



AGENDA

Strategic Priorities Committee

September 15, 2020

9:00 am

Video Conference

Click the following link:

<https://www.youtube.com/channel/UCzuUpFqxcEl8OG-dOYKteFQ>

Pages

1. **CALL TO ORDER**
2. **DECLARATIONS OF PECUNIARY INTEREST**
3. **AMENDMENTS AND APPROVAL OF THE AGENDA**

RECOMMENDATION

THAT the September 15, 2020 Strategic Priorities Committee agenda be accepted as presented.

4. **STRATEGIC PRIORITIES REVIEW**

- 4.1 **PW 58-2020 Water and Wastewater Financial Assessment**

3

RECOMMENDATION

THAT Report PW 58-2020, Water and Wastewater Financial Assessment be received for discussion; and,

THAT the Committee recommends to Council:

THAT water rates be increased by 2.0% for 2021 in accordance with the Town's current Water System Financial Plan; and,

THAT wastewater rates be increased by 2.4% for 2021 in accordance with the Town's current wastewater system financial plan; and,

THAT staff be directed to proceed with the grit removal, administration and odour control capital project at the Water Pollution Control Plant.

RECOMMENDATION

THAT Report PW 59-2020, Waste Management Financial Assessment be received for discussion; and,

THAT the Committee Recommends to Council:

THAT Waste Management user fees maintain existing rates for 2021.

5. NEXT MEETING

October 20, 2020 - 9:00 am, YouTube Live Stream

Planned Topics

- 2021 Budget Introduction
- Review of 2021 Fees and COVID Premiums

6. ADJOURNMENT

RECOMMENDATION

THAT this meeting of the Strategic Priorities Committee adjourn at _____ am.



FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Dave Blake, Environmental Services Supervisor
Date of Meeting:	15 September 2020
Subject:	PW 58-2020 Water and Wastewater Financial Assessment

PURPOSE

This report presents the Strategic Priorities Committee with information related to Water and Sewer Rates for discussion. The Committee is asked to consider the financial assessments and associated rates presented for both water and sewer for discussion and recommend a preferred option for implementation in January 2021.

Furthermore, the Committee is also asked to consider proceeding with a large scale capital project at the water pollution control plant as a strategy to take advantage of favorable interest rates.

RECOMMENDATION

THAT Report PW 58-2020, Water and Wastewater Financial Assessment be received for discussion; and,

THAT the Committee recommends to Council:

THAT water rates be increased by 2.0% for 2021 in accordance with the Town's current Water System Financial Plan; and,

THAT wastewater rates be increased by 2.4% for 2021 in accordance with the Town's current wastewater system financial plan; and,

THAT staff be directed to proceed with the grit removal, administration and odour control capital project at the Water Pollution Control Plant.

BACKGROUND

In October 2014, Council approved By-Law 46-2014 which governs water, wastewater and stormwater within the Town of St. Marys. As part of the By-Law, a five (5) year rate plan was incorporated into Schedule "A".

At the request of Council, rates for water and wastewater were to be reviewed and approved annually for the subsequent years. This report provides the annual review of the rate structure detailed within the By-Law, as amended; presents multiple rate options and scenarios for discussions; and details staff recommendations for the water and wastewater rates for 2021.

REPORT

DISCUSSION #1: Consideration of Annual Water and Wastewater Rate increases

Both Water and Wastewater within the Town have individual rate structures and represent separately funded departments. As such, rates for both water and wastewater need to be reviewed and subsequently approved by Council.

Assumptions:

When developing the rate projections, Town Staff made several assumptions related to the operation of the water and wastewater system to ensure a consistent basis for revenue generation and financial position.

The following assumptions were used:

- The volume of water used and the volume of wastewater to be treated will remain constant over the review period. Increases in usage from new customers or from new builds will be offset by conservation activities within the Town and through existing customers.
- The number of customers utilizing the system would increase by 45 units each year to coincide with the approximate number of new builds historically experienced within the Town. (Should the Town grow at a rate either slower or quicker than the above assumption, such as the target growth rate of 1.5%, future annual rate reviews would account for actual growth experienced in the Town and revenue projections would be adjusted at that time).
- Customers will remain in the tiered rates as presently experienced. No assumptions were made to increase high water user consumption, nor reductions in water use.

Water and Wastewater Rate Options:

In 2019, the Town was required to update the financial plan for the water system as per Ontario Regulation 453/07. The drinking water financial plan was completed by B.M. Ross and Associates Limited (BM Ross) which covered a 10-year period from 2019 through 2028. The Financial Plan identified rate increases over the period of the financial plan to move towards full system sustainability. The financial plan identified rate increases of 2.0% from 2019 through 2028.

Additionally, while the Water System Financial Plan was being developed, the Town completed and approved its first financial plan for the Wastewater system. The Wastewater System Financial Plan was also completed by B.M. Ross and covered a 10-year period from 2019 through 2028. The financial plan identified rate increases over the period of the plan to maintain the "Rate of Replacement". The Financial Plan identified rate increases of 2.4% from 2019 through 2028.

Although the Financial Plans were completed and approved, they are meant to be a guiding document for financial management and not meant to be prescriptive documents. Conditions or circumstances can change from one year to the next which may not necessarily have been accounted for in the development of the Financial Plans. Year over year conditions are captured in the annual financial assessments for each system (i.e. this report). As such, the following options have been presented for discussion with regards to water and wastewater rates, and the financial assessments for each.

Option No. 1 – 0% Increase:

This option is presented as a baseline option for consideration, also known as the "Do Nothing" approach. Over the ten (10) year review period, water projections show a steady reserve growth year over year whereas wastewater projections show slight growth in reserves over the ten-year planning period.

Given the events of 2020 related to the novel coronavirus pandemic and the economic hardships that many have encountered, this option is presented for consideration of maintaining existing rates for both water and wastewater through 2021 to control end user costs.

For water, the comparison is a 2020 opening balance of \$357,025 compared to the closing balance of \$5,282,543 in 2029.

For wastewater, the comparison is a 2020 opening balance of \$652,570 compared to the closing balance of \$908,629 in 2029.

Please refer to **Attachment No. 1** for full financial projections related to this option for the water system.

Please refer to **Attachment No. 2** for full financial projections related to this option for the wastewater system.

Should this option be considered, it would deviate from the financial plans developed for both water and wastewater systems and would delay funding targets proposed by both systems.

Option No. 2 – Maintain increases following approved Financial Plans:

This option presents the following user fee increases for consideration:

- 2.0% increase to water system rates
- 2.4% increase to wastewater system rates

This option presents the recommended annual rate increase(s) as identified in both the water system financial plan and the wastewater system financial plan. This option would continue to see the water system move towards system sustainability by 2028 whereas the wastewater system would move towards maintaining the rate of replacement across the system. Over the planning review period, water projections show a steady growth year over year whereas wastewater projections modestly increase annually while also working to repair or replace aging infrastructure as well as incur expansion related costs to accommodate town growth.

For water, the comparison is a 2020 opening balance of \$357,025 compared to the closing balance of \$6,995,346 in 2029.

For wastewater, the comparison is a 2020 opening balance of \$652,570 compared to the closing balance of \$3,136,033 in 2029

Please refer to **Attachment No. 3** for full financial projections related to this option for the water system.

Please refer to **Attachment No. 4** for full financial projections related to this option for the wastewater system.

Impacts to Users:

The above detailed options for rate increases would have a varying impact to users of the system, depending on which option is recommended for both water and wastewater systems, as well as which tier the user is billed from.

For Option No. 1, there would be no impacts to users for 2021 as rates would be held at the current rates being administered in 2020.

For Option No. 2, there would be modest impacts to users for 2021 as rates would increase slightly in accordance with the approved system financial plans. This option would result in average impacts to users as follows:

Billing Tier	Water	Wastewater	Total
Tier I	\$0.69	\$0.87	\$1.56
Tier II	\$12.94	\$13.38	\$26.32
Tier III	\$46.17	\$56.70	\$102.87

Note: Monthly user impacts depict average system usage per tier, per month.

Municipal Comparisons:

Municipal comparisons were not completed as part of this financial assessment. The most recent municipal comparisons were completed for both water and wastewater rates as part of the 2019 financial assessments which identified the Town as having comparable water and sewer rates to area municipalities. An updated municipal comparison should be undertaken in the future to ensure that the Town continues to have water and wastewater rates that are comparable to local area municipalities.

Recommendation:

Based on the information and options presented above, it is Staff's recommendation to proceed with rate increases following the approved financial plans with a 2% increase to water rates and a 2.4% increase to wastewater rates (Option 2). These options continue to follow the approved financial plans and will continue to move each system towards greater financial stability.

DISCUSSION #2: Capital Works at the Water Pollution Control Plant

In addition to the above, Staff wanted to present the Committee with information related to the potential construction phase of a large capital works project at the Water Pollution Control Plant that would see a new grit removal system, administration control building and odour control system installed at the Site. Initial estimates for the project are approximately \$4,900,000.00.

In 2017, design engineering was commenced on a large capital works project at the water pollution control plant that would not only replace infrastructure that had either met the end of its useful life, but also replace processes that were not meeting treatment requirements (i.e. odour control units). This design work was completed via a Federal, Provincial and Municipal partnership through the Clean Water and Wastewater Fund (CWWF) resulting in a shovel ready project in 2019.

Following the design, this project has been the project submitted by the Town on several infrastructure grant funding applications. The project has continued to be unsuccessful for grant submissions with the feedback from Provincial and Federal grant reviewers being our project does not meet their thresholds for being a priority health and safety risk project.

However, 2021 presents a unique opportunity for the Town to complete this much needed project while also building for the future. It is staff's opinion that now is the opportune time to advance some of the much-needed works at the facility for two key reasons.

First, in 2021, the main debenture payment for the wastewater system is finished from the last major capital works project at the facility in 2009. This equates to approximately \$230,000 in annual payments that have been funded through annual operational budgets from wastewater revenue. This debt retirement allows the system to incur new debt without negatively impacting system operations or user fees.

Secondly, due to economic impacts related to the novel coronavirus pandemic, interest rates available to the Town are at record lows allowing the Town to fund long term debt while mitigating large interest repayment fees. Currently, the Town would be able to fund a long-term debt repayment at approximately 2% over 20-years.

Given the Town's numerous unsuccessful grant applications, it appears as though the needed capital works at the WPCP will need to be 100% funded by the Town. Staff have developed a scope of work that would see the Town upgrade several major components at the treatment facility that would have beneficial impacts to the facility as well as the community.

The project would consist of the following key items:

- Demolition of the existing administration control building and reconstruct a new, modern and suitably sized building to accommodate current and future water and wastewater system needs;

- Demolition of the existing grit removal system and construction of a new, modern vortex grit removal system; and,
- Decommissioning of the two (2) on-site active carbon odour control units and installation of a new biological odour control unit.

The grit removal facility, located at the front of the facility, is responsible for removal of grit and debris from the treatment train. The current system has reached the end of its useful life and can be difficult to maintain operations as well as secure replacement parts should difficulties be encountered. The new system would enhance grit removal capabilities at the facility which would have a positive impact to all down-stream treatment processes by reducing grit, build-up, wear and tear, etc. that will improve the overall function of the facility while also working to maximize asset lifecycles.

2020 has been a challenging year to many residents and businesses throughout the Town. As the province moved to reopen portions of the province with strict public health considerations, it moved more people and businesses outdoors to promote physical distancing. With more people and businesses operating outdoors, the Town has seen a noticeable increase in odour concerns related to the WPCP as the year has progressed. The existing odour control units (activated carbon vessels) are not ideally suited to treat and eliminate fugitive odours from several on-site processes.

In order to suitably address the concerns at the facility, an upgraded odour control process would be constructed as a part of this project. These vessels would be removed from service and replaced by a biological odour control system that will not only better manage odour sources at the facility, but would also capture and treat fugitive odours from the grit removal system which currently is an open air process without odour mitigation capabilities.

Based on the above information, as well as inclusion of the project funding model in the Financial Assessment (Attachment No. 1 & 4), Staff recommends that the Committee recommend to Council that this project be approved to proceed and be funded through wastewater revenue via long term debenture financing.

FINANCIAL IMPLICATIONS

None at this time.

Depending on which option is recommended for adoption, will have an impact on both the utility operations as well as the customers whom utilize the utilities.

As noted, the initial estimates for the proposed WPCP project are approximately \$4,900,000.00. It is proposed to pay for the project through debt servicing, with annual payments funded through the wastewater operating budget. With \$230,000 in existing debt servicing payments coming off the books in 2021, this new debt can be serviced without negatively impacting system operations or user fees.

SUMMARY

The purpose of this report has been to present information for the Strategic Priorities Committee to review and discuss regarding water and wastewater rates administered at the Town of St. Marys. Two (2) Options have been presented to facilitate discussion regarding rates. The rates proposed would be effective for the first billing cycle in January 2021. Should a rate increase be desired, but not implemented until later in 2021, a large increase would be required as to cover revenue not collected until an increase was implemented.

To move this file forward, Staff requires the Committee to consider the options presented within this report and provide direction on the preferred future increases, if any on both water and wastewater rates.

Staff recommends that the Committee make recommendations to Council to answer the following questions:

1. Should staff be increasing water and wastewater rates for 2021 given the current financial constraints that may be present for residents and businesses due to the ongoing global pandemic?
2. If yes, should rates be increased to maintain rate increases proposed within the current approved financial plans for the water and wastewater systems?
3. Should the Town move forward with the Grit Removal, Administration and Odour Control capital project at the water pollution control plant?
4. If yes, should the project debenture finances over a 20 year period?

Based on the information presented herein, Staff recommends that water rates be increased in accordance to the Town's current financial plan for the water system as 2.0% for 2021. The Financial Plan identifies that at the recommended increases (2.0% from 2019 through 2028), the water system could achieve sustainability by 2028. In accordance with Ontario Regulation 453/07, Financial Plans must cover a period of at least six-years. The Town's Financial Plan should be updated in 2023 to maintain a six-year projection moving forward, at which time revenue needs would be updated and re-assessed.

With regards to wastewater rates, staff recommends a slightly larger increase of 2.4% for 2021 in accordance with the Town's current Wastewater System Financial Plan. An increase of 2.4% would see a continued reserve for the wastewater system moving forward. Historically, the wastewater system has not operated with much, or any of a reserve. As capital, operational and maintenance costs increase, the need for a reserve fund will be more significant to handle equipment repairs or replacements, facility improvements, etc.

Additionally, with infrastructure continuing to deteriorate related to the existing grit removal system, an undersized and deteriorating administration control building and odour control systems not overly suited for long term odour removals at the facility, Staff recommends to move forward with the capital replacement of the grit removal system, administration control building and odour control system. This project has been unsuccessful at multiple grant funding opportunities to date, and with the completion of the existing debenture financing ending in 2021 and with low interest rates available, the system is able to suitably fund a new long-term debenture to complete this project.

STRATEGIC PLAN

This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #1 – Infrastructure, Developing a Comprehensive and Progressive Infrastructure Plan:

Outcome: St. Marys is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow. This will require a balance between building and regular maintenance.

Tactic(s): When developing the annual capital plan, have regard for the infrastructure needs identified in the asset management plan before considering new builds or renovations that present significant service level improvements.

Tactic(s): To support the asset management plan, complete a financial analysis of the Town's ability to pay to establish a minimum capital budget threshold to be budgeted each year (either in actual spending, or put into reserve).

- Pillar #5 – Economic Development, Industrial Strategy:

Outcome: Industry has played, and continues to play a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium and large industry is in the Town's best interest as part of its growth strategy.

Tactic(s): Build a retention plan, identify elements needed to ensure business stay and grow in the community.

OTHERS CONSULTED

Jed Kelly, Director of Public Works – Town of St. Marys

André Morin, Director of Finance – Town of St. Marys

Morgan Dykstra, Public Works Coordinator – Town of St. Marys

ATTACHMENTS

Attachment No. 1 – Water System Financial Assessment, 0% Increase

Attachment No. 2 – Wastewater System Financial Assessment, 0% Increase

Attachment No. 3 – Water System Financial Assessment, 2.0% Increase

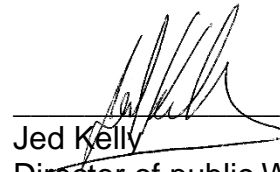
Attachment No. 4 – Wastewater System Financial Assessment, 2.4% Increase

REVIEWED BY

Recommended by the Department

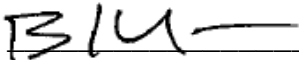


Dave Blake, C.E.T.
Environmental Services Supervisor



Jed Kelly
Director of public Works

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

WATER BUDGET PROJECTIONS - 2020 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

Line No.	Details	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUE											
<u>Operating Revenues</u>											
1	Initial Service Revenue - Water Sales	\$ 1,805,181.60	\$ 1,813,238.40	\$ 1,821,295.20	\$ 1,829,352.00	\$ 1,837,408.80	\$ 1,845,465.60	\$ 1,853,522.40	\$ 1,861,579.20	\$ 1,869,636.00	\$ 1,877,692.80
1a	Proposed Rate Adjustment	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1c	Proposed Service Revenue - Water Sales	\$ 1,805,181.60	\$ 1,813,238.40	\$ 1,821,295.20	\$ 1,829,352.00	\$ 1,837,408.80	\$ 1,845,465.60	\$ 1,853,522.40	\$ 1,861,579.20	\$ 1,869,636.00	\$ 1,877,692.80
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,805,181.60	\$ 1,813,238.40	\$ 1,821,295.20	\$ 1,829,352.00	\$ 1,837,408.80	\$ 1,845,465.60	\$ 1,853,522.40	\$ 1,861,579.20	\$ 1,869,636.00	\$ 1,877,692.80
<u>Non-Operating Revenue</u>											
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,805,181.60	\$ 1,813,238.40	\$ 1,821,295.20	\$ 1,829,352.00	\$ 1,837,408.80	\$ 1,845,465.60	\$ 1,853,522.40	\$ 1,861,579.20	\$ 1,869,636.00	\$ 1,877,692.80
9	Total O&M Expenses	\$ 1,105,449.00	\$ 1,049,369.00	\$ 1,053,586.40	\$ 1,072,291.47	\$ 1,091,713.99	\$ 1,111,516.11	\$ 1,132,167.76	\$ 1,153,231.29	\$ 1,128,556.98	\$ 1,150,471.22
10	Subtotal: Net Operating Income	\$ 699,732.60	\$ 763,869.40	\$ 767,708.80	\$ 757,060.53	\$ 745,694.81	\$ 733,949.49	\$ 721,354.64	\$ 708,347.91	\$ 741,079.02	\$ 727,221.58
<u>Debt Service</u>											
11	Debt Service - Existing	\$ 46,160.00	\$ 46,159.00	\$ 46,159.00	\$ 46,158.00	\$ 46,158.00	\$ 46,158.00	\$ 46,159.00	\$ 46,159.00	\$ -	\$ -
12	Debt Service - New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Total Debt Service	\$ 46,160.00	\$ 46,159.00	\$ 46,159.00	\$ 46,158.00	\$ 46,158.00	\$ 46,158.00	\$ 46,159.00	\$ 46,159.00	\$ -	\$ -
14a	Asset Replacement Costs										
14b	Rate Financed Capital Costs	\$ 119,000.00	\$ 321,500.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
14c	Total Financed Capital Costs	\$ 119,000.00	\$ 321,500.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 580,732.60	\$ 442,369.40	\$ 517,708.80	\$ 507,060.53	\$ 495,694.81	\$ 483,949.49	\$ 471,354.64	\$ 458,347.91	\$ 491,079.02	\$ 477,221.58
16	PLUS: Opening Cash Balance	\$ 357,025.00	\$ 937,757.60	\$ 1,380,127.00	\$ 1,897,835.80	\$ 2,404,896.33	\$ 2,900,591.14	\$ 3,384,540.63	\$ 3,855,895.27	\$ 4,314,243.18	\$ 4,805,322.20
17	Ending Cash Balance (Before Reserves)	\$ 937,757.60	\$ 1,380,127.00	\$ 1,897,835.80	\$ 2,404,896.33	\$ 2,900,591.14	\$ 3,384,540.63	\$ 3,855,895.27	\$ 4,314,243.18	\$ 4,805,322.20	\$ 5,282,543.78
RESERVES											
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 937,757.60	\$ 1,380,127.00	\$ 1,897,835.80	\$ 2,404,896.33	\$ 2,900,591.14	\$ 3,384,540.63	\$ 3,855,895.27	\$ 4,314,243.18	\$ 4,805,322.20	\$ 5,282,543.78
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.85	1.32	1.80	2.24	2.66	3.04	3.41	3.74	4.26	4.59
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	15.16	16.55	16.63	16.40	16.16	15.90	15.63	15.35	#DIV/0!	#DIV/0!

WATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	540000	540000	540000	540000	540000	540000	540000	540000	540000	540000
24	Number of Meters	3006	3051	3096	3141	3186	3231	3276	3321	3366	3411
25	Base Rate	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92	\$ 14.92
26	Usage Rate per m3	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58	\$ 1.58
27	Fixed Revenue	\$ 538,194.24	\$ 546,251.04	\$ 554,307.84	\$ 562,364.64	\$ 570,421.44	\$ 578,478.24	\$ 586,535.04	\$ 594,591.84	\$ 602,648.64	\$ 610,705.44
28	Variable Revenue	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00	\$ 853,200.00
29	Total Revenue - Tier 1	\$ 1,391,394.24	\$ 1,399,451.04	\$ 1,407,507.84	\$ 1,415,564.64	\$ 1,423,621.44	\$ 1,431,678.24	\$ 1,439,735.04	\$ 1,447,791.84	\$ 1,455,848.64	\$ 1,463,905.44

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	75000	75000	75000	75000	75000	75000	75000	75000	75000	75000
31	Number of Meters	19	19	19	19	19	19	19	19	19	19
32	Base Rate	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41	\$ 57.41
33	Usage Rate per m3	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44	\$ 1.44
34	Fixed Revenue	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48	\$ 13,089.48
35	Variable Revenue	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00	\$ 108,000.00
36	Total Revenue - Tier 2	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48	\$ 121,089.48

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	235000	235000	235000	235000	235000	235000	235000	235000	235000	235000
38	Number of Meters	9	9	9	9	9	9	9	9	9	9
39	Base Rate	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61	\$ 229.61
40	Usage Rate per m3	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14	\$ 1.14
41	Fixed Revenue	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88	\$ 24,797.88
42	Variable Revenue	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00	\$ 267,900.00
43	Total Revenue - Tier 3	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88	\$ 292,697.88

44	Total Projected Revenue - Sales	\$ 1,805,181.60	\$ 1,813,238.40	\$ 1,821,295.20	\$ 1,829,352.00	\$ 1,837,408.80	\$ 1,845,465.60	\$ 1,853,522.40	\$ 1,861,579.20	\$ 1,869,636.00	\$ 1,877,692.80
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WASTEWATER BUDGET PROJECTIONS - 2020 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

Line No.	Details	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUE											
<u>Operating Revenues</u>											
1	Service Revenue - Water Sales	\$ 1,874,295.68	\$ 1,885,063.28	\$ 1,895,830.88	\$ 1,906,598.48	\$ 1,917,366.08	\$ 1,928,133.68	\$ 1,938,901.28	\$ 1,949,668.88	\$ 1,960,436.48	\$ 1,971,204.08
1a	Proposed Rate Adjustment	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1c	Service Revenue - Water Sales	\$ 1,874,295.68	\$ 1,885,063.28	\$ 1,895,830.88	\$ 1,906,598.48	\$ 1,917,366.08	\$ 1,928,133.68	\$ 1,938,901.28	\$ 1,949,668.88	\$ 1,960,436.48	\$ 1,971,204.08
2	Miscellaneous Fees (Surcharge Program)	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
3	Total Operating Revenue	\$ 1,974,295.68	\$ 1,985,063.28	\$ 1,995,830.88	\$ 2,006,598.48	\$ 2,017,366.08	\$ 2,028,133.68	\$ 2,038,901.28	\$ 2,049,668.88	\$ 2,060,436.48	\$ 2,071,204.08
<u>Non-Operating Revenue</u>											
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,974,295.68	\$ 1,985,063.28	\$ 1,995,830.88	\$ 2,006,598.48	\$ 2,017,366.08	\$ 2,028,133.68	\$ 2,038,901.28	\$ 2,049,668.88	\$ 2,060,436.48	\$ 2,071,204.08
9	Total O&M Expenses	\$ 1,449,912.00	\$ 1,267,074.00	\$ 1,318,162.40	\$ 1,489,043.61	\$ 1,512,482.02	\$ 1,536,399.14	\$ 1,561,371.56	\$ 1,586,864.45	\$ 1,582,784.20	\$ 1,609,346.41
10	Subtotal: Net Operating Income	\$ 524,383.68	\$ 717,989.28	\$ 677,668.48	\$ 517,554.87	\$ 504,884.06	\$ 491,734.54	\$ 477,529.72	\$ 462,804.43	\$ 477,652.28	\$ 461,857.67
<u>Debt Service</u>											
11	Debt Service - Existing	\$ 260,373.00	\$ 145,237.00	\$ 172,417.00	\$ 314,729.00	\$ 314,728.00	\$ 314,728.00	\$ 314,727.00	\$ 314,727.00	\$ 284,624.00	\$ 284,623.00
12	Debt Service - New										
13	Total Debt Service	\$ 260,373.00	\$ 145,237.00	\$ 172,417.00	\$ 314,729.00	\$ 314,728.00	\$ 314,728.00	\$ 314,727.00	\$ 314,727.00	\$ 284,624.00	\$ 284,623.00
14a	Asset Replacement Costs										
14b	Rate Financed Capital Costs	\$ 102,000.00	\$ 206,000.00	\$ 125,000.00	\$ 250,000.00	\$ 275,000.00	\$ 350,000.00	\$ 1,750,000.00	\$ 1,750,000.00	\$ 125,000.00	\$ 125,000.00
14c	Total Financed Capital Costs	\$ 102,000.00	\$ 206,000.00	\$ 125,000.00	\$ 250,000.00	\$ 275,000.00	\$ 350,000.00	\$ 1,750,000.00	\$ 1,750,000.00	\$ 125,000.00	\$ 125,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 422,383.68	\$ 511,989.28	\$ 552,668.48	\$ 267,554.87	\$ 229,884.06	\$ 141,734.54	\$ (1,272,470.28)	\$ (1,287,195.57)	\$ 352,652.28	\$ 336,857.67
16	PLUS: Opening Cash Balance	\$ 652,570.00	\$ 1,074,953.68	\$ 1,586,942.96	\$ 2,139,611.44	\$ 2,407,166.31	\$ 2,637,050.37	\$ 2,778,784.91	\$ 1,506,314.63	\$ 219,119.05	\$ 571,771.33
17	Ending Cash Balance (Before Reserves)	\$ 1,074,953.68	\$ 1,586,942.96	\$ 2,139,611.44	\$ 2,407,166.31	\$ 2,637,050.37	\$ 2,778,784.91	\$ 1,506,314.63	\$ 219,119.05	\$ 571,771.33	\$ 908,629.00
RESERVES											
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,074,953.68	\$ 1,586,942.96	\$ 2,139,611.44	\$ 2,407,166.31	\$ 2,637,050.37	\$ 2,778,784.91	\$ 1,506,314.63	\$ 219,119.05	\$ 571,771.33	\$ 908,629.00
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.74	1.25	1.62	1.62	1.74	1.81	0.96	0.14	0.36	0.56
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	2.01	4.94	3.93	1.64	1.60	1.56	1.52	1.47	1.68	1.62

WASTEWATER SYSTEM RATE SCALE DETERMINATION**Tier 1: 0-250 cubic metres**

23	Estimated Consumption (m3)	845000	845000	845000	845000	845000	845000	845000	845000	845000	845000
24	Number of Meters	2968	3013	3058	3103	3148	3193	3238	3283	3328	3373
25	Base Rate	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94	\$ 19.94
26	Usage Rate per m3	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33
27	Fixed Revenue	\$ 710,183.04	\$ 720,950.64	\$ 731,718.24	\$ 742,485.84	\$ 753,253.44	\$ 764,021.04	\$ 774,788.64	\$ 785,556.24	\$ 796,323.84	\$ 807,091.44
28	Variable Revenue	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00	\$ 1,123,850.00
29	Total Revenue - Wastewater	\$ 1,834,033.04	\$ 1,844,800.64	\$ 1,855,568.24	\$ 1,866,335.84	\$ 1,877,103.44	\$ 1,887,871.04	\$ 1,898,638.64	\$ 1,909,406.24	\$ 1,920,173.84	\$ 1,930,941.44

Tier 2: 251-750 cubic metres

30	Estimated Consumption (m3)	0	0	0	0	0	0	0	0	0	0
31	Number of Meters	19	19	19	19	19	19	19	19	19	19
32	Base Rate	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44	\$ 66.44
33	Usage Rate per m3	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33
34	Fixed Revenue	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32	\$ 15,148.32

Tier 3: 750 Cubic Metres +

37	Estimated Consumption (m3)	0	0	0	0	0	0	0	0	0	0
38	Number of Meters	9	9	9	9	9	9	9	9	9	9
39	Base Rate	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54	\$ 232.54
40	Usage Rate per m3	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33
41	Fixed Revenue	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32	\$ 25,114.32

44	Total Projected Revenue - Sales	\$ 1,874,295.68	\$ 1,885,063.28	\$ 1,895,830.88	\$ 1,906,598.48	\$ 1,917,366.08	\$ 1,928,133.68	\$ 1,938,901.28	\$ 1,949,668.88	\$ 1,960,436.48	\$ 1,971,204.08
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WATER BUDGET PROJECTIONS - 2020 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

Line No.	Details	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUE											
<u>Operating Revenues</u>											
1	Initial Service Revenue - Water Sales	\$ 1,805,181.60	\$ 1,812,513.10	\$ 1,856,978.02	\$ 1,902,496.52	\$ 1,949,092.97	\$ 1,996,792.28	\$ 2,045,619.92	\$ 2,095,601.96	\$ 2,146,765.03	\$ 2,200,016.38
1a	Proposed Rate Adjustment	0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	0.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 36,250.26	\$ 37,139.56	\$ 38,049.93	\$ 38,981.86	\$ 39,935.85	\$ 40,912.40	\$ 41,912.04	\$ 42,935.30	\$ -
1c	Proposed Service Revenue - Water Sales	\$ 1,805,181.60	\$ 1,848,763.37	\$ 1,894,117.58	\$ 1,940,546.45	\$ 1,988,074.83	\$ 2,036,728.12	\$ 2,086,532.32	\$ 2,137,514.00	\$ 2,189,700.33	\$ 2,200,016.38
2	Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Total Operating Revenue	\$ 1,805,181.60	\$ 1,848,763.37	\$ 1,894,117.58	\$ 1,940,546.45	\$ 1,988,074.83	\$ 2,036,728.12	\$ 2,086,532.32	\$ 2,137,514.00	\$ 2,189,700.33	\$ 2,200,016.38
<u>Non-Operating Revenue</u>											
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,805,181.60	\$ 1,848,763.37	\$ 1,894,117.58	\$ 1,940,546.45	\$ 1,988,074.83	\$ 2,036,728.12	\$ 2,086,532.32	\$ 2,137,514.00	\$ 2,189,700.33	\$ 2,200,016.38
9	Total O&M Expenses	\$ 1,105,449.00	\$ 1,049,369.00	\$ 1,053,586.40	\$ 1,072,291.47	\$ 1,091,713.99	\$ 1,111,516.11	\$ 1,132,167.76	\$ 1,153,231.29	\$ 1,128,556.98	\$ 1,150,471.22
10	Subtotal: Net Operating Income	\$ 699,732.60	\$ 799,394.37	\$ 840,531.18	\$ 868,254.98	\$ 896,360.84	\$ 925,212.01	\$ 954,364.56	\$ 984,282.70	\$ 1,061,143.35	\$ 1,049,545.16
<u>Debt Service</u>											
11	Debt Service - Existing	\$ 46,160.00	\$ 46,159.00	\$ 46,159.00	\$ 46,158.00	\$ 46,158.00	\$ 46,158.00	\$ 46,159.00	\$ 46,159.00	\$ -	\$ -
12	Debt Service - New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Total Debt Service	\$ 46,160.00	\$ 46,159.00	\$ 46,159.00	\$ 46,158.00	\$ 46,158.00	\$ 46,158.00	\$ 46,159.00	\$ 46,159.00	\$ -	\$ -
14a	Asset Replacement Costs										
14b	Rate Financed Capital Costs	\$ 119,000.00	\$ 321,500.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
14c	Total Financed Capital Costs	\$ 119,000.00	\$ 321,500.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 580,732.60	\$ 477,894.37	\$ 590,531.18	\$ 618,254.98	\$ 646,360.84	\$ 675,212.01	\$ 704,364.56	\$ 734,282.70	\$ 811,143.35	\$ 799,545.16
16	PLUS: Opening Cash Balance	\$ 357,025.00	\$ 937,757.60	\$ 1,415,651.97	\$ 2,006,183.14	\$ 2,624,438.12	\$ 3,270,798.96	\$ 3,946,010.98	\$ 4,650,375.54	\$ 5,384,658.24	\$ 6,195,801.60
17	Ending Cash Balance (Before Reserves)	\$ 937,757.60	\$ 1,415,651.97	\$ 2,006,183.14	\$ 2,624,438.12	\$ 3,270,798.96	\$ 3,946,010.98	\$ 4,650,375.54	\$ 5,384,658.24	\$ 6,195,801.60	\$ 6,995,346.76
RESERVES											
18	Dedicated Water System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 937,757.60	\$ 1,415,651.97	\$ 2,006,183.14	\$ 2,624,438.12	\$ 3,270,798.96	\$ 3,946,010.98	\$ 4,650,375.54	\$ 5,384,658.24	\$ 6,195,801.60	\$ 6,995,346.76
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.85	1.35	1.90	2.45	3.00	3.55	4.11	4.67	5.49	6.08
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	15.16	17.32	18.21	18.81	19.42	20.04	20.68	21.32	#DIV/0!	#DIV/0!

WATER SYSTEM RATE SCALE DETERMINATION

Tier 1: 0-250 cubic metres											
23	Estimated Consumption (m3)	540000	540000	540000	540000	540000	540000	540000	540000	540000	540000
24	Number of Meters	3006	3051	3096	3141	3186	3231	3276	3321	3366	3411
25	Base Rate	\$ 14.92	\$ 15.22	\$ 15.52	\$ 15.83	\$ 16.15	\$ 16.47	\$ 16.80	\$ 17.14	\$ 17.48	\$ 17.48
26	Usage Rate per m3	\$ 1.58	\$ 1.61	\$ 1.64	\$ 1.68	\$ 1.71	\$ 1.74	\$ 1.78	\$ 1.81	\$ 1.85	\$ 1.85
27	Fixed Revenue	\$ 538,194.24	\$ 557,176.06	\$ 576,701.88	\$ 596,785.85	\$ 617,442.51	\$ 638,686.72	\$ 660,533.72	\$ 682,999.12	\$ 706,098.93	\$ 715,538.76
28	Variable Revenue	\$ 853,200.00	\$ 870,264.00	\$ 887,669.28	\$ 905,422.67	\$ 923,531.12	\$ 942,001.74	\$ 960,841.78	\$ 980,058.61	\$ 999,659.78	\$ 999,659.78
29	Total Revenue - Tier 1	\$ 1,391,394.24	\$ 1,427,440.06	\$ 1,464,371.16	\$ 1,502,208.52	\$ 1,540,973.63	\$ 1,580,688.46	\$ 1,621,375.50	\$ 1,663,057.74	\$ 1,705,758.72	\$ 1,715,198.54
Tier 2: 251-750 cubic metres											
30	Estimated Consumption (m3)	75000	75000	75000	75000	75000	75000	75000	75000	75000	75000
31	Number of Meters	19	19	19	19	19	19	19	19	19	19
32	Base Rate	\$ 57.41	\$ 58.56	\$ 59.73	\$ 60.92	\$ 62.14	\$ 63.39	\$ 64.65	\$ 65.95	\$ 67.26	\$ 67.26
33	Usage Rate per m3	\$ 1.44	\$ 1.47	\$ 1.50	\$ 1.53	\$ 1.56	\$ 1.59	\$ 1.62	\$ 1.65	\$ 1.69	\$ 1.69
34	Fixed Revenue	\$ 13,089.48	\$ 13,351.27	\$ 13,618.29	\$ 13,890.66	\$ 14,168.47	\$ 14,451.84	\$ 14,740.88	\$ 15,035.70	\$ 15,336.41	\$ 15,336.41
35	Variable Revenue	\$ 108,000.00	\$ 110,160.00	\$ 112,363.20	\$ 114,610.46	\$ 116,902.67	\$ 119,240.73	\$ 121,625.54	\$ 124,058.05	\$ 126,539.21	\$ 126,539.21
36	Total Revenue - Tier 2	\$ 121,089.48	\$ 123,511.27	\$ 125,981.49	\$ 128,501.12	\$ 131,071.15	\$ 133,692.57	\$ 136,366.42	\$ 139,093.75	\$ 141,875.63	\$ 141,875.63
Tier 3: 750 Cubic Metres +											
37	Estimated Consumption (m3)	235000	235000	235000	235000	235000	235000	235000	235000	235000	235000
38	Number of Meters	9	9	9	9	9	9	9	9	9	9
39	Base Rate	\$ 229.61	\$ 234.20	\$ 238.89	\$ 243.66	\$ 248.54	\$ 253.51	\$ 258.58	\$ 263.75	\$ 269.02	\$ 269.02
40	Usage Rate per m3	\$ 1.14	\$ 1.16	\$ 1.19	\$ 1.21	\$ 1.23	\$ 1.26	\$ 1.28	\$ 1.31	\$ 1.34	\$ 1.34
41	Fixed Revenue	\$ 24,797.88	\$ 25,293.84	\$ 25,799.71	\$ 26,315.71	\$ 26,842.02	\$ 27,378.86	\$ 27,926.44	\$ 28,484.97	\$ 29,054.67	\$ 29,054.67
42	Variable Revenue	\$ 267,900.00	\$ 273,258.00	\$ 278,723.16	\$ 284,297.62	\$ 289,983.58	\$ 295,783.25	\$ 301,698.91	\$ 307,732.89	\$ 313,887.55	\$ 313,887.55
43	Total Revenue - Tier 3	\$ 292,697.88	\$ 298,551.84	\$ 304,522.87	\$ 310,613.33	\$ 316,825.60	\$ 323,162.11	\$ 329,625.35	\$ 336,217.86	\$ 342,942.22	\$ 342,942.22
44	Total Projected Revenue - Sales	\$ 1,805,181.60	\$ 1,849,503.17	\$ 1,894,875.53	\$ 1,941,322.98	\$ 1,988,870.38	\$ 2,037,543.14	\$ 2,087,367.27	\$ 2,138,369.35	\$ 2,190,576.56	\$ 2,200,016.38

WASTEWATER BUDGET PROJECTIONS - 2020 REVIEW

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Line No.	Details	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
REVENUE											
<u>Operating Revenues</u>											
1	Service Revenue - Water Sales	\$ 1,874,295.68	\$ 1,883,977.48	\$ 1,940,212.61	\$ 1,998,061.86	\$ 2,057,570.31	\$ 2,118,784.28	\$ 2,181,751.36	\$ 2,246,520.44	\$ 2,313,141.74	\$ 2,381,666.88
1a	Proposed Rate Adjustment	0%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 45,215.46	\$ 46,565.10	\$ 47,953.48	\$ 49,381.69	\$ 50,850.82	\$ 52,362.03	\$ 53,916.49	\$ 55,515.40	\$ 57,160.01
1c	Service Revenue - Water Sales	\$ 1,874,295.68	\$ 1,929,192.94	\$ 1,986,777.72	\$ 2,046,015.35	\$ 2,106,952.00	\$ 2,169,635.10	\$ 2,234,113.39	\$ 2,300,436.93	\$ 2,368,657.15	\$ 2,438,826.88
2	Miscellaneous Fees (Surcharge Program)	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
3	Total Operating Revenue	\$ 1,974,295.68	\$ 2,029,192.94	\$ 2,086,777.72	\$ 2,146,015.35	\$ 2,206,952.00	\$ 2,269,635.10	\$ 2,334,113.39	\$ 2,400,436.93	\$ 2,468,657.15	\$ 2,538,826.88
<u>Non-Operating Revenue</u>											
4	Tap / Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 1,974,295.68	\$ 2,029,192.94	\$ 2,086,777.72	\$ 2,146,015.35	\$ 2,206,952.00	\$ 2,269,635.10	\$ 2,334,113.39	\$ 2,400,436.93	\$ 2,468,657.15	\$ 2,538,826.88
9	Total O&M Expenses	\$ 1,449,912.00	\$ 1,267,074.00	\$ 1,318,162.40	\$ 1,489,043.61	\$ 1,512,482.02	\$ 1,536,399.14	\$ 1,561,371.56	\$ 1,586,864.45	\$ 1,582,784.20	\$ 1,609,346.41
10	Subtotal: Net Operating Income	\$ 524,383.68	\$ 762,118.94	\$ 768,615.32	\$ 656,971.74	\$ 694,469.98	\$ 733,235.96	\$ 772,741.83	\$ 813,572.47	\$ 885,872.94	\$ 929,480.47
<u>Debt Service</u>											
11	Debt Service - Existing	\$ 260,373.00	\$ 145,237.00	\$ 172,417.00	\$ 314,729.00	\$ 314,728.00	\$ 314,728.00	\$ 314,727.00	\$ 314,727.00	\$ 284,624.00	\$ 284,623.00
12	Debt Service - New										
13	Total Debt Service	\$ 260,373.00	\$ 145,237.00	\$ 172,417.00	\$ 314,729.00	\$ 314,728.00	\$ 314,728.00	\$ 314,727.00	\$ 314,727.00	\$ 284,624.00	\$ 284,623.00
14a	Asset Replacement Costs										
14b	Rate Financed Capital Costs	\$ 102,000.00	\$ 206,000.00	\$ 125,000.00	\$ 250,000.00	\$ 275,000.00	\$ 350,000.00	\$ 1,750,000.00	\$ 1,750,000.00	\$ 125,000.00	\$ 125,000.00
14c	Total Financed Capital Costs	\$ 102,000.00	\$ 206,000.00	\$ 125,000.00	\$ 250,000.00	\$ 275,000.00	\$ 350,000.00	\$ 1,750,000.00	\$ 1,750,000.00	\$ 125,000.00	\$ 125,000.00
15	NET INCOME (LOSS) FROM OPERATIONS	\$ 422,383.68	\$ 556,118.94	\$ 643,615.32	\$ 406,971.74	\$ 419,469.98	\$ 383,235.96	\$ (977,258.17)	\$ (936,427.53)	\$ 760,872.94	\$ 804,480.47
16	PLUS: Opening Cash Balance	\$ 652,570.00	\$ 1,074,953.68	\$ 1,631,072.62	\$ 2,274,687.94	\$ 2,681,659.68	\$ 3,101,129.65	\$ 3,484,365.61	\$ 2,507,107.44	\$ 1,570,679.91	\$ 2,331,552.86
17	Ending Cash Balance (Before Reserves)	\$ 1,074,953.68	\$ 1,631,072.62	\$ 2,274,687.94	\$ 2,681,659.68	\$ 3,101,129.65	\$ 3,484,365.61	\$ 2,507,107.44	\$ 1,570,679.91	\$ 2,331,552.86	\$ 3,136,033.33
RESERVES											
18	Wastewater System Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 1,074,953.68	\$ 1,631,072.62	\$ 2,274,687.94	\$ 2,681,659.68	\$ 3,101,129.65	\$ 3,484,365.61	\$ 2,507,107.44	\$ 1,570,679.91	\$ 2,331,552.86	\$ 3,136,033.33
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.74	1.29	1.73	1.80	2.05	2.27	1.61	0.99	1.47	1.95
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	2.01	5.25	4.46	2.09	2.21	2.33	2.46	2.59	3.11	3.27

WASTEWATER SYSTEM RATE SCALE DETERMINATION

Tier 1: 0-250 cubic metres											
23	Estimated Consumption (m3)	845000	845000	845000	845000	845000	845000	845000	845000	845000	845000
24	Number of Meters	2968	3013	3058	3103	3148	3193	3238	3283	3328	3373
25	Base Rate	\$ 19.94	\$ 20.42	\$ 20.91	\$ 21.41	\$ 21.92	\$ 22.45	\$ 22.99	\$ 23.54	\$ 24.11	\$ 24.68
26	Usage Rate per m3	\$ 1.33	\$ 1.36	\$ 1.39	\$ 1.43	\$ 1.46	\$ 1.50	\$ 1.53	\$ 1.57	\$ 1.61	\$ 1.65
27	Fixed Revenue	\$ 710,183.04	\$ 738,253.46	\$ 767,262.19	\$ 797,238.10	\$ 828,210.92	\$ 860,211.22	\$ 893,270.48	\$ 927,421.11	\$ 962,696.45	\$ 999,130.81
28	Variable Revenue	\$ 1,123,850.00	\$ 1,150,822.40	\$ 1,178,442.14	\$ 1,206,724.75	\$ 1,235,686.14	\$ 1,265,342.61	\$ 1,295,710.83	\$ 1,326,807.89	\$ 1,358,651.28	\$ 1,391,258.91
29	Total Revenue - Wastewater	\$ 1,834,033.04	\$ 1,889,075.86	\$ 1,945,704.32	\$ 2,003,962.85	\$ 2,063,897.06	\$ 2,125,553.83	\$ 2,188,981.32	\$ 2,254,229.01	\$ 2,321,347.73	\$ 2,390,389.72
Tier 2: 251-750 cubic metres											
30	Estimated Consumption (m3)	0	0	0	0	0	0	0	0	0	0
31	Number of Meters	19	19	19	19	19	19	19	19	19	19
32	Base Rate	\$ 66.44	\$ 68.03	\$ 69.67	\$ 71.34	\$ 73.05	\$ 74.80	\$ 76.60	\$ 78.44	\$ 80.32	\$ 82.25
33	Usage Rate per m3	\$ 1.33	\$ 1.36	\$ 1.39	\$ 1.43	\$ 1.46	\$ 1.50	\$ 1.53	\$ 1.57	\$ 1.61	\$ 1.65
34	Fixed Revenue	\$ 15,148.32	\$ 15,511.88	\$ 15,884.16	\$ 16,265.38	\$ 16,655.75	\$ 17,055.49	\$ 17,464.82	\$ 17,883.98	\$ 18,313.20	\$ 18,752.71
35	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36	Total Revenue - Tier 2	\$ 15,148.32	\$ 15,511.88	\$ 15,884.16	\$ 16,265.38	\$ 16,655.75	\$ 17,055.49	\$ 17,464.82	\$ 17,883.98	\$ 18,313.20	\$ 18,752.71
Tier 3: 750 Cubic Metres +											
37	Estimated Consumption (m3)	0	0	0	0	0	0	0	0	0	0
38	Number of Meters	9	9	9	9	9	9	9	9	9	9
39	Base Rate	\$ 232.54	\$ 238.12	\$ 243.84	\$ 249.69	\$ 255.68	\$ 261.82	\$ 268.10	\$ 274.53	\$ 281.12	\$ 287.87
40	Usage Rate per m3	\$ 1.33	\$ 1.36	\$ 1.39	\$ 1.43	\$ 1.46	\$ 1.50	\$ 1.53	\$ 1.57	\$ 1.61	\$ 1.65
41	Fixed Revenue	\$ 25,114.32	\$ 25,717.06	\$ 26,334.27	\$ 26,966.30	\$ 27,613.49	\$ 28,276.21	\$ 28,954.84	\$ 29,649.76	\$ 30,361.35	\$ 31,090.02
42	Variable Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43	Total Revenue - Tier 3	\$ 25,114.32	\$ 25,717.06	\$ 26,334.27	\$ 26,966.30	\$ 27,613.49	\$ 28,276.21	\$ 28,954.84	\$ 29,649.76	\$ 30,361.35	\$ 31,090.02
44	Total Projected Revenue - Sales	\$ 1,874,295.68	\$ 1,930,304.80	\$ 1,987,922.76	\$ 2,047,194.53	\$ 2,108,166.30	\$ 2,170,885.53	\$ 2,235,400.98	\$ 2,301,762.74	\$ 2,370,022.28	\$ 2,440,232.46



FORMAL REPORT

To:	Chair Strathdee and Members of Strategic Priorities Committee
Prepared by:	Dave Blake, Environmental Services Supervisor
Date of Meeting:	15 September 2020
Subject:	PW 59-2020 Waste Management Financial Assessment

PURPOSE

This report presents information to the Strategic Priorities Committee for review and discussion in regard to solid waste management fees. The Committee is asked to consider the financial assessment presented as well as the potential for user fee increases, if any.

RECOMMENDATION

THAT Report PW 59-2020, Waste Management Financial Assessment be received for discussion; and,

THAT the Committee Recommends to Council:

THAT Waste Management user fees maintain existing rates for 2021.

BACKGROUND

The Town of St. Marys has a long history of providing waste management services through a variety of programs aimed at giving residents and businesses options for various waste materials.

In the late 1990's and early 2000's, the Town's waste management services evolved to begin to incorporate numerous waste diversion programs into normal operation as a way to divert material from final disposal at the landfill, ultimately extending the operational life of the existing landfill Site. Currently, the Town administers the following programs related to waste reduction, diversion and management:

- Automated curbside waste collection
- Municipal Hazardous and Special Waste
- Leaf and Yard Waste Collection and Depot
- Scrap Metal Recycling
- Blue Box Recycling
- Electronic Waste
- Concrete and Asphalt Recycling
- Wood and Brush Diversion

In 2018, Town staff completed a "Waste Reduction and Diversion Assessment" related to the Town's waste management services. The Assessment not only looked at existing programs offered by the Town, but also potential programs which could be offered by the Town.

In September 2019, Staff developed a long term financial assessment related to waste management services that merged all waste management and diversion programs under one "user pay" umbrella that was designed to adequately fund and manage existing and potential waste management services now and into the future.

This report presents the Committee with the annual update of the Waste Management Services financial assessment for consideration.

REPORT

The landfill site had historically been subsidized by the municipal tax base. It wasn't until more recently that the landfill operation was thought of more as a self-funded program where revenue generation could be used to fully support and maintain operations and capital investments at the Site. The installation of a weigh scale in circa 2012 allowed the site to improve its material tracking and revenue generation. This was further enhanced in 2017 when the most recent rate increase on tipping fees was administered. However, the wheelie bin fees for waste collection services which were adopted in 2012 remained unchanged until 2020 when an increase to annual fees was adopted by Council when waste management services such as recycling, waste collection and leaf and yard waste programs were transitioned to a self-funded model. This transition removed these program commitments from the municipal tax base.

This report presents information to the Strategic Priorities Committee for review and discussion in regard to solid waste management fees. The Committee is asked to consider the financial assessment attached and deliberate the option of potential for user fee increases, if any.

Assumptions:

When developing the financial assessment, Town staff made several assumptions related to waste revenue sources to provide a consistent basis for revenue generation and financial position. The following assumptions were used:

- Waste volume received at the landfill can vary significantly from year to year and can be largely influenced by various factors such as flooding, storms, etc. which can cause large increases in materials being received. In an effort to stabilize the tonnage value utilized, a three (3) year average was assumed to determine the projected tonnage received for revenue generation. This same assumption was also applied to collection volumes.
- Due to the significant fluctuations which can be encountered in weight receipt at the landfill, tonnage received at the site does not increase or decrease as part of this assessment but remains constant from year to year.
- The amount of wheelie bins increased annually is based on historical housing stats to account for new builds and customers. For the purpose of this assessment, 45 additional units per year were used. Should the Town grow at a greater or slower rate, future financial reviews for waste management would account for those changes.
- The landfill reserve would self-fund the completion of the *Environment Assessment and Environmental Protection Act* and *Ontario Waste Resources Act* approvals and future cell development.
- Tipping fees per tonne have been rounded to the nearest \$0.25 based on percentage increases with modest increases in future years.
- The recycling program transitions to the Producer Pay model by 2025, requiring producers fund diversion collection and processing of Blue Box material, results in reducing or eliminating municipal funding requirements. Due to the unknown nature of this program transition, the Financial Assessment has allocated a 50% reduction in Blue Box program costs beginning in 2025.
- Landfill expansion initial capital works to develop the site to accommodate the expansion (Costing to be determined) have been included. In prior financial assessments, these costs were proposed to be a tax funded development due to the economic benefits that a landfill facility provides to the Town.

Considerations for Fee Increases:

When deliberating whether or not to administer user fee increases for waste management services at this time, the following should be considered:

- The landfill site continues to operate under interim annual approvals for waste disposal until such time as the Environmental Assessment can be completed and subsequently approved.
- The Blue Box recycling program is proposed to be transitioning to Producer Pay models between 2023 and 2025. Currently the Blue Box program costs approximately \$180,000 annually to the Town. The net overall impact this program transition will have is yet to be determined.
- Wheelie bin charges were increased in 2020 by approximately \$30 per year.
- The novel coronavirus pandemic provided significant financial hardship for many residents throughout 2020.

FINANCIAL IMPLICATIONS

There are no financial implications related to the updated financial assessment for waste management services.

Should the Committee propose or recommend increases to existing fees for program users, financial implications would be incurred at that time.

SUMMARY

The purpose of this report has been to present information to the Strategic Priorities Committee related to the financial assessment for waste management services and to discuss and consider potential user fee increases, if any.

To move this file forward, Staff recommends that the Committee make recommendations to Council to answer the following questions:

1. Based on the updated financial assessment for waste management services, do current rates, and financial programs provide a sufficient financial position for waste management services at this time?
2. If no, what waste management revenue generating programs should be increased to better fund services?
3. If user fee increases are desired, what level of increase should be targeted by staff at this time?

Based on the above, Staff recommends that existing waste management user fees remain unchanged in 2021 to better assess the newly merged waste management self-funded system, allow further transition to new rates imposed for 2020 related to wheelie bins, while managing fees to end users that remain financially obtainable at this time. This will also enable the Town to continue to finalize the Environmental Assessment for Future Solid Waste Management Needs to potentially obtain a clearer picture of future requirements related to capital commitments and long-term operational needs.

Furthermore, Staff recommends that the Financial Assessment for waste management services be reviewed in 2021 to re-assess the financial position and projections moving forward, including potential user fee increases at that time.

STRATEGIC PLAN

☒ This initiative is supported by the following priorities, outcomes, and tactics in the Plan.

- Pillar #1 – Infrastructure, Waste Management Plan:

- Outcome: With anticipated proactive measures for growth (residential, commercial and industrial), there will be a need for active consideration of optimizing landfill services, but with a view on controlled costs and forward-thinking environmental initiatives.
- Tactic(s): Decide on what approaches best meet long term community ability to meet provincial standards. Build a program and identify a budget to accommodate.
- Pillar #5 – Economic Development, Industrial Strategy:
 - Outcome: Industry has played and continues to play a key role in the life of the Town in providing employment and economic stability. Seeking new opportunities to attract small, medium and large industry is in the Town's best interest as part of its growth strategy.
 - Tactic(s): Build a retention plan, identify elements needed to ensure business start and grow in the community.

OTHERS CONSULTED

Jed Kelly, Director of Public Works – Town of St. Marys

André Morin, Director of Finance – Town of St. Marys

ATTACHMENTS

Attachment No. 1 – Waste Management Financial Assessment, 2020 Update

REVIEWED BY

Recommended by the Department

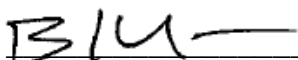


Dave Blake, C.E.T.
Environmental Services Supervisor



Jed Kelly
Director of Public Works

Recommended by the CAO



Brent Kittmer
Chief Administrative Officer

SOLID WASTE MANAGEMENT BUDGET PROJECTIONS - 2020 REVIEW

THE CORPORATION OF THE TOWN OF ST. MARYS - PUBLIC WORKS DEPARTMENT, ENVIRONMENTAL SERVICES

LINE NO.	DETAILS	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE													
<u>Operating Revenues</u>													
1	Service Revenue - Tipping Fees	\$ 479,942.39	\$ 480,228.43	\$ 494,498.27	\$ 494,498.27	\$ 494,498.27	\$ 509,059.10	\$ 509,059.10	\$ 509,059.10	\$ 523,619.94	\$ 523,619.94	\$ 523,619.94	\$ 538,180.78
1a	Proposed Rate Adjustment	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1c	Proposed Service Revenue - Tipping Fees	\$ 479,942.39	\$ 480,228.43	\$ 494,498.27	\$ 494,498.27	\$ 494,498.27	\$ 509,059.10	\$ 509,059.10	\$ 509,059.10	\$ 523,619.94	\$ 523,619.94	\$ 523,619.94	\$ 538,180.78
2	Miscellaneous Fees (Waste Diversion)	\$ 2,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
3	Total Operating Revenue	\$ 481,942.39	\$ 485,228.43	\$ 499,498.27	\$ 499,498.27	\$ 499,498.27	\$ 514,059.10	\$ 514,059.10	\$ 514,059.10	\$ 528,619.94	\$ 528,619.94	\$ 528,619.94	\$ 543,180.78
<u>Non-Operating Revenue</u>													
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue - Wheelie Bins	\$ 386,198.00	\$ 391,043.00	\$ 395,888.00	\$ 400,733.00	\$ 405,578.00	\$ 410,423.00	\$ 415,268.00	\$ 420,113.00	\$ 424,958.00	\$ 429,803.00	\$ 434,648.00	\$ 439,493.00
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 868,140.39	\$ 876,271.43	\$ 895,386.27	\$ 900,231.27	\$ 905,076.27	\$ 924,482.10	\$ 929,327.10	\$ 934,172.10	\$ 953,577.94	\$ 958,422.94	\$ 963,267.94	\$ 982,673.78
9	Total O&M Expenses	\$ 795,218.00	\$ 822,567.20	\$ 825,639.78	\$ 839,274.82	\$ 853,180.54	\$ 770,362.73	\$ 782,891.23	\$ 795,671.29	\$ 848,934.94	\$ 862,222.28	\$ 875,779.52	\$ 889,599.99
10	Subtotal: Net Operating Income	\$ 72,922.39	\$ 53,704.23	\$ 69,746.48	\$ 60,956.45	\$ 51,895.73	\$ 154,119.37	\$ 146,435.88	\$ 138,500.81	\$ 104,643.00	\$ 96,200.66	\$ 87,488.42	\$ 93,073.79
<u>Debt Service</u>													
11	Debt Service - Existing	\$ 53,939.00	\$ 53,938.00	\$ 53,938.00	\$ 53,939.00	\$ 53,938.00	\$ 53,938.00	\$ 53,938.00	\$ 53,939.00	\$ 94,168.00	\$ 94,160.00	\$ 94,156.00	\$ 94,144.00
12	Debt Service - New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Total Debt Service	\$ 53,939.00	\$ 53,938.00	\$ 53,938.00	\$ 53,939.00	\$ 53,938.00	\$ 53,938.00	\$ 53,938.00	\$ 53,939.00	\$ 94,168.00	\$ 94,160.00	\$ 94,156.00	\$ 94,144.00
14a	Asset Replacement Costs												
14b	Rate Financed Capital Costs	\$ 75,000.00	\$ 185,000.00	\$ 225,000.00	\$ 30,000.00	\$ 250,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14c	Total Financed Capital Costs	\$ 75,000.00	\$ 185,000.00	\$ 225,000.00	\$ 30,000.00	\$ 250,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (2,077.61)	\$ (131,295.77)	\$ (155,253.52)	\$ 30,956.45	\$ (198,104.27)	\$ 154,119.37	\$ 146,435.88	\$ 138,500.81	\$ 104,643.00	\$ 96,200.66	\$ 87,488.42	\$ 93,073.79
16	PLUS: Opening Cash Balance	\$ 216,909.00	\$ 214,831.39	\$ 83,535.62	\$ (71,717.90)	\$ (40,761.45)	\$ (238,865.72)	\$ (84,746.35)	\$ 61,689.53	\$ 200,190.34	\$ 304,833.34	\$ 401,034.01	\$ 488,522.42
17	Ending Cash Balance (Before Reserves)	\$ 214,831.39	\$ 83,535.62	\$ (71,717.90)	\$ (40,761.45)	\$ (238,865.72)	\$ (84,746.35)	\$ 61,689.53	\$ 200,190.34	\$ 304,833.34	\$ 401,034.01	\$ 488,522.42	\$ 581,596.21
RESERVES													
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	ENDING CASH BALANCE AFTER RESERVES	\$ 214,831.39	\$ 83,535.62	\$ (71,717.90)	\$ (40,761.45)	\$ (238,865.72)	\$ (84,746.35)	\$ 61,689.53	\$ 200,190.34	\$ 304,833.34	\$ 401,034.01	\$ 488,522.42	\$ 581,596.21
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	0.27	0.10	-0.09	-0.05	-0.28	-0.11	0.08	0.25	0.36	0.47	0.56	0.65
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	1.35	1.00	1.29	1.13	0.96	2.86	2.71	2.57	1.11	1.02	0.93	0.99