



OPERATING ANALYST NOTES



Solid Waste Management Services

I : 2014 OPERATING BUDGET OVERVIEW

What We Do

Solid Waste Management Services (SWMS) provides waste collection, transfer, processing and landfill services to the City of Toronto. Collection includes recyclables, organics, litter 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.

2014 Budget Highlights

(In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	349,942.7	354,236.4	4,293.7	1.2%
Gross Revenue	349,942.7	354,236.4	4,293.7	1.2%
Net Expenditures	-	-	-	-

For 2014, SWMS identified \$24.6 million in opening budget pressures arising from inflationary and operational requirements. Through a series of expenditure reductions, non-rate revenue changes and a 3% rate increase SWMS has been able to offset these pressures.

As a result, SWMS will maintain their level of service in 2014 while at the same time absorbing operating pressures and setting aside funds into reserves for capital requirements.

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Our Service Deliverables for 2014

Solid Waste Management Services has established strategic directions with the following deliverables for 2014:

- Develop an Account Manager process
- Undertake a Long Term Waste Management Strategy
- Conduct facility maintenance review
- Start to roll-out the second generation residential green bins to curbside residents with implementation of green bin collection automation
- Start Asset Management Programs for closed landfills, buildings and facilities, collection bins, vehicles and equipment
- Assess the impacts of New Waste Reduction Act
- Refine the multi-rate model with a 10 year outlook based on Council's direction on the Long Term Waste Management Strategy
- Continue the corporate user fee review aligning solid waste user fees with corporate policies
- Participate in the development of Work Management System (WMS)
- Explore potential revenue enhancements and/or new revenues.
- Move forward towards 70% overall waste diversion, the 2014 projected diversion rates are estimated as follows:
 - Overall residential diversion - 55%;
 - Single-family residential - 68%;
 - Multi-residential – 30%.

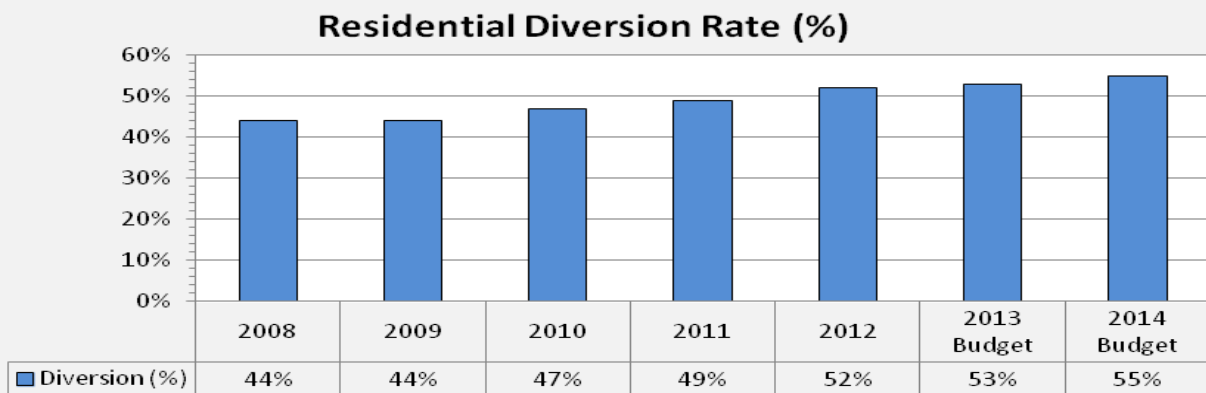
Fast Facts

- 7 Transfer Stations (6 with HHW Depots)
- 1 Material Recovery Facilities
- 2 SSO Processing Facilities
- 1 Reuse Centre
- 4 Collection Yards and 1 Litter Collection Yard
- Green Lane Landfill + 160 Closed Landfills
- 1.6 million residential bins (Green/Waste/Blue/Kitchen)

Trends

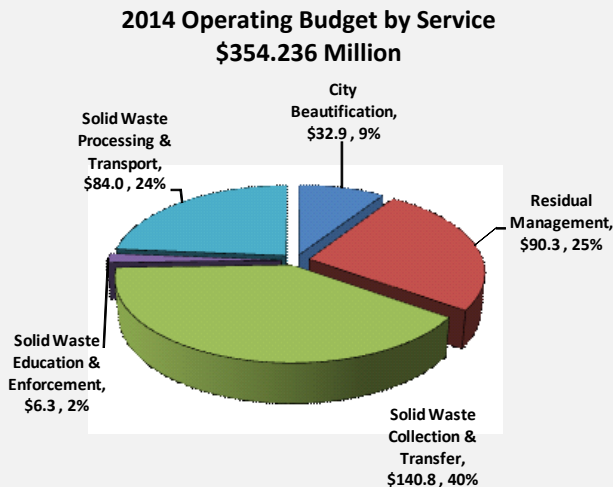
- 351,568 tonnes of Residential Waste Collected
- Overall Residential Diversion – increase from 44% to 53% from 2008 – 2013 and is projected as 55% in 2014
- Participation Rate: Green Bin – 89%; Blue Bin – 96%
- Curbside Collection complaints are less than 1 per 1,000 pass-bys.

Diversion rates will increase as a result of continuing to implement multi-residential SSO collection including a comprehensive public education campaign; expanding durable goods recovery and commissioning of the Disco SSO facility.

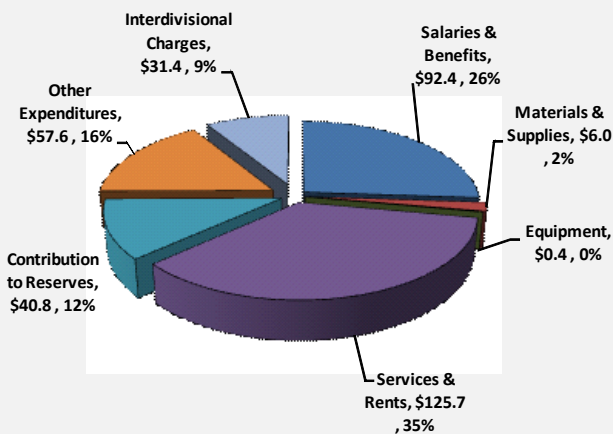


2014 Budget Expenditures & Funding

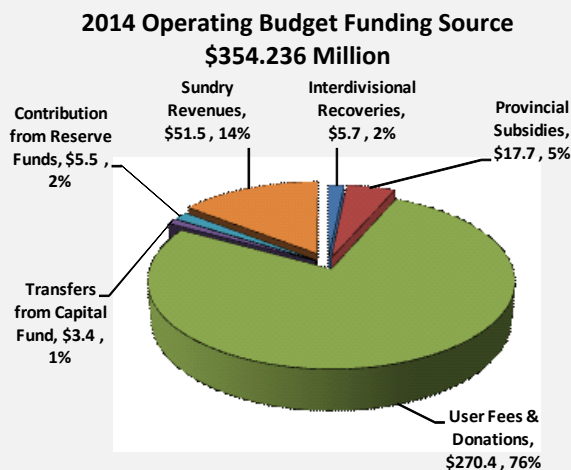
Where the money goes:



2014 Operating Budget by Expenditure Category



Where the money comes from:



Our Key Challenges

- 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 guide future SWMS activities and investment in the City.
 - ✓ 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.

Our Priority Actions

- Motivated and Engaged Employees
- Research and Education in Solid Waste Management
- Exceptional Customer Service
- Operational Excellence
- Sustainable Utility
- International Leader in Solid Waste Management

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

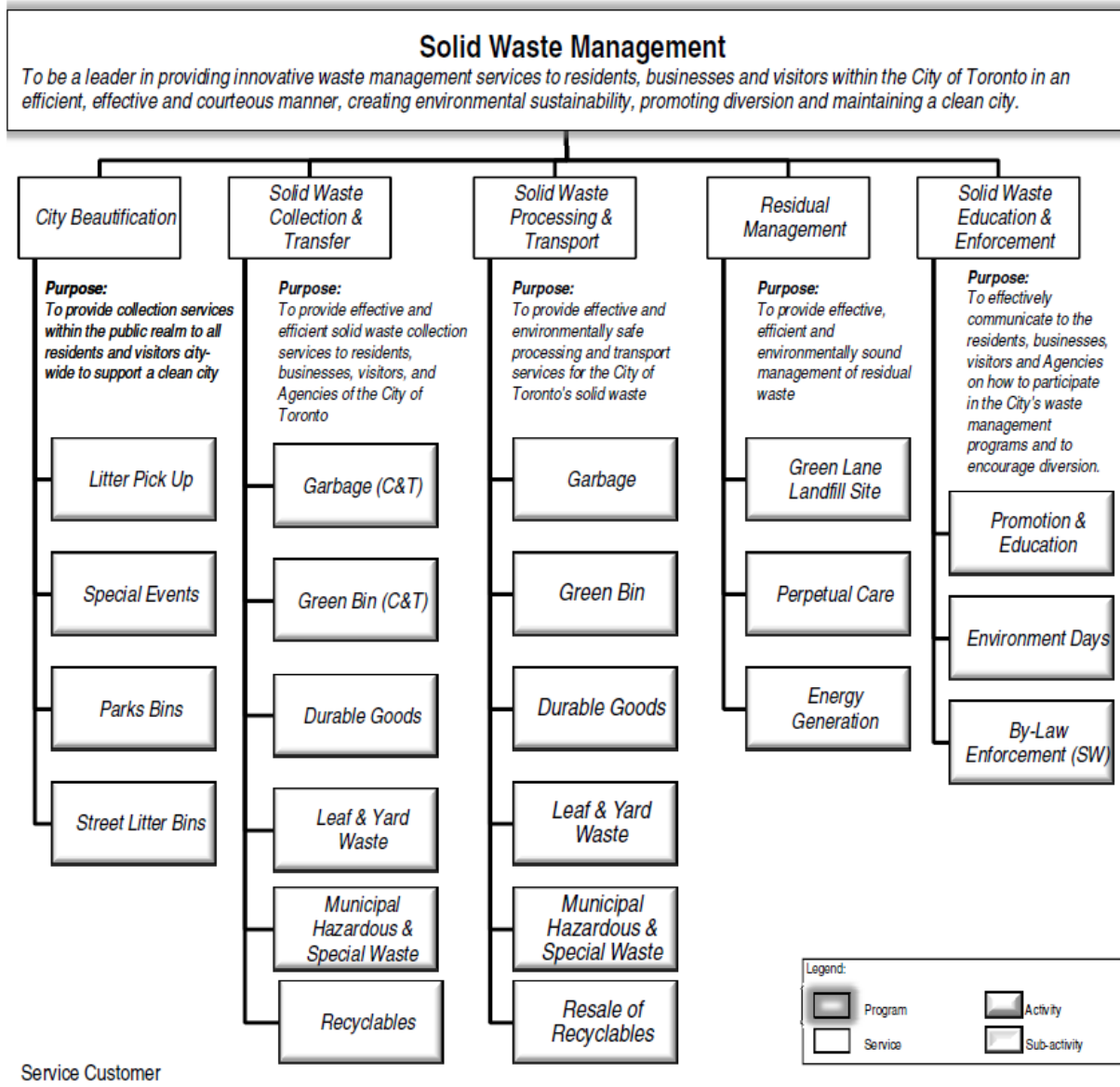
1. City Council approve the 2014 Recommended Operating Budget for Solid Waste Management Services of \$354.236 million gross and \$0 million net, comprised of the following services:

<u>Service:</u>	Gross (\$000)	Net (\$000)
City Beautification	32,893.5	31,500.3
Residual Management	90,324.1	47,176.4
Solid Waste Collection & Transfer	140,765.7	(136,497.6)
Solid Waste Education & Enforcement	6,275.3	6,260.1
Solid Waste Processing & Transport	83,977.9	51,560.8
Total Program Budget	354,236.4	0.0

2. Solid Waste Management Services and 2014 proposed service levels, as outlined on pages 7 to 16 and associated staff complement of 1,102.74 be approved.
3. The General Manager, Solid Waste Management Services and the Deputy City Manager and Chief Financial Officer report back to Public Works and Infrastructure Committee prior to the 2015 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.

III: 2014 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

2014 Service Deliverables

Solid Waste Management Services has established strategic directions with the following service deliverables for 2014 in order to meet the goals and objectives:

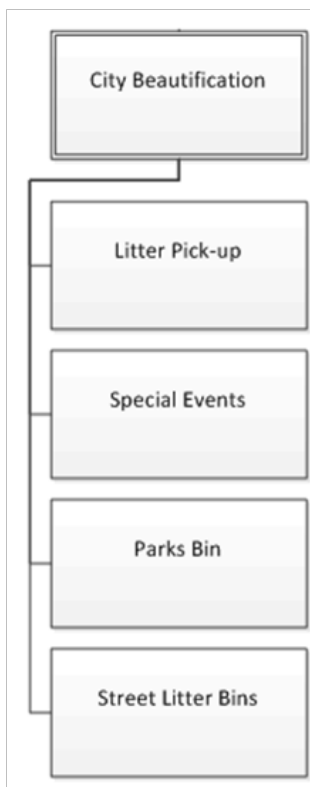
- Develop an Account Manager process;
- Undertake a Long Term Waste Management Strategy;
- Conduct facility maintenance review;
- Start to roll-out the second generation residential green bins to curbside residents with implementation of green bin collection automation;
- Start Asset Management Programs for closed landfills, buildings and facilities, collection bins, vehicles and equipment;
- Assess the impacts of New Waste Reduction Act;
- Continue the corporate user fee review aligning solid waste user fees with corporate policies;
- Participate in the development of Work Management System (WMS);
- Explore potential revenue enhancements and/or new revenues.

The 2014 Recommended Operating Budget of \$354.236 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 2014 projected diversion rates are estimated as follows:

- Overall residential diversion - 57%;
- Single-family residential - 68%;
- Multi-residential – 35%.

Diversion rates will increase as a result of:

1. Continuing to implement SSO collection at multi residential locations;
2. Continuing to implement a comprehensive multi-residential public education campaign including 3Rs Ambassador program, multi-res collection calendar, property manager workshops and ad campaigns;
3. Expanding recovery of household durable goods for reuse and recycling (e.g. mattresses);
4. Commissioning of the Disco SSO facility that will provide the capacity required to meet the needs of our customers; and
5. Providing "next generation" Green Bins.

Service Profile: 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/or Litter.

The 2014 service deliverables will include:

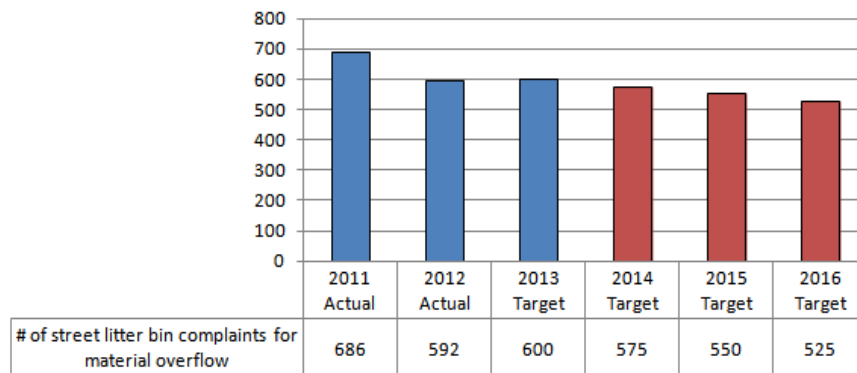
- Ongoing replacement of street litter bins with street furniture

2014 Recommended Service Levels

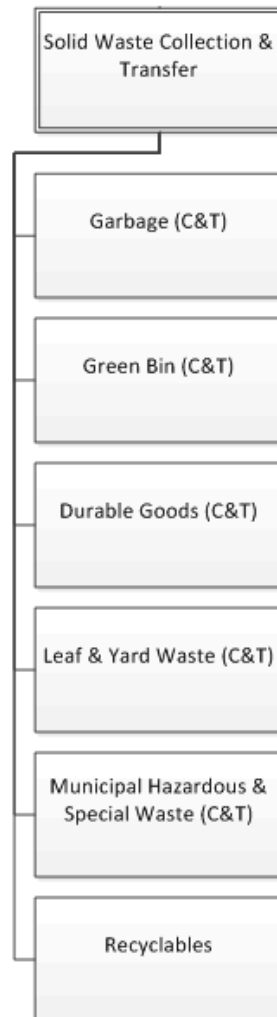
Activity	Type	Service Levels		
		2012	2013	2014 Recommended
Litter Pick-up	Single Stream Recycling	1x - 7x/wk		1x - 7x/wk
Special Events	Residual Waste	On Demand		On Demand
Special Events	Single Stream Recycling	On Demand		On Demand
Special Events	Organics	On Demand		On Demand
Parks Bin	Residual Waste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

Service Performance Measures

Outcome Measure



- The number of complaints for street litter bin overflow has decreased from 686 to 600 by year-end 2013, a decline of 12.5%. For 2014, the number of complaints is projected to drop by a further 4% to 575. Improved litter collection management and utilization of contracted staff have contributed to these improved outcomes.

Service Profile: 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 and white goods/metal materials); and,
- Municipal Hazardous or Special Waste (MHSW).

The 2014 service deliverables will include:

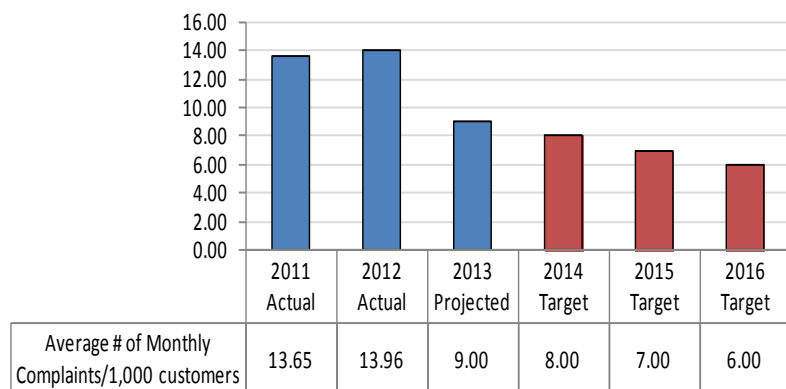
- Pursue procurement process for the roll-out of the next generation green bin;
- Continue procurement process for in-unit recycling and organic containers;
- Ongoing roll-out of single source organic collection in multi-residential, non-residential, schools and ABCDs; and,
- Continue the implementation of the Non-residential Special Category reduced rate program.

2014 Recommended Service Levels

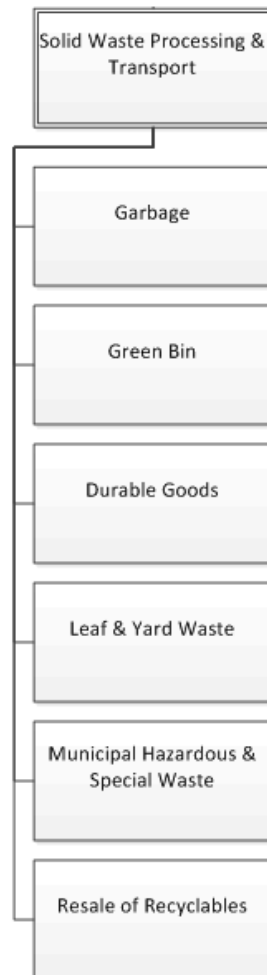
Activity	Type	Service Levels		
		2012	2013	2014 Recommended
Garbage (C&T)	Single Residential	1x /2wks		1x /2wks
Garbage (C&T)	Multi Residential	2x /wk		2x /wk
Garbage (C&T)	Commercial	1x - 2x /wk		1x - 2x /wk
Green Bin (C&T)	Single Residential	1x /wk		1x /wk
Green Bin (C&T)	Multi Residential	1x /wk (where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

Service Performance Measures

Outcome Measure



- The average number of complaints per 1000 customers is projected to decline from 13.7 in 2011 to 9 by year-end 2013. As collection services moved through the transition to contracted services in 2012/2013 service issues declined, efficiency increased and complaints dropped.

Service Profile: Processing & Transport**What we do**

Provide effective and environmental 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 and white goods/metal materials);
- Municipal Hazardous or Special Waste (MHSW); and,

- In addition to processing and transporting, revenue generation from sale of recyclable materials.

The 2014 service deliverables for the Processing and Transport service include:

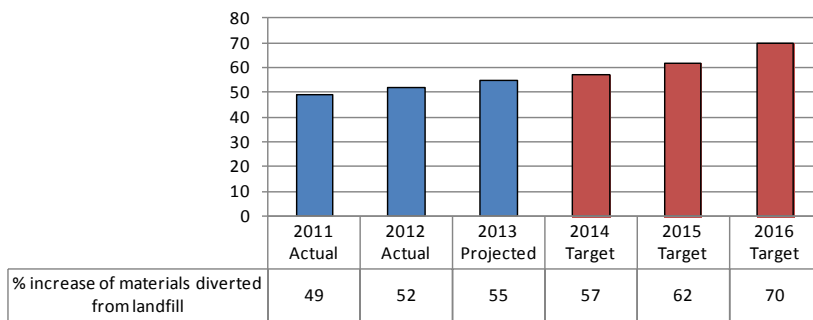
- The completion and commissioning of the Disco Road SSO processing facility;
- Begin the expansion of the Dufferin SSO facility;
- Continue Dufferin MRF upgrades and repairs.

2014 Recommended Service Levels

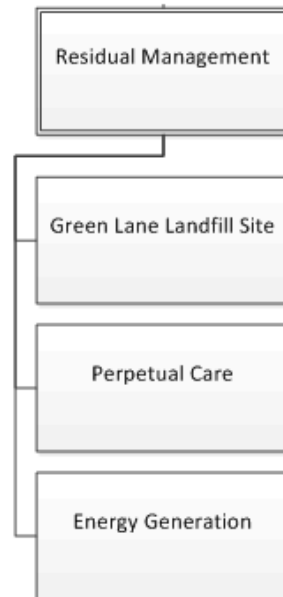
Activity	Type	Service Levels		
		2012	2013	2014 Recommended
Garbage		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Green Bin		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Durable Goods		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Leaf & Yard Waste		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Municipal Hazardous & Special Waste		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Resale of Recyclables		In compliance with Certificate of Approval		In compliance with Certificate of Approval

Service Performance Measures

Effectiveness Measure



- The residential diversion rate will continue the trend upward with the implementation of the volume based user fees for single and multi-unit residences as well as other diversion initiatives. The current goal is 70% diversion by 2016.

Service Profile: 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;
- Perpetual Care of former landfill sites.

Service deliverables for 2014 include:

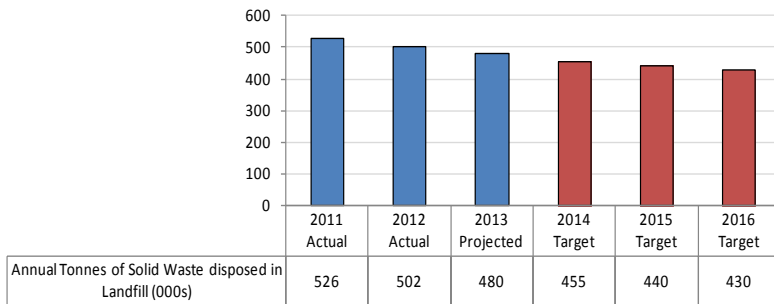
- Proceed with the study of other waste processing methods;
- Continue investigation into an alternate gas utilization project at Green Lane, Disco and Dufferin SSO facilities;
- Continue construction, upgrades and integration of the Green Lane landfill gas and leachate collection systems;
- Continue Green Lane landfill cell development;
- Continue acquiring buffer land properties surrounding the Green Lane landfill.

2014 Recommended Service Levels

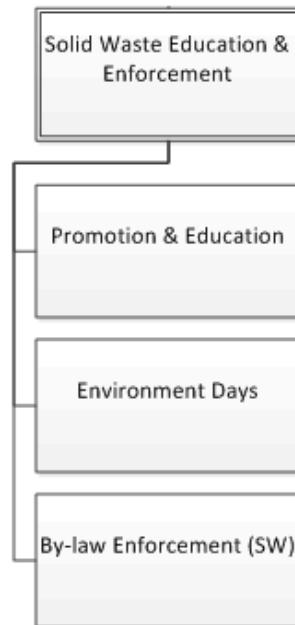
Activity	Type	Service Levels		
		2012	2013	2014 Recommended
Green Lane Landfill Site		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Perpetual Care		In compliance with Certificate of Approval		In compliance with Certificate of Approval
Energy Generation		In compliance with Certificate of Approval		In compliance with Certificate of Approval

Service Performance Measures

Effectiveness Measure



- Total tonnes of City of Toronto waste being disposed in the Green Lane Landfill are decreasing with the implementation of various recycling, organics processing and re-use initiatives.

Service Profile: Education & Enforcement**What we do**

Effectively communicate to the residents, business, 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.

The 2014 service deliverables will include:

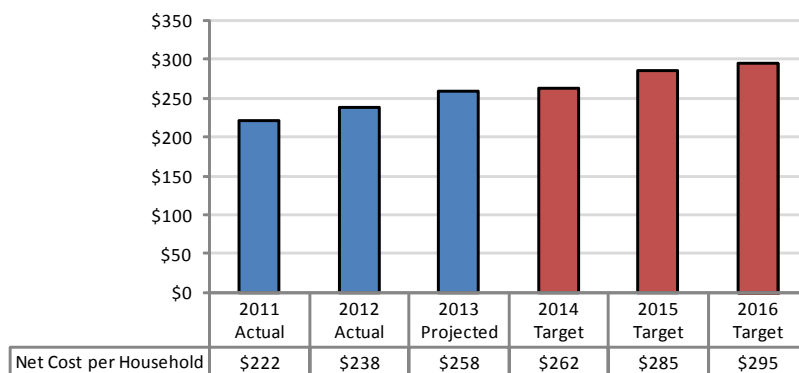
- Ongoing outreach and selection of multi-residential waste diversion ambassadors to promote the 3Rs;
- Annual multi-residential workshop to encourage diversion by targeting superintendants, property managers and owners;
- Develop a targeted multi-media campaign to improve and/or correct participation;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

2014 Recommended Service Levels

Activity	Type	Service Levels		
		2012	2013	2014 Recommended
Promotion & Education	Calendars	Issue calendars to 100% of the households within 3 months		Issue calendars to 100% of the households within 3 months
Promotion & Education	Website	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	100% on schedule/ on budget for each campaign		100% on schedule/ on budget for each campaign
Promotion & Education	Printed Material	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
Environment Days		44 events		44 events
Environment Days		44 events		44 events
Environment Days		44 events		44 events
By-law Enforcement (SW)		Annually or as required		Annually or as required
By-law Enforcement (SW)		Enforcement as required		Enforcement as required
By-law Enforcement (SW)		Daily		Daily

Service Performance Measures

Efficiency Measure



- The net cost per household for overall waste management is increasing due to on-going diversion initiatives.
- Included is more funding to be allocated to activities such as communication to multi-residential building residents and owners, maintaining information flow including printed and electronic media and supporting Environment Days.

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec.dd vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New	2014 Rec'd Budget	\$	%	2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Beautification											
Gross Expenditures	29,900.2	32,501.4	32,893.5		32,893.5	2,993.2	10.0%	646.7	2.0%	1,240.1	3.7%
Revenue	1,393.2	1,393.2	1,393.2		1,393.2	(0.0)	(0.0%)	8.8	0.6%	9.7	0.7%
Net Expenditures	28,507.1	31,108.2	31,500.3	-	31,500.3	2,993.2	10.5%	637.9	2.0%	1,230.4	3.8%
Residual Management											
Gross Expenditures	93,108.4	91,540.7	90,324.1		90,324.1	(2,784.3)	(3.0%)	6,470.8	7.2%	8,017.4	8.3%
Revenue	50,206.6	48,852.1	43,147.7		43,147.7	(7,059.0)	(14.1%)	(1,190.4)	(2.8%)	3,262.7	7.8%
Net Expenditures	42,901.8	42,688.6	47,176.4	-	47,176.4	4,274.6	10.0%	7,661.2	16.2%	4,754.7	8.7%
Solid Waste Collection & Transfer											
Gross Expenditures	138,558.6	133,522.7	140,765.7		140,765.7	2,207.1	1.6%	1,298.9	0.9%	5,946.8	4.2%
Revenue	267,913.8	269,833.2	277,263.3		277,263.3	9,349.5	3.5%	12,059.9	4.3%	14,442.7	5.0%
Net Expenditures	(129,355.2)	(136,310.5)	(136,497.6)	-	(136,497.6)	(7,142.4)	5.5%	(10,761.0)	7.9%	(8,495.9)	5.8%
Solid Waste Education & Enforcement											
Gross Expenditures	5,248.6	5,330.2	6,275.3		6,275.3	1,026.6	19.6%	(63.9)	(1.0%)	313.6	5.0%
Revenue	15.2	15.2	15.2		15.2	0.0	0.0%	-	0.0%	-	0.0%
Net Expenditures	5,233.4	5,315.0	6,260.1	-	6,260.1	1,026.6	19.6%	(63.9)	(1.0%)	313.6	5.1%
Solid Waste Processing & Transport											
Gross Expenditures	83,126.8	84,707.0	83,977.9		83,977.9	851.1	1.0%	2,753.1	3.3%	4,688.8	5.4%
Revenue	30,413.9	27,637.8	32,417.1		32,417.1	2,003.2	6.6%	227.3	0.7%	2,491.7	7.6%
Net Expenditures	52,712.9	57,069.2	51,560.8	-	51,560.8	(1,152.1)	(2.2%)	2,525.8	4.9%	2,197.1	4.1%
Total											
Gross Expenditures	349,942.7	347,602.0	354,236.4	-	354,236.4	4,293.7	1.2%	11,105.7	3.1%	20,206.7	5.5%
Revenue	349,942.7	347,731.4	354,236.4	-	354,236.4	4,293.7	1.2%	11,105.7	3.1%	20,206.7	5.5%
Total Net Expenditures	-	(129.4)	-	-	-	-	-	-	-	-	-
Approved Positions	1,118.7	967.0	1,102.7		1,102.7	(16.0)	(1.4%)	-	0.0%	-	0.0%

The 2014 Recommended Base Budget of \$354.236 million gross and revenue represents a \$4.294 million or 1.2% increase from the SWMS 2013 Approved Operating Budget of \$349.943 million gross and revenue and is comprised of the following services:

City Beautification service is \$2.993 million net or 10.5% over the 2013 Approved Budget of \$28.507 million net.

- Base pressures are mainly driven by costs associated with the SWMS re-organization involving Litter Pick-up and Street Litter Bin activities as well as scheduled COLA increases and increased contracted services for parks Bins.

Residual Management service is \$4.275 million net or 10% over the 2013 Approved Budget of \$42.902 million net.

- This change predominately arises from the redirection of waste from Green Lane Landfill to 3 alternate landfills in Ontario. These costs were partially offset by absorption of inflationary increases, lower contributions to reserve funds and the lower cost of waste tonnages disposed.

Solid Waste Collection & Transfer service will generate an additional \$7.142 million in net revenue, reflecting a 5.5% increase in net revenue as compared to the 2013 Approved Budget of \$(129.355) million net.

- This is mainly driven by the 3% user fee rate increase for 2014, lower contracted costs for residential collection in Districts 1 & 2 (due to lower volumes) and by savings associated with the SWMS re-organization. These net reductions were partially offset by cost increases for COLA, contracted front-end bulk collection, changes to Provincial funding for recyclables, decreased revenue from yellow bags/ bag tags (volume) and the increased contribution to the Perpetual Care reserve fund.

Solid Waste Education & Enforcement service is \$1.026 million net or 19.6% over the 2013 Approved Budget of \$5.233 million net.

- This change arises from increases for COLA, communications, training and development and by costs associated with the SWMS re-organization partially offset by various user fee revenue allocations to Education and Enforcement.

Solid Waste Processing & Transport service is \$1.152 million net or 2.2% under the 2013 Approved Budget of \$52.713 million net.

- The year over year net savings in this service result from decreased costs as a result of the line by line review of expenditures, decreased contribution to reserve funds offset by an increase in gross costs for the contracted processing of recyclables and organics and tonnages of residual waste to be processed from recyclables. Service savings have also been partially offset by decreased revenues from the sale of recyclable materials, lower revenue from the Yellow Bag program and lower revenue due to volume adjustments for bin fees.

Approval of the 2014 Recommended Base Budget will result in the Program decreasing its total staff complement by 16 positions, from 1,118.7 to 1,102.7 as highlighted below:

2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	1,105.7	1,102.7	1,102.7
In-year Adjustments	13.0		
Adjusted Staff Complement	1,118.7	1,102.7	1,102.7
Recommended Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects			
- Service Change Adjustments	(16.0)		
- New / Enhanced			
Total	1,102.7	1,102.7	1,102.7
% Change over prior year			

- The in-year change of an additional 13 staff is the result of transferring landfill staff from ECS to SWMS as approved by Council in early 2013.
- The reduction of 16 positions is based on a service efficiency arising from an internal re-organization.

**2014 Recommended Base Budget
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
City Beautification								
Gross Expenditures	29,900.2	32,893.5	2,993.2	10.0%	646.7	2.0%	1,240.1	3.7%
Revenue	1,393.2	1,393.2	(0.0)	(0.0%)	8.8	0.6%	9.7	0.7%
Net Expenditures	28,507.1	31,500.3	2,993.2	10.5%	637.9	2.0%	1,230.4	3.8%
Residual Management								
Gross Expenditures	93,108.4	90,324.1	(2,784.3)	(3.0%)	6,470.8	7.2%	8,017.4	8.3%
Revenue	50,206.6	43,147.7	(7,059.0)	(14.1%)	(1,190.4)	(2.8%)	3,262.7	7.8%
Net Expenditures	42,901.8	47,176.4	4,274.6	10.0%	7,661.2	16.2%	4,754.7	8.7%
Solid Waste Collection & Transfer								
Gross Expenditures	138,558.6	140,765.7	2,207.1	1.6%	1,298.9	0.9%	5,946.8	4.2%
Revenue	267,913.8	277,263.3	9,349.5	3.5%	12,059.9	4.3%	14,442.7	5.0%
Net Expenditures	(129,355.2)	(136,497.6)	(7,142.4)	5.5%	(10,761.0)	7.9%	(8,495.9)	5.8%
Solid Waste Education & Enforcement								
Gross Expenditures	5,248.6	6,275.3	1,026.6	19.6%	(63.9)	(1.0%)	313.6	5.0%
Revenue	15.2	15.2	0.0	0.0%		0.0%		0.0%
Net Expenditures	5,233.4	6,260.1	1,026.6	19.6%	(63.9)	(1.0%)	313.6	5.1%
Solid Waste Processing & Transport								
Gross Expenditures	83,126.8	83,977.9	851.1	1.0%	2,753.1	3.3%	4,688.8	5.4%
Revenue	30,413.9	32,417.1	2,003.2	6.6%	227.3	0.7%	2,491.7	7.6%
Net Expenditures	52,712.9	51,560.8	(1,152.1)	(2.2%)	2,525.8	4.9%	2,197.1	4.1%
Total								
Gross Expenditures	349,942.7	354,236.4	4,293.7	1.2%	11,105.7	3.1%	20,206.7	5.5%
Revenue	349,942.7	354,236.4	4,293.7	1.2%	11,105.7	3.1%	20,206.7	5.5%
Net Expenditures	-	-	0.0	-	-	-	-	-
Approved Positions	1,118.7	1,102.7	(16.0)	(1.4%)	-	0.0%	-	0.0%

The 2014 Recommended Base Budget of \$354.236 million represents a \$4.294 million or 1.2% increase year over year from the SWMS 2013 Approved Operating Budget of \$349.943 million gross and revenue. The 2014 Recommended Base Budget provides \$24.591 million in funding for base budget increases which along with various minimal base decreases have been offset by \$24.477 million in recommended service expenditure reductions and revenue increases.

Key cost drivers resulting in base budget pressures of \$24.591 million are detailed in the table below:

Key Cost Drivers
(In \$000s)

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Operating Impacts of Capital	
Disco SSO Processing Facilities net incremental tonnage processing cost for 2014	332.0
Economic Factors	
Non-labour economic factors	2,749.0
COLA and Progression Pay	
Labour economic factors including 1.75% COLA union/non-union and progression pay including related fringe benefit adjustments	1,825.0
Other Base Changes	
IDC/IDR (Interdepartmental Charges and Recoveries) increases predominately for 311 and Corporate services provided to support Solid Waste Management Services	920.5
Communciation and Education Initiatives to increase multi-residential diversion rates	600.0
Contracted Services for training & development; Parks bin miantenance	252.2
Front-end Bulk Collection Contracts	827.3
Processing contracts for Recyclables and Organics	4,492.1
Contribution to Perpetual Care of Closed Landfills	3,831.9
Alternate Landfill Disposal Contracts to extend the life of the Green Lane Landfill	6,136.5
Total Changes	21,966.6
Revenue Changes	
Decrease in the Sale of Recyclable Materials	(1,242.5)
Residential Yellow Bags/Tags Volume Reduction	(775.0)
User Fee Volume Reduction based on the Estimated Number of Units Receiving Waste Collection Services and/or the Amount of Cubic Yards of Waste Collected	(607.3)
Total Changes	(2,624.8)
Net Expenditures	24,591.4

- In order to offset the above pressures, base expenditure reductions of \$24.477 million are recommended based as detailed in the table below:

2014 Recommended Service Change Summary by Program
(In \$000s)

Description (\$000s)	2014 Recommended Service Changes				Net Incremental Impact			
	Position Change	Gross Exp.	Net Expense	% Change over 2013 Budget	2015		2016	
					Net Expense	Pos.	Net Expense	Pos.
#	\$	\$	%	\$	#	\$	#	
Base Changes:								
Base Expenditure Changes								
<i>Absorb Economic Factors</i>		(2,348.2)	(2,351.6)	(0.7%)				
<i>Collection District 1</i>		(391.4)	(391.4)	(0.1%)				
<i>Collection District 2</i>		(1,899.9)	(1,899.9)	(0.5%)				
<i>City of Toronto waste tonnage and disposal</i>		(1,751.1)	(1,751.1)	(0.5%)				
<i>Green Lane Ops</i>		(2,429.5)	(1,067.6)	(0.3%)				
<i>Line by Line Reduction Based on Actual Experience</i>		(1,389.8)	(1,288.8)	(0.4%)				
<i>Incremental Reduction to Reserve Fund Contribution</i>		(916.0)	(916.0)	(0.3%)				
Base Expenditure Change		(11,125.9)	(9,666.4)	(2.8%)				
Base Revenue Changes								
<i>Volume Based User Fee - 3% increase</i>			(7,736.6)	(2.2%)	(10,652.4)		(13,463.0)	
<i>Blue Box Funding (Prov)</i>			(4,000.0)	(1.1%)	(293.4)		(265.6)	
<i>RUAC Fee Technical Adjustment</i>			(494.9)	(0.1%)				
<i>Other Processing Revenues</i>			(468.8)	(0.1%)				
<i>Transfer Station Tipping Fees - Commercial (Volume Adjustment)</i>			(426.4)	(0.1%)				
<i>Harmonization of Agencies, Corporations & School Rates w/ Commercial Rates</i>			(373.3)	(0.1%)	(373.3)		(373.3)	
<i>School Fees Volume Increase</i>			(237.6)	(0.1%)				
<i>MHSW Revenue</i>			(122.2)	(0.0%)				
Base Revenue Change			(13,859.8)	(4.0%)	(11,319.1)		(14,101.9)	
Sub-Total		(11,125.9)	(23,526.2)	(6.7%)	(11,319.1)		(14,101.9)	
Service Efficiencies								
<i>SWMS Re-organization</i>	(16.0)	(637.6)	(637.6)	(0.2%)				
Sub-Total	(16.0)	(637.6)	(637.6)	(0.2%)				
Revenue Adjustments								
<i>Tipping & User Fees (CIRO) Implementation</i>			(312.7)	(0.1%)	(312.7)		(312.7)	
Sub-Total			(312.7)	(0.1%)	(312.7)		(312.7)	
Total Changes	(16.0)	(11,763.5)	(24,476.5)	(7.0%)	(11,631.8)		(14,414.6)	

The 2014 recommended service changes consist of base expenditure and revenue changes of \$23.526 million net, service efficiency savings of \$0.638 million net, and new service revenue of \$0.313 million net. In total, the Program has achieved reductions of \$24.477 million net bringing the 2014 Recommended Base Budget to \$4.294 million or 1.2% over the 2013 Approved Budget of \$349.943 million gross and revenue.

Base service revenue changes include a volume-based user rate increase of 3% for 2014, and a projected 4% increase for 2015 and a 4.7% increase for 2016. The total net incremental impact in reductions for the 2015 and 2016 Operating Budget is \$11.632 million net and \$14.415 million net respectively.

The 2014 recommended service changes and 2015 and 2016 incremental impacts are discussed below:

Base Expenditure Changes: (Savings of \$16.872 million gross, \$9.666 million net)

Waste Tonnage Collection and Disposal (\$4.042 million gross, \$4.042 million net)

- Expenditure reductions based on the amount of waste collected and disposed of at Green Lane are projected to be lower resulting in contracted savings of \$2.291 million for collection in districts 1 & 2 and disposal cost savings of \$1.751 million for City waste at Green Lane.

Green Lane Operations (\$2.430 million gross, \$1.068 million net)

- Expenditure savings of \$2.430 million offset by revenue decreases of \$1.362 million result in net savings of \$1.068 million for Green Lane Operations. The 2014 Green Lane operating budget consists of several components, including estimated waste tonnage to be disposed at Green Lane, price per tonne for contract management at Green Lane, Contribution to Green Lane Reserve Fund and Green Lane Perpetual Care Reserve Fund, Royalty Fees, Tipping Fees from paid waste, and property tax payment, etc. Most of these budget changes are driven by the waste tonnage estimate. Overall, there is a gross budget decrease and a revenue budget decrease which result in a net decrease to the level of funding for Green Lane operations and reserve fund sustainability.

Line by Line Reduction Options Based on Experience (\$1.390 million gross, \$1.289 million net)

- A review of all operating expenditures and revenues based on actual experience has resulted in a reduction of \$1.390 million gross and \$1.289 million net in the operating budget. This will contribute to reducing budget pressure and the better alignment of the budget to actual requirements.

Additional Reduction to Reserve Fund Contribution (\$0.916 million gross and net)

- The 2014 Recommended Operating Budget for SWMS includes a contribution to the Waste Management Reserve Fund, which is a funding source for SWMS capital works and program stabilization. This level of contribution reflects a year over year decrease of \$0.916 million. Based on the projected year-end balance of this reserve, the recommended 3% rate increase and on-going operating contributions, this reduction can be achieved without impacting funding for the 2014 – 2023 Recommended Capital Budget and Plan.

Base Revenue Changes: (\$13.860 million in net revenue)*Volume Based User Fee - 3% increase (\$7.737 million net revenue)*

- As part of the strategy to achieve the waste diversion target of 70%, Solid Waste Management Services was reorganized in 2008/2009 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 the 70% diversion target. In 2014, a rate increase of 3% is recommended in order to maintain the financial viability of the Diversion Programs and address reserve fund sustainability. Similarly, the Program is forecasting 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 Recommended Capital Budget and Plan.

Blue Box Funding (Provincial) (\$4.000 million net revenue)

- WDO / Stewardship Ontario funding for the blue box program negotiated with industry is expected to be higher in 2014; and it is recommended that the 2014 budget be adjusted to include a funding increase of \$4 million to bring the revenue for WDO / Stewardship Ontario funding for blue box program to \$16 million in 2014 from \$12 million in 2013. This funding is based on a Province wide negotiated formula.

Various Tipping, Processing and User Fee Revenue Changes (\$2.123 million net revenue)

- Various revenue adjustments totalling \$2.123 million are recommended for 2014. These adjustments include RUAC (Residential Units Above Commercial) Fee Technical Adjustment, Other Revenues from tipping fees for extra residual waste from recyclables processing, Transfer Station Tipping Fees -Commercial (Volume Adjustment), the Harmonization of Agencies, Corporations & School Rates with Commercial Rates, an adjustment for School Fees based on volume and additional revenue for MHSW (Municipal Hazardous or Special Waste) from Stewardship Ontario.

Service Efficiencies: (Savings of \$0.638 million gross, \$0.638 million net)*SWMS Re-organization*

- In 2013, the SWMS Division initiated a re-structuring in order to provide better customer service, to more efficiently implement waste diversion initiatives in the multi-residential sector and to deliver on the 5 primary objectives identified in the 2013 Strategic Plan, namely ensuring *Motivated and Engaged Employees; Research and Education in Solid Waste Management; Exceptional Customer Service; Operational Excellence; and a Sustainable Utility*.
- Through this re-structuring, 33 new positions were created and 49 existing vacant positions were deleted, for a net reduction of 16 FTEs and an overall salary budget reduction of \$0.638 million with no impact on service levels.

Revenue Adjustments: (Savings of \$0 million gross, \$0.313 million net)*Tipping & User Fees Charities, Institutions and Religious Organizations (CIRO) Implementation*

- During the 2012 Budget process, Council approved rates for previously exempt non-residential customers, to be phased-in over 4 years, 2012-2015.
- As part of the introduction of these fees in 2012, CIRO customers, which make up approximately 90% of this customer type, were offered free garbage, recycle and organic bins. Programming adjustments to the IT systems and billing were also made to maintain more accurate and up-to-date data for these customers.
- After Council approved these rates for previously exempt non-residential customers in 2012, a special sector of this group was identified as customers whose business could be significantly impacted by the garbage fees. Organizations who received donated goods to run their programs would end up paying for waste they did not generate. Staff recommended a reduced rate waste special category that was approved by Council in August 2012.
- During the 2013 Budget process, Council suspended the collection of the fees and directed staff to consult with the stakeholders on how the new fees would affect them, as well as to help them increase their diversion rates and therefore reduce the impact of these fees.
- SDF&A has collaborated with SWMS to define the criteria for customers received donated goods to run their programs. Customers would be credited for the portion of residual waste determined from donated goods. This credit would reduce the revenue generated from previously exempt non-residential customers.
- The annual revenue to be generated from CIRO customers is \$1.581 million with the exempted group to be credited for the portion of residual waste determined from donated goods. It is recommended that these fees be re-introduced in 2014 at the previously approved phased-in rate of 25% per year over four years as oppose to the 75% phase that otherwise would have been scheduled for 2014. As a result the impact in 2014 is \$0.313 million, with equal incremental impacts in 2015, 2016 and 2017.
- As all SWMS customers realize the financial costs of service, the overall community has more incentive to participate in the City's diversion goals, not just residential customers. Furthermore, the community will not see a reduction of social services from organizations that rely on donated goods as a result of SWMS fees. This recommended service revenue change will have a positive impact the overall Waste Diversion Rate.

2014 Recommended New / Enhanced Service Priority Actions

(In \$000s)

There are no new / enhanced service priority actions recommended for SWMS in 2014.

2015 and 2016 Plan

(In \$000s)

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	278.7		278.7	0.1%		282.3		282.3	0.1%	
COLA	1,508.2		1,508.2	0.4%					0.0%	
Fringe Benefits	582.5		582.5	0.2%		331.0		331.0	0.1%	
Operating Impact of Capital	1,611.2	4,396.1	(2,785.0)	(0.8%)		3,366.5	4,483.9	(1,117.4)	(0.3%)	
Blue Box Funding (Prov)		293.4	(293.4)	(0.1%)			265.6	(265.6)	(0.1%)	
Harmonization of ABCD & School Rates		373.3	(373.3)	(0.1%)			373.3	(373.3)	(0.1%)	
Tipping & User Fees (CIRO) Implementation		312.7	(312.7)	(0.1%)			312.7	(312.7)	(0.1%)	
Green Lane Operations	8,105.0	(1,190.4)	9,295.4	2.6%		5,653.7	3,262.7	2,391.1	0.7%	
Sub-Total	12,085.7	4,185.2	7,900.5	2.2%		9,633.5	8,698.1	935.4	0.3%	
Anticipated Impacts:										
Volume Based User Fees -		10,652.4	(10,652.4)	(3.0%)			13,463.0	(13,463.0)	(3.8%)	
Sub-Total		10,652.4	(10,652.4)	(3.0%)			13,463.0	(13,463.0)	(3.8%)	
Total Incremental Impact	12,085.7	14,837.6	(2,751.9)	(0.8%)		9,633.5	22,161.2	(12,527.6)	(3.5%)	

Approval of the 2014 Recommended Base Budget for Solid Waste Management Services will result in 2015 and 2016 incremental increase of \$7.901 million net and \$0.935 million net, respectively, to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- *COLA, Progression Pay and Fringe Benefits* are estimated to increase by \$2.369 million in 2015 and \$0.613 million in 2016.
- *Operating Impact of Capital* savings of \$2.785 million in 2015 and \$1.117 million in 2016 reflects the net revenue anticipated to be generated through major capital infrastructure projects for biogas and landfill gas utilization.
- Various revenue changes are anticipated to incrementally increase net revenue by \$0.979 million in 2015 and \$0.951 million in 2016. These include *Blue Box Funding (Provincial), Harmonization of Agencies and Corporations & School Rates and Tipping & User Fees (CIRO)*.
- *Green Lane Operations* are anticipated to incrementally increase net costs by \$9.295 million in 2015 and \$2.391 million in 2016. The estimated impacts are based on expenditure and revenue projections that are primarily aligned with forecasted waste tonnage disposals.

Anticipated Impacts

- Volume Based User Fees are recommended to increase by 3% or \$7.737 million in 2014. The projected increase required for 2015 is 4% with total incremental net revenue of \$10.652 million. For 2016, a 4.7% increase will generate incremental net revenue of \$13.463 million.

V: ISSUES FOR DISCUSSION

Future Year Issues

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. 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.

While 2009 and 2010 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% is recommended in order to maintain the financial viability of the Diversion Program and address reserve fund sustainability. Similarly, the Program is forecasting 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 Recommended Capital Budget and Plan.

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. 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 revenue fully funds Solid waste Management's operating and 41.3% of its 2014 – 2023 Recommended Capital Budget and Plan, with 51.6% still being funded by recoverable debt (serviced within SWMS operating) and 7.1% by 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, assumptions related to building or not building a waste management facility in order to extend the life of Green lane Landfill are being considered.

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 a consultant's study 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 is expected to be 70% by 2016 based on various initiatives that are either in process or planned. This is a six-year delay in achieving the diversion target, however it is now also projected that the life Green Lane landfill has increased by 2 years to 2036. 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% by 2016. 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: Further contracting-out of collection services in Districts 3 and 4, (east of Yonge Street) has been considered and is currently not being planned. Further change in this regard would be at City Council's discretion.

Issues Referred to the 2014 Operating Budget Process

2014 Service Level Review Process

- On September 20, 2013, the Public Works and Infrastructure Committee referred the following motion to the budget process:
“City Council direct that the following service standards be included in the 2014 Service Standards for Solid Waste Management Services, and direct the Deputy City Manager and Chief Financial Officer to include the necessary resources in the 2014 recommended budget:
 - a. residential diversion rate for 2014 be 60 percent or 600,000 tons of solid waste; and
 - b. 4,000 multi-residential buildings on green program, producing 17,500 tons of Source Separated Organics.”

It has been determined that motion a. is not viable given the current status of the City's waste diversion program. The overall waste diversion rate for 2014 is projected to be 55% of which multi-residential buildings have a target diversion rate of 30%.

The recommendations from motion b can be fully accommodated within the funding available in the 2014 Recommended Operating Budget for SWMS.. Currently there are over 4,500 multi-residential properties receiving city collection services and of these, approximately 3,000 properties are participating in the organics program or are in the process of receiving their bins to start the program. SWMS staff will continue to target outreach efforts to this sector in 2014.

Green Bin Implementation in Multi-Residential Buildings and Waste Reduction/Diversion Education Initiatives

- On June 19, 2013, the Public Works and Infrastructure Committee adopted the following recommendations:
 1. Requested the General Manager, Solid Waste Management Services, to augment the education and outreach program to encourage multi-residential resident participation in the green bin program, including:
 - a. lobby information tables;
 - b. partnering with ethno-cultural, settlement, housing, tenant and social service groups to assist with education and outreach activities;
 - c. developing a framework for setting targets, measuring and providing incentives for residents and property owners to increase participation and diversion.
 2. Requested the General Manager, Solid Waste Management Services and the Director, Facilities and Real Estate, in cooperation with Toronto Community Housing Corporation, City agencies, boards, commissions and corporations, to develop a detailed multi-year plan for the implementation of the green bin program in Toronto Community Housing Corporation and City buildings.
 3. Requested that the General Manager, Solid Waste Management Services, to develop detailed Ward by Ward green bin implementation plans in consultation with local Councillors.
 4. Requested the General Manager, Solid Waste Management Services, to report to the Public Works and Infrastructure Committee on these and other implementation issues through the budget process, including specific details of steps taken by staff to promote green bins in multi-residential buildings and an evaluation of existing education and support activities and changes in volume of waste after green bin implementation.
- Recommendation 4 essentially referred this report and recommendations to the 2014 budget process. The detailed requirements of these recommendations have been included in the 2014 Operating Budget for SWMS as part of the on-going planned effort to increase waste diversion in multi-residential buildings.
- Funding of \$0.750 million has been allocated to both 2014 and 2015 to address diversion issues at TCHC buildings. In addition, funding in 2014 for research and communication will be utilized for improved education initiatives for multi-residential buildings. The on-going and long term plans for multi-residential building waste diversion are also a major component of the Long Term Waste management Strategy Study that will begin in 2014. *Please refer to Appendix B of the concurrent report entitled "Recommended 2014 Solid Waste Rates" for details of multi-residential building diversion activities.*

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. A RFP is currently being drafted to secure the services of a consultant to review all options. It is expected that the work will start in the 1st quarter 2014 with a goal to implement any recommended options in 2015.
- It is recommended that staff report back to Standing Committee prior to the 2015 budget process on the viability of hedge funding for SWMS.

Appendix 1

2013 Service Accomplishments

In 2013, Solid Waste Management Services' accomplished the following:

- ✓ On track to achieve diversion rates by year end of:
 - Overall residential diversion - 55%
 - Single-family residential - 68%
 - Multi-residential – 30%

- ✓ Expected to process the following tonnages of materials in 2013:
 - Source Separated Organics - 135,100 tonnes
 - Single Stream Recycling - 211,100 tonnes
 - Yard waste – 102,700 tonnes
 - Residual waste sent to Green lane - 497,300 tonnes

Diversion rates in 2013 increased as a result of:

- ✓ Continued rollout of SSO collection services to multi-residential locations;
- ✓ Continued providing in-unit recycling containers to increase the recovery of recyclable material in multi-unit residences;
- ✓ Delivered curbside collection of household durable goods for reuse and recycling;
- ✓ Expanded the collection of mattresses for recycling;
- ✓ Evaluated the pilot project of recycling carpets to determine whether to issue an RFQ for carpet recycling;
- ✓ Included mixed rigid plastics in the City's recycling program; and
- ✓ Replaced and upgraded existing street litter / recycle bins.

Other 2013 Accomplishments:

- ✓ Completed 10 year Strategic Plan;
- ✓ Completed a 10 year divisional IT Plan that will identify the division's future IT requirements;
- ✓ Conducted public consultation to ensure that the concerns of CIROs were considered and waste diversion strategies were recommended that would reduce overall fees changed and increase diversion;
- ✓ Full year implementation of the contracting out of residential curbside collection in D2 to achieve an equal split of 50% in-house and contracted services with no impact on service levels and standards. 2013 estimated savings of \$12 M;
- ✓ Landfill perpetual care operation was transferred back to the Division;

- ✓ Completed construction of the Disco SSO processing facility with expected commissioning in late 2013/early 2014;
- ✓ Completed emergency repairs to the Dufferin organics processing (SSO) facility with the new biofilter and digester;
- ✓ Completed the divisional reorganization with implementation of the Talent Management Program; and,

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	354,315.8	342,133.5	349,942.7	347,602.1	(2,340.6)	(0.7)
Revenues	354,315.8	342,133.5	349,942.7	347,731.4	(2,211.3)	(0.6)
Net Expenditures	-	-	-	(129.3)	(129.3)	
Approved Positions	1,351.0	916.0	1,118.7	967.0	(151.7)	(13.6)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- For year-end 2013, SWMS is projecting, as of the 3rd quarter, to be under budget by \$2.341 million or 0.7% compared to the 2013 Approved Operating Budget of \$349.943 million gross and \$2.211 million or 0.6% under the 2013 budgeted revenues of \$349.943 million. This results in an insignificant net revenue variance of \$0.129 million at year-end. The variance to date reflects the impact of vacancies for temporary employees offset by increased costs for processing organics and recyclables. The projected variance in revenues is mainly due to under-achieved revenue in volume based user fees from multi-residential clients, lower revenue from sales of recyclable materials, lower bag tag revenue and lower than expected biosolid disposal fee revenue from Toronto Water.

Impact of 2013 Operating Variance on the 2014 Requested 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 2013 are dependent on the volume of waste produced and broader resale markets for commodities. The year-end position indicates a nominal net surplus as projected expenditures are generally matched with anticipated revenues.

- The 2014 Recommended Operating Budget will further adjust collection, processing and disposal budgets to be re-aligned with actual costs, volume and market based revenue forecasts. The 2014 Recommended Operating Budget will balance these base budget adjustments and service efficiencies 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.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved	%	Plan	Plan
	\$	\$	\$	\$	\$	\$		\$	\$
Salaries and Benefits	105,526.4	89,808.3	92,432.5	86,409.2	92,401.7	(30.8)	(0.0%)	94,369.4	94,378.2
Materials and Supplies	6,560.3	6,540.4	5,775.9	5,507.6	5,957.9	182.1	3.2%	6,155.1	6,347.9
Equipment	3,402.4	1,103.6	868.1	1,093.0	441.7	(426.4)	(49.1%)	458.6	474.6
Services & Rents	87,210.1	101,230.4	115,306.8	118,570.9	125,687.2	10,380.4	9.0%	132,397.6	136,883.4
Contributions to Capital	-	-	-	41,616.9	-	-	-	-	-
Contributions to Reserve/Res Funds	71,121.5	52,307.5	34,332.3	62,506.8	40,774.3	6,442.0	18.8%	30,370.5	37,568.6
Other Expenditures	49,741.0	60,713.7	70,752.4	49.5	57,578.2	(13,174.1)	(18.6%)	69,095.0	77,395.6
Interdivisional Charges	30,754.2	30,429.4	30,474.7	31,848.2	31,395.2	920.5	3.0%	32,495.8	32,500.5
Total Gross Expenditures	354,315.8	342,133.5	349,942.7	347,602.1	354,236.4	4,293.7	1.2%	365,342.1	385,548.8
Interdivisional Recoveries	4,244.4	3,657.5	6,431.6	5,511.6	5,704.4	(727.2)	(11.3%)	5,811.2	6,104.8
Provincial Subsidies	19,825.8	19,798.4	13,574.7	-	17,675.9	4,101.2	30.2%	17,969.3	18,234.9
Federal Subsidies	-	-	-	-	-	-	-	-	-
Other Subsidies	-	-	-	17,934.5	-	-	-	-	-
User Fees & Donations	258,742.0	258,975.8	261,857.6	259,991.1	270,394.2	8,536.6	3.3%	278,562.0	292,061.3
Transfers from Capital Fund	2,452.5	1,807.2	3,440.0	2,608.1	3,440.0	-	0.0%	3,440.0	3,440.0
Contribution from Reserve Funds	-	-	-	-	5,503.0	5,503.0	-	5,503.0	5,503.0
Contribution from Reserve	-	-	-	-	-	-	-	-	-
Sundry Revenues	69,051.3	57,894.6	64,638.8	61,686.0	51,518.9	(13,120.0)	(20.3%)	54,056.5	60,204.8
Total Revenues	354,315.8	342,133.5	349,942.7	347,731.4	354,236.4	4,293.7	1.2%	365,342.1	385,548.8
Total Net Expenditures	-	-	-	(129.3)	-	(0.0)		-	-
Approved Positions	1,351.0	916.0	1,118.7	967.0	1,102.7		0.0%	1,102.7	1,102.7

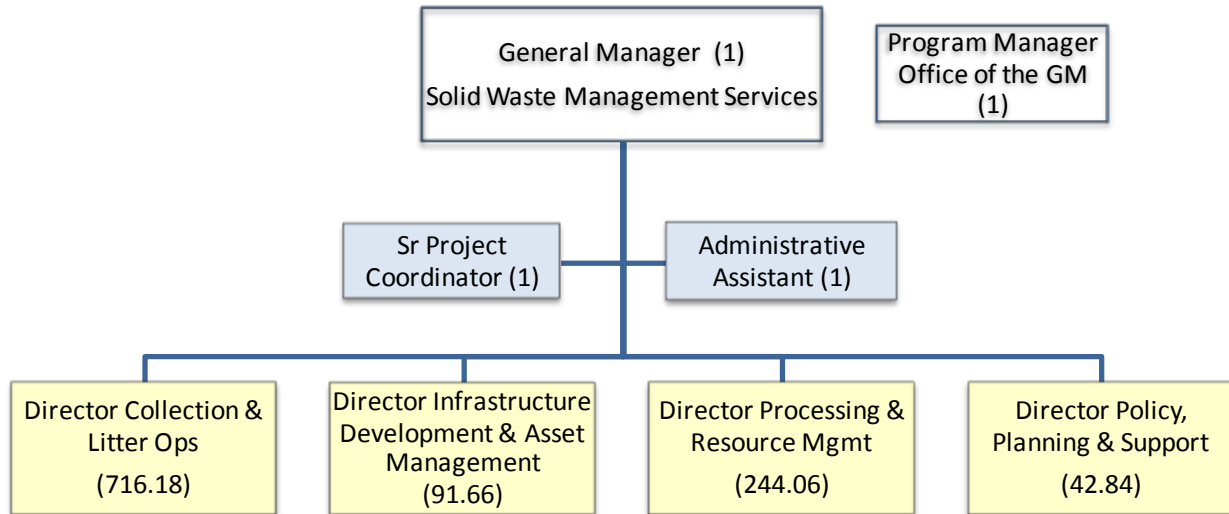
2014 Key Cost Drivers

- Since 2009, SWMS has been fully supported by volume-based user fees and other revenue.
- Recommended adjustments to expenditures and revenues by category in 2014 total \$4.3 million respectively and reflect recommended service changes. The following highlights the key variances:
 - 2013, 2014 and 2015 salaries include provision for cost of living and other required adjustments for union and non-union employees in accordance with approved settlements.
 - Services & Rents increase of \$10.4 million over 2013 mainly reflects the increased costs of front-end collection, seeking alternate landfill disposal capacity, increased communication costs and processing costs for recyclables and organics as well as a nominal allowance for unmitigated inflationary pressures. The trend from 2011 to 2013 shows that as processing costs tend to fluctuate with changing contract provisions a general upward trend is indicated. Costs for District 2 collection services were transferred to contracted services and the full annualized impact of this change is reflected in 2013.

- Contributions to Reserves/Reserve Funds account for a \$4.6 million increase to the contribution to the Waste Management Reserve Fund to total \$19.599 million (excluding assumed interest) in 2014, a decrease of contribution of \$1.75 million to the Green Lane Reserve Fund and an increase of \$3.8 million to the Perpetual Care Reserve Fund contribution. The trend for contributions to reserve funds tends to fluctuate primarily due to requirements of the Waste Management Reserve Fund. While 2010 and 2011 include contribution of the year-end operating surplus, a decrease in contribution was budgeted for 2013 as an operating stabilization amount due to ongoing operating pressures, fixed user fees and a much smaller anticipated operating surplus for 2012. The change to the contribution for perpetual care of closed landfills is based on identified control system capital requirements for 2014.
- Other expenditures have been reduced by \$13 million over 2013 to reflect the impact of implementing alternate landfill disposal in 2014, which will reduce the cost to transport and dispose City of Toronto waste at Green Lane due to the proposed alternate disposal plan.
- Revenue changes for 2013 reflect increased provincial funding of \$4 million for the Blue Box Recycling program, volume based user fee increases of 3% or \$7.8 million, other technical user fee adjustments of \$2.1 million (e.g. harmonization to commercial rates and re-introduction of CIRO collection fees) and reserve funding of \$5.5 million from the Waste Management Reserve Fund to stabilize Green Lane Operations due to the plan to seek alternate landfill disposal, i.e. due to not disposing 150,000 tonnes of residual waste at Green Lane there would be a resultant revenue loss that requires funding stabilization to allow operations to net to zero expenditure.
- Approved positions for 2013 totaled 1,118.7. Recommended decreases to approved positions for 2014 total 16 positions arising from the implementation of the recommended service efficiency savings from an internal re-organization in 2013. Positions reductions between 2010 and 2012 are mainly due to contracting-out of collection in District 2 thereby reducing the requirement for temporary staff while reallocating permanent staff to other districts.

Appendix 2 - Continued

2014 Organization Chart



2013 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	122.0	134.8	824.2	1,082.0
Part-Time			19.8	0.9	20.7
Total	1.0	122.0	154.6	825.1	1,102.7

Appendix 3

Summary of 2014 Recommended Service Changes



**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2014 Staff Recommended Base Budget Before Service Change:			354,874.0	353,923.7	950.3	1118.7	312.6	312.7

801	Solid Waste Management Services Re-Organization
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51	1	Description:
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In 2013, SWMS initiated a re-structuring in order to provide better customer service, to more efficiently implement waste diversion in the multi-residential sector and to deliver on the 5 primary objectives identified in the 2013 Strategic Plan. Through this re-structuring, 33 new positions were created and 49 existing vacant positions were deleted, for a recommended net reduction of 16 FTEs in 2014 and an overall salary budget reduction of \$0.638 million with no impact on service levels.

Service Level Impact:

No service level impact.

Service: SW-City Beautification

Total Staff Recommended:	1,246.0	0.0	1,246.0	0.0	0.0	0.0
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Service: SW-Residual Management

Total Staff Recommended:	102.7	0.0	102.7	0.0	0.0	0.0
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Service: SW-Solid Waste Collection & Transfer

Total Staff Recommended:	(2,615.3)	0.0	(2,615.3)	0.0	0.0	0.0
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Service: SW-Solid Waste Education & Enforcement

Total Staff Recommended:	494.4	0.0	494.4	0.0	0.0	0.0
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Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change



**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: SW-Solid Waste Processing & Transport						
		Total Staff Recommended:	134.6	0.0	134.6	0.0	0.0	0.0
		Service: SW-Allocable Service						
		Total Staff Recommended:	0.0	0.0	0.0	(16.0)	0.0	0.0
		Staff Recommended Service Changes:	(637.6)	0.0	(637.6)	(16.0)	0.0	0.0

878	User Fees: Charities, Institutions, Religious Organizations
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52	1	Description:
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For 2012, approved rates for previously exempt non-residential customers (CIRO) were to be phased-in over 4 years. For 2013, Council suspended these fees and directed staff to consult with stakeholders on the impact of the fees and on increasing diversion rates to mitigate the impact.

These fees are being re-introduced in 2014 at the approved phased-in rate of 25% per year over four years. As a result, the impact in 2014 is \$0.313 million, with equal incremental impacts in 2015, 2016 and 2017. This recommended service revenue change will have a positive impact the overall Waste Diversion Rate.

Service Level Impact:

No service level impact.

Service: SW-City Beautification

Total Staff Recommended:	0.0	1.6	(1.6)	0.0	(1.5)	0.0
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Service: SW-Residual Management

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change



**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services B Program: Solid Waste Management Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended:	0.0	53.8	(53.8)	0.0	(53.8)	0.0
		Service: SW-Solid Waste Collection & Transfer						
		Total Staff Recommended:	0.0	155.1	(155.1)	0.0	(154.8)	(312.7)
		Service: SW-Solid Waste Education & Enforcement						
		Total Staff Recommended:	0.0	5.0	(5.0)	0.0	(5.0)	0.0
		Service: SW-Solid Waste Processing & Transport						
		Total Staff Recommended:	0.0	97.2	(97.2)	0.0	(97.4)	0.0
		Staff Recommended Service Changes:	0.0	312.7	(312.7)	0.0	(312.6)	(312.7)

Summary:

Staff Recommended Service Changes:	(637.6)	312.7	(950.3)	(16.0)	(312.6)	(312.7)
Total Staff Recommended Base Budget:	354,236.4	354,236.4	0.0	1,102.7	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		20,193.8	23,226.9	22,239.0	10,258.9
Vehicle Reserve- Solid Waste	XQ1014				
<i>Contributions -Total</i>		8,000.0	8,000.0	8,000.0	9,000.0
<i>Proceeds Sale of Vehicles & Equipment</i>		652.1	1,009.2	986.8	
<i>(Withdrawals)- Total</i>		(5,619.0)	(9,997.0)	(20,967.0)	(12,094.0)
Total Reserve / Reserve Fund Draws / Contributions		23,226.9	22,239.0	10,258.9	7,164.9
Balance at Year-End		23,226.9	22,239.0	10,258.9	7,164.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		19,944.1	16,300.6	16,474.4	16,803.9
Perpetual Care of Landfills Reserve Fund-	XR1013				
<i>Estimated Interest Earned</i>		199.4	203.8	329.5	336.1
<i>Contributions (Operating)</i>		6,168.1	10,000.0	10,000.0	10,000.0
<i>Morningside Landfill Remediation</i>		(3,870.0)	(30.0)	-	-
<i>Basic Perpetual Care</i>		(4,094.0)	(6,666.6)	(6,666.6)	(6,666.6)
<i>New Control Systems</i>		(2,047.0)	(3,333.4)	(3,333.4)	(3,333.4)
Total Reserve / Reserve Fund Draws / Contributions		16,300.6	16,474.4	16,803.9	17,139.9
Balance at Year-End		16,300.6	16,474.4	16,803.9	17,139.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		71,294.3	74,517.9	62,423.2	34,580.2
Waste Management Reserve Fund-	XR1404				
<i>Estimated Interest Earned</i>		712.9	931.5	1,248.5	691.6
<i>Contributions (Withdrawals) Operating</i>		15,011.5	19,598.6	9,074.6	15,242.9
<i>Estimated Prior Y/E Operating Surplus</i>		11,265.0	129.3	-	-
<i>Transfers (to) from Green Lane Operating</i>		-	(5,503.0)	(5,503.0)	(5,503.0)
<i>Funding for Capital</i>		(23,765.9)	(27,251.0)	(32,662.9)	(19,407.2)
Total Reserve / Reserve Fund Draws / Contributions		74,517.9	62,423.2	34,580.2	25,604.5
Balance at Year-End		74,517.9	62,423.2	34,580.2	25,604.5

Appendix 5 - Continued

Program Specific (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beging Balance		16,881.0	16,600.6	14,755.1	13,638.4
Green Lane Reserve Fund-	XR1408				
<i>Estimated Interest Earned</i>		168.8	207.5	295.1	272.8
<i>Contributions (+)</i>		2,459.8	712.6	712.6	712.6
<i>Funding for Capital</i>		(2,909.0)	(2,765.6)	(2,124.5)	(2,260.5)
Total Reserve / Reserve Fund Draws / Contributions		16,600.6	14,755.1	13,638.4	12,363.3
Balance at Year-End		16,600.6	14,755.1	13,638.4	12,363.3
Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beging Balance		2,174.1	2,605.4	3,047.5	3,518.0
Green Lane Perpetual Care Reserve Fund	XR1409				
<i>Estimated Interest Earned</i>		21.7	32.6	61.0	70.4
<i>Contributions (+)</i>		409.5	409.5	409.5	409.5
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		2,605.4	3,047.5	3,518.0	3,997.9
Balance at Year-End		2,605.4	3,047.5	3,518.0	3,997.9
Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beging Balance		107.0	108.1	109.4	111.6
Green Lane Liability Trust	XT6109				
<i>Estimated Interest Earned</i>		1.1	1.4	2.2	2.2
<i>Contributions (+)</i>					
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		108.1	109.4	111.6	113.9
Balance at Year-End		108.1	109.4	111.6	113.9

Appendix 5 - Continued

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Begining Balance		17,208.0	37,373.9	57,835.0	78,985.5
Insurance Reserve Fund	XR1010				
<i>Estimated Interest Earned</i>		172.1	467.2	1,156.7	1,579.7
<i>Contributions (+)</i>		2,053.6	2,053.6	2,094.7	2,178.5
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		19,433.7	39,894.7	61,086.3	82,743.7
Other program / Agency Net Withdrawals & Contributions		17,940.3	17,940.3	17,899.2	17,815.4
Balance at Year-End		37,373.9	57,835.0	78,985.5	100,559.1

Appendix 6

2014 User Fee Rate Changes

Inflation and Other Adjustments

Rate Description	Service	Fee Category	Fee Basis	2013	2014		
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate
Clean City of Toronto owned Landfills. Tip Fee per load.		Full Cost Recovery	Tip Fee per load	\$20.00	\$0.60		\$20.60
Small Paid Waste Loads - Transfer Stations. Tip Fee each load up to 100 kilograms.		Full Cost Recovery	Tip Fee each load up to 100 kilograms	\$10.00	\$0.30		\$10.30
Waste Loads over 100 kg - Transfer Stations. Tip Fee per tonne.		Market Based	Tip Fee per tonne	\$100.00	\$3.00		\$103.00
Recyclable Material Loads - Transfer Stations. Tip Fee per tonne.		Market Based	Tip Fee per tonne	\$75.00	\$2.25		\$77.25
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7500 kg GVW - Estimated Weight based on 1,000 kg.		Market Based	Tip Fee per load	\$100.00	\$3.00		\$103.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GVW - Estimated Weight based on 3,000 kg.		Market Based	Tip Fee per load	\$300.00	\$9.00		\$309.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.		Market Based	Tip Fee per load	\$300.00	\$9.00		\$309.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off - Estimated Weight based on 4,000 kg.		Market Based	Tip Fee per load	\$400.00	\$12.00		\$412.00
Waste loads - Transfer Stations - Estimated Weight based on 4,000 kg. Fee based on Axle rates when scales are unavailable		Market Based	Tip Fee per load	\$400.00	\$12.00		\$412.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off - Estimated Weight based on 5,000 kg.		Market Based	Tip Fee per load	\$500.00	\$15.00		\$515.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - - Estimated Weight based on 8,000 kg.		Market Based	Tip Fee per load	\$800.00	\$24.00		\$824.00

Appendix 6 - Continued

Inflation and Other Adjustments - Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate
Waste loads - Transfer Stations - Estimated Weight based on 12,000 kg. Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck - Estimated Weight based on 12,000 kg.		Market Based	Tip Fee per load	\$1,200.00	\$36.00		\$1,236.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer- Estimated Weight based on 15,000 kg.		Market Based	Tip Fee per load	\$1,500.00	\$45.00		\$1,545.00
Waste loads - Transfer Stations - Estimated Weight based on 8,000 kg. Fee based on Axle rates when scales are unavailable.		Market Based	Tip Fee per load	\$800.00	\$24.00		\$824.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard-- Estimated Weight based on 8,000 kg.		Market Based	Tip Fee per load	\$800.00	\$24.00		\$824.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer -- Estimated Weight based on 10,000 kg.		Market Based	Tip Fee per load	\$1,000.00	\$30.00		\$1,030.00
Waste loads -Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.		Market Based	Tip Fee per load	\$1,000.00	\$30.00		\$1,030.00
Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Dump Truck- Estimated Weight based on 16,000 kg.		Market Based	Tip Fee per load	\$1,600.00	\$48.00		\$1,648.00
Recyclable Material Loads- Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7,500 kg GVW- Estimated Weight based on 1,000 kg.		Market Based	Tip Fee per load	\$75.00	\$2.25		\$77.25

Appendix 6 - Continued

Inflation and Other Adjustments - Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GVW - Estimated Weight based on 3,000 kg.		Market Based	Tip Fee per load	\$225.00	\$6.75		\$231.75
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.		Market Based	Tip Fee per load	\$225.00	\$6.75		\$231.75
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off- Estimated Weight based on 4,000 kg.		Market Based	Tip Fee per load	\$300.00	\$9.00		\$309.00
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Compactor - Estimated Weight based on 4,000 kg.		Market Based	Tip Fee per load	\$300.00	\$9.00		\$309.00
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off- Estimated Weight based on 5,000 kg.		Market Based	Tip Fee per load	\$375.00	\$11.25		386.25
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - Estimated Weight based on 8,000 kg.		Market Based	Tip Fee per load	\$600.00	\$18.00		\$618.00
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck - Estimated Weight based on 12,000 kg.		Market Based	Tip Fee per load	\$900.00	\$27.00		\$927.00
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer - Estimated Weight based on 15,000 kg.		Market Based	Tip Fee per load	\$1,125.00	\$33.75		\$1,158.75
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Roll-off- Estimated Weight based on 8,000 kg.		Market Based	Tip Fee per load	\$600.00	\$18.00		\$618.00
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard - Estimated Weight based on 8,000 kg.		Market Based	Tip Fee per load	\$600.00	\$18.00		\$618.00

Appendix 6 - Continued

Inflation and Other Adjustments - Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer- Estimated Weight based on 10,000 kg.		Market Based	Tip Fee per load	\$750.00	\$22.50		\$772.50
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.		Market Based	Tip Fee per load	\$750.00	\$22.50		\$772.50
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Dump Truck-- Estimated weight based on 16,000 kg.		Market Based	Tip Fee per load	\$1,200.00	\$36.00		\$1,236.00
Dedicated loads of Yard Waste material 7.5 cm (3") or greater in diameter - Transfer Stations designated by the General Manager		Market Based	Tip Fee per load	\$100.00	\$3.00		\$103.00
Tire loads - Transfer Stations. Tip Fee per tonne.		Market Based	Tip Fee per load	\$150.00	\$4.50		\$154.50
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle up to 7,500 kg GVW- Estimated weight based on 1,000 kg.		Market Based	Tip Fee per load	\$150.00	\$4.50		\$154.50
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle over 7,500 kg GVW- Estimated weight based on 3,000 kg.		Full Cost Recovery	Tip Fee per load	\$450.00	\$13.50		\$463.50
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Dump Truck-- Estimated weight based on 3,000 kg.		Full Cost Recovery	Tip Fee per load	\$450.00	\$13.50		\$463.50
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Roll-off- Estimated weight based on 4,000 kg.		Full Cost Recovery	Tip Fee per load	\$600.00	\$18.00		\$618.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Compactor- Estimated weight based on 4,000 kg.		Full Cost Recovery	Tip Fee per load	\$600.00	\$18.00		\$618.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Roll-Off- Estimated weight based on 5,000 kg.		Full Cost Recovery	Tip Fee per load	\$750.00	\$22.50		\$772.50

Appendix 6 - Continued

Inflation and Other Adjustments – Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Compactor- Estimated weight based on 8,000 kg.		Full Cost Recovery	Tip Fee per load	\$1,200.00	\$36.00		\$1,236.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Dump Truck - Estimated weight based on 12,000 kg.		Full Cost Recovery	Tip Fee per load	\$1,800.00	\$54.00		\$1,854.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Tractor Trailer-- Estimated weight based on 15,000 kg.		Full Cost Recovery	Tip Fee per load	\$2,250.00	\$67.50		\$2,317.50
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Roll-off- Estimated weight based on 8,000 kg.		Full Cost Recovery	Tip Fee per load	\$1,200.00	\$36.00		\$1,236.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle & 75 Cubic Yard- Estimated weight based on 8,000 kg.		Full Cost Recovery	Tip Fee per load	\$1,200.00	\$36.00		\$1,236.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Tractor Trailer-- Estimated weight based on 10,000 kg.		Full Cost Recovery	Tip Fee per load	\$1,500.00	\$45.00		\$1,545.00
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Compactor- Estimated weight based on 10,000 kg.		Full Cost Recovery	Tip Fee per load	\$1,500.00	\$45.00		\$1,545.00
Tip Fee per Load - Triple Axle Dump Truck- Estimated weight based on 16,000 kg		Full Cost Recovery	Tip Fee per load	\$2,400.00	\$72.00		\$2,472.00
Waste Loading Services - Transfer Stations. Loading fee per tonne for drop and load service.		Full Cost Recovery	Loading fee per tonne	\$13.00	\$0.39		\$13.39
Load Weighing Service only- Transfer Stations. Flat fee for weighing a vehicle.		Full Cost Recovery	Per use of transfer station weight scales	\$10.00	\$0.30		\$10.30

Appendix 6 - Continued

Inflation and Other Adjustments – Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.		Full Cost Recovery	Annual Fee - Once per Week Cart Collection	\$806.00	\$24.18		\$830.18
Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.		Full Cost Recovery	Annual Fee - Twice per Week Cart Collection	\$1,612.00	\$48.36		\$1,660.36
Commercial Front End Garbage Collection - Uncompacted. Per Lift per Cubic Yard - Uncompacted.		Full Cost Recovery	Pfee per cubic yard of un-compacted garbage	\$11.09	\$0.33		\$11.42
Commercial Front End Garbage Collection - Compacted. Per Lift per Cubic Yard - Compacted.		Full Cost Recovery	Fee per cubic yard of compacted garbage	\$22.18	\$0.67		\$22.85
Commercial Garbage Collections. Fee per Bag or Tag (each).		Full Cost Recovery	Fee per Bag or Tag (each)	\$3.10	\$0.09		\$3.19
Commercial Garbage Collections. Fee to purchase 35 gallon organic bin.		Full Cost Recovery	Fee to purchase 35 gallon organic bin	\$55.00	\$1.65		\$56.65
Commercial Garbage Collections. Fee to purchase 65 gallon organic bin.		Full Cost Recovery	Fee to purchase 65 gallon organic bin	\$65.00	\$1.95		\$66.95
Commercial Garbage Collections. Fee to purchase a 95 gallon recycling bin.		Full Cost Recovery	Fee to purchase a 95 gallon recycling bin	\$85.00	\$2.55		\$87.55
Composters. Fee to purchase a composter.		Full Cost Recovery	Fee to purchase a composter	\$13.28	\$0.40		\$13.68
Composters. Fee to deliver composter.		Full Cost Recovery	Fee to deliver composter	\$5.00	\$0.15		\$5.15
Fee to purchase a Green Bin Organics Kitchen Container.		Full Cost Recovery	Fee to purchase a Green Bin	\$0.00	\$0.00		\$0.00
Fee to purchase an organics kitchen container.		Full Cost Recovery	Fee to purchase an organics kitchen container	\$4.43	\$0.13		\$4.56
Organic Kitchen Container. Fee to purchase apartment container.		Full Cost Recovery	Fee to purchase apartment container	\$3.02	\$0.09		\$3.11
Fee to purchase a racoon latch		Full Cost Recovery	Fee to purchase a racoon latch	\$7.96	\$0.24		\$8.20
Fee to purchase a yard waste bin		Full Cost Recovery	Fee to purchase a yard waste bin	\$4.52	\$0.14		\$4.66
Fee to purchase a recycling box		Full Cost Recovery	Fee to purchase a recycling box	\$5.28	\$0.16		\$5.44
Fee per flower pot per collection from schools - twice weekly collection		Full Cost Recovery	Fee per flower pot per collection - twice weekly collection	\$0.00	\$0.00		\$0.00

Appendix 6 - Continued

Inflation and Other Adjustments – Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Residential Curbside collection. Annual Collection Fee - Medium Bin.		Full Cost Recovery	Annual Collection Fee - Medium Bin.	\$271.93	\$8.16		\$280.09
Residential Curbside collection. Annual Collection fee- Large Bin.		Full Cost Recovery	Annual Collection fee- Large Bin.	\$369.31	\$11.08		\$380.39
Residential Curbside Collection. Annual Collection fee - Extra Large Bin.		Full Cost Recovery	Annual Collection fee - Extra Large Bin.	\$428.36	\$12.85		\$441.21
Residential Curbside Collection. Annual Collection Fee - Bag - only customer.		Full Cost Recovery	Annual Collection Fee - Bag - only customer.	\$143.40	\$4.30		\$147.70
Residential Curbside Collection for Subscription Properties - using extra-large garbage bins.		Full Cost Recovery	Annual Base Collection Fee (per dwelling unit per year) - up to base of 1.917 cubic yards (per dwelling unit per year) of un-compacted garbage or up to base of 0.9585 cubic yards (per dwelling unit per year) of compacted garbage.	\$191.30	\$5.74		\$197.04
Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Multi-residential.		Full Cost Recovery	Excess Collection Fee (per cubic yard) of un-compacted garbage over base 1.917 cubic yards (per dwelling unit per year)	\$13.27	\$0.40		\$13.67
Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Multi-residential.		Full Cost Recovery	Excess Collection Fee (per cubic yard) of compacted garbage over base 0.9585 cubic yards (per dwelling unit per year)	\$26.55	\$0.80		\$27.35
Residential Curbside collection for Subscription Properties - bag only collection. Multi-residential.		Full Cost Recovery	Annual Base Collection Fee Excess Collection Fee (per dwelling unit per year)	\$191.30	\$5.74		\$197.04
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Garbage Bin Downsizing Exchange Fee.		City Policy	Garbage Bin Downsizing Exchange Fee.	\$0.00	\$0.00		\$0.00

Appendix 6 - Continued

Inflation and Other Adjustments – Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Garbage Bin Upsizing Exchange Fee.		Full Cost Recovery	Garbage Bin Upsizing Exchange Fee.	\$20.00	\$0.60		\$20.60
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Recycling Bin Upsizing Exchange Fee.		City Policy	Recycling Bin Upsizing Exchange Fee.	\$0.00	\$0.00		\$0.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Recycling Bin Downsizing Exchange Fee.		Full Cost Recovery	Recycling Bin Downsizing Exchange Fee.	\$0.00	\$0.00		\$0.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Replacement of lost or stolen bin- Small Bin.		Full Cost Recovery	Replacement of lost or stolen bin- Small Bin.	\$0.00	\$0.00		\$0.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Replacement of lost or stolen bin - Medium Bin.		Full Cost Recovery	Replacement of lost or stolen bin - Medium Bin.	\$0.00	\$0.00		\$0.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Replacement of lost or stolen bin - Large Bin.		Full Cost Recovery	Replacement of lost or stolen bin - Large Bin.	\$0.00	\$0.00		\$0.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Replacement of lost or stolen bin - Extra Large Bin.		Full Cost Recovery	Replacement of lost or stolen bin - Extra Large Bin.	\$0.00	\$0.00		\$0.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Bag tag (\$/tag).		City Policy	Bag tag (\$/tag)	\$3.10	\$0.09		\$3.19
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin.		Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Small Bin	\$224.00	\$6.72		\$230.72

Appendix 6 - Continued

Inflation and Other Adjustments – Continued

Rate Description	Service	Fee Category	Fee Basis	2013	2014		Budget Rate
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin.		Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Medium Bin	\$271.93	\$8.16		\$280.09
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin.		Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Large Bin	\$369.31	\$11.08		\$380.39
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Extra Large Bin.		Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Extra Large Bin	\$428.36	\$12.85		\$441.21
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin.		Full Cost Recovery	Annual Collection Fee based on weekly collection - Small Bin	\$271.93	\$8.16		\$280.09
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin.		Full Cost Recovery	Annual Collection Fee based on weekly collection - Medium Bin	\$369.31	\$11.08		\$380.39
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin.		Full Cost Recovery	Annual Collection Fee based on weekly collection - Large Bin	\$523.68	\$15.71		\$539.39
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin.		Full Cost Recovery	Annual Collection Fee based on weekly collection - Extra Large Bin	\$841.73	\$25.25		\$866.98
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Bag-only customer.		Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Bag-only customer	\$143.40	\$4.30		\$147.70
Biosolids, per tonne			Per Tonne	\$65.00	\$1.95		\$66.95
Water Treatment Residue, per tonne			Per Tonne	\$65.00	\$1.95		\$66.95
Treated Biomedical Waste, per tonne			Per Tonne	\$100.00	\$3.00		\$103.00

Appendix 6 - Continued

Recommended New User Fees

Rate Description	Service	Fee Category	Fee Basis	2014			2015	2016
				Budget Rate	Budget Volume	Incremental Revenue	Plan Rate	Plan Rate
Annual Fee per cart - Biweekly (schools)		Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$314.37			\$347.95	\$381.52
Annual Fee per cart - Weekly (schools)		Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$628.75			\$695.89	\$763.04
Annual Fee per cart - Biweekly (ABCDs)		Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$232.47			\$293.35	\$354.22
Annual Fee per cart - Weekly (ABXD's)		Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$464.95			\$586.69	\$708.44
Non-residential Curbside Garbage Collection - Annual Fee - Biweekly			Annual Collection Fee based on bi-weekly collection - Small Bin	\$20.75			\$41.51	\$62.26
Non-residential Curbside Garbage Collection - Annual Fee - Biweekly			Annual Collection Fee based on bi-weekly collection - Medium Bin	\$41.51			\$83.02	\$124.53
Non-residential Curbside Garbage Collection - Annual Fee - Biweekly			Annual Collection Fee based on bi-weekly collection - Large Bin	\$62.26			\$124.53	\$186.79
Non-residential Curbside Garbage Collection - Annual Fee - Weekly			Annual Collection Fee based on weekly collection - Small Bin	\$41.51			\$83.20	\$124.53
Non-residential Curbside Garbage Collection - Annual Fee - Weekly			Annual Collection Fee based on weekly collection - Medium Bin	\$83.02			\$166.04	\$249.05
Non-residential Curbside Garbage Collection - Annual Fee - Weekly			Annual Collection Fee based on weekly collection - Large Bin	\$124.53			\$249.05	\$373.58

Fees Recommended for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2013 Approved Rate	Year Introduced	Reason for Discontinuation
Beneficial Materials - based on City needs. Per tonne			Per Tonne	Fee range is \$10.00 - \$77.13		Discontinued
IC&I Waste 90 tonne/day or greater. Per tonne			Per Tonne	Fee range is \$37.00 - \$40.00		Discontinued
IC&I Waste 60 to 89.9 tonne/day. Per tonne			Per Tonne	Fee range is \$40.00 - \$45.00		Discontinued
IC&I Waste 30 to 59.9 tonne/day. Per tonne			Per Tonne	Fee range is \$45.00 - \$50.00		Discontinued
IC&I Waste 0 to 29.9 tonne/day. Per tonne			Per Tonne	Fee range is \$50.00 - \$77.13		Discontinued
Municipal Solid Waste 30 tonne/day or greater. Per tonne			Per Tonne	Fee range is \$45.00 - \$50.00		Discontinued
Municipal Solid Waste 20 to 29.9 tonne/day. Per tonne			Per Tonne	Fee range is \$50.00 - \$55.00		Discontinued
Municipal Solid Waste 10 to 19.9 tonne/day. Per tonne			Per Tonne	Fee range is \$55.00 - \$60.00		Discontinued
Municipal Solid Waste under 10 tonne/day. Per tonne			Per Tonne	Fee range is \$60.00 - \$65.00		Discontinued
Contaminated Soil, per tonne			Per Tonne	Fee range is \$10.00 - \$77.13		Discontinued

Appendix 6 - Continued

Recommended Technical Adjustments

Rate Description	Service	Fee Category	Fee Basis	2013 Approved Rate	2014 Budget Rate	Reason for Adjustment
Commercial Organics Collections - Annual Fee - Frequency 2x/week - per year. Incl ABCDs and Schools		Full Cost Recovery	Annual Fee - Frequency 2x/week - per year	\$320.00	\$329.60	
Commercial Organics Collections - Annual Fee - Frequency 5x/week - per year. Incl ABCDs and Schools		Full Cost Recovery	Annual Fee - Frequency 5x/week - per year	\$1,200.00	\$1,236.00	
Commercial Organics Collections - Annual Fee - Frequency 6x/week - per year. Incl ABCDs and Schools		Full Cost Recovery	Annual Fee - Frequency 6x/week - per year	\$1,600.00	\$1,648.00	
Schools - Front End Garbage Collection un-compacted. Per Lift per Cubic Yard - Uncompacted.		Full Cost Recovery	Fee per cubic yard of un-compacted garbage	\$6.65	\$7.84	
Schools - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.		Full Cost Recovery	Fee per cubic yard of compacted garbage	\$13.30	\$15.69	
Schools- Waste delivered directly to Transfer Stations. Fee Per Tonne.		Full Cost Recovery	Fee per tonne	\$70.00	\$78.25	
Fee per cart per collection - twice weekly collection (schools)		Full Cost Recovery	collection - twice weekly collection	\$10.80	\$1,257.49	
ABC&Ds - Front End Garbage Collection. Per Lift per Cubic Yard - Uncompacted.		Full Cost Recovery	Fee per cubic yard of un-compacted garbage	\$5.55	\$7.02	
ABC&Ds - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.		Full Cost Recovery	Fee per cubic yard of compacted garbage	\$11.10	\$14.04	
ABC&D's Waste delivered directly to Transfer Stations. Fee per tonne.		Full Cost Recovery	Fee per tonne	\$64.00	\$103.00	
Fee per cart per collection - twice weekly collection (ABC&Ds)		Full Cost Recovery	collection - twice weekly collection	\$6.60	\$929.89	
Bag tags from Schools and/or ABC&D's		Full Cost Recovery	Fee per bag tag	\$2.00	\$2.30	
Non-residential Curbside Garbage Collection - Annual Fee - Biweekly		City Policy	Annual Collection Fee based on weekly collection - Extra Large	\$201.50	\$103.77	
Non-residential Curbside Garbage Collection - Annual Fee - Weekly		City Policy	based on weekly collection - Extra Large Bin	\$403.00	\$207.55	
Non-residential Curbside Garbage Collection - Annual Fee - Twice Weekly		City Policy	Annual fee per bin - twice weekly collection	\$806.00	\$415.09	
Non-residential Curbside Organics Collection - Annual Fee - Frequency 2X/week premium		City Policy	Annual Fee - Frequency 2x/week - per year	\$160.00	\$82.40	
Non-residential Curbside Organics Collection - Annual Fee - Frequency - 5X/week premium		City Policy	Annual Fee - Frequency - 5X/week premium	\$600.00	\$309.00	

Appendix 6 - Continued

Recommended Technical Adjustments - Continued

Rate Description	Service	Fee Category	Fee Basis	2013 Approved Rate	2014 Budget Rate	Reason for Adjustment
Non-residential Curbside Organics Collection - Annual Fee - Frequency 6X/week premium		City Policy	Annual Fee - Frequency 6X/week premium	\$800.00	\$412.00	
Non-residential Front End Garbage Collection - Uncompacted. Per lift per Cubic Yard - Uncompacted.		City Policy	Fee per cubic yard of un-compacted garbage	\$5.55	\$2.86	
Non-residential Front End Garbage Collection - Compacted. Per Lift per Cubic Yard - Compacted.		City Policy	Fee per cubic yard of compacted garbage	\$11.09	\$5.71	
Non-residential Garbage Collection - Fee per Bag or Tag		City Policy	Fee per Bag or Tag (each)	\$1.55	\$0.80	
Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Bag only customer.		Full Cost Recovery	Annual Collection Fee based on weekly collection - Bag only customer	\$104.92	\$197.07	
Waste load per tonne			Per Tonne	see ref nos. 1-9	\$103.00	
Asbestos, per tonne			Per Tonne	\$150.00	\$309.00	
CFIA Waste, per tonne			Per Tonne	\$200.00	\$309.00	
Special Handling, per tonne			Per Tonne	\$200.00	\$309.00	
MOE - Ordered Municipal Waste, per tonne			Per Tonne	\$100.00	\$309.00	
MOE - Ordered IC&I Waste, per tonne			Per Tonne	\$150.00	\$309.00	