



A Capital Region commission since 1985

## Board Workshop 2024 - Briefs

### Governance Discussion

We engaged in a facilitated discussion on Board Governance that provided in depth conversations about the opportunities and challenges of wearing multiple hats and effectively supporting governance when elected officials step up to take on these roles.

While, at times, there are a myriad of challenges, board members are able to support one another as they collectively work through through challenges and support the organization. One of the focus areas of conversations was continuous learning focused on areas that support governance.



### Operational Overviews

We received presentations from administration and engaged in meaningful dialogue on subjects such as:

- Membership Expansion
- Train 4 Construction Update
- Reserve Management
- Industry Flows and Rates
- Wet Weather
- Effluent Sales and Water Re-use
- Asset Management/Utility Master Plan
- Biosolids
- Environment, Social, Governance Principles
- Cyber Security
- Business Continuity
- Human Resource Challenges

### Financial Discussions

The Board Committees also spent valuable time discussing their objectives for 2024/25, including a possible Train 4 project review.

#### Financial Reserves:

- Future reserves that are segregated into stabilization, capital growth, & capital maintenance.
- Funding financial reserves over medium/longer terms (5 -10 years) is manageable and realistic.
- Facilitated financial reserve philosophy workshop to determine rate payer equitability in funding parameters, investment drivers, and target balances forthcoming.
- With an updated reserve practice, a review and refinement of investment policies is important.

#### Fiscal Position:

- Revenues and volumes are on track with budget up to the first quarter end - March 31, 2024.
- There was an unexpected line break costing \$4M early this spring.
- Treasury Board / Finance did not approve requested \$15M debenture for March 2024. We are continuing to explore more flexible borrowing options.
- Application to Municipal Affairs for debt limit increase in progress.

#### 2025 Budget Primer:

- Discussed three rate scenarios ranging from \$2.05 - \$2.07 which supports capital planning and financial reserve management.
- A rate lower than \$2.05 is not feasible as it does not support: borrowing limits, financial recovery plans, proactive capital maintenance planning, future capital growth or leading practice financial stewardship.

**Sustainable Wastewater Solutions** >