Introduction

The American Public Works Association is a dynamic organization, which has served the North American public works community—in both the public and private sectors—for more than 80 years. Although this Annual Report cannot fully capture all that APWA is, the information on these pages gives an overview of the organization’s activities and essence. Through advocacy, education and member engagement, our goals are always to enhance the visibility and awareness of public works, to give voice to the issues surrounding infrastructure on local and national levels, and to equip public works professionals with quality educational opportunities and resources so they can more effectively work to improve the quality of life for all.
This past year marked APWA’s 80th Anniversary—these 80 years went by very quickly. We have come a long way since 1937. We have also come a long way in just one year, and we are so glad that you have joined us for this fantastic ride. In February of 2017, the APWA Board of Directors approved a robust new strategic plan to include a new vision of advancing quality of life for all and a new mission statement: 

Support those who operate, improve and maintain public works and infrastructure through advocacy, education & member engagement.

You may think the vision and the mission statements are very ambitious. You may think this will be difficult to accomplish. We feel differently—because we know we have the right team in place and committed to the APWA vision and mission. During 2017 we have enhanced and nurtured the APWA Board of Directors’ partnership with the CPWA Board of Directors, APWA Staff, Council of Chapters Delegates, our 63 Chapters and their 95 Branches, and our members. It has become clear that these groups want to work together to fulfill the APWA vision and mission and to implement the operational activities in an effort to achieve the following strategic goals:

- Define the value of public works and enhance its visibility
- Serve as the voice of public works to government leaders and the media both in the U.S. and Canada
- Ensure excellence in education and credentialing
- Create a dynamic membership and chapter model

We will achieve these goals through advocacy, education and member engagement efforts.

**Advocacy: Tell your stories; they are very powerful**

The public works and infrastructure community has a unique perspective to share with government policy decision makers. Do not underestimate your individual impact on policy decisions at the national level. During the 2017 PWX in Orlando, Florida, we recorded your stories on video, which will help us serve as the voice of public works to government leaders and the media.

Working with the U.S. House of Representatives, APWA helped establish a new Congressional Caucus on Public Works and Infrastructure. This Caucus allows members of Congress and their staffs to learn about and consider important issues that you deal with every day. Over the course of the last year and a half, APWA has held several Congressional briefings on transportation, water, critical infrastructure and the public works role as first responders in manmade and natural disasters such as hurricanes, earthquakes, floods, and wild fires.

The Canadian Public Works Association Board (CPWA) was established to advocate on behalf of members who live in Canada. CPWA has weighed in on the Canadian infrastructure budget for the past several years and continues to do so. In 2017, this group has had several face-to-face meetings with members of Parliament and various Ministries. During 2017 we launched the Ottawa Report, an online update on public works and infrastructure federal legislative issues.
Education, Credentialing & Accreditation

Based on feedback from our members and their employers, we will be launching a new certification program, the Certified Public Works Professional. This new program will launch at the 2018 PWX in Kansas City, Missouri. Stay tuned for more details.

We have also seen a growth in our accreditation program with over 136 agencies. We see this as an incredible opportunity for municipal agencies throughout Canada and the U.S. to develop and systemize business practices—especially in a time when baby boomers are beginning to retire and take their wealth of knowledge with them.

APWA Conferences: The best way to network and learn

What better way is there to learn from others, network, and see and touch the latest and greatest equipment and technology, than to attend one or both of APWA’s phenomenal conferences each year. The 2017 North American Snow Conference, held in Des Moines, Iowa, hit a new full registration record of 624—a 13% increase. Many of the attendees noted that, “This was the best one yet!”

APWA’s 2017 PWX, held in Orlando, Florida, in August had over 5,000 registered attendees and over 90,000 square feet of exhibitor booths and equipment; there is no show like this on the planet that directly meets the needs of both the public and private sectors that deal with infrastructure. This year, the first-ever National Roadeo was held with nearly 70 entries. The Roadeo provided public works operators the chance to showcase their incredible skills. The 2018 PWX will be held in Kansas City, Missouri, in conjunction with the International Federation of Municipal Engineers (IFME), August 26-29, 2018.

Chapter Engagement: Where it all happens

In every chapter we visit, members share with us that APWA and the Chapters have provided them with lifelong friendships and incredible educational opportunities, as well as career and business networking relationships. Chapters have been described to us as the “lifeblood of the organization” and “where it all happens.” During 2017, staff and Board members have visited 55 of the 63 Chapters.

Looking Toward the Future

In 2017, the APWA Board of Directors approved the establishment of a National Young Professionals Committee to help guide the organization into the future. This group is charged with helping us better understand the needs of members who are in their first 10 years in the workforce. To complement this effort, APWA also provides training to new leaders through our Emerging Leaders Academy (ELA). This combination of our Young Professionals and Emerging Leaders Academy is going to position APWA to grow, expand and provide our members with exactly what they need to enhance their careers and technical skills.

We believe our new path, energy and passion are working. We just hit a new membership record—APWA is now 30,000 members strong. What better time to be an APWA member and part of the public works and infrastructure family! Let’s make sure every member knows we are here and what we do. Let’s join together to mentor, educate, network, advocate and promote the amazing work that all of you do on a daily basis to enhance the quality of life for all.

Sincerely,

Ron Calkins
2016-2017 President

Scott D. Grayson
Executive Director
STRATEGIC GOALS & ACTIVITIES

VISION STATEMENT
Advancing quality of life for all.

MISSION STATEMENT
Support those who operate, improve and maintain public works and infrastructure through advocacy, education & member engagement.

Strategic Goals

VALUE
Define the value of public works and enhance its visibility/awareness.

VOICE
Be the voice of public works to government leaders and media

EDUCATION & CREDENTIALING
Ensure excellence in education and credentialing

MEMBERSHIP & CHAPTERS
Create a dynamic membership and chapter model
Value:

Define the value of public works and enhance its visibility/awareness
- Create a public awareness campaign
- Expand National Public Works Week
- Be universally recognized as first responders
- Clearly define the meaning of “public works”
- Develop outreach activities for K-12 and higher education while sharing career opportunities
- Develop comprehensive employment and career toolkit for members
- Establish public works as a career choice
- Establish a national and local public works internship program
- Serve as expert resource by conducting research and gathering data on public works

Voice:

Be the voice of public works to government leaders and media
- Increase individual member and chapter engagement in government advocacy
- Elevate APWA’s reputation in both the Canadian and U.S. governments to be their source for subject matter experts in public works and infrastructure
- Create a public works subject matter expert speakers’ bureau
- Increase activities with the U.S. House of Representatives Public Works and Infrastructure Caucus
- Serve as expert resource by conducting research and gathering data on public works to serve as the voice for public works and infrastructure to the government and all media outlets

Education & Credentialing:

Ensure excellence in education and credentialing
- Create a comprehensive strategic education and credentialing plan
- Provide chapters with an integrated strategic education and credentialing plan
- Promote and help chapters to enhance Institutes
- Develop strategic business alliances for education and credentialing
- Create new and innovative educational offerings and delivery methods
- Increase participation in accreditation, certification and certificates programs

Membership & Chapters:

Create a dynamic membership and chapter model
- Identify and analyze the operational and resource needs of chapters to support their role in providing value to members and non-members
- Assess and identify potential new membership markets
- Analyze and evaluate membership levels and costs
- Improve the collection of membership data
- Define and measure levels of engagement
- Create opportunities for engagement of students, young professionals and emerging leaders through new and positive experiences
MEMBERSHIP

Creating a dynamic membership and chapter model is one of the four strategic goals for APWA. Chapter vitality increases with the commitment of volunteer leaders to strategize and establish goals to engage existing members through meaningful experiences. In partnership with APWA, the 63 chapters and more than 90 branches provide support at the local level for the remaining three APWA strategic priorities—to be the voice of public works, to demonstrate the value of public works and to provide education and credentialing opportunities. These efforts are achieved through the work, dedication and passion of more than 1,300 chapter and branch leader volunteers.

Building chapter vitality begins with commitment and a vision of dedicated volunteer leaders to provide programs focused on meeting the needs and interests of members. Collectively APWA chapters and branches held more than 1,200 events in FY17 to fulfill members’ needs for professional growth and connection. These events range from conferences, workshops and lunch and learn programs to golf tournaments, technical tours and rodeo competitions.

New Record Set

MEMBERSHIP TOOK A BIG STEP FORWARD IN FISCAL YEAR 2017.

APWA increased its membership by 800 members since Fiscal Year 2017 began. The association set new records for membership in 10 months of the fiscal year.

At PWX 2017 APWA membership reached 30,000 for the very first time.

“Chapters and branches continue to be the grassroots connection for membership recruitment and retention. We appreciate their continued efforts to provide education, training and networking opportunities at the local level. These efforts continue to make a positive impact in growing APWA’s membership,” said Brad Patterson, Chapter Membership Manager.

Canadian members made up 7.63% of the total membership with 2,276 members.

The member retention rate for APWA also continued to be strong at 86.86%.
Chapter Leaders Training

A number of resources to support chapter and branch leader development exist. Leaders from 59 chapters participated in the 2017 Chapter Leaders Training and Winter Council of Chapters Meeting in Kansas City, MO. More than 170 took part in the training and networking meetings on February 16-17. APWA hosts the biennial leadership meeting to provide training and resources to volunteer chapter leaders with numerous networking sessions intermingled throughout the agenda. The 2017 Chapter Leaders Training was themed “Putting the Pieces Together: Completing Your Leadership Puzzle.” Webinars were held throughout the year to provide leaders with tools and information to support their volunteer efforts. The annual Chapter Leaders Forum was held in Minneapolis attracting more than 90 leaders from across the chapters.

Council of Chapters

The Council of Chapters continues to serve as a vital platform to foster the exchange of ideas among chapters. Under the guidance of a nine-member steering committee, the Council of Chapters underwent an organizational restructure process focused on balancing the time, experience and talents of chapter delegates along with the alignment to support the strategic activities identified to achieve the APWA strategic goals. Through focus group and specific task force assignments, chapter delegates serve as a resource to the APWA Board of Directors and staff.

Awards

The APWA Awards Program recognizes outstanding individual, organizational and chapter achievements in addition to public works projects established for the betterment of community. In FY17 a total of 396 submissions were received for the APWA Awards Program resulting in an overall total of 141 awards being presented. Thirty-three chapters were recognized as recipients of the 2016 Presidential Award for Chapter Excellence, the second highest number of chapter recipients for this award. Twenty-two Project of the Year winners received a total of 66 individual awards (to agencies, contractors and consultants on each project). Another six Chapter Membership Achievement awards were presented, which are not based on submissions. All other awards, including the Top Ten Leaders of the Year, totaled 36.
EDUCATION AND CREDENTIALING

As a not-for-profit 501 (c)(3) organization, APWA exists to support public works professionals who operate, improve and maintain public works and infrastructure. Providing quality education is one of the ways that support is provided.

New Staff
The Education and Credentialing Department has experienced several changes during FY17, including a name change as it was known previously as the Professional Development Department. This year two directors, Mabel Tinjacá and Ann Daniels, retired and the department was restructured to include the Accreditation program. Becky Stein was then named director of Education and Credentialing, and other support staff were brought in or had their positions revised or modified to provide a more effective and integrated approach to educating public works professionals.

Education
The goal of the Education and Credentialing Department is to ensure excellence in education and credentialing. That goal is being met through several education methods.

Accreditation
The Accreditation program began FY17 with 111 accredited agencies and added 13 more this fiscal year. Another 13 agencies achieved reaccreditation. Throughout the year the requests for onsite workshops have been robust and kept staff busy preparing and presenting the workshops across the country.

One of which is the Click, Listen and Learn (CLL) webinars that have been popular for several years. This year 11 CLLs were presented with help from APWA’s technical committees. Staff liaisons worked with the committees to address various issues of concern to the public works community and to choose and provide personnel and programming for the CLLs, the North American Snow Conference, and APWA’s PWX each year. On occasion, the technical committees write White Papers, prepare fact sheets, collaborate on APWA publications, and provide expert testimony before various legislative or fact-finding groups.

As the department works with APWA chapters to promote and enhance their Public Works Institutes to help foster an integrated learning experience, it also searches for new and better ways to help public works professionals reach a new level of confidence and expertise in their chosen areas.

APWA Accredited Agencies numbered 124 by the end of FY17
Emerging Leaders
The Emerging Leaders Academy opened its application process in July 2016. The academy is designed to enhance their leadership skill, learn more about public works, and to get an insider’s view of APWA. Sixteen people out of 28 were accepted into the academy. The class kicked off its tenth year with a retreat in Kansas City the first week in November.

Currently, APWA offers three certification designations for fleet professionals, infrastructure professionals, and stormwater managers. When the year began, APWA had 435 certified professionals in those areas (86 CPFP, 274 CPII, and 89 CSM). The certification programs also rolled out new hashtags to allow people to engage with them and one another in social media: #APWACPII, #APWACPFP, and #APWACSM. Participation is encouraged from those who are already certified, those who are already in the process of certification, or those who are considering certification as a professional option.

Certifications
Details of the new program are expected to be released in early 2018, but other education options continued to be offered and improved throughout FY17.

Total APWA Certified professionals reached 485 with 50 new Certifications awarded in FY17

Credentialing
Reevaluating the Donald C. Stone (DCS) program was a major part of that effort. After thorough consideration of the program, the APWA Board of Directors voted to redesign the program. In October, DCS candidates were contacted and informed of the upcoming program changes. At that time, they were given three options for proceeding with their education.

1. Continue through the existing DCS program for completion and graduate by August 2018 by PWX.
2. Discontinue from the existing program at that time and make a decision about transitioning to the new program once more information became available.
3. Discontinue from the existing DCS program altogether.

Of the 219 people surveyed, 72 decided to continue and graduate by PWX 2018, 46 opted to transition to the new program, and 101 chose to discontinue. At the end of FY17, 15 candidates continued to work toward graduation by PWX in 2018.

Details of the new program are expected to be released in early 2018, but other education options continued to be offered and improved throughout FY17.

eLearning
A new initiative—eLearning—was launched in June 2017. The eLearning programs are delivered through an online learning management system. The programs became available in the APWA Store in the Spring of 2017. Currently, a total of 24 programs are available individually or bundled together as a program at a discounted price.

The Members’ Library on the APWA website also provides a rich source of educational materials for public works professionals. The library makes available CLLS and many other resources provided by Education and Credentialing—free of charge for APWA members.

The Education and Credentialing Department strives to create new and innovative educational offerings and delivery methods to reach the largest audience possible.
MEETINGS

The APWA tradition of an annual national meeting extends all the way back to 1894 and the first annual meeting of the American Society of Municipal Improvements (the first direct predecessor of APWA). Currently, APWA hosts two national meetings, the Public Works Expo (PWX) and the North American Snow Conference (NASC). On occasion, APWA also has hosted smaller conferences for narrowly targeted audiences, such as the Sustainability in Public Works Conference (2009-2013), which was assimilated into PWX in 2014.

These conferences, with their technical programs and equipment shows, provide opportunities for face-to-face learning and networking on a wide variety of public works-related topics, particularly at PWX. In contrast, the Snow Conference centers on snow and ice handling and removal. Both offer intellectual and tactile experiences—attendees can take advantage of the many learning opportunities delivered in a variety of ways, or everyone can walk around the exhibit floor and literally kick the tires, sit in the driver’s seat, and lean their elbows on the counter while they talk with vendors about the latest equipment or services they have to offer.

PWX (Public Works Expo)

For more than 100 years, APWA’s annual conference and equipment show—now named PWX—was known as “Congress,” but the international conference was “rebranded” as the Public Works Expo (PWX) in 2015 and debuted as the first official PWX in August. More than 5,000 people from 17 countries converged on Minneapolis in 2016 to be part of the PWX experience where they could choose from more than 120 educational sessions on the most current public works topics and tour the exhibit floor where more than 400 exhibitors stood waiting to talk with them and show off their wares. The sessions offered collaborative learning experiences, ground-breaking innovations and technologies, and a world of networking opportunities for both veteran APWA attendees as well as bright, new emerging leaders.

Rebranding requires much more effort than just changing the conference’s name on signs and advertising materials. Staff spent many hours exploring what PWX would look and feel like, what new programming would be added and what elements of the conference would be changed. The process involved visioning meetings with APWA partners as well as staff project teams.

The new learning approaches included “Lightning Rounds,” fast-paced concise presentations on the hottest topics; the Innovation Station, an all-new, multi-purpose common area located in the Hub, where Public Works Exchange discussions were hosted; and Tech Time, informal sessions for attendees to catch up on new tools and trends on helping to raise productivity in the workplace.

PWX also provided General Session keynote speakers who ranged from out-of-this-world to totally down-to-earth in the experiences and insights they shared with their shoulder-to-shoulder audiences. NASA astronaut and Space Station Commander, Navy Captain Scott Kelly gave us a view of earth few people have ever seen; motivational speaker Jeff Havens gave tips on de-crapifying our lives; television host and author Mel Robbins gave us her 5-second rule for breakthrough performance in our careers and our lives; and Strong Towns founder and President Charles Marohn shared his views on the future of American towns and cities.

More than 5,000 people gathered for the first ever PWX in Minneapolis, APWA’s newly branded annual conference
Necessity is the Mother of Invention, and it took a snow storm in one of the largest cities in the world to bring the Snow Conference into being! After a snow storm nearly closed down New York City in 1961, an informal meeting with a few speakers from that region was held. The attendees included people from Baltimore and Washington, D.C. General Fred Clarke from Washington, D.C., got involved and recommended a research project to APWA on the study of urban snow removal problems. The 2nd and 3rd annual conferences were called the “Northeastern Conference on Urban Snow Removal.” The title “Snow Conference” was inaugurated at the 4th annual conference in 1964, and it became the “North American Snow Conference” the next year in 1965—and so it has been ever since.

The 2017 Snow Conference held in Des Moines was a record breaker. Full registrations topped 600, a sitting U.S. Senator spoke at the General Session, and more education sessions than ever before were offered. Midwest hospitality ruled when the chapter sponsored a Snow Trek pub crawl, comfortable hospitality areas, and fun mobile-app games.

The 2017 Snow Conference incorporated some innovative new features in an attempt to make sure there was something for everyone. The 22 new Fast-Track education sessions launched on Sunday and ran throughout the conference. These 20-minute education sessions aimed to provide more opportunities for learning, especially if registrants were only able to attend for one day. With one 8-hour workshop and another 4-hour one, as well as 31 sessions lasting from 50 to 90-minutes each, attendees had ample opportunities to earn Continuing Education Credits.

The conference got off to a rapid start with almost 250 snowfighters arriving early Sunday morning to attend the Winter Maintenance Supervisor (WMS) certificate program. The workshop was the brainchild of the Winter Maintenance Subcommittee and was launched in 2011 at the Snow Conference in Spokane where it was a huge success. Subsequently, the committee volunteered to take it on the road so APWA chapters could host it. Seven years later, the workshop has been presented 33 times and more than 3,500 snowfighters have earned certificates!
Government Affairs

APWA’s Government Affairs team has worked diligently this past fiscal year toward the strategic goal of being “the voice” of public works to Capitol Hill, federal agencies and the media. There are many highlights from the past year including the testimony of Ron Calkins, now APWA’s immediate past president, before the House Committee on Natural Resources’ Subcommittee on Oversight and Investigations in March 2017. Ron testified before the Subcommittee about the Endangered Species Act (ESA) and APWA’s stance that the ESA needs to be modernized in a way which balances species protection with the need to care for essential public works services and infrastructure.

APWA TESTIFIES ON CAPITOL HILL

In May 2017, APWA was again requested to testify on Capitol Hill. The issue was integrated planning and Bill Spearman, Director at Large—Environmental Management, represented APWA and testified before the House Committee on Transportation and Infrastructure’s Subcommittee on Water and the Environment. Bill spoke to the need for flexibility and its importance at the local level, particularly in ensuring water quality needs can be met by communities of all sizes and types across the country.

GAC (GOVERNMENT AFFAIRS COMMITTEE)

An important foundational aspect to APWA’s Government Affairs success is the evolution and growth of the Government Affairs Committee (GAC). The GAC is not a new standing committee, but it previously had not been a policy drafting body. Their role has officially changed and was approved by the APWA Board of Directors in the spring of 2017. The reason for making the GAC the lead body for APWA in recommending and drafting public policy priorities was to provide a clear direction in advocating for public works priorities to the U.S. Congress, federal agencies and the media. The GAC is now also the lead body, in conjunction with the Board of Directors and APWA staff, in promoting the organization’s public policy priorities. Also, APWA’s public policy priorities will now be reviewed every two years to align with the U.S. Congressional cycle.

In early 2017, the GAC and APWA staff identified priorities for the 115th session of Congress and drafted four new public policy priority documents which were approved by the Board in the early summer of 2017. APWA’s four public policy priorities for the 115th Congress are: Infrastructure Financing and Funding, Provide for Transportation Infrastructure, Support Water Resiliency, and Recognize and Support Emergency Management and Response. The GAC also increased in size from nine members to twelve to provide for a broad range of public works experience and expertise, public and private sector, as well as regional diversity and representation for communities of various sizes.

In addition to drafting new public policy priorities to represent APWA, the GAC held its annual spring meeting in Washington, D.C. in April 2017. Joining the GAC were three technical committees—Engineering and Technology, Transportation, and Water Resources. During their time in D.C., participants met with dozens of key congressional committees and staff that have jurisdiction over public works, as well as representatives from federal agencies including the Federal Highway Administration, the Federal Emergency Management Agency, the Department of Homeland Security, and a private meeting with U.S. Department of Transportation Secretary Elaine Chao.

HOUSE PUBLIC WORKS AND INFRASTRUCTURE CAUCUS

Another area of growth for APWA Government Affairs has been the strengthening of ties with the House Public Works and Infrastructure Caucus, which was initiated in May 2016, from an APWA idea. The bipartisan caucus was officially established in the House of Representatives by Congressman Ryan Costello (R-PA) and Congresswoman Dina Titus (D-NV), to raise awareness about the critical importance of investing in the country’s public works and infrastructure needs. The Caucus is proving to be a valuable tool for educating Congressional members and staff about the essential services and projects public works professionals provide to all communities across the country—including roads and bridges, drinking water,
emergency preparedness and response, flood control and stormwater, recycling, solid waste removal, parks and recreation, public fleets and buildings, and more. Since the formation of the Caucus, APWA has hosted multiple events and briefings for congressional members and staff, which not only strengthened longstanding relationships for APWA’s advocacy efforts, but has also led to the development of new key relationships on Capitol Hill and has shown APWA to be a valuable resource to policymakers. Examples of events held this past year include a briefing focused on public works and water where APWA members Bill Spearman and Eric Labelle of Kennebunk, ME spoke to more than 50 congressional staff about drinking water, waste water, and stormwater management. The interactive session was moderated by APWA Executive Director Scott Grayson and led to many substantive engagements with congressional offices, including the opportunity to testify on integrated planning mentioned previously.

In March of 2017, APWA again worked with the Public Works and Infrastructure Caucus to host a brief on the role of public works and water where APWA members Bill Spearman and Eric Labelle of Kennebunk, ME spoke to more than 50 congressional staff about drinking water, waste water, and stormwater management. The interactive session was moderated by APWA Executive Director Scott Grayson and led to many substantive engagements with congressional offices, including the opportunity to testify on integrated planning mentioned previously.

In March of 2017, APWA again worked with the Public Works and Infrastructure Caucus to host a brief on the role of public works in protecting critical infrastructure. This time, now current President Bo Mills and APWA member Mark Ray, traveled to D.C. and spoke about how within their respective communities of Germantown, TN and Crystal MN, public works is key to monitoring and protecting the quality of indispensable services like clean water and reliable transportation and how a natural or manmade disaster can eliminate access to essential services.

APWA Public Policies Priorities for 115th Congress:

- Infrastructure Financing and Funding
- Provide for Transportation Infrastructure
- Support Water Resiliency
- Recognize and Support Emergency Management and Response

NPWW
(NATIONAL PUBLIC WORKS WEEK)
APWA has also hosted events on Capitol Hill during National Public Works Week. In May of 2017, the first ever Donuts and Trucks event was held. This year the DC Department of Public Works (DPW) participated and helped bring recognition to Congress of the services DC DPW provides for the Nation’s Capitol. Representative Costello stopped by to thank DC DPW employees and APWA during National Public Works Week. Specifically, Mr. Costello noted in his comments that public works is often the face of government to so many citizens because of the essential services and facilities public works is responsible for designing, building, operating and maintaining every single day.

LOCAL ADVOCACY
The number of APWA chapters choosing advocacy as a strategic priority has also grown in the past year. Since April 2016, APWA has provided training and shared with numerous chapters the advocacy resources available to all APWA members. The APWA Government Affairs team has led the training and worked with chapters on how to develop and implement a plan for advocating to government officials and the media.

APWA Government Affairs has gained a lot of momentum in the past year, leveraging the expertise of our more than 30,000 members, and the support of the Board of Directors. APWA members are the best spokespeople for public works and advocacy is integral to building upon our success and making sure “the voice of public works” is heard and regarded by all government decision makers.
The CPWA Board of Directors continues to be “the voice of public works in Canada.” CPWA’s advocacy efforts in FY17 centered on cultivating relationships with Canadian government officials, advocating for pending legislation affecting public works, and training effective advocates.

**CULTIVATING RELATIONSHIPS WITH CANADIAN GOVERNMENT OFFICIALS**

At its annual meeting in Ottawa May 8 – 9, 2017, CPWA hosted Independent Senator Grant Mitchell (Alberta); Liberal MP Lloyd Longfield (Guelph, ON); and Mike Sullivan, executive director of the Canadian Common Ground Alliance, for an in-depth discussion of Bill S-229, the Underground Infrastructure Safety Enhancement Act. The bill was tabled by Senator Mitchell in the Senate in September 2016, and passed Third Reading in May 2017.

CPWA hosted staff from the Federation of Canadian Municipalities (FCM) to discuss the rollout of FCM’s Municipal Asset Management Program (MAMP) and the next iteration of the Canadian Infrastructure Report Card. CPWA also hosted staff from Engineers Canada for an overview of Engineers Canada’s Public Infrastructure Engineering Vulnerability Committee (PIEVC) tool and Infrastructure Resilience Professional (IRP) Certification.

While in Ottawa, CPWA visited the offices of Infrastructure and Communities Canada (INFC) to discuss Phase II of INFC’s Investing in Canada Plan with policy staff. CPWA also met with Public Safety Canada policy staff to discuss the role of public works as first responders, Public Safety Canada’s all-hazards approach, and cyber security.

In July 2017, CPWA was contacted regarding Infrastructure Minister Amarjeet Sohi’s launch of negotiations with provinces and territories to finalize bilateral funding agreements. INFC’s approach to managing infrastructure in a more sustainable way reflects CPWA’s messaging. CPWA also promoted the launch of Canada’s Core Public Infrastructure survey, developed by INFC and Statistics Canada to provide a national picture of the current state and performance of infrastructure across Canada.

**ADVOCATING FOR PENDING LEGISLATION AFFECTING PUBLIC WORKS**

On November 7, 2016, CPWA launched the Ottawa Report e-newsletter, delivered bi-weekly when Parliament is in session. On November 30 and December 1, 2016, CPWA held meetings to deliver CPWA’s public policy priorities to policy advisors for Prime Minister Trudeau and representatives of the Minister of Infrastructure and Communities and FCM.

On December 14, 2016, Andrew Stevenson spoke with officials from the Office of the Auditor General of Canada (OAG) about CPWA’s role in providing input to the federal 2016 Budget, dealings with INFC, and relationship with FCM.

In February, CPWA sent letters of support for Bill S-229, which would create a federal underground infrastructure notification system across Canada. Letters were sent to members of the Senate Committee on Energy, Environment and Natural Resources, as well as the ministers, deputy ministers and parliamentary secretaries of Infrastructure and Communities, Transport and Public Safety.
TRAINING EFFECTIVE ADVOCATES

At PWX 2016 in Minneapolis, CPWA representatives joined APWA representatives for an interactive discussion about advocating for public works in Canada and the U.S. and how members can increase the voice of public works to policymakers at all levels. In September 2016, CPWA encouraged Canadian chapters to contact their provincial/territorial infrastructure ministers to offer the chapter as a resource in advance of the Federal-Provincial-Territorial Ministerial Meeting on Infrastructure in Edmonton, AB.

On October 31, 2016, CPWA provided a written submission of its priorities to the Senate Committee on National Finance related to the Committee’s study on the financing of federal infrastructure programs. On March 22, 2017, CPWA commended the government on Budget 2017, highlighting the data collection initiative announced for Canadian infrastructure.

CPWA celebrated National Public Works Week, May 21 – 27, 2017. Prime Minister Justin Trudeau sent a Letter of Greetings recognizing NPWW in Canada. Provincial and Territorial Proclamations and Letters of Greeting were issued by British Columbia, Manitoba, Newfoundland and Labrador, Nova Scotia, Quebec, Saskatchewan, and Northwest Territories. In addition, 35 municipalities proclaimed NPWW.
Technology

Internally, APWA has two primary program areas that support the technology presence. These two program areas, Web Services and Network Administration, work collaboratively to deliver our website, chapter websites, management of our association database (iMIS) and the network hardware infrastructure to support the delivery of technology. The Web Services and Network Administration areas work with each other and the other program areas within APWA to provide technology resources for both our internal and external customers.

In 2017, APWA developed a 3-year IT strategic plan that includes a road map for continually improving the website, software systems and network hardware over the next three fiscal years. Just as municipalities cannot function without a sound infrastructure, an association can be severely limited in its ability to serve its members without a solid network and the tools necessary for staff to maximize productivity and efficiency in their work.

This year Network Administration has had significant accomplishments that have improved the ability of staff to serve our members effectively and help keep APWA relevant to our members. We have moved to a new Internet service provider to provide faster websites and software usage. In 2017, a large amount of our focus was upgrading the network infrastructure to have the up-to-date operating systems which allows us to move forward with the ever-changing world of technology.

The Web Services team has worked on several key projects to provide our external customers with a higher level of service. One initiative made significant improvements to the Chapter Website Templates, which improved functionality for event registration and checkout and added the ability to print badges—all of which help our chapters better serve their customers. The next upgrade, expected in August, will enhance even more options for registrants and simplify processes for both attendees and chapter personnel.

Web Services also launched the Chapter Technology Update, a digital newsletter to keep chapters informed about improvements to the Chapter Templates and to the National website. The newsletter not only provides vital information, but it also invites chapter members to ask questions and make suggestions to improve the effectiveness of the website.

In its first year of implementation, APWA was able to make great strides toward achieving the goals through network and software upgrades as well as the addition of new applications at the national and chapter levels. In FY18, we strive to continue to fulfill the objectives of the 3-year IT plan.

**APWA developed a 3-year IT strategic plan that includes a road map for continually improving the website, software systems and network hardware**
# Statement of Financial Position

For the Months Ending June 30, 2017

<table>
<thead>
<tr>
<th>Assets</th>
<th>2017 Audited</th>
<th>2016 Audited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$2,867,118</td>
<td>$2,097,664</td>
</tr>
<tr>
<td>Money Markets</td>
<td>$98,408</td>
<td>$99,146</td>
</tr>
<tr>
<td>Receivables (Net)</td>
<td>$111,381</td>
<td>$173,325</td>
</tr>
<tr>
<td>Prepaid Expenses and Deposits</td>
<td>$1,121,437</td>
<td>$1,036,517</td>
</tr>
<tr>
<td>Inventories (Net)</td>
<td>$210,597</td>
<td>$214,565</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$4,408,941</td>
<td>$3,621,217</td>
</tr>
<tr>
<td>PWHS Accrued Interest</td>
<td>$191</td>
<td>$191</td>
</tr>
<tr>
<td>Short-Term Investments</td>
<td>$3,613,174</td>
<td>$2,631,789</td>
</tr>
<tr>
<td>Long-Term Investment</td>
<td>$4,603,962</td>
<td>$5,120,742</td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture and Equipment (Net)</td>
<td>$1,297,679</td>
<td>$1,459,424</td>
</tr>
<tr>
<td>Development</td>
<td>$99,351</td>
<td>$222,287</td>
</tr>
<tr>
<td>Equipment Finance Lease</td>
<td>$69,025</td>
<td>$5,088</td>
</tr>
<tr>
<td><strong>Loan Receivable, Net of Allow</strong></td>
<td>$79,698</td>
<td>$46,268</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$14,172,020</td>
<td>$13,107,006</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable (Net)</td>
<td>$194,632</td>
<td>$667,037</td>
</tr>
<tr>
<td>Operational Accrual</td>
<td>$510,713</td>
<td>$0</td>
</tr>
<tr>
<td>Accrued Obligations</td>
<td>$1,144,594</td>
<td>$1,301,212</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$5,758,527</td>
<td>$5,678,060</td>
</tr>
<tr>
<td>Finance Lease Liability</td>
<td>$69,844</td>
<td>$5,088</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$7,678,310</td>
<td>$7,651,397</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanently Restricted Funds</td>
<td>$57,790</td>
<td>$57,461</td>
</tr>
<tr>
<td>Temporarily Restricted Funds</td>
<td>$16,091</td>
<td>$16,954</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>$6,363,996</td>
<td>$5,325,732</td>
</tr>
<tr>
<td>Unrestricted M. Calkins</td>
<td>$10,371</td>
<td>$10,000</td>
</tr>
<tr>
<td>Unrestricted Esterbrooks Estate</td>
<td>$45,462</td>
<td>$45,462</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$6,493,710</td>
<td>$5,455,609</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$14,172,020</td>
<td>$13,107,006</td>
</tr>
</tbody>
</table>
CONTACT US

1200 Main Street, Suite 1400
Kansas City, MO 64105-2100
816-472-6100

www.apwa.net