

# 2022 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 and one litter collection yard, seven transfer stations, six household hazardous waste depots, two organics processing facilities, Green Lane Landfill and 160 former landfills.

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

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

### Why We Do It

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

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

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

## What Service We Provide

### City Beautification

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

**How Much Resources (gross 2022 operating budget):** \$39.263 million

### Residual Management

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

**How Much Resources (gross 2022 operating budget):** \$40.822 million

### Solid Waste Collection & Transfer

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

**How Much Resources (gross 2022 operating budget):** \$134.229 million

### Solid Waste Education & Enforcement

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

**How Much Resources (gross 2022 operating budget):** \$7.062 million

### Solid Waste Processing & Transport

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

**How Much Resources (gross 2022 operating budget):** \$156.433 million

## Budget at a Glance

### 2022 OPERATING BUDGET

\$Billion	2022	2023	2024
Revenues	\$390.966	\$401.676	\$422.098
Gross Expenditures	\$377.809	\$389.674	\$400.433
Capital Contribution	\$13.157	\$12.002	\$21.665
Approved Positions	1,139.3	1,135.3	1,134.3

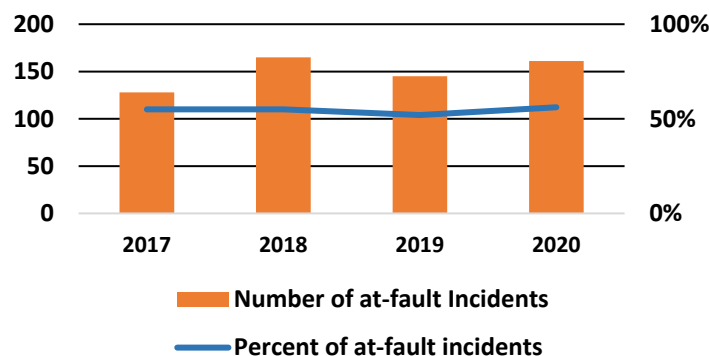
### 2022 - 2031 10-YEAR CAPITAL PLAN

\$Billion	2022	2023-2031	Total
Gross Expenditures	\$69.729	\$779.391	\$849.120
Debt	\$32.211	\$424.197	\$456.408

Note: Includes 2021 carry forward funding

## How Well We Are Doing– Behind the Numbers

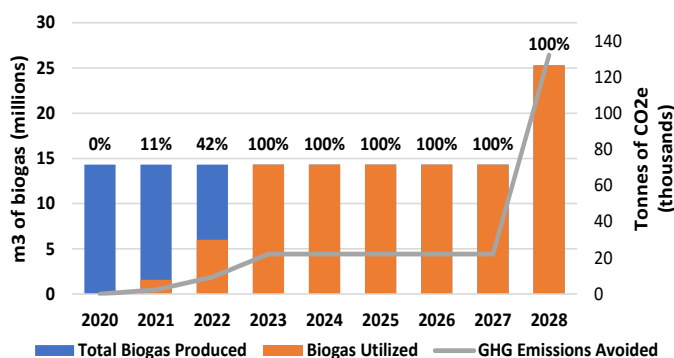
### At-Fault Vehicle-Related Incidents



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:

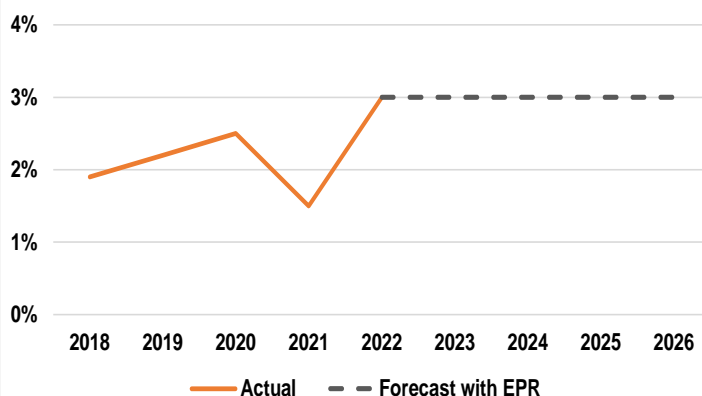
- Continued investment to outfit vehicles with safety equipment that supports Vision Zero side guards, telematics and in cab cameras
- 160 new staff trained at the Keele Valley Training Centre since it opened in mid-2020
- Introducing new Drive for Life training for all staff who operate any vehicle using simulation-based training with the objective of improving driver responses

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



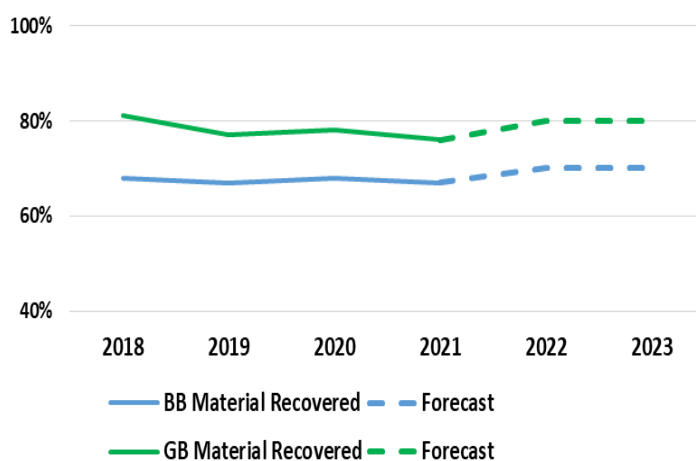
- Solid Waste Management Services' renewable energy trajectory includes utilizing biogas from organics processing facilities. Dufferin's renewable natural gas (RNG) will be used in 2022 and construction at the Disco Road facility will begin in 2022. RNG from a 3rd anaerobic digestion facility is anticipated to be produced 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 working to assess whether landfill gas can be harnessed to generate renewable energy and reduce GHG emissions. Staff are conducting studies to explore this potential.

**% Utility Rate Increase**









- To ensure sufficient balances in reserve, 2022 reflects a 3% rate increase and continues year over year.
- The introduction of Extended Producer Responsibility (EPR) will help stabilize the rate. EPR will present some cost savings to the City as a result of the reduction in recyclable material that the City must process.
- If the City has not transitioned to EPR by 2024, Solid Waste Management Services will need to reassess the projected future annual rate increases to ensure service levels and funding for the 10-year Capital Budget and Plan are able to be sustained.

**% Blue Bin and Green Bin Material Recovered**



- Currently, Solid Waste Management Services recovers a majority of Blue Bin Recycling and Green Bin Organics material.
- To help reduce the amount of organics ending up in the garbage or recycling, Green Bins have been installed in all dogs off-leash areas in parks and a pilot project began to test the use of a dedicated compartment for dog waste in street litter bins. To reduce recycling contamination in parks, new recycling containers designed to exclusively capture empty beverage cans and bottles were installed in parks across the city.
- Throughout 2021 and into 2022 SWMS continues to communicate proper waste sorting practices through campaigns, outreach and education.

## How Well We Are Doing

Outcome	Outcome Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Torontonians live in a city where waste is collected in a timely, safe, reliable and efficient manner.	# of at fault vehicle-related incidents	145	161	N/A	141		N/A	N/A
	% of at fault vehicle-related incidents	52%	56%		53%			
	# of service requests	160,809	154,927	150,000	150,000		150,000	150,000
	% service requests resolved within service standard	84.8%	74.1%	90%	90%		90%	90%
Torontonians live in a city where waste is managed in an innovative, environmentally and fiscally sustainable manner.	% of biogas from Organics Processing Facilities converted to renewable energy	0%	0%	42%	23%		42%	100%
	% utility rate increase	2.2%	2.5%	1.5%	1.5%		3%	3%
	% of blue bin material recovered	67%	68%	70%	67%		70%	70%
	% of green bin material recovered	76%	78%	76%	76%		80%	80%

Service	Service Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
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%	99.98%	99.97%	99.97%		99.97%	99.97%
<b>Education</b>	Community Environment Days	Up to 51 per year	7 at Drop-off Depots across the City	7 at Drop-off Depots across the City	14 at Drop-off Depots across the City	●	Up to 58 per year (7 at Drop-Off Depots & 2 per Ward)	Up to 58 per year (7 at Drop-Off Depots & 2 per Ward)
<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

### 2022 Impact and Recovery

#### Operating Budget Impact

- For 2022 there are no Covid-19 financial impacts as we move out of the pandemic due to Canada-wide immunization program and other anti-pandemic measures.

#### Service Level Changes

- There are no service level changes resulting from COVID-19 that will impact 2022.

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Maintained essential core collection and processing of garbage, Blue Bin recycling, Green Bin organics, Yard Waste and oversized and metal items during the COVID-19 pandemic.
- Implemented organic litter bin collection pilots and expanded organic collection in Parks.
- Expanded mattress processing services across the City diverting the material from landfill.
- Merged two business units in Collections and Litter Ops, into one new unit to improve customer service and increase efficiencies.
- Investment in Vision Zero truck safety enhancement program which includes outfitting vehicles with safety equipment including side guards, telematics, in cab cameras and Drive for Life training for all staff who operate any vehicle using simulation-based training with the objective of improving driver responses. To-date 160 staff have been trained at the Keele Valley Training Centre.
- Completed construction of the Dufferin Organics Processing Facility and initiated operations phase.
- Commissioned Dufferin Renewable Natural Gas project formally announced by Mayor John Tory.
- Completed preliminary design for the Disco Renewable Natural Gas project.
- Completed opportunities study for beneficial use of landfill gas at the Green Lane Landfill, which included participation from the three local First Nations.
- Conducted recycling bin design modifications pilots in parks to reduce contamination.
- Issued the Request for Proposal (RFP) to retain a consulting engineer to plan, conceptualize and begin pre design for the Divisions third Anaerobic Digester (AD).
- Implemented a nine (9) year Green Lane Landfill Operations, Maintenance and Construction contract which increased compaction rates maximizing landfill airspace and lowered the guaranteed annual tonnages giving the City greater flexibility to reduce waste volumes going to landfill resulting in disposal cost savings.
- Implemented two (2) new Haulage Contracts for transporting Toronto's waste to landfill, (previously had 1 contractor), which provides more flexibility for hauling waste, and mitigates operational risk.
- Negotiated extensions with three (3) Ontario Landfills to ensure continuity of services as the Division negotiates preferential terms for longer contracts with a goal to have contracts in place until the end of August 2026.
- Completed the Baseline Study for a Circular Toronto.
- Established a Stakeholder and Community Outreach unit to provide Divisional support on public education initiatives for residents, community outreach and meaningful engagement with stakeholders and Rights Holders.
- City Council endorsed Stage 1 of the Single-Use and Takeaway Item Strategy which includes launching a Voluntary Measures Program to encourage businesses to voluntarily implement actions to reduce single-use and takeaway items.

- Joined the Canadian Circular Cities & Regions Initiative and the Canada Plastics Pact.
- Successfully advocated for Toronto to transition in 2023 to the Province of Ontario's new Blue Box Extended Producer Responsibility program and awarded a multi-year contract with a Business Transformation & Change Management Consultant to ensure a smooth transition for Toronto's residents.
- Launched the new Waste Management Guide and Utility Bill Inserts (Collection Schedules).
- Participated in the World Circular Economy Forum 2021 as program planning partners. The event is an initiative of Sitra, the Finnish Innovation Fund and was cohosted by the Government of Canada and brings together international business leaders, policymakers and experts to accelerate the transition towards a circular economy.
- Participated in the Circular Innovation City Challenge alongside the cities of New York, Glasgow, Amsterdam, and Copenhagen which invited digital innovators from around the world, including many submissions from Toronto and Canada, to propose solutions that could be piloted in the five participating global cities to decrease emissions and reduce reliance on finite resources.

**Received Various Awards including:**

- Received [2021 Municipal Waste Association Promotion & Education Awards](#) for the Litter Emoji Campaign in the Campaign category, the Love Food Hate Waste campaign in the Social Media and Online Strategy category and the Community Reduce and Reuse Programs in the Community Engagement and Outreach Program category.
- Received an Honourable Mention for the Annual Domenic Mele Health and Safety Award, presented by the City of Toronto's Occupational Health & Safety Co-ordinating Committee. The mention was in relation to a Point of Sale device developed to ensure the maintenance of physical distancing with minimal Musculoskeletal Disorder strain and the safety of staff and patrons at weighscale stations.
- Voted by participants of the Joint Health & Safety Committee Recognition Event for best Health & Safety video in relation to Personal Protective Equipment.
- Received the Ontario Public Works Association (OPWA) Award for the Technical Innovation Category for Dufferin RNG.



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## Key Challenges and Risks

- **Blue Box Extended Producer Responsibility (EPR):** City's transition is scheduled for mid-2023, however its role in the future system has yet to be defined.
- **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.

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## Priority Actions

- **Blue Box Extended Producer Responsibility (EPR):** Negotiate transition of Toronto's blue box program to Producer Responsibility Organizations, and develop a formal transition plan which also includes a change management and communication plan to support staff and residents in the transition to the future state.
- **Organics Processing Capacity:** Advance project development work related to the 3<sup>rd</sup> Anaerobic Digestion (AD) Facility, maintaining target of 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.
- **Climate Change Resiliency:** RNG infrastructure development continuing for the Disco Road Organics Processing Facility with commissioning anticipated in 2023 to further increase RNG supply. Advancing renewable energy infrastructure at Green Land Landfill.
- **Returning to Pre-Covid service levels and learn from successes:** Return to in community E-days as well as maintain Transfer station E-days, reinstate communications and education funding to pre-covid levels, maintain additional resources for parks and litter management.
- **Utility Rate Stability:** SWMS rate model has been developed based on a 3 per cent blended rate increase for each of the outlook years (2023 and 2024) and the remaining seven years through 2031 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.
- **Utility Rate Review:** Analyze the financial impact of Blue Box EPR, and review cost allocations and Solid Waste rate structure to ensure long-term financial sustainability following transition to EPR.
- **Health & Safety:** Advance Vision Zero initiatives on Collection fleet. Enhance driver safety through new SWMS Training Facility. Environmental and Health & Safety Compliance unit to expand divisional oversight and compliance activities.



## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2022 Operating Budget for Solid Waste Management Services of \$377.809 million gross, \$390.966 million revenue and \$13.157 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Capital from Current Contribution (\$000s)</b>
City Beautification	39,263.0	6,920.0	-32,343.0
Solid Waste Collection & Transfer	134,229.2	342,151.2	207,922.0
Solid Waste Processing & Transport	156,432.7	31,192.0	-125,240.7
Residual Management	40,821.7	10,702.4	-30,119.3
Solid Waste Education & Enforcement	7,061.9	0.3	-7,061.6
<b>Total Program Budget</b>	<b>377,808.5</b>	<b>390.966.0</b>	<b>13,157.5</b>

2. City Council approve the 2022 staff complement for Solid Waste Management Services of 1,139.3 positions comprised of 50.6 capital position and 1,088.7 operating positions.
3. City Council approve the 2022 new user fees, market rate user fee changes, and other fee changes above the inflationary adjusted rate for Solid Waste Management Services identified in Appendix 9, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2022 Capital Budget for Solid Waste Management Services with cash flows and future year commitments totaling \$625.585 million as detailed by project in [Appendix 6a](#).
5. City Council approve the 2023-2031 Capital Plan for Solid Waste Management Services totalling \$223.535 million in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request the General Manager, Solid Waste Management Services to provide, as part of the 2023 Solid Waste Management Services budget submission, an update on, and progress towards, an implementation plan for achieving the City's Net Zero by 2040 goal, including but not limited to:
  - a. The collection of landfill gas;
  - b. Organics diversion rates;
  - c. A plan to lead by example in City of Toronto facilities;
  - d. Increased support for multi-residential customers;
  - e. Small businesses and Commercial, Institutional and Religious Organizations customers;
  - f. On-site and community composting;
  - g. An education campaign, necessary regulatory changes; and
  - h. The continued investigation of mixed waste processing.

# **2022 OPERATING BUDGET**

## 2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
City Beautification	1,896.1	6,512.7	6,375.4	6,920.0		6,920.0	544.6	8.5%
Solid Waste Collection & Transfer	328,988.9	331,996.0	331,936.6	342,151.2		342,151.2	10,214.6	3.1%
Solid Waste Processing & Transport	22,790.0	30,180.3	30,096.9	31,192.0		31,192.0	1,095.2	3.6%
Residual Management	7,586.7	10,625.6	7,094.3	10,702.4		10,702.4	3,608.2	50.9%
Solid Waste Education & Enforcement	50.8	0.3	183.1	0.3		0.3	(182.8)	(99.8%)
<b>Total Revenues</b>	<b>361,312.4</b>	<b>379,314.9</b>	<b>375,686.2</b>	<b>390,966.0</b>		<b>390,966.0</b>	<b>15,279.7</b>	<b>4.1%</b>
<b>Expenditures</b>								
City Beautification	38,395.1	37,378.5	36,445.5	39,263.0		39,263.0	2,817.5	7.7%
Solid Waste Collection & Transfer	128,368.6	126,311.9	128,916.3	134,229.2		134,229.2	5,312.9	4.1%
Solid Waste Processing & Transport	134,649.2	154,744.3	148,366.9	156,432.7		156,432.7	8,065.8	5.4%
Residual Management	31,967.4	39,860.8	36,197.7	40,821.7		40,821.7	4,624.0	12.8%
Solid Waste Education & Enforcement	2,666.8	3,967.1	3,708.8	7,061.9		7,061.9	3,353.1	90.4%
<b>Sub-Total - Gross Expenditures</b>	<b>336,047.1</b>	<b>362,262.7</b>	<b>353,635.2</b>	<b>377,808.5</b>		<b>377,808.5</b>	<b>24,173.3</b>	<b>6.8%</b>
Capital Budget Contribution	18,166.7	17,052.2	17,137.0	13,157.5		13,157.5	(3,979.5)	(23.2%)
Surplus	7,098.7	-	4,914.1				(4,914.1)	(100.0%)
Total Capital Contribution	25,265.4	17,052.2	22,051.1	13,157.5		13,157.5	(8,893.6)	(123.2%)
<b>Total Gross Expenditures</b>	<b>361,312.4</b>	<b>379,314.9</b>	<b>375,686.2</b>	<b>390,966.0</b>		<b>390,966.0</b>	<b>15,279.7</b>	<b>4.1%</b>
<b>Approved Positions**</b>	<b>1,128.3</b>	<b>1,132.3</b>	<b>1,132.3</b>	<b>1,139.3</b>		<b>1,139.3</b>	<b>7.0</b>	<b>0.6%</b>

\*Projection based on 6 Month Variance

\*\*YoY comparison based on approved positions

## COSTS TO MAINTAIN EXISTING SERVICES

**Total 2022 Base Budget** expenditures of \$377.809 million gross (prior to capital contribution) reflecting an increase of \$24.173 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Inflationary increase to Salary and benefit, collection, processing and disposal contracts as well as related volume changes.
- Contribution to Fleet reserve based on operational needs.
- Reinstatement of prior year funding for advertising and public education which was materially impacted by Covid-19 in 2021 that support established Stakeholder and Community Outreach programs with goal of waste reduction and increased diversion.
- Above pressures are offset by collection and tipping rate increase and anticipated volume changes, higher Blue box grants, revenue from sale of Renewable Natural Gas (RNG), base expenditure savings arising from line by line review and other operational savings.

The 2022 Operating Budget recommends a 3.0% blended rate increase.

## 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 2022 Operating Budget do not have any significant equity impacts.

**2022 OPERATING BUDGET KEY DRIVERS**

The 2022 Operating Base Budget for Solid Waste Management Services is \$377.809 million gross prior to contribution to capital or 6.8% higher than the 2021 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

**Table 2: 2022 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	%
Provincial Subsidies	20,694.0	25,062.4	24,876.4	27,324.3	2,447.8	9.8%
User Fees & Donations	315,980.6	327,680.6	325,571.6	335,009.5	9,437.9	2.9%
Transfers From Capital	4,269.1	5,245.1	4,953.9	5,436.1	482.1	9.7%
Sundry and Other Revenues	12,945.0	14,125.7	13,083.2	16,002.6	2,919.4	22.3%
Inter-Divisional Recoveries	7,423.7	7,201.0	7,201.0	7,193.5	(7.4)	(0.1%)
<b>Total Revenues</b>	<b>361,312.4</b>	<b>379,314.9</b>	<b>375,686.2</b>	<b>390,966.0</b>	<b>15,279.7</b>	<b>4.1%</b>
Salaries and Benefits	96,773.5	98,885.9	99,241.6	100,920.0	1,678.4	1.7%
Materials & Supplies	6,425.1	9,030.7	7,893.6	9,209.6	1,316.0	16.7%
Equipment	159.4	232.1	232.1	243.6	11.5	5.0%
Service and Rent	138,961.7	156,933.8	149,507.8	164,519.8	15,012.0	10.0%
Contribution To Reserves/Reserve Funds	57,191.5	58,405.7	58,405.7	62,790.6	4,384.9	7.5%
Other Expenditures	4,480.9	4,424.3	4,424.3	4,524.5	100.2	2.3%
Inter-Divisional Charges	32,055.0	34,350.1	33,929.9	35,600.3	1,670.4	4.9%
<b>Total Gross Expenditures</b>	<b>336,047.1</b>	<b>362,262.7</b>	<b>353,635.2</b>	<b>377,808.5</b>	<b>24,173.3</b>	<b>6.8%</b>
Capital Budget Contribution	18,166.7	17,052.2	17,137.0	13,157.5	(3,979.5)	(23.2%)
Surplus	7,098.7	-	4,914.1	-	(4,914.1)	(100.0%)
<b>Total Capital Contribution</b>	<b>25,265.4</b>	<b>17,052.2</b>	<b>22,051.1</b>	<b>13,157.5</b>	<b>(8,893.6)</b>	<b>(40.3%)</b>

\*Projection based on 6 Month Variance

**Key Base Drivers:**

**Salaries & Benefits:** Increase in salaries and benefits due to COLA and other adjustments and a net increase in staff complement of 7 FTE in 2022.

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

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

**Contributions to Reserve:** Increases in fleet reserve contribution based on operational needs.

**Sundry and Other Revenue Changes:** Higher revenue from sale of RNG.

**User Fees and Donations:** Higher revenues from rate increase and anticipated volume changes.

**Provincial Subsidies:** Higher expected provincial grants and subsidies based on volume changes.

**Offsets and Efficiencies:**

Above pressures are offset by base expenditure savings from line by line review, reduction in salary and benefits based on historical underspending and other operational savings. There are no new or enhanced services proposed in the 2022 budget.

**2023 & 2024 OUTLOOKS****Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	375,686.2	390,966.0	401,675.9	422,098.3
Gross Expenditures	353,635.2	377,808.5	389,674.3	400,432.7
Capital Budget Contribution	17,137.0	13,157.5	12,001.6	21,665.5
Surplus (2021 Projection)	4,914.1	-	-	-
<b>Capital Contribution</b>	<b>22,051.1</b>	<b>13,157.5</b>	<b>12,001.6</b>	<b>21,665.5</b>
<b>Approved Positions</b>	<b>1,132.3</b>	<b>1,139.3</b>	<b>1,135.3</b>	<b>1,134.3</b>

**Key drivers**

The 2023 Outlook with total gross expenditures of \$389.674 million reflects an anticipated \$11.865 million or 3.15 per cent increase in gross expenditures above the 2022 Operating Budget.

The 2024 Outlooks expects a further increase of \$10.758 million or 2.76 per cent above 2023 gross expenditures.

These changes arise primarily from the following:

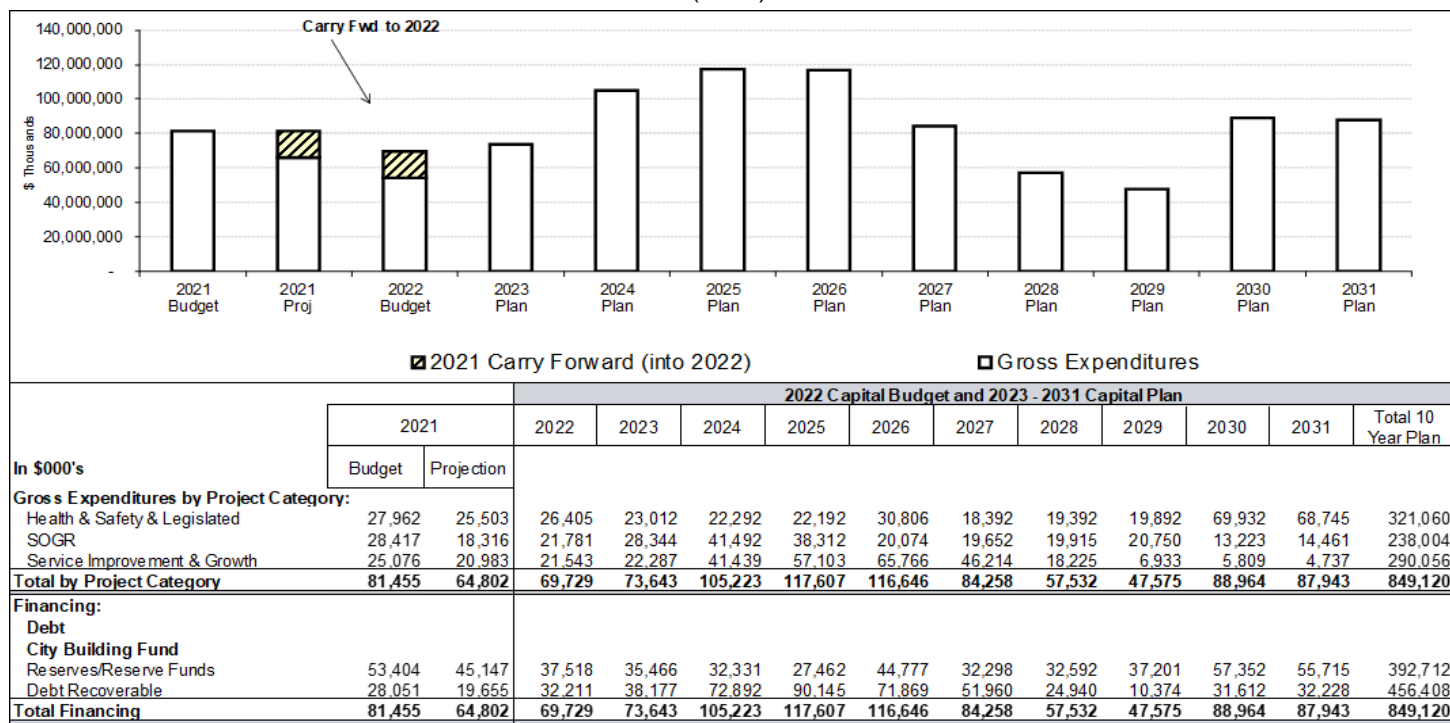
- Increase in salaries and benefit costs due to COLA and merit pay increases offset by recruitment delays.
- Increase in cost of contracted services due to volume and CPI.
- Increase in contribution to the Green Lane Reserve, higher debt principal and Interest costs and an increase in the Fleet Replacement Reserve contribution.
- Offset by savings from EPR implementation starting in July 2023 and full year in 2024 and a projected three (3) per cent rate increase in both outlook years.

# **2022 – 2031 CAPITAL BUDGET AND PLAN**

## 2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



### Changes to Existing Projects (\$25.502 Million)

The 2022-2031 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2022-2030):

- Increase of \$11.655 million for Long Term Waste Management Strategy, \$10.684 million for Transfer Station Asset Management, and \$10.607 million for Dufferin Waste Facility Site Improvement.
- Deferral of \$10.000 million in Landfill Capacity Development / Energy from Waste project.
- Net Increase of \$2.556 million for multiple projects to reflect updated cost estimates, scope and project schedules.

### New Projects (\$28.415 Million)

The 2022-2031 Capital Budget and Plan includes new projects. Key projects are as follows:

- Policy Planning Studies under Long Term Waste Management Strategy.
- Various Technology Roadmap Implementation Projects under SWM IT Application Initiatives.

### Capital Needs Constraints (\$0.0 Million)



The 2022-2031 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 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.



**2022 – 2031 CAPITAL BUDGET AND PLAN****\$849.120 Million 10-Year Gross Capital Program**

				
<b>Maintaining Infrastructure</b>	<b>Landfill Development &amp; Management</b>	<b>Long Term Waste Management Strategy</b>	<b>Organics Processing Facilities</b>	<b>Biogas/Landfill Gas Utilization</b>
<b>\$312.3M</b> <b>37%</b>	<b>\$321.1M</b> <b>38%</b>	<b>\$30.9M</b> <b>4%</b>	<b>\$131.8M</b> <b>15%</b>	<b>\$53.1M</b> <b>6%</b>
Transfer Station Asset Management Collection Yard Asset Management Diversion Facilities Asset management Dufferin Waste Facility Site Improvements Fleet Technology Enhancements	Green Lane Landfill Landfill Capacity Development Perpetual Care of Closed Landfills	Long Term Waste Management Strategy	Dufferin SSO Facility 3 <sup>rd</sup> Organics Processing Facility	Biogas Utilization Landfill Gas Utilization Renewable Natural Gas

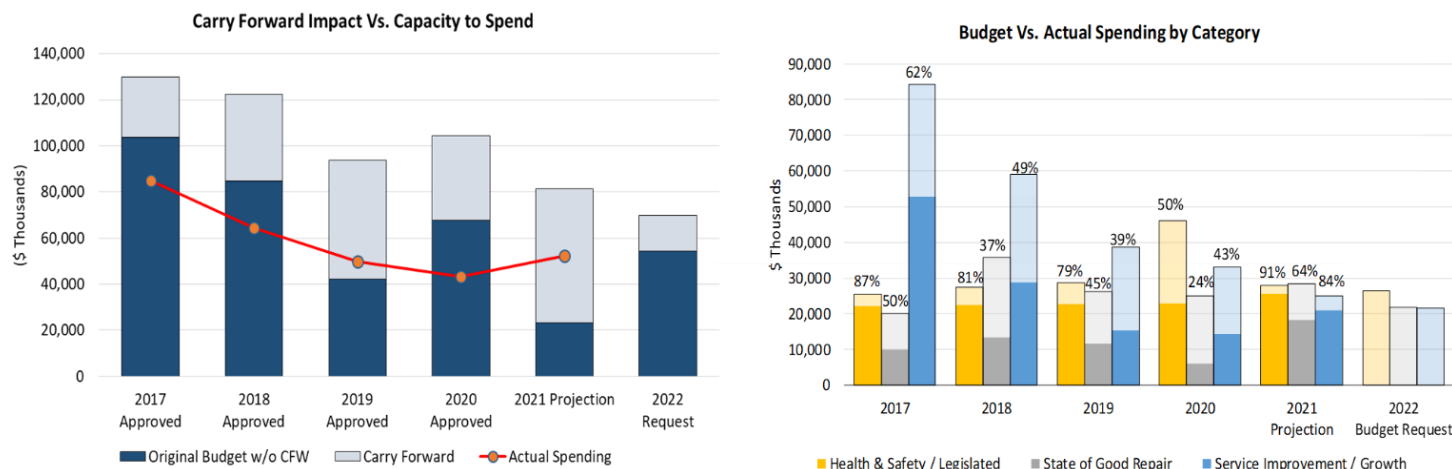
**How the Capital Program is funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$849.120 M</b> <b>100%</b>		<b>\$0.0 M</b> <b>0%</b>	<b>\$0.0 M</b> <b>0%</b>
Recoverable Debt	\$456.408 M 54%		
Reserve Draws	\$392.712 M 46%		

**CAPACITY TO SPEND REVIEW**

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

**Chart 2 – Capacity to Spend**

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

The 2022-2031 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 2022, Solid Waste Management plans to award approximately \$69.792 million in capital spending on the following high priority projects:

- Green Lane Landfill development (\$15.717 million).
- Perpetual Care of Closed Landfills and Landfill Capacity Development/Energy from waste (\$10.688 million).
- Growth related projects including Dufferin SSO Facility and the 3rd Organics Processing Facility (\$1.840 million).
- Service Improvement projects in Long Term Waste Strategy, IT, Fleet Technology Enhancements and various engineering studies (\$19.703 million).
- Various State of Good Repair projects in Transfer Stations, Collection Yards and Organic Processing Facility (\$21.781 million).

Based on the review of historical capital spending constraints and a capacity to spend review, \$6.061 million in capital spending originally cash flowed in 2021 has been deferred to 2022, with an additional \$9.422 million deferred to 2023-2029. Key adjustments to the Capital Plan are noted below:

- Dufferin Waste Facility Site Improvement 2022 cash flow has been deferred by \$14.593 million and is scheduled to be completed by 2025.
- Landfill Gas Utilization project 2022 cash flow has been deferred by \$3.987 million with revised completion date in 2027.
- Legislated projects including the Perpetual Care of Landfills, and Landfill Capacity Development/ Energy from Waste 2022 cash flow have been deferred by \$3.411 million to reflect updated project delivery schedule.

- Transfer Station Asset Management and Organic Processing Facility Asset Management 2022 cash flow have been deferred by \$6.450 million to reflect updated project timelines.

The above 2022 cash flow deferrals are offset by an increase to 2022 cash flow in the following projects:

- Long Term Waste Management Strategy 2022 cash flow increased by \$3.027 million to provide additional funding for Extended Producer Responsibility Transition and Education and Promotion.
- Fleet Technology Enhancements 2022 cash flow increased by \$0.400 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

Approval of the 2022 Capital Budget will impact the 2023 Operating Budget by a total of \$0.125 million net arising from completing the Solid Waste Management Services IT Initiatives, as shown in Table 4 below.

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

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Dufferin Waste Facility Site Improvement							1,000.0				1,000.0		1,000.0	
Organics Processing Facility													4,767.0	
Solid Waste Initiatives			125.0		67.0		197.5		598.8		988.3		1,028.3	
<b>Sub-Total: Previously Approved</b>			<b>125.0</b>		<b>67.0</b>		<b>1,197.5</b>		<b>598.8</b>		<b>1,988.3</b>		<b>6,795.3</b>	
<b>Total (Net)</b>			<b>125.0</b>		<b>67.0</b>		<b>1,197.5</b>		<b>598.8</b>		<b>1,988.3</b>		<b>6,795.3</b>	

### Previously Approved projects

- Dufferin Waste Facility Site Improvement is expected to be completed in 2025 and will result in estimated annual operational cost of \$1.000 million.
- Solid Waste IT Initiative is for SWMS Operational Solutions Delivery Phase-1 in the amount of \$0.125M starting in 2023.
- 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 \$4.767 million. The cost to use external providers will decrease as a result.

# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

in \$ Thousands				
Covid-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
Revenue Loss				
Loss in paid customers at the Transfer Station	\$758.5			
<b>Sub-Total</b>	<b>\$758.5</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
Expenditure Increase				
Heath & Safety Supplies (PPEs)	\$160.0			
Fleet Charges	\$64.3			
Additional pickups for LTC Homes	\$169.2			
<b>Sub-Total</b>	<b>\$393.5</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
Savings due to Under-spending				
Net S&B savings	-\$29.4			
Landfill Disposal costs	-\$222.1			
<b>Sub-Total</b>	<b>-\$251.5</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
Support from Other Levels of Government				
N/A	\$0.0			
<b>Sub-Total</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total COVID-19 Impact</b>	<b>\$900.5</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

## **Appendix 2**

### **2022 Balancing Actions**

**N/A**

## **Appendix 3**

### **Summary of 2022 Service Changes**

**N/A**

## **Appendix 4**

### **Summary of 2022 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

### **Summary of 2022 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## Appendix 6

**2022 Capital Budget;  
2023 - 2031 Capital Plan Including Carry Forward Funding**

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Biogas Utilization <input checked="" type="checkbox"/>	364	395									759			759
Collection Yard Asset Management	2,024	2,529	1,372	1,128	771	684	1,082	1,886	2,520	1,231	15,227		15,226	1
Diversion Systems Bins	3,528	3,490	3,490	3,490	3,490	3,490	3,490	3,490	3,485	3,485	34,928			34,928
Dufferin SSO Facility <input checked="" type="checkbox"/>	479	1,300									1,779			1,779
Dufferin Waste Facility Site Improvement <input checked="" type="checkbox"/>	1,830	4,957	17,330	15,883							40,000		40,000	
Engineering Planning Studies	1,115	1,293	1,089	63	128	93	503	1,697	939	23	6,943			6,943
Fleet Technology Enhancements	400	300	300	300	300	300	300	300	300	300	3,100			3,100
Green Lane Landfill Development	15,817	13,645	16,387	23,409	40,914	27,000	12,400	12,400	12,400	15,400	189,772	138,231		51,541
IT Corporate Initiatives	560										560			560
Landfill Capacity Dev/Energy from Waste	1,000	1,000	2,500	2,500	2,500				50,000	50,000	109,500	109,500		
Long Term Waste Management Strategy	7,967	6,750	6,000	4,051	4,273	550	550	550	173		30,864			30,864
OPF Asset Management <input checked="" type="checkbox"/>	3,474	4,282	6,380	6,099	4,058	3,817	3,627	2,923	4,100	3,100	41,860		41,860	
Organics Processing Facility <input checked="" type="checkbox"/>	1,361	2,051	21,446	34,450	33,107	25,055	12,503				129,973			129,973
Perpetual Care of Landfills	9,688	9,612	7,392	7,292	7,992	5,992	6,992	7,492	7,532	3,345	73,329	73,329		
Renewable Natural Gas KVL	300	500									800		800	
SWM IT Application Initiatives	5,618	5,413	5,077	3,665	3,793	2,051	804	821	837	854	28,933			28,933
Transfer Station Asset Management	14,154	16,076	16,410	15,202	15,245	15,151	15,206	15,941	6,603	10,130	140,118		140,118	
Two-Way Radio Replacement	50	50	50	75	75	75	75	75	75	75	675			675
<b>Total Expenditures (including carry forward from</b>	<b>69,729</b>	<b>73,643</b>	<b>105,223</b>	<b>117,607</b>	<b>116,646</b>	<b>84,258</b>	<b>57,532</b>	<b>47,575</b>	<b>88,964</b>	<b>87,943</b>	<b>849,120</b>	<b>321,060</b>	<b>238,004</b>	<b>290,056</b>

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

\*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately.



## Appendix 6a

## 2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Biogas Utilization	364	395									759	759		
Collection Yard Asset Management	2,024	2,529	1,372	1,128	771						7,824	5,753	2,071	
Diversion Systems Bins	3,528	3,490	3,490	3,490	3,490	3,490	3,005	3,005	3,000	3,000	32,988	20,938	12,050	
Dufferin SSO Facility	479	1,300									1,779	1,779		
Dufferin Waste Facility Site Improvement	1,830	4,957	17,330	15,883							40,000	29,393	10,607	
Engineering Planning Studies	1,115	1,293	1,089	63	128						3,688	2,382	1,306	
Fleet Technology Enhancements	400	300	300	300	300	300	300	300	300	300	3,100	3,100		
Green Lane Landfill Development	15,817	13,645	16,387	23,409	40,914	14,600					124,772	118,768	6,004	
IT Corporate Initiatives	560										560	1,670	(1,110)	
Landfill Capacity Dev/Energy from Waste	1,000	1,000									2,000	4,500	(2,500)	
Long Term Waste Management Strategy	7,967	6,750	6,000	4,051	4,273	550	550	550	173		30,864	16,459	11,655	2,750
OPF Asset Management	3,474	4,282	6,380	6,099	4,058	1,317	627	2,823			29,060	25,610	3,450	
Organics Processing Facility	1,361	2,051	21,446	34,450	33,107	25,055	12,503				129,973	129,973		
Perpetual Care of Landfills	9,688	9,612	7,392	7,292	7,992	1,661	1,610	1,610	1,610		48,467	38,451	10,016	
Renewable Natural Gas KVL	300	500									800	800		
SWM IT Application Initiatives	5,618	5,413	5,077	3,465	3,593	2,051	804	821	837	854	28,533	4,250	(982)	25,265
Transfer Station Asset Management	14,154	16,076	16,410	15,202	15,245	15,151	15,206	15,941	6,603	10,130	140,118	115,234	24,884	
Two-Way Radio Replacement	50	50	50	75	75						300		300	
<b>Total Expenditures (including carry forward from</b>	<b>69,729</b>	<b>73,643</b>	<b>102,723</b>	<b>114,907</b>	<b>113,946</b>	<b>64,175</b>	<b>34,605</b>	<b>25,050</b>	<b>12,523</b>	<b>14,284</b>	<b>625,585</b>	<b>519,819</b>	<b>77,751</b>	<b>28,015</b>

## Appendix 6b

## 2023 - 2031 Capital Plan

(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Collection Yard Management					684	1,082	1,886	2,520	1,231	7,403		7,403	
Diversion Systems Bins						485	485	485	485	1,940			1,940
Engineering Planning Studies					93	503	1,697	939	23	3,255			3,255
Green Lane Landfill Development					12,400	12,400	12,400	12,400	15,400	65,000	65,000		
Landfill Capacity Dev/Energy from Waste		2,500	2,500	2,500				50,000	50,000	107,500	107,500		
OPF Asset Management					2,500	3,000	100	4,100	3,100	12,800		12,800	
Perpetual Care of Landfills					4,331	5,382	5,882	5,922	3,345	24,862	24,862		
SWM IT Application Initiatives			200	200						400			400
Two-Way Radio Replacement					75	75	75	75	75	375			375
<b>Total Expenditures (including carry forward from</b>		<b>2,500</b>	<b>2,700</b>	<b>2,700</b>	<b>20,083</b>	<b>22,927</b>	<b>22,525</b>	<b>76,441</b>	<b>73,659</b>	<b>223,535</b>	<b>197,362</b>	<b>20,203</b>	<b>5,970</b>

## Appendix 7

## Reporting on Major Capital Projects: Status Update

(\$000s)

Life to Date  
↓ ↓

Division/Project name	2021 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Target	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
SOLID WASTE MANAGEMENT SERVICES											
GREEN LANE LANDFILL	16,870	2,687	15,116	192,080	107,953	On Track	Prior to 2010	Dec-21	Dec-21	Ⓢ	Ⓢ
	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:	Status: On Track									
TRANSFER STATION ASSET MANAGEMENT	18,407	3,284	13,821	183,164	48,688	On Track	Prior to 2010	Dec-24	Dec-24	Ⓢ	Ⓢ
	Comments:	These multi year projects include State of Good Repair work for roofing, paving, sprinkler systems, repairs to tipping floors, windows, electrical, and HVAC works.									
	Explanation for Delay:	Status: On Track									
PERPETUAL CARE OF CLOSED LANDFILLS	8,705	4,470	9,829	94,326	42,349	On Track	Prior to 2010	Dec-30	Dec-30	Ⓢ	Ⓢ
	Comments:	Legislated project for the perpetual care of closed landfills.									
	Explanation for Delay:	Status: On Track									

On/Ahead of Schedule  
 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

(In \$ Millions)

N/A

## Appendix 9

## 2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

Table 9b – Fees above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021	2022			2023	2024
					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	\$29.77		\$0.89	\$30.66	\$31.58	\$32.53
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	\$16.15		\$0.85	\$17.00	\$18.00	\$19.00
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	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
SW004	Recyclable Material Loads - Transfer Stations. Tip Fee per tonne.	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Market Based	Tonne	\$121.07		\$3.63	\$124.70	\$128.44	\$132.29
SW005	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle up to 7500 kg GWV - Estimated Weight based on 1,000 kg.	Garbage-P&T	Market Based	Load	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
SW006	Waste loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per load - Single Axle over 7,500 kg GWV - Estimated Weight based on 3,000 kg.	Garbage-P&T	Market Based	Load	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
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	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
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	\$645.64		\$19.37	\$665.01	\$684.96	\$705.51
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	\$645.64		\$19.37	\$665.01	\$684.96	\$705.51
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	\$807.06		\$24.21	\$831.27	\$856.21	\$881.90
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	\$1,291.29		\$38.74	\$1,330.03	\$1,369.93	\$1,411.03
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	\$1,936.93		\$58.11	\$1,995.04	\$2,054.89	\$2,116.54

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021	2022			2023	2024
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
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	\$2,421.17		\$72.64	\$2,493.81	\$2,568.62	\$2,645.68
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	\$1,291.29		\$38.74	\$1,330.03	\$1,369.93	\$1,411.03
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	\$1,291.29		\$38.74	\$1,330.03	\$1,369.93	\$1,411.03
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	\$1,614.13		\$48.42	\$1,662.55	\$1,712.43	\$1,763.80
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	\$1,614.13		\$48.42	\$1,662.55	\$1,712.43	\$1,763.80
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	\$2,582.58		\$77.48	\$2,660.06	\$2,739.86	\$2,822.06
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	\$121.07		\$3.63	\$124.70	\$128.44	\$132.29
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	\$363.17		\$10.90	\$374.07	\$385.29	\$396.85
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	\$363.17		\$10.90	\$374.07	\$385.29	\$396.85
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	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
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	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
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	\$605.31		\$18.16	\$623.47	\$642.17	\$661.44
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	\$968.47		\$29.05	\$997.52	\$1,027.45	\$1,058.27
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	\$1,452.71		\$43.58	\$1,496.29	\$1,541.18	\$1,587.42
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	\$1,815.89		\$54.48	\$1,870.37	\$1,926.48	\$1,984.27
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	\$968.47		\$29.05	\$997.52	\$1,027.45	\$1,058.27

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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	\$968.47		\$29.05	\$997.52	\$1,027.45	\$1,058.27
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	\$1,210.59		\$36.32	\$1,246.91	\$1,284.32	\$1,322.85
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	\$1,210.59		\$36.32	\$1,246.91	\$1,284.32	\$1,322.85
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	\$1,936.93		\$58.11	\$1,995.04	\$2,054.89	\$2,116.54
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	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
SW034	Tire loads - Transfer Stations. Tip Fee per tonne.	Resales of Recyclables	Market Based	Tonne	\$242.12		\$7.26	\$249.38	\$256.86	\$264.57
SW035	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle up to 7,500 kg GVW- Estimated weight based on 1,000 kg.	Resales of Recyclables	Market Based	Load	\$242.12		\$7.26	\$249.38	\$256.86	\$264.57
SW036	Tire loads - Transfer Stations - Fee based on Axle rates when scales are unavailable. Tip Fee per Load - Single axle over 7,500 kg GVW- Estimated weight based on 3,000 kg.	Resales of Recyclables	Full Cost Recovery	Load	\$726.36		\$21.79	\$748.15	\$770.59	\$793.71
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	\$726.36		\$21.79	\$748.15	\$770.59	\$793.71
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	\$968.47		\$29.05	\$997.52	\$1,027.45	\$1,058.27
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	\$968.47		\$29.05	\$997.52	\$1,027.45	\$1,058.27
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	\$1,210.59		\$36.32	\$1,246.91	\$1,284.32	\$1,322.85
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	\$1,936.93		\$58.11	\$1,995.04	\$2,054.89	\$2,116.54
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	\$2,905.42		\$87.16	\$2,992.58	\$3,082.36	\$3,174.83
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	\$3,631.77		\$108.95	\$3,740.72	\$3,852.94	\$3,968.53
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	\$1,936.93		\$58.11	\$1,995.04	\$2,054.89	\$2,116.54
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	\$1,936.93		\$58.11	\$1,995.04	\$2,054.89	\$2,116.54



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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	\$2,421.17		\$72.64	\$2,493.81	\$2,568.62	\$2,645.68
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	\$2,421.17		\$72.64	\$2,493.81	\$2,568.62	\$2,645.68
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	\$3,873.86		\$116.22	\$3,990.08	\$4,109.78	\$4,233.07
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	\$17.00		-\$2.00	\$15.00	\$15.45	\$15.91
SW050	Load Weighing Service only- Transfer Stations. Flat fee for weighing a vehicle.	Garbage-P&T	Full Cost Recovery	Per Use	\$13.69		\$0.41	\$14.10	\$14.52	\$14.96
SW051	Commercial Organics Collections - Annual Fee - Frequency 2x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual	\$438.00		\$13.14	\$451.14	\$464.67	\$478.61
SW052	Commercial Organics Collections - Annual Fee - Frequency 5x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual	\$1,642.52		\$49.28	\$1,691.80	\$1,742.55	\$1,794.83
SW053	Commercial Organics Collections - Annual Fee - Frequency 6x/week - per year. Incl DACs and Schools	Garbage-C&T	Full Cost Recovery	Annual	\$2,190.02		\$65.70	\$2,255.72	\$2,323.39	\$2,393.09
SW054.1	Commercial Garbage Collections. Annual Fee - Bi-weekly Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$551.61		\$16.55	\$568.16	\$585.20	\$602.76
SW054.2	Commercial Garbage Collections. Annual Fee - Once per Week Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$1,103.23		\$33.10	\$1,136.33	\$1,170.42	\$1,205.53
SW055	Commercial Garbage Collections. Annual Fee - Twice per Week Cart Collection.	Garbage-C&T	Full Cost Recovery	Annual	\$2,206.47		\$66.19	\$2,272.66	\$2,340.84	\$2,411.07
SW056	Commercial Front End Garbage Collection - Uncompacted. Per Lift per Cubic Yard - Uncompacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard	\$15.17		\$0.46	\$15.63	\$16.10	\$16.58
SW057	Commercial Front End Garbage Collection - Compacted. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard	\$30.37		\$0.91	\$31.28	\$32.22	\$33.19
SW058	Commercial Garbage Collections. Fee per Bag or Tag (each).	Garbage-C&T	Full Cost Recovery	Each	\$5.79		\$0.17	\$5.96	\$6.14	\$6.32
SW059	Commercial Garbage Collections. Fee to purchase 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$73.09		\$2.19	\$75.28	\$77.54	\$79.87
SW060	Commercial Garbage Collections. Fee to purchase 65 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$86.37		\$2.59	\$88.96	\$91.63	\$94.38
SW061.1	Commercial Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW061.2	Commercial Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW061.3	Commercial Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$60.80		\$1.82	\$62.62	\$64.50	\$66.44
SW062	Composters. Fee to purchase a composter.	Garbage-C&T	Full Cost Recovery	Each	\$17.63		\$0.53	\$18.16	\$18.70	\$19.26
SW063	Composters. Fee to deliver composter.	Garbage-C&T	Full Cost Recovery	Each	\$6.63		\$0.20	\$6.83	\$7.03	\$7.24
SW065	Organics Kitchen Container. Fee to purchase an organics kitchen container.	Garbage-C&T	Full Cost Recovery	Each	\$5.92		\$0.18	\$6.10	\$6.28	\$6.47
SW066	Organic Kitchen Container. Fee to purchase apartment container.	Garbage-C&T	Full Cost Recovery	Each	\$4.00		\$0.12	\$4.12	\$4.24	\$4.37
SW067	Fee to purchase a racoon latch	Garbage-C&T	Full Cost Recovery	Each	\$10.58		\$0.32	\$10.90	\$11.23	\$11.57
SW068	Fee to purchase a yard waste bin	Leaf & Yard Waste- C&T	Full Cost Recovery	Each	\$6.02		\$0.18	\$6.20	\$6.39	\$6.58
SW069	Fee to purchase a recycling box	Recyclables	Full Cost Recovery	Each	\$7.01		\$0.21	\$7.22	\$7.44	\$7.66
SW070	Schools - Front End Garbage Collection un-compacted. Per Lift per Cubic Yard - Uncompacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard	\$15.17		\$0.46	\$15.63	\$16.10	\$16.58
SW071	Schools - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard	\$30.37		\$0.91	\$31.28	\$32.22	\$33.19
SW072.1	Schools- Waste loads delivered directly to Transfer Stations. Fee Per Tonne.	Garbage-P&T	Full Cost Recovery	Tonne	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39

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SW072.2	Schools- Recyclable Material loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$121.07		\$3.63	\$124.70	\$128.44	\$132.29
SW072.3	Schools- Tire loads delivered directly to Transfer Stations. Fee Per Tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$242.12		\$7.26	\$249.38	\$256.86	\$264.57
SW072.4	Schools Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW072.5	Schools Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW072.6	Schools Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$60.80		\$1.82	\$62.62	\$64.50	\$66.44
SW072.7	Schools Organics Collections. Fee to purchase a 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$73.09		\$2.19	\$75.28	\$77.54	\$79.87
SW074	Schools- Annual Fee per bin - twice weekly collection	Garbage-C&T	Full Cost Recovery	Annual	\$2,206.47		\$66.19	\$2,272.66	\$2,340.84	\$2,411.07
SW075	DACs - Front End Garbage Collection. Per Lift per Cubic Yard - Uncompacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard	\$15.17		\$0.46	\$15.63	\$16.10	\$16.58
SW076	DACs - Front End Garbage Collection. Per Lift per Cubic Yard - Compacted.	Garbage-C&T	Full Cost Recovery	Cubic Yard	\$30.37		\$0.91	\$31.28	\$32.22	\$33.19
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	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
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	\$121.07		\$3.63	\$124.70	\$128.44	\$132.29
SW077.3	DACs Tire loads delivered directly to Transfer Stations. Fee per tonne.	Resales of Recyclables	Full Cost Recovery	Tonne	\$242.12		\$7.26	\$249.38	\$256.86	\$264.57
SW077.4	DACs Garbage Collections. Fee to purchase a 95 gallon garbage cart.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW077.5	DACs Garbage Collections. Fee to purchase a 95 gallon recycling cart.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW077.6	DACs Organics Collections. Fee to purchase a 26 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$60.80		\$1.82	\$62.62	\$64.50	\$66.44
SW077.7	DACs Organics Collections. Fee to purchase a 35 gallon organics cart.	Garbage-C&T	Full Cost Recovery	Each	\$73.09		\$2.19	\$75.28	\$77.54	\$79.87
SW078	Fee per cart per collection - twice weekly collection (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$2,206.47		\$66.19	\$2,272.66	\$2,340.84	\$2,411.07
SW079	Bag tags from Schools and/or DACs	Garbage-C&T	Full Cost Recovery	Each	\$5.79		\$0.17	\$5.96	\$6.14	\$6.32
SW080.1	Non-residential Curbside Garbage Collection - Small Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Annual	\$110.33		\$3.31	\$113.64	\$117.05	\$120.56
SW080.2	Non-residential Curbside Garbage Collection - Medium Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Annual	\$220.66		\$6.62	\$227.28	\$234.10	\$241.12
SW080.3	Non-residential Curbside Garbage Collection - Large Bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Annual	\$330.98		\$9.93	\$340.91	\$351.14	\$361.67
SW080.4	Non-residential Curbside Garbage Collection-extra-large bin - Bi-Weekly Collection	Garbage-C&T	City Policy	Annual	\$551.61		\$16.55	\$568.16	\$585.20	\$602.76
SW081.1	Non-residential Curbside Garbage Collection - Small Bin - Weekly Collection	Garbage-C&T	City Policy	Annual	\$220.66		\$6.62	\$227.28	\$234.10	\$241.12
SW081.2	Non-residential Curbside Garbage Collection - Medium Bin - Weekly Collection	Garbage-C&T	City Policy	Annual	\$441.28		\$13.24	\$454.52	\$468.16	\$482.20
SW081.3	Non-residential Curbside Garbage Collection - Large Bin - Weekly Collection	Garbage-C&T	City Policy	Annual	\$661.93		\$19.86	\$681.79	\$702.24	\$723.31
SW081.4	Non-residential Curbside Garbage Collection-extra-large bin - Weekly Collection	Garbage-C&T	City Policy	Annual	\$1,103.23		\$33.10	\$1,136.33	\$1,170.42	\$1,205.53
SW082	Non-residential Curbside Garbage Collection-extra-large bin - Twice Weekly Collection	Garbage-C&T	City Policy	Annual	\$2,206.47		\$66.19	\$2,272.66	\$2,340.84	\$2,411.07
SW083	Non-residential Curbside Organics Collection - 2x/Week	Garbage-C&T	City Policy	Annual	\$438.00		\$13.14	\$451.14	\$464.67	\$478.61
SW084	Non-residential Curbside Organics Collection - 5x/Week	Garbage-C&T	City Policy	Annual	\$1,642.52		\$49.28	\$1,691.80	\$1,742.55	\$1,794.83
SW085	Non-residential Curbside Organics Collection - 6x/Week	Garbage-C&T	City Policy	Annual	\$2,190.02		\$65.70	\$2,255.72	\$2,323.39	\$2,393.09
SW086	Non-residential Front End Garbage Collection Uncompacted	Garbage-C&T	City Policy	Cubic Yard	\$15.17		\$0.46	\$15.63	\$16.10	\$16.58
SW087	Non-residential Front End Garbage Collection Compacted	Garbage-C&T	City Policy	Cubic Yard	\$30.37		\$0.91	\$31.28	\$32.22	\$33.19
SW088	Non-residential Garbage Collection Bags & Tags	Garbage-C&T	Full Cost Recovery	Each	\$5.79		\$0.17	\$5.96	\$6.14	\$6.32

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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 Compacted	\$221.88		\$6.66	\$228.54	\$235.40	\$242.46
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-Compacted	\$15.40		\$0.46	\$15.86	\$16.34	\$16.83
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	Cubic Yard	\$30.81		\$0.92	\$31.73	\$32.68	\$33.66
SW091.2	Multi-residential Bulk Collection - Fee for a 95 gallon recycling bin	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW091.3	Multi-residential Bulk Collection - Fee for a 35 gallon organics bin	Garbage-C&T	Full Cost Recovery	Each	\$73.09		\$2.19	\$75.28	\$77.54	\$79.87
SW091.4	Multi-residential Bulk Collection - Fee for a 26 gallon organics bin	Garbage-C&T	Full Cost Recovery	Each	\$60.80		\$1.82	\$62.62	\$64.50	\$66.44
SW092	Residential Curbside collection. Annual Collection fee - Small Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$270.23		\$8.11	\$278.34	\$286.69	\$295.29
SW093	Residential Curbside collection. Annual Collection Fee - Medium Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$328.05		\$9.84	\$337.89	\$348.03	\$358.47
SW094	Residential Curbside collection. Annual Collection fee- Large Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$445.54		\$13.37	\$458.91	\$472.68	\$486.86
SW095	Residential Curbside Collection. Annual Collection fee - Extra Large Bin.	Garbage-C&T	Full Cost Recovery	Annual	\$516.79		\$15.50	\$532.29	\$548.26	\$564.71
SW096	Residential Curbside Collection. Annual Collection Fee - Bag - only customer.	Garbage-C&T	Full Cost Recovery	Annual	\$173.00		\$5.19	\$178.19	\$183.54	\$189.05
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 Compacted	\$221.88		\$6.66	\$228.54	\$235.40	\$242.46
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	\$15.40		\$0.46	\$15.86	\$16.34	\$16.83
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	\$30.81		\$0.92	\$31.73	\$32.68	\$33.66
SW100.1	Residential Curbside collection for Subscription Properties - bag only collection. Multi-residential.	Garbage-C&T	Full Cost Recovery	Each	\$231.11		\$6.93	\$238.04	\$245.18	\$252.54
SW100.2	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 95 gallon garbage bin.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW100.3	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 95 gallon recycling bin.	Garbage-C&T	Full Cost Recovery	Each	\$112.95		\$3.39	\$116.34	\$119.83	\$123.42
SW100.4	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 35 gallon organics bin.	Garbage-C&T	Full Cost Recovery	Each	\$73.09		\$2.19	\$75.28	\$77.54	\$79.87
SW100.5	Residential Curbside Collection for Multi-residential curbside properties - Fee to purchase a 26 gallon organics bin.	Garbage-C&T	Full Cost Recovery	Each	\$60.80		\$1.82	\$62.62	\$64.50	\$66.44
SW101	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Garbage Bin Downsizing Exchange Fee.	Solid Waste Collection & Transfer	City Policy	Each	\$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	Each	\$24.90		\$0.75	\$25.65	\$26.42	\$27.21
SW103	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Recycling Bin Upsizing Exchange Fee.	Solid Waste Collection & Transfer	City Policy	Each	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
SW104	Residential Curbside collection & residential units above commercial (RUAC) properties Garbage Collection. Recycling Bin Downsizing Exchange Fee.	Solid Waste Collection & Transfer	City Policy	Each	\$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	Full Cost Recovery	Each	\$5.79		\$0.17	\$5.96	\$6.14	\$6.32

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021	2022			2023	2024
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
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	\$270.23		\$8.11	\$278.34	\$286.69	\$295.29
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	\$328.05		\$9.84	\$337.89	\$348.03	\$358.47
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	\$445.54		\$13.37	\$458.91	\$472.68	\$486.86
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	\$516.79		\$15.50	\$532.29	\$548.26	\$564.71
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	\$328.05		\$9.84	\$337.89	\$348.03	\$358.47
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	\$445.54		\$13.37	\$458.91	\$472.68	\$486.86
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	\$631.78		\$18.95	\$650.73	\$670.25	\$690.36
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	\$1,015.12		\$30.45	\$1,045.57	\$1,076.94	\$1,109.25
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	\$173.00		\$5.19	\$178.19	\$183.54	\$189.05
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	\$230.83		\$6.92	\$237.75	\$244.88	\$252.23
SW120	Annual Fee per cart - Biweekly (schools)	Garbage-C&T	Full Cost Recovery	Annual	\$551.61		\$16.55	\$568.16	\$585.20	\$602.76
SW121	Annual Fee per cart - Weekly (schools)	Garbage-C&T	Full Cost Recovery	Annual	\$1,103.23		\$33.10	\$1,136.33	\$1,170.42	\$1,205.53
SW122	Annual Fee per cart - Biweekly (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$551.61		\$16.55	\$568.16	\$585.20	\$602.76
SW123	Annual Fee per cart - Weekly (DACs)	Garbage-C&T	Full Cost Recovery	Annual	\$1,103.23		\$33.10	\$1,136.33	\$1,170.42	\$1,205.53
SW124	Landfill Disposal : Waste load per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
SW125	Landfill Disposal : Asbestos, per tonne	Garbage-C&T	Full Cost Recovery	Tonne	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
SW126	Landfill Disposal : CFIA Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
SW127	Landfill Disposal : Special Handling, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
SW128	Landfill Disposal : MOE - Ordered Municipal Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
SW129	Landfill Disposal : MOE - Ordered IC&I Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$484.25		\$14.53	\$498.78	\$513.74	\$529.15
SW130	Landfill Disposal : Biosolids, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
SW131	Landfill Disposal : Water Treatment Residue, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
SW132	Landfill Disposal : Treated Biomedical Waste, per tonne	Green Lane Landfill	Full Cost Recovery	Tonne	\$161.42		\$4.84	\$166.26	\$171.25	\$176.39
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	Load	\$2.46		\$0.07	\$2.53	\$2.61	\$2.69
SW134	Sale of Clean Fill at Green Lane Landfill - per load fee for dump trailer	Green Lane Landfill	Full Cost Recovery	Load	\$3.68		\$0.11	\$3.79	\$3.90	\$4.02
SW135	Solid Waste Miscellaneous Collection, Haulage and Other Services	Garbage - P&T, Leaf & Yrd Waste-P&T, Resales Recyclables	Full Cost Recovery	Per Hour	\$110.23		\$3.31	\$113.54	\$116.95	\$120.46

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021	2022			2023	2024
					Approved Rate	Inflationary Adjusted Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
SW136	Fluorescent Tubes 4 foot over 20 units	Haz/Sp Waste(P&T)	Full Cost Recovery	Each	\$0.59		\$0.02	\$0.61	\$0.63	\$0.65
SW137	Fluorescent Tubes 8 foot over 10 units	Haz/Sp Waste(P&T)	Full Cost Recovery	Each	\$1.13		\$0.03	\$1.16	\$1.19	\$1.23
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	\$19.75		\$0.59	\$20.34	\$20.95	\$21.58
SW139	Multi-residential front-end collection. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$19.75		\$0.59	\$20.34	\$20.95	\$21.58
SW140	Residential Curbside collection. Oversized and Metal Item Fee (per dwelling unit per year).	Garbage-C&T	Full Cost Recovery	Annual	\$19.75		\$0.59	\$20.34	\$20.95	\$21.58
SW141	Commercial Bag-only Base Fee. Annual Fee	Garbage-C&T	Full Cost Recovery	Annual	\$309.58		\$9.29	\$318.87	\$328.44	\$338.29
SW142	Special Event - Signature Street Event (first day)	Garbage-P&T	Full Cost Recovery	Each	\$962.54		\$28.88	\$991.42	\$1,021.16	\$1,051.79
SW143	Special Event - Signature Street Event (additional day)	Garbage-P&T	Full Cost Recovery	Each	\$286.81		\$8.60	\$295.41	\$304.27	\$313.40
SW144	Special Event - 1-Day Street Event	Garbage-P&T	Full Cost Recovery	Each	\$522.66		\$15.68	\$538.34	\$554.49	\$571.12
SW145	Special Event - Signature Parade	Garbage-P&T	Full Cost Recovery	Each	\$11,748.52		\$352.46	\$12,100.98	\$12,464.01	\$12,837.93
SW146	Special Event - Parade	Garbage-P&T	Full Cost Recovery	Each	\$3,122.79		\$93.68	\$3,216.47	\$3,312.96	\$3,412.35
SW147	Special Event - Athletic Event (first day)	Garbage-P&T	Full Cost Recovery	Each	\$1,359.95		\$40.80	\$1,400.75	\$1,442.77	\$1,486.05
SW148	Special Event - Athletic Event (additional day)	Garbage-P&T	Full Cost Recovery	Each	\$903.04		\$27.09	\$930.13	\$958.03	\$986.77
SW149	Special Event - Signature Street Event Rental and Service of Organic and Recycling Carts (first day)	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling and organics bins	\$3,879.41		\$116.38	\$3,995.79	\$4,115.66	\$4,239.13
SW150	Special Event - Signature Street Event Rental and Service of Organic and Recycling Carts (additional day)	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling and organics bins	\$380.17		\$11.41	\$391.58	\$403.33	\$415.43
SW151	Special Event - 1-Day Street Event Rental and Service of Organic and Recycling Carts	Garbage-P&T	Full Cost Recovery	Per 12-60 pairs of recycling and organics bins	\$2,290.81		\$68.72	\$2,359.53	\$2,430.32	\$2,503.23
SW152	Special Event - Rental and Service of 40 yd³ Recycling Roll-off Bin	Garbage-P&T	Full Cost Recovery	Each	\$209.54		\$6.29	\$215.83	\$222.30	\$228.97
SW153	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Small Bin	Garbage-C&T	Full Cost Recovery	Annual	\$139.87		\$4.20	\$144.07	\$148.39	\$152.84
SW154	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Medium Bin	Garbage-C&T	Full Cost Recovery	Annual	\$279.73		\$8.39	\$288.12	\$296.76	\$305.66
SW155	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on bi-weekly collection - Large Bin	Garbage-C&T	Full Cost Recovery	Annual	\$419.60		\$12.59	\$432.19	\$445.16	\$458.51
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	\$699.34		\$20.98	\$720.32	\$741.93	\$764.19
SW157	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Small Bin	Garbage-C&T	Full Cost Recovery	Annual	\$279.73		\$8.39	\$288.12	\$296.76	\$305.66
SW158	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Medium Bin	Garbage-C&T	Full Cost Recovery	Annual	\$559.47		\$16.78	\$576.25	\$593.54	\$611.35
SW159	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Large Bin	Garbage-C&T	Full Cost Recovery	Annual	\$839.20		\$25.18	\$864.38	\$890.31	\$917.02
SW160	Mixed Commercial/Residential Properties, Garbage Collection. Annual Collection Fee based on weekly collection - Extra Large Bin	Garbage-C&T	Full Cost Recovery	Annual	\$1,398.67		\$41.96	\$1,440.63	\$1,483.85	\$1,528.37
SW161	Mixed Commercial/Residential Properties, Bag-only Base Fee	Garbage-C&T	Full Cost Recovery	Annual	\$376.57		\$11.30	\$387.87	\$399.51	\$411.50
SW162	Mixed Commercial/Residential Properties, Oversized and Metal Item Fee (per account per year)	Garbage-C&T	Full Cost Recovery	Annual	\$19.75		\$0.59	\$20.34	\$20.95	\$21.58

## Appendix 10

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

#### 2022 – 2031 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

Waste Management Reserve Fund XR1404 (in \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	75.525	67.654	43.306	29.237	27.986	35.592	49.212	66.029	83.665	86.972
Contributions - Operating ₺	13.158	12.002	21.666	26.527	28.129	29.166	30.399	32.327	34.026	35.783
Contributions - Other										
Withdrawals - Operating										
Withdrawals - Capital ₺	-21.179	-36.466	-35.811	-27.837	-20.590	-15.635	-13.703	-14.848	-30.898	-34.558
Net Contributions	67.504	43.190	29.161	27.926	35.525	49.123	65.908	83.508	86.793	88.197
Interest Income	0.150	0.116	0.076	0.060	0.067	0.089	0.121	0.157	0.179	0.184
Closing Balance	67.654	43.306	29.237	27.986	35.592	49.212	66.029	83.665	86.972	88.381

‡ Based on latest estimates

Perpetual Care of Landfill Reserve Fund XR1013 (in \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	22.905	21.492	18.196	16.687	15.700	14.169	14.098	13.625	12.551	11.342
Contributions - Operating ₺	6.290	6.290	6.290	6.290	6.290	6.290	6.290	6.290	6.290	6.290
Contributions - Other										
Withdrawals - Operating										
Withdrawals - Capital ₺	-7.750	-9.627	-7.836	-7.312	-7.852	-6.392	-6.792	-7.392	-7.524	-4.182
Net Contributions	21.445	18.155	16.651	15.666	14.138	14.068	13.596	12.523	11.317	13.450
Interest Income	0.047	0.042	0.037	0.034	0.031	0.030	0.029	0.027	0.025	0.026
Closing Balance	21.492	18.196	16.687	15.700	14.169	14.098	13.625	12.551	11.342	13.476

‡ Based on latest estimates

Green Lane Landfill Reserve Fund XR1408 (in \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	3.995	1.642	1.645	1.649	1.652	1.656	1.659	1.663	1.666	1.670
Contributions - Operating ₺	0.784	3.266	3.100	3.100	10.371	10.374	9.920	11.904	12.400	14.800
Contributions - Other										
Withdrawals - Operating										
Withdrawals - Capital ₺	-3.143	-3.266	-3.100	-3.100	-10.371	-10.374	-9.920	-11.904	-12.400	-14.800
Net Contributions	1.636	1.642	1.645	1.649	1.652	1.656	1.659	1.663	1.666	1.670
Interest Income	0.006	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.004
Closing Balance	1.642	1.645	1.649	1.652	1.656	1.659	1.663	1.666	1.670	1.673

‡ Based on latest estimates

Green Lane Perpetual Care Reserve Fund XR1409 (in \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	7.656	8.291	8.927	9.565	10.204	10.844	11.485	12.128	12.772	13.418
Contributions - Operating ₺	0.618	0.618	0.618	0.618	0.618	0.618	0.618	0.618	0.618	0.618
Contributions - Other										
Withdrawals - Operating										
Withdrawals - Capital ₺	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Net Contributions	8.274	8.909	9.545	10.183	10.822	11.462	12.103	12.746	13.390	14.036
Interest Income	0.017	0.018	0.019	0.021	0.022	0.023	0.025	0.026	0.027	0.029
Closing Balance	8.291	8.927	9.565	10.204	10.844	11.485	12.128	12.772	13.418	14.065

‡ Based on latest estimates



**Inflows and Outflows to/from Reserves and Reserve Funds****2022 – 2031 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

<b>Debt Reserve XR1412 (in \$000s)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
<b>Opening Balance</b>	30.801	4.088	7.711	13.508	11.995	9.858	16.787	7.634	8.303	12.899
Contributions - Operating ₪	34.412	37.880	44.673	43.135	41.550	46.530	46.520	48.343	52.089	54.085
Contributions - Other										
Withdrawals - Operating	-61.190	-34.271	-38.897	-44.675	-43.708	-39.639	-55.700	-47.690	-47.513	-49.258
Withdrawals - Capital ₪										
<b>Net Contributions</b>	4.023	7.697	13.486	11.968	9.837	16.750	7.608	8.288	12.880	17.726
<b>Interest Income</b>	0.065	0.013	0.022	0.027	0.021	0.038	0.027	0.016	0.019	0.027
<b>Closing Balance</b>	4.088	7.711	13.508	11.995	9.858	16.787	7.634	8.303	12.899	17.753

‡ Based on latest estimates

**Corporate Reserve / Reserve Funds**

<b>Vehicle Reserve XQ1014 (in \$000s)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
<b>Opening Balance</b>	35.408	23.379	16.954	7.158	4.120	12.180	17.469	16.435	10.524	3.562
Contributions - Operating ₪	18.542	19.099	19.672	20.262	20.870	21.496	22.141	22.805	23.489	24.194
Contributions - Other										
Withdrawals - Operating										
Withdrawals - Capital ₪	-30.571	-25.524	-29.468	-23.300	-12.809	-16.207	-23.174	-28.716	-30.450	-15.812
<b>Net Contributions</b>	23.379	16.954	7.158	4.120	12.180	17.469	16.435	10.524	3.562	11.944
<b>Interest Income</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Closing Balance</b>	23.379	16.954	7.158	4.120	12.180	17.469	16.435	10.524	3.562	11.944

‡ 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 provide services; an example of an operating cost would be the cost to run the TTC subways.

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

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

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

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

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