

Minutes – Standing Policy Committee on Finance – September 4, 2018

REPORTS

**Item No. 4 South End Sewage Treatment Plant (SEWPCC) Upgrading and
Expansion**

STANDING COMMITTEE DECISION:

The Standing Policy Committee on Finance concurred in the recommendation of the Winnipeg Public Service and received the report as information.

Minutes – Standing Policy Committee on Finance – September 4, 2018

DECISION MAKING HISTORY:

Moved by Councillor Gilroy,

That the report of the Winnipeg Public Service be received as information.

Carried

ADMINISTRATIVE REPORT

**Title: South End Sewage Treatment Plant (SEWPCC) Upgrading and Expansion,
Project ID: 20320002EL, 2032000207 and 203210002B,
Quarterly Project Status Report No. 18
For the Period Ended April 30, 2018**

Critical Path: Standing Policy Committee on Finance

AUTHORIZATION

Author	Department Head	CFO	CAO
G.K. Patton, P. Eng., Manager of Engineering Services	M. L. Geer, CPA, CA, Director, Water and Waste Department	M. Ruta	D. Wardrop, Acting CAO

EXECUTIVE SUMMARY

Project On Schedule: Yes No

Project On Adopted Budget: Yes No

Percent of Schedule Complete:

Percent of Adopted Budget Spent:

Site construction activity is continuing under contract C3, Bid Opportunity 899-2016 and has commenced under C4, Bid Opportunity 976-2016. C3 continues to be behind schedule. C4 is considered to be on schedule. NAC Constructors Ltd. is the contractor for both C3 and C4. The Contractor has appealed over 20 Contract Administrator determinations under C3 and two Contract Administrator determinations under C4. The majority of the appeals are for schedule related determinations.

The Chief Financial Officer made his final determination on the Contractor's appeal under contract C1, Bid Opportunity 333-2014. The Department was subsequently advised by Legal Services that Contractor and Subcontractor Statements of Claim have been filed.

Under Bid Opportunity 1089-2015 Manitoba Hydro advised their intention is to commence construction of the 66kV transmission lines this summer of 2018.

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

RECOMMENDATIONS

That the financial status of the South End Sewage Treatment Plant (SEWPCC) Upgrading and Expansion, as contained in this report, be received as information.

REASON FOR THE REPORT

The Asset Management Administrative Standard FM-004 requires all projects with a total estimated cost of \$22 million (2018) or more report quarterly to the Standing Policy Committee on Finance. This threshold is adjusted annually for construction inflation as part of the annual Capital Budget approval. The Standing Policy Committee on Finance may also request reporting on any capital project.

IMPLICATIONS OF THE RECOMMENDATIONS

No implications.

HISTORY/DISCUSSION

See Appendix C – Key Project Events (History)

Construction (Update from last report)

RFP 682-2012 (Professional Consulting Services)

- The Consultant continues to provide Contract Administration (CA) services.
- In preparation for assessing the cost of longer term CA services necessitated by the project schedule, actual costs incurred are being monitored on a monthly basis. The Consultant has scheduled a meeting with the Program Team in June to review the incurred and estimated future CA costs.

RFP 871-2013 (Supply and Delivery of Free-Moving Media)

- Approved Change Order (ACC) #3 for additional bonding costs associated with schedule has been issued to the Contractor.
- Aeration piping components and IFAS screens have been delivered to the site.

RFP 873-2013 (Supply and Delivery of High Rate Clarification Equipment)

- Approved Change Order (ACC) #10 for additional bonding costs associated with schedule has been issued to the Contractor.
- Delivery of HRC equipment is anticipated to commence in May 2018.

Materials Management Reference 1089-2015 (Single Source Negotiation for Manitoba Hydro Works Associated with the South End Sewage Treatment Plant (SEWPCC) Nutrient Removal/Expansion Project)

- The Construction Agreement with Manitoba Hydro has been executed by both parties.
- A construction kickoff meeting with Manitoba Hydro was held April 20, 2018.

- Manitoba Hydro advised their intention is to commence construction of the 66kV lines this summer.

Bid Opportunity 333-2014 (Contract C1 – Site Preparation Works)

- Contract achieved Total Performance February 17, 2016.
- A follow up claims appeal meeting was held by the Chief Financial Officer (CFO) on February 28, 2018.

Bid Opportunity 333-2014 (Contract C1 – Site Preparation Works) cont'd

- On March 15, 2018 the CFO issued his determination on the appeal. The CFO concurred with the Contract Administrator's determinations with exceptions.
- On April 6, 2018 the Water and Waste Department was advised by Legal Services that Contractor and Subcontractor Statements of Claim had been filed under contract 333-2014.

Bid Opportunity 601-2015 (Contract C2 – High Rate Clarifier and Grit Removal Concrete and Miscellaneous Works)

- Contract achieved Total Performance March 10, 2017.
- The Contractor has appealed the assessment of liquidated damages for failure to meet the contract dates for Substantial and Total Performance.
- The Department has issued an appeal report to the CFO's office.

Bid Opportunity 899-2015 (Contract C3 – Bioreactors, Blower Building and Secondary Clarifiers Structural Concrete & Miscellaneous Work)

- The contract work continues behind schedule. The contract required Total Performance date was January 10, 2018. The Contractor is forecasting Total Performance on July 12, 2018.
- The Contractor has been advised that liquidated damages will be applied as per the contract.
- Contractor has appealed over 20 determinations made by the Contract Administrator. The majority of the appeals are on schedule related determinations.

Bid Opportunity 976-2016 (Contract C4 – Sitewide Mechanical, Electrical, Concrete and Site Works)

- On January 15, 2018 the Contractor submitted a request for formal extension to the contract schedule. The request was denied by the City. On February 1, 2018 the Contractor submitted an appeal of the CA's determination to the Chief Financial Officer.
- The Contractor's Baseline Schedule Rev. 7 submitted on March 1, 2018 was accepted with comment.
- Contractor is proceeding with the contract work. Current primary items under construction are the Chemical/Electrical building structure and Grit and Screening building structure.
- On March 9, 2018 the Contractor appealed to the Chief Administrative Officer a determination made by the Contract Administrator rejecting a requested schedule extension for the Primary Sludge Microwave Density Meter installation.

Table 1 – Contracts

Contracts							
Bid Opportunity #	Company Name	Description	Original Contract Award Value (GST & MRST extra as applicable)	Total Approved Over-Expenditures (Over-Expenditure amount only)	Date of Award	Date of Total Completion	Estimated % Complete
682-2012	CH2M Hill Canada Ltd.	Professional Consulting Services for SEWPCC Upgrading and Expansion	\$ 25,350,419	\$ 6,233,179	4/29/2013		75
57-2016	Associated Engineering (Sask) Ltd.	Professional Consulting Services for an independent review and alternative schedule analysis	\$ 92,360	\$ -	1/28/2016	2/28/2017	100
871-2013	Veolia Water Technologies Canada Ltd.	Procurement of Free-Floating Media and Associated Appurtenances	\$ 7,750,588	\$ -	12/11/2014		38
873-2013	Veolia Water Technologies Canada Ltd.	Procurement of High Rate Clarification Equipment	\$ 2,052,500	\$ 104,449	7/10/2014		10
333-2014	PCL Constructors Canada Ltd.	Contract 1 - Site Preparation Works	\$ 22,646,510	\$ -	9/4/2014		96
353-2014	Hanscomb Ltd.	Construction Cost Consulting Services for SEWPCC Upgrading and Expansion	\$ 50,700	\$ -	9/4/2014	8/6/2015	100
572-2014	B&B Rentals Inc.	Provision for the Purchase or Lease of a Trailer for Office Space	\$ 184,000	\$ -	9/4/2014	3/18/2015	100
1067-2014	Manitoba Hydro	Manitoba Hydro Load Interconnection Study	\$ 60,000	\$ -	11/14/2014	10/31/2015	100
343-2015	Praxair Canada	Relocation of Lox Tank	\$ 62,715	\$ -	6/3/2015	8/28/2015	100
498-2015	Western Waste Management	Asbestos Abatement	\$ 24,950	\$ -	8/13/2015	11/9/2015	100
601-2015	Graham Construction and Engineering LP	Contract 2 - High Rate Clarifier and Grit Removal Concrete and Miscellaneous Works	\$ 9,549,100	\$ -	10/20/2015		96
899-2015	NAC Constructors Ltd..	Contract 3 - Bioreactors, Blower Building and Secondary Clarifiers Structural Concrete & Miscellaneous Work	\$ 39,756,000	\$ -	5/3/2016		95
797-2016	Manitoba Hydro	Relocation of existing primary electrical service cables	\$ 71,754	\$ -	9/7/2016	1/16/2017	100
976-2016	NAC Constructors Ltd.	Contract 4 - Site wide Mechanical, Electrical, Concrete and site Works	\$ 179,997,000		10/4/2017		3
1089-2015	Manitoba Hydro	Manitoba Hydro Works Associated with the South End Sewage Treatment Plant (SEWPCC) Nutrient Removal/Expansion Project	\$ 1,827,280		1/15/2018		0
Total			\$ 289,475,876	\$ 6,337,628			

Upcoming Procurements:

Description	Anticipated Award Date

Schedule (Update from last report)

n/a

Table 2 – Milestones

Milestones					
Deliverable		Original Targeted Completion Date	Revised Targeted Completion Date	Actual Completion Date	Estimated % Complete
1	Project Definition Report	2013 Q4	2014 Q2	2014 Q2	100%
2	Preliminary Design Report	2014 Q2	2014 Q4	2014 Q4	100%
3	Detailed Design	2014 Q4	2017 Q3	2017 Q3	100%
4	Construction of Site Preparation and Piling (Contract 1)	2014 Q2	2016 Q1		96%
5	Construction of High Rate Clarifier and Grit Removal Structural and Misc. Works (Contract 2)	2016 Q3	2017 Q1		96%
6	Construction of Major Concrete Works (Contract 3)	2017 Q4	2018Q3		95%
7	Construction of Remaining Works (Contract 4)	2021 Q4			3%
8	Commissioning of interim BNR configuration	2016 Q4	2020 Q3		0%
9	Commissioning of all project components ¹	2021 Q3			0%

¹ Manitoba Sustainable Development Notice of Alteration dated September 12, 2017 - City of Winnipeg South End Water Pollution Control Centre (SEWPCC) - Environment Act Licence No. 2716 RR identifies that the construction and commissioning of the upgraded wastewater treatment plant shall be completed before December 31, 2021.

Risk (Update from last report)

Risk: Shutdown and interior inspection of one of the four tanks comprising the existing high purity oxygen reactor was performed in February 2018. The draft inspection report has been received and is under review by the Consultant. The draft report notes that the overall condition of the concrete is good and that the tank's structural elements are sound. A final report will be provided once the review is completed.

A quarterly construction risk review was held on March 22, 2018.

The next quarterly construction risk review is scheduled for June 28, 2018.

Table 3 – Significant Risks and Mitigations Strategies

Significant Risks and Mitigation Strategies	
Risk Statement and Explanation	Risk Mitigation Management Plan
New:	
Ongoing:	
Contract 3 construction takes longer than planned increasing the cost to the project and with potential impact to the overall project schedule.	Liquidated damages applied as per contract.
Actual Contract 4 construction performance takes longer than planned.	Key construction milestone dates with linked liquidated damages incorporated into Contract 4.
Mitigated:	
Rushed design to meet schedule resulting in a lower design quality and higher frequency of contract change orders.	Detailed review of the 100% design and bid opportunity document was performed using both internal and external resources.
Construction schedule was aggressive and actual construction takes significantly longer than planned.	3rd party review of project schedule was undertaken. Recommended schedule extension was implemented. Detailed monitoring of the construction contract progress implemented.
Limited countrywide contractor awareness of Contract 4 bid opportunity resulting in limited number of bidders.	Advance notice of C4 bid opportunity was posted on Materials Management website and MERX.
Unknown existing conditions are encountered during construction causing schedule delays and additional costs. Internal condition of high purity oxygen reactors is unknown.	Shutdown and interior inspection of existing high purity oxygen reactor was performed in February 2018.

Financial (Update from last report)

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

The current remaining project contingency allowance is less than typical for a project of this size. The ongoing SEWPCC Upgrading and Expansion project costs and contingency allowance will be reviewed as the project progresses.

Funding (Update from last report)

n/a

Table 4 – Project Funding Forecast and Receivable

Funding Forecast and Receivable			
Funding Source	Adopted Budget (in millions)	Amended Budget (in millions)	Committed (in millions)
Class of Estimate	Class 3	Class 3	
City of Winnipeg Total	298.18	276.18	276.18
Retained Earnings	75.82	75.82	75.82
External Debt	222.36	200.36	200.36
Province of Manitoba	6.08	17.08	17.08
Federal Government of Canada	31.34	42.34	42.34
Total	\$ 335.60	\$ 335.60	\$ 335.60

Property Acquisition (Update from last report)

n/a

Stakeholder Engagements/Communications (Update from last report)

n/a

Subsequent Events after Report Period End Date

n/a

FINANCIAL IMPACT

Financial Impact Statement

Date: [July 13, 2018](#)

Project Name:

**South End Sewage Treatment Plant (SEWPCC) Upgrading and Expansion,
Project ID: 20320002EL, 2032000207 and 203210002B,
Quarterly Project Status Report No. 18
For the Period Ended April 30, 2018**

COMMENTS:

As this report is submitted for informational purposes only, there is no financial impact associated with this recommendation.

"Original signed by L. Szkwarek, CPA, CGA"

Lucy Szkwarek, CPA, CGA

Manager, Finance and Administration

CONSULTATION

This Report has been prepared in consultation with:

n/a

OURWINNIPEG POLICY ALIGNMENT

01-3 Prosperity Direction 1: Provide efficient and focused civic administration and governance. This report supports demonstration of accountability through service performance measurement and reporting.

02-2 Environment: The SEWPCC Upgrade and Expansion will reduce the environmental impact of our citizens on the Red River and the downstream lakes and rivers. It is in collaboration with the Regulatory Licence requirements issued by the Province of Manitoba.

SUBMITTED BY

Department: Water and Waste
Division: Engineering Services
Prepared by: Neil Harrington P. Eng.
Date: August 16, 2018
File No.: 020-17-08-25-01, S-926

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	
Project Name	South End Sewage Treatment Plant (SEWPCC) Upgrading and Expansion
Business Owner (Department)	Water and Waste
Project ID	20320002EL, 2032000207 and 203210002B
Project Sponsor	Director of Water and Waste
Department Responsible for Project Delivery	Water and Waste
Consultant Engineer (Company Name)	CH2M Hill Canada Ltd.
Adopted Budget	\$335,600,000
Class of Estimate (Adopted)	3
Range of Estimate (Adopted)	-20% to +30% \$268,500,000 to \$436,300,000.
Amended Budget	\$335,600,000
Class of Estimate (Amended)	3
Range of Estimate (Amended)	-20% to +30% \$268,500,000 to \$436,300,000.
<u>Project Scope</u>	
<p>The project is to expand the capacity of the SEWPCC for expected 2031 flows and upgrade the process to meet new effluent limits for nitrogen and phosphorous. The project design is based on the lowest life cycle cost (Net Present Value, or NPV). In addition, the plant must operate continuously during the work and meet current effluent limits to the greatest extent possible.</p>	
Major Capital Projects Advisory Committee Membership:	
<p>Doug McNeil, Chief Administrative Officer Dave Wardrop, Chief Transportation and Utilities Officer, Chief Administrative Office Georges Chartier, Chief Asset and Project Management Officer Moira Geer, Director of Water and Waste Lucy Szkwarek, Manager of Finance and Administration, Water and Waste Jackie Veilleux, Project Director Winnipeg Sewage Treatment Program</p>	

Appendix B – Financial Forecast

Appendix B - Project SEWPCC Upgrading & Expansion Financial Forecast As at April 30, 2018

Project Component Deliverables ¹	Budget (in 000's)			Actual ² Costs To Apr 30/18	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		Projected Costs								
					2018	2019	2020	2021	2022				
Engineering, Design and Other	\$ 45,351	\$ -	\$ 45,351	\$ 39,427	\$ 2,328	\$ 3,101	\$ 1,622	\$ 2,479	\$ -	\$ 48,957	\$ (3,606)	\$ (3,606)	\$ -
Construction	\$ 257,242	\$ -	\$ 257,242	\$ 72,816	\$ 48,272	\$ 68,026	\$ 59,114	\$ 29,011	\$ -	\$ 277,239	\$ (19,997)	\$ (19,997)	\$ -
Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Financing/Overhead Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ 33,007	\$ -	\$ 33,007	\$ -	\$ -	\$ -	\$ -	\$ 9,404	\$ -	\$ 9,404	\$ 23,603	\$ 23,603	\$ -
Total Project Budget	\$ 335,600	\$ -	\$ 335,600	\$ 112,243	\$ 50,600	\$ 71,127	\$ 60,736	\$ 40,894	\$ -	\$ 335,600	\$ -	\$ -	\$ -
% of Project Budget Spent (Actual Costs to Date / Adopted & Amended Budget)	33%		33%										

¹ Total budget of \$335.60 Million for the SEWPCC Upgrading and Expansion Project and Distribution of costs for Components was done by the Water and Waste Department. These are estimates and will be revised as the project progresses.

² Adopted and Amended budget, and actual costs to date have been agreed to the City's general ledger and Monthly Capital Expenditures Report, actual cost variance equals spending from closed budget years of \$10.918M. See below.

Project ID	Project Year	Adopted Budget	Costs to Date
20320002EL ¹	2002	\$222,752	\$222,752
20320002071	2007	\$10,695,000	\$10,695,000
203210002B	2012-2015	\$324,682,248	\$101,325,242
Total Project Budget		\$335,600,000	\$112,242,994

¹ Does not appear in the Capital Expenditures Monthly Report as the funds have been expended and it is designated as a closed Project ID.

Appendix C – Key Project Events (History)

HISTORY

1. THE PROJECT

The goal of this project is to expand the capacity of the SEWPCC for expected 2031 flows and upgrade the process to meet new effluent limits for nitrogen and phosphorous. The project design is based on the lowest life cycle cost (Net Present Value, or NPV). In addition, the plant must operate continuously during the work and meet current effluent limits to the greatest extent possible.

As a result of the 2003 Clean Environment Commission Hearings on the City's wastewater collection and treatment systems, Manitoba Conservation and Water Stewardship (the Regulator) notified the City that it intended to issue a licence for the South End Water Pollution Control Centre (SEWPCC) that would require control of nutrients discharged to the Red River.

Between 2001 to 2010, Council has approved \$203,250,000.00 for the Nutrient Removal Upgrade/Expansion at the SEWPCC.

On January 9, 2006, the Chief Financial Officer concurred with the recommendation to authorize an assignment to Stantec Consulting Ltd. for preliminary and conceptual engineering services related to the South End Water Pollution Control Centre upgrading and expansion at an estimated cost of \$3,250,000.00.

On May 16, 2007, Council authorized the Chief Administrative Officer to finalize the terms and conditions of a contribution agreement with the Government of Canada and the Province of Manitoba for funding of Wastewater Treatment Plant upgrades under the Canada Strategic Infrastructure Fund.

In late 2007, the Winnipeg Public Service was directed to initiate an assessment of alternate project delivery methods for the SEWPCC upgrade and expansion. Consequently, the assignment to Stantec was suspended after the conclusion of the conceptual and preliminary engineering work.

On November 19, 2008, City Council authorized the Winnipeg Public Service to:

- begin the procurement of a strategic partner that could bring private sector experience to the design, construction, finance and potentially the operation of the North and South End Sewage Treatment Plants as well as potential operation of the West End Water Sewage Treatment Plant, and;
- authorize the Chief Administrative Officer to approve and issue the Request for Expressions of Interest followed by a Request for Qualifications and the Request for Proposals.

On June 19, 2009 the Regulator issued a revised Environment Act Licence No. 2716 R for the SEWPCC.

On November 25, 2009, the Chief Financial Officer approved an award to Taillieu Construction Ltd. for SEWPCC Installation of Outfall Pipe, Effluent Sampling Facility and Associated Works, Contract No. 2 at an estimated cost of \$4,884,450.00.

On May 19, 2010 Council:

- directed the Chief Administrative Officer to approve and issue a Letter of Notification to Veolia in order to immediately begin design and construction of the South and North End sewage treatment plant upgrades and expansion and biosolids handling facility.
- delegated the authority to the Chief Administrative Officer to “approve contract awards for upcoming South and North End sewage treatment plant capital projects where the value of each contract does not exceed \$30 million and there are sufficient funds in a budget approved by Council.

On September 6, 2011, the City submitted to the Regulator, an engineering plan for the upgrading and expansion of the SEWPCC in accordance with Environment Act Licence No 2716 R.

On April 18, 2012, the Regulator issued a revised Environment Act Licence No. 2716 RR for the SEWPCC effective May 1, 2012.

On October 5, 2012, the City submitted to the Regulator a revision to the engineering plan wherein the main treatment process was revised from Biological Aerated Filter to a Fixed-film Activated Sludge process.

On April 25, 2013, the Chief Administrative Officer approved a recommendation to award a contract to CH2M Hill Canada Ltd. to provide Professional Consulting Services for SEWPCC Upgrading/Expansion Project at an estimated cost of \$25,350,419.00.

On March 13, 2014, the Standing Policy Committee on Finance recommended that the South End Water Pollution Control Centre Financial Status reports and future reports pertaining to the North End, South End or West End Water Pollution Control Centre, include:

- The total amount of federal and provincial funding received to date as well as the balance of outstanding for Winnipeg ratepayers;
- Clarification of the cost estimates as a result of the regulatory requirements that have changed and the potential impact on the final budget; and
- A summary of the entire program in terms of funding from all levels of government.

RISKS AND RISK MITIGATION STRATEGIES

The project has proceeded on a fast-track basis with construction contracts proceeding completion of the design. The detailed design is now complete with the largest and last construction contract, Contract 4 tendered. The cost estimate for Contract 4 (C4), which has an identified accuracy range of -10% to + 10%, is higher than the project allocation for this work. The current project budget of \$335.6 million was based on a Class 3 cost estimate which had an AACE expected accuracy range of -20% to +30% or \$268.5 million to \$436.3 million.

An ongoing risk management strategy has been implemented for the project encompassing a proactive process of identifying and assessing project risk, defining appropriate risk handling strategies and plans, and monitoring those actions to completion.

Formal risk and opportunity analyses of the project are scheduled to be performed by the WSTP, the design consultant and key City stakeholders at the following project milestones:

- End of Project Definition design stage – this analysis has been completed
- End of Preliminary Design phase – this analysis has been completed
- At 60% and 90% completion of Detailed Design – these analyses have been completed
- Prior to the start of construction and quarterly during construction – Ongoing
- Prior to the start of, and again at the end of, commissioning

A project risk register is being kept throughout the project and is updated by the above formal analysis.

Appendix D – Funding

Funding: South End Sewage Treatment Plant (SEWPCC) and Winnipeg Sewage Treatment Program (WSTP)

1) Funding for the SEWPCC is as follows:

SEWPCC Nutrient Removal/Upgrade (in \$millions)	Total Cost	Funded to Date		Funding Pending		Total Funding		City Share of Costs
		Canada	Manitoba	Canada	Manitoba	Canada	Manitoba	
Environment Act Licence Driven Funding								
CSIF BNR	\$ 147.0	\$ 20.77	\$ 6.08	\$ 10.57		\$ 31.34	\$ 6.08	\$ 109.58
GIF Wet Weather Flow	60.0	4.83	7.15	6.17	3.85	11.00	11.00	38.00
Other	128.6					-	-	128.60
Estimated Program Costs	\$ 335.60	\$ 25.60	\$ 13.23	\$ 16.74	\$ 3.85	\$ 42.34	\$ 17.08	\$ 276.18

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

WSTP All Projects (in \$millions)	Total Cost	Funded to Date		Funding Pending		Total Funding		City Share of Costs
		Canada	Manitoba	Canada	Manitoba	Canada	Manitoba	
WEWPCC Biological Nutrient Removal	\$ 33.23	\$ 5.07	\$ 8.19			\$ 5.07	\$ 8.19	\$ 19.97
NEWPCC Centrate and UV Disinfection	52.08	5.59	14.54			5.59	14.54	31.95
SEWPCC Nutrient Removal/Expansion	335.60	25.60	13.23	16.74	3.85	42.34	17.08	276.18
NEWPCC Nutrient Removal/Upgrade	795.59		33.54		161.46	-	195.00	600.59
Estimated Program Costs	\$ 1,216.50	\$ 36.26	\$ 69.50	\$ 16.74	\$ 165.31	\$ 53.00	\$ 234.81	\$ 928.69

Notes:

- WEWPCC Biological Nutrient Removal and NEWPCC Centrate and UV Disinfection have been completed.