



Hamilton

2014 WATER WASTEWATER STORM RATE BUDGET

December 6, 2013



- Rate Revenue
- Forecast Consumption
- Rates Increase
- Capital Plan

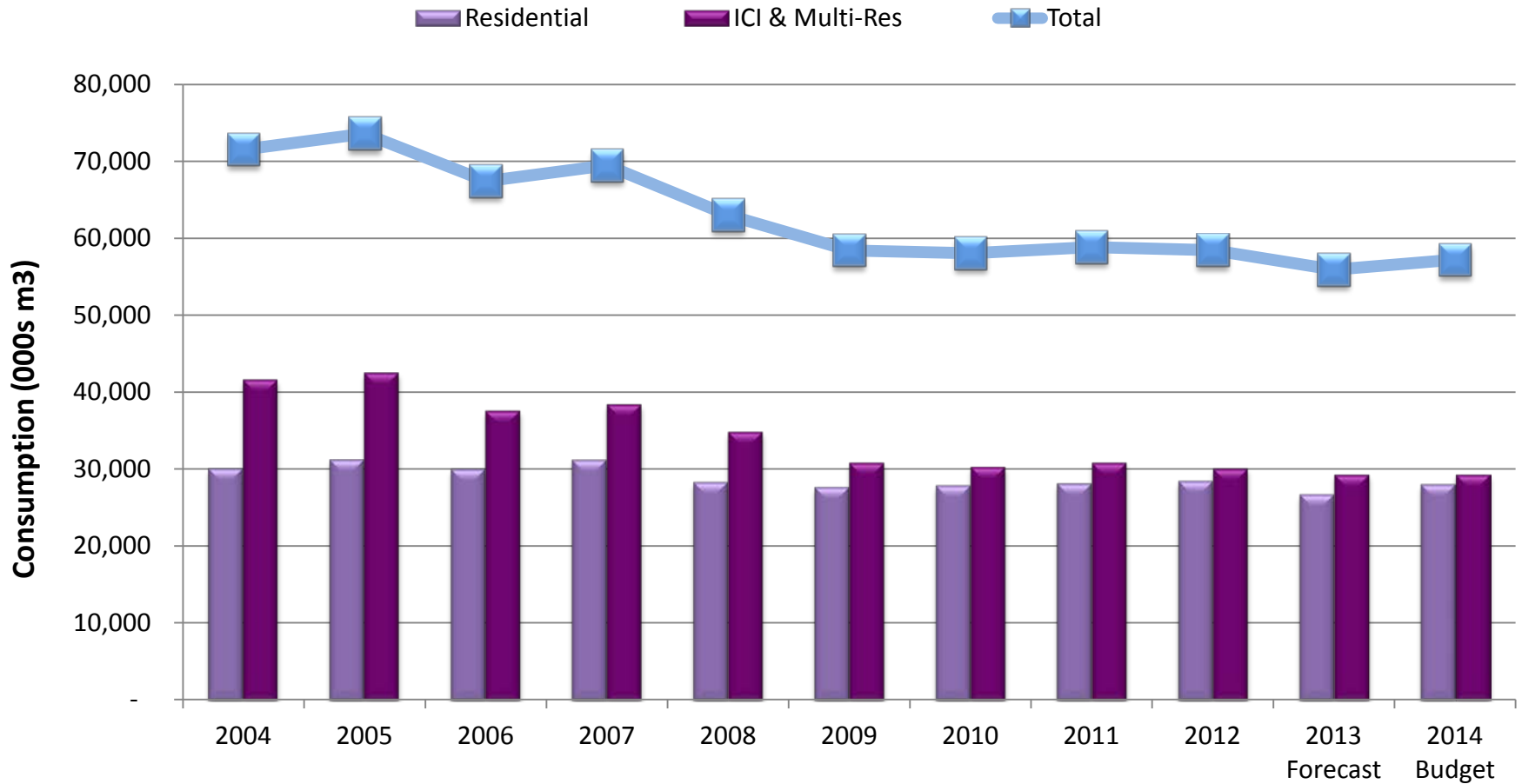


RATE REVENUE TREND

4 Year Actual vs. Budget Revenue Variance

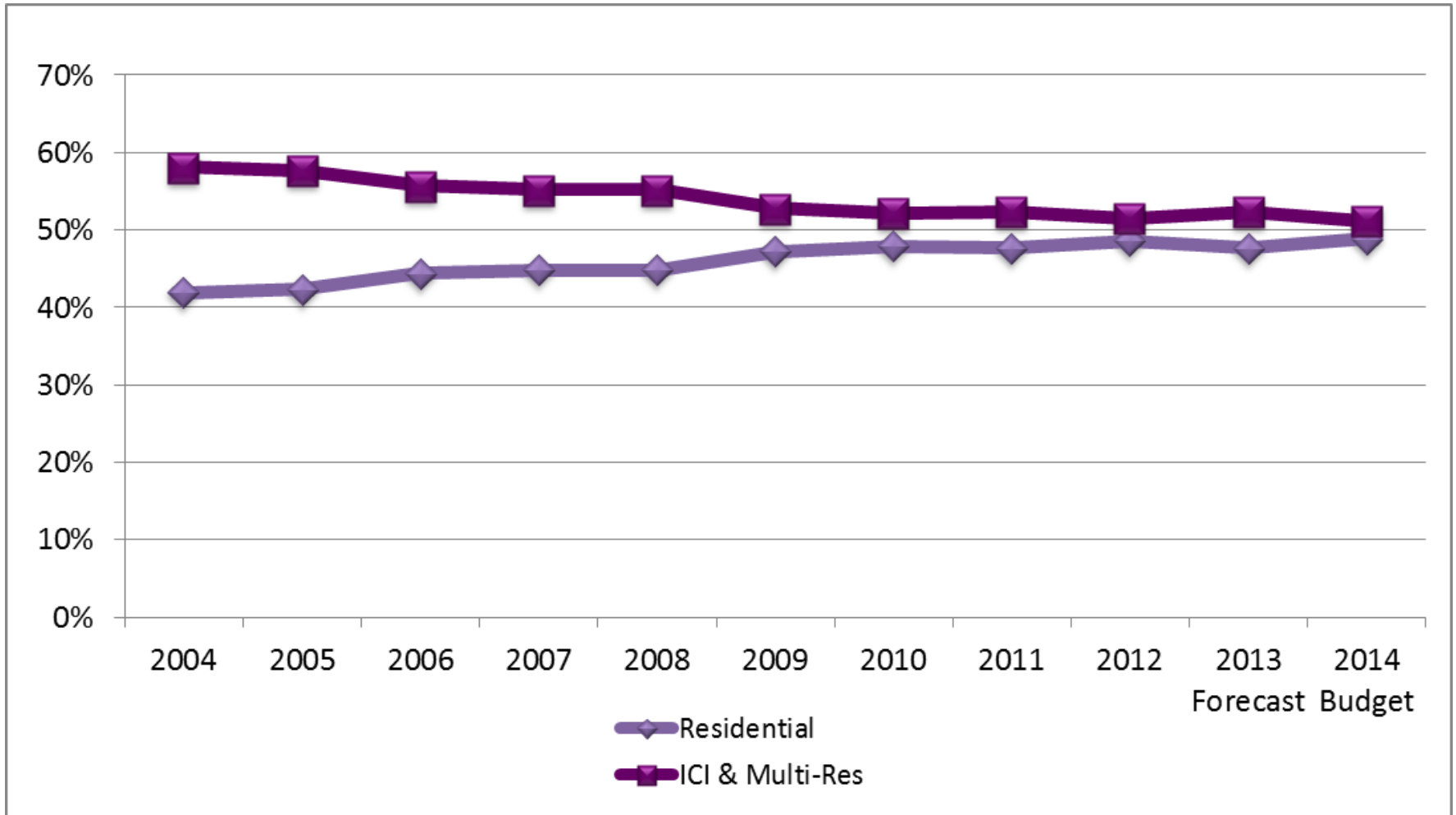
REVENUES (\$000's)	2011		2012		2013 FORECAST		2014 PROPOSED
	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Residential	68,660	70,837	72,418	72,546	77,367	72,752	79,430
ICI/Multi-Res	80,355	74,179	81,569	76,805	82,941	78,295	86,288
Haldimand/Halton	2,447	2,436	2,565	2,603	2,644	2,406	2,459
Non-metered	570	518	594	612	594	543	600
RATE REVENUES	152,032	147,970	157,145	152,567	163,546	153,996	168,777
Surplus/(Deficit)		(4,062)		(4,579)		(9,550)	
Overall Rate Position							
Surplus/(Deficit)		8,880		12,274		(3,924)	

RESIDENTIAL - ICI/MULTI-RES CONSUMPTION COMPARISON



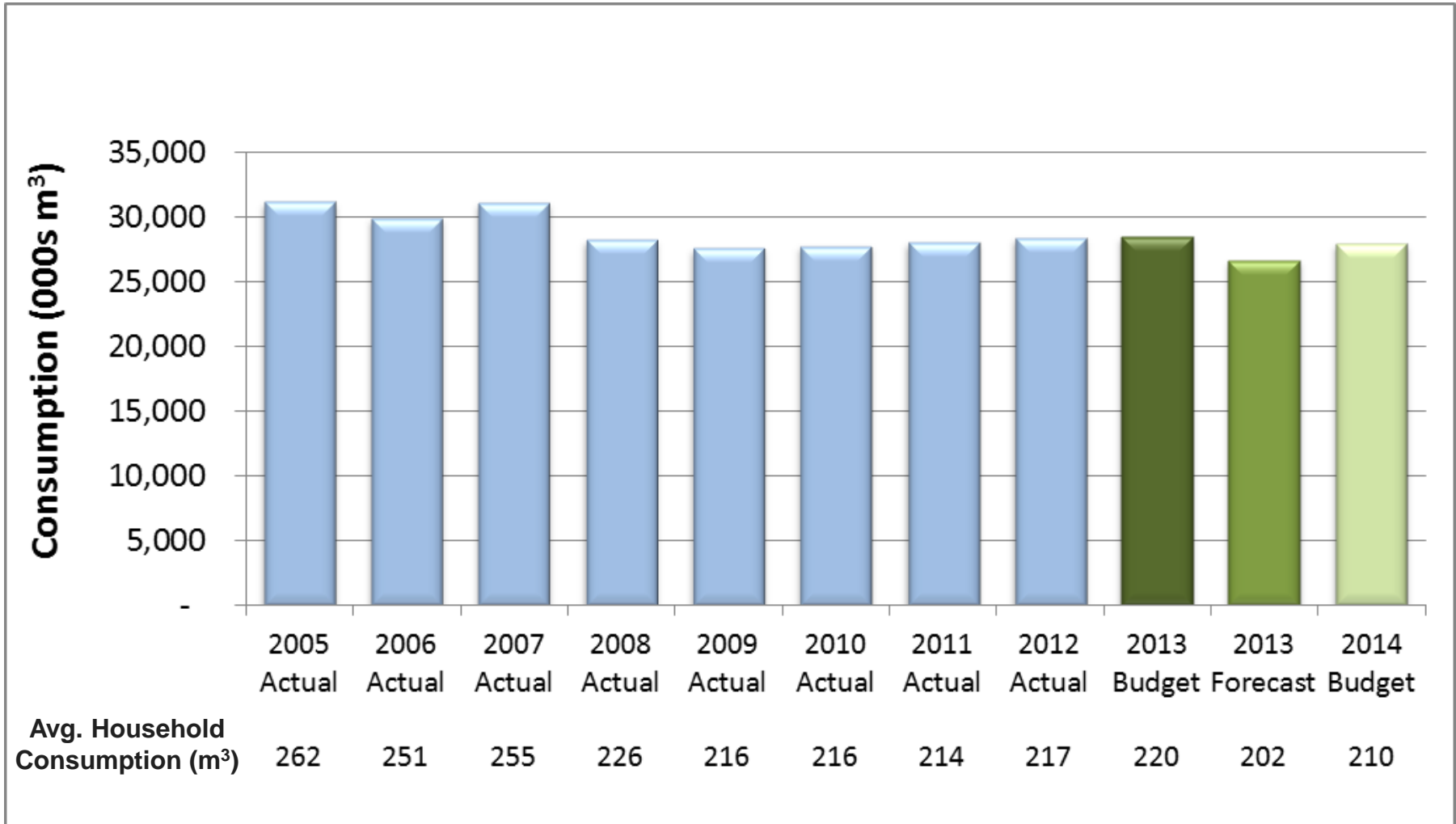


RESIDENTIAL - ICI /MULTI-RES CONSUMPTION COMPARISON





RESIDENTIAL WATER CONSUMPTION (m³)





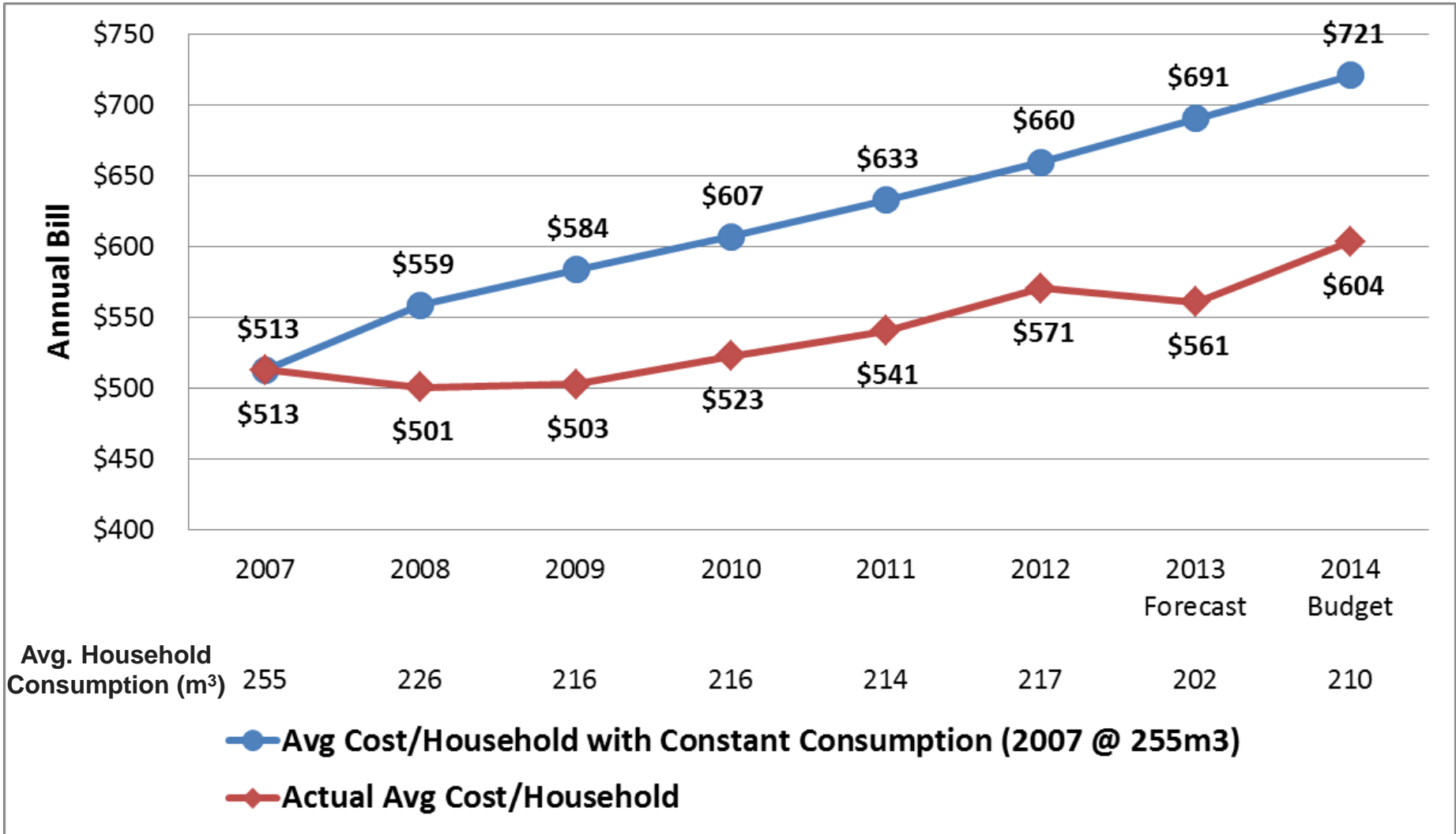
RESIDENTIAL WATER CONSUMPTION



- This year, Hamilton's residential average usage is forecast to be 202m³ of water.
- For 2014, average residential water/wastewater/stormwater annual billing of \$604 based on budgeted average usage of 210m³ of water.



COMPARISON OF AVERAGE COST PER HOUSEHOLD



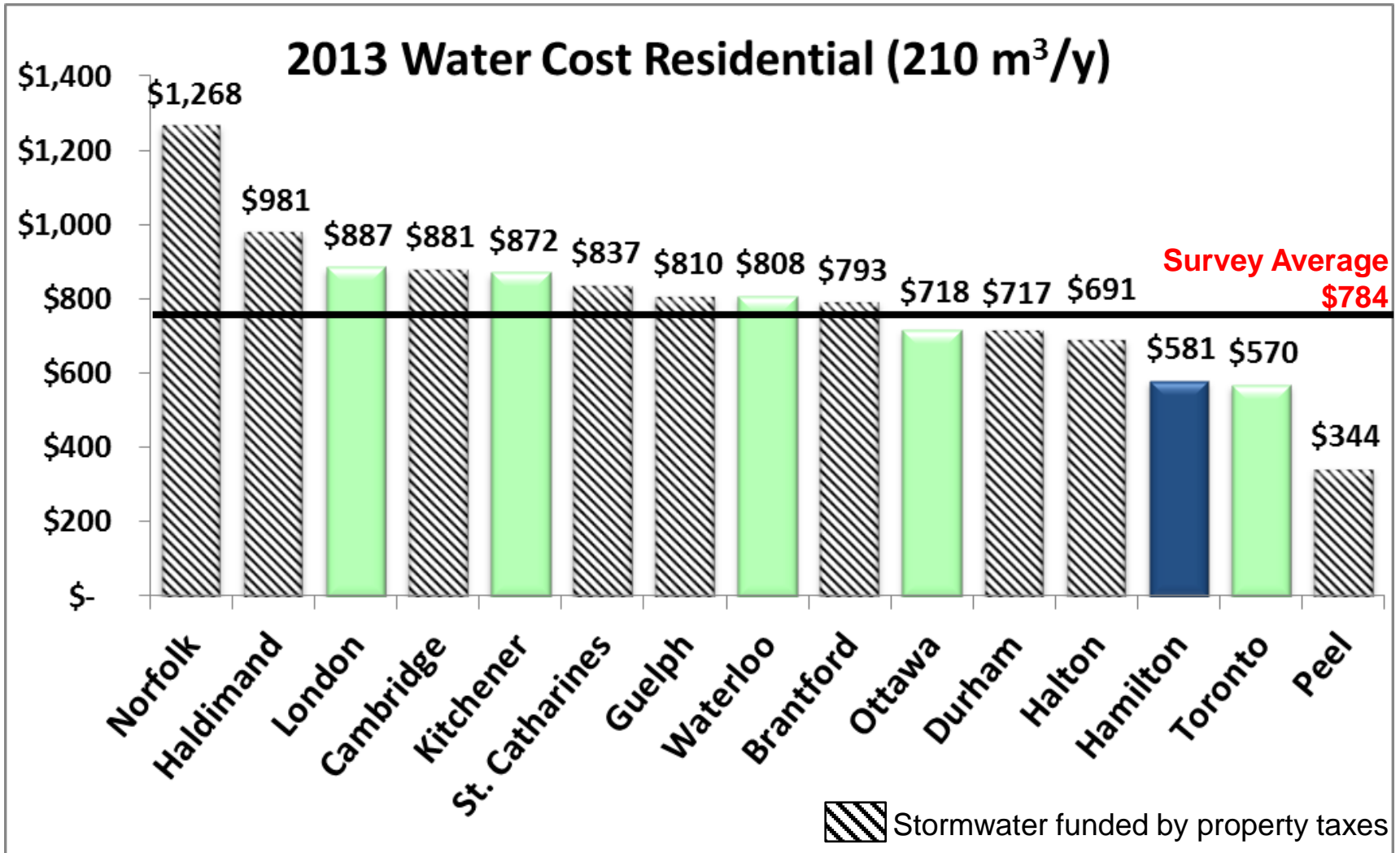


RATE INCREASE MITIGATION

	RATE \$/ m³	Avg Act Res Usage m³/yr	Avg. Actual Res Billing
2007	\$ 0.913	255	\$513
2013	\$ 1.223	202 forecast	\$561
Change Δ	↑ 34%	↓ 26%	↑ 9%



HOW DOES HAMILTON COMPARE?





Hamilton

MUNICIPAL COMPARISON COMBINED RATE INCREASES

MUNICIPALITY	2008	2009	2010	2011	2012	2013	2014	2008-14 Avg
Guelph	8.9%	15.5%	10.0%	10.0%	8.5%	8.0%	3.5%	9.2%
Halton	6.5%	6.7%	0.0%	4.1%	3.5%	4.8%	4.3% (P)	4.3%
London	8.5%	7.2%	8.5%	0.0%	7.5%	7.5%	7.5%	6.7%
Norfolk	8.9%	6.6%	5.6%	6.2%	6.8%	7.2%	0.4%	6.0%
Ottawa	9.0%	9.0%	9.0%	3.9%	6.0%	7.0%	7.0% (P)	7.3%
Toronto	9.4%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.1%
Hamilton	8.9%	4.5%	4.0%	4.25%	4.25%	4.25%	4.0% (P)	4.9%
Average	8.6%	8.4%	6.6%	5.4%	6.5%	6.8%	5.1%	6.8%

(P) = proposed



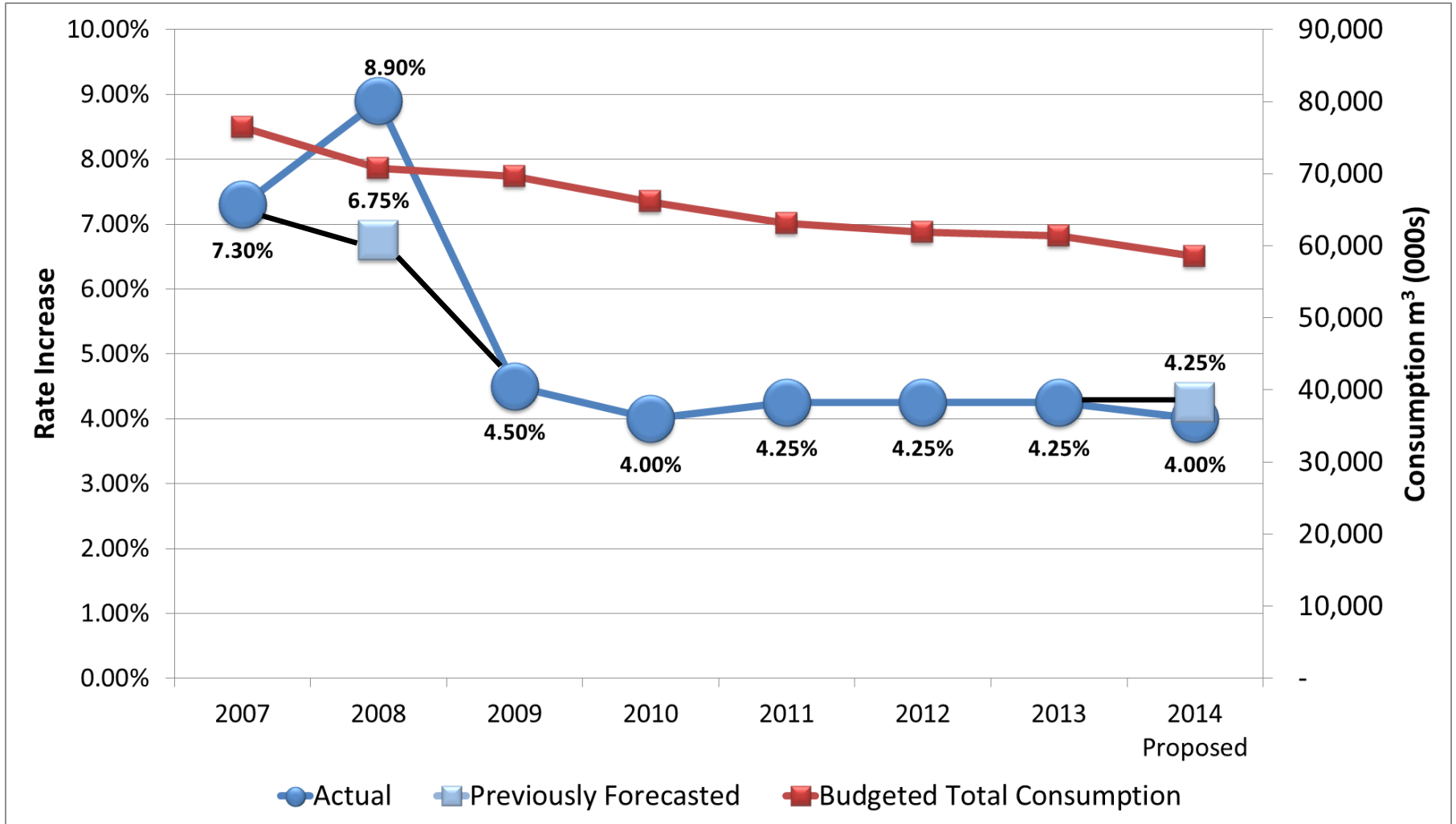
2014 RATE INCREASE COMPARISONS

Municipality	2014 Combined Rate	
	Increase % *	Avg Res \$
Toronto	9.00%	\$ 67
London	7.50%	\$ 55
Halton	4.30%	\$ 35
Guelph	3.50%	\$ 27
Hamilton	4.00%	\$ 23
Norfolk	0.40%	\$ 6

* Blended water & wastewater increase



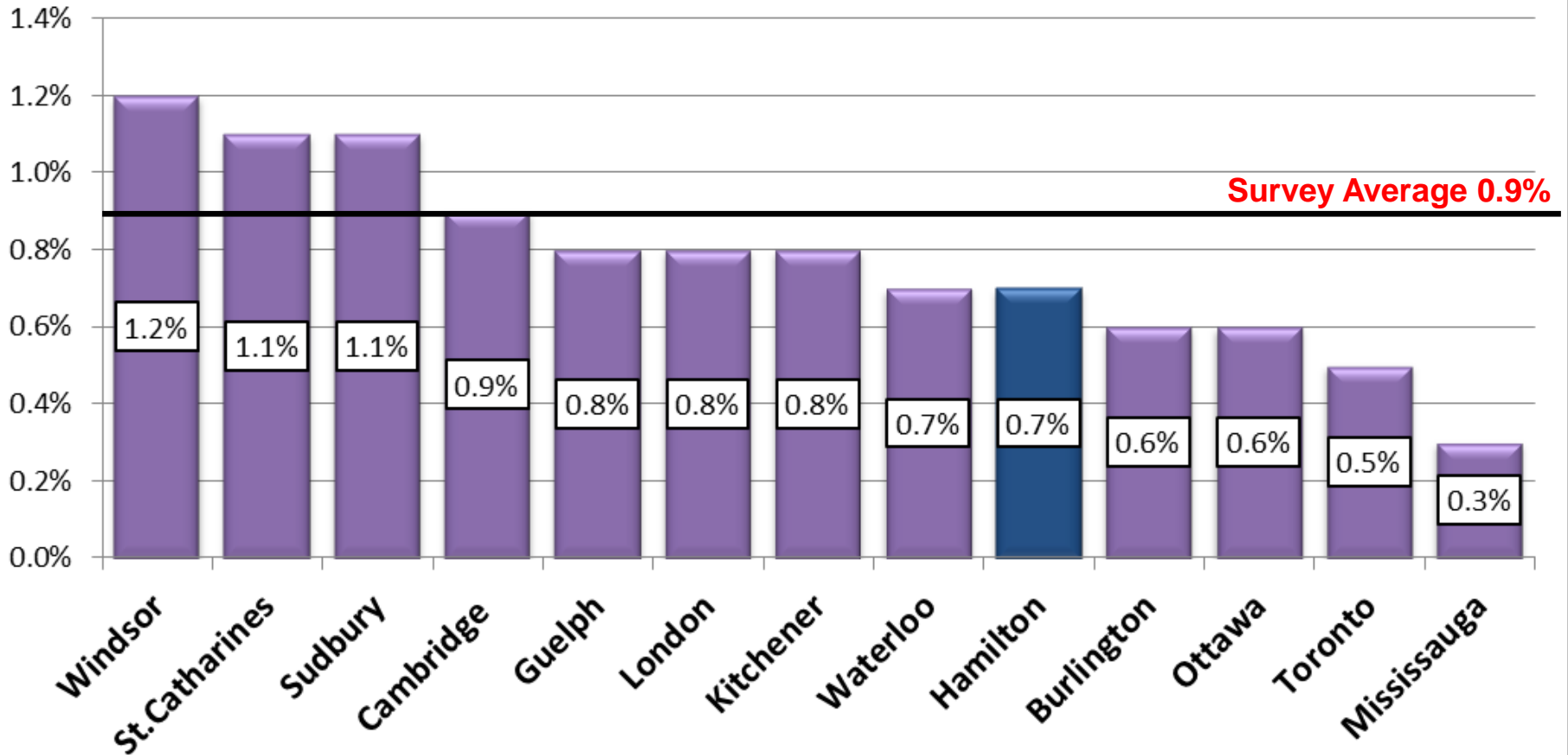
FINANCING STRATEGY





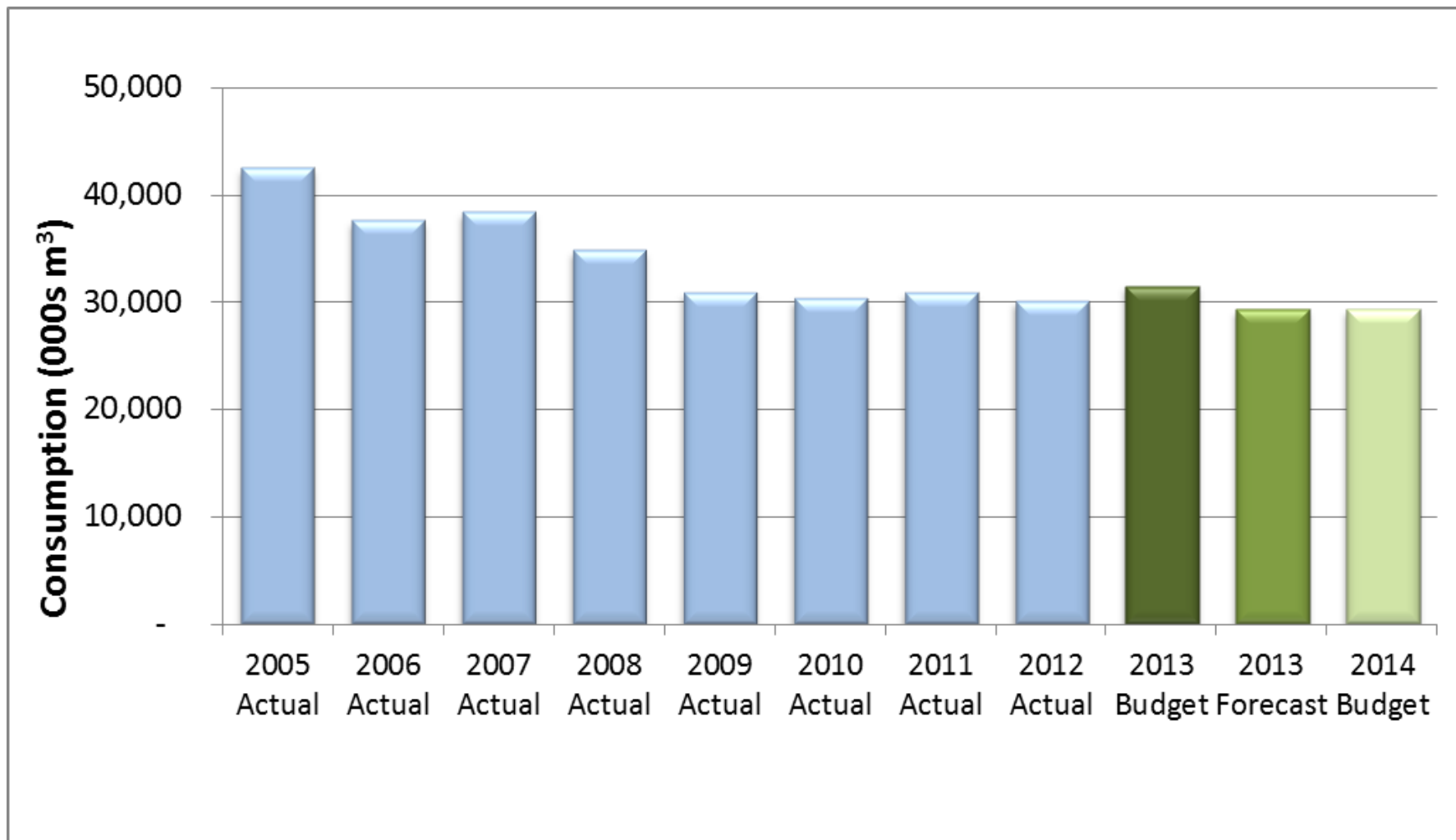
AFFORDABILITY

2012 Water/WW as a % of Household Income



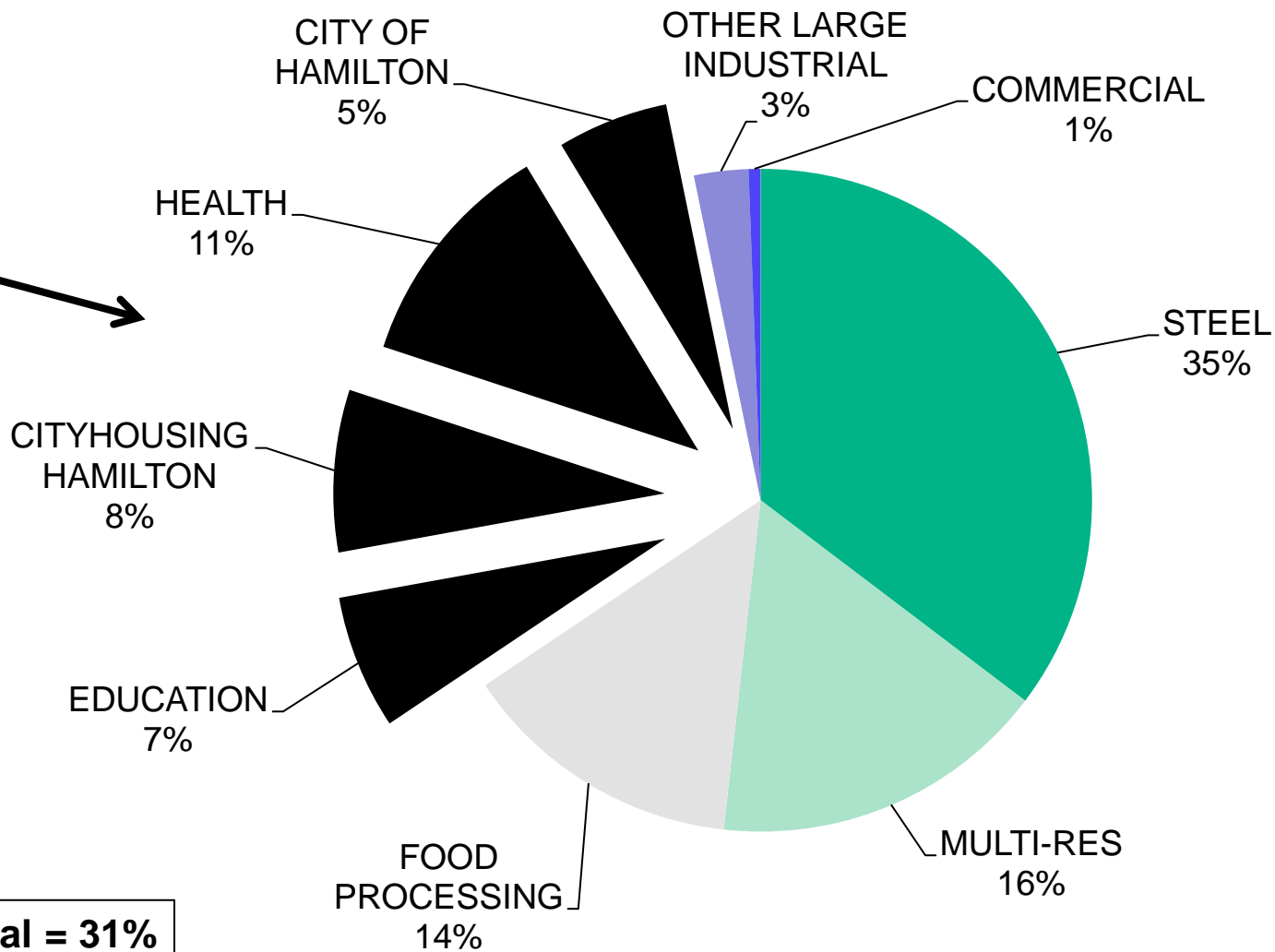
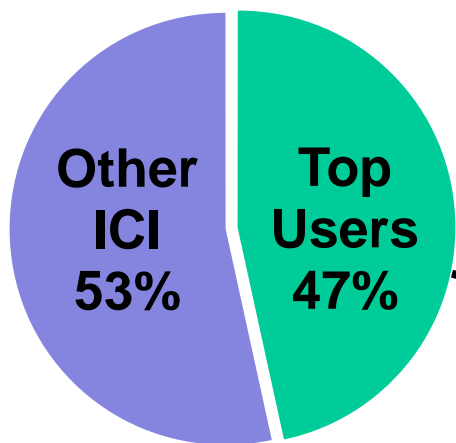


ICI/MULTI-RES CONSUMPTION (m³)





ICI/MULTI-RES COMPOSITION





ICI COST COMPARISON (2013 \$)

2013 COMBINED METERED WATER/WASTEWATER CHARGE COMPARISON WITH OTHER MUNICIPALITIES						
MUNICIPALITY	SMALL COMM/IND 325 M ³		MID-SIZE COMM/IND 2,272 M ³		LARGE COMM/IND 22,727 M ³	
	Annual Charge	Ranking	Annual Charge	Ranking	Annual Charge	Ranking
Norfolk	\$1,716	1	\$7,643	4	\$65,826	8
London**	\$1,444	2	\$5,460	12	\$41,548	14
Cambridge	\$1,276	3	\$8,201	1	\$79,376	2
Haldimand	\$1,240	4	\$5,172	13	\$51,438	11
Brantford	\$1,170	5	\$7,541	5	\$74,448	4
St. Catharines	\$1,169	6	\$6,883	8	\$66,283	7
Kitchener**	\$1,166	7	\$8,151	2	\$81,540	1
Waterloo**	\$1,158	8	\$7,928	3	\$79,030	3
Guelph	\$1,143	9	\$6,892	7	\$67,682	6
Ottawa*	\$1,119	10	\$7,483	6	\$74,269	5
Durham	\$981	11	\$5,099	14	\$47,099	13
Halton	\$918	12	\$5,736	11	\$48,496	12
Toronto*	\$882	13	\$6,166	10	\$61,674	9
Hamilton*	\$862	14	\$6,247	9	\$56,643	10
Peel	\$533	15	\$3,724	15	\$37,253	15
Average						
	\$1,119		\$6,555		\$62,174	
* Include stormwater management in their rates.						
** Have dedicated stormwater management user fee that is excluded in above table.						
Note: All other municipalities fund stormwater from property taxes.						

D – Declining Block structure for largest users

D

D

D



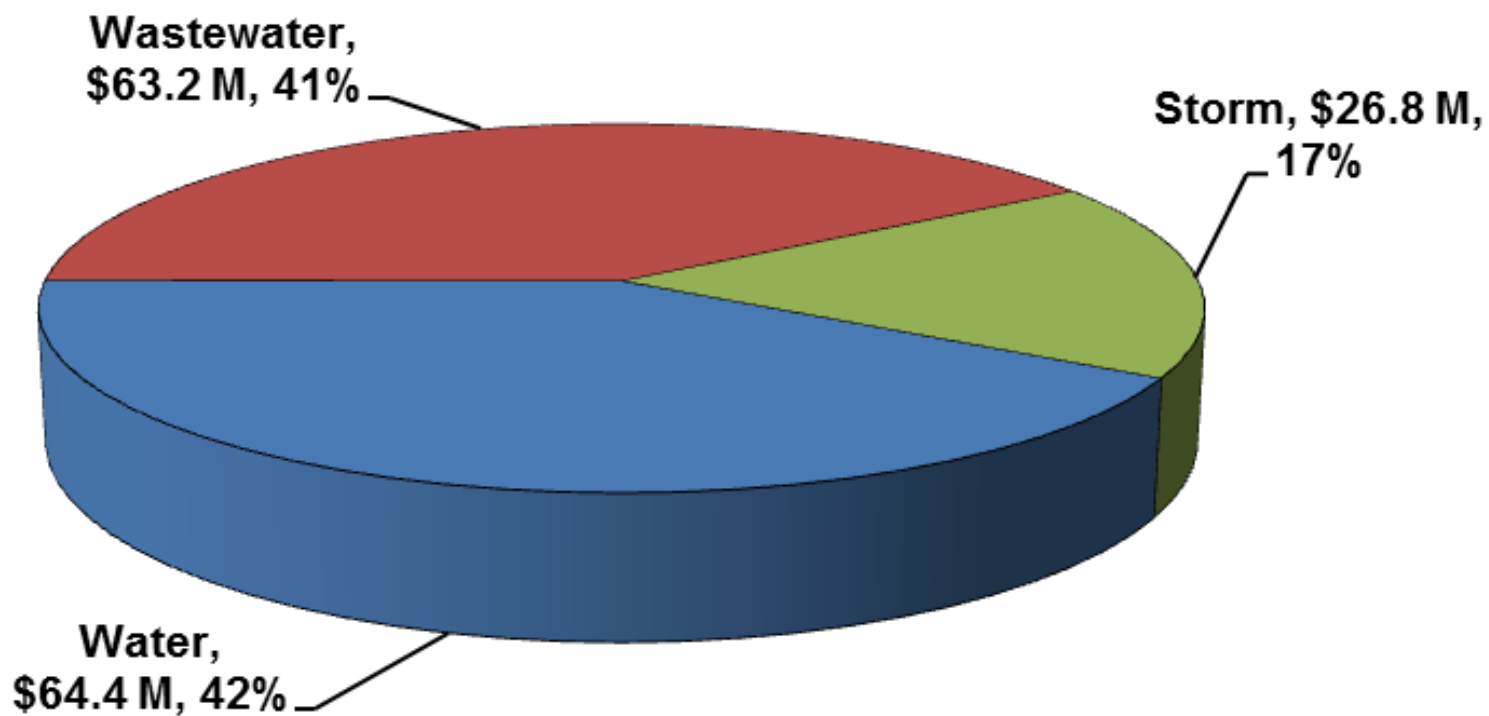
2014 BUDGET SUMMARY

Summary of the 2014 Operating Budget				
(\$ millions)	2013 Restated Budget	2014 Requested Budget	2014 Requested vs 2013 Restated Change	
			\$	%
<u>Expenditures</u>				
Program Expenditures	\$ 74.67	\$ 74.88	\$ 0.21	0.3%
Capital/Debt Financing	\$ 97.33	\$ 103.52	\$ 6.19	6.4%
Total Expenditures	\$ 172.00	\$ 178.40	\$ 6.40	3.7%
<u>Revenues</u>				
Rate Revenue	\$ 169.35	\$ 175.88	\$ 6.53	3.9%
Non-Rate Revenue	\$ 2.65	\$ 2.52	-\$ 0.13	-4.8%
Total Revenue	\$ 172.00	\$ 178.40	\$ 6.40	3.7%



2014 CAPITAL PROGRAM

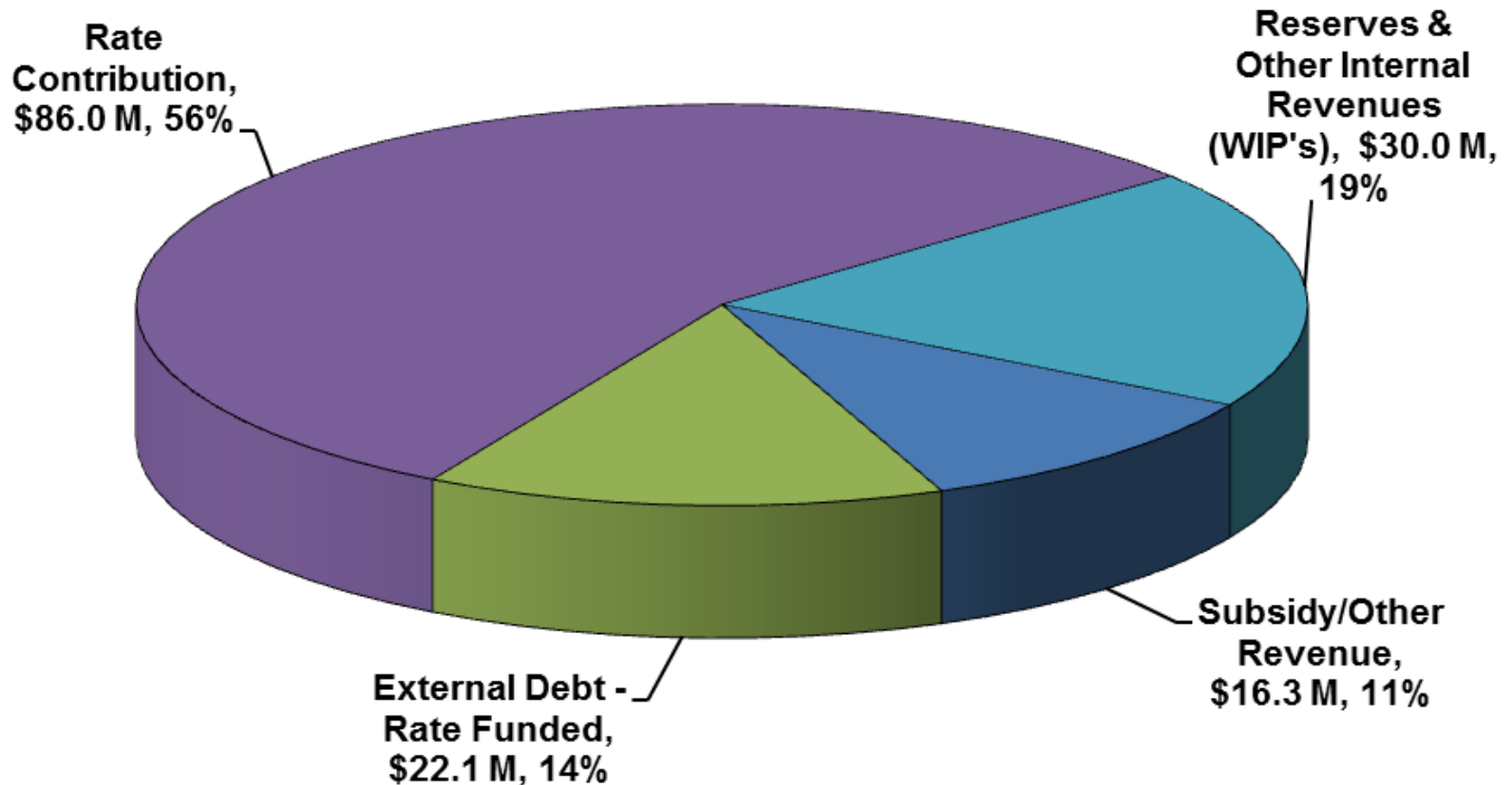
\$154.4 Million





2014 CAPITAL FUNDING

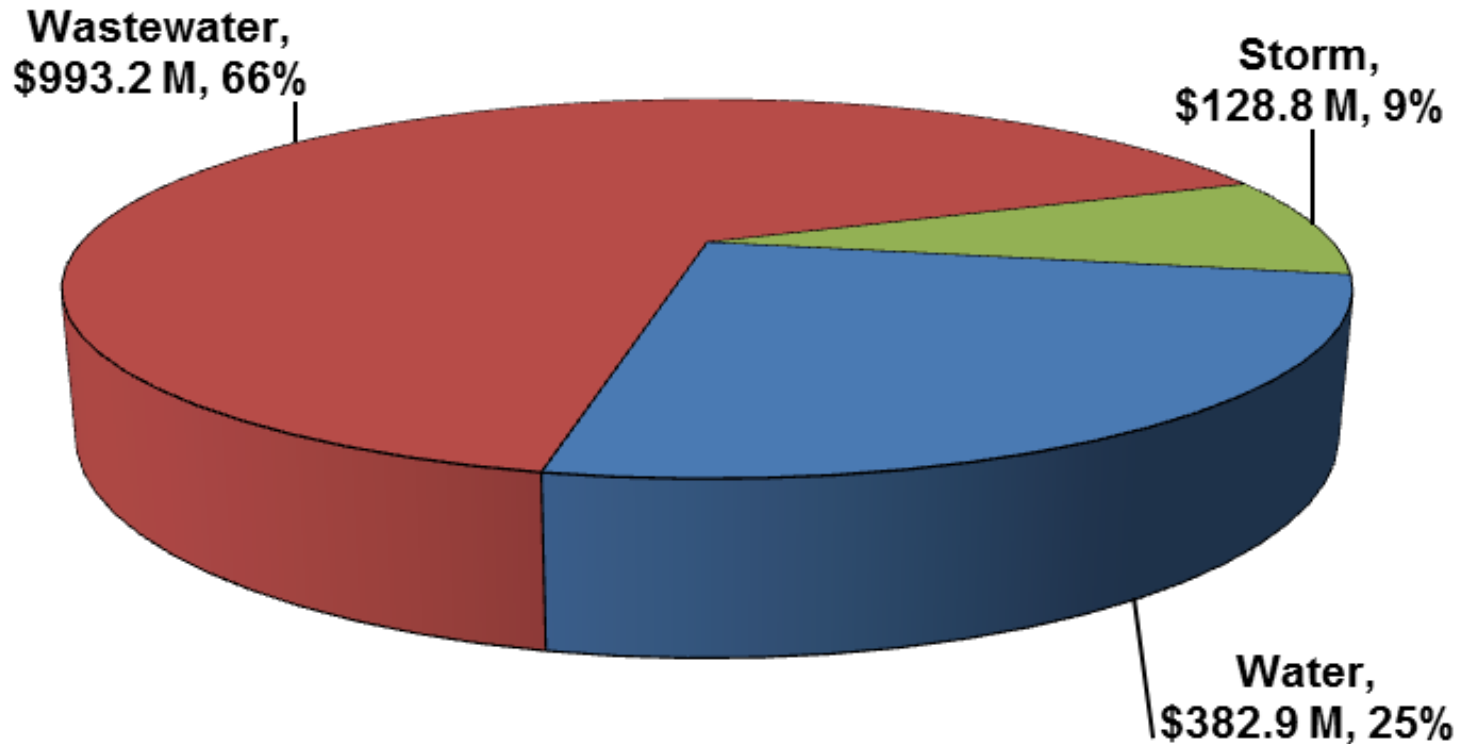
\$154.4 Million





2014–2023 CAPITAL BY PROGRAM

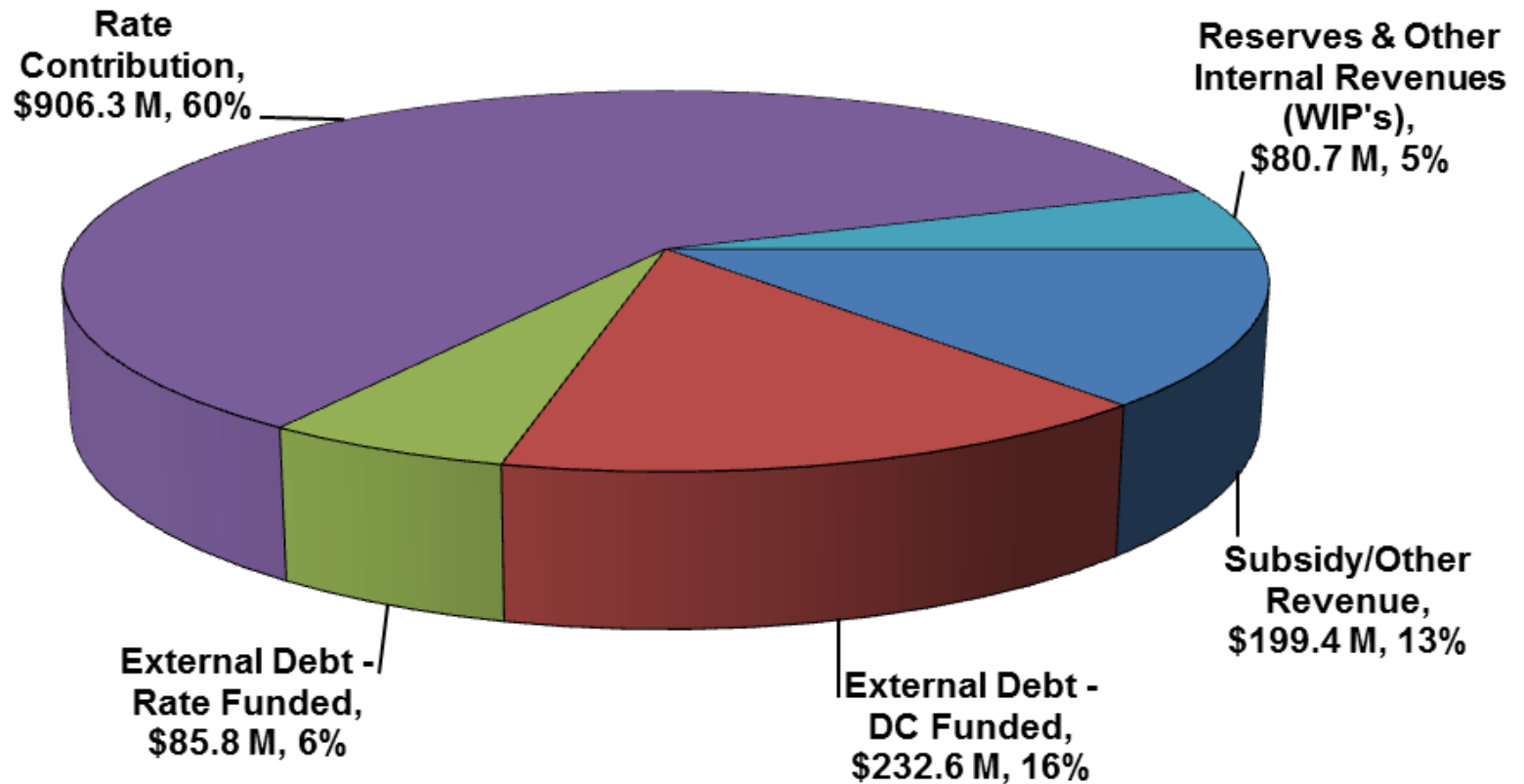
\$1.5 Billion





2014-2023 CAPITAL FUNDING

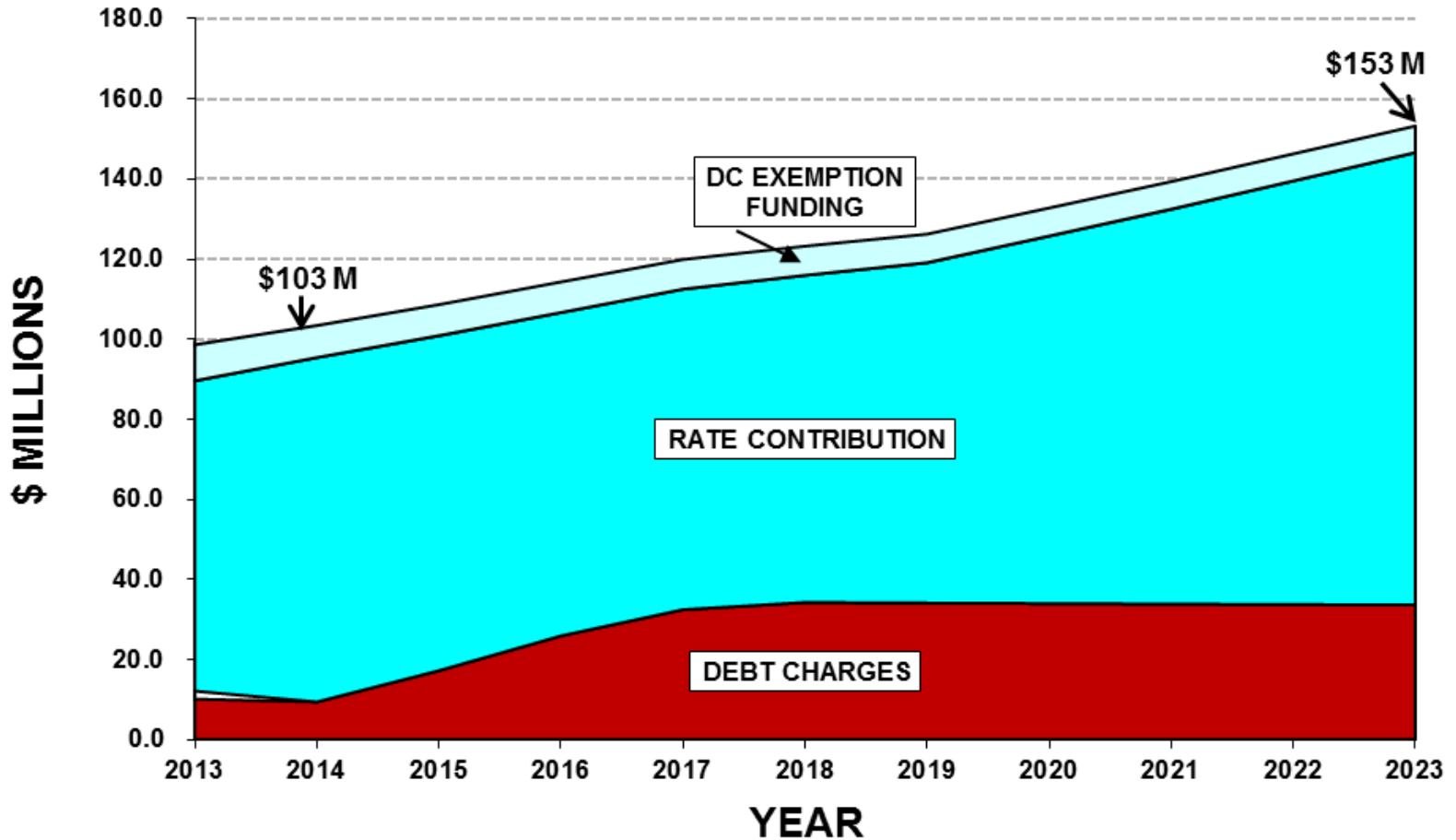
\$1.5 Billion





CAPITAL FINANCING OPERATING IMPACT

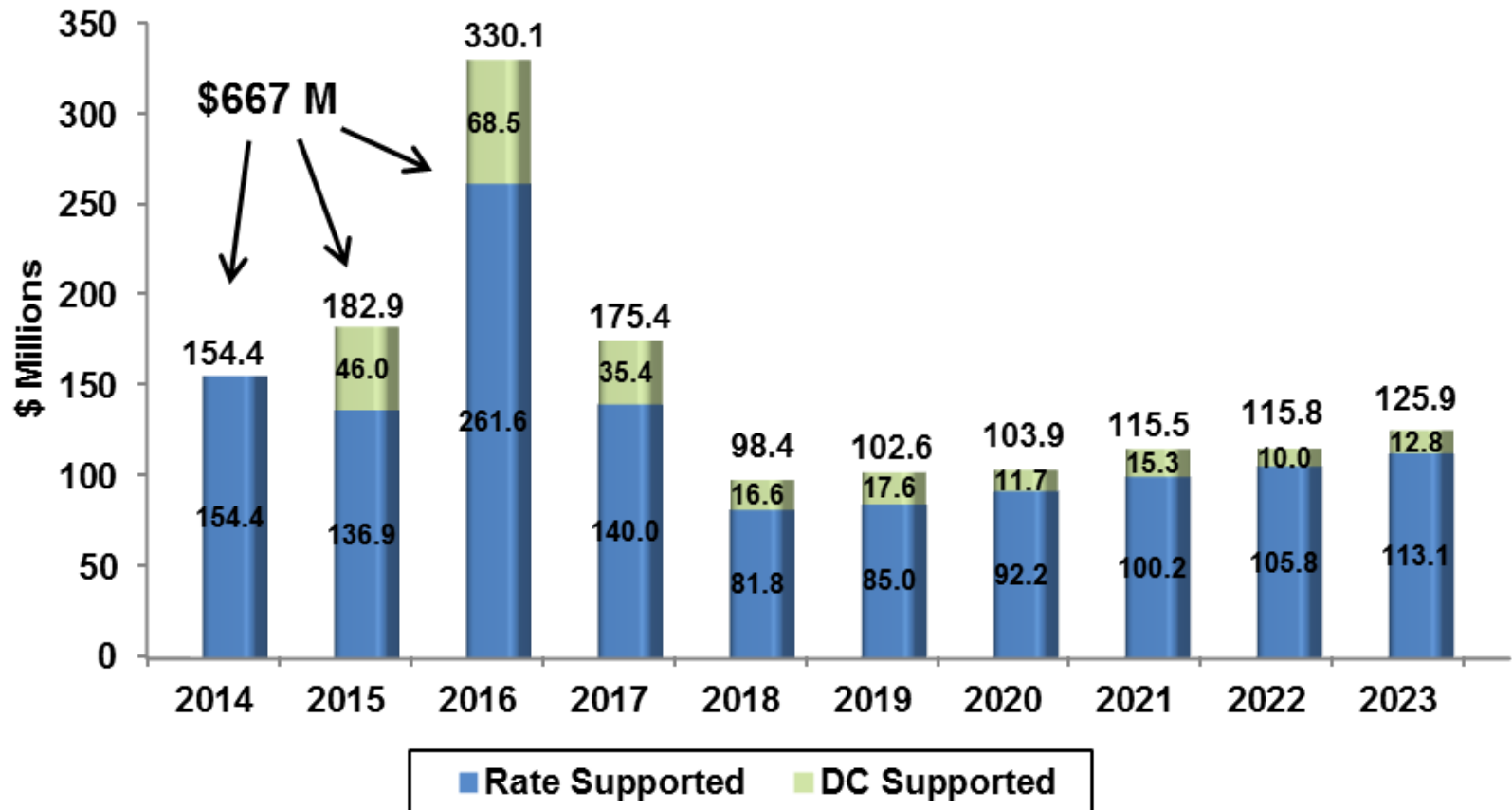
CAPITAL FINANCING PLAN





CAPITAL BUDGET FORECAST

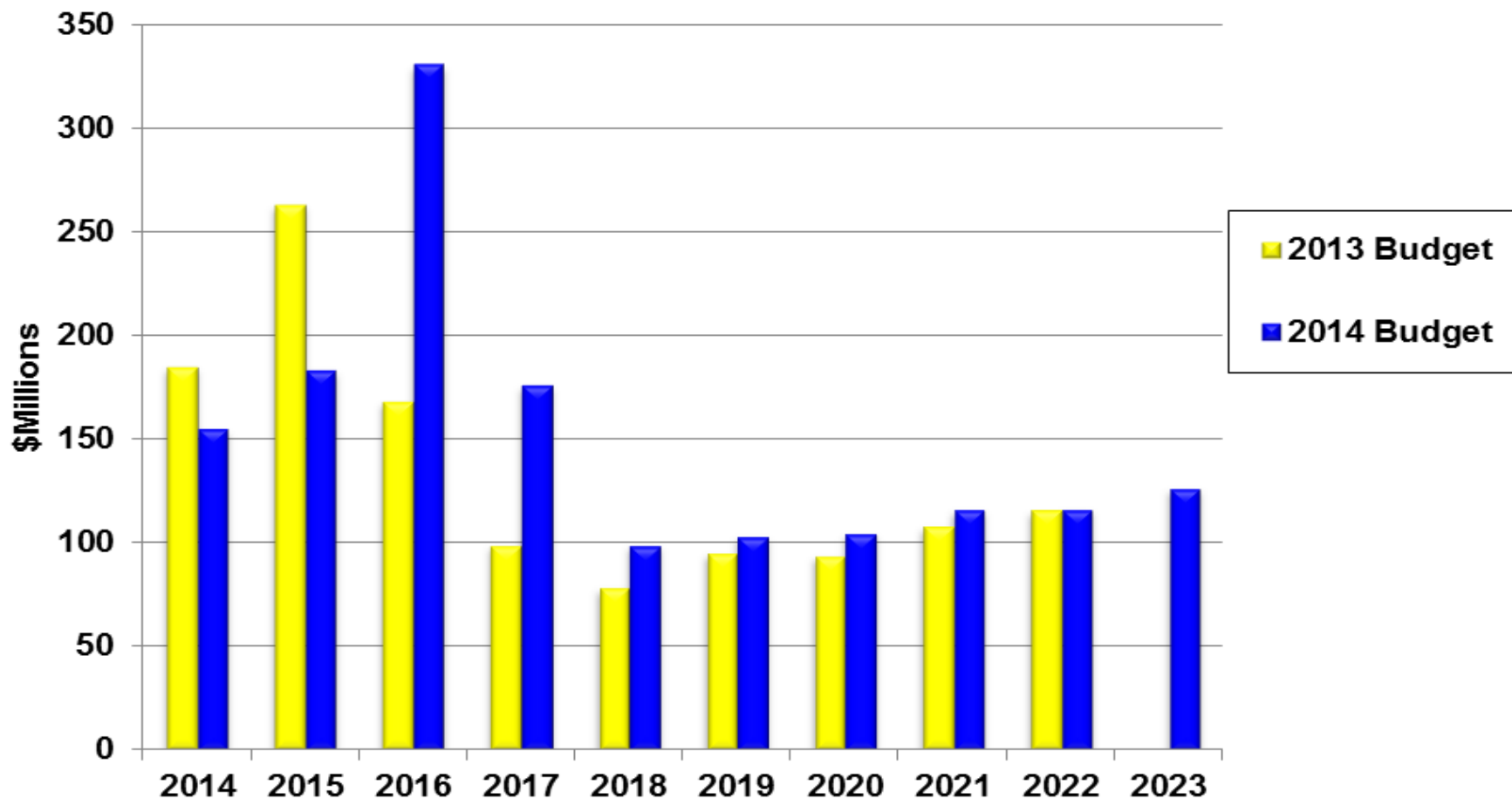
Water / Wastewater / Storm Total 10 Year Capital - \$1.5 Billion





10 YEAR CAPITAL FORECAST 2013 vs 2014

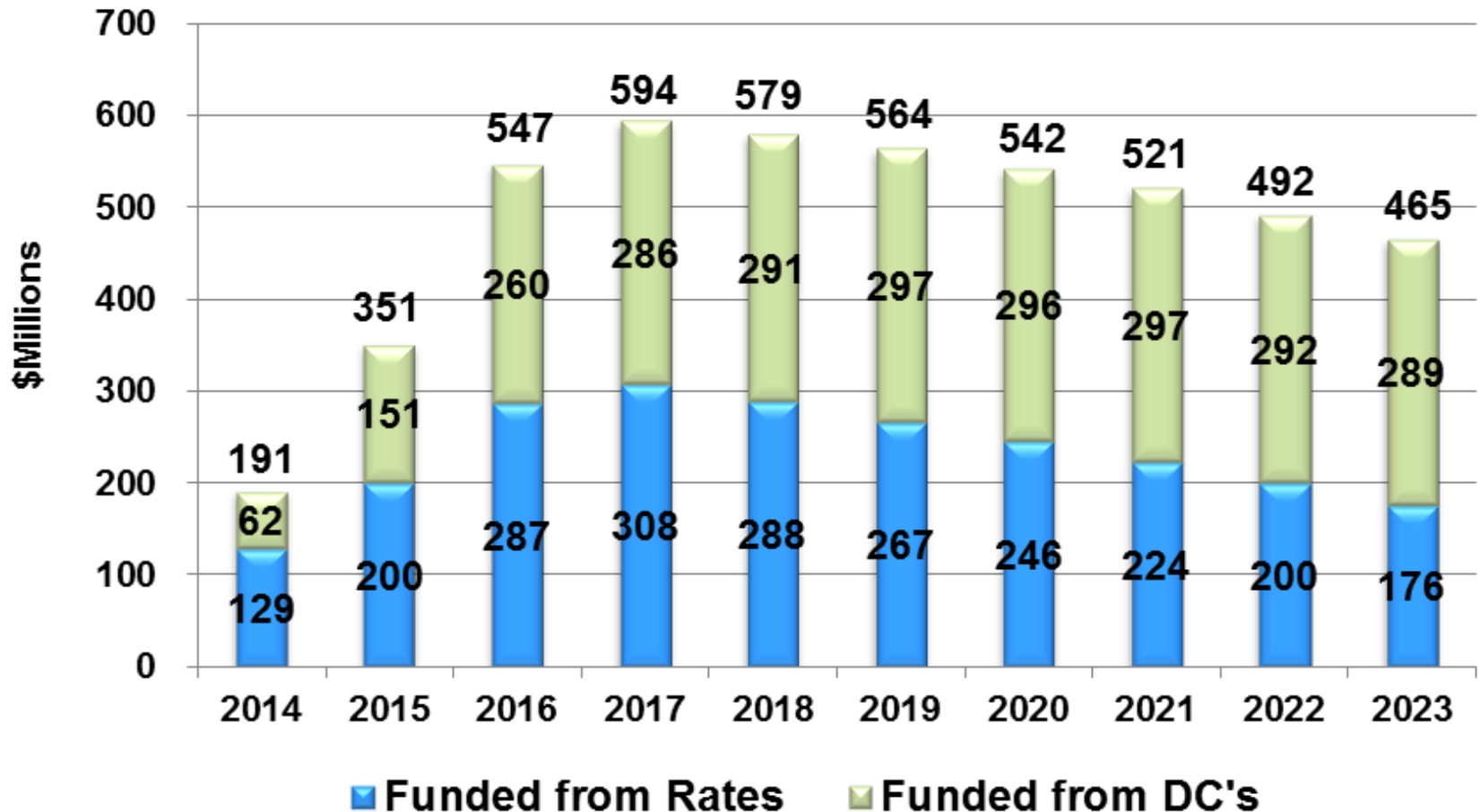
Water / Wastewater / Storm Capital Forecast





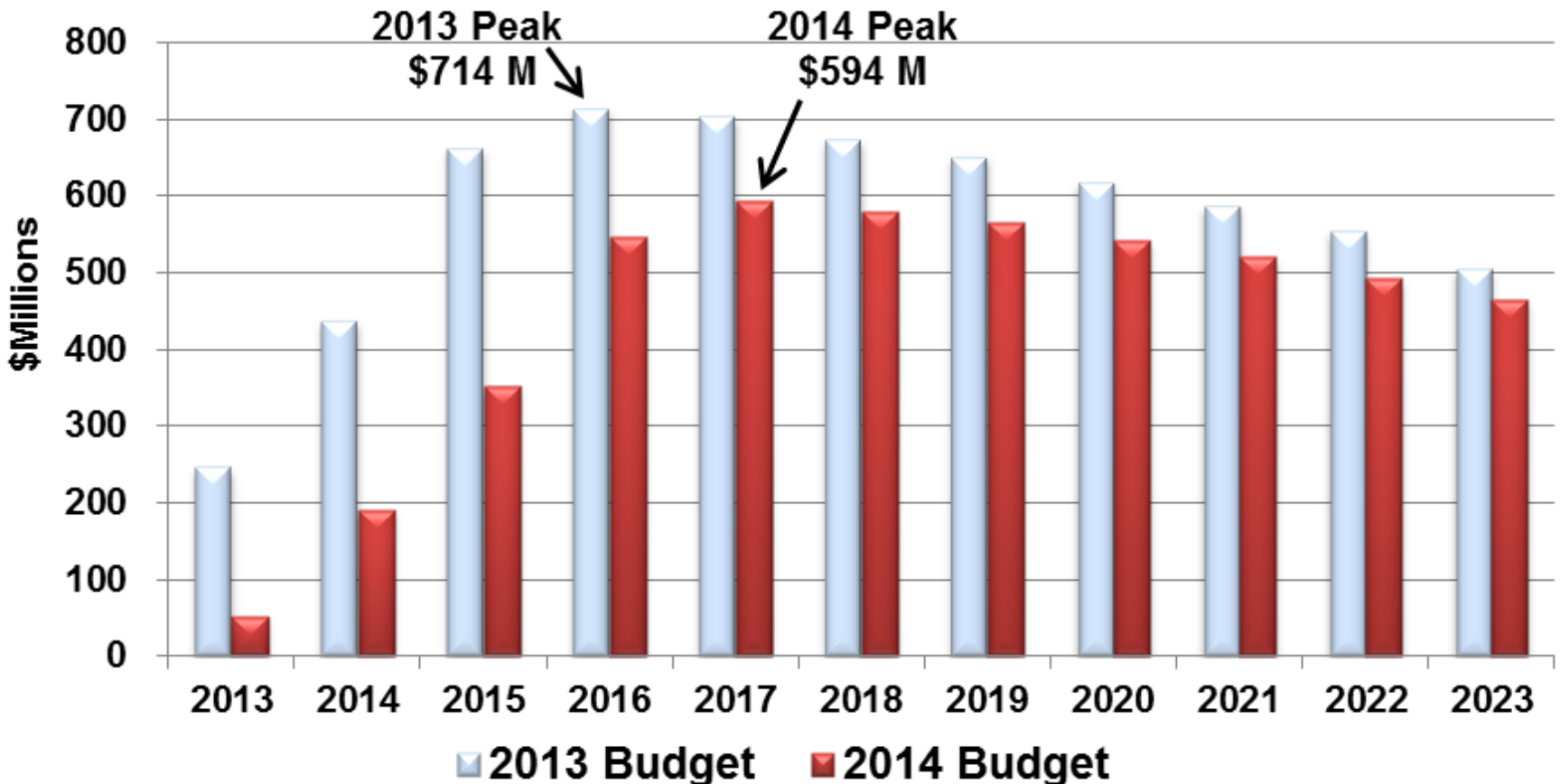
DEBT FORECAST

Water / Wastewater / Storm Outstanding Debt





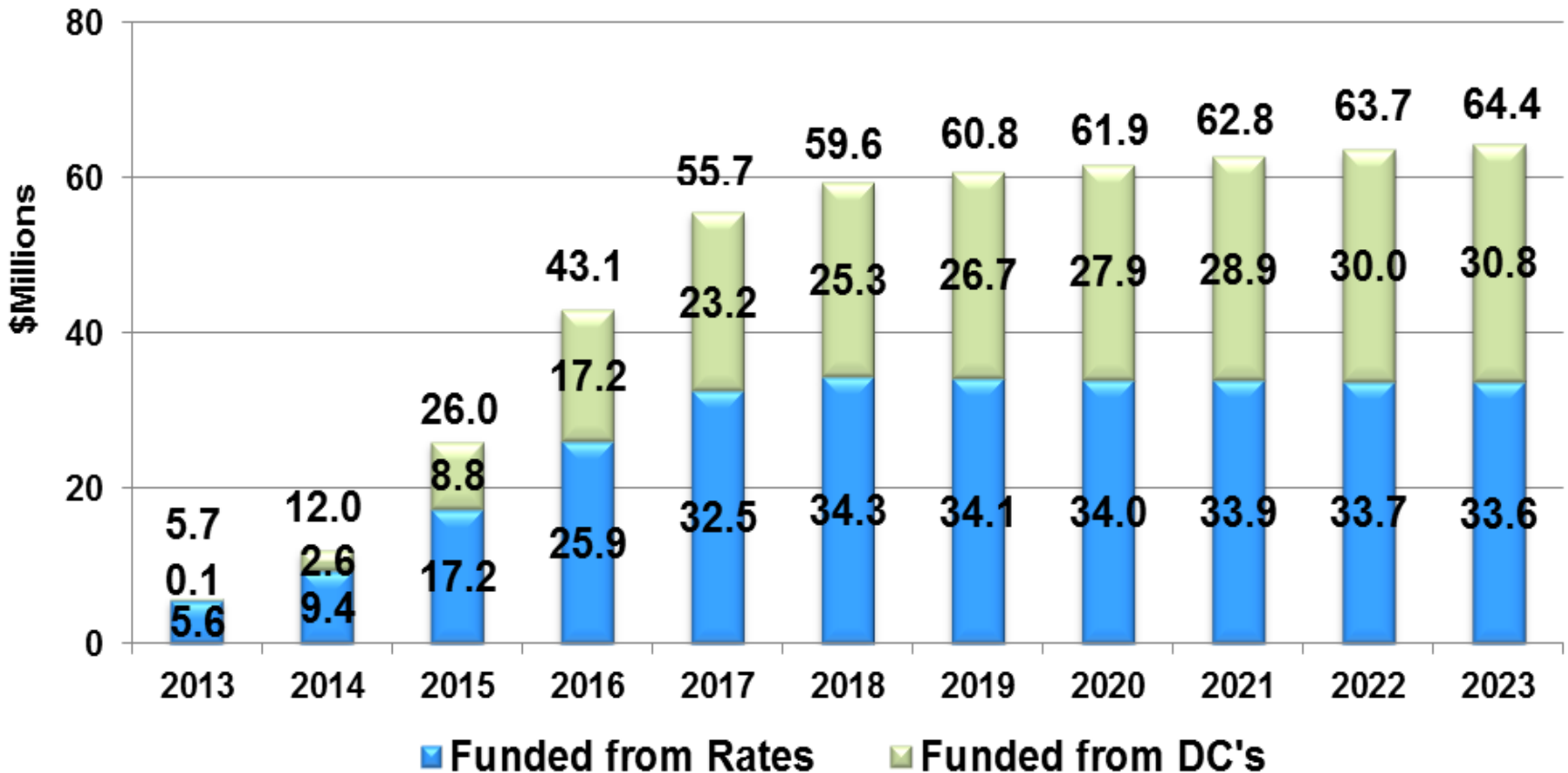
Water / Wastewater / Storm Total Debt





PROJECTED DEBT CHARGES

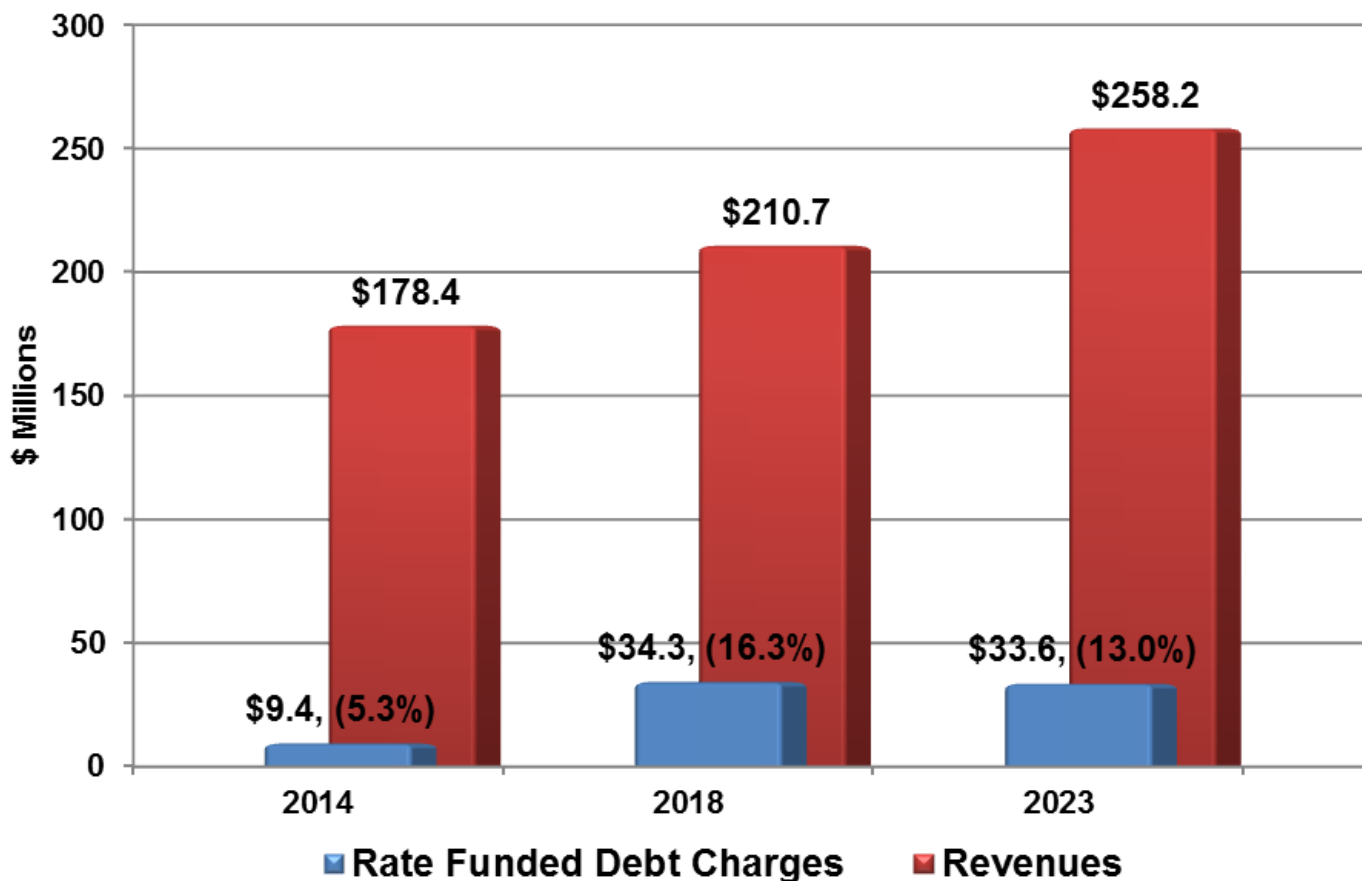
Projected Debt Charges Water / Wastewater / Storm





DEBT CHARGES AS % OF TOTAL REVENUES

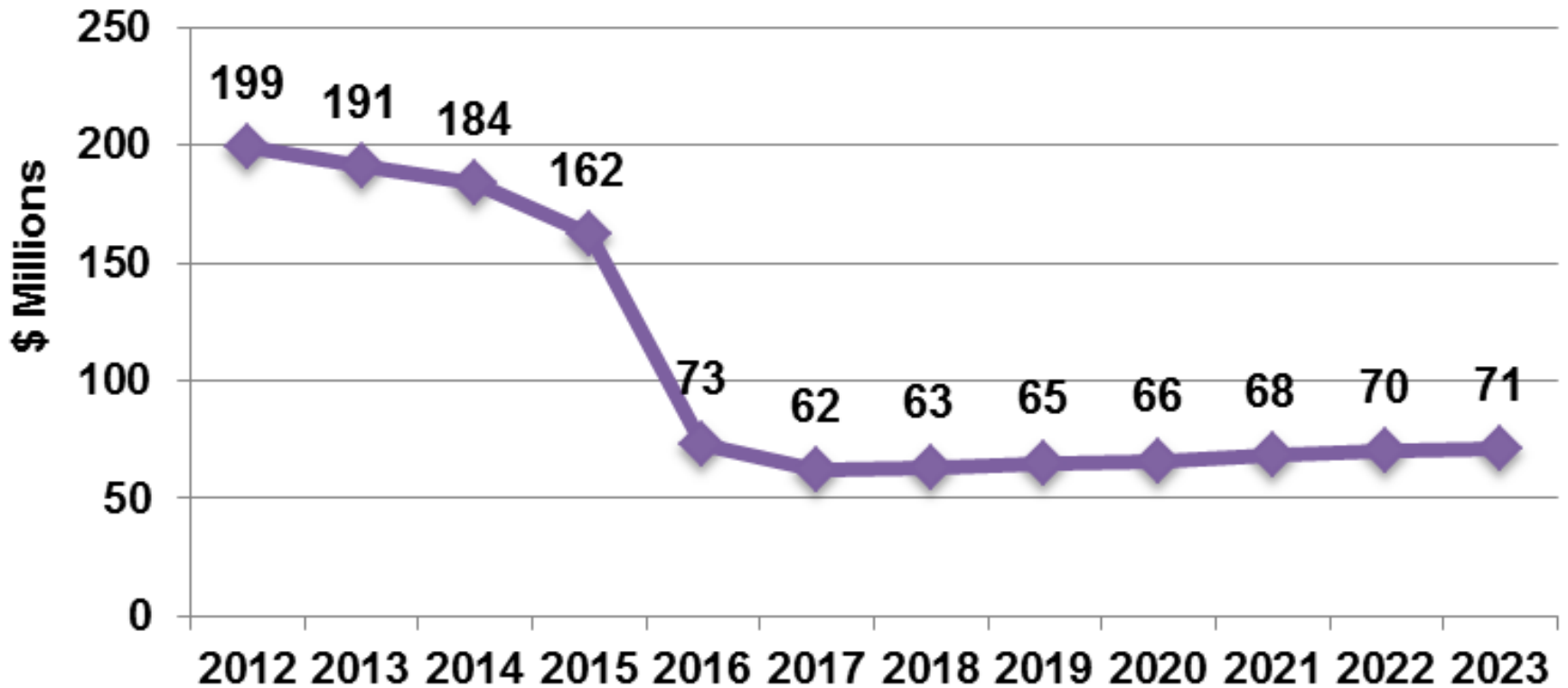
Rate Funded Debt Charges to Total Revenues





RESERVE FORECAST

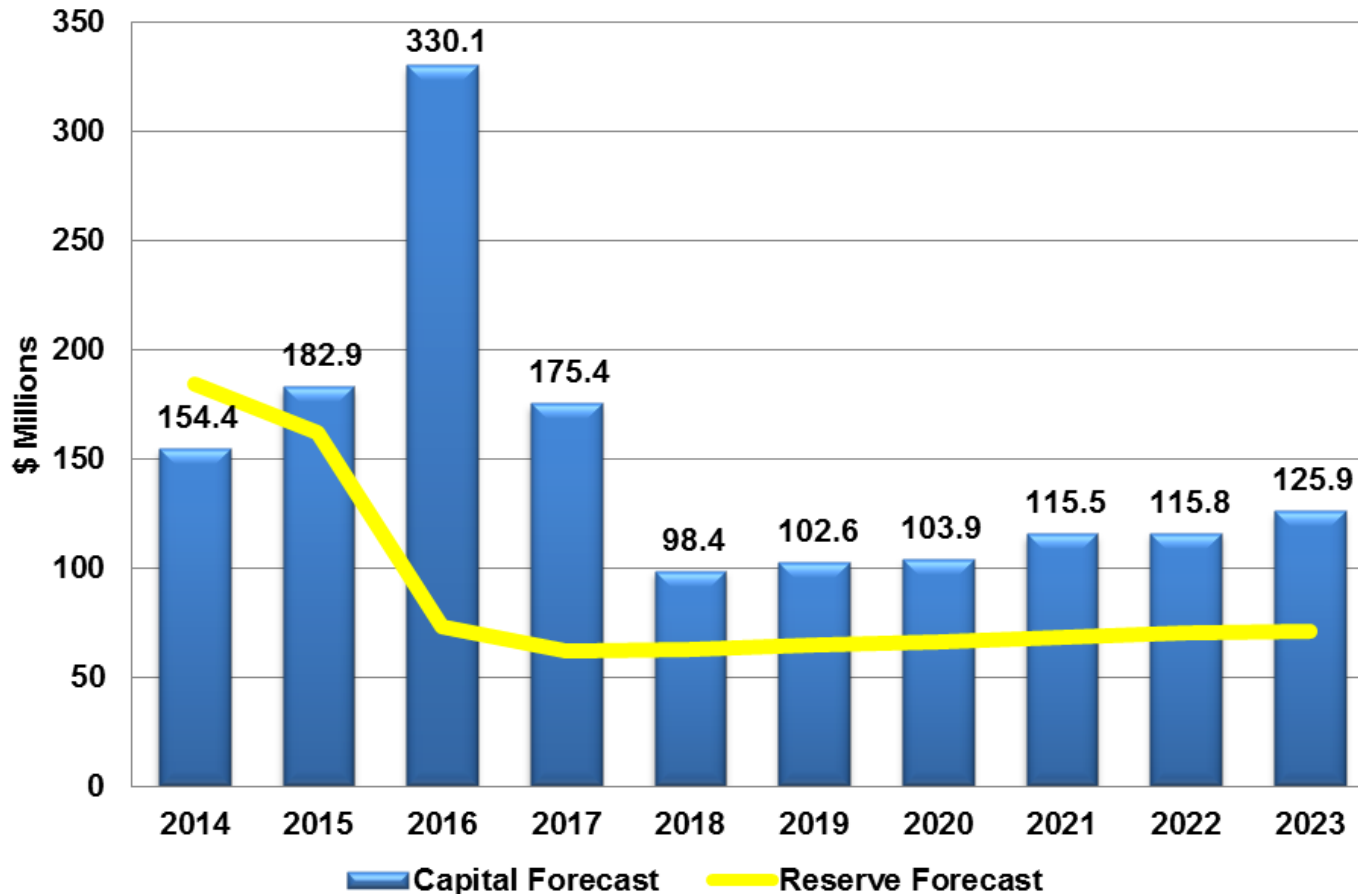
Water / Wastewater / Storm Reserves (incl. \$100 M Provincial Subsidy)





CAPITAL & RESERVE FORECAST

Water / Wastewater / Storm (Reserve Forecast includes \$100 M Provincial Subsidy)





1. Consumption

2. Pace of Development

- *Continue to monitor relative to “Places to Grow”*

3. Senior Government Grants

- *Substantial completion deadlines for WWTP upgrade*
-
-



Hamilton

Q&A





**General Issues Committee
December 6, 2013
Item 3.2**



**Public Works
Hamilton Water**

**2014 Operating and Capital Budget
December 6, 2013**

Providing services that bring our City to life !



- Community
- People
- Processes
- Finance



Hamilton
Public Works

Hamilton Water

Presentation Overview

1. Program Overview

2. Sectional Update



3. Clean Harbour Program



4. SERG



5. Hamilton Water Priority Programs

6. Staff Complement

7. Operating Budget



Program Overview





- Community
- People
- Processes
- Finance



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Program Overview

- Serves 490,000 residents and businesses in Hamilton
- Over \$9.2 billion in infrastructure (replacement value)
- Operates 170 different facilities, many of them 24 hours per day, 365 days per year
- Infrastructure renewal and level of service supported by multi-year business plan
- Program is 100% rate-supported and no reliance on the property tax base to support Hamilton Water operating and capital budgets



Low Lift Pumping Station



Main Pump House



- Community
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Inventory of Assets (2013 Values)

Wastewater \$4,419 Million

- 2 wastewater treatment plants
- 9 CSO tanks
- 72 pumping stations
- 20 wastewater control gates
- 22,177 maintenance holes
- 1,270 km of sewer lines
- 488 km of interceptors + trunk
- 139,588 sewer laterals

Water \$2,771 Million

- 1 water treatment plant
- 21 storage facilities
- 2,013 km of mains
- 25 water pumping stations
- 4 communal systems
- 2 surge tanks
- 12,118 hydrants
- 19,885 valves and chambers
- 143,826 water meters

Stormwater \$1,996 Million

- 185 storm ponds
- 16,665 manholes
- 1,113 km of storm sewers
- 910 inlet / outfall structures

Sectional Update



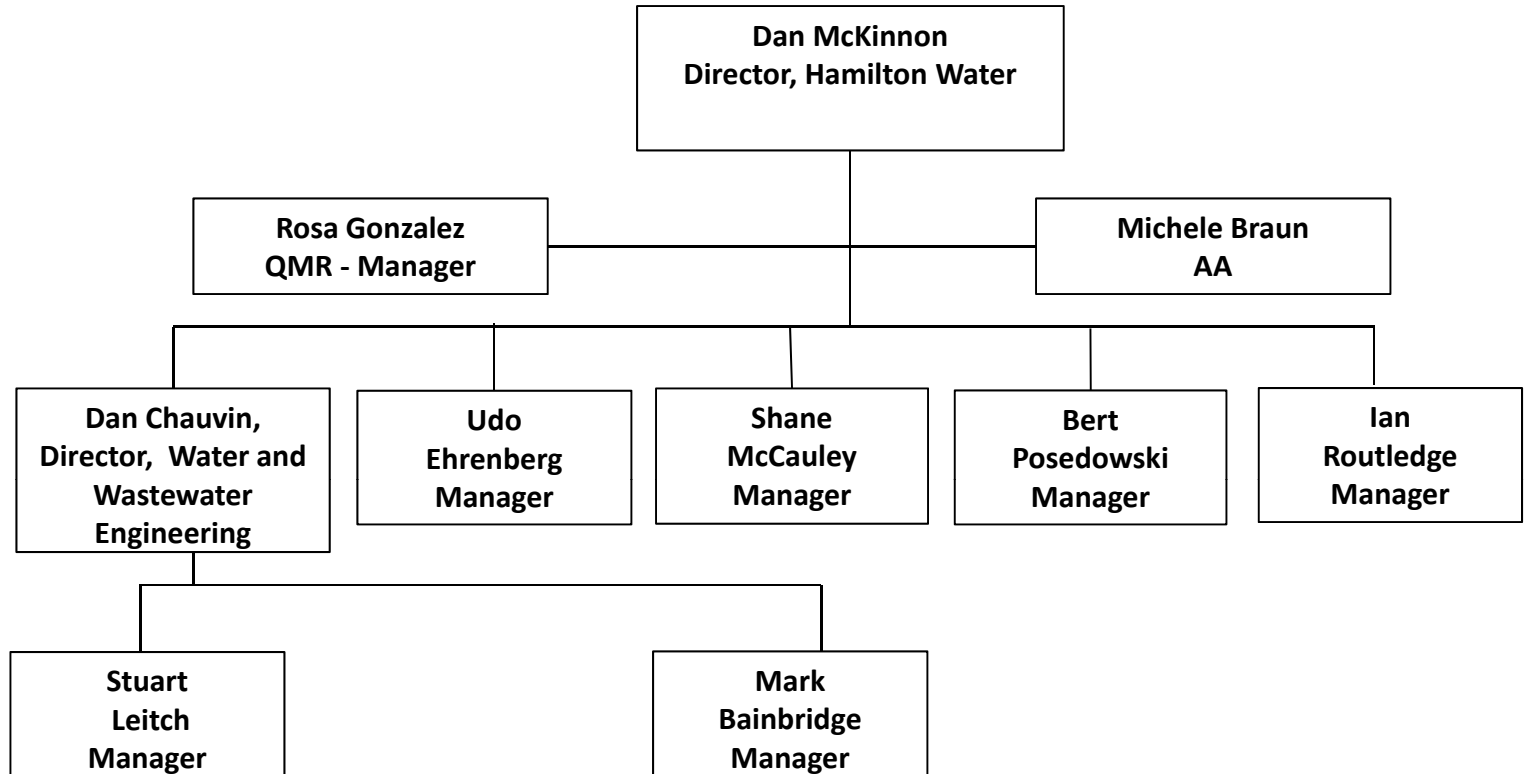


- Community
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Organizational Chart & Complement - 2013



Complement (F.T.E.)	Management	Other	Total	# of Staff / Management
2013	10	278.6	288.6	27.9

Compliance and Regulations



Rosa Gonzalez
Manager, Compliance and
Regulations (QMR)

45.33 FTE

\$5.23M Annual Operating Budget

- Compliance Support
- Environmental Laboratory
- Environmental Monitoring & Enforcement

2013 Accomplishments

- Successful completion of the 2013 DWQMS Surveillance Audit for the Operating Authority's five Drinking Water Systems
- Increases in monitoring and enforcement within EME has seen significant reductions of contaminants entering the WWTPs.
- A new streamlined Sewer Use By-law has been prepared for public consultation.

2014 Goals

- Communicate and implement the changes to the new Sewer Use By-law
- Roll out of the learning management system (staff training, general awareness)



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Customer Service & Community Outreach



Shane McCauley
Manager, Customer Service &
Community Outreach

38.94 FTE

\$4.3M Annual Operating Budget

- Conservation & Education
- Hansen / GIS
- Service Coordination
- Service & Dispatch
- Meter Operations & Cross Connection Control

2013 Accomplishments

- Awarded a new 6 year meter supply and install contract and meter maintenance contract
- Completed phase 1 of the Hansen 8 implementation – Phase 2 completed January 2014
- Processed 8,000 work orders and 30,000 calls

2014 Goals

- Phase 3 Hansen 8 implementation (work orders)
- Business case development for Automated Meter Reading
- Web Redevelopment Project

Plant Operations



Ian Routledge, P. Eng.
Manager, Plant Operations

76.65 FTE

\$33.8M Annual Operating Budget

- Process Improvements
- SCADA
- Plant Maintenance
- Electrical
- Instrumentation
- Quality Assurance

2013 Accomplishments

- 2013 Drinking Water production estimated to be 75,103.3 ML
- Wastewater influent volume increased from 103,600 ML in 2012 to 111,950ML for last 12 months. 95 consecutive months of compliance. Forecast to be at 73% capacity
- Installation of Woodward Wastewater Treatment Plant Primary Clarifier upgrades and new Chlorine Contact tank.
- Completed phase 3 of SCADA

2014 Goals

- Drinking water production predicted to remain stable and at an annual amount of 75,000 to 78,000ML.
- Implementation of the SCADA master plan project - Phases 4 and 5

Water Distribution & Wastewater Collection



Bert Posedowski, P. Eng. MBA
Manager, Water Distribution &
Wastewater Collection

86.68 FTE

\$15.8M Annual Operating Budget

- Water Distribution
- Wastewater Collection
- Contract Services
- Quality Assurance

2013 Accomplishments

- Repaired 279 watermain break (Break volumes are stable over the last 2 years)
- 538 sewer lateral repairs or replacements (lateral repairs and replacement are stable over the last 2 years.)
- 780 water service replacements (Volume has increased 7% since 2012 (16% decline over 2011)
- 284 sewer manhole adjustments (\$300,966)
- 97 valve chamber adjustments (\$161,469)

2013 Special Projects

- Sewer Cross Connection Pilot - Identified 100 sewer cross connections and repaired 94.
- Iona Trunk Odour Reduction



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- Finance



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Water & Wastewater Engineering



Dan Chauvin, C.E.T., PMP
Director, Water & Wastewater
Engineering

5 FTE

\$5.4M Annual Operating Budget

- Clean Harbour Program
- Woodward Upgrade Project
- PMO

2013 Accomplishments

- Led the team that successfully secured the Federal \$100M Green Infrastructure Fund (GIF) commitment for the Woodward Upgrade Project
- Led the team that successfully completed the P3 Canada funding agreement that will secure up to \$23 Million towards the Biosolids Management Project
- Further developed formal contract management procedures, protocols and reporting under the Project Management Office (PMO)
- Overseen the Divisions delivery of approximately 40 Complex, multidiscipline capital projects at various stages valued at \$300 million

2014 Outlook

- Seconded to Director, Woodward Upgrade where Dan will lead the team responsible for the delivery of this key project under the Clean Harbour Program.



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Infrastructure Planning & Systems Design



Udo Ehrenberg, P. Eng
Manager, Infrastructure Planning
& Systems Design

14 FTE

- Water Planning
- Wastewater Planning
- Stormwater Planning
- Geomatic

2013 Accomplishments

- In-house Mike Urban Sewer and WaterCAD Modeling (~100 / ~20 Locations)
- Sanitary & Combined Pipes model, separated storm pipe computer Model for Stoney Creek
- Class EA for 9 locations

2014 Goals

- Citywide Flooding & Drainage Study
- Incorporation/processing of Staging of Development Data for use in reserve capacity assessment and refinement of growth related Infrastructure Implementation Plans

Water & Wastewater Engineering



Mark Bainbridge
Manager, Sustainable Initiatives

6 FTE

- Government Grant Funding
- Sourcewater Protection
- Harbour Remediation
- Facility Asset Management

2013 Accomplishments

- Completion of Randle Reef Legal Agreements
- Completed 4 Facility Condition Assessments
- Completion of regional Source Protection Plan
- \$12M claimed against the Canadian Strategic Infrastructure Fund

2014 Outlook

- Award RFP and commence Facility Asset Management Program
- Develop required policy and approach for source water issues
- Develop an RMO/RMI office to meet source water requirements
- Completion of 4 facility assessments



HAMILTON WATER
WATER IS LIFE

- Community
- People
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- Finance



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Water & Wastewater Engineering



Stuart Leitch, P. Eng.
Manager, Water & Wastewater
Engineering

12 FTE

2013 Accomplishments

- Managed 40 Complex, multidiscipline capital projects valued at \$300 million
 - Waterdown Wastewater Pump Station
 - Wastewater Outstation Odour Control
 - Twenty Rd Wastewater Pump Station
 - Highland Road Water Pumping Station
 - Hillcrest Water Reservoir – Phase 3
 - Kelly Street Water Stand Pipe
 - Old Ancaster Rd Water Pumping Station
 - Woodward WWTP Primary Clarifier

2014 Outlook

- Projected to manage 36 Complex, Multidiscipline Capital Projects
 - Decommissioning of Waterdown WWTP
 - Dundas Wastewater Pumping Stations
 - Kenilworth Pumping Station Upgrades
 - Greenhill Reservoir & Valvehouse
 - Water Treatment Plant GAC
 - Greenhill Ave Drop Shaft Odour Control



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Water & Wastewater Engineering



**Biogas Enhancement Project
Natural Gas Purification
Warranty Period 2013**



**Biogas Enhancement Project
Sludge Thickening Building
Warranty Period 2013**



**New HD012 Pumping Station
Rendering (Old Ancaster Road)
Construction 2014/2015**



**Highland Road Reservoir &
Pumping Station Upgrades
Construction 2013/2014**



**New Highland Gardens Park
Pumping Station Rendering
Construction 2014/2015**

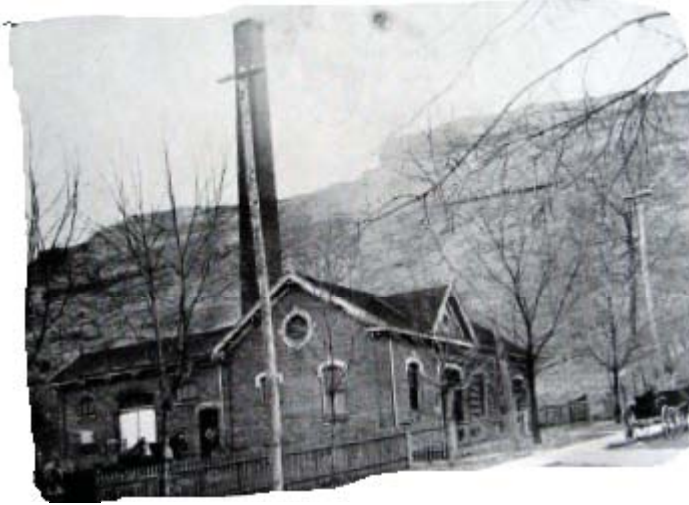


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Water & Wastewater Engineering – Ferguson Pumping Station



Ferguson Pumping Station 1912

- Original pumping station opened in 1912 to serve roughly 80,000 people
- “The Heart” of the water distribution system in the lower city
- \$24M ISF Funded Project
- 159 MLD firm capacity



Queen Victoria School Celebrates Cork Town Park Archway



Ferguson Pumping Station 2013



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Water & Wastewater Engineering – Windemere Basin



- \$21M CSIF Funded Project
- 13 hectare wetland in East Hamilton
- The basin is used to collect sediments that flows into Hamilton Harbour from the Red Hill Creek.
- In the next three to five years, Windemere Basin will become a lush wetland populated by native trees, migratory birds, and cold water fish species





- Community
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- Processes
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Water & Wastewater Engineering

2013 Key Accomplishments and Successes

Phase	Number of Projects	Value
RFP Preparation	13	\$ 9.5M Design \$ 71.2M Construction
Roster	5	\$ 280K Design \$ 1.3M Construction
Design	12	\$ 5M Design \$ 51M Construction
Construction	3	\$ 16M Capital
Substantially Completed	7	\$ 148M Capital
At any given time there is \$300M worth of WIPs managed within the system		

Note: Does not include \$330 Million Clean Harbour – Woodward WWTP Upgrades or Biosolids PPP Canada Project



HAMILTON WATER
WATER IS LIFE

- Community
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Water & Wastewater Engineering

2014 Outlook

Phase	Number of Projects	Value
RFP Preparation	5	\$ 950K Design \$ 6.4M Construction
Design	9	\$ 8.7M Design \$ 61M Construction
Construction	14	\$ 67M Capital
Reaching Substantial Completion	8	\$ 22.7M Capital

Note: Does not include \$330 Million Clean Harbour – Woodward WWTP Upgrades or Biosolids PPP Canada Project



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Clean Harbour Program



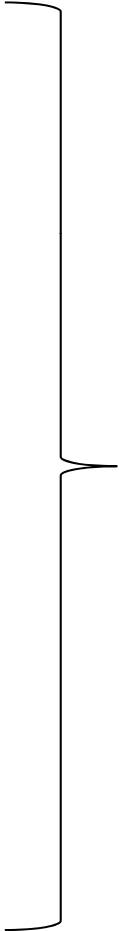
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Clean Harbour Program - Branding

In response to the significant investment the City is making across many projects that contribute to de-listing Hamilton Harbour as an Area of Concern with the International Joint Commission, the Clean Harbour Program was branded to bring recognition to the projects that meet this larger program mandate:





- Community
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Clean Harbour Program

The Woodward Upgrade Project is composed of 5 sub-projects with a construction budget of \$340 million providing the following benefits:

Sub-Project	Benefits
<ul style="list-style-type: none"> • Tertiary Upgrades 	<ul style="list-style-type: none"> • Improved Effluent: Addition of a tertiary treatment process to allow the WWTP to meet stringent HHRAP targets
<ul style="list-style-type: none"> • Raw Sewage Pumping Station 	<ul style="list-style-type: none"> • Increased Capacity: Meet future wet weather capacity needs of 1700 MLD • Improved Conveyance: Larger and deeper wet well will assist with mitigating system flooding, provide increased system storage, reduces solids buildup during dry weather flows
<ul style="list-style-type: none"> • Electrical Upgrades and Stand-by Power 	<ul style="list-style-type: none"> • Replace aging assets: Reduces risk by replacing critical assets that have reached the end of its useful life • Increased Standby Power: Provide for sufficient standby power to all essential loads • Energy Efficiencies: Maximize energy efficiencies wherever possible
<ul style="list-style-type: none"> • New Chlorine Contact Tank, Outfall and Upgrades to Red Hill Creek 	<ul style="list-style-type: none"> • Maximizes Plant Hydraulics: Dedicated discharge location into Red Hill Creek required for tertiary effluent, and dedicates existing outfall for increased treatment of wet weather flows
<ul style="list-style-type: none"> • Collection System Upgrades 	<ul style="list-style-type: none"> • Improved Monitoring and Controls: A series of flow monitoring and control devices will be installed at strategic location allowing for better hydraulic management of wet weather flows within the system as to optimize capacity during each wet weather event

- GIF Funded Project
 - \$100 M from the Province of Ontario
 - \$100 M from the Government of Canada



Real Time Control

Successes After 10 Months of Operations

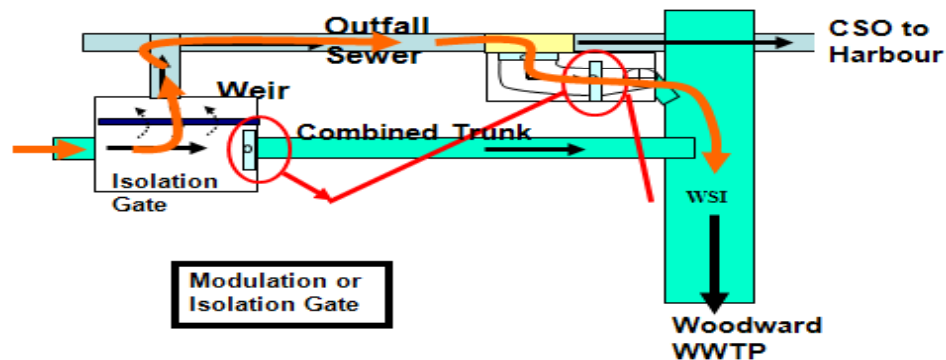
Captured an estimated 500,000 m³ of CSO

Parameter	Estimated Loadings Reduction
Total Suspended Solids	44,500 kg
Total Phosphorous	120 kg
Ammonium Nitrogen	130 kg

\$11M CSIF Funded Project



RTC at Wellington / Burlington





- Community
- People
- Processes
- Finance



Hamilton
Public Works

Primary Clarifiers / Chlorine Contact Tank

- Management of wet weather flows and eliminate all dry weather overflows
- Increased wet weather treatment capacity
- Allows for minimum treatment standards for all overflows or plant by-passes
- Addition of two new primary clarifiers and a new chlorine contact tank (for chlorination/de-chlorination)
- \$48M CSIF funded project
- 145.95 hours of plant by-pass in 2013 (Jan – Nov)



Primary Clarifiers



Chlorine Contact Tank





→ Community
→ People
→ Processes
→ Finance



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Public Works

Randle Reef

2013 Key Accomplishments and Successes

- All partners committed to a complete funding formula
- Environmental Assessment finalized with Federal approval
- Completion of a City of Hamilton Randle Reef legal agreement
- Finalization of an agreed City of Hamilton cash flow
- Completion of in water sheet pile driving tests

2014 Outlook

- City participation on implementation committees
- Advise project partnership on construction and city issues
- Begin in-water phase of construction (project to be completed in 2022/2023)
- Execute on all terms of the signed Randle Reef agreement

Randle Reef Project Funders

Environment Canada	\$46.3M
Ministry of Environment	\$46.3M
City of Hamilton	\$14M
City of Burlington/Halton	\$4.3M
Hamilton Port Authority	\$14M
US Steel Canada	\$14M
Total Project Cost	\$138.9 M





Hamilton
Public Works

SERG



SERG

Infrastructure Enhancements

- Flood drainage assessments (Binbrook, Old Dundas Road)
- Ongoing Infrastructure Capital Work Enhancements (Fessenden Neighbourhood)
- Stormwater Investigation, Tracking and Coordination (57 Active Individual Flooding and Drainage Incidents)



Sandalwood Ave- 2009



Rosedale Area - 2009

Future Initiatives

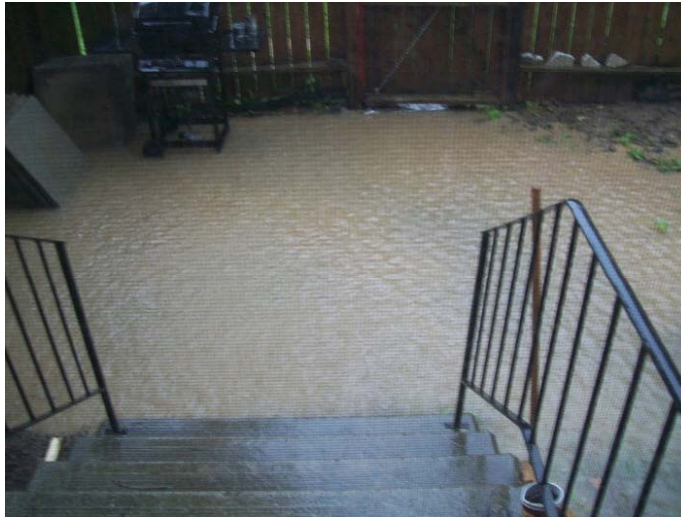
- Flooding & Drainage Study
- Initiate City-wide Climate Change Adaptation Framework
- Infrastructure Capital Work Enhancements
- MRAT



SERG

Stormwater

- Insurance
 - “Insured losses from natural disasters in 2013 – including the recent Alberta and Toronto floods – were close to \$3 billion, the highest in Canadian history.” - IBC November 21, 2013 Media Release
- Citywide Flooding & Drainage Study



Tindale Court- 2009

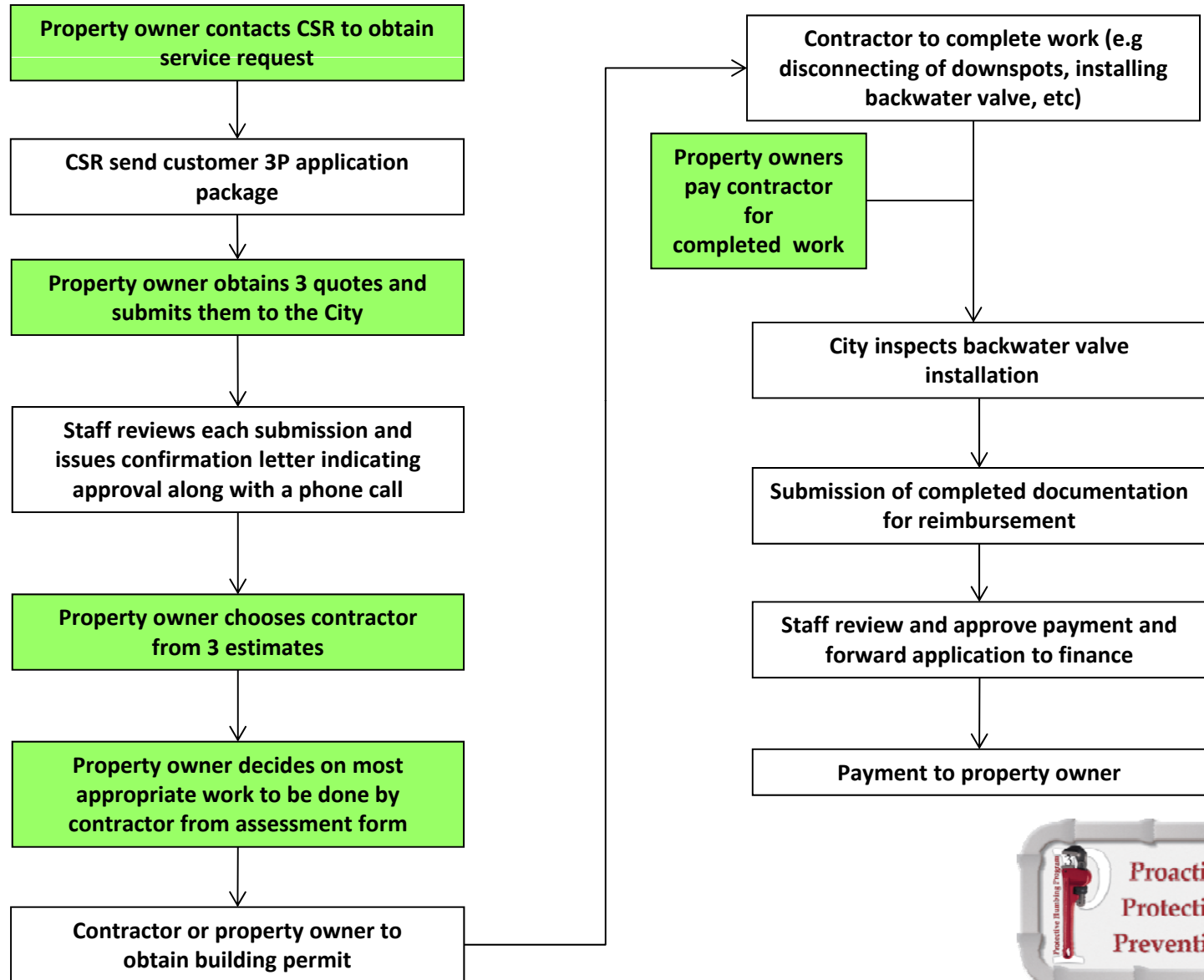


Rosedale Area - 2009

Hamilton Water Priority Programs



3P Program - Program Flow Chart



- Community
- People
- Processes
- Finance



3P Program

2013 Highlights

Provided \$2.7M in 3P grants
(1096 homes - \$2.4M Jan – Nov)

2014 Outlook

\$2.8 M 2014 Budget



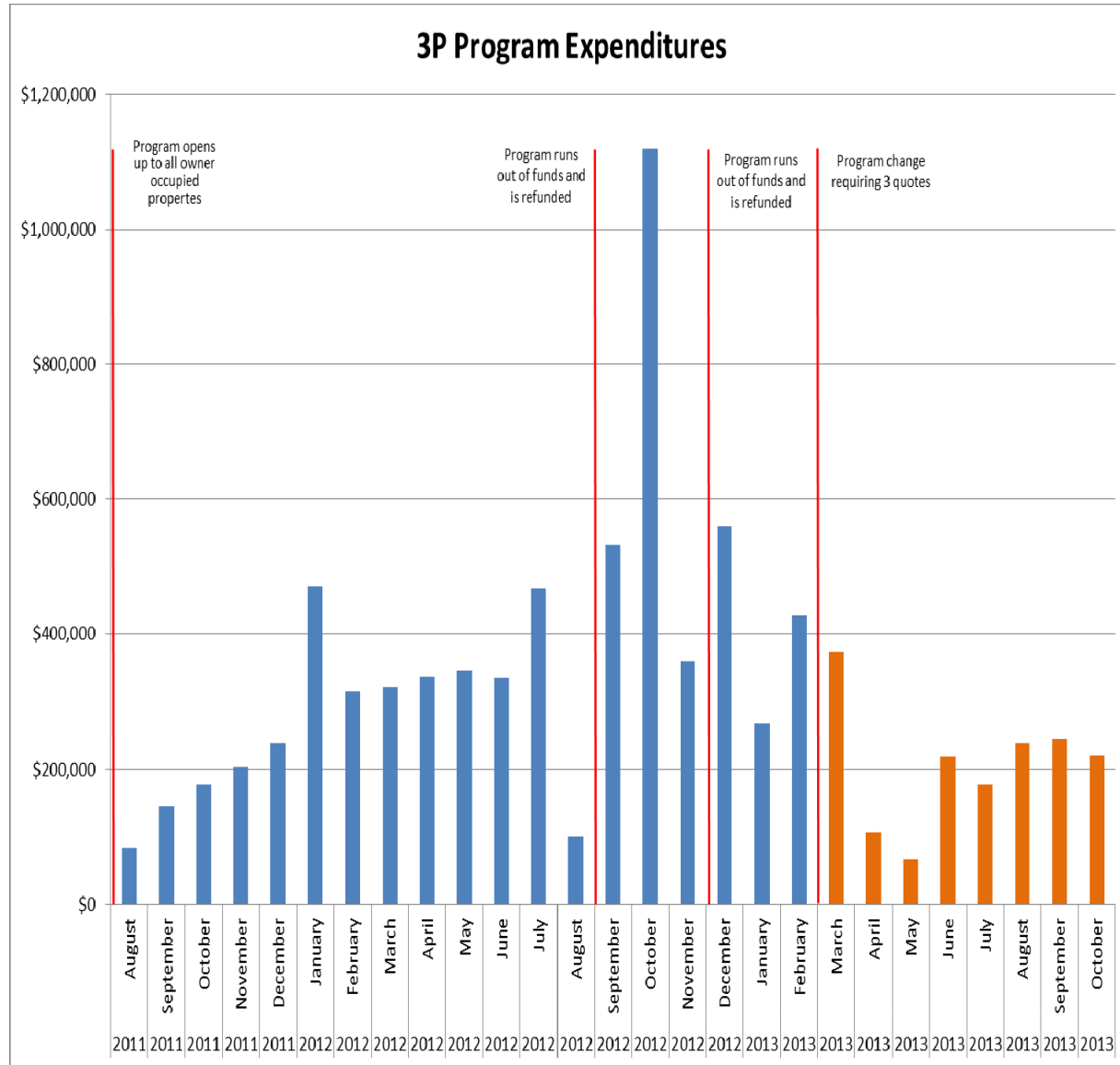
3P Program Highlights (2009 – 2013)

Provided \$11.4M in 3P grants
(5929 basements protected and 1918
new homes)





3P Program



Biosolids

Biosolids - Land Application Program – 2013 Summary

- Concluding year 3 of optional 5 year contract.
- Zero non-compliance incidents to-date.
- Contractor is currently dealing with storage issues.

Biosolids Processing

Year	Wet Tonnes (WT)
2011	41,128
2012	37,684
2013 (forecast)	35,500
Estimated 5.8% reduction	



Methane Gas Production

Year	Total Methane Gas Production (m3)	Cogen Gas (m3)	Waste Gas (m3)	BPU
2011	5.9 M	4.9 M	962K	NA
2012	5.2 M	4.1 M	1.1 M	885K
2013	*6.5 M	4.9 M	677K	840K
*Total Methane Gas production forecast				

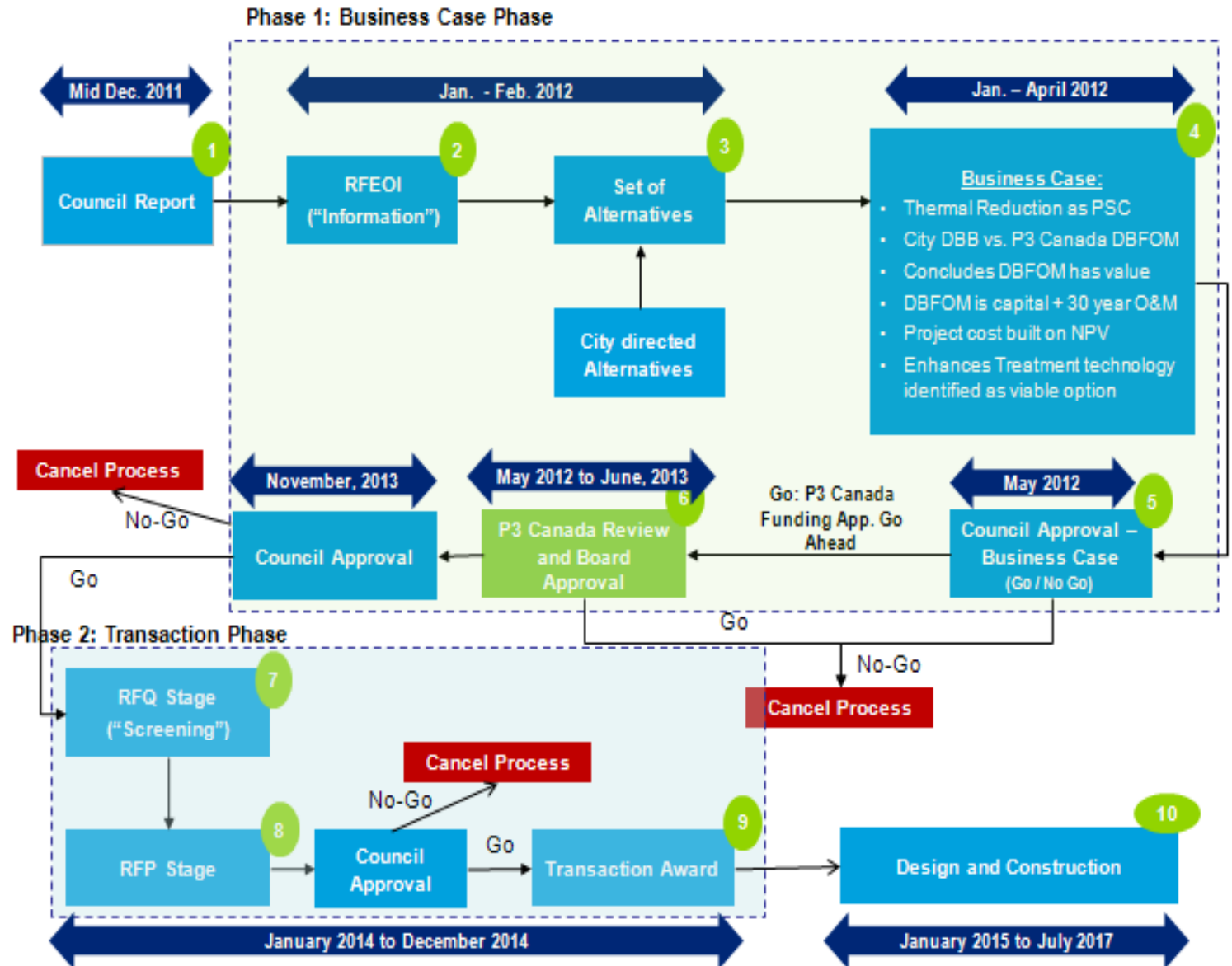


Water & Wastewater Planning and Capital

Biosolids PPP Canada Funding Application

- In 2011 Council directed staff to pursue P3 Funding while at the same time requesting that Enhanced Treatment alternatives be considered.
- The City applied for and were subsequently screened-in for P3 Canada funding, structured as a 30 year Design, Build, Finance, Operate and Maintain (DBFOM) project delivery model.
- To satisfy the P3 Canada funding requirements, a formal Business Case was developed and structured to accommodate a wide range of technology
- Business Case completed and approved by Council and City has re-applied for Round 4 (procedural) as directed.
- Project team has been working with PPP Canada to help understand the structure and approach of the City's Business Case.
- Recommendation sent to PPP Canada Board for final approval in June 2013.
- Final outcome expected to be announced by the end of 2013.

Water & Wastewater Planning and Capital





- Community
- People
- Processes
- Finance

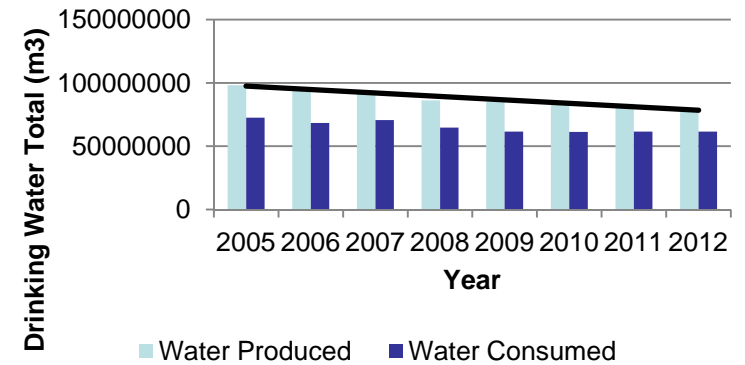


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Public Works

Unaccounted for Water

40%
Reduction of
unaccounted for
water between
2005 - 2012

Water Produced vs Water Consumed



	2005	2006	2007	2008	2009	2010	2011	2012
Unaccounted for Water (m3)	25,739,045	25,606,540	23,640,022	21,481,476	23,538,985	23,987,156	21,959,326	15,480,363
Value of Unaccounted for Water (@ \$0.06 /m3)	\$1,544,343	\$1,536,392	\$1,418,401	\$1,288,889	\$1,412,339	\$1,439,229	\$1,317,560	\$928,822
% Unaccounted for Water	26.2%	27.2%	25.1%	24.9%	27.7%	28.1%	26.3%	20.1%
Value of Unaccounted for Water at Target (15%) (@ \$0.06 /m3)	\$884,023	\$846,227	\$848,333	\$775,600	\$765,535	\$768,137	\$752,009	\$693,711
Difference between actual and target (\$)	\$660,319.80	\$690,165.20	\$570,068.20	\$513,288.80	\$646,804.40	\$671,091.60	\$565,551.50	\$235,111.00



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Staff Complement



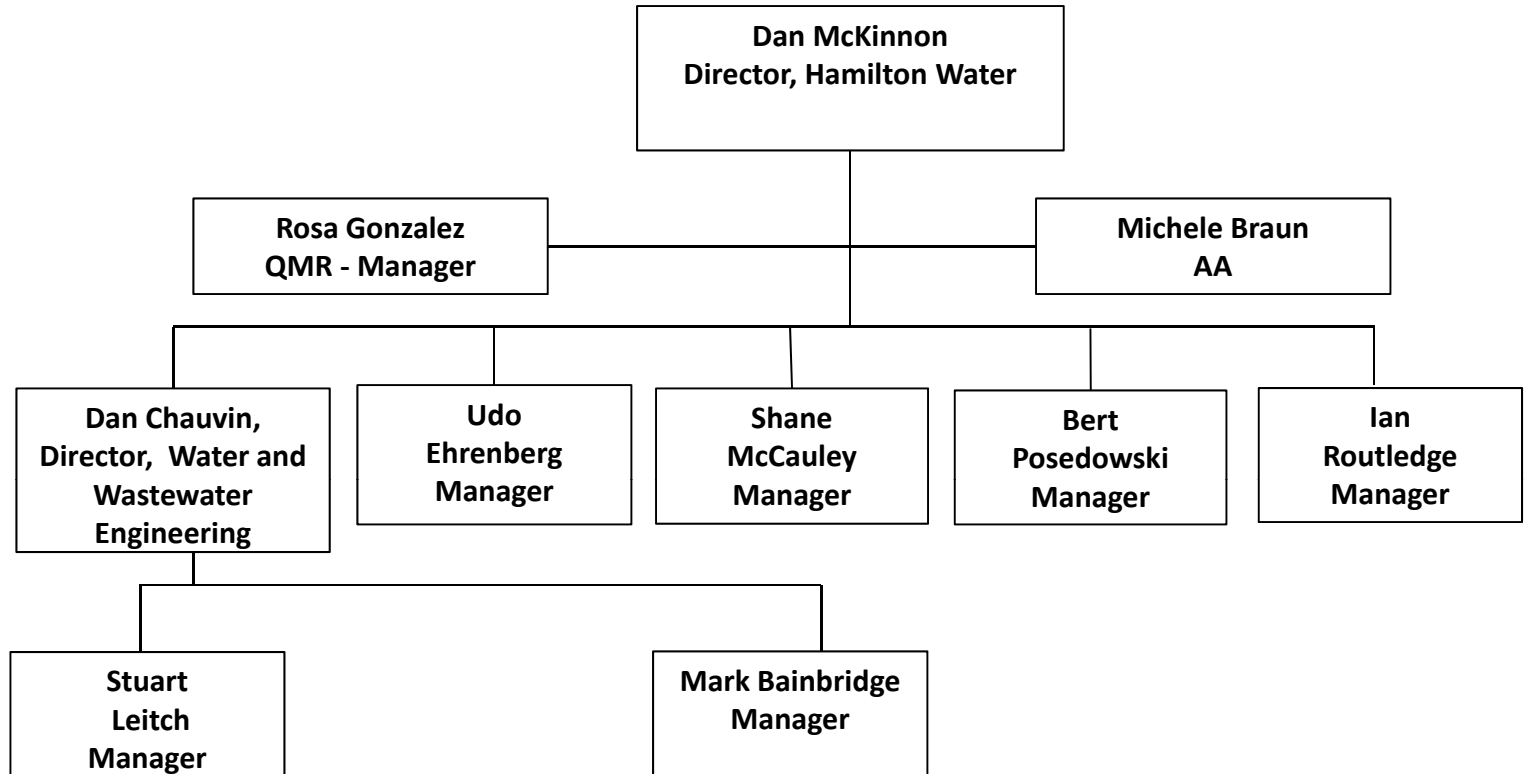


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- Processes
- Finance



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Public Works

Organizational Chart & Complement - 2013



Complement (F.T.E.)	Management	Other	Total	# of Staff / Management
2013	10	278.6	288.6	27.9

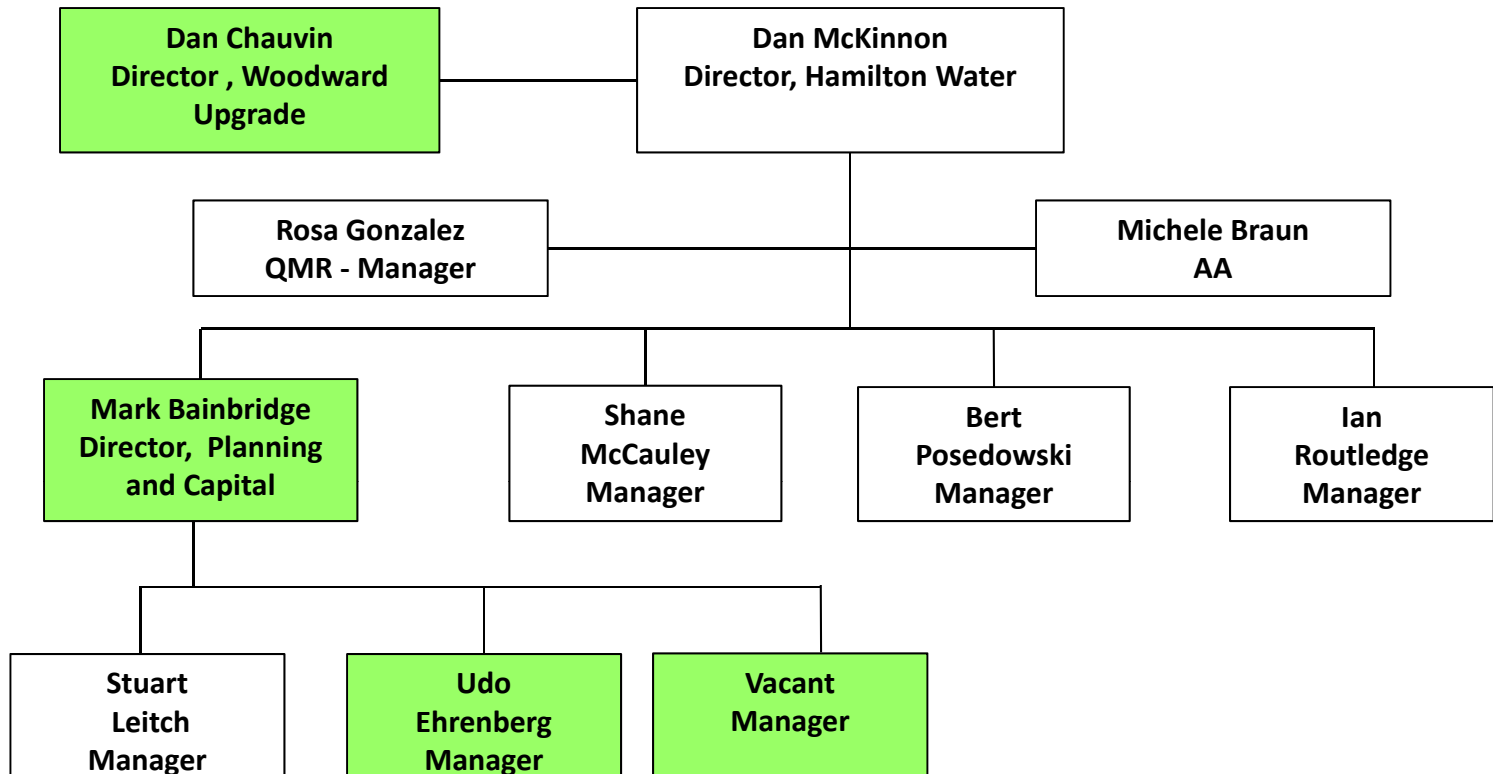


- Community
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- Processes
- Finance



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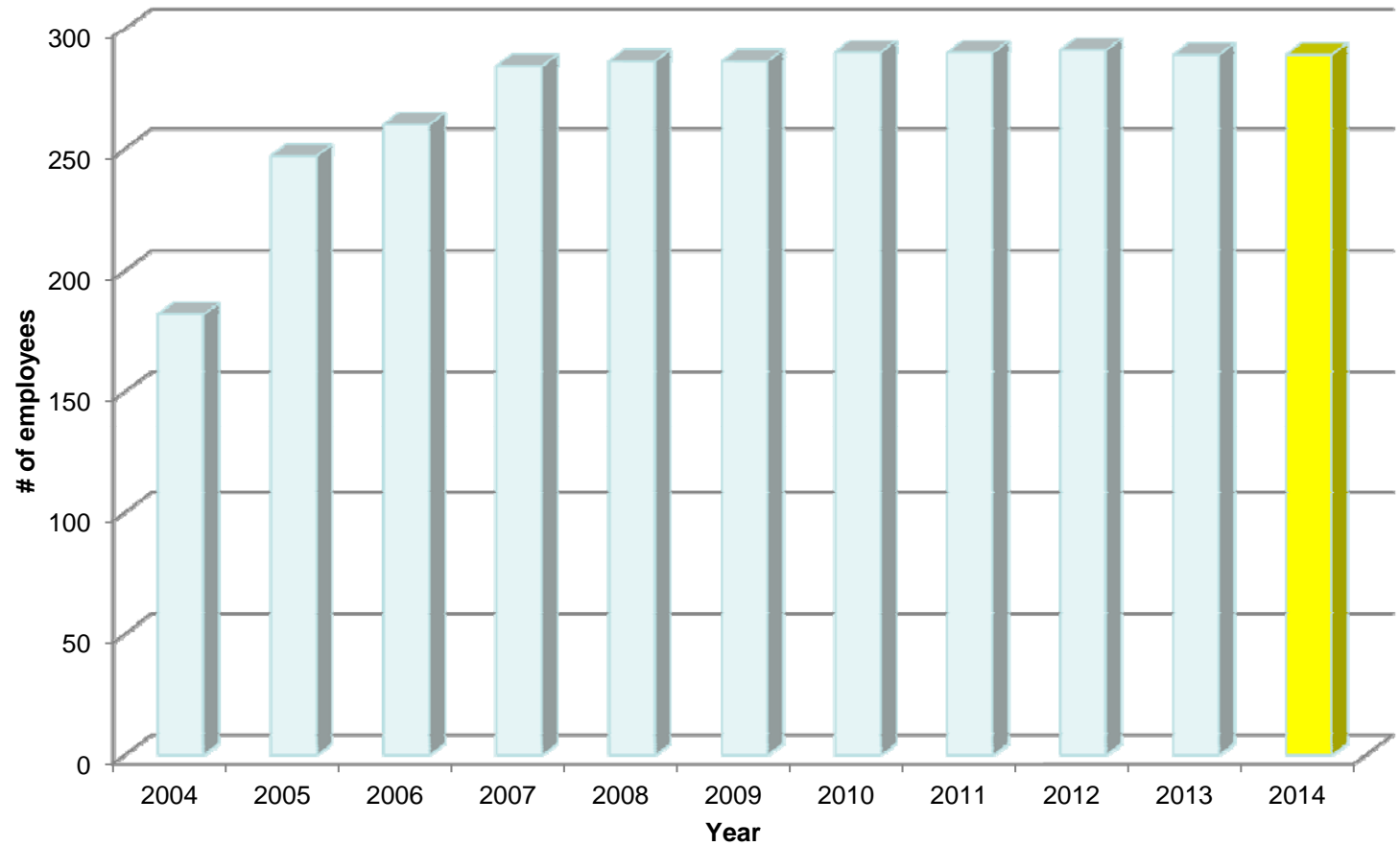
Organizational Chart & Complement - 2014



Complement (F.T.E.)	Management	Other	Total	# of Staff / Management
2013	10	278.6	288.6	27.9
2014	10	278.6	288.6	27.9
Change	0	0	0	0

→ Community
 → People
 → Processes
 → Finance

Hamilton Water – Staffing Trends



Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
# of FTE	182	247	260	284	286	286	289.6	289.6	290.8	288.6	288.6

* 2014 – Requested FTE

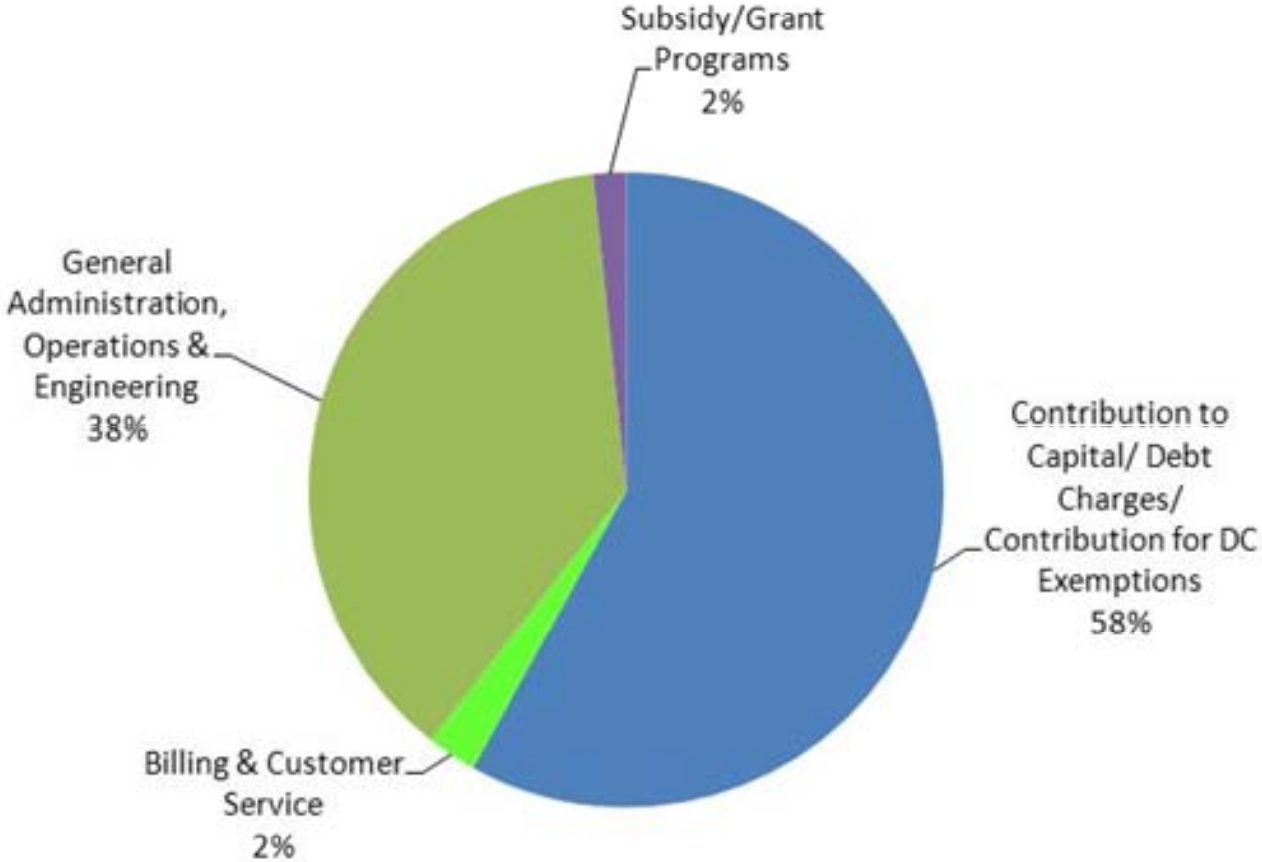


Hamilton
Public Works

Operating Budget

Proposed 2014 Operating Budget

Recommendation: That the 2014 Water, Wastewater and Stormwater Management Rate Supported Operating Budget in the amount of \$178,403,366 be approved as per Appendix “A” to FCS13082/PW13085



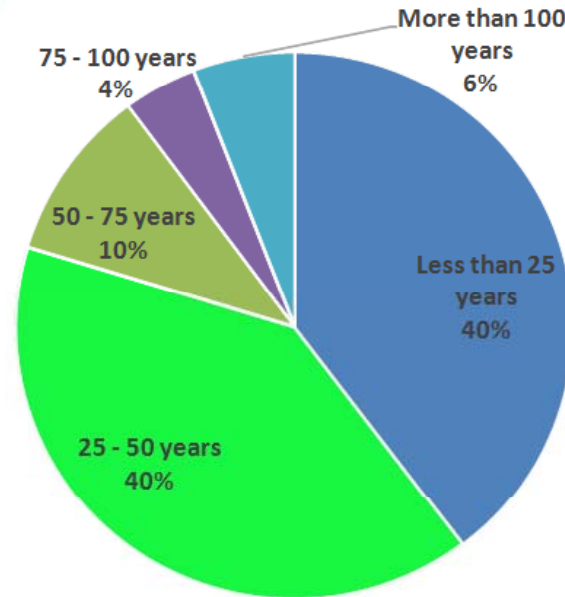
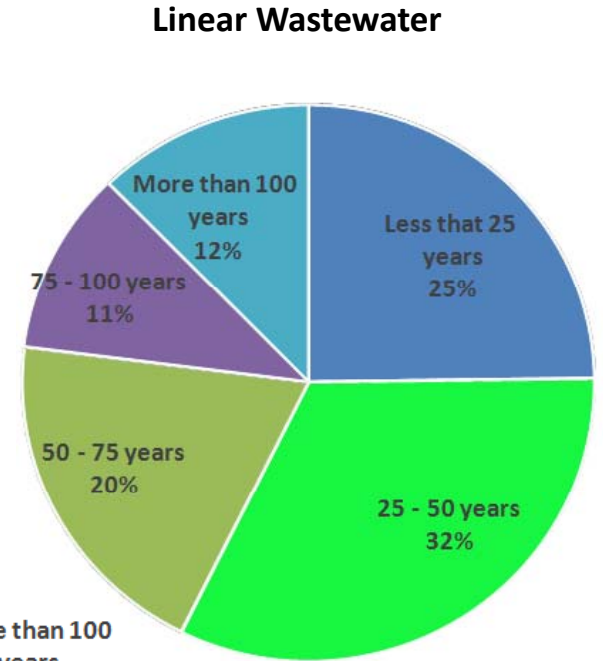
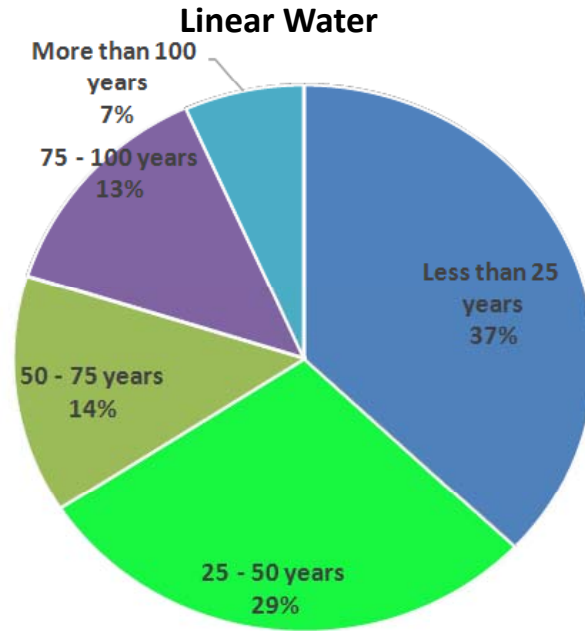


- Community
- People
- Processes
- Finance



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Public Works

Assets Useful Life





- Community
- People
- Processes
- Finance



Hamilton
Public Works

Total Expenditures

COST CATEGORY	2013 Restated	2014 Base Budget	\$ Change	% Change
Employee Related Costs	\$30,748,760	\$31,529,770	781,010	2.5%
Material and Supply	8,418,840	7,854,680	(564,160)	(6.7%)
Vehicle Expenses	1,231,390	1,280,080	48,690	4.0%
Building and Ground	13,602,950	13,838,560	235,610	1.7%
Contractual	14,642,610	14,677,700	35,090	0.2%
Agencies and Support Payments	2,716,500	2,716,500	0	0.0%
Reserves / Recoveries	1,451,080	1,410,750	(40,330)	(2.8%)
Cost Allocations	5,132,190	4,716,640	(415,550)	(8.1%)
Financial	2,183,190	2,333,190	150,000	6.9%
Capital Financing	91,869,260	98,045,500	6,176,240	6.7%
TOTAL EXPENDITURES	\$171,996,770	\$178,403,370	\$6,406,600	3.7%



- Community
- People
- Processes
- Finance



Hamilton
Public Works

Revenues and Reserves

REVENUES & RESERVES	2013 Restated	2014 Budget	\$ Change	% Change
Rates - Metered Fees	(164,986,200)	(170,766,760)	(5,780,560)	3.1%
Wastewater Abatement Program	440,000	440,000	0	0%
Overstrength Agreement	(1,600,000)	(1,625,000)	(25,000)	1.6%
Sewer Surcharge Agreements	(3,200,000)	(3,927,000)	(727,000)	22.7%
General Fees and Permits	(2,650,570)	(2,524,610)	125,960	(4.8%)
TOTAL REVENUES	(171,996,770)	(178,403,370)	(6,406,600)	3.7%



- Community
- People
- Processes
- Finance



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Questions ?



HAMILTON WATER
WATER IS LIFE