

# 2023 Budget Notes

## Solid Waste Management Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at [FPD@toronto.ca](mailto:FPD@toronto.ca).

### Description

Solid Waste Management Services (SWMS) collects, transports, processes, composts and disposes of municipal and some private sector waste, recyclables, organics, electronics waste, and household hazardous waste.

SWMS manages three collection yards and one litter collection yard, seven transfer stations, six household hazardous waste depots, two organics processing facilities, Green Lane Landfill and 160 former landfills.

SWMS customers include single-family homes, multi-residential buildings, small businesses, street and parks bins, special events, schools, City Divisions, Agencies and Corporations, and private waste is accepted at our Drop-off Depots and landfill.

SWMS also provides City-wide benefits through litter pick-up, parks bin and street litter bin collection, promotion and education, community outreach and Community Environment Days.

### Why We Do It

Solid Waste Management Services ensures that Torontonians live in a city where:

- Waste is collected in a timely, safe, reliable, and efficient manner;
- Waste is managed in an innovative, environmentally, and fiscally sustainable manner.

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

#### **Solid Waste Management Services:**

**Matt Keliher**

General Manager, Solid Waste Management

Tel: (416) 392-4715

Email: [Matt.Keliher@toronto.ca](mailto:Matt.Keliher@toronto.ca)

#### **Corporate:**

**David Troian**

Manager, Financial Planning

Tel: (416) 392-7896

Email: [David.Troian@toronto.ca](mailto:David.Troian@toronto.ca)

## What Service We Provide

### City Beautification

**What We Deliver:** Litter, park bins and street litter bin collection, special event collection

**How Much Resources (gross 2023 operating budget):** \$41.256 million

### Residual Management

**What We Deliver:** Management of Green Lane Landfill site, perpetual care, energy generation

**How Much Resources (gross 2023 operating budget):** \$49.371 million

### Solid Waste Collection & Transfer

**What We Deliver:** Collection of garbage, blue bin recycling, green bin organics, durable goods, yard waste, municipal hazardous and special waste, oversized items, transfer station management

**How Much Resources (gross 2023 operating budget):** \$146.837 million

### Solid Waste Education & Enforcement

**What We Deliver:** Promotion, education, enforcement, community outreach and environment days

**How Much Resources (gross 2023 operating budget):** \$8.002 million

### Solid Waste Processing & Transport

**What we Deliver:** Recyclables, organics, leaf/yard waste and durable goods processing and haulage

**How Much Resources (gross 2023 operating budget):** \$152.780 million

## Budget at a Glance

### 2023 OPERATING BUDGET

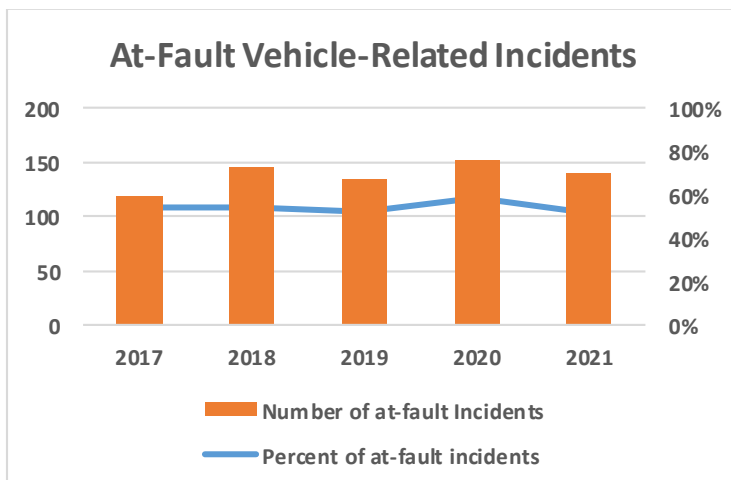
\$Million	2023	2024	2025
Revenues	\$410.251	\$423.286	\$434.315
Gross Expenditures	\$398.247	\$407.761	\$412.891
Capital Contribution	\$12.004	\$15.525	\$21.424
Approved Positions	1,156.3	1,154.3	1,154.3

### 2023 - 2032 10-YEAR CAPITAL PLAN

\$Million	2023	2024-2032	Total
Gross Expenditures	\$88.522	\$964.502	\$1,053.024
Recoverable Debt	\$44.084	\$448.976	\$ 493.060

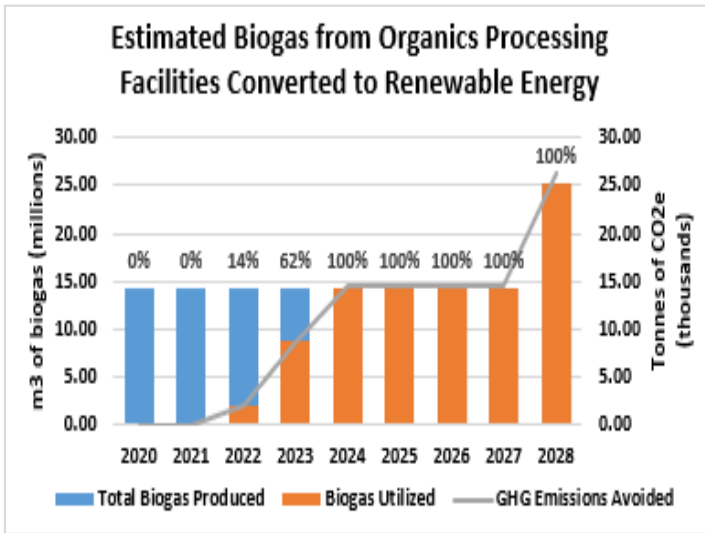
Note: Includes 2022 carry forward funding

## How Well We Are Doing – Behind the Numbers

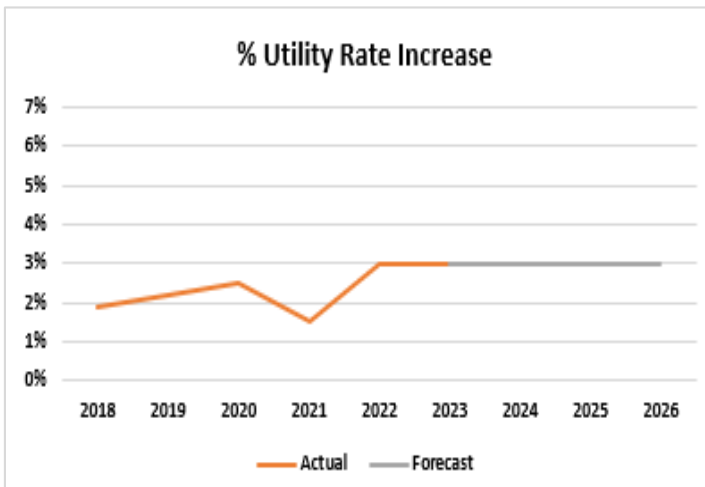


Solid Waste Management Services continues to invest in staff, equipment and facilities, to ensure staff and the public are safe on the road. These investments include:

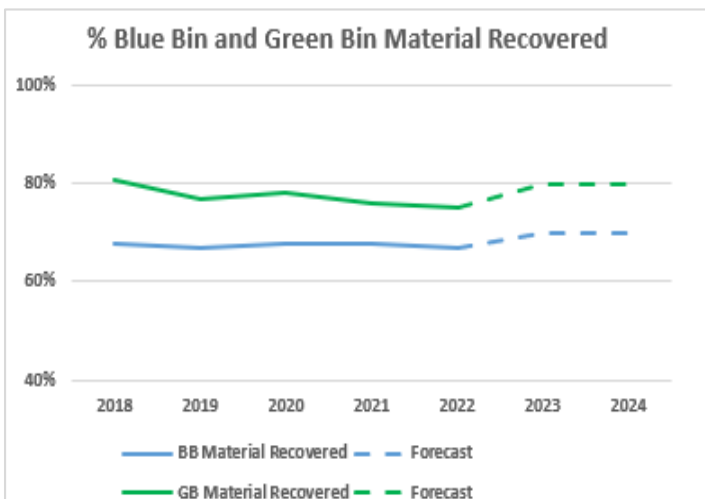
- Continued investment to outfit vehicles with safety equipment that supports Vision Zero.
- 208 new staff trained at the Keele Valley Training Centre since it opened in mid-2020.
- Approximately 400 staff attended Drive for Life, a simulation-based training with the objective of improving driver responses.



- Solid Waste Management Services' renewable energy trajectory includes using biogas from organics processing facilities (OPF). Production of renewable natural gas (RNG) at the Dufferin OPF began in 2022, gas will be stored in the grid, and the City will start using the gas once production capacity has stabilized.
- RNG from a 3rd anaerobic digestion facility is anticipated to be producing starting in 2028.
- The City has identified potential biogas/landfill gas upgrade opportunities at other City waste facilities; Disco Road Solid Waste Management Facility (Disco), Green Lane Landfill and Keele Valley Landfill.
- Disco is the next facility to receive RNG infrastructure with a planned in-service date of the end of 2023.



- To ensure sufficient balances in Reserves and mitigating financial impacts of high inflation, 2023 reflects a 3% rate increase and continues year over year.
- Extended Producer Responsibility (EPR) will help stabilize the rate. EPR transition will present some cost savings to the City as the City will no longer be financially responsible for curbside recyclables management.
- Solid Waste Management Services will reassess the projected future annual rates and increases to ensure service levels and funding for the 10-year Capital Budget and Plan are able to be sustained.



- To help increase the capture of organics from the waste stream, a pilot to include a dedicated compartment for dog waste in street litter bins was expanded to include a total of 100 bins across the City. Green bins have also been installed in dog off-leash areas in parks across the City.
- To reduce recycling contamination in parks, blue bins dedicated to the capture empty beverage cans and bottles continue to be available in parks across the City.
- Solid Waste Management Services continues to communicate proper waste sorting practices through campaigns, outreach and education.

## How Well We Are Doing

Outcome	Outcome Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
<b>Outcome Measures</b>								
Torontonians live in a city where waste is collected in a timely, safe, reliable, and efficient manner.	# of at fault vehicle-related incidents	152	140	N/A	140	●	N/A	N/A
	% of at fault vehicle-related incidents	58%	51%		50%			
	# of service requests	154,925	167,738	150,000	150,000	●	150,000	150,000
	% of service requests resolved within service standard	74%	86%	90%	90%		90%	90%
Torontonians live in a city where waste is managed in an innovative, environmentally and fiscally sustainable manner.	% of biogas from Organics Processing Facilities utilized	0%	0%	14%	14%	●	62%	100%
	% utility rate increase	2.5%	1.5%	3.0%	3.0%	●	3.0%	3.0%
	% of blue bin material recovered	68%	68%	67%	67%	●	70%	70%
	% of green bin material recovered	78%	76%	75%	75%	●	80%	80%

Service	Service Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status*	2023 Target	2024 Target
<b>Service Level Measures</b>								
<b>City Beautification</b>	Litter pick-up, parks bins, street bins	1 to 7 times collection per week	1 to 7 times collection per week	1 to 7 times collection per week	1 to 7 times collection per week	●	1 to 7 times collection per week	1 to 7 times collection per week
<b>Residual Management</b>	Compliance with Certificate of Approval for Green Lane Landfill Site and Closed Landfills	100%	100%	100%	100%	●	100%	100%
<b>Collection and transfer</b>	Collection of Garbage, Recyclables and Organics	Bi-weekly to 1 to 2 times per week, depending on customer type	Bi-weekly to 1 to 2 times per week, depending on customer type	Bi-weekly to 1 to 2 times per week, depending on customer type	Bi-weekly to 1 to 2 times per week, depending on customer type	●	Bi-weekly to 1 to 2 times per week, depending on customer type	Bi-weekly to 1 to 2 times per week, depending on customer type
	Reliability of Collection for Single-Family Households	99.98%	99.98%	99.97%	99.97%		99.97%	99.97%
<b>Education</b>	Community Environment Days	7 at Drop-off Depots across the City	14 at Drop-off Depots across the City	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	●	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)
<b>Processing and Transport</b>	Compliance with Certificate of Approval for Resale of Recyclables	100%	100%	100%	100%	●	100%	100%

## COVID 19 IMPACT AND RECOVERY

### 2023 Impact and Recovery

#### Operating Budget Impact

- For 2023 there are no COVID-19 financial impacts.

#### Service Level Changes

- There are no service level changes resulting from COVID-19 that will impact 2023.

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success



- Maintained essential core collection and processing of garbage, Blue Bin recycling, Green Bin organics, Yard Waste and oversized and metal items during the COVID-19 pandemic.
- Implemented organic litter bin collection pilots and expanded organic collection in Parks.
- Merged two business units in Collections and Litter Ops, into one new unit to improve customer service and increase efficiencies.
- Conducted recycling bin design modifications pilots in parks to reduce contamination.
- Awarded the curbside collection contract for District 1 (former Etobicoke) with flexible pricing in preparation for any potential changes due to EPR.
- Negotiated an extension on the District 2 collection contract to ensure continuity to EPR transition.
- Negotiated and secured the garbage and recycling bin contract to ensure stability through to EPR transition.
- Held 43 Community Environment Days and 7 Depot Environment Days in 2022.
- Expanded mattress processing services across the City, diverting the material from landfill.
- Established a new mattress collection depot at Commissioners Transfer Station. Hosted the 1st Annual Solid Waste Management Driver Safety Awareness Week to improve safety culture and engage staff in supporting Vision Zero.
- Completed 3 Pilots for new Fleet Technology Advancements (Side Guards, 360 and In-Cab Cameras, GEO Tab).
- Expanded the Enhanced Waterfront Beaches and Parks collections and litter cleaning services to support clean city initiatives.
- Completed Internal Audit recommendations from the billing and customer service review.
- Negotiated an Amending Agreement to extend the Rehrig Garbage and Cycling Bin contract to June 30, 2026 to align with the EPR transition.

- 
- A new District 1 collection contract was awarded and is rolling out in July 2023.
  - Procured and awarded a new contract for the retail sales of garbage bag tag including online sales.
  - Initiated negotiations with Munsee Delaware Nation to develop a Community Benefits Agreement in light of the City's Green Lane Landfill operations as per the City's Reconciliation Action Plan.
  - Executed and awarded a contract for the provision of engineering services including monitoring, oversight and report of the operations, design, maintenance and construction of new cells and related facilities of the Green Lane Landfill. This Engineering Services contract award is for a five (5) year period with the option to extend the contract for one (1) additional two (2) year period and is to start in January 2023.
  - Prepared for the 2023 implementation of new Ontario Regulation 347 by transitioning from the Hazardous Waste Information Network (paper manifest) for Household Hazardous Waste to the new Hazardous Waste Program (electronic manifest).
  - Beare Road Park was successfully opened to the public on October 3rd, 2022. This involved many years of hard work, doing site upgrades and improvements, negotiating with the Ministry, and coordinating with Parks Forestry & Recreation Division. Our partners, Parks Operations and Urban Forestry Units were key in achieving this milestone. A formal public opening ceremony is planned for 2023.
  - Developed the divisional Learn, Engage and Develop (L.E.A.D) Program and created Associate Manager and Supervisor positions to facilitate staff training, development and succession planning. Candidate screening for both positions was completed in 2022.
  - Improved operational efficiency of facilities and equipment maintenance by transitioning to digital tracking platform and adding mobile devices for trade staff to interact with Maximo.
  - Negotiated a new Service Level Agreement with Fire Life Safety to transition responsibilities to Corporate Realty.
  - Completed preliminary design for the Disco Renewable Natural Gas project.
  - Completed opportunities study for beneficial use of landfill gas at the Green Lane Landfill, which included participation from the three local First Nations.
  - Awarded the engineering services contract to plan, conceptualize and begin pre design for the Divisions third Anaerobic Digester (AD).
  - Completed the Baseline Study for a Circular Toronto.
  - City Council endorsed Stage 1 of the Single-Use and Takeaway Item Strategy which includes launching a Voluntary Measures Program to encourage businesses to voluntarily implement actions to reduce single-use and takeaway items. The Voluntary Measures Program was officially launched as the Reduce Single-Use program on June 13, 2022.
  - Joined the Canadian Circular Cities & Regions Initiative and the Canada Plastics Pact in 2021. In 2022, work continued to develop a draft roadmap and guidelines.
  - Successfully advocated for Toronto to transition in 2023 to the Province of Ontario's new Blue Box Extended Producer Responsibility program and awarded a multi-year contract with a Business Transformation & Change Management Consultant to ensure a smooth transition for Toronto's residents.
  - Successfully implemented the new Waste Management Guide and Utility Bill Inserts (Collection Schedules).
  - The Residual Waste Disposal Study that launched in 2021 to identify options to manage the City's waste in the short, medium & long term, progressed into the final stages in 2022.

**Received Various Awards including:**

- Received [2021 Municipal Waste Association Promotion & Education Awards](#) for the Litter Emoji Campaign in the Campaign category, the Love Food Hate Waste campaign in the Social Media and Online Strategy
-

---

category and the Community Reduce and Reuse Programs in the Community Engagement and Outreach Program category.

- Received an Honourable Mention for the Annual Domenic Mele Health and Safety Award, presented by the City of Toronto's Occupational Health & Safety Co-ordinating Committee. The mention was in relation to a Point of Sale device developed to ensure the maintenance of physical distancing with minimal Musculoskeletal Disorder strain and the safety of staff and patrons at weighscale stations.
- Voted by participants of the Joint Health & Safety Committee Recognition Event for best Health & Safety video in relation to Personal Protective Equipment.
- Received the following [Municipal Waste Association](#) Awards:
  - Gold Award in the "Surprise Us" category for the City's ability to pivot the Community Environment Days from being held within the community to being held at the City's transfer stations due to the COVID-19 pandemic.
  - Gold Award in the "Social Media and Online Strategy" category for its promotion of the Waste Wizard through various social media channels.
  - Silver Award in the "Print Tool" category for distributing the smaller, condensed City's Waste Management Guide instead of the calendar to all of its residents, reducing the amount of paper and cost.
  - Bronze Award in the "Campaign – Large Municipality" category for the campaign the City ran to encourage waste reduction.

---

## Key Challenges and Risks

- **Blue Box Extended Producer Responsibility (EPR):** City's transition is scheduled for mid-2023, negotiations to confirm the City's continued role as a service provider are ongoing.
  - **Organics Processing Capacity:** Limited regional capacity to address increasing volume demand and population growth.
  - **Landfill Capacity Constraints:** Long-term availability of provincial landfill space is limited and further compounded by recent changes to provincial legislation under the Environmental Assessment Act.
  - **Attracting and Retaining Talent:** Experiencing difficulty recruiting experienced engineering, IT, financial and other positions to fill key roles given current market conditions.
-



---

## Priority Actions

- **Blue Box Extended Producer Responsibility (EPR):** Negotiate transition of Toronto's blue box program to Producer Responsibility Organizations and develop a formal transition plan which also includes a change management and communication plan to support staff and residents in the transition to the future state.
- **Organics Processing Capacity:** Advance project development work related to the 3<sup>rd</sup> Anaerobic Digestion (AD) Facility, maintaining target of awarding construction in 2024 and anticipated commissioning in 2028.
- **Landfill Capacity:** Continue investigating long-term disposal options including landfill capacity development and energy from waste as well as sending material to alternate sites.
- **Climate Change Resiliency:** RNG infrastructure development continuing for the Disco Road Organics Processing Facility with commissioning anticipated in 2023 to further increase RNG supply. Advancing renewable energy infrastructure at Green Lane Landfill.
- **Staff Retention and Attraction:** Continue to roll out and expand the career development programs, review additional opportunities to train and license staff (AZ/DZ, Heavy Equipment Operations, etc.) and implement corporate strategies.
- **Capital Expenditure Performance/Optimization:** Continue to enhance oversight and monitoring of capital spending via Divisional project tracking/dashboard tools and streamlining data to align with corporate reporting.
- **Utility Rate Stability:** Obtain approval for a fixed 3 per cent rate increase for each of the outlook years (2024 and 2025) to support rate stabilization, ensure program funding for future year operating needs including principal and interest costs and necessary contributions to Reserves required to support the 10-year Capital Plan.
- **Utility Rate Review:** Analyze the financial impact of Blue Box EPR, and review cost allocations and Solid Waste rate structure to ensure long-term financial sustainability following transition to EPR.
- **Health & Safety:** Advance Vision Zero initiatives on Collection fleet. Enhance driver safety through new SWMS Training Facility. Environmental and Health & Safety Compliance unit to expand divisional oversight and compliance activities.
- **Long Term Waste Management Strategy (Waste Strategy):** Continue to implement the Waste Strategy which includes a focus on reduction and reuse while concurrently preparing a review of accomplishments since its adoption in 2016. Following several years of consultation, the final presentation of Single-use and takeaway item policies and by-laws will take place in 2023.

**TABLED BUDGET**

The City Manager and Chief Financial Officer and Treasurer have tabled:

1. The 2023 Operating Budget for Solid Waste Management Services of \$398.247 million gross, \$410.251 million revenue, and \$12.004 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Capital from Current Contribution (\$000s)</b>
City Beautification	41,256.3	8,474.1	-32,782.2
Solid Waste Collection & Transfer	146,836.8	356,573.6	209,736.8
Solid Waste Processing & Transport	152,780.0	34,927.6	-117,852.4
Residual Management	49,371.3	10,274.2	-39,097.1
Solid Waste Education & Enforcement	8,002.1	1.0	-8,001.1
<b>Total Program Budget</b>	<b>398,246.5</b>	<b>410,250.5</b>	<b>12,004.0</b>

- The above includes a 2023 budgeted staff complement for Solid Waste Management Services of 1,156.3 positions comprised of 64.3 capital position and 1,092 operating positions.
2. The 2023 Capital Budget for Solid Waste Management Services with cash flows and future year commitments totaling \$650.074 million as detailed by project in [Appendix 6a](#).
  3. The 2024-2032 Capital Plan for Solid Waste Management Services totalling \$402.950 million in project estimates as detailed by project in [Appendix 6b](#).
  4. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2023 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

# **2023 OPERATING BUDGET**

## 2023 OPERATING BUDGET OVERVIEW

**Table 1: 2023 Operating Budget by Service**

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
City Beautification	1,901.5	6,920.0	6,896.8	8,474.1		8,474.1	1,577.3	22.9%
Solid Waste Collection & Transfer	328,795.2	342,103.2	342,244.0	356,573.6		356,573.6	14,329.6	4.2%
Solid Waste Processing & Transport	48,684.4	31,293.4	43,466.3	34,927.6		34,927.6	(8,538.7)	(19.6%)
Residual Management	7,024.8	10,740.1	7,684.2	10,274.2		10,274.2	2,590.0	33.7%
Solid Waste Education & Enforcement	1,366.8	0.3	0.3	1.0		1.0	0.7	255.1%
<b>Total Revenues</b>	<b>387,772.7</b>	<b>391,056.9</b>	<b>400,291.6</b>	<b>410,250.5</b>		<b>410,250.5</b>	<b>9,958.9</b>	<b>2.5%</b>
<b>Expenditures</b>								
City Beautification	38,672.2	39,283.9	38,770.0	41,256.3		41,256.3	2,486.4	6.4%
Solid Waste Collection & Transfer	129,661.2	134,127.0	129,994.2	146,836.8		146,836.8	16,842.6	13.0%
Solid Waste Processing & Transport	134,683.5	156,699.2	154,819.2	152,780.0		152,780.0	(2,039.3)	(1.3%)
Residual Management	33,286.3	40,839.9	37,740.0	49,371.3		49,371.3	11,631.2	30.8%
Solid Waste Education & Enforcement	2,824.3	7,062.1	6,363.7	8,002.1		8,002.1	1,638.4	25.7%
<b>Sub-Total - Gross Expenditures</b>	<b>339,127.5</b>	<b>378,012.1</b>	<b>367,687.2</b>	<b>398,246.5</b>		<b>398,246.5</b>	<b>30,559.4</b>	<b>8.3%</b>
Capital Budget Contribution	17,052.2	13,044.8	13,044.8	12,004.0		12,004.0	(1,040.8)	(8.0%)
Surplus	31,593.0		19,559.6				(19,559.6)	(100.0%)
<b>Total Capital Contribution</b>	<b>48,645.2</b>	<b>13,044.8</b>	<b>32,604.4</b>	<b>12,004.0</b>		<b>12,004.0</b>	<b>(20,600.4)</b>	<b>(63.2%)</b>
<b>Total Gross Expenditures</b>	<b>387,772.7</b>	<b>391,056.9</b>	<b>400,291.6</b>	<b>410,250.5</b>		<b>410,250.5</b>	<b>9,958.9</b>	<b>2.5%</b>
<b>Approved Positions**</b>	<b>1,132.3</b>	<b>1,144.3</b>	N/A	<b>1,156.3</b>		<b>1,156.3</b>	N/A	N/A

\* 2022 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

## KEY COST DRIVERS – FUNDING PRIORITIES

**Total 2023 Budget** expenditures of \$398.247 million gross (prior to capital contribution) reflecting an increase of \$30.559 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Inflationary increase to salary and benefit, collection, processing, and disposal contracts as well as related volume changes.
- Anticipated positions to be filled in 2023.
- Contribution to Fleet, Debt and Green Lane Reserve based on operational needs and to fund 10-year capital program.
- Above pressures are offset by collection and tipping rate increase and anticipated volume changes, increase in revenue from transition of Toronto's blue box program to Extended Producer Responsibility, and other operational savings.

The 2023 Operating Budget recommends a 3.0% rate increase.

## EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Solid Waste Management Services 2023 Operating Budget do not have any significant equity impacts.

## 2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Base Budget for Solid Waste Management Services of \$398.247 million in gross expenditures prior to contribution to capital is \$30.559 million or 8.3% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the base budget.

**Table 2: 2023 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Industry Stewardship Funding	20,694.0	26,823.4	27,324.3	27,236.5	14,667.7	(12,568.8)	(46.1%)
Service Rates and Fees	315,980.7	325,262.7	335,009.5	337,709.1	344,388.2	6,679.1	2.0%
Transfers From Capital	4,269.1	4,114.5	5,527.0	4,371.0	6,493.8	2,122.8	48.6%
Sundry and Other Revenues	12,945.0	24,212.0	16,002.6	23,781.4	37,446.5	13,665.1	57.5%
Inter-Divisional Recoveries	7,423.7	7,360.1	7,193.5	7,193.5	7,254.3	60.7	0.8%
<b>Total Revenues</b>	<b>361,312.5</b>	<b>387,772.7</b>	<b>391,056.9</b>	<b>400,291.6</b>	<b>410,250.5</b>	<b>9,958.9</b>	<b>2.5%</b>
Salaries and Benefits	96,773.5	97,374.7	101,123.6	99,894.1	108,268.1	8,373.9	8.4%
Materials and Supplies	6,425.1	7,005.3	9,209.6	8,713.1	10,271.4	1,558.3	17.9%
Equipment	159.4	398.3	243.6	243.6	254.5	10.9	4.5%
Service and Rent	138,961.7	138,785.0	164,519.8	157,515.5	161,842.2	4,326.8	2.7%
Contribution To Reserves/Reserve Funds	57,191.5	58,245.6	62,790.6	62,790.6	75,385.6	12,595.0	20.1%
Other Expenditures	4,480.9	4,159.3	4,524.5	4,268.1	4,632.7	364.7	8.5%
Inter-Divisional Charges	32,055.0	33,159.3	35,600.3	34,262.2	37,592.0	3,329.8	9.7%
<b>Total Gross Expenditures</b>	<b>336,047.1</b>	<b>339,127.5</b>	<b>378,012.1</b>	<b>367,687.2</b>	<b>398,246.5</b>	<b>30,559.4</b>	<b>8.3%</b>
Capital Contribution	18,166.7	17,052.2	13,044.8	13,044.8	12,004.0	(1,040.8)	(8.0%)
Surplus	7,098.7	31,593.0		19,559.6		(19,559.6)	(100.0%)
<b>Capital Contribution</b>	<b>25,265.5</b>	<b>48,645.2</b>	<b>13,044.8</b>	<b>32,604.4</b>	<b>12,004.0</b>	<b>(20,600.4)</b>	<b>(63.2%)</b>

\*Projection based on 9 Month Variance

## Key Revenue Changes

**Industry Stewardship Funding:** Decrease in Ontario Blue Box Stewardship Funding (half year due to transition to Extended Producer Responsibility as of July 1, 2022).

**Service Rates and Fees:** Higher revenues primarily from 3% rate increase and anticipated volume changes. The Operating Budget recommends the following user fee increases:

### Recommended 2023 and Proposed 2024 to 2032 User Fee Increase

Customer Type	2022 Approved	2023 Rec'd for Approval	Projected Rate Increases									
			2024	2025	2026	2027	2028	2029	2030	2031	2032	
Multi Residential	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Single Family & RUAC	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Commercial & Other	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

**Other Revenue Changes:** Higher revenue from renewable natural gas (RNG) from the new Disco facility coming online and transition of Toronto's blue box program to full cost recovery from Extended Producer Responsibility Starting on July 1, 2023 through to December 31, 2025, partially offset by lower Industry Stewardship funding as we move through this transition.

## Key Gross Expenditure Changes

**Salaries & Benefits:** Increase in salaries and benefits due to cost-of-living adjustments, increase in anticipated positions to be filled, and new 2023 positions.

**Materials and Supplies:** Include Consumer Price Index (CPI) inflationary increases on existing material contracts.

**Services and Rents:** Includes CPI inflationary increases on collection, processing, and disposal contracts as well as anticipated volume changes.

**Contributions to Reserve:** Increase in contribution to the Green Lane Reserve to fund 10-year capital, higher debt principal and interest costs and an increase in the Fleet Replacement Reserve based on operational demands.

**2024 & 2025 OUTLOOKS****Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
<b>Revenues</b>			
User Fee Rate Impact		10,473.8	10,507.7
Extended Producer Responsibility		(2,570.8)	599.4
Other Revenue Changes		5,132.5	(77.9)
<b>Total Revenues</b>	<b>410,250.5</b>	<b>13,035.5</b>	<b>11,029.2</b>
<b>Gross Expenditures</b>			
Salaries and Benefits		3,096.6	258.0
Inflationary Impacts		4,496.8	4,394.0
Extended Producer Responsibility		(17,555.5)	102.7
Contribution to Debt Reserve		7,158.2	(966.3)
Contribution to Fleet Vehicle Reserve		651.0	670.5
Contribution to Green Lane Landfill Reserve Fund		9,285.3	454.7
Other Expenditures		2,382.5	216.4
<b>Total Gross Expenditures</b>	<b>398,246.5</b>	<b>9,514.8</b>	<b>5,130.0</b>
<b>Capital Contribution</b>	<b>12,004.0</b>	<b>3,520.8</b>	<b>5,899.2</b>
<b>Approved Positions</b>	<b>1,156.3</b>	<b>(2.0)</b>	<b>0.0</b>

**Key drivers**

The 2024 Outlook with total gross expenditures of \$407.761 million reflects an anticipated \$9.515 million or 2.4 percent increase in gross expenditures above the 2023 Operating Budget; The 2025 Outlooks expects a further increase of \$5.130 million or 1.3 percent above 2024 gross expenditures.

These changes arise from the following:

Inflationary Impacts

- Increase in salaries and benefits due to cost-of-living adjustments.
- Increase in contracted services due to volume and CPI.

Growth

- Increase in contribution to the Green Lane Reserve, Debt and Fleet Reserve to fund 10-year capital plan.
- Offset by planned implementation of Extended Producer Responsibility savings beginning in July of 2023 and full year in 2024.

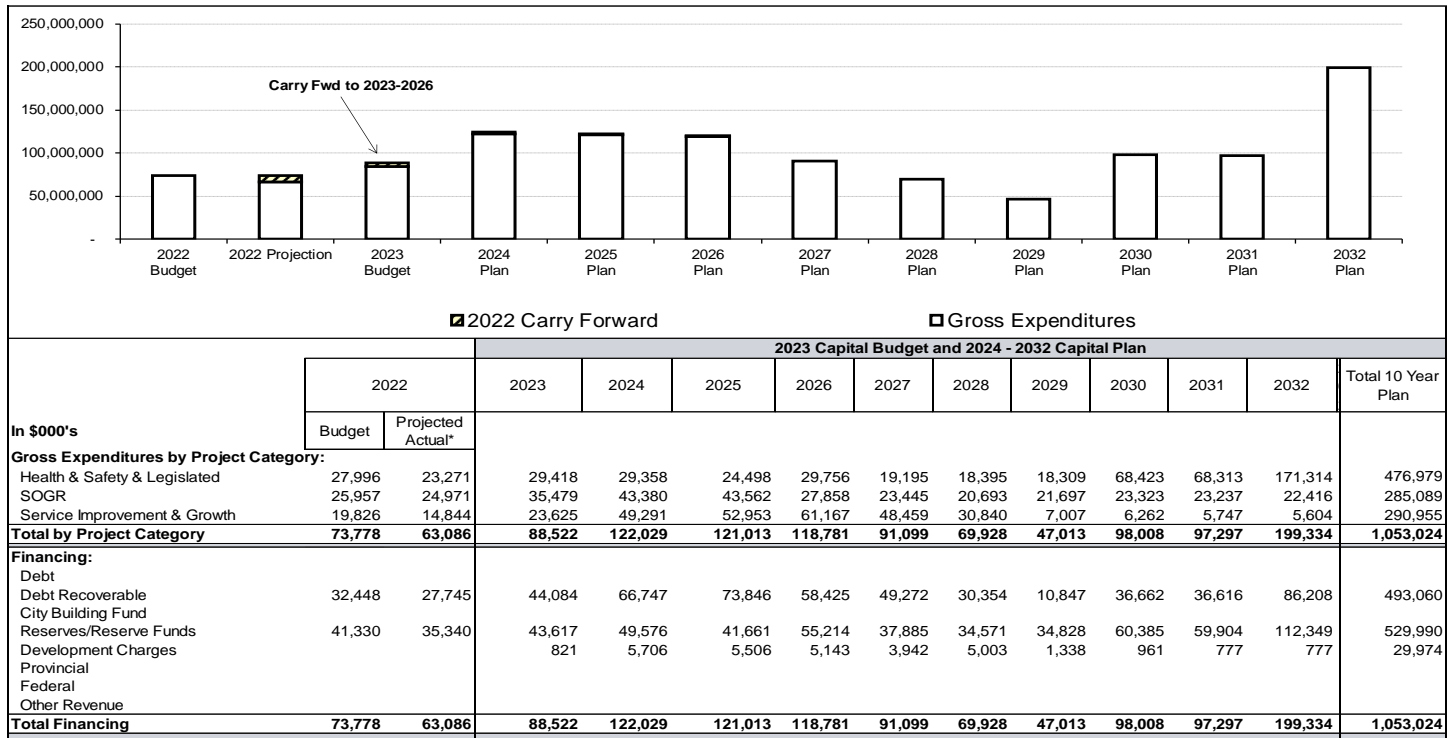
Revenue Changes

- Revenues to increase as a result of recommended 3% rate increase in 2024 and 2025.

**2023 – 2032  
CAPITAL BUDGET AND PLAN**

**2023 2032 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**  
(\$'000)



In \$'000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
	<b>Gross Expenditures by Project Category:</b>												
Health & Safety & Legislated	27,996	23,271	29,418	29,358	24,498	29,756	19,195	18,395	18,309	68,423	68,313	171,314	476,979
SOGR	25,957	24,971	35,479	43,380	43,562	27,858	23,445	20,693	21,697	23,323	23,237	22,416	285,089
Service Improvement & Growth	19,826	14,844	23,625	49,291	52,953	61,167	48,459	30,840	7,007	6,262	5,747	5,604	290,955
<b>Total by Project Category</b>	<b>73,778</b>	<b>63,086</b>	<b>88,522</b>	<b>122,029</b>	<b>121,013</b>	<b>118,781</b>	<b>91,099</b>	<b>69,928</b>	<b>47,013</b>	<b>98,008</b>	<b>97,297</b>	<b>199,334</b>	<b>1,053,024</b>
<b>Financing:</b>													
Debt													
Debt Recoverable	32,448	27,745	44,084	66,747	73,846	58,425	49,272	30,354	10,847	36,662	36,616	86,208	493,060
City Building Fund													
Reserves/Reserve Funds	41,330	35,340	43,617	49,576	41,661	55,214	37,885	34,571	34,828	60,385	59,904	112,349	529,990
Development Charges			821	5,706	5,506	5,143	3,942	5,003	1,338	961	777	777	29,974
Provincial													
Federal													
Other Revenue													
<b>Total Financing</b>	<b>73,778</b>	<b>63,086</b>	<b>88,522</b>	<b>122,029</b>	<b>121,013</b>	<b>118,781</b>	<b>91,099</b>	<b>69,928</b>	<b>47,013</b>	<b>98,008</b>	<b>97,297</b>	<b>199,334</b>	<b>1,053,024</b>

\*2022 Projections are based on Q3 2022 variance

Changes to Existing Projects (\$55.302 Million)	New & Major Projects	Capital Needs Constraints
<p>The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):</p> <ul style="list-style-type: none"> <li>Increase of \$22.055 million for Transfer Station Asset Management, \$9.126 million for Dufferin Waste Facility Site Improvement, \$8.852 million for Green Lane Landfill Development, \$6.380 million for Organics Processing Facility Asset Management, and \$6.165 million for 3<sup>rd</sup> Organics Processing Facility.</li> <li>Net Increase of \$2.722 million for multiple projects to reflect updated cost estimates, scope, and project schedules.</li> </ul>	<p>The 2023-2032 Capital Budget and Plan includes no new projects.</p> <p>The top three projects (by dollar value) total \$569.889 million and comprise 54% of the \$1,053.024 million 10-Year Capital Budget &amp; Plan (2023 to 2032):</p> <ul style="list-style-type: none"> <li>Residual Waste Disposal (\$258.700 million);</li> <li>Transfer Station Asset Management (\$164.785 million); and</li> <li>Green Lane Landfill Development (\$146.404 million).</li> </ul>	<p>The 2023-2032 Capital Budget and Plan is based on Solid Waste Management Services' capacity to deliver.</p> <p>Solid Waste Management Services does not have any unmet needs over the 10-year planning horizon.</p>






**Note:**

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.



**2023 – 2032 CAPITAL BUDGET AND PLAN**

**\$1,053 Million 10-Year Gross Capital Program**

				
<b>Maintaining Infrastructure</b>	<b>Landfill Development &amp; Management</b>	<b>Long Term Waste Management Strategy</b>	<b>Organics Processing Facilities</b>	<b>Biogas/Landfill Gas Utilization</b>
<b>\$360.5M</b> <b>34%</b>	<b>\$477.0M</b> <b>45%</b>	<b>\$26.6M</b> <b>3%</b>	<b>\$135.3M</b> <b>13%</b>	<b>\$53.6M</b> <b>5%</b>
Transfer Station Asset Management Collection Yard Asset Management Diversion Facilities Asset Management <input checked="" type="checkbox"/> Dufferin Waste Facility Site Improvements Fleet Technology Enhancements	Green Lane Landfill Landfill Capacity Development Perpetual Care of Closed Landfills	Long Term Waste Management Strategy	<input checked="" type="checkbox"/> Dufferin SSO Facility <input checked="" type="checkbox"/> 3 <sup>rd</sup> Organics Processing Facility	<input checked="" type="checkbox"/> Biogas Utilization <input checked="" type="checkbox"/> Landfill Gas Utilization <input checked="" type="checkbox"/> Renewable Natural Gas

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

\*Information above includes full project / sub-project 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately.

- Cost escalation due to local and global economic circumstances of high rates of inflation resulted in inflationary adjustments (\$35.764 million).
- Landfill capacity development and energy from waste project cost moving into the 10-year planning period (\$150.000 million).
- Increased cost to maintain existing infrastructures and facilities in state of good repairs (\$16.742 million).
- Higher cost of capital plan requiring higher reserve contributions and debt borrowing cost, putting pressures on future rate increases.

**Capital Investments for the period 2033 to 2042 is \$850.000 million**

The major capital investments required beyond the 10-Year Capital Plan (2032-2042) aligns to the implementation of longer-term disposal options including completion of Energy from Waste (\$600 million) as well as a new future Mixed Waste Processing facility (\$250 million).

### How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
<b>\$1.053B</b> <b>100%</b>		<b>\$0.0B</b> <b>0%</b>	<b>\$0.0B</b> <b>0%</b>
Recoverable Debt	\$493M		
Reserve Draws	\$530M		
Development Charges*	\$30M		

\* Bill 23 impacts City's ability to recover the costs associated with growth-related infrastructure projects and to support complete higher density communities across Toronto. Adjustments to Development Charges revenue forecast resulting in negative reserve balances are reflected in [Appendix 10](#).

### 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 Solid Waste Management Services for State of Good Repair projects is deemed appropriate to maintain the assets in a steady state of good repair.

### OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2023 Capital Budget will impact the 2023 Operating Budget by a total of \$0.125 million net arising from completing the Solid Waste Management Services IT Initiatives, as shown in Table 4 below.

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

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
GREEN LANE LANDFILL GAS UTILIZATION									10,000.0		10,000.0		20,000.0	
DUFFERIN WASTE FACILITY SITE IMPROVEMENT									1,000.0		1,000.0		1,000.0	
SWM IT APPLICATION INITIATIVES	125.0				214.5		450.0		238.8		1,028.3		1,028.3	
<b>Sub-Total: Previously Approved</b>	<b>125.0</b>				<b>214.5</b>		<b>450.0</b>		<b>11,238.8</b>		<b>12,028.3</b>		<b>22,028.3</b>	
<b>Total (Net)</b>	<b>125.0</b>				<b>214.5</b>		<b>450.0</b>		<b>11,238.8</b>		<b>12,028.3</b>		<b>22,028.3</b>	

Previously Approved projects:

- Solid Waste IT Initiatives is for SWMS Operational Solutions Delivery Phase-1 in the amount of \$0.125 million starting in 2023.
- Green Lane Landfill Gas Utilization is expected to be completed in 2027 and will result in estimated annual operational cost of \$10.000 million.
- Dufferin Waste Facility Site Improvement is expected to be completed in 2026 and will result in estimated annual operational cost of \$1.000 million commencing in 2027.
- 3rd Organic Processing Facility or third Anaerobic Digester "3rd AD" is expected to be operational in 2028 and will result in estimated operational cost of \$12.000 million. The cost to use external providers will decrease and is anticipated to fully offset the \$12.000 million increase in internal operating costs.

# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

In \$ Thousands					
COVID-19 Impacts	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
<b>Revenue Loss</b>					
<b>Sub-Total</b>					
<b>Expenditure Increase</b>					
Salaries & Benefits		18.0			
Health & Safety Supplies (PPEs)		62.9			
Fleet Charges		3.8			
Additional pickups for LTC Homes		95.4			
Anti-Covid Mandate Protest		83.5			
<b>Sub-Total</b>		<b>263.5</b>			
<b>Total COVID-19 Impact</b>		<b>263.5</b>			

\* 2022 Projection based on 9-month variance.

## **Appendix 2**

### **2023 Affordability Measures**

**N/A**

## **Appendix 3**

### **Summary of 2023 Service Changes**

**N/A**

## **Appendix 4**

### **Summary of 2023 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

### **Summary of 2023 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## Appendix 6

### 2023 Capital Budget and 2024 - 2032 Capital Plan Including Carry Forward Funding

(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
BIOGAS UTILIZATION PROJECTS <input checked="" type="checkbox"/>	48	47	21								116			116
COLLECTION YARD ASSET MANAGEMENT	2,317	621	489	1,135	1,106	1,206	1,640	3,215	3,547	3,804	19,080		19,071	9
DIVERSION FACILITIES ASSET MANAGEMENT	12	6									18		18	
DIVERSION SYSTEMS	3,520	3,490	3,490	3,490	3,490	3,491	3,485	3,485	3,485	3,485	34,911			34,911
DUFFERIN SSO FACILITY <input checked="" type="checkbox"/>	223	11									234			234
DUFFERIN WASTE FACILITY SITE IMPROVEMENT <input checked="" type="checkbox"/>	5,404	18,330	20,165	5,010	50						48,959		48,959	
ENGINEERING PLANNING STUDIES	938	542	505	512	360	437	1,300	912	561	398	6,465			6,465
FLEET TECHNOLOGY ENHANCEMENTS	697	700	300	300	300	300	300	300	300	300	3,797			3,797
GREEN LANE LANDFILL	18,834	16,270	13,948	19,952	12,400	12,400	12,400	12,400	12,400	15,400	146,404	146,404		
IT CORPORATE INITIATIVES	368										368			368
LANDFILL CAPACITY DEV/ENERGY FROM WASTE	1,200	2,500	2,500	2,500				50,000	50,000	150,000	258,700	258,700		
LANDFILL GAS UTILIZATION <input checked="" type="checkbox"/>	28	4,373	11,630	21,424	15,184						52,639			52,639
LONG TERM WASTE MANAGEMENT STRATEGY	8,600	6,317	5,468	4,340	550	550	550	173			26,548			26,548
NEW FLEET	236	916									1,152		1,152	
ORGANICS PROCESSING FACILITY <input checked="" type="checkbox"/>	821	28,527	27,528	25,711	26,282	25,013	303	303	292	292	135,072			135,072
ORGANICS PROCESSING FACILITY ASSET MGMT <input checked="" type="checkbox"/>	4,043	4,374	9,115	5,944	5,649	4,902	4,382	5,424	3,448	2,460	49,741		49,741	
PERPETUAL CARE OF LANDFILLS	9,384	10,588	8,050	7,304	6,795	5,995	5,909	6,023	5,913	5,914	71,875	71,875		
RENEWABLE NATURAL GAS <input checked="" type="checkbox"/>	345	546									891		891	
SWM IT APPLICATION INITIATIVES	8,294	5,234	3,936	5,315	2,218	974	994	1,014	1,034	1,054	30,067			30,067
TRANSFER STATION ASSET MANAGEMENT	23,131	18,587	13,793	15,769	16,640	14,585	15,675	14,684	16,242	16,152	165,258		165,258	
TWO-WAY RADIO REPLACEMENT	79	50	75	75	75	75	75	75	75	75	729			729
<b>Total Expenditures (including carry forward from 2022)</b>	<b>88,522</b>	<b>122,029</b>	<b>121,013</b>	<b>118,781</b>	<b>91,099</b>	<b>69,928</b>	<b>47,013</b>	<b>98,008</b>	<b>97,297</b>	<b>199,334</b>	<b>1,053,024</b>	<b>476,979</b>	<b>285,089</b>	<b>290,955</b>

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

\*Information above includes full project / sub-project 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately.

### Appendix 6a

#### 2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
BIOGAS UTILIZATION PROJECTS	48	47	21								116	673	(557)	
COLLECTION YARD ASSET MANAGEMENT	2,317	621	489	1,135	1,106						5,668	6,229	(561)	
DISCO SSO FACILITY												63	(63)	
DIVERSION FACILITIES ASSET MANAGEMENT	12	6									18	76	(58)	
DIVERSION SYSTEMS	3,520	3,490	3,490	3,490	3,490	3,091	3,025	3,000	3,000		29,596	29,576	20	
DUFFERIN SSO FACILITY	223	11									234	2,438	(2,204)	
DUFFERIN WASTE FACILITY SITE IMPROVEMENT	5,404	18,330	20,165	5,010	50						48,959	39,832	9,127	
ENGINEERING PLANNING STUDIES	938	542	505	512	360						2,857	2,647	210	
FLEET TECHNOLOGY ENHANCEMENTS	697	700	300	300	300	300	300	300	300		3,497	3,497		
GREEN LANE LANDFILL	18,834	16,270	13,948	19,952	12,400						81,404	108,554	25,489	
IT CORPORATE INITIATIVES	368										368	368		
LANDFILL CAPACITY DEV/ENERGY FROM WASTE	1,200										1,200	1,200		
LANDFILL GAS UTILIZATION	28	4,373	11,630	21,424	15,184						52,639			
LONG TERM WASTE MANAGEMENT STRATEGY	8,600	6,317	5,468	4,340	550	550	550	173			26,548	26,547	1	
NEW FLEET	236	916									1,152		1,152	
ORGANICS PROCESSING FACILITY	821	28,527	27,528	25,711	26,282	25,013	303	303	292	292	135,072	128,615	6,457	
ORGANICS PROCESSING FACILITY ASSET MGMT	4,043	4,374	9,115	5,944	5,649						29,125	28,101	1,024	
PERPETUAL CARE OF LANDFILLS	9,384	10,588	8,050	7,304							35,326	40,888	(5,562)	
RENEWABLE NATURAL GAS	345	546									891	800	91	
SWM IT APPLICATION INITIATIVES	8,294	5,234	3,936	5,115	2,218	974	994	1,014	1,034	1,054	29,867	26,253	2,277	
TRANSFER STATION ASSET MANAGEMENT	23,131	18,587	13,793	15,769	16,640	14,585	15,675	14,684	16,242	16,152	165,258	128,205	38,390	
TWO-WAY RADIO REPLACEMENT	79	50	75	75							279	279		
<b>Total Expenditures (including carry forward from 2022)</b>	<b>88,522</b>	<b>119,529</b>	<b>118,513</b>	<b>116,081</b>	<b>84,229</b>	<b>44,513</b>	<b>20,847</b>	<b>19,474</b>	<b>20,868</b>	<b>17,498</b>	<b>650,074</b>	<b>574,841</b>	<b>75,233</b>	

## Appendix 6b

### 2024 - 2032 Capital Plan

(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
COLLECTION YARD ASSET MANAGEMENT					1,206	1,640	3,215	3,547	3,804	13,412		13,412	
DIVERSION SYSTEMS					400	460	485	485	3,485	5,315			5,315
ENGINEERING PLANNING STUDIES					437	1,300	912	561	398	3,608			3,608
FLEET TECHNOLOGY ENHANCEMENTS									300	300			300
GREEN LANE LANDFILL					12,400	12,400	12,400	12,400	15,400	65,000	65,000		
LANDFILL CAPACITY DEV/ENERGY FROM WASTE	2,500	2,500	2,500				50,000	50,000	150,000	257,500	257,500		
ORGANICS PROCESSING FACILITY ASSET MGMT					4,902	4,382	5,424	3,448	2,460	20,616		20,616	
PERPETUAL CARE OF CLOSED LANDFILLS				6,795	5,995	5,909	6,023	5,913	5,914	36,549	36,549		
SWM IT APPLICATION INITIATIVES			200							200			200
TWO-WAY RADIO REPLACEMENT				75	75	75	75	75	75	450			450
<b>Total Expenditures</b>	<b>2,500</b>	<b>2,500</b>	<b>2,700</b>	<b>6,870</b>	<b>25,415</b>	<b>26,166</b>	<b>78,534</b>	<b>76,429</b>	<b>181,836</b>	<b>402,950</b>	<b>359,049</b>	<b>34,028</b>	<b>9,873</b>



## Appendix 7

### Reporting on Major Capital Projects: Status Update (In \$000's)

Division/Project name	2022 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
<b>SOLID WASTE MANAGEMENT SERVICES</b>											
<b>GREEN LANE LANDFILL</b>	17,813	8,372	15,874	197,422	126,888	On Track	Prior to 2010	Dec-26	Dec-26	Ⓢ	Ⓢ
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; and buffer land acquisition.										
Explanation for Delay:	Status: On Track										
<b>TRANSFER STATION ASSET MANAGEMENT</b>	20,257	7,222	19,998	204,496	61,853	On Track	Prior to 2010	Dec-31	Dec-31	Ⓢ	Ⓢ
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.										
Explanation for Delay:	Status: On Track. Projected overspending is due to certain projects progressing faster than originally anticipated and higher procurement award values than initially planned.										
<b>PERPETUAL CARE OF CLOSED LANDFILLS</b>	9,683	5,036	7,232	101,243	49,139	On Track	Prior to 2010	Dec-30	Dec-30	Ⓢ	Ⓢ
Comments:	Legislated project for the perpetual care of closed landfills.										
Explanation for Delay:	Status: On Track										

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

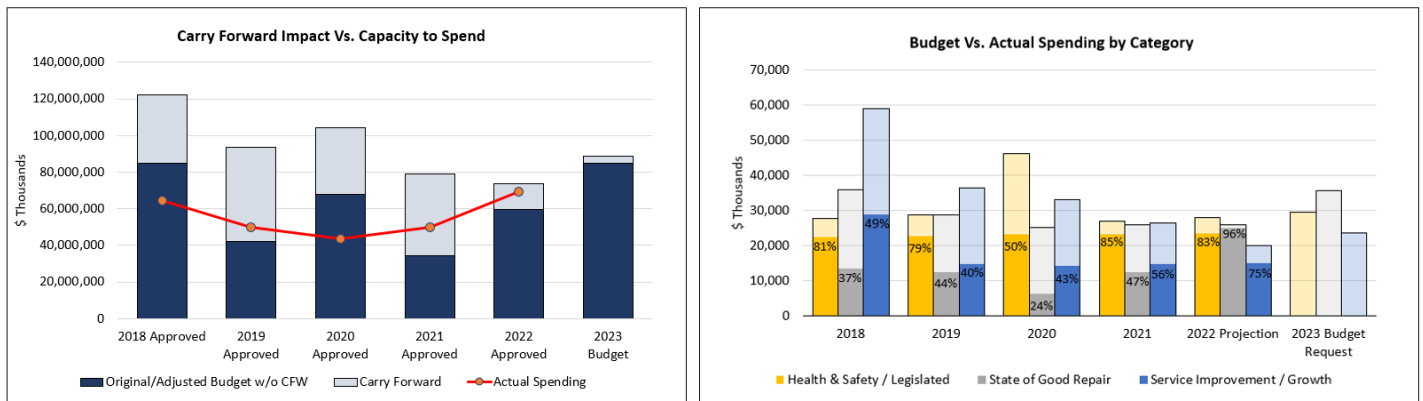
## Appendix 8

### Capacity to Spend Review

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

**Chart 2 – Capacity to Spend**



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

In 2023, Solid Waste Management plans to award \$88.522 million in capital spending on the following high priority projects:

- Green Lane Landfill development (\$18.834 million).
- Perpetual Care of Closed Landfills and Landfill Capacity Development/Energy from waste (\$10.584 million).
- Growth related projects including Dufferin SSO Facility and the 3rd Organics Processing Facility (\$1.044 million).
- Service Improvement projects in Long Term Waste Strategy, IT, Fleet Technology Enhancements, and various engineering planning studies (\$22.581 million).
- Various State of Good Repair projects in Transfer Stations, Collection Yards and Organic Processing Facility (\$35.479 million).

Based on the review of historical capital spending constraints and a capacity to spend review, \$3.888 million in capital spending originally cash flowed in 2022 has been deferred to 2023, with an additional \$3.160 million deferred to 2024-2026.

Key adjustments to the Capital Plan are noted below:

- 3rd Organics Processing Facility project 2023 cash flow has been deferred by \$1.233 million and is scheduled to be completed by 2028.
- Dufferin Waste Facility Site Improvement 2023 cash flow has been deferred by \$1.110 million and is scheduled to be completed by 2026.
- Landfill Gas Utilization project 2023 cash flow has been deferred by \$1.162 million with planned completion date in 2027.
- Long Term Waste Management Strategy project 2023 cash flow have been deferred by \$1.800 million to reflect updated project timeline.
- Organic Processing Facility Asset Management and Collection Yard Asset Management 2023 cash flows have been deferred by \$3.098 million to reflect updated project delivery schedule.

The above 2023 cash flow deferrals are offset by an increase to 2023 cash flow in the following projects:

- Green Lane Landfill Development project 2023 cash flow increased by \$6.434 million to provide additional funding to address scope change and inflation impact.
- Transfer Station Asset Management 2023 cash flow increased by \$1.802 million for cost escalation mainly due to inflation.

## Appendix 9

### Summary of Capital Needs Constraints

(In \$ Millions)

**N/A**

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds 2023 Operating Budget

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	(Withdrawals) / Contributions		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		51,446	20,682	28,793
<i>Vehicle Reserve</i>	<b>XQ1014</b>			
Withdrawals (-)				
Capital		(52,464)	(14,240)	(46,104)
Contributions (+)				
<i>Operating</i>		21,700	22,351	23,022
<b>Balance at Year-end</b>		<b>20,682</b>	<b>28,793</b>	<b>5,710</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	(Withdrawals) / Contributions		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		57,291	38,493	20,074
<i>Insurance Reserve</i>	<b>XR1010</b>			
Withdrawals (-)				
Capital		(583)		
Operating		(87,556)	(88,941)	(90,308)
Total Withdrawals		(88,139)	(88,941)	(90,308)
Contributions (+)				
Operating		2,051	2,051	2,051
Capital		66,366	67,906	69,511
<b>Total Contributions</b>		<b>68,416</b>	<b>69,957</b>	<b>71,561</b>
Interest Income		925	566	209
<b>Balance at Year-end</b>		<b>38,493</b>	<b>20,074</b>	<b>1,536</b>

## Appendix 10 (cont.)

## Inflows and Outflows to/from Reserves and Reserve Funds

2023 – 2032 Capital Budget and Plan

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	(Withdrawals) / Contributions										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
Waste Management Reserve Fund XR1404	Beginning Balance	96,122	98,540	83,776	77,539	65,891	65,280	76,627	88,127	90,247	88,235	
	<i>Withdrawals (-)</i>											
	Operating											-
	Capital - SWM	(23,620)	(24,079)	(20,274)	(26,299)	(20,544)	(16,679)	(16,450)	(36,874)	(41,665)	(81,146)	(307,631)
	Capital - Other Programs	(7,406)	(7,970)	(8,944)	(5,606)	(5,606)	(5,713)	(5,987)	(366)	-	-	(47,598)
	<b>Total Withdrawals</b>	<b>(31,026)</b>	<b>(32,049)</b>	<b>(29,218)</b>	<b>(31,904)</b>	<b>(26,149)</b>	<b>(22,392)</b>	<b>(22,438)</b>	<b>(37,240)</b>	<b>(41,665)</b>	<b>(81,146)</b>	<b>(355,228)</b>
	<i>Contributions (+)</i>											
	Operating	31,564	15,525	21,424	18,872	24,271	32,369	32,347	37,638	37,930	45,066	297,005
	Capital											
	<b>Total Contributions</b>	<b>31,564</b>	<b>15,525</b>	<b>21,424</b>	<b>18,872</b>	<b>24,271</b>	<b>32,369</b>	<b>32,347</b>	<b>37,638</b>	<b>37,930</b>	<b>45,066</b>	<b>297,005</b>
Interest Income	1,880	1,760	1,558	1,385	1,267	1,370	1,591	1,722	1,723	1,369	15,625	
<b>Balance at Year-End</b>	<b>98,540</b>	<b>83,776</b>	<b>77,539</b>	<b>65,891</b>	<b>65,280</b>	<b>76,627</b>	<b>88,127</b>	<b>90,247</b>	<b>88,235</b>	<b>53,524</b>		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	(Withdrawals) / Contributions										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
Green Lane Landfill XR1408	Beginning Balance	490	1,415	1,442	1,471	1,499	1,528	1,558	1,589	1,620	1,651	
	<i>Withdrawals (-)</i>											
	Operating											-
	Capital	(3,766)	(13,959)	(14,411)	(18,752)	(13,910)	(12,400)	(12,399)	(12,400)	(12,401)	(14,800)	(129,199)
	<b>Total Withdrawals</b>	<b>(3,766)</b>	<b>(13,959)</b>	<b>(14,411)</b>	<b>(18,752)</b>	<b>(13,910)</b>	<b>(12,400)</b>	<b>(12,399)</b>	<b>(12,400)</b>	<b>(12,401)</b>	<b>(14,800)</b>	<b>(129,199)</b>
	<i>Contributions (+)</i>											
	Operating	4,672	13,958	14,412	18,751	13,910	12,400	12,400	12,400	12,400	14,800	130,104
	Capital											
	<b>Total Contributions</b>	<b>4,672</b>	<b>13,958</b>	<b>14,412</b>	<b>18,751</b>	<b>13,910</b>	<b>12,400</b>	<b>12,400</b>	<b>12,400</b>	<b>12,400</b>	<b>14,800</b>	<b>130,104</b>
	Interest Income	18	28	28	29	29	30	30	31	32	32	287
<b>Balance at Year-End</b>	<b>1,415</b>	<b>1,442</b>	<b>1,471</b>	<b>1,499</b>	<b>1,528</b>	<b>1,558</b>	<b>1,589</b>	<b>1,620</b>	<b>1,651</b>	<b>1,683</b>		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	(Withdrawals) / Contributions										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
Perpetual Care of Landfill Reserve Fund XR1013	Beginning Balance	20,257	19,423	15,706	13,723	12,816	12,454	12,833	13,451	14,007	14,639	
	<i>Withdrawals (-)</i>											
	Operating											-
	Capital	(7,507)	(10,347)	(8,558)	(7,453)	(6,897)	(6,155)	(5,926)	(6,000)	(5,935)	(5,914)	(70,692)
	<b>Total Withdrawals</b>	<b>(7,507)</b>	<b>(10,347)</b>	<b>(8,558)</b>	<b>(7,453)</b>	<b>(6,897)</b>	<b>(6,155)</b>	<b>(5,926)</b>	<b>(6,000)</b>	<b>(5,935)</b>	<b>(5,914)</b>	<b>(70,692)</b>
	<i>Contributions (+)</i>											
	Operating	6,290	6,290	6,290	6,290	6,290	6,290	6,290	6,290	6,290	6,290	62,904
	Capital											
	<b>Total Contributions</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>62,904</b>
	Interest Income	383	339	284	256	244	244	254	265	277	289	2,836
<b>Balance at Year-End</b>	<b>19,423</b>	<b>15,706</b>	<b>13,723</b>	<b>12,816</b>	<b>12,454</b>	<b>12,833</b>	<b>13,451</b>	<b>14,007</b>	<b>14,639</b>	<b>15,304</b>		

### Appendix 10 (cont.)

#### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2023 – 2032 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	(Withdrawals) / Contributions										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
Debt Reserve XR1412	Beginning Balance	27,485	27,393	29,000	25,414	22,929	20,410	17,855	15,264	12,637	9,972	
	<i>Withdrawals (-)</i>											
	<i>Operating</i>											-
	<i>Capital</i>	(40,346)	(45,805)	(50,018)	(51,155)	(56,303)	(53,621)	(58,682)	(58,984)	(64,201)	(60,346)	(539,461)
	<b>Total Withdrawals</b>	<b>(40,346)</b>	<b>(45,805)</b>	<b>(50,018)</b>	<b>(51,155)</b>	<b>(56,303)</b>	<b>(53,621)</b>	<b>(58,682)</b>	<b>(58,984)</b>	<b>(64,201)</b>	<b>(60,346)</b>	<b>(539,461)</b>
	<i>Contributions (+)</i>											
	<i>Operating</i>	39,725	46,867	45,907	48,203	53,365	50,696	55,771	56,088	61,318	57,477	515,417
	<i>Capital</i>											
	<b>Total Contributions</b>	<b>39,725</b>	<b>46,867</b>	<b>45,907</b>	<b>48,203</b>	<b>53,365</b>	<b>50,696</b>	<b>55,771</b>	<b>56,088</b>	<b>61,318</b>	<b>57,477</b>	<b>515,417</b>
	<i>Interest Income</i>	530	545	525	467	418	369	320	269	218	166	3,829
<b>Balance at Year-End</b>	<b>27,393</b>	<b>29,000</b>	<b>25,414</b>	<b>22,929</b>	<b>20,410</b>	<b>17,855</b>	<b>15,264</b>	<b>12,637</b>	<b>9,972</b>	<b>7,270</b>		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	(Withdrawals) / Contributions										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
Waste Diversion Development Charges Reserve Fund XR2128	Beginning Balance	-	1,583	(96)	(1,436)	(2,304)	(1,915)	(2,517)	267	2,971	5,986	
	<i>Withdrawals (-)</i>											
	<i>Operating</i>											-
	<i>Capital</i>	(821)	(5,706)	(5,506)	(5,143)	(3,942)	(5,003)	(1,338)	(961)	(777)	(777)	(29,974)
	<b>Total Withdrawals</b>	<b>(821)</b>	<b>(5,706)</b>	<b>(5,506)</b>	<b>(5,143)</b>	<b>(3,942)</b>	<b>(5,003)</b>	<b>(1,338)</b>	<b>(961)</b>	<b>(777)</b>	<b>(777)</b>	<b>(29,974)</b>
	<i>Contributions (+)</i>											
	<i>Operating</i>	2,389	4,027	4,166	4,275	4,331	4,401	4,143	3,634	3,706	3,777	38,849
	<i>Capital</i>											
	<b>Total Contributions</b>	<b>2,389</b>	<b>4,027</b>	<b>4,166</b>	<b>4,275</b>	<b>4,331</b>	<b>4,401</b>	<b>4,143</b>	<b>3,634</b>	<b>3,706</b>	<b>3,777</b>	<b>38,849</b>
	<i>Interest Income</i>	15	-	-	-	-	-	(22)	31	86	146	257
<b>Balance at Year-End</b>	<b>1,583</b>	<b>(96)</b>	<b>(1,436)</b>	<b>(2,304)</b>	<b>(1,915)</b>	<b>(2,517)</b>	<b>267</b>	<b>2,971</b>	<b>5,986</b>	<b>9,132</b>		

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	(Withdrawals) / Contributions										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
Green Lane Perpetual Care Reserve Fund XR1409	Beginning Balance	8,369	9,489	10,647	11,820	13,035	14,377	17,679	22,061	27,214	33,480	
	<i>Withdrawals (-)</i>											
	<i>Operating</i>											-
	<i>Capital</i>											-
	<b>Total Withdrawals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<i>Contributions (+)</i>											
	<i>Operating</i>	948	963	957	975	1,077	2,993	3,998	4,678	5,680	6,756	29,023
	<i>Capital</i>											
	<b>Total Contributions</b>	<b>948</b>	<b>963</b>	<b>957</b>	<b>975</b>	<b>1,077</b>	<b>2,993</b>	<b>3,998</b>	<b>4,678</b>	<b>5,680</b>	<b>6,756</b>	<b>29,023</b>
	<i>Interest Income</i>	172	194	217	240	265	310	384	476	586	719	3,562
<b>Balance at Year-End</b>	<b>9,489</b>	<b>10,647</b>	<b>11,820</b>	<b>13,035</b>	<b>14,377</b>	<b>17,679</b>	<b>22,061</b>	<b>27,214</b>	<b>33,480</b>	<b>40,955</b>		

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

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

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

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

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

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

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

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

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

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

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

**Tax Supported Budget:** Budget funded by property taxes.

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