

Waste Management – 2010 Budget Document

2010 WASTE MANAGEMENT Budget Overview

| Budget Summary \$'000s | 2009 Budget | 2009 Projection | 2010 Proposed | 09 vs. 10 Variance | 2011 Forecast | 2012 Forecast |
|--|----------------|--------------------|------------------|-----------------------|------------------|------------------|
| Current Budget – Total Expenditures | \$110,759 | \$107,425 | \$112,004 | \$1,245 | \$116,789 | \$122,750 |
| Current Budget – Total Revenue | \$31,169 | \$18,902 | \$30,319* | \$850 | \$29,919 | \$29,719 |
| Current Budget – Net Cost | \$79,590 | \$88,523 | \$81,685 | \$2,095 | \$86,870 | \$93,031 |
| FTE | 160.5 | 160.5 | 162.5 | 2.0 | 180.0 | 196.5 |
| | | | | | | |
| New Capital | | | \$17,243 | | \$46,778 | \$12,142 |

Note * Includes a Contribution from General Reserves of \$12.6 million to offset the projected Material Recovery Facility (MRF) Revenue Shortfall.

2010 BUDGET HIGHLIGHTS:

Proposed 2010 Service Level

The 2010 focus will be on advocating for positive changes in the *Waste Diversion Act (WDA)*, designating and implementing Extended Producer Responsibility (EPR) programs and updating the **Long Term Waste Management Strategy (LTWMS)**. For 2010 there are no proposed changes to service level, no proposed new programs and no proposed programs cuts.

Current Budget

The proposed 2010 Total Budget is \$112.0 million and 2010 Net Budget is \$81.7 million, which is a \$2.1 million increase over the 2009 Net Budget. The main drivers to the budget changes include:

- \$1.9 million in cost of living increases related to Consumer Price Index (CPI) and contract price increases offset by \$800 thousand in efficiencies forecast for 2010
- Decrease in commodities prices of \$11.5 million
- Decrease in material drop-off fees of \$1.1 million
- Offset by increase in General Reserves Recoveries of \$12.6 million to compensate for \$0 tax increase related to the impact on commodity rates

Staffing

The proposed 2010 Budget includes a request for two additional Full Time Equivalents (FTEs).

- One additional Compost Facility Operator to meet legislated demands
- One new Technical Co-ordinator for mobile sign communications to handle increased demand for services

Capital

The proposed 2010 Capital Budget program is \$17.2 million, funded 100 per cent from Reserves (\$17.2 million). Major capital projects underway include purchase of land for Peel West facility and construction of the Heart Lake Community Recycling Centre (CRC) and Clarkson CRC.

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Section I. Existing Services and Service Levels:

The Waste Management Division provides environmentally sustainable Waste Management services to residents and small businesses while maximizing recovery of valuable resources, including energy, from the waste stream using “Made in Peel” solutions. The Waste Management Program has a goal of 70 per cent diversion of waste by 2016.

Waste Management collects waste and recyclables for curbside, multi residential and Business Improvement Area (BIA) customers and operates five community recycling centres (CRC) where residents and small businesses can drop off their garbage, recyclables, reusable items and household hazardous waste (HHW).

Waste Management also provides education and outreach and advocates for changes to provincial and federal legislation.

Blue box recyclables are processed at the Region’s Material Recovery Facility (MRF) and sold to various markets to be recycled into new products. Non-blue box recyclables (drywall, scrap metal, etc.) are sold directly to market to be recycled into new products. Used tires, Waste Electrical & Electronic Equipment (WEEE) and Municipal Hazardous and Special Waste (MHSW) are sorted and packaged at Peel’s CRC’s and HHW depots and sent for recycling or secure disposal as appropriate under EPR programs. Yard waste and kitchen organics are composted at Peel’s composting facilities or at contracted sites. Finished compost is sold in bulk at CRC’s.

In general, Peel residents reuse or recycle approximately 48.5 per cent of their waste. Peel still has about 250,000 tonnes per year of post recycling residual waste. Approximately 150,000 tonnes is incinerated at the Algonquin Power EFW plant in Brampton where energy, scrap metal and ash are recovered for beneficial use, diverting an additional 27 per cent from landfill. The final 135,000 tonnes per year or 24.5 per cent is sent to a contracted landfill in Warwick, Ontario. January 2009 marked the beginning of a 25 year contract for Ontario based landfill disposal, ending Peel’s reliance on Michigan based landfills.

The 2009 Budget Process for the Waste Management Division followed a Service Based Budgeting approach. The 2009 Budget was carried forward to 2010 base budget and adjusted in accordance with the proposed 2010 Budget process. Waste Management services are summarized in the waste diversion table below and described in more detail after the table.

| Programs * | Tonnage | Percentage |
|--|----------------|-------------------|
| At Home Diversion | 17,493 | 4.5% |
| Re-Useable Goods | 375 | 0.1% |
| Blue Box Recyclables | 76,497 | 19.6% |
| Organics and Yard Waste | 68,229 | 17.4% |
| White Goods | 452 | 0.1% |
| Other Recycling (incl. Scrap metal & Ash diversion from EFW) | 26,470 | 6.8% |
| Total 3R's Diversion | 189,515 | 48.5% |
| EFW - Converted to Energy | 105,526 | 27.0% |
| Landfill | 95,992 | 24.5% |
| Total Waste Managed | 391,033 | 100.0% |

Based on September 30, 2009 YTD results

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Garbage Service:

- Weekly curbside and twice weekly multi-residential collection of garbage. Weekly curbside and twice weekly multi-residential collection of bulky items (with garbage pick up).
- On-road supervision, resident education and enforcement of Two Bag Standard and Waste Collection By-Law
- Operation of the Waste Transfer Station at the Peel Integrated Waste Management Facility (PIWMF)
- Haulage of waste to disposal
- Waste incineration and energy recovery
- Waste to landfill

Recycling Service:

- Weekly curbside and multi-residential collection of Blue Box Recyclables
- Operation of the Material Recovery Facility at the PIWMF
- Marketing of recyclable materials
- Disposal of recycling residues

Organics and Yard Waste Service:

- Weekly curbside collection of kitchen organics
- Weekly curbside collection of leaf and yard waste in Mississauga and Brampton from April to June and November to December and biweekly collection from July to September
- Biweekly collection of yard waste in the rural settlement areas of Caledon from April to November
- Six times per year (three spring and three fall) collection of yard waste in rural areas of Caledon
- Operation of the Caledon and PIWMF Organics Composting Facilities
- Operation of the Chinguacousy Compost Curing Pad
- Yard waste transfer and composting by a third party
- Third party curing of compost
- Marketing of compost
- Disposal of composting residues

White Goods Service:

- Curbside and multi-residential collection of White Goods on an appointment basis
- Billing of White Goods collection fees (\$15 for the first item, \$10 for additional items) in conjunction with the Region's Customer Contact Centre
- Processing and refrigerant extraction
- Marketing of recyclable metal

Community Recycling Centre (CRC) Service:

- Seven day per week operation of the Battleford, Brampton and Fewster CRCs
- Six day per week operation of the Caledon CRC
- Five day per week operation of the Bolton CRC
- Acceptance of items for re-use, in partnership with Goodwill Industries and Caledon Community Services
- Collection and diversion of blue box recyclables
- Collection and diversion of non-blue box recyclables

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- Collection and diversion of yard waste
- Collection, reuse, diversion and safe disposal of Municipal Hazardous and Special Waste (MHSW)
- Collection and packaging of Waste Electrical & Electronic Equipment (WEEE)
- Collection and haulage of Used Tires
- Collection and transfer of garbage
- Planning and hosting of Conservation Days

Landfill Site Operation and Remediation Service:

- Testing, monitoring and management of gas and leachate at closed landfill sites
- Remediation of closed landfill sites as required

Waste Program Planning and Support Service:

- Development and update of the Long Term Waste Resource Management Strategy
- Planning and construction of new facilities
- Planning for new programs and enhancements to existing programs
- Ongoing promotion, education and advocacy

Key Initiatives in 2009 included:

Along with day to day operations, the Waste Management programs were engaged in the following key initiatives throughout 2009.

- Re-opened the Chinguacousy Curing Pad in May 2009 for maturing compost
- Signed a 25 year deal to use Warwick Landfill and exited out of transporting waste to Michigan
- Shipped 6,400 tonnes of Processed Bottom Ash to Greenpath Inc. from April to September 2009 in the manufacturing of paving stones vs. going to landfill
- Continued conversion from recycling carts to front end bins at multi-residential buildings - over 50 per cent to date
- Tendered the Front-End garbage and recycling and Cart-based recycling collection service, and implemented with estimated saving of \$800 thousand in 2010
- Created policies and procedures and commenced operation of Extended Producer Responsibility (EPR) programs for :
 - MHSW
 - WEEE
 - Used Tires
- Updating the 1997 Long Term Waste Resource Management Strategy

Section II. Resources to Deliver 2009 Services:

| Current \$'000 | 2008 Actual | 2009 Budget | 2009 Projections | 2009 Variance Under / (Over) |
|---------------------------|-------------|-------------|------------------|---------------------------------|
| Total Expenditures | \$102,998 | \$110,759 | \$107,425 | \$3,334 |
| Total Revenue | \$24,758 | \$31,169 | \$18,902 | (\$12,267) |
| Net Cost | \$78,240 | \$79,590 | \$88,523 | (\$8,933) |
| FTE | 157.5 | 160.5 | 160.5 | 0 |

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2009 Budget:

The Waste Management Division has an approved Current Net Budget of \$79.6 million for 2009. Waste Management has 160.5 FTEs staff approved in 2009.

2009 Projection:

By the end of 2009, the Waste Management Division is expected to be approximately \$3.3 million under spent in comparison to Total Budget Expenditures and be approximately \$12.2 million overspent in comparison to Total Budget Revenues for a net over budget position of \$8.9 million.

Expenditures are forecasted to be less than budgeted in the following areas: \$1.1 million variance due to salary gapping; \$1.1 million variance in containers processing costs at MRF due to lower tonnages; lower waste transfer, haulage and disposal costs due to lower tonnes offset by higher waste collection costs due to higher new contract prices (per household) of approximately \$1.8 million; and number of minor variances making up the difference.

Revenue projections for recyclable material sales are anticipated to be lower than budgeted by approximately \$12.0 million due to lower commodity prices. This is offset partially by revenues received from Stewardship Ontario (approximately \$681.0 thousand) that were not budgeted for. Other revenues that are forecasted to be less than budgeted are compost sales (lower by \$850.0 thousand).

2009 Key Outputs and Outcomes:

Key Outputs and Outcomes for Waste Management are experiencing unfavourable variances in 2009 largely due to the Canadian economy.

Throughout 2009 tonnes have been down for all streams (Garbage, Recycling, Organics and Yard Waste). Even though this decrease is good for the environment (i.e. reduce), it is not measured in our diversion calculations. The Diversion streams are experiencing an average of 5 per cent decrease in tonnes while garbage is experiencing a 2.5 per cent decrease, resulting in lower measured diversion.

The collection complaints per 2,000 households remain low and we expect minimal change for 2010.

The cost per household is higher than target due mainly to projected deficit of \$8.9 million which in turn is due largely to the shortfall in MRF Revenues. Another contributing factor was a drop in tonnage without a corresponding drop in collection costs due to the fact that collection costs in Mississauga and Brampton are now tied to household count.

Cost per vehicle trips for Urban CRCs are on target for 2009 and cost per vehicle trip for Rural CRCs are higher than 2009 target due to more frequent smaller loads. The smaller loads resulted in lower fees per vehicle, and a higher cost than target.

Output/Outcome measures that the Waste Management program has tracked during the current budget year and the ones that will be tracked for the coming year are presented in Appendix V.

Section III. Performance Measurement/Benchmarking:

Waste Management staff recognizes benchmarking as a useful management tool that utilizes financial and performance data to assist in the decision-making process. The Waste Management Division has been participating in the Ontario Municipal CAO's Benchmarking Initiative (OMBI) since 1997. In 2001, the Province initiated the Municipal Performance Measurement Program (MPMP) as part of the annual Financial Information Report, which includes Solid Waste Management Measures.

In 2008, the latest year for which published results are available, the Region of Peel performed well in waste diversion comparisons, ranking in the first quartile of OMBI municipalities. Garbage collection costs were lower than the average for OMBI municipalities, and reflect a good value for a high level of service.

The Region of Peel also has one of the highest tonnes of waste diverted per household. This is due to the high level of service offered to residents, through the many diversion programs. The cost per tonne for diversion ranks in the second quartile.

Waste disposal costs are high in comparison with other municipalities due to the usage of the Algonquin Power Energy-from-Waste Facility.

To view the details on the OMBI measures for the Waste Program, please visit <http://www.peelregion.ca/finance/ombi/>.

Section IV. 2010 Base Pressures:

In 2010, Waste Management will experience base pressure increases related to Consumer Price Index and fuel price increases on service contracts for collection, haulage and disposal and inflation on energy, materials, supplies, salaries and wages. It will also experience continued decreased revenues from marketed blue box material. The decreases in revenues are offset by a contribution from the General Reserves to minimize the tax impact. Changes in base pressures are detailed in Appendix I.

Cost of Living Increase/Inflation:

Fuel price increases on collection and haulage contracts are expected to be a major pressure on the 2010 Budget. Approximately \$1.9 million (net) in Consumer Price Index and fuel prices increase are forecasted in 2010 and will be experienced across all services, but will affect the Garbage, Recycling, and Organics and Yard Waste Service to a greater extent due to its impact on collection, haulage and disposal contracts.

Section V. Cost Mitigation Through Efficiencies and Recoveries:

Efficiencies:

In 2009 Region of Peel waste stopped the export of residential waste to Michigan. The Region has a long term disposal Agreement with Waste Management of Canada Corporation (WMCC) for Ontario disposal capacity. With the shorter haulage distance the combined cost for haulage and disposal has decreased.

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The public tender process for Front-End garbage and recycling and Cart-based recycling collection service initiated by staff resulted in an estimated total net savings of approximately \$800 thousand for the Region in 2010. In addition to the savings associated with the provision of front-end garbage and recycling collection services, a number of value added elements have been included such as onboard GPS and weigh scale systems which are not part of the current service.

Section VI. Challenges and Emerging Trends:

The state of recovered material marketing, as it relates to demand and pricing, continues to reflect the overall global economic condition. Even though there appear to be some optimistic economic indicators, and a slight upward trend in demand and pricing, the global complexity currently being experienced is unprecedented. Therefore, it is difficult to project long term implications with any degree of certainty. Nonetheless, we are budgeting for a slight increase in revenue over 2009 levels.

The 2009 shortfall will be funded from the Waste Stabilization Reserve, essentially depleting that reserve. Staff is recommending that the projected 2010 shortfall be funded from the corporate reserves. The alternative (funding it through the 2010 operating budget) would result in a 1.6 per cent tax increase.

Section VII. 2010 Program Pressures - Current:

The proposed 2010 Total and Net Budgets, including the variance over the 2009 Approved Budget, are presented in Appendix I.

The proposed 2010 Total Budget is \$112.0 million, which represents an increase of \$1.2 million or 1.1 per cent over the 2009 Total Budget. The proposed 2010 Net Budget is \$81.7 million, which is an increase of \$2.1 million or 2.6 per cent over the 2009 Net Budget.

Growth:

A one per cent growth in number of households served by curbside collection is forecasted for 2010, which will affect the collection cost since the main waste collection contract for Mississauga and Brampton was changed to a per household rate in 2009.

Tonnage growth, which impacts processing, haulage and disposal costs is tied closely to the economy and is therefore more difficult to accurately predict. The 2010 budget is based on a modest tonnage increase of 1.5 per cent.

Subsidy Changes:

A recovery from General Reserves of \$12.6 million is budgeted for 2010 to offset the decreases in MRF Commodity Prices of \$11.5 million and CRC drop-off fees of \$1.1 million.

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Section VIII. 2010 New Initiatives - Current:

Service Demand and Staffing:

Waste Management is requesting an additional two FTE staff for 2010, one relates to service demand and the second one relates to legislated demand for a total of \$117 thousand.

One mobile sign Technical Coordinator is required. There has been increased demand for the already successful mobile sign communication program. The demand is for additional signs, additional locations above base and additional messages for current clientele (Public Health, Public Education and Outreach, Regional Councillors, and City and Town Councillors from Mississauga, Brampton and Caledon). This is of medium to high political importance. Mobile sign messaging has proven to be an effective means of messaging programs. The additional staff is necessary to address growth and increased demand for this in-house service. A report was approved through Regional Council on October 8, 2009 Resolution 2009-1014 asking that Regional Council approve one six-month contract position immediately until such time as one FTE complement position is approved through the 2010 Waste Management Operating Budget Submission.

One Compost Facility Operator is required. With the time restrictions on receiving materials at the Peel Curing Facility as stated in the Certificate of Approval (C of A) for the site an additional complement position is required. Additional manpower is required in order to accomplish all the requirements that must be done in a relatively short time period. Additional issues are the requirement to monitor the weather conditions to ensure that favourable winds and barometric conditions are present as specified in the C of A.

Section IX. 2009 Program Pressures – Capital:

Ongoing Capital Projects:

As of January 1, 2009, there were approximately 46 active Waste Management projects that had been approved by Council. With the 2009 Capital Budget six projects were opened. From January 1, 2009 to September 30, 2009, 12 capital Waste Management projects were completed and closed. These projects returned \$1.5 million back to reserves. One redevelopment was approved through Regional Council for \$250 thousand. In addition, there were reductions of capital projects that returned \$421.3 thousand back to reserves.

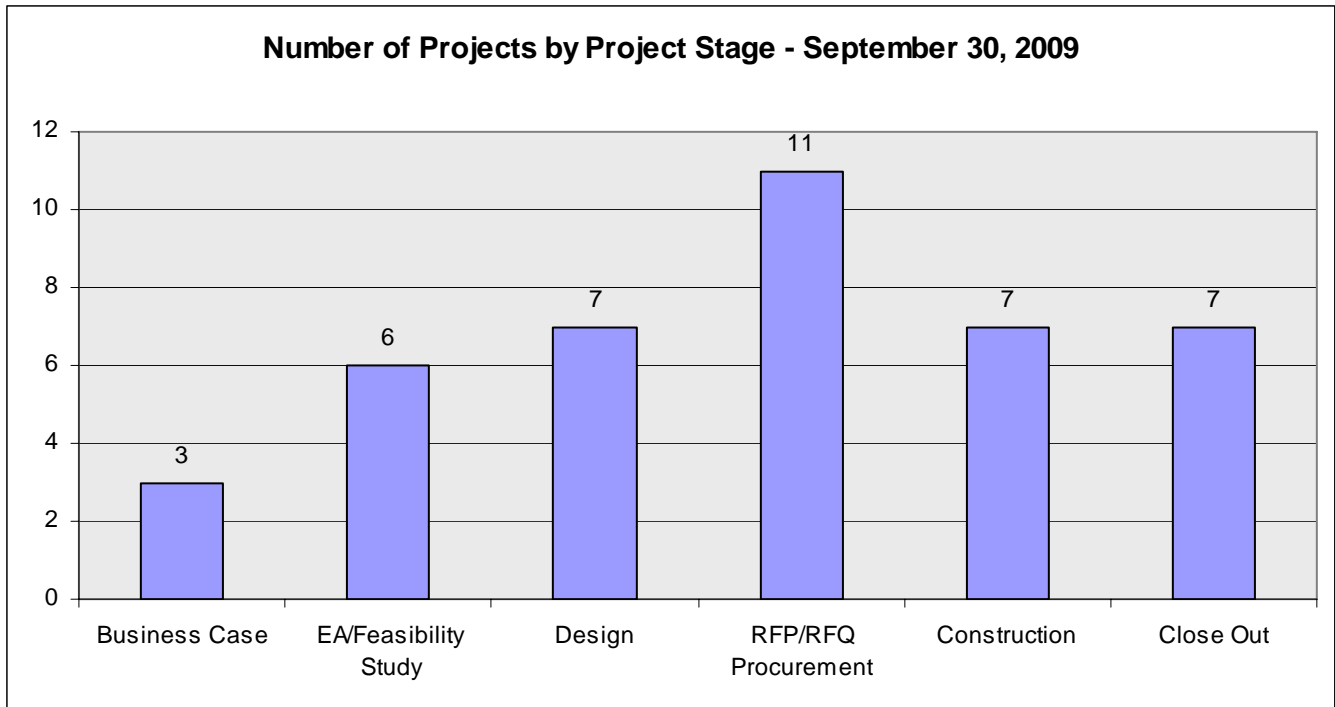
As of September 30, 2009, there are 41 active Waste Management projects with a total value of \$165.0 million. Of that amount, \$96.9 million or 58 per cent has been spent, leaving approximately \$68.0 million worth of work yet to be completed.

It is anticipated that an additional five capital projects will be closed in 2009 so that at December 31, 2009 there will be 36 active Waste Management projects.

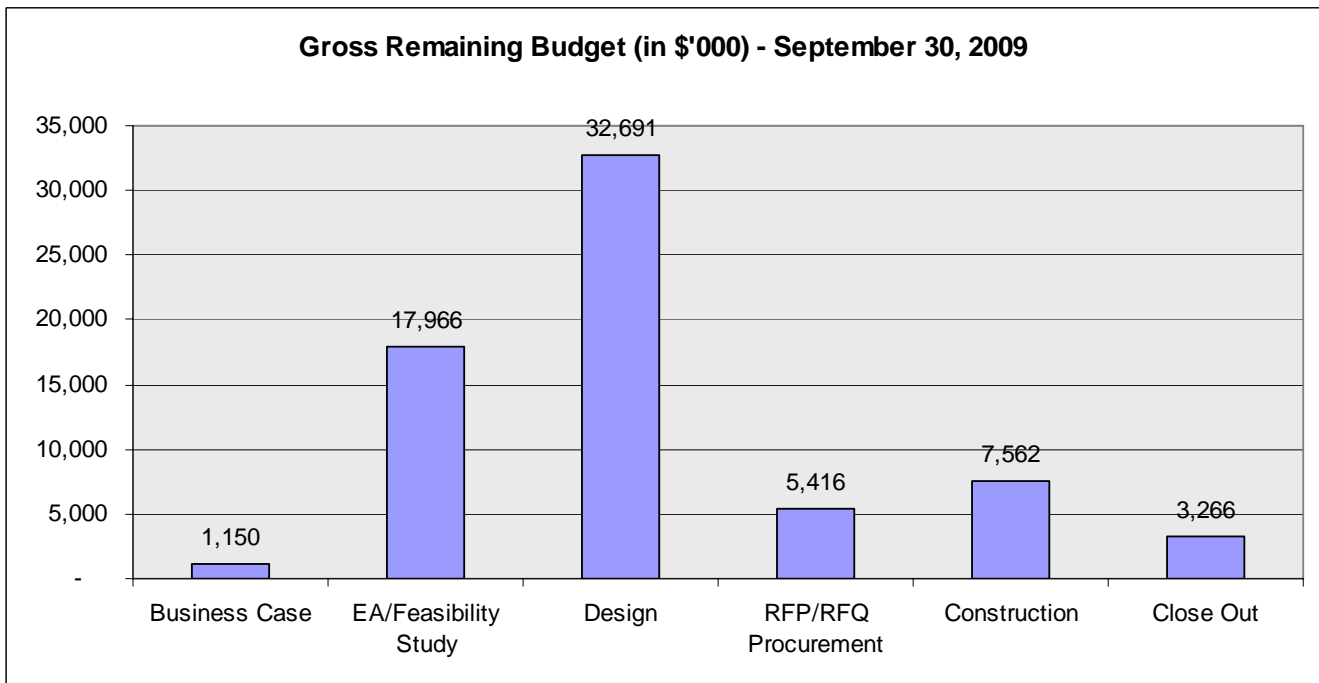
In 2009, it is anticipated that \$16.9 million will have been spent in the Waste Management capital budget. Appendix II shows that as of September 30, 2009, \$10.8 million had been spent.

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Major active projects include purchase of land for the Peel West facility and design and construction of the Heart Lake CRC and Clarkson CRC. The following graph shows the stage of active Waste Management projects as of September 30, 2009.



The Gross Remaining Budget in each of the project stage is illustrated in the graph below.



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What Drives the Waste Management Capital Program?

The Waste Management Capital program is driven by increases in costs associated with construction of planned facilities in the short term, and by the need to provide processing capacity within the Region's boundaries in the future.

Growth within the Region and development within the west portion of the Region will dictate the need for an additional waste processing and transfer capacity.

2010 Capital Programs:

The following table lists the new capital plan for 2010, as well as the carry forward capital balance from 2009 that constitute the total capital budget available to Waste Management to spend in 2010. Cash flow for capital project expenditures is presented in [Appendix II](#).

| Carry - Forward from 2009 \$'000 | 2010 New Capital \$'000 | 2010 # of Planned and New Projects | Total Capital Available \$'000 | 2011 – 2019 Forecast \$'000 | 2011-2019 # of New Projects |
|---|--------------------------------|---|---------------------------------------|------------------------------------|------------------------------------|
| \$58,751 | \$17,243 | 1 | \$75,994 | \$123,157 | 2 |

The 2010 Capital Budget program for Waste Management is \$17.2 million, a \$44.8 million decrease over the 2010 Capital Budget projection provided in the 2009 Budget. Funding details for the 2010 Capital Budget are presented in [Appendix III](#).

Major changes to the 2010 Capital Budget Program:

- Peel West Processing and Transfer Facility work totalling \$38.5 million was delayed by one year to 2011, to plan the design and future needs of Waste Management
- Peel Integrated Waste Management Facility Expansion of \$8.0 million originally planned for 2010 was removed from the capital plan, existing administrative space is being utilized

Capital Budget Outlook – Ten Year Plan Comparison (2010-2019):

As the Region continues to grow, new Waste Management infrastructure will be required to provide service to all residents.

Through the 2010 Capital Budget, the Waste Management Ten Year Plan was adjusted to \$140.4 million from \$131.2 million in 2009, for an increase of \$9.2 million.

Major increases include provisions for increases of \$17.3 million as a result of changes in Consumer Price and Construction Price Indices. This is offset by the removal of an \$8.0 million expansion to the Peel Integrated Waste Management facility to relocate offices and accommodate auxiliary buildings. Details of the Ten Year Waste Management Plan are included in [Appendix IV](#).

Section X. Future Outlook:

2011 and 2012 Current Budget:

The Waste Management Division will continue to experience change in 2011 and 2012. Growth, Consumer Price Index adjustments and contract price increases will continue to drive Waste Management costs in future years.

Two new CRCs, Heart Lake and Clarkson, are budgeted for construction in 2010 with operations slotted to commence in 2011. The Heart Lake CRC construction is being held up while easements are negotiated for storm water management. The Clarkson CRC construction is being held up by a planning dispute between a 3rd party and the city of Mississauga. Given these uncertainties and the current budget pressures, it is possible that one or perhaps both CRCs will be deferred by one year. Each CRC will add approximately \$2 million per CRC as they open. Each CRC will require the addition of 12.5 FTEs to operate.

2011 – 2019 Capital Plan:

New projects planned for 2011 and beyond and added to the Ten Year Plan include:

- Construction phase of a new Peel West Waste Management Facility

Section XI. Pressures not included in 2010 Budget:

The Bolton CRC and the re-use store at that site currently operate five days a week from Tuesday to Saturday. Caledon Community Services (CCS) has requested that they be allowed to operate six or perhaps even seven days a week. That request is still under review. The 2010 budget request does not include the added cost of extending Bolton CRC operations to six or seven days.

Appendices:

| | |
|---------------------|--------------------------------|
| Appendix I | 2010 Current Pressures |
| Appendix II | 2010 Capital Overview |
| Appendix III | 2010 New Capital Detail |
| Appendix IV | Ten Year Capital Plan |
| Appendix V | Output/Outcome Measures |

APPENDIX I
WASTE MANAGEMENT
2010 CURRENT PRESSURES (\$'000)

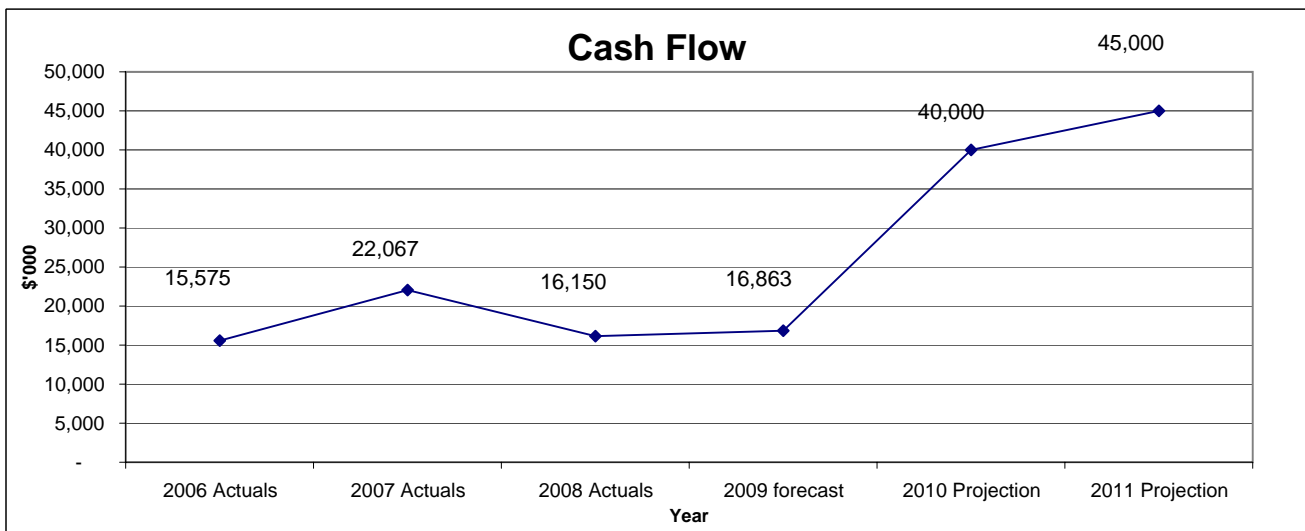
| | Waste Management | | |
|--|---------------------------|----------------------|-----------------|
| | Total Expenditures | Total Revenue | Net Cost |
| 2009 Revised Cost of Service | 110,759 | 31,169 | 79,590 |
| Annualizations - Section IV | | | |
| 1 Fewster Community Recycling Centre (CRC Service) | - | 0 | 0 |
| <i>Subtotal</i> | - | 0 | - |
| Cost of Living Increase/Inflation - Section IV | | | |
| 1 Consumer Price Index and Fuel Adjustments, Salaries | 1,928 | 0 | 1,928 |
| 2 Decrease in Commodities Prices (MRF) | - | (11,500) | 11,500 |
| 3 Decrease in Drop Off fees at CRCs | | (1,100) | 1,100 |
| 4 Decrease in Compost Revenue | | (850) | 850 |
| <i>Subtotal</i> | 1,928 | (13,450) | 15,378 |
| Efficiencies - Section V | | | |
| 1 Front End Collection Contract of Waste and Recycling | (800) | 0 | (800) |
| 2 | - | 0 | - |
| <i>Subtotal</i> | (800) | 0 | (800) |
| 2010 Base Changes | 1,128 | (13,450) | 14,578 |
| Growth - Section VII | | | |
| 1 Tonnage Growth | - | 0 | - |
| <i>Subtotal</i> | - | 0 | - |
| Service Demand - Section VII | | | |
| 1 Technical Coordinator - Mobile Sign | 60 | 0 | 60 |
| 2 Compost Facility Operator | 57 | 0 | 57 |
| <i>Subtotal</i> | 117 | 0 | 117 |
| Subsidy and Fee Changes- Section VII | | | |
| 1 Contribution from General Reserves | - | 12,600 | (12,600) |
| <i>Subtotal</i> | - | 12,600 | (12,600) |
| 2010 New Pressures | 117 | 12,600 | (12,483) |
| Total 2010 Pressures | 1,245 | (850) | 2,095 |
| 2010 Recommended Cost of Service | 112,004 | 30,319 | 81,685 |

**APPENDIX II
WASTE MANAGEMENT
2010 CAPITAL OVERVIEW (\$'000)**

| | Capital Budget | |
|---|--------------------|---------------|
| | Number of Projects | Total Budget |
| Carry Forward: January 1, 2009 | 46 | 68,561 |
| Additions: | | |
| 2009 Capital Plan | | |
| New 2009 Projects | 6 | 4,283 |
| New funding to Existing Projects | | 7,976 |
| In year Approvals(i.e. Council Approval, Redeployments) | 1 | |
| Subtractions: | | |
| Budget Reductions | | (421) |
| Closed Projects | (12) | (1,486) |
| Expenditures to September 30, 2009 | | (10,863) |
| Subtractions: Projections from October 1 - December 31, 2009 | | |
| Closed Projects | (5) | (3,299) |
| Expenditures | | (6,000) |
| Balance: December 31, 2009 | 36 | 58,751 |
| Additions: | | |
| New Proposed 2010 Capital Plan | | |
| New 2010 Projects | 1 | 544 |
| New funding to Existing projects | | 16,699 |
| Balance: January 1, 2010 with approval | 37 | 75,994 |
| Subtractions: | | |
| Projected 2010 Cashflow | | (40,000) |
| Projected Balance: December 31, 2010 | | 35,994 |

Comments on Changes in Funding:

Major capital projects underway include purchase of land for Peel West facility and design approx. \$19 million with construction starting 2011 and construction of the Heart Lake CRC and Clarkson CRC to be operational by 2011.



APPENDIX III
WASTE MANAGEMENT
2010 NEW CAPITAL DETAIL

2010 Financing Sources and Funding Status (\$'000)

2010 Funding Status:

Approved or Pending

(A/P)



Project #

Project Name

Ward

| 2010 | | | |
|--------------------------|-----------------|-----------------|------------|
| <u>Total Expense</u> | <u>Funding</u> | | <u>DCA</u> |
| | <u>External</u> | <u>Internal</u> | |

| Disposal | | | | | | | |
|------------------------------------|---|------|-------|---|-------|---|--|
| A 08-6510 | LANDFILL MANAGEMENT ABATEMENT | PEEL | 776 | 0 | 776 | 0 | |
| Processing | | | | | | | |
| A 06-6610 | PEEL INTEGRATED WASTE MANAGEMENT FACILITY - EQUIPMENT | | 2,279 | 0 | 2,279 | 0 | |
| A 07-6655 | IMPROVE COMPOST CURING | B8 | 207 | 0 | 207 | 0 | |
| CRC's and Transfer Stations | | | | | | | |
| A 04-6509 | HEART LAKE CRC | | 1,037 | 0 | 1,037 | 0 | |
| A 06-6407 | PEEL WEST PROCESSING & TRANSFER FACILITY | PEEL | 4,000 | 0 | 4,000 | 0 | |
| A 99-6505 | FEWSTER CRC & YARD WASTE TRANSFER STATION | | 2,849 | 0 | 2,849 | 0 | |
| A 99-6508 | SOUTH WEST PEEL CRC (CLARKSON CRC) | | 1,362 | 0 | 1,362 | 0 | |
| Operating Capital | | | | | | | |
| A 08-6400 | WASTE MANAGEMENT POLICIES AND ENVIROMENTAL STUDIES | PEEL | 269 | 0 | 269 | 0 | |
| A 08-6420 | MULTI RESIDENTIAL DIVERSION PROJECTS | | 104 | 0 | 104 | 0 | |
| A 08-6570 | SITE IMPROVEMENT AND MAINTENANCE | | 1,253 | 0 | 1,253 | 0 | |

**APPENDIX III
WASTE MANAGEMENT
2010 NEW CAPITAL DETAIL**

2010 Financing Sources and Funding Status (\$'000)

2010 Funding Status:
Approved or Pending

(A/P)



| <u>Project #</u> | <u>Project Name</u> | <u>Ward</u> | <i>2010</i> | | | |
|-------------------------------------|-------------------------------------|-------------|----------------------|-------------------------|-------------------------|------------|
| | | | <u>Total Expense</u> | <u>Funding External</u> | <u>Funding Internal</u> | <u>DCA</u> |
| A 08-6580 | LANDFILL MONITORING AND REMEDIATION | PEEL,M6,C1 | 989 | 0 | 989 | 0 |
| A 09-6630 | WASTE COLLECTION CONTAINERS | | 1,574 | 0 | 1,574 | 0 |
| A 10-6600 | ENERGY FROM WASTE FACILITY | | 544 | 0 | 544 | 0 |
| <i>Totals for Budget Year: 2010</i> | | | 17,243 | 0 | 17,243 | 0 |

**APPENDIX IV
WASTE MANAGEMENT
TEN YEAR CAPITAL PLAN**

Ten Year Combined Capital Program (\$'000)

| <u>Sub Type</u> | <u>Description</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|---|--|--------------|-------------|-------------|-------------|-------------|-----------------|---------------|
| Collection | | | | | | | | |
| Projects dealing with garbage, recycling, organics, yard waste, and white goods collection, including the provision of collection containers. | | | | | | | | |
| 06-6410 | BAG LIMIT / USER PAY IMPLEMENTATION IMPLEMENTATION OF USER PAY, INCLUDING COMMUNICATION AND PROGRAM ENHANCEMENT COSTS. | 0 | 207 | 0 | 0 | 0 | 0 | 207 |
| 10 Year Totals For: WMCOLL | | 0 | 207 | 0 | 0 | 0 | 0 | 207 |
| Disposal | | | | | | | | |
| Projects dealing with remediation, abatement and perpetual care of landfill sites. | | | | | | | | |
| 08-6510 | LANDFILL MANAGEMENT ABATEMENT TO ADDRESS CAPITAL EXPENDITURES AT LANDFILL SITES AND WASTE OPERATION'S SITES IN PEEL. | 776 | 776 | 776 | 776 | 776 | 3,880 | 7,760 |
| 09-6586 | CALEDON SLS REMEDIATION REMEDICATION OF THE CALEDON SANITARY LANDFILL SITE FROM A NATURAL ATTENUATION LANDFILL TO AN ENGINEERED LANDFILL. | 0 | 0 | 5,000 | 2,000 | 5,000 | 20,500 | 32,500 |
| 10 Year Totals For: WMDISP | | 776 | 776 | 5,776 | 2,776 | 5,776 | 24,380 | 40,260 |
| Processing | | | | | | | | |
| Projects dealing with the processing of recyclables, organics and waste, including the Energy From Waste Facility. | | | | | | | | |
| 06-6610 | PEEL INTEGRATED WASTE MANAGEMENT FACILITY - EQUIPMENT MAINTENANCE AND UPGRADES TO THE MRF EQUIPMENT, BUILDING AND SITE. | 2,279 | 592 | 1,709 | 0 | 0 | 0 | 4,580 |
| 07-6655 | IMPROVE COMPOST CURING INSTALLATION OF ODOUR SENSORS AND COVER FOR EQUIPMENT AT CHINGUACOUSY CURING FACILITY. | 207 | 0 | 0 | 0 | 0 | 0 | 207 |
| 10 Year Totals For: WMPROC | | 2,486 | 592 | 1,709 | 0 | 0 | 0 | 4,787 |

**APPENDIX IV
WASTE MANAGEMENT
TEN YEAR CAPITAL PLAN**

Ten Year Combined Capital Program (\$'000)

| <u>Sub Type</u> | <u>Description</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|---|---|--------------|---------------|-------------|-------------|-------------|-----------------|---------------|
| CRC's and Transfer Stations | | | | | | | | |
| Projects dealing with maintenance at community recycling centres and transfer station(s). | | | | | | | | |
| 99-6505 | FEWSTER CRC & YARD WASTE TRANSFER STATION TO DESIGN AND CONSTRUCT A CRC AND YARD WASTE TRANSFER STATION AT 1126 FEWSTER DRIVE SITE. | 2,849 | 0 | 0 | 0 | 0 | 0 | 2,849 |
| 99-6508 | SOUTH WEST PEEL CRC (CLARKSON CRC) CONSTRUCTION OF A COMMUNITY RECYCLING CENTRE ON THE CLARKSON WWTP SITE. | 1,362 | 0 | 0 | 0 | 0 | 0 | 1,362 |
| 04-6509 | HEART LAKE CRC CONSTRUCTION OF A COMMUNITY RECYCLING CENTRE TO SERVICE THE RESIDENTS OF NORTHWEST BRAMPTON. | 1,037 | 0 | 0 | 0 | 0 | 0 | 1,037 |
| 06-6407 | PEEL WEST PROCESSING & TRANSFER FACILITY DESIGN AND CONSTRUCTION OF FOR A WASTE MANAGEMENT PROCESSING AND TRANSFER FACILITY IN WEST PEEL. | 4,000 | 40,439 | 0 | 0 | 0 | 0 | 44,439 |
| 08-6560 | CRC SITE IMPROVEMENTS AND REPAIRS SITE IMPROVEMENTS FOR ALL COMMUNITY RECYCLING CENTRES (EG.FENCING,WIND BARRIERS) | 0 | 52 | 0 | 104 | 0 | 465 | 621 |
| 10 Year Totals For: | WMTRST | 9,248 | 40,491 | 0 | 104 | 0 | 465 | 50,308 |

Operating Capital

**APPENDIX IV
WASTE MANAGEMENT
TEN YEAR CAPITAL PLAN**

Ten Year Combined Capital Program (\$'000)

| <u>Sub Type</u> | <u>Description</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-----------------|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 08-6400 | WASTE MANAGEMENT POLICIES AND ENVIROMENTAL STUDIES ONGOING PROGRAM TO COVER COSTS RELATED TO CONSULTANT STUDIES, ENGINEERING SERVICE AND CAPITAL PLANNING FOR WASTE MANAGEMENT POLICY, NEW TECHNOLOGY RESEARCH AND DEVELOPMENT AND ENVIROMENTAL ISSUES. | 269 | 207 | 269 | 207 | 207 | 1,035 | 2,194 |
| 08-6420 | MULTI RESIDENTIAL DIVERSION PROJECTS THE OBJECTIVE OF THIS PROJECT IS TO INCREASE THE DIVERSION LEVELS IN THE MULTI-RESIDENTIAL (MR) SECTOR. | 104 | 0 | 0 | 0 | 0 | 0 | 104 |
| 08-6570 | SITE IMPROVEMENT AND MAINTENANCE PROVISION FOR REPAIRS AND MAINTENANCE REQUIREMENTS TO ALL BUILDING FACILITIES. | 1,253 | 746 | 629 | 605 | 633 | 3,032 | 6,898 |
| 08-6580 | LANDFILL MONITORING AND REMEDIATION TO FUND ADMINISTRATION AND STUDIES RELATED TO ENVIROMENTAL MONITORING AT REGIONAL LAND FILL SITES. | 989 | 989 | 989 | 989 | 989 | 4,945 | 9,890 |
| 09-6615 | PEEL INTEGRATED WASTE MANAGEMENT FACILITY-MAINTENANCE MAINTENANCE TO THE MRF EQUIPMENT, BUILDING AND SITE. | 0 | 1,424 | 1,424 | 1,424 | 1,424 | 4,789 | 10,485 |
| 09-6630 | WASTE COLLECTION CONTAINERS NEW WASTE MANAGEMENT CONTAINERS (RECYCLING BOXES, CONTAINER, BACK YARD COMPOSTERS AND ORGANIC CARTS. | 1,574 | 802 | 802 | 802 | 802 | 4,010 | 8,792 |

**APPENDIX IV
WASTE MANAGEMENT
TEN YEAR CAPITAL PLAN**

Ten Year Combined Capital Program (\$'000)

| <u>Sub Type</u> | <u>Description</u> | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--|--|---------------|---------------|---------------|--------------|---------------|-----------------|----------------|
| 10-6600 | ENERGY FROM WASTE FACILITY EFW FACILITY MAINTENANCE, COMPLIANCE TESTING (STACK TESTING), PILOT PROGRAMS, CONSULTANTS, NEW EQUIPMENT AND EXPANSION TO FACILITY. | 544 | 544 | 544 | 544 | 544 | 2,720 | 5,440 |
| 15-6430 | IMPLEMENTATION STRATEGY NEW COLLECTION CONTRACT COLLECTION SYSTEM IN 2015. | 0 | 0 | 0 | 0 | 0 | 1,035 | 1,035 |
| 10 Year Totals For: Operating Capital | | 4,733 | 4,712 | 4,657 | 4,571 | 4,599 | 21,566 | 44,838 |
| Totals for 10 Year Capital Plan: | | 17,243 | 46,778 | 12,142 | 7,451 | 10,375 | 46,411 | 140,400 |

**APPENDIX V
WASTE MANAGEMENT
OUTPUT AND OUTCOME MEASURES**

Outputs/Outcomes

| Output/Outcome Measures | 2009 Target | 2009 Projection | 2010 Target | Commentary |
|---|-------------|-----------------|-------------|---|
| Residential Waste Diverted | 51 per cent | 48.5 per cent | 51 per cent | <p>2009 Diversion target is 51 per cent; throughout 2009 tonnes have been down for all streams (Garbage, Recycling, Organic and Yard Waste). The Diversion streams are experiencing approximately a 5 per cent decrease in tonnes while garbage is experiencing approximately a 2.5 per cent decrease. Some of the drop comes from light-weighting of materials. Also, in a recession, reduced consumption affects waste tonnage with diversion streams being more affected due to the discretionary nature of goods.</p> <p>2010 Diversion is expected to increase over the 2009 projection due to the Canadian economy improving.</p> |
| Waste Collection Complaints per 2,000 households served per day | 1 | 0.65 | 1 | <p>2009 Waste collection complaints are tracking lower than the target.</p> <p>2010 No major increase of complaints expected</p> |
| Net Cost of Waste management per Household | \$197 | \$201 | \$210 | <p>2009 Due to an expected deficit of \$8.9 million (relating mainly to the shortfall in MRF Revenues) the cost per household is higher than target. Also, tonnage dropped but collection costs are now tied to households so the cost to collect per tonne increased.</p> <p>2010 With an projected increase of 2.25 per cent in households and a increase in net budget of \$5.1 million the net effect is \$210 per household.</p> |
| Cost of CRCs per Vehicle Trip | \$19 | \$25 | \$29 | <p>2009 The cost per vehicle trip is higher than target due to lower drop-off fee revenue without a corresponding drop in traffic resulting in a higher net expenditure for CRCs.</p> <p>2010 With an projected increase of 5 per cent in vehicle trips and a increase in net budget of \$1.2 million the net effect is \$29 per vehicle trip.</p> |
| Urban CRC Traffic (vehicle trips per week per site) | 1700 | 1716 | 1805 | <p>2009 Average traffic per week at the Battleford, Brampton, and fewster CRCs are on target.</p> <p>2010 Expecting a 5 per cent increase on the 2009 projection</p> |
| Rural CRC Traffic (vehicle trips per week per site) | 350 | 482 | 506 | <p>2009 Average traffic per week at the Bolton and Caledon CRCs is higher than target due to frequent smaller loads.</p> <p>2010 Expecting a 5 per cent increase on the 2009 projection</p> |