



# Solid Waste Management Services

## I: 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

### 2014 – 2023 Capital Budget and Plan Highlights

Solid Waste Management Services (SWMS) maintains infrastructure valued at \$478 million for 2014 (excluding landfills), comprised of 7 transfer stations, 1 material recycling facility, 2 organics (SSO) processing facilities (the second facility will be fully operational in 2014), 5 collection yards, 1 active and 160 closed landfills and an approximate distribution of 1.6 million organics, recycling and waste bins.

The 10-Year Recommended Capital Plan totaling \$686.114 million focuses on funding major diversion facilities to advance the City's goal of 70% Waste Diversion by investing in facilities and systems necessary to achieve this target as well as to continue Collection Yard and Transfer Station Asset Management and Perpetual Care of closed landfills.

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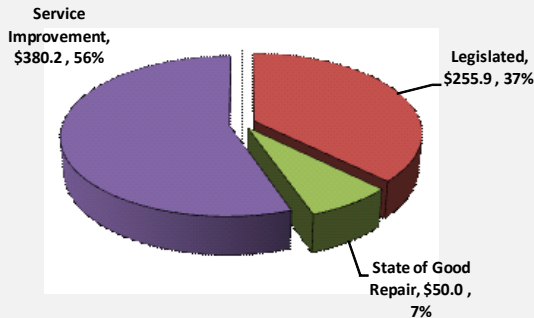
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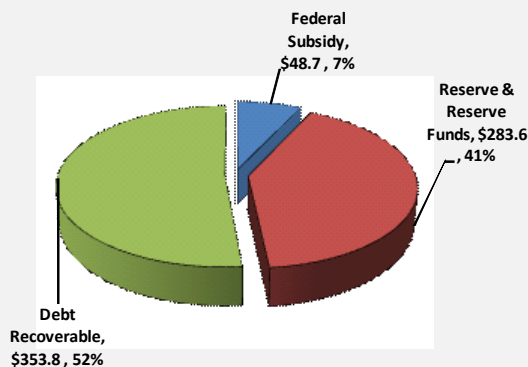
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Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures  
\$686 Million  
(\$000's)



2014-2023 Capital Budget and Plan by Funding Source \$686 Million  
(\$000's)



Where does the money go?

The 2014–2023 Recommended Capital Budget and Plan totals \$686 million. The 10-Year Recommended Capital Plan includes the following initiatives to address waste diversion and recycling:

- Service Improvement includes:
  - Expanding the Green Bin program to include apartments and condominiums, life-cycle replacement of all bins as well as building additional Source Separated Organics processing capacity representing \$119 million in total project cost within the 10-Year plan.
  - Improving transfer station capacity at the Dufferin Single Stream Recycling Facility from 2014 to 2015 at a cost of \$19 million and establishing a durable goods receiving centre to prepare goods for processing with a total project cost of \$5 million.
  - Investing in a Long Term Waste Management Facility to extend the life of the Green Lane Landfill. Staff are currently developing a long term waste management strategy which will direct this project for \$198.6 million that will further solidify the strategic direction for the Program.
- Legislated: Landfill development and Perpetual Care of old landfills for \$256 million.

Where the money comes from?

52% or \$354 million of the total 10-Year Recommended Capital Plan of \$686 million is funded from recoverable debt. The City funds the debt upfront and SWMS repays the debt servicing costs (principle and interest) over time through the collection of user fees in their Operating Budget. The remaining capital financing is comprised of funding from reserve funds of \$283 million (41%) and Federal funding of \$49 million (7%).

State of Good Repair Backlog

The Solid Waste Management Program does not have a backlog of State of Good Repair (SOGR). At this time, the funding allocated in the 10-Year Recommended Capital Plan for SWMS for State of Good Repair projects for 2014 and future years is deemed appropriate to maintain the assets in a steady state of good repair. The Program is undertaking an asset condition assessment and will report any changes to their SOGR backlog during the 2015 Capital Budget process.

### Key Issues & Priority Actions

**70% Waste Diversion:** The SWMS' capital program is driven primarily by the City's objective to achieve the 70% waste diversion target. Costs are estimated to peak in the period 2017 to 2019 when funding is required for the construction of a Long Term Waste Management Facility. This facility is subject to the results of a long term waste management strategy that will identify alternative diversion options/technology to be implemented.

**Long-Term Reserve Funding:** As originally planned, in order to maintain financial viability of diversion initiatives, sustainable contributions to the Waste Management Reserve Fund would have to be made based on user fees having modest annual increases in the range of 3.5%. As of 2013, this has not been the case. Reserve funding has been planned based on available resources; however, the long term Capital Plan is still heavily dependent on recoverable debt financing funded from the SWMS operating budget. The long term plan will incorporate a multi-year fee strategy for sustainability of the capital program.

### 2014 Recommended Capital Budget

The 2014 Recommended Capital Budget for Solid Waste Management Services of \$96.573 million will:

- Continue improving Diversion Systems such as multi-unit residential SSO containers and recycling upgrades, replacement of single family next generation SSO containers & waste / recycling containers (\$29.4 million);
- Continue building Source Separated Organics processing capacity at the Dufferin and completing the Disco SSO facilities (\$15 million);
- Continue maintenance of the Dufferin recycling facility (\$5 million);
- Continue Transfer Station and Collection Yard asset management (\$9.7 million);
- Continue developing Green Lane Landfill (\$18.4 million) and providing Perpetual Care of Old Landfills including control systems (\$10 million);
- Begin projects for landfill gas and biogas utilization (\$5.4 million);
- Begin consultant study on the Long Term Waste Management Strategy (\$1 million).



## II: RECOMMENDATIONS

### Recommendations

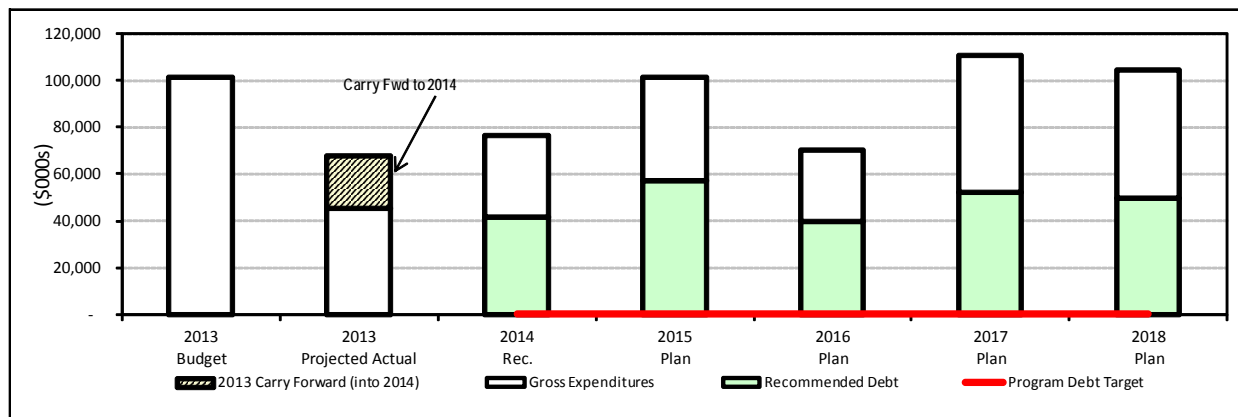
The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Solid Waste Management Services with a total project cost of \$49.521 million, and 2014 cash flow of \$96.573 million and future year commitments of \$252.009 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 33 new / change in scope sub-projects with a 2014 total project cost of \$49.521 million that requires cash flow of \$(25.355) million in 2014 and future year cash flow commitments of \$39.612 million in 2015; \$19.495 million in 2016; \$9.770 million in 2017; \$2.683 million in 2018; \$0.117 million in 2019; \$0.425 million in 2020; \$0.009 million in 2021; \$0.125 million in 2022 and \$2.640 million in 2023;
    - ii) 35 previously approved sub-projects with a 2014 cash flow of \$85.173 million; and future year cash flow commitments of \$44.593 million in 2015; \$33.391 million in 2016; \$17.470 million in 2017; \$18.137 million in 2018; \$17.928 million in 2019; \$16.591 million in 2020; \$13.380 million in 2021 and \$13.843 million in 2022;
    - iii) 13 sub-projects from previously approved projects with carry forward funding from 2012 and prior years requiring 2014 cash flow of \$16.659 million which requires Council to reaffirm its commitment; and
  - b) 2013 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$20.096 million; into 2015 totaling \$0.900 million and into 2016 totaling \$0.900 million.
2. City Council approve new debt service costs of \$0.738 million in 2014 and incremental debt costs of \$5.334 million in 2015, \$6.600 million in 2016; \$5.047 million in 2017; \$6.296 million in 2018; \$6.024 million in 2019; \$5.347 million in 2020; \$2.110 million in 2021; \$1.807 million in 2022 and \$1.828 million in 2023 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Recommended Capital Plan for Solid Waste Management Services totaling \$359.428 million in project estimates, comprised of \$17.528 million in 2015; \$17.831 million in 2016; \$83.508 million in 2017; \$83.752 million in 2018; \$82.182 million in 2019; \$17.496 million in 2020; \$15.891 million in 2021; \$14.290 million in 2022; and \$27.220 million in 2023.
4. City Council consider operating costs (savings) of \$0.332 million net in 2014, \$(2.784) million net in 2015; \$(1.117) million net in 2016; \$(0.513) million in 2017; \$(0.103) million in 2018; \$16.592 million in 2019; \$(0.105) million in 2020; \$(0.101) million in 2021; \$(0.094) million in 2022; and \$(0.098) million in 2023, emanating from the approval of the 2014 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.

5. City Council reconfirm 9.5 temporary capital positions for the delivery of the previously approved capital subproject for the SSO Multi-Res Container Implementation project and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project currently estimated to be 2015.
6. All sub-projects with third party financing be approved conditionally, subject to the receipt of such funding in 2014 and/or future years.
7. This report be considered concurrently with the 2014 Recommended Solid Waste Rates report (November 2013), from the Deputy City Manager and Acting Chief Financial Officer and General Manager for Solid Waste Management Services.
8. Pending completion of a capital asset condition assessment, Solid Waste Management staff consult with the Financial Planning Division to review the state of good repair of capital assets and report any changes as part of the 2015 Capital Budget process.

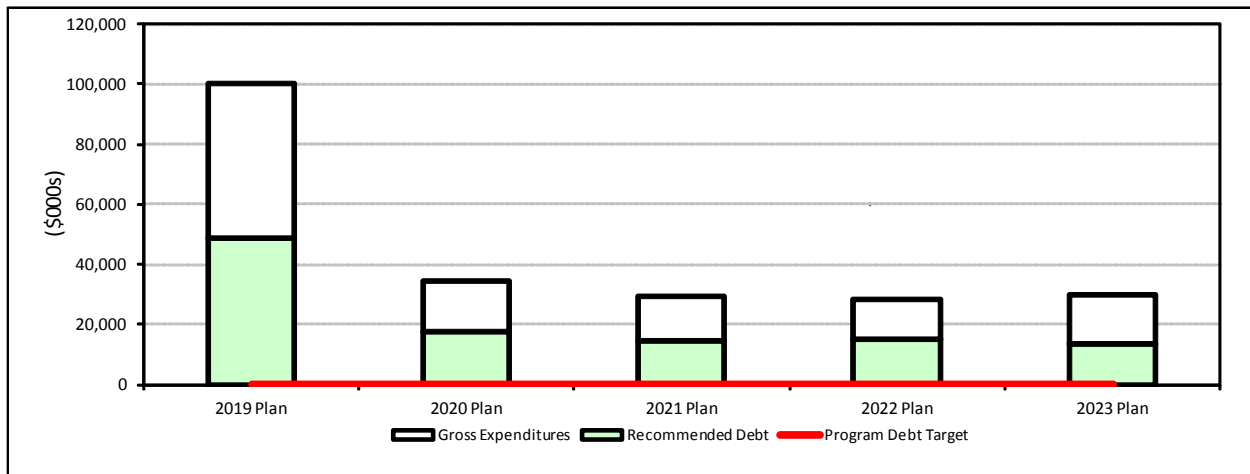
### III: 10-YEAR CAPITAL PLAN

#### 10 - Year Capital Plan 2014 Recommended Budget, 2015 – 2018 Recommended Plan



	2014 Budget and 2015 - 2018 Plan								5-Year Total Percent
	2013		2014	2015	2016	2017	2018	2014 - 2018	
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2013 Capital Budget & Approved FY Commitment	101,787	45,970	85,173	44,593	33,391	17,470	18,137	198,764	42.8%
Recommended Changes to Approved FY Commitments			-	-	-	-	-	-	
2014 New/Change in Scope and Future Year Commitments			(25,355)	39,612	19,495	9,770	2,683	46,205	10.0%
2015- 2018 Capital Plan Estimates			-	17,258	17,831	83,508	83,752	202,349	43.6%
2-Year Carry Forward for Reapproval			16,659					16,659	3.6%
1-Year Carry Forward to 2014		21,896							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>101,787</b>	<b>67,866</b>	<b>76,477</b>	<b>101,463</b>	<b>70,717</b>	<b>110,748</b>	<b>104,572</b>	<b>463,977</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	
<b>Financing:</b>									
Debt Recoverable			42,143	57,405	40,142	52,719	50,290	242,699	52.3%
Reserves/Reserve Funds			34,334	44,058	30,575	42,385	37,946	189,298	40.8%
Development Charges								-	
Provincial/Federal						15,644	16,336	31,980	6.9%
Other Revenue								-	
<b>Total Financing</b>			<b>76,477</b>	<b>101,463</b>	<b>70,717</b>	<b>110,748</b>	<b>104,572</b>	<b>463,977</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety								-	
Legislated			24,851	24,163	25,070	27,592	29,620	131,296	28.3%
SOGR			9,555	7,265	6,600	6,814	3,640	33,874	7.3%
Service Improvement			42,071	70,035	39,047	76,342	71,312	298,807	64.4%
Growth Related								-	
<b>Total by Project Category</b>			<b>76,477</b>	<b>101,463</b>	<b>70,717</b>	<b>110,748</b>	<b>104,572</b>	<b>463,977</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>	<b>444,143</b>		<b>478,343</b>	<b>534,300</b>	<b>569,770</b>	<b>643,541</b>	<b>713,006</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)			-	-	-	-	-	-	
Accumulated Backlog Estimate (end of year)			-	-	-	-	-	-	
<b>Backlog: Percentage of Asset Value (%)</b>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Debt Service Costs			738	5,334	6,600	5,047	6,296	24,015	
Operating Impact on Program Costs			332	(2,784)	(1,117)	(513)	(103)	(4,186)	
New Positions								-	

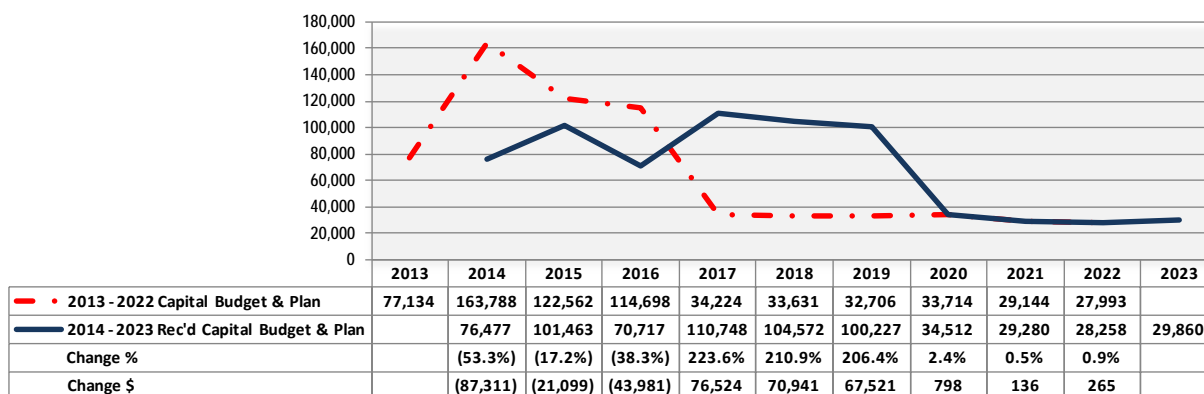
**10 - Year Capital Plan  
2019 - 2023 Recommended Plan  
(In \$000s)**



	2019 - 2023 Capital Plan						
	2019	2020	2021	2022	2023	2014 - 2023	10-Year Total Percent
<b>Gross Expenditures:</b>							
2013 Capital Budget & Approved FY Commitments	17,928	16,591	13,380	13,843		260,506	38.0%
Recommended Changes to Approved FY Commitments	-	-	-	-		-	
2014 New/Change in Scope and Future Year Commitments	117	425	9	125	2,640	49,521	7.2%
2019 - 2023 Capital Plan Estimates	82,182	17,496	15,891	14,290	27,220	359,428	52.4%
2-Year Carry Forward for Reapproval						16,659	2.4%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>100,227</b>	<b>34,512</b>	<b>29,280</b>	<b>28,258</b>	<b>29,860</b>	<b>686,114</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	
<b>Financing:</b>							
Debt Recoverable	48,975	17,992	14,955	15,455	13,748	353,825	51.6%
Reserves/Reserve Funds	34,523	16,519	14,325	12,802	16,112	283,580	41.3%
Development Charges						-	
Provincial/Federal	16,729					48,709	7.1%
Other Revenue						-	
<b>Total Financing</b>	<b>100,227</b>	<b>34,512</b>	<b>29,280</b>	<b>28,258</b>	<b>29,860</b>	<b>686,114</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety						-	
Legislated	27,517	26,580	23,054	23,740	23,670	255,857	37.3%
SOGR	2,581	4,712	2,941	1,221	4,690	50,019	7.3%
Service Improvement	70,129	3,220	3,285	3,297	1,500	380,238	55.4%
Growth Related						-	
<b>Total by Project Category</b>	<b>100,227</b>	<b>34,512</b>	<b>29,280</b>	<b>28,258</b>	<b>29,860</b>	<b>686,114</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>781,530</b>	<b>783,175</b>	<b>784,885</b>	<b>786,577</b>	<b>784,885</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)	-	-	-	-	-		
<b>Backlog: Percentage of Asset Value (%)</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		
Debt Service Costs	6,024	5,347	2,110	1,807	1,828	41,131	
Operating Impact on Program Costs	16,592	(105)	(101)	(94)	(98)	12,008	
New Positions						-	

## Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan  
(In \$000s)



The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflects an increase of \$63.792 million in funding from the 2013 to 2022 Approved Capital Plan.

Changes to the 2013 – 2022 Approved Capital Plan arise from the re-evaluation and re-prioritization of the following Solid Waste Management Services' capital projects:

- Increased funding of \$29.672 million for **Diversions Systems** projects mainly over the period 2014 to 2016 to fund additional requirements for various types of new and replacement bins. This project includes initiatives to replace single and multi-residential green, recycling and waste bins and implement the green bin program in multi-residential buildings. 2014 includes \$11.906 million in funding carried forward from 2012 and previous years in order to complete implementation of various bin initiatives.
- Increased funding of \$20.534 million for the **Dufferin SSO Processing Facility** project mainly over the period 2015 to 2017. This funding will allow for further expansion of the organics processing facility tonnage capacity and is key for the sustainability of the Green Bin program;
- Increased funding of \$16.588 million for the **Perpetual Care Of Old Landfills** project for new control systems and state of good repair of existing systems. Cash flow funding for the period 2014 to 2018 has been increased to \$10 million per year in order to address identified priorities. The project is funded by the Perpetual Care Reserve Fund which is in turn funded by annual contributions through the SWMS Operating Budget and is based on a pay-as-you-go model.
- Decreased funding for enhancements to the **Dufferin Single Stream Recycling Facility** by \$15 million with the project now expected to be complete in 2015. The planned upgrade to this facility to support requirements for a new processing contract has been re-evaluated so that enhancements will focus only on improving transfer station capacity;



- The 10-Year Recommended Capital Plan also includes 2 new projects:
  - **SWM IT Application Initiatives:** This project includes a series of strategic information technology sub-projects designed to address specific technology-based solutions to address business processes and operational functions within Solid Waste Management Services. The total estimated cash flow funding for these initiatives over the 10-Year Capital Plan period is \$8.771 million for the following subprojects:

Subproject	10-Year \$000s
RFID/GPS System - SWM Radiobin using RFID	1,605
Asset Management Solution (AMS) - 2016	1,252
Stakeholder-Customer Relationship Management -2014	1,225
Transfer Station Efficiencies Project - 2014	1,147
Short Term Application Improvements - 2014	1,130
Contract Management (Contract Monitoring) - 2015	597
Mobile Assessment & Solution - 2016	593
Business Process Analysis and Improvement - 2014	457
SWMS Information Model - 2014	420
Revenue Forecasting - 2015	234
Business Systems Integration - 2015	111

- **IT Corporate Initiatives:** A series of strategic IT sub-projects reflecting Solid Waste Management Services' participation in ongoing large-scale corporate technology projects. These initiatives involve multiple divisions from across the City, with Corporate I&T functioning in a co-ordination and oversight role. New initiatives for 2014 to 2016 total \$0.950 million are comprised of projects for *Web Refresh* (to enable SWMS to better manage their web content, so that the business units who are experts on the content can control, publish, update and remove content); *Financial Systems Integration* and *Electronic Document & Records Mgmt Solution* (This is part of SWMS 10-year IT Strategy and a key divisional priority. The project will resolve challenges managing information, particularly information stored in digital formats on shared network drives).
- The 2014 - 2023 Recommended Capital Plan also includes adjusted cash flow funding estimates to reflect the deferral of the construction of a **Long Term Waste Management Facility** originally planned from 2014 to 2016 and rescheduled to 2017 through 2019. Total project cost including the engineering study is estimated to be \$198.6 million. The Program has recently hired a consultant to advise on future strategy for waste management in the City of Toronto. This study is scheduled for the period 2014 to 2016 at which time Solid Waste Management Services will report to Council with their findings and recommendations.

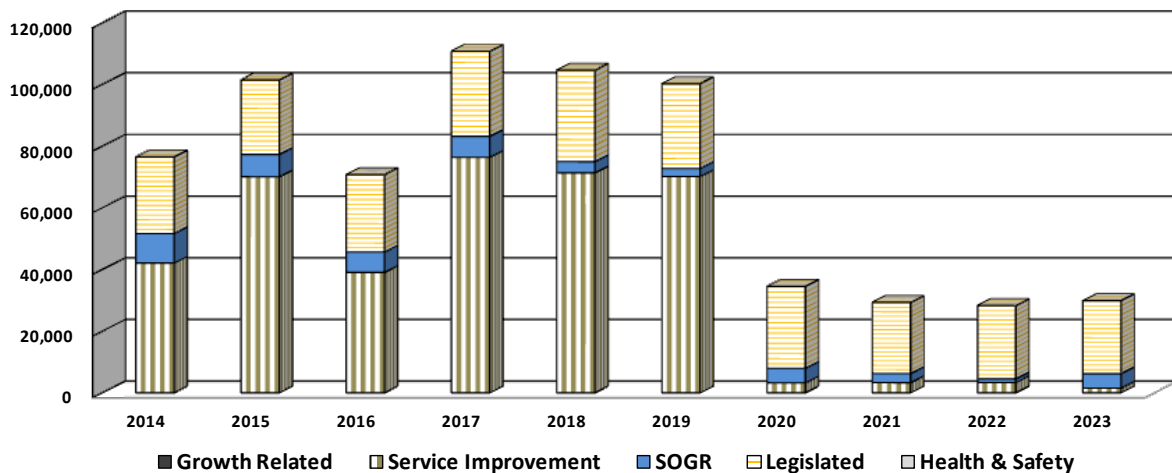
The following chart details the key project cash flow changes to the 2014 – 2023 Approved Capital Plan.

Summary of Project Changes  
(In \$000s)

Projects	Total Project Cost	2014	2015	2016	2017	2018	2014-2018	2019	2020	2021	2022	2014 - 2022	Revised Total Project Cost
<b>Previously Approved</b>													
Transfer Stn Asset Mgmt	43,935	2,321	468	(909)	-	-	1,880	1	2	1	-	1,884	45,819
Landfill Development	253,070	658	28	25	22	33	766	117	425	(121)	125	1,312	254,382
Perpetual Care	79,757	3,682	3,499	2,622	2,809	2,720	15,332	489	371	256	140	16,588	96,345
Dufferin SSRM Facility -Site Remediation	32,494	1,929	-	(15,000)	-	-	(13,071)	-	-	-	-	(13,071)	19,423
Dufferin SSO Processing Facilities	25,100	(9,000)	17,000	10,534	1,900	100	20,534	-	-	-	-	20,534	45,634
Diversion Systems	43,182	16,751	10,879	1,184	808	50	29,672	-	-	-	-	29,672	72,854
Biogas Utilization	12,000	(5,000)	3,300	1,700	-	-	-	-	-	-	-	-	12,000
Reuse Centre-Future Site	11,984	(6,500)	5,000	-	-	-	(1,500)	-	-	-	-	(1,500)	10,484
Green Lane: Landfill Gas Utilization	35,000	(29,550)	-	20,000	7,000	2,550	-	-	-	-	-	-	35,000
IT Corporate Initiatives	2,520	(245)	(43)	234	-	-	(54)	-	-	-	-	(54)	2,466
SWM Long Term Strategy Plan	3,412	(1,395)	891	891	-	-	386	-	-	-	-	386	3,798
Long Term Strategy Facility TBD	194,938	(62,683)	(65,341)	(66,914)	62,574	65,341	(67,023)	66,914	-	-	-	(109)	194,829
													-
<b>Total Previously Approved</b>	<b>737,392</b>	<b>(89,032)</b>	<b>(24,320)</b>	<b>(45,634)</b>	<b>75,113</b>	<b>70,794</b>	<b>(13,078)</b>	<b>67,521</b>	<b>798</b>	<b>136</b>	<b>265</b>	<b>55,642</b>	<b>793,034</b>
<b>New</b>													
SWM IT Application Initiatives	2,082	1,457	3,013	1,172	1,411	147	7,200	-	-	-	-	7,200	9,282
IT Corporate Initiatives		263	207	480	-	-	950	-	-	-	-	950	950
													-
<b>Total New</b>	<b>2,082</b>	<b>1,720</b>	<b>3,220</b>	<b>1,652</b>	<b>1,411</b>	<b>147</b>	<b>8,150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,150</b>	<b>10,232</b>
<b>Total Changes</b>	<b>739,474</b>	<b>(87,312)</b>	<b>(21,100)</b>	<b>(43,982)</b>	<b>76,524</b>	<b>70,941</b>	<b>(4,928)</b>	<b>67,521</b>	<b>798</b>	<b>136</b>	<b>265</b>	<b>63,792</b>	<b>803,266</b>

2014 – 2023 Recommended Capital Plan

2014 – 2023 Capital Plan by Project Category  
(In \$000s)



The 10-Year Recommended Capital Plan for Solid Waste Management Services of \$686.114 million (excluding funds carried forward from 2013) provides funding for Legislated projects of \$255.857 million; State of Good Repair (SOGR) projects of \$50.019 million, and Service Improvement projects of \$380.238 million.

- *Legislated* projects represent 37.3% or \$255.9 million of funding within the 10-Year Recommended Capital Plan funding and include:
  - Ongoing development of the Green Lane Landfill (\$164.7 million). Expenditures for Green Lane Development projects reflect Buffer Land Acquisitions of \$15 million, Cell Excavation and Construction of \$84.9 million and Control Systems of \$64.8 million.
  - Perpetual Care of Old Landfills (\$91.2 million).
  - The trend over the first 5 years of the Capital Plan period is consistent with the second 5 years of the plan and averages \$25.6 million per year mainly for on-going landfill development and maintenance of closed landfills.
- *State of Good Repair* projects represent 7.3% or \$50 million of funding provided in the 10-Year Recommended Capital Plan with 92% of planned SOGR cash flow funding dedicated to Transfer Station Asset Management and Upgrades with 69% of spending planned in 2014 to 2018. The balance (31%) of the SOGR expenditure is provided for Collection Yard Asset Management (\$4.2 million), the trend over the first 5 years is consistent with the second 5 years estimated at \$0.400 million per year.
- *Service Improvement Projects* to achieve a waste diversion rate target of 70% continues to drive Solid Waste Management Services capital program.
  - Over the first 5 years, investment in these projects represents 64% or \$298.8 million of all project funding, declining to 37% or \$81.4 million in the second 5 years as most major diversion facility projects will be completed by 2018 except for the Long Term Waste Management Facility.
  - The trend over the first 5 years of the 2014-2023 Capital Plan period is largely influenced by the construction and commissioning of a Long Term Waste Management Facility which is planned for the 2017 to 2019 period.
  - Service Improvement projects recommended in the 10-Year Capital Plan includes the Diversion Systems project (\$66.1 million) that provides funding for the acquisition of containers for single family homes and multi-residential buildings including second generation replacement containers as well as the Diversion Facility Asset Management project.

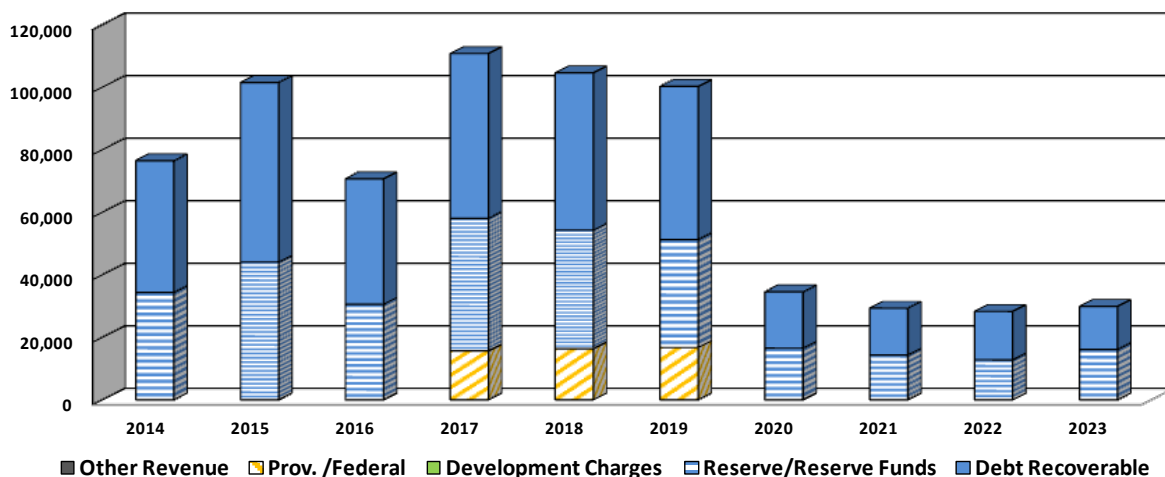
Specific *Service Improvement* projects that are recommended to establish new facilities including the following:

- Long Term Waste Management Facility at a cost of \$197.6 million (\$1 million in 2014, \$0.891 million in 2015 and 2016, \$62.6 million in 2017, \$65.3 million in 2018 and \$66.9 million in 2019. The specific technology to be employed is currently under review;

- Dufferin SSO Facility at a cost of \$43.5 million (\$6 million in 2014, \$25 million in 2015, \$10.5 million in 2016, \$1.9 million in 2017 and \$0.1 million in 2018) to expand SSO processing capacity;
- Dufferin SSRM Facility at a cost of \$18 million (\$4.7 million in 2014 and \$13.4 million in 2015) to expand the facility's transfer capacity;
- Disco SSO Facility completion at a cost of \$8 million in 2014 to expand SSO processing capacity;
- Biogas Gas Utilization facilities completion at a cost of \$5 million (\$3.3 million in 2015, \$1.7 million in 2016) to produce reusable energy from waste; and,
- Future Reuse Centre at a cost of \$5 million in 2015 in order to facilitate the recycling and reuse of durable household goods.

2014–2023 Capital Plan by Funding Source

(In \$000s)



- The 10-Year Recommended Capital Plan of \$686.114 million will be financed by \$353.825 million of recoverable debt, \$283.580 from Reserve / Reserve funds and \$48.709 million from Federal Subsidies. With the completion of all major diversion facilities in 2019, required funding sources decline in the last four years of the Recommended Capital Plan.
- Recoverable Debt accounts for \$242.699 million or 52.3% of the financing for the first 5 years of the plan and amounts to \$353.825 million or 51.6% of the 10-Year Recommended Capital Plan. SWMS does not have debt targets as debt is recoverable from user fees and repayment of the debt is funded in the operating budget.
- Reserve and Reserve Funds constitute \$189.298 million or 40.8% of required funding in the first 5 years and \$283.580 million or 41.3% over 10 years. Compared to previous Capital Plans, reserve funding has gradually increased as more projects are being accommodated within this funding source as the Program plans for sustainable reserve funding. Reliance

on recoverable debt will reduce as the Program continues to fund more projects from the Waste Management Reserve Fund. This reserve fund is dependent on on-going operating contributions.

- Anticipated Federal Subsidies represent \$31.980 million or 6.9% of required funding in the first 5 years and \$48.709 million of 7.1% over 10 years. Funding is required for the Long Term Waste Management Facility and amounts to 24.6% of total project cost and falls within the guideline for federal infrastructure funding. This funding source is conditional and may change following the results of an external evaluation and subsequent upcoming Council decisions regarding the long term waste management strategy.

## Major Capital Initiatives by Category

### Summary of Major Capital Initiatives by Category (In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>Total Expenditures by Category</b>											
<b>Legislated</b>											
Perpetual Care	10,000	10,000	10,000	10,000	10,000	7,972	8,064	8,165	8,272	8,731	91,204
Landfill Development	14,851	14,163	15,070	17,592	19,620	19,545	18,516	14,889	15,468	14,939	164,653
<b>Sub-Total</b>	<b>24,851</b>	<b>24,163</b>	<b>25,070</b>	<b>27,592</b>	<b>29,620</b>	<b>27,517</b>	<b>26,580</b>	<b>23,054</b>	<b>23,740</b>	<b>23,670</b>	<b>255,857</b>
<b>State of Good Repair</b>											
Transfer Stn Asset Mgmt	8,955	6,865	6,200	6,414	3,240	2,181	4,312	2,541	821	4,290	45,819
Collection Yard Asset Mgmt	600	400	400	400	400	400	400	400	400	400	4,200
<b>Sub-Total</b>	<b>9,555</b>	<b>7,265</b>	<b>6,600</b>	<b>6,814</b>	<b>3,640</b>	<b>2,581</b>	<b>4,712</b>	<b>2,941</b>	<b>1,221</b>	<b>4,690</b>	<b>50,019</b>
<b>Service Improvements</b>											
Diversion Systems	29,389	13,051	3,086	3,297	3,074	3,110	3,145	3,210	3,192	1,500	66,054
Disco SSO Facility	8,000										8,000
Green Lane: Landfill Gas Utilization	(9,550)	5,000	20,000	7,000	2,550						25,000
Biogas Utilization		3,300	1,700								5,000
Long Term Waste Mgmt Strategy	1,000	891	891	62,574	65,341	66,914					197,611
<b>Sub-Total</b>	<b>28,839</b>	<b>22,242</b>	<b>25,677</b>	<b>72,871</b>	<b>70,965</b>	<b>70,024</b>	<b>3,145</b>	<b>3,210</b>	<b>3,192</b>	<b>1,500</b>	<b>301,665</b>
<b>Total Expenditures by Category</b>	<b>63,245</b>	<b>53,670</b>	<b>57,347</b>	<b>107,277</b>	<b>104,225</b>	<b>100,122</b>	<b>34,437</b>	<b>29,205</b>	<b>28,153</b>	<b>29,860</b>	<b>607,541</b>
<b>Major IT Projects</b>											
SWM IT Application Initiatives	1,697	3,173	1,722	1,571	247	105	75	75	105		8,771
IT Corporate Initiatives	873	1,269	1,114								3,256
<b>Total Major IT Projects</b>	<b>2,570</b>	<b>4,442</b>	<b>2,836</b>	<b>1,571</b>	<b>247</b>	<b>105</b>	<b>75</b>	<b>75</b>	<b>105</b>	<b>-</b>	<b>12,027</b>
<b>Major New &amp; Expanded Facility Projects</b>											
Dufferin SSRM Facility	4,661	13,351									18,012
Dufferin SSO Processing Facilities	6,000	25,000	10,534	1,900	100						43,534
Reuse Centre-Future Site		5,000									5,000
<b>Total Major Facilities Projects</b>	<b>10,661</b>	<b>43,351</b>	<b>10,534</b>	<b>1,900</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,546</b>

## Major Capital Initiatives

The 10-Year Recommended Capital Plan for SWMS is primarily comprised of Service Improvement projects for facilities; SOGR and Legislated projects for facility and landfill development and on-going asset management. Diversion Facility expansion / renovation and new facility construction have been prioritized and included in the 10-Year Recommended Capital Plan to progress toward achieving the waste diversion target of 70% as approved by City Council in 2007.

*Legislated Projects*

- *The Green Lane Landfill Acquisition & Cell Development* project with a total 10-year cash flow of \$164.6 million provides annual funding for cell development at the Green Lane Landfill site including new waste cell excavation and construction for \$84.9 million, landfill systems for \$64.8 million and buffer land acquisition for \$15 million over 10 years. Landfill Systems projects include leachate and gas control systems as well as final cover/storm control/site services and engineering and monitoring capability.
- The Perpetual Care project will provide a variety of works considered necessary for the ongoing maintenance of closed environmentally sound landfill sites after primary operations have ended. The planned cash flow totals \$91.2 million over 10 years.

*State of Good Repair Projects*

- *The Transfer Station Asset Management* project with a total 10-year cash flow of \$45.8 million provides funding to build various improvements to the transfer stations that are required to meet health and safety, operational and environmental requirements, such as compliance with the Gasoline Handling Act, Ministry of Environment (MOE) approvals, Ministry of Labour standards, and the Collective Agreement. Improvements include: preservation and enhancement of existing building and work areas.

*Service Improvement Projects*

- *The Dufferin SSO Facility project* with total funding over 10 years of \$43.5 million will span 2014 and 2018 to increase organics processing and to treat resulting wastewater. Construction of this facility that began in 2012 will continue to 2018 and will increase the processing capacity from 25,000 to approximately 55,000 tonnes per year by installing a second processing train, to expand the receiving area and to install a system to treat wastewater before discharge to the sanitary sewer.
- *The Disco SSO Facility project* has a total project cost of \$76.5 million with major construction that began in 2011 and will be complete in 2014. Design and construction of a new City-owned SSO Processing facility was directed by City Council at its meeting of June 19, 20 and 22, 2007. This new facility will receive and process up to 75,000 tonnes per year of source separated organics (SSO) starting in 2014/15.
- *The Long Term Waste Management Strategy/Facility project* has a total project cost of \$198.6 million with \$197.6 million in cash flow funding remaining in the 10-Year Recommended Capital Plan. This project provides funding for professional technical services to assist with the facility study, request for proposal (RFP) and construction service efforts required for a vendor procurement process. The actual technology for the facility including possible processing capacity for mixed residual waste & biosolids in order to approach an overall waste diversion rate of 70% and its location are yet to be determined.

## State of Good Repair (SOGR) Backlog

The Solid Waste Management Program does not have a backlog of State of Good Repair Projects. At this time, the funding allocated in the 10-Year Recommended Capital Plan for SWMS for State of Good Repair projects for 2014 and future years is deemed appropriate to maintain the assets in a steady state of good repair. Staff for major asset management have been hired and it is recommended that a thorough review of the state of good repair of capital assets be conducted and any changes be reported as part of the 2015 Capital Budget process.

## 10-Year Capital Plan: Impact on the Operating Budget

### Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>2014 Recommended Capital Budget</b>											
Program Gross Expenditure	4,324.0	1,611.2	3,366.5	683.3	406.9	427.0	438.0	446.3	451.4	472.8	12,627.5
Program Revenue	3,992.0	4,396.1	4,483.9	1,223.5	510.4	534.7	543.4	547.2	545.8	570.4	17,347.4
Program Costs (Net)	332.0	(2,785.0)	(1,117.4)	(540.2)	(103.4)	(107.8)	(105.4)	(100.9)	(94.4)	(97.6)	(4,719.9)
Approved Positions											-
<b>2015 - 2023 Capital Plan</b>											
Program Gross Expenditure	-	1.0	-	27.0	-	20,546.9					20,574.9
Program Revenue	-	-	-	-	-	3,847.2					3,847.2
Program Costs (Net)		1.0	-	27.0	-	16,699.7	-	-	-	-	16,727.7
Approved Positions											-
<b>Total</b>											
Program Gross Expenditure	4,324.0	1,612.2	3,366.5	710.3	406.9	20,973.8	438.0	446.3	451.4	472.8	33,202.3
Program Revenue	3,992.0	4,396.1	4,483.9	1,223.5	510.4	4,381.9	543.4	547.2	545.8	570.4	21,194.6
Program Costs (Net)	332.0	(2,784.0)	(1,117.4)	(513.2)	(103.4)	16,591.9	(105.4)	(100.9)	(94.4)	(97.6)	12,007.7
Approved Positions											

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$12.008 million net over the 2014 – 2023 period. Approved positions are not expected to increase over the 10-year time frame. The estimated total net decrease in operating costs, prior to significant pressures identified in 2019, primarily results from the completion of capital projects which facilitate the collection and processing of landfill gas. The increase in 2019 is anticipated as a result of a long term waste management facility.

- Green Lane Landfill Gas Utilization:** The City's Green Lane Landfill generates combustible landfill gas and has a system to collect and flare this gas in accordance with the requirements of the permit issued under the Environmental Protection Act. The landfill gas can be utilized as a source of renewable energy to provide an economic benefit to the City. The purpose of this project is to create the capability to convert landfill gas into a renewable energy product, either as electricity or as renewable natural gas and to transport the energy product to a location where it can be connected and supplied to the local energy distribution grid. The sale of the upgraded gas will achieve a favourable return on the initial capital investment of \$35 million and will generate a revenue stream over a 20 - 30 year

period that will help offset the cost of developing and operating the landfill. The estimated incremental revenue by 2023 is \$7.6 million resulting in net operating revenue of \$2.8 million.

- **Biogas Utilization:** The City's organics processing facilities at the Dufferin Waste Management Facility and Disco Road transfer station generates combustible biogas through anaerobic digestion. The biogas can be utilized as a source of renewable energy to provide an economic benefit to the City. The purpose of this project is to create the capability to convert the biogas into a renewable energy product, either electricity or renewable natural gas, and to transport the energy product to a location where it can be connected and supplied to the local energy distribution grid. The sale of the renewable energy product will achieve a favourable return on the initial capital investment of \$12 million and will generate a revenue stream over a 20 year period. The estimated incremental revenue by 2023 is \$3.5 million resulting in net operating revenue of \$2.1 million.
- **Long Term Waste Management Strategy/Facility:** The Program will see a net operating cost increase arising from the completion and commissioning of this facility. All estimates for the cost of this facility will be reviewed prior to the start of construction. Initial estimates of the resultant operating impact of this project show an anticipated increase in contracted processing of residual waste of \$30 million per year partially offset by a reduced cost of disposal at Green Lane as well as some incremental revenue. It is estimated that this project will increase future year Operating Budgets by a total of \$16.7 million net beginning in 2019.

### Net Operating Impact by Project (In \$000s)

Projects	2014 Rec'd Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.
<b>Previously Approved projects</b>														
Green Lane - Landfill Gas Utilization			(1,668.6)		(837.9)		(89.3)		(49.2)		(2,645.0)	-	(223.9)	
Biogas Utilization - Dufferin and Disco SSO			(1,189.3)		(395.0)		(407.4)		(9.8)		(2,001.5)	-	(45.0)	
Disco SSO Processing Facilities Work Management System (WMS) Implementation	332.0		59.9		(42.5)		(43.4)		(44.4)		261.6	-	(237.1)	
<b>New Projects -2014</b>											-	-		
Transfer Station Efficiencies			13.0		23.0						36.0	-		
Stakeholder-Customer Relationship Mgmt					49.0						49.0	-		
<b>New Projects - Future Year</b>											-	-		
Long Term Waste Mgmt Strategy Electronic Document & Records Mgmt Solution											-	-	16,699.7	
Business Systems Integration			1.0								1.0	-		
<b>Total Recommended (Net)</b>	<b>332.0</b>	<b>-</b>	<b>(2,784.0)</b>	<b>-</b>	<b>(1,117.4)</b>	<b>-</b>	<b>(513.2)</b>	<b>-</b>	<b>(103.4)</b>	<b>-</b>	<b>(4,185.9)</b>	<b>-</b>	<b>16,193.7</b>	<b>-</b>



## Capital Project Delivery: Temporary Positions

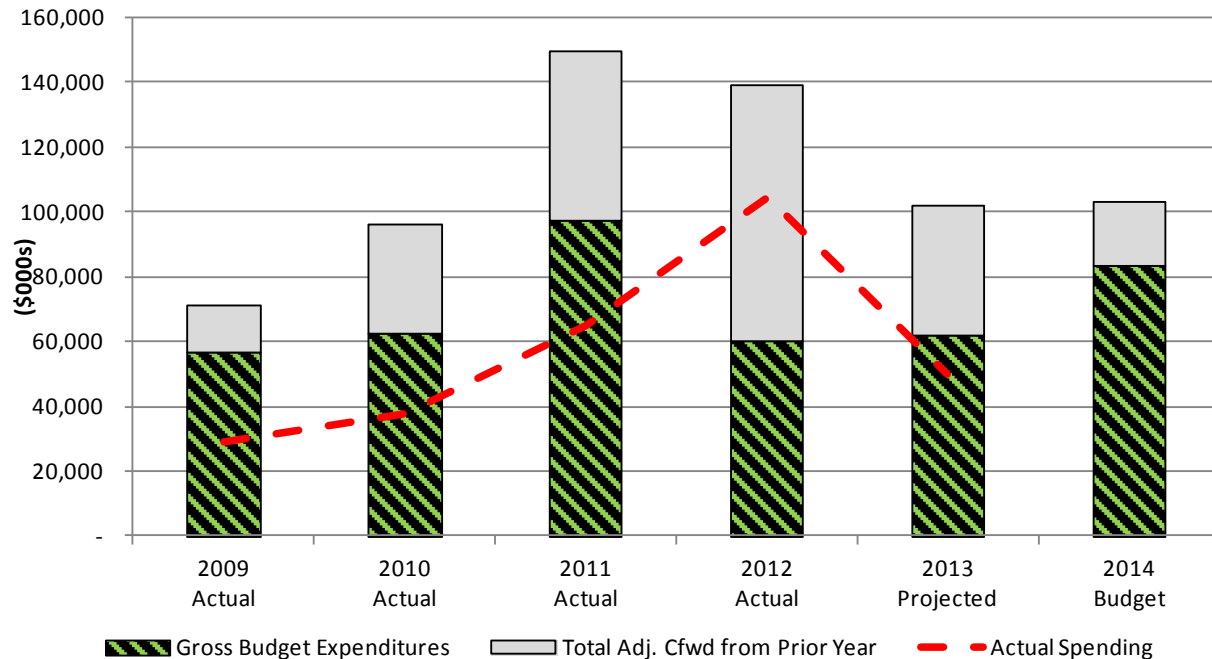
Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)					
			Start Date	Date (m/d/y)	2014	2015	2016	2017	2018	2019 - 2023
Chief Booth Attendant SSO Multi-Res Container Implementation	SOL000065-72	9.5	2009	2015			(478.0)			
<b>Total</b>		<b>9.5</b>			-	-	<b>(478.0)</b>	-	-	-

The 2014 – 2023 Recommended Capital Budget and Plan includes a requirement for 9.5 temporary capital positions to deliver the capital project for SSO Multi-Residential Container Implementation.

- Implementation of source separated organics (SSO) collection in apartments commenced in 2009. The program was to be rolled out over a period of three years. Due to budget constraint and operational issues it was deemed necessary to slow the rate of implementation. The capital funding for the project will purchase in-home organics containers for each unit which will be provided to residents at no charge. 9.5 temporary Chief Booth Attendants are required for bin distribution activities. After implementation there is a corresponding operating cost reduction of \$0.478 million in 2016.
- It is recommended that Council reconfirm these 9.5 temporary capital positions and that the duration for each temporary position does not exceed the life of the funding of its respective capital project / sub project.

### Capacity to Spend

Capacity to Spend – Budget vs. Actual  
(In \$000s)



The table above shows the spending trend of the total capital program for SWMS since 2009. The budget bars are split between new and carry forward cash flows. While the 2013 approved cash flow was adjusted downward based on capacity to spend and readiness to proceed, the current projection to year-end will result in under-spending of 54.8% which is 11.5% greater than the under-spending experienced in 2012 and higher than the 10-year average of 38.4% under-spending per year due to on-going project planning delays and deferrals.

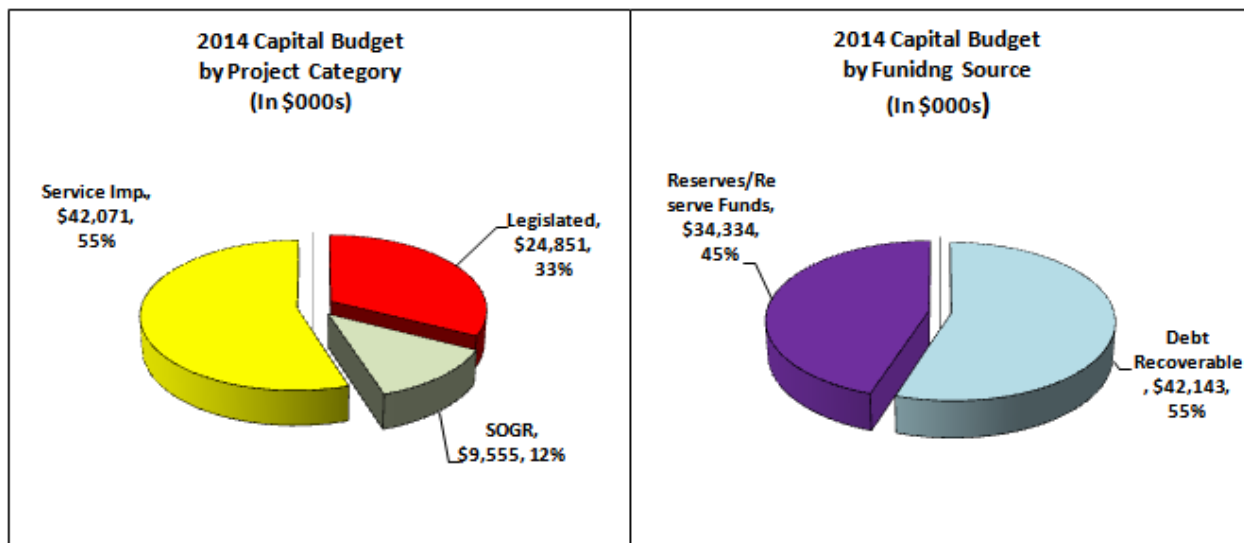
The following table shows the total capital spending trend for SWMS over the last 10 years averaging a spending rate of 61.6% of the approved budget. The last five years activity indicates a spending rate of 46%.

SWMS TOTAL CAPITAL SPENDING CAPACITY					
Year	Budget	Actual / Projected Actual	Variance	Spending Rate	% Under- spent
2004	53,599	36,412	17,187	67.9%	32.1%
2005	35,987	25,574	10,413	71.1%	28.9%
2006	26,811	8,414	18,397	31.4%	68.6%
2007	266,298	237,127	29,171	89.0%	11.0%
2008	90,547	71,507	19,040	79.0%	21.0%
2009	71,111	28,877	42,234	40.6%	59.4%
2010	95,770	37,572	58,198	39.2%	60.8%
2011	149,467	64,881	84,586	43.4%	56.6%
2012	138,619	78,555	60,064	56.7%	43.3%
2013	101,787	45,970	55,817	45.2%	54.8%
<b>Total</b>	<b>1,029,997</b>	<b>634,889</b>	<b>395,107</b>	<b>61.6%</b>	<b>38.4%</b>
<b>Last 5 years Avg</b>	<b>111,351</b>	<b>51,171</b>	<b>60,180</b>	<b>46%</b>	<b>54.0%</b>
<b>Last 3 years Avg</b>	<b>129,958</b>	<b>63,135</b>	<b>66,823</b>	<b>49%</b>	<b>51.4%</b>

Through applying change in scope provisions to specific projects, the Recommended 10-Year Capital Plan reflects the deferral of planned cash flow from 2014 to future years totaling \$52.4 million. However, when final carry forwards from 2013 are determined in the first quarter of 2014, any potential further deferrals from 2014 to 2015 or future years may be necessary in order to better align the Recommended Capital Budget with the Program's capacity to spend.

## IV: 2014 RECOMMENDED CAPITAL BUDGET

### 2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$76.477 million.

- Service Improvement projects account for 55% of the total planned cash flow for 2014 at \$42.1 million, Legislated projects account for 33% or \$24.9 million and 12% or \$9.6 million funds SOGR projects;
- Service Improvement projects for 2014 include:
  - The Diversion Systems project (\$29.4 million) provides funding for single and multi-residential green, recycling and waste bins both new and replacement. This project also includes funding of \$0.750 million for a new Toronto Community Housing Corporation (TCHC) Organics Program Implementation project.
  - Construction completion of the Disco SSO Processing Facility (\$8 million); the Dufferin SSO Facility construction start (\$6 million) and funding for the study of the Long Term Waste Management Strategy (\$1 million). In addition, \$2.6 million will be spent on beginning Corporate and SWMS specific technology business systems.
- Legislated projects for 2014 include:
  - The perpetual care of closed landfills (\$10 million) and new, ongoing, landfill development at Green Lane including control systems (\$6.5 million), buffer land acquisition (\$1.5 million) and waste cell excavation and construction (\$6.9 million).
- SOGR projects for 2014 include:
  - The Transfer Station Asset Management project (\$9 million) for various improvements that are required to meet health and safety, operational and environmental

requirements and include preservation of existing infrastructure, additional facilities to enhance services, reduced off-site impacts and improvements to operating efficiency.

- The Collection Yard Asset Management project (\$0.6 million) recommended for site improvements and renovations to various yards.
- The 2014 Recommended Capital Budget is funded by a combination of recoverable debt (55% of the 2013 cash flow at \$42.1 million) and reserve funding (45% or \$34.4 million).
  - The Waste Management Reserve Fund funding will cover 100% of expenditures for the Transfer Station Asset Management project and the Collection Yard Asset Management project; as well as 30% of the construction of the Disco SSO Facility in 2014. The Green Lane Reserve Fund will fund 19% or \$2.8 million of all Green Lane landfill development in 2014. The remaining funding requirements for these projects are funded from recoverable debt.
  - The Perpetual Care Reserve Fund is funding \$10 million or 100% of the 2014 requirements for perpetual care of old landfills.

**2014 Recommended Cash Flow & Future Year Commitments  
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitm	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forward	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
<b>Expenditures</b>																
Previously Approved	16,659	85,173		101,832	20,096	121,928	45,493	34,291	17,470	18,137	17,928	16,591	13,380	13,843		299,061
Change in Scope			(52,416)	(52,416)		(52,416)	26,946	18,383	8,922	2,683		12	9		125	4,664
New			12,404	12,404		12,404										12,404
New w/Future Year			14,657	14,657		14,657	12,666	1,112	848		117	413		125	2,515	32,453
<b>Total Expenditure</b>	16,659	85,173	(25,355)	76,477	20,096	96,573	85,105	53,786	27,240	20,820	18,045	17,016	13,389	13,968	2,640	348,582
<b>Financing</b>																
Debt Recoverable	11,903	60,657	(30,417)	42,143	14,686	56,829	57,229	39,099	21,312	17,322	15,338	14,463	11,381	11,873	2,244	247,091
Other																
Reserves/Res Funds	4,756	24,516	5,062	34,334	5,409	39,743	27,876	14,687	5,928	3,498	2,707	2,552	2,008	2,095	396	101,491
Development Charges																
Provincial/Federal																
<b>Total Financing (including carry forward funding)</b>	16,659	85,173	(25,355)	76,477	20,096	96,573	85,105	53,786	27,240	20,820	18,045	17,016	13,389	13,968	2,640	348,582

The Solid Waste Management Services' 2014 Recommended Capital Budget is \$96.573 million including carry forward funding of \$20.096 million and provides \$101.832 million for the completion of previously approved projects less \$52.416 million in deferrals (change in scope) for previously approved projects.

- Projects include the replacement of SSO and waste containers for single family households, funding for on-going landfill development, 1 Reuse Centre, the Dufferin and Disco SSO Facilities and ongoing funding for the Long Term Waste Management Strategy. The 2014 recommended cash flow and future year commitments of \$348.582 million are primarily required for the new 10-year contracts for engineering, cell development and systems at Green Lane.
- New project funding in 2014 includes IT Initiatives for Business Systems (\$1.4 million), Collection Yard (\$0.6 million) and Transfer Station Asset Management (\$8 million) as well as Perpetual Care of old landfills (\$9 million) and new funding for Diversion Systems (\$8.1 million). The foregoing requirements are offset against change in scope/cash flow deferrals for major infrastructure projects for Landfill Gas Utilization, Reuse Centre development, the Dufferin SSO Facility and the Biogas Utilization project.
- Approval of the 2014 Recommended Capital Budget will result in future year commitments of \$85.105 million in 2015, \$53.786 million in 2016, \$27.240 million in 2017, \$20.820 million in 2018, \$18.045 million in 2019, \$17.016 million in 2020, \$13.389 million in 2021, \$13.968 million in 2022 and \$2.640 million in 2023.

## 2014 Recommended Capital Project Highlights

**2014 Recommended Capital Project Highlights  
(In \$000s)**

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
Diversion Systems	72,854	29,389	12,551	2,336	1,998		46,274						46,274
Transfer Stn Asset Mgmt	45,819	8,955					8,955						8,955
Collection Yard Asset Mgmt	13,075	700					700						700
Disco SSO Facility	76,500	8,000					8,000						8,000
Dufferin SSRM Facility	19,423	5,011	13,351				18,362						18,362
Dufferin SSO Processing Facilities	45,634	7,000	25,000	10,534	1,900	100	44,534						44,534
Reuse Centre-Future Site	10,484		5,000				5,000						5,000
Landfill Development	254,382	18,437	14,163	15,070	16,092	18,120	81,882	18,045	17,016	13,389	13,968	2,640	146,940
Green Lane: Landfill Gas Utilization	35,000	350	5,000	20,000	7,000	2,550	34,900						34,900
Biogas Utilization at Dufferin & Disco	12,000	5,000	4,200	2,600			11,800						11,800
Perpetual Care	96,345	10,000	1,050	1,050	200		12,300						12,300
Long Term Waste Mgmt Strategy	198,627	1,000	891	891			2,782						2,782
SWM IT Application Initiatives	9,282	1,697	2,837	671	50	50	5,305						5,305
IT Corporate Initiatives	3,416	1,033	1,062	634			2,729						2,729
<b>Total (including carry forward funding)</b>	<b>892,841</b>	<b>96,573</b>	<b>85,105</b>	<b>53,786</b>	<b>27,240</b>	<b>20,820</b>	<b>283,524</b>	<b>18,045</b>	<b>17,016</b>	<b>13,389</b>	<b>13,968</b>	<b>2,640</b>	<b>348,582</b>

The 2014 Recommended Capital Budget provides funding of \$96.573 million to:

- Continue building Source Separated Organics processing capacity at the Dufferin and the Disco SSO facilities (\$15 million);
- Continue developing Green Lane Landfill (\$18.437 million) and providing Perpetual Care of Old Landfills including control systems (\$10 million);
- Continue improving Diversion Systems such as multi-unit residential SSO containers and recycling upgrades, replacement of single family next generation SSO containers & waste / recycling containers (\$29.4 million);
- Continue re-fitting of the Dufferin recycling facility (\$5 million);
- Continue Transfer Station and Collection Yard asset management (\$9.7 million);
- Continue projects for landfill gas (\$0.4 million) and biogas utilization (\$5 million);
- Begin detail projects for SWM IT Application Initiatives (\$1.7 million) and IT Corporate Initiatives (\$1 million) to improve business systems; and,
- Begin the study for the Long Term Waste Management Strategy (\$1 million).

## V: ISSUES FOR DISCUSSION

### Achieving the 70% Diversion Target & the Long Term Waste Management Strategy

- The Solid Waste Management Services' capital program is driven primarily by the City's objective to achieve the 70% diversion target and it is therefore on that basis that the 2014 Recommended Capital Budget and 2015-2023 Recommended Capital Plan has been established.
- The 10-Year Recommended Capital Plan will continue to fund a major expansion of diversion activities during this timeframe, mainly:
  - ✓ Expanding the Green Bin program to include apartments & condominiums and future replacement of SSO in-unit containers.
  - ✓ Replacement of existing SSO containers, waste & recycling bins for single family residential.
  - ✓ Establishing a durable goods receiving centre to prepare goods for processing.
  - ✓ Implementing next generation single home SSO containers that will facilitate automated pick-up/collection.
  - ✓ Building additional Source Separated Organics processing that will provide long term stability for the Green Bin programs.
  - ✓ Building landfill gas and biogas utilization facilities in order to provide a viable source of renewable energy and offset operating costs.
  - ✓ Building a Long Term Waste Management Strategic Facility that will manage diversion capacity to contribute to attaining the 70% Diversion target and extending the life of the Green Lane landfill. Planning for this facility as part of the long term strategy is currently underway.
- Costs will peak in the period 2017 to 2019 when \$194 million in funding is required for the construction of a yet to be determined facility. The facility funding assumptions have changed from the 2013 to 2022 Approved Capital Plan. 50% of the cost to construct the facility was assumed to be funded from 3<sup>rd</sup> party operators, 30% funded by recoverable debt and 20% from reserve funds. Third party funding is now only estimated to be 25% and defined as Federal Subsidy. Until a decision is made on what constitutes the long term strategy for waste management and whether to proceed with construction of a facility through a partnership with a 3<sup>rd</sup> party provider or 100% (solely) through City funding or 100% through a 3<sup>rd</sup> party provider, the current funding estimates reflect 45% recoverable debt, 30% reserve funds and 25% federal subsidy.
- A study completed in 2013 examined the optimal financing plan for a facility to manage diversion capacity. The 3 options under review were: Design-Build-Operate (the traditional form of project management), Design -Build- Finance-Operate-Maintain; and 100% Private Sector Development. Also to be highlighted in the study is the potential availability of



Public-Private Partnership (PPP) federal funding which could amount to 25% of the total project cost.

- In the first quarter of 2013, the General Manager of Solid Waste Management Services reported to Public Works and Infrastructure Committee on the current status of achieving the 70% Diversion target, options to achieve that target and the development of a long term waste management strategy. In June 2013, the General Manager of Solid Waste Management Services reported to Public Works and Infrastructure Committee as requested with a further report on the Terms of Reference for a Long Term Strategy. As a result, a consultant will be retained in order to proceed with the long term plan study (the contract for which is being awarded in October 2013) and Solid Waste Management Services will report back to Committee at appropriate milestones regarding the progress of the Long Term Waste Management Strategy.
- The Capital Program for SWMS will be adjusted (as required) through future budget processes to reflect the Long Term Waste Management Strategy implementation once completed.

#### **Long-Term Capital Program Reserve Funding**

The Capital 2014-2023 Plan for Solid Waste Management Services is 52% funded through recoverable debt. The City advances debt funding annually for this portion required for the Solid Waste Managements' capital work and the Program repays the annual debt servicing costs (interest and principle). The repayment of debt servicing cost is budgeted in the Program's Operating Budget and is funded by the volume based user fees collected.

At the inception of the volume based user fee system in 2008, it was projected that, in order to maintain financial viability of diversion initiatives, sustainable contributions to the Waste Management Reserve Fund would have to be made based on user fees having modest annual increases in the range of 3.5%. Limiting user fee increases impacts the funding that is available in current and future years to finance capital projects required to meet the 70% Diversion Target. Depending on the timing and funding required, the Program may be required to defer projects until there is sufficient funding in the reserve fund or, alternatively, incur more debt to proceed. The reserve balance cannot drop below zero as there is no other funding source for Solid Waste Management's expenditures. Given the pressures on the reserve, user fees must grow at a sufficient rate to offset future growth in both operating and capital expenditures.

In establishing the basis for reserve funding, the key decision remains to be whether or not the City should continue to pursue a 70% waste diversion target. Further decisions would be required, subject to a re-confirmation by Council of its commitment to reaching the goal of 70% waste diversion. These decisions include addressing the most effective way to achieve 70% diversion including alternative service delivery options. These strategic goals will ultimately determine the financial model required to support the program. The 10-Year Recommended

Capital Plan assumes both: that a yet to be determined facility and the 70% Diversion Target are still viable.

**Green Lane Land Transfer Tax**

On July 21, 2008, the Provincial Government notified the City of Toronto that the land transfer tax originally calculated for the purchase lands for the Green Lane Landfill was insufficient based on a new assessment of allocations for the lands, authorizations, contracts and goodwill as defined in the purchase agreement. As a result, the City has incurred the extra cost of \$3.661 million in order to remit the requested land transfer tax. This amount includes \$0.250 million to retain appropriate legal counsel in order to pursue an appeal of the charge.

A separate report entitled "Notice of Assessment under the Land Transfer Tax Act related to the Green Lane Landfill" was before Council in Fall of 2008. Council directed that the expenditures be funded from the Waste Management Reserve Fund. Should the City be successful in its appeal of the assessment, the reserve fund will be replenished. Conversely, if the appeal fails, the Program would have to absorb all costs related to this expenditure within the reserve fund thereby reducing availability of capital funding to achieve 70% diversion.

There are currently on-going legal expenses for outside counsel related to this claim. The appeal has not yet been heard. Legal Services has filed documents with the Superior Court with a resolution not likely to be determined until 2014. When appropriate, Program staff will provide a briefing to update the status of the appeal and on the likelihood of recouping the reserve funding.

## Appendix 1

### 2013 Performance

#### 2013 Key Accomplishments

In 2013, Solid Waste Management Services accomplished the following:

- ✓ Continued work on the Green Lane Landfill Development project. Work is ongoing with Cell 10 currently being excavated and construction of the dual scale house, scale and road construction are expected to be near completion by the end of the year despite a late scheduled start up.
- ✓ Continued projects for the Disco SSO main processing building and wastewater treatment building. Dry commissioning was completed in the Spring 2013 while wet commissioning is ongoing until the ramp-up of source separated organics in early November 2013. Subsequently, full commissioning will be ready in Spring 2014, which allows the facility to process up to 75,000 tonnes of source separated organics per year;
- ✓ Continued Transfer Station Asset Management with variety of repairs and maintenance work in progress. Some of the projects completed this year include: the tipping floor and scale house at Victoria Park Transfer Station, the tipping floor at Disco Transfer Station, roof repairs at Commissioners Transfer Station and Household Hazardous Waste Depot;
- ✓ Continued the Perpetual Care of Old Landfills project encompassing a variety of works considered necessary for the ongoing maintenance of closed landfills sites. Specific work in 2013 includes the installation of two new pump station at Brock West Landfill, completion of the Beare Road Park Master Plan, review of the remediation on four priority closed landfill sites, issuance of the RFQ for two new purge wells and abandonment of three purge wells at Brock West Landfill, and awarding contract for consulting services for Beare Road Landfill and Keele Valley Landfill; and,
- ✓ Awarded RFP for consultants for the Long Term Waste Management Strategy Study. This study will help define the future direction of waste management for the City of Toronto.

#### 2013 Capital Variance Review

##### 2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
101,787	20,766	20.4%	45,970	45.2%	55,817	54.8%

Capital expenditures for Solid Waste Management Services for the 9 months ending September 30, 2013 totaled \$20.766 million or 20.4% of the 2013 Approved Capital Budget of \$101.787 million. As of the 3<sup>rd</sup> quarter 2013, it is projected that \$45.970 million or 45.2% of the approved 2013 Capital Budget will be spent by year-end.

The projected project year-end under-spending is largely attributable to the following projects:

- The *Green Lane Landfill Development* project will be under-spent by \$12.460 million. The project's expenditures total \$2.163 million or 9.5% of the 2013 approved cash flow of \$22.732 million as of the 3<sup>rd</sup> quarter 2013. It is estimated that \$10.272 million or 45% of the 2013 approved cash flow will be spent by year-end. Capital activities for leachate control, gas control, cell construction and ancillary facilities are delayed due to late design revisions, change order processing and subsequent delayed implementation.
- The *Diversion Systems* project will be under-spent by \$11.187 million. The project's expenditures total \$2.078 million or 13.4% of the 2013 approved cash flow of \$15.517 million as of the 3<sup>rd</sup> quarter 2013. It is estimated that \$4.330 million or 28% of the 2013 approved cash flow will be spent by year-end. Under-spending is mainly due to the project for the next generation of single family green bins which is now planned to start in 2014.
- The *Green Lane Landfill Gas Utilization* project will be under-spent by \$9.880 million. The project for \$10 million had no spending as of September 30<sup>th</sup>, 2013 and is being rescheduled awaiting the completion of consultant studies in early 2014. The RFP for the construction tender is scheduled for 2015; actual facility construction will be delayed to 2016. Spending is projected to be \$0.120 million by year-end or 1.2%.
- The *Construction of Biogas Utilization Infrastructure* project at Disco and Dufferin SSO Facilities will be under-spent by \$6.881 million. The project's expenditures total \$0.004 million or 0.05% of the 2013 approved cash flow of \$7 million as of the 3<sup>rd</sup> quarter 2013. The 2013 approved cash flow is estimated to be 1.7% or \$0.119 million spent by year-end. The engineering study is scheduled for completion in early 2014 with the RFP for construction tender scheduled for 2014 so that actual facility construction will be delayed for the *Disco* and *Dufferin* facilities to 2016.
- The *Reuse Centre Future Sites* project will be under-spent by \$2.643 million. The project's expenditures total \$0.022 million or 0.8% of the 2013 approved cash flow of \$2.665 million as of the 3<sup>rd</sup> quarter 2013. It is estimated there will be no further spending by year-end. Construction at the Commissioners Street HHW/Public Drop off depot has been cancelled due to project re-evaluation.
- The *Dufferin Single Stream Recycling Facility* project will be under-spent by \$1.866 million. The project's expenditures total \$0.411 million or 16.3% of the 2013 approved cash flow of \$2.523 million as of the 3<sup>rd</sup> quarter 2013. It is estimated that \$0.657 million or 26% of the 2013 approved cash flow will be spent by year-end. Capital activities at the facility initially encountered unanticipated delays as close coordination with the operating contractor was required to meet contractual obligations concerning minimum processing tonnage targets and to avoid shutting down the facility for capital work. It has since been determined that the Dufferin Facility operating contract not be renewed and a study is underway to

determine alternate uses for the facility. Spending to year-end is mainly for trailer rental for staff that was displaced due to poor indoor air quality as a result of an elevated mould spore level at the site.

- The *Dufferin SSO Processing Facility* project will be under-spent by \$1.382 million. The project's capital expenditures were \$0.030 million representing 1.4% of the 2013 approved cash flow of \$2.085 million as of September 30th, 2013. It is estimated that \$0.703 million or 33.7% of the 2013 approved cash flow will be spent by year-end to complete engineering studies and preliminary design.

## Appendix 2

### 10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2014 Budget	Plan									2014 - 2023
		2015	2016	2017	2018	2019	2020	2021	2022	2023	
Diversion Systems	29,389	13,051	3,086	3,297	3,074	3,110	3,145	3,210	3,192	1,500	66,054
Transfer Stn Asset Mgmt	8,955	6,865	6,200	6,414	3,240	2,181	4,312	2,541	821	4,290	45,819
Collection Yard Asset Mgmt	700	400	400	400	400	400	400	400	400	400	4,300
Disco SSO Facility	8,000										8,000
Dufferin SSRM Facility	5,011	13,351									18,362
Dufferin SSO Processing Facilities	7,000	25,000	10,534	1,900	100						44,534
Reuse Centre-Future Site	0	5,000									5,000
Landfill Development	18,437	14,163	15,070	17,592	19,620	19,545	18,516	14,889	15,468	14,939	168,239
Green Lane: Landfill Gas Utilization	350	5,000	20,000	7,000	2,550						34,900
Biogas Utilization at Dufferin & Disco	5,000	4,200	2,600								11,800
Perpetual Care	10,000	10,000	10,000	10,000	10,000	7,972	8,064	8,165	8,272	8,731	91,204
Long Term Waste Mgmt Strategy	1,000	891	891	62,574	65,341	66,914					197,611
SWM IT Application Initiatives	1,697	3,173	1,722	1,571	247	105	75	75	105		8,770
IT Corporate Initiatives	1,033	1,269	1,114								3,416
<b>Total (Including carry forward funding)</b>	<b>96,573</b>	<b>102,362</b>	<b>71,617</b>	<b>110,748</b>	<b>104,572</b>	<b>100,227</b>	<b>34,512</b>	<b>29,280</b>	<b>28,258</b>	<b>29,860</b>	<b>708,009</b>

## **Appendix 3**

### **2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>SOL906419 PERPETUAL CARE OF LANDFILLS</b>																								
0	7	Perpetual Care of Landfills - 2013	CW	S2	02	410	410	410	110	0	1,340	0	1,340	0	0	0	0	1,340	0	0	0	0	0	1,340
0	8	Perpetual Care of Landfills - 2014	CW	S5	02	8,990	8,990	8,990	9,890	10,000	46,860	41,204	88,064	0	0	0	0	88,064	0	0	0	0	0	88,064
2	5	PERPETUAL CARE OF LANDFILLS - 2011	CW	S2	02	600	600	600	0	0	1,800	0	1,800	0	0	0	0	1,800	0	0	0	0	0	1,800
Sub-total						10,000	10,000	10,000	10,000	10,000	50,000	41,204	91,204	0	0	0	0	91,204	0	0	0	0	0	91,204
<b>SOL906580 COLLECTION YARD ASSET MANAGEMENT</b>																								
0	42	Collection Yards Asset Management 2013-2022	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	0	0	100
0	45	Collection Yards Asset Management 2014-2023	CW	S5	03	600	400	400	400	400	2,200	2,000	4,200	0	0	0	0	4,200	0	0	0	0	0	4,200
Sub-total						700	400	400	400	400	2,300	2,000	4,300	0	0	0	0	4,300	0	0	0	0	0	4,300
<b>SOL907244 Transfer Station Asset Management - 2008 to 20</b>																								
0	11	Transfer Station Asset Management - 2012	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	1,000	0	0	0	0	0	1,000
Sub-total						1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	1,000	0	0	0	0	0	1,000
<b>SOL907246 Landfill Development</b>																								
0	10	ENGINEERING AND MONITORING-2011	CW	S2	02	130	130	130	130	144	664	390	1,054	0	0	0	0	158	0	0	0	0	896	1,054
0	18	GAS CONTROL SYSTEM-2011	CW	S2	02	202	0	0	0	0	202	0	202	0	0	0	0	30	0	0	0	0	172	202
0	20	CELL EXCAVATION AND BASE CONSTRUCTION-2011	CW	S2	02	500	0	0	0	0	500	0	500	0	0	0	0	75	0	0	0	0	425	500
0	21	BUFFER LAND - 2012-2016	CW	S2	02	1,500	1,500	1,500	0	0	4,500	0	4,500	0	0	0	0	675	0	0	0	0	3,825	4,500
0	23	Engineering and Monitoring 2012	CW	S2	02	369	627	492	1,192	127	2,807	501	3,308	0	0	0	0	496	0	0	0	0	2,812	3,308
0	24	Leachate Control System 2012	CW	S2	02	1,100	38	40	26	558	1,762	2,770	4,532	0	0	0	0	680	0	0	0	0	3,852	4,532
0	25	Cell Excavation and Base Construction 2012	CW	S2	02	4,365	738	738	764	3,968	10,573	12,398	22,971	0	0	0	0	3,446	0	0	0	0	19,525	22,971
0	26	Site Services/Final Cover/Strom Control 2012	CW	S2	02	296	276	276	276	286	1,410	878	2,288	0	0	0	0	343	0	0	0	0	1,945	2,288
0	27	Landfill Gas Control System 2013-2022	CW	S2	02	6,951	2,312	2,432	3,728	2,368	17,791	13,933	31,724	0	0	0	0	4,759	0	0	0	0	26,965	31,724
0	28	Leachate Control System 2013-2022	CW	S2	02	256	1,366	1,420	1,493	1,017	5,552	5,100	10,652	0	0	0	0	1,598	0	0	0	0	9,054	10,652
0	29	Site Services/Final Cover/Storm Control 2013-2022	CW	S2	02	978	1,039	1,142	1,200	1,213	5,572	5,750	11,322	0	0	0	0	1,698	0	0	0	0	9,624	11,322
0	30	Engineering and Monitoring 2013-2022	CW	S2	02	-283	-655	-517	-1,214	-160	-2,829	-280	-3,109	0	0	0	0	-466	0	0	0	0	-2,643	-3,109
0	31	Cell Excavation & Base Construction 2013-2022	CW	S2	02	1,987	6,764	7,392	8,475	8,566	33,184	20,302	53,486	0	0	0	0	8,023	0	0	0	0	45,463	53,486



**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>SOL907246 Landfill Development</b>																								
0	32	Green Lane Landfill Gas Utilization 2013-2015	CW	S2	04	29,900	5,000	0	0	0	34,900	0	34,900	0	0	0	0	10,470	0	0	0	0	24,430	34,900
0	33	BUFFER LAND 2017-2022	CW	S6	02	0	0	0	1,500	1,500	3,000	7,500	10,500	0	0	0	0	1,575	0	0	0	0	8,925	10,500
0	34	Green Lane Landfill Gas Utilization - 2014	CW	S3	04	-29,550	0	20,000	7,000	2,550	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	35	Green Lane Engineering and Monitoring 2014	CW	S5	02	86	0	0	0	0	86	367	453	0	0	0	0	68	0	0	0	0	385	453
0	36	Green Lane Cell Excavation & Base Construction	CW	S6	02	0	0	0	0	0	0	7,985	7,985	0	0	0	0	1,198	0	0	0	0	6,787	7,985
0	37	Green Lane Engineering and Monitoring	CW	S3	02	0	28	25	22	33	108	146	254	0	0	0	0	38	0	0	0	0	216	254
0	38	Green Lane Site Services/Final Cover/Storm	CW	S6	02	0	0	0	0	0	0	1,228	1,228	0	0	0	0	184	0	0	0	0	1,043	1,228
0	39	Green Lane Leachate Control System	CW	S6	02	0	0	0	0	0	0	1,462	1,462	0	0	0	0	219	0	0	0	0	1,243	1,462
0	40	Landfill Gas Control System	CW	S5	02	0	0	0	0	0	0	2,928	2,928	0	0	0	0	439	0	0	0	0	2,489	2,928
Sub-total						18,787	19,163	35,070	24,592	22,170	119,782	83,357	203,139	0	0	0	0	35,706	0	0	0	0	167,433	203,139
<b>SOL907626 Reuse Centre - Future Site</b>																								
0	1	Reuse Centre 2009	CW	S2	04	3,900	0	0	0	0	3,900	0	3,900	0	0	0	0	1,170	0	0	0	0	2,730	3,900
0	2	Reuse Centre 2013	CW	S2	04	2,535	0	0	0	0	2,535	0	2,535	0	0	0	0	761	0	0	0	0	1,775	2,535
0	3	HST - Reuse Centre	CW	S2	04	65	0	0	0	0	65	0	65	0	0	0	0	20	0	0	0	0	46	65
0	4	Reuse Centre Future Site - 2014	CW	S3	04	-6,500	5,000	0	0	0	-1,500	0	-1,500	0	0	0	0	-450	0	0	0	0	-1,050	-1,500
Sub-total						0	5,000	0	0	0	5,000	0	5,000	0	0	0	0	1,500	0	0	0	0	3,500	5,000
<b>SOL907628 Dufferin Single Stream Recycling Facility</b>																								
0	6	Site Remediation-2010	CW	S2	04	3,645	4,478	0	0	0	8,123	0	8,123	0	0	0	0	2,437	0	0	0	0	5,686	8,123
0	7	Site Remediation-2011	CW	S2	04	1,016	0	0	0	0	1,016	0	1,016	0	0	0	0	305	0	0	0	0	711	1,016
0	9	Dufferin SSRM Facility	CW	S2	04	350	8,873	15,000	0	0	24,223	0	24,223	0	0	0	0	7,267	0	0	0	0	16,956	24,223
0	10	Dufferin SSRM Facility - 2014	CW	S3	04	0	0	-15,000	0	0	-15,000	0	-15,000	0	0	0	0	-4,500	0	0	0	0	-10,500	-15,000
Sub-total						5,011	13,351	0	0	0	18,362	0	18,362	0	0	0	0	5,509	0	0	0	0	12,854	18,362
<b>SOL907630 Dufferin SSO Facility</b>																								
0	1	Dufferin SSO Facility - 2011	CW	S2	04	16,809	8,000	0	0	0	24,809	0	24,809	0	0	0	0	7,443	0	0	0	0	17,366	24,809

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>SOL907630 Dufferin SSO Facility</u>																									
0	2	Dufferin SSO Facility Expansion - 2014	CW	S3	04	-9,809	17,000	10,534	1,900	100	19,724	0	19,724	0	0	0	0	5,917	0	0	0	0	13,807	19,724	
Sub-total						7,000	25,000	10,534	1,900	100	44,534	0	44,534	0	0	0	0	13,360	0	0	0	0	31,174	44,534	
<u>SOL907631 Disco SSO Facility</u>																									
0	1	Disco SSO Facility	CW	S2	04	8,000	0	0	0	0	8,000	0	8,000	0	0	0	0	2,400	0	0	0	0	5,600	8,000	
Sub-total						8,000	0	0	0	0	8,000	0	8,000	0	0	0	0	2,400	0	0	0	0	5,600	8,000	
<u>SOL907632 Long Term Waste Management Strategy</u>																									
0	1	DBO.-Facility Study 2010-2013	CW	S2	04	2,649	0	0	0	0	2,649	0	2,649	0	0	0	0	795	0	0	0	0	1,855	2,649	
0	4	HST-DBO Facility	CW	S2	04	23	0	0	0	0	23	0	23	0	0	0	0	7	0	0	0	0	16	23	
0	6	SWM Long Term Strategy Plan Study - 2014	CW	S3	04	-1,672	891	891	0	0	109	0	109	0	0	0	0	33	0	0	0	0	76	109	
0	7	Engineering & Construction Facility (TBD)	CW	S6	04	0	0	0	62,574	65,341	127,915	66,914	194,829	0	48,709	0	0	58,448	0	0	0	0	87,672	194,829	
Sub-total						1,000	891	891	62,574	65,341	130,697	66,914	197,611	0	48,709	0	0	59,282	0	0	0	0	89,619	197,611	
<u>SOL907663 Biogas Utilization</u>																									
0	1	Construction of Biogas Infrastructure - 2013	CW	S2	04	10,000	900	900	0	0	11,800	0	11,800	0	0	0	0	3,540	0	0	0	0	8,260	11,800	
0	2	Construction of Biogas Infrastructure - 2014	CW	S3	04	-5,000	3,300	1,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sub-total						5,000	4,200	2,600	0	0	11,800	0	11,800	0	0	0	0	3,540	0	0	0	0	8,260	11,800	
<u>SOL907919 SWM IT Application Initiatives</u>																									
0	2	Short Term Application Improvements - 2014	CW	S3	04	360	770	0	0	0	1,130	0	1,130	0	0	0	0	339	0	0	0	0	791	1,130	
0	4	RFID/GPS System - 2012/SWM Radiobin using RFID	CW	S2	04	275	160	392	50	50	927	0	927	0	0	0	0	278	0	0	0	0	649	927	
0	5	RFID/GPS System 2016-2022/SWM Radiobin using RFID	CW	S6	04	0	0	158	110	50	318	360	678	0	0	0	0	203	0	0	0	0	475	678	
0	6	SWMS Information Model - 2014	CW	S5	04	155	265	0	0	0	420	0	420	0	0	0	0	126	0	0	0	0	294	420	
0	7	Business Process Analysis and Improvement - 2014	CW	S5	04	169	288	0	0	0	457	0	457	0	0	0	0	137	0	0	0	0	320	457	
0	8	Business Systems Integration - 2015	CW	S6	04	0	111	0	0	0	111	0	111	0	0	0	0	33	0	0	0	0	78	111	
0	9	Transfer Station Efficiencies Project - 2014	CW	S5	04	506	361	279	0	0	1,147	0	1,147	0	0	0	0	344	0	0	0	0	803	1,147	
0	10	Stakeholder-Customer Relationship Management -2014	CW	S5	04	232	993	0	0	0	1,225	0	1,225	0	0	0	0	368	0	0	0	0	858	1,225	
0	11	Contract Management (Contract Monitoring) - 2015	CW	S6	04	0	147	450	0	0	597	0	597	0	0	0	0	179	0	0	0	0	418	597	

**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>SOL907919 SWM IT Application Initiatives</b>																									
0	12	Revenue Forecasting - 2015	CW	S6	04	0	78	156	0	0	234	0	234	0	0	0	0	70	0	0	0	0	164	234	
0	13	Asset Management Solution (AMS) - 2016	CW	S6	04	0	0	140	1,112	0	1,252	0	1,252	0	0	0	0	376	0	0	0	0	876	1,252	
0	14	Mobile Assessment & Solution - 2016	CW	S6	04	0	0	147	299	147	593	0	593	0	0	0	0	178	0	0	0	0	415	593	
Sub-total						1,697	3,173	1,722	1,571	247	8,411	360	8,771	0	0	0	0	2,631	0	0	0	0	6,140	8,771	
<b>SOL907956 IT Corporate Initiatives</b>																									
0	1	Work Management System (WMS) Implementation - 2013	CW	S2	04	1,015	1,105	400	0	0	2,520	0	2,520	0	0	0	0	756	0	0	0	0	1,764	2,520	
0	2	Work Management System (WMS) Implementation - 2014	CW	S3	04	-245	-43	234	0	0	-54	0	-54	0	0	0	0	-16	0	0	0	0	-38	-54	
0	3	Web Refresh - 2014	CW	S4	04	120	0	0	0	0	120	0	120	0	0	0	0	36	0	0	0	0	84	120	
0	4	Financial Systems Integration - 2014	CW	S4	04	143	0	0	0	0	143	0	143	0	0	0	0	43	0	0	0	0	100	143	
0	5	Electronic Document & Records Mgmt Solution - 2015	CW	S6	04	0	207	480	0	0	687	0	687	0	0	0	0	206	0	0	0	0	481	687	
Sub-total						1,033	1,269	1,114	0	0	3,416	0	3,416	0	0	0	0	1,025	0	0	0	0	2,391	3,416	
<b>SOL907957 Transfer Station Asset Mgmt - 2014 &amp; Subs.</b>																									
0	1	DUFFERIN T.S. 2014	CW	S5	03	1,000	1,365	1,710	1,040	40	5,155	660	5,815	0	0	0	0	5,815	0	0	0	0	0	5,815	
0	2	VICTORIA PARK T.S. 2014	CW	S5	03	720	1,220	1,820	130	250	4,140	1,271	5,411	0	0	0	0	5,411	0	0	0	0	0	5,411	
0	3	SCARBOROUGH T.S.-2014	CW	S5	03	2,950	1,850	550	1,556	535	7,441	1,340	8,781	0	0	0	0	8,781	0	0	0	0	0	8,781	
0	4	BUILDING AMENITIES AND UPGRADES-2014	CW	S5	03	490	390	195	40	1,290	2,405	3,075	5,480	0	0	0	0	5,480	0	0	0	0	0	5,480	
0	5	BERMONDSEY T.S.-2014	CW	S5	03	520	930	570	425	150	2,595	2,200	4,795	0	0	0	0	4,795	0	0	0	0	0	4,795	
0	6	DISCO T.S.-2014	CW	S5	03	870	530	1,280	525	625	3,830	1,701	5,531	0	0	0	0	5,531	0	0	0	0	0	5,531	
0	7	INGRAM T.S.-2014	CW	S5	03	1,050	50	50	1,673	310	3,133	3,083	6,216	0	0	0	0	6,216	0	0	0	0	0	6,216	
0	8	COMMISSIONERS ST. T.S.-2014	CW	S5	03	355	530	25	1,025	40	1,975	815	2,790	0	0	0	0	2,790	0	0	0	0	0	2,790	
Sub-total						7,955	6,865	6,200	6,414	3,240	30,674	14,145	44,819	0	0	0	0	44,819	0	0	0	0	0	0	44,819
<b>SOL000065 DIVERSION SYSTEMS</b>																									
0	71	Replacement SSO Containers Single - Family	CW	S2	04	18,950	0	0	0	0	18,950	0	18,950	0	0	0	0	5,685	0	0	0	0	13,265	18,950	
0	72	SSO Multi-Unit Res.Containers Implementation	CW	S2	04	1,034	406	336	0	0	1,776	0	1,776	0	0	0	0	363	0	0	0	0	1,413	1,776	
0	84	Diversion Facility Asset Management	CW	S5	04	500	500	750	1,000	1,500	4,250	7,500	11,750	0	0	0	0	3,525	0	0	0	0	8,225	11,750	

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan****Solid Waste Management**

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing	
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
<b>SOL000065 DIVERSION SYSTEMS</b>																								
0	87	Multi-Unit In-unit SSRM Containers	CW	S2	04	1,250	250	0	0	0	1,500	0	1,500	0	0	0	0	150	0	0	0	0	1,350	1,500
0	90	HST-Single-Family SSO Containers	CW	S2	04	-1,095	0	0	0	0	-1,095	0	-1,095	0	0	0	0	-329	0	0	0	0	-767	-1,095
0	100	Replacement of SSO Multi-Unit Res Containers	CW	S6	04	0	0	0	297	301	598	1,206	1,804	0	0	0	0	541	0	0	0	0	1,263	1,804
0	101	Replacement Waste Bins Single-Family - 2013	CW	S2	04	1,145	1,176	1,208	1,240	0	4,769	0	4,769	0	0	0	0	1,431	0	0	0	0	3,338	4,769
0	102	Replacement Waste Bins Single-Family - 2014	CW	S5	04	855	824	792	760	1,273	4,504	5,451	9,955	0	0	0	0	2,986	0	0	0	0	6,969	9,955
0	103	Multi-Residential SSO Bulk Bins - 2014	CW	S4	04	2,000	0	0	0	0	2,000	0	2,000	0	0	0	0	600	0	0	0	0	1,400	2,000
0	104	Replacement SSO Containers Single-Family - 2014	CW	S4	04	3,000	9,145	0	0	0	12,145	0	12,145	0	0	0	0	7,302	0	0	0	0	4,843	12,145
0	105	TCHC Organic Implementation Program 2014	CW	S4	04	750	750	0	0	0	1,500	0	1,500	0	0	0	0	450	0	0	0	0	1,050	1,500
0	106	SSO Containers Single-Family 2014 (1st Gen)	CW	S4	04	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	700	0	0	0	0	300	1,000
Sub-total						29,389	13,051	3,086	3,297	3,074	51,897	14,157	66,054	0	0	0	0	23,405	0	0	0	0	42,649	66,054
<b>Total Program Expenditure</b>						<b>96,573</b>	<b>102,363</b>	<b>71,617</b>	<b>110,748</b>	<b>104,572</b>	<b>485,872</b>	<b>222,137</b>	<b>708,009</b>	<b>0</b>	<b>48,709</b>	<b>0</b>	<b>0</b>	<b>289,681</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369,619</b>	<b>708,009</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**Solid Waste Management**

		Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
Sub-Project No.	Project Name	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																			
Federal Subsidy		0	0	0	15,644	16,336	31,980	16,729	48,709	0	48,709	0	0	0	0	0	0	0	48,709
Reserve Funds (Ind."XR" Ref.)		39,743	44,404	30,921	42,385	37,946	195,399	94,282	289,681	0	0	0	0	289,681	0	0	0	0	289,681
Debt - Recoverable		56,829	57,959	40,696	52,719	50,290	258,493	111,126	369,619	0	0	0	0	0	0	0	0	0	369,619
<b>Total Program Financing</b>		<b>96,573</b>	<b>102,363</b>	<b>71,617</b>	<b>110,748</b>	<b>104,572</b>	<b>485,872</b>	<b>222,137</b>	<b>708,009</b>	<b>0</b>	<b>48,709</b>	<b>0</b>	<b>0</b>	<b>289,681</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>708,009</b>

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

<b>Category Code</b>	<b>Description</b>
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## **Appendix 4**

### **2014 Recommended Cash Flow and Future Year Commitments**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4: 2014 Recommended Cash Flow and Future Year Commitments**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>SOL906419 PERPETUAL CARE OF LANDFILLS</b>																									
0	7	Perpetual Care of Landfills - 2013	CW	S2	02	410	410	410	110	0	1,340	0	1,340	0	0	0	0	1,340	0	0	0	0	0	1,340	
0	8	Perpetual Care of Landfills - 2014	CW	S5	02	8,990	40	40	90	0	9,160	0	9,160	0	0	0	0	9,160	0	0	0	0	0	9,160	
2	5	PERPETUAL CARE OF LANDFILLS - 2011	CW	S2	02	600	600	600	0	0	1,800	0	1,800	0	0	0	0	1,800	0	0	0	0	0	1,800	
Sub-total						10,000	1,050	1,050	200	0	12,300	0	12,300	0	0	0	0	12,300	0	0	0	0	0	12,300	
<b>SOL906580 COLLECTION YARD ASSET MANAGEMENT</b>																									
0	42	Collection Yards Asset Management 2013-2022	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	0	0	100	
0	45	Collection Yards Asset Management 2014-2023	CW	S5	03	600	0	0	0	0	600	0	600	0	0	0	0	600	0	0	0	0	0	600	
Sub-total						700	0	0	0	0	700	0	700	0	0	0	0	700	0	0	0	0	0	700	
<b>SOL907244 Transfer Station Asset Management - 2008 to 20</b>																									
0	11	Transfer Station Asset Management - 2012	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	1,000	0	0	0	0	0	1,000	
Sub-total						1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	1,000	0	0	0	0	0	1,000	
<b>SOL907246 Landfill Development</b>																									
0	10	ENGINEERING AND MONITORING-2011	CW	S2	02	130	130	130	130	144	664	390	1,054	0	0	0	0	158	0	0	0	0	896	1,054	
0	18	GAS CONTROL SYSTEM-2011	CW	S2	02	202	0	0	0	0	202	0	202	0	0	0	0	30	0	0	0	0	172	202	
0	20	CELL EXCAVATION AND BASE CONSTRUCTION-2011	CW	S2	02	500	0	0	0	0	500	0	500	0	0	0	0	75	0	0	0	0	425	500	
0	21	BUFFER LAND - 2012-2016	CW	S2	02	1,500	1,500	1,500	0	0	4,500	0	4,500	0	0	0	0	675	0	0	0	0	3,825	4,500	
0	23	Engineering and Monitoring 2012	CW	S2	02	369	627	492	1,192	127	2,807	501	3,308	0	0	0	0	496	0	0	0	0	2,812	3,308	
0	24	Leachate Control System 2012	CW	S2	02	1,100	38	40	26	558	1,762	2,770	4,532	0	0	0	0	680	0	0	0	0	3,852	4,532	
0	25	Cell Excavation and Base Construction 2012	CW	S2	02	4,365	738	738	764	3,968	10,573	12,398	22,971	0	0	0	0	3,446	0	0	0	0	19,525	22,971	
0	26	Site Services/Final Cover/Strom Control 2012	CW	S2	02	296	276	276	276	286	1,410	878	2,288	0	0	0	0	343	0	0	0	0	1,945	2,288	
0	27	Landfill Gas Control System 2013-2022	CW	S2	02	6,951	2,312	2,432	3,728	2,368	17,791	13,933	31,724	0	0	0	0	4,759	0	0	0	0	26,965	31,724	
0	28	Leachate Control System 2013-2022	CW	S2	02	256	1,366	1,420	1,493	1,017	5,552	5,100	10,652	0	0	0	0	1,598	0	0	0	0	9,054	10,652	
0	29	Site Services/Final Cover/Storm Control 2013-2022	CW	S2	02	978	1,039	1,142	1,200	1,213	5,572	5,750	11,322	0	0	0	0	1,698	0	0	0	0	9,624	11,322	
0	30	Engineering and Monitoring 2013-2022	CW	S2	02	-283	-655	-517	-1,214	-160	-2,829	-280	-3,109	0	0	0	0	-466	0	0	0	0	-2,643	-3,109	
0	31	Cell Excavation & Base Construction 2013-2022	CW	S2	02	1,987	6,764	7,392	8,475	8,566	33,184	20,302	53,486	0	0	0	0	8,023	0	0	0	0	45,463	53,486	

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4: 2014 Recommended Cash Flow and Future Year Commitments**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>SOL907246 Landfill Development</b>																									
0	32	Green Lane Landfill Gas Utilization 2013-2015	CW	S2	04	29,900	5,000	0	0	0	34,900	0	34,900	0	0	0	0	10,470	0	0	0	0	24,430	34,900	
0	34	Green Lane Landfill Gas Utilization - 2014	CW	S3	04	-29,550	0	20,000	7,000	2,550	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	35	Green Lane Engineering and Monitoring 2014	CW	S5	02	86	0	0	0	0	86	242	328	0	0	0	0	49	0	0	0	0	279	328	
0	37	Green Lane Engineering and Monitoring	CW	S3	02	0	28	25	22	33	108	146	254	0	0	0	0	38	0	0	0	0	216	254	
0	40	Landfill Gas Control System	CW	S5	02	0	0	0	0	0	0	2,928	2,928	0	0	0	0	439	0	0	0	0	2,489	2,928	
Sub-total						18,787	19,163	35,070	23,092	20,670	116,782	65,058	181,840	0	0	0	0	32,511	0	0	0	0	149,329	181,840	
<b>SOL907626 Reuse Centre - Future Site</b>																									
0	1	Reuse Centre 2009	CW	S2	04	3,900	0	0	0	0	3,900	0	3,900	0	0	0	0	1,170	0	0	0	0	2,730	3,900	
0	2	Reuse Centre 2013	CW	S2	04	2,535	0	0	0	0	2,535	0	2,535	0	0	0	0	761	0	0	0	0	1,775	2,535	
0	3	HST - Reuse Centre	CW	S2	04	65	0	0	0	0	65	0	65	0	0	0	0	20	0	0	0	0	46	65	
0	4	Reuse Centre Future Site - 2014	CW	S3	04	-6,500	5,000	0	0	0	-1,500	0	-1,500	0	0	0	0	-450	0	0	0	0	-1,050	-1,500	
Sub-total						0	5,000	0	0	0	5,000	0	5,000	0	0	0	0	1,500	0	0	0	0	3,500	5,000	
<b>SOL907628 Dufferin Single Stream Recycling Facility</b>																									
0	6	Site Remediation-2010	CW	S2	04	3,645	4,478	0	0	0	8,123	0	8,123	0	0	0	0	2,437	0	0	0	0	5,686	8,123	
0	7	Site Remediation-2011	CW	S2	04	1,016	0	0	0	0	1,016	0	1,016	0	0	0	0	305	0	0	0	0	711	1,016	
0	9	Dufferin SSRM Facility	CW	S2	04	350	8,873	15,000	0	0	24,223	0	24,223	0	0	0	0	7,267	0	0	0	0	16,956	24,223	
0	10	Dufferin SSRM Facility - 2014	CW	S3	04	0	0	-15,000	0	0	-15,000	0	-15,000	0	0	0	0	-4,500	0	0	0	0	-10,500	-15,000	
Sub-total						5,011	13,351	0	0	0	18,362	0	18,362	0	0	0	0	5,509	0	0	0	0	12,854	18,362	
<b>SOL907630 Dufferin SSO Facility</b>																									
0	1	Dufferin SSO Facility - 2011	CW	S2	04	16,809	8,000	0	0	0	24,809	0	24,809	0	0	0	0	7,443	0	0	0	0	17,366	24,809	
0	2	Dufferin SSO Facility Expansion - 2014	CW	S3	04	-9,809	17,000	10,534	1,900	100	19,724	0	19,724	0	0	0	0	5,917	0	0	0	0	13,807	19,724	
Sub-total						7,000	25,000	10,534	1,900	100	44,534	0	44,534	0	0	0	0	13,360	0	0	0	0	31,174	44,534	
<b>SOL907631 Disco SSO Facility</b>																									
0	1	Disco SSO Facility	CW	S2	04	8,000	0	0	0	0	8,000	0	8,000	0	0	0	0	2,400	0	0	0	0	5,600	8,000	
Sub-total						8,000	0	0	0	0	8,000	0	8,000	0	0	0	0	2,400	0	0	0	0	0	5,600	8,000





**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4: 2014 Recommended Cash Flow and Future Year Commitments**

**Solid Waste Management**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>SOL907957 Transfer Station Asset Mgmt - 2014 &amp; Subs.</b>																								
0	3	SCARBOROUGH T.S.-2014	CW	S5	03	2,950	0	0	0	0	2,950	0	2,950	0	0	0	0	0	0	0	0	2,950		
0	4	BUILDING AMENITIES AND UPGRADES-2014	CW	S5	03	490	0	0	0	0	490	0	490	0	0	0	0	0	0	0	0	490		
0	5	BERMONDSEY T.S.-2014	CW	S5	03	520	0	0	0	0	520	0	520	0	0	0	0	0	0	0	0	520		
0	6	DISCO T.S.-2014	CW	S5	03	870	0	0	0	0	870	0	870	0	0	0	0	0	0	0	0	870		
0	7	INGRAM T.S.-2014	CW	S5	03	1,050	0	0	0	0	1,050	0	1,050	0	0	0	0	0	0	0	0	1,050		
0	8	COMMISSIONERS ST. T.S.-2014	CW	S5	03	355	0	0	0	0	355	0	355	0	0	0	0	0	0	0	0	355		
Sub-total						7,955	0	0	0	0	7,955	0	7,955	0	0	0	0	0	0	0	0	7,955		
<b>SOL000065 DIVERSION SYSTEMS</b>																								
0	71	Replacement SSO Containers Single-Family	CW	S2	04	18,950	0	0	0	0	18,950	0	18,950	0	0	0	0	5,685	0	0	0	13,265	18,950	
0	72	SSO Multi-Unit Res.Containers Implementation	CW	S2	04	1,034	406	336	0	0	1,776	0	1,776	0	0	0	0	363	0	0	0	1,413	1,776	
0	84	Diversion Facility Asset Management	CW	S5	04	500	0	0	0	0	500	0	500	0	0	0	0	150	0	0	0	350	500	
0	87	Multi-Unit In-unit SSRM Containers	CW	S2	04	1,250	250	0	0	0	1,500	0	1,500	0	0	0	0	150	0	0	0	1,350	1,500	
0	90	HST-Single-Family SSO Containers	CW	S2	04	-1,095	0	0	0	0	-1,095	0	-1,095	0	0	0	0	-329	0	0	0	-767	-1,095	
0	101	Replacement Waste Bins Single-Family - 2013	CW	S2	04	1,145	1,176	1,208	1,240	0	4,769	0	4,769	0	0	0	0	1,431	0	0	0	3,338	4,769	
0	102	Replacement Waste Bins Single-Family - 2014	CW	S5	04	855	824	792	758	0	3,229	0	3,229	0	0	0	0	969	0	0	0	2,261	3,229	
0	103	Multi-Residential SSO Bulk Bins - 2014	CW	S4	04	2,000	0	0	0	0	2,000	0	2,000	0	0	0	0	600	0	0	0	1,400	2,000	
0	104	Replacement SSO Containers Single-Family - 2014	CW	S4	04	3,000	9,145	0	0	0	12,145	0	12,145	0	0	0	0	7,302	0	0	0	4,843	12,145	
0	105	TCHC Organic Implementation Program 2014	CW	S4	04	750	750	0	0	0	1,500	0	1,500	0	0	0	0	450	0	0	0	1,050	1,500	
0	106	SSO Containers Single-Family 2014 (1st Gen)	CW	S4	04	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	700	0	0	0	300	1,000	
Sub-total						29,389	12,551	2,336	1,998	0	46,274	0	46,274	0	0	0	0	17,471	0	0	0	28,803	46,274	
<b>Total Program Expenditure</b>						96,573	85,105	53,786	27,240	20,820	283,523	65,058	348,581	0	0	0	0	101,490	0	0	0	0	247,091	348,581

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4: 2014 Recommended Cash Flow and Future Year Commitments**

**Solid Waste Management**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.				Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
				2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																						
Reserve Funds (Ind."XR" Ref.)				39,743	27,876	14,687	5,928	3,498	91,732	9,758	101,490	0	0	0	0	101,490	0	0	0	0	0	101,490
Debt - Recoverable				56,829	57,229	39,099	21,312	17,322	191,791	55,299	247,091	0	0	0	0	0	0	0	0	0	247,091	247,091
<b>Total Program Financing</b>				<b>96,573</b>	<b>85,105</b>	<b>53,786</b>	<b>27,240</b>	<b>20,820</b>	<b>283,523</b>	<b>65,057</b>	<b>348,581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>101,490</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>247,091</b>	<b>348,581</b>

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## **Appendix 5**

### **2014 Recommended Capital Project with Financing Details**







CITY OF TORONTO

Appendix 5: 2014 Recommended Capital Project with Financing Details

Solid Waste Management

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2014	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>0</b>	<b><u>SOL907956 IT Corporate Initiatives</u></b>															
0	1 Work Management System (WMS) Implementation - 2013	5/1/2013	12/31/2016	1,015	0	0	0	0	305	0	0	0	0	0	0	711
0	2 Work Management System (WMS) Implementation - 2014	5/1/2013	12/31/2016	-245	0	0	0	0	-74	0	0	0	0	0	0	-172
0	3 Web Refresh - 2014	1/1/2014	12/31/2014	120	0	0	0	0	36	0	0	0	0	0	0	84
0	4 Financial Systems Integration - 2014	1/1/2014	12/31/2012	143	0	0	0	0	43	0	0	0	0	0	0	100
	<b>Project Sub-total:</b>			1,033	0	0	0	0	310	0	0	0	0	0	0	723
<b>0</b>	<b><u>SOL907957 Transfer Station Asset Mgmt - 2014 &amp; Subs.</u></b>															
0	1 DUFFERIN T.S. 2014	1/1/2014	12/31/2023	1,000	0	0	0	0	1,000	0	0	0	0	0	0	0
0	2 VICTORIA PARK T.S. 2014	1/1/2014	12/31/2014	720	0	0	0	0	720	0	0	0	0	0	0	0
0	3 SCARBOROUGH T.S.-2014	9/9/2013	9/9/2013	2,950	0	0	0	0	2,950	0	0	0	0	0	0	0
0	4 BUILDING AMENITIES AND UPGRADES-2014	9/9/2013	9/9/2013	490	0	0	0	0	490	0	0	0	0	0	0	0
0	5 BERMONDSEY T.S.-2014	9/9/2013	9/9/2013	520	0	0	0	0	520	0	0	0	0	0	0	0
0	6 DISCO T.S.-2014	1/1/2014	12/31/2014	870	0	0	0	0	870	0	0	0	0	0	0	0
0	7 INGRAM T.S.-2014	1/1/2014	12/31/2014	1,050	0	0	0	0	1,050	0	0	0	0	0	0	0
0	8 COMMISSIONERS ST. T.S.-2014	1/1/2014	12/31/2014	355	0	0	0	0	355	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			7,955	0	0	0	0	7,955	0	0	0	0	0	0	0
<b>3</b>	<b><u>SOL000065 DIVERSION SYSTEMS</u></b>															
0	71 Replacement SSO Containers Single - Family	1/1/2009	12/7/2013	18,950	0	0	0	0	5,685	0	0	0	0	0	0	13,265
0	72 SSO Multi-Unit Res.Containers Implementation	8/7/2009	12/7/2011	1,034	0	0	0	0	141	0	0	0	0	0	0	893
0	84 Diversion Facility Asset Management	1/7/2010	8/7/2019	500	0	0	0	0	150	0	0	0	0	0	0	350
0	87 Multi-Unit In-unit SSRM Containers	1/31/2011	12/31/2013	1,250	0	0	0	0	75	0	0	0	0	0	0	1,175
0	90 HST-Single-Family SSO Containers	8/31/2010	8/31/2010	-1,095	0	0	0	0	-329	0	0	0	0	0	0	-767
0	101 Replacement Waste Bins Single-Family - 2013	1/1/2013	12/31/2017	1,145	0	0	0	0	344	0	0	0	0	0	0	802
0	102 Replacement Waste Bins Single-Family - 2014	1/1/2013	12/31/2017	855	0	0	0	0	257	0	0	0	0	0	0	599
0	103 Multi-Residential SSO Bulk Bins - 2014	1/1/2014	12/31/2014	2,000	0	0	0	0	600	0	0	0	0	0	0	1,400
0	104 Replacement SSO Containers Single-Family - 2014	1/1/2014	12/31/2014	3,000	0	0	0	0	900	0	0	0	0	0	0	2,100
0	105 TCHC Organic Implementation Program 2014	1/1/2014	12/31/2014	750	0	0	0	0	225	0	0	0	0	0	0	525
0	106 SSO Containers Single-Family 2014 (1st Gen)	1/1/2014	12/31/2014	1,000	0	0	0	0	700	0	0	0	0	0	0	300
	<b>Project Sub-total:</b>			29,389	0	0	0	0	8,747	0	0	0	0	0	0	20,642
	<b>Program Total:</b>			96,573	0	0	0	0	39,743	0	0	0	0	0	0	56,829

Status Code Description  
 S2 S2 Prior Year (With 2014 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow  
 S4 S4 New - Stand-Alone Project (Current Year Only)

Status Code	Description
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07



## Appendix 6

### 2014 Reserve / Reserve Fund Review (In \$000s)

#### Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as of December 31, 2013	Proposed Cash Flows \$000s										2014 - 2023 Total
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
XR1013 Perpetual Care of Landfill Reserve Fund	Beginning Balance (Jan. 1)	19,944	16,301	16,474	16,804	17,140	17,483	17,832	18,189	18,553	18,924	19,302	16,301
	Estimated Interest Earned	199	204	329	336	343	350	357	364	371	378	386	3,418
	Contributions (Operating)	6,168	10,000	10,000	10,000	10,000	10,000	7,972	8,064	8,165	8,272	8,731	91,204
	Morningside Landfill Remediation	(3,870)	(30)										(30)
	Basic Perpetual Care	(4,094)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(5,315)	(5,376)	(5,443)	(5,515)	(5,821)	(60,802)
	New Control Systems	(2,047)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(2,657)	(2,688)	(2,722)	(2,757)	(2,910)	(30,402)
	Subtotal Perpetual Care Ptoject	(6,141)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(7,972)	(8,064)	(8,165)	(8,272)	(8,731)	(91,204)
Total Proposed Contributions (Withdrawals)	(3,643)	174	329	336	343	350	357	364	371	378	386	3,388	
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>16,301</b>	<b>16,474</b>	<b>16,804</b>	<b>17,140</b>	<b>17,483</b>	<b>17,832</b>	<b>18,189</b>	<b>18,553</b>	<b>18,924</b>	<b>19,302</b>	<b>19,688</b>	<b>19,688</b>

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as of December 31, 2013	Proposed Cash Flows \$000s										2014 - 2023 Total	
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
XR1404 Waste Management Reserve Fund	Beginning Balance (Jan. 1) Includes 2011 deferred surplus	71,294	74,518	62,423	34,580	25,604	13,892	16,688	20,924	33,186	37,361	33,420	74,518	
	Estimated Interest Earned	713	931	1,248	692	512	278	334	418	664	747	668	6,493	
	Contributions (Withdrawals) Operating	15,012	19,599	9,075	15,243	23,025	33,025	33,025	23,025	13,025	3,025	3,025	175,088	
	Estimated Prior Y/E Operating Surplus	11,265	129										129	
	Funding for Green Lane Systems Devel.	(2,998)	(105)	(1,500)	(6,000)	(2,100)	(765)	-	-	-	-	-	(10,470)	
	Transfers (to) from Green Lane Operating		(5,503)	(5,503)	(5,503)	(5,503)	(5,503)	(5,503)	(5,503)	(5,503)	(5,503)	(5,503)	(55,030)	
	Funding of Transfer Station Capital	(5,319)	(8,955)	(6,865)	(6,200)	(6,414)	(3,240)	(2,181)	(4,312)	(2,541)	(821)	(4,290)	(45,819)	
	Funding of Collection Yard Capital	(2,053)	(700)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(4,300)	
	Funding of Disco SSO Facility	(12,094)	(2,400)										(2,400)	
	Funding of Dufferin SSRM Facility		(1,504)	(4,005)									(5,509)	
	Funding of Dufferin SSO Facility		(2,100)	(7,500)	(3,160)	(600)							(13,360)	
	Funding of Reuse Centre-Future			(1,500)									(1,500)	
	Funding of Biogas Utilization	(119)	(1,348)	(1,336)	(856)								(3,540)	
	Funding of Long Term Waste Mgmt Strategy		(300)	(267)	(267)	(18,772)	(19,602)	(20,074)					(59,282)	
	Funding of Diversion Systems.	(1,115)	(8,747)	(7,574)	(926)	(989)	(922)	(933)	(944)	(963)	(958)	(450)	(23,405)	
	Funding of SWM IT Application Initiatives		(509)	(952)	(517)	(471)	(74)	(32)	(23)	(23)	(32)		(2,631)	
	Funding of IT Corporate Initiatives		(310)	(381)	(334)	-	-	-	-	-	-	-	(1,025)	
	Fund Revenue Services Billing System	(68)	(273)	(384)	(747)	-	-	-	-	(84)			(1,487)	
	Total Proposed Contributions (Withdrawals)		3,224	(12,095)	(27,843)	(8,976)	(11,712)	2,796	4,236	12,262	4,175	(3,941)	(6,950)	(48,048)
	<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>74,518</b>	<b>62,423</b>	<b>34,580</b>	<b>25,604</b>	<b>13,892</b>	<b>16,688</b>	<b>20,924</b>	<b>33,186</b>	<b>37,361</b>	<b>33,420</b>	<b>26,470</b>	<b>26,470</b>

(Cont'd)

**2014 Reserve / Reserve Fund Review  
(In \$000s)**

**Reserve/Reserve Fund Review - Program Specific**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as of December 31, 2013	Proposed Cash Flows \$000s										2014 - 2023 Total
			2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
<b>XRI408 Green Lane Reserve Fund</b>	Beginning Balance (Jan. 1)	16,881	16,601	14,755	13,638	12,363	10,747	8,794	6,838	4,997	3,689	2,267	<b>16,601</b>
	Contributions / (Withdrawals)	2,460	713	713	713	775	775	800	800	825	825	825	<b>7,763</b>
	Estimated Interest Earned	169	208	295	273	247	215	176	137	100	74	45	<b>1,769</b>
	Engineering and Monitoring-2011		(20)	(20)	(20)	(20)	(22)	(20)	(20)	(20)	-	-	<b>(158)</b>
	Gas Control System-2011		(30)	-	-	-	-	-	-	-	-	-	<b>(30)</b>
	Cell Excavation & Base Construction-2011	(2,909)	(75)	-	-	-	-	-	-	-	-	-	<b>(75)</b>
	Buffer Land - 2012-2016		(225)	(225)	(225)	-	-	-	-	-	-	-	<b>(675)</b>
	Engineering and Monitoring 2012		(55)	(94)	(74)	(179)	(19)	(37)	(19)	(19)	-	-	<b>(496)</b>
	Leachate Control System 2012		(165)	(6)	(6)	(4)	(84)	(84)	(166)	(166)	-	-	<b>(680)</b>
	Cell Excavation and Base Construction 2012		(655)	(111)	(111)	(115)	(595)	(643)	(608)	(608)	-	-	<b>(3,446)</b>
	Site Services/Final Cover/Storm Control 2012		(44)	(41)	(41)	(41)	(43)	(43)	(44)	(44)	-	-	<b>(343)</b>
	Engineering and Monitoring 2013-2022		42	98	78	182	24	20	21	20	(19)	-	<b>466</b>
	Landfill Gas Control System 2013-2022		(1,043)	(347)	(365)	(559)	(355)	(695)	(660)	(358)	(377)	-	<b>(4,759)</b>
	Leachate Control System 2013-2022		(38)	(205)	(213)	(224)	(153)	(259)	(229)	(58)	(219)	-	<b>(1,598)</b>
	Site Services/Final Cover/Storm Control 2013-2022		(147)	(156)	(171)	(180)	(182)	(194)	(198)	(207)	(263)	-	<b>(1,698)</b>
	Cell Excavation & Base Construction 2013-2022		(298)	(1,015)	(1,109)	(1,271)	(1,285)	(735)	(566)	(547)	(1,198)	-	<b>(8,023)</b>
	Buffer Land - 2017-2022		-	-	-	(225)	(225)	(225)	(225)	(225)	(225)	(225)	<b>(1,575)</b>
	Green Lane Engineering and Monitoring 2014		(13)	-	-	-	-	(18)	-	-	(19)	(19)	<b>(68)</b>
	Green Lane Cell Excavation & Base Construction		-	-	-	-	-	-	-	-	-	(1,198)	<b>(1,198)</b>
	Green Lane Engineering and Monitoring		-	(4)	(4)	(3)	(5)	-	(2)	(1)	-	(19)	<b>(38)</b>
	Green Lane Site Services/Final Cover/Storm		-	-	-	-	-	-	-	-	-	(184)	<b>(184)</b>
	Green Lane Leachate Control System		-	-	-	-	-	-	-	-	-	(219)	<b>(219)</b>
	Landfill Gas Control System		-	-	-	-	-	-	(62)	-	-	(377)	<b>(439)</b>
	Total Proposed Contributions / (Withdrawals)	(280)	(1,845)	(1,117)	(1,275)	(1,617)	(1,953)	(1,956)	(1,841)	(1,308)	(1,421)	(1,371)	<b>(15,704)</b>
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>16,601</b>	<b>14,755</b>	<b>13,638</b>	<b>12,363</b>	<b>10,747</b>	<b>8,794</b>	<b>6,838</b>	<b>4,997</b>	<b>3,689</b>	<b>2,267</b>	<b>897</b>	<b>897</b>