



## **April 1, 2020 – March 31, 2023 Business Plan**

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## Executive Summary

The Walkerton Clean Water Centre (Centre) was established in October 2004 in response to Associate Chief Justice Dennis O'Connor's recommendations in the Report of the Walkerton Inquiry. As a board-governed agency of the Government of Ontario, the Centre's activities align with Ontario Regulation 304/04 made under the *Development Corporations Act*, a Memorandum of Understanding with the Minister of the Environment, Conservation and Parks (Minister), the Agencies & Appointments Directive, and other applicable government directives. The Centre provides education, training, information and advice to water system owners, operators, operating authorities and the public, and through partnerships, offers training to the 134 First Nations communities across Ontario.

During the 2019–20 fiscal year, the Centre continued to deliver on the objects laid out in Ontario Regulation 304/04 and exceeded a number of targets. The mandatory courses required by the Ministry of the Environment, Conservation and Parks (Ministry) were administered and delivered across Ontario and specialized training, including a hands-on workshop for small water system operators, Drinking Water Quality Management Standard workshops, Maintenancefest and more than 50 specialized courses, provided information on topics of importance to water system operators. Since its inception, the Centre has provided training to approximately 90,000 participants.

Support for First Nations communities was another focus for the Centre. Two courses, Entry-Level Course for Drinking Water Operators for First Nations, and Managing Drinking Water Systems in First Nations Communities, were delivered to operators, managers and elected political leaders of First Nations water systems.

The Centre also continued to provide information and advice to clients across Ontario through demonstrations and tours of the Technology Demonstration Facility, pilot testing projects, the Helpline and the Drinking Water Resource Library.

During 2019–20, the Centre undertook an initiative to refresh program direction and develop a new strategic plan for the three-year period of this business plan. The plan includes four new strategic directions that will be the focus for the Centre over the next three years:

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

To support these directions, the Centre has set new goals that illustrate its commitment to continual improvement and strengthen its programs to provide education and support to Ontario's water sector.

## Mission and Vision

During 2019–20, the Centre undertook an initiative to refresh program direction and develop a new strategic plan. The following strengthened mission and vision evolved as part of the strategic planning project:

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*, documents the Centre’s objects. The objects of the Centre are to do the following, either alone 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 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.

## **Strategic Direction**

The new strategic plan, approved by the board of directors in December of 2019, will be implemented over the next three years. The plan will optimize the Centre's functions in a changing environment, the potential scope of its operations and the manner in which it will serve its clients. As a result of the strategic planning initiative, four new strategic directions were developed:

### **1. Improving client access and engagement**

The Centre's location in Walkerton, Ontario can make it difficult for some clients to access programs and services. The Centre will take practical steps to ensure existing and new clients are able to access programs in services in new, innovative and convenient ways. This may include decentralization with an expanded geographic presence, new learning platforms including e-learning, hybrid learning, expansion of the Drinking Water Resource Library and increased support for water system operators in First Nations communities.

### **2. Assessing and proactively pursuing new opportunities**

The Centre will aim to introduce new programs and services and extend these to new client groups. New partnership opportunities will be identified and developed with entities such as private corporations, the federal government and postsecondary institutions. The Centre will consider new business models that will position it to explore, develop and pursue new business opportunities.

### **3. State-of-the-art curriculum and delivery**

Creating increased client demand with industry-leading programs and services delivered through new and innovative means will make the Centre more accessible to a wider group of prospective clients. The Centre will continually improve the quality of training curriculum and the means by which content is delivered by ensuring all content is current and accurate and recruiting and retaining the highest quality instructors.

### **4. Enhanced organizational effectiveness**

Excellence extends beyond programs and services to how the Centre is managed and the effectiveness and efficiency of all Centre functions. The Centre will continue to focus on continuous improvement of all business processes and functions and develop the capability to better measure organizational and strategic success.

Over the next three years, the Centre will implement the strategic plan to augment existing programs and support the goals and objectives of the Government of Ontario.

## **Overview of Current and Future Programs and Activities**

### **1. Improving Client Access and Engagement**

#### **Drinking Water Resource Library**

The Centre will continue to support water system owners, operators, operating authorities and the public through the Drinking Water Resource Library. The Drinking Water Resource Library is an online reference library containing thousands of reference documents vetted by Centre staff for use by operators, owners and operating authorities of water systems to increase the Centre's knowledge transfer capabilities. Over the next three years, the Drinking Water Resource Library will be expanded to provide increased support to the water sector.

#### **Helpline**

The Helpline allows clients and the public to contact the Centre by telephone or email with technical questions related to water treatment, equipment, operational requirements or environmental factors. Knowledgeable Centre staff respond to questions free of charge in an effort to improve clients' understanding of water issues. The helpline will continue to be used to improve access to information across Ontario.

#### **Support for Operators of First Nations Water Systems**

The 134 First Nations communities in Ontario have specific challenges related to water. The Centre, with funding from the Government of Ontario, is working with the Ministry, the Ontario First Nations Technical Services Corporation, and Keewaytinook Okimakanak to build capacity in First Nations communities. Currently, two courses are offered:

- The Entry-Level Course for Drinking Water Operators for First Nations is tailored to reflect the needs of water system operators in First Nations communities. Each course delivery is a two-week initiative with one week of supervised self-study and one week of hands-on training using portable equipment purchased by the Centre and based at Keewaytinook Okimakanak offices in Dryden.
- The Managing Drinking Water Systems in First Nations Communities course is geared toward elected leaders, those in management and supervisory positions in water and those interested in becoming managers and supervisors. The one-day course focuses on components of effective water system management, resources and practical tools.

Training is currently provided at no cost to participants, including all expenses associated with attending the training. Wherever possible, training is delivered in locations that minimize travel for operators and is delivered by instructors who are Indigenous or have extensive experience training operators in First Nations communities.

During the 2018–19 fiscal year, the Centre undertook comprehensive surveys to gather information about training needs and challenges. The survey results will be valuable to the Centre as it explores how to support First Nations communities further through potential initiatives such as the development of individualized training plans and the delivery of continuing education. The Centre's goal is to equip First Nations with the knowledge they need to provide safe water to their communities.

## **2. Assessing and Proactively Pursuing New Opportunities**

### **Pilot Testing**

The Centre will continue to undertake new pilot testing projects to address information gaps regarding the treatment, technology and operational requirements necessary to help ensure that water is safe across Ontario. The initiation of pilot testing may be in response to client inquiries or identified gaps, with a focus on issues faced by small and First Nations water systems. When complete, final reports are prepared and shared with clients who can use the advice provided to engage further with professional engineering firms and consultants to address their concerns. Pilot testing results are also used to improve existing training, contribute to new courses and are shared through conference proceedings, articles in relevant publications, fact sheets and the Drinking Water Resource Library to ensure the operators and decision-makers overseeing water systems in Ontario can access the information.

### **Research Advisory Committee**

The Centre's Research Advisory Committee, comprised of volunteers who contribute their time and expertise, meets periodically to provide advice to the Centre on Ontario's water research priorities. Committee members were selected from applications received through calls for interest in 2011, 2014, 2015 and 2018. The group will review the Centre's annual research plan, which identifies research priorities necessary to achieve and maintain safe water and provides status updates on the Centre's ongoing pilot testing, and suggest improvements. The Centre will continue to assess research gaps and needs regarding safe water and may advise the Minister on research priorities.

## **3. State-of-the-Art Curriculum and Delivery**

### **Mandatory Training Development and Delivery**

Mandatory training is required to become a drinking water system operator in Ontario. The Centre will continue to develop, administer and deliver the Ministry's three mandatory courses:

- **Entry-Level Course for Drinking Water Operators.** This course provides new operators with a basic understanding of water characteristics and pathogens, treatment and distribution processes, and the regulations that govern water quality. It complements the on-the-job training that new operators receive from their employers.
- **Safe Drinking Water Operator Essentials.** This is the current version of the mandatory certificate renewal course that the Centre developed in partnership with the Ministry. It will be offered until December 2020, when it will be replaced with an updated course that is currently under development.
- **Operation of Small Drinking Water Systems.** This course allows participants to meet the training requirements for a trained person as identified in Ontario Regulation 170/03 made under the *Safe Drinking Water Act, 2002* and is a requirement to obtain a Limited System Certificate under Ontario Regulation 128/04 made under the *Safe Drinking Water Act, 2002*.

### **Specialized Training Development and Delivery**

The Centre will continue to ensure that all course curriculum is current and accurate. The Centre's Training Advisory Committee will continue to assist by providing input into specialized training programs. The committee is comprised of water specialists with many years of experience who volunteer their time and expertise. The committee reviews the annual training plan, including training priorities and direction for the development of new training. New curriculum may cover topics such as chemically assisted granular media filtration, external corrosion control, mathematics, operator ethics, quantitative microbial risk assessment and water loss control. With the committee's input, the Centre will continue to develop and deliver specialized training to meet water system operators' needs for continuing education.

The Centre will also continue to deliver existing specialized training and events, including:

- The course, Responsibilities Under the Statutory Standard of Care — Safe Drinking Water Act, tailored to municipal councillors and decision-makers in municipalities that own water systems.
- An annual Maintenancefest event, held in Walkerton, to maximize access to the Technology Demonstration Facility and enhance practical skills for participants. Several new two-hour training modules will be added each year, based on client feedback, to ensure that this event remains popular and relevant. Regional Maintenancefest events will be delivered as requested. A second full Maintenancefest event will be added in Kingston, Ontario in 2020 to address demand from eastern Ontario.
- The provincial workshop: Drinking Water Quality Management Standard to support clients in their roles in the Drinking Water Quality Management Standard.
- The annual Small Systems Hands-On Workshop, providing information to owners, operators and operating authorities of small water systems.
- In-kind support to students enrolled in Ontario colleges that have agreements with the Ministry to deliver the Entry-Level Course for Drinking Water Operators as part of their curriculum. This support will allow students to access practical training at the Technology Demonstration Facility. Training may also be provided to other interested postsecondary institutions.
- More than 50 specialized courses covering a wide variety of topics.

### **Training for Operators of Small Drinking Water Systems**

Education and training for operators of small drinking water systems regulated under Ontario Regulation 170/03 made under the *Safe Drinking Water Act, 2002*, and Ontario Regulation 319/08 made under the *Health Protection and Promotion Act*, will continue to be a focus. The Centre currently offers the courses: Advanced for Small Drinking Water Systems; Basics for Small Drinking Water Systems; Best Practices for Small Systems; Operation of Small Drinking Water Systems; and Small Systems Fundamentals. In addition, an annual workshop for operators of small water systems will be offered to provide hands-on training and information related to the operation and maintenance of small water systems.



### **Training Delivery Methods**

Another focus for the Centre will be expanded training delivery methods. An e-learning pilot project is underway and the costs and benefits of virtual training will be assessed using project feedback. A new online training program aimed at small water systems is also being developed.

### **Technology Demonstration Facility**

The Centre will continue to use the Technology Demonstration Facility to demonstrate water technologies to water system owners, operators, operating authorities and the public through hands-on training and tours. The Technology Demonstration Facility is also used as the hub for the Centre's pilot testing projects. The facility features conventional and advanced water treatment systems, monitoring and control instruments, a distribution system and other equipment used to treat and distribute water. The Centre has developed a technology demonstration master plan to address clients' feedback and fill gaps identified by a risk-based gap analysis. Pursuant to this master plan, the Centre will invest in, and install new technologies at the Technology Demonstration Facility, including online monitoring instruments.

## **4. Enhanced Organizational Effectiveness**

### **Continuous Improvement**

The Centre will continue to focus on continuous improvement of all business processes and functions to ensure effectiveness and efficiency. The capability to better measure organizational and strategic success will be developed through more robust performance indicators measuring both outputs and outcomes.

## Resources Needed to Meet Goals and Objectives

The Centre relies upon funding from the Government of Ontario to deliver its programs and services. Although internal controls effectively regulate overall expenditures, the Centre's focus on vulnerable small water systems results in training delivery costs that exceed revenues. This is a direct result of the financial challenges faced by small water systems. For example, to ensure that a comprehensive range of training is available to operators across Ontario, the Centre delivers training under circumstances where the low number of participants does not cover the cost to deliver the training. Private sector training providers may not be interested in delivering training under these circumstances due to the associated costs. The Centre discounts training registration fees for courses geared to small water system owners and operators to make training more accessible. Funding from the province allows the Centre to reach small water system operators so that training is available to help ensure water is safe in all systems within the province.

Provincial funding allows the Centre to install new technologies in the Technology Demonstration Facility as they become available and adopted by water treatment facilities. Through the Technology Demonstration Facility, the Centre offers unique education and training opportunities to owners, operators and operating authorities of water systems. The facility allows the Centre to demonstrate leading-edge water treatment technologies and carry out the popular pilot testing program. Continual upgrades and maintenance of the assets require significant resources.

The program providing support for operators of First Nations water systems reimburses all student training costs, including registration fees, meals, accommodations and travel expenses. The larger the training program becomes, the more financial resources will be required. There are also costs associated with the popular pilot testing program, where projects are initiated in response to inquiries from operators of First Nations water systems. These initiatives are funded by a one-time commitment of \$1.85 million from the province in fiscal year 2015–16, of which \$475,000 remains.

## Risk Identification, Assessment and Mitigation Strategies

The following tables highlight some of the risks identified by the Centre as well as mitigation strategies for each risk.

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Strategic	The Centre will operate in alignment with its legislated objects and direction from the Minister.	The Centre may misunderstand or not fulfill its objects or direction from the Minister.	The Minister may take formal action that may include adjusting the composition of the board of directors or issuing a policy direction requiring the Centre to act.	<p>The Centre and the Ministry have a Memorandum of Understanding that is periodically reviewed and updated. Any changes are communicated to Centre employees.</p> <p>The Centre prepares and submits to the Minister an annual three-year business plan that aligns with legislated objects and an annual report that details the progress toward reaching those goals.</p> <p>The board of directors reviews the Centre's strategic direction on an ongoing basis and the Centre has just completed its new three-year strategic plan through 2023.</p> <p>There is ongoing communication between the Centre and the Ministry. The Centre's CEO and employees communicate regularly with Ministry employees.</p>	Current	The Centre and the Ministry	Low

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Strategic	The Centre will maintain public trust.	There may be confusing or insufficient communication with stakeholders.	Any loss of public trust may have a lasting negative impact on reputation and decrease demand for the Centre's services.	<p>The Centre follows the guidelines of the public communications protocol held with the Ministry.</p> <p>The Centre updates its website with relevant information, including its business plan and annual report.</p> <p>The research and training advisory committees add another level of qualified expert stakeholder interaction and accountability.</p>	Current	The Centre	Low

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Governance	The Centre will comply with the Memorandum of Understanding, all applicable Ontario Public Service directives, policies and procedures, and applicable legislation.	<p>The Centre may not be aware of new or revised Ontario Public Service directives, policies and procedures, and legislation.</p> <p>There may be inadequate guidance regarding the actions required to comply.</p> <p>The Centre may not have sufficient resources to ensure compliance or owners and operators may not comply by choice.</p>	<p>The Centre may lose the confidence of the Ministry, stakeholders, the public and employees.</p> <p>There may be a lasting negative impact on the Centre's reputation.</p> <p>There may be changes to the composition of the board of directors or management.</p>	<p>Applicable directives are reviewed regularly and are available to employees. The Ministry provides clarification if required.</p> <p>The Centre follows customer service guidelines and employees are trained on the <i>Accessibility for Ontarians with Disabilities Act, 2005</i>.</p> <p>The Centre meets the requirements of the <i>French Language Services Act</i>.</p> <p>The Centre has an employee handbook that must be reviewed and signed off by all new employees. Annually, all employees must certify that they have read and fully understand the handbook.</p> <p>The Minister may request an audit of the Centre at any time and the Centre's operations are to be reviewed by the Ministry at least once every three years.</p> <p>The Centre has a financial delegation of authority that specifies authorization limits.</p> <p>A third party audits the Centre's financial statements every year.</p>	Current	The Centre and the Ministry	Low

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Operational	The Centre will meet the needs of clients.	<p>Programs may not be updated with relevant new information.</p> <p>The Centre may not meet demand for alternative forms of training delivery, such as e-learning.</p> <p>The Centre may not deliver on its legislated objects.</p>	The Centre may lose the confidence of the Ministry, clients, the public and stakeholders, resulting in decreased demand for services.	<p>The Centre regularly reviews course curricula to ensure that relevant information is provided, including new Ministry guidelines and policies, and topics of importance to operators of drinking water systems.</p> <p>The Centre maintains currency of training content through literature reviews, pilot testing and professional development for employees.</p> <p>The Centre's research and training advisory committees review the annual research and training plans and provide input on programs and priorities.</p> <p>The Centre's Helpline allows knowledgeable staff to respond to calls from clients and the public and the Drinking Water Resource Library provides easily accessible vetted information.</p> <p>The Centre is piloting e-learning programs.</p> <p>The Centre continually tracks and reports performance indicators to monitor service delivery.</p> <p>The Centre continues to deliver, as a priority, training to remote and underserved areas within Ontario.</p>	Current	The Centre	Low

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Operational	The Centre will meet the training needs of drinking water system operators in First Nations communities.	Operators in First Nations communities may be unable to access training due to lack of resources/ funding for back-up operators.	Operators of First Nations systems may not be able to access training to obtain certification, resulting in lost confidence from the Ministry, clients, the public and stakeholders.	<p>The Centre has partnered through a Memorandum of Understanding with Ontario First Nations Technical Services Corporation and Keewatinook Okimakanak to provide training to drinking water system operators in First Nations communities. Initial funding has been established to facilitate the provision of training.</p> <p>Training is delivered in locations that minimize travel for participants and curriculum has been tailored to reflect the needs of First Nations communities.</p> <p>The Centre's website is regularly updated with technical resources and information specific to drinking water systems in First Nations communities.</p> <p>The Centre works with First Nations partners and other government organizations to identify potential barriers to training and training needs.</p>	Current	The Centre, its partners and the First Nations leaders (Chiefs)	High

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Technology	<p>The Centre will ensure reliability, security and integrity of data and information technology systems.</p> <p>The Centre will ensure compliance with privacy and security laws and adhere to industry lead best practices for reliable data storage and network communications.</p>	<p>There may be unauthorized access to data, Centre financial information, and destruction of personal information or information technology systems.</p> <p>There may be less than expert oversight over information technology systems.</p> <p>System failure, such as fire, virus or prolonged power failure, could cause risk to the Centre.</p> <p>There may be theft of portable devices.</p>	<p>Loss or theft of personal and Centre information would result in the violation of privacy laws, discrediting the Centre and potentially resulting in litigation.</p> <p>Employees may be unable to perform day-to-day job functions.</p>	<p>An Information Technology Specialist manages information technology systems.</p> <p>The web/database server containing client information is physically secured in a locked cabinet at a tier 1 data centre. Only registered staff of the information technology provider are able to access the cabinet and are subject to key card and finger print reader access.</p> <p>All web forms that clients access require a secure encrypted connection to the web server.</p> <p>The web server is protected from Internet traffic with a dedicated firewall.</p> <p>Web server data is backed up to a remote physically secured server at another data centre facility so data can be recovered quickly in the event of a catastrophic failure.</p> <p>Files, folders, and emails stored on servers are backed up nightly to a local storage device. The local storage device is replicated every 24 hours to an offsite data centre.</p> <p>All client credit card information is securely passed to a third party company that specializes in secure financial transactions. No clients' personal financial information is stored on the Centre's web server.</p> <p>There is restricted, password protected access to the Centre's database, which includes course registration information.</p> <p>Workstation passwords are updated regularly and enforced by a policy for length and complexity.</p> <p>All laptops are password protected. Mobile devices can be remotely wiped if necessary.</p> <p>There are surveillance cameras at the Centre's main entrances and security card access to the office.</p>	Current	The Centre	Low



## Environmental Scan

The following table summarizes the most important strengths, weaknesses, opportunities and threats in the Centre's business environment that may affect operations. The Centre has tailored the programs and services described in this business plan to address the identified internal and external environmental factors and ensure that it will be able to continue to deliver on its objects.

<b>Analysis of Strengths, Weaknesses, Opportunities and Threats</b>	<b>Internal Strengths (S)</b>	<b>Internal Weaknesses (W)</b>
<b>External Opportunities (O)</b> <ol style="list-style-type: none"> <li>Steady demand for training from water system owners, operators and operating authorities and opportunities to deliver new training</li> <li>Opportunities to provide information and advice through the Helpline and Drinking Water Resource Library</li> <li>Opportunities to support water systems through pilot testing</li> </ol>	<b>Areas of Future Growth (S/O)</b> <p>S1/O1. Offer and market training opportunities to maintain demand</p> <p>S1/O2. Publicize Helpline and Drinking Water Resource Library to elevate profile and build awareness</p> <p>S2/O3. Promote pilot testing services to maintain demand</p>	<b>Strengthen Internally (W/O)</b> <p>W1/O1. Deliver training through various formats to manage costs and meet client expectations</p> <p>W1/O2. Provide information and advice through the Helpline and Drinking Water Resource Library, accessible across Ontario</p> <p>W2/O3. Prioritize pilot testing projects and address requests from water systems with the highest risk</p>
<b>Potential External Threats (T)</b> <ol style="list-style-type: none"> <li>Decreased demand for training due to client dissatisfaction or budget constraints</li> <li>Lack of demand for Helpline and Drinking Water Resource Library</li> <li>Lack of demand for pilot testing services</li> </ol>	<b>Address Potential External Threats (S/T)</b> <p>S1/T1. Uphold training quality standards to ensure client satisfaction. Attend industry events to promote experience and stimulate demand for training</p> <p>S1/T2. Build on experience and positive reputation when marketing Helpline and Drinking Water Resource Library</p> <p>S2/T3. Advertise pilot testing success stories to generate demand for services</p>	<b>Address Areas of Potential Decline (W/T)</b> <p>W1/T1. Explore cost-effective training methods such as e-learning to ensure client satisfaction and availability of training</p> <p>W1/T2. Market the Helpline and Drinking Water Resource Library, available across Ontario, to stimulate demand for these cost-effective support services</p> <p>W2/T3. Promote the availability of pilot testing services at the Technology Demonstration Facility to reduce costs</p>

## Performance Measures

The following are performance indicators and targets for the Centre’s key programs and services. The Centre also uses a more comprehensive set of measures internally. As part of the Centre’s strategic planning initiative, new performance indicators will be developed during the 2020–21 fiscal year to increase the capability to measure organizational success.

Initiative	Performance Indicators	Targets
Improving client access and engagement	<p><b>Support for Operators of First Nations Water Systems</b> Training sessions for operators of First Nations water systems will continue over the planning horizon.</p> <p><b>Publications</b> This performance indicator measures the number of Centre publications, including fact sheets, refereed publications and external presentations. Publication ensures information is shared with the operators and decision-makers overseeing drinking water systems in Ontario. The estimated number of publications during the 2019–20 fiscal year was 10. This indicator will no longer include fact sheets in the count, as with the advent of the Drinking Water Resource Library these could now reach into the dozens per annum or more.</p>	<p>2020–21: Three entry-level course sessions Three management course sessions Four specialized course sessions</p> <p>2021–22: Three entry-level course sessions Three management course sessions Four specialized course sessions</p> <p>2022–23: The original project budget is expected to be fully expended by 2021. Future training sessions will be dependent on further funding.</p> <p>2020–21: 10 publications 2021–22: 10 publications 2022–23: 10 publications</p>
Assessing and proactively pursuing new opportunities	<p><b>Pilot testing</b> Pilot testing projects are conducted to fill information gaps regarding the treatment, technology and operational requirements necessary to ensure that water is safe. Pilot testing results may be used to improve existing training, contribute to new courses or be shared through conference proceedings, articles in relevant publications or fact sheets that summarize technical information with the aim of improving knowledge transfer. During the 2019–20 fiscal year, eight pilot</p>	<p>2020–21: Six projects completed 2021–22: Six projects completed 2022–23: Six projects completed</p>

Initiative	Performance Indicators	Targets
State-of-the-art curriculum and delivery	<p>testing projects were completed, and more commenced but not yet completed.</p> <p><b>Training participants</b> This performance indicator measures demand for specialized training and the Ministry’s mandatory courses. The estimated number of training participants during the 2019–20 fiscal year was 6,550. The number of training participants fluctuates due to variable registration for the mandatory certificate renewal course.</p> <p><b>Hands-on courses</b> This performance indicator measures the number of hands-on courses offered. The Centre offered 36 hands-on courses during the 2019–20 fiscal year.</p> <p><b>Technical tours of the Technology Demonstration Facility</b> This performance indicator measures the number of individuals, including owners, operators and operating authorities of water systems, and the public, who went through the Technology Demonstration Facility for information and advice regarding water technologies. It includes participants from hands-on training, students and technical tours. The estimated number of individuals provided with technical tours during the 2019–20 fiscal year was approximately 750.</p>	<p>2020–21: 7,800 training participants 2021–22: 8,100 training participants 2022–23: 7,500 training participants</p> <p>2020–21: 3 new hands-on courses, with 3 sessions delivered within 12 months of launch 2021–22: 3 new hands-on courses, with 3 sessions delivered within 12 months of launch 2022–23: 3 new hands-on courses, with 3 sessions delivered within 12 months of launch</p> <p>2020–21: 460 individuals 2021–22: 480 individuals 2022–23: 500 individuals</p>
Enhanced organizational effectiveness	<p><b>Training quality — Quality Assurance Index (QAI)</b> The QAI is calculated through two equally weighted phases: evaluations distributed at courses/training events that allow participants to rate (very poor, poor, satisfactory, good, or</p>	<p>2020–21: QAI &gt;0.850 2021–22: QAI &gt;0.870 2022–23: QAI &gt;0.900</p>

Initiative	Performance Indicators	Targets
	<p>excellent) the overall course, instructor, and course content; and audits by Centre employees and instructors of courses, instructors and adult education principles. Good (G) and excellent (E) ratings form the basis of the index (QAI = (%G+E overall + %G+E instructor + %G+E content)/3/100). The maximum score of 1.000 indicates all evaluations were good or excellent in terms of overall course, instructor and course content. The estimated index for all courses during the 2019–20 fiscal year was 0.960.</p>	

## **Initiatives Involving Third Parties**

### **Contract Instructors**

Contract instructors play an important role in the Centre's ability to fulfill its objects. The Centre maintains a Vendor of Record list of individuals qualified to provide training services on behalf of the Centre and has entered into Vendor of Record agreements with each of these individuals to ensure accountability. These vendors provide services related to the development, review and delivery of training materials and ensure flexibility in the delivery of a wide range of subject matter over a wide geographical area.

### **Postsecondary Institutions**

Practical training at the Technology Demonstration Facility is offered to students enrolled in Ontario college programs that include the delivery of the Ministry's Entry-Level Course for Drinking Water Operators as part of their curriculum. The Centre also provides training to students of Ontario universities. Delivery of this training to postsecondary students will continue when requested.

The Centre is currently working on pilot projects with a number of colleges to develop and deliver e-learning. The costs and benefits of virtual training will be assessed based on feedback from the project.

### **Memorandum of Understanding: Ontario First Nations Technical Services Corporation and Keewaytinook Okimakanak**

The Centre operates through a Memorandum of Understanding with Ontario First Nations Technical Services Corporation and Keewaytinook Okimakanak to provide training to administrators and operators of water systems in First Nations communities. Through this collaborative effort, training delivery tailored to reflect the needs of participants and course content closely relates to the experience of operators in First Nations communities. Ontario First Nations Technical Services Corporation is the founding organization in Canada whose purpose is to provide technical and advisory services to all First Nations communities in Ontario, and to foster self-reliance for its people. Keewaytinook Okimakanak is a non-political Chiefs Council serving Deer Lake, Fort Severn, Keewayin, McDowell Lake, North Spirit Lake and Poplar Hill First Nations.

## Implementation Plan

Subsequent to Ministerial approval, the business plan is shared with Centre employees. Once received, the Centre's CEO holds a meeting with all staff to outline the key objectives, risks and proposed plans of action for the next three years. The Centre designed steps to optimize the plan's implementation, as follows:

1. The Centre's management team uses the information provided in the business plan to develop departmental work plans that track program progress against performance targets.
2. The management team meets monthly to review the work plans and performance measures and receives feedback on progress.
3. Managers use the departmental work plans to develop individual goals for their direct reports.
4. Performance goals form a major component of the performance planning and review process for each employee. Goals help to ensure that the responsibilities of employees align with the Centre's objects. They also engage employees by illustrating how they contribute to the success of the Centre.

## **Communication Plan**

Each year, the Centre prepares a communication plan that focuses on external communications initiatives that build awareness of the Centre's services and helps develop relationships with target audiences. The Centre's target audiences include: owners, operators and operating authorities of water systems — including small water systems; municipal councillors and decision-makers in municipalities that own water systems; First Nations communities and operators of First Nations water systems; and the public. Following is a summary of the communication plan.

### **Marketing and Outreach**

The Centre's communications build knowledge about the Centre as a provider of water education, training, information and advice for owners, operators and operating authorities of water systems, and the public. The Centre will continue to use traditional and digital media to promote its programs and connect with target audiences. Targeted communication materials, such as print and digital advertisements, articles and email, promote the Centre and raise awareness of its programs. If necessary, communications are tailored to address client feedback and focus on specific client needs.

Centre employees will attend conferences, trade shows and events related to water, including those specific to small water systems and First Nations communities, to interact with target audiences and share information at the Centre's trade booth and through presentations.

Memberships with both the Walkerton and Hanover chambers of commerce will be renewed and the Centre may participate in local events to increase awareness in the community. Local media may be contacted regarding potential interviews, advertising, or speaking opportunities.

The Centre will meet the requirements of the Open Data Directive by maintaining an inventory of its datasets and publishing data in a manner that is consistent with the Open Data Directive, the *Archives and Recordkeeping Act, 2006*, the *Freedom of Information and Protection of Privacy Act*, the *French Language Services Act*, the *Accessibility for Ontarians with Disabilities Act, 2005*, and other applicable legislation.

### **Website and Social Media**

The Centre's website will be updated as necessary with relevant information, including technical resources and information specific to small water systems and First Nations communities. The Centre will promote its website by including website links in print and digital advertisements.

The Centre will maintain its social media presence and will continue to use LinkedIn and Facebook to share relevant information in a timely manner. Social media accounts will be updated as necessary, providing easily accessible information to target audiences across Ontario.

**Support for Water Sector and Community Events**

The Centre supports important events in the provincial water sector and local community by providing funding or in-kind contributions to organizations. This support raises awareness of the Centre within the water sector and local community. Funding allocations are determined by management following set criteria and the board of directors reviews all allocations at regular meetings. The Transfer Payment Accountability Directive applies to these activities.



## **Response to the Agency Mandate Letter**

As a board-governed agency of the Government of Ontario, the Centre follows the requirements of the Agencies & Appointments Directive and receives an annual agency mandate letter from the Minister that outlines the Minister's broad expectations with respect to service and performance priorities for the coming fiscal year.

The Centre will continue to provide 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 toward small and vulnerable water systems, will continue to be delivered across Ontario.

The Centre will continue to support 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, will be provided to clients across Ontario through the Helpline and Drinking Water Resource Library. Collaborative pilot testing projects will also continue to be conducted. The Centre's Research Advisory Committee will continue to advise the Centre on research gaps and priorities necessary to achieve and maintain safe water, and the Centre's Training Advisory Committee will continue to advise the Centre on both the relevancy of existing curricula, and upcoming environmental challenges that may dictate new courses.

# Appendix A: Agency Mandate Letter

Ministry of the Environment,  
Conservation and Parks

Ministère de l'Environnement,  
de la Protection de la nature et  
des Parcs

Office of the Minister

Bureau du ministre

777 Bay Street, 5th Floor  
Toronto ON M7A 2J3  
Tel.: 416-314-6790

777, rue Bay, 5<sup>e</sup> étage  
Toronto (Ontario) M7A 2J3  
Tél.: 416.314.6790



OCT - 1 2019

Mr. Mike Smith  
Walkerton Clean Water Centre  
20 Ontario Road  
Box 160  
Walkerton, ON  
N0G 2V0

Dear Mr. Smith:

I am pleased to write to you in your capacity as Chair of the Board of Directors for the Walkerton Clean Water Centre. Pursuant to the requirements of the Agencies & Appointments Directive, this letter sets out my expectations for the Walkerton Clean Water Centre for the 2020-21 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The people of Ontario depend on you to provide leadership to your agency's board, management and staff. Together with your fellow board members, the people of Ontario rely on you to establish the goals, objectives, and strategic direction for the agency consistent with your agency mandate, government policies, and my directions where appropriate. I thank you for your willingness to serve.

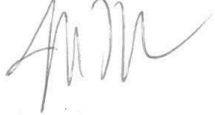
As you know, pursuant to Ontario Regulation 304/04 made under the Development Corporations Act, your agency is mandated to: coordinate and deliver education and training for owners, operators and operating authorities of drinking water systems; provide information, education and advice to owners, operators and operating authorities of drinking water systems and the public to ensure drinking water is safe; sponsor research into activities related to the agency's objects; and provide advice on research and development priorities to achieve and maintain safe drinking water.

To ensure that the agency provides drinking water education, training, information and advice to Ontarians with confidence, I expect the Walkerton Clean Water 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. The agency is to make programs available to First Nations managers and community leadership as well.
- Providing the information and advice to clients province-wide 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 of the Walkerton Clean Water Centre.

Sincerely,



Jeff Yurek  
Minister

c: Mr. Serge Imbrogno, Deputy Minister  
Ministry of the Environment, Conservation and Parks

Mr. Carl Kuhnke, CEO  
Walkerton Clean Water Centre