

# CAPITAL PROFILE REPORT

|                 |   |  |
|-----------------|---|--|
| PROFILE NAME:   | <b>COLLECTION FACILITIES AND INFRASTRUCTURE</b> | <b>FUNDED</b>                              |
| PROFILE NUMBER: | <b>CM-33-2028</b>                               | <b>PROFILE STAGE:</b> Approved             |
| DEPARTMENT:     | <b>Integrated Infrastructure Services</b>       | <b>PROFILE TYPE:</b> Composite             |
| LEAD BRANCH:    | <b>Infrastructure Planning and Design</b>       | LEAD MANAGER: <b>Jason Meliefste</b>       |
| PROGRAM NAME:   |   | PARTNER MANAGER: <b>Michael Labrecque</b>  |
| PARTNER:        | <b>Waste Management Services</b>                | ESTIMATED START: <b>January, 2015</b>      |
| BUDGET CYCLE:   | <b>2015-2018</b>                                | ESTIMATED COMPLETION: <b>January, 2018</b> |

|                                    |                          |
|------------------------------------|--------------------------|
| <b>Service Category:</b> Utilities | <b>Major Initiative:</b> |
|------------------------------------|--------------------------|

|                     |                      |                                    |
|---------------------|----------------------|------------------------------------|
| <b>GROWTH</b><br>50 | <b>RENEWAL</b><br>50 | <b>PREVIOUSLY APPROVED:</b> 3,350  |
|                     |                      | <b>BUDGET REQUEST:</b> -           |
|                     |                      | <b>TOTAL PROFILE BUDGET:</b> 3,350 |

## PROFILE DESCRIPTION

Provide funding for upgrades & capital replacements for facilities & infrastructure of the Waste Management Utility. These upgrades or replacements may be required due to age of the infrastructure, using the equipment or infrastructure for different purposes than original design, safety improvements, or other improvements to increase efficiency and/or effectiveness. Scope: Includes all upgrades & capital replacements for facilities & infrastructure at EWMC, Eco Stations, & Kennedale sites. May include new equipment, changes in existing equipment, access platforms, and upgrades to ventilation/other building systems. New facility is a Central Warehouse @ EWMC. Currently spare parts are stored in individual facilities in uncontrolled areas. Out of Scope: Maintenance & replacements in kind are excluded, as not considered capital. Larger projects (over \$2M) are excluded. They have been split out into separate profiles for consideration. Corporate Properties assets are also out of scope.

## PROFILE BACKGROUND

The WMU assets include solid waste processing; research facilities; collections staff; equipment facilities, & Eco Stations, which require sustaining or enhancement projects to continue to process waste effectively and efficiently.

Sustaining projects are those that replace or renew existing systems that may be near end of life and equip. that may have reduced efficiency due to age or new application.

Improvement projects are improvements that relate to safety, operator effort, capacity, or efficiency.

Previously, composite profiles for EWMC Facilities, EWMC Infrastructure, and Collections Facilities and Infrastructure were entered into the WMU capital budget and approved. This request for approval seeks to continue this practice.

Safety concerns, improvement ideas, and efficiency issues are reviewed by Engineering, they are prioritized in terms of resolving or improving safety issues, showing the best improvement to waste diversion, or providing the best payback.

## PROFILE JUSTIFICATION

The non-uniform nature of solid waste makes it difficult to consider all possibilities in design of new facilities and processing systems. This profile will allow for the planned and timely renewal & upgrade to key facilities and operating infrastructure. Improvement of working conditions, increase efficiency & effectiveness, & reduction of maintenance costs for all waste processing facilities. The anticipated outcome of this profile is facilities, infrastructure, & processes that are safe, efficient, effective, & sustainable. Critical success factors will be close observation & measurement of operating results & identification of causes for not meeting operating objectives. Cooperation with Building Maintenance is critical for timely & efficient completion of work. Buildings that are owned/maintained by Corporate Properties, it is beneficial to coordinate changes/upgrades with scheduled maintenance work.

## STRATEGIC ALIGNMENT

This profile supports the business goal of reaching 90% residential waste diversion. It also supports the business goals of continuous improvement and reduction of costs for existing programs.

## ALTERNATIVES CONSIDERED

Alternatives to the capital profile are outlined on page 14 of attached Business Case document and identify potential options to manage existing facility and infrastructure renewal, upgrade or expansion.

## COST BENEFITS

Keeping the equipment & infrastructure up to date reduces down time (leads to overtime), ensures waste collection & processing is effective as possible. When facilities, equipment, or infrastructure require refurbishment/replacement, an economic analysis will be conducted to determine best course of action from a life-cycle perspective.

See detail analysis & cost breakdown on Page 16 & 17 of the attached Business Case document.

## KEY RISKS & MITIGATING STRATEGY

Key risks are equipment pricing and installation labour pricing.

A Table listing risks and alternatives can be found on page 19 of attached Business Case document.

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## RESOURCES

It will be led by WM Proj. Engineers, or in collaboration with Bldgs Services. Once designs and equip. spec. have been finalized, these will be issued for tender. The Engineer will manage and administer the Contractors during the construction phase.

## CONCLUSIONS AND RECOMMENDATIONS

Alternative 2, status quo is recommended.

It will continue the practice of ensuring continuous improvement in efficiency, effectiveness, safety, and working conditions occur.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Collection Facilities and Infrastructure**  
 PROFILE NUMBER: **CM-33-2028**  
 BRANCH: **Infrastructure Planning and Design**

**FUNDED**  
 PROFILE TYPE: **Composite**

**CAPITAL BUDGET AND FUNDING SOURCES (000's)**

|                                  | Prior Years                            | 2024   | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | Beyond 2032 | Total  |
|----------------------------------|--|--------|------|------|------|------|------|------|------|------|-------------|--------|
|                                  |  |        |      |      |      |      |      |      |      |      |             |        |
| APPROVED BUDGET                  | Approved Budget                        |        |      |      |      |      |      |      |      |      |             |        |
|                                  | Original Budget Approved               | 3,334  | -    | -    | -    | -    | -    | -    | -    | -    | -           | 3,334  |
|                                  | 2015 Cap Carry Forward                 | -      | -    | -    | -    | -    | -    | -    | -    | -    | -           | -      |
|                                  | 2016 Cap Carry Forward                 | -      | -    | -    | -    | -    | -    | -    | -    | -    | -           | -      |
|                                  | 2017 Cap Carry Forward                 | -9     | -    | -    | -    | -    | -    | -    | -    | -    | -           | -9     |
|                                  | 2018 Cap Administrative                | 247    | -    | -    | -    | -    | -    | -    | -    | -    | -           | 247    |
|                                  | 2018 Cap Budget Request for Next Cycle | 2,369  | -    | -    | -    | -    | -    | -    | -    | -    | -           | 2,369  |
|                                  | 2018 Cap Release to Corp Pool          | -2,281 | -    | -    | -    | -    | -    | -    | -    | -    | -           | -2,281 |
|                                  | 2019 Cap Release to Corp Pool          | -309   | -    | -    | -    | -    | -    | -    | -    | -    | -           | -309   |
|                                  | Current Approved Budget                | 3,350  | -    | -    | -    | -    | -    | -    | -    | -    | -           | 3,350  |
| Approved Funding Sources         |  |        |      |      |      |      |      |      |      |      |             |        |
| Self-Liquidating Debentures      | 3,350                                  | -      | -    | -    | -    | -    | -    | -    | -    | -    | -           | 3,350  |
| Current Approved Funding Sources | 3,350                                  | -      | -    | -    | -    | -    | -    | -    | -    | -    | -           | 3,350  |

|                |                |   |   |   |   |   |   |   |   |   |   |   |
|----------------|----------------|---|---|---|---|---|---|---|---|---|---|---|
| BUDGET REQUEST | Budget Request | - | - | - | - | - | - | - | - | - | - | - |
|----------------|----------------|---|---|---|---|---|---|---|---|---|---|---|

|                              |                              |       |   |   |   |   |   |   |   |   |   |       |
|------------------------------|------------------------------|-------|---|---|---|---|---|---|---|---|---|-------|
| REVISED BUDGET (IF APPROVED) | Revised Budget (if Approved) | 3,350 | - | - | - | - | - | - | - | - | - | 3,350 |
|                              | Requested Funding Source     |       |   |   |   |   |   |   |   |   |   |       |
|                              | Self-Liquidating Debentures  | 3,350 | - | - | - | - | - | - | - | - | - | 3,350 |
|                              | Requested Funding Source     | 3,350 | - | - | - | - | - | - | - | - | - | 3,350 |

**CAPITAL BUDGET BY ACTIVITY TYPE (000's)**

|                              | Activity Type | Prior Years | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | Beyond 2032 | Total |
|------------------------------|---------------|-------------|------|------|------|------|------|------|------|------|------|-------------|-------|
|                              |               |             |      |      |      |      |      |      |      |      |      |             |       |
| REVISED BUDGET (IF APPROVED) | Construction  | 3,350       | -    | -    | -    | -    | -    | -    | -    | -    | -    | -           | 3,350 |
|                              | Total         | 3,350       | -    | -    | -    | -    | -    | -    | -    | -    | -    | -           | 3,350 |

**OPERATING IMPACT OF CAPITAL**

Type of Impact:

| Branch:                |     |     |     |     |     |     |     |     |     |     |     |     |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|                        | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE | Rev | Exp | Net | FTE |
| Total Operating Impact | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   |