2022 Draft Rate Supported Operating Budget and 2022 Draft Capital Budget and Forecast

INDEX

Water and Wastewater Management

Solid Waste

2022 Draft Rate Supported Operating Budget and 2022 Draft Capital Budget and Forecast

INDEX

Water and Wastewater Management

To: Chair and Members
Finance and Corporate Services Committee
Engineering and Public Works Committee

From: Suzanne Olimer
Commissioner of Finance and Corporate Services

Fred Jahn
Commissioner of Engineering and Public Works

Date: November 17, 2021

Subject: 2022 Draft Water and Wastewater Operating Budget and Capital Budget and Forecast

Report: FCS-12-2021-1

Recommendation

THAT the 2022 Report on Excluded Expenses – Ontario Regulation 284/09 regarding expenses excluded from the 2022 Draft Water and Wastewater Operating Budget and Capital Budget and Forecast, as included in Report FCS-12-2021-1, **be approved**;

AND THAT the 2022 Draft Water and Wastewater Operating Budget and Capital Budget and Forecast, as presented in Report FCS-12-2021-1, **be adopted**;

AND THAT the 2022 rate structure for water and wastewater services and miscellaneous charges, as included in Report FCS-12-2021-1, **be adopted and become effective January 1, 2022**.

Origin

Prudent management as well as Section 290 (1) of the *Municipal Act, 2001*, S.O. 2001, Chapter 25 requires that each year municipalities prepare and adopt a budget for the purposes of the municipality including amounts sufficient to pay all debts falling due within the year, amounts required to be raised for sinking funds and amounts required for any board, commission or other body.

Committee and Council's review of the 2022 Draft Water and Wastewater Operating Budget and Capital Budget and Forecast as attached to Report FCS-12-2021-1 represents formal compliance with Section 290 (1) of the *Municipal Act*.

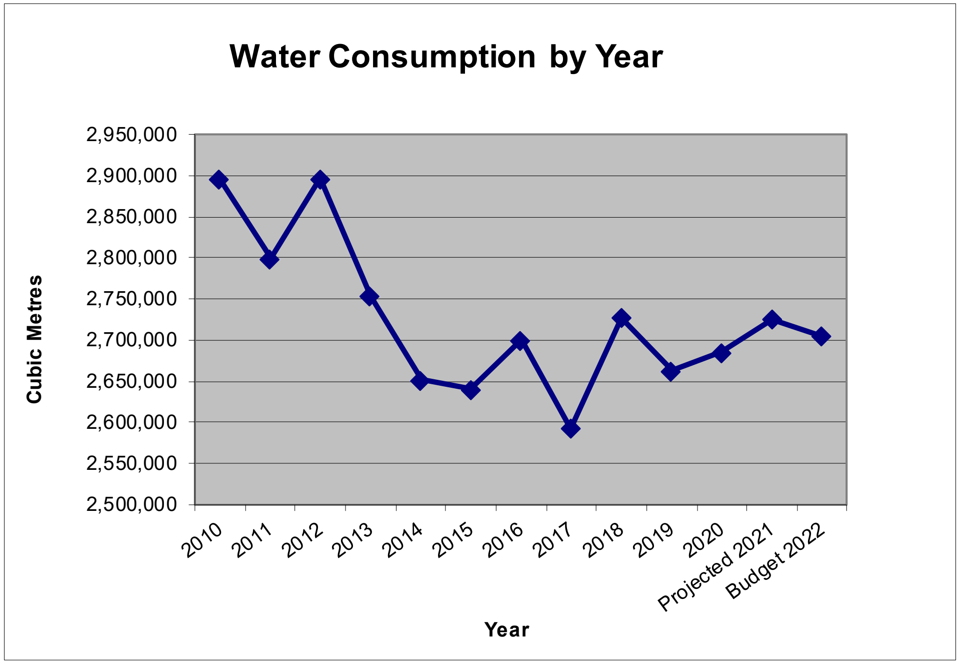
Summary

The combined user fees and urban service area charges on a typical residential customer, with a property assessed at $300,000, have increased 1.6% or $3.04 per month. The largest contributor to the increase is the result of a rise in the reserve contributions related to the capital programs and includes an increase to reserves of 5.0% (water) and 6.0% (wastewater) which is consistent with the 2018 Council approved asset management plan and 2021 budget guideline. Overall, the combined Water and Wastewater levy has increased by 2.0% or $257,433 from the 2021 levy. Staff are pleased to report that this is below the budget guideline approved by committee of 3.2%.

The chart below shows the water consumption over time. There has been a general decline in consumption over the period from 2010 to 2021 with the exception of 2012, 2016, and 2019 when there were dry summer conditions. Staff have continued to revise the consumption budget annually in order to reflect the trends from the prior years. In 2021, the budgeted consumption was 2.68 million cubic metres and current projections indicate that consumption will come in slightly above target for the year. Staff have increased the budgeted consumption for 2022 to 2.71 million cubic metres.

The mandatory connection program was reviewed and updated in 2021 resulting in a new By-law 2021-17 which was adopted in June 2021. This review identified that since the 2018 mandatory connection campaign, the number of properties able to connect to municipal services had decreased significantly (28%) despite the ongoing pressures of the global pandemic. Based on an analysis completed in April 2021, there were 47 properties that are able to connect to water, 122 that are able to connect to wastewater services and 44 that are able to connect to both water and wastewater services. Due to the adverse impact of COVID-19 on business and property owners, Council has further deferred the compliance date to July 1, 2022. Letters to affected property owners were mailed in August 2021 after the change to the compliance date was approved by Council and following a review of each affected property by Tatham Engineering which determined whether or not property owners would be eligible for an extension due to the estimated cost of connection to

municipal services. Staff is expecting a very minor impact to consumption due to increased connections in 2022, given that the number of properties impacted by mandatory connection represents approximately 1.1% of the existing water / wastewater customers.



Background

The District Municipality of Muskoka (District) is responsible for the disinfection and distribution of potable water to users in nine communities and for ensuring that the appropriate collection and treatment of wastewater occurs in these communities as reflected in the accompanying table. The water system includes intakes, water filtration plants, reservoirs, pumping stations, watermains, fire hydrants and water meters. The wastewater (sewage) system includes treatment plants, outfalls, pumping stations and sewer mains. Both systems' operating and capital costs are funded from a combination of user rates and special urban service area charges.

The table below shows the current number of customers (number of accounts) connected to the respective systems. In 2021, the customer base increased by 1.5% on a combined basis. In general, the majority of the growth continues to occur within the three main urban areas of Bracebridge, Huntsville and Gravenhurst.

Community	2021 Customers Water Treatment and Distribution	2021 Customers Wastewater Collection and Treatment	Increase from Prior Year Water Treatment and Distribution	Increase from Prior Year Wastewater Collection and Treatment
Bracebridge	4,339	3,585	63	71
Gravenhurst	3,139	2,639	24	27
Huntsville	3,714	3,510	62	64
MacTier	278	256	(1)	2
Bala	453	377	3	8
Port Carling	405	388	1	1
Port Severn	235	231	2	2
Baysville	140	140	4	5
Port Sydney	35	0	0	0
Total Customers	**12,738**	**11,126**	**158**	**180**

Despite the growth, the table highlights the fundamental challenge in maintaining competitive and affordable rates in an environment of increased regulatory requirements and escalating construction costs, with very few customers to support critical infrastructure in each of the nine distinct communities. If the rate discrepancy is too large, issues of competitiveness and affordability begin to appear. The result is that those smaller systems, without an adequate customer base to absorb these costs, have disproportionately higher water and wastewater rates than large urban centres (refer to Appendix E, Municipal Study 2020 as prepared by BMA Management Consulting Inc.). The District, by virtue of the ratio of treatment facilities to customers is considered one of these systems.

User Rates

The District has one of the most commonly used rate structures across Ontario. The District's current rate structure includes a fixed monthly service charge and a uniform volumetric charge based on consumption for both water and wastewater. However, the District also charges tax levies for both services which are noted in the next section. A consultant has been engaged to review and make recommendations regarding the water and wastewater funding model that can be utilized each year in the development of these budgets. This model will use guiding principles to establish ranges for the ratio of revenue collected from fixed and volumetric user fees and taxation. It is expected that the results of this study will be completed and utilized for implementation in 2023.

Volumetric Costs – Volumetric costs vary with the consumption of water over a specified period of time, such as day, month or year, in contrast to the amount of water demanded at any time. Typically, costs associated with volume consumed are included in the volumetric cost which is comprised of the purchase of water, water supply and portions of the pumping, distribution, reservoir and administration costs.

Fixed Costs/Customer Related – Fixed costs are costs related directly to the customer's water service connection and to billing the customers on a monthly basis. Typical functions included under this category are listed below:

- meter repair and replacement
- billing and collection
- meter reading
- service connection
- overhead/general administration
- financing costs
- capital related to meter replacement

Caution is advised in attributing too much to fixed costs. A higher than reasonable allocation to the fixed charge is generally not practical since it results in a volumetric charge that is too low relative to the fixed charge. This is not recommended if water conservation is an important objective in rate setting. By allocating a higher proportion of the overall costs to a fixed charge, there is also a negative impact on low volume users which must be considered.

Conversely, while a high allocation of fixed costs to volume will promote water conservation, there is increased revenue risk brought about by the increased reliance on the volumetric charge to recover fixed costs. In addition, a high allocation of fixed costs to volume does not meet the equity criteria, as these costs would exist regardless of the volume consumed and should therefore be paid for across the entire customer base, as opposed to having the high volume users subsidizing the low volume users. It is important to establish guiding principles when developing a rate structure and strike an appropriate balance between the various identified objectives.

Urban Service Area Levies

Firefighting – Water Urban Service Area

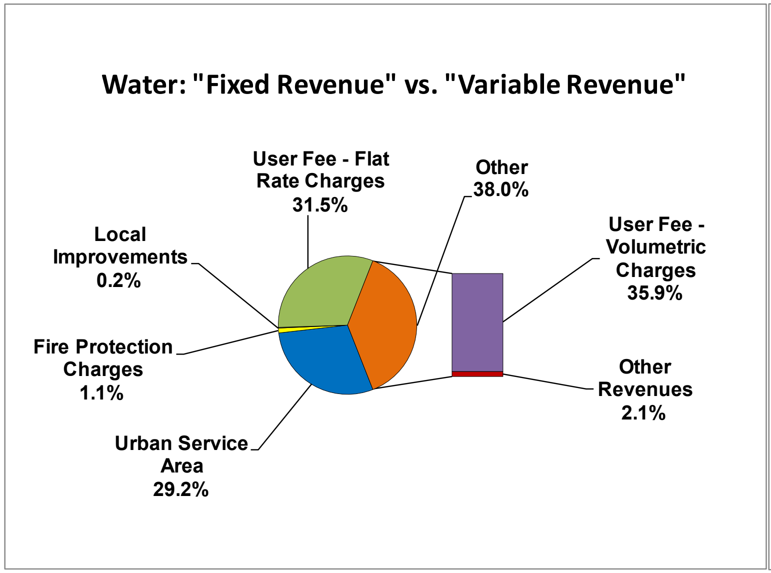
The Urban Service Area A levy for water averages 30% of the water system's total net costs, which is consistent with the cost attributable to firefighting infrastructure. The rationale being that firefighting is a service to property, not a water or wastewater service, and therefore the property tax base should pay the excess costs of water systems that result from firefighting needs.

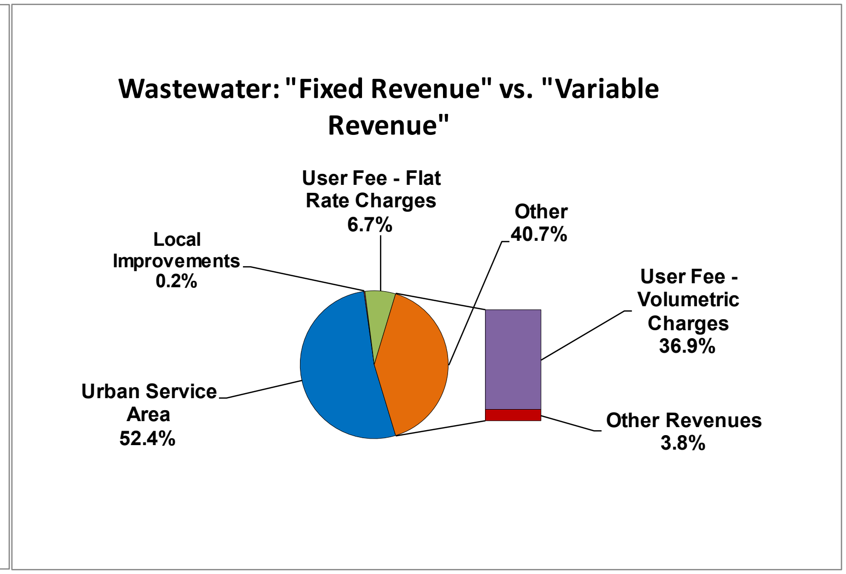
Wastewater Urban Service Area

The Urban Service Area A levy for wastewater is equal to the amount required to fund net capital financing costs. The net capital financing costs are equal to the annual debt repayments plus the contribution to the capital reserve fund less any local improvement charges collected.

% Share of Revenues by Source

In terms of relative importance, user fees are a significant source of funding for both the water and wastewater systems at 67.4% and 43.6%, respectively. The second largest source of funding is from urban service area levies at 29.2% for water and 52.4% for wastewater. Other sources of revenue are relatively minor in comparison for both water and wastewater at 3.4% and 4.0%, respectively. The following two graphs demonstrate the relative share of funding by major revenue source as included in the 2022 Draft Operating Budget and also make a distinction between variable revenues (those revenues that can fluctuate by consumption) and fixed revenues (those revenues that are predictable and not fluctuating with consumer demands).





The relative split between fixed and variable revenues is 62.0%/38.0% for water and 59.3%/40.7% for wastewater. Although the total fixed revenue sources are similar, there is a significant variance between the two systems in terms of the relative share of the individual fixed revenue sources. For example, water urban service area levies account for 29.2% and water fixed or flat rate charges account for 31.5%, versus wastewater with 52.4% and 6.7%, respectively. The reason for the variance is that, in the case of wastewater, the urban service area levies fund the long-term financing and reserve contributions, while in the case of water, this funding is shared between the urban service area levies and user fees.

It is important that the correct balance between these types of revenue sources be kept relatively current and in sync with the type of expenditures required to maintain services. The degree to which the financial health of services is related to the consumption levels is clearly illustrated in the operating results of the systems over the past five years. A review of the expenditures later on in this report will show that a significant portion of the total cost incurred in maintaining the systems is fixed in nature and does not vary significantly with the volume of water or wastewater treated.

Analysis

In order to assist the reader, the Analysis section of this report has been divided into the following major sub-sections, each containing expanded analysis and information in the subject area:

- Background
- 2022 Draft Operating Budget – Water
- 2022 Draft Operating Budget – Wastewater
- Water and Wastewater Revenues – Analysis
- Impact on Typical Residential User
- 2022 Draft Capital Budget and Forecast – Water
- 2022 Draft Capital Budget and Forecast – Wastewater
- Capital Financing
- Reserves and Reserve Funds
- Debt and Debt Capacity
- Asset Management Plans (AMP)
- 2022 Report on Excluded Expenses – Ontario Regulation 284/09

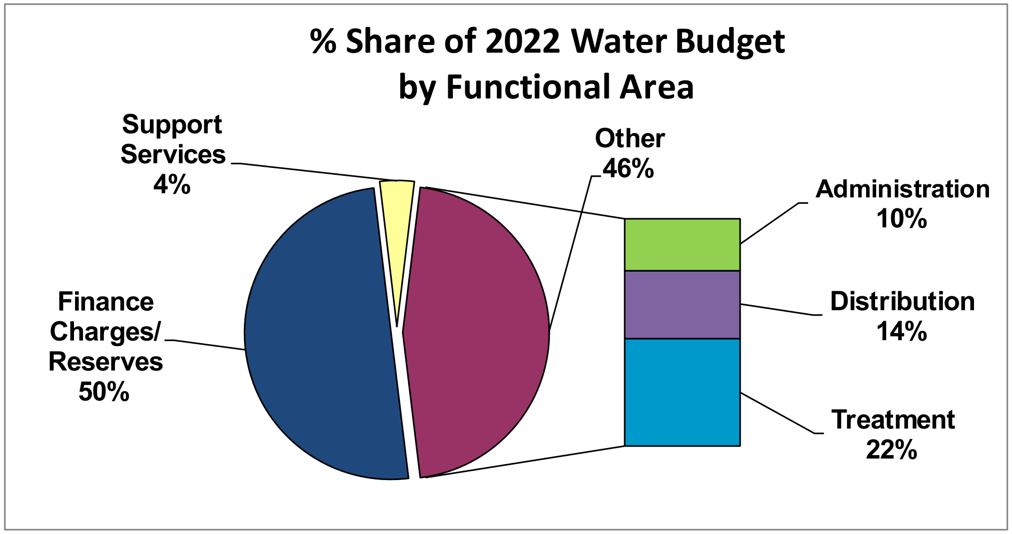
The following sections highlight the major factors influencing the 2022 Draft Water and Wastewater Operating Budget and Capital Budget and Forecast.

2022 Draft Operating Budget – Water

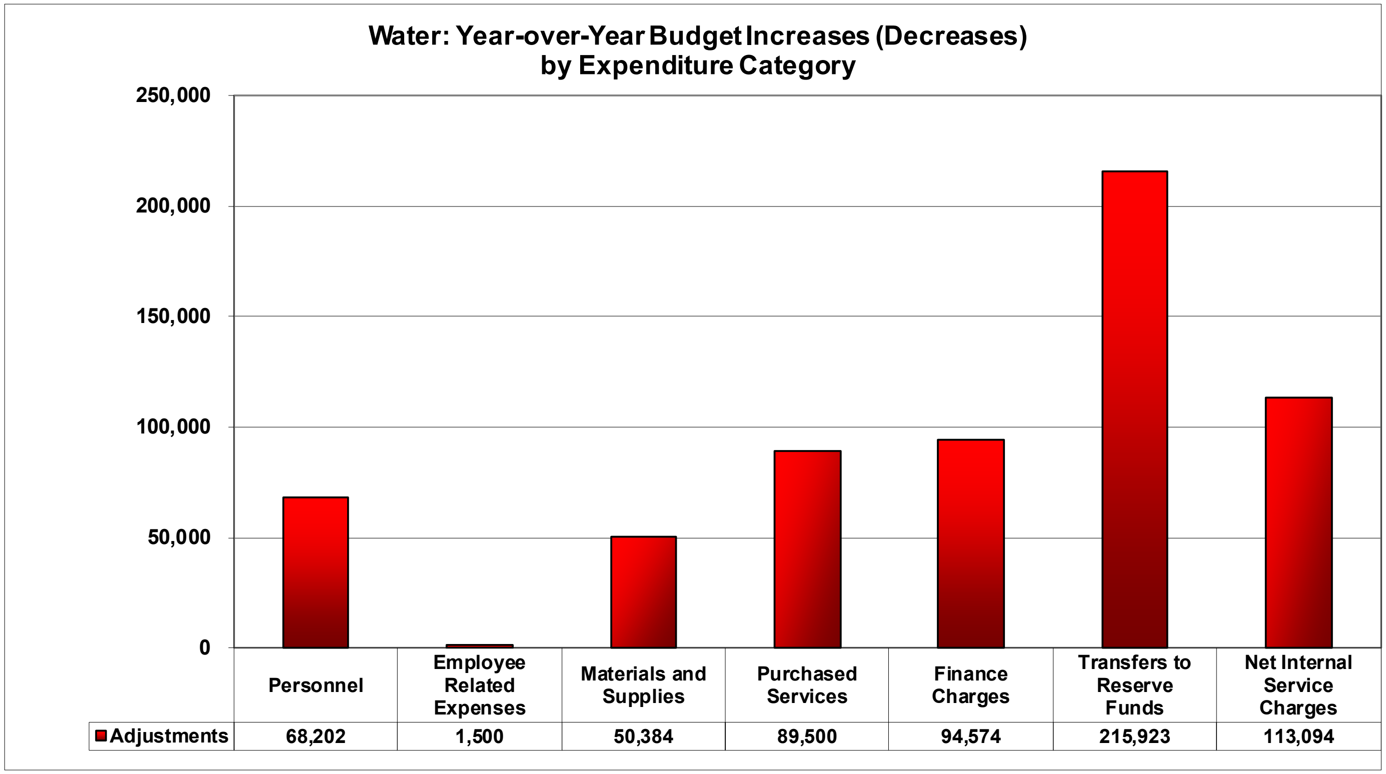
Overall, the 2022 Draft Operating Budget – Water, attached as Appendix A1, if approved, would result in a 3.4% increase or $2.75 per month increase for a typical residential property owner connected to the water service. Of this total, $1.91 relates to the user fee portion of the costs while the proposed urban service area levy component is increasing by $0.84 per month.

The budgets for both the water and wastewater systems can be broken down into two main functional areas: operational, which is comprised of administration, treatment and distribution; and non-operational, which includes corporate support services and financing/reserve contributions to pay for proposed capital works and/or repay debt used to finance completed capital works. The District's split between non-operational expenditures and operational expenditures typically range from 50/50 to 60/40. The District's proportion of fixed costs is consistent in 2022 at 54% (54% in 2021).

The relatively fixed nature of the support services demonstrates the need to balance the amount raised by fixed revenue and variable revenue sources to match the relative split of fixed and variable expenditures. Currently, when comparing revenues and expenses that are fixed in nature, 62% of the revenues are fixed versus 54% of the expenditures. In 2022, staff are recommending the ratio of fixed revenues remain consistent to last year at 62%. As a result, the typical user will see an increase in monthly fixed user fees of $0.79 and an increase in consumption user fees of $1.12 per month.



The following graph shows the budget increases (decreases) by expenditure category and is followed by a Budget Drivers table outlining the reasons behind those changes.



In summary, total expenditures increased by $633,177 or 4.8%. There are four main contributors to the increase in expenditures. First, Purchased Services have increased by $89,500 mainly due to subcontractor costs for locates, repairs and inspections. Second, Transfer to Reserves has increased by $215,923 or 5% in accordance with the 2022 budget guideline and the 2018 asset management plan, as approved by Council. Third, Financing costs have increased by $94,574 due to the internal financing of the Fairyview Water Treatment Plant project. Fourth and finally, Net Internal Service Charges has increased $113,094 or 11.7% mainly due to rising insurance premiums and increased fleet charges.

Water Budget Drivers

Personnel	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase due to estimated wage and benefit costs	21,537	
Increase in allocation of Engineering Administration and other Support Services	46,665	68,202

Employee Related Expenses	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase Memberships/Subscriptions	1,500	1,500

Materials and Supplies	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Utility costs mainly for Electricity based on actuals for previous years and projected rates	19,200	
Increase in cost of Supplies, primarily for Equipment Repair Parts and Meter replacements	30,500	
Increase in Chemical Supplies for lab supplies	684	50,384

Purchased Services	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Subcontractor costs for locates and watermain repairs as well as intake and pump inspections	83,500	
Increase in Cell Phone and Answering/Alarm Service costs	2,500	
Other miscellaneous adjustments	3,500	89,500

Finance Charges/Reserves	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in scheduled annual Principal and Interest payments on internal debt	104,007	
Decrease in scheduled annual Principal and Interest payments on external debt	(22,933)	

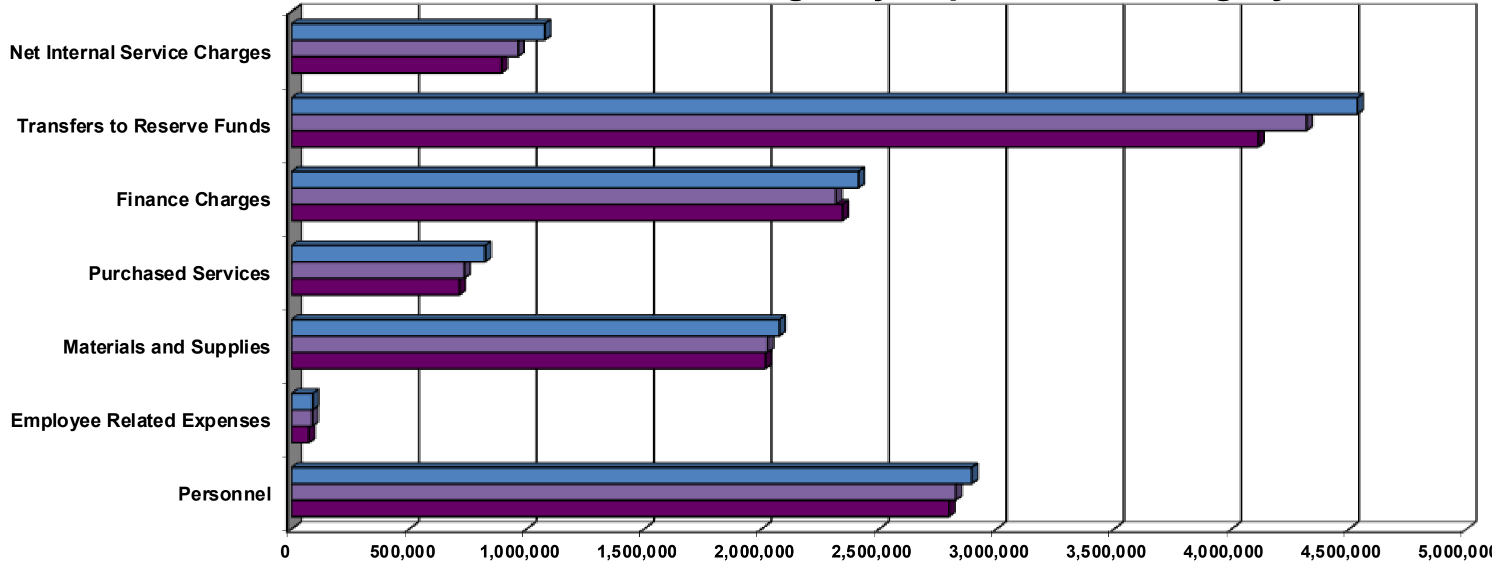
Finance Charges/Reserves	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Tax Write-offs based on 3-year average	13,500	
Increase in Transfer to Reserve by 5.0% in accordance with budget guideline	215,923	310,497

Net Internal Service Charges	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Fleet costs based on forecasted actuals	38,500	
Service Level Change for By-Law Officer fleet charges allocated to Water	8,610	
Increase in Insurance premiums based on prior year adjustment and estimated renewal	52,247	
Decrease in Engineering Administration Services based on allocation of costs	(1,900)	
Increase in Finance charges	14,235	
Other miscellaneous adjustments	1,402	113,094

Summary of Water Budget Drivers	Net Levy $ Increase (Decrease)
Subtotal	**633,177**
Revenue Increases	(445,975)
Total Net Levy Increase	**187,202**

The following graph highlights the annual budgets by expenditure category for the years 2020 through to 2022. This graph also illustrates the dominance of Finance Charges, including Debt Repayments, and Transfers to Reserve Funds, which account for 50% of the total expenditure budget, consistent with 2020 and 2021. It is necessary to continue to invest in future infrastructure in accordance with the asset management plan. The Impact on Typical Residential User and Capital Financing sections of this report illustrate the impact of the capital plan financing on projected user fees and urban service area charges.

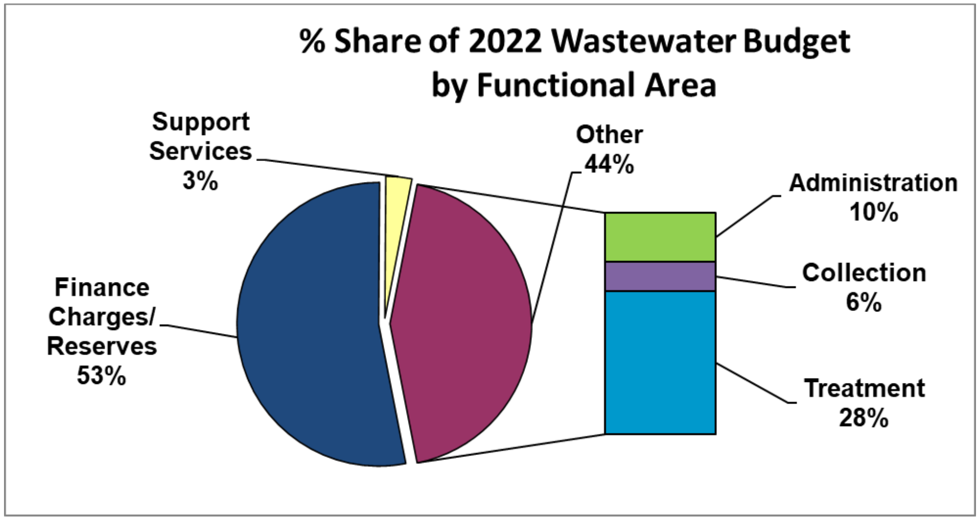
Water: Year-over-Year Total Budget by Expenditure Category



	Personnel	Employee Related Expenses	Materials and Supplies	Purchased Services	Finance Charges	Transfers to Reserve Funds	Net Internal Service Charges
2022	2,894,674	89,803	2,075,939	823,513	2,411,069	4,534,397	1,077,540
2021	2,826,472	88,303	2,025,555	734,013	2,316,495	4,318,474	964,446
2020	2,796,846	74,250	2,015,463	713,930	2,342,498	4,112,832	893,510

2022 Draft Operating Budget - Wastewater

The 2022 Draft Operating Budget – Wastewater, attached as Appendix B1, if approved, would result in a 0.3% increase or $0.29 per month increase for a typical residential property owner connected to the wastewater service. Of this total, there is a projected increase in the user fee component of $0.14. The urban service area levy component of the charge would increase by $0.15, for a property valued at $300,000.

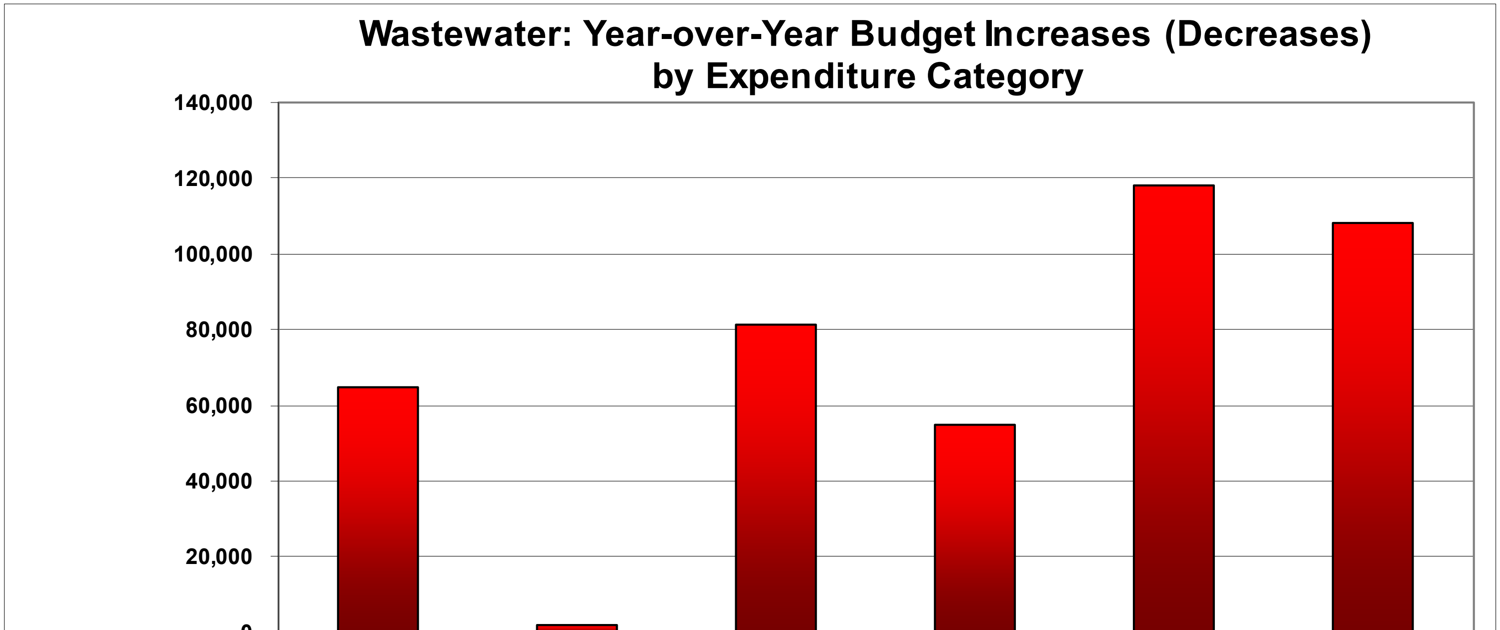


The wastewater budget, similar to water, can be broken down into operational and non-operational functions. Similar to the water system, non-operational expenditures are greater than operational costs. In 2022, "fixed" non-operational costs represent 56% (57% in 2021) of the budget, as compared to 59% of the revenues, which are derived from stable sources of revenue (i.e. special tax levies and flat or fixed meter charges).

Since the fixed expenditures are fairly consistent with the fixed revenues, staff recommends holding the ratio of fixed revenues for 2022 at similar levels. As a result, the typical user will see a $0.04 increase in monthly fixed charges and an increase in the consumption charges of $0.10 per month.

Similar to water, Financing/Reserve Transfers make up the lion's share of the net expenses at 53% (54% in 2021).

The following graph shows the budget increases (decreases) by expenditure category and is followed by a Budget Drivers table outlining the reasons behind those changes.



	Personnel	Employee Related Expenses	Materials and Supplies	Purchased Services	Finance Charges / Transfers to Reserve Funds	Net Internal Service Charges
Adjustments	64,755	2,000	81,142	54,926	117,991	108,372

In summary, total expenditures are projected to increase $429,186 or 2.6%. Finance Charges/Reserves have increased by a net of $117,991 and account for the largest year over year change. This includes a contribution to reserves increase of $276,386 or 6.0% in accordance with the 2021 budget guideline and 2018 asset management plan, as approved by Council. This increase is prudent given the extensive wastewater capital projects that are within the 20-year horizon. The increased contribution to reserves is offset by a significant year over year decrease in Finance Charges relating to a one-time balloon payment of $5 million in external debt in 2021 that has been removed from the draft 2022 budget. This amount was refinanced in 2021 from an internal loan from the Debt Reduction reserve and resulted in the 2021 Transfer to Reserves being significantly lower than the draft 2022 budget amount. The next highest increase is in Net Internal Service Charges which are increasing by $108,372 due to increased insurance premiums and fleet charges.

Wastewater Budget Drivers

Personnel	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase due to estimated wage and benefit costs	43,201	
Increase in allocation of Engineering Administration and other Support Services	21,554	64,755

Employee Related Expenses	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Travel related costs for private vehicle use due to pandemic impacts	2,000	2,000

Materials and Supplies	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Decrease in Utility costs mainly for Electricity based on actuals for previous years and projected rates	(2,900)	
Increase in cost of Supplies primarily for electrical and equipment repair parts	24,000	
Increase in Property Taxes	22,042	
Increase in Chemical Supplies to reflect actuals	37,000	
Other miscellaneous adjustments	1,000	81,142

Purchased Services	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Consulting costs related to development engineering approvals	10,000	
Increase in Subcontractor to reflect projected cost of maintenance and repairs	28,000	
Service Level Change for Net Metering maintenance costs	18,426	
Decrease in disposal costs of Biosolids	(6,000)	
Increase in Cell Phone and Answering/Alarm Service costs	4,500	54,926

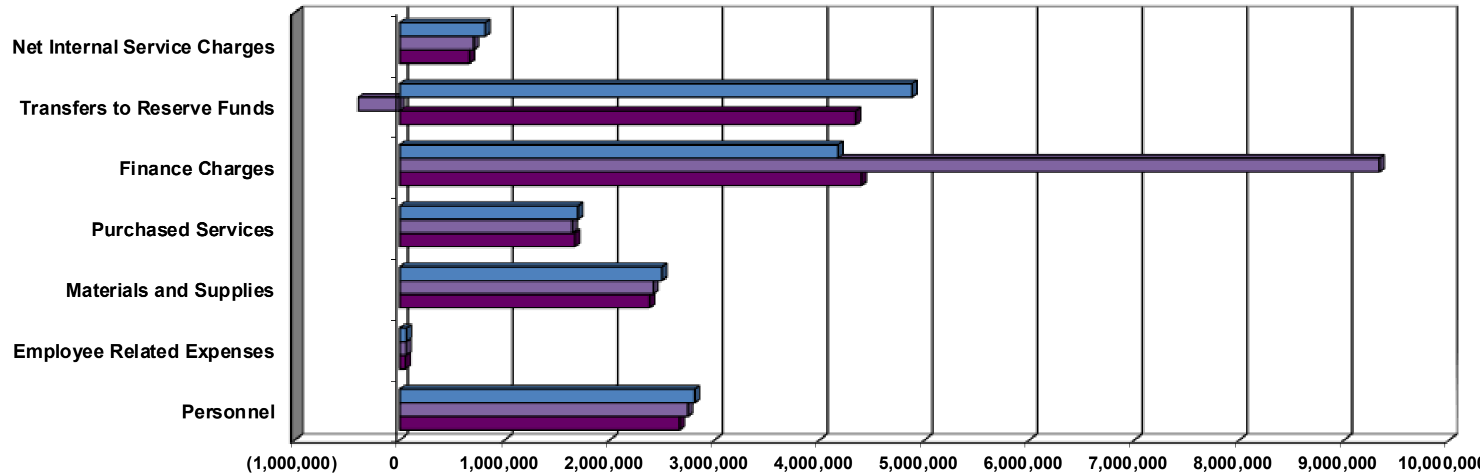
Finance Charges/Reserves	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Decrease in Principal and Interest payments for external balloon payment converted to internal debt in prior year	(5,803,950)	
Increase in scheduled annual Principal and Interest payments on internal debt	513,945	
Service Level Change for repayment to Corporate Capital for Net Metering	79,610	
Decrease in Transfer from Reserves related to internal loan issued in prior year	5,000,000	
Increase in Transfer to Reserve by 6.0% in accordance with the budget guideline and asset management plans	276,386	
Increase in Tax Write-offs and Accounts Receivable Write-offs	52,000	117,991

Net Internal Service Charges	$ Increase (Decrease)	Net Levy $ Increase (Decrease)
Increase in Fleet costs based on forecasted actuals	13,750	
Service Level Change for By-Law Officer fleet charges allocated to Wastewater	8,610	
Increase in Insurance premiums based on prior year adjustment and estimated renewal	72,186	
Decrease in Engineering Administration Services based on allocation of costs	(1,900)	
Increase in Finance Charges	14,235	
Other miscellaneous adjustments	1,491	108,372

Summary of Wastewater Budget Drivers	Net Levy $ Increase (Decrease)
Subtotal	**429,186**
Revenue Increases	(358,955)
Total Net Levy Decrease	**70,231**

The following graph highlights the annual budgets by expenditure category for the years 2020 through to 2022. This graph also shows the dominance of debt repayments shown in Finance Charges which reflects a one-time balloon payment of external debt of $5 million in 2021 which was refinanced with an internal loan.

Wastewater: Year-over-Year Total Budget by Expenditure Category



	Personnel	Employee Related Expenses	Materials and Supplies	Purchased Services	Finance Charges	Transfers to Reserve Funds	Net Internal Service Charges
2022	2,811,569	65,298	2,497,731	1,699,348	4,177,023	4,882,817	814,726
2021	2,746,814	63,298	2,416,589	1,644,422	9,335,418	(393,569)	706,354
2020	2,666,923	55,150	2,383,233	1,669,225	4,399,785	4,345,690	665,574

Service Level Changes

There are two (2) service level changes (SLC) proposed within the 2022 draft Water and Wastewater budget which are highlighted below:

EPW Staff is recommending the addition of two partial-year, leased fleet vehicles to support water and wastewater operations in 2022. These vehicles will be deployed in the North and West regions of the District for five (5) months of the year and will be used by the summer students employed each season. The impact to the Water and Wastewater budgets is $17,220.

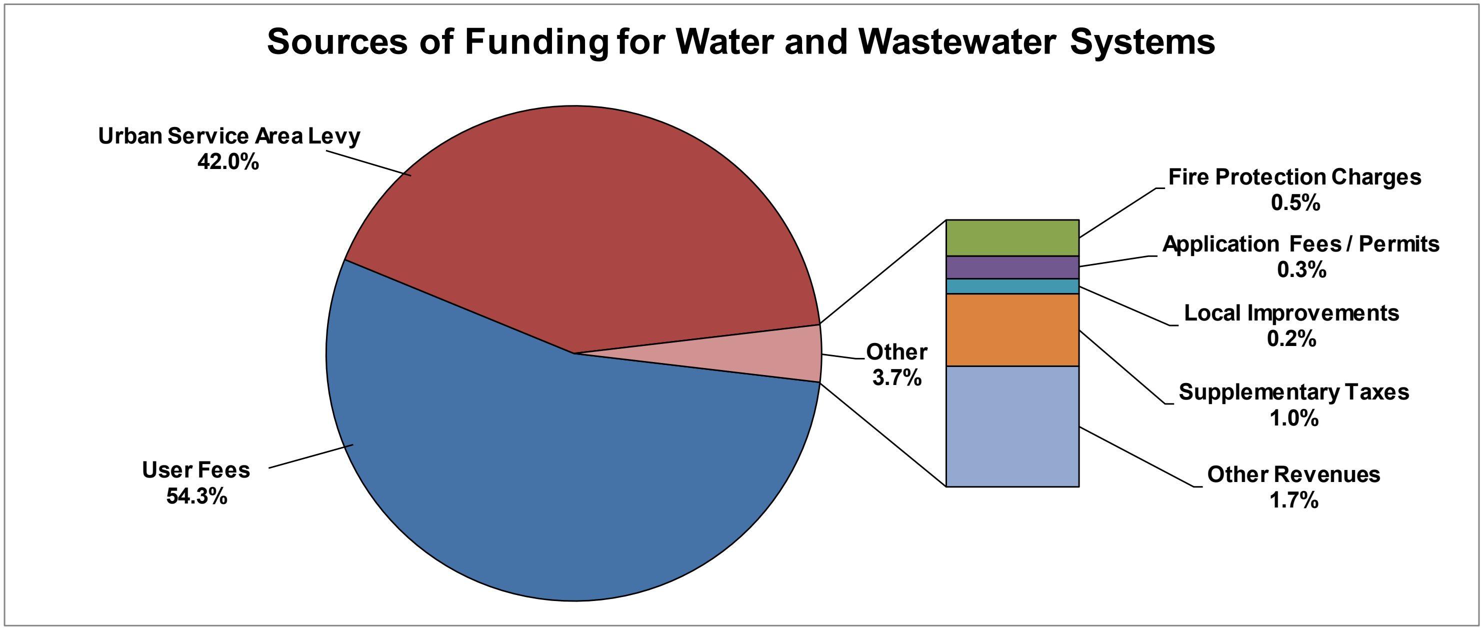
In 2018 staff were authorized under resolution R19/2018-CES to negotiate the final terms and enter into an agreement with AMP Solar Group Inc. for the design, construction, installation and commissioning of a solar generation net metering system at the Golden Pheasant wastewater treatment plant under Capital project 130145. The solar generation net metering system is in the final stages of commissioning and the estimated operations and maintenance costs, internal debt, and revenues generated have been included in the draft budget. The commissioning of the system has been delayed by approximately two (2) years from the planned connection date as a result of coordination with other necessary plant upgrades. Staff have taken a conservative approach to estimating the revenues generated by the project in this first full year of operations ($98,037) and have assumed Operating and Maintenance Costs as well as Finance Costs to be equal to the amount of revenue generated. Staff will continue to monitor the revenues generated and operating costs of the project and use the actuals observed in 2022 to inform the 2023 budget process. The impact to Water and Wastewater is $0.

Water and Wastewater Revenues – Analysis

As noted at the beginning of the report, the main sources of funding for the water and wastewater systems are user fees and urban service area levies. These two funding sources account for 96.6% of water revenues and 96.0% of wastewater revenues. As noted earlier, a consultant has been engaged to review and make recommendations regarding the water and wastewater funding model that can be utilized each year in the development of these budgets. This model will use guiding principles to establish ranges for the ratio of revenue collected from fixed and volumetric user fees and taxation and will be utilized for implementation in 2023.

The urban service area levy is increasing for both the water and wastewater systems. The urban service area levy in water averages 29.2% of the water system's total net costs to reflect the cost attributable to firefighting infrastructure. As total costs increase, the urban service area levy also increases. The urban service area levy in wastewater is 52.4% of the wastewater system's total costs and finances the net capital financing and reserve contributions, which are increasing in 2022 by $117,991. The contributions to reserves are increasing by 5% for the water budget and 6% for the wastewater budget in accordance with the asset management plan.

Fire protection fees, penalties, application fees and permits, rents, local improvement charges and supplementary taxes make up the remaining revenue balance. The majority of these revenue sources are increasing modestly from prior years to reflect the average actuals over the last three years.



Impact on Typical Residential User

Staff are continuing to analyse the impact to the average residential user based on a home assessed at $300,000. Although market conditions have changed considerably, assessment values have not been updated by MPAC for 2022. Once assessment values are updated, staff will review the average assessed value of a home in the District and adjust each analysis accordingly. The accompanying table shows the impact on a typical residential household using 20 cubic metres of water per month with a home assessed at $300,000. In 2022, the proposed increase on a monthly basis for water and wastewater services is $3.04 or 1.6% compared to 2021. The consumption assumed in 2022 is consistent with the average actual consumption and is relatively unchanged from the 2021 budgeted consumption. In accordance with the budget guideline and the projections in the asset management plan, the contributions to reserves have been increased this year which accounts for the vast majority of the monthly increase. This increase is prudent given the capital projects within the 10-year and 20-year horizon.

Monthly Impact on Typical Residential Household, as revised
(20 cubic metres per month and house assessed at $300,000)

Water Services	2021	2022	Year-over-Year Increase %	Year-over-Year Increase $
User Fee	$60.75	$62.66	3.1%	$1.91
Urban Service Area Charge	$19.57	$20.41	4.3%	$0.84
Total	**$80.32**	**$83.07**	**3.4%**	**$2.75**

Wastewater Services	2021	2022	Year-over-Year Increase %	Year-over-Year Increase $
User Fee	$59.63	$59.77	0.2%	$0.14
Urban Service Area Charge	$50.60	$50.75	0.3%	$0.15
Total	**$110.23**	**$110.52**	**0.3%**	**$0.29**

Combined Water and Wastewater Services	2021	2022	Year-over-Year Increase %	Year-over-Year Increase $
User Fee	$120.38	$122.43	1.7%	$2.05
Urban Service Area Charge	$70.17	$71.16	1.4%	$0.99
Total	**$190.55**	**$193.59**	**1.6%**	**$3.04**

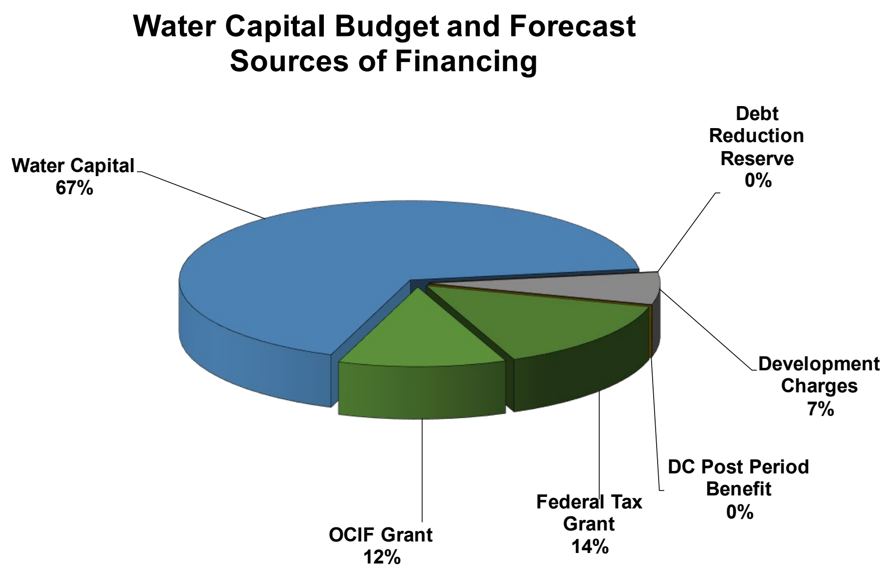
In 2022, staff are recommending to hold the ratio of fixed to variable revenues for the typical residential household, until the completion of the rate analysis, as follows:

- Volumetric User Fee 46.2% (46.3% in 2021);
- Urban Service Area Levy 36.8% (36.8% in 2021); and
- Fixed User Fee 17.0% (16.8% in 2021).

Overall, the typical user will see an increase in monthly fixed user fees of $0.82, and an increase in consumption user fees of $1.23 per month; for a combined user fee increase of $2.05. The Urban Service Area levy is increasing $0.99 per month. The annual increase for both user fees and Urban Service Area levy is estimated at $36.48 for a typical household.

2022 Draft Capital Budget and Forecast - Water

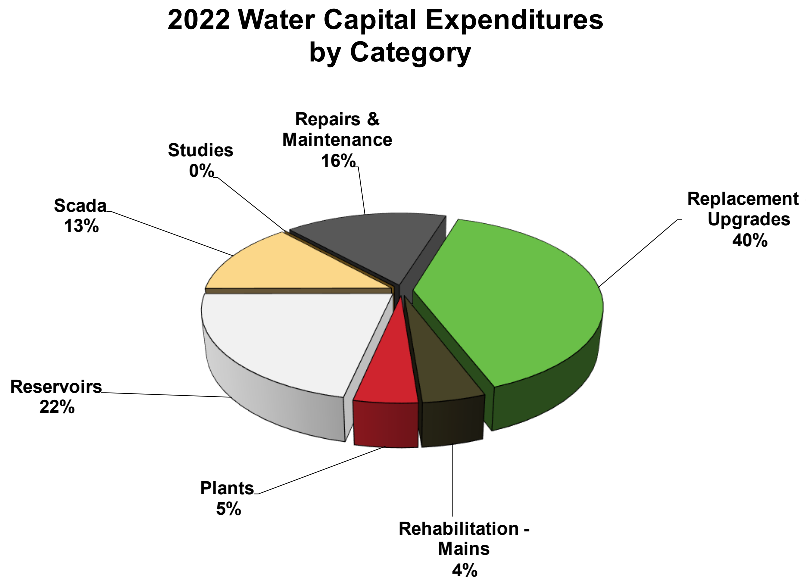
The total 10-year Draft Capital Budget and Forecast (from 2022 to 2031) for water services is projecting $53.5 million in gross expenditures (2021 Forecast - $44.9 million). The following chart summarizes the sources of funding of the total 10-year Draft Capital Budget and Forecast. The largest source of funding continues to be from the internal reserve funds at $36.0 million. There is currently no provision for the issuance of external debt over this 10-year period. Details of the capital budget and forecast are contained in Appendix A2 of this report.



Sustainable Infrastructure or Federal Gas Tax funding represents the next highest source of funding for capital expenditures within the 10-year capital forecast and is projected at $7.8 million.

In the current capital budget and forecast, $3.5 million ($4.2 million in 2021) in the 10-year capital program was identified as being financed from development charges. Development Charge revenues are projected based on the approved rates that became effective in January 1, 2020 (adjusted for inflation in January 2021 and January 2022) and the growth figures within the 2019 Development Charges Background Study. Development Charge Post Period Benefit financing is included in the amount above and reflects a timing difference between the capital financing and anticipated receipt of development charge revenue.

The current year capital expenditure budget of $5.6 million is categorized in the following chart and as the chart shows, expenditures on Replacement – Upgrades make up the largest component of the budget at 40%.

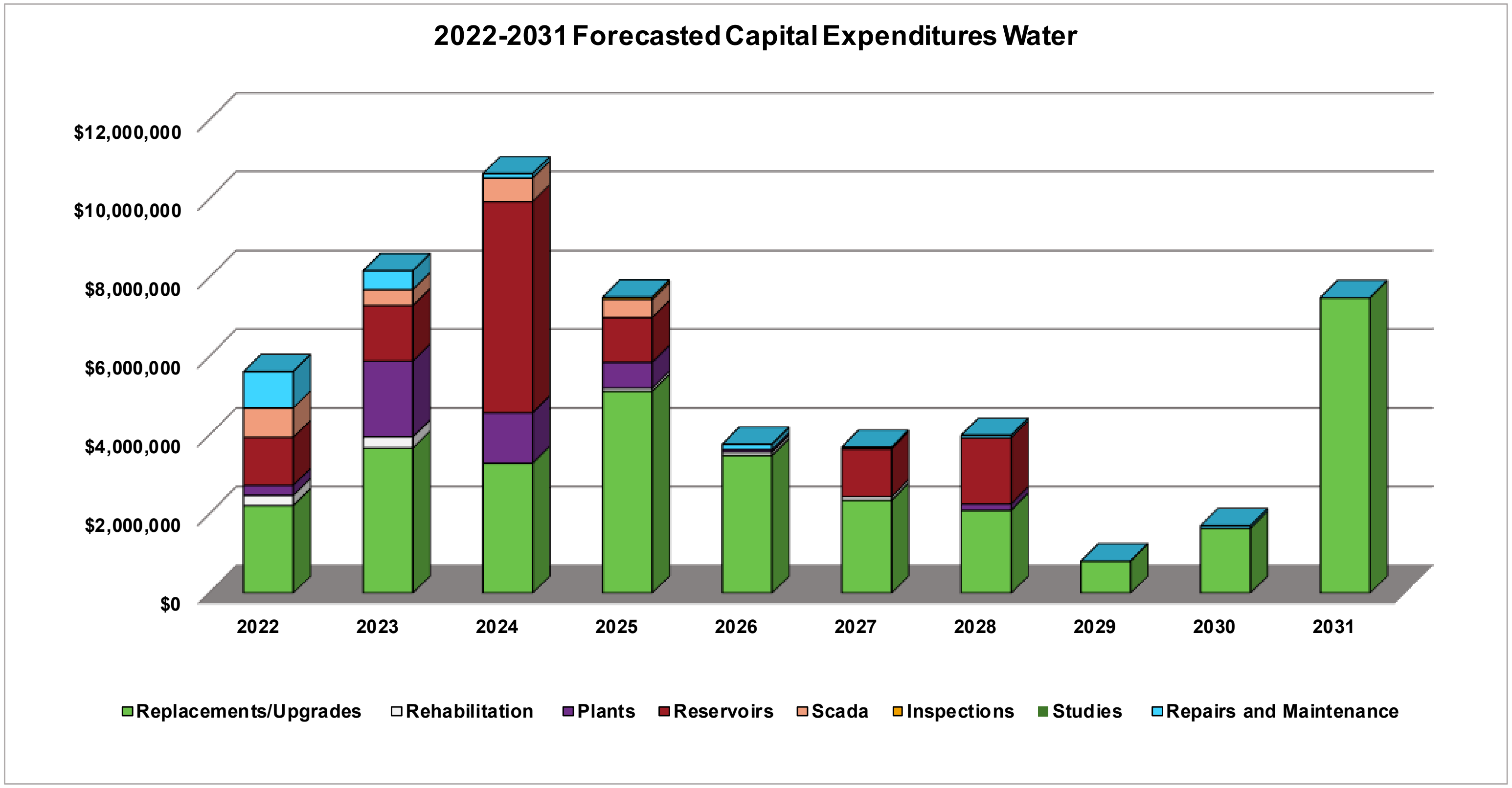


The second largest category is Reservoirs which are 22% of the total projected expenditures.

Within the Replacement - Upgrades category, one project in Bracebridge and one in Gravenhurst, make up 63% of the proposed capital expenditure.

The next chart highlights the 10-year capital forecast by category. Over the 10-year capital forecast period, Replacements/Upgrades of watermains and projects related to water treatment plants represent $32.3 million (60%) of the $53.5 million in planned capital expenditures.

The category with the next largest amount of expenditures in the 10-year forecast is Reservoirs with $12.0 million (22%) of planned capital projects. The allocation of planned expenditures on these categories in the 10-year forecast is consistent with the asset management plan and, in management's opinion, maintains current service standards.



The following table highlights the major projects scheduled over the 10-year forecast period that are over $500,000. These larger projects are geographically dispersed among the majority of communities serviced by the water system.

Major Water Projects 2022-2031 – 10-Year Forecasted Expenditures

Replacement/Upgrade Water	10-Year Forecasted Expenditures
431015 BB Taylor Rd Watermain (Toronto to Pine)	$951,400

Replacement/Upgrade Water	10-Year Forecasted Expenditures
431019 BB Richard from Taylor to Woodchester	$600,000
431024 BB Spencer from Andrea to Santa's Village Rd	$775,000
431108 GH Lorne St Phase I (Louise St 280m S)	$800,000
431133 PC Medora St WM Repl	$936,200
431134 HV Hidden Valley WM Repl	$2,186,500
431138 BB Maple St - Pine to Sadler Cl Repl 425m	$585,000
431148 BB Front St Cl Repl 400m	$711,000
431166 GH Bay St Rehab MR 18 to Greavette	$823,300
431180 GH Repl MR 169 fr McPherson to End Phase III	$540,000
434042 BB Water Supply Resilience	$4,993,000
434043 BB Wellington Transmission WM	$7,501,000

Plant Water	10-Year Forecasted Expenditures
432039 BB WTP Rehabilitation	$1,860,800
434005 GH Repair/Paint Fairview Tower	$960,000
434011 PS Water Tower	$3,750,000
434012 BAYS Water Tower	$1,810,600
434016 BB Ecclestone Dr Reservoir & PS	$800,000
434025 BALA Repair/Paint Tower	$930,000
434034 GH Repair/Paint Beach Road Tower	$965,700
434035 PC Repair/Paint Tower Future	$930,000
434054 MT Repair/Paint Tower Future	$880,000

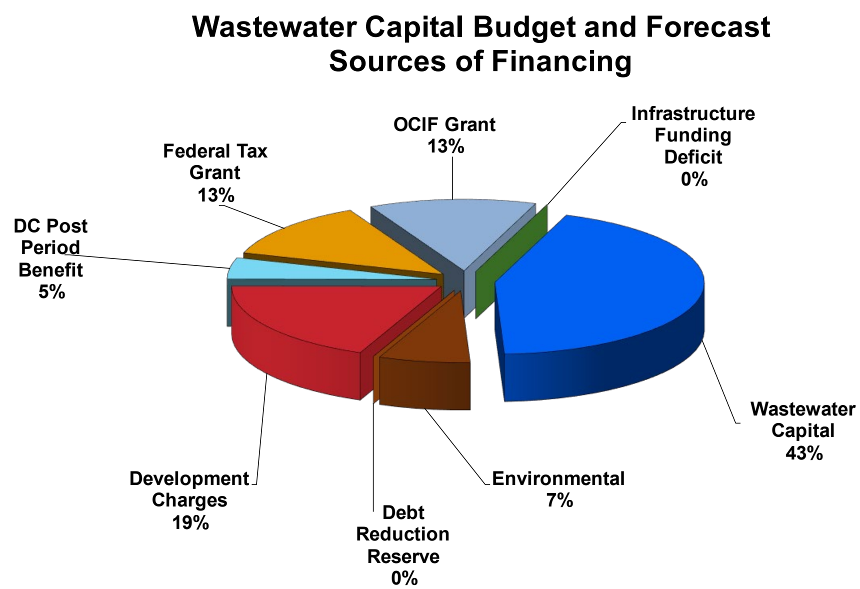
Scada	10-Year Forecasted Expenditures
432052 DMM SCADA Upgrades Future	$1,250,000

Major Water Projects 2022-2031	10-Year Forecasted Expenditures
Subtotal Expenditures > $500,000	$35,539,500
Subtotal Remaining Expenditures	$17,965,650
Total Capital Project Expenditures	$53,505,150

2022 Draft Capital Budget and Forecast - Wastewater

The total 10-year Draft Capital Budget and Forecast is projecting $52.3 million in gross expenditures compared to $67.7 million in 2021. The following chart summarizes the sources of funding of the total 10-year Draft Capital Budget and Forecast. The largest source of funding continues to be from the internal reserve funds at $26.5 million. There is currently no provision for the issuance of external debt over this 10-year period. Details of the capital budget and forecast are contained in Appendix B2 of this report.

Sustainable Infrastructure or Federal Gas Tax funding represents the next highest source of funding for capital expenditures within the 10-year capital forecast and is projected at $6.7 million. In addition, Ontario Community Infrastructure Funding of $6.7 million is forecasted.



In the current capital budget and forecast, $12.3 million ($13.4 million in 2021) in the 10-year capital program was identified as being financed from development charges. Development Charge revenues are projected based on the approved rates that became effective in January 1, 2020 (adjusted for inflation in January 2021 and January 2022) and the growth figures within the 2019 Development Charges Background Study. Development Charge Post Period Benefit financing is included in the amount above and reflects a timing difference between the capital financing and anticipated receipt of development charge revenue.

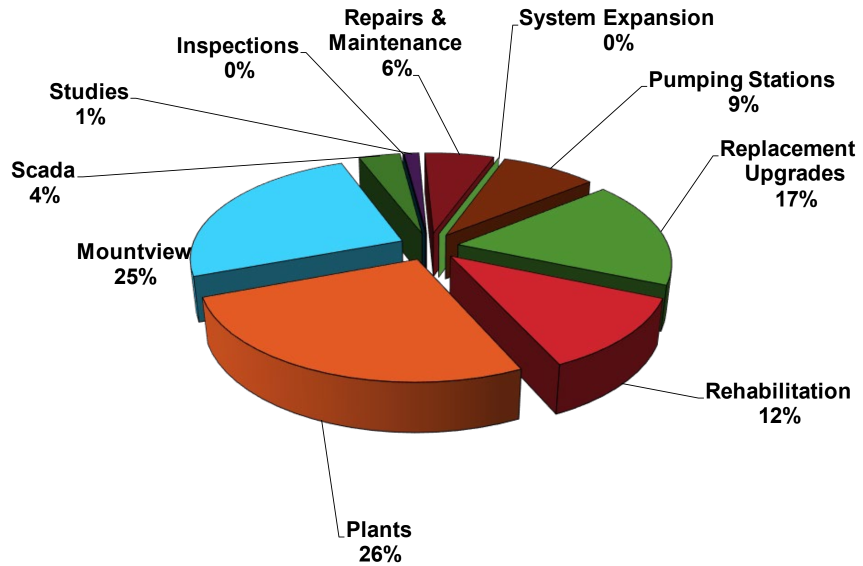
Consistent with last year's capital budget, the consolidation of the Huntsville wastewater plants at Golden Pheasant and decommissioning of the Mountview plant represents a significant portion of the current year and 10-year capital forecast. The projects have been consolidated to three main projects listed in the detailed Appendix B2 with an estimated cost of $55.1 million in the current and forecast period (2021 estimate was $51.4 million). In addition, there is an upgrade of the Golden Pheasant plant estimated at $7 million in 2028.

Other financing for these projects are as follows:

- $ 9.9 million of grant funding from the Ontario Community Infrastructure Fund (OCIF);
- $ 4.7 million of grant funding from the Clean Water Wastewater Fund (CWWF);
- $ 5.6 million of funding from Sustainable Infrastructure (Federal Gas Tax);
- $ 22.1 million of funding from Wastewater Capital, and Development Charges;
- $ 5.2 million of funding from Environmental Reserve Fund; and
- $ 7.5 million internal loan from the Debt Reduction Reserve.

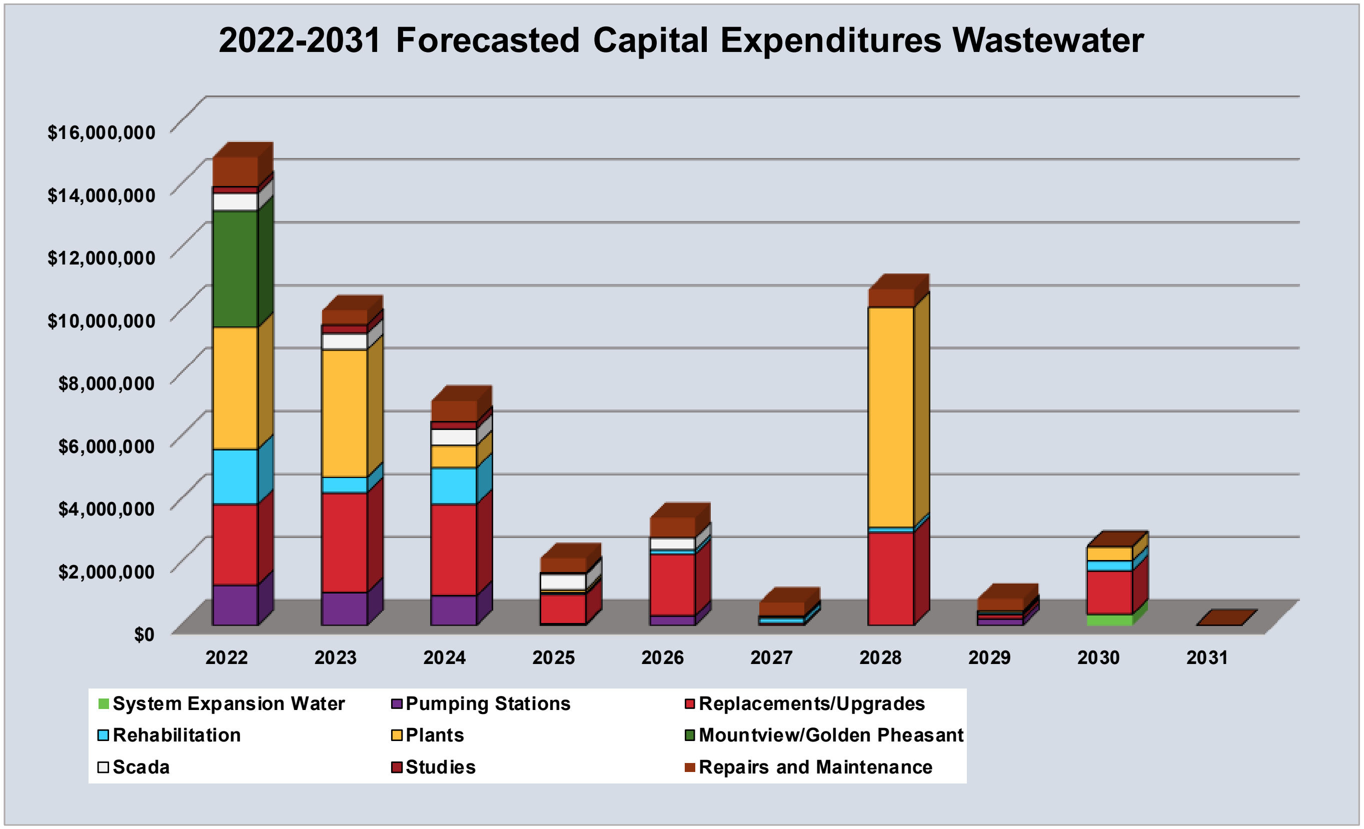
The total 2022 budget is $14.9 million. As noted on the chart below, of this total capital budget, expenditures on Mountview/Golden Pheasant projects make up $3.7 million or 25% of this amount.

2022 Wastewater Capital Expenditures by Category



The largest category is Plants with planned expenditures of $3.9 million primarily for the Beach Road Sewage Treatment Plant in Gravenhurst, followed by Rehabilitation with planned expenditures of $1.7 million primarily related to the Deerhurst Drive project in Huntsville.

The next chart highlights the 10-year capital forecast by category. Over the 10-year capital forecast period, expenditures on Plants represent $20.0 million (38%) of the $52.3 million in planned capital expenditures. The consolidation of the plants in Huntsville and decommissioning of the Mountview Plant are highlighted in green below to demonstrate the continued significance of this project in 2022. The next largest component of the 10-year forecasted expenditures is Replacement – Upgrades of $16.1 million (31%).



The following table highlights the major projects scheduled over the 10-year forecast period that are over $500,000. As discussed earlier, the projects related to the consolidation of the Mountview and Golden Pheasant treatment plants and subsequent decommissioning of the Mountview plant, represent 19% of the planned expenditures in the next 10 years.

Major Wastewater Projects 2022-2031 – 10-Year Forecasted Expenditures

Pumping Station Large	**10-Year Forecasted Expenditures**
413131 HV Twin Hodges PS Forcemain Future	$1,013,500

Replacements/Upgrade Wastewater	**10-Year Forecasted Expenditures**
411099 PC FM West St SPS to Medora	$1,000,000

Replacements/Upgrade Wastewater	10-Year Forecasted Expenditures
411127 HV Hwy 60 Sewer Repl (N113-N60) 300m	$912,600
411173 BB Manitoba St (Taylor to Ida) Repl 400m	$757,400
411175 BB Manitoba St (Ida to Monck) Repl 565m	$1,171,300
411177 BB Pine St (Maple to #55) Repl 360m	$630,200
411178 BB Hiram St (McDonald to Ann) Repl 265m	$573,600
411180 BB Maple St (Pine to Sadler) Repl 400m	$533,400
411183 BB Woodward St (Taylor to Front, Gow and Alice) 660m	$827,200
411187 BB Taylor Rd (Front to Willow) 75m	$773,000
411206 GH Bay St Cherokee Ln to First St	$1,300,500
411226 PC West End Development Capacity Upgrades	$2,232,800

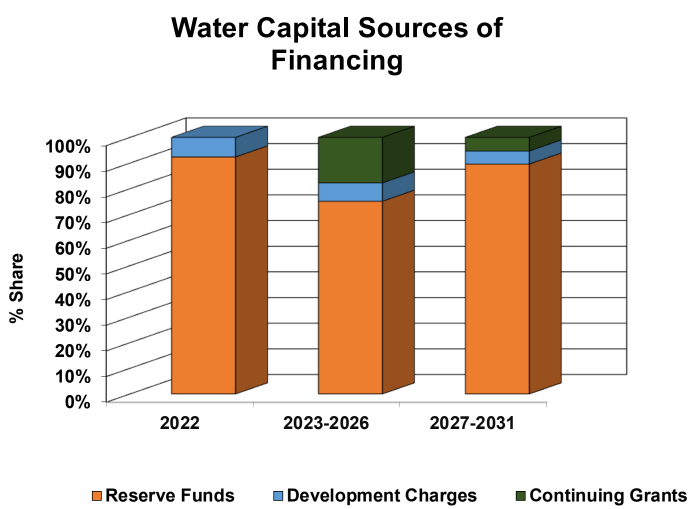
Rehabilitation Wastewater	10-Year Forecasted Expenditures
411062 BB Repl Front from Taylor to Woodward	$832,300
413168 HV Deerhurst Drive	$1,015,000
412067 HV Forcemain from MV to GP Phase I	$1,800,000
412069 HV GP Upgrade Future	$7,000,000
412092 BB Lagoon Lane Membrane Repl	$2,053,500
412117 MT STP Upgrade	$844,700
412144 GH Beach Rd STP Process and Efficiency	$2,900,000
412151 MT Filter Rehab	$902,000
412155 HV Outfall Studies and Construction	$1,200,000
412072 DMM SCADA Upgrades Future	$1,528,100
413175 DMM SCADA Upgrades 2022	$557,000

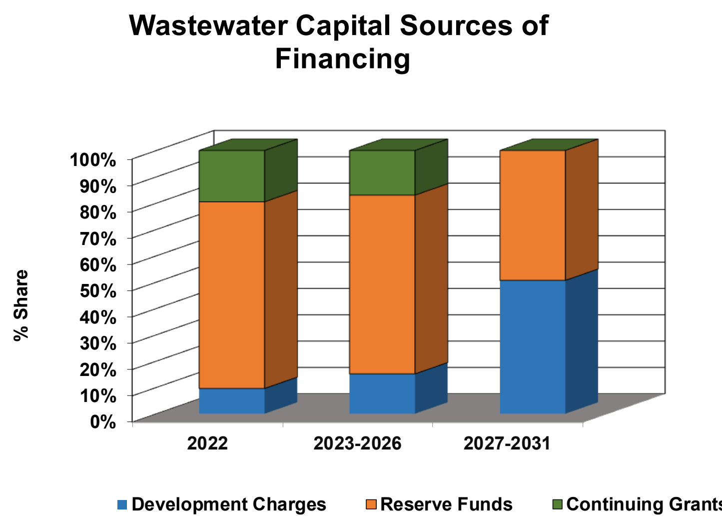
Repairs and Maintenance	10-Year Forecasted Expenditures
411032 BB MH Repairs Future	$846,800
411034 HV MH Repairs Future	$846,800
411231 GH MH Repairs Futures	$846,800

Major Wastewater Projects 2021-2030	10-Year Forecasted Expenditures
Subtotal Expenditures > $500,000	$34,898,500
Subtotal Remaining Expenditures	$17,391,640
Total Capital Project Expenditures	**$52,290,140**

Capital Financing

For both the Water and Wastewater Capital Budget and Forecasts, the single largest source of funding is from internal reserves and reserve funds. It should be noted that in developing the financial plan, only continuing grants (OCIF and Gas Tax) have been included. The District is eligible for formula based OCIF funding from the Province which is recommended to fund a portion of the Mountview/Golden Pheasant projects and is depicted as Continuing Grants in the Wastewater chart below. The Province is currently reviewing the OCIF grant program and this funding source may change as a result. Development Charge revenues continue to be a funding source. It is these funds that assist in the financing of growth-related infrastructure, the largest components of which are comprised of expansion costs associated with the treatment plants. A further breakdown of capital financing has been provided in the 2022 Draft Capital Budget and Forecast sections for water and wastewater, respectively.





It should be noted that in prior years there has been financing included related to local improvement projects. Municipalities, through local improvement charges, have the ability to recover the costs of capital improvements made on public or privately owned land from property owners who will benefit from the improvement. The District's current local improvement policy, AD:22 was brought into effect in August, 2004 and since that time a number of changes to Ontario Regulation 586/06: Local Improvement Charges have occurred resulting in the need to review the current policy. This review is scheduled following the rate study and will be completed by staff and the consultant performing the rate study mentioned above, with the goal to create a long-term plan that integrates future growth, development and sustainable rates for water and wastewater. There will be no staff-initiated local improvement projects until this review is completed.

Reserves and Reserve Funds

Reserves and Reserve Funds play a significant role in financing the replacement, upgrade and expansion of critical infrastructure for the water and wastewater operations. By prudent management of these funds, the District can stabilize year-over-year budgetary fluctuations, better match costs of financing infrastructure to the benefits derived from that infrastructure and provide financial flexibility to avoid and/or respond to periods of high and low interest rates.

The following table highlights the Reserves and Reserve Funds used in financing the water and wastewater operations.

Discretionary Funds	Purpose	Source of Funding
Water Capital Reserve Fund	To fund the replacement and upgrade of infrastructure along with related studies.	Combination of user fees and urban service area charges.
Sewer Capital Reserve Fund	To finance the replacement and upgrade of infrastructure along with related studies.	Financed from urban service area charges.
Environmental Reserve Fund	To finance water, wastewater and lagoons infrastructure requirements as well as other initiatives including studies and programs whose purpose is to identify or address environmental issues.	General tax levy.
Debt Reduction Reserve Fund	To issue internal loans to finance capital projects at interest rates consistent with net borrowing rates.	Initial contributions financed from the Tax Supported budget. By 2025, this fund is forecasted to be self-financed from proceeds derived by repayment of internal loans.

Obligatory Funds	Purpose	Source of Funding
Sustainable Infrastructure Reserve Fund	To finance water, wastewater, public transit, solid waste, community energy systems, local roads, bridges, tunnels and capacity building in compliance with the funding agreement.	District's allocation of Federal Gas Tax revenues.
Ontario Community Infrastructure Fund (OCIF)	To finance replacement and upgrade of core infrastructure.	District's allocation of formula-based Ontario Community Infrastructure Fund program.

The following tables highlight the projected annual contributions contained within the attached 2022 Draft Water and Wastewater Budgets and the projected uncommitted balance remaining in these funds.

Water and Wastewater Operations Fund	Budget Contributions 2021 Budget	Budget Contributions 2022 Budget
Water Capital	$4,318,474	$4,534,397
Wastewater Capital	4,606,431	4,882,817
Total	$8,924,905	$9,417,214

The 2022 annual contributions to the water and wastewater capital funds increased by $492,309 compared to the 2021 budget, attributable to an increase in reserve contributions of approximately 5.0% and 6.0% respectively, which is consistent with the approved budget guideline and the asset management plan recommendations to reach sustainability. The increase in reserves is prudent given the capital projects being considered in 2022 as well as for those in the 20-year horizon.

Discretionary and Obligatory Funds	2022 Opening Balance	2022 Commitments	2022 Transfers In	2022 Interest	2022 Closing Balance
Water Capital	$3,110,380	($4,404,088)	$4,709,397	$124,415	$3,540,104
Wastewater Capital	2,706,175	(7,391,195)	5,057,817	108,247	481,044
Environmental	426,688	(2,622,600)	2,806,540	17,068	627,696
OCIF	436,599	(2,900,000)	2,616,152	17,464	170,215

Discretionary and Obligatory Funds	2022 Opening Balance	2022 Commitments	2022 Transfers In	2022 Interest	2022 Closing Balance
Sustainable Infrastructure	740,423	(2,000,800)	1,915,309	29,617	684,549
Total	$7,420,265	($19,318,683)	$17,105,215	$296,811	$5,503,608

Development Charges

In addition to the reserve funds noted above, the District also collects funds through development charges. These reserve funds have opening uncommitted balances of $910,342 for water and $16,940 for wastewater in 2022. The following table highlights the purpose and source of funding for development charges reserve funds.

Fund	Purpose	Source of Funding
Wastewater Development Charges Reserve Fund	To finance growth related infrastructure in order to expand system capacity and service future development.	Contributions by developers upon issuance of building permit in compliance with Development Charges Act.
Water Development Charges Reserve Fund	To finance growth related infrastructure in order to expand system capacity and service future development.	Contributions by developers upon issuance of building permit in compliance with Development Charges Act.

The District conducted a Development Charges Study (Study) in 2019. The Study quantified the development charges by calculating both the population growth and eligible growth related expenditures over a 30-year period. Given that the revenue collected is assumed to be collected over the entire period and the fact that growth related capital expenditures are not evenly distributed over the same period, revenue shortfalls and/or surpluses may occur throughout the forecast period depending on when the capital expenditures are initiated. By-law 2019-49 was passed in late 2019 and approved development charges for roads, water and wastewater services as well as rural area septage, effective January 1, 2020, for a period of five years. The rates adopted represent a discount from the charges outlined in the Study for residential and commercial accommodation by 50% and commercial/industrial by 92% to 95%.

The revenue projections contained in this budget are based on the approved development charges rates (adjusted for inflation in January 2021 and January 2022) and the growth forecast contained in the 2019 Study. Both the Water and Wastewater Development Charge reserves show positive closing balances in the 20-year forecast period. However, a shortfall is noted in Water Post Period Benefit in the forecast of future years due primarily to significant plant expansions that are forecasted. However, there are significant funds projected to be available from the Debt Reduction Reserve and Environment Reserve to help finance these shortfalls. It should also be noted that staff is reviewing enhancements to its capital planning to link the latest Growth Study, Background Study and updated asset management plan. This coordinated review may result in changes to the capital program particularly in the forecast period between 2030 and 2039. There is one ongoing project at Lagoon Lane in Bracebridge that is nearing completion that will require an internal loan for development charges shortfall in Wastewater that is expected to be repaid over 20 years. A staff recommendation related to this financing will be brought to Council for approval once the project is complete.

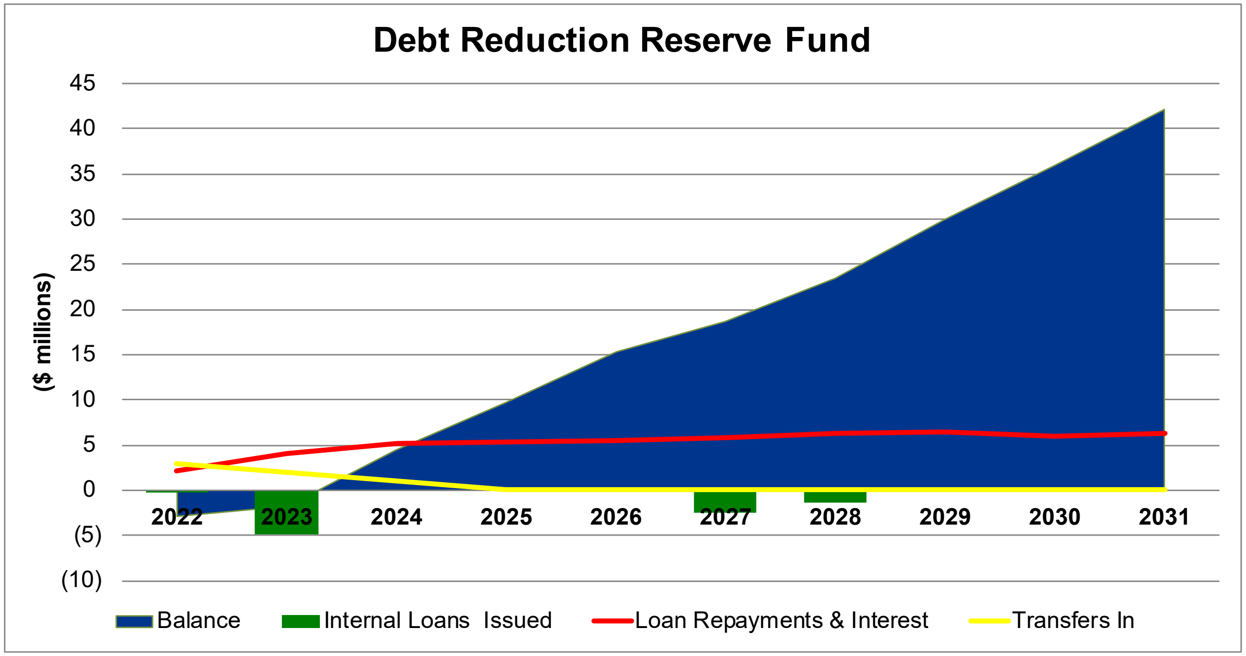
Debt and Debt Capacity

In the 2022 Draft Capital Budget and Forecast, there is no external debt required to finance the forecasted capital expenditures. The establishment of the Debt Reduction Reserve fund has provided a vehicle to finance all of the projected debt through internal loans. The total debt required over the 10-year period is $9.0 million, summarized as follows:

- $ 2.5 million to refinance balloon payments on existing external debt;
- $ 3.4 million to finance future cell development at Rosewarne Landfill in 2023;
- $ 3.1 million to finance DC Wastewater projects in 2022, 2023 and 2028.

A more detailed breakdown of the Debt Reduction Reserve fund is included in Appendix C.

The following graph highlights the projected balances, draws and loan repayments for the Debt Reduction Reserve fund. The graph depicts a similar story to previous reports to Council on the status of the reserve fund in terms of commitments and utilization. As noted in the graph, there is a negative balance in the Debt Reduction Reserve in 2022 and 2023 due to the full commitment of the Fairvern Nursing Home redevelopment project in the 2021 budget. Debt repayments and contributions bring the balance of the reserve back into a positive position in 2024. Similar to last year, the contributions to the reserve fund have been continued to 2024, however contributions may be recommended to continue depending on the results of the Asset Management Plan updates and the associated financing strategy. As noted earlier, staff has not assumed any external borrowing related to development charge revenue shortfall in the 10-year forecast period. However, there is an internal loan required for the control building at Lagoon Lane in Bracebridge which has a portion of its benefit to the period following the current development charges forecast period.

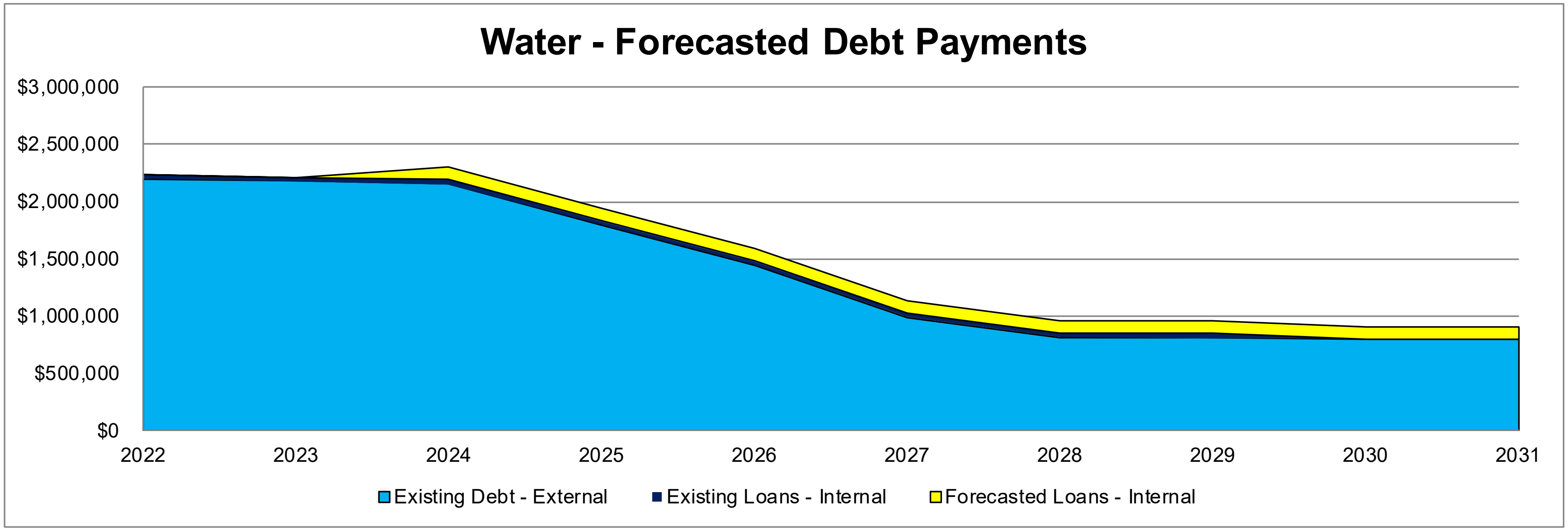


In developing the next two graphs below, there were several key assumptions made:

- Specific funding grants for individual projects were only budgeted for if confirmed.
- All existing balloon debentures will be financed from the Debt Reduction Reserve fund.
- New internal debt, issued by the Debt Reduction Reserve fund, will be issued at the prevailing external rate (forecasted at 3.0%) and amortized over a 20-year period, with the exception of Fairvern which is estimated at 2.6% over 25 years.
- Federal Gas Tax and Ontario Community Infrastructure Fund revenue will continue to be used to finance wastewater and water infrastructure projects.

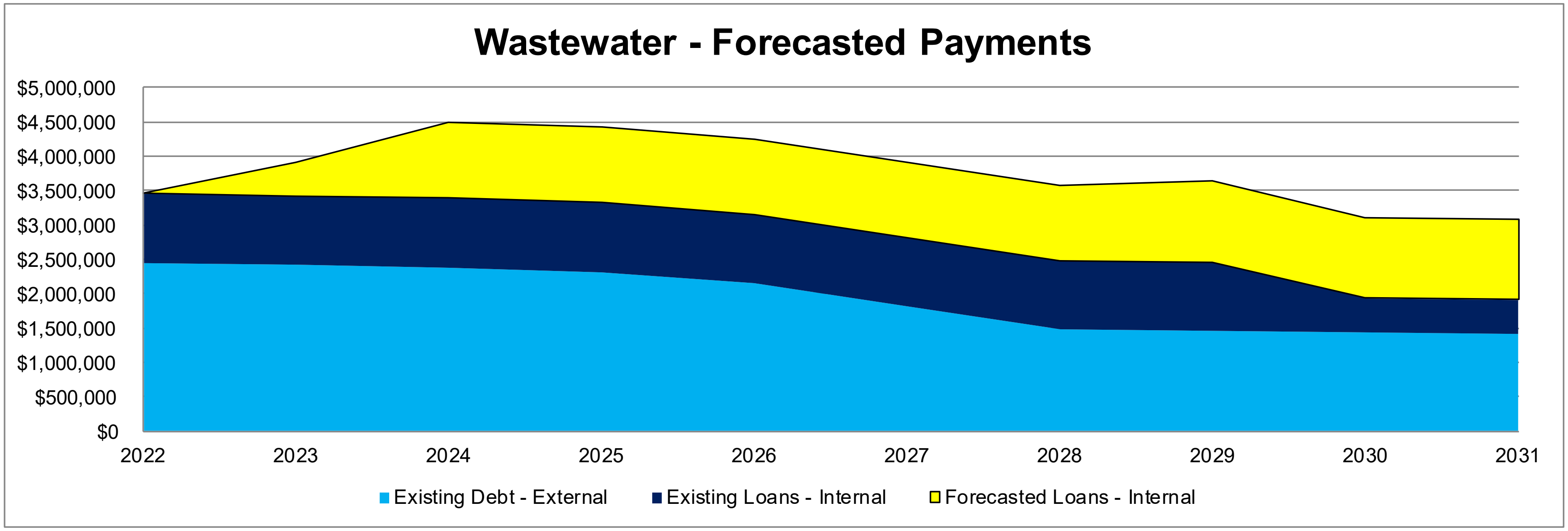
The following graphs present the existing internal loans and external debt for completed capital projects contained in the 2022 Draft Capital Budget and Forecast.

Within Water Services, although the existing external debt payments are projected to decline over the next ten years, the combined internal and external debt payments are projected to increase until 2024 before a decline is forecasted. The increase in internal debt payments is the result of $1.6 million of capital projects that will require partial financing from the Debt Reduction Reserve. There is a steady drop in annual debt payments for the Water system projected beyond 2024. As the debt servicing costs decrease, additional contributions may be made to the Water Capital Reserve fund, which will in turn reduce the potential for further debt financing.



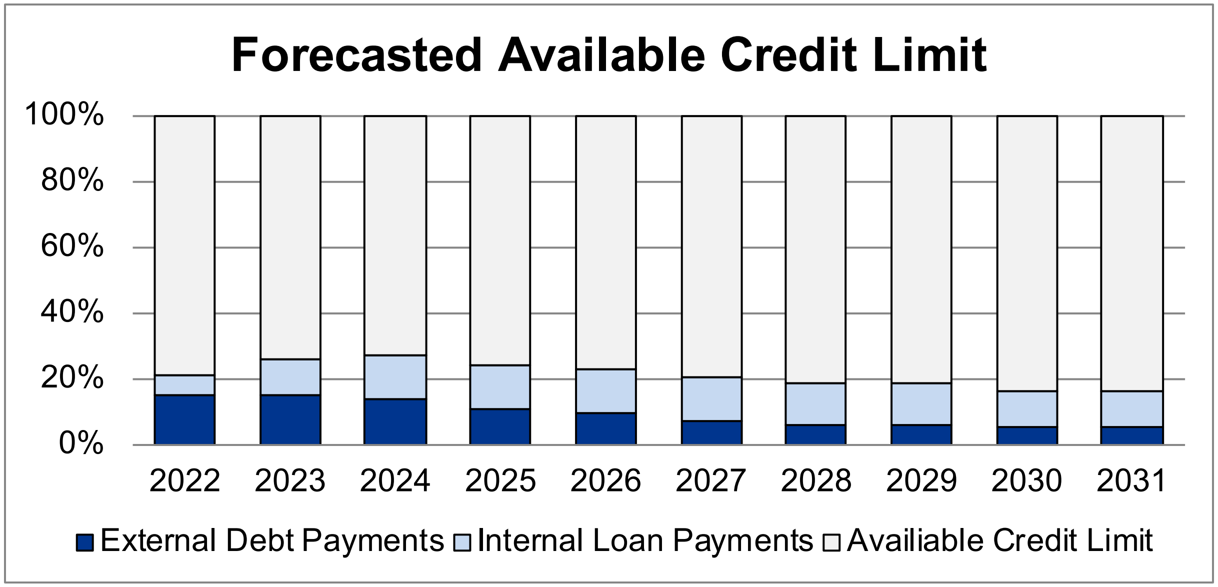
It is essential that the water system builds up its reserves in the next ten years in order to finance the expected $92 million in capital requirements to replace and upgrade major plants beyond the current 10-year forecast for facilities in Gravenhurst, Bracebridge, Huntsville, Port Carling, Bala and Port Severn. As noted earlier, these projects in the long term will be reviewed in conjunction with the asset management plan update.

For the Wastewater system, the annual external debt payments begin to decline in 2025. However, as an external debt balloon repayment is made in 2027 and a major upgrade related to the Mountview/Golden Pheasant consolidation project is completed in 2028, annual internal debt payments begin to rise, as shown in yellow in the chart below. Capital requirements beyond the current 10-year forecast are projected at $103 million. As new debt will be financed internally, there are lower annual carrying costs and greater corporate financial resiliency to deal with any future financial challenges and to respond to any future instability in the financial markets.



The Ministry of Municipal Affairs regulates the level of debt that may be incurred by municipalities. No more than 25% of the total own-purpose revenues can be used to service debt and other long-term obligations.

The graph below highlights the projected total annual debt repayments for the District for both its rate supported and general tax supported operations. It then compares this to the projected annual credit limit set by the Province through regulation. The District is projected to use 15% of its allowable limit in 2022 on external debt payments. This figure drops to 5% by 2031 as external debt matures and future financing is internalized.



It should be noted that external rating agencies and the Ministry do not consider internal loans as debt to the municipality, so the available credit limit is actually higher than demonstrated.

Asset Management Plans

According to the Province, Asset Management is “an integrated, lifecycle approach to effective stewardship of infrastructure assets to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable and environmentally responsible manner”. Asset management requires the compilation and updating of detailed information on the nature and condition of infrastructure assets, as well as the service levels expected from them. It also requires asset owners to set strategic priorities that will guide decisions regarding investments in asset renewal and/or rehabilitation. Asset management also requires the development of a plan to finance these investments. Asset Management Plans are living documents that require continuous updating. Keeping track of changes in asset inventory including repairs, replacements, decommissioning, etc., requires the creation and maintenance of large databases that integrate well with other tools such as geographic information systems.

In June of 2011, the Province released Building Together, a long-term infrastructure plan for Ontario. This plan reinforced a strong commitment to continued investment in infrastructure. In Building Together, the Province stated that any municipality seeking provincial infrastructure funding must demonstrate how its proposed project fits within a detailed asset management plan. This requirement ensures that limited resources are directed to the most critical needs. Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015 came into effect on January 1, 2018, and requires that every municipality meet the following timelines which have been extended from the original dates:

Item	July 1, 2019**	July 1, 2022 Core Infrastructure*	July 1, 2024 All Infrastructure**	July 1, 2025
Policy and Strategy	Strategic Asset Management Policy	-	-	-
Asset Inventory	-	Inventory Analysis	Inventory Analysis	Update Inventory Analysis
Levels of Service	-	Current Levels of Service and Cost to Sustain	Current Levels of Service and Cost to Sustain	Proposed Levels of Service
Lifecycle Management Strategy	-	-	-	Lifecycle Management Strategy
Risk	-	-	-	Risk Analysis
Growth	-	Estimated Costs to Service Growth	Estimated Costs to Service Growth	Financial Strategy to Service Growth
Financial Strategy	-	-	-	Financial Strategy and Addressing Funding Shortfalls

* Core Infrastructure is defined as roads, bridges, culverts, water, wastewater and stormwater systems
** A review and update of the policy and the asset management plan is required at least every five years

The District engaged Watson & Associates Economists Limited (Watson) to prepare its first asset management plan for roads, bridges, water, and wastewater assets, in compliance with provincial requirements, which was approved by Council in 2014. Using the templates provided by Watson, District staff have updated and expanded the asset management plan to include the following with asset inventories provided as at December 31, 2016 and replacement costs in 2016 dollars:

- Tax supported assets such as;
    - Roads, Bridges, and Major Culverts

    - Airport, Port Carling Locks, Hauled Sewage, Facilities, Fleet and Equipment
- Rate supported assets including;
    - Water, Wastewater and Solid Waste.

The 2016 Asset Management Plan (Plan) includes tax supported capital assets with a 2016 replacement value of approximately $1.4 billion and rate supported capital assets with a 2016 replacement value of $1.2 billion. Water and wastewater asset replacement values by category are shown below:

Water Asset Type	2016 Replacement Cost	% Share	Wastewater Asset Type	2016 Replacement Cost	% Share
Water Treatment Plant	$165,013,068	27%	Wastewater Treatment Plant	$185,194,420	31%
Watermains	380,075,581	63%	Sewer mains	338,742,401	57%
Booster Pump Stations/Reservoir	25,133,800	4%	Sewer Pump Stations	49,517,000	8%
Water Tower/Elevated Tanks	31,816,040	6%	Manholes	23,302,500	4%
Total Water Assets	**$602,038,489**		**Total Wastewater Assets**	**$596,756,321**	

As is often the case in municipalities throughout Ontario and, indeed, the entire country, the asset management plan highlighted an infrastructure funding gap. Recommendations for closing this gap include reducing levels of service, increasing revenues from taxation and user fees, and pursuing capital grant funding. The asset management plan estimated that capital funding for water needs to be increased annually by 5.1% for each year of the 20-year forecast period. Similarly, wastewater capital funding needs to be increased by 6.0% for years 1 to 5 and 3.7% per year for years 6 to 20 of the forecast period. The original plan had annual capital funding increases necessary to fund future capital requirements of 8.78% per year for water and 9.85% for wastewater. The main reason for the decrease in the annual funding requirements in water and wastewater is the utilization of condition ratings to determine the remaining service life. This enhancement has generally extended the anticipated asset lives within the asset management plan and therefore extended the timeframe for rehabilitation or replacement and reduced the annual funding requirements.

Council adopted the District's first Asset Management Policy in mid-2019 in accordance with Ontario Regulation 588/17.

In 2021, staff completed a procurement process with the District's IT partners for a combined work order and asset management software and final negotiations with the awarded vendor are almost complete. The Asset Management

Working Group has been meeting regularly with a goal of completing the first phase of implementation (core infrastructure) in mid-2022.

A review and assessment of the resources necessary to meet the future regulatory requirements is presented in Report FCS-8-2021-3 and details the plan to include a proposed service level change for a Finance Manager, Asset Management position in the draft 2022 Tax Supported budget.

Asset management will continue to provide a mechanism for reliable, repeatable, and transparent decision making. However, asset management is more than just a project, and to realize the full benefits, the principles should be systematically developed, embedded and integrated across all asset-owning departments, and be continuously improved.

2022 Report on Excluded Expenses – Ontario Regulation 284/09

The District is required under Ontario Regulation 284/09 (O. Reg. 284/09) to report on certain expenses that have been excluded from the annual budget, prior to adopting a budget. The intent of O. Reg. 284/09 is to provide information to Council on balanced budgeting versus full accrual financial statement reporting, and to have Council adopt the report prior to approval of the annual budgets, in accordance with the regulation.

In 2009, the Public Sector Accounting Board (PSAB) introduced major revisions to the accounting standards whereby municipalities were required to move to a full accrual basis of financial statement reporting. The most notable change was the introduction of PSAB 3150 – Tangible Capital Assets, which requires municipalities to amortize (depreciate) tangible capital assets (TCA) over their useful life, as opposed to expensing the entire cost in the year of purchase.

The new standards, however, do not require that budgets be prepared on the same basis. As such, most municipalities, including the District, continue to prepare budgets on a traditional funding basis where revenue and expenses for operating and capital budgets are balanced. O. Reg. 284/09 allows for the exclusion of the amortization, post-employment benefits and solid waste landfill closure and post-closure expenses from the budget.

When a municipality excludes all or a portion of these expenses from its budget, O. Reg. 284/09 requires the municipality to prepare a report about the excluded expenses and adopt the report by resolution. In addition, the report must contain at least:

1. an estimate of the change in the accumulated surplus of the municipality to the end of the year resulting from the exclusion of any of the expenses listed above; and

2. an analysis of the estimated impact of the exclusion of any of the expenses listed above on the future tangible capital asset funding requirements of the municipality.

The District has developed its 2022 Draft Water and Wastewater Operating Budget, excluding amortization and post-employment benefits, as noted below.

1. The budget did not include an expense for the amortization of its tangible capital assets, which is estimated to be $5.2 million for Water and $8.7 million for Wastewater. However, the budget does include the following:
    a. net reserve contributions of $4.5 million for Water and $4.9 million for Wastewater;
    b. external debt principal payments of $1.6 million for Water and $1.4 million for Wastewater; and
    c. internal debt payments of $141,772 and $1.6 million for Water and Wastewater, respectively.
2. The budget did not include the current year's post-employment benefits expense as this amount is nominal.

As shown in the table below, the estimated annual deficit in the 2022 Draft Water Budget is $135,765 and the surplus in Wastewater is $3,699,271, when amortization is included. The main reason for the significant surplus in the wastewater services accrual-based budgets is the proposed utilization of Federal Gas Tax and Ontario Community Infrastructure grant funds to fund capital projects in 2022 totalling $4.1 million.

Full Accrual Budget Reconciliation

Revenues	2022 Draft Water Budget	2022 Draft Wastewater Budget
Operating	13,906,925	16,948,512
Capital	5,629,000	14,866,020
Less: Transfer from Reserves	(5,999,000)	(9,341,040)
Add: Interest on Reserves	124,415	107,569
Total Revenue	**13,661,340**	**22,581,061**

Expenses	2022 Draft Water Budget	2022 Draft Wastewater Budget
Operating	13,906,935	16,948,512
Capital	4,703,600	13,733,420

Expenses	2022 Draft Water Budget	2022 Draft Wastewater Budget
Non-tangible Capital	925,400	1,132,600
Less: Transfer to Reserves	(4,534,397)	(4,882,817)
Less: Capital Expenses	(4,703,600)	(13,733,420)
Less: Debt Principal Payments	(1,563,414)	(1,400,503)
Less: Internal Debt Payments	(141,772)	(1,595,938)
Total Expenses	**8,592,752**	**10,201,854**
Estimated Annual Surplus before Exclusions	**5,068,588**	**12,379,207**

Exclusions	2022 Draft Water Budget	2022 Draft Wastewater Budget
Estimated amortization of TCA	(5,204,353)	(8,679,936)
Estimated post-employment benefits	-	-
Estimated solid waste landfill closure and post-closure	-	-
Total Exclusions	(5,204,353)	(8,679,936)
Estimated Annual Surplus/ (Deficit) after Exclusions	**(135,765)**	**3,699,271**

Currently the District is not transferring enough funds into reserves to meet future capital replacements at historical values. If current replacement costs are used, this funding gap increases. The District's asset management plan addresses this funding gap over a forecast period of 20 years and recommends increases to reserve contributions which have been incorporated into the 2022 budget. Staff will be bringing forward the water and wastewater rate analysis in 2022 which will provide a view of future revenue increases necessary to maintain the systems.

Attached Appendices and Schedules

Appendix A1: 2022 Draft Operating Budget – Water and Appendix B1: 2022 Draft Operating Budget – Wastewater

These schedules include a narrative commentary followed by the budget schedules for each of the functional sections by major category of expenditures and revenues.

In reviewing these schedules, please note the 2021 actual figures are posted to October 22, 2021

Appendix A2: 2022 Draft Capital Budget and Forecast – Water and Appendix B2: 2022 Draft Capital Budget and Forecast – Wastewater

The first schedule within these appendices contains a project summary by category. The second schedule within these appendices provides a listing of proposed capital projects to be constructed within the period from 2022 to 2031. In addition, the schedule contains post 2031 budgets for large projects currently identified. This is for reference only and not for approval.

Appendix C: Sources of Financing

A schedule showing by fund the annual commitments against the funds resulting from projects contained within the Draft Capital Budget and Forecast, along with recommended annual contributions to those funds and projected year-end balance.

Appendix D: User Fees – Water and Wastewater

A table showing the existing and proposed user fees for 2022, effective as of January 1, 2022.

Appendix E:

A schedule showing the FTE (Full Time Equivalent) staff counts.

Tables, as referenced in the report, from the Municipal Study 2020 as prepared by BMA Management Consulting Inc.

Financial Considerations

Financial considerations are noted throughout the report.

Climate Change Implications

The District assesses climate implications in all staff reports using the Clean Air Partnership's 'Municipal Climate Lens Tool' to consider climate impacts or benefits associated with any project, program or initiative. The following is a summary of the results.

Municipal Climate Lens Tool	Results
Mitigation	GHG impact has been considered
Temperature	Temperature impacts has been considered and improved over base case
Precipitation	Precipitation impacts has been considered and improved over base case

Climate Considerations Summary: Water and wastewater systems provide a critical service to Muskoka. Investing in continued repair and maintenance of these systems and developing a comprehensive Asset Mgmt. program will ensure our infrastructure and programs are resilient to climatic changes, while allowing for opportunities to reduce GHG emissions associated with the process. As individual components/projects listed in the report are brought forward they will be assessed in more detail.

Communications

Notification of the intention to adopt the 2022 Water and Wastewater Budget will appear in the MuskokaRegion.com newspaper and on the District's website. The 2022 Draft Water and Wastewater Budget will be forwarded to District Councillors, District staff, the local libraries and cottager associations. In addition, printed copies of the budget are also available upon request. It will also be posted on the District's website and links to the webpage will be forwarded to District Councillors, District staff, the Area Municipalities, cottager associations, and area Chambers of Commerce.

The 2022 Draft Water and Wastewater Budget will be presented at a joint committee meeting of the Engineering and Public Works and Finance and Corporate Services Committees on November 17, 2021. Amendments from that meeting will be presented to Council for final approval and adoption on December 20, 2021. Amended pages will be distributed for inclusion in this document.

Strategic Priorities

This report supports the following District of Muskoka Strategic Priorities:

Natural Environment s1.5;
Governance s2.2, s2.3, s2.4 and s2.7; and
Infrastructure s4.3

Respectfully submitted,

Suzanne Olimer, B.Com, CPA, CMA, Commissioner of Finance and Corporate Services; and
Fred Jahn, P.Eng., Commissioner of Engineering and Public Works

Draft Rate Supported Operating Budget - Water & Wastewater

Water and Wastewater Levy **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	5,176,944	4,356,544	5,573,286	5,706,243		5,706,243	2.4%	132,957
Employee Related Expenses	106,578	93,509	151,601	155,101		155,101	2.3%	3,500
Materials & Supplies	4,314,971	3,140,836	4,442,144	4,573,670		4,573,670	3.0%	131,526
Purchased Services	2,507,094	1,774,206	2,378,435	2,504,435	18,426	2,522,861	6.1%	144,426
Total Operating Costs	12,105,587	9,365,095	12,545,466	12,939,449	18,426	12,957,875	3.3%	412,409
Finance Charges/Reserves								
Finance Charges	6,910,785	3,385,215	11,651,913	6,508,482	79,610	6,588,092	(43.5%)	(5,063,821)
Reserves	9,135,299	6,693,678	3,924,905	9,417,214		9,417,214	139.9%	5,492,309
Total Finance Charges/Reserves	16,046,084	10,078,893	15,576,818	15,925,696	79,610	16,005,306	2.8%	428,488
Net Internal Service Charges								
Fleet	460,460	345,555	438,950	491,200	17,220	508,420	15.8%	69,470
Insurance	290,509	296,576	395,435	519,868		519,868	31.5%	124,433
Support Services	822,063	646,881	836,415	863,978		863,978	3.3%	27,563
Total Net Internal Service Charges	1,573,032	1,289,012	1,670,800	1,875,046	17,220	1,892,266	13.3%	221,466
Total Expenditures	29,724,703	20,733,000	29,793,084	30,740,191	115,256	30,855,447	3.6%	1,062,363
Revenues								
Revenue Sources								
User Fees	(16,797,752)	(14,094,808)	(16,799,323)	(17,342,118)		(17,342,118)	3.2%	(542,795)
Application Fees/Permits	(96,560)	(107,030)	(93,780)	(97,040)		(97,040)	3.5%	(3,260)
Service Charge Municipal	(88)							
Local Improvement Charges	(65,558)	(65,123)	(65,570)	(61,068)		(61,068)	(6.9%)	4,502
Supplementary Taxes	(379,367)	(116,622)	(149,660)	(315,000)		(315,000)	110.5%	(165,340)
Other		(3,695)			(98,037)	(98,037)		(98,037)
Total Revenue Sources	(17,339,325)	(14,387,278)	(17,108,333)	(17,815,226)	(98,037)	(17,913,263)	4.7%	(804,930)

Draft Rate Supported Operating Budget - Water & Wastewater

Water and Wastewater Levy **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Total Revenues	(17,339,325)	(14,387,278)	(17,108,333)	(17,815,226)	(98,037)	(17,913,263)	4.7%	(804,930)
Total Water and Wastewater Levy	12,385,378	6,345,722	12,684,751	12,924,965	17,219	12,942,184	2.0%	257,433

Draft Rate Supported Operating Budget - Water & Wastewater

Water Levy **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	2,768,306	2,341,255	2,826,472	2,894,674		2,894,674	2.4%	68,202
Employee Related Expenses	65,641	56,304	88,303	89,803		89,803	1.7%	1,500
Materials & Supplies	1,952,744	1,500,428	2,025,555	2,075,939		2,075,939	2.5%	50,384
Purchased Services	1,002,008	760,942	734,013	823,513		823,513	12.2%	89,500
Total Operating Costs	5,788,699	4,658,929	5,674,343	5,883,929		5,883,929	3.7%	209,586
Finance Charges/Reserves								
Finance Charges	2,372,932	1,557,754	2,316,495	2,411,069		2,411,069	4.1%	94,574
Reserves	4,044,334	3,238,855	4,318,474	4,534,397		4,534,397	5.0%	215,923
Total Finance Charges/Reserves	6,417,266	4,796,609	6,634,969	6,945,466		6,945,466	4.7%	310,497
Net Internal Service Charges								
Fleet	254,943	214,284	248,850	287,350	8,610	295,960	18.9%	47,110
Insurance	125,850	127,208	169,611	221,858		221,858	30.8%	52,247
Support Services	526,599	394,715	545,985	559,722		559,722	2.5%	13,737
Total Net Internal Service Charges	907,392	736,207	964,446	1,068,930	8,610	1,077,540	11.7%	113,094
Total Expenditures	13,113,357	10,191,745	13,273,758	13,898,325	8,610	13,906,935	4.8%	633,177
Revenues								
Revenue Sources								
User Fees	(9,134,656)	(7,751,271)	(9,285,809)	(9,684,914)		(9,684,914)	4.3%	(399,105)
Application Fees/Permits	(53,127)	(56,943)	(53,260)	(55,110)		(55,110)	3.5%	(1,850)
Service Charge Municipal	(88)							
Local Improvement Charges	(24,666)	(24,666)	(24,670)	(24,410)		(24,410)	(1.1%)	260
Supplementary Taxes	(107,431)	(33,394)	(42,720)	(88,000)		(88,000)	106.0%	(45,280)
Other		(3,695)						
Total Revenue Sources	(9,319,968)	(7,869,969)	(9,406,459)	(9,852,434)		(9,852,434)	4.7%	(445,975)

Draft Rate Supported Operating Budget - Water & Wastewater

Water Levy **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Total Revenues	(9,319,968)	(7,869,969)	(9,406,459)	(9,852,434)		(9,852,434)	4.7%	(445,975)
Total Water Levy	3,793,389	2,321,776	3,867,299	4,045,891	8,610	4,054,501	4.8%	187,202

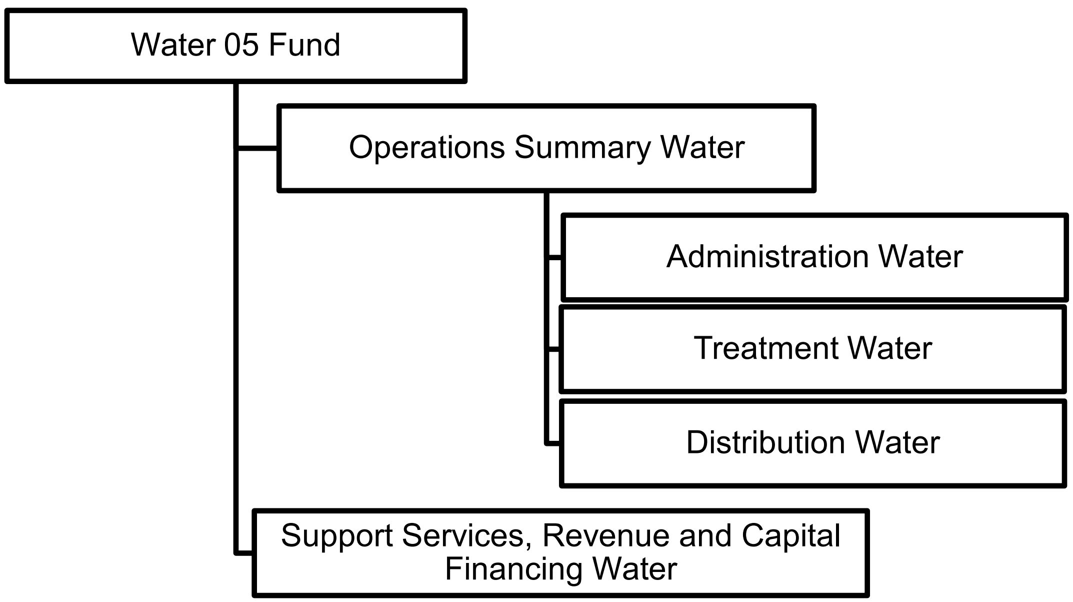
Department: Water
Division - Program: Operations Summary

Purpose:

A summary of budgets that is comprised of direct support and operating costs to maintain systems (Administration, Treatment and Distribution).

Significant Budgetary Items

Operations Summary Water



Draft Rate Supported Operating Budget - Water & Wastewater

Operations Summary Water **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	2,535,569	2,157,627	2,575,483	2,632,810		2,632,810	2.2%	57,327
Employee Related Expenses	65,641	56,304	88,303	89,803		89,803	1.7%	1,500
Materials & Supplies	1,754,499	1,323,489	1,820,739	1,870,939		1,870,939	2.8%	50,200
Purchased Services	1,002,008	760,942	734,013	823,513		823,513	12.2%	89,500
Total Operating Costs	5,357,717	4,298,362	5,218,538	5,417,065		5,417,065	3.8%	198,527
Net Internal Service Charges								
Fleet	254,943	214,284	248,850	287,350	8,610	295,960	18.9%	47,110
Insurance	125,850	127,208	169,611	221,858		221,858	30.8%	52,247
Support Services	447,971	348,575	460,535	476,022		476,022	3.4%	15,487
Total Net Internal Service Charges	828,764	690,067	878,996	985,230	8,610	993,840	13.1%	114,844
Total Expenditures	6,186,481	4,988,429	6,097,534	6,402,295	8,610	6,410,905	5.1%	313,371
Total Operations Summary Water	6,186,481	4,988,429	6,097,534	6,402,295	8,610	6,410,905	5.1%	313,371

2022 Service Level Change Worksheet

Department: Engineering and Public Works Division **- Program:** Water and Wastewater - North

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Summer Student Program

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: May 4, 2022

Program Description: Water and Wastewater – Summer Student Program

Meeting: ________________ Report: ____________ Resolution: ________________________

Section B – Description of Resources Required

Supplies and operating costs

Fleet $8,610

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Fleet	$8,610	$8,610
Total Expenditures	**$8,610**	**$8,610**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$8,610**	**$8,610**

Department: **Water**
Division - Program: **Administration**

Purpose:

Direct support services for municipal water services including Personnel, Employee Related Expenses, Materials and Supplies, Purchased Services and Net Internal Service Charges.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Overall Water Administration costs increased 6.6% or $91,543.
- Personnel increased 4.1% or $19,809 which includes estimated wage and benefit costs and job reclassifications.
- Employee Related Expenses increased 1.7% or $1,500 for operator certifications.
- Purchased Services increased 1.9% or $2,500 for communication costs.
- Net Internal Service Charges increased 10.2% or $67,734 mainly due to an increase in insurance costs as well as the allocation of finance service costs.

2022 Proposed Service Level Changes - None

Draft Rate Supported Operating Budget - Water & Wastewater

Administration Water **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	362,612	281,259	480,991	500,800		500,800	4.1%	19,809
Employee Related Expenses	65,062	53,603	88,303	89,803		89,803	1.7%	1,500
Materials & Supplies	10,832	16,095	11,490	11,490		11,490		
Purchased Services	206,584	232,178	132,288	134,788		134,788	1.9%	2,500
Total Operating Costs	645,090	583,135	713,072	736,881		736,881	3.3%	23,809
Net Internal Service Charges								
Fleet	36,565	21,722	36,980	36,980		36,980		
Insurance	125,850	127,208	169,611	221,858		221,858	30.8%	52,247
Support Services	447,971	348,575	460,535	476,022		476,022	3.4%	15,487
Total Net Internal Service Charges	610,386	497,505	667,126	734,860		734,860	10.2%	67,734
Total Expenditures	1,255,476	1,080,640	1,380,198	1,471,741		1,471,741	6.6%	91,543
Total Administration Water	1,255,476	1,080,640	1,380,198	1,471,741		1,471,741	6.6%	91,543

Department: **Water**
Division - Program: **Treatment**

Purpose:

Treatment expenses for municipal water services including Personnel, Materials and Supplies, Purchased Services and Fleet.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Overall Water Treatment increased 3.1% or $92,322.
- Personnel increased 1.2% or $13,152 based on estimated wage and benefit costs.
- Materials and Supplies increased 2.2% or $31,100 due to expected utility costs as well as anticipated costs related to equipment repairs.
- Purchased Services increased 14.2% or $46,500 for intake and pump inspections as well as flow meter and instrument calibrations.
- Net Internal Service Charges increased 1.8% or $1,570 related to the addition of the By-Law Officer in the previous year.

2022 Proposed Service Level Changes

- $1,570 for the Water Treatment related portion of fleet charges for the By-Law Officer vehicle.

Key Service Indicators

Item	Current Year	Prior Year
Total number of water treatment plants	9	9
Cubic metres of water treated	4,153,122.4	4,049,520

Draft Rate Supported Operating Budget - Water & Wastewater

Treatment Water **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	1,032,891	860,975	1,084,415	1,097,567		1,097,567	1.2%	13,152
Employee Related Expenses	579	2,701						
Materials & Supplies	1,452,760	1,043,690	1,444,015	1,475,115		1,475,115	2.2%	31,100
Purchased Services	260,582	186,007	326,560	373,060		373,060	14.2%	46,500
Total Operating Costs	2,746,812	2,093,373	2,854,990	2,945,742		2,945,742	3.2%	90,752
Net Internal Service Charges								
Fleet	87,865	75,505	87,980	87,980	1,570	89,550	1.8%	1,570
Total Net Internal Service Charges	87,865	75,505	87,980	87,980	1,570	89,550	1.8%	1,570
Total Expenditures	2,834,677	2,168,878	2,942,970	3,033,722	1,570	3,035,292	3.1%	92,322
Total Treatment Water	2,834,677	2,168,878	2,942,970	3,033,722	1,570	3,035,292	3.1%	92,322

Department: **Water**
Division - Program: **Distribution**

Purpose:

Distribution expenses for municipal water services including Personnel, Materials and Supplies, Purchased Services and Fleet.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Overall Water Distribution increased 7.3% or $129,506.
- Personnel increased 2.4% or $24,366 based on estimated wage and benefit costs.
- Materials and Supplies increased 5.2% or $19,100 for operating supplies and meter upgrades.
- Purchased Services increased 14.7% or $40,500 for sub-contractor costs related to water main repairs.
- Net Internal Service Charges increased 36.8% or $45,540 for expected fleet usage, including $7,040 related to the addition of a By-Law Officer in the previous year.

2022 Proposed Service Level Changes

- $7,040 for the Water Distribution related portion of fleet charges for the By-Law Officer vehicle.

Key Service Indicators

Item	Current Year	Prior Year
Total kilometres of water pipe (including hydrant leads)	415.4	369.3
Total number of water booster stations (distribution and transmission)	5	5
Percentage of water unaccounted for (missing water/total treated)	25%	24%

Draft Rate Supported Operating Budget - Water & Wastewater

Distribution Water **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	1,140,066	1,015,394	1,010,077	1,034,443		1,034,443	2.4%	24,366
Materials & Supplies	290,904	263,705	365,234	384,334		384,334	5.2%	19,100
Purchased Services	534,842	342,755	275,165	315,665		315,665	14.7%	40,500
Total Operating Costs	1,965,812	1,621,854	1,650,476	1,734,442		1,734,442	5.1%	83,966
Net Internal Service Charges								
Fleet	130,511	117,057	123,890	162,390	7,040	169,430	36.8%	45,540
Total Net Internal Service Charges	130,511	117,057	123,890	162,390	7,040	169,430	36.8%	45,540
Total Expenditures	2,096,323	1,738,911	1,774,366	1,896,832	7,040	1,903,872	7.3%	129,506
Total Distribution Water	2,096,323	1,738,911	1,774,366	1,896,832	7,040	1,903,872	7.3%	129,506

Department: Water
Division - Program: Support Services, Revenue and Capital Financing

Purpose:

- Operating costs related to the provision of municipal water services including Property Taxes for District facilities.
- Finance Charges for capital water projects including Principal and Interest payments and Transfers to Reserve Funds.
- Net Internal Service Charges for the administration of municipal water services.
- Revenue including District metered and non-metered User Fees, Connection Fees, Local Improvement Charges and Supplementary Taxes.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Water Operating Costs increased 2.4% or $11,059 mainly due to estimated wage and benefit costs.
- Finance Charges increased 4.1% or $94,574 due to debt financing costs as well as estimated tax write-offs.
- Reserves increased 5.0% or $215,923 for the transfer to the Water Capital Reserve based on the Asset Management Plan.
- Net Internal Service Charges decreased 2.0% or $1,750 mainly for the allocation of Engineering Administration costs.
- Revenues increased 4.7% or $445,975 mainly for User Fees as well as supplementary taxes based on a 3-year average.

2022 Proposed Service Level Changes - None

Key Service Indicators (Projected to December 31, 2021)

Item	Current Year	Prior Year
Total number of water customers	12,714	12,386
Consumption billed (cubic metres)	2,685,256	2,662,556
Number of requests for water on/off	820	812
Number of hydrants	2043	2043

Draft Rate Supported Operating Budget - Water & Wastewater

Support Services, Revenue and Capital Financing Water **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	232,737	183,628	250,989	261,864		261,864	4.3%	10,875
Materials & Supplies	198,245	176,939	204,816	205,000		205,000	0.1%	184
Total Operating Costs	430,982	360,567	455,805	466,864		466,864	2.4%	11,059
Finance Charges/Reserves								
Finance Charges	2,372,932	1,557,754	2,316,495	2,411,069		2,411,069	4.1%	94,574
Reserves	4,044,334	3,238,855	4,318,474	4,534,397		4,534,397	5.0%	215,923
Total Finance Charges/Reserves	6,417,266	4,796,609	6,634,969	6,945,466		6,945,466	4.7%	310,497
Net Internal Service Charges								
Support Services	78,628	46,140	85,450	83,700		83,700	(2.0%)	(1,750)
Total Net Internal Service Charges	78,628	46,140	85,450	83,700		83,700	(2.0%)	(1,750)
Total Expenditures	6,926,876	5,203,316	7,176,224	7,496,030		7,496,030	4.5%	319,806
Revenues								
Revenue Sources								
User Fees	(9,134,656)	(7,751,271)	(9,285,809)	(9,684,914)		(9,684,914)	4.3%	(399,105)
Application Fees/Permits	(53,127)	(56,943)	(53,260)	(55,110)		(55,110)	3.5%	(1,850)
Service Charge Municipal	(88)							
Local Improvement Charges	(24,666)	(24,666)	(24,670)	(24,410)		(24,410)	(1.1%)	260
Supplementary Taxes	(107,431)	(33,394)	(42,720)	(88,000)		(88,000)	106.0%	(45,280)
Other		(3,695)						
Total Revenue Sources	(9,319,968)	(7,869,969)	(9,406,459)	(9,852,434)		(9,852,434)	4.7%	(445,975)
Total Revenues	(9,319,968)	(7,869,969)	(9,406,459)	(9,852,434)		(9,852,434)	4.7%	(445,975)
Total Support Services, Revenue and Capital Financing V	(2,393,092)	(2,666,653)	(2,230,235)	(2,356,404)		(2,356,404)	5.7%	(126,169)

Capital Project Annual Budget and Forecast

Public Works - Water

Run Date: 21/10/21 12:54 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Project Expenditures													
Public Works - Water													
Distribution Water													
Replacement/Upgrade Water	5,609,671	2,225,000	3,683,500	3,303,300	5,123,000	3,495,400	2,358,800	2,106,650	815,400	1,653,700	7,501,000	32,265,750	6,309,700
Rehabilitation Water	124,800	254,800	284,000		86,200	87,900	89,600					802,500	4,949,100
Total Distribution Water	5,734,471	2,479,800	3,967,500	3,303,300	5,209,200	3,583,300	2,448,400	2,106,650	815,400	1,653,700	7,501,000	33,068,250	11,258,800
Treatment Water													
Plant Water	16,100,954	257,800	1,928,200	1,282,100	660,000	64,000		158,400				4,350,500	70,876,100
Reservoir Water	817,900	1,216,000	1,410,000	5,360,000	1,137,700		1,215,700	1,680,600				12,020,000	9,234,300
Scada	2,650,000	750,000	400,000	595,000	450,000							2,195,000	603,500
Total Treatment Water	19,568,854	2,223,800	3,738,200	7,237,100	2,247,700	64,000	1,215,700	1,839,000				18,565,500	80,713,900
Non-Tangible Capital Water													
Inspections	54,900				59,200							59,200	120,700
Studies Water	200,000												
Repairs and Maintenance	1,325,000	925,400	482,800	108,100		130,300	40,000	62,600		63,000		1,812,200	301,800
Total Non-Tangible Capital Water	1,579,900	925,400	482,800	108,100	59,200	130,300	40,000	62,600		63,000		1,871,400	422,500
Close Once Final Transactions Posted Water	3,975,300												
Total Public Works - Water	30,858,525	5,629,000	8,188,500	10,648,500	7,516,100	3,777,600	3,704,100	4,008,250	815,400	1,716,700	7,501,000	53,505,150	92,395,200
Total Project Expenditures	30,858,525	5,629,000	8,188,500	10,648,500	7,516,100	3,777,600	3,704,100	4,008,250	815,400	1,716,700	7,501,000	53,505,150	92,395,200
Project Financing													
Financing From Own Funds	(24,947,651)	(4,829,000)	(6,349,400)	(6,698,500)	(4,412,600)	(2,230,700)	(2,513,400)	(2,385,950)	(815,400)	(1,716,700)	(7,501,000)	(39,452,650)	(79,602,300)
Debentures													
Grants	(5,843,850)	(800,000)	(1,839,100)	(3,950,000)	(3,103,500)	(1,546,900)	(1,190,700)	(1,622,300)				(14,052,500)	(12,792,900)
External Sources	(67,024)												
Total Project Financing	(30,858,525)	(5,629,000)	(8,188,500)	(10,648,500)	(7,516,100)	(3,777,600)	(3,704,100)	(4,008,250)	(815,400)	(1,716,700)	(7,501,000)	(53,505,150)	(92,395,200)
Infrastructure Funding Deficit													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast
Public Works - Water

Run Date: 21/10/21 12:54 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Project Expenditures													
Public Works - Water													
Distribution Water													
Replacement/Upgrade Water													
431015 BB Taylor Rd Watermain (Toronto to Pine)					71,400	880,000						951,400	
431019 BB Richard from Taylor to Woodchester	887,300	600,000										600,000	
431024 BB Spencer from Andrea to Santa's Village Rd		25,000	50,000	700,000								775,000	
431025 BB 128m on Spadina							28,700	159,100				187,800	
431031 GH Old Muskoka from Muskoka Beach to MR 18									50,000	380,000		430,000	
431040 GH Bishop St from Third St to Bethune							27,000	116,500				143,500	
431041 GH Phillip St E from Fifth St to Bethune							100,000	302,000				402,000	
431042 GH Third St from Pinedale Rd to David St							23,000	85,500				108,500	
431043 GH Pinedale Rd from Third St to Bethune							30,000	136,850				166,850	
431044 GH Farquhar from John to Muskoka Rd									27,600	144,000		171,600	
431046 GH Wagner from John to Mary									15,000	185,700		200,700	
431047 GH Kelly Dr from Hahne Easement North			23,300	260,000								283,300	
431048 GH Sharpe from First St to Muskoka Rd													250,000
431049 GH Beach Rd from Brydon Bay to Maple Heights													603,500
431052 GH Reline/Replace Various Cast Iron WM													3,621,300
431061 BALA WM Replacement Weismiller Lumber			54,900	323,900								378,800	
431063 GH Winewood from Sarah to Muskoka Rd Repl													543,200
431064 GH John from Winewood to Wagner	32,734					35,000	316,000					351,000	
431067 GH Brock from First St to Bethune Repl													
431074 GH Brydon Bay Loop - Gravenhurst													1,146,800
431086 GH Brock from First St to Bethune Repl	230,000		218,500									218,500	
431090 GH Fourth & Bishop (75m E & 100m S)	218,900	135,000										135,000	
431093 HV Main St W from Lorne to Bridge WM	1,812,500												
431097 PC Armstrong St Extension		50,000	110,000									160,000	
431098 BB Taylor Rd Lat Trans Manitoba to River							10,000	235,000				245,000	
431099 BB Trans Lat Beaumont to PVC & Abandon CI		25,000	213,000									238,000	
431101 GH Phillip at Railway Crossing													144,900
431105 BB Robert St from James St to End	268,100												
431107 BB Woodward St from Front to Joseph 271m				22,400	296,600							319,000	
431108 GH Lorne St Phase I (Louise St 280m S)	559,775	800,000										800,000	
431109 GH Lorne St Phase II (280m S of Louise to Islander													
431118 HV Centre from Cora to Florence (CI Repl 70m)						11,200	102,700					113,900	
431119 HV West St S from Kelly to Townline (CI Repl 135m								16,800	199,600			216,400	
431120 HV Main St W from Walter to Ferguson (CI Repl 185									17,100	308,100		325,200	
431121 BB Ida St from Manitoba to James	150,800												
431124 GH Veteran's Dr First St to Bethune									235,900			235,900	
431129 HV Anthony Court 220m CI Repl	70,000	330,000										330,000	
431133 PC Medora St WM Repl				116,200	820,000							936,200	
431134 HV Hidden Valley WM Repl			109,300	111,400	1,965,800							2,186,500	
431136 HV ARV Conversion/Venting	150,000												

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast

Public Works - Water

Run Date: 21/10/21 12:54 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
431138 BB Maple St - Pine to Sadler CI Repl 425m					35,000	550,000						585,000	
431139 BB Gow St - Woodward to End CI Repl 113m				10,200	127,500							137,700	
431140 BB Mary St - James to End CI Repl 68m	110,000												
431142 BB James St - Ida to Arena CI Repl 131m			10,600	159,200								169,800	
431143 BB Chubb Downey Ln CI Repl 80m	10,000	100,000										100,000	
431145 BB Ontario St - Abandon CI Victoria to Church	3,662					70,000						70,000	
431146 BB Smith St - Wellington to Holditch CI Repl 100m	10,000	110,000										110,000	
431147 BB Holditch St - Svc Transfer to 400 PVC for CI 48									10,200	204,000		214,200	
431148 BB Front St CI Repl 400m					21,200	689,800						711,000	
431149 BB Manitoba St - Taylor to #25 105m							10,600	169,800				180,400	
431150 BB Quebec St - Svc Transfer Wellington to Church									5,000	100,000		105,000	
431151 BB Quebec St CI Repl - Victoria to Church 115m					10,000	135,000						145,000	
431156 BB Toronto (Taylor to Veldor) Repl 185m								75,000	237,700			312,700	
431157 BB Manitoba at McMurray CI Repl 40m								51,700				51,700	
431158 BB Beaumont Dr CI Repl 315m	408,800												
431160 GH Sarah St N (Winewood to Isaac) 207m CI Repl						50,000	313,000					363,000	
431161 GH George St (Sarah St N to Mary St N) CI Repl						10,600	170,000					180,600	
431162 GH Sarah St N (Isaac to Brown) 205m CI Repl						10,800	232,400					243,200	
431163 GH Peter St (Sarah St N to John St N) 245m CI Rep						10,800	263,300					274,100	
431164 GH Mary St (Peter to Isaac) 110m CI Repl						10,800	147,700					158,500	
431165 GH Sarah St N (Brown to Hotchkiss) 300m CI Repl						22,100	390,200					412,300	
431166 GH Bay St Rehab MR 18 to Greavette	467,100		823,300									823,300	
431167 GH Mary St S (Bay to Sharpe) 170m CI Repl							23,000	201,100				224,100	
431168 HV West Rd (Centre to CNR)								17,300	17,300	290,100		324,700	
431169 HV Florence & Cora West from MR 2			270,600									270,600	
431170 HV Yonge St N CI 25m										41,800		41,800	
431179 GH Repl MR 169 fr Readman to McPherson Phase						500,000						500,000	
431180 GH Repl MR 169 fr McPherson to End Phase III								540,000				540,000	
431183 HV Chaffey St WM Realignment						204,300						204,300	
431184 PC Medora St Crossing at Locks													
431191 GH David St - Third to Bethune Repl 130m	180,000												
431194 BALA Walker St CI Replacement					32,500	292,600						325,100	
431195 PC Hydrant Replacement	40,000												
431196 GH Pinedale Ln 83m WM						12,400	171,200					183,600	
431201 BB Taylor WM at Bird replace CI			200,000									200,000	
434042 BB Water Supply Resilience		50,000	1,600,000	1,600,000	1,743,000							4,993,000	
434043 BB Wellington Transmission WM											7,501,000	7,501,000	
Total Replacement/Upgrade Water	5,609,671	2,225,000	3,683,500	3,303,300	5,123,000	3,495,400	2,358,800	2,106,650	815,400	1,653,700	7,501,000	32,265,750	6,309,700
Rehabilitation Water													
431062 BB Watermain Rehab													2,414,200
431065 GH John Esmnt from Wagner to Lorne Reline		22,400	97,000									119,400	
431068 GH Second from Church to Brock Reline		22,400	97,000									119,400	
431069 GH Violet to Kelly to Hahne Easement Reline													120,700
431071 HV Watermain Rehab													2,414,200

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast
Public Works - Water

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
431122 HV Valve Repl Future (Various Sites)													
431174 HV River & High Tee Repl + 20m WM	124,800												
431175 HV Water Svc Repl Ferguson & Hunters Bay					86,200	87,900	89,600					263,700	
432112 HV Valve Repl 2022 (Various Sites)		120,000										120,000	
434047 BB Pure Ball Inspect Transmission WM		90,000	90,000									180,000	
Total Rehabilitation Water	124,800	254,800	284,000		86,200	87,900	89,600					802,500	4,949,100
Total Distribution Water	**5,734,471**	**2,479,800**	**3,967,500**	**3,303,300**	**5,209,200**	**3,583,300**	**2,448,400**	**2,106,650**	**815,400**	**1,653,700**	**7,501,000**	**33,068,250**	**11,258,800**
Treatment Water													
Plant Water													
432012 HV WTP Phase III	6,114,600												
432017 PC WTP Rehabilitation													4,828,400
432019 BB WTP Expansion													24,141,900
432020 GH WTP Expansion													10,000,000
432021 HV WTP Expansion													21,041,900
432022 PS WTP Upgrade	1,114,500												
432037 BALA WTP Rehabilitation													4,828,400
432039 BB WTP Rehabilitation			1,140,800	720,000								1,860,800	
432040 GH WTP Replace Generator			342,200									342,200	
432045 GH WTP Backwash Pump Repl			280,400									280,400	
432049 BB WTP Replace Generator			164,800									164,800	
432050 BB WTP Replace Low-Lift Pumps 1-3				164,800								164,800	
432051 BB WTP Replace High-Lift Pumps 1-3				164,800								164,800	
432053 GH WTP High-Lift Pump #2 Repl (VFD)				232,500								232,500	
432054 GH WTP Roof Repl		112,000										112,000	
432059 BB WTP Roof Repl (Filter/Upper Roof Sections)	208,700												
432067 PS WTP Upgrades Future													6,035,500
432070 PS WTP Membrane Roof Repl	211,600												
432077 GH WTP Filter Under Drains & Sedimentation Tank	7,048,554												
432080 HV/ BAYS Vertical Turbine Pump Rehab Future	62,000					64,000						64,000	
432086 BB CO2 System Repl								79,200				79,200	
432087 GH CO2 System Repl								79,200				79,200	
432095 BB WTP Repl Lime Mixing System	480,000												
432098 BAYS Replace Chlorine Pumps	31,000												
432099 BAYS Lime System Safety Upgrade	25,000												
432100 PC WTP Network Upgrades	30,000												
432102 GH WTP Sodium Hypochlorite Tank Liners		20,800										20,800	
432103 PC WTP Rehab	200,000												
432104 GH WTP Roof Replacement-Orig. Bldg both section					260,000							260,000	
432105 Bala WTP Roof Replacement	95,000												
432108 Bala WTP Rehab	480,000												
432113 HV/BAYS Vertical Turbine Pump Rehab Future		75,000										75,000	
434048 BB Filter Underdrains Replace					400,000							400,000	
434049 BB Water Chemical Tank Liners		50,000										50,000	
Total Plant Water	16,100,954	257,800	1,928,200	1,282,100	660,000	64,000		158,400				4,350,500	70,876,100

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast

Public Works - Water

Run Date: 21/10/21 12:54 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Reservoir Water													
433002 HV Highland Dr Booster/Reservoir													2,414,200
433005 HV Hanes Booster Pumps Upgrades	50,000												
434005 GH Repair/Paint Fairview Tower					960,000							960,000	965,700
434011 PS Water Tower			250,000	3,500,000								3,750,000	
434012 BAYS Water Tower							250,000	1,560,600				1,810,600	
434014 GH Beaver Creek Reservoir Coating/Pump/Control	320,400												
434015 BB Paint Hamblin Tank Future													422,500
434016 BB Ecclestone Dr Reservoir & PS		800,000										800,000	603,500
434021 GH Beaver Creek Reservoir Generator Repl													241,400
434025 BALA Repair/Paint Tower				930,000								930,000	965,700
434026 GH Clean Fairview Tower					177,700							177,700	362,100
434027 GH Clean Beach Rd Tower													362,100
434029 HV Dufferin Reservoir Roof Repl		56,000										56,000	
434034 GH Repair/Paint Beach Road Tower							965,700					965,700	
434035 PC Repair/Paint Tower Future				930,000								930,000	965,700
434036 HV Dufferin & Skyline ATS Replacements	50,500												
434037 HV Skyline Roof	102,000												
434039 HV Hanes Reservoir Roof								120,000				120,000	
434040 GH Beach Elevated Tank Coatings	295,000												
434045 BB Replace Small Pump			30,000									30,000	
434046 BB Ecclestone Reservoir Coatings		360,000										360,000	
434054 MT Repair/Paint Tower Future			880,000									880,000	1,931,400
434056 BB Hamblin Tank Coatings Future			250,000									250,000	
Total Reservoir Water	817,900	1,216,000	1,410,000	5,360,000	1,137,700		1,215,700	1,680,600				12,020,000	9,234,300
Scada													
432052 DMM SCADA Upgrades Future			400,000	400,000	450,000							1,250,000	603,500
432074 GH WTP Control Logics Upgrade from PLC5	440,000												
432075 BB Kirby Control Logics Upgrade from PLC5	535,000												
432076 BAYS Control Logics Upgrade from PLC5		400,000										400,000	
432078 Port Sydney Well Non-GUDI Study & PLC Migration	150,000												
432084 BALA WTP Control Logics Upgrade from PLC5	400,000												
432088 MT WTP Control Logics Upgrade from PLC5	400,000												
432089 PC WTP Control Logics Upgrade from PLC5	400,000												
432101 DMM SCADA Upgrades 2020	50,000												
432109 DMM SCADA Upgrades 2021	150,000												
432110 DMM SCADA Upgrades 2022		350,000										350,000	
434032 HV Hanes & Skyline Control Logics Upgrade from P	75,000												
434033 HV Dufferin Control Logics Upgrade from PLC5	50,000												
434044 GH Beaver Creek Reservoir PLC Migration				195,000								195,000	
Total Scada	2,650,000	750,000	400,000	595,000	450,000							2,195,000	603,500
Total Treatment Water	**19,568,854**	**2,223,800**	**3,738,200**	**7,237,100**	**2,247,700**	**64,000**	**1,215,700**	**1,839,000**				**18,565,500**	**80,713,900**
Non-Tangible Capital Water													
Inspections													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.
Capital Budget

Capital Project Annual Budget and Forecast

Public Works - Water

Run Date: 21/10/21 12:54 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
432025 DMM Asset Management Plan Future	54,900				59,200							59,200	120,700
Total Inspections	54,900				59,200							59,200	120,700
Studies Water													
432066 DMM Asset Management Plan 2016	50,000												
439011 DMM Water Servicing Master Plan	150,000												
Total Studies Water	200,000												
Repairs and Maintenance													
431176 PC Water Meter Replacements	61,200												
431187 DMM Automatic Meter Reading Systems Future	416,100		432,800									432,800	
431189 BAYS Water Meter Replacements						70,000						70,000	
431192 DMM Automatic Meter Reading Systems 2020	408,000												
431197 BB Kirby's Beach Flowmeter Upgrades	80,800	30,000										30,000	
431199 BB James St Parts Shop Upgrades incl Bulk Water	204,000												
431200 BB Water Meters 2020-2021	101,000												
431202 DMM Automatic Meter Reading Systems 2022		424,400										424,400	
432055 DMM - Variable Drives Future				58,100		60,300		62,600		63,000		244,000	301,800
432097 DMM - Variable Drives 2020	53,900												
432106 GH Fernbrook Water Meter Replacement Program (							40,000					40,000	
432111 DMM - Variable Drives 2022		56,000										56,000	
434050 GH Vac Trailer		65,000										65,000	
434051 DMM Switchgear Assessments		125,000	50,000	50,000								225,000	
434052 DMM Standby Power Fuel Inventory		25,000										25,000	
434053 Hazardous Algal Bloom Rapid Response Unit (HAB		100,000										100,000	
434055 DMM Water Leak Detection System		100,000										100,000	
Total Repairs and Maintenance	1,325,000	925,400	482,800	108,100		130,300	40,000	62,600		63,000		1,812,200	301,800
Total Non-Tangible Capital Water	**1,579,900**	**925,400**	**482,800**	**108,100**	**59,200**	**130,300**	**40,000**	**62,600**		**63,000**		**1,871,400**	**422,500**
Close Once Final Transactions Posted Water	**3,975,300**												
Total Public Works - Water	**30,858,525**	**5,629,000**	**8,188,500**	**10,648,500**	**7,516,100**	**3,777,600**	**3,704,100**	**4,008,250**	**815,400**	**1,716,700**	**7,501,000**	**53,505,150**	**92,395,200**
Total Project Expenditures	**30,858,525**	**5,629,000**	**8,188,500**	**10,648,500**	**7,516,100**	**3,777,600**	**3,704,100**	**4,008,250**	**815,400**	**1,716,700**	**7,501,000**	**53,505,150**	**92,395,200**
Project Financing													
Financing From Own Funds	**(24,947,651)**	**(4,829,000)**	**(6,349,400)**	**(6,698,500)**	**(4,412,600)**	**(2,230,700)**	**(2,513,400)**	**(2,385,950)**	**(815,400)**	**(1,716,700)**	**(7,501,000)**	**(39,452,650)**	**(79,602,300)**
Debentures													
Grants	**(5,843,850)**	**(800,000)**	**(1,839,100)**	**(3,950,000)**	**(3,103,500)**	**(1,546,900)**	**(1,190,700)**	**(1,622,300)**				**(14,052,500)**	**(12,792,900)**
External Sources	**(67,024)**												
Total Project Financing	**(30,858,525)**	**(5,629,000)**	**(8,188,500)**	**(10,648,500)**	**(7,516,100)**	**(3,777,600)**	**(3,704,100)**	**(4,008,250)**	**(815,400)**	**(1,716,700)**	**(7,501,000)**	**(53,505,150)**	**(92,395,200)**
Infrastructure Funding Deficit													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Draft Rate Supported Operating Budget - Water & Wastewater

Wastewater Levy **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	2,408,638	2,015,289	2,746,814	2,811,569		2,811,569	2.4%	64,755
Employee Related Expenses	40,935	37,205	63,298	65,298		65,298	3.2%	2,000
Materials & Supplies	2,362,227	1,640,408	2,416,589	2,497,731		2,497,731	3.4%	81,142
Purchased Services	1,505,086	1,013,264	1,644,422	1,680,922	18,426	1,699,348	3.3%	54,926
Total Operating Costs	6,316,886	4,706,166	6,871,123	7,055,520	18,426	7,073,946	3.0%	202,823
Finance Charges/Reserves								
Finance Charges	4,537,851	1,827,460	9,335,418	4,097,413	79,610	4,177,023	(55.3%)	(5,158,395)
Reserves	5,090,965	3,454,823	(393,569)	4,882,817		4,882,817	(1,340.7%)	5,276,386
Total Finance Charges/Reserves	9,628,816	5,282,283	8,941,849	8,980,230	79,610	9,059,840	1.3%	117,991
Net Internal Service Charges								
Fleet	205,518	131,271	190,100	203,850	8,610	212,460	11.8%	22,360
Insurance	164,659	169,368	225,824	298,010		298,010	32.0%	72,186
Support Services	295,463	252,167	290,430	304,256		304,256	4.8%	13,826
Total Net Internal Service Charges	665,640	552,806	706,354	806,116	8,610	814,726	15.3%	108,372
Total Expenditures	16,611,342	10,541,255	16,519,326	16,841,866	106,646	16,948,512	2.6%	429,186
Revenues								
Revenue Sources								
User Fees	(7,663,095)	(6,343,537)	(7,513,514)	(7,657,204)		(7,657,204)	1.9%	(143,690)
Application Fees/Permits	(43,433)	(50,087)	(40,520)	(41,930)		(41,930)	3.5%	(1,410)
Local Improvement Charges	(40,894)	(40,459)	(40,900)	(36,658)		(36,658)	(10.4%)	4,242
Supplementary Taxes	(271,935)	(83,227)	(106,940)	(227,000)		(227,000)	112.3%	(120,060)
Other					(98,037)	(98,037)		(98,037)
Total Revenue Sources	(8,019,357)	(6,517,310)	(7,701,874)	(7,962,792)	(98,037)	(8,060,829)	4.7%	(358,955)
Total Revenues	(8,019,357)	(6,517,310)	(7,701,874)	(7,962,792)	(98,037)	(8,060,829)	4.7%	(358,955)

Draft Rate Supported Operating Budget - Water & Wastewater

Wastewater Levy **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Total Wastewater Levy	8,591,985	4,023,945	8,817,452	8,879,074	8,609	8,887,683	0.8%	70,231

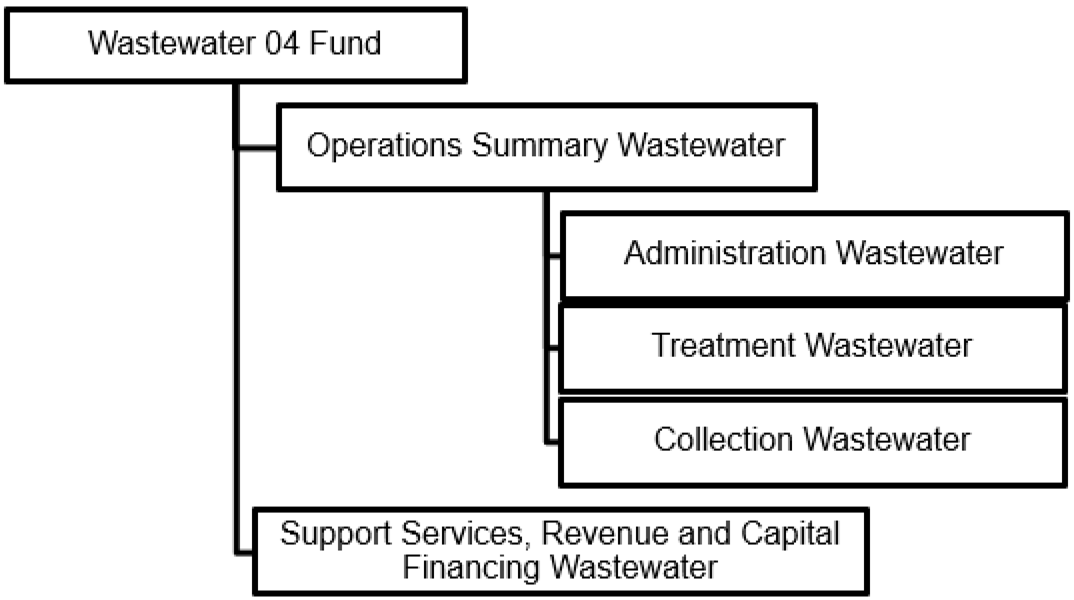
Department: **Wastewater**
Division - Program: **Operations Summary**

Purpose:

A summary of budgets that is comprised of direct support and operating costs to maintain systems (Administration, Treatment and Collection).

Significant Budgetary Items

Operations Summary Wastewater



2022 Service Level Change Worksheet

Department: Engineering and Public Works Division **- Program:** Water and Wastewater - West

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Summer Student Program

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: May 4, 2022

Program Description: Water and Wastewater – Summer Student Program

Meeting: ________________ Report: ____________ Resolution: ________________________

Section B – Description of Resources Required

Supplies and operating costs

Fleet $8,610

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Fleet	$8,610	$8,610
Total Expenditures	**$8,610**	**$8,610**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$8,610**	**$8,610**

Draft Rate Supported Operating Budget - Water & Wastewater

Operations Summary Wastewater **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	2,195,832	1,831,662	2,495,825	2,549,705		2,549,705	2.2%	53,880
Employee Related Expenses	40,935	37,205	63,298	65,298		65,298	3.2%	2,000
Materials & Supplies	2,151,845	1,489,592	2,220,631	2,279,731		2,279,731	2.7%	59,100
Purchased Services	1,505,086	1,013,264	1,644,422	1,680,922	18,426	1,699,348	3.3%	54,926
Total Operating Costs	5,893,698	4,371,723	6,424,176	6,575,656	18,426	6,594,082	2.6%	169,906
Finance Charges/Reserves								
Finance Charges					79,610	79,610		79,610
Total Finance Charges/Reserves					79,610	79,610		79,610
Net Internal Service Charges								
Fleet	205,518	131,271	190,100	203,850	8,610	212,460	11.8%	22,360
Insurance	164,659	169,368	225,824	298,010		298,010	32.0%	72,186
Support Services	216,835	206,027	204,980	220,556		220,556	7.6%	15,576
Total Net Internal Service Charges	587,012	506,666	620,904	722,416	8,610	731,026	17.7%	110,122
Total Expenditures	6,480,710	4,878,389	7,045,080	7,298,072	106,646	7,404,718	5.1%	359,638
Revenues								
Revenue Sources								
User Fees	(5,500)		(5,500)	(5,500)		(5,500)		
Other					(98,037)	(98,037)		(98,037)
Total Revenue Sources	(5,500)		(5,500)	(5,500)	(98,037)	(103,537)	1,782.5%	(98,037)
Total Revenues	(5,500)		(5,500)	(5,500)	(98,037)	(103,537)	1,782.5%	(98,037)
Total Operations Summary Wastewater	6,475,210	4,878,389	7,039,580	7,292,572	8,609	7,301,181	3.7%	261,601

Department: **Wastewater**
Division - Program: **Administration**

Purpose:

Direct support services for municipal wastewater services including Personnel, Employee Related Expenses, Materials and Supplies, Purchased Services and Net Internal Service Charges.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Overall Wastewater Administration costs increased 8.2% or $124,881.
- Personnel increased 3.8% or $20,619 which includes estimated wage and benefit costs and job reclassifications.
- Employee Related Expenses increased 3.2% or $2,000 for travel-related costs.
- Purchased Services increased 7.8% or $14,500 for consulting and communications costs.
- Net Internal Service Charges increased 12.2% or $87,762 mainly due to increased insurance costs as well as the allocation of finance services costs.

2022 Proposed Service Level Changes

- None.

Draft Rate Supported Operating Budget - Water & Wastewater

Administration Wastewater **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	309,977	259,921	542,251	562,870		562,870	3.8%	20,619
Employee Related Expenses	40,935	37,205	63,298	65,298		65,298	3.2%	2,000
Materials & Supplies	8,988	8,790	8,270	8,270		8,270		
Purchased Services	278,830	219,452	186,383	200,883		200,883	7.8%	14,500
Total Operating Costs	638,730	525,368	800,202	837,321		837,321	4.6%	37,119
Net Internal Service Charges								
Fleet	38,622	24,153	35,320	35,320		35,320		
Insurance	164,659	169,368	225,824	298,010		298,010	32.0%	72,186
Support Services	448,797	342,253	460,170	475,746		475,746	3.4%	15,576
Total Net Internal Service Charges	652,078	535,774	721,314	809,076		809,076	12.2%	87,762
Total Expenditures	1,290,808	1,061,142	1,521,516	1,646,397		1,646,397	8.2%	124,881
Total Administration Wastewater	1,290,808	1,061,142	1,521,516	1,646,397		1,646,397	8.2%	124,881

Department: Wastewater
Division - Program: Treatment

Purpose:

Treatment expenses for municipal wastewater services including Personnel, Materials and Supplies, Purchased Services, Fleet and Support Services Recovery.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Overall Wastewater Treatment increased 2.1% or $96,092.
- Personnel increased 1.6% or $21,723 based on estimated wage and benefit costs.
- Materials and Supplies increased 2.4% or $51,800 mainly due to an increase in expected costs for chemicals, as well as an increase in expected costs for equipment repair parts based on age of equipment, offset by a decrease in expected utility costs.
- Purchased Services increased 2.6% or $30,426 for sub-contractor costs including a service level change of $18,426 for net metering maintenance costs, offset by a reduction in disposal costs for bio solids.
- Finance Charges increased by $79,610 for a service level change related to the repayment to Corporate Capital Reserve for the Net Metering System.
- Net Internal Service Charges decreased 7.7% or $10,570 due to an increase in projected fleet usage and includes a service level change of $1,570 related to the By-Law Officer position in the previous year.

2022 Proposed Service Level Changes

- $1,570 for the Wastewater Treatment related portion of fleet charges for the By-Law Officer vehicle.
- $18,426 for Net Metering System maintenance costs.
- $79,610 for repayment to Corporate Capital Reserve related to Net Metering System.
- $98,037 in revenue related to Net Metering System.

Key Service Indicators

Item	Current Year	Prior Year
Total number of tertiary wastewater treatment plants	8	8
Total number of secondary wastewater treatment plants	1	1
Cubic metres of wastewater treated	4,757,062	4,952,390

Draft Rate Supported Operating Budget - Water & Wastewater

Treatment Wastewater **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	1,486,714	1,254,919	1,375,349	1,397,072		1,397,072	1.6%	21,723
Materials & Supplies	2,134,236	1,455,391	2,177,619	2,229,419		2,229,419	2.4%	51,800
Purchased Services	1,108,477	657,401	1,183,709	1,195,709	18,426	1,214,135	2.6%	30,426
Total Operating Costs	4,729,427	3,367,711	4,736,677	4,822,200	18,426	4,840,626	2.2%	103,949
Finance Charges/Reserves								
Finance Charges					79,610	79,610		79,610
Total Finance Charges/Reserves					79,610	79,610		79,610
Net Internal Service Charges								
Fleet	128,788	78,040	118,570	127,570	1,570	129,140	8.9%	10,570
Support Services	(231,962)	(136,226)	(255,190)	(255,190)		(255,190)		
Total Net Internal Service Charges	(103,174)	(58,186)	(136,620)	(127,620)	1,570	(126,050)	(7.7%)	10,570
Total Expenditures	4,626,253	3,309,525	4,600,057	4,694,580	99,606	4,794,186	4.2%	194,129
Revenues								
Revenue Sources								
User Fees	(5,500)		(5,500)	(5,500)		(5,500)		
Other					(98,037)	(98,037)		(98,037)
Total Revenue Sources	(5,500)		(5,500)	(5,500)	(98,037)	(103,537)	1,782.5%	(98,037)
Total Revenues	(5,500)		(5,500)	(5,500)	(98,037)	(103,537)	1,782.5%	(98,037)
Total Treatment Wastewater	4,620,753	3,309,525	4,594,557	4,689,080	1,569	4,690,649	2.1%	96,092

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Wastewater -Treatment

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Net Metering System

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☐

Proposed Start Date: January 1, 2022

Program Description: The solar metering system is in the final stages of commissioning and the estimated operations and maintenance costs, internal debt and revenues generated have been included. Staff have taken a conservative approach to estimating the revenues generated by the project in this first full year of operations ($98,037) and have assumed maintenance and finance costs to be equal to the amount of revenue generated. Staff will continue to monitor revenues generated and operating costs of the project and use the actuals observed in 2022 to inform the 2023 budget process.

Meeting: FCS-1-2020-3 Report: ____________ Resolution: ________________________

Section B – Description of Resources Required

Supplies and operating costs (remainder of form to be completed by Budgets)

Purchased Services	$18,426
Transfer to Corporate Reserve	$79,610
Generation Revenue	($98,037)

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)	2023
Purchased Services	-	$18,426	$18,978
Corporate Capital Repayment	-	$79,610	$82,373
Total Expenditures	**$0**	**$98,036**	**$101,351**

Revenues (By Source)	2022 (Part Year)	2022 (Annualized)	2023
Generation Revenue	-	($98,036)	($101,351)
Total Revenues	**$0**	**($98,036)**	**($101,351)**

Net Impact	2022 (Part Year)	2022 (Annualized)	2023
Total	**$0**	**$0**	**$0**

Department: **Wastewater**
Division - Program: **Collection**

Purpose:

Collection expenses for municipal wastewater services including Personnel, Materials and Supplies, Purchased Services and Fleet.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Overall Wastewater Collection increased 4.4% or $40,628.
- Personnel increased 2.0% or $11,538 based on estimated wage and benefit costs.
- Materials and Supplies increased 21.0% or $7,300 for operating supplies.
- Purchased Services increased 3.6% or $10,000 for sub-contractor costs related to sewer service repairs.
- Net Internal Service Charges increased 32.6% or $11,790 for expected fleet usage and includes $7,040 related to a service level change for a By-Law Officer in the previous year.

2022 Proposed Service Level Changes

- $7,040 for the Wastewater Collection related portion of fleet charges for the By-Law Officer vehicle.

Key Service Indicators

Item	Current Year	Prior Year
Total kilometres of wastewater pipe including connections	354.1	347.31
Total number of wastewater pumping stations	79	79

Draft Rate Supported Operating Budget - Water & Wastewater

Collection Wastewater **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	399,141	316,823	578,225	589,763		589,763	2.0%	11,538
Materials & Supplies	8,621	25,412	34,742	42,042		42,042	21.0%	7,300
Purchased Services	117,779	136,411	274,330	284,330		284,330	3.6%	10,000
Total Operating Costs	525,541	478,646	887,297	916,135		916,135	3.3%	28,838
Net Internal Service Charges								
Fleet	38,110	29,077	36,210	40,960	7,040	48,000	32.6%	11,790
Total Net Internal Service Charges	38,110	29,077	36,210	40,960	7,040	48,000	32.6%	11,790
Total Expenditures	563,651	507,723	923,507	957,095	7,040	964,135	4.4%	40,628
Total Collection Wastewater	563,651	507,723	923,507	957,095	7,040	964,135	4.4%	40,628

Department: Wastewater
Division - Program: Support Services, Revenue and Capital Financing

Purpose:

- Operating costs related to the provision of municipal wastewater services including Property Taxes for District facilities.
- Finance Charges for capital wastewater projects including Principal and Interest payments and Transfers to Reserve Funds.
- Net Internal Service Charges for the administration of municipal wastewater services.
- Revenue including District metered and non-metered User Fees, Connection Fees and Local Improvement Charges and Supplementary Taxes.

Significant Budgetary Items

2022 vs. 2021 Base Budgets

- Wastewater Operating Costs increased 7.4% or $32,917 for property taxes as well as an increase in estimated wage and benefit costs.
- Finance Charges decreased 56.1% or $5,238,005 due to an external balloon payment in the previous year that has been reissued internally from the Debt Reduction Reserve fund.
- Reserves increased by $5,276,386 mainly due to the removal of the one-time transfer from Debt Reduction Reserve for the internal loan issue in the previous year, as well as an increase in the transfer to the Wastewater Capital Reserve based on the Asset Management Plan.
- Net Internal Service Charges decreased 2.0% or $1,750 mainly for the allocation of Engineering Administration costs.
- Revenues increased 3.4% or $260,918 mainly for User Fees as well as supplementary taxes based on a 3-year average.

2022 Proposed Service Level Changes - None.

Key Service Indicators (Projected to December 31, 2021)

Item	Current Year	Prior Year
Total number of wastewater customers	13,000	10,741
Consumption billed (cubic metres)	2,400,707	2,376,257
Number of haulers using wastewater treatment plants	10	10
Number of cubic metres of septage discharged at plants	13.245	5,448

Draft Rate Supported Operating Budget - Water & Wastewater

Support Services, Revenue and Capital Financing Wastewater **Run Date: 22/10/21 10:37 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Service Level Change	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures								
Operating Costs								
Personnel	212,806	183,627	250,989	261,864		261,864	4.3%	10,875
Materials & Supplies	210,382	150,816	195,958	218,000		218,000	11.2%	22,042
Total Operating Costs	423,188	334,443	446,947	479,864		479,864	7.4%	32,917
Finance Charges/Reserves								
Finance Charges	4,537,851	1,827,460	9,335,418	4,097,413		4,097,413	(56.1%)	(5,238,005)
Reserves	5,090,965	3,454,823	(393,569)	4,882,817		4,882,817	(1,340.7%)	5,276,386
Total Finance Charges/Reserves	9,628,816	5,282,283	8,941,849	8,980,230		8,980,230	0.4%	38,381
Net Internal Service Charges								
Support Services	78,628	46,140	85,450	83,700		83,700	(2.0%)	(1,750)
Total Net Internal Service Charges	78,628	46,140	85,450	83,700		83,700	(2.0%)	(1,750)
Total Expenditures	10,130,632	5,662,866	9,474,246	9,543,794		9,543,794	0.7%	69,548
Revenues								
Revenue Sources								
User Fees	(7,657,595)	(6,343,537)	(7,508,014)	(7,651,704)		(7,651,704)	1.9%	(143,690)
Application Fees/Permits	(43,433)	(50,087)	(40,520)	(41,930)		(41,930)	3.5%	(1,410)
Local Improvement Charges	(40,894)	(40,459)	(40,900)	(36,658)		(36,658)	(10.4%)	4,242
Supplementary Taxes	(271,935)	(83,227)	(106,940)	(227,000)		(227,000)	112.3%	(120,060)
Total Revenue Sources	(8,013,857)	(6,517,310)	(7,696,374)	(7,957,292)		(7,957,292)	3.4%	(260,918)
Total Revenues	(8,013,857)	(6,517,310)	(7,696,374)	(7,957,292)		(7,957,292)	3.4%	(260,918)
Total Support Services, Revenue and Capital Financing V	2,116,775	(854,444)	1,777,872	1,586,502		1,586,502	(10.8%)	(191,370)

Run Date: 21/10/21 1:28 PM

Capital Project Annual Budget and Forecast
Public Works - Wastewater

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Project Expenditures													
Public Works - Wastewater													
Collection Wastewater													
System Expansion Wastewater										350,000		350,000	5,492,200
Pumping Station Large	3,539,400	927,080	751,700	801,020		181,000			149,400			2,810,200	14,487,100
Pumping Station Small	645,000	354,040	287,500	139,600	51,700	120,700			59,800			1,013,340	172,100
Replacements/Upgrade Wastewater	4,362,102	2,564,300	3,171,100	2,905,400	926,800	1,960,000	71,200	2,962,800	16,200	394,100	1,104,100	16,076,000	915,000
Rehabilitation Wastewater	874,252	1,746,900	495,400	1,157,600	59,200	140,400	161,900	145,900	63,900	312,200		4,283,400	10,666,100
Total Collection Wastewater	9,420,754	5,592,320	4,705,700	5,003,620	1,037,700	2,402,100	233,100	3,108,700	289,300	1,056,300	1,104,100	24,532,940	31,732,500
Treatment Wastewater													
Plant Wastewater	14,932,300	3,884,100	4,050,800	708,100	96,400		62,400	7,000,000	64,900	448,200		16,314,900	64,994,200
Mountview/Golden Pheasant	51,375,000	3,700,000										3,700,000	
Scada	1,862,000	557,000	516,000	525,000	487,100	375,000						2,460,100	603,500
Total Treatment Wastewater	68,169,300	8,141,100	4,566,800	1,233,100	583,500	375,000	62,400	7,000,000	64,900	448,200		22,475,000	65,597,700
Non-Tangible Capital Wastewater													
Studies Wastewater	459,900	200,000	275,000	225,000	59,200							759,200	120,700
Repairs and Maintenance	2,067,800	932,600	456,400	668,600	450,200	633,900	431,200	565,500	384,600			4,523,000	5,341,300
Total Non-Tangible Capital Wastewater	2,527,700	1,132,600	731,400	893,600	509,400	633,900	431,200	565,500	384,600			5,282,200	5,462,000
Close Once Final Transactions Posted Wastewater	2,190,089												
Total Public Works - Wastewater	82,307,843	14,866,020	10,003,900	7,130,320	2,130,600	3,411,000	726,700	10,674,200	738,800	1,504,500	1,104,100	52,290,140	102,792,200
Total Project Expenditures	82,307,843	14,866,020	10,003,900	7,130,320	2,130,600	3,411,000	726,700	10,674,200	738,800	1,504,500	1,104,100	52,290,140	102,792,200
Project Financing													
Financing From Own Funds	(59,713,715)	(10,765,220)	(8,774,336)	(4,442,030)	(1,037,067)	(2,334,200)	(726,700)	(8,768,000)	(738,800)	(1,056,300)	(216,300)	(38,858,953)	(101,868,800)
Debentures													
Grants	(22,594,128)	(4,100,800)	(1,229,564)	(2,688,290)	(1,093,533)	(1,076,800)		(1,906,200)		(448,200)	(887,800)	(13,431,187)	(923,400)
External Sources													
Total Project Financing	(82,307,843)	(14,866,020)	(10,003,900)	(7,130,320)	(2,130,600)	(3,411,000)	(726,700)	(10,674,200)	(738,800)	(1,504,500)	(1,104,100)	(52,290,140)	(102,792,200)
Infrastructure Funding Deficit													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast
Public Works - Wastewater

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Project Expenditures													
Public Works - Wastewater													
Collection Wastewater													
System Expansion Wastewater													
411024 BB Trunk Main from Inveraray Crt to MR 118													1,569,200
411025 BB Trunk Main Sellens N													1,539,000
411026 BB Trunk Main MR 4 from Meadow to Sellens													845,000
411027 HV North End Servicing													1,539,000
413155 GH STP Inlet Sewer										350,000		350,000	
Total System Expansion Wastewater										350,000		350,000	5,492,200
Pumping Station Large													
413016 BB Royal Muskoka SPS	94,900												
413043 PS SPS #2	205,600												
413047 PS SPS #1	221,500												
413051 HV Ferguson Rd SPS Expansion													603,500
413052 HV Hodges Lane SPS Expansion													3,379,900
413087 HV Ferguson Rd SPS #12 Upgrade	356,700	110,000										110,000	
413092 HV Coveside Dr SPS Expansion													4,224,800
413094 HV Coveside Dr SPS Forcemain													1,810,600
413096 GH Repl Generator at Taboo SPS						181,000						181,000	
413098 GH Taboo SPS Expansion													3,621,300
413105 HV Hodges Lane SPS Upgrade	1,933,400	200,000										200,000	
413107 BB Replace Generator & 4th Pump at Dill St				289,520								289,520	
413108 BB Replace Dehumidifier at Dill St	54,900												
413122 PC West St SPS Upgrades													103,600
413123 MT Beech Ave SPS Rehab													103,600
413131 HV Twin Hodges PS Forcemain Future			502,000	511,500								1,013,500	639,800
413143 HV Coveside SPS Replace Grinder	50,000												
413146 BB MacArthur SPS Rehab									59,800			59,800	
413147 GH James St SPS Grinder Rehab	122,400												
413148 BB Clearbrook SPS Upgrades									89,600			89,600	
413151 Caroline Pumping Station Expansion	500,000												
413153 PC West St. SPS Expansion for Development		24,480	249,700									274,180	
413171 HV Twin Hodges PS Forcemain 2022		492,600										492,600	
413184 GH Caroline SPS Expansion for Development 2022		100,000										100,000	
Total Pumping Station Large	3,539,400	927,080	751,700	801,020		181,000			149,400			2,810,200	14,487,100
Pumping Station Small													
413025 GH WTP SPS						120,700						120,700	
413040 HV Crescent Bay SPS #28				69,800								69,800	
413044 PS SPS #3	187,600												
413081 GH Wagner St SPS	11,000	72,800										72,800	
413102 HV Electrical Upgrades Various SPS Future				69,800								69,800	
413109 HV SPS #16 Hidden Valley Pump Repl	102,800												
413111 HV Princess St SPS #1 Pump Repl	76,800												

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast

Run Date: 21/10/21 1:28 PM

Public Works - Wastewater

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
413112 HV Deerhurst SPS #20		5,600	62,700									68,300	
413118 BB Milton St SPS Repl Life Cycle	70,100												
413127 PC Medora SPS Rehab	71,400												
413128 MT Curling Club SPS Rehab													87,600
413138 HV Coveside SPS Roof					51,700							51,700	
413139 HV Electrical Upgrades Various SPS	75,300												
413141 BB Ridge Valley SPS													84,500
413145 HV SPS #17 Raise MH's Utilize Stn Capacity	50,000												
413149 BB Sherwood SPS Rehab		31,200										31,200	
413150 BB Wharf Rd SPS Rehab									59,800			59,800	
413152 PC SPS Expansion for Development		12,240	124,800									137,040	
413159 BB Minor SPS PLC Communications		110,000	100,000									210,000	
413167 HV Birchcliff Pumps and Pipe Replacement		55,000										55,000	
413172 HV Electrical Upgrades Various SPS 2022		67,200										67,200	
Total Pumping Station Small	645,000	354,040	287,500	139,600	51,700	120,700			59,800			1,013,340	172,100
Replacements/Upgrade Wastewater													
411065 BB Repl/Reline Bird & Richard from Taylor to Wood	493,900	450,000										450,000	
411066 BB Svc Trans Taylor from Woodchester to Toronto					22,000	89,600						111,600	
411067 GH David from First to Muskoka Repl	268,900												
411081 HV Main St from Lorne to Brunel	2,267,200												
411085 GH David from First to Bethune Repl	264,000												
411099 PC FM West St SPS to Medora		100,000	100,000	800,000								1,000,000	
411105 GH Brock St from First to Bethune Repl		354,500										354,500	
411122 GH Kelly from Hahne Ease N to Pinedale Rd			10,000	265,900								275,900	
411124 HV Anthony Court Sewer Repl (G36-G35) 42m	95,000												
411127 HV Hwy 60 Sewer Repl (N113-N60) 300m							48,700	863,900				912,600	
411130 HV Main St W Sewer Repl Yonge to Walter 250m										28,000	427,800	455,800	
411131 HV Chaffey Twp Rd Sewer Repl (N159-N14) 140m	151,300												
411132 HV Princess St Sewer Repl			17,100	273,200								290,300	
411156 GH MH Repl at MR 18 and James St		19,500	250,000									269,500	
411173 BB Manitoba St (Taylor to Ida) Repl 400m	11,802							757,400				757,400	
411175 BB Manitoba St (Ida to Monck) Repl 565m							22,500	1,148,800				1,171,300	
411177 BB Pine St (Maple to #55) Repl 360m					22,100	608,100						630,200	
411178 BB Hiram St (McDonald to Ann) Repl 265m		21,600	552,000									573,600	
411179 BB Toronto St (Taylor to Vel Dor) Repl 200m													414,500
411180 BB Maple St (Pine to Sadler) Repl 400m					37,900	495,500						533,400	
411181 BB Holditch St (E1 - E328) Repl 155m									16,200	165,600		181,800	
411182 BB Quebec St (E268 to Victoria St) Repl 310m					23,000	468,700						491,700	
411183 BB Woodward St (Taylor to Front, Gow and Alice) 6				43,300	783,900							827,200	
411184 BB Spencer St (Dill to #33) Repl 225m				350,000								350,000	
411185 BB James St (Ida to Chub Downey) 360m				400,000								400,000	
411186 BB Manitoba St (Taylor to Chancery Ln) 100m								192,700				192,700	
411187 BB Taylor Rd (Front to Willow) 75m	168,000			773,000								773,000	
411191 HV River St Sewer Repl 200m	239,000												

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast
Public Works - Wastewater

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
411204 BB Repl Woodchester Richard to #25 (150 VC)	215,000												
411205 GH Bishop Fourth to Fifth (GHSAN0496 + MH)	143,000	75,000										75,000	
411206 GH Bay St Cherokee Ln to First St	45,000	1,300,500										1,300,500	
411209 HV West Rd Sewer D59-D68										40,000	460,000	500,000	
411222 GH Fernwood from Pratt to Fernwood SPS													256,700
411223 GH Cherokee Ln P15-P19		21,200	213,200									234,400	
411226 PC West End Development Capacity Upgrades		204,000	2,028,800									2,232,800	
411227 GH Greavette St. Sanitary Sewer 114M to Issac										41,000	216,300	257,300	
411228 BB Sewer River St. C149 to SPS due surcharge 77r										119,500		119,500	243,800
411229 BB Sewer Quebec & Wellington Sanitary-MH E296-					37,900	298,100						336,000	
413160 BB Manitoba St Sewer Size Increase		18,000										18,000	
Total Replacements/Upgrade Wastewater	4,362,102	2,564,300	3,171,100	2,905,400	926,800	1,960,000	71,200	2,962,800	16,200	394,100	1,104,100	16,076,000	915,000
Rehabilitation Wastewater													
411036 HV Various Sewer Rehabilitation Future													2,414,200
411038 BB Various Sewer Rehabilitation Future													3,259,200
411050 GH Fairview Dr Reline 19 lateral tees/svcs													362,100
411054 GH Park Ln Reline 19 lateral tees/svcs													362,100
411062 BB Repl Front from Taylor to Woodward			52,000	780,300								832,300	
411069 PC Various Sewer Rehabilitation Future	54,900		57,000	58,100	59,200	60,300	61,400	62,600	63,900	65,000		487,500	543,200
411070 GH Various Sewer Rehabilitation Future													3,259,200
411106 GH Second St Ease from Royal to Phillip										247,200		247,200	
411134 HV Fairyview Sewer (N37-N35-N42) 155m			11,400	162,700								174,100	
411135 HV Various Sewer Reline	451,852												
411151 HV Sewer Lateral Repairs Future				77,000		80,100		83,300				240,400	466,100
411152 HV West Rd Lateral Repairs (Pine Glen School)				79,500								79,500	
411155 BALA Sewer Rehab	76,400						100,500					100,500	
411161 BB Chubb Downey Sewer Repl C65-C62 100m	5,200	150,900										150,900	
411211 BB Reline Dill St E2-E51 320m			375,000									375,000	
411212 GH David St - Third to Bethune Repl 130m	165,000	450,000										450,000	
411213 PC Various Sewer Rehabilitation 2020	53,900												
411214 HV Sewer Lateral Repairs 2020	67,000												
413168 HV Deerhurst Drive		1,015,000										1,015,000	
413173 PC Various Sewer Rehabilitation 2022		56,000										56,000	
413174 HV Sewer Lateral Repairs 2022		75,000										75,000	
Total Rehabilitation Wastewater	874,252	1,746,900	495,400	1,157,600	59,200	140,400	161,900	145,900	63,900	312,200		4,283,400	10,666,100
Total Collection Wastewater	**9,420,754**	**5,592,320**	**4,705,700**	**5,003,620**	**1,037,700**	**2,402,100**	**233,100**	**3,108,700**	**289,300**	**1,056,300**	**1,104,100**	**24,532,940**	**31,732,500**
Treatment Wastewater													
Plant Wastewater													
412018 BALA STP Upgrade	3,192,200												
412020 BB Lagoon Lane STP Headworks	9,624,800												
412021 GH STP Expansion													24,141,900
412052 BALA STP UV System Replacement													241,400
412053 PS STP UV System Replacement													241,400
412069 HV GP Upgrade Future								7,000,000				7,000,000	

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast

Run Date: 21/10/21 1:28 PM

Public Works - Wastewater

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
412076 BAYS STP Roof Repl (Shingles to Steel)	172,500												
412077 BAYS STP Flat Roof Repl				58,100								58,100	
412078 HV GP STP Roof Repl	109,600												
412084 HV GP STP Centrifuge Repl													609,500
412086 HV GP STP HVAC		167,900										167,900	
412092 BB Lagoon Lane Membrane Repl			2,053,500									2,053,500	
412101 PS STP Upgrade Future													6,035,500
412103 GH Grinder & Pump Rehab Future	55,000		55,000		60,000		62,400		64,900			242,300	350,000
412111 HV GP STP Lagoon Cleaning Future													75,000
412117 MT STP Upgrade	79,600	114,100	730,600									844,700	
412119 PC Medora Membrane Repl													1,219,000
412120 PC Medora Membrane Roof Repl		74,100										74,100	
412136 GH Beach Rd STP Centrifuge Replacement				500,000								500,000	
412137 PC Medora Headworks Monorail			30,000	150,000								180,000	
412142 MT Grinder Replacement Future					36,400							36,400	80,500
412143 BB Lagoon Lane Standby Power	700,000	300,000										300,000	
412144 GH Beach Rd STP Process & Efficiency	998,600	2,900,000										2,900,000	
412145 BB Lagoon Lane Biosolids Strategy Implementation													32,000,000
412146 GH STP Alum Tank Liners		26,000										26,000	
412150 PC Septage Receiving Upgrades		50,000	348,500									398,500	
412151 MT Filter Rehab		152,000	750,000									902,000	
412152 BB Lagoon Ln Replace Fine Screen Lower Bearings			83,200									83,200	
412153 BB Lagoon Ln MBR Roof Replacement										448,200		448,200	
413161 BB Lagoon Lane Pumps		50,000										50,000	
413165 Bala STP Inlet		50,000										50,000	
Total Plant Wastewater	14,932,300	3,884,100	4,050,800	708,100	96,400		62,400	7,000,000	64,900	448,200		16,314,900	64,994,200
Mountview/Golden Pheasant													
412066 HV GP Upgrade to Receive MV Phase I	20,333,000	500,000										500,000	
412067 HV Forcemain from MV to GP Phase I	18,392,000	1,800,000										1,800,000	
412155 HV Outfall Studies & Construction	12,650,000	1,200,000										1,200,000	
413170 Sanitary Sewer Repairs MV FM Route		200,000										200,000	
Total Mountview/Golden Pheasant	51,375,000	3,700,000										3,700,000	
Scada													
412072 DMM SCADA Upgrades Future			516,000	525,000	487,100							1,528,100	603,500
412099 GH STP Control Logics Upgrade from PLC5	850,000												
412105 BAYS SLC to Compact Logics						200,000						200,000	
412114 BALA STP Control Logics Upgrade from PLC5	400,000												
412118 MT STP Control Logics Upgrade from PLC5	312,000												
412154 DMM SCADA Upgrades 2021	150,000												
413121 HV SLC to Compact Logics Conversion Stns 1,10,1	150,000												
413157 GH Beaver Creek PLC						175,000						175,000	
413175 DMM SCADA Upgrdes 2022		557,000										557,000	
Total Scada	1,862,000	557,000	516,000	525,000	487,100	375,000						2,460,100	603,500
Total Treatment Wastewater	**68,169,300**	**8,141,100**	**4,566,800**	**1,233,100**	**583,500**	**375,000**	**62,400**	**7,000,000**	**64,900**	**448,200**		**22,475,000**	**65,597,700**

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast
Public Works - Wastewater

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Non-Tangible Capital Wastewater													
Studies Wastewater													
413156 DMM Standby Power Fuel Inventory		25,000										25,000	
413158 DMM Switchgear Assessments		125,000	125,000	125,000								375,000	
413164 DMM Wastewater Facilities Security		50,000	150,000	100,000								300,000	
419001 DMM Asset Management Plan Future	54,900				59,200							59,200	120,700
419004 DMM Inflow/Infiltration Studies	70,000												
419005 DMM Asset Management Plan 2016	50,000												
419009 DMM Green House Gas Inventory & Reduction Stra	135,000												
419010 DMM Wastewater Servicing Master Plan	150,000												
Total Studies Wastewater	459,900	200,000	275,000	225,000	59,200							759,200	120,700
Repairs and Maintenance													
411032 BB MH Repairs Future	98,900		114,100	116,300	118,500	120,800	123,200	125,700	128,200			846,800	845,000
411034 HV MH Repairs Future	98,900		114,100	116,300	118,500	120,800	123,200	125,700	128,200			846,800	845,000
411040 GH MH Repairs 2021	109,900												
411141 BALA MH Repairs Future				87,200		90,500						177,700	603,500
411142 PS MH Repairs Future				87,200		90,500		94,200				271,900	603,500
411154 PC MH Repairs Future				87,200		90,500		94,200				271,900	603,500
411170 HV ARV Repl ARI	215,000												
411216 HV MH Repairs 2020	91,600												
411218 BALA MH Repairs 2020	80,900												
411219 PS MH Repairs 2020	53,900												
411220 PC MH Repairs 2020	53,900												
411225 BB James St Parts Shop Upgrades	153,000												
411231 GH MH Repairs Futures			114,100	116,300	118,500	120,800	123,200	125,700	128,200			846,800	875,100
412027 HV Centrifuge Overhaul Future			57,100									57,100	181,100
412028 HV STP Clean Digesters Future													241,400
412081 GH STP Clean Digesters Future													241,400
412087 HV GP STP Gas Detection System Repl	31,200												
412089 HV STP Valve and Actuators Repl	42,000												
412098 HV STP Grinder Repl Future					35,500							35,500	
412109 BAYS Blower & VFD Repl	75,000												
412110 BAYS UV Repl		102,000										102,000	
412125 HV Centrifuge Replacement 2018	451,900												
412138 BAYS Grinder	25,000												
412139 HV STP Equip Lifecycle & Railings	230,000												
412149 GH STP Flowmeters	20,000	25,500										25,500	
413078 DMM - Variable Drives Future	54,900		57,000		59,200		61,600					177,800	301,800
413132 HV Hodges Lane SPS Roof	31,800												
413133 HV Princess SPS Roof		37,900										37,900	
413142 HV Wetwell Access Ferguson & Coveside	150,000												
413162 BB Collection Steamer		20,000										20,000	
413163 GH Collection Vac Trailer		50,000										50,000	
413169 Veteran's Way Sewer Repairs		70,000										70,000	

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast

Public Works - Wastewater

Run Date: 21/10/21 1:28 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
413176 BB MH Repairs 2022		100,800										100,800	
413177 HV MH Repairs 2022		100,800										100,800	
413178 GH MH Repairs 2022		112,000										112,000	
413179 PS MH Repairs 2022		84,000										84,000	
413180 PC MH Repairs 2022		84,000										84,000	
413181 HV STP Clean Digesters 2022		112,000										112,000	
413182 HV STP Grinder Repl 2022		33,600										33,600	
413183 GH Centrifuge Overhaul Future				58,100								58,100	
Total Repairs and Maintenance	2,067,800	932,600	456,400	668,600	450,200	633,900	431,200	565,500	384,600			4,523,000	5,341,300
Total Non-Tangible Capital Wastewater	**2,527,700**	**1,132,600**	**731,400**	**893,600**	**509,400**	**633,900**	**431,200**	**565,500**	**384,600**			**5,282,200**	**5,462,000**
Close Once Final Transactions Posted Wastewater	**2,190,089**												
Total Public Works - Wastewater	**82,307,843**	**14,866,020**	**10,003,900**	**7,130,320**	**2,130,600**	**3,411,000**	**726,700**	**10,674,200**	**738,800**	**1,504,500**	**1,104,100**	**52,290,140**	**102,792,200**
Total Project Expenditures	**82,307,843**	**14,866,020**	**10,003,900**	**7,130,320**	**2,130,600**	**3,411,000**	**726,700**	**10,674,200**	**738,800**	**1,504,500**	**1,104,100**	**52,290,140**	**102,792,200**
Project Financing													
Financing From Own Funds	**(59,713,715)**	**(10,765,220)**	**(8,774,336)**	**(4,442,030)**	**(1,037,067)**	**(2,334,200)**	**(726,700)**	**(8,768,000)**	**(738,800)**	**(1,056,300)**	**(216,300)**	**(38,858,953)**	**(101,868,800)**
Debentures													
Grants	**(22,594,128)**	**(4,100,800)**	**(1,229,564)**	**(2,688,290)**	**(1,093,533)**	**(1,076,800)**		**(1,906,200)**		**(448,200)**	**(887,800)**	**(13,431,187)**	**(923,400)**
External Sources													
Total Project Financing	**(82,307,843)**	**(14,866,020)**	**(10,003,900)**	**(7,130,320)**	**(2,130,600)**	**(3,411,000)**	**(726,700)**	**(10,674,200)**	**(738,800)**	**(1,504,500)**	**(1,104,100)**	**(52,290,140)**	**(102,792,200)**
Infrastructure Funding Deficit													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

2022 Draft Rate Supported Operating Budget and 2022 Draft Capital Budget and Forecast

Sources of Financing

INDEX

Reserve Funds

Grants

Wastewater Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**20,351,514**	**2,689,235**	**388,494**	**745,283**	**2,308,049**	**7,314,138**	**11,855,747**	**18,137,588**	**24,021,462**	**31,585,472**	**40,291,760**	**49,936,547**
Capital Project Commitments												
Capital Project Commitments												
130113 Asset Management System	(150,865)											
411026 BB Trunk Main MR 4 from Meadow to Sellens												(422,500)
411027 HV North End Servicing												(769,500)
411032 BB MH Repairs Future	(98,900)		(114,100)	(116,300)	(118,500)	(120,800)	(123,200)	(125,700)	(128,200)			(845,000)
411034 HV MH Repairs Future	(98,900)		(114,100)	(116,300)	(118,500)	(120,800)	(123,200)	(125,700)	(128,200)			(845,000)
411036 HV Various Sewer Rehabilitation Future												(2,414,200)
411038 BB Various Sewer Rehabilitation Future												(3,259,200)
411040 GH MH Repairs 2021	(109,900)											
411050 GH Fairview Dr Reline 19 lateral tees/svcs												(120,700)
411065 BB Repl/Reline Bird & Richard from Taylor to Woc	(493,900)	(450,000)										
411066 BB Svc Trans Taylor from Woodchester to Toront					(22,000)	(89,600)						
411067 GH David from First to Muskoka Repl	(268,900)											
411069 PC Various Sewer Rehabilitation Future	(54,900)		(57,000)	(58,100)	(59,200)	(60,300)	(61,400)	(62,600)	(63,900)	(65,000)		(543,200)
411070 GH Various Sewer Rehabilitation Future												(3,259,200)
411081 HV Main St from Lorne to Brunel	(92,412)											
411085 GH David from First to Bethune Repl	(31,200)											
411124 HV Anthony Court Sewer Repl (G36-G35) 42m	(91,717)											
411126 HV Earl's Rd Sewer Repl 330m	(55,100)											
411127 HV Hwy 60 Sewer Repl (N113-N60) 300m							(48,700)	(863,900)				
411130 HV Main St W Sewer Repl Yonge to Walter 250m										(28,000)		
411131 HV Chaffey Twp Rd Sewer Repl (N159-N14) 140r	(151,300)											
411132 HV Princess St Sewer Repl			(17,100)									
411134 HV Fairyview Sewer (N37-N35-N42) 155m			(11,400)	(162,700)								
411141 BALA MH Repairs Future				(87,200)		(90,500)						(603,500)
411142 PS MH Repairs Future				(87,200)		(90,500)		(94,200)				(603,500)
411151 HV Sewer Lateral Repairs Future				(77,000)		(80,100)		(83,300)				(466,100)
411152 HV West Rd Lateral Repairs (Pine Glen School)				(79,500)								
411154 PC MH Repairs Future				(87,200)		(90,500)		(94,200)				(603,500)
411155 BALA Sewer Rehab	(76,400)						(100,500)					
411161 BB Chubb Downey Sewer Repl C65-C62 100m	(5,200)	(150,900)										
411170 HV ARV Repl ARI	(174,461)											
411175 BB Manitoba St (Ida to Monck) Repl 565m							(22,500)					

Wastewater Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
411177 BB Pine St (Maple to #55) Repl 360m					(22,100)							
411178 BB Hiram St (McDonald to Ann) Repl 265m		(21,600)										
411179 BB Toronto St (Taylor to Vel Dor) Repl 200m												(414,500)
411180 BB Maple St (Pine to Sadler) Repl 400m					(37,900)	(495,500)						
411181 BB Holditch St (E1 - E328) Repl 155m									(16,200)	(165,600)		
411182 BB Quebec St (E268 to Victoria St) Repl 310m					(23,000)							
411184 BB Spencer St (Dill to #33) Repl 225m				(350,000)								
411185 BB James St (Ida to Chub Downey) 360m				(400,000)								
411186 BB Manitoba St (Taylor to Chancery Ln) 100m								(192,700)				
411187 BB Taylor Rd (Front to Willow) 75m	(146,467)			(773,000)								
411204 BB Repl Woodchester Richard to #25 (150 VC)	(215,000)											
411205 GH Bishop Fourth to Fifth (GHSAN0496 + MH)	(143,000)	(75,000)										
411206 GH Bay St Cherokee Ln to First St	(45,000)											
411209 HV West Rd Sewer D59-D68										(40,000)		
411211 BB Reline Dill St E2-E51 320m			(375,000)									
411212 GH David St - Third to Bethune Repl 130m	(165,000)											
411213 PC Various Sewer Rehabilitation 2020	(53,900)											
411214 HV Sewer Lateral Repairs 2020	(52,742)											
411216 HV MH Repairs 2020	(85,283)											
411218 BALA MH Repairs 2020	(80,900)											
411219 PS MH Repairs 2020	(53,900)											
411220 PC MH Repairs 2020	(53,900)											
411221 HV King William from Bridge to Scott St	(75,355)											
411222 GH Fernwood from Pratt to Fernwood SPS												(256,700)
411223 GH Cherokee Ln P15-P19		(21,200)	(213,200)									
411225 BB James St Parts Shop Upgrades	(153,000)											
411227 GH Greavette St. Sanitary Sewer 114M to Issac										(41,000)	(216,300)	
411231 GH MH Repairs Futures			(114,100)	(116,300)	(118,500)	(120,800)	(123,200)	(125,700)	(128,200)			(875,100)
412018 BALA STP Upgrade	(172,900)											
412026 PS STP Upgrade	10,222											
412028 HV STP Clean Digesters Future												(241,400)
412052 BALA STP UV System Replacement												(241,400)
412053 PS STP UV System Replacement												(241,400)
412066 HV GP Upgrade to Receive MV Phase I	56,678											
412067 HV Forcemain from MV to GP Phase I	(759,010)	(1,080,000)										
412072 DMM SCADA Upgrades Future			(148,236)	(150,160)	(80,047)							(482,800)

Wastewater Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
412076 BAYS STP Roof Repl (Shingles to Steel)	(172,500)											
412077 BAYS STP Flat Roof Repl				(58,100)								
412078 HV GP STP Roof Repl	(109,600)											
412084 HV GP STP Centrifuge Repl												(609,500)
412086 HV GP STP HVAC		(167,900)										
412087 HV GP STP Gas Detection System Repl	(31,200)											
412089 HV STP Valve and Actuators Repl	(42,000)											
412091 BAYS STP Chemical Feed	(10,384)											
412092 BB Lagoon Lane Membrane Repl			(1,053,500)									
412098 HV STP Grinder Repl Future					(35,500)							
412099 GH STP Control Logics Upgrade from PLC5	(850,000)											
412101 PS STP Upgrade Future												(4,888,755)
412103 GH Grinder & Pump Rehab Future	(55,000)		(55,000)		(60,000)		(62,400)		(64,900)			(350,000)
412105 BAYS SLC to Compact Logics						(200,000)						
412109 BAYS Blower & VFD Repl	(71,726)											
412110 BAYS UV Repl		(102,000)										
412111 HV GP STP Lagoon Cleaning Future												(75,000)
412114 BALA STP Control Logics Upgrade from PLC5	(400,000)											
412117 MT STP Upgrade	(79,600)	(114,100)	(730,600)									
412119 PC Medora Membrane Repl												(1,219,000)
412120 PC Medora Membrane Roof Repl		(74,100)										
412133 HV STP Grinder Repl 2019	(32,258)											
412135 BB Lagoon Ln SCADA Hardware/Software Updat	(67,041)											
412136 GH Beach Rd STP Centrifuge Replacement				(500,000)								
412137 PC Medora Headworks Monorail			(30,000)	(150,000)								
412138 BAYS Grinder	(25,000)											
412139 HV STP Equip Lifecycle & Railings	(204,829)											
412140 DMM SCADA Upgrades 2020	(50,000)											
412142 MT Grinder Replacement Future					(36,400)							(80,500)
412143 BB Lagoon Lane Standby Power	(700,000)	(300,000)										
412144 GH Beach Rd STP Process & Efficiency	(996,251)											
412145 BB Lagoon Lane Biosolids Strategy Implementatio												(32,000,000)
412146 GH STP Alum Tank Liners		(26,000)										
412148 BB Lagoon Lane & GH STP VFD	(26,897)											
412149 GH STP Flowmeters	(20,000)	(25,500)										
412150 PC Septage Receiving Upgrades		(50,000)	(348,500)									

Wastewater Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
412151 MT Filter Rehab		(152,000)	(750,000)									
412152 BB Lagoon Ln Replace Fine Screen Lower Bearin			(83,200)									
412154 DMM SCADA Upgrades 2021	(150,000)											
412155 HV Outfall Studies & Construction	(9,918,700)	(1,200,000)										
413044 PS SPS #3	(16,200)											
413078 DMM - Variable Drives Future	(54,900)		(57,000)		(59,200)		(61,600)					(301,800)
413081 GH Wagner St SPS	(11,000)	(72,800)										
413096 GH Repl Generator at Taboo SPS						(181,000)						
413102 HV Electrical Upgrades Various SPS Future				(69,800)								
413105 HV Hodges Lane SPS Upgrade	(909,908)	(200,000)										
413107 BB Replace Generator & 4th Pump at Dill St				(289,520)								
413108 BB Replace Dehumidifier at Dill St	(54,900)											
413109 HV SPS #16 Hidden Valley Pump Repl	(50,462)											
413111 HV Princess St SPS #1 Pump Repl	(76,800)											
413112 HV Deerhurst SPS #20		(5,600)	(62,700)									
413121 HV SLC to Compact Logics Conversion Stns 1,10	(150,000)											
413122 PC West St SPS Upgrades												(103,600)
413123 MT Beech Ave SPS Rehab												(103,600)
413132 HV Hodges Lane SPS Roof	(31,800)											
413133 HV Princess SPS Roof		(37,900)										
413138 HV Coveside SPS Roof					(51,700)							
413139 HV Electrical Upgrades Various SPS	(75,300)											
413142 HV Wetwell Access Ferguson & Coveside	(150,000)											
413143 HV Coveside SPS Replace Grinder	(50,000)											
413145 HV SPS #17 Raise MH's Utilize Stn Capacity	(50,000)											
413146 BB MacArthur SPS Rehab									(59,800)			
413147 GH James St SPS Grinder Rehab	(122,400)											
413148 BB Clearbrook SPS Upgrades									(89,600)			
413149 BB Sherwood SPS Rehab		(31,200)										
413150 BB Wharf Rd SPS Rehab									(59,800)			
413152 PC SPS Expansion for Development		(12,240)	(124,800)									
413156 DMM Standby Power Fuel Inventory		(25,000)										
413157 GH Beaver Creek PLC						(175,000)						
413158 DMM Switchgear Assessments		(125,000)	(125,000)	(125,000)								
413159 BB Minor SPS PLC Communications		(110,000)	(100,000)									
413161 BB Lagoon Lane Pumps		(50,000)										

Wastewater Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
413162 BB Collection Steamer		(20,000)										
413163 GH Collection Vac Trailer		(50,000)										
413164 DMM Wastewater Facilities Security		(50,000)	(150,000)	(100,000)								
413165 Bala STP Inlet		(50,000)										
413167 HV Birchcliff Pumps and Pipe Replacement		(55,000)										
413168 HV Deerhurst Drive		(1,015,000)										
413169 Veteran's Way Sewer Repairs		(70,000)										
413170 Sanitary Sewer Repairs MV FM Route		(200,000)										
413172 HV Electrical Upgrades Various SPS 2022		(67,200)										
413173 PC Various Sewer Rehabilitation 2022		(56,000)										
413174 HV Sewer Lateral Repairs 2022		(75,000)										
413175 DMM SCADA Upgrdes 2022		(445,600)										
413176 BB MH Repairs 2022		(100,800)										
413177 HV MH Repairs 2022		(100,800)										
413178 GH MH Repairs 2022		(112,000)										
413179 PS MH Repairs 2022		(84,000)										
413180 PC MH Repairs 2022		(84,000)										
413181 HV STP Clean Digesters 2022		(112,000)										
413182 HV STP Grinder Repl 2022		(33,600)										
419001 DMM Asset Management Plan Future	(54,900)				(59,200)							(120,700)
419004 DMM Inflow/Infiltration Studies	(52,815)											
419005 DMM Asset Management Plan 2016	(46,856)											
419009 DMM Green House Gas Inventory & Reduction St	(41,824)											
450142 Bylaw Enforcement Truck		(5,088)										
Total Capital Project Commitments	(20,155,563)	(7,466,128)	(4,834,536)	(3,953,380)	(901,747)	(1,915,400)	(726,700)	(1,768,000)	(738,800)	(339,600)	(216,300)	(57,360,855)
Total Capital Project Commitments	**(20,155,563)**	**(7,466,128)**	**(4,834,536)**	**(3,953,380)**	**(901,747)**	**(1,915,400)**	**(726,700)**	**(1,768,000)**	**(738,800)**	**(339,600)**	**(216,300)**	**(57,360,855)**
Transfers Out												
Transfer DC Shortfall												(4,972,793)
Total Transfers Out												**(4,972,793)**
Total Expenditures Against Reserve Fund	**(20,155,563)**	**(7,466,128)**	**(4,834,536)**	**(3,953,380)**	**(901,747)**	**(1,915,400)**	**(726,700)**	**(1,768,000)**	**(738,800)**	**(339,600)**	**(216,300)**	**(62,333,648)**
Transfers In												
Contributions from Revenue Fund	2,303,216	4,882,817	5,175,786	5,486,334	5,815,514	6,164,444	6,534,311	6,926,370	7,341,952	7,782,469	8,249,417	115,257,908
Sale of Land and Assets		175,000										

Wastewater Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Total Transfers In	**2,303,216**	**5,057,817**	**5,175,786**	**5,486,334**	**5,815,514**	**6,164,444**	**6,534,311**	**6,926,370**	**7,341,952**	**7,782,469**	**8,249,417**	**115,257,908**
Closing Balance before Investment Income	**2,499,167**	**280,924**	**729,744**	**2,278,237**	**7,221,816**	**11,563,182**	**17,663,358**	**23,295,958**	**30,624,614**	**39,028,341**	**48,324,877**	**102,860,807**
Investment Income	190,069	107,569	15,540	29,811	92,322	292,566	474,230	725,504	960,858	1,263,419	1,611,670	1,997,462
Closing Balance	**2,689,236**	**388,493**	**745,284**	**2,308,048**	**7,314,138**	**11,855,748**	**18,137,588**	**24,021,462**	**31,585,472**	**40,291,760**	**49,936,547**	**104,858,269**

Wastewater DC

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**3,927,930**	**16,940**			**783,414**	**1,823,594**	**2,742,602**	**4,184,429**	**(1)**	**1,332,122**	**2,248,030**	**3,670,075**
Capital Project Commitments												
Capital Project Commitments												
411027 HV North End Servicing												(519,388)
411221 HV King William from Bridge to Scott St	20,436											
411226 PC West End Development Capacity Upgrades		(204,000)	(2,028,800)									
411228 BB Sewer River St. C149 to SPS due surcharge 7										(119,500)		(243,800)
411229 BB Sewer Quebec & Wellington Sanitary-MH E29					(37,900)	(298,100)						
412020 BB Lagoon Lane STP Headworks	(1,218,463)											
412021 GH STP Expansion												(13,427,945)
412026 PS STP Upgrade	9,470											
412067 HV Forcemain from MV to GP Phase I	(4,962,560)	(720,000)										
412069 HV GP Upgrade Future								(4,724,776)				
412072 DMM SCADA Upgrades Future			(103,200)	(105,000)	(97,420)							(120,700)
412101 PS STP Upgrade Future												(1,146,745)
413051 HV Ferguson Rd SPS Expansion												(407,343)
413052 HV Hodges Lane SPS Expansion												(2,281,324)
413090 BB Ridge Valley SPS	(9,362)											
413098 GH Taboo SPS Expansion												(2,014,200)
413131 HV Twin Hodges PS Forcemain Future			(170,680)	(173,910)								(217,532)
413141 BB Ridge Valley SPS												(33,800)
413151 Caroline Pumping Station Expansion	(500,000)											
413153 PC West St. SPS Expansion for Development		(24,480)	(249,700)									
413154 GH Caroline SPS Expansion for Development 202		(100,000)										
413155 GH STP Inlet Sewer										(350,000)		
413160 BB Manitoba St Sewer Size Increase		(18,000)										
413171 HV Twin Hodges PS Forcemain 2022		(167,484)										
413175 DMM SCADA Upgrdes 2022		(111,400)										
413184 GH Caroline SPS Expansion for Development 202		(100,000)										
419009 DMM Green House Gas Inventory & Reduction St	(40,736)											
419010 DMM Wastewater Servicing Master Plan	(150,000)											
Total Capital Project Commitments	(6,851,215)	(1,445,364)	(2,552,380)	(278,910)	(135,320)	(298,100)		(4,724,776)		(469,500)		(20,412,777)
Total Capital Project Commitments	**(6,851,215)**	**(1,445,364)**	**(2,552,380)**	**(278,910)**	**(135,320)**	**(298,100)**		**(4,724,776)**		**(469,500)**		**(20,412,777)**
Transfers Out												

Wastewater DC

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Transfer Post Period Benefit	(4,347,267)	(78,816)	(80,320)	(81,840)				(2,275,224)				(21,980,268)
Total Transfers Out	**(4,347,267)**	**(78,816)**	**(80,320)**	**(81,840)**				**(2,275,224)**				**(21,980,268)**
Total Expenditures Against Reserve Fund	**(11,198,482)**	**(1,524,180)**	**(2,632,700)**	**(360,750)**	**(135,320)**	**(298,100)**		**(7,000,000)**		**(469,500)**		**(42,393,045)**
Transfers In												
Contributions from Revenue Fund - Development Charges	209,222	1,232,265	1,144,164	1,144,164	1,144,164	1,144,164	1,332,123	1,332,123	1,332,123	1,332,123	1,332,123	13,321,230
DC Debt - Debt Reduction Reserve Fund	6,983,722	274,297	1,488,536					1,316,070				25,254,937
Total Transfers In	**7,192,944**	**1,506,562**	**2,632,700**	**1,144,164**	**1,144,164**	**1,144,164**	**1,332,123**	**2,648,193**	**1,332,123**	**1,332,123**	**1,332,123**	**38,576,167**
Closing Balance before Investment Income	**(77,608)**	**(678)**		**783,414**	**1,792,258**	**2,669,658**	**4,074,725**	**(167,378)**	**1,332,122**	**2,194,745**	**3,580,153**	**(146,803)**
Investment Income	94,548	678			31,337	72,944	109,704	167,377		53,285	89,921	146,803
Closing Balance	**16,940**			**783,414**	**1,823,595**	**2,742,602**	**4,184,429**	**(1)**	**1,332,122**	**2,248,030**	**3,670,074**	

Wastewater Post Period Benefit

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Capital Project Commitments												
Capital Project Commitments												
411024 BB Trunk Main from Inveraray Crt to MR 118												(784,600)
411025 BB Trunk Main Sellens N												(769,500)
411026 BB Trunk Main MR 4 from Meadow to Sellens												(422,500)
411027 HV North End Servicing												(250,112)
412020 BB Lagoon Lane STP Headworks	(1,956,307)											
412021 GH STP Expansion												(10,713,955)
412067 HV Forcemain from MV to GP Phase I	(2,390,960)											
412069 HV GP Upgrade Future								(2,275,224)				
413051 HV Ferguson Rd SPS Expansion												(196,157)
413052 HV Hodges Lane SPS Expansion												(1,098,576)
413092 HV Coveside Dr SPS Expansion												(4,224,800)
413094 HV Coveside Dr SPS Forcemain												(1,810,600)
413098 GH Taboo SPS Expansion												(1,607,100)
413131 HV Twin Hodges PS Forcemain Future			(80,320)	(81,840)								(102,368)
413171 HV Twin Hodges PS Forcemain 2022		(78,816)										
Total Capital Project Commitments	(4,347,267)	(78,816)	(80,320)	(81,840)				(2,275,224)				(21,980,268)
Total Capital Project Commitments	**(4,347,267)**	**(78,816)**	**(80,320)**	**(81,840)**				**(2,275,224)**				**(21,980,268)**
Transfers Out												
Total Transfers Out												
Total Expenditures Against Reserve Fund	**(4,347,267)**	**(78,816)**	**(80,320)**	**(81,840)**				**(2,275,224)**				**(21,980,268)**
Transfers In												
Transfer Post Period Benefit	4,347,267	78,816	80,320	81,840				2,275,224				21,980,268
Total Transfers In	**4,347,267**	**78,816**	**80,320**	**81,840**				**2,275,224**				**21,980,268**
Closing Balance before Investment Income												
Closing Balance												

Sustainable Infrastructure

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**7,276,955**	**740,423**	**684,549**	**468,415**	**79,685**	**1,023,700**	**1,596,275**	**2,731,094**	**2,315,505**	**4,656,261**	**6,642,446**	**8,358,404**
Capital Project Commitments												
Capital Project Commitments												
411050 GH Fairview Dr Reline 19 lateral tees/svcs												(241,400)
411054 GH Park Ln Reline 19 lateral tees/svcs												(362,100)
411062 BB Repl Front from Taylor to Woodward			(52,000)	(780,300)								
411085 GH David from First to Bethune Repl	(232,800)											
411099 PC FM West St SPS to Medora		(100,000)	(100,000)	(800,000)								
411105 GH Brock St from First to Bethune Repl		(354,500)										
411130 HV Main St W Sewer Repl Yonge to Walter 250m											(427,800)	
411173 BB Manitoba St (Taylor to Ida) Repl 400m								(757,400)				
411175 BB Manitoba St (Ida to Monck) Repl 565m								(1,148,800)				
411209 HV West Rd Sewer D59-D68											(460,000)	
412026 PS STP Upgrade	(330,276)											
412066 HV GP Upgrade to Receive MV Phase I	(5,000,587)	(500,000)										
412067 HV Forcemain from MV to GP Phase I	(140,509)											
412153 BB Lagoon Ln MBR Roof Replacement										(448,200)		
413131 HV Twin Hodges PS Forcemain Future			(251,000)	(255,750)								(319,900)
413171 HV Twin Hodges PS Forcemain 2022		(246,300)										
431047 GH Kelly Dr from Hahne Easement North			(23,300)	(260,000)								
431052 GH Reline/Replace Various Cast Iron WM												(3,621,300)
431138 BB Maple St - Pine to Sadler Cl Repl 425m						(550,000)						
431166 GH Bay St Rehab MR 18 to Greavette			(675,000)									
431179 GH Repl MR 169 fr Readman to McPherson Phas						(500,000)						
431183 HV Chaffey St WM Realignment						(204,300)						
431194 BALA Walker St CI Replacement						(292,600)						
432012 HV WTP Phase III	(681,421)											
432015 MT WTP Rehabilitation	(206,736)											
432017 PC WTP Rehabilitation												(4,828,400)
432037 BALA WTP Rehabilitation												(3,618,900)
432039 BB WTP Rehabilitation			(1,140,800)	(310,000)								
434005 GH Repair/Paint Fairview Tower					(960,000)							(724,300)
434012 BAYS Water Tower							(125,000)	(780,300)				
434016 BB Ecclestone Dr Reservoir & PS		(800,000)										
434026 GH Clean Fairview Tower					(177,700)							

Sustainable Infrastructure

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
434034 GH Repair/Paint Beach Road Tower							(965,700)					
Total Capital Project Commitments	(6,592,329)	(2,000,800)	(2,242,100)	(2,406,050)	(1,137,700)	(1,546,900)	(1,090,700)	(2,686,500)		(448,200)	(887,800)	(13,716,300)
Total Capital Project Commitments	**(6,592,329)**	**(2,000,800)**	**(2,242,100)**	**(2,406,050)**	**(1,137,700)**	**(1,546,900)**	**(1,090,700)**	**(2,686,500)**		**(448,200)**	**(887,800)**	**(13,716,300)**
Transfers Out												
Total Transfers Out												
Total Expenditures Against Reserve Fund	**(6,592,329)**	**(2,000,800)**	**(2,242,100)**	**(2,406,050)**	**(1,137,700)**	**(1,546,900)**	**(1,090,700)**	**(2,686,500)**		**(448,200)**	**(887,800)**	**(13,716,300)**
Transfers In												
Federal Gas Tax Rebate		1,915,309	1,998,584	1,998,584	2,078,527	2,078,527	2,161,668	2,161,668	2,248,135	2,248,135	2,338,060	29,193,844
Total Transfers In		**1,915,309**	**1,998,584**	**1,998,584**	**2,078,527**	**2,078,527**	**2,161,668**	**2,161,668**	**2,248,135**	**2,248,135**	**2,338,060**	**29,193,844**
Closing Balance before Investment Income	**684,626**	**654,932**	**441,033**	**60,949**	**1,020,512**	**1,555,327**	**2,667,243**	**2,206,262**	**4,563,640**	**6,456,196**	**8,092,706**	**23,835,948**
Investment Income	55,797	29,617	27,382	18,737	3,187	40,948	63,851	109,244	92,620	186,250	265,698	334,336
Closing Balance	**740,423**	**684,549**	**468,415**	**79,686**	**1,023,699**	**1,596,275**	**2,731,094**	**2,315,506**	**4,656,260**	**6,642,446**	**8,358,404**	**24,170,284**

Environmental

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**14,274,231**	**426,688**	**627,695**	**1,246,669**	**3,733,627**	**6,287,323**	**9,302,433**	**12,768,623**	**14,361,486**	**18,153,147**	**21,912,653**	**26,134,366**
Capital Project Commitments												
Capital Project Commitments												
411024 BB Trunk Main from Inveraray Crt to MR 118												(784,600)
411025 BB Trunk Main Sellens N												(769,500)
411081 HV Main St from Lorne to Brunel	(2,038,255)											
411106 GH Second St Ease from Royal to Phillip										(247,200)		
411135 HV Various Sewer Reline	(451,852)											
411156 GH MH Repl at MR 18 and James St		(19,500)	(250,000)									
411206 GH Bay St Cherokee Ln to First St		(1,300,500)										
411212 GH David St - Third to Bethune Repl 130m		(450,000)										
412018 BALA STP Upgrade	(105,364)											
412020 BB Lagoon Lane STP Headworks	(1,548,492)											
412027 HV Centrifuge Overhaul Future			(57,100)									(181,100)
412040 GH Centrifuge Overhaul 2021												(181,100)
412066 HV GP Upgrade to Receive MV Phase I	(4,597,430)											
412067 HV Forcemain from MV to GP Phase I	21,624											
412081 GH STP Clean Digesters Future												(241,400)
412092 BB Lagoon Lane Membrane Repl			(1,000,000)									
412125 HV Centrifuge Replacement 2018	(75,280)											
413016 BB Royal Muskoka SPS	(88,648)											
413025 GH WTP SPS						(120,700)						
413040 HV Crescent Bay SPS #28				(69,800)								
413043 PS SPS #2	(133,557)											
413044 PS SPS #3	(171,400)											
413045 PS Sewage Influent SPS	(74,841)											
413047 PS SPS #1	(214,377)											
413087 HV Ferguson Rd SPS #12 Upgrade	(338,369)	(110,000)										
413090 BB Ridge Valley SPS	(9,310)											
413105 HV Hodges Lane SPS Upgrade	(973,047)											
413118 BB Milton St SPS Repl Life Cycle	(70,100)											
413127 PC Medora SPS Rehab	(71,400)											
413128 MT Curling Club SPS Rehab												(87,600)
413141 BB Ridge Valley SPS												(50,700)
413183 GH Centrifuge Overhaul Future				(58,100)								

Environmental

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
495009 McLean Upgrade/Expansion			(72,776)	(148,016)	(100,320)							(414,568)
495010 Baxter Upgrade/Expansion Future					(321,024)							(388,696)
495014 Medora Spray Irrigation Expansion	(11,311)	(138,600)	(93,984)									
495017 Receiving Facilities HV Sewage Plant	(1,821,600)											
495018 Receiving Facilities GH Sewage Plant								(2,072,928)				
495021 Mobile Dewatering Equipment	(366,344)											
495022 Watt Rehabilitation Future												(906,928)
495024 Ryde Upgrade/Expansion & Property Future												(673,728)
495025 Stephenson Upgrade	(1,092,156)											
495026 Bracebridge Lagoon Upgrade/Expansion Future												(388,696)
495027 Medora Spray Irrigation Expansion Future												(906,928)
495030 Receiving Facilities MT Sewage Plant												(414,568)
495031 Receiving Facilities BAYS Sewage Plant												(414,568)
495034 Bracebridge Lagoon Upgrade/Expansion	(484,000)	(154,000)										
495035 Stephenson Upgrade Future												(1,062,424)
495039 Stephenson Liner			(54,100)									
495040 Dwight Liner				(55,200)								
495041 Medora Leachate PS Rehab	(25,000)	(150,000)										
495042 Dwight, Stephenson, Baysville Gate Monitor/Upgr	(50,000)											
495043 Stephenson Dewatering Grit System	(300,000)											
495044 Dry Prime Diesel Trash Pump for Dwight,Steph. &	(50,000)											
495045 District Wide Lagoon Cell Decommission		(150,000)	(150,000)	(150,000)	(150,000)	(150,000)						
495046 District Wide Treatment Plant Septage Increase		(50,000)	(150,000)									
495047 PS Septage Received		(100,000)										
495048 12 Mile Receiving			(440,000)									
810043 Review & Analysis - Regional Approach to Septic	(10,782)											
810045 Development Review Software	(75,000)											
Total Capital Project Commitments	(15,226,291)	(2,622,600)	(2,267,960)	(481,116)	(571,344)	(270,700)		(2,072,928)		(247,200)		(7,867,104)
Total Capital Project Commitments	**(15,226,291)**	**(2,622,600)**	**(2,267,960)**	**(481,116)**	**(571,344)**	**(270,700)**		**(2,072,928)**		**(247,200)**		**(7,867,104)**
Transfers Out												
Total Transfers Out												
Total Expenditures Against Reserve Fund	**(15,226,291)**	**(2,622,600)**	**(2,267,960)**	**(481,116)**	**(571,344)**	**(270,700)**		**(2,072,928)**		**(247,200)**		**(7,867,104)**
Transfers In												

Environmental

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Contributions from Revenue Fund	1,376,160	2,806,540	2,861,826	2,918,207	2,975,695	3,034,317	3,094,093	3,155,046	3,217,201	3,280,580	3,345,207	37,299,494
Total Transfers In	**1,376,160**	**2,806,540**	**2,861,826**	**2,918,207**	**2,975,695**	**3,034,317**	**3,094,093**	**3,155,046**	**3,217,201**	**3,280,580**	**3,345,207**	**37,299,494**
Closing Balance before Investment Income	**424,100**	**610,628**	**1,221,561**	**3,683,760**	**6,137,978**	**9,050,940**	**12,396,526**	**13,850,741**	**17,578,687**	**21,186,527**	**25,257,860**	**55,566,756**
Investment Income	2,588	17,068	25,108	49,867	149,345	251,493	372,097	510,745	574,459	726,126	876,506	1,045,375
Closing Balance	**426,688**	**627,696**	**1,246,669**	**3,733,627**	**6,287,323**	**9,302,433**	**12,768,623**	**14,361,486**	**18,153,146**	**21,912,653**	**26,134,366**	**56,612,131**

Water Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**14,283,113**	**3,110,380**	**3,540,104**	**2,328,426**	**2,552,236**	**3,580,857**	**7,004,979**	**10,683,946**	**15,582,180**	**21,770,420**	**27,623,906**	**28,262,202**
Capital Project Commitments												
Capital Project Commitments												
130113 Asset Management System	(150,865)											
431015 BB Taylor Rd Watermain (Toronto to Pine)					(71,400)	(880,000)						
431019 BB Richard from Taylor to Woodchester	(887,300)	(600,000)										
431024 BB Spencer from Andrea to Santa's Village Rd		(25,000)	(50,000)									
431025 BB 128m on Spadina							(28,700)	(159,100)				
431031 GH Old Muskoka from Muskoka Beach to MR 18									(50,000)	(380,000)		
431040 GH Bishop St from Third St to Bethune							(27,000)	(116,500)				
431042 GH Third St from Pinedale Rd to David St							(23,000)	(85,500)				
431043 GH Pinedale Rd from Third St to Bethune							(30,000)	(136,850)				
431044 GH Farquhar from John to Muskoka Rd									(27,600)	(144,000)		
431046 GH Wagner from John to Mary									(15,000)	(185,700)		
431048 GH Sharpe from First St to Muskoka Rd												(250,000)
431049 GH Beach Rd from Brydon Bay to Maple Heights												(603,500)
431061 BALA WM Replacement Weismiller Lumber			(54,900)	(323,900)								
431062 BB Watermain Rehab												(2,414,200)
431063 GH Winewood from Sarah to Muskoka Rd Repl												(543,200)
431064 GH John from Winewood to Wagner						(35,000)	(316,000)					
431065 GH John Esmnt from Wagner to Lorne Reline		(22,400)	(97,000)									
431068 GH Second from Church to Brock Reline		(22,400)	(97,000)									
431069 GH Violet to Kelly to Hahne Easement Reline												(120,700)
431071 HV Watermain Rehab												(2,414,200)
431074 GH Brydon Bay Loop - Gravenhurst												(573,400)
431076 HV North End Servicing	16,778											
431086 GH Brock from First St to Bethune Repl	(230,000)		(218,500)									
431090 GH Fourth & Bishop (75m E & 100m S)	(218,900)	(135,000)										
431093 HV Main St W from Lorne to Bridge WM	(1,626,882)											
431097 PC Armstrong St Extension		(50,000)	(110,000)									
431098 BB Taylor Rd Lat Trans Manitoba to River							(10,000)	(235,000)				
431099 BB Trans Lat Beaumont to PVC & Abandon Cl		(25,000)	(213,000)									
431101 GH Phillip at Railway Crossing												(144,900)
431105 BB Robert St from James St to End	(268,100)											
431107 BB Woodward St from Front to Joseph 271m				(22,400)	(296,600)							

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
431108 GH Lorne St Phase I (Louise St 280m S)	(535,980)	(800,000)										
431118 HV Centre from Cora to Florence (CI Repl 70m)						(11,200)	(102,700)					
431119 HV West St S from Kelly to Townline (CI Repl 135								(16,800)	(199,600)			
431120 HV Main St W from Walter to Ferguson (CI Repl 1									(17,100)	(308,100)		
431121 BB Ida St from Manitoba to James	(150,800)											
431124 GH Veteran's Dr First St to Bethune									(235,900)			
431129 HV Anthony Court 220m CI Repl	(65,330)	(330,000)										
431133 PC Medora St WM Repl				(116,200)	(820,000)							
431134 HV Hidden Valley WM Repl			(109,300)	(111,400)								
431136 HV ARV Conversion/Venting	(150,000)											
431138 BB Maple St - Pine to Sadler CI Repl 425m					(35,000)							
431139 BB Gow St - Woodward to End CI Repl 113m				(10,200)	(127,500)							
431140 BB Mary St - James to End CI Repl 68m	(110,000)											
431142 BB James St - Ida to Arena CI Repl 131m			(10,600)	(159,200)								
431143 BB Chubb Downey Ln CI Repl 80m	(10,000)	(100,000)										
431145 BB Ontario St - Abandon CI Victoria to Church						(70,000)						
431146 BB Smith St - Wellington to Holditch CI Repl 100m	(10,000)	(110,000)										
431147 BB Holditch St - Svc Transfer to 400 PVC for CI 4									(10,200)	(204,000)		
431148 BB Front St CI Repl 400m					(21,200)	(689,800)						
431149 BB Manitoba St - Taylor to #25 105m							(10,600)	(169,800)				
431150 BB Quebec St - Svc Transfer Wellington to Churc									(5,000)	(100,000)		
431151 BB Quebec St CI Repl - Victoria to Church 115m					(10,000)	(135,000)						
431156 BB Toronto (Taylor to Veldor) Repl 185m								(75,000)	(237,700)			
431157 BB Manitoba at McMurray CI Repl 40m								(51,700)				
431158 BB Beaumont Dr CI Repl 315m	(402,523)											
431160 GH Sarah St N (Winewood to Isaac) 207m CI Rep						(50,000)	(313,000)					
431161 GH George St (Sarah St N to Mary St N) CI Repl						(10,600)	(170,000)					
431162 GH Sarah St N (Isaac to Brown) 205m CI Repl						(10,800)	(232,400)					
431163 GH Peter St (Sarah St N to John St N) 245m CI R						(10,800)	(263,300)					
431164 GH Mary St (Peter to Isaac) 110m CI Repl						(10,800)	(147,700)					
431165 GH Sarah St N (Brown to Hotchkiss) 300m CI Rep						(22,100)	(390,200)					
431166 GH Bay St Rehab MR 18 to Greavette	(467,100)		(148,300)									
431167 GH Mary St S (Bay to Sharpe) 170m CI Repl							(23,000)	(201,100)				
431168 HV West Rd (Centre to CNR)								(17,300)	(17,300)	(290,100)		
431169 HV Florence & Cora West from MR 2			(270,600)									
431170 HV Yonge St N CI 25m										(41,800)		

Water Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
431174 HV River & High Tee Repl + 20m WM	(116,013)											
431175 HV Water Svc Repl Ferguson & Hunters Bay					(86,200)	(87,900)	(89,600)					
431176 PC Water Meter Replacements	(7,806)											
431187 DMM Automatic Meter Reading Systems Future	(416,100)		(432,800)									
431189 BAYS Water Meter Replacements						(70,000)						
431191 GH David St - Third to Bethune Repl 130m	(180,000)											
431192 DMM Automatic Meter Reading Systems 2020	(396,859)											
431193 HV King William from Bridge to Scott St	(2,103)											
431194 BALA Walker St CI Replacement					(32,500)							
431195 PC Hydrant Replacement	(40,000)											
431196 GH Pinedale Ln 83m WM						(12,400)	(171,200)					
431197 BB Kirby's Beach Flowmeter Upgrades	(71,739)	(30,000)										
431199 BB James St Parts Shop Upgrades incl Bulk Wate	(204,000)											
431200 BB Water Meters 2020-2021	(60,260)											
431201 BB Taylor WM at Bird replace CI			(200,000)									
431202 DMM Automatic Meter Reading Systems 2022		(424,400)										
432012 HV WTP Phase III	300,900											
432015 MT WTP Rehabilitation	(162,079)											
432021 HV WTP Expansion												(13,298,716)
432022 PS WTP Upgrade	(615,589)											
432025 DMM Asset Management Plan Future	(54,900)				(59,200)							(120,700)
432037 BALA WTP Rehabilitation												(1,209,500)
432039 BB WTP Rehabilitation				(410,000)								
432040 GH WTP Replace Generator			(342,200)									
432045 GH WTP Backwash Pump Repl			(280,400)									
432049 BB WTP Replace Generator			(164,800)									
432050 BB WTP Replace Low-Lift Pumps 1-3				(164,800)								
432051 BB WTP Replace High-Lift Pumps 1-3				(164,800)								
432052 DMM SCADA Upgrades Future			(320,000)	(320,000)	(360,000)							(482,800)
432053 GH WTP High-Lift Pump #2 Repl (VFD)				(232,500)								
432054 GH WTP Roof Repl		(112,000)										
432055 DMM - Variable Drives Future				(58,100)		(60,300)		(62,600)		(63,000)		(301,800)
432058 BB WTP Roof Repl (High/Low Lift Sections)	(64)											
432059 BB WTP Roof Repl (Filter/Upper Roof Sections)	(208,700)											
432060 PC WTP Roof Repl (Shingles to Steel)	(79,912)											
432061 PC WTP Roof Repl (Flat Roof)	(15,970)											

Water Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
432066 DMM Asset Management Plan 2016	(27,062)											
432067 PS WTP Upgrades Future												(6,035,500)
432070 PS WTP Membrane Roof Repl	(49,050)											
432074 GH WTP Control Logics Upgrade from PLC5	(304,669)											
432075 BB Kirby Control Logics Upgrade from PLC5	(528,461)											
432076 BAYS Control Logics Upgrade from PLC5		(400,000)										
432077 GH WTP Filter Under Drains & Sedimentation Tar	(1,079,196)											
432078 Port Sydney Well Non-GUDI Study & PLC Migrati	(116,916)											
432080 HV/ BAYS Vertical Turbine Pump Rehab Future	(62,000)					(64,000)						
432084 BALA WTP Control Logics Upgrade from PLC5	(400,000)											
432086 BB CO2 System Repl								(79,200)				
432087 GH CO2 System Repl								(79,200)				
432088 MT WTP Control Logics Upgrade from PLC5	(400,000)											
432089 PC WTP Control Logics Upgrade from PLC5	(400,000)											
432095 BB WTP Repl Lime Mixing System	(469,302)											
432097 DMM - Variable Drives 2020	(53,900)											
432098 BAYS Replace Chlorine Pumps	(16,428)											
432099 BAYS Lime System Safety Upgrade	(25,000)											
432100 PC WTP Network Upgrades	(30,000)											
432101 DMM SCADA Upgrades 2020	(48,779)											
432102 GH WTP Sodium Hypochlorite Tank Liners		(20,800)										
432103 PC WTP Rehab	(200,000)											
432104 GH WTP Roof Replacement-Orig. Bldg both secti					(260,000)							
432105 Bala WTP Roof Replacement	(95,000)											
432106 GH Fernbrook Water Meter Replacement Progran							(40,000)					
432107 GH Chemical Pump Replacements	(17,757)											
432108 Bala WTP Rehab	(480,000)											
432109 DMM SCADA Upgrades 2021	(150,000)											
432110 DMM SCADA Upgrades 2022		(280,000)										
432111 DMM - Variable Drives 2022		(56,000)										
432112 HV Valve Repl 2022 (Various Sites)		(120,000)										
432113 HV/BAYS Vertical Turbine Pump Rehab Future		(75,000)										
433002 HV Highland Dr Booster/Reservoir												(2,414,200)
433005 HV Hanes Booster Pumps Upgrades	(50,000)											
434005 GH Repair/Paint Fairview Tower												(241,400)
434011 PS Water Tower			(125,000)									

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
434014 GH Beaver Creek Reservoir Coating/Pump/Contro	(225,976)											
434015 BB Paint Hamblin Tank Future												(422,500)
434016 BB Ecclestone Dr Reservoir & PS												(603,500)
434017 MT Repair/Paint Tower												(1,931,400)
434021 GH Beaver Creek Reservoir Generator Repl												(241,400)
434025 BALA Repair/Paint Tower												(965,700)
434026 GH Clean Fairview Tower												(362,100)
434027 GH Clean Beach Rd Tower												(362,100)
434029 HV Dufferin Reservoir Roof Repl		(56,000)										
434031 GH Tower Inlet Valve Automation	(42,751)											
434032 HV Hanes & Skyline Control Logics Upgrade from	(75,000)											
434033 HV Dufferin Control Logics Upgrade from PLC5	(50,000)											
434035 PC Repair/Paint Tower Future				(930,000)								(965,700)
434036 HV Dufferin & Skyline ATS Replacements	(41,466)											
434037 HV Skyline Roof	(102,000)											
434039 HV Hanes Reservoir Roof								(120,000)				
434040 GH Beach Elevated Tank Coatings	(290,317)											
434041 BB Hamblin Tank Coatings	(1,881)											
434042 BB Water Supply Resilience		(50,000)	(1,600,000)	(1,600,000)	(1,743,000)							
434043 BB Wellington Transmission WM											(7,501,000)	
434044 GH Beaver Creek Reservoir PLC Migration				(195,000)								
434047 BB Pure Ball Inspect Transmission WM		(90,000)	(90,000)									
434048 BB Filter Underdrains Replace					(400,000)							
434049 BB Water Chemical Tank Liners		(50,000)										
434050 GH Vac Trailer		(65,000)										
434051 DMM Switchgear Assessments		(125,000)	(50,000)	(50,000)								
434052 DMM Standby Power Fuel Inventory		(25,000)										
434053 Hazardous Algal Bloom Rapid Response Unit (HA		(100,000)										
434054 MT Repair/Paint Tower Future			(880,000)									(1,931,400)
434055 DMM Water Leak Detection System		(100,000)										
434056 BB Hamblin Tank Coatings Future			(250,000)									
450142 Bylaw Enforcement Truck		(5,088)										
Total Capital Project Commitments	(13,431,107)	(4,404,088)	(6,114,400)	(4,868,500)	(4,322,600)	(2,230,700)	(2,388,400)	(1,605,650)	(815,400)	(1,716,700)	(7,501,000)	(38,954,516)
Total Capital Project Commitments	**(13,431,107)**	**(4,404,088)**	**(6,114,400)**	**(4,868,500)**	**(4,322,600)**	**(2,230,700)**	**(2,388,400)**	**(1,605,650)**	**(815,400)**	**(1,716,700)**	**(7,501,000)**	**(38,954,516)**
Transfers Out												

Water Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Total Transfers Out												
Total Expenditures Against Reserve Fund	**(13,431,107)**	**(4,404,088)**	**(6,114,400)**	**(4,868,500)**	**(4,322,600)**	**(2,230,700)**	**(2,388,400)**	**(1,605,650)**	**(815,400)**	**(1,716,700)**	**(7,501,000)**	**(38,954,516)**
Transfers In												
Contributions from Revenue Fund	2,159,237	4,534,397	4,761,117	4,999,173	5,249,132	5,511,588	5,787,168	6,076,526	6,380,352	6,699,370	7,034,339	92,901,011
Sale of Land and Assets		175,000										
Total Transfers In	**2,159,237**	**4,709,397**	**4,761,117**	**4,999,173**	**5,249,132**	**5,511,588**	**5,787,168**	**6,076,526**	**6,380,352**	**6,699,370**	**7,034,339**	**92,901,011**
Closing Balance before Investment Income	**3,011,243**	**3,415,689**	**2,186,821**	**2,459,099**	**3,478,768**	**6,861,745**	**10,403,747**	**15,154,822**	**21,147,132**	**26,753,090**	**27,157,245**	**82,208,697**
Investment Income	99,137	124,415	141,604	93,137	102,089	143,234	280,199	427,358	623,287	870,817	1,104,956	1,130,488
Closing Balance	**3,110,380**	**3,540,104**	**2,328,425**	**2,552,236**	**3,580,857**	**7,004,979**	**10,683,946**	**15,582,180**	**21,770,419**	**27,623,907**	**28,262,201**	**83,339,185**

Water DC

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**2,969,363**	**910,342**	**1,069,970**	**1,391,431**	**130,750**	**559,642**	**1,095,690**	**1,612,563**	**1,494,812**	**2,152,650**	**2,836,802**	**3,548,320**
Capital Project Commitments												
Capital Project Commitments												
431074 GH Brydon Bay Loop - Gravenhurst												(573,400)
431076 HV North End Servicing	(205,609)											
432012 HV WTP Phase III	(1,834,380)											
432021 HV WTP Expansion												(7,743,184)
432052 DMM SCADA Upgrades Future			(80,000)	(80,000)	(90,000)							(120,700)
432110 DMM SCADA Upgrades 2022		(70,000)										
434011 PS Water Tower			(125,000)	(1,750,000)								
434012 BAYS Water Tower							(125,000)	(780,300)				
434045 BB Replace Small Pump			(30,000)									
434046 BB Ecclestone Reservoir Coatings		(360,000)										
439011 DMM Water Servicing Master Plan	(150,000)											
Total Capital Project Commitments	(2,189,989)	(430,000)	(235,000)	(1,830,000)	(90,000)		(125,000)	(780,300)				(8,437,284)
Total Capital Project Commitments	**(2,189,989)**	**(430,000)**	**(235,000)**	**(1,830,000)**	**(90,000)**		**(125,000)**	**(780,300)**				**(8,437,284)**
Transfers Out												
Transfer Post Period Benefit												(34,141,900)
Total Transfers Out												**(34,141,900)**
Total Expenditures Against Reserve Fund	**(2,189,989)**	**(430,000)**	**(235,000)**	**(1,830,000)**	**(90,000)**		**(125,000)**	**(780,300)**				**(42,579,184)**
Transfers In												
Contributions from Revenue Fund - Development Charges	100,134	553,214	513,662	513,662	513,662	513,662	598,046	598,046	598,046	598,046	598,046	5,980,460
Total Transfers In	**100,134**	**553,214**	**513,662**	**513,662**	**513,662**	**513,662**	**598,046**	**598,046**	**598,046**	**598,046**	**598,046**	**5,980,460**
Closing Balance before Investment Income	**879,508**	**1,033,556**	**1,348,632**	**75,093**	**554,412**	**1,073,304**	**1,568,736**	**1,430,309**	**2,092,858**	**2,750,696**	**3,434,848**	**(33,050,404)**
Investment Income	30,834	36,414	42,799	55,657	5,230	22,386	43,828	64,503	59,792	86,106	113,472	141,933
Closing Balance	**910,342**	**1,069,970**	**1,391,431**	**130,750**	**559,642**	**1,095,690**	**1,612,564**	**1,494,812**	**2,152,650**	**2,836,802**	**3,548,320**	**(32,908,471)**

Water Post Period Benefit

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Capital Project Commitments												
Capital Project Commitments												
432019 BB WTP Expansion												(24,141,900)
432020 GH WTP Expansion												(10,000,000)
Total Capital Project Commitments												(34,141,900)
Total Capital Project Commitments												**(34,141,900)**
Transfers Out												
Total Transfers Out												
Total Expenditures Against Reserve Fund												**(34,141,900)**
Transfers In												
Transfer Post Period Benefit												34,141,900
Total Transfers In												**34,141,900**
Closing Balance before Investment Income												
Closing Balance												

Debt Reduction

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**36,633,021**	**(7,751,041)**	**(2,937,854)**	**(1,792,701)**	**4,384,592**	**9,737,268**	**15,304,052**	**18,593,507**	**23,499,528**	**30,006,269**	**35,991,595**	**42,216,288**
Capital Project Commitments												
Capital Project Commitments												
412067 HV Forcemain from MV to GP Phase I	(7,475,200)											
432012 HV WTP Phase III	(948,622)											
450065 Stisted Final Closure Plan & Surface Water Reme	(3,445,500)											
450081 Rosewarne Cell Development - Cells 3-4			(3,445,475)									
620774 Fairvern Redevelopment	(24,518,514)											
620775 Fairvern Corporate Transition	(90,000)											
Total Capital Project Commitments	(36,477,836)		(3,445,475)									
Total Capital Project Commitments	**(36,477,836)**		**(3,445,475)**									
Transfers Out												
Balloon Payments	(5,000,000)						(2,500,000)					
DC Debt - Debt Reduction Reserve Fund (Wastewater)	(6,983,722)	(274,297)	(1,488,536)					(1,316,070)				(25,254,937)
Total Transfers Out	**(11,983,722)**	**(274,297)**	**(1,488,536)**				**(2,500,000)**	**(1,316,070)**				**(25,254,937)**
Total Expenditures Against Reserve Fund	**(48,461,558)**	**(274,297)**	**(4,934,011)**				**(2,500,000)**	**(1,316,070)**				**(25,254,937)**
Transfers In												
Contributions from Revenue Fund	1,979,329	3,000,000	2,000,000	1,000,000								
Debt Repayments - Water	37,765	37,765	37,765	143,772	143,772	143,772	143,772	143,772	143,772	106,007	106,007	1,060,070
Debt Repayments - Wastewater	1,002,383	1,013,877	1,501,730	2,104,234	2,104,234	2,104,234	2,104,234	2,405,292	2,493,700	1,980,723	1,980,723	14,993,502
Debt Repayments - Solid Waste	230,941	620,562	620,562	1,010,180	1,010,180	1,010,180	1,010,180	1,010,180	1,010,180	779,239	779,239	779,236
Debt Repayments - General Levy	409,760	415,280	1,919,107	1,919,107	1,919,107	1,919,107	1,919,107	1,919,107	1,919,107	1,919,107	1,919,060	17,353,370
Total Transfers In	**3,660,178**	**5,087,484**	**6,079,164**	**6,177,293**	**5,177,293**	**5,177,293**	**5,177,293**	**5,478,351**	**5,566,759**	**4,785,076**	**4,785,029**	**34,186,178**
Closing Balance before Investment Income	**(8,168,359)**	**(2,937,854)**	**(1,792,701)**	**4,384,592**	**9,561,885**	**14,914,561**	**17,981,345**	**22,755,788**	**29,066,287**	**34,791,345**	**40,776,624**	**51,147,529**
Investment Income	417,318				175,384	389,491	612,162	743,740	939,981	1,200,251	1,439,664	1,688,652
Closing Balance	**(7,751,041)**	**(2,937,854)**	**(1,792,701)**	**4,384,592**	**9,737,269**	**15,304,052**	**18,593,507**	**23,499,528**	**30,006,268**	**35,991,596**	**42,216,288**	**52,836,181**

OCIF

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**4,460,557**	**436,599**	**170,215**	**1,966,612**	**429,189**	**3,175**	**1,542,654**	**4,120,512**	**6,059,485**	**8,918,016**	**11,890,889**	**14,982,676**
Capital Project Commitments												
Capital Project Commitments												
411122 GH Kelly from Hahne Ease N to Pinedale Rd			(10,000)	(265,900)								
411132 HV Princess St Sewer Repl				(273,200)								
411177 BB Pine St (Maple to #55) Repl 360m						(608,100)						
411178 BB Hiram St (McDonald to Ann) Repl 265m			(552,000)									
411182 BB Quebec St (E268 to Victoria St) Repl 310m						(468,700)						
411183 BB Woodward St (Taylor to Front, Gow and Alice)				(43,300)	(783,900)							
411191 HV River St Sewer Repl 200m	(239,000)											
412066 HV GP Upgrade to Receive MV Phase I	(443,437)											
412067 HV Forcemain from MV to GP Phase I	(1,831,070)											
412072 DMM SCADA Upgrades Future			(264,564)	(269,840)	(309,633)							
412118 MT STP Control Logics Upgrade from PLC5	(312,000)											
412144 GH Beach Rd STP Process & Efficiency		(2,900,000)										
412155 HV Outfall Studies & Construction	(2,731,300)											
431024 BB Spencer from Andrea to Santa's Village Rd				(700,000)								
431041 GH Phillip St E from Fifth St to Bethune							(100,000)	(302,000)				
431134 HV Hidden Valley WM Repl					(1,965,800)							
431180 GH Repl MR 169 fr McPherson to End Phase III								(540,000)				
434011 PS Water Tower				(1,750,000)								
434025 BALA Repair/Paint Tower				(930,000)								
Total Capital Project Commitments	(5,556,807)	(2,900,000)	(826,564)	(4,232,240)	(3,059,333)	(1,076,800)	(100,000)	(842,000)				
Total Capital Project Commitments	**(5,556,807)**	**(2,900,000)**	**(826,564)**	**(4,232,240)**	**(3,059,333)**	**(1,076,800)**	**(100,000)**	**(842,000)**				
Transfers Out												
Total Transfers Out												
Total Expenditures Against Reserve Fund	**(5,556,807)**	**(2,900,000)**	**(826,564)**	**(4,232,240)**	**(3,059,333)**	**(1,076,800)**	**(100,000)**	**(842,000)**				
Transfers In												
Grants and Subsidies	1,526,091	2,616,152	2,616,152	2,616,152	2,616,152	2,616,152	2,616,152	2,616,152	2,616,152	2,616,152	2,616,152	26,161,250
Total Transfers In	**1,526,091**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**2,616,152**	**26,161,250**
Closing Balance before Investment Income	**429,841**	**152,751**	**1,959,803**	**350,524**	**(13,992)**	**1,542,527**	**4,058,806**	**5,894,664**	**8,675,637**	**11,534,168**	**14,507,041**	**41,143,926**

OCIF

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Investment Income	6,758	17,464	6,809	78,664	17,168	127	61,706	164,820	242,379	356,721	475,636	599,307
Closing Balance	**436,599**	**170,215**	**1,966,612**	**429,188**	**3,176**	**1,542,654**	**4,120,512**	**6,059,484**	**8,918,016**	**11,890,889**	**14,982,677**	**41,743,233**

2022 Water and Wastewater User Fees

Water Rates

Installed Water Meter (monthly basic service charge)	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Less than 25mm (1") meter	$24.94	$25.73	$0.79
25 mm (1") meter	$38.75	$39.97	$1.22
38mm (1.5") meter	$71.02	$73.26	$2.24
50 mm (2") meter	$94.06	$97.02	$2.96
75 mm (3") meter	$299.33	$308.76	$9.43
100mm (4") meter or larger	$383.13	$395.20	$12.07
Consumption/m3	$1.7904	$1.8465	$0.0561

No Water Meter Installed (monthly service charge)	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Residential and Light Commercial Users	$99.70	$102.84	$3.14
Other Non-metered Users Cost per Equivalent Residential Unit (ERU). Number of ERU as determined by Public Works.	$99.70/ERU	$102.84/ERU	$3.14

Connection Fees	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Service Connection	Actual Cost	Actual Cost	-

Temporary Service - Low Users	Current 2021 Rate	Proposed 2022 Rate	$ Difference
First Two Weeks (minimum charge)	$64.00	$66.00	$2.00
Per Week Thereafter	$40.00	$41.00	$1.00

Service Charge Turning Water On or Off	Current 2021 Rate	Proposed 2022 Rate	$ Difference
During Working Hours	$46.00	$48.00	$2.00
During Off Hours	$212.00	$219.00	$7.00
Disconnection Notice Charge	$38.00	$39.00	$1.00
False Emergency (all times)	$212.00	$219.00	$7.00

Meter Purchase and Inspection	Current 2021 Rate	Proposed 2022 Rate	$ Difference
16mm (5/8") Diameter Installed by Others	$274.00	$284.00	$10.00
Other Meter Sizes Installed by Others	Actual Cost	Actual Cost	-

Hydrant Maintenance	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Private Hydrant (Post firefighting event)	Actual Cost	Actual Cost	-
Municipal Hydrant (Annual)	$73.00	$76.00	$3.00
Additional Hydrant Installation	Actual Cost	Actual Cost	-
Connection Fee	Actual Cost	Actual Cost	-

Hydrant Maintenance - Non-Firefighting Use (each bulk water filling station)	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Per Day	$115.00 + $1.7904/m3	$119.00 + $1.8465/m3	$4.00 + $0.0561/m3
Per Season (3 months)	$803.00 + $1.7904/m3	$831.00 + $1.8465/m3	$28.00 + $0.0561/m3
Per Non-Freezing Season	$1,619.00 + $1.7904/m3	$1,676.00 + $1.8465m3	$57.00 + $0.0561/m3
Per Year	$2,026.00 + $1.7904/m3	$2,097.00 + $1.8465/m3	$71.00 + $0.0561/m3

Other Related Fees	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Request for property servicing information (excludes field work)	$56.00	$58.00	$2.00
Request for property servicing information (includes field work)	$113.00	$117.00	$4.00
16mm (5/8") Meter Inspections	$90.00	$93.00	$3.00
Other Meter Inspections	Actual Cost	Actual Cost	-
Application for Permit to Connect - per service	$62.00	$64.00	$2.00
Water Permit Amendments - Form 1 Drinking Water System Application Review	Actual Cost	Actual Cost	-
Water Service Tapping Fee (< or equal to 50mm (2") diameter)	$486.00	$503.00	$17.00
Water Service Tapping Fee (> 50mm (2") diameter)	Actual Cost	Actual Cost	-
Water Service Only Inspection Fee	$486.00	$503.00	$17.00
Water and Wastewater Service Inspection Fee	$727.00	$752.00	$25.00
Water and Wastewater Modeling	Actual Cost	Actual Cost	-

Wastewater Rates

Water Meter Size (monthly basic service charge)	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Less than 25mm (1") meter	$7.13	$7.17	$0.04
25mm (1") meter	$11.42	$11.48	$0.06
38mm (1.5") meter	$22.69	$22.81	$0.12
50mm (2") meter	$30.74	$30.91	$0.17
75mm (3") meter	$102.48	$103.04	$0.56
100mm (4") meter or larger	$131.77	$132.49	$0.72
Consumption/m3	$2.6249	$2.6301	$0.0052

Non-Metered (fixed monthly rates)	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Residential and Light Commercial Users	$117.59	$118.24	$0.65
Other Non-metered Users Cost per Equivalent Residential Unit (ERU). Number of ERU as determined by Public Works.	$117.59/ERU	$118.24/ERU	$0.65/ERU

Connection Fee	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Service Connection Any Size	Actual Cost	Actual Cost	-

Other Related Fees	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Sewer Dye Test	$88.00	$91.00	$3.00
Turn-ons/Turn-offs	$46.00	$48.00	$2.00
Application for Permit to Connect (per service)	$62.00	$64.00	$2.00
Clearing a blockage within a municipal asset as a result of the actions of private property owners	Actual Cost	Actual Cost	-
Disposal of sand and grit removed from sanitary sewers (minimum charge)	$476.00/$m^3$	$493.00/$m^3$	$17.00
Wastewater Service Only Inspection Fee	$486.00	$503.00	$17.00
Water and Wastewater Service Inspection Fee	$727.00	$752.00	$25.00

Environmental Compliance Approvals - Fees as set by the Ministry of the Environment

THE DISTRICT MUNICIPALITY OF MUSKOKA
FULL TIME EQUIVALENT (FTE) 2021 BUDGET

	2020 FTE Budget	2021 FTE Revised Budget	2022 Public Works Reallocation	2022 Annualized	2022 Service Level Change	2022 Total Change	2022 FTE Budget Request *	Full Time	Other	Total FTE
Water/Wastewater - North	20.91	21.46	0.00	0.00	0.00	0.00	21.46	20.92	0.55	21.46
Water/Wastewater - Central	20.92	21.47	0.00	0.00	0.00	0.00	21.47	20.92	0.55	21.47
Water/Wastewater - West	20.92	21.47	0.00	0.00	0.00	0.00	21.47	20.92	0.55	21.47
Total - Water/Wastewater	**62.75**	**64.40**	**0.00**	**0.00**	**0.00**	**0.00**	**64.40**	**62.77**	**1.64**	**64.40**
Solid Waste	23.73	28.37	0.00	1.00	1.92	2.92	31.29	22.70	8.59	31.29
Total - Rate Supported	**86.48**	**92.77**	**0.00**	**1.00**	**1.92**	**2.93**	**95.69**	**85.47**	**10.23**	**95.69**

* includes FTEs charged to Capital

Water/Wastewater Costs as a Percentage of Household Income

Municipality	2020 Est. Avg. Household Income	2020 Residential Water/WW Costs 200 m3	2020 Residential Water/WW as a % of Household Income
Caledon	$ 153,032	$ 522	0.3%
Mississauga	$ 113,424	$ 522	0.5%
Oakville	$ 186,254	$ 902	0.5%
Grimsby	$ 123,318	$ 605	0.5%
Brampton	$ 105,781	$ 522	0.5%
Kingsville	$ 106,885	$ 646	0.6%
Erin	$ 150,148	$ 910	0.6%
Aurora	$ 160,621	$ 990	0.6%
Vaughan	$ 145,013	$ 914	0.6%
Halton Hills	$ 142,169	$ 902	0.6%
Pelham	$ 134,479	$ 878	0.7%
Milton	$ 135,698	$ 902	0.7%
Whitby	$ 134,427	$ 913	0.7%
Ottawa	$ 115,951	$ 794	0.7%
Burlington	$ 130,320	$ 902	0.7%
Georgian Bluffs	$ 106,258	$ 757	0.7%
Toronto	$ 112,674	$ 815	0.7%
King	$ 197,141	$ 1,433	0.7%
Markham	$ 121,837	$ 894	0.7%
Whitchurch-Stouffville	$ 150,340	$ 1,105	0.7%
Clarington	$ 122,735	$ 913	0.7%
Hamilton	$ 98,496	$ 739	0.8%
Richmond Hill	$ 126,179	$ 948	0.8%
New Tecumseth	$ 111,336	$ 852	0.8%
Kincardine	$ 131,495	$ 1,007	0.8%
The Blue Mountains	$ 140,714	$ 1,086	0.8%
Waterloo	$ 118,604	$ 939	0.8%
Lakeshore	$ 132,445	$ 1,077	0.8%
North Dumfries	$ 137,602	$ 1,174	0.9%
Saugeen Shores	$ 130,992	$ 1,147	0.9%
Lincoln	$ 120,162	$ 1,056	0.9%
Guelph	$ 104,900	$ 947	0.9%
Woolwich	$ 135,849	$ 1,246	0.9%
Timmins	$ 102,617	$ 947	0.9%
Wilmot	$ 126,588	$ 1,178	0.9%
Brock	$ 97,646	$ 913	0.9%
Niagara-on-the-Lake	$ 124,505	$ 1,172	0.9%
Springwater	$ 150,122	$ 1,426	0.9%
Oshawa	$ 95,562	$ 913	1.0%
Barrie	$ 101,629	$ 972	1.0%

Water/Wastewater Costs as a Percentage of Household Income (cont'd)

Municipality	2020 Est. Avg. Household Income	2020 Residential Water/WW Costs 200 m3	2020 Residential Water/WW as a % of Household Income
Wellesley	$ 135,264	$ 1,308	1.0%
Orangeville	$ 106,478	$ 1,035	1.0%
Stratford	$ 87,983	$ 855	1.0%
Haldimand	$ 105,405	$ 1,038	1.0%
Newmarket	$ 128,910	$ 1,276	1.0%
Hanover	$ 76,284	$ 761	1.0%
Sarnia	$ 100,757	$ 1,007	1.0%
Sault Ste. Marie	$ 87,926	$ 880	1.0%
London	$ 90,291	$ 909	1.0%
Guelph-Eramosa	$ 143,251	$ 1,444	1.0%
East Gwillimbury	$ 141,801	$ 1,454	1.0%
West Lincoln	$ 113,094	$ 1,168	1.0%
Brantford	$ 85,722	$ 887	1.0%
Brockville	$ 74,093	$ 776	1.0%
Collingwood	$ 95,994	$ 1,014	1.1%
Innisfil	$ 113,372	$ 1,208	1.1%
Strathroy-Caradoc	$ 93,625	$ 1,001	1.1%
North Perth	$ 95,127	$ 1,028	1.1%
Georgina	$ 102,652	$ 1,145	1.1%
Tillsonburg	$ 81,634	$ 914	1.1%
Elliot Lake	$ 66,037	$ 752	1.1%
Niagara Falls	$ 83,246	$ 954	1.1%
Cambridge	$ 101,845	$ 1,171	1.1%
St. Catharines	$ 84,015	$ 974	1.2%
Centre Wellington	$ 111,828	$ 1,298	1.2%
Middlesex Centre	$ 148,523	$ 1,756	1.2%
Kitchener	$ 94,997	$ 1,132	1.2%
Orillia	$ 78,690	$ 941	1.2%
Kingston	$ 96,516	$ 1,174	1.2%
Brant	$ 117,701	$ 1,433	1.2%
Grey Highlands	$ 108,454	$ 1,322	1.2%
Cornwall	$ 66,000	$ 813	1.2%
North Middlesex	$ 98,093	$ 1,218	1.2%
Huntsville	$ 100,843	$ 1,256	1.2%
North Bay	$ 86,492	$ 1,082	1.3%

Water/Wastewater Costs as a Percentage of Household Income (cont'd)

Municipality	2020 Est. Avg. Household Income	2020 Residential Water/WW Costs 200 m3	2020 Residential Water/WW as a % of Household Income
Thorold	$ 88,067	$ 1,113	1.3%
Bracebridge	$ 98,067	$ 1,256	1.3%
Hawkesbury	$ 61,715	$ 792	1.3%
Greater Sudbury	$ 103,783	$ 1,339	1.3%
Mapleton	$ 110,505	$ 1,430	1.3%
Peterborough	$ 83,634	$ 1,097	1.3%
Ingersoll	$ 95,269	$ 1,258	1.3%
Espanola	$ 90,463	$ 1,199	1.3%
St. Thomas	$ 78,964	$ 1,054	1.3%
Thunder Bay	$ 91,670	$ 1,235	1.3%
Gravenhurst	$ 89,953	$ 1,256	1.4%
Quinte West	$ 87,859	$ 1,256	1.4%
Wellington North	$ 85,663	$ 1,246	1.5%
Chatham-Kent	$ 80,595	$ 1,174	1.5%
Central Elgin	$ 116,615	$ 1,737	1.5%
Norfolk	$ 88,777	$ 1,366	1.5%
Belleville	$ 81,215	$ 1,259	1.5%
Windsor	$ 77,141	$ 1,287	1.7%
Lambton Shores	$ 92,547	$ 1,571	1.7%
Owen Sound	$ 74,774	$ 1,293	1.7%
Welland	$ 77,897	$ 1,353	1.7%
West Grey	$ 83,391	$ 1,449	1.7%
Kenora	$ 100,621	$ 1,762	1.8%
Fort Erie	$ 85,036	$ 1,496	1.8%
Southgate	$ 93,455	$ 1,679	1.8%
Minto	$ 88,549	$ 1,608	1.8%
Port Colborne	$ 81,223	$ 1,480	1.8%
Greenstone	$ 92,729	$ 1,791	1.9%
Meaford	$ 92,108	$ 1,814	2.0%
Parry Sound	$ 71,288	$ 1,506	2.1%
Prince Edward County	$ 98,071	$ 2,128	2.2%
South Bruce Peninsula	$ 81,043	$ 1,854	2.3%
Chatsworth	$ 87,323	$ 2,131	2.4%
Average	**$ 107,715**	**$ 1,140**	**1.1%**
Median	**$ 101,737**	**$ 1,101**	**1.1%**

2022 Draft Rate Supported Operating Budget and 2022 Draft Capital Budget and Forecast

Solid Waste Management

INDEX

To: Chair and Members
Finance and Corporate Services Committee
Engineering and Public Works Committee

From: Suzanne Olimer
Commissioner of Finance and Corporate Services

Fred Jahn
Commissioner of Engineering and Public Works

Date: November 17, 2021

Subject: 2022 Draft Solid Waste Management Operating Budget and Capital Budget and Forecast

Report: FCS-12-2021-2

Recommendation

THAT the 2022 Report on Excluded Expenses – Ontario Regulation 284/09 regarding expenses excluded from the 2022 Draft Solid Waste Management Operating Budget and Capital Budget and Forecast, as included in Report FCS-12-2021-2, be approved;

AND THAT the 2022 Draft Solid Waste Management Operating Budget and Capital Budget and Forecast, as presented in Report FCS-12-2021-2, be adopted;

AND THAT the 2022 rate structure for solid waste management services and miscellaneous charges, as outlined in Report FCS-12-2021-2, be adopted and become effective January 1, 2022.

Origin

Prudent management as well as Section 290 (1) of the *Municipal Act, 2001*, S.O. 2001, Chapter 25 requires that each year municipalities prepare and adopt a budget for the purposes of the municipality including amounts sufficient to pay all debts falling due within the year, amounts required to be raised for sinking funds and amounts required for any board, commission or other body.

Committee's and Council's review of Appendix A: Operating – Solid Waste and Appendix B: Capital – Solid Waste as attached to Report FCS-12-2021-2 represents formal compliance with section 290 (1) of the *Municipal Act, 2001*.

Background

The District Municipality of Muskoka (District) is responsible for solid waste management including waste disposal and waste diversion. The District is directly responsible for program administration and, with the assistance of outsourced labour and equipment, provides service for the collection and disposal of municipal waste through contracted services. Through an existing third party contract with Waste Connections of Canada (Waste Connections), and a new contract scheduled to commence in November 2022 with GFL Environmental Inc. (GFL) as outlined in Report PW-12-2021-1, the District provides for the curbside collection of household organics, recycling, and waste material. Similarly, Mid Ontario Disposal provides collection and haulage services of recycling and waste material from the transfer stations, depots and remote bins across the District. In addition, the District has a contract with Maxama Protection Inc. for guard services at all transfers stations. Staff has negotiated and received approval to extend the contract to the end of 2021 as outlined within Report PW-9-2020-3 as well as the option to renew the contract for additional single year extensions to the end of 2023. In 2019, the District awarded a three-year contract to Brendar Environmental Inc. for processing of household hazardous waste. Finally, GFL was awarded the contract to provide services for processing of recyclable materials in Report PW-5-2021-2 commencing June 1, 2021 for a minimum period of two (2) years (to coincide with the District's transition date as set forth in the final provincial blue box regulation).

Waste disposal operations are managed at one active landfill at the Rosewarne West site in Bracebridge. Waste and recycling collection are offered through four (4) different means: curbside, transfer stations, depots, and remote bin sites. First, curbside collection of household waste is provided through weekly pickup for the months of May to October and bi-weekly pickup for the months of November to April. Curbside recycling and green bin collection takes place on a weekly basis throughout the year. Two (2) curbside collection events for leaf and yard waste are provided in both the spring and fall.

There are 50,642 households within the District according to the Household Counts Report prepared by the Municipal Property Assessment Corporation. With the proposed service level changes contained in the draft Solid Waste budget approximately 73% or 37,553 of these households receive curbside pickup in the summer months and 62% or 31,239 receive pickup in the winter months. Staff have utilized a weighted stop count by municipality for the levy calculation.

Second, waste can be dropped off directly at the Rosewarne Landfill or at ten (10) transfer stations as follows:

Transfer Stations

Area	Station
Township of Lake of Bays	Mclean (Baysville) Ridout (Dorset) Sinclair Franklin (Dwight)
Town of Huntsville	Stisted
Town of Bracebridge	Rosewarne
Township of Muskoka Lakes	Eveleigh
Township of Georgian Bay	Tower Road Baxter
Town of Gravenhurst	Beiers

Drop-off garbage and recycling collection is also offered at three (3) currently unsupervised depots within the Township of Georgian Bay and at approximately 70 remote bin sites throughout the Area Municipalities in the District, except for Lake of Bays.

On June 14, 2019, the Ministry of the Environment, Conservation and Parks (MECP) formally directed the District to remove or decommission all unlicensed bin sites by April 30, 2023 and, in addition, submit an abatement plan outlining the District's commitment and transition details for the four (4) year timeframe. Further to direction from the Engineering and Public Works (EPW) Committee on October 23, 2019 and with MECP support, submission of the final plan, referred to as the Bin Site Transition Plan (Plan), was deferred until November 30, 2020 to allow for additional study and consultation on alternative waste collection service for communities supported by the approximately 88 sites. To support this direction, work was advanced in late 2019 and early 2020 on two related studies; investigation of risk associated with bin sites in service and a larger, comprehensive study to examine alternative waste collection servicing throughout the District. Given the COVID-19 pandemic and on-going waste operations challenges, the MECP agreed on July 21, 2020 to allow the District to provide an amended format for the final Plan. Rather than assessing alternatives and planning transition timing for every community at this time, the Plan will look at communities and progress made on a year-by-year basis with the final Plan now taking the form of a series of annual reports; outlining the activities undertaken over the last year and those proposed for the following years. The second report: PW-13-2021-1 called the Bin Site Transition – 2021 Annual Report was reviewed by the Engineering and Public Works Committee during its October meeting and will be submitted, including suggested amendments, to the Ministry by November 30, 2021. To date, staff anticipate that 19 of the original 88 remote bin sites will have transitioned to alternative services by the end of 2021. An additional 27 sites are planned to transition in 2022, leaving the final 42 sites to be transitioned in 2023. The budgeted costs associated with the transition of 27 sites has been included in the 2022 draft Solid Waste budget and is detailed throughout the report.

The District is also responsible for the processing of household hazardous waste. Collection is managed on a drop-off basis within each of the Area Municipalities at either permanent locations or scheduled events.

Analysis

2022 Draft Operating Budget – Solid Waste Management

The 2022 Draft Operating Budget, attached as Appendix A, shows an overall net levy increase of 9.3% or $1,179,692. This is compared to a budget guideline which reflected an increase in the net levy of $719,698 or 5.7%. However, staff note that the net levy increase without proposed service level changes is 3.8% and within the budget guideline. The main factors which are contributing to the increase in levy are as follows:

- There are 12 service level changes being proposed with a total net levy cost of $701,812 or 5.5% related to the advancement of the waste strategy, diversion goals and bin site transition; and

- Inflationary and other increases primarily for curbside collection, and recycling processing exceeded the budget guideline, however a detailed review of existing expenditures and revenues drove this impact down to a net increase of $477,881 or 3.8% in an attempt to offset some of the service level changes being proposed.

More detail on the major budget drivers and service level changes are identified below. It should be noted that the service level changes detailed in the report represent the first year of an ambitious four-year waste management strategy and future increases to the levy are anticipated. Staff will continue to report to committee on progress of the plan and anticipated future costs as the components of the waste management strategy are implemented.

Although the overall net levy increase is 9.3%, the individual municipal net levy changes range from an increase of 5.9% for Gravenhurst and an increase for Georgian Bay of 14.2%. Staff are continuing to analyse the impact to the average residential user based on a home assessed at $300,000. Although market conditions have changed considerably, assessment values have not been updated by MPAC for 2022. Once assessment values are updated, staff will review the average assessed value of a home in the District and adjust each analysis accordingly. These varying net levy changes translate into a range of individual municipal impacts for properties assessed at $300,000. For example, when each municipality's growth in assessment is considered, there is an estimated annual property tax increase of $9.03 for Gravenhurst and an estimated annual increase of $24.54 for Georgian Bay for properties assessed at $300,000. Due to the different service levels requested by Area Councils across the municipalities, the rate of change experienced differs from municipality to municipality.

The overall increase in the curbside collection of 14.3% (projected) is applied to the five (5) municipalities receiving this service using a consistent cost per unit amount, however changes in the number of units due to the bin site transition have resulted in a range of increases. In comparison, the year over year change for non-curbside services averages 13.5% but varies between all six (6) municipalities based on the actuals experienced in the prior year as well as service level change requests. Some municipalities are experiencing a decrease in non-curbside levy as services transition to curbside collection. The year over year change in non-curbside levy ranges from a low of -3.3% for Huntsville, where properties are transitioning to curbside collection, to a high of 21.6% for Georgian Bay as additional services are added to support the transition from remote bin sites to special services such as lakeside collection. The increase within the disposal and diversion grouping of 3.1% is applied evenly throughout each municipality and reflects the increase in the recycling processing costs, reserve contributions, and increased net commercial transfer station costs, offset by increased diversion and recycling materials revenues. There is more detail on the levy distribution with the Levy Allocation and Special Service Levy section of this report.

The proposed service level changes and major budget drivers are reflected in more detail in the next sections. In addition, the tipping fee increases are discussed further in the User Fee section of this report.

Service Level Changes

There are a number of service level changes (SLC) proposed within the 2022 draft Solid Waste budget which are highlighted in the table below and additional information is provided on the pages referenced in Appendix A, pages 60 – 82. A financial summary of the service level changes by object and category can be found at the end of this report starting on page 35.

Title	Description	FTE	Total Net Cost	% of Levy	Page Ref
Bin Site Transition	Various changes to the District's waste collection system are anticipated over 2022 with transition of a significant number of unstaffed dumpster sites. As outlined in Reports PW-10-2021-6 and PW-13-2021-1, provision of new waste servicing is anticipated with the transition of 27 bin sites next year. Servicing changes proposed by staff include the transition of fifteen (15) bin sites to curbside or special landing collection and, in addition, expansion of the Lakeside Waste Collection program to include eleven (11) summer pick-up locations. Costs of alternate servicing are partially offset by savings from reduction in front-end waste collection service.	-	119,154	0.94%	60
Drop-off Organics Collection	As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing to implement contracted collection of organics at supervised District transfer stations. The purpose of this program is to reduce drop-off garbage through diversion of food and organic waste - our greatest opportunity for improvement. This program would allow for the alignment of diversion programs both curbside and drop-off - most impactful for seasonal residents and those in the Township of Lake of Bays with no access currently to organics collection. Costs associated with this change would be for contracted collection service starting in spring 2022.	-	91,300	0.72%	62
Expansion of Curbside Organics Collection	As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing that expansion of the curbside organics program would be prudently phased-in starting November 7, 2022 with the start of the new curbside collection contract. Expansion of the curbside green bin program to over 22,000 serviced units will be impactful from a budget perspective and staff recommend the expansion be phased over the next four (4) years – with full implementation by 2026. Further, staff propose that the first phase in 2022 would be to year-round areas of	-	90,853	0.71%	64

Title	Description	FTE	Total Net Cost	% of Levy	Page Ref
	Huntsville – approximately 4,400 serviced units. Costs are for curbside collection service for November and December 2022. Costs for promotion and education will be part of the fall communication plan for the new curbside contract.				
Supervision of Honey Harbour Depot and Addition of Organics Collection	As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing that supervision of the unstaffed depots in the Township of Georgian Bay be advanced prudently over the next three (3) years starting in 2022. In 2022, supervision of the first depot, recommended to be the Honey Harbour Depot, would be implemented. Costs associated with this change includes contracted Site Attendant Services starting with opening of the depot in spring 2022 and addition of drop-off organics collection.	-	45,870	0.36%	66
Reduction in Garbage Bag Limits – Drop-off	As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing a phased approach to reduction of the no-charge garbage bag limit at supervised District drop-off locations. Starting in spring to align with the drop-off organics roll-out, garbage bag limits would be reduced by one (1) bag weekly at all drop-off transfer stations, supervised depots, and at Lakeside Waste Collection events. With a further reduction in garbage bag limits recommended in 2023, this would bring consistent no-charge garbage bag limits – both curbside and drop-off – throughout the District. With organics collection implemented at drop-off locations, no-charge garbage bag limits would ultimately be reduced to one (1) bag weekly with unlimited quantities of organics and blue box recycling being accepted at no-charge. The premise of the reduction in garbage bag limits is to encourage diversion of waste at all District transfer stations and supervised depots. Communication costs associated with this	-	(3,364)	(0.03%)	68

Title	Description	FTE	Total Net Cost	% of Levy	Page Ref
	change are offset by increased revenue from tipping fees for additional garbage.				
Reduction in Garbage Bag Limits – Curbside	As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, this change represents a reduction in curbside garbage bag limits – currently, a maximum of three (3) bags are permitted weekly from households in non-green bin areas and two bags (2) weekly from households with access to the green bin program. Curbside bag limits would be reduced by one (1) bag. Staff propose to align curbside changes with the new curbside collection contract starting November 7, 2022 to reduce the costs of communication/promotion and education.	-	86,244	0.68%	70
Waste Site Pass Program	As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are recommending advancement of a waste site pass system to be implemented at District transfer stations, staffed depots, and Lakeside Waste Collection. Currently, site transactions at District waste facilities are tracked by vehicle license plate – this includes the no-charge garbage allotted per week. Based on the limitations of the scale system, there is no proof of address required and households can make multiple trips weekly with different vehicles for "free" garbage. Staff are recommending that over 2022, work begins on the new system to roll out across the District in 2023 (potentially in phases). Work next year would begin on the software changes and implementation plan (printing, mail-outs, etc.) and logistics of how this could be facilitated. Anticipated costs for 2022 include contracted services related to the scale software and printing.	-	75,496	0.59%	72

Title	Description	FTE	Total Net Cost	% of Levy	Page Ref
Spring Community Clean-up Support	As outlined in Presentation PW-7-2021-5 and Report PW-8-2021-7, around Earth Day (April 22) to the Provincial Day of Action on Litter (second Tuesday in May), the District receives numerous requests for reduced or waiving of tipping fees to support community clean-up events. Staff are recommending that a 2022 community clean-up program be advanced to support Area Municipalities. This would include provision of kits of identifiable garbage bags/tags for no-charge disposal, instructions for collection, gloves, and collaboration on promotion and education.	-	15,264	0.12%	74
Equipment Operator – Operational Changes	With expansion of the organics program, staff are proposing to also expand processing operations to the Rosewarne site – allowing for capacity in both Bracebridge and Gravenhurst. Expansion of processing operations would increase the ability to accept more materials and improve curbside collection efficiencies. Additional Equipment Operator support is required to facilitate this change. In addition, Equipment Operator support is required to facilitate curbside collection changes and extension of Saturday openings in both early spring and late fall (traditional shoulder seasons). Finally, fleet charges of $53,002 have also been included in the change in service level.	0.8	99,122	0.78%	76
Seasonal Labour – Remote Bins	Since the outset of the pandemic, additional labour has been allocated to the remote bins and clean-ups throughout the District. This has resulted in better environmental outcomes and positive feedback on the condition of the sites. Some additional support, however, is required starting in early spring/late fall – what were once the traditional quieter "shoulder seasons". Illegal dumping and need for substantial clean-ups at remote bins has begun earlier and continued through fall requiring seasonal labour for periods without student staffing support.	1.1	70,947	0.56%	78

Title	Description	FTE	Total Net Cost	% of Levy	Page Ref
Large Item Events (change to fee-for-service)	Given the additional direction to advance spring community clean-up support (SLC 8), staff are proposing to remove the budgeted community drop-off event in the Township of Muskoka Lakes. Alternatively, the event would be advanced at the request of the municipality and invoiced directly on a fee-for-service basis to provide more flexibility on holding the event (which has been cancelled due to the pandemic) and to provide a better understanding on the tonnages of no-charge garbage collected.	-	(8,300)	(0.07%)	80
Additional Fleet – Patroller Vehicle	In 2021, the Waste Collection and Diversion Patroller position was added to the Solid Waste Management staffing complement as an outside position to assist in the monitoring of curbside collection and other waste contracts. This position is responsible for travelling throughout the District daily conducting on-going, on-site inspections of collection contractors, monitoring operations, addressing residential complaints, and conducting audits to ensure compliance with District waste by-laws. A vehicle is required to support this position.	-	19,255	0.15%	82
Total	**Service Level Change Net Costs**	**1.9**	**701,811**	**5.51%**	

All of the SLCs highlighted above are directly aligned with the District's Strategic Priority of environmental stewardship, the District's Waste Management Strategy, and finally the goal of achieving compliance with the MECP order and Environmental Protection Act (EPA).

The District's strategic priority of environmental stewardship specifically identifies the following strategies:

- Continue to be recognized as a leader in the creation and implementation of innovative environmental protection policies, programs, partnerships and practices.

- Reduce our environmental footprint by making continuous improvements to our transportation, water and wastewater treatment, waste management and other corporate infrastructure and programs.

Contrary to the District's strategic priority of recognized leadership in environmental protection identified above, the District's residential diversion rate in 2020 was evidenced to be 35%, well below top-performing municipalities in Ontario. In addition, the District lags behind top-performing municipalities in Ontario by failing to implement improvements and recognized strategies to reduce per capita disposal rates and ultimately the environmental footprint of waste management operations.

In order to re-align with the strategic priorities set out by the District, an ambitious Waste Management Strategy was presented in Report PW-8-2021-7 with the ultimate goal of achieving a waste diversion rate target of 60% (consistent with top-performing municipalities in Ontario). Staff were directed to bring forward the estimated costs and impacts on the waste management system of the SLCs identified in the 2022 draft Solid Waste budget. These costs were not included within the budget guidelines presented to the Finance and Corporate Services Committee in June 2021. Although, staff have reviewed ongoing costs to mitigate proposed increases as much as possible, the extent of SLC costs related to achieving the District's goals for diversion, advancing the waste strategy and implementing the Ministry-legislated bin site transition has resulted in a proposed levy increase above the guideline. The SLC costs detailed in the report represent the first year of an ambitious four-year plan and costs are expected to continue to increase significantly with each year of implementation as the District strives to increase its diversion rate and modernize service offerings. Staff will continue to review progress of the plan and report anticipated future costs to committee as the implementation proceeds.

Operating Expenditures: Major Budget Drivers

Total expenditures are projected to increase by just over $2.4 million. The most significant increase in expenditures is related to increases in volumes observed in 2021 as well as annual inflation on existing contracts that were far in excess of the budget guideline, accounting for approximately $1.1 million of the total increase; the next most significant driver of the increase are the proposed SLCs of $0.7 million detailed in the previous section; finally, increases in financing and reserve contributions of $0.6 million make up the remainder of the total increase.

Inflationary and activity based pressures of $1.1 million include the following notable increases:

- increases related to the processing of recycling of $342,837 (offset this year by a change in contract that also increases recycling sales revenue and reduced fees for disposal due to contamination);
- increases in both the existing and new contract for curbside pickup of $228,780;

- increases in haulage fees for transfer stations, remote bins and depots of $176,819; and
- increases in fleet charges of $147,240.

Financing charges have increased by $421,121 to reflect project costs associated with the closure of the Stisted landfill and expansion of the Rosewarne landfill (cells 3 and 4) that have been internally financed through the District's Debt Reduction Reserve. The reserve contribution has been increased by $156,879 to support the 10-year capital plan.

The following chart provides a more detailed review of the main budget drivers for expenditures.

Personnel	**$ Expenditure Increase (Decrease)**	**$ Net Levy Increase (Decrease)**
Increase due to estimated wage and benefit costs within Solid Waste operations.	18,360	-
Increase in allocation of Engineering Administration and other Support Services.	43,617	-
Service Level Changes for Seasonal Equipment Operators and Labourer positions.	102,978	-
Annualized Impact from Bylaw Officer and Equipment Operator positions from prior year.	85,728	250,683

Materials and Supplies	**$ Expenditure Increase (Decrease)**	**$ Net Levy Increase (Decrease)**
Materials and Equipment for purchase of manager vehicle, net of prior year one-time reduction.	20,880	-
Service Level Change in Printing for Waste Site Pass System.	15,000	-
Other miscellaneous adjustments.	(4,028)	31,852

Purchased Services	**$ Expenditure Increase (Decrease)**	**$ Net Levy Increase (Decrease)**
Service Level Changes increase in Advertising to promote the changes related to the expansion of organics collection and the reduction in bag limits.	166,884	-

Purchased Services	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase in Consultant for GIS mapping and for Service Level Change related to the Waste Site Pass system.	87,615	-
Increase in Subcontractor costs, primarily for landfill and transfer stations, including a generator for Rosewarne transfer station	95,427	-
Increase in Security services due to inflationary increases and Service Level Change related to Honey Harbour Depot staffing.	68,715	-
Increase in Recycling Processing Fees based on anticipated volumes and current contract rates.	342,837	-
Decrease in Recycling Disposal Fees due to change in recycle processing contractor.	(150,750)	-
Increase in Curbside Pickup - Waste, Recycling and Organics for inflationary increase.	105,292	-
Increase in Curbside Pickup - Waste, Recycling and Organics for new contract beginning November 8, 2022.	123,488	-
Increase in Curbside Pickup - Organics expansion Service Level Change.	69,229	-
Increase in Curbside Pickup - Waste and Recycling for additional stops related to the Bin Site transition Service Level Change.	138,084	-
Increase in haulage for Transfer Station Organics Collection - Service Level Change.	72,730	-
Increase in Net Lift and Dump budget for the annual inflationary increase related to haulage of waste and recycle from transfer stations, remote bins and depots.	176,819	-
Decrease in Net Lift and Dump budget related to haulage of waste and recycle from remote bins and depots that have transitioned to other collection methods with the Bin Site Transition Service Level Change.	(187,138)	-
Service Level Change for lakeside collection program from Bin Site Transition.	168,208	-
Increase for Municipal Hazardous or Special Waste services.	34,535	-
Other miscellaneous adjustments.	(733)	1,311,242

Finance Charges	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase Debt payments to reflect financing for certain capital projects.	389,621	-
Increase Bank Fee to reflect actual costs.	17,500	-
Increase Tax Write-offs to reflect the three-year average cost.	13,000	-
Other miscellaneous adjustments.	1,000	421,121

Reserves	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase Reserves at 5.0% to support the capital plan.	-	156,879

Fleet	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
Increased costs associated with Service Level Change for expansion of organics operation to Rosewarne site.	53,002	-
Service Level Change for Seasonal Labour vehicle.	14,089	-
Service Level Change for Patroller vehicle.	19,225	-
Increase in Fleet costs to reflect projected activity.	147,240	233,556

Support Services	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase in leachate treatment based on projected volume.	10,190	-
Increase in Finance Services based on updated allocations.	6,380	-
Other miscellaneous adjustments.	421	16,991

All Other Increases	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
All other miscellaneous increases.	-	12,117

Summary of Expense Category	$ Expenditure Increase (Decrease)	$ Net Levy Increase (Decrease)
Total Expenditures	-	**2,434,441**

Operating Revenues: Major Budget Drivers

Total revenues are projected to increase by just over $1.2 million and are primarily due to increased recycling rebates and projected grant funding. Staff have increased the projected grant from the Resource Productivity and Recovery Authority (RPRA) (replaced Waste Diversion Ontario) for Blue Box recycling costs based on communications received to date and have included a projected increase of $272,000 which is believed to be a conservative approach given the new model contemplated. Within User Fees there are a number of increases expected, as well as a reduction. The largest increase in user fees is for recycling sales and reflects efficiencies observed in the first months of the new recycling processing contract as well as projected market rates and results in an anticipated increase of $670,000. Tipping fees associated with landfill operations have been increased by approximately $189,000 based on observed tonnage and proposed increases to non-diverted material rates of 5% in 2022. It is important to note that staff are not recommending any increases to user fees for divertible (non-landfilled) materials in 2022. User fees are discussed in greater detail in a separate section of the report. Revenues from scrap metal sales are anticipated to increase with the new contract by $196,625. The mattress diversion revenues have been increased by approximately $49,000 to reflect the actual revenues in 2021. Lastly, supplementary taxes are anticipated to increase based on prior year's actuals by $14,500.

These increases are partially offset by the anticipated reduction in tipping fees associated with the disposal of contaminated recyclable materials. The previous recycling processing contract with Waste Connections included a provision for the disposal of residuals (garbage from processing operations including contaminated recyclable material) at the District's landfill which resulted in tipping fee revenue. As the District has now transitioned to a different service delivery model with the completion of the diversion building these tipping fees will no longer be collected resulting in a reduction in revenue of $150,750 (noting that there is no budgetary impact as this is offset by savings in disposal fees charged by the previous recycling processor).

The main drivers of the revenue increase can be categorized in the chart below:

Grants	$ Revenue Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase in Resource Productivity and Recovery Authority funding based on most recent information.	-	272,000

User Fees	$ Revenue Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase in Landfill Tipping Fee Revenue.	(189,013)	-
Increase in Mattress Diversion tipping fee to reflect actual.	(48,960)	-
Increase in Recycling Sales Rebate to reflect market rates and increased recovery.	(670,000)	-
Increase Scrap Metal Sales to reflect market rates.	(196,625)	-
Increase in Household Excess Tipping Fee with Drop-off Garbage Bag Limit Reduction Service Level Change.	(21,934)	-
Decrease in tipping fees associated with the disposal of contaminated recycling material (offset by increased expenditures).	150,750	-
Other miscellaneous adjustments.	7,533	(968,249)

Supplementary Taxes	$ Revenue Increase (Decrease)	$ Net Levy Increase (Decrease)
Increase based on actuals.	-	(14,500)

Summary of Revenue Category	$ Revenue Increase (Decrease)	$ Net Levy Increase (Decrease)
Total Revenues	**-**	**(1,254,749)**
Total Net Levy including Service Level Changes (Expenditures less Revenues)	**-**	**1,179,692**

The Future of Waste Management in the District

Waste management continues to evolve locally, provincially, and nationally – with focus on minimizing waste, increasing diversion, and recognizing landfill capacity as a valuable asset to be protected. Following consultation on a long-term waste management strategy, and as referenced earlier in this report, staff presented and received support for: "Waste Management Strategy – Roadmap to 60% Diversion" in June 2021 (Report PW-8-2021-7). The 2022 draft Solid Waste budget represents the first year of an ambitious four-year plan to increase diversions rates, reduce per capita waste, and re-align practices with the District's strategic priority of environmental stewardship. Staff are in the process of projecting the full cost of implementation in the future of the service level changes required to achieve diversion goals, advance the waste management strategy, and comply with the transition of bin sites as required by legislation and will continue to report to committee as implementation proceeds.

Over 2022, it is anticipated that the District's solid waste program will continue to focus on:

- Addressing the transition of all bin sites as mandated by the MECP (see also Report PW-12-2019-3 and the 2021 update Report PW-13-2021-1) and innovative alternate servicing;
- Policy review, advocacy and preparation for transition of the Blue Box program (including contractual reviews and understanding the District's waste stream);
- Enhancing organics diversion to coincide with provincial policy changes under the "A Made-in-Ontario Environment Plan" and support the District's strategic priority of environmental stewardship;
- Greater oversight of curbside operations and preparation for the new curbside collection contract commencing in November 2022 with a continued focus on reviewing options and changes that could increase diversion; and
- Encouraging greater advocacy and promotion and education (particularly in regard to Blue Box recycling contamination).

Reserve Funds

Reserve Funds play a significant role in financing the replacement, upgrade and expansion of critical infrastructure for Solid Waste Management operations. By prudent management of these funds, the District can stabilize year-over-year budgetary fluctuations, better match the costs of financing infrastructure to the use and benefits derived from that infrastructure, and provide financial flexibility to avoid and/or respond to periods of high and low interest rates.

The following table highlights the Reserve Fund used in financing the Solid Waste Management projects.

Fund	Purpose	Source of Funding
Solid Waste Capital Reserve Fund	To finance the replacement, upgrade and expansion of infrastructure related to Solid Waste Management along with related studies.	Special Solid Waste Levy

The projected balance in this reserve fund, based on annual contributions and capital funding commitments, are shown in the Appendix B: Capital Solid Waste section of this report.

The Solid Waste Capital Reserve Fund maintains a positive balance for the first three (3) years of the 10-year forecast. Staff continue to review options for deferral of projects that contribute to an overcommitted balance in the 2025 and 2026 fiscal periods. The annual contributions of $3,294,465 in 2022 are increasing by 5% per year in the 10-year plan. This is higher than the recommendation within the 2018 Asset Management Plan of 1.7%. Staff are recommending this increase in the contribution to reserves to finance the capital costs associated with the District's waste management strategy.

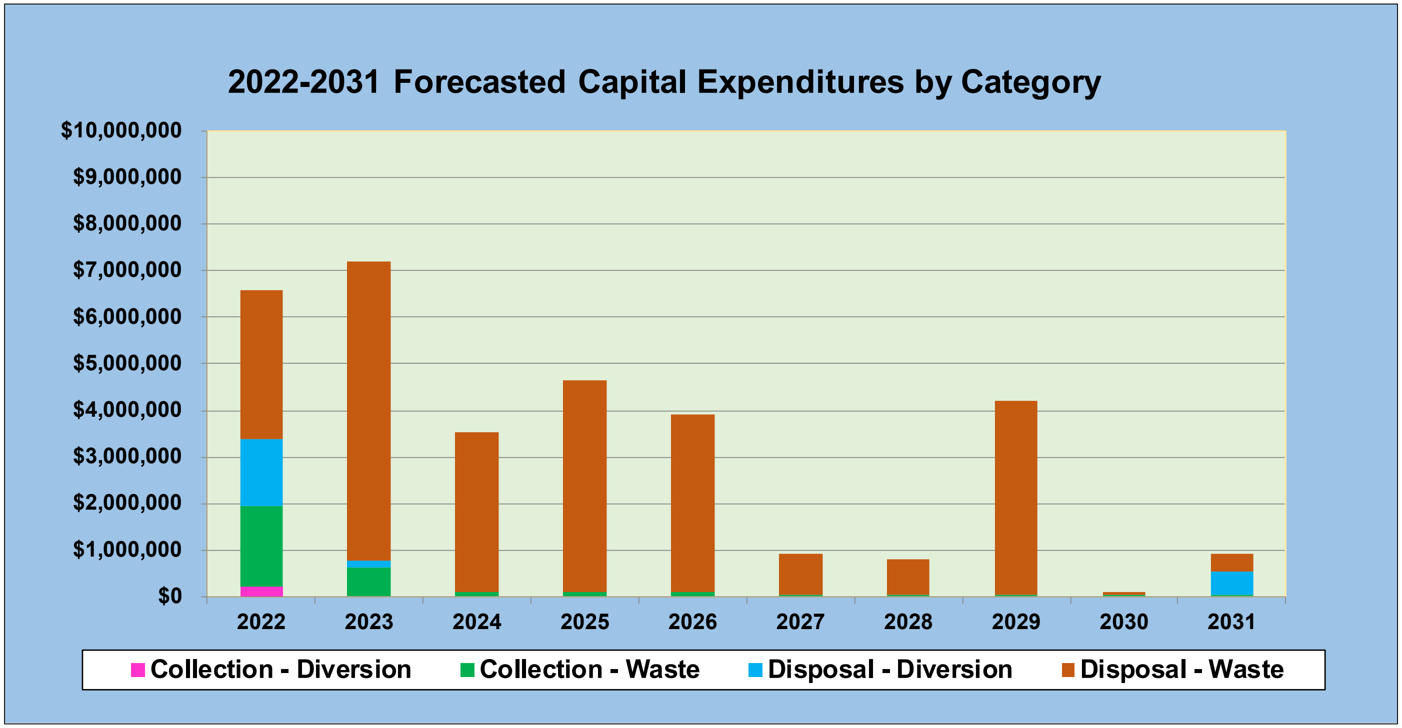
As part of the 2018 Asset Management Plan, staff reviewed the capital projections into the future to assess the adequacy of reserves to finance a future engineered landfill site and determined that the current and projected level of reserve contributions were sufficient. However, ongoing assessments of numerous closed landfills and their environmental impacts continue with Watermark Environmental Ltd. (the District's environmental consultant), in consultation with the MECP, and this has resulted in a budgeted recommendation for increased contributions to reserves. In addition, staff are tracking the lifecycle costs of the Rosewarne West facility which will be utilized to update future asset management plans. Lastly, the reserves in the 11-to-20-year forecast period are showing growth, however, the cost of a new landfill has not yet been included within this timeframe and will be considered as part of the next asset management plan update.

2022 Capital Budget and Forecast

The 2022 Capital Budget reflects $6,572,664 in expenditures as shown in Appendix B of this report. The major projects contained in the 2022 Capital Budget are as follows:

- Rosewarne Final Cover and Gas Collection ($1,062,000)
- Rosewarne Pumphouse Emergency Repair ($300,000)
- Rosewarne Trigger Updates and Contingency Plan ($408,000)
- Expansion of Composting Operations - Organics ($665,000)
- Diversion Building – Loader ($452,835)
- Bin Transition – Alternative Drop-off Facilities ($765,000)

- Garbage Compactor at Beiers Transfer Station ($210,000)
- Future Disposal Capacity Study ($250,000)
- Everleigh Landfill – Remediation ($250,000 in 2022 and $1,750,000 in 2023)
- Port Carling Landfill Site Works ($250,000)
- Maintenance and Care of Area Closed Landfills (N. Waseosa) ($159,000)



Over the remaining nine years of the forecast, $26.2 million is budgeted for a combination of cell development, cover and gas collection at Rosewarne, site closures, scale replacements and container acquisitions for transfer stations, closed landfill maintenance and investment in land and studies related to a waste management strategy and future capacity.

The graph above shows the capital cost breakdown of the 10-year capital forecast by the major service categories of the Solid Waste Management Budget. The 2022 10-year forecast totals $32.7 million which is slightly higher than the 10-year forecast contained in last year's budget. As shown in the chart above, capital investment for Disposal of Waste is the largest contributor. Cell development, cover and gas collection and trigger updates and contingency plans at Rosewarne represents $19.0 million over the forecast period. A further $23.9 million for this facility is included under the 2032 to 2041 column in Appendix B and has been included for information purposes only. The timing of future cell development is dependent on the volume of waste collected, waste diversion rates and the remaining cell capacity. Staff will review this information annually and adjust the timing of the associated capital projects, as needed.

As noted above, all of the projects contained within the 2022 Draft Solid Waste Management Capital Budget and Forecast are being financed through the Solid Waste Capital Reserve Fund, with one project having additional funding from a loan from the Debt Reduction Reserve (Rosewarne Cell Development in 2023). The review and remediation of the closed landfill sites assumed in 2014 is ongoing. Staff will continue to assess the adequacy of reserves to fund future asset requirements and post closure expenses as the remediation progresses.

User Fees

The proposed 2022 Solid Waste Management User Fees are included in Appendix C. At the request of Committee, Report CES-8-2018-4 was provided to both the Corporate and Emergency Services and Engineering and Public Works Committees in September 2018 regarding solid waste tipping fees and consideration of moving all fees to full cost recovery. Within this report, staff considered some guiding principles for the establishment of solid waste tipping fees as follows:

- Affordability;
- Financial sustainability;
- Equity; and
- Protection of the environment.

Council approved moving the Residential and ICI fees to full cost recovery with a tipping fee of $190 per tonne in 2019 to promote equity and financial sustainability. In addition, from an environmental perspective, there was the consideration that the increase in fees may result in a reduction in landfilled waste as some residents may want to save costs by separating divertible items.

For 2022, staff are recommending that rates for non-divertible materials be increased by an index of 5% which is presented in the draft 2022 Solid Waste budget. This increase in fees represents approximately 3.3% of additional revenue which is offsetting 1.5% of the levy increase. Conversely, staff are recommending that the fees for divertible waste be kept status quo to further encourage separation of waste and protect landfill capacity.

Levy Allocation and Special Service Levy

The Solid Waste Management net levy is allocated through six special service levies. The boundaries of these service areas are consistent with those of the six Area Municipalities and reflect varying types and levels of service throughout Muskoka. The allocations to each of the service areas are based on a methodology that was approved by Council through the adoption of Resolution R4/2013-SW of the Solid Waste Financial Review Committee.

The approved allocation methodology groups costs based on the services provided in each Area Municipality. These service categories are curbside collection, non-curbside collection and disposal/diversion. The allocation to each municipality is based on different criteria for each service. The summary of the costs included in each category and the associated allocation method are as follows:

Category	Costs
Curbside collection	• Contracted curbside collection of waste, recyclable materials and organics (green bin) and four (4) annual leaf and yard waste collection events. • A share of administration costs. • Allocated based on the number of weighted summer and winter stops (or serviced units) within that municipality.
Non-curbside collection	• Haulage costs for remote bins and depots. • A portion of each municipality's transfer station costs is allocated to non-curbside collection based on the residential tonnes of waste and recyclable material collected. Within this calculation, haulage costs charged are calculated based on the average cost per tonne among the District's transfer stations. • Allocated based on the actual direct costs of offering that service within the municipality plus a share of administration costs.
Disposal and diversion	• Costs of landfill and diversion operations, environmental stewardship costs such as environmental studies, new site or capacity developments, closure costs and ongoing monitoring and a share of administration and capital infrastructure costs. • Net cost of commercial activity for each municipality's transfer station(s) is included based on commercial tonnages collected. • Apportioned to each municipality based on the total units (including vacant properties) within that municipality.

The following table shows the distribution of the 2022 Draft Solid Waste Budget levy by Area Municipality and by service category or grouping.

2022 Draft Solid Waste Budget Levy Distribution

Grouping	Curbside	Non-curbside	Disposal/Diversion
Total Cost	5,360,066	2,848,470	5,696,934
Allocation method	Serviced units	Direct cost plus overhead	Total units

Municipality	Units #	Curbside $	Non-curbside $	All Units #	Disposal/ Diversion $	Total $	Cost per Unit $
Bracebridge	7,934	1,236,315	393,384	13,135	1,019,152	2,652,058	201.66
Gravenhurst	6,744	1,050,883	334,393	12,390	961,347	2,349,580	189.40
Huntsville	10,133	1,578,974	257,760	15,688	1,217,241	3,058,683	194.67
Georgian Bay	1,845	287,497	1,067,437	8,897	690,323	2,043,969	229.88
Lake of Bays	-	-	422,854	8,013	621,733	1,031,394	130.36
Muskoka Lakes	7,742	1,206,397	372,642	15,300	1,187,136	2,769,786	180.80
2022 Total	**34,398**	**5,360,066**	**2,848,470**	**73,423**	**5,696,934**	**13,905,470**	189.39
2021 Budget	33,806	4,687,711	2,510,300	73,423	5,527,767	12,725,778	173.32
Increase/ Decrease)	592	672,355	338,170	-	169,166	1,179,692	16.07

As noted earlier in the report, the total net levy is increasing $1,179,692 compared to 2021 with curbside increasing $672,355, non-curbside increasing $338,170 and the disposal/diversion grouping increasing $169,166. The main reasons for the increase in costs within the curbside grouping is the inflation factor added to the existing contract of approximately $105,000, the costs associated with the new contract of $123,000, expansion of curbside organic collection of $70,000, advertising costs related to the service level changes of $110,000 and finally, for additional servicing of residents transitioning from bin sites to curbside collection of $138,000. Staff have used a weighted average of the summer and winter stop counts to determine the allocation of the curbside levy amount.

The non-curbside category is increasing by $338,170 and is being impacted by a few factors. The most significant increase for this category is related to service level change cost increases of approximately $200,000 for the expansion of organics collection at transfer stations, and the remote bin site transition which includes the lakeside collection program, as well as, supervision of the Honey Harbour depot site and increased seasonal labour. The budgets for haulage for transfer stations and remote bin sites have been adjusted based on actuals experienced in 2021 and also contribute to the increase in non-curbside levy. Finally, as part of this levy allocation model, net commercial costs incurred at transfer stations are transferred to the disposal/diversion category and result in a year over year decrease of $94,690. The increases experienced by each municipality will differ depending on the apportionment of budgeted costs based on actual costs from the current year and any changes in service.

The disposal/diversion category has a proposed increase year over year of $169,166 and is primarily the result of financing costs associated with internal debt used to fund the closure costs of the Stisted landfill and the expansion costs of the Rosewarne landfill. Operating costs for landfill sites have decreased by approximately $63,000 year over year following a detailed expenditure review undertaken as part of the 2022 budget process. Recycling and diversion increases in expenses are more than fully offset by additional grant revenues, recycling materials rebates, and additional revenues for other divertible materials such as scrap metal. This additional revenue also reduces the impact of the financing and administration charges allocated to this portion of the levy. As referenced in the previous paragraph, net increase in commercial costs from transfer stations of $94,690 have been allocated to this category.

The following chart provides a comparison of the levy distribution by municipality for 2021 and the 2022 Draft budgets. The average levy increase is 9.3%, but the range between municipalities is large, with Georgian Bay at the top end with an increase of 14.2% and Gravenhurst at the low end with an increase of 5.8%. Bracebridge, Lake of Bays and Muskoka Lakes have levy increases closer to the average at 9.4%, 9.4% and 7.5% respectively, while Huntsville has a levy increase that is higher than the average at 10.3%.

Georgian Bay is experiencing the largest increase and this change is primarily the result of increases within the non-curbside category which is increasing $189,743 in 2022. It should be noted that this increase accounts for more than half of all increases in this category and relates to proposed staffing of the Honey Harbour depot site, actual costs of bin site clean up, and observed increases in volumes and related haulage. Since the collection of material is primarily provided through non-curbside methods (remote bin sites), the proposed increase in this category is causing the significant increase to Georgian Bay.

2021 Versus 2022 Levy Distributions

Municipality	2021 Levy $	2021 Levy %	2022 Levy $	2022 Levy %	Increase/ (Decrease) from 2021 Levy $	Increase/ (Decrease) from 2021 Levy %
Bracebridge	2,420,794	19.0%	2,648,852	19.0%	228,057	9.4%
Gravenhurst	2,218,644	17.4%	2,346,624	16.9%	127,980	5.8%
Huntsville	2,768,037	21.8%	3,053,975	22.0%	285,939	10.3%
Georgian Bay	1,790,460	14.1%	2,045,258	14.7%	254,798	14.2%
Lake of Bays	954,530	7.5%	1,044,587	7.5%	90,058	9.4%
Muskoka Lakes	2,573,314	20.2%	2,766,174	19.9%	192,861	7.5%
Total	12,725,778	100.0%	13,905,470	100.0%	1,179,692	9.3%

The table below shows the impact of the separate area levies on a property assessed at $300,000 for each municipality. The annual increase across the District ranges from an increase of $4.44 to $24.69. This variation is a result of the level of solid waste management services provided, as well as the year over year growth in each municipality's assessment base. The current 2021 growth in assessment ranges from 0.51% in Lake of Bays to 2.48% in Huntsville, with the average across all municipalities of 1.34%.

Impact to Property Assessed at $300,000

Municipality	2021 $	2022 Draft $	Annual $ Increase/ (Decrease)
Bracebridge	210.51	227.64	17.13
Gravenhurst	180.12	188.91	8.79
Huntsville	192.15	207.63	15.48
Georgian Bay	186.42	211.11	24.69
Lake of Bays	88.83	96.12	7.29
Muskoka Lakes	75.09	79.53	4.44

Bracebridge, Gravenhurst, Huntsville and Georgian Bay provide similar services including curbside and non-curbside and, as a result, have similar taxation on a property valued at $300,000 which ranges from $188.91 to $227.64 per property.

Muskoka Lakes has similar services to Bracebridge, Gravenhurst, Huntsville and Georgian Bay, but experiences a lower levy at $79.53 as a result of its significantly higher assessment base.

Lake of Bays has a lower levy at $96.12 as this municipality offers waste collection solely through the transfer stations model which results in a total levy that is less than half of any of the other municipalities.

Asset Management Plans

According to the Province, Asset Management is "an integrated, lifecycle approach to effective stewardship of infrastructure assets to maximize benefits, manage risk and provide satisfactory levels of service to the public in a sustainable and environmentally responsible manner". Asset management requires the compilation and updating of detailed information on the nature and condition of infrastructure assets, as well as the service levels expected from them. It also requires asset owners to set strategic priorities that will guide decisions regarding investments in asset renewal and/or rehabilitation. Asset management also requires the development of a plan to finance these investments. Asset Management Plans are living documents that require continuous updating. Keeping track of changes in asset inventory including repairs, replacements, decommissioning, etc., requires the creation and maintenance of large databases that integrate well with other tools such as geographic information systems.

In June of 2011, the Province released Building Together, a long-term infrastructure plan for Ontario. This plan reinforced a strong commitment to continued investment in infrastructure. In Building Together, the province stated that any municipality seeking provincial infrastructure funding must demonstrate how its proposed project fits within a detailed asset management plan. This requirement ensures that limited resources are directed to the most critical needs.

Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act, 2015 came into effect on January 1, 2018, and requires that every municipality meet the following timelines which have been extended from the original dates:

Item	July 1, 2019**	July 1, 2022 Core Infrastructure*	July 1, 2024 All Infrastructure**	July 1, 2025
Policy and Strategy	Strategic Asset Management Policy	-	-	-
Asset Inventory	-	Inventory Analysis	Inventory Analysis	Update Inventory Analysis
Levels of Service	-	Current Levels of Service and Cost to Sustain	Current Levels of Service and Cost to Sustain	Proposed Levels of Service
Lifecycle Management Strategy	-	-	-	Lifecycle Management Strategy
Risk	-	-	-	Risk Analysis
Growth	-	Estimated Costs to Service Growth	Estimated Costs to Service Growth	Financial Strategy to Service Growth
Financial Strategy	-	-	-	Financial Strategy and Addressing Funding Shortfalls

* Core Infrastructure is defined as roads, bridges, culverts, water, wastewater and stormwater systems
** A review and update of the policy and the asset management plan is required at least every five years

The District engaged Watson & Associates Economists Limited (Watson) to prepare its first asset management plan for roads, bridges, water, and wastewater assets, in compliance with provincial requirements, which was approved by Council in 2014. Using the templates provided by Watson, District staff have updated and expanded the asset management plan to include the following with asset inventories provided as at December 31, 2016 and replacement costs in 2016 dollars:

- Tax supported assets such as;
  - Roads, Bridges, and Major Culverts
  - Airport, Port Carling Locks, Hauled Sewage, Facilities, Fleet and Equipment
- Rate supported assets including;
  - Water, Wastewater and Solid Waste

The 2016 Asset Management Plan (Plan) includes tax supported capital assets with a 2016 replacement value of approximately $1.4 billion and rate supported capital assets with a 2016 replacement value of $1.2 billion. Solid Waste asset replacement values by category are shown below:

Waste Management Asset Type	2016 Replacement Cost	% Share
Structures	$797,977	2%
Equipment	4,223,912	13%
Site Improvements	7,488,036	22%
Land Capacity	21,114,776	63%
Total Waste Management Assets	**$33,624,701**	

As is often the case in municipalities throughout Ontario and, indeed, the entire country, the AMP highlighted an infrastructure funding gap. Recommendations for closing this gap include reducing levels of service, increasing revenues from taxation and user fees and pursuing capital grant funding. The AMP estimated that capital funding for solid waste needs to be increased annually by 1.7% for each year of the 20-year forecast period. Staff are recommending that this contribution be increased to 5% based on significant increases in solid waste capital costs related to closed landfill remediation and closure, further development of the Rosewarne site, and the advancement of the waste management strategy.

Council adopted the District's first Asset Management Policy in mid-2019 in accordance with the above-noted regulation.

In 2021, staff completed a procurement process with the District's IT partners for a combined work order and asset management software and final negotiations with the awarded vendor are almost complete. The Asset Management Working Group has been meeting regularly with a goal of completing the first phase of implementation (core infrastructure) in mid-2022.

A review and assessment of the resources necessary to meet the future regulatory requirements is presented in Report FCS-8-2021-3 and details the plan to include a proposed service level change for a Finance Manager, Asset Management position in the draft 2022 Tax Supported budget.

Asset management will continue to provide a mechanism for reliable, repeatable and transparent decision making. However, asset management is more than just a project, and to realize the full benefits, the principles should be systematically developed, embedded and integrated across all asset-owning departments, and be continuously improved.

2022 Report on Excluded Expenses – Ontario Regulation 284/09

The District is required under Ontario Regulation 284/09 (O. Reg. 284/09) to report on certain expenses that have been excluded from the annual budget, prior to adopting a budget. The intent of O. Reg. 284/09 is to provide information to Council on balanced budgeting versus full accrual financial statement reporting, and to have Council adopt the report prior to approval of the annual budgets, in accordance with the regulation.

In 2009, the Public Sector Accounting Board (PSAB) introduced major revisions to the accounting standards whereby municipalities were required to move to a full accrual basis of financial statement reporting. The most notable change was the introduction of PSAB 3150 – Tangible Capital Assets, which requires municipalities to amortize (depreciate) tangible capital assets over their useful life, as opposed to expensing the entire cost in the year of purchase.

The new standards, however, do not require that budgets be prepared on the same basis. As such, most municipalities, including the District, continue to prepare budgets on a traditional funding basis where revenue and expenses for operating and capital budgets are balanced. O. Reg. 284/09 allows for the exclusion of the amortization, post-employment benefits and solid waste landfill closure and post-closure expenses from the budget.

When a municipality excludes all or a portion of these expenses from its budget, O. Reg. 284/09 requires the municipality to prepare a report about the excluded expenses and adopt the report by resolution. In addition, the report must contain at least:

1. an estimate of the change in the accumulated surplus of the municipality to the end of the year resulting from the exclusion of any of the expenses listed above; and
2. an analysis of the estimated impact of the exclusion of any of the expenses listed above on the future tangible capital asset funding requirements of the municipality.

The District has developed its 2022 Draft Solid Waste Management Budget, excluding amortization, post-employment benefits and solid waste landfill closures and post closure expenses, as noted below.

1. The budget did not include an expense for the amortization of its tangible capital assets which is estimated to be $2,016,300. However, the budget did include net reserve contributions of $3,294,465 for capital asset replacement.
2. The budget did not include the current year's post-employment benefits expense as this amount is nominal.
3. The capital budget includes solid waste landfill closure costs of $1,008,014 for Port Carling and North Waseosa, as well as general monitoring of other closed sites. From an accrual accounting perspective, there has been an increase in the estimated post closure costs for these sites that has not been previously recognized. In addition, with the continued utilization of the Rosewarne Landfill, additional post closure costs need to be recognized. As a result, if the 2022 Draft Solid Waste Management Operating Budget included these unrecognized solid waste landfill closure and post closure costs for all existing and closed sites, the operating surplus would decrease by approximately $397,100.

On a full accrual budget basis, the 2022 Draft Solid Waste Management Budget would have a surplus of almost $853,346 which is noted in the table below. This reflects the fact that current contributions to reserves of $3,294,465 are higher than the anticipated impact of amortization and future landfill closure and post-closure costs which have not been recognized. It should be noted that the impact of remediation of the closed landfills that were assumed in 2014 continues to be assessed and could have an impact on these funding requirements in the future.

The following table restates the 2022 Draft Solid Waste Management Operating and Capital Budgets from a balanced budget to a full accrual budget.

Full Accrual Budget Reconciliation			
	Revenues $	**Expenditures $**	**Surplus/ (Deficit) $**
2022 Draft Solid Waste Management Budget, as amended			
Operating	20,854,746	20,854,746	0
Capital	6,572,664	6,572,664	0
Total Draft Solid Waste Management Budget	**27,427,410**	**27,427,410**	**0**
Add: Interest on Reserves	141,719		
Less: Transfer from Reserves	(6,572,664)		
Less: Transfer to Reserves		(3,294,465)	
Less: Capital Expenses		(4,774,650)	
Less: Landfill Closure Costs listed as Non-Tangible Capital Asset Projects		(1,008,014)	
Less: Internal Debt Payments		(620,562)	
Subtotal before exclusions	**20,996,465**	**17,729,719**	**3,266,746**
Exclusions:			
Add: Amortization		2,016,300	
Add: Future Landfill Closure and Post Closure Costs not recognized		397,100	
Restated 2022 Draft Solid Waste Management Budget, as amended	**20,996,465**	**20,143,119**	**853,346**

Attached Appendices and Schedules

Appendix A: Operating Solid Waste

These schedules include a narrative commentary followed by the budget schedules themselves. In most cases there is an object summary of the functional section by major category of expenditure and revenues.

In reviewing these schedules, please note the following:

1. The 2021 actual figures are transactions posted to October 26, 2021.

2. The schedules are broken down into the following sections: Solid Waste Summary, Solid Waste Administration and Financing, Landfill Sites, Transfer Stations, Depots, Remote Bins, Curbside Collection, Recycling and Diversion and Special Area Levy.

3. Each section includes an object summary.

4. The Special Area Levy section includes the net levy summary for each of the previous sections and provides further information to show how these budgets are allocated to the special area levy categories of curbside, non-curbside and disposal/diversion.

Appendix B: Capital Solid Waste

The first schedule within this appendix provides a listing of proposed capital projects to be constructed within the period from 2022 to 2031.

The second schedule within this appendix shows the funding source for these capital projects (in this case, 88% of the funding is derived from the Solid Waste Capital Reserve fund with 12% of the funding derived from a loan from the Debt Reduction Reserve) and the status of the Solid Waste Capital Reserve fund over the 10-year time frame along with recommended contribution levels from the Solid Waste Management Operating Budget.

Appendix C: User Fees Solid Waste

A schedule showing a list of Solid Waste Management user fees as currently charged, as recommended, and as incorporated into the attached 2022 Draft Operating Budget.

Appendix E (Water and Wastewater section)

A schedule showing the full-time equivalent staffing levels for rate supported budget departments.

Financial Considerations

Financial considerations are noted throughout the report.

Climate Change Implications

The District assesses climate implications in all staff reports using the Clean Air Partnership's 'Municipal Climate Lens Tool' to consider climate impacts or benefits associated with any project, program or initiative. The following is a summary of the results.

Municipal Climate Lens Tool	Results
Mitigation	GHG impact has been considered
Temperature	Temperature impacts has been considered and improved over base case
Precipitation	Precipitation impacts has been considered and improved over base case

Climate Considerations Summary: Investments in our municipal solid waste systems ensures their capacity to be resilient and adaptive to climatic changes and provides opportunities to reduce greenhouse gas (GHG) through waste diversion programs. Closing unlicensed bin sites allows the District to increase waste diversion rates and reduce GHG (particularly through diversion of organic waste from landfill), reduces the potential for spills associated with extreme weather events, and is more protective of human and environmental health. As individual components/projects listed in the report are brought forward they will be assessed for climate change implications in more detail.

Communications

Notification of the intention to adopt the 2022 Solid Waste Management Budget will appear in the MuskokaRegion.com newspaper and on the District's website. The 2022 Draft Solid Waste Management Budget will be forwarded to District Councillors, District staff, the local libraries and cottager associations. In addition, printed copies of the budget are also available upon request. It will also be posted on the District's website and links to the webpage will be forwarded to District Councillors, District staff, the Area Municipalities, cottager associations and area Chambers of Commerce.

The 2022 Draft Solid Waste Management Budget will be presented at a joint committee meeting of the Engineering and Public Works and Finance and Corporate Services Committees on November 17, 2021. Amendments from that meeting will be presented to Council on December 20, 2021 for final approval and adoption. Amended pages will be distributed for inclusion in this document.

Strategic Priorities

This report supports the following District of Muskoka Strategic Priorities:

Natural Environment s1.5;
Governance s2.2, s2.3, s2.4 and s2.7; and
Infrastructure s4.5

Respectfully submitted,

Suzanne Olimer, B.Com, CPA, CMA, Commissioner of Finance and Corporate Services; and
Fred Jahn, P.Eng., Commissioner of Engineering and Public Works

Summary of Service Level Change from Totals by Object

Service Level Change	#1 Bin Site Trans	#2 Drop-Off Organic Coll.	#3 Exp. of Curb Organic Coll.	#4 Honey Harbour Depot and Addition of Organic Coll.	#5 Reduce Bag Limits - Drop -off	#6 Reduce Bag Limits - Curb	#7 Waste Site Pass system	#8 Spring Comm. Clean-up	#9 Equip. Op. - Operat'l Changes	#10 Seasonal Labour - Remote Bins	#11 Large Item Events	#12 Add'l Fleet - Patrol Vehicle	Service Level Change Total
Personnel	-	-	-	-	-	-	-	-	46,120	56,858	-	-	102,978
Employee Related	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials and Supplies	-	-	-	-	-	-	15,000	-	-	-	-	-	15,000
Purchased Services	119,154	91,300	90,853	45,870	18,570	86,244	60,496	15,264	-	-	(8,300)	-	519,451
Fleet	-	-	-	-	-	-	-	-	53,002	14,089	-	19,225	86,316
Total Expenditures	119,154	91,300	90,853	45,870	18,570	86,244	75,496	15,264	99,122	70,947	(8,300)	19,225	723,745
Revenue	-	-	-	-	(21,934)	-	-	-	-	-	-	-	(21,934)
Total Service Level Change	**119,154**	**91,300**	**90,853**	**45,870**	**(3,364)**	**86,244**	**75,496**	**15,264**	**99,122**	**70,947**	**(8,300)**	**19,225**	**701,811**

Summary of Service Level Changes from Totals by Category

Personnel	SW Admin	Landfill	Transfer Station	Depots	Remote bins	Curbside	Recycle and Diversion	Total
Equipment Operator	-	-	-	-	-	-	29,740	29,740
Seasonal Labourer	-	16,380	-	-	56,858	-	-	73,238
Total Personnel	**0**	**16,380**	**0**	**0**	**56,858**	**0**	**29,740**	**102,978**

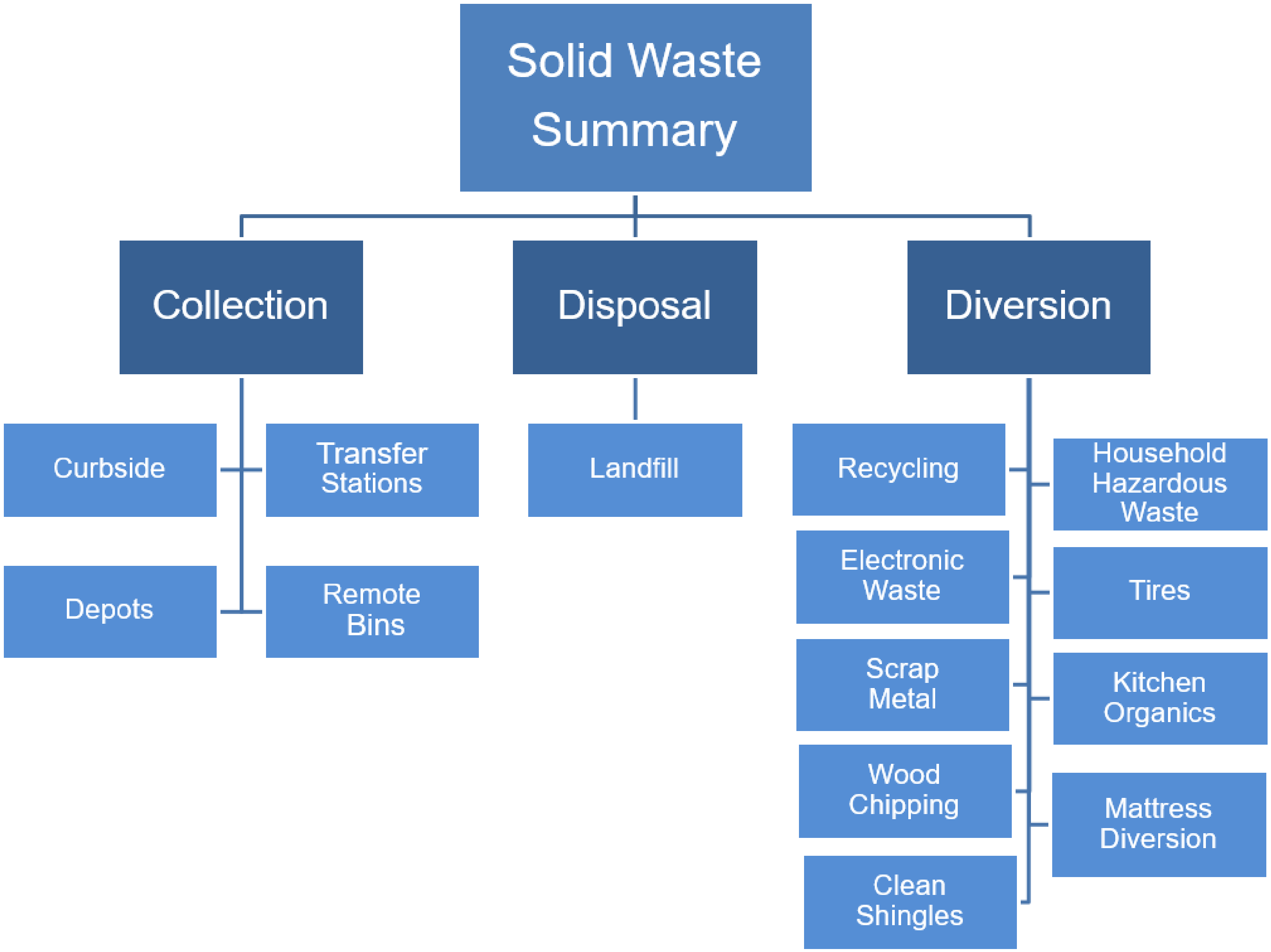
Materials and Supplies	SW Admin	Landfill	Transfer Station	Depots	Remote bins	Curbside	Recycle and Diversion	Total
Waste Site Pass System	15,000	-	-	-	-	-	-	15,000
Total Materials and Supplies	**15,000**	**0**	**0**	**0**	**0**	**0**	**0**	**15,000**

Purchased Services	SW Admin	Landfill	Transfer Station	Depots	Remote bins	Curbside	Recycle and Diversion	Total
Reduction in Garbage Bag Limit - Curb	-	-	-	-	-	86,244	-	86,244
Reduction in Garbage Bag Limit - Drop-off	-	-	18,570	-	-	-	-	18,570
Expansion of Curbside Organics	-	-	-	-	-	90,853	-	90,853
Drop-off Organics Collection	-	-	91,300	-	-	-	-	91,300
Bin Site Transition	-	5,330	-	-	(24,260)	138,084	-	119,154
Supervision of Honey Harbour Depot	-	415	3,837	41,618	-	-	-	45,870
Spring Community Clean Up Support	15,264	-	-	-	(8,300)	-	-	6,964
Waste Site Pass	60,496	-	-	-	-	-	-	60,496
Total Purchased Services	**75,760**	**5,745**	**113,707**	**41,618**	**(32,560)**	**315,181**	**0**	**519,451**

Fleet	SW Admin	Landfill	Transfer Station	Depots	Remote bins	Curbside	Recycle and Diversion	Total
Patroller	-	-	3,725	-	5,000	10,500	-	19,225
Seasonal labourer	-	-	14,089	-	-	-	-	14,089
Expansion of Organics Operations to Rosewarne	-	-	-	-	-	-	53,002	53,002
Total Fleet	**0**	**0**	**17,814**	**0**	**5,000**	**10,500**	**53,002**	**86,316**

User Fees	SW Admin	Landfill	Transfer Station	Depots	Remote bins	Curbside	Recycle and Diversion	Total
Reduction in Garbage Bag Limit - Drop-off	-	(21,934)	-	-	-	-	-	(21,934)
Total User Fees	**0**	**(21,934)**	**0**	**0**	**0**	**0**	**0**	**(21,934)**
Total Service Level Change	**90,760**	**191**	**131,521**	**41,618**	**29,298**	**325,681**	**82,742**	**701,811**

2022 Draft Operating Solid Waste Budget



Function: **Solid Waste Summary**
Program Code: **441010 - 469000**

Service Description:

Collection, Disposal, and Diversion program for The District Municipality of Muskoka.

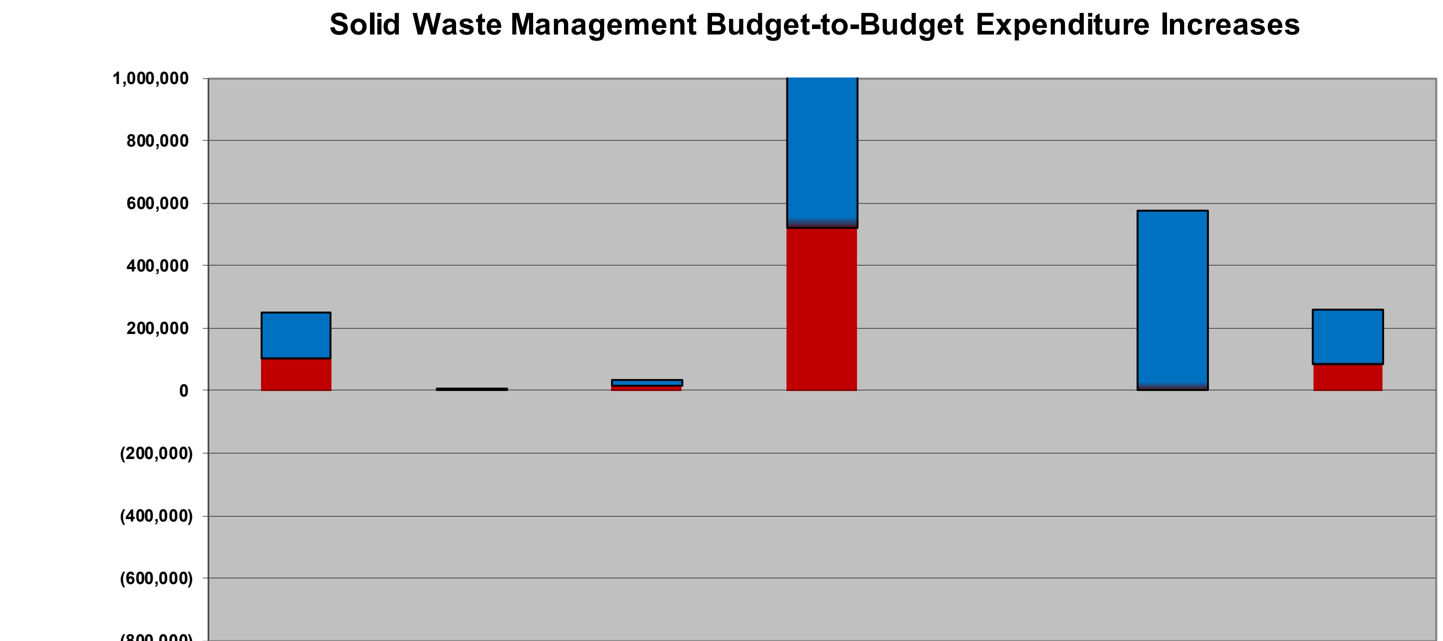
Service Indicators: Not Applicable.

Budget Notes:

- Overall the Solid Waste net levy increased 9.3% or $1,179,692. Total Expenditures increased 13.2% or $2,434,441. Total Revenues increased 22.0% or $1,254,749.
- Personnel increased 11.9% or $250,683 which includes an annualized increase of $85,727, Service Level Changes of $102,978 for seasonal labour and equipment operator, increase in the allocation of Engineering Administration and other Support Services of $43,616 and other estimated wage and benefits increases of $18,360.
- Employee Related Expenses increased 14.3% or $4,000 for training.
- Materials and Supplies increased 16.7% or $31,852 comprised primarily of $50,880 for operations manager vehicle purchase offset by prior year one-time expense reduction of $30,000 and $15,000 Service Level Change for waste site pass system.
- Purchased Services increased 12.1% or $1,311,242. The base budget change of $791,791 is mainly comprised of recycle processing fees of $342,837, a reduction on recycle residue disposal fees of $150,750, haulage of $176,819, curb collection of $229,978, subcontractor of $94,552, hazardous waste disposal of $34,535, security of $33,751 and consultant of $27,119. Service Level Changes account for $519,451, and include the bin site transition of $119,154, drop-off organics of $91,300, curbside organics expansion of $90,853, supervision of Honey Harbour depot site of $45,870, reduction in drop-off bag limits of $18,570, reduction in curb bag limits of $86,244, waste site pass system of $60,496, the spring community clean-up support of $15,264 and a reduction in large item events of $8,300.
- Transfer to Others is unchanged.
- Finance Charges/Reserves increased 16.8% or $578,000 mainly for increase to debt payment of $389,621 and reserves of $156,879 as well as bank fees of $17,500 and write-offs of $14,000.
- Fleet increased 25.1% or $233,556 which includes $107,348 based on expected activity levels, $65,000 for annualized cost for the diversion building operation, and $86,316 for Service Level Changes for the patroller vehicle of $19,225,

additional leased vehicles for seasonal labour of $14,089 and $53,002 for additional composting operation at Rosewarne site.

- Insurance increased 59.9% or $8,117 to reflect current year actual increase as well as projected premium for 2022.
- Support Services increased 2.2% or $16,991 comprised primarily of $6,380 for Finance Services and $10,190 for leachate treatment.
- Grants increased 18.5% or $253,340 primarily for Waste Diversion Ontario blue box funding of $272,000 offset in part by reduced E-waste and hazardous waste funding of $18,660.
- User Fees increased 23.7% or $986,909, mainly for tip fee revenues of $270,944 which are offset in part by the elimination of the MRF residue tip fees of $150,750, for increased recycle sales rebate of $670,000 with the new processing contract and lastly for the scrap metal sales of $196,625 due to market rates.
- Supplementary Taxes increased 9.3% or $14,500 to reflect the actuals.



	Personnel	Employee Related Expenses	Materials & Supplies	Purchased Services	Transfer To Others	Finance Charges / Reserves	Net Internal Service Charges
Base Budget Adjustments	147,705	4,000	16,852	791,791	-	578,000	172,348
SLC	102,978	-	15,000	519,451	-	-	86,316

Council Amendment
Resolution 19/2022
February 22,2022

Draft Rate Supported Operating Budget - Solid Waste Management

Solid Waste Levy **Run Date: 24/02/22 9:56 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	1,902,700	1,980,210	2,100,572	2,162,550	85,727	102,978		2,351,255	11.9%	250,683
Employee Related Expenses	16,885	26,625	27,888	31,888				31,888	14.3%	4,000
Materials & Supplies	178,782	162,164	190,382	207,234		15,000		222,234	16.7%	31,852
Purchased Services	11,064,610	10,744,870	10,864,500	11,656,291		519,451		12,175,742	12.1%	1,311,242
Transfer To Others	80,192	79,108	80,975	80,975				80,975		
Minor Capital	810									
Total Operating Costs	13,243,979	12,992,977	13,264,317	14,138,938	85,727	637,429		14,862,094	12.0%	1,597,777
Finance Charges/Reserves										
Finance Charges	360,777	41,804	302,941	724,062				724,062	139.0%	421,121
Reserves	3,757,802	3,137,586	3,137,586	3,294,465			550,000	3,844,465	22.5%	706,879
Total Finance Charges/Reserves	4,118,579	3,179,390	3,440,527	4,018,527			550,000	4,568,527	32.8%	1,128,000
Net Internal Service Charges										
Fleet	917,443	1,023,548	929,603	1,011,843	65,000	86,316		1,163,159	25.1%	233,556
Insurance	10,547	13,558	13,558	21,675				21,675	59.9%	8,117
Support Services	668,412	679,871	772,300	789,291				789,291	2.2%	16,991
Total Net Internal Service Charges	1,596,402	1,716,977	1,715,461	1,822,809	65,000	86,316		1,974,125	15.1%	258,664
Total Expenditures	18,958,960	17,889,344	18,420,305	19,980,274	150,727	723,745	550,000	21,404,746	16.2%	2,984,441
Revenues										
Revenue Sources										
Grants	(2,158,566)	(869,476)	(1,371,165)	(1,624,505)			(777,723)	(2,402,228)	75.2%	(1,031,063)
User Fees	(4,659,462)	(5,820,921)	(4,166,862)	(5,131,837)		(21,934)		(5,153,771)	23.7%	(986,909)
Supplementary Taxes	(171,367)	(54,353)	(156,500)	(171,000)				(171,000)	9.3%	(14,500)
Total Revenue Sources	(6,989,395)	(6,744,750)	(5,694,527)	(6,927,342)		(21,934)	(777,723)	(7,726,999)	35.7%	(2,032,472)
Total Revenues	(6,989,395)	(6,744,750)	(5,694,527)	(6,927,342)		(21,934)	(777,723)	(7,726,999)	35.7%	(2,032,472)
Landfill Future Liability	3,498,055									
Total Solid Waste Levy	15,467,620	11,144,594	12,725,778	13,052,932	150,727	701,811	(227,723)	13,677,747	7.5%	951,969

Solid Waste Administration and Financing

Function: Solid Waste Administration and Financing
Program Code: 469000

Service Description:

Expenses for fleet, personnel, finance and direct support for District-wide operations. To provide a budget provision for items related to financing services and long-term infrastructure requirements.

Service Indicators:

Sustainability of long-term financial plan.

Budget Notes:

- Overall the District Administration expenses increased 19.9% or $887,730.
- Personnel increased 34.0% or $157,859 for estimated wage and benefit increases, annualized impact of the Program Communications Specialist position from prior year and an increase in the allocation of Engineering Administration and other Support Services.
- Employee Related Expenses increased 14.3% or $4,000 for Courses on compliance monitoring.
- Materials and Supplies increased 213.3% or $65,152 comprised primarily of $50,880 for the operations manager vehicle purchase and $15,000 related to the Waste Pass System Service Level Change.
- Purchased Services increased 321.8% or $86,391 mainly for $15,264 related to the Spring Community Clean Up Support packages and $60,496 for software programming.
- Transfer to Others is unchanged.
- Finance Charges/Reserves increased 16.8% or $578,000 comprised of debt repayment of $389,621, bank fees of $17,500, write-offs of $14,000 and reserves of $156,879.
- Fleet decreased 13.2% or $4,000 to reflect expected activity.
- Insurance increased 59.9% or $8,117 to reflect prior year actual as well as projected premium cost.
- Support Services increased 1.2% or $6,801 primarily for Finance Services Internal of $6,380.
- User Fees increased 0.4% or $90 for rent revenues.
- Supplementary Taxes increased 9.3% or $14,500 to reflect the actual trend.

Council Amendment
Resolution 19/2022
February 22,2022

Draft Rate Supported Operating Budget - Solid Waste Management

Solid Waste Administration and Financing **Run Date: 24/02/22 9:56 AM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	536,559	555,488	464,893	619,051	3,701			622,752	34.0%	157,859
Employee Related Expenses	16,885	26,625	27,888	31,888				31,888	14.3%	4,000
Materials & Supplies	38,974	32,876	30,544	80,696		15,000		95,696	213.3%	65,152
Purchased Services	25,640	57,209	26,847	37,478		75,760		113,238	321.8%	86,391
Transfer To Others	80,232	79,108	80,225	80,225				80,225		
Total Operating Costs	698,290	751,306	630,397	849,338	3,701	90,760		943,799	49.7%	313,402
Finance Charges/Reserves										
Finance Charges	360,777	41,804	302,941	724,062				724,062	139.0%	421,121
Reserves	3,757,802	3,137,586	3,137,586	3,294,465			550,000	3,844,465	22.5%	706,879
Total Finance Charges/Reserves	4,118,579	3,179,390	3,440,527	4,018,527			550,000	4,568,527	32.8%	1,128,000
Net Internal Service Charges										
Fleet	5,809	21,929	30,245	26,245				26,245	(13.2%)	(4,000)
Insurance	10,547	13,558	13,558	21,675				21,675	59.9%	8,117
Support Services	486,102	543,179	548,190	554,991				554,991	1.2%	6,801
Total Net Internal Service Charges	502,458	578,666	591,993	602,911				602,911	1.8%	10,918
Total Expenditures	5,319,327	4,509,362	4,662,917	5,470,776	3,701	90,760	550,000	6,115,237	31.1%	1,452,320
Revenues										
Revenue Sources										
Grants	(789,868)									
User Fees	(43,679)	(39,234)	(38,062)	(38,152)				(38,152)	0.2%	(90)
Supplementary Taxes	(171,367)	(54,353)	(156,500)	(171,000)				(171,000)	9.3%	(14,500)
Total Revenue Sources	(1,004,914)	(93,587)	(194,562)	(209,152)				(209,152)	7.5%	(14,590)
Total Revenues	(1,004,914)	(93,587)	(194,562)	(209,152)				(209,152)	7.5%	(14,590)
Landfill Future Liability	3,498,055									
Total Solid Waste Administration and Financing	7,812,468	4,415,775	4,468,355	5,261,624	3,701	90,760	550,000	5,906,085	32.2%	1,437,730

Landfill Sites

Function: **Landfill Sites**
Program Code: **450040, 461040 and 450045**

Service Description:

- There is one active landfill site in The District Municipality of Muskoka at the Rosewarne West site in Bracebridge. Landfill sites are secure sites that are manned and have fixed hours of operation.
- Operations are maintained by the District. Security and haulage services are contracted out.
- The District is responsible for monitoring and maintaining 33 closed landfill sites (27 with environmental monitoring programs).

Service Indicators:

The landfill site is open Monday to Friday from 8:00 a.m. to 4:30 p.m. year round. From the first weekend in May to Thanksgiving weekend, the site is open on Saturday from 9:00 a.m. to 4:30 p.m. and on Sunday from 11:00 a.m. to 4:30 p.m.

General Waste	2020 Actual	2020 Budget	2021 Budget	2022 Budget
Tipping Rate per Tonne - Residential	$197	$197	$201	$211
Tipping Rate per Tonne - Commercial	$197	$197	$201	$211
Landfill Fees (Tipping Fee Revenue and Sales Miscellaneous)	$2,950,326	$2,549,704	$2,760,612	$2,919,622
Materials Recovery Facility (MRF) Waste Recovery	$292,174	$285,000	$150,750	$0
Subtotal Revenues	$3,242,500	$2,834,704	$2,911,362	$2,919,622
Household Excess: Tipping Rate per bag (in excess of weekly limit)	$5.00	$5.00	$7.00	$8.00
Total Revenues	$102,645	$77,682	$128,023	$160,994
Total User Fees	**$3,345,145**	**$2,912,386**	**$3,039,385**	**$3,080,616**

Tonnages are based on landfill records and capture all buried waste. Note that small source variances will occur based on sources being mixed at pick up. The split is based on estimates as recorded at the landfill sites and in the contractor invoice. Residential waste and recycle tonnages have been increasing in recent years. Changes in volumes in other Diversion categories fluctuate which may be a reflection of availability of alternative external diversion programs.

Municipality	# of Transfer Stations	2019 Actual Tonnes of Waste	2020 Actual Tonnes of Waste	2021 Forecasted Tonnes of Waste
Bracebridge	1	8,274	9,100	7,650
Gravenhurst	1	4,502	5,250	5,750
Huntsville	1	4,003	4,570	4,507
Georgian Bay	2	2,590	2,870	3,631
Lake of Bays	4	2,916	2,840	3,012
Muskoka Lakes	1	5,553	5,460	5,445
Clean Shingles	-	626	580	740
Total	10	28,464	30,670	30,737

Budget Notes:

- Overall the Landfill budget decreased 8.2% or $109,464.
- Personnel decreased 19.4% or $91,908 as a result of a reallocation of costs to Solid Waste Admin as well as estimated wage and benefit increases and planned work schedules.
- Materials and Supplies decreased 50.5% or 30,500 primarily for removal of one-time expense from prior year.
- Purchased Services increased 7.7% or $43,985 comprised mainly of $25,700 for subcontractor, $8,385 in haulage for increased volume of leachate, $5,119 in consultant, primarily for closed landfill sites and $4,451 in security.
- Fleet remained unchanged.
- Support Services increased 4.5% or $10,190 to reflect treatment of increased leachate volumes.
- User Fees increased 1.4% or $41,231 comprised of tip fees of $159,010, household excess bagged garbage revenues of $32,971 and these are offset by the discontinuation of the MRF Waste Revenue of $150,750 (which was offset by similar reduction in disposal fees charged back to the District for a zero net levy impact).

Draft Rate Supported Operating Budget - Solid Waste Management

Landfill Sites **Run Date: 26/10/21 4:13 PM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	419,977	212,656	473,846	365,558		16,380		381,938	(19.4%)	(91,908)
Materials & Supplies	32,067	42,961	60,401	29,901				29,901	(50.5%)	(30,500)
Purchased Services	463,819	463,707	569,491	607,731		5,745		613,476	7.7%	43,985
Total Operating Costs	915,863	719,324	1,103,738	1,003,190		22,125		1,025,315	(7.1%)	(78,423)
Net Internal Service Charges										
Fleet	349,531	233,191	382,560	382,560				382,560		
Support Services	182,310	96,691	224,110	234,300				234,300	4.5%	10,190
Total Net Internal Service Charges	531,841	329,882	606,670	616,860				616,860	1.7%	10,190
Total Expenditures	1,447,704	1,049,206	1,710,408	1,620,050		22,125		1,642,175	(4.0%)	(68,233)
Revenues										
Revenue Sources										
User Fees	(3,345,145)	(2,534,960)	(3,039,385)	(3,058,682)		(21,934)		(3,080,616)	1.4%	(41,231)
Total Revenue Sources	(3,345,145)	(2,534,960)	(3,039,385)	(3,058,682)		(21,934)		(3,080,616)	1.4%	(41,231)
Total Revenues	(3,345,145)	(2,534,960)	(3,039,385)	(3,058,682)		(21,934)		(3,080,616)	1.4%	(41,231)
Total Landfill Sites	(1,897,441)	(1,485,754)	(1,328,977)	(1,438,632)		191		(1,438,441)	8.2%	(109,464)

Transfer Stations

Function: **Transfer Stations**
Program Code: **450050 and 461050**

Service Description:

- A transfer station is a secure staffed site for collection of drop-off garbage and divertible materials (such as blue box recycling, organics and scrap metal).
- Materials are transferred and hauled from these sites for disposal or to end markets.
- Sites have fixed hours of operations.
- All but one transfer station has scales.
- The transfer stations use large 20 to 40 yard roll-off bins for collection, the number varying at each transfer station based on usage.
- Operations are overseen by the District.
- Security, collection and haulage services are contracted out.

Service Indicators:

Municipality and Name of Transfer of Station	# of Stations	2019 Actual Tonnes of Waste	2020 Actual Tonnes of Waste	2021 Forecast- Tonnes of Waste
Bracebridge - Rosewarne	1	4,632	4,719	4,803
Gravenhurst - Beiers	1	2,381	2,883	3,271
Huntsville - Stisted	1	1,447	1,540	1,565
Georgian Bay - Tower and Baxter	2	1,183	1,510	1,999
Lake of Bays - Ridout, Franklin, McLean and Sinclair	4	2,916	2,955	3,012
Muskoka Lakes - Eveleigh	1	3,179	3,075	2,873
Total	10	15,738	16,682	17,522

Budget Notes:

- Overall, the budget for Transfer Stations 12.3% or $377,910.
- Personnel increased 1.6% or $7,281 for estimated wage and benefit increases.

- Materials and Supplies decreased 1.4% or $1,050 for utilities.
- Purchased Services increased 14.1% or $313,865. The base budget increase of $200,158 is mainly comprised of $61,958 for subcontractor, haulage of $109,470 and security of $27,360. The Service Level Changes increase of $113,707 is primarily for Advertising of $37,140 for bag limit reductions and drop off organics changes and $72,730 for drop-off organics collection services.
- Fleet increased 18.0% or $57,814 of which $40,000 is a base budget increase to reflect activity levels and $17,814 for additional short term leases.

Draft Rate Supported Operating Budget - Solid Waste Management

Transfer Stations **Run Date: 26/10/21 4:13 PM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	505,236	387,889	466,863	474,144				474,144	1.6%	7,281
Materials & Supplies	78,251	39,954	76,576	75,526				75,526	(1.4%)	(1,050)
Purchased Services	2,077,091	1,524,569	2,219,371	2,419,529		113,707		2,533,236	14.1%	313,865
Total Operating Costs	2,660,578	1,952,412	2,762,810	2,969,199		113,707		3,082,906	11.6%	320,096
Net Internal Service Charges										
Fleet	376,407	266,678	321,380	361,380		17,814		379,194	18.0%	57,814
Total Net Internal Service Charges	376,407	266,678	321,380	361,380		17,814		379,194	18.0%	57,814
Total Expenditures	3,036,985	2,219,090	3,084,190	3,330,579		131,521		3,462,100	12.3%	377,910
Total Transfer Stations	3,036,985	2,219,090	3,084,190	3,330,579		131,521		3,462,100	12.3%	377,910

Depots

Function: Depots
Program Code: 441030 and 460030

Service Description:

- Depots are Ministry of the Environment, Conservation and Parks (MECP) licensed, fenced enclosures which are intended for bagged household garbage and domestic recycling and are allocated in areas where curbside collection is not available or feasible.
- Depot sites usually have smaller containers such as 6-yard bins and 8-yard bins.
- Currently these sites are unmanned but may be monitored with video surveillance. There is a proposed Service Level Change to staff the Honey Harbour depot starting in the spring of 2022.
- There are currently three Depot sites in The District Municipality of Muskoka, all located in Georgian Bay.
- Haulage of bins is done through contracted services on a fee per unit basis for the haulage service.
- The operational costs are controlled and executed by The District Municipality of Muskoka.

Service Indicators:

# of Depots	2019 Actual Tonnes of Waste	2019 Actual Tonnes of Recycling	2020 Actual Tonnes of Waste	2020 Actual Tonnes of Recycling	2021 Forecasted Tonnes of Waste	2021 Forecasted Tonnes of Recycling
3	243	65	310	81	365	76

Georgian Bay

Depot	Status
Honey Harbour	Open Summer months (May - October)
Twelve Mile	Open Summer months (May - October)
South Gibson Bay	Open year-round

Budget Notes:

- Overall, the Depots budget increased 26.2% or $49,224.
- Personnel increased 1.5% or $391.
- Materials and Supplies decreased 2.4% or $50.
- Purchased Services increased 30.9% or $47,583. Base budget increase includes $3,985 for contracted haulage, $1,680 for security and $300 for consultant. The Service Level Change to staff Honey Harbour Depot includes $30,712 for security, $5,961 for organics collection, $4,070 for advertising and $875 of subcontractor.
- Fleet increased 24.2% or $1,300 to reflect activity levels.

Draft Rate Supported Operating Budget - Solid Waste Management

Depots **Run Date: 26/10/21 4:13 PM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	22,718	15,407	26,395	26,786				26,786	1.5%	391
Materials & Supplies	2,446	1,325	2,071	2,021				2,021	(2.4%)	(50)
Purchased Services	126,968	119,554	153,832	159,797		41,618		201,415	30.9%	47,583
Minor Capital	810									
Total Operating Costs	152,942	136,286	182,298	188,604		41,618		230,222	26.3%	47,924
Net Internal Service Charges										
Fleet	6,059	3,346	5,380	6,680				6,680	24.2%	1,300
Total Net Internal Service Charges	6,059	3,346	5,380	6,680				6,680	24.2%	1,300
Total Expenditures	159,001	139,632	187,678	195,284		41,618		236,902	26.2%	49,224
Total Depots	159,001	139,632	187,678	195,284		41,618		236,902	26.2%	49,224

Remote Bins

Function: **Remote Bins**
Program Code: **441020 and 460020**

Service Description:

- Bin Sites are small, unlicensed, unmanned sites located throughout The District Municipality of Muskoka that were intended to support areas that do not have curbside collection.
- The bins are typically small, 4, 6 and 8-yard containers.
- The Bin Sites are both seasonal and year-round in nature.
- On average, there are approximately 70 bin sites throughout The District Municipality of Muskoka.
- Similar to Depots, collection of the bins is contracted out with fees charged on a per unit basis (FEL bin).
- The operational costs are controlled and executed by The District Municipality of Muskoka.
- In 2022, Lakeside Waste Collection is planned as alternative collection for eleven former Bin Sites. This collection will be supervised, acceptable to the Ministry of the Environment, Conservation and Parks, and allow for scheduled hours of collection for bagged household garbage and domestic recyclables.

Service Indicators:

Municipality	2020 # of Bin Sites	2021 # of Bin Sites by year end	2022 # of Bin Sites by Year End	2019 Actual Tonnes of Waste	2020 Actual Tonnes of Waste	2021 Forecasted Tonnes of Waste
Bracebridge	16	13	5	369	421	452
Gravenhurst	13	10	7	397	491	551
Huntsville	16	14	12	314	342	372
Georgian Bay	18	18	16	602	778	838
Lake of Bays	0	0	0	0	0	0
Muskoka Lakes	17	15	2	375	304	280
Bin Sites sub-total	80	70	42	2,057	2,336	2,493
Muskoka Lakes - lakeside collection	3	6	11	0	12	27
Total	83	76	53	2,057	2,348	2,520

Budget Notes:

- Overall, the Remote Bins budget increased 10.6% or $131,748.
- Personnel increased 24.8% or $94,316 which includes an annualized increase of $45,625 for the Bylaw Officer position in prior year as well as a Service Level Change for seasonal labourers of $56,858.
- Materials and Supplies remain unchanged.
- Purchased Services increased 3.8% or $30,132. The base budget increased $62,692 which includes $62,017 of haulage and $675 for security connectivity. The bin site transition Service Level Change has an increase for lakeside collection of $162,878, reduction to bin site service of $187,138 and removal of the Muskoka Lakes large item event of $8,300.
- Fleet increased 11.7% or $7,300 which includes $5,000 for additional patrol Service Level Change.

Draft Rate Supported Operating Budget - Solid Waste Management

Remote Bins **Run Date: 26/10/21 4:13 PM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	202,073	217,883	380,148	371,981	45,625	56,858		474,464	24.8%	94,316
Materials & Supplies	13,703	3,588	5,864	5,864				5,864		
Purchased Services	782,166	723,554	793,487	856,179		(32,560)		823,619	3.8%	30,132
Total Operating Costs	997,942	945,025	1,179,499	1,234,024	45,625	24,298		1,303,947	10.6%	124,448
Net Internal Service Charges										
Fleet	45,841	57,033	62,348	64,648		5,000		69,648	11.7%	7,300
Total Net Internal Service Charges	45,841	57,033	62,348	64,648		5,000		69,648	11.7%	7,300
Total Expenditures	1,043,783	1,002,058	1,241,847	1,298,672	45,625	29,298		1,373,595	10.6%	131,748
Total Remote Bins	1,043,783	1,002,058	1,241,847	1,298,672	45,625	29,298		1,373,595	10.6%	131,748

Curbside Collection

Function: **Curbside Collection**
Program Code: **441010 and 460010**

Service Description:

- Door-to-door collection of waste and recycling materials is offered within the areas of Bracebridge, Gravenhurst, Huntsville, Georgian Bay and Muskoka Lakes.
- Organics collection is offered in the core urban service areas.
- Waste collection is performed weekly throughout the summer months and bi-weekly after the last Friday in October up to the first Monday in May.
- Organics and recycling are collected weekly year round.
- Collection services are contracted out.
- The District Municipality of Muskoka maintains operations.
- The operational costs include patrolling regions for illegal dumping and to ensure that the main contractor, Waste Connections, is performing in accordance with the contract.

Service Indicators:

The Muskoka region serviced is approximately 4,760 square kilometres.

Municipality	2020 Stop Counts - weighted	2021 Stop Counts - weighted	2022 Stop Counts - weighted
Bracebridge	7,941	7,941	7,934
Gravenhurst	7,025	7,025	6,744
Huntsville	9,522	9,522	10,133
Georgian Bay	1,752	1,752	1,845
Lake of Bays	0	0	0
Muskoka Lakes	7,566	7,566	7,742
Total	33,806	33,806	34,396

Budget Notes:

- Overall, the Curbside Collection budget increased 13.3% or $578,837.
- Personnel increased 15.4% or $10,766 for estimated wage and benefit costs and planned work schedules.
- Materials and Supplies remain unchanged.
- Purchased Services increased 12.7% or $545,571. The base budget increased $230,390 of which $117,668 is annual increase on contracted service and $123,488 is the impact of the new collection contract that is effective November 8, 2022. The Service Level Change includes $135,542 for the bin site transition to curb collection with $21,624 in related advertising and $69,229 for the organics curb expansion with $88,786 in related advertising.
- Fleet increased 10,277.3% or $22,500 for additional patrol including the Service Level Change for the Patroller vehicle of $10,500.

Draft Rate Supported Operating Budget - Solid Waste Management

Curbside Collection **Run Date: 26/10/21 4:13 PM**

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	88,776	109,892	69,688	80,454				80,454	15.4%	10,766
Materials & Supplies	830	677	205	205				205		
Purchased Services	4,629,765	2,910,455	4,284,340	4,514,730		315,181		4,829,911	12.7%	545,571
Total Operating Costs	4,719,371	3,021,024	4,354,233	4,595,389		315,181		4,910,570	12.8%	556,337
Net Internal Service Charges										
Fleet	7,316	9,970	220	12,220		10,500		22,720	10,227.3%	22,500
Total Net Internal Service Charges	7,316	9,970	220	12,220		10,500		22,720	10,227.3%	22,500
Total Expenditures	4,726,687	3,030,994	4,354,453	4,607,609		325,681		4,933,290	13.3%	578,837
Total Curbside Collection	4,726,687	3,030,994	4,354,453	4,607,609		325,681		4,933,290	13.3%	578,837

Recycling and Diversion

Function: Recycling and Diversion Program Summary
Program Code: 461100 and 461170

Service Description:

- The haulage and processing of recyclables, household hazardous waste items, E-waste, scrap metal, tires, mattresses and wood chipping services are contracted out.
- The District Municipality of Muskoka staff operate the organics processing program at the Beiers site.

Service Indicators:

Recycling materials collected in Blue Box Program:

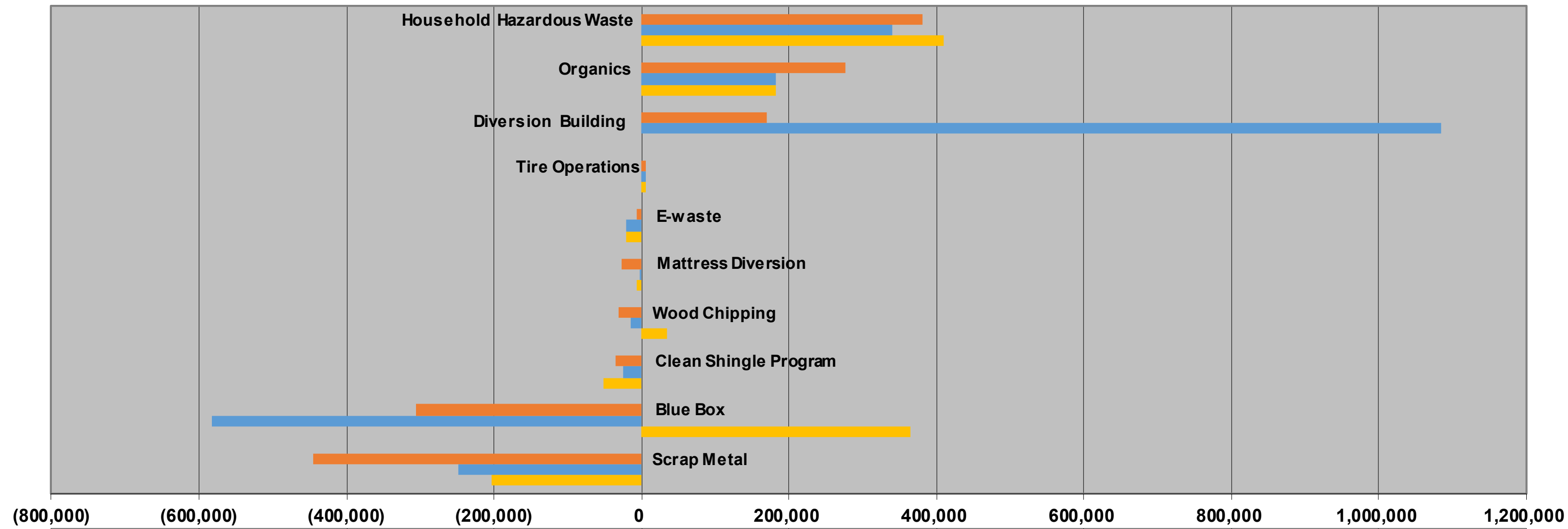
Recycling	2019 Actual	2020 Actual	2021 Forecast
Total tonnes	6,720	7,284	7,428

Budget Notes:

- Overall, the Recycling budget decreased 102.5% or $736,293.
- Personnel increased 32.9% or $71,978 which includes annualized impact for the diversion building operation of $36,401 and the Service Level Change for the organics processing at the Rosewarne site of $29,740 with the remainder for estimated wage and benefit costs.
- Materials and Supplies decreased 11.5% or $1,700.
- Purchased Services increased 8.7% or $243,715 comprised of recycle processing fees of $342,837 with the new contract, the elimination of MRF residue disposal fees of $150,750 with the change in processor, an increase in household hazardous waste disposal of $34,535, consultant of $10,199 and subcontractor of $6,894.
- Transfer to Others remains unchanged.
- Fleet increase 116.6% or $148,642 which includes annualized impact for the diversion building operation of $65,000 and the Service Level Change for the organics processing at the Rosewarne site of $53,002 and an increase of $30,640 based on expected activity levels.
- Grants increased 18.5% or $253,340 primarily for the Waste Diversion Ontario blue box funding of $272,000 based on current year grant, a reduction in E-waste funding of $13,000 due to current rates, and a decrease of $5,660 for municipal hazardous or special waste program funding.

- User Fees increased 86.8% or $945,588. The recycling sale revenue increased $670,000 due to improved market rates, and a new contract that includes fixed recovery rates and the change to 100% of revenues issued to the District, up from the previous 70% share. Scrap metal sales increased $196,625 due to higher market rates. Mattress Diversion increased $48,960 due to increased volume of units. Wood Chipping, Freon fees and Clean Shingles increased $30,003 on projected volumes based on current trends.

Recycling and Diversion Operating Budget



	Scrap Metal Operations	Blue Box	Clean Shingle Program	Wood Chipping Operations	Mattress Diversion Program	E-waste Operations	Tire Operations	Diversion Building	Organics Operations	Household Hazardous Waste
2022	(446,115)	(306,187)	(35,300)	(30,432)	(27,598)	(6,919)	5,735	170,302	276,773	381,680
2021	(249,335)	(583,136)	(25,600)	(14,053)	(1,138)	(20,274)	5,365	1,083,991	181,406	341,006
2020	(202,652)	363,942	(51,000)	35,375	(6,780)	(19,875)	6,469	0	182,536	410,310

Council Amendment
Resolution 19/2022
February 22,2022

Draft Rate Supported Operating Budget - Solid Waste Management

Recycling and Diversion

Run Date: 24/02/22 9:56 AM

	2020 Year-end Actuals	2021 YTD Actuals	2021 Budget	2022 Base Budget	2022 Annualized Impact	2022 Service Level Change	2022 Amendments	2022 Total Budget Requested	Percentage Change	Dollar Change
Expenditures										
Operating Costs										
Personnel	127,361	232,072	218,739	224,576	36,401	29,740		290,717	32.9%	71,978
Materials & Supplies	12,511	19,685	14,721	13,021				13,021	(11.5%)	(1,700)
Purchased Services	2,959,161	2,921,217	2,817,132	3,060,847				3,060,847	8.7%	243,715
Transfer To Others	(40)		750	750				750		
Total Operating Costs	3,098,993	3,172,974	3,051,342	3,299,194	36,401	29,740		3,365,335	10.3%	313,993
Net Internal Service Charges										
Fleet	126,480	217,107	127,470	158,110	65,000	53,002		276,112	116.6%	148,642
Total Net Internal Service Charges	126,480	217,107	127,470	158,110	65,000	53,002		276,112	116.6%	148,642
Total Expenditures	3,225,473	3,390,081	3,178,812	3,457,304	101,401	82,742		3,641,447	14.6%	462,635
Revenues										
Revenue Sources										
Grants	(1,368,698)	(869,476)	(1,371,165)	(1,624,505)			(777,723)	(2,402,228)	75.2%	(1,031,063)
User Fees	(1,270,638)	(2,515,880)	(1,089,415)	(2,035,003)				(2,035,003)	86.8%	(945,588)
Total Revenue Sources	(2,639,336)	(3,385,356)	(2,460,580)	(3,659,508)			(777,723)	(4,437,231)	80.3%	(1,976,651)
Total Revenues	(2,639,336)	(3,385,356)	(2,460,580)	(3,659,508)			(777,723)	(4,437,231)	80.3%	(1,976,651)
Total Recycling and Diversion	586,137	4,725	718,232	(202,204)	101,401	82,742	(777,723)	(795,784)	(210.8%)	(1,514,016)

Special Area Levy

Function: **Solid Waste Levy Allocation**
Program Code: **441010-469000**

Service Description:
Allocation of Solid Waste Net Levy into Curbside, Non-Curbside and Disposal/Diversion categories by Area Municipality.

Budget Notes:

The Solid Waste net levy is allocated through six special service levies. The boundaries of these service areas are consistent with those of the six Area Municipalities and reflect varying types and levels of service throughout Muskoka. The allocations to each of the service areas are based on a methodology that was approved by Council through the adoption of Resolution R4/2013-SW of the Solid Waste Financial Review Committee.

The approved allocation methodology groups costs based on the services provided in each Area Municipality. These service categories are curbside collection, non-curbside collection, and disposal/diversion. The allocation to each municipality is based on different criteria for each service. The summary of the costs included in each category and the associated allocation method are as follows:

Curbside collection:

- Haulage for collection of waste, recyclable materials and organics.
- A share of administration costs.
- Allocated based on the number of weighted summer and winter stops (or serviced units) within that municipality.

Non-curbside collection:

- Haulage costs for remote bins and depots.
- A portion of each municipality's transfer station costs is allocated to non-curbside collection based on the residential tonnes of waste and recyclable material collected. Within this calculation, haulage costs charged are calculated based on the average cost per tonne among the District's transfer stations.
- Allocated based on the actual direct costs of offering that service within the municipality plus a share of administration and capital infrastructure costs.

Disposal and diversion:

- Costs of landfill and diversion operations, environmental stewardship costs such as environmental studies, new site or capacity developments, closure costs and ongoing monitoring, and a share of administration and capital infrastructure costs.

- Net Cost of commercial activity for each municipality's transfer station(s) is included based on commercial tonnages collected.
- Apportioned to each municipality based on the total units (including vacant properties) within that municipality.

The following pages provide further details on the Solid Waste levy allocation model. There are five sections as follows:

Section 1. Draft Solid Waste Net Levy Summary: This is a report from the District's budget software that shows the net levy for the each of the main operating functions highlighted throughout Appendix A.

Section 2. Reconciliation of Draft Net Levy Summary Report to Levy Allocation Model: This spreadsheet shows how the net levy by operating function noted in Section 1 is allocated between the three levy categories of Curbside, Non-Curbside and Disposal/Diversion. The total for each levy category matches the costs in Section 5 which are then distributed by service units for the Curbside category and total units for the Disposal/Diversion category. Section 3 and 4 provide further breakdown of the Non-Curbside category.

Section 3. Net Levy Summary Reports for Remote Bins, Depots and Transfer Stations: There are three separate net levy reports from the budget software for Remote Bins, Depots and Transfer Stations. These reports show the cost to run these operations by site.

Section 4. Reconciliation of Remote Bins, Depots and Transfer Station Net Levy Summary to the Levy Allocation for Non-Curbside by Municipality: This spreadsheet shows how the net levy summaries in Section 3 are allocated to each municipality and shows the impact of administration and capital financing costs. In addition, this spreadsheet shows how the net levy report by municipality for Transfer Stations is adjusted to arrive at the residential portion of Transfer Station costs that are included in the Non-Curbside levy category. It should be noted that the cost of haulage from the Transfer Stations to the landfill is adjusted to reflect the average cost of haulage per tonne among the District's Transfer Stations.

Section 5. Draft Solid Waste Budget Levy Distribution: This table is also included in the Treasurer's Report and provides a summary of the levy allocation by Municipality for each category. The total cost for the Curbside and Disposal/Diversion categories match the totals provided in Section 2 and are allocated to municipalities based on serviced units and total units, respectively. The total cost for the Non-Curbside category ties Section 4 for each Municipality. The distribution of Non-Curbside costs among the Municipalities is based on the budgeted cost for services provided at Remote Bins and Depots and the residential portion of each Municipality's Transfer Station costs adjusted for average haulage rates. Administration and capital infrastructure costs are shared on a proportional basis.

P:\FIN\F05-BUDGET_EST_(WORKING_PAPERS)\RS2-Rate Supported - Operating\2022\Narratives and SLC\Solid Waste\Solid Waste Levy Allocation.docx

Council Amendment
Resolution 19/2022
February 22,2022

Draft Solid Waste Net Levy Summary

Solid Waste Levy

Run Date: 24/02/22 10:11 AM

	2020 Actuals	2021 YTD Actuals	2021 Budget	2022 Annualized Changes	2022 Service Level Changes	2022 Amendments	2022 Budget Requested	2022 / 2021 Percentage Change	2022 / 2021 Dollar Change
Solid Waste Levy									
Solid Waste Administration and Financing									
Solid Waste Adminstration and Financing	7,812,468	4,415,775	4,468,355	3,701	90,760	550,000	5,906,085	32.2%	1,437,730
Total Solid Waste Administration and Financing	7,812,468	4,415,775	4,468,355	3,701	90,760	550,000	5,906,085	32.2%	1,437,730
Landfill Sites									
Landfill Waste Operations	(2,147,691)	(2,127,435)	(1,557,395)		191		(1,661,311)	6.7%	(103,916)
Closed Landfill Sites	250,250	177,595	228,418				222,870	(2.4%)	(5,548)
Total Landfill Sites	(1,897,441)	(1,949,840)	(1,328,977)		191		(1,438,441)	8.2%	(109,464)
Transfer Stations									
Transfer Stations Waste Operations	2,866,033	2,956,447	2,920,356		40,221		3,188,406	9.2%	268,050
Transfer Stations Recycling Operations	170,952	173,979	163,834				182,394	11.3%	18,560
Transfer Stations Kitchen Organics		2,768			91,300		91,300		91,300
Total Transfer Stations	3,036,985	3,133,194	3,084,190		131,521		3,462,100	12.3%	377,910
Depots									
Depots Waste Collection	119,219	121,053	133,853		35,657		176,851	32.1%	42,998
Depots Recycling Collection	39,782	42,553	53,825				54,090	0.5%	265
Depots Organics Collection					5,961		5,961		5,961
Total Depots	159,001	163,606	187,678		41,618		236,902	26.2%	49,224
Remote Bins									
Remote Bins Waste Collection	712,850	840,359	867,608	45,625	8,146		1,015,662	17.1%	148,054
Remote Bins Recycling Collection	330,933	387,407	374,239		21,152		357,933	(4.4%)	(16,306)
Total Remote Bins	1,043,783	1,227,766	1,241,847	45,625	29,298		1,373,595	10.6%	131,748
Curbside Collection									
Curbside Waste Collection	1,978,152	1,522,236	1,918,335		158,786		2,033,478	6.0%	115,143
Curbside Recycling Collection	1,916,691	1,985,859	1,834,308		72,542		2,103,018	14.6%	268,710
Kitchen Organics Collection	831,844	641,273	601,810		94,353		796,794	32.4%	194,984
Total Curbside Collection	4,726,687	4,149,368	4,354,453		325,681		4,933,290	13.3%	578,837
Recycling and Diversion									
Blue Box	531,693	79,501	(583,136)			(777,723)	(1,083,910)	85.9%	(500,774)

Draft Solid Waste Net Levy Summary

Solid Waste Levy

Run Date: 24/02/22 10:11 AM

	2020 Actuals	2021 YTD Actuals	2021 Budget	2022 Annualized Changes	2022 Service Level Changes	2022 Amendments	2022 Budget Requested	2022 / 2021 Percentage Change	2022 / 2021 Dollar Change
Diversion Building		219,780	1,083,991	101,401			170,302	(84.3%)	(913,689)
Household Hazardous Waste	362,593	376,687	341,006				381,680	11.9%	40,674
E-Waste Operations	(31,661)	(9,821)	(20,274)				(6,919)	(65.9%)	13,355
Scrap Metal Operations	(312,346)	(716,995)	(249,335)				(446,115)	78.9%	(196,780)
Tire Operations	1,590	3,130	5,365				5,735	6.9%	370
Kitchen Organics Operations	242,435	247,933	181,406		82,742		276,773	52.6%	95,367
Wood Chipping Operations	(90,197)	(81,375)	(14,053)				(30,432)	116.6%	(16,379)
Clean Shingle Program	(49,306)	(41,873)	(25,600)				(35,300)	37.9%	(9,700)
Mattress Diversion Program	(68,664)	(72,242)	(1,138)				(27,598)	2,325.1%	(26,460)
Total Recycling and Diversion	586,137	4,725	718,232	101,401	82,742	(777,723)	(795,784)	(210.8%)	(1,514,016)
Total Solid Waste Levy	**15,467,620**	**11,144,594**	**12,725,778**	**150,727**	**701,811**	**(227,723)**	**13,677,747**	**7.5%**	**951,969**
Total Solid Waste Levy	**15,467,620**	**11,144,594**	**12,725,778**	**150,727**	**701,811**	**(227,723)**	**13,677,747**	**7.5%**	**951,969**

Reconciliation of Draft Net Levy Summary Report to Levy Allocation Model

	Solid Waste Levy Summary			Allocation of 2022 Budget into Levy Categories				
Program	**2021 Budget**	**2022 Budget**	**Net Levy Incr/ (Decr)**	**Curbside**	**Non-Curbside**	**Disposal/ Diversion**	**Total Levy**	**Notes**
Administration and Financing	4,468,355	5,906,085	1,437,730	426,776	997,229	4,482,080	**5,906,085**	Allocation is based on proportional share of administrative costs. Capital Financing (Reserve contributions) are allocated between Non-Curbside and Disposal/Diversion based on future capital requirements.
Administration and Financing: Page 9	**4,338,301**	**5,906,085**	**1,437,730**					
Landfill Waste Operations - Exp	1,481,990	1,419,305	(62,685)			1,419,305	**1,419,305**	
Landfill Waste Operations - Rev	(3,039,385)	(3,080,616)	(41,231)		(3,054,616)	(26,000)	**(3,080,616)**	Tip Fees included in Transfer Station Costing in Non-Curbside category.
Subtotal for Landfill Waste Operations	(1,557,395)	(1,661,311)	(103,916)					
Closed Landfill Sites	228,418	222,870	(5,548)			222,870	**222,870**	
Landfill Sites Recycling	-	-	-					
Landfill: Page 15	**(1,328,977)**	**(1,438,441)**	**(109,464)**					
Transfer Stations Waste	2,920,356	3,188,406	268,050		3,188,406		**3,188,406**	
					(166,740)	166,740	**-**	Net Commercial Transfer Station Costs (refer to Section 4)
Transfer Stations Recycle	163,834	182,394	18,560		182,394		**182,394**	
Transfer Stations Organics	-				91,300		**91,300**	
Transfer Stations: Page 21	**3,084,190**	**3,462,100**	**377,910**					
Depot Waste Collection	133,853	176,851	42,998		176,851		**176,851**	
Depot Recycle Collection	53,825	54,090	265		54,090		**54,090**	
Depot Organics Collection	91,300 -	91,300			5,961		**5,961**	
Depots: Page 27	**187,678**	**236,902**	**49,224**					
Remote Bin Waste Collection	867,608	1,015,662	148,054		1,015,662		**1,015,662**	
Remote Bin Recycling Collection	374,239	357,933	(16,306)		357,933		**357,933**	
Remote Bins: Page 33	**1,241,847** 5,961	**1,373,595** 5,961	**131,748**					
Curbside Waste	1,918,335	2,033,478	115,143	2,033,478			**2,033,478**	
Curbside Recycling	1,834,308	2,103,018	268,710	2,103,018			**2,103,018**	
Curbside Organics Collection	601,810	796,794	194,984	796,794			**796,794**	Collection of Kitchen Organics is included in the Curbside Category.
Curbside Collection: Page 39	**4,354,453**	**4,933,290**	**578,837**					
Blue Box	(583,136)	(1,083,910)	(500,774)			(1,083,910)	**(1,083,910)**	
Diversion Building	1,083,991	170,302	(913,689)			170,302	**170,302**	
Hazardous Waste	341,006	381,680	40,674			381,680	**381,680**	
E-Waste Operations	(20,274)	(6,919)	13,355			(6,919)	**(6,919)**	
Scrap Metal Operations	(249,335)	(446,115)	(196,780)			(446,115)	**(446,115)**	
Tire Operations	5,365	5,735	370			5,735	**5,735**	
Mattress Diversion	(1,138)	(27,598)	(26,460)			(27,598)	**(27,598)**	
Wood Chipping Operations	(14,053)	(30,432)	(16,379)			(30,432)	**(30,432)**	
Organics Operations	181,406	276,773	95,367			276,773	**276,773**	Organics Operations costs are in Disposal/Diversion as it extends the landfill life.
Clean Shingles Program	(25,600)	(35,300)	(9,700)			(35,300)	**(35,300)**	
Recycling & Diversion: Page 45	**718,232**	**(795,784)**	**(1,514,016)**					
Total Net Levy	**11,969,440**	**13,677,747**	**951,969**					**These figures tie to Section 1.**
2022 Solid Waste Budget Levy Distribution				**5,360,066**	**2,848,470**	**5,469,211**	**13,677,747**	**These figures tie to Section 5.**

Draft Solid Waste Net Levy Summary

Transfer Stations

Run Date: 26/10/21 3:58 PM

	2020 Actuals	2021 YTD Actuals	2021 Budget	2022 Annualized Changes	2022 Service Level Changes	2022 Amendments	2022 Budget Requested	2022 / 2021 Percentage Change	2022 / 2021 Dollar Change
000000									
Transfer Stations Waste Operations	(600)								
Total 000000	(600)								
000455 TOWER ROAD									
Transfer Stations Waste Operations	140,886	102,231	151,197		4,069		176,054	16.4%	24,857
Transfer Stations Recycling Operations	14,471	10,173	13,041				14,571	11.7%	1,530
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000455 TOWER ROAD	155,357	112,404	164,238		13,199		199,755	21.6%	35,517
000456 BAXTER									
Transfer Stations Waste Operations	271,966	215,563	265,897		4,094		304,660	14.6%	38,763
Transfer Stations Recycling Operations	5,777	3,533	6,313				4,923	(22.0%)	(1,390)
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000456 BAXTER	277,743	219,096	272,210		13,224		318,713	17.1%	46,503
000457 EVELEIGH									
Transfer Stations Waste Operations	426,965	342,022	436,665		4,078		485,040	11.1%	48,375
Transfer Stations Recycling Operations	21,631	12,404	20,858				12,118	(41.9%)	(8,740)
Transfer Stations Kitchen Organics		1,827			9,130		9,130		9,130
Total 000457 EVELEIGH	448,596	356,253	457,523		13,208		506,288	10.7%	48,765
000458 RIDOUT									
Transfer Stations Waste Operations	98,882	74,413	114,336		4,057		139,010	21.6%	24,674
Transfer Stations Recycling Operations	18,380	16,364	17,569				21,409	21.9%	3,840
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000458 RIDOUT	117,262	90,777	131,905		13,187		169,549	28.5%	37,644
000459 FRANKLIN									
Transfer Stations Waste Operations	275,816	196,516	247,517		4,106		257,245	3.9%	9,728
Transfer Stations Recycling Operations	11,076	12,034	11,257				14,397	27.9%	3,140
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000459 FRANKLIN	286,892	208,550	258,774		13,236		280,772	8.5%	21,998
000460 MCLEAN									

Draft Solid Waste Net Levy Summary

Transfer Stations

Run Date: 26/10/21 3:58 PM

	2020 Actuals	2021 YTD Actuals	2021 Budget	2022 Annualized Changes	2022 Service Level Changes	2022 Amendments	2022 Budget Requested	2022 / 2021 Percentage Change	2022 / 2021 Dollar Change
Transfer Stations Waste Operations	190,940	153,554	213,601		3,939		227,519	6.5%	13,918
Transfer Stations Recycling Operations	9,105	7,288	9,286				9,916	6.8%	630
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000460 MCLEAN	200,045	160,842	222,887		13,069		246,565	10.6%	23,678
000461 SINCLAIR									
Transfer Stations Waste Operations	130,674	101,047	136,621		4,069		147,613	8.0%	10,992
Transfer Stations Recycling Operations	4,262	3,771	4,035				5,595	38.7%	1,560
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000461 SINCLAIR	134,936	104,818	140,656		13,199		162,338	15.4%	21,682
000462 ROSEWARNE TRANSFER STATION									
Transfer Stations Waste Operations	412,353	284,979	493,612		4,002		576,479	16.8%	82,867
Transfer Stations Recycling Operations	59,796	50,996	57,262				70,892	23.8%	13,630
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000462 ROSEWARNE TRANSFER STATION	472,149	335,975	550,874		13,132		656,501	19.2%	105,627
000463 STISTED TRANSFER STATION									
Transfer Stations Waste Operations	368,412	249,089	317,447		3,907		339,452	6.9%	22,005
Transfer Stations Recycling Operations	19,190	14,494	18,943				21,123	11.5%	2,180
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000463 STISTED TRANSFER STATION	387,602	263,583	336,390		13,037		369,705	9.9%	33,315
000464 BEIERS TRANSFER STATION									
Transfer Stations Waste Operations	549,739	362,157	543,463		3,900		535,334	(1.5%)	(8,129)
Transfer Stations Recycling Operations	7,264	4,635	5,270				7,450	41.4%	2,180
Transfer Stations Kitchen Organics					9,130		9,130		9,130
Total 000464 BEIERS TRANSFER STATION	557,003	366,792	548,733		13,030		551,914	0.6%	3,181
Total Transfer Stations	3,036,985	2,219,090	3,084,190		131,521		3,462,100	12.3%	377,910

Draft Solid Waste Net Levy Summary

Depots

Run Date: 26/10/21 3:58 PM

	2020 Actuals	2021 YTD Actuals	2021 Budget	2022 Annualized Changes	2022 Service Level Changes	2022 Amendments	2022 Budget Requested	2022 / 2021 Percentage Change	2022 / 2021 Dollar Change
000000									
Depots Waste Collection					4,070		4,070		4,070
Total 000000					4,070		4,070		4,070
000442 GRAVENHURST									
Depots Waste Collection	810								
Total 000442 GRAVENHURST	810								
0444-1 TWELVE MILE DEPOT									
Depots Waste Collection	30,141	25,105	38,264				35,885	(6.2%)	(2,379)
Depots Recycling Collection	10,237	10,528	15,782				12,490	(20.9%)	(3,292)
Total 0444-1 TWELVE MILE DEPOT	40,378	35,633	54,046				48,375	(10.5%)	(5,671)
0444-2 SOUTH GIBSON BAY DEPOT									
Depots Waste Collection	56,772	50,107	56,904				64,293	13.0%	7,389
Depots Recycling Collection	18,537	17,237	22,837				26,806	17.4%	3,969
Total 0444-2 SOUTH GIBSON BAY DEPOT	75,309	67,344	79,741				91,099	14.2%	11,358
0444-3 HONEY HARBOUR DEPOT									
Depots Waste Collection	31,496	25,195	38,685		31,587		72,603	87.7%	33,918
Depots Recycling Collection	11,008	11,460	15,206				14,794	(2.7%)	(412)
Depots Organics Collection					5,961		5,961		5,961
Total 0444-3 HONEY HARBOUR DEPOT	42,504	36,655	53,891		37,548		93,358	73.2%	39,467
Total Depots	159,001	139,632	187,678		41,618		236,902	26.2%	49,224

Draft Solid Waste Net Levy Summary

Remote Bins

Run Date: 26/10/21 3:58 PM

	2020 Actuals	2021 YTD Actuals	2021 Budget	2022 Annualized Changes	2022 Service Level Changes	2022 Amendments	2022 Budget Requested	2022 / 2021 Percentage Change	2022 / 2021 Dollar Change
000000									
Remote Bins Waste Collection	18,670								
Total 000000	18,670								
000441 BRACEBRIDGE									
Remote Bins Waste Collection	86,867	82,238	109,366	4,104	8,155		139,038	27.1%	29,672
Remote Bins Recycling Collection	62,753	62,666	64,606		2,896		68,258	5.7%	3,652
Total 000441 BRACEBRIDGE	149,620	144,904	173,972	4,104	11,051		207,296	19.2%	33,324
000442 GRAVENHURST									
Remote Bins Waste Collection	103,979	102,770	127,930	5,931	(1,214)		140,165	9.6%	12,235
Remote Bins Recycling Collection	30,193	33,265	47,707		19,257		56,843	19.2%	9,136
Total 000442 GRAVENHURST	134,172	136,035	175,637	5,931	18,043		197,008	12.2%	21,371
000443 HUNTSVILLE									
Remote Bins Waste Collection	97,506	80,359	125,085	5,021	(6,955)		138,164	10.5%	13,079
Remote Bins Recycling Collection	65,887	63,541	73,436		(8,506)		52,059	(29.1%)	(21,377)
Total 000443 HUNTSVILLE	163,393	143,900	198,521	5,021	(15,461)		190,223	(4.2%)	(8,298)
000444 GEORGIAN BAY									
Remote Bins Waste Collection	277,532	275,170	356,454	23,272	28,123		450,632	26.4%	94,178
Remote Bins Recycling Collection	90,925	92,055	108,645		6,179		111,193	2.3%	2,548
Total 000444 GEORGIAN BAY	368,457	367,225	465,099	23,272	34,302		561,825	20.8%	96,726
000446 MUSKOKA LAKES									
Remote Bins Waste Collection	128,296	127,183	148,773	7,297	(19,963)		147,663	(0.7%)	(1,110)
Remote Bins Recycling Collection	81,175	82,811	79,845		1,326		69,580	(12.9%)	(10,265)
Total 000446 MUSKOKA LAKES	209,471	209,994	228,618	7,297	(18,637)		217,243	(5.0%)	(11,375)
Total Remote Bins	1,043,783	1,002,058	1,241,847	45,625	29,298		1,373,595	10.6%	131,748

Reconciliation of Remote Bins, Depots and Transfer Station Net Levy Summary to Levy Allocation for Non-Curbside by Municipality

	Bracebridge	Gravenhurst	Huntsville	Georgian Bay	Lake of Bays	Muskoka Lakes	Total
Remote Bins and Depots Costing by Municipality from the Net Levy Summary Reports							
Remote Bin Costing by Municipality From the Net Levy Summary for Remote Bins	207,398	196,890	190,378	561,706	-	217,224	1,373,596
Less: Winter Remote Bins for Curbside Customers - Charged to Curbside Category							-
Depots Costing by Municipality From the Net Levy Summary for Depots				236,902			236,902
Combined Remote Bins and Depots from Net Levy Summaries	207,398	196,890	190,378	798,608	-	217,224	1,610,498
Add: Administration & Capital Financing	32,909	32,415	31,220	138,232		34,918	269,694
Total Cost for Remote Bins and Depots included in the Non-Curbside Category Levy Allocation	**240,307**	**229,305**	**221,598**	**936,840**	**-**	**252,142**	**1,880,192**
Transfer Station Costing by Municipality from the Net Levy Summary for Transfer Stations							
Georgian Bay: Tower Road				199,755			199,755
Georgian Bay: Baxter				318,713			318,713
Muskoka Lakes: Eveleigh						506,288	506,288
Lake of Bays: Ridout					169,549		169,549
Lake of Bays: Franklin					280,772		280,772
Lake of Bays: McLean					246,565		246,565
Lake of Bays: Sinclair					162,338		162,338
Bracebridge: Rosewarne	656,501						656,501
Huntsville: Stisted			369,705				369,705
Gravenhurst: Beiers		551,914					551,914
Transfer Station Cost from Net Levy Summary	**656,501**	**551,914**	**369,705**	**518,468**	**859,224**	**506,288**	**3,462,100**
Adjust Transfer Station Haulage to the Average Cost/Tonne across the District and add Administration and Capital Financing							
Remove Haulage	(267,866)	(175,349)	(109,610)	(151,096)	(253,998)	(172,917)	(1,130,836)
Add Haulage - using average cost per tonne for whole District	365,955	176,320	93,110	97,705	204,909	192,838	1,130,836
Add: Administration & Capital Financing	151,113	108,051	73,000	101,014	185,873	108,485	727,535
Full cost of Transfer Station Operations	**905,703**	**660,935**	**426,205**	**566,091**	**996,008**	**634,694**	**4,189,635**
Less: Commercial Tipping fees	(911,861)	(539,776)	(308,238)	(257,447)	(440,868)	(596,426)	(3,054,616)
Less: Net Commercial Transfer Station Costs - Charged to Disposal/Diversion Category	159,235	(16,069)	(81,804)	(178,046)	(132,286)	82,231	(166,740)
Total Residential Portion of each Municipality's Transfer Station Costs included in the Non-Curbside Category Levy Allocation	**153,078**	**105,090**	**36,162**	**130,597**	**422,854**	**120,499**	**968,279**
Total Non-Curbside Levy Allocation by Municipality	**393,386**	**334,394**	**257,761**	**1,067,437**	**422,854**	**372,642**	**2,848,473**

2022 Solid Waste Budget Levy Distribution

2022 Draft Solid Waste Budget Levy Distribution			
Grouping	**Curbside**	**Non-curbside**	**Disposal/diversion**
Total Cost	5,360,066	2,848,470	5,469,211
Allocation method	Serviced units	Direct cost plus overhead	Total units

Municipality	**# Units**	**Curbside $**	**Non-curbside $**	**Total # Units**	**Disposal/ diversion $**	**Total $**	**$ Cost per Unit**
Bracebridge	7,934	1,236,315	393,384	13,135	978,414	2,608,113	198.56
Gravenhurst	6,744	1,050,883	334,393	12,390	922,919	2,308,196	186.30
Huntsville	10,133	1,578,974	257,760	15,688	1,168,584	3,005,318	191.57
Georgian Bay	1,845	287,497	1,067,437	8,897	662,729	2,017,662	226.78
Lake of Bays	0	0	422,854	8,013	596,880	1,019,735	127.26
Muskoka Lakes	7,742	1,206,397	372,642	15,300	1,139,683	2,718,722	177.69
2022 Total	34,398	5,360,066	2,848,470	73,423	5,469,211	13,677,747	186.29
2021 Budget	33,806	4,687,711	2,510,300	73,423	5,527,768	12,725,778	173.32
Levy Incr/ (Decr)	592	672,355	338,170	0	(58,557)	951,969	12.97

Service Level Changes

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Bin Site Transition – Alternative Servicing

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: February 1, 2022

Program Description:

Various changes to the District's waste collection system are anticipated over 2022 with transition of a significant number of unstaffed dumpster sites. This transition is at the Direction of the Ministry of the Environment, Conservation and Parks as the District seeks to bring its system into full compliance with the Environmental Protection Act (EPA). All bin sites are set to transition by April 2023.

As outlined in Reports PW-10-2021-6 and PW-13-2021-1, provision of new waste servicing is anticipated with the transition of 27 bin sites next year. Servicing changes proposed include the transition of fifteen (15) bin sites to curbside or special landing collection and, in addition, expansion of the Lakeside Waste Collection program to include eleven (11) summer pick-up locations. Implementation of alternative servicing is anticipated to occur throughout the year as follows:

- transition of two (2) winter sites in early 2022;
- curbside collection implemented in the spring/summer for thirteen (13) sites in total;
- implementation of Lakeside Waste Collection to provide service in place of seven (7) sites (one which transitioned in 2021); and
- transition of an additional six (6) winter sites late fall.

Costs of alternate servicing are partially offset by savings from reduction in front-end waste collection service.

Meeting: PW-13-2021 Report: PW-13-2021-1 Resolution: R83/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Contracted Services $119,154

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Contracted Services	$119,154	$119,154
Total Expenditures	**$119,154**	**$119,154**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$119,154**	**$119,154**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Drop-off Organics Collection

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: April 1, 2022

Program Description:

As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing to implement contracted collection of organics at supervised District transfer stations. The purpose of this program is to reduce drop-off garbage through diversion of food and organic waste - our greatest opportunity for improvement. Further, organic waste in the landfill creates methane - a greenhouse gas (GHG). Diversion of food and organic waste aligns with the District's comprehensive climate change policy and is an important step to a more sustainable waste management system. This material would be composted as part of District waste operations.

A drop-off organics program at transfer stations would allow for the alignment of diversion programs both curbside and drop-off waste facilities - most impactful for seasonal residents outside of the urban curbside green bin area and those in the Township of Lake of Bays with no access currently to organics collection. Costs associated with this change would be for 39 weeks of contracted collection service starting in April 2022. Based on municipal garbage composition data, it is estimated that 2,500 tonnes of compostable food and organic waste is being landfilled in drop-off bagged garbage annually (40% of drop-off household "black bag" garbage). If only 25% were captured (a conservative estimate), this would equate to a savings of 640 tonnes annually from the Rosewarne Landfill - increasing the diversion rate by approximately 2%.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Other –Contracted Services $91,300

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)	2023
Contracted Services	$91,300	$121,700	$124,100
Total Expenditures	**$91,300**	**$121,700**	**$124,100**

Net Impact	2022 (Part Year)	2022 (Annualized)	2023
Total	**$91,300**	**$121,700**	**$124,100**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Expansion of Curbside Organics Collection

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: November 7, 2022

Program Description:

As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing that expansion of the curbside organics program would be prudently phased-in starting November 7, 2022 with the start of the new curbside collection contract. Diversion of food and organic waste aligns with the District's comprehensive climate change policy and is an important step to a more sustainable waste management system. Expansion of the curbside green bin program to over 22,000 serviced units, however, will be impactful from a budget perspective and staff recommend the expansion be phased over the next four (4) years - with full implementation by 2026. The program would be expanded by Area Municipality and consider the timing when seasonal residents would be in Muskoka to receive their green bins (i.e. July implementation for new seasonal units).

Staff propose that the first phase would be to year-round areas of Huntsville outside of the urban green bin area - approximately 4,400 serviced units. This would be followed by:

- seasonal units in Huntsville and year-round/seasonal units in Bracebridge in 2023;
- all units in Muskoka Lakes in 2024 (aligning with cost savings from the transition of the Blue Box program); and
- remaining curbside units in Gravenhurst and Georgian Bay in 2025.

Costs for this service level change are for curbside collection service at the new contract rates which were a provisional option in the recent procurement of curbside services. Costs for promotion and education will be part of the fall communication plan for the new curbside contract.

Based on municipal garbage composition data, it is estimated that 3,500 tonnes of compostable food and organic waste is being landfilled in curbside garbage annually (40% of drop-off household “black bag” garbage). Based on existing capture rates (a conservative estimate), provision of curbside organics collection to all curbside units would equate to a savings of 1,500 tonnes annually from the Rosewarne Landfill - increasing the diversion rate by approximately 4%.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Advertising	$21,624
Contracted Services	$69,229

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Advertising	$21,624	$21,624
Contracted Services	$69,229	$449,989
Total Expenditures	**$90,853**	**$471,613**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$90,853**	**$471,613**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Supervision of Honey Harbour Depot and Organics Collection

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: April 2, 2022

Program Description:

As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing that supervision of the unstaffed depots in the Township of Georgian Bay be advanced prudently over the next three (3) years starting in 2022. In 2022, supervision of the first unstaffed depot, recommended to be the Honey Harbour Depot, would be implemented. Costs associated with this change includes contracted Site Attendant Services starting with opening of the depot in spring 2022 and, in addition, provision of drop-off organics collection to align with the supervised transfer stations. Costs for this service level change include contracted supervision from spring 2022 as follows:

- April/May and September/October (shoulder seasons) – 16 weekend hours, 5 hours during the week
- June through August (summer) – 16 weekend hours, 25 hours during the week, open holidays

Specific opening hours would be set with further consultation with the Township of Georgian Bay.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Advertising	$4,070
Contracted Services	$45,870

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)	2023
Advertising	$4,070	$4,070	$0
Contracted Services	$45,870	$45,870	$46,790
Total Expenditures	**$49,940**	**$49,940**	**$46,790**

Net Impact	2022 (Part Year)	2022 (Annualized)	2023
Total	**$49,940**	**$49,940**	**$46,790**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Reduction in Garbage Bag Limits – Drop-off

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: April 1, 2022

Program Description:

As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are proposing a phased approach to reduction of the no-charge garbage bag limit at supervised District drop-off locations. Currently, three (3) drop-off garbage bags are accepted at no-charge at transfer stations and Lakeside Waste Collection events - regardless of curbside service. As such, households are provided a generous no-charge allotment of garbage compared to other municipalities with high diversion rates. “Free” garbage bags discourage households from diverting material in the Blue Box or green bin organics programs. Without reduction in no-charge garbage, the success of drop-off organics at our transfer stations and depots is uncertain.

Starting in spring to align with the drop-off organics roll-out, garbage bag limits would be reduced by one (1) bag weekly at all drop-off transfer stations, supervised depots, and at Lakeside Waste Collection events. With a further reduction in garbage bag limits recommended in 2023, this would bring consistent no-charge garbage bag limits - both curbside and drop-off - throughout the District. With organics collection implemented at drop-off locations, no-charge garbage bag limits would ultimately be reduced to one (1) bag weekly with unlimited quantities of organics and Blue Box recycling being accepted at no-charge. The premise of the reduction in garbage bag limits is to encourage diversion of waste at all District transfer stations and supervised depots - driving material to the “free” programs.

Communication costs associated with this change are offset by increased revenue from tipping fees for additional garbage.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Advertising $18,570

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Advertising	$18,570	$18,570
Total Expenditures	**$18,570**	**$18,570**

Revenues (By Source)	2022 (Part Year)	2022 (Annualized)
Household Excess tip fee	($21,934)	($21,934)
Total Revenues	**($21,934)**	**($21,934)**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**($3,364)**	**($3,364)**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Reduction in Garbage Bag Limits – Curbside

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: November 7, 2022

Program Description:

As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, this change represents a reduction in curbside garbage bag limits - currently, a maximum of three (3) bags are permitted weekly from households in non-green bin areas and two bags (2) weekly from households with access to the green bin program. Staff propose to reduce curbside bag limits by one (1) bag. Households with green bin collection would be allotted one (1) bag of curbside garbage weekly, those without green bin collection allotted two (2) bags of garbage weekly. Staff propose to align curbside changes with the new curbside collection contract starting November 7, 2022 to reduce the costs of communication/promotion and education. Reduction in curbside bag limits was a provisional option in the recent procurement of collection services noting that there would be some annual savings for garbage collection.

The purpose of reducing curbside garbage bag limits is to drive waste from the garbage stream to the Blue Box and green bin - municipalities with more stringent curbside bag limits have higher diversion rates. Conservatively, if 20% of households are currently setting out the maximum garbage bags weekly, tonnage savings by reducing the bag limit is estimated to be 1,800 tonnes annually saving over 4,000 m^3 of landfill capacity and increasing the diversion rate by approximately 5%.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Advertising	$88,786
Contracted Services	($2,542)

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Advertising	$88,786	$88,786
Contracted Services	($2,542)	($27,770)
Total Expenditures	**$86,244**	**$61,016**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$86,244**	**$61,016**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Waste Site Pass

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: January 3, 2022

Program Description:

As part of the Waste Strategy and further to Presentation PW-7-2021-5 and Report PW-8-2021-7, staff are recommending advancement of a waste site pass system to be implemented at District transfer stations, staffed depots, and Lakeside Waste Collection. Currently, site transactions at District waste facilities are tracked by vehicle license plate - this includes the no-charge garbage allotted per week. Based on the limitations of the scale system, there is no proof of address required and households can make multiple trips weekly with different vehicles for "free" garbage. A household with curbside collection and two vehicles, for example, could be allotted nine (9) bags of garbage weekly at no-charge. With the waste site pass, usage of any drop-off facility would be tracked by property address and require the pass for access. This will provide a better tracking system and greater control over usage of District sites - most critical for garbage and programs offered at no-charge.

Staff are recommending that over 2022, work begins on the new system to roll out across the District in 2023 (potentially in phases). Work next year would begin on the software changes and implementation plan (printing, mail-outs, etc.) and logistics of how this could be facilitated. Anticipated costs for 2022 include contracted services related to the scale software and printing.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Printing	$15,000
Consultant	$60,496

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Supplies and Operating Costs	$15,000	$15,000
Consultant	$60,496	$60,496
Total Expenditures	**$75,496**	**$75,496**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$75,496**	**$75,496**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☐ New Program: ☒ Program: Spring Community Clean-up Support

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: January 3, 2022

Program Description:

As outlined in Presentation PW-7-2021-5 and Report PW-8-2021-7, around Earth Day (April 22) to the Provincial Day of Action on Litter (second Tuesday in May), the District receives numerous requests for reduced or waiving of tipping fees to support community clean-up events. Staff are recommending that a new spring community clean-up program be advanced to support Area Municipalities each year. Promotion and education related to these events would focus on reducing litter, increasing diversion and other important Waste Strategy-related messaging. To support these events, staff would work with Area Municipalities and provide the “tools” for community groups wishing to organize and clean-up their neighbourhoods. Supplies that would be provided in “kits” would include identifiable garbage bags/tags for no-charge disposal, transparent bags for recycling collection, instructions for collection (and diverting material), gloves, and collaborative promotion and education.

In 2022, bags would be required to be brought to District transfer stations for disposal. It is anticipated, however, that in future years, collection may be facilitated as part of the new curbside collection contract.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Supplies and operating costs

Advertising $15,264

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Supplies and Operating Costs	$15,264	$15,264
Total Expenditures	**$15,264**	**$15,264**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$15,264**	**$15,264**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Equipment Operator – Operational Changes

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: April 4, 2022

Program Description:

With expansion of the organics program, staff are proposing to expand processing operations to the Rosewarne site - allowing for capacity in both Bracebridge and Gravenhurst. Expansion of processing operations would increase the ability to accept more materials and improve curbside collection efficiencies. Currently, source-separated organics are composted at the Beiers Composting Facility in Gravenhurst. This site is at the approved capacity and increasing organics collection at drop-off facilities and curbside will require utilizing Rosewarne. Rosewarne is already permitted for composting operations - and, in addition, being centrally located will help curbside operations. Additional Equipment Operator support is required to facilitate this change as the windrows require regular turning and monitoring.

In addition, costs related to this service level change includes Equipment Operator support to facilitate curbside collection changes and extension of Saturday openings at the landfill in both early spring and late fall (traditional shoulder seasons). Having the landfill open facilitates the acceptance of garbage from the transfer stations - noting that the sites have gotten busier and shifting to "summer hours" has become necessary earlier in the spring and into the fall.

Meeting: PW-7-2021 and PW-8-2021 Report: PW-7-2021-5 and PW-8-2021-7 Resolution: R49/2021-PW

Section B – Description of Resources Required

Staffing

FTE: 0.78 Budgeted: $46,120 Annualized: $46,120

Permanent ☒ Temporary ☐ Full-Time ☐ Part-Time ☒

Supplies and operating costs

Fleet $53,002

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Salaries and Benefits	$46,120	$46,120
Fleet	$53,002	$64,790
Total Expenditures	**$99,122**	**$110,910**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$99,122**	**$110,910**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Seasonal Labourer – Remote Bins

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: April 4, 2022

Program Description:

Since the outset of the pandemic and with a commitment to the Ministry of the Environment, Conservation and Parks, additional labour has been allocated to the remote bins and clean-ups throughout the District as outlined in PW-5-2020-8. This has resulted in better environmental outcomes and positive feedback on the condition of the sites. Some additional support, however, is required starting in early spring/late fall - what were once the traditional quieter “shoulder seasons”. Illegal dumping and need for substantial clean-ups at remote bins has begun earlier and continued through fall which has been challenging to manage without the support of the summer students.

This additional support may also assist with supervision of fall Lakeside Waste Collection events and ensure weekend coverage (noting that weekends are especially problematic for illegal dumping).

Meeting: PW-5-2020 Report: PW-5-2020-8 Resolution: R19/2020-PW

Section B – Description of Resources Required

Staffing

FTE: 1.13 Budgeted: 56,858 Annualized: $56,858

Permanent ☒ Temporary ☐ Full-Time ☐ Part-Time ☒

Supplies and operating costs

Fleet $14,089

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Salaries and Benefits	$56,858	$56,858
Fleet	$14,089	$14,089
Total Expenditures	**$70,947**	**$70,947**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$70,947**	**$70,947**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Large Item Events – Change to Fee-for Service

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: January 1, 2022

Program Description:

Given the direction to advance spring community clean-up support (SLC 8) as part of the Waste Strategy, staff are proposing to remove the budgeted community drop-off event in the Township of Muskoka Lakes. Alternatively, the event would be advanced at the request of the municipality and invoiced directly on a fee-for-service basis to provide more flexibility on holding the event (which has been cancelled due to the pandemic) and to provide a better understanding on the tonnages of no-charge garbage collected. Anticipated costs for this event would be for additional staffing for traffic control, Site Attendant services, haulage and tipping fees.

Staff would work directly with the Township to organize and host the event which has historically been held at the Eveleigh Transfer Station.

Section B – Description of Resources Required

Supplies and operating costs

Contracted Services ($8,300)

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Contracted Services	($8,300)	($8,300)
Total Expenditures	**($8,300)**	**($8,300)**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**($8,300)**	**($8,300)**

2022 Service Level Change Worksheet

Department: Engineering and Public Works **Division - Program:** Solid Waste Management

Section A – General Program Information

Existing Program: ☒ New Program: ☐ Program: Additional Fleet – Patroller Vehicle

Justifications: Health and Safety ☐ Mandated Program ☐ Council Initiative ☐ Department Initiative ☒

Proposed Start Date: January 1, 2022

Program Description:

In 2021, the Waste Collection and Diversion Patroller position was added to the Solid Waste Management staffing complement as an outside position to assist in the monitoring of curbside collection and other waste contracts. This position is responsible for travelling throughout the District daily conducting on-going, on-site inspections of collection contractors, monitoring operations, addressing residential complaints, and conducting audits to ensure compliance with District waste by-laws. A vehicle is required to support this position.

This ability for staff to safely travel the District - including cottage/private roads and in difficult winter conditions - is critical and will be especially valuable with the upcoming changes to curbside collection.

Meeting: Report: Resolution:

Section B – Description of Resources Required

Supplies and operating costs

Fleet $19,225

Section C – Financial Impact

Gross Expenditures	2022 (Part Year)	2022 (Annualized)
Fleet	$19,225	$19,225
Total Expenditures	**$19,225**	**$19,225**

Net Impact	2022 (Part Year)	2022 (Annualized)
Total	**$19,225**	**$19,225**

Run Date: 21/10/21 2:07 PM

Capital Project Annual Budget and Forecast
Public Works - Solid Waste Management

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Project Expenditures													
Public Works - Solid Waste Management													
Solid Waste Capital													
Disposal													
450077 Rosewarne West - Final Cover & Gas Collection		1,062,000			709,600		709,600	709,600				3,190,800	3,895,600
450081 Rosewarne Cell Development - Cells 3-4	3,407,800	100,000	3,445,475									3,545,475	
450094 Rosewarne Cell Development - Cells 5-6					3,668,712	3,762,487						7,431,199	
450095 Rosewarne Cell Development - Cell 7									3,992,781			3,992,781	11,226,900
450114 RW Pumphouse Emergency Repair		300,000										300,000	
450118 Rosewarne Trigger Updates & Contingency Plan	50,000	408,000										408,000	
450122 Rosewarne Cell Development - Cells 8-9													8,733,291
450141 Patroller (SW) Truck		50,000										50,000	
450142 Bylaw Enforcement Truck		50,880										50,880	
Total Disposal	3,457,800	1,970,880	3,445,475		4,378,312	3,762,487	709,600	709,600	3,992,781			18,969,135	23,855,791
Organics													
450059 RW Compost Pad (RAP, SWM & Bear Fence)	241,000	150,000	156,100									306,100	
450109 Beiers Composting-Pad Repair	50,000												
450119 Organics Processing Long-term Study		100,000										100,000	
450120 Expansion of Composting Operations - Organics		665,000									500,000	1,165,000	
450140 Green Bin Expansion		139,790										139,790	
Total Organics	291,000	1,054,790	156,100								500,000	1,710,890	
Recycling													
450050 Recycling Compactors at Rosewarne	200,000												
450139 Diversion Building - Loader		452,835										452,835	
450143 Skid Steer - Mattress Diversion		66,145										66,145	
Total Recycling	200,000	518,980										518,980	
Transfer Stations													
450033 DMM Replacement Scales Future	101,400		108,200		116,500		125,600		130,700		135,980	616,980	482,800
450040 Scrap Metal Mgmt/Elec Upgrades - Baxter	101,900												
450042 Scrap Metal Mgmt Upgrades - Franklin	101,900												
450045 Garbage Compactors at HV TS	250,000												
450048 Garbage Compactors at Eveleigh Road	202,000												
450060 New Huntsville TS Upon Stisted Closure	750,000												
450061 Tower Rd Transfer Stn Upgrades	50,000	40,000										40,000	
450104 McLean Relocate Scale & Scalehouse	120,000												
450108 Bin Transition - Alternative Drop-off Facilities	850,000	765,000										765,000	
450113 RW TS-Paving and Scale House Construction	80,000												
450123 Compactor Maintenance/Camera Replacement		65,000										65,000	
450125 Garbage Compactor at Beiers TS (or Rosewarne TS		210,000										210,000	
Total Transfer Stations	2,607,200	1,080,000	108,200		116,500		125,600		130,700		135,980	1,696,980	482,800
Depot													
450121 Georgian Bay Depot Improvements		150,000										150,000	
Total Depot		150,000										150,000	
Land Purchase													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Run Date: 21/10/21 2:07 PM

Capital Project Annual Budget and Forecast
Public Works - Solid Waste Management

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
450025 Land Purchase	50,000		482,400									482,400	
Total Land Purchase	50,000		482,400									482,400	
Total Solid Waste Capital	**6,606,000**	**4,774,650**	**4,192,175**		**4,494,812**	**3,762,487**	**835,200**	**709,600**	**4,123,481**		**635,980**	**23,528,385**	**24,338,591**
Solid Waste Non-Tangible													
Studies and Future Planning													
450084 DMM Waste Management Strategy	450,000	50,000									182,849	232,849	
450086 DMM Waste Management Strategy Future				75,000								75,000	
450117 Future Disposal Capacity Study		250,000										250,000	
450126 Bin Site Transition		150,000	50,000									200,000	
Total Studies and Future Planning	450,000	450,000	50,000	75,000							182,849	757,849	
Other Non-Tangible													
450032 Container Acquisition Future													181,100
450090 Signage, Security and Site Improvements 2018	150,000												
450097 Container Acquisition 2019	63,500												
450133 Signage, Security and Site Improvements 2022		90,000										90,000	
450134 Signage, Security and Site Improvements Future			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000	50,000
450135 Site Accessibility Improvements 2022		50,000										50,000	
450136 Site Accessiblity Improvements Future			50,000	50,000	50,000	50,000						200,000	
450137 Bin Purchase and Repairs 2022		200,000										200,000	
Total Other Non-Tangible	213,500	340,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	990,000	231,100
Closed Landfills - Transferred from Area Municipal													
450075 Assessment of Closed Landfills (D4)	367,000	190,000	50,000	50,000								290,000	
450076 Maintenance & Care of Area Closed Landfills	524,500												
450087 Chaffey Area Landfill Site Remediation Phase II	208,000												
450089 Old Glen Orchard Landfill Remediation	200,000												
Total Closed Landfills - Transferred from Area Municipal	1,299,500	190,000	50,000	50,000								290,000	
District Landfill Closure Plans													
450031 Beiers Compliance/Final Cover	153,800	30,600		3,114,645								3,145,245	
450065 Stisted Final Closure Plan & Surface Water Remedi	6,490,500												
450100 Housey's Rapids Road Decommissioning	150,000												
450101 Historical Site Decommissioning/Remediation	1,112,000	92,000	93,000	145,000								330,000	
450102 Well Maintenance and Decommissioning Various Si	90,700	36,414	37,142	37,885	38,643	39,146	40,204	41,008	41,828	42,665	43,518	398,453	
450116 Rosewarne East - Final Cover & Gas Collection	1,062,000												
450127 Eveleigh Landfill - Remediation Works		250,000	1,750,000									2,000,000	
450128 Port Carling Landfill Site Works		250,000										250,000	
450129 North Waseosa Landfill Site Works		159,000										159,000	
450130 Brunel Closed Landfill Site Works			821,500									821,500	
450131 Brackenrig Closed Landfill Site Works			51,000									51,000	
450132 Windermere Closed Landfill Site Works			55,000									55,000	
Total District Landfill Closure Plans	9,059,000	818,014	2,807,642	3,297,530	38,643	39,146	40,204	41,008	41,828	42,665	43,518	7,210,198	
Total Solid Waste Non-Tangible	**11,022,000**	**1,798,014**	**3,007,642**	**3,522,530**	**138,643**	**139,146**	**90,204**	**91,008**	**91,828**	**92,665**	**276,367**	**9,248,047**	**231,100**
Close Once Final Transactions Posted	**946,886**												
Total Public Works - Solid Waste Management	**18,574,886**	**6,572,664**	**7,199,817**	**3,522,530**	**4,633,455**	**3,901,633**	**925,404**	**800,608**	**4,215,309**	**92,665**	**912,347**	**32,776,432**	**24,569,691**
Total Project Expenditures	**18,574,886**	**6,572,664**	**7,199,817**	**3,522,530**	**4,633,455**	**3,901,633**	**925,404**	**800,608**	**4,215,309**	**92,665**	**912,347**	**32,776,432**	**24,569,691**

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Capital Project Annual Budget and Forecast
Public Works - Solid Waste Management

Run Date: 21/10/21 2:07 PM

	PY Budget Open Projects *	2022 Annual Budget	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total Budget	2032 to 2041
Project Financing													
Financing From Own Funds	(18,574,886)	(6,572,664)	(7,199,817)	(3,522,530)	(4,633,455)	(3,901,633)	(925,404)	(800,608)	(4,215,309)	(92,665)	(912,347)	(32,776,432)	(24,569,691)
Debentures													
Grants													
External Sources													
Total Project Financing	(18,574,886)	(6,572,664)	(7,199,817)	(3,522,530)	(4,633,455)	(3,901,633)	(925,404)	(800,608)	(4,215,309)	(92,665)	(912,347)	(32,776,432)	(24,569,691)
Infrastructure Funding Deficit													

*This column does not tie to variance reports as numbers reflect active projects. Closed projects have been removed from this report.

Solid Waste Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance	**14,371,161**	**3,542,972**	**426,844**	**198,765**	**366,333**	**(388,713)**	**(235,903)**	**3,093,358**	**6,881,383**	**7,626,973**	**12,756,813**	**17,515,536**
Capital Project Commitments												
Capital Project Commitments												
450025 Land Purchase	(3,135)		(482,400)									
450031 Beiers Compliance/Final Cover	(139,386)	(30,600)		(3,114,645)								
450032 Container Acquisition Future												(181,100)
450033 DMM Replacement Scales Future	(101,400)		(108,200)		(116,500)		(125,600)		(130,700)		(135,980)	(482,800)
450040 Scrap Metal Mgmt/Elec Upgrades - Baxter	(58,421)											
450042 Scrap Metal Mgmt Upgrades - Franklin	(101,137)											
450045 Garbage Compactors at HV TS	(250,000)											
450048 Garbage Compactors at Eveleigh Road	(202,000)											
450059 RW Compost Pad (RAP, SWM & Bear Fence)	(241,000)	(150,000)	(156,100)									
450060 New Huntsville TS Upon Stisted Closure	(627,882)											
450061 Tower Rd Transfer Stn Upgrades	(48,615)	(40,000)										
450065 Stisted Final Closure Plan & Surface Water Reme	(2,681,650)											
450075 Assessment of Closed Landfills (D4)	(123,233)	(190,000)	(50,000)	(50,000)								
450076 Maintenance & Care of Area Closed Landfills	(169,502)											
450077 Rosewarne West - Final Cover & Gas Collection		(1,062,000)			(709,600)		(709,600)	(709,600)				(3,895,600)
450081 Rosewarne Cell Development - Cells 3-4	(3,407,695)	(100,000)										
450084 DMM Waste Management Strategy	(187,882)	(50,000)									(182,849)	
450086 DMM Waste Management Strategy Future				(75,000)								
450087 Chaffey Area Landfill Site Remediation Phase II	(208,000)											
450089 Old Glen Orchard Landfill Remediation	(160,079)											
450090 Signage, Security and Site Improvements 2018	(98,221)											
450094 Rosewarne Cell Development - Cells 5-6					(3,668,712)	(3,762,487)						
450095 Rosewarne Cell Development - Cell 7									(3,992,781)			(11,226,900)
450097 Container Acquisition 2019	(34,949)											
450100 Housey's Rapids Road Decommissioning	(99,145)											
450101 Historical Site Decommissioning/Remediation	(1,105,709)	(92,000)	(93,000)	(145,000)								
450102 Well Maintenance and Decommissioning Various	(43,637)	(36,414)	(37,142)	(37,885)	(38,643)	(39,146)	(40,204)	(41,008)	(41,828)	(42,665)	(43,518)	
450104 McLean Relocate Scale & Scalehouse	(120,000)											
450105 Sinclair Scale	(104,281)											
450108 Bin Transition - Alternative Drop-off Facilities	(820,880)	(765,000)										
450109 Beiers Composting-Pad Repair	(50,000)											
450111 Diversion Building - Rosewarne	(804,206)											

Solid Waste Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
450113 RW TS-Paving and Scale House Construction	(80,000)											
450114 RW Pumphouse Emergency Repair		(300,000)										
450115 RW Site Improvements-Paving	(50,000)											
450116 Rosewarne East - Final Cover & Gas Collection	(1,062,000)											
450117 Future Disposal Capacity Study		(250,000)										
450118 Rosewarne Trigger Updates & Contingency Plan	(50,000)	(408,000)										
450119 Organics Processing Long-term Study		(100,000)										
450120 Expansion of Composting Operations - Organics		(665,000)									(500,000)	
450121 Georgian Bay Depot Improvements		(150,000)										
450122 Rosewarne Cell Development - Cells 8-9												(8,733,291)
450123 Compactor Maintenance/Camera Replacement		(65,000)										
450125 Garbage Compactor at Beiers TS (or Rosewarne		(210,000)										
450126 Bin Site Transition		(150,000)	(50,000)									
450127 Eveleigh Landfill - Remediation Works		(250,000)	(1,750,000)									
450128 Port Carling Landfill Site Works		(250,000)										
450129 North Waseosa Landfill Site Works		(159,000)										
450130 Brunel Closed Landfill Site Works			(821,500)									
450131 Brackenrig Closed Landfill Site Works			(51,000)									
450132 Windermere Closed Landfill Site Works			(55,000)									
450133 Signage, Security and Site Improvements 2022		(90,000)										
450135 Site Accessibility Improvements 2022		(50,000)										
450136 Site Accessiblity Improvements Future			(50,000)	(50,000)	(50,000)	(50,000)						
450137 Bin Purchase and Repairs 2022		(200,000)										
450139 Diversion Building - Loader		(452,835)										
450140 Green Bin Expansion		(139,790)										
450141 Patroller (SW) Truck		(50,000)										
450142 Bylaw Enforcement Truck		(30,528)										
450143 Skid Steer - Mattress Diversion		(66,145)										
Total Capital Project Commitments	(13,234,045)	(6,552,312)	(3,704,342)	(3,472,530)	(4,583,455)	(3,851,633)	(875,404)	(750,608)	(4,165,309)	(42,665)	(862,347)	(24,519,691)
Total Capital Project Commitments	**(13,234,045)**	**(6,552,312)**	**(3,704,342)**	**(3,472,530)**	**(4,583,455)**	**(3,851,633)**	**(875,404)**	**(750,608)**	**(4,165,309)**	**(42,665)**	**(862,347)**	**(24,519,691)**
Transfers Out												
Transfer to Fleet Reserve	(316,230)											
Total Transfers Out	**(316,230)**											
Total Expenditures Against Reserve Fund	**(13,550,275)**	**(6,552,312)**	**(3,704,342)**	**(3,472,530)**	**(4,583,455)**	**(3,851,633)**	**(875,404)**	**(750,608)**	**(4,165,309)**	**(42,665)**	**(862,347)**	**(24,519,691)**

Solid Waste Capital

Run Date: 21/10/21 1:51 PM

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Transfers In												
Contributions from Revenue Fund	1,568,793	3,294,465	3,459,189	3,632,148	3,813,755	4,004,443	4,204,665	4,414,899	4,635,644	4,867,426	5,110,797	67,497,208
Contributions from Surplus	1,058,599											
Total Transfers In	**2,627,392**	**3,294,465**	**3,459,189**	**3,632,148**	**3,813,755**	**4,004,443**	**4,204,665**	**4,414,899**	**4,635,644**	**4,867,426**	**5,110,797**	**67,497,208**
Closing Balance before Investment Income	**3,448,278**	**285,125**	**181,691**	**358,383**	**(403,367)**	**(235,903)**	**3,093,358**	**6,757,649**	**7,351,718**	**12,451,734**	**17,005,263**	**60,493,053**
Investment Income	94,694	141,719	17,074	7,951	14,653			123,734	275,255	305,079	510,273	700,621
Closing Balance	**3,542,972**	**426,844**	**198,765**	**366,334**	**(388,714)**	**(235,903)**	**3,093,358**	**6,881,383**	**7,626,973**	**12,756,813**	**17,515,536**	**61,193,674**

Solid Waste Operating

Run Date: [illegible]

	2021 Commitments	Budget 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast Future Years
Opening Balance			**572,000**	**194,880**	**52,675**	**54,782**	**56,973**	**59,252**	**61,623**	**64,087**	**66,651**	**69,317**
Capital Project Commitments												
Capital Project Commitments												
Total Capital Project Commitments												
Transfers Out												
Transfers to Revenue Fund			(400,000)	(150,000)								
Total Transfers Out			**(400,000)**	**(150,000)**								
Total Expenditures Against Reserve Fund			**(400,000)**	**(150,000)**								
Transfers In												
Contributions from Revenue Fund		550,000										
Total Transfers In		**550,000**										
Closing Balance before Investment Income		**550,000**	**172,000**	**44,880**	**52,675**	**54,782**	**56,973**	**59,252**	**61,623**	**64,087**	**66,651**	**69,317**
Investment Income		22,000	22,880	7,795	2,107	2,191	2,279	2,370	2,465	2,563	2,666	2,773
Closing Balance		**572,000**	**194,880**	**52,675**	**54,782**	**56,973**	**59,252**	**61,623**	**64,087**	**66,651**	**69,317**	**72,090**

2022 Solid Waste Management User Fees

Residential Waste

Facility with Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Minimum Load Fee	$12.00	$12.00	-
Three (3) standard size garbage bags or less per calendar week effective January 1, 2022 to April 3, 2022	No Charge (3 bags)	No Charge (3 bags)	-
Two (2) standard size garbage bags or less per calendar week effective April 4, 2022	No Charge (3 bags)	No Charge (2 bags)	$8.00
Four (4) or more standard size garbage bags effective January 1, 2022 to April 3, 2022	$7.00 per bag over 3	$8.00 per bag over 3	$1.00
Three (3) or more standard size garbage bags effective April 4, 2022	$7.00 per bag over 3	$8.00 per bag over 2	$8.00
Eleven (11) or more standard size garbage bags	$201.00/tonne	$211.00/tonne	$10.00
Bag Tags	$7.00 per bag	$8.00 per bag	$1.00
Compostable Waste	No Charge	No Charge	-
Organic Waste	No Charge	No Charge	-
Invasive Species (contained in 6 mil plastic bags)*	No Charge	No Charge	-
Chippable Wood/Brush	$101.00/tonne	$101.00/tonne	-
Clean Wood	$101.00/tonne	$101.00/tonne	-
Unclean Wood	$201.00/tonne	$211.00/tonne	$10.00
Clean Shingles (only at Rosewarne Landfill)	$101.00/tonne	$101.00/tonne	-
Mixed load	$382.00/tonne	$401.00/tonne	$19.00
Residential waste not within any other category in this schedule	$201.00/tonne	$211.00/tonne	$10.00

* By appointment, delivered to Rosewarne Landfill

Facility without Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Minimum Load Fee	$12.00	$12.00	-
Three (3) standard size garbage bags or less per calendar week effective January 1, 2022 to April 3, 2022	No Charge (3 bags)	No Charge (3 bags)	-
Two (2) standard size garbage bags or less per calendar week effective April 4, 2022	No Charge (3 bags)	No Charge (2 bags)	$8.00

Facility without Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Four (4) or more standard size garbage bags effective January 1, 2022 to April 3, 2022	$7.00 per bag over 3	$8.00 per bag over 3	$1.00
Three (3) or more standard size garbage bags effective April 4, 2022	$7.00 per bag over 3	$8.00 per bag over 2	$8.00
Bag Tags	$7.00 per bag	$8.00 per bag	$1.00
1/2 Ton Truck (extra-low) 10% load or equivalent	$23.00/discharge	$24.00/discharge	$1.00
1/2 Ton Truck (low) 40% load or equivalent	$81.00/discharge	$85.00/discharge	$4.00
1/2 Ton Truck (medium) 70% load or equivalent	$141.00/discharge	$148.00/discharge	$7.00
1/2 Ton Truck (heavy) 100% load or equivalent	$201.00/discharge	$211.00/discharge	$10.00
1/2 Ton Truck Mixed load	$382.00/discharge	$401.00/discharge	$19.00
Organic Waste	No Charge	No Charge	-

Commercial/Institutional/Industrial/Construction Waste

Facility with Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Minimum Load Fee	$12.00	$12.00	-
Chippable Wood/Brush	$101.00/tonne	$101.00/tonne	-
Clean Wood	$101.00/tonne	$101.00/tonne	-
Unclean Wood	$201.00/tonne	$211.00/tonne	$10.00
Compostable Waste	$60.00/tonne	$60.00/tonne	-
Invasive Species (contained in 6 mil plastic bags)*	$201.00/tonne	$201.00/tonne	-
Contaminated Soil/Waste	$282.00/tonne	$296.00/tonne	$14.00
Clean Shingles (only at Rosewarne Landfill)	$101.00/tonne	$101.00/tonne	-
Mixed load	$382.00/tonne	$401.00/tonne	$19.00
All Other Waste	$201.00/tonne	$211.00/tonne	$10.00

* By appointment, delivered to Rosewarne Landfill

Facility without Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Minimum Load Fee	$12.00	$12.00	-
1/2 Ton Truck (extra-low) 10% load or equivalent	$23.00/discharge	$24.00/discharge	$1.00
1/2 Ton Truck (low) 40% load or equivalent	$81.00/discharge	$85.00/discharge	$4.00
1/2 Ton Truck (medium) 70% load or equivalent	$141.00/discharge	$148.00/discharge	$7.00

Facility without Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
1/2 Ton Truck (heavy) 100% load or equivalent	$201.00/discharge	$211.00/discharge	$10.00
1/2 Ton Truck Mixed load	$382.00/discharge	$401.00/discharge	$19.00
1 Rear Axle - Stake Truck	$242.00/discharge	$254.00/discharge	$12.00
1 Rear Axle - Stake Truck - Mixed load	$483.00/discharge	$507.00/discharge	$24.00
1 Rear Axle - Dump Truck (Landfill only)	$402.00/discharge	$422.00/discharge	$20.00
1 Rear Axle - Dump Truck (Landfill only) - Mixed load	$806.00/discharge	$846.00/discharge	$40.00
2 Rear Axle - Dump Truck (Landfill only)	$553.00/discharge	$581.00/discharge	$28.00
2 Rear Axle - Dump Truck (Landfill only) - Mixed load	$1,107.00/discharge	$1,162.00/discharge	$55.00

Other Services	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Vehicle Weight Record	$27.00 each	$27.00 each	-

White and Household Goods

Facility with Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Furniture	$201.00/tonne	$211.00/tonne	$10.00
Mattress or Box Spring (any size)	$28.00/unit	$28.00/unit	-
Untagged Appliances, Equipment or Devices	$26.00/unit	$26.00/unit	-
Tagged Appliances, Equipment or Devices (Washers, Dryers or Ranges)	No Charge	No Charge	-

Facility without Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Furniture	$28.00/unit	$29.00/unit	$1.00
Mattress or Box Spring (any size)	$28.00/unit	$28.00/unit	-
Untagged Appliances, Equipment or Devices	$26.00/unit	$26.00/unit	-
Tagged Appliances, Equipment or Devices (Washers, Dryers or Ranges)	No Charge	No Charge	-

Facility with or without Weigh Scales	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Refillable propane tanks (any size)	$10.00/unit	$10.00/unit	-
Tires of any kind	No Charge	No Charge	-

Recyclables	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Where deposited in designated locations at a site	No Charge	No Charge	-
Recyclables not deposited in designated locations at a site will be treated as waste	Scheduled Charges Will Apply	Scheduled Charges Will Apply	-
Recycling Bin (inclusive of HST)	Actual Cost	Actual Cost	-
Curbside Green Bin (inclusive of HST)	Actual Cost	Actual Cost	-
Kitchen Catcher (inclusive of HST)	Actual Cost	Actual Cost	-

Household Hazardous Waste	Current 2021 Rate	Proposed 2022 Rate	$ Difference
Where deposited in designated locations at a facility which accepts household hazardous waste and is in operation	No Charge	No Charge	-
The leaving, depositing or abandoning of household hazardous waste in non-designated operating facilities	Prohibited	Prohibited	-