

2024 Budget Notes

Solid Waste Management Services

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Description

Solid Waste Management Services (SWMS) manages close to 900,000 tonnes (almost two billion pounds) of waste each year. This includes the collection, transport and disposal of municipal and other private sector garbage, recyclables, organics, electronic waste, household hazardous waste, yard waste and organic waste processing.

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 provides waste collection services to single-family homes, multi-residential buildings, small businesses, 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.

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What Service We Provide

City Beautification

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

How Much Resources (gross 2024 operating budget): \$46.783 million

Residual Management

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

How Much Resources (gross 2024 operating budget): \$69.879 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 2024 operating budget): \$148.838 million

Solid Waste Education & Enforcement

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

How Much Resources (gross 2024 operating budget): \$8.823 million

Solid Waste Processing & Transport

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

How Much Resources (gross 2024 operating budget): \$134.731 million

Budget at a Glance

2024 OPERATING BUDGET

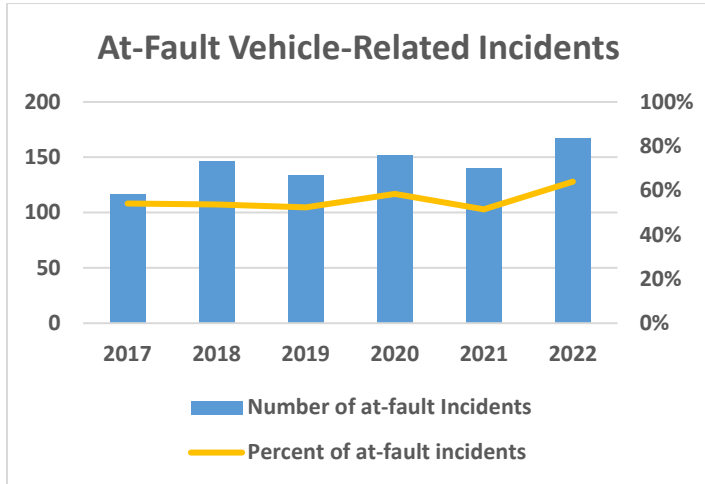
\$Million	2024	2025	2026
Revenues	\$424.579	\$439.999	\$460.528
Gross Expenditures	\$409.054	\$421.943	\$438.205
Capital Contribution	\$15.525	\$18.055	\$22.323
Approved Positions	1,187.3	1,185.6	1,178.6

2024 - 2033 10-YEAR CAPITAL PLAN

\$Million	2024	2025-2033	Total
Gross Expenditures	\$95.818	\$1,273.745	\$1,369.563
Recoverable Debt	\$27.627	\$764.958	\$792.585

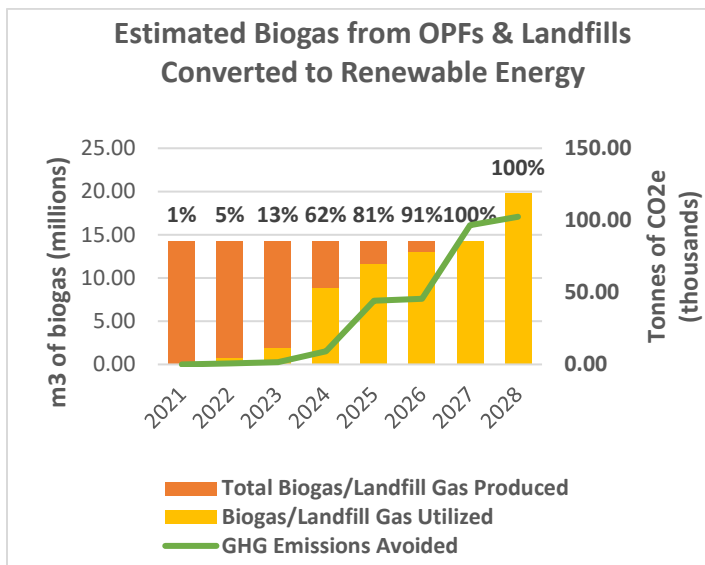
Note: Includes 2023 carry forward funding

How Well We Are Doing – Behind the Numbers

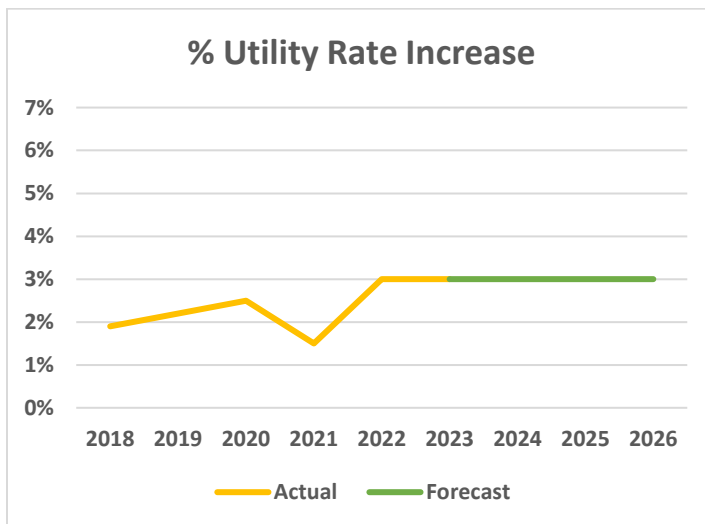


Solid Waste Management Services continues to invest in staff, equipment, and facilities to ensure staff and the public are safe on the road. These investments include:

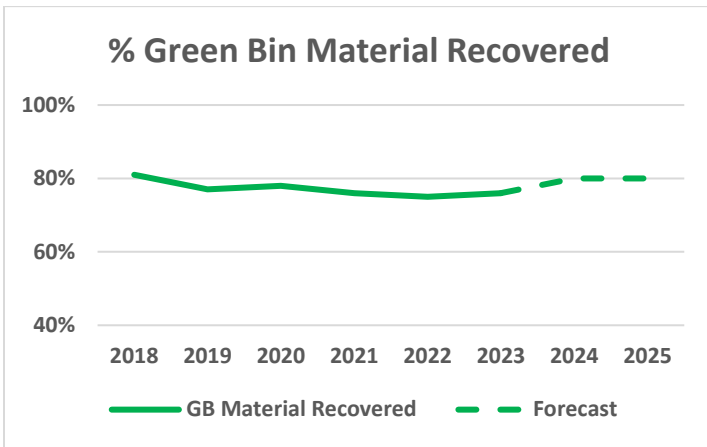
- Continued investment to outfit vehicles with safety equipment that supports Vision Zero.
- 325 new staff trained at the Keele Valley Training Centre since it opened in mid-2020.
- Approximately 400 staff attended Drive for Life, a simulation-based training with the objective of improving driver responses. Training has been enhanced to meet the specific needs and challenges of the City’s Solid Waste Management Services drivers.



- Solid Waste Management Services’ renewable energy trajectory includes using biogas from organics processing facilities (OPFs) and landfill gas from the City’s landfills.
- Production of renewable natural gas (RNG) at the Dufferin OPF began in 2021, and production of RNG at the Disco Road OPF is expected to begin in early 2024.
- Work to increase the City’s organics processing capacity will also create opportunities for additional production of RNG estimated to begin in 2028.
- The City has also identified RNG production opportunities at its Green Lane Landfill and is also exploring potential landfill gas utilization at its closed Keele Valley Landfill.



- To ensure sufficient balances in Reserves and mitigate financial impacts of high inflation, 2024 reflects a 3.0% rate increase, which is forecasted to continue year over year. This is in alignment with the planned increases brought forward in the 10-year rate forecast.
- Extended Producer Responsibility (EPR) has provided cost-recovery for Blue Bin recycling, helping to stabilize the rate.
- Solid Waste Management Services will assess the projected future annual rates and increases on an annual basis to ensure that service levels and funding for the 10-year Capital Budget and Plan are able to be sustained.



- Solid Waste Management Services continues to promote the use of the Green Bin and communicate the importance of proper waste sorting practices through campaigns, education, and outreach.
- In 2023, the City ran a comprehensive public education campaign about the benefits of the Green Bin and the negative impacts of putting organics in the garbage.
- Green Bins continue to be offered in parks with dog off-leash areas across the city.

How Well We Are Doing

Outcome	Outcome Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
Torontonians live in a city where waste is collected in a timely, safe, reliable, and efficient manner.	# of at fault vehicle-related incidents	140	167	N/A	170	●	N/A	N/A
	% of at fault vehicle-related incidents	51%	64%		64%			
	# of service requests	167,738	161,600	150,000	150,000	●	160,000	160,000
	% of service requests resolved within service standard	86%	89%	90%	90%		90%	90%
Torontonians live in a city where waste is managed in an innovative, environmentally and fiscally sustainable manner.	% of biogas captured and turned into RNG versus flared	0.6%	5%	13%	13%	●	62%	81%
	% utility rate increase	1.5%	3.0%	3.0%	3.0%	●	3.0%	3.0%
	% of green bin material recovered	76%	75%	80%	76%	●	80%	80%

2023 Projection to 2023 Target Comparison

● **80% and above (MET TARGET)** ● **70 - 79% (LOW RISK)** ● **69% and Under (REQUIRES ATTENTION)**

Note: metrics related to blue bin material are no longer being reported as the responsibility for recycling has shifted from municipalities to producers of printed paper and packaging.

Service	Service Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Service Level Measures								
City Beautification	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
	% reliability rate litter bin was collected and not overflowing	N/A	99.91%	99.93%	99.93%	●	99.93%	99.93%
Residual Management	Compliance with Certificate of Approval for Green Lane Landfill Site and Closed Landfills	100%	100%	100%	100%	●	100%	100%
Collection and transfer	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%	99.97%	99.97%	99.97%	●	99.97%	99.97%
Education	Community Environment Days	14 at Drop-off Depots across the City	51 Events (7 Events at Drop-off Depots and 44 Ward Events)	Up to 58 per year (7 at Drop-off Depots and 2 per Ward plus 1 for Mayor)	51 events (6 events at Drop-off Depots and 45 Ward Events)	●	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)

2023 Projection to 2023 Target Comparison

● 80% and above (MET TARGET) ● 70 - 79% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success



- Launched the Circular Economy updates Newsletter to highlight current and relevant circular actions and research that has been recently released in the field.
- Continued Implementation of Reducing Single-Use Program to help businesses eliminate the unnecessary use of single-use and takeaway items and support of stakeholder engagement via webinars.
- Released request for proposal (RFP) for development of a multi-year City of Toronto Circular Economy Road Map and developed structure for Internal Governance model to support and guide project progress allowing for Divisional Co-creation on leadership.
- Recommended mandatory measures for the Reduction of Single-Use & Takeaway Items and complementary Circular Food Innovators Fund Grants Program.
- Implemented new Beverage Bin pilot recycling bins with circular openings at 130 sports fields.
- Successfully transitioned Toronto's Blue Bin Recycling Program to Producers as part of the Province of Ontario's new Blue Box Extended Producer Responsibility (EPR) program with the City continuing to provide integrated management services as a service provider for Collection, Transfer & Haulage and Promotion and Education.
- Developed the Residual Waste Disposal Workplan which was adopted by City Council and began work to study and action the short-term, medium-term & long-term options.
- Presented update to City Council on the Blue Box transition to date and recommended options for post transition 2026 onwards and analysis of potential for managed competition or moving to in-house service delivery in District 2 dependent on the outcome of any negotiations on continued Blue Box service provision.
- Implemented Extended Producer Responsibility (EPR) collection monitoring and reporting requirements.
- Successfully closed out the GFL processing and marketing contract and established a team to provide Extended Producer Responsibility (EPR) contract management and implement and execute new operational procedures and processes.
- Prepared a request for proposal (RFP) for recycling and garbage bin supply and maintenance as the existing contract with Rehrig Pacific Company expires June 30, 2026.
- Collaborated with Transportation Services on the street litter bin design and program planning post Astral contract.
- Continued to work with Fleet Services to roll out telematics and improve public safety.
- Conducted pilot testing Doppler radar technology for waste collection trucks that identifies obstacles and obstructions.
- Amended Fleet Contract with GeoTab for vehicle telematics. Install of air disc brakes on trucks commenced in 2023 and will apply to future vehicle purchases.
- Implemented new District 1 curbside waste collection contract on July 4, 2023.
- Prepared a request for quote (RFQ) For District 2 curbside collection to replace existing contract, which expires August 2, 2026.
- Completed the collection operations phase 2 implementation requirements and request for proposal (RFP) for the Maximo Enterprise Work Management Solution (EWMS) system.
- Continued to work on pilot testing of bin sensor technology for street and parks bins.
- Transitioned transfer stations and haulage operations to Extended Producer Responsibility.
- Increased volumes at transfer stations through the waste drop and load program.

- Successfully managed the closed landfill portfolio major projects including Fox Building decommissioning at Beare Road Landfill, upgrading the leachate collection system at the closed Sunrise Landfill, initiating the tender and construction of the Operations and Training building at Keele Valley Landfill, ensuring consulting contracts are in place for closed landfill sites and evaluating the feasibility of Renewable Natural Gas utilization at Keele Valley Landfill.
- Extended alternate landfill contracts to December 31, 2024, with plan to negotiate longer-term alternate landfill contracts to beyond 2024.
- Began development of Green Lane Landfill technical feasibility study including hiring process for new staff.
- Signed new community benefits agreement with the Munsee Delaware Nation.
- Executed new five (5) + two (2) year term engineering services contract for Green Lane Landfill.
- Executed and awarded contract for new landfill gas flare and back-up generator system at the Green Lane Landfill.
- Worked to refine Facilities and Equipment Maintenance internal processes and procedures to better align roles and responsibilities with workload.
- Leveraged the capabilities of the new Enterprise Work Management System (Maximo) for inventory management.
- Executed new service level agreement with Fire Life Safety to transition responsibilities to Corporate Real Estate Management.
- Transitioned to new electronic manifest system for Household Hazardous Waste.
- Implemented succession planning strategies including rollout of the divisional Learn, Engage and Develop (L.E.A.D) Program for Associate Manager and Associate General Supervisors in 2023 to facilitate staff training, development, and succession planning.
- Completed construction of the Disco Renewable Natural Gas project.
- Initiated preliminary design for Green Lane Landfill Renewable Natural Gas project.
- Completed feasibility study for increasing organics processing capacity at the Disco Road Organics Processing Facility by expanding the facility.
- Supported Financial Planning in developing a Corporate Asset Management Plan as per O. Reg. 588/17, which will be presented to Council for approval in 2024.

Received Various Awards including:

- The City of Toronto received a Silver Promotion & Education Award in the Campaign, Large Municipality category from the Municipal Waste Association (MWA) for the 2022 Recycle Right Campaign.
- Solid Waste Collection & Litter Operations, Haulage & Maintenance Drivers were winners of the 2023 Domenic Mele Health & Safety Award, presented to SWMS for the Driver Safety Awareness Week Event.
- Solid Waste Management Services won the 2023 Dr. Sheila Basrur Health and Safety Award, presented to SWMS for significant injury reduction in the previous calendar year through proactive health and safety program improvements resulting from joint management and labour efforts. SWMS achieved a 17.9% reduction in the number of Lost Time Injuries in 2022.
- Solid Waste Management Services were winners of the 2023 – Best Divisional Booth at the 2023 Joint Health and Safety Committee Recognition Event.

Key Challenges and Risks

- **Blue Box Extended Producer Responsibility (EPR):** City's existing negotiated agreement with Producers for Blue Box services currently ends December 31, 2025. Post transition planning is critical.
 - **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.
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Priority Actions

- **Blue Box Extended Producer Responsibility (EPR):** Determining Toronto's role in EPR specifically whether the City of Toronto will play a continued role in service provision on behalf of producer's past December 31, 2025.
- **Organics Processing Capacity:** Advance project development work related to expanding organic processing capacity. Award construction in 2025 and anticipated commission in 2028.
- **Residual Disposal Capacity:** City Staff will implement the Council-approved Residual Waste Management Work Plan which contains strategic and long-term planning activities to manage residual waste and to extend the lifespan of Green Lane Landfill. Work includes but is not limited to investigating the technical feasibility of expanding Green Lane landfill; public engagement on energy from waste and sending material to alternate landfills.
- **Climate Change Resiliency:** Commissioning of the Disco Road RNG Organics Processing Facility to further increase RNG supply Anticipated for Q1 2024. Biogas Services Agreement negotiated for construction of RNG facility at Green Lane Landfill. Advancing feasibility studies for renewable energy at the closed Keele Valley Landfill.
- **Staff Retention and Attraction:** Continue to roll out and expand SWMS career development programs, review additional opportunities to train and licence staff (AZ/DZ, Heavy Equip. Operators etc.), and implement corporate strategies.
- **Utility Rate Stability:** Obtain approval for a fixed 3.0% rate increase for each of the outlook years (2025 and 2026) 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.
- **Health & Safety:** Advance Vision Zero initiatives on waste 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):** Undertake a review and refresh of the LTWMS with a Council update in 2024 and report back on final Waste Strategy in 2025.
- **Circular Economy Road Map:** With support from the City-wide Governance Framework undertake the launch of development of a City of Toronto Circular Economy RoadMap.

CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2024 Operating Budget for Solid Waste Management Services of \$409.054 million gross expenditures, \$424.579 million revenue, and \$15.524.8 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Capital from Current Contribution (\$000s)
City Beautification	46,782.6	10,970.8	(35,811.8)
Solid Waste Collection & Transfer	148,838.4	375,367.3	226,528.9
Solid Waste Processing & Transport	134,730.6	26,981.4	(107,749.2)
Residual Management	69,879.2	11,133.7	(58,745.5)
Solid Waste Education & Enforcement	8,823.0	125.3	(8,697.7)
Solid Waste Program Budget	409,053.8	424,578.5	15,524.8

- The above includes a 2024 budgeted staff complement for Solid Waste Management Services of 1,187.3 positions comprised of 76.0 capital position and 1,111.3 operating positions.
2. The 2024 Capital Budget for Solid Waste Management Services with cash flows and future year commitments totaling \$747.378 million as detailed by project in [Appendix 5a](#).
 3. The 2025-2033 Capital Plan for Solid Waste Management Services totalling \$622.185 million in project estimates as detailed by project in [Appendix 5b](#).

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
City Beautification	1,945.1	8,488.5	8,863.9	8,488.5	10,970.8		10,970.8	2,482.4	29.2%
Solid Waste Collection & Transfer	337,879.8	356,633.2	356,226.3	356,633.2	375,367.3		375,367.3	18,734.1	5.3%
Solid Waste Processing & Transport	55,251.0	34,958.8	30,250.9	34,958.8	26,981.4		26,981.4	(7,977.4)	(22.8%)
Residual Management	7,073.8	10,288.2	9,373.9	10,288.2	11,133.7		11,133.7	845.4	8.2%
Solid Waste Education & Enforcement	1,509.9	11.3	0.5	11.3	125.3		125.3	114.0	1009.1%
Total Revenues	403,659.6	410,380.0	404,715.5	410,380.0	424,578.5		424,578.5	14,198.5	3.5%
Expenditures									
City Beautification	38,998.3	41,885.2	41,175.3	41,885.2	46,782.6		46,782.6	4,897.4	11.7%
Solid Waste Collection & Transfer	133,466.4	147,417.2	138,324.0	147,417.2	148,838.4		148,838.4	1,421.2	1.0%
Solid Waste Processing & Transport	148,364.6	153,147.0	144,020.3	153,147.0	134,730.6		134,730.6	(18,416.4)	(12.0%)
Residual Management	35,001.2	49,476.0	49,531.6	49,476.0	69,879.2		69,879.2	20,403.2	41.2%
Solid Waste Education & Enforcement	5,175.3	8,033.6	7,742.2	8,033.6	8,823.0		8,823.0	789.4	9.8%
Sub-Total - Total Expenditures	361,005.8	399,959.0	380,793.3	399,959.0	409,053.8		409,053.8	9,094.8	2.3%
Capital Contribution	13,044.8	10,421.0	10,421.0	10,421.0	15,524.8		15,524.8	5,103.7	49.0%
Surplus (2023 Projection)	29,609.0		13,501.2					N/A	N/A
Sub-Total - Capital Contribution	42,653.8	10,421.0	23,922.2	10,421.0	15,524.8		15,524.8	5,103.7	49.0%
Total Gross Expenditures	403,659.6	410,380.0	404,715.5	410,380.0	424,578.5		424,578.5	14,198.5	3.5%
Approved Positions**	1,144.3	1,181.3	N/A	1,187.3	1,187.3		1,187.3	6.0	0.5%

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY COST DRIVERS FUNDING PRIORITIES

Total 2024 Budget expenditures of \$409.054 million gross (prior to capital contribution) reflecting an increase of \$9.095 million in spending above 2023 budget, predominantly arising from:

- Operating costs for salaries and benefits including increase due cost of living adjustments, anticipated positions to be filled in 2024, and 6 net new positions.
- Inflationary increase to collection, processing, and disposal contracts.
- Contribution to Fleet, Debt, Green Lane Reserve, and Perpetual Care Reserves of Green Lane and 160 Closed Landfills, based on operational needs and to fund 10-year capital program.
- Above pressures are offset by collection and tipping rate increase, anticipated volume changes, transition of Toronto’s blue box program to Extended Producer Responsibility resulting in increase revenue and a reduction in processing costs, and other operational savings.

The 2024 Operating Budget includes a 3.0% rate increase, effective January 1, 2024.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Solid Waste Management Services 2024 Operating Budget do not have any significant equity impacts.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Operating Budget for Solid Waste Management Services of \$409.054 million in gross expenditures prior to contribution to capital is \$9.095 million or 2.3% greater than the 2023 gross expenditure Budget. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$000s)	2024				2025 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2023 Original Approved Budget	410,250.5	398,246.5	12,004.0	1,156.3	N/A
2023 Adjusted Approved Budget	410,380.0	399,959.0	10,421.0	1,181.3	N/A
2023 Projection*	404,715.5	380,793.3	23,922.2	N/A	N/A
Key Cost Drivers:					
Prior Year Impacts					
Enhanced Services - City Beautification		948.6	(948.6)		(12.5)
Residual Waste Management Work Plan	1,428.4	1,428.4			
Operating Impacts of Capital					
Operating Impacts of Technology Capital					(137.0)
Support Capital Project Delivery	202.2	202.2		3.0	
Salary & Benefits					
Salaries and Benefits Inflation	631.4	3,727.7	(3,096.3)	(1.0)	(643.1)
Other Complement Changes		236.2	(236.2)	4.0	(251.7)
Non-Salary Inflation					
Contract and Other Price Impact		1,999.4	(1,999.4)		(4,909.7)
Revenue Changes					
User Fee Rate Impact	10,342.3		10,342.3		10,559.8
User Fee Volume	3,219.7		3,219.7		(61.0)
Other Changes					
Increases to Green Lane Reserve Contributions		13,464.7	(13,464.7)		3,234.8
Increases to Debt and Other Reserve Contributions		11,599.1	(11,599.1)		(7,279.6)
External Producer Responsibility Transition Impact	(1,253.2)	(19,995.3)	18,742.1		1,889.7
Contract Volume Impact and Other	(625.6)	(2,077.2)	1,451.6		30.5
Sub-Total - Key Cost Drivers	13,945.3	11,533.9	2,411.4	6.0	2,420.2
Affordability Measures:					
Realignment to Actuals (Line by line)	253.2	(2,439.1)	2,692.4		110.4
Sub-Total - Affordability Measures	253.2	(2,439.1)	2,692.4	-	110.4
Total 2024 Budget	424,578.5	409,053.8	15,524.8	1,187.3	N/A
Change from 2023 Adjusted Approved Budget (\$)	14,198.5	9,094.8	5,103.7	6.0	N/A
Change from 2023 Adjusted Approved Budget (%)	3.5%	2.3%	49.0%	0.5%	N/A

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:

Prior Year Impacts:

- Annualization of prior year operating and capital positions supporting enhanced City Beautification and the Residual Waste Disposal Workplan.

Operating Impacts of Capital:

- Increase of three (3) additional positions to support delivery of ongoing capital projects including, Long Term Waste Management Strategy, Residual Waste Management Work Plan, and technology projects.

Salaries & Benefits:

- Increase in salaries and benefits due to cost-of-living adjustments, anticipated positions to be filled in 2024, and 3 net new positions to support operational demands.

Non-Salary Inflation:

- Includes Consumer Price Index (CPI) inflationary increases on existing material, collection, processing, and disposal contracts.

Revenue Changes:

- Higher revenues primarily from 3.0% rate increase and anticipated tipping fee volume increases at transfer stations. The Operating Budget prepared by City staff anticipates the following user fee increases:

Recommended 2024 and Proposed 2025 to 2033 User Fee Increase

Customer Type	2023 Approved	2024 Rec'd for Approval	Projected Rate Increases									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	
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 Changes:

- Increase in contribution to the Green Lane Landfill Reserve Fund and Green Lane Perpetual Care Reserve Fund and Perpetual Care Landfill Reserve Fund to fund 10-year capital program, higher debt principal and interest costs, and an increase in the Fleet Replacement Reserve based on operational demands.
- Higher revenue from transition of Toronto’s blue box program to full cost recovery from Extended Producer Responsibility which started on July 1, 2023, and continues until December 31, 2025, partially offset by lower Industry Stewardship funding as SWMS move through this transition.

Affordability Measures:

Table 3: Offsets and Efficiencies

(\$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line-by-line Reductions (Realignment to Projected Actuals)	Line By Line	None	253.2	(2,439.1)	2,692.4			110.4	
Total Affordability Measures				(2,439.1)	2,692.4	-			-

Realignment to Actuals (Line by line):

- A reduction in base expenditures in materials and supplies and other non-salary costs contributes to Solid Waste Management Services’ efforts to manage continuous cost increases from internal and external sources.

2025 & 2026 OUTLOOKS

Table 5: 2025 and 2026 Outlooks

(\$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Revenues			
User Fee Rate Impact		10,559.8	10,965.1
Landfill Gas Utilization			7,300.0
Carbon Tax Credit			2,351.8
Extended Producer Responsibility		1,916.6	1,402.7
Disco RNG Facility		2,669.0	
Other Revenue Changes		274.8	(1,490.1)
Total Revenues	424,578.5	15,420.2	20,529.4
Gross Expenditures			
Salaries and Benefits		928.6	(96.2)
Inflationary Impacts		4,909.7	5,380.0
Landfill Gas Utilization			7,300.0
Disco RNG Facility		2,669.0	
Extended Producer Responsibility		26.9	13.8
Contribution to Reserves		4,044.6	3,177.4
Other Expenditures		310.9	486.7
Total Gross Expenditures	409,053.8	12,889.7	16,261.7
Capital Contribution	15,524.8	2,530.5	4,267.6
Approved Positions	1,187.3	(1.7)	(7.0)

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$421.944 million reflects an anticipated \$12.890 million or 3.2% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlook expects a further increase of \$16.262 million or 3.9% above 2025 gross expenditures.

These changes include the following:

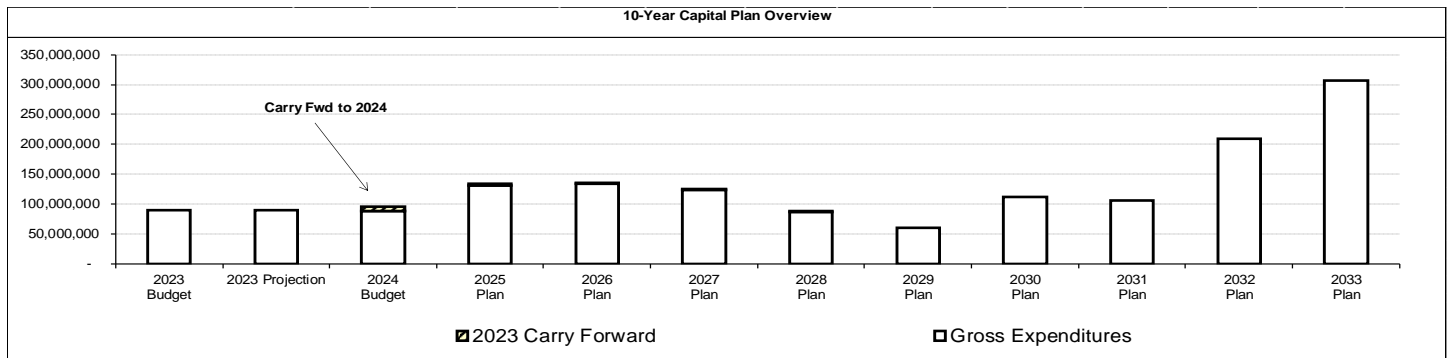
- Annualized impact of 2024 added positions, offset by expected temp positions ending in 2025 & 2026.
- Anticipated inflationary increases for contracted services.
- Landfill Gas Utilization beginning in 2026.
- Expected increased production of Disco Renewable Natural Gas Facility.
- Increased CPI in Ineligible Recyclable Materials managed by Producer Responsibility Organizations.
- Increased contribution to Green Lane, Debt and Fleet Reserves to fund 10-year capital plan.

Revenues are expected to increase from anticipated 3.0% rate increases in both 2025 and 2026, Landfill Gas Utilization and Carbon Tax Credit impacts from Organics Processing Facility beginning in 2026, Extended Producer Responsibility transition projected impacts, and expected increased production of Disco Renewable Natural Gas Facility.

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 2033 CAPITAL BUDGET & PLAN OVERVIEW

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



In \$'000's	2024 Capital Budget and 2025 - 2033 Capital Plan												
	2023		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 10 Year Plan
	Budget	Projected Actual*											
Gross Expenditures by Project Category:													
Health & Safety & Legislated	32,934	25,330	35,599	33,045	25,575	22,902	19,702	17,090	66,970	66,975	169,802	266,802	724,462
SOGR	35,167	25,754	35,074	52,398	54,114	47,746	36,034	33,684	34,499	30,299	30,629	31,016	385,493
Service Improvement & Growth	22,720	13,740	25,145	45,737	54,906	53,106	32,120	10,437	10,269	9,574	9,283	9,031	259,608
Total by Project Category	90,820	64,823	95,818	131,180	134,595	123,754	87,856	61,211	111,738	106,848	209,714	306,849	1,369,563
Financing:													
Debt Recoverable	44,178	32,796	27,627	66,787	75,288	60,425	32,396	16,842	62,248	60,150	150,314	240,508	792,585
Reserves/Reserve Funds	45,821	31,207	63,418	59,169	55,633	49,120	45,852	43,525	48,646	45,865	58,567	65,507	535,302
Development Charges	821	821	4,772	5,224	3,674	14,209	9,608	844	844	833	833	834	41,676
Total Financing	90,820	64,823	95,818	131,180	134,595	123,754	87,856	61,211	111,738	106,848	209,714	306,849	1,369,563

*2023 Projection based on 9 Month Variance

Changes to Existing Projects (\$73.189 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- Increase of \$87.033 million for *Transfer Station Asset Management*, \$22.998 million for *IT Application Initiatives*, \$15.218 million for *Dufferin Waste Facility Site Improvement*, \$3.121 million for *Perpetual Care of Closed Landfills*, \$2.494 million for *Engineering Planning Studies*, and \$2.100 million for *Green Lane Landfill Development*.
- Decrease of \$52.658 million for *Landfill Gas Utilization*, \$4.696 million for *Organics Processing Facility Asset Management*, \$4.187 million for *Collection Yard Asset Management*, and \$2.289 million for *OPF Facility Expansion*.
- Net Increase of \$4.055 million for multiple projects to reflect updated cost estimates, scope, and project schedules.

New Projects (\$1.150 Million)

The 2024-2033 Capital Budget and Plan includes \$1.150 million of new SWMS Strategic Initiatives.

Capital Needs Constraints






The 2024-2033 Capital Budget and Plan is based on Solid Waste Management Services' capacity to deliver.

Solid Waste Management Services does not have any unmet needs over the 10-year planning horizon.

Note: For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update.

2024 2033 CAPITAL BUDGET AND PLAN

\$1.370 Billion 10-Year Gross Capital Program

				
Maintaining Infrastructure	Landfill Development & Management	Long Term Waste Management Strategy	Organics Processing Facilities	Biogas/Landfill Gas Utilization
\$488.7M 35.7%	\$724.5M 52.9%	\$22.0M 1.6%	\$133.8M 9.7%	\$0.6M 0.1%
Transfer Station Asset Management Collection Yard Asset Management Dufferin Waste Facility Site Improvements Organics Processing Facility Asset Management <input checked="" type="checkbox"/>	Green Lane Landfill Perpetual Care of Closed Landfills Residual Disposal Capacity	Long Term Waste Management Strategy <input checked="" type="checkbox"/>	Dufferin SSO Facility <input checked="" type="checkbox"/> OPF Facility Expansion <input checked="" type="checkbox"/>	Renewable Natural Gas Biogas Utilization <input checked="" type="checkbox"/> Landfill Gas Utilization <input checked="" type="checkbox"/>

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

*Information above includes full project / sub-project 2024-2033 Capital 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 of \$46.587 million.
- Residual Disposal Capacity project cost moving into the 10-year planning period for \$250.000 million.
- Increased cost to maintain existing infrastructures and facilities in a state of good repairs for \$122.465 million.
- Decrease in SWMS funding for Landfill Gas Utilization project of \$52.659 million due to proposed change in the funding model; project capital funding to be secured from the project’s operating partner.
- Higher cost of capital plan requiring higher reserve contributions and debt borrowing cost, putting pressures on future rate increases.

Capital Investments for the period 2034 to 2043 is \$500.000 million.

The major capital investments required beyond the 10-Year Capital Plan (2034-2043) align with the implementation of longer-term residual disposal capacity options of \$500.000 million.

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$1,369.6M 100%		\$0.0M 0%	\$0.0M 0%
Recoverable Debt	\$792.6M 58%		
Reserve Draws	\$535.3M 39%		
Development Charges*	\$41.7M 3%		

* 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 appropriate to maintain the assets in a steady state of good repair.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2024 Capital Budget will not impact the 2024 Operating Budget, as there are no initiatives that will have an operating impact in 2024. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

Table 6: Net Operating Impact Summary
(In \$000's)

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
GREEN LANE LANDFILL GAS UTILIZATION - RNG Operating Cost					7,300.0		7,300.0							14,600.0
GREEN LANE LANDFILL GAS UTILIZATION - Recovery					(7,300.0)		(7,300.0)							(14,600.0)
GREEN LANE LANDFILL GAS UTILIZATION - Carbon Tax Credit					(2,531.9)		(3,246.9)		(715.0)		(6,493.8)			
DUFFERIN WASTE FACILITY SITE IMPROVEMENT							1,000.0				1,000.0			1,000.0
ORGANICS PROCESSING FACILITY - Operating									8,400.0					8,400.0
ORGANICS PROCESSING FACILITY - Recovery									(8,400.0)					(8,400.0)
SWM IT APPLICATION INITIATIVES			199.5		350.0		238.8				788.3			788.3
Sub-Total: Previously Approved			199.5		(2,181.9)		(2,008.1)		(715.0)		(4,705.5)			1,788.3
New Projects - 2024														
Sub-Total: New Projects - 2024														
New Projects - Future Years														
Sub-Total: New Projects - Future Years														
Total (Net)			199.5		(2,181.9)		(2,008.1)		(715.0)		(4,705.5)			1,788.3

Previously Approved projects:

- Solid Waste IT Initiatives have estimated annual operational impact of \$0.200 million in 2025 and an incremental impact of \$0.350 million in 2026.
- Green Lane Landfill Gas Utilization is expected to be completed in mid-2026 and will result in an estimated annual operational cost of \$14.600 million, offset by an equal cost recovery and further augmented by Carbon Tax Revenue.
- Dufferin Waste Facility Site Improvement is expected to be completed in 2027 and will result in an estimated annual operational cost of \$1.000 million commencing in 2027.
- Organics Processing Facility Expansion is expected to be completed in 2028 and will result in an estimated annual operational cost of \$8.400 million, for which a full cost recovery is expected.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In \$000s)	2021	2022	2023	2023	2024	2024 Change from		2024 Change from	
	Actual	Actual	Budget	Projection*	Budget	2023 Budget	%	2023 Projection	%
	\$	\$	\$	\$	\$	\$		\$	
Industry Stewardship Funding	26,823.4	29,987.3	14,667.7	15,069.7	858.5	(13,809.2)	(94.1%)	(14,211.2)	(94.3%)
Service Rates and Fees	325,262.7	338,947.5	344,388.2	345,107.5	357,648.0	13,259.8	3.9%	12,540.5	3.6%
Transfers From Capital	4,114.5	4,635.0	6,623.3	5,564.4	8,885.3	2,262.1	34.2%	3,320.9	59.7%
Sundry and Other Revenues	24,212.0	22,544.8	37,446.5	31,531.2	50,379.4	12,932.9	34.5%	18,848.2	59.8%
Inter-Divisional Recoveries	7,360.1	7,544.9	7,254.3	7,442.7	6,807.2	(447.0)	(6.2%)	(635.5)	(8.5%)
Total Revenues	387,772.7	403,659.6	410,380.0	404,715.5	424,578.5	14,198.5	3.5%	19,863.0	4.9%
Salaries and Benefits	97,374.7	100,075.0	109,980.5	109,259.4	116,523.7	6,543.2	5.9%	7,264.3	6.6%
Materials and Supplies	7,005.3	7,719.0	10,271.4	9,272.7	11,149.7	878.3	8.6%	1,877.0	20.2%
Equipment	398.3	246.1	254.5	254.5	503.5	249.0	97.8%	249.0	97.8%
Service and Rent	138,785.0	151,616.4	161,842.2	144,776.8	136,164.4	(25,677.9)	(15.9%)	(8,612.4)	(5.9%)
Contribution To Reserves/Reserve Funds	58,245.6	62,857.8	75,385.6	75,385.6	100,449.4	25,063.8	33.2%	25,063.8	33.2%
Other Expenditures	4,159.3	4,355.2	4,632.7	4,632.7	4,716.4	83.7	1.8%	83.7	1.8%
Inter-Divisional Charges	33,159.3	34,136.2	37,592.0	37,211.5	39,546.7	1,954.7	5.2%	2,335.1	6.3%
Total Gross Expenditures	339,127.5	361,005.7	399,959.0	380,793.3	409,053.8	9,094.8	2.3%	28,260.5	7.4%
Capital Contribution	17,052.2	13,044.8	10,421.0	10,421.0	15,524.8	5,103.7	49.0%	5,103.7	49.0%
Surplus (2023 Projection)	31,593.0	29,609.0		13,501.2				N/A	
Capital Contribution	48,645.2	42,653.8	10,421.0	23,922.2	15,524.8	5,103.7	49.0%	(8,397.5)	(35.1%)

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget and 2025 - 2033 Capital Plan Including Carry Forward Funding

(In \$000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
BIOGAS UTILIZATION (Disco & Dufferin RNG) <input checked="" type="checkbox"/>	47	21	12								80			80
COLLECTION YARD ASSET MANAGEMENT			9								9			9
COLLECTION YARD ASSET MANAGEMENT (NEW)	2,511	715	862	973	1,048	1,289	2,155	1,640	2,799	3,038	17,031		17,031	
DIVERSION FACILITIES ASSET MANAGEMENT	12	12									24		24	
DIVERSION SYSTEMS BINS	3,757	3,764	3,764	4,264	3,591	3,485	3,485	3,485	3,485	3,485	36,566			36,566
DUFFERIN SSO FACILITY <input checked="" type="checkbox"/>	66	1,033									1,099			1,099
DUFFERIN WASTE FACILITY SITE IMPROVEMENT	4,212	19,216	19,596	14,163	2,275						59,462		59,462	
ENGINEERING PLANNING STUDIES	1,273	678	712	404	1,254	1,599	1,411	707	396	123	8,557			8,557
FLEET TECHNOLOGY ENHANCEMENTS	1,500	1,500	139								3,139			3,139
GREEN LANE LANDFILL DEVELOPMENT	22,606	20,998	16,112	13,380	12,210	10,800	10,800	10,800	13,800	10,800	142,306	142,306		
IT CORPORATE INITIATIVES	1,238										1,238			1,238
LANDFILL GAS UTILIZATION (Green Lane RNG) <input checked="" type="checkbox"/>	20	6	4								30			30
LONG TERM WASTE MANAGEMENT STRATEGY <input checked="" type="checkbox"/>	9,216	8,408	3,913	441							21,978			21,978
NEW FLEET	1,358	1,358									2,716		2,716	
ORGANICS PROCESSING FACILITY ASSET MGMT <input checked="" type="checkbox"/>	3,847	7,386	6,497	5,304	4,969	3,658	5,959	3,173	1,921	846	43,560		43,560	
PERPETUAL CARE OF CLOSED LANDFILLS (NEW)	10,483	8,077	6,963	8,022	7,492	6,290	6,170	6,175	6,002	6,002	71,676	71,676		
PERPETUAL CARE OF LANDFILLS	270	1,470									1,740	1,740		
RENEWABLE NATURAL GAS	520										520		520	
SWM IT APPLICATION INITIATIVES	6,445	6,850	4,605	4,885	5,016	4,994	5,014	5,034	5,054	5,074	52,971			52,971
TRANSFER STATION ASSET MANAGEMENT	20	105	458								583		583	
TRANSFER STATION ASSET MANAGEMENT (NEW)	22,594	23,606	26,701	27,306	27,742	28,737	26,385	25,486	25,909	27,132	261,598		261,598	
TWO-WAY RADIO REPLACEMENT	50	25	25								100			100
SWMS STRATEGIC INITIATIVES	650	500									1,150			1,150
OPF FACILITY EXPANSION <input checked="" type="checkbox"/>	883	22,951	41,723	43,112	22,259	359	359	348	348	349	132,691			132,691
RESIDUAL DISPOSAL CAPACITY	2,241	2,500	2,500	1,500			50,000	50,000	150,000	250,000	508,741	508,741		
Total Expenditures (including carry forward from 2023)	95,818	131,180	134,595	123,754	87,856	61,211	111,738	106,848	209,714	306,849	1,369,563	724,462	385,493	259,608

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

Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
BIOGAS UTILIZATION	47	21	12								80	68	12	
COLLECTION YARD ASSET MANAGEMENT			9								9		9	
COLLECTION YARD ASSET MANAGEMENT (NEW)	2,511	715	862	973	1,048	1,289	2,155	1,640	2,799	3,038	17,031	4,766	12,264	
DIVERSION FACILITIES ASSET MANAGEMENT	12	12									24	124	(100)	
DIVERSION SYSTEMS BINS	3,757	3,764	3,764	4,264	3,191	3,025	3,000	3,000			27,766	27,686	80	
DUFFERIN SSO FACILITY	66	1,033									1,099	1,097	2	
DUFFERIN WASTE FACILITY SITE IMPROVEMENT	4,212	19,216	19,596	14,163	2,275						59,462	44,244	15,218	
ENGINEERING PLANNING STUDIES	1,273	678	712	404	1,254	1,599	1,411	707	396	123	8,557	2,332	6,225	
FLEET TECHNOLOGY ENHANCEMENTS	1,500	1,500	139								3,139	3,039	100	
GREEN LANE LANDFILL	22,606	20,998	16,112	13,380	12,210						85,306	64,406	20,900	
IT CORPORATE INITIATIVES	1,238										1,238	236	1,002	
LANDFILL GAS UTILIZATION	20	6	4								30	52,689	(52,658)	
LONG TERM WASTE MANAGEMENT STRATEGY	9,216	8,407	3,913	441							21,977	21,884	93	
NEW FLEET	1,358	1,358									2,716	916	1,800	
ORGANICS PROCESSING FACILITY ASSET MGMT	3,847	7,386	6,497	5,304	4,969	3,658	5,959	3,173	1,921	846	43,560	26,793	16,767	
PERPETUAL CARE OF CLOSED LANDFILLS (NEW)	10,483	8,077	6,963	8,022	7,492	163	168	173			41,541	26,004	15,537	
PERPETUAL CARE OF LANDFILLS	270	1,470									1,740	1,458	282	
RENEWABLE NATURAL GAS	520										520	546	(26)	
SWM IT APPLICATION INITIATIVES	6,446	6,850	4,605	3,885	2,016	994	1,014	1,034	1,054	1,074	28,972	24,700	4,272	
TRANSFER STATION ASSET MANAGEMENT	20	105	458								583	82	500	
TRANSFER STATION ASSET MANAGEMENT (NEW)	22,593	23,606	26,701	27,306	27,742	28,737	26,385	25,486	25,909	27,132	261,597	147,432	114,165	
TWO-WAY RADIO REPLACEMENT	50	25	25								100	200	(100)	
SWMS STRATEGIC INITIATIVES	650	500									1,150			1,150
OPF FACILITY EXPANSION	883	22,951	41,723	43,112	22,259	359	359	348	348	349	132,691	134,631	(1,940)	
RESIDUAL DISPOSAL CAPACITY	2,241	2,500	1,750								6,491	1,241	5,250	
Total Expenditure (including carry forward from 2023)	95,818	131,180	133,845	121,254	84,456	39,824	40,451	35,561	32,427	32,562	747,378	586,573	159,655	1,150

Appendix 5b

2025 - 2033 Capital Plan

(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
DIVERSION SYSTEMS BINS				400	460	485	485	3,485	3,485	8,800			8,800
GREEN LANE LANDFILL DEVELOPMENT					10,800	10,800	10,800	13,800	10,800	57,000	57,000		
RESIDUAL DISPOSAL CAPACITY		750	1,500			50,000	50,000	150,000	250,000	502,250	502,250		
PERPETUAL CARE OF CLOSED LANDFILLS (NEW)					6,127	6,002	6,002	6,002	6,002	30,135	30,135		
SWM IT APPLICATION INITIATIVES			1,000	3,000	4,000	4,000	4,000	4,000	4,000	24,000			24,000
Total Expenditures		750	2,500	3,400	21,387	71,287	71,287	177,287	274,287	622,185	589,385		32,800

Appendix 6

Reporting on Major Capital Projects: Status Update

(In \$000's)

Division/Project name	2023 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
SOLID WASTE MANAGEMENT SERVICES											
GREEN LANE LANDFILL	22,556	7,880	19,606	206,420	137,247	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										
TRANSFER STATION ASSET MANAGEMENT	23,014	10,921	18,225	238,723	80,740	On Track	Prior to 2010	Dec-32	Dec-32	Ⓞ	Ⓞ
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										
PERPETUAL CARE OF CLOSED LANDFILLS	9,178	4,653	5,656	87,002	57,084	On Track	Prior to 2010	Dec-32	Dec-32	Ⓞ	Ⓞ
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

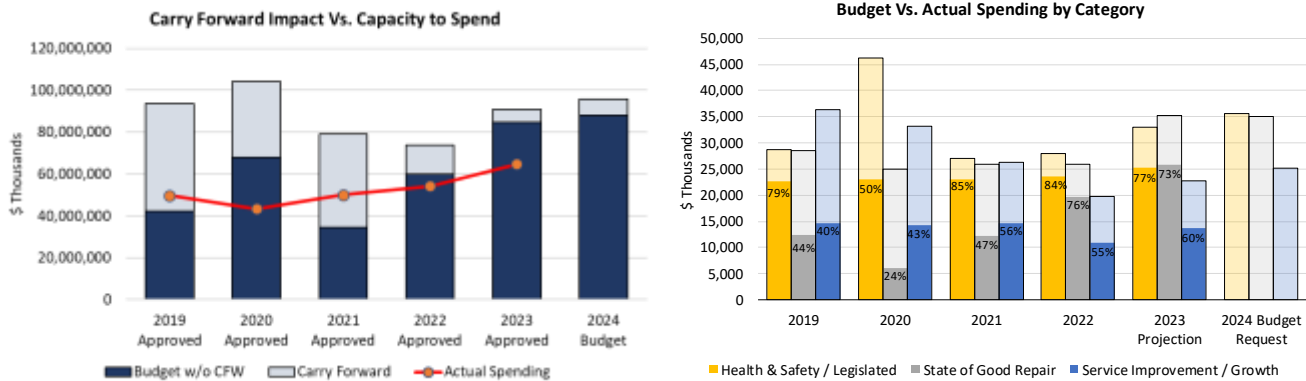
Appendix 7

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 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

- Solid Waste Management Services’ actual spending over the previous five years, from 2019 to 2023, has averaged \$54.214 million or 60.5% per year and has progressively improved with 2022 and projected 2023 spend rates of 73.5% and 71.4%, respectively.
- The projected spending for 2023 is \$64.823 million or 71.4% of the 2023 Council Approved Capital Budget. Challenges in spending for projects are mainly due to project delays from technical issues or coordination with other projects and staffing constraints.
- Based on the review of historical capital spending constraints and a capacity to spend review, 2023 cash flow funding of \$7.822 million has been carried forward into 2024.
- In 2024, Solid Waste Management Services’ Capital Plan totals \$95.818 million in capital spending on the following high priority projects:
 - Green Lane Landfill development (\$22.606 million).
 - Perpetual Care of Closed Landfills and Residual Disposal Capacity (\$12.993 million).
 - Growth related projects including Dufferin SSO Facility and OPF Facility Expansion (\$0.948 million).
 - Service Improvement projects in Long Term Waste Strategy, IT, Diversion Systems, Fleet Technology Enhancements, and various engineering planning studies (\$24.196 million).
 - Various State of Good Repair projects in Transfer Stations, Collection Yards, Dufferin Waste Facility Site Improvement, and Organic Processing Facility (\$35.073 million).

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

Capital Program Provincial/Federal Funding Streams by Projects

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2024 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (in 000s)	Reserve / Reserve Fund Number	Withdrawals (-) /Contributions		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		30,415	32,038	1,822
Vehicle Reserve	XQ1014			
<i>Withdrawals (-)</i>				
<i>Capital</i>		(22,377)	(55,216)	(15,701)
<i>Contributions (+)</i>				
<i>Operating</i>		24,000	25,000	26,250
Total Reserve / Reserve Fund Draws / Contributions		1,624	(30,216)	10,550
Balance at Year-End		32,038	1,822	12,372

Reserve / Reserve Fund Name (in 000s)	Reserve / Reserve Fund Number	Withdrawals (-) /Contributions		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		48,281	31,785	15,527
Insurance Reserve	XR1010			
<i>Withdrawals (-)</i>				
<i>Other Program - Operating</i>		(87,196)	(88,511)	(89,851)
<i>Contributions (+)</i>				
<i>Other Program - Operating</i>		68,711	70,265	71,864
<i>SWMS - Operating</i>		1,989	1,989	1,989
SWMS Total Reserve / Reserve Fund Draws / Contributions		1,989	1,989	1,989
Other Program/ Agency Net Withdrawals & Contributions		(18,485)	(18,247)	(17,988)
Balance at Year-End		31,785	15,527	(472)

Note: While some years are showing a negative ending balance, it is anticipated that one time funding injection / changing priorities and revised expenditures will adjust the balance.

Appendix 10 (cont.)

Inflows and Outflows to/from Reserves and Reserve Funds

2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR1404 Waste Management Reserve Fund	Beginning Balance	84,718	90,665	78,040	64,459	61,218	66,189	73,701	78,115	81,458	81,825	
	Withdrawals (-)											
	<i>SWM - Capital</i>	(25,197)	(32,309)	(37,279)	(28,686)	(26,463)	(26,378)	(30,627)	(29,447)	(36,790)	(46,717)	(319,894)
	<i>Other Programs - Capital</i>	(708)				(108)	(382)	(366)				(1,562)
	Total Withdrawals	(25,905)	(32,309)	(37,279)	(28,686)	(26,571)	(26,760)	(30,992)	(29,447)	(36,790)	(46,717)	(321,456)
	Contributions (+)											
	<i>Operating</i>	30,158	18,055	22,323	24,231	30,312	32,921	33,940	31,250	35,580	33,629	292,399
Total Contributions	30,158	18,055	22,323	24,231	30,312	32,921	33,940	31,250	35,580	33,629	292,399	
Interest Income	1,693	1,629	1,376	1,214	1,230	1,351	1,466	1,541	1,577	1,468	14,544	
Balance at Year-End		90,665	78,040	64,459	61,218	66,189	73,701	78,115	81,458	81,825	70,206	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR1408 Green Lane Landfill	Beginning Balance	74	76	77	79	80	82	83	85	87	88	
	Withdrawals (-)											
	<i>Capital</i>	(18,085)	(21,320)	(17,089)	(13,926)	(12,444)	(11,082)	(10,800)	(10,800)	(13,200)	(11,400)	(140,146)
	Total Withdrawals	(18,085)	(21,320)	(17,089)	(13,926)	(12,444)	(11,082)	(10,800)	(10,800)	(13,200)	(11,400)	(140,146)
	Contributions (+)											
	<i>Operating</i>	18,085	21,320	17,089	13,926	12,444	11,082	10,800	10,800	13,200	13,200	141,946
	Total Contributions	18,085	21,320	17,089	13,926	12,444	11,082	10,800	10,800	13,200	13,200	141,946
Interest Income	1	1	2	2	2	2	2	2	2	19	33	
Balance at Year-End		76	77	79	80	82	83	85	87	88	1,908	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR1013 Perpetual Care of Landfill Reserve Fund (160 Closed Landfills)	Beginning Balance	21,813	21,670	20,327	21,289	20,926	20,770	21,689	22,966	24,288	25,774	
	Withdrawals (-)											
	<i>Capital</i>	(8,603)	(9,788)	(7,480)	(7,810)	(7,598)	(6,530)	(6,194)	(6,174)	(6,037)	(6,002)	(72,216)
	Total Withdrawals	(8,603)	(9,788)	(7,480)	(7,810)	(7,598)	(6,530)	(6,194)	(6,174)	(6,037)	(6,002)	(72,216)
	Contributions (+)											
	<i>Operating</i>	8,040	8,040	8,040	7,040	7,040	7,040	7,040	7,040	7,040	7,040	73,396
	Total Contributions	8,040	8,040	8,040	7,040	7,040	7,040	7,040	7,040	7,040	7,040	73,396
Interest Income	420	406	402	408	403	410	431	456	483	513	4,331	
Balance at Year-End		21,670	20,327	21,289	20,926	20,770	21,689	22,966	24,288	25,774	27,325	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR1412 Debt Reserve	Beginning Balance	29,659	30,056	29,232	33,382	33,583	35,839	38,171	45,631	46,204	46,822	
	Withdrawals (-)											
	<i>Capital</i>	(47,515)	(48,543)	(49,758)	(56,282)	(54,059)	(57,295)	(54,149)	(58,905)	(55,278)	(80,751)	(562,537)
	Total Withdrawals	(47,515)	(48,543)	(49,758)	(56,282)	(54,059)	(57,295)	(54,149)	(58,905)	(55,278)	(80,751)	(562,537)
	Contributions (+)											
	<i>Operating</i>	47,336	47,146	53,304	55,837	55,644	58,913	60,801	58,591	54,999	62,959	555,528
	Total Contributions	47,336	47,146	53,304	55,837	55,644	58,913	60,801	58,591	54,999	62,959	555,528
Interest Income	577	572	605	647	670	715	809	887	898	740	7,119	
Balance at Year-End		30,056	29,232	33,382	33,583	35,839	38,171	45,631	46,204	46,822	29,769	

Appendix 10 (cont.)

Inflows and Outflows to/from Reserves and Reserve Funds

2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR2128 Waste Diversion Development Charges Reserve Fund	Beginning Balance	1,792	1,078	31	639	(9,239)	(14,446)	(11,147)	(8,357)	(5,484)	(2,540)	
	<i>Withdrawals (-)</i>											
	<i>Capital</i>	(4,769)	(5,224)	(3,674)	(14,209)	(9,608)	(844)	(844)	(833)	(833)	(834)	(41,672)
	Total Withdrawals	(4,769)	(5,224)	(3,674)	(14,209)	(9,608)	(844)	(844)	(833)	(833)	(834)	(41,672)
	<i>Contributions (+)</i>											
	<i>Operating</i>	4,027	4,166	4,275	4,331	4,401	4,143	3,634	3,706	3,777	3,852	40,312
Total Contributions	4,027	4,166	4,275	4,331	4,401	4,143	3,634	3,706	3,777	3,852	40,312	
Interest Income	28	11	6	-	-	-	-	-	-	-	45	
Balance at Year-End		1,078	31	639	(9,239)	(14,446)	(11,147)	(8,357)	(5,484)	(2,540)	478	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR1409 Green Lane Perpetual Care Reserve Fund	Beginning Balance	9,484	10,678	11,896	13,138	14,404	15,695	17,010	20,371	24,808	30,340	
	Total Withdrawals											
	<i>Contributions (+)</i>											
	<i>Operating</i>	1,000	1,000	1,000	1,000	1,000	1,000	3,000	4,000	5,000	5,000	23,000
	Total Contributions	1,000	1,000	1,000	1,000	1,000	1,000	3,000	4,000	5,000	5,000	23,000
Interest Income	195	218	242	266	291	316	361	436	532	69	2,925	
Balance at Year-End		10,678	11,896	13,138	14,404	15,695	17,010	20,371	24,808	30,340	35,409	

Note: While some years are showing a negative ending balance, it is anticipated that one time funding injection / changing priorities and revised expenditures will adjust the balance.

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).