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Sustainability is at the heart of everything Denver Water does. It’s been our responsibility to sustain the growth, development, and economic, social and physical health of the Denver metro area for 100 years. To meet this challenge, we developed and sustained a vast, complex water infrastructure system that reaches Denver from the heart of Colorado’s forests and mountains.

However, the concept of sustainability involves more than developing and maintaining our water supply system and delivering safe drinking water to our customers. As we look forward to our next 100 years, we face numerous challenges that merit rethinking and expanding what the term sustainability means to us. We will be increasingly challenged by climate change, regulatory uncertainty, economic and social changes, natural and perhaps man-made disasters and other unknown events. Therefore, this plan represents the evolution of Denver Water’s sustainability ethic and how we will integrate it into how we conduct our business.

Sustainability for the next 100 years will require innovation, resilience and adaptability in everything we do. It means long-range planning based on uncertainty. It means ensuring that the development and collection of water supplies does not degrade aquatic habitats, and partnering with the federal government, private landowners and other stakeholders to protect the ecological health of the watersheds that supply our water.

It means developing and protecting flows in the urban reach of the South Platte River. It means working to protect and enhance the High Line Canal as an ecological and recreational resource for the metro area. It means promoting the most efficient use of water throughout our service area, including expanding the use of non-potable water. It means partnering with our neighbors regionally to achieve better management of water resources.

It means protecting the security of our infrastructure and facilities and being prepared for emergencies. And it means operating our infrastructure, facilities and buildings in ways that demonstrate the most efficient water uses, that generate the most and use the least amount of energy and that promote the health and well-being of our employees.

Given this expanded ethic of sustainability, we will develop and implement this plan as a further commitment not only to today’s customers, but also to our customers over the next 100 years and beyond. We have much work to do. This plan will guide us in implementing the best industry-leading practices in our operations. It will keep us accountable to our commitment to sustainability and will be a critical tool in our journey to becoming the best water utility in the nation.

Paula Herzmark, President, Board of Water Commissioners

James S. Lochhead, CEO/Manager
Our Sustainability Timeline

1918
- Denver Water founded when Denver residents bought Denver Union Water Company.

1934
- First conservation campaign to “Help Save Water” advertised on streetcars.

1959
- First hydropower completed at Williams Fork Reservoir.

1981
- “Xeriscape” coined to make water-conserving landscaping a recognized concept.

1988
- Recycling for pipe and various metals began.

1993
- Environmental Compliance Section created.

1995
- Recycle Task Force formed.
- Segregated all waste streams for proper management and disposal.

2002
- Bike to Work Day initiated.

2004
- Recycling Plant started providing water to industrial and irrigation users.

2006
- Use Only What You Need campaign launched.

2008
- Climate Change program created and scientist hired for long-range planning.

2009
- Regional Transportation District passes issued to staff.
- Carpool intranet page initiated.

2010
- First annual greenhouse gas inventory completed.

2011
- Sustainability incorporated into Strategic Plan.

2012
- Completed the Colorado River Cooperative Agreement (CRCA) with West Slope entities.

2014
- Completed the Colorado River System Conservation Agreement (CRSCA).

2015
- Worked with Regional Transportation District to maintain bus access to Operations Complex.

2016
- Sustainability manager hired.
- Compost introduced at Denver Water facilities.
- Participated in GoTober commuting challenge and incentivized carpooling.

2017
- Energy analyst and sustainability program assistant hired.
- First four LEED certified buildings open as a part of Operations Complex Redevelopment.
- Hydropower research pilot testing an array of 10 turbines along South Boulder Canal.
- Compost introduced at treatment plants and remaining Operations Complex facilities.
- First Sustainability Guide published.
- Treatment plants moved from Silver to Gold Partners in the Colorado Environmental Leadership Program.
Who Are We?

As a major water provider in the West, Denver Water views itself as having a special responsibility to the environment. It is a responsibility we take very seriously. We incorporate it into both our strategic thinking and daily operations.

We view ourselves as stewards of the environment. It is an ethic and value that runs deep in our organization. It is inherent in everything we do because our infrastructure is not just our pipes and reservoirs – it is also millions of acres of Colorado forests and thousands of miles of rivers and streams.

Our environmental commitment also stems from the preciousness of the resource with which we work. Water is essential to making Colorado beautiful and to ensuring the quality of life we enjoy. Yet it is scarce in our state. And demands for it are intensifying.

With that understanding, Denver Water’s highest responsibility remains to serve 1.4 million people today and a growing population in the future. We strive to do so while minimizing our environmental footprint and working collaboratively with our neighbors to protect and enhance supplies for agriculture, riparian habitat, stream health and many other needs.

Denver Water is committed to continually improving our operations while remaining responsible stewards of our natural environment, and contributing to a vibrant community.

Sustainability in Denver Water operations is any effort or improvement that allows for a better and longer existence. In other words, sustainability is any change in any employee’s work day that makes our systems more efficient and healthier for our ecosystems, our staff and the community.
Environmental Stewardship

Denver Water serves one-quarter of the state's population with less than two percent of all the water used in the state. And Colorado’s population is expected to nearly double by 2050. Everyone is starting to think about resources, and Denver Water wants to continue to lead the industry and the community with best practices.

Denver Water has taken a leadership role in understanding and promoting sustainability. Our Environmental Stewardship Statement identifies our guiding principles for environmental stewardship and sustainability:

- **Best Practices and Compliance with Environmental Requirements** — Denver Water will comply with all applicable environmental laws, regulations and standards, and will develop and adhere to environmental best practices and performance standards in order to achieve environmental sustainability beyond minimum legal requirements.

- **Leading by Example** — Denver Water will be a leader and engage with environmental communities, government, industry and academic research agencies in order to learn and further develop our environmental stewardship programs and share our experience and expertise. We will develop progressive positions on evolving environmental issues impacting the interests of the organization and our customers.

- **Healthy Built Environment** — Denver Water is committed to workforce safety, health, wellness, and quality of work-life through buildings and grounds integrated with the natural environment and promotion of indoor environmental quality.

- **Responsible Operations** — Denver Water is committed to the responsible management and sustainable growth and operation of all our assets, including land, forest, water and other natural resources in our control. We recognize the impacts to the environment from our operations and will take active measures to minimize this footprint. Denver Water will continue to improve environmental best practice standards and will include such standards in procurement and contract processes. Employees will work to recognize and resolve environmental impacts within Denver Water facilities, operations and policies.

- **Waste Diversion and Pollution Prevention** — Denver Water is steadfast in our commitment to responsible solid and electronic waste management. This includes reuse, recycling and compost programs, and the careful and proper use, tracking, storage and disposal of hazardous materials.

- **Climate Adaptation and Mitigation** — Denver Water is a nationally recognized leader in understanding and preparing for the complex challenges of climate change. A multi-faceted approach focuses on partnerships, knowledge generation and transfer, research, long-range planning, and operationalizing adaptation practices across the organization. Denver Water will minimize our own climate impacts by measuring and tracking goals for the reduction of climate changing emissions, including updating an annual greenhouse gas inventory and incorporating climate adaptation and mitigation into current and future operations, plans and policies.

- **Environmental Management System** — Annually, with internal and external stakeholder input, the Environmental Compliance Section will review the Environmental Management System and Denver Water’s compliance. The review will assess existing environmental objectives, performance standards and best practices. Based on review, the section will make updates and recommend changes in Denver Water’s operations to achieve better performance.

- **Environmental Education and Awareness** — Employee training will include a review of the commitments, related policies, introduction to the Environmental Management System and best sustainability practices.
Sustainability Program

Every Denver Water employee makes decisions that have environmental, social and financial impacts. In 2016 Denver Water hired a sustainability manager to internalize, systemize and track sustainability within our operations. Developing a Sustainability Program with high-level sustainability strategies and goals for the organization provides clear direction to employees and supports sustainability in their everyday work responsibilities.

In 2017 a sustainability program assistant and energy analyst joined the team to support education and outreach to staff, and improve the metrics and reporting of operational utility consumption and waste streams.

Green Team

Denver Water has always had passionate employees, and years prior to the existence of the Sustainability Program a volunteer committee came together to focus on environmental and sustainable improvements at Denver Water. The Green Team inspires environmentally responsible behavior, stewardship and sustainability in the lives of employees through education, outreach and advocacy in order to build a strong and connected community. The Green Team also partners with the Sustainability Program to support best practices and improvements across the organization.
Environmental Compliance and Environmental Management System

The Environmental Compliance Section at Denver Water is responsible for an organization wide adherence to air, water, and environmental regulations, safe waste recycling and disposal, and required inspections. This team visits Denver Water facilities and sites, and meets with operational teams to develop standard operating procedures.

An Environmental Management System, implemented by our Environmental Compliance team, manages our environmental commitments and obligations at water treatment plants with plans to expand to other facilities. Our EMS inventories the aspects and environmental impacts of our operations to ensure they are being effectively controlled. Both the EMS and the Sustainability Guide serve as a gap analysis to identify all of our impacts and best practices, and what areas we still have to cover.

Denver Water’s treatment plants worked with the Environmental Management System – which provides a way to capture and monitor improvement opportunities – to improve both environmental and operational performance. This means Denver Water is spending less money disposing of waste, generating less pollution in our operations and providing a cleaner environment for our community.
Climate Change Planning and Integrated Resource Plan

Climate change is a new and complex challenge for water utilities. There is a wide range of future climate predictions for Colorado, which makes supply planning difficult. Yet Denver Water is a leader in addressing and incorporating climate change. In 2008, Denver Water hired a climate scientist and brought climate change into resource planning. We are working with national climate agencies and universities to best understand how climate conditions may change in our area. We also are promoting the need for better science, and better modeling and uncertainty planning, in order to meet the needs of water providers.

In preparing for multiple scenarios in our Integrated Resource Plan, we continue to build a resilient system that ensures service of a reliable supply of high-quality water to our customers. Our new Integrated Resource Plan includes studying the possible water-system effects of climate change and is working on a variety of future water supply projects. The plan will help guide decisions related to our water system over the next 50 years.

Greenhouse Gas Inventory

Denver Water participates with the Climate Registry, a nonprofit collaboration among North American entities that sets consistent standards to calculate, verify and publicly report greenhouse gas emissions into a single registry. Since 2008, we have been tracking and reporting our greenhouse gas footprint so we can find ways to reduce its impact.

*Metric tons of carbon dioxide equivalent is a measure used to calculate the global warming potential of greenhouse gases.
Sustainability is not new to Denver Water. Even if it was not always known by that name, stewardship of the environment, extensive financial and future planning, and focus on the welfare of both employees and customers have always been priorities in our goal of becoming the best water utility in the nation.

- All major irrigated sites on Denver Water property have central control systems.
- Road base material used to access to Denver Water’s raw water collection system is reused by the U.S. Forest Service, reducing landfill waste.
- The Recycling Plant only operates during the day to conserve energy.
- Compost and centralized waste pilot programs are in place at the Operations Complex and treatment plants.
- Employees receive an RTD pass to encourage alternative transportation opportunities.
- The Forests to Faucets partnership with the U.S. Forest Service includes fuels reduction, restoration and wildfire prevention projects in priority watersheds.
- Closing loops with waste by recycling metals and electronic waste.
- Developed and released green bonds in 2017 to support our environmental stewardship.
- Our partnership with the Colorado State Forest Service has helped maintain the health and resiliency of forests on Denver Water properties for more than 30 years.

Baselines

Establishing performance baselines enables an organization to plan for growth. In order to project where we want to be we must know where we are.

These metrics show the quantity of resources Denver Water uses annually, and some of the efforts we are taking to mitigate our resource use.

<table>
<thead>
<tr>
<th>Emission Source/Resource Use</th>
<th>Quantity</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity (2015)</td>
<td>48810372</td>
<td>kWh</td>
</tr>
<tr>
<td>Natural Gas (2015)</td>
<td>771230</td>
<td>therms</td>
</tr>
<tr>
<td>Fuels - Unleaded (2015)</td>
<td>276117</td>
<td>gallons</td>
</tr>
<tr>
<td>Landfill (2016)</td>
<td>431*</td>
<td>tons</td>
</tr>
<tr>
<td>Hydropower Generation</td>
<td>68793363</td>
<td>kWh</td>
</tr>
<tr>
<td>Recycling - Municipal (2016)</td>
<td>57*</td>
<td>tons</td>
</tr>
<tr>
<td>Compost - Municipal (2016)</td>
<td>12*</td>
<td>tons</td>
</tr>
</tbody>
</table>

*Landfill/Recycling/Compost totals do not currently include remote location facilities or pump stations.
Planning For Our Future

We are proud of the innovation, determination and environmental consideration that Denver Water has always led with, but we know that there are always improvements to be made. In the pages that follow, we chart our course and lay out a set of stretch goals, standards and commitments we aspire to. This is an inventory and overview of the best practices Denver Water operates within. It showcases both our successes and trials at advancement. Our organization has analyzed and scrutinized projections for sustaining our operations into the future, with our customers and the environment at the forefront of this planning. As we work toward these goals with our commitments and standards, we will see areas for improvement which will become new goals.

Framework

This document includes Denver Water’s best practices and commitments, broken into six resource areas. Many times these best practices affect positive change in more than one resource area. In order to reach the goals, standards and commitments have been established and will be quantified.

**Goal:** A goal is a metric set for improvement that is both tracked and reported. Goals are organization-wide resource reductions with measurable metrics.

“Reduce organization-wide greenhouse gas emissions 15% from 2015 baseline by 2020.”

**Standard:** A standard is an internal policy, a third-party standard or a guiding document that goes above and beyond standard work. Standards are organization-wide standards that govern our operations.

“Develop policy with city and state agencies that allows and encourages ‘One Water’ implementation.”

**Commitment:** A commitment is a best practice that contributes to efficiency or resource conservation.

“All new and replacement lighting will be upgraded to LED.”
Key to Our Future

ENERGY AND TRANSPORTATION

ENERGY USE, SUPPLY AND TRANSPORTATION

WATER

WATER USE

WATER SUPPLY

WATER QUALITY/TREATMENT

MATERIALS

MATERIALS MANAGEMENT

PROCUREMENT

LAND AND ECOSYSTEMS

LAND USE AND ECOSYSTEM STEWARDSHIP

PEOPLE

DENVER WATER PEOPLE

INFRASTRUCTURE AND ASSETS

BUILT ENVIRONMENT AND OPERATIONS

ASSETS
Energy and Transportation

As the oldest and largest water utility in Colorado, Denver Water is fully aware of the water-energy nexus, and extremely focused on conserving resources. The energy needed to collect, store, treat and distribute water is continually decreasing because of policy, behavioral changes, technologically efficient upgrades and generation of renewable hydropower within our operations.

ENERGY USE, SUPPLY AND TRANSPORTATION

Goals:

• Reduce organization-wide greenhouse gas emissions 15% from 2015 baseline by 2020.
• Reach energy neutrality by 2020.*
  *Only includes electricity and gas, based on an average year.
• Identify, track and report energy use organization wide by 2018.

Commitments:

• All new construction and renovation have occupancy/vacancy sensors installed.
• All new and replacement lighting upgraded to LED.
• All fleet vehicles monitored with software for anti-idling and speed limit fuel efficiency.
• Assess feasibility of energy efficiency upgrade/repair tracking in work-order software.
• All new appliances Energy Star certified if applicable.
• All new construction projects offset at least 50% of energy use with renewable energy generation, preferably on-site.
• Continue to identify potential for renewable energy resources across our water system and facilities.
Creating a culture of conservation in Denver dates back to 1936 when Denver Water put messaging on street trolleys to educate the community about saving water. The modes of transportation have changed, but the message remains the same, as does our operational commitment to use this precious resource wisely. Denver Water ensures a continuous supply of water to 25 percent of Colorado’s population with only 2 percent of the state’s water supply. We continue to explore further conservation opportunities through technical, policy and behavioral adaptation.

**WATER USE**

**Goals:**
- Set water budget for each Denver Water facility based on use by 2019.
- Identify, meter, track and report Denver Water use against water budget by 2020.

**Commitments:**
- All new construction and renovations include water-saving fixtures and applicable irrigation controls.
- Denver Water Operations Complex Redevelopment includes community education about leading edge water best practices.

**WATER SUPPLY**

**Standard:**
- Develop policy with city and state agencies that allows and encourages “One Water” implementation.

**WATER QUALITY/TREATMENT**

**Goal:**

**Commitment:**
- Removal of lead service lines from distribution system when encountered.
Our operations are focused on closing loops and responsibly managing waste streams. Denver Water’s teams work tirelessly within our operations to safely recycle or dispose of operational waste with a priority to minimize the use of hazardous materials. Additionally, our municipal compost and recycling, and e-waste programs are successfully diverting waste from the landfill.

**MATERIALS MANAGEMENT**

**Goals:**
- Reduce municipal solid waste going to landfill 25% from 2016 baseline by 2020.*
- Reduce total municipal solid waste (landfill/recycling/compost) per capita 25% from 2016 baseline by 2020.*
  *Does not currently include remote location facilities or pump stations.*
- Reduce electronic waste per capita 10% from 2016 baseline by 2020.

**Commitments:**
- Compost all landscaping.
- Optimize water treatment chemicals in volume and type.
- Continually reduce shop and maintenance chemical use and work with purchasing to find more sustainable alternatives.
- Find a sustainable disposal option for water treatment residuals.

**PROCUREMENT**

**Goal:**

**Commitment:**
- Account for value of sustainability in scoring of RFPs.
Denver Water’s collection system covers about 2.5 million acres of land. We are committed to supporting and improving natural ecosystems and using resources wisely. Denver Water works with multiple federal agencies, non-governmental organizations, private land owners and other Front Range water providers to identify and prioritize at-risk watersheds that will be the focus of protection measures, and to preserve, restore and ensure the health of watersheds. We work with mountain communities daily to proactively identify ways to operate our system so that flows are provided for rivers and streams.

LAND USE AND ECOSYSTEM STEWARDSHIP

Goals:

• Support the assessment and implementation of an additional 40,000 acres, both National Forest and private lands, by the Colorado State Forest Service, the U.S. Forest Service - Rocky Mountain Region, and the Natural Resources Conservation Service into the From Forests to Faucets Program by 2021.

• Watershed Steering Committee to develop a Watershed Action Plan by 2020.

• Support the Coalition for Upper South Platte in their planning and restoration of Horse Creek to reduce sediment loading into Strontia Springs Reservoir by 50,000 tons per year by 2018.

Standards:

• Uphold federal and state standards regarding the detection, monitoring and prevention of aquatic nuisance species within the Denver Water collection system.

• Uphold state standards regarding detection, monitoring and eradication of noxious weeds on Denver Water properties through an integrated management plan.

Commitments:

• Create opportunities for innovation in watershed health through collaborations and research with the National Western Stock Show Complex development.

• Develop program for keeping bees and pollinators on our properties.
People

Denver Water knows that employee satisfaction means employee retention, which is at the heart of a sustainably run organization. To attract and retain the best talent, Denver Water focuses on safety, health, wellness and high quality of work life for employees. As a result, our employees have a passion for stewardship and are preparing for the future. Because it is the right thing to do.

DENVER WATER PEOPLE

Goals:
• All facilities will include programming for smoking cessation and have smoke-free campuses by 2019.
• Zero Lost Work Day incidents by 2020.

Standard:
• Optimizations from WELL Building Standard considered and implemented where applicable.

Commitments:
• All new hires reflect our sustainability values and receive sustainability awareness training during onboarding.
• Provide a healthy and safe workplace and promote employee morale.
• Expand and improve outreach and education on stewardship, conservation and sustainable operations.
• Facilitate collaborations to pilot innovative and sustainable improvements to our operations.
• Promote professional development for future leadership.
• Continuously improve sustainable transportation incentives and programs for staff and visitors to the Operations Complex.
Infrastructure and Assets

Denver Water has taken a leadership role in understanding and promoting sustainability both in the state of Colorado and in water utility planning. Our goal is to build environments responsibly and enhance Denver Water property. We are dedicated to sustainable growth and operation of our assets and leading by example in order to share experience and expertise.

BUILT ENVIRONMENT AND OPERATIONS

Goals:
- All Denver Water operating facilities qualify for Gold status in the Colorado Department of Public Health and Environment’s Environmental Leadership Program by 2022.
- Develop a green cleaning policy for all operations by 2018.
- Develop landscaping standards that include stormwater runoff and water budgets by 2020.

Standard:
- In all new construction, standards for LEED, Envision, SITES and other building certifications considered and implemented where applicable.

Commitments:
- Continue to invest and participate in new trials and pilots for energy, water and waste savings within our infrastructure.
- In development and resurfacing, install permeable pavement and surfaces when applicable.
- All Continuous Improvement events include goals for sustainability.

ASSETS

Goal:
- 25% less vehicle accidents than year prior.

Commitment:
- All new fleet vehicle investments consider alternatively fueled vehicles and alternative transportation options.
Operations Complex Redevelopment project — Sustainability by the numbers

At Denver Water, we know our operations are inextricably linked to the environment. We take this responsibility very seriously, and have designed our new Operations Complex with resource efficiency and health of the environment as priorities. The Fleet Services, Warehouse, Trades and Meter Shop facilities were completed in the summer of 2017, and achieved the sought-after Leadership in Energy and Environmental Design (LEED) certification. The next phase of construction begins in 2018 on new Administration and Wellness buildings and a parking structure. These facilities also have an environmental and efficient design.

11,965
Yards of contaminated soil replaced (as of summer 2017)

Skylights and translucent panels provide daylight and minimize electrical lighting

50%
Reduction from estimated water-use baseline due to high-efficiency irrigation installed

4
Detention basins installed to manage stormwater runoff and flood control

104
Green building credits achieved in order to attain LEED certifications in first four facilities

30%
Improved air quality from estimated levels in facilities

228%
Reduction of potable water due to One Water System

242
Facilities controlled by building automation systems for monitoring and energy efficiency

85%
Percentage of regularly occupied spaces that are day lit

821
LED lights installed for energy efficiency in first four buildings

97,000
Linear feet of tubing installed in first four facilities for radiant heating and cooling
Denver Water’s Outdoor Recreation Areas

There’s more to water than drinking it. Denver Water’s reservoirs and watershed areas offer many recreational activities. Several sites are managed in conjunction with Colorado Parks and Wildlife and federal agencies, such as the Bureau of Land Management.

Types of activities offered at some of Denver Water’s recreation sites include:

- Bicycling
- Camping
- Canoeing
- Cross country skiing
- Fishing
- Hiking
- Horseback riding
- Hunting (big game and fowl)
- Ice fishing
- Personal watercraft
- Kayaking
- Motorboating
- Nature viewing
- Picnicking
- Renting
- Rowing
- Sailboating
- Small watercraft
- Snowmobiling
- Windsurfing
Sustainability Implementation and Reporting

This guide applies to all of Denver Water’s operations. A majority of the reporting will require implementing metering and tracking mechanisms that establish baselines. These mechanisms are in the process of being defined and implemented if an existing tracking system is not already in place. Additionally, Denver Water is committed to assessing the software we use for tracking work orders in order to report on improvements and upgrades to our infrastructure’s efficiency.

Continuous Improvement

A key component of our sustainability implementation is following a continuous improvement model to determine new opportunities for advancement.

Sustainability is full-circle thinking at Denver Water, and we take these steps in our work:

• Continually analyze the current state of operations and ecosystems
• Identify baselines
• Engage stakeholders
• Define opportunities
• Set goals
• Initiate changes
• Deploy programs
• Document and verify results
• Evaluate processes
• Analyze the current state again

As technology advances and best practices evolve, Denver Water continues to revisit and update our operations.
We asked employees at Denver Water to share what sustainability means to them, and the image below gives prominence to the words that were used more frequently. Descriptions that rose to the top included cohesive, holistic, measureable and leader.
Thank You

Many minds and voices were engaged in conversation to compile the history, best practices and current efforts in efficiency and sustainability within Denver Water operations. We would like to acknowledge the contribution of those who participated in the development of this guiding document.

DENVER WATER

Environmental Compliance Team
Communications and Marketing Team
Green Team
Trades Teams
Fleet Management Team
Operations and Maintenance Division
Water Distribution Team
Source of Supply Team
Administrative Services Division
Planning Division
Demand Planning Team
Water Resources Planning Team
Engineering Division
Water Treatment Engineering Team
Safety and Security Team
Records and Document Administration Team
Watershed Steering Committee
Environmental Planning Team
Recreation Team
Continuous Improvement Team
Executive Team
Operations Complex Redevelopment Team
Human Resources Division
Water Efficiency and Recycle Team
Business Operations Team
Water Quality Treatment Team

COMMUNITY CONTRIBUTORS

Brendle Group
Stantec
Ambient Energy