



Toronto 2016 BUDGET

OPERATING BUDGET NOTES



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Solid Waste Management Services

2016 OPERATING BUDGET OVERVIEW

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

2016 Budget Highlights

The total cost to deliver this service to Toronto residents in 2016 is \$389.009 million as shown below.

(in \$000's)	2015		Change	
	Approved Budget	2016 Rec'd Budget	\$	%
Gross Expenditures	370,785.1	389,009.4	18,224.3	4.9%
Gross Revenues	370,785.1	389,009.4	18,224.3	4.9%
Net Expenditures			-	-

For 2016, SWMS identified \$17.5 million in opening budget pressures arising from increased costs to support the SWMS Capital Program, as well as operating costs associated with inflationary and operational requirements. These pressures have been fully offset through a series of expenditure reductions and revenue changes, including a recommended 3% rate increase.

Fast Facts

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

Trends

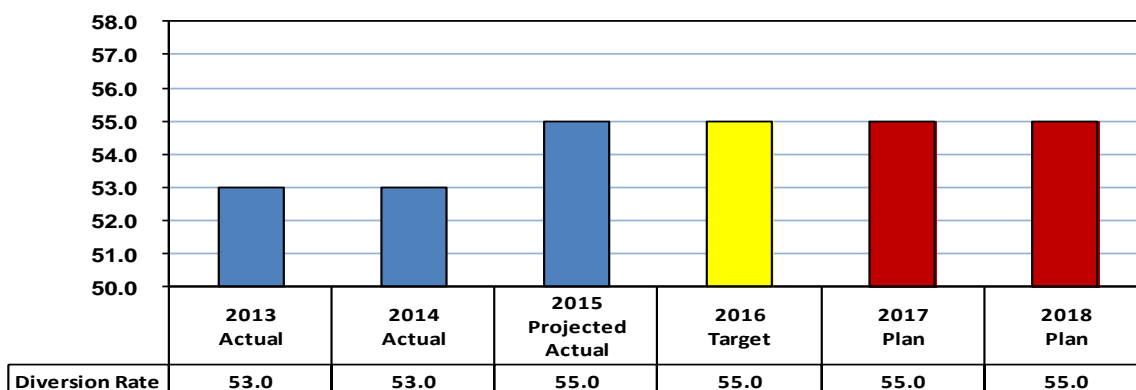
- 595,000 tonnes of waste projected to be land-filled in 2015; 606,000 in 2016
- Overall Residential Diversion – increase from 44% to 55% from 2008 – 2015 and is projected to be at 55% in 2016
- The 2017 and 2018 Plans for Overall Residential Diversion will be re-established following Council's consideration and approval of the Long Term Waste Management Strategy (Waste Strategy).
- Historical Participation Rates: Green Bin – organics 89%; Blue Bin recycling– 96%; new audit pending.
- Curbside Collection complaints per year decreased by 45% in 2013 and a further 10% in 2014. 2015 data not yet available.

Our Service Deliverables for 2016

In moving forward towards 70% overall waste diversion, SWMS has established strategic directions with the following 2016 deliverables:

- Waste Strategy including a Final Waste Strategy and Implementation Plan
- Continuing to implement a comprehensive multi-residential public education campaign including 3Rs Ambassador Program.
- Continued rollout of Next Generation Green Bins for curbside customers & continuing to implement Green Bin organics facility services at multi-residential locations.
- Completion of a comprehensive Asset Management Framework and Implementation Plan.
- Implement Design, Build, Operate and Maintain contract for Dufferin Green Bin organics facility expansion.
- Continue Disco Road Biogas Utilization project.
- Ongoing monitoring and maintenance plan for perpetual care closed landfill sites.
- Ongoing installation of landfill gas control and leachate control as legislated, as well as ongoing engineering, development and monitoring of the Green Lane landfill site.
- Motivate and engage employees with the Employee Recognition Program, Management Team and Annual Town Hall meetings and maintain the Talent Management Program.
- Pursue operational excellence with the evolution of KPIs, environmental health & safety, collection efficiencies and IT strategy.

Overall Residential Diversion Rate

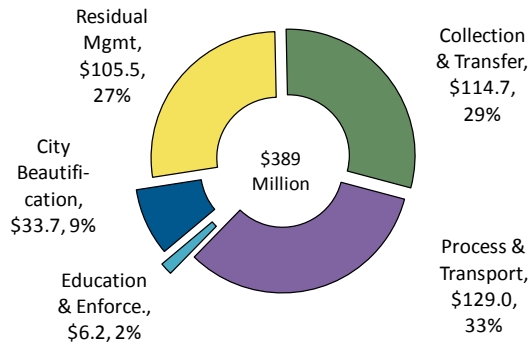


2016 Operating Budget Expenses & Funding

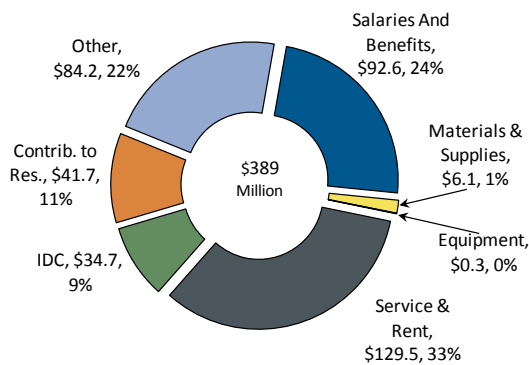
Our Key Issues & Priority Actions

Where the money goes:

2016 Budget by Service

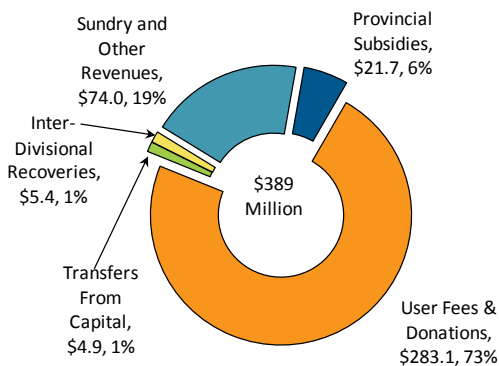


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



- Moving toward 70% waste diversion** and balancing this target with program sustainability. This is being addressed through:
 - Developing a Waste Strategy that will re-establish the diversion target and guide future SWMS activities and investment in the City for the next 30 to 50 years.
 - Continuation of efforts to fully include multi-residential buildings in the waste diversion plan to help achieve 70% Diversion.
- Moving Towards a Fully Sustainable Utility** - ensuring generated rate revenue is adequate to support SWMS' operating pressures, capital needs, as well as allow for the continued transition to a fully sustainable utility model, reducing the application of recoverable debt when appropriate.
 - A 3% rate increase is recommended with anticipated 3% annual rate increases over the next 10 years to ensure sufficient capital funding for future initiatives that maximize the lifespan of the Green Lane landfill beyond 2029.
 - This multi-year fee/rate strategy will be adjusted upon approval of the Waste Strategy in 2016 with the longer term goal to fund the SWMS 10-Year Capital Plan primarily through reserve funds, supported by annual operating contributions funded from user fees revenue.

2016 Operating Budget Highlights

The 2016 Recommended Operating Budget of \$389.0 million will enable SWMS to:

- Support the SWMS Capital Program through a \$20.8 million contribution to the Waste Management Reserve Fund and \$17 million in non-Green Lane debt servicing costs.
- Fund updated contract pricing increases for the processing and collection; and planning for implementation of new contracts (Multi-Residential Front End Collection).
- Continue the roll-out of the Charities Rate Waiver Program and green bin organics to all City collected ABCDs and Schools.
- Continue researching markets for expanding diversion programs and conducting waste composition and participation audits by garbage bin size.

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2016 Recommended Operating Budget for Solid Waste Management Services of \$389.009 million gross, \$0 million net for the following services:

<u>Service:</u>	Gross (\$000)	Net (\$000)
City Beautification	33,659.3	32,304.4
Solid Waste Collection & Transfer	114,651.8	(172,002.6)
Solid Waste Processing & Transport	128,968.4	78,037.5
Residual Management	105,542.9	55,474.7
Solid Waste Education & Enforcement	6,187.0	6,186.0
Total Program Budget	389,009.4	0.0

2. City Council approve the 2016 recommended service levels for Solid Waste Management Services as outlined on pages 14, 17, 20, 23, and 26 of this report, and associated staff complement of 1,108.74 positions.
3. City Council approve the 2016 recommended new user fees, recommended technical adjustments to user fees, recommended market rate user fee changes, recommended rationalized user fees, and other fee changes above the inflationary adjusted rate for Solid Waste Management Services identified in Appendix 7, for inclusion in the Municipal Code Chapter 441 “Fees and Charges”.
4. City Council request the General Manager, Solid Waste Management Services consult with the Financial Planning Division to finalize the Solid Waste Management Services performance measures prior to the 2017 Budget Process.
5. City Council request the General Manager, Solid Waste Management Services and the Deputy City Manager and Chief Financial Officer to report back to the Public Works and Infrastructure Committee prior to the 2017 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.
6. This report be considered concurrently with the “Recommended 2016 Solid Waste Rates” (November, 2015) report from the Deputy City Manager and Chief Financial Officer and Acting General Manager for Solid Waste Management Services.
7. City Council direct the City Solicitor to submit the necessary bills to City Council required to implement City Council's decision.



Part I:

2016 – 2018

Service Overview and
Plan

Program Map

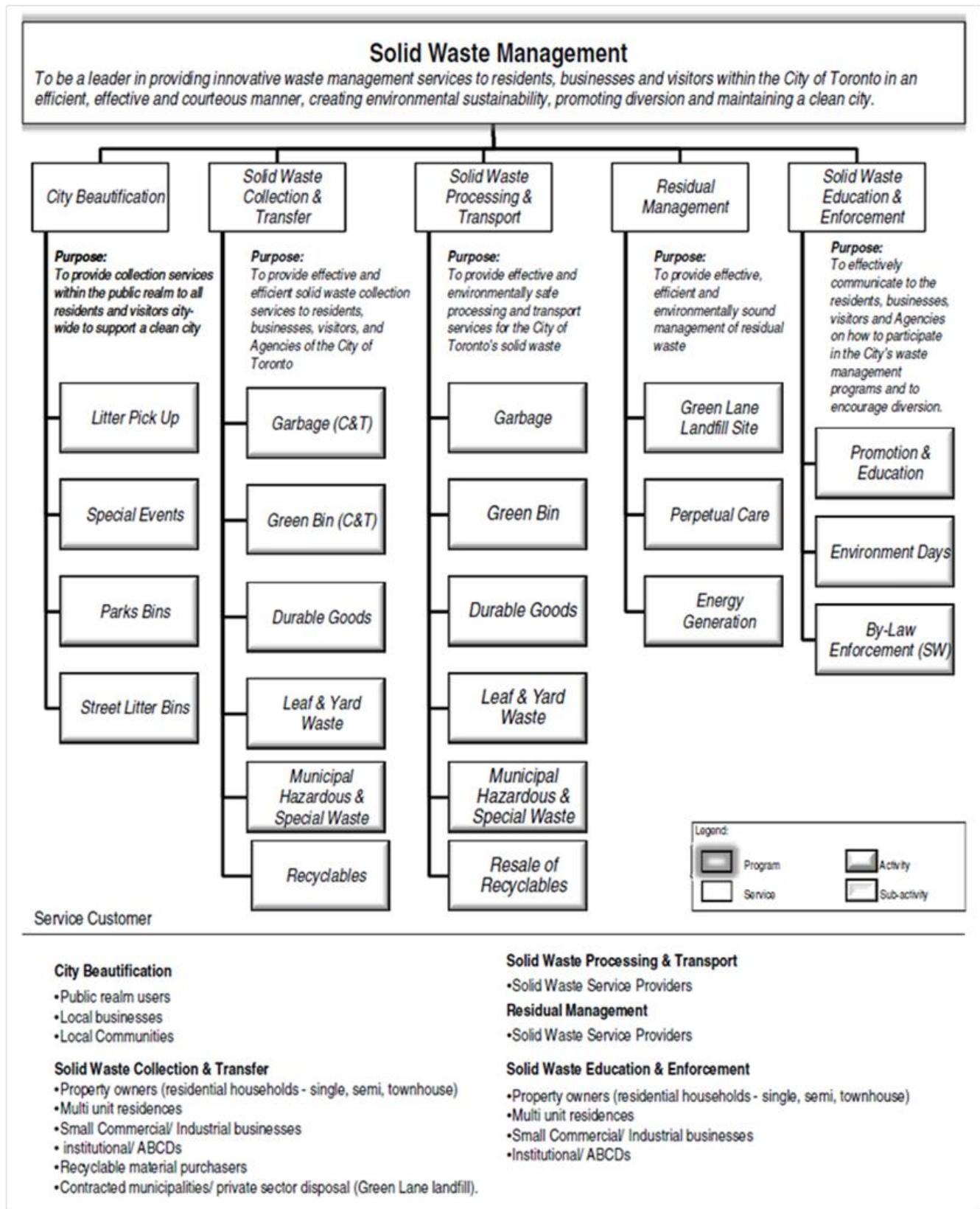


Table 1
2016 Recommended Operating Budget and Plan by Service

(In \$000s)	2015		2016 Recommended Operating Budget				2016 Rec.d vs. 2015		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Rec'd Base	2016 Rec'd New/Enhanced	2016 Rec'd Budget	Budget Approved Changes		2017		2018		
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%	
By Service												
City Beautification												
Gross Expenditures	33,546.7	33,136.0	33,659.3		33,659.3	112.6	0.3%	1,325.5	3.9%	615.9	1.8%	
Revenue	1,354.8	1,331.8	1,354.8		1,354.8	(0.0)	(0.0%)	0.0	0.0%	-		
Net Expenditures	32,191.8	31,804.2	32,304.4	-	32,304.4	112.6	0.3%	1,325.5	4.1%	615.9	1.8%	
Collection & Transfer												
Gross Expenditures	115,451.0	114,037.8	114,651.8		114,651.8	(799.3)	(0.7%)	4,063.1	3.5%	1,978.5	1.7%	
Revenue	274,268.5	269,616.3	286,654.4		286,654.4	12,385.9	4.5%	612.4	0.2%	-		
Net Expenditures	(158,817.5)	(155,578.5)	(172,002.6)	-	(172,002.6)	(13,185.1)	8.3%	3,450.6	(2.0%)	1,978.5	(1.2%)	
Processing & Transport												
Gross Expenditures	120,472.8	118,998.1	128,968.5		128,968.5	8,495.7	7.1%	220.2	0.2%	216.2	0.2%	
Revenue	47,392.7	46,588.8	50,931.0		50,931.0	3,538.3	7.5%	407.6	0.8%	-		
Net Expenditures	73,080.1	72,409.3	78,037.5	-	78,037.5	4,957.4	6.8%	(187.4)	(0.2%)	216.2	0.3%	
Residual Management												
Gross Expenditures	95,074.5	93,910.7	105,542.9		105,542.9	10,468.4	11.0%	178.7	0.2%	147.2	0.1%	
Revenue	47,769.1	46,958.8	50,068.2		50,068.2	2,299.1	4.8%	100.4	0.2%	-		
Net Expenditures	47,305.4	46,951.9	55,474.7	-	55,474.7	8,169.3	17.3%	78.3	0.1%	147.2	0.3%	
Education & Enforcement												
Gross Expenditures	6,240.2	6,163.8	6,187.0		6,187.0	(53.2)	(0.9%)	10.7	0.2%	10.7	0.2%	
Revenue	-	-	1.0		1.0	1.0	-	(0.0)	(0.0%)	-		
Net Expenditures	6,240.2	6,163.8	6,186.0	-	6,186.0	(54.2)	(0.9%)	10.7	0.2%	10.7	0.2%	
Total												
Gross Expenditures	370,785.1	366,246.5	389,009.4	-	389,009.4	18,224.3	4.9%	5,798.1	1.5%	2,968.5	0.8%	
Revenue	370,785.1	364,495.8	389,009.4	-	389,009.4	18,224.3	4.9%	1,120.4	0.3%	-		
Total Net Expenditures	(0.0)	1,750.7	(0.0)	-	(0.0)	(0.0)		4,677.7		2,968.5	63.5%	
Approved Positions	1,108.7	1,031.7	1,108.7	-	1,108.7	-						

The Solid Waste Management Services' (SWMS) 2016 Recommended Total Operating Budget is \$389.009 million gross and \$0 million net, representing a 4.9% increase to the 2015 Approved Gross and Revenue Operating Budgets and includes reductions in order to achieve the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures totaling \$17.462 million are mainly attributable to costs associated with supporting the SWMS Capital Program such as debt service costs and contributions to reserve funds; as well as volume and price increases for contracted services and adjustments to salaries & benefits.
- To mitigate the above pressures, the Program achieved base reductions and service efficiency savings of \$17.599 million through line by line reviews of accounts, an increase to budgeted gapping to reflect the anticipated level of naturally occurring vacancies, and user fee adjustments including a recommended 3% recommended rate increase in 2016.
- Approval of the 2016 Recommended Operating Budget will result in Solid Waste Management Services maintaining its total staff complement of 1,108.74 positions for 2016.
- The 2017 and 2018 Plan increases of \$4.678 million and \$2.969 million respectively are attributable to salary and benefit adjustments, Utility Bill production costs, contributing to the vehicle reserve and the final phase of harmonized rates for ABCDs and Schools.

Table 2
Key Cost Drivers

	2016 Recommended Operating Budget					2016 Rec'd Base Budget
	City Beautification	Collection & Transfer	Processing & Transport	Residual Management	Education & Enforcement	Total
	\$	\$	\$	\$	\$	\$
(In \$000s)						
Gross Expenditure Changes						
Prior Year Impacts						
- Pan Am Games Litter Collection	(100.0)					(100.0)
- Phase-in of ABCD and School Rate Harmonization		(634.3)	(643.3)	59.5		(1,218.1)
COLA and Progression Pay						
- Progression Pay, Step Increases, Fringe benefits, other salary adj.	1,449.6	(1,138.3)	520.2	(108.1)	(18.3)	705.1
Other Base Changes						
- IDC/IDR	(51.1)	487.3	(476.7)	300.0	(43.4)	216.1
- Impact of Capital Project Delivery	76.0	(117.1)	21.6	6.0	13.4	(0.0)
- Debt Charges - Non Green Lane	254.8	2,076.5	1,960.5	1,555.4	162.9	6,010.1
- Contribution to SWM Reserve	316.4	2,578.3	2,434.3	1,931.3	202.2	7,462.5
- Contribution to Perpetual Care Reserve				1,249.0		1,249.0
- Contracted Serv: Vol & Price		903.4	2,745.8			3,649.2
- Green Lane Operations Net Cost Incr.			618.9	(570.0)		48.9
- COT Payment to Green Lane				4,143.7		4,143.7
- Glass Fines Haulage & Disposal				320.6		320.6
Total Gross Expenditure Changes	1,945.7	4,155.8	7,181.3	8,887.4	316.8	22,487.1
Revenue Changes						
- User Fees Volume Increase		(271.2)				(271.2)
- Capital Recovery Adjustment		(66.6)	(420.3)	(421.7)		(908.6)
- Technical Adjustments	6.4	(1,285.9)	48.9	(27.7)	4.1	(1,254.2)
- Automated Divisonal Collection Billing		132.4				132.4
- Increased Enforcement of Yellow Bag Program		(1,433.0)				(1,433.0)
- Blue Box Revenue Adjustment		264.8	235.2			500.0
- Sales of Recyclable Materials			(1,216.6)			(1,216.6)
- Transfer Station Tipping Fees -Vol			(474.3)			(474.3)
- Clean Fill Revenue Closed Landfills				(100.0)		(100.0)
Total Revenue Changes	6.4	(2,659.5)	(1,827.1)	(549.4)	4.1	(5,025.5)
Net Expenditure Changes	1,952.1	1,496.3	5,354.2	8,338.0	320.9	17,461.6

Key cost drivers for SWMS are discussed below:

- **Prior Year Impacts:**
 - The ongoing harmonization of collection fees for ABCDs and Schools has an impact of \$1.218 million in net revenue for 2016, with the final phase-in scheduled for 2017.
- **COLA and Progression Pay:**
 - Non-union progression pay, union step increases and other known salary adjustments of \$0.705 million are included in 2016. COLA is not included as it is subject to ongoing negotiations.

- Other Base Changes:
 - Additional debt service costs of \$6.010 million are included as a key cost driver for debt servicing costs required for new SWMS debt issuance that has funded general capital and Green Lane Landfill projects;
 - Increased reserve fund contributions of \$7.463 million and \$1.249 million are included respectively for the Waste Management and Perpetual Care of Closed Landfills reserve funds in order to finance required capital works.
 - Contracted Services for processing of organics, leaf & yard waste and recyclables have a combined increase of \$3.649 million due to price and volume changes.
- Revenue Changes:
 - Revenue adjustments for 2016 resulting in a net savings of \$3.593 million are based on various revenue changes such as, volume adjustments for bin fees & transfer station tipping fees and technical adjustments to interdivisional recoveries for collection services.
 - Increased enforcement and compliance education of the Commercial Yellow Bag program is expected to increase revenues by a further \$1.433 million in 2016.

In order to offset the above net pressures, the 2016 recommended service changes for SWMS consists of base expenditure savings of \$5.127 million net, base revenue changes of \$9.636 million net, and service efficiency savings of \$2.837 million net for total savings of \$17.599 million net, as detailed below.

**Table 3
2016 Total Recommended Service Change Summary**

Description (\$000s)	2016 Recommended Service Changes										Total Rec'd Service Changes			Incremental Change				
	City Beautification		Collection & Transfer		Processing & Transport		Residual Management		Education & Enforcement		\$	\$	#	2017 Plan		2018 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
Base Changes:																		
Base Expenditure Changes																		
- Line by Line Review	(13.7)	(13.7)	(152.0)	(152.0)	(138.6)	(138.6)	(18.7)	(18.7)	(44.2)	(44.2)	(367.1)	(367.1)						
- Contribution to Vehicle	(1,199.5)	(1,199.5)	(3,508.1)	(3,508.1)			(52.4)	(52.4)			(4,760.0)	(4,760.0)		4,760.0		2,000.0		
Base Expenditure Change	(1,213.2)	(1,213.2)	(3,660.1)	(3,660.1)	(138.6)	(138.6)	(71.0)	(71.0)	(44.2)	(44.2)	(5,127.1)	(5,127.1)		4,760.0		2,000.0		
Base Revenue Changes																		
- SWMS Rate Increase @ 3%				(7,999.9)		(373.3)		(37.0)		(0.0)		(8,410.3)						
- Misc. User Fee Adjustments				(1,709.2)		643.3		(59.5)		(1.0)		(1,126.4)						
- Transfer Station Drop & Load						(99.3)						(99.3)						
Base Revenue Change				(9,709.1)		170.6		(96.5)		(1.0)		(9,636.0)						
Sub-Total	(1,213.2)	(1,213.2)	(3,660.1)	(13,369.2)	(138.6)	32.0	(71.0)	(167.5)	(44.2)	(45.2)	(5,127.1)	(14,763.0)		4,760.0		2,000.0		
Service Efficiencies																		
- Gapping Increase to 4%	(453.2)	(453.2)	(758.4)	(758.4)	(517.8)	(517.8)	(76.2)	(76.2)	(15.0)	(15.0)	(1,820.7)	(1,820.7)						
- Line by Line Rev. (Communications & 3 pos)	(113.8)	(113.8)	(112.1)	(112.1)	(30.6)	(30.6)	(18.0)	(18.0)	(258.2)	(258.2)	(532.7)	(532.7)	(3.0)					
- SWM Collection Efficiencies			(483.3)	(483.3)							(483.3)	(483.3)	(5.0)					
Sub-Total	(567.0)	(567.0)	(1,353.8)	(1,353.8)	(548.4)	(548.4)	(94.3)	(94.3)	(273.2)	(273.2)	(2,836.7)	(2,836.7)	(8.0)					
Total Changes	(1,780.1)	(1,780.1)	(5,013.9)	(14,723.0)	(687.0)	(516.4)	(165.3)	(261.8)	(317.4)	(318.4)	(7,963.8)	(17,599.8)	(8.0)	4,760.0		2,000.0		

Base Expenditure Changes (Savings of \$5.127 million gross & net)

- Savings of \$0.367 million net will be realized through a line-by-line expenditure review to align the budget with actual experience and projected 2016 requirements; and

- Reduction to vehicle reserve fund contribution totals \$4.760 million. This reserve fund provides funding for capital fleet acquisitions and the reductions have been incorporated within the Recommended Capital Plan based on estimated on-going vehicle spending requirements.

Base Revenue Changes (Savings of \$9.636 million net)

User Fees

- Revenue will increase by \$8.410 million arising from a recommended rate change to SWMS rates and user fees of 3.0% as of January 1, 2016. This change affects all user fees including bin fees, bulk volume fees and tipping fees at transfer stations and landfills for single family residential, multi-residential, private paid fees and non-residential and commercial fees.
 - A 3% rate increase is recommended with anticipated 3% annual rate increases over the next 10 years to ensure that the SWMS capital reserve fund has a positive balance from 2016 to 2024 following all planned capital expenditures, with the balance in 2025 being subject to the Waste Strategy and timing of implementation.
- Miscellaneous User Fee Adjustments of \$1.126 million include a series of small rate adjustments that were either previously unbudgeted or are incrementally changing. This mainly includes commercial bins, non-residential non-waiver clients and Yellow Bag fees.
- Increase in revenue of \$0.099 million for drop & load fees at Transfer Stations based on projected volumes of waste from third parties using these facilities.

Service Efficiencies (Savings of \$2.837 million gross & million net)

Gapping Adjustment

- It is recommended that the 2016 Operating Budget for SWMS be reduced by \$1.821 million arising from an increase in the level of budgeted gapping from 1.9% to 4.0%, which is a more accurate reflection of the natural turnover and vacancies expected in the Program over the next few years.
 - This recommended gapping adjustment will have no impact on the level of service delivered or approved compliment in Solid Waste Management Services.

Line by Line and Collection Efficiencies

- A further line-by-line review of Communication expenditures (\$0.300 million), position re-allocations (\$0.233 million) and Collection Service operating efficiencies (\$0.483 million) have resulted in a total reduction of \$1.016 million.
 - The reduction in communication expenses of \$0.300 million is based on a change in methodology in providing communication services, as Solid Waste moves from more traditional media communications to utilizing social media tools.

- Savings are recommended following an expenditure review within the Waste Collection and Transfer service that identified reductions of \$0.483 million and 5.0 vacant positions through realignments and reductions.

Approval of the 2016 Recommended Budget for SWMS will result in a 2017 incremental net cost of \$4.678 million and a 2018 incremental net cost of \$2.969 million to maintain the 2016 service levels, as discussed in the following section:

Table 5
2017 and 2018 Plan by Program

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay, Step Increases, Fringe Benefits	175.7		175.7	0.0%		783.7		783.7	0.2%	
Other- Adjustment for PEP	359.6		359.6	0.1%		(248.4)		(248.4)	(0.1%)	
IDC SWMS - IDR Revenue Services (Utility Billing)	338.7		338.7	0.1%		338.7		338.7	0.1%	
Capital Delivery Cost	164.2		164.2	0.0%		94.5		94.5	0.0%	
Contribution to Vehicle Reserve	4,760.0		4,760.0	1.2%		2,000.0		2,000.0	0.5%	
Sub-Total	5,798.1		5,798.1	1.5%		2,968.5		2,968.5	0.8%	
Anticipated Impacts:										
Other										
Phase-in of ABCD and School Rate Harmonization		1,120.4	(1,120.4)	(0.3%)						
Sub-Total		1,120.4	(1,120.4)	(0.3%)						
Total Incremental Impact	5,798.1	1,120.4	4,677.7	1.2%		2,968.5		2,968.5	0.8%	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- The 2017 and 2018 plans reflect inflationary cost increases and adjustments for salaries, progression pay, step increases and fringe benefits. Salary adjustments in the outlook reflect projections for union step increases, progression pay for non-union staff. These estimates do not include provision for COLA which is subject to negotiations.
- Capital Delivery Cost has incrementally increased for specific identified projects. The impact includes 2016 as well as the outlooks for 2017 and 2018. These projects are: Second Generation Green Bin organics roll out; Information Management Project and the Work Management System Project. The costs will be recovered from Capital and the additional FTEs will be offset by overall complement reductions resulting in a net zero Complement change
- Contribution to the vehicle reserve for fleet replacement will increase by \$4.760 million and \$2.000 million in 2017 and 2018 respectively based on planned lifecycle replacement requirements of fleet vehicles.

Anticipated Impacts:

- ABCD & School Fee Harmonization: The final phase-in of harmonized waste fees for ABCDs and Schools will result in estimated incremental revenue of \$1.120 million in 2017.



Part II:

2016 Recommended
Budget by Service

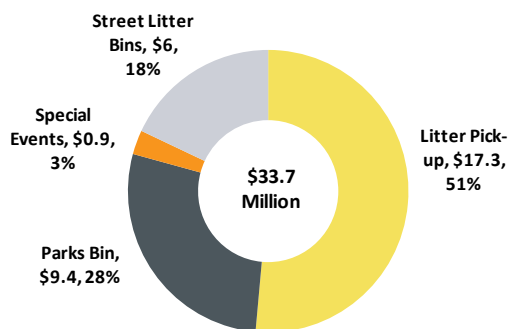
City Beautification



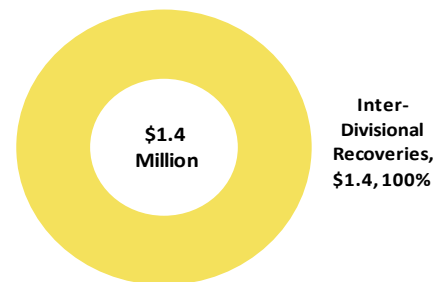
What we do

- Provide collection services within the public realm to all residents and visitors city-wide to support a clean city. The core activities include:
 - Collection of litter;
 - Collection of Parks litter and recycling bins;
 - Collection of garbage and recycling bins within the road allowance;
 - Collection of Special Events recycling and litter.

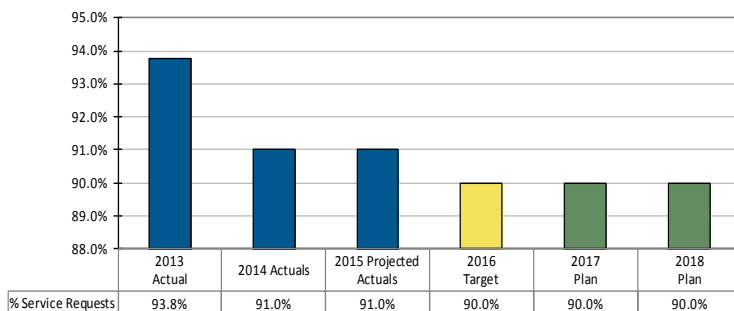
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Litter Related Service Requests Completed within Service Standard



- Downward trend since 2012.
- Challenges in 2014 due to staffing shortages,
- Increase in number of litter bins.

2016 Service Levels

City Beautification

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2013	2014	2015	2016
Litter Pick-up	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Litter Pick-up	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Parks Bin	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Parks Bin	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Special Events	Residual Waste	Approved	On Demand	On Demand	On Demand	On Demand
Special Events	Single Stream Recycling	Approved	On Demand	On Demand	On Demand	On Demand
Special Events	Organics	Approved	On Demand	On Demand	On Demand	On Demand

Overall, the 2016 Recommended Service Levels are consistent with the approved 2015 Service Levels for activities carried out by City Beautification.

Table 6
2016 Recommended Service Budget by Activity

(\$000s)	2015	2016 Recommended Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Rec'd Service Changes	2016 Rec'd Base	Rec'd Base Budget vs. 2015 Budget	% Change	Rec'd New /	2016 Rec'd Budget	2016 Rec'd Budget vs. 2015 Budget		2017 Plan		2018 Plan		
	\$								\$	\$	\$	%	\$	%	\$
GROSS EXP.															
Litter Pick-up	18,103.0	17,603.3	(290.1)	17,313.2	(789.8)	(4.4%)		17,313.2	(789.8)	(4.4%)	350.6	2.0%	165.4	0.9%	
Parks Bin	9,041.1	9,525.4	(158.8)	9,366.5	325.4	3.6%		9,366.5	325.4	3.6%	911.4	9.7%	389.4	3.8%	
Special Events	971.3	953.2	(15.9)	937.4	(33.9)	(3.5%)		937.4	(33.9)	(3.5%)	1.1	0.1%	1.1	0.1%	
Street Litter Bins	5,431.2	6,144.3	(102.2)	6,042.1	610.9	11.2%		6,042.1	610.9	11.2%	62.4	1.0%	60.0	1.0%	
Total Gross Exp.	33,546.7	34,226.3	(567.0)	33,659.3	112.6	0.3%		33,659.3	112.6	0.3%	1,325.5	3.9%	615.9	1.7%	
REVENUE															
Litter Pick-up															
Parks Bin															
Special Events															
Street Litter Bins	1,354.8	1,354.8		1,354.8				1,354.8							
Total Revenues	1,354.8	1,354.8		1,354.8				1,354.8							
NET EXP.															
Litter Pick-up	18,103.0	17,603.3	(290.1)	17,313.2	(789.8)	(4.4%)		17,313.2	(789.8)	(4.4%)	350.6	2.0%	165.4	0.9%	
Parks Bin	9,041.1	9,525.4	(158.8)	9,366.5	325.4	3.6%		9,366.5	325.4	3.6%	911.4	9.7%	389.4	3.8%	
Special Events	971.3	953.2	(15.9)	937.4	(33.9)	(3.5%)		937.4	(33.9)	(3.5%)	1.1	0.1%	1.1	0.1%	
Street Litter Bins	4,076.4	4,789.5	(102.2)	4,687.3	610.9	15.0%		4,687.3	610.9	15.0%	62.4	1.3%	60.0	1.3%	
Total Net Exp.	32,191.8	32,871.4	(567.0)	32,304.4	112.6	0.3%		32,304.4	112.6	0.3%	1,325.5	4.1%	615.9	1.8%	
Approved Positions	280.3	294.1	(1.7)	292.4	12.1	4.3%		292.4	12.1	4.3%		0.0%			

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

The 2016 Recommended Operating Budget for City Beautification of \$33.659 million gross and \$323.304 million net is \$0.112 million or 0.3% above the 2015 Approved Net Budget.

- Aside from base budget pressures common across all services, base pressures totaling \$1.952 million in the City Beautification service are primarily due to various salary adjustments of \$1.450 million, including progression pay and step increases and aligning salaries and benefits to actual expenditures.
- The 2016 Recommended Operating Budget for the City Beautification service also includes reversal of 2015 funding of \$0.100 million net for additional litter collection due to the 2015 Pan Am Games.

In order to offset the above net expenditure pressures, the 2016 recommended service changes for City Beautification consist of base budget savings of \$1.213 million and service efficiency savings of \$0.567 million, as detailed below:

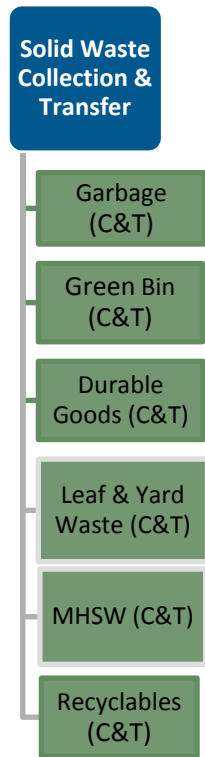
Base Budget (savings of \$1.213 million gross and net)

- Expenditures of \$0.013 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further savings of \$1.200 million will realized as a result of reducing the contribution to the vehicle reserve based on asset lifecycle planning.

Service Efficiency (savings of \$0.567 million gross and net)

- Expenditures of \$0.114 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further salary savings of \$0.453 million have been realized as a result of increasing gapping based on actual experience.

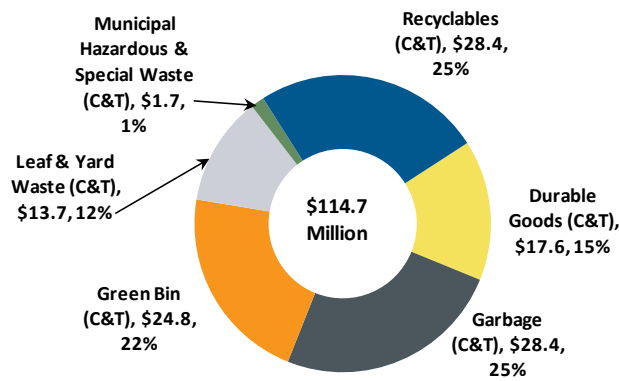
Solid Waste Collection & Transfer



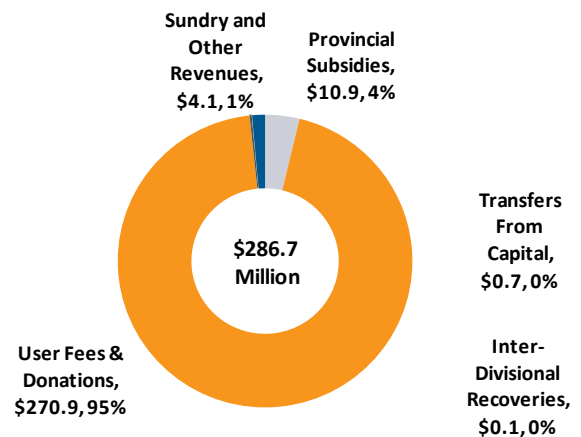
What we do

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

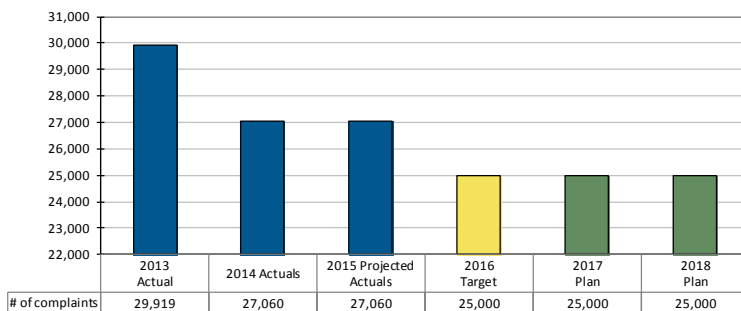
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of complaints per year



- Projections for the # of complaints decreased by 9.5% in 2014, with 2015 projected to be stable.
- The expectation for 2016 is 25,000 complaints or a drop of 7.6%. This rate is affected by both in-house staff and contracted collection services.

2016 Service Levels

Solid Waste Collection & Transfer

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2013	2014	2015	2016
Garbage (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Garbage (C&T)	Multi Residential		2x /wk	2x /wk	1x - 2x /wk	1x - 2x /wk
Garbage (C&T)	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Green Bin (C&T)	Single Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk
Green Bin (C&T)	Multi Residential	Approved	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)
Green Bin (C&T)	Commercial	Approved	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk
Durable Goods (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Durable Goods (C&T)	Multi Residential		On Demand	On Demand	1x /wk	1x /wk
Leaf & Yard Waste (C&T)		Approved	1x /2wks (seasonal)	1x /2wks (seasonal)	1x /2wks (seasonal)	1x /2wks (seasonal)
Municipal Hazardous & Special Waste (C&T)	Single Residential	Approved	On Demand	On Demand	On Demand	On Demand
Municipal Hazardous & Special Waste (C&T)	Multi Residential	Approved	On Demand	On Demand	On Demand	On Demand
Recyclables	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Recyclables	Multi Residential	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Recyclables	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk

Overall, the 2016 Recommended Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Collection & Transfer.

Table 6
2016 Recommended Service Budget by Activity

(S000s)	2015		2016 Recommended Operating Budget					2016 Rec'd Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2016 Rec'd Base	Rec'd Base Budget vs. 2015 Budget	% Change	Rec'd New /	2016 Rec'd Budget	2016 Rec'd Budget vs. 2015 Budget	2017 Plan		2018 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Durable Goods (C&T)	17,034.2	17,830.4	(212.2)	17,618.2	583.9	3.4%		17,618.2	583.9	3.4%	79.8	0.5%	73.5	0.4%
Garbage (C&T)	29,138.6	28,694.7	(254.3)	28,440.4	(698.1)	(2.4%)		28,440.4	(698.1)	(2.4%)	2,030.3	7.1%	915.6	3.0%
Green Bin (C&T)	25,070.3	25,201.6	(421.8)	24,779.8	(290.5)	(1.2%)		24,779.8	(290.5)	(1.2%)	145.2	0.6%	132.9	0.5%
Leaf & Yard Waste (C&T)	13,690.7	13,865.1	(193.0)	13,672.1	(18.6)	(0.1%)		13,672.1	(18.6)	(0.1%)	73.6	0.5%	67.0	0.5%
Municipal Hazardous & Special (C&T)	1,787.4	1,732.3	(38.5)	1,693.7	(93.7)	(5.2%)		1,693.7	(93.7)	(5.2%)	12.2	0.7%	11.3	0.7%
Recyclables (C&T)	28,729.8	28,681.5	(234.0)	28,447.5	(282.3)	(1.0%)		28,447.5	(282.3)	(1.0%)	1,722.0	6.1%	778.1	2.6%
Total Gross Exp.	115,451.0	116,005.6	(1,353.8)	114,651.8	(799.3)	(0.7%)		114,651.8	(799.3)	(0.7%)	4,063.1	3.5%	1,978.5	1.6%
REVENUE														
Durable Goods (C&T)						-				-				-
Garbage (C&T)						-				-				-
Green Bin (C&T)						-				-				-
Leaf & Yard Waste (C&T)	262,854.5	275,059.5		275,059.5	12,205.0	4.6%		275,059.5	12,205.0	4.6%	612.4	0.2%		
Municipal Hazardous & Special (C&T)	254.4	700.1		700.1	445.7	175.2%		700.1	445.7	175.2%		0.0%		
Recyclables (C&T)	11,159.6	10,894.8		10,894.8	(264.8)	(2.4%)		10,894.8	(264.8)	(2.4%)		0.0%		
Total Revenues	274,268.5	286,654.4		286,654.4	12,385.9	4.5%		286,654.4	12,385.9	4.5%	612.4			
NET EXP.														
Durable Goods (C&T)	17,034.2	17,830.4	(212.2)	17,618.2	583.9	3.4%		17,618.2	583.9	3.4%	79.8	0.5%	73.5	0.4%
Garbage (C&T)	29,138.6	28,694.7	(254.3)	28,440.4	(698.1)	(2.4%)		28,440.4	(698.1)	(2.4%)	2,030.3	7.1%	915.6	3.0%
Green Bin (C&T)	25,070.3	25,201.6	(421.8)	24,779.8	(290.5)	(1.2%)		24,779.8	(290.5)	(1.2%)	145.2	0.6%	132.9	0.5%
Leaf & Yard Waste (C&T)	(249,163.8)	(261,194.5)	(193.0)	(261,387.4)	(12,223.6)	4.9%		(261,387.4)	(12,223.6)	4.9%	(538.8)	0.2%	67.0	(0.0%)
Municipal Hazardous & Special (C&T)	1,533.0	1,032.2	(38.5)	993.7	(539.3)	(35.2%)		993.7	(539.3)	(35.2%)	12.2	1.2%	11.3	1.1%
Recyclables (C&T)	17,570.2	17,786.7	(234.0)	17,552.7	(17.5)	(0.1%)		17,552.7	(17.5)	(0.1%)	1,722.0	9.8%	778.1	4.0%
Total Net Exp.	(158,817.5)	(170,648.8)	(1,353.8)	(172,002.6)	(13,185.1)	8.3%		(172,002.6)	(13,185.1)	8.3%	3,450.6	-2.0%	1,978.5	(1.2%)
Approved Positions	477.4	465.2	(6.1)	459.1	(18.3)	(3.8%)		459.1	(18.3)	(3.8%)	0.0%			

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

The 2016 Recommended Operating Budget for Solid Waste Collection & Transfer of \$114.652 million gross and \$172.003 million net revenue is \$13.185 million or 8.3% under the 2015 Approved Net Budget.

- Base budget pressures in the Collection & Transfer service are primarily due expenditures for debt servicing and reserve fund contributions resulting in a pressure of \$4.655 million. Contracted services also reflect price and volume increases of \$0.903 million.
- The 2016 Recommended Operating Budget for the Collection & Transfer service includes additional net revenue of \$0.634 million due to the 2016 phase-in of ABCD and School rate harmonization as well as \$1.433 million resulting from anticipated increased compliance of the Yellow Bag program.

In order to offset the above net expenditure pressures, the 2016 recommended service changes for Collection & Transfer consist of base budget savings of \$13.369 million and service efficiency savings of \$1.354 million, as detailed below:

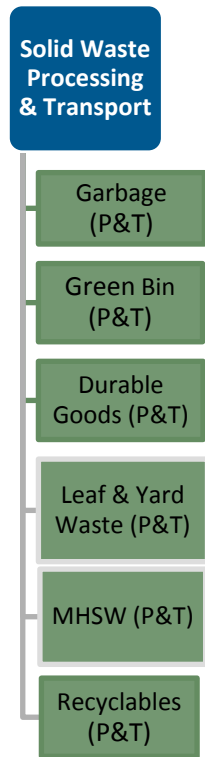
Base Budget (savings of \$13.369 million gross and net)

- Expenditures of \$0.152million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further savings of \$3.508 million will realized as a result of reducing the contribution to the vehicle reserve based on asset lifecycle planning.
- User fee rate increases of 3% for 2016 provide net revenue of \$8.000 million to provide sustainable short and long term funding for the Program. In addition, miscellaneous user fee adjustments will result in net revenue of \$1.709 million.

Service Efficiency (savings of \$1.354 million gross and net)

- Expenditures of \$0.595 million have been reduced based on a line by line review of recent spending and considering future requirements. This amount includes a reduction of \$0.483 million for Collection Efficiencies to be implemented in 2016.
- Further salary savings of \$0.758 million have been realized as a result of increasing gapping based on actual experience.

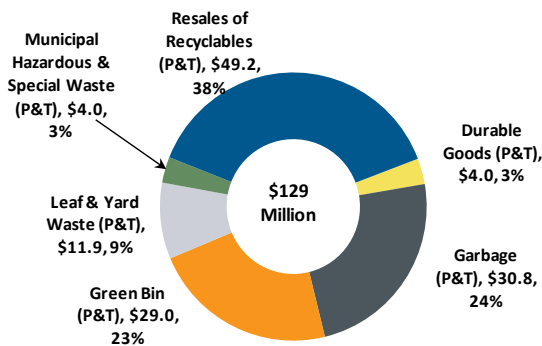
Solid Waste Processing & Transport



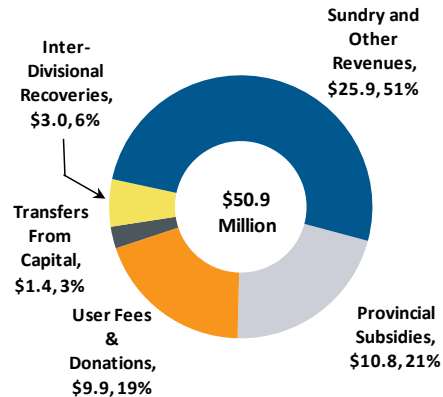
What we do

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

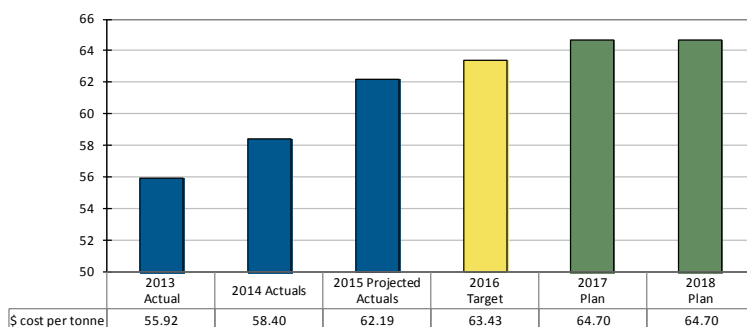
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Processing & Transfer Cost Per Tonne Managed



- Trending up from 2015 through 2017 due to higher processing costs for Single Stream Recycling.
- By 2017 the cost is expected to stabilize at 4% higher than 2015.

2016 Service Levels

Solid Waste Processing & Transport

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2013	2014	2015	2016
Residual Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Organics (SSO)		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Durable Goods		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Leaf & Yard Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Municipal Hazardous & Special Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Resale of Recyclables		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

Overall, the 2016 Recommended Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Processing & Transport.

Table 6

2016 Recommended Service Budget by Activity

(\$000s)	2015		2016 Recommended Operating Budget						2016 Rec'd Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Rec'd Service Changes	2016 Rec'd Base	Rec'd Base Budget vs. 2015 Budget	% Change	Rec'd New /	2016 Rec'd Budget	2016 Rec'd Budget vs. 2015 Budget	2017 Plan		2018 Plan		
										\$	%	\$	%	
GROSS EXP.														
Durable Goods (P&T)	2,389.2	4,052.9	(23.3)	4,029.6	1,640.5	68.7%		4,029.6	1,640.5	68.7%	9.8	0.2%	9.8	0.2%
Garbage (P&T)	28,994.7	31,039.2	(195.9)	30,843.3	1,848.6	6.4%		30,843.3	1,848.6	6.4%	51.6	0.2%	51.6	0.2%
Green Bin (P&T)	29,107.1	29,029.3	(70.7)	28,958.6	(148.6)	(0.5%)		28,958.6	(148.6)	(0.5%)	47.4	0.2%	47.4	0.2%
Leaf & Yard Waste (P&T)	11,422.4	11,969.8	(71.1)	11,898.6	476.2	4.2%		11,898.6	476.2	4.2%	23.9	0.2%	23.9	0.2%
Municipal Hazardous & Special (P&T)	3,626.4	4,072.2	(29.0)	4,043.2	416.8	11.5%		4,043.2	416.8	11.5%	22.7	0.6%	21.8	0.5%
Resales of Recyclables (P&T)	44,932.9	49,353.5	(158.4)	49,195.1	4,262.2	9.5%		49,195.1	4,262.2	9.5%	64.7	0.1%	61.7	0.1%
Total Gross Exp.	120,472.8	129,516.9	(548.4)	128,968.5	8,495.7	7.1%		128,968.5	8,495.7	7.1%	220.2	0.2%	216.2	0.2%
REVENUE														
Durable Goods (P&T)	722.4	1,121.4		1,121.4	399.0	55.2%		1,121.4	399.0	55.2%		0.0%		
Garbage (P&T)	10,952.0	12,929.1		12,929.1	1,977.2	18.1%		12,929.1	1,977.2	18.1%	372.0	2.9%		
Green Bin (P&T)	123.5	120.7		120.7	(2.8)	(2.3%)		120.7	(2.8)	(2.3%)		0.0%		
Leaf & Yard Waste (P&T)	500.8	633.2		633.2	132.4	26.4%		633.2	132.4	26.4%	17.7	2.8%		
Municipal Hazardous & Special (P&T)	1,538.8	1,976.4		1,976.4	437.5	28.4%		1,976.4	437.5	28.4%		0.0%		
Resales of Recyclables (P&T)	33,555.2	34,150.2		34,150.2	595.0	1.8%		34,150.2	595.0	1.8%	17.9	0.1%		
Total Revenues	47,392.7	50,931.0		50,931.0	3,538.3	7.5%		50,931.0	3,538.3	7.5%	407.6			
NET EXP.														
Durable Goods (P&T)	1,666.7	2,931.5	(23.3)	2,908.2	1,241.5	74.5%		2,908.2	1,241.5	74.5%	9.8	0.3%	9.8	0.3%
Garbage (P&T)	18,042.8	18,110.1	(195.9)	17,914.2	(128.6)	(0.7%)		17,914.2	(128.6)	(0.7%)	(320.4)	-1.8%	51.6	0.3%
Green Bin (P&T)	28,983.6	28,908.6	(70.7)	28,837.9	(145.7)	(0.5%)		28,837.9	(145.7)	(0.5%)	47.4	0.2%	47.4	0.2%
Leaf & Yard Waste (P&T)	10,921.6	11,336.6	(71.1)	11,265.5	343.8	3.1%		11,265.5	343.8	3.1%	6.2	0.1%	23.9	0.2%
Municipal Hazardous & Special (P&T)	2,087.6	2,095.8	(29.0)	2,066.8	(20.8)	(1.0%)		2,066.8	(20.8)	(1.0%)	22.7	1.1%	21.8	1.0%
Resales of Recyclables (P&T)	11,377.7	15,203.3	(158.4)	15,044.9	3,667.2	32.2%		15,044.9	3,667.2	32.2%	46.9	0.3%	61.7	0.4%
Total Net Exp.	73,080.1	78,585.9	(548.4)	78,037.5	4,957.4	6.8%		78,037.5	4,957.4	6.8%	(187.4)	-0.2%	216.2	0.3%
Approved Positions	299.0	304.8	(0.1)	304.7	5.7	1.9%		304.7	5.7	1.9%	0.0%			

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

The 2016 Recommended Operating Budget for Solid Waste Processing & Transport of \$128.969 million gross and \$78.038 million net is \$4.957 million or 6.8% over the 2015 Approved Net Budget.

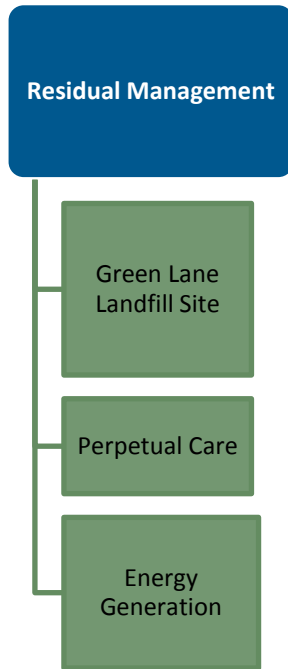
- Base budget pressures of \$5.354 million in the Processing & Transport service are primarily due to contracted processing services costs reflecting price and volume increases of \$2.746 million, as well as support of Green Lane landfill operations incurred a further pressure of \$0.618 million.
- The 2016 Recommended Operating Budget for the Processing & Transport service includes additional net revenue of \$0.643 million due to the 2016 phase-in of ABCD and School rate harmonization as well as \$1.217 million from the projected sale of recyclable materials.

In order to offset the above net expenditure pressures, the 2016 recommended service changes for Processing & Transport mainly consist of service efficiency savings of \$0.548 million, as detailed below:

Service Efficiency (savings of \$0.548 million gross and net)

- Expenditures of \$0.031 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further salary savings of \$0.517 million have been realized as a result of increasing gapping based on actual experience.

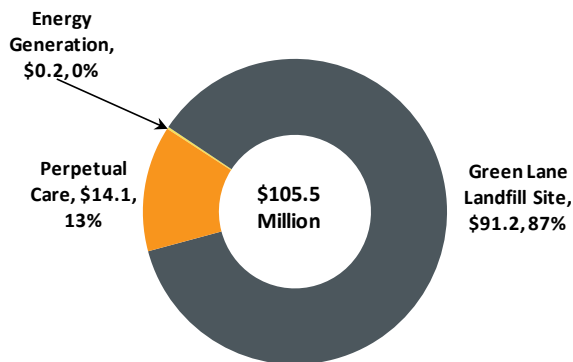
Residual Management



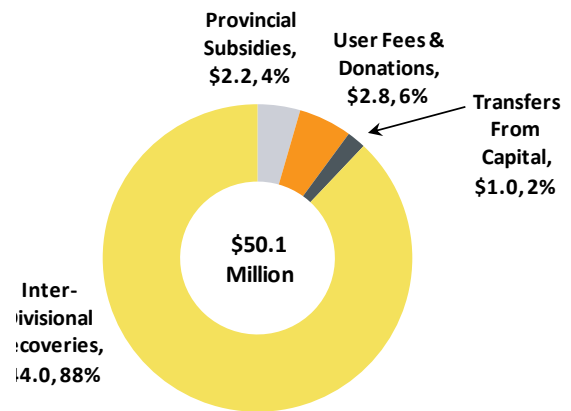
What we do

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

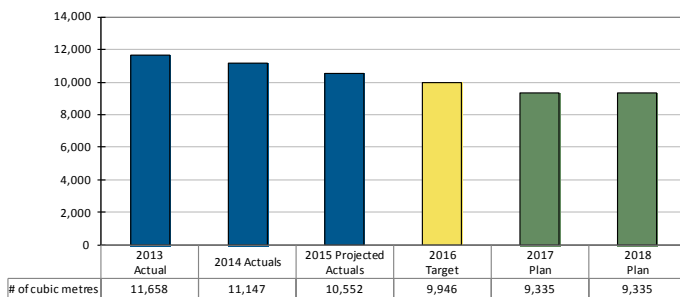
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Green Lane Landfill Volume Remaining



- Steadily decreasing remaining volume according to rate of annual waste fill.
- Tonnages have are changing due to lower private tonnes received being offset by expected slight increase in City tonnages.

2016 Service Levels

Solid Waste Residual Management

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2013	2014	2015	2016
Green Lane Landfill Site		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Perpetual Care		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Energy Generation		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

Overall, the 2016 Recommended Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Residual Management.

Table 6
2016 Recommended Service Budget by Activity

(\$000s)	2015	2016 Recommended Operating Budget						2016 Rec'd Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2016 Rec'd Base	Rec'd Base Budget vs. 2015 Budget	% Change	Rec'd New /	2016 Rec'd Budget	2016 Rec'd Budget vs. 2015 Budget	2017 Plan		2018 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Energy Generation	244.8	246.9	(2.7)	244.2	(0.7)	(0.3%)		244.2	(0.7)	(0.3%)	1.3	0.5%	1.3	0.5%
Green Lane Landfill Site	82,430.9	91,221.8	(31.7)	91,190.0	8,759.2	10.6%		91,190.0	8,759.2	10.6%	86.5	0.1%	86.5	0.1%
Perpetual Care	12,398.8	14,168.5	(59.8)	14,108.7	1,709.9	13.8%		14,108.7	1,709.9	13.8%	90.9	0.6%	59.5	0.4%
Total Gross Exp.	95,074.5	105,637.1	(94.2)	105,542.9	10,468.4	11.0%		105,542.9	10,468.4	11.0%	178.7	0.2%	147.2	0.1%
REVENUE														
Energy Generation	870.0	1,260.3		1,260.3	390.3	44.9%		1,260.3	390.3	44.9%		0.0%		
Green Lane Landfill Site	44,585.9	46,410.3		46,410.3	1,824.4	4.1%		46,410.3	1,824.4	4.1%	100.4	0.2%		
Perpetual Care	2,313.2	2,397.6		2,397.6	84.4	3.6%		2,397.6	84.4	3.6%		0.0%		
Total Revenues	47,769.1	50,068.2		50,068.2	2,299.1	4.8%		50,068.2	2,299.1	4.8%	100.4			
NET EXP.														
Energy Generation	(625.2)	(1,013.4)	(2.7)	(1,016.1)	(391.0)	62.5%		(1,016.1)	(391.0)	62.5%	1.3	-0.1%	1.3	(0.1%)
Green Lane Landfill Site	37,845.0	44,811.5	(31.7)	44,779.8	6,934.8	18.3%		44,779.8	6,934.8	18.3%	(13.9)	0.0%	86.5	0.2%
Perpetual Care	10,085.6	11,770.9	(59.8)	11,711.0	1,625.5	16.1%		11,711.0	1,625.5	16.1%	90.9	0.8%	59.5	0.5%
Total Net Exp.	47,305.4	55,568.9	(94.2)	55,474.7	8,169.3	17.3%		55,474.7	8,169.3	17.3%	78.3	0.1%	147.2	0.3%
Approved Positions	39.9	39.9	(0.0)	39.9				39.9				0.0%		

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

The 2016 Recommended Operating Budget for Residual Management of \$105.543 million gross and \$55.475 million net is \$8.169 million or 17.3% over the 2015 Approved Net Budget.

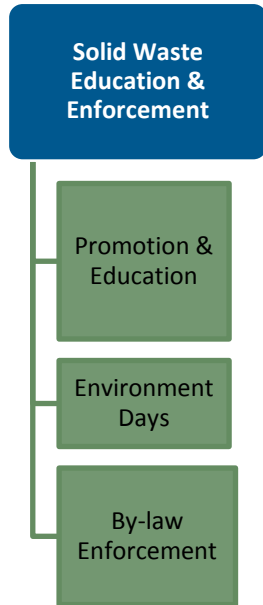
- Base budget pressures of \$8.338 million for the Residual Management service are primarily due to expenditures for debt servicing and reserve fund contributions of \$4.736 million and City payments for waste tonnage going to Green Lane landfill operations of \$4.144 million.
- The 2016 Recommended Operating Budget for the Residual Management service includes additional net revenue of \$0.422 million due to increased recoveries from capital as well as \$0.100 million from the projected sale of Clean Fill.

In order to offset the above net expenditure pressures, the 2016 recommended service changes for Residual Management consist of base and service efficiency savings of \$0.262 million net, as detailed below:

Base and Service Efficiency (savings of \$0.165 million gross and \$0.262 million net)

- Expenditures of \$0.037 million have been reduced based on a line by line review of recent spending and considering future requirements. In addition vehicle reserve contributions will be reduced by \$0.52 million
- Further salary savings of \$0.076 million have been realized as a result of increasing gapping based on actual experience.
- Combined net revenue of \$0.097 million results from the 2016 rate increase of 3% and miscellaneous user fee adjustments.

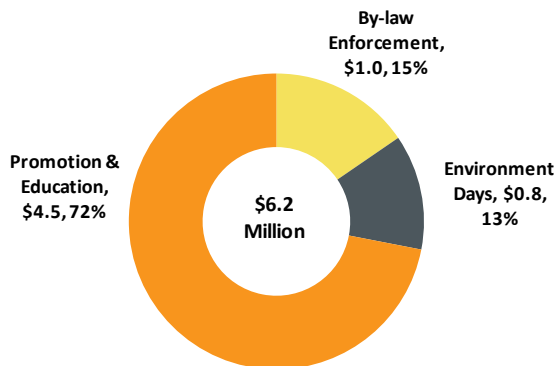
Solid Waste Education & Enforcement



What we do

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

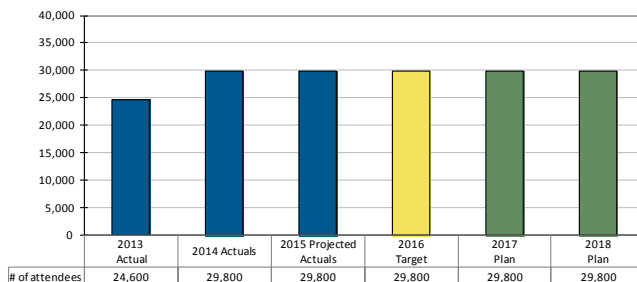
2016 Service Budget by Activity (\$Ms)



Service by Funding Source

Funding within this service is \$.001 million; the bulk of offset funding from user fees is carried by other services within SWMS.

Number of attendees to all environment days



- In 2014, the # of attendees is increased by 21% to 29,800.
- This level of participation is expected to remain stable through 2018. The number of Environment Days increased to 45 in 2015 with an additional event planned.

**2016 Service Levels
Solid Waste Education & Enforcement**

Activity	Sub-Activity/Type	Status	Approved Service Levels			Recommended
			2013	2014	2015	2016
Promotion & Education	Calendars	Approved	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months
Promotion & Education	Website	Approved	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program
Promotion & Education	Advertised Campaign	Approved	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	Printed Material	Approved	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	3R Ambassadors	Approved	170 volunteers recruited	170 volunteers recruited	400 volunteers recruited	400 volunteers recruited
Environment Days	Household Hazardous Waste	Approved	44 events	44 events	44-45 events	44-45 events
Environment Days	Electronic Waste	Approved	44 events	44 events	44-45 events	44-45 events
Environment Days	Re-Use/Donations	Approved	44 events	44 events	44-45 events	44-45 events
By-law Enforcement (SW)	By-Law Amendment	Approved	Annually or as required	Annually or as required	Annually or as required	Annually or as required
By-law Enforcement (SW)	By-Law Complaints	Approved	Enforcement as required	Enforcement as required	Enforcement as required	Enforcement as required
By-law Enforcement (SW)	Proactive By-Law Enforcement	Approved	Daily	Daily	Daily	Daily

Overall, the 2016 Recommended Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Education & Enforcement.

**Table 6
2016 Recommended Service Budget by Activity**

(\$000s)	2015		2016 Recommended Operating Budget						2016 Rec'd Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Rec'd Service Changes	2016 Rec'd Base	Rec'd Base Budget vs. 2015 Budget	% Change	Rec'd New /	2016 Rec'd Budget	2016 Rec'd Budget vs. 2015 Budget	2017 Plan	2018 Plan			
	\$	\$	\$	\$	\$	%	\$	\$	\$	\$	%	\$	%	
GROSS EXP.														
By-law Enforcement	959.4	953.8	(0.5)	953.3	(6.1)	(0.6%)		953.3	(6.1)	(0.6%)	2.9	0.3%	2.9	0.3%
Environment Days	790.3	795.5	(12.4)	783.1	(7.1)	(0.9%)		783.1	(7.1)	(0.9%)	0.4	0.1%	0.4	0.1%
Promotion & Education	4,490.5	4,711.0	(260.4)	4,450.6	(39.9)	(0.9%)		4,450.6	(39.9)	(0.9%)	7.4	0.2%	7.4	0.2%
Total Gross Exp.	6,240.2	6,460.3	(273.2)	6,187.0	(53.2)	(0.9%)		6,187.0	(53.2)	(0.9%)	10.7	0.2%	10.7	0.2%
REVENUE														
By-law Enforcement						-				-				
Environment Days		1.0		1.0	1.0	-		1.0	1.0	-	0.0%			
Promotion & Education						-				-				
Total Revenues		1.0		1.0	1.0	-		1.0	1.0	-				
NET EXP.														
By-law Enforcement	959.4	953.8	(0.5)	953.3	(6.1)	(0.6%)		953.3	(6.1)	(0.6%)	2.9	0.3%	2.9	0.3%
Environment Days	790.3	794.5	(12.4)	782.1	(8.1)	(1.0%)		782.1	(8.1)	(1.0%)	0.4	0.1%	0.4	0.1%
Promotion & Education	4,490.5	4,711.0	(260.4)	4,450.6	(39.9)	(0.9%)		4,450.6	(39.9)	(0.9%)	7.4	0.2%	7.4	0.2%
Total Net Exp.	6,240.2	6,459.3	(273.2)	6,186.0	(54.2)	(0.9%)		6,186.0	(54.2)	(0.9%)	10.7	0.2%	10.7	0.2%
Approved Positions	12.5	12.8	(0.2)	12.7	0.2	1.3%		12.7	0.2	1.3%	0.0%			

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

The 2016 Recommended Operating Base Budget for Solid Waste Education & Enforcement of \$6.187million gross and \$6.186 million net is \$0.054 million or 0.9% under the 2015 Approved Net Budget.

- Base budget pressures for Education & Enforcement are primarily due to the distribution of expenditures for debt servicing and reserve fund contributions and result in a pressure of \$0.365 million.

In order to offset the above net expenditure pressures, the 2016 recommended service changes for Education & Enforcement consist of base and service efficiency savings of \$0.318 million net, as detailed below:

Base and Service Efficiency (savings of \$0.317 million gross and \$0.318 million net)

- Expenditures of \$0.302 million have been reduced based on a line by line review of recent spending and considering future requirements.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

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

- The 2016 Operating Budget will support the development of a Waste Strategy that will guide future SWMS activities and programs in the City for the next 30 to 50 years. SWMS' operating and capital program have been driven primarily by the City's objective to achieve further diversion and facilities that maximize the lifespan of the Green Lane landfill beyond 2029 as well as ensure effective solid waste management and disposal. This is the basis that the 2016 Operating and the 2016 Capital Budget and 2017-2025 Capital Plan have been established.
- Beginning in 2017, the Operating and Capital Program for SWMS may be adjusted (as required) through future budget processes to reflect the Waste Strategy implementation once the strategy is completed and approved by Council.
- Key deliverables of the Waste Strategy include the development of new waste diversion performance metrics beyond residential waste diversion rates. These strategic goals will ultimately determine the financial model required to support the program.

SWMS Historical Rate Increases

- In 2008/2009, as part of the strategy to achieve the waste diversion target of 70%, 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.
- While in 2009 and 2010 user fee rates remained unchanged, the 2011 rate was increased by 3.0% (3.6% effective March 1, 2011) and generated revenue of \$6.730 million in 2011 and annualized revenue of \$1.346 million in 2012.
- For 2012, no user fee increase was recommended, as savings such as contracting-out collections in District 2 and other service efficiencies offset the requirement for a user fee increase while still supporting a 70% diversion target.
- For 2013, no rate increase was recommended. However, a compensating reduction of \$2.9 million to reserve fund contributions was recommended for 2013.
- In 2014, a rate increase of 3% had been approved in order to maintain the financial viability of the Diversion Program and address reserve fund sustainability.
- For the 2015, the increase to user fees was 3% as of April 1, 2015 (2.25% effective annual rate) which is in line with inflation and results in a contribution of \$13.170 million to the Waste Management Reserve Fund.

- For the 2016, the recommended increase to SWMS rates is 3% as of January 1, 2016 with anticipated 3% annual rate increases over the next 10 years to ensure sufficient capital funding for future initiatives that maximize the lifespan of the Green Lane landfill beyond 2029.
- The recommended 3% rate increase will generate \$8.4 million in added revenue that will be entirely utilized to support capital needs.
 - As a result, there will be a budgeted contribution of \$20.775 million to the Waste Management Reserve Fund in 2016.

Solid Waste Rebate

- A reduction in the Solid Waste Rebate (grant) in the amount of \$17.922 million was approved as part of the 2015 Tax Supported Budget. This had no direct impact on the Solid Waste Management Services Rates and Operating Budget. However, it did result in a "net increase" for Single Family Residential customers. In 2015/16, a key priority for Solid Waste Management Services is to ensure long term sustainability of the utility and move towards a full user pay system and increase waste diversion. This change was an initial step towards meeting both these objectives.
- A key priority for the SWMS Division for 2016 is the completion of the Waste Strategy, which includes making advancements on further diversion opportunities as well as ensuring the long term fiscal sustainability of the solid waste utility. In keeping with this Council Strategic Action #7 (Develop a Long-term Solid Waste Management Strategy), consideration will also be given to taking possible continued steps toward increased diversion and rate sustainability through further reducing the Single Family Residential Solid Waste Rebate in 2016.
- A Solid Waste Rebate reduction strategy, depending on the Garbage Bin size, should be considered for Single Family Residential customers as part of the City's Tax Supported Budget to be released later this year. Change to the Solid Waste Rebate has no impact on SWMS 2016 Rate or budget. Any change to the Solid Waste Rebate will be supported by comprehensive communications to Single Family Residential Customers on how to reduce the size of their Garbage Bin at no cost through the City's 311 Service online or via phone, and will also include educational information on how to improve waste diversion.

Issues Referred to the 2016 Operating Budget Process***Hedging Risk Associated With the Sale of Recyclable Materials***

- City Council on November 27, 28 and 29, 2012, adopted the following:
 2. City Council direct the General Manager, Solid Waste Management Services and the Acting Deputy City Manager and Chief Financial Officer to consider price hedging agreements as a

means of stabilizing, directly or indirectly, Solid Waste Management Services annual revenue from the sale of its recyclable materials.

- As part of Solid Waste's Long Term Waste Management Strategy, managing recycling material sales revenue has been identified as a key objective. An action plan has been developed that includes the review of a number of options to stabilize/improve revenues including hedging. An RFP was issued in the winter of 2015 to secure the services of a consultant to review all options. The only submission did not pass the technical evaluation. A revised RFP was issued and closed July 24, 2015 and has been awarded to Ernst and Young. It is expected that the work will be underway in the last quarter of 2015 with Staff planning to provide a final report to Committee early in March 2016. The goal is to implement any recommended and approved options in 2016.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

- **Waste Diversion**
 - ✓ Enhanced Multi-Residential Strategy focusing on customer service and completed registration, routing, and education
 - ✓ Toronto Community Housing Diversion Initiatives
 - ✓ Addition of Plastic Film to the Blue Bin recycling program
- **Long Term Waste Management Strategy**
 - ✓ Phase 2 Consultation & Council Approval of Evaluation Criteria, List of Options, and Vision Statement
 - ✓ Work on development of a Long Term Sustainable Rate Structure
- **Customer Service**
 - ✓ Curbside Waste Collection Services Review
 - ✓ Rollout of Charities Rate Waiver Program
 - ✓ Extended Hours of Operation at the Bermondsey Transfer Station
 - ✓ Pan Am Operational Plans for Litter Collection
- **Developed Long Term Business Plan and Perpetual Care Assessment for Green Lane**
- **Advanced Disco Road Biogas Utilization**
 - ✓ Complete Design
 - ✓ REA application
- **Completed Infrastructure improvements at Green Lane Landfill & other closed landfills**
- **Developed Asset Management Framework and Integrated Management System**
- **Awarded Contracts for:**
 - ✓ Green Bin 2.0
 - ✓ Front-End Collection
 - ✓ Dufferin Organic Processing Facility Expansion
- **Received Awards for:**
 - ✓ 2015 Municipal Waste Association - Promotion and Education Awards
 - ✓ Gold Campaign – 2014 Multi-Residential “Get with the program”
 - ✓ Gold Print Tool – 2014 Multi-Residential “Chute” campaign direct mail piece
 - ✓ 2015 Solid Waste Association of North America
 - ✓ Bronze Collection Systems – Parks Bins Collection

Appendix 2

2016 Recommended Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013	2014	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected	Rec'd	2015 Approved		2017	2018
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	85,524.8	86,953.6	93,897.7	92,748.3	92,632.5	(1,265.2)	(1.3%)	93,332.0	93,961.8
Materials and Supplies	4,713.9	4,785.3	5,508.9	5,441.5	6,055.1	546.2	9.9%	6,055.1	6,055.1
Equipment	299.9	133.9	387.1	382.4	295.7	(91.4)	(23.6%)	295.7	295.7
Services & Rents	115,399.7	121,435.9	125,369.8	123,835.2	129,461.5	4,091.7	3.3%	129,461.5	129,461.5
Interdivisional Charges	33,720.3	34,103.0	35,117.4	34,687.5	34,658.7	(458.7)	(1.3%)	34,997.3	35,336.0
Contributions to Reserve/Res Funds	43,680.1	113,850.8	37,469.2	37,010.5	41,739.1	4,269.9	11.4%	46,499.1	48,499.1
Other Expenditures	67,054.3	3.1	73,035.1	72,141.1	84,166.9	11,131.8	15.2%	84,166.9	84,166.9
Total Gross Expenditures	350,393.0	361,265.6	370,785.1	366,246.5	389,009.4	18,224.3	4.9%	394,807.6	397,776.1
Interdivisional Recoveries	3,487.6	4,572.9	5,984.2	5,882.7	5,396.2	(588.0)	(9.8%)	5,396.2	5,396.2
Provincial Subsidies	18,246.6	24,918.9	22,015.4	21,642.0	21,665.1	(350.3)	(1.6%)	21,665.1	21,665.1
User Fees & Donations	265,969.6	269,682.6	272,189.2	267,572.2	283,126.2	10,937.0	4.0%	284,246.6	284,246.6
Transfers from Capital Fund	2,870.3	2,200.8	3,327.2	3,270.8	4,855.6	1,528.4	45.9%	4,855.6	4,855.6
Contribution from Reserve/Reserve Funds		5,503.0							
Sundry Revenues	59,818.9	54,387.4	67,269.1	66,128.1	73,966.3	6,697.2	10.0%	73,966.3	73,966.3
Total Revenues	350,393.0	361,265.6	370,785.1	364,495.8	389,009.4	18,224.3	4.9%	390,129.8	390,129.8
Total Net Expenditures		(0.0)	(0.0)	1,750.7	(0.0)	(0.0)		4,677.8	7,646.2
Approved Positions	951.0	910.0	1,108.7	1,031.7	1,108.7			1,108.7	1,108.7

* Based on the 9-month Operating Variance Report

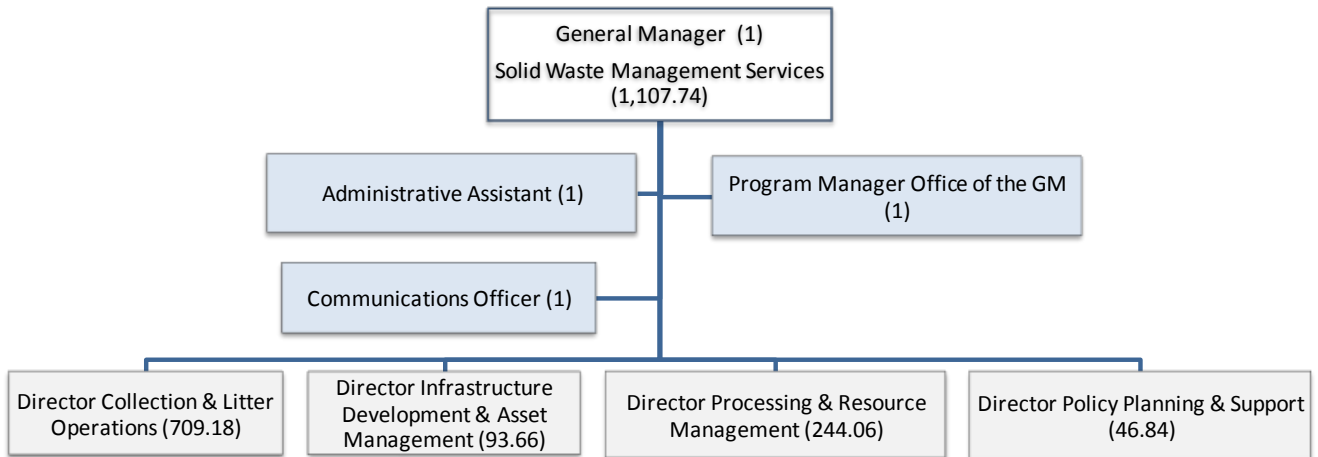
For additional information regarding the 2015 Q3 operating variances and year-end projections, please refer to the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2015" to be approved by City Council at its meeting on December 9, 2015.

Impact of 2015 Operating Variance on the 2016 Recommended Budget

- Being on budget at year-end is dependent on maintaining collection, processing, transfer and disposal tonnages of organics, recyclable material and residual waste as projected for the year and achieving projected revenue from stewardship funding, volume based user fees and sales of recyclable materials. Both of these revenue determinants in 2015 are dependent on the volume of waste produced and broader resale markets for commodities.
- The 2015 year-end position indicates a nominal net deficit of \$1.750 million as projected expenditure savings are offset by under-achieved revenue. Any deficit generated would be offset by a reserve draw.
- The 2016 Operating Budget will further adjust collection, processing and disposal budgets to be re-aligned with actual costs, volume and market based revenue forecasts. The 2016 Operating Budget balances these base budget adjustments with projected user fee revenue to maintain a zero net expenditure change while slowly building future reserve funds by strategically adjusting volume based user rates. The rate increase proposed for 2016 is 3% effective January 1, 2016.

Appendix 3

2016 Organization Chart



2016 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	98.0	45.0	848.00	992.00
Part-Time				116.74	116.74
Total	1.0	98.0	45.0	964.74	1,108.74

Appendix 4

Summary of 2016 Recommended Service Changes

2016 Operating Budget - Staff Recommended Service Change Summary by Service (\$000's)

Form ID		Citizen Focused Services B Program - Solid Waste Management Services	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2016 Staff Recommended Base Budget Before Service Change:			391,846.2	389,009.4	2,836.7	1,116.74	4,677.7	2,968.5

7899	SWM Collection Efficiencies
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51	0	Description:
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It is recommended that the 2016 Operating Budget for Solid Waste Management Services be reduced by \$0.483 million within the Waste Collection and Transfer Service following a line by line review has identified areas where the operating budget for in-house collected Solid Waste Management Services (SWMS) – Collections and Litter Operations (C and LO) can be realigned and reduced. 5 staff positions will also be realigned. Total proposed budget reduction is \$232,748.

Service Level Impact:

The reduction of these expenditures and associated deletion of 5.0 vacant positions reflects an achieved efficiency in the Program and will have no impact on the level of service delivered.

Service: SW-Solid Waste Collection & Transfer

Total Staff Recommended	(483.3)	0.0	(483.3)	0.00	0.0	0.0
Staff Recommended Service Changes:	(483.3)	0.0	(483.3)	0.00	0.0	0.0

7937	SWM Gapping Rate Adjustment
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51	0	Description:
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It is recommended that the 2016 Operating Budget for Solid Waste Management Services be reduced by \$1.821 million arising from an increase in the level of budgeted gapping from 2.0% to 4.0%, which is a more accurate reflection of the natural turnover and vacancies expected in the Program over the next few years.

Service Level Impact:

This recommended reduction will have no impact on the level of service delivered or approved compliment in Solid Waste Management Services.

Service: SW-City Beautification

Total Staff Recommended	(453.2)	0.0	(453.2)	0.00	0.0	0.0
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Service: SW-Residual Management

Total Staff Recommended	(76.2)	0.0	(76.2)	0.00	0.0	0.0
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2016 Operating Budget - Staff Recommended Service Change Summary by Service (\$000's)

Form ID		Citizen Focused Services B Program - Solid Waste Management Services	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: SW-Solid Waste Collection & Transfer						
		Total Staff Recommended	(758.4)	0.0	(758.4)	0.00	0.0	0.0
		Service: SW-Solid Waste Education & Enforcement						
		Total Staff Recommended	(15.0)	0.0	(15.0)	0.00	0.0	0.0
		Service: SW-Solid Waste Processing & Transport						
		Total Staff Recommended	(517.8)	0.0	(517.8)	0.00	0.0	0.0
		Staff Recommended Service Changes:	(1,820.7)	0.0	(1,820.7)	0.00	0.0	0.0

8326		SWM Line By Line Efficiency Savings - Positions Only
51	0	Description:

It is recommended that the 2016 Operating Budget for Solid Waste Management Services be reduced by \$0.233 million and 3.0 vacant positions arising from savings identified in a line by line review, aligning the budget with actual experience and projected 2016 requirements, primarily within City Beautification and Collection and Transfer services.

Service Level Impact:

The reduction of these expenditures and associated deletion of 3.0 vacant positions reflects an achieved efficiency in the Program and will have no impact on the level of service delivered.

Service: SW-City Beautification

Total Staff Recommended	(111.5)	0.0	(111.5)	(1.67)	0.0	0.0
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Service: SW-Residual Management

Total Staff Recommended	(4.0)	0.0	(4.0)	(0.01)	0.0	0.0
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Service: SW-Solid Waste Collection & Transfer

Total Staff Recommended	(93.4)	0.0	(93.4)	(1.11)	0.0	0.0
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Service: SW-Solid Waste Education & Enforcement

2016 Operating Budget - Staff Recommended Service Change Summary by Service (\$000's)

Form ID		Citizen Focused Services B	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
		Total Staff Recommended	(10.8)	0.0	(10.8)	(0.16)	0.0	0.0
		Service: SW-Solid Waste Processing & Transport						
		Total Staff Recommended	(13.0)	0.0	(13.0)	(0.05)	0.0	0.0
		Staff Recommended Service Changes:	(232.7)	0.0	(232.7)	(3.00)	0.0	0.0

8327	SWM Collection Efficiencies - Positions Only	
51	0	<p>Description:</p> <p>It is recommended that the 2016 Operating Budget for Solid Waste Management Services be reduced by 5 staff positions within the Waste Collection and Transfer Service following a line by line review has identified areas where the operating budget for in-house collected Solid Waste Management Services (SWMS) – Collections and Litter Operations (C and LO) can be realigned and reduced.</p> <p>Service Level Impact:</p> <p>The reduction of these expenditures and associated deletion of 5.0 vacant positions reflects an achieved efficiency in the Program and will have no impact on the level of service delivered.</p> <p>Service: SW-Solid Waste Collection & Transfer</p>
		Total Staff Recommended
		0.0
		0.0
		0.0
		(5.00)
		0.0
		0.0
		0.0
		(5.00)
		0.0
		0.0

8583	SWM Communication Budget Efficiencies	
51	0	<p>Description:</p> <p>It is recommended that the 2016 Operating Budget for Solid Waste Management Services include a reduction in communication expenses of \$0.300 million based on a change in methodology in providing communication services, as Solid Waste moves from more traditional media communications to utilizing social media tools.</p> <p>Service Level Impact:</p> <p>The reduction of these expenditures will have no impact on the level of service provided.</p> <p>Service: SW-City Beautification</p>

**2016 Operating Budget - Staff Recommended Service Change
Summary by Service (\$000's)**

Form ID		Citizen Focused Services B Program - Solid Waste Management Services	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended	(2.3)	0.0	(2.3)	0.00	0.0	0.0
		Service: SW-Residual Management						
		Total Staff Recommended	(14.0)	0.0	(14.0)	0.00	0.0	0.0
		Service: SW-Solid Waste Collection & Transfer						
		Total Staff Recommended	(18.7)	0.0	(18.7)	0.00	0.0	0.0
		Service: SW-Solid Waste Education & Enforcement						
		Total Staff Recommended	(247.4)	0.0	(247.4)	0.00	0.0	0.0
		Service: SW-Solid Waste Processing & Transport						
		Total Staff Recommended	(17.6)	0.0	(17.6)	0.00	0.0	0.0
		Staff Recommended Service Changes:	(300.0)	0.0	(300.0)	0.00	0.0	0.0
Summary:								
		Total Staff Recommended	(2,836.7)	0.0	(2,836.7)	(8.00)	0.0	0.0
		Total Staff Recommended Base Budget:	389,009.4	389,009.4	(0.0)	1,108.74	4,677.7	2,968.5

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		26,318.2	831.2	571.2	613.2
Vehicle Reserve- Solid Waste	XQ1014				
<i>Contributions -Total</i>		13,000.0	8,240.0	13,000.0	15,000.0
<i>Proceeds Sale of Vehicles & Equipment</i>					
<i>(Withdrawals)- Total</i>		(38,487.0)	(8,500.0)	(12,958.0)	(15,244.0)
Total Reserve / Reserve Fund Draws / Contributions		831.2	571.2	613.2	369.2
Balance at Year-End		831.2	571.2	613.2	369.2

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		24,782.6	24,476.2	21,210.9	20,600.6
Perpetual Care of Landfills Reserve Fund-	XR1013				
<i>Estimated Interest Earned</i>		193.6	134.6	82.7	80.3
<i>Contributions (Operating)</i>		8,000.0	9,249.0	9,249.0	9,249.0
<i>Morningside Landfill Remediation</i>		(450.0)	(3,400.0)	-	-
<i>Basic Perpetual Care</i>		(5,366.6)	(6,165.9)	(6,627.9)	(5,616.6)
<i>New Control Systems</i>		(2,683.4)	(3,083.1)	(3,314.1)	(2,808.4)
Total Reserve / Reserve Fund Draws / Contributions		24,476.2	21,210.9	20,600.6	21,504.9
Balance at Year-End		24,476.2	21,210.9	20,600.6	21,504.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		94,352.0	113,801.2	102,251.8	82,706.6
Waste Management Reserve Fund-	XR1404				
<i>Estimated Interest Earned</i>		790.4	625.9	398.8	322.6
<i>Contributions (Withdrawals) Operating</i>		13,169.7	20,775.2	20,775.2	20,775.2
<i>Estimated Prior Y/E Operating Surplus</i>		15,044.0	-	-	-
<i>Transfers (to) from Green Lane Operating</i>		-	-	-	-
<i>Funding for Capital</i>		(9,554.9)	(32,950.5)	(40,719.2)	(29,631.4)
Total Reserve / Reserve Fund Draws / Contributions		113,801.2	102,251.8	82,706.6	74,172.9
Balance at Year-End		113,801.2	102,251.8	82,706.6	74,172.9

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		14,972.3	14,026.2	12,876.5	11,339.7
Green Lane Reserve Fund-	XR1408				
<i>Estimated Interest Earned</i>		130.9	76.5	49.7	43.8
<i>Contributions (+)</i>		759.4	903.4	1,055.9	1,071.5
<i>Funding for Capital</i>		(1,836.3)	(2,129.6)	(2,642.4)	(2,861.0)
Total Reserve / Reserve Fund Draws / Contributions		14,026.2	12,876.5	11,339.7	9,594.0
Balance at Year-End		14,026.2	12,876.5	11,339.7	9,594.0

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		3,123.4	3,694.8	4,214.9	4,731.1
Green Lane Perpetual Care Reserve Fund	XR1409				
<i>Estimated Interest Earned</i>		84.9	20.3	16.4	18.5
<i>Contributions (+)</i>		486.4	499.8	499.8	499.8
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		3,694.8	4,214.9	4,731.1	5,249.3
Balance at Year-End		3,694.8	4,214.9	4,731.1	5,249.3

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		99.7	109.9	110.5	110.9
Green Lane Liability Trust	XT6109				
<i>Estimated Interest Earned</i>		10.2	0.6	0.4	0.4
<i>Contributions (+)</i>					
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		109.9	110.5	110.9	111.4
Balance at Year-End		109.9	110.5	110.9	111.4

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		22,442.1	24,495.6	26,549.3	28,602.9
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Operating Contribution SWMS</i>		2,053.6	2,053.6	2,053.6	2,053.6
Total Reserve / Reserve Fund Draws / Contributions		24,495.6	26,549.3	28,602.9	30,656.5
Other Program / Agency Net Withdrawals & Contributions*					
Balance at Year-End		24,495.6	26,549.3	28,602.9	30,656.5

* Other Program / Agency Net Withdrawals & Contributions to be verified.

Appendix 7a

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW001	Clean City of Toronto owned Landfills. Tip Fee per load.	Perpetual Care	Full Cost Recovery	Tip Fee per load	\$21.22	\$21.22	\$0.64	\$21.86	\$21.86	\$21.86
SW002	Small Paid Waste Loads - Transfer Stations. Tip Fee each load up to 100 kilograms.	Garbage (P&T)	Full Cost Recovery	Tip Fee each load up to 100 kilograms	\$10.61	\$10.61	\$0.32	\$10.93	\$10.93	\$10.93
SW003	Waste Loads over 100 kg - Transfer Stations. Tip Fee per tonne.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$106.09	\$106.09	\$3.18	\$109.27	\$109.27	\$109.27
SW004	Recyclable Material Loads - Transfer Stations. Tip Fee per tonne.	Resale of Recyclables (P&T)	Market Based	Tip Fee per tonne	\$79.57	\$79.57	\$2.39	\$81.96	\$81.96	\$81.96
SW005	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$106.09	\$106.09	\$3.18	\$109.27	\$109.27	\$109.27
SW006	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW007	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW008	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$424.36	\$424.36	\$12.73	\$437.09	\$437.09	\$437.09
SW009	Waste loads - Transfer Stations - Estimated Weight based on 4,000 kg. Fee based on Axle rates when scales are unavailable	Garbage (P&T)	Market Based	Tip Fee per load	\$424.36	\$424.36	\$12.73	\$437.09	\$437.09	\$437.09
SW010	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$530.45	\$530.45	\$15.91	\$546.36	\$546.36	\$546.36
SW011	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$848.72	\$848.72	\$25.46	\$874.18	\$874.18	\$874.18

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW012	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW013	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$1,591.35	\$1,591.35	\$47.74	\$1,639.09	\$1,639.09	\$1,639.09
SW014	Waste loads - Transfer Stations - Estimated Weight based on 8,000 kg. Fee based on Axle rates when scales are unavailable.	Garbage (P&T)	Market Based	Tip Fee per load	\$848.72	\$848.72	\$25.46	\$874.18	\$874.18	\$874.18
SW015	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$848.72	\$848.72	\$25.46	\$874.18	\$874.18	\$874.18
SW016	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$1,060.90	\$1,060.90	\$31.83	\$1,092.73	\$1,092.73	\$1,092.73
SW017	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$1,060.90	\$1,060.90	\$31.83	\$1,092.73	\$1,092.73	\$1,092.73
SW018	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.	Garbage (P&T)	Market Based	Tip Fee per load	\$1,697.44	\$1,697.44	\$50.92	\$1,748.36	\$1,748.36	\$1,748.36
SW019	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$79.57	\$79.57	\$2.39	\$81.96	\$81.96	\$81.96
SW020	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$238.70	\$238.70	\$7.16	\$245.86	\$245.86	\$245.86
SW021	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$238.70	\$238.70	\$7.16	\$245.86	\$245.86	\$245.86

Appendix 7a- Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW022	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW023	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW024	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$397.84	\$397.84	\$11.94	\$409.78	\$409.78	\$409.78
SW025	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$636.54	\$636.54	\$19.10	\$655.64	\$655.64	\$655.64
SW026	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$954.81	\$954.81	\$28.64	\$983.45	\$983.45	\$983.45
SW027	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$1,193.51	\$1,193.51	\$35.81	\$1,229.32	\$1,229.32	\$1,229.32
SW028	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$636.54	\$636.54	\$19.10	\$655.64	\$655.64	\$655.64
SW029	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$636.54	\$636.54	\$19.10	\$655.64	\$655.64	\$655.64
SW030	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$795.68	\$795.68	\$23.87	\$819.55	\$819.55	\$819.55
SW031	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$795.68	\$795.68	\$23.87	\$819.55	\$819.55	\$819.55

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW032	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW033	Dedicated loads of Yard Waste material 7.5 cm (3") or greater in diameter - Transfer Stations designated by the General Manager	Leaf & Yard Waste (P&T)	Market Based	Tip Fee per load	\$106.09	\$106.09	\$3.18	\$109.27	\$109.27	\$109.27
SW034	Tire loads - Transfer Stations. Tip Fee per tonne.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$159.14	\$159.14	\$4.77	\$163.91	\$163.91	\$163.91
SW035	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.	Resale of Recyclables (P&T)	Market Based	Tip Fee per load	\$159.14	\$159.14	\$4.77	\$163.91	\$163.91	\$163.91
SW036	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$477.41	\$477.41	\$14.32	\$491.73	\$491.73	\$491.73
SW037	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$477.41	\$477.41	\$14.32	\$491.73	\$491.73	\$491.73
SW038	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$636.54	\$636.54	\$19.10	\$655.64	\$655.64	\$655.64
SW039	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$636.54	\$636.54	\$19.10	\$655.64	\$655.64	\$655.64
SW040	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$795.68	\$795.68	\$23.87	\$819.55	\$819.55	\$819.55
SW041	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW042	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$1,909.62	\$1,909.62	\$57.29	\$1,966.91	\$1,966.91	\$1,966.91

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW043	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$2,387.03	\$2,387.03	\$71.61	\$2,458.64	\$2,458.64	\$2,458.64
SW044	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW045	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW046	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$1,591.35	\$1,591.35	\$47.74	\$1,639.09	\$1,639.09	\$1,639.09
SW047	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.	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$1,591.35	\$1,591.35	\$47.74	\$1,639.09	\$1,639.09	\$1,639.09
SW048	Tire loads - Transfer Stations - Tip Fee per Load - Triple Axle Dump Truck- Estimated weight based on 16,000 kg	Resale of Recyclables (P&T)	Full Cost Recovery	Tip Fee per load	\$2,546.16	\$2,546.16	\$76.38	\$2,622.54	\$2,622.54	\$2,622.54
SW049	Waste Loading Services - Transfer Stations. Loading fee per tonne for drop and load service.	Garbage (P&T)	Full Cost Recovery	Loading fee per tonne	\$15.45	\$15.45	\$0.46	\$15.91	\$15.91	\$15.91
SW050	Load Weighing Service only- Transfer Stations. Flat fee for weighing a vehicle.	Garbage (P&T)	Full Cost Recovery	Per use of transfer station weight scales	\$10.61	\$10.61	\$0.32	\$10.93	\$10.93	\$10.93
SW051	Commercial Organics Collections - Annual Fee - Frequency 2x/week - per year. Incl ABCDs and Schools	Green Bin (C&T)	Full Cost Recovery	Annual Fee - Frequency 2x/week - per year	\$339.49	\$339.49	\$10.18	\$349.67	\$349.67	\$349.67
SW052	Commercial Organics Collections - Annual Fee - Frequency 5x/week - per year. Incl ABCDs and Schools	Green Bin (C&T)	Full Cost Recovery	Annual Fee - Frequency 5x/week - per year	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW053	Commercial Organics Collections - Annual Fee - Frequency 6x/week - per year. Incl ABCDs and Schools	Green Bin (C&T)	Full Cost Recovery	Annual Fee - Frequency 6x/week - per year	\$1,697.44	\$1,697.44	\$50.92	\$1,748.36	\$1,748.36	\$1,748.36
SW054.1	Commercial Garbage Collections. Annual Fee - Bi-weekly Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual Fee - Bi-weekly Cart Collection	\$427.54	\$427.54	\$12.83	\$440.37	\$440.37	\$440.37
SW054.2	Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual Fee - Once per Week Cart Collection	\$855.09	\$855.09	\$25.65	\$880.74	\$880.74	\$880.74

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW055	Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual Fee - Twice per Week Cart Collection	\$1,710.17	\$1,710.17	\$51.31	\$1,761.48	\$1,761.48	\$1,761.48
SW056	Commercial Front End Garbage Collection - Uncompacted. Per Lift per Cubic Yard - Uncompacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of uncompacted garbage	\$11.76	\$11.76	\$0.35	\$12.11	\$12.11	\$12.11
SW057	Commercial Front End Garbage Collection - Compacted. Per Lift per Cubic Yard - Compacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of compacted garbage	\$23.54	\$23.54	\$0.71	\$24.25	\$24.25	\$24.25
SW058	Commercial Garbage Collections. Fee per Bag or Tag (each).	Garbage (C&T)	Full Cost Recovery	Fee per Bag or Tag (each)	\$3.29	\$3.29	\$0.10	\$3.39	\$3.39	\$3.39
SW059	Commercial Garbage Collections. Fee to purchase 35 gallon organic bin.	Environmental Days	Full Cost Recovery	Fee to purchase 35 gallon organic bin	\$58.35	\$58.35	\$1.75	\$60.10	\$60.10	\$60.10
SW060	Commercial Garbage Collections. Fee to purchase 65 gallon organic bin.	Environmental Days	Full Cost Recovery	Fee to purchase 65 gallon organic bin	\$68.96	\$68.96	\$2.07	\$71.03	\$71.03	\$71.03
SW061	Commercial Garbage Collections. Fee to purchase a 95 gallon recycling bin.	Environmental Days	Full Cost Recovery	Fee to purchase a 95 gallon recycling bin	\$90.18	\$90.18	\$2.71	\$92.89	\$92.89	\$92.89
SW062	Composters. Fee to purchase a composter.	Environmental Days	Full Cost Recovery	Fee to purchase a composter	\$14.09	\$14.09	\$0.42	\$14.51	\$14.51	\$14.51
SW063	Composters. Fee to deliver composter.	Environmental Days	Full Cost Recovery	Fee to deliver composter	\$5.30	\$5.30	\$0.16	\$5.46	\$5.46	\$5.46
SW065	Organics Kitchen Container. Fee to purchase an organics kitchen container.	Environmental Days	Full Cost Recovery	Fee to purchase an organics kitchen container	\$4.70	\$4.70	\$0.14	\$4.84	\$4.84	\$4.84
SW066	Organic Kitchen Container. Fee to purchase apartment container.	Environmental Days	Full Cost Recovery	Fee to purchase apartment container	\$3.20	\$3.20	\$0.10	\$3.30	\$3.30	\$3.30
SW067	Fee to purchase a racoon latch	Environmental Days	Full Cost Recovery	Fee to purchase a racoon latch	\$8.45	\$8.45	\$0.25	\$8.70	\$8.70	\$8.70
SW068	Fee to purchase a yard waste bin	Environmental Days	Full Cost Recovery	Fee to purchase a yard waste bin	\$4.80	\$4.80	\$0.14	\$4.94	\$4.94	\$4.94
SW069	Fee to purchase a recycling box	Environmental Days	Full Cost Recovery	Fee to purchase a recycling box	\$5.60	\$5.60	\$0.17	\$5.77	\$5.77	\$5.77
SW070	Schools - Front End Garbage Collection un-compacted. Per Lift per Cubic Yard - Uncompacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of uncompacted garbage	\$9.31	\$10.54	\$0.32	\$10.86	\$12.07	\$12.07
SW071	Schools - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of compacted garbage	\$18.61	\$21.07	\$0.63	\$21.70	\$24.16	\$24.16
SW072.1	Schools- Waste loads delivered directly to Transfer Stations. Fee Per Tonne.	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$89.10	\$97.59	\$2.93	\$100.52	\$109.02	\$109.02
SW072.2	Schools- Recyclable Material loads delivered directly to Transfer Stations. Fee Per Tonne.	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$39.79	\$59.68	\$1.79	\$61.47	\$81.36	\$81.36
SW072.3	Schools- Tire loads delivered directly to Transfer Stations. Fee Per Tonne.	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$79.57	\$119.36	\$3.58	\$122.94	\$162.72	\$162.72
SW074	Schools- Annual Fee per bin - twice weekly collection	Garbage (C&T)	Full Cost Recovery	Fee per bin - twice weekly collection	\$1,433.53	\$1,571.85	\$47.16	\$1,619.01	\$1,757.33	\$1,757.33

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW075	ABC&Ds - Front End Garbage Collection. Per Lift per Cubic Yard - Uncompacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-compacted garbage	\$8.74	\$10.25	\$0.31	\$10.56	\$12.06	\$12.06
SW076	ABC&Ds - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of compacted garbage	\$17.48	\$20.20	\$0.61	\$20.81	\$24.14	\$24.14
SW077.1	ABC&D's Waste loads delivered directly to Transfer Stations. Fee per tonne.	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$86.01	\$96.05	\$2.88	\$98.93	\$108.97	\$108.97
SW077.2	ABC&D's Recyclable Material loads delivered directly to Transfer Stations. Fee per tonne.	Resale of Recyclables (P&T)	Full Cost Recovery	Fee per tonne	\$39.79	\$59.68	\$1.79	\$61.47	\$81.36	\$81.36
SW077.3	ABC&D's Tire loads delivered	(P&T)	Full Cost Recovery	Fee per tonne	\$79.57	\$119.36	\$3.58	\$122.94	\$162.72	\$162.72
SW078	ABC&D's Annual Fee per bin - twice weekly collection	Garbage (P&T)	Full Cost Recovery	Fee per bin - twice weekly collection	\$1,208.58	\$1,459.38	\$43.78	\$1,503.16	\$1,753.95	\$1,753.95
SW079	Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$2.68	\$2.98	\$0.09	\$3.07	\$3.38	\$3.38
SW080.1	Non-residential Curbside Garbage Collection - Small Bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$85.51	\$85.51	\$2.57	\$88.08	\$88.08	\$88.08
SW080.2	Non-residential Curbside Garbage Collection - Medium Bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$171.02	\$171.02	\$5.13	\$176.15	\$176.15	\$176.15
SW080.3	Non-residential Curbside Garbage Collection - Large Bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$256.53	\$256.53	\$7.70	\$264.23	\$264.23	\$264.23
SW080.4	Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$427.54	\$427.54	\$12.83	\$440.37	\$440.37	\$440.37
SW081.1	Non-residential Curbside Garbage Collection - Small Bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$171.02	\$171.02	\$5.13	\$176.15	\$176.15	\$176.15
SW081.2	Non-residential Curbside Garbage Collection - Medium Bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$342.03	\$342.03	\$10.26	\$352.29	\$352.29	\$352.29
SW081.3	Non-residential Curbside Garbage Collection - Large Bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$513.05	\$513.05	\$15.39	\$528.44	\$528.44	\$528.44
SW081.4	Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$855.09	\$855.09	\$25.65	\$880.74	\$880.74	\$880.74
SW082	Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual fee per bin - twice weekly collection	\$1,710.17	\$1,710.17	\$51.31	\$1,761.48	\$1,761.48	\$1,761.48
SW083	Non-residential Curbside Organics Collection	Garbage (C&T)	City Policy	Annual Fee - Frequency 2x/week - per year	\$339.49	\$339.49	\$10.18	\$349.67	\$349.67	\$349.67
SW084	Non-residential Curbside Organics Collection	Garbage (C&T)	City Policy	Annual Fee - Frequency 5X/week - per year	\$1,273.08	\$1,273.08	\$38.19	\$1,311.27	\$1,311.27	\$1,311.27
SW085	Non-residential Curbside Organics Collection	Garbage (C&T)	City Policy	Annual Fee - Frequency 6X/week - per year	\$1,697.44	\$1,697.44	\$50.92	\$1,748.36	\$1,748.36	\$1,748.36
SW086	Non-residential Front End Garbage Collection	Garbage (C&T)	City Policy	Fee per cubic yard of un-compacted garbage	\$11.77	\$11.77	\$0.35	\$12.12	\$12.12	\$12.12

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate
SW087	Non-residential Front End Garbage Collection	Garbage (C&T)	City Policy	Fee per cubic yard of compacted garbage	\$23.53	\$23.53	\$0.71	\$24.24	\$24.24
SW088	Non-residential Garbage Collection	Garbage (C&T)	City Policy	Fee per Bag or Tag (each)	\$3.29	\$3.29	\$0.10	\$3.39	\$3.39
SW089	Multi-residential bulk collection. Annual Base Collection Fee(per dwelling unit per year)up to base of 1.917 cubic yards(per dwelling unit per year)of uncompacted garbage or base of 0.9585 cubic yards(per dwelling unit per year)of compacted garbage.	Garbage (C&T)	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 uncompacted garbage or base of 0.9585 cubic yards (per dwelling unit per year) of compacted garbage.	\$202.95	\$202.95	\$6.09	\$209.04	\$209.04
SW090	Multi-residential bulk collection. Excess Collection Fee (per cubic yard) of un-compacted garbage over base 1.917 cubic yards (per dwelling unit per year).	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee (per cubic yard) of un-compacted garbage over base 1.917 cubic yards (per dwelling unit per year).	\$14.08	\$14.08	\$0.42	\$14.50	\$14.50
SW091	Multi-residential bulk collection. Excess Collection Fee (per cubic yard) of compacted garbage over base 0.9585 cubic yards (per dwelling unit per year).	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee (per cubic yard) of compacted garbage over base 0.9585 cubic yards (per dwelling unit per year).	\$28.17	\$28.17	\$0.85	\$29.02	\$29.02
SW092	Residential Curbside collection. Annual Collection fee - Small Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection fee - Small Bin.	\$237.64	\$237.64	\$7.13	\$244.77	\$244.77
SW093	Residential Curbside collection. Annual Collection Fee - Medium Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee - Medium Bin.	\$288.49	\$288.49	\$8.65	\$297.14	\$297.14
SW094	Residential Curbside collection. Annual Collection fee- Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection fee- Large Bin.	\$391.80	\$391.80	\$11.75	\$403.55	\$403.55
SW095	Residential Curbside Collection. Annual Collection fee - Extra Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection fee - Extra Large Bin.	\$454.45	\$454.45	\$13.63	\$468.08	\$468.08
SW096	Residential Curbside Collection. Annual Collection Fee - Bag - only customer.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee - Bag - only customer.	\$152.13	\$152.13	\$4.56	\$156.69	\$156.69
SW097	Residential Curbside Collection for Subscription Properties - using extra-large garbage bins.	Garbage (C&T)	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 uncompacted garbage or up to base of 0.9585 cubic yards (per dwelling unit per year) of compacted garbage.	\$202.95	\$202.95	\$6.09	\$209.04	\$209.04

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW098	Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Multi-residential.	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee (per cubic yard) of un-compacted garbage over base 1.917 cubic yards (per dwelling unit per year)	\$14.08	\$14.08	\$0.42	\$14.50	\$14.50	\$14.50
SW099	Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Multi-residential.	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee (per cubic yard) of compacted garbage over base 0.9585 cubic yards (per dwelling unit per year)	\$28.17	\$28.17	\$0.85	\$29.02	\$29.02	\$29.02
SW100	Residential Curbside collection for Subscription Properties - bag only collection. Multi-residential.	Garbage (C&T)	Full Cost Recovery	Annual Base Collection Fee Excess Collection Fee (per dwelling unit per year)	\$202.95	\$202.95	\$6.09	\$209.04	\$209.04	\$209.04
SW101	Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Garbage Bin Downsizing Exchange Fee.	Garbage (C&T)	City Policy	Garbage Bin Downsizing Exchange Fee.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SW102	Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Garbage Bin Upsizing Exchange Fee.	Garbage (C&T)	Full Cost Recovery	Garbage Bin Upsizing Exchange Fee.	\$21.22	\$21.22	\$0.64	\$21.86	\$21.86	\$21.86
SW103	Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Recycling Bin Upsizing Exchange Fee.	Garbage (C&T)	City Policy	Recycling Bin Upsizing Exchange Fee.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SW109	Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Bag tag (\$/tag).	Garbage (C&T)	City Policy	Bag tag (\$/tag)	\$3.29	\$3.29	\$0.10	\$3.39	\$3.39	\$3.39
SW110	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Small Bin	\$237.64	\$237.64	\$7.13	\$244.77	\$244.77	\$244.77
SW111	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Medium Bin	\$288.49	\$288.49	\$8.65	\$297.14	\$297.14	\$297.14
SW112	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Large Bin	\$391.80	\$391.80	\$11.75	\$403.55	\$403.55	\$403.55
SW113	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Extra Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Extra Large Bin	\$454.45	\$454.45	\$13.63	\$468.08	\$468.08	\$468.08

Appendix 7a-Continued

Recommended User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2015	2016			2017	2018
					Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
SW114	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on weekly collection - Small Bin	\$288.49	\$288.49	\$8.65	\$297.14	\$297.14	\$297.14
SW115	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on weekly collection - Medium Bin	\$391.80	\$391.80	\$11.75	\$403.55	\$403.55	\$403.55
SW116	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on weekly collection - Large Bin	\$555.57	\$555.57	\$16.67	\$572.24	\$572.24	\$572.24
SW117	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on weekly collection - Extra Large Bin	\$892.67	\$892.67	\$26.78	\$919.45	\$919.45	\$919.45
SW118	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Bag-only customer.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on bi-weekly collection - Bag-only customer	\$152.13	\$152.13	\$4.56	\$156.69	\$156.69	\$156.69
SW119	RUAC Mixed residential/commercial properties Garbage Collection. Annual Collection Fee based on weekly collection - Bag only customer.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee based on weekly collection - Bag only customer	\$202.98	\$202.98	\$6.09	\$209.07	\$209.07	\$209.07
SW120	Annual Fee per cart - Biweekly (schools)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$358.39	\$392.97	\$11.79	\$404.76	\$439.33	\$439.33
SW121	Annual Fee per cart - Weekly (schools)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly collection	\$716.77	\$785.93	\$23.58	\$809.51	\$878.67	\$878.67
SW122	Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$302.15	\$364.85	\$10.95	\$375.80	\$438.49	\$438.49
SW123	Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly collection	\$604.29	\$729.69	\$21.89	\$751.58	\$876.98	\$876.98
SW124	Landfill Disposal : Waste load per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$106.09	\$106.09	\$3.18	\$109.27	\$109.27	\$109.27
SW125	Landfill Disposal : Asbestos, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW126	Landfill Disposal : CFIA Waste, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW127	Landfill Disposal : Special Handling, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW128	Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW129	Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$318.27	\$318.27	\$9.55	\$327.82	\$327.82	\$327.82
SW130	Landfill Disposal : Biosolids, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$68.96	\$96.05	\$2.88	\$98.93	\$108.97	\$108.97
SW131	Landfill Disposal : Water Treatment Residue, per tonne	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$68.96	\$96.05	\$2.88	\$98.93	\$108.97	\$108.97
SW132	Landfill Disposal : Treated	Greenlane Landfill Site	Full Cost Recovery	Per Tonne	\$106.09	\$106.09	\$3.18	\$109.27	\$109.27	\$109.27
SW133	Sale of Clean Fill at Green Lane	Greenlane Landfill Site	Full Cost Recovery	Per load	\$2.00	\$2.00	\$0.06	\$2.06	\$2.06	\$2.06
SW134	Sale of Clean Fill at Green Lane	Greenlane Landfill Site	Full Cost Recovery	Per load	\$3.00	\$3.00	\$0.09	\$3.09	\$3.09	\$3.09