

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Solid Waste Management Services

2018 OPERATING BUDGET OVERVIEW

Solid Waste Management Services is responsible for collecting, transporting, processing, and disposal of municipal and some private sector waste. SWMS' goal is to be a leader in providing innovative waste management services within the City of Toronto in a safe, efficient, and courteous manner, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

2018 Operating Budget Highlights

The total cost to deliver these services to Toronto residents, businesses and visitors is \$382.163 million gross with a \$23.026 million net reserve contribution largely the result of impacts related to prior year contract amendments with Canada Fibers Ltd (CFL) of \$5.6 million net.

(in \$000's)	2017 Budget	2018 Rec'd Budget	Change \$	Change %
Gross Expenditures	381,662.3	382,163.0	500.7	0.1%
Revenues	393,697.9	405,188.8	11,490.9	2.9%
Net Contribution	(12,035.7)	(23,025.8)	(10,990.1)	91.3%

For 2018, \$13.8 million in opening budget pressures were identified arising from operating requirements and have been offset by expenditure reductions and revenue adjustments including a 1.9% blended rate increase.

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FAST FACTS

- Services include management of garbage, Blue Bin recyclables, Green Bin organics, litter, yard waste, oversized and metal items, as well as household hazardous waste and electronic waste, delivered through:
 - ✓ 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

- 528,277 tonnes of waste are projected to be landfilled in 2017 with 528,277 in 2018.
- Curbside Collection complaints per year decreased by 45% in 2013 and a further 10% in 2014. 2015 saw an increase of 46%, then a decrease of 17% in 2016 and is projected to further decrease by 6% in 2017.
- Overall Residential Diversion has increased from 44% to 53% from 2008 – 2017 and is projected to be at 53% in 2018 as shown below
- The increase in diversion is attributed to increased tonnes in organics material collected but some gains are offset by additional lightweight packaging and less garbage overall collected.



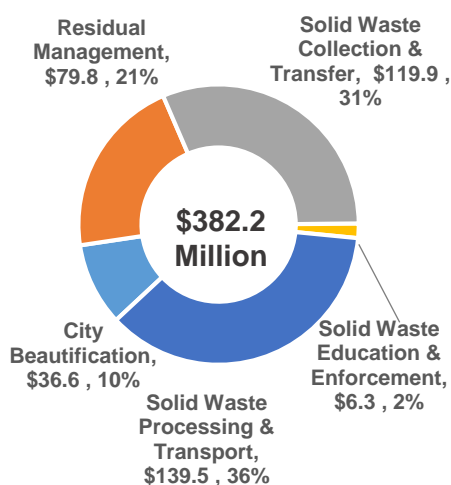
KEY SERVICE DELIVERABLES FOR 2018

In moving forward towards 70% overall waste diversion, SWMS has established strategic objectives with the following 2018 deliverables:

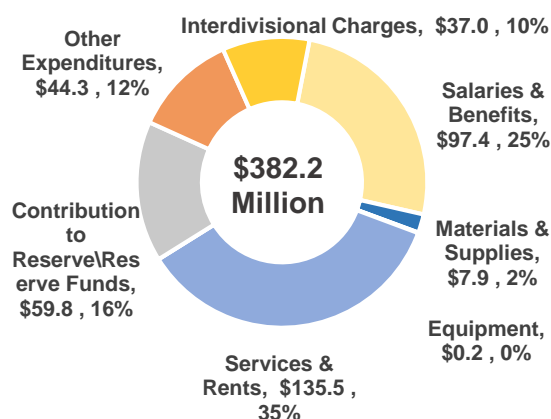
- Planning and implementation of the Long Term Waste Management Strategy.
- Landfill Gas Utilization Studies (GLL and Keele Valley).
- Commissioning of Dufferin Organics Facility.
- Review of opportunities for decommissioned Dufferin Material Recycling Facility.
- Fleet governance and inventory.
- Development of Renewable Natural Gas infrastructure.
- Continued rollout of Compressed Natural Gas vehicles.
- Full automation of organics collection.
- Deliver new 10 Year residential bin maintenance contract.
- Non-compliance project for nights collection.
- Development of new KPIs.
- Implementation of business intelligence technology.
- Textiles research.
- Ongoing monitoring and maintenance plan for the 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.

Where the money goes:

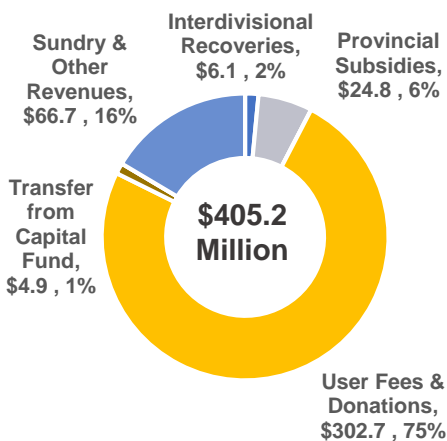
2018 Budget by Service



2018 Budget by Expenditure Category



Where the Money Comes From



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 1.9% blended rate increase is recommended for 2018 with annual blended rate increases over the next 3 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.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Operating Budget for SWMS of \$382.163 million in gross expenditures provides:
 - ✓ \$23 million to contribute to the capital reserve to fund Waste Management Strategies and SOGR works.
 - ✓ \$34 million in contributions to the debt reserve fund 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.
- The Program has offset budgetary increases from 2017 Approved Budget mainly due to the following:
 - ✓ Various Base expenditure adjustments and reductions (\$10.4 million), see *Table 2*.
 - ✓ Revenue adjustments including the rate increases, volume adjustments, Stewardship funding, the re-sale of recyclables and hydro recoveries (\$11.5 million).

Actions for Consideration

Approval of the 2018 Recommended Budget as presented in these notes requires that:

1. City Council approve the 2018 Recommended Operating Budget for Solid Waste Management Services of \$382.163 million gross, \$23.026 million capital contribution for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
City Beautification	36,590.9	34,953.3
Residual Management	79,839.4	33,793.8
Solid Waste Collection & Transfer	119,910.7	(182,211.1)
Solid Waste Education & Enforcement	6,303.8	6,299.8
Solid Waste Processing & Transport	139,518.2	84,138.4
Total Program Budget	382,163.0	(23,025.8)

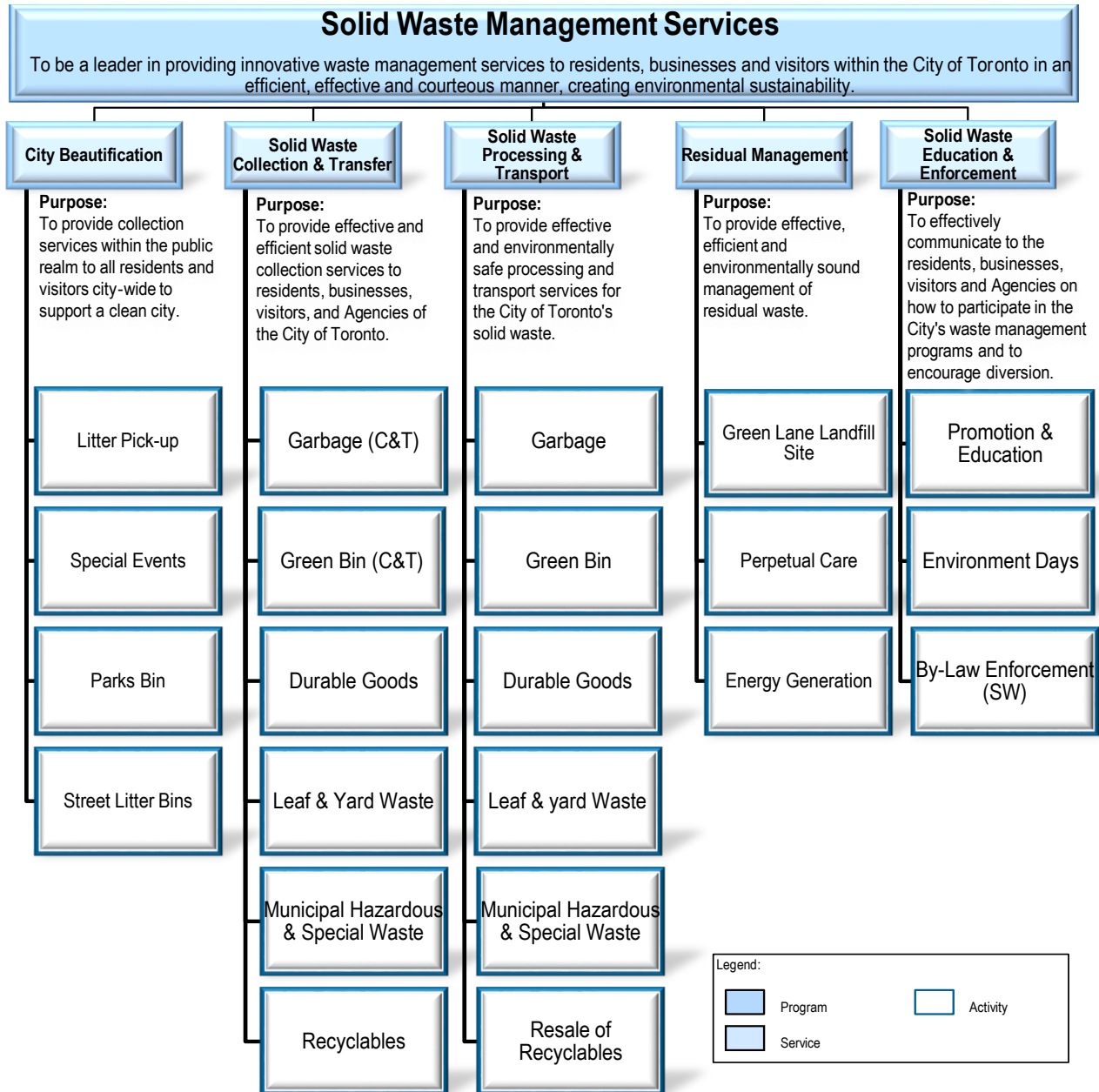
2. City Council approve the 2018 service levels for Solid Waste Management Services as outlined on pages 15, 18, 21, 24, and 27 of this report, and associated staff complement of 1,116.74 positions, comprising 34.53 capital positions and 1,082.21 operating positions.
3. City Council approve the fee changes for Solid Waste Management Services identified in Appendix 7, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. This report be considered concurrently with the "2018 Rate Supported Budgets – Solid Waste Management Services and Recommended 2018 Solid Waste Rates and Fees" (October, 2017) report from the Acting Chief Financial Officer and General Manager for Solid Waste Management Services..
5. City Council direct that Solid Waste Management Services and the Financial Planning Division report to Budget Committee on a multi-year rate strategy for the 2019 Budget Process.



Part 1:

2018-2020 Service Overview and Plan

Program Map



Service Customer

City Beautification

- Public realm users
- Local businesses
- Local Communities

Indirect (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards

Solid Waste Collection & Transfer

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

Solid Waste Processing & Transport

- Solid Waste Service Providers

Indirect (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards

Residual Management

- Solid Waste Service Providers

Indirect (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards

Solid Waste Education & Enforcement

- Property owners (residential households – single, semi, townhouse)
- Multi unit residences
- Businesses
- Institutional/ABCDs

Indirect (Beneficial)

- Residents
- Staff – City Divisions
- Staff – Agencies & Boards

Table 1
2018 Recommended Operating Budget and Plan by Service

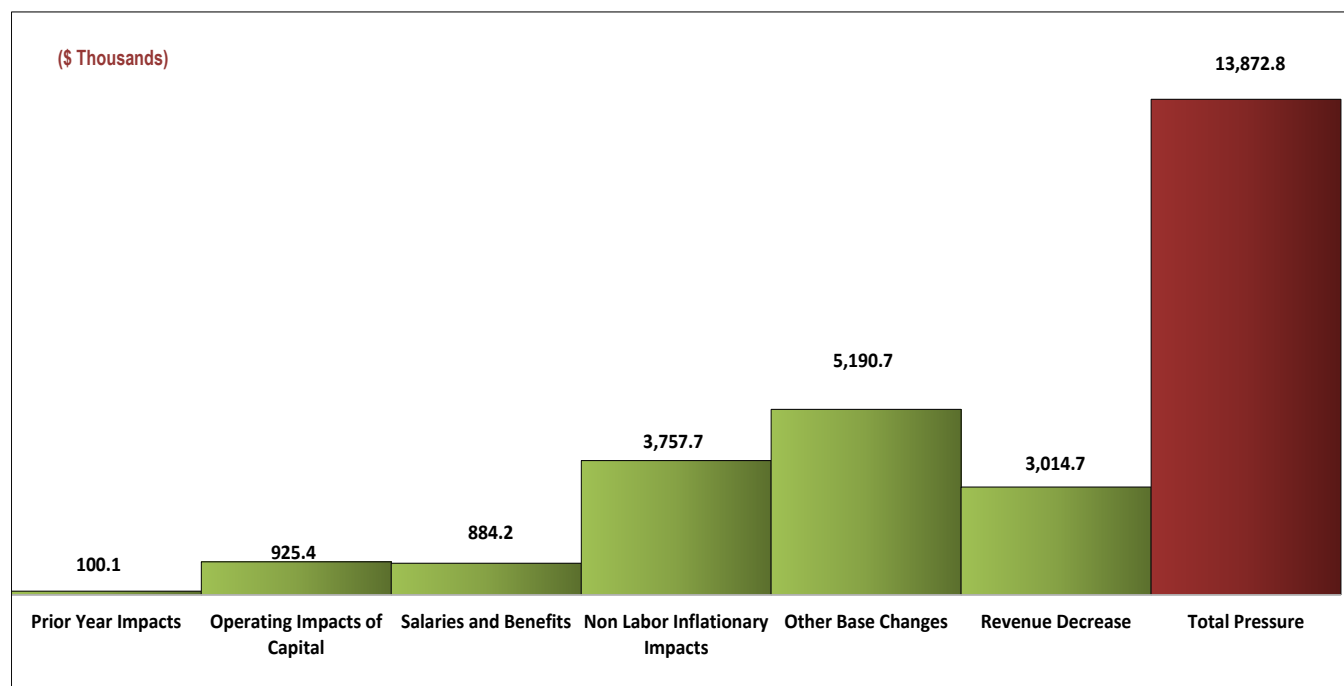
(In \$000s)	2017		2018 Recommended Operating Budget					Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	2018 Rec'd vs. 2017 Budget Change		2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Beautification											
Gross Expenditures	35,733.5	36,698.9	36,590.9		36,590.9	857.4	2.4%	423.3	1.2%	402.4	1.1%
Revenue	2,379.8	2,391.4	1,637.6		1,637.6	(742.2)	(31.2%)	8.2	0.5%	8.6	0.5%
Net Expenditures	33,353.6	34,307.5	34,953.3		34,953.3	1,599.7	4.8%	415.2	1.2%	393.8	1.1%
Residual Management											
Gross Expenditures	79,100.5	81,237.6	79,839.4		79,839.4	739.0	0.9%	34.4	0.0%	78.8	0.1%
Revenue	45,195.8	45,415.1	46,045.7		46,045.7	849.9	1.9%	80.0	0.2%	21.3	0.0%
Net Expenditures	33,904.7	35,822.5	33,793.8		33,793.8	(110.9)	(0.3%)	(45.6)	(0.1%)	57.5	0.2%
Solid Waste Collection & Transfer											
Gross Expenditures	117,341.9	120,512.2	119,910.7		119,910.7	2,568.8	2.2%	881.2	0.7%	897.5	0.7%
Revenue	298,589.4	300,038.6	302,121.8		302,121.8	3,532.4	1.2%	10,247.6	3.4%	10,723.3	3.4%
Net Expenditures	(181,247.5)	(179,526.4)	(182,211.1)		(182,211.1)	(963.6)	0.5%	(9,366.4)	5.1%	(9,825.7)	5.1%
Solid Waste Education & Enforcement											
Gross Expenditures	6,156.3	6,322.7	6,303.8		6,303.8	147.4	2.4%	55.8	0.9%	59.7	0.9%
Revenue	4.5	4.5	3.9		3.9	(0.5)	(11.9%)	0.2	5.2%	0.2	5.2%
Net Expenditures	6,151.9	6,318.2	6,299.8		6,299.8	148.0	2.4%	55.6	0.9%	59.4	0.9%
Solid Waste Processing & Transport											
Gross Expenditures	143,330.1	147,202.5	139,518.2		139,518.2	(3,811.9)	(2.7%)	1,834.2	1.3%	472.4	0.3%
Revenue	47,528.5	47,759.1	55,379.8		55,379.8	7,851.3	16.5%	826.8	1.5%	864.2	1.5%
Net Expenditures	95,801.6	99,443.4	84,138.4		84,138.4	(11,663.3)	(12.2%)	1,007.5	1.2%	(391.8)	(0.5%)
Total											
Gross Expenditures	381,662.3	391,973.9	382,163.0		382,163.0	500.7	0.1%	3,229.1	0.8%	1,910.9	0.5%
Revenue	393,697.9	395,608.7	405,188.8		405,188.8	11,490.9	2.9%	11,162.8	2.8%	11,617.6	2.8%
Total Capital Contribution	(12,035.7)	(3,634.8)	(23,025.8)		(23,025.8)	(10,990.1)	91.3%	(7,933.7)	34.5%	(9,706.8)	31.4%
Approved Positions	1,113.7	1,004.7	1,116.7		1,116.7	3.0	0.3%				

The Solid Waste Management Services' 2018 Operating Budget is \$382.163 million gross and \$405.189 million revenue resulting in a net capital contribution of \$23.026 million, representing a \$10.990 million or 91.3% increase to the 2017 Approved Net Operating Budget capital contribution to the Waste Management Reserve Fund.

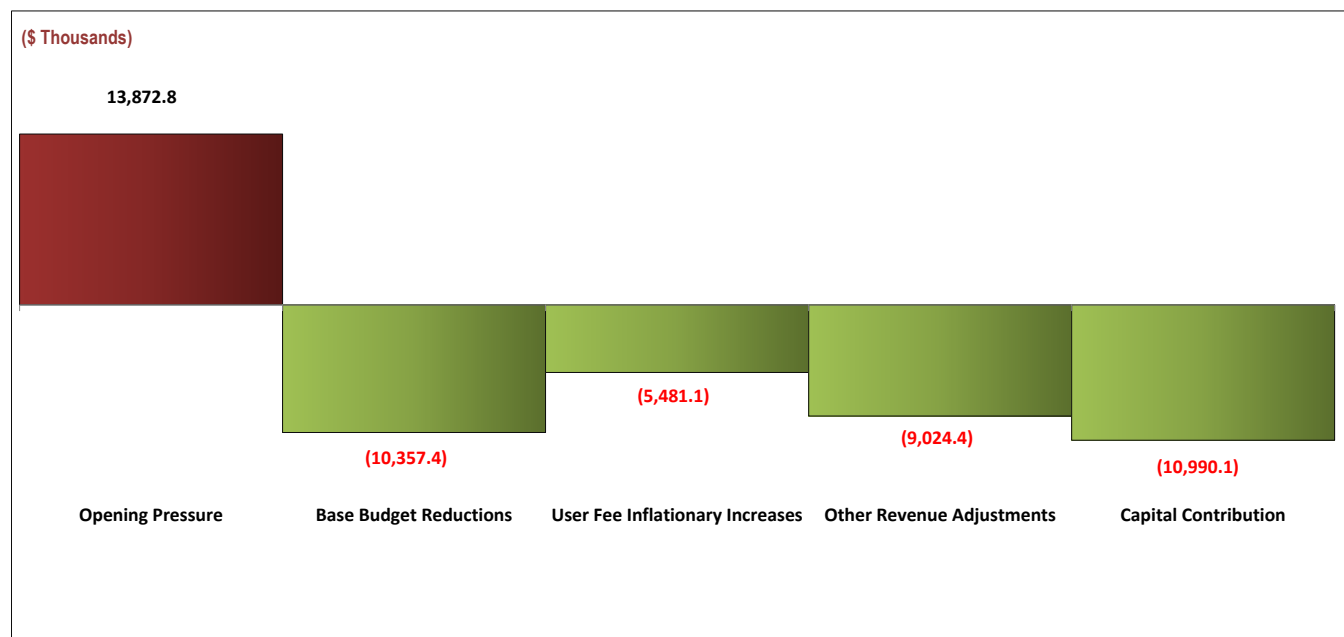
- Base pressures are mainly attributable to salary & benefit changes, contracted services for collection and processing including pricing and volume impacts, interdivisional charges and operation of diversion facilities including tonnage and hydro costs. As well, the base pressure is impacted by prior year contract amendments related to the blue bin recyclable processing contract with Canada Fibers Ltd (CFL) of \$5.6 million net. This was 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 base budget reductions by reviewing and adjusting budgeted expenses against actual experience.
- SWMS has not proposed any New/Enhanced Service Priorities for 2018.
- Approval of the 2018 Operating Budget will result in SWMS increasing its total staff complement by 3 positions from 1,113.7 to 1,116.7 positions. This includes 3 staff for the delivery of capital projects.
- The 2019 and 2020 Plan increases are attributable to salary & benefit increases, staff re-alignments and reversal of one-time savings. These increases are mainly offset by planned rate increases of (blended) for both outlook years.

The following graphs summarize the operating budget pressures for SWMS and the actions taken to offset these pressures and the resultant net capital contribution to the Waste Management reserve fund.

Key Cost Drivers



Actions to Achieve Budget Reductions Target



**Table 2 –
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget										Total	
	City Beautification		Residual Management		Solid Waste Collection & Transfer		Solid Waste Education & Enforcement		Solid Waste Processing & Transport			
	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.
Gross Expenditure Changes												
Prior Year Impacts												
Annualization of 2017 Staff Re-alignment	453.3		(144.3)	(1.8)	27.4		(144.9)		(91.4)	1.8	100.1	
Reverse one-time Comm. System cost					(154.8)		(60.2)				(215.0)	
1. Reverse one-time CFL Contract Adjustment									(2,204.1)		(2,204.1)	
Operating Impacts of Capital												
Two Way Radios	46.0										46.0	
Garbage and Recycling Bin Maintenance					431.9		168.1				600.0	
Dufferin Commissioning (cost avoidance)									(1,397.9)		(1,397.9)	
Delivery of Capital Projects												
2. Add'l Temp Positions offset by capital recovery	68.2	0.7	4.2	0.1	174.4	1.9	3.7	0.0	29.0	0.3	279.4	3.0
Economic Factors												
Corporate Economic Factors (Utilities)	0.4		18.9		0.3				111.3		130.8	
Divisional Economic Factors Reversal	(0.4)		(18.9)		(0.3)				(111.3)		(130.8)	
Collection & Processing Contract Prices					707.0				2,532.2		3,239.2	
3A - Green Lane Operations			99.9						418.6		518.6	
Salary & Benefit Changes	398.9	3.1	93.5	0.5	216.9	(5.3)	292.3	1.6	(117.3)	0.0	884.2	0.0
Other Base Expenditures Changes												
Base Line by Line Review	(4.5)		(27.4)		(60.5)		(34.9)		(47.8)		(175.1)	
IDC Reconciliations and Adjustments	(13.3)		199.1		779.5		(19.6)		(439.8)		506.0	
Disco SSO Operate/maintain Contract	(0.1)		(29.2)		3.0		3.5		174.7		151.9	
Contribution to Reserves/Reserve Funds	(111.4)		(679.7)		(907.4)		(71.2)		(864.7)		(2,634.3)	
Functional Area Adjustment and Alignment	18.5	0.2	(13.4)	0.0	5.4	(0.4)	9.5	0.2	(15.7)		4.3	(0.1)
Insurance Deductible Increase	1.8		10.9		14.6		1.1		13.8		42.3	
3B - Green Lane Operations: Volume			268.9						250.1		519.0	
3C - Balance Green Lane to Zero			(196.3)								(196.3)	
COT Waste Payment			1,037.5								1,037.5	
Alternate Ontario Landfill Disposal			115.1								115.1	
Collection Contracts Volume					1,710.6						1,710.6	
Processing Contracts Volume									(2,620.7)		(2,620.7)	
4. Hydro Increase Transfer & DROPF									569.1		569.1	
Mech Leaf Pickup Adj - Transp. IDR '17					(379.3)						(379.3)	
Total Gross Expenditure Changes	857.4	4.0	739.0	(1.3)	2,568.8	(3.7)	147.4	1.8	(3,811.9)	2.2	500.7	3.0
Base Revenue Changes												
1. Reverse one-time Processing Contract fees									3,389.2		3,389.2	
2. Add'l Temp Positions offset by capital recovery					228.0				51.4		279.4	
Existing Positions Adjustment to capital recovery			(155.6)		(71.9)				(7.7)		(235.3)	
IDR			59.8		(438.1)		0.2		(489.0)		(867.2)	
Base User Fees for 2018 Adjust-Realign			42.0		(157.0)		(1.0)		158.0		42.0	
User Fee Volume Adjustment	(789.0)		44.6		(2,250.8)		0.2		1,279.1		(1,715.9)	
User Fee Rate Increase	46.8		14.1		4,752.1		0.1		668.0		5,481.1	
3A - Green Lane Operations (Price)			518.6								518.6	
3B - Green Lane Operations (Volume)			519.0								519.0	
3C - Balance Green Lane to Zero			(196.3)								(196.3)	
Stewardship Funding Adjustment					1,470.1				1,326.5		2,796.6	
4. Hydro Increase Recoveries Offset -DROPF									420.5		420.5	
Processing Residual Waste Fees									555.4		555.4	
Sale of Recyclables									499.9		499.9	
Sundry Rate Revenue Changes			3.9								3.9	
Total Revenue Changes	(742.2)		849.9		3,532.3		(0.5)		7,851.3		11,490.8	
Capital Contribution Changes	1,599.7	4.0	(110.9)	(1.3)	(963.5)	(3.7)	147.9	1.8	(11,663.3)	2.2	(10,990.1)	3.0

Key cost drivers for SWMS are discussed below:

- **Prior Year Impacts:**
 - Includes the annualization of costs associated with the re-alignment of staff in 2017, the reversal of one-time costs to sustain the current communication system of mobile devices while the new contract was being implemented in 2017 as well as one-time contracted processing cost associated with the settlement of the contract with Canada Fibers Ltd.
- **Operating Impacts of Capital:**
 - Includes anticipated maintenance costs for the new two way radio system, maintenance for the new curbside bins as well as the estimated operating cost avoidance generated by charging first year commissioning costs to the capital project for the Dufferin SSO Facility.
- **Economic Factors:**
 - Inflationary increases for various expenditures have been absorbed by the Program while inflationary costs to fund specific contract price increases for Collection Services, Processing Services and Green lane Operations generate a pressure of \$3.7 million in 2018.
- **Other Base Changes:**
 - Collection and Processing contract volume change impacts, Green Lane volume impacts, sourcing alternate Ontario landfilling and the cost of City of Toronto Waste tonnage are anticipated to total \$0.565 million in 2018.
 - The estimated contribution to the SWMS Debt reserve Fund is being adjusted by reducing it by \$2.6M in 2018 in order to align with actual debt charges incurred.
- **Revenue Changes:**
 - Decreased base budget revenue of \$2.6 million is mainly due to lower revenue from customer user fees based on volume (\$1.7 million) and due to lower interdivisional recoveries totaling \$0.9 million.
 - These reduced revenues are partially offset by capital recoveries, processing residual and tipping fees including from Green Lane; revenue associated with the settlement of the contract with Canada Fibers Ltd. (\$3.4 million), recovery of hydro costs from organics processing facility operators (\$0.4 million) and higher prices for sales of recyclable materials and provincial Blue Box subsidies (\$3.3 million).

In order to offset the above net pressures, the 2018 service changes for SWMS consist of base expenditure and revenue changes of \$5.656 million net as detailed in Table 3 below.

Table 3
Actions to Achieve Budget Reduction Target

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change			
	City Beautification		Residual Management		Solid Waste Collection & Transfer		Solid Waste Education & Enforcement		Solid Waste Processing & Transport		\$		#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:																	
Base Expenditure Changes																	
Line by Line Budget Review	(4.5)	(4.5)	(27.4)	(27.4)	(60.5)	(60.5)	(34.9)	(34.9)	(47.8)	(47.8)	(175.0)	(175.0)					
Base Expenditure Change	(4.5)	(4.5)	(27.4)	(27.4)	(60.5)	(60.5)	(34.9)	(34.9)	(47.8)	(47.8)	(175.0)	(175.0)					
Base Revenue Changes																	
SWMS Rate Increase @ 1.9% Blended		(46.8)		(14.1)		(4,752.1)		(0.1)		(668.0)		(5,481.1)					
Base Revenue Change		(46.8)		(14.1)		(4,752.1)		(0.1)		(668.0)		(5,481.1)					
Sub-Total	(4.5)	(51.3)	(27.4)	(41.5)	(60.5)	(4,812.5)	(34.9)	(35.0)	(47.8)	(715.8)	(175.0)	(5,656.1)					
Total Changes	(4.5)	(51.3)	(27.4)	(41.5)	(60.5)	(4,812.5)	(34.9)	(35.0)	(47.8)	(715.8)	(175.0)	(5,656.1)					

Base Expenditure Changes (Savings of \$0.175 million gross & net)

Line by Line Budget Review

- Savings of \$0.175 million net will be realized through a line-by-line expenditure review to align the budget with actual experience and projected 2018 requirements.

Base Revenue Changes (\$5.481 million net)

SWMS Rate Increase @ 1.9% Blended

- For 2018, it is recommended that user fees be increased by an average 1.9%. This increase will offset identified base operating pressures in 2018 of \$13.873 million and result in incremental funding of \$23.026 million as a contribution to the Waste Management reserve to fund the SWMS Capital Plan.

The recommended blended rate for 2018 of 1.9% results from the following individual recommended rate increases:

- 1% for Multi-Residential;
- 2% for Single Family Residential and Residential Units Above Commercial;
- 2.1% for Bag Tags, Bin Purchases; and,
- 5.2% for Commercial, School, Interdivisional Collection Fees and Tipping Fees

Approval of the 2018 Recommended Operating Budget for SWMS will result in a 2019 incremental net capital contribution of \$7.934 million and a 2020 incremental net capital contribution of \$9.707 million to fund capital investments while maintaining 2018 service levels, as discussed in the following section.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Prior Year Impact										
Annualization of 2017 Staff Re-alignment	(35.7)	(3.8)	(31.8)	(0.1%)		5.3		5.3	0.1%	
Operating Impact of Capital										
Reversal of Dufferin SSO Facility Start-up Cost Avoidance	1,397.9		1,397.9	6.1%					0.0%	
Delivery of Capital Projects										
Temp Positions offset by capital recovery	10.6		10.6	0.0%		8.6		8.6	0.1%	
Salaries and Benefits										
Salaries	360.9		360.9	1.6%		1,174.8		1,174.8	14.8%	
COLA	844.5		844.5	3.7%		7.2		7.2	0.1%	
Progression	446.0		446.0	1.9%		452.7		452.7	5.7%	
Benefits	382.7		382.7	1.7%		262.9		262.9	3.3%	
Other Base Changes										
IDC/IDR Reconciliation	(178.7)	162.1	(340.9)	(1.5%)			170.6	(170.6)	(2.2%)	
Sub-Total	3,228.5	158.3	3,070.2	13.3%		1,911.5	170.6	1,740.9	21.9%	
Anticipated Impacts:										
Other (specify)										
User Fee Adjustments		10,928.8	(10,928.8)	(47.5%)			11,359.9	(11,359.9)	(143.2%)	
IDR Adjustments due to User Fee Rate		75.7	(75.7)	(0.3%)			87.1	(87.1)	(1.1%)	
Misc. Adjustments	0.6		0.6	0.0%		(0.6)		(0.6)	(0.0%)	
Sub-Total	0.6	11,004.5	(11,003.9)	(47.8%)		(0.6)	11,447.0	(11,447.6)	(144.3%)	
Total Incremental Impact	3,229.1	11,162.8	(7,933.7)	(34.5%)		1,910.9	11,617.6	(9,706.8)	(122.3%)	

Future year incremental costs and revenues are primarily attributable to the following:

Known Impacts:

- The 2019 and 2020 plans reflect inflationary cost increases and adjustments for salaries, progression pay, step increases and fringe benefits. Salary adjustments in the outlook years reflect projections for union step increases, progression pay for non-union staff as well as Council approved provision for COLA.
- There are nominal salary and benefit adjustments related to the prior year impacts of staff re-alignments as well as positions for the delivery of capital projects.

Anticipated Impacts:

- Increases of 0.3% to 1.1% for 2019 and 2020 respectively are projected for various Inter-divisional recoveries are related to rate increases applied to the outlook years.
- Decreases in net expenditures primarily due to anticipated increases to residential user fees of \$10.929 million and \$11.360 million respectively in 2019 and 2020 based on blended rate increases per year.



Part 2: 2018 Recommended Operating Budget by Service

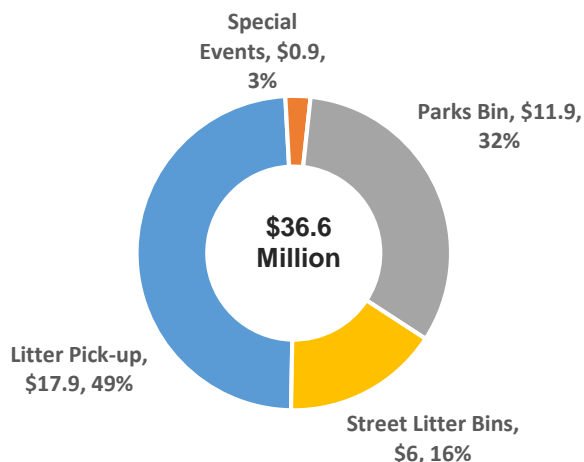
City Beautification



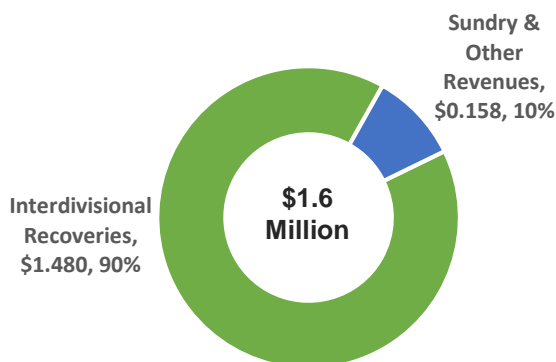
What We Do

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

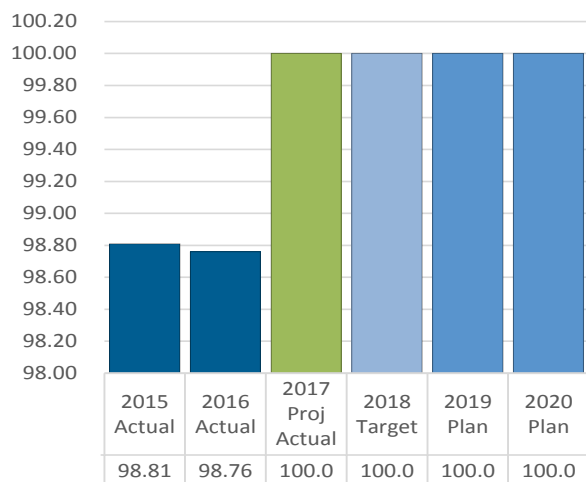
2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



% City-Wide Litter Service Requests Completed Within Standards



- Challenges in 2015 & 2016 were due to staffing shortages and an increase in number of litter bins.
- 2017 and future years reflect renewed effectiveness of delivering this service due to implemented operational efficiencies.

2018 Service Levels City Beautification

Activity	Type	Status	2015	2016	2017	2018
Litter Pick-up, Parks Bins and Street Litter Bin Collection	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
		Actual	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	
	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
		Actual	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	
Special Events Collection	Residual Waste	Approved	On Demand	On Demand	On Demand	On Demand
	Single Stream Recycling	Approved	On Demand	On Demand	On Demand	On Demand
	Green Bin	Approved	On Demand	On Demand	On Demand	On Demand

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the City Beautification Service.

Table 6
2018 Recommended Service Budget by Activity

	2017	2018 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2017 Budget	% Change	New/Enhanced	Budget	2018 Budget vs. 2017 Budget	2019 Plan	2020 Plan			
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Litter Pick-up	17,388.8	17,878.7		17,878.7	489.8	2.8%		17,878.7	489.8	2.8%	164.7	0.9%	157.8	0.9%
Special Events	917.4	942.0		942.0	24.6	2.7%		942.0	24.6	2.7%	8.6	0.9%	8.1	0.9%
Parks Bin	11,320.5	11,878.0		11,878.0	557.5	4.9%		11,878.0	557.5	4.9%	116.9	1.0%	109.6	0.9%
Street Litter Bins	6,106.7	5,892.3		5,892.3	(214.5)	(3.5%)		5,892.3	(214.5)	(3.5%)	133.1	2.3%	126.9	2.1%
Total Gross Exp.	35,733.5	36,590.9		36,590.9	857.4	2.4%		36,590.9	857.4	2.4%	423.3	1.2%	402.4	1.1%
REVENUE														
Litter Pick-up						-				-				-
Special Events						-				-				-
Parks Bin						-				-				-
Street Litter Bins	2,379.8	1,637.6		1,637.6	(742.2)	(31.2%)		1,637.6	(742.2)	(31.2%)	8.2		8.6	
Total Revenues	2,379.8	1,637.6		1,637.6	(742.2)	(31.2%)		1,637.6	(742.2)	(31.2%)	8.2		8.6	0.5%
NET EXP.														
Litter Pick-up	17,388.8	17,878.7		17,878.7	489.8	2.8%		17,878.7	489.8	2.8%	164.7	0.9%	157.8	0.9%
Special Events	917.4	942.0		942.0	24.6	2.7%		942.0	24.6	2.7%	8.6	0.9%	8.1	0.9%
Parks Bin	11,320.5	11,878.0		11,878.0	557.5	4.9%		11,878.0	557.5	4.9%	116.9	1.0%	109.6	0.9%
Street Litter Bins	3,726.9	4,254.6		4,254.6	527.7	14.2%		4,254.6	527.7	14.2%	124.9	2.9%	118.3	2.7%
Total Net Exp.	33,353.6	34,953.3		34,953.3	1,599.7	4.8%		34,953.3	1,599.7	4.8%	415.2	1.2%	393.8	1.1%
Approved Positions	292.0	296.0		296.0	4.0	1.4%		296.0	4.0	1.4%		0.0%		

The **City Beautification** Service promotes and supports a clean and beautiful city by providing collection services within the public realm to all residents and visitors city-wide. This is achieved through the 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 2018 Operating Budget for City Beautification of \$36.591 million gross and \$34.953 million net is \$1.6 million or 4.8% above the 2017 Approved Net Budget.

- City Beautification has base budget pressures that are common across all services. The base pressures for this service total \$0.856 million and are primarily due to various salary adjustments including progression pay and step increases, aligning salaries and benefits to actual expenditures and the impact of additional positions for capital delivery.
- The contribution to the SWMS Debt reserve fund will decrease by \$0.111 million to reflect the actual level debt charges planned for 2018.

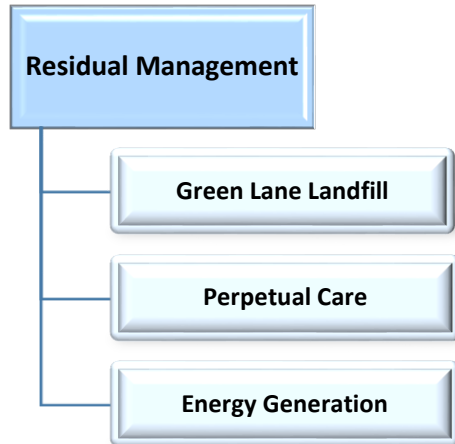
- In addition, the Service is projecting revenue reductions of \$0.789 million in 2018 due to lower volumes of user fees.

In order to offset the above net expenditure pressures, the 2018 service changes for City Beautification consist of base change savings of \$0.051 million net, as detailed below:

Base Budget (*savings of \$0.005 million gross and \$0.051 million net*)

- Expenditures of \$0.005 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Revenues will increase by \$0.047 million to reflect user fee rates increasing by an average 1.9% for 2018.

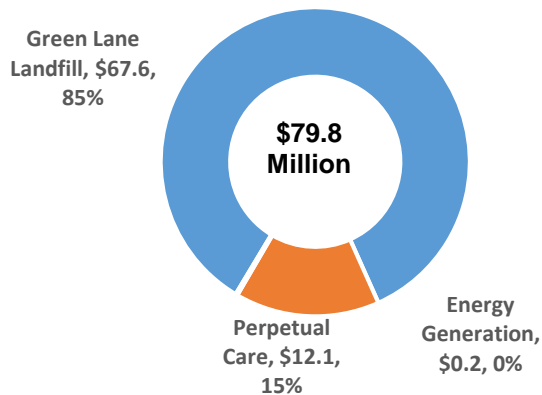
Residual Management



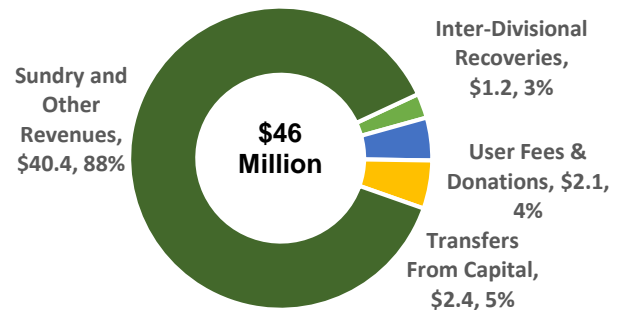
What We Do

- 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
 - Perpetual Care of closed landfill sites.

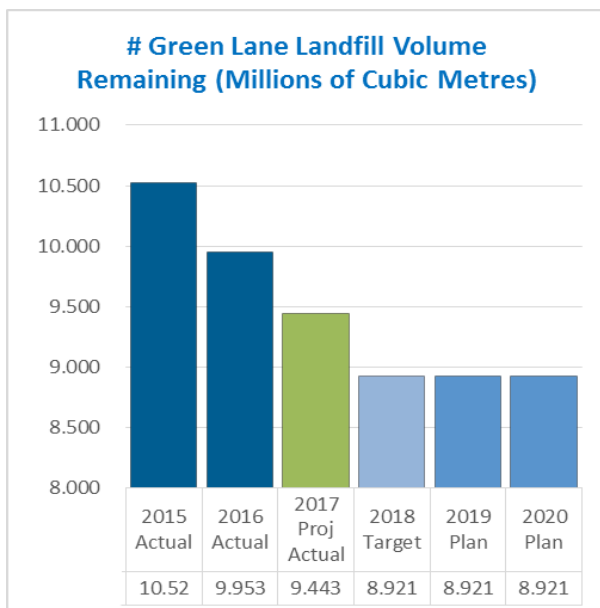
2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Green Lane Landfill Volume Remaining (Millions of Cubic Metres)



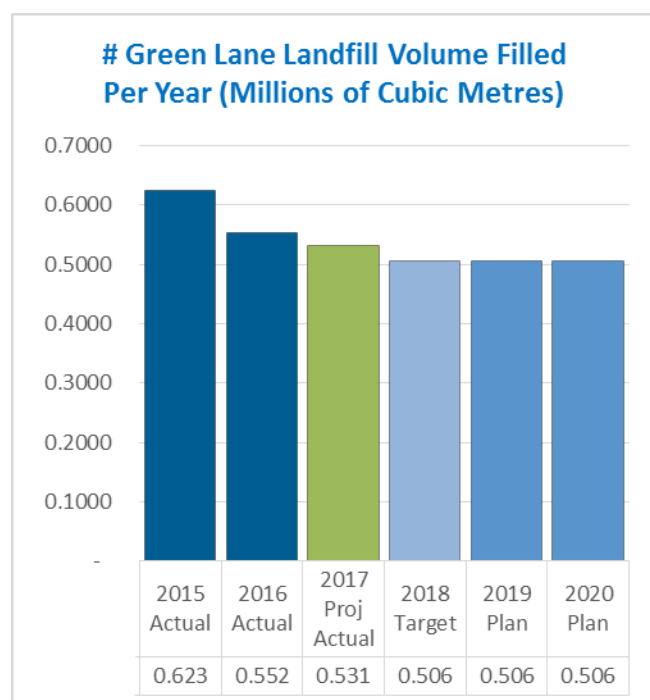
- The chart shows steadily decreasing volume due to increasing rate of annual waste fill.
- Tonnages are changing due to lower private tonnes being received which is offset by an anticipated slight increase in City tonnages. This trend is expected to stabilize in 2018 as waste fill components experience less change.

2018 Service Levels Residual Management

Activity	Type	Status	2015	2016	2017	2018
Green Lane Landfill Site	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
Perpetual Care	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
Energy Generation	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 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 decrease of 11% between 2015 and 2016. 2017 is projected to decline a further 4% with 2018 targeted to be 5% less than 2017.
- The volume of waste landfilled is inversely proportional to the waste diversion rate i.e. more diversion means less waste. At this time, the short term is not projecting any decrease in volume. The Long Term Waste Strategy, whose target has been re-established by Council at 70% diversion,

Table 6
2018 Recommended Service Budget by Activity

	2017	2018 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2017 Budget	% Change	New/Enhanced	Budget	2018 Budget vs. 2017 Budget		2019 Plan		2020 Plan	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Green Lane Landfill	66,696.5	67,617.3		67,617.3	920.8	1.4%		67,617.3	920.8	1.4%	(16.2)	0.0%	24.0	0.0%
Perpetual Care	12,249.5	12,070.4		12,070.4	(179.0)	(1.5%)		12,070.4	(179.0)	(1.5%)	47.1	0.4%	51.2	0.4%
Energy Generation	154.5	151.7		151.7	(2.8)	(1.8%)		151.7	(2.8)	(1.8%)	3.5	2.3%	3.6	2.3%
Total Gross Exp.	79,100.5	79,839.4		79,839.4	739.0	0.9%		79,839.4	739.0	0.9%	34.4	0.0%	78.8	0.1%
REVENUE														
Green Lane Landfill	42,495.2	43,491.7		43,491.7	996.4	2.3%		43,491.7	996.4	2.3%	70.4	0.2%	11.2	0.0%
Perpetual Care	2,200.7	2,059.1		2,059.1	(141.7)	(6.4%)		2,059.1	(141.7)	(6.4%)	9.6	0.5%	10.1	0.5%
Energy Generation	499.8	494.9		494.9	(4.8)	(1.0%)		494.9	(4.8)	(1.0%)		0.0%		
Total Revenues	45,195.8	46,045.7		46,045.7	849.9	1.9%		46,045.7	849.9	1.9%	80.0		21.3	0.0%
NET EXP.														
Green Lane Landfill	24,201.3	24,125.6		24,125.6	(75.7)	(0.3%)		24,125.6	(75.7)	(0.3%)	(86.6)	-0.4%	12.8	0.1%
Perpetual Care	10,048.7	10,011.4		10,011.4	(37.3)	(0.4%)		10,011.4	(37.3)	(0.4%)	37.5	0.4%	41.1	0.4%
Energy Generation	(345.3)	(343.2)		(343.2)	2.1	(0.6%)		(343.2)	2.1	(0.6%)	3.5	(1.0%)	3.6	(1.1%)
Total Net Exp.	33,904.7	33,793.8		33,793.8	(110.9)	(0.3%)		33,793.8	(110.9)	(0.3%)	(45.6)	-0.1%	57.5	0.2%
Approved Positions	37.6	36.4		36.4	(1.3)	(3.3%)		36.4	(1.3)	(3.3%)		0.0%		

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

The 2018 Operating Budget for Residual Management of \$79.839 million gross and \$33.794 million net is \$0.111 million or 0.3% under the 2017 Approved Net Budget.

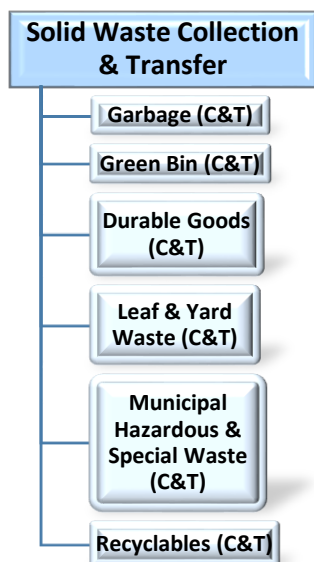
- Base budget pressures of \$0.729 million for the Residual Management service are primarily due to expenditures for sending waste to alternate landfills for \$0.115 million and Green Lane operations cost of \$1.306 million for waste tonnage going to Green Lane including City tonnages as well as adjustments of \$0.199 million for inter-divisional charges.
- The budget pressures were partially offset by decreasing the contribution to the SWMS Debt reserve fund by \$0.670 million to reflect the planned level debt charges for 2018.
- The 2018 Operating Budget for the Residual Management Service includes a net revenue gain of \$0.850 million mainly due to Green Lane Operations price and volume impacts.

In order to offset the above net expenditure pressures, the 2018 service changes for Residual Management consist of base savings of \$0.042 million net, as detailed below:

Base Change (savings of \$0.027 million gross and \$0.042 million net)

- Expenditures of \$0.027 million gross and net have been reduced due to a line by line review of recent spending and consideration of future requirements.
- Incremental base revenue of \$0.014 million results from the 2018 average rate increase of 1.9% which is a blended rate for volume based user fees.

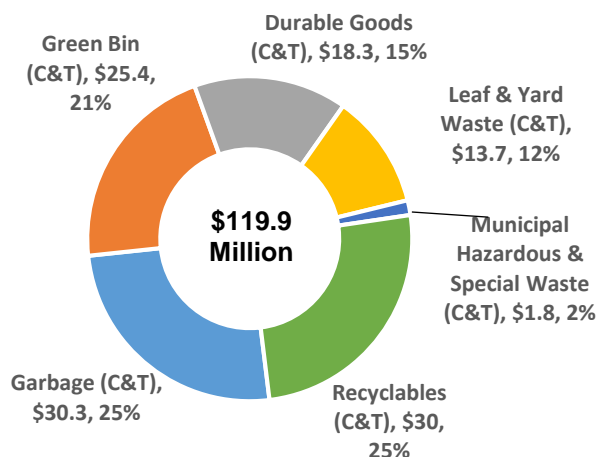
Solid Waste Collection & Transfer



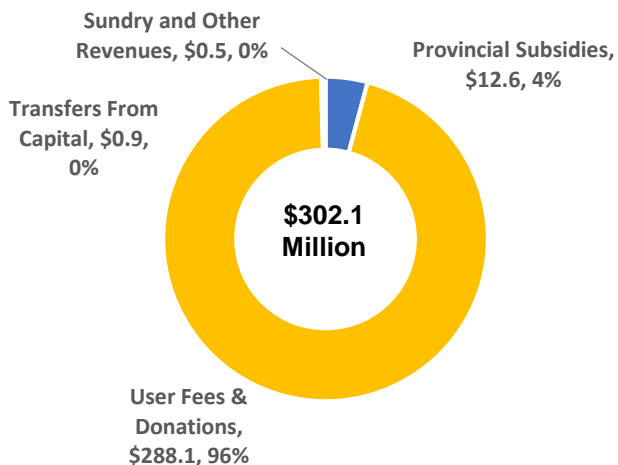
What We Do

- 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).

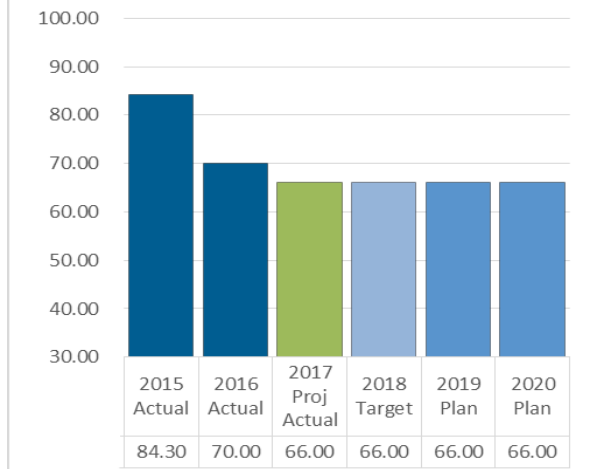
2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Collection Complaints per 1000 Customers



- Projections for the number of complaints decreased by 9.5% in 2014, while 2015 had an increase of 46%. For 2016 the number decreased by 17%.
- The expectation for 2017 and 2018 is 66 complaints per 1000 households or a drop of 6%.

2018 Service Levels Solid Waste Collection & Transfer

Activity	Type	Status	2015	2016	2017	2018
Garbage & Recyclables	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
		Actual	1x /2wks	1x /2wks	1x /2wks	
	Multi Residential	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
		Actual	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	
	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
		Actual	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	
Green Bin	Single Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk
		Actual	1x /wk	1x /wk	1x /wk	
	Multi Residential	Approved	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	1x /wk
		Actual	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	
	Commercial	Approved	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk
		Actual	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	
Durable Goods	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
		Actual	1x /2wks	1x /2wks	1x /2wks	
	Multi Residential	Approved	1x /wk	1x /wk	1x /wk	1x /2wks
		Actual	1x /wk	1x /wk	1x /wk	
Municipal Hazardous & Special Waste	Single Residential	Approved	On Demand	On Demand	On Demand	On Demand
	Multi Residential	Approved	On Demand	On Demand	On Demand	On Demand

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Solid Waste Collection & Transfer Service.

Table 6
2018 Recommended Service Budget by Activity

	2017	2018 Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2017 Budget		New/Enhanced	Budget	2018 Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					% Change				\$	%	\$	%	\$	%
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Garbage (C&T)	29,664.1	30,298.3		30,298.3	634.1	2.1%		30,298.3	634.1	2.1%	162.6	0.5%	173.9	0.6%
Green Bin (C&T)	24,835.5	25,368.5		25,368.5	533.0	2.1%		25,368.5	533.0	2.1%	279.1	1.1%	274.0	1.1%
Durable Goods (C&T)	17,824.4	18,326.3		18,326.3	501.9	2.8%		18,326.3	501.9	2.8%	137.8	0.8%	138.8	0.8%
Leaf & Yard Waste (C&T)	13,436.3	13,708.9		13,708.9	272.6	2.0%		13,708.9	272.6	2.0%	127.9	0.9%	128.1	0.9%
Municipal Hazardous & Special Waste (C&T)	1,712.6	1,763.0		1,763.0	50.4	2.9%		1,763.0	50.4	2.9%	27.6	1.6%	26.8	1.5%
Recyclables (C&T)	29,868.9	30,445.7		30,445.7	576.8	1.9%		30,445.7	576.8	1.9%	146.3	0.5%	155.9	0.5%
Total Gross Exp.	117,341.9	119,910.7		119,910.7	2,568.8	2.2%		119,910.7	2,568.8	2.2%	881.2	0.7%	897.5	0.7%
REVENUE														
Garbage (C&T)	286,634.2	289,126.8		289,126.8	2,492.7	0.9%		289,126.8	2,492.7	0.9%	10,247.6	3.5%	10,723.3	3.6%
Green Bin (C&T)						-				-		-		-
Durable Goods (C&T)						-				-		-		-
Leaf & Yard Waste (C&T)	503.1	63.6		63.6	(439.5)	(87.4%)		63.6	(439.5)	(87.4%)	0.0%			
Municipal Hazardous & Special Waste (C&T)						-				-		-		-
Recyclables (C&T)	11,452.2	12,931.4		12,931.4	1,479.2	12.9%		12,931.4	1,479.2	12.9%	0.0%			
Total Revenues	298,589.4	302,121.8		302,121.8	3,532.4	1.2%		302,121.8	3,532.4	1.2%	10,247.6	3.4%	10,723.3	3.3%
NET EXP.														
Garbage (C&T)	(256,970.0)	(258,828.5)		(258,828.5)	(1,858.5)	0.7%		(258,828.5)	(1,858.5)	0.7%	(10,085.0)	3.9%	(10,549.4)	3.9%
Green Bin (C&T)	24,835.5	25,368.5		25,368.5	533.0	2.1%		25,368.5	533.0	2.1%	279.1	1.1%	274.0	1.1%
Durable Goods (C&T)	17,824.4	18,326.3		18,326.3	501.9	2.8%		18,326.3	501.9	2.8%	137.8	0.8%	138.8	0.8%
Leaf & Yard Waste (C&T)	12,933.2	13,645.3		13,645.3	712.1	5.5%		13,645.3	712.1	5.5%	127.9	0.9%	128.1	0.9%
Municipal Hazardous & Special Waste (C&T)	1,712.6	1,763.0		1,763.0	50.4	2.9%		1,763.0	50.4	2.9%	27.6	1.6%	26.8	1.5%
Recyclables (C&T)	18,416.8	17,514.3		17,514.3	(902.5)	(4.9%)		17,514.3	(902.5)	(4.9%)	146.3	0.8%	155.9	0.9%
Total Net Exp.	(181,247.5)	(182,211.1)		(182,211.1)	(963.6)	0.5%		(182,211.1)	(963.6)	0.5%	(9,366.3)	5.1%	(9,825.7)	4.9%
Approved Positions	468.3	464.6		464.6	(3.7)	(0.8%)		464.6	(3.7)	(0.8%)		0.0%		

The **Solid Waste Collection & Transfer** Service provides for effective and efficient solid waste collection services to residents, businesses, visitors and agencies, boards, commissions and divisions (ABCDs) of the City of Toronto. Collection and transport to transfer stations is accomplished for Green Bin organics, garbage, Blue Bin recycling, yard waste, oversized and metal items and Household Hazardous Waste (HHW).

The 2018 Operating Budget for Collection & Transfer of \$119.911 million gross and \$182.211 million net revenue is \$0.964 million or 0.5% under the 2017 Approved Net Budget.

- Base budget pressures of \$2.555 million for the Collection & Transfer service are primarily due to expenditures for salary & benefit adjustments for \$0.419 million and increases of \$2.418 million for collection contracts. Increases of \$0.780 million for interdivisional charges were offset by decreased reserve fund contributions of \$0.907 million to the SWMS Debt Reserve Fund.
- The 2018 Operating Budget for the Collection & Transfer service includes a net revenue loss of \$1.220 million mainly due to decreased revenue of \$2.408 million from user fee adjustments including lower volumes of customers as well as lower interdivisional recoveries of \$0.438 million. These pressures were partially offset by increased Stewardship Funding of \$1.470 million.

In order to offset the above net expenditure pressures, the 2018 service changes for Collection & Transfer consist of base change savings of \$4.813 million net, as detailed below:

Base Change (savings of \$0.061 million gross and \$4.813 million net revenue)

- Expenditures of \$0.061 million gross and net have been reduced due to a line by line review of actual spending and consideration of future requirements.
- Net base revenue of \$4.752 million results from the 2018 average rate increase of 1.9% which is a blended rate for volume based user fees.

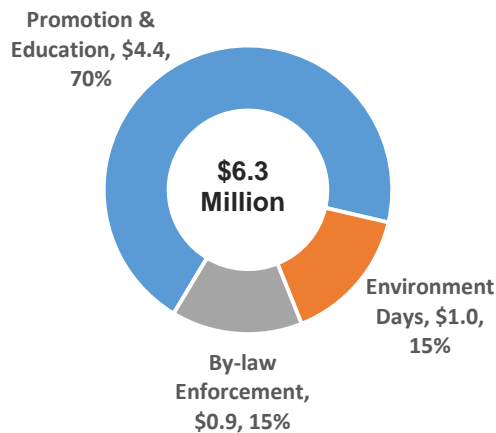
Solid Waste Education & Enforcement



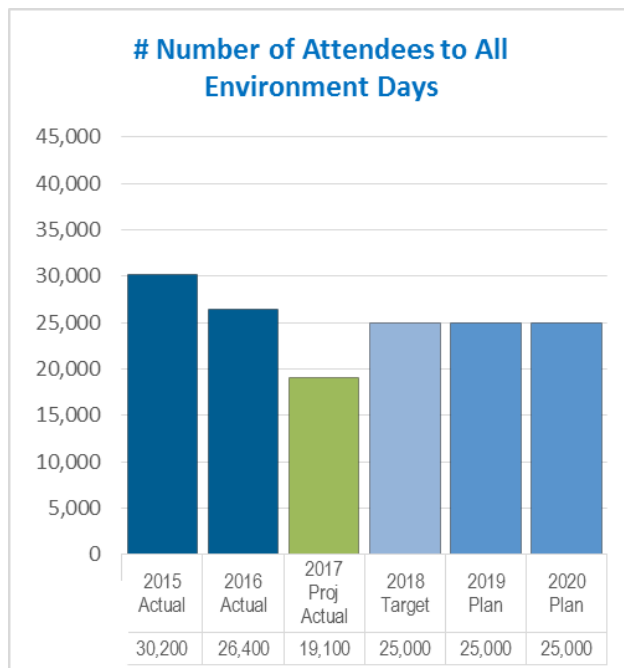
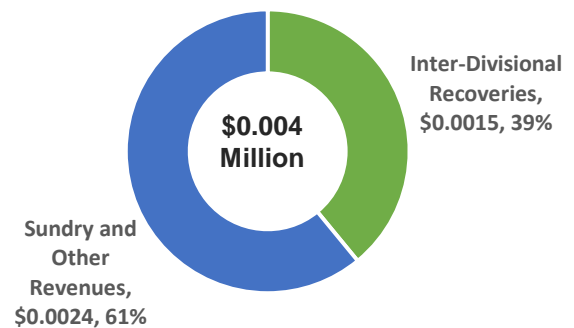
What We Do

- 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.

2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



- In 2015, the number of attendees increased by 1% to 30,200. 2016 saw a decrease of 13%. The projection for 2017 is a further decrease of 28% to 19,100 attendees.
- The target for 2018 is at 25,000 attendees. This level of participation is expected to remain stable through 2020.

2018 Service Levels Solid Waste Education & Enforcement

Activity	Type	Status	2015	2016	2017	2018
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
		Actual	"	"	"	
	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	90% of information content updated in advance of a change to a program
		Actual	"	"	"	
	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
		Actual	"	"	"	
	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
		Actual	"	"	"	
	3R Ambassadors-Volunteers Recruited	Approved	400	400	400	400
		Actual	"	"	"	
Environment Days	Household Hazardous Waste / Electronic Waste / Re-Use/Donations	Approved	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)
		Actual	"	"	"	
By-law Enforcement (SW)	By-Law Amendment, By-Law Complaints, Enforcement	Approved	As required	As required	Proactive Enforcement	Proactive Enforcement
		Actual	As required	Initiated Proactive Enforcement	Proactive Enforcement	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Solid Waste Education & Enforcement Service.

Table 6
2018 Recommended Service Budget by Activity

	2017	2018 Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2017 Budget	% Change	New/Enhanced	Budget	2018 Budget vs. 2017 Budget		2019 Plan		2020 Plan	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Promotion & Education	4,525.1	4,414.0		4,414.0	(111.1)	(2.5%)		4,414.0	(111.1)	(2.5%)	3.9	0.1%	7.0	0.2%
Environment Days	787.2	965.2		965.2	177.9	22.6%		965.2	177.9	22.6%	53.4	5.5%	52.7	5.2%
By-law Enforcement	844.0	924.6		924.6	80.6	9.6%		924.6	80.6	9.6%	(1.5)	-0.2%		
Total Gross Exp.	6,156.3	6,303.8		6,303.8	147.4	2.4%		6,303.8	147.4	2.4%	55.8	0.9%	59.7	0.9%
REVENUE														
Promotion & Education						-				-		-		-
Environment Days	4.5	3.9		3.9	(0.5)	(11.9%)		3.9	(0.5)	(11.9%)	0.2	5.2%	0.2	5.2%
By-law Enforcement						-				-		-		-
Total Revenues	4.5	3.9		3.9	(0.5)	(11.9%)		3.9	(0.5)	(11.9%)	0.2		0.2	4.9%
NET EXP.														
Promotion & Education	4,525.1	4,414.0		4,414.0	(111.1)	(2.5%)		4,414.0	(111.1)	(2.5%)	3.9	0.1%	7.0	0.2%
Environment Days	782.8	961.2		961.2	178.5	22.8%		961.2	178.5	22.8%	53.2	5.5%	52.4	5.2%
By-law Enforcement	844.0	924.6		924.6	80.6	9.6%		924.6	80.6	9.6%	(1.5)	-0.2%		
Total Net Exp.	6,151.9	6,299.8		6,299.8	148.0	2.4%		6,299.8	148.0	2.4%	55.6	0.9%	59.4	0.9%
Approved Positions	12.2	14.0		14.0	1.8	14.9%		14.0	1.8	14.9%		0.0%		

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

The 2018 Operating Budget for Education & Enforcement of \$6.304 million gross and \$6.300 million net is \$0.148 million or 2.4% above the 2017 Approved Net Budget.

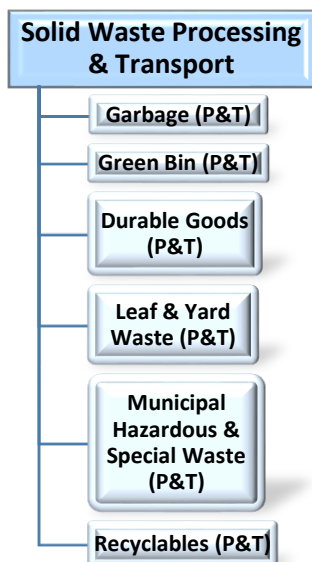
- Base budget pressures of \$0.181 million for the Education & Enforcement service are primarily due to expenditures for salary & benefit adjustments for \$0.091 million and an allocation for bin maintenance costs of \$0.168 million. These pressures are partially offset by decreased interdivisional charges and a reduction to the debt reserve fund contribution based on planned debt charges.
- The 2018 Operating Budget for the Education & Enforcement service also includes a net revenue of \$0.005 million based on the adjustment of user fees and interdivisional recoveries.

In order to offset the above net expenditure pressures, the 2018 service changes for Education & Enforcement consist of base change savings of \$0.035 million net, as detailed below:

Base Change (savings of \$0.034 million gross and \$0.035 million net revenue)

- Expenditures of \$0.34 million gross and net have been reduced due to a line by line review of actual spending and consideration of future requirements.
- Net base revenue of \$0.001 million results from the 2018 average rate increase of 1.9% which is a blended rate for volume based user fees.

Solid Waste Processing & Transport

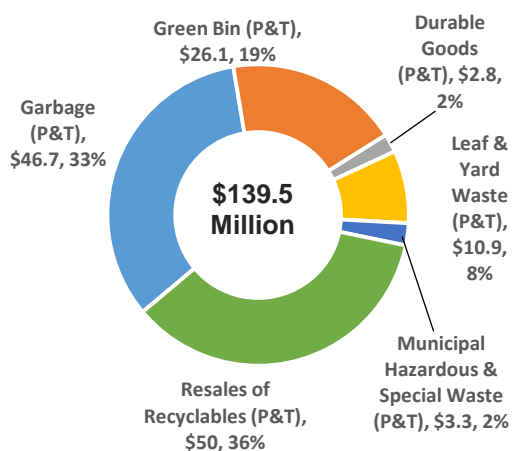


What We Do

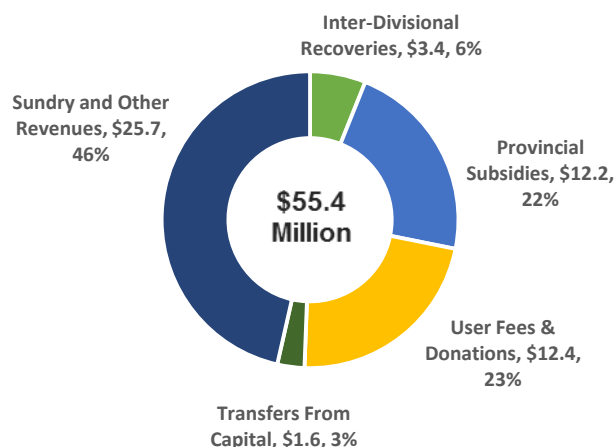
Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:

- 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,
- Revenue generation from sale of recyclable materials.

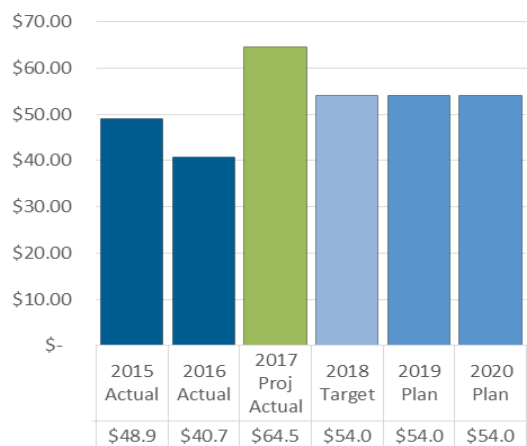
2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



\$ Processing and Transport Per Tonne Managed



- The cost per tonne of processing and transport is trending up from 2015 through 2017 due to higher processing costs for recyclables.
- As a result of contract provisions and tonnage variables, the cost in 2018 is expected to stabilize at 10% higher than 2015.

2018 Service Levels Solid Waste Processing & Transport

Activity	Type	Status	2015	2016	2017	2018
Residual Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Green Bin	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Durable Goods	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Leaf & Yard Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Municipal Hazardous & Special Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Resale of Recyclables	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for the Solid Waste Processing & Transport Service.

Table 6
2018 Recommended Service Budget by Activity

	2017	2018 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	Base	Base Budget vs. 2017 Budget	% Change	New/Enhanced	Budget	2018 Budget vs. 2017 Budget	2019 Plan		2020 Plan		
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Garbage (P&T)	46,041.3	46,699.1		46,699.1	657.8	1.4%		46,699.1	657.8	1.4%	157.9	0.3%	162.5	0.3%
Green Bin (P&T)	26,551.3	26,127.9		26,127.9	(423.4)	(1.6%)		26,127.9	(423.4)	(1.6%)	1,441.9	5.5%	59.7	0.2%
Durable Goods (P&T)	3,950.9	2,756.2		2,756.2	(1,194.7)	(30.2%)		2,756.2	(1,194.7)	(30.2%)	14.7	0.5%	15.7	0.6%
Leaf & Yard Waste (P&T)	11,498.7	10,887.3		10,887.3	(611.4)	(5.3%)		10,887.3	(611.4)	(5.3%)	53.9	0.5%	57.8	0.5%
Municipal Hazardous & Special Waste (P&T)	3,496.9	3,304.4		3,304.4	(192.5)	(5.5%)		3,304.4	(192.5)	(5.5%)	45.5	1.4%	43.9	1.3%
Resales of Recyclables (P&T)	51,790.9	49,743.3		49,743.3	(2,047.6)	(4.0%)		49,743.3	(2,047.6)	(4.0%)	120.4	0.2%	132.8	0.3%
Total Gross Exp.	143,330.1	139,518.2		139,518.2	(3,811.9)	(2.7%)		139,518.2	(3,811.9)	(2.7%)	1,834.2	1.3%	472.4	0.3%
REVENUE														
Garbage (P&T)	14,155.4	16,028.6		16,028.6	1,873.1	13.2%		16,028.6	1,873.1	13.2%	759.6	4.7%	793.9	4.7%
Green Bin (P&T)	117.5	123.2		123.2	5.7	4.9%		123.2	5.7	4.9%		0.0%		
Durable Goods (P&T)	1,250.1	1,492.7		1,492.7	242.6	19.4%		1,492.7	242.6	19.4%	1.0	0.1%	1.1	0.1%
Leaf & Yard Waste (P&T)	643.0	747.8		747.8	104.8	16.3%		747.8	104.8	16.3%	32.6	4.4%	34.1	4.4%
Municipal Hazardous & Special Waste (P&T)	1,900.3	1,957.0		1,957.0	56.7	3.0%		1,957.0	56.7	3.0%	0.2	0.0%	0.2	0.0%
Resales of Recyclables (P&T)	29,462.2	35,030.6		35,030.6	5,568.5	18.9%		35,030.6	5,568.5	18.9%	33.4	0.1%	34.9	0.1%
Total Revenues	47,528.5	55,379.8		55,379.8	7,851.3	16.5%		55,379.8	7,851.3	16.5%	826.8		864.2	1.5%
NET EXP.														
Garbage (P&T)	31,885.9	30,670.5		30,670.5	(1,215.4)	(3.8%)		30,670.5	(1,215.4)	(3.8%)	(601.7)	-2.0%	(631.5)	(2.1%)
Green Bin (P&T)	26,433.9	26,004.7		26,004.7	(429.1)	(1.6%)		26,004.7	(429.1)	(1.6%)	1,441.9	5.5%	59.7	0.2%
Durable Goods (P&T)	2,700.9	1,263.5		1,263.5	(1,437.3)	(53.2%)		1,263.5	(1,437.3)	(53.2%)	13.6	1.1%	14.7	1.1%
Leaf & Yard Waste (P&T)	10,855.7	10,139.5		10,139.5	(716.2)	(6.6%)		10,139.5	(716.2)	(6.6%)	21.3	0.2%	23.7	0.2%
Municipal Hazardous & Special Waste (P&T)	1,596.6	1,347.4		1,347.4	(249.2)	(15.6%)		1,347.4	(249.2)	(15.6%)	45.3	3.4%	43.7	3.1%
Resales of Recyclables (P&T)	22,328.7	14,712.7		14,712.7	(7,616.0)	(34.1%)		14,712.7	(7,616.0)	(34.1%)	87.1	0.6%	97.9	0.7%
Total Net Exp.	95,801.6	84,138.4		84,138.4	(11,663.3)	(12.2%)		84,138.4	(11,663.3)	(12.2%)	1,007.5	1.2%	(391.8)	(0.5%)
Approved Positions	303.6	305.8		305.8	2.2	0.7%		305.8	2.2	0.7%		0.0%		

The **Solid Waste Processing & Transport** Service provides effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting Green Bin Organics, garbage, 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 2018 Operating Budget for Processing & Transport of \$139.518 million gross and \$84.138 million net is \$11.663 million or 12.2% below the 2017 Approved Net Budget.

- Base budget savings of \$3.825 million for the Processing & Transport service are primarily due to reversal of one-time costs related to the contract settlement with Canada Fibers Ltd, 2018 cost avoidance related to the commissioning of the Dufferin SSO Facility, decreases of \$2.621 million for processing contract volume impacts, decreases of \$0.440 million for interdivisional charges and a reduction of \$0.865 million for the debt reserve fund contribution based on planned debt charges. These base budget reductions were partially offset by increased processing contract prices for \$2.532 million.
- The 2018 Operating Budget for the Processing & Transport service also includes a net revenue increase of \$7.183 million mainly due to reversal of one-time Processing Contract fees as well as increased revenue from fee volume impacts, Stewardship funding, hydro cost recoveries, contract residual processing fees and the sale of recyclable materials.

In addition to the above, the 2018 service changes for the Processing & Transport Service consist of base reductions of \$0.716 million net, as detailed below:

Base Change (savings of \$0.048 million gross and \$0.716 million net)

- Expenditures of \$0.048 million gross and net have been reduced due to a line by line review of actual spending and consideration of future requirements.
- Net base revenue of \$0.668 million results from the 2018 average rate increase of 1.9% which is a blended rate for volume based user fees.



Part 3: Issues for Discussion

Issues Impacting the 2018 Budget

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

- The 2018 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 programs 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 2018 Operating and the 2018 Capital Budget and 2019-2027 Capital Plan have been established.
- Beginning in 2017, the Operating and Capital Program for SWMS have been adjusted to reflect the Waste Strategy implementation as 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. The projected overall residential diversion rate is 53% for 2018, 54% for 2019 and 54% for 2020.

SWMS Rate Increases and Financial Sustainability

- As part of the strategy to achieve the waste diversion target of 70%, Solid Waste Management Services, in 2008/2009, was reorganized to be 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 nine years SWMS has averaged an annual rate increase of 1.6%, trailing the rate of inflation. As a result, the SWMS annual estimated 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 and \$12.036 million in 2017.
- Moving forward, SWMS would benefit from an 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 2018 Operating Budget for Solid Waste Management Services includes a 1.9% (blended average) rate increase as of January 1, 2018, which includes average rate increases as follows:
 - 1% for Multi-Residential;
 - 2% for Single Family Residential and Residential Units Above Commercial;
 - 2.1% for Bag Tags, Bin Purchases; 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 rate increases to ensure sufficient contributions to the Waste Management reserve fund to support both the 10-Year Capital Plan as well as \$462 million in anticipated long term capital needs required beyond 2027, which were identified as part of the Long Term Waste Strategy.

- As a result of the 2018 recommended rate changes, the Program will contribute \$23.026 million to the Waste Management Reserve Fund in 2018. Future annual capital reserve contributions will be based on an analysis of the SWMS Rate Model and a blended rate increase each year over the short term.
- It is recommended that Solid Waste Management Services and the Financial Planning Division report back to Budget Committee on a multi-year rate strategy for the 2019 Budget Process.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Solid Waste Management Services accomplished the following:

- Received MWA Awards for Promotion & Education.
- Completed of Green Bin 2.0 Rollout.
- Conducted Residential Contamination Pilot Project (SF and Multi-Res).
- Finished Commissioning of Disco Organics Facility.
- Developed Coffee Pod Testing Methodology.
- Arranged for RNG Consultant Retainer.
- Implemented Mayor's Towering Challenge.
- Completed of Full Asset Inventory and Condition Assessment.
- Completed of Perpetual Care Reserve Fund Study for GLL.
- Implemented Mobile App for Parks and Nights Collection.
- Completed of 10+ capital projects.
- Initiated 10+ new capital projects.
- Received SWANA Awards for the Long Term Waste Management Strategy and Green Lane Landfill Management.
- Launched Online Store to purchase bag tags and payments service for commercial customers.
- Rolled-out monthly billing for Front-end collection service customers (Multi-Residential, Schools and Non-Residential Customers).
- Established the Municipal Resource Recovery and Research Collaborative (M3RC) and began working to amend the existing Blue Box Program Plan under the Waste Diversion Transition Act, 2016.
- Implemented the Talent Growth Plan, to offer staff career growth opportunities and address succession planning within the Division.

Appendix 2

2018 Recommended Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015 Actual	2016 Actual	2017 Budget	2017 Projected Actual *	2018 Rec'd Budget	2018 Change from 2017 Budget		Plan	
	\$	\$	\$	\$	\$	\$	%	2019 \$	2020 \$
Salaries and Benefits	87,972.8	88,430.8	96,237.2	90,668.1	97,435.4	1,198.2	1.2%	99,445.3	101,356.2
Materials and Supplies	5,504.4	5,652.9	6,592.4	6,742.0	7,901.8	1,309.4	19.9%	7,901.8	7,901.8
Equipment	161.7	327.3	237.6	237.6	228.1	(9.5)	(4.0%)	228.1	228.1
Services & Rents	120,840.2	120,523.2	136,154.1	135,279.9	135,458.6	(695.5)	(0.5%)	136,856.6	136,856.6
Contributions to Reserve/Res Funds	39,014.3	49,278.9	62,421.2	62,421.2	59,778.2	(2,643.0)	(4.2%)	59,778.2	59,778.2
Other Expenditures	70,704.4	77,088.8	43,494.3	43,494.3	44,329.4	835.2	1.9%	44,329.4	44,329.4
Interdivisional Charges	35,261.7	35,621.2	36,525.4	36,683.8	37,031.4	506.0	1.4%	36,852.6	36,852.6
Total Gross Expenditures	359,459.6	376,922.9	381,662.3	375,526.9	382,163.0	500.7	0.1%	385,392.1	387,302.9
Interdivisional Recoveries	4,417.4	4,711.2	6,959.6	6,959.6	6,092.4	(867.2)	(12.5%)	6,330.2	6,512.2
Provincial Subsidies	20,657.5	22,189.0	22,020.3	22,020.3	24,817.0	2,796.7	12.7%	24,817.0	24,817.0
Federal Subsidies						-	-		
Other Subsidies						-	-		
User Fees & Donations	271,500.9	284,550.6	294,371.0	292,631.0	302,669.7	8,298.7	2.8%	313,567.8	324,975.3
Transfers from Capital Fund	2,512.0	3,085.5	4,863.2	4,863.2	4,907.3	44.1	0.9%	4,907.3	4,907.3
Sundry Revenues	68,620.1	70,899.0	65,483.8	64,708.8	66,702.4	1,218.6	1.9%	66,729.3	66,757.4
Total Revenues	367,707.8	385,435.4	393,697.9	391,183.0	405,188.8	11,490.9	2.9%	416,351.6	427,969.2
Total Net Expenditures	(8,248.2)	(8,512.5)	(12,035.7)	(15,656.1)	(23,025.8)	(10,990.1)	91.3%	(30,959.5)	(40,666.3)
Approved Positions	988.7	1,014.7	1,113.7	1,004.7	1,116.7	3.0	0.3%	1,116.7	1,116.7

* Based on the 2016 6-month Operating Variance Report

For additional information regarding the 2017 Q2 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended June 30, 2017" considered by City Council at its meeting on October 2, 2017.

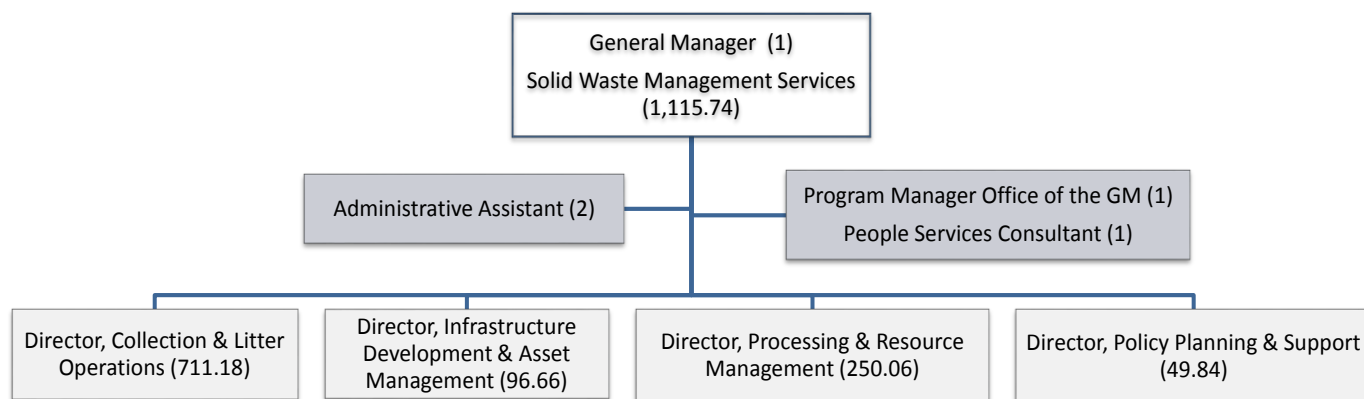
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX27.19>

Impact of 2017 Operating Variance on the 2018 Recommended Operating Budget

- The year-end projection is dependent on maintaining collection, processing, transfer and disposal tonnages of organics, recyclable material and residual waste as estimated 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 2017 are dependent on the volume of waste produced and broader resale markets for commodities.
- As of the 2nd quarter, the 2017 year-end position indicates a net contribution to the Waste Management reserve fund of \$15.656 million as compared to a budgeted contribution of \$12.036 million. Any further incremental deficit generated would reduce the anticipated contribution level.
- The 2018 Operating Budget reflects adjustments to the collection, processing and disposal budgets which have been re-aligned with actual costs, volume and market based revenue forecasts. The 2018 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 2018 is 1.9% (blended) effective January 1, 2018.

Appendix 3

2018 Organization Chart



2018 Total Complement

Category	Senior Management	Management with Direct Reports	Management without Direct Reports*	Union	Total
Permanent	1.00	102.00	58.00	820.00	981.00
Temporary		1.00	2.00	132.74	135.74
Total	1.00	103.00	60.00	952.74	1,116.74
* Exempt Professional & Clerical					

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, 2017 \$	Proposed Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		23,592.6	41,049.1	26,619.6	13,994.1
Vehicle Reserve- Solid Waste	XQ1014				
<i>Contributions -Operating</i>		13,772.5	13,772.5	13,772.5	13,772.5
<i>Contributions -XR1404</i>		18,313.0			
<i>Proceeds Sale of Vehicles & Equipment</i>		360.9			
<i>(Withdrawals)- Total (Captor 2018-2020)</i>		(14,990.0)	(28,202.0)	(26,398.0)	(11,054.0)
Net Withdrawals & Contributions		17,456.4	(14,429.5)	(12,625.5)	2,718.5
Balance at Year-End		41,049.1	26,619.6	13,994.1	16,712.6

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2017 \$	Proposed Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		39,372.8	38,133.5	30,781.2	30,935.1
Perpetual Care of Landfills Reserve Fund-	XR1013				
<i>Estimated Interest Earned</i>		196.9	190.7	153.9	154.7
<i>Contributions (Operating)</i>		8,200.0	8,200.0	8,200.0	8,200.0
<i>Morningside Landfill Remediation</i>		-	-	-	-
<i>Basic Perpetual Care</i>		(6,424.0)	(10,495.2)	(5,466.6)	(5,477.9)
<i>New Control Systems</i>		(3,212.1)	(5,247.8)	(2,733.4)	(2,739.1)
Total Reserve / Reserve Fund Draws / Contributions		(1,239.3)	(7,352.3)	153.9	137.7
Balance at Year-End		38,133.5	30,781.2	30,935.1	31,072.7

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2017 \$	Proposed Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		135,302.2	82,576.9	54,868.9	40,443.7
Waste Management Reserve Fund-	XR1404				
<i>Estimated Interest Earned</i>		704.3	412.9	274.3	202.2
<i>Contributions (Withdrawals) Operating</i>		12,021.2	22,665.7	33,853.7	46,887.5
<i>Estimated Prior Y/E Operating Surplus</i>		8,519.0	-	-	-
<i>Funding for Capital</i>		(55,656.9)	(50,786.6)	(48,553.3)	(32,865.7)
<i>Funding for Fleet</i>		(18,313.0)	-	-	-
Total Reserve / Reserve Fund Draws / Contributions		(52,725.4)	(27,708.0)	(14,425.2)	14,224.0
Balance at Year-End		82,576.9	54,868.9	40,443.7	54,667.6

Appendix 6- Continued

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, 2017 \$	Proposed Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		14,585.9	13,973.7	12,961.1	11,470.0
Green Lane Reserve Fund-	XR1408				
<i>Estimated Interest Earned</i>		73.0	69.9	64.9	57.4
<i>Contributions (+)</i>		1,077.9	860.3	860.3	860.3
<i>Funding for Capital</i>		(1,763.2)	(1,942.8)	(2,416.2)	(2,839.7)
Total Reserve / Reserve Fund Draws / Contributions		(612.2)	(1,012.6)	(1,491.1)	(1,922.0)
Balance at Year-End		13,973.7	12,961.1	11,470.0	9,548.0

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2017 \$	Proposed Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		4,226.9	4,748.4	5,450.9	6,157.1
Green Lane Perpetual Care Reserve Fund	XR1409				
<i>Estimated Interest Earned</i>		21.8	24.5	28.1	31.7
<i>Contributions (+)</i>		499.8	678.1	678.1	678.1
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		521.5	702.5	706.2	709.8
Balance at Year-End		4,748.4	5,450.9	6,157.1	6,866.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2017 \$	Proposed Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance		112.2	113.4	114.5	115.7
Green Lane Liability Trust	XT6109				
<i>Estimated Interest Earned</i>		1.1	1.1	1.1	1.2
<i>Contributions (+)</i>					
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		1.1	1.1	1.1	1.2
Balance at Year-End		113.4	114.5	115.7	116.8

Appendix 6-Continued

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		30,005.2	32,208.8	34,423.4	36,649.2
Insurance Reserve Fund	XR1010				
<i>Estimated Interest Earned</i>		150.0	161.0	172.1	183.2
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Operating Contribution SWMS</i>		2,053.6	2,053.6	2,053.6	2,053.6
Total Reserve / Reserve Fund Draws / Contributions		32,208.8	34,423.4	36,649.2	38,886.0
Other Program / Agency Net Withdrawals & Contributions*					
Balance at Year-End		32,208.8	34,423.4	36,649.2	38,886.0

* 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	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Clean Fill (Closed Landfills)	Perpetual Care	Full Cost Recovery	Load	\$25.00		\$1.30	\$26.30	\$27.67	\$29.11
Small Paid Waste Loads - Transfer Stations	Garbage (P&T), Leaf & Yard Waste (P&T), Resale of Recyclables	Full Cost Recovery	Load Up To 100 Kgs	\$11.50		\$0.60	\$12.10	\$12.73	\$13.39
Waste Loads over 100 kg - Transfer Stations	Garbage (P&T), Leaf & Yard Waste (P&T), Resale of Recyclables	Market Based	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
Recyclable Material Loads - Transfer Stations	Garbage (P&T), Leaf & Yard Waste (P&T), Resale of Recyclables	Market Based	Tonne	\$86.22		\$4.48	\$90.70	\$95.42	\$100.38
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	Load	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
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	Load	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
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	Load	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
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	Load	\$459.82		\$23.91	\$483.73	\$508.88	\$535.34

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
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	Load	\$459.82		\$23.91	\$483.73	\$508.88	\$535.34
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	Load	\$574.77		\$29.89	\$604.66	\$636.10	\$669.18
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	Load	\$919.64		\$47.82	\$967.46	\$1,017.77	\$1,070.69
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	Load	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04
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	Load	\$1,724.32		\$89.66	\$1,813.98	\$1,908.31	\$2,007.54
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	Load	\$919.64		\$47.82	\$967.46	\$1,017.77	\$1,070.69

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				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 & 75 Cubic Yard-- Estimated Weight based on 8,000 kg.	Garbage (P&T)	Market Based	Load	\$919.64		\$47.82	\$967.46	\$1,017.77	\$1,070.69
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	Load	\$1,149.55		\$59.78	\$1,209.33	\$1,272.22	\$1,338.38
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	Load	\$1,149.55		\$59.78	\$1,209.33	\$1,272.22	\$1,338.38
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	Load	\$1,839.27		\$95.64	\$1,934.91	\$2,035.53	\$2,141.38
Recyclable Material Loads-Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7,500 kg GVW- Estimated Weight based on 1,000 kg.	Resale of Recyclables	Market Based	Load	\$86.22		\$4.48	\$90.70	\$95.42	\$100.38
Recyclable Material Loads- Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GVW- Estimated Weight based on 3,000 kg.	Resale of Recyclables	Market Based	Load	\$258.64		\$13.45	\$272.09	\$286.24	\$301.12

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.	Resale of Recyclables	Market Based	Load	\$258.64		\$13.45	\$272.09	\$286.24	\$301.12
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off- Estimated Weight based on 4,000 kg.	Resale of Recyclables	Market Based	Load	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Compactor- Estimated Weight based on 4,000 kg.	Resale of Recyclables	Market Based	Load	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off- Estimated Weight based on 5,000 kg.	Resale of Recyclables	Market Based	Load	\$431.09		\$22.42	\$453.51	\$477.09	\$501.90
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - Estimated Weight based on 8,000 kg.	Resale of Recyclables	Market Based	Load	\$689.73		\$35.87	\$725.60	\$763.33	\$803.02
Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck- Estimated Weight based on 12,000 kg.	Resale of Recyclables	Market Based	Load	\$1,034.59		\$53.80	\$1,088.39	\$1,144.99	\$1,204.53

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User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Recyclable Material Loads Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer- Estimated Weight based on 15,000 kg.	Resale of Recyclables	Market Based	Load	\$1,293.24		\$67.25	\$1,360.49	\$1,431.24	\$1,505.66
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Roll-off-- Estimated Weight based on 8,000 kg.	Resale of Recyclables	Market Based	Load	\$689.73		\$35.87	\$725.60	\$763.33	\$803.02
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard - Estimated Weight based on 8,000 kg.	Resale of Recyclables	Market Based	Load	\$689.73		\$35.87	\$725.60	\$763.33	\$803.02
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer- Estimated Weight based on 10,000 kg.	Resale of Recyclables	Market Based	Load	\$862.17		\$44.83	\$907.00	\$954.16	\$1,003.78
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.	Resale of Recyclables	Market Based	Load	\$862.17		\$44.83	\$907.00	\$954.16	\$1,003.78
Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Dump Truck-- Estimated weight based on 16,000 kg.	Resale of Recyclables	Market Based	Load	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04

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User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Dedicated loads of Yard Waste material 7.5 cm (3") or greater in diameter - Transfer Stations designated by the General Manager	Resale of Recyclables	Market Based	Load	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
Tire loads - Transfer Stations.	Resale of Recyclables	Market Based	Load	\$172.43		\$8.97	\$181.40	\$190.83	\$200.75
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle up to 7,500 kg GVW- Estimated weight based on 1,000 kg.	Resale of Recyclables	Market Based	Load	\$172.43		\$8.97	\$181.40	\$190.83	\$200.75
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle over 7,500 kg GVW- Estimated weight based on 3,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$517.30		\$26.90	\$544.20	\$572.50	\$602.27
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Dump Truck-- Estimated weight based on 3,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$517.30		\$26.90	\$544.20	\$572.50	\$602.27
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Roll-off- Estimated weight based on 4,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$689.73		\$35.87	\$725.60	\$763.33	\$803.02
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Compactor- Estimated weight based on 4,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$689.73		\$35.87	\$725.60	\$763.33	\$803.02

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User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				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 - Double Axle Roll-Off- Estimated weight based on 5,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$862.17		\$44.83	\$907.00	\$954.16	\$1,003.78
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Compactor- Estimated weight based on 8,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Dump Truck - Estimated weight based on 12,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$2,069.19		\$107.60	\$2,176.79	\$2,289.98	\$2,409.06
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Tractor Trailer-- Estimated weight based on 15,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$2,586.49		\$134.50	\$2,720.99	\$2,862.48	\$3,011.33
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Roll-off- Estimated weight based on 8,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle & 75 Cubic Yard- Estimated weight based on 8,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				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 - Tractor Trailer-- Estimated weight based on 10,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$1,724.32		\$89.66	\$1,813.98	\$1,908.31	\$2,007.54
Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Compactor- Estimated weight based on 10,000 kg.	Resale of Recyclables	Full Cost Recovery	Load	\$1,724.32		\$89.66	\$1,813.98	\$1,908.31	\$2,007.54
Tire loads - Transfer Stations - Tip Fee per Load - Triple Axle Dump Truck- Estimated weight based on 16,000 kg	Resale of Recyclables	Full Cost Recovery	Load	\$2,758.91		\$143.46	\$2,902.37	\$3,053.29	\$3,212.06
Waste Loading Services - Transfer Stations	Garbage (P&T)	Full Cost Recovery	Tonne	\$16.62		\$3.38	\$20.00	\$21.04	\$22.13
Load Weighing Service only- Transfer Stations	Garbage (P&T)	Full Cost Recovery	Use	\$11.50		\$0.60	\$12.10	\$12.73	\$13.39
Commercial Organics Collections - Annual Fee - Frequency 2x/week - per year. Incl DACs and Schools	Green Bin (C&T)	Full Cost Recovery	Annual - 2X/Week	\$367.85		\$19.13	\$386.98	\$407.10	\$428.27
Commercial Organics Collections - Annual Fee - Frequency 5x/week - per year. Incl DACs and Schools	Green Bin (C&T)	Full Cost Recovery	Annual - 5X/Week	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04
Commercial Organics Collections - Annual Fee - Frequency 6x/week - per year. Incl DACs and Schools	Green Bin (C&T)	Full Cost Recovery	Annual - 6X/Week	\$1,839.27		\$95.64	\$1,934.91	\$2,035.53	\$2,141.38
Commercial Garbage Collections. Annual Fee - Bi-weekly Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual -Bi-weekly	\$463.27		\$24.09	\$487.36	\$512.70	\$539.36
Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual - Weekly	\$926.54		\$48.18	\$974.72	\$1,025.41	\$1,078.73

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.	Garbage (C&T)	Full Cost Recovery	Annual - 2X/Week	\$1,853.08		\$96.36	\$1,949.44	\$2,050.81	\$2,157.45
Commercial Front End Garbage Collection - Uncompacted. Per Lift per Cubic Yard	Garbage (C&T)	Full Cost Recovery	Cubic Yard - Per Lift	\$12.74		\$0.66	\$13.40	\$14.10	\$14.83
Commercial Front End Garbage Collection - Compacted. Per Lift per Cubic Yard	Garbage (C&T)	Full Cost Recovery	Cubic Yard - Per Lift	\$25.51		\$1.32	\$26.83	\$28.23	\$29.70
Commercial Garbage Collections. Fee Bag or Tag	Garbage (C&T)	Full Cost Recovery	Per Bag/Tag	\$5.00		\$0.11	\$5.11	\$5.21	\$5.31
Commercial Garbage Collections. Fee to purchase 35 gallon organic cart	Green Bin (C&T)	Full Cost Recovery	Bin - 35 Gallon Organic	\$63.23		\$1.34	\$64.57	\$65.86	\$67.18
Commercial Garbage Collections. Fee to purchase 65 gallon organic cart	Green Bin (C&T)	Full Cost Recovery	Bin - 65 Gallon Organic	\$74.72		\$1.58	\$76.30	\$77.83	\$79.39
Commercial Garbage Collections. Fee to purchase a 95 gallon recycling cart	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Recycling	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Commercial Garbage Collections. Fee to purchase a 95 gallon garbage cart	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Garbage	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Commercial Organics Collections. Fee to purchase a 26 gallon Organics cart.	Green Bin (C&T)	Full Cost Recovery	Bin - 26 Gallon Organics	\$52.60		\$1.12	\$53.72	\$54.79	\$55.89
Composters. Fee to purchase a composter.	Green Bin (C&T)	Full Cost Recovery	Per Unit	\$15.26		\$0.32	\$15.58	\$15.89	\$16.21
Composters. Fee to deliver composter.	Green Bin (C&T)	Full Cost Recovery	Per Unit	\$5.74		\$0.12	\$5.86	\$5.98	\$6.10
Organics Kitchen Container. Fee to purchase an organics kitchen container.	Green Bin (C&T)	Full Cost Recovery	Container	\$5.09		\$0.11	\$5.20	\$5.30	\$5.41
Organic Kitchen Container. Fee to purchase apartment container.	Green Bin (C&T)	Full Cost Recovery	Container	\$3.47		\$0.07	\$3.54	\$3.61	\$3.68

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Fee to purchase a racoon latch	Green Bin (C&T)	Full Cost Recovery	Latch	\$9.15		\$0.19	\$9.34	\$9.53	\$9.72
Fee to purchase a yard waste bin	Leaf & Yard Waste (C&T)	Full Cost Recovery	Bin- Yard Waste	\$5.20		\$0.11	\$5.31	\$5.42	\$5.53
Fee to purchase a recycling box	Recyclables (C&T)	Full Cost Recovery	Recycling Box	\$6.07		\$0.13	\$6.20	\$6.32	\$6.45
Schools - Front End Garbage Collection. Per Lift per Cubic Yard. Uncompacted	Garbage (C&T)	Full Cost Recovery	Cubic Yard - Per Lift	\$12.74		\$0.66	\$13.40	\$14.10	\$14.83
Schools - Front End Garbage Collection. Per Lift per Cubic Yard. Compacted	Garbage (C&T)	Full Cost Recovery	Cubic Yard - Per Lift	\$25.51		\$1.32	\$26.83	\$28.23	\$29.70
Schools- Waste loads delivered directly to Transfer Station	Garbage (P&T)	Full Cost Recovery	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
Schools- Recyclable Material loads delivered directly to Transfer Stations	Resale of Recyclables	Full Cost Recovery	Tonne	\$86.22		\$4.48	\$90.70	\$95.42	\$100.38
Schools- Tire loads delivered directly to Transfer Stations	Resale of Recyclables	Full Cost Recovery	Tonne	\$172.43		\$8.97	\$181.40	\$190.83	\$200.75
Schools Garbage Collections. Fee to purchase a 95 gallon garbage bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Garbage	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Schools Garbage Collections. Fee to purchase a 95 gallon recycling bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Recycling	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Schools Organics Collections. Fee to purchase a 26 gallon Organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 26 Gallon Organic	\$52.60		\$1.12	\$53.72	\$54.79	\$55.89
Schools Organics Collections. Fee to purchase a 35 gallon Organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 35 Gallon Recycling	\$63.23		\$1.34	\$64.57	\$65.86	\$67.18
Schools - Annual Fee per bin - twice weekly collection	Garbage (C&T)	Full Cost Recovery	Cart - 2X/Week	\$1,853.08		\$96.36	\$1,949.44	\$2,050.81	\$2,157.45
DACs - Front End Garbage Collection. Per Lift per Cubic Yard. Uncompacted	Garbage (C&T)	Full Cost Recovery	Cubic Yard - Per Lift	\$12.74		\$0.66	\$13.40	\$14.10	\$14.83

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
DACs - Front End Garbage Collection. Per Lift per Cubic Yard. Compacted	Garbage (C&T)	Full Cost Recovery	Cubic Yard - Per Lift	\$25.51		\$1.32	\$26.83	\$28.23	\$29.70
DACs Waste loads delivered directly to Transfer Stations	Garbage (C&T)	Full Cost Recovery	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
DACs Recyclable Material loads delivered directly to Transfer Stations	Resale of Recyclables	Full Cost Recovery	Tonne	\$86.22		\$4.48	\$90.70	\$95.42	\$100.38
DACs Tire loads delivered directly to Transfer Stations	Resale of Recyclables	Full Cost Recovery	Tonne	\$172.43		\$8.97	\$181.40	\$190.83	\$200.75
DACs Garbage Collections. Fee to purchase a 95 gallon garbage bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Garbage	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
DACs Garbage Collections. Fee to purchase a 95 gallon recycling bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Recycling	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
DACs Organics Collections. Fee to purchase a 26 gallon organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 26 Gallon Organics	\$52.60		\$1.12	\$53.72	\$54.79	\$55.89
DACs Organics Collections. Fee to purchase a 35 gallon organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 35 Gallon Organic	\$63.23		\$1.34	\$64.57	\$65.86	\$67.18
DACs -Garbage Collection - twice weekly collection	Garbage (C&T)	Full Cost Recovery	Cart - 2X/Week	\$1,853.08		\$96.36	\$1,949.44	\$2,050.81	\$2,157.45
Bag tags for Schools and/or DACs	Garbage (C&T)	Full Cost Recovery	Per Bag/Tag	\$5.00		\$0.11	\$5.11	\$5.21	\$5.31
Non-residential Curbside Garbage Collection - Small Bin	Garbage (C&T)	City Policy	Annual -Bi-weekly	\$92.66		\$4.82	\$97.48	\$102.55	\$107.88
Non-residential Curbside Garbage Collection - Medium Bin	Garbage (C&T)	City Policy	Annual -Bi-weekly	\$185.31		\$9.64	\$194.95	\$205.09	\$215.75
Non-residential Curbside Garbage Collection - Large Bin	Garbage (C&T)	City Policy	Annual -Bi-weekly	\$277.97		\$14.45	\$292.42	\$307.63	\$323.63
Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual -Bi-weekly	\$463.27		\$24.09	\$487.36	\$512.70	\$539.36
Non-residential Curbside Garbage Collection - Small Bin	Garbage (C&T)	City Policy	Annual - Weekly	\$185.31		\$9.64	\$194.95	\$205.09	\$215.75
Non-residential Curbside Garbage Collection - Medium Bin	Garbage (C&T)	City Policy	Annual - Weekly	\$370.61		\$19.27	\$389.88	\$410.15	\$431.48

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Non-residential Curbside Garbage Collection - Large Bin	Garbage (C&T)	City Policy	Annual - Weekly	\$555.92		\$28.91	\$584.83	\$615.24	\$647.23
Non-residential Curbside Garbage Collection-extra-large bin	Garbage (C&T)	City Policy	Annual - Weekly	\$926.54		\$48.18	\$974.72	\$1,025.41	\$1,078.73
Non-residential Curbside Garbage Collection - Extra Large Bin	Garbage (C&T)	City Policy	Annual - 2X/Week	\$1,853.08		\$96.36	\$1,949.44	\$2,050.81	\$2,157.45
Non-residential Curbside Organics Collection	Green Bin (C&T)	City Policy	Annual - 2X/Week	\$367.85		\$19.13	\$386.98	\$407.10	\$428.27
Non-residential Curbside Organics Collection	Green Bin (C&T)	City Policy	Annual - 5X/Week	\$1,379.46		\$71.73	\$1,451.19	\$1,526.65	\$1,606.04
Non-residential Curbside Organics Collection	Green Bin (C&T)	City Policy	Annual - 6X/Week	\$1,839.27		\$95.64	\$1,934.91	\$2,035.53	\$2,141.38
Non-residential Front End Garbage Collection- Uncompacted	Garbage (C&T)	City Policy	Cubic Yard - Per Lift	\$12.74		\$0.66	\$13.40	\$14.10	\$14.83
Non-residential Front End Garbage Collection - Compacted	Garbage (C&T)	City Policy	Cubic Yard - Per Lift	\$25.51		\$1.32	\$26.83	\$28.23	\$29.70
Non-residential Garbage Collection Bags & Tags	Garbage (C&T)	City Policy	Per Bag/Tag	\$5.00		\$0.11	\$5.11	\$5.21	\$5.31
Multi-residential bulk collection. Annual Base Collection Fee (per dwelling unit per year) up to base of 1.917 cubic yards (per dwelling unit per year) of uncompacted garbage or base of 0.9585 cubic yards (per dwelling unit per year) of compacted garbage.	Garbage (C&T)	Full Cost Recovery	Annual Base Fee - up to 1.917 cubic yards of uncompacted or 0.9585 compacted (per dwelling unit per year)	\$211.13		\$2.11	\$213.24	\$215.37	\$217.52
Multi-residential bulk collection. Excess Collection Fee (per cubic yard) of uncompacted garbage over base 1.917 cubic yards (per dwelling unit per year).	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee - per cubic yard (un-compacted)	\$14.65		\$0.15	\$14.80	\$14.95	\$15.10

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User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
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 (compacted)	\$29.31		\$0.29	\$29.60	\$29.90	\$30.20
Multi-residential Bulk Collections. Fee to purchase a 95 gallon recycling bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Recycling	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Multi-residential Bulk Collections. Fee to purchase a 35 gallon organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 35 Gallon Organic	\$63.23		\$1.34	\$64.57	\$65.86	\$67.18
Multi-residential Bulk Collections. Fee to purchase a 26 gallon organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 26 Gallon Organics	\$52.60		\$1.12	\$53.72	\$54.79	\$55.89
Residential Curbside collection. Annual Collection fee - Small Bin.	Garbage (C&T)	Full Cost Recovery	Annual -Bi-weekly	\$249.67		\$4.99	\$254.66	\$267.90	\$281.83
Residential Curbside collection. Annual Collection Fee - Medium Bin.	Garbage (C&T)	Full Cost Recovery	Annual -Bi-weekly	\$303.08		\$6.06	\$309.14	\$325.22	\$342.13
Residential Curbside collection. Annual Collection fee- Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual -Bi-weekly	\$411.62		\$8.23	\$419.85	\$441.68	\$464.65
Residential Curbside Collection. Annual Collection fee - Extra Large Bin.	Garbage (C&T)	Full Cost Recovery	Annual -Bi-weekly	\$477.44		\$9.55	\$486.99	\$512.31	\$538.95
Residential Curbside Collection. Annual Collection Fee - Bag-only customer.	Garbage (C&T)	Full Cost Recovery	Annual -Bi-weekly	\$159.82		\$3.20	\$163.02	\$171.50	\$180.42
Residential Curbside Collection for Multi-Residential curbside properties - using extra-large garbage bins.	Garbage (C&T)	Full Cost Recovery	Annual Base Fee - up to 1.917 cubic yards of un-compacted or 0.9585 compacted (per dwelling per unit per year)	\$211.13		\$2.11	\$213.24	\$215.37	\$217.52

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Residential Curbside Collection for Multi-Residential curbside properties - using extra-large garbage bins	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee (per cubic yard) of un-compacted garbage	\$14.65		\$0.15	\$14.80	\$14.95	\$15.10
Residential Curbside Collection for Multi-residential curbside properties - using extra-large garbage bins	Garbage (C&T)	Full Cost Recovery	Excess Collection Fee (per cubic yard) of compacted garbage	\$29.31		\$0.29	\$29.60	\$29.90	\$30.20
Residential Curbside collection for Multi-residential curbside properties - bag only collection.	Garbage (C&T)	Full Cost Recovery	Annual Base Collection Fee (per dwelling unit per year)	\$211.13		\$10.98	\$222.11	\$224.33	\$226.57
Residential Curbside collection for Multi-residential curbside properties. Fee to purchase a 95 gallon garbage bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Garbage	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Residential Curbside collection for Multi-residential curbside properties. Fee to purchase a 95 gallon recycling bin.	Garbage (C&T)	Full Cost Recovery	Bin - 95 Gallon Recycling	\$97.72		\$2.07	\$99.79	\$101.79	\$103.83
Residential Curbside collection for Multi-residential curbside Properties. Fee to purchase a 35 gallon organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 35 Gallon Organic	\$63.23		\$1.34	\$64.57	\$65.86	\$67.18
Residential Curbside collection for Multi-residential curbside Properties. Fee to purchase a 26 gallon organics bin	Green Bin (C&T)	Full Cost Recovery	Bin - 26 Gallon Organics	\$52.60		\$1.12	\$53.72	\$54.79	\$55.89
Residential Curbside collection & residential units above commercial (RUAC)- Garbage Bin Upsizing Exchange Fee	Garbage (C&T)	Full Cost Recovery	Per Bin	\$23.00		\$0.46	\$23.46	\$24.68	\$25.96
Residential Curbside collection & residential units above commercial (RUAC) - Bag Tag	Garbage (C&T)	City Policy	Per Bag/Tag	\$5.00		\$0.11	\$5.11	\$5.21	\$5.31

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User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$249.67		\$4.99	\$254.66	\$267.90	\$281.83
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$303.08		\$6.06	\$309.14	\$325.22	\$342.13
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$411.62		\$8.23	\$419.85	\$441.68	\$464.65
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on bi-weekly collection - Extra Large Bin	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$477.44		\$9.55	\$486.99	\$512.31	\$538.95
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$303.08		\$6.06	\$309.14	\$325.22	\$342.13
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$411.62		\$8.23	\$419.85	\$441.68	\$464.65
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$583.68		\$11.67	\$595.35	\$626.31	\$658.88

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User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$937.84		\$18.76	\$956.60	\$1,006.34	\$1,058.67
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on bi-weekly collection - Bag-only customer.	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$159.82		\$3.20	\$163.02	\$171.50	\$180.42
Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on weekly collection - Bag-only customer.	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$213.25		\$4.27	\$217.52	\$228.83	\$240.73
Schools Annual Fee per cart - Biweekly	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$463.27		\$24.09	\$487.36	\$512.70	\$539.36
Schools Annual Fee per cart - Weekly	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$926.54		\$48.18	\$974.72	\$1,025.41	\$1,078.73
DACs Annual Fee per cart - Bi-weekly	Garbage (C&T)	Full Cost Recovery	Annual - Bi-Weekly	\$463.27		\$24.09	\$487.36	\$512.70	\$539.36
DACs Annual Fee per cart - Weekly	Garbage (C&T)	Full Cost Recovery	Annual - 1X/Week	\$926.54		\$48.18	\$974.72	\$1,025.41	\$1,078.73
Landfill Disposal : Waste load per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
Landfill Disposal : Asbestos, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Landfill Disposal : CFIA Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Landfill Disposal : Special Handling, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$344.87		\$17.93	\$362.80	\$381.67	\$401.52
Landfill Disposal : Biosolids, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
Landfill Disposal : Water Treatment Residue, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Landfill Disposal : Treated Biomedical Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$114.95		\$5.98	\$120.93	\$127.22	\$133.84
Sale of Clean Fill at Green Lane Landfill - per load fee for per load fee for single, tandem, or tri-axle dump truck vehicles	Green Lane Landfill	Full Cost Recovery	Tonne	\$2.06		\$0.11	\$2.17	\$2.28	\$2.40
Sale of Clean Fill at Green Lane Landfill - per load fee for dump trailer	Green Lane Landfill	Full Cost Recovery	Tonne	\$3.09		\$0.16	\$3.25	\$3.42	\$3.60
Solid Waste Miscellaneous Collection, Haulage and Special Events	Garbage (P&T)	Full Cost Recovery	Hour	\$92.58		\$4.81	\$97.39	\$102.45	\$107.78
Fluorescent Tubes 4 foot over 20 units. Per unit over 20 units	Municipal Hazardous or Special Waste (P&T)	Full Cost Recovery	Each	\$0.25		\$0.01	\$0.26	\$0.27	\$0.28
Fluorescent Tubes 8 foot over 10 units. Per unit over 10 units	Municipal Hazardous or Special Waste (P&T)	Full Cost Recovery	Each	\$0.60		\$0.03	\$0.63	\$0.66	\$0.69
Residential Curbside Collection for Multi-residential curbside properties. Oversized and Metal Item Fee (per dwelling per year)	Garbage (C&T)	Full Cost Recovery	Annual	\$8.00		\$0.00	\$8.00	\$8.42	\$8.86
Multi-residential front-end collection. Oversized and Metal Item Fee (per dwelling unit per year)	Garbage (C&T)	Full Cost Recovery	Annual	\$8.00		\$0.00	\$8.00	\$8.42	\$8.86
Residential Curbside collection. Oversized and Metal Item Fee (per dwelling unit per year)	Garbage (C&T)	Full Cost Recovery	Annual	\$8.00		\$0.00	\$8.00	\$8.42	\$8.86
Commercial Bag-only Base Fee.	Garbage (C&T)	Full Cost Recovery	Annual	\$260.00		\$13.52	\$273.52	\$287.74	\$302.70