



Canadian Water and Wastewater Association

Board Meeting

June 18, 2021

1:00 pm (EST)

videoconference

CWWA Board of Directors – June 18, 2021

Representing	Name	Attending?
BC	Ted Robbins	
YT	Arcadio Rodriguez	
AB	Clayton Tiedemann	
NT	Chris Greencorn	
SK	Ryan Johnson	
MB	Greg Archibald	
NU	Megan Lusty	
ON	Terry Bender	
ON	Rodney Bouchard	
QC	Alain Charron	
QC	Vacant	
NB	Kendall Mason	
PE	Richard MacEwen	
NS	Jesse Hulsman	
NL	Tom Mihajlovic	
BCWWA	David Main	
WCW	Vicki Campbell	
OWWA	Michele Grenier	
WEAO	William Fernandes	
RÉSEAU	Daniel Leblanc	
ACWWA	John Lam	
CWWA	Robert Haller	

Committee Liaisons for 2021:

Drinking Water: Michelle Grenier
Wastewater: Megan Lusty
Water Efficiency: Terry Bender
Energy: Rodney Bouchard
Biosolids: Richard MacEwen
Security & Emergency Mgt: Ryan Johnson
Climate Change: Jesse Hulsman
Utility Leadership: Vicky Campbell

Item 01.1 CWWA BOARD MEETING EVALUATION

The pro-forma evaluation form allows us to rate how we prepare, conduct and conclude the business of each Board meeting. Directors are asked to complete the form and submit it to the President at the conclusion of this meeting.

Event: CWWA Board Meeting of June 18, 2021 Name:

Item	Met Needs?				
	1	2	3	4	5
	No		OK		Well
	<i>insert ✓ as appropriate below</i>				
PREPARATION FOR THE BOARD MEETING					
• Were the objectives of the meeting clear?					
• Was the meeting material appropriate?					
• Was it received on time?					
Comments:					
CONDUCT OF THE BOARD MEETING					
• Did we focus on our objectives?					
• Did we provide strategic direction to staff?					
• Did we provide measurement targets					
Comments:					
CONCLUSION OF THE BOARD MEETING					
• Did we close out each discussion?					
• Did we clearly state our decisions?					
Comments:					

Spring Board Agenda videoconference

Item	Topic	Action	Lead	Start	Time
FRIDAY, JUNE 18, 2021					
00	Schedule	Information			
01	Call to Order, Roll Call & Introductions	Confirm attendance	R. Bouchard	1:00	5 mins
01.1	Appointment of a session monitor	Appoint	R. Bouchard		
01.2	Declarations of Interest for THIS agenda	Call for declarations	R. Bouchard		
02	Approval of Agenda	Adopt motion	R. Bouchard	1:05	5 mins
03	Approval of Minutes				
03.1	Minutes of April 30, 2021	Review and Adopt motion	R. Bouchard	1:10	5 mins
04	Financials				
04.1	Auditor's Draft Management Letter	Review & accept	G. Archibald	1:15	15 mins
04.2	Draft Audited Financial Statements 2020	Review & accept	G. Archibald		
04.3	Year to date financial report to May 31 st , 2021 Revised 2021 Forecast	Review	G. Archibald, C. Pama & R. Haller		
05	Executive Director's Activity Report	Receive	R. Haller	1:30	15 mins
06	NWWC 2020 Final Report	Receive & discuss	R. Haller	1:45	10 mins
07	Board Recruitment	Review	C. Tiedemann & R. Haller	1:55	5 mins

Item	Topic	Action	Lead	Start	Time
08	Governance Policies			2:00	20 mins
08.1	Monitoring Report E-3	Review and discuss	R. Haller		
08.2	Monitoring Report EL-3	Review and discuss	R. Haller		
08.3	Monitoring Report EL-4	Review and discuss	R. Haller		
08.4	Monitoring Report EL-7	Review and discuss	R. Haller		
08.5	Governance Policy Review Table & Schedules	Receive	R. Haller		
10 minute break					
09	Committee Chairs Updates and Futures	Roundtable Discussion	ALL	2:30	45 mins
10	Other Business			3:15	5 mins
11	Meeting Monitor's Report			3:20	5 mins
14	President's Remarks		W. Fernandes	3:25	5 mins
Adjourn				3:30	

**CANADIAN WATER AND WASTEWATER ASSOCIATION
Association canadienne des eaux potables et usées**

DRAFT MINUTES

MEETING OF THE BOARD OF DIRECTORS
VIDEO CONFERENCE CALL
April 30th, 2021

A summary of the discussions and decisions taken during this Board meeting follows.

Item 0.0: Call to Order, Roll Call & Meeting Monitor

President Rodney Bouchard called the meeting to order at 1:00 pm Eastern Time.
Clayton Tiedemann agreed to be Session Monitor.

Item 1.0: Approval of Agenda

Moved by William Fernandes and seconded by David Main that the Agenda be approved.

Carried

Item 2.0: Conflict of Interest

As per direction of the Board, prior to discussion of agenda items, each meeting will start with a call for directors to declare any conflicts of interest. There were no declarations made.

Item 3.0: Approval of Meeting Minutes

3.0 – Minutes of November 6, 2020

Add Richard MacEwen to attendance and correct spelling of David Main.

Moved by Ted Robbins and seconded by William Fernandes that the Minutes of the meeting of November 6, 2020 be accepted as amended.

Carried

Item 4.0: Action Item List and CWWA Activity Report

Robert highlighted the following in his activity report:

- Membership target for 2021 was 80-90% but we have collected 95%
- Staff continues to work from home successfully
- Webinar financials is approximately 6k profit
- Flushable wipes update – working with WEF & NACWA on IWSFG specification
- Window on Ottawa and Canada Water Summit – excellent program that is Utility relevant

- NWWC was originally set to be a live event in Niagara, but we were receiving messages of concern. . A survey to our members has been emailed out for possible attendance and 60% replied that they would either probably or definitely not attend. This was over 80% for Utility members. Robert will now contact hotel and try to negotiate a cancellation and reschedule for another year.

Item 5.0: Financials

5.1 2020 Year End

Greg Archibald presented the financial year-end data. We ended 2020 with a net income of \$65,038.00. This can be attributed to membership dues, webinar profit and federal subsidies.

5.2 Year-To-Date Mar 31

Robert presented the financial Year-To-Date data to March 31st. Over 95% of memberships have been collected which is much higher than budgeted. We are projecting a 40k loss versus the 80k loss first projected with no revenue from events.

We received federal subsidies in January and February of this year but we were not eligible for this in March.

Item 6.0: June Board Meeting

Agenda program

The board agreed to a shorter June Board meeting dealing with the items at hand as it will be virtual. Strategic Planning is difficult to conduct virtually, especially with so many unknowns. The decision to defer the strategic planning session until 2022 was agreed upon by the board.

Agenda items will include:

- 2020 Financial Statements and Auditor's letter
- Review of the CWWA Ends
- Review of Governance Policies as assigned
- CWWA Committee updates
- Partnerships

Date/Time

A doodle poll will be sent out to select a date June 23, 24 or 25.

Item 7.0: Governance and Policy Reviews

Robert noted that the policy reviews are not complete but will send out an update calling for volunteers to review.

Item 8.0: New Items

The board discussed the recruitment of new board members and the need to be more open and transparent in the call for nominees.

Robert noted that the orientation session led by Colwyn Sunderland has been re-edited and will be shared with the newest members of the board as well as all members for refresher.

Item 9.0: Presidents Remarks

Rodney noted how unusual this year has been without live meetings, but CWWA has been doing a great job. He thanked Robert and staff for all their hard work noting the quality of the webinars. He appreciates the support of all our members and Board of Directors.

Item 10.0: Report of the meeting monitor

Clayton Tiedemann provided the meeting monitor report. The agenda package was received in advance. President Rodney Bouchard ran a smooth meeting, we focused on the agenda, strategic direction was provided and the meeting closed out on time. The virtual platform met the needs of the meeting.

Item 11.0: Motion to Adjourn

Moved by Jesse Hulsman and seconded by Terry Bender that the meeting adjourn. (1:50 pm)

Carried

**Annex 1 – Attendance at the Board Meeting
April 30, 2021**

From	Name	Attending
		Yes / No
BC	Ted Robbins	Yes
YT	Arcadio Rodriguez	No
AB	Clayton Tiedemann	Yes
NT	Chris Greencorn	No
SK	Ryan Johnson	Yes
MB	Greg Archibald	Yes
NU	Megan Lusty	No
ON	Terry Bender	Yes
ON	Rodney Bouchard	Yes
QC	Alain Charron	No
QC	Vacant	
NB	Kendall Mason	Yes
PE	Richard MacEwen	Yes
NS	Jesse Hulsman	Yes
NL	Tom Mihajlovic	Yes
BCWWA	David Main	Yes
WCW	Vicki Campbell	Yes
OWWA	Michele Grenier	No
WEAO	William Fernandes	Yes
RÉSEAU	Daniel Leblanc	Yes
ACWWA	John Lam	Yes
CWWA	Robert Haller	Yes
Totals		
Guests		

ANNEX 2 – Rolling Action Item List

Board Meeting	Action Item	Assigned to	Status
June 2015	Governance Policy Review – as per accepted schedule and assigned reviewers Need to update Policies with all amendments	Board Robert	Continuing
June 2019	Rates Survey of members to gather demographic stats.	Robert	Survey completed Analysis to begin
June 2019	CWWA Pins – to develop CWWA pins plus a TOQUE Pin to recognize individuals	Robert	On hold
Nov 2019	CWWA Awards – to develop ad hoc awards committee and set criteria	Diana, committee and Robert	On hold
Nov 2020	CWWA Board Meetings to be virtual until further notice	Robert	Shift to video conferencing
Mar 2021	Board Recruitment – need more open and transparent call for nominees	Robert	Summer 2021
Mar 2021	Orientation – new video edited and to be shared with all of board	Robert	For June meeting

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May 11, 2021

Board of Directors
Canadian Water and Wastewater Association
11-1010 Polytek Street
Ottawa, ON K1J 9H9

Dear Board of Directors:

**Re: Canadian Water and Wastewater Association
Audit of financial statements for the year ended December 31, 2020**

We have substantially completed our audit of the financial statements of Canadian Water and Wastewater Association (the "Association") for the year ended December 31, 2020 and, pending resolution of outstanding items outlined below, we propose to issue an unqualified audit report on those financial statements.

This letter has been provided as part of our communications with the Board of Directors in accordance with Canadian Auditing Standard 260 of the CPA Canada Handbook - Accounting (Handbook), "Communications with Those Charged with Governance."

This letter is intended to summarize aspects of the audit which we believe are of interest to the Board of Directors and should be read in conjunction with the draft financial statements (attached) and our discussion thereof.

Independence

We are required to communicate in a letter to the Board of Directors at least annually on matters relating to our independence. This letter was provided with the terms of the engagement, before the commencement of our audit work.

Status of the Audit

We have substantially completed our audit of the 2020 financial statements. Our audit report will be issued once we receive and have completed our audit work on the outstanding items below:

Outstanding Item	Status as of May 11, 2021
Receipt of signed management representation letter	Outstanding
Approval of the financial statements by the Board of Directors	Outstanding
Receipt of subsequent internal financial statements up to the date of financial statement approval	Outstanding

We confirm that:

- We are not aware of the following:
 - Changes in significant accounting policies;
 - Significant or unusual transactions; and
 - Illegal or possibly illegal acts.
- No difficulties were encountered in performing the audit.
- No limitations were placed on the scope of our audit.
- We received full cooperation from management and there were no disagreements with management.
- Management did not have any consultation with other accountants on significant matters of which we are aware.
- Management's estimates were reasonable.
- Related party transactions were in the normal course of operations.
- We are not aware of Canadian Water and Wastewater Association publishing or reproducing in any document our report on Canadian Water and Wastewater Association's financial statements, or otherwise making reference to our firm in a document that contains other information in addition to the audited financial statements, thereby associating our firm with such documents.

Materiality and Unadjusted Items

For the year ended December 31, 2020, materiality was set at \$20,000 (2019: \$20,000), which represents approximately 3% of revenue.

All differences noted during the audit were accumulated and discussed with management, to determine if adjustments were required to the financial statements.

Summary of Unadjusted and Adjusted Items

Our responsibility is to issue an opinion as to whether the financial statements are free of material misstatement.

As a result of our audit, we identified certain items and have discussed these with management.

- Management has adjusted the financial statements to reflect all of these items; therefore there are no items that remain unadjusted.
- Please see attached for the summary of adjustments.

Internal Control Evaluation and Recommendations

Professional standards require the auditor to communicate to management and the Board of Directors significant weakness in the design or operation of internal controls identified during the audit.

We consider the Association's internal control over financial reporting as a basis for designing our audit procedures for the purpose of expressing our opinion on the financial statements but not for the purpose of expressing an opinion on the effectiveness of internal control over financial reporting. The main purpose of our systems review was to assist in determining the nature, extent and timing of our audit test and to establish the degree of reliance which we could place on selected controls; it was not to determine whether internal controls were adequate for management's purposes.

We do, however, discuss our observations and recommendations with management during the course of our audit. There are no matters that we would like to bring to your attention at this time.

Fraud and Error

The profession requires that we perform specific audit procedures around fraud and error. The objective of these procedures is as follows:

- To identify any fraud or error risk factors that may increase the risk that the financial statements could be materially misstated; and

- To address any factors identified in a manner sufficient to obtain reasonable assurance that the financial statements are free from any material misstatements arising from fraud or error.

Based upon the procedures performed, we are satisfied with the process in place to detect and prevent fraud and error in the context of the financial statements.

No instances have arisen which have caused us to question the competence or integrity of the management function with respect to the financial reporting process. No fraud involving senior management, employees with a significant role in internal control, or that would cause a material misstatement of the financial statements came to our attention as a result of our audit procedures.

Management Estimates

Our audit approach includes a review of those areas involving management judgments and estimates.

Significant estimates made by management are as follows:

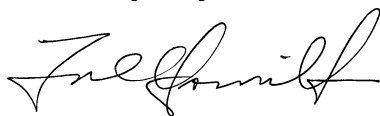
- Useful life of capital assets; and
- Completeness of accounts receivable and accounts payable and accrued liabilities.

All significant estimates made by management were reviewed for the current year and no material errors were noted. The methodologies and processes used by management were consistent with those employed in the prior year.

We will work with management and the Board to address any new requirements identified that relate to your organization.

As we revise our communications with you, we welcome your input and are interested to receive your feedback on the effectiveness of our communications and will attempt to address any matters you feel are unclear, for which you would like additional information.

Yours very truly,



Todd Hamilton, CPA, CA

TH/EDY/mc
Attachments

Canadian Water and Wastewater Association

Year End: December 31, 2020

Adjusting Journal Entries

Date: 1/1/2020 To 12/31/2020

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Preparer	Reviewer	Partner	2nd Reviewer
EDY 3/29/2021	MBO 4/27/2021	THA 5/6/2021	
-	Final Typed	Scanned	Published
	MCL 5/11/2021		

Number	Date	Name	Account No	Reference	Debit	Credit	Recurrence	Misstatement
AJE 1	12/31/2020	Vacation Accrual	2130			5,245.00		
AJE 1	12/31/2020	Vacation & Sick Expense	5212		5,245.00			
		To accrue Robert's unused vacation at Dec 31, 2020 - 10 days at \$524.50/day						
					5,245.00	5,245.00		
Net Income (Loss)			59,793.18					

Financial Statements of

**CANADIAN WATER AND
WASTEWATER ASSOCIATION**

December 31, 2020

Draft

TBD

INDEPENDENT AUDITOR'S REPORT

To the Members of
Canadian Water and Wastewater Association:

Opinion

We have audited the accompanying financial statements of Canadian Water and Wastewater Association (the "Association"), which comprise the statement of financial position as at December 31, 2020, and the statements of changes in net assets and operations and cash flow for the year then ended, as well as a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canadian Water and Wastewater Association as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the applicable financial reporting framework, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

CANADIAN WATER AND WASTEWATER ASSOCIATION
Statement of Financial Position

December 31, 2020, with comparative figures for 2019

	2020	2019
Assets		
Current assets		
Cash	\$ 221,508	\$ 210,844
Short-term investments (Note 2)	207,923	205,643
Accounts receivable (Note 3)	16,485	18,326
Prepaid expenses	34,160	31,809
	480,076	466,622
Capital assets (Note 4)	128,841	133,857
	<u>\$ 608,917</u>	<u>\$ 600,479</u>
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued liabilities	\$ 56,939	\$ 129,474
Deferred contributions (Note 5)	44,457	63,278
	101,396	192,752
Long-term debt (Note 6)	40,000	-
	141,396	192,752
Commitments (Note 7)		
Net assets		
Unrestricted net assets	272,680	207,869
Internally restricted net assets (Note 8)	66,000	66,000
Invested in capital assets	128,841	133,858
	467,521	407,727
	<u>\$ 608,917</u>	<u>\$ 600,479</u>

Approved on behalf of the Board:

Director

CANADIAN WATER AND WASTEWATER ASSOCIATION
Statement of Changes in Net Assets

Year ended December 31, 2020, with comparative figures for 2019

	2020	2019
Unrestricted net assets		
Balance, beginning of year	\$ 207,869	\$ 245,414
Net revenue (deficiency) for the year	59,794	(42,712)
Transfer to net assets invested in capital assets	5,017	5,167
Total transfers	5,017	5,167
Balance, end of year	272,680	207,869
Internally restricted net assets		
Balance, beginning of year	66,000	66,000
Balance, end of year	66,000	66,000
Invested in capital assets		
Balance, beginning of year	133,858	139,025
Amortization	(5,017)	(5,167)
Total transfers	(5,017)	(5,167)
Balance, end of year	128,841	133,858
	\$ 467,521	\$ 407,727

CANADIAN WATER AND WASTEWATER ASSOCIATION
Statement of Operations

Year ended December 31, 2020, with comparative figures for 2019

	2020	2019
Revenue		
Membership fees	\$ 439,117	\$ 434,074
Government assistance (Note 9)	114,358	-
Other income	40,221	40,421
Corporate sponsorship	19,884	19,515
Conferences	5,958	446,674
SCC and ISO project grants	-	41,800
Interest	2,902	10,070
	622,440	992,554
Expenses		
Amortization	5,015	5,167
Conferences	1,710	364,049
Contract and professional services	81,644	127,130
Insurance	3,951	3,754
Meetings	543	15,626
Memberships	6,563	6,202
Miscellaneous	3,745	5,498
Office	5,951	5,141
Office occupancy	12,521	12,023
Personnel	403,736	388,136
Printing, duplicating and translation	5,492	6,138
Project expenses	13,916	15,000
Publicity and promotion	7,007	3,625
SCC and ISO project	-	41,800
Supplies	-	4,913
Telephone and fax	8,093	5,280
Training	-	870
Travel	2,759	24,914
	562,646	1,035,266
Net revenue (deficiency)	\$ 59,794	\$ (42,712)

CANADIAN WATER AND WASTEWATER ASSOCIATION
Cash Flow Statement

Year ended December 31, 2020, with comparative figures for 2019

	2020	2019
Operating activities		
Net revenue (deficiency)	\$ 59,794	\$ (42,712)
Non-cash item:		
Amortization expense	5,015	5,167
Changes in non-cash working capital balances (Note 10)	(91,865)	106,566
Cash (used in) provided by operating activities	(27,056)	69,021
Investing activities		
Proceeds from disposal of short-term investments	205,643	176,802
Acquisition of short-term investments	(207,923)	(202,107)
Cash used in investing activities	(2,280)	(25,305)
Financing activities		
Long-term borrowings	40,000	-
Cash provided by financing activities	40,000	-
Increase in cash	10,664	43,716
Cash, beginning of year	210,844	167,128
Cash, end of year	\$ 221,508	\$ 210,844

CANADIAN WATER AND WASTEWATER ASSOCIATION

Notes to the Financial Statements

December 31, 2020, with comparative figures for 2019

Statutes of incorporation and nature of activities

Canadian Water and Wastewater Association (the "Association") was incorporated without share capital by letters patent on March 17, 1988 under the Canada Corporations Act and was approved for continuance by letters patent under the Canada Not-for-Profit Corporations Act on September 29, 2014. The Association is a not-for-profit organization and is exempt from income taxes under Section 149(1)(f) of the Income Tax Act.

The mission of the Association is to be the national voice on water and wastewater issues, keep its members informed on national activities and to represent members' interests to the Government of Canada and to interprovincial and international bodies.

1. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Cash

The Association's policy is to present bank balances net of outstanding items under cash.

Revenue recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related restrictions are met and when collection is reasonably assured.

Revenue is recognized using the following criteria and when collection is reasonably assured:

- Revenue from membership fees is recognized proportionately over the membership period.
- Revenue from conferences is recognized in the period during which the events are held.
- Revenue from contract projects is recognized in the period in which the work is completed.
- Revenue from project grants, and SCC and ISO project grants are recognized in the period in which the expenses are incurred.
- Revenue from other income is recognized upon delivery of publications to the customer.
- Revenue from government assistance is recognized when reasonable assurance exists that the Association has met all of the conditions required for such assistance.
- Corporate sponsorship and interest revenue is recognized in the period in which it is received.

Short-term investments

Investments in Guaranteed Investment Certificates are measured at cost plus accrued interest, which approximates their fair market value.

CANADIAN WATER AND WASTEWATER ASSOCIATION

Notes to the Financial Statements

December 31, 2020, with comparative figures for 2019

Capital assets

Capital assets are accounted for at cost. Amortization is based on the assets' respective useful lives using the following methods and rate and duration:

Asset	Method	Rate and duration
Building	Straight line	40 years
Office furniture	Declining balance	20%

One-half of the annual amount is claimed in the year of acquisition.

Use of estimates

The preparation of these financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the current period. These estimates are reviewed periodically and adjustments are made to net revenue as appropriate in the year they become known.

Significant management estimates include the useful lives of capital assets, and the completeness of accounts receivable and accounts payable and accrued liabilities.

Financial instruments

Measurement of financial instruments

The Association initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

The Association subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments, which are measured at fair value. Changes in fair value are recognized in net revenue.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and long-term debt.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net revenue. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net revenue.

CANADIAN WATER AND WASTEWATER ASSOCIATION

Notes to the Financial Statements

December 31, 2020, with comparative figures for 2019

Transaction costs

The Association recognizes its transaction costs in net revenue in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

2. Short-term investments

	2020	2019
GIC held by Scotiabank, interest rate at 1.35% per year, matured March 18, 2020	\$ -	\$ 2,130
GIC held by Scotiabank, interest rate at 2.08% per year, matured May 25, 2020	-	75,684
GIC held by Scotiabank, interest rate at 2.70% per year, matured June 1, 2020	-	127,829
GIC held by Scotiabank, interest rate at 0.35% per year, maturing October 22, 2021	207,923	-
	\$ 207,923	\$ 205,643

3. Accounts receivable

At December 31, 2020, accounts receivable includes \$Nil (2019: \$13,231) of government remittances receivable and \$11,170 (2019: \$Nil) of government assistance receivable.

4. Capital assets

	2020		2019	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Building	\$ 186,847	\$ 58,816	\$ 128,031	\$ 132,699
Office furniture	2,780	1,970	810	1,158
	\$ 189,627	\$ 60,786	\$ 128,841	\$ 133,857

CANADIAN WATER AND WASTEWATER ASSOCIATION

Notes to the Financial Statements

December 31, 2020, with comparative figures for 2019

5. Deferred contributions

Deferred contributions consists of the following:

Deferred contributions - project

Projects derived from Committee Research Funds provided by members for use in undertaking specific research projects as agreed to between the member and the Association.

Sponsorship fees

Sponsorship fees that are paid in advance for a subsequent period conference or event.

Membership fees

Membership fees that are paid in advance for a subsequent membership period.

IWSFG funds held

Contributions received to fund the establishment of standards for flushable products.

Registration fees

Registration fees that are paid in advance for a subsequent period conference or event period

Deferred revenue activity for the year consists of the following:

	2020			
	Balance, Beginning of Year	Received During the Year	Recognized as Revenue in the Year	Balance, End of Year
Projects				
Standards Council of Canada				
ISO TC 224	\$ 3,765	\$ -	\$ -	\$ 3,765
ISO TC 251	1,004	-	-	1,004
ISO TC 282	2,337	-	-	2,337
Sponsorship fees	-	16,000	(2,000)	14,000
Membership fees	21,834	417,283	(439,117)	-
IWSFG funds held	34,338	-	(16,110)	18,228
Registration fees	-	7,290	(2,167)	5,123
	\$ 63,278	\$ 440,573	\$ (459,394)	\$ 44,457

CANADIAN WATER AND WASTEWATER ASSOCIATION

Notes to the Financial Statements

December 31, 2020, with comparative figures for 2019

6. Long-term debt

	2020	2019
Canada Emergency Business Account loan, non-interest bearing, due December 31, 2022 with 25% loan forgiveness if repaid in full by the maturity date, after which point the loan is extended an additional 3-year term, bearing interest at a rate of 5%, repayable at any time without penalty	\$ 40,000	\$ -

7. Commitments

The Association has commitments relating to expenses for the 2021 and 2022 Canadian Water and Wastewater Association National Conferences. At a minimum, this commitment totals \$286,903 for the fiscal years ending December 31, 2021 and December 31, 2022. All amounts include applicable taxes.

Future minimum rental payments required under operating leases for equipment that have initial lease terms in excess of one year at December 31, 2020 are as follows:

	Equipment
2021	\$ 462
2022	231
	\$ 693

8. Internally restricted net assets

The internally restricted general reserve had been previously set up as a safety reserve for protection against unusual expenses relating to the Association's staffing needs.

9. Government assistance

During the year, the Association received government assistance from the Government of Canada related to the COVID-19 pandemic in the form of wage and rent subsidies. The Association received \$113,594 under the Canada Emergency Wage Subsidy and \$764 under the Canada Emergency Rent Subsidy. Amounts are not repayable.

CANADIAN WATER AND WASTEWATER ASSOCIATION

Notes to the Financial Statements

December 31, 2020, with comparative figures for 2019

10. Changes in non-cash working capital balances

Changes in non-cash working capital balances have provided (used) cash as follows:

	2020	2019
Accounts receivable	\$ 1,841	\$ 17,951
Prepaid expenses	(2,351)	(12,575)
Accounts payable and accrued liabilities	(72,534)	82,428
Deferred contributions	(18,821)	18,762
	\$ (91,865)	\$ 106,566

11. Financial instruments

Risk and concentrations

The Association is exposed to various risks through its financial instruments. The following analysis provides a measure of the risk exposures and concentrations at the statement of financial position date, December 31, 2020.

It is management's opinion that the Association is not exposed to significant interest rate, liquidity, market, currency or credit risks arising from its financial instruments. There has been no change to the risk exposure from 2019.

12. COVID-19


During the year, the outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in a widespread health crisis that has affected economies and financial markets around the world resulting in an economic downturn. The outbreak resulted in a reduction of event initiatives which negatively impacted the revenues in the year ended December 31, 2020. Since the duration and impact of the COVID-19 outbreak is unknown at this time, it is not possible to predict the future financial impact on the Association.


CWWA / ACEPU
Summary of Financial Results
As of May 31, 2021

Financial Position:























	May 31, 2020	May 31, 2021	Change
Cash and Investments	\$ 623,276	\$ 724,995	\$ 101,719
Net Assets	\$ 632,859	\$ 744,426	\$ 111,567
Accounts Receivable	\$ 20,928	\$ 3,055	\$ (17,873)
Receivables > 60 days overdue	\$ -	\$ 795	\$ 795

Ratios

Current ratio 5.42 : 1 
Current Assets / Current Liabilities - measuring current commitments. Should be > 1

Deferred Rev Coverage 77.54 : 1 
Cash & investments / Deferred Revenue - covering deferred revenue balance. Should be > 1

Revenue, Expenses and Net Income

	Year-to-Date Results				Annual Forecast			
	Actual	Budget	Variance		Actual	Budget	Variance	
Revenue								
Membership Dues	445,779	402,084	43,695		445,779	402,084	43,695	
Events, sponsorships	28,343		28,343		89,343	75,000	14,343	
Flow-thru revenue (SCC & ISO)								
Other	38,032	11,000	27,032		73,099	44,400	28,699	
Total Revenue	512,153	413,084	99,069		608,220	521,484	86,736	
Expenses								
Program	4,984		(4,984)		4,984		(4,984)	
Payroll	176,199	173,455	(2,744)		419,053	416,309	(2,744)	
Flow-thru expense (SCC & ISO)								
Admin	59,311	72,072	12,761		176,813	183,711	6,898	
Total Expenses	240,495	245,527	5,032		600,851	600,020	(831)	
Net Income	271,658	167,557	104,101		7,369	(78,536)	85,905	

CWWA ACTIVITY REPORT – June 2021

Report to the Board of Directors and Association Members

COVID-19

Vaccine rollout is progressing across Canada with everyone over 12 now eligible. Focus on second shots has commenced.

CWWA has been lobbying to have water and wastewater workers recognized as critical frontline workers – using the same arguments we have used for ensuring supplies get delivered and that we get the PPE we require to keep systems operating safely. Only Ontario recognized our sector in Stage 2 of the vaccine rollout, so CWWA wrote a couple of letters to the federal Minister of Health and joined forces to send letters to Ministers in Saskatchewan, Manitoba and Quebec, while supporting efforts elsewhere too. We did not get much reaction to this effort as the rollout was happening faster than our requests could be properly considered. **I think this is a topic that we need to work on outside of the crisis time to prepare for ‘the next time’ we need to be recognized as essential.**

Operations

The CWWA office remains closed and all staff are working from home, although we all have our first shots now. I still do visit the office weekly to check the mail, but otherwise, all operations are unaffected.

Memberships

Renewals have gone far better than expected. Given municipal budget concerns, we originally estimated to only receive 80% (at worst) to 90% (at best), but we have already collected 95%. We are most thankful of our members...and I understand they are thankful for their new toques!

Website

We continue to update the website with new resources. We most recently posted the new guidance document ***Towards a Sustainable Utility*** and all the related webinars from our NWWC 2020 series are available for viewing.

Communications

We released ***Towards a Sustainable Utility*** – on World Water Day March 22nd. This coincided with the closing plenary of the NWWC 2020 webinar series. Both have been very well-received.

Our monthly e-Bulletin is growing in distribution and our Spring magazine will be mailed out any day now. We are just completing the 2021 Annual Report and Membership Directory. We have been shifting this to be more of an annual report and less of a membership directory. The new report will only list the corporate members, without

personal contact information. In this way, we can more widely share this publication amongst members and potential members. Meanwhile, we are producing a fully detailed Membership Directory in a digital format that will be shared with paid members.

Advocacy

Canada Water Agency – this is a most-promising federal effort to hopefully better coordinate the many federal departments and agencies toward a more cohesive national strategy for protecting Canada's water resources. The new agency will also engage provinces, territories, municipalities, First Nations, academics and NGO's.

The **Minister of Environment and Climate Change Canada (ECCC)** is tasked with its formation and has conducted a series of consultations. CWWA coordinated to have at least one volunteer at each of the national and regional consultation sessions. CWWA has been working with a national coalition of water and environmental organizations to advise the government and we co-signed a submission from that group. We also formed our own working group and CWWA has made submissions to the Minister and the Prime Minister supporting this new agency and identifying the CWWA as the voice of the utility sector. We received very positive responses recognizing CWWA as the representatives of our sector.

Meanwhile in the House of Commons, the **Standing Committee on the Environment** has commenced a project to protect freshwater in Canada. This study is similar in ways to the Canada Water Agency, but is more strictly looking at how the federal government addresses water issues amongst its many departments and agencies. CWWA provided a detailed submission to this committee as well. Our submission clearly outlined how many federal agencies that CWWA is engaged with.

The **ECCC** has prepared a draft report on Climate Change – looking at impacts and adaptation. Again, our Climate Change Committee is reviewing and providing comments. ECCC staff outlined administrative amendments to the **Wastewater Systems Effluent Regulations (WSER)** and presented these at a CWW webinar last October. The ECCC has also prepared a draft **Report on Climate Change** – looking at impacts and adaptation. Again, our Climate Change Committee is reviewing and providing comments.

CWWA has been keeping an eye on a **Private Member's Bill (C-269)** that proposed to ban the release of any raw sewage, ever, for any reasons. The bill cited the Montreal sewage release of 2015 and proposed removing the ministry's authority to set conditions for approval. While the bill may have good intentions, it did not seem to grasp the reality of our operations, the condition of our infrastructure, the funding required to address our infrastructure needs, nor a prioritization of investment for maximum environmental results. CWWA and the FCM are monitoring the progress of the bill and preparing comments and responses if required. However, after its first debate in Parliament, it does not seem that this bill will get too far.

A couple of years ago, CWWA developed a national survey with **Public Safety Canada** and Dalhousie University to consider where our utilities are at as far as resilience, especially in terms of cyber security. The Ministry is now taking that work to the next stage and have engaged the Deloitte group to work with the **Canada Centre for Cyber Security** to conduct another national survey to drill a little deeper. CWWA and our Security Committee are very much involved of course. Our Drinking Water Quality Committee continues to review and make comments to **Health Canada** regarding the **Canada Drinking Water Guidelines**.

Research

I noted the guidance document titled **Towards a Sustainable Utility** that begins to build a road map to get us there. The Utility Leadership Committee has already begun work on their next project to offer guidance on **Workforce Development**.

The Canadian Water Network (CWN) has been leading a **Canadian Coalition on Wastewater-Related COVID-19 Research**. This coalition coordinates the efforts of all the researchers and municipal utilities conducting wastewater surveillance. CWWA is a supporter of this coalition and this was the topic of a recent CWWA national webinar. CWWA is now working directly with the **Public Health Agency of Canada (PHAC)** to support the development of monitoring programs across Canada.

Flushable Wipes – we are still awaiting a final response from the federal Competition Bureau to the complaint we signed with the **Friends of the Earth Canada** (environmental organization). The complaint identified misleading marketing on products inappropriately labeled flushable. Meanwhile, the **International Water Services Flushability Group (IWSFG)** released a new Publicly Available Specification (PAS) in December 2020. This PAS was recognized in a legal case in the US where KimberlyClark has agreed to accept our PAS as the standard for flushability. We hope this PAS will soon be the basis for an enforceable Canadian Standard. CWWA is playing a leadership role with the IWSFG to formalize the organization and the approval process leading to a controlled use of the flushable logo. Once legally registered in Canada, we hope to work with the wastewater associations in each country to register in their country.

Events:

Window on Ottawa & Canadian Water Summit - June 8-10, 2021

CWWA and Water Canada will once again combine forces to make a week of water in June 2021. Rather than be our own day, we have chosen to integrate our sessions throughout this three-day event. Our Window on Ottawa sessions focus on presentations from senior federal policy makers.

National Water and Wastewater Conference 2021 – Nov ?? 2021

While we were very confident that our members would be vaccinated and eager to attend a live event, a survey of our members suggested otherwise. We asked “IF the world were to open and we were free to meet, would you be able to come?” We gave four options for an answer – Definitely Yes, Probably Yes, Probably No, Definitely No.

Over 60% answered Probably No, or Definitely No. That increased to over 80% when we looked at just the utility responses. The response from our sponsors and exhibitors was also very negative. So it is official, the National Water & Wastewater Conference **2021 will NOT be a live event** in Niagara Falls. We will definitely have a **virtual event** in November. We are still working out how we might do that, what platform, how many sessions, etc.

As for the future, we have reworked our contracts so the NWWC will be in Halifax in November 2022 and in Niagara Falls in November 2023.

IWA August 11-16, 2024:

The IWA's **World Water Congress & Exhibition** which was set for October in Copenhagen, then shifted to May 2021 and now deferred to October 2022. This of course bumps our **Toronto 2022 event to 2024**. Contracts are being renewed and planning will reorganize for the new dates.

CWWA Finances

We completed our audit for the year 2020 and we finished the year with a healthy surplus of \$65,000. We were fortunate to collect most of our 2020 membership dues before the pandemic hit last March, but we lost almost all of our projected event revenues. On the positive side, we certainly saved on a lot of our regular expenses with all travel and event expenses removed, plus smaller savings like office supplies and cleaning. Luckily, we have been eligible for **significant federal subsidies** that will help smooth out our revenues over these two years.

I noted the great start to 2021 with strong membership renewal and a successful NWWC 2020 webinar series. While we are still forecasting for a loss in 2021, it will be far less thanks to the support of our members. We will be doing our best to retain these members and show true value in their national association.

CWWA'S
NATIONAL WATER & WASTEWATER CONFERENCE
NWWC 2020



Towards a Sustainable Utility
Final Report

CWWA's National Water & Wastewater Conference 2020

OVERVIEW

While most of this event occurred in early 2021, it was all referred to as NWWC 2020 as it was the rescheduling of our 2020 conference. The event was to be a live event in Niagara Falls in November 2020, but was redesigned as a smaller, virtual webinar series running from December through March 2021.

The theme of the Series was Towards a Sustainable Utility, which was the name of the guidance document that was prepared by CWWA's Utility Leadership Committee with support from all committees. Each of our committees was invited to curate one session on this theme. The series wrapped up with the launch of the guidance document and a closing plenary panel discussion with utility leaders.

The series was presented on the bigmarker.com platform and all sessions were recorded and available for viewing after the event. Details of each session follow and each session report provides a link to that recording.

The sessions ran as follows:

Dec, 2, 2020

Date	Committee	Title
Dec 2, 2020	Climate Change	Unraveling Water Resilience
Jan 13, 2021	Utility Leadership	The Importance of Governance
Jan 20, 2021	Wastewater	Surveillance for Covid-19
Jan 27, 2021	Water Efficiency	How data informs demand mgt & planning
Feb 3, 2021	Energy	Energy Efficiency as a strategic driver
Feb 10, 2021	Biosolids	The Future of Biosolids
Feb 17, 2021	Drinking Water	Source Water Protection
Mar 22, 2021	Closing Plenary	Sustainability - Bringing It All Together

Financially, we did well. We managed to get a sponsor for each session at \$2,000/session for \$16,000 plus registrations brought in \$18,400. We had expenses to pay for the platform and the technical support team totaling \$5,751.47 for a net revenue of **\$28, 648.53**.

Financial Report

Revenue:

Sponsors (8 x \$2,000)	\$ 16,000	
Registrations	<u>\$ 18,400</u>	
	\$ 34,400	\$ 34,400.00

Expenses:

BigMarker.com platform	\$ 1,173.47	
EPS Technical Services	\$ 4,530.00	
Elevon payment program	<u>48.00</u>	
	\$ 5,751.47	<u>\$ 5,751.47</u>
		<u>\$28,648.53</u>

Climate Change: Unravelling water system resilience

DECEMBER 2, 2020

SPONSOR- J.L. RICHARDS, INTRODUCED BY BRIAN HEIN

SESSION SUMMARY

This collaborative online workshop sought to define resilience and what it could mean for water system performance. Participants learned about, and shared, their best practices and measures for adapting to climate change and enhancing system resiliency across the water sector. An overview of contemporary perspectives on water resilience was provided by key industry speakers. Following the presentations, delegates were divided into a number of roundtable discussions.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Climate-Change-Unravelling-water-system-resilience-86da40113cfea677839ac3a5-2020-12-02-01-00-pm?show_live_page=true

SPEAKERS

- **Steve Conrad**, University of British Columbia
- **Cathie O'Toole**, General Manager, Halifax Water
- **Karina Richters**, Supervisor, Env. Sustainability and Climate Change, City of Windsor
- **Lucy Rodina**, Adjunct Professor at the University of British Columbia

PARTICIPANTS

- 79 registered attendees
- 33 attended
- 41% show up rate
- 24 viewed the recording - 14 unique viewers
- 41.7% viewed more than half

Utility Leadership: The Importance of Governance Towards Sustainability

JANUARY 13, 2021

SPONSOR – HATCH, INTRODUCED BY DAVID MUTOMBO

SESSION SUMMARY

There are many important aspects of utility management and leadership, but none so influential as the governance structure you work within. This session looked at various governance models including a municipal department to more independent ‘corporations’. The panel presented a number of models looking at serving one community or several, how quickly one can react or adapt, and how resilient one can be when facing challenges.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Utility-Leadership?show_live_page=true

SPEAKERS

- Carl Yates, Interim CEO, Atlantic First Nations Water Authority Inc. (moderator)
- Ted Robins, Capital Regional District
- George Shaparew, InnServices Utilities Inc.
- Greg Archibald, Pembina Valley Water Cooperative Inc. and CWWA Secretary/Treasurer
- Rodney Bouchard, Union Water Supply System and CWWA President

PARTICIPANTS

- 74 registered
- 39 attendees
- 55 % show up rate
- 10 recording views - 8 unique viewers
- 50% watched more than half

Wastewater Surveillance COVID-19 monitoring

JANUARY 20, 2021

SPONSOR- AVENSYS INTRODUCED BY PIERRE MICHAUD

SESSION SUMMARY

Wastewater experts from across Canada made presentations on coordinating wastewater monitoring for COVID-19. We learned how these efforts have been coordinated and how the results have helped shape public health actions during the pandemic. Panel discussion took a broader look at how these activities have impacted wastewater utilities, and opportunities going further.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Wastewater-and-Stormwater-Surveillance?show_live_page=true

SPEAKERS

- Beth Weir, Director, Operations, Maintenance and Monitoring (A), Environmental Services, Region of York and Chair of CWWA's Wastewater and Stormwater Committee (Moderator)
- Bernadette Conant, Chief Executive Officer, Canadian Water Network
- Robert Delatolla, University of Ottawa
- Mark Servos, University of Waterloo
- Panelist: Asim Qasim, Region of York

PARTICIPANTS

- 77 registered
- 30 attendees
- 50 % show up rate
- 29 recording views - 14 unique viewers
- 38% watched more than half

Water Efficiency: Reluctant to change – How data must inform demand management and long-term planning

JANUARY 27, 2021

SPONSOR- KERR WOOD LIEDAL INTRODUCED BY COLWYN SUNDERLAND

SUMMARY

This session hosted three presentations from various perspectives across utility, municipality, provincially and private-sector, examining demand and consumption data availability and application. This was followed by a panel discussion hosted by the moderator with questions fielded from the audience

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Water-Efficiency-From-Data-to-Action?show_live_page=true

SPEAKERS

- Colwyn Sunderland, KWL, Victoria, BC (moderator)
- Pierre-Olivier Kwemi, Affaires municipales et Habitation, Quebec
- Heather Zarski, EPCOR Water, Edmonton, AB
- Kirk Stinchcombe, Econics, Vancouver, BC

PARTICIPANTS

- 85 registered
- 48 attendees
- 56 % show up rate
- 16 viewed the recording - 12 unique viewers
- 37 % watched more than half

Energy Efficiency as a strategic driver

FEBRUARY 3, 2021

SPONSOR- EPCOR WATER SERVICES INTRODUCED BY SANDEEP GUPTA

SUMMARY

This webinar heard from utilities who are leading the country in this field demonstrating ways utilities have reduced their energy consumption, and greenhouse gas emissions.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Energy-Water-Nexus?show_live_page=true

SPEAKERS

- Bryan Karney, University of Toronto (moderator)
- Indra Maharjan, Ontario Clean Water Agency
- Morris Liu, City of Calgary, AB
- Samir Yammine, City of Saint John, NB
- Qing Zhang, EPCOR Water Services, Edmonton, AB

PARTICIPANTS

- 88 registered
- 45 attendees
- 51 % show up rate
- 24 viewed the recording - 13 unique viewers
- 41% watched more than half

A look into the future of Biosolids regulations in Canada

FEBRUARY 10, 2021

SPONSOR - TETRA TECH INTRODUCED BY STEPHEN DAVIDSON

SESSION SUMMARY

The beneficial use of biosolids is an important component of many wastewater facilities function. This session discussed the regulation of biosolids use across Canada - from the role of the federal government to how provincial authorities are regulating use. The session put a spotlight on the need for environmental protection from emerging and known contaminants in biosolids along with the environmental benefit of using this resource.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Biosolids-Management-and-Regulation?show_live_page=true

SPEAKERS

- Darren Keam, WSP (moderator)
- Banu Ormeci, Carleton University
- Ewa Madey, Canadian Food Inspection Agency, Fertilizer Safety Section
- Panel Discussion Featuring
- Tony DiFruscia, City of Montreal
- Gordon Dinwoodie, Alberta Environment and Parks, Land Policy Branch
- Siobhan Burland Ross, Province of Manitoba Conservation and Climate
- Jim McQuarrie, Tetra Tech, Denver

PARTICIPANTS

- 114 registered
- 57 attendees
- 50 % show up rate
- 23 viewed the recording - 15 unique viewers
- 48 % watched more than half

Source Water Protection

FEBRUARY 17, 2021

SPONSOR- WALKERTON CLEAN WATER CENTRE INTRODUCED BY CARL KUNKE

SESSION SUMMARY

Protecting drinking water sources is an incredibly crucial step in producing clean, safe drinking water. This session explored different approaches to source water protection and the challenges of increased urbanization, changing climate and creating a cooperative approach across municipal, provincial and even international borders.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Source-Water-Protection?show_live_page=true

SPEAKERS

- Stephen Craik, Epcor and Chair of CWWA's Drinking Water Quality Committee (moderator)
- Oliver Brandes, Polis Project, University of Victoria
- Steph Neufeld, EPCOR, Edmonton
- Mary Wooding, Province of Ontario, Ministry of the Environment, Conservation and Parks
- Tessa Di Iorio, Risk Management Official/Inspector, Hydrogeologist; City of Ottawa
- Vulnerability assessment for source water protection in Montreal: Marie Claude Besner, Ville de Montreal

PARTICIPANTS

- 98 registered
- 58 attendees
- 61 % show up rate
- 28 viewed the recording - 14 unique viewers
- 21.4% viewed more than half

Closing Panel

MARCH 22, 2021

SPONSOR- ATLANTIC FIRST NATIONS WATER AUTHORITY INC.
INTRODUCED BY CARL YATES

SESSION SUMMARY

This session was designed to wrap up the series by “Bring It All Together”. This coincided with the release of the guidance document ‘Towards a Sustainable Utility’ prepared by CWWA’s Utility Leadership Committee. The document, and this session, address several challenges facing utilities and offers some best practices.

RECORDING:

https://www.bigmarker.com/canadian-water-and-wastewater/Closing-Panel-Making-Connections?show_live_page=true

SPEAKERS

- Prof. Joe Lyons, Director of Local Government Program, University of Western Ontario (moderator)
- Francois Bouchart, Director of Water Resources, City of Calgary, AB
- Moira Geer, Director Water and Waste, City of Winnipeg, MB
- Cheryl Nelms, General Manager, Project Delivery, MetroVancouver, BC
- John Presta, Director, Environmental; Services, Region of Durham, ON

PARTICIPANTS

- 254 registered (all members and attendees at other webinars were registered)
- 94 attendees
- 37 % show up rate
- 19 viewed the recording - 14 unique viewers
- 26% viewed more than half

Board of Directors' Terms

Directors are elected or appointed (by the Regional Association Members) for a three year term of office which can be renewed. The current terms of office are shown below. For those who are completing their term of office this year, a decision has to be made regarding willingness to stand a for a second term, and in any case the seeking of nominations.

Representing	Name	Appointed	Comments
BC	Ted Robbins	2015-10-25	Completes 2 nd term in 2021
YT	Arcadio Rodriguez	2018-11-05	Completes 1 st term in 2021
AB	Clayton Tiedemann	2016-11-14	Completes 2 nd term in 2022
NT	Chris Greencorn	2018-11-07	Completes 1 st term in 2021
SK	Ryan Johnson	2017-11-04	Completes 2 nd term in 2023
MB	Greg Archibald	2016-11-14	Completes 2 nd term in 2022
NU	Megan Lusty	2019-11-04	Completes 1 st term in 2022
ON	Rodney Bouchard	2017-11-04	Completes 2 nd term in 2023
ON	Terry Bender	2017-11-04	Completes 2 nd term in 2023
QC	Alain Charron	2019-11-04	Completes 1 st term in 2022
QC	Vacant		Due to insufficient members
NB	Kendall Mason	2015-06-15	Completes 2 nd term in 2021
PE	Richard MacEwen	2018-11-07	Completes 1 st term in 2021
NS	Jesse Hulsman	2017-11-04	Completes 2 nd term in 2023
NL	Tom Mihajlovic	2020-11-06	Completes 1 st term in 2023
BCWWA	David Main	2017-11-04	Completes 2 nd term in 2023
WCW	Vicki Campbell	2017-06-07	Completes 2 nd term in 2023
OWWA	Michele Grenier	2016-11-14	Completes 2 nd term in 2022
WEAO	William Fernandes	2013-11-28	Completes extended term in 2022
RESEAU	Daniel Leblanc	2019-11-04	Completes 1 st term in 2022
ACWWA	Jon Lam	2020-11-06	Completes 1 st term in 2023
At large ¹	Vacant		
At large ¹	Vacant		

Renewals for 2nd term?:

YK Utility Seat – Arcadio

NT Utility Seat – Chris

PE Utility Seat - Richard

Replacements needed:

BC Utility Seat – Ted

NN Utility Seat – Kendall

¹ Appointment by Board for a max. of one year until the next Annual General Meeting, may be renewed annually.



Monitoring Report – Ends

Policy Number: E-1 Legislative and Policy Environment

Monitoring Period: June 2018-June 2021
Reviewer: Robert Haller, Executive Director
Review Date: June 18, 2021

Policy	Have we acted consistently with this policy?	Supporting Evidence and Rationale
E-1 Canada's water industry has an integrated and positive legislative and policy environment	Always Most of the time Some of the time Rarely Never	Interpretation: I would interpret this to mean that CWWA is contributing to, and positively influencing national legislation and programs dealing with water, wastewater and stormwater issues. Issues are more itemized below.

<p>1.1.1 National decision-makers on water and wastewater issues have convincing evidence in front of them about the economic, environmental and public health impacts of the their decisions</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean that we want to ensure that members of Parliament and key staff in the ministries that advise them are making informed decisions and that the appropriate information is provided by those that operate the water systems and provide service directly to the public. That CWWA is recognized as the voice of the municipal utility sector and that our input is sought by the federal policy makers.</p> <p>I believe we have developed connections and relationships throughout the federal government to the point that CWWA is generally recognized as the voice of the utility sector for water and wastewater in Canada. We do not go after departmental staff as we are usually contacted by them and invited to provide comments. The federal departments are required to consult and get appropriate input and they have almost always included CWWA in their consultations.</p> <p>When we get such requests, the staff will respond and may work on providing comments, but usually we refer the issue straight to a technical committee.</p> <p>Most recent examples are: Environment Climate Change Canada – development of the Canada Water Agency Environment Climate Change Canada – continuing input on WSER (with FCM) Health Canada – input on Drinking Water Guidelines, especially on Lead and Manganese Health Canada – input on studies addressing Climate Change Public Safety Canada – participate in National Security Round Table, Phase 1 survey on Resilience and now with new security survey project with CSSS Industry Canada – comments on flushable wipes and standards Can. Council of Ministers of Environment – zero plastic and wipes Insurance Board of Canada & Natural Resource Canada – flood risk roundtables</p> <p>National Associations: FCM, CIPH & CACP, CIPHI, RBC, Engineers Canada, CNAM, CATT, NAST, CAWQ, CWRA, CWN, AWWA, WEF, and regional/provincial associations.</p> <p>We have also been contacted directly by Members of Parliament to provide advice or to explain issues.</p>
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<p>1.1.2 Members are equipped to influence decisions that affect water services in their communities.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean we are providing support to our members - keeping our members informed of federal legislation and programs as they affect municipalities and on issues of national concern or interest. We work closely with our 8 technical committees to prepare responses.</p> <p>We do our best to share all that we are doing at the federal scene with our members through the monthly <i>e-Bulletin</i> and topic-specific <i>Communiqués</i>, as well as through presentations at conferences and workshops. The Window on Ottawa and our many webinars have done a great deal to inform our members.</p> <p>We have taken our efforts even further lately with detailed fact sheets and guidance documents to help them understand and implement federal legislation. We worked closely with Health Canada on the release of the new guidelines for Lead and Manganese to ensure consistent messaging and the CWWA prepared Fact Sheets and Speaking Notes that were used extensively by our members and their elected councils. We prepared detailed guidance for the Re-opening of Buildings after covid-19 closures to support our members in supporting their customers. These were widely used across Canada.</p>
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What specific actions could we take to continually improve our application of this policy?

1. Members of Parliament: We have a few good contacts, but need to build a solid connection within each national party.
2. Federal staff: We continue to monitor staff changes and make new connections. We must continue to get these contacts on our distribution list for the e-Bulletin and communications.
3. Website: we have begun the revitalization of the website, but need to complete the uploading of reports and resources as well as members-only discussion rooms/blog groups.



Monitoring Report – Governance Policy Process

Policy Number: EL-3 Financial Planning

Monitoring Period: June 2018 - June 2019

Reviewer: Robert Haller

Review Date: June 5, 2019

Policy	Have we acted consistently with this policy?	Supporting Evidence and Rationale
<p>EL-3 Financial planning for any fiscal period shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.</p> <p>Further without limiting the scope of the above statement by the following list, the Executive Director shall not permit budgeting that:</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Our Ends are our reason for existing as an association. All of our resources, financial and human, should be directed toward meeting these goals. While we have general operating expenses as a corporation, these are all to support the association to achieve its goals through committees, events and projects that advocate for our members and/or facilitate knowledge sharing.</p>
<p>3.1 Risks incurring those situations or conditions described as unacceptable in the Board policy "Financial -Condition and Activities".</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Board policy on "Financial Conditions and Activities" is Governance Policy EL-4 that is regularly reviewed. CWWA has always been a fiscally sound association that is audited annually and meets all tests for standard accounting principles. Our financial software and use of contracted financial services has made that simple and transparent. We have professional bookkeeping, overseen by qualified accounting v-CFO at OTUS and are audited annually.</p>

<p>3.2 Omits credible projection of revenues and expenses, separation of capital and operational items, projection of cash flow, and disclosure of planning assumptions.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>CWWA has had a very open and transparent budget presentation to the Board every year. This is developed with the professional support of our v-CFO and a solid basis is provided for all revenue and expense projections.</p> <p>We are susceptible to risks at our events if attendance or sponsorship do not meet our targets, but we do try to be reasonably conservative on revenue projections.</p> <p>The COVID-19 pandemic has forced us to cancel our national conference in 2020 and again in 2021. While we are doing our best to produce meaningful, and profitable, webinars, the revenue generation is far lower. The introduction of federal subsidies has greatly assisted.</p>
<p>3.3 Plans to expend more funds than will be received in the fiscal year.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>In 2016 the Board set a target of earning a surplus of at least 5% over operating costs every year. This target was surpassed in 2016 and 2017, but we ran a deficit in 2018 due to some staff reorganization and investment into our building. We had a deficit again in 2019 as revenues from the national conference fell short of projections. Spending cuts through 2020 in reaction to the COVID-19 pandemic would have brought us close to a break-even point, but federal subsidies allowed a reasonable surplus. Again, in 2021, we began preparing for a worst-case-scenario for a significant loss, but membership renewal and income from virtual events has brought us back to a break-even projection so far.</p>
<p>3.4 Plans to reduce current assets.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>No physical assets will be reduced without Board approval. Meanwhile we are working to build contingency reserves. We have invested in our property to repair water damage and this work has increased the value of the office condominium, although the current value may have lowered due to swings in the commercial real estate sector.</p> <p>I still recommend we retain ownership of our offices, but consider sharing the space with other associations.</p>
<p>3.5 Projects membership revenue on any basis other than the current board-authorized membership fee.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>The Board has approved all annual rate increases. This has been an annual percentage increase to all rates without a detailed review of rates and rate structure.</p> <p>Staff has conducted a survey of members to gather demographics on numbers of employees and annual revenues. We will then analyze this data and consider alternate membership scenarios before presenting any proposals to the board.</p>

3.6 Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.	Always Most of the time Some of the time Rarely Never	Any activities of the Board have been fully funded including an expectation of supporting the travel and accommodations of any board member requesting such assistance. Aligning our board meetings with national conferences assist in reflecting some of these costs back to the board members as conference expenses. Funds have supported orientation and governance training.
3.7 Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ends in future years.	Always Most of the time Some of the time Rarely Never	The staff Strategic Work Plan Strategy has set a path for annual surpluses that will build reasonable contingency reserves. Our capital assets are also factored in to our overall solvency.
3.8 Is implemented prior to board approval.	Always Most of the time Some of the time Rarely Never	CWWA Board reviews and approves an annual budget at their fall meeting prior to the start of the new year. Significant changes are brought before the board as required during the year.

What specific actions could we take to continually improve our application of this policy?

1. Complete analysis of membership data and consideration of alternate rate scenarios.
2. Create a plan for sharing/leasing some of our office space



Monitoring Report – Executive Limitations

Policy Number: EL-4 Financial Condition and Activity

Monitoring Period: June 2018 – June 2021
Reviewer: Robert Haller, Executive Director
Review Date: June 18, 2021

Policy	Have we acted consistently with this policy?	Supporting Evidence and Rationale
<p>EL-4 With respect to the actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.</p> <p>Further without limiting the scope of the above statement by the following list, the Executive Director shall not:</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>The general Goals of the CWWA are set by the Board and reviewed regularly. The Board sets more specific goals each year with the E.D. The E.D. is monitored against these goals every year.</p> <p>The Board approves a budget and financial forecast each year and receives monthly year-to-date reports as well as regular activity reports from the E.D.</p> <p>Any significant deviations from the budget are brought to the board.</p> <p>Of course the COVID-19 pandemic has thrown most forecasting out the window, we determined a ‘worst-case-scenario’ and then adapted constantly through the year to reduce the projected loss. Federal government subsidies dramatically changed our bottom line – these could not be budgeted as our eligibility was always uncertain. Regardless, our spending stayed focused on the CWWA Ends.</p>

<p>4.1 Expend more funds than have been received in the fiscal year to date unless the debt guideline below is met:</p> <p>Incur debt in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I interpret this to mean I cannot spend more than we have, or reasonably expect to receive in revenues.</p> <p>The greatest bulk of our revenues come in January and February through memberships. These funds are placed in short-term higher-interest accounts and drawn out over the year as needed to meet expenses. While we get some advertising revenue through the year, the next biggest inflow of revenue is from our national conference in November.</p> <p>While we have a goal to budget for a 5% surplus each year, the COVID-19 pandemic removed our ability to hold our annual conference (our second largest revenue generator). The development of a healthy surplus reserve allows us the strength to survive a few rough years. Fortunately, unexpected federal subsidies allowed us to realize a surplus.</p>
<p>4.2 Shift funds between accounts unless those funds can be restored to a condition of discrete fund balances by certain, otherwise encumbered revenues within sixty days.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean I cannot take from restricted funds without a solid plan for repayment.</p> <p>We have not resorted to this method. Cash flow has been good. The E.D. moves money between the Current Account and the Investment accounts and back again to get the best interest while meeting cash flow needs. Reserve levels are increasing to allow greater security.</p> <p>CWWA is also establishing more 'Externally Restricted Funds' which require transparency and external reporting.(IWSFG, IWA_YP)</p>
<p>4.3 Use any Internally Restricted Reserve.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean I cannot use Internally Restricted funds without a resolution of the Board. This is the policy that has been redefined and strengthened recently. We have paid out all accrued sick leave, so our only internal reserves are a 'Dissolution Fund' and an "Executive Director Search Fund".</p>

<p>4.4 Write off receivables without having first aggressively pursued payment after a reasonable grace period</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean we make all reasonable efforts to collect any funds owing to CWWA.</p> <p>This is an area we continue to improve. The A/R specialist and E.D. (with the help of other staff) make extensive efforts to collect on all invoices and memberships. We have not had any corporate write offs for some time now. Outstanding memberships receive numerous emails, then calls, including a call from the E.D.</p>
<p>4.5 Allow untimely payment of payroll and debts.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I interpret this to mean we get our bills paid without penalty and ensure staff are paid on schedule.</p> <p>Our software allows better tracking of all finances and we make tremendous use of electronic banking. Approval and release is electronic allowing the E.D. to release payments from anywhere and get immediate release from the Treasurer. Payments are almost immediate with electronic banking. The Manager of Gov't. Relations and the President are also set up to release cheques if needed. We use an automated direct-deposit payroll system. Staff receive their salary on the 15th and last day of every month and no cheque is delayed for signature.</p>
<p>4.6 Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I interpret this to mean we get these bills paid without penalty. These invoices from the government for taxes and payroll remittances carry the greatest threat of penalty to the association.</p> <p>Our bookkeeping allows immediate tracking and the electronic approval by E.D. and Treasurer allow faster approval. The Governance Policies are also amended to authorize the E.D. to make these payments without a Board signature if required.</p>

<p>4.7 Make a single purchase or commitment of greater than \$50,000.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I interpret this to mean the E.D. shall not make purchases or set contracts greater than \$50,000 (including breaking any effort into smaller parts).</p> <p>The only time we face such a commitment is with conference hotel bookings. When we select a site, we commit to minimum Food & Beverage levels and to booking a set block of rooms. All these numbers have the ability to be reduced as we get closer to the event date and we are protected against major disruptions (earthquakes, disease, terrorism). These costs are offset by the conference delegate revenues as we approach the conference.</p> <p>Throughout this pandemic, we have received great cooperation from the Marriot Hotel Chain (Sheraton, Delta, Marriott) for our Niagara, Halifax and Toronto bookings.</p>
<p>4.8 Acquire, encumber, or dispose of real property.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean that the E.D. cannot sell the office space or buy new without Board approval.</p> <p>While this is a consideration, the board will be fully involved in any consideration and decisions. Plans are being considered for sharing/co-leasing the office space, but a plan will come before the Board.</p>

What specific actions could we take to continually improve our application of this policy?



Monitoring Report – Executive Limitations

Policy Number: EL-7 Communications and Support to the Board

Monitoring Period: Nov 2016 - Nov 2019

Reviewer: Robert Haller, Executive Director

Review Date: November 3, 2019

Policy	Have we acted consistently with this policy?	Supporting Evidence and Rationale
EL-7 Communications and Support to the Board The Executive Director shall not permit the Board to be uninformed or unsupported in its work. Further, without limiting the scope of the above statement by the following list, the Executive Director shall not:	Always Most of the time Some of the time Rarely Never	

<p>7.1 Allow the Board to be without adequate information to support informed Board choices, including relevant environmental scanning data, a representative range of staff and external points of view, significant issues or changes within the external environment which may have a bearing on any existing Board policies, along with alternative choices and their respective implications.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean the executive director provides the necessary items to support the board agendas and discussions and that his reports are fair and balanced when asking for board direction.</p> <p>The full agenda package and support materials are provided at least one week in advance of the board meetings to allow adequate preparation.</p> <p>The board has always had the information needed to make decisions on the administration of the association and has had experts and facilitators when needed to support discussion. Examples: Richard MacNeill/Clare Pama (v-CFO), Colwyn Sunderland (orientation) and other facilitators.</p>
<p>7.2 Neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Director Performance) in a timely, accurate, and understandable fashion, including explicit Executive Director Interpretations of the Board policies being monitored and evidence of compliance.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean the executive director provides the appropriate information and reports as requested by the board for the purpose of monitoring and evaluation.</p> <p>The board initiated the governance policy review process in 2015 and have been following it. This includes the executive director completing monitoring reports on the Ends and Executive Limitations as per the boards approved schedule. These reports start with an interpretation of the policy by the executive director.</p> <p>The executive director also provides monthly financial data and allows full review by the board executive. The executive director provides CWWA Activity Reports at least quarterly, if not more frequently and meets with the Board Executive Committee monthly.</p>

<p>7.3 Let the Board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean the E.D. shall endeavor to meet the Ends and work within the Executive Limitations, but if we are knowingly going to be in non-compliance, I will bring this to the Boards attention immediately.</p> <p>We have always strived toward the Ends and had no situation where we were blatantly off track. Budget shortfalls and budget adjustments are all fully explained and supported.</p>
<p>7.4 Let the Board be unaware of any incidental information it requires, including anticipated media coverage or member reaction, threatened or pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>Interpretation: I would interpret this to mean the board, especially the President and executive, are never caught off guard.</p> <p>The Board is advised of my activity and any major events affecting CWWA through regular Activity Reports. I meet with the Board Executive monthly and they have been advised immediately of all financial or H.R. issues.</p> <p>I strive to give the board notice of any major media coverage of the CWWA.</p>

<p>7.5 Allow the Board to be unaware that, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board - Executive Director Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Executive Director.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>I would interpret this to mean that I am to speak up if I feel the board as a whole, or any individual board member is violating governance policy or threatening the spirit of board governance.</p> <p>We had healthy discussions on this topic in previous years concerning the criteria for monitoring the E.D. and developed a process that is in line with policy governance. We have regularly had open discussions on the difference between asking for board advice vs board direction and understanding the role of the E.D.</p>
<p>7.6 Present information in an untimely manner, in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among information of three types: monitoring, decision preparation, and other.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>I interpret this to mean that the board receives well-organized, logical reports to support decision making and that they have sufficient time to read the materials before a meeting.</p> <p>I believe all the information is made available in a timely manner and is clear.</p>
<p>7.7 Allow the board to be without a workable mechanism for official Board, officer, or board committee communications.</p>	<p>Always Most of the time Some of the time Rarely Never</p>	<p>I interpret this to mean that the Board has a clear and accessible method to communicate with each other.</p> <p>All members are provided with each other's contact information. Regular meetings of the board are held and the President has access to use CWWA telecom plans to conduct meetings.</p> <p>We need to complete the secure 'Board' section of the website</p>

7.8 Deal with the Board in a way that favours or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.	Always Most of the time Some of the time Rarely Never	<p>I would interpret this to mean that all members of the board are treated equally, provided the same respect, and offered the same level of support from the E.D. and staff.</p> <p>This has never been an issue. Individual Board member requests are rare and quite minor. Usually asking for a referral for information, as any CWWA member could so request. If this leads to any significant action by CWWA, the Board is advised accordingly (such as vaccine priority letters).</p>
7.9 Neglect to supply (apply) for the Required Approvals (of) all items delegated to the Executive Director yet required by law or contract to be Board-approved, along with the applicable monitoring information.	Always Most of the time Some of the time Rarely Never	<p>I interpret this to mean that I follow the by-laws of the association and all of the Executive Limitations. Items such as approval of agenda, major budget amendments, and sale of real property would be properly brought before the board.</p> <p>This has never been an issue.</p>
7.10 Allow the board to be without reasonable administrative support for board activities.	Always Most of the time Some of the time Rarely Never	<p>I would interpret this to mean that the board has an appropriate room, equipment and materials to conduct a meeting (or use of a teleconference line) as well as staff to take minutes or facilitators etc.</p>

What specific actions could we take to continually improve our application of this policy?

1. Further work on the website will allow for a secure Board Members section where they can access all board minutes and policy reports. All of our records of minutes and policy reviews are now up to date.