2020–21 Annual Report

WCWC Walkerton Clean Water Centre
An agency of the Government of Ontario

CWAE Centre de Walkerton pour l'assainissement de l'eau
Un organisme du gouvernement de l'Ontario

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Message from the Chair and the Chief Executive Officer

2020–21 was a challenging year globally, and although many programs offered by the Walkerton Clean Water Centre (the Centre) were impacted by the COVID-19 pandemic, valuable services were provided to clients through both existing and new initiatives.

Early in the pandemic, the Centre accelerated its objective to create online training platforms. The Centre quickly launched virtual delivery of 20 existing courses. The first virtual course was piloted at the end of May 2020 and since then the Centre delivered 150 virtual training sessions. The Centre also introduced two new courses, Distribution Fundamentals: Water Storage Facilities, and Ethics for Drinking Water Operators. In addition, on behalf of the Ministry of the Environment, Conservation and Parks (the Ministry), the Centre developed and launched the new Mandatory Certificate Renewal Course (2021-2023).

During the past year, significant effort was dedicated to ensuring classroom training could be delivered safely and effectively. New protocols were implemented following guidance from the Ministry of Labour, Training and Skills Development, the Ministry of the Environment, Conservation and Parks, and the Grey-Bruce Health Unit. As a result, the Centre was able to continue delivering in-person training to the water professionals who required it. During the 2020–21 fiscal year, classroom, correspondence and virtual courses were successfully delivered to 4,856 training participants, despite the pandemic.

The Centre continued to improve drinking water in First Nations communities. Support for operators of First Nations water systems was provided through two classroom sessions of the Entry-Level Course for Drinking Water Operators for First Nations, three virtual sessions of Managing Drinking Water Systems in First Nations Communities, two virtual sessions of specialized courses, and pilot testing projects, which were completed for four First Nations communities.

Although many Centre programs were postponed or cancelled in an effort to slow the spread of COVID-19, the Centre continued to support its clients. Through determination, the Centre was able to release nine publications, provide classroom, correspondence and virtual training options and complete five pilot testing projects across Ontario.

We would like to acknowledge those who have made this year's accomplishments possible in spite of the challenges — the Ministry for providing assistance and financial support, the Board of Directors for overseeing the Centre's operations, and Centre staff for their dedication to our clients as they safeguard Ontario's water resources.

Mike Smith,
Chair, Board of Directors

Carl Kuhnke,
Chief Executive Officer

Mission

To educate and support clients as they manage their water systems to safeguard water resources.

Vision

To become an accessible "Centre of Excellence in One Water".

Objects

Ontario Regulation 304/04, made under the *Development Corporations Act*, defines the Centre's objects, which the Centre delivers independently or in conjunction with other organizations:

- To co-ordinate and deliver education and training for owners, operators and operating authorities of drinking water systems.
- To provide information, education and advice to owners, operators and operating authorities of drinking water systems and to the public about,
    - i. the treatment of water necessary to ensure that drinking water is safe,
    - ii. the equipment and technology used to ensure that drinking water is safe,
    - iii. the operational requirements necessary to ensure that drinking water is safe, and
    - iv. other environmental issues related to drinking water.
- To sponsor research into any activities related to its objects.
- To provide advice to the Minister of the Environment, Conservation and Parks (Minister) on research and development priorities to achieve and maintain safe drinking water.
- To conduct such further activities, consistent with its objects, as are described in any policy direction issued by the Minister or as set out in any agreement with the Minister.

Corporate Profile

The Centre, a board-governed provincial agency of the Government of Ontario with an operational service function, was established in October 2004 in response to Associate Chief Justice Dennis O'Connor's recommendations in the Report of the Walkerton Inquiry. The Centre coordinates and provides education, training and information to drinking water system owners, operators and operating authorities, and the public, across Ontario.

The Centre aims to meet the needs of drinking water professionals by delivering a comprehensive range of training across Ontario. It also collaborates with the Province on initiatives to improve drinking water in First Nations communities.

The Technology Demonstration Facility, with its water treatment and distribution technologies, facilitates hands-on training and the provision of education, information and advice on water treatment and distribution equipment, technologies, operational requirements and environmental issues related to drinking water. The Centre also assesses research gaps and needs and may sponsor research that contributes to its objects.

Accountability and Operations Frameworks

The Centre is governed by Ontario Regulation 304/04, made under the *Development Corporations Act*, the Centre's bylaw, and a Memorandum of Understanding between the Minister and the Centre. The Centre is committed to public transparency and accountability to the people of Ontario, and it achieves its objects from within the bounds of all applicable acts and regulations, Management Board of Cabinet directives and Government of Ontario policies and guidelines.

In accordance with Ontario Regulation 304/04, and the Agencies and Appointments Directive, the Centre must submit an annual report, which includes the Centre's audited financial statements and is part of the Centre's accountability structure. The Centre submits the report to the Minister, who tables it in the Ontario legislature. Subsequently, the report is posted in English and French on the Centre's website, www.wcwc.ca.

The Agencies and Appointments Directive also requires the Centre to prepare an annual business plan. During the 2020–21 fiscal year, the Board of Directors oversaw the development and implementation of a new 2021–24 business plan, which included a review of risks, performance measures and outcomes.

The Board of Directors is responsible for ensuring that there is an annual external audit of the Centre's operations and financial transactions as required by both Ontario Regulation 304/04 and the Memorandum of Understanding. The annual audit was completed by BDO Canada LLP and is subject to review by the Office of the Auditor General of Ontario. In addition, the Ministry reviews the Centre's operations at least once every three years and the Minister may request a separate audit at any time.

In addition to this accountability framework, the Centre is responsible for developing and implementing policies and procedures to ensure transparency and accountability of its operations.

Corporate Governance

The Lieutenant Governor in Council, on the advice of the Minister, appoints the Centre's Board of Directors, comprised of up to 12 members. Members hold office for terms of up to three years and are eligible for reappointment for successive terms. The Board of Directors is accountable to the Ontario legislature through the Minister, and under the leadership of the Chair, is responsible for overseeing the management of the Centre's operations. The Board of Directors met regularly during the 2020–21 fiscal year and attended a two-hour training session entitled Provincial Agency Board Governance, which was delivered by the Legal Services Branch of the Ministry. Individuals who served on the Board of Directors during the 2020–21 fiscal year included:

Mike Smith, Chair
Member since: August 29, 2019
Current term: August 29, 2019–August 28, 2022
Total 2020–21 remuneration: $2,850.00

Scott Carter, CET
Member since: November 28, 2019
Current term: November 28, 2019–November 27, 2022
Total 2020–21 remuneration: $1,787.50

Lou Anthony D'Alessandro
Member since: October 12, 2004
Latest term: August 20, 2017–August 19, 2020
Total 2020–21 remuneration: $825.00

Noel Kerin
Member since: January 7, 2021
Current term: January 7, 2021–January 6, 2024
Total 2020–21 remuneration: $550.00

Lorri Bova, M.Eng., P.Eng.
Member since: February 8, 2018
Current term: May 20, 2021–May 19, 2022
Total 2020–21 remuneration: $1,375.00

Kari-Anne Cornwall
Member since: March 21, 2018
Current term: April 1, 2021–March 31, 2024
Total 2020–21 remuneration: $1,375.00

Andrew Henry, P.Eng.
Member since: May 6, 2015
Current term: May 6, 2020–May 5, 2023
Total 2020–21 remuneration: $2,062.50

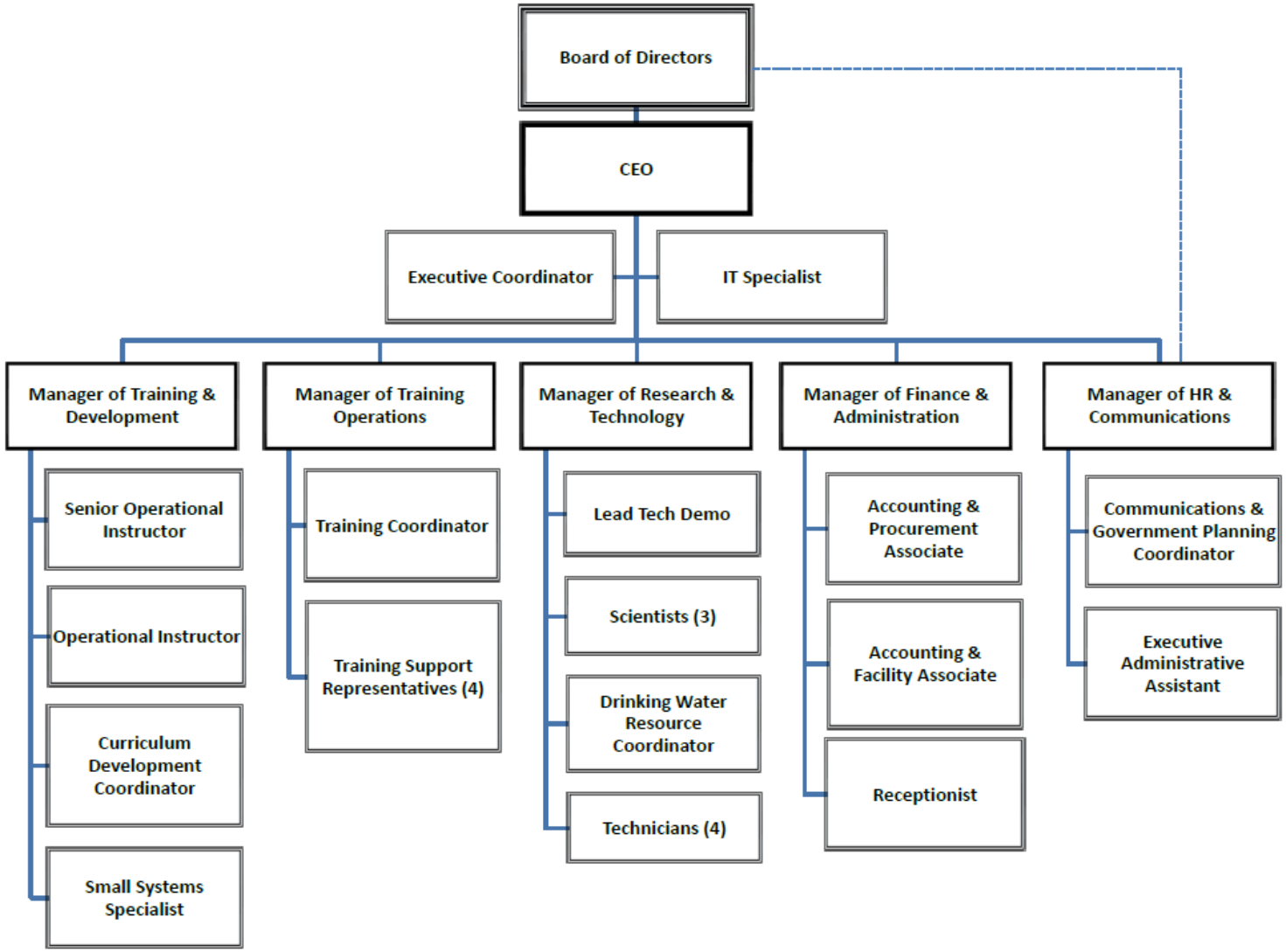
Deborah Martin-Downs, B.E.S., M.Sc.
Member since: January 8, 2018
Latest term: January 8, 2018–January 7, 2021
Total 2020–21 remuneration: $1,237.50

Delbert (Deb) Shewfelt
Member since: April 10, 2013
Current term: April 10, 2020–April 9, 2023
Total 2020–21 remuneration: $1,787.50

Ellen Stitt
Member since: November 29, 2017
Latest term: November 29, 2017–November 28, 2020
Total 2020–21 remuneration: $0

Stephen Spitzig, CPA, CMA
Member since: October 12, 2004
Current term: November 5, 2019–November 4, 2022
Total 2020–21 remuneration: $2,062.50

Organization Chart



As of March 31, 2021

Goals and Strategic Directions

The Centre's three-year business plan outlines its direction for the future, while making the best use of available resources to deliver on its goals. During the 2020–21 fiscal year, the Centre strengthened existing programs and developed new initiatives to help ensure safe drinking water across Ontario. This annual report describes the Centre's progress towards reaching these goals:

1. Improving client access and engagement
2. Assessing and proactively pursuing new opportunities
3. State-of-the-art curriculum and delivery
4. Enhanced organizational effectiveness

Impact of the COVID-19 Pandemic on Operations and Performance

The COVID-19 pandemic impacted the world at all levels, and the Centre was not immune. In response to the pandemic, the Centre accelerated its objective to create online training platforms that satisfy both the regulatory framework and client needs and virtual training was launched. Where possible, training for operators of First Nations water systems was delivered virtually. The Entry-Level Course for Drinking Water Operators for First Nations is a hands-on course that must be delivered in-person. Many First Nations communities remain closed to outside visitors; however, all three sessions of the Managing Drinking Water Systems in First Nations Communities course and two specialized course sessions were delivered virtually with positive client feedback.

The COVID-19 pandemic also impacted long-standing industry events and the Centre's ability to deliver technical presentations. Seven technical presentations, that had been accepted for delivery at conferences, were cancelled due to the COVID-19 pandemic. Five presentations were delivered virtually and were widely accepted.

In keeping with government and health unit orders, many courses and events scheduled for Spring 2020 were postponed or cancelled to help flatten the curve and slow the spread of COVID-19. This resulted in fewer training participants than expected during the 2020–21 fiscal year. Although the Centre successfully pivoted to virtual training, some popular hands-on events were cancelled. These included Maintenancefest and the annual Small Systems Hands-On Workshop, which together bring more than 200 professionals together for training and assessment of best practices. As well, the decision was made to keep virtual classes to a maximum of 15 participants, to allow for good interaction and help participants feel more comfortable in a new virtual environment.

The number of participants in mandatory courses was also impacted by the pandemic. Delivering the Entry-Level Course for Drinking Water Operators came with significant challenges that were met by the Centre. The Centre recognized that this course could not be revised for a virtual learning environment due to hands-on requirements. New protocols were implemented to ensure safe and effective training could take place across Ontario. The Centre received approval from the Ministry to continue with training even when Lockdown and Stay-At-Home Orders were implemented by the Province, to ensure water operators were able to complete their required training. This could not have been achieved without the dedication and hard work from staff and contract trainers during these difficult times. The launch of the Mandatory Certificate Renewal Course (2021-2023) was also adversely impacted by the pandemic. Due to restrictions, most of the course development was done remotely, along with two virtual pilot sessions. The course was well received, and the Centre confirmed that it met the requirements of the Ministry while offering relevant content for today's water operators. The Centre recognized the need for virtual delivery to ensure water operators across Ontario could access the training. During the fourth quarter of the 2020–21 fiscal year, 95 per cent of the 59 sessions were

delivered virtually. If the Centre had not been prepared, it would have caused a serious backlog in certification and affected water operators applying for certification renewals. During the 2020–21 fiscal year, the successful delivery of virtual sessions contributed to 4,856 total training participants, despite the pandemic.

The Centre set a target to offer three new hands-on courses during the 2020–21 fiscal year; however, focus shifted to the development of online training platforms. The Centre introduced two new courses, Distribution Fundamentals: Water Storage Facilities, and Ethics for Drinking Water Operators (e-learning) and launched virtual delivery of 20 existing courses, a total of 22 'new' courses. The first virtual course was piloted at the end of May 2020 and since then the Centre has delivered a total of 150 virtual sessions. To get to this point, a significant amount of time was spent revising and reworking courses so they could be delivered in the virtual environment. Some courses were straightforward to transition, but many courses required significant alterations to the group activities and hands-on components. During the fourth quarter of the 2020–21 fiscal year, of the 43 specialized courses that were delivered, 87 per cent were virtual sessions. This was a record for full-day courses being delivered, despite being severely limited by the COVID-19 pandemic restrictions.

The temporary closure of the Centre's office and Technology Demonstration Facility to the public impacted the number of technical tours provided during the 2020–21 fiscal year. The Centre's annual event to host local school children for an educational celebration of World Water Day was cancelled, resulting in approximately 500 fewer visitors to the Centre's office and Technology Demonstration Facility. The program offering hands-on training to postsecondary students enrolled in Ontario colleges that offer the Entry-Level Course for Drinking Water Operators, as part of their curriculum, was also impacted. These students from 15 different colleges usually visit the Centre's site for three days of hands-on training in the Technology Demonstration Facility. Four sessions were cancelled in April 2020 due to the COVID-19 pandemic.

Although many Centre initiatives were postponed or cancelled, the Centre continued to provide valuable services to its clients. Through dedicated efforts, the Centre continued to offer clients correspondence and online courses and perform pilot testing projects. These were launched in a phased approach with the first phase being conducted in the Technology Demonstration Facility, and second phases completed when appropriate, based on the advice of Ontario's Chief Medical Officer of Health. The Centre's 24/7 Drinking Water Resource Library was an invaluable resource to owners and operators of water systems, and First Nations clients, throughout the year.

Summary of Performance

Annual mandate letters from ministers to board-governed agency chairs outline broad expectations and priorities for the coming year. The 2020–21 mandate letter to the Centre set out an expectation for the Centre to focus on:

- Coordinating and delivering a comprehensive range of high-quality education and training across Ontario, with a focus on addressing drinking water system vulnerabilities.
- Delivering relevant training to operators of First Nations drinking water systems throughout the province and supporting initiatives that contribute to the improvement of drinking water for First Nations communities.
- Making programs available to First Nations managers and community leadership.
- Providing the information and advice to clients provincewide which is necessary to help ensure that drinking water is safe.
- Assessing research gaps and needs and, when required, collaborating on high-priority research into activities related to the mandate.

In response to the mandate letter, the Centre provided education, training, information and advice to water systems owners, operators, operating authorities and the public to support Ontario's water sector. A range of high-quality mandatory and specialized training, and training geared towards small and vulnerable water systems, was delivered across Ontario.

The Centre supported operators and managers of First Nations water systems and elected political leaders through the delivery of the courses: Entry-Level Course for Drinking Water Operators for First Nations; and Managing Drinking Water Systems in First Nations Communities.

Information and advice, necessary to help ensure that drinking water is safe, was provided through the Helpline and Drinking Water Resource Library. Collaborative pilot testing projects were also completed. The Centre's Research Advisory Committee continued to advise the Centre on research gaps and priorities, and the Centre's Training Advisory Committee provided valuable counsel on the move to virtual training and full e-learning.

The following table summarizes the Centre's progress towards meeting the expectations laid out in the annual mandate letter and the goals the Centre set in response.

Initiative	Performance Indicator	Status	Comments
Improving client access and engagement	**Support for operators of First Nations water systems** Offer three sessions of the Entry-Level Course for Drinking Water Operators, three sessions of the management course and four specialized course sessions	Mostly achieved	Two sessions of the Entry-Level Course for Drinking Water Operators for First Nations were delivered. Three sessions of the Managing Drinking Water Systems in First Nations Communities course were delivered. Two specialized course sessions were delivered.
Improving client access and engagement	**Publications** Produce 10 publications including refereed publications and external presentations	Mostly achieved	Nine publications were produced, including one article and eight pilot testing project reports posted on the Centre's online Drinking Water Resource Library.
Assessing and proactively pursuing new opportunities	**Pilot testing** Complete six pilot testing projects	Mostly achieved	Five pilot testing projects were completed for drinking water systems across Ontario and seven more were underway.
State-of-the-art curriculum and delivery	**Training participants** Train 7,800 participants	Not achieved	Training was provided to 4,856 participants.
State-of-the-art curriculum and delivery	**Hands-on courses** Offer three new hands-on courses, with three sessions delivered within 12 months of launch	Mostly achieved	Two new hands-on courses were offered and 20 existing courses were offered in the new virtual format.
State-of-the-art curriculum and delivery	**Technical tours of the Technology Demonstration Facility** Provide tours to 460 individuals	Not achieved	The Centre provided technical tours to 55 individuals.
Enhanced organizational effectiveness	**Training quality — Quality Assurance Index (QAI)** Maintain a quality assurance index of >0.850	Achieved	The quality assurance index was 0.940 of a maximum score of 1.000.

Goal: Improving Client Access and Engagement

Support for Operators of First Nations Water Systems

During the 2020–21 fiscal year, the Centre continued to deliver customized training to operators of First Nations water systems. Funded by the Ministry, the Centre and its collaborator, Keewaytinook Okimakanak, delivered two sessions of the Entry-Level Course for Drinking Water Operators for First Nations. Each session was a two-week initiative with one week of supervised self-study and one week of hands-on training. Curriculum was tailored specifically to the experience of operators in First Nations communities and training was provided at no cost to participants.

The Centre also delivered three sessions of the course, Managing Drinking Water Systems in First Nations communities. These sessions provided information related to the components of effective drinking water system management, resources and practical tools for Chief and council, managers and supervisors responsible for drinking water systems. They were delivered virtually due to COVID-19 pandemic restrictions.

Two specialized course sessions were also delivered virtually to 18 participants. Going forward, the Centre will continue to provide training to contribute to the improvement of drinking water in First Nations communities.

Publications

During the 2020–21 fiscal year, the Centre shared information through nine publications, including one article and eight pilot testing project reports posted on the Drinking Water Resource Library. The Centre also released one fact sheet, PFAS in Water Systems: A Canadian Perspective, which summarized technical information for clients and was posted on the Drinking Water Resource Library. Seven technical presentations that were accepted for delivery at industry conferences were cancelled due to the COVID-19 pandemic. The following publications were released:

- Conventional and Dissolved Air Flotation Jar Testing. Pilot testing project report posted on the Drinking Water Resource Library.
- Conventional Treatment Optimization for Big Grassy First Nation. Pilot testing project report posted on the Drinking Water Resource Library.
- Cyanobacteria: Rising to the Surface of Emerging Challenges. Published in the Canadian Water and Wastewater Association Water Source. Spring 2020 Issue.
- Decentralized Pilot Testing for Wauzhushk Onigum Nation. Pilot testing project report posted on the Drinking Water Resource Library.

- Exploring Iron Reduction Options for a Groundwater Source. Pilot testing project report posted on the Drinking Water Resource Library.
- Optimizing Coagulant Doses by Jar Tests. Pilot testing project report posted on the Drinking Water Resource Library.
- Reduction of Arsenic in a Small Drinking Water System. Pilot testing project report posted on the Drinking Water Resource Library.
- Small Systems Technology Assessment for Cyanobacteria and Cyanotoxin Removal. Pilot testing project report posted on the Drinking Water Resource Library.
- Taste and Odour Control Strategies with Advanced Oxidation Processes and Granualr Activated Carbon. Pilot testing project report posted on the Drinking Water Resource Library.

Going forward, the Centre will continue to make information available through various channels, including publications, fact sheets, technical presentations and the Drinking Water Resource Library, to improve knowledge transfer and assist the operators and decision-makers who oversee Ontario's water systems.

Goal: Assessing and Proactively Pursuing New Opportunities

Pilot Testing

During the 2020–21 fiscal year, the Centre continued to offer pilot testing services and completed five projects supporting drinking water systems across Ontario. Seven additional projects were also underway at the end of the fiscal year. Pilot projects are beneficial because they allow the Centre to support clients to find solutions to specific challenges and provide information to enhance the understanding of source water quality, treatment performance, and alternative treatment parameters or technologies. They also provide more opportunities for customized learning than would be available through publications. Pilot testing results may be used by the Centre to improve existing training and contribute towards the development of new courses. With the aim of improving knowledge transfer, information is shared through conferences, articles in relevant publications or technical fact sheets. Clients that participate in pilot testing projects can use the results provided to engage further with professional engineering firms and consultants to address specific system vulnerabilities. Pilot projects addressing the following topics were completed during the 2020–21 fiscal year:

- Coagulant Review: The Centre conducted bench-scale testing to assist a client with the review of their coagulation process.
- Drinking Water in First Nations Communities: The Centre completed four pilot projects to address various drinking water concerns of First Nations clients. Topics included: reduction of natural organic matter and disinfection by-products; bench-scale testing of secondary disinfectant options; and jar testing to optimize the coagulation process. One of those was a Northern Ontario First Nation, with which the Centre worked closely with its colleague agency the Ontario Clean Water Agency.

The Centre's Research Advisory Committee — made up of Centre staff and individuals who participate voluntarily to provide expertise in water research — will continue to identify and evaluate information gaps in drinking water research. This information will assist the Centre in prioritizing future pilot testing projects.

Goal: State-of-the-Art Curriculum and Delivery

Training Participants

During the 2020–21 fiscal year, 4,856 participants from across Ontario were trained by the Centre. This includes participants in the three mandatory courses required for certification in Ontario – Entry-Level Course for Drinking Water Operators; Operation of Small Drinking Water Systems; and Mandatory Certificate Renewal Course (2021-2023) – which are administered and delivered by the Centre on behalf of the Ministry. The summary on page 20 illustrates the number of participants in all the Centre's courses. Since its inception, the Centre has provided training to more than 94,000 participants.

Hands-on Courses

The Centre offered a variety of specialized training with a focus on practical, hands-on instruction where possible. During the 2020–21 fiscal year, the Centre introduced the virtual delivery of 20 existing courses. This new delivery method helped to ensure that client needs were met, and operators were able to earn the continuing education units required for certification renewal despite COVID-19 pandemic restrictions.

The Centre also hosted the virtual delivery of the Drinking Water Quality Management Standard Workshops. The virtual platform allowed for a mix of participants to take part from across Ontario. A total of 123 participants attended the two sessions offered. The workshops provided participants with an opportunity to network and learn from experts. Topics included transitional audits, evaluating mandatory hazards, corrective and preventative actions, infrastructure planning, emergency preparedness and best management practices. Feedback was extremely positive, with many participants asking the Centre to keep the workshop virtual going forward.

The Centre also continued to offer a variety of training designed specifically for the owners and operators of small water systems regulated under Ontario Regulation 170/03, made under the *Safe Drinking Water Act, 2002*, or Ontario Regulation 319/08, made under the *Health Protection and Promotion Act*. Three of these courses are Small System Fundamentals, Basics for Small Drinking Water Systems, and Advanced for Small Drinking Water Systems. Each of these courses focuses on hands-on training as a key component. As such, many course sessions had to be cancelled due to COVID-19 pandemic restrictions. The course, Best Practices for Small Systems, was significantly revised for virtual delivery and re-launched during the 2020–21 fiscal year. It is a refresher course outlining the best practices pertinent to small water systems and now incorporates many videos, new activities and poll questions to allow for more meaningful engagement from participants.

Technical Tours of the Technology Demonstration Facility

The Centre's Technology Demonstration Facility reflects the variety of water treatment and distribution technologies used in Ontario. New equipment is added as it is adopted by the water industry. Upgrades to the Technology Demonstration Facility during the 2020–21 fiscal year included:

- Replacement of six online turbidity analyzers to the most recent nephelometers. Improvements include higher sample precision and sensitivity, while minimizing variability between measurements, with a much higher response time to changes in turbidity.
- Replacement of the total organic carbon analyzer, essential for the control of disinfection by-products in water.
- Addition of four small pressure filters, two of which use a programmable touchscreen controller for increased functionality and ease of use.
- Development of a completely customizable, scalable and unique remote access system to allow for remote monitoring of pilot systems.

During the 2020–21 fiscal year, the Centre provided tours of the Technology Demonstration Facility to 55 individuals, including course participants and postsecondary students. These technical tours provided information about the equipment and operational requirements necessary to ensure that drinking water is safe.

The Centre also supported Ontario postsecondary students by providing unique hands-on training in the Technology Demonstration Facility to 20 students during the 2020–21 fiscal year. These students were enrolled in two of the Ontario colleges that deliver the Ministry's mandatory Entry-Level Course for Drinking Water Operators as part of their curriculum.

Training Statistics

Course	Number Trained r	Number Trained r	Number Trained r	Three-year Cumulative Total
Entry-Level Course for Drinking Water Operators	373 *	341 *	223 *	937 *
Safe Drinking Water Operator Essentials (classroom)	1,718	792	187	2,697
Safe Drinking Water Operator Essentials (correspondence)	337	259	358	954
Mandatory Certificate Renewal Course (2021-2023) (classroom)	-- **	-- **	727	727
Mandatory Certificate Renewal Course (2021-2023) (correspondence)	-- **	-- **	0	0
Operation of Small Drinking Water Systems (correspondence)	767	667	653	2,087
Operation of Small Drinking Water Systems (online)	670	807	966	2,443
Operation of Small Drinking Water Systems (classroom)	0	34	0	34
SUBTOTAL: MANDATORY COURSES	**3,865**	**2,900**	**3,114**	**9,879**
Specialized courses	2,983	2,846	1,648	7,477
Responsibilities Under the Statutory Standard of Care — Safe Drinking Water Act	1,102	641	18	1,761
Municipal Drinking Water Licensing Program (classroom)	179	208	76	463
SUBTOTAL: NON-MANDATORY COURSES	**4,264**	**3,695**	**1,742**	**9,701**
TOTAL	**8,129**	**6,595**	**4,856**	**19,580**

* Includes participants in the Entry-Level Course for Drinking Water Operators for First Nations.

** This summary illustrates the transition from the mandatory certificate renewal course, Safe Drinking Water Operator Essentials, to Mandatory Certificate Renewal Course (2021-2023), which the Centre launched on January 1, 2021. Operators require this mandatory course to renew their certification every three years.

Goal: Enhanced Organizational Effectiveness

Training Quality – Quality Assurance Index

The Centre is committed to training excellence and continuous improvement. The Centre maintains a quality assurance index to measure the satisfaction of training participants and the effectiveness of training. The following measurements contribute to the quality assurance index:

- participant evaluations consisting of ratings for instructor, course content and overall course satisfaction
- course audits conducted by Centre staff using standardized audit checklists to provide additional information on course content and instructors

The quality assurance index for the 2020–21 fiscal year was 0.940 out of a possible 1.000. The quality assurance index indicates that, for all courses combined, 94.0 per cent of survey respondents provided an overall course rating of good or excellent from the options: very poor; poor; fair; good; and excellent. This number is slightly lower than the previous two years; however, there were hurdles to overcome when pivoting to the virtual learning environment and some participants who prefer the classroom setting were required to take virtual courses due to the COVID-19 pandemic.

A number of other factors also contribute to the Centre's quality assurance program:

- The Training Advisory Committee — comprised of Centre staff and a broad cross-section of water sector specialists — acts as a driver for continual improvement by reviewing the Centre's annual training plan and providing recommendations on how the Centre can best meet the training needs of Ontario's water sector.
- The curriculum development process incorporates input from a broad range of sources, including training participants, the Training Advisory Committee and industry standards.
- Centre instructors are required to pass a two-day train-the-trainer workshop that includes a practical evaluation of their ability to deliver training. Training performance is gathered from participant feedback forms, then compiled based on specific courses to give a summary of their ratings.

Looking Forward

The Centre is committed to meeting the needs of the owners, operators and operating authorities of Ontario's drinking water systems regarding education and training. The following initiatives will be continued in support of the Centre's mission:

- Delivering practical water education and training to owners, operators and operating authorities of drinking water systems.
- Providing education and training to operators of First Nations drinking water systems in support of the Ministry's collaborative work with First Nations and the federal government to help improve drinking water for First Nations communities.
- Upholding training quality standards through the quality assurance program.
- Sharing information about the equipment and operational requirements necessary to ensure drinking water is safe through technical tours of the Technology Demonstration Facility.
- Making information easily accessible for owners, operators and operating authorities of drinking water systems, First Nations and the public, through the Drinking Water Resource Library. This online reference library contains more then 5,000 Centre-vetted resources addressing common issues facing drinking water systems.
- Operating the Helpline, which allows knowledgeable Centre staff to respond to technical calls from clients and the public.
- Undertaking pilot projects to fill information gaps, address client challenges and provide information to enhance the understanding of source water quality, treatment performance and alternative treatment parameters or technologies.
- Offering hands-on training to postsecondary students enrolled in Ontario colleges that provide the Ministry's mandatory Entry-Level Course for Drinking Water Operators.

Management's Responsibility for Financial Information

Senior management and the Board of Directors are responsible for the financial performance of the Centre. The Board of Directors reviewed and approved the financial statements and all information presented in this annual report.

Finance and Audit Committee's Responsibilities
The Board of Directors' Finance and Audit Committee received and reviewed the Centre's quarterly financial reports. The Finance and Audit Committee also played a number of important roles in the audit process, including:

- Met with the Centre's management team and external auditor to review any issues that need to be identified in the upcoming audit.
- Reviewed the external auditor's evaluation of internal controls with management.
- Reviewed the completed reports issued by the external auditor.
- Reviewed management's response and subsequent follow up to any identified weaknesses.

External Audit
BDO Canada LLP audited the Centre's financial statements for the 2020–21 fiscal year. The chartered accountant's responsibility is to express an opinion on whether the financial statements are fairly presented in accordance with public sector accounting standards. The auditor's report outlined the scope of the firm's examination and opinion.

Analysis of Financial Results

Revenue
During the 2020–21 fiscal year, the Centre generated revenues of $1,472,473, a decrease of approximately 35 per cent from the 2019–20 fiscal year. This decrease resulted from a reduced number of training participants and associated training registration fees, due to the COVID-19 pandemic.

The Centre received a transfer payment from the Government of Ontario of $3.0M during the 2020–21 fiscal year.

Expenses

Total expenditures for the 2020–21 fiscal year were $5,186,120, a decrease of approximately seven per cent from the 2019–20 fiscal year. Savings were realized through reduced training and travel expenses due to the pivot to virtual training. There were also reduced expenses associated with conferences, event sponsorships and office expenses. The Centre continues to use internal financial management controls to regulate overall expenditures.

Balance Sheet

The Centre continues to be in a strong financial position. The March 31, 2021 net asset balance of $7.9M will enable the Centre to continue to make significant contributions to drinking water education, training and pilot testing across Ontario, and plan effectively for future water training initiatives.

Appendix A: Independent Auditor's Report

Walkerton Clean Water Centre
Financial Statements
For the year ended March 31, 2021

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Independent Auditor's Report

To the Directors of Walkerton Clean Water Centre

Opinion

We have audited the financial statements of the Walkerton Clean Water Centre (the Entity), which comprise the statement of financial position as at March 31, 2021 and the statements of changes in net assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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 Entity 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 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 Canadian public sector accounting standards, 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 the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity'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.

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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 Entity'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 Entity'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 Entity 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.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Walkerton, Ontario
June 16, 2021

Walkerton Clean Water Centre
Statement of Financial Position

March 31	2021	2020
Assets		
Current		
Cash	**$ 5,650,599**	$ 6,352,955
Current portion of investments (Note 2)	**-**	2,080,010
Accounts receivable	**228,247**	145,889
Prepaid expenses	**99,550**	87,526
	5,978,396	8,666,380
Investments (Note 2)	**2,027,615**	-
Capital assets (Note 3)	**1,087,333**	1,103,763
	$ 9,093,344	$ 9,770,143
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	**$ 337,951**	$ 313,227
Deferred revenue (Note 4)	**836,890**	916,282
	1,174,841	1,229,509
Deferred capital contributions (Note 5)	**29,523**	36,328
	1,204,364	1,265,837
Commitments (Note 6)		
Net Assets	**7,888,980**	8,504,306
	$ 9,093,344	$ 9,770,143

On behalf of the Board:

Director

Director

Walkerton Clean Water Centre
Statement of Changes in Net Assets

For the year ended March 31	2021	2020
Balance, beginning of year	**$ 8,504,306**	$ 8,610,848
Excess of expenses over revenue for the year	**(615,326)**	(106,542)
Balance, end of year	**$ 7,888,980**	$ 8,504,306

The accompanying notes are an integral part of these financial statements.

Walkerton Clean Water Centre
Statement of Operations

For the year ended March 31	2021	2020
Revenue (Page 7)	**$ 4,472,473**	$ 5,282,235
Expenses (Page 7)	**5,186,120**	5,583,700
Excess of expenses over revenue before interest and other income	**(713,647)**	(301,465)
Interest and other income	**99,177**	182,438
Gain (loss) on disposal of capital assets	**(856)**	12,485
Excess of expenses over revenue for the year	**$ (615,326)**	$ (106,542)

The accompanying notes are an integral part of these financial statements.

Walkerton Clean Water Centre
Schedule of Revenue and Expenses

For the year ended March 31	2021	2020
Revenue		
Province of Ontario transfer payment (Note 7)	**$ 3,000,000**	$ 3,000,000
Province of Ontario transfer payment - First Nations	**180,671**	362,504
Training registrations	**1,291,802**	1,919,731
	$ 4,472,473	$ 5,282,235
Expenses		
Advertising and promotion	**$ 26,733**	$ 27,470
Amortization of capital assets, net	**243,032**	234,232
Audit and legal	**19,000**	9,505
Bad debts	**1,590**	542
Bank and payroll charges	**11,806**	12,243
Conferences	**594**	15,733
Consulting services	**44,935**	13,088
Director fees	**15,913**	14,475
Employee benefits (Note 9)	**679,909**	681,192
Insurance	**29,058**	26,066
Office	**118,437**	139,911
Professional development	**22,589**	16,303
Property maintenance	**-**	384
Recruitment	**2,164**	2,427
Rent	**615,415**	564,002
Repairs and maintenance	**81,852**	42,762
Research projects	**25,475**	32,383
Salaries	**2,600,456**	2,551,612
Sponsorships	**11,450**	27,500
Subscriptions and memberships (Note 12)	**16,323**	19,589
Telephone	**8,954**	10,578
Training	**579,769**	1,041,166
Travel	**222**	72,874
Vehicle	**2,091**	3,045
Website and communications	**28,353**	24,618
	$ 5,186,120	$ 5,583,700

Walkerton Clean Water Centre
Statement of Cash Flows

For the year ended March 31	2021	2020
Net inflow (outflow) of cash related to the following activities:		
Operating		
Excess of expenses over revenue	**$ (615,326)**	$ (106,542)
Items not involving cash:		
Amortization of capital assets, net	**243,032**	234,232
Loss (gain) on disposal of capital assets	**856**	(12,485)
	(371,438)	115,205
Changes in non-cash working capital balances (Note 8)	**(149,050)**	(461,588)
	(520,488)	(346,383)
Investing		
Purchase of investments and interest reinvested	**(2,035,022)**	(111,931)
Redemption of investments	**2,087,417**	3,067,500
	52,395	2,955,569
Capital		
Contributions received for capital purposes	**-**	2,347
Acquisition of capital assets	**(234,263)**	(250,624)
	(234,263)	(248,277)
Net increase (decrease) in cash during the year	**(702,356)**	2,360,909
Cash, beginning of year	**6,352,955**	3,992,046
Cash, end of year	**$ 5,650,599**	$ 6,352,955

March 31, 2021

1. Summary of Significant Accounting Policies

Nature and Purpose of Organization

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 objects are to:

a) Coordinate and deliver training for drinking water system owners, operators and operating authorities.

b) Provide advice to the Minister of the Environment, Conservation and Parks on high-priority research to achieve safe drinking water.

c) Sponsor drinking water research within the Centre's mandate.

d) Make technical, scientific and regulatory information related to making safe drinking water more readily available including information about the statutory standard of care.

The Centre is exempt from Federal and Provincial income taxes.

Basis of Presentation

The financial statements of the Centre have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (PSAB for Government NPOs).

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, bank balances and guaranteed investment certificates with a duration of less than 90 days from the date of acquisition.

Capital Assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at the estimated fair market value upon donation.

Labour and benefit expenses directly attributable to internally developed course curriculums are capitalized accordingly.

Amortization is based on the estimated useful life of the asset and is calculated with a half year provision as follows:

Computer equipment	- 33% declining balance
Computer software	- 50% declining balance
Course curriculums	- 15% declining balance
Leasehold improvements	- 20% declining balance
Office furniture and equipment	- 20% declining balance
Signs	- 20% declining balance
Technical equipment	- 20% declining balance
Vehicles	- 20% declining balance

March 31, 2021

1. Summary of Significant Accounting Policies (continued)

Revenue Recognition

Transfer payments are recognized when the amount is known, collectability is reasonably assured and stipulations have been met. Revenue from training registrations is recognized when payment is receivable and the course has been completed. 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.

Restricted transfer payments for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets.

Financial Instruments

The Centre classifies its financial instruments as either fair value or amortized cost. The Centre's accounting policy for each category is as follows:

Fair Value

The category includes cash and investments that are quoted in an active market. They are initially recognized at cost and subsequently carried at fair value. Changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

When a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations.

Amortized Cost

This category includes accounts receivable, and accounts payable and accrued liabilities. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Writedowns on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the writedown being recognized in the statement of operations.

March 31, 2021

1. Summary of Significant Accounting Policies (continued)

Use of Estimates

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates. Areas of key estimation include determination of the allowance for doubtful accounts, estimated useful life of capital assets, and impairment of curriculum rights.

2. Investments

	2021	2020
Royal Bank of Canada GIC	$ -	$ 2,080,010
Royal Bank of Canada GIC, 1.67%, due June 2023	2,027,615	-
	2,027,615	2,080,010
Less amounts due within one year included in current assets	-	2,080,010
	$ 2,027,615	$ -

3. Capital Assets

	2021		2020	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer equipment	$ 296,394	$ 217,345	$ 258,903	$ 187,644
Computer software	140,636	130,979	140,636	121,322
Course curriculums	1,005,341	660,986	954,966	611,826
Leasehold improvements	108,000	55,840	61,776	48,578
Office furniture and equipment	376,344	335,789	369,830	326,465
Signs	51,041	47,529	51,041	46,651
Technical equipment	3,263,715	2,782,584	3,179,056	2,666,102
Vehicles	135,782	58,868	135,782	39,639
	$ 5,377,253	$ 4,289,920	$ 5,151,990	$ 4,048,227
Net book value		$ 1,087,333		$ 1,103,763

4. Deferred Revenue

	First Nations Grant	Training Registrations	2021	2020
Balance, beginning of year	**$ 590,759**	**$ 325,523**	**$ 916,282**	$ 1,296,283
Contributions received	**-**	**412,081**	**412,081**	325,523
Recognized for capital purposes	**-**	**-**	**-**	(2,347)
Recognized in year	**(180,670)**	**(310,803)**	**(491,473)**	(703,177)
	$ 410,089	**$ 426,801**	**$ 836,890**	$ 916,282

The First Nations Grant is from the Ministry of the Environment, Conservation and Parks. This payment is to be tracked separately and used for the training of First Nation operators.

The deferred training registrations are money that has been received for courses that will take place in a later fiscal year.

5. Deferred Capital Contributions

Deferred capital contributions represent restricted contributions received for the purchase of depreciable capital assets. These contributions are recognized as a reduction of amortization expense on the statement of operations calculated on a diminishing balance basis consistent with the amortization rate of the related class of assets.

Changes in the deferred capital contributions balance during the year are as follows:

	2021	2020
Balance, beginning of year	**$ 36,328**	$ 42,178
Contributions received	**-**	2,347
Amortization of contributions	**(6,805)**	(8,197)
Balance, end of year	**$ 29,523**	$ 36,328

6. Commitments

Walkerton Clean Water Centre has entered into two operating leases for equipment. The first lease will end in October of 2023 and has monthly payments of $96. The second lease will end November 2023 and has monthly payments of $31. Further, the Centre has entered into a lease agreement with Ontario Infrastructure and Lands Corporation. This lease will end March 2022 and has monthly lease payments of $54,861.

The minimum annual lease payments on the building and equipment for the next two fiscal years are as follows:

2022	$ 659,859
2023	$ 920

7. Transfer Payments

During the year, the Centre was granted $3,000,000 (2020 - $3,000,000) in transfer payments from the Province of Ontario.

8. Statement of Cash Flows

The change in non-cash working capital balances is made up as follows:

	2021	2020
Accounts receivable	**$ (82,358)**	$ (6,064)
Prepaid expenses	**(12,024)**	(19,285)
Accounts payable and accrued liabilities	**24,724**	(56,238)
Deferred revenue	**(79,392)**	(380,001)
	$ (149,050)	$ (461,588)

9. 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 $215,518 (2020 - $220,256) and is included in employee benefits in the statement of revenue and expenditures. As this is a multi-employer pension plan, these contributions are the Centre's pension benefit expenses. No pension liability for this type of plan is included in the Centre's financial statements. As of December 31, 2019, the Public Service Pension Plan had a year end deficit of $2.48 billion (2018 - $1.89 billion) per their audited financial statements.

10. Financial Instrument Risk Management

The Centre is exposed to various risks through its financial instruments. The following analysis provides a measure of the Centre's risk exposure and concentrations as at March 31, 2021.

Credit Risk

Credit risk is the risk of financial loss to the Centre if a debtor fails to make payments of interest and principal when due. The Centre is exposed to this risk relating to its cash and accounts receivable. The Centre holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the Walkerton Clean Water Centre cash accounts are insured up to $100,000 (2020 - $100,000).

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: interest rate risk, currency risk, and equity risk. The Centre is not exposed to significant currency risk or equity risk as it does not transact materially in foreign currency or hold significant equity financial instruments.

Interest Rate Risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Centre is exposed to this risk through its interest bearing investments.

At March 31, 2021, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of the guaranteed investment certificates of $20,000 (2020 - $20,430).

Liquidity Risk

Liquidity risk is the risk that the Centre will not be able to meet all cash outflow obligations as they come due. The Centre mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

11. COVID-19

COVID-19 had a devastating effect on the global economy in fiscal year 2020-2021 and the Centre was not immune. The Centre's mandate primarily requires hands-on training throughout the province. Not only were hands-on sessions extremely limited by provincial and local health orders, but travel to the many training locations within the province was also curtailed. While the restrictions resulted in heavy revenue losses which flowed to the bottom line, the Centre was still able to train almost 5,000 individuals in the fiscal year. The Centre worked quickly to develop means to deliver training without physical proximity, and by the end of the year more than 20 virtual courses were being offered throughout the province. The shift stood the Centre in good stead for the upcoming fiscal year. The further extent of the pandemic could once again negatively impact the Centre in fiscal year 2021-2022, the extent of which is unknown at this time.

The Centre also incurred additional direct expenditures due to COVID-19 as follows:

	2021	2020
PPE and COVID-19 required cleaning	**$ 12,562**	$ -
Office furniture (separations and panels)	**21,445**	-
Computer systems for working from home	**29,277**	5,450
Other	**1,888**	109
	$ 65,172	$ 5,559

12. Subscriptions and Memberships

The Centre is a technical organization and in order for scientists to perform the mandate, there are necessary subscriptions costs. These include subscriptions to the Water Research Foundation and the American Water and Wastewater Association (AWWA) that together cost the Centre approximately $7,500 annually. These publications provide the latest in peer-reviewed research and development techniques and solutions. Further, the AWWA membership provides the Centre with health and safety training videos that are used for mandatory training for the research and technology staff. Without this membership, this training would need to be outsourced which would create significant additional costs for the Centre.