



## Agenda Green Committee

May 25, 2022

5:30 pm

Video Conference

Click the following link:

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

Pages

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

### **RECOMMENDATION**

**THAT** the May 25, 2022 Green Committee Agenda be accepted as presented.

4. **DELEGATIONS**

None.

5. **ACCEPTANCE OF MINUTES**

3

### **RECOMMENDATION**

**THAT** the March 30, 2022 Green Committee minutes be approved and signed by the Chair and Committee Secretary.

6. **STRATEGIC PRIORITIES - STATUS UPDATE**

7

### **RECOMMENDATION**

**THAT** the May Green Committee Strategic Priorities Table be received for information.

7. **REPORTS**

**7.1. PW 33-2022 Community Feedback on Curbside Collection**

9

**RECOMMENDATION**

**THAT** report PW 33-2022, Community Feedback on Organics Collection be received for information.

**7.2. PW 39-2022 Organics Collection Consideration**

12

**RECOMMENDATION**

**THAT** report PW 39-2022, Organics Collection Consideration be received; and

**THAT** the Green Committee recommends to Council that:

**THAT** there is support within the community for an organics waste diversion collection program; and,

**THAT** Council defer any decision on organics waste collection within the community until the financial implications related to the Landfill Environmental Assessment and expansion works as well as the Blue Box Program's transition to a Producer Pay Model are better understood.

**8. OTHER BUSINESS**

**9. UPCOMING MEETINGS**

June 22, 2022 at 5:30 p.m.

**10. ADJOURNMENT**

**RECOMMENDATION**

**THAT** this meeting of the Green Committee adjourn at                      p.m.



## **Minutes**

### **Green Committee**

March 30, 2022

5:30 pm

Video Conference

Click the following link:

<https://www.youtube.com/channel/UCzuUpFqxcEI8OG-dOYKteFQ>

Member Present	David Vermeire, Chair Lynette Geddes Katherine Moffat Councillor Pridham Fred Stam John Stevens
Staff Present	Jed Kelly, Director of Public Works Morgan Dykstra, Committee Secretary

#### **1. CALL TO ORDER**

The Chair called the meeting to order at 5:30 p.m.

#### **2. DECLARATION OF PECUNIARY INTEREST**

None declared.

#### **3. AMENDMENTS AND APPROVAL OF AGENDA**

**Resolution: GC-022-03-01**

**Moved By** Councillor Pridham

**Seconded By** Fred Stam

**THAT** the March 30, 2022 Green Committee Agenda be accepted as presented.

**Carried**

**4. DELEGATIONS**

None.

**5. ACCEPTANCE OF MINUTES**

**Resolution: GC-022-03-02**

**Moved By** John Stevens

**Seconded By** Lynette Geddes

**THAT** the February 23, 2022 Green Committee minutes be approved and signed by the Chair and Committee Secretary.

**Carried**

**6. STRATEGIC PRIORITIES - STATUS UPDATE**

Morgan Dykstra and Jed Kelly spoke to the March Green Committee Strategic Priorities Table.

**Resolution: GC-022-03-03**

**Moved By** Katherine Moffat

**Seconded By** Lynette Geddes

**THAT** the March Green Committee Strategic Priorities Table be received for information.

**Carried**

**7. REPORTS**

**7.1 PW 27-2022 Review Green Initiative Awareness Program Submissions**

Morgan Dykstra spoke to the report and responded to questions from the Committee.

**Resolution: GC-022-03-04**

**Moved By** Fred Stam

**Seconded By** John Stevens

**THAT** PW 27-2022 Review Green Initiative Awareness Program Submissions report be received;

**THAT** the Committee confirms that the submissions detailed in this report meet the criteria of the Green Initiative Awareness Program Framework; and,

**THAT** Staff proceed with featuring the submissions as provided in the Green Initiative Awareness Program Framework.

**Carried**

## **8. OTHER BUSINESS**

Lynette Geddes inquired on the status of the curbside recycling survey, Morgan Dykstra responded that the survey results will be presented to the Committee at its next meeting.

Fred Stam asked what the next steps for the textile recycling program are. Jed Kelly responded that the Town issued a Request for Proposal and received no submissions, the textile recycling program is being considered during the St. Marys Landfill Environmental Compliance Approval process.

Councillor Pridham sought more information regarding the program parameters for the fall round of the Green Initiative Awareness Program. Morgan Dykstra responded that this should be considered at the June or September Green Committee meeting.

## **9. UPCOMING MEETINGS**

April 27, 2022 at 5:30 p.m. via Zoom

May 25, 2022 at 5:30 p.m. via Zoom

## **10. ADJOURNMENT**

**Resolution: GC-022-03-05**

**Moved By** John Stevens

**Seconded By** Lynette Geddes

**THAT** this meeting of the Green Committee adjourns at 5:50 p.m.

**Carried**

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David Vermeire, Chair

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Morgan Dykstra, Committee Secretary

## Green Committee Strategic Priorities Status (May 2022)

Priority	Item	Status
Forestry Management	Revise tree species list	Complete
	Engagement and education opportunities	Complete
	Tree donation policy	Policy created and implemented.
	Seedlings transplant area	Complete
	Gypsy Moth Infestation	Information campaign completed.
	Forestry Management Plan Review	On November 8, 2021, Council directed the Green Committee to amend specific sections of the Forestry Management Plan. Intend to begin amendment process in 2022.
	Tree Subsidy Program	Tree Subsidy Program approved by Council at the December budget meeting. Program to be offered in September 2022 – UTRCA is on board to help implement the program.
Naturalization	Public Engagement re: naturalization	Need to review Sparling Bush Management Plan and determine if a secondary plan is required.
	Recommend areas for naturalization	
	Recommend policies to establish natural areas and how to maintain areas	
	Investigate the feasibility of creating a wildflower meadow	Pollinator Garden/Wildflower Meadow planted on June 4, 2021. Grant Funding report submitted to TD Friends of the Environment Foundation on January 14/2022.
		Council approved Green Committee request to expand pollinator garden.  Pollinator Garden FEF Grant approved. Planting to take place the first week of June with UTRCA and local schools.
	Meadowridge Park Naturalization Project	Approximately 350 Trees planted on April 22, 2022. Final planting to take place in Fall 2022.  Need to consider future tree planting areas.
	Seek public feedback re: active transportation network	Public Survey

<b>Active Transportation Master Plan</b>	Review existing active transportation network	Capital Item Budget for 2022 to hire a Consultant to draft an Active Transportation Master Plan.	Complete
	Recommend an Active Transportation Master Plan	Active Transportation Master Plan has been paused. Development Charges Study to be drafted to including funding mechanisms for active transportation.	Pause
<b>Waste Reduction &amp; Diversion</b> (Following the Waste Reduction and Diversion Assessment)	Review Solid Waste Management By-law		Complete
	Textile recycling program	RFP in spring 2019 deemed incomplete. This project has been deferred until the Environmental Assessment Process for the landfill site.	Pause
	Mattress and box spring diversion	Green Committee recommended (June 2019) Incorporated in Solid Waste Management By-law (Fall 2019) Develop policy and review other municipal programs. Might be a component of the Environmental Assessment Process once the Town has received approval for expansion.	Pause
	All other recommendations from WRDA	Awaiting approvals from the Ministry of Environment for the Town of St. Marys Landfill Site. Once approvals have been completed the review of existing program at the site can be reviewed.	Pause
	Green Initiative Awareness Program	Program promoted the week of April 18 <sup>th</sup> to celebrate Earth Day. Present fall program options to the Committee at the June meeting.	Implementing
	Waste Reduction Week		Complete
	Municipal Hazardous Waste Program	Municipal Hazardous Waste Program has transitioned to depot event delivery model. When dates are available, they will be circulated to the public.	Complete
<b>Green House Gas Reduction Plan</b>	Implementation Plan and Recommended Projects	Corporate Climate Change Action Plan (CCAP) presented to Committee on February 23, 2022. CCAP and Green Committee comments presented to the Strategic Priorities Committee (SPC) on March 15, 2022. Compiling SPC comments.  CCAP presented to the Town's Senior Leadership Team (SLT). Currently compiling SPC and SLT comments, and doing a secondary review, anticipate being presented to the Green Committee at its June meeting.	Implementing





# INFORMATION REPORT

<b>To:</b>	Chair and Members of the Advisory Committee
<b>Prepared by:</b>	Dave Blake, Environmental Services Manager
<b>Date of Meeting:</b>	25 May 2022
<b>Subject:</b>	<b>PW 33-2022 Community Feedback on Curbside Collection</b>

## INFORMATION

This report is presented to the Green Committee to provide information on community feedback related to existing curbside waste collection programs. Furthermore, this report also presents information to the Green Committee regarding community desire for a potential Organics diversion program within the community.

## RECOMMENDATION

**THAT** report PW 33-2022, Community Feedback on Organics Collection be received for information.

## BACKGROUND

On January 26, 2022, Staff presented members of the Green Committee with information related to municipal curbside waste collection programs and advised of an increasing trend of inquiries regarding organics collection options. Staff advised that they would be working with the Town's Corporate Communications Department to develop a community engagement survey related to the Town's curbside waste collection programs to obtain feedback in existing programs as well as to gauge opinions for organics diversion options.

Since that time, the survey has been administered. This report is to present a summary of results from the survey for the committee as information and to facilitate discussion.

## REPORT

Staff facilitated a short survey aimed to solicit information from the community on their thoughts related to existing or potential curbside waste collection programs. In total, the Town received 124 total responses as part of the survey. The following provides a summary of survey results:

With regards to curbside waste collection services, the majority of respondents were either satisfied, or very satisfied with current service delivery standards which accounted for approximately 85% of respondents with 8% being neutral, 1% unsatisfied and 6% very unsatisfied.

With regards to curbside recycling services, approximately 72% of respondents were either satisfied or very satisfied with 9% neutral, 15% unsatisfied and 2% very unsatisfied.

With regards to existing leaf and yard waste program options, 54% of respondents indicated they use the curbside leaf and yard waste program, 82% have utilized the MOC drop off depot within the last year and 12% have used the landfill option. 7% of respondents indicated they have not used the program in the last year.

When respondents were asked which leaf and yard waste disposal option they would most likely use in the future, 58% indicated use of the MOC depot, 36% would utilize the curbside collection program, 1.5% at the landfill and 5% indicated they were unlikely to use the program.

When respondents were asked how they feel about a town wide green bin (organics) program being implemented, 69% of respondents either support or strongly support such a program, 19% being neutral, 6% opposed and 6.5% strongly opposed.

When respondents were asked how much of a fee increase they would find acceptable in order to have an organics diversion program within the community, 37% of respondents indicated a \$0-\$30 annual increase would be acceptable, 20% indicated that a \$30-\$60 annual increase would be acceptable and 14% indicated that a \$60-\$90 annual increase would be acceptable. Almost 29% of respondents indicated that they would be opposed to a fee increase for such a program.

The results of the survey indicate that there appears to be an appetite from respondents for some form of organics collection option within the community that warrants further investigation and discussion.

## **SUMMARY & IMPLICATIONS**

Based on information within this report, respondents are generally satisfied with the level and service of waste and recycling collection within the community. Respondents further indicated that there is a desire for some form of organics diversion program within the community however the specifics of such a program and the costs incurred for program delivery provided mixed opinions.

The delivery of a curbside organics collection program within the community is estimated to cost between \$100,000 - \$200,000 annually or between \$30-\$70 more per property for annual service delivery that would need to be funded through the waste management system. The exact cost of any program would ultimately be determined by the type of materials to be included within the program and the distance to a processing destination. With the majority of respondents (66%) indicating either no cost increase or less than \$30, any desire for a municipal curbside organics collection program may be offset by cost considerations and would need to be further reviewed, evaluated and assessed to determine any suitable program delivery model while also resulting in a cost effective and efficient service delivery or funding model.

## **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 to controlled costs and forward thinking environmental initiatives.
  - Tactic(s): Plan for a new long-term review of waste management, taking account of new and prescriptive provincial standards. Explore alternatives to status quo waste management with a view to reduction and recycling initiatives for all residential, commercial and industrial properties.
  - 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.

## **OTHERS CONSULTED**

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

Morgan Dykstra, Public Works and Planning Coordinator - Town of St. Marys

## **ATTACHMENTS**

None

## **REVIEWED BY**

### **Recommended by the Department**

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

Jed Kelly  
Director of Public Works



# FORMAL REPORT

**To:** Chair and Members of the Advisory Committee

**Prepared by:** Dave Blake, Environmental Services Manager

**Date of Meeting:** 25 May 2022

**Subject:** **PW 39-2022 Organics Collection Consideration**

## PURPOSE

This report is to provide information to the Green Committee related the financial status of solid waste management services within the Town and the option for organics waste collection for consideration.

## RECOMMENDATION

**THAT** report PW 39-2022, Organics Collection Consideration be received; and

**THAT** the Green Committee recommends to Council that:

**THAT** there is support within the community for an organics waste diversion collection program; and,

**THAT** Council defer any decision on organics waste collection within the community until the financial implications related to the Landfill Environmental Assessment and expansion works as well as the Blue Box Program's transition to a Producer Pay Model are better understood.

## BACKGROUND

In circa 2018, the Town of St. Marys completed an internal review of waste management services with an outlook to the future and ways to expand upon already existing management and diversion initiatives. This resulted in the "Waste Reduction and Diversion Assessment, August 2018" being drafted that not only looked at existing programs, but programs and diversion initiatives that could, or should be considered within the community. Within the Assessment, each program was given near-term, mid-term and long-term initiatives that were to guide diversion initiatives within the community and to support and align with Provincial Goals and Strategies.

The Waste Reduction and Diversion Assessment identified Food and Organics Diversion as a significant diversion program to be considered , and identified the following initiatives:

Initiatives (Near Term)	Initiatives (Mid Term)	Initiatives (Long Term)
Incentive Programs should be considered to promote at home diversion initiatives such as backyard composters and digesters.  Education and Outreach programs should be developed and implemented to ensure residents are aware of reduction and diversion programs for enhanced utilization.	Follow the "Strategy for a Waste Free Ontario" developed by the Province of Ontario as well as consideration to "Ontario's Food and Organic Waste Framework".  Assess Town needs and requirements along with regulatory requirements for potential enhancements to the Leaf and Yard Waste Program.	Follow the "Strategy for a Waste Free Ontario" developed by the Province of Ontario as well as consideration to "Ontario's Food and Organic Waste Framework".  Consideration should be given to a Food and Organics Collection program through municipal partnerships or as local third-party facilities materialize.

Many initiatives for near-term and mid-term food and organics diversion have now been considered or implemented in some form with a long-term initiative to consider a food and organics collection program through municipal partnerships or as local third party facilities come available having been identified.

In early 2022, Town staff were approached by several third-party entities related to the potential for organics collection or management within the community for consideration. This report provides information on collection and management options available to the Town based on information received to date as well as a current financial assessment of solid waste management services for consideration by the Green Committee.

## **REPORT**

Solid Waste Management Services within the Town of St. Marys are funded through user fees consisting of an annual wheelie bin fee for collection services and disposal or “tipping” fees at the landfill facility. Revenue from these fees fund and support curbside waste collection, leaf and yard waste collection and management, recycling services such as blue box services, brush and wood management and hazardous and special waste recycling as well as the operation and maintenance of the solid waste disposal facility. Each year, the Town of St. Marys updates and reviews the Financial Assessment for solid waste management services to ensure that reserve balances remain manageable, capital funding commitments are accounted for and that user fees remain viable and sufficient to maintain service delivery standards.

To support consideration of any organics collection or diversion program within the community, Staff have updated the Financial Assessment for Solid Waste Management Services. Please refer to **Attachment 1** to this report for a 10-year outlook for Revenue, Expenses and Reserve Balances for consideration by the Committee.

As evident by the updated Financial Assessment, existing user fees are not currently able to suitably fund and support existing planned expenses over the next several years as a result of the ongoing technical works for the Environmental Assessment and detailed expansion design projections for the Landfill. As such, rates have been projected with 5% annual increases throughout the 10-year forecast period.

As can be seen within the financial assessment, rate financed capital costs over the next several years related to the landfill Environmental Assessment and expansion project cause the solid waste reserve to move into a negative position until approximately 2027 which roughly coincides with the current timeline for full transition of the blue-box recycling program to a producer pay model. At this time, this transition is anticipated to have a net positive financial impact to municipalities. Around this time, the Town would look to use debenture financing to address initial site capital works for landfill expansion and would see an improved reserve position moving forward that would fund future capital costs, and solid waste program deliveries.

At this time, Food and Organics collection and diversion is currently NOT included in the 10-year financial assessment for solid waste management services. However, Food and Organics diversion is a proven measure to divert this waste stream from landfill sites, and enables the materials, depending on end processing facilities, to be repurposed or reused. A curbside diversion program would be projected to divert up to 30%-40% of residential waste through a successful town-wide program. However, when reviewing organics collection programs, it is important to understand the true amount of material that can be expected to be diverted to fully and holistically understand how successful the program would be, and the costs incurred for program delivery.

In 2021, the Town of St. Marys received approximately 1,400 tonnes of residential waste through the curbside collection program. For the purposes of assessment impacts from an organics program, staff have assumed a 30% reduction in material through our general curbside collection waste streams or

420 tonnes of waste diverted annually made up of “organics”. This equates to the potential diversion of approximately 7% of overall materials that are received at the landfill for final disposal on an annual basis. Note: Leaf and Yard waste tonnages have not been included in the above estimate as they are currently being diverted and managed outside of final disposal in the landfill.

Based on recent information provided to Staff, as well as preliminary proposals or program options for the management, handling or diversion of food and organic waste, it has become clear that there are a variety of options and considerations for such program delivery which ultimately come down to what material the program would accept and how much a program would cost. For example, the Town could look at organic diversion models such as:

- At home composting or digester program (subsidized or not subsidized);
- At home organics appliance processing options (subsidized or not subsidized);
- Opt-in Curbside collection program (i.e. green bin);
- Town wide curbside collection program (mandatory);
- Curbside collection programs inclusive or non-inclusive of yard waste materials; and / or,
- Collection programs with various processing facility options based on end material generation desires.

Each program model will have its own success rates based on program uptake, acceptable materials as well as cost for administration that would need to be considered and evaluated. Please refer to the Financial Implications section of this report for program cost estimates. Although a recent survey available within the community identified support for a food and organics diversion program, respondents were less supportive of large cost increases to fund the programs delivery and administration. *Please refer to Report PW 33-2022, Community Feedback on Curbside Collection for supporting information.*

As such, based on the updated financial assessment and the cost projections estimated for various program delivery, it is Staff’s recommendation that although a good program for consideration, a decision on Food and Organics Collection and diversion within the community should be deferred until impacts from ongoing capital studies, construction estimates for landfill expansion and Producer Pay transition for the Blue Box program are better known and understood. This would allow the Town to consider a Food and Organics diversion program that meets the needs of the community while also providing a level of cost control to minimize any rate increases to more manageable or phased in levels along with other financial commitments and requirements related to solid waste management services.

## FINANCIAL IMPLICATIONS

The Town’s current solid waste management services are 100% user pay, meaning user fees and rates fully fund all waste management and diversion services within the community. Adding a new diversion stream to the community will have a significant cost to rate payers and the solid waste management system. The actual costs to be incurred would vary and be impacted by the type of program to be administered, the number of properties that would be serviced, end processing facilities and the types of materials to be included in the program. Based on information that has been made available to the Town to date, the following provides an overview of the projected funding for various program delivery options:

	Option 1	Option 2	Option 3
Start-Up Costs:	\$37,500.00	\$--	\$--
Base Collection Fees:	\$--	\$92,135.00	\$190,908.00
Processing Fees:	\$--	\$42,000.00	\$41,000.00
			To

			\$51,000.00
<b>Estimated Program Costs</b>	<b>\$37,500.00 (250 households)</b>	<b>\$134,135.00</b>	<b>\$231,930.00 To \$246,630.00</b>

- Option 1: At home appliance or backyard digester opt in program – assumed municipally subsidized for 250 properties up to \$150.00 per household unit.
- Option 2: Curbside collection program (town wide) – 30km processing facility (Estimate)
- Option 3: Curbside collection program (town wide) – 60km processing facility (Estimate)

The above program estimates would need to be absorbed or managed within the existing solid waste management services fees that would result in a user fee increase to cover funding requirements. A town wide collection program (Options 2 or 3) would require user fee (i.e. wheelie bin) increases between \$43-\$80 per year per property to fund a program at this time. This would equate to an increase of 36%-68% on wheelie bin user fees.

## SUMMARY

Based on information detailed herein, any program implementation for organics collection and diversion will have significant associated costs related to program start up and ongoing operations and administration. With so many unknowns within the Town's waste management systems at this time related to long term delivery of leaf and yard waste services, landfill expansion efforts and recycling programs transitioning to producer pay models, the financial landscape of the Town's solid waste management portfolio may be significantly different over the next 2-4 years. Until more solid information is available related to capital costs for the landfill expansion and the impacts of the in progress transition of the Blue Box Program to producer's, the implementation of a new waste diversion program, and its significant costs would result in large increases to user rates, and would ultimately have a significant impact to residents within the community. As such, it is staff's recommendation that although a valid diversion stream, consideration of any community organics collection and diversion program should be deferred until shifting financial positions are better understood and known.

## 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 to control costs and forward thinking environmental initiatives.
  - Tactic(s): Implement renewed waste management approach on a phased-in basis.

## OTHERS CONSULTED

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

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

Andre Morin, Director of Corporate Services, Treasurer – Town of St. Marys

## ATTACHMENTS

Attachment No. 1 – Financial Assessment, Waste Management Services (2022 DRAFT Update)

## REVIEWED BY

**Recommended by the Department**

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

Jed Kelly  
Director of Public Works



# FINANCIAL ASSESSMENT FOR SOLID WASTE MANAGEMENT SERVICES - 2022 REVIEW

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

LINE NO.	DETAILS	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>REVENUE</b>													
<u>Operating Revenues</u>													
1	Service Revenue - Tipping Fees	\$ 515,625.00	\$ 541,406.25	\$ 568,476.56	\$ 596,900.39	\$ 626,745.41	\$ 658,082.68	\$ 690,986.81	\$ 725,536.16	\$ 761,812.96	\$ 799,903.61	\$ 839,898.79	\$ 881,893.73
1a	Proposed Rate Adjustment	0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
1b	Additional Revenue from Rate Adjustment	\$ -	\$ 27,070.31	\$ 28,423.83	\$ 29,845.02	\$ 31,337.27	\$ 32,904.13	\$ 34,549.34	\$ 36,276.81	\$ 38,090.65	\$ 39,995.18	\$ 41,994.94	\$ 44,094.69
1c	Proposed Service Revenue - Tipping Fees	\$ 515,625.00	\$ 541,406.25	\$ 568,476.56	\$ 596,900.39	\$ 626,745.41	\$ 658,082.68	\$ 690,986.81	\$ 725,536.16	\$ 761,812.96	\$ 799,903.61	\$ 839,898.79	\$ 881,893.73
2	Miscellaneous Fees (Waste Diversion)	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00
3	<b>Total Operating Revenue</b>	\$ 528,125.00	\$ 553,906.25	\$ 580,976.56	\$ 609,400.39	\$ 639,245.41	\$ 670,582.68	\$ 703,486.81	\$ 738,036.16	\$ 774,312.96	\$ 812,403.61	\$ 852,398.79	\$ 894,393.73
<u>Non-Operating Revenue</u>													
4	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Other Revenue - Wheelie Bins	\$ 413,421.78	\$ 440,482.28	\$ 469,215.27	\$ 499,720.35	\$ 532,102.91	\$ 566,474.42	\$ 602,952.82	\$ 641,662.88	\$ 682,736.56	\$ 726,313.46	\$ 772,541.20	\$ 821,575.93
7	Total Non-Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Total Revenues	\$ 941,546.78	\$ 994,388.53	\$ 1,050,191.83	\$ 1,109,120.74	\$ 1,171,348.32	\$ 1,237,057.10	\$ 1,306,439.64	\$ 1,379,699.04	\$ 1,457,049.53	\$ 1,538,717.07	\$ 1,624,939.99	\$ 1,715,969.66
9	Total O&M Expenses	\$ 911,043.00	\$ 938,592.56	\$ 952,689.65	\$ 967,866.66	\$ 983,348.24	\$ 822,802.88	\$ 835,384.18	\$ 794,277.08	\$ 901,533.62	\$ 914,875.93	\$ 928,489.25	\$ 942,366.92
10	<b>Subtotal: Net Operating Income</b>	\$ 30,503.78	\$ 55,795.97	\$ 97,502.18	\$ 141,254.08	\$ 188,000.08	\$ 414,254.22	\$ 471,055.46	\$ 585,421.96	\$ 555,515.91	\$ 623,841.14	\$ 696,450.74	\$ 773,602.74
<u>Debt Service</u>													
11	Debt Service - Existing	\$ 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	\$ 53,938.00	\$ 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	\$ 349,000.00	\$ 315,000.00	\$ 50,000.00	\$ 30,000.00	\$ 270,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -
14c	Total Financed Capital Costs	\$ 349,000.00	\$ 315,000.00	\$ 50,000.00	\$ 30,000.00	\$ 270,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -
15	NET INCOME (LOSS) FROM OPERATIONS	\$ (318,496.22)	\$ (259,204.03)	\$ 47,502.18	\$ 111,254.08	\$ (81,999.92)	\$ 414,254.22	\$ 451,055.46	\$ 585,421.96	\$ 535,515.91	\$ 623,841.14	\$ 676,450.74	\$ 773,602.74
16	PLUS: Opening Cash Balance	\$ 151,850.00	\$ (166,646.22)	\$ (425,850.25)	\$ (378,348.07)	\$ (267,093.99)	\$ (349,093.91)	\$ 65,160.31	\$ 516,215.77	\$ 1,101,637.73	\$ 1,637,153.64	\$ 2,260,994.77	\$ 2,937,445.51
17	<b>Ending Cash Balance (Before Reserves)</b>	\$ (166,646.22)	\$ (425,850.25)	\$ (378,348.07)	\$ (267,093.99)	\$ (349,093.91)	\$ 65,160.31	\$ 516,215.77	\$ 1,101,637.73	\$ 1,637,153.64	\$ 2,260,994.77	\$ 2,937,445.51	\$ 3,711,048.25
<b>RESERVES</b>													
18	Dedicated Landfill Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	<b>ENDING CASH BALANCE AFTER RESERVES</b>	\$ (166,646.22)	\$ (425,850.25)	\$ (378,348.07)	\$ (267,093.99)	\$ (349,093.91)	\$ 65,160.31	\$ 516,215.77	\$ 1,101,637.73	\$ 1,637,153.64	\$ 2,260,994.77	\$ 2,937,445.51	\$ 3,711,048.25
21	CUMULATIVE REVENUE & RESERVE DEFICIENCY (Line 19 divided by line 9)	-0.18	-0.45	-0.40	-0.28	-0.36	0.08	0.62	1.39	1.82	2.47	3.16	3.94
22	DEBT SERVICE COVERAGE (Line 10 divided by Line 13)	0.57	1.03	1.81	2.62	3.49	7.68	8.73	#DIV/0!	5.90	6.63	7.40	8.22