

April 1, 2021 – March 31, 2024 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 drinking water system owners, operators, operating authorities and the public, and through partnerships, offers training to the 134 First Nations communities across Ontario.

The Centre, as part of its vision to become an accessible Centre of Excellence in One Water, continued to deliver on the objects laid out in Ontario Regulation 304/04 and exceeded a number of targets set for the 2020–21 fiscal year. The mandatory courses required by the Ministry of the Environment, Conservation and Parks (Ministry) were administered and delivered across Ontario and specialized training provided information on topics of importance to drinking water system operators. In partnership with the Ministry, the Centre also developed a new mandatory certificate renewal course, which will be offered until December 2023. In response to the limitations associated with the COVID-19 pandemic, the Centre launched a number of e-learning courses to support its clients. Since its inception, the Centre has provided training to more than 93,000 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 responsible for the operation of drinking water systems.

The Centre also continued to provide information and advice to clients across Ontario through pilot testing projects, the Helpline and the online Drinking Water Resource Library.

Four strategic directions will be the focus for the Centre over the planning horizon:

- 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 drinking water sector.

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 Centre will continue to augment existing programs and develop new initiatives in support of the goals and objectives of the Government of Ontario. Strategic directions include:

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

1. Improving client access and engagement

The Centre will take practical steps to ensure existing and new clients are able to access programs and 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 drinking 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 the 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.

Overview of Current and Future Programs and Activities

1. Improving Client Access and Engagement

Drinking Water Resource Library

The Centre will continue to support drinking 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 drinking water systems to increase the Centre's knowledge transfer capabilities. The Drinking Water Resource Library will be expanded over the planning horizon to provide increased support to the drinking water sector.

Helpline

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

Support for Operators of First Nations Drinking Water Systems

The 134 First Nations communities in Ontario have specific challenges related to drinking water. The Centre, with one-time project funding from the Government of Ontario, is working with the Ministry 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 drinking 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. Delivered across Ontario, the Centre has two complete sets of training equipment, one based in Walkerton and the other at Keewaytinook Okimakanak offices in Dryden.
- The Managing Drinking Water Systems in First Nations Communities course targets elected leaders, those in management and supervisory positions in drinking water and those interested in becoming managers and supervisors. The one-day course focuses on components of effective drinking 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. The Centre's goal is to equip First Nations with the knowledge they need to provide safe drinking 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 drinking 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 drinking water systems. When complete, final reports are prepared and shared with clients who can use the results 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 drinking water systems in Ontario can readily access the information.

The Centre's Research Advisory Committee, comprised of volunteers who contribute their time and expertise, will continue to provide advice and review and suggest improvements to the Centre's annual research plan, which identifies drinking water research priorities necessary to achieve and maintain safe drinking water and provides status updates on ongoing pilot testing projects. The Centre will continue to assess research gaps and needs regarding safe drinking 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 drinking water characteristics and pathogens, treatment and distribution processes, and the regulations that govern drinking water quality. It complements the on-the-job training that potential operators receive from their employers. Successful completion of this Ministry-owned course is one of the mandatory requirements for Operators-in-Training to obtain their Class I drinking water certificate.
- **Mandatory Certificate Renewal Course: 2021–2023.** This is the current version of the mandatory certificate renewal course that the Centre redeveloped in partnership with the Ministry during the 2020–21 fiscal year. It will be offered until December 2023, when it will be replaced with an updated course (three-year life cycle).
- **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 curriculums are 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 drinking 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. With the committee's input, the Centre will continue to develop and deliver specialized training to meet drinking water system operators' needs for continuing education.

The Centre will also continue to offer specialized training and events, both through in-person and e-learning deliveries, including:

- More than 50 specialized courses covering a wide variety of topics, including the course, Responsibilities Under the Statutory Standard of Care – Safe Drinking Water Act, which is tailored to municipal councillors and decision-makers in municipalities that own drinking water systems.
- An annual Maintenancefest event, held in Walkerton, to 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. A second Maintenancefest event will be held in Kingston, Ontario in 2021 to address demand from eastern Ontario and regional Maintenancefest events will be delivered as requested.
- The provincial workshop: Drinking Water Quality Management Standard to support clients in their roles in the Drinking Water Quality Management Standard.
- The Small Systems Hands-On Workshop, providing information to owners, operators and operating authorities of small drinking 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 allows students to access practical training at the Technology Demonstration Facility. Training may also be provided to other interested postsecondary institutions. The Centre has separate agreements with 15 colleges.

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, a workshop for operators of small drinking water systems will be offered to provide hands-on training and information related to the operation and maintenance of small drinking water systems.

Training Delivery Methods

Another focus for the Centre will be the expansion of the e-learning course platform. Several courses were rolled out during the 2020–21 fiscal year in response to limitations associated with the COVID-19 pandemic. The number of courses available through e-learning is expected to double during the 2021–22 fiscal year. These courses will include both virtual training and full online learning with a robust user interface and integrated registration, payment and curricula.

Technology Demonstration Facility

The Technology Demonstration Facility will continue to be used as the hub for pilot testing projects across Ontario. The facility features conventional and advanced drinking water treatment systems, monitoring and control instruments, a distribution system and other equipment used to treat and distribute drinking 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. In fiscal year 2020–21 an innovative remote monitoring system was engineered and constructed to enable the Centre to monitor pilot plants around Ontario from the facility in Walkerton. The Centre will also demonstrate drinking water technologies to drinking water system owners, operators, operating authorities and the public through hands-on training and tours of the Technology Demonstration Facility, while respecting physical distancing requirements.

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 drinking water systems results in training delivery costs that exceed revenues. This is a direct result of the financial challenges faced by small drinking 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 are not interested in delivering training under these circumstances due to the associated costs. The Centre discounts training registration fees for courses geared to small drinking water system owners and operators to make training more accessible. Funding support from the province allows the Centre to reach small drinking water system operators so that training is available to help ensure drinking 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 drinking water treatment facilities. Through the Technology Demonstration Facility, the Centre offers unique education and training opportunities to owners, operators and operating authorities of drinking water systems. The facility allows the Centre to demonstrate leading-edge drinking 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 drinking water systems reimburses all student training costs, including registration fees, meals, accommodations and travel expenses. The larger the training program becomes, the higher the financial burden. There are also costs associated with the popular pilot testing program, where projects are initiated in response to inquiries from operators of First Nations drinking 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 approximately \$450,000 remains.

Risk Identification, Assessment and Mitigation Strategies

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

Business Lens: Strategy

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 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 Minister have a Memorandum of Understanding that is periodically reviewed and updated. Any changes are communicated to Centre employees.</p> <p>The Centre receives an annual mandate letter from the Minister that lays out expectations for the year.</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.</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

Business Lens: Strategy

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Stakeholder/ Public Perception	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 contained in the Memorandum of Understanding with the Minister.</p> <p>The Centre updates its website with relevant information, including its business plan, mandate letter 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

Business Lens: Strategy

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 and updates at regular executive meetings.</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

Business Lens: Project

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Operational/Service Delivery	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 attend training due to lack of resources/funding for back-up operators. The Centre's one-time funding for this initiative will run out before December 2021.	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 maintains a partnership with Keewaytinook Okimakanak, supported through on-time provincial funding, to provide training to drinking water system operators in First Nations communities.</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>There are plans to offer the course, Managing Drinking Water Systems in First Nations Communities, virtually to meet the needs of clients who may be unable to travel.</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 government organizations to identify potential barriers to training and training needs.</p>	Current	<p>The Centre, Keewaytinook Okimakanak and First Nations leaders (Chiefs)</p> <p>The Ministry (funding)</p>	High

Business Lens: Project

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Information 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 can access the cabinet and are subject to key card and fingerprint 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 is security card access to the Centre office.</p>	Current	The Centre	Low

Business Lens: Operations

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action			Assessment of Risk (High/Medium/Low)
				Description	Current/Planned	Mitigating Action Owner	
Operational/Service Delivery	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 delivering e-learning with plans to expand its course offerings.</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

Business Lens: Continuity

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action		Assessment of Risk (High/Medium/Low)
				Description	Current/Planned Mitigating Action Owner	
Security	The Centre will reliably deliver programs to meet the needs of clients.	Emergency due to pandemics, natural disaster, fire, hazardous material release or prolonged power failure. Information technology system failure due to virus, natural disaster, fire or prolonged power failure.	Employees may be unable to perform duties, resulting in the loss of confidence of the Ministry, clients, the public and stakeholders and a negative impact on Centre reputation.	The Centre has a Continuity of Operations Plan and committee who actively work to identify and manage risks. The Centre was able to remain open during the COVID-19 pandemic and adjusted operations to provide full service in all circumstances. See next table.	Current The Centre	Low

Business Lens: Continuity

Risk Category	Objective	Potential Risk Source	Potential Impact	Mitigating Action		Assessment of Risk (High/Medium/Low)	
				Description	Current/Planned		Mitigating Action Owner
Security	The Centre will reliably deliver programs to meet the needs of clients.	Service interruption due to the COVID-19 pandemic.	Employees may be unable to perform duties, resulting in the loss of confidence of the Ministry, clients, the public and stakeholders and a negative impact on Centre reputation.	<p>The Centre developed a Pandemic Response Plan during the 2020–21 fiscal year, which included measures related to public health, sanitization, partitions between desks, directional signage, a self-assessment screening tool and additional cleaning measures.</p> <p>The Centre implemented a COVID-19 Training Session Protocol to enhance safety for training participants and instructors. The protocol includes requirements related to self-screening, physical distancing, personal protective equipment and enhanced disinfection measures as directed by public health.</p> <p>The Centre continues to expand its delivery of e-learning to meet client demand and the province's goals for increased digital services.</p>	Current	The Centre	Low

Impact of COVID-19 on Operations

The global COVID-19 pandemic continues to impact the world at all levels, and the Centre. Through dedicated efforts, the Centre will continue to offer clients in-class, correspondence and e-learning training options, as well as perform pilot testing projects following strict guidelines of the Ministries of Labour, Environment, Conservation and Parks, and Infrastructure. Pilot testing projects are being conducted in a phased approach with the first phase completed in the Technology Demonstration Facility and second phases to be completed, when appropriate, based on the advice of Ontario's Chief Medical Officer of Health.

During the 2020–21 fiscal year, many scheduled courses and events were postponed or cancelled to help flatten the curve and slow the spread of COVID-19. The Centre focussed on the development of e-learning and will continue to expand its e-learning offerings. Through the reimagination of initiatives, the Centre will continue to provide essential services to its clients throughout the pandemic.

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.

Analysis of Strengths, Weaknesses, Opportunities and Threats	Internal Strengths (S)	Internal Weaknesses (W)
External Opportunities (O) <ol style="list-style-type: none"> Steady demand for training and opportunities to deliver new courses Opportunities to provide information and advice through the Helpline and Drinking Water Resource Library Stable number of requests from clients for pilot testing support 	Areas of Future Growth (S/O) <ol style="list-style-type: none"> S1/O1. Offer training across Ontario to meet demand from clients S1/O2. Publicize Helpline and Drinking Water Resource Library to elevate profile and build awareness S2/O3. Promote pilot testing services to support at-risk drinking water systems S3/O1. Develop more e-learning course options to meet client demand 	Strengthen Internally (W/O) <ol style="list-style-type: none"> W1/O1. Deliver e-learning to manage costs and meet client expectations W1/O2. Provide information and advice through the Helpline and Drinking Water Resource Library, accessible across Ontario W2/O3. Prioritize pilot testing projects and address requests from drinking water systems with the highest risk W3/O1. Balance client needs and safety requirements when delivering in-class and e-learning training
Potential External Threats (T) <ol style="list-style-type: none"> Decreased demand for training due to budget constraints or travel restrictions related to the COVID-19 pandemic Decreased demand for training due to client dissatisfaction Lack of demand for Helpline and Drinking Water Resource Library 	Address Potential External Threats (S/T) <ol style="list-style-type: none"> S1/T2. Uphold training quality standards to stimulate demand and ensure client satisfaction S1/T3. Build on experience and positive reputation when marketing Helpline and Drinking Water Resource Library S3/T1. Advertise the cost-effective e-learning options available across Ontario 	Address Areas of Potential Decline (W/T) <ol style="list-style-type: none"> W1/T1. Expand e-learning course catalogue to provide cost-effective training W1/T3. Market the Helpline and Drinking Water Resource Library, available across Ontario, to generate demand for these free educational services W3/T1. Encourage the adoption of e-learning as an economical training option

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 were 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>Support for Operators of First Nations Drinking Water Systems Training sessions for operators of First Nations drinking water systems will continue over the planning horizon.</p>	<p>2021–22: Three entry-level course sessions Three management course sessions Four specialized course sessions 2022–23: Three entry-level course sessions Three management course sessions Four specialized course sessions 2023–24: The original project budget is expected to be fully expended by 2021. Future training sessions will be dependent on further funding.</p>
Improving Client Access and Engagement	<p>Moving to Virtual Training and Online Learning The COVID-19 pandemic has accelerated the Centre’s objective to create online platforms that satisfy both the regulatory framework and client needs and desires. Keeping quality in mind, the Centre will be developing dozens of virtual offerings over the coming years.</p>	<p>Moving to Virtual Training and Online Learning Keeping quality in mind, the Centre will be developing dozens of virtual offerings over the coming years.</p>
Improving client access and engagement	<p>Publications This performance indicator measures the number of Centre publications, including refereed publications, external presentations, and pilot project reports. Publication ensures information is shared with the operators and decision-makers who oversee drinking water systems. The estimated number of publications during the 2020–21 fiscal year was 11. All are to be populated in the Centre’s Drinking Water Resource Library.</p>	<p>2021–22: 13 publications 2022–23: 15 publications 2023–24: 18 publications</p>
Assessing and proactively pursuing new opportunities	<p>Pilot testing Pilot testing projects are conducted to assist system owners regarding the treatment, technology and operational requirements necessary to ensure that drinking water is safe. Pilot testing results may be used by the Centre to improve existing training, contribute to new courses or be shared through conference proceedings, articles in relevant publications or fact</p>	<p>2021–22: Seven projects completed 2022–23: Eight projects completed 2023–24: Nine projects completed</p>

Initiative	Performance Indicators	Targets
	sheets that summarize technical information with the aim of improving knowledge transfer. During the 2020–21 fiscal year, six pilot testing projects were completed.	
State-of-the-art curriculum and delivery	<p>Training participants This performance indicator measures demand for specialized training and the Ministry’s mandatory courses. The estimated number of training participants during the 2020–21 fiscal year was 5,000. The number of training participants fluctuates due to variable registration for the mandatory certificate renewal course. The COVID-19 pandemic had a marked impact on 2020–21 numbers.</p>	<p>2021–22: 7,700 training participants 2022–23: 7,600 training participants 2023–24: 8,100 training participants</p>
State-of-the-art curriculum and delivery	<p>Hands-on courses This performance indicator measures the number of hands-on courses offered. The Centre offered more than 40 hands-on courses/modules during the 2020–21 fiscal year. Moving forward the Centre will retain essential hands-on delivery but also move to virtual learning as practical (see above).</p>	<p>2021–22: Three new or refreshed hands-on courses, with two sessions each delivered within 12 months of launch 2022–23: Three new or refreshed hands-on courses, with two sessions each delivered within 12 months of launch 2023–24: Three new or refreshed hands-on courses, with two sessions each delivered within 12 months of launch</p>
State-of-the-art curriculum and delivery	<p>Technical Tours of the Technology Demonstration Facility This performance indicator measures the number of individuals, including owners, operators and operating authorities of drinking water systems, and the public, who went through the Technology Demonstration Facility for information and advice regarding drinking water technologies. It includes participants from hands-on training, students and technical tours. The estimated number of individuals provided with technical tours during the 2020–21 fiscal year was approximately 80. During the 2020–21 fiscal year a stark decline was seen due to public health measures and restrictions.</p>	<p>2021–22: 300 individuals 2022–23: 480 individuals 2023–24: 500 individuals</p>
Enhanced organizational effectiveness	<p>Training quality — Quality Assurance Index (QAI) 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 excellent) the overall course, instructor, and course content; and audits by Centre employees and instructors of courses,</p>	<p>2021–22: QAI >0.950 2022–23: QAI >0.950 2023–24: QAI >0.950</p>

Initiative	Performance Indicators	Targets
	<p>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 15 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.

Keewaytinook Okimakanak

Through a Memorandum of Understanding with Keewaytinook Okimakanak, the Centre provides training to administrators and operators of drinking water systems in First Nations communities. Collaboratively, training is delivered and tailored to reflect the needs of participants; course content closely relates to experiences relevant to operators in First Nations communities. 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 publicly posted, within 30 days, in English and French on the Centre's website. Once received and shared with Centre employees, the 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 drinking water systems — including small drinking water systems, municipal councillors and decision-makers in municipalities that own drinking water systems, First Nations communities and operators of First Nations drinking 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 drinking water education, training, information and advice for owners, operators and operating authorities of drinking 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.

While respecting safety protocols put in place due to the COVID-19 pandemic, Centre employees will participate in conferences, trade shows and events related to drinking water, including those specific to small drinking water systems and First Nations communities, to interact with target audiences and share information.

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

Website and Social Media

The Centre's website is continually updated with relevant information, including technical resources and information specific to small drinking 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 Drinking Water Sector and Community Events

The Centre supports important events in the provincial drinking water sector and local community by providing funding or in-kind contributions to organizations. This support raises awareness of the Centre within the drinking 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.

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. That letter is below.

The Centre will continue to provide education, training, information and advice to drinking water systems owners, operators, operating authorities and the public to support Ontario's drinking water sector. A range of high-quality mandatory and specialized training, and training geared toward small and vulnerable drinking water systems, will continue to be delivered across Ontario.

The Centre will continue to support operators and managers of First Nations drinking 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 drinking water, and the Centre's Training Advisory Committee will continue to advise the Centre on both the relevancy of existing curricula, and emerging issues that may provide direction for 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

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Toronto (Ontario) M7A 2J3
Tél. : 416.314.6790



357-2020-2542

Mr. Mike Smith
Chair
Walkerton Clean Water Centre
Email: 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
 - o operating within your agency's allocations
 - o identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
 - o identifying and pursuing efficiencies and savings
 - o complying with applicable direction related to supply chain centralization, Realty Interim Measures and Agency Office Location Criteria

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Mr. Smith.
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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.

Sincerely,



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