

Walkerton Clean Water Centre
2006–07 Annual Report



An Agency of the Government of Ontario

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Message from the Chair



The 2006/2007 fiscal year has been a very successful one for the Walkerton Clean Water Centre (Centre). While our goal for the year included an aggressive plan to train as many drinking water operators in the province as possible (in accordance with the O'Connor Commission Recommendations), we had not foreseen the extent to which the efforts of our CEO, Dr. Saad Jasim, and the Walkerton Clean Water Centre staff would deliver on our goal: over 5,000 people had received training

by the end of what is our first "full" year in operation.

This successful year has been a testament to the enthusiasm of my colleagues on the Board of Directors who have provided great guidance to the staff as they met (and, indeed, exceeded) our business plan. Two directors retired: Mr. Joe Heisz and Dr. Susan Andrews. They will be missed as we forge ahead to fulfill Mr. Justice O'Connor's recommendations. At the same time, we welcome their replacements. Mr. Rui De Carvalho has been appointed Vice-Chair of the Board and Dr. Bill Anderson has been appointed to the Board.

The Centre not only launched its training programs, it also opened the Interim Technical Demonstration Facility. On its own, this has been a great achievement. We received, and are grateful for, over \$500,000 in donations of equipment for our training programs.

As always, our relationship with the Minister and Ministry of the Environment (Ministry) is crucial to our success. We extend our thanks to the people at the Ministry and to the Ontario Government for the yearly support that we receive.

Our interaction with our stakeholders combined with our work with those who have demonstrated quality training skills has helped us to successfully proceed toward the training goals of the Centre. We pledge to continue this outreach and to work with all those who can help us train Ontario's drinking water operators.

Even with all this success, much remains to be achieved. All of us at the Centre — our Board and the staff are dedicated to doing our part in providing Ontario with good quality drinking water.

A handwritten signature in dark ink that reads "Murray Elston". The signature is written in a cursive, flowing style.

Murray Elston, Chair
Board of Directors
Walkerton Clean Water Centre

Message from the Chief Executive Officer



It is with great pride that I am reporting on a very successful year at the Centre. We have accomplished many important goals, including strengthening the education and confidence of Ontario's drinking water operators.

In addition to the mandatory courses that drinking water operators must take and pass under Ontario Regulation 128/04, of the *Safe Drinking Water Act, 2002* we have added 15 specialized courses. One of the Centre's significant accomplishments was providing training to over 5,000 people across Ontario over an 18-month period ending March 31, 2007.

We are now able to offer to more people in small and remote Ontario communities on-line training as a result of our new interactive website (www.wcwc.ca). We plan to further develop the website so that the Centre can become an information clearinghouse for the drinking water industry and members of the public.

The Interim Technology Demonstration Facility has been in operation since June 2006. Since then, more than 700 people have visited the facility for training in technology and laboratory testing as well as tours.

The leadership of the Board of Directors and the expertise of our staff are the foundation for our great success. We now have 16 full-time staff providing training and information on drinking water quality and treatment, and conducting important research.

In the coming year, we look forward to continued growth and opportunity for further expansion and development and renewed vigour in our efforts to ensure the delivery of safe drinking water for the people of Ontario.

A handwritten signature in black ink, appearing to read 'S. Jasim'.

Dr. Saad Jasim, P.Eng.
Chief Executive Officer
Walkerton Clean Water Centre

Vision and Goals

Our Vision

The vision of the Centre is to create a world-class institute, dedicated to safe and secure drinking water for the people of Ontario.

Our objective is to be renowned for our knowledge-based, innovative approach to training.

Our work will continue to support and complement that of the Ministry, helping to ensure that Ontario residents can rely on a safe drinking water supply.

Our Goals

To coordinate and deliver an array of technical training courses for owners, operators, and operating authorities of Ontario's drinking water systems.

To demonstrate leading-edge technology for drinking water treatment and distribution.

To advise the Minister on research needs related to safe drinking water.

To provide information, education and outreach to owners, operators and operating authorities of drinking water systems and to the general public.



Corporate Profile

The Centre is an operational service agency of the Province of Ontario, established in October 2004.

It is governed by a Board of Directors comprising of a maximum of 12 members. The Centre is responsible for providing training and advisory support to Ontario's drinking water system owners, operators and operating authorities. The Centre also demonstrates leading-edge drinking water technologies through its Interim Technology Demonstration Facility.

In addition, the Centre provides advice to the Minister on research to achieve and maintain safe drinking water. Its other responsibilities include delivering education, information and advice on water treatment, equipment, technology and operational requirements, as well as environmental issues related to drinking water to those in the drinking water industry and the public.

Located in the Town of Walkerton in the Municipality of Brockton, the Centre has both a local and provincial profile, offering services throughout the province. As it expands its drinking water programs and services, the Centre's profile will continue to grow.

The work of the Centre complements and supports that of the Ministry, helping to ensure that Ontario residents can rely on a safe supply of drinking water.



Corporate Governance

On the recommendation of the Premier of Ontario and the Minister, the Lieutenant Governor in Council appoints the Centre's Chair and Board of Directors members for a term of up to two years. Under the leadership of the Chair, the Board controls and manages the Centre's activities.

Ontario Regulation 304/04 (www.e-laws.gov.on.ca) under the *Development Corporations Act*, the Centre's By-laws, and a Memorandum of Understanding with the Ministry provide the Centre with its authority. In addition, the Centre must comply with the Ontario Government's *Agency Establishment and Accountability Directive* and meet the government's expectations of the Centre and its operations.

Accountability

The Centre is committed to transparency and accountability. It is accountable to the Ontario government and the citizens of Ontario.

The Board of Directors is responsible for ensuring that there is an annual audit of the Centre's accounts and financial transactions. This annual audit is subject to review by the Auditor General of Ontario. In addition, at any time, the Minister may ask for an audit of the Centre.

This annual report, which includes the Centre's audited financial statements, is part of the accountability structure. It is submitted to the Minister of the Environment who tables it in the Provincial Legislature. The report is available to the public either in print or on-line at the Centre's website (www.wcwc.ca).

In accordance with the requirements of the *Agency Establishment and Accountability Directive*, the Centre must prepare an annual business plan with a three-year time horizon. The Board oversees and directs the plan's development

and implementation. This includes reviewing performance targets, in coordination with the Ministry. Every third year, the Centre must submit its annual business plan to the Management Board of Cabinet, through the Minister.

The Centre's first three-year business plan covering the period 2006 – 2009 was approved by the Management Board of Cabinet in August 2006.

Per the *Agency Establishment and Accountability Directive*, the Centre also must submit an annual report each year. The first annual report was tabled in the Provincial Legislature in December 2006.

In addition to its annual reports and business plans, the Centre is also responsible for developing and implementing the necessary policies and procedures to ensure transparency and accountability.

As an organization dedicated to life-long learning, the Centre recognizes that attracting and retaining skilled and experienced staff is key to achieving its mandate. All staff have the opportunity to develop their skills and increase their knowledge through on-the-job training and participation in professional development activities.

Performance Measurement

The Centre's accountability structure includes identifying performance measures in its business plan. The performance measures focus on a "critical few." The Centre, like any organization, has limited resources. It must devote most of those resources to program delivery. It has, therefore, selected nine key performance measures that best reflect its work and mandate. These measures drive organizational effectiveness and align with the Centre's staff and financial resources allocation. This report includes information on how well the Centre has done, based on these measures. The Centre will continue to report on these nine key performance measures in future annual reports.

Mandate of the Walkerton Clean Water Centre

The Centre supports the Ontario government's priority of "Better Health" by providing life-long learning activities toward understanding safe drinking water information.

In addition to the objectives that Ontario Regulation 304/04 sets out for the Centre, its mandate is to:

- Establish a permanent facility headquartered in Walkerton
- At the appropriate time, subject to the Lieutenant Governor in Council's approval, construct a facility for its programs
- Take practical actions to address critical gaps that the O'Connor Commission identified by leading the implementation of three specific recommendations of the Walkerton Inquiry:
 - Recommendation 63 on the accessibility of training for operators in small and remote communities
 - Recommendation 64 on the availability of required training
 - Recommendation 92 on the training for First Nations operators.

Recommendations 63, 64, and 92 are the foundation on which the Centre was established. In implementing them, the Centre is required to:

- Deliver drinking water education and training for drinking water system owners, operators and operating authorities
- In collaboration with other training organizations, coordinate the accessibility and availability of education and training for owners and operators
- Provide support to owners, operators and operating authorities with a primary focus on small, remote and older systems by providing information and advice about those topics that Ontario Regulation 304/04 s. 3 (2) outlines
- Demonstrate leading-edge drinking water treatment technology
- Advise the Minister on research and development priorities within the Centre's mandate in order to achieve safe drinking water. The Centre could sponsor high-priority drinking water research that contributes directly to the Centre's training mandate
- Both directly and through partnerships with other organizations and in coordination with the Ministry, public outreach and education relating to the Centre's mandate and to make technical, scientific and regulatory information more readily available including information about the standard of care requirement imposed in Section 19 of the *Safe Drinking Water Act, 2002*
- Provide other services as described in any policy direction issued by, or set out in any agreement with the Minister, that help to ensure safe drinking water.



Board of Directors Profiles

The Board of Directors brings a multi-disciplinary set of skills, perspectives and experiences to its work at the Centre.

The following Board Members were appointed by Order-in-Council on October 12, 2004 for a two-year term. In the Fall of 2006, they agreed to serve for a further two-year term and were reappointed to the Board:

Murray J. Elston, Chair

President and CEO of the Canadian Nuclear Association

Current Term (as Chair): September 27, 2006 to September 27, 2008

Murray Elston is President and CEO of the Canadian Nuclear Association. He is a former member of the Ontario legislature serving as the Minister of Health, Chairman of Management Board, Minister of Financial Institutions and Chairman of the Public Accounts Committee. He sits on a number of boards including Hydro One and the Canadian Nurses Foundation. Murray is a past president of Canada's Research-Based Pharmaceutical Companies.

Mayor Charles Bagnato

Mayor, Municipality of Brockton

Current Term: September 27, 2006 to September 27, 2008

Charles Bagnato is the Mayor of the Municipality of Brockton. As a municipal councillor, he was a member of the Waste Water Treatment Plant Committee and the Environmental Assessment Steering Committee for the Walkerton Long-Term Water Strategy.

He is currently a member of the Board of Directors for Westario Power, and the Brockton Police Services Board and is president of the local Municipal Airport Commission. Mayor Bagnato sits on the local Water Quality Advisory Group that reports to the Ministry of the Environment on the implementation of the recommendations of the Walkerton Inquiry.

Mayor Bagnato is a Director of the Grey-Bruce Health Unit, a Rotarian and an active community member. He lives in Walkerton with his wife Janet.

Cathie Brown

Source Water Protection Project Manager

Current Term: September 27, 2006 to September 27, 2008

Cathie Brown is the Source Water Protection Project Manager for the Ausable Bayfield and Maitland Valley Conservation Authorities area. Previously, Cathie was the Executive Director of the Ontario Rural Council and responsible for the overall leadership of this non-profit, province-wide organization dedicated to facilitating rural networks and coordinating working groups.

Lou Anthony D'Alessandro

Manager of Health Protection, Grey-Bruce Health Unit

Current Term: September 27, 2006 to September 27, 2008

Lou Anthony D'Alessandro is Manager of Health Protection for the Grey Bruce Health Unit where he manages several programs under the *Health Protection and Promotion Act, 1990*. Lou is also Chair of the Safe Water and Environment program areas for Grey Bruce Public Health. He has actively participated in the consultation process for the *Clean Water Act, 2006* and a proposal for a new public health regulation for small drinking water systems. Lou has certification as a public health inspector, a water quality analyst (Class 1), Chief Building Official (Ontario Building Code, part 8 septic systems) and as a small drinking water systems operator.



Mr. Joe Heisz (left) has retired from the Board, he is receiving a certificate of appreciation from Murray Elston, Chair of the Board of Directors.

Rui De Carvalho, P. Eng.

Senior Vice-President, R.J. Burnside & Associates Limited and R.J. Burnside International Limited

Current Term: September 27, 2006 to September 27, 2008

Rui De Carvalho is Senior Vice-President of R.J. Burnside & Associates Limited and of R.J. Burnside International Limited. He has over 30 years of experience in the water supply sector both in Canada and in other countries. Rui is currently responsible for the development of Burnside's international projects including management of water supply projects in Mozambique and several municipal water supply and sewage projects in Ontario.

He is a member of the American Water Works Association and the Water Environment Federation and a board-certified environmental engineer (the American Academy of Environmental Engineers).

Nancy Kodousek

Director of Water Operations, Region of Waterloo

Current Term: September 27, 2006 to September 27, 2008

Nancy Kodousek has 20 years of operation and maintenance management experience with municipal and private sector water and wastewater infrastructure systems. She is currently the Director of Water Operations for the Region of Waterloo. She held similar manager-level positions at AWS Engineers and Planners Corporation (formerly Azuix and Philip Utilities Management) and at the Region of Ottawa-Carleton.

Nancy is a member of the Professional Engineers of Ontario, Ontario Society of Professional Engineers, the Ontario Water Works Association and the American Water Works Association. She holds certification as an operator Level IV in water treatment, water distribution, wastewater treatment and wastewater collection.

Ronald Leavoy

Chair, Concerned Citizens of Walkerton

Current Term: September 27, 2006 to September 27, 2008

Community service is a priority for Ronald Leavoy, the owner of Walkerton Graphics, a successful printing business in Walkerton. He is Chair of the Concerned Citizens of Walkerton.

Ron has served in many community leadership roles including President and Vice-President of the Optimist Club of Walkerton; President of the Walkerton Public Home and School Association; President of the Walkerton and District Chamber of Commerce; Chair of the Walkerton Economic Development Committee; Co-Chair of the Walkerton Birthday Bash 1996; Co-Chair of three Greenstep Environmental Fairs and a member of the Public Advisory Committee for the Walkerton Environmental Assessment. Ron was also a member of the Walkerton Homecoming 2006 Steering Committee.

Wayne Manley

Consultant

Current Term: September 27, 2006 to September 27, 2008

Wayne Manley operates his own consulting company that provides drinking water operator certification training and other water-related services for various organizations and municipalities. He has been involved in the water sector since the early 1980s when these programs were first developed. Wayne has been a volunteer trainer for water treatment operators at the Ministry of the Environment's training centre for nearly 20 years.

As the water treatment plant superintendent for the City of Peterborough, Wayne was responsible for the quality and quantity of the city's drinking water. He is certified, category 3, under the *Occupational Health and Safety Act, 1990* and has Class IV water treatment certification.

Dante Pontone

President and CEO, Ontario Clean Water Agency

Current Term: September 27, 2006 to September 27, 2008

Dante Pontone is President and CEO of the Ontario Clean Water Agency (OCWA). Dante began his career with the Ontario Public Service at the Ministry of the Environment in 1985. He joined OCWA when it was first created. There, Dante has served in a variety of leadership roles including Chief Information Officer and Interim Vice-President of Finance and Corporate Services. OCWA is Ontario's single largest provider of water and wastewater operations, maintenance and management services to Ontario municipalities and the private sector.

Stephen Spitzig

Certified Management Accountant

Current Term: September 27, 2006 to September 27, 2008

Stephen Spitzig is the owner of Speedy Tax & Bookkeeping, an accounting and income tax preparation company serving many small businesses and farms in the Walkerton area. He received his Certified Management Accountant (CMA) designation from the Society of Management Accountants of Ontario in 1999 and has an Honours Bachelor of Business Administration degree from Wilfred Laurier University.

Born and raised in the Walkerton area and with 12 years of administration and customer service experience for a propane delivery company in Walkerton, Stephen has strong ties to the Walkerton area.

Retiring Board Members

Joseph O. Heisz and Susan A. Andrews, PhD. completed their two-year term in October 2006. Our thanks to both of them for their contribution to the Centre during its critical start-up phase.

The Board meets every two months at the Centre. In addition, the Board has six committees, each chaired by a Board member.



Priorities, Activities and Accomplishments



Priorities

The Centre has five top priorities:

- ***Education and Training Coordination and Delivery*** for drinking water system owners, operators and operating authorities
- ***Information, Outreach and Advice*** to owners, operators and operating authorities of drinking water systems and to the public about the equipment, technology and operational requirements as well as environmental issues that need to be addressed in order for Ontario's drinking water to be safe. Working with the Ministry, the academic community, institutions and other stakeholders the Centre investigates emerging issues and the necessary steps to fill gaps in the treatment and distribution of safe drinking water
- ***Research Sponsorship*** into any activities that relate to its objectives
- ***Conduct Other Activities*** consistent with its objectives and described in any policy direction that the Minister issues or sets out in an agreement
- ***Provide Advice to the Minister of the Environment*** on research and development priorities that will help to achieve and maintain safe drinking water.

During 2006/07, its first full year of operation, the Centre undertook an active agenda within the context of these five priorities. The next section of this report describes the Centre's key activities in some of these priority areas in the past year, and the results achieved.

Education and Training Coordination and Delivery

The Centre expanded its training programs and undertook a number of initiatives to enhance trainees' and participants' learning experience.

Activities

Prior to beginning the delivery of training, the Centre undertook a comprehensive needs assessment of drinking water training needs. The findings of this study form the basis of the Centre's training programs. The Centre continues to build on this earlier work by seeking formal feedback from trainees and participants about the courses and other data gathering.

During 2006/07, the Centre carried out its primary role of ensuring that training and education was available and accessible to owners, operators and operating authorities of Ontario's drinking water systems. The Centre continued to place a special focus on serving small, remote communities, including those in Northern Ontario and First Nations. Service flexibility, technology demonstration, correspondence courses and on-line learning facilitated training access.

Experienced drinking water industry professional educators provided the delivery of training. Training included both the mandatory courses that the Ministry requires of drinking water operators under the *Safe Drinking Water Act, 2002* as well as specialized courses on advanced water treatment and technologies. The Centre regularly reviews course material and had surveys completed by trainees to assess the quality of training being provided.

The mandatory and specialized training courses provided operators and operating authorities with the:

- Information and education they need to operate broad advanced water treatment technologies used in the various water treatment systems (e.g., ozone, UV, membrane systems, etc.)
- Information on emerging drinking water issues and challenges.

Hands-on training is a critical component of the Centre's training activities. With the opening of the Interim Technology Demonstration Facility in June 2006, the Centre is able to provide technology demonstration and "hands-on" experience to training.

This state-of-the-art facility is a resource for anyone interested in drinking water technology — from people working in the water industry to educators, students and members of the public.

Education and Training Results

During Fiscal 2006/07, the Centre coordinated and delivered training for 3,225 people across the province. This includes:

- Three mandatory courses required by the Ministry (the one-day *Preventing Waterborne Illnesses* course, the mandatory two week *Entry-Level Drinking Water Operator* course, and the *Operation of Small Drinking Water Systems* correspondence course)
- 15 specialized courses
- Continued its agreement with the Northern Centre for Advanced Technology Inc. (NORCAT) to allow the Centre to facilitate, through its website, registrations for NORCAT's Ministry approved on-line health and safety training courses. As of March 31, 2007, there were seven NORCAT Health & Safety courses on-line.

In addition the Centre:

- Worked with Health Canada, First Nations and Inuit Health, Ontario Region and other organizations to provide and expand training courses for drinking water operators from First Nations communities
- Distributed education kits to 55 Ontario secondary schools to generate interest in the science of water safety and provide students with information about future career opportunities in the area of drinking water safety. As of March 31, 2007, two schools had toured the Centre and received a presentation by staff
- Organized three educational seminars including: *Are Membranes Right for You?* held at the University of Waterloo on February 21, 2006; *Infrastructure of the Water Industry in Ontario*, at the Airport-Toronto Board of Trade on May 24, 2006; and *Viruses in Water* at Black Creek Pioneer Village in Toronto on October 26, 2006.

Trainee/Participant Evaluations

On completion of all courses offered through the Centre, all trainees/ participants were invited to evaluate and rate the courses. The findings indicate a high level of satisfaction with the training:

- 222 people attended the *Entry-Level Drinking Water Operator* mandatory course. Of these, 88 per cent of participants completed the evaluation and 76 per cent gave it a rating of good or excellent
- 2,401 people attended the *Preventing Waterborne Illnesses* mandatory course. Of these, 93 per cent completed the evaluation with 88 per cent giving the course a rating of good or excellent
- 602 people attended specialized courses. Of these, 92 per cent completed the evaluation with 90 per cent giving the course they attended a rating of good or excellent.



Technology Demonstration Results

Technology demonstration is a key role of the Centre. Over the 2006/07 Fiscal year the Centre achieved a number of significant results including:

- Through the Centre's website and a news release, issued an invitation to drinking water manufacturers and suppliers to donate services and equipment that represented the conventional and advanced technologies that the drinking water industry currently uses
- Purchased and commissioned a state of the art dual train conventional pilot plant — a fully automated gravity flow conventional system, operated using a Supervisory Control and Data Acquisition System (SCADA). As of March 31, 2007, donations had exceeded \$500,000. The donated drinking water processes, distribution and storage systems included advanced water treatment systems (e.g., ozone, membrane, UV, etc.), slow sand filter, monitoring instruments, distribution system parts, storage tank and specialized software. Donors attended the official opening of the Interim Technology Demonstration Facility. They have also provided expertise in the presentation of new technologies. The Centre expresses its great appreciation to all donors for their generous contributions that added to its trainees' and participants' hands-on learning experience. The donors were, and will continue to be, an important information resource for operators and the public about the variety of available systems
- Designed and constructed an ozone system that was incorporated into the dual train pilot plant
- Designed and constructed a distribution system display
- Established an operational laboratory to conduct experiments and drinking water quality analyses that are required to be conducted in a water treatment plant
- Provided operators with hands-on training
- Conducted tours of, and training at, the Interim Technology Demonstration Facility for over 700 operators, water professionals, educators, students and members of the public since its June 19, 2006 opening.

Information, Outreach and Advice

The Centre strengthened its outreach activities to provide drinking water owners, operators, operating authorities and members of the public with timely and accurate access to information about the delivery of clean water to Ontario consumers.

Activities

Under the leadership of Dr. Saad Jasim, the Centre's Chief Executive Officer, the Centre's technical and training professionals provided presentations and information at a wide variety of events and venues. Dr. Jasim himself is actively involved in tours of the Centre and presentations to visitors and has been a keynote speaker at water industry conferences and professional development sessions.

Providing information and advice to small, remote and older drinking water system owners, operators and operating authorities is a key driver for the Centre. During 2006/07, the Centre developed and initiated programs, services and tools to meet the identified needs of drinking water system owners, operators and operating authorities. The Centre assessed information and provided advice and support to drinking water system owners, operators and operating authorities to meet new requirements to safeguard drinking water. The focus of the information and advice was on remote systems, small to mid-sized municipal systems, communal systems and private and non-private stand-alone facilities.

Information and Outreach Results

During Fiscal 2006/07, the Centre:

- Launched a new website in November 2006 that gives the Centre on-line training capability to support small and remote areas in Ontario. By March 31, 2007, there had been over 100,000 visits to the site

- Supported a number of water related events such as the Grey Bruce Children's Water Festival, the Ontario Water Works Association/Ontario Municipal Water Association (OWWA/OMWA) Joint Annual Conference and the Pharmaceuticals and Personal Care Products in the Canadian Environment Workshop
- Participated in events like regional water works conferences and science fairs to expand awareness of the Centre's programs and services
- Administered 10 seminars on the amendments to Ontario Regulation 170/03 (regulates municipal and private water systems that provide water to year-round residential developments and designated facilities that serve vulnerable populations such as children and the elderly) for non-municipal system owners and operators during October and November 2006, attended by 545 participants
- Developed a mobile training unit (MTU) for Northern Ontario and course materials to support the Centre's Small Systems and Outreach initiatives (see below).

Delivered presentations at numerous conferences and events:

- The Federal Drinking Water Providers 3rd Annual Workshop in Ottawa (January 2007) where the Northern Ontario MTU made its debut and most of the 150 attendees toured it
- The Assembly of First Nations National Housing and Water Policy Forum and Tradeshow in Toronto
- The Annual OWWA/OMWA Joint Annual Conference (May 2006) in Toronto
- The CAW (Canadian Auto Workers) Association, including a tour of the Interim Technology Demonstration Facility
- Presented the "Walkerton Case Study" at the University of Windsor and the University of Western Ontario
- A presentation at the Great Lakes River Institute Conference in Cornwall
- A seminar and tour for two groups of fourth year engineering students from the University of Guelph
- OWWA Young Professionals Committee seminar and tour.

Numerous marketing and information pieces were created to use and distribute at events.

Small Systems and Outreach Results

During Fiscal 2006/07, the Centre undertook Small Systems and Outreach initiatives including:

- Surveyed all Ontario municipal drinking water systems to obtain up-to-date information about their systems and their current municipal training needs, leading to the development of a database to provide tools and support to their needs
- Strengthened the Centre's website by adding a Small Drinking Water Systems section
- Developed the Northern Ontario MTU.

Research

Activities

Consistent with its mandate and objectives, the Centre consulted with the Ministry, leading experts and other key stakeholders to identify research needs and funding requirements to help ensure safe drinking water for Ontario and provide advice to the Minister.



Research Results

During Fiscal 2006/07, the Centre:

- Sponsored and participated in research projects with local and international research institutions focusing on an investigation of the use of novel membrane technologies and disinfectant by-product toxicity
- Participated together with the Ministry's Best in Science Program to fund an important research project titled *"Removal of Pharmaceuticals and Personal Care Products and Endocrine Disrupting Compounds from Drinking Water Using Novel Membrane Technologies"*. Other stakeholders in this project are the University of Ottawa, the National University of Singapore and Hyflux Inc., Singapore
- Provided in kind contributions to pilot tests investigating the capability of a reverse osmosis package plant
- Collaborated with the American Water Works Association Research Foundation and the International Ozone Association to support the project titled *"Low Dose Risks from Bromate: The Relationship between Drinking Water Concentrations and the Actual Dose to Susceptible Organs in Rats and Humans"*
- Worked together with the Ministry and Ontario community colleges to address issues concerning the recruitment of drinking water system operators enabling the participating colleges to incorporate the Ministry's mandatory *Entry-Level Drinking Water Operator* course into the colleges' curriculum
- Provided scholarships to three university graduate students whose research is focusing on the advancement of drinking water quality and treatment
- The Centre is sponsoring a co-op program for community colleges that will be involved in delivering the *Entry-Level Drinking Water Operator* course.

Performance Measures

Planned Initiatives

Initial Performance Measures and Targets to March 31, 2007

Results

1. Training for operators, operating authorities and owners of drinking water systems.

GOAL

To deliver an appropriate array of technical training (content, delivery methods, accessibility, etc.) and to then assess existing training capabilities and identify specific training coordination and delivery roles for the Centre to ensure its accessibility and availability to owners, operators and operating authorities of drinking water systems including training programs to fulfill O'Connor Commission Recommendations 63, 64 and 92.

MEASURE

Planned initiatives implemented.

TARGET

Upon completion of each mandatory course distribute surveys to rate both the trainers and curriculum.

OUTCOMES

Evaluation surveys are distributed to trainees and participants after completion of each course. The per cent of trainees rating the training as poor, fair, good or excellent is measured on completion of mandatory courses and specialized courses.

In 2006 – 2007:

- 222 people attended the *Entry-Level Drinking Water Operator* mandatory course
 - 88 per cent of attendees completed the evaluation, overall ratings: good 50 per cent, excellent 26 per cent
- 2,401 people attended the *Preventing Waterborne Illnesses* mandatory course
 - 93 per cent of attendees completed the evaluation, overall ratings: good 60 per cent, excellent 28 per cent
- 602 attended the Specialized courses
 - 92 per cent of attendees completed the evaluation, overall ratings: good 55 per cent, excellent 35 per cent.

In Fiscal 2007/08 the Centre will follow up with the managers/supervisors of previously trained drinking water operators to evaluate the improvement of their performance that can be attributed to the training they received.

Planned Initiatives

Initial Performance Measures and Targets to March 31, 2007

Results

2. Demonstration of leading-edge drinking water technology.

GOAL

Through the Interim Technology Demonstration Facility in the Town of Walkerton, demonstrate the application and use of leading-edge technology to deal with water quality issues and treatment requirements. This facility is used as a practical training tool for operators and other water suppliers and will also act as a resource which helps operators and the general public become more aware of the variety of treatment and delivery systems that are available.

MEASURE

Planned initiatives implemented.

TARGET

Initiate the development of a facility in the Town of Walkerton to demonstrate the application and use of leading-edge technology. The facility will assist with water treatment requirements and water quality issues and as a practical training tool for operators.

OUTCOMES

The Interim Technology Demonstration Facility had an Open House in June 2006.

More than 700 people visited the facility as of March 31, 2007.

Donation of equipment and services valued at over \$500,000 were received.

The MTU is ready for service in Northern Ontario.

150 people attended the Federal Drinking Water Providers 3rd Annual Workshop in Ottawa, January 2007 and toured the MTU.

3. Information and advice for small, remote or older drinking water systems

GOAL

Enable the owners, operators and operating authorities of drinking water systems to meet new requirements and ensure safe drinking water as outlined in Subsection 3(2) of Ontario Regulation 304/04, with a primary focus on remote and small to mid-sized municipal systems, communal systems and stand-alone facilities (both commercial and non-commercial).

MEASURE

Planned initiatives implemented.

TARGET

Complete the needs assessment for the small systems, develop and initiate programs, services and tools to meet the identified needs and begin delivery.

OUTCOMES

A survey of Ontario municipal drinking water systems was conducted to obtain updated information about the systems and current training needs.

A database is being developed based on the information received from the survey.

Started to provide training courses for drinking water operators from First Nations communities.

4. Advice on research needs and funding priorities and potential sponsored research.

GOAL

To identify research needs and related funding requirements, to advise the Minister on research priorities and to respond to the resulting direction from the Minister in order to achieve safe drinking water for Ontario. The Centre is sponsoring high-priority drinking water research that contributes directly to the Centre's training mandate.

MEASURE

Planned initiatives implemented.

TARGET

Complete the assessment of needs and priorities, develop advice to the Minister on research priorities and funding requirements within the Centre's mandate.

Identify priority areas where the Centre could sponsor needed research relating to the Centre's mandate.

OUTCOMES

The Centre sponsors and participates in research projects with local and international research institutions:

- See page 15 for a list of research projects
- Three graduate students awarded scholarships in June 2006.

5. Public outreach and education relating to drinking water.

GOAL

In coordination with the Ministry, to provide information, education and advice to the owners, operators and operating authorities and to the public about:

- The treatment of water necessary to ensure that drinking water is safe
- The equipment and technology used to ensure that drinking water is safe
- The operation requirements necessary to ensure that drinking water is safe
- Other environmental issues relating to drinking water, by among other things, offering courses, seminars, conferences, meetings and programs relating to those topics and by developing education literature, either directly or in partnership with other organizations.

MEASURE

Planned initiatives implemented.

TARGET

In consultation with the Ministry, identify needs for information and educational programs relating to the Centre's mandate.

Develop the main elements of a drinking water outreach and education program in coordination with the Ministry, then initiate program delivery.

OUTCOMES

Administered seminars for non-municipal owners and operators on the amendment to Ontario Regulation 170/03.

Over a two month period in 2006, 545 participants attended a total of 10 sessions.

In June 2006 the Centre held the Interim Technology Demonstration Facility Open House.

Received and accepted equipment and services for the Facility, valued at more than \$500,000 from the water industry sector.

Prepared and distributed 55 school kits to secondary schools. Two schools have had tours and presentations.

Sponsored various drinking water events:

- Grey Bruce Children's Water Festival
- OWWA/OMWA Joint Annual Conference
- Pharmaceutical Workshops.

Centre's CEO and staff attended numerous conferences and events.

6. Information clearinghouse and information gaps.**GOAL**

To become a highly-valued focal point and clearing-house (directly and through alliances) for leading-edge and best-practices technical, scientific and regulatory information about:

- Training available for operators, owners and operating authorities of drinking water systems
- The treatment of water necessary to ensure that drinking water is safe
- The equipment and technology used to ensure that drinking water is safe
- The operational requirements to ensure that drinking water is safe for such audiences as:
 - Operators, owners and managers of drinking water systems, with a particular focus on those in small and remote communities
 - Scientists and researchers
 - Industries that use water (food, beverage, etc.)
 - Members of the public who are concerned and want to understand the issues more deeply.

MEASURE

Planned initiatives implemented.

TARGET

Continue to develop the Centre's website to establish links to available information to demonstrate the Centre's clearinghouse role, and then build on it as more content is created.

Complete the assessment of critical information gaps that are not covered by existing and planned information systems then advise the Ministry of those gaps so it can address them through its information management system plans.

OUTCOMES

New website was launched in November 2006. Total visitor sessions for the fiscal year exceeded 100,000.

The new website provides the ability to track registration of training courses and event participants; ability to resource a directory of contacts; ability to track the training records of contacts; ability to provide on-line training.

The Centre has added links to the website of different stakeholders that are involved with activities of the Centre.

7. Human resources support to enable high-quality staff for drinking water systems.**GOAL**

To enable high quality operator staffing for drinking water systems by providing human resources support.

MEASURE

Planned initiatives implemented.

TARGET

Determine what types of recruitment/staffing services and support would be of value, then develop targeted programs and services to address these identified needs.

OUTCOMES

The Centre has begun to evaluate its role in providing staffing services.

Planned Initiatives

Initial Performance Measures and Targets to March 31, 2007

Results

8. Profile of the Walkerton Clean Water Centre

GOAL

To ensure that the stakeholders, potential clients and the general public are aware of the Centre and its programs and services so that the Centre's mandate can be fulfilled.

MEASURE

Planned initiatives implemented.

TARGET

Continue to develop a profile for the Centre in Walkerton and across the province through local visibility, through contacts and key stakeholders and clients, and through broader communications.

OUTCOMES

Developed a marketing plan and materials including brochures, bookmarks and displays.

Published the first Annual Report.

Attended numerous drinking water related conferences and events with booth, marketing materials and technical staff.

Hosted an Open House for the Interim Technology Demonstration Facility, June 2006.

Launched new website (www.wcwc.ca) in November 2006, over 100,000 have visited the website in Fiscal Year 2006/07. The website broadens the Centre's ability to offer on-line training that will ensure access to operators across the province.

A Business Case was submitted to construct a permanent facility in the Town of Walkerton in the Municipality of Brockton.

9. Governance, Accountability and Operations

GOAL

To achieve successful outcomes of the programs and initiatives of the Centre as approved by the Minister. To aim at creating a world-class institute based in the Town of Walkerton dedicated to safe and secure drinking water for the people of Ontario. To ensure that the Centre operates in accordance with Ontario Regulation 304/04, the Memorandum of Understanding, the By-laws, and other elements of an effective governance and accountability framework as it delivers the planned results.

MEASURE

Planned initiatives implemented.

TARGET

Under the direction of the Board and in coordination with the Ministry, develop and implement a Business Plan and the appropriate programs, policies, controls, procedures and other actions to implement the Centre's mandate in accordance with the Memorandum of Understanding and expectations.

OUTCOMES

The first three-year business plan for 2006–2009 was approved in August 2006.

First Annual Report published.

A Business Case was submitted to construct a permanent facility in the Town of Walkerton in the Municipality of Brockton.

Human resources and continuous learning — attracting and retaining skilled and experienced staff is key to the successful execution of the Centre's mandate. The Centre currently has 16 full-time staff.

The Board of Directors and committees met at the Centre in Walkerton.

The Board of Directors were reappointed in Fall 2006, with 10 of the original 12 members agreeing to a further two-year term.

Looking Forward

2006/07 was a year to build the foundation for an innovative and progressive Centre that offers world-class training and provides information, technology demonstration and advice to Ontario's drinking water industry and others who are interested in the future of Ontario's drinking water. In 2007/08 the Centre will:

- Initiate a needs assessment to identify the needs and gaps in drinking water systems specifically for small, remote and older systems
- Continue offering scholarships to university graduate students whose studies contribute to the advancement of education and research in drinking water
- Continue building alliances with colleges and universities to assist them in enhancing the education of students attending water related courses
- Continue to sponsor and participate in leading-edge research projects
- Provide a second MTU to provide more training capability in Northern Ontario communities
- Further enhance the Centre's website to offer interactive demonstrations and training as an option for trainees and participants in small and remote areas of Ontario
- In partnership with the Ministry, offer an on-line *Preventing Waterborne Illnesses* course
- Continue to attend conferences and events, providing information and education about drinking water quality, drinking water system operations and the Centre's mandate
- Hold technology demonstration events at the Interim Technology Demonstration Facility that will qualify as on-the-job training for drinking water operators (e.g., a drinking water Industry and Education Forum, which is equal to five on-the-job training hours)
- The Centre will be providing specialized seminars to address topical issues.



Management's Responsibility for Financial Information

Management and the Board of Directors are responsible for the financial statements and all other information presented in the Annual Report. The financial statements have been prepared in accordance with generally accepted accounting principles.

The Audited Statements in the following pages provide details of the financial activities of the Centre for this fiscal year.

The main source of Revenue is the \$5 million received from the Government of Ontario plus revenue from training delivery of \$1,263,013, for total revenue of \$6,263,013. Other Revenue was from bank interest of \$363,774.

The majority of expenditures for the Centre were in training \$966,565; the interim technology demonstration facility \$219,370; staff wages and benefits \$1,089,354; operating expenditures \$472,798; web design, advertising and promotion in the outreach initiative for \$240,944; other expenditures (for example: MTU \$26,666, Board of Directors meetings \$42,000, scholarships \$30,000, legal and audit \$33,217) \$307,117, for total expenditures of \$3,296,148.

The Centre's total surplus of \$12,313,837 results from the 6 month start up year (2005) surplus of \$4,514,735; the second year (2006) of operation focusing on the hiring of staff plus operational start up with a surplus of \$3,897,551; the current year(2007) surplus of \$3,901,551. This fiscal year the initiatives have been implemented, most of the staff has been hired, increasing the total expenditures this year to \$3,296,148. The surplus will be used in activities that will take place the next fiscal year such as the training for small and remote drinking water systems operators in Northern Ontario, for development of new training courses, and development of on-line training.

A surplus of \$6,000,000 is being held in a separate account for the cost of constructing a permanent facility in the Town of Walkerton. This \$6,000,000 is part of the total \$12,313,837 surplus.

The audit report identifies capital assets, in particular the equipment and services that were donated to the interim technology demonstration facility, which totaled \$570,912 and contributed to the total surplus.



Auditor's Report



BDO Dunwoody LLP
Chartered Accountants
and Advisors

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Walkerton, Ontario, Canada N0G 2V0
Telephone: (519) 881-1211
Fax: (519) 881-3530

To the Board of Directors of Walkerton Clean Water Centre

We have audited the balance sheet of Walkerton Clean Water Centre as at March 31, 2007 and the statements of operations and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Centre's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Centre as at March 31, 2007 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

"BDO Dunwoody LLP"

BDO Dunwoody LLP.

Chartered Accountants, Licensed Public Accountants
Walkerton, Ontario
May 10, 2007

Financial Details

Balance Sheet

March 31 2007 2006

Assets

CURRENT

Cash (Note 6)	\$ 10,677,145	\$ 8,039,846
Accounts receivable	392,224	352,157
Prepaid expenses	75,899	12,755

	11,145,268	8,404,758
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CAPITAL ASSETS (Note 2)

	1,440,236	330,153
--	-----------	---------

OTHER ASSETS (Note 3)

	270,000	—
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\$ 12,855,504	\$ 8,734,911
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Liabilities and Equity

CURRENT

Accounts payable and accrued liabilities	\$ 83,987	\$ 223,917
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Deferred revenue	457,680	98,708
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	541,667	322,625
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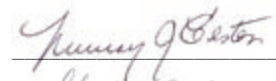
COMMITMENTS (Note 6)

Equity of Ontario

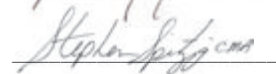
Retained earnings	12,313,837	8,412,286
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\$ 12,855,504	\$ 8,734,911
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On behalf of the Board:



Director



Director

Statement of Operations and Retained Earnings

For the year ended March 31	2007	2006
REVENUE (Page 26)	\$ 6,263,013	\$ 5,193,547
EXPENSES (Page 26)	3,296,148	1,478,652
INCOME FROM OPERATIONS	2,966,865	3,714,895
DONATION INCOME	570,912	—
INTEREST AND OTHER INCOME	363,774	182,656
NET INCOME FOR THE YEAR	3,901,551	3,897,551
RETAINED EARNINGS, beginning of year	8,412,286	4,514,735
RETAINED EARNINGS, end of year	\$ 12,313,837	\$ 8,412,286

See accompanying notes to these financial statements.

Schedule of Revenue and Expenses

For the year ended March 31

2007

2006

REVENUE

Province of Ontario transfer payment (Note 4)	\$	5,000,000	\$	5,000,000
Training registrations		1,263,013		193,547
	\$	6,263,013	\$	5,193,547

EXPENSES

Advertising and promotion	\$	85,361	\$	26,091
Amortization		218,504		46,636
Bank charges		1,297		631
Board meetings		4,026		2,578
Communications planning		—		8,892
Computer supplies		5,479		1,299
Conferences		43,123		26,982
Contracting fees		—		99,535
Consulting fees		192,484		272,289
Director fees		11,310		39,303
Donations		17,950		20,500
Employee benefits (Note 5)		181,713		85,372
Insurance		33,784		7,558
Office		120,319		45,227
Professional		45,697		23,651
Property maintenance		8,491		1,853
Rent		122,400		79,200
Repairs and maintenance		30,114		—
Research projects		34,150		—
Salaries		904,247		445,934
Subscriptions and memberships		6,210		3,630
Training		959,188		118,404
Travel		56,966		65,270
Telephone		27,383		19,685
Utilities		9,641		—
Vehicle		39,277		14,378
Website		137,034		23,754
	\$	3,296,148	\$	1,478,652

Statement of Cash Flows

For the year ended March 31

2007

2006

CASH PROVIDED BY (USED IN)

OPERATING ACTIVITIES

Net income for the year	\$	3,901,551	\$	3,897,551
Items not involving cash				
Amortization		218,504		46,636
Donated capital assets		(570,912)		—
		<u>3,549,143</u>		<u>3,944,187</u>
Changes in non-cash working capital balances				
Accounts receivable		(40,067)		(248,823)
Prepaid expenses		(63,144)		(6,155)
Accounts payable and accrued liabilities		(139,930)		157,436
Deferred revenue		<u>358,972</u>		<u>98,708</u>
		<u>115,831</u>		<u>1,166</u>
		<u>3,664,974</u>		<u>3,945,353</u>

INVESTING ACTIVITIES

Acquisition of capital assets		(757,675)		(361,022)
Acquisition of curriculum rights		<u>(270,000)</u>		<u>—</u>
		<u>(1,027,675)</u>		<u>(361,022)</u>

INCREASE IN CASH DURING THE YEAR

2,637,299 3,584,331

CASH POSITION, beginning of year

8,039,846 4,455,515

CASH POSITION, end of year

\$ 10,677,145 \$ 8,039,846

See accompanying notes to these financial statements.

1. Summary of Significant Accounting Policies

NATURE OF BUSINESS

The Walkerton Clean Water Centre is an operational service agency of the Province of Ontario and was established on October 1, 2004 under the authority of *The Development Corporation Act*.

In accordance with the act, the Centre's objectives are to:

- a) Coordinate and deliver training for drinking water system owners and operators.
- b) Provide information, education and advice about drinking water science, treatment and technology, operational requirements, and environmental issues related to drinking water to owners, operators and the public.
- c) Provide advice to the Minister of the Environment on research and development priorities to achieve safe drinking water and sponsor drinking water research within the Centre's mandate.

The Centre is exempt from Federal and Provincial income taxes.

CAPITAL ASSETS

Purchased capital assets are recorded at cost. Donated capital assets are recorded at the estimated fair market value upon donation. Amortization is based on the estimated useful life of the asset and is calculated with a half year provision as follows:

Computer equipment	<i>33% declining balance</i>
Computer software	<i>50% declining balance</i>
Leasehold improvements	<i>3, 4 and 5 years straight-line</i>
Office furniture and equipment	<i>20% declining balance</i>
Signs	<i>20% declining balance</i>
Technical equipment	<i>20% declining balance</i>

OTHER ASSETS

Curriculum rights are recorded at cost. Since they have an unlimited useful life, the rights have not been amortized. Annually the cost of the curriculum rights will be tested for impairment.

FINANCIAL INSTRUMENTS

The Centre's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Centre is not exposed to significant interest, currency or credit risks arising from these financial instruments. The fair values of these financial instruments approximate their carrying values, unless otherwise noted.

REVENUE RECOGNITION

Government assistance is recognized when the amount is known and collectibility is reasonably assured. Revenue from training registrations is recognized when payment is receivable and the service has been provided. Interest revenue is recognized as it is earned over the period of investment. Donation revenue is recognized once the Centre has possession of the goods donated.

2. Capital Assets

	2007		2006	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	\$ 132,705	\$ 50,776	\$ 89,008	\$ 16,834
Computer software	15,848	9,672	14,110	4,365
Furniture and fixtures	168,617	37,684	111,685	12,067
Leasehold improvements	197,175	49,147	158,290	15,420
Signs	30,398	4,189	6,384	638
Technical equipment	1,163,320	116,359	—	—
	<u>\$ 1,708,063</u>	<u>\$ 267,827</u>	<u>\$ 379,477</u>	<u>\$ 49,324</u>
Net book value		<u>\$ 1,440,236</u>		<u>\$ 330,153</u>

During the year, \$1,328,587 of capital assets were acquired. Of this amount, \$570,912 were donated to the Centre and are recorded at their estimated fair market value upon donation, with the remaining \$757,675 paid for by way of cash.

3. Other Assets

	2007	2006
Curriculum rights, at cost	<u>\$ 270,000</u>	<u>—</u>

4. Government Assistance

During the year, the Centre received \$5,000,000 (2006 – \$5,000,000) in transfer payments from the Province of Ontario. The Province of Ontario has committed to pay Walkerton Clean Water Centre \$5,000,000 annually with seven years remaining under the commitment.

5. Pension Plan

The Centre provides pension benefits for all its full-time employees through participation in the Public Service Pension Plan which is a multi-employer defined benefit pension plan administered by the Ontario Pension Board. This plan is accounted for as defined contribution plan, as the Centre has insufficient information to apply defined benefit accounting to the plan. The Centre's contribution related to the pension plan for the period was \$56,094 (2006 – \$24,463) and is included in employee benefits in the Statement of Revenue and Expenses.

6. Commitments

The Centre has entered into a lease for their current premises. The building is leased at \$6,600 per month for a five year term under a lease expiring November 30, 2009. The minimum annual lease payment for next year is \$79,200. The Centre has the right to cancel the agreement at any time on or after November 30, 2006 upon six months' prior written notice.

The Centre has entered into a contract with Ridgetown College to coordinate mandatory training courses. The contract began July 28, 2005 and is for two years. For each mandatory course Ridgetown administers, Walkerton Clean Water Centre pays \$1,154 per course.

Walkerton Clean Water Centre has entered into four vehicle operating leases, one of which began subsequent to year end. These leases end September 2008, January 2009, May 2010 and August 2010 and are for monthly payments of \$660, \$716, \$436, and \$975 respectively. Minimum annual vehicle lease payments for 2008 are \$7,920, \$8,590, \$4,363 and \$11,696 for a total of \$32,569.

The Centre has entered into a rental lease agreement for the interim Technology Demonstration Centre with monthly payments of \$3,600 expiring March 2008. This lease has one year remaining with annual payments of \$43,200.

The minimum annual lease payments on the vehicles and interim Technology Demonstration Centre for the next four years are as follows:

2008	\$ 75,769
2009	\$ 28,054
2010	\$ 16,932
2011	\$ 2,385

The Centre is in the process of designing a new administration, conference, and technology demonstration facility. On September 25, 2006 the Board of Directors approved a motion for the amount of \$6,000,000 to be transferred to a separate bank account for future use by the Centre for the facility. Included in cash on the balance sheet is \$6,065,197 representing the transfer and interest.

Staff of the Walkerton Clean Water Centre







Walkerton Clean Water Centre

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