



Solid Waste Management Services

2017 OPERATING BUDGET OVERVIEW

Solid Waste Management Services is responsible for collecting, transporting, processing, composting and disposal of municipal and some private sector waste. This includes garbage, Blue Bin recyclables, Green Bin organics, litter, yard waste, oversized and metal items, as well as household hazardous waste and electronic waste. SWMS' goal is to be a leader in providing innovative waste management services within the City of Toronto in a sage, efficient, and courteous manner, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

2017 Operating Budget Highlights

The total cost to deliver these services to Toronto residents, businesses and visitors is \$378.292 million gross with a \$25.270 million net reserve contribution as shown below.

(in \$000's)	2016 Budget	2017 Rec'd Budget	Change	
			\$	%
Gross Expenditures	368,463.2	378,292.4	9,829.2	2.7%
Gross Revenues	388,938.4	403,561.9	14,623.5	3.8%
Net Contribution	(20,475.2)	(25,269.5)	(4,794.3)	23.4%

For 2017, \$19.7 million in opening budget pressures were identified arising from operating requirements including contract services increases, inflation and provision to support the SWMS Capital program. These pressures have been offset by expenditure reductions and revenue adjustments including a 3.9% blended rate increase.

CONTENTS

Overview

1: 2017 – 2018 Service Overview and Plan	5
2: 2017 Recommended Operating Budget by Service	15
3: Issues for Discussion	31

Appendices:

1. 2016 Performance	36
2. 2017 Recommended Operating Budget by Expenditure Category	37
3. 2017 Organization Chart	38
4. Summary of 2017 Recommended Service Changes	39
5. Summary of 2017 Recommended New & Enhanced Service Priorities	40
6. Inflows/Outflows to / from Reserves & Reserve Funds	41
7. 2017 User Fee Rate Changes	44

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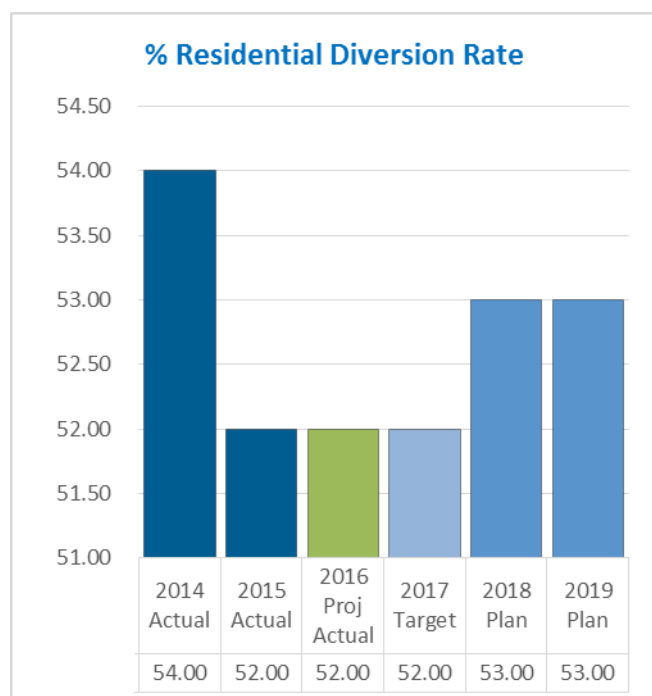
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Fast Facts

- 7 Transfer Stations (6 with Household Hazardous Waste Depots)
- 1 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 Catchers)
- Over 600 vehicles and pieces of equipment.

Trends

- 598,699 tonnes of waste projected to be landfilled in 2016; 528,277 in 2017.
- Overall Residential Diversion – increase from 44% to 52% from 2008 – 2016 and is projected to be at 52% in 2017
- The 2017 and 2018 Plans for Overall Residential Diversion have been re-established following Council's consideration and approval of the Long Term Waste Management Strategy (Waste Strategy).
- Curbside Collection complaints per year decreased by 45% in 2013 and a further 10% in 2014. 2015 saw an increase of 46%, which is now projected to decrease by 21% in 2016.

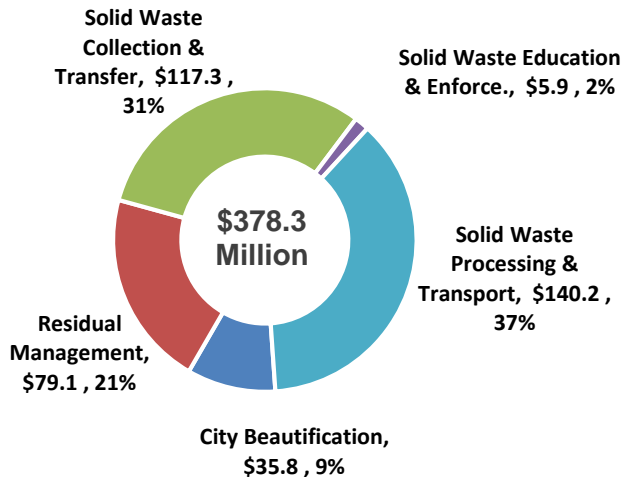


Key Service Deliverables for 2017

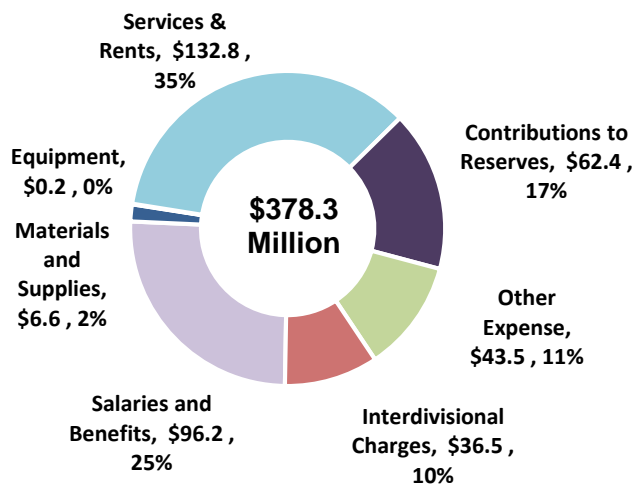
In moving forward towards 70% overall waste diversion, SWMS has established strategic directions with the following 2017 deliverables:

- Planning and implementation of the Long Term Waste Management Strategy.
- Continuing to implement a comprehensive multi-residential education and engagement program, including 3Rs Ambassador Program.
- Continued rollout of Next Generation Green Bins for curbside customers & continuing to support Green Bin organics programs in 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.
- Pursue operational excellence with the evolution of KPIs, environmental health & safety, collection efficiencies and I&T strategy.

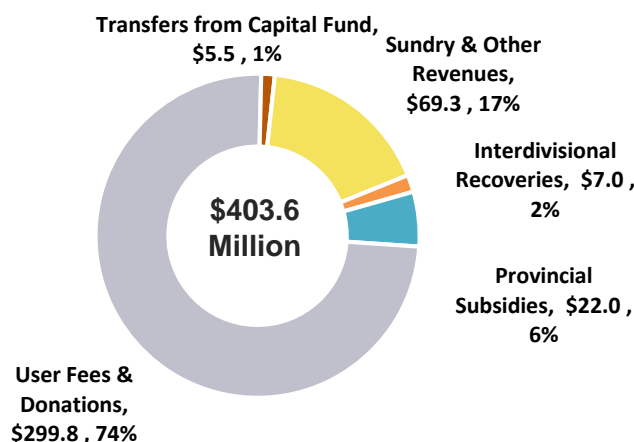
Where the money goes: 2017 Budget by Service



2017 Budget by Expenditure Category



Where the money comes from: 2017 Budget Funding Source



Our Key Issues & Priority Actions

- Moving toward 70% waste diversion and balancing this target with program sustainability. This is being addressed through:
 - ✓ The Long Term Waste Strategy establishes diversion targets and guides future SWMS activities and investment in the City for the next 30 to 50 years.
 - ✓ Continuation of efforts to prioritize the 3Rs, enhance existing programs and implement new recommendations 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 3.9% blended rate increase is recommended with anticipated 3.9% annual blended rate increases over the next 10 years to ensure sufficient capital funding for future initiatives that maximize the lifespan of the Green Lane landfill.
 - ✓ This multi-year fee/rate strategy will be adjusted so that the 10-Year Capital Plan will be funded primarily through reserve funds, supported by annual operating contributions funded from user fees revenue.

2017 Operating Budget Highlights

- The 2017 Recommended Operating Budget for SWMS of \$378.292 million in gross expenditures provides
 - ✓ Funding of \$25.3 million to support the capital reserve, \$38 million for general debt servicing and loan repayment, as well as updated contract pricing increases for the processing and collection; and planning for implementation of new contracts.
 - ✓ Funding to continue researching markets for expanding diversion programs and conducting waste composition and participation audits by garbage bin size.
- The Program has offset budgetary increases from 2016 Approved Budget mainly due to the following:
 - Revenue adjustments including the rate increases, commercial fees, oversized items and special event fees (\$22.4 million)
 - Service efficiencies and changes including converting to CNG vehicles and adjusting collections (\$2.1 million)

Actions for Consideration

Approval of the 2017 Recommended Budget as presented in these notes requires that:

1. City Council approve the 2017 Recommended Operating Budget for Solid Waste Management Services of \$378.292 million gross, \$25.270 million net contribution for the following services:

	Gross	Net
<u>Service:</u>	<u>(\$000s)</u>	<u>(\$000s)</u>
City Beautification	35,779.3	33,165.4
Residual Management	79,101.9	33,887.6
Solid Waste Collection & Transfer	117,327.8	(187,247.0)
Solid Waste Education & Enforce.	5,865.3	5,860.8
Solid Waste Processing & Transport	140,218.1	89,063.6
Total Program Budget	<u>378,292.4</u>	<u>(25,269.5)</u>

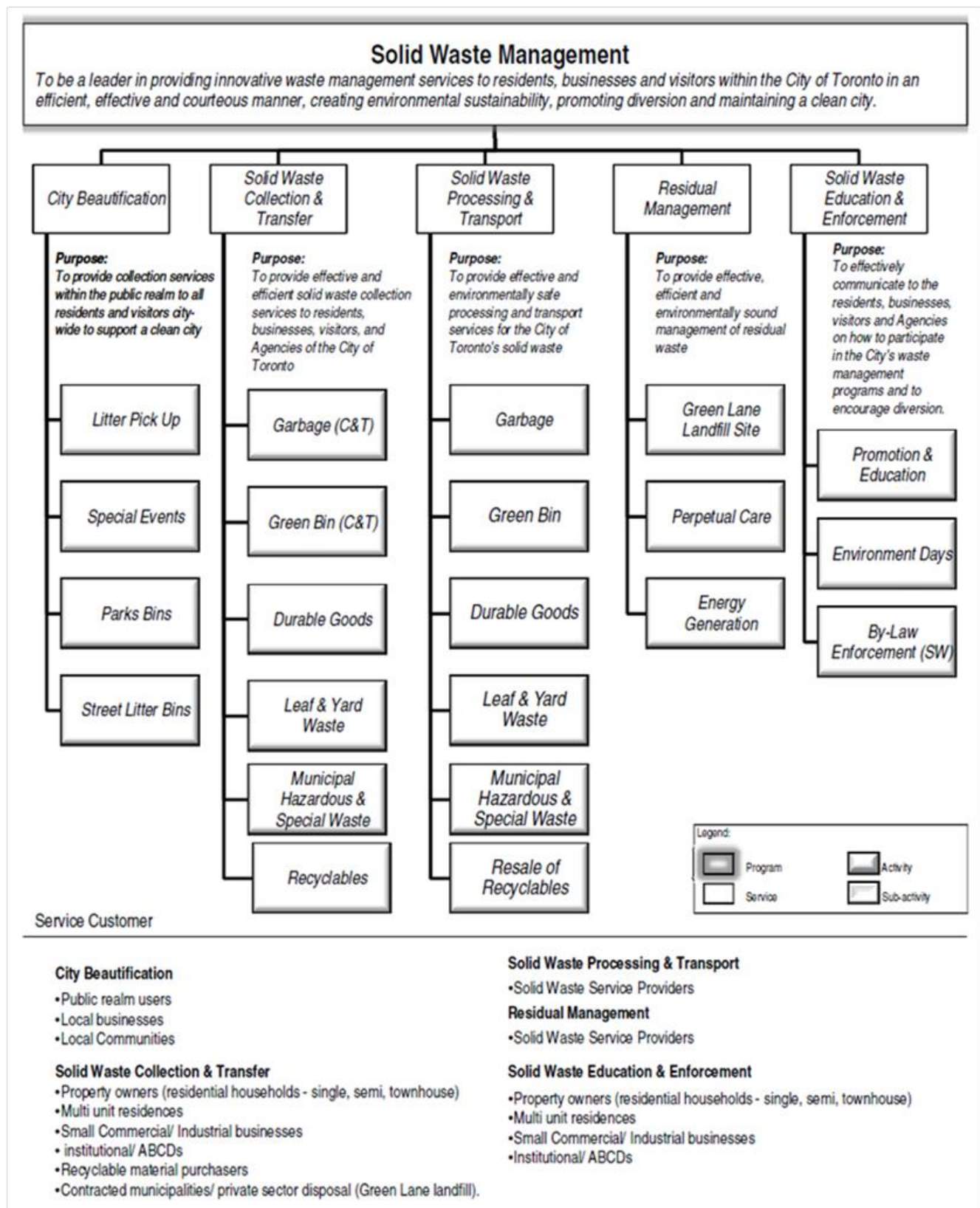
2. City Council approve the 2017 service levels for Solid Waste Management Services as outlined on pages 17, 20, 23, 26 and 29 of this report, and associated staff complement of 1,113.7 positions.
3. City Council approve the 2017 new user fees, technical adjustments to user fees, market rate user fee changes, 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 direct that one-time funding of \$18.313 Million be transferred from the Waste Management Reserve Fund (XR1404) to the Solid Waste Vehicle Reserve (XQ1014) for the purpose of replacing 60 Class 8 collection vehicles and that this amount be repaid to the Waste Management Reserve Fund through maintenance related savings beginning in 2019.
5. This report be considered concurrently with the "Recommended 2017 Solid Waste Rates" (November, 2016) report from the Deputy City Manager and Chief Financial Officer and General Manager for Solid Waste Management Services.
6. City Council direct the City Solicitor to submit the necessary bills to City Council required to implement City Council's decision.



Part 1:

2017-2019 Service Overview and Plan

Program Map



Service Challenges and Opportunities

- Fleet repair and replacement
Escalated costs due to aging fleet
- Existing and new contract terms with escalation factors
Collection and processing contracts have annual cost escalation factors based on industry standards (including CPI and other industry-specific factors)
- Single family residential customers downsizing their bins in reaction to rebate reductions
Extra-large and large bin customers have been downsizing to small and medium bins due to lower rebates on the larger bins
- Gradual, consistent loss of multi-residential customers to private operators
Customers opt out of City services for financial and programmatic changes
- Declining market prices for recyclable materials
Volatility in the commodity markets
- Long Term Waste Management Strategy Implementation:
 - Sustainable rate model
Cost recovery to fund current and future capital and operating needs identified via the LTWMS
 - Planning of new programs prioritizing 3Rs and enhancing existing programs
- Staffing requirements
To support the planning and implementation of the Waste Strategy

Service Objectives and Priority Actions**Service Objectives**

- Exceptional Customer Service
- Motivated and Engaged Employees
- Research & Education in SWMS
- Operational Excellence
- Sustainable Utility

Key Priority Actions:

- Long Term Waste Management Strategy Implementation, including new education, outreach and enforcement activities
- New Key Performance Indicators (KPIs) and monitoring programs
- Filling vacancies
- Greater attention to customers experience and customer retention
- Continued focus on health and safety

Table 1
2017 Recommended Operating Budget and Plan by Service

(In \$000s)	2016		2017 Recommended Operating Budget			2017 Recommended vs. 2016 Budget Changes		Incremental Change			
	Budget	Projected Actual	Base	New/ Enhanced	Total Budget			2018 Plan		2019 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Beautification											
Gross Expenditures	33,008.3	32,979.7	35,755.6	23.7	35,779.3	2,771.0	8.4%	545.6	1.5%	514.0	1.4%
Revenue	1,354.8	1,333.5	2,613.9		2,613.9	1,259.1	92.9%				
Net Expenditures	31,653.4	31,646.2	33,141.7	23.7	33,165.4	1,511.9	4.8%	545.6	1.6%	514.0	1.5%
Residual Management											
Gross Expenditures	80,395.2	77,141.2	79,100.1	1.9	79,101.9	(1,293.3)	(1.6%)	234.6	0.3%	229.5	0.3%
Revenue	49,997.1	49,210.8	45,214.3		45,214.3	(4,782.8)	(9.6%)				
Net Expenditures	30,398.1	27,930.4	33,885.8	1.9	33,887.6	3,489.6	11.5%	234.6	0.7%	229.5	0.7%
Solid Waste Collection & Transfer											
Gross Expenditures	107,765.3	103,432.3	117,242.9	84.9	117,327.8	9,562.5	8.9%	(318.9)	(0.3%)	5,552.6	4.7%
Revenue	286,654.4	282,145.9	304,574.8		304,574.8	17,920.4	6.3%	11,839.7	3.9%	11,880.7	3.8%
Net Expenditures	(178,889.1)	(178,713.6)	(187,331.9)	84.9	(187,247.0)	(8,357.9)	4.7%	(12,158.6)	6.5%	(6,328.0)	3.2%
Solid Waste Education & Enforce.											
Gross Expenditures	5,840.6	5,434.3	5,865.3		5,865.3	24.7	0.4%	14.5	0.2%	13.9	0.2%
Revenue	1.0	1.0	4.5		4.5	3.5	345.4%				
Net Expenditures	5,839.6	5,433.3	5,860.8		5,860.8	21.2	0.4%	14.5	0.2%	13.9	0.2%
Solid Waste Processing & Transport											
Gross Expenditures	141,453.8	138,372.9	140,211.3	6.7	140,218.1	(1,235.8)	(0.9%)	2,138.7	1.5%	2,110.4	1.5%
Revenue	50,931.0	50,130.0	51,154.4		51,154.4	223.4	0.4%				
Net Expenditures	90,522.8	88,243.0	89,056.9	6.7	89,063.6	(1,459.2)	(1.6%)	2,138.7	2.4%	2,110.4	2.3%
Total											
Gross Expenditures	368,463.2	357,360.5	378,175.2	117.2	378,292.4	9,829.2	2.7%	2,614.6	0.7%	8,420.4	2.2%
Revenue	388,938.4	382,821.2	403,561.9		403,561.9	14,623.5	3.8%	11,839.7	2.9%	11,880.7	2.9%
Total Capital Contribution	(20,475.2)	(25,460.7)	(25,386.7)	117.2	(25,269.5)	(4,794.3)	23.4%	(9,225.1)	36.5%	(3,460.3)	10.0%
Approved Positions	1,108.7	1,031.7	1,112.7	1.0	1,113.7	5.0	0.5%				

The Solid Waste Management Services' 2017 Recommended Operating Budget is \$378.292 million gross and \$25.270 million net contribution, representing \$4.8 million or 23.4% increase to the 2016 Approved Net Operating Budget contribution to the Waste Management Reserve Fund.

- Base pressures are mainly attributable to salary & benefit changes, contracted services for collection and processing, interdivisional charges, contribution to vehicle maintenance, sending waste to alternate landfills and implementation of the long term strategy. This was partially offset by user fee & volume adjustments, interdivisional and capital recoveries, tipping fees and Blue Box subsidies.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings and changes through the program to convert vehicles to Compressed Natural Gas (CNG), changes to Green Bin collections, harmonized bin exchange fee and oversized item fees as well as rationalizing the commercial collection fee.
- New and enhanced services includes funding for one staff position for enhanced SWMS By-law Enforcement. Going forward, greater enforcement of waste by-laws and staff resources within SWMS will oversee and develop strategy for a multi-year communication and enforcement plan.
- Approval of the 2017 Recommended Operating Budget will result in SWMS increasing its total staff complement by 5 positions from 1,108.7 to 1,113.7. This includes 10 staff for the Waste Strategy and 1 position for By-law Enforcement offset by 6 positions reduced due to conclusion of the Charity Rate Waiver Program.

- The 2018 and 2019 Plan increases are attributable to salary & benefit increases, contracted services price increases and fleet maintenance charges. These increases are offset by planned rate increases of 3.9% (blended), on-going service efficiencies and savings from the Fleet Services Alternate Service Delivery study.

Table 2
Key Cost Drivers

(In \$000s)	2017 Base Operating Budget										Total	
	City Beautification		Residual Management		Collection & Transfer		Education & Enforce.		Processing & Transport			
	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.
Gross Expenditure Changes												
Prior Year Impacts												
Reversal of 2016 COLA provision	(193.2)		209.3		(73.8)		18.9		38.8		(0.0)	
SW Rate Harmonization			(103.4)		(568.2)				(569.3)		(1,240.9)	
Waste Reserve Fund Contribution	(40.9)		(249.5)		(333.1)		(26.1)		(314.5)		(964.1)	
Salaries and Benefits												
Subtotal Salary & Benefit Changes	775.6	(3.0)	(105.2)	(1.7)	1,706.3	6.8	28.0	(0.3)	611.4	(2.1)	3,016.0	(0.4)
Other Base Changes												
IDC Zero Based.	569.3		258.1		1,790.6		24.6		649.4		3,292.0	
Collection Contracts					2,326.4						2,326.4	
Processing Contracts									648.7		648.7	
Budget Re-alignment	(14.1)		(30.1)		44.0		(17.4)		17.6		0.0	
Contribution to Vehicle Reserve	1,426.3		62.3		4,171.4						5,660.0	
Contribution to Perpetual Care Reserve Fund			(1,049.0)								(1,049.0)	
Contribution to Waste Reserve Fund	59.3		361.9		483.2		37.9		456.2		1,398.6	
Capital Project Delivery LTWMS Implementation	234.1	2.0	18.5	0.2	839.7	7.3			66.5	0.6	1,158.9	10.0
Consulting & Furniture			(3.9)						21.0		17.1	
Green Lane Operations			1,886.7						(1,699.9)		186.9	
COT Waste Payment to Green Lane			(1,495.1)								(1,495.1)	
Waste to Alternate Landfills			3,383.2						(1,219.4)		2,163.8	
Discontinue Glass Fines Haulage and Disposal			(320.6)								(320.6)	
Savings due to Fleet ASD estimate			(1.6)		(107.3)						(108.9)	
SW-FEM Budget Adjustment									84.3		84.3	
Total Gross Expenditure Changes	2,816.4	(1.0)	2,821.8	(1.6)	10,279.3	14.0	65.7	(0.3)	(1,209.1)	(1.5)	14,774.1	9.6
Revenue Changes												
LTWMS Implementation	(234.1)		(18.5)		(839.7)				(66.5)		(1,158.9)	
IDR Zero Based	(125.0)		(103.4)		(5.3)				(700.2)		(933.9)	
User Fees Volume Adjustment					2,130.4						2,130.4	
User Fees Rate Base Other Adjustments					2,206.5				10.5		2,217.0	
Processing Residual Waste Revenues									(131.9)		(131.9)	
Sales of Recyclables									1,393.5		1,393.5	
HHSW Revenues									65.5		65.5	
Transfer Station Tipping Fees									(106.1)		(106.1)	
Transfer Station Drop & Load Revenues									210.1		210.1	
Landfill Gas royalties			675.0								675.0	
Capital Recoveries			208.3		232.3				33.2		473.9	
Blue Box Revenue					(264.8)				(235.2)		(500.0)	
Development Review Fee Increase					(60.0)						(60.0)	
Clean Fill Revenue from Closed Landfills			(50.0)								(50.0)	
Harmonization Phase-in Adjustment			103.4		5.3		(3.3)		572.6		678.0	
Total Revenue Changes	(359.1)		814.8		3,404.6		(3.3)		1,045.6		4,902.6	
Net Expenditure Changes	2,457.3	(1.0)	3,636.6	(1.6)	13,683.9	14.0	62.5	(0.3)	(163.5)	(1.5)	19,676.7	9.6

Key cost drivers for SWMS are discussed below:

- Prior Year Impacts:
 - Prior year impacts consist of required adjustments to various accounts related to the 2016 COLA provision and harmonization of some fees as a basis for properly aligning the 2017 Base budget.
- Labour Costs:
 - A key cost drivers impacting all SWMS services include *inflationary labour* costs of \$3.016 million including COLA, step and progression payments.
- Other Base Changes:
 - The key cost drivers for non-salary base expenditures include increased provision for various interdivisional charges (\$3.3 million), increased contract costs for collection and processing (\$2.9 million), increased contribution to the vehicle reserve to sustain and replace aging vehicles (\$5.7 million), increased contribution to the capital reserve fund in order to support the ongoing capital plan and increased cost of sending waste to alternate Ontario landfills in order to extend the capacity of the Green Lane Landfill (\$2.2 million).
 - These pressures were partially offset by a reduction to the contribution to the perpetual care reserve (\$1.1 million), City of Toronto waste payments to Green Lane based on lower tonnages (\$1.5 million) and savings from discontinuing the handling of glass fines as well as anticipated as savings from implementation of the Fleet Services Alternate Service Delivery model (\$0.4 million).
- Revenue Changes:
 - Decreased base budget revenue of \$4.9 million is mainly due to lower revenue from customer user fees based on volume (\$4.3 million) and due to lower sales of recyclables, landfill gas royalties and Drop & Load fees at Transfer Stations totaling \$3 million.
 - These reduced revenues are partially offset by capital recoveries, interdivisional recoveries; processing residual and tipping fees; and additional provincial Blue Box subsidies (\$2.5 million).

In order to offset the above net pressures, the 2017 service changes for SWMS consist of base expenditure and revenue changes of \$12.119 million net, service efficiency savings of \$0.776 million net; service revenue changes of \$11.100 million net and service level changes of \$0.557 million net, for a total of \$24.552 million net as detailed in Table 3 below.

Table 3
2017 Recommended Service Change Summary

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change		
	City Beautification		Residual Management		Solid Waste Collection & Transfer		Solid Waste Education & Enforce.		Solid Waste Processing & Transport		\$	\$	#	2018 Plan		2019 Plan
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net
Base Changes:																
Base Expenditure Changes																
- Line by Line Budget Review	(12.1)	(12.1)	(63.9)	(63.9)	(164.8)	(164.8)	(22.4)	(22.4)	(597.0)	(597.0)	(860.2)	(860.2)				
Base Expenditure Change	(12.1)	(12.1)	(63.9)	(63.9)	(164.8)	(164.8)	(22.4)	(22.4)	(597.0)	(597.0)	(860.2)	(860.2)				
Base Revenue Changes																
- SWMS Rate Increase @ 3.9% Blended				(83.3)		(10,475.4)		(0.2)		(699.6)		(11,258.5)		(11,479.8)		(11,927.5)
Base Revenue Change				(83.3)		(10,475.4)		(0.2)		(699.6)		(11,258.5)		(11,479.8)		(11,927.5)
Sub-Total	(12.1)	(12.1)	(63.9)	(147.3)	(164.8)	(10,640.1)	(22.4)	(22.6)	(597.0)	(1,296.6)	(860.2)	(12,118.7)		(11,479.8)		(11,927.5)
Service Efficiencies																
- Conversion to CNG Vehicles					(775.7)	(775.7)					(775.7)	(775.7)		(67.2)		(49.6)
Sub-Total					(775.7)	(775.7)					(775.7)	(775.7)		(67.2)		(49.6)
Revenue Adjustments																
- Commercial Collect. 2017 Base Fee						(2,600.0)						(2,600.0)				
- Harmonized Bin Exchange Fee						(600.1)						(600.1)				
- Oversized Item Fee						(7,000.0)						(7,000.0)				
- Special Event Clean-up Charge		(900.0)										(900.0)				
Sub-Total		(900.0)				(10,200.1)						(11,100.1)				
Service Changes																
- Completion of CIRO Rate Waiver Prog.	(20.2)	(20.2)	(1.6)	(1.6)	(608.6)	(310.7)	(18.7)	(18.7)	(5.7)	(5.7)	(654.9)	(356.9)	(6.0)	(28.8)		(27.5)
- Green Bin Winter Collection					(200.0)	(200.0)					(200.0)	(200.0)				
Sub-Total	(20.2)	(20.2)	(1.6)	(1.6)	(808.6)	(510.7)	(18.7)	(18.7)	(5.7)	(5.7)	(854.9)	(556.9)	(6.0)	(28.8)		(27.5)
Total Changes	(32.3)	(932.3)	(65.5)	(148.9)	(1,749.1)	(22,126.7)	(41.1)	(41.2)	(602.7)	(1,302.4)	(2,490.8)	(24,551.5)	(6.0)	(11,575.8)		(12,004.6)

Base Expenditure Changes (Savings of \$0.860 million gross & net)

Line by Line Budget Review

- Savings of \$0.860 million net will be realized through a line-by-line expenditure review to align the budget with actual experience and projected 2017 requirements.

Base Revenue Changes (Savings of \$11.259 million net)

SWMS Rate Increase @ 3.9% Blended

- For 2017, it is recommended that user fees be increased by an average 3.9%. This increase will offset identified base operating pressures in 2017 and result in incremental funding support for the on-going Capital Plan for SWMS through the annual contribution to the Waste Management reserve fund.
- The blended rate is 3.9% includes rate increases as follows:
 - 5.2% for single family residential;
 - 1% for multi-residential; and
 - 5.2% for commercial, school, interdivisional collection fees and tipping fees.

Service Efficiencies (Savings of \$0.776 million gross & net)

Conversion to CNG Vehicles

- As a result of the change from diesel vehicles to CNG vehicles, the Interdivisional charge (IDC) from Fleet Services will be reduced in 2017 as the costs associated with expanded refueling stations is more than offset by savings in fuel costs. The expected reduction to Fleet Fuel costs is \$1.776 million while the expected cost of CNG is \$1 million for a total fuel savings of \$0.776 million.

Revenue Adjustments (Savings of \$11.100 million net)*Commercial Collect. 2017 Base Fee (Savings of \$2.6 million net)*

- Yellow bag/bag tag fees, which commercial customers currently pay, cover only collection costs. A 'bag only' base fee is required to cover base Solid Waste services which also include processing, diversion, disposal, and administrative cost. All other customers pay these costs through their collection fees, including residential bag only customers.
- Introducing a bag only fee to all commercial customers will better align the commercial fee structure to the residential structure. The bag only fee, necessary to cover costs of the base services the City provides to all its customers, will apply to the approximately 10,000 commercial customers on bag only service. The base fee will be the equivalent of \$5 per bag per week.

Harmonized Bin Exchange Fee (Savings of \$0.6 million net)

- The 2017 Operating Budget includes an increase to the rate for downsizing bins, to match the rate of upsizing bins, which will result in additional annual revenues of \$0.6 million.

Oversized Item Fee (Savings of \$7 million net)

- The collection of oversized items was included in the collection program after the residential volume based rate program was introduced in 2008. The current recommended annual fee of \$8 per unit reflects costs to offer the Oversized Item pick-up service and so will offset 2017 net budget pressures. This change will generate an expected additional annual revenue of \$7 million.

Special Event Clean-up Charge (Savings of \$0.9 million net)

- The Special Event Clean-up Charge will generate full cost recovery for the pre and post cleanup of the approximately 81 major events that take place in the City of Toronto every year. The labour cost for these events is approximately \$650,000 and the equipment cost is estimated at \$250,000 for a total expected Revenue of \$900,000. The charge will provide for the recovery of these expenses, offsetting 2017 net budget pressures.

Service Changes (Savings of \$0.855 million gross & \$0.557 million net)*Completion of CIRO Rate Waiver Program (Savings of \$0.655 million gross & \$0.357 million net)*

- Solid Waste Management Services recognizes the successful completion of the Charity Rate Waiver Program for all CIRO (Charities, Institutional, Religious Organizations) collection customers. The proposed change would be to enable registered organizations to continue receiving free service, but without the program overhead and administration. It is expected that some registered charities never applied for the Rate Waiver, and those customers would transition to free service after the successful conclusion of this Rate Waiver Program.
- Six staff (project leads) would no longer be required to run the program, generating a savings of \$356,959. This amount is based on reduced Program administration fees of \$654,880, offset by \$297,921 in lost revenue from CIRO customers currently not in the Rate Waiver program that would qualify for free service based on being a registered charity, but never having applied for the Charity Rate Waiver Program.

Green Bin Winter Collection (Savings of \$0.200 million gross & net)

- A pilot is proposed to change the frequency of the green bin collection from weekly to bi-weekly during the winter months of 2017, from January to March, for District 4 Scarborough (D4) and District 1 Etobicoke (D1). Based on the costs of salaries & benefits and ancillary costs, a seasonal reduction in organics collection frequency would yield an expected savings of approximately \$0.134 million in D4 and \$0.066 million in D1 in 2017.

Table 4
2017 Recommended New & Enhanced Service Priorities

Description (\$000s)	New/Enhanced								Total		Position	Incremental Change			
	City Beautification		Residual Management		Solid Waste Collection & Transfer		Solid Waste Processing & Transport		\$	\$		2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities															
- Enhanced SW Bylaw Enforcement	23.7	23.7	1.9	1.9	84.9	84.9	6.7	6.7	117.2	117.2	1.0				
Sub-Total	23.7	23.7	1.9	1.9	84.9	84.9	6.7	6.7	117.2	117.2	1.0				
Total	23.7	23.7	1.9	1.9	84.9	84.9	6.7	6.7	117.2	117.2	1.0				

Enhanced Service Priorities (\$0.117 million gross & \$0.117 million net)

Enhanced SW By-law Enforcement

- This project supports and complements the education and greater enforcement of existing by-laws. Recent waste audit studies found a significant amount of divertible materials in the garbage. Increased waste diversion communication, promotion and education was recommended and approved by Council through the Long term Waste Management Strategy.
- The intent is to hire additional staff to undertake the multi-year enforcement plan. In 2019 there would be 3 staff hired, in 2020, 6 more and in 2021 an additional 5 staff hired to make a complement of 14. Additional staff for greater enforcement of waste by-laws as well staff resources within SWMS to oversee and develop strategy for multi-year communication and enforcement plan.
- The budget is for 1 Supervisor beginning in 2017 with 2 Project leads anticipated to begin in 2018, with additional for program education and communication materials. The current recommendation addresses only the 2017 requirements.

Approval of the 2017 Recommended Operating Budget for Solid Waste Management Services coupled with further 3.9% blended rate increase in 2018 and 2019 will result in a 2018 incremental increased capital contribution of \$9.225 million and a 2019 incremental increased contribution of \$3.460 million, while maintaining 2017 service levels, as reflected in Table 5 below:

Table 5
2018 and 2019 Plan by Program

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Rev.	Net Expense	% Change	Pos.	Gross Expense	Rev.	Net Expense	% Change	Pos.
Known Impacts:										
Progression Pay	617.8		617.8	2.4%		639.2		639.2	2.5%	
Salaries & Step Increases	391.6		391.6	1.5%		74.5		74.5	0.3%	
COLA	690.6		690.6	2.7%		842.1		842.1	3.3%	
Fringe Benefits	768.2		768.2	3.0%		769.2		769.2	3.0%	
Sub-Total	2,468.2		2,468.2	9.8%		2,324.9		2,324.9	9.2%	
Anticipated Impacts:										
Other										
Residential User Fees @ 3.9%		11,479.8	(11,479.8)	(45.4%)			11,927.5	(11,927.5)	(47.2%)	
Residential User Fees Volume Adjustment		359.9	(359.9)	(1.4%)			(46.8)	46.8	0.2%	
Projected Economic Factors	(1,953.7)		(1,953.7)	(7.7%)		3,981.7		3,981.7	15.8%	
Collection Contracts Price & Volume Adjustment	780.9		780.9	3.1%		796.5		796.5	3.2%	
Processing Contracts Price & Volume Adjustment	1,184.8		1,184.8	4.7%		1,208.5		1,208.5	4.8%	
Green Lane Ops	340.3		340.3	1.3%		347.1		347.1	1.4%	
Redirect Waste to Alternate Ontario Landfills	(39.1)		(39.1)	(0.2%)		(39.9)		(39.9)	(0.2%)	
Fleet IDC & Misc.	220.5		220.5	0.9%		169.9		169.9	0.7%	
Savings due to Fleet ASD estimate	(291.3)		(291.3)	(1.2%)		(291.3)		(291.3)	(1.2%)	
Conversion to CNG Vehicles	(67.2)		(67.2)	(0.3%)		(49.6)		(49.6)	(0.2%)	
Cancel CIRO Rate Waiver Prog.	(28.8)		(28.8)	(0.1%)		(27.5)		(27.5)	(0.1%)	
Sub-Total	146.4	11,839.7	(11,693.3)	(46.3%)		6,095.5	11,880.7	(5,785.2)	(22.9%)	
Total Incremental Impact	2,614.6	11,839.7	(9,225.1)	(36.5%)		8,420.4	11,880.7	(3,460.3)	(13.7%)	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- The 2018 and 2019 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 as well as Council approved provision for COLA.

Anticipated Impacts:

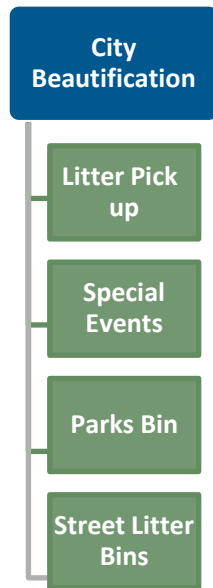
- Incremental cost increases of \$2.306 million and \$2.352 million respectively, are anticipated for contracted services for collection and processing as well as for operational requirements at Green Lane.
- The increase of \$0.221 million in 2017 and \$0.170 million in 2018 in Fleet Services interdivisional charges to SWMS are the result of the increasing maintenance cost of an aging collection vehicle fleet.
- Offsetting decreases in net expenditures primarily include anticipated increases to residential user fees of \$11.840 million and \$11.880 million respectively in 2017 and 2018 based on a continued 3.9% blended rate increase and the incremental impacts of savings due to the Fleet Services ASD study, converting to CNG vehicles from diesel and the on-going impact of completion of the rate waiver program for charities totaling \$0.387 million in 2017 and \$0.368 million in 2018.



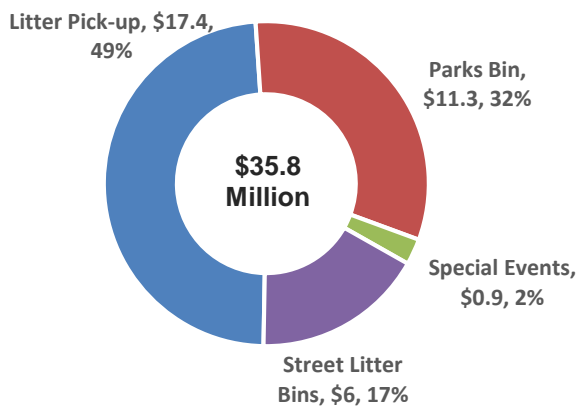
Part 2:

2017 Recommended Operating Budget by Service

City Beautification



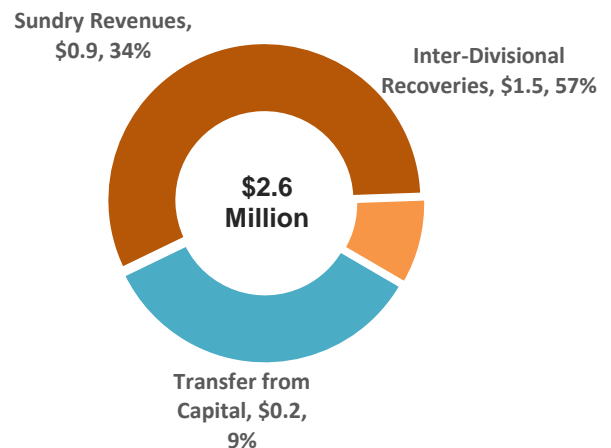
2017 Service Budget by Activity (\$Ms)



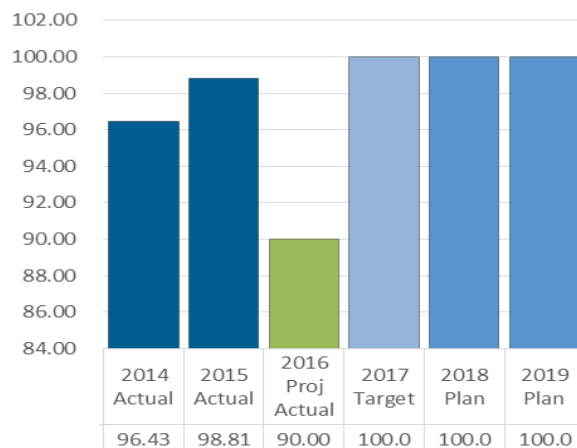
What We Do

- 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.

Service by Funding Source (\$Ms)



% City-Wide Litter Service Requests Completed Within Standards



- Challenges in 2014 & 2016 due to staffing shortages and increase in number of litter bins.

2017 Service Levels City Beautification

Activity	Sub-Activity/Type	Status	Approved Service Levels			2017
			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 2017 Service Levels are consistent with the approved 2016 Service Levels for City Beautification.

Table 6
2017 Recommended Service Budget by Activity

	2016	2017 Recommended Operating Budget									Incremental Change				
		Base Budget	Service Changes	Rec'd Base	Rec'd. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Rec'd. Budget			2017 Rec'd. Budget vs. 2016 Budget	2018 Plan	2019 Plan		
	((\$000s))	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.															
Litter Pick-up	16,829.0	17,409.8	(12.3)	17,397.5	568.5	3.4%	14.4	17,411.9	582.9	3.5%	268.1	1.5%	253.7	1.4%	
Parks Bin	9,265.2	11,328.2	(4.5)	11,323.7	2,058.5	22.2%	5.3	11,329.0	2,063.8	22.3%	130.8	1.2%	121.7	1.1%	
Special Events	920.5	925.3		925.3	4.8	0.5%		925.3	4.8	0.5%	15.4	1.7%	14.7	1.6%	
Street Litter Bins	5,993.5	6,112.6	(3.4)	6,109.2	115.7	1.9%	4.0	6,113.2	119.7	2.0%	127.2	2.1%	123.8	2.0%	
Total Gross Exp.	33,008.3	35,775.9	(20.2)	35,755.7	2,747.4	8.3%	23.7	35,779.4	2,771.1	8.4%	541.5	1.5%	514.0	1.4%	
REVENUE															
Litter Pick-up		142.0		142.0	142.0	-		142.0	142.0	-					
Parks Bin		52.4		52.4	52.4	-		52.4	52.4	-					
Special Events						-				-				-	
Street Litter Bins	1,354.8	1,519.6	900.0	2,419.6	1,064.7	78.6%		2,419.6	1,064.7	78.6%					
Total Revenues	1,354.8	1,713.9	900.0	2,613.9	1,259.1	92.9%		2,613.9	1,259.1	92.9%					
NET EXP.															
Litter Pick-up	16,829.0	17,267.8	(12.3)	17,255.6	426.6	2.5%	14.4	17,269.9	440.9	2.6%	268.1	1.6%	253.7	1.4%	
Parks Bin	9,265.2	11,275.8	(4.5)	11,271.3	2,006.1	21.7%	5.3	11,276.6	2,011.4	21.7%	130.8	1.2%	121.7	1.1%	
Special Events	920.5	925.3		925.3	4.8	0.5%		925.3	4.8	0.5%	15.4	1.7%	14.7	1.6%	
Street Litter Bins	4,638.7	4,593.1	(903.4)	3,689.6	(949.1)	(20.5%)	4.0	3,693.6	(945.1)	(20.4%)	127.2	3.4%	123.8	3.2%	
Total Net Exp.	31,653.4	34,062.0	(920.2)	33,141.8	1,488.3	4.7%	23.7	33,165.5	1,512.0	4.8%	541.5	1.6%	514.0	1.5%	
Approved Positions	293.0	292.0	(0.2)	291.8	(1.2)	(0.4%)	0.2	292.0	(1.0)	(0.3%)					

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 2017 Recommended Operating Budget for City Beautification of \$35.779 million gross and \$33.166 million net is \$1.512 million or 4.8% above the 2016 Approved Net Budget.

- City Beautification has base budget pressures common across all services, base pressures totaling \$2.457 million in the service are primarily due to various salary adjustments of \$0.776 million, including progression pay and step increases and aligning salaries and benefits to actual expenditures.
- The 2017 Recommended Operating Budget for the City Beautification service also includes an increase of \$1.426 million to the contribution to the vehicle reserve to align with projected vehicle acquisitions and an increase to interdivisional charges of \$0.569 million.

In order to offset the above net expenditure pressures, the 2017 service changes for City Beautification consist of base and service change savings of \$0.932 million net, as detailed below:

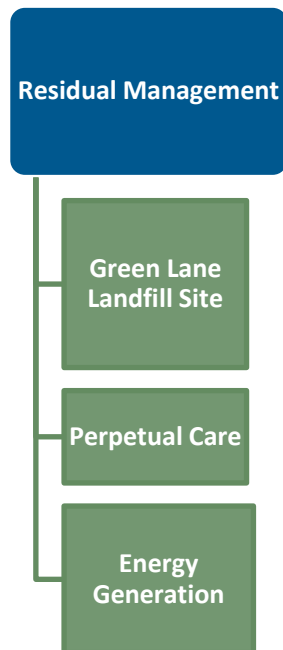
Base Budget (*savings of \$0.012 million gross and net*)

- Expenditures of \$0.012 million have been reduced based on a line by line review of recent spending and considering future requirements.

Service Changes (*savings of \$0.020 million gross and \$0.920 million net*)

- Service Changes related to the completion of the Charity Rate Waiver Program will generate savings of \$0.020 million gross and net.
- Revenue increases of \$0.900 million will result from the implementation of a Special Event Clean-up fee to be charged to event organizers.

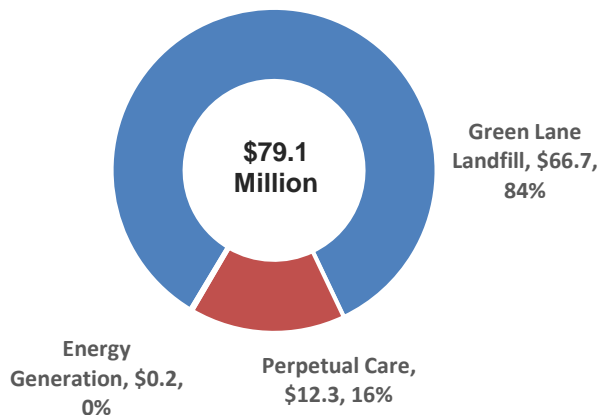
Residual Management



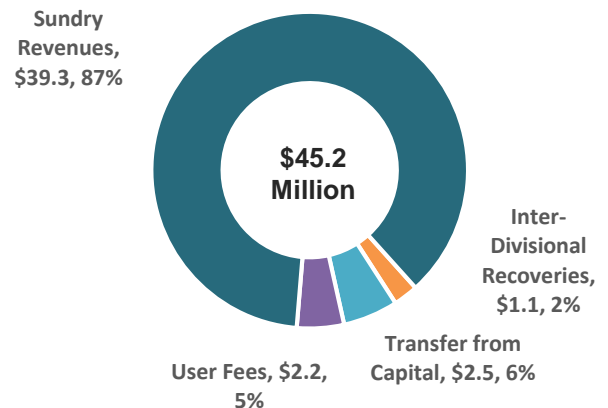
What We Do

- 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; and
- Perpetual Care of closed landfill sites.

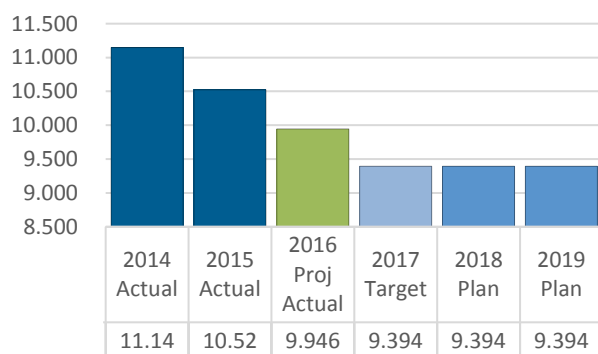
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Green Lane Landfill Volume Remaining (Millions of Cubic Metres)



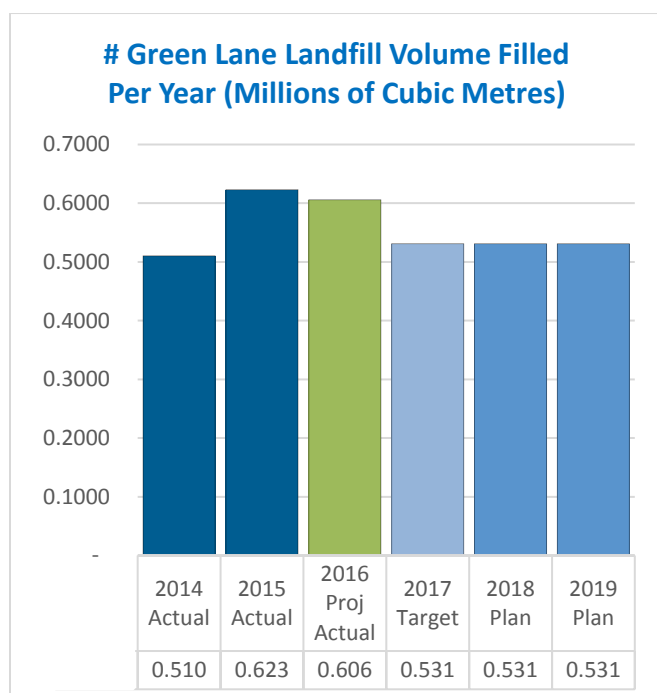
- Steadily decreasing remaining volume according to rate of annual waste fill.
- Tonnages are changing due to lower private tonnes received being offset by expected slight increase in City tonnages.

2017 Service Levels Residual Management

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2014	2015	2016	2017
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 2017 Service Levels are consistent with the approved 2016 Service Levels for the Residual Management Service.

Service Performance



- Represents millions of cubic metres of waste landfilled annually at Green Lane. There was a 22% increase in volume from 2014 to 2015 and a projected decrease of 2.8% between 2015 and 2016. 2017 is targeted to be 12.4% less than 2016.
- The volume of waste landfilled is inversely proportional to the waste diversion rate i.e. more diversion means less waste. The short term targets are not projecting any decrease in volume. The Long Term Waste Strategy, whose target has been re-established by Council at 70% diversion, will impact the volume of waste in future years.

Table 6
2017 Recommended Service Budget by Activity

(2000s)	2016	2017 Recommended Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Rec'd Base	Rec'd. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Rec'd. Budget	2017 Rec'd. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Green Lane Landfill	66,967.4	66,695.2		66,695.2	(272.2)	(0.4%)		66,695.2	(272.2)	(0.4%)	152.7	0.2%	154.8	0.2%
Perpetual Care	13,195.1	12,252.0	(1.6)	12,250.4	(944.7)	(7.2%)	1.9	12,252.3	(942.8)	(7.1%)	76.1	0.6%	69.1	0.6%
Energy Generation	232.7	154.5		154.5	(78.2)	(33.6%)		154.5	(78.2)	(33.6%)	5.8	3.8%	5.6	3.5%
Total Gross Exp.	80,395.2	79,101.7	(1.6)	79,100.1	(1,295.1)	(1.6%)	1.9	79,101.9	(1,293.3)	(1.6%)	234.6	0.3%	229.5	0.3%
REVENUE														
Green Lane Landfill	46,410.3	42,495.2		42,495.2	(3,915.0)	(8.4%)		42,495.2	(3,915.0)	(8.4%)				
Perpetual Care	2,326.6	2,219.3		2,219.3	(107.3)	(4.6%)		2,219.3	(107.3)	(4.6%)				
Energy Generation	1,260.3	499.8		499.8	(760.5)	(60.3%)		499.8	(760.5)	(60.3%)				
Total Revenues	49,997.1	45,214.3		45,214.3	(4,782.8)	(9.6%)		45,214.3	(4,782.8)	(9.6%)				
NET EXP.														
Green Lane Landfill	20,557.1	24,199.9		24,199.9	3,642.8	17.7%		24,199.9	3,642.8	17.7%	152.7	0.6%	154.8	0.6%
Perpetual Care	10,868.5	10,032.7	(1.6)	10,031.1	(837.4)	(7.7%)	1.9	10,033.0	(835.5)	(7.7%)	76.1	0.8%	69.1	0.7%
Energy Generation	(1,027.6)	(345.3)		(345.3)	682.3	(66.4%)		(345.3)	682.3	(66.4%)	5.8	(1.7%)	5.6	(1.6%)
Total Net Exp.	30,398.1	33,887.4	(1.6)	33,885.8	3,487.7	11.5%	1.9	33,887.6	3,489.6	11.5%	234.6	0.7%	229.5	0.7%
Approved Positions	38.9	37.6	(0.0)	37.6	(1.2)	(3.1%)	0.0	37.7	(1.2)	(3.1%)				

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 2017 Recommended Operating Budget for Residual Management of \$79.102 million gross and \$33.888 million net is \$3.49 million or 11.5% over the 2016 Approved Net Budget.

- Base budget pressures of \$2.821 million for the Residual Management service are primarily due to expenditures for sending waste to alternate landfills for \$3.383 million, reserve fund contributions of \$0.424 million and Green Lane operations cost partially offset by City payments for waste tonnage going to Green Lane of \$0.392 million, reduced contributions to the perpetual care reserve fund of \$1.049 million and the discontinuation of the handling of glass fines which saves \$0.320 million.
- The 2017 Operating Budget for the for the Residual Management service includes a net revenue loss of \$0.815 million due to decreased recoveries of \$0.208 million from capital as well as \$0.675 million less from the Landfill Gas Royalties.

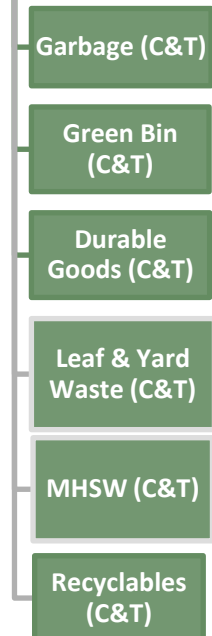
In order to offset the above net expenditure pressures, the 2017 service changes for Residual Management consist of base and service efficiency savings of \$0.149 million net, as detailed below:

Base and Service Change (savings of \$0.066 million gross and \$0.149 million net)

- Expenditures of \$0.064 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.
- Net base revenue of \$0.083 million results from the 2017 average rate increase of 3.9% which is a blended rate for volume based user fees.
- Service Changes related to the completion of the Charity Rate Waiver Program will generate savings of \$0.002 million gross and net.

Solid Waste Collection & Transfer

Solid Waste Collection & Transfer



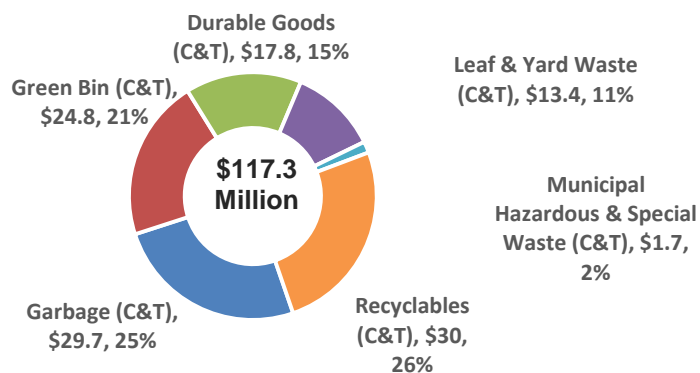
What We Do

Provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto.

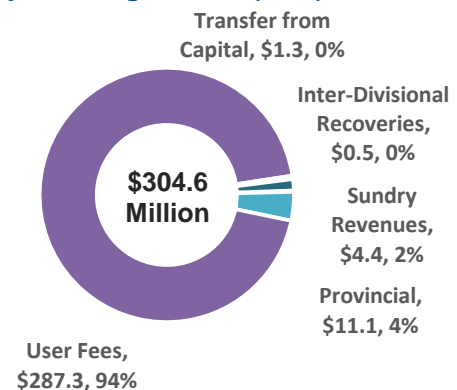
The core activities include collection and transferring the following materials to our Transfer Stations:

- Green Bin Organics;
- Garbage;
- Blue Bin Recycling;
- Yard Waste;
- Oversized and Metal items (includes furniture, electronics and white goods/metal materials); and,
- Household Hazardous Waste (HHW).

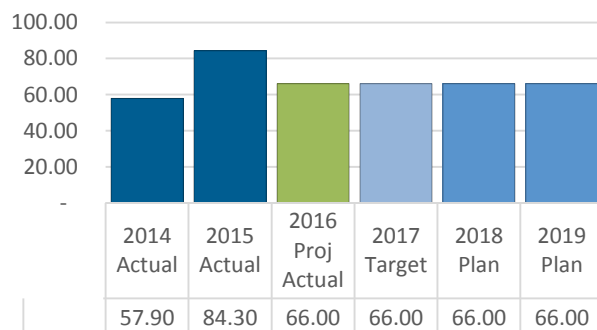
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Complaints/1,000 Households



- Projections for the # of complaints decreased by 9.5% in 2014, while 2015 had an increase of 46%.
- The expectation for 2017 is 66 complaints per 100 households or a drop of 22%. This rate is affected by both in-house staff and contracted collection services.

2017 Service Levels

Solid Waste Collection & Transfer

Activity	Sub-Activity/Type	Status	Approved Service Levels			2017
			2014	2015	2016	
Garbage (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Garbage (C&T)	Multi Residential		2x /wk	1x - 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	1x /wk	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 2017 Service Levels are consistent with the approved 2016 Service Levels for the Solid Waste Collection & Transfer Service.

Table 6
2017 Recommended Service Budget by Activity

(000s)	2016	2017 Recommended Operating Budget							Incremental Change			
	Budget	Base Budget	Service Changes	Rec'd Base	Rec'd. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Rec'd. Budget	2017 Rec'd. Budget vs. 2016 Budget	2018 Plan	2019 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$ %	\$ %	\$ %	\$ %
GROSS EXP.												
Garbage (C&T)	26,232.1	29,844.9	(199.3)	29,645.6	3,413.5	13.0%	25.0	29,670.6	3,438.6 13.1%	294.0 1.0%	282.8 0.9%	
Green Bin (C&T)	23,793.6	25,212.4	(415.5)	24,796.8	1,003.3	4.2%	20.6	24,817.5	1,023.9 4.3%	433.1 1.7%	410.8 1.6%	
Durable Goods (C&T)	16,681.6	18,014.3	(209.2)	17,805.1	1,123.5	6.7%	10.6	17,815.7	1,134.2 6.8%	311.4 1.7%	302.0 1.7%	
Leaf & Yard Waste (C&T)	12,929.8	13,966.2	(545.8)	13,420.4	490.6	3.8%	11.1	13,431.4	501.7 3.9%	233.7 1.7%	223.8 1.6%	
Municipal Hazardous & Special Waste (C&T)	1,665.3	1,761.4	(39.0)	1,722.4	57.1	3.4%	1.5	1,723.8	58.5 3.5%	31.1 1.8%	28.8 1.6%	
Recyclables (C&T)	26,463.0	30,028.2	(175.5)	29,852.6	3,389.6	12.8%	16.1	29,868.7	3,405.7 12.9%	331.5 1.1%	322.7 1.1%	
Total Gross Exp.	107,765.3	118,827.2	(1,584.3)	117,242.9	9,477.6	8.8%	84.9	117,327.8	9,562.5 8.9%	1,634.8 1.4%	1,570.9 1.3%	
REVENUE												
Garbage (C&T)	275,059.5	282,417.8	9,902.2	292,320.0	17,260.5	6.3%		292,320.0	17,260.5 6.3%	359.9 0.1%	(46.8) (0.0%)	
Green Bin (C&T)		204.0		204.0	204.0	-		204.0	204.0 -			
Durable Goods (C&T)		105.0		105.0	105.0	-		105.0	105.0 -			
Leaf & Yard Waste (C&T)	700.1	612.6		612.6	(87.5)	(12.5%)		612.6	(87.5) (12.5%)			
Municipal Hazardous & Special Waste (C&T)		14.4		14.4	14.4	-		14.4	14.4 -			
Recyclables (C&T)	10,894.8	11,318.8		11,318.8	424.0	3.9%		11,318.8	424.0 3.9%			
Total Revenues	286,654.4	294,672.5	9,902.2	304,574.8	17,920.4	6.3%		304,574.8	17,920.4 6.3%	359.9 0.1%	(46.8) (0.0%)	
NET EXP.												
Garbage (C&T)	(248,827.5)	(252,572.9)	(10,101.5)	(262,674.4)	(13,847.0)	5.6%	25.0	(262,649.4)	(13,821.9) 5.6%	(65.8) 0.0%	329.6 (0.1%)	
Green Bin (C&T)	23,793.6	25,008.4	(415.5)	24,592.9	799.3	3.4%	20.6	24,613.5	819.9 3.4%	433.1 1.8%	410.8 1.6%	
Durable Goods (C&T)	16,681.6	17,909.3	(209.2)	17,700.1	1,018.5	6.1%	10.6	17,710.7	1,029.2 6.2%	311.4 1.8%	302.0 1.7%	
Leaf & Yard Waste (C&T)	12,229.7	13,353.6	(545.8)	12,807.8	578.1	4.7%	11.1	12,818.8	589.1 4.8%	233.7 1.8%	223.8 1.7%	
Municipal Hazardous & Special Waste (C&T)	1,665.3	1,747.0	(39.0)	1,708.0	42.7	2.6%	1.5	1,709.4	44.1 2.7%	31.1 1.8%	28.8 1.7%	
Recyclables (C&T)	15,568.2	18,709.3	(175.5)	18,533.8	2,965.6	19.0%	16.1	18,549.9	2,981.7 19.2%	331.5 1.8%	322.7 1.7%	
Total Net Exp.	(178,889.1)	(175,845.4)	(11,486.5)	(187,331.9)	(8,442.8)	4.7%	84.9	(187,247.0)	(8,357.9) 4.7%	1,274.9 -0.7%	1,617.8 (0.9%)	
Approved Positions	459.1	473.2	(5.6)	467.6	8.4	1.8%	0.7	468.3	9.2 2.0%			

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 Green Bin organics, garbage, Blue Bin recycling, yard waste, oversized and metal items (includes furniture, electronics and white goods/metal materials) and Household Hazardous Waste (HHW).

The 2017 Recommended Operating Budget for Collection & Transfer of \$117.328 million gross and \$187.247 million net revenue is \$8.358 million or 4.7% over the 2016 Approved Net Budget.

- Base budget pressures of \$10.279 million for the Collection & Transfer service are primarily due to expenditures for salary & benefit adjustments for \$1.706 million, increases of \$2.326 million for collection contracts, increases of \$1.791 million for interdivisional charges and reserve fund contributions of \$4.654 million.
- The 2017 Operating Budget for the for the Collection & Transfer service includes a net revenue loss of \$3.405 million mainly due to decreased revenue of \$4.437 million from user fee adjustments including lower volumes of customers.

In order to offset the above net expenditure pressures, the 2017 service changes for Collection & Transfer consist of base and service efficiency and change savings of \$22.127 million net, as detailed below:

Base Change (savings of \$0.165 million gross and \$10.640 million net)

- Expenditures of \$0.165 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.
- Net base revenue of \$10.475 million results from the 2017 average rate increase of 3.9% which is a blended rate for volume based user fees.

Service Change (savings of \$1.585 million gross and \$11.487 million net)

- Service Efficiency savings of \$0.776 million will be realized through the on-going transition to vehicles fueled by compressed natural gas (CNG);
- Service Revenue Changes for the implementation of a base fee for commercial collection customers will result in additional revenue of \$2.6 million in 2017;
- Service Revenue Changes for the implementation of a harmonized bin exchange fee for all collection customers will result in additional revenue of \$0.6 million in 2017;
- Service Revenue Changes for the implementation of an annual oversized item fee for residential customers will result in additional revenue of \$7 million in 2017;
- Service Changes related to the frequency reduction for Green Bin Winter Collection will generate \$0.200 million gross & net in savings in 2017.
- Service Changes associated with the successful completion of the Charity Rate Waiver Program will result in savings of \$0.609 million gross and \$0.311 million net.

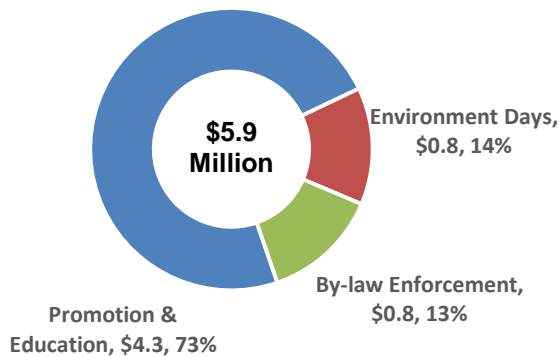
Solid Waste Education & Enforcement



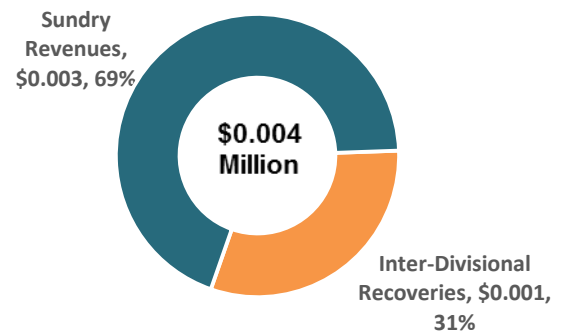
What We Do

- Effectively communicate to the residents, businesses, visitors, Division, 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.

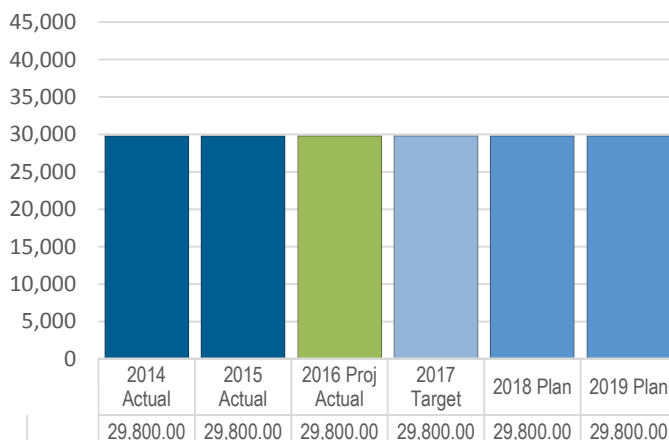
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of attendees to all environment days



- In 2014, the number of attendees 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.

2017 Service Levels

Solid Waste Education & Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels			2017
			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	400 volunteers recruited	400 volunteers recruited	400 volunteers recruited
Environment Days	Household Hazardous Waste	Approved	44 events	44-45 events	44-45 events	44-45 events
Environment Days	Electronic Waste	Approved	44 events	44-45 events	44-45 events	44-45 events
Environment Days	Re-Use/Donations	Approved	44 events	44-45 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 2017 Service Levels are consistent with the approved 2016 Service Levels for the Solid Waste Education & Enforcement Service.

Table 6
2017 Recommended Service Budget by Activity

(000s)	2016	2017 Recommended Operating Budget							2017 Rec'd. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
	Budget	Base Budget	Service Changes	Rec'd Base	Rec'd. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Rec'd. Budget	\$	%	\$	%	\$	%
	\$	\$	\$	\$	\$	%	\$	\$						
GROSS EXP.														
Promotion & Education	4,314.9	4,313.0	(18.7)	4,294.4	(20.6)	(0.5%)		4,294.4	(20.6)	(0.5%)	3.2	0.1%	3.2	0.1%
Environment Days	762.6	787.2		787.2	24.6	3.2%		787.2	24.6	3.2%	11.0	1.4%	10.4	1.3%
By-law Enforcement	763.0	783.7		783.7	20.7	2.7%		783.7	20.7	2.7%	0.3	0.0%	0.3	0.0%
Total Gross Exp.	5,840.6	5,883.9	(18.7)	5,865.3	24.7	0.4%		5,865.3	24.7	0.4%	14.5	0.2%	13.9	0.2%
REVENUE														
Promotion & Education						-				-		-		-
Environment Days	1.0	4.5		4.5	3.5	345.4%		4.5	3.5	345.4%				
By-law Enforcement						-				-		-		-
Total Revenues	1.0	4.5		4.5	3.5	345.4%		4.5	3.5	345.4%				
NET EXP.														
Promotion & Education	4,314.9	4,313.0	(18.7)	4,294.4	(20.6)	(0.5%)		4,294.4	(20.6)	(0.5%)	3.2	0.1%	3.2	0.1%
Environment Days	761.6	782.8		782.8	21.1	2.8%		782.8	21.1	2.8%	11.0	1.4%	10.4	1.3%
By-law Enforcement	763.0	783.7		783.7	20.7	2.7%		783.7	20.7	2.7%	0.3	0.0%	0.3	0.0%
Total Net Exp.	5,839.6	5,879.5	(18.7)	5,860.8	21.2	0.4%		5,860.8	21.2	0.4%	14.5	0.2%	13.9	0.2%
Approved Positions	12.7	12.4	(0.2)	12.2	(0.5)	(3.8%)		12.2	(0.5)	(3.8%)				

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 2017 Recommended Operating Budget for Education & Enforcement of \$5.865 million gross and \$5.861 million net is \$0.021 million or 0.4% above the 2016 Approved Net Budget.

- Base budget pressures of \$0.066 million for the Education & Enforcement service are primarily due to expenditures for salary & benefit adjustments for \$0.028 million, interdivisional charge increases of \$0.025 million and reserve fund contributions of \$0.038 million.
- The 2017 Operating Budget for the Education & Enforcement service also includes a net revenue of \$0.003 million mainly due to adjustment to the harmonization of user fees.

In order to offset the above net expenditure pressures, the 2017 service changes for Education & Enforcement consist of base and service efficiency and change savings of \$0.041 million net, as detailed below:

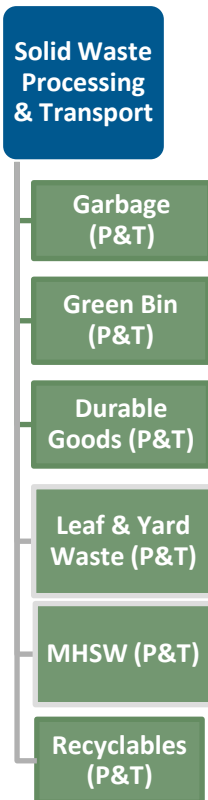
Base Change (savings of \$0.022 million gross & net)

- Expenditures of \$0.022 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.

Service Change (savings of \$0.019 million gross and net)

- Service Changes associated with the successful completion of the Charity Rate Waiver Program will result in savings of \$0.019 million gross and net.

Solid Waste Processing & Transport

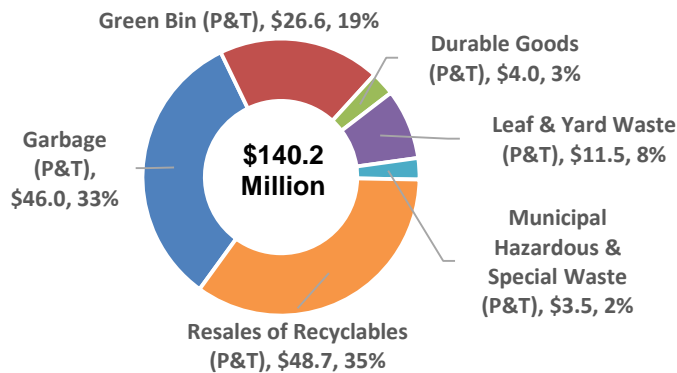


What We Do

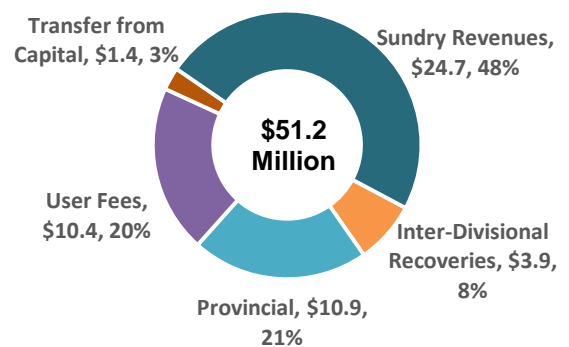
Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:

- Green Bin Organics;
- Garbage;
- Blue Bin Recycling;
- Yard Waste;
- Oversized and Metal items (includes furniture, electronics and white goods/metal materials);
- Household Hazardous Waste (HHW); and,
- In addition to processing and transport, revenue generation from sale of recyclable materials.

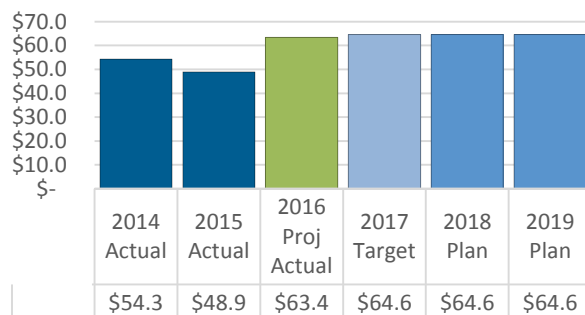
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



\$ Processing and Transport 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 32% higher than 2015.

2017 Service Levels

Solid Waste Processing & Transport

Activity	Sub-Activity/Type	Status	Approved Service Levels			2017
			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 2017 Service Levels are consistent with the approved 2016 Service Levels for the Solid Waste Processing & Transport Service.

Table 6
2017 Recommended Service Budget by Activity

(\$000s)	2016	2017 Recommended Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Rec'd Base	Rec'd. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Rec'd. Budget	2017 Rec'd. Budget vs. 2016 Budget		2018 Plan	2019 Plan		
GROSS EXP.														
Garbage (P&T)	48,815.6	46,040.9		46,040.9	(2,774.7)	(5.7%)		46,040.9	(2,774.7)	(5.7%)	439.9	427.7	1.0%	0.9%
Green Bin (P&T)	26,773.0	26,550.7		26,550.7	(222.3)	(0.8%)		26,550.7	(222.3)	(0.8%)	461.7	463.9	1.7%	1.7%
Durable Goods (P&T)	3,812.6	3,950.9		3,950.9	138.3	3.6%		3,950.9	138.3	3.6%	73.3	72.5	1.9%	1.8%
Leaf & Yard Waste (P&T)	11,878.7	11,498.5		11,498.5	(380.3)	(3.2%)		11,498.5	(380.3)	(3.2%)	199.8	195.2	1.7%	1.7%
Municipal Hazardous & Special Waste (P&T)	3,791.2	3,499.3	(1.4)	3,497.9	(293.3)	(7.7%)	1.6	3,499.5	(291.7)	(7.7%)	74.6	66.3	2.1%	1.9%
Resales of Recyclables (P&T)	47,130.1	48,676.8	(4.3)	48,672.5	1,542.3	3.3%	5.1	48,677.5	1,547.4	3.3%	889.5	884.7	1.8%	1.8%
Total Gross Exp.	142,201.2	140,217.1	(5.7)	140,211.3	(1,989.8)	(1.4%)	6.7	140,218.1	(1,983.1)	(1.4%)	2,138.7	2,110.4	1.5%	1.5%
REVENUE														
Garbage (P&T)	12,929.1	14,155.4		14,155.4	1,226.3	9.5%		14,155.4	1,226.3	9.5%				
Green Bin (P&T)	120.7	117.5		117.5	(3.2)	(2.7%)		117.5	(3.2)	(2.7%)				
Durable Goods (P&T)	1,121.4	1,250.1		1,250.1	128.6	11.5%		1,250.1	128.6	11.5%				
Leaf & Yard Waste (P&T)	633.2	643.0		643.0	9.8	1.5%		643.0	9.8	1.5%				
Municipal Hazardous & Special Waste (P&T)	1,976.4	1,916.6		1,916.6	(59.8)	(3.0%)		1,916.6	(59.8)	(3.0%)				
Resales of Recyclables (P&T)	34,150.2	33,071.9		33,071.9	(1,078.3)	(3.2%)		33,071.9	(1,078.3)	(3.2%)				
Total Revenues	50,931.0	51,154.4		51,154.4	223.4	0.4%		51,154.4	223.4	0.4%				
NET EXP.														
Garbage (P&T)	35,886.4	31,885.5		31,885.5	(4,001.0)	(11.1%)		31,885.5	(4,001.0)	(11.1%)	439.9	427.7	1.4%	1.3%
Green Bin (P&T)	26,652.3	26,433.3		26,433.3	(219.0)	(0.8%)		26,433.3	(219.0)	(0.8%)	461.7	463.9	1.7%	1.7%
Durable Goods (P&T)	2,691.1	2,700.8		2,700.8	9.7	0.4%		2,700.8	9.7	0.4%	73.3	72.5	2.7%	2.6%
Leaf & Yard Waste (P&T)	11,245.6	10,855.5		10,855.5	(390.1)	(3.5%)		10,855.5	(390.1)	(3.5%)	199.8	195.2	1.8%	1.8%
Municipal Hazardous & Special Waste (P&T)	1,814.8	1,582.7	(1.4)	1,581.3	(233.5)	(12.9%)	1.6	1,583.0	(231.9)	(12.8%)	74.6	66.3	4.7%	4.0%
Resales of Recyclables (P&T)	12,979.9	15,604.9	(4.3)	15,600.6	2,620.7	20.2%	5.1	15,605.6	2,625.8	20.2%	889.5	884.7	5.7%	5.4%
Total Net Exp.	91,270.2	89,062.7	(5.7)	89,056.9	(2,213.2)	(2.4%)	6.7	89,063.6	(2,206.5)	(2.4%)	2,138.7	2,110.4	2.4%	2.3%
Approved Positions	305.1	303.6	(0.1)	303.5	(1.5)	(0.5%)	0.1	303.6	(1.5)	(0.5%)				

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, Blue Bin recycling, yard waste, oversized and metal items (includes furniture, electronics and white goods/metal materials) and Household Hazardous Waste (HHW). This service also provides revenue from sale of recyclable materials.

The 2017 Recommended Operating Budget for Processing & Transport of \$140.218 million gross and \$89.064 million net is \$2.207 million or 2.4% below the 2016 Approved Net Budget.

- Base budget savings of \$1.209 million for the Processing & Transport service are primarily due to expenditures for salary & benefit adjustments for \$0.611 million, increases of \$0.649 million for processing contracts, increases of \$0.649 million for interdivisional charges and reserve fund contributions of \$0.456 million offset by decreases of \$2.919 million to processing & transport costs related to Green Lane and sending waste to alternate Ontario landfills.
- The 2017 Operating Budget for the Processing & Transport service also includes a net revenue loss of \$1.046 million mainly due to decreased revenue from the sale of recyclable materials.

In order to offset the above net expenditure pressures, the 2017 service changes for Processing & Transport consist of base and service efficiency and change savings of \$1.302 million net, as detailed below:

Base Change (savings of \$0.597 million gross and \$1.297 million net)

- Expenditures of \$0.597 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.
- Net base revenue of \$0.700 million results from the 2017 average rate increase of 3.9% which is a blended rate for volume based user fees.

Service Change (savings of \$0.006 million gross and net)

- Service Changes associated with the successful completion of the Charity Rate Waiver Program will result in savings of \$0.006 million gross and net.



Part 3:

Issues for Discussion

Issues Impacting the 2017 Budget

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

- The 2017 Operating Budget will support the implementation of the 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 on which the 2017 Operating and the 2017 Capital Budget and 2018-2026 Capital Plan have been established.
- Beginning in 2017, the Operating and Capital Program for SWMS has been adjusted to reflect the Waste Strategy implementation which is completed and has been approved by Council. Further adjustments to operating and capital expenditures will be recommended, as required, through future budget processes.
- Key deliverables of the Waste Strategy include the development of new waste diversion performance metrics beyond residential waste diversion rates as well as key infrastructure to support the diversion target. These strategic goals are being considered in the development and on-going refinement of the financial model required to support the program.

SWMS Rate Increases and Financial Sustainability

- 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.
- Over the past eight years SWMS has averaged an annual rate increase of 1.5%, trailing the rate of inflation. As a result, the SWMS annual contribution to the capital reserve required to support current and long term SWMS capital needs has only increased from \$14.4 million in 2009 to \$20.5 million in 2016.
 - Moving forward, SWMS would benefit from approved multi-year planned rate increases similar to the experience in the City's Toronto Water program, allowing for sustainable long term capital planning based on predictable annual rate increases.
- The 2017 Recommended Operating Budget for Solid Waste Management Services includes a 3.9% (blended average) rate increase as of January 1, 2017, which includes rate increases as follows:
 - 5.2% for single residential;
 - 1% for multi-residential; and
 - 5.2% for commercial, school, interdivisional collection fees and tipping fees.
- For long term planning purposes, the SWMS rate setting model plans for an additional 3.9% annual rate increases over the next five years to ensure sufficient contributions to the Waste Management reserve fund to support both the 10-Year Capital Plan as well as \$560 million in anticipated long term capital needs required beyond 2026, which were identified as part of the Long Term Waste Strategy.

- As a result of these recommended rate changes, there will be a budgeted contribution of \$25.270 million to the Waste Management Reserve Fund in 2017, with the annual capital reserve contributions planned to grow to \$41.6 million by 2021, based on a 3.9% blended rate increase each year over the next five years.

Collection Vehicle Replacement

- Solid Waste Management Services is currently operating a fleet of Class 8 vehicles (curbside collection vehicles), 146 of which are beyond their estimated service life of 7 years.
- Currently, the cost to maintain these vehicles on average is \$75,816 per year for both planned and unplanned maintenance requirements.
- The operation of older fleets contributes to increased breakdowns and reliability issues, environmental concerns, as well as health and safety concerns.
- These issues are contributing to a \$2.5 million increased pressure included in the 2017 Recommended Operating Budget. This pressure is expected to continue to increase into 2018 and potentially 2019, until suitable replacements are ordered and arrive.
- In an effort to increase the reliability of the SWMS collection fleet and save on maintenance future costs, it is recommended that one-time funding of \$18.313 Million be transferred from the Waste Management Reserve Fund (XR1404) to the Solid Waste Vehicle Reserve (XQ1014) for the purpose of replacing 60 Class 8 collection vehicles and that this amount be repaid to the Waste Management Reserve Fund through maintenance related savings beginning in 2019.

Solid Waste Rebate

- A reduction in the Solid Waste Rebate 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 was 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 was the completion of the Waste Strategy, which included 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 and approval was given to taking continued steps toward increased diversion and rate sustainability through further reducing the Single Family Residential Solid Waste Rebate in 2016 by \$9.7 million.
- Continuing with this strategy that began in 2015, a Solid Waste Rebate reduction for Single Family customers only, will be presented for Council's consideration as part of the City's Tax Supported Budget.
 - This continued rebate reduction strategy will be presented as part of a multi-year rebate reduction plan, which is currently being prepared by staff.

- The rebate reduction plan will allow for the gradual transition of Solid Waste Management Services to a full user fee based program (similar to Toronto Water), while still encouraging appropriate environmental behaviours.
- Any change to the Solid Waste Rebate for Single Family customers will have no impact on SWMS 2017 Rate or approval of the budget. However, any change to the rebate will be reflected in the net cost to customers for waste collection as summarized on their utility billing.
- 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 through the City's 311 Service online or via phone, and will also include educational information on how to improve waste diversion.



Appendices

Appendix 1

2016 Service Performance

Key Service Accomplishments

In 2016, Solid Waste Management Services accomplished the following:

1. City Beautification

- ✓ Provided clean-up services at 81 large special events and over 2000 smaller events
- ✓ Removed nearly 7,000 tonnes of litter from City streets and litter bins

2. Solid Waste Collection & Transfer

- ✓ Rolled-out of 2nd Generation Green Bin (Scarborough and Etobicoke)
- ✓ New Front-End Contractor (GFL) for Multi-Residential Customers

3. Solid Waste Processing & Transport

- ✓ Managed 929,000 tonnes (all materials) through City Transfer Stations
- ✓ Managed 210,000 tonnes of Recycling
- ✓ Managed 139,000 tonnes of Organics
- ✓ Managed 81,000 tonnes of Yard Waste
- ✓ Managed sale of 162,000 tonnes of Recyclables valued at \$21M
- ✓ Awarded contract for Dufferin Organics Processing Facility
- ✓ Aerosol Segregation Program at Cherry St. Reuse Centre Residual Management

4. Residual Management

- ✓ Managed 550,000 tonnes at Green Lane Landfill
- ✓ Completed of Green Lane Landfill Financial Model
- ✓ Constructed of Landfill Gas Flare 3
- ✓ Demolished of the Brock West Landfill Power Plant
- ✓ Secured Delegated Authority for General Manager to Enter into Renewable Natural Gas Agreements

5. Solid Waste Education & Enforcement

- ✓ Completed and Approval of the City's Long Term Waste Management Strategy
- ✓ Developed of 10-Year Sustainable Rate Model
- ✓ Contamination Education Campaign
- ✓ Common Terminology and Fee Clarification By-law Update

Appendix 2

2017 Recommended Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense (\$000's)	2014 Actual	2015 Actual	2016 Budget	2016 Projected Actual *	2017 Rec'd Budget	2017 Change from 2016 Budget		Plan	
	\$	\$	\$	\$	\$	\$	%	2018 \$	2019 \$
Salaries and Benefits	86,953.6	87,972.8	93,657.9	90,835.8	96,237.2	2,579.3	2.8%	98,676.6	100,974.0
Materials and Supplies	4,785.3	5,504.4	6,055.1	5,872.6	6,592.4	537.3	8.9%	6,592.4	6,592.4
Equipment	133.9	161.7	295.7	286.8	237.6	(58.1)	(19.7%)	237.6	237.6
Services & Rents	121,435.9	120,840.2	129,761.5	125,851.5	132,832.7	3,071.2	2.4%	135,099.6	137,411.8
Contributions to Capital							-		
Contributions to Reserves	113,850.8	39,014.3	56,413.3	54,713.5	62,421.2	6,007.9	10.6%	60,176.3	63,866.7
Other Expenditures	3.1	70,704.4	47,318.9	45,893.1	43,494.3	(3,824.6)	(8.1%)	43,494.3	43,494.3
Interdivisional Charges	34,103.0	35,261.7	34,960.7	33,907.3	36,477.0	1,516.2	4.3%	36,630.3	36,750.6
Total Gross Expenditures	361,265.6	359,459.6	368,463.2	357,360.5	378,292.4	9,829.2	2.7%	380,907.0	389,327.4
Interdivisional Recoveries	4,572.9	4,417.4	5,396.2	5,311.3	6,959.6	1,563.4	29.0%	6,959.6	6,959.6
Provincial Subsidies	24,918.9	20,657.5	21,665.1	21,324.3	22,020.3	355.3	1.6%	22,020.3	22,020.3
Federal Subsidies							-		
Other Subsidies							-		
User Fees & Donations	269,682.6	271,500.9	283,126.2	278,673.2	299,809.2	16,683.0	5.9%	311,648.9	323,529.6
Transfers from Capital Fund	2,200.8	2,512.0	4,784.6	4,709.3	5,469.6	685.0	14.3%	5,469.6	5,469.6
Contribution from Reserves	5,503.0						-		
Sundry Revenues	54,387.4	68,620.1	73,966.3	72,803.0	69,303.1	(4,663.2)	(6.3%)	69,303.1	69,303.1
Total Revenues	361,265.6	367,707.8	388,938.4	382,821.2	403,561.9	14,623.5	3.8%	415,401.6	427,282.3
Total Net Expenditures	(0.0)	(8,248.2)	(20,475.2)	(25,460.7)	(25,269.5)	(4,794.3)	23.4%	(34,494.6)	(37,954.9)
Approved Positions	910.0	988.7	1,108.7	1,031.7	1,113.7	5.0	0.5%	1,113.7	1,113.7

* Based on the 2016 6-month Operating Variance Report

For additional information regarding the 2016 Q2 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Six-Month Period Ended June 30, 2016" considered by City Council at its meeting on October 5, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX17.15>

Impact of 2016 Operating Variance on the 2017 Recommended Operating 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 2016 are dependent on the volume of waste produced and broader resale markets for commodities.

As of the 2nd quarter, the 2016 year-end position indicates a nominal net contribution to the Waste Management reserve fund of \$25.460 million as compared to a budgeted contribution of \$20.475 million. Any further incremental deficit generated would reduce the anticipated contribution level.

The 2017 Operating Budget will further adjust collection, processing and disposal budgets to be re-aligned with actual costs, volume and market based revenue forecasts. The 2017 Operating Budget balances these base budget adjustments with projected user fee revenue to project a reserve contribution which slowly builds future reserve funds by strategically adjusting volume based user rates. The rate increase proposed for 2017 is 3.9% (blended) effective January 1, 2017.

Appendix 3

2017 Organization Chart



2017 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	98.0	53.0	935.74	1,087.7
Temporary			2.0	24.0	26.0
Total	1.0	98.0	55.0	959.7	1,113.7

Appendix 4

Summary of 2017 Service Changes

2017 Operating Budget - BC Recommended Service Changes' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
2017 BC Recommended Base Budget Before Service Change:			379,805.8	392,759.7	(12,953.9)	1,118.74	4,304.4	4,562.9

11308	Completion of CIRO Rate Waiver Program
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59	0	Description:
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The proposed change would enable registered organizations to continue receiving free service, but without the program overhead and administration. It is expected that some registered charities never applied for the Rate Waiver, and those customers would transition to free service after the successful conclusion of this Rate Waiver Program.

Service Level Impact:

Service levels would be maintained, however six staff (project leads) would no longer be required to run the program. This would generate savings of \$356,959, based on reduced Program administration fees of \$654,880 offset by \$297,921 in lost revenue from CIRO customers currently not in the Rate Waiver program. They would qualify for free service based on being a registered charity, but had never applied for the Charity Rate Waiver Program.

Service: SW-City Beautification'

Recommended Service Changes:'	(20.2)	0.0	(20.2)	(0.17)	(0.9)	(0.9)
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended	(20.2)	0.0	(20.2)	(0.17)	(0.9)	(0.9)

Service: SW-Residual Management

Recommended Service Changes:	(1.6)	0.0	(1.6)	(0.01)	(0.1)	(0.1)
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended	(1.6)	0.0	(1.6)	(0.01)	(0.1)	(0.1)

Service: SW-Solid Waste Collection & Transfer

Recommended Service Changes:	(608.6)	(297.9)	(310.7)	(5.61)	(26.8)	(25.5)
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended	(608.6)	(297.9)	(310.7)	(5.61)	(26.8)	(25.5)

Service: SW-Solid Waste Education & Enforcement'

2017 Operating Budget - BC Recommended Service Changes' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
		Recommended Service Changes:	(18.7)	0.0	(18.7)	(0.16)	(0.8)	(0.8)
		BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended	(18.7)	0.0	(18.7)	(0.16)	(0.8)	(0.8)
		Service: SW-Solid Waste Processing & Transport						
		Recommended Service Changes:	(5.7)	0.0	(5.7)	(0.05)	(0.3)	(0.2)
		BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended	(5.7)	0.0	(5.7)	(0.05)	(0.3)	(0.2)
		Total Recommended Service Changes:	(654.9)	(297.9)	(357.0)	(6.00)	(28.8)	(27.5)
		Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended Service Changes:	(654.9)	(297.9)	(357.0)	(6.00)	(28.8)	(27.5)

11322		Harmonized Bin Exchange Fee					
59	0	Description:					
The 2017 Operating Budget includes an increase to the rate for downsizing bins, to match the rate of upsizing bins, which will result in additional annual revenues of \$0.6 million.							
Service Level Impact:							
The bin downsizing rate will be set at \$23.00, resulting in a common fee for all bin exchanges, regardless of whether it is an upsize or downsize. This additional funding will help ensure that current service levels are maintained.							
Service: SW-Solid Waste Collection & Transfer							
Recommended Service Changes:		0.0	600.1	(600.1)	0.00	0.0	0.0
BC Recommended Change:		0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended		0.0	600.1	(600.1)	0.00	0.0	0.0
Total Recommended Service Changes:		0.0	600.1	(600.1)	0.00	0.0	0.0
Budget Committee Recommended:		0.0	0.0	0.0	0.00	0.0	0.0

2017 Operating Budget - BC Recommended Service Changes' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
Total BC Recommended Service Changes:			0.0	600.1	(600.1)	0.00	0.0	0.0

11323		Special Event Clean-up Charge					
59	0	Description:					
The Special Event Clean-up Charge will result in full cost recovery for the pre and post clean-up of the approximately 81 major events that take place in the City of Toronto every year. The labour cost for these events is approximately \$650,000 and the equipment cost is estimated at \$250,000 for a total expected Revenue of \$900,000.							
Service Level Impact:							
This recovery of costs will result in additional funding that will help ensure that current service levels are maintained.							
Service: SW-City Beautification							
Recommended Service Changes:		0.0	900.0	(900.0)	0.00	0.0	0.0
BC Recommended Change:		0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended		0.0	900.0	(900.0)	0.00	0.0	0.0
Total Recommended Service Changes:		0.0	900.0	(900.0)	0.00	0.0	0.0
Budget Committee Recommended:		0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended Service Changes:		0.0	900.0	(900.0)	0.00	0.0	0.0

11324		Oversized Item Fee	
59	0	Description:	
The collection of oversized items was included in the collection program after the residential volume based rate program was introduced in 2008. This annual fee of \$8 per unit reflects costs to offer the Oversized Item pick-up service and will generate an expected additional annual revenue of \$7 million.			
Service Level Impact:			
The fee will apply to all Single Family, RUAC and Multi-Residential Customers and the additional funding will help ensure that current service levels are maintained.			
Service: SW-Solid Waste Collection & Transfer			

2017 Operating Budget - BC Recommended Service Changes' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
		Recommended Service Changes:	0.0	7,000.0	(7,000.0)	0.00	0.0	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended	0.0	7,000.0	(7,000.0)	0.00	0.0	0.0
		Total Recommended Service Changes:	0.0	7,000.0	(7,000.0)	0.00	0.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended Service Changes:	0.0	7,000.0	(7,000.0)	0.00	0.0	0.0

11325 Commercial Collection 2017 Base Fee

59 0 **Description:**

The fees that commercial customers currently pay, only cover collection costs. A 'bag only' base fee is required to cover base Solid Waste services which also include processing, diversion, disposal, and administrative cost. All other customers pay these costs through their collection fees, including residential bag only customers.

Service Level Impact:

Introducing a bag only fee to all commercial customers will better align commercial fee structure to the residential structure. The bag only fee, necessary to cover costs of the base services the City provides to all its customers, will apply to the approximately 10,000 commercial customers on bag only service. The base fee will be the equivalent of \$5 per bag and the additional funding will help ensure that current service levels are maintained.

Service: SW-Solid Waste Collection & Transfer

Recommended Service Changes:	0.0	2,600.0	(2,600.0)	0.00	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended	0.0	2,600.0	(2,600.0)	0.00	0.0	0.0
Total Recommended Service Changes:	0.0	2,600.0	(2,600.0)	0.00	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended Service Changes:	0.0	2,600.0	(2,600.0)	0.00	0.0	0.0

2017 Operating Budget - BC Recommended Service Changes' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
11327		Green Bin Winter Collection						
59	0	Description:						
This is a proposal to change the frequency of the green bin collection from weekly to bi-weekly during the winter months of 2017, from January to March, for District 4 Scarborough (D4) and District 1 Etobicoke (D1). Based on the costs of salaries & benefits and ancillary costs, a seasonal reduction in organics collection frequency would yield an expected savings of approximately \$0.134 million in D4 and \$0.066 million in D1 in 2017.								
Service Level Impact:								
The frequency of green bin collection will change from weekly to bi-weekly during the winter months of 2017, from January to March, for District 4 Scarborough (D4) and District 1 Etobicoke (D1).								
Service: SW-Solid Waste Collection & Transfer								
Recommended Service Changes:			(200.0)	0.0	(200.0)	0.00	0.0	0.0
BC Recommended Change:			0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended			(200.0)	0.0	(200.0)	0.00	0.0	0.0
Total Recommended Service Changes:			(200.0)	0.0	(200.0)	0.00	0.0	0.0
Budget Committee Recommended:			0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended Service Changes:			(200.0)	0.0	(200.0)	0.00	0.0	0.0

11444		Replacing Diesel Fuel with CNG for Collection Vehicles
51	0	Description:
Moving from diesel to compressed natural gas (CNG) as the fuel source for collection vehicles is anticipated to reduce base operating costs by \$0.776 million, offset the cost of expanding refueling stations and shrink the carbon footprint left by waste management services.		
Service Level Impact:		
There is no service level impact.		
Service: SW-Solid Waste Collection & Transfer		

2017 Operating Budget - BC Recommended Service Changes' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
		Recommended Service Changes:	(775.7)	0.0	(775.7)	0.00	(67.2)	(49.9)
		BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended	(775.7)	0.0	(775.7)	0.00	(67.2)	(49.9)
		Total Recommended Service Changes:	(775.7)	0.0	(775.7)	0.00	(67.2)	(49.9)
		Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended Service Changes:	(775.7)	0.0	(775.7)	0.00	(67.2)	(49.9)
Summary:								
		Recommended Service Changes:	(1,630.6)	10,802.2	(12,432.8)	(6.00)	(96.0)	(77.4)
		Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		BC Recommended Service Changes:	(1,630.6)	10,802.2	(12,432.8)	(6.00)	(96.0)	(77.4)
		Total BC Recommended Base Budget:	378,175.2	403,561.9	(25,386.7)	1,112.74	4,208.4	4,485.5

Appendix 5

Summary of 2017 New / Enhanced Service Priorities

2017 Operating Budget - BC Recommended New and Enhanced Services' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
10560		SW-Enhanced Bylaw Enforcement						
72	1	Description:						

This project supports and complements the education and greater enforcement of existing waste bylaws. Recent waste audit studies found a significant amount of divertible materials in the garbage. Increased waste diversion communication, promotion and education was recommended and approved by Council through the Long term Waste Management Strategy

Service Level Impact:

Additional ML&S staff for greater enforcement of waste by-laws as well staff resources within SWMS to oversee and develop strategy for multi-year communication and enforcement plan. The intent is to increase the interdivisional charge to ML&S in future years in order to hire additional staff to undertake the multi-year enforcement plan. In 2019 there would be 3 MLS staff hired, in 2020, 6 more and in 2021 an additional 5 staff hired to make a complement of 14. 1 SWM Supervisor is required beginning in 2017 with 2 Project leads anticipated to begin in 2018, with additional for program education and communication materials. The current recommendation addresses only the 2017 requirements.

Service: SW-City Beautification

Recommended New / Enhanced Services:	23.7	0.0	23.7	0.20	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended:	23.7	0.0	23.7	0.20	0.0	0.0

Service: SW-Residual Management

Recommended New / Enhanced Services:	1.9	0.0	1.9	0.02	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended:	1.9	0.0	1.9	0.02	0.0	0.0

Service: SW-Solid Waste Collection & Transfer

Recommended New / Enhanced Services:	84.9	0.0	84.9	0.72	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
Total BC Recommended:	84.9	0.0	84.9	0.72	0.0	0.0

Service: SW-Solid Waste Processing & Transport

Category:

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

74 - New Services
75 - New Revenues

2017 Operating Budget - BC Recommended New and Enhanced Services' Summary by Service (\$000's)'

Form ID		Citizen Focused Services B	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Solid Waste Management Services						
		Recommended New / Enhanced Services:	6.7	0.0	6.7	0.06	0.0	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended:	6.7	0.0	6.7	0.06	0.0	0.0
		Total Recommended New / Enhanced Services:	117.2	0.0	117.2	1.00	0.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		Total BC Recommended New / Enhanced Service	117.2	0.0	117.2	1.00	0.0	0.0

Summary:

Recommended New / Enhanced Services:	117.2	0.0	117.2	1.00	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
BC Recommended New/Enhanced Services:	117.2	0.0	117.2	1.00	0.0	0.0

Category:

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

74 - New Services
75 - New Revenues

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		29,906.7	23,364.9	30,967.9	20,729.9
Vehicle Reserve- Solid Waste	XQ1014				
<i>Contributions -Total</i>		8,258.1	13,900.0	13,900.0	13,900.0
<i>Proceeds Sale of Vehicles & Equipment</i>					
<i>(Withdrawals)- Total</i>		(14,800.0)	(6,297.0)	(24,138.0)	(36,280.0)
Total Reserve / Reserve Fund Draws / Contributions		(6,541.9)	7,603.0	(10,238.0)	(22,380.0)
Balance at Year-End		23,364.9	30,967.9	20,729.9	(1,650.1)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		29,238.7	28,857.7	27,340.4	27,577.1
Perpetual Care of Landfills Reserve Fund-	XR1013				
<i>Estimated Interest Earned</i>		142.5	158.7	136.7	137.9
<i>Contributions (Operating)</i>		9,249.0	8,200.0	8,200.0	8,200.0
<i>Morningside Landfill Remediation</i>		(523.6)	-	-	-
<i>Basic Perpetual Care</i>		(6,165.9)	(6,583.9)	(5,399.9)	(5,999.9)
<i>New Control Systems</i>		(3,083.1)	(3,292.1)	(2,700.1)	(3,000.1)
Total Reserve / Reserve Fund Draws / Contributions		(381.1)	(1,517.3)	236.7	(662.1)
Balance at Year-End		28,857.7	27,340.4	27,577.1	26,915.0

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		114,898.8	115,269.4	69,748.6	52,493.8
Waste Management Reserve Fund-	XR1404				
<i>Estimated Interest Earned</i>		566.2	576.3	348.7	262.5
<i>Contributions (Withdrawals) Operating</i>		20,475.2	25,269.4	34,494.6	37,954.9
<i>Estimated Prior Y/E Operating Surplus</i>		8,222.0	-	-	-
<i>Funding for Capital</i>		(28,892.8)	(71,366.5)	(52,098.2)	(68,489.9)
Total Reserve / Reserve Fund Draws / Contributions		370.6	(45,520.8)	(17,254.8)	(30,272.6)
Balance at Year-End		115,269.4	69,748.6	52,493.8	22,221.2

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, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		15,217.9	14,866.6	14,937.3	14,269.7
Green Lane Reserve Fund-	XR1408				
<i>Estimated Interest Earned</i>		81.8	58.0	58.3	55.7
<i>Contributions (+)</i>		1,403.1	1,547.1	1,547.1	1,547.1
<i>Funding for Capital</i>		(1,836.3)	(1,534.4)	(2,273.0)	(2,266.2)
Total Reserve / Reserve Fund Draws / Contributions		(351.3)	70.7	(667.6)	(663.4)
Balance at Year-End		14,866.6	14,937.3	14,269.7	13,606.3

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		3,706.8	4,224.8	4,741.0	5,259.3
Green Lane Perpetual Care Reserve Fund	XR1409				
<i>Estimated Interest Earned</i>		18.3	16.5	18.5	20.5
<i>Contributions (+)</i>		499.8	499.8	499.8	499.8
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		518.0	516.2	518.3	520.3
Balance at Year-End		4,224.8	4,741.0	5,259.3	5,779.6

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		109.9	111.1	111.6	112.0
Green Lane Liability Trust	XT6109				
<i>Estimated Interest Earned</i>		1.2	0.4	0.4	0.4
<i>Contributions (+)</i>					
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		1.2	0.4	0.4	0.4
Balance at Year-End		111.1	111.6	112.0	112.4

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, 2016 \$	Proposed Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		23,896.6	26,155.0	28,310.6	30,474.6
Insurance Reserve Fund	XR1010				
<i>Estimated Interest Earned</i>		204.8	102.0	110.4	118.9
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>					
Operating Contribution SWMS		2,053.6	2,053.6	2,053.6	2,053.6
Total Reserve / Reserve Fund Draws / Contributions		26,155.0	28,310.6	30,474.6	32,647.1
Other Program / Agency Net Withdrawals & Contributions*					
Balance at Year-End		26,155.0	28,310.6	30,474.6	32,647.1

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

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Clean City of Toronto owned Landfills. Tip Fee per load.	Perpetual Care	Full Cost Recovery	Tip Fee per load	\$21.86	\$21.86	\$3.14	\$25.00	\$25.00	\$25.00
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	\$10.93	\$10.93	\$0.57	\$11.50	\$11.50	\$11.50
Waste Loads over 100 kg - Transfer Stations. Tip Fee per tonne.	Garbage (P&T)	Market Based	Tip Fee per tonne	\$109.27	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Recyclable Material Loads - Transfer Stations. Tip Fee per tonne.	Resales of Recyclables	Market Based	Tip Fee per tonne	\$81.96	\$81.96	\$4.26	\$86.22	\$86.22	\$86.22
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	\$109.27	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
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	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
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	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
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	\$437.09	\$437.09	\$22.73	\$459.82	\$459.82	\$459.82
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	\$437.09	\$437.09	\$22.73	\$459.82	\$459.82	\$459.82
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	\$546.36	\$546.36	\$28.41	\$574.77	\$574.77	\$574.77
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	\$874.18	\$874.18	\$45.46	\$919.64	\$919.64	\$919.64
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	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46
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	\$1,639.09	\$1,639.09	\$85.23	\$1,724.32	\$1,724.32	\$1,724.32
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	\$874.18	\$874.18	\$45.46	\$919.64	\$919.64	\$919.64
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	\$874.18	\$874.18	\$45.46	\$919.64	\$919.64	\$919.64
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	\$1,092.73	\$1,092.73	\$56.82	\$1,149.55	\$1,149.55	\$1,149.55

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
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	\$1,092.73	\$1,092.73	\$56.82	\$1,149.55	\$1,149.55	\$1,149.55
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	\$1,748.36	\$1,748.36	\$90.91	\$1,839.27	\$1,839.27	\$1,839.27
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$81.96	\$81.96	\$4.26	\$86.22	\$86.22	\$86.22
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$245.86	\$245.86	\$12.78	\$258.64	\$258.64	\$258.64
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$245.86	\$245.86	\$12.78	\$258.64	\$258.64	\$258.64
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$409.78	\$409.78	\$21.31	\$431.09	\$431.09	\$431.09
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$655.64	\$655.64	\$34.09	\$689.73	\$689.73	\$689.73
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$983.45	\$983.45	\$51.14	\$1,034.59	\$1,034.59	\$1,034.59
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$1,229.32	\$1,229.32	\$63.92	\$1,293.24	\$1,293.24	\$1,293.24
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$655.64	\$655.64	\$34.09	\$689.73	\$689.73	\$689.73
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$655.64	\$655.64	\$34.09	\$689.73	\$689.73	\$689.73

Appendix 7a

User Fees Adjusted for Inflation and Other

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.	Resales of Recyclables	Market Based	Tip Fee per load	\$655.64	\$655.64	\$34.09	\$689.73	\$689.73	\$689.73
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$819.55	\$819.55	\$42.62	\$862.17	\$862.17	\$862.17
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$819.55	\$819.55	\$42.62	\$862.17	\$862.17	\$862.17
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46
Dedicated loads of Yard Waste material 7.5 cm (3") or greater in diameter - Transfer Stations designated by the General Manager	Resales of Recyclables	Market Based	Tip Fee per load	\$109.27	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Tire loads - Transfer Stations. Tip Fee per tonne.	Resales of Recyclables	Market Based	Tip Fee per load	\$163.91	\$163.91	\$8.52	\$172.43	\$172.43	\$172.43
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.	Resales of Recyclables	Market Based	Tip Fee per load	\$163.91	\$163.91	\$8.52	\$172.43	\$172.43	\$172.43
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$491.73	\$491.73	\$25.57	\$517.30	\$517.30	\$517.30
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$491.73	\$491.73	\$25.57	\$517.30	\$517.30	\$517.30
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$655.64	\$655.64	\$34.09	\$689.73	\$689.73	\$689.73
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$655.64	\$655.64	\$34.09	\$689.73	\$689.73	\$689.73
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$819.55	\$819.55	\$42.62	\$862.17	\$862.17	\$862.17
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$1,966.91	\$1,966.91	\$102.28	\$2,069.19	\$2,069.19	\$2,069.19
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$2,458.64	\$2,458.64	\$127.85	\$2,586.49	\$2,586.49	\$2,586.49

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$1,639.09	\$1,639.09	\$85.23	\$1,724.32	\$1,724.32	\$1,724.32
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.	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$1,639.09	\$1,639.09	\$85.23	\$1,724.32	\$1,724.32	\$1,724.32
Tire loads - Transfer Stations -Tip Fee per Load - Triple Axle Dump Truck- Estimated weight based on 16,000 kg	Resales of Recyclables	Full Cost Recovery	Tip Fee per load	\$2,622.54	\$2,622.54	\$136.37	\$2,758.91	\$2,758.91	\$2,758.91
Waste Loading Services - Transfer Stations. Loading fee per tonne for drop and load service.	Garbage (P&T)	Full Cost Recovery	Loading fee per tonne	\$15.91	\$15.91	\$0.71	\$16.62	\$16.62	\$16.62
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	\$10.93	\$10.93	\$0.57	\$11.50	\$11.50	\$11.50
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	\$349.67	\$349.67	\$18.18	\$367.85	\$367.85	\$367.85
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	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46
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	\$1,748.36	\$1,748.36	\$90.91	\$1,839.27	\$1,839.27	\$1,839.27
Commercial Garbage Collections. Annual Fee - Bi-weekly Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual Fee - Bi-weekly Cart Collection	\$440.37	\$440.37	\$22.90	\$463.27	\$463.27	\$463.27
Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual Fee - Once per Week Cart Collection	\$880.74	\$880.74	\$45.80	\$926.54	\$926.54	\$926.54
Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual Fee - Twice per Week Cart Collection	\$1,761.48	\$1,761.48	\$91.60	\$1,853.08	\$1,853.08	\$1,853.08
Commercial Front End Garbage Collection - Uncompacted. Per Lift per Cubic Yard - Uncompacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-compacted garbage	\$12.11	\$12.11	\$0.63	\$12.74	\$12.74	\$12.74
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	\$24.25	\$24.25	\$1.26	\$25.51	\$25.51	\$25.51
Commercial Garbage Collections. Fee per Bag or Tag (each).	Garbage (C&T)	Full Cost Recovery	Fee per Bag or Tag (each)	\$3.39	\$3.39	\$1.61	\$5.00	\$5.00	\$5.00
Commercial Garbage Collections. Fee to purchase 35 gallon organic bin.	Garbage (C&T)	Full Cost Recovery	Fee to purchase 35 gallon organic bin	\$60.10	\$60.10	\$3.13	\$63.23	\$63.23	\$63.23
Commercial Garbage Collections. Fee to purchase 65 gallon organic bin.	Garbage (C&T)	Full Cost Recovery	Fee to purchase 65 gallon organic bin	\$71.03	\$71.03	\$3.69	\$74.72	\$74.72	\$74.72
Commercial Garbage Collections. Fee to purchase a 95 gallon recycling bin.	Garbage (C&T)	Full Cost Recovery	Fee to purchase a 95 gallon recycling bin	\$92.89	\$92.89	\$4.83	\$97.72	\$97.72	\$97.72
Composters. Fee to purchase a composter.	Green Bin (C&T)	Full Cost Recovery	Fee to purchase a composter	\$14.51	\$14.51	\$0.75	\$15.26	\$15.26	\$15.26
Composters. Fee to deliver composter.	Green Bin (C&T)	Full Cost Recovery	Fee to deliver composter	\$5.46	\$5.46	\$0.28	\$5.74	\$5.74	\$5.74

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Organics Kitchen Container. Fee to purchase an organics kitchen container.	Green Bin (C&T)	Full Cost Recovery	Fee to purchase an organics kitchen container	\$4.84	\$4.84	\$0.25	\$5.09	\$5.09	\$5.09
Organic Kitchen Container. Fee to purchase apartment container.	Green Bin (C&T)	Full Cost Recovery	Fee to purchase apartment container	\$3.30	\$3.30	\$0.17	\$3.47	\$3.47	\$3.47
Fee to purchase a racoon latch	Green Bin (C&T)	Full Cost Recovery	Fee to purchase a racoon latch	\$8.70	\$8.70	\$0.45	\$9.15	\$9.15	\$9.15
Fee to purchase a yard waste bin	Leaf/Yard Waste (C&T)	Full Cost Recovery	Fee to purchase a yard waste bin	\$4.94	\$4.94	\$0.26	\$5.20	\$5.20	\$5.20
Fee to purchase a recycling box	Recyclables (C&T)	Full Cost Recovery	Fee to purchase a recycling box	\$5.77	\$5.77	\$0.30	\$6.07	\$6.07	\$6.07
Schools - Front End Garbage Collection un-compacted. Per Lift per Cubic Yard - Uncompacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of un-compacted garbage	\$10.86	\$12.11	\$0.63	\$12.74	\$12.74	\$12.74
Schools - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage (C&T)	Full Cost Recovery	Fee per cubic yard of compacted garbage	\$21.70	\$24.23	\$1.26	\$25.49	\$25.49	\$25.49
Schools- Waste loads delivered directly to Transfer Stations. Fee Per Tonne.	Garbage (P&T)	Full Cost Recovery	Fee per tonne	\$100.52	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Schools- Recyclable Material loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Fee per tonne	\$61.47	\$81.96	\$4.26	\$86.22	\$86.22	\$86.22
Schools- Tire loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Fee per tonne	\$122.94	\$163.91	\$8.52	\$172.43	\$172.43	\$172.43
Fee per cart per collection - twice weekly collection (schools)	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection - twice weekly collection	\$1,619.01	\$1,761.48	\$91.60	\$1,853.08	\$1,853.08	\$1,853.08
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	\$10.56	\$12.11	\$0.63	\$12.74	\$12.74	\$12.74
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	\$20.81	\$24.24	\$1.26	\$25.50	\$25.50	\$25.50
ABC&D's Waste loads delivered directly to Transfer Stations. Fee per tonne.	Garbage (C&T)	Full Cost Recovery	Fee per tonne	\$98.93	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
ABC&D's Recyclable Material loads delivered directly to Transfer Stations. Fee per tonne.	Resales of Recyclables	Full Cost Recovery	Fee per tonne	\$61.47	\$81.96	\$4.26	\$86.22	\$86.22	\$86.22
ABC&D's Tire loads delivered directly to Transfer Stations. Fee per tonne.	Resales of Recyclables	Full Cost Recovery	Fee per tonne	\$122.94	\$163.91	\$8.52	\$172.43	\$172.43	\$172.43
Fee per cart per collection - twice weekly collection (ABC&Ds)	Garbage (C&T)	Full Cost Recovery	Fee per cart per collection - twice weekly collection	\$1,503.16	\$1,761.48	\$91.60	\$1,853.08	\$1,853.08	\$1,853.08
Bag tags from Schools and/or ABC&D's	Garbage (C&T)	Full Cost Recovery	Fee per bag tag	\$3.07	\$3.39	\$1.61	\$5.00	\$5.00	\$5.00
Non-residential Curbside Garbage Collection - Small Bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$88.08	\$88.08	\$4.58	\$92.66	\$92.66	\$92.66
Non-residential Curbside Garbage Collection - Medium Bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$176.15	\$176.15	\$9.16	\$185.31	\$185.31	\$185.31
Non-residential Curbside Garbage Collection - Large Bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$264.23	\$264.23	\$13.74	\$277.97	\$277.97	\$277.97
Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual fee per bin - bi-weekly collection	\$440.37	\$440.37	\$22.90	\$463.27	\$463.27	\$463.27
Non-residential Curbside Garbage Collection - Small Bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$176.15	\$176.15	\$9.16	\$185.31	\$185.31	\$185.31
Non-residential Curbside Garbage Collection - Medium Bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$352.29	\$352.29	\$18.32	\$370.61	\$370.61	\$370.61
Non-residential Curbside Garbage Collection - Large Bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$528.44	\$528.44	\$27.48	\$555.92	\$555.92	\$555.92
Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual fee per bin - weekly collection	\$880.74	\$880.74	\$45.80	\$926.54	\$926.54	\$926.54
Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual fee per bin - twice weekly collection	\$1,761.48	\$1,761.48	\$91.60	\$1,853.08	\$1,853.08	\$1,853.08
Non-residential Curbside Organics Collection	Green Bin (C&T)	City Policy	Annual Fee - Frequency 2x/week - per year	\$349.67	\$349.67	\$18.18	\$367.85	\$367.85	\$367.85
Non-residential Curbside Organics Collection	Green Bin (C&T)	City Policy	Annual Fee - Frequency 5x/week - per year	\$1,311.27	\$1,311.27	\$68.19	\$1,379.46	\$1,379.46	\$1,379.46

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Non-residential Curbside Organics Collection	Green Bin (C&T)	City Policy	Annual Fee - Frequency 6x/week - per year	\$1,748.36	\$1,748.36	\$90.91	\$1,839.27	\$1,839.27	\$1,839.27
Non-residential Front End Garbage Collection	Garbage (C&T)	City Policy	Fee per cubic yard of un-compacted garbage	\$12.12	\$12.12	\$0.63	\$12.75	\$12.75	\$12.75
Non-residential Front End Garbage Collection	Garbage (C&T)	City Policy	Fee per cubic yard of compacted garbage	\$24.24	\$24.24	\$1.26	\$25.50	\$25.50	\$25.50
Non-residential Garbage Collection	Garbage (C&T)	City Policy	Fee per Bag or Tag (each)	\$3.39	\$3.39	\$1.61	\$5.00	\$5.00	\$5.00
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 un-compacted 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 un-compacted garbage or base of 0.9585 cubic yards (per dwelling unit per year) of compacted garbage.	\$209.04	\$209.04	\$2.09	\$211.13	\$211.13	\$211.13
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).	\$14.50	\$14.50	\$0.15	\$14.65	\$14.65	\$14.65
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).	\$29.02	\$29.02	\$0.29	\$29.31	\$29.31	\$29.31
Residential Curbside collection. Annual Collection fee - Small Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection fee - Small Bin.	\$244.77	\$244.77	\$12.73	\$257.50	\$257.50	\$257.50
Residential Curbside collection. Annual Collection Fee - Medium Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee - Medium Bin.	\$297.14	\$297.14	\$15.45	\$312.59	\$312.59	\$312.59
Residential Curbside collection. Annual Collection fee- Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection fee- Large Bin.	\$403.55	\$403.55	\$20.98	\$424.53	\$424.53	\$424.53
Residential Curbside Collection. Annual Collection fee - Extra Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual Collection fee - Extra Large Bin.	\$468.08	\$468.08	\$24.34	\$492.42	\$492.42	\$492.42
Residential Curbside Collection. Annual Collection Fee - Bag - only customer.	Garbage (C&T)	Full Cost Recovery	Annual Collection Fee - Bag - only customer.	\$156.69	\$156.69	\$8.15	\$164.84	\$164.84	\$164.84
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 un-compacted garbage or up to base of 0.9585 cubic yards (per dwelling unit per year) of compacted garbage.	\$209.04	\$209.04	\$2.09	\$211.13	\$211.13	\$211.13
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)	\$14.50	\$14.50	\$0.15	\$14.65	\$14.65	\$14.65
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)	\$29.02	\$29.02	\$1.51	\$30.53	\$30.53	\$30.53

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
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)	\$209.04	\$209.04	\$10.87	\$219.91	\$219.91	\$219.91
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	\$21.86	\$1.14	\$23.00	\$23.00	\$23.00
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.	\$21.86	\$21.86	\$1.14	\$23.00	\$23.00	\$23.00
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	\$21.86	\$1.14	\$23.00	\$23.00	\$23.00
Residential Curbside collection & Mixed residential/commercial properties) Garbage Collection. Bag tag (\$/tag).	Garbage (C&T)	City Policy	Bag tag (\$/tag)	\$3.39	\$3.39	\$1.61	\$5.00	\$5.00	\$5.00
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	\$244.77	\$244.77	\$12.73	\$257.50	\$257.50	\$257.50
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	\$297.14	\$297.14	\$15.45	\$312.59	\$312.59	\$312.59
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	\$403.55	\$403.55	\$20.98	\$424.53	\$424.53	\$424.53
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	\$468.08	\$468.08	\$24.34	\$492.42	\$492.42	\$492.42
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	\$297.14	\$297.14	\$15.45	\$312.59	\$312.59	\$312.59
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	\$403.55	\$403.55	\$20.98	\$424.53	\$424.53	\$424.53
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	\$572.24	\$572.24	\$29.76	\$602.00	\$602.00	\$602.00
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	\$919.45	\$919.45	\$47.81	\$967.26	\$967.26	\$967.26
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	\$156.69	\$156.69	\$8.15	\$164.84	\$164.84	\$164.84
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	\$209.07	\$209.07	\$10.87	\$219.94	\$219.94	\$219.94
Annual Fee per cart - Biweekly (schools)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$404.76	\$440.37	\$22.90	\$463.27	\$463.27	\$463.27

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2016	2017			2018	2019
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Annual Fee per cart - Weekly (schools)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly collection	\$809.51	\$880.74	\$45.80	\$926.54	\$926.54	\$926.54
Annual Fee per cart - Biweekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - bi-weekly collection	\$375.80	\$440.38	\$22.90	\$463.27	\$463.27	\$463.27
Annual Fee per cart - Weekly (ABCDs)	Garbage (C&T)	Full Cost Recovery	Annual fee per bin - weekly collection	\$751.58	\$880.74	\$45.80	\$926.54	\$926.54	\$926.54
Landfill Disposal : Waste load per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$109.27	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Landfill Disposal : Asbestos, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
Landfill Disposal : CFIA Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
Landfill Disposal : Special Handling, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$327.82	\$327.82	\$17.05	\$344.87	\$344.87	\$344.87
Landfill Disposal : Biosolids, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$98.93	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Landfill Disposal : Water Treatment Residue, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$98.93	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Landfill Disposal : Treated Biomedical Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$109.27	\$109.27	\$5.68	\$114.95	\$114.95	\$114.95
Sale of Clean Fill at Green Lane Landfill - per load fee for single, tandem, or tri-axle dump truck vehicles	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$2.06	\$2.06	\$0.00	\$2.06	\$2.06	\$2.06
Sale of Clean Fill at Green Lane Landfill - per load fee for dump trailer	Green Lane Landfill	Full Cost Recovery	Per Tonne	\$3.09	\$3.09	\$0.00	\$3.09	\$3.09	\$3.09
Fluorescent Tubes 4 foot over 20 units	Garbage (P&T)	Full Cost Recovery	Per Tube	\$0.25	\$0.25	\$0.00	\$0.25	\$0.25	\$0.25
Fluorescent Tubes 8 foot over 10 units	Garbage (P&T)	Full Cost Recovery	Per Tube	\$0.60	\$0.60	\$0.00	\$0.60	\$0.60	\$0.60
Roll-Off/Haulage	Garbage (P&T)	Full Cost Recovery	Per Hour	\$88.00	\$88.00	\$4.58	\$92.58	\$92.58	\$92.58

Appendix 7b

New User Fees

Rate Description	Service	Fee Category	Fee Basis	2017 Budget Rate	2018 Plan Rate	2019 Plan Rate
- Commercial Bag-Only Base Fee	Garbage (C&T)	Full Cost Recovery	Per Year	\$260.00	\$260.00	\$260.00
- Harmonized Bin Exchange Fee	Garbage (C&T)	Full Cost Recovery	Per Bin	\$23.00	\$23.00	\$23.00
- Oversized and Metal Item Fee	Garbage (C&T)	Full Cost Recovery	Per Year	\$8.00	\$8.00	\$8.00
- Special Event Fee	Garbage (C&T)	Full Cost Recovery	Per Hour	\$92.58	\$92.58	\$92.58