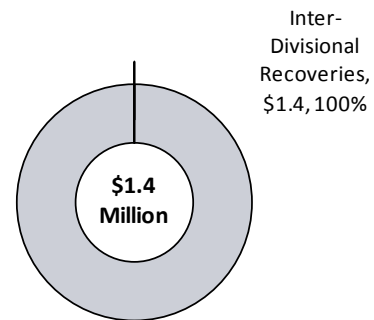
What we do

- Provide collection services within the public realm to all residents and visitors city-wide to support a clean city. The core activities include:
 - Collection of Litter;
 - Collection of Parks Garbage and Recycling Bins;
 - Collection of Garbage and Recycling Bins within the Road Allowance;
 - Collection of Special Events Garbage, Recycling and Litter.

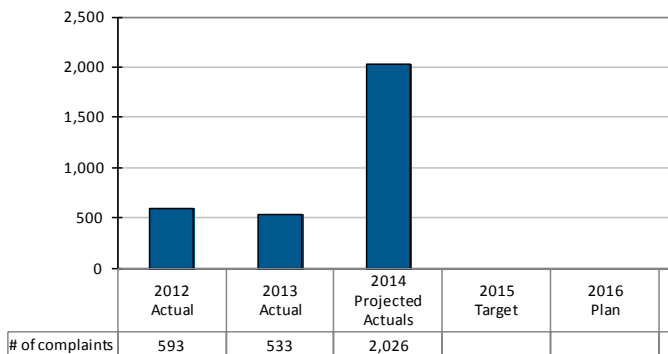
2015 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of street litter bin complaints for material overflow



- Street Litter Bin Complaints have increased for the following reasons:
 - Extreme cold and long winter in 2014 caused mechanical failure to collection vehicles
 - 2013 ice storm reduced access to streets for extended periods of time
 - Delays in filling staff positions
 - 17.5% increase in bins

2015 Service Levels

City Beautification

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2012	2013	2014	2015
Litter Pick-up	Residual Waste	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Litter Pick-up	Single Stream Recycling	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Parks Bin	Residual Waste	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Parks Bin	Single Stream Recycling	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Residual Waste	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Single Stream Recycling	Approved	1x - 7x/wk		1x - 7x/wk	1x - 7x/wk
Special Events	Residual Waste	Approved	On Demand		On Demand	On Demand
Special Events	Single Stream Recycling	Approved	On Demand		On Demand	On Demand
Special Events	Organics	Approved	On Demand		On Demand	On Demand

The 2015 Recommended Service Levels are consistent with the approved 2014 Service Levels.

Table 7
2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget						2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	\$	%	2016 Plan		2017 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Litter Pick-up	20,415.5	18,404.3	(143.7)	18,260.6	(2,154.8)	(10.6%)	97.9	18,358.5	(2,057.0)	(10.1%)	(312.7)	(1.7%)	326.6	1.8%
Special Events	1,120.8	986.7	(7.3)	979.4	(141.5)	(12.6%)	5.7	985.0	(135.8)	(12.1%)	0.4	0.0%	0.3	0.0%
Parks Bin	8,210.1	9,040.5	(238.2)	8,802.3	592.2	7.2%	1.2	8,803.5	593.4	7.2%	(937.5)	(10.6%)	942.3	12.0%
Street Litter Bins	3,158.6	5,646.2	(208.1)	5,438.1	2,279.5	72.2%	0.6	5,438.6	2,280.0	72.2%	1.2	0.0%	1.1	0.0%
Total Gross Exp.	32,905.0	34,077.7	(597.3)	33,480.4	575.4	1.7%	105.3	33,585.7	680.7	2.1%	(1,248.6)	(3.7%)	1,270.3	3.8%
REVENUE														
Litter Pick-up														
Special Events														
Parks Bin														
Street Litter Bins	1,393.2	1,354.8		1,354.8	(38.3)	(2.8%)		1,354.8	(38.3)	(2.8%)				
Total Revenues	1,393.2	1,354.8		1,354.8	(38.3)	(2.8%)		1,354.8	(38.3)	(2.8%)				
NET EXP.														
Litter Pick-up	20,415.5	18,404.3	(143.7)	18,260.6	(2,154.8)	(10.6%)	97.9	18,358.5	(2,057.0)	(10.1%)	(312.7)	(1.7%)	326.6	1.8%
Special Events	1,120.8	986.7	(7.3)	979.4	(141.5)	(12.6%)	5.7	985.0	(135.8)	(12.1%)	0.4	0.0%	0.3	0.0%
Parks Bin	8,210.1	9,040.5	(238.2)	8,802.3	592.2	7.2%	1.2	8,803.5	593.4	7.2%	(937.5)	(10.6%)	942.3	12.0%
Street Litter Bins	1,765.5	4,291.4	(208.1)	4,083.3	2,317.8	131.3%	0.6	4,083.8	2,318.4	131.3%	1.2	0.0%	1.1	0.0%
Total Net Exp.	31,511.9	32,722.9	(597.3)	32,125.6	613.7	1.9%	105.3	32,230.9	719.0	2.3%	(1,248.6)	(3.9%)	1,270.3	3.9%
Approved Positions	280.3	280.3		280.3				280.3						

The 2015 Recommended Operating Budget for City Beautification of \$33.586 million gross and \$32.231 million net is \$0.719 million or 2.3% above the 2014 Approved Net Budget.

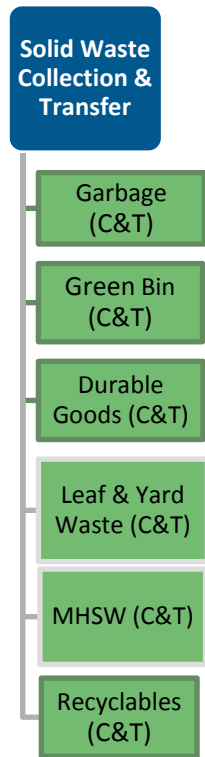
The **City Beautification Service** promotes and supports a clean and beautiful city by providing collection services within the public realm to all residents and visitors city-wide. This is done by collection of litter, collection of garbage and recycling in Parks and from street bins within the Road Allowance. This service also provides garbage, recycling and litter collection at special events.

- Base budget pressures in the City Beautification service are primarily due to inflationary cost increases arising from the negotiated collective agreement for salaries and benefits totaling \$0.687

million. Various other salary adjustments, including aligning salaries and benefits to actual expenditures, re-aligning expenditure budgets between services and interdivisional charges also provides a net reduction of \$1.153 million.

- Expenditures of \$0.036 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further salary savings of \$0.315 million have been realized as a result of a MOA with Local 416 regarding hours of work whereby a 4 day -10 hour/day work week will be maintained as well as implementation of a new collection operator classification.
- In 2015, this service will also reduce contributions to the Waste Management Reserve Fund by \$0.246 million based on the Program's requirement to maintain a zero net expenditure operating budget.
- The 2015 Recommended Operating Budget for the City Beautification service includes funding for the following new and enhanced service priorities:
 - \$0.100 million net to fund for additional litter collection due to the 2015 Pan Am Games. This funding is for overtime and shift premiums for supervisors and part-time staff to manage the increase in litter at event sites.
 - \$0.005 million for costs related to the implementation of the Waste Diversion Rate Waiver program for qualified charities. As a qualified registered client, collection fees will be waived and with recycling and organics collection provided free of charge.

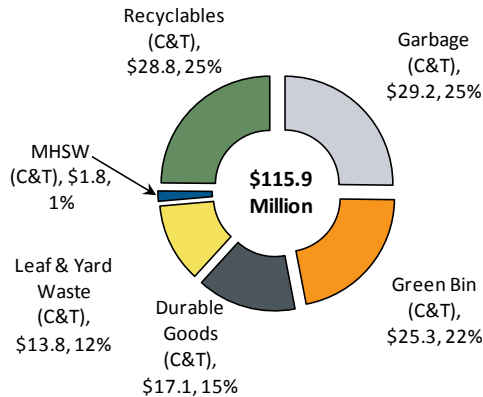
Solid Waste Collection & Transfer



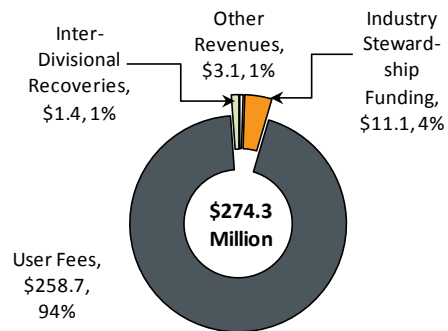
What we do

- Provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto. The core activities include collection and transferring the following materials to our Transfer Stations:
 - Green Bin Organics;
 - Garbage;
 - Recycling;
 - Leaf & Yard Waste;
 - Bulky Goods (includes furniture, electronics and white goods/metal materials); and,
 - Municipal Hazardous & Special Waste (MHSW).

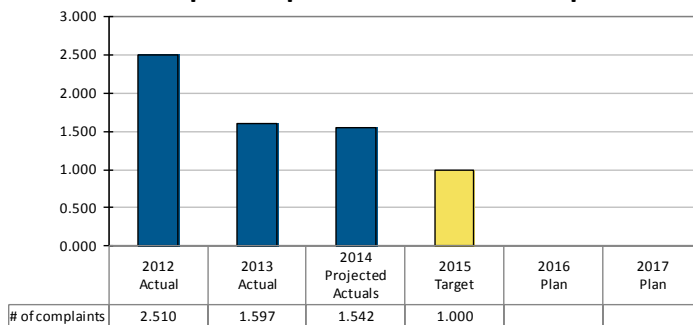
2015 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of complaints per 1000 households per week



- Projections for the # of complaints per 1000 households per week decreased from 2.51 in 2012 to 1.54 in 2014, a drop of 39%.
- The target for 2015 is 1 complaint per 1000 households. This rate is affected by both in-house staff and contracted collection services.

2015 Service Levels

Solid Waste Collection & Transfer

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2012	2013	2014	2015
Garbage (C&T)	Single Residential	Approved	1x /2wks		1x /2wks	1x /2wks
Garbage (C&T)	Multi Residential		2x /wk		2x /wk	1x - 2x /wk
Garbage (C&T)	Commercial	Approved	1x - 2x /wk		1x - 2x /wk	1x - 2x /wk
Green Bin (C&T)	Single Residential	Approved	1x /wk		1x /wk	1x /wk
Green Bin (C&T)	Multi Residential	Approved	1x /wk (where provided)		1x /wk (where provided)	1x /wk (where provided)
Green Bin (C&T)	Commercial	Approved	1x - 6x /wk		1x - 6x /wk	1x - 6x /wk
Durable Goods (C&T)	Single Residential	Approved	1x /2wks		1x /2wks	1x /2wks
Durable Goods (C&T)	Multi Residential		On Demand		On Demand	1x /wk
Leaf & Yard Waste (C&T)		Approved	1x /2wks (seasonal)		1x /2wks (seasonal)	1x /2wks (seasonal)
Municipal Hazardous & Special Waste (C&T)	Single Residential	Approved	On Demand		On Demand	On Demand
Municipal Hazardous & Special Waste (C&T)	Multi Residential	Approved	On Demand		On Demand	On Demand
Recyclables	Single Residential	Approved	1x /2wks		1x /2wks	1x /2wks
Recyclables	Multi Residential	Approved	1x - 2x /wk		1x - 2x /wk	1x - 2x /wk
Recyclables	Commercial	Approved	1x - 2x /wk		1x - 2x /wk	1x - 2x /wk

The 2015 Recommended Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level where required.

Multi-residential garbage collection will be available once or twice per week and durable goods collection will be available once per week instead of on-demand.

Table 8
2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget			2016 Plan		2017 Plan		
	\$								\$	\$	\$	%	\$	%	\$
GROSS EXP.															
Garbage (C&T)	27,269.1	29,890.4	(849.9)	29,040.5	1,771.3	6.5%	165.7	29,206.2	1,937.0	7.1%	(1,963.9)	(6.7%)	2,018.5	7.4%	
Green Bin (C&T)	24,549.4	25,747.3	(756.2)	24,991.0	441.7	1.8%	260.1	25,251.2	701.8	2.9%	14.8	0.1%	13.5	0.1%	
Durable Goods (C&T)	17,059.1	17,501.5	(497.4)	17,004.1	(55.0)	(0.3%)	129.9	17,134.0	74.9	0.4%	12.7	0.1%	11.6	0.1%	
Leaf & Yard Waste (C&T)	13,400.8	14,046.6	(418.0)	13,628.7	227.9	1.7%	121.9	13,750.6	349.8	2.6%	10.2	0.1%	9.3	0.1%	
MHSW (C&T)	1,684.9	1,797.7	(52.3)	1,745.4	60.5	3.6%	25.7	1,771.1	86.2	5.1%	0.6	0.0%	0.6	0.0%	
Recyclables (C&T)	27,206.8	29,454.5	(790.9)	28,663.7	1,456.9	5.4%	151.9	28,815.6	1,608.8	5.9%	(1,666.8)	(5.8%)	1,715.9	6.3%	
Total Gross Exp.	111,170.1	118,438.1	(3,364.7)	115,073.4	3,903.3	3.5%	855.2	115,928.6	4,758.5	4.3%	(3,592.4)	(3.1%)	3,769.3	3.2%	
REVENUE															
Garbage (C&T)	258,351.0	255,786.0	6,820.9	262,606.9	4,255.9	1.6%	247.7	262,854.5	4,503.5	1.7%	2,461.5	0.9%	1,378.6	0.5%	
Green Bin (C&T)	4.1				(4.1)	(100.0%)			(4.1)	(100.0%)					
Durable Goods (C&T)	1.8				(1.8)	(100.0%)			(1.8)	(100.0%)					
Leaf & Yard Waste (C&T)	291.9	249.5	4.8	254.4	(37.5)	(12.9%)		254.4	(37.5)	(12.9%)	(0.0)	(0.0%)	0.0	0.0%	
MHSW (C&T)	1.8				(1.8)	(100.0%)			(1.8)	(100.0%)					
Recyclables (C&T)	8,734.3	8,511.6	2,648.0	11,159.6	2,425.3	27.8%		11,159.6	2,425.3	27.8%	(0.0)	(0.0%)			
Total Revenues	267,384.9	264,547.2	9,473.7	274,020.9	6,635.9	2.5%	247.7	274,268.5	6,883.6	2.6%	2,461.5	0.9%	1,378.6	0.5%	
NET EXP.															
Garbage (C&T)	(231,081.9)	(225,895.6)	(7,670.8)	(233,566.4)	(2,484.5)	1.1%	(82.0)	(233,648.4)	(2,566.5)	1.1%	(4,425.4)	1.9%	639.9	(0.3%)	
Green Bin (C&T)	24,545.2	25,747.3	(756.2)	24,991.0	445.8	1.8%	260.1	25,251.2	705.9	2.9%	14.8	0.1%	13.5	0.1%	
Durable Goods (C&T)	17,057.3	17,501.5	(497.4)	17,004.1	(53.2)	(0.3%)	129.9	17,134.0	76.7	0.4%	12.7	0.1%	11.6	0.1%	
Leaf & Yard Waste (C&T)	13,108.8	13,797.1	(422.8)	13,374.3	265.4	2.0%	121.9	13,496.2	387.3	3.0%	10.2	0.1%	9.3	0.1%	
MHSW (C&T)	1,683.2	1,797.7	(52.3)	1,745.4	62.2	3.7%	25.7	1,771.1	88.0	5.2%	0.6	0.0%	0.6	0.0%	
Recyclables (C&T)	18,472.5	20,942.9	(3,438.9)	17,504.1	(968.4)	(5.2%)	151.9	17,655.9	(816.5)	(4.4%)	(1,666.8)	(9.4%)	1,715.9	10.7%	
Total Net Exp.	(156,214.9)	(146,109.1)	(12,838.4)	(158,947.5)	(2,732.6)	1.7%	607.5	(158,340.0)	(2,125.1)	1.4%	(6,053.8)	3.8%	2,390.7	(1.5%)	
Approved Positions	471.0	469.0		469.0	(2.0)	(0.4%)	8.0	477.0	6.0	1.3%					

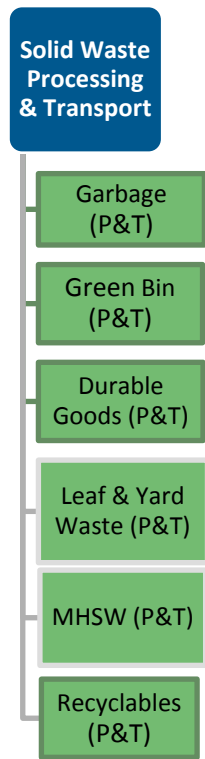
The 2015 Recommended Operating Budget for Solid Waste Collection & Transfer of \$115.929 million gross and \$158.340 million net revenue is \$2.125 million or 1.4% under the 2014 Approved Net Budget.

The **Solid Waste Collection & Transfer Service** provides for effective and efficient solid waste collection services to residents, businesses, visitors and agencies, boards, commissions and divisions (ABCDs) of the City of Toronto. Collection and transport to transfer stations is accomplished for organics, garbage, recycling, leaf & yard waste, durable goods (includes furniture, electronics and white goods/metal materials) and Municipal Hazardous or Special Waste (MHSW).

- Base budget pressures in the Collection & Transfer service are primarily due to inflationary cost increases arising from the negotiated collective agreement for salaries and benefits and various salary adjustments totaling \$1.822 million, which are applied consistently across all activities relative to staffing levels. These re-alignments between services and expenditure categories have reduced net expenditures by \$0.284 million.
- Expenditures of \$0.363 million have been reduced based on line by line review of recent spending and considering future requirements.
- Further salary savings of \$0.996 million have been realized as a result of a MOA with Local 416 regarding hours of work whereby a 4 day -10 hour/day work week will be maintained as well as implementation of a new collection operator classification consistent across all activities.

- In 2015, this service will also reduce contributions to the Waste Management Reserve Fund by \$2.006 million based on spending requirements and the Program's requirement to maintain a zero net expenditure operating budget.
- The 2015 Recommended Operating Budget for the Collection service includes funding for the following new and enhanced service priorities applied to all activity areas of:
 - \$0.082 million net to fund (2) additional staff in contract management. Additional staff will serve multiple services within SWMS providing administration and monitoring of collection contracts and associated purchasing requirements.
 - \$0.526 million net for costs related to the implementation of the Waste Diversion Rate Waiver program for qualified charities. As a qualified registered client, collection fees will be waived and with recycling and organics collection provided free of charge. Net costs include (6) additional staff (Project Leads) to administer and conduct waste audits including required vehicles and equipment and vehicle maintenance costs.
- Base pressures within this service have been mitigated by an increase in revenue of \$5.780 million due to a SWMS Rate and User Fee increase of 3% as of April 1, 2015 (2.25% effective).
- Funding increases of \$2.648 million net revenue are also budgeted due to expanded categories and quantities of recyclables, more effective collection and required processing costs eligible for funding from Stewardship Ontario in conjunction with and on behalf of Waste Diversion Ontario (WDO).
- Revenue in 2015 is also anticipated to increase by \$1.046 million due to the latest phase of ABCD & School Fee Harmonization. The ongoing harmonization of waste fees is being phased-in at 25% per year as approved by Council in July 2014.

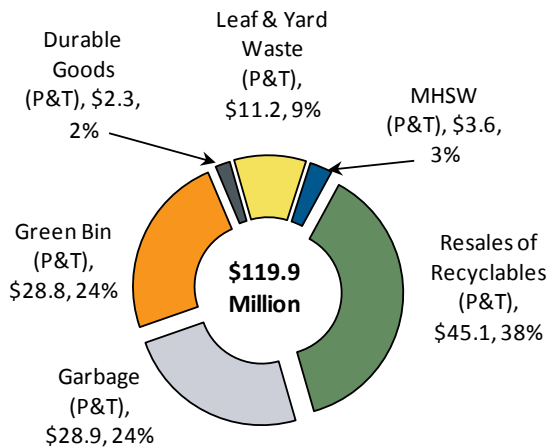
Solid Waste Processing & Transport



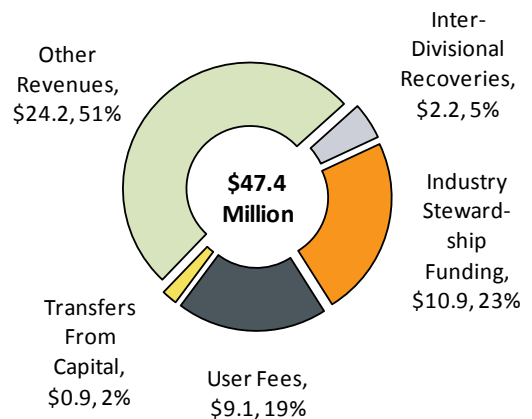
What we do

- Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:
- Green Bin Organics;
- Garbage;
- Recycling;
- Leaf & Yard Waste;
- Bulky Goods (includes furniture, electronics and white goods/metal materials);
- Municipal Hazardous & Special Waste (MHSW); and,
- In addition to processing and transport, revenue generation from sale of recyclable materials.

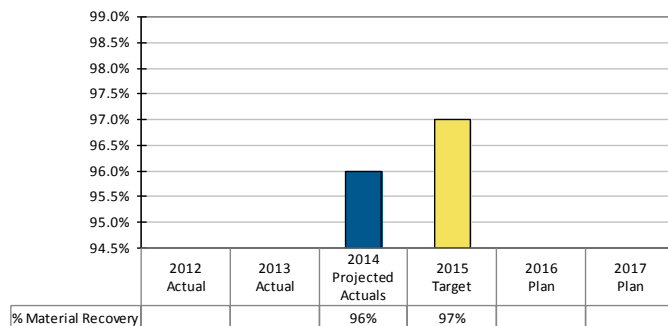
2015 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Material Recovery Effectiveness Rate



- Measure of Effectiveness of properly processing recyclables that are delivered to the Material Recovery Facility.
- The 2015 level of recovery is projected to be 97% or 1% higher than 2014 for all material recycled. The Program is currently reviewing projections for 2016/2017.

**2015 Service Levels
Solid Waste Processing & Transport**

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2012	2013	2014	2015
Residual Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Organics (SSO)		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Durable Goods		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Leaf & Yard Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Municipal Hazardous & Special Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Resale of Recyclables		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

The 2015 Recommended Service Levels are consistent with the approved 2014 Service Levels.

Table 9
2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget			2016 Plan		2017 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Garbage (P&T)	27,050.2	31,049.1	(2,180.2)	28,868.9	1,818.7	6.7%	29.5	28,898.5	1,848.3	6.8%	17.8	0.1%	16.2	0.1%
Green Bin (P&T)	28,347.3	30,227.1	(1,457.6)	28,769.5	422.2	1.5%	21.5	28,790.9	443.6	1.6%	27.0	0.1%	(1,362.1)	(4.7%)
Durable Goods (P&T)	2,706.9	2,353.9	(44.3)	2,309.6	(397.3)	(14.7%)	4.5	2,314.1	(392.8)	(14.5%)	2.0	0.1%	1.8	0.1%
Leaf & Yard Waste (P&T)	11,801.4	11,711.8	(492.2)	11,219.6	(581.8)	(4.9%)	18.7	11,238.3	(563.0)	(4.8%)	9.8	0.1%	8.9	0.1%
MHSW (P&T)	3,586.2	3,674.5	(112.8)	3,561.7	(24.6)	(0.7%)	1.5	3,563.2	(23.1)	(0.6%)	3.2	0.1%	2.9	0.1%
Resales of Recyclables (F)	40,128.7	47,274.3	(2,151.2)	45,123.2	4,994.5	12.4%	12.9	45,136.1	5,007.3	12.5%	27.6	0.1%	25.1	0.1%
Total Gross Exp.	113,620.7	126,290.8	(6,438.3)	119,852.5	6,231.7	5.5%	88.6	119,941.1	6,320.3	5.6%	87.5	0.1%	(1,307.1)	(1.1%)
REVENUE														
Garbage (P&T)	8,551.2	10,182.0	769.9	10,952.0	2,400.8	28.1%		10,952.0	2,400.8	28.1%	(980.8)	(9.0%)		
Green Bin (P&T)	127.6	123.5		123.5	(4.1)	(3.2%)		123.5	(4.1)	(3.2%)				
Durable Goods (P&T)	7.1	722.4		722.4	715.3	10080.0%		722.4	715.3	10080.0%			0.0	0.0%
Leaf & Yard Waste (P&T)	409.6	452.9	47.9	500.8	91.2	22.3%		500.8	91.2	22.3%	(56.6)	(11.3%)		
MHSW (P&T)	2,205.1	1,538.8		1,538.8	(666.3)	(30.2%)		1,538.8	(666.3)	(30.2%)	(0.0)	(0.0%)		
Resales of Recyclables (F)	30,784.2	29,653.2	3,901.9	33,555.2	2,770.9	9.0%		33,555.2	2,770.9	9.0%	(45.7)	(0.1%)		
Total Revenues	42,084.9	42,672.9	4,719.8	47,392.7	5,307.8	12.6%		47,392.7	5,307.8	12.6%	(1,083.1)	(2.3%)	0.0	0.0%
NET EXP.														
Garbage (P&T)	18,499.0	20,867.1	(2,950.1)	17,916.9	(582.1)	(3.1%)	29.5	17,946.5	(552.5)	(3.0%)	998.6	5.6%	16.2	0.1%
Green Bin (P&T)	28,219.6	30,103.6	(1,457.6)	28,646.0	426.3	1.5%	21.5	28,667.4	447.8	1.6%	27.0	0.1%	(1,362.1)	(4.7%)
Durable Goods (P&T)	2,699.8	1,631.5	(44.3)	1,587.2	(1,112.6)	(41.2%)	4.5	1,591.7	(1,108.2)	(41.0%)	2.0	0.1%	1.8	0.1%
Leaf & Yard Waste (P&T)	11,391.8	11,258.9	(540.1)	10,718.8	(673.0)	(5.9%)	18.7	10,737.6	(654.2)	(5.7%)	66.3	0.6%	8.9	0.1%
MHSW (P&T)	1,381.1	2,135.7	(112.8)	2,022.9	641.8	46.5%	1.5	2,024.4	643.3	46.6%	3.2	0.2%	2.9	0.1%
Resales of Recyclables (F)	9,344.5	17,621.1	(6,053.1)	11,568.0	2,223.5	23.8%	12.9	11,580.9	2,236.4	23.9%	73.4	0.6%	25.1	0.2%
Total Net Exp.	71,535.9	83,617.9	(11,158.1)	72,459.8	923.9	1.3%	88.6	72,548.4	1,012.5	1.4%	1,170.6	1.6%	(1,307.1)	(1.8%)
Approved Positions	299.0	299.0		299.0				299.0						

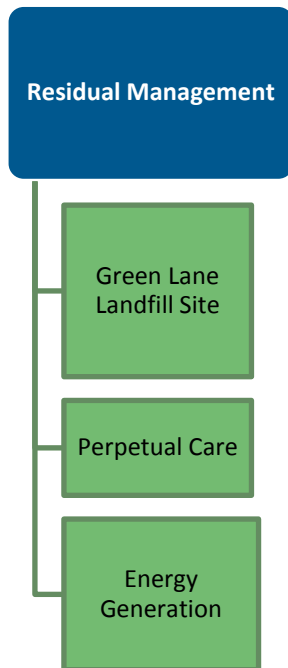
The 2015 Recommended Operating Budget for Solid Waste Processing & Transport of \$119.941 million gross and \$72.548 million net is \$1.013 million or 1.4% over the 2014 Approved Net Budget.

The **Solid Waste Processing & Transport Service** provides effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting Green Bin Organics, garbage, recycling, leaf & yard waste, durable goods (includes furniture, electronics and white goods/metal materials) and Municipal Hazardous & Special Waste (MHSW). This service also provides revenue from sale of recyclable materials.

- Base budget pressures in the Processing & Transport service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits and other salary adjustments totaling \$0.796 million. Various other adjustments, including aligning salaries and benefits to actual expenditures and a reduction in property taxes for transfer stations provide a net reduction of \$0.894 million net.
- Other pressures in 2015 include \$6.7 million cost increase due to processing contract increases in volume and price, Green Lane operations cost increase of \$3.8 million based on increased tonnage and increased interdivisional charges of \$1.6 million.
- To help partially mitigate these base pressures, the service was able to achieve line by line reductions based on experience of \$0.713 million as determined by reviewing recent spending and future requirements.

- The service will also reduce contributions to the Waste Management and Perpetual Care reserve funds by a total of \$5.726 million based on spending requirements and the Program's requirement to maintain a zero net expenditure operating budget.
- The 2015 Recommended Operating Budget for the Processing service includes funding for the following new and enhanced service priorities:
 - \$0.048 million net to fund (2) additional staff in contract management. Additional staff will serve multiple services within SWMS providing administration and monitoring of processing contracts and associated purchasing requirements.
 - \$0.041 million net for costs related to the implementation of the Waste Diversion Rate Waiver program for qualified charities.
- Base pressures within this service have been mitigated by an increase in revenue of \$0.249 million due to a SWMS Rates & User Fees increase of 3% as of April 1, 2015 (2.25% effective for 2015).
- Additional revenue totaling \$2.119 million is expected due to be generated by an increase in volume for transfer station drop and load fees paid by third parties and increased volumes of residual waste from contracted processors who dispose of this waste through SWMS.
- Funding increases of \$2.352 million net revenue are also budgeted due to expanded categories and quantities of recyclables and costs eligible for funding from Stewardship Ontario.

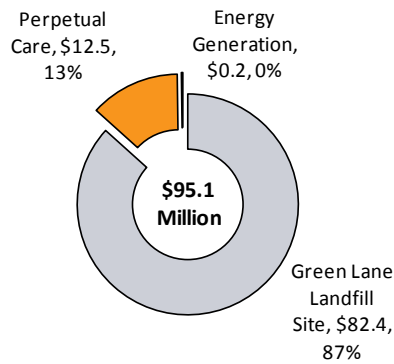
Residual Management



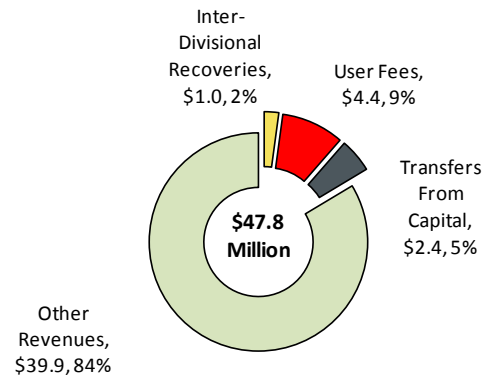
What we do

- Provide effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include:
- Operating the Green Lane landfill site;
- Energy Generation from landfill gas and biogas;
- Perpetual Care of former landfill sites.

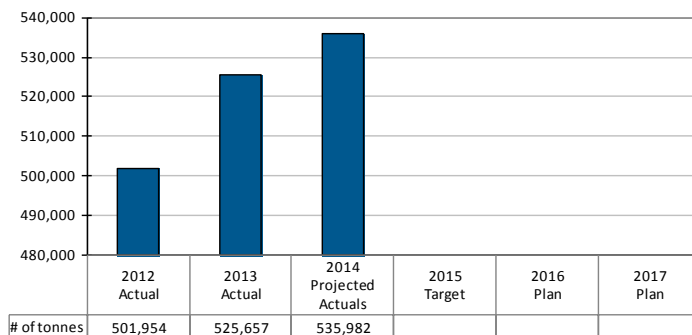
2015 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of metric tonnes of waste landfilled



- In 2014, tonnage increased by 2% to 535,982 tonnes.
- Tonnages have increased for the following reasons:
 - Increased Green Bin residue due to increased in-house processing
 - Increased commercial waste at transfer stations
 - Increased material from ABCDs

**2015 Service Levels
Residual Management**

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2012	2013	2014	2015
Green Lane Landfill Site		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Perpetual Care		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval
Energy Generation		Approved	In compliance with Certificate of Approval		In compliance with Certificate of Approval	In compliance with Certificate of Approval

The 2015 Recommended Service Levels are consistent with the approved 2014 Service Levels.

**Table 10
2015 Recommended Service Budget by Activity**

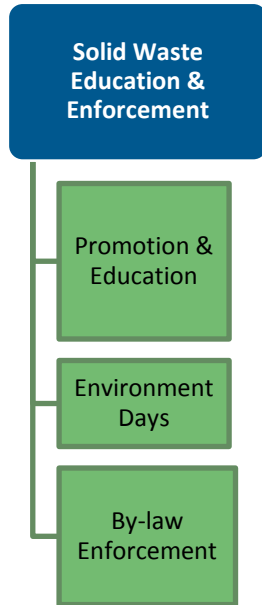
(\$000s)	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget			2016 Plan	2017 Plan			
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Green Lane Landfill Site	79,284.9	95,564.7	(13,187.9)	82,376.8	3,091.9	3.9%	50.7	82,427.5	3,142.6	4.0%	59.4	0.1%	54.0	0.1%	
Perpetual Care	10,805.6	10,847.3	1,614.7	12,462.0	1,656.4	15.3%	15.2	12,477.2	1,671.7	15.5%	(45.1)	(0.4%)	64.0	0.5%	
Energy Generation	203.2	204.8	(3.6)	201.1	(2.1)	(1.0%)	0.1	201.2	(2.0)	(1.0%)	0.2	0.1%	0.1	0.1%	
Total Gross Exp.	90,293.6	106,616.8	(11,576.8)	95,039.9	4,746.3	5.3%	66.0	95,105.9	4,812.3	5.3%	14.4	0.0%	118.1	0.1%	
REVENUE															
Green Lane Landfill Site	39,962.7	44,514.0	71.8	44,585.9	4,623.2	11.6%		44,585.9	4,623.2	11.6%					
Perpetual Care	2,315.0	2,313.2		2,313.2	(1.8)	(0.1%)		2,313.2	(1.8)	(0.1%)					
Energy Generation	870.0	870.0		870.0				870.0							
Total Revenues	43,147.7	47,697.2	71.8	47,769.1	4,621.4	10.7%		47,769.1	4,621.4	10.7%					
NET EXP.															
Green Lane Landfill Site	39,322.2	51,050.7	(13,259.8)	37,790.9	(1,531.3)	(3.9%)	50.7	37,841.6	(1,480.6)	(3.8%)	59.4	0.2%	54.0	0.1%	
Perpetual Care	8,490.6	8,534.1	1,614.7	10,148.8	1,658.2	19.5%	15.2	10,164.0	1,673.4	19.7%	(45.1)	(0.4%)	64.0	0.6%	
Energy Generation	(666.8)	(665.2)	(3.6)	(668.9)	(2.1)	0.3%	0.1	(668.8)	(2.0)	0.3%	0.2	(0.0%)	0.1	(0.0%)	
Total Net Exp.	47,146.0	58,919.5	(11,648.7)	47,270.8	124.9	0.3%	66.0	47,336.8	190.9	0.4%	14.4	0.0%	118.1		
Approved Positions	39.9	39.9		39.9				39.9							

The 2015 Recommended Operating Budget for Residual Management of \$95.106 million gross and \$47.337 million net is \$0.191 million or 0.4% over the 2014 Approved Net Budget.

The **Residual Management Service** provides effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include operating the Green Lane landfill site including engineering, monitoring, development and maintenance of waste cells. The service is also proceeding with development of Energy Generation Facilities to utilize landfill gas and biogas and continues to provide Perpetual Care of closed landfill sites including site and systems maintenance.

- Base budget pressures in the Residual Management service are primarily due to inflationary cost increases related to the negotiated collective agreement for salaries and benefits as well as other salary adjustments totaling \$0.092 million. Transfer station property tax reductions will result in net savings of \$0.095 million net.
- Base pressures also include the annual adjusted payment for disposal of City of Toronto waste in order to maintain Green Lane Landfill operations at zero net expenditure. The amount for 2015 is \$14.923 million and is based on waste tonnage and price per tonne estimates. This is partially offset by a revenue increase of \$4.551 million from Green Lane operations.
- Reserve fund contributions for Perpetual Care from Residual Management will increase by \$1.832 million in 2015. When combined with a reduction in contribution of \$3.832 million from Processing & Transport, an overall reduction of contributions to the Perpetual Care Reserve fund will be \$2 million for 2015. This is based on readiness to proceed and spending requirements for capital projects.
- In order to mitigate these base pressures, the service will achieve net savings totaling \$13.481 million. This amount includes \$11.9 million as a result of not sending waste to alternate Ontario landfills, a reduction to reserve funding contributions of \$1.5 million, user fee revenue increases of \$0.072 million and line by line review savings of \$0.024 million net to reflect actual experience.
- The 2015 Recommended Operating Budget for Residual Management includes funding for new and enhanced service priorities for additional staff in contract management (\$0.032 million net) and for additional staff and equipment for the Waste Diversion Rate Program (\$0.034 million net).

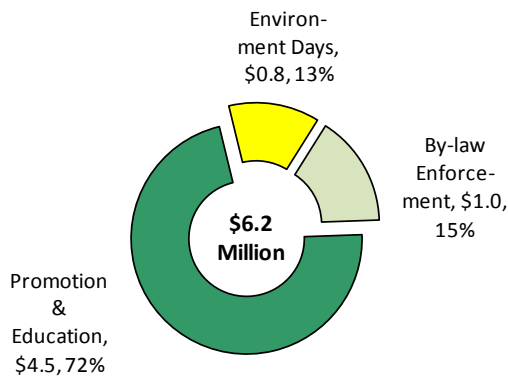
Solid Waste Education & Enforcement



What we do

- Effectively communicate to the residents, businesses, visitors and Agencies and Corporations on how to participate in the City's waste management programs and to encourage diversion. The core activities include:
- By-Law Enforcement;
- Community Environment Days;
- Promotion and Education.

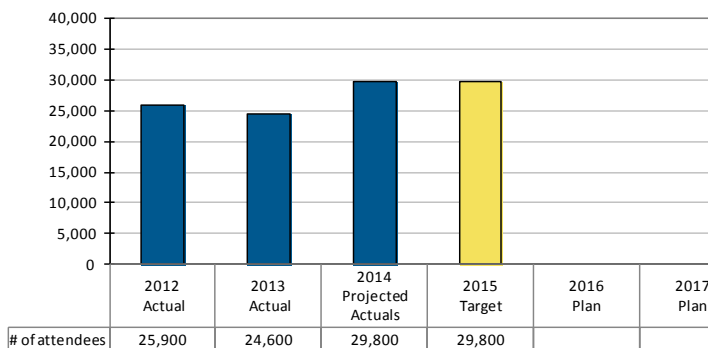
2015 Service Budget by Activity (\$Ms)



Service by Funding Source

Offset funding from user fees is carried by other services within SWMS.

Number of attendees to all environment days



- In 2014, the # of attendees is projected to increase by 21% to 29,800.
- This level of participation is expected to remain stable for 2015. The number of Environment Days will increase to 45 in 2015 with an additional event planned. The Program is currently reviewing projections for 2016/2017.

2015 Service Levels

Solid Waste Education & Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2012	2013	2014	2015
Promotion & Education	Calendars	Approved	Issue calendars to 100% of the households within 3 months		Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months
Promotion & Education	Website	Approved	80% of information content updated in advance of a change to a program		80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program
Promotion & Education	Advertised Campaign	Approved	100% on schedule/ on budget for each campaign		100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	Printed Material	Approved	100% on schedule/ on budget for each campaign		100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	3R Ambassadors		170 volunteers recruited		170 volunteers recruited	400 volunteers recruited
Environment Days	Household Hazardous Waste		44 events		44 events	44-45 events
Environment Days	Electronic Waste		44 events		44 events	44-45 events
Environment Days	Re-Use/Donations		44 events		44 events	44-45 events
By-law Enforcement (SW)	By-Law Amendment	Approved	Annually or as required		Annually or as required	Annually or as required
By-law Enforcement (SW)	By-Law Complaints	Approved	Enforcement as required		Enforcement as required	Enforcement as required
By-law Enforcement (SW)	Proactive By-Law Enforcement	Approved	Daily		Daily	Daily

The 2015 Recommended Service Levels are generally consistent with the approved 2014 Service Levels. The Program has performed a detailed review of the service levels and, as indicated in bold, has refined and re-articulated the service level as required.

Recruitment of volunteers for the 3R Ambassadors program will increase from 170 to 400 positions in order to allow for more multi-residential promotion and education of waste diversion principles.

Environment Days will now be managed so that 44 or 45 days will be planned as required.

Table 11
2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Promotion & Education	4,104.0	4,566.1	(101.9)	4,464.2	360.1	8.8%	2.2	4,466.3	362.3	8.8%	4.6	0.1%	4.2	0.1%	
Environment Days	815.8	814.8	(24.0)	790.8	(25.0)	(3.1%)	0.2	791.0	(24.8)	(3.0%)	0.3	0.0%	0.3	0.0%	
By-law Enforcement	1,116.5	1,064.3	(135.3)	929.0	(187.5)	(16.8%)	37.5	966.5	(150.0)	(13.4%)	2.3	0.2%	2.1	0.2%	
Total Gross Exp.	6,036.3	6,445.2	(261.2)	6,184.0	147.7	2.4%	39.8	6,223.8	187.5	3.1%	7.3	0.1%	6.6	0.1%	
REVENUE															
Promotion & Education															
Environment Days	15.2				(15.2)	(100.0%)			(15.2)	(100.0%)					
By-law Enforcement															
Total Revenues	15.2				(15.2)	(100.0%)			(15.2)	(100.0%)					
NET EXP.															
Promotion & Education	4,104.0	4,566.1	(101.9)	4,464.2	360.1	8.8%	2.2	4,466.3	362.3	8.8%	4.6	0.1%	4.2	0.1%	
Environment Days	800.6	814.8	(24.0)	790.8	(9.8)	(1.2%)	0.2	791.0	(9.6)	(1.2%)	0.3	0.0%	0.3	0.0%	
By-law Enforcement	1,116.5	1,064.3	(135.3)	929.0	(187.5)	(16.8%)	37.5	966.5	(150.0)	(13.4%)	2.3	0.2%	2.1	0.2%	
Total Net Exp.	6,021.2	6,445.2	(261.2)	6,184.0	162.9	2.7%	39.8	6,223.8	202.7	3.4%	7.3	0.1%	6.6	0.1%	
Approved Positions	12.5	12.5		12.5				12.5							

The 2015 Recommended Operating Base Budget for Solid Waste Education & Enforcement of \$6.223 million gross and net is \$0.203 million or 3.4% over the 2014 Approved Net Budget.

The **Solid Waste Education & Enforcement Service** provides effective communications to the residents, business, visitors and Agencies and Corporations on how to participate in the City's waste management programs and encourages diversion. This is achieved through rigorous By-Law Enforcement, sponsoring Community Environment Days and promotion and education about waste diversion principles and practices.

- Base budget pressures in the Education & Enforcement service total \$0.315 million and primarily include re-alignment of budget between SWMS services of \$0.167 million, partial cost of \$0.056 million for the customer service review implementation, additional capital debt charges of \$0.038 million for unfinanced capital and inflationary adjustments to non-labour expenses including interdivisional charges and revenue adjustments of \$0.049 million.
- To help partially mitigate the base pressures, the service was able to achieve line by line review savings of \$0.104 million net to reflect actual experience and reduced contributions to reserve funds by \$0.157 million.
- The 2015 Recommended Operating Budget for the Education & Enforcement service also includes funding of \$0.040 million net for the new and enhanced service priority for additional staff and equipment for the Waste Diversion Rate Program for Charities.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Budget

Achieving the 70% Diversion Target, Program Performance & the Long Term Waste Management Strategy

The 2015 Recommended Operating Budget will support the development of a Long Term Waste Management Strategy that will guide future SWMS activities and investment in the City for the next 30 to 50 years.

The Solid Waste Management Services' operating and capital program have been driven primarily by the City's objective to achieve the 70% diversion target and it is therefore on that basis that the 2015 Operating and the 2015 Capital Budget and 2016-2024 Capital Plan have been established.

Beginning in 2016, the Operating and Capital Program for SWMS may be adjusted (as required) through future budget processes to reflect the Long Term Waste Management Strategy implementation once completed and approved by Council.

In establishing the basis for future program funding, the key decision remains to be whether or not the City should continue to pursue a waste diversion target. Further decisions would be required, subject to a Council commitment to reaching the waste diversion goal. These strategic goals will ultimately determine the financial model required to support the program.

As a result, future funding estimates including operations planning, required facility construction and Program performance projections will be dependent upon the results of the Long Term Waste Management Strategy. Consequently, performance measures in this document do not at this time include projections beyond 2015. The Program is currently reviewing all performance measures and will consolidate all valid measures for the 2016 Budget Process.

It is recommended that the Program consult with the Financial Planning Division to finalize the performance measures prior to the 2016 Budget Process.

Solid Waste Rebate

A reduction in the Solid Waste Rebate (Grant/transfer) in the amount of \$17.922 million is being proposed as part of the Non-Program Tax Budget. This has no impact on the Solid Waste Management Services Rates and Operating Budget. However, it will result in a net increase for Single Family Residential customers that will be shown on the utility bill. In 2015, a key priority for Solid Waste Management Services is to ensure long term sustainability of the utility and move towards a full user pay system and make progress to the waste diversion target. This change is an initial step towards meeting both these objectives.

A number of options were reviewed to begin moving toward fiscal sustainability and it was determined that the most feasible approach was to begin with Single Family Residential customers. Multi-residential customers were not considered for this initial phase because of potentially significant impact to both revenue loss and adherence to City waste diversion objectives that would result if multi-residential customers choose to opt out of City services.

The change in the rebate for Single Family Residential customers (illustrated in Table 2 below), together with the proposed 3% increase in Solid Waste rates results in an average annual cost increase across all bin sizes. For Single Family Residential customers using a small bin, the 2015 increase will be \$3.91. The recommended approach maintains a pricing structure that encourages waste diversion, while still providing very affordable waste collection services. The change also provides an opportunity to reinforce the importance of waste diversion and encouraging customers with larger bins to divert more waste and subscribe to a smaller bin size. A fixed per customer Rebate of \$185 per customer was also considered but is not recommended as it did not maintain the intent of encouraging waste diversion and would have the greatest impact on Small Bin subscribers.

The following table shows a comparison between the 2014 and the 2015 Recommended Single Family Residential Fees:

Bin Size	Rates		Rebate		Net Fee	
	2014	2015	2014	2015	2014	2015
Small	\$230.72	\$237.64	\$224.00	\$227.01	\$6.72	\$10.63
Medium	\$280.09	\$288.49	\$224.00	\$199.76	\$56.09	\$88.73
Large	\$380.39	\$391.80	\$224.00	\$144.41	\$156.39	\$247.39
X Large	\$441.21	\$454.45	\$224.00	\$110.85	\$217.21	\$343.60

User Fee Rate Changes and Adequacy of Reserve Funds

As part of the strategy to achieve the waste diversion target of 70%, in 2008/2009, Solid Waste Management Services was reorganized as a self-sustaining utility that would be funded from volume based user fees that would fund both current operations and capital works necessary to achieve 70% diversion target.

A reserve fund balance was established so budgeted contributions could be made annually to fund SWMS' Capital Program. Contributions are budgeted each year and altered if required based on the year-end fiscal position of the Program. For example, if the Program is projecting a year-end net deficit then the Waste Management Reserve Fund is used for stabilization and funds the projected shortfall. However, if there is a year-end surplus, it is transferred to the reserve fund. The contribution to the reserve fund for 2012 was \$55.700 million, including an operating surplus from 2011 of \$37.236 million. For 2013, the contribution to the reserve fund is \$26.277 million and includes a 2012 operating surplus of \$11.265 million. In 2014, the contribution to the reserve fund is \$29.796 million and includes a 2013 operating surplus of \$10.519 million.

While in 2009 and 2010 user fee rates remained unchanged, the 2011 rate was increased by 3.0% (3.6% effective March 1, 2011) and generated revenue of \$6.730 million in 2011 and annualized revenue of \$1.346 million in 2012.

For 2012, no user fee increase was recommended, as savings such as contracting-out collections in District 2 and other service efficiencies offset the requirement for a user fee increase while still supporting a 70% diversion target.

Again for 2013, no rate increase was recommended. However, a compensating reduction of \$2.9 million to reserve fund contributions was recommended for 2013.

In 2014, a rate increase of 3% had been approved in order to maintain the financial viability of the Diversion Program and address reserve fund sustainability. At that time, the Program forecasted required increases of 4% in 2015 and 4.7% in 2016 based on ongoing operating requirements and the capital needs as included in the 2014 – 2023 Capital Budget and Plan. For the 2015, the recommended increase to user fees is 3% (2.25% effective in 2015) which is in line with inflation and will result in a budgeted contribution of \$13.794 million to the Waste Management Reserve Fund.

The funding strategy approved by Council in 2007 established that an annual rate increase of 3.5% was required to ensure that the reserve fund would have an adequate balance to fund all the Program's initiatives including capital expenditures. Limiting rate increases in the past has impacted the amount that is available to fund current and future capital projects required to meet the 70% Diversion Target, as an annual increase has a compounding effect over time. The projected Diversion Rate for 2015 is only 55%. Depending on the timing and funding required, the Program may be required to defer projects until there is sufficient funding in the reserve fund. The reserve balance cannot drop below zero as there is no alternative funding source for Solid Waste Management expenditures.

Given the pressures on the reserve, rates must grow at a sufficient pace to offset future growth in expenditures. In 2014, user fee and other sundry revenue fully funds Solid Waste Management's operating with 41.3% of its 2014 – 2023 Capital Budget and Plan funded by the reserve funds, 51.6% still being funded by recoverable debt (serviced within SWMS operating) and 7.1% by federal subsidies. The proposed funding model for 2015 will continue to see operating expenditures mainly funded by user fees with the Capital Budget and Plan funded 42.2% by reserve funds, 50.7% by recoverable debt and 7.1% federal subsidies.

As part of the Long Term Waste Management Strategy, various scenarios will be developed to project future funding requirements that take into account the impact of alternate service delivery methods, operating expense and revenue projections, reserve fund stabilization requirements, and capital project investments required to reach a 70% diversion target. In particular, the current consultant study includes assumptions related to building or not building a waste management facility in order to extend the life of Green lane Landfill. Pending the outcome of the long term strategy study more available reserve funding may be utilized to fund capital projects in order to reduce dependence on funding through debentures.

The General Manager of Solid Waste Management in consultation with the Deputy City Manager and Chief Financial Officer will report to the Public Works and Infrastructure Committee and the Budget Committee on the results of the Long Term Waste Management Strategy planned for the period 2014 to 2016 that will help define the future direction for waste management within the City of Toronto and associated funding requirements.

Efficiency Study Implementation Progress**2011 Core Service Review and Efficiency Study Implementation Progress**

On September 26, 27, 2011 City Council adopted a report that addressed the results of the detailed Core Service review conducted by KPMG. Council approved specific recommendations regarding SWMS and service levels; namely:

- *City Council request the City Manager to review the remaining efficiency related opportunities to determine whether and in what manner implementation is appropriate through the 2012, 2013 and 2014 Operating Budget: Appendix E listed 5 opportunities for service efficiencies (#85 to 89) that were identified for SWMS:*

(1) Consider reducing the target rate for diversion and / or setting target rates by category of waste producer;

Status: The issue was to form part of the fall 2012 Target 70 report. On March 19, 2013, Public Works and Infrastructure Committee adopted, as amended, recommendations contained in the report from the General Manager, Solid Waste Management Services entitled "Long Term Waste Management Strategy". The report addressed City Council's request for a follow-up report on the plan to get to 70% Solid Waste Diversion by 2010. The report provided a summary of the status of the 70% plan initiatives; an explanation of why 70% has not been achieved; and, describes the plans for moving forward on diversion initiatives in 2013 including the development of a Long Term Waste Management Strategy.

The report noted that the overall diversion rate at the end of 2012 was just 50% and detailed the various factors driving this result. As noted under the report section entitled "Moving Forward for Long-Term Sustainability" the waste diversion rate was expected to be 70% by 2016 based on various initiatives that are either in process or planned. The current projection for 2015 is 55%. The long term waste management strategy will continue to include planned diversion initiatives for each different type of waste producer in order to realistically reach the diversion target of 70%. A detailed consultant study is being undertaken starting in 2014 to further refine the long term strategy for managing waste.

(2) Consider further contracting out of Collection Services.

Status: At its meeting January 6, 2015 the Public Works and Infrastructure Committee considered a letter from the Committee Chair entitled, PG1.8 Garbage Collection East of Yonge Street, and in doing so directed that:

The General Manager, Solid Waste Management Services, to report to the Public Works and Infrastructure Committee, at its meeting on April 9, 2015, with options to achieve savings and efficiencies in curbside waste collection, such report to include:

- a. service delivery options, including contracting out collection east of Yonge Street (Districts 3 and/or 4);
- b. the cost per household of waste collection in each district (1, 2, 3 and 4), such analysis to include an assessment of human resources as well as the city's fleet, yards, equipment and other related assets;

- c. an analysis of the current fleet, including the age of the fleet, the capital and operating costs of the fleet over its lifespan, and projected replacement costs;
- d. a review of approaches to waste collection service delivery from comparable jurisdictions;
- e. an independent third party review of staff's analysis; and
- f. an analysis of annual diversion rates by district.

Hedging Risk Associated With the Sale of Recyclable Materials

- City Council on November 27, 28 and 29, 2012, adopted the following:
 2. City Council direct the General Manager, Solid Waste Management Services and the Acting Deputy City Manager and Chief Financial Officer to consider price hedging agreements as a means of stabilizing, directly or indirectly, Solid Waste Management Services annual revenue from the sale of its recyclable materials.
- As part of Solid Waste's Long Term Waste Management Strategy, managing recycling material sales revenue has been identified as a key objective. An action plan has been developed that includes the review of a number of options to stabilize/improve revenues including hedging. An RFP been issued to secure the services of a consultant to review all options. It is expected that the work will start in the 1st quarter 2015 with a goal to implement any recommended and approved options in 2015. Staff will report back to Standing Committee prior to the 2016 budget process on the status of the review.

Issues Referred to the 2015 Operating Budget Process

Waste Diversion Rate Waiver Program for Charities

On July 8, 9, 10 and 11, 2014, City Council adopted the staff report (June 4, 2014) from the Executive Director, Social Development, Finance and Administration, and the Acting General Manager, Solid Waste Management Services, on a "Waste Diversion Rate Waiver Program for Non-Residential Charitable Sector" and in so doing, adopted the following:

1. City Council approve the implementation of a Waste Diversion Rate Waiver Program for charities who are Non-Residential customers of the City's Solid Waste Management Services.
2. City Council approve the elimination of the separate Reduced Rate Donated Goods Program as the proposed Waste Diversion Rate Waiver Program addresses this need.
3. City Council consider the impact of implementing the Waste Diversion Rate Waiver Program during the 2015 Operating Budget process, with this program taking effect in April 2015.
4. City Council direct the City Solicitor to bring forward a bill directly to City Council to enable the cancellation of the Reduced Rate Donated Goods Program and creation of the Waste Diversion Rate Waiver Program.

5. City Council request the General Manager, Solid Waste Management Services, to report to the Public Works and Infrastructure Committee in two years as to the level of diversion compliance reflected in the audit process.

The impact for 2015 is \$0.892 million gross and \$0.644 million net and is included as part of the 2015 Recommended Operating Budget for Solid Waste Management Services.



Appendices:

Appendix 1

2014 Service Performance

2014 Key Service Accomplishments

In 2014, Solid Waste Management Services' Operating accomplishments included the following:

- ✓ Moved towards 70% overall waste diversion by 2016. The 2014 residential diversion rates expected to be achieved by year end are:
 - Overall residential diversion – increase from 53% to 54%.
 - Single-family residential – increase from 67% to 68%.
 - Multi-residential – increase from 26% to 29%.
- ✓ Increased Overall diversion rates in 2014 increased as a result of:
 - Continued rollout of Green Bin collection services to multi-residential buildings, non-residential locations, ABCDs and Schools;
 - Dedicated promotion and education campaigns encouraging recycling in multi-residential buildings;
 - Continued provision of in-unit recycling containers to increase the recovery of recyclable material in multi-residential buildings; and,
 - Rollout of Front end Green Bin containers to multi-residential buildings.
- ✓ Initiated Long Term Waste Management Strategy Study:
 - Stakeholder & Public Consultation Plan
 - Communications Plan
 - Current Waste Management Profile
 - Needs Assessment Report
- ✓ Initiated Long Term Business Plan and Perpetual Care Assessment Report for the Green Lane Landfill.
- ✓ Continued Talent Management Program with a second round of intake slated for November 2014.
- ✓ Awarded contracts for:
 - Curbside Collection - D1
 - Recyclables Processing
- ✓ Issued RFPs for:
 - Dufferin Green Bin facility expansion – Design, Build, Operate, and Maintain
 - Green Bin 2.0
 - Asset Management Framework

- ✓ Lead Ice Storm Debris Management
- ✓ Introduced 4 year Phase-In of Harmonized Rates & Fees
- ✓ Received Awards:
 - SWANA – Bronze for Excellence in Marketing and Public Education
 - OPWA – Management Innovation
 - RCO – Multi-Residential Diversion Campaign and Environment Days
- ✓ Realized successful result in the Blue Box Funding Arbitration
- ✓ Implemented Customer Service Strategy which included (external & internal):
 - Customer satisfaction survey
 - Employee survey
- ✓ Enhanced multi-residential diversion including an advertising campaign and continued customer service and diversion program support (Fall 2014 workshop for property managers, superintendents).
- ✓ Collaborated on a Multi-divisional City-wide Litter Reduction Strategy, including an advertising campaign and litter audit.
- ✓ Continued expansion of public space litter / recycle bins along streetscapes and in parks.
- ✓ Completed a Continuous Improvement Fund initiative:
 - Parks Bin – Public Space Recycling Pilot
- ✓ Commissioned Disco Road Organic Processing Facility.
- ✓ Continued Biogas Utilization project at Disco Road Green Bin composting facility; and,
- ✓ Managed the following projected in-bound tonnages of materials in 2014:
 - Source separated organics – decrease from 143,878 to 138,339 tonnes
 - Single stream recycling – decrease from 221,217 to 220,900 tonnes
 - Yard waste – increase from 103,580 to 130,384 tonnes
 - Residual waste – increase from 525,120 to 534,931 tonnes

2014 Financial Performance

2014 Budget Variance Analysis

(\$000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Projected Actuals*	2014 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	342,133.5	350,393.0	354,025.8	352,116.3	(1,909.5)	(0.5%)
Revenues	342,133.5	350,393.0	354,025.8	357,439.7	3,413.9	1.0%
Net Expenditures				(5,323.4)	(5,323.4)	#DIV/0!
Approved Positions	916.0	951.0	1,102.7	910.0	(192.7)	(17.5%)

* Based on the 9 month Operating Budget Variance Report

2014 Experience

For 2014, SWMS is projecting a \$5.3 million or 1.5% favourable net expenditure variance compared to the 2014 Approved Operating Budget.

- The year-end projection consists of expenditure savings of \$1.910 million from salary and benefits due to vacancies over the course of the year, lower tax expense due to re-assessment and lower contracted Green Bin processing costs as the Disco facility completes the commissioning phase wherein concurrent processing is considered a capital expenditure.
- Revenue is projected to be over budget by \$3.414 million primarily due to higher Blue Box Program revenue and higher transfer station tipping fee revenue. These higher revenues will be partially offset by continuing lower commodity prices for recyclable materials and lower tonnages of paid waste at Green Lane due to the 2014 fee increases.

Impact of 2014 Operating Variance on the 2015 Recommended Budget

- Being on budget at year-end is dependent on maintaining collection, processing, transfer and disposal tonnages of organics, recyclable material and residual waste as projected for the year and achieving projected revenue from volume based user fees (bin fees) and sales of recyclable materials. Both of these revenue determinants in 2014 are dependent on the volume of waste produced and broader resale markets for commodities.
- The 2014 year-end position indicates a nominal net surplus as projected expenditures are generally matched with anticipated revenues. Any surplus generated is contributed to reserves to support capital programming and operations stabilization in 2015 and future years.
- The 2015 Operating Budget will further adjust collection, processing and disposal budgets to be re-aligned with actual costs, volume and market based revenue forecasts. The 2015 Operating Budget balances these base budget adjustments with projected user fee revenue to maintain a zero net expenditure change while slowly building future reserve funds by strategically adjusting volume based user rates. The rate increase proposed for 2015 is 3% effective April 1, 2015 which is 2.25% annually.

Appendix 2

2015 Recommended Operating Budget by Expenditure Category

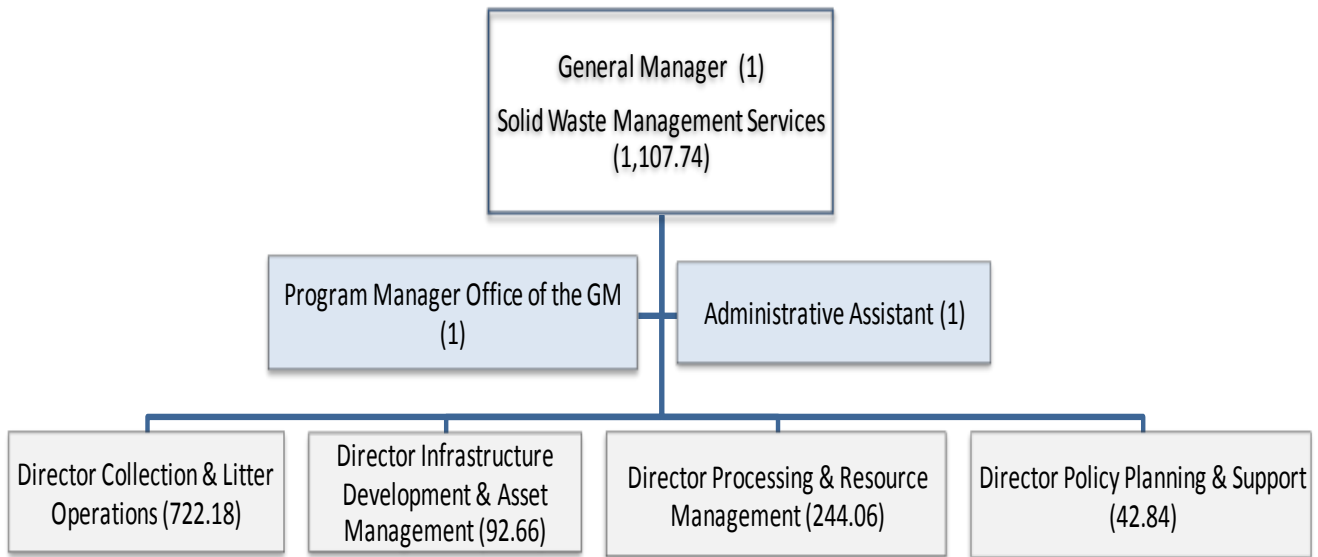
Program Summary by Expenditure Category

Category of Expense (\$000's)	2012	2013	2014	2014	2015	2015 Change from		Plan	
	Actual	Actual	Budget	Projected	Rec'd	2014 Approved		2016	2017
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	89,808.3	85,524.8	92,401.7	85,639.4	93,470.8	1,069.1	1.2%	93,470.8	93,470.8
Materials and Supplies	6,540.4	4,713.9	5,957.9	4,975.0	5,453.0	(505.0)	(8.5%)	5,453.0	5,453.0
Equipment	1,103.6	299.9	441.7	184.4	387.1	(54.6)	(12.4%)	387.1	387.1
Services & Rents	101,230.4	115,399.7	125,687.2	124,102.9	125,378.2	(309.0)	(0.2%)	125,646.3	124,503.6
Contributions to Reserve/Res Funds	52,307.5	43,680.1	40,788.8	40,788.8	38,107.5	(2,681.3)	(6.6%)	33,107.5	38,107.5
Other Expenditures	60,713.7	67,054.3	57,578.2	61,645.7	73,035.1	15,456.9	26.8%	73,035.1	73,035.1
Interdivisional Charges	30,429.4	33,720.3	31,170.2	34,780.2	34,953.5	3,783.3	12.1%	34,953.5	34,953.5
Total Gross Expenditures	342,133.5	350,393.0	354,025.8	352,116.3	370,785.1	16,759.3	4.7%	366,053.3	369,910.6
Interdivisional Recoveries	3,657.5	3,487.6	5,804.6	5,423.2	5,984.2	179.7	3.1%	6,535.7	7,087.2
Provincial Subsidies	19,798.4	18,246.6	17,675.9	20,610.4	22,015.4	4,339.5	24.6%	22,015.4	22,015.4
Federal Subsidies							-		
Other Subsidies							-		
User Fees & Donations	258,975.8	265,969.6	270,380.2	266,924.3	272,189.2	1,809.0	0.7%	272,801.9	273,414.8
Transfers from Capital Fund	1,807.2	2,870.3	3,440.0	2,762.5	3,327.2	(112.8)	(3.3%)	3,327.2	3,327.2
Contribution from Reserve Funds			5,503.0	6,288.4		(5,503.0)	(100.0%)		
Contribution from Reserve							-		
Sundry/Other Revenue	57,894.6	59,818.9	51,222.2	55,430.9	67,269.1	16,046.9	31.3%	67,483.3	67,697.5
Total Revenues	342,133.5	350,393.0	354,025.8	357,439.7	370,785.1	16,759.3	4.7%	372,163.6	373,542.2
Total Net Expenditures				(5,323.4)	0.0	0.0	-	(6,110.3)	(3,631.6)
Approved Positions	916.0	951.0	1,102.7	910.0	1,108.7	6.0	0.5%	1,108.7	1,108.7

* Note: Based on the 9 month Operating Budget Variance Report

Appendix 3

2015 Organization Chart



2015 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	99.0	44.0	943.94	1,087.94
Part-Time				20.80	20.80
Total	1.0	99.0	44.0	964.74	1,108.74

Appendix 5

Summary of 2015 Recommended New / Enhanced Service Priorities

2015 Operating Budget - BC Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

4726 **Impact of 2015 Pan Am Games on Litter Operations**

72 0 **Description:**

As the 2015 Pan Am and Para Pan Am Games is expected to draw many visitors to Toronto, a resulting increase in litter volume is anticipated. It is expected that additional staff hours will be required to maintain the higher volume of litter generated by event attendees and visitors in the event areas. Additional funding of \$0.100 million is required for overtime and shift bonus pay for supervisors and part-time staff to monitor and collect the litter at and near event sites.

Service Level Impact:

The increased service level will be managed by allocating more staff time to maintain litter collection during the events.

Service: SW-City Beautification

Staff Recommended:	100.0	0.0	100.0	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total BC Recommended:	100.0	0.0	100.0	0.0	0.0	0.0
Staff Recommended:	100.0	0.0	100.0	0.0	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Budget Committee Recommended New/Enhanced:	100.0	0.0	100.0	0.0	0.0	0.0

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2015 Operating Budget - BC Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

4733 **Additional Staff in Contract Management**

72 0 **Description:**

As a result of Solid Waste Management Services' (SWMS) reorganization in March 2013, the Operational Support Unit will now provide purchasing and undertake to process all invoices for payment for the entire division. This includes the Miller Waste Management and GFL (Green for Life) Collection Contracts. This Unit will also include four FTE's which were transferred from the former New Infrastructure Development and Contracted Services to the Operational Support Unit. These staff continue to perform their previous responsibilities while taking on additional duties as part of the restructure. As a result, the current permanent complement of staff in this Unit is not sufficient to perform all of the purchasing, processing of invoices and financial analysis required for all of SWMS. The total salary and benefit budget impact for 2 additional permanent staff is \$0.163 million for 2015.

Service Level Impact:

There is one Research Analyst 1 and Support Assistant A performing these duties on a temporary basis with funding from vacancies in other units. Approving and filling these positions permanently will enable the Program to more efficiently provide purchasing and accounting support to the operating units.

Service: SW-Residual Management

Staff Recommended:	33.7	0.0	33.7	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total BC Recommended:	33.7	0.0	33.7	0.0	0.0	0.0

Service: SW-Solid Waste Collection & Transfer

Staff Recommended:	81.5	0.0	81.5	2.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total BC Recommended:	81.5	0.0	81.5	2.0	0.0	0.0

Service: SW-Solid Waste Processing & Transport

Staff Recommended:	47.8	0.0	47.8	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues



2015 Operating Budget - BC Recommended New and Enhanced Services
Summary by Service
 (\$000s)

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Total BC Recommended:	47.8	0.0	47.8	0.0	0.0	0.0
		Staff Recommended:	163.0	0.0	163.0	2.0	0.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Budget Committee Recommended New/Enhanced:	163.0	0.0	163.0	2.0	0.0	0.0

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
 72 - Enhanced Services-Service Expansion 75 - New Revenues

2015 Operating Budget - BC Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

5073 **Waste Diversion Rate Waiver Program for Charities**

72 0 **Description:**

A 100% Rate Waiver Program for Federally Registered Charities under the approved Non-Residential Rate Program is recommended. The program was approved in principal by the Public Works and Infrastructure Committee at their June 18, 2014 meeting and was adopted by City Council on July 8, 9, 10 and 11, 2014 to be considered as part of the 2015 Operating Budget process for implementation in April 2015. Operating costs are required in order to support program implementation. Addition funding of \$0.892 million gross and \$0.644 net is required (6) six permanent staff and vehicles in Collections Operations to conduct waste audits and administrate the CIRO Waste Diversion Waiver program. The cost will be partially offset by the \$0.248 million in estimated user fee revenue from clients that don't meet the waiver criteria.

Service Level Impact:

The current service level includes a supporting Non-Residential Rate Structure within which approved Not for Profit and Charitable organizations will receive up to 100% credit/refund of bin, bag, front-end or Transfer Station Tip fees. Eligible clients must operate programs that are in receipt of donated items from the public and undergo a waste audit for determination of any credit. With the recommended new Rate Waiver Program, the approved organizations will complete a simplified applicant profile and provide valid Federal Charitable Registration Number and participate in annual compliance waste audit in order to qualify for Rate Waiver Program. All waste diversion programs will be provided free of charge.

Service: SW-City Beautification

Staff Recommended:	5.3	0.0	5.3	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total BC Recommended:	5.3	0.0	5.3	0.0	0.0	0.0

Service: SW-Residual Management

Staff Recommended:	32.4	0.0	32.4	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total BC Recommended:	32.4	0.0	32.4	0.0	0.0	0.0

Service: SW-Solid Waste Collection & Transfer

Staff Recommended:	773.6	247.7	525.9	6.0	0.0	0.0
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Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2015 Operating Budget - BC Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	
		Total BC Recommended:	773.6	247.7	525.9	6.0	0.0	
		Service: SW-Solid Waste Education & Enforcement						
		Staff Recommended:	39.8	0.0	39.8	0.0	0.0	
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	
		Total BC Recommended:	39.8	0.0	39.8	0.0	0.0	
		Service: SW-Solid Waste Processing & Transport						
		Staff Recommended:	40.8	0.0	40.8	0.0	0.0	
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	
		Total BC Recommended:	40.8	0.0	40.8	0.0	0.0	
		Staff Recommended:	891.9	247.7	644.2	6.0	0.0	
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	
		Budget Committee Recommended New/Enhanced:	891.9	247.7	644.2	6.0	0.0	

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues



2015 Operating Budget - BC Recommended New and Enhanced Services
Summary by Service
 (\$000s)

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended:	1,154.9	247.7	907.2	8.0	(0.0)	(0.0)
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Budget Committee Recommended New/Enhanced Services:	1,154.9	247.7	907.2	8.0	(0.0)	(0.0)

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
 72 - Enhanced Services-Service Expansion 75 - New Revenues

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		26,574.7	15,224.0	13,034.5	3,691.1
Vehicle Reserve- Solid Waste	XQ1014				
<i>Contributions -Total</i>		8,000.0	13,000.0	8,000.0	8,000.0
<i>Proceeds Sale of Vehicles & Equipment</i>		36.3	200.0	400.0	400.0
<i>(Withdrawals)- Total</i>		(19,387.0)	(15,389.5)	(17,743.4)	(7,390.9)
Total Reserve / Reserve Fund Draws / Contributions		15,224.0	13,034.5	3,691.1	4,700.2
Balance at Year-End		15,224.0	13,034.5	3,691.1	4,700.2

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		21,233.7	22,050.0	22,011.4	22,297.6
Perpetual Care of Landfills Reserve Fund-	XR1013				
<i>Estimated Interest Earned</i>		185.3	176.4	286.1	289.9
<i>Contributions (Operating)</i>		10,000.0	8,000.0	9,249.0	9,942.0
<i>Morningside Landfill Remediation</i>		(3,489.0)	(165.0)	-	-
<i>Basic Perpetual Care</i>		(3,920.0)	(5,366.6)	(6,165.9)	(6,627.9)
<i>New Control Systems</i>		(1,960.0)	(2,683.4)	(3,083.1)	(3,314.1)
Total Reserve / Reserve Fund Draws / Contributions		22,050.0	22,011.4	22,297.6	22,587.5
Balance at Year-End		22,050.0	22,011.4	22,297.6	22,587.5

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		82,562.9	90,103.7	83,399.7	67,661.0
Waste Management Reserve Fund-	XR1404				
<i>Estimated Interest Earned</i>		678.1	720.8	1,084.2	879.6
<i>Contributions (Withdrawals) Operating</i>		19,613.0	13,793.6	13,793.6	13,793.6
<i>Estimated Prior Y/E Operating Surplus</i>		10,519.0	5,323.0	-	-
<i>Transfers (to) from Green Lane Operating</i>		(5,503.0)	-	-	-
<i>Funding for Capital</i>		(17,766.4)	(26,541.4)	(30,616.4)	(18,614.5)
Total Reserve / Reserve Fund Draws / Contributions		90,103.7	83,399.7	67,661.0	63,719.7
Balance at Year-End		90,103.7	83,399.7	67,661.0	63,719.7

Program Specific Reserve / Reserve Funds (cont'd)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		14,593.7	12,689.6	11,268.0	10,065.5
Green Lane Reserve Fund-	XR1408				
<i>Estimated Interest Earned</i>		149.3	101.5	146.5	130.9
<i>Contributions (+)</i>		712.6	773.9	773.9	773.9
<i>Funding for Capital</i>		(2,766.0)	(2,297.0)	(2,122.9)	(2,642.5)
Total Reserve / Reserve Fund Draws / Contributions		12,689.6	11,268.0	10,065.5	8,327.8
Balance at Year-End		12,689.6	11,268.0	10,065.5	8,327.8
Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		2,780.5	3,217.8	3,667.6	4,150.5
Green Lane Perpetual Care Reserve Fund	XR1409				
<i>Estimated Interest Earned</i>		27.8	40.2	73.4	83.0
<i>Contributions (+)</i>		409.5	409.5	409.5	409.5
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		3,217.8	3,667.6	4,150.5	4,643.1
Balance at Year-End		3,217.8	3,667.6	4,150.5	4,643.1
Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		108.5	109.5	110.9	113.1
Green Lane Liability Trust	XT6109				
<i>Estimated Interest Earned</i>		1.1	1.4	2.2	2.3
<i>Contributions (+)</i>					
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		109.5	110.9	113.1	115.4
Balance at Year-End		109.5	110.9	113.1	115.4

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance		23,455.8	21,307.7	756.6	(9,119.3)
Reserve / Reserve Fund Description					
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>		2,053.6	2,053.6	2,053.6	2,053.6
Total Reserve / Reserve Fund Draws / Contributions		25,509.4	23,361.3	2,810.2	(7,065.7)
Other Program / Agency Net Withdrawals & Contributions		(4,201.7)	(22,604.7)	(11,929.5)	(933.9)
Balance at Year-End		21,307.7	756.6	(9,119.3)	(7,999.6)

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW001	Clean City of Toronto owned Landfills. Tip	Perpetual Care	Full Cost Recovery	Tip Fee per load	\$20.60	\$20.60		\$21.22	\$21.22	\$21.22
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW002	Small Paid Waste Loads - Transfer	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW003	Waste Loads over 100 kg - Transfer Stations.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW004	Recyclable Material Loads - Transfer	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$77.25	\$77.25		\$79.57	\$79.57	\$79.57
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW005	Waste loads - Transfer Stations- Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW006	Waste loads - Transfer Stations - Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27
SW006	Waste loads - Transfer Stations - Fee based on	Garbage (P&T)	Market Based	Tip Fee per load	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27

Appendix 7a Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW049	Waste Loading Services - Transfer	Garbage (P&T)	Full Cost Recovery	Loading fee per tonne	\$13.39	\$15.00		\$15.45	\$15.45	\$15.45
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW050	Load Weighing Service only- Transfer Stations.	Garbage (P&T)	Full Cost Recovery	Per use of transfer	\$10.30	\$10.30		\$10.61	\$10.61	\$10.61
SW051	Commercial Organics Collections - Annual	Green Bin (C&T)	Full Cost Recovery	Annual Fee - Frequency	\$329.60	\$329.60		\$339.49	\$339.49	\$339.49
SW052	Commercial Organics Collections - Annual	Green Bin (C&T)	Full Cost Recovery	Annual Fee - Frequency	\$1,236.00	\$1,236.00		\$1,273.08	\$1,273.08	\$1,273.08
SW053	Commercial Organics Collections - Annual	Green Bin (C&T)	Full Cost Recovery	Annual Fee - Frequency	\$1,648.00	\$1,648.00		\$1,697.44	\$1,697.44	\$1,697.44
SW054.1	Commercial Garbage Collections. Annual Fee	Garbage (C&T)	Full Cost Recovery	Annual Fee - Bi-weekly Cart	\$415.09	\$415.09		\$427.54	\$427.54	\$427.54
SW054.2	Commercial Garbage Collections. Annual Fee	Garbage (C&T)	Full Cost Recovery	Annual Fee - Once per	\$830.18	\$830.18		\$855.09	\$855.09	\$855.09
SW055	Commercial Garbage Collections. Annual Fee	Garbage (C&T)	Full Cost Recovery	Annual Fee - Twice per	\$1,660.36	\$1,660.36		\$1,710.17	\$1,710.17	\$1,710.17
SW056	Commercial Front End Garbage Collection -	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$11.42	\$11.42		\$11.76	\$11.76	\$11.76
SW057	Commercial Front End Garbage Collection -	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$22.85	\$22.85		\$23.54	\$23.54	\$23.54
SW058	Commercial Garbage Collections. Fee per	Garbage (C&T)	Full Cost Recovery	Fee per Bag or Tag (each)	\$3.19	\$3.19		\$3.29	\$3.29	\$3.29
SW059	Commercial Garbage Collections. Fee to	Environmental Days	Full Cost Recovery	Fee to purchase 35	\$56.65	\$56.65		\$58.35	\$58.35	\$58.35
SW060	Commercial Garbage Collections. Fee to	Environmental Days	Full Cost Recovery	Fee to purchase 65	\$66.95	\$66.95		\$68.96	\$68.96	\$68.96
SW061	Commercial Garbage Collections. Fee to	Environmental Days	Full Cost Recovery	Fee to purchase a 95	\$87.55	\$87.55		\$90.18	\$90.18	\$90.18
SW062	Composters. Fee to purchase a composter.	Environmental Days	Full Cost Recovery	Fee to purchase a	\$13.68	\$13.68		\$14.09	\$14.09	\$14.09
SW063	Composters. Fee to deliver composter.	Environmental Days	Full Cost Recovery	Fee to deliver composter	\$5.15	\$5.15		\$5.30	\$5.30	\$5.30
SW065	Organics Kitchen Container. Fee to	Environmental Days	Full Cost Recovery	Fee to purchase an	\$4.56	\$4.56		\$4.70	\$4.70	\$4.70
SW065	Organics Kitchen Container. Fee to	Environmental Days	Full Cost Recovery	Fee to purchase an	\$4.56	\$4.56		\$4.70	\$4.70	\$4.70
SW066	Organic Kitchen Container. Fee to	Environmental Days	Full Cost Recovery	Fee to purchase	\$3.11	\$3.11		\$3.20	\$3.20	\$3.20
SW067	Fee to purchase a racoon latch	Environmental Days	Full Cost Recovery	Fee to purchase a	\$8.20	\$8.20		\$8.45	\$8.45	\$8.45
SW068	Fee to purchase a yard waste bin	Environmental Days	Full Cost Recovery	Fee to purchase a	\$4.66	\$4.66		\$4.80	\$4.80	\$4.80
SW069	Fee to purchase a recycling box	Environmental Days	Full Cost Recovery	Fee to purchase a	\$5.44	\$5.44		\$5.60	\$5.60	\$5.60
SW070	Schools - Front End Garbage Collection un-	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.84	\$9.04		\$9.31	\$9.31	\$9.31
SW071	Schools - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$15.69	\$18.07		\$18.61	\$18.61	\$18.61

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW072.1	Schools- Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$78.25	\$86.50		\$89.10	\$89.10	\$89.10
SW072.2	Schools- Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW072.3	Schools- Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW074	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection	\$1,257.49	\$1,391.78		\$1,433.53	\$1,433.53	\$1,433.53
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW075	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-	\$7.02	\$8.49		\$8.74	\$8.74	\$8.74
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&Ds - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW076	ABC&D's - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW076	ABC&D's - Front End Garbage Collection.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of	\$14.04	\$16.97		\$17.48	\$17.48	\$17.48
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Waste loads delivered directly to	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$73.75	\$83.50		\$86.01	\$86.01	\$86.01
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79
SW077	ABC&D's Recyclable Material loads	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$19.31	\$38.63		\$39.79	\$39.79	\$39.79

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW077	ABC&D's Tire loads delivered directly to	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$38.63	\$77.25		\$79.57	\$79.57	\$79.57
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW078	Fee per cart per collection - twice	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection -	\$929.89	\$1,173.38		\$1,208.58	\$1,208.58	\$1,208.58
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.30	\$2.60		\$2.68	\$2.68	\$2.68
SW089	Multi-residential bulk collection. Annual Base	Garbage (C&T)	Full Cost Recovery	Annual Base Collection Fee	\$197.04	\$197.04		\$202.95	\$202.95	\$202.95
SW090	Multi-residential bulk collection. Excess	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee	\$13.67	\$13.67		\$14.08	\$14.08	\$14.08
SW091	Multi-residential bulk collection. Excess	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee	\$27.35	\$27.35		\$28.17	\$28.17	\$28.17
SW092	Residential Curbside collection. Annual	Garbage (C&T)	Full Cost Recovery	Annual Collection fee -	\$230.72	\$230.72		\$237.64	\$237.64	\$237.64
SW093	Residential Curbside collection. Annual	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee -	\$280.09	\$280.09		\$288.49	\$288.49	\$288.49
SW094	Residential Curbside collection. Annual	Garbage (C&T)	Full Cost Recovery	Annual Collection fee -	\$380.39	\$380.39		\$391.80	\$391.80	\$391.80
SW095	Residential Curbside Collection. Annual	Garbage (C&T)	Full Cost Recovery	Annual Collection fee -	\$441.21	\$441.21		\$454.45	\$454.45	\$454.45
SW096	Residential Curbside Collection. Annual	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee -	\$147.70	\$147.70		\$152.13	\$152.13	\$152.13
SW097	Residential Curbside Collection for	Garbage (C&T)	Full Cost Recovery	Annual Base Collection Fee	\$197.04	\$197.04		\$202.95	\$202.95	\$202.95
SW098	Residential Curbside Collection for	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee	\$13.67	\$13.67		\$14.08	\$14.08	\$14.08
SW099	Residential Curbside Collection for	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee	\$27.35	\$27.35		\$28.17	\$28.17	\$28.17
SW100	Residential Curbside collection for	Garbage (C&T)	Full Cost Recovery	Annual Base Collection Fee	\$197.04	\$197.04		\$202.95	\$202.95	\$202.95
SW101	Residential Curbside collection & Mixed	Garbage (C&T)	City Policy	Garbage Bin Downsizing	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
SW102	Residential Curbside collection & Mixed	Garbage (C&T)	Full Cost Recovery	Garbage Bin Upsizing	\$20.60	\$20.60		\$21.22	\$21.22	\$21.22
SW103	Residential Curbside collection & Mixed	Garbage (C&T)	City Policy	Recycling Bin Upsizing	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
SW109	Residential Curbside collection & Mixed	Garbage (C&T)	City Policy	Bag tag (\$/tag)	\$3.19	\$3.19		\$3.29	\$3.29	\$3.29
SW110	RUAC Mixed residential/commercia	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$230.72	\$230.72		\$237.64	\$237.64	\$237.64
SW111	RUAC Mixed residential/commercia	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$280.09	\$280.09		\$288.49	\$288.49	\$288.49

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW112	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$380.39	\$380.39		\$391.80	\$391.80	\$391.80
SW113	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$441.21	\$441.21		\$454.45	\$454.45	\$454.45
SW114	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$280.09	\$280.09		\$288.49	\$288.49	\$288.49
SW115	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$380.39	\$380.39		\$391.80	\$391.80	\$391.80
SW116	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$539.39	\$539.39		\$555.57	\$555.57	\$555.57
SW117	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$866.67	\$866.67		\$892.67	\$892.67	\$892.67
SW118	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$147.70	\$147.70		\$152.13	\$152.13	\$152.13
SW119	RUAC Mixed residential/commercial	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee	\$197.07	\$197.07		\$202.98	\$202.98	\$202.98
SW120	Annual Fee per cart - Biweekly (schools)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$314.37	\$314.37		\$323.80	\$323.80	\$323.80
SW121	Annual Fee per cart - Weekly (schools)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$628.75	\$628.75		\$647.61	\$647.61	\$647.61
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly	\$232.47	\$232.47		\$239.44	\$239.44	\$239.44
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly	\$464.95	\$464.95		\$478.90	\$478.90	\$478.90
SW124	Landfill Disposal : Waste load per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09
SW125	Landfill Disposal : Asbestos, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27
SW126	Landfill Disposal : CFIA Waste, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27
SW127	Landfill Disposal : Special Handling, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27
SW128	Landfill Disposal : MOE - Ordered	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27
SW129	Landfill Disposal : MOE - Ordered IC&I	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$309.00	\$309.00		\$318.27	\$318.27	\$318.27
SW130	Landfill Disposal : Biosolids, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$66.95	\$66.95		\$68.96	\$68.96	\$68.96
SW131	Landfill Disposal : Water Treatment	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$66.95	\$66.95		\$68.96	\$68.96	\$68.96
SW132	Landfill Disposal : Treated Biomedical	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$103.00	\$103.00		\$106.09	\$106.09	\$106.09

Appendix 7b

Recommended New User Fees

Rate Description	Service	Fee Category	Fee Basis	2015	2016	2017
				Budget Rate	Plan Rate	Plan Rate
Sale of Clean Fill at Green Lane Landfill- per load fee for single, tandem, or tri-axle dump truck vehicles.	Residual Management	Full Cost Recovery	Per load	\$2.00	\$2.00	\$2.00
Sale of Clean Fill at Green Lane Landfill- per load fee for dump trailer.	Residual Management	Full Cost Recovery	Per load	\$3.00	\$3.00	\$3.00