

Background

The Task Force is charged with researching and coming to a decision on the best water governance model to recommend for the Baltimore region. To do this, they are supported by consultants at WSP. WSP put forward five models to consider for further research. These models are: Memorandums of Understanding, Cooperatives, Wholesale Service Purchase Agreements, Intermunicipal Service Agreements, and Special Districts. To support this research and provide examples to the public and the Task Force, WSP developed a table outlining different cities and their utility models that covers the model type, model background, and key information such as the rate setting process. Additionally, the Task Force requested WSP also include some information regarding stormwater. The intention of this is to provide greater context with which to help the Task Force make recommendations. This was also put together with input from the Task Force as to which utilities would be of interest.

Methodology

WSP based the 44 selected utilities on the following criteria:

- 1) Easily available information. The NewGen Business Process Review offered several utilities which were incorporated here and then many others were added.
- 2) Population and geography. Metropolitan areas that were similar in size to Baltimore with a similar geography and access to water.
- 3) Interest. Included several metropolitan areas or utilities specifically requested by the public and Task Force members.

Summary per Model Type

United States (39)

- Model A, Memorandum of Understanding (2): Loudoun Water-Loudoun County, Santa Maria-Nipomo;
- Model B, Cooperative (3): Bonita Springs Utilities, EJ Water Cooperative, Entranosa Water;
- Model C, Wholesale Service Purchase Agreement (7): AFCWRC, DC Water, Charlottesville, Great Lakes Water Authority Massachusetts Water Resources Authority, Metropolitan Water District of Southern California, San Diego County Water Authority, Tampa Bay Water;
- Model D, Intermunicipal Service Agreement (12): Town of Andover, City of Baltimore, Baltimore County, Buffalo Water, DC Water, Detroit Water and Sewerage District, Jefferson County Environmental Services, Louisville/Jefferson County Metropolitan Sewer District, Milwaukee Water Works, Nashville Metro Water Services, Portland, San Francisco; and
- Model E, Special District or Water/Wastewater Authority (10): City of Atlanta, Birmingham Water Works, Boston Water and Sewerage District, Cape Fear Public Utility Authority, DC Water, Louisville Water Company, Milwaukee Metropolitan Sewer District, Sacramento Area Sewer District, St. Louis County, WSSC Water.

Single City Utilities (5): KC Water, Philadelphia Department of Water, City of Richmond VA, City of Sacramento, City of St. Louis Water Division

International (5): Bristol (Privatized, Special District), Gold Coast (Wholesale Agreement with regional authority but owns own pipes), Bloemfontein (Special District), Kitchener (Special District), Winnipeg (Intermunicipal Agreement).

This table was put together entirely through online research and as such is limited to information that is in the public domain. It does not intend to serve as an exhaustive list of all relevant utilities. This research involved classifying each utility as one model or another, whenever possible, but the reality is that most utilities are a blend of more than one model. A city department, for example, may serve suburban communities outside its normal jurisdiction, or a special district may only address wastewater, making an additional utility necessary.

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 Consultant Summary of Utility Profiles

City/Utility	Population	Service Relationship with Metro Region	Name	Model	Model Background	Rate Setting Process	Stormwater part of?
City of Baltimore, MD	569,931	Serving Baltimore City and surrounding region, totaling 1.8 million people.	Baltimore Department of Public Works (DPW)	Intermunicipal Service Agreement	Combined water, wastewater, sanitation, and recycling authority. Provides wholesale services to neighboring areas	DPW submits request and Board of Estimates approves for water, sewer, and stormwater.	Yes, DPW manages stormwater in Baltimore. DOT supports maintenance and aspects of the adjacent physical infrastructure. Not a combined sewer system.
Baltimore County, MD	850,000	Water handled by Baltimore City. Sewage handled by County.	Baltimore County Bureau of Utilities	Intermunicipal Service Agreement	Baltimore City operates water utility, Baltimore County manages own wastewater collections through municipal Bureau of Public Utilities, but wastewater is treated by a City of Baltimore facility (Patapsco or Back River WWTP)	Baltimore DPW implements water rates set by Baltimore County. Baltimore County Financing and Petitions Office is responsible for setting wastewater rates.	No. Stormwater managed by Department of Environmental Protection & Sustainability. Not a combined sewer system.

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AFCWRC (Atlanta-Fulton Water Resources Commission)	1,000,000	Agreement between Atlanta and Fulton County	Atlanta Fulton County Water Resources Commission	County wholesale Utility formed to assure meeting the water supply needs of northern Fulton County and the City of Atlanta. Water from the water plant is sold by contract.	Run by Board of 7 (3 from Atlanta, 3 from Fulton County, one independent). The purpose of the joint venture is to develop plans for, acquire the necessary sites and governmental permits for and to construct and operate a water treatment plant and appurtenances in North Fulton County, Georgia, to serve the joint needs of Atlanta and Fulton County in assuring an adequate supply of potable water for the citizens of Atlanta and Fulton County. The water produced by the plant shall be delivered to the parties to this contract for their use. Additionally, the joint venture shall make investigations and coordinate additional joint planning and development for the efficient utilization of the water resources.	Managed by a Joint Venture Board of Commissioners consisting of seven members (3) from Atlanta, (3) from Fulton County and (1) one independent member.	Only manages water supply.
Andover-North Reading, MA	50,000	Established terms for Town of Andover to sell potable water to Town of North Reading	Town of Andover Water Division - North Reading Water Department	Intermunicipal Water Purchase Agreement	Owned by Town of Andover. Andover's Rates set by Andover Board of Selectmen	Rate determined by Town of Andover for its customers and North Reading sets the rates for its customers.	No. Stormwater not addressed in intermunicipal agreement. Andover does not have a combined sewer system.

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Atlanta, GA	499,127	Drinking water also covers Fulton County, wastewater covers greater region.	City of Atlanta Department of Watershed Management	Special District formed 2002 to manage Atlanta's water, wastewater and stormwater systems to address consent decrees and provide City, Regional and State economic stability.	Owned by City of Atlanta. Responsible for the strategic planning and oversight of the O&M of the water treatment and distribution, wastewater collection and treatment and stormwater management.	Rates proposed by Department of Watershed Management. Water and Sewer Appeals Board approves, members appointed by City Council.	Yes. Stormwater managed by Department of Watershed Management, different office than water/sewer. City has combined sewer overflow treatment facilities. Combination of combined and separate sewer systems. To reduce combined sewer overflows, Atlanta has worked to separate the systems in key areas.
Birmingham, AL	200,000	BWW serves neighboring counties, nearly 800,000 total people.	Birmingham Water Works + Jefferson County Environmental Services	Special District (water) + Intermunicipal Service Agreement (sewer)	Jefferson County Environmental Services is a department of Jefferson County, AL. Birmingham Water Works is owned by City of Birmingham.	Birmingham Water Works Board of Directors is responsible for providing strategic direction, adopting the utility's operating and capital budgets, approving contracts, and setting rates. The Board consists of nine members, two appointed by the Mayor, four directors are appointed by the Birmingham City Council, one appointed by the Jefferson County Mayor's Association, one by the Shelby County Commission and one director is appointed by the Blount County Commission. Sewer rates appear to reflect the requirements of Jefferson County's bankruptcy agreement in 2013.	No. Managed by City of Birmingham Stormwater Management Division. Jefferson County sewer facilities are separate sewer systems
Bonita Springs Utilities	55,000	Serves Bonita Springs, FL and some neighboring communities	Bonita Springs Utilities	Cooperative	Not-for-profit water and wastewater utility cooperative founded by local citizens in 1970.	Established by the board as needed. The nine-member Board of Directors sets policy for BSU and meets twice a month to conduct Company business.	No. Stormwater is not managed by BSU. Not a combined sewer system,

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Boston, MA	650,706	Purchases water and sewer services from regional wholesaler (MWRA)	Boston Water and Sewer Commission	Special District with Wholesale Supply and Services Purchase Arrangement	BWSC owns and operates the water and sewer system. BWSC purchases water from the Massachusetts Water Resources Authority (MWRA), a wholesale supplier of water and wastewater services. Wastewater is treated by MWRA. BWSC is overseen by a three-member Board of Commissioners that is appointed by the mayor with the approval of the City Council.	Commission sets rates based on its own methodology .	Yes. BWSC manages stormwater. 80% of Boston is now served by separate stormwater systems. The remainder is served by combined sewers or no stormwater system.
Buffalo, NY	275,000	Suburban service primarily managed by Erie County Water Authority	Buffalo Water + Buffalo Sewer Authority	Buffalo Water Board in a NY public service corporation. BSA is an Authority that provides services to adjacent municipalities by Intermunicipal Service Agreement	Buffalo Water O&M is performed by Veolia through a Public-Private Partnership.	Buffalo Sewer Authority establishes rates and charges for sewer service.	Unclear, but Buffalo Sewer Authority prepared the jurisdiction's stormwater management plan. There are Combined Sewer Overflow events noted in the report.
Cape Fear, NC	440,000	Cape Fear is a regional utility authority covering the City of Wilmington and New Haven County, NC.	Cape Fear Public Utility Authority	Special District/Authority	Consolidation of formerly independent City and County water and sewer utilities into a new independent authority (Consolidation; Water and Wastewater Authority)	Rates are established by CFPWA board. Rates are set as part of the Authority's budget approval process and involves public consultation.	The City of Wilmington separately manages stormwater from their combined sewer system.

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Charlottesville, VA	46,000	RWSA is a wholesale agency that provides impoundment, treatment, storage and transmission of potable water and transport and treatment of wastewater to the Charlottesville Public Works Department and the Albemarle County Service Authority, who in turn provide water and wastewater services to individual retail customers. Amounting to 150,000 total people.	Rivanna Water and Sewer Authority (RWSA)	Wholesale Service Purchase Arrangement	Regional wholesale supplier with retail City and County customers (Wholesale Service Purchase Arrangement, Collaborative Resource Development; Wholesale Service Purchase Agreement, Water and Sewer Authority).	Utility rates set by City Council.	Yes. Stormwater, water, and wastewater all managed by Department of Utilities but not by the RWSA. Stormwater uses separate infrastructure from sewer. Note: Charlottesville just supplies drinking water provided by RWSA.
Detroit, MI	620,376	Serves City of Detroit. GLWA serves as wholesale supplier to City and suburbs.	Detroit Water and Sewerage Department (DWSD)	Intermunicipal Service Agreement	Combined Water and Wastewater utility that operates as a branch of the city government overseen by the Board of Water Commissioners (BOWC).	GLWA sets rates for wholesale water supply. Detroit Board of Water Commissioners sets rates for DWSD customers.	Yes. DWSD manages stormwater. Uses a combined sewer system.
EJ Water Cooperative, IL	11,000	Serves Montgomery County, IL area.	EJ Water Cooperative	Cooperative	Member-owned, not-for-profit water utility.	Rate increases are based on the Consumer Pricing Index from the Bureau of Labor Statistics.	No. Provides drinking water only. Not a combined sewer system.

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Entranosa Water, NM	7,100	Based in Tijeras, rural community near Albuquerque.	Entranosa Water & Wastewater Association	Cooperative	Entranosa Water & Wastewater is a non-profit , private, cooperative. The Board of Directors of Entranosa Water & Wastewater Association is the governing body of the association. The Board consists of a chairman, a vice chairman, secretary and treasurer and three board members. The board serves three-year staggered terms, is completely volunteer and is elected by votes from Entranosa's general membership during the annual meeting.	Determined by Board of Directors in accordance with association by-laws.	No. Drinking and wastewater only. Not a combined sewer system.
Kansas City, MO	509,297	KC Water does not supply Kansas City, KS across the border. North Kansas City, an independent city within the Kansas City metro, handles its own water and sewer infrastructure.	KC Water	City Utility Dept.	KC Water manages both water and wastewater in Kansas City. KC Water is regulated by the Kansas City, MO Code of Ordinances.	KC Water submits budget to Mayor and City Manager, who in turn submit budget to City Council. City Council acts as the Governance Board regarding rates and budget.	Yes. Stormwater is managed by KC Water. 56 square miles of 320 square mile total service area have a combined sewer system, generally the older parts of the city are combined sewers. KC Water has a federally mandated overflow control program (OCP).

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Loudoun County-Loudoun Water	425,000	Serves Loudoun County, VA, which is part of the greater DC area.	Loudoun County-Loudoun Water MOU	Memorandum of Understanding	The two parties wanted to cooperate on certain wastewater capital projects in unincorporated parts of the county. The MOU is a high-level document meant to clarify the roles and responsibilities between the two parties when undertaking such projects.	N/A	No, stormwater is not covered under the purview of the MOU. Loudoun County does not have a combined sewer system.
Louisville, KY	624,444	Provides retail service to those in Jefferson County and wholesale service to other counties in the region.	Louisville Water Company + Louisville/Jefferson County Metropolitan Sewer District	Special District (water), Intermunicipal Service Agreement (wastewater/sewer)	Separate water and wastewater utilities. Water Company is governed by the Board of Water Works. Water Company and MSD meet regularly as part of the One Water Partnership. Provides wholesale services to region.	Both utilities self-set rates. MSD Board votes on wastewater rates. Rate increases above 7% require Louisville Metro Council.	Yes. Louisville/Jefferson County Metropolitan Sewer District as the de facto municipal government manages sewer, stormwater and other local services. Not a combined sewer system.
Metropolitan Water District of Southern California	19,000,000	Supplies 40% of California's water resources (in Southern California)	Metropolitan Water District	Intermunicipal Agreement - Wholesale Water Supply Service for 29 agencies	Regional wholesaler	MWDSC is governed by a board of 38 Directors. Rates are set by the Board through the biennial budget process.	No stormwater management by agency. No sewer service provided.
Milwaukee, WI	563,305	MWW covers Milwaukee, Ozaukee and Waukesha Counties with 866,000 users while MMSD covers parts of additional neighboring counties with 1,100,000 users.	Milwaukee Water Works; Milwaukee Metropolitan Sewerage District	MWW - City owned Utility – Uses Intermunicipal Service Agreement; MMSD – Special District	Separate agencies for water and wastewater. Owned by City of Milwaukee and reports to Mayor. The wastewater treatment plants are operated by Veolia through a Public-Private Partnership.	Public Service Commission of Wisconsin sets water rates. Sewer rates set by Milwaukee Metropolitan Sewerage District Commission. In Wisconsin, sewer and stormwater utilities do not require Public Service Commission approval when establishing rates.	No. Stormwater is operated broadly by City of Milwaukee . Only 5% of MMSD service area uses a combined sewer system (one-third of Milwaukee).

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Montgomery & Prince George's Counties, MD,	1,900,000	Serves part of DC suburbs. Part of regional Blue Plains Intermunicipal Agreement.	WSSC Water – Washington Suburban Sanitary Commission	Special District	Water and sewer commission serving two large counties (Consolidation; Special District set up as a Commission)	The Commission recommends rates and charges, which must be approved by each County through the budget approval process,	No. Stormwater managed by Montgomery County Department of Environmental Protection / Prince George's County Department of the Environment. Not a combined sewer system.
Nashville, TN; Metropolitan Government of Nashville & Davidson County	683,622	Serves Nashville-Davidson County. 700,000 people total.	Metro Water Services	Intermunicipal Service Agreement	Water and Wastewater authority operating as a department of the Metropolitan Government of Nashville & Davidson County.	MWS sets rates. Must seek approval from Tennessee Comptroller and state Water and Wastewater Financing Board.	Yes. MWS manages stormwater. Nashville is primarily served by separated sewer and storm water systems. Some parts of the city are still served by combined sewer systems.
Philadelphia, PA	1,567,258	Covers the city and portions of neighboring Montgomery, Delaware, and Bucks counties, amounting to more than 2 million people.	Philadelphia Water Department	City Utility with one wholesale water Agreement and 10 wholesale wastewater contracts outside of the City.	City owned and financed water and wastewater. Mayor Appoints Water Commissioner- Water Department Commissioner responsibilities include oversight of drinking water treatment plants, wastewater treatment plants, and a contract-operated biosolids facility.	Rates set by independent body, The Philadelphia Water, Sewer, and Storm Water Rate Board. Board uses a process of board meetings and public rate hearings.	Yes. PWD manages stormwater with combination of combined and separated systems. 60% of Philadelphia is served by a combined sewer system.
Portland, OR	635,067	Portland Water Bureau supplies water to nearly a quarter of the state including via wholesale contracts	City of Portland Water Bureau + City of Portland Bureau of Environmental Services	Intermunicipal Service Agreement + wholesale service agreements	Separated systems for sewer and drinking water, but both managed by the City of Portland.	Rate study then approval by City Council.	Yes. Bureau of Environmental Services manages sewer and stormwater. Many older neighborhoods still have combined sewer systems. Portland dealt with its overflow problem by increasing capacity of the system in 2011.

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Richmond, VA	226,600	Serves the City of Richmond and the Counties of Henrico and Chesterfield. Amounting to around 900,000 potential users.	City of Richmond, Department of Public Works	City Utility with Wholesale and Retail Service Purchase Arrangement with customers	Wholesale and retail customer relationship which evolved into the retail customer becoming an independent water supplier (Wholesale Service Purchase Arrangement; Wholesale Service Purchase Agreement). While Henrico is building its own water treatment capacity, it will continue to purchase treated water from Richmond through 2040.	Operating and financial relationship is governed by terms of the wholesale purchase agreement.	Yes. Combined Sewer System managed by Department of Public Utilities.
Sacramento, CA	528,001	City of Sacramento only serves 75,000 sewer customers. Sacramento Area Sewer District serves metro area (1.2 million).	City of Sacramento Department of Utilities	City Utility- Dept Intermunicipal Service Agreement (water and sewer) + Special District (sewer)	City of Sacramento Department of Utilities covers both water and wastewater. Sacramento Area Sewer District is governed by a Board of Directors made up of representatives from nearby counties.	Utility Rate Advisory Commission reviews proposals for rate increases.	Yes. Stormwater is managed by Department of Utilities. City of Sacramento uses combined sewer system, but Sacramento Area Sewer District is solely wastewater.
San Diego County Water Authority, CA	3,300,000	Provides Wholesale water only to San Diego County, California.	San Diego County Water Authority	Charter Agency - Wholesale Service Agreements	Wholesale water supply to 24 retail water agencies, including cities, special districts, and a military base.	Rates are set by the Board of Directors. Board consists of 36 members representatives, at least one each from their 24 member agencies. Rates are also largely driven by the Metropolitan Water District of Southern California as that is a major source of purchased water for the San Diego Water Authority	No. Only covers drinking water.

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San Francisco, CA	815,000	Own and operate the Hetch Hetchy Regional Water System which serves 2.7 million customers. Retail service in San Francisco and wholesale service in Alameda, Santa Clara, and San Mateo counties.	San Francisco Public Utilities Commission	Regional City-County agency uses Intermunicipal Service Agreements	San Francisco Public Utilities Commission is a public agency of the City and County of San Francisco that provides water and wastewater to the city and Alameda, San Mateo Santa Clara counties	The San Francisco Public Utilities Commission consists of five members, nominated by the mayor and approved by the County's Board of Supervisors. Their responsibilities include providing operational oversight, setting rates and charges for services, approval of contracts, and organizational policy. There is also a Rate Fairness Board that includes local residents and business owners. SFPUC is required to undertake independent rate studies at least every five years.	Yes. Stormwater is managed by San Francisco Public Utilities Commission. Per commission website , San Francisco is the only coastal city in California with a combined sewer system that collects and treats both wastewater and stormwater in the same network of pipes.
Santa Maria-Nipomo Community Services District	130,000	Established relationship between two nearby towns.	Santa Maria-Nipomo Community Services District MOU	Memorandum of Understanding	The MOU here served as a precursor to the wholesale agreement—it summarized the need for an agreement, the intent to negotiate that agreement, and the basic terms and conditions.	N/A	No, drinking water only.
SFWMD (South Florida Water Management District)	9,000,000	Manages permitting for water utilities in South Florida and provides stormwater and flood control service.	South Florida Water Management District	State Legislative Agency-Water Management District	Agency is responsible for managing and protecting water resources of South Florida by balancing and improving flood control, water supply, water quality.	Does not set rates	Primary function is to provide flood control and manage stormwater. Issues water use permits to Cities and water supply agencies.
Great Lakes Water Authority, Southeast Michigan	3,800,000	Great Lakes Water Authority leases Detroit Water and Sewerage Department infrastructure to provide water to eight counties in Southeast Michigan. Covers 30-40% of the state for water and wastewater.	Great Lakes Water Authority (GLWA)	Is a wholesale supply Authority for City of Detroit and southern Michigan municipalities (its members). Uses Detroit's treatment plants under a Facility Use Agreement.	Regional water, wastewater, and stormwater authority for southeast Michigan borne out of Detroit's bankruptcy.	GLWA board sets rates for its members, capped at 4%.	Yes. GLWA operates water, sewer, and stormwater. Uses a combined sewer system.

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St. Louis County, MO	1,000,000	Supplies water to 1.5 million people in Missouri	Missouri American Water + St. Louis Metropolitan Sewer District	Investor owner publicly traded water company + Special municipal district for sewer	American Water is a publicly traded water and wastewater utility company. MSD is a regional authority.	Missouri Public Service Commission approves rates for all investor owned public utilities. St. Louis Metropolitan Sewer District Board of Trustees sets sewer budgets and proposes rates to Rate Commission.	Yes. Stormwater and wastewater managed by St. Louis MSD . St. Louis and its inner suburbs are served by combined sewer systems . Separate systems are more common in the newer suburbs.
City of St. Louis, MO	293,000	St. Louis MSD manages wastewater and stormwater for the City and 90 percent of St. Louis County	City of St. Louis Water Division + St. Louis Metropolitan Sewer District for metropolitan regional sewer and stormwater management	City Utility Dept. for Water, + Special District for sewer and stormwater management	Water Division owned by City of St. Louis. MSD is a regional water authority.	Drinking water rate set by city's legislative body (board of alderman) Wastewater Rates set by Rate Commission based on MSD proposal and Agency's Charter Plan	Yes. Stormwater and wastewater managed by the same utility but separate from drinking water (managed by St. Louis Water). St. Louis and its inner suburbs are served by combined sewer systems . Separate systems are more common in the suburbs.
Tampa Bay, FL	2,500,000	Tampa Bay Water supplies wholesale drinking water to Hillsborough County, Pasco County, Pinellas County, New Port Richey, St. Petersburg and Tampa.	Tampa Bay Water	Special District /Authority - provides Wholesale water supply Service to members under Interlocal Agreement	State-funded nonprofit regional Special District that provides wholesale water services to Tampa Bay region. Nine-member board of directors, with two elected commissioners from each member county and one elected representative from each member city.	Rates are set by Board of directions, consisting of nine members (2) from each county (1) each from the Cities of Tampa, Saint Petersburg and New Port Richey. Uniform rates are at the level to fund infrastructure investment and utility management and O&M.	No Stormwater Services provided. Storm water is Managed individually by TBW's member governments. Tampa Bay area municipalities have separated sewer system.

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Washington, DC	671,803	Serves City of Washington. Provides wholesale wastewater treatment for adjacent counties (1.6 million people). Part of regional Blue Plains IMA.	DC Water	Special District + Wholesale Service Purchase Arrangement + Intermunicipal Service Agreement	Water and sewer authority with a significant number of diverse wholesale and retail customers. DC Water is part of the Blue Plains Intermunicipal Service Agreement with three surrounding counties (Montgomery, Prince George's, and Fairfax).	Board sets rates through majority votes. 5 of 11 board members are from neighboring counties.	No. Stormwater managed by Department of Energy & Environment. Two-thirds of DC is served by a separated sewer system, one-third is served by a combined sewer system.
International							
Bloemfontein, ZA	759,693	Vaal Central Water covers the City of Bloemfontein as well as most of Free State and Northern Cape, amounting to around 4 million users. Vaal Central Water reports to the National Department of Water and Sanitation	Bloem Water / Vaal Central Water	Special District	Vaal Central Water is a Water Board covering most of Free State and Northern Cape, South Africa. Vaal Central Water is a State-owned Entity, categorized as a Schedule 3B, National Government Enterprise	Unclear	Unclear
Bristol, UK	472,400	Bristol Water covers the region around Bristol, amounting to 1,200,000 users	Bristol Water/South West Water (water) + Wessex Water (water and sewer)	Other (Privatized)	Bristol Water: Private company, owned by Pennon Group, a water infrastructure company. Handles drinking water services for the region. Bristol Water is regulated as a water only company. Wessex Water: Owned by international firm YTL. Handles both water and wastewater services for the region.	Regulatory body (OFWAT) oversees and regulates prices	Yes. Bristol has many points where the sewer system is combined. Wessex Water is currently working to separate the systems .

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Gold Coast, AU	716,000	Seqwater covers South East Queensland and totals 3.6 million people	Seqwater	Wholesale Service Agreement	Seqwater is a statutory authority of the Government of Queensland and one of the largest water businesses in Australia. Seqwater was formed on 1 January 2013 through a merger of three State-owned water businesses, the SEQ Water Grid Manager, LinkWater and the former Seqwater. They also assumed some responsibilities undertaken by the former Queensland Water Commission, such as the long-term planning of the region's future water needs.	Rates approved by government of Queensland	No. Seqwater covers drinking water only.
Kitchener, ON	250,000	Around 650,000 people live in the Region of Waterloo	City of Kitchener	Intermunicipal Service Agreement	The Region of Waterloo is responsible for wholesale water treatment and provision. Kitchener is responsible for operation and maintenance of its water distribution systems.	Fees approved by City Treasurer	Yes. Stormwater managed by City of Kitchener. Not a combined sewer system.

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Winnipeg, MB	750,000	The City of Winnipeg manages the Winnipeg Water and Waste Department.	Winnipeg Water and Waste Department	Intermunicipal Service Agreement	<p>Winnipeg Sewage Treatment Program (WSTP) is a non-traditional infrastructure delivery model that focuses on extensive collaboration and shared risks and responsibilities for the improvement and operation of the three wastewater treatment plants owned and operated by the City of Winnipeg. This is in partnership Veolia for a total of 30 years.</p> <p>Appears that drinking water is managed directly by the city, although it retains ownership of sewage/wastewater infrastructure as well.</p>	City sets water and sewer rates for the city.	Yes. The Water and Waste Department included 'Drainage'. One-third of the city contains combined sewers, primarily older infrastructure.