Agenda – Council – September 29, 2021

Report – Standing Policy Committee on Water and Waste, Riverbank Management and the Environment – September 13, 2021

Item No. 2 Winnipeg Sewage Treatment Program 2020 Annual Report – Program Agreement Between the City of Winnipeg and VWNA Winnipeg Inc. (Veolia)

STANDING COMMITTEE RECOMMENDATION:

On September 21, 2021, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Water and Waste, Riverbank Management and the Environment and submitted the following to Council:

1. That this report be received as information.

Report – Standing Policy Committee on Water and Waste, Riverbank Management and the Environment – September 13, 2021

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On September 21, 2021, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Water and Waste, Riverbank Management and the Environment and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On September 13, 2021, the Standing Policy Committee on Water and Waste, Riverbank Management and the Environment concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

ADMINISTRATIVE REPORT

Title: **WINNIPEG SEWAGE TREATMENT PROGRAM 2020 ANNUAL REPORT PROGRAM AGREEMENT BETWEEN THE CITY OF WINNIPEG AND VWNA WINNIPEG INC. (VEOLIA)**

Critical Path: **Standing Policy Committee on Water and Waste, Riverbank Management and the Environment - Executive Policy Committee – Council**

AUTHORIZATION

Author	Department Head	CFO	CAO
L. Szkwarek, CPA, CGA Manager Finance and Administration	M. L. Geer, CPA, CA, Director, Water and Waste Department	C. Kloepfer	M. Jack

EXECUTIVE SUMMARY

This Annual Report to Council summarizes the accomplishments and financial results that were realized in 2020, the tenth year of the 30-year program, as well as the plans and objectives that have been set for 2021.

The Veolia personnel augment the City's team and bring capacity and worldwide expertise to the Winnipeg Sewage Treatment Program (WSTP).

The WSTP day-to-day operations are governed by the program's Management Team (MT). The MT provides advice and recommendations on the WSTP activities to the Director of Water and Waste Department (Director) and on the administration of the WSTP to the Leadership Team (LT). The City retains full ownership and control of the sewage treatment plant facilities. The membership of the MT and LT are attached as Appendix A.

In 2020, the Program continued its focus on the delivery of the major capital projects, implementation of the maintenance strategy and readiness for operating the new infrastructure. The global COVID-19 Pandemic had a significant impact on activities in 2020, and it is anticipated that planned activities for 2021 will be challenged.

In 2021, commissioning of the South End Sewage Treatment Plan (SEWPCC) will progress with the first operational area to be turned over to operations planned for early Q3 2021. Construction of the North End Sewage Treatment Plan (NEWPCC) Headworks is expected to begin in 2021 together with planning for the Biosolids

upgrade project. In addition, the Asset Refurbishment and Replacement Program has expanded with the inclusion of several critical projects.

RECOMMENDATIONS

That this report be received as information.

REASON FOR THE REPORT

A 30-year consulting services agreement with VWNA Winnipeg Inc. (Veolia) was executed on April 20, 2011. This agreement requires the City to report on the results of the WSTP to City Council on an annual basis.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving this report as information.

HISTORY/DISCUSSION

On April 20, 2011, the City entered into a consulting services agreement with VWNA Winnipeg Inc. (Veolia). The scope of the agreement includes advice on operations and capital upgrades at the City's three sewage treatment plants for the duration of a 30-year agreement. The City retains full ownership and control of the sewage treatment plant facilities.

The WSTP day-to-day operations are governed by the program's Management Team (MT). The MT provides advice and recommendations on the WSTP activities and administration to the Leadership Team (LT) and the Director of Water and Waste Department. The LT provides advice and recommendations to the Director on the efficient delivery of all aspects of the Program, including ensuring compliance with City reporting and approval requirements. Within City delegated authority, it is the Director who approves all final decisions related to the WSTP. (See Appendix 1 for the current composition of the MT and LT)

ANNUAL PROGRAM REPORT 2020

COVID-19 Mitigation

- The Program collaborated effectively with its stakeholders to minimize adverse impacts, maintain compliance, and keep major and other capital projects moving.
    - The SEWPCC Upgrade and Expansion Project was at a critical stage with significant construction activities progressing in parallel with commissioning of the first major process area, involving many consultants and contractors who work across provincial and international borders. Each team adapted to develop and implement effective

COVID-19 policies which have been successful to minimize lost time. The teams were able to pivot to remote work using a variety of collaboration and conferencing platforms.

- The NEWPCC Headworks Facilities Upgrade team was able to make progress on procurement. Extensive use was made of remote working and conferencing and the team adopted innovative practices to provide proponents with virtual tours of the facility to support the procurement process.

- COVID-19 procedures were put in place to protect staff and manage operational risk, which included changes to staff working routines. Managers, supervisors and staff worked to minimize the impact on planned operational and maintenance work, and capital project support.

Notable Successes:

- A detailed commissioning sequence was created by the SEWPCC commissioning team to communicate the major activities required to achieve seeding of the biological nutrient removal (BNR).

- Construction of the NEWPCC Power Supply Upgrade (PSU) progressed throughout the year involving the coordination of multiple supply interruptions. The work culminated with the successful transfer of electrical load to the new infrastructure and substation which came online at the end of the year.

- City teams collaborated on operational readiness activities throughout the year for both the SEWPCC Upgrade and the NEWPCC PSU Upgrade. Readiness activities have made good use of the maintenance strategy to prepare maintenance plans for SEWPCC Headworks and the NEWPCC Power Supply, and ensure Oracle Work and Asset Management (OWAM) is ready to support maintenance activities.

- The Asset Refurbishment and Replacement (ARR) Program continues to take on additional projects prioritized based on risk to operations. Project management resources delivering the program are split between WWS and Engineering.

A. Program Management Initiatives:

1. Management Team (MT) Planning

The WSTP Management Team planning process was used throughout the year to review priorities and plan for the next three-year period. Goals have been established for 2023, with more detailed objectives in 2022 and detailed activity for 2021. The scope covers activities where the MT has a responsibility or influence with respect to Operations and Maintenance (O&M), Capital Upgrades, Finance and Regulatory.

2. Benefits Register

Continued use of the Benefits Register to document Program achievement and success identified benefits against four Program Areas: Capital Planning; Capital Delivery;

O&M; and Finance and Administration. Ten Key Benefit areas have been defined and 34 specific benefits are being captured and reported against these key benefit areas.

B. Compliance and Maintenance

1. Compliance

The WEWPCC and the NEWPCC have performed well during the year. A process instability at the SEWPCC was identified through regular process monitoring. A team of City and Veolia staff was gathered to review the situation and develop an action plan.

2. NEWPCC Sequence Batch Reactor (SBR) Diffuser Improvements

Condition monitoring of the aeration pressure has continued throughout 2020. The data has been used for maintenance turnaround planning and long-term asset replacement planning.

3. Maintenance Strategy

Mitigations for COVID-19 impacted the 2020 maintenance strategy work plan with most low and medium priority work deferred beyond 2020. Activity to progress planning and scheduling and preparation for the takeover of new assets from the major upgrade projects were prioritized. Progress delivering the maintenance strategy in 2020 included:

- Second maintenance planner was in position in early 2020 and had been peer training throughout the year;
- Additional City resources were assigned to begin the development of a planned maintenance program for the SEWPCC;
- Data mining of the O&M documentation began for identification of maintenance information and data for the asset specification record;
- 28 preventative maintenance routines were developed for SEWPCC Headworks (Area G) and 150 documents were added to the planning file;
- Ongoing development of planning and scheduling at the NEWPCC;
- A framework for an alarm philosophy was created with a detailed process for Alarm Management of Change within the new Process Control System;
- Project Charter for a Medium Voltage Maintenance services request for proposal (RFP) was drafted;
- Asset data record for SEWPCC Area G and for NEWPCC PSU (Phase I) was populated into OWAM.

Maintenance maturity was reassessed at the end of 2020 and compared with the position at the start of the year to evaluate progress. A draft maintenance strategy charter has been created with a roadmap for progress in 2021.

C. Asset Refurbishment and Replacement (ARR) Program

Prioritization workshops continue to build engagement with plant staff and were used to set priorities for the Program. ARR projects are being delivered by resources from the Engineering Division and the Wastewater Services Division.

Phase	Project
Delivery Phase	• Digester 11 Refurbishment • WEWPCC Truck Loading Bay • Boiler Controls Reliability • WEWPCC's Roof Condition Assessment • NEWPCC SBR Optimization
Procurement Phase	• NEWPCC Return Activated Sludge Pipe Refurbishment • SEWPCC Primary Clarifiers Refurbishment Works • Chem Scan Replacement
Planning Phase	• NEWPCC Return Activated Sludge Pipe Refurbishment • SEWPCC Primary Clarifiers Refurbishment Works • Chem Scan Replacement

D. NEWPCC Upgrade Projects

1. NEWPCC Upgrade: Power Supply and Headworks Facilities

    a. NEWPCC Power Supply Upgrade

    The new City of Winnipeg-owned substation provides greater system control and protective features along with enhanced employee operator safety.

    During 2020, construction was completed and commissioned with transfer of electrical load onto the new equipment. The full load Automatic Transfer Scheme system provides an enhanced supply capability under fault conditions. The project achieved substantial performance in December with total performance set to occur early in 2021 with remaining O&M training, old equipment salvage, landscaping and site de-mobilizing.

    b. NEWPCC Headworks Facilities

    This part of the project will provide an upgrade for the NEWPCC headworks including a new raw sewage pumping station, extensions of existing interceptor sewers to connect to the new pumping station, new process equipment, new grit removal and dewatering system, and a new standby generation facility. During 2020, the RFP and Design Build Agreement were issued to prequalified proponents.

2. NEWPCC Upgrade: Biosolids Facilities

    The upgrades to the Biosolids facilities have been initiated. Work in 2020 focused on the procurement strategies and funding agreements.

E. SEWPCC Upgrade and Expansion Project

The SEWPCC Upgrade and Expansion Project is being constructed through four main contracts. Contracts 1, 2 and 3 have achieved Total Performance. Contract 4 (C4), the final phase of the project, is underway. This year has seen the completion of the majority of structural construction.

1. Contract Administration

Work began on the replacement of the third inlet screen and the commissioning team had taken over operation of the first two screens previously installed. Completion of work scheduled during the low flow period was impacted by COVID-19, which included a construction site shutdown while policies were established. Business process improvements included:

- Improvements to progress estimate supporting documentation provided a better understanding of work completed, reflecting funds expended;
- A process was developed to quickly address operational issues for Area G (Headworks) which is in operation and under the contractor's supervision;
- The change management process was reviewed and improved to provide more efficient and timely resolutions to minimize the impact on construction and commissioning activities;
- The team also adapted to COVID regulations at the site, which included coordinating other site activities within constraints of evolving COVID guidelines and regulations;

Activity on site began to ramp up at the start of the summer in anticipation of the first migration of the control system as well as commissioning of secondary clarifiers 4 and 5, however, progress was impacted by continued deficiency correction. In the fall, the Project Team escalated efforts to collaborate with all parties to mitigate schedule risk and formulate a realistic plan for closeout in Area G and BNR seeding in 2021.

2. Commissioning

The team prepared a critical path sequence and schedule required to begin BNR process commissioning in the summer of 2021. Risk management principles were applied to identify contingency plans to accommodate the impacts of known risks associated with the construction and commissioning scheduling capabilities, and the contractor's construction quality control processes.

While 2020 was a challenging year for commissioning, plans are in place to proceed with commissioning in 2021 in order to meet the summer BNR seeding requirements.

F. Readiness

Operational and maintenance readiness progressed through the year. A checklist was established utilizing seven areas of readiness and covered contractor and consultant deliverables which have the potential to impact turnover, and activities relevant to start-up and transition of the works into operation. The following major activities were identified:

- Alarm Philosophy and Management of Change**:** The major capital projects will construct a new Process Control System and progressively migrate existing and new assets to the new system.

- Medium Voltage Maintenance Contract: As a result of the capital works, the City will take ownership of medium voltage electrical apparatus. A maintenance strategy is being developed.

G. Plant Automation

The plant automation projects are executing strategy from the Automation Master Plan developed in 2012. The WEWPCC, SEWPCC and NEWPCC Process Control System Upgrade Projects will see the replacement of the existing control systems with a modern equivalent to improve resilience and achieve the strategy from the Automation Master Plan.

To reduce risk, the scope of work for the upgrade of the NEWPCC process control system was separated from the headworks upgrade, and it will be managed as a stand-alone project. Design was assigned to an engineering consultant in 2020 and on-site investigations and preliminary design has started. The SEWPCC control system upgrade has been incorporated into the scope of Contract 4 and the System Integrator, the key contractor for implementation, is progressing the work. Schedule uncertainty for construction and commissioning continues to be a challenge. Work to upgrade the WEWPCC process control system will be prioritized after the two larger facilities.

H. Biosolids

The biosolids strategy continues to utilize the three beneficial re-use channels for biosolids: land application, soil fabrication and composting.

I. 2020 Program Key Performance Indicators (KPI) Results

2020 KPIs were evaluated in accordance with Schedule III of the Program Agreement and achievements were captured in three pools.

Pool	KPI	Activities
Pool A: Program Administration	Senior Leadership Management Meetings	Regular meetings between WSTP and SEWPCC C4 Contractor were established to identify key project challenges.
	Management Team Plan	Execution of the MT Plan involved the development and review of an Annual Program Plan for 2021.
	Training of NEWPCC staff on SEWPCC thin client	For monitoring of new equipment in Area G, a training plan was developed and multiple training sessions were held for NEWPCC staff.
Pool B: Operations	Maintenance Strategy	Mitigations for COVID-19 impacted the 2020 maintenance strategy work plan. Priority of activities were reviewed with most low and medium priority work deferred beyond 2020. Activities prioritized include progress planning and scheduling, and preparation for takeover of new assets from the major upgrade projects.
	Operational Readiness	Activities in 2020 include biweekly readiness meetings for the SEWPCC Upgrade and NEWPCC PSU projects,

		checklist for contractor and consultant deliverables and identification of two major activities (Alarm Philosophy and Management of Change and Medium Voltage Maintenance Contract).
Pool C: Capital Projects	Safety	Documentation was created including development of protocols for non-domestic and domestic travelers, recommended changes to training (virtual) and coordinated site responses. Lessons learned were applied to initiate the development of an emergency response plan specific to COVID to address any identified gaps.
	QA/QC	A quality issue at the SEWPCC was identified in 2020 and several strategies were recommended to correct. The recommendations implemented include the development of a comprehensive QA/QC flowchart, providing structure of the onsite deficiency management, encouraging alignment of processes between contractors, and identifying automation issues along with measures to correct.
	Commissioning Schedule	Due to compliance issues with the contractor's schedule, a detailed commissioning scheduled was developed. Multiple sessions with the Contractor were held in order to clearly outline the non-conformances.
	Force Majeure Document Management	Analysis of Force Majeure claim from SEWPCC C4 contractor including preparing recommendations and tracking deliverables.
	SEWPCC Change Management	Implemented administrative process to track change management items to share with both the WSTP and the Contractor to communicate priorities and status.
	Contractor Blended Labour Rates	A comprehensive analysis of SEWPCC C4 Contractor submitted labour rates including recommendations for treatment of the blended rate and its application for change orders to ensure fair and equitable application.
	SEWPCC Appeals	Maintain a list of outstanding appeals including analysis and advice/recommendation of the appeals that could potentially be closed (i.e. the initial condition for the appeal no longer exists or is resolved) as well as maintaining a running tally of the amounts that are determined as valid and invalid.
	SEWPCC Legal	Analysis and recommendation of settlement deals exchanged between legal counsels to resolve project challenges.
	SEWPCC Construction Coordination	Increased communication between project participants to facilitate a team approach and to also ensure project activities continue to progress forward. Developed the Commissioning Schedule and provided targeted construction dates to meet critical project timelines/licence requirements.

J. 2020 Financial Results

Veolia's compensation components that are earned annually include:

- fees on aggregate program target costs,
- gain share/pain share allocations,
- meeting key performance indicators, and

- interest adjustments.

Compensation earnings in any given year are credited to the Earnings At Risk Account (EARA) and earn interest. EARA categories are itemized in the following table (next page).

Earnings At Risk Account Summary ($thousands) as of December 31	**2020**	**2019**
Fees	**$ 791**	$ 1,559
Share of gain/(pain) on operations	**601**	(304)
Key performance indicators	**776**	779
Interest on funds	**64**	68
Performance compensation	**$2,232**	$2,102
EARA opening balance	**$2,102**	$1,629
EARA closing balance before withdrawals	**$4,334**	$3,731
Veolia withdrawal with security	**$(2,102)**	$(1,629)
EARA closing balance after withdrawals	**2,232**	2,102
Accumulated Veolia withdrawals	**$13,114**	$11,012

The EARA is compared to the At Risk Amount (ARA) to determine if Veolia is entitled to reduce their at risk amount. The ARA represents, numerically, the amount of risk remaining in the Program over the balance of the contract, and includes best estimates of operating and capital expenditures. As at December 31, 2020, the EARA balance was $2.2 million ($2.1 million, 2019) and the ARA balance was $51.7 million ($54.5 million, 2019).

Veolia can only reduce their ARA at such time as the EARA balance exceeds the ARA balance or if a letter of credit is issued to support a withdrawal. In December 2020, upon approval from the LT, $2,102,071 of the EARA balance was paid out to Veolia and replaced with a Standing Letter of Credit.

As per the Agreement, Veolia is required to post security to the City with the purpose of protecting the City in the event of certain situations. Veolia has posted $50 million security ($25 million letter of credit and $25 million performance bond). There is also a Parental Guarantee in place to protect the City whereby Veolia North America guarantees all of Veolia's obligations under the agreement.

The financial summary for 2020 with comparative figures for 2019 is as follows:

Financial Summary ($millions)	**December 31, 2020**	December 31, 2019
Reimbursement of Veolia direct costs	**$ 2.3**	$ 2.0
Earnings At Risk Account	**$ 2.2**	$ 2.1
At Risk Amount	**$ 51.7**	$ 54.5
Performance Security	**$ 50.0**	$ 50.0
Standing Letter of Credit	**$13.1**	$ 11.0

2021 ANNUAL PROGRAM PLAN (APP) DELIVERABLES:

The Program will build upon the strategy established in 2018, continuing the focus on the delivery of the capital projects and operations and maintenance readiness. During 2021, the SEWPCC Upgrade and Expansion Facility and the NEWPCC Power Supply Upgrade Projects will reach critical milestones for the transfer of assets into long term operation. The Program will prioritize its activities to make this successful and continue planning for the progress of the other elements of the capital program.

A. Program management initiatives

1. Management Team (MT) Planning Process

Program activities have been developed for 2021 through the WSTP MT planning process, with goals and objectives identified for the following two years to aid long term planning. The MT planning tool will be used to follow progress throughout the year and plan for subsequent APPs.

2. Communication

The MT will develop a communication strategy to keep the LT informed on: SEWPCC Risk Shedding status and issues; progress and issues related to work to meet SEWPCC licence requirements and phosphorus compliance.

3. Change Management

There have been significant changes to MT membership. Contingent on the progress of COVID-19 mitigations, the MT will plan an off-site workshop to assist team members in understanding their roles and responsibilities, and their function as part of program governance.

4. Veolia Resource Requirements

As projects and planning evolve, the needs of the Program will be reviewed and resourced accordingly. The Program requires roles to match needs at various stages of the program lifecycle. Resources that are prioritized to be filled in 2021 are Automation Support (NEWPCC DCS Migration, see below), Warranty Support and a NEWPCC Biosolids Technical Support.

5. Automation Support (NEWPCC DCS Migration)

Migration of the Distributed Control System (DCS) at the treatment plants is a complex project which replaces the plant control system while maintaining operations. The NEWPCC DCS migration project will also address mitigation for managing a risk to the Headworks Upgrade Project. Automation support will be provided by a specialized resource recruited from the SEWPCC Upgrade project.

6. Warranty Support

The NEWPCC PSU Project has reached substantial performance and the SEWPCC Upgrade and Expansion Project has begun commissioning. Together these projects will transfer over 2,000 new maintainable assets to operations.

The potential volume of warranty claims from the NEWPCC PSU and the SEWPCC Upgrade projects creates a need for a resource to manage the claims and to build the capability for managing warranties in preparation for receiving the next planned capital investment from the NEWPCC Upgrade Headworks and Biosolids Facilities projects.

7. NEWPCC Biosolids Technical Support

Project support requirements for upgrade of the NEWPCC Biosolids Facility will be dependent upon the procurement strategy WSTP resource requirements for this project will be reviewed after confirmation of the procurement path.

8. Target Costs

The Capital Program Target Costs (CPTC) have been established for the SEWPCC Upgrade and Expansion and the NEWPCC Power Supply Upgrade. The CPTC tracking framework, used to adjust the SEWPCC Third Party Construction Costs applicable changes occur to address shared risks, will be further developed with the addition of a risk shedding methodology.

Development of a CPTC methodology for the NEWPCC Headworks and a strategy for non-operational improvement capital project operating adjustment for the SEWPCC Upgrade and Expansion project will begin in 2021.

B. NEWPCC Upgrade Projects

1. Headworks Facilities Upgrade

The NEWPCC Headworks Facilities Upgrade is being delivered through a Design-Build contract. An RFP was issued to pre-qualified proponents in 2020 who had progressed competitive preliminary designs.

At the end of 2020, a consultant was assigned to carry out design and contract administration services for migration of the existing DCS to a modern system based on Programmable Logic Controllers at the NEWPCC. The Consultant will progress the design of the works in 2021 towards posting and award of a Bid-Op for the construction phase.

2. Biosolids Facility Upgrade

The procurement strategy for replacement of the NEWPCC Biosolids Treatment facilities is dependent upon Investing in Canada Infrastructure Plan (ICIP) funding.

3. Primary Clarifier Refurbishment

In 2021, a consultant RFP will be posted for the design of works to refurbish the NEWPCC Primary Clarifiers to improve reliability.

C. SEWPCC Upgrade and Expansion Project

The design phase of the SEWPCC Upgrade and Expansion project is complete. Work on the last construction contract (C4) is continuing as a Program priority in the context of significant schedule and contract relationship challenges.

Commissioning of the new headworks began in 2020 and transfer of the SEWPCC Upgrade and Expansion project to operations will begin in 2021.

D. Readiness

Readiness efforts will continue in 2021 in preparation to receive new assets as a result of the SEWPCC Upgrade and Expansion and the NEWPCC Power Supply Upgrade Projects.

A services contract will be developed for maintenance of new Medium Voltage assets delivered through the NEWPCC PSU and SEWPCC Upgrade and Expansion Projects.

E. Biosolids Management

The Program will continue to support the City's biosolids re-use strategy which has developed multiple beneficial re-use routes for biosolids: Land Application; Soil Manufacturing and Composting. Landfill remains part of the biosolids management strategy for winter operations.

F. Capital Planning

The priority for Program support to capital planning will be on the Phosphorous Master Plan, which is a long-term planning document used to guide and coordinate activities required to achieve licence objectives with respect to Phosphorous removal.

G. Compliance, Operation and Maintenance

1. Operations Strategy

No specific operational projects are identified for 2021 due to the significant workload required to support the commissioning of the major capital works. The Program will continue to support the Wastewater Services Division in performing and delivering on its operational priorities beyond the capital program.

2. Maintenance Strategy

The Program will continue to support the improvement of maintenance capability. The maintenance maturity model will be updated and a project charter will be created for maintenance strategy activities in 2021. Priorities include:

- Procurement of a specialist contractor for maintenance of new Medium Voltage equipment;
- Ongoing development and expansion of Planning and Scheduling;
- Implementation of the predictive maintenance strategy through an RFP for condition monitoring, and
- Activities to support maintenance readiness for the SEWPCC Upgrade and NEWPCC Power Supply projects.

H. Asset Refurbishment and Replacement (ARR) Program

ARR program is a long-term strategic capital program created to assure the safety, reliability and efficiency of assets to achieve their targeted or expected operational life. The Program will continue to integrate priority ARR projects.

NEWPCC RAS Pipe Refurbishment Project: This is the most significant ARR project within the current program in terms of value and criticality to operations. Design of the preferred refurbishment option will occur in 2021 towards the award of a construction bid-op.

I. 2021 Program Key Performance Indicators (KPI)

KPI	Description
MT Plan Execution and Monitoring	To develop the MT Planning Process and to integrate monitoring of progress on KPI initiatives during the year; capture and plan for potential future KPI ideas to approval in a timely manner; and provide training to new and refresher for existing MT members on Program Agreement aims and MT responsibilities.
NEWPCC Upgrade Communication Plan	Focus on completing a Communication Master Plan for the NEWPCC which outlines what information needs to be shared and how it would be communicated, the target audience and frequency.
Risk and Mitigation Strategy	Focus on Risk Allocation Matrix to assure shared risks are considered in Project Risk Registers.
Wastewater Treatment Processes Training for Maintenance Staff	To provide relevant training on existing and planned future treatment processes at the City's three sewage treatment plants for maintenance staff who provide service to these facilities.
Piping & Instrumentation Diagram (P&ID) Drawings Refresher Training for Operations and Maintenance Staff	To develop, coordinate and provide refresher training to Treatment and Maintenance Branch staff on P&ID drawing interpretation.
Training for Creation of Asset Hierarchy and Asset Data Records from P&ID	To provide training to designated staff from the Operational Systems Branch on the development and interpretation of the asset hierarchy and interpreting/deriving asset data record from P&ID and other record drawings.
SEWPCC/NEWPCC Streamlined Electrical Spares Recommendation	Perform a gap analysis between the contractual spares to be provided and recommend additional spares to be held to assure electrical availability.

FINANCIAL IMPACT

Financial Impact Statement

Date: July 19, 2021

Project Name:

WINNIPEG SEWAGE TREATMENT PROGRAM 2020 ANNUAL REPORT PROGRAM AGREEMENT BETWEEN THE CITY OF WINNIPEG AND VWNA WINNIPEG INC. (VEOLIA)

COMMENTS:

The report is received for information. Financial implications of the Program are discussed in the Financial Results section of the report.

L Szkwarek

Lucy Szkwarek, CPA, CGA
Manager Finance and Administration

CONSULTATION

This Report has been prepared in consultation with:

WSTP Leadership Team

OURWINNIPEG POLICY ALIGNMENT

This report is in accordance with the OurWinnipeg policies through

OurWinnipeg Reference: Sustainable Water and Waste Direction Strategy, Environment

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

N/A

SUBMITTED BY

Department: Water and Waste Department
Division: Finance and Administration
Prepared by: Ashleigh Campbell, CPA CA
Date: July19, 2021
File No.: 020-17-06-10-01

Appendix A: Leadership and Management Team Membership

APPENDIX A: LEADERSHIP AND MANAGEMENT TEAM MEMBERSHIP (updated)

