



357-2020-2542

Mr. Mike Smith  
Chair  
Walkerton Clean Water Centre  
Email: [msmith@bmts.com](mailto:msmith@bmts.com)

Dear Mr. Smith:

As you begin planning for 2021-2022, I am pleased to write to you in your capacity as Chair of the Walkerton Clean Water Centre to provide you with a letter setting out expectations and direction for the Walkerton Clean Water Centre in the year ahead. Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the Walkerton Clean Water Centre for the 2021-22 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction for the Walkerton Clean Water Centre ensures that you deliver on the objects of the Centre pursuant to Ontario Regulation 304/04, made under the *Development Corporations Act*. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. This includes:

1. Competitiveness, Sustainability and Expenditure Management
  - operating within your agency's allocations
  - identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
  - identifying and pursuing efficiencies and savings
  - complying with applicable direction related to supply chain centralization, Realty Interim Measures and Agency Office Location Criteria

2. Transparency and Accountability
  - abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
  - adhering to requirements of the Agencies and Appointment Directive, and responding to audit findings, where applicable
  - identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability
3. Risk Management
  - developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to emergency situations such as COVID-19
  - implementing health and safety measures and protocols in accordance with COVID-19-related guidelines, recommendations and direction from public health authorities to help ensure the safety of staff, clients and visitors
4. Workforce Management
  - optimizing your agency's workforce to enable efficient and effective fulfilment of government priorities, while enhancing customer service standards
  - streamlining back office functions to ensure that all available resources are redirected towards the critical front-line services that Ontarians depend upon
5. Data Collection
  - improving how the agency uses data in decision-making, information sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
  - supporting transparency and data sharing with the ministry, as appropriate
6. Digital Delivery and Customer Service
  - exploring and implementing digitization or digital modernization strategies for the development and delivery of virtual training and the provision of online services while continuing to meet and exceed customer service standards through transition
  - using a variety of approaches or tools to ensure service delivery in all situations, including COVID-19

In addition to these government-wide priorities, I expect the Walkerton Clean Water Agency 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.

Mr. Smith.

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- 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.

Through these measures, we can continue to ensure that the Walkerton Clean Water Centre is continuing to fulfill its objects.

I thank you and your fellow board members for your continued support, and for your valuable contributions. Should you have any questions/concerns, please feel free to contact Robert Musgrove at [robert.musgrove@ontario.ca](mailto:robert.musgrove@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Yurek', with a stylized flourish at the end.

Jeff Yurek  
Minister of the Environment, Conservation and Parks

c: Carl Kuhnke  
Chief Executive Officer, Walkerton Clean Water Centre

Rebecca Dupuis  
Executive Coordinator, Walkerton Clean Water Centre

Robert Musgrove  
Senior Agency Coordinator, Ministry of the Environment, Conservation and Parks