

2020 Budget Notes:

Solid Waste Management

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What we do

Solid Waste Management Services (SWMS) is responsible for collecting, transporting, processing, composting and disposal of municipal and some private sector waste. This includes garbage, Blue Bin recyclables, Green Bin Organics, litter, yard waste, over-sized and metal waste as well as household hazardous and electronic waste.

SWMS delivers the following services:

- City Beautification
- Residual Management
- Solid Waste Collection & Transfer
- Solid Waste Education & Enforcement
- Solid Waste Processing & Transport

SWMS manages 7 Transfer Stations, 2 Organics Processing Facility with one under expansion, 3 Collection Yards and 1 Litter Collection Yard, Green Lane Landfill + 160 Closed Landfills, 1.5 million residential bins and operates approximately 750 vehicles and pieces of equipment with an asset value of \$700M.

Why we do it

SWMS's mission is to be an international leader in providing innovative waste management services in the City of Toronto in a safe, efficient and courteous manner, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

Who we serve

City Beautification	Collection & Transfer	Processing & Transport	Residual Management	Education & Enforcement
<ul style="list-style-type: none"> • Local Communities • Local Businesses • Public Realm Users 	<ul style="list-style-type: none"> • Institutions • Divisions Agencies and Commissions (DACs) • Property Owners (residential & multi-res) • Recyclables Market • Commercial • Industrial 			<ul style="list-style-type: none"> • Institutions • DACs • Multi-unit residential • Property owners - residential households including single, semi and townhouses

Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$378.9	\$388.3	\$398.7
Gross Expenditures	\$360.1	\$372.6	\$379.9
Capital Contribution	\$18.8	\$15.7	\$18.8
Approved Positions	1,128.3	1,128.3	1,128.3

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2020	2021-2029	Total
Gross Expenditures	\$81.3	\$686.8	\$768.1
Debt Recoverable	\$32.8	\$325.8	\$358.6

Key service outcomes

Outcomes	Description
Safely & efficiently collect materials from 875,000+ homes, businesses and public spaces.	<ul style="list-style-type: none"> Ensure collection fleet has industry leading telematics and safety solutions. Enhance capacity for operator training and reporting. Attract and retain talented and experienced staff.
Manage 900,000+ tonnes of material in an environmentally and fiscally sustainable manner.	<ul style="list-style-type: none"> Effectively manage contracts to ensure value for money. Develop programs to eliminate / reduce materials entering the waste stream. Ensure compliance on Environmental Certificates of Approvals. Maintain a sustainable rate model to fund asset replacement and growth. Build and invest in infrastructure to mitigate Greenhouse Gas impact from operations and advance climate change resiliency.
Maximize resources and asset value.	<ul style="list-style-type: none"> Maintain and continue to update a robust asset management program. Study and implement optimization and efficiency measures. Advance capital projects that generate value from resources.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Projected Actual	2020 Target	Status
	Total Tonnes Managed	911,104	908,863	909,915	●
	Residential Diversion Rate	52%	52%	53%	●
	Litter Service Requests completed within Service Standard	98%	99%	98%	●

Our experience and success

- Completed an organizational realignment to improve service delivery, emphasize health and safety culture and ensure contract oversight.
- Initiated a new safety strategy and related programs.
- Negotiated contracts for District 2 collections, Disco Organic Processing Facility and haulage.
- Commissioned Disco Road Organic Processing Facility.
- Initiated construction of the Dufferin Renewable Natural Gas (RNG) Facility.
- Installed electric charging stations at 4 locations.
- Constructed third Compressed Natural Gas Fill Station at Ingram Yard.
- Initiated Transfer Station Efficiency Study.
- Completed Green Bin rollout at dog-off leash parks.
- Developing a Single-Use and Takeaway Items Reduction Strategy.



Received Various Awards including:

- Circular Economy & Innovation Award CE100 (Ellen MacArthur)
- 3 Municipal Waste Association Awards – Gold for the Community Reduce and Reuse Programs, Silver for the Jack Armstrong “Get that Garbage Outta Here” campaign and the TOWaste app.
- 2019 Circularity Award Runner Up

Key challenges and risks

Extended Producer Responsibility

- Unknown regulatory landscape and planned transition to Full EPR between 2023 and 2025.
- Positive impact of regulatory changes anticipated to be \$15-20 million per year.

Evolving Packaging

- Potential Federal / Provincial regulations and industry trends will impact contamination levels, collections, processing and disposal operations.

Organics Processing Capacity

- Limited regional capacity to manage existing system tonnes, volume and population growth, contingency requirements for existing sites and potential Provincial regulations.

Sustainable Utility Rate

- Program and reserves ability to fund current infrastructure investments and future requirements such as a new or expanded landfill.

Provincial Landfill Capacity Constraints

- Long-term availability of landfill space within Ontario is limited.
- With population and economic growth in Toronto additional disposal options are needed.

Health & Safety

- Continued safety of staff, residents and visitors as well as compliance with environmental approvals.

Climate Change Resiliency

- Evolving Federal and Provincial policies on carbon pricing and ability to mitigate GHG output.

Priority Actions

Extended Producer Responsibility (EPR)

- Secure external expertise to assist the EPR Transition Team to analyze, develop, and execute the Council approved transition strategy.
- Potential savings are estimated to be \$15 -\$20 million per year depending on the final regulations. Staff have incorporated \$15 million into the program starting in 2023.
- Extend new or existing contracts to better align service provisions with anticipated EPR Transition date(s).

Evolving Packaging

- Advance the single-use reduction strategy.
- Develop and implement a Divisional contamination reduction strategy.
- Work with industry and packaging producers to fund research at current and future facilities (Adapt Policy).

Organics Processing Capacity

- Initiate the development of the third Anaerobic Digestion (AD) Facility and accelerate construction from 2036 to 2024. With commissioning in 2028.
- Ongoing engagement with Province on potential organics landfill ban and impacts to processors.

Sustainable Utility Rate

- Recommend rates to eliminate structural capital funding gap.
- Rates are projected to increase in 2023 if the \$15 million EPR efficiencies will not be realized.
- Move to cost recovery for Transfer Station tip fees starting with a 25% increase in 2020.
- Phase out of curbside rebate for small bins from 2021 to 2020 with no impact to the ratepayer in 2020.
- Not proceed with the phase out of the multi-residential rebate.

Provincial Landfill Capacity Constraints

- Re-negotiate landfill operations contract.
- Limit use of transfer stations to residents and businesses in Toronto.
- Work to identify and secure alternative landfill capacity.
- Study long term disposal options such as landfill capacity development (expand, purchase, build, contract) and energy.

Health and Safety

- Implement Vision Zero recommendations to install telematics solutions on collection fleet.
- Staff the newly created Health & Safety Unit to provide Divisional oversight and compliance activities.

Climate Change Resiliency

- Accelerated the third Anaerobic Digestion (AD) Facility.
- Plan for the development of Renewable Natural Gas (RNG) processing infrastructure at Green Lane and AD facilities.
- Use or sell RNG and its associated environmental attributes to offset operating and capital costs and potentially fund additional investments.

Our key service levels



Litter pick-up, park bins, street bins :1 to 7 times per week;
Special Events Collection - On demand



Residual Management: Green Lane, Old Landfills Energy Generation: 100% in compliance with Certificate of Approval



Collection of Garbage & recyclables / organics; Bi-weekly to 1 to 2 times per week depending on customer type



Education and Enforcement Environment Days : On Demand - up to 51 events per year



Processing & Transport of residual waste, organics, recyclables, durable goods, yard & hazardous waste - 100% in compliance with Certificate of Approval

Key service deliverables

- Implement Vision Zero recommendations including installing industry leading telematics and safety solutions on collection fleet;
- Preparing the transition of the Blue Box program towards an Extended Producer Responsibility Model;
- Extend or renew existing contracts to better align service provisions with anticipated Extended Producer Responsibility;
- Accelerate the third Anaerobic Digestion Facility to be completed in 2028;
- Development of Renewable Natural Gas (RNG) processing infrastructure at Green Lane and Anaerobic Digestion Facilities;
- Consultation to incorporate circular economy principles in purchasing
- Partner with academic institutions, business, other levels of government and First Nations on innovative waste management initiatives;
- Advance single-use reduction strategy;
- Renegotiate landfill operations contract;
- Develop and implement the Divisions contamination reduction strategy;
- Work to identify and secure alternate landfill capacity; and
- Identify long term waste disposal options including Landfill Capacity Development (expand, purchase, build or contract) and Energy from Waste.

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2020 Staff Recommended Operating Budget for Solid Waste Management Services of \$360.1 million gross, \$18.8 million net for the following services:

Service:	Gross	Revenue	Capital from-current Contribution
	(\$000s)	(\$000s)	(\$000s)
City Beautification	38,123.1	1,564.9	-36,558.2
Residual Management	39,562.3	8,843.3	-30,719.0
Solid Waste Collection & Transfer	126,904.9	322,156.9	195,252.0
Solid Waste Education & Enforcement	5,655.2	3.5	-5,651.7
Solid Waste Processing & Transport	149,858.1	46,335.3	-103,522.8
Total Program Budget	360,103.6	378,903.9	18,800.2

2. City Council approve the 2020 staff complement for Solid Waste Management Services of 1,128.3 positions, comprising 50.4 capital positions and 1,077.9 operating positions.
3. City Council approve the 2020 new user fees, technical adjustments to user fees, market rate user fee changes, rationalized user fees, and other fee changes above the inflationary adjusted rate for Solid Waste Management Services identified in Appendix 8, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2020 Staff Recommended Capital Budget for Solid Waste Management Services with cash flows and future year commitments totaling \$584.980 million as detailed by project in appendix 5a.
5. City Council approve the 2021-2029 Staff Recommended Capital Plan for Solid Waste Management Services totalling \$183.131 million in project estimates as detailed by project in Appendix 5b.

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**2020 STAFF RECOMMENDED
OPERATING BUDGET**

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(In \$000s)	2018 Actual	2019 Projected Actual**	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
City Beautification	1,616.4	1,791.8	1,564.9		1,564.9	(226.9)	(12.7%)
Residual Management*	5,147.2	4,314.5	6,343.0	2,500.3	8,843.3	4,528.8	105.0%
Solid Waste Collection & Transfer	299,086.4	311,110.8	321,962.0	194.8	322,156.9	11,046.1	3.6%
Solid Waste Education & Enforcement	83.2	4.1	3.5		3.5	(0.6)	(15.4%)
Solid Waste Processing & Transport	47,479.0	50,152.8	46,228.7	106.6	46,335.3	(3,817.5)	(7.6%)
Total Revenues	353,412.2	367,373.9	376,102.1	2,801.7	378,903.9	11,529.9	3.1%
Expenses							
City Beautification	34,528.5	36,528.3	38,123.1		38,123.1	1,594.8	4.4%
Residual Management*	37,371.9	36,192.0	37,062.0	2,500.3	39,562.3	3,370.3	9.3%
Solid Waste Collection & Transfer	108,288.1	124,693.2	126,710.0	194.8	126,904.9	2,211.6	1.8%
Solid Waste Education & Enforcement	4,711.5	5,467.3	5,655.2		5,655.2	188.0	3.4%
Solid Waste Processing & Transport	152,449.1	143,376.1	149,751.5	106.6	149,858.1	6,482.0	4.5%
Subtotal Gross Expenditure	337,349.2	346,256.9	357,301.9	2,801.7	360,103.6	13,846.7	4.0%
Capital Contribution	16,063.1	21,117.0	18,800.2		18,800.2	(2,316.8)	(11.0%)
Total Gross Expenditures	353,412.2	367,373.9	376,102.1	2,801.7	378,903.9	11,529.9	3.1%
Approved Positions	1,116.3	1,122.8	1,126.3	2.0	1,128.3	5.5	0.5%

* This excludes internal revenue and cost of Green Lane Landfills

** Based on Q2 projections for year end

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$376.1 million gross (prior to capital contribution), reflecting an increase of \$8.7 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary and benefit increases and inflationary increases to collection and processing contracts as well as related volume changes.
- Principal and interest payment of recoverable debt.
- Operating impact of commissioning of Dufferin Organics Processing facility.
- Above pressures are partially offset by base changes for user fee rate adjustments, Capital and other recoveries.

The 2020 Operating Budget recommends a 2.5 per cent rate increase to maintain existing service levels and meet additional service demands. Approximately 5 per cent of the 2020 Operating Budget will go toward the Capital reserve contribution to fund the 10-year Capital Plan.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.8 million gross, to fund:

- Production and sale of Renewable Natural Gas from Dufferin Organic Processing Facility expected to be commissioned in 2020.
- Increase of 2 temporary full time positions funded from Capital to support Council's declaration of a Climate Emergency dated October 2 and 3, 2019.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Solid Waste Management Services 2020 Operating Budget do not have any significant equity impacts

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Budget for Solid Waste Management Services is \$376.1 million gross or 2.4% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers	2018 Actuals	2019 Proj. Actuals**	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	93,729.0	95,736.6	101,587.3	5,850.8	6.1%
2 Materials & Supplies	5,678.5	8,221.8	8,799.4	577.6	7.0%
3 Equipment	254.6	254.2	226.6	(27.5)	-10.8%
4 Service and Rent	138,138.6	146,632.7	149,591.1	2,958.4	2.0%
6 Contribution To Reserves	59,978.7	54,743.8	56,190.0	1,446.1	2.6%
7 Other Expenditures*	39,569.8	40,667.8	40,907.5	239.6	0.6%
Subtotal Gross Expenditure	337,349.2	346,256.9	357,301.9	11,045.0	3.2%
Capital Contribution	16,063.0	21,117.0	18,800.2	(2,316.8)	-11.0%
Total Expenditures	353,412.2	367,373.9	376,102.1	8,728.2	2.4%
Revenues					
1 Provincial Subsidies	24,311.2	26,073.2	26,807.4	734.1	2.8%
2 Federal Subsidies					
3 User Fees & Donations	301,356.8	313,928.8	321,052.8	7,124.0	2.3%
4 Transfers From Capital	3,198.1	3,973.4	5,299.2	1,325.8	33.4%
5 Other Revenues*	24,546.1	23,398.5	22,942.6	(455.8)	-1.9%
Total Revenues	353,412.2	367,373.9	376,102.1	8,728.2	2.4%

* This excludes internal revenue and cost of Green Lane Landfills

** Based on Q2 projections for year end

Salaries & Benefits: Includes inflationary increases on existing salaries and addition of new positions. Certain positions were also repurposed to better align the re-distribution of work/change within Solid Waste, with no changes to existing services.

Materials and Supplies: Includes inflationary increases and increases for new Hydro accounts required for operational needs.

Service and Rent: Includes increases due to Inflationary adjustments to collection, processing and disposal contracts as well as related volume changes.

Contribution to Reserve: Increases for principal and interest payment of recoverable debt for capital projects.

Contribution to Capital: Approximately 5 per cent of Solid Waste Management Services' 2020 Operating Budget will go towards the annual capital reserve contribution.

User Fees & Donations: Recommended 2.45% blended rate increase for collection revenues (Single Family and Residential Unit Above Commercial Customers 2.5%, Multi-residential Customers 1.5%, all Customers for oversize items 6% and Commercial Customers 6%) and 25% increase for tipping revenues.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 New RNG operations	2,500.0	2,500.0				None
2 Climate Change initiative	301.8	301.8		2.0		None
Total New / Enhanced	2,801.8	2,801.8		2.0		

New Renewable Natural Gas Operations

Consistent with the goals of the Environmental Sustainability strategy and Climate Change initiatives Solid Waste Management Services (SWMS) is working towards the construction and operation of the City's first renewable natural gas facility. The facility will divert waste from landfill and produce valuable by-products such as digester solids that are further processed to produce a high quality compost and biogas, which will be harnessed at the SWMS waste management facilities to fuel solid waste collection fleet in the future.

Climate Change Initiative

As part of Solid Waste Management Services' response to address Climate Change, Green House Gases Reduction/Carbon Footprint Reduction, increase of 2 temporary capital funded positions is recommended. This will accelerate the response to the Climate Change Resiliency initiatives and will also support Federal and Provincial policies on carbon pricing and mitigation of Green House Gases output.

Note:

- For additional information on 2020 key cost drivers refer to Appendix 1 as well as [Appendix 3](#) for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and [Appendix 4](#) for the 2020 Staff Recommended & Pending New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2021 Outlooks**

(In \$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	367,373.9	378,903.9	388,314.0	398,714.5
Gross Expenditures	346,256.9	360,103.6	372,589.3	379,906.2
Capital Contribution	21,117.0	18,800.2	15,724.8	18,808.3
Approved Positions	1,116.3	1,128.3	1,128.3	1,128.3

2019 projected actuals excludes internal revenue and cost of Green Lane Landfills and are based on Q2 projections for year end.

Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$372.589 million reflects an anticipated \$12.485 million or 3.5 per cent increase in gross expenditures above the 2020 Recommended Budget based on the following:

- Inflationary increases related to salaries and benefits, collection, processing and landfill disposal contracts.
- Anticipated increases for principal and interest payment of recoverable debt.
- Anticipated increases to reserve contribution for climate resiliency projects and funding of State of Good Repair and Legislative requirements.
- Operating impact from completed capital project, Dufferin Organic Processing Facility.

These increases are partially offset by recommended User Fee blended rate increase of 2.7% on collection revenue.

Key 2022 drivers

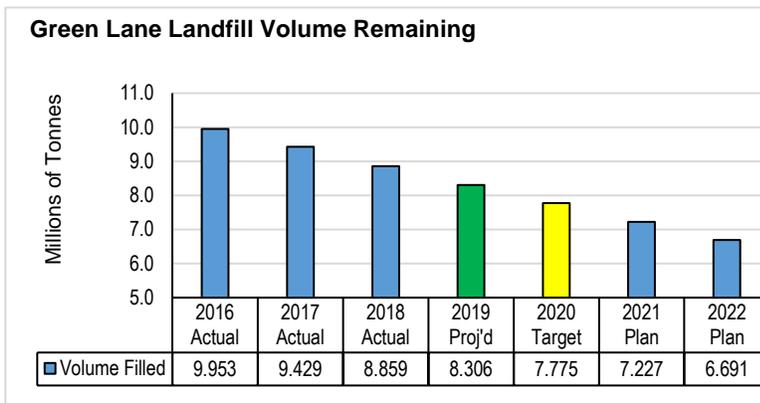
The 2022 Outlook with total gross expenditures of \$379.906 million reflects an anticipated \$7.316 million or 2.0 per cent increase in gross expenditures above the 2021 Recommended Budget based on the following:

- Inflationary increases related to salaries and benefits, collection, processing and landfill disposal contracts.
- Anticipated increases for principal and interest payment of recoverable debt.
- Anticipated increases to reserve contribution for climate resiliency projects and funding of State of Good Repair and Legislative requirements.
- Operating impact from completed capital project, Dufferin Organic Processing Facility.

These increases are partially offset by recommended User Fee blended rate increase of 2.9% on collection revenue.

How well we are doing

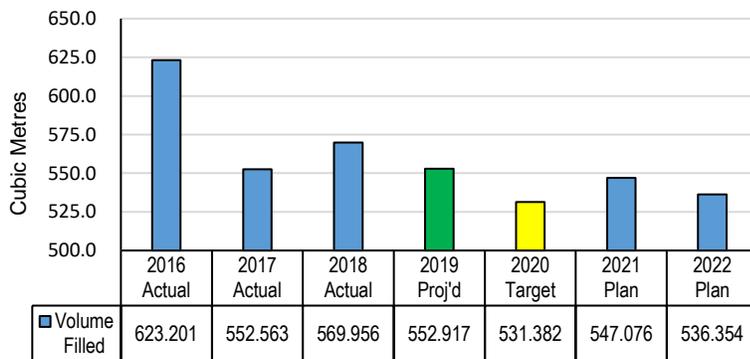
Performance Measures



Behind the Numbers

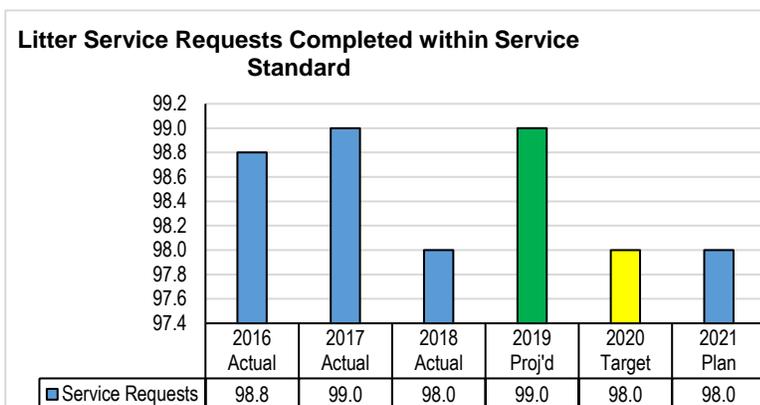
- The chart shows steadily decreasing volume due to increasing rate of annual waste fill.
- 2020 targeted volume of 7.775 million m3 represents a further decrease of 6.39% in the remaining available volume at Green Lane.
- Life expectancy of Green Lane Landfill site, based on 500,000 tonnes per year, is 2037.

Landfill Volume Filled per Year



- Since 2016 Solid Waste has maintained an average compaction of ~0.95 tonnes per m3 of volume at Green Lane Landfill
- Annually Solid Waste manages 500,000 tonnes of City garbage, not including an additional 38,000 tonnes from the surrounding South Wold area where Green Lane is located. This tonnage is comprised from agreements with surrounding municipalities and private vendors.
- Solid Waste will be diverting 39,000 tonnes to their alternate landfills located within different areas of Ontario to increase the life expectancy of Green Lane

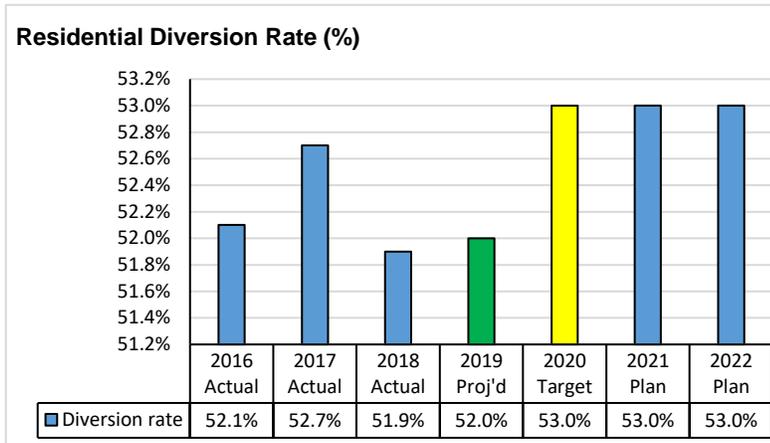
Litter Service Requests Completed within Service Standard



- Challenges in 2015 & 2016 were due to staffing shortages and an increase in number of litter bins.
- 2017 and 2018 reflect renewed effectiveness of delivering this service due to implemented operational efficiencies.
- 2019 to 2021 is conservatively anticipated to achieve 98% of standard

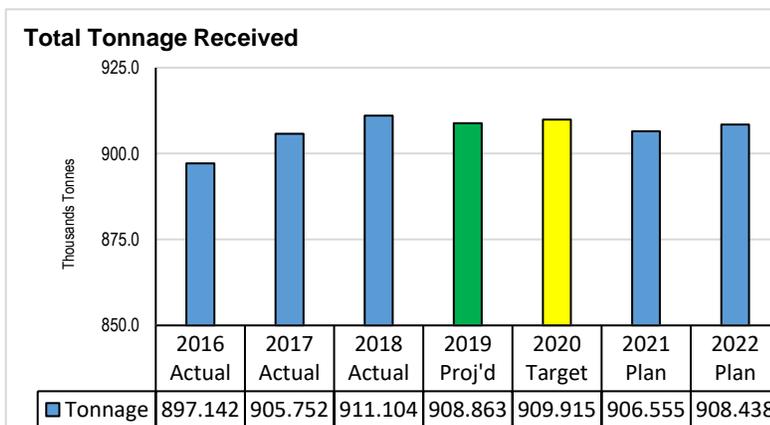
How well we are doing

Performance Measures



Behind the Numbers

- Long Term Solid Waste Mgmt. Strategy has a 70% diversion target by 2026. This will not be achieved due to:
 - Light weighting of materials (e.g. plastic vs glass jars).
 - Divisional focus on Reduce and Reuse, then Recycle.
 - Volume is not available in the current garbage stream.
- Diversion is one of many measures that should be reviewed for program progress.
- More measures will be developed and used to show a well-rounded review of overall program impact.

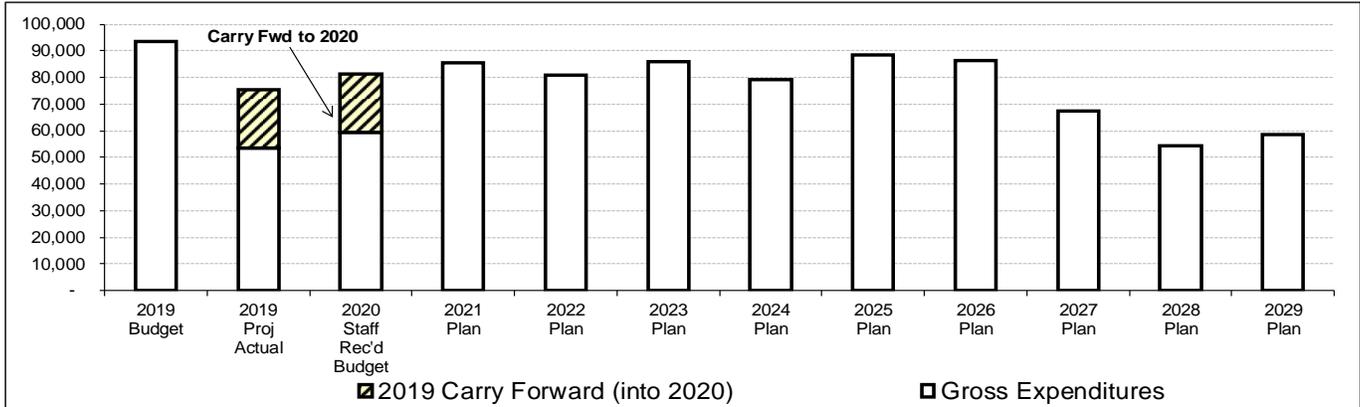


- Solid Waste has 5 major diversion programs that manages approximately 900,000 tonnes of waste annually, including;
 - Blue Box, 171,000 tonnes
 - Organics, 169,000 tonnes
 - Yard Waste, 97,000 tonnes
 - Garbage, 460,000 tonnes
 - Depot/Durable Goods & Electronics, 14,000 tonnes
- Total tonnes received remain relatively flat since 2016 and looking forward through to 2022

**2020 – 2029 STAFF RECOMMENDED
CAPITAL BUDGET AND PLAN**

2020 – 2029 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(In \$ Thousands)



	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
	Budget	Projected Actual								
Gross Expenditures by Project Category:										
Health & Safety & Legislated	27,149	23,793	29,847	24,317	24,351	24,900	21,812	125,227	121,308	246,535
SOGR	29,447	14,300	21,800	30,032	25,988	23,481	17,735	119,036	86,882	205,918
Service Improvement & Growth	36,795	15,371	29,689	31,254	30,686	37,574	39,596	168,799	146,860	315,659
Total by Project Category	93,391	53,464	81,335	85,603	81,025	85,955	79,143	413,061	355,050	768,111
Financing:										
Debt										
Reserves/Reserve Funds	58,330	43,724	48,487	55,156	45,427	43,416	33,457	225,943	183,551	409,493
Debt Recoverable	35,061	9,740	32,848	30,447	35,598	42,539	45,686	187,119	171,499	358,618
Total Financing	93,391	53,464	81,335	85,603	81,025	85,955	79,143	413,061	355,050	768,111

Changes to Existing Projects

- The 2020-2029 Capital Budget and Plan reflects an increase of \$75.914 million over the nine common years (2020-2028).
- Increased funding of \$110.645 million for the acceleration of third Organic Processing Facility and \$50.000 million for development of Landfill Gas Utilization infrastructure.
- Increased funding of \$17.209 million to various Transfer Station Asset Management projects.
- Defer funding of \$60.692 million for Long Term Waste Management Strategy and \$60.000 million for Mixed Waste Management Facility
- Net Increase of \$18.752 million for multiple projects to reflect updated cost estimates, scope and project schedules.

New Projects

- The 2020-2029 Capital Budget and Plan include following new programs:
- \$20.000 million for Landfill Capacity Development to develop another landfill, once Green Lane is completely filled.

Capital Needs Constraints

- The 2020-2029 Capital Budget and Plan is based on Solid Waste Management Services' capacity to deliver. Solid Waste Management Services does not have any unmet needs over the 10-year planning horizon

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 9](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 10](#) for Capital Needs Constraints, respectively.

2020 – 2029 CAPITAL BUDGET AND PLAN

\$768.1 Million 10-Year Gross Capital Program

				
Maintaining infrastructure	Landfill dev. & mgt.	Long term waste mgt. strategy	Organics processing facilities	Biogas / landfill gas utilization
\$205 M 27%	\$247 M 32%	\$64 M 8%	\$141 M 18%	\$53 M 7%
State of Good Repair Transfer Stations Organics Processing Dufferin Waste Collection Yards	Landfill Management Green Lane Perpetual Care Capacity Development	LTWMS TS Optimization Promotion & Education LTWM Strategy Update	Growth Projects 3rd Anaerobic Digester	Service Improvements landfill gas biogas Disco & Dufferin

How the Capital Program is funded

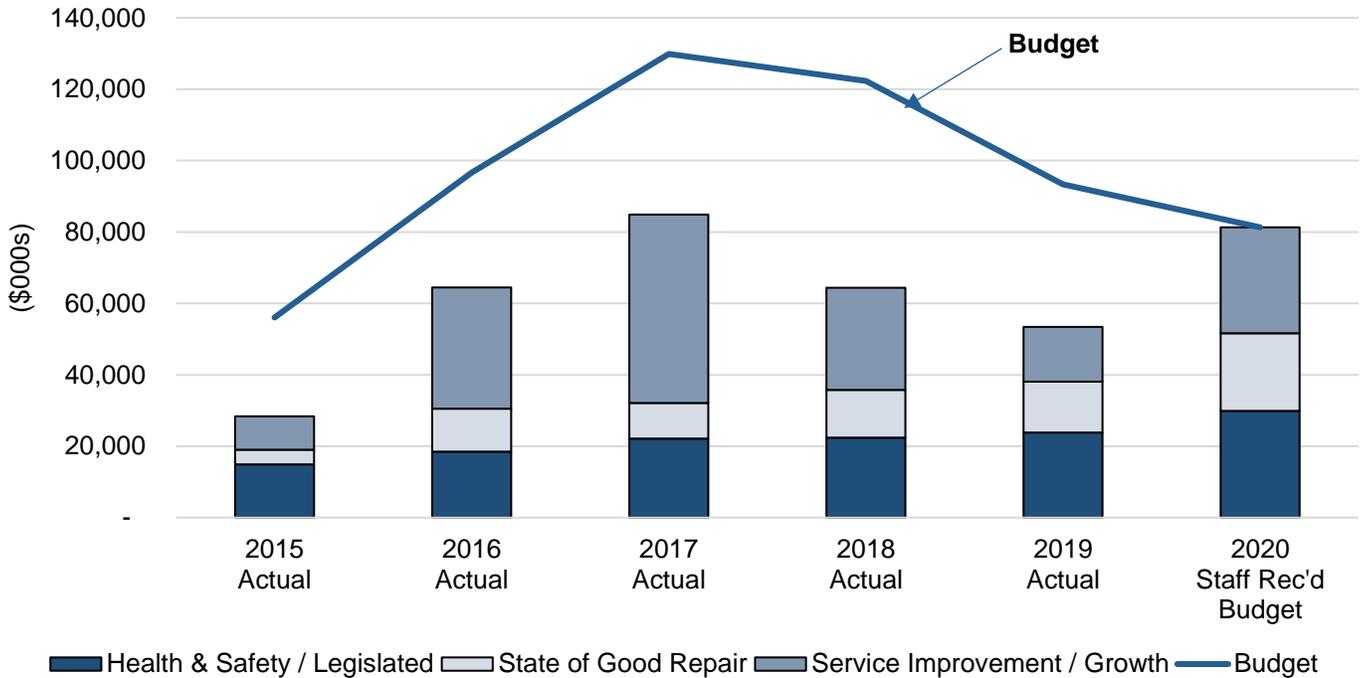
City of Toronto		Provincial Funding	Federal Funding
\$768.1 M		\$0.0M	\$0.0M
100%		0%	0%
Recoverable Debt	\$ 358.6 M		
Waste Management Reserve Fund	\$ 293.3 M		
Perpetual Care Reserve Fund	\$ 74.9 M		
Green Lane Landfill Reserve	\$ 41.3 M		

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Solid Waste Management Services' ability to spend and the markets capacity to deliver.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Chart 2 – Capacity to Spend



	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	14,932	18,510	22,115	22,390	23,793	29,847
State of Good Repair	4,076	11,974	10,025	13,342	14,300	21,800
Service Improvement / Growth	9,392	34,035	52,729	28,692	15,371	29,689
Total	28,400	64,519	84,869	64,424	53,464	81,335
% Spent	51%	67%	65%	53%	57%	

Capacity to Spend Review Impact on the Recommended 10-Year Plan

The recommended 2020 – 2029 Capital Plan for SWMS is primarily comprised of Legislated projects to fund the perpetual care of old landfills as well as landfill development at Green Lane; State of Good Repair (SOGR) is dedicated to on-going asset management of transfer stations, collection yards and diversion facilities. Service Improvement projects provide funding for studies, facilities, systems and the implementation of the Long Term Waste Strategy to make progress on achieving program outcomes. Growth Related projects reflect the plan to build a future waste processing facility as well as an organics processing facility.

In 2020, Solid Waste Management plans to award approximately \$81.335 million in capital spending on the following high priority projects:

- Commissioning of Dufferin Organics Processing Facility (\$6.000 million).
- Green Lane Landfill cell development and continuous environmental remediation and monitoring (\$18.931 million).
- Perpetual Care of Closed Landfills continuous environmental remediation and monitoring (\$10.916 million)
- Service Improvement projects in Long Term Waste Strategy, IT, Fleet Technology Enhancements and various engineering studies (\$22.759 million).
- Various State of Good Repair projects in Transfer Stations, Collection Yards and Organics Processing Facilities (\$19.356 million).
- Dufferin Facility Site Improvement (\$1.967 million), if approved to build, detailed design will be developed in 2020.

Based on the review of historical capital spending constraints, \$23.996 million in capital funding originally cash flowed in 2020 has been adjusted to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- Long Term Waste Management Strategy 2020 cash flow has been reduced by \$4.149 million to reflect updated project delivery schedules for various studies.
- Dufferin Waste Facility Site Improvement 2020 cash flow has been reduced by \$10.000 million to reflect the additional due diligence taken on the project in 2019 as well as SWM looking for partnership opportunities within other Divisions. . If project proceeds, the detailed design will be prepared in 2020.
- Various State of Good Repair projects such as Transfer Station Asset Management, Organics Processing Facility Asset Management, and Collection Yards Asset Management 2020 cash flow has been reduced by \$16.417 million to reflect constraints in staff resources and delays in finalizing the bid documents (Request For Quotation/Request For Proposal).

The above 2020 cash flow reductions are offset by an increase in 2020 cash flow in the following projects:

- Dufferin SSO Facility 2020 cash flow has been increased by 6.600 million for commissioning phase of the project.
- Landfill Gas Utilization 2020 cash flow has been increased by \$1.500 million to develop Renewable Natural Gas infrastructure.
- Fleet Technology Enhancements 2020 cash flow has been increased by \$1.320 million to ensure collection fleet has industry leading telematics and safety solutions.

STATE OF GOOD REPAIR (SOGR) FUNDING AND 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 Capital Plan for SWMS for State of Good Repair projects is deemed appropriate to maintain the assets in a steady state of good repair.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$3.389 million net for processing costs of organics arising from the commissioning of the Dufferin Organic Processing Facility as shown in Table 4 below.

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

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Dufferin Organic Processing Facility</i>	3,389		3,677		318						7,384		7,384	
Sub-Total: Previously Approved	3,389		3,677		318						7,384		7,384	
New Projects - 2019														
Sub-Total: New Projects - 2019														
New Projects - Future Years														
<i>3rd AD (Organic Processing Facility)</i>													14,301	
<i>Dufferin Waste Facility Site Improvement</i>									1,000		1,000		1,000	
Sub-Total: New Projects - Future Years									1,000		1,000		15,301	
Total	3,389		3,677		318				1,000		8,384		22,685	

The 10-year Recommended Capital Plan will increase in future years Operating Budget by \$22.685 million net over 2020-2029 period. The 2020 Operating Budget reflects an increase of \$3.389 million due to processing cost of 27,375 tonnes of Organics to be processed at Dufferin Organic Processing Facility.

The operating costs of completed capital projects for 2021 to 2029 are projected to be \$19.296 million which includes:

- Organic processing cost in 2021 for Dufferin Organic Processing Facility, which will be fully operational in 2021. This will result in processing cost associated with additional 27,375 tonnes in 2021. The increase in subsequent years represents expected inflationary increases.
- Third Organic Processing Facility or third Anaerobic Digester "3rd AD" is expected to be operational in 2028 and will result in estimated operational cost of \$14.301 million. The cost to use external providers will decrease as a result.
- Dufferin Waste Facility Site Improvement is expected to be completed in 2024 and will result in estimated operational cost of \$1.000 million.

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from	
	Actual	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	2019 Projected	2020 Actual
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	23,534.0	24,311.2	26,073.2	26,073.2	26,807.4	734.1	2.8%
User Fees & Donations	291,689.4	301,356.8	313,928.8	313,928.8	321,052.8	7,124.0	2.3%
Transfers From Capital	3,654.3	3,198.1	5,119.9	3,973.4	5,601.0	1,627.6	41.0%
Sundry and Other Revenues**	25,776.0	18,725.8	18,201.9	17,199.5	18,756.5	1,557.0	9.1%
Inter-Divisional Recoveries	4,947.4	5,779.8	6,199.3	6,199.3	6,686.2	486.9	7.9%
Total Revenues	349,601.1	353,371.7	369,523.1	367,374.2	378,903.9	11,529.7	3.1%
Salaries and Benefits	90,072.1	93,729.0	99,889.1	95,736.6	101,889.1	6,152.5	6.4%
Materials & Supplies	7,185.8	5,678.5	8,221.8	8,221.8	8,799.4	577.6	7.0%
Equipment	255.9	254.6	254.2	254.2	226.6	(27.5)	(10.8%)
Service and Rent	133,269.1	138,138.6	145,870.5	146,632.7	152,091.1	5,458.4	3.7%
Contribution To Reserves/Reserve Funds	62,401.9	59,978.7	55,018.0	54,743.8	56,190.0	1,446.1	2.6%
Other Expenditures**	3,363.7	4,455.7	4,235.3	4,223.4	4,323.8	100.4	2.4%
Inter-Divisional Charges	36,986.9	35,073.6	36,444.8	36,444.8	36,583.7	139.0	0.4%
Subtotal Gross Expenditure	333,535.4	337,308.7	349,933.6	346,257.2	360,103.6	13,846.4	4.0%
Capital Contribution	16,065.7	16,063.1	19,589.5	21,117.0	18,800.2	(2,316.8)	(11.0%)
Total Gross Expenditures	349,601.1	353,371.7	369,523.1	367,374.2	378,903.9	11,529.7	3.1%
Approved Positions	1,113.7	1,116.3	1,122.8	1,122.8	1,128.3	5.5	0.5%

* Based on Q2 projections for year end

** This excludes internal revenue and cost of Green Lane Landfills

Appendix 2

Summary of 2020 Service Changes

Solid Waste does not have any service changes included in 2020 Staff Recommended Operating Budget.

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change	
Category	Equity Impact	Program - Solid Waste Management Services	Gross Expenditure	Revenue	Net	Approved Positions			
19689		New RNG Operations							
71	NA	Description:							
This proposal is to install infrastructure at the Dufferin Organics Processing Facility in order to 'clean' Biogas and create Renewable Natural Gas (RNG), which can be injected into the local natural gas grid. Once in the grid the City will be able to use the RNG for any combination of fuel, electricity and or/heat, depending on commodity market realities in the future.									
Service Level Impact:									
None									
Equity Statement:									
There is not equity impact of this budget change									
Service Residual Management									
Total Staff Recommended Changes:			2,500.0	2,500.0	0.0	0.00	0.0	0.0	
Staff Recommended New/Enhanced			2,500.0	2,500.0	0.0	0.00	0.0	0.0	

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

Solid Waste does not have any New / Enhanced Service Priorities that have not been included in 2020 Staff Recommended Operating Budget.

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
SW007	Green Lane Landfill	18,931	13,414	14,805	15,573	14,815	14,815	14,815	14,815	14,815	14,815	151,613	151,613		
SW930	Perpetual Care Of Closed Landfills (New)	10,000	7,300	7,320	7,327	6,997	7,047	6,997	6,047	6,047	6,095	71,177	71,177		
SW312	Perpetual Care Of Landfills	916	2,603	226								3,745	3,745		
TBD	Landfill Capacity Development		1,000	2,000	2,000					5,000	10,000	20,000	20,000		
SW005	Collection Yard Asset Management	91										91		91	
SW910	Collection Yard Asset Management (New)	2,243	1,894	1,008	689	608	613	600	600	820	840	9,915		9,915	
SW370	Diversion Facilities Asset Management	2,123										2,123		2,123	
SW500	Dufferin Waste Facility Site Improvement	1,967	10,028	8,005	5,500							25,500		25,500	
SW940	New Fleet	177										177		177	
SW920	Organics Processing Facility Asset Mgmt	2,273	3,866	4,574	3,582	4,250	4,399	1,908	3,117	6,627	5,400	39,996		39,996	
SW950	Renewable Natural Gas	300	500									800		800	
SW361	Transfer Station Asset Management	2,287	46	22								2,355		2,355	
SW900	Transfer Station Asset Management (New)	10,339	13,698	12,379	13,710	12,877	12,004	12,065	12,498	12,504	12,887	124,961		124,961	
SW017	Biogas Utilization	1,300	1,000									2,300			2,300
SW005	Collection Yard Asset Management	5										5			5
SW004	Diversion Systems Bins	3,880	3,560	3,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	28,920			28,920
SW390	Engineering Planning Studies	1,274	572	430	1,294	500	500	500	500	500	500	6,570			6,570
SW019	IT Corporate Initiatives	4,101	3,300	1,500								8,901			8,901
SW007-13-07	Landfill Gas Utilization	1,500	5,000	15,000	20,000	8,500						50,000			50,000
SW013	Long Term Waste Management Strategy	5,742	8,514	7,406	9,036	6,036	5,917	6,417	5,000	5,000	5,000	64,068			64,068
SW018	SWM IT Application Initiatives	3,587	1,984	900	500	500	500	500	500	500	500	9,971			9,971
SW380	Two-Way Radio Replacement	50	50									100			100
SW520	Fleet Technology Enhancements	1,320	2,530									3,850			3,850
SW012	Disco SSO Facility	130										130			130
SW009	Dufferin SSO Facility	6,600	4,244									10,844			10,844
SW970	Organics Processing Facility	200	500	1,890	4,184	21,500	40,000	40,000	21,726			130,000			130,000
	Total Expenditures (including carry forward from 2019)	81,335	85,603	81,025	85,955	79,143	88,355	86,362	67,363	54,373	58,597	768,111	246,535	205,918	315,659

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New with Future Year
Green Lane Landfill	18,931	11,914	13,305	3,398							47,548	46,048	1,500	
Perpetual Care Of Closed Landfills (New)	10,000	7,300	7,320	7,327	6,997	1,000	1,000				40,944	14,854	25,843	247
Perpetual Care Of Landfills	916	2,603	226								3,745	4,567	(822)	
Landfill Capacity Development		1,000	2,000	2,000							5,000			5,000
Collection Yard Asset Management	91										91	91		
Collection Yard Asset Management (New)	2,243	1,894	1,008	689	608						6,442	2,517	3,875	50
Diversion Facilities Asset Management	2,123										2,123	2,138	(15)	
Dufferin Waste Facility Site Improvement	1,967	10,028	8,005	5,500							25,500	2,000	23,500	
New Fleet	177										177	177		
Organics Processing Facility Asset Mgmt	2,273	3,866	4,574	3,582	4,250	2,899	908	1,117	927	5,300	29,696	6,975	22,721	
Renewable Natural Gas	300	500									800	800		
Transfer Station Asset Management	2,287	46	22								2,355	2,957	(602)	
Transfer Station Asset Management (New)	10,339	13,698	12,379	13,710	12,877	12,004	12,065	12,498	12,504	12,887	124,961	10,506	114,455	
Biogas Utilization	1,300	1,000									2,300	1,800	500	
Collection Yard Asset Management	5										5	5		
Diversion Systems Bins	3,880	3,560	3,535	2,455	2,455	2,455	2,005	2,005	2,005	2,005	26,360	26,620	(260)	
Engineering Planning Studies	1,274	572	430	1,294	500						4,070	2,068	2,002	
IT Corporate Initiatives	4,101	3,300	1,500								8,901	4,361	4,290	250
Landfill Gas Utilization	1,500	5,000	15,000	20,000	8,500						50,000		50,000	
Long Term Waste Management Strategy	5,742	8,514	7,406	9,036	6,036	5,917	6,417				49,068	4,532	(2,206)	46,742
SWM IT Application Initiatives	3,587	1,984	900	500	500	500	500	500	500	500	9,971	3,851	4,960	1,160
Two-Way Radio Replacement	50	50									100	135	(35)	
Fleet Technology Enhancements	1,320	2,530									3,850	3,850		
Disco SSO Facility	130										130	130		
Dufferin SSO Facility	6,600	4,244									10,844	4,244	6,600	
Organics Processing Facility	200	500	1,890	4,184	21,500	40,000	40,000	21,726			130,000			130,000
Total Expenditure (including carry forward from 2019)	81,335	84,103	79,500	73,675	64,223	64,775	62,895	37,846	15,936	20,692	584,980	145,225	256,306	183,449

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Solid Waste to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
SW007	Green Lane Landfill	1,500	1,500	12,175	14,815	14,815	14,815	14,815	14,815	14,815	104,065	104,065		
SW930	Perpetual Care Of Closed Landfills (New)					6,047	5,997	6,047	6,047	6,095	30,233	30,233		
SW312	Perpetual Care Of Landfills													
TBD	Landfill Capacity Development								5,000	10,000	15,000	15,000		
SW005	Collection Yard Asset Management													
SW910	Collection Yard Asset Management (New)					613	600	600	820	840	3,473		3,473	
SW370	Diversion Facilities Asset Management													
SW500	Dufferin Waste Facility Site Improvement													
SW940	New Fleet													
SW920	Organics Processing Facility Asset Mgmt					1,500	1,000	2,000	5,700	100	10,300		10,300	
SW950	Renewable Natural Gas													
SW361	Transfer Station Asset Management													
SW900	Transfer Station Asset Management (New)													
SW017	Biogas Utilization													
SW005	Collection Yard Asset Management													
SW004	Diversion Systems Bins		25	105	105	105	555	555	555	555	2,560			2,560
SW390	Engineering Planning Studies					500	500	500	500	500	2,500			2,500
SW019	IT Corporate Initiatives													
SW007-13-07	Landfill Gas Utilization													
SW013	Long Term Waste Management Strategy							5,000	5,000	5,000	15,000			15,000
SW018	SWM IT Application Initiatives													
SW380	Two-Way Radio Replacement													
SW520	Fleet Technology Enhancements													
SW012	Disco SSO Facility													
SW009	Dufferin SSO Facility													
SW970	Organics Processing Facility													
	Total Expenditures (including carry forward from 2019)	1,500	1,525	12,280	14,920	23,580	23,467	29,517	38,437	37,905	183,131	149,298	13,773	20,060

Appendix 6

Reporting on Major Capital Projects: Status Update

Appendix 6

Reporting on Major Capital Projects: Status Update

(\$000s)

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Solid Waste Management Services											
GREEN LANE LANDFILL	19,424	6,893	14,450	116,322	80,666	On Track	Prior to 2010	Dec-19	Dec-19	Ⓜ	Ⓞ
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.										
Explanation for Delay:											
TRANSFER STATION ASSET	20,100	5,103	12,271	60,815	37,723	Significant Delay	Prior to 2010	Dec-21	Dec-26	Ⓜ	Ⓡ
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.										
Explanation for Delay:	Delayed greater than 6 months primarily due to insufficient staff resources, RFQ/RFP delays and coordination with other projects.										
PERPETUAL CARE OF CLOSED	9,401	3,950	9,343	57,993	33,236	Minor Delay	Prior to 2010	Dec-18	Dec-27	Ⓜ	Ⓜ
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: Less than 6 Months Delay due to feedback and request for design change from the Ministry of the Environment Conservation and Parks on the Keele Valley Flare project. Change in scope as several projects were moved to the new account structure CSW930 resulting in lower year end forecast in CSW312.										

- On/Ahead of Schedule Ⓞ >70% of Approved Project Cost
- Minor Delay < 6 months Ⓜ Between 50% and 70%
- Significant Delay > 6 months Ⓡ < 50% or > 100% of Approved Project

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

The 2020-2029 Staff Recommended Capital Budget and Plan is based on the capacity to deliver (80 per cent spending rate included for planning purposes). Solid Waste does not have any unmet needs over the 10-year planning horizon.

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 8a - New User Fees

Solid Waste does not have any new User fee for 2020 budget

Table 8b – Fees Above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW001	Clean Fill (Closed Landfills). Tip Fee per load.	Perpetual Care	Full Cost Recovery	Load	\$27.67	\$1.66	\$29.33	\$31.09	\$32.96
SW002	Small Paid Waste Loads - Transfer Stations. Tip Fee each load up to 100 kilograms.	Garbage - P&T, Leaf & Yrd Waste- P&T, Resales Recyclables	Full Cost Recovery	Load Up To 100 Kgs	\$12.73	\$3.18	\$15.91	\$16.86	\$17.87
SW003	Waste Loads over 100 kg - Transfer Stations. Tip Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste- P&T, Resales Recyclables	Market Based	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW004	Recyclable Material Loads - Transfer Stations. Tip Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste- P&T, Resales Recyclables	Market Based	Tonne	\$95.42	\$23.86	\$119.28	\$126.44	\$134.03
SW005	Waste loads - Transfer Stations- Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7500 kg GVW - Estimated Weight based on 1,000 kg.	Garbage- P&T	Market Based	Load	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW006	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GVW - Estimated Weight based on 3,000 kg.	Garbage- P&T	Market Based	Load	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW007	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.	Garbage- P&T	Market Based	Load	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW008	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off - Estimated Weight based on 4,000 kg.	Garbage- P&T	Market Based	Load	\$508.88	\$127.22	\$636.10	\$674.27	\$714.73

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW009	Waste loads - Transfer Stations - Estimated Weight based on 4,000 kg. Fee based on Axle rates when scales are unavailable.	Garbage-P&T	Market Based	Load	\$508.88	\$127.22	\$636.10	\$674.27	\$714.73
SW010	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off - Estimated Weight based on 5,000 kg.	Garbage-P&T	Market Based	Load	\$636.10	\$159.03	\$795.13	\$842.84	\$893.41
SW011	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - - Estimated Weight based on 8,000 kg.	Garbage-P&T	Market Based	Load	\$1,017.77	\$254.44	\$1,272.21	\$1,348.54	\$1,429.45
SW012	Waste loads - Transfer Stations - Estimated Weight based on 12,000 kg. Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck - Estimated Weight based on 12,000 kg.	Garbage-P&T	Market Based	Load	\$1,526.65	\$381.66	\$1,908.31	\$2,022.81	\$2,144.18
SW013	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer- Estimated Weight based on 15,000 kg.	Garbage-P&T	Market Based	Load	\$1,908.31	\$477.08	\$2,385.39	\$2,528.51	\$2,680.22
SW014	Waste loads - Transfer Stations - Estimated Weight based on 8,000 kg. Fee based on Axle rates when scales are unavailable.	Garbage-P&T	Market Based	Load	\$1,017.77	\$254.44	\$1,272.21	\$1,348.54	\$1,429.45
SW015	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard-- Estimated Weight based on 8,000 kg.	Garbage-P&T	Market Based	Load	\$1,017.77	\$254.44	\$1,272.21	\$1,348.54	\$1,429.45

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW016	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer -- Estimated Weight based on 10,000 kg.	Garbage-P&T	Market Based	Load	\$1,272.22	\$318.06	\$1,590.28	\$1,685.70	\$1,786.84
SW017	Waste loads -Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.	Garbage-P&T	Market Based	Load	\$1,272.22	\$318.06	\$1,590.28	\$1,685.70	\$1,786.84
SW018	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Dump Truck- Estimated Weight based on 16,000 kg.	Garbage-P&T	Market Based	Load	\$2,035.53	\$508.88	\$2,544.41	\$2,697.07	\$2,858.89
SW019	Recyclable Material Loads-Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7,500 kg GVW- Estimated Weight based on 1,000 kg.	Resales of Recyclables	Market Based	Load	\$95.42	\$23.86	\$119.28	\$126.44	\$134.03
SW020	Recyclable Material Loads- Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GVW- Estimated Weight based on 3,000 kg.	Resales of Recyclables	Market Based	Load	\$286.24	\$71.56	\$357.80	\$379.27	\$402.03
SW021	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.	Resales of Recyclables	Market Based	Load	\$286.24	\$71.56	\$357.80	\$379.27	\$402.03

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW022	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off- Estimated Weight based on 4,000 kg.	Resales of Recyclables	Market Based	Load	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW023	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Compactor- Estimated Weight based on 4,000 kg.	Resales of Recyclables	Market Based	Load	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW024	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off- Estimated Weight based on 5,000 kg.	Resales of Recyclables	Market Based	Load	\$477.09	\$119.27	\$596.36	\$632.14	\$670.07
SW025	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - Estimated Weight based on 8,000 kg.	Resales of Recyclables	Market Based	Load	\$763.33	\$190.83	\$954.16	\$1,011.41	\$1,072.09
SW026	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck- Estimated Weight based on 12,000 kg.	Resales of Recyclables	Market Based	Load	\$1,144.99	\$286.25	\$1,431.24	\$1,517.11	\$1,608.14

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW027	Recyclable Material Loads Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer- Estimated Weight based on 15,000 kg.	Resales of Recyclables	Market Based	Load	\$1,431.24	\$357.81	\$1,789.05	\$1,896.39	\$2,010.17
SW028	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Roll-off-- Estimated Weight based on 8,000 kg.	Resales of Recyclables	Market Based	Load	\$763.33	\$190.83	\$954.16	\$1,011.41	\$1,072.09
SW029	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard - Estimated Weight based on 8,000 kg.	Resales of Recyclables	Market Based	Load	\$763.33	\$190.83	\$954.16	\$1,011.41	\$1,072.09
SW030	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer- Estimated Weight based on 10,000 kg.	Resales of Recyclables	Market Based	Load	\$954.16	\$238.54	\$1,192.70	\$1,264.26	\$1,340.12
SW031	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.	Resales of Recyclables	Market Based	Load	\$954.16	\$238.54	\$1,192.70	\$1,264.26	\$1,340.12

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW032	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Dump Truck-- Estimated weight based on 16,000 kg.	Resales of Recyclables	Market Based	Load	\$1,526.65	\$381.66	\$1,908.31	\$2,022.81	\$2,144.18
SW033	Dedicated loads of Yard Waste material 7.5 cm (3") or greater in diameter - Transfer Stations designated by the General Manager	Resales of Recyclables	Market Based	Load	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW034	Tire loads - Transfer Stations. Tip Fee per tonne.	Resales of Recyclables	Market Based	Load	\$190.83	\$47.71	\$238.54	\$252.85	\$268.02
SW035	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle up to 7,500 kg GVW- Estimated weight based on 1,000 kg.	Resales of Recyclables	Market Based	Load	\$190.83	\$47.71	\$238.54	\$252.85	\$268.02
SW036	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle over 7,500 kg GVW- Estimated weight based on 3,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$572.50	\$143.13	\$715.63	\$758.57	\$804.08
SW037	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Dump Truck-- Estimated weight based on 3,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$572.50	\$143.13	\$715.63	\$758.57	\$804.08
SW038	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Roll-off- Estimated weight based on 4,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$763.33	\$190.83	\$954.16	\$1,011.41	\$1,072.09

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW039	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Compactor- Estimated weight based on 4,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$763.33	\$190.83	\$954.16	\$1,011.41	\$1,072.09
SW040	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Roll-Off- Estimated weight based on 5,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$954.16	\$238.54	\$1,192.70	\$1,264.26	\$1,340.12
SW041	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Compactor- Estimated weight based on 8,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,526.65	\$381.66	\$1,908.31	\$2,022.81	\$2,144.18
SW042	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Dump Truck - Estimated weight based on 12,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$2,289.98	\$572.50	\$2,862.48	\$3,034.23	\$3,216.28
SW043	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Tractor Trailer-- Estimated weight based on 15,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$2,862.48	\$715.62	\$3,578.10	\$3,792.79	\$4,020.36
SW044	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Roll-off- Estimated weight based on 8,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,526.65	\$381.66	\$1,908.31	\$2,022.81	\$2,144.18

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW045	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle & 75 Cubic Yard- Estimated weight based on 8,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,526.65	\$381.66	\$1,908.31	\$2,022.81	\$2,144.18
SW046	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Tractor Trailer-- Estimated weight based on 10,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,908.31	\$477.08	\$2,385.39	\$2,528.51	\$2,680.22
SW047	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Compactor- Estimated weight based on 10,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,908.31	\$477.08	\$2,385.39	\$2,528.51	\$2,680.22
SW048	Tire loads - Transfer Stations -Tip Fee per Load - Triple Axle Dump Truck- Estimated weight based on 16,000 kg	Resales of Recyclables	Full Cost Recovery	Load	\$3,053.29	\$763.32	\$3,816.61	\$4,045.61	\$4,288.35
SW049	Waste Loading Services - Transfer Stations. Loading fee per tonne for drop and load service.	Garbage - P&T, Leaf & Yrd Waste- P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$21.04	\$1.26	\$22.30	\$23.64	\$25.06
SW050	Load Weighing Service only- Transfer Stations. Flat fee for weighing a vehicle.	Garbage- P&T	Full Cost Recovery	Per Use	\$12.73	\$0.76	\$13.49	\$14.30	\$15.16
SW051	Commercial Organics Collections - Annual Fee - Frequency 2x/week - per year. Incl DACs and Schools	Garbage- C&T	Full Cost Recovery	Annual - 2X/ Week	\$407.10	\$24.43	\$431.53	\$457.42	\$484.87
SW052	Commercial Organics Collections - Annual Fee - Frequency 5x/week - per year. Incl DACs and Schools	Garbage- C&T	Full Cost Recovery	Annual - 5X/ Week	\$1,526.65	\$91.60	\$1,618.25	\$1,715.35	\$1,818.27

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW053	Commercial Organics Collections - Annual Fee - Frequency 6x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual - 6X/ Week	\$2,035.53	\$122.13	\$2,157.66	\$2,287.12	\$2,424.35
SW054.1	Commercial Garbage Collections. Annual Fee - Bi-weekly Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$512.70	\$30.76	\$543.46	\$576.07	\$610.63
SW054.2	Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$1,025.41	\$61.52	\$1,086.93	\$1,152.15	\$1,221.28
SW055	Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual - 2X/ Week	\$2,050.81	\$123.05	\$2,173.86	\$2,304.29	\$2,442.55
SW056	Commercial Front End Garbage Collection – Un-compacted. Per Lift per Cubic Yard – Un-compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Un-Compacted	\$14.10	\$0.85	\$14.95	\$15.85	\$16.80
SW057	Commercial Front End Garbage Collection - Compacted. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$28.23	\$1.69	\$29.92	\$31.72	\$33.62
SW058	Commercial Garbage Collections. Fee per Bag or Tag (each).	Garbage-C&T	Full Cost Recovery	Bag/Tag	\$5.38	\$0.32	\$5.70	\$6.04	\$6.40
SW059	Commercial Garbage Collections. Fee to purchase 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 35 Gallon Organic	\$67.93	\$4.08	\$72.01	\$76.33	\$80.91
SW060	Commercial Garbage Collections. Fee to purchase 65 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$80.27	\$4.82	\$85.09	\$90.20	\$95.61
SW061.1	Commercial Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$104.98	\$6.30	\$111.28	\$117.96	\$125.04
SW061.2	Commercial Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Garbage	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW061.3	Commercial Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 26 Gallon Organic	\$56.51	\$3.39	\$59.90	\$63.49	\$67.30

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW062	Composters. Fee to purchase a composter.	Garbage-C&T	Full Cost Recovery	Case	\$16.39	\$0.98	\$17.37	\$18.41	\$19.51
SW063	Composters. Fee to deliver composter.	Garbage-C&T	Full Cost Recovery	Case	\$6.16	\$0.37	\$6.53	\$6.92	\$7.34
SW065	Organics Kitchen Container. Fee to purchase an organics kitchen container.	Garbage-C&T	Full Cost Recovery	Container	\$5.50	\$0.33	\$5.83	\$6.18	\$6.55
SW066	Organic Kitchen Container. Fee to purchase apartment container.	Garbage-C&T	Full Cost Recovery	Container	\$3.72	\$0.22	\$3.94	\$4.18	\$4.43
SW067	Fee to purchase a racoon latch	Garbage-C&T	Full Cost Recovery	Per Transaction	\$9.83	\$0.59	\$10.42	\$11.05	\$11.71
SW068	Fee to purchase a yard waste bin	Leaf & Yard Waste-C&T	Full Cost Recovery	Bin - A Yard Waste Bin	\$5.59	\$0.34	\$5.93	\$6.29	\$6.67
SW069	Fee to purchase a recycling box	Recyclables	Full Cost Recovery	Recycling Box	\$6.52	\$0.39	\$6.91	\$7.32	\$7.76
SW070	Schools - Front End Garbage Collection un-compacted. Per Lift per Cubic Yard – Un-compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$14.10	\$0.85	\$14.95	\$15.85	\$16.80
SW071	Schools - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$28.23	\$1.69	\$29.92	\$31.72	\$33.62
SW072.1	Schools- Waste loads delivered directly to Transfer Stations. Fee Per Tonne.	Garbage-P&T	Full Cost Recovery	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW072.2	Schools- Recyclable Material loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$95.42	\$23.86	\$119.28	\$126.44	\$134.03
SW072.3	Schools- Tire loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$190.83	\$47.71	\$238.54	\$252.85	\$268.02
SW072.4	Schools Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW072.5	Schools Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW072.6	Schools Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$56.51	\$3.39	\$59.90	\$63.49	\$67.30
SW072.7	Schools Organics Collections. Fee to purchase a 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$67.93	\$4.08	\$72.01	\$76.33	\$80.91
SW074	Schools- Annual Fee per bin - twice weekly collection	Garbage-C&T	Full Cost Recovery	Cart - 2X/Week	\$2,050.81	\$123.05	\$2,173.86	\$2,304.29	\$2,442.55
SW075	DACs - Front End Garbage Collection. Per Lift per Cubic Yard – Un-compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Un-Compacted	\$14.10	\$0.85	\$14.95	\$15.85	\$16.80
SW076	DACs - Front End Garbage Collection. Per Left per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$28.23	\$1.69	\$29.92	\$31.72	\$33.62
SW077.1	DACs Waste loads delivered directly to Transfer Stations. Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW077.2	DACs Recyclable Material loads delivered directly to Transfer Stations. Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$95.42	\$23.86	\$119.28	\$126.44	\$134.03
SW077.3	DACs Tire loads delivered directly to Transfer Stations. Fee per tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$190.83	\$47.71	\$238.54	\$252.85	\$268.02
SW077.4	DACs Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW077.5	DACs Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW077.6	DACs Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$56.51	\$3.39	\$59.90	\$63.49	\$67.30
SW077.7	DACs Organics Collections. Fee to purchase a 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$67.93	\$4.08	\$72.01	\$76.33	\$80.91
SW078	Fee per cart per collection - twice weekly collection (DACs)	Garbage-C&T	Full Cost Recovery	Cart - 2X/Week	\$2,050.81	\$123.05	\$2,173.86	\$2,304.29	\$2,442.55

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW079	Bag tags from Schools and/or DACs	Garbage-C&T	Full Cost Recovery	Bag/Tag	\$5.41	\$0.29	\$5.70	\$6.04	\$6.40
SW080.1	Non-residential Curbside Garbage Collection - Small Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$102.55	\$6.15	\$108.70	\$115.22	\$122.13
SW080.2	Non-residential Curbside Garbage Collection - Medium Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$205.09	\$12.31	\$217.40	\$230.44	\$244.27
SW080.3	Non-residential Curbside Garbage Collection - Large Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$307.63	\$18.46	\$326.09	\$345.66	\$366.40
SW080.4	Non-residential Curbside Garbage Collection-extra-large bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$512.70	\$30.76	\$543.46	\$576.07	\$610.63
SW081.1	Non-residential Curbside Garbage Collection - Small Bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$205.09	\$12.31	\$217.40	\$230.44	\$244.27
SW081.2	Non-residential Curbside Garbage Collection - Medium Bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$410.15	\$24.61	\$434.76	\$460.85	\$488.50
SW081.3	Non-residential Curbside Garbage Collection - Large Bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$615.24	\$36.91	\$652.15	\$691.28	\$732.76
SW081.4	Non-residential Curbside Garbage Collection-extra-large bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$1,025.41	\$61.52	\$1,086.93	\$1,152.15	\$1,221.28
SW082	Non-residential Curbside Garbage Collection-extra-large bin - Twice Weekly Collection	Garbage-C&T	City Policy	Bin	\$2,050.81	\$123.05	\$2,173.86	\$2,304.29	\$2,442.55
SW083	Non-residential Curbside Organics Collection - 2x/Week	Garbage-C&T	City Policy	Annual - 2X/Week	\$407.10	\$24.43	\$431.53	\$457.42	\$484.87
SW084	Non-residential Curbside Organics Collection - 5x/Week	Garbage-C&T	City Policy	Annual - 5X/Week	\$1,526.65	\$91.60	\$1,618.25	\$1,715.35	\$1,818.27
SW085	Non-residential Curbside Organics Collection - 6x/Week	Garbage-C&T	City Policy	Annual - 6X/Week	\$2,035.53	\$122.13	\$2,157.66	\$2,287.12	\$2,424.35

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW086	Non-residential Front End Garbage Collection	Garbage-C&T	City Policy	Cubic Yard - Compacted	\$14.10	\$0.85	\$14.95	\$15.85	\$16.80
SW087	Non-residential Front End Garbage Collection Compacted	Garbage-C&T	City Policy	Cubic Yard - Compacted	\$28.23	\$1.69	\$29.92	\$31.72	\$33.62
SW088	Non-residential Garbage Collection Bags & Tags	Garbage-C&T	City Policy	Bag/Tag	\$5.41	\$0.29	\$5.70	\$6.04	\$6.40
SW091.2	Multi-residential Bulk Collection - Fee for a 95 gallon recycling bin	Garbage-C&T	Full Cost Recovery	Bin	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW091.3	Multi-residential Bulk Collection - Fee for a 35 gallon organics bin	Garbage-C&T	Full Cost Recovery	Bin	\$67.93	\$4.08	\$72.01	\$76.33	\$80.91
SW091.4	Multi-residential Bulk Collection - Fee for a 26 gallon organics bin	Garbage-C&T	Full Cost Recovery	Bin	\$56.51	\$3.39	\$59.90	\$63.49	\$67.30
SW100.2	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 95 gallon garbage bin.	Garbage-C&T	Full Cost Recovery	Annual	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW100.3	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 95 gallon recycling bin.	Garbage-C&T	Full Cost Recovery	Annual	\$104.79	\$6.49	\$111.28	\$117.96	\$125.04
SW109	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Bag tag (\$/tag).	Garbage-C&T	City Policy	Bag/Tag	\$5.38	\$0.32	\$5.70	\$6.04	\$6.40
SW120	Annual Fee per cart - Biweekly (schools)	Garbage-C&T	Full Cost Recovery	Annual	\$512.70	\$30.76	\$543.46	\$576.07	\$610.63
SW121	Annual Fee per cart - Weekly (schools)	Garbage-C&T	Full Cost Recovery	Annual	\$1,025.41	\$61.52	\$1,086.93	\$1,152.15	\$1,221.28
SW122	Annual Fee per cart - Biweekly (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$512.70	\$30.76	\$543.46	\$576.07	\$610.63
SW123	Annual Fee per cart - Weekly (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$1,025.41	\$61.52	\$1,086.93	\$1,152.15	\$1,221.28
SW124	Landfill Disposal : Waste load per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW125	Landfill Disposal : Asbestos, per tonne	Garbage-C&T	Full Cost Recovery	Tonne	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW126	Landfill Disposal : CFIA Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW127	Landfill Disposal : Special Handling, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW128	Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW129	Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$381.67	\$95.42	\$477.09	\$505.72	\$536.06
SW130	Landfill Disposal : Biosolids, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW131	Landfill Disposal : Water Treatment Residue, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW132	Landfill Disposal : Treated Biomedical Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$127.22	\$31.81	\$159.03	\$168.57	\$178.68
SW133	Sale of Clean Fill at Green Lane Landfill - per load fee for single, tandem, or tri-axle dump truck vehicles	Green Lane Landfill	Full Cost Recovery	Tonne	\$2.28	\$0.14	\$2.42	\$2.57	\$2.72
SW134	Sale of Clean Fill at Green Lane Landfill - per load fee for dump trailer	Green Lane Landfill	Full Cost Recovery	Tonne	\$3.42	\$0.21	\$3.63	\$3.85	\$4.08
SW135	Solid Waste Miscellaneous Collection, Haulage and Other Services	Garbage - P&T, Leaf & Yrd Waste- P&T, Resales Recyclables	Full Cost Recovery	Each	\$102.45	\$6.15	\$108.60	\$115.12	\$122.03
SW136	Fluorescent Tubes 4 foot over 20 units	Haz/Sp Waste(P&T)	Full Cost Recovery	Each	\$0.55	\$0.03	\$0.58	\$0.61	\$0.65
SW137	Fluorescent Tubes 8 foot over 10 units	Haz/Sp Waste(P&T)	Full Cost Recovery	Per Hour	\$1.05	\$0.06	\$1.11	\$1.18	\$1.25
SW138	Residential Curbside Collection for Multi-residential curbside properties. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$15.00	\$0.90	\$15.90	\$16.85	\$17.86
SW139	Multi-residential front-end collection. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$15.00	\$0.90	\$15.90	\$16.85	\$17.86

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW140	Residential Curbside collection. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$15.00	\$0.90	\$15.90	\$16.85	\$17.86
SW141	Commercial Bag-only Base Fee. Annual Fee	Garbage-C&T	Full Cost Recovery	Annual	\$287.74	\$17.26	\$305.00	\$323.30	\$342.70
SW142	Special Event - Signature Street Event (first day)	Garbage-P&T	Full Cost Recovery	Each	\$894.64	\$53.68	\$948.32	\$1,005.22	\$1,065.53
SW143	Special Event - Signature Street Event (additional day)	Garbage-P&T	Full Cost Recovery	Each	\$266.58	\$15.99	\$282.57	\$299.52	\$317.49
SW144	Special Event - 1-Day Street Event	Garbage-P&T	Full Cost Recovery	Each	\$485.79	\$29.15	\$514.94	\$545.84	\$578.59
SW145	Special Event - Signature Parade	Garbage-P&T	Full Cost Recovery	Each	\$10,919.72	\$655.18	\$11,574.90	\$12,269.39	\$13,005.55
SW146	Special Event - Parade	Garbage-P&T	Full Cost Recovery	Each	\$2,902.49	\$174.15	\$3,076.64	\$3,261.24	\$3,456.91
SW147	Special Event - Athletic Event (first day)	Garbage-P&T	Full Cost Recovery	Each	\$1,264.01	\$75.84	\$1,339.85	\$1,420.24	\$1,505.45
SW148	Special Event - Athletic Event (additional day)	Garbage-P&T	Full Cost Recovery	Each	\$839.33	\$50.36	\$889.69	\$943.07	\$999.65
SW149	Special Event - Signature Street Event Rental and Service of Organic and Recycling Carts (first day)	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling and organics bins	\$3,605.74	\$216.34	\$3,822.08	\$4,051.40	\$4,294.48
SW150	Special Event - Signature Street Event Rental and Service of Organic and Recycling Carts (additional day)	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling and organics bins	\$353.35	\$21.20	\$374.55	\$397.02	\$420.84
SW151	Special Event - 1-Day Street Event Rental and Service of Organic and Recycling Carts	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling and organics bins	\$2,129.21	\$127.75	\$2,256.96	\$2,392.38	\$2,535.92
SW152	Special Event - Rental and Service of 40 yd ³ Recycling Roll-off Bin	Garbage-P&T	Full Cost Recovery	Each	\$194.75	\$11.69	\$206.44	\$218.83	\$231.96

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW153	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$130.00	\$7.80	\$137.80	\$146.07	\$154.83
SW154	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$260.00	\$15.60	\$275.60	\$292.14	\$309.67
SW155	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$390.00	\$23.40	\$413.40	\$438.20	\$464.49
SW156	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Extra Large Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$650.00	\$39.00	\$689.00	\$730.34	\$774.16
SW157	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$260.00	\$15.60	\$275.60	\$292.14	\$309.67
SW158	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$520.00	\$31.20	\$551.20	\$584.27	\$619.33
SW159	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$780.00	\$46.80	\$826.80	\$876.41	\$928.99
SW160	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$1,300.00	\$78.00	\$1,378.00	\$1,460.68	\$1,548.32

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019			2021	2022
					Approved Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW161	Mixed Commercial/Residential Properties, Bag-only Base Fee	Garbage-C&T	Full Cost Recovery	Annual	\$350.00	\$21.00	\$371.00	\$393.26	\$416.86
SW162	Mixed Commercial/Residential Properties, Oversized and Metal Item Fee (per account per year)	Garbage-C&T	Full Cost Recovery	Annual	\$15.00	\$0.90	\$15.90	\$16.85	\$17.86

Table 8c - User Fees for Discontinuation

Solid Waste does not have any discontinued User fee for 2020 budget

Table 8d - User Fees for Technical Adjustments

Solid Waste does not have any User fee technical adjustments for 2020 budget

Table 8e - User Fees for Transfers

Solid Waste does not have any User Fee transfer in 2020 budget

Table 8f - User Fees for Rationalization

Solid Waste does not have any Fee rationalization for 2020 budget.

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds 2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		5,528.7	6,264.4	7,060.1	7,870.8
Green Lane Perpetual Care Reserve Fund	XR1409				
Estimated Interest Earned	1.88%	103.9	117.8	132.7	148.0
<i>Contributions (+)</i>		631.8	677.9	677.9	677.9
Total Reserve / Reserve Fund Draws / Contributions		6,264.4	7,060.1	7,870.8	8,696.7
Balance at Year-End		6,264.4	7,060.1	7,870.8	8,696.7

* Based on 2019 latest estimates

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		115.6	117.8	120.0	122.2
Green Lane Liability Trust	XT6109				
Estimated Interest Earned	1.88%	2.2	2.2	2.3	2.3
Total Reserve / Reserve Fund Draws / Contributions		117.8	120.0	122.2	124.5
Balance at Year-End		117.8	120.0	122.2	124.5

* Based on 2019 latest estimates

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
Beginning Balance		34,554.0	29,587.0	32,496.9	35,461.5
Insurance Reserve Fund	XR1010				
Estimated Interest Earned	1.88%	649.6	556.2	610.9	666.7
<i>Withdrawals (-)</i>		(5,616.6)			
<i>Contributions (+) SWMS operating</i>			2,353.7	2,353.7	2,353.7
Total Reserve / Reserve Fund Draws / Contributions		29,587.0	32,496.9	35,461.5	38,481.9
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		29,587.0	32,496.9	35,461.5	38,481.9

* Based on 2019 latest estimates

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
Beginning Balance		24,219.6	14,831.9	15,707.9	14,648.9
Vehicle Reserve - Solid Waste	XR1014				
<i>Withdrawals (-) Total (Captor 2020 - 2022)</i>		(24,945.8)	(14,664.0)	(16,599.0)	(14,232.0)
<i>Contributions (+) SWMS operating</i>		15,558.1	15,540.0	15,540.0	15,540.0
Total Reserve / Reserve Fund Draws / Contributions		14,831.9	15,707.9	14,648.9	15,956.9
Balance at Year-End		14,831.9	15,707.9	14,648.9	15,956.9

* Based on 2019 latest estimates

Inflows and Outflows to/from Reserves and Reserve Funds
2020 – 2029 Capital Budget and Plan
Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total	
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan		
XR1013 Perpetual care of Landfill Reserve Fund	Beginning Balance	25,744	22,578	18,377	15,110	14,138	13,368	8,912	4,323	698	954	1,216	1,434	
	Estimated Interest Earned 1.88%	484	424	345	284	266	251	168	81	13	18	23	1,874	
	<i>Withdrawals (-)</i>													
	<i>Funding for capital projects</i>	(9,867)	(10,916)	(9,903)	(7,546)	(7,327)	(6,997)	(7,047)	(6,997)	(6,047)	(6,047)	(6,095)	(74,922)	
	Total Withdrawals	(9,867)	(10,916)	(9,903)	(7,546)	(7,327)	(6,997)	(7,047)	(6,997)	(6,047)	(6,047)	(6,095)	(74,922)	
	<i>Contributions (+)</i>													
	<i>Operating</i>	6,218	6,290	6,290	6,290	6,290	2,290	2,290	3,290	6,290	6,290	6,290	6,290	51,904
Total Contributions	6,218	6,290	6,290	6,290	6,290	2,290	2,290	3,290	6,290	6,290	6,290	6,290	51,904	
Balance at Year-End		22,578	18,377	15,110	14,138	13,368	8,912	4,323	698	954	1,216	1,434	(19,710)	

* Based on 2019 latest estimates

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total	
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan		
XR1404 Waste Management Reserve Fund	Beginning Balance	78,787	105,868	96,904	71,679	46,128	36,902	37,946	44,675	59,041	74,371	81,419	88,244	
	Estimated Interest Earned 1.88%	1,481	1,990	1,822	1,348	867	694	713	840	1,110	1,398	1,531	12,313	
	<i>Withdrawals (-)</i>													
	<i>Transfer to Green Lane Landfill Development</i>	-	-	-	-	-	-	-	-	(2,000)	(5,000)	(5,000)	(12,000)	
	<i>Funding for capital projects</i>	(35,993)	(28,018)	(40,117)	(36,438)	(32,984)	(24,814)	(22,551)	(20,380)	(21,161)	(28,249)	(32,643)	(287,355)	
	Total Withdrawals	(35,993)	(28,018)	(40,117)	(36,438)	(32,984)	(24,814)	(22,551)	(20,380)	(23,161)	(33,249)	(37,643)	(299,355)	
	<i>One time blue box funding</i>	37,000	-	-	-	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>													
<i>Operating</i>	24,593	17,064	13,070	9,539	22,891	25,164	28,567	33,906	37,380	38,899	42,937	42,937	269,418	
Total Contributions	61,593	17,064	13,070	9,539	22,891	25,164	28,567	33,906	37,380	38,899	42,937	42,937	269,418	
Balance at Year-End		105,868	96,904	71,679	46,128	36,902	37,946	44,675	59,041	74,371	81,419	88,244	70,620	

* Based on 2019 latest estimates

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total	
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan		
XR1408 Green Lane Reserve Fund	Beginning Balance	11,509	10,031	8,240	6,572	4,594	1,648	2,835	3,304	3,782	3,527	3,269	2,264	
	Estimated Interest Earned 1.88%	216	189	155	124	86	31	53	62	71	66	61	899	
	<i>Withdrawals (-)</i>													
	<i>Funding for capital projects</i>	(2,663)	(2,840)	(2,683)	(2,961)	(3,893)	(3,704)	(4,445)	(4,445)	(5,185)	(5,185)	(5,926)	(41,266)	
	Total Withdrawals	(2,663)	(2,840)	(2,683)	(2,961)	(3,893)	(3,704)	(4,445)	(4,445)	(5,185)	(5,185)	(5,926)	(41,266)	
	<i>Contributions (+)</i>													
	<i>Transfer from XR1404 WMRF</i>	-	-	-	-	-				2,000	2,000	4,000	8,000	
<i>Operating</i>	969	860	860	860	860	4,860	4,860	4,860	2,860	2,860	860	24,601		
Total Contributions	969	860	860	860	860	4,860	32,601							
Balance at Year-End		10,031	8,240	6,572	4,594	1,648	2,835	3,304	3,782	3,527	3,269	2,264	(5,502)	

* Based on 2019 latest estimates

Appendix 10

Glossary of Terms

Actuals: An actual financial amount paid (or received) for the delivery of City services.

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair: The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review: The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.