



2020 To 2023 Preliminary Operating and Capital Budgets

Water and Waste Department

March 17, 2020



Standing Policy Committee on Water and Waste, Riverbank Management and Environment

Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Preliminary Operating and Capital Budgets – Summary
3. Operating Budget
 - Operating Budget (Departmental or Service Based Basis)
 - Year over Year Variance Explanations
 - Operating Budget Options and Reductions
 - Salaries and benefits, FTEs, and vacancy management
4. Capital Budget
 - Capital Investment Plan - Authorization
 - Capital Budget Options and Reductions
 - Capital Forecast to Submission Reconciliation
5. Other Important Operating and Capital Budget Information
6. Operating Budget Referrals (No Capital Budget Referrals)
7. Questions

Strategic Objectives, Priorities and Performance Measurement

Strategic objectives and key priorities:

- Secure funding with other levels of government for headworks facilities and biosolids facilities for the NEWPCC Upgrade project.
- Council approved a new Water Meter Renewal Reserve to fund the replacement of aging water meters and an advanced meter system.
- Undertaking a comprehensive financial plan and rate study for the Solid Waste Utility to ensure sustainable waste management operations.

Strategic Objectives, Priorities and Performance Measurement

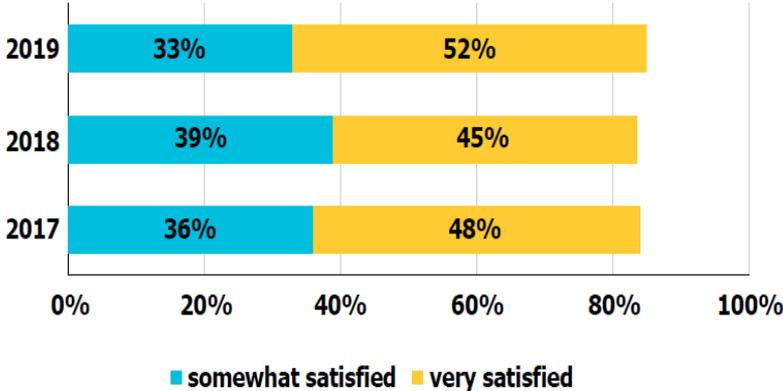
Departmental Services

- Water Supply, Treatment and Distribution
- Sewage Treatment and Collection
- Land Drainage and Flood Control
- Solid Waste Collection
- Solid Waste Disposal
- Recycling and Waste Diversion

Strategic Objectives, Priorities and Performance Measurement

Water

Citizen Satisfaction with Quality of Drinking Water



Citizen satisfaction with Water Services continues to remain high.

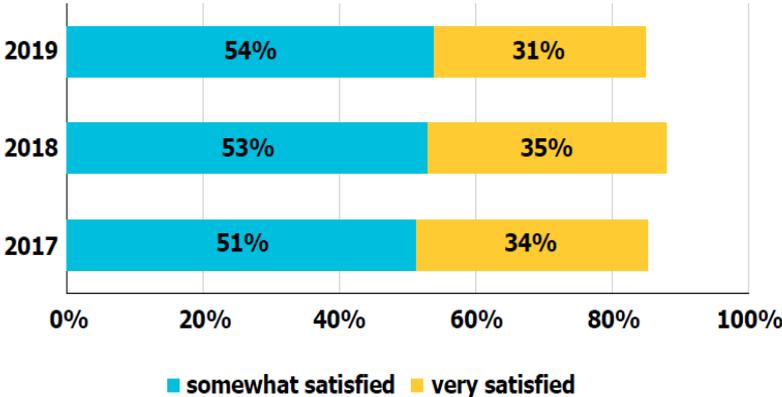
	2015	2016	2017	2018	2019
Total Satisfied	76%	78%	84%	84%	85%

Source: City of Winnipeg Annual Citizen Survey

Strategic Objectives, Priorities and Performance Measurement

Wastewater

Citizen Satisfaction with Protection from Sewer Back-up



Citizen satisfaction with protection from sewer back-up remains high.

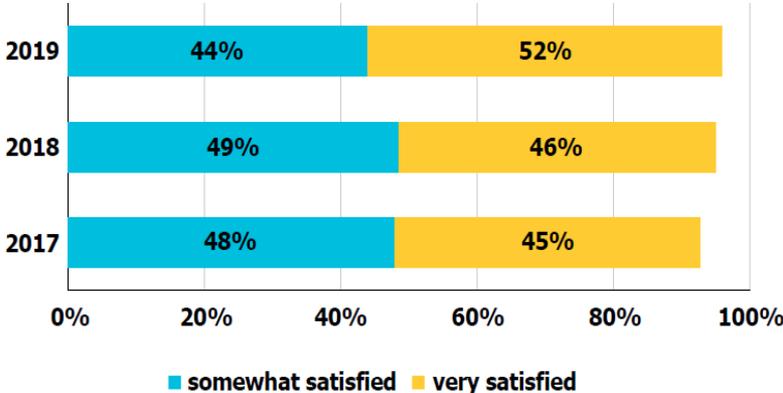
	2015	2016	2017	2018	2019
Total Satisfied	86%	82%	85%	88%	85%

Source: City of Winnipeg Annual Citizen Survey

Strategic Objectives, Priorities and Performance Measurement

Land Drainage and Flood Control

Citizen Satisfaction with Protection from River Flooding



Citizen satisfaction with protection from river flooding remains high.

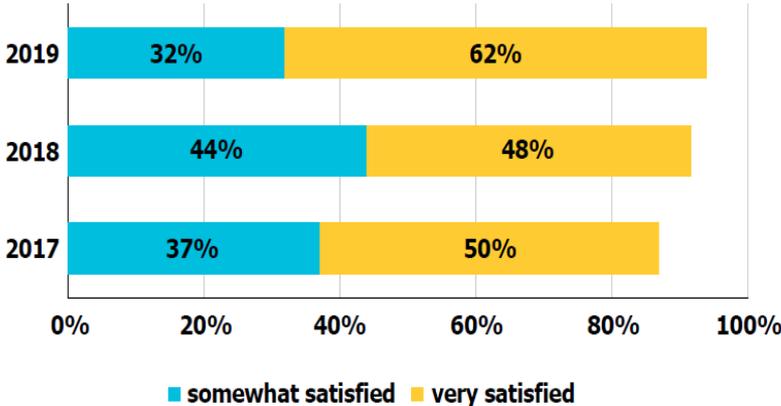
	2015	2016	2017	2018	2019
Total Satisfied	92%	91%	93%	95%	96%

Source: City of Winnipeg Annual Citizen Survey

Strategic Objectives, Priorities and Performance Measurement

Solid Waste Collection

Citizen Satisfaction with Garbage Collection



Citizen satisfaction with garbage collection services provided remains high.

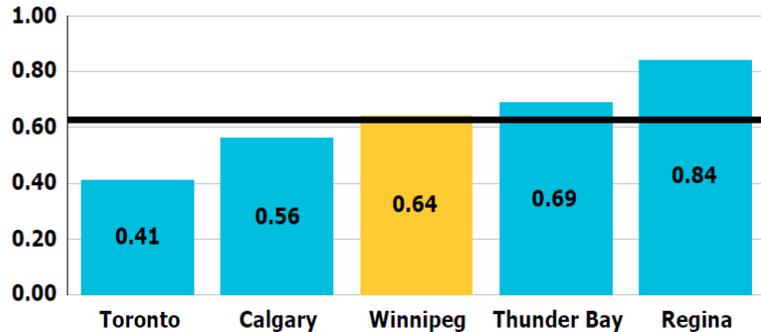
	2015	2016	2017	2018	2019
Total Satisfied	87%	83%	87%	92%	94%

Source: City of Winnipeg Annual Citizen Survey

Strategic Objectives, Priorities and Performance Measurement

Solid Waste Disposal

Tonnes of Residential Solid Waste Disposed per Household (2017)



Winnipeg has the third lowest tonnes of residential solid waste disposed per household among the other cities profiled. Additional waste diversion activities have decreased tonnage.

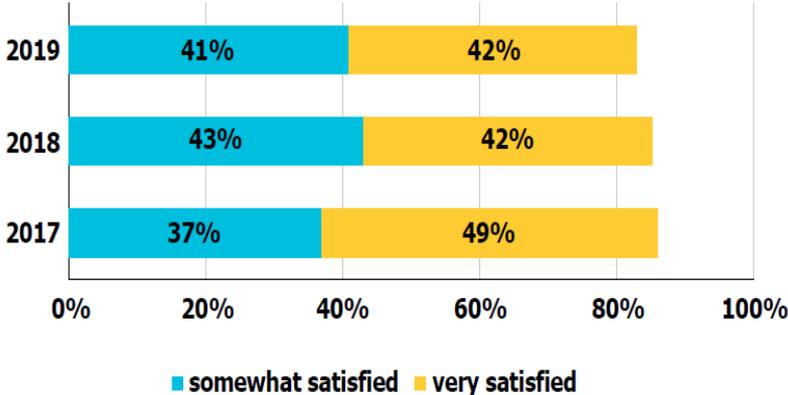
	2013	2014	2015	2016	2017
Wpg. Trend	0.61	0.61	0.61	0.59	0.64

Source: Municipal Benchmarking Network Canada (SWST220)

Strategic Objectives, Priorities and Performance Measurement

Recycling and Waste Diversion

Citizen Satisfaction with Recycling



Citizen satisfaction with recycling services provided remains high.

	2015	2016	2017	2018	2019
Total Satisfied	88%	81%	86%	85%	83%

Source: City of Winnipeg Annual Citizen Survey

2020 Preliminary Operating and Capital Budgets

1. Water and Waste Utilities

- a) 2% target issued in November 2019: \$55.42 million. Achieved utilizing operating and capital budget reductions.
- b) Operating budget annual year over year budget growth rates (%) based on 2019 expenditures

UTILITY	4-Year Average
Preliminary Operating Budget	-1.76%
Operating Options Presented to Committee in Fall 2019	-0.51%

Cash Funded Capital Funding Levels (\$000's)

	2020	2021	2022	2023	2024	2025
Preliminary Budget	\$115,815	\$109,710	\$97,440	\$91,115	\$119,350	\$162,070
Presented Committee in Fall 2019	\$115,815	\$109,710	\$97,440	\$88,235	\$110,480	\$153,040

2020 Preliminary Operating and Capital Budgets, cont'd

2. Operating Budget – Garbage Collection

- a) 2% target issued in November 2019: \$3.38 million.

- b) Annual year over year budget growth rates (%) based on 2019 expenditures

GARBAGE COLLECTION	4-Year Average
Preliminary Operating Budget	2.19%
Operating Options Presented to Committee in Fall 2019	-0.49%

Water Services

Water Supply and Treatment

- Intake
- Aqueduct
- Storage (Deacon, in-town reservoirs)
- Water treatment
- Pumping

Water Distribution

- Water mains
- Hydrants
- Valves
- Service pipes
- Meters
- Public water fill stations

Operating Budget – Water Service

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	0.796	0.765	0.785	0.020			0.785	0.785	0.785	
SERVICE AND OTHER	133.313	129.582	133.648	4.066			137.305	142.055	146.893	
TOTAL REVENUE	134.109	130.347	134.433	4.086	3%	1	138.090	142.840	147.678	3%
SALARIES & BENEFITS	30.286	33.090	33.745	0.655			34.427	35.161	35.966	
SERVICES	19.467	20.635	20.236	(0.399)			20.492	20.889	21.164	
MATS PARTS & SUPPLIES	14.820	17.198	16.469	(0.729)			17.117	17.878	17.843	
ASSETS & PURCHASES	1.197	1.165	1.268	0.103			1.241	1.255	1.292	
GRANTS, TRANSFERS & OTHER	21.954	20.802	21.320	0.518			21.862	22.534	23.219	
RECOVERIES	(6.614)	(8.449)	(8.013)	0.436			(8.338)	(8.378)	(8.395)	
TOTAL OPERATIONAL EXPENDITURES	81.110	84.441	85.025	0.584	1%		86.801	89.339	91.089	2%
DEBT & FINANCE CHARGES	8.618	13.489	13.690	0.201			13.910	14.140	14.381	
TRANSFER TO CAPITAL RESERVES	19.000	19.000	21.832	2.832			23.442	24.856	26.797	
TOTAL EXPENDITURES	108.728	116.930	120.547	3.617	3%	2	124.153	128.335	132.267	3%
Surplus / (Deficit)	25.381	13.417	13.886	0.469			13.937	14.505	15.411	

Total Operational Expenditures (before capital related expenditures) Year over Year % Change	1%	2%	3%	2%	2%
Total Expenditures Year over Year % change	3%	3%	3%	3%	3%

Year over Year Variance Explanations – Water Service

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Increase in water sales	\$ 3.638	\$ 3.404	\$ 4.506	\$ 4.585
- Increase in interest earned	0.214	0.238	0.228	0.238
- Miscellaneous adjustments	0.234	0.016	0.015	0.015
Net Revenue Change	\$ 4.086	\$ 3.658	\$ 4.749	\$ 4.838
2) <i>Expenditure change due to the following:</i>				
- Increase in transfers to reserves	\$ 2.832	\$ 1.610	\$ 1.413	\$ 1.941
- Increase in salaries and benefits	\$ 0.654	\$ 0.683	\$ 0.734	\$ 0.805
- Increase in dividend	\$ 0.400	\$ 0.374	\$ 0.496	\$ 0.504
- Increase in utilities	\$ 0.259	\$ 0.129	\$ 0.134	\$ 0.139
- Increase in property and payroll tax	\$ 0.209	\$ 0.158	\$ 0.168	\$ 0.172
- Increase in debt and finance	\$ 0.202	\$ 0.220	\$ 0.230	\$ 0.240
- Decrease in materials and maintenance	\$ (0.854)	\$ 0.630	\$ 0.938	\$ 0.009
- Miscellaneous adjustments	(0.085)	(0.198)	0.069	0.122
Net Expenditure Change	\$ 3.617	\$ 3.606	\$ 4.182	\$ 3.932

Operating Budget Options and Reductions – Water Service

Options Presented to SPC / Board vs. Preliminary Budget	Total 4-year Proposal	Total 4-year Preliminary Budget	Explanation
a. Reduce 24 hour Emergency coverage from 2 crews to 1 crew, per shift	(1.720)	(1.720)	
b. Reduce computer maintenance and defer hire for capital related projects	(0.504)	(0.504)	
c. Discontinue specific grants and memberships	(0.467)	(0.311)	10% reduction to all grants
d. Reduce Engineer In Training Program	(0.278)	(0.278)	
e. Reduce non-essential maintenance for water infrastructure and buildings	(0.680)	(0.680)	
f. Discontinue annual water main cleaning program	(0.547)	(0.547)	
g. Discontinue Residential Toilet Replacement Credit Program	(0.180)	(0.180)	
h. Discontinue annual Fish Mitigation Study	(0.100)	(0.100)	
i. Reduce advertising	(0.051)	(0.051)	
j. Other operating (reduction)/increase			
Fleet		(1.207)	
2020-2023 Water Sewer Rate Report			
Transfer to capital reserves		0.875	
Dividend		(0.226)	
Total Adjustments	(4.527)	(4.929)	

Wastewater Sewer Services

Sewage Treatment

- Treatment plants
- Biosolids management
- Hauled wastewater disposal facility

Sewage Collection

- Service pipes
- Sewers
- Manholes
- Interceptors
- Lift stations
- CSO management

Operating Budget – Wastewater Service

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	0.347	0.336	0.347	0.011			0.347	0.347	0.347	
SERVICE AND OTHER	201.516	194.367	196.004	1.637			202.966	207.884	212.771	
TOTAL REVENUE	201.863	194.703	196.351	1.648	1%	1	203.313	208.231	213.118	2%
SALARIES & BENEFITS	32.288	34.719	35.523	0.804			36.357	37.337	38.242	
SERVICES	26.119	28.880	28.997	0.117			30.329	30.828	31.245	
MATS PARTS & SUPPLIES	12.955	11.219	11.708	0.489			12.670	11.409	10.560	
ASSETS & PURCHASES	0.088	0.146	0.167	0.021			0.116	0.097	0.092	
GRANTS, TRANSFERS & OTHER	35.955	33.811	33.628	(0.183)			34.855	35.900	36.974	
RECOVERIES	(1.027)	(1.731)	(0.917)	0.814			(0.914)	(0.914)	(0.914)	
TOTAL OPERATIONAL EXPENDITURES	106.378	107.044	109.106	2.062	2%		113.413	114.657	116.199	2%
DEBT & FINANCE CHARGES	0.843	4.357	7.461	3.104			10.653	10.726	10.801	
TRANSFER TO CAPITAL RESERVES	36.561	110.372	37.382	(72.990)			42.137	44.548	46.986	
TRANSFER TO LAND DRAINAGE	10.851	11.802	9.392	(2.410)			8.196	9.243	8.731	
TOTAL EXPENDITURES	154.633	233.575	163.341	(70.234)	-30%	2	174.399	179.174	182.717	-5%
Surplus / (Deficit)	47.230	(38.872)	33.010	71.882			28.914	29.057	30.401	

Total Operational Expenditures (before capital related expenditures) Year over Year % Change	2%	4%	1%	1%	2%
Total Expenditures Year over Year % change	-30%	7%	3%	2%	-5%

Year over Year Variance Explanations – Wastewater Service

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Increase in industrial waste surcharge	\$ 1.000	\$ -	\$ -	\$ -
- Increase in leachate	0.650	-	-	-
- Increase in hauled waste	0.113	0.300	0.100	-
- Decrease in sewer services	(0.230)	6.539	4.695	4.762
- Miscellaneous adjustments	0.115	0.122	0.123	0.126
Net Revenue Change	\$ 1.648	\$ 6.961	\$ 4.918	\$ 4.888
2) <i>Expenditure change due to the following:</i>				
- Decrease in transfer to capital reserves	\$ (72.990)	\$ 4.756	\$ 2.410	\$ 2.438
- Decrease in transfer to land drainage	(2.409)	(1.197)	1.047	(0.512)
- Decrease in maintenance materials	(0.630)	0.326	0.039	0.026
- Decrease in biosolids composting	(0.520)	-	-	-
- Decrease in property taxes	(0.210)	0.493	0.515	0.537
- Decrease in dividend transfer	(0.025)	0.719	0.516	0.524
- Increase in debt and finance	3.104	3.191	0.073	0.075
- Decrease in recoveries	0.814	0.003	0.001	-
- Increase in salaries and benefits	0.804	0.835	0.980	0.905
- Increase in chemicals	0.756	0.881	(0.397)	0.134
- Increase in hauling	0.448	(0.195)	(0.137)	0.062
- Increase in utilities	0.407	0.630	0.358	0.255
- Increase in large volume sewer discounts	0.233	(0.539)	(0.983)	(1.039)
- Miscellaneous adjustments	(0.016)	1.155	0.353	0.138
Net Expenditure Change	\$ (70.234)	\$ 11.058	\$ 4.775	\$ 3.543

Operating Budget Options and Reductions – Wastewater Service

a. Reduce 24 hour Emergency coverage from 2 crews to 1 crew, per shift	(0.428)	(0.428)	
b. Reduce computer maintenance and defer hire for capital related projects	(0.505)	(0.505)	
c. Discontinue specific grants and memberships	(0.467)	(0.311)	10% reduction to grants
d. Reduce Engineer In Training Program	(0.435)	(0.435)	
e. Discontinue Large Volume Sewer Discount program	(7.943)	(4.932)	LVSD program phased out over 3 yrs
f. Reduce preventative maintenance for wastewater collections and treatment facilities	(2.632)	(2.632)	
g. Reduce funding to private sewer service repairs to owner occupied single family dwellings and duplexes	(0.800)	(0.800)	
h. Discontinue local sewer degreasing program	(0.400)	(0.400)	
i. Discontinue preventative cleaning program within combined sewer districts	(0.380)	(0.380)	
j. Reduce Industrial Waste sampling and inspection activities	(0.165)	(0.165)	
k. Revise routine Basin Monitoring program to event based	(0.082)	(0.082)	
l. Discontinue landscaping at former outdoor biosolids drying bed	(0.060)	(0.060)	
m. Other operating reduction/increase			
Fleet adjustments		(1.041)	
2020-2023 Water Sewer Rate Report			
Dividend		(7.479)	
Interest, principal and debenture issue expense		(10.613)	
Transfer to Land Drainage (operating and capital)		(3.260)	
Transfer to capital reserves		(37.717)	
Total Adjustments	(14.297)	(71.240)	

Land Drainage and Flood Control Services

Land Drainage

- Curb inlets
- Land drainage sewers
- Stormwater retention basins
- Underpass stations
- Storm relief sewers

Flood Control

- Primary line of defense (diking)
- Flood pumping stations
- Temporary pumping
- Temporary diking

Waterways Management

- Waterways permits, inspections and enforcement
- Riverbank monitoring and prioritization of stabilization works

Operating Budget – Land Drainage and Flood Control Service

2020 Contributing Departments:

Water and Waste 81%; Planning, Property and Development 16%; Public Works 3%

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	-	-	-	-			-	-	-	
SERVICE AND OTHER	4.863	5.904	5.139	(0.765)			5.171	5.202	5.232	
TOTAL REVENUE	4.863	5.904	5.139	(0.765)	-13%	1	5.171	5.202	5.232	-3%
SALARIES & BENEFITS	2.285	2.354	2.404	0.050			2.428	2.453	2.478	
SERVICES	1.905	2.363	2.213	(0.150)			2.201	2.190	2.180	
MATS PARTS & SUPPLIES	0.657	0.809	0.626	(0.183)			0.647	0.668	0.686	
ASSETS & PURCHASES	0.002	0.004	0.004	-			0.004	0.004	0.004	
GRANTS, TRANSFERS & OTHER	0.040	0.041	0.037	(0.004)			0.037	0.037	0.037	
RECOVERIES	(0.050)	-	-	-			-	-	-	
TOTAL OPERATIONAL EXPENDITURES	4.839	5.571	5.284	(0.287)	-5%		5.317	5.352	5.385	-1%
DEBT & FINANCE CHARGES	0.120	0.789	0.321	(0.468)			0.321	0.320	0.320	
CASH TO CAPITAL	0.506	0.205	0.500	0.295			0.100	-	-	
TOTAL EXPENDITURES	5.465	6.565	6.105	(0.460)	-7%	2	5.738	5.672	5.705	-3%
Surplus / (Deficit) *	(0.602)	(0.661)	(0.966)	(0.305)			(0.567)	(0.470)	(0.473)	

Total Operational Expenditures (before capital related expenditures) Year over Year % Change -5% 1% 1% 1% -1%

Total Expenditures Year over Year % change -7% -6% -1% 1% -3%

Year over Year Variance Explanations – Land Drainage and Flood Control Service

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Decrease in transfer from Sewage Disposal	\$ (0.819)	\$ 0.028	\$ 0.027	\$ 0.027
- Miscellaneous adjustments	0.054	0.004	0.003	0.004
Net Revenue Change	\$ (0.765)	\$ 0.032	\$ 0.030	\$ 0.031
2) <i>Expenditure change due to the following:</i>				
- Decrease in debt and finance	\$ (0.469)	\$ -	\$ (0.001)	\$ -
- Decrease in certificates, permits and licenses	(0.171)	-	-	-
- Decrease in maintenance materials	(0.166)	0.044	0.023	0.022
- Increase in transfer to capital	0.295	(0.400)	(0.100)	-
- Miscellaneous adjustments	0.051	(0.011)	0.012	0.011
Net Expenditure Change	\$ (0.460)	\$ (0.367)	\$ (0.066)	\$ 0.033

Operating Budget Options and Reductions – Land Drainage and Flood Control Service

Options Presented to SPC / Board vs. Preliminary Budget	<i>Total 4-year Proposal</i>	Total 4-year Preliminary Budget	Explanation
a. Reduce land drainage sewer maintenance program	(0.874)	(0.874)	
b. Discontinue aesthetic maintenance of storm water retention basins and fountains	(1.040)	(0.320)	Maintained harvesting and herbiciding of storm water retention basins.
Total Adjustments	(1.914)	(1.194)	

Solid Waste Collection Services

Collection Services

- Automated garbage carts
- Multi family, City, commercial bins
- Bulky and surplus waste
- Dead animals
- Appliances with ozone depleting substances

Operating Budget – Solid Waste Collection

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	-	-	-	-			-	-	-	
SERVICE AND OTHER	1.161	1.142	1.167	0.025			1.187	1.206	1.225	
TOTAL REVENUE	1.161	1.142	1.167	0.025	2%	1	1.187	1.206	1.225	2%
SALARIES & BENEFITS	0.879	1.123	1.437	0.314			1.478	1.522	1.550	
SERVICES	20.376	21.637	21.309	(0.328)			22.157	21.989	22.929	
MATS PARTS & SUPPLIES	0.027	0.095	0.382	0.287			0.391	0.398	0.394	
ASSETS & PURCHASES	0.244	0.239	0.256	0.017			0.263	0.271	0.279	
GRANTS, TRANSFERS & OTHER	0.124	0.124	0.149	0.025			0.150	0.151	0.152	
RECOVERIES	(0.028)	-	-	-			-	-	-	
TOTAL OPERATIONAL EXPENDITURES	21.622	23.218	23.533	0.315	1%		24.439	24.331	25.304	2%
DEBT & FINANCE CHARGES	0.012	0.008	0.008	-			0.008	0.008	0.008	
TRANSFER TO CAPITAL RESERVES	-	-	-	-			-	-	-	
TOTAL EXPENDITURES	21.634	23.226	23.541	0.315	1%	2	24.447	24.339	25.312	2%
Mill Rate Support / (Contribution)	20.473	22.084	22.374	0.290			23.260	23.133	24.087	

Total Operational Expenditures (before capital related expenditures) Year over Year % Change

1% 4% 0% 4% 2%

Total Expenditures Year over Year % change

1% 4% 0% 4% 2%

Year over Year Variance Explanations – Solid Waste Collection

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Miscellaneous adjustments	\$ 0.025	\$ 0.020	\$ 0.019	\$ 0.019
Net Revenue Change	\$ 0.025	\$ 0.020	\$ 0.019	\$ 0.019
2) <i>Expenditure change due to the following:</i>				
- Increase in fleet	\$ 0.430	\$ (0.009)	\$ 0.006	\$ 0.001
- Increase in salaries and benefits	0.314	0.041	0.044	0.027
- Increase in fuel	0.148	0.003	0.002	(0.003)
- Decrease in collection contracts	(0.692)	0.875	0.913	0.940
- Decrease in landfill tipping	-	-	(1.096)	-
- Miscellaneous adjustments	0.115	(0.004)	0.023	0.008
Net Expenditure Change	\$ 0.315	\$ 0.906	\$ (0.108)	\$ 0.973

Operating Budget Options and Reductions – Solid Waste Collection

Options Presented to SPC / Board vs. Preliminary Budget	Total 4-year Proposal	Total 4-year Preliminary Budget	Explanation
a. Reduce single family collection contract costs	(1.044)	(1.044)	
b. Discontinue garbage bin collection for multi-family, charity and commercial customer	(5.140)	-	Not accepted
c. Reduce City tipping fees from \$33.00 to \$26.60 per tonne starting in 2022.	-	(2.191)	
c. Other operating (reduction)/increase			
Single Source Authorization for 3 month Extension of Contract for Mechanical Collection of Solid Waste - East Area		0.300	
Fleet Adjustments		(0.254)	
Total Adjustments	(6.184)	(3.189)	

Solid Waste Disposal Services

Services/Facilities

- Landfill
- Closed landfills

Operating Budget – Solid Waste Disposal

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	0.065	0.062	0.065	0.003			0.065	0.065	0.065	
SERVICE AND OTHER	15.276	15.342	15.200	(0.142)			15.613	14.456	14.617	
TOTAL REVENUE	15.341	15.404	15.265	(0.139)	-1%	1	15.678	14.521	14.682	-1%
SALARIES & BENEFITS	3.495	3.344	3.503	0.159			3.595	3.687	3.775	
SERVICES	5.934	8.274	8.337	0.063			8.491	8.807	9.026	
MATS PARTS & SUPPLIES	0.739	0.710	0.722	0.012			0.739	0.752	0.756	
ASSETS & PURCHASES	0.002	0.095	0.094	(0.001)			0.094	0.094	0.094	
GRANTS, TRANSFERS & OTHER	0.468	0.414	0.404	(0.010)			0.408	0.413	0.417	
RECOVERIES	(0.836)	(0.035)	(0.035)	-			(0.035)	(0.035)	(0.035)	
TOTAL OPERATIONAL EXPENDITURES	9.802	12.802	13.025	0.223	2%		13.292	13.718	14.033	2%
DEBT & FINANCE CHARGES	0.210	0.366	0.364	(0.002)			0.355	0.252	0.260	
TRANSFER TO CAPITAL RESERVES	0.327	0.334	0.302	(0.032)			0.305	0.305	0.305	
TOTAL EXPENDITURES	10.339	13.502	13.691	0.189	1%	2	13.952	14.275	14.598	2%
Surplus / (Deficit)	5.002	1.902	1.574	(0.328)			1.726	0.246	0.084	

Total Operational Expenditures (before capital related expenditures) Year over Year % Change

2% 2% 3% 2% 2%

Total Expenditures Year over Year % change

1% 2% 2% 2% 2%

Year over Year Variance Explanations – Solid Waste Disposal

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Miscellaneous adjustments	\$ (0.139)	\$ 0.413	\$ (1.157)	\$ 0.161
Net Revenue Change	\$ (0.139)	\$ 0.413	\$ (1.157)	\$ 0.161
2) <i>Expenditure change due to the following:</i>				
- Increase in leachate treatment	0.331	0.090	0.072	0.063
- Miscellaneous adjustments	(0.142)	0.171	0.251	0.260
Net Expenditure Change	\$ 0.189	\$ 0.261	\$ 0.323	\$ 0.323

Operating Budget Options and Reductions – Solid Waste Disposal

Options Presented to SPC / Board vs. Preliminary Budget	<i>Total 4-year Proposal</i>	Total 4-year Preliminary Budget	Explanation
a. Other operating (reduction)/increase			
Fleet Adjustments	-	(0.491)	
Departmental allocations	-	(0.118)	
Reduction in grants	-	(0.091)	10% reduction in all grants
Total Adjustments	-	(0.700)	

Recycling and Waste Diversion Services

Services/Facilities

- Recycling collection
- Recycling processing / sales
- Curbside yard waste collection and composting
- Waste diversion depots (Christmas tree, 24-7 community recycling depots)
- 4R Winnipeg Depots
- Biosolids composting

Operating Budget – Recycling and Waste Diversion

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	5.451	4.926	4.584	(0.342)			4.621	4.624	4.626	
SERVICE AND OTHER	23.573	24.884	27.011	2.127			30.001	32.339	32.723	
TOTAL REVENUE	29.024	29.810	31.595	1.785	6%	1	34.622	36.963	37.349	6%
SALARIES & BENEFITS	4.880	5.860	5.886	0.026			6.011	6.163	6.309	
SERVICES	27.389	29.407	27.531	(1.876)			28.457	29.518	30.532	
MATS PARTS & SUPPLIES	0.394	0.577	0.469	(0.108)			0.435	0.434	0.432	
ASSETS & PURCHASES	0.267	0.323	0.338	0.015			0.339	0.340	0.341	
GRANTS, TRANSFERS & OTHER	0.162	0.211	0.216	0.005			0.218	0.220	0.222	
RECOVERIES	(0.336)	(0.780)	(0.260)	0.520			(0.260)	(0.260)	(0.260)	
TOTAL OPERATIONAL EXPENDITURES	32.756	35.598	34.180	(1.418)	-4%		35.200	36.415	37.576	1%
DEBT & FINANCE CHARGES	0.773	3.177	3.069	(0.108)			2.981	1.736	1.888	
TRANSFER TO CAPITAL RESERVES	-	-	-	-			-	-	-	
TOTAL EXPENDITURES	33.529	38.775	37.249	(1.526)	-4%	2	38.181	38.151	39.464	0%
Surplus / (Deficit)	(4.505)	(8.965)	(5.654)	3.311			(3.559)	(1.188)	(2.115)	

Total Operational Expenditures (before capital related expenditures) Year over Year % Change	-4%	3%	3%	3%	1%
Total Expenditures Year over Year % change	-4%	3%	0%	3%	0%

Year over Year Variance Explanations – Recycling and Waste Diversion

(in millions)

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Increase in funding from Multi-Material Stewardship Manitoba	1.870	2.666	2.010	0.050
- Increase in waste diversion	0.453	0.318	0.321	0.325
- Decrease in waste reduction support grant	(0.375)	(0.035)	-	-
- Decrease in sale of recyclables	(0.158)	-	-	-
- Miscellaneous adjustments	(0.005)	0.078	0.010	0.011
Net Revenue Change	\$ 1.785	\$ 3.027	\$ 2.341	\$ 0.386
2) <i>Expenditure change due to the following:</i>				
- Decrease in recycling processing	(2.170)	0.200	0.200	0.250
- Decrease in debt and finance	(0.108)	0.088	(1.245)	0.152
- Decrease in interfund recoveries	0.520	-	-	-
- Increase in leaf and yard waste collection	\$ 0.297	\$ 0.300	\$ 0.200	\$ 0.250
- Increase in recycling collection	0.011	0.525	0.543	0.538
- Miscellaneous adjustments	(0.076)	(0.181)	0.272	0.123
Net Expenditure Change	\$ (1.526)	\$ 0.932	\$ (0.030)	\$ 1.313

Operating Budget Options and Reductions – Recycling and Waste Diversion

Options Presented to SPC / Board vs. Preliminary Budget	<i>Total 4-year Proposal</i>	Total 4-year Preliminary Budget	Explanation
a. Other operating (reduction)/increase			
Mattress Recycling Mother Earth	-	0.480	
Fleet Adjustments	-	(0.603)	
Miscellaneous	-	(0.039)	
Reduction in grants	-	(0.014)	10% reduction in all grants
Total Adjustments	-	(0.176)	

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management

	2019 Adopted Budget	2020 Preliminary Budget	Increase / (Decrease)	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
Full Time Equivalents - Utility	962.10	956.45	(5.65)	957.92	957.41	957.90
Full Time Equivalents - Garbage Collection	15.18	17.18	2.00	17.21	17.22	17.23
Full Time Equivalents - Department <i>(number of FTEs)</i>	977.28	973.63	(3.65)	975.13	974.63	975.13
Salaries & Benefits <i>(in millions of \$)</i>	\$ 80.117	\$ 82.114	\$ 1.997	\$ 83.907	\$ 85.925	\$ 87.914
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (4.365)	\$ (4.273)	\$ 0.092	\$ (4.322)	\$ (4.389)	\$ (4.426)

FTE Reductions by 2023 In Comparison to 2019 Budgeted FTEs

	2023
Vacant Positions	1.85
Filled Positions	(4.00)
Total FTE reductions	(2.15)

Capital Budget – Land Drainage Utility Fund

Authorization (\$000's)

List of Capital Projects:

- 1 Flood Pumping Station Rehabilitation
- 2 Land Drainage Sewers - Regional / Local Streets
- 3 Land Drainage and Combined Sewers Outfall Gate Structures
- 4 Stormwater Retention Basin Upgrades
- 5 Outfall Rehabilitation
- 6 Development Agreement Paybacks
- 7 Land Drainage Utility
 - Lot 16 Drain Slope Stabilization Works
 - St. Boniface Hospital Primary Line of Defence (PLD) Slope Stability Analysis and Stabilization Works

2019 Adopted	2020 Draft Budget	Forecast					6-Year Total
		2021	2022	2023	2024	2025	
1,000	1,000	1,000	1,000	1,000	1,000	1,000	6,000
1,000	-	-	-	-	100	100	200
1,870	2,680	-	-	-	-	-	2,680
-	-	430	-	-	485	-	915
2,000	2,000	2,000	4,000	3,500	3,500	4,000	19,000
-	-	1,040	700	1,000	1,700	500	4,940
-	-	-	-	-	-	-	-
1,175	-	-	-	-	-	-	-
150	-	-	-	-	-	-	-
7,195	5,680	4,470	5,700	5,500	6,785	5,600	33,735

TOTAL CAPITAL PROJECTS

Capital Budget Options – Land Drainage Utility Fund

Options Presented to SPC vs. Preliminary Budget	(\$000's)		Explanation
	Total 6-year Proposal	Total 6-year Preliminary Budget	
a. Cancel 2020-2023 Land Drainage Sewers - Regional/Local Streets	(400)	(400)	Budget reduction included in the 6-year program.
b. Defer some Stormwater Retention Basin Upgrades one year	15	15	Project deferrals included in the 6-year program; additional escalation included.
Total Adjustments	(385)	(385)	

Capital Budget – Planning, Property & Development

List of Capital Projects:

- 1 Riverbank Greenways Program
- 2 Riverbank Stabilization - Physical Asset Protection

TOTAL CAPITAL PROJECTS

2019 Adopted	2020 Draft Budget	Authorization (\$000's)					6-Year Total
		Forecast					
		2021	2022	2023	2024	2025	
205	-	-	-	-	-	-	-
500	2,141	100	-	-	-	-	2,241
705	2,141	100	-	-	-	-	2,241

Capital Budget – Planning, Property & Development

Options Presented to SPC vs. Preliminary Budget	(\$000's)		Explanation
	Total 6-year Proposal	Total 6-year Preliminary Budget	
a. Eliminate Riverbank Greenways Program	(830)	(830)	Reduction included in the 6-year program.
b. Reduce, then eliminate, Riverbank Stabilization – Physical Asset Protection Program	(2,066)	(1,566)	Partial reduction included in the 6-year program due to additional investment of \$500k in 2022 to ensure adequate contingency for Assiniboine River - Wellington Crescent right of way from Assiniboine Park to Academy Road project.
Total Adjustments	(2,896)	(2,396)	

Capital Forecast to Preliminary Budget Reconciliation

ATTACHMENT TO THE PRESENTATION (APPENDIX 1)

Capital Budget – Water Utility: Supply and Treatment

Authorization (\$000's)

	2019 Adopted	2020 Draft Budget	Forecast					6-Year Total
			2021	2022	2023	2024	2025	
1 Shoal Lake Aqueduct Condition Assessment and Rehabilitation	-	200	520	2,000	1,030	1,650	3,700	9,100
2 Shoal Lake Aqueduct Intake Facility Rehabilitation	-	-	2,050	5,450	-	4,265	585	12,350
3 Branch Aqueduct Condition Assessment and Rehabilitation	-	1,000	-	-	1,000	-	1,000	3,000
4 Tache Booster Pumping Station	785	-	1,000	-	-	1,300	685	2,985
5 Pumping Stations and Reservoirs Structural Upgrades	-	800	-	-	-	-	-	800
6 Chlorination Upgrading at Pumping Stations	-	-	3,575	-	-	-	-	3,575
7 Water Supervisory Control and Data Acquisition (SCADA) Upgrade	4,125	2,690	-	-	-	-	-	2,690
8 Waterworks System Security Upgrades	-	500	-	-	-	-	-	500
9 Regulatory Assessment of Water System Infrastructure and Supply Sources	-	-	575	-	-	-	-	575
10 Deacon Reservoir Cell Rehabilitation	-	-	-	-	-	-	100	100
11 Deacon Booster Pumping Station Suction Header Divider Wall and Valve	-	-	-	350	985	-	-	1,335
12 Deacon Site Flood Protection	-	1,850	-	-	-	-	-	1,850
13 HVAC Upgrades at Pumping Stations	-	4,090	-	-	-	-	-	4,090
14 Ultraviolet Light Disinfection System Upgrade	-	855	1,735	-	-	-	-	2,590
15 Discharge Meter Upgrades at the In-town Pumping Stations	150	-	3,950	-	-	-	-	3,950
16 Water Treatment Plant Asset Refurbishment and Replacement Program	575	470	5,530	-	-	-	-	6,000
17 Pumping Stations Reliability Upgrades	-	-	200	-	-	-	-	200
18 Study of Backup Power Supply for the Hurst Pumping Station	-	-	425	-	-	-	-	425
Water Conservation and Efficiency Study	155	-	-	-	-	-	-	-
TOTAL CAPITAL PROJECTS: Waterworks System - Supply & Treatment	5,790	12,455	19,560	7,800	3,015	7,215	6,070	56,115

List of Capital Projects:

- 1 Shoal Lake Aqueduct Condition Assessment and Rehabilitation
 - 2 Shoal Lake Aqueduct Intake Facility Rehabilitation
 - 3 Branch Aqueduct Condition Assessment and Rehabilitation
 - 4 Tache Booster Pumping Station
 - 5 Pumping Stations and Reservoirs Structural Upgrades
 - 6 Chlorination Upgrading at Pumping Stations
 - 7 Water Supervisory Control and Data Acquisition (SCADA) Upgrade
 - 8 Waterworks System Security Upgrades
 - 9 Regulatory Assessment of Water System Infrastructure and Supply Sources
 - 10 Deacon Reservoir Cell Rehabilitation
 - 11 Deacon Booster Pumping Station Suction Header Divider Wall and Valve
 - 12 Deacon Site Flood Protection
 - 13 HVAC Upgrades at Pumping Stations
 - 14 Ultraviolet Light Disinfection System Upgrade
 - 15 Discharge Meter Upgrades at the In-town Pumping Stations
 - 16 Water Treatment Plant Asset Refurbishment and Replacement Program
 - 17 Pumping Stations Reliability Upgrades
 - 18 Study of Backup Power Supply for the Hurst Pumping Station
- Water Conservation and Efficiency Study

TOTAL CAPITAL PROJECTS: Waterworks System - Supply & Treatment

Capital Budget Options – Water Utility: Supply and Treatment

Options Presented to SPC vs. Preliminary Budget	(\$000's)		Explanation
	Total 6-year Proposal	Total 6-year Preliminary Budget	
a. Defer aspects of Shoal Lake Aqueduct Intake Facility Rehabilitation program	50	50	Project deferrals included in the 6-year program; additional escalation included.
b. Defer aspects of Tache Booster Pumping Station	120	120	Project deferrals included in the 6-year budget; additional escalation included.
c. Defer Deacon Reservoir Cell Rehabilitation	-	-	Project deferral included in the 6-year budget.
Total Adjustments	170	170	

Capital Budget – Water Utility: Distribution

List of Capital Projects:

- 19 Feeder Main Condition Assessment and Rehabilitation
- 20 Water Meter Renewals
- 21 Water Main Renewals
- 22 Customer Billing and Work Management Systems Upgrades Program
- 23 Application and Data Integration
- 24 Digital Enablement for Plant and Field Employees
- 25 Information Technology Enterprise Architecture
- 26 Laboratory Information Management System Upgrade and Enhancement
- Public Water Outlets
- Customer Care and Billing - iNovah Integration
- Automated Remittance Processing
- Information Technology Cybersecurity Review
- GIS Enhancements

TOTAL CAPITAL PROJECTS: Waterworks System - Distribution

2019 Adopted	2020 Draft Budget	Authorization (\$000's)					6-Year Total
		Forecast					
		2021	2022	2023	2024	2025	
350	3,550	200	500	200	1,150	1,860	7,460
-	450	-	-	-	-	16,000	16,450
16,500	17,500	18,000	18,500	19,000	20,000	20,500	113,500
185	1,045	2,200	350	550	750	600	5,495
-	250	250	350	400	565	515	2,330
530	1,300	750	750	750	500	500	4,550
-	-	-	-	-	-	-	-
-	1,050	-	-	-	-	-	1,050
475	-	-	-	-	-	-	-
130	-	-	-	-	-	-	-
400	-	-	-	-	-	-	-
340	-	-	-	-	-	-	-
300	-	-	-	-	-	-	-
19,210	25,145	21,400	20,450	20,900	22,965	39,975	150,835

Capital Budget Options – Water Utility: Distribution

Options Presented to SPC vs. Preliminary Budget	(\$000's)		Explanation
	Total 6-year Proposal	Total 6-year Preliminary Budget	
d. Defer aspects of Feeder Main Condition Assessment and Rehabilitation	60	60	Project deferrals included in the 6-year program; additional escalation included.
e. Reduce Water Main Renewals program	(3,500)	(3,500)	Budget reduction included in the 6-year program.
f. Reduce Customer Billing and Work Management Systems Upgrades	(105)	(105)	Budget reduction included in the 6-year program.
g. Defer aspects of Application and Data Integration	30	30	Project deferrals included in the 6-year program; additional escalation included.
h. Cancel Information Technology Enterprise Architecture	(125)	(125)	Budget reduction included in the 6-year program.
Total Adjustments	(3,640)	(3,640)	

Capital Forecast to Preliminary Budget Reconciliation

ATTACHMENT TO THE PRESENTATION (APPENDIX 1)

Capital Budget – Sewer Utility: Treatment

List of Capital Projects:

- 1 Sludge Drying Beds Decommissioning
- 2 Process Control System Master Plan and Upgrade
- 3 Asset Refurbishment and Replacement Program
- 4 West End Sewage Treatment Plant (WEWPCC) - Facilities Plan
- 5 SEWPCC Second Stage Dewatering

	2019 Adopted	2020 Draft Budget	Authorization (\$000's)					6-Year Total
			Forecast					
			2021	2022	2023	2024	2025	
	-	-	-	-	-	375	-	375
	-	-	3,000	-	-	7,000	-	10,000
	6,000	6,000	5,000	2,000	5,000	5,000	5,000	28,000
	-	-	500	-	-	-	-	500
	-	-	-	-	-	-	-	-
TOTAL CAPITAL PROJECTS: Sewage Disposal System - Treatment	6,000	6,000	8,500	2,000	5,000	12,375	5,000	38,875

Capital Budget Options – Sewer Utility: Treatment

Options Presented to SPC vs. Preliminary Budget	(\$000's)		Explanation
	Total 6-year Proposal	Total 6-year Preliminary Budget	
a. Defer Sludge Drying Beds Decommissioning two years	25	25	Project deferral included in the 6-year budget; additional escalation included.
b. Defer aspects of Process Control System Master Plan and Upgrade three years	500	500	Project deferrals included in the 6-year program; additional escalation included.
Total Adjustments	525	525	

Capital Budget – Sewer Utility: Collection

List of Capital Projects:

- 6 Arc Flash Hazard Analysis and Remediation
 - 7 D'Arcy Lift Station Load Shedding Upgrade
 - 8 Lift Stations Upgrading
 - 9 River Crossings Monitoring and Rehabilitation
 - 10 Combined Sewer Overflow and Basement Flood Management Strategy
 - 11 Comminutor Chamber Rehabilitation Program
 - 12 Southwest Interceptor River Crossing
 - 13 Wastewater Services Facilities Plan
 - 14 Environmental Standards Laboratory Facility Plan
 - 15 Sewer Renewals
 - 16 Departmental Levels of Service Framework
 - 17 Water and Waste Department (WWD) Business Intelligence
 - 18 Customer Billing and Work Management Systems Upgrades Program
 - 19 Digital Customer Solutions
 - 20 WWD Document Management System
 - 21 WWD Learning Management System
 - 22 Supervisory Control and Data Acquisition (SCADA) Upgrade for Collections
- TOTAL CAPITAL PROJECTS: Sewage Disposal System - Collection**

	2019 Adopted	2020 Draft Budget	Authorization (\$000's)					6-Year Total
			Forecast					
			2021	2022	2023	2024	2025	
	879	385	320	270	-	-	-	975
	-	-	400	-	-	-	-	400
	2,825	2,925	6,250	6,250	3,250	6,500	7,000	32,175
	700	6,200	950	1,700	600	-	5,000	14,450
	31,100	31,610	23,110	29,120	30,000	32,000	34,160	180,000
	1,200	1,300	-	-	-	-	-	1,300
	1,100	-	-	-	-	5,000	35,000	40,000
	-	350	-	-	-	-	-	350
	-	-	-	-	-	530	-	530
	17,500	17,000	17,500	18,000	18,500	21,000	21,000	113,000
	-	200	-	-	-	-	-	200
	600	1,050	1,550	300	300	1,100	550	4,850
	185	1,045	2,200	350	550	750	600	5,495
	1,600	500	500	350	350	715	715	3,130
	500	500	250	250	-	-	-	1,000
	-	-	-	-	-	565	-	565
	-	-	-	-	-	-	-	-
	58,189	63,065	53,030	56,590	53,550	68,160	104,025	398,420

Capital Budget Options – Sewer Utility: Collection

Options Presented to SPC vs. Preliminary Budget	(\$000's)		Explanation
	Total 6-year Proposal	Total 6-year Preliminary Budget	
c. Decrease funding for Lift Stations Upgrading in 2023	(3,000)	(3,000)	Budget reduction included in the 6-year program.
d. Defer the Southwest Interceptor River Crossing one year	(20,000)	(20,000)	Project deferral included in the 6-year program.
e. Defer the Environmental Standards Laboratory Facility Plan two years	30	30	Project deferral included in the 6-year budget; additional escalation included.
f. Increase funding for CSO mitigation to average \$30m/year over 6-years	-	20,780	Increased funding for CSO work included in the 6-year program.
g. Decrease the pacing of the Sewer Renewal program	(7,500)	(7,500)	Budget reduction included in the 6-year program.
h. Decrease the pacing of the WWD Business Intelligence program	(4,900)	(4,900)	Budget reduction included in the 6-year program.
i. Reduce Customer Billing and Work Management Systems Upgrades	(105)	(105)	Budget reduction included in the 6-year program.
j. Defer some aspects of the Digital Customer Solutions program	30	30	Project deferrals included in the 6-year program; additional escalation included.
k. Defer the WWD Learning Management System four years	65	65	Project deferral included in the 6-year budget; additional escalation included.
Total Adjustments	(35,380)	(14,600)	

Capital Forecast to Preliminary Budget Reconciliation

ATTACHMENT TO THE PRESENTATION (APPENDIX 1)

Capital Budget – Solid Waste Utility: Landfill

List of Capital Projects:

- 1 Brady Road Resource Management Facility - Cell Construction
- 2 Brady Road Resource Management Facility - Site Improvements
- 3 Brady Road Resource Management Facility - Alternative Energy Project
- 4 Closed Landfill Site Improvement
- 5 Soil Fabrication for Landfill Cover
- 6 Brady Road Resource Management Facility - Landfill Gas Capture Expansion
- Brady Road Resource Management Facility - Onsite Leachate Management

2019 Adopted	2020 Draft Budget	Authorization (\$000's)					6-Year Total
		Forecast					
		2021	2022	2023	2024	2025	
2,500	700	1,200	750	1,300	500	-	4,450
200	-	200	-	-	-	-	200
-	-	-	2,500	-	-	-	2,500
225	970	100	100	100	-	-	1,270
-	-	1,250	1,300	1,300	1,350	1,400	6,600
-	-	-	-	-	-	-	-
450	-	-	-	-	-	-	-
3,375	1,670	2,750	4,650	2,700	1,850	1,400	15,020

TOTAL CAPITAL PROJECTS: Solid Waste Disposal - Landfill

Capital Budget – Solid Waste Utility: Recycling and Waste Diversion

List of Capital Projects:

- 7 Comprehensive Integrated Waste Management Strategy (CIWMS) - Review
- 8 Source Separated Organics
- 9 Collection Management System
- Comprehensive Integrated Waste Management Strategy (CIWMS) - Materials Recovery Facility Education Centre

TOTAL CAPITAL PROJECTS: Solid Waste Disposal - Recycling and Waste Diversion

2019 Adopted	2020 Draft Budget	Authorization (\$000's)					6-Year Total
		Forecast					
		2021	2022	2023	2024	2025	
-	-	-	-	450	-	-	450
-	1,800	-	-	-	-	-	1,800
-	-	-	250	-	-	-	250
250	-	-	-	-	-	-	-
250	1,800	-	250	450	-	-	2,500

Capital Forecast to Preliminary Budget Reconciliation

ATTACHMENT TO THE PRESENTATION (APPENDIX 1)

Other Important Operating and Capital Budget Information

- Operating and Capital budgets do not include any incremental costs that may arise from interim chemical phosphorous reduction
- City applied for ICIP funding for NEWPCC Upgrade Projects 1 and 2
- City applied for funding under the spring flood preparedness program

Operating Budget Referrals

Operating Budget Referrals			2020	2021	2022	2023
Extension of Contract for Mechanical Collection of Solid Waste from Apartments and Small Commercial Establishments in the East Area of the City of Winnipeg	That an increase in the tax-supported operating budget of \$300,000 for the extension be referred to the 2020 Budget review process	Council (Jan 30, 2020)	✓	✓	✓	✓

Included in the budget	✓
Not budgeted	x

Questions?