

## Previous Council Direction and Background

Date	Report Number	Direction/Description
2006 July 24	UE2006-23	<p><b>Curbside Service Delivery Options.</b></p> <p>Council directed that:</p> <p>Administration to undertake a Request for Proposal (RFP) to design, build and operate a materials recovery facility; an RFP to plan, design and deliver a program to collect recyclables from single-family residences; an RFP to design, build and operate compost facilities; and to plan, design and deliver a program to collect residential organics.</p>
2006 December 04	UE2006-32	<p><b>Waste and Recycling Services – Financial Sustainability</b></p> <p>Council directed Administration to report back through the 2007 February Regular Meeting of SPC on Utilities and Environment with a sustainable financial model for Waste &amp; Recycling Services (W&amp;RS) based on cost of service principles including:</p> <ul style="list-style-type: none"> <li>• Costs to provide services are allocated back to customer classes; and</li> <li>• Subsidization across customer classes is minimized.</li> </ul>
2007 April 16	UE2007-06	<p><b>Sustainable Financial Model for Waste &amp; Recycling Services</b></p> <p>Council received a report presenting a plan to transition some services previously funded through tax base to residential user fee. Administration asked for approval of the following funding changes for Waste &amp; Recycling Services commencing 2009 January 01:</p> <ul style="list-style-type: none"> <li>• Community Recycling Depots and Diversion program moved from disposal fees onto the tax base</li> <li>• Residential waste collection and disposal moved from the tax base to a residential user fee; and</li> <li>• Residential curbside recycling and organics collection and processing to be funded from residential user fees.</li> </ul>
2007 April 16	UE2007-07	<p><b>Curbside Recyclables Collection and Processing Program</b></p> <p>Council directed Administration to introduce a city-wide residential curbside recycling program in 2009 that included the collection and processing of recyclables (excluding organics) and an associated user fee of up to \$8/household/month (in 2009 dollars) to coincide with the launch of the proposed program.</p>
2013 April 15	C2013-0246	<p><b>Organics and Biosolids Composting Program</b></p> <p>Council directed Administration to prepare procurement documents for a City-owned, private sector Design-Build-</p>

		Operate Composting Facility; and to report back on funding options including indicative rates and fess, for the 2015-2018 Operating Budget, to accommodate net increases to operating costs due to the implementation of a city-wide food and yard waste diversion program.
2014 March 17	UCS2014-0024	<p><b>Waste &amp; Recycling Services Financial Plan 2015 to 2018</b></p> <p>Council received the report for information on Waste &amp; Recycling Services Financial Plan 2015 to 2018.</p> <p>Since 2008, following Council commitment to improving the financial sustainability of WRS, progress was made toward self-sustaining funding to support both operating and capital programs. The WRS funding model continued to work toward cost of service principles, such that recipients of a service pay the full cost for that service. Sustainable funding allowed WRS to proceed with a strategic, long range capital plan that underpins the delivery of critical waste and recycling services.</p> <p>The WRS financial plan for 2015 – 2018 included the following elements:</p> <ul style="list-style-type: none"> <li>• Continued tax support for residential garbage collection and community recycling depots</li> <li>• Continued self-sustaining funding for landfill operations through the residential waste management charge and landfill tipping fees</li> <li>• Approved program funding for the green cart residential organics composting program</li> <li>• Fully funded landfill liability</li> <li>• A 10-year capital plan in accordance with the Waste &amp; Recycling Services Infrastructure Investment Plan (WRIIP)</li> <li>• Self-supported debt matched to asset life</li> <li>• A completed Cost of Service Study to determine appropriate funding model for 2019-2022; and</li> <li>• Delivery on the outcomes of the Collection Services Review.</li> </ul>
2014 March 17	C2014-0089	<p><b>2015 to 2018 Waste &amp; Recycling Services Rate Scenarios</b></p> <p>WRS developed a range of rates and fee scenarios for Council’s consideration for the 2015-2018 Action Plan to ensure that WRS was able: to maintain service levels for existing customers; extend those services to new communities; add new services (i.e: green cart program); maintain the capacity and efficiency of its infrastructure; and respond to inflationary impacts. These rates were then incorporated as part of the Service Plan and Budgeting for 2015-2018 business cycle.</p>

<p><b>2016 February 24</b></p>	<p><b>UCS2016-0136</b></p>	<p><b>Waste &amp; Recycling Services Financial Model Overview</b></p> <p>The SPC on Utilities and Corporate Services received this report for information:</p> <p>Details of the first phase of the financial model review included current state, related financial risks, and a summary of the consultant's external scan of other municipal waste management financial models.</p> <p>The next phase of the Financial Model Review required additional investigation and the creation of an integrated financial tool that will support cost of service and rate development.</p> <p>WRS committed to completing an assessment of the implications of changing to a Self-Sustaining Financial Model, specifically related to funding sources.</p>
<p><b>2018 March 19</b></p>	<p><b>UCS2018-0150</b></p>	<p><b>Waste &amp; Recycling Services Financial Plan 2019 -2022</b></p> <p>Administration was directed to implement the following changes to the WRS funding model for 2019-2022 cycle through a one-year transition plan:</p> <ul style="list-style-type: none"> <li>• Removal of the Waste Management Charge that supported a portion of the Black Cart Program and covered financial needs in operating and capital budgets. This equated to a fee revenue reduction of approximately \$20 million annually.</li> <li>• Introduction of a residential Black Cart Program charge that reflected cost recovery, estimated at \$27 million.</li> <li>• Removal of the \$10.1 million tax support subsidy from shifting to every-other-week black cart collection from the Green Cart Program.</li> <li>• Continuation of a financial model that included some tax support. WRS would use taxes to fund Community Recycling Depots and other community-wide programs and strategic initiatives that were traditionally funded through other sources including the Waste Management Charge. Combined, these programs and initiatives required approximately \$20 million in tax support per year.</li> <li>• Removal of a \$3 million tax subsidy for the segment of condominium customers that had been receiving tax supported garbage collection.</li> <li>• Proposed changes resulted in a neutral financial impact to WRS: an increase in fee revenue of \$20 million balanced by a reduction in tax support of \$20 million annually.</li> </ul>
<p><b>2022 July 5</b></p>	<p><b>C2022-0798</b></p>	<p><b>Waste &amp; Recycling Charges and Rates</b></p> <p>Council approved approved the proposed charges and rates for 2023-2026 for the Waste &amp; Recycling service which were developed to ensure the service could:</p>

		<ul style="list-style-type: none"> <li>• continue progress towards waste reduction and diversion objectives;</li> <li>• maintain service levels for existing customers, while extending services to support growth;</li> <li>• preserve capacity and efficiency of its infrastructure as per the Waste &amp; Recycling Infrastructure Investment Plan;</li> <li>• achieve an updated financial reserve target; and</li> <li>• respond to inflationary and demand impacts.</li> </ul> <p>Financial objectives for the Waste &amp; Recycling service in 2023-2026 were intended to create a cost structure for residential services that is transparent to the customer, aligns revenue with customer classes and their services, and limits dependency on tax support.</p>
<p><b>2025 February 25</b></p>	<p><b>C2025-0076</b></p>	<p><b>Transition to Extended Producer Responsibility</b></p> <p>Council directed administration to evaluate changes as a result of Extended Producer Responsibility, assess options to update Waste &amp; Recycling’s rate structure and report back to Council no later than Q2 2026.</p> <p>Council also gave three readings to amend the Waste Bylaw to reduce the monthly Blue Cart Program charge and enable Extended Producer Responsibility implementation in Calgary</p>