

budget

—2019—



BUDGET NOTES

Solid Waste Management Services

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.

Why We Do It

Solid Waste Management Services' 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.

Our Experience & Success

- Awarded Waste Reduction Community Grants to fund 7 community-led waste initiatives.
- Launched 5 new Reduce & Reuse Programs to divert bikes, food waste, small household items and clothing from landfill.
- Key role in the Municipal Research and Resource Recovery Collaborative to move diversion towards full producer responsibility.
- Launched TOwaste app (SWMS mobile waste application).
- Implemented ADAPT policy and added new materials to diversion programs.
- Completed Green Bin Organics Pilot in 20 dog parks across the city
- Completed city-wide roll out of the 2nd generation Green Bin – 460,000 bins.
- Entered into a partnership Agreement with Enbridge Gas Distribution Inc. for the City's first RNG facility.
- Expansion and commissioning of the Dufferin Organics Processing facility.

Key Challenges

- Moving toward 70% waste diversion and balancing this target with program sustainability.
- Continually moving towards a *Fully Sustainable Utility* by generating rate revenue adequately to support SWMS' operating and capital for future diversion programs and facilities as outlined in the LTWMS.
- Continuation of efforts to prioritize the 3Rs, enhance existing programs and implement new recommendations to help achieve 70% Diversion to extend the lifespan of Green Lane landfill.
- Decrease recyclable material contamination to maximize revenue and reduce processing costs.
- Managing the ever-changing nature of packaging materials and unstable recycling markets.
- Transitioning towards full producer responsibility is impacting short and long-term planning in the absence of Provincial regulations under the *Waste-Free Ontario Act*.

Priority Actions

- Program enhancements and updates are being addressed through implementation of the Long Term Waste Strategy that has targets to guide SWMS activities for 30 to 50 years.
- A 2.2% blended rate increase is recommended for 2019.
- SWMS' capital program is primarily driven by the City's Waste Strategy and long term infrastructure demands. The 2019 – 2028 Capital Budget and Plan includes funding of \$199 million for the Waste Strategy as approved by Council in July 2016.
- The rebate applied to the single and multi-residential rates be phased out to transition a fully self-sufficient and sustainable utility.
- Development of a multi-year financial strategy to bring rate stability and predictability.

Budget at a Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$391.6	\$403.9	\$410.6
Revenues	\$411.6	\$423.7	\$436.6
Net Expenditures	\$(20.0)	\$(19.8)	\$(26.0)
Approved Positions	1,122.8	1,121.4	1,121.4

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$39.6	\$601.7	\$641.3
Recoverable Debt	\$18.8	\$238.1	\$256.9

Note: Excluding 2018 carry forward funding to 2019

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 **26 events** per year



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

Source of Image: www.icons8.com

Key Service Deliverables

- **Conduct** Landfill Gas Utilization Studies & Commission Dufferin Organics Facility & RNG Infrastructure;
- **Rollout** of additional Compressed Natural Gas Vehicles;
- **Implement** Long Term Waste Strategy with focus on reduce & reuse, textile waste strategy & multi-residential diversion and a multi-year financial strategy to advance the LTWMS
- **Transition** Preparing for Blue Box program towards an Extended Producer Responsibility Model;
- **Consultation** to incorporate circular economy principles in purchasing and Partner with academic institutions on innovative waste management initiatives;
- **Reduce** single-use plastics and takeaway packaging;
- **Award** contracts for haulage to Green Lane / alternative landfills; Disco Road Organics Processing Facility operation; District 2 Collection Contract and Single Stream Recycling Processing Contract.

Who We Serve

City Beautification

- Local Communities
- Local businesses
- Public realm users

Beneficiaries

- Residents
- Staff - City Divisions & Agencies

Solid Waste Collection & Transfer

- Institutional/DACs
- Property Owners (residential – single, semi, multi-res)
- Recyclables markets
- Commercial/Industrial

Beneficiaries

- Residents
- Staff - City Divisions & Agencies

Solid Waste Processing & Transport

- Institutional/DACs
- Property Owners (residential – single, semi, multi-res)
- Recyclables markets
- Commercial/Industrial

Beneficiaries

- Residents
- Staff - City Divisions & Agencies

Residual Management

- Institutional/DACs
- Property Owners (residential – single, semi, multi-res)
- Recyclables markets
- Commercial/Industrial

Beneficiaries

- Residents
- Staff - City Divisions & Agencies

Solid Waste Education & Enforcement

- Institutional/DACs
- Multi-unit residences
- Property owners (residential households – single, semi, townhouse)

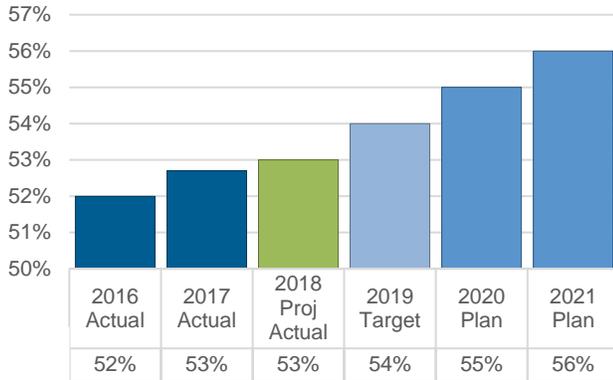
Beneficiaries

- Residents
- Staff - City Divisions & Agencies

How Well We Are Doing

Performance Measures

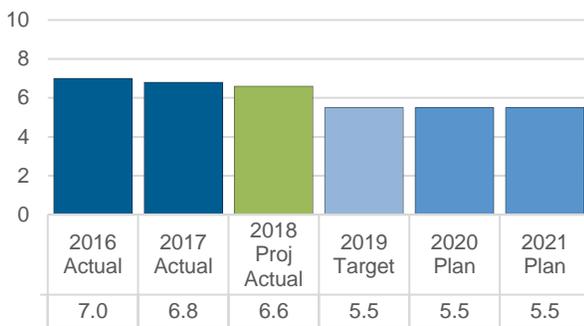
Residential Diversion Rate (%)



Behind the Numbers

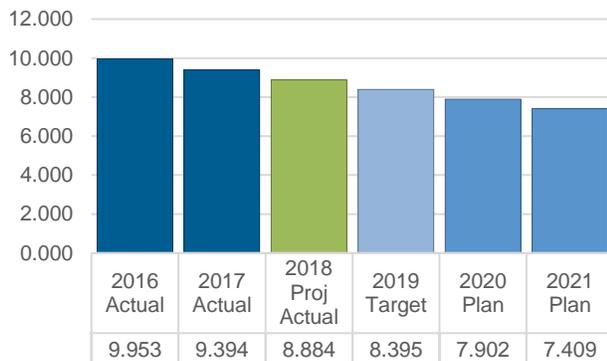
- Overall Residential Diversion has increased from 44% to 53% from 2008 – 2017 and is projected to be at 53% in 2018. For 2019, the Waste Diversion target is set at 54%.
- The increase in diversion is attributed to an increase in tonnes of organics material collected but some gains are offset by additional lightweight packaging and less garbage collected overall

Collection Complaints per 1000 Customers



- In 2018, complaints decreased by 3% to 6.6 complaints per 1,000 customers. 2019 is expected to decline to 5.5.
- The improvement is due to on-going efficiencies in collection operations.

Green Lane Landfill Volume Remaining (Millions Cubic Metres)



- The chart shows steadily decreasing volume due to increasing rate of annual waste fill.
- Tonnages are changing due to lower levels of private tonnes being received. This reduction will be offset by an anticipated increase in City tonnages. This trend began to stabilize in 2018 as waste fill components experienced less change.
- 2019 volume of 8.395 million m³ represents a further decrease of 5.5% in the remaining available volume at Green Lane.
- Life expectancy of Green Lane Landfill site, based on the consumption of approximately 500,000 cubic metres (520,000 tonnes) per year, is 2037

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2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

Program:

Matt Keliher

General Manager SWMS

Tel: (416) 392-4715

<mailto:Matt.Keliher@toronto.ca>

Corporate:

David Troian

Manager, Financial Planning

Tel: (416) 392-7896

<mailto:David.Troian@toronto.ca>



RECOMMENDATIONS

RECOMMENDATIONS

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

1. City Council approve the 2019 Staff Recommended Operating Budget for Solid Waste Management Services of \$391.620 million gross, \$(20.000) million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
City Beautification	36,812.5	35,010.2
Solid Waste Collection & Transfer	125,910.7	(187,020.1)
Solid Waste Processing & Transport	144,752.5	94,306.3
Residual Management	78,640.9	32,204.1
Solid Waste Education & Enforcement	5,503.6	5,499.4
Capital-from-Current Contribution	391,620.1	(20,000.1)

2. City Council approve the 2019 service levels for Solid Waste Management Services as outlined in Appendix 3 of this report, and associated staff complement of 1,122.8 positions, comprising 42.2 capital positions and 1,080.6 operating positions.

3. City Council approve the 2019 new user fees and other fee changes above the inflationary adjusted rate for Solid Waste Management Services identified in Appendix 6A & 6B, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

4. City Council approve the 2019 Staff Recommended Capital Budget for Solid Waste Management Services with a total project cost of \$9.451 million, and 2019 cash flow of \$84.626 million and future year commitments of \$114.739 million comprised of the following:

a. New Cash Flow Funds for:

1. Forty-six new / change in scope sub-projects with a 2019 total project cost of \$9.451 million that requires cash flow of \$(19.155) million in 2019 and future year cash flow commitments of \$17.227 million for 2020; \$7.139 million for 2021; \$0.887 million for 2022, \$2.133 million for 2023; \$0.470 million for 2024 and \$0.250 million annually for 2025 to 2027;

2. Twenty-three previously approved sub-projects with a 2019 cash flow of \$58.766 million; and future year cash flow commitments of \$33.096 million for 2020; \$16.405 million for 2021; \$17.568 million for 2022; \$6.464 million for 2023; \$3.300 million for 2024; \$3.300 million for 2025; \$3.000 million for 2026; and, \$3.000 million for 2027;

b. 2018 approved cash flow for 32 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$45.015 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Solid Waste Management Services totalling \$486.930 million in project estimates, comprised of \$33.047 million for 2020; \$52.056 million for 2021; \$48.012 million for 2022; \$63.224 million for 2023; \$56.904 million for 2024; \$45.722 million for 2025; \$58.130 million for 2026; \$29.984 million for 2027, and \$99.851 million for 2028.

6. This report be considered concurrently with the report entitled "2019 Rate Supported Budgets – Solid Waste Management Services and Recommended 2019 Solid Waste Rates and Fees" (January, 2019) from the Chief Financial Officer and General Manager for Solid Waste Management Services.



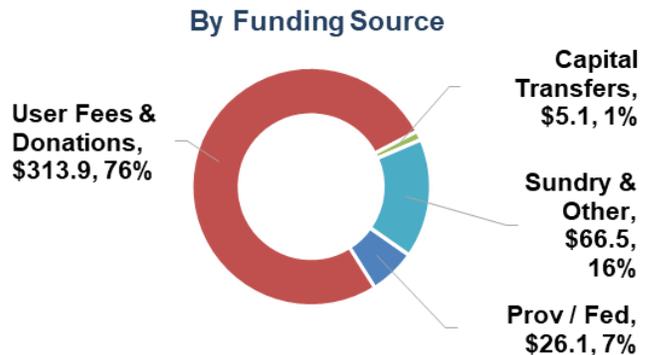
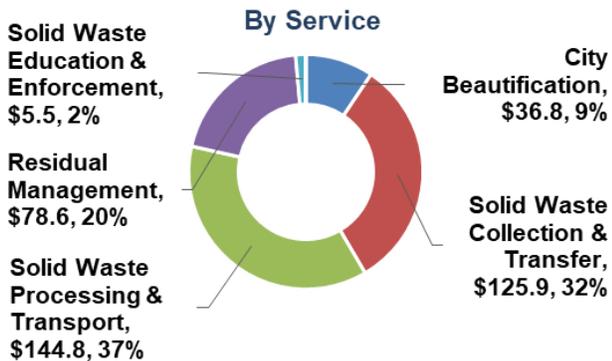
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$391.6M



- **8%** Budget decrease compared to the 2018 Approved Capital Contribution to maintain existing service levels and meet additional service demands.
- **\$15.533M** Service change savings including \$10.6M in user fee rate increases and \$4.8M in net efficiency savings.
- **\$0.313M** New/enhanced funding to initiate additional Litter pickup.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts, the Dufferin Renewable Natural Gas initiative as well as future projected rate increases to support the ongoing Capital works program and Long Term Waste Management Strategy.

2018 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
City Beautification									
Gross Expenditures	36,417.0	36,365.6	36,499.3	313.1	36,812.5	395.4	1.1%	1,713.3	147.9
Revenue	1,637.6	1,591.9	1,802.2		1,802.2	164.6	10.1%	15.6	16.6
Capital Contribution	34,779.4	34,773.7	34,697.1	313.1	35,010.2	230.8	0.7%	1,697.6	131.4
Solid Waste Collection & Transfer									
Gross Expenditures	121,337.8	121,166.3	125,910.7		125,910.7	4,572.9	3.8%	5,565.1	1,280.0
Revenue	302,121.8	293,682.6	312,930.8		312,930.8	10,809.0	3.6%	10,976.0	11,601.2
Capital Contribution	(180,784.0)	(172,516.3)	(187,020.1)		(187,020.1)	(6,236.1)	3.4%	(5,410.9)	(10,321.2)
Solid Waste Processing & Transport									
Gross Expenditures	139,815.6	139,618.0	144,752.5		144,752.5	4,936.9	3.5%	1,954.7	2,089.6
Revenue	55,379.8	53,832.9	50,446.2		50,446.2	(4,933.6)	(8.9%)	1,031.3	1,118.5
Capital Contribution	84,435.8	85,785.1	94,306.3		94,306.3	9,870.5	11.7%	923.5	971.1
Residual Management									
Gross Expenditures	79,647.9	79,535.3	78,640.9		78,640.9	(1,007.0)	(1.3%)	3,121.0	3,196.8
Revenue	46,045.7	44,759.5	46,436.8		46,436.8	391.1	0.8%	98.1	105.8
Capital Contribution	33,602.2	34,775.8	32,204.1		32,204.1	(1,398.1)	(4.2%)	3,022.9	3,091.1
Solid Waste Education & Enforcement									
Gross Expenditures	6,224.0	6,215.2	5,503.6		5,503.6	(720.4)	(11.6%)	(73.6)	(6.6)
Revenue	3.9	3.8	4.2		4.2	0.2	5.9%	0.2	0.3
Capital Contribution	6,220.1	6,211.4	5,499.4		5,499.4	(720.7)	(11.6%)	(73.8)	(6.9)
Total									
Gross Expenditures	383,442.3	382,900.3	391,306.9	313.1	391,620.1	8,177.8	2.1%	12,280.5	6,707.7
Revenue	405,188.8	393,870.6	411,620.2		411,620.2	6,431.4	1.6%	12,121.2	12,842.3
Total Capital Contribution	(21,746.5)	(10,970.4)	(20,313.2)	313.1	(20,000.1)	1,746.4	(8.0%)	159.3	(6,134.5)
Approved Positions	1,116.3	1,054.1	1,119.0	3.8	1,122.8	6.5	0.6%	(1.4)	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes

(\$1.433M Net Reduction to Capital Contribution)

- Escalation cost in collection & processing contracts and landfill operations as well as related volume changes.
- Salary & benefit increases including progression increases, COLA and benefit adjustments.
- Alternate Ontario Landfill Disposal increased costs. Collection yard improvements.
- Increased reserve contribution for lifecycle replacement of equipment and fleet vehicles.
- Operating Impact of commissioning the Dufferin Organics Processing facility.
- Above pressures partially offset by base changes for user fee rate adjustments and service efficiency savings including fleet fuel savings, reducing recycling processing fees, bringing more disposal and organics processing in-house.

New/Enhanced Service Priorities

(\$0.313M Gross / \$0.313M Net)

- Funding in response to Executive Committee May 14, 2018 report EX34.6 "Response Times and Service Levels for Various City Divisions".
- Will address frequency of alley and laneway cleaning; property standard inspections and enforcement response times, park maintenance, litter collection and graffiti removal levels.
- Includes 3.8 approved positions in the City Beautification service area.

Future Year Plan

- Inflationary increases in salaries and benefits, fuel costs and contracted services including collection and processing.
- Start of operating agreement with third party for Renewable Natural gas production at the Dufferin OPF facility.
- Operating impact of capital projects once completed.
- Projected required rate increases to support on-going capital program & Long Term Waste Management Strategy.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Solid Waste Management Services is \$391.620 million gross with a \$20.000 million net capital contribution that is \$1.746 million or 8% lower than the 2018 Council Approved Net Capital Contribution. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes that contribute to achieving the budget target as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

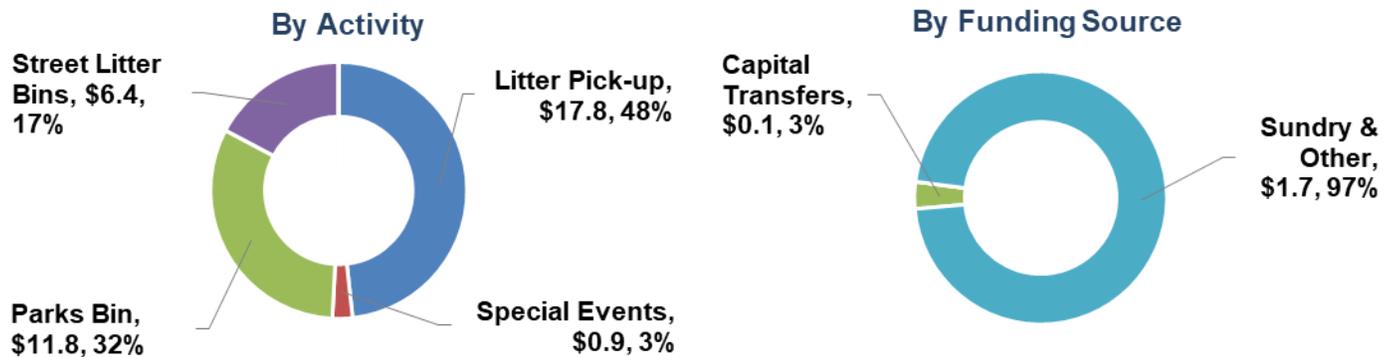
(In \$000s)	Services					Total	
	City Beautification	Solid Waste Collection & Transfer	Solid Waste Processing & Transport	Residual Management	Solid Waste Education & Enforcement	\$	Positions
	\$	\$	\$	\$	\$		
2018 Council Approved Operating Budget (Net)	34,779.4	(180,784.0)	84,435.8	33,602.2	6,220.1	(21,746.5)	1,116.3
Base Expenditure Changes							
Prior Year Impacts							
Prior Year Impacts of Organization Changes (HOCAs)	(616.3)	652.7	61.5	(31.9)	(15.8)	50.1	(0.2)
Operating Impacts of Capital							
For Dufferin Organics Processing Facility			3,669.0			3,669.0	2.0
Delivery of Capital Projects							
Recovery from on going Capital Projects including LTWMS, Perpetual Care, IT, Infrastructure & Asset Management.	33.4	186.2	46.7	(2.9)	32.1	295.5	5.0
Economic Factors							
Corporate Economic Factors (inflation)	0.2	(0.2)	194.5	26.0	0.0	220.4	
Divisional Economic Factors (inflation Hydro, water, collection & processing contract escalations)	0.0	688.9	4,442.2	148.6	0.0	5,279.6	
Salaries and Benefits	525.6	361.5	582.1	77.8	(128.2)	1,418.8	
Other Base Expenditure Changes							
Zero Based Items							
IDC/IDR Changes	66.3	627.3	99.6	192.7	105.0	1,090.9	
Other Base Changes including contracted volume changes, reserve contributions, alternate landfill disposal, budget realignments	412.3	1,901.7	(4,073.4)	(172.8)	(258.8)	(2,191.0)	
Sub-Total Base Expenditure Changes	421.5	4,418.0	5,022.2	237.4	(265.9)	9,833.3	6.8
Base Revenue Changes							
Base User Fee Changes (blended rate increase 2.2%)	(102.5)	(9,158.4)	(1,261.0)	(33.7)	0.5	(10,555.1)	
Other Base Revenue Changes (Stewardship funding, Green Lane fees, processor fees, sale of recyclables)		(722.0)	8,138.2	(283.4)		7,132.9	
Sub-Total Base Revenue Changes	(102.5)	(9,880.4)	6,877.3	(317.1)	0.5	(3,422.2)	
Service Changes							
Base Expenditure Changes							
Line by Line Expenditure Review Changes	(1.6)	(12.7)	(12.0)	(9.5)	(168.2)	(204.0)	
Service Efficiencies							
Includes Fleet Efficiencies, Recycling Contamination Reductions, Green Lane Increased Tonnage, Reduce E-Days, In-House organics processing.	(399.9)	(761.0)	(2,016.9)	(1,308.9)	(287.1)	(4,773.8)	(4.1)
Sub-Total Service Changes¹	(401.4)	(773.7)	(2,028.9)	(1,318.4)	(455.3)	(4,977.8)	(4.1)
Total Base Changes	(82.4)	(6,236.1)	9,870.5	(1,398.1)	(720.7)	1,433.3	2.7
New & Enhanced Services							
Enhanced Service Priorities							
Additional Litter Pick-up - Alleys, Laneways & Parks	313.1					313.1	3.8
Sub-Total New & Enhanced Services¹	313.1					313.1	3.8
Total 2019 Staff Recommended Operating Budget (Net Capital Contribution)	35,010.2	(187,020.1)	94,306.3	32,204.1	5,499.4	(20,000.1)	1,122.8

Note:

- For additional information, refer to [Appendix 4](#) (page 46) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and [Appendix 5](#) (page 47) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

City Beautification Service provides collection services within the public realm to all residents and visitors city-wide to support a clean city. Activities include litter pick-up, Special Events clean-up, Parks Bin and Street Litter Bin management.

2019 Staff Recommended Operating Budget \$36.8M



Refer to [Appendix 2](#) (page 40) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Litter Pick-up, Park and Street Bin Collection- Residual **Waste** - 1 to 7 times per week



Litter Pick-up, Park and Street Bin Collection- Single Stream **Recycling** - 1 to 7 times per week

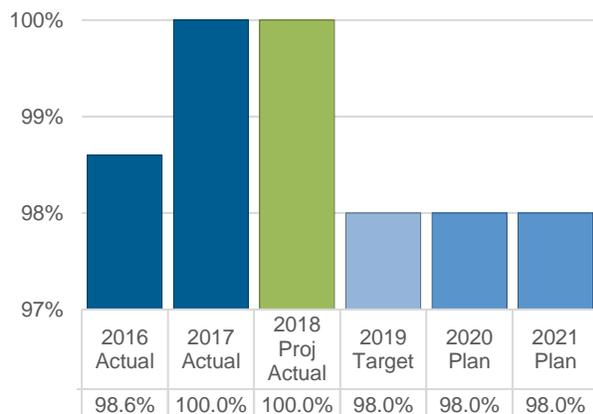


Special Events Collection - Waste, Recycling, **Organics** - On Demand

Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

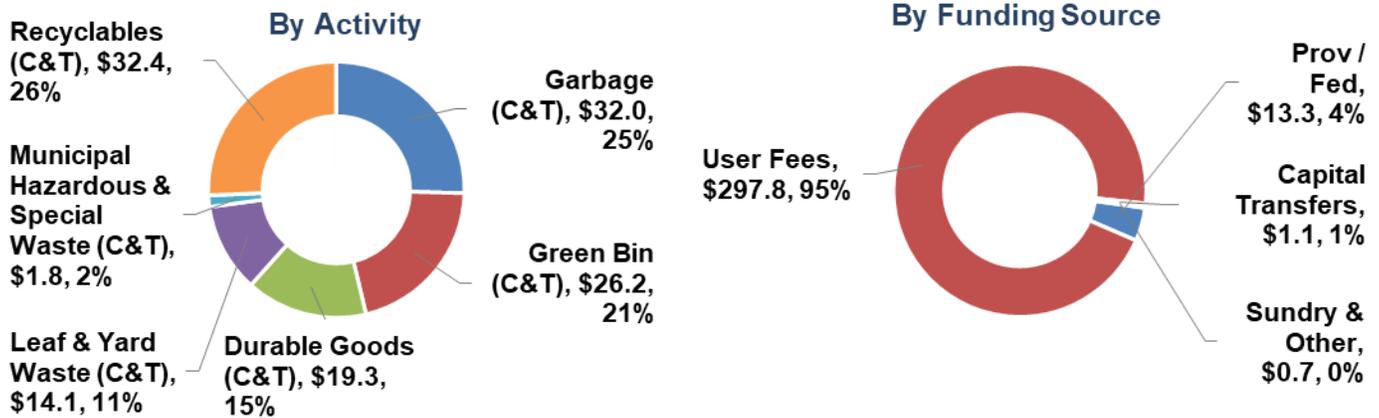
% City-Wide Litter Service Requests Completed Within Standards



- 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.

Solid Waste Collection & Transfer Service provides for effective and efficient solid waste collection services to residents, businesses, visitors and divisions, agencies and commissions (DACs) of the City of Toronto. Collection and transport to transfer stations is accomplished for Green Bin organics, garbage, Blue Bin recycling, yard waste, oversized and metal items and Household Hazardous Waste (HHW).

2019 Staff Recommended Operating Budget \$125.9M



Refer to [Appendix 2](#) (page 40) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

 <p>Collection- Residual Waste & Recyclables - for Single, Multi- Residential & Commercial per schedule.</p>	 <p>Collection- Organics - for Single, Multi- Residential & Commercial per schedule.</p>	 <p>Single, Multi-Residential Collection - Durable Goods As per schedule- Hazardous Waste Collection- On Demand</p>
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Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

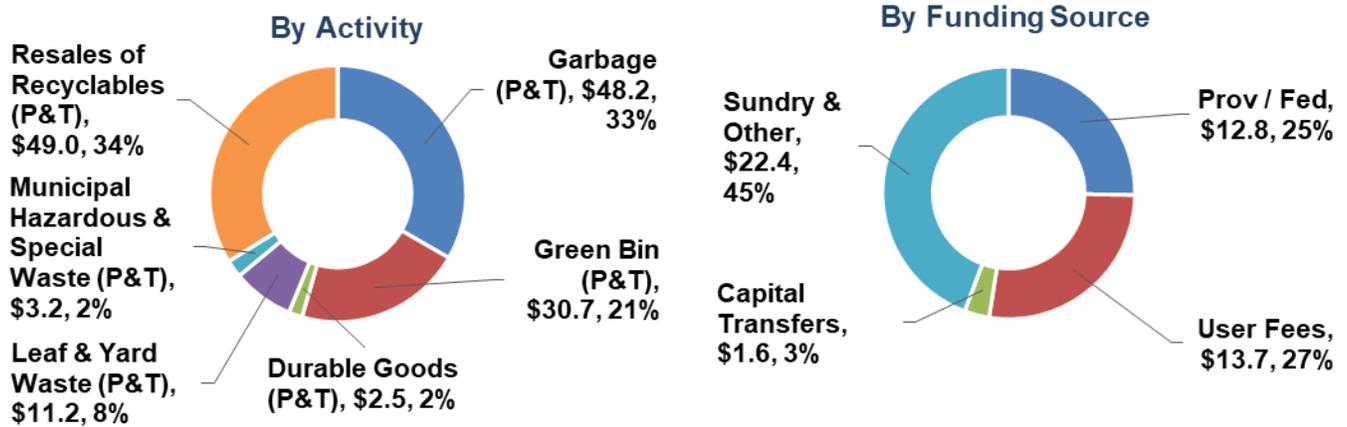
Collection Complaints per 1000 Customers



- In 2018, complaints decreased by 3% to 6.6 complaints per 1,000 customers. 2019 is expected to decline to 5.5.
- The improvement is due to on-going efficiencies in collection operations.

Solid Waste Processing & Transport Service provides effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting Green Bin Organics, garbage, Blue Bin recycling, yard waste, oversized and metal items (includes furniture, electronics and white goods/metal materials) and Household Hazardous Waste (HHW). This service also provides revenue from sale of recyclable materials.

2019 Staff Recommended Operating Budget \$144.8M



Refer to [Appendix 2](#) (page 40) for the 2019 Staff Recommended Operating Budget by Service.

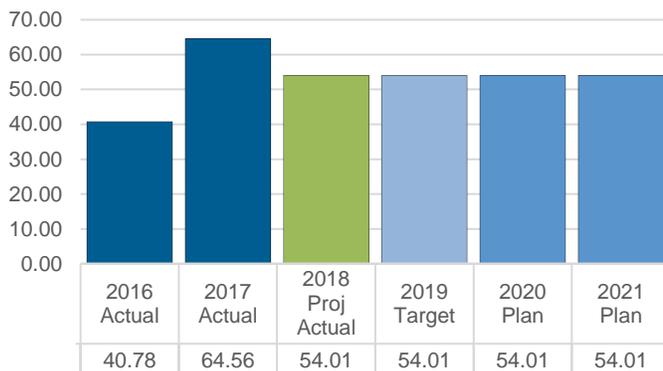
Key Service Levels

Processing and transport of Residual Waste, Green Bin, Durable Goods Leaf & Yard Waste, Hazardous Waste & Resale of Recyclables - **100%** In compliance with Certificate of Approval

Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

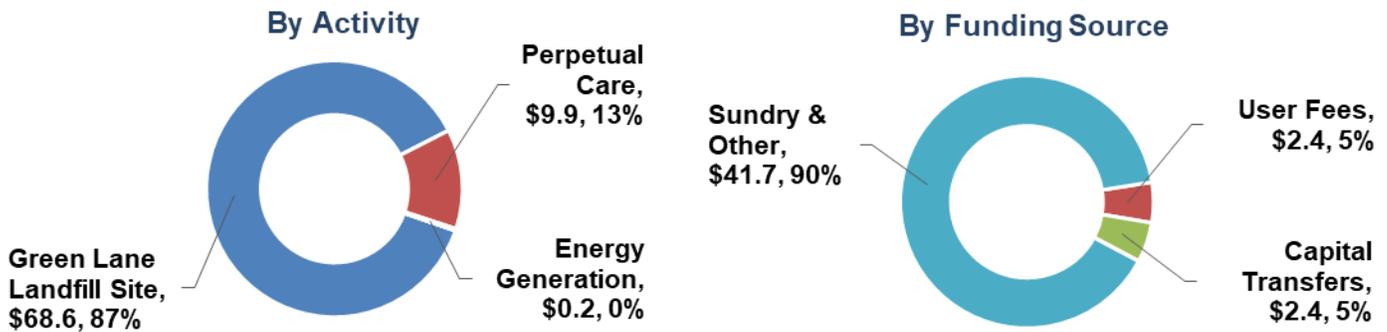
\$ Processing and Transport Per Tonne Managed



- The cost per tonne of processing and transport was trending up from 2016 through 2017 due to higher processing costs for recyclables.
- As a result of contract provisions and tonnage variables, the cost in 2018 through 2021 is expected to stabilize at 16.3% lower than 2017.

Residual Management Service provides effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include operating the Green Lane landfill site including engineering, monitoring, development and maintenance of waste cells. The service is also proceeding with the development of Energy Generation Facilities to utilize landfill gas and continues to provide Perpetual Care of closed landfill sites including site and systems maintenance.

2019 Staff Recommended Operating Budget \$78.6M



Refer to [Appendix 2](#) (page 40) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

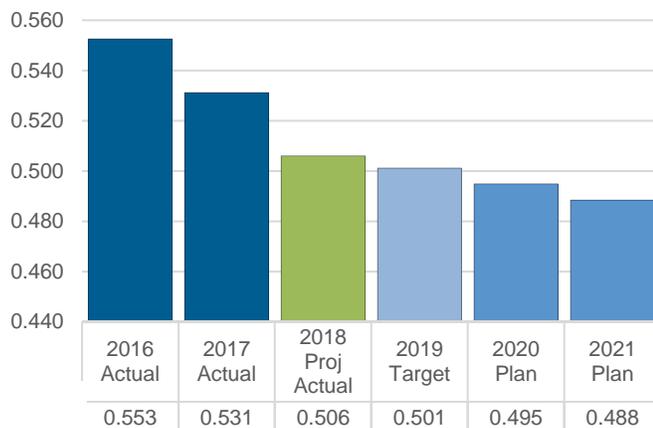


Management of the Green Lane Landfill Site, Perpetual Care of 160 closed landfills as well as Energy Generation, all done with **100%** In compliance with Certificate of Approval.

Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measure

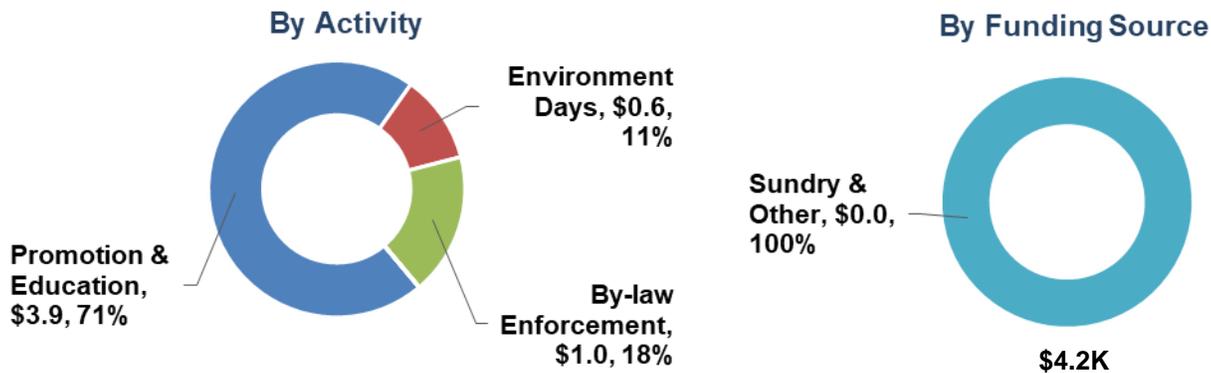
Green Lane Landfill Volume Filled Per Year (Millions of Cubic Metres)



- Represents millions of cubic metres of waste landfilled annually at Green Lane. There was a 22% increase in volume from 2014 to 2015 and a decrease of 11% between 2015 and 2016. 2017 is projected to decline a further 4% with 2018 targeted to be 5% less than 2017. 2019 to 2021 averages further reductions of 1.16% per year.
- The volume of waste landfilled is inversely proportional to the waste diversion rate i.e. more diversion means less waste. At this time, the short term is projecting small decreases in volume. The Long Term Waste Strategy, whose target has been re-established by Council at 70% diversion is currently forecasting 56% diversion by 2021.

Solid Waste Education & Enforcement Service provides effective communications to the residents, business, visitors and Agencies and Corporations on how to participate in the City's waste management programs and encourages diversion. This is achieved through by-law enforcement, sponsoring Community Environment Days and promotion and education about waste diversion principles and practices.

2019 Staff Recommended Operating Budget \$5.5M



Refer to [Appendix 2](#) (page 40) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Promotion & Education campaign **on schedule** including calendars, advertising, website and 3R Ambassadors (400)



Facilitating Community Environment Days up to 26 annually - **On Demand**

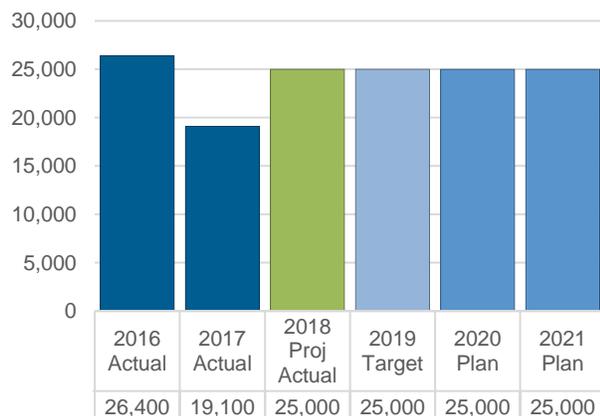


Solid Waste By-Law Enforcement, By-Law management and complaints - **Proactive Enforcement**

Refer to [Appendix 3](#) (page 43) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Number of Attendees to All Environment Days



- In 2015, the number of attendees increased by 1% to 30,200. 2016 saw a decrease of 13%. 2017 saw a further decrease of 28% to 19,100 attendees.
- The projection for 2018 is at 25,000 attendees. This level of participation is expected to remain stable through 2021 as efforts at community outreach continue.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Three (3) SWANA Awards for Mayor's Towering Challenge and Recycle Right Promotion & Education Campaign
- Launched Waste Reduction Community Grants and Reduce & Reuse Programs
- Key role in establishing *Waste-Free Ontario Act, 2016* and formation of the Municipal Research and Resource Recovery Collaborative
- Implemented Circular Economy Unit and a framework for Circular Economy in procurement
- Launched SWMS Mobile App (TOWaste)
- Implemented ADAPT policy
- Initiated compostable coffee pod testing methodology
- Implemented Talent Growth Program 5.0 to offer staff career growth opportunities and address succession planning in the Division
- Implemented Multi-residential Contamination Project Pilot
- Completed Organics Green Bin Pilot in 20 City wide Dog Parks to increase diversion and reduce contamination
- Completed city wide roll out of the 2nd generation green bin – 460,000 bins
- Awarded three year 30K tonnes per year Organics Processing Contract
- Finalized negotiations with Enbridge on the design and service agreement for a CNG refuelling station at Ingram Yard
- Finalized contract with Enbridge to build and operate RNG infrastructure at Dufferin
- Completed 12+ capital projects and initiated 10+

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	90,072.1	97,686.5	94,407.8	99,777.5	2,091.1	2.1%
Materials & Supplies	7,185.8	7,872.8	6,505.8	8,221.8	349.0	4.4%
Equipment	255.9	228.1	228.1	254.2	26.1	11.4%
Service and Rent	133,269.1	136,694.6	140,619.5	145,857.6	9,163.0	6.7%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	74,359.1	59,778.2	59,778.2	54,743.8	(5,034.4)	(8.4%)
Other Expenditures	42,694.3	44,329.4	44,329.4	46,332.4	2,002.9	4.5%
Inter-Divisional Charges	36,986.9	36,852.6	37,031.4	36,432.8	(419.8)	(1.1%)
Total Gross Expenditures	384,823.1	383,442.3	382,900.3	391,620.1	8,177.8	2.1%
Inter-Divisional Recoveries	4,947.4	6,092.4	6,092.4	6,199.3	106.8	1.8%
Provincial Subsidies	23,534.0	24,817.0	24,817.0	26,073.2	1,256.2	5.1%
Federal Subsidies						
Other Subsidies						
User Fees & Donations	291,689.4	302,932.4	301,544.8	313,928.8	10,996.5	3.6%
Licences & Permits Revenue						
Transfers From Capital	3,654.3	4,907.3	3,104.3	5,119.9	212.6	4.3%
Contribution From Reserves/Reserve Funds						
Sundry and Other Revenues	65,106.6	66,439.7	58,312.1	60,299.0	(6,140.8)	(9.2%)
Total Revenues	388,931.7	405,188.8	393,870.6	411,620.2	6,431.4	1.6%
Total Capital Contribution	(4,108.6)	(21,746.5)	(10,970.4)	(20,000.1)	1,746.4	(8.0%)
Approved Positions	1,050.7	1,116.3	1,054.1	1,122.8	6.5	0.6%

* Year-End Projection Based on Q3 2018 Variance Report

Solid Waste Management Services is projecting a net revenue surplus of \$10.970 million at year-end. This resultant net capital contribution is 51.4% or \$10.563 million less than planned for 2018 primarily due to changing global markets for recyclables. This has caused a decline in the demand and prices for recyclable material. Market data has indicated lower than expected revenues due to the collapsing fibre market and reduced prices for mixed papers. The shift is also due to China's imposition of stringent new purity standards limiting and sometimes banning recyclable materials accepted by the country (\$8.208 million). Also impacting the year-end projection is the loss of commercial bag only customers from 10,000 to 5,859 customers and delayed capital project recoveries (\$3.192 million).

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The 2018 year-end projection is dependent on maintaining collection, processing, transfer and disposal tonnages of organics, recyclable material and residual waste as estimated for the year and achieving projected revenue from stewardship funding, volume based user fees and sales of recyclable materials. These revenue determinants in 2018 are dependent on the volume of waste produced and broader resale markets for commodities.
- The 2019 Staff Recommended Operating Budget reflects adjustments to the collection, processing and disposal budgets which have been re-aligned with actual costs, volume and market based revenue forecasts. The 2019 Operating Budget balances these base budget adjustments with projected user fee revenue to project a reserve contribution which slowly builds future reserve funds by strategically adjusting volume based user rates. The rate increase proposed for 2019 is 2.2% (blended) on a full annual basis.

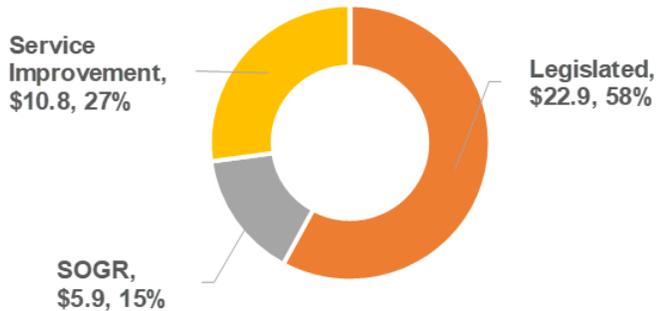


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

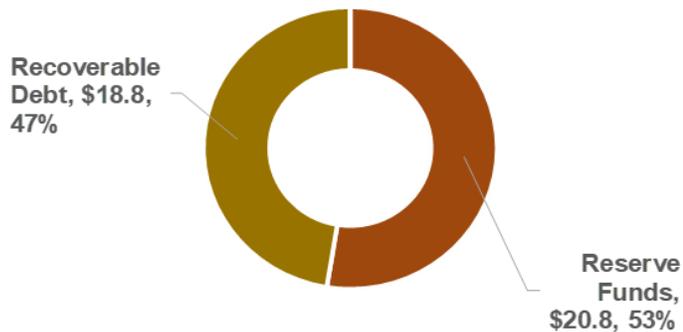
10 YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$39.611M

By Project Category

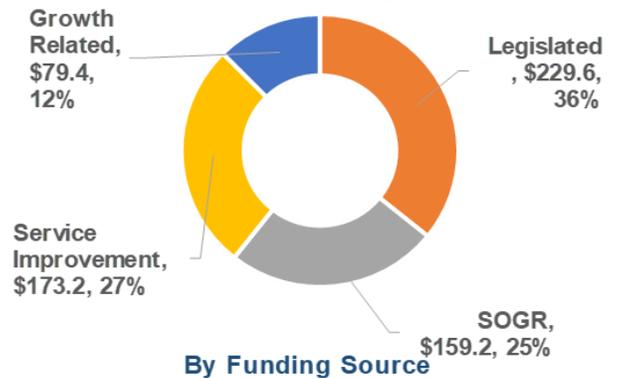


By Funding Source

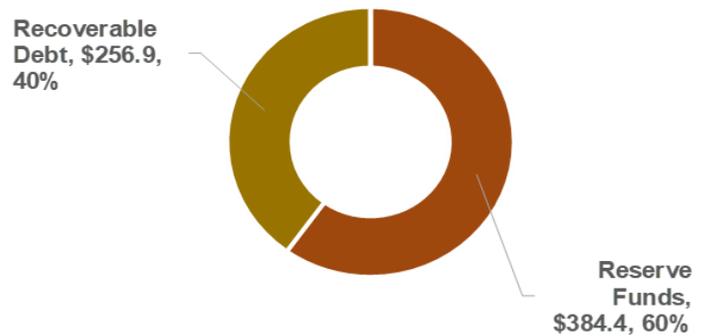


2019-2028 Staff Recommended Capital Budget and Plan \$641.280M

By Project Category



By Funding Source



1 YEAR

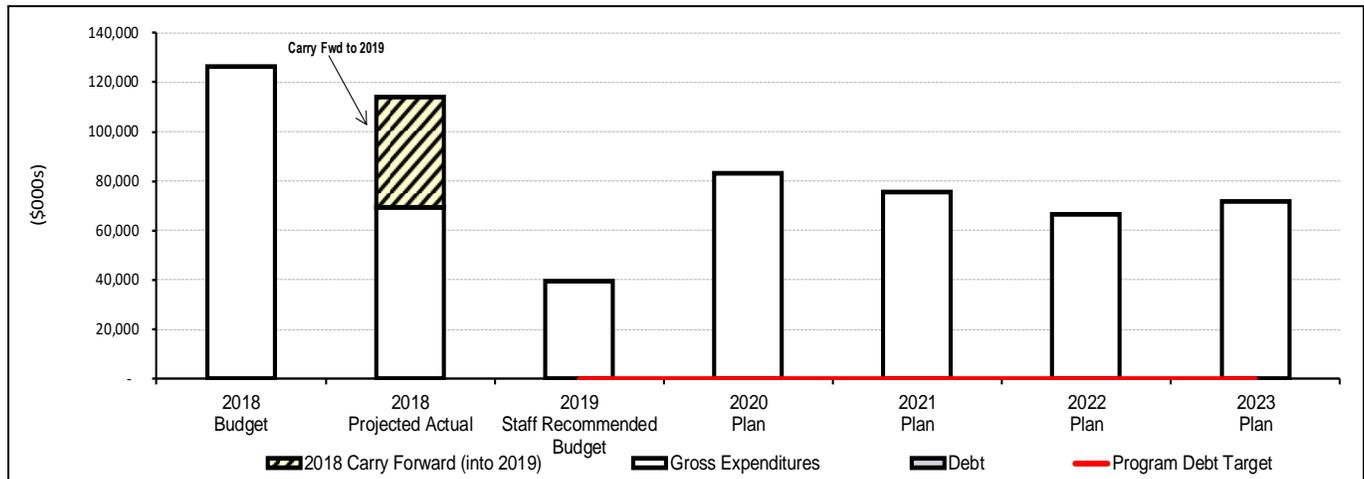
- **\$16.408M** Continue capital development and monitoring at Green Lane Landfill.
- **\$3.475M** For on-going bin replacement which includes green bins, replacement waste containers, kitchen containers and recycling bags.
- **\$3.228M** For on-going base & new control systems, including engineering & monitoring at old closed landfill sites.
- **\$3.143M** For Information Technology Application projects including Customer Relationship Management, Asset Management, Contract Management and Transfer Station Efficiencies.
- **\$2.869M** Continue implementing the Long Term Waste Management Strategy including Promotion & Education, Mixed Waste Processing study, Circular Economy research and reduce & reuse programs.

10 YEARS

- **\$229.614M** Legislated projects focused on Perpetual Care of Old Landfills and Green Lane Development.
- **\$173.158M** Service Improvement projects including bin distribution, Long Term Strategy, Engineering Planning Studies and investment in IT infrastructure.
- **\$159.153M** State of Good Repair projects for Transfer Stations, Diversion Facilities and Collection Yards.
- **\$79.355M** Growth projects including the planning and initial construction phases of two new facilities for waste management and organics processing.

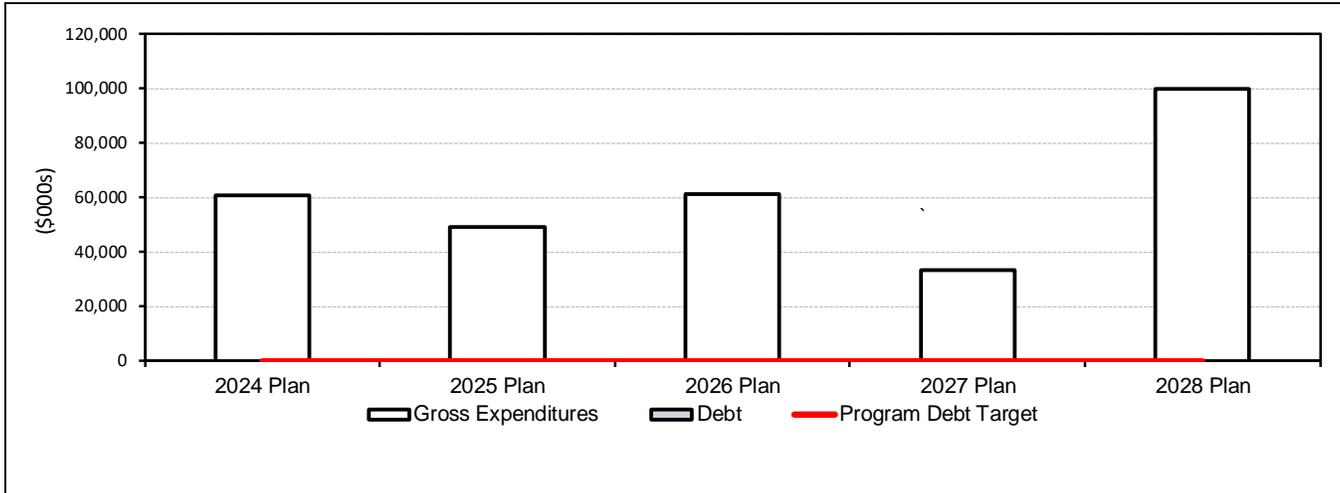
2019 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan							
		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent	
Gross Expenditures by Project Category:	2018								
	Budget	Projected Actual							
Health & Safety	-	-	-	-	-	-	-	-	
Legislated	29,100	22,402	22,938	30,505	19,691	24,058	25,177	122,369	36.3%
SOGR	35,865	15,821	5,919	35,978	36,526	13,397	13,969	105,789	31.4%
Service Improvement	27,735	9,935	10,754	16,887	19,383	27,689	28,708	103,421	30.7%
Growth Related	33,694	21,084	-	-	-	1,323	3,967	5,290	1.6%
Total by Project Category	126,395	69,243	39,611	83,370	75,600	66,467	71,821	336,869	100.0%
Program Debt Target									
Financing:									
Debt	-	-	-	-	-	-	-	-	-
Reserves/Reserve Funds	79,452	43,526	20,826	58,871	53,411	37,281	41,165	211,554	62.8%
Development Charges	-	-	-	-	-	-	-	-	-
Provincial/Federal	-	-	-	-	-	-	-	-	-
Debt Recoverable	46,943	25,717	18,785	24,499	22,189	29,186	30,656	125,315	37.2%
Other Revenue	-	-	-	-	-	-	-	-	-
Total Financing	126,395	69,243	39,611	83,370	75,600	66,467	71,821	336,869	100.0%
By Status:									
2018 Capital Budget & Approved Future Year (FY) Commitment	126,395	69,243	57,042	33,157	17,775	18,931	7,076	133,981	39.8%
Changes to Approved FY Commitments			1,724	(61)	(1,370)	(1,363)	(612)	(1,682)	(0.5%)
2019 New/Change in Scope & FY Commitments			(19,155)	17,227	7,139	887	2,133	8,231	2.4%
2020 - 2023 Capital Plan Estimates				33,047	52,056	48,012	63,224	196,339	58.3%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2019		45,015							
Total Gross Annual Expenditures & Plan	126,395		39,611	83,370	75,600	66,467	71,821	336,869	100.0%
Asset Value (\$) at year-end		526,067	534,776	534,776	554,776	554,776	554,776	554,776	
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			742	2,723	3,366	3,211	3,873	13,915	
Operating Impact on Program Costs			3,669	0	0	-	-	3,670	
New Positions			2	-	-	-	-	2	

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
Gross Expenditures by Project Category:							
Health & Safety	-	-	-	-	-	-	
Legislated	23,965	20,765	20,765	20,765	20,985	229,614	35.8%
SOGR	15,372	6,420	16,300	6,510	8,762	159,153	24.8%
Service Improvement	19,353	20,103	22,331	3,975	3,975	173,158	27.0%
Growth Related	1,984	1,984	1,984	1,984	66,129	79,355	12.4%
Total by Project Category	60,674	49,272	61,380	33,234	99,851	641,280	100.0%
Program Debt Target	-	-	-	-	-	-	
Financing:							
Debt	-	-	-	-	-	-	
Reserves/Reserve Funds	37,316	25,389	35,937	20,641	53,561	384,398	59.9%
Development Charges	-	-	-	-	-	-	
Provincial/Federal	-	-	-	-	-	-	
Debt Recoverable	23,358	23,883	25,443	12,593	46,290	256,882	40.1%
Other Revenue	-	-	-	-	-	-	
Total Financing	60,674	49,272	61,380	33,234	99,851	641,280	100.0%
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitment	4,241	4,241	3,941	3,000	-	149,404	23.3%
Changes to Approved FY Commitments	(941)	(941)	(941)	-	-	(4,505)	(0.7%)
2019 New/Change in Scope & FY Commitments	470	250	250	250	-	9,451	1.5%
2024 - 2028 Capital Plan Estimates	56,904	45,722	58,130	29,984	99,851	486,930	75.9%
2-Year Carry Forward for Reapproval	-	-	-	-	-	-	
Total Gross Annual Expenditures & Plan	60,674	49,272	61,380	33,234	99,851	641,280	100.0%
Asset Value(\$) at year-end	554,776	554,776	554,776	554,776	554,776	554,776	
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	3,669	3,071	3,186	2,738	3,166	29,744	
Operating Impact on Program Costs	-	-	-	-	-	3,670	
New Positions	-	-	-	-	-	2	

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
<i>Green Lane Landfill Development</i>		16,108	18,931	13,414	14,805	15,698	14,815	14,815	14,815	14,815	14,815	153,031	
<i>Perpetual Care of Landfills</i>		6,830	11,574	6,277	9,253	9,479	9,150	5,950	5,950	5,950	6,170	76,583	
Sub-Total		-	22,938	30,505	19,691	24,058	25,177	23,965	20,765	20,765	20,765	20,985	229,614
State of Good Repair													
<i>Dufferin Waste Facility Site Improvement</i>	20,500	893	10,567	8,028	5	-	-	-	-	-	-	19,493	20,500
<i>Collection Yard Asset Management</i>		1,157	1,493	600	600	600	600	600	600	600	600	7,450	
<i>Diversion Facilities Asset Management</i>		99	100	100	-	-	-	-	-	-	-	299	
<i>New Fleet</i>		550	-	-	-	-	-	-	-	-	-	550	550
<i>OPF Asset Management</i>		750	4,550	3,610	3,050	5,050	6,250	2,610	1,850	3,050	6,550	37,320	37,320
<i>Renewable Natural Gas KVL</i>		300	500	-	-	-	-	-	-	-	-	800	800
<i>Transfer Station Asset Management</i>		2,170	18,768	24,188	9,742	8,319	8,522	3,210	13,850	2,860	1,612	93,241	
Sub-Total	20,500	5,919	35,978	36,526	13,397	13,969	15,372	6,420	16,300	6,510	8,762	159,153	59,170
Service Improvement													
<i>Biogas Utilization</i>	17,300	300	500	-	-	-	-	-	-	-	-	800	18,100
<i>Diversion Systems Bins</i>		3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	34,750	
<i>Engineering Planning Studies</i>		-	1,400	500	500	500	500	500	500	500	500	5,400	
<i>Green Lane Landfill Development</i>	4,228	300	-	-	-	-	-	-	-	-	-	300	4,228
<i>IT Corporate Initiatives</i>	11,762	397	2,452	379	609	-	-	-	-	-	-	3,837	12,750
<i>Long Term Waste Management Strategy</i>	12,567	2,869	7,565	13,253	22,292	24,542	15,338	16,088	18,356	-	-	120,303	132,870
<i>SWM IT Application Initiatives</i>	16,654	3,143	1,245	1,526	728	141	-	-	-	-	-	6,783	20,234
<i>Two-Way Radio Replacement</i>	2,910	270	250	250	85	50	40	40	-	-	-	985	3,490
Sub-Total	65,421	10,754	16,887	19,383	27,689	28,708	19,353	20,103	22,331	3,975	3,975	173,158	191,672
Growth Related													
<i>Organics Processing Facility</i>		-	-	-	323	967	484	484	484	484	16,129	19,355	100,000
<i>Waste Management Facility</i>		-	-	-	1,000	3,000	1,500	1,500	1,500	1,500	50,000	60,000	310,000
Sub-Total		-	-	-	1,323	3,967	1,984	1,984	1,984	1,984	66,129	79,355	410,000
Total Expenditures by Category (excluding carry forward from 2018)	85,921	39,611	83,370	75,600	66,467	71,821	60,674	49,272	61,380	33,234	99,851	641,280	660,842

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (e.g. Landfill Development, Transfer Station Asset Management, Collection Yards, etc)

2019 - 2028 Key Capital Projects

The 10-Year 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 the waste diversion target of 70%. Growth Related projects reflect the plan to build a future waste processing facility as well as an organics processing facility.

Legislated

- Legislated projects total \$229.614 or 35.8% of the total 10-Year Capital Plan's funding.
 - *Green Lane Landfill Cell Development, Systems & Acquisition* (\$153.031 million) – The 10-Year Capital Plan provides annual funding for cell development at the Green Lane Landfill site including new waste cell excavation and construction, landfill systems and buffer land acquisition. 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* (\$76.583 million) – This project provides annual funding for capital works necessary for the ongoing maintenance of closed environmentally sound landfill sites after primary operations have ended. Cash flow funding estimates allow for an average of \$7.7 million annually over the 10-year period for ongoing control system and mandated regulatory requirements.

State of Good Repair (SOGR)

- SOGR projects account for \$159.153 million or 24.8% of the total 10-Year Capital Plan's expenditures.
 - Funding is allocated to *Transfer Station, Collection Yard & Diversion Facility Asset Management* projects as well as the specific project for the Dufferin Waste maintenance and site improvements. These projects, totalling \$100.990 million over the 10-year plan, provide funding to build various improvements to these facilities that are required to meet health and safety, operational and environmental requirements.
 - *New Fleet*: Capital plan funding of \$0.550 million is provided in 2019 for the purchase of 2 vans, 4 SUVs and 6 electric cars. The vans are to support facilities maintenance at yards and the SUVs and electric cars will be used to address the recycling contamination program.
 - *Renewable Natural Gas Studies at Keele Valley Landfill* includes \$0.300 million in 2019 and \$0.500 million in 2020 to hire a consultant to be retained for a study in 2019 including detailed design and preparing the tender.

Service Improvements

- Service Improvement projects account for \$173.158 million or 27% of the total 10-Year Capital Plan's spending allocation.
 - *Diversion Systems* (\$34.750 million) – Funding is provided to implement and replace garbage, recycling and organics containers for single family residential and multi-residential buildings as well as recycling upgrades for multi-residential buildings.
 - *Waste Strategy* (\$120.303 million) – This project has an overall total project cost of approximately \$282.9 million, excluding 2 future waste facilities (*see Growth Related – below*).
 - \$120.303 million in funding is planned from 2019 to 2026 for professional technical services to begin implementing study results, securing any Provincially mandated environmental approvals and permits, Request for Proposal (RFP) and construction service efforts required for a vendor procurement process for new facilities.
 - \$150.000 million in funding is planned from 2032 to 2046 for future Residual Waste Management capacity.
 - *SWM IT Application Initiatives* (\$6.783 million) – Funding is provided in order to implement various technology solutions in SWMS, including mobile applications to support contamination inspections of recycling containers and closed landfill monitoring, business intelligence, Salesforce for customer relationship management, enhancements to Solid Waste's online store and transfer station efficiencies, including updating the division's weigh scale solution.
 - *Biogas Utilization* (\$0.800 million) – This project has a total project cost of approximately \$18.1 million. In 2013, a consultant was retained for site specific biogas utilization strategies and a Renewable Energy Application (REA) for the Disco Rd facility. This multi-year process resulted in an REA being granted for the production of electricity at the Disco Rd facility.
 - Upon further review, electricity generation is no longer being pursued given the fact it produces almost no emission reductions and that it is not nearly as financially beneficial as Renewable Natural Gas. The current intent of this project is to install infrastructure at the Disco and 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. Funding of \$0.800 million for 2019 to 2020 is provided for a consultant to prepare the feasibility study, design and contract administration.

Growth Related

- Growth Related projects account for \$79.355 million or 12.4% of the total 10-Year Capital Plan's expenditures.
 - *Waste Management Facility and Organics Processing Facility* are future facility projects that are part of the Long Term Waste Management Strategy. Both facilities are entering the planning, design phase from 2022 to 2027 with their construction planned to begin in 2028. These projects extend beyond the scope of the 10-Year Capital Plan time horizon with a total of \$79.4 million estimated required funding between 2022 and 2028.
 - *Organics Processing Facility* (\$0.019 million) with a total project cost is \$100 million including detailed planning & design of \$3.2 million (2022 to 2027) and construction and commissioning of \$96.8 million (2028 to 2031).
 - *Waste Management Facility* (\$0.060 million) with a total project cost is \$310 million including detailed planning & design of \$10 million (2022 to 2027) and construction and commissioning of \$300 million (2028 to 2031).

State of Good Repair (SOGR) Funding & 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.
- It is recommended Solid Waste Management Services report back to Budget Committee as part of the 2020 Budget Process with the final assessment of the condition of its capital assets and provide an update on status of State of Good Repair Backlog studies and related impact on the Capital Plan.

Operating Impact of Completed Capital Projects**Table 5: Net Operating Impact Summary**

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Dufferin SSO Facility</i>	3,669	2.0	0.4	-	0.4	-	-	-	-	-	3,670	2.0	3,670	2.0
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: Previously Approved	3,669	2.0	0.4	-	0.4	-	-	-	-	-	3,670	2.0	3,670	2.0
New Projects - 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: New Projects - 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Projects - Future Years	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (Net)	3,669	2.0	0.4	-	0.4	-	-	-	-	-	3,670	2.0	3,670	2.0

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by \$3.670 million on a net basis over the 2019 - 2028 period as shown above.

For 2019, the project for the Dufferin SSO (Source Separated Organics) Facility Expansion, with facility completion in 2019, has an estimated operating cost impact of \$3.889 million gross including salaries & benefits for 2 Heavy Equipment Operators (\$0.164 million); materials & supplies (\$0.221 million); contracted haulage (\$0.230 million); and contracted services (\$3.274 million). Total water expenditure third party recoveries of \$0.220 million result in an annual net impact of \$3.669 million. Incremental impacts of \$0.0004 million in 2020 and 2021 reflect salary & benefits adjustments.

The 2019 operating costs for this project, as mentioned above, have been included in the 2019 Staff Recommended Operating Budget for SWMS and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

It is recommended that Solid Waste Management Services report back to Budget Committee as part of the 2020 Budget Process to identify, as part of the budget submission, all operating costs, revenues and benefit impacts from capital projects including Information Technology projects.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Solid Waste Management Services accomplished the following capital projects and activities.

- Implemented Organics Green Bin Pilot in 20 City wide Dog Parks;
- Successfully completed the city wide roll out of the 2nd generation green bin (460,000 bins);
- Implemented the Circular Economy Unit and associated Projects;
- Continued commissioning of Dufferin Organics Processing Facility;
- Initiated the project for the Ingram CNG Refueling Station;
- Initiated Biogas Upgrading & Distribution Infrastructure (Renewable Natural Gas);
- Finished installation and commissioning of Flare #3 at Green Lane Landfill site;
- Launched SWMS Mobile App (TOwaste);
- Implemented Neighbourhood Reduce & Reuse Program in collaboration with S DFA (Social Development Finance and Administration); and,
- Implemented of Community Grant 3R's program

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved new capital projects totalling \$8.516 million in cash flow funding in the 2018 Capital Budget for Solid Waste Management Services. The implementation status for key projects is detailed below for each project:

- *Diversion Systems Bins* project included \$1.325 million for on-going distribution of 2nd generation green bins, single family replacement waste bins and multi residential recycling bags. Activities for 2018 are on-going and on schedule with a projected spending of 57% by year-end.
- *Perpetual Care of Landfills* project of \$5.234 million provides funding for work on control systems necessary for the ongoing maintenance of closed environmentally sound landfill sites after primary operations have ended. Hydrogeological services contracts (2018-2022) and construction of the Keele Valley Flare have been delayed due to feedback from the Ministry of the Environment, Conservation & Parks. The project experienced minor delays with projected spending of 74% by year-end.
- *Green Lane Landfill Development* included a net change in scope reduction of \$(6.469) million to move funding from 2018 mainly for the excavation of soil to create cells and construction of a cell base, side walls, and containment berms, as well as the transport and placement of the soil in stockpiles. The change in scope defers some cell completion to future years. The balance of the project including landfill gas and leachate control, cell construction and engineering, monitoring and reporting for 2018 is on-going and on schedule with a projected spending of 73% by year-end.
- *Long Term Waste Management Strategy* project was reduced by \$3.000 million to move funding to 2019 for a testing technology and plan, build design of a Mixed Waste Processing facility with Organics Recovery as well as Promotion & Education programming. The project saw the development of SWMS mobile app, Circular Economy external stakeholder workshop and posting of Mixed Waste Processing RFP completed in Q3 2018.

The Transfer Station Network Capacity Review RFP was delayed. Activities for 2018 are on-going, delayed by more than 6 months with a projected spending of 58% by year-end.

- *Biogas Utilization* included a reduction of \$3.435 million in 2018 and \$1.202 million in 2019 in order to move this funding for the Disco SSO facility to the Dufferin SSO facility project in the period 2019 to 2022. Original overall project concept was to produce energy (electricity) by capturing and processing biogas from the Disco SSO facility. It had been determined that this would result in no emission reductions. The funding planned in the 2018 Budget process would then instead be utilized to produce clean Renewable Natural Gas. The total 2019 to 2022 funding of \$4.637 million was used for a consultant to prepare the feasibility study, design and contract administration as well as construction in 2021/2022.
 - Current status of the project is that the construction of the Dufferin Biomethane Upgrading System (BMS) and Injection facility, in partnership with Enbridge was impacted by the Province cancelling funding of \$10 million from the Municipal Green House Gas program. The total cost of the RNG project will now be funded through a monthly service fee, over a 15 year period starting in 2019, through the SWMS Operating Budget. Only the Interconnection costs between the Dufferin facility and the BMS will be funded in this Capital Account. Activities as planned in 2018 have therefore been disrupted with year-end projected spending of 6%. The Interconnection Project is on track for completion in 2019. 2018 carry-forward funding of \$3.000 million has been included in 2019 budget submission.
- *Transfer Station Asset Management* projects included net cash flow funding of \$7.189 million. Projects include asset and infrastructure major repair & rehabilitation projects such as tipping floor rehabilitation, compactor replacement, roof repair, roof fan replacement, ageing assets replacement, office, building, and weigh scale amenities upgrade. Activities in 2018 project spending of 49% and are delayed greater than 6 months primarily due to insufficient staff resources and delays in finalizing bid documents (RFQ/RFP).
- The *Dufferin Waste Facility Site Improvement* project provided cash flow funding of \$2.000 million as the first year of funding for site staff building improvements. Total project cost is \$20.5 million. Current status indicates that the project was delayed 3 months in order to issue the call document. RFP for consulting services was planned to be awarded in 2018 Q4. Assessment to build or not will be made by Q2 2019. If the project proceeds, the detailed design will be prepared in 2019. 2018 projected spending is less than 1%. The 2019 Capital Plan reflects revised annual cash flows.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Legislated	25,419	22,115	87.0%	29,100	22,402	77.0%	22.938	28.196
SOGR	20,100	10,025	49.9%	35,865	15,821	44.1%	5.919	27.632
Service Improvement	44,598	19,948	44.7%	27,735	9,935	35.8%	10.754	23.453
Growth Related	39,767	32,781	82.4%	33,694	21,084	62.6%	-	5.345
Total	129,885	84,869	65.3%	126,395	69,243	54.8%	39.611	84.626

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end spending rate for 2018 is projected at 54.8%. Projects experiencing significant delays (greater than 6 months) include 3 SOGR, 5 Service Improvement and 1 Growth Related projects. Underspending on major projects was discussed above (see *Status Update on Council Approved New Capital Projects in the 2018 Capital Budget*).

For additional information regarding the 2018 Q3 capital variances and year-end projections for Solid Waste Management Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" considered by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$45.015 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work. As a result, the total cash flow required for 2019 is \$84.626 million.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates for Service Improvement facilities and infrastructure projects as well as on-going Legislated and State of Good Repair projects. The Program has realigned cash flow estimates in 2019 based on the revised project timeline and activities.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

Operating:

2019 Budget Changes

- Total 2019 base expenditures of \$391.307 million represent an increase of \$7.865 million or 2.1% over 2018. Base revenue of \$411.620 million reflects revenue increases of \$6.431 million or 1.6% over 2018. The resultant net surplus of \$20.313 million represents the net contribution to the Waste Management reserve fund before New/Enhanced Service Priorities. This base contribution for 2019 is 6.6% or \$1.433 million lower than 2018.
- New & Enhanced Service Priorities of \$0.313 million gross and net reflect the \$0.313 million cost of additional litter pick-up in priority areas.
- After including new service priorities the net contribution for 2019 is \$20.000 million which is \$1.746 million or 8% less than the 2018 contribution of \$21.747 million. This annual net contribution to the Waste Management Reserve Fund is mainly to fund the on-going SWMS 10-Year Capital Plan as well as acting as a potential stabilization fund for the SWMS Operating program.

Achieving the 70% Diversion Target by 2026, Program Performance & the Long Term Waste Management Strategy

The 2019 Operating Budget will support the ongoing implementation of the Long Term Waste Management Strategy (LTWMS) that will guide future SWMS activities and programs in the City for the next 30 to 50 years. Implementation of the LTWMS supports Toronto City Council's direction to divert an additional 200,000 tonnes from landfill and meet a 70% by 2026 target that was adopted at their July 2016 meeting. SWMS' operating and capital programs have been driven primarily by the City's objective to achieve further diversion and construct facilities that maximize the lifespan of the City-owned Green Lane Landfill beyond 2029, as well as to ensure efficient delivery of solid waste management services and disposal. This is the basis on which the 2019 Operating and the 2019 Capital Budget and 2020-2028 Capital Plan have been established.

- Beginning in 2017, the Operating and Capital Program for SWMS were adjusted to reflect the development of the LTWMS work plan as completed and approved by City Council. Further adjustments to operating and capital expenditures will be recommended, as required, through future budget processes.
- Key deliverables of the LTWMS include the planning and implementation of new programs and initiatives, as well as development of new waste diversion performance metrics beyond residential waste diversion rates. Deliverables also include development of key waste management infrastructure to meet the diversion target. These strategic goals are being considered in the development and on-going refinement of the financial model required to support the integrated waste management system.

2019 Solid Waste Management Rate Model

- SWMS staff have consulted with Financial Planning in order to review and re-confirm Rate Model Scenarios including the option of phasing-out recoverable debt funding while providing sustainable reserve funding through projected rate increases for each year of the 10-Year Capital Plan.
 - For the 2019 Plan, the Rate Models for SWMS considered various scenarios that balanced sustainable reserve funding with projected rate increases and expenditures and included the new future major capital facilities. Expenditures also included provision for all estimated debt charges (principal & interest). This includes existing debt issuance, previously unfinanced legacy capital and new/future year capital program debt. Funding split scenarios considered included:
 - 1) 45% recoverable debt (55% reserve funding) by 2028 (no single project is financed in this manner, however, the current portfolio of capital projects averages out to this debt/reserve split)

- 2) 0% recoverable debt (100% reserve funding) by 2028
 - 3) 70% recoverable debt (30% reserve funding) by 2028
- Recommended Rates: 2019 currently assumes a blended rate increase of 2.2%. The next decision point would be what rates to use for the balance of the 10-Year Plan and beyond in order to achieve the goals of the LTWMS, including major facility builds, while sustaining operations and contributing an appropriate amount to the Waste Management Reserve Fund in order to fund capital and maintain a stabilization balance.
 - The Recommended Rate Model scenario includes blended rate increases of 2.2% in 2019, an estimated 4% in 2020/2021 and 2.8% annually to 2028. It also includes a recommended \$15 Oversized Fee and a 100% Waste Reserve funding beginning in 2028, with the exception of a 30% Waste Reserve/70% debt funding split for the construction of the two new waste management facilities.

2019 Solid Waste Management Rebate Program

- In 2007, the Solid Waste Management Services was redefined from being a tax supported net expenditure program to being a rate based program. This meant that all expenditures were to be supported through user fees. In order to achieve long term waste management strategies including incentivizing a move to waste diversion from landfill, a fee rebate program was initiated. Over time, as the waste diversion program has matured, it was determined that users should be gradually moved to paying total user fees for the services provided.
 - **History of Rebate Reductions:** A reduction in the Solid Waste Rebate in the amount of \$17.9 million was approved as part of the 2015 Tax Supported Budget. This had no direct impact on the Solid Waste Management Services Rates and Operating Budget. This change resulted in a "net increase" for Single Family Residential customers. In 2015/16, a key priority for Solid Waste Management Services was to ensure long term sustainability of the utility and move towards a full user pay system and increase waste diversion. This change was an initial step towards meeting both these objectives.
 - Approval was given to taking continued steps toward increased diversion and rate sustainability through further reducing the Single Family Residential Solid Waste Rebate in 2016 by \$9.7 million.
 - On February 15, 2017, the City's Tax Supported Budget for 2017 was approved and included a further reduction to the Single Family Residential Solid Waste Rebate \$9.5 million.
 - For the 2018 Tax Supported Budget, approved on February 12, 2018, there was no reduction to the rebate on SWMS Single Family Residential Rates.
 - For 2019, various options were considered for a continued rebate reduction strategy as part of a multi-year rebate reduction plan. The decision point was to determine if this strategy, that began in 2015, i.e. a Solid Waste Rebate reduction for Single Family customers only, would be recommended for Council's consideration as part of the City's 2019 Tax Supported Budget.
 - The rebate reduction plan should allow for the gradual transition of Solid Waste Management Services to a full user fee based program (similar to Toronto Water), while still encouraging appropriate environmental behaviours.
 - Any change to the Solid Waste Rebate for Single Family customers would be considered at the same time Council considers the 2019 Rate & Tax Supported Budgets in early 2019. Any reduction to the rebate will be reflected in the increased net cost to customers for waste collection as summarized on their utility billing.
 - It is acknowledged that a change to the Solid Waste Rebate would need to be supported by comprehensive communications to Single Family Residential Customers on how to reduce the size of their Garbage Bin through the City's 311 Service online or via phone, and will also include educational information on how to improve waste diversion.

- **Recommended Rebate Reduction:** It is recommended, as part of the 2019 Non-Program Budget, that final rebate reductions for Single Family and Multi-Residential customers be phased in over the period 2019 to 2022 and includes the following primary assumptions:
 - Implement a Rebate Program for Low Income Seniors and Disabled customers.
 - Gradual reduction of the small bin rebate - elimination of rebate for large bins and bag in 2019 with medium bin rebate reduction over 2 years – small bin rebate reduction over 3 years.

10-Year Capital Plan:

The 70% Diversion Target and the Capital Plan including the Long Term Waste Strategy

- The Solid Waste Management Services' capital program is driven primarily by the City's objective to achieve a 70% diversion target by 2026 and it is therefore on that basis that the 2019 Capital Budget and 2020-2028 Capital Plan has been established.
- City Council, at its meeting of July 12, 2016 adopted report *PW14.2 Final Long Term Waste Management Strategy*, including recommended options and implementation plan, as presented in Attachment 1 to the report that identified \$143.916 million in required Operating and Capital funding from 2016 to 2026 along with \$560 million in additional capital funding requirements from 2027 to 2046.
- It is important to note that the Long Term Waste Management Strategy (LTWMS), as adopted in its entirety, is anticipated to divert an additional 200,000 tonnes of material by 2026 from all City serviced and non-City serviced sources (both residential and non-residential). Based on projections of diverting the additional 200,000 tonnes, the life of the City owned Green Land Landfill will be extended to approximately 2040.
- The link to the report and attachment are provided below:

Report

<http://www.toronto.ca/legdocs/mmis/2016/pw/bgrd/backgroundfile-94037.pdf>

Attachment 1

<http://www.toronto.ca/legdocs/mmis/2016/pw/bgrd/backgroundfile-94038.pdf>

- As part of the LTWMS, the 2019 – 2028 Recommended Capital Budget and Plan includes \$199.658 million within three main projects:
 - 1) \$120.303 million in capital funding from 2019 to 2026 for the LTWMS project. Committed funding is comprised of a total of \$5.075 million for 2019, 2020 and 2021. This includes subprojects for Multi-residential Reduce & Reuse Programs; Drop-off Depots; Promotion & Education; Mixed Waste Processing, Enhanced Services for Institutional, Commercial & industrial (IC&I) sectors, Construction, Renovation and Demolition Waste and Circular Economy Research & Innovation.
 - 2) \$79.355 in funding previously planned for 2027 and new planned funding for 2028 related to a major waste management facility has been moved from the LTWMS and transferred to two separate new projects:
 - "Waste Management Facility" (\$60 million in plan) (Total project cost \$310 million)
 - "Organics Processing Facility" (\$19.355 million in plan) (Total project cost \$100 million)

Studies for implementing detailed planning for both facilities are planned to start in 2022, with construction starting in 2028, and completion by 2031.

Long-Term Capital Program Reserve Funding

- **Funding Structure:**
 - The City advances debt funding annually required for Solid Waste Management Services' capital work and the Program repays the annual debt servicing costs (interest and principal) by contributing to the Debt

Reserve Fund through the Program's Operating Budget which is ultimately funded by the collection of volume based user fees. The Debt Reserve Fund is then utilized by Corporate Non-Program to offset the debt charges.

- SWMS also utilizes the Waste Management Reserve Fund, which is maintained annually through contributions from SWMS' Operating Budget. The reserve fund then provides annual funding for the Program's capital requirements that are not funded through recoverable debt. This reserve fund can also act as a rate stabilization reserve if required. The 2017 year-end balance of the reserve fund was \$85.5 million.
- The SWMS long-term capital plan also utilizes reserve funding from the Perpetual Care of Old Landfills reserve fund (2017 y/e balance \$29.7 million) and the Green Lane Reserve Fund (2017 y/e balance \$14.6 million).
- **Capital Funding Variables:**
 - The 2016 10-Year Capital Plan included 58.6% funding from recoverable debt. The 2017 Capital Plan was 12.7% funded through recoverable debt. This level of recoverable debt funding reflected a planned transition towards a fully sustainable utility model with the use of recoverable debt phased out of the 10-Year Plan by 2019.
 - For the 2018 Capital Plan, Council approved an overall funding ratio from recoverable debt of 29.1%. For the 2019 10-Year Capital Plan, the planned overall funding ratio from recoverable debt is 45.3% as the impact of new waste management facilities construction starts in 2028.
 - The 2019 analysis is focused on providing adequate annual funding to invest in future capital needs beyond the ten year planning period, including three significant investments that total \$560 million, noted below:
 - Mixed Waste Processing Facility with Organics Recovery (\$310 million) 2022 to 2031;
 - Future Green Bin Organics Processing Capacity (\$100 million) 2022 to 2031;
 - Near and Long Term Residual Waste Management (\$150 million) 2032 to 2046.
- **Rate Model Impact on Capital, Background:**
 - As noted, the 2018 to 2027 Capital Plan had recoverable debt funding of 29.1% and reserve funding of 70.9% for the total plan of \$626.9 million. This was supported by annual blended rate increase of 1.9% for 2018.
 - For the 2019 Plan, as noted above, the Rate Model Review for SWMS considered various scenarios that balance sustainable reserve funding with projected rate increases and expenditures and includes the new future major capital facilities. Expenditures also includes provision for all estimated debt charges including existing debt issuance, previously unfinanced legacy capital and new/future year capital program debt.
 - 2019 currently assumes a blended rate increase of 2.2% in order to achieve the goals of the LTWMS, including major facility build, while sustaining operations and contributing an appropriate amount to the Waste Management reserve fund in order to fund capital.
 - As of 2028 and going forward through 2050, the only projected use of recoverable debt will be for the 2 new facilities, the Waste Management Facility (total cost \$310M) and the Organics Processing Facility (total cost \$100M). A further provision for Residual Waste Management Infrastructure (\$150M) is estimated for the period 2032 to 2046.
 - Besides these 2 new facilities all other capital expenditures i.e. Perpetual Care of Closed Landfills, Green Lane Landfill Development and ongoing capital projects, such as Asset Management and Diversion Systems, will be 100% funded through reserve funds.
 - The 2019 to 2028 analysis determined that an average annual blended rate increase of 2.98% will be required over the ten years to allow for an adequate annual contribution to the waste management reserve fund from the SWMS Operating Budget, ensuring the reserve fund can support the above mentioned projects while also maintaining a positive balance each year.

OTHER ISSUES IMPACTING THE 2019 BUDGET**Modernization, Transformation and Innovation Initiatives**

The following key projects have been identified as modernization, transformation or innovation initiatives:

SWMS Work Management System (WMS) Implementation: This is an Enterprise solution for Work Management that will be first implemented in 4 Divisions, Toronto Water, Transportation Services, Parks, Forestry & Recreation and Solid Waste Management Services. In 2007, the Auditor General recommended that divisions seeking individual Work Management Solutions should work together to identify a common solution that can be used across the corporation. The impacted divisions include Toronto Water, Transportation Services, Solid Waste Management Services, Parks, Forestry & Recreation and Facilities Management. *(\$10.448 million 2017 to 2020)*

2nd Generation Green Bin Implementation and Replacement: SWMS updated the green bin beginning in April 2016 because the 1st generation bins had exceeded their 10-year life expectancy. This 2nd generation bin is larger - twice the size of the old bin, designed to prevent animals, raccoons in particular, from getting into the bin, redesigned to be easy for residents to use - lids can lock, and designed to be operated by automated lift trucks. *(\$17.786 million 2017 to 2028)*

Dufferin OPF Facility: Expansion of the Dufferin Organics Processing Facility is required to provide additional capacity to support the City's green bin program. The expansion includes retrofit of machinery to include more modern technology for processing of organics material. Savings due to tonnages processed at this facility and reduction in external processing costs - increased processing capacity of organics material from 25,000 tonnes to 55,000 tonnes *(\$70.091 million 2017 to 2019)*

Landfill Gas to Renewable Natural Gas: Install infrastructure to 'clean' landfill gas and convert to renewable natural gas which can be injected into the local natural gas grid. Once in the grid the City will be able to use the renewable natural gas for any combination of fuel, electricity and or/heat, depending on commodity market realities in the future. Landfill gas will be converted to renewable natural gas instead of being burned off through flaring. This renewable natural gas will then be used to fuel Collections' fleet with the future potential to fuel other divisions' fleet. *(\$2.138 million 2018 to 2019)*

Construction of Biogas Utilization at Dufferin & Disco Organics Processing Facilities: Cleaning of Biogas for conversion to Renewable Natural Gas which can be injected into the local natural gas grid. This initiative will use the gas which is currently produced from organics and convert it for reuse as fuel and/or heat, generating savings, cost avoidance and emission reductions with potential revenues. *(\$17.124 million 2018 to 2028)*

CNG Fill Station: Solid Waste Management Services is moving away from Diesel in their new Waste Collection vehicles and towards Compressed Natural Gas. In partnership with Enbridge Gas, the infrastructure for a compressed natural gas fueling station has been installed at Bermondsey and Ellesmere Yards with a third fueling station under development at the Ingram Yard. *(\$0.941 million 2018 / 2019)*

Dufferin Facility Site Improvement: An assessment of staff facility needs at the Dufferin Waste Management Facility was completed in 2015 by a consultant to address future staff facility needs and current deficiencies. The assessment recommended that a new staff facility be implemented to help staff further improve efficient and effective delivery of services within SWMS. *(\$20.500 million 2019-2021)*

SWMS Transfer Station Efficiencies: In order to meet operational requirements, mitigate risk and improve customer service associated with the current weigh scale system, known as Paradigm, located at city transfer stations and the city's land fill site, Green Lane, Solid Waste Management Services requires a replacement or updated solution. The 10 year contract with Paradigm Software is going to expire on January 31st, 2020. A new contract needs to be in place for a new weigh scale system before this date in order to ensure continuity of service.

This initiative seeks to select and implement a newer system that will add enhanced functionality to improve efficiency at the transfer stations. A significant portion of back office operations are dependent on this system and the data it provides including the tonnage map, invoicing and environmental compliance. The current system is aging and the risk of failure is growing rapidly. If the system should fail, SWMS will be required to resort to manual

operations of the weigh scales at the transfer stations which will significantly increase operational costs and reduce customer service. (\$4.220 million 2017-2020)

Operating Budget: Dufferin Renewable Natural Gas (RNG) Facility

- This enhanced service priority will provide funding for the anticipated service fee to be charged by Enbridge for the design, build, operating and maintaining of infrastructure at the Dufferin Organic Processing Facility (OPF). This infrastructure will transform raw biogas into renewable natural gas and inject it into the natural gas distribution grid.
- Through the Biogas Service Agreement, Enbridge Gas Distribution Inc. will convert approximately 5.9 million cubic metres of raw biogas produced by the Dufferin Organics Processing Facility into approximately 3.2 million cubic metres of RNG. Enbridge will be responsible for the design, construction and commissioning of a biomethanization station (cleanup/conditioning facility) and an injection station. Once injected into the grid, the City will be able to use the RNG in any capacity that traditional fossil based natural gas can be used.
- The original plan was for the first cubic metre of RNG to be produced by the fourth quarter of 2019. Due to project delays, this will likely occur in 2020. As a result, the \$0.707 million gross & net expenditure originally planned in 2019 has been deferred. The business case has been revised to show requirements of \$2.827 million in 2020 and \$2.827 million in 2021.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Operating:

Litter Pick-up in Alleys, Laneways & Parks and Graffiti Removal

Executive Committee requested the City Manager to report back to the Budget Committee through the 2019 Budget Process on the concerns raised in review of the May 14, 2018 Executive Committee report EX34.6 entitled "*Response Times and Service Levels for Various City Divisions*" and the progress made on items shown below:

- frequency of alley and laneway cleaning within the bounds studied in this report and the resources necessary to increase that frequency to a monthly and weekly level;
- resources necessary to bring property standard inspections and enforcement response times within the bounds studied in this report up to 14 days;
- specific metrics of park maintenance levels for Wards 27 and 28, on a per park basis and in relation to service requests, and the resources necessary to increase maintenance and litter pick-up operations to a daily frequency within the bounds studied in this report; and
- specific metrics of litter collection and graffiti removal levels within the boundaries studied in this report and to identify the resources necessary to increase services sufficient to prevent regular waste receptacle overflows; and ensuring graffiti removal within 5 business days.
- associated requirements needed to close the service gaps identified and to resource the downtown proportionately to its unique needs including that as the principle tourist destination in Toronto, a population that nearly triples with employment and education activity during the day, and the area absorbing the most concentrated residential population growth in Ontario.

Changes are therefore being recommended for 2019 to add additional resources to support litter pick-up in alleys, laneways & parks already undertaken in 2018 but were not sufficient to fully address the concerns raised in the staff report. As a result, the enhanced service priority action for the City Beautification service is estimated to require \$0.313 million gross and net in additional funding in 2019 including 3.75 additional temporary full time positions.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

Green Lane Landfill Development

Project Overview and Deliverables

- This project provides funding for the development of the Green Lane Landfill (GLL) near London Ontario. The City of Toronto secured long-term waste disposal capacity by purchasing the GLL on April 2, 2007.
- The sub-projects encompass a variety of activities in two main areas, landfill construction and engineering/monitoring and reporting. Construction expenditures include cell excavation and base preparation, expansion of the landfill gas, leachate and storm water control systems, interim and final cover placement and the provision of site services. Engineering/reporting includes the undertaking of a comprehensive environmental monitoring program for groundwater, surface water, leachate and landfill gas and the annual reporting of results to the Ministry of the Environment.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Green Lane Landfill (CSW007 - excluding Acquisition)	2008	124,425	54,614	13,810	10,108	16,108	18,931	On-going	Minor Delay	Dec-18	Dec-18	Ⓜ	Ⓞ

* 2018 year-end projection based on the Q3 capital variance

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

Project Status

- The project including landfill gas and leachate control infrastructure, cell construction and engineering, monitoring and reporting for 2018 is on-going and on schedule with a projected spending of 73% by year-end. 2018 work plan includes installing gas collection systems and maintenance and upgrades of Flare #1 (which was delayed due to delays in the completion of Flare #3); installing leachate collection system for Stage 13 East; ongoing cell excavation in stages 15 and 16; and annual monitoring and reporting activities. Greenlane Landfill Gas Utilization feasibility study was completed in 2016 and funds of \$1.376M have been carried forward into 2019.

2019 Plan

- Work is on-going at the site on all defined and budgeted activities. The planned cash flow for 2019 is \$19.424 million including \$3.016 million in funding carried forward from 2018. This is funded 15% through the Green Lane reserve fund and 85% recoverable debt.

Key Project Challenges

- A net change in scope reduction of \$6.469 million was initiated in 2018 mainly for the excavation of soil to create cells and construction of a cell base, side walls, and containment berms, as well as the transport and placement of the soil in stockpiles. The change in scope defers some cell completion to future years.

Dufferin OPF Facility

Project Overview and Deliverables

- This project provides funding for the Expansion of the Dufferin OPF processing facility which is required to provide capacity to support the City's green bin program. This expansion was conducted to supplement the capacity available at the Disco Road facility.
- This project is in line with the City's Strategic Framework Action #6 - Supports Environmental Sustainability, Action #24 - Improve Service and Financial Planning and SWMS Strategic Framework under Sustainable Utility, Operational Excellence - Optimize Technology and Continuous Improvement.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Dufferin SSO Facility (CSW009)	2010	75,943	46,803	26,789	20,869	4,535	0	72,207	Significant Delay	Dec-18	Apr-21	Ⓢ	Ⓡ

* 2018 year-end projection based on the Q3 capital variance

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

Project Status

- The project is currently in the 3rd year of a 3-year construction window. 'Wet' commissioning of various individual system components started in May/June 2018 and is expected to last until April 2019. At completion this Organics Processing Facility (OPF) will be targeted to process 55,000 tonnes/year. It will be fully commissioned in Spring of 2019.

2019 Plan

- Work is on-going at the site on all defined and budgeted activities. The planned cash flow for 2019 is \$4.345 million in funding carried forward from 2018. This is funded 30% through the Waste Management reserve fund and 70% recoverable debt.

Key Project Challenges

- Final completion date, including 2 year warranty, is April 30, 2021. The facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component. This system is to treat wastewater before discharge to the sanitary sewer. Contractor anticipates delay in achievement of Substantial Performance from completion planned date of November 2018 to April 2019.

Transfer Station Asset Management

Project Overview and Deliverables

- Projects include asset and infrastructure major repair & rehabilitation such as tipping floor rehabilitation, compactor replacement, roof repair, roof fan replacement, ageing assets replacement, office, building, and weigh scale amenities upgrade.
- These projects are essential to maintain assets & infrastructure in a State of Good Repair, to remain in compliance with all regulations, and to ensure business/operational continuity to maintain planned service levels.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Transfer Station Asset Management (CSW361)	2013	75,886	23,333	30,308	14,780	18,270	18,768	On-going	Minor Delay	Dec-18	Dec-21	Ⓡ	Ⓡ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓣ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- Activities in 2018 project spending of 49% or \$14.780 million on a planned budget of \$30.308 million and are delayed greater than 6 months primarily due to insufficient staff resources and delays in finalizing bid documents (RFQ/RFP).

2019 Plan

- Work is on-going at the site on all defined and budgeted activities. The planned cash flow for 2019 is \$16.100 million in funding carried forward from 2018. This is funded 100% through the Waste Management reserve fund.

Key Project Challenges

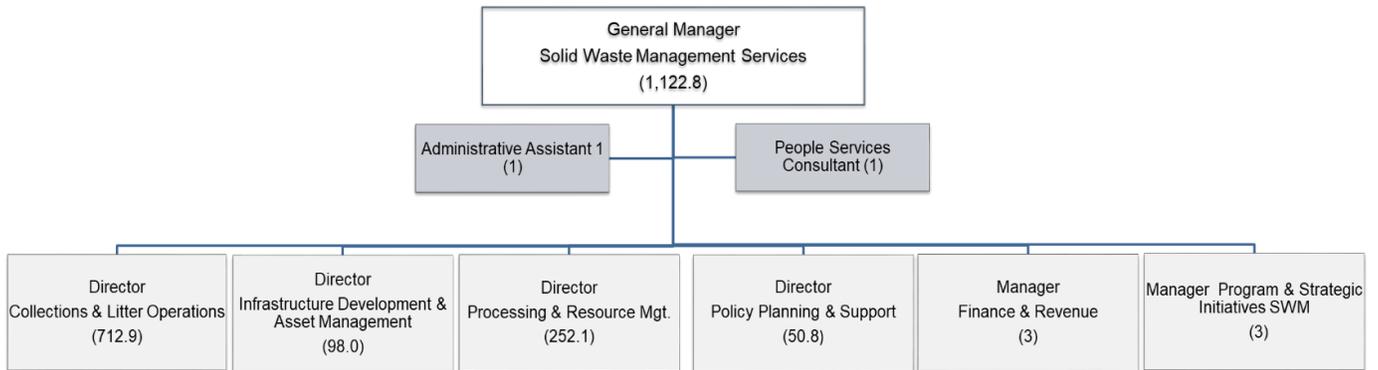
- As noted, project delayed mainly as a result of insufficient staff resources. RFQ/RFP delays and coordination with other projects impact the construction of various State Of Good Repair (SOGR) projects including roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the General Manager and staff for a total of 1,122.8 positions, comprising 42.2 capital positions and 1,080.6 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	103.6	55.8	792.5	952.8
	Temporary			-	127.8	127.8
	Total Operating	1.0	103.6	55.8	920.3	1,080.6
Capital	Permanent		3.4	1.2	25.5	30.2
	Temporary		1.0	7.0	4.0	12.0
	Total Capital	-	4.4	8.2	29.5	42.2
Grand Total		1.0	108.0	64.0	949.8	1,122.8

Appendix 2

2019 Operating Budget by Service

City Beautification

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Litter Pick-up								
Gross Expenditures	17,866.2	17,475.3	295.9	17,771.3	(94.9)	(0.5%)	545.7	72.1
Revenue	0.0	37.7	0.0	37.7	37.7	-	0.0	0.0
Net Expenditures	17,866.2	17,437.7	295.9	17,733.6	(132.6)	(0.7%)	545.7	72.1
Special Events								
Gross Expenditures	940.2	911.3	17.2	928.5	(11.7)	(1.2%)	9.3	3.3
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	940.2	911.3	17.2	928.5	(11.7)	(1.2%)	9.3	3.3
Parks Bin								
Gross Expenditures	11,711.9	11,761.0	0.0	11,761.0	49.1	0.4%	1,095.8	33.2
Revenue	0.0	13.9	0.0	13.9	13.9	-	0.0	0.0
Net Expenditures	11,711.9	11,747.1	0.0	11,747.1	35.2	0.3%	1,095.8	33.2
Street Litter Bins								
Gross Expenditures	5,898.7	6,351.7	0.0	6,351.7	452.9	7.7%	62.5	39.3
Revenue	1,637.6	1,750.6	0.0	1,750.6	113.0	6.9%	15.6	16.6
Net Expenditures	4,261.1	4,601.0	0.0	4,601.0	339.9	8.0%	46.9	22.8
Total								
Gross Expenditures	36,417.0	36,499.3	313.1	36,812.5	395.4	1.1%	1,713.3	147.9
Revenue	1,637.6	1,802.2	0.0	1,802.2	164.6	10.1%	15.6	16.6
Total Net Expenditures	34,779.4	34,697.1	313.1	35,010.2	230.8	0.7%	1,697.6	131.4
Approved Positions	287.4	292.7	3.8	296.5	9.1	3.2%	(0.1)	0.0

Solid Waste Collection & Transfer

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Garbage (C&T)								
Gross Expenditures	30,699.3	32,036.6	0.0	32,036.6	1,337.3	4.4%	2,543.1	318.9
Revenue	289,126.8	298,794.3	0.0	298,794.3	9,667.5	3.3%	10,976.0	11,601.2
Net Expenditures	(258,427.5)	(266,757.7)	0.0	(266,757.7)	(8,330.2)	3.2%	(8,432.8)	(11,282.3)
Green Bin (C&T)								
Gross Expenditures	25,802.3	26,230.2	0.0	26,230.2	427.9	1.7%	317.5	227.7
Revenue	0.0	69.9	0.0	69.9	69.9	-	0.0	0.0
Net Expenditures	25,802.3	26,160.3	0.0	26,160.3	358.0	1.4%	317.5	227.7
Durable Goods (C&T)								
Gross Expenditures	18,527.9	19,323.8	0.0	19,323.8	795.9	4.3%	264.8	225.1
Revenue	0.0	184.4	0.0	184.4	184.4	-	0.0	0.0
Net Expenditures	18,527.9	19,139.4	0.0	19,139.4	611.5	3.3%	264.8	225.1
Leaf & Yard Waste (C&T)								
Gross Expenditures	13,886.0	14,141.9	0.0	14,141.9	255.9	1.8%	187.7	144.7
Revenue	63.6	67.1	0.0	67.1	3.6	5.6%	0.0	0.0
Net Expenditures	13,822.4	14,074.8	0.0	14,074.8	252.4	1.8%	187.7	144.7
Municipal Hazardous & Special Waste (C&T)								
Gross Expenditures	1,789.2	1,823.1	0.0	1,823.1	33.8	1.9%	17.6	10.2
Revenue	0.0	5.4	0.0	5.4	5.4	-	0.0	0.0
Net Expenditures	1,789.2	1,817.7	0.0	1,817.7	28.5	1.6%	17.6	10.2
Recyclables (C&T)								
Gross Expenditures	30,633.1	32,355.1	0.0	32,355.1	1,722.0	5.6%	2,234.3	353.5
Revenue	12,931.4	13,809.8	0.0	13,809.8	878.3	6.8%	0.0	(0.0)
Net Expenditures	17,701.7	18,545.3	0.0	18,545.3	843.7	4.8%	2,234.3	353.5
Total								
Gross Expenditures	121,337.8	125,910.7	0.0	125,910.7	4,572.9	3.8%	5,565.1	1,280.0
Revenue	302,121.8	312,930.8	0.0	312,930.8	10,809.0	3.6%	10,976.0	11,601.2
Total Net Expenditures	(180,784.0)	(187,020.1)	0.0	(187,020.1)	(6,236.1)	3.4%	(5,410.9)	(10,321.2)
Approved Positions	472.4	471.5	0.0	471.5	(0.8)	(0.2%)	0.5	0.0

2019 Operating Budget by Service - Continued

Solid Waste Processing & Transport

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Garbage (P&T)								
Gross Expenditures	46,511.0	48,233.7	0.0	48,233.7	1,722.7	3.7%	385.3	567.4
Revenue	16,028.6	19,337.3	0.0	19,337.3	3,308.7	20.6%	948.7	1,028.5
Net Expenditures	30,482.4	28,896.4	0.0	28,896.4	(1,586.0)	(5.2%)	(563.5)	(461.1)
Green Bin (P&T)								
Gross Expenditures	26,200.8	30,668.4	0.0	30,668.4	4,467.6	17.1%	555.1	556.8
Revenue	123.2	135.8	0.0	135.8	12.7	10.3%	0.0	0.0
Net Expenditures	26,077.6	30,532.6	0.0	30,532.6	4,455.0	17.1%	555.1	556.8
Durable Goods (P&T)								
Gross Expenditures	2,753.3	2,493.9	0.0	2,493.9	(259.4)	(9.4%)	42.4	40.7
Revenue	1,492.7	1,350.2	0.0	1,350.2	(142.5)	(9.5%)	1.0	1.1
Net Expenditures	1,260.6	1,143.7	0.0	1,143.7	(116.9)	(9.3%)	41.4	39.7
Leaf & Yard Waste (P&T)								
Gross Expenditures	10,943.3	11,176.2	0.0	11,176.2	232.9	2.1%	151.7	140.5
Revenue	747.8	839.2	0.0	839.2	91.4	12.2%	40.6	44.4
Net Expenditures	10,195.5	10,337.0	0.0	10,337.0	141.5	1.4%	111.1	96.1
Municipal Hazardous & Special Waste (P&T)								
Gross Expenditures	3,283.3	3,225.6	0.0	3,225.6	(57.7)	(1.8%)	25.0	12.2
Revenue	1,957.0	1,895.7	0.0	1,895.7	(61.3)	(3.1%)	1.3	1.3
Net Expenditures	1,326.3	1,329.9	0.0	1,329.9	3.5	0.3%	23.7	10.9
Resales of Recyclables (P&T)								
Gross Expenditures	50,124.0	48,954.7	0.0	48,954.7	(1,169.2)	(2.3%)	795.2	771.9
Revenue	35,030.6	26,888.1	0.0	26,888.1	(8,142.6)	(23.2%)	39.6	43.1
Net Expenditures	15,093.4	22,066.7	0.0	22,066.7	6,973.3	46.2%	755.6	728.8
Total								
Gross Expenditures	139,815.6	144,752.5	0.0	144,752.5	4,936.9	3.5%	1,954.7	2,089.6
Revenue	55,379.8	50,446.2	0.0	50,446.2	(4,933.6)	(8.9%)	1,031.3	1,118.5
Total Net Expenditures	84,435.8	94,306.3	0.0	94,306.3	9,870.5	11.7%	923.5	971.1
Approved Positions	308.0	310.5	0.0	310.5	2.6	0.8%	(1.3)	0.0

Residual Management

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Green Lane Landfill Site								
Gross Expenditures	67,486.9	68,578.3	0.0	68,578.3	1,091.4	1.6%	191.2	343.2
Revenue	43,491.7	43,845.5	0.0	43,845.5	353.8	0.8%	85.5	92.4
Net Expenditures	23,995.2	24,732.8	0.0	24,732.8	737.6	3.1%	105.8	250.8
Perpetual Care								
Gross Expenditures	11,985.9	9,890.0	0.0	9,890.0	(2,095.8)	(17.5%)	98.8	23.5
Revenue	2,059.1	2,096.9	0.0	2,096.9	37.8	1.8%	12.6	13.4
Net Expenditures	9,926.8	7,793.2	0.0	7,793.2	(2,133.6)	(21.5%)	86.2	10.1
Energy Generation								
Gross Expenditures	175.1	172.5	0.0	172.5	(2.6)	(1.5%)	2,830.9	2,830.1
Revenue	494.9	494.4	0.0	494.4	(0.5)	(0.1%)	0.0	0.0
Net Expenditures	(319.8)	(321.9)	0.0	(321.9)	(2.1)	0.6%	2,830.9	2,830.1
Total								
Gross Expenditures	79,647.9	78,640.9	0.0	78,640.9	(1,007.0)	(1.3%)	3,121.0	3,196.8
Revenue	46,045.7	46,436.8	0.0	46,436.8	391.1	0.8%	98.1	105.8
Total Net Expenditures	33,602.2	32,204.1	0.0	32,204.1	(1,398.1)	(4.2%)	3,022.9	3,091.1
Approved Positions	35.2	35.3	0.0	35.3	0.1	0.2%	0.4	0.0

2019 Operating Budget by Service – Continued

Solid Waste Education & Enforcement

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Promotion & Education								
Gross Expenditures	4,338.0	3,903.4	0.0	3,903.4	(434.6)	(10.0%)	16.1	5.7
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	4,338.0	3,903.4	0.0	3,903.4	(434.6)	(10.0%)	16.1	5.7
Environment Days								
Gross Expenditures	964.7	614.8	0.0	614.8	(349.9)	(36.3%)	(90.2)	(13.6)
Revenue	3.9	4.2	0.0	4.2	0.2	5.9%	0.2	0.3
Net Expenditures	960.8	610.7	0.0	610.7	(350.1)	(36.4%)	(90.4)	(13.8)
By-law Enforcement								
Gross Expenditures	921.3	985.4	0.0	985.4	64.1	7.0%	0.5	1.2
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	921.3	985.4	0.0	985.4	64.1	7.0%	0.5	1.2
Total								
Gross Expenditures	6,224.0	5,503.6	0.0	5,503.6	(720.4)	(11.6%)	(73.6)	(6.6)
Revenue	3.9	4.2	0.0	4.2	0.2	5.9%	0.2	0.3
Total Net Expenditures	6,220.1	5,499.4	0.0	5,499.4	(720.7)	(11.6%)	(73.8)	(6.9)
Approved Positions	13.3	8.9	0.0	8.9	(4.4)	(33.0%)	(0.9)	0.0

Appendix 3

2019 Service Levels City Beautification

Activity	Type	Status	2016	2017	2018	2019
Litter Pick-up, Park Bins and Street Litter Bin Collection	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
		Actual	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	
	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
		Actual	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	
Special Events Collection	Residual Waste	Approved	On Demand	On Demand	On Demand	On Demand
	Single Stream Recycling	Approved	On Demand	On Demand	On Demand	On Demand
	Green Bin	Approved	On Demand	On Demand	On Demand	On Demand

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for the **City Beautification** Service. For Litter Pick-up and Park & Street Bins Collection the established service level is 1 to 7 times per week. For Special Events collection services for residual waste, recyclables and organics are provided on-demand.

Solid Waste Collection Transfer

Activity	Type	Status	2016	2017	2018	2019
Garbage & Recyclables	Single Residential	Approved	1x 2/wks	1x 2/wks	1x 2/wks	1x 2/wks
		Actual	1x 2/wks	1x 2/wks	1x 2/wks	
	Multi Residential	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
		Actual	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	
	Commercial	Approved	1x - 2x/wk	1x - 2x/wk	1x - 2x/wk	1x - 2x/wk
		Actual	1x - 2x/wk	1x - 2x/wk	1x - 2x/wk	
Green Bins	Single Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk
		Actual	1x /wk	1x /wk	1x /wk	
	Multi Residential - (where provided)	Approved	1x /wk	1x /wk	1x /wk	1x /wk
		Actual	1x /wk	1x /wk	1x /wk	
	Commercial	Approved	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk
		Actual	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	
Durable Goods	Single Residential	Approved	1x - 2/wk	1x - 2x/wk	1x /2wks	1x /2wks
		Actual	1x - 2/wk	1x - 2/wk	1x /2wks	
	Multi Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk
		Actual	1x /wk	1x /wk	1x /wk	
Municipal Hazardous & Special Waste	Single Residential	Approved	On Demand	On Demand	Scheduled as Requested	Scheduled as Requested
	Multi Residential	Approved	On Demand	On Demand	Scheduled as Requested	Scheduled as Requested

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for the **Solid Waste Collection & Transfer** Service. Frequency of garbage collection varies from once every two weeks for single residential customers to one to two times per week for Multi-residential and Commercial sites. Organics collection is once per week for single and multi-residential customers and one to six times per week for Commercial sites. Durable Goods are collected once every two weeks for single residential and once per week for multi-residential. Hazardous waste collection can be scheduled on demand.

Solid Waste Processing & Transport

Activity	Type	Status	2016	2017	2018	2019
Residual Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Green Bin	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Durable Goods	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Leaf & Yard Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Municipal hazardous & Special Waste	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"
Resale of Recyclables	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
		Actual	"	"	"	"

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for the **Solid Waste Processing & Transport** Service. Management of residual waste, organics, durable goods, yard waste, hazardous waste and the resale of recyclable materials is done in compliance with the provincial Certificate of Approval.

Residual Management

Activity	Type	Status	2016	2017	2018	2019
Green Lane Landfill Site	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
Perpetual Care	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%
Energy Generation	In compliance with Certificate of Approval	Approved	100%	100%	100%	100%

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for the **Residual** Service. Management of residual waste, organics, durable goods, yard waste, hazardous waste and the resale of recyclable materials is done in compliance with the provincial Certificate of Approval.

2019 Service Levels- Continued

Solid Waste Education & Enforcement

Activity	Type	Status	2016	2017	2018	2019	
Promotion & Education	Calendars	Approved	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	
		Actual	"	"	"		
	Website	Approved	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	90% of information content updated in advance of a change to a program	90% of information content updated in advance of a change to a program	
		Actual	"	"	"		
	Advertised campaign	Approved	100% on schedule /on budget for each campaign	100% on schedule /on budget for each campaign	100% on schedule /on budget for each campaign	100% on schedule /on budget for each campaign	
		Actual	"	"	"		
	Printed Material	Approved	100% on schedule / on budget for each campaign	100% on schedule / on budget for each campaign	100% on schedule / on budget for each campaign	100% on schedule / on budget for each campaign	
		Actual	"	"	"		
	3R Ambassadors - Volunteers Recruited	Approved	400	400	400	400	
		Actual	"	"	"		
	Environment Days	Household Hazardous Waste / Electronic Waste Re-Use / Donation	Approved	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)	On Demand (up to 45 events annually)	On Demand (up to 26 events annually)
			Actual	"	"	"	
By-Law Enforcement (SWMS)	By-Law Amendment, By-Law Complaints, Enforcement	Approved	As required	Proactive Enforcement	Proactive Enforcement	Proactive Enforcement	
		Actual	Initiated Proactive Enforcement	Proactive Enforcement	Proactive Enforcement		

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for the **Solid Waste Education & Enforcement** Service. The only exception is for Community Environment Days which have been reduced to 26 annual events from 45. This change has been made to reflect the reduced number of wards represented in City Council.

Appendix 4

Summary of 2019 Service Changes

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change				
	City Beautification		Solid Waste Collection &		Solid Waste Processing &		Residual Management		Solid Waste Education &		\$	\$	#	2020 Plan		2021 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
Base Changes:																		
Base Expenditure Changes																		
Other Base Expenditure Changes	(1.6)	(1.6)	(12.7)	(12.7)	(12.0)	(12.0)	(9.5)	(9.5)	(168.2)	(168.2)	(204.0)	(204.0)						
Base Revenue Changes																		
Base User Fee Changes		(102.5)		(9,158.4)		(1,261.0)		(33.7)		0.5		(10,555.1)		(11,840.3)		(12,524.9)		
Contributions From Reserves																		
Other Base Revenue Changes																		
Sub-Total	(1.6)	(104.0)	(12.7)	(9,171.1)	(12.0)	(1,273.0)	(9.5)	(43.2)	(168.2)	(167.7)	(204.0)	(10,759.1)		(11,840.3)		(12,524.9)		
Service Efficiencies																		
Fleet Efficiency for Solid Waste	(399.9)	(399.9)	(761.0)	(761.0)	(443.3)	(443.3)	(9.4)	(9.4)	(4.0)	(4.0)	(1,617.6)	(1,617.6)		0.0				
Reduce Recycling Contamination by 10,000 Tonnes					(1,127.0)	(903.6)	265.8	265.8			(861.2)	(637.9)						
Savings for 21,000 tonnes of Waste Returned to Green Lane					595.0	595.0	(1,565.2)	(1,565.2)			(970.3)	(970.3)						
Reduce Community Environment Days									(283.1)	(283.1)	(283.1)	(283.1)	(4.1)	(93.3)	(1.4)	(10.7)		
In-House Organic Processing at Dufferin Facility					(1,265.0)	(1,265.0)					(1,265.0)	(1,265.0)						
Sub-Total	(399.9)	(399.9)	(761.0)	(761.0)	(2,240.3)	(2,016.9)	(1,308.9)	(1,308.9)	(287.1)	(287.1)	(4,997.2)	(4,773.8)	(4.1)	(93.3)	(1.4)	(10.7)		

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Solid Waste Management Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
			416,304.2	411,843.6	4,460.6	1,123.08	(2,805.9)	(2,816.8)

18389 Fleet Efficiency for Solid Waste

51 No Impact

Description:

The collection fleet transformation project will change the type of fuel used in Solid Waste vehicles from diesel to natural gas and will result in efficiency savings. Throughout 2018, approximately 50% of the collection fleet (62 out of 120 trucks) were replaced with natural gas vehicles and an additional 17 trucks are scheduled to be replaced in 2019. Moving from diesel fuel to natural gas powered garbage trucks results in annualized savings of \$1.618 million in 2019 as follows: (1) \$1.061M in fuels savings. Moving from diesel to natural gas reduces our fuels costs from \$4.710M to \$3.649M; and, (2) \$0.557M in vehicle maintenance savings reducing maintenance charges from \$9.415M to \$8.858M.

Service Level Impact:

No Service Level Impact.

Equity Statement:

No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts..

Service: City Beautification

Total Staff Recommended Changes:	(399.9)	0.0	(399.9)	0.00	0.0	0.0
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Service: Residual Management

Total Staff Recommended Changes:	(9.4)	0.0	(9.4)	0.00	0.0	0.0
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Service: Solid Waste Collection & Transfer

Total Staff Recommended Changes:	(761.0)	0.0	(761.0)	0.00	0.0	0.0
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Service: Solid Waste Education & Enforcement

Total Staff Recommended Changes:	(4.0)	0.0	(4.0)	0.00	0.0	0.0
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Service: Solid Waste Processing & Transport

Total Staff Recommended Changes:	(443.3)	0.0	(443.3)	0.00	0.0	0.0
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2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID	Infrastructure and Development Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change	
Category	Equity Impact	Gross Expenditure	Revenue	Net	Approved Positions			
		Program - Solid Waste Management Services						
		Staff Recommended Service Changes:	(1,617.6)	0.0	(1,617.6)	0.00	0.0	0.0

18410	Reduce Community Environment Days							
51	No Impact	Description:						
<p>Reduce Community Environmental Days from 45 to 26 days resulting in cost savings. This is based on the number of reduced wards as represented by the new City Council.</p> <p>Service Level Impact: Service level is on an On-Demand basis and will be maintained at one event per ward.</p> <p>Equity Statement: No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.</p> <p>Service: Solid Waste Education & Enforcement</p>								
		Total Staff Recommended Changes:	(283.1)	0.0	(283.1)	(4.05)	(93.2)	(10.7)
		Staff Recommended Service Changes:	(283.1)	0.0	(283.1)	(4.05)	(93.2)	(10.7)

18426	Reduce Recycling Contamination by 10,000 Tonnes							
51	No Impact	Description:						
<p>Reducing blue bin contamination will result in \$637,851 in net savings on recyclable materials' processing costs. This is being accomplished by implementing an inspection of multi-residential and single family blue bins and removing contaminated materials and then educating the home owners as to what can be recycled. It is estimated that this will result in the transfer of approximately 10,000 tonnes of blue bin contamination to landfill thereby reducing recyclable materials' tonnage processing costs by \$861,244 including increased landfill and haulage costs. These savings would be offset by lost revenue of \$223,393 on Residual Disposal fees paid by the processing contractor to the City.</p> <p>Service Level Impact: No service level impact.</p>								

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID	Infrastructure and Development Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact	Program - Solid Waste Management Services	Gross Expenditure	Revenue	Net	Approved Positions	

Equity Statement:

No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

Service: Residual Management

Total Staff Recommended Changes:	265.8	0.0	265.8	0.00	0.0	0.0
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Service: Solid Waste Processing & Transport

Total Staff Recommended Changes:	(1,127.0)	(223.4)	(903.6)	0.00	0.0	0.0
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Staff Recommended Service Changes:

	(861.2)	(223.4)	(637.9)	0.00	0.0	0.0
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18441	Savings for 21,000 tonnes of Waste Returned to Green Lane
51	No Impact

Description:

Optimizing contract tonnage shipped to Green Lane Landfill, to meet the minimum tonnage tiered pricing steps built into the agreement, will save \$970,254 in 2019. By increasing tonnes to the next tier, the cost lowers for all tonnage resulting in processing savings to the City. Tonnage increments of 50,000 tonnes results in a sliding scale of price per tonne. In the 2019 the volumes shipped to Green Lane Landfill site will increase by 21,000 tonnes to achieve the next step pricing and reduced tonnage shipped to alternative private landfills therefore reducing the contract tiered pricing per tonne from \$16.77 per tonne to \$13.22 per tonne resulting in the estimated savings.

Service Level Impact:

No Service Level impact. Implementing the Auditor General's recommendation to optimize tonnage shipped to the Green Lane Landfill will reduce annual operating costs by \$0.970 million.

Equity Statement:

No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

Service: Residual Management

Total Staff Recommended Changes:	(1,565.2)	0.0	(1,565.2)	0.00	0.0	0.0
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Service: Solid Waste Processing & Transport

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Solid Waste Management Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended Changes:	595.0	0.0	595.0	0.00	0.0	0.0
		Staff Recommended Service Changes:	(970.3)	0.0	(970.3)	0.00	0.0	0.0

18442	In-House Organic Processing at Dufferin Facility
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51	No Impact
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Description:

The plan is to move 55,000 tonnes of organics processing from third party processors to in-house processing and will save an estimated \$1.265 million or \$23 per tonne in 2019. Bringing the processing of organics in-house to the recently commissioned Dufferin facility will save processing costs because the average rate per tonne at Dufferin is 14% less than that paid to external processors.

Service Level Impact:

No Service Level impact.

Equity Statement:

No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

Service: Solid Waste Processing & Transport

Total Staff Recommended Changes:	(1,265.0)	0.0	(1,265.0)	0.00	0.0	0.0
Staff Recommended Service Changes:	(1,265.0)	0.0	(1,265.0)	0.00	0.0	0.0

Summary:

Staff Recommended Service Changes:	(4,997.2)	(223.4)	(4,773.8)	(4.05)	(93.2)	(10.7)
Staff Recommended Base Budget:	411,307.0	411,620.2	(313.1)	1,119.03	(2,899.1)	(2,827.5)

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities		Total			Incremental Change			
	City Beautification		\$		Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities									
Referred to Budget Process:									
SWM - additional Litter pickup	313.1	313.1	313.1	313.1	3.8	72.5	(0.0)	0.8	
Sub-Total Referred to Budget Process	313.1	313.1	313.1	313.1	3.8	72.5	(0.0)	0.8	
Total Enhanced Services	313.1	313.1	313.1	313.1	3.8	72.5	(0.0)	0.8	
New Service Priorities									
Council Directed:									
Dufferin Renewable Natural Gas (RNG) Facility						2,826.7		2,826.7	
Sub-Total Council Directed						2,826.7		2,826.7	
Total New Service Priorities						2,826.7		2,826.7	
Total 2019 New / Enhanced Services	313.1	313.1	313.1	313.1	3.8	2,899.1	(0.0)	2,827.5	

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Solid Waste Management Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
18444		Additional Litter Pick-up in Alleys, Laneways & Parks						
72	No Impact	Description:						
<p>Changes are being recommended for 2019 to add additional resources to support litter pick-up in alleys, laneways & parks already undertaken in 2018 but are not sufficient to fully address the concerns raised in the May 14, 2018 Executive Committee report EX34.6. Committee requested the City Manager to report back to the Budget Committee through the 2019 Budget Process on items discussed in the Committee report. Specifically, that the report back review the frequency of alley and laneway cleaning; the resources necessary to bring property standard inspections and enforcement response times to 14 days; the specific metrics of park maintenance levels and the resources necessary to increase maintenance and litter pick-up operations to a daily frequency; the specific metrics of litter collection and graffiti removal levels and to identify the resources necessary to increase services to prevent waste receptacle overflows; and ensuring graffiti removal within 5 business days.</p>								
Service Level Impact:								
<p>Service activity levels will be enhanced to provide: - 24 hour response time for needle pickup requests and 2 Business days on requests for sidewalk and laneways/debris cleanup; - Enhanced cleaning of Victoria St Lane servicing to 4 times per day at approximately 7am, 11am, 4pm, and 7pm;- Enhanced cleaning of Riverside laneway in peak summer months (May to September) to two times per day; and - Targeted action to address the Yonge/Dundas BIA litter bins overflow problems. - Collection service for litter bins twice daily and during peak season from May-September the service level will increased to five times per day.- Ensure graffiti removal within 5 business days.</p>								
Equity Statement:								
<p>No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.</p>								
Service: City Beautification								
Total Staff Recommended Changes:			313.1	0.0	313.1	3.75	72.5	0.8
Staff Recommended New/Enhanced Services:			313.1	0.0	313.1	3.75	72.5	0.8

18115		Dufferin Renewable Natural Gas (RNG) Facility
74	No Impact	Description:

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Solid Waste Management Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

As a result of authority delegated by City Council via Report PW13.8 - Authority to Enter into Renewable Natural Gas Projects, the General Manager, Solid Waste Management Services entered into an agreement with Enbridge Gas Distribution Inc. (Enbridge) to construct and operate the City's first Renewable Natural Gas (RNG) Facility located at the Dufferin Organics Processing Facility. Through the Biogas Service Agreement, Enbridge Gas Distribution Inc. will convert 5.7 million cubic metres of raw biogas produced by the Dufferin Organics Processing Facility into 5.3 million cubic metres of RNG. Enbridge will be responsible for the design, construction and commissioning of a biomethanization station (cleanup/conditioning facility) and an injection station. The RNG will be injected into the natural gas grid. Once in the grid, the City will be able to use the RNG in any capacity that traditional fossil based natural gas can be used. The cost of operating the RNG facility will be charged as an annual fee to operating budget and was estimated to be \$706,667 for 2019. However, the project has been delayed in the planning process and will instead go forward in 2020. The Outlook for 2020 therefore includes \$2.827 in estimated funding.

Service Level Impact:

No Service Level impact.

Equity Statement:

No significant equity impacts: The changes in Solid Waste Management Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

Service: Residual Management

Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	2,826.7	2,826.7
Staff Recommended New/Enhanced Services:	0.0	0.0	0.0	0.00	2,826.7	2,826.7

Summary:

Staff Recommended New / Enhanced Services:	313.1	0.0	313.1	3.75	2,899.1	2,827.5
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Category:

- | | |
|---|-------------------|
| 71 - Operating Impact of New Capital Projects | 74 - New Services |
| 72 - Enhanced Services-Service Expansion | 75 - New Revenues |

Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW001	Clean Fill (Closed Landfills)	Perpetual Care	Full Cost Recovery	Load	\$26.30	\$26.30	\$1.37	\$27.67	\$29.33	\$31.09
SW002	Small Paid Waste Loads - Transfer Stations	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Load Up To 100 Kgs	\$12.10	\$12.10	\$0.63	\$12.73	\$13.49	\$14.30
SW003	Waste Loads over 100 kg - Transfer Stations	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Market Based	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW004	Recyclable Material Loads - Transfer Stations	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Market Based	Tonne	\$90.70	\$90.70	\$4.72	\$95.42	\$101.15	\$107.22
SW005	Waste loads - Transfer Stations- Fee based on Axle rates whe	Garbage (P&T)	Market Based	Load	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW006	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW007	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW008	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$483.73	\$483.73	\$25.15	\$508.88	\$539.41	\$571.77
SW009	Waste loads - Transfer Stations - Estimated Weight based on	Garbage (P&T)	Market Based	Load	\$483.73	\$483.73	\$25.15	\$508.88	\$539.41	\$571.77
SW010	Waste loads - Transfer Stations - Fee	Garbage (P&T)	Market Based	Load	\$604.66	\$604.66	\$31.44	\$636.10	\$674.27	\$714.73

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
	based on Axle rates w									
SW011	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$967.46	\$967.46	\$50.31	\$1,017.77	\$1,078.84	\$1,143.57
SW012	Waste loads - Transfer Stations - Estimated Weight based on 1	Garbage (P&T)	Market Based	Load	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW013	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$1,813.98	\$1,813.98	\$94.33	\$1,908.31	\$2,022.81	\$2,144.18
SW014	Waste loads - Transfer Stations - Estimated Weight based on	Garbage (P&T)	Market Based	Load	\$967.46	\$967.46	\$50.31	\$1,017.77	\$1,078.84	\$1,143.57
SW015	Waste loads - Transfer Stations - Fee based on Axle rates w	Garbage (P&T)	Market Based	Load	\$967.46	\$967.46	\$50.31	\$1,017.77	\$1,078.84	\$1,143.57
SW016	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$1,209.33	\$1,209.33	\$62.89	\$1,272.22	\$1,348.55	\$1,429.46
SW017	Waste loads - Transfer Stations - Fee based on Axle rates whe	Garbage (P&T)	Market Based	Load	\$1,209.33	\$1,209.33	\$62.89	\$1,272.22	\$1,348.55	\$1,429.46
SW018	Waste loads - Transfer Stations - Fee based on Axle rates wh	Garbage (P&T)	Market Based	Load	\$1,934.91	\$1,934.91	\$100.62	\$2,035.53	\$2,157.66	\$2,287.12
SW019	Recyclable Material Loads- Transfer Stations - Fee based on	Resales of Recyclables	Market Based	Load	\$90.70	\$90.70	\$4.72	\$95.42	\$101.15	\$107.22
SW020	Recyclable Material Loads- Transfer Stations - Fee based on	Resales of Recyclables	Market Based	Load	\$272.09	\$272.09	\$14.15	\$286.24	\$303.41	\$321.61
SW021	Recyclable Material Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$272.09	\$272.09	\$14.15	\$286.24	\$303.41	\$321.61

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW022	Recyclable Materials Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW023	Recyclable Materials Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW024	Recyclable Materials Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$453.51	\$453.51	\$23.58	\$477.09	\$505.72	\$536.06
SW025	Recyclable Materials Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$725.60	\$725.60	\$37.73	\$763.33	\$809.13	\$857.68
SW026	Recyclable Materials Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$1,088.39	\$1,088.39	\$56.60	\$1,144.99	\$1,213.69	\$1,286.51
SW027	Recyclable Material Loads Transfer Stations - Fee based on A	Resales of Recyclables	Market Based	Load	\$1,360.49	\$1,360.49	\$70.75	\$1,431.24	\$1,517.11	\$1,608.14
SW028	Recyclable Material Loads - Transfer Stations - Fee based on	Resales of Recyclables	Market Based	Load	\$725.60	\$725.60	\$37.73	\$763.33	\$809.13	\$857.68
SW029	Recyclable Material Loads - Transfer Stations - Fee based on	Resales of Recyclables	Market Based	Load	\$725.60	\$725.60	\$37.73	\$763.33	\$809.13	\$857.68
SW030	Recyclable Material Loads - Transfer Stations - Fee based on	Resales of Recyclables	Market Based	Load	\$907.00	\$907.00	\$47.16	\$954.16	\$1,011.41	\$1,072.09
SW031	Recyclable Material Loads - Transfer Stations - Fee based on	Resales of Recyclables	Market Based	Load	\$907.00	\$907.00	\$47.16	\$954.16	\$1,011.41	\$1,072.09
SW032	Recyclable Material Loads - Transfer Stations - Fee based o	Resales of Recyclables	Market Based	Load	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW033	Dedicated loads of Yard Waste material 7.5 cm (3") or greater	Resales of Recyclables	Market Based	Load	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW034	Tire loads - Transfer Stations.	Resales of Recyclables	Market Based	Load	\$181.40	\$181.40	\$9.43	\$190.83	\$202.28	\$214.42

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW035	Tire loads - Transfer Stations - Fee based on Axle rates whe	Resales of Recyclables	Market Based	Load	\$181.40	\$181.40	\$9.43	\$190.83	\$202.28	\$214.42
SW036	Tire loads - Transfer Stations - Fee based on Axle rates whe	Resales of Recyclables	Full Cost Recovery	Load	\$544.20	\$544.20	\$28.30	\$572.50	\$606.85	\$643.26
SW037	Tire loads - Transfer Stations - Fee based on Axle rates whe	Resales of Recyclables	Full Cost Recovery	Load	\$544.20	\$544.20	\$28.30	\$572.50	\$606.85	\$643.26
SW038	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$725.60	\$725.60	\$37.73	\$763.33	\$809.13	\$857.68
SW039	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$725.60	\$725.60	\$37.73	\$763.33	\$809.13	\$857.68
SW040	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$907.00	\$907.00	\$47.16	\$954.16	\$1,011.41	\$1,072.09
SW041	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW042	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$2,176.79	\$2,176.79	\$113.19	\$2,289.98	\$2,427.38	\$2,573.02
SW043	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$2,720.99	\$2,720.99	\$141.49	\$2,862.48	\$3,034.23	\$3,216.28
SW044	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW045	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW046	Tire loads - Transfer Stations - Fee based on Axle rates	Resales of Recyclables	Full Cost Recovery	Load	\$1,813.98	\$1,813.98	\$94.33	\$1,908.31	\$2,022.81	\$2,144.18

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW047	Tire loads - Transfer Stations - Fee based on Axle rates w	Resales of Recyclables	Full Cost Recovery	Load	\$1,813.98	\$1,813.98	\$94.33	\$1,908.31	\$2,022.81	\$2,144.18
SW048	Tire loads - Transfer Stations - Tip Fee per Load - Triple A	Resales of Recyclables	Full Cost Recovery	Load	\$2,902.37	\$2,902.37	\$150.92	\$3,053.29	\$3,236.49	\$3,430.68
SW049	Waste Loading Services - Transfer Stations	Garbage - P&T, Leaf & Yrd Waste- P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$20.00	\$20.00	\$1.04	\$21.04	\$22.30	\$23.64
SW050	Load Weighing Service only- Transfer Stations	Garbage (P&T)	Full Cost Recovery	Use	\$12.10	\$12.10	\$0.63	\$12.73	\$13.49	\$14.30
SW051	Commercial Organics Collections - Annual Fee - Frequency 2x/	Garbage-C&T	Full Cost Recovery	Annual - 2X/Week	\$386.98	\$386.98	\$20.12	\$407.10	\$431.53	\$457.42
SW052	Commercial Organics Collections - Annual Fee - Frequency 5x/	Garbage-C&T	Full Cost Recovery	Annual - 5X/Week	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW053	Commercial Organics Collections - Annual Fee - Frequency 6x/	Garbage-C&T	Full Cost Recovery	Annual - 6X/Week	\$1,934.91	\$1,934.91	\$100.62	\$2,035.53	\$2,157.66	\$2,287.12
SW054.1	Commercial Garbage Collections. Annual Fee - Bi-weekly Cart	Garbage-C&T	Full Cost Recovery	Annual	\$487.36	\$487.36	\$25.34	\$512.70	\$543.46	\$576.07
SW054.2	Commercial Garbage Collections. Annual Fee - Once per Week C	Garbage-C&T	Full Cost Recovery	Annual	\$974.72	\$974.72	\$50.69	\$1,025.41	\$1,086.93	\$1,152.15
SW055	Commercial Garbage Collections. Annual Fee - Twice per Week	Garbage-C&T	Full Cost Recovery	Annual - 2X/Week	\$1,949.44	\$1,949.44	\$101.37	\$2,050.81	\$2,173.86	\$2,304.29
SW056	Commercial Front End Garbage Collection - Uncompacted. Per L	Garbage-C&T	Full Cost Recovery	Cubic Yard - Un-Compacted	\$13.40	\$13.40	\$0.70	\$14.10	\$14.95	\$15.85
SW057	Commercial Front End Garbage Collection -	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$26.83	\$26.83	\$1.40	\$28.23	\$29.92	\$31.72

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
	Compacted. Per Lift									
SW058	Commercial Garbage Collections. Fee Bag or Tag	Garbage-C&T	Full Cost Recovery	Bag/Tag	\$5.11	\$5.11	\$0.27	\$5.38	\$5.70	\$6.04
SW059	Commercial Garbage Collections. Fee to purchase 35 gallon o	Garbage-C&T	Full Cost Recovery	Bin - 35 Gallon Organic	\$64.57	\$64.57	\$3.36	\$67.93	\$72.01	\$76.33
SW060	Commercial Garbage Collections. Fee to purchase 65 gallon or	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$76.30	\$76.30	\$3.97	\$80.27	\$85.09	\$90.20
SW061.1	Commercial Garbage Collections. Fee to purchase a 95 gallon	Garbage-C&T	Full Cost Recovery	Fee t	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW061.2	Commercial Garbage Collections. Fee to purchase a 95 gallon	Garbage-C&T	Full Cost Recovery	Fee f	\$99.79	\$99.79	\$5.00	\$104.79	\$111.09	\$117.77
SW061.3	Commercial Organics Collections. Fee to purchase a 26 gallon	Garbage-C&T	Full Cost Recovery	Fee f	\$53.72	\$53.72	\$2.79	\$56.51	\$59.90	\$63.49
SW062	Composters. Fee to purchase a composter.	Garbage-C&T	Full Cost Recovery	Case	\$15.58	\$15.58	\$0.81	\$16.39	\$17.37	\$18.41
SW063	Composters. Fee to deliver composter.	Garbage-C&T	Full Cost Recovery	Case	\$5.86	\$5.86	\$0.30	\$6.16	\$6.53	\$6.92
SW065	Organics Kitchen Container. Fee to purchase an organics container	Garbage-C&T	Full Cost Recovery	Container	\$5.20	\$5.20	\$0.27	\$5.47	\$5.80	\$6.15
SW066	Organic Kitchen Container. Fee to purchase apartment contain	Garbage-C&T	Full Cost Recovery	Container	\$3.54	\$3.54	\$0.18	\$3.72	\$3.94	\$4.18
SW067	Fee to purchase a racoon latch	Garbage-C&T	Full Cost Recovery	Transaction	\$9.34	\$9.34	\$0.49	\$9.83	\$10.42	\$11.05
SW068	Fee to purchase a yard waste bin	Leaf & Yard Waste-C&T	Full Cost Recovery	Bin - A Yard Waste Bin	\$5.31	\$5.31	\$0.28	\$5.59	\$5.93	\$6.29
SW069	Fee to purchase a recycling box	Recyclables	Full Cost Recovery	Recycling Box	\$6.20	\$6.20	\$0.32	\$6.52	\$6.91	\$7.32

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW070	Schools - Front End Garbage Collection. Per Lift per Cubic Y	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$13.40	\$13.40	\$0.70	\$14.10	\$14.95	\$15.85
SW071	Schools - Front End Garbage Collection. Per Lift per Cubic Y	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$26.83	\$26.83	\$1.40	\$28.23	\$29.92	\$31.72
SW072.1	Schools- Waste loads delivered directly to Transfer Station	Garbage (P&T)	Full Cost Recovery	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW072.2	Schools- Recyclable Material loads delivered directly to Transfer Station	Resales of Recyclables	Full Cost Recovery	Tonne	\$90.70	\$90.70	\$4.72	\$95.42	\$101.15	\$107.22
SW072.3	Schools- Tire loads delivered directly to Transfer Stations	Resales of Recyclables	Full Cost Recovery	Tonne	\$181.40	\$181.40	\$9.43	\$190.83	\$202.28	\$214.42
SW072.4	Schools Garbage Collections. Fee to purchase a 95 gallon gar	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW072.5	Schools Garbage Collections. Fee to purchase a 95 gallon rec	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW072.6	Schools Organics Collections. Fee to purchase a 26 gallon Or	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$53.72	\$53.72	\$2.79	\$56.51	\$59.90	\$63.49
SW072.7	Schools Organics Collections. Fee to purchase a 35 gallon Or	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$64.57	\$64.57	\$3.36	\$67.93	\$72.01	\$76.33
SW074	Schools - Annual Fee per bin - twice weekly collection	Garbage-C&T	Full Cost Recovery	Cart - 2X/Week	\$1,949.44	\$1,949.44	\$101.37	\$2,050.81	\$2,173.86	\$2,304.29
SW075	DACs - Front End Garbage Collection. Per Lift per Cubic Yard	Garbage-C&T	Full Cost Recovery	Cubic Yard - Un-Compacted	\$13.40	\$13.40	\$0.70	\$14.10	\$14.95	\$15.85
SW076	DACs - Front End Garbage Collection. Per Lift per Cubic Yard	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$26.83	\$26.83	\$1.40	\$28.23	\$29.92	\$31.72

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW077.1	DACs Waste loads delivered directly to Transfer Stations	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW077.2	DACs Recyclable Material loads delivered directly to Transfer Station	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$90.70	\$90.70	\$4.72	\$95.42	\$101.15	\$107.22
SW077.3	DACs Tire loads delivered directly to Transfer Stations	Resales of Recyclables	Full Cost Recovery	Tonne	\$181.40	\$181.40	\$9.43	\$190.83	\$202.28	\$214.42
SW077.4	DACs Garbage Collections. Fee to purchase a 95 gallon garbage bin	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW077.5	DACs Garbage Collections. Fee to purchase a 95 gallon recycling bin	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW077.6	DACs Organics Collections. Fee to purchase a 26 gallon organ	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$53.72	\$53.72	\$2.79	\$56.51	\$59.90	\$63.49
SW077.7	DACs Organics Collections. Fee to purchase a 35 gallon organ	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$64.57	\$64.57	\$3.36	\$67.93	\$72.01	\$76.33
SW078	DACs - Garbage Collection - twice weekly collection	Garbage-C&T	Full Cost Recovery	Cart - 2X/Week	\$1,949.44	\$1,949.44	\$101.37	\$2,050.81	\$2,173.86	\$2,304.29
SW079	Bag tags for Schools and/or DACs	Garbage-C&T	Full Cost Recovery	Bag/Tag	\$5.11	\$5.11	\$0.27	\$5.38	\$5.70	\$6.04
SW080.1	Non-residential Curbside Garbage Collection - Small Bin	Garbage-C&T	City Policy	Bin	\$97.48	\$97.48	\$5.07	\$102.55	\$108.70	\$115.22
SW080.2	Non-residential Curbside Garbage Collection - Medium Bin	Garbage-C&T	City Policy	Bin	\$194.95	\$194.95	\$10.14	\$205.09	\$217.40	\$230.44
SW080.3	Non-residential Curbside Garbage Collection - Large Bin	Garbage-C&T	City Policy	Bin	\$292.42	\$292.42	\$15.21	\$307.63	\$326.09	\$345.66

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW080.4	Non-residential Curbside Garbage Collection-extra-large bin	Garbage-C&T	City Policy	Bin	\$487.36	\$487.36	\$25.34	\$512.70	\$543.46	\$576.07
SW081.1	Non-residential Curbside Garbage Collection - Small Bin	Garbage-C&T	City Policy	Bin	\$194.95	\$194.95	\$10.14	\$205.09	\$217.40	\$230.44
SW081.2	Non-residential Curbside Garbage Collection - Medium Bin	Garbage-C&T	City Policy	Bin	\$389.88	\$389.88	\$20.27	\$410.15	\$434.76	\$460.85
SW081.3	Non-residential Curbside Garbage Collection - Large Bin	Garbage-C&T	City Policy	Bin	\$584.83	\$584.83	\$30.41	\$615.24	\$652.15	\$691.28
SW081.4	Non-residential Curbside Garbage Collection-extra-large bin	Garbage-C&T	City Policy	Bin	\$974.72	\$974.72	\$50.69	\$1,025.41	\$1,086.93	\$1,152.15
SW082	Non-residential Curbside Garbage Collection - Extra Large Bin	Garbage-C&T	City Policy	Annual - 2X/Week	\$1,949.44	\$1,949.44	\$101.37	\$2,050.81	\$2,173.86	\$2,304.29
SW083	Non-residential Curbside Organics Collection	Garbage-C&T	City Policy	Annual - 2X/Week	\$386.98	\$386.98	\$20.12	\$407.10	\$431.53	\$457.42
SW084	Non-residential Curbside Organics Collection	Garbage-C&T	City Policy	Annual - 5X/Week	\$1,451.19	\$1,451.19	\$75.46	\$1,526.65	\$1,618.25	\$1,715.35
SW085	Non-residential Curbside Organics Collection	Garbage-C&T	City Policy	Annual - 6X/Week	\$1,934.91	\$1,934.91	\$100.62	\$2,035.53	\$2,157.66	\$2,287.12
SW086	Non-residential Front End Garbage Collection-Uncompacted	Garbage-C&T	City Policy	Cubic Yard - Compacted	\$13.40	\$13.40	\$0.70	\$14.10	\$14.95	\$15.85
SW087	Non-residential Front End Garbage Collection - Compacted	Garbage-C&T	City Policy	Cubic Yard - Compacted	\$26.83	\$26.83	\$1.40	\$28.23	\$29.92	\$31.72
SW088	Non-residential Garbage Collection Bags & Tags	Garbage-C&T	City Policy	Bag/Tag	\$5.11	\$5.11	\$0.27	\$5.38	\$5.70	\$6.04

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW089	Multi-residential bulk collection. Annual Base Collection Fe	Garbage-C&T	Full Cost Recovery	Annual - Up To 1.917 Cu Yds Un-Compacted Or 0.9585 Compacted	\$213.24	\$213.24	\$2.13	\$215.37	\$221.83	\$228.48
SW090	Multi-residential bulk collection. Excess Collection Fee (Garbage-C&T	Full Cost Recovery	Annual - Cu Yds for Excess 1.917 Cu Yds; Un-Compacted	\$14.80	\$14.80	\$0.15	\$14.95	\$15.40	\$15.86
SW091.1	Multi-residential bulk collection. Excess Collection Fee (Garbage-C&T	Full Cost Recovery	Bin	\$29.60	\$29.60	\$0.30	\$29.90	\$30.80	\$31.72
SW091.2	Multi-residential Bulk Collections. Fee to purchase a 95 gal	Garbage-C&T	Full Cost Recovery	Bin	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW091.3	Multi-residential Bulk Collections. Fee to purchase a 35 gal	Garbage-C&T	Full Cost Recovery	Bin	\$64.57	\$64.57	\$3.36	\$67.93	\$72.01	\$76.33
SW091.4	Multi-residential Bulk Collections. Fee to purchase a 26 gal	Garbage-C&T	Full Cost Recovery	Bin	\$53.72	\$53.72	\$2.79	\$56.51	\$59.90	\$63.49
SW092	Residential Curbside collection. Annual Collection fee - Small	Garbage-C&T	Full Cost Recovery	Annual	\$254.66	\$254.66	\$5.09	\$259.75	\$270.14	\$280.95
SW093	Residential Curbside collection. Annual Collection Fee - Med	Garbage-C&T	Full Cost Recovery	Annual	\$309.14	\$309.14	\$6.18	\$315.32	\$327.93	\$341.05
SW094	Residential Curbside collection. Annual Collection fee - Large	Garbage-C&T	Full Cost Recovery	Annual	\$419.85	\$419.85	\$8.40	\$428.25	\$445.38	\$463.20
SW095	Residential Curbside Collection. Annual Collection fee - XL	Garbage-C&T	Full Cost Recovery	Annual	\$486.99	\$486.99	\$9.74	\$496.73	\$516.60	\$537.26

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW096	Residential Curbside Collection. Annual Collection Fee - Bag	Garbage-C&T	Full Cost Recovery	Annual	\$163.02	\$163.02	\$3.26	\$166.28	\$172.93	\$179.85
SW097	Residential Curbside Collection for Multi-Residential curbside	Garbage-C&T	Full Cost Recovery	Annual - Up To 1.917 Cu Yds Un-Compacted Or 0.9585 Compacted	\$213.24	\$213.24	\$2.13	\$215.37	\$221.83	\$228.48
SW098	Residential Curbside Collection for Multi-Residential curbside	Garbage-C&T	Full Cost Recovery	Annual - Cu Yds for Excess 1.917 Cu Yds; Un-Compacted	\$14.80	\$14.80	\$0.15	\$14.95	\$15.40	\$15.86
SW099	Residential Curbside Collection for Multi-residential curbside	Garbage-C&T	Full Cost Recovery	Annual - Cu Yd for Excess 0.9585 Cu Yds; Compacted	\$29.60	\$29.60	\$0.30	\$29.90	\$30.80	\$31.72
SW100.1	Residential Curbside collection for Multi-residential curbside	Garbage-C&T	Full Cost Recovery	Each	\$222.11	\$222.11	\$2.22	\$224.33	\$231.06	\$237.99
SW100.2	Residential Curbside collection for Multi-residential curbside	Garbage-C&T	Full Cost Recovery	Annual	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW100.3	Residential Curbside collection for Multi-residential curbside	Garbage-C&T	Full Cost Recovery	Annual	\$99.79	\$99.79	\$5.19	\$104.98	\$111.28	\$117.96
SW100.4	Residential Curbside collection for Multi-residential curbside	Garbage-C&T	Full Cost Recovery	Annual	\$64.57	\$64.57	\$3.36	\$67.93	\$72.01	\$76.33
SW100.5	Residential Curbside collection for Multi-residential curbside	Garbage-C&T	Full Cost Recovery	Annual	\$53.72	\$53.72	\$2.79	\$56.51	\$59.90	\$63.49
SW102	Residential Curbside collection & residential units above co	Garbage-C&T	Full Cost Recovery	Bin	\$23.46	\$23.46	\$0.47	\$23.93	\$24.89	\$25.89

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW109	Residential Curbside collection & residential units above co	Garbage-C&T	City Policy	Bag/Tag	\$5.11	\$5.11	\$0.27	\$5.38	\$5.70	\$6.04
SW110	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - Bi-Week	\$254.66	\$254.66	\$5.09	\$259.75	\$270.14	\$280.95
SW111	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - Bi-Week	\$309.14	\$309.14	\$6.18	\$315.32	\$327.93	\$341.05
SW112	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - Bi-Week	\$419.85	\$419.85	\$8.40	\$428.25	\$445.38	\$463.20
SW113	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - Bi-Week	\$486.99	\$486.99	\$9.74	\$496.73	\$516.60	\$537.26
SW114	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$309.14	\$309.14	\$6.18	\$315.32	\$327.93	\$341.05
SW115	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$419.85	\$419.85	\$8.40	\$428.25	\$445.38	\$463.20
SW116	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$595.35	\$595.35	\$11.91	\$607.26	\$631.55	\$656.81
SW117	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$956.60	\$956.60	\$19.13	\$975.73	\$1,014.76	\$1,055.35
SW118	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - Bi-Week	\$163.02	\$163.02	\$3.26	\$166.28	\$172.93	\$179.85

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW119	Residential units above commercial (RUAC) Garbage Collection	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$217.52	\$217.52	\$4.35	\$221.87	\$230.74	\$239.97
SW120	Schools Annual Fee per cart - Biweekly	Garbage-C&T	Full Cost Recovery	Annual	\$487.36	\$487.36	\$25.34	\$512.70	\$543.46	\$576.07
SW121	Schools Annual Fee per cart - Weekly	Garbage-C&T	Full Cost Recovery	Annual	\$974.72	\$974.72	\$50.69	\$1,025.41	\$1,086.93	\$1,152.15
SW122	DACs Annual Fee per cart - Bi-weekly	Garbage-C&T	Full Cost Recovery	Annual	\$487.36	\$487.36	\$25.34	\$512.70	\$543.46	\$576.07
SW123	DACs Annual Fee per cart - Weekly	Garbage-C&T	Full Cost Recovery	Annual	\$974.72	\$974.72	\$50.69	\$1,025.41	\$1,086.93	\$1,152.15
SW124	Landfill Disposal : Waste load per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW125	Landfill Disposal : Asbestos, per tonne	Garbage-C&T	Full Cost Recovery	Tonne	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW126	Landfill Disposal : CFIA Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW127	Landfill Disposal : Special Handling, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW128	Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW129	Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$362.80	\$362.80	\$18.87	\$381.67	\$404.57	\$428.84
SW130	Landfill Disposal : Biosolids, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW131	Landfill Disposal : Water Treatment Residue, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94
SW132	Landfill Disposal : Treated Biomedical Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$120.93	\$120.93	\$6.29	\$127.22	\$134.85	\$142.94

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
SW133	Sale of Clean Fill at Green Lane Landfill - per load fee for	Green Lane Landfill	Full Cost Recovery	Tonne	\$2.17	\$2.17	\$0.11	\$2.28	\$2.42	\$2.57
SW134	Sale of Clean Fill at Green Lane Landfill - per load fee for	Green Lane Landfill	Full Cost Recovery	Tonne	\$3.25	\$3.25	\$0.17	\$3.42	\$3.63	\$3.85
SW135	Solid Waste Miscellaneous Collection, Haulage and Special Events	Garbage-P&T, Durable Goods-P&T, Resales Recyclables, Environment Days, Street Litter Bins	Full Cost Recovery	Each	\$97.39	\$97.39	\$5.06	\$102.45	\$108.60	\$115.12
SW136	Fluorescent Tubes 4 foot over 20 units. Per unit over 20 un	Haz/Sp Waste(P&T)	Full Cost Recovery	Each	\$0.26	\$0.26	\$0.29	\$0.55	\$0.58	\$0.61
SW137	Fluorescent Tubes 8 foot over 10 units. Per unit over 10 un	Haz/Sp Waste(P&T)	Not assigned	Hour	\$0.63	\$0.63	\$0.42	\$1.05	\$1.11	\$1.18
SW138	Residential Curbside Collection for Multi-residential curbside properties. Oversized and Metal Item Fee	Garbage-C&T	Full Cost Recovery	Annual	\$8.00	\$8.00	\$7.00	\$15.00	\$15.60	\$16.22
SW139	Multi-residential front-end collection. Oversized and Metal	Garbage-C&T	Full Cost Recovery	Annual	\$8.00	\$8.00	\$7.00	\$15.00	\$15.60	\$16.22
SW140	Residential Curbside collection. Oversized and Metal Item Fee	Garbage-C&T	Full Cost Recovery	Annual	\$8.00	\$8.00	\$7.00	\$15.00	\$15.60	\$16.22
SW141	Commercial Bag-only Base Fee.	Garbage-C&T	Full Cost Recovery	Annual	\$273.52	\$273.52	\$14.22	\$287.74	\$305.00	\$323.30

Table 6b

New User Fees

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019 Budget Rate	2020 Plan Rate	2021 Plan Rate
SW142	Special Event - Signature Street Event (first day)	Garbage (P&T)	Full Cost Recovery	Each	894.64	948.32	1,005.22
SW146	Special Event - Parade	Garbage (P&T)	Full Cost Recovery	Each	2,902.49	3,076.64	3,261.24
SW147	Special Event - Athletic Event (first day)	Garbage (P&T)	Full Cost Recovery	Each	1,264.01	1,339.85	1,420.24
SW148	Special Event - Athletic Event (additional day)	Garbage (P&T)	Full Cost Recovery	Each	839.33	889.69	943.07
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	3,822.08	4,051.41
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	374.55	397.02
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	2,256.96	2,392.38
SW152	Special Event - Rental and Service of 40 yd ³ Recycling Roll-off Bin	Garbage (P&T)	Full Cost Recovery	Each	194.75	206.44	218.82
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	135.20	140.61
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	270.40	281.22

Table 6b

New User Fees

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019 Budget Rate	2020 Plan Rate	2021 Plan Rate
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	405.60	421.82
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	676.00	703.04
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	270.40	281.22
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	540.80	562.43
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	811.20	843.65
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	1,352.00	1,406.08

Table 6b**New User Fees**

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019 Budget Rate	2020 Plan Rate	2021 Plan Rate
SW161	Mixed Commercial/Residential Properties, Bag-only Base Fee	Garbage (C&T)	Full Cost Recovery	Annual	350.00	371.00	393.26
SW162	Mixed Commercial/Residential Properties, Oversized and Metal Item Fee (per account per year)	Garbage (C&T)	Full Cost Recovery	Annual	15.00	15.60	16.22

Appendix 7

2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Green Lane Landfill Development		17,748	18,931	13,414	14,805	15,698	14,815	14,815	14,815	14,815	14,815	154,671	
Perpetual Care of Landfills		10,448	11,574	6,277	9,253	9,479	9,150	5,950	5,950	5,950	6,170	80,201	
Sub-Total	-	28,196	30,505	19,691	24,058	25,177	23,965	20,765	20,765	20,765	20,985	234,872	
State of Good Repair													
Dufferin Waste Facility Site Improvemen	20,500	1,900	10,567	8,028	5	-	-	-	-	-	-	20,500	20,500
Collection Yard Asset Management		3,708	1,493	600	600	600	600	600	600	600	600	10,001	
Diversion Facilities Asset Management		2,154	100	100	-	-	-	-	-	-	-	2,354	
New Fleet		550	-	-	-	-	-	-	-	-	-	550	550
OPF Asset Management		750	4,550	3,610	3,050	5,050	6,250	2,610	1,850	3,050	6,550	37,320	37,320
Renewable Natural Gas KVL		300	500	-	-	-	-	-	-	-	-	800	800
Transfer Station Asset Management		18,270	18,768	24,188	9,742	8,319	8,522	3,210	13,850	2,860	1,612	109,341	
Sub-Total	20,500	27,632	35,978	36,526	13,397	13,969	15,372	6,420	16,300	6,510	8,762	180,866	59,170
Service Improvement													
Biogas Utilization	17,300	3,300	500	-	-	-	-	-	-	-	-	3,800	18,100
Diversion Systems Bins		4,038	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	35,313	
Engineering Planning Studies		1,500	1,400	500	500	500	500	500	500	500	500	6,900	
Green Lane Landfill Development	4,228	1,676	-	-	-	-	-	-	-	-	-	1,676	4,228
IT Corporate Initiatives	11,762	2,455	2,452	379	609	-	-	-	-	-	-	5,895	12,750
Long Term Waste Management Strategy	12,567	5,880	7,565	13,253	22,292	24,542	15,338	16,088	18,356	-	-	123,314	285,881
SWM IT Application Initiatives	16,654	4,334	1,245	1,526	728	141	-	-	-	-	-	7,974	20,234
Two-Way Radio Replacement	2,910	270	250	250	85	50	40	40	-	-	-	985	3,490
Sub-Total	65,421	23,453	16,887	19,383	27,689	28,708	19,353	20,103	22,331	3,975	3,975	185,857	344,683
Growth Related													
Organics Processing Facility		-	-	-	323	967	484	484	484	484	16,129	19,355	100,000
Waste Management Facility		-	-	-	1,000	3,000	1,500	1,500	1,500	1,500	50,000	60,000	310,000
Disco SSO Facility	80,602	1,000	-	-	-	-	-	-	-	-	-	1,000	80,602
Dufferin SSO Facility	75,943	4,345	-	-	-	-	-	-	-	-	-	4,345	75,943
Sub-Total	156,545	5,345	-	-	1,323	3,967	1,984	1,984	1,984	1,984	66,129	84,700	566,545
Total Expenditures by Category (including carry forward from 2018)													
	242,467	84,626	83,370	75,600	66,467	71,821	60,674	49,272	61,380	33,234	99,851	686,295	970,399

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020-2028 Capital Plan Including Carry Forward Funding

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											
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOL907631 Disco SSO Facility</u>																								
0	2	Disco SSO Facility	CW	S2	05	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000
Sub-total						1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000
<u>SOL907632 Long Term Waste Management Strategy</u>																								
0	7	Reduce & Reuse, Multi-Residential and Incentives	CW	S6	04	0	2,010	1,188	1,278	1,278	5,754	3,834	9,588	0	0	0	0	2,874	0	0	0	0	6,714	9,588
0	8	Commissioners TS	CW	S4	04	200	150	0	0	0	350	0	350	0	0	0	0	105	0	0	0	0	245	350
0	9	Drop Off Depots	CW	S4	04	245	0	0	0	0	245	0	245	0	0	0	0	74	0	0	0	0	171	245
0	10	Drop off depots	CW	S6	04	0	980	480	480	3,330	5,270	12,960	18,230	0	0	0	0	5,469	0	0	0	0	12,761	18,230
0	11	Commissioners TS	CW	S2	04	100	0	0	0	0	100	0	100	0	0	0	0	30	0	0	0	0	70	100
0	12	Promotion and Education	CW	S2	04	1,580	0	0	0	0	1,580	0	1,580	0	0	0	0	474	0	0	0	0	1,106	1,580
0	13	Promotion and Education	CW	S3	04	-480	108	108	0	0	-264	0	-264	0	0	0	0	-80	0	0	0	0	-184	-264
0	15	Commissioners TS	CW	S6	04	0	500	5,000	10,000	9,750	25,250	2,698	27,948	0	0	0	0	8,384	0	0	0	0	19,564	27,948
0	16	Mixed Waste Processing with Organics Recovery	CW	S2	04	3,287	446	0	0	0	3,733	0	3,733	0	0	0	0	1,120	0	0	0	0	2,613	3,733
0	18	Enhanced services for ICI & const, reno & demo	CW	S2	04	120	0	0	0	0	120	0	120	0	0	0	0	36	0	0	0	0	84	120
0	19	Enhanced services for ICI & const, reno & demo	CW	S6	04	0	235	235	404	404	1,278	450	1,728	0	0	0	0	517	0	0	0	0	1,211	1,728
0	20	Unit for Research, Innovation and Circular Economy	CW	S4	04	330	330	330	0	0	990	0	990	0	0	0	0	297	0	0	0	0	693	990
0	21	Unit for Research, Innovation and Circular Economy	CW	S2	04	370	0	0	0	0	370	0	370	0	0	0	0	111	0	0	0	0	259	370
0	22	Promotion & Education	CW	S6	04	0	1,792	1,932	2,230	1,880	7,834	6,140	13,974	0	0	0	0	4,193	0	0	0	0	9,781	13,974
0	23	Mixed Waste Processing with Organics Recovery	CW	S6	04	0	0	3,520	7,500	7,500	18,520	22,500	41,020	0	0	0	0	12,306	0	0	0	0	28,714	41,020
0	24	Unit for Research, Innovation and Circular Economy	CW	S6	04	0	370	370	400	400	1,540	1,200	2,740	0	0	0	0	822	0	0	0	0	1,918	2,740
0	25	Reduce & Reuse, Multi-Residential and Incentives	CW	S2	04	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000
0	26	Mixed Waste Processing with Organics Recovery	CW	S3	04	-1,387	554	0	0	0	-833	0	-833	0	0	0	0	-250	0	0	0	0	-583	-833
0	27	Enhanced Services for ICI & Const, Reno & Demo	CW	S4	04	115	0	0	0	0	115	0	115	0	0	0	0	35	0	0	0	0	80	115
0	28	Reduce & Reuse, Multi-Residential and Incentives	CW	S4	04	400	90	90	0	0	580	0	580	0	0	0	0	174	0	0	0	0	406	580
Sub-total						5,880	7,565	13,253	22,292	24,542	73,532	49,782	123,314	0	0	0	0	36,991	0	0	0	0	86,323	123,314

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Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020-2028 Capital Plan Including Carry Forward Funding

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>SOL907957 Transfer Station Asset Management</u>																									
0	41	Transfer Station Asset Management-CSW361-16	CW	S2	03	4,190	0	0	0	0	4,190	0	4,190	0	0	0	0	4,190	0	0	0	0	0	4,190	
0	42	Transfer Station Asset Management-CSW361-16	CW	S4	03	0	258	0	0	0	258	0	258	0	0	0	0	258	0	0	0	0	0	258	
0	43	Transfer Station Asset Management-CSW361-18	CW	S3	03	-13,596	2,200	13	0	0	-11,383	0	-11,383	0	0	0	0	-11,383	0	0	0	0	0	-11,383	
0	44	Transfer Station Asset Managemnet-2017	CW	S3	03	-2,434	1,102	0	0	0	-1,332	0	-1,332	0	0	0	0	-1,332	0	0	0	0	0	-1,332	
0	45	Transfer Station Asset Management-CSW361-18	CW	S2	03	17,431	0	0	0	0	17,431	0	17,431	0	0	0	0	17,431	0	0	0	0	0	17,431	
0	46	Transfer Station Asset Managemnet-2017	CW	S2	03	10,634	370	40	35	0	11,079	0	11,079	0	0	0	0	11,079	0	0	0	0	0	11,079	
0	47	Transfer Station Asset Management-CSW361-16	CW	S3	03	-125	0	0	0	0	-125	0	-125	0	0	0	0	-125	0	0	0	0	0	-125	
Sub-total						16,100	3,930	53	35	0	20,118	0	20,118	0	0	0	0	20,118	0	0	0	0	0	20,118	
<u>SOL908082 Diversion Facilities Asset Management</u>																									
0	3	Diversion Facilities Asset Management-2018	CW	S2	03	294	0	0	0	0	294	0	294	0	0	0	0	294	0	0	0	0	0	294	
0	4	Diversion Facilities Aseet Management-2017	CW	S4	03	99	0	0	0	0	99	0	99	0	0	0	0	99	0	0	0	0	0	99	
0	5	Diversion Facilities Aseet Management-2017	CW	S2	03	1,761	0	0	0	0	1,761	0	1,761	0	0	0	0	1,761	0	0	0	0	0	1,761	
0	6	Diversion Facilities Asset Management-2018	CW	S4	03	0	100	100	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200	
Sub-total						2,154	100	100	0	0	2,354	0	2,354	0	0	0	0	2,354	0	0	0	0	0	2,354	
<u>SOL908086 Two-Way Radio Replacement</u>																									
0	1	Two-Way Radio Replacement	CW	S2	04	270	85	50	0	0	405	0	405	0	0	0	0	122	0	0	0	0	283	405	
0	3	Two-Way Radio Replacement - Future Years	CW	S6	04	0	165	200	85	50	500	80	580	0	0	0	0	175	0	0	0	0	405	580	
Sub-total						270	250	250	85	50	905	80	985	0	0	0	0	297	0	0	0	0	688	985	
<u>SOL908171 Engineering Planning Studies</u>																									
0	5	ENGINEERING PLANNING STUDIES - 2018	CW	S2	04	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	1,500	0	0	0	0	0	1,500	
0	6	ENGINEERING PLANNING STUDIES - 2018	CW	S6	04	0	0	500	500	500	1,500	2,500	4,000	0	0	0	0	4,000	0	0	0	0	0	4,000	
0	7	ENGINEERING PLANNING STUDIES - 2018	CW	S4	04	0	1,400	0	0	0	1,400	0	1,400	0	0	0	0	1,400	0	0	0	0	0	1,400	
Sub-total						1,500	1,400	500	500	500	4,400	2,500	6,900	0	0	0	0	6,900	0	0	0	0	0	6,900	
<u>SOL908240 COLLECTION YARD ASSET MANAGEMENT</u>																									
0	1	CYAM - BERMONDSEY	CW	S4	03	350	100	0	0	0	450	0	450	0	0	0	0	450	0	0	0	0	0	450	

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Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020-2028 Capital Plan Including Carry Forward Funding

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
SOL908240 COLLECTION YARD ASSET MANAGEMENT																									
0	2	CYAM - BERMONDSEY	CW	S6	03	0	470	200	200	200	1,070	1,000	2,070	0	0	0	0	2,070	0	0	0	0	0	2,070	
0	3	CYAM - INGRAM	CW	S4	03	455	100	0	0	0	555	0	555	0	0	0	0	555	0	0	0	0	0	555	
0	4	CYAM - INGRAM	CW	S6	03	0	575	200	200	200	1,175	1,000	2,175	0	0	0	0	2,175	0	0	0	0	0	2,175	
0	5	CYAM - YONGE	CW	S4	03	352	248	0	0	0	600	0	600	0	0	0	0	600	0	0	0	0	0	600	
0	6	CYAM - YONGE	CW	S6	03	0	0	200	200	200	600	1,000	1,600	0	0	0	0	1,600	0	0	0	0	0	1,600	
Sub-total						1,157	1,493	600	600	600	4,450	3,000	7,450	0	0	0	0	7,450	0	0	0	0	0	7,450	
SOL908389 Dufferin Waste Facility Site Improvement																									
0	3	Dufferin Waste Facility Site Improvement 2018-2020	CW	S2	03	11,900	8,567	28	5	0	20,500	0	20,500	0	0	0	0	20,500	0	0	0	0	0	20,500	
0	4	Dufferin Waste Facility Site Improvement 2018-2020	CW	S3	03	-10,000	-8,000	0	0	0	-18,000	0	-18,000	0	0	0	0	-18,000	0	0	0	0	0	-18,000	
0	5	Dufferin Waste Facility Site Improvement - 2018	CW	S6	03	0	10,000	8,000	0	0	18,000	0	18,000	0	0	0	0	18,000	0	0	0	0	0	18,000	
Sub-total						1,900	10,567	8,028	5	0	20,500	0	20,500	0	0	0	0	20,500	0	0	0	0	0	20,500	
SOL908392 OPF ASSET MANAGEMENT																									
0	1	DISCO OPF	CW	S4	03	750	1,750	810	550	550	4,410	1,000	5,410	0	0	0	0	5,410	0	0	0	0	0	5,410	
0	2	DISCO OPF	CW	S6	03	0	2,500	2,500	2,200	3,000	10,200	4,450	14,650	0	0	0	0	14,650	0	0	0	0	0	14,650	
0	3	DUFFERIN OPF	CW	S4	03	0	300	300	300	800	1,700	0	1,700	0	0	0	0	1,700	0	0	0	0	0	1,700	
0	4	DUFFERIN OPF	CW	S6	03	0	0	0	0	700	700	14,860	15,560	0	0	0	0	15,560	0	0	0	0	0	15,560	
Sub-total						750	4,550	3,610	3,050	5,050	17,010	20,310	37,320	0	0	0	0	37,320	0	0	0	0	0	37,320	
SOL908559 PERPETUAL CARE OF LANDFILLS																									
0	1	BROCK WEST	CW	S4	02	746	646	646	0	0	2,038	0	2,038	0	0	0	0	2,038	0	0	0	0	0	2,038	
0	2	BROCK WEST	CW	S6	02	0	0	0	3,746	4,096	7,842	7,680	15,522	0	0	0	0	15,522	0	0	0	0	0	15,522	
0	3	KEELE VALLEY	CW	S4	02	2,085	7,505	4,705	220	220	14,735	220	14,955	0	0	0	0	14,955	0	0	0	0	0	14,955	
0	4	KEELE VALLEY	CW	S6	02	0	0	0	4,485	4,485	8,970	23,525	32,495	0	0	0	0	32,495	0	0	0	0	0	32,495	
0	5	MULTI-CLOSED LANDFILLS	CW	S4	02	771	471	221	0	0	1,463	0	1,463	0	0	0	0	1,463	0	0	0	0	0	1,463	
0	6	MULTI-CLOSED LANDFILLS	CW	S6	02	0	0	0	221	281	502	1,405	1,907	0	0	0	0	1,907	0	0	0	0	0	1,907	

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Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020-2028 Capital Plan Including Carry Forward Funding

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													
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>SOL908637 ORGANICS PROCESSING FACILITY</u>																									
0	1	ORGANIC PROCESSING FACILITY	CW	S6	05	0	0	0	323	967	1,290	18,065	19,355	0	0	0	0	8,065	0	0	0	0	11,290	19,355	
Sub-total						0	0	0	323	967	1,290	18,065	19,355	0	0	0	0	8,065	0	0	0	0	11,290	19,355	
Total Program Expenditure						84,626	83,370	75,600	66,467	71,821	381,884	304,411	686,295		0	0	0	0	416,834	0	0	0	0	269,461	686,295

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020-2028 Capital Plan Including Carry Forward Funding

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Reserve Funds (Ind."XR" Ref.)						53,262	58,871	53,411	37,281	41,165	243,990	172,844	416,834	0	0	0	0	416,834	0	0	0	0	0	416,834
Debt - Recoverable						31,364	24,499	22,189	29,186	30,656	137,894	131,567	269,461	0	0	0	0	0	0	0	0	0	269,461	269,461
Total Program Financing						84,626	83,370	75,600	66,467	71,821	381,884	304,411	686,295	0	0	0	0	416,834	0	0	0	0	269,461	686,295

- Status Code Description**
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 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 2020 & 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 8

2019 Cash Flow and Future Year Commitments

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Dufferin Waste Facility Site Improvement</i>	11,900	8,567	28	5	-	-	-	-	-	-	20,500
<i>Biogas Utilization</i>	3,000	-	-	-	-	-	-	-	-	-	3,000
<i>Collection Yard Asset Management</i>	2,551	-	-	-	-	-	-	-	-	-	2,551
<i>Disco SSO Facility</i>	1,000	-	-	-	-	-	-	-	-	-	1,000
<i>Diversion Facilities Asset Management</i>	2,055	-	-	-	-	-	-	-	-	-	2,055
<i>Diversion Systems Bins</i>	3,988	3,425	3,425	3,400	3,300	3,300	3,300	3,000	3,000	-	30,138
<i>Dufferin SSO Facility</i>	4,345	-	-	-	-	-	-	-	-	-	4,345
<i>Engineering Planning Studies</i>	1,500	-	-	-	-	-	-	-	-	-	1,500
<i>Green Lane Landfill Development</i>	20,124	17,431	11,914	13,305	2,835	-	-	-	-	-	65,609
<i>IT Corporate Initiatives</i>	3,455	1,452	-	-	-	-	-	-	-	-	4,907
<i>Long Term Waste Management Strategy</i>	6,457	446	-	-	-	-	-	-	-	-	6,903
<i>Perpetual Care of Landfills</i>	6,847	960	948	823	329	-	-	-	-	-	9,907
<i>SWM IT Application Initiatives</i>	4,034	360	-	-	-	-	-	-	-	-	4,394
<i>Transfer Station Asset Management</i>	32,255	370	40	35	-	-	-	-	-	-	32,700
<i>Two-Way Radio Replacement</i>	270	85	50	-	-	-	-	-	-	-	405
Subtotal	103,781	33,096	16,405	17,568	6,464	3,300	3,300	3,000	3,000	-	189,914
Change in Scope											
<i>Dufferin Waste Facility Site Improvement</i>	(10,000)	(8,000)	-	-	-	-	-	-	-	-	(18,000)
<i>Biogas Utilization</i>	300	500	-	-	-	-	-	-	-	-	800
<i>Diversion Systems Bins</i>	50	50	50	50	-	-	-	-	-	-	200
<i>Green Lane Landfill Development</i>	(700)	-	-	-	563	-	-	-	-	-	(137)
<i>IT Corporate Initiatives</i>	(1,000)	1,000	-	-	-	-	-	-	-	-	-
<i>Long Term Waste Management Strategy</i>	(1,867)	662	108	-	-	-	-	-	-	-	(1,097)
<i>Perpetual Care of Landfills</i>	(1)	1,992	(243)	(242)	-	-	-	-	-	-	1,506
<i>SWM IT Application Initiatives</i>	(100)	400	-	-	-	-	-	-	-	-	300
<i>Transfer Station Asset Management</i>	(16,155)	3,302	13	-	-	-	-	-	-	-	(12,840)
Subtotal	(29,473)	(94)	(72)	(192)	563	-	-	-	-	-	(29,268)
New w/Future Year											
<i>Collection Yard Asset Management</i>	1,157	448	-	-	-	-	-	-	-	-	1,605
<i>Diversion Facilities Asset Management</i>	99	100	100	-	-	-	-	-	-	-	299
<i>Engineering Planning Studies</i>	-	1,400	-	-	-	-	-	-	-	-	1,400
<i>Long Term Waste Management Strategy</i>	1,290	570	420	-	-	-	-	-	-	-	2,280
<i>New Fleet</i>	550	-	-	-	-	-	-	-	-	-	550
<i>OPF Asset Management</i>	750	2,050	1,110	850	1,350	250	250	250	250	-	7,110
<i>Perpetual Care of Landfills</i>	3,602	8,622	5,572	220	220	220	-	-	-	-	18,456
<i>Renewable Natural Gas KVL</i>	300	500	-	-	-	-	-	-	-	-	800
<i>SWM IT Application Initiatives</i>	400	95	-	-	-	-	-	-	-	-	495
<i>Transfer Station Asset Management</i>	2,170	3,536	9	9	-	-	-	-	-	-	5,724
Subtotal	10,318	17,321	7,211	1,079	1,570	470	250	250	250	-	38,719
Total Expenditure (including carry forward from 2018)	84,626	50,323	23,544	18,455	8,597	3,770	3,550	3,250	3,250	-	199,365
Financing:											
<i>Debt Recoverable</i>	31,364	18,715	10,532	11,310	2,887	-	-	-	-	-	74,808
<i>Reserves/Res Funds</i>	53,262	31,608	13,012	7,145	5,710	3,770	3,550	3,250	3,250	-	124,557
Total Financing	84,626	50,323	23,544	18,455	8,597	3,770	3,550	3,250	3,250	-	199,365

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

Solid Waste Management

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOL000065 Diversion Systems Bins</u>																								
0	111	Online Sale of Garbage Bag Tags	CW	S2	04	63	0	0	0	0	63	0	63	0	0	0	0	63	0	0	0	0	0	63
0	112	SSO IN-UNIT KITCHEN CONTAINERS	CW	S3	04	50	50	50	50	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200
0	114	Replacement Waste Bins Single Family - Change	CW	S2	04	3,000	3,000	3,000	3,000	3,000	15,000	12,000	27,000	0	0	0	0	27,000	0	0	0	0	0	27,000
0	117	Multi-Residential In-Unit Recycling Bags	CW	S2	04	25	25	25	0	0	75	0	75	0	0	0	0	75	0	0	0	0	0	75
0	120	2nd Generation Green Bin Replacement	CW	S2	04	800	300	300	300	300	2,000	600	2,600	0	0	0	0	2,600	0	0	0	0	0	2,600
0	123	SSO IN-UNIT KITCHEN CONTAINERS	CW	S2	04	100	100	100	100	0	400	0	400	0	0	0	0	400	0	0	0	0	0	400
Sub-total						4,038	3,475	3,475	3,450	3,300	17,738	12,600	30,338	0	0	0	0	30,338	0	0	0	0	0	30,338
<u>SOL906419 Perpetual Care of Landfills</u>																								
0	13	Perpetual Care of Landfills-CSW312-16	CW	S3	02	-504	1,887	-246	-245	0	892	0	892	0	0	0	0	892	0	0	0	0	0	892
0	15	Perpetual Care of Landfills-CSW312-18	CW	S2	02	3,642	696	702	578	329	5,947	0	5,947	0	0	0	0	5,947	0	0	0	0	0	5,947
0	16	Perpetual Care of Landfills-CSW312-16	CW	S2	02	3,205	264	246	245	0	3,960	0	3,960	0	0	0	0	3,960	0	0	0	0	0	3,960
0	19	Perpetual Care of Landfills-CSW312-18	CW	S3	02	503	105	3	3	0	614	0	614	0	0	0	0	614	0	0	0	0	0	614
Sub-total						6,846	2,952	705	581	329	11,413	0	11,413	0	0	0	0	11,413	0	0	0	0	0	11,413
<u>SOL906580 Collection Yard Asset Management</u>																								
0	46	Collection Yards Asset Management	CW	S2	03	2,551	0	0	0	0	2,551	0	2,551	0	0	0	0	2,551	0	0	0	0	0	2,551
Sub-total						2,551	0	0	0	0	2,551	0	2,551	0	0	0	0	2,551	0	0	0	0	0	2,551
<u>SOL907245 NEW FLEET</u>																								
0	1	NEW FLEET	CW	S4	03	550	0	0	0	0	550	0	550	0	0	0	0	550	0	0	0	0	0	550
Sub-total						550	0	0	0	0	550	0	550	0	0	0	0	550	0	0	0	0	0	550
<u>SOL907246 Green Lane Landfill Development</u>																								
0	27	Landfill Gas Control System	CW	S2	02	1,677	5,052	2,299	1,785	2,485	13,298	0	13,298	0	0	0	0	1,996	0	0	0	0	11,302	13,298
0	28	Leachate Control System	CW	S2	02	1,795	2,543	1,395	1,362	15	7,110	0	7,110	0	0	0	0	1,066	0	0	0	0	6,044	7,110
0	42	Landfill Gas Utilization	CW	S2	04	3,876	0	0	0	0	3,876	0	3,876	0	0	0	0	1,163	0	0	0	0	2,713	3,876
0	44	Cell Excavation & Base Construction	CW	S2	02	10,920	8,288	7,191	8,764	877	36,040	0	36,040	0	0	0	0	5,406	0	0	0	0	30,634	36,040
0	45	Engineering & Monitoring	CW	S2	02	182	156	167	171	21	697	0	697	0	0	0	0	104	0	0	0	0	593	697

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Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

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											
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOL907246 Green Lane Landfill Development</u>																								
0	46	Site Services/Final Cover/Storm Control	CW	S2	02	1,674	1,392	862	1,223	-563	4,588	0	4,588	0	0	0	0	688	0	0	0	0	3,900	4,588
0	52	BUFFER LAND ACQUISITION	CW	S3	02	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	225	0	0	0	0	1,275	1,500
0	53	Landfill Gas Utilization	CW	S3	04	-2,200	0	0	0	0	-2,200	0	-2,200	0	0	0	0	-660	0	0	0	0	-1,540	-2,200
0	54	Landfill Gas Control System	CW	S3	02	2,000	0	0	0	0	2,000	0	2,000	0	0	0	0	300	0	0	0	0	1,700	2,000
0	55	Leachate Control System	CW	S3	02	-1,600	0	0	0	0	-1,600	0	-1,600	0	0	0	0	-240	0	0	0	0	-1,360	-1,600
0	56	Site Services/Final Cover/Storm Control	CW	S3	02	2,100	0	0	0	563	2,663	0	2,663	0	0	0	0	400	0	0	0	0	2,263	2,663
0	57	Cell Excavation & Base Construction	CW	S3	02	-3,000	0	0	0	0	-3,000	0	-3,000	0	0	0	0	-450	0	0	0	0	-2,550	-3,000
0	58	Engineering & Monitoring	CW	S3	02	500	0	0	0	0	500	0	500	0	0	0	0	75	0	0	0	0	425	500
Sub-total						19,424	17,431	11,914	13,305	3,398	65,472	0	65,472	0	0	0	0	10,073	0	0	0	0	55,399	65,472
<u>SOL907630 Dufferin SSO Facility</u>																								
0	3	Dufferin SSO Facility Expansion	CW	S2	05	4,345	0	0	0	0	4,345	0	4,345	0	0	0	0	1,304	0	0	0	0	3,041	4,345
Sub-total						4,345	0	0	0	0	4,345	0	4,345	0	0	0	0	1,304	0	0	0	0	3,041	4,345
<u>SOL907631 Disco SSO Facility</u>																								
0	2	Disco SSO Facility	CW	S2	05	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000
Sub-total						1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000
<u>SOL907632 Long Term Waste Management Strategy</u>																								
0	8	Commissioners TS	CW	S4	04	200	150	0	0	0	350	0	350	0	0	0	0	105	0	0	0	0	245	350
0	9	Drop Off Depots	CW	S4	04	245	0	0	0	0	245	0	245	0	0	0	0	74	0	0	0	0	171	245
0	11	Commissioners TS	CW	S2	04	100	0	0	0	0	100	0	100	0	0	0	0	30	0	0	0	0	70	100
0	12	Promotion and Education	CW	S2	04	1,580	0	0	0	0	1,580	0	1,580	0	0	0	0	474	0	0	0	0	1,106	1,580
0	13	Promotion and Education	CW	S3	04	-480	108	108	0	0	-264	0	-264	0	0	0	0	-80	0	0	0	0	-184	-264
0	16	Mixed Waste Processing with Organics Recovery	CW	S2	04	3,287	446	0	0	0	3,733	0	3,733	0	0	0	0	1,120	0	0	0	0	2,613	3,733
0	18	Enhanced services for ICI & const, reno & demo	CW	S2	04	120	0	0	0	0	120	0	120	0	0	0	0	36	0	0	0	0	84	120
0	20	Unit for Research, Innovation and Circular Economy	CW	S4	04	330	330	330	0	0	990	0	990	0	0	0	0	297	0	0	0	0	693	990
0	21	Unit for Research, Innovation and Circular Economy	CW	S2	04	370	0	0	0	0	370	0	370	0	0	0	0	111	0	0	0	0	259	370

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Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
SOL907632 Long Term Waste Management Strategy																									
0	25	Reduce & Reuse, Multi-Residential and Incentives	CW	S2	04	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000	
0	26	Mixed Waste Processing with Organics Recovery	CW	S3	04	-1,387	554	0	0	0	-833	0	-833	0	0	0	0	-250	0	0	0	0	-583	-833	
0	27	Enhanced Services for ICI & Const, Reno & Demo	CW	S4	04	115	0	0	0	0	115	0	115	0	0	0	0	35	0	0	0	0	80	115	
0	28	Reduce & Reuse, Multi-Residential and Incentives	CW	S4	04	400	90	90	0	0	580	0	580	0	0	0	0	174	0	0	0	0	406	580	
Sub-total						5,880	1,678	528	0	0	8,086	0	8,086	0	0	0	0	2,426	0	0	0	0	5,660	8,086	
SOL907863 Biogas Utilization																									
0	3	Biogas Utilization at Disco	CW	S3	04	300	500	0	0	0	800	0	800	0	0	0	0	240	0	0	0	0	560	800	
0	6	Biogas Utilization at Dufferin	CW	S2	04	2,000	0	0	0	0	2,000	0	2,000	0	0	0	0	600	0	0	0	0	1,400	2,000	
0	8	Biogas Utilization at Disco	CW	S2	04	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	300	0	0	0	0	700	1,000	
Sub-total						3,300	500	0	0	0	3,800	0	3,800	0	0	0	0	1,140	0	0	0	0	2,660	3,800	
SOL907919 SWM IT Application Initiatives																									
0	19	SWMS Business Intelligence Implementation	CW	S4	04	200	0	0	0	0	200	0	200	0	0	0	0	60	0	0	0	0	140	200	
0	32	SWMS Business Intelligence Implementation	CW	S2	04	391	0	0	0	0	391	0	391	0	0	0	0	117	0	0	0	0	274	391	
0	42	Transfer Station Efficiencies	CW	S2	04	2,720	0	0	0	0	2,720	0	2,720	0	0	0	0	816	0	0	0	0	1,904	2,720	
0	44	Transfer Station Efficiencies	CW	S3	04	0	300	0	0	0	300	0	300	0	0	0	0	90	0	0	0	0	210	300	
0	45	SWMS Stakeholder-Customer Relationship Management	CW	S3	04	-100	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	47	SWMS Stakeholder-Customer Relationship Management	CW	S2	04	725	360	0	0	0	1,085	0	1,085	0	0	0	0	326	0	0	0	0	759	1,085	
0	50	SWMS OPERATIONAL SOLUTION DELIVERY - PHASE 1	CW	S2	04	198	0	0	0	0	198	0	198	0	0	0	0	60	0	0	0	0	138	198	
0	52	SWM IT Strategy Refresh	CW	S4	04	200	95	0	0	0	295	0	295	0	0	0	0	89	0	0	0	0	206	295	
Sub-total						4,334	855	0	0	0	5,189	0	5,189	0	0	0	0	1,558	0	0	0	0	3,631	5,189	
SOL907956 IT Corporate Initiatives																									
0	5	Electronic Document & Records Mgmt Solution	CW	S2	04	565	0	0	0	0	565	0	565	0	0	0	0	170	0	0	0	0	395	565	
0	8	Work Management System (WMS) Implementation	CW	S2	04	2,890	1,452	0	0	0	4,342	0	4,342	0	0	0	0	1,303	0	0	0	0	3,039	4,342	
0	9	Work Management System (WMS) Implementation	CW	S3	04	-1,000	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total						2,455	2,452	0	0	0	4,907	0	4,907	0	0	0	0	1,473	0	0	0	0	3,434	4,907	

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Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>SOL907957 Transfer Station Asset Management</u>																									
0	41	Transfer Station Asset Management-CSW361-16	CW	S2	03	4,190	0	0	0	0	4,190	0	4,190	0	0	0	0	4,190	0	0	0	0	0	4,190	
0	42	Transfer Station Asset Management-CSW361-16	CW	S4	03	0	258	0	0	0	258	0	258	0	0	0	0	258	0	0	0	0	0	258	
0	43	Transfer Station Asset Management-CSW361-18	CW	S3	03	-13,596	2,200	13	0	0	-11,383	0	-11,383	0	0	0	0	-11,383	0	0	0	0	0	-11,383	
0	44	Transfer Station Asset Managemnet-2017	CW	S3	03	-2,434	1,102	0	0	0	-1,332	0	-1,332	0	0	0	0	-1,332	0	0	0	0	0	-1,332	
0	45	Transfer Station Asset Management-CSW361-18	CW	S2	03	17,431	0	0	0	0	17,431	0	17,431	0	0	0	0	17,431	0	0	0	0	0	17,431	
0	46	Transfer Station Asset Managemnet-2017	CW	S2	03	10,634	370	40	35	0	11,079	0	11,079	0	0	0	0	11,079	0	0	0	0	0	11,079	
0	47	Transfer Station Asset Management-CSW361-16	CW	S3	03	-125	0	0	0	0	-125	0	-125	0	0	0	0	-125	0	0	0	0	0	-125	
Sub-total						16,100	3,930	53	35	0	20,118	0	20,118	0	0	0	0	20,118	0	0	0	0	0	20,118	
<u>SOL908082 Diversion Facilities Asset Management</u>																									
0	3	Diversion Facilities Asset Management-2018	CW	S2	03	294	0	0	0	0	294	0	294	0	0	0	0	294	0	0	0	0	0	294	
0	4	Diversion Facilities Aseet Management-2017	CW	S4	03	99	0	0	0	0	99	0	99	0	0	0	0	99	0	0	0	0	0	99	
0	5	Diversion Facilities Aseet Management-2017	CW	S2	03	1,761	0	0	0	0	1,761	0	1,761	0	0	0	0	1,761	0	0	0	0	0	1,761	
0	6	Diversion Facilities Asset Management-2018	CW	S4	03	0	100	100	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200	
Sub-total						2,154	100	100	0	0	2,354	0	2,354	0	0	0	0	2,354	0	0	0	0	0	2,354	
<u>SOL908086 Two-Way Radio Replacement</u>																									
0	1	Two-Way Radio Replacement	CW	S2	04	270	85	50	0	0	405	0	405	0	0	0	0	122	0	0	0	0	283	405	
Sub-total						270	85	50	0	0	405	0	405	0	0	0	0	122	0	0	0	0	283	405	
<u>SOL908171 Engineering Planning Studies</u>																									
0	5	ENGINEERING PLANNING STUDIES - 2018	CW	S2	04	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	1,500	0	0	0	0	0	1,500	
0	7	ENGINEERING PLANNING STUDIES - 2018	CW	S4	04	0	1,400	0	0	0	1,400	0	1,400	0	0	0	0	1,400	0	0	0	0	0	1,400	
Sub-total						1,500	1,400	0	0	0	2,900	0	2,900	0	0	0	0	2,900	0	0	0	0	0	2,900	
<u>SOL908240 COLLECTION YARD ASSET MANAGEMENT</u>																									
0	1	CYAM - BERMONDSEY	CW	S4	03	350	100	0	0	0	450	0	450	0	0	0	0	450	0	0	0	0	0	450	
0	3	CYAM - INGRAM	CW	S4	03	455	100	0	0	0	555	0	555	0	0	0	0	555	0	0	0	0	0	555	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

Solid Waste Management

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.															
Financed By:																				
		Reserve Funds (Ind."XR" Ref.)				53,262	31,608	13,012	7,145	5,710	110,737	13,820	124,557	0	0	0	0	0	0	124,557
		Debt - Recoverable				31,364	18,715	10,532	11,310	2,887	74,808	0	74,808	0	0	0	0	0	74,808	74,808
Total Program Financing						84,626	50,323	23,544	18,455	8,597	185,545	13,820	199,365	0	0	0	0	0	74,808	199,365

Status Code Description
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 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 9

2019 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 9: 2019 Capital Budget with Financing Detail
Solid Waste Management
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing												
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable			
0	<u>SOL906419</u>	<u>Perpetual Care of Landfills</u>															
0	13 Perpetual Care of Landfills-CSW312-16	01/01/2019	12/31/2028	-504	0	0	0	0	-504	0	0	0	0	0	0	0	0
0	15 Perpetual Care of Landfills-CSW312-18	01/01/2018	12/31/2023	3,642	0	0	0	0	3,642	0	0	0	0	0	0	0	0
0	16 Perpetual Care of Landfills-CSW312-16	01/01/2016	12/31/2028	3,205	0	0	0	0	3,205	0	0	0	0	0	0	0	0
0	19 Perpetual Care of Landfills-CSW312-18	01/01/2019	12/31/2022	503	0	0	0	0	503	0	0	0	0	0	0	0	0
	Project Sub-total:			6,846	0	0	0	0	6,846	0	0	0	0	0	0	0	0
0	<u>SOL906580</u>	<u>Collection Yard Asset Management</u>															
0	46 Collection Yards Asset Management	01/01/2014	12/31/2019	2,551	0	0	0	0	2,551	0	0	0	0	0	0	0	0
	Project Sub-total:			2,551	0	0	0	0	2,551	0	0	0	0	0	0	0	0
0	<u>SOL907245</u>	<u>NEW FLEET</u>															
0	1 NEW FLEET	01/01/2019	12/31/2019	550	0	0	0	0	550	0	0	0	0	0	0	0	0
	Project Sub-total:			550	0	0	0	0	550	0	0	0	0	0	0	0	0
0	<u>SOL907246</u>	<u>Green Lane Landfill Development</u>															
0	27 Landfill Gas Control System	01/01/2011	12/31/2028	1,677	0	0	0	0	252	0	0	0	0	0	0	1,425	
0	28 Leachate Control System	01/01/2016	12/31/2028	1,795	0	0	0	0	270	0	0	0	0	0	0	1,525	
0	42 Landfill Gas Utilization	01/01/2015	12/31/2019	3,876	0	0	0	0	1,163	0	0	0	0	0	0	2,713	
0	44 Cell Excavation & Base Construction	01/01/2012	12/31/2028	10,920	0	0	0	0	1,638	0	0	0	0	0	0	9,282	
0	45 Engineering & Monitoring	01/01/2013	12/31/2028	182	0	0	0	0	27	0	0	0	0	0	0	155	
0	46 Site Services/Final Cover/Storm Control	01/01/2012	12/31/2028	1,674	0	0	0	0	251	0	0	0	0	0	0	1,423	
0	52 BUFFER LAND ACQUISITION	01/01/2018	12/31/2028	1,500	0	0	0	0	225	0	0	0	0	0	0	1,275	
0	53 Landfill Gas Utilization	01/01/2019	12/31/2019	-2,200	0	0	0	0	-660	0	0	0	0	0	0	-1,540	
0	54 Landfill Gas Control System	01/01/2019	12/31/2028	2,000	0	0	0	0	300	0	0	0	0	0	0	1,700	
0	55 Leachate Control System	01/01/2017	12/31/2028	-1,600	0	0	0	0	-240	0	0	0	0	0	0	-1,360	
0	56 Site Services/Final Cover/Storm Control	01/01/2017	12/31/2028	2,100	0	0	0	0	315	0	0	0	0	0	0	1,785	
0	57 Cell Excavation & Base Construction	01/01/2017	12/31/2028	-3,000	0	0	0	0	-450	0	0	0	0	0	0	-2,550	
0	58 Engineering & Monitoring	01/01/2017	12/31/2028	500	0	0	0	0	75	0	0	0	0	0	0	425	
	Project Sub-total:			19,424	0	0	0	0	3,166	0	0	0	0	0	0	16,258	
0	<u>SOL907630</u>	<u>Dufferin SSO Facility</u>															
0	3 Dufferin SSO Facility Expansion	01/01/2016	12/31/2019	4,345	0	0	0	0	1,304	0	0	0	0	0	0	3,041	
	Project Sub-total:			4,345	0	0	0	0	1,304	0	0	0	0	0	0	3,041	
0	<u>SOL907631</u>	<u>Disco SSO Facility</u>															
0	2 Disco SSO Facility	01/01/2010	12/31/2019	1,000	0	0	0	0	300	0	0	0	0	0	0	700	
	Project Sub-total:			1,000	0	0	0	0	300	0	0	0	0	0	0	700	

(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 9: 2019 Capital Budget with Financing Detail
Solid Waste Management
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>SOL907632</u>	<u>Long Term Waste Management Strategy</u>												
0	8 Commissioners TS	01/01/2019	12/31/2026	200	0	0	0	0	60	0	0	0	0	140
0	9 Drop Off Depots	01/01/2019	12/31/2026	245	0	0	0	0	74	0	0	0	0	171
0	11 Commissioners TS	01/01/2019	12/31/2026	100	0	0	0	0	30	0	0	0	0	70
0	12 Promotion and Education	01/01/2017	12/31/2026	1,580	0	0	0	0	474	0	0	0	0	1,106
0	13 Promotion and Education	01/01/2019	12/31/2026	-480	0	0	0	0	-144	0	0	0	0	-336
0	16 Mixed Waste Processing with Organics Recovery	01/01/2018	12/31/2026	3,287	0	0	0	0	986	0	0	0	0	2,301
0	18 Enhanced services for ICI & const, reno & demo	01/01/2019	12/31/2026	120	0	0	0	0	36	0	0	0	0	84
0	20 Unit for Research, Innovation and Circular Economy	01/01/2019	12/31/2026	330	0	0	0	0	99	0	0	0	0	231
0	21 Unit for Research, Innovation and Circular Economy	01/01/2019	12/31/2026	370	0	0	0	0	111	0	0	0	0	259
0	25 Reduce & Reuse, Multi-Residential and Incentives	01/01/2019	12/31/2026	1,000	0	0	0	0	300	0	0	0	0	700
0	26 Mixed Waste Processing with Organics Recovery	01/01/2017	12/31/2026	-1,387	0	0	0	0	-416	0	0	0	0	-971
0	27 Enhanced Services for ICI & Const, Reno & Demo	01/01/2019	12/31/2026	115	0	0	0	0	35	0	0	0	0	80
0	28 Reduce & Reuse, Multi-Residential and Incentives	01/01/2020	12/31/2026	400	0	0	0	0	120	0	0	0	0	280
	Project Sub-total:			5,880	0	0	0	0	1,765	0	0	0	0	4,115
0	<u>SOL907863</u>	<u>Biogas Utilization</u>												
0	3 Biogas Utilization at Disco	01/01/2013	12/31/2020	300	0	0	0	0	90	0	0	0	0	210
0	6 Biogas Utilization at Dufferin	01/01/2017	12/31/2028	2,000	0	0	0	0	600	0	0	0	0	1,400
0	8 Biogas Utilization at Disco	01/01/2013	12/31/2020	1,000	0	0	0	0	300	0	0	0	0	700
	Project Sub-total:			3,300	0	0	0	0	990	0	0	0	0	2,310
0	<u>SOL907919</u>	<u>SWM IT Application Initiatives</u>												
0	19 SWMS Business Intelligence Implementation	01/01/2019	12/31/2019	200	0	0	0	0	60	0	0	0	0	140
0	32 SWMS Business Intelligence Implementation	01/01/2016	12/31/2019	391	0	0	0	0	117	0	0	0	0	274
0	42 Transfer Station Efficiencies	01/01/2016	12/31/2020	2,720	0	0	0	0	816	0	0	0	0	1,904
0	45 SWMS Stakeholder-Customer Relationship Management	01/01/2018	12/31/2020	-100	0	0	0	0	-30	0	0	0	0	-70
0	47 SWMS Stakeholder-Customer Relationship Management	01/01/2018	12/31/2020	725	0	0	0	0	218	0	0	0	0	507
0	50 SWMS OPERATIONAL SOLUTION DELIVERY - PHASE 1	01/01/2018	12/31/2019	198	0	0	0	0	60	0	0	0	0	138
0	52 SWM IT Strategy Refresh	04/01/2019	06/30/2020	200	0	0	0	0	60	0	0	0	0	140
	Project Sub-total:			4,334	0	0	0	0	1,301	0	0	0	0	3,033
0	<u>SOL907956</u>	<u>IT Corporate Initiatives</u>												
0	5 Electronic Document & Records Mgmt Solution	01/01/2015	12/31/2019	565	0	0	0	0	170	0	0	0	0	395
0	8 Work Management System (WMS) Implementation	01/01/2014	12/31/2020	2,890	0	0	0	0	867	0	0	0	0	2,023
0	9 Work Management System (WMS) Implementation	01/01/2014	12/31/2020	-1,000	0	0	0	0	-300	0	0	0	0	-700
	Project Sub-total:			2,455	0	0	0	0	737	0	0	0	0	1,718

(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 9: 2019 Capital Budget with Financing Detail
Solid Waste Management
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>SOL907957</u>	<u>Transfer Station Asset Management</u>													
0	41 Transfer Station Asset Management-CSW361-16	01/01/2015	12/31/2020	4,190	0	0	0	0	4,190	0	0	0	0	0	0
0	43 Transfer Station Asset Management-CSW361-18	01/01/2019	12/31/2021	-13,596	0	0	0	0	-13,596	0	0	0	0	0	0
0	44 Transfer Station Asset Managemnet-2017	01/01/2017	12/31/2020	-2,434	0	0	0	0	-2,434	0	0	0	0	0	0
0	45 Transfer Station Asset Management-CSW361-18	01/01/2018	12/31/2021	17,431	0	0	0	0	17,431	0	0	0	0	0	0
0	46 Transfer Station Asset Managemnet-2017	01/01/2017	12/31/2020	10,634	0	0	0	0	10,634	0	0	0	0	0	0
0	47 Transfer Station Asset Management-CSW361-16	01/01/2019	12/31/2020	-125	0	0	0	0	-125	0	0	0	0	0	0
	Project Sub-total:			16,100	0	0	0	0	16,100	0	0	0	0	0	0
0	<u>SOL908082</u>	<u>Diversion Facilities Asset Management</u>													
0	3 Diversion Facilities Asset Management-2018	01/01/2018	12/31/2019	294	0	0	0	0	294	0	0	0	0	0	0
0	4 Diversion Facilities Aseet Management-2017	01/01/2017	12/31/2019	99	0	0	0	0	99	0	0	0	0	0	0
0	5 Diversion Facilities Aseet Management-2017	01/01/2017	12/31/2019	1,761	0	0	0	0	1,761	0	0	0	0	0	0
	Project Sub-total:			2,154	0	0	0	0	2,154	0	0	0	0	0	0
0	<u>SOL908086</u>	<u>Two-Way Radio Replacement</u>													
0	1 Two-Way Radio Replacement	01/01/2015	12/31/2021	270	0	0	0	0	81	0	0	0	0	0	189
	Project Sub-total:			270	0	0	0	0	81	0	0	0	0	0	189
0	<u>SOL908171</u>	<u>Engineering Planning Studies</u>													
0	5 ENGINEERING PLANNING STUDIES - 2018	01/01/2018	12/31/2019	1,500	0	0	0	0	1,500	0	0	0	0	0	0
	Project Sub-total:			1,500	0	0	0	0	1,500	0	0	0	0	0	0
0	<u>SOL908240</u>	<u>COLLECTION YARD ASSET MANAGEMENT</u>													
0	1 CYAM - BERMONDSEY	01/01/2019	12/31/2019	350	0	0	0	0	350	0	0	0	0	0	0
0	3 CYAM - INGRAM	01/01/2019	12/31/2019	455	0	0	0	0	455	0	0	0	0	0	0
0	5 CYAM - YONGE	01/01/2019	12/31/2020	352	0	0	0	0	352	0	0	0	0	0	0
	Project Sub-total:			1,157	0	0	0	0	1,157	0	0	0	0	0	0
0	<u>SOL908389</u>	<u>Dufferin Waste Facility Site Improvement</u>													
0	3 Dufferin Waste Facility Site Improvement 2018-2020	01/01/2018	12/31/2021	11,900	0	0	0	0	11,900	0	0	0	0	0	0
0	4 Dufferin Waste Facility Site Improvement 2018-2020	01/01/2018	12/31/2021	-10,000	0	0	0	0	-10,000	0	0	0	0	0	0
	Project Sub-total:			1,900	0	0	0	0	1,900	0	0	0	0	0	0
0	<u>SOL908392</u>	<u>OPF ASSET MANAGEMENT</u>													
0	1 DISCO OPF	01/01/2019	12/31/2028	750	0	0	0	0	750	0	0	0	0	0	0
	Project Sub-total:			750	0	0	0	0	750	0	0	0	0	0	0
0	<u>SOL908559</u>	<u>PERPETUAL CARE OF LANDFILLS</u>													
0	1 BROCK WEST	01/01/2019	12/31/2021	746	0	0	0	0	746	0	0	0	0	0	0



CITY OF TORONTO
Appendix 9: 2019 Capital Budget with Financing Detail
Solid Waste Management
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>SOL908559 PERPETUAL CARE OF LANDFILLS</u>														
0	3 KEELE VALLEY	01/01/2019	12/31/2024	2,085	0	0	0	0	2,085	0	0	0	0	0	0
0	5 MULTI-CLOSED LANDFILLS	01/01/2019	12/31/2021	771	0	0	0	0	771	0	0	0	0	0	0
	Project Sub-total:			3,602	0	0	0	0	3,602	0	0	0	0	0	0
0	<u>SOL908634 TRANSFER STATION ASSET MANAGEMENT</u>														
0	3 DISCO TS	01/01/2019	12/31/2022	202	0	0	0	0	202	0	0	0	0	0	0
0	6 INGRAM TS	01/01/2019	12/31/2020	188	0	0	0	0	188	0	0	0	0	0	0
0	8 VICTORIA PARK TS	01/01/2019	12/31/2019	50	0	0	0	0	50	0	0	0	0	0	0
0	10 SCARBOROUGH TS	01/01/2019	12/31/2020	640	0	0	0	0	640	0	0	0	0	0	0
0	12 TSAM GENERAL	01/01/2019	12/31/2019	1,090	0	0	0	0	1,090	0	0	0	0	0	0
	Project Sub-total:			2,170	0	0	0	0	2,170	0	0	0	0	0	0
0	<u>SOL908635 RENEWABLE NATURAL GAS KVL</u>														
0	1 RNG KVL	01/01/2019	12/31/2020	300	0	0	0	0	300	0	0	0	0	0	0
	Project Sub-total:			300	0	0	0	0	300	0	0	0	0	0	0
3	<u>SOL000065 Diversion Systems Bins</u>														
0	111 Online Sale of Garbage Bag Tags	01/01/2019	12/31/2019	63	0	0	0	0	63	0	0	0	0	0	0
0	112 SSO IN-UNIT KITCHEN CONTAINERS	01/01/2018	12/31/2028	50	0	0	0	0	50	0	0	0	0	0	0
0	114 Replacement Waste Bins Single Family - Change	01/01/2014	12/31/2028	3,000	0	0	0	0	3,000	0	0	0	0	0	0
0	117 Multi-Residential In-Unit Recycling Bags	01/01/2019	12/31/2028	25	0	0	0	0	25	0	0	0	0	0	0
0	120 2nd Generation Green Bin Replacement	01/01/2019	12/31/2028	800	0	0	0	0	800	0	0	0	0	0	0
0	123 SSO IN-UNIT KITCHEN CONTAINERS	01/01/2019	12/31/2028	100	0	0	0	0	100	0	0	0	0	0	0
	Project Sub-total:			4,038	0	0	0	0	4,038	0	0	0	0	0	0
Program Total:				84,626	0	0	0	0	53,262	0	0	0	0	0	31,364

Status Code Description
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 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 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
Beginning Balance		4,751.3	5,416.8	6,185.1	6,962.2
Green Lane Perpetual Care Reserve Fund	XR1409				
<i>Estimated Interest Earned</i>	1.16%	55.1	62.8	71.7	80.8
<i>Contributions (+)</i>		610.4	705.4	705.4	705.4
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		5,416.8	6,185.1	6,962.2	7,748.4
Balance at Year-End		5,416.8	6,185.1	6,962.2	7,748.4

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
Beginning Balance		113.8	115.6	117.4	119.3
Green Lane Liability Trust	XT6109				
<i>Estimated Interest Earned</i>	1.59%	1.8	1.8	1.9	1.9
<i>Contributions (+)</i>					
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		115.6	117.4	119.3	121.2
Balance at Year-End		115.6	117.4	119.3	121.2

* Based on 9-month 2018 Reserve Fund Variance Report

2019 Operating Budget - Continued**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			2,053.6	4,127.7	6,222.6
Insurance Reserve Fund	XR1010				
<i>Estimated Interest Earned</i>	1.00%	-	20.5	41.3	62.2
<i>Contributions (+) SWMS Operating</i>		2,053.6	2,053.6	2,053.6	2,053.6
<i>Withdrawals (-)</i>					
Total Reserve / Reserve Fund Draws / Contributions		2,053.6	4,127.7	6,222.6	8,338.4
Other Program / Agency Net Withdrawals & Contributions			-	-	-
Balance at Year-End		2,053.6	4,127.7	6,222.6	8,338.4

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		38,945.0	32,819.4	26,969.5	38,808.6
Vehicle Reserve- Solid Waste	XQ1014				
<i>Contributions -Operating</i>		13,973.9	15,558.1	20,979.1	20,979.1
<i>Contributions -XR1404</i>					
<i>Proceeds Sale of Vehicles & Equipment</i>		384.0			
<i>(Withdrawals)- Total (Captor 2019-2021)</i>		(20,483.6)	(21,408.0)	(9,140.0)	(15,243.0)
Total Reserve / Reserve Fund Draws / Contributions		32,819.4	26,969.5	38,808.6	44,544.8
Balance at Year-End		32,819.4	26,969.5	38,808.6	44,544.8

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2018 *	Planned Contributions / (Withdrawals) \$000s										2019 - 2028 Total
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
XR1013	Beginning Balance (Jan. 1, 2018)	29,653	25,849	22,087	17,128	17,373	17,700	18,032	18,371	18,717	19,069	19,427	25,849
Perpetual Care of Landfill Reserve Fund	Estimated Interest Earned 1.88%	289	486	415	322	327	333	339	345	352	358	365	3,643
	Contributions (Operating)	8,200	6,200	6,200	6,200	9,253	9,479	9,150	5,950	5,950	5,950	6,170	70,502
													-
	Basic Perpetual Care	(8,196)	(6,965)	(7,716)	(4,185)	(6,169)	(6,319)	(6,100)	(3,967)	(3,967)	(3,967)	(4,113)	(53,467)
	New Control Systems	(4,098)	(3,483)	(3,858)	(2,092)	(3,084)	(3,160)	(3,050)	(1,983)	(1,983)	(1,983)	(2,057)	(26,734)
	Subtotal Perpetual Care Project	(12,294)	(10,448)	(11,574)	(6,277)	(9,253)	(9,479)	(9,150)	(5,950)	(5,950)	(5,950)	(6,170)	(80,201)
	Total Proposed Net Contributions/(Withdrawals)	(3,804)	(3,762)	(4,959)	245	327	333	339	345	352	358	365	(6,056)
Balance at Year-End		25,849	22,087	17,128	17,373	17,700	18,032	18,371	18,717	19,069	19,427	19,792	19,792

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2018 *	Planned Contributions / (Withdrawals) \$000s										2019 - 2028 Total
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
XR1404 Waste Management Reserve Fund	Beginning Balance (Jan. 1, 2018)	85,499	73,552	64,461	54,338	45,387	51,832	56,014	63,259	79,028	91,972	118,056	73,552
	Estimated Interest Earned 1.88%	763	1,383	1,212	1,022	853	974	1,053	1,189	1,486	1,729	2,219	13,121
	Contributions (Withdrawals)												
	Operating	10,970	20,000	22,287	24,208	24,944	25,207	25,649	27,574	32,569	33,980	43,114	279,533
	Prior Y/E Operating Surplus	4,028											
	Funding of Landfill Gas Utilization	-	(377)	-	-	-	-	-	-	-	-	-	(377)
	Funding of Transfer Station Capital	(14,780)	(13,703)	(14,076)	(18,141)	(7,307)	(6,239)	(6,392)	(2,408)	(10,388)	(2,145)	(1,209)	(82,006)
	Funding of Collection Yard Capital	(790)	(2,781)	(1,120)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(7,501)
	Funding of Diversion Facilities Asset Mgmt.	(250)	(1,616)	(75)	(75)	-	-	-	-	-	-	-	(1,766)
	Funding of Disco SSO Facility	(59)	(225)	-	-	-	-	-	-	-	-	-	(225)
	Funding of Dufferin SSO Facility	(6,261)	(978)	-	-	-	-	-	-	-	-	-	(978)
	Funding of Reuse Centre-Future	-	-	-	-	-	-	-	-	-	-	-	-
	Funding of Biogas Utilization	(98)	(743)	(113)	-	-	-	-	-	-	-	-	(855)
	Funding of Long Term Waste Mgmt Strategy	(890)	(1,323)	(1,702)	(2,982)	(5,016)	(5,522)	(3,451)	(3,620)	(4,130)	-	-	(27,746)
	Funding of Diversion Systems.	(3,245)	(3,029)	(2,606)	(2,606)	(2,606)	(2,606)	(2,606)	(2,606)	(2,606)	(2,606)	(2,606)	(26,485)
	Funding of SWM IT Application Initiatives	(408)	(975)	(280)	(343)	(164)	(32)	-	-	-	-	-	(1,794)
	Funding of IT Corporate Initiatives	(700)	(552)	(552)	(85)	(137)	-	-	-	-	-	-	(1,326)
	Fund Revenue Services Billing System (updated)	(54)	(362)	(280)	(337)	-	-	-	(81)	(286)	(274)	-	(1,621)
	Funding of Two-way Radios	(81)	(61)	(56)	(56)	(19)	(11)	(9)	(9)	-	-	-	(222)
	Funding of Dufferin Waste Facility	(20)	(1,425)	(7,925)	(6,021)	-	-	-	-	-	-	-	(15,371)
	Funding of Engineering Planning Studies	(72)	(1,125)	(1,050)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(5,175)
	Funding of Renewable Natural Gas Keele Valley		(225)	(375)	-	-	-	-	-	-	-	-	(600)
	Funding of New Fleet		(413)	-	-	-	-	-	-	-	-	-	(413)
	Funding of OPF Asset Management		(563)	(3,413)	(2,708)	(2,288)	(3,788)	(4,688)	(1,958)	(1,388)	(2,288)	(4,913)	(27,990)
	Funding of Waste Management Facility		-	-	-	(750)	(2,250)	(1,125)	(1,125)	(1,125)	(1,125)	(11,250)	(18,750)
	Funding of Organics Processing Facility		-	-	-	(242)	(725)	(363)	(363)	(363)	(363)	(3,629)	(6,049)
	Transfer to Green Lane Landfill Development											(12,593)	(12,593)
	Net Total Proposed Contributions (Withdrawals)	(11,947)	(9,091)	(10,124)	(8,950)	6,444	4,183	7,244	15,770	12,944	26,084	8,309	52,813
	Total Project Funding Withdrawals	(27,707)	(30,473)	(33,623)	(34,180)	(19,353)	(21,998)	(19,458)	(12,994)	(21,111)	(9,626)	(37,025)	(239,840)
Balance at Year-End		73,552	64,461	54,338	45,387	51,832	56,014	63,259	79,028	91,972	118,056	126,365	126,365

* Based on 9-month 2018 Reserve Fund Variance Report

2019 – 2028 Capital Budget and Plan - Continued**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2018 *	Planned Contributions / (Withdrawals) \$000s										
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2019 - 2028 Total
XR1408 Green Lane Reserve Fund	Beginning Balance (Jan. 1, 2018)	14,567	14,121	12,870	11,125	10,137	9,056	7,499	6,397	5,190	3,960	2,707	14,121
	Contributions / (Withdrawals)	907	895	895	895	895	895	895	895	895	895	895	8,949
	Transfer from XR1404 WMRF											12,593	12,593
	Estimated Interest Earned 1.88%	160	265	242	209	191	170	141	120	98	74	51	1,562
	Buffer Land	(178)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(225)	(1,500)	(3,525)
	Cell Excavation and Base Const.	(614)	(1,188)	(1,243)	(1,079)	(1,315)	(1,329)	(1,198)	(1,198)	(1,198)	(1,198)	(7,985)	(18,930)
	Engineering and Monitoring	(12)	(102)	(23)	(25)	(26)	(22)	(19)	(19)	(19)	(19)	(125)	(398)
	Leachate Control System	(53)	(29)	(381)	(209)	(204)	(222)	(219)	(219)	(219)	(219)	(1,462)	(3,385)
	Landfill Gas Control System	(203)	(552)	(758)	(345)	(268)	(373)	(377)	(377)	(377)	(377)	(2,515)	(6,319)
	Site Services/Final Cover/Storm Control	(453)	(315)	(251)	(209)	(129)	(452)	(100)	(184)	(184)	(184)	(1,228)	(3,237)
	Total Proposed (Withdrawals)	(1,512)	(2,411)	(2,882)	(2,092)	(2,167)	(2,623)	(2,138)	(2,222)	(2,222)	(2,222)	(14,815)	(35,793)
	Net Total Proposed Contributions / (Withdrawals)	(446)	(1,251)	(1,745)	(988)	(1,081)	(1,557)	(1,102)	(1,207)	(1,230)	(1,253)	(1,276)	(12,690)
Balance at Year-End		14,121	12,870	11,125	10,137	9,056	7,499	6,397	5,190	3,960	2,707	1,431	1,431