

April 1, 2026 – March 31, 2029 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 provincial 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 and 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 collaboration, offers training to First Nations communities across Ontario.

Over the last fiscal year, the Centre has continued to deliver on the objects laid out in Ontario Regulation 304/04. The mandatory courses required by the Ministry of the Environment, Conservation and Parks (“Ministry”) were administered and delivered across Ontario and specialized training provided valuable information to water professionals. The Centre also expanded its e-learning and virtual training offerings to provide more accessibility for clients. The Centre is committed to meeting the requirements of the *French Language Services Act* and offers training and services in both French and English.

Support for First Nations communities is another focus for the Centre. Over the past year, five courses tailored to First Nations communities — *Entry-Level Course for Drinking Water Operators for First Nations*, *Managing Drinking Water Systems*

in First Nations Communities, *Drinking Water Advisories in First Nations Communities*, *Introduction to First Nations Guidance Documents*, and *Watermain Construction and Maintenance* — were delivered to operators, managers and elected political leaders of First Nations responsible for the operation of drinking water systems. The Centre launched two new courses, *Operator Toolbox* and *Exam Prep Water Treatment III and IV: Math*, and a variety of specialized courses were delivered to help operators of First Nations drinking water systems address their site-specific needs. The Centre is also providing on-site technical and training services tailored for system specific operations and is modernizing its website to better support First Nations.

The Centre continued to provide information and advice to clients through the Helpline and its pilot testing program where pilot tests are undertaken, in response to client inquiries, to address information gaps regarding the treatment, technology and operational requirements necessary to help ensure that drinking water is safe.

Over the next three years, the Centre will continue to offer its foundational programs while also working towards new goals that will help prepare it for the future. The Centre will follow its value-based project deployment process when expanding e-learning to ensure training meets client needs and is affordable, flexible and widely accessible across Ontario. The Centre will also work with First Nations communities and organizations to ensure they receive the supports they need to provide clean, safe drinking water. Through collaboration, the Centre will secure its leadership position in drinking water

education and applied research.

Mandate delivery relies upon technical and instructional expertise. Supporting vulnerable systems—particularly in First Nations communities—requires experienced staff with technical and deep operational knowledge, cultural competencies, and a track record of trust. The agency is working with the Ministry to address stressors impacting staffing, compensation and the preservation of skills necessary to maintain and/or improve service continuity.

This business plan outlines the Centre’s direction for the future and illustrates its commitment to providing client-focused education, training and information for drinking water system owners, operators, operating authorities and the public.

Mission

We provide system owners, operators, and operating authorities the education, information, and advice they need to provide clean, safe drinking water.

Vision

Clean, safe water for everyone in Ontario.

Value Statements

Welcoming each other's differences, we work as a team to deliver high-quality products and services.






Continually improving by listening and adapting to our customers' needs.

Working to help ensure access to safe drinking water through mutual trust with our clients, partners, and colleagues.

Cultivating a positive environment that encourages ideas, innovation, and collaboration.

Objects

Ontario Regulation 304/04 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 focus on its foundational programs — mandatory and specialized hands-on training and e-learning for drinking water professionals, pilot testing to support small and vulnerable drinking water systems, and the provision of information through the Helpline – while also emphasizing four strategic goals that will help it continue to meet clients’ needs into the future:

1. Grow E-Learning Programs

The Centre will expand, update and market high-quality e-learning offerings to provide flexibility, affordability and accessibility throughout Ontario.

2. Expanded Support for First Nations Communities

The Centre will work with First Nations communities and organizations to ensure they receive the supports they need to provide clean, safe drinking water. Success is achievable when staff and instructors, with specialized technical skills, establish respectful, reciprocal working relationships. Workforce stability supports trust, effective on-site supports, and responses to system-specific challenges.

3. Implement Value-Based Project Deployment

The Centre will identify unmet needs, and where appropriate, develop new courses and delivery methods.

4. Build New Partnerships

The Centre will secure its leadership position in drinking water education and applied research by collaborating


with other organizations.

Overview of Current Programs and Activities


Over the coming three years, the Centre will continue to focus on the foundational programs that meet the needs of its clients.

Mandatory Training

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

 *Entry-Level Course for Drinking Water Operators.* This course provides new drinking water system operators with a basic understanding of water characteristics, pathogens, treatment and distribution processes and the regulations that govern water quality. It complements the on-the-job training that operators receive from their employers. Successful completion of this course is one of the mandatory requirements for Operators-in-Training to obtain their Class I drinking water operator certificate.

1. *Mandatory Certificate Renewal Course: 2024–2026.* This mandatory drinking water system operator certificate renewal course, which is updated in cooperation with the Ministry every three years, will be offered until December 2026, when it will be replaced with a new iteration covering topics relevant to Ontario’s drinking water system operators. The course is available in classroom, virtual, correspondence and e-learning platforms.

 *Operation of Limited Systems and Operation of Small Systems for Trained Persons (O. Reg. 170/03) (Formerly Operation of Small Drinking Water Systems).* These two courses are for individuals working towards their Limited System Operator Certificate under Ontario Regulation 128/04 or Trained Person designation in Ontario Regulation 170/03 made under the *Safe Drinking Water Act, 2002*. The courses are delivered in two steps: A self-paced e-learning component, followed by a scheduled live, virtual session with a trainer to provide greater interaction with a trainer and better access and increased flexibility for participants.

Specialized Training

The Centre maintains a catalogue of approximately 50 specialized courses and will continue to develop new specialized training. Ongoing course review helps to ensure that curricula are current, accurate and meet drinking water professionals’ needs for continuing education. Hands-on courses that help participants enhance their practical skills will continue to be offered.

The Centre provides in-kind contributions, in the form of complimentary delivery of *Operation of Conventional Treatment Processes*, to students enrolled in Ontario colleges that have agreements with the Ministry to include *Entry-Level Course for Drinking Water Operators* as part of their curriculum. This allows students to access practical training at the Technology Demonstration Facility. Training may also be


provided to other interested postsecondary institutions upon request.


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 offers a variety of courses tailored to the operation and maintenance of small drinking water systems: *Advanced for Small Drinking Water Systems*; *Basics for Small Drinking Water Systems*; *Best Practices for Small Systems*; *Operation of Limited Systems*; *Operation of Small Systems for Trained Persons (O. Reg. 170/03)*; and *Small System Fundamentals*. Many of these courses incorporate hands-on training to provide practical experience for operators of small drinking water systems.


Support for Operators of First Nations Water Systems

First Nations communities in Ontario have specific challenges related to drinking water. The Centre is committed to streamlining support for drinking water operators and will continue to work with the Ministry and First Nations communities to develop a coordinated approach to address First Nations requests for drinking water services, including on-site technical and training services tailored for drinking water operators on system specific operations. The Centre is also working with the Ministry and Keewaytinook Okimakanak's Centre of Excellence for training of water and wastewater operators to build capacity through education and training. Currently, seven courses tailored to drinking water system operators, chiefs, councils and managers in First Nations communities are offered:


 *Drinking Water Advisories in First Nations Communities* examines the status of drinking water advisories in First Nations communities across Canada, and the roles and responsibilities of different organizations related to water advisories for First Nations communities. Types of advisories, issuing advisories and creating action plans to resolve them are discussed in detail. Case studies involving various types of advisories, their impact on the community and the corrective actions taken are reviewed, as well as best practices for preventing, issuing and resolving drinking water advisories.


 *Entry-Level Course for Drinking Water Operators for First Nations* is a course 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.


 *Introduction to First Nations Guidance Documents* is a new e-learning course that reviews Indigenous Services Canada protocols and guidance documents that outline procedures, processes and best practices for providing safe drinking water in First Nations communities. This course was designed for all partners responsible for providing drinking water in First Nations communities.

 *Managing Drinking Water Systems in First Nations Communities*, developed collaboratively with Keewaytinook Okimakanak and Ontario First Nations Technical Services, targets chiefs and councils, those in management and supervisory

positions with responsibilities around 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.

 *Watermain Construction and Maintenance* is a hands-on course where participants learn the basic of watermain assembly, commissioning and service.

 *Operator Toolbox* is a hands-on course geared to new operators where participants will be introduced to tools and techniques commonly used in the water industry.

 *Exam Prep Water Treatment III and IV: Math* is a new e-learning course that assists treatment operators preparing to write Class III and IV certification exams. Material includes key math concepts relevant to treatment and involves substantial practice questions to ensure full understanding.

The Centre also delivers its specialized courses to operators of First Nations drinking water systems to help them address their site-specific needs.

The Centre delivered a successful Maintenancefest event in collaboration with Aboriginal Water and Wastewater Association of Ontario (AWWAO) on April 16 and 17, 2025 in Niagara Falls, Ontario with nine hands-on, skills-intensive training modules. In April 2026, a comprehensive three-day training event will take place in Sault Ste. Marie with

AWWAO, offering participants a selection of one-day courses over the three days.

All First Nation training is 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 participants and is delivered by instructors who are Indigenous or have extensive experience training operators in First Nations communities. The Centre's goal is to help ensure that all First Nations drinking water system operators have access to quality training so they can build upon their knowledge to provide safe drinking water to their communities.

Technology Demonstration Facility

The Technology Demonstration 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 will continue to collaborate with the private sector to install new technologies at the facility, which will allow it to continue to serve as the hub for pilot testing and hands-on training.

Pilot Testing

The Centre will continue to take on new pilot testing projects across Ontario to address information gaps regarding the treatment, technology and operational requirements necessary to help ensure that drinking water is safe. Pilot tests may be undertaken 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 to

engage further with professional engineering firms and consultants to address their specific concerns. Pilot testing results improve existing training, contribute to new courses and are shared through conference proceedings and publications to ensure operators and decision-makers overseeing drinking water systems can readily access the information.

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 from the public and clients, free of charge, to improve their understanding of drinking water issues. The Helpline will continue to be used to improve access to information across Ontario.

Voice of Customer Research

The Centre's program development is supported by voice of customer research, which allows the Centre to better understand clients' needs, through direct outreach, in terms of content and delivery methods. The data collected through these semi-structured interviews, focus groups, and surveys informs course topics as well as delivery modes. It also helps the Centre identify and address any obstacles to course access. Client engagement will continue to be a focus for the Centre to help ensure that programs truly reflect the needs of all clients.

Lean Methodology & Artificial Intelligence

The Centre has deployed Lean methodologies to improve customer service through continuous improvement aimed at streamlining internal processes. The Centre has also explored

the use of Artificial Intelligence (AI) to enhance financial sustainability. Currently the Centre uses non-generative AI to summarize meeting minutes, help researchers confirm key customer insights, and as a self-service tool for Ontarian's (website ChatBot for frequently asked questions). The Centre will continue to explore opportunities to incorporate AI and other advanced technologies as part of ongoing operational improvement efforts, to enhance internal processes and support service delivery. All Centre AI use follows the Centre's Policy for the Use of Generative Artificial Intelligence and Government of Ontario directives.

Overview of Future Programs and Activities

Develop More E-Learning Programs

The Centre will prioritize and promote the expansion of e-learning programs to provide flexible and accessible training options that are more affordable to attend. New e-learning programs will be facilitated through a learning management system that will provide built-in services and an exceptional user experience.

Expanded Support for First Nations Communities

The Centre will continue to engage and collaborate with First Nations communities to better understand their unique needs and challenges in delivering clean, safe drinking water. Customized hands-on and e-learning programs, pilot projects and resources will be tailored to First Nations requirements. The Centre will also focus on building new relationships and strengthening partnerships with First Nations organizations to expand reach, effectiveness, knowledge exchange and client support.

Implement Value-Based Project Deployment

The Centre has implemented a value-based project deployment process to ensure that decisions are client-driven and aligned with the Centre's mission and strategy. This process includes conducting market research to identify emerging needs and trends in the drinking water treatment industry, and prioritizing development based on client feedback. The Centre created a diverse committee to enhance its ability to design specialized courses as needs emerge.

Build New Partnerships

The Centre will forge new strategic partnerships with universities, research institutions and industry associations to

collaborate on emerging issues and new technologies related to drinking water. The Centre will also collaborate on applied research projects to maintain its leadership position in drinking water education. New partnerships will be leveraged to access additional funding and resources for Centre initiatives. Partnerships expand the Centre's capabilities and reduce its operating costs through access to collaborators' expertise, technology, and in-kind contributions such as donation of equipment or contribution of human resources to operate the Centre pilot plants at off-site locations.

This year's business plan reflects a strong emphasis on the Centre's commitment to expand e-learning offerings, leverage AI for operational improvements, and deepen engagement with First Nations communities.

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 expenditures, the Centre's focus on vulnerable and small drinking water systems results in training delivery costs that exceed revenues. To ensure that a comprehensive range of training is available to operators across Ontario, the Centre delivers in-class training under circumstances where the low number of registrations does not cover training delivery costs, resulting in a net loss to the Centre for those deliveries. It is important that in-class training be offered because it can help operators enhance the practical skills required to operate and maintain drinking water systems. The Centre discounts training registration fees for courses geared to small drinking water system owners and operators, and provides a complimentary hands-on course to postsecondary students to make critical training more accessible.

The Centre remains committed to supporting drinking water systems in First Nations communities and offers a training program that reimburses all participant training costs, including registration fees, meals, accommodations and travel expenses. Through collaboration and financial support from the Ministry, the Centre is also working to develop and implement an approach to enhance the provision of services to operators of First Nations drinking water systems and management and leadership in First Nations communities.

In addition to Government of Ontario funding, the Centre works with equipment manufacturers to secure support and donations 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. The facility allows the Centre to demonstrate leading-edge drinking water treatment technologies and carry out the popular pilot testing program. It also allows the Centre to train postsecondary students and give them practical exposure to treatment technologies found across Ontario – making them more employable and prepared to contribute to operating and maintaining their employer's water systems once hired. The Centre's "Operation of Conventional Treatment Processes (OCTP)" postsecondary course is offered at no charge to students enrolled in relevant post-secondary courses. OCTP is delivered at the Centre but also offered at the postsecondary institute, where the equipment and facility exists, for the hands-on practical training, which provides a greater reach across Ontario and reduces travel burdens to students. The Centre will increase collaboration with the private sector to secure new and updated equipment through donations, borrowing or purchase; however, maintenance of these assets requires significant resources.

In an effort to pursue new revenue streams and position itself for the future, the Centre will expand its e-learning catalogue. E-learning courses can be more flexible, affordable and widely accessible for Ontarians. The Centre's e-learning courses are well aligned with Ontario regulations and technologies and contribute to the Centre's financial sustainability. Any additional income from e-learning will fund the development of new programs that directly benefit Ontarians. The Centre

will also forge new partnerships with universities, research institutions, and industry associations to collaborate on emerging drinking water issues, new technologies and applied research projects. New partnerships will be leveraged to access additional funding and resources for Centre initiatives. The Centre will apply lean methodologies and leverage AI to enhance efficiency and support financial sustainability.

Resources and partnerships – essential to program delivery – are leveraged by the skills, experience, and knowledge of the Centre’s workforce. Safeguarding human capital, through the retention and recruitment of highly respected and skilled professionals, is critical to training effectiveness, pilot testing, Helpline services and First Nations support.

Risk Identification, Assessment and Mitigation Strategies

The Centre follows a comprehensive risk management process and has developed a risk management framework to help guide decision making and strategic planning. The Risk Register, Appendix A, highlights the most important risks identified by the Centre and mitigation strategies for each risk.

A key strategic risk is the potential loss of critical institutional knowledge and specialized expertise. Programs, requiring sustained technical proficiency and relationship continuity – such as supports for First Nations drinking water systems, are vulnerable. Risk is managed by prioritizing core services, leveraging contract instructors, establishing partnerships, and expanding e-learning. Experience and internal capacity are crucial components to maintain service quality and responsiveness.

Environmental Scan

The following table summarizes the most important strengths, weaknesses, opportunities and threats that may affect the Centre’s operations. The Centre has tailored the programs and services described in this business plan to address these 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) 1. Strong presence and positive reputation in Ontario’s drinking water sector 2. Growing e-learning course catalogue	Internal Weaknesses (W) 1. High cost associated with in-class training compared to virtual training and e-learning 2. High costs for pilot testing in remote locations
External Opportunities (O) 1. Steady demand for training and opportunities to deliver new courses 2. Opportunities to provide information and advice through the Helpline 3. Strong demand from clients for pilot testing services	Areas of Future Growth (S/O) S1/O1. Emphasize the Centre’s experience and past success when promoting services to new markets S1/O2. Publicize Helpline to build awareness S2/O1. Offer more e-learning options to meet client demand S2/O3. Promote pilot testing services to support at-risk drinking water systems	Strengthen Internally (W/O) W1/O1. Deliver more e-learning to manage costs while meeting client expectations W1/O2. Provide information and advice through the Helpline, which is a cost-effective method to help clients W2/O3. Prioritize pilot testing projects to address requests from at-risk drinking water systems
Potential External Threats (T) 1. Decreased demand for training due to budget constraints 2. Decreased demand for training due to client dissatisfaction 3. Lack of demand for Helpline 4. Competing demands for resources due to the annual transfer payment from the Ministry not keeping pace with inflation and rising program costs 5. Increased staff turnover due to inability to offer competitive compensation and travel/living reimbursement, resulting in loss of highly skilled staff	Address Potential External Threats (S/T) S1/T2. Uphold quality standards through the quality assurance program S2/T1. Advertise the cost-effective e-learning options available S2/T4. Grow the e-learning program as an affordable training delivery method S2/T5. Offer more e-learning to ensure training is available regardless of staffing challenges	Address Areas of Potential Decline (W/T) W1/T1. Expand the e-learning course catalogue to provide more economical training options, including courses tailored to First Nations clients W1/T3. Market the Helpline to generate demand for this free service that complements e-learning W2/T3. Encourage clients to use the Helpline for access to information and advice while awaiting pilot testing services

Performance Indicators

Following are performance indicators and targets for the Centre's programs. A more comprehensive set of measures is also tracked internally.

Program	Performance Indicators	Targets
Mandatory and Specialized Training	<p>Training participants</p> <p>The number of training participants reflects the demand for training, considering fluctuations due to the cyclical nature of demand for <i>Mandatory Certificate Renewal Course</i> and <i>Responsibilities Under the Statutory Standard of Care — Safe Drinking Water Act</i>. There were an estimated 7,144 training participants during the 2025–26 fiscal year.</p>	<p>2026–27: 9,091 training participants</p> <p>2027–28: 8,830 training participants</p> <p>2028–29: 8,240 training participants</p>
	<p>New courses and modules</p> <p>New courses may be instructor-led or self-paced e-learning. They provide theoretical and practical information for drinking water system operators. Five new courses were launched during the 2025–26 fiscal year.</p>	<p>2026–27: 5 new courses</p> <p>2027–28: 6 new courses</p> <p>2028–29: 7 new courses</p>
	<p>Training quality — Quality Assurance Index (QAI)</p> <p>The QAI is calculated through equally weighted phases: evaluations that allow participants to rate the overall course, training, instructor and course content; and audits by Centre employees and instructors of courses, instructors and adult education principles. Ratings of four and five on the five-point scale form the basis of the index ($QAI = (\%_{4+5} \text{ overall} + \%_{4+5} \text{ instructor} + \%_{4+5} \text{ content})/3/100$). The maximum score is 1.000, indicating all evaluations were rated four or five on the five-point scale in terms of overall course, instructor and course content. The estimated QAI for all courses during 2025-26 fiscal year was 0.956.</p>	<p>2026–27: >0.950</p> <p>2027–28: >0.950</p> <p>2028–29: >0.950</p>

Program	Performance Indicators	Targets
Support for Operators of First Nations Water Systems	<p>Support for operators of First Nations water systems</p> <p>Training for operators of First Nations drinking water systems will continue over the planning horizon. The Centre measures the number of successful participants in <i>Entry-Level Course for Drinking Water Operators for First Nations, Managing Drinking Water Systems in First Nations Communities</i>, and all specialized courses (including <i>Efficiency in Drinking Water Operations, SCADA for Operators, and Managers and Drinking Water Advisories in First Nations Communities</i>). During the 2025–26 fiscal year, approximately six entry-level sessions, two management course sessions and 50 specialized course sessions were delivered.</p>	<p>2026–27: Entry-level course participants: 30 Management course participants: 33 Specialized course participants: 315</p> <p>2027–28: Entry-level course participants: 30 Management course participants: 33 Specialized course participants: 320</p> <p>2028–29: Entry-level course participants: 30 Management course participants: 33 Specialized course participants: 325</p>
Technology Demonstration Facility	<p>Technical tours</p> <p>The number of individuals who receive technical tours of the Technology Demonstration Facility includes training participants, high school students, and individuals from professional organizations. Approximately 175 individuals were provided with technical tours during the 2025–26 fiscal year.</p>	<p>2026–27: 200 individuals</p> <p>2027–28: 200 individuals</p> <p>2028–29: 200 individuals</p>
Pilot Testing	<p>Pilot testing proposals</p> <p>Pilot testing helps water system owners understand the evolving treatment, technology and operational requirements necessary to ensure that water is safe. The Centre measures the number of project proposals prepared for clients interested in this service. five pilot testing proposals were completed during the 2025–26 fiscal year.</p>	<p>2026–27: 5 proposals</p> <p>2027–28: 5 proposals</p> <p>2028–29: 5 proposals</p>
	<p>Dissemination of pilot testing results</p> <p>Research results are disseminated through conference presentations, industry publications, and meetings with clients. During the 2025–26 fiscal year, research results were shared through six conference presentations, industry publications and meetings with clients.</p>	<p>2026–27: 5 presentations, publications and client meetings</p> <p>2027–28: 5 presentations, publications and client meetings</p> <p>2028–29: 5 presentations, publications and client meetings</p>

Initiatives Involving Third Parties

Contract Instructors and Curriculum Developers

Contract instructors and curriculum developers play an important role in the Centre's ability to fulfill its objects. The Centre maintains a Vendor of Record arrangement with organizations qualified to provide training services on behalf of the Centre and has entered into Vendor of Record agreements with each of these organizations 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 large geographical area.

Postsecondary Institutions

Practical training at the Technology Demonstration Facility is offered to students enrolled in the Ontario college programs that include *Entry-Level Course for Drinking Water Operators* as part of their curriculum. The Centre also provides training to students at Ontario universities when requested. These programs will continue over the planning horizon.

Keewaytinook Okimakanak

The Centre provides tailored training to administrators and operators of drinking water systems in First Nations communities. Keewaytinook Okimakanak, a non-political Chiefs Council serving Deer Lake, Fort Severn, Keewayin, McDowell Lake, North Spirit Lake and Poplar Hill First Nations, contributes to this initiative by delivering *Entry-Level Course for Drinking Water Operators for First Nations* and *Managing Drinking Water Systems in First Nations Communities* on the Centre's behalf.

Private Sector Suppliers of Water Technologies

The Centre will collaborate with private sector suppliers of water technologies to source new or updated equipment for the Technology Demonstration Facility through donations, borrowing or cost-effective purchases. This will provide the Centre access to a wider variety of technologies in an affordable and space-saving manner. Borrowing allows the Centre to use the most current technologies for pilot testing and showcase them to visitors to the Technology Demonstration Facility and hands-on training participants while avoiding potentially costly maintenance and repair expenditures.

Implementation Plan

After Ministerial approval, the business plan is publicly posted, within 30 days, in English and French on the Centre's website, wcwc.ca. The Centre follows a process to implement the plan and monitor performance:

1. The management team uses the information provided in the business plan to help develop annual performance goals, which are a major component of each employee's performance plan. 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.
2. The management team meets monthly to discuss the Centre's programs and progress toward performance targets. This helps ensure that all Centre initiatives are in alignment with the business plan.

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 help 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

The Centre's communications build knowledge about the Centre as a recognized authority for drinking water operations, standing at the highest regulatory standard in Canada, offering of education, technical application, resources, and advisory support for owners, operators and operating authorities of drinking water systems, and the public in Ontario and across Canada. The Centre will continue to use traditional and digital media to promote its programs and connect with target audiences through targeted communication materials, such as print and digital advertisements, articles and direct email.

To encourage collaborative applied research and ensure that it remains a leader in drinking water education, the Centre will publicize partnership opportunities.

The Centre may also contact local media regarding potential interviews, news stories or advertising opportunities.

Outreach

Centre employees will participate in conferences, trade shows and events related to water, including those specific to small water systems and First Nations communities, to share information with target audiences. Continued OCTP training for postsecondary students, who are in a program that delivers the ELC as part of their program, will further support outreach and awareness of careers in the water industry.

The Centre may participate in local events to raise its profile in the community and promote the water system operator career path to youth.

Website

The Centre's website is continually updated with relevant information, including organizational information, training course descriptions and schedules, resources and information specific to small drinking water systems and First Nations communities. The Centre will continually conduct search engine optimization to increase the online presence of its website. The Centre will also promote its website by including website links in print and digital advertisements, direct emails and social media posts.

Social Media

The Centre will maintain its social media presence on LinkedIn and will continue to share relevant information with target audiences in a timely manner.

Support for Water Sector and Community Events

The Centre supports important events in the water sector and local community by providing funding or in-kind contributions, which help to raise awareness of the Centre. Funding allocations are determined by the CEO following set criteria and are reviewed by the board of directors.

Response to the Letter of Direction from the Minister

As a board-governed agency of the Government of Ontario, the Centre follows the requirements of the Agencies and Appointments Directive and receives an annual letter of direction from the Minister that outlines broad expectations with respect to service and performance priorities for the coming fiscal year. The letter of direction is included in Appendix B.

The Centre will continue to develop and deliver a range of mandatory and specialized education and training to drinking water system owners, operators and operating authorities, including those working in small and vulnerable drinking water systems, to support the drinking water sector. This training will be delivered across Ontario and made available to any water professionals who travel to Ontario to participate. The Centre will also expand its e-learning course catalogue and will promote its programs and expertise across Ontario.

The Centre will continue to support First Nations communities by delivering *Entry-Level Course for Drinking Water Operators for First Nations*, *Introduction to First Nations Guidance Documents*, *Managing Drinking Water Systems in First Nations Communities*, and specialized courses to operators, managers and elected leaders. The Centre will promote its relevant training offerings and services and will lead and support initiatives that contribute to the improvement of drinking water for First Nations communities.

Information and advice, necessary to help ensure that drinking water is safe, will be provided to clients, upon request, through the Helpline. Collaborative pilot testing projects will also

continue to be conducted to help clients resolve operational challenges.

Appendix A: Risk Register

OBJECTIVE	RISK IDENTIFICATION				INITIAL RISK RATING				EVALUATION		MITIGATIONS MANAGEMENT				
	RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	PRODUCT	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION	ADDITIONAL MITIGATIONS	DELIVERABLE	REQUIRED RESOURCES	TASK OWNER	DUE DATE
Strategy: Operate in alignment with the Memorandum of Understanding, direction from the Minister and applicable Ontario Public Service directives, policies and procedures	Mandate or direction from the Minister is not met	<ul style="list-style-type: none"> - Unaware of new or revised legislation, directives, policies or procedures - Insufficient resources to ensure compliance - Inadequate guidance regarding the actions required to comply 	<ul style="list-style-type: none"> - Changes to the composition of the board of directors or management - Issuance of a policy direction requiring the Centre to act - Lost confidence from the Ministry, clients, the public and employees - Negative impact on reputation 	<ul style="list-style-type: none"> - Follow the annual letter of direction from the Minister, which lays out expectations for the year - Review and update the Memorandum of Understanding - Prepare annual business plan and annual report that align with legislated objectives - Review applicable directives regularly and ensure they are available to employees - Ensure new employees review and acknowledge the employee handbook - Meet the requirements of applicable legislation, directives, policies and procedures - Follow financial delegation of authority that specifies authorization limits 	1	3	3	LOW	Adequate	Monitor	<ul style="list-style-type: none"> - Arrange annual third-party financial audit - Have all employees confirm that they have read and understand the employee handbook annually - Submit annual business plan that outlines the Centre's strategic direction and response to the annual letter of direction from the Minister - Submit annual report that details the progress toward reaching goals 	<ul style="list-style-type: none"> - Annual third-party financial audit - Annual review of employee handbook - Business plan - Annual report 	<ul style="list-style-type: none"> - Resources for third-party financial audit - Plan to prepare and submit business plan - Plan to prepare and submit annual report 	The Centre	<ul style="list-style-type: none"> - Financial audit: end of fiscal year - Employee handbook: end of fiscal year - Business plan: March 1, 2026 - Annual report: July 31, 2026
Strategy: Maintain public trust	Loss of public trust due to poor communication	<ul style="list-style-type: none"> - Confusing, ambiguous or insufficient information shared with the Ministry, clients or other interested parties 	<ul style="list-style-type: none"> - Lost confidence from the Ministry, clients and the public - Decreased demand for services - Negative impact on reputation 	<ul style="list-style-type: none"> - Refer to Public Communications Protocol in the Memorandum of Understanding with the Minister for direction on communications 	1	2	2	LOW	Adequate	Monitor	<ul style="list-style-type: none"> - Update website with relevant information - Ensure transparency in public communications - Maintain ongoing communication with the Ministry 	<ul style="list-style-type: none"> - Website maintained with relevant information - Business plan, letter of direction from the Minister and annual report publicly posted 	<ul style="list-style-type: none"> - Resources devoted to the maintenance of the website 	The Centre	<ul style="list-style-type: none"> - Website, including posting of the business plan, letter of direction from the Minister and annual report: ongoing
Operations: Meet water professionals' needs for training, information and advice	Training or pilot testing needs of clients are not met	<ul style="list-style-type: none"> - Demand for alternative forms of training, such as e-learning, outpaces supply - Training programs do not provide the information required by clients or incorrect information is provided - Remote clients are unable to access training or pilot testing 	<ul style="list-style-type: none"> - Loss of confidence from the Ministry, resulting in changes to the composition of the board of directors or management - Loss of confidence from clients, resulting in decreased demand for services - Negative impact on reputation 	<ul style="list-style-type: none"> - Conduct market research prior to new course development to ensure programs meet clients' needs - Follow the value-based project deployment process to prioritize new course development - Review curricula to ensure that relevant information is provided, including any new Ministry guidelines and policies, and topics of importance to clients - Maintain the currency of curricula - Prepare annual research plan to prioritize and provide direction - Deliver programs to remote and underserved areas in Ontario - Use Helpline to provide support to clients - Track service delivery through performance indicators 	1	3	3	LOW	Adequate	Monitor	<ul style="list-style-type: none"> - Ongoing pilot testing - Expand e-learning to provide more training options for clients 	<ul style="list-style-type: none"> - Pilot testing and literature reviews - New e-learning options - Marketing of e-learning 	<ul style="list-style-type: none"> - Resources devoted to pilot testing - Resources devoted to e-learning development - Marketing plan to expand e-learning to wider audience 	The Centre	<ul style="list-style-type: none"> - Pilot testing: ongoing - E-learning development: ongoing - Marketing plan: end of fiscal year

OBJECTIVE	RISK IDENTIFICATION				INITIAL RISK RATING				EVALUATION		MITIGATIONS MANAGEMENT				
	RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	PRODUCT	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION	ADDITIONAL MITIGATIONS	DELIVERABLE	REQUIRED RESOURCES	TASK OWNER	DUE DATE
Operations: Provide the necessary training to water system operators in First Nations communities	Operators of First Nations water systems do not receive the training and technical information they require	- Training programs do not meet the needs of First Nations clients -Lack of relationship-building with First Nations clients	- Operators of First Nations systems may not be able to access relevant training, resulting in system vulnerabilities - Decreased confidence in the Centre from the Ministry and clients - Loss of trust from First Nations clients - Negative impact on reputation of the Centre and provincial government	- Provide training to water system operators in First Nations communities - Tailor curricula to reflect the needs of clients in First Nations communities - Deliver training in locations that minimize travel for participants - Offer training virtually to meet the needs of clients who may be unable to travel - Work with First Nations and government organizations to identify potential barriers to training -Continue to build relationships with First Nations clients to build trust	2	2	4	LOW	Adequate	Monitor	- Continue to develop new courses tailored to the needs of water system operators in First Nations communities - Regularly update website with resources and information specific to water systems in First Nations communities	- An expanded course catalogue for operators of First Nations water systems - Website updates	- Resources for course development - Resources devoted to the maintenance of the website	The Centre	- New courses: ongoing - Website updates: ongoing
Operations: Provide on-site technical services in First Nations communities	-Demand for service exceeds the Centre's capacity/ resources - Service inadequately addresses concerns	- Insufficient resources/ qualified employees to provide the service - Employees lack the expertise to fully address technical concerns leading to increased liability	- Negative reputation if requests for service are denied or work incomplete due to lack of resources - Loss of confidence from the Ministry and clients	- Program trial completed - Voice of Customer research completed to ensure clients' needs were met - Advertise job opportunities widely and provide mandatory training and orientation to new hires to ensure they are adequately qualified	2	4	8	MEDIUM	Adequate	Monitor	- Complete status reports summarizing the progress and impact of the program - Increased liability insurance	- Status reports	-Resources devoted to providing the service and analyzing the impact of the program	The Centre	- Status reports: ongoing
Operations: Ensure reliability of data and IT systems	Information technology failure	- System failure due to fire, virus, prolonged power outage, or data breach	- Employees may be unable to perform job functions - Clients may be unable to attend e-learning sessions	- Manage information technology systems through the Information Technology Specialist - Protect web server from Internet traffic with a dedicated firewall - Back up web server data to a remote physically secured server at another data centre facility so data can be recovered quickly in the event of a catastrophic failure - Back up files, folders and emails nightly to a local storage device - Use backup generator during prolonged power outages	2	2	4	LOW	Robust	Monitor	- None	- N/A	- N/A	The Centre	- N/A

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Operations: Ensure compliance with privacy, security and recordkeeping requirements and best practices for data storage, network communications and file retention	- Data breach causing non-compliance with privacy and security laws - Improper recordkeeping practices threatening compliance with privacy laws	- Unauthorized access to data, personal or financial information - Theft or loss of portable devices - Less than expert oversight over information technology systems - Violation of the Centre's recordkeeping policies	- Non-compliance with privacy and security laws would discredit the Centre and may result in litigation	- Annually review and update the recordkeeping, access and privacy policy and provide training to employees - Ensure expert oversight of information technology systems - Secure web/database server containing client information 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 - Require a secure encrypted connection to the web server for all web forms that clients access - Protect web server from Internet traffic with a dedicated firewall - Pass all client credit card information to a third-party that specializes in secure financial transactions - Ensure clients' personal financial information is not stored on the Centre's web server - Restrict access to the Centre's database, which includes participant registration information - Update workstation passwords and ensure they meet length and complexity requirements - Require password protection for all laptops - Wipe mobile devices remotely if necessary - Enforce security card access to the Centre office - Annually review and update the policy on the use of generative artificial intelligence and provide training to employees	1	3	3	LOW	Robust	Monitor/Transfer	- None	- N/A	- N/A	The Centre	- N/A
Operations: Hire and retain employees and instructors who are adequately qualified and trained	Appropriate employees/ instructors cannot be hired and retained, or they have inadequate qualifications, experience or training to deliver on the Centre's mission	- Difficulty recruiting qualified employees/instructors - Difficulty retaining employees due to cost-of-living adjustments not keeping pace with inflation, wage freezes, and the elimination of telework arrangements negatively impacting employee flexibility and engagement - Increased workload for remaining employees leading to dissatisfaction and resignations	- Lack of adequate employee skill sets may hamper the ability to perform duties and deliver services - Inadequately qualified or trained employees/ instructors may cause clients to lose confidence in the Centre, which may decrease demand for services - Expense associated with turnover and filling vacancies - Decreased employee engagement due to wage freezes and increased workloads	- Advertise job opportunities to a wide audience, hire through rigorous competition and provide mandatory training and orientation for new hires, following Ontario Public Service standards - Require completion of the mandatory train-the-trainer program for all instructors who deliver training on behalf of the Centre - Provide guidance to employees on appropriate customer service practices and procedures - Follow established job classifications, salaries, benefits and other remuneration that are similar to those established for public servants employed under Part III of the Public Service of Ontario Act, 2006 - Follow the Centre's succession planning process and share career progression pathways with all employees	5	4	20	EXTREME	Inadequate	Monitor	- Increase communication with the government regarding the potential consequences associated with the risk - Consider opportunities for employee professional development	- Follow up communications with the government - Employee performance planning reviews and professional development plans	- Plan for regularly communicating with the government - Annual employee performance planning reviews	The Centre	- Communication: ongoing - Performance reviews: January 2026 - Professional development: ongoing

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	RISK EVENT	RISK CAUSE	IMPACT/ CONSEQUENCE	EXISTING MITIGATIONS	L (1-5)	C (1-5)	PRODUCT	RISK RATING	ADEQUACY OF EXISTING MITIGATIONS	ACTION	ADDITIONAL MITIGATIONS	DELIVERABLE	REQUIRED RESOURCES	TASK OWNER	DUE DATE
Operations: Hire and retain managers who are adequately qualified and trained	Appropriate management talent cannot be hired and retained	- Difficulty recruiting and retaining management - Management pay lagging most comparators in the Broader Public Sector - Compensation rates have been frozen for eight years while the government works on a Broader Public Sector compensation plan - Salary compression due to some employees being compensated at rates higher than some managers	- Lack of qualified management talent may hinder program delivery - Inability to fill management positions may cause the Ministry, clients or employees to lose confidence in the Centre - Expense associated with turnover and filling vacancies - Decreased management engagement due to salary compression	- Communicate with the government regarding the status of the Broader Public Sector compensation plan - Review compensation practices annually to ensure compliance with the <i>Pay Equity Act</i> - Use career progression pathways to illustrate to employees the requirements to progress to management positions	5	4	20	EXTREME	Inadequate	Monitor/Transfer	- Increase communication with the government regarding the potential consequences associated with the risk - Professional development for employees who may potentially progress to management positions	- Follow up communications with the government	- Plan for regularly communicating with the government	The Ministry Treasury Board Management Board of Cabinet	- Communication: ongoing - Professional development: ongoing
Operations: Retain human capital who are well-qualified for technical positions	Gradual loss of specialized expertise and institutional knowledge over time, which supports the delivery of the Centre's mandated programs.	- Labour market pressures and operational constraints, such as headcount freeze and compensation freeze, affecting the Centre's ability to maintain continuity of specialized skill sets over time.	- Reduction of core services, including reduced capacity for piloting, training, First Nations on-site support services, and Helpline services - Ultimately, Ontario's drinking water safety is at risk if training delivery is affected	Prioritization of core services; use of contract instructors and strategic partnerships where appropriate; expansion of e-learning delivery; documentation and knowledge transfer practices to support operational resilience.	5	4	20	EXTREME	Inadequate	Monitor/Transfer	- Increase communication with the government regarding the potential consequences associated with the risk - Present business case to lift headcount freeze - Present business case to lift compensation freeze	- Follow up communications with the government	- Plan for regularly communicating with the government	The Ministry Treasury Board Management Board of Cabinet	- Communication: ongoing
Continuity: Provide the education, information and advice required by water professionals	Training or pilot testing services cannot be delivered due to rising costs	- Insufficient resources to deliver the required programming due to inflation, transfer payment from the Government of Ontario not keeping pace with required programs, and the hiring freeze - Demand for training or pilot testing outpaces the Centre's ability to provide it due to static resources	- Drinking water professionals cannot access the training/ information they require, resulting in system vulnerabilities - Lost confidence from clients - Negative impact on reputation	- Prioritize pilot testing projects to support the most vulnerable clients - Use Helpline as a means to provide cost effective support to clients - Follow the value-based project deployment process to prioritize new course development	2	4	8	MEDIUM	Adequate	Monitor	- Expand e-learning to provide more low-cost training options for clients - Investigate new revenue streams that could contribute to training and pilot testing programs	- Ongoing communication with the Ministry regarding required resources - New e-learning options - Market wider availability of e-learning	-Marketing plan to expand e-learning to a wider audience	The Centre	- Communication: ongoing - Marketing plan: end of fiscal year
Continuity: Deliver programs to meet the needs of clients	Service interruption impacting program delivery	- Facility closed due to natural disaster, fire, hazardous material release, pandemic or prolonged power outage	- Employees may be unable to perform duties, resulting in the loss of confidence of the Ministry, clients and the public - Clients may be unable to attend in-person training sessions	- Execute the response strategy outlined in the Continuity of Operations Plan - Use backup generator to provide power during prolonged power outages	1	3	3	LOW	Adequate	Monitor	- Expand the e-learning program to provide easily accessible training for clients	- New e-learning options	- Follow the value-based project deployment process to guide the development of new training options	The Centre	- Value-based project deployment: ongoing

Appendix B: Letter of Direction from the Minister

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
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357-2025-2315

October 7, 2025

Board of Directors and Brian Bates
CEO, Walkerton Clean Water Centre
Email: bbates@wccw.ca

Dear Board of Directors and Brian Bates:

I am pleased to share our government's 2026-27 priorities for the Walkerton Clean Water Centre.

Agencies are a part of government and are expected to act in the best interests of the people of Ontario. In a time of economic uncertainty, agencies play a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives and strategic direction with our government's priorities. As Chair, you are responsible for ensuring that the Walkerton Clean Water Centre's business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored and reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2026-27, with a focus on how the Walkerton Clean Water Centre will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
2. Procure from Ontario and Canadian businesses whenever feasible.
3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight minister.

Deliver Better Services

4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
 - o strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants
 - o operating within a defined maximum workforce size (including consultants)
 - o ensuring compliance with the *Broader Public Sector Executive Compensation Act* (BPSECA)
 - o enhancing productivity and efficiency by using technology whenever possible
9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks, and provide it to the minister for approval by March 31st, 2026.
10. Provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

Board of Directors and Brian Bates
Page 3.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying outcomes and performance measures that can be utilised if measurements are not currently in place.

I am sharing several priorities specific to the Walkerton Clean Water Centre:

1. Coordinating and delivering a comprehensive range of high-quality education and training across Ontario, with a focus on addressing drinking water system vulnerabilities.
2. Delivering relevant training and technical assistance to owners, operators, managers and community leadership of First Nations drinking water systems throughout the province as well as leading and supporting initiatives that contribute to the improvement of drinking water for First Nations communities.
3. Providing necessary information and advice to clients province-wide to help ensure that drinking water is safe.
4. Supporting owners and operators of vulnerable drinking water systems to resolve operating challenges through applied research and delivery of pilot testing services.
5. Continuing to expand virtual training and e-learning courses available to drinking water system owners and operators and inform potential participants that these courses are available electronically.

At our next meeting, I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

Should you have any questions, please feel free to contact Lee Hawke, Manager, Program Delivery Unit at lee.hawke@ontario.ca.

Thank you and your fellow board members for your continued commitment to the Walkerton Clean Water Centre. Your work and ongoing support is invaluable to our government and the people of Ontario.

Sincerely,



Todd McCarthy
Minister of the Environment, Conservation and Parks

Enclosure

c: Sarah Harrison, Deputy Minister of the Environment, Conservation and Parks
Lee Hawke, Manager, Program Delivery Unit, MECP