

# 2021 Program Summary

## Solid Waste Management Services

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### Description

Solid Waste Management Services 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, one litter collection yard, one maintenance 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 (DACs), public realm users, and private waste is accepted at out 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; and**
- **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.*

### What Service We Provide

#### **City Beautification**

**Who We Serve:** Public realm users, local communities, local businesses

**What We Deliver:** Litter pick-up, parks bins and street litter bin collection, special event collection

**How Much Resources (2021 gross operating budget):** \$37.288 Million

#### **Residual Management**

**Who We Serve:** Residential customers including single-family homes and multi-residential buildings, commercial and industrial businesses, schools, DACs, charities, institutions and religious organizations

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

**How Much Resources (2021 gross operating budget):** \$39.955 Million

#### **Solid Waste Collection & Transfer**

**Who We Serve:** Residential customers including single-family homes and multi-residential buildings, commercial and industrial businesses, schools, DACs, charities, institutions and religious organizations

**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 (2021 gross operating budget):** \$126.552 Million

### **Solid Waste Education & Enforcement**

**Who We Serve:** Residential customers including single-family homes and multi-residential buildings, public realm users, schools, DACs, charities, institutions and religious organizations

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

**How Much Resources (2021 gross operating budget):** \$3.854 Million

### **Solid Waste Processing & Transport**

**Who We Serve:** Residential customers including single-family homes and multi-residential buildings, commercial and industrial businesses, schools, City divisions, agencies & corporations (DACs), charities, institutions and religious organizations

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

**How Much Resources (2021 gross operating budget):** \$154.324 Million

## Budget at a Glance

### OPERATING BUDGET

\$Million	2021	2022	2023
Revenues	\$379.110	\$390.579	\$402.361
Gross Expenditures	\$361.973	\$377.394	\$390.231
Capital Contribution	\$17.137	\$13.185	\$12.130
Approved Positions	1,125.3	1,121.3	1,119.3

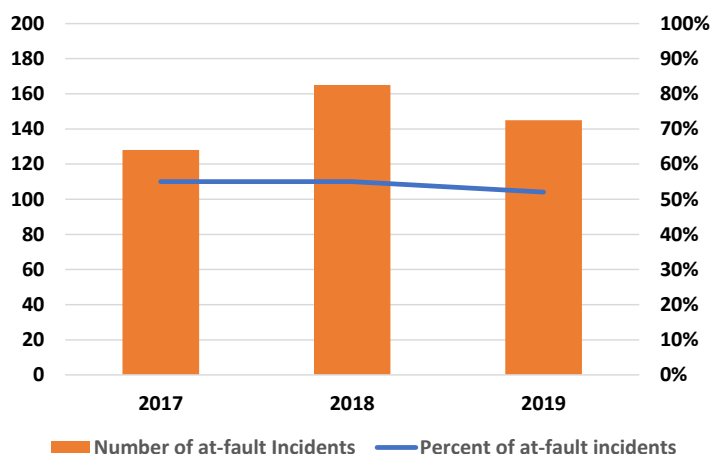
### 10-YEAR CAPITAL PLAN

\$Million	2021	2022-2030	Total
Gross Expenditures	\$69.079	\$668.375	\$737.454
Debt Recoverable	\$26.432	\$351.859	\$378.291

Note: Includes 2020 carry forward funding to 2021

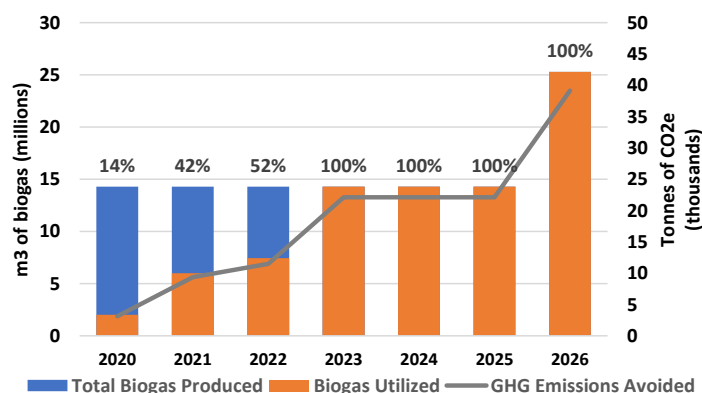
## How Well We Are Doing – Behind the Numbers

**At-Fault Vehicle-Related Incidents**



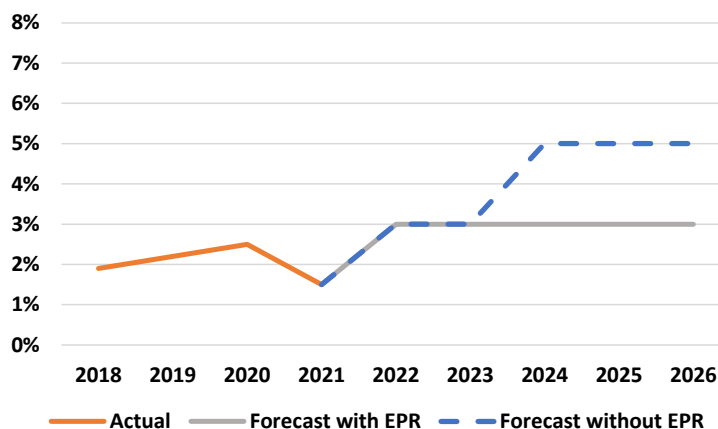
- Solid Waste Management Services is investing in staff, equipment and facilities to ensure staff and the public are safe on the road. These investments include:
  - Working toward Vision Zero by outfitting vehicles with safety equipment (e.g. side guards and in cab cameras).
  - Hiring Health & Safety staff.
  - Enhanced training for new staff.
  - Opening the Keele Valley Training Centre for driver training.
  - Working in partnership with Fleet Services.

### Estimated Biogas from Organics Processing Facilities Converted to Renewable Energy



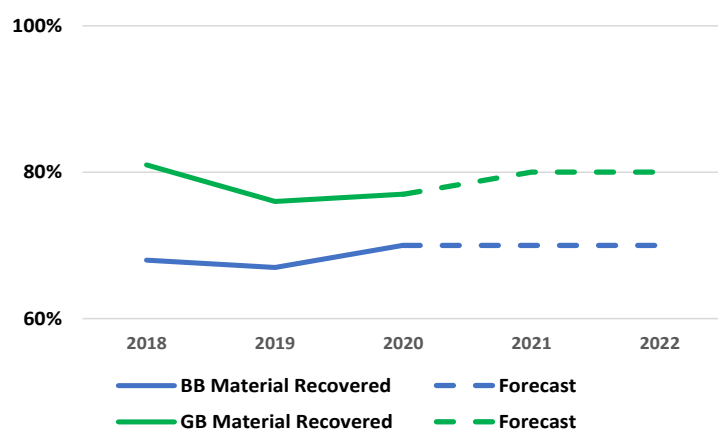
- Solid Waste Management Services' renewable energy trajectory includes utilizing biogas from organics processing facilities including Dufferin in 2020, Disco Road in 2022 and biogas from a 3rd anaerobic digestion facility in 2028.
- Through further capital investments, there is an opportunity to use landfill gas from Green Lane Landfill and Keele Valley Landfill to generate renewable energy. Solid Waste Management Services has a new Manager of Stakeholder and Community Outreach and has hired consultants to conduct feasibility studies to help assess whether Solid Waste Management Services can harness landfill gas to generate renewable energy and reduce GHG emissions.

### % Utility Rate Increase



- In 2021, a 1.5 per cent rate increase is intended to mitigate impacts on Solid Waste Management Services customers in response to the ongoing COVID-19 pandemic.
- To ensure sufficient balances in reserve, 2022 reflects a 3 per cent rate increase and continues year over year.
- The introduction of Extended Producer Responsibility (EPR) will help stabilize the rate. If EPR is not realized by 2024 and \$15 million from EPR efficiencies is not recovered, Solid Waste Management Services will need to increase the rate over the following few years.

### % Blue Bin and Green Bin Material Recovered



- Currently, Solid Waste Management Services recovers a majority of Blue Bin Recycling and Green Bin Organics material.
- Some components of these streams are not recovered, as they are either not accepted in the program, or are not able to be processed, and leave the systems as residue. Residue is then sent to landfill. For example, diapers are accepted in the green bin program but the majority of the items is not able to be processed. These materials introduce financial and operational pressures on the programs because the material is required to be handled a second time.

## How Well We Are Doing

Outcome	Outcome Measure	2018 Actual	2019 Actual	2020 Projection	2021 Target	2022 Target	Status
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 of at fault vehicle-related incidents	165 55%	145 52%	N/A	N/A	N/A	●
	# of service requests	153,772	160,809	150,000	150,000	150,000	
	% service requests resolved within service standard	89.1%	84.8%	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 converted to renewable energy	N/A	N/A	14%	42%	52%	●
	% utility rate increase	1.9%	2.2%	2.5%	1.5%	3%	N/A
	% of blue bin material recovered	68%	67%	70%	70%	70%	●
	% of green bin material recovered	81%	76%	77%	80%	80%	●

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Service Level Measures								
<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	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	
<b>Education</b>	Community Environment Days	44 per year	46 per year	Up to 26 per year	7 per year at Transfer Stations	Up to 26 per year plus 7 events at Transfer Stations	Up to 26 per year plus 7 events at Transfer Stations	●
<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**

2020 Impact	2021 Impact and Recovery
<b>Financial Impact (Operating)</b> <ul style="list-style-type: none"> <li>• \$5.048 million projected losses in tipping fee from public and commercial use due to transfer station temporary shutdown.</li> <li>• \$2.219 million net revenue losses due to closure of schools, DACs shutdown and other.</li> <li>• \$0.796 million in additional costs due to increasing in blue bin tonnage and processing costs due to provincial economic shutdown.</li> <li>• \$2.702 million projected processing and disposal cost reductions during economic shutdown due to reduced tonnage collected.</li> <li>• \$4.121 million in projected cost savings in salaries and benefits due to hiring slow down policy.</li> </ul>	<b>Financial Impact (Operating)</b> <ul style="list-style-type: none"> <li>• To address affordability concerns resulting from the pandemic, Solid Waste Management Service is reducing the rate increase to 1.5 per cent from a previously planned rate increase of 2.7 per cent.</li> <li>• This is a one-time reduction, which will result in an anticipated \$3.333 million foregone revenue in 2021, mainly from: <ul style="list-style-type: none"> <li>○ Transfer Station – \$0.897 million in tipping fee from the public and commercial use.</li> <li>○ Collection Revenues – \$2.436 million.</li> </ul> </li> <li>• The 1.5 per cent rate increase will be invested entirely in the capital plan and to manage the COVID-19 financial impacts additional adjustments were made to the operating budget through a combination of additional revenues and reductions such as: <ul style="list-style-type: none"> <li>○ \$2.613 million projected cost savings in salaries and benefits due to hiring slow down policy.</li> <li>○ \$1.533 million projected cost savings in salaries and benefits due to voluntary separation program.</li> <li>○ \$0.535 million savings from cancellation of non-union progression pay.</li> </ul> </li> </ul>
<b>Financial Impact (Capital)</b> <ul style="list-style-type: none"> <li>• Fleet Technology Enhancements – deferred \$1.070 million of \$1.320 million to 2021 due to vendor shutdown.</li> <li>• Hybrid SUV - Contamination Unit (CSW940) – deferred \$28.0 thousand of \$176.0 thousand to 2021 due shutdown of auto industry.</li> </ul>	<b>Financial Impact (Capital)</b> <ul style="list-style-type: none"> <li>• There are no anticipated impacts in the capital plan.</li> </ul>
<b>Service Level Changes</b> <ul style="list-style-type: none"> <li>• No permanent service level changes as a result of COVID-19. During spring 2020 there was a temporary suspension of Leaf &amp; Yard Waste collection and Toxic Taxi services which have since resumed. Additionally, temporary access restrictions were implemented at City Transfer Stations, but expanded operating hours are being re-introduced gradually.</li> </ul>	<b>Service Level Changes</b> <ul style="list-style-type: none"> <li>• There are no anticipated impacts to service levels as a result of COVID-19 during 2021.</li> </ul>

## 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.
- Initiated the Residual Waste Disposal Study.
- Completed construction of the Dufferin Organics Processing Facility Renewable Natural Gas Project.
- Designing the Disco Road Organics Processing Facility Renewable Natural Gas Project.
- Completed the design of the Dufferin Waste Management Building.
- Opened the Keele Valley Driver Training Centre.
- Initiated the Long Term Waste Management Strategy Five Year Review.
- Initiated the Baseline Study for a Circular Toronto.
- Established an Environmental Health & Safety Compliance unit to expand divisional oversight and compliance activities.
- Initiated and implemented Vision Zero truck safety enhancement pilot projects.



### Received Various Awards including:

- Municipal Waste Association Award – Gold for our annual Waste Management Guide.
- 2019 Diamond Winners of Got IT Award of Excellence - Binspector, the Mobile Contamination Inspection Application.
- 2019 Awesomeness in Marketing Awards – Awesome Cross-Platform Campaign and Top Targeted Campaign for the 3Rs Ambassador Volunteer Recruitment.
- Awarded the “Best Practice of Global Smart Solution Report 2020” by the International Climate Development Institute (ICDI) as part of their Global Smart Solution Report.

### Key Challenges and Risks

- **Extended Producer Responsibility (EPR):** Regulatory landscape has yet to be defined and timing of City's transition from 2023-2025 remains uncertain.
- **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.
- **2021 Utility Rates:** 1.5 per cent rate increase for 2021 recommended to assist in mitigating COVID-19 related financial pressures on residents/businesses; a loss of approximately \$3.333 million (gross) in previously anticipated revenues.



## Priority Actions

- **Climate Change Resiliency:** RNG from Dufferin Organics Processing Facility to be blended with City's Natural Gas to achieve lower-carbon supply and support GHG reduction targets. RNG infrastructure development continuing for the Disco Road Organics Processing Facility with commissioning anticipated in 2022 to further increase RNG supply.
- **Extended Producer Responsibility (EPR):** Development of recommendations for City's formal EPR transition plan, following release of final regulations anticipated in early 2021; this includes supporting negotiations on transition terms and conditions, as well as commencing work on a formal change management plan
- **Utility Rate Stability:** Obtain approval for a fixed 3 per cent blended rate increase for each of the outlook years (2022 and 2023) to support rate stabilization, ensure program funding for future year operating needs including principal and interests costs and necessary contributions to Reserves required to support 10-year Capital Plan.
- **Full Cost Recovery - Oversized Items:** Increase of \$3.85 to the annual Oversized Item fee to align with the full cost of related collection, transfer, processing and/or disposal. The Oversized Item annual fee for 2021 will increase to \$19.75.
- **Organics Processing Capacity:** Advance project development work related to the 3<sup>rd</sup> Anaerobic Digestion (AD) Facility, maintaining target of initiating 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 site contract renegotiations and sending material to alternate sites.
- **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.



## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2021 Operating Budget for Solid Waste Management Services of \$361.973 million gross, \$379.110 million revenue and \$17.137 million net for the following services:

**Service:**

	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Capital from Current Contribution (\$000s)</b>
City Beautification	37,288.4	6,498.9	-30,789.5
Residual Management	39,954.9	10,566.9	-29,388.0
Solid Waste Collection & Transfer	126,552.3	331,810.2	205,257.9
Solid Waste Education & Enforcement	3,854.1	0.3	-3,853.8
Solid Waste Processing & Transport	154,323.6	30,234.0	-124,089.6
<b>Total Program Budget</b>	<b>361,973.3</b>	<b>379,110.3</b>	<b>17,137.0</b>

2. City Council approve the 2021 staff complement for Solid Waste Management Services of 1,125.3 positions comprised of 47.6 capital position and 1,077.7 operating positions.
3. City Council approve the 2021 technical adjustments to user fees, market rate user fee changes, and other fee changes above the inflationary adjusted rate Solid Waste Management Services identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2021 Capital Budget for Solid Waste Management Services with cash flows and future year commitments totaling \$549.159 million as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for Solid Waste Management Services totalling \$188.295 million in project estimates as detailed by project in [Appendix 6b](#).

# **2021 OPERATING BUDGET**

## 2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Budget	Change vs. 2020 Projection	
By Service	\$		\$	\$	\$	%
<b>Revenues</b>						
City Beautification	1,646.7	1,564.9	1,564.9	6,498.9	4,934.0	315.3%
Residual Management	6,094.5	8,843.3	6,282.5	10,566.9	4,284.4	68.2%
Solid Waste Collection & Transfer	335,829.8	322,156.9	315,095.9	331,810.2	16,714.3	5.3%
Solid Waste Education & Enforcement	29.7	3.5	3.5	0.3	(3.2)	(92.2%)
Solid Waste Processing & Transport	65,856.0	46,335.3	35,772.9	30,234.0	(5,538.9)	(15.5%)
<b>Total Revenues</b>	<b>409,456.7</b>	<b>378,903.9</b>	<b>358,719.6</b>	<b>379,110.2</b>	<b>20,390.6</b>	<b>5.7%</b>
<b>Expenditures</b>						
City Beautification	35,256.1	38,340.7	36,165.5	37,288.4	1,122.9	3.1%
Residual Management	37,018.5	39,634.3	33,871.0	39,954.9	6,083.9	18.0%
Solid Waste Collection & Transfer	123,915.2	127,468.5	122,471.1	126,552.3	4,081.3	3.3%
Solid Waste Education & Enforcement	4,285.6	5,660.7	3,693.4	3,854.1	160.7	4.4%
Solid Waste Processing & Transport	125,880.2	149,632.9	144,929.7	154,323.5	9,393.8	6.5%
<b>Subtotal - Gross Expenditures</b>	<b>326,355.6</b>	<b>360,737.1</b>	<b>341,130.6</b>	<b>361,973.3</b>	<b>20,842.6</b>	<b>6.1%</b>
Capital Contribution	83,101.1	18,166.7	17,589.0	17,137.0	(452.0)	(2.6%)
<b>Total Gross Expenditures</b>	<b>409,456.7</b>	<b>378,903.9</b>	<b>358,719.6</b>	<b>379,110.2</b>	<b>20,390.6</b>	<b>5.7%</b>
<b>Approved Positions</b>	<b>1,122.8</b>	<b>1,128.3</b>	<b>1,128.3</b>	<b>1,125.3</b>	<b>(3.0)</b>	<b>(0.3%)</b>

\*2020 Projection based on Q2 Variance Report

\*\*2019 Actual excludes internal revenue and cost of Green Lane Landfills

## COSTS TO MAINTAIN EXISTING SERVICES

**Total 2021 Base Budget** expenditures of \$361.973 (prior to capital contribution) million gross reflecting an increase of \$20.843 million in spending above 2020 projected year-end actuals, predominantly arising from:

- Salary and benefit increases, and inflationary increases to collection and processing contracts as well as related volume changes.
- Principal and interest payment of recoverable debt.
- Above pressures are offset by base expenditure savings arising from a line by line review, other operational savings, revenues from sale of Renewable Natural Gas (RNG), revenues from rate increase on collection fee of oversize items and anticipated volume changes.

The 2021 Operating Budget recommends a 1.5 per cent rate increase. Approximately 4.5 per cent of the 2021 Operating Budget or 2.6 per cent below the 2020 projected year-end actuals will go towards the annual capital reserve contribution to fund the 10-year Capital Plan.

## COSTS TO ENHANCE SERVICES

**New and Enhanced Service:** Solid Waste Management Services does not have New and Enhanced Services.

## EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Solid Waste Management Services' 2021 Operating Budget do not have any significant equity impacts.

**2021 OPERATING BUDGET KEY DRIVERS**

The 2021 Operating Base Budget for Solid Waste Management Services is \$361.973 (prior to capital contribution) million gross or 6.1 per cent higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes Balancing Actions.

**Table 2a: 2021 Key Drivers – Base Budget**

Key Cost Drivers	2019 Actuals	2020 Budget	2020 Projection	2021 Base Budget	YoY Changes	
					\$	%
Expenditures						
1 Salaries and Benefits	94,980.9	102,522.6	96,261.4	98,596.5	2,335.0	2.4%
2 Materials and Supplies	7,090.7	8,799.4	7,670.2	9,030.7	1,360.5	17.7%
3 Equipment	307.4	226.6	298.6	232.1	(66.5)	(22.3%)
4 Service and Rent	135,972.0	152,091.1	142,460.2	156,933.8	14,473.6	10.2%
5 Contribution To Reserves	48,462.0	56,190.0	55,959.3	58,405.7	2,446.4	4.4%
6 Other Expenditures (Inc. IDC's)	39,542.7	40,907.5	38,480.8	38,774.5	293.6	0.8%
Subtotal - Gross Expenditures	326,355.6	360,737.1	341,130.6	361,973.3	20,842.6	6.1%
Capital Contribution	83,101.1	18,166.7	17,589.0	17,137.0	(452.0)	(2.6%)
Total Expenditures	409,456.7	378,903.9	358,719.6	379,110.2	20,390.6	5.7%
Revenues						
1 User Fees & Donations	311,140.6	321,052.8	311,578.2	327,680.6	16,102.4	5.2%
2 Other Revenues (Inc. IDR's)	98,316.1	57,851.0	47,141.4	51,429.6	4,288.2	9.1%
Total Revenues	409,456.7	378,903.9	358,719.6	379,110.2	20,390.6	5.7%
Approved Positions	1,122.8	1,128.3	1,128.3	1,125.3	(3.0)	(0.3%)

\*2020 Projection based on Q2 Variance Report

\*\*2019 Actual excludes internal revenue and cost of Green Lane Landfills

**Salaries and Benefits:** Include net increases for inflationary cost (\$0.634 million) on existing salaries and benefits and anticipated positions to be filled (\$6.383 million), to meet service demands, which were held vacant in 2020 due to COVID-19 response. These increases have been partially offset by reductions to account for vacancies in 2021 resulting from hiring slow-down (\$2.613 million), cancellation of non-union performance pay (\$0.535 million) and the voluntary separation program (\$1.533 million), all mitigation efforts to address COVID-19 financial impacts.

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

**Service and Rent:** Includes CPI inflationary increases on collection, processing and disposal contracts as well as anticipated volume changes related to increased diversion initiatives.

**Contribution to Reserve:** Increases for principal and interest payment of recoverable debt for capital projects, offset by reduction in fleet reserve contribution.

**Contribution to Capital:** Approximately 4.5 per cent of Solid Waste Management Services' 2021 Operating Budget will go towards the annual capital reserve contribution to fund the 10-year Capital Plan.

**User Fees and Donations:** Higher revenues from rate increase, increase to annual fee for oversize items and anticipated volume changes.

**Other recoveries:** Anticipated revenue from sale of RNG.

**Table 2b: 2021 Balancing Actions**

(\$000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Efficiencies/Savings	Efficiencies		(4,265.9)	(4,265.9)	-	(400.1)	(400.1)	-
Oversized Fee Increase	Revenue Increase (User Fees)	3,346.1		(3,346.1)	-	515.2	(515.2)	-
Hiring slow down	Other		(2,613.2)	(2,613.2)	-			
Voluntary Separation Program	Other		(1,533.3)	(1,533.3)	-			
Cancellation of Non-Union Merit Pay	Other		(534.6)	(534.6)	-			
<b>Total Balancing Actions</b>		<b>3,346.1</b>	<b>(8,947.0)</b>	<b>(12,293.2)</b>	<b>-</b>	<b>115.1</b>	<b>(915.3)</b>	<b>-</b>

The 2021 Operating Budget includes \$8.947 million in gross expenditures reductions and \$3.346 million in added revenue as follows:

#### **Operational Efficiencies**

- A line-by-line review resulting in base expenditures reduction in services and rents and other non-salary costs contributes to Solid Waste Management Services' efforts to manage continuous cost increases from internal and external sources. The reduction was achieved through implementation of operational efficiencies including pilot service delivery changes in parks by replacing a selection of blue bins with black bins, reductions in advertising and education costs including switching to electronic calendars instead of physical copies, and contract re-negotiations.

#### **Oversized Items Collection Fee Increase**

- Increase user fee for collection of oversize items to reflect full cost recovery.

#### **Salaries and Benefits Projected Savings**

- Mitigation to efforts to address COVID-19 financial impacts include salaries and benefits cost containment by adopting hiring slow down, vacancy management, voluntary separation program and cancellation of non-union merit pay.

#### **Note:**

For additional information on 2021 key cost drivers refer to [Appendix 2](#) as well as [Appendix 3](#) for a more detailed listing and description of the 2021 Service Changes.

**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	358,719.6	379,110.2	390,578.7	402,361.4
Gross Expenditures	341,130.7	361,973.3	377,393.9	390,230.7
<b>Capital Contribution</b>	<b>17,588.9</b>	<b>17,137.0</b>	<b>13,184.8</b>	<b>12,130.8</b>
<b>Approved Positions</b>	<b>1,128.3</b>	<b>1,125.3</b>	<b>1,121.3</b>	<b>1,119.3</b>

**Key drivers**

The 2022 Outlook with total gross expenditures of \$377.394 million reflects an anticipated \$15.420 million or 4.3 per cent increase in gross expenditures above the 2021 Operating Budget. The 2023 Outlooks expects a further increase of 12.837 million or 3.4 per cent above 2022 gross expenditures.

These changes arise from the following:

- Inflationary increases related to salaries and benefits, collection, processing and landfill disposal contracts.
- Anticipated increase in required contribution to debt reserve due to increased annual principal and interest costs, and increase in fleet reserve contribution for the replacement of 25 vehicles.
- Operating impact of capital projects once completed.

Revenues are expected to increase as a result of an anticipated 3 per cent blended rate increase in 2022 and a further 3 per cent blended rate increase in 2023.

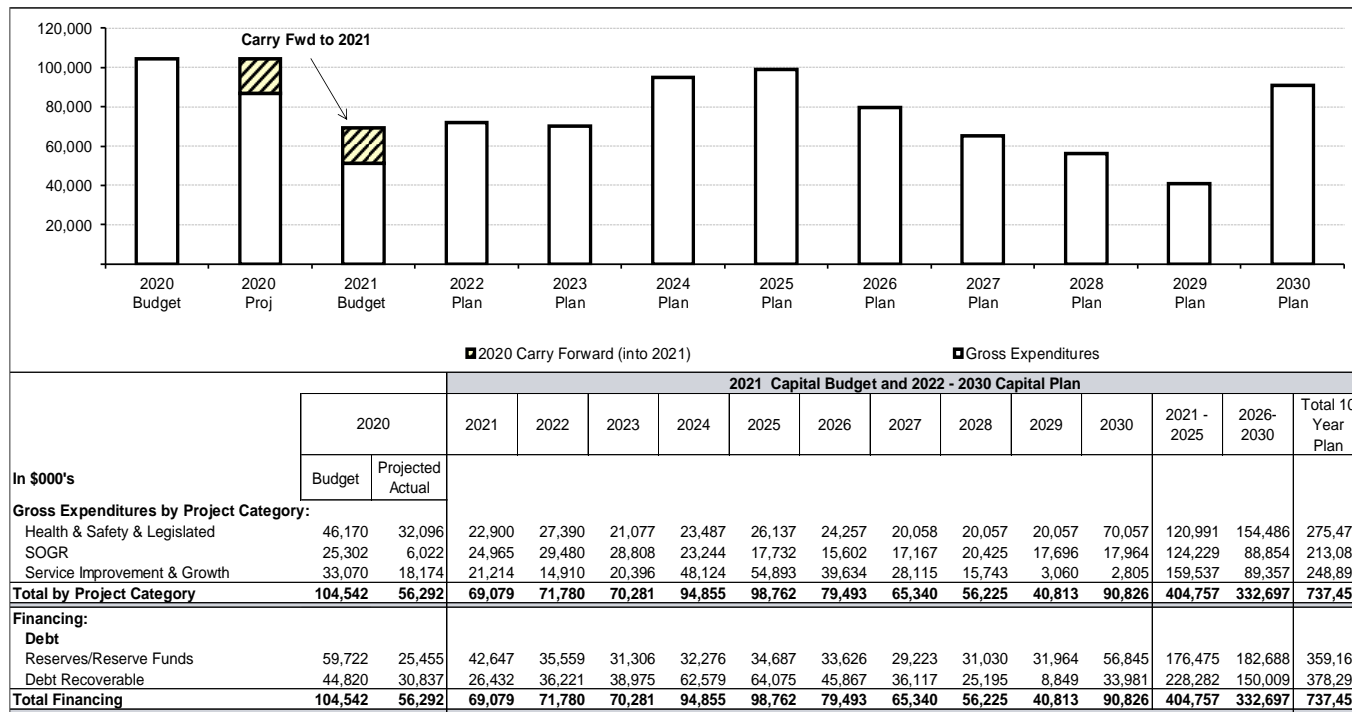
# **2021 – 2030 CAPITAL BUDGET AND PLAN**



## 2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)



### Changes to Existing Projects

- The 2021-2030 Capital Budget and Plan reflects a decrease of \$43.349 million over the nine common years (2021-2029).
- Defer funding of \$37.083 million for Long Term Waste Management Strategy and \$14.268 million for Green Lane Landfill Development.
- Reduction funding of \$3.873 million in growth projects mainly due to commission of Dufferin SSO Facility.
- Net Increase of \$11.875 million for multiple projects to reflect updated cost estimates, scope and project schedules.

### New Projects

- The 2021-2030 Capital Budget and Plan include following \$3.450 million in new programs:
- Technology Roadmap Implementation
- TOWaste Mobile App version 2.0
- EPR Technology Impact Assessment






### Capital Needs Constraints

- The 2021-2030 Capital Budget and Plan is based on Solid Waste Management Services' capacity to deliver. Solid Waste Management Services does not have any unmet needs over the 10-year planning horizon

#### Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update.

**2021 – 2030 CAPITAL BUDGET AND PLAN****\$737.5 Million 10-Year Gross Capital Program**

				
<b>Maintaining Infrastructure</b>	<b>Landfill Development and Management</b>	<b>Long Term Waste Management Strategy</b>	<b>Organics Processing Facilities</b>	<b>Biogas/Landfill Gas Utilization</b>
\$257.262M 35%	\$275.477M 37%	\$21.243M 3%	\$130.200M 18%	\$53.272M 7%
Transfer Station Asset Management Collection Yard Asset Management Diversion Facilities Asset Management Dufferin Waste Facility Site Improvement Fleet Technology Enhancements	Green Lane Landfill Landfill Capacity Development Perpetual Care Of Closed Landfills	Long Term Waste Management Strategy	Disco SSO Facility Dufferin SSO Facility Organics Processing Facility	Biogas Utilization Landfill Gas Utilization Renewable Natural Gas

**How the Capital Program is Funded**

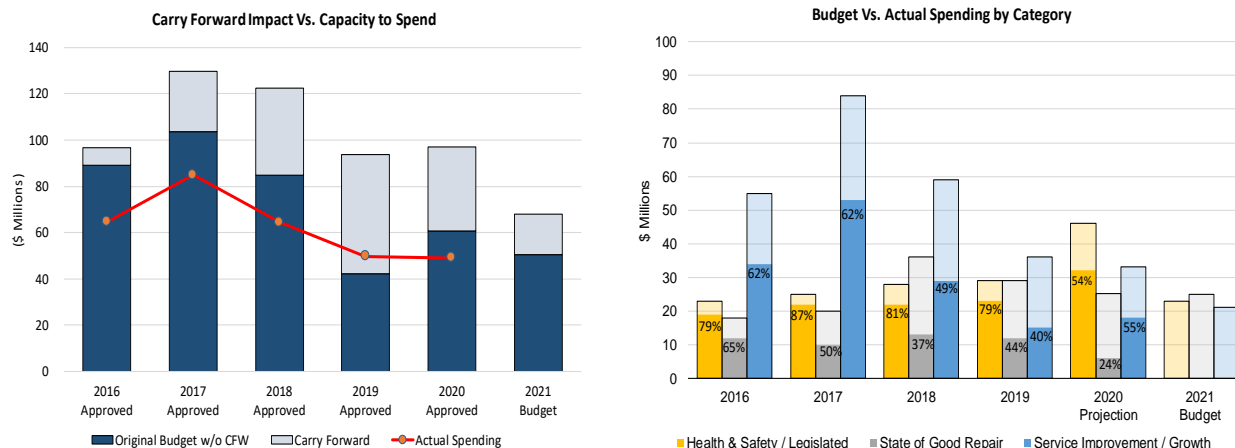
<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$737.5 M</b> <b>100 %</b>		<b>\$0.0 M</b> <b>0%</b>	<b>\$0.0 M</b> <b>0%</b>
Recoverable Debt	\$ 378.3 M		
Waste Reserve Fund	\$ 206.2 M		
Green Lane Reserve Fund	\$ 78.4 M		
Landfill Reserve Fund	\$ 74.6 M		

## 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 the Solid Waste Management Services' ability to spend and the markets capacity to deliver.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

**Chart 2 – Capacity to Spend**



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

The 2021-2030 Capital Plan for Solid Waste Management is comprised of Legislated projects to fund the perpetual care of old landfills and landfill development at Green Lane; State of Good Repair (SOGR) projects to fund on-going asset management of transfer stations, collection yards and diversion facilities. Service Improvement and Growth related projects aim to achieve program outcomes by providing funding for studies, facilities, implementation of the Long Term Waste Strategy and building future waste as well as an organics processing facilities.

In 2021, Solid Waste Management plans to award approximately \$69.079 million in capital spending on the following high priority projects:

- Green Lane Landfill development (\$13.415 million).
- Dufferin Facility Site Improvement (\$6.346 million).
- Perpetual Care of Closed Landfills and Landfill Capacity Development/Energy from waste (\$9.485 million)
- Service Improvement and Growth projects in Long Term Waste Strategy, IT, Fleet Technology Enhancements and various engineering studies (\$21.212 million).
- Various State of Good Repair projects in Transfer Stations, Collection Yards and Organics Processing Facilities (\$18.619 million).

Based on the review of historical capital spending constraints and a capacity to spend review, \$17.705 million in capital spending originally cash flowed in 2020 has been deferred to 2021, with an additional \$4.063 million deferred to 2022-2025. Key adjustments to the Capital Plan are noted below:

- Long Term Waste Management Strategy 2021 cash flow has been reduced by \$3.106 million to reflect updated project scope delivery.
- Dufferin Waste Facility Site Improvement 2021 cash flow has been deferred by \$3.682 million and is scheduled to be completed on time by 2024.
- Landfill Gas Utilization 2021 cash flow has been deferred by \$3.613 million to reflect updated project delivery schedule.
- Various State of Good Repair projects, such as Transfer Station and Collection Yards Asset Management, and other projects 2021 cash flow have been reduced by \$5.154 million to reflect constraints in staff resources and market capacity to deliver.

The above 2021 cash flow reductions are offset by an increase to 2021 cash flow in the following projects:

- Diversion Facilities Asset Management 2021 cash flow increased by 1.579 million.
- Fleet Technology Enhancements 2021 cash flow increased by \$1.070 million.

**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**

The approval of the 10-Year Capital Budget and Plan will impact future year Operating Budgets by \$19.103 million net over the 2021-2030 period, primarily due to commissioning of Dufferin Organic Processing Facility, completion of Dufferin Waste Facility Site Improvement work and third Organic Processing Facility or third Anaerobic Digester "3rd AD" as shown in Table 4 below.

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

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Computer Software Maintenance and Support Services	45.4		142.1		146.3		150.7		155.2		639.7		1,308.5	
IDC User Hardware & Operational System	27.5	0.3									27.5	0.3	27.5	0.3
Dufferin SSO Facility	2,466.2										2,466.2		2,466.2	
Dufferin Waste Facility Site Improvement									1,000.0		1,000.0		1,000.0	
Organics Processing Facility													14,301.0	
<b>Sub-Total: Previously Approved</b>	<b>2,539.0</b>	<b>0.3</b>	<b>142.1</b>		<b>146.3</b>		<b>150.7</b>		<b>1,155.2</b>		<b>4,133.3</b>	<b>0.3</b>	<b>19,103.2</b>	<b>0.3</b>
<b>Total</b>	<b>2,539.0</b>	<b>0.3</b>	<b>142.1</b>		<b>146.3</b>		<b>150.7</b>		<b>1,155.2</b>		<b>4,133.3</b>	<b>0.3</b>	<b>19,103.2</b>	<b>0.3</b>

*Previously Approved projects*

- Organic processing cost in 2021 for Dufferin Organic Processing Facility, which will be fully operational in 2021. This will result in processing cost associated with additional 27,375 tonnes in 2021.
- Dufferin Waste Facility Site Improvement is expected to be completed in 2024 and will result in estimated operational cost of \$1.000 million.
- Computer Software Maintenance and Support Services for SWM IT state-of-the-art Weighscale Technology.
- Third Organic Processing Facility or third Anaerobic Digester "3rd AD" is expected to be operational in 2028 and will result in estimated operational cost of \$14.301 million. The cost to use external providers will decrease as a result.

# APPENDICES

## Appendix 1

### COVID-19 Financial Impact – Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
<b>Revenue Loss</b>						
Tipping revenues at transfer stations	(5,048.3)		5,048.3			
Collection revenues	(2,218.5)		2,218.5			
Tipping revenues at transfer stations (1.5% rate vs 2.7% blended rate)				(897.0)		897.0
Collection revenues (1.5% rate vs 2.7% blended rate)				(2,436.5)		2,436.5
<b>Sub-Total</b>	<b>(7,266.8)</b>		<b>7,266.8</b>	<b>(3,333.5)</b>		<b>3,333.5</b>
<b>Expenditure Increase</b>						
Processing cost of green bins		376.0	376.0			
Salary & Benefits and other cost		420.0	420.0			
<b>Sub-Total</b>		<b>796.0</b>	<b>796.0</b>			
<b>Savings due to Underspending</b>						
Processing and disposal cost		(2,702.0)	(2,702.0)			
<b>Sub-Total</b>		<b>(2,702.0)</b>	<b>(2,702.0)</b>			
<b>Savings due to Management Actions</b>						
Salary and Benefits Hiring Slowdown		(4,121.0)	(4,121.0)		(2,613.2)	(2,613.2)
Voluntary Separation Program					(1,533.3)	(1,533.3)
Non-Union Merit Pay					(534.6)	(534.6)
<b>Sub-Total</b>		<b>(4,121.0)</b>	<b>(4,121.0)</b>		<b>(4,681.1)</b>	<b>(4,681.1)</b>
<b>Total COVID-19 Impact</b>	<b>(7,266.8)</b>	<b>(6,027.0)</b>	<b>1,239.8</b>	<b>(3,333.5)</b>	<b>(4,681.1)</b>	<b>(1,347.6)</b>

### COVID-19 Financial Impact - Capital

COVID-19 Impacts	(\$000s)							
	2020		2021		2022-2030		Total 2021-2030	
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt
<b>Change in Projects - Reduced / Deferred</b>								
Fleet Technology Enhancements	(1,070.0)							
Hybrid SUV - Contamination Unit	(28.0)							
<b>Sub-Total</b>	<b>(1,098.0)</b>							
<b>Stimulus Funding</b>								
<b>Sub-Total</b>								
<b>New / Change in Scope</b>								
<b>Sub-Total</b>								
<b>Total COVID-19</b>	<b>(1,098.0)</b>							



## Appendix 2

### 2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projected Actual *	2021 Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
User Fees & Donations	301,357	311,141	321,053	311,578	327,681	16,102	5.2%
Transfers From Capital	3,198	3,707	5,601	4,679	5,040	362	7.7%
Sundry and Other Revenues	43,037	88,181	45,564	35,976	39,188	3,212	8.9%
Inter-Divisional Recoveries	5,780	6,427	6,686	6,487	7,201	714	11.0%
<b>Total Revenues</b>	<b>353,372</b>	<b>409,457</b>	<b>378,904</b>	<b>358,720</b>	<b>379,110</b>	<b>20,391</b>	<b>5.7%</b>
Salaries and Benefits	93,729	94,981	102,523	96,261	98,596	2,335	2.4%
Materials & Supplies	5,679	7,091	8,799	7,670	9,031	1,360	17.7%
Equipment	255	307	227	299	232	(67)	(22.3%)
Service and Rent	138,139	135,972	152,091	142,460	156,934	14,474	10.2%
Contribution To Reserves/Reserve Funds	59,979	48,462	56,190	55,959	58,406	2,446	4.4%
Other Expenditures	4,456	3,756	4,324	4,225	4,424	199	4.7%
Inter-Divisional Charges	35,074	35,786	36,584	34,255	34,350	95	0.3%
<b>Total Gross Expenditures</b>	<b>337,309</b>	<b>326,356</b>	<b>360,737</b>	<b>341,131</b>	<b>361,973</b>	<b>20,843</b>	<b>6.1%</b>
<b>Capital Contribution</b>	<b>16,063</b>	<b>83,101</b>	<b>18,167</b>	<b>17,589</b>	<b>17,137</b>	<b>(452)</b>	<b>(2.6%)</b>
<b>Approved Positions</b>	<b>1,116.3</b>	<b>1,122.8</b>	<b>1,128.3</b>	<b>1,128.3</b>	<b>1,125.3</b>	<b>(3.0)</b>	<b>(0.3%)</b>

\* Year-End Projection Based on Q2 2020 Variance Report

\*\* Excludes internal revenue and cost of Green Lane Landfills

## Appendix 3

## Summary of 2021 Service Changes

Form ID		Infrastructure and Development Services  Program - Solid Waste Management Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2021 Base Budget Before Service Changes:			379,771.9	379,617.8	154.1	1,125.28	(0.0)	(0.0)

23350	Efficiencies - Environmental Days
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59	No Impact	<b>Description:</b>
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City Council approve a minor service level change for all future Community Environment Days to add 7 events per year to be held at the City's Drop-off Depots with only one event held at each location per year.

**Service Level Impact:**

Currently the approved Service Level related to Environment Days includes one Community Environment Day event per Ward and one event for the Mayor per year (up to 26 events in total per year). In past, the Solid Waste Management Services' budget accommodated one additional, elective Community Environment Day event per ward. In 2021, up to 26 events (one per ward, and one for the Mayor) will be maintained and complemented by one additional Community Environment Day to be held at each of the City's 7 Drop-off Depots per year, for a total of up to 33 events per year. This is an adjustment to 2021 based on COVID-19 impacts.

**Equity Statement:**

There are no significant equity impacts anticipated for this budget proposal as all service levels remain unchanged. Environment Days have been increased from the 2020 approved service level of up to 26 days to 33 days in 2021. Seven additional Environment Day have been added, one at each Transfer Station giving residents the option to drive through and drop off materials given the impact of COVID-19. Residents will have both options available and the service change has no significant equity impact.

**Service: Solid Waste Education & Enforcement**

Total Changes:	(154.1)	0.0	(154.1)	0.00	0.0	0.0
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<b>Service Changes:</b>	<b>(154.1)</b>	<b>0.0</b>	<b>(154.1)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
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**Summary:**

<b>Service Changes:</b>	<b>(154.1)</b>	<b>0.0</b>	<b>(154.1)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
-------------------------	----------------	------------	----------------	-------------	------------	------------

<b>Base Budget:</b>	<b>379,617.8</b>	<b>379,617.8</b>	<b>(0.0)</b>	<b>1,125.28</b>	<b>0.0</b>	<b>(0.0)</b>
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## **Appendix 4**

### **Summary of 2021 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

### **Summary of 2021 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## Appendix 6

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
SW001	Biogas Utilization	226	663	-	-	-	-	-	-	-	-	889			889
SW002	Collection Yard Asset Management	1,422	1,490	1,436	1,022	1,161	1,086	1,320	1,565	1,527	1,441	13,470		13,468	2
SW003	Disco SSO Facility	29	-	-	-	-	-	-	-	-	-	29			29
SW004	Diversion Facilities Asset Management	1,579	-	-	-	-	-	-	-	-	-	1,579		1,579	
SW005	Diversion Systems Bins	3,560	3,560	2,560	2,560	2,560	2,560	2,560	2,560	2,560	2,555	27,595			27,595
SW006	Dufferin Sso Facility	346	25	-	-	-	-	-	-	-	-	371			371
SW007	Dufferin Waste Facility Site Improvement	6,346	10,012	10,010	2,960	-	-	-	-	-	-	29,328		29,328	
SW008	Engineering Planning Studies	1,350	1,117	180	-	-	-	-	180	-	-	2,827			2,827
SW009	Fleet Technology Enhancements	3,600	-	-	-	-	-	-	-	-	-	3,600			3,600
SW010	Green Lane Landfill Development	13,415	15,200	12,400	12,400	15,400	12,400	12,400	12,400	12,400	12,400	130,815	130,815		
SW011	Landfill Gas Utilization	1,387	3,987	11,009	20,600	14,600						51,583			51,583
SW012	IT Corporate Initiatives	993	480	845	-	-	-	-	-	-	-	2,318			2,318
SW013	Landfill Capacity Dev/Energy From Waste	1,000	2,000	2,000	5,000	5,000	5,000	-	-	-	50,000	70,000	70,000		
SW014	Long Term Waste Management Strategy	5,408	2,450	3,949	3,002	2,967	3,467	-	-	-	-	21,243			21,243
SW015	OPF Asset Management	2,366	4,974	4,282	6,380	4,099	2,108	3,317	6,327	3,203	4,103	41,159		41,159	
SW016	Organics Processing Facility	500	1,361	1,378	21,446	34,450	33,107	25,055	12,503	-	-	129,800			129,800
SW017	Perpetual Care Of Landfills	8,485	10,190	6,677	6,087	5,737	6,857	7,658	7,657	7,657	7,657	74,662	74,662		
SW018	Renewable Natural Gas KVL	-	300	500	-	-	-	-	-	-	-	800		800	
SW019	SWM IT Application Initiatives	3,763	1,267	475	516	316	500	500	500	500	250	8,587			8,587
SW020	Transfer Station Asset Management	13,254	12,704	12,580	12,882	12,472	12,408	12,530	12,533	12,966	12,420	126,749		126,749	
SW021	Two-Way Radio Replacement	50	-	-	-	-	-	-	-	-	-	50			50
	<b>Total Expenditures (including carry forward from 2020)</b>	<b>69,079</b>	<b>71,780</b>	<b>70,281</b>	<b>94,855</b>	<b>98,762</b>	<b>79,493</b>	<b>65,340</b>	<b>56,225</b>	<b>40,813</b>	<b>90,826</b>	<b>737,454</b>	<b>275,477</b>	<b>213,083</b>	<b>248,894</b>

## Appendix 6a

## 2021 Cash Flow and Future Year Commitments - Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
SW001	Biogas Utilization	226	663	-	-	-	-	-	-	-	-	889	1,450	- 561	
SW002	Collection Yard Asset Management	1,422	1,490	1,436	1,022	1,161	400	-	-	-	-	6,931	5,787	1,144	
SW003	Disco SSO Facility	29	-	-	-	-	-	-	-	-	-	29	29		
SW004	Diversion Facilities Asset Management	1,579	-	-	-	-	-	-	-	-	-	1,579	1,579		
SW005	Diversion Systems Bins	3,560	3,535	2,455	2,455	2,455	2,005	2,005	2,005	2,005	2,000	24,480	22,480	2,000	
SW006	Dufferin SSO Facility	346	25	-	-	-	-	-	-	-	-	371	371	-	
SW007	Dufferin Waste Facility Site Improvement	6,346	10,012	10,010	2,960	-	-	-	-	-	-	29,328	24,828	4,500	
SW008	Engineering Planning Studies	1,350	1,117	180	-	-	-	-	-	-	-	2,647	2,891	- 2,224	1,980
SW009	Fleet Technology Enhancements	3,600	-	-	-	-	-	-	-	-	-	3,600	3,600		
SW010	Green Lane Landfill Development	13,415	15,200	12,400	12,400	15,400	-	-	-	-	-	68,815	31,419	37,396	
SW011	Landfill Gas Utilization	1,387	3,987	11,009	20,600	14,600						51,583	41,163	10,420	
SW012	IT Corporate Initiatives	993	480	845	-	-	-	-	-	-	-	2,318	6,664	- 4,346	
SW013	Landfill Capacity Dev/Energy from Waste	1,000	2,000	2,000	-	-	-	-	-	-	-	5,000	5,000		
SW014	Long Term Waste Management Strategy	5,408	2,450	3,949	3,002	2,967	3,467	-	-	-	-	21,243	43,326	- 22,083	
SW015	OPF Asset Management	2,366	4,974	4,282	6,380	4,099	1,108	1,317	627	-	-	25,153	27,423	- 2,270	
SW016	Organics Processing Facility	500	1,361	1,378	21,446	34,450	33,107	25,055	12,503	-	-	129,800	129,800	-	
SW017	Perpetual Care Of Landfills	8,485	10,190	6,677	6,087	5,737	1,860	1,661	1,610	1,610	1,610	45,527	37,461	8,066	
SW018	Renewable Natural Gas KVL	-	300	500	-	-	-	-	-	-	-	800	800	-	
SW019	SWM IT Application Initiatives	3,763	1,267	475	516	316	-	-	-	-	-	6,337	8,337	- 3,200	1,200
SW020	Transfer Station Asset Management	13,254	12,704	12,580	12,882	12,472	12,408	12,530	12,533	12,966	8,350	122,679	117,735	4,944	
SW021	Two-Way Radio Replacement	50	-	-	-	-	-	-	-	-	-	50	50		
	<b>Total Expenditure (including carry forward from 2020)</b>	<b>69,079</b>	<b>71,755</b>	<b>70,176</b>	<b>89,750</b>	<b>93,657</b>	<b>54,355</b>	<b>42,568</b>	<b>29,278</b>	<b>16,581</b>	<b>11,960</b>	<b>549,159</b>	<b>512,193</b>	<b>33,786</b>	<b>3,180</b>

## Appendix 6b

## 2022 - 2030 Capital Plan Future Estimates

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
SW002	Collection Yard Asset Management	-	-	-	-	686	1,320	1,565	1,527	1,441	6,539		6,539	
SW005	Diversion Systems Bins	25	105	105	105	555	555	555	555	555	3,115			3,115
SW008	Engineering Planning Studies	-	-	-	-	-	-	180	-	-	180			180
SW010	Green Lane Landfill Development	-	-	-	-	12,400	12,400	12,400	12,400	12,400	62,000	62,000		
SW013	Landfill Capacity Dev/Energy from Waste	-	-	5,000	5,000	5,000	-	-	-	50,000	65,000	65,000		
SW015	OPF Asset Management	-	-	-	-	1,000	2,000	5,700	3,203	4,103	16,006		16,006	
SW017	Perpetual Care Of Landfills	-	-	-	-	4,997	5,997	6,047	6,047	6,047	29,135	29,135		
SW019	SWM IT Application Initiatives	-	-	-	-	500	500	500	500	250	2,250			2,250
SW020	Transfer Station Asset Management	-	-	-	-	-	-	-	-	4,070	4,070		4,070	
<b>Total Expenditures</b>		<b>25</b>	<b>105</b>	<b>5,105</b>	<b>5,105</b>	<b>25,138</b>	<b>22,772</b>	<b>26,947</b>	<b>24,232</b>	<b>78,866</b>	<b>188,295</b>	<b>156,135</b>	<b>26,615</b>	<b>5,545</b>

## Appendix 7

## Reporting on Major Capital Projects: Status Update

<div>Life to Date</div> <div>↓</div>												
Division/Project name (\$000s)		2020 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Project Spend	Approved Budget	Life to Date			Planned	Revised		
SOLID WASTE MANAGEMENT SERVICES												
GREEN LANE LANDFILL		23,533	1,631	17,569	206,550	99,325	On Track	Prior to 2010	Dec-20	Dec-20	Ⓡ	Ⓢ
	Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.										
	Explanation for Delay:											
TRANSFER STATION ASSET MANAGEMENT		15,643	2,148	4,188	174,668	43,188	Significant Delay	Prior to 2010	Dec-26	Dec-26	Ⓡ	Ⓡ
	Comments:	This account includes a collection of various ongoing multi-year projects for Transfer Station State of Good Repair including roofing, paving, drainage systems, sprinkler systems and repairs to tipping floors. 35 projects are in procurement phase; 10 in design phase; and 15 in close-out phase.										
	Explanation for Delay:	Some projects delayed greater than 6 months due to staff resources, COVID19 pandemic, and procurement delays. The average turnaround time to issue procurements is 7 to 9 months. SWMS is working with PMMD to bring down this timeline.										
PERPETUAL CARE OF CLOSED LANDFILLS		15,393	3,253	8,481	81,147	32,745	Minor Delay	Prior to 2010	Dec-30	Dec-30	Ⓡ	Ⓢ
	Comments:	Legislated project for the perpetual care of closed landfills.										
	Explanation for Delay:	Less than 6 Months Delay due to contractor dispute for KVL flare project, required approvals from Ministry of the Environment Conservation and Parks and Toronto and Region Conservation Authority.										

On/Ahead of Schedule  
 Minor Delay < 6 months  
 Significant Delay > 6 months

Ⓢ >70% of Approved Project Cost  
 Ⓢ Between 50% and 70%  
 Ⓡ < 50% or > 100% of Approved Project Cost



## Appendix 8

### Summary of Capital Needs Constraints

N/A

## Appendix 9

### 2021 User Fee Changes (Excludes User Fees Adjusted for Inflation)

**Table 9a - New User Fees**

N/A

**Table 9b – Fees above Inflation**

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW001	Clean Fill (Closed Landfills). Tip Fee per load.	Perpetual Care	Full Cost Recovery	Load	\$29.33		\$0.44	\$29.77	\$30.66	\$31.58
SW002	Small Paid Waste Loads - Transfer Stations. Tip Fee each load up to 100 kilograms.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Load Up To 100 Kgs	\$15.91		\$0.24	\$16.15	\$16.63	\$17.13
SW003	Waste Loads over 100 kg - Transfer Stations. Tip Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Market Based	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW004	Recyclable Material Loads - Transfer Stations. Tip Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Market Based	Tonne	\$119.28		\$1.79		\$124.70	\$128.44
SW005	Waste loads - Transfer Stations- Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7500 kg GW - Estimated Weight based on 1,000 kg.	Garbage-P&T	Market Based	Load	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW006	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GW - Estimated Weight based on 3,000 kg.	Garbage-P&T	Market Based	Load	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW007	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.	Garbage-P&T	Market Based	Load	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW008	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off - Estimated Weight based on 4,000 kg.	Garbage-P&T	Market Based	Load	\$636.10		\$9.54	\$645.64	\$665.01	\$684.96

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW009	Waste loads - Transfer Stations - Estimated Weight based on 4,000 kg. Fee based on Axle rates when scales are unavailable	Garbage-P&T	Market Based	Load	\$636.10		\$9.54	\$645.64	\$665.01	\$684.96
SW010	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off - Estimated Weight based on 5,000 kg.	Garbage-P&T	Market Based	Load	\$795.13		\$11.93	\$807.06	\$831.27	\$856.21
SW011	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - -Estimated Weight based on 8,000 kg.	Garbage-P&T	Market Based	Load	\$1,272.21		\$19.08	\$1,291.29	\$1,330.03	\$1,369.93
SW012	Waste loads - Transfer Stations - Estimated Weight based on 12,000 kg. Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck - Estimated Weight based on 12,000 kg.	Garbage-P&T	Market Based	Load	\$1,908.31		\$28.62	\$1,936.93	\$1,995.04	\$2,054.89
SW013	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer- Estimated Weight based on 15,000 kg.	Garbage-P&T	Market Based	Load	\$2,385.39		\$35.78	\$2,421.17	\$2,493.81	\$2,568.62
SW014	Waste loads - Transfer Stations - Estimated Weight based on 8,000 kg. Fee based on Axle rates when scales are unavailable.	Garbage-P&T	Market Based	Load	\$1,272.21		\$19.08	\$1,291.29	\$1,330.03	\$1,369.93
SW015	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard- Estimated Weight based on 8,000 kg.	Garbage-P&T	Market Based	Load	\$1,272.21		\$19.08	\$1,291.29	\$1,330.03	\$1,369.93
SW016	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer -- Estimated Weight based on 10,000 kg.	Garbage-P&T	Market Based	Load	\$1,590.28		\$23.85	\$1,614.13	\$1,662.55	\$1,712.43
SW017	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.	Garbage-P&T	Market Based	Load	\$1,590.28		\$23.85	\$1,614.13	\$1,662.55	\$1,712.43
SW018	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Dump Truck- Estimated Weight based on 16,000 kg.	Garbage-P&T	Market Based	Load	\$2,544.41		\$38.17	\$2,582.58	\$2,660.06	\$2,739.86
SW019	Recyclable Material Loads-Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7,500 kg GW- Estimated Weight based on 1,000 kg.	Resales of Recyclables	Market Based	Load	\$119.28		\$1.79	\$121.07	\$124.70	\$128.44
SW020	Recyclable Material Loads- Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GW- Estimated Weight based on 3,000 kg.	Resales of Recyclables	Market Based	Load	\$357.80		\$5.37	\$363.17	\$374.07	\$385.29

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW021	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Dump Truck - Estimated Weight based on 3,000 kg.	Resales of Recyclables	Market Based	Load	\$357.80		\$5.37	\$363.17	\$374.07	\$385.29
SW022	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Roll-off- Estimated Weight based on 4,000 kg.	Resales of Recyclables	Market Based	Load	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW023	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle Compactor- Estimated Weight based on 4,000 kg.	Resales of Recyclables	Market Based	Load	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW024	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Roll-off- Estimated Weight based on 5,000 kg.	Resales of Recyclables	Market Based	Load	\$596.36		\$8.95	\$605.31	\$623.47	\$642.17
SW025	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Compactor - Estimated Weight based on 8,000 kg.	Resales of Recyclables	Market Based	Load	\$954.16		\$14.31	\$968.47	\$997.52	\$1,027.45
SW026	Recyclable Materials Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Dump Truck- Estimated Weight based on 12,000 kg.	Resales of Recyclables	Market Based	Load	\$1,431.24		\$21.47	\$1,452.71	\$1,496.29	\$1,541.18
SW027	Recyclable Material Loads Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Double Axle Tractor-Trailer- Estimated Weight based on 15,000 kg.	Resales of Recyclables	Market Based	Load	\$1,789.05		\$26.84	\$1,815.89	\$1,870.37	\$1,926.48
SW028	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Roll-off-- Estimated Weight based on 8,000 kg.	Resales of Recyclables	Market Based	Load	\$954.16		\$14.31	\$968.47	\$997.52	\$1,027.45
SW029	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle & 75 Cubic Yard - Estimated Weight based on 8,000 kg.	Resales of Recyclables	Market Based	Load	\$954.16		\$14.31	\$968.47	\$997.52	\$1,027.45
SW030	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Tractor-Trailer- Estimated Weight based on 10,000 kg.	Resales of Recyclables	Market Based	Load	\$1,192.70		\$17.89	\$1,210.59	\$1,246.91	\$1,284.32
SW031	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Triple Axle Compactor - Estimated Weight based on 10,000 kg.	Resales of Recyclables	Market Based	Load	\$1,192.70		\$17.89	\$1,210.59	\$1,246.91	\$1,284.32
SW032	Recyclable Material Loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Dump Truck-- Estimated weight based on 16,000 kg.	Resales of Recyclables	Market Based	Load	\$1,908.31		\$28.62	\$1,936.93	\$1,995.04	\$2,054.89
SW033	Dedicated loads of Yard Waste material 7.5 cm (3") or greater in diameter - Transfer Stations designated by the General Manager	Resales of Recyclables	Market Based	Load	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW034	Tire loads - Transfer Stations. Tip Fee per tonne.	Resales of Recyclables	Market Based	Load	\$238.54		\$3.58	\$242.12	\$249.38	\$256.86

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW035	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle up to 7,500 kg GWW- Estimated weight based on 1,000 kg.	Resales of Recyclables	Market Based	Load	\$238.54		\$3.58	\$242.12	\$249.38	\$256.86
SW036	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle over 7,500 kg GWW- Estimated weight based on 3,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$715.63		\$10.73	\$726.36	\$748.15	\$770.59
SW037	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Dump Truck-- Estimated weight based on 3,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$715.63		\$10.73	\$726.36	\$748.15	\$770.59
SW038	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Roll-off- Estimated weight based on 4,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$954.16		\$14.31	\$968.47	\$997.52	\$1,027.45
SW039	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single Axle Compactor- Estimated weight based on 4,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$954.16		\$14.31	\$968.47	\$997.52	\$1,027.45
SW040	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Roll-Off- Estimated weight based on 5,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,192.70		\$17.89	\$1,210.59	\$1,246.91	\$1,284.32
SW041	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Compactor- Estimated weight based on 8,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,908.31		\$28.62	\$1,936.93	\$1,995.04	\$2,054.89
SW042	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Dump Truck - Estimated weight based on 12,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$2,862.48		\$42.94	\$2,905.42	\$2,992.58	\$3,082.36
SW043	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Double Axle Tractor Trailer-- Estimated weight based on 15,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$3,578.10		\$53.67	\$3,631.77	\$3,740.72	\$3,852.94
SW044	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Roll-off- Estimated weight based on 8,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,908.31		\$28.62	\$1,936.93	\$1,995.04	\$2,054.89
SW045	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle & 75 Cubic Yard- Estimated weight based on 8,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$1,908.31		\$28.62	\$1,936.93	\$1,995.04	\$2,054.89
SW046	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Tractor Trailer-- Estimated weight based on 10,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$2,385.39		\$35.78	\$2,421.17	\$2,493.81	\$2,568.62
SW047	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Triple Axle Compactor- Estimated weight based on 10,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$2,385.39		\$35.78	\$2,421.17	\$2,493.81	\$2,568.62
SW048	Tire loads - Transfer Stations -Tip Fee per Load - Triple Axle Dump Truck- Estimated weight based on 16,000 kg	Resales of Recyclables	Full Cost Recovery	Load	\$3,816.61		\$57.25	\$3,873.86	\$3,990.08	\$4,109.78

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW049	Waste Loading Services - Transfer Stations. Loading fee per tonne for drop and load service.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$22.30		(\$5.30)	\$17.00	\$17.51	\$18.04
SW050	Load Weighing Service only- Transfer Stations. Flat fee for weighing a vehicle.	Garbage-P&T	Full Cost Recovery	Per Use	\$13.49		\$0.20	\$13.69	\$14.10	\$14.52
SW051	Commercial Organics Collections - Annual Fee - Frequency 2x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual - 2X/Week	\$431.53		\$6.47	\$438.00	\$451.14	\$464.67
SW052	Commercial Organics Collections - Annual Fee - Frequency 5x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual - 5X/Week	\$1,618.25		\$24.27	\$1,642.52	\$1,691.80	\$1,742.55
SW053	Commercial Organics Collections - Annual Fee - Frequency 6x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual - 6X/Week	\$2,157.66		\$32.36	\$2,190.02	\$2,255.72	\$2,323.39
SW054.1	Commercial Garbage Collections. Annual Fee - Bi-weekly Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$543.46		\$8.15	\$551.61	\$568.16	\$585.20
SW054.2	Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$1,086.93		\$16.30	\$1,103.23	\$1,136.33	\$1,170.42
SW055	Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual - 2X/Week	\$2,173.86		\$32.61	\$2,206.47	\$2,272.66	\$2,340.84
SW056	Commercial Front End Garbage Collection - Uncompacted. Per Lift per Cubic Yard - Uncompacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Un-Compacted	\$14.95		\$0.22	\$15.17	\$15.63	\$16.10
SW057	Commercial Front End Garbage Collection - Compacted. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$29.92		\$0.45	\$30.37	\$31.28	\$32.22
SW058	Commercial Garbage Collections. Fee per Bag or Tag (each).	Garbage-C&T	Full Cost Recovery	Bag/Tag	\$5.70		\$0.09	\$5.79	\$5.96	\$6.14
SW059	Commercial Garbage Collections. Fee to purchase 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 35 Gallon Organic	\$72.01		\$1.08	\$73.09	\$75.28	\$77.54
SW060	Commercial Garbage Collections. Fee to purchase 65 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon Organic	\$85.09		\$1.28	\$86.37	\$88.96	\$91.63
SW061.1	Commercial Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Recycling	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW061.2	Commercial Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon Garbage	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW061.3	Commercial Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 26 Gallon Organic	\$59.90		\$0.90	\$60.80	\$62.62	\$64.50
SW062	Composters. Fee to purchase a composter.	Garbage-C&T	Full Cost Recovery	Case	\$17.37		\$0.26	\$17.63	\$18.16	\$18.70
SW063	Composters. Fee to deliver composter.	Garbage-C&T	Full Cost Recovery	Case	\$6.53		\$0.10	\$6.63	\$6.83	\$7.03
SW065	Organics Kitchen Container. Fee to purchase an organics kitchen container.	Garbage-C&T	Full Cost Recovery	Container	\$5.83		\$0.09	\$5.92	\$6.10	\$6.28
SW066	Organic Kitchen Container. Fee to purchase apartment container.	Garbage-C&T	Full Cost Recovery	Container	\$3.94		\$0.06	\$4.00	\$4.12	\$4.24
SW067	Fee to purchase a racoon latch	Garbage-C&T	Full Cost Recovery	Per Transactio	\$10.42		\$0.16	\$10.58	\$10.90	\$11.23
SW068	Fee to purchase a yard waste bin	Leaf & Yard Waste-C&T	Full Cost Recovery	Bin - A Yard Waste Bin	\$5.93		\$0.09	\$6.02	\$6.20	\$6.39
SW069	Fee to purchase a recycling box	Recyclables	Full Cost Recovery	Recycling Box	\$6.91		\$0.10	\$7.01	\$7.22	\$7.44
SW070	Schools - Front End Garbage Collection un-compacted. Per Lift per Cubic Yard - Uncompacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$14.95		\$0.22	\$15.17	\$15.63	\$16.10

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW071	Schools - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$29.92		\$0.45	\$30.37	\$31.28	\$32.22
SW072.1	Schools - Waste loads delivered directly to Transfer Stations. Fee Per Tonne.	Garbage-P&T	Full Cost Recovery	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW072.2	Schools - Recyclable Material loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$119.28		\$1.79	\$121.07	\$124.70	\$128.44
SW072.3	Schools - Tire loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$238.54		\$3.58	\$242.12	\$249.38	\$256.86
SW072.4	Schools Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW072.5	Schools Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW072.6	Schools Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon	\$59.90		\$0.90	\$60.80	\$62.62	\$64.50
SW072.7	Schools Organics Collections. Fee to purchase a 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon	\$72.01		\$1.08	\$73.09	\$75.28	\$77.54
SW074	Schools - Annual Fee per bin - twice weekly collection	Garbage-C&T	Full Cost Recovery	Cart - 2X/Week	\$2,173.86		\$32.61	\$2,206.47	\$2,272.66	\$2,340.84
SW075	DACs - Front End Garbage Collection. Per Lift per Cubic Yard - Uncompacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Un-Compacted	\$14.95		\$0.22	\$15.17	\$15.63	\$16.10
SW076	DACs - Front End Garbage Collection. Per Left per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard - Compacted	\$29.92		\$0.45	\$30.37	\$31.28	\$32.22
SW077.1	DACs Waste loads delivered directly to Transfer Stations. Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW077.2	DACs Recyclable Material loads delivered directly to Transfer Stations. Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Tonne	\$119.28		\$1.79	\$121.07	\$124.70	\$128.44
SW077.3	DACs Tire loads delivered directly to Transfer Stations. Fee per tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$238.54		\$3.58	\$242.12	\$249.38	\$256.86
SW077.4	DACs Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW077.5	DACs Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW077.6	DACs Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 65 Gallon	\$59.90		\$0.90	\$60.80	\$62.62	\$64.50
SW077.7	DACs Organics Collections. Fee to purchase a 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Bin - 95 Gallon	\$72.01		\$1.08	\$73.09	\$75.28	\$77.54
SW078	Fee per cart per collection - twice weekly collection (DACs)	Garbage-C&T	Full Cost Recovery	Cart - 2X/Week	\$2,173.86		\$32.61	\$2,206.47	\$2,272.66	\$2,340.84
SW079	Bag tags from Schools and/or DACs	Garbage-C&T	Full Cost Recovery	Bag/Tag	\$5.70		\$0.09	\$5.79	\$5.96	\$6.14
SW080.1	Non-residential Curbside Garbage Collection - Small Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$108.70		\$1.63	\$110.33	\$113.64	\$117.05
SW080.2	Non-residential Curbside Garbage Collection - Medium Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$217.40		\$3.26	\$220.66	\$227.28	\$234.10
SW080.3	Non-residential Curbside Garbage Collection - Large Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$326.09		\$4.89	\$330.98	\$340.91	\$351.14
SW080.4	Non-residential Curbside Garbage Collection-extra-large bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Bin	\$543.46		\$8.15	\$551.61	\$568.16	\$585.20



Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW081.1	Non-residential Curbside Garbage Collection - Small Bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$217.40		\$3.26	\$220.66	\$227.28	\$234.10
SW081.2	Non-residential Curbside Garbage Collection - Medium Bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$434.76		\$6.52	\$441.28	\$454.52	\$468.16
SW081.3	Non-residential Curbside Garbage Collection - Large Bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$652.15		\$9.78	\$661.93	\$681.79	\$702.24
SW081.4	Non-residential Curbside Garbage Collection-extra-large bin - Weekly Collection	Garbage-C&T	City Policy	Bin	\$1,086.93		\$16.30	\$1,103.23	\$1,136.33	\$1,170.42
SW082	Non-residential Curbside Garbage Collection-extra-large bin - Twice Weekly Collection	Garbage-C&T	City Policy	Bin	\$2,173.86		\$32.61	\$2,206.47	\$2,272.66	\$2,340.84
SW083	Non-residential Curbside Organics Collection - 2x/Week	Garbage-C&T	City Policy	Annual - 2X/Week	\$431.53		\$6.47	\$438.00	\$451.14	\$464.67
SW084	Non-residential Curbside Organics Collection - 5x/Week	Garbage-C&T	City Policy	Annual - 5X/Week	\$1,618.25		\$24.27	\$1,642.52	\$1,691.80	\$1,742.55
SW085	Non-residential Curbside Organics Collection - 6x/Week	Garbage-C&T	City Policy	Annual - 6X/Week	\$2,157.66		\$32.36	\$2,190.02	\$2,255.72	\$2,323.39
SW086	Non-residential Front End Garbage Collection	Garbage-C&T	City Policy	Cubic Yard - Compacted	\$14.95		\$0.22	\$15.17	\$15.63	\$16.10
SW087	Non-residential Front End Garbage Collection Compacted	Garbage-C&T	City Policy	Cubic Yard - Compacted	\$29.92		\$0.45	\$30.37	\$31.28	\$32.22
SW088	Non-residential Garbage Collection Bags & Tags	Garbage-C&T	City Policy	Bag/Tag	\$5.70		\$0.09	\$5.79	\$5.96	\$6.14
SW089	Multi-residential bulk collection. Annual Base Collection Fee (per dwelling unit per year)	Garbage-C&T	Full Cost Recovery	Annual - Up To 1.917 Cu Yds Un-Compacted Or 0.9585	\$218.60		\$3.28	\$221.88	\$228.54	\$235.40
SW090	Multi-residential bulk collection. Excess Collection Fee (per cubic yard) of un-compacted garbage over base 1.917 cubic yards (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual - Cu Yds for Excess 1.917 Cu Yds; Un-	\$15.17		\$0.23	\$15.40	\$15.86	\$16.34
SW091.1	Multi-residential bulk collection. Excess Collection Fee (per cubic yard) of compacted garbage over base 0.9585 cubic yards (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Bin	\$30.35		\$0.46	\$30.81	\$31.73	\$32.68
SW091.2	Multi-residential Bulk Collection - Fee for a 95 gallon recycling bin	Garbage-C&T	Full Cost Recovery	Bin	\$111.28		\$1.67	\$112.95	\$116.34	\$119.83
SW091.3	Multi-residential Bulk Collection - Fee for a 35 gallon organics bin	Garbage-C&T	Full Cost Recovery	Bin	\$72.01		\$1.08	\$73.09	\$75.28	\$77.54
SW091.4	Multi-residential Bulk Collection - Fee for a 26 gallon organics bin	Garbage-C&T	Full Cost Recovery	Bin	\$59.90		\$0.90	\$60.80	\$62.62	\$64.50
SW092	Residential Curbside collection. Annual Collection fee - Small Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$266.24		\$3.99	\$270.23	\$278.34	\$286.69
SW093	Residential Curbside collection. Annual Collection Fee - Medium Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$323.20		\$4.85	\$328.05	\$337.89	\$348.03
SW094	Residential Curbside collection. Annual Collection fee- Large Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$438.96		\$6.58	\$445.54	\$458.91	\$472.68
SW095	Residential Curbside Collection. Annual Collection fee - Extra Large Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$509.15		\$7.64	\$516.79	\$532.29	\$548.26
SW096	Residential Curbside Collection. Annual Collection Fee - Bag - only customer.	Garbage-C&T	Full Cost Recovery	Annual	\$170.44		\$2.56	\$173.00	\$178.19	\$183.54
SW097	Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Annual Base Collection Fee	Garbage-C&T	Full Cost Recovery	Annual - Up To 1.917 Cu Yds Un-Compacted Or 0.9585	\$218.60		\$3.28	\$221.88	\$228.54	\$235.40



Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021		2022	2023
					Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW098	Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Excess Collection Fee (per cubic yard) of un-compacted garbage over base 1.917 cubic yards (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual - Cu Yds for Excess 1.917 Cu Yds; Un-Compacted	\$15.17	\$0.23	\$15.40	\$15.86	\$16.34
SW099	Residential Curbside Collection for Subscription Properties - using extra-large garbage bins. Excess Collection Fee (per cubic yard) of compacted garbage over base 0.9585 cubic yards (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual - Cu Yd for Excess 0.9585 Cu Yds; Compacted	\$30.35	\$0.46	\$30.81	\$31.73	\$32.68
SW100.1	Residential Curbside collection for Subscription Properties - bag only collection. Multi-residential.	Garbage-C&T	Full Cost Recovery	Each	\$227.69	\$3.42	\$231.11	\$238.04	\$245.18
SW100.2	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 95 gallon garbage bin.	Garbage-C&T	Full Cost Recovery	Annual	\$111.28	\$1.67	\$112.95	\$116.34	\$119.83
SW100.3	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 95 gallon recycling bin.	Garbage-C&T	Full Cost Recovery	Annual	\$111.28	\$1.67	\$112.95	\$116.34	\$119.83
SW100.4	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 35 gallon organics bin.	Garbage-C&T	Full Cost Recovery	Annual	\$72.01	\$1.08	\$73.09	\$75.28	\$77.54
SW100.5	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 26 gallon organics bin.	Garbage-C&T	Full Cost Recovery	Annual	\$59.90	\$0.90	\$60.80	\$62.62	\$64.50
SW101	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Garbage Bin Downsizing Exchange Fee.	Solid Waste Collection & Transfer	City Policy	Garbage Bin Downsizing Exchange Fee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SW102	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Garbage Bin Upsizing Exchange Fee.	Garbage-C&T	Full Cost Recovery	Bin	\$24.53	\$0.37	\$24.90	\$25.65	\$26.42
SW103	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Recycling Bin Upsizing Exchange Fee.	Solid Waste Collection & Transfer	City Policy	Recycling Bin Upsizing Exchange Fee.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SW109	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Bag tag (\$/tag).	Garbage-C&T	City Policy	Bag/Tag	\$5.70	\$0.09	\$5.79	\$5.96	\$6.14
SW110	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin.	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$266.24	\$3.99	\$270.23	\$278.34	\$286.69
SW111	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin.	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$323.20	\$4.85	\$328.05	\$337.89	\$348.03
SW112	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin.	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$438.96	\$6.58	\$445.54	\$458.91	\$472.68
SW113	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on bi-weekly collection - Extra Large Bin.	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$509.15	\$7.64	\$516.79	\$532.29	\$548.26

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW114	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin.	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$323.20		\$4.85	\$328.05	\$337.89	\$348.03
SW115	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin.	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$438.96		\$6.58	\$445.54	\$458.91	\$472.68
SW116	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin.	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$622.44		\$9.34	\$631.78	\$650.73	\$670.25
SW117	Residential units above commercial (RUAC) properties Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin.	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$1,000.12		\$15.00	\$1,015.12	\$1,045.57	\$1,076.94
SW118	Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on bi-weekly collection - Bag-only customer.	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$170.44		\$2.56	\$173.00	\$178.19	\$183.54
SW119	Residential units above commercial (RUAC) Garbage Collection. Annual Collection Fee based on weekly collection - Bag-only customer.	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$227.42		\$3.41	\$230.83	\$237.75	\$244.88
SW120	Annual Fee per cart - Biweekly (schools)	Garbage-C&T	Full Cost Recovery	Annual	\$543.46		\$8.15	\$551.61	\$568.16	\$585.20
SW121	Annual Fee per cart - Weekly (schools)	Garbage-C&T	Full Cost Recovery	Annual	\$1,086.93		\$16.30	\$1,103.23	\$1,136.33	\$1,170.42
SW122	Annual Fee per cart - Biweekly (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$543.46		\$8.15	\$551.61	\$568.16	\$585.20
SW123	Annual Fee per cart - Weekly (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$1,086.93		\$16.30	\$1,103.23	\$1,136.33	\$1,170.42
SW124	Landfill Disposal : Waste load per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW125	Landfill Disposal : Asbestos, per tonne	Garbage-C&T	Full Cost Recovery	Tonne	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW126	Landfill Disposal : CFIA Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW127	Landfill Disposal : Special Handling, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW128	Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW129	Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$477.09		\$7.16	\$484.25	\$498.78	\$513.74
SW130	Landfill Disposal : Biosolids, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW131	Landfill Disposal : Water Treatment Residue, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW132	Landfill Disposal : Treated Biomedical Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$159.03		\$2.39	\$161.42	\$166.26	\$171.25
SW133	Sale of Clean Fill at Green Lane Landfill - per load fee for single, tandem, or tri-axle dump truck vehicles	Green Lane Landfill	Full Cost Recovery	Tonne	\$2.42		\$0.04	\$2.46	\$2.53	\$2.61
SW134	Sale of Clean Fill at Green Lane Landfill - per load fee for dump trailer	Green Lane Landfill	Full Cost Recovery	Tonne	\$3.63		\$0.05	\$3.68	\$3.79	\$3.90
SW135	Solid Waste Miscellaneous Collection, Haulage and Other Services	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Each	\$108.60		\$1.63	\$110.23	\$113.54	\$116.95
SW136	Fluorescent Tubes 4 foot over 20 units	Haz/Sp Waste(P&T)	Full Cost Recovery	Each	\$0.58		\$0.01	\$0.59	\$0.61	\$0.63
SW137	Fluorescent Tubes 8 foot over 10 units	Haz/Sp Waste(P&T)	Full Cost Recovery	Per Hour	\$1.11		\$0.02	\$1.13	\$1.16	\$1.19

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW138	Residential Curbside Collection for Multi-residential curbside properties. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$15.90		\$3.85	\$19.75	\$20.34	\$20.95
SW139	Multi-residential front-end collection. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$15.90		\$3.85	\$19.75	\$20.34	\$20.95
SW140	Residential Curbside collection. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$15.90		\$3.85	\$19.75	\$20.34	\$20.95
SW141	Commercial Bag-only Base Fee. Annual Fee	Garbage-C&T	Full Cost Recovery	Annual	\$305.00		\$4.58	\$309.58	\$318.87	\$328.44
SW142	Special Event - Signature Street Event (first day)	Garbage-P&T	Full Cost Recovery	Each	\$948.32		\$14.22	\$962.54	\$991.42	\$1,021.16
SW143	Special Event - Signature Street Event (additional day)	Garbage-P&T	Full Cost Recovery	Each	\$282.57		\$4.24	\$286.81	\$295.41	\$304.27
SW144	Special Event - 1-Day Street Event	Garbage-P&T	Full Cost Recovery	Each	\$514.94		\$7.72	\$522.66	\$538.34	\$554.49
SW145	Special Event - Signature Parade	Garbage-P&T	Full Cost Recovery	Each	\$11,574.90		\$173.62	\$11,748.52	\$12,100.98	\$12,464.01
SW146	Special Event - Parade	Garbage-P&T	Full Cost Recovery	Each	\$3,076.64		\$46.15	\$3,122.79	\$3,216.47	\$3,312.96
SW147	Special Event - Athletic Event (first day)	Garbage-P&T	Full Cost Recovery	Each	\$1,339.85		\$20.10	\$1,359.95	\$1,400.75	\$1,442.77
SW148	Special Event - Athletic Event (additional day)	Garbage-P&T	Full Cost Recovery	Each	\$889.69		\$13.35	\$903.04	\$930.13	\$958.03
SW149	Special Event - Signature Street Event Rental and Service of Organic and Recycling Carts (first day)	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling	\$3,822.08		\$57.33	\$3,879.41	\$3,995.79	\$4,115.66
SW150	Special Event - Signature Street Event Rental and Service of Organic and Recycling Carts (additional day)	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling	\$374.55		\$5.62	\$380.17	\$391.58	\$403.33
SW151	Special Event - 1-Day Street Event Rental and Service of Organic and Recycling Carts	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling	\$2,256.96		\$33.85	\$2,290.81	\$2,359.53	\$2,430.32
SW152	Special Event - Rental and Service of 40 yd³ Recycling Roll-off Bin	Garbage-P&T	Full Cost Recovery	Each	\$206.44		\$3.10	\$209.54	\$215.83	\$222.30
SW153	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$137.80		\$2.07	\$139.87	\$144.07	\$148.39
SW154	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$275.60		\$4.13	\$279.73	\$288.12	\$296.76
SW155	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$413.40		\$6.20	\$419.60	\$432.19	\$445.16
SW156	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Extra Large Bin	Garbage-C&T	Full Cost Recovery	Annual - Bi-Weekly	\$689.00		\$10.34	\$699.34	\$720.32	\$741.93
SW157	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$275.60		\$4.13	\$279.73	\$288.12	\$296.76
SW158	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$551.20		\$8.27	\$559.47	\$576.25	\$593.54
SW159	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$826.80		\$12.40	\$839.20	\$864.38	\$890.31

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020	2021			2022	2023
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW160	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin	Garbage-C&T	Full Cost Recovery	Annual - 1X/Week	\$1,378.00		\$20.67	\$1,398.67	\$1,440.63	\$1,483.85
SW161	Mixed Commercial/Residential Properties, Bag-only Base Fee	Garbage-C&T	Full Cost Recovery	Annual	\$371.00		\$5.57	\$376.57	\$387.87	\$399.51
SW162	Mixed Commercial/Residential Properties, Oversized and Metal Item Fee (per account per year)	Garbage-C&T	Full Cost Recovery	Annual	\$15.90		\$3.85	\$19.75	\$20.34	\$20.95

Table 9d - User Fees for Technical Adjustments

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020 Approved Rate	2021 Budget Rate	Reason for Adjustment
SW104	Residential Curbside collection & Mixed residential/commercial properties Garbage Collection. Recycling Bin Downsizing Exchange Fee.	Recycle Bin	Full Cost Recovery	Garbage Bin Downsizing Exchange Fee	\$0.00	\$0.00	Inadvertently deleted in a previous budget process

## Appendix 10

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

#### 2021 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance</b>		<b>7,049.2</b>	<b>7,597.7</b>	<b>8,147.4</b>
Green Lane Perpetual Care	XR1409			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
Solid Waste Management Services Operating Contributions		533.2	533.2	533.2
Estimated Interest Earned 0.21%		15.4	16.5	17.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>7,597.7</b>	<b>8,147.4</b>	<b>8,698.3</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>7,597.7</b>	<b>8,147.4</b>	<b>8,698.3</b>

\*Based on latest estimates

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance</b>		<b>26,402.7</b>	<b>26,458.1</b>	<b>26,513.6</b>
Solid Waste Debt	XR1412			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
Solid Waste Management Services Operating Contributions		33,973.4	37,602.8	39,271.9
Estimated Interest Earned 0.21%		55.4	55.6	55.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>60,431.5</b>	<b>64,116.4</b>	<b>65,841.2</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(33,973.4)</b>	<b>(37,602.8)</b>	<b>(39,272.0)</b>
<b>Balance at Year-End</b>		<b>26,458.1</b>	<b>26,513.6</b>	<b>26,569.2</b>

\*Based on latest estimates

**Inflows and Outflows to/from Reserves and Reserve Funds**  
**2021 – 2030 Capital Budget and Plan**

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance</b>		<b>27,328.6</b>	<b>28,146.1</b>	<b>15,219.0</b>
Vehicle Reserve - Solid Waste	XQ1014			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
Solid Waste Management Services Operating Contributions		14,422.0	21,848.0	22,285.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>41,750.6</b>	<b>49,994.1</b>	<b>37,503.9</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(13,604.5)</b>	<b>(34,775.2)</b>	<b>(34,292.9)</b>
<b>Balance at Year-End</b>		<b>28,146.1</b>	<b>15,219.0</b>	<b>3,211.0</b>

\*Based on latest estimates

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2021	2022	2023
		\$	\$	\$
<b>Beginning Balance</b>		<b>15,142.3</b>	<b>11,985.2</b>	<b>9,183.1</b>
Insurance	XR1010			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
Solid Waste Management Services Operating Contributions		2,343.2	2,343.2	2,343.2
Estimated Interest Earned 0.21%		28.5	22.2	16.3
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>17,513.9</b>	<b>14,350.6</b>	<b>11,542.6</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(5,528.7)</b>	<b>(5,167.5)</b>	<b>(5,196.7)</b>
<b>Balance at Year-End</b>		<b>11,985.2</b>	<b>9,183.1</b>	<b>6,346.0</b>

\*Based on latest estimates

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

2021 – 2030 Capital Budget and Plan

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR1404 Waste Management Reserve Fund	Beginning Balance	70,079.8	59,812.2	48,044.5	39,618.4	40,848.0	46,934.9	62,883.6	78,012.2	98,204.2	124,157.6
	Withdrawals (-)										
	Solid Waste Management										
	Withdrawals - Capital	(24,644.8)	(23,415.6)	(20,048.8)	(20,919.4)	(20,014.4)	(19,405.2)	(13,181.8)	(13,093.8)	(12,216.8)	(31,811.8)
	Other Division/Agency Withdrawals - Capital	(2,896.0)	(1,650.0)	(600.0)				(108.0)	(381.6)	(366.0)	
	<b>Total Withdrawals</b>	<b>(27,540.8)</b>	<b>(25,065.6)</b>	<b>(20,648.8)</b>	<b>(20,919.4)</b>	<b>(20,014.4)</b>	<b>(19,405.2)</b>	<b>(13,289.8)</b>	<b>(13,475.4)</b>	<b>(12,582.8)</b>	<b>(31,811.8)</b>
	Contributions (+)										
	Solid Waste Management Services										
	Operating Contributions	17,137.0	13,184.8	12,130.8	22,064.5	26,009.3	35,238.6	28,270.6	33,482.6	38,302.9	40,297.7
	Estimated Interest Earned 0.21%	136.2	113.1	91.9	84.4	92.1	115.2	147.8	184.8	233.2	269.6
	<b>Total Contributions</b>	<b>17,273.2</b>	<b>13,297.9</b>	<b>12,222.7</b>	<b>22,148.9</b>	<b>26,101.4</b>	<b>35,353.8</b>	<b>28,418.4</b>	<b>33,667.4</b>	<b>38,536.2</b>	<b>40,567.3</b>
<b>Balance at Year-End</b>		<b>59,812.2</b>	<b>48,044.5</b>	<b>39,618.4</b>	<b>40,848.0</b>	<b>46,934.9</b>	<b>62,883.6</b>	<b>78,012.2</b>	<b>98,204.2</b>	<b>124,157.6</b>	<b>132,913.1</b>

\* Based on latest estimates

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR1013 Perpetual Care of Landfill Reserve Fund	Beginning Balance	24,616.0	24,169.9	20,658.6	19,611.9	19,738.9	20,264.6	19,964.4	18,798.0	17,469.5	16,138.5
	Withdrawals (-)										
	Solid Waste Management Services										
	Withdrawals - Capital	(6,788.0)	(9,849.0)	(7,379.6)	(6,205.0)	(5,807.0)	(6,633.0)	(7,497.8)	(7,657.2)	(7,657.0)	(7,657.0)
	<b>Total Withdrawals</b>	<b>(6,788.0)</b>	<b>(9,849.0)</b>	<b>(7,379.6)</b>	<b>(6,205.0)</b>	<b>(5,807.0)</b>	<b>(6,633.0)</b>	<b>(7,497.8)</b>	<b>(7,657.2)</b>	<b>(7,657.0)</b>	<b>(7,657.0)</b>
	Contributions (+)										
	Solid Waste Management Services										
	Operating Contributions	6,290.7	6,290.7	6,290.7	6,290.7	6,290.7	6,290.7	6,290.7	6,290.7	6,290.7	6,290.7
	Estimated Interest Earned 0.21%	51.2	47.0	42.2	41.3	42.0	42.2	40.7	38.0	35.3	32.5
	<b>Total Contributions</b>	<b>6,341.9</b>	<b>6,337.7</b>	<b>6,332.9</b>	<b>6,332.0</b>	<b>6,332.7</b>	<b>6,332.9</b>	<b>6,331.4</b>	<b>6,328.7</b>	<b>6,326.0</b>	<b>6,323.2</b>
<b>Balance at Year-End</b>		<b>24,169.9</b>	<b>20,658.6</b>	<b>19,611.9</b>	<b>19,738.9</b>	<b>20,264.6</b>	<b>19,964.4</b>	<b>18,798.0</b>	<b>17,469.5</b>	<b>16,138.5</b>	<b>14,804.7</b>

\* Based on latest estimates

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan
XR1408 Green Lane Reserve Fund	Beginning Balance	8,574.5	6,749.3	3,891.9	7,519.1	10,924.3	10,907.2	11,474.1	10,416.5	11,365.2	10,328.0
	Withdrawals (-)										
	Solid Waste Management Services										
	Withdrawals - Capital	(2,684.8)	(3,712.0)	(4,728.2)	(4,957.6)	(8,383.4)	(7,800.0)	(9,424.0)	(9,917.6)	(11,903.4)	(12,400.0)
	<b>Total Withdrawals</b>	<b>(2,684.8)</b>	<b>(3,712.0)</b>	<b>(4,728.2)</b>	<b>(4,957.6)</b>	<b>(8,383.4)</b>	<b>(7,800.0)</b>	<b>(9,424.0)</b>	<b>(9,917.6)</b>	<b>(11,903.4)</b>	<b>(12,400.0)</b>
	Contributions (+)										
	Solid Waste Management Services										
	Operating Contributions	843.4	843.4	8,343.4	8,343.4	8,343.4	8,343.4	8,343.4	10,843.4	10,843.4	10,843.4
	Estimated Interest Earned 0.21%	16.1	11.2	12.0	19.3	22.9	23.5	23.0	22.8	22.8	20.1
	<b>Total Contributions</b>	<b>859.5</b>	<b>854.6</b>	<b>8,355.4</b>	<b>8,362.8</b>	<b>8,366.3</b>	<b>8,366.9</b>	<b>8,366.4</b>	<b>10,866.3</b>	<b>10,866.2</b>	<b>10,863.5</b>
<b>Balance at Year-End</b>		<b>6,749.3</b>	<b>3,891.9</b>	<b>7,519.1</b>	<b>10,924.3</b>	<b>10,907.2</b>	<b>11,474.1</b>	<b>10,416.5</b>	<b>11,365.2</b>	<b>10,328.0</b>	<b>8,791.5</b>

\* Based on latest estimates



## 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 provided services; an example of an operating cost would be the cost to run the TTC subways.

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

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

**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).

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.