



A. COST REDUCTIONS AND EFFICIENCIES: OPERATING BUDGET (BASE)

EFFICIENCIES AND REDUCTIONS

Source	Year	Base Amount	One-Time Amount	Benefit
Budgeted Business Unit Efficiencies	2016	\$6M	-	Tax Relief
Adjustment Business Unit Efficiencies	2016	\$18M	-	Tax Relief
Corporate Costs	2016	\$20M	-	Offsetting Revenue Shortfall
Budgeted Business Unit Efficiencies	2017	\$11M	-	Tax Relief
Adjustment Business Unit Efficiencies	2017	\$10M	-	Tax Relief
Corporate Costs	2017	\$21M	-	Tax Relief
Mid-Cycle Landfill Reductions	2017	\$10M	-	Offsetting revenue shortfall
Mid-Cycle Adjustment Business Unit Reductions	2017	\$5M	-	Tax Relief
Mid-Cycle Other Fee Freezes	2017	\$2M	-	Offsetting Revenue Shortfall
Total Cost Reductions and Efficiencies		\$103M	-	

B. COST CONTAINMENT: LABOUR (BASE)

LABOUR SAVINGS

Source	Year	Base Amount	One-Time Amount	Benefit
1.25% Exempt Increase	2016	\$7M	-	Savings for Future Use
Cut Variable Pay (2015) and R&R (2017)	2017	\$1M	-	Savings for Future Use
0% Exempt Increase	2017	\$11M	-	Savings for Future Use
Other Settlements	2017	\$16M	-	Savings for Future Use
Total Cost Containment		\$35M	-	

C. COST SAVINGS (ONE TIME)

BUDGET SAVINGS ACCOUNT

Source	Year	Base Amount	One-Time Amount	Benefit
Budget Savings Account	2015	-	\$30M	\$15M in Tax Relief and \$3M in Reinvestment in Transit
Budget Savings Account	2016	-	\$24M	-
Total Cost Savings		-	\$ 54 M	

D. INTENTIONAL COST SAVINGS (ONE TIME)

IN-YEAR INTENTIONAL SAVINGS

Source	Year	Base Amount	One-Time Amount	Benefit
2015 In-Year Intentional Savings	2015	-	\$22M	Community Support
2015 In-Year Intentional Savings	2015	-	\$8M	Offsetting revenue shortfall
2015 In-Year Intentional Savings	2015	-	\$3M	Savings for Future Use
2016 In-Year Intentional Savings	2016	-	\$5M	Community Support
2016 In-Year Intentional Savings	2016	-	\$9M	Offsetting revenue shortfall
2016 In-Year Intentional Savings	2016	-	\$45M	Tax Relief
Total Intentional Cost Savings		-	\$92M	

E. UTILITY RATE REDUCTIONS (BASE)

UTILITY ADJUSTMENTS

Source	Year	Base Amount	One-Time Amount	Benefit
Utility Adjustments	2017	\$41M	-	Offsetting revenue shortfall
Total Utility Rate Reductions		\$41M	-	

F. 2015 – 2017 SUMMARY OF SAVINGS (A THROUGH E)

Source	Base Amount	One-Time Amount	Total Savings & Efficiencies
Total Cost Reductions and Efficiencies (A)	\$103M	-	\$103M
Total Cost Containment (B)	\$35M	-	\$35M
Total Cost Savings (C)	-	\$54M	\$54M
Total Intentional Cost Savings (D)	-	\$92M	\$92M
Total Utility Rate Reductions (E)	\$41M	-	\$41M
Total Savings & Efficiencies	\$179M	\$146M	\$325M

2015 – 2017 SUMMARY OF SAVINGS DISTRIBUTION

Source	Base Amount	One-Time Amount	Total Savings & Efficiencies
Tax Relief	\$60M	\$71M	\$131M
Offsetting revenue shortfall	\$17M	\$73M	\$90M
Community Support (including Reinvestment in Transit)	-	\$30M	\$30M
Savings for Future Use (To be allocated)	\$35M	\$39M	\$74M
Total	\$179M	\$146M	\$325M