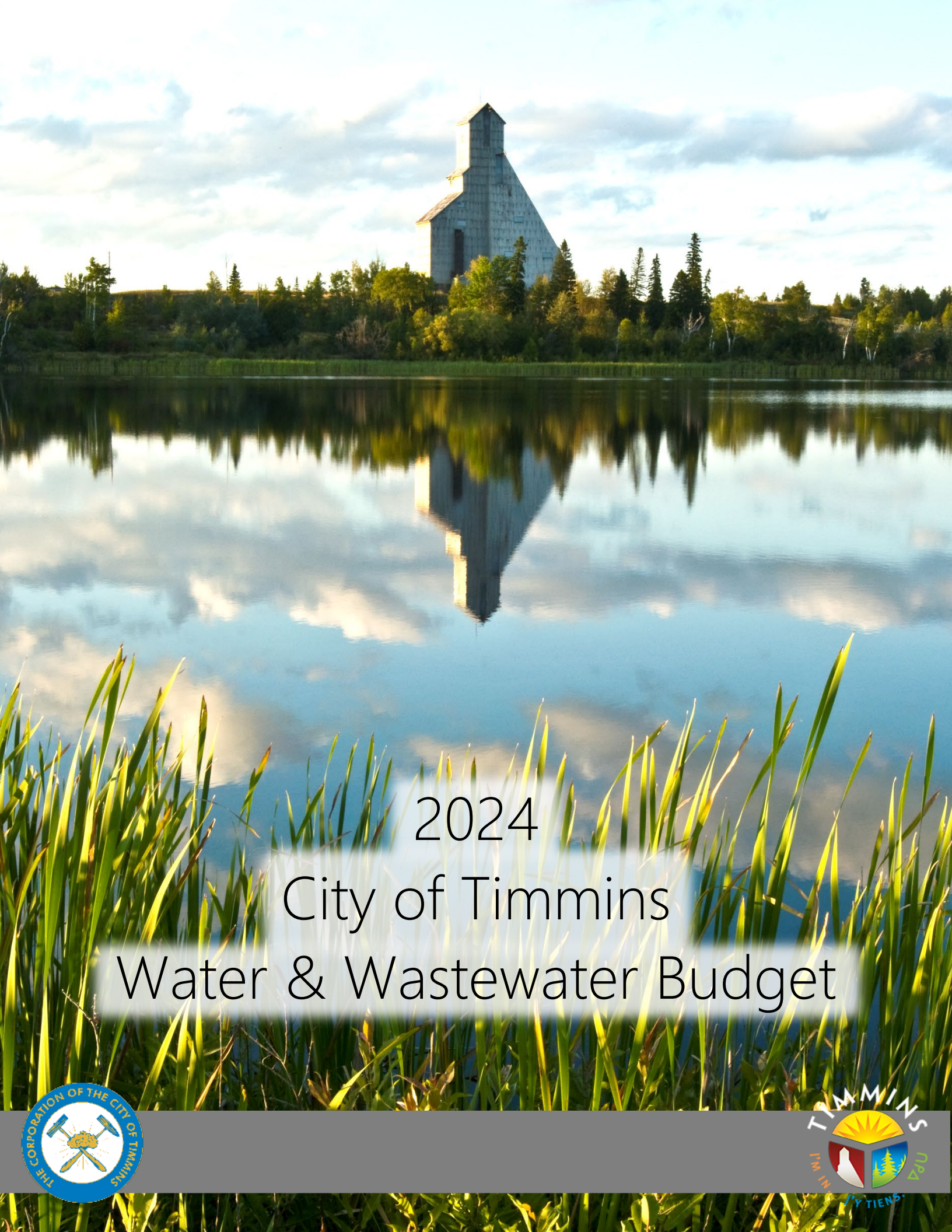


2024
City of Timmins
Water & Wastewater Budget

Table of Contents

Water and Wastewater Budgets Introduction

The City of Timmins provides water treatment and supply, wastewater collection and treatment, as well as storm water management across the City. The Water and Wastewater budgets support these initiatives.

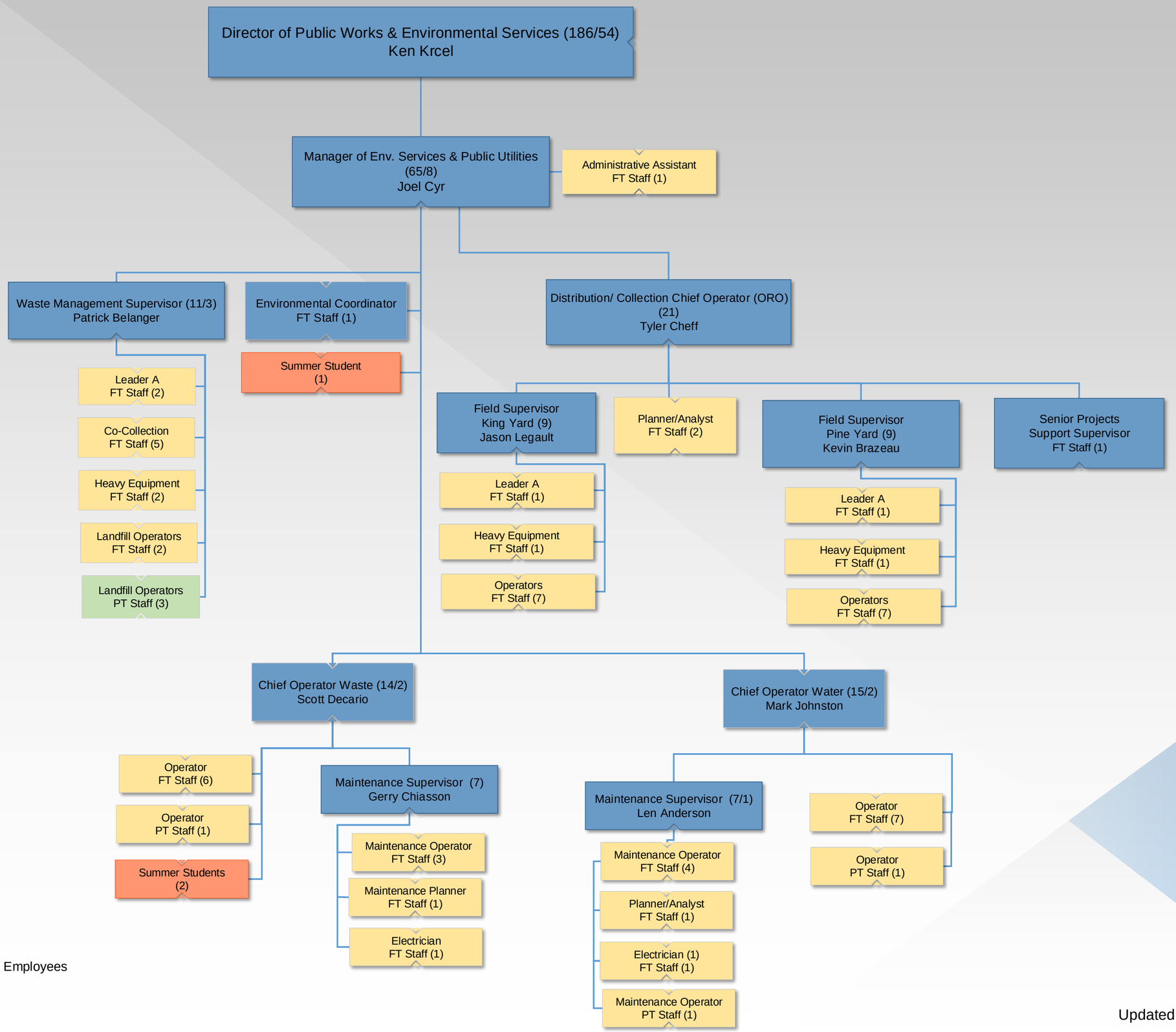
The Timmins Water Filtration plant provides clean drinking water for approximately 14,000 properties. In 2022, 8,383 megalitres of raw water was taken into the plant, with 7,053 megalitres of treated water flow distributed through approximately 260km of distribution mains. This process is managed by the Water Plant Chief Operator and a team of operators and maintenance personnel. This group is also responsible for the reservoirs and booster stations throughout the network, as well as water metering.

Similarly, nearly 13,600 properties are connected to the wastewater system. 194 km of wastewater pipe collected 10,072 mega litres in 2022, which are treated at the Mattagami Water Pollution Control Plant and Whitney Water Pollution Control Plant. This is managed by the Wastewater Plant Chief Operator and a team of operators and maintenance personnel. They are also responsible for the operation and maintenance of the City's various lift stations.

The linear infrastructure network of mains, valves, services, manholes, storm catch basins etc. is maintained by the Chief Operator of Distribution and Collection. Preventative maintenance and emergency repair work is conducted by this team. Costs are allocated based on time spent, and are charged to the appropriate funds (water, wastewater, and general taxation for storm sewer work).

The 2024 Water and Wastewater budgets are built with adherence to the Safe Drinking Water Act, Municipal Drinking-Water License and our Water Financial Plan in mind. The budget was built on a full cost recovery basis.

The Corporation of the City of Timmins
Environmental Services



Updated: October 30, 2023

Public Works, Environmental Services & Transit Vision

"Providing critical municipal services and responding to change through innovation and a employee centric approach, by communicating and providing opportunity for growth"

Hoshin Kanri

Improve Planning & Performance Management

- Implement strategic & tactical planning processes
- Implement closed-loop execution & reporting
- Implement Hoshin Kanri training & education

Enhance Employee Experience

Succession Planning

- Talent and Professional Development
- Develop generalists (able to take on multiple opportunities)
- Opportunities for lateral transfers

Employee Value Proposition

- Communication
- Recognition
- Labour/Employee Relations
- Quality of life
- Sense of affinity

Organizational Design

Focus on future Optimal State

- Synergies
- Use of technology in decision making
- Upgrade facilities to meet current and future needs
- Adapt to future states
  - Change readiness
  - Sustainable practices
  - Adapt to climate change
  - Electrification
  - Automation

Accountability Framework

- Develop rules of Engagement
- Identify and reprioritise core business deliverables
- Right size activity set
- Ensure staff capability and capacity to track & analyze data to help plan future work

Improve Health & Safety & Work Environment

Improve Health & Safety Systems, Compliance & Performance

- Work with the HS department to collect relevant safety data of all components of the departments overall safety system
- Analyze Department(s)- current state (C/S) safety for performance, process strengths, weaknesses, compliance & systems design)
- Generate key findings, identify critical risks & improvement priorities
- Design & Deploy improved F/S Prevention, Compliance & Management processes; Improve safety-related Root Cause Analysis (RCA) capability

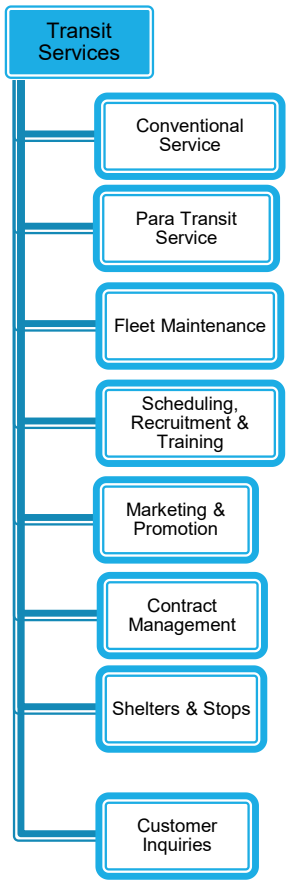
Public Safety Compliance and Expectation

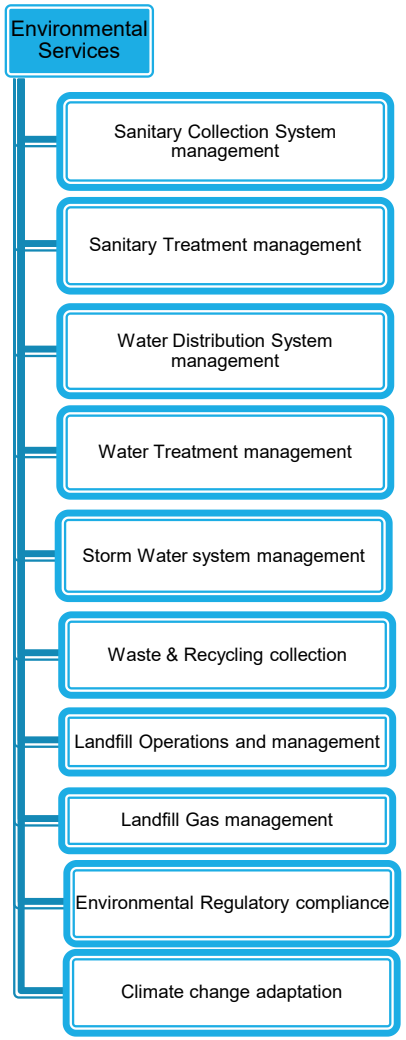
Meet Safety & Environmental Requirements Laid Out in Legislation, Regulations and Policies.

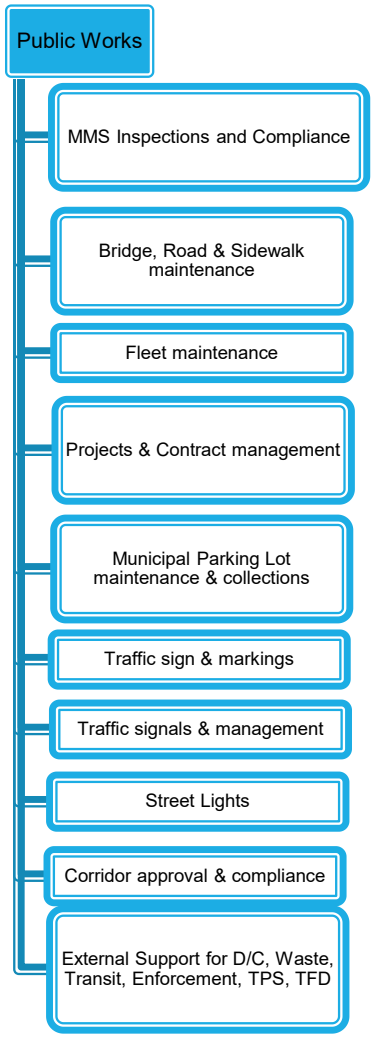
- Review key legislation, regulations, and polices for each division on an annual basis that are directly related to operational services
- Review and develop processes to inspect, address, operational deficiencies and to meet mandatory requirements
- Ensure service delivery standards are with a "Public safety first attitude"
- Ensure timelines are met for Environmental and MMS compliance.

Annual Hansei events for each departmental improvement theme

Public Works, Environmental Service & Transit







Revision Date: January 13, 2023

Water

2024 Water Treatment and Distribution Budget Memo

TO:	**Dave Landers**
FROM:	**Joel Cyr, Mark Johnston, Tyler Cheff**
CC:	**Natalie Moore, Greg Paquette, Ken Krcel**
DATE:	**October 26, 2023**
RE:	**Budget hightlights for 2024**

Department Mission, Vision Statement:

Providing critical municipal services and responding to change through innovation and a employee centric approach, by communicating and providing opportunities for growth.

Achievements:

We are taking significant steps to enhance our water treatment and distribution infrastructure to ensure operational reliability. This includes the acquisition of two new high-lift pumps, which will contribute to improved system stability and greater system controllability. We've replaced our backup generator on McLean Drive to establish power redundancy for emergency situations. We successfully replaced 4 Water Main valves in our downtown which will enable water control for next year's Connecting Link project and provide us with better water control capabilities in our city's core.

In 2023, the Timmins Drinking Water System did not experience any trihalomethane or haloacetic acid exceedances.

We replaced 500m of watermain in Connecting Link and installed 1300m of watermain for security at the Crawford Watermain Extension.

190 Low Income Utility Rebates were issued in 2023 which is up from the 156 issued in 2022. The total payout to date in 2023 is $28,750.

Software automation has allowed us to streamline the process where we transfer water arrears balances to tax accounts. Where this was done manually, one account at a time in the past, this new software feature allows tax staff to set parameters and transfer 1.5+ years arrears to taxes. Where water shut off was our main form of collection for water arrears, this new process has allowed us to alleviate significant staff time associated with the water shut off process. In addition to staff time, there were several issues when shutting water valves where they broke and would have to be fixed which cost money and were not in the maintenance plan for the distribution group.

Current Plans for the Department:

Our current plans prioritize operator support and offer opportunities for them to upgrade their operating licenses. We are also in the planning stages for several capital projects, such as the installation of high lift pumps, repairs to the backwash system, and various electrical system upgrades. We are also looking to develop and implement a water main valve exercising program which enhances valve reliability.

Future Plans/Trends for the Department:

Continue to invest in the renewal and enhancement of critical infrastructure. Implement strategic planning initiatives that prioritize employee support and development. We hope to expand pressure monitoring systems within our distribution network to allow for better leak detection and system integrity.

Budget Issues and Challenges:

Cost Drivers:

We're experiencing a substantial increase in inflation across all capital project costs, which is hindering our capacity to carry out capital replacement programs and exacerbating our capital requirements. Additionally, we're facing rising operational expenses, such as disinfection chemical costs, which are putting strain on our annual operational budgets.

Our distribution systems are experiencing a higher volume of infrastructure failures which result in costly emergency repairs.

Legislative Requirements:

The province is initiating a review and potential implementation of Per and – Polyfluoroalkyl Substances (PFAS) chemical monitoring. This could eventually necessitate adjustments to treatment processes in municipalities to reduce or eliminate these chemicals from drinking water. Additionally, due to past instances of exceeding Trihalomethanes and Haloacetic acids levels, we may be mandated to implement treatment processes to remove organic compounds from our source water. Both of which will require significant capital investments.

Request for New Staff:

A Business Case was submitted to hire an additional Electrical and Instrumentation Specialist that will support our Water and Wastewater Plants along with supporting our projects team.

HIRING POLICY
Business Case for Staffing Change Form

Request/Project Name:	Electrical and Instrumentation Specialist		
Department:	Water Pollution Control Plant	**Division:**	Environmental Services
Department Head Name:	Ken Krcel	**Council Resolution No.:**	

I. Executive Summary

Overview of Proposal

This business case advocates for the addition of an Electrical and Instrumentation specialist to our Environmental Services team, reporting to the Manager of Environmental Services. The inclusion of this role will bring substantial improvements to our electrical maintenance capabilities across key areas including the Water Pollution Control Plant, the Water Filtration Plant, and our Engineering Projects Team. Furthermore, this specialist may be able to provide valuable support to other corporate departments with minor needs. The specialized expertise of the proposed specialist promises to enhance our operational efficiency, and protect our Wastewater and Water Treatment Systems from avoidable risks.

II. Background

Current Service Level

Currently, we operate with a single Electrical and Instrumentation (E&I) Specialist, who serves as a dedicated resource for water and wastewater operations. The workload is heavily skewed, with approximately 95 percent of his time allocated to addressing day-to-day wastewater issues, with the remainder, supporting our Engineering department in various projects. In addition to the E&I Specialist we brought on an Electrical and Instrumentation Specialist contractor, last year. The contractor was engaged to collaborate with the internal staff and to support our Water Treatment and Engineering teams on operational and capital projects.

The E&I Specialist currently reports to the Manager of Maintenance and Projects, and we recommend a shift in his reporting structure and be placed under the supervision of the Manager of Environmental Services to better align with his duties.

Drivers for Proposed Course of Action

The proposed action plan originates from the increasing electrical complexity of our treatment plants and the general requirement for specialized expertise in Electrical and Instrumentation. Additionally, we foresee substantial water and wastewater projects with significant electrical components. With current resources mainly allocated to wastewater treatment and limited support available for other areas, there is a growing demand for focused E&I capabilities across our drinking water systems and Engineering projects. The growing integration of technology within plant electrical equipment emphasizes the need for a dedicated E&I Specialist, as traditional Red Seal Maintenance Electricians often lack the precise skill set demanded by these intricate systems.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

☐ Change to base operating budget	☒ Change to base Full-Time Equivalency allocation
☐ Change to fees (unit price)	☐ Change to revenues (volume change)
☐ Other (describe): _____	

Recommendation

We recommend to hire a second Electrical and Instrumentation Specialist and have both report to the Manager of Environmental Services.

IV. Impact Analysis

Qualitative Implications

The inclusion of a second Electrical and Instrumentation Specialist will yield several qualitative benefits. With the specialist's expertise, we anticipate enhanced project support, better problem-solving and decision-making, particularly in complex electrical systems. This, in turn, will foster streamlined operations, reduce risks to treatment systems, and minimize unplanned downtime.

Quantifiable Implications

This approach will assist in balancing the workload for our existing Specialists, while also establishing backup resources to ensure ongoing project progress during vacations and leaves. Hiring an additional specialist will enhance our project capacity and allow us to effectively meet demand. Moreover, this role will play a crucial part in minimizing and handling the risks confronted by our Wastewater and Water Treatment Plants.

Operating Revenue - Created by Position (if applicable)

Position Title	Duration (Permanent/Term)	Revenue Source	Annual Revenue
Reduced Contractor Support	Permanent	04-2-261100-4311	$66,975.00
Reduced Contractor Support	Permanent	05-2-291000-4311	$66,975.00
Total Permanent			$133,950.00
Total Term			
Grand Total			$133,950.00

Operating Expenditures - Created by Position

Position Title	Duration (Permanent/Term)	Funding Source	Annual Salary	Annual Benefits
Electrical and Instrumentation Specialist	Permanent	05-2-291000-1101	$77,200.00	$23,200.00
		04-2-261100-1101	$25,800.00	$7,750.00
Total Permanent			$103,000.00	$30,950.00
Total Term				
Grand Total			$103,000.00	$30,950.00

Full-Time Equivalency Table

Position Title	Bargaining Unit / Non-Union	Duration (Permanent/Term)	FT/PT (hrs/week if PT)	Number of FTE
Electrical and Instrumentation Specialist	Non-Union	Permanent	FT	$1.00
Total Permanent				
Total PT Hours				

Net Impact	Annual Amount
Permanent	**$0.00**
Term	
Total	**$0.00**

Approval Section:

Chief Administrative Officer

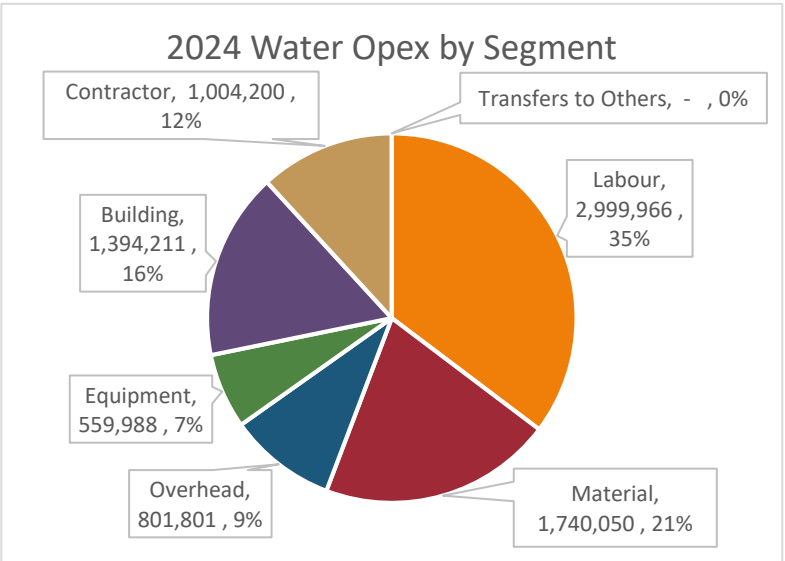
November 7, 2023
Date

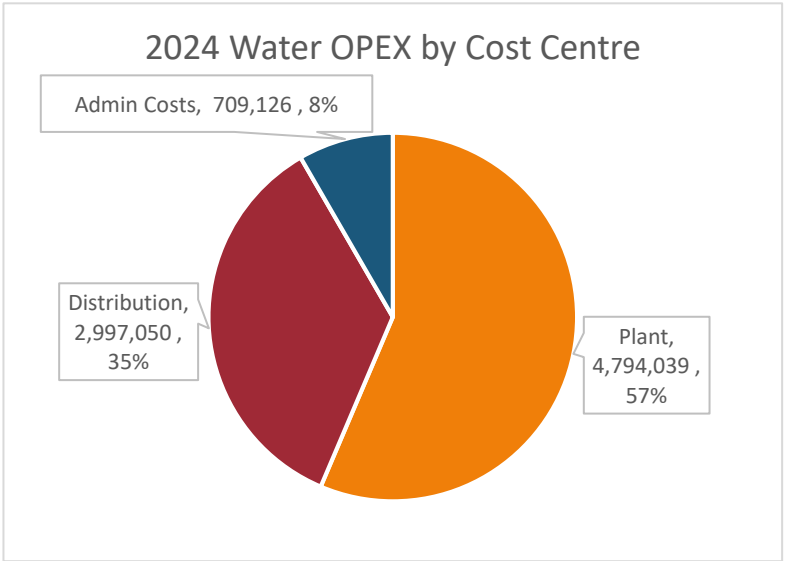
cc: Human Resources, Financial Services

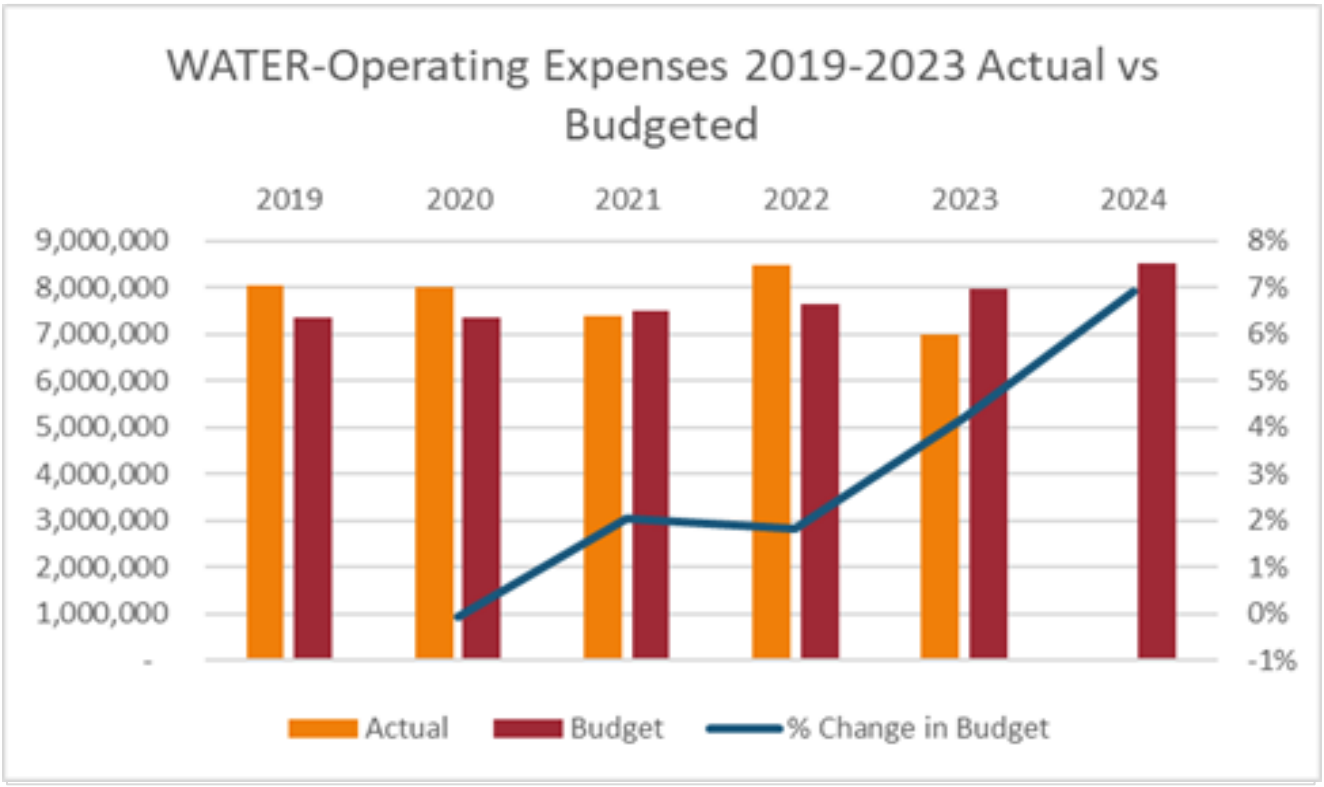
City of Timmins Tax Related Budget Breakdown
Budget Comparison 2024 By Segment

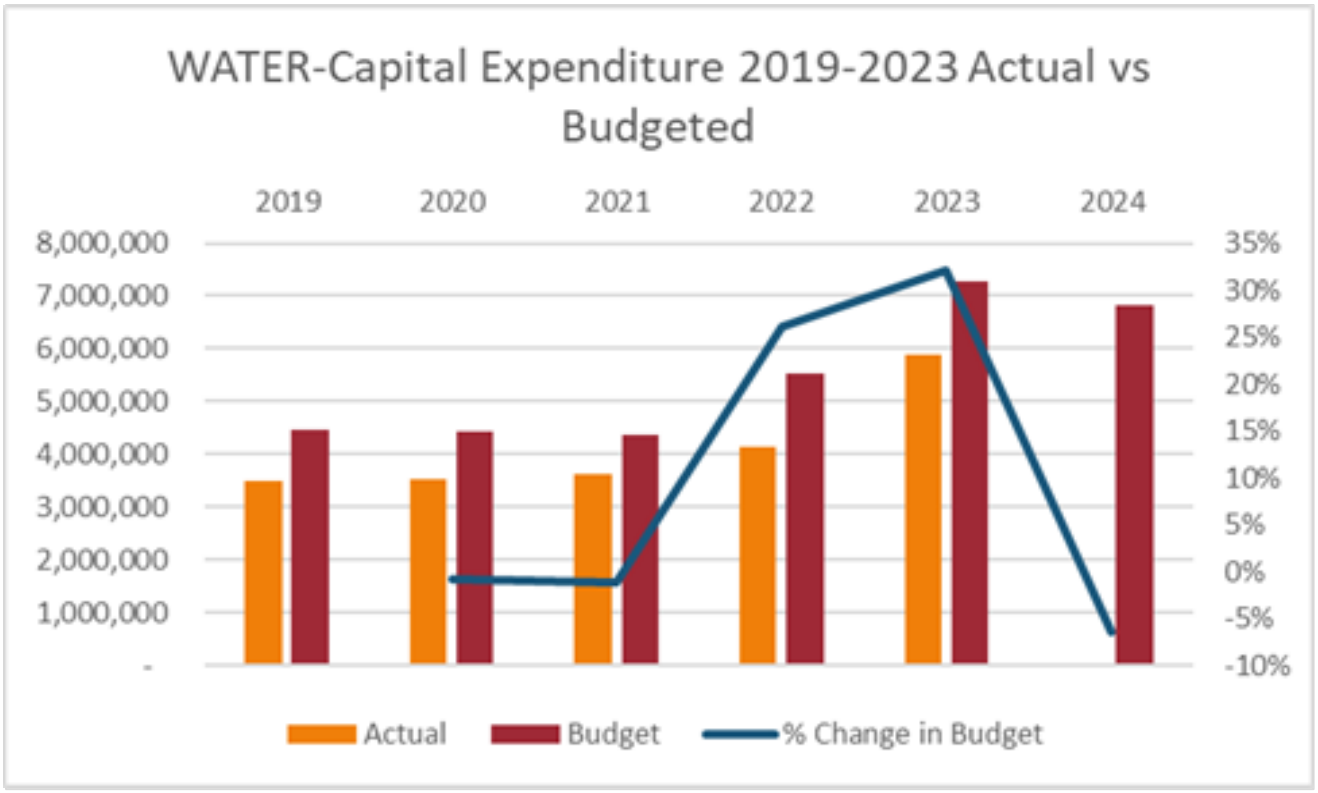
Division WATER

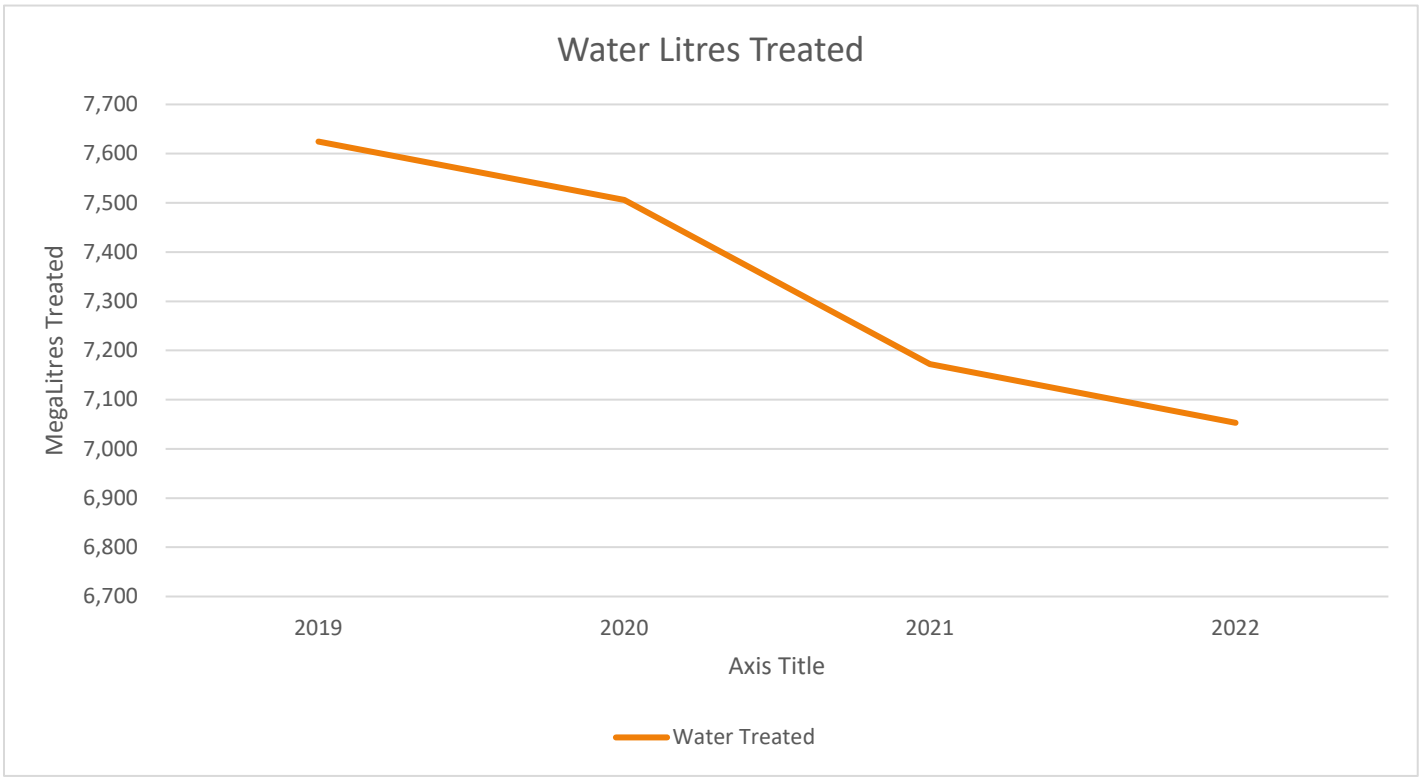
Segment	2024 BV	2023 BV	24 vs 23 VAR	24 vs 23 VAR %
Operating Grants	-	-	-	0.0%
User Fees and Rents	(12,216,000)	(11,861,000)	355,000	-3.0%
Interest, Penalties Fines	(407,500)	(275,000)	132,500	-48.2%
Other Revenue	(20,000)	(54,500)	(34,500)	63.3%
Operating Revenue	**(12,643,500)**	**(12,190,500)**	**453,000**	**-3.7%**
Labour	2,999,966	3,002,530	(2,564)	-0.1%
Material	1,740,050	1,338,900	401,150	30.0%
Overhead	801,801	814,325	(12,525)	-1.5%
Equipment	559,988	651,400	(91,412)	-14.0%
Building	1,394,211	1,309,000	85,211	6.5%
Contractor	1,004,200	835,700	168,500	20.2%
Transfers to Others	-	-	-	**0.0%**
Operating Expenses	**8,500,215**	**7,951,855**	**548,360**	**6.9%**
Net Operating	**(4,143,285)**	**(4,238,645)**	**95,360**	**-2.2%**
Capital Grant	(2,672,065)	(3,044,310)	372,245	-12.2%
Capital Expenditures	6,815,350	7,282,955	**(467,605)**	**-6.4%**
Net Capital	**4,143,285**	**4,238,645**	**(95,360)**	**-2.2%**
Net Result	**-**	**-**	**-**	**0.0%**






WATER-Operating Expenses 2019-2023 Actual vs Budgeted
2019
2020
2021
2022
2023
2024
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
8%
7%
6%
5%
4%
3%
2%
1%
0%
-1%
Actual
Budget
% Change in Budget


WATER-Capital Expenditure 2019-2023 Actual vs Budgeted
2019
2020
2021
2022
2023
2024
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
35%
30%
25%
20%
15%
10%
5%
0%
-5%
-10%
Actual
Budget
% Change in Budget


Water Litres Treated
7,700
7,600
7,500
7,400
7,300
7,200
7,100
7,000
6,900
6,800
6,700
MegaLitres Treated
2019
2020
2021
2022
Axis Title
Water Treated

Wastewater

2024 Wastewater Treatment and Collection Budget Memo

TO:	**Dave Landers**
FROM:	**Joel Cyr, Scott Decario, Tyler Cheff**
CC:	**Natalie Moore, Greg Paquette, Ken Krcel**
DATE:	**October 26, 2023**
RE:	**Budget hightlights for 2024**

Department Mission, Vision Statement:

Providing critical municipal services and responding to change through innovation and a employee centric approach, by communicating and providing opportunities for growth.

Achievements:

We're continually pursuing improvements in our treatment and collection processes to achieve operational efficiency in a fiscally responsible way. An important achievement in this effort is our successful transition to a new treatment polymer, which is expected to result in annual savings of approximately $75,000.

Additionally, in collaboration with the engineering department we successfully repaired a series of manhole elevations that significantly reduced weekly maintenance programs which saves time and operating budgets.

There were no effluent exceedances at any of the wastewater systems across the City of Timmins.

We replaced 500m of sanitary main in Connecting Link project.

Current Plans for the Department:

Our current plans involve the capital refurbishment of our Primary Clarifier #2 at the Mattagami Water Pollution Control Plant, adding backup generators to our Sanitary Sewer Lift Stations and performing a structure rehabilitation program.

Following the retirement of our Chief Wastewater Treatment Operator, we have successfully identified and appointed an internal candidate as the new Chief Operator.

Future Plans/Trends for the Department:

Future capital programs will include upgrades to our "Bob's Lake Lagoon" and the Whitney Water Pollution Control Plant.

Budget Issues and Challenges:

Cost Drivers:

We're experiencing a substantial increase in inflation across all capital project costs, which is hindering our capacity to carry out capital replacement programs and exacerbating our capital requirements. Additionally, we're facing rising operational expenses, such as treatment chemical costs, material and supplies costs and general availability of replacement parts. We are also seeing an increase in emergency infrastructure repairs.

Legislative Requirements:

The Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA) came into effect in 2022, necessitating the development and implementation of various studies, plans, and programs over the next five years. Addressing compliance-related issues may require significant capital investments for Bob's Lake Lagoon, which is currently operating well beyond its rated capacity. Similarly, our Whitney Tisdale Water Pollution Control Plant will require capital investments to meet anticipated disinfection requirements and phosphorus removal needs. Moreover, a number of our Sewage Treatment Systems (Septic Beds) are approaching the end of their operational life, prompting the need for a related capital replacement program.

Request for New Staff:

A Business Case was submitted to hire 2 Summer Students to support our Distribution and Collection crews during summer months.

HIRING POLICY
Business Case for Staffing Change Form

Request/Project Name:	Summer Student		
Department:	Environmental Services	**Division:**	Distribution and Collection
Department Head Name:	Ken Krcel	**Council Resolution No.:**	

I. Executive Summary

Overview of Proposal

Two (2) Summer Students within our Water Distribution and Wastewater Collection crews will focus on exterior maintenance activities. Reporting to the Supervisors the students will perform a multitude of tasks. The goal is to improve the efficiency of our Distribution and Collection operations. The associated duties would include, painting, cleaning, grass cutting, general labour activities and locate services. This position will also provide an opportunity for students to gain experience in the industry and possibly help us in future recruitment processes.

II. Background

Current Service Level

The current level of service does not include summer students.

Drivers for Proposed Course of Action

There are many summer related tasks that students will be very helpful with.

III. Recommendation

Categorize your specific request (mark an 'X' for all that apply):

- [x] Change to base operating budget
- [ ] Change to base Full-Time Equivalency allocation
- [ ] Change to fees (unit price)
- [ ] Change to revenues (volume change)
- [ ] Other (describe): _____

Recommendation

We recommend the hiring two (2) students for the Distribution and Collection department. One student for each Supervisor.

IV. Impact Analysis

Qualitative Implications

Streamline our maintenance operations. This opportunity would allow our skilled operating staff to focus on more complex projects and programs, while providing students with practical experience.

Quantifiable Implications

Reduction in maintenance backlogs, improved operational efficiency, and enhanced level of service.

Operating Revenue - Created by Position (if applicable)

Position Title	Duration (Permanent/Term)	Revenue Source	Annual Revenue
Total Permanent			
Total Term			
Grand Total			

Operating Expenditures - Created by Position

Position Title	Duration (Permanent/Term)	Funding Source	Annual Salary	Annual Benefits
TWFP - Summer Student	Term (4 months)	05-2-294000-1101	$12,000.00	
		04-2-265000-1101	$12,000.00	
		05-2-295500-1101	$6,000.00	
Total Permanent				
Total Term			$30,000.00	
Grand Total			$30,000.00	

Full-Time Equivalency Table

Position Title	Bargaining Unit / Non-Union	Duration (Permanent/Term)	FT/PT (hrs/week if PT)	Number of FTE
Total Permanent				
Total PT Hours				

Net Impact	Annual Amount
Permanent	
Term	**($30,000.00)**
Total	**($30,000.00)**

Approval Section:

Chief Administrative Officer

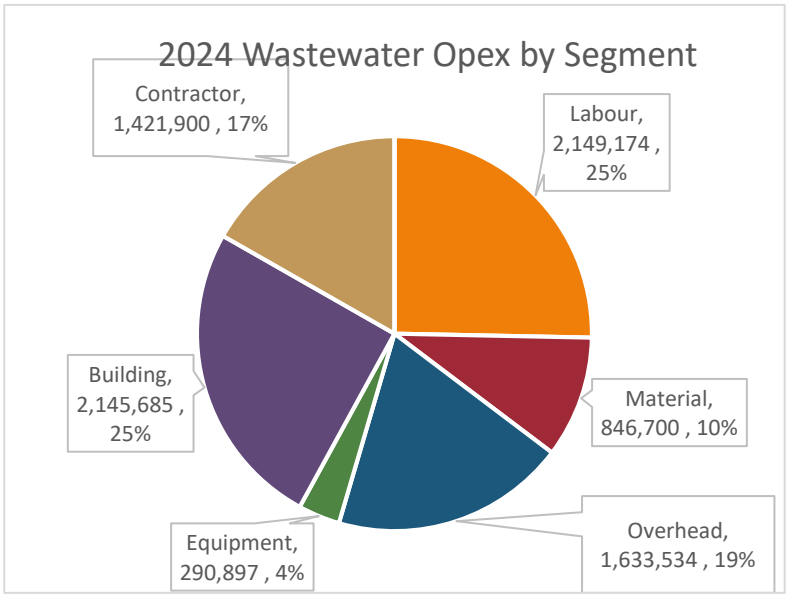
October 11, 2023
Date

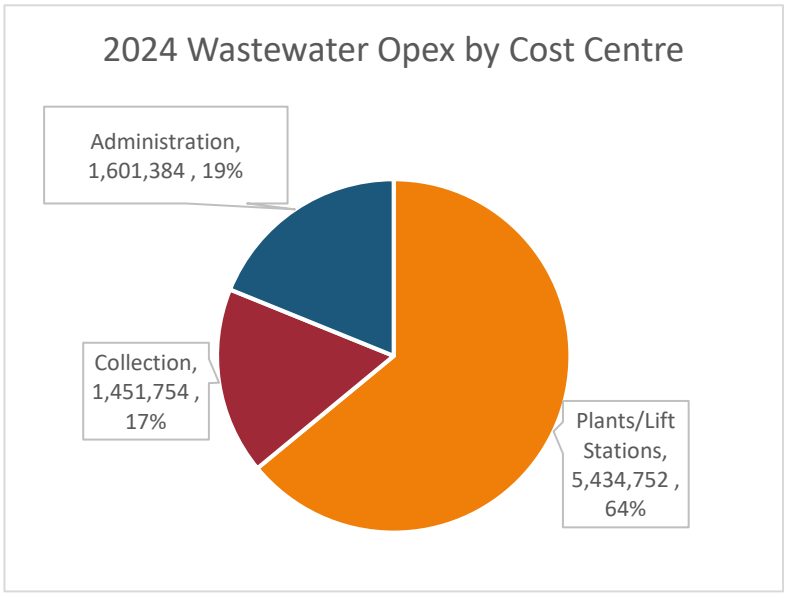
cc: Human Resources, Financial Services

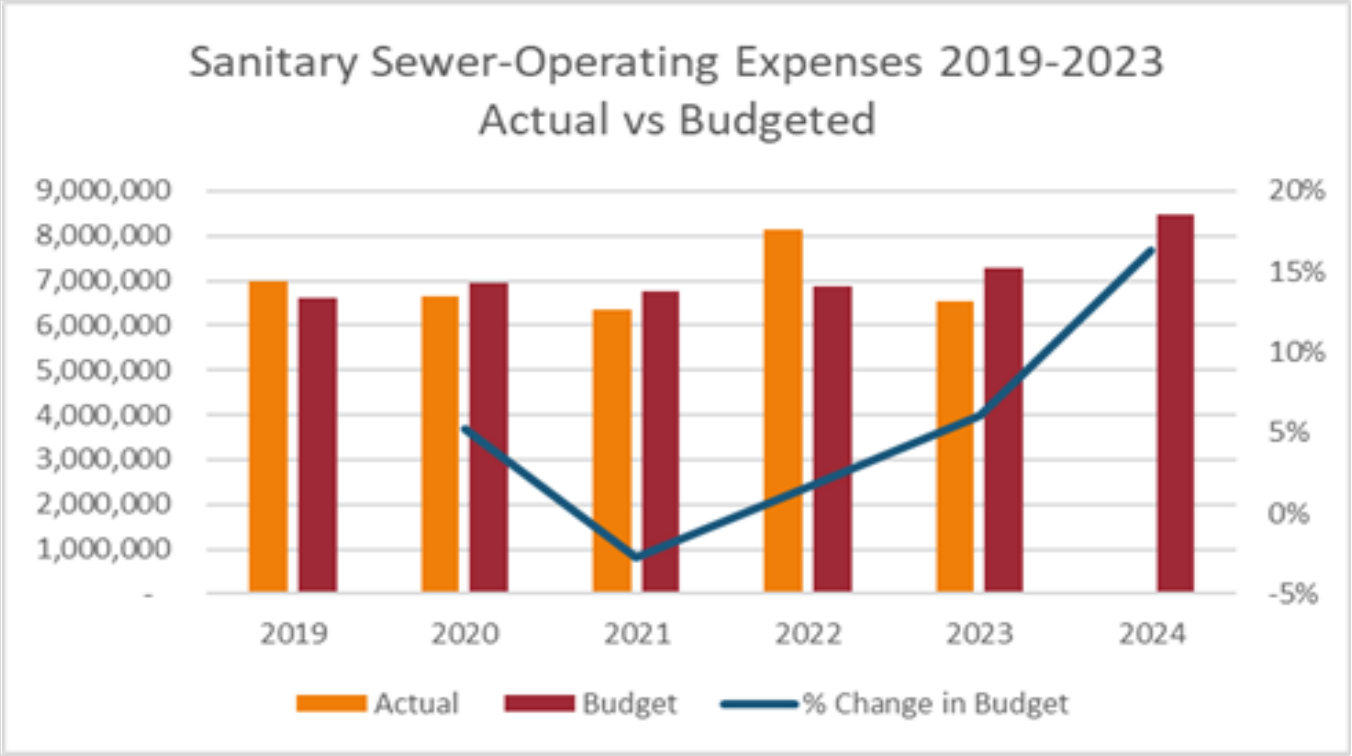
City of Timmins Tax Related Budget Breakdown
Budget Comparison 2024 By Segment

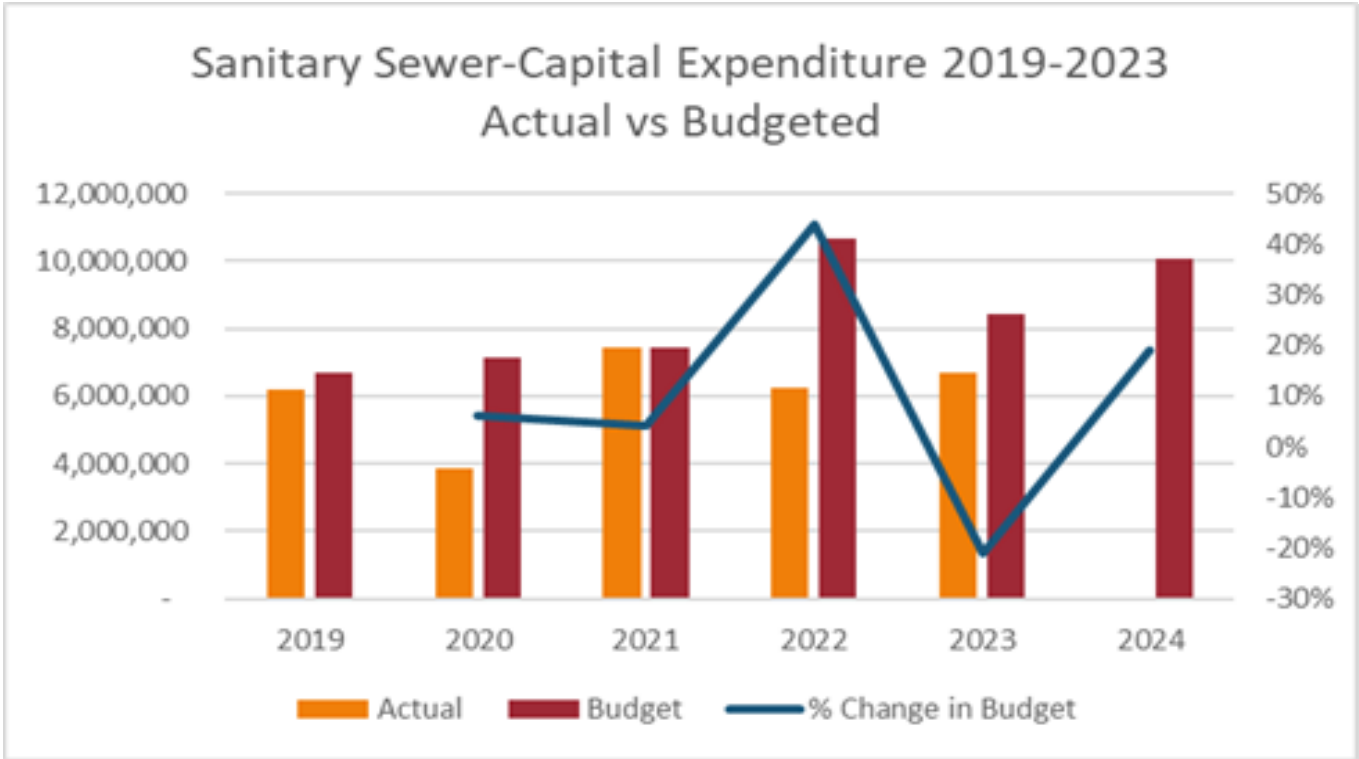
Division Sanitary Sewer

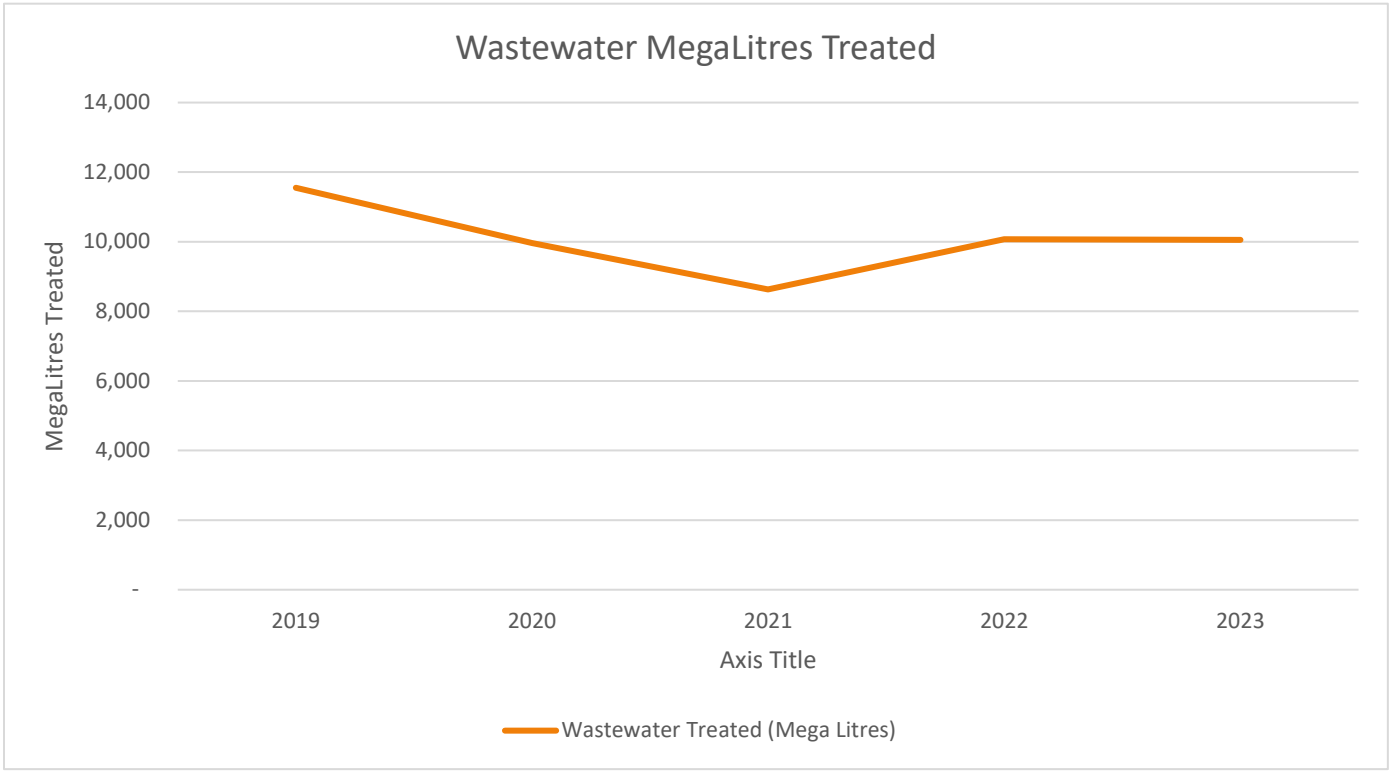
Segment	2024 BV	2023 BV	24 vs 23 VAR	24 vs 23 VAR %
Operating Grants	-	-	-	0.0%
User Fees and Rents	(13,665,000)	(13,083,000)	(582,000)	4.4%
Interest, Penalties Fine	-	-	-	0.0%
Other Revenue	(8,000)	(7,000)	(1,000)	14.3%
Operating Revenue	**(13,673,000)**	**(13,090,000)**	**(583,000)**	**4.5%**
Labour	2,149,174	2,095,633	53,541	2.6%
Material	846,700	750,370	96,330	12.8%
Overhead	1,633,534	807,144	826,390	102.4%
Equipment	290,897	278,120	12,777	4.6%
Building	2,145,685	2,088,070	57,615	2.8%
Contractor	1,421,900	1,277,570	144,330	11.3%
Transfers to Others	-	-	-	**0.0%**
Operating Expenses	**8,487,890**	**7,296,907**	**1,190,983**	**16.3%**
Net Operating	**(5,185,110)**	**(5,793,093)**	**607,983**	**-10.5%**
Capital Grant	(4,869,962)	(2,650,557)	(2,219,405)	83.7%
Capital Expenditures	10,055,073	8,443,650	**1,611,423**	**19.1%**
Net Capital	**5,185,111**	**5,793,093**	**(607,983)**	**-10.5%**
Net Result	**-**	**-**	**-**	**0.0%**






Sanitary Sewer-Operating Expenses 2019-2023
Actual vs Budgeted
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
20%
15%
10%
5%
0%
-5%
2019
2020
2021
2022
2023
2024
Actual
Budget
% Change in Budget


Sanitary Sewer-Capital Expenditure 2019-2023
Actual vs Budgeted
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
50%
40%
30%
20%
10%
0%
-10%
-20%
-30%
2019
2020
2021
2022
2023
2024
Actual
Budget
% Change in Budget


Wastewater MegaLitres Treated
14,000
12,000
10,000
8,000
6,000
4,000
2,000
-
MegaLitres Treated
2019
2020
2021
2022
2023
Axis Title
Wastewater Treated (Mega Litres)