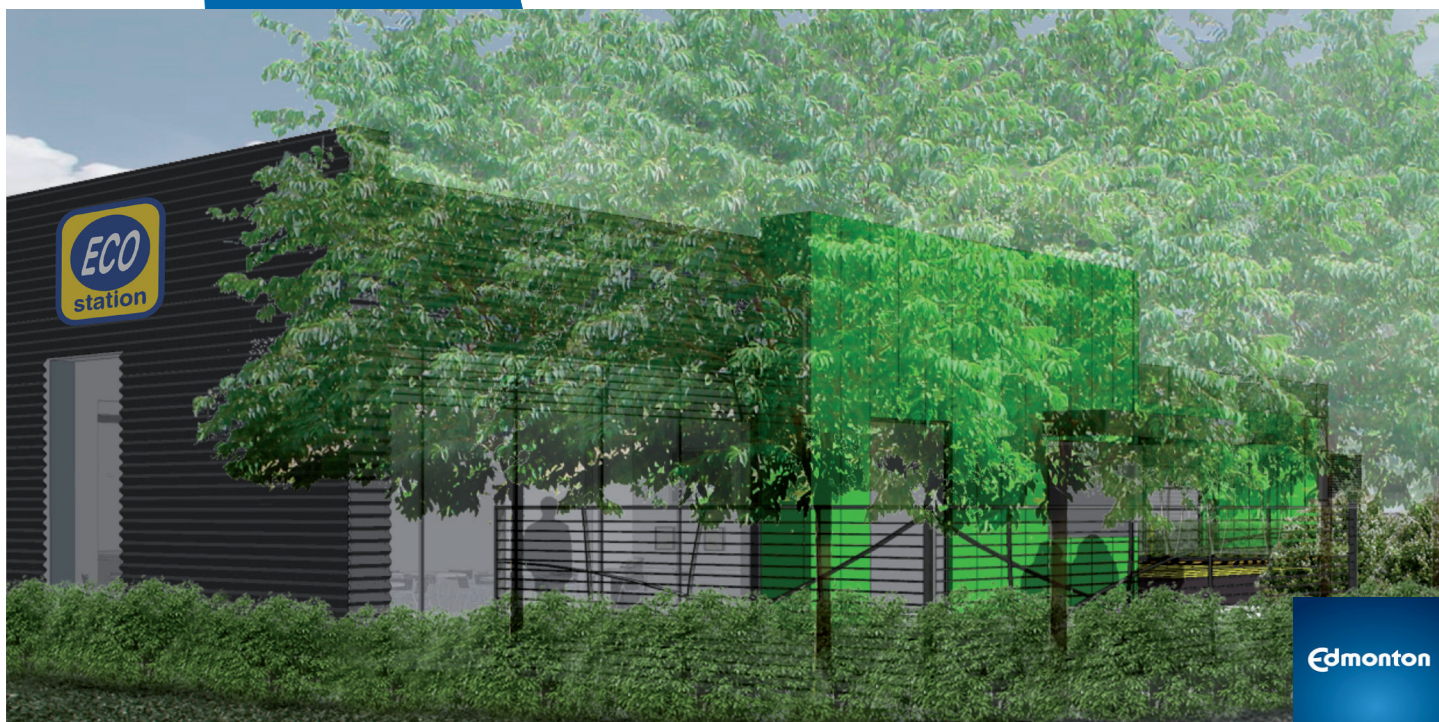


WASTE MANAGEMENT UTILITY BUSINESS PLAN 2016-2018



Kennedale Eco Station design rendering

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INTRODUCTION

The Waste Management Utility is a leader in sustainable waste solutions with innovative systems that divert waste from landfill and treat waste as a resource. The City's integrated waste management system closely aligns with three of City Council's 10-year strategic plans: Preserve and Sustain Edmonton's Environment; Improve Edmonton's Livability; and Diversify Edmonton's Economy.

During the business planning period of 2016 to 2018, the Waste Management Utility will continue to focus on three pillars: environmental sustainability, customer-focused services, and cost effectiveness. The Utility will continue its leadership in the residential sector while increasing its efforts to foster higher rates of landfill diversion for non-residential waste.

Edmonton's Waste Management Strategic Plan, approved by City Council in 1994, provides the framework for our integrated system that blends strong community engagement programs, a highly effective collection system, and innovative waste processing. During the next three years, the Waste Management Utility will build on this success and contribute to the City's goal of creating a sustainable and resilient city that will support and enrich the lives of future Edmontonians.



Operator at Edmonton Composting Facility, Community Relations staff giving a tour, a waste collector, and a GIS Mapping technologist

STRATEGIC FRAMEWORK

VISION

To be a customer-driven world leader in sustainable and innovative waste management.

MISSION

To provide waste management services for the City of Edmonton taking into consideration the needs of residents, the preservation of natural resources, the protection of the environment and the financial capabilities of the City.






30-YEAR WASTE MANAGEMENT STRATEGIC PLAN

Edmonton's current Waste Management Strategic Plan has taken Edmonton's waste management system from one that was largely focused on landfilling waste to today's highly integrated, sustainable system that will approach 90% diversion of residential waste from landfill.



Waste collector servicing a residential home

STRATEGIC DIRECTION

1. Deliver efficient, environmentally sound collection services.	
2. Process residential and non-residential waste to recover resources and increase landfill diversion rates.	
3. Provide responsive services that meet the changing needs of our customers.	
4. Maintain our leadership status focusing on innovation and attracting green businesses.	
5. Engage and facilitate residents' participation in waste reduction, reuse, and recycling.	



THE WAY WE GREEN



THE WAY WE LIVE



THE WAY WE FINANCE

This three-year business plan identifies key priority initiatives that contribute to one or more of the Waste Management Utility's 10-year strategic goals.

- 1. Waste processing to recover value.** The Waste Management Utility will maximize its processing capabilities to recover value from waste and minimize hauling to a distant landfill. Over the next three years, two key waste diversion facilities will become fully operational: the Waste to Biofuels and Chemicals Facility, which is owned and operated by Enerkem, and the Anaerobic Digestion Facility, which will augment the organics program.
- 2. Commercial waste diversion.** The Waste Management Utility will continue to deliver collection and processing services to non-residential customers through the Commercial Waste Collection Program, and the Construction and Demolition Recycling Facility at the Edmonton Waste Management Centre. Influencing higher levels of diversion of non-residential waste continues to be one of the priorities for the Utility.
- 3. Fostering waste reduction.** The Waste Management Utility will continue to deliver public education and social marketing programs aimed at reducing the volume of waste generated. These programs encourage residents to participate in grasscycling, backyard composting, recycling and reuse.

CULTURE IN THE WORKPLACE

The workplace culture in the Waste Management Utility is one that is focused on achieving its goals through collaboration and diversity. The Waste Management Utility seeks to continue to improve culture in the workplace through the strategies shown in Table 1: Culture Action Plan.

Table 1 - Culture Action Plan

Culture Action Plan			
Issues to be Actioned	The four key issues to be actioned in this business planning period are: Improving Supervisor Feedback, Teamwork and Communication, and Creating an Inclusive Workplace.		
Desired Outcomes	1. Employees are aware of the importance of their work and how it contributes to the overall strategic goals. 2. A workplace that continues to succeed through collaboration and teamwork. 3. Supervisors and employees engage in open dialogue about performance on a regular basis. 4. A workplace where employees feel safe and respected so they can achieve their best.		
Employee Engagement Survey Results (% favourable survey response)	2012 (Actual)	2014 (Actual)	2016 (Target)
Engagement	73%	71%	Maintain or Increase from 2014
Culture	69%	68%	
Workplace	69%	68%	
Job Satisfaction	71%	70%	
Immediate Supervisor	70%	68%	



Culture in the workplace

CORE SERVICES

Waste management services are delivered to City of Edmonton residents through two interrelated areas of operation: Collection Services, and Processing and Disposal. The core services are provided to regulated customers (residents) and are funded by the monthly waste service fee paid by residents. The Waste Management Utility also provides services to non-regulated customers (non-residential) which generate revenue to fund all non-regulated program costs and contribute towards offsetting increases to regulated rates. Non-regulated programs include commercial waste received at the Edmonton Waste Management Centre and commercial waste collection.

COLLECTION SERVICES

The Waste Management Utility provides collection and drop-off services to the residential sector and collection services to select non-residential customers. The Waste Management Utility meets these responsibilities through integrated collection programs including:

DIRECT COLLECTION PROGRAMS

- Weekly collection of residential waste and recyclables from approximately 360,000 single and multi-family homes
- Collection of waste and recyclables from City facilities
- Assisted Waste Collection for approximately 300 residents with mobility restrictions

LITTER MANAGEMENT PROGRAMS (cost recovery basis)

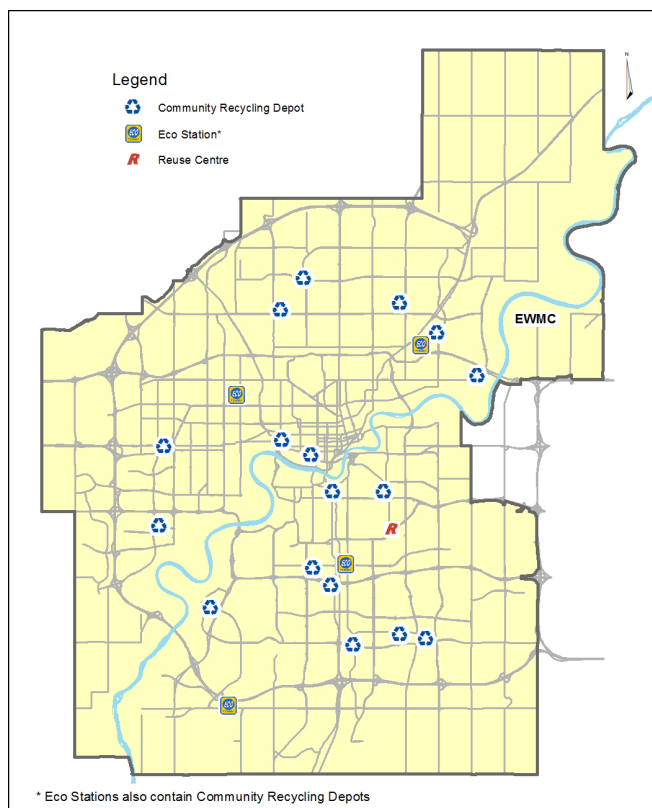
- Servicing 1,588 litter receptacles throughout the City on behalf of Capital City Clean Up
- Total Look of Clean Program to clean alleys in Rice Howard Way and Old Strathcona

DROP-OFF PROGRAMS

- Four Eco Stations (2 with reuse areas for large items)
- 21 Community Recycling Depots accessible 24/7 offering convenient drop-off locations for residents and small businesses
- 12, two-day Big Bin Events for households to dispose of large/bulky items not suitable for regular waste collection
- The Reuse Centre for collection of small items that are reused by individuals and community groups

Figure 1 shows the locations of drop-off facilities.

Figure 1 - Locations of Drop-Off Facilities

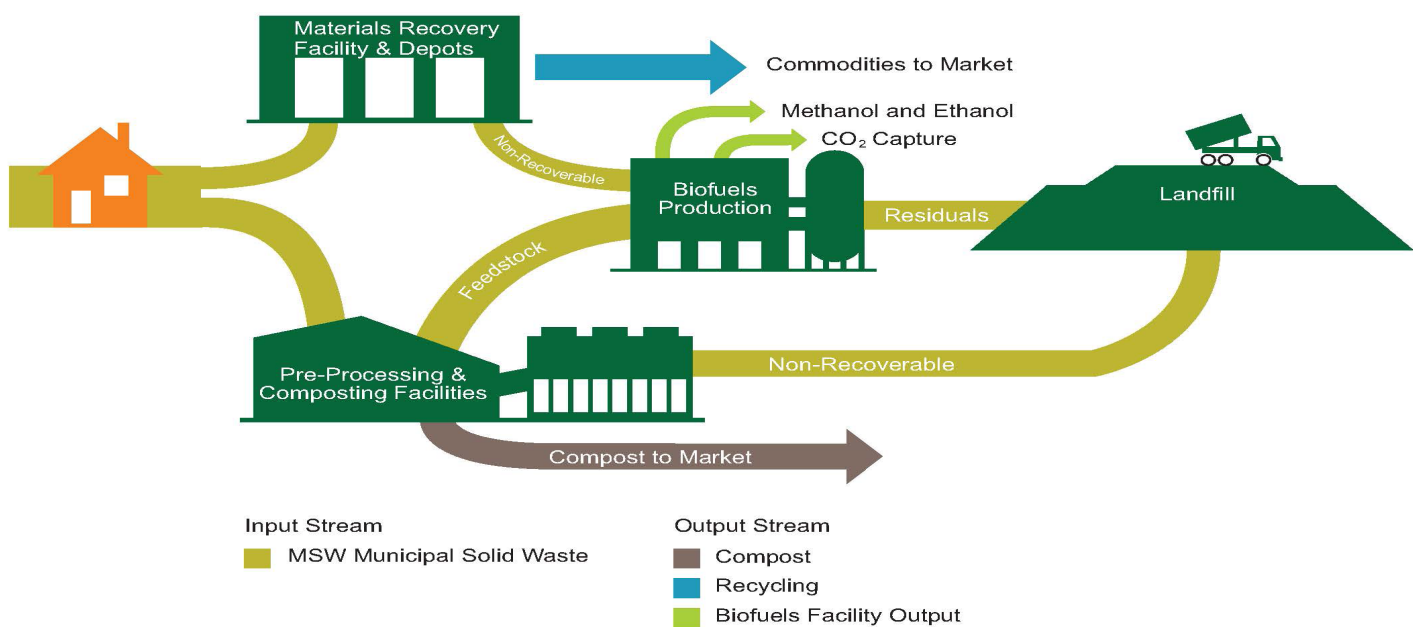


PROCESSING AND DISPOSAL SERVICES

The Edmonton Waste Management Centre is a fully integrated waste management site where the focus is to process waste streams into reusable and marketable products. Waste that cannot be recovered or converted into resources at the various facilities at the Edmonton Waste Management Centre is disposed at landfills. The City has a long term contract with Beaver Municipal Solutions for use of its landfill at Ryley and continues to access the privately-owned West Edmonton Landfill.

To enhance the Edmonton Waste Management Centre’s role in diverting waste from landfill, two additional waste management facilities will become operational during this business planning period - the Waste to Biofuels and Chemicals Facility and the Anaerobic Digestion Facility. Over 50% of the residential stream will continue to be diverted in the short term, with a target of up to 90% upon full availability of the Waste to Biofuels and Chemicals Facility and expansion of organics processing capacity to include the Anaerobic Digestion Facility. Figure 2 illustrates the mechanisms for residential waste diversion.

Figure 2 - Residential Waste Processing Diagram



FACILITIES AND OPERATIONS AT THE EDMONTON WASTE MANAGEMENT CENTRE

Facilities and operations at the Edmonton Waste Management Centre are either owned and operated by the City and/or contracted staff, or owned and operated by third parties. Staffing for some of these facilities is provided by Quality One Training and Support which employs previously marginalized individuals with employment barriers.

- 1.** The City's waste and recyclables are delivered to the Integrated Processing and Transfer Facility and Materials Recovery Facility. The residual non-compostable and non-recyclable waste is prepared in the refuse derived fuel section of the Integrated Processing and Transfer Facility as feedstock for the Waste to Biofuels and Chemicals Facility, operated by Enerkem.
- 2.** The Edmonton Composting Facility is the cornerstone for the organics diversion program, soon to be augmented by the new Anaerobic Digestion Facility.
- 3.** The Materials Recovery Facility processes blue bin and blue bag material for recycling.
- 4.** The Construction & Demolition Recycling Facility processes segregated and mixed loads of construction and demolition materials.
- 5.** The Research and Development Facility is occupied by the internationally recognized Edmonton Waste Management Centre of Excellence.
- 6.** The Advanced Energy Research Facility, funded by Alberta Innovates - Energy and Environment Solutions enables research into innovative technologies that can further optimize the production of fuels and industrial chemicals from waste.
- 7.** The Leachate Treatment Plant processes where leachate from the closed Clover Bar Landfill.
- 8.** Global Electric Electronic Processing Alberta Inc., operates and processes electronic and electric waste products from Alberta and other regions.
- 9.** Greys Paper Recycling Industries Ltd., a tenant on site, utilizes feedstock from the Edmonton Waste Management Centre to produce 100% post-consumer paper.
- 10.** The Waste to Biofuels and Chemicals Facility, in staged start-up as of early 2015, will convert waste to methanol initially, and then in the 2nd phase to ethanol.
- 11.** The Residential Transfer Station supplements the Integrated Processing and Transfer Facility in providing a safe and convenient drop-off area for residents and small haulers of waste, recyclables, and household hazardous waste.
- 12.** Environmental systems are in place to manage, monitor, and complete regulatory reporting on the various environmental aspects of the entire Edmonton Waste Management Centre, including the Clover Bar Landfill.
- 13.** The Landfill Gas Recovery System, owned and operated by Capital Power, reduces greenhouse gas emissions by converting landfill methane to power.
- 14.** The University of Alberta owns and operates a chemical collection and processing facility to provide for the safe management of chemicals from the University's various campuses and facilities.



Aerial shot of the Edmonton Waste Management Centre

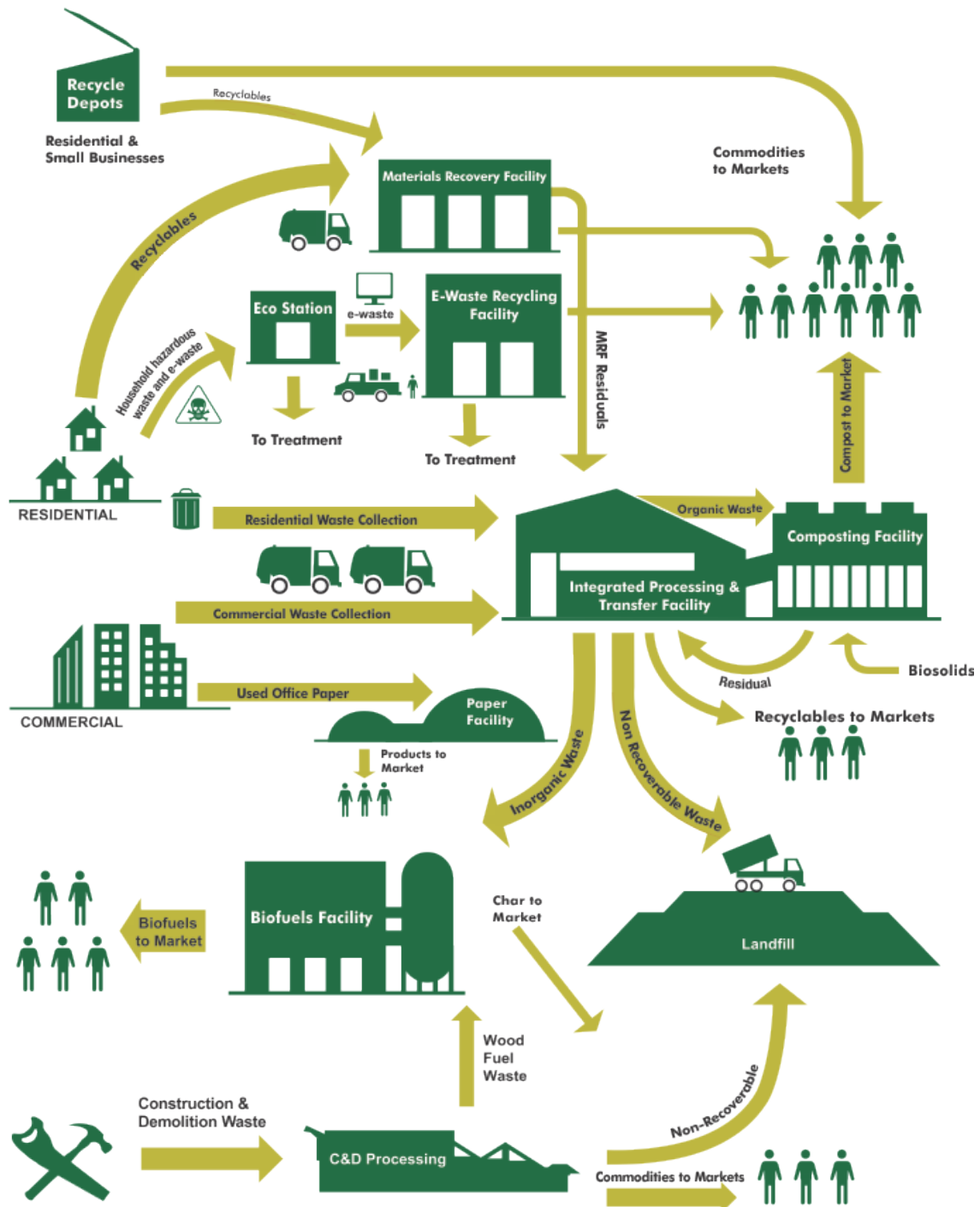
KEY ACTIVITIES



Figure 3 illustrates the fully integrated waste management system and the interrelationships of its components.

Figure 3 - Integrated Waste Management System Diagram

Edmonton's Waste Management Process



POSITIVE CHANGE INITIATIVES

The positive change initiatives will leverage and foster the existing culture of continuous improvement and innovation to advance the Waste Management Utility in achieving its three pillars: environmental sustainability, customer-focused services, and cost effectiveness. This is accomplished by the following initiatives:











- **Training and utilizing Waste Management Utility mechanics to service specialized equipment used in the wood chipping and composting process.** Having dedicated trained and experienced mechanics to maintain specialized equipment reduces reliance on external services which are subject to availability, distantly located and costly. In addition, Waste Management Utility mechanics can quickly address service issues, reduce costly service visits and improve productivity. Projected cost avoidance will be approximately \$200,000 annually.
- **Assuming end of life-cycle asset management responsibilities to maximize input costs.** The Waste Management Utility will assess vehicles throughout their life cycle for refurbishment seeking to extend asset life and lower total capital costs. Projected cost avoidance will be approximately \$225,000 annually.
- **Transition Nutri-Gold program from contracting to in-house management.** Duties formerly contracted will now be performed by in-house staff related to Nutri-Gold, the City's biosolids management program. These duties include seeking potential customers and all aspects of product sampling, analysis, application and regulatory reporting. Projected cost avoidance will be approximately \$60,000 annually.



Kennedale Eco Station art work

KEY MEASURES

Table 2 - Key Measures

Strategic Goals	Initiatives	Key Measures	Actual					Target				
			2010	2011	2012	2013	2014	2015	3 year			5 year
									2016	2017	2018	2020
1. Deliver efficient, environmentally sound collection services.	Route optimization - continue to maximize efficiencies by addressing geographic expansion and traffic congestion.	 Cost per tonne for curbside collection of refuse and recyclables.	\$116	\$116	\$118	\$136	\$140	\$147	\$153	\$158	\$180	\$190
2. Process residential and non-residential waste to recover resources and increase landfill diversion rates.	Development of the Anaerobic Digestion Facility to increase landfill diversion of organics.	 Compliance with environmental permits and regulations.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		 Percentage diversion of residential waste from landfill.	44%	53%	52%	51%	51%	55%	65%	75%	90%	90%
	Continue to expand services to non-residential sector for collection and processing of waste.	 Cost per tonne for material processed at the Edmonton Waste Management Centre.	\$68	\$65	\$77	\$84	\$93	\$99	\$104	\$107	\$108	\$112
		 Tonnes of non-residential waste diverted from landfill.	47,000	58,000*	82,000*	85,000*	69,000	80,000	80,000	80,000	80,000	85,000
3. Provide responsive services that meet the changing needs of our customers.	Operations of all 4 Eco Stations and 12 Big Bin Events.	 Number of users of Eco Stations and Big Bin Events.	220,461	235,208	232,880	240,683	249,590	270,000	280,000	290,000	300,000	310,000
	Maintain high levels of customer satisfaction and low incidents of missed collection.	 Number of missed collection stops per 10,000.	4	4	4	3	3	4	4	4	4	4
		 Percentage of customers satisfied with waste collection services.	n/a	94%	90%	n/a**	89%	90%	95%	95%	95%	95%
4. Maintain our leadership status focusing on innovation and attracting green businesses.	Production of biofuels.	 Percentage diversion of residential waste from landfill.	44%	53%	52%	51%	51%	55%	65%	75%	90%	90%
5. Engage and facilitate residents' participation in waste reduction, reuse, and recycling.	Continue to deliver education and social marketing programs with the support of volunteers.	 Percentage of homeowners recycling.	89%	90%	93%	n/a**	92%	93%	95%	95%	95%	95%

* includes construction & demolition waste only

** Customer Participation Survey not conducted in 2013



THE WAY WE GREEN



THE WAY WE LIVE



THE WAY WE FINANCE

RISK MANAGEMENT

The following table identifies the operational risks associated with the Waste Management Utility. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Table 3 - Risk Management

Risk	Likelihood (1 - 5)	Impact (1 - 5)	Mitigation Strategy	Risk Owner
1. Performance of contracted technology providers at the Edmonton Waste Management Centre.	3	3	<ul style="list-style-type: none"> ■ Apply enhanced due diligence in structuring contract agreements and technology evaluation. ■ Collaborate with operators of contracted facilities. 	Waste Management Utility Leadership
2. Competition for processing and disposal services.	4	2	<ul style="list-style-type: none"> ■ Offer services to municipal customers. ■ Implement an Edmonton Waste Management Centre marketing plan to generate customer growth. 	Waste Management Utility Leadership
3. Contract cost escalation.	4	2	<ul style="list-style-type: none"> ■ Continue to utilize a competitive bidding process. ■ Engage multiple outside service providers. ■ Ensure the ability to meet the customers' needs. 	Waste Management Utility Leadership
4. Volatility of markets for recycled commodities.	5	1	<ul style="list-style-type: none"> ■ Optimize use of low value materials as refuse derived fuel feedstock. ■ Enhance quality assurance measures to improve acceptance of product in market. ■ Establish multiple markets and where possible, establish local markets. 	Waste Management Utility Leadership



Weigh Scale attendant and "Battery Newman" at the Kennedale Eco Station.

CHALLENGES

Over the Business Plan period 2016 to 2018, the Waste Management Utility will need to address these main challenges:

- **Revenue from commercial waste arriving at the Edmonton Waste Management Centre.** Revenue has declined significantly over the past few years due to access disruptions to the Edmonton Waste Management Centre and competing services. Over the first two years of this business planning period, the Waste Management Utility will continue to be impacted by traffic delays caused by the construction of the northeast leg of Anthony Henday Drive. Multiple competing landfills and transfer stations located in or near Edmonton will continue to operate. Revenue projections in this Business Plan reflect these factors.
- **Achieving financial sustainability.** Through challenges identified in this and prior Business Plans, the Waste Management Utility continues to work towards achieving its financial targets. The Financial Impacts section in this Business Plan identifies the key drivers.
- **Contracted services cost escalation.** Cost increases are projected based on existing contracts and current market conditions and are difficult to predict with certainty.



Residential waste collection truck

FINANCIAL IMPACTS

On September 23, 2014, the Waste Management Utility Fiscal Policy C558A was adopted by City Council. The revised policy reflects the Utility Committee and City Council direction on the financial objectives and management for the Waste Management Utility. The purpose of the policy is to:

- Ensure that the Waste Management Utility is operated in a manner that reflects City Council's overall vision and philosophical objectives for the Utility
- Ensure that there is a consistent approach year over year for financial planning, budgeting, and rate setting for the City-managed Utility
- Ensure that the Utility is financially sustainable over the long term

The 2016-2018 Business Plan incorporates the principles of the revised fiscal policy, including the removal of a target return on rate base, increased focus on stable rate increases, and sufficient cash to fund working capital requirements.

FINANCIAL CHALLENGES

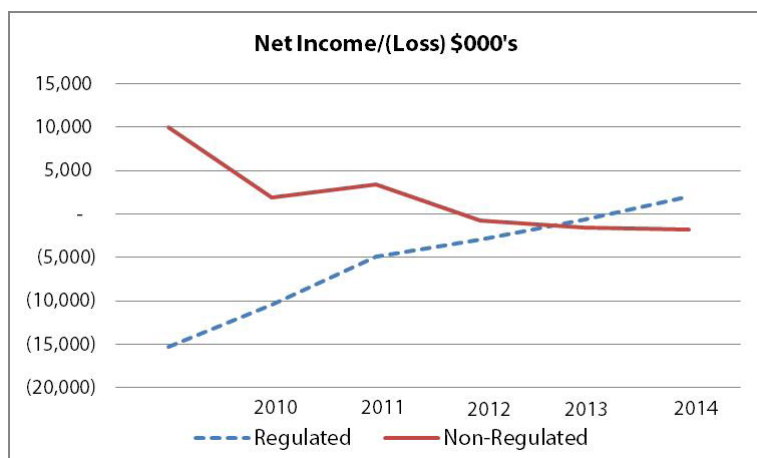
The primary financial challenges for the Waste Management Utility relate to achieving and maintaining financial sustainability:

- Achieve break-even or positive net income for non-regulated operations
- Achieve and maintain target cash position while ensuring stable rate increases

On November 26, 2014, as part of the 2015 Operating Budget deliberations, City Council approved a short term loan to the Waste Management Utility for two purposes: (1) to ensure non-regulated losses are not subsidized by regulated revenues; and (2) to maintain a positive cash position for the Utility. The 2015 Approved Budget and 2016-2018 Forecast for the Waste Management Utility are predicated on no subsidization of non-regulated programs by the regulated customers. Continuing with the strategy as presented in the 2015 Approved Operating Budget, stable rate increases are of higher priority over cash position and debt to net assets ratio.

Historical performance of both regulated and non-regulated programs are illustrated in Figure 4.

Figure 4 - 2009-2014 Net Position of Regulated and Non-Regulated Programs



From 2009, the regulated net position of the Waste Management Utility continued to progress towards a favourable position through increased operational effectiveness within a new business model involving processing of waste to recover value.

Since 2012, non-regulated revenue targets have not been achieved due to several factors including construction of the Anthony Henday Drive, competition from privately owned local landfills and transfer stations, and establishment of private transfer stations.

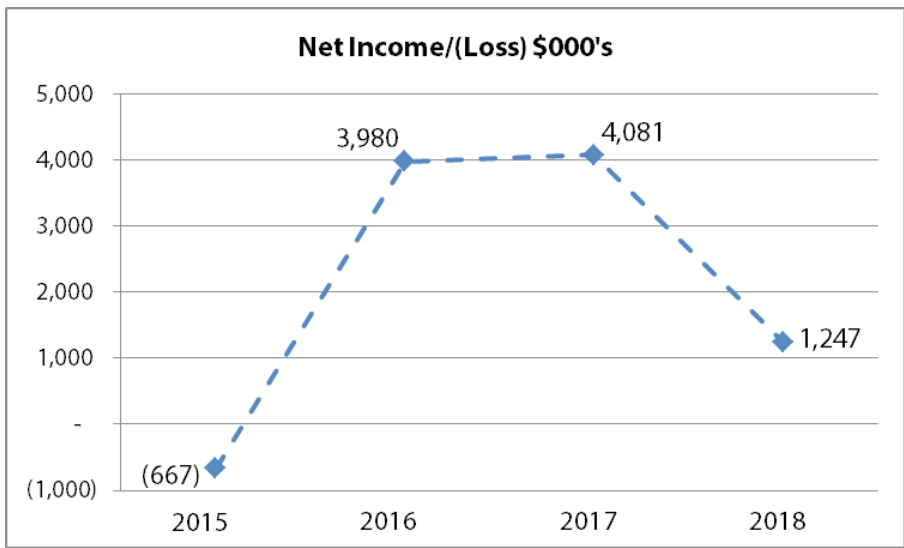
Significant factors affecting both regulated and non-regulated programs over the next three years include:

- Operating Impacts of Capital
 - Anaerobic Digestion Facility
 - Kennedale Eco Station full operation
 - Refuse derived fuel capital project
- Commissioning and operation of the Waste to Biofuels and Chemicals Facility
- Anthony Henday Drive construction

RATE IMPACTS

The forecast net position for regulated programs for 2015-2018 is illustrated in Figure 5.

Figure 5 - 2015-2018 Forecast Net Position for Regulated Programs



Significant factors that will affect the net position of regulated programs include:

- Waste volume fluctuations
- Volatility of markets for recycled commodities
- Contract cost escalation
- Implementation of new and updated technologies

Regulated programs, as described in Section 5 - Core Services, impact customer rates for collection, processing and disposal of residential waste. Anticipated rate changes for 2016-2018 are as follows:

Table 4 - Anticipated Rate Impact by Category (in percentage)

Rate Impacts	2016	2017	2018
Operations and Maintenance	4.8%	5.8%	7.5%
Amortization & Interest	1.1%	1.9%	1.6%
Rate of Return	3.7%	0.4%	(1.8%)
Revenue contributions to rate stabilization	(3.5%)	(3.2%)	(2.4%)
Total Proposed Change	6.1%	4.9%	4.9%

Table 5 - Anticipated Rate Impact by Category (in dollars)

Rate Impacts	Single Family Rate Impact (\$/month)			Multi-Family Rate Impact (\$/month)		
	2016	2017	2018	2016	2017	2018
Operations and Maintenance	\$1.93	\$2.53	\$3.41	\$1.26	\$1.65	\$2.21
Amortization & Interest	\$0.46	\$0.8	\$0.73	\$0.30	\$0.52	\$0.47
Rate of Return	\$1.51	\$0.18	\$(0.82)	\$0.98	\$0.12	\$(0.53)
Revenue contributions to rate stabilization	\$(1.41)	\$(1.39)	\$(1.10)	\$(0.92)	\$(0.91)	\$(0.71)
Total Change	\$2.49	\$2.12	\$2.22	\$1.62	\$1.38	\$1.44

Operations and Maintenance include increases related to existing personnel complement (such as contract settlements as well as increases in benefits and increments), escalation of contracted services, and the addition of new full time equivalents.

Amortization and interest rate impacts will occur as capital projects are put into operation. Interest costs will occur when debt is drawn to fund capital costs. Amortization expense is associated with capital, and will occur once the asset is put into operation.

Rate of return is the amount of earnings required from investments made in capital assets to ensure sufficient funding is available to meet ongoing operating, capital, and cash requirements while balancing rate stability and long-term financial stability. The reduction in 2018 represents the management of these needs and ensures the rate payer is charged only what is required based on the Waste Management Utility's long-term objectives.

Revenue contributions to rate stabilization are factors that contribute to reducing the rate. These factors include contributions from both non-regulated revenue and growth in the regulated customer base.

NEW FULL TIME EQUIVALENT REQUEST

The table below lists the full time equivalents that have been requested as part of the 2016-2018 Business Plan.

Table 6 - Summary of New Full Time Equivalent Request

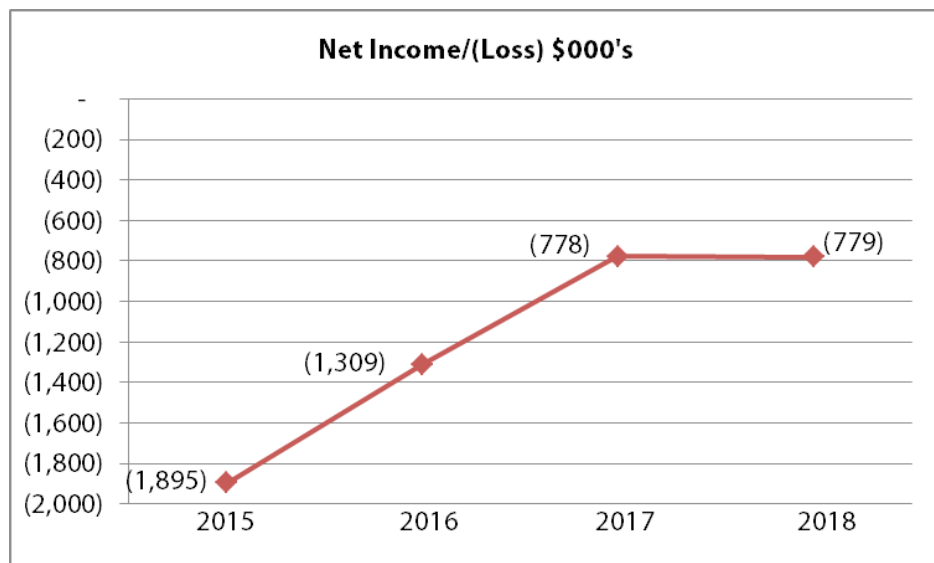
Core Services	2016	2017	2018	Total
Processing & Disposal	19.8	5.6	0.6	25.9
Collection Services	4.1	5.9	2.6	12.7
Total	23.9	11.5	3.2	38.6

The majority of these new full time equivalents are directly tied to maintaining current service levels. Justification for additional resources will be prepared and presented as part of the 2016-2018 Waste Management Services Utility Budget.

NON-REGULATED PROGRAMS

The forecast net position for non-regulated programs for 2015-2018 is illustrated in Figure 6.

Figure 6 - 2015-2018 Forecast Net Position for Non-Regulated Programs



Revenue from non-regulated programs is forecast to recover over the 2016-2018 as a result of the Anthony Henday Drive construction being completed and a newly developed marketing strategy to attract customers.

Significant factors that will affect the net position of non-regulated programs include:

- Continued competition from privately owned local landfills and transfer stations
- Volume of regional construction and demolition activities
- Competition for commercial waste collection contracts

CASH POSITION

The target cash position for the Waste Management Utility is equal to the Pay as You Go requirement from the following year's capital plan, adjusted for a risk allowance to mitigate risk exposure, such as volatility of the markets for recyclable commodities, as noted in Section 9 - Risk Management.

In order to cover the losses related to non-regulated programs and to achieve and maintain the target cash balance, the Waste Management Utility will draw a short-term loan from the City of Edmonton, as per the 2015 Approved Operating Budget. To date, the loan has not been accessed. The numbers presented in this Business Plan include the loan from the City of Edmonton; without the loan, the Waste Management Utility would be in a negative cash position. The loan from the City of Edmonton helps to reduce rate increases, as the Waste Management Utility is able to fund its working capital requirements through the loan versus raising working capital through additional rate increases.

In addition to the short term loan, the Waste Management Utility will utilize a capital funding strategy which maximizes debt financing over cash, while low Canadian lending rates are available. This will enable the Waste Management Utility to achieve a positive cash position each year. However, as a result of increasing debt financing for capital, the target debt to net assets ratio will not be achieved until 2024. This financing strategy is necessary in the short term to contribute to the Waste Management Utility's goal of financial sustainability.

Balancing the management of debt financing and cash for the Waste Management Utility is constrained within the corporate processes, such as City debt limits, and the Utility Fiscal Policy C558A. As per the Fiscal Policy, debt is only used for projects with benefits that extend 10 years or longer. For example, Collection Services' vehicles typically have a useful life of eight years, therefore, cannot be funded through debt. As a result, these assets must be financed with cash rather than debt. Where a significant outlay of cash is required, the Waste Management Utility will plan in advance to achieve and maintain its cash targets.

WASTE MANAGEMENT UTILITY FINANCIAL INDICATORS

The Waste Management Utility Financial Indicators as established by Fiscal Policy C558A demonstrate the challenges faced by the Waste Management Utility in the 2016-2018 business planning period.

Waste Management Utility 2015 Approved Budget and 2016-2018 Forecast Financial Indicators

Financial Indicators	2015 Approved Budget	2016 Plan	2017 Plan	2018 Plan
1 Rate Sufficient to Meet Expenditures and Cash Flow Net Income (loss)	(2,562)	2,671	3,304	468
Target: Positive Net Income				
2 Cash Position				
Pay As You Go Requirement	3,947	6,581	5,589	7,848
Risk Allowance	2,700	2,100	1,700	1,300
Target: Cash Position	6,647	8,681	7,289	9,148
Actual Cash Balance	1,664	318	373	2,138
Actual Cash ≥ Target	No	No	No	No
3 Residential Customer Rate Impacts				
<u>Single Family</u>				
Monthly Billing Increase	\$ 3.35	\$ 2.49	\$ 2.12	\$ 2.22
Impact of Customer Rate	9.0%	6.1%	4.9%	4.9%
Monthly Unit Rate	\$ 40.69	\$ 43.18	\$ 45.29	\$ 47.51
<u>Multi-Family</u>				
Monthly Billing Increase	\$ 2.18	\$ 1.62	\$ 1.38	\$ 1.44
Impact of Customer Rate	9.0%	6.1%	4.9%	4.9%
Monthly Unit Rate	\$ 26.45	\$ 28.07	\$ 29.44	\$ 30.88
Target: Stable, consistent rate increases				
4 Financing of Capital Investments				
Debt to Net Assets Ratio	83%	82%	80%	79%
Target: Between 50% - 70%; balancing cash availability, construction inflation, and interest				

The financial information presented provides preliminary information on the plans for the Waste Management Utility. Updated indicators for 2016-2025 will be presented in the 2016-2018 Utilities Proposed Operating Budget Overview and Waste Management Utility Rate File. These documents will illustrate the Waste Management Utility's plan to address current financial challenges and achieve financial sustainability in the long term.

For more information, please visit our website.
edmonton.ca/waste or e-mail us at wasteman@edmonton.ca

Cover photo courtesy of Dialog Design

