



Toronto 2015 BUDGET

CAPITAL ANALYST NOTES



Solid Waste Management Services

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

Solid Waste Management Services (SWMS) maintains infrastructure valued at \$509 million for 2015 (amount excluding landfills), comprised of 7 transfer stations, 1 material recycling facility, 2 organics (SSO) processing facilities, 5 collection yards and an approximate distribution of 1.6 million organics, recycling and waste bins. Landfills include 1 active (Green Lane) and 160 closed landfills

The 2015-2024 Recommended Capital Plan totaling \$671.755 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.

Highlights

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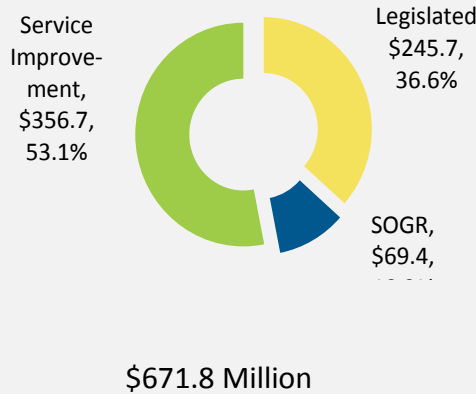
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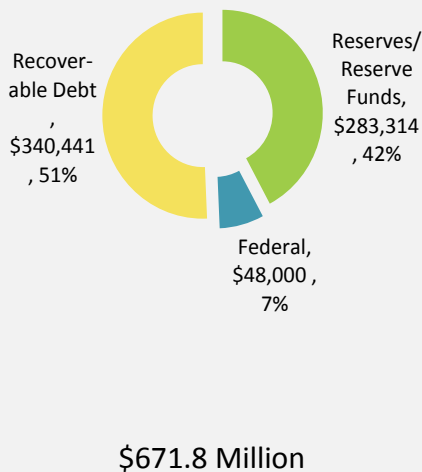
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Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category (\$Millions)



2015-2024 Capital Budget and Plan by Funding Source (\$Millions)



Where does the money go?

The 10-Year Recommended Capital Plan totals \$671.755 million and provides funding to address waste diversion and recycling, including:

- 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.
- Improving transfer station capacity and establishing a durable goods receiving centre to prepare goods for processing.
- Ongoing development of the Green Lane Landfill and Perpetual Care of closed landfills, as well as strategic studies and investments in facilities and technologies as determined by the Long Term Waste Management Strategy.

Where does the money come from?

The 10-Year Recommended Capital Plan is funded by 3 major sources:

- Recoverable debt funding of \$340.441 million comprises 50.7% of SWMS 10-year capital funding. The City initially funds this debt; SWMS then repays the debt servicing costs over its term through the collection of user fees in their Operating Budget.
- Capital financing of \$283.314 million or 42.2% will be provided from the Waste Management Reserve Fund, with annual contributions to the reserve generated from user fee (rate) revenue in the Operating Budget.
- The remaining capital financing is an estimate of a Federal funding contribution of \$48 million or 7.1% for a future Long Term Waste Management Facility.

State of Good Repair Backlog

The Solid Waste Management Program does not have a backlog of State of Good Repair (SOGR). The funding allocated in the 10-Year Recommended Capital Plan for SWMS for SOGR projects for 2015 and future years is deemed appropriate to maintain the assets in a state of good repair. The Program is undertaking an asset condition assessment and will report any changes to their SOGR backlog during the 2016 Capital Budget process.

Key Challenges & Priority Actions

70% Waste Diversion - The SWMS’ capital program is driven primarily by the City’s objective to achieve the 70% waste diversion target.

- ✓ SWMS is developing a Long Term Waste Management Strategy that will guide how the City's waste will be managed over the next 30 – 50 years.
- ✓ The 2015 – 2024 Recommended Capital Budget and Plan includes \$1.8 million for a study for the *Long Term Waste Management Strategy* as well as \$192.0 million to implement the strategy, once approved by Council.

Long-Term Reserve Funding - To continue to reduce the reliance on recoverable debt, 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%.

- ✓ A multi-year fee/rate strategy will be developed for Council's consideration that will account for Council's decision on the *Long Term Waste Management Strategy*, with the aim to ultimately eliminate the use of recoverable debt while maintaining the sustainability of the capital program in addition to the operation of the utility.

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for SWMS of \$76.0 million, including carry forward funding, will:

- ✓ Continue improving *Diversion Systems* with purchased multi-unit residential SSO containers and recycling upgrades and the replacement of single family next generation SSO containers & waste / recycling containers (\$16.4 million);
- ✓ Continue building Source Separated Organics processing capacity at the Dufferin (\$9.3 million) and maintenance of the Dufferin recycling facility (\$1.1 million);
- ✓ Continue developing the Green Lane Landfill (\$15.4 million) and providing Perpetual Care of Old Landfills including control systems (\$8 million);
- ✓ Continue work on both internal SWMS and Corporate IT initiatives to improve business process and service delivery (\$4.3 million);
- ✓ Continue consultant study on the Long Term Waste Management Strategy (\$1.5 million).



Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Capital Budget for Solid Waste Management Services with a total project cost of \$11.796 million, and 2015 cash flow of \$67.924 million and future year commitments of \$231.718 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 40 new / change in scope sub-projects with a 2015 total project cost of \$11.796 million that requires increased / (decreased) cash flow of (\$53.017 million) in 2015 and future year cash flow commitments of \$33.506 million in 2016; \$20.623 million in 2017; \$11.411 million in 2018; (\$2.634 million) in 2019; \$0.765 million in 2020; \$0.061 million in 2021; \$1.206 million in 2022 and (\$0.125 million) in 2023;
 - ii. 42 previously approved sub-projects with a 2015 cash flow of \$85.105 million; and future year cash flow commitments of \$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; and,
 - iii. 13 sub-projects from previously approved projects with carry forward funding from 2013 and prior years requiring 2015 cash flow of \$35.836 million which requires Council to reaffirm its commitment.
 - b) 2014 approved cash flow for 14 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$8.083 million.
2. City Council approve the new debt service costs of \$0.616 in 2015 and incremental debt costs of \$5.152 million in 2016; \$7.606 million for 2017; \$5.887 million for 2018; \$6.431 million for 2019; \$5.183 million for 2020; \$5.137 million for 2021; \$3.394 million for 2022; \$2.049 million for 2023; and \$1.851 million for 2024 resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council approve the 2016-2024 Recommended Capital Plan for Solid Waste Management Services totalling \$372.114 million in project estimates, comprised of \$15.985 million in 2016; \$27.980 million for 2017; \$67.913 million for 2018; \$69.858 million for 2019; \$69.116 million for 2020; \$48.388 million for 2021; \$15.281 million for 2022; \$26.774 million for 2023; and \$30.819 million in 2024; and
4. City Council consider operating costs (or savings) of \$0.022 million net in 2015; \$0.268 million net in 2016; (\$1.143 million) in 2017; (\$1.485 million) in 2018; (\$1.956 million) in 2019; (\$0.155 million) in 2020; (\$0.117 million) in 2021; (\$0.123 million) in 2022; (\$0.122 million) in 2023 and (\$0.117 million) in 2024, emanating from the approval of the 2015 Recommended Capital Budget for inclusion in the 2015 and future year operating budgets.
5. This report be considered concurrently with the 2015 Recommended Solid Waste Rates report (January 2015), from the Deputy City Manager and Chief Financial Officer and General Manager for Solid Waste Management Services.
6. Pending completion of a capital asset condition assessment, Solid Waste Management staff work with the Financial Planning Division to review the state of good repair of capital assets and report any changes as part of the 2016 Budget process.

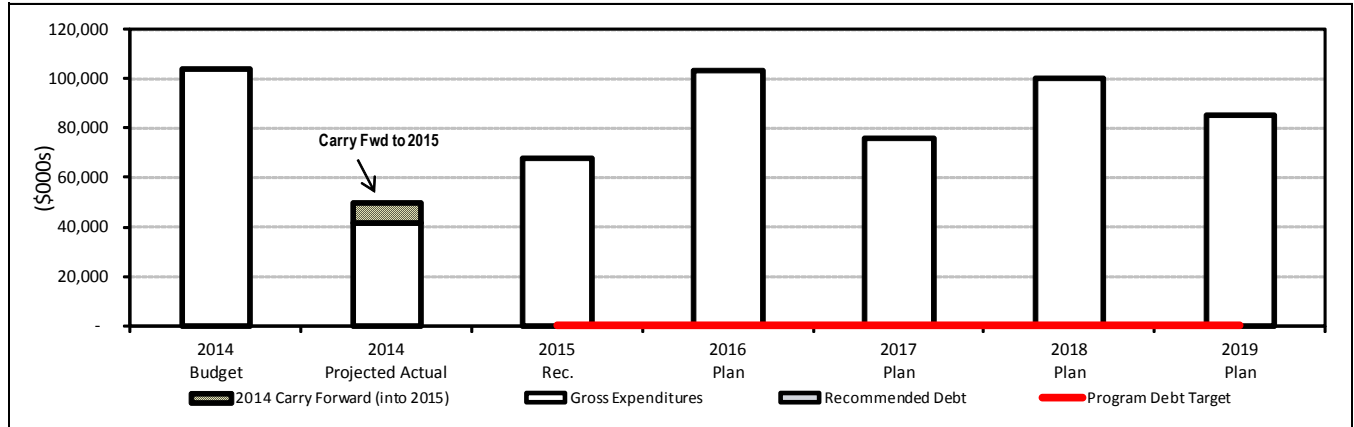


Part I:

10-Year Capital Plan

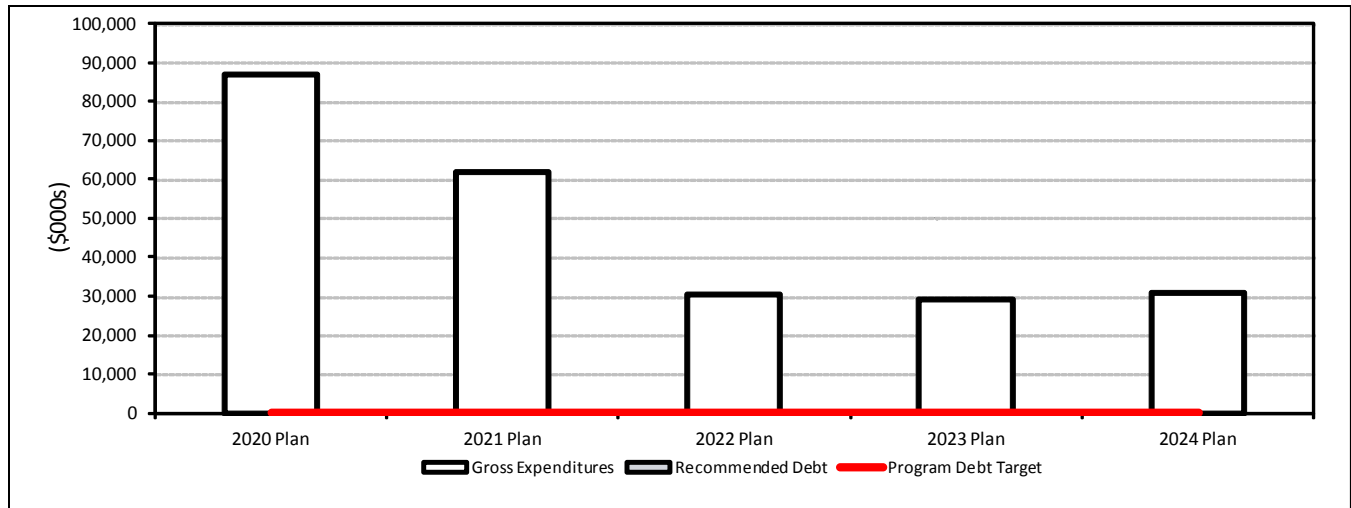
10 Year Capital Plan

Table 1a
2015 Recommended Budget, 2016-2019 Recommended Capital Plan



	2015 Rec'd Capital Budget and 2016 - 2019 Rec'd Capital Plan								5-Year Total Percent
	2014		2015	2016	2017	2018	2019	2015 - 2019	
	Budget	Projected Actual							
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	65,387	42,166	85,105	53,786	27,240	20,820	18,045	204,996	47.4%
Recommended Changes to Approved FY Commitments			(8,938)	7,322	(758)		(117)	(2,491)	(0.6%)
2015 New/Change in Scope and Future Year Commitments			(44,079)	26,184	21,381	11,411	(2,517)	12,380	2.9%
2016- 2019 Capital Plan Estimates				15,985	27,980	67,913	69,858	181,736	42.0%
2-Year Carry Forward for Reapproval	16,659		35,836					35,836	8.3%
1-Year Carry Forward to 2015	21,896	8,083							
Total Gross Annual Expenditures & Plan	103,942	50,249	67,924	103,277	75,843	100,144	85,269	432,457	100.0%
Program Debt Target			N/A	N/A	N/A	N/A	N/A	N/A	
Financing:									
Recommended Debt									
Reserves/Reserve Funds			30,808	41,814	30,814	37,486	34,566	175,488	40.6%
Development Charges									
Provincial/Federal				500	2,500	12,500	12,500	28,000	6.5%
Debt Recoverable			37,116	60,963	42,529	50,157	38,203	228,969	52.9%
Other Revenue									
Total Financing			67,924	103,277	75,843	100,144	85,269	432,457	100.0%
By Project Category:									
Health & Safety									
Legislated			19,979	23,401	27,559	27,497	24,728	123,163	28.5%
SOGR			13,515	9,257	5,350	6,295	8,245	42,662	9.9%
Service Improvement			34,429	70,619	42,935	66,352	52,297	266,632	61.7%
Growth Related									
Total by Project Category			67,924	103,277	75,843	100,144	85,269	432,457	100.0%
Asset Value (\$) at year-end	465,021		548,061	602,940	640,304	703,533	755,298		
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%		
Debt Service Costs			616	5,152	7,606	5,887	6,431	25,692	
Operating Impact on Program Costs			82	259	(1,098)	(1,485)	(1,956)	(4,198)	
New Positions									

Table 1b
2020 - 2024 Recommended Capital Plan



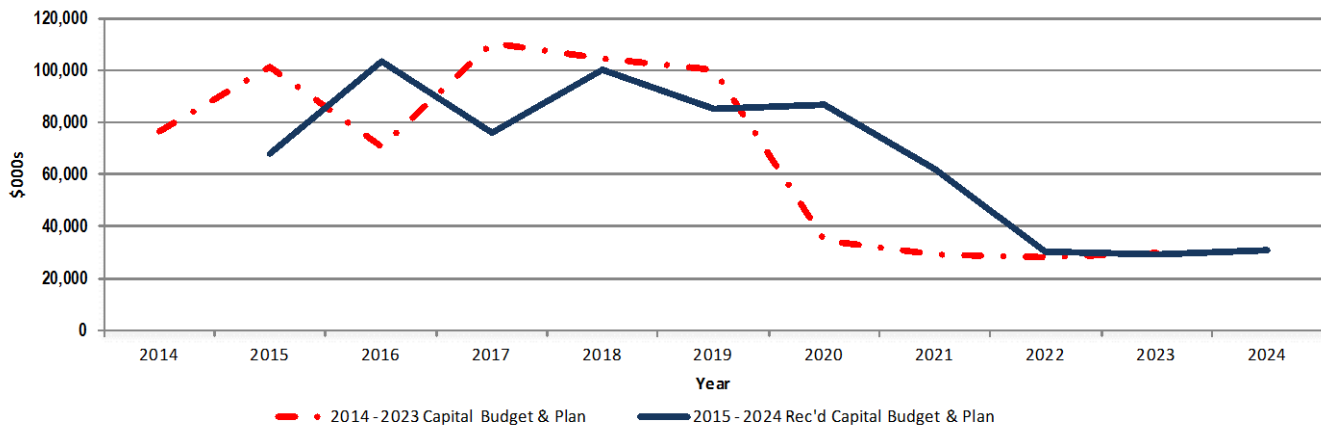
	2020 - 2024 Rec'd Capital Plan						
	2020	2021	2022	2023	2024	2015 - 2024	10-Year Total Percent
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments	17,016	13,389	13,968	2,640		252,009	37.5%
Recommended Changes to Approved FY Commitments	(413)		(125)	(2,515)		(5,544)	(0.8%)
2015 New/Change in Scope and Future Year Commitments	1,178	61	1,331	2,390		17,340	2.6%
2020 - 2024 Capital Plan Estimates	69,116	48,388	15,281	26,774	30,819	372,114	55.4%
2-Year Carry Forward for Reapproval						35,836	5.3%
Total Gross Annual Expenditures & Plan	86,897	61,838	30,455	29,289	30,819	671,755	100.0%
Program Debt Target	N/A	N/A	N/A	N/A	N/A	N/A	
Financing:							
Recommended Debt							
Reserves/Reserve Funds	33,655	26,858	14,837	15,487	16,989	283,314	42.2%
Development Charges							
Provincial/Federal	12,500	7,500				48,000	7.1%
Debt Recoverable	40,742	27,480	15,618	13,802	13,830	340,441	50.7%
Other Revenue							
Total Financing	86,897	61,838	30,455	29,289	30,819	671,755	100.0%
By Project Category:							
Health & Safety							
Legislated	27,346	23,115	24,946	23,545	23,545	245,660	36.6%
SOGR	6,905	6,905	3,445	4,015	5,505	69,437	10.3%
Service Improvement	52,646	31,818	2,064	1,729	1,769	356,658	53.1%
Growth Related							
Total by Project Category	86,897	61,838	30,455	29,289	30,819	671,755	100.0%
Asset Value(\$) at year-end	806,943	838,653	840,345	842,074	842,114		
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)	0.0%	0.0%	0.0%	0.0%	0.0%		
Debt Service Costs	5,183	5,137	3,394	2,049	1,851	43,306	
Operating Impact on Program Costs	(155)	(117)	(123)	(122)	(117)	(4,832)	
New Positions							

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Recommended Capital Budget and the 2016 - 2024 Recommended Capital Plan reflects a decrease of \$14.358 million in capital funding over a 10 year period from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$14.358 million or 2.1% decrease in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 - 2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	76,477	101,463	70,717	110,748	104,572	100,227	34,512	29,280	28,258	29,859		686,113
2015 - 2024 Rec'd Capital Budget & Plan		67,924	103,277	75,843	100,144	85,269	86,897	61,838	30,455	29,289	30,819	671,755
Change %		(33.1%)	46.0%	(31.5%)	(4.2%)	(14.9%)	151.8%	111.2%	7.8%	(1.9%)		(2.1%)
Change \$		(33,539)	32,560	(34,905)	(4,428)	(14,958)	52,385	32,558	2,197	(570)		(14,358)

As reflected in the chart above, the \$14.358 million decrease in the capital program is the result of a refinement to cash flows for various capital projects due to current spending capacity, project plan re-estimation and capital funding estimates project deceleration.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the recommended \$4.537 million in decreased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the following:

- Capital project cash flows that have been deferred through the period 2016 to 2019 due to revised capital project schedules and actual delivery capacity include projects such as Organics and Recycling Containers, the Durable Goods Reuse Centre, the Dufferin SSO Facility, the project for Biogas Utilization and various projects for SWMS IT Initiatives.
- Projected cash flow requirements for the Landfill Gas Utilization project at Green lane have been reduced based on the latest data for biogas capacity.
- The cash flow for the Long Term Waste Management Facility has been deferred with a revised estimated completion date of 2021 as opposed to 2019.

A summary of project changes for the years 2015 to 2023 totalling \$4.537 million are provided in Table 2 below:

Table 2
Summary of Project Changes (In \$000s)

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	76,477	101,463	70,717	110,748	104,572	100,227	34,512	29,280	28,258	29,859		609,636
2015 - 2024 Rec'd Capital Budget & Plan		32,088	103,277	75,843	100,144	85,269	86,897	61,838	30,455	29,289	30,819	605,100
Capital Budget & Plan Changes (2015 - 2023)		(69,375)	32,560	(34,905)	(4,428)	(14,958)	52,385	32,558	2,197	(570)		(4,536)

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved													
<i>Transfer Stn Asset Mgmt</i>		5,750	1,907	(2,464)	1,155	4,164	693	2,464	724	(2,175)	12,218	3,605	
<i>Diversion Facility Asset Mgmt</i>												1,500	
<i>Diversion Systems</i>		(17,229)	19,892							1,729	4,392	1,769	
<i>Dufferin SSRM Facility</i>	19,423	(16,496)	1,500								(14,996)		4,427
<i>Dufferin SSO Facilities</i>	44,824	(20,668)	21,540	8,366	55	155					9,447		54,271
<i>Biogas Utilization</i>	12,000	(5,300)	2,300	2,300	2,500						1,800		13,800
<i>Reuse Centre-Future Site</i>	10,484	(4,500)	1,000	3,500									10,484
<i>Landfill Gas Utilization</i>	35,000	(4,800)	(18,650)	2,000	6,450						(15,000)		20,000
<i>Landfill Development</i>		(849)	(918)	25	(548)	(2,961)	766	61	1,206	(125)	(3,344)	14,814	
<i>Perpetual Care of Landfills</i>		(5,788)	(751)	(58)	(1,575)	172					(8,000)	8,731	
<i>SWM Long Term Strategy Plan</i>	3,798												3,798
<i>Long Term Strategy Facility TBD</i>	194,829		2,000	(52,574)	(15,341)	(16,914)	50,000	30,000			(2,829)		192,000
<i>SWM IT Application Initiatives</i>	7,941	(2,624)	1,034	1,434	994	220	578	33	267		1,936		9,877
<i>IT Corporate Initiatives</i>	896	895	1,706	2,567	1,882	207	348				7,605		8,501
											-		
Total Previously Approved	329,195	(71,610)	32,560	(34,905)	(4,428)	(14,958)	52,385	32,558	2,197	(571)	(6,772)	30,419	317,157
New													
<i>Two Way Radio Replacement</i>		2,235									2,235		2,235
Total New		2,235									2,235		2,235
Total Changes	329,195	(69,375)	32,560	(34,905)	(4,428)	(14,958)	52,385	32,558	2,197	(571)	(4,537)	30,419	319,392

Significant Capital Project Changes in Solid Waste Management:

The following SWMS capital projects had the cash flow funding estimates revised to address key priorities outlined below:

- *Transfer Station Asset Management:* Overall project cost has increased by \$15.8 million over the period 2015 to 2024 due to increased requirements to maintain the SOGR (State of Good Repair) of transfer station facilities particularly at Dufferin and Bermondsey. This includes repair work for various projects such as roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. At Dufferin Transfer Station, the SOGR upgrades are coordinated with the Dufferin Organics Processing Plant expansion.
- *Dufferin SSRM Facility:* Project cost for the Dufferin SSRM (Single Stream Recyclable Materials) Facility is reduced by \$14.996 million to \$4.477 million. Planned capital activities at the facility had initially encountered unanticipated delays in order to meet contractual tonnage obligations. It has since been determined that the Dufferin operating contract will not be renewed with a study underway to determine alternate uses for the facility. Current planned spending includes trailer rental for staff that were displaced and expansion of the sprinkler room.
- *Dufferin SSO Processing Facilities:* Project cost estimates for the Dufferin SSO (Source Separated Organics) Processing Facilities have increased by \$9.449 million over the period 2015 to 2019. This

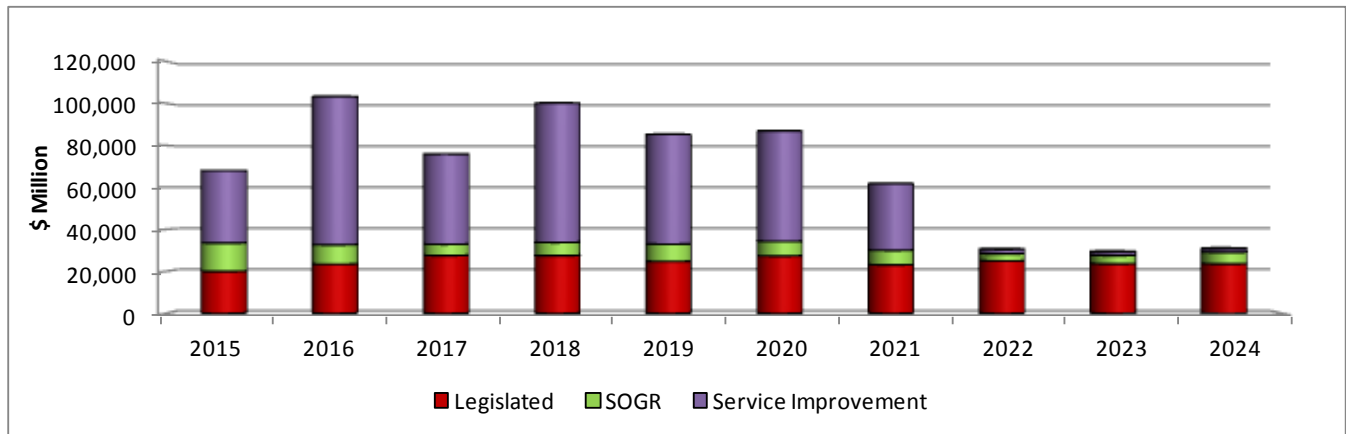
is due to refinement in the cost estimate by the consultant with the preliminary design phase now being completed and accommodation of a wastewater treatment facility in the existing leaf & yard material transfer pad to ensure effluent from the organics processing facility meets the City's sewer use by-law. An RFP has been drafted to hire a contractor to design-build and operate the expanded facility with 80% of Phase 1 work completed for engineering studies and preliminary design. Release of the RFP, facility expansion and project completion will be delayed by one year to 2017.

- *Landfill Gas Utilization:* An engineering re-assessment has determined that the overall project cost for biogas utilization at the Green Lane Landfill should be reduced by \$15 million from \$35 million to \$20 million. The main driver behind this change are lower estimates of landfill gas volume flow creating a lower estimated power output thereby reducing the cost of associated infrastructure.
- *IT Corporate Initiatives:* Project cost for the previously approved project for Information Technology Corporate Initiatives has increased by \$7.6 million over the period 2015 to 2020. This is mainly to provide funding for 3 new sub-projects for:
 - The Time & Attendance Management Solution project (2017/18) of \$0.433 million will automate and standardize SWMS time and attendance workflows for better efficiency;
 - The Learning Management Solution project (2019/20) of \$0.555 million will facilitate the SWMS implementation of the Corporate Learning Management System ELI that will reduce administrative and training costs; and,
 - The 2015 change in scope for the Work Management System 2015- 2018 of \$6.402 million will provide funding for additional project resources to procure and implement a common new Work Management System between Toronto Water, Transportation Services, PF&R and SWMS. Project includes staff for an implementation, vendor implementation services, hardware and software licences.

New Projects:

- *Two Way Radio Replacement:* This new project for 2015 with funding of \$2.235 million is required to replace obsolete radio equipment used by SWMS, Transportation Services and Toronto Water. The purchase of the new radios will be facilitated through Toronto Hydro. Manufacturer support for the old radios is guaranteed by contract through to 2016. A replacement to the current voice radio system is required to assure continuity of voice communication services for both Toronto Hydro and the City of Toronto. The project includes SWMS share of radio gear and associated infrastructure.

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Recommended Capital Plan for Solid Waste Management of \$671.755 million predominately provides funding for Service Improvement projects, which represent 53.1% of total funding or \$356.7 million over the 10-year period.

- The level of funding for Service Improvement projects is consistent with SWMS' objective to achieve 70% waste diversion and manage the City's waste, recycling and organics program requirements. Funding during the period 2016 to 2021 is primarily driven by the development of a Long Term Waste Management Facility which is now being reviewed as part of the Long Term Waste Management Strategy.
- Legislated projects account for 36.6% of total funding or \$245.7 million, with these projects directed at achieving the on-going legislated and statute-based obligations related to the City's current and former landfills. The annual funding for Legislated projects is relatively consistent over the 10-Year Plan for on-going development of Green Lane and maintenance at old landfills.
- State-of-Good Repair projects comprise the remaining 10.2% of the plan of \$69.4 million. This category consists of spending for Diversion Facility, Collection Yard and Transfer Station asset management and maintenance.

**Table 3
Summary of Capital Projects by Category (In \$000s)**

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Legislated													
Perpetual Care of Landfills		4,666	9,249	9,942	8,425	8,144	8,064	8,165	8,272	8,731	8,731	82,389	
Landfill Development		15,314	14,152	17,617	19,072	16,584	19,282	14,950	16,674	14,814	14,814	163,272	
Sub-Total		19,980	23,401	27,559	27,497	24,728	27,346	23,115	24,946	23,545	23,545	245,661	
State of Good Repair													
Transfer Stn Asset Mgmt		12,615	8,107	3,950	4,395	6,345	5,005	5,005	1,545	2,115	3,605	52,687	
Diversion Facility Asset Mgmt		500	750	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	12,750	
Collection Yd Asset Mgmt		400	400	400	400	400	400	400	400	400	400	4,000	
Sub-Total		13,515	9,257	5,350	6,295	8,245	6,905	6,905	3,445	4,015	5,505	69,437	
Service Improvements													
Diversion Systems		14,077	22,228	2,297	1,574	1,610	1,645	1,710	1,692	1,729	1,769	50,331	
Biogas Utilization	12,000	2,035	4,000	2,300	2,500							10,835	13,800
Green Lane: Landfill Gas Utilizat	35,000	441	1,350	9,000	9,000							19,791	20,000
Reuse Centre-Future Site	10,484	500	1,000	3,500								5,000	10,484
Dufferin SSRM Facility	19,423	1,135	1,500									2,635	4,427
Dufferin SSO	44,824	9,300	32,074	10,266		155						51,950	54,271
SWM IT Application Initiatives	7,941	718	2,756	3,005	1,241	325	653	108	372			9,178	9,877
IT Corporate Initiatives	896	2,522	2,820	2,567	1,882	207	348					10,346	8,501
Two Way Radio Replacement		2,235										2,235	2,235
SWM Long Term Strategy Plan	3,798	1,465	891									2,356	3,798
Long Term Strategy Facility TBD			2,000	10,000	50,000	50,000	50,000	30,000				192,000	192,000
Sub-Total	134,366	34,429	70,619	42,935	66,352	52,297	52,646	31,818	2,064	1,729	1,769	356,657	319,392
Total Expenditures by Category	134,366	67,924	103,277	75,843	100,144	85,269	86,897	61,838	30,455	29,289	30,819	671,755	319,392

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (e.g. Transfer Station Asset Management projects)

2015 – 2024 Recommended Capital Projects

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

- *Green Lane Landfill Acquisition & Cell Development*
 - The 10-Year Recommended Capital Plan includes \$163.3 million to provide annual funding for; cell development at the Green Lane Landfill site including new waste cell excavation and construction with funding of \$78.5 million, landfill systems (\$69.8 million) and buffer land acquisition (\$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.
- *Perpetual Care*
 - 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 \$82.4 million over 10 years. Cash flow funding estimates have been re-balanced by year to allow for approximately \$8.2 million annually for ongoing control system requirements.

State of Good Repair Projects

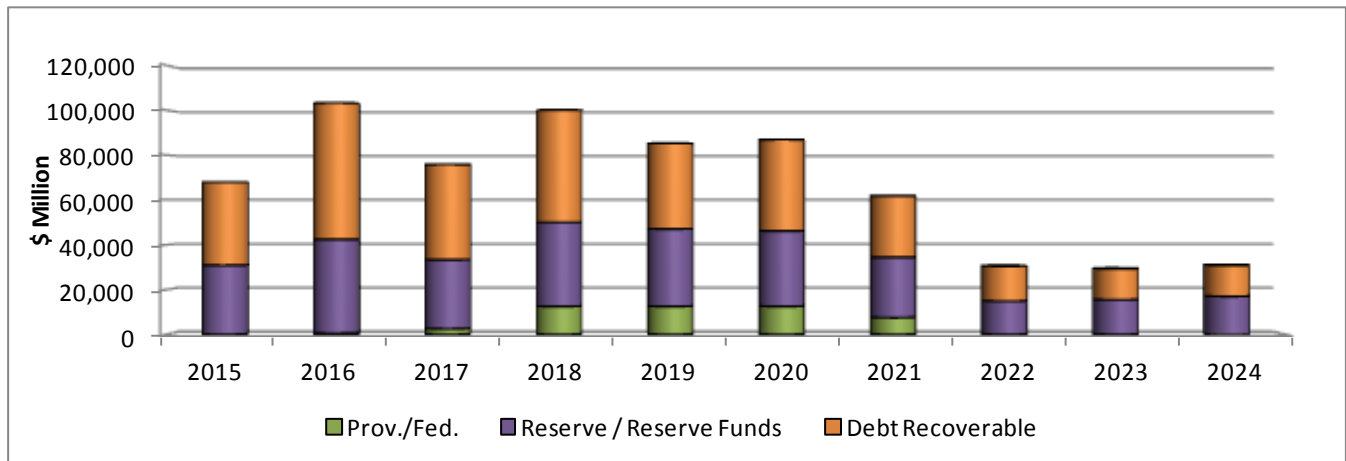
- *Transfer Station Asset Management*
 - This project addresses work at 7 transfer stations with a 10-year cash flow of \$52.7 million providing funding to build various improvements to the transfer stations that are required to meet health and safety, operational and environmental requirements, such 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

- *Diversion Systems*
 - Funding is provided for implementing and replacing waste bins, recycling containers, organics containers for single family residential and multi-residential buildings as well as recycling upgrades for multi-residential buildings. The estimated cost is \$50.3 million over 10 years with most spending (72%) expected during 2015/16 for the purchase of various bins and containers.
- *Dufferin SSO Facility*
 - Total funding over 10 years of \$52 million spanning 2015 to 2019 will increase organics processing and to treat resulting wastewater. Construction of this facility that began in 2012 will continue to 2017 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.
- *Landfill Gas Utilization and Biogas Utilization*
 - The landfill gas project with cash flows that total \$30.6 million over 10 years is located at Green Lane; the biogas project addresses requirements at the Dufferin/Disco SSO processing facilities. The project funding will provide infrastructure whereby gas produced by decomposition of waste will be converted to hydroelectric energy.
- *Long Term Waste Management Strategy/Facility*
 - This project has a total project cost of \$195.798 million with \$194.356 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, securing any Provincially mandated environmental approvals and permits, Request for Proposal (RFP) and construction service efforts required for a vendor procurement process.
 - The actual technology for the facility and its location are yet to be determined. The results of the current consultant study are expected during 2015/2016.
- *SWM IT Application Initiatives*
 - Funding of \$9 million over 10 years is provided in order to address various IT issues internal to SWMS. Sub-projects include transfer station efficiencies, asset management, RFID/GPS systems, revenue forecasting, eService delivery performance measurement, contract management and business process improvements.
- *IT Corporate Initiatives*

- This project with funding of \$10.1 million over 10 years and is primarily comprised of the Work Management System (WMS) which is the multi-year project to procure and implement a common new Work Management System between Toronto Water, Transportation Services, PF&R and SWMS.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



The 10-Year Recommended Capital Plan of \$671.755 million will be financed through recoverable debt, Reserve / Reserve funds and anticipated Federal Subsidies. With the anticipated completion of all major diversion facilities by 2021, required funding begins to decline in the last four years of the Recommended Capital Plan. Future requirements will also be dependent on the outcome of the long term study.

- Recoverable Debt accounts for \$340.441 million or 50.7% of the financing for the 10-Year Recommended Capital Plan. Debt guidelines are not provided for SWMS as debt is recoverable from user fees with repayment of the debt servicing costs funded in SWMS annual Operating Budget.
- Reserve Funds constitute \$283.314 million or 42.2% of required funding over 10 years. Compared to previous Capital Plans, reserve funding has gradually increased as the intention is to fund a greater percentage of projects with this funding source.
- 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.
- Federal Subsidies represent \$48 million or 7.1% of required funding over 10 years. Funding is estimated for the Long Term Waste Management Facility at 25% of total project cost and falls within the guideline for federal infrastructure funding.

- This federal 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.

State of Good Repair (SOGR) Backlog

- Solid Waste Management Services has not currently identified 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 is deemed appropriate to maintain the assets in a steady state of good repair.
- It was recommended in 2014 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 Budget process. This process is still ongoing and will now be addressed as part of the 2016 Capital Budget process.

10-Year Capital Plan: Net Operating Budget Impact

**Table 4
Net Operating Impact Summary (In \$000s)**

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.	\$000s	Pos.
Previously Approved														
Green Lane - Landfill Gas Utilization							(1,668)		(838)		(2,506)		(2,791)	
Biogas Utilization - Dufferin and Disco SSO					(1,432)		(35)		(1,200)		(2,667)		(3,016)	
Disco SSO Processing Facilities			(34)		(44)		(44)				(122)		(122)	
IT Short Term App Improvements - 2014			117								117		117	
IT Stakeholder-Cust Relation Mgmt-2014			74								74		74	
IT Transfer Station Efficiencies-2014	20				32		82		82		216		216	
IT Work Mgmt System Implement.- 2014			86								86		86	
New Projects - 2015														
IT Electronic Doc & Records Mgmt -2015					52						52		52	
IT Work Mgmt System Implement.- 2015					86		180				266		266	
New Projects - Future Years														
IT Contract Management -2015					46						46		46	
IT Business Systems Integration	2				117						119		119	
IT Revenue Forecasting -2015			25								25		25	
Total Recommended (Net)	22		268		(1,143)		(1,485)		(1,956)		(4,294)		(4,928)	

The 10-Year Recommended Capital Plan will decrease future year Operating Budgets by a total of \$4.928 million net over the 2015 – 2024 period as shown in the table above. This is mainly comprised of operating impacts from the following major projects once completed:

- **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 \$20 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. By 2024, the estimated incremental operating cost of \$4.4 million is offset by estimated revenue of \$7.2 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 generate combustible biogas through anaerobic digestion. The biogas can be similarly utilized as a source of renewable energy to provide an economic benefit to the City.
 - This project will also create the capability to convert the biogas into a renewable energy product, either electricity or renewable natural gas, and transport the energy product so it can be connected to the local energy distribution grid.
 - The sale of the renewable energy product will achieve a favourable return on the initial capital investment of \$13.8 million and will generate a revenue stream over a 20 year period. By 2024, the estimated incremental net operating revenue is \$3 million.
- **Long Term Waste Management Strategy/Facility:**
 - The Program may see a net operating cost increase arising from the completion and commissioning of a facility. All estimates for the cost of this facility will be reviewed as part of the current consultant study.
 - Initial estimates of the resultant operating impact of this project have been removed from this analysis pending the results of the consultant study of the Long Term Waste Management Strategy.

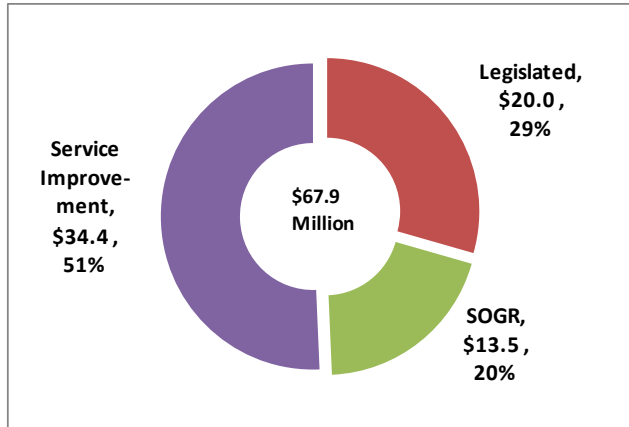


Part II:
2015 Capital Budget

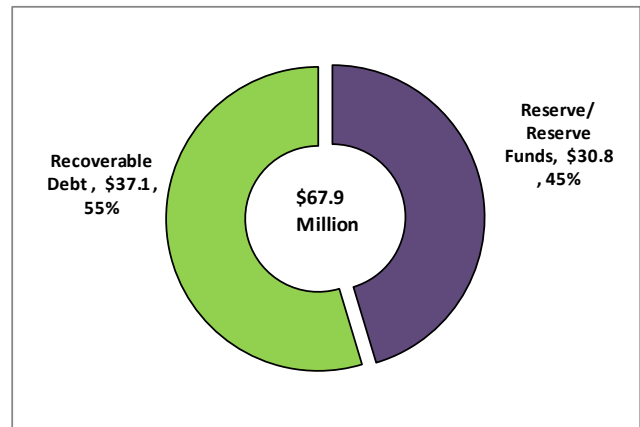
2015 Recommended Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category (\$Millions)



2015 Capital Budget by Funding Source (\$Millions)



The 2015 Recommended Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$67.924 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Service Improvement (\$34.429 million, 51%)*
 - Funding in 2015 is required for the Dufferin SSO Facility, replacement of single-family SSO containers, continuation of the Biogas Utilization project and various IT related projects.
- *Legislated (\$19.979 million, 29%)*
 - Funding for Legislated projects in 2015 is allocated for Green Lane development and Perpetual Care of closed landfills.
- *SOGR (\$13.515 million, 20%)*
 - In 2015, SOGR will continue to focus on required asset management activity for transfer stations, collection yards and diversion facilities.

The 2015 Recommended Capital Budget is financed primarily by:

- *Recoverable Debt (\$37.116 million, 55%)*
 - SWMS does not have debt targets as debt is recoverable from the Operating budget through payment of debt charges funded by revenue generated from user fees charged for garbage bins for single and multi-residential customers.
- *Reserve Funds (\$30.808 million, 45%)*
 - Reserve funding drawn primarily from the Waste Management Reserve Fund has been maximized in 2015 and each year of the Plan in order to provide non-debt funding while maintaining a sustainable reserve fund balance for potential operations stabilization as well as future capital requirements.
 - Reserve funding in 2015 is allocated to the Transfer Station and Diversion Facility and Systems projects.

Table 5
2015 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Rec'd Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
Expenditures														
Previously Approved	35,836	8,083	76,167	120,086	61,108	26,482	20,820	17,928	16,603	13,389	13,843	125		290,384
Change in Scope			(64,810)	(64,810)	20,352	19,473	10,911	(2,635)	766	61	1,206	(125)		(14,801)
New			14,335	14,335										14,335
New w/Future Year			6,395	6,395	5,832	1,908	500	117	413		125	2,515		17,805
Total Expenditure	35,836	8,083	32,087	76,006	87,292	47,863	32,231	15,411	17,782	13,450	15,174	2,516		307,723
Financing														
Debt Recoverable	25,067	2,204	12,049	39,320	59,523	34,773	24,549	12,929	15,114	11,433	12,898	2,138		212,677
Other														
Reserves/Res Funds	10,769	5,879	20,038	36,686	27,769	13,090	7,682	2,482	2,668	2,017	2,276	378		95,046
Development Charges Provincial/Federal														
Total Financing (including carry forward funding)	35,836	8,083	32,087	76,006	87,292	47,863	32,231	15,411	17,782	13,450	15,174	2,516		307,723

Approval of the 2015 Recommended Capital Budget of \$76.006 million will result in the following:

- \$8.083 million in 2014 funding that will be carried forward into 2015 for completion of 14 projects that commenced in 2014.
- 2013 and prior year funding of \$35.836 that will be reaffirmed by Council in 2015 for 13 capital projects still underway.
- New project funding of \$14.335 million to support the 2015 cash flow requirements for capital projects such as Transfer Station Asset Mgmt (\$7.3 million), Perpetual Care of Old Landfills project (\$4.0 million), as well as new funding for Radio Replacements (\$2.2 million)
- Recommended multi-year funding of \$17.752 million in 2015 which will require future year commitments of \$231.717 million from 2016 to 2023 predominately for *Landfill Development*, the *Dufferin SSO Facility* and *Diversion Systems* will either commence or continue in 2015 and are anticipated to be completed in future years.

2015 Recommended Capital Project Highlights

Table 6
2015 Recommended Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Diversion Systems	67,265	16,144	22,228	2,000			40,372						40,372
Diversion Facility Asset Mgmt	13,250	873					873						873
Transfer Stn Asset Mgmt	60,642	13,792	4,493	1,000	500		19,785						19,785
Collection Yard Asset Mgmt	12,775	400					400						400
Dufferin SSRM Facility	4,427	1,135	1,500				2,635						2,635
Dufferin SSO Processing Facilities	54,271	9,300	32,074	10,266	155	155	51,950						51,950
Reuse Centre-Future Site	10,484	500	1,000	3,500			5,000						5,000
Landfill Development	253,593	15,314	14,152	16,117	17,572	15,084	78,239	17,781	13,450	15,174	2,515		127,159
Green Lane: Landfill Gas Utilization	20,000	441	1,350	9,000	9,000		19,791						19,791
Biogas Utilization at Dufferin & Disco	13,800	2,035	4,000	2,300	2,500		10,835						10,835
Perpetual Care	98,876	8,050	799	642	425	172	10,088						10,088
Long Term Waste Mgmt Strategy	3,798	1,465	891				2,356						2,356
SWM IT Application Initiatives	9,877	1,800	1,985	643	458		4,886						4,886
IT Corporate Initiatives	8,501	2,522	2,820	2,395	1,621		9,358						9,358
Two Way Radio Replacement	2,235	2,235					2,235						2,235
Total (including carry forward funding)	633,794	76,006	87,292	47,863	32,231	15,411	258,803	17,781	13,450	15,174	2,515	-	307,723

The 2015 Recommended Capital Budget provides funding of \$76.006 million to:

- Continue developing the Green Lane Landfill including building waste cells and gas and leachate environmental control systems (\$15.3 million) and providing Perpetual Care of Old Landfills including monitoring and control systems (\$8 million);
- Continue improving Diversion Systems such as acquiring the latest multi-unit residential SSO containers and recycling upgrades, replacement of single family SSO containers & waste / recycling containers (\$16.1 million);
- Continue Transfer Station and Collection Yard asset management to keep these facilities in a state of good repair(\$14.2 million);
- Continue building Source Separated Organics processing capacity at the Dufferin SSO Facility (\$9.3 million);
- Continue projects for SWM IT Application Initiatives (\$1.8 million) and IT Corporate Initiatives (\$2.5 million) to improve business systems to enhance the Program's ability to manage resources and deliver projects and services to the public; and,
- Continue working on revenue generating projects for landfill gas (\$0.4 million) and biogas utilization (\$2 million);
- Start replacement of two-way radios as part of a joint initiative with Toronto Water, Transportation Services and Toronto Hydro (\$2.2 million)
- Continue the study for the Long Term Waste Management Strategy (\$1.5 million).
- Continue re-fitting of the Dufferin recycling facility as part of the strategic plan for waste management (\$1.1 million);

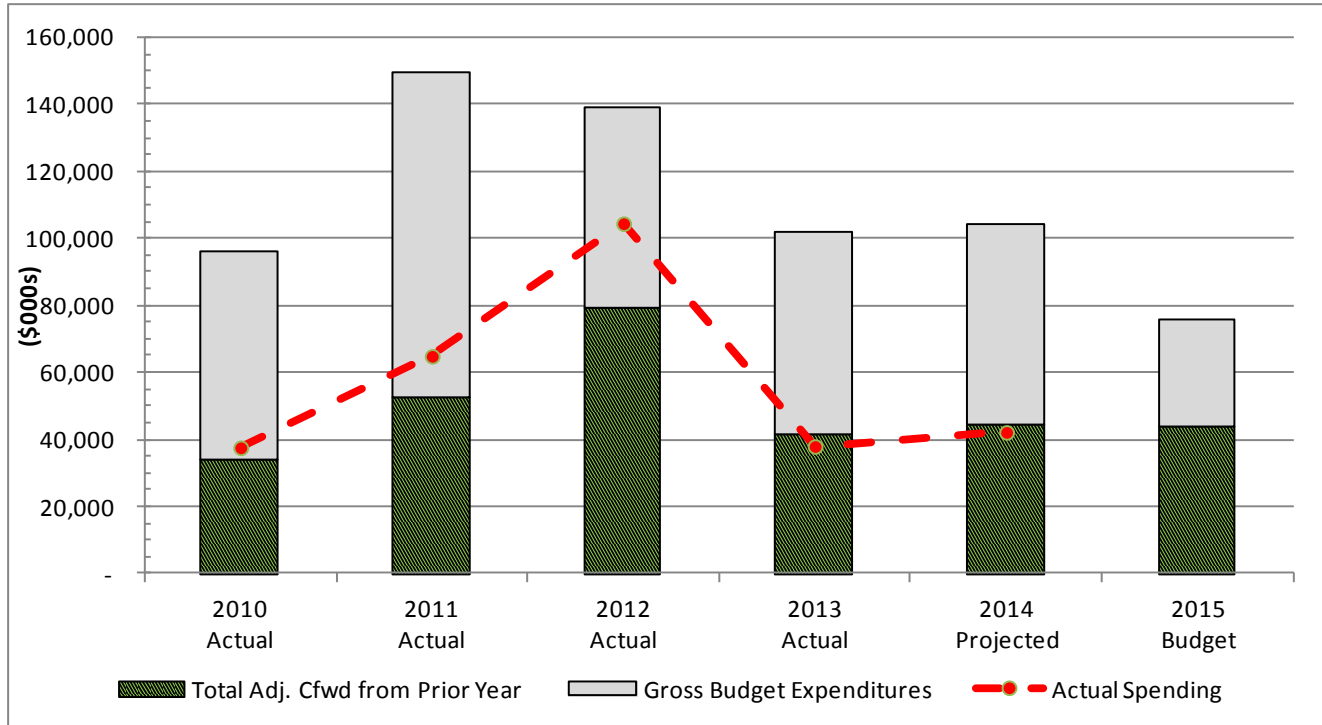


Part III: Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Capital Budget

Program Spending Capacity and Readiness to Proceed



- The chart above shows the spending trend of the total capital program for SWMS since 2010. The budget bars are split between new and carry forward cash flows.
- While the 2013 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 59.4% which is an improvement of only 3.3% over the 2013 under-spending rate. The average annual under-spending over the past 11 years is 38.7%.
- Recommended recoverable debt funding will be based on a projects readiness to proceed and capital priority as well as the capacity of user fees to support debt service charges. The Program should demonstrate that the projects are ready to proceed. The following table shows the total capital spending trend for SWMS.
- The table below shows total spending capacity over 11 years to be 61% of the approved budget. The last five years activity indicates a spending rate of 49%.

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	104,468	34,151	75.4%	24.6%
2013	101,787	37,955	63,832	37.3%	62.7%
2014	103,942	42,167	61,775	40.6%	59.4%
Total 11 Years	1,133,938	694,955	438,984	61%	38.7%
Last 5 years Avg	117,917	57,409	60,508	49%	51.3%
Last 3 years Avg	114,783	61,530	53,253	54%	46.4%
2015	75,464				

2014 Actuals to third quarter projections, 2015 Plan includes Carry forward funding

- As part of the 2015 budget process, the Program's spending capacity and readiness to proceed with capital projects was reviewed. The 2014 Approved Capital Budget was adjusted downward based on capacity to spend and readiness to proceed.
- For 2015, The Program has reconfirmed which projects are ready to proceed. As a result of this review, \$13.893 million was deferred from 2015 to 2016/2017/2018 which better aligns spending with the readiness to proceed for specific capital projects. The following table summarizes the recommended changes:

Project (\$000s)	2015	2016	2017	2018	2019	2020
Perpetual Care of Landfills	(3,000)	1,500	1,500			
Diversion Systems	(7,814)	7,814				
Green Lane: Landfill Gas Utilization	(300)	(650)				
SWM IT Application Initiatives	(1,279)	347	926	549		100
IT Corporate Initiatives		67	148			
Dufferin SSO	(1,500)	1,500				
Total Reduction/Deferral	(13,893)	10,578	2,574	549		100

Issues Impacting the 10-Year Capital Plan

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 2015 Capital Budget and 2016-2024 Capital Plan has been established.

The 10-Year Capital Plan will continue to fund on-going activities and 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.
 - Implementing next generation single home SSO containers that will facilitate automated pick-up/collection.
 - Investing in on-going asset management and state of good repair for transfer stations, collection yards and diversion facilities and perpetual care of old landfills;
 - Establishing a durable goods receiving centre to prepare goods for processing.
 - 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.
 - Developing Green Lane Landfill to its maximum efficiency to properly dispose of residual waste;
 - 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 currently peak in the period 2017 to 2021 when \$192 million in funding is required for the construction of a yet to be determined strategic facility. Third party funding for this facility is estimated to be 25% of total costs and defined as a Federal funding. Staff are exploring whether this project could qualify for P3 Canada Fund financing. 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 3rd party provider or 100% (solely) through City funding or 100% through a 3rd party provider, the current funding estimates reflect 45% recoverable debt, 30% reserve funds and 25% federal subsidy. As with all capital projects, maximization of reserve funding will be an ongoing planning objective.
 - 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 and approved by Council.

Long-Term Capital Program Reserve Funding

- The Capital 2015-2024 Plan for Solid Waste Management Services is 50.7% funded through recoverable debt. The City advances debt funding annually required for Solid Waste Managements' capital work and the Program repays the annual debt servicing costs (interest and principal). 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%. In the seven years since inception of the volume based user fee system, fee increases have so far only been approved in 2011 (3%) and 2014 (3%).
- 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 have 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.
- As an example of reserve fund sustainability, it can be seen in the reserve fund for Green Lane (Appendix 6, Table 10 : XR1408) that at the current expected rate of contribution to the Green Lane Reserve Fund and given the on-going nature of the capital program, by the year 2022 the contribution to the reserve fund would need to increase by 68% from \$0.774 million to \$1.300 million per year and build to \$2.200 million per year as of 2023 just to provide sustainable funding for on-going capital expenditures for Green Lane Development. Overall reserve funding sustainability would need to be reviewed as an integral part of the Long Term Waste Management Strategy.
- In establishing the basis for reserve funding, the key decision remains to be whether or not the City should continue to pursue a waste diversion target. Further decisions would be required, subject to Council's commitment to reaching a waste diversion goal. These decisions include addressing the most effective way to achieve diversion including alternative service delivery options. These strategic goals will ultimately determine the financial model required to support the program. The 10-Year Capital Plan assumes both: that a yet to be determined facility and the 70% Diversion Target are still viable.
- As part of the Long term Waste Management Strategy, SWMS is planning to report back in 2015 including a Strategy Report and Implementation Plan and provide Council with options on how to proceed with a future waste management strategy for the City of Toronto. As a result Council will be able to establish priorities and a financial plan that will meet both capital and operating requirements.



Appendices

Appendix 1

2014 Performance

2014 Key Accomplishments

In 2014, Solid Waste Management Services capital works supported moving towards 70% overall waste diversion by 2016.

The 2014 residential diversion rates expected to be achieved by year end are:

- Overall residential diversion – increase from 53% to 54%.
- Single-family residential – increase from 67% to 68%.
- Multi-residential – increase from 26% to 29%.

Directly contributed to increasing the multi-residential diversion rate in 2014 through the:

- Continued provision of in-unit recycling containers to increase the recovery of recyclable material in multi-residential buildings.
- Roll-out of Front end organics containers to multi-residential buildings.
- Initiated Long Term Waste Management Strategy which includes possible future facility:
 - Stakeholder & Public Consultation Plan
 - Phase 1 Communications Plan
 - Vendor Days
 - Strategic Advisory Group Meetings
- Initiated Long Term Business Plan and Perpetual Care Assessment Report for the Green Lane Landfill.
- Issued RFPs for:
 - Dufferin SSO facility expansion – Design, Build, Operate, and Maintain
 - Green Bin 2.0
 - Asset Management Framework
- Continued expansion of public space litter / recycle bins along streetscapes and in parks.
- Commissioned Disco Road Organic Processing Facility which is fully operational.
- Initiated Biogas Utilization project at Disco Road Organics composting facility.

2014 Financial Performance

Table 7
2014 Budget Variance Analysis (In \$000's)

2014 Approved	As of Sept. 30, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
103,942	22,779	21.9%	42,166	40.6%	61,776	59.4%

*Results Based on the Third Quarter Variance Report

2014 Experience

Solid Waste Management Services incurred expenditures of \$22.779 million or 21.9% of its 2014 Approved Capital Budget of \$103.942 million for the period ended September 30, 2014; and spending was projected to be \$42.166 million or 40.6% by year end.

The Program spent \$11.384 million by the end of the nine months on the following projects:

- The *Green Lane Landfill Development* 2012-2013 project expenditures totalled \$4.326 million or 40% of the 2014 approved cash flow of \$10.784 million. Capital activities include leachate control, gas control, cell construction (excavating cell 11 and part of cell 13), engineering & monitoring, ancillary facilities and some buffer land acquisition. Spending was projected to be \$7.138 million or 66% for 2014. Required funding will be carried forward to complete projects in 2015.
- The *Transfer Station Asset Management* project expenditures totalled \$4.294 million or 31% of the 2014 approved cash flow of \$13.873 million. Spending is underway for various state of good repair projects such as roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. Some under-spending has been caused by delays in the purchase of equipment, cold weather and work plan reviews. Spending was projected to be \$9.789 million or 71% for 2014. Required funding will be carried forward to complete projects in 2015.
- Multi-year *Diversion Systems* projects for the Replacement Waste Bins-Single Family, Multi-Unit SSO bins and Multi-Unit Recycling Containers and the project for TCHC SSO Implementation had combined spending of \$1.601 million or 39.5% of the 2014 combined approved cash flow of \$4.057 million. Spending for 2014 was projected to be 79.5% by year-end. Completion of current commitments is expected as follows: Replacement Waste Bins-Single Family (2017), Multi-Unit SSO bins (2016) and Multi-Unit Recycling Containers (2016) and the project for TCHC SSO Implementation (2015).

The under-spending as of the third quarter of 2014 is mainly driven by delays in the following projects:

- The *Diversion Systems* project for Replacement of Single Unit Home SSO Containers project will be under-spent by \$19.762 million with no spending anticipated in 2014. Initial bids were unsuccessful for this project delaying expenditures. A reissued RFP for the project has closed with delivery projected to start in late 2015. The required cash flow plan has therefore been revised and included in the 2015-2024 Recommended Capital Budget and Plan.
- The *Dufferin SSO Processing Facility* project will be under-spent by \$6.113 million. The project's capital expenditures were \$0.279 million or 4.2% of the 2014 approved cash flow of \$6.568 million. It is estimated that \$0.435 million or 6.6% of the 2014 approved cash flow will be spent

by year-end. An RFP to hire a contractor closed in November to design-build and operate the expanded facility with 90% of the preparatory work completed including engineering studies and preliminary design. The legal dispute involving former operator has been resolved. As a result, facility expansion and substantial project completion will be delayed to 2017.

- The Disco SSO Processing Facility will be under-spent by \$5.548 million. The project's expenditures totalled \$5.826 million or 49% of the 2014 approved cash flow of \$11.848 million. This project has experienced design, award and wet weather delays. Ramp-up of SSO processing began in late 2013. Commissioning of 75,000 tonnes/year processing capacity completed June 2014 which allowed the operations contract to commence July 1, 2014. On-going resolution of specific system deficiencies means total project completion is expected in mid 2015. Spending has been projected to be \$6.300 million or 53% by year-end.
- The Construction of Biogas Utilization Infrastructure project at Disco and Dufferin SSO Facilities will be under-spent by \$4.895 million in 2014. The project's capital expenditures were \$0.030 million or 0.6% of the 2014 approved cash flow of \$5.035 million. It is estimated that \$0.140 million or 2.8% of the 2014 approved cash flow will be spent by year-end. A Renewable Energy Approval (REA) Application for Disco is underway with an RFP for construction at year-end of 2014. Actual facility construction at Disco will occur mid 2015 with completion in 2016. Construction at Dufferin will coincide with the Dufferin Expansion in 2017.
- The Dufferin Single Stream Recycling Facility project will be under-spent by \$4.020 million. The project's expenditures total \$0.106 million or 2.3% of the 2014 approved cash flow of \$4.558 million. It has been estimated that \$0.538 million or 11.8% of the 2014 approved cash flow will be spent by year-end. It has since been determined that the Dufferin operating contract will not be renewed with a study underway to determine alternate uses for the facility. The current contractor will cease operations by the end of 2014 and go into decommissioning mode.
- The Perpetual Care Of Landfills project will be under-spent by \$4.120 million. The project incurred capital expenditures of \$2.933 million representing 29.3% of its 2014 approved cash flow of \$10 million. It has been estimated that \$5.880 million or 58.8% of the 2014 approved cash flow will be spent by year-end. Remedial work at the 4 priority landfills concerning landfill gas migration has been initiated this year and to be completed in 2017. The RFP for engineering consultants to review the conceptual plan was planned to be issued by year-end 2014.
- The Green Lane Landfill Development 2011 project will be under-spent by \$2.865 million. Expenditures total \$1.557 million or 26% of the 2014 approved cash flow of \$6.003 million. It was estimated that \$3.138 million or 52% of the 2014 approved cash flow will be spent by year-end. Capital activities for gas control including flare project were delayed mainly due to design approval process. Under-spending is also driven by anticipated unused contingency funding. Required funding will be carried forward for completion in 2015.

Impact of the 2014 Capital Variance on the 2015 Recommended Budget

- An initial funding estimate of \$8.083 million is being carried forward from 2014 into 2015 to complete or advance projects already underway. The 2015 Recommended Capital Budget also includes \$35.836 million carried forward from previous years. As a result, all cash flows for the 10-Year Capital Plan have been reviewed and adjusted based on spending capacity and readiness to proceed.

Appendix 2

Table 8
2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Diversification Systems	67,265	16,144	22,228	2,297	1,574	1,610	43,853	1,645	1,710	1,692	1,729	1,769	52,398
Diversification Facility Asset Mgmt	13,250	873	750	1,000	1,500	1,500	5,623	1,500	1,500	1,500	1,500	1,500	13,123
Transfer Stn Asset Mgmt	60,642	13,792	8,107	3,950	4,395	6,345	36,589	5,005	5,005	1,545	2,115	3,605	53,864
Collection Yard Asset Mgmt	12,775	400	400	400	400	400	2,000	400	400	400	400	400	4,000
Dufferin SSRM Facility	4,427	1,135	1,500				2,635						2,635
Dufferin SSO Processing Facilities	54,271	9,300	32,074	10,266	155	155	51,950						51,950
Reuse Centre-Future Site	10,484	500	1,000	3,500			5,000						5,000
Landfill Development	253,593	15,314	14,152	17,617	19,072	16,584	82,739	19,282	14,950	16,674	14,814	14,814	163,273
Green Lane: Landfill Gas Utilization	20,000	441	1,350	9,000	9,000		19,791						19,791
Biogas Utilization at Dufferin & Disco	13,800	2,035	4,000	2,300	2,500		10,835						10,835
Perpetual Care	98,876	8,050	9,249	9,942	8,425	8,144	43,810	8,064	8,165	8,272	8,731	8,731	85,773
Long Term Waste Mgmt Strategy	3,798	1,465	891				2,356						2,356
Long Term Strategy Facility TBD	192,000		2,000	10,000	50,000	50,000	112,000	50,000	30,000				192,000
SWM IT Application Initiatives	9,877	1,800	2,756	3,005	1,241	325	9,127	653	108	372			10,260
IT Corporate Initiatives	8,501	2,522	2,820	2,567	1,882	207	9,998	348					10,346
Two Way Radio Replacement	2,235	2,235					2,235						2,235
Total (including carry forward funding)	825,794	76,006	103,277	75,843	100,144	85,270	440,540	86,897	61,838	30,455	29,289	30,819	679,838

Appendix 3

2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended Capital Plan

Solid Waste Management

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
SOL906580 COLLECTION YARD ASSET MANAGEMENT																								
0	46	Collection Yards Asset Management 2015-2024	CW	S5	03	400	400	400	400	400	2,000	2,000	4,000	0	0	0	0	4,000	0	0	0	0	0	4,000
Sub-total						400	400	400	400	400	2,000	2,000	4,000	0	0	0	0	4,000	0	0	0	0	0	4,000
SOL907246 Landfill Development																								
0	10	ENGINEERING AND MONITORING-2011	CW	S2	02	130	130	130	144	130	664	260	924	0	0	0	0	139	0	0	0	0	785	924
0	21	BUFFER LAND - 2012-2016	CW	S2	02	1,500	1,500	0	0	0	3,000	0	3,000	0	0	0	0	450	0	0	0	0	2,550	3,000
0	23	Engineering and Monitoring 2012	CW	S2	02	627	492	1,192	127	247	2,685	254	2,939	0	0	0	0	441	0	0	0	0	2,498	2,939
0	24	Leachate Control System 2012	CW	S2	02	38	40	26	558	558	1,220	2,212	3,432	0	0	0	0	515	0	0	0	0	2,917	3,432
0	25	Cell Excavation and Base Construction 2012	CW	S2	02	738	738	764	3,968	4,288	10,496	8,110	18,606	0	0	0	0	2,791	0	0	0	0	15,815	18,606
0	26	Site Services/Final Cover/Strom Control 2012	CW	S2	02	276	276	276	286	286	1,400	592	1,992	0	0	0	0	299	0	0	0	0	1,693	1,992
0	27	Landfill Gas Control System 2013-2022	CW	S2	02	4,312	2,432	3,728	2,368	4,633	17,473	9,300	26,773	0	0	0	0	4,016	0	0	0	0	22,757	26,773
0	28	Leachate Control System 2013-2022	CW	S2	02	1,366	1,420	1,493	1,017	1,725	7,021	3,375	10,396	0	0	0	0	1,559	0	0	0	0	8,836	10,396
0	29	Site Services/Final Cover/Storm Control 2013-2022	CW	S2	02	1,039	1,142	1,200	1,213	1,293	5,887	4,457	10,344	0	0	0	0	1,552	0	0	0	0	8,792	10,344
0	30	Engineering and Monitoring 2013-2022	CW	S2	02	-655	-517	-1,214	-160	-130	-2,676	-150	-2,826	0	0	0	0	-424	0	0	0	0	-2,402	-2,826
0	31	Cell Excavation & Base Construction 2013-2022	CW	S2	02	6,764	7,392	8,475	8,566	4,898	36,095	15,404	51,499	0	0	0	0	7,725	0	0	0	0	43,774	51,499
0	32	Green Lane Landfill Gas Utilization 2013-2015	CW	S2	04	4,941	300	0	0	0	5,241	0	5,241	0	0	0	0	1,572	0	0	0	0	3,669	5,241
0	33	BUFFER LAND 2017-2022	CW	S6	02	0	0	1,500	1,500	1,500	4,500	7,500	12,000	0	0	0	0	1,800	0	0	0	0	10,200	12,000
0	34	Green Lane Landfill Gas Utilization - 2014	CW	S2	04	0	20,000	7,000	2,550	0	29,550	0	29,550	0	0	0	0	8,865	0	0	0	0	20,685	29,550
0	35	Green Lane Engineering and Monitoring 2014	CW	S5	02	0	0	0	0	117	117	374	491	0	0	0	0	74	0	0	0	0	418	491
0	36	Green Lane Cell Excavation & Base Construction	CW	S6	02	0	0	0	0	0	0	15,970	15,970	0	0	0	0	2,396	0	0	0	0	13,575	15,970
0	37	Green Lane Engineering and Monitoring	CW	S2	02	28	25	22	33	0	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	2,455	2,455	0	0	0	0	368	0	0	0	0	2,087	2,455
0	39	Green Lane Leachate Control System	CW	S6	02	0	0	0	0	0	0	2,924	2,924	0	0	0	0	439	0	0	0	0	2,485	2,924
0	40	Landfill Gas Control System - 2014	CW	S5	02	0	0	0	0	0	0	5,443	5,443	0	0	0	0	816	0	0	0	0	4,627	5,443
0	41	Green Lane Landfill Gas Control System - 2015	CW	S3	02	-326	-325	548	-22	-2,150	-2,276	1,142	-1,134	0	0	0	0	-170	0	0	0	0	-964	-1,134

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended Capital Plan

Solid Waste Management

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOL907632 Long Term Waste Management Strategy</u>																								
0	1	DBO.-Facility Study 2010-2013	CW	S2	04	574	0	0	0	0	574	0	574	0	0	0	0	172	0	0	0	402	574	
0	6	SWM Long Term Strategy Plan Study - 2014	CW	S2	04	891	891	0	0	0	1,782	0	1,782	0	0	0	0	534	0	0	0	1,247	1,782	
0	7	Engineering & Construction Facility (TBD)	CW	S6	04	0	2,000	10,000	50,000	50,000	112,000	80,000	192,000	0	48,000	0	0	57,600	0	0	0	86,400	192,000	
Sub-total						1,465	2,891	10,000	50,000	50,000	114,356	80,000	194,356	0	48,000	0	0	58,307	0	0	0	88,049	194,356	
<u>SOL907863 Biogas Utilization</u>																								
0	1	Construction of Biogas Infrastructure - 2013	CW	S2	04	4,935	900	0	0	0	5,835	0	5,835	0	0	0	0	1,750	0	0	0	4,084	5,835	
0	2	Construction of Biogas Infrastructure - 2014	CW	S2	04	3,300	1,700	0	0	0	5,000	0	5,000	0	0	0	0	1,500	0	0	0	3,500	5,000	
0	3	Construction of Biogas Infrastructure - 2015	CW	S3	04	-6,200	1,400	2,300	2,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sub-total						2,035	4,000	2,300	2,500	0	10,835	0	10,835	0	0	0	0	3,250	0	0	0	0	7,584	10,835
<u>SOL907919 SWM IT Application Initiatives</u>																								
0	2	Short Term Application Improvements - 2014	CW	S2	04	1,068	0	0	0	0	1,068	0	1,068	0	0	0	0	320	0	0	0	748	1,068	
0	4	RFID/GPS System - 2012/SWM Radiobin using RFID	CW	S2	04	329	392	50	50	0	821	0	821	0	0	0	0	246	0	0	0	575	821	
0	5	RFID/GPS System 2016-2022/SWM Radiobin using RFID	CW	S6	04	0	158	110	50	0	318	0	318	0	0	0	0	95	0	0	0	223	318	
0	6	SWMS Information Model - 2014	CW	S2	04	265	0	0	0	0	265	0	265	0	0	0	0	80	0	0	0	186	265	
0	7	Business Process Analysis and Improvement - 2014	CW	S2	04	457	0	0	0	0	457	0	457	0	0	0	0	137	0	0	0	320	457	
0	8	Business Systems Integration - 2015	CW	S6	04	0	107	120	0	0	227	0	227	0	0	0	0	68	0	0	0	159	227	
0	9	Transfer Station Efficiencies Project - 2014	CW	S2	04	744	279	0	0	0	1,024	0	1,024	0	0	0	0	307	0	0	0	717	1,024	
0	10	Stakeholder-Customer Relationship Management -2014	CW	S2	04	1,225	0	0	0	0	1,225	0	1,225	0	0	0	0	368	0	0	0	857	1,225	
0	11	Contract Management (Contract Monitoring) - 2015	CW	S6	04	0	141	387	141	0	669	0	669	0	0	0	0	200	0	0	0	469	669	
0	12	Revenue Forecasting - 2015	CW	S6	04	0	78	156	0	0	234	0	234	0	0	0	0	70	0	0	0	164	234	
0	13	Asset Management Solution (AMS) - 2015	CW	S6	04	0	140	1,112	0	0	1,252	0	1,252	0	0	0	0	376	0	0	0	876	1,252	
0	14	Mobile Assessment & Solution - 2014	CW	S6	04	0	147	299	147	0	593	0	593	0	0	0	0	178	0	0	0	415	593	
0	19	KPI Reporting and Measuring - 2015	CW	S6	04	0	0	177	445	255	877	0	877	0	0	0	0	263	0	0	0	614	877	
0	20	Contract Administration - 2015	CW	S6	04	0	0	0	0	70	70	653	723	0	0	0	0	217	0	0	0	506	723	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended 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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOL907957</u> <u>Transfer Station Asset Mgmt - 2014 & Subs.</u>																								
0	13	COMMISSIONERS ST. T.S. - 2015	CW	S5	03	922	409	605	55	705	2,696	2,095	4,791	0	0	0	0	4,791	0	0	0	0	0	4,791
0	14	SCARBOROUGH T.S. - 2015	CW	S5	03	747	613	50	50	50	1,510	1,550	3,060	0	0	0	0	3,060	0	0	0	0	0	3,060
0	15	BUILDING AMENITIES AND UPGRADES - 2015	CW	S5	03	700	350	350	350	350	2,100	1,750	3,850	0	0	0	0	3,850	0	0	0	0	0	3,850
0	16	BERMONDSEY T.S. - 2015	CW	S5	03	3,744	80	800	800	50	5,474	1,090	6,564	0	0	0	0	6,564	0	0	0	0	0	6,564
Sub-total						13,792	8,107	3,950	4,395	6,345	36,589	17,275	53,864	0	0	0	0	53,864	0	0	0	0	0	53,864
<u>SOL908082</u> <u>Diversion Facilities Asset Management</u>																								
0	1	Diversion Facilities Asset Management - 2015	CW	S5	03	500	750	1,000	1,500	1,500	5,250	7,500	12,750	0	0	0	0	12,750	0	0	0	0	0	12,750
0	2	Diversion Facility Asset Management - 2014	CW	S2	03	373	0	0	0	0	373	0	373	0	0	0	0	373	0	0	0	0	0	373
Sub-total						873	750	1,000	1,500	1,500	5,623	7,500	13,123	0	0	0	0	13,123	0	0	0	0	0	13,123
<u>SOL908086</u> <u>Two-Way Radio Replacement</u>																								
0	1	Two-Way Radio Replacement - 2015	CW	S4	04	2,235	0	0	0	0	2,235	0	2,235	0	0	0	0	671	0	0	0	0	1,565	2,235
Sub-total						2,235	0	0	0	0	2,235	0	2,235	0	0	0	0	671	0	0	0	0	1,565	2,235
Total Program Expenditure						76,006	103,277	75,843	100,144	85,270	440,539	239,298	679,837	0	48,000	0	0	289,193	0	0	0	0	342,645	679,838

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended Capital Plan

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											
					2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																						
Federal Subsidy					0	500	2,500	12,500	12,500	28,000	20,000	48,000	0	48,000	0	0	0	0	0	48,000		
Reserve Funds (Ind."XR" Ref.)					36,687	41,814	30,814	37,486	34,566	181,367	107,826	289,193	0	0	0	289,193	0	0	0	289,193		
Debt - Recoverable					39,320	60,963	42,529	50,157	38,203	231,173	111,472	342,645	0	0	0	0	0	0	0	342,645		
Total Program Financing					76,007	103,277	75,843	100,144	85,269	440,540	239,298	679,838	0	48,000	0	0	289,193	0	0	0	342,645	679,838

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & Beyond)

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 4

2015 Recommended Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 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						Current and Future Year Cash Flow Commitments Financed By											
								2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
SOL906580 COLLECTION YARD ASSET MANAGEMENT																									
0	46	Collection Yards Asset Management 2015-2024		CW	S5	03		400	0	0	0	0	400	0	400	0	0	0	0	0	0	400			
		Sub-total						400	0	0	0	0	400	0	400	0	0	0	0	0	0	400			
SOL907246 Landfill Development																									
0	10	ENGINEERING AND MONITORING-2011		CW	S2	02		130	130	130	144	130	664	260	924	0	0	0	0	139	0	0	0	785	924
0	21	BUFFER LAND - 2012-2016		CW	S2	02		1,500	1,500	0	0	0	3,000	0	3,000	0	0	0	0	450	0	0	0	2,550	3,000
0	23	Engineering and Monitoring 2012		CW	S2	02		627	492	1,192	127	247	2,685	254	2,939	0	0	0	0	441	0	0	0	2,498	2,939
0	24	Leachate Control System 2012		CW	S2	02		38	40	26	558	558	1,220	2,212	3,432	0	0	0	0	515	0	0	0	2,917	3,432
0	25	Cell Excavation and Base Construction 2012		CW	S2	02		738	738	764	3,968	4,288	10,496	8,110	18,606	0	0	0	0	2,791	0	0	0	15,815	18,606
0	26	Site Services/Final Cover/Strom Control 2012		CW	S2	02		276	276	276	286	286	1,400	592	1,992	0	0	0	0	299	0	0	0	1,693	1,992
0	27	Landfill Gas Control System 2013-2022		CW	S2	02		4,312	2,432	3,728	2,368	4,633	17,473	9,300	26,773	0	0	0	0	4,016	0	0	0	22,757	26,773
0	28	Leachate Control System 2013-2022		CW	S2	02		1,366	1,420	1,493	1,017	1,725	7,021	3,375	10,396	0	0	0	0	1,559	0	0	0	8,836	10,396
0	29	Site Services/Final Cover/Storm Control 2013-2022		CW	S2	02		1,039	1,142	1,200	1,213	1,293	5,887	4,457	10,344	0	0	0	0	1,552	0	0	0	8,792	10,344
0	30	Engineering and Monitoring 2013-2022		CW	S2	02		-655	-517	-1,214	-160	-130	-2,676	-150	-2,826	0	0	0	0	-424	0	0	0	-2,402	-2,826
0	31	Cell Excavation & Base Construction 2013-2022		CW	S2	02		6,764	7,392	8,475	8,566	4,898	36,095	15,404	51,499	0	0	0	0	7,725	0	0	0	43,774	51,499
0	32	Green Lane Landfill Gas Utilization 2013-2015		CW	S2	04		4,941	300	0	0	0	5,241	0	5,241	0	0	0	0	1,572	0	0	0	3,669	5,241
0	34	Green Lane Landfill Gas Utilization - 2014		CW	S2	04		0	20,000	7,000	2,550	0	29,550	0	29,550	0	0	0	0	8,865	0	0	0	20,685	29,550
0	35	Green Lane Engineering and Monitoring 2014		CW	S5	02		0	0	0	0	117	117	125	242	0	0	0	0	36	0	0	0	206	242
0	37	Green Lane Engineering and Monitoring		CW	S2	02		28	25	22	33	0	108	146	254	0	0	0	0	38	0	0	0	216	254
0	40	Landfill Gas Control System - 2014		CW	S5	02		0	0	0	0	0	0	2,928	2,928	0	0	0	0	439	0	0	0	2,489	2,928
0	41	Green Lane Landfill Gas Control System - 2015		CW	S3	02		-326	-325	548	-22	-2,150	-2,276	1,142	-1,134	0	0	0	0	-170	0	0	0	-964	-1,134
0	42	Green Lane Landfill Gas Utilization - 2015		CW	S3	04		-4,500	-18,950	2,000	6,450	0	-15,000	0	-15,000	0	0	0	0	-4,500	0	0	0	-10,500	-15,000
0	43	Green Lane Engineering & Monitoring - 2015		CW	S3	02		-28	-25	-22	-33	0	-107	-21	-127	0	0	0	0	-19	0	0	0	-108	-127
0	44	Green Lane Cell Excavation & Base Constr. - 2015		CW	S3	02		-1,064	-1,146	-1,215	-1,535	-1,188	-6,147	-1,480	-7,627	0	0	0	0	-1,144	0	0	0	-6,483	-7,627
0	45	Green Lane Engineering & Monitoring - 2015		CW	S3	02		0	0	0	0	-117	-117	-250	-367	0	0	0	0	-55	0	0	0	-312	-367

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Solid Waste Management

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By										
					2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
SOL907957 <u>Transfer Station Asset Mgmt - 2014 & Subs.</u>																								
0 3	SCARBOROUGH T.S.-2014	CW	S2	03	609	0	0	0	0	609	0	609	0	0	0	0	609	0	0	0	0	0	609	
0 5	BERMONDSEY T.S.-2014	CW	S2	03	168	0	0	0	0	168	0	168	0	0	0	0	168	0	0	0	0	0	168	
0 7	INGRAM T.S.-2014	CW	S2	03	200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200	
0 9	DUFFERIN T.S. 2015	CW	S5	03	3,307	3,300	1,000	500	0	8,107	0	8,107	0	0	0	0	8,107	0	0	0	0	0	8,107	
0 10	VICTORIA PARK T.S. 2015	CW	S5	03	1,884	0	0	0	0	1,884	0	1,884	0	0	0	0	1,884	0	0	0	0	0	1,884	
0 11	DISCO T.S. - 2015	CW	S5	03	687	530	0	0	0	1,217	0	1,217	0	0	0	0	1,217	0	0	0	0	0	1,217	
0 12	INGRAM T.S. - 2015	CW	S5	03	624	400	0	0	0	1,024	0	1,024	0	0	0	0	1,024	0	0	0	0	0	1,024	
0 13	COMMISSIONERS ST. T.S. - 2015	CW	S5	03	922	0	0	0	0	922	0	922	0	0	0	0	922	0	0	0	0	0	922	
0 14	SCARBOROUGH T.S. - 2015	CW	S5	03	747	263	0	0	0	1,010	0	1,010	0	0	0	0	1,010	0	0	0	0	0	1,010	
0 15	BUILDING AMENITIES AND UPGRADES - 2015	CW	S5	03	700	0	0	0	0	700	0	700	0	0	0	0	700	0	0	0	0	0	700	
0 16	BERMONDSEY T.S. - 2015	CW	S5	03	3,744	0	0	0	0	3,744	0	3,744	0	0	0	0	3,744	0	0	0	0	0	3,744	
Sub-total					13,792	4,493	1,000	500	0	19,785	0	19,785	0	0	0	0	19,785	0	0	0	0	0	19,785	
SOL908082 <u>Diversion Facilities Asset Management</u>																								
0 1	Diversion Facilities Asset Management - 2015	CW	S5	03	500	0	0	0	0	500	0	500	0	0	0	0	500	0	0	0	0	0	500	
0 2	Diversion Facility Asset Management - 2014	CW	S2	03	373	0	0	0	0	373	0	373	0	0	0	0	373	0	0	0	0	0	373	
Sub-total					873	0	0	0	0	873	0	873	0	0	0	0	873	0	0	0	0	0	873	
SOL908086 <u>Two-Way Radio Replacement</u>																								
0 1	Two-Way Radio Replacement - 2015	CW	S4	04	2,235	0	0	0	0	2,235	0	2,235	0	0	0	0	671	0	0	0	0	1,565	2,235	
Sub-total					2,235	0	0	0	0	2,235	0	2,235	0	0	0	0	671	0	0	0	0	1,565	2,235	
Total Program Expenditure					76,006	87,292	47,863	32,231	15,411	258,802	48,921	307,723	0	0	0	0	95,047	0	0	0	0	0	212,676	307,723

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 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								
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1
Financed By:																				
Reserve Funds (Ind."XR" Ref.)						36,687	27,769	13,090	7,681	2,482	87,709	7,338	95,047	0	0	0	0	0	0	95,047
Debt - Recoverable						39,320	59,523	34,773	24,549	12,929	171,094	41,583	212,676	0	0	0	0	0	212,676	212,676
Total Program Financing						76,007	87,292	47,863	32,231	15,410	258,803	48,921	307,723	0	0	0	0	0	212,676	307,723

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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

2015 Recommended Capital Budget with Financing Detail

(Phase 2) 17-Solid Waste Management

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Detail

Solid Waste Management
Sub-Project Summary

Project/Financing				2015	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>SOL907626</u>	<u>Reuse Centre - Future Site</u>													
0	4	Reuse Centre Future Site - 2014	01/01/2014	12/31/2014	5,000	0	0	0	0	1,500	0	0	0	0	3,500
0	5	Reuse Centre Future Site - 2015	01/01/2015	12/31/2017	-4,500	0	0	0	0	-1,350	0	0	0	0	-3,150
		Project Sub-total:			500	0	0	0	0	150	0	0	0	0	350
0	<u>SOL907628</u>	<u>Dufferin Single Stream Recycling Facility</u>													
0	6	Site Remediation-2010	01/01/2010	12/31/2015	7,706	0	0	0	0	2,312	0	0	0	0	5,394
0	7	Site Remediation-2011	01/01/2011	12/31/2013	847	0	0	0	0	254	0	0	0	0	593
0	9	Dufferin SSRM Facility	05/19/2013	05/19/2015	9,078	0	0	0	0	2,723	0	0	0	0	6,354
0	11	Site Remediation - 2015	01/01/2015	12/31/2015	-8,553	0	0	0	0	-2,566	0	0	0	0	-5,987
0	12	Dufferin SSRM Facility - 2015	01/01/2015	12/31/2016	-7,943	0	0	0	0	-2,383	0	0	0	0	-5,560
		Project Sub-total:			1,135	0	0	0	0	341	0	0	0	0	795
0	<u>SOL907630</u>	<u>Dufferin SSO Facility</u>													
0	1	Dufferin SSO Facility - 2011	01/08/2011	12/08/2015	12,968	0	0	0	0	3,891	0	0	0	0	9,078
0	2	Dufferin SSO Facility Expansion - 2014	01/01/2014	01/23/2014	17,000	0	0	0	0	5,100	0	0	0	0	11,900
0	3	Dufferin SSO Facility Expansion - 2015	01/01/2015	12/31/2019	-20,668	0	0	0	0	-6,200	0	0	0	0	-14,468
		Project Sub-total:			9,300	0	0	0	0	2,791	0	0	0	0	6,510
0	<u>SOL907632</u>	<u>Long Term Waste Management Strategy</u>													
0	1	DBO.-Facility Study 2010-2013	01/09/2010	10/09/2014	574	0	0	0	0	172	0	0	0	0	402
0	6	SWM Long Term Strategy Plan Study - 2014	01/01/2014	12/31/2014	891	0	0	0	0	267	0	0	0	0	624
		Project Sub-total:			1,465	0	0	0	0	440	0	0	0	0	1,026
0	<u>SOL907863</u>	<u>Biogas Utilization</u>													
0	1	Construction of Biogas Infrastructure - 2013	05/17/2012	05/17/2012	4,935	0	0	0	0	1,480	0	0	0	0	3,454
0	2	Construction of Biogas Infrastructure - 2014	01/01/2014	12/31/2014	3,300	0	0	0	0	990	0	0	0	0	2,310
0	3	Construction of Biogas Infrastructure - 2015	01/01/2015	12/31/2018	-6,200	0	0	0	0	-1,860	0	0	0	0	-4,340
		Project Sub-total:			2,035	0	0	0	0	610	0	0	0	0	1,424
0	<u>SOL907919</u>	<u>SWM IT Application Initiatives</u>													
0	2	Short Term Application Improvements - 2014	01/01/2014	12/31/2015	1,068	0	0	0	0	320	0	0	0	0	748
0	4	RFID/GPS System - 2012/SWM Radiobin using RFID	01/01/2012	12/31/2013	329	0	0	0	0	99	0	0	0	0	231
0	6	SWMS Information Model - 2014	05/01/2014	12/31/2015	265	0	0	0	0	80	0	0	0	0	186
0	7	Business Process Analysis and Improvement - 2014	05/01/2014	12/31/2015	457	0	0	0	0	137	0	0	0	0	320
0	9	Transfer Station Efficiencies Project - 2014	04/01/2014	12/31/2015	744	0	0	0	0	223	0	0	0	0	521
0	10	Stakeholder-Customer Relationship Management -2014	06/01/2014	12/31/2015	1,225	0	0	0	0	368	0	0	0	0	857
0	22	Short Term Application Improvements - 2015	01/01/2015	12/31/2016	-337	0	0	0	0	-101	0	0	0	0	-236
0	23	SWMS Information Model - 2015	01/01/2015	12/31/2016	23	0	0	0	0	7	0	0	0	0	16

(Phase 2) 17-Solid Waste Management

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Detail

Solid Waste Management

Sub-Project Summary

Project/Financing				2015	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	SOL907919	<u>SWM IT Application Initiatives</u>													
0	24	Business Process Analysis & Improvement - 2015	01/01/2015	12/31/2017	-237	0	0	0	0	-71	0	0	0	0	-166
0	26	Transfer Station Efficiencies - 2015	01/01/2015	12/31/2017	-744	0	0	0	0	-223	0	0	0	0	-521
0	27	Stakeholder-Customer Relationship Mgmt - 2015	01/01/2015	12/31/2016	-993	0	0	0	0	-298	0	0	0	0	-695
		Project Sub-total:			1,800	0	0	0	0	541	0	0	0	0	1,260
0	SOL907956	<u>IT Corporate Initiatives</u>													
0	1	Work Management System (WMS) Implementation - 2013	05/01/2013	12/31/2016	1,463	0	0	0	0	439	0	0	0	0	1,024
0	2	Work Management System (WMS) Implementation - 2014	05/01/2013	12/31/2016	-43	0	0	0	0	-13	0	0	0	0	-30
0	5	Electronic Document & Records Mgmt Solution - 2015	01/01/2015	12/31/2016	207	0	0	0	0	63	0	0	0	0	144
0	8	Work Management System (WMS) Implementation - 2015	01/01/2015	12/31/2018	895	0	0	0	0	269	0	0	0	0	627
		Project Sub-total:			2,522	0	0	0	0	758	0	0	0	0	1,765
0	SOL907957	<u>Transfer Station Asset Mgmt - 2014 & Subs.</u>													
0	1	DUFFERIN T.S. 2014	01/01/2014	12/31/2023	200	0	0	0	0	200	0	0	0	0	0
0	3	SCARBOROUGH T.S.-2014	09/09/2013	09/09/2013	609	0	0	0	0	609	0	0	0	0	0
0	5	BERMONDSEY T.S.-2014	09/09/2013	09/09/2013	168	0	0	0	0	168	0	0	0	0	0
0	7	INGRAM T.S.-2014	01/01/2014	12/31/2014	200	0	0	0	0	200	0	0	0	0	0
0	9	DUFFERIN T.S. 2015	01/01/2015	12/31/2024	3,307	0	0	0	0	3,307	0	0	0	0	0
0	10	VICTORIA PARK T.S. 2015	01/01/2015	12/31/2024	1,884	0	0	0	0	1,884	0	0	0	0	0
0	11	DISCO T.S. - 2015	01/01/2015	12/31/2024	687	0	0	0	0	687	0	0	0	0	0
0	12	INGRAM T.S. - 2015	01/01/2015	12/31/2024	624	0	0	0	0	624	0	0	0	0	0
0	13	COMMISSIONERS ST. T.S. - 2015	01/01/2015	12/31/2024	922	0	0	0	0	922	0	0	0	0	0
0	14	SCARBOROUGH T.S. - 2015	01/01/2015	12/31/2024	747	0	0	0	0	747	0	0	0	0	0
0	15	BUILDING AMENITIES AND UPGRADES - 2015	01/01/2015	12/31/2024	700	0	0	0	0	700	0	0	0	0	0
0	16	BERMONDSEY T.S. - 2015	01/01/2015	12/31/2024	3,744	0	0	0	0	3,744	0	0	0	0	0
		Project Sub-total:			13,792	0	0	0	0	13,792	0	0	0	0	0
0	SOL908082	<u>Diversion Facilities Asset Management</u>													
0	1	Diversion Facilities Asset Management - 2015	01/01/2015	12/31/2024	500	0	0	0	0	500	0	0	0	0	0
0	2	Diversion Facility Asset Management - 2014	01/01/2014	12/31/2015	373	0	0	0	0	373	0	0	0	0	0
		Project Sub-total:			873	0	0	0	0	873	0	0	0	0	0
0	SOL908086	<u>Two-Way Radio Replacement</u>													
0	1	Two-Way Radio Replacement - 2015	01/01/2015	12/31/2015	2,235	0	0	0	0	671	0	0	0	0	1,565
		Project Sub-total:			2,235	0	0	0	0	671	0	0	0	0	1,565
3	SOL000065	<u>DIVERSION SYSTEMS</u>													
0	71	Replacement SSO Containers Single - Family	01/01/2009	12/07/2013	18,565	0	0	0	0	5,570	0	0	0	0	12,996

(Phase 2) 17-Solid Waste Management

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Detail

Solid Waste Management

Sub-Project Summary

Project/Financing			Financing												
Priority	Project	Project Name	Start Date	Completion Date	2015 Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
3	SOL000065	DIVERSION SYSTEMS													
0	72	SSO Multi-Unit Res.Containers Implementation	08/07/2009	12/07/2011	406	0	0	0	0	122	0	0	0	0	284
0	87	Multi-Unit In-unit SSRM Containers	01/31/2011	12/31/2013	440	0	0	0	0	132	0	0	0	0	308
0	101	Replacement Waste Bins Single-Family - 2013	01/01/2013	12/31/2017	1,176	0	0	0	0	353	0	0	0	0	823
0	102	Replacement Waste Bins Single-Family - 2014	01/01/2013	12/31/2017	824	0	0	0	0	247	0	0	0	0	577
0	103	Multi-Residential SSO Bulk Bins - 2014	01/01/2014	12/31/2014	200	0	0	0	0	60	0	0	0	0	140
0	104	Replacement SSO Containers Single-Family - 2014	01/01/2014	12/31/2014	2,528	0	0	0	0	758	0	0	0	0	1,770
0	105	TCHC Organic Implementation Program 2014	01/01/2014	12/31/2014	900	0	0	0	0	270	0	0	0	0	630
0	106	SSO Containers Single-Family 2014 (1st Gen)	01/01/2014	12/31/2014	520	0	0	0	0	156	0	0	0	0	364
0	107	Replacement SSO Containers Single-Family - 2015	01/01/2015	12/31/2016	-10,000	0	0	0	0	-3,000	0	0	0	0	-7,000
0	108	Multi-Unit In-Unit SSRM Containers - 2015	01/01/2015	12/31/2016	-200	0	0	0	0	-60	0	0	0	0	-140
0	109	SSO Containers Single-Family (1st Gen) - 2015	01/01/2015	12/31/2016	785	0	0	0	0	236	0	0	0	0	550
Project Sub-total:					16,144	0	0	0	0	4,843	0	0	0	0	11,301
Program Total:					76,007	0	0	0	0	36,687	0	0	0	0	39,320

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 6

Reserve / Reserve Fund Review

Table 9: Reserve / Reserve Fund Review - Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as of December 31, 2014	Contributions / (Withdrawals) \$000s										2015 - 2024 Total	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
XR1013 Perpetual Care of Landfill Reserve Fund	Beginning Balance (Jan. 1)	21,234	22,050	22,011	22,298	22,587	22,881	23,179	23,480	23,785	24,094	24,408	24,725	22,050
	Estimated Interest Earned	185	176	286	290	294	297	301	305	309	313	317	317	2,890
	Contributions (Operating)	10,000	8,000	9,249	9,942	8,425	8,144	8,064	8,165	8,272	8,731	8,731	8,731	85,723
	Morningside Landfill Remediation	(3,489)	(165)											(165)
	Basic Perpetual Care	(3,920)	(5,367)	(6,166)	(6,628)	(5,617)	(5,429)	(5,376)	(5,443)	(5,515)	(5,821)	(5,821)	(5,821)	(57,181)
	New Control Systems	(1,960)	(2,683)	(3,083)	(3,314)	(2,808)	(2,715)	(2,688)	(2,722)	(2,757)	(2,910)	(2,910)	(2,910)	(28,592)
	Subtotal Perpetual Care Pproject	(5,880)	(8,050)	(9,249)	(9,942)	(8,425)	(8,144)	(8,064)	(8,165)	(8,272)	(8,731)	(8,731)	(8,731)	(85,773)
Total Proposed Net Contributions/(Withdrawals)	816	(39)	286	290	294	297	301	305	309	313	317	317	2,675	
TOTAL RESERVE FUND BALANCE AT YEAR-END		22,050	22,011	22,298	22,587	22,881	23,179	23,480	23,785	24,094	24,408	24,725	24,725	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as of December 31, 2014	Contributions / (Withdrawals) \$000s										2015 - 2024 Total	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
XR1404 Waste Management Reserve Fund	Beginning Balance (Jan. 1) Includes 2011 deferred surplus	82,563	90,104	83,400	67,661	63,720	51,394	41,922	33,561	31,257	41,393	51,191	90,104	
	Estimated Interest Earned	678	721	1,084	880	828	668	545	436	406	538	665	6,772	
	Contributions (Withdrawals)													
	Operating	19,613	13,794	13,794	13,794	13,794	13,794	13,794	13,794	13,794	13,794	13,794	13,794	137,936
	Prior Y/E Operating Surplus	10,519	5,323											5,323
	Funding for Green Lane Cell Excavation													
	Funding for Green Lane Gas Utilization.	(66)	(132)	(405)	(2,700)	(2,700)								(5,937)
	Transfers (to) from Green Lane Operating	(5,503)												
	Funding of Transfer Station Capital	(9,789)	(13,792)	(8,107)	(3,950)	(4,395)	(6,345)	(5,005)	(5,005)	(1,545)	(2,115)	(3,605)	(53,864)	
	Funding of Collection Yard Capital	(826)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(4,000)	
	Funding of Diversion Facilities Asset Mgmt.	(192)	(873)	(750)	(1,000)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(13,123)	
	Funding of Disco SSO Facility	(3,554)												(791)
	Funding of Dufferin SSRM Facility	(161)	(341)	(450)										(791)
	Funding of Dufferin SSO Facility	(131)	(2,790)	(9,622)	(3,080)	(47)	(47)							(15,585)
	Funding of Reuse Centre-Future		(150)	(300)	(1,050)									(1,500)
	Funding of Biogas Utilization	(42)	(610)	(1,200)	(690)	(750)								(3,250)
	Funding of Long Term Waste Mgmt Strategy	(300)	(440)	(867)	(3,000)	(15,000)	(15,000)	(15,000)	(15,000)	(9,000)				(58,307)
	Funding of Diversion Systems.	(2,075)	(4,843)	(6,668)	(689)	(472)	(483)	(494)	(513)	(508)	(519)	(531)		(15,719)
	Funding of SWM IT Application Initiatives	(435)	(540)	(827)	(902)	(372)	(98)	(196)	(32)	(112)				(3,078)
	Funding of IT Corporate Initiatives	(185)	(757)	(846)	(770)	(565)	(62)	(104)						(3,104)
	Fund Revenue Services Billing System	(10)	(203)	(174)	(384)	(747)			(84)	0			(855)	(2,447)
	Funding of Two-way Radios		(671)											(671)
	Total Proposed Contributions (Withdrawals)	7,541	(6,704)	(15,739)	(3,941)	(12,326)	(9,472)	(8,360)	(2,304)	10,136	9,798	7,568		(31,344)
TOTAL RESERVE FUND BALANCE AT YEAR-END		90,104	83,400	67,661	63,720	51,394	41,922	33,561	31,257	41,393	51,191	58,759	58,759	

Appendix 6 (cont'd)

Reserve / Reserve Fund Review

**Table 9: Reserve / Reserve Fund Review - Program Specific
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as of December 31, 2014	Proposed Cash Flows \$000s										
			2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total
XR1408 Green Lane Reserve Fund	Beginning Balance (Jan. 1)	14,594	12,690	11,268	10,066	8,328	6,349	4,718	2,661	1,227	42	20	12,690
	Contributions / (Withdrawals)	713	774	774	774	774	774	774	774	1,300	2,200	2,200	11,117
	Estimated Interest Earned	149	102	146	131	108	83	61	35	16	1	0	682
	Engineering and Monitoring-2011	(20)	(20)	(20)	(20)	(22)	(20)	(20)	(20)	-	-	-	(139)
	Gas Control System-2011	(30)	-	-	-	-	-	-	-	-	-	-	-
	Cell Excavation & Base Construction Buffer Land - 2012-2016	(75)	(225)	(225)	-	-	-	-	-	-	-	-	(450)
	Engineering and Monitoring 2012	(55)	(94)	(74)	(179)	(19)	(37)	(19)	(19)	-	-	-	(441)
	Leachate Control System 2012	(165)	(6)	(6)	(4)	(84)	(84)	(166)	(166)	-	-	-	(515)
	Cell Excavation and Base Construction 2012	(655)	(111)	(111)	(115)	(595)	(643)	(608)	(608)	-	-	-	(2,791)
	Site Services/Final Cover/Storm Control 2012	(44)	(41)	(41)	(41)	(43)	(43)	(44)	(44)	-	-	-	(299)
	Landfill Gas Control System 2013-2022	(1,043)	(647)	(365)	(559)	(355)	(695)	(660)	(358)	(377)	-	-	(4,016)
	Leachate Control System 2013-2022	(38)	(205)	(213)	(224)	(153)	(259)	(229)	(58)	(219)	-	-	(1,559)
	Site Services/Final Cover/Storm Control 2013-2022	(147)	(156)	(171)	(180)	(182)	(194)	(198)	(207)	(263)	-	-	(1,552)
	Engineering and Monitoring 2013-2022	42	98	78	182	24	20	21	20	(19)	-	-	424
	Cell Excavation & Base Construction 2013-2022	(298)	(1,015)	(1,109)	(1,271)	(1,285)	(735)	(566)	(547)	(1,198)	-	-	(7,725)
	Buffer Land - 2017-2022	-	-	-	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(1,800)
	Green Lane Engineering and Monitoring 2014	(13)	-	-	-	-	(18)	-	-	(19)	(19)	(19)	(74)
	Green Lane Cell Excavation & Base Construction	-	-	-	-	-	-	-	-	-	(1,198)	(1,198)	(2,396)
	Green Lane Engineering and Monitoring	-	(4)	(4)	(3)	(5)	-	(2)	(1)	-	(19)	19	(19)
	Green Lane Site Services/Final Cover/Storm	-	-	-	-	-	-	-	-	-	(184)	(184)	(368)
	Green Lane Leachate Control System	-	-	-	-	-	-	-	-	-	(219)	(219)	(439)
	Landfill Gas Control System-2014	-	-	-	-	-	-	(62)	-	(377)	(377)	(377)	(816)
	Landfill Gas Control System-2015	-	49	49	(82)	3	323	(127)	(63)	19	-	-	170
	Green Lane Engineering and Monitoring-2015	-	4	4	3	5	-	2	1	-	-	-	19
	Green Lane Cell Excavation & Base Constr. -2015	-	160	172	182	230	178	135	146	(60)	-	-	1,144
	Green Lane Engineering and Monitoring-2015	-	-	-	-	-	18	-	-	19	19	-	55
	Site Services/Final Cover/Storm Control 2015	-	(33)	(30)	(43)	(69)	(44)	(52)	(34)	(87)	-	-	(392)
	Green Lane Leachate Control System-2015	-	(52)	(57)	(64)	(87)	(30)	(73)	(60)	(72)	-	-	(494)
Total Proposed Contributions / (Withdrawals)	(1,904)	(1,422)	(1,203)	(1,738)	(1,979)	(1,631)	(2,057)	(1,434)	(1,185)	(22)	(3)	(12,673)	
TOTAL RESERVE FUND BALANCE AT YEAR-END	12,690	11,268	10,066	8,328	6,349	4,718	2,661	1,227	42	20	17	17	