

**Minutes – Standing Policy Committee on Finance and Economic Development –  
March 7, 2025**

**REPORTS**

**Item No. 7                      North End Sewage Treatment Plant (NEWPCC) Upgrade: Biosolids  
Facilities,  
Project ID: 203110028B,  
Quarterly Project Status Report No. 8  
For the Period Ended December 31, 2024**

**STANDING COMMITTEE DECISION:**

The Standing Policy Committee on Finance and Economic Development concurred in the recommendation of the Winnipeg Public Service and received the financial status of the NEWPCC Upgrade: Biosolids Facilities, as contained in this report, as information.

**Minutes – Standing Policy Committee on Finance and Economic Development –  
March 7, 2025**

**DECISION MAKING HISTORY:**

Moved by Councillor Orlikow,

That the recommendation of the Winnipeg Public Service be concurred in.

Carried

## ADMINISTRATIVE REPORT

**Title:** North End Sewage Treatment Plant (NEWPCC) Upgrade: Biosolids Facilities,  
Project ID: 203110028B,  
Quarterly Project Status Report No. 8  
For the Period Ended December 31, 2024

**Critical Path:** Standing Policy Committee on Finance and Economic Development

### AUTHORIZATION

Author	Department Head	CFO	CAO
C. D. Wiebe, P. Eng., CAMP, Manager of Engineering Services	T. W. Shanks, M. Eng., P. Eng. Director, Water and Waste	T. Graham	S. Armbruster, Interim CAO

### EXECUTIVE SUMMARY

**Project On Schedule:** Yes ☒ No ☐

**Project On Adopted Budget:** Yes ☒ No ☐

**Percent of Schedule Complete:**

**Percent of Adopted Budget Spent:**

The Capital Budget for the NEWPCC Upgrade: Biosolids Facilities project is \$1.035 billion with expenditures to date totaling \$18.2 million. A total of \$10.4 million was spent during this reporting period. Of the approved Capital Budget, the funding sources for the additional \$483 million need to be confirmed.

Key project updates this quarter include:

- The Development Phase Agreement for the Progressive Design Build (PDB) of the NEWPCC Upgrade: Biosolids Facilities project was fully executed on September 5, 2024. Red River Biosolids Partners has commenced work on the Start-Up Period. The Preliminary Design Period is anticipated to begin in Q1 2025.
- Tender 447-2024 NEWPCC Piping Installation, Soil Remediation, and Site Compound Development was awarded to J-Con Civil Ltd. on October 28, 2024. Work has commenced on site.
- KPMG LLP concluded its audit on all three NEWPCC Upgrade projects. The audit report has been presented to the Executive Policy Committee on January 21, 2025.

The Advisory Committee has reviewed this report and recommends that the report be sent to the Standing Policy Committee on Finance and Economic Development.

## RECOMMENDATIONS

That the financial status of the NEWPCC Upgrade: Biosolids Facilities, as contained in this report, be received as information.

## REASON FOR THE REPORT

Major Capital Projects are required to report quarterly to the Standing Policy Committee on Finance and Economic Development. The threshold for reporting is reviewed at the beginning of each multi-year budget cycle and revised, if required, for Council consideration. For the 2024-2027 multi-year budget cycle Council approved that the threshold be maintained at \$25 million. The Standing Policy Committee on Finance and Economic Development may also request reporting on any capital project.

## IMPLICATIONS OF THE RECOMMENDATIONS

No implications.

## HISTORY/DISCUSSION

See Appendix C – Key Project Events (History)

### **Procurement** (Update from last report)

- **RFP 7-2017:** P1 Consulting Inc. (fairness advisor) provided fairness monitoring at the debriefs for the Proponents. A final fairness advisor report is being prepared and is anticipated to be finalized in Q1 2025.

### **Development Phase** (Update from last report)

- **RFP 779-2021B:** The Development Phase Agreement was fully executed on September 5, 2024. Red River Biosolids Partners (Development Partner) has commenced the Start-Up Period. This includes activities such as chartering, preparing work plans, and setting up templates and procedures to be used in the Preliminary Design Phase. The Preliminary Design Period is anticipated to begin in Q1 2025.
- **RFP 182-2015:** Biosolids Procurement: AECOM Canada Ltd. (AECOM) (owner's advisor) supported the Development Phase by reviewing submissions from the Development Partner and providing technical and project management advice to the City.
- **RFP 102-2017:** Blakes Cassels & Graydon LLP supported the Development Phase by providing legal advice to the City.

**Construction** (Update from last report)

- **RFP 182-2015: Biosolids Early Works:** AECOM continues to assist the City with early work construction packages to minimize the risk to the main PDB contract.
  - Tender 447-2024: NEWPCC Piping Installation, Soil Remediation, and Site Compound Development was awarded to J-Con Civil Ltd. on October 28, 2024. A social procurement plan and targets were received prior to award. Work has started on site and is anticipated to be complete by Q4 2025.
  - Tender 446-2024: Supply and Installation of Prefabricated Modular Office Complex: The pre-tender cost estimate for this work was higher than anticipated and so this scope of work has been cancelled.
  - Preliminary design continued for the land drainage sewer. The preliminary design report is anticipated in January 2025. The subsurface railway crossing application will be submitted to CP Rail following finalization of the preliminary design.

Table 1 – Contracts

<b>NEWPCC Upgrade: Biosolids Facilities</b>							
<b>Contracts Table (Over \$250,000.00)</b>							
<b>Bid Opportunity #</b>	<b>Company Name</b>	<b>Description</b>	<b>Original Contract Award Value (GST &amp; MRST extra as applicable)</b>	<b>Total Approved Over-Expenditures (Over-Expenditure amount only)</b>	<b>Date of Award</b>	<b>Date of Total Completion</b>	<b>Estimated % Complete</b>
182-2015 (Biosolids - Preliminary Design)	AECOM Canada Ltd	Owner's Advisor	\$ 1,316,735	\$ -		-	94
182-2015 (Biosolids - Procurement) <sup>1</sup>	AECOM Canada Ltd	Owner's Advisor	\$ 6,521,026	\$ -	4-Aug-2022	-	56
102-2017 (Biosolids) <sup>1</sup>	Blakes Cassels & Graydon LLP	External Legal Counsel	\$ 804,373	\$ -	14-Sep-2022	-	59
182-2015 (Biosolids - Early Works) <sup>1</sup>	AECOM Canada Ltd	Professional Engineering Services for Early Works	\$ 2,539,127	\$ -	23-Jun-2023	-	50
182-2015 (Biosolids - Flushing Water) <sup>1</sup>	AECOM Canada Ltd	Professional Engineering Services for Flushing Water	\$ 1,645,000	\$ -	30-Oct-2023	-	10
779-2021B (Development Phase) <sup>1</sup>	Red River Biosolids Partners	Development Phase Agreement	\$ 95,000,000	\$ -	18-Jul-2024	-	6
182-2015 (Biosolids - Development Phase) <sup>1</sup>	AECOM Canada Ltd	Owner's Advisor	\$ 18,812,168	\$ -	28-Jun-2024	-	2
447-2024 (Biosolids Early Works) <sup>1</sup>	J-Con Civil Ltd.	NEWPCC Piping Installation, Soil Remediation, and Site Compound Development	\$ 7,979,353	-	28-Oct-2024	-	11
		<b>Total</b>	<b>\$ 134,617,781</b>	<b>\$ -</b>			

<sup>1</sup>The Original Contract Award Value includes MRST

**Upcoming Procurements:**

<b>Description</b>	<b>Anticipated Award Date</b>
Land Drainage Sewer Construction Tender	Q3 2025

**Schedule** (Update from last report)

The key schedule milestones for the Biosolids Facilities project have been included in Table 2, which has been updated to include milestones for Stage Gates 1-3 for the Development Phase Agreement.

- Stage Gate 1 – Start-Up Period. This includes activities such as chartering, preparing work plans, and setting up templates and procedures to be used in the Preliminary Design Period.
- Stage Gate 2 – Preliminary Period. By the end of this, the City will receive the 30 percent design.
- Stage Gate 3 – Intermediate Period. At the end of this, the City will receive the 60 percent design.

Following Stage Gate 3, the City will have all details needed on scope, schedule, and price to enter into the Design Build Agreement, pending City Council approval.

Table 2 – Milestones

Milestones					
Deliverable		Original Targeted Completion Date	Revised Targeted Completion Date	Actual Completion Date	Estimated % Complete
1	Preliminary Design Report	2022 Q1	-	2022 Q1	100
2	2022 Cost Report <sup>1</sup>	2022 Q1	-	2022 Q1	100
3	2023 Cost Report <sup>1</sup>	2023 Q2	-	2023 Q2	100
4	RFP Step 1 Posted	2023 Q1	2023 Q2	2023 Q3	100
5	RFP Step 2 Posted	2023 Q4	-	2023 Q4	100
6	Development Phase Agreement (DPA) Award	2024 Q2	-	2024 Q3	100
7	DPA Stage Gate 1 - Start-Up Period	2025 Q1	-	-	67
8	DPA Stage Gate 2 - Preliminary Period	2025 Q3	-	-	-
9	DPA Stage Gate 3 - Intermediate Period	2026 Q2	-	-	-
10	Design Build Agreement Award	2026 Q3	-	-	-
11	Design Build Substantial Completion	2030 Q4	-	-	-
12	Design Build Final Completion	2032 Q4	-	-	-

<sup>1</sup> Cost Consultant Class 3 Estimate

### **Risk** (Update from last report)

One new risk was identified in this reporting period.

- Project cost impacts resulting from potential 25 percent retaliatory tariffs on all imported goods from Canada to the United States. This has the potential to impact items such as steel, process equipment (i.e. centrifuges), and electrical equipment.

Table 3 – Significant Risks and Mitigations Strategies

<b>Significant Risks and Mitigation Strategies</b>	
<b>Risk Statement and Explanation</b>	<b>Risk Mitigation Management Plan</b>
<b>New:</b>	
Potential retaliatory tariffs on equipment from the United States will increase project costs	Use the Progressive Design Build delivery model to collaboratively change the contract to minimize cost impacts
<b>Ongoing:</b>	
The City is currently funding 64% of the Biosolids budget of \$1.035 billion	Seek additional external funding sources for consistent cost sharing
The 2024 to 2027 rates assume additional funding. There is the potential for significant rate increases due to not receiving additional funding	Seek additional external funding sources for consistent cost sharing
Running out of biosolids treatment capacity will limit Winnipeg's ability to grow and could result in provincial regulator violations leading to fines	Construction of both the Biosolids and Nutrient Removal Facilities will increase Winnipeg's biosolids capacity. Prioritize funding to ensure these key projects move forward. Engage qualified engineering and construction teams to build these key facilities. Track remaining biosolids capacity and report to Council through bi-yearly council reports
Duration of City approval processes causes schedule extension and additional costs to the project	Request delegated authority within the City's approval structure, and request special meetings where appropriate to shorten City's approval timelines
Contaminated soils on project site can cause construction delays and increased costs	Complete soil assessments early. Remove contaminated soils under a separate contract prior to the large construction project beginning
Heritage finds during construction can cause construction delays and increased costs	Complete heritage surveys early. Develop procedures for chance heritage finds and incorporate them into the contract documents during construction
Multiple major projects occurring at the same time at NEWPCC can lead to conflicts and schedule delays	Routinely coordinate between all NEWPCC projects. Use the same Owners Advocate and Veolia team across all major projects to minimize conflicts
Public complaints about increased traffic and road conditions during construction	Require contractors to create and follow traffic management plans.
Public complaints about dust during construction	Require contractors to follow specifications for construction which include dust control procedures, which includes roads onsite and any public roads used by construction activities
Public complaints about odour once the new facility is brought online	Include odour control systems in the scope of work



<b>Mitigated:</b>	
The draft ICIP funding agreement from the Province of Manitoba remains outstanding	The ICIP funding agreement was executed on March 26, 2024
No competition on a design-build procurement for the Biosolids Facilities project due to only one bidder	Changed project delivery model to Progressive Design Build and shortlisted two proponents

### **Financial** (Update from last report)

For further information, refer to Appendix B – Financial Forecast.

### **Funding** (Update from last report)

The Biosolids Project is currently working on an application for additional funding from the Canada Housing Infrastructure Fund. The application deadline is March 31, 2025.

On November 22, 2024, the Provincial Government announced plans to commit an additional \$30 million for the Biosolids Facilities project. Funds will be coming from the City's Strategic Infrastructure Basket. The City has received a letter from the Province, but legal agreements have not been executed. As such, this funding is not included in Table 4.

Table 4 – Project Funding Forecast

<b>Funding Forecast</b>			
<b>Funding Source</b>	<b>Adopted Budget (in millions)</b>	<b>Amended Budget * (in millions)</b>	<b>Committed (in millions)</b>
<b>Class of Estimate</b>	<b>Class 3</b>	<b>Class 3</b>	<b>Class 3</b>
NEWPCC Upgrade: Biosolids Facilities			
External Debt	184.46	490.75	490.75
Federal Government	200.87	200.87	200.87
Provincial Government	167.38	167.38	167.38
Retained Earnings		106.00	106.00
Environmental Projects Reserve		70.00	70.00
<b>Total</b>	<b>552.71</b>	<b>1,035.00</b>	<b>1,035.00</b>

\*On September 29, 2023 Council approved a budget increase of \$482.29 million funded by \$351.62 million debt, \$76 million retained earnings and \$54.67 million Environmental Projects Reserve.

### **Property Acquisition** (Update from last report)

No new updates.

### **Stakeholder Engagements/Communications** (Update from last report)

The Public Service continues to work with a number of stakeholders on this project including:

- Peguis First Nation regarding the cultural interest in the NEWPCC lands for the Biosolids Facilities project
- The Manitoba Government as the provincial regulator
- The International Institute for Sustainable Development, Lake Winnipeg Foundation, and Lake Winnipeg Indigenous Collective as environmental stakeholders
- Sustainable Procurement Advisory Table as a social procurement stakeholder

### **Audit** (Update from last report)

KPMG LLP concluded its audit on all three NEWPCC Upgrade projects. The objective of the audit was to evaluate the existence, effectiveness, and adequacy of controls over the NEWPCC Upgrade projects. The Public Service has prepared their audit response and developed a plan to address the audit recommendations.

Given the early stage for the Biosolids project, the Public Service expects to be able to implement most of the audit recommendations. This includes, delegated authority to approve changes, risk management, enhanced reporting and tracking, contract and claims management, relationship management, social procurement, indigenous communities communication, and project planning document updates.

### **Subsequent Events after Report Period End Date**

The final audit report was presented to the Executive Policy Committee on January 21, 2025. A number of the audit recommendations are in the process of being implemented, including increased frequency of risk reviews, project planning document updates, and internal planning workshops. The content and reporting frequency of the quarterly status project reports may change as the audit recommendations are implemented.

A report requesting delegation of authority to approve over-expenditures for the NEWPCC Upgrade projects was approved at the February 2025 meeting of the Standing Policy Committee on Water, Waste and Environment. It is moving forward for Council consideration. This report follows from audit recommendations 2: authority and accountability and 40: change order approval timelines.

The Public Service is acting on direction from Council to engage with KPMG on establishing a fit-for-purpose governance model that streamlines oversight and supports effective alignment, accountability, autonomy and disclosure on the NEWPCC upgrade projects.

<b>FINANCIAL IMPACT</b>
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**Financial Impact Statement**    **Date:**    [February 7, 2025](#)

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**Project Name:**

**North End Sewage Treatment Plant (NEWPCC) Upgrade: Biosolids Faciliti**

**Project ID: 203110028B,**

**Quarterly Project Status Report No. 8**

**For the Period Ended December 31, 2024**

**COMMENTS:**

Financial forecast for NEWPCC Upgrade Biosolids can be found in Appendix B.

Angela Wiebe, on behalf of  
Lucy Szkwarek, CPA, CA  
Manager of Finance & Administration

## CONSULTATION

This Report has been prepared in consultation with:

N/A

## OURWINNIPEG POLICY ALIGNMENT

This report aligns OurWinnipeg 2045, Policy 2.17 Regional Water Resource Management, by addressing long-term capacity of water-related systems including wastewater management. Objective: Protect and value ecosystems as essential components to quality of life through municipal activities and urban environment.

## WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

NEWPCC Upgrade: Biosolids Facilities Project aligns with the Strategic Opportunity #6 Waste Reduction and Diversion found on page 51 of the Climate Action Plan approved by Council on September 20, 2018, Key Direction 6.3 and 6.4.

The Water Protection Act requires the City to reuse the wastewater biosolids and to recover the nutrients from the biosolids to the maximum extent possible. The intent is for the facility to produce Class A Biosolids which can be reused resulting in diversion of biosolids from the landfill.

## WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

On February 24, 2022, Council directed that bidders for the Biosolids Facilities Project include the following in their submissions:

- Specific commitments to engage skilled labour including targets for employment of Indigenous peoples and other under-represented groups within the Manitoba market
- Proposed plans and partnerships with organizations to promote employment and training initiatives for Indigenous and other under-represented groups within the Manitoba market

This aligns with Goal 1 - Equity and a Culture of Caring are Demonstrated through Strategy Implementation and Systems Change; Topic- Community Benefits in City Projects; of the Winnipeg Poverty Reduction strategy Implementation Plan.

## SUBMITTED BY

**Department:** Water and Waste  
**Division:** Engineering Services  
**Prepared by:** Lana Obach, P. Eng., MASc., PMP  
**Date:** February 7, 2025

## **Appendices**

Appendix A – Key Project Facts

Appendix B – Financial Forecast

Appendix C – Key Project Events (History)

Appendix D – Funding

## Appendix A – Key Project Facts

Appendix A – Key Project Facts	
<b>Project Name</b>	NEWPCC Upgrade: Biosolids Facilities
<b>Business Owner (Department)</b>	Water and Waste Department
<b>Project ID</b>	203110028B
<b>Project Sponsor</b>	Director of Water and Waste
<b>Department Responsible for Project Delivery</b>	Water and Waste Department
<b>Owner's Advisor</b> (Company Name)	AECOM Canada Ltd.
<b>Adopted Budget</b>	\$ 552,712,000.00
<b>Class of Estimate (Adopted)</b>	3
<b>Range of Estimate (Adopted)</b>	-20% to 30%
<b>Amended Budget</b>	\$ 1,035,000,061.00
<b>Class of Estimate (Amended)</b>	3
<b>Range of Estimate (Amended)</b>	-20% to 30%
<b><u>Project Scope</u></b>	
The Biosolids Facilities project will address end of life equipment and regulatory requirements regarding the recovery of nutrients and maximize biosolids reuse. It will add new facilities to treat the sludge from the City of Winnipeg's three sewage treatment plants and replace end-of-life equipment.	
<b>Major Capital Projects Advisory Committee Membership:</b>	
<ul style="list-style-type: none"> <li>- Matt Dryburgh, Interim Deputy Chief Administrative Officer</li> <li>- Tracy Graham, Chief Financial Officer</li> <li>- Geoffrey Patton, Director of Assets and Project Management</li> <li>- Danny Tooth, Acting Manager of Major Projects Oversight</li> <li>- Tim Shanks, Director of Water and Waste</li> <li>- Cynthia Wiebe, Manager of Engineering Services, Water and Waste</li> <li>- Lucy Szkwarek, Manager of Finance and Administration, Water and Waste</li> <li>- Linda McCusker, Project Director, Winnipeg Sewage Treatment Program, Water and Waste</li> </ul>	

## Appendix B – Financial Forecast

Appendix B - North End Sewage Treatment Plant (NEWPCC) Upgrade: Biosolids Facilities Project Financial Forecast  
As at Dec 31, 2024

Project Component Deliverables	Budget (in 000's)			Actual Costs To Dec 31, 2024	Expenditure Forecast (in 000's)										Total Forecasted Costs	Surplus (Deficit) From Amended Budget	Variance Last Report	Change in Variance	
	Adopted Budget	Council Approved Change	Amended Budget																
					2025	2026	2027	2028	2029	2030	2031	2032							
Engineering, Design and Other	\$ 30,967	\$ 38,303	\$ 69,270	\$ 8,550	\$ 15,586	\$ 22,956	\$ 5,675	\$ 4,322	\$ 4,272	\$ 3,778	\$ 2,185	\$ 1,946	\$ 69,270	\$ -	\$ -	\$ -			
Construction	\$ 377,967	\$ 300,721	\$ 678,688	\$ 9,429	\$ 35,400	\$ 147,817	\$ 189,770	\$ 153,444	\$ 81,775	\$ 48,331	\$ 6,310	\$ 6,412	\$ 678,688	\$ -	\$ -	\$ -			
Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Internal Financing/Overhead Costs	\$ 43,161	\$ 89,656	\$ 132,817	\$ 196	\$ 1,873	\$ 5,228	\$ 7,220	\$ 15,616	\$ 22,194	\$ 26,390	\$ 27,092	\$ 27,008	\$ 132,817	\$ (0)	\$ -	\$ (0)			
Contingency	\$ 100,617	\$ 53,608	\$ 154,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,225	\$ 154,225	\$ -	\$ -	\$ -			
Total Project Budget	\$ 552,712	\$ 482,288	\$ 1,035,000	\$ 18,175	\$ 52,859	\$ 176,001	\$ 202,665	\$ 173,382	\$ 108,241	\$ 78,499	\$ 35,587	\$ 189,591	\$ 1,035,000	\$ (0)					
% of Project Budget Spent (Actual Costs to Date / Adopted & Amended Budget)																			
			1.76%																

## **Appendix C – Key Project Events (History)**

The NEWPCC Upgrade will be delivered in three separate capital projects:

1. NEWPCC Upgrade: Power Supply and Headworks Facilities
2. NEWPCC Upgrade: Biosolids Facilities
3. NEWPCC Upgrade: Nutrient Removal Facilities

The Biosolids Facilities upgrade will focus on new sludge processing facilities to treat waste solids from the NEWPCC, SEWPCC and WWPCC. The new sludge processing facilities will include pre-treatment of the combined sludge streams using thermal hydrolysis and mesophilic anaerobic digestion.

On September 26, 2019, Council approved a 2019 capital project budget of \$552.712 million, for the NEWPCC Upgrade: Biosolids Facilities, subject to final written confirmation of federal and provincial funding satisfactory to the Chief Financial Officer.

On January 30, 2020, Council approved \$15.334 million from the Biosolids Facilities Budget to commence engineering services.

On September 20, 2020 Council approved that the City agree to transfer \$321.24 million of Federal Government's funding under the ICIP from the Public Transit Infrastructure Stream to the Green Infrastructure Stream to fund the Federal Government's funding portion for the NEWPCC Upgrade: Headworks Facilities Project and the NEWPCC Upgrade: Biosolids Facilities Project as per the Province of Manitoba's requirement, subject to certain conditions.

On March 25, 2021, Council adopted that:

- The Government of Canada and the Province of Manitoba be requested to provide confirmation of approval of ICIP for the NEWPCC Upgrade Projects: Headworks Facility Project and Biosolids Facility Project
- The Province of Manitoba be requested to confirm the City's recommended procurement methodology for the Biosolids Facility Project
- The Public Service be directed not to proceed with detailed engineering design for the Biosolids Facility design-bid-build project, in the amount of \$15.334 million, as approved by Council on January 30, 2020, until such time as the confirmation requested in recommendations 1 and 2 have been received

On May 18, 2021, the Executive Policy Committee concurred in the recommendation of the Public Service, as amended, that:

- The current Operation and Maintenance of Winnipeg's sewage treatment utility shall remain public and that the Operation and Maintenance not be included as part of the P3 market sounding
- That a single source contract be approved with Deloitte LLP of up to \$400 thousand to conduct a market sounding for a Design, Build and Financing P3 for the Biosolids and Nutrient Removal facilities projects of the NEWPCC upgrades



- That the Public Service report back to Council on the results of the market sounding and analysis

On May 27, 2021, Council approved

- Review of the AACE Class 3 cost estimates for Biosolids and Nutrient Removal Facilities projects and refer any increases to the 2022 capital budget process; and to update the ten-year water and sewer financial plan and report back to Council in October 2021

On November 24, 2021, a joint news release by the Province of Manitoba and the City was issued regarding the advancement of the City's funding application to the Federal Government of Canada for the NEWPCC Upgrade: Biosolids Facilities Project through the ICIP.

On February 24, 2022, Council approved that future tenders for the NEWPCC Upgrade Projects require bidders to include the following as part of their bid submissions:

- Specific information on its intended partnerships or self-directed plans to secure a skilled project labour workforce
- Estimated numbers of and classifications of skilled tradespersons to be employed
- Specific commitments to engage skilled labour including targets for employment of Indigenous peoples and other under-represented groups within the Manitoba market
- Proposed plans and partnerships with organizations to promote employment and training initiatives for Indigenous and other under-represented groups within the Manitoba market

On July 21, 2022 the City Council approved:

- That the NEWPCC Upgrade: Biosolids Facilities Project be delivered using a Design Build procurement model
- That the revised cost estimate for the NEWPCC Upgrade: Biosolids Facilities Capital Budget be referred to the 2024-2027 Multi-Year Budget Process
- That the \$15.334 million 2019 Capital Budget for the NEWPCC Upgrade: Biosolids Facilities, approved on January 30, 2020, as part of the 2020-2023 Water and Sewer Rate Report, be funded from the Environmental Projects Reserve rather than external debt

On August 16, 2022, a formal press release regarding the approval of funding through the ICIP application for the Biosolids Facilities was carried out at the NEWPCC. All three levels of government were in attendance.

On December 20, 2022, written confirmation was received of the Biosolids Facilities inclusion in the ICIP, based on the current approved budget of \$552 million.

On February 23, 2023, the CFO approved a budget of \$552.71 million based upon written confirmation of government funding.

On March 23, 2023 City Council concurred in the Public Service's recommendation for:

- The use of escalation clauses as a negotiation option in the NEWPCC Upgrade: Biosolids Facilities project; and
- The Public Service be directed to request special meetings of the Standing Policy Committee on Water, Waste and the Environment, Executive Policy Committee, and Council for the advancement of the award of the Design Build Agreement.

On April 27, 2023 City Council concurred in the Public Service's recommendation to close a portion of the legally opened public road (Chief Peguis Trail), east of Ferrier Street to facilitate the development of immediately adjoining land to the south for the NEWPCC Upgrade: Biosolids Facilities project.

On July 13, 2023 City Council approved:

- That the NEWPCC Upgrade: Biosolids Facilities project be delivered using a Progressive Design Build (PDB) procurement model
- Delegated authority to the Chief Administrative Officer for awarding Early Works Contracts to the design builder up to a cumulative amount of \$50 million, and
- By-Law No. 67/2023 to close part of the Public Road (Chief Peguis Trail) East of Ferrier Street under Development Application No. DAC 5/2022

On September 29, 2023 City Council approved an increase of \$482 million to the previously adopted budget of \$552 million, for a total budget of \$1.035 billion.

On March 26, 2024, the NEWPCC Upgrade: Biosolids Facilities Contribution Agreement under the ICIP was executed. Federal contributions will be up to \$200.87 million and Provincial contributions will be up to \$167.38 million.

On July 18, 2024, the Standing Policy Committee on Water, Waste and Environment approved that Red River Biosolids Partners, an Aecon Water Infrastructure Inc. and Oscar Renda Contracting of Canada Inc. and MWH Constructors Canada Ltd. Joint Venture, be selected as the Preferred Proponent for the Development Phase Agreement for the NEWPCC Upgrade: Biosolids Facilities Project, in the amount of \$95,000,000.00 including MRST, GST extra, as applicable. The Development Phase Agreement was fully executed on September 5, 2024.

## **RISKS AND RISK MITIGATION STRATEGIES**

There are risks associated with the cost and schedule for a project that is this large and complex, especially at the early stages. In addition, the final bid amounts for projects are unknown until the project agreement is finalized with the Progressive Design Builder.

An ongoing risk management strategy has been implemented. It includes a proactive process of identifying risks, performing qualitative and quantitative risk analyses, creating response plan strategies, and ongoing monitoring. The risk management process is an active part of the management of the project. The project will also incorporate structured Hazard and Operability Analysis and a Construction Hazard Assessment Implication Review. Since detailed design and construction will be carried out through a Progressive Design Build contract, the Winnipeg Sewage Treatment Program will be identifying and transferring as much risk as reasonable to the Design Builder.

The Risk Register for the project contains cost and schedule risks associated with design, procurement, construction, operation, and unknown events. This is reviewed and updated regularly.

## Appendix D – Funding

### North End Sewage Treatment Plant (NEWPCC) and Winnipeg Sewage Treatment Program (WSTP)

1) Funding for the NEWPCC is as follows:

<b>NEWPCC Upgrade (in \$millions)</b>	<b>Total Cost</b>	<b>Funded to Date</b>		<b>Funding Pending</b>		<b>Total Funding</b>		<b>City Share of Costs</b>
		<b>Canada</b>	<b>Manitoba</b>	<b>Canada</b>	<b>Manitoba</b>	<b>Canada</b>	<b>Manitoba</b>	
Funding by Project								
Power Supply and Headworks Facilities	\$ 517.85							
Power Supply and Other Ineligible	52.28	-	-	-	-	-	-	\$ 52.28
Headworks Facilities	421.10	\$ 63.63	\$ 53.05	\$ 52.48	\$ 43.70	\$ 116.11	\$ 96.75	\$ 208.24
Headworks Facilities - NWI Failure*	44.47	-	-	-	-	-	-	44.47
Biosolids Facilities	1,035.00	-	\$ -	200.87	\$ 167.38	200.87	167.38	666.75
Funding Dependent								
Nutrient Removal Facilities	828.06	-	-	-	-	-	-	18.00
<b>Estimated Program Costs</b>	<b>\$ 2,380.91</b>	<b>\$ 63.63</b>	<b>\$ 53.05</b>	<b>\$ 253.35</b>	<b>\$ 211.08</b>	<b>\$ 316.98</b>	<b>\$ 264.13</b>	<b>\$ 989.74</b>

2) Funding for the Winnipeg Sewage Treatment Programs is as follows:

<b>WSTP All Projects (in \$millions)</b>	<b>Total Cost</b>	<b>Funded to Date</b>		<b>Funding Pending</b>		<b>Total Funding</b>		<b>City Share of Costs</b>
		<b>Canada</b>	<b>Manitoba</b>	<b>Canada</b>	<b>Manitoba <sup>4</sup></b>	<b>Canada</b>	<b>Manitoba</b>	
WEWPCC Biological Nutrient Removal <sup>1</sup>	\$ 33.23	\$ 5.07	\$ 8.19	-	-	\$ 5.07	\$ 8.19	\$ 19.97
NEWPCC Centrate and UV Disinfection <sup>1</sup>	52.08	5.59	14.54	-	-	5.59	14.54	31.95
SEWPCC Nutrient Removal/Expansion	375.60	37.04	15.98	5.30	1.10	42.34	17.08	316.18
NEWPCC Power Supply and Headworks <sup>2</sup>	517.85	63.63	53.05	\$ 52.48	\$ 43.70	116.11	96.75	304.99
NEWPCC Biosolids <sup>3</sup>	1,035.00	-	-	200.87	167.38	200.87	167.38	666.75
NEWPCC Nutrient Removal <sup>4</sup>	828.06	-	-	-	-	-	-	18.00
<b>Estimated Program Costs</b>	<b>\$ 2,841.82</b>	<b>\$ 111.33</b>	<b>\$ 91.76</b>	<b>\$ 258.65</b>	<b>\$ 212.18</b>	<b>\$ 369.98</b>	<b>\$ 303.94</b>	<b>\$ 1,357.84</b>

<sup>1</sup> WEWPCC Biological Nutrient Removal and NEWPCC Centrate and UV Disinfection have been completed.

<sup>2</sup> On July 23, 2021 the Federal and Provincial governments announced \$212.86 million in Investment in Canada Infrastructure Program (ICIP) funding for the NEWPCC Upgrade Power Supply and Headworks project. \$116.11 million in Federal and \$96.75 million in Provincial funding.

<sup>3</sup> On August 16, 2022 the Federal and Provincial governments announced an additional \$368.25 million in ICIP funding for the NEWPCC Upgrade Biosolids project. \$200.87 million in Federal and \$167.38 million in Provincial funding. Committing a total of \$581.11 million in funding to the NEWPCC Upgrade.

<sup>4</sup> On January 26, 2023, City Council approved a \$18 million budget to start the enhanced preliminary design and procurement process for the NEWPCC Nutrient Removal project. The total budget for the NEWPCC Nutrient Removal project has not been approved.

\* Northwest Interceptor (NWI)