Previous Council Direction and Background

Date	Report Number	Direction/Description
2006 July 24	**UE2006-23**	**Curbside Service Delivery Options**. Council directed that: 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.
2006 December 04	**UE2006-32**	**Waste and Recycling Services – Financial Sustainability** 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 & Recycling Services (W&RS) based on cost of service principles including: • Costs to provide services are allocated back to customer classes; and • Subsidization across customer classes is minimized.
2007 April 16	**UE2007-06**	**Sustainable Financial Model for Waste & Recycling Services** 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 & Recycling Services commencing 2009 January 01: • Community Recycling Depots and Diversion program moved from disposal fees onto the tax base • Residential waste collection and disposal moved from the tax base to a residential user fee; and • Residential curbside recycling and organics collection and processing to be funded from residential user fees.
2007 April 16	**UE2007-07**	**Curbside Recyclables Collection and Processing Program** 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.
2013 April 15	**C2013-0246**	**Organics and Biosolids Composting Program** Council directed Aministration to prepare procurement documents for a City-owned, private sector Design-Build-

		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**	**Waste & Recycling Services Financial Plan 2015 to 2018** Council received the report for information on Waste & Recycling Services Financial Plan 2015 to 2018. 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. The WRS financial plan for 2015 – 2018 included the following elements: • Continued tax support for residential garbage collection and community recycling depots • Continued self-sustaining funding for landfill operations through the residential waste management charge and landfill tipping fees • Approved program funding for the green cart residential organics composting program • Fully funded landfill liability • A 10-year capital plan in accordance with the Waste & Recycling Services Infrastructure Investment Plan (WRIIP) • Self-supported debt matched to asset life • A completed Cost of Service Study to determine appropriate funding model for 2019-2022; and • Delivery on the outcomes of the Collection Services Review.
2014 March 17	**C2014-0089**	**2015 to 2018 Waste & Recycling Services Rate Scenarios** 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.

2016 February 24	**UCS2016-0136**	**Waste & Recycling Services Financial Model Overview** The SPC on Utilities and Corporate Services received this report for information: 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. 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. WRS committed to completing an assessment of the implications of changing to a Self-Sustaining Financial Model, specifically related to funding sources.
2018 March 19	**UCS2018-0150**	**Waste & Recycling Services Financial Plan 2019 -2022** Administration was directed to implement the following changes to the WRS funding model for 2019-2022 cycle through a one-year transition plan: • 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. • Introduction of a residential Black Cart Program charge that reflected cost recovery, estimated at $27 million. • Removal of the $10.1 million tax support subsidy from shifting to every-other-week black cart collection from the Green Cart Program. • 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. • Removal of a $3 million tax subsidy for the segment of condominium customers that had beenreceiving tax supported garbage collection. • 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.
2022 July 5	**C2022-0798**	**Waste & Recycling Charges and Rates** Council approved approved the proposed charges and rates for 2023-2026 for the Waste & Recycling service which were developed to ensure the service could:

		• continue progress towards waste reduction and diversion objectives; • maintain service levels for existing customers, while extending services to support growth; • preserve capacity and efficiency of its infrastructure as per the Waste & Recycling • Infrastructure Investment Plan; • achieve an updated financial reserve target; and • respond to inflationary and demand impacts. Financial objectives for the Waste & 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.
2025 February 25	**C2025-0076**	**Transition to Extended Producer Responsibility** Council directed administration to evaluate changes as a result of Extended Producer Responsibility, assess options to update Waste & Recycling's rate structure and report back to Council no later than Q2 2026. 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