

ONTARIO CLEAN WATER AGENCY
2019 Business Plan

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Executive Summary

OCWA's Business Plan for 2019-21 builds on the success of the growth strategies and other initiatives that have been the Agency's focus for the past few years, with strategic initiatives that are grouped into four main focus areas:

- ◆ Supporting our clients in developing and maintaining sustainable resilient, cost-effective water and wastewater systems;
- ◆ Driving efficiency through business process improvements;
- ◆ Supporting our client communities and the people of Ontario; and
- ◆ Fostering a culture of engagement, inclusion, safety and wellness.

In addition to these focus areas, we will continue to place an emphasis on: ensuring regulatory compliance; providing clean, safe drinking water to Ontario communities; and protecting and improving the environment, including the Great Lakes.

OCWA's long-term growth strategy is focused on delivering "total water solutions" to our clients, operating their water and wastewater systems, assisting them in managing their assets and working with them to plan, finance and ensure the long-term sustainability of their systems. We are confident that by focusing on and meeting our clients' needs, we can not only maintain our existing business and expand our client base over time, but significantly increase our value to the public as well.

Other ways in which we provide "total solutions" include helping our clients to harness the energy potential of biosolids and other organic waste and reduce the production of greenhouse gases in client wastewater facilities through the implementation of source separated organics and biogas projects.

Continually looking for better ways to manage our operations and reduce the cost of service delivery to our municipal clients remains very important to OCWA. Finding efficiencies and becoming a more productive and effective organization is one of the ways in which we provide value to our clients.

As part of our ongoing commitment to finding organizational efficiencies and improving the way in which we do business, OCWA will enhance and supplement the Agency's current information technology systems and better refine the Agency's business processes to ensure that we have the capacity to deliver total solutions to our clients both now and for years to come. We will also implement a number of enhancements to our procurement processes to ensure that our clients continue to receive the best value.

As a public Agency, meeting our business objectives is just one of the ways in which we define our success as an organization. Much of the value that we bring to our clients, our employees and the people of Ontario comes from the work that we do to protect the environment, improve public health, support innovation in the Province and provide opportunities for economic development and growth.

In the coming years, we will continue to support initiatives that bring value to our stakeholders and the public. Priorities for 2019 include: educating our communities about the value of water through our two signature public awareness and education programs, the "I Don't Flush" public awareness campaign and the OneWater® Education Program and supporting the development of sustainable water and wastewater solutions for First Nation communities.

We will also work to build a safe and inclusive corporate culture, implementing programs and initiatives that ensure OCWA is a diverse, inclusive and respectful place to work, with strong and committed leaders where employee health and wellness is a priority and where engaged employees are focused on contributing productively to the workplace and helping the organization to achieve its goals.

Environmental Scan

Factors that will affect fiscal, operating & management objectives 2019–21

external factors

- ◆ the economy
- ◆ federal & provincial infrastructure funding
- ◆ industry trends
- ◆ federal & provincial legislation

internal factors

- ◆ workforce issues
- ◆ business transformation program

The Economy

Canada's economy continues to grow, as does the global economy as a whole, with the Office of the Parliamentary Budget Officer forecasting in its October 2018 Economic and Fiscal Outlook report that Canada's real gross domestic product (GDP) will grow by 1.8 percent in 2019 and by a further 1.5 percent annually, on average, from 2020 to 2023. The October Monetary Policy report from the Bank of Canada forecasts even stronger global GDP growth of 3.4 percent in both 2019 and 2020.

Ontario's economy is also expected to continue to grow in the coming years. The 2018–19 First Quarter Update on Ontario Finances issued by the Ministry of Finance notes that private-sector forecasters, on average, project Ontario's real GDP to increase by 1.9 percent in 2019, while the

Economic and Budget Outlook report issued by the provincial Financial Accountability Office in the spring of 2018 forecasts average real GDP growth in Ontario of 1.9 percent for the period from 2017 to 2022 and 2.0 percent from 2022 to 2025.

In October of 2018, the Bank of Canada increased its key interest rate to 1.75 percent, the third such increase in 2018, and significantly higher than the historic low rate of 0.5%, which remained in place from July of 2015 to July of 2017. These increases reflect a continuing move towards historic norms, with many analysts predicting additional increases in the years to come.

Other factors impacting both the Canada and Ontario economies include robust employment rates, with unemployment in Ontario falling to the lowest it had been since 2000, at 5.4 percent in July of 2018, before rising slightly to 5.9 percent in September of 2018. Trade policy uncertainty in North America was also significantly decreased with the negotiation of the US-Mexico-Canada Agreement (USMCA), the successor agreement to the former North American Free Trade Agreement, in September of 2018. While the USMCA is still awaiting final ratification by all three countries, the agreement provides Canada with greater certainty with regard to its trade relationship with the United States, the country's largest trading partner. While some degree of global political volatility and trade conflict, particularly between the United States and China, is expected to continue in 2019, the overall domestic and global financial outlook remains strong.

While OCWA is impacted by fluctuations in chemical and other commodity prices, annual consumer price index adjustments included in existing client contracts and negotiated procurement contracts for chemicals and other major Agency purchases are anticipated to adequately address any resulting increases in Agency expenditures. Likewise, recent and future interest rate increases are expected to have a positive financial impact on the Agency over the life of the business plan, resulting in increases to the Agency's investment income.

Federal & Provincial Infrastructure Funding

Both the federal and provincial governments have made infrastructure investments a priority in recent years, with funding programs that continue to evolve, providing a greater portion of funding on an allocation, as opposed to application, basis. This allows municipalities to plan better, knowing that a certain amount of funding will be made available each fiscal year.

OCWA is helping to ensure that the Agency's municipal and First Nation clients are well positioned to take advantage of these and other funding opportunities by working with them to develop comprehensive water and wastewater asset plans that prioritize their infrastructure needs for the next decade and beyond.

The federal government's commitment to invest more than \$180 billion on public infrastructure over the course of ten years, as initially set forth in its 2016 budget, represents a significant opportunity for OCWA's municipal clients, many of whom have been historically challenged to address water and wastewater infrastructure funding needs. The Government of Canada has also allocated \$2.24 billion for water, wastewater and waste management infrastructure for First Nation communities across the country.

As part of this commitment, the Government of Canada is signing new bilateral agreements with all provinces and territories. On March 14, 2018, Ontario signed the Canada-Ontario Infrastructure Bilateral Agreement, which sets out the annual federal funding amounts for each funding stream over ten years, along with broad eligibility criteria. The Green Infrastructure stream includes outcomes related to increased access to potable water and increased capacity to treat and manage wastewater and stormwater. This stream was allocated \$2.85 billion federally and \$2.35 billion provincially from 2018 – 2028. Under the Agreement, Ontario is responsible for project application intake. To date, the program has not been rolled-out by the Province.

Additional funding programs with an impact on OCWA clients include:

- ◆ The federal Gas Tax Fund (GTF), which is focused primarily on infrastructure development and revitalization, but can be used for a wide range of projects. Total GTF allocations for Ontario in fiscal year 2019-20 are \$816.5M.

- The federal Green Municipal Fund, which provides funding to Canadian municipalities for capital projects, feasibility studies, pilot projects, and municipal planning to support sustainable community development that improves the air, water and/or soil, and mitigates the effects of climate change. The Government of Canada endowed the Federation of Canadian Municipalities with \$550 million to establish the fund in 2000. An additional \$125 million top-up to the endowment was added to the fund by the federal government in 2018.
- The provincial Ontario Community Infrastructure Fund, which provides funding to build and repair roads, bridges, and other critical infrastructure in rural or northern Ontario. The fund is available to municipalities that are located in rural or Northern Ontario and/or have a population under 100 000, as well as local service boards with water/ wastewater systems. The total funding available in 2019 is \$300 million, of which \$200M is formula based and \$100M is the top-up application component.

When the government releases its budget in 2019, OCWA will review any changes to provincial infrastructure spending to determine the full impact on the Agency and its clients.

Industry Trends

The need to replace aging water and wastewater infrastructure and the corresponding need to raise the funds required to make a significant investment in long-term capital repair, replacement and upgrades continues to be a pressing issue for most municipalities.

Municipalities continue to struggle with how to address water and wastewater infrastructure deficits resulting from years of underfunding capital improvements, compounded by municipal water and sewer use rate structures that do not adequately address the full cost of operating and maintaining the systems.

Water infrastructure represents a significant investment for most Canadian municipalities. The 2016 Canadian Infrastructure Report Card (“Report Card”), the last year in which the Report Card was released, estimates the total replacement value of Canadian water, wastewater and stormwater infrastructure assets to be \$575 billion. Approximately 29% of water, 35% of wastewater and 23% of stormwater assets were rated as being in “fair”, “poor” or “very poor” condition and in need of replacement within the next 20 years, with current municipal reinvestment rates falling below the targets recommended by asset management practitioners. The Report Card estimates the total cost of replacing these “fair” to “very poor” condition assets to be \$173 billion.

While there have been significant increases in the availability of federal and provincial grant money for infrastructure upgrade projects in recent years, most funding programs still require municipalities to provide a percentage of the costs and do not address long-term funding needs. OCWA works closely with clients to help them access federal and provincial funding, develop long-term asset plans, implement computerized asset management and maintenance systems, upgrade their facilities and put in place rate structures that will ensure that adequate funding is available to meet their future water and wastewater needs.

The need for greater focus on the development of comprehensive asset management plans and practices is another significant industry trend. The Asset Management Planning for Municipal Infrastructure regulation introduced by the provincial government under the *Infrastructure for Jobs and Prosperity Act* (O. Reg 588/17) requires Ontario municipalities to develop comprehensive asset management plans for all municipal infrastructure, including water and wastewater systems, that factor in the full lifecycle costs of municipal assets, with the first plans required to be in place in 2021.

In 2017, Public Sector Digest, the Canadian Water Network, and the Canadian Water and Wastewater Association partnered on a national study of municipal asset management practices to “identify and assess what data is being collected by Canadian utilities on water, wastewater, and stormwater assets, and how this information is being used to inform operations and long-term planning decisions”. The study included a survey of municipal asset managers and water system managers from municipalities across Canada, the results of which were included in a report entitled *Leveraging Asset Management Data for Improved Water Infrastructure Planning*, which was released publicly in the spring of 2018.

According to the report, half of the municipalities surveyed had formal asset management plans in place, with a number that didn’t indicating that they were in the process of developing them. The report also noted that “many of the surveyed municipalities/utilities have limited assessed condition data in their asset databases and rely more heavily on subjective condition data” and that “twenty-two percent of survey respondents — primarily smaller municipalities with a population under 80,000 — indicated that a completely reactive approach is used to prioritize investments”. Larger municipalities were found to collect data using more objective methods and express greater confidence in data reliability.

OCWA is well prepared to assist its client municipalities, the majority of which are small and rural, in developing effective asset management plans that meet the requirements of the provincial regulation, having developed a comprehensive asset management program and related information technology supports over the past few years.

Managing the infrastructure impact of severe weather events brought about by climate change is another issue of concern for many municipalities. Excessive greenhouse gas production has resulted in permanent changes to

our environment. Storm frequency curves, thought to be unchangeable and often based on over 100 years of data, are now changing. The frequency and severity of rainfall events can overwhelm municipal storm and wastewater systems, leading to basement flooding, increased sewer overflows and plant bypass events, while severe winter storms can lead to power outages that impact the operation of treatment facilities and pumping stations. Other climate change impacts include significant seasonal increases in lake water levels that increase the potential for flooding and increased nutrient runoff resulting from the combination of increased water temperatures and intense storms that result in increased algae outbreaks in lakes around the province. With these severe storms and other climate related events occurring with increasing frequency, OCWA is working with municipal clients to enhance the resilience of municipal infrastructure and mitigate the impact of these events through the use of technology and best management practices.

Municipalities, and the industry as a whole, are looking for better, greener ways to manage their water and wastewater systems, with many recognizing that there are significant opportunities to combat climate change and reduce greenhouse gases by turning biosolids from wastewater treatment plants, along with food and other organics, from waste products into future energy sources. OCWA is working with municipalities and research organizations such as the Southern Ontario Water Consortium (SOWC) to support the development and implementation of technologies that enhance the production of biogases from biosolids and significantly offset the energy used to treat wastewater. We are also working to help municipal clients achieve significant energy savings through innovative programs like our energy savings initiative with the Independent Electricity System Operator (IESO). These initiatives are described in greater detail in section **OCWA’s Strategies for 2019–21**.

Data management and analytics are having a significant impact on the water industry, with the use of “smart” systems playing an increasing role in assisting municipalities in managing their infrastructure. These data management tools enable municipalities to take the data generated by operational, process and asset management systems and use it to make decisions that help extend the life of their assets, reduce energy and chemical use and provide better client service, ultimately leading to more strategic asset management and cost savings. We are working to help our clients to benefit from the use of these smart systems by developing data analytics and asset management services that municipalities can use to optimize their investment in water and wastewater infrastructure.

The increasingly important role played by information technology in managing municipal water and wastewater systems has led to a corresponding increase in the need to ensure the security of those operational information technology systems. Cyber security has become an issue of rising importance over the last decade, with instances of cyber-attacks and data breaches of companies and governments of all sizes and levels becoming more and more commonplace. OCWA takes cyber security very seriously, putting in place stringent security protocols to protect the Agency’s network, data centre assets, and operational and other data.

A final significant industry trend is the ongoing industry-wide shortage of qualified water operators, which is described in greater detail in the **Workforce Issues** sections.

Federal & Provincial Legislation

As part of the Agency’s commitment to providing total water and wastewater solutions for clients, OCWA continually reviews and assesses the impact of new and proposed regulatory changes on Ontario municipalities and other clients and works with them to implement changes that will enable them to meet the new requirements. Recent regulatory changes with an impact on the Agency are as follows:

- ◆ An updated version of the Drinking Water Quality Management Standard (DWQMS) was released in April 2017 which requires all municipal residential drinking water systems to be accredited to the new version of the standard by the end of 2019.
- ◆ A new maximum acceptable concentration for haloacetic acids (HAAs) under O. Reg. 169 of the Safe Drinking Water Act will come into force on January 1, 2020. Sampling to assess HAA levels throughout the distribution systems of municipal residential and non-municipal year-round residential drinking water systems was required as of January 1, 2017. Additional guidance regarding the selection of sampling locations was released by the Ministry of the Environment, Conservation and Parks (MECP) in August 2018.
- ◆ A new standardized Environmental Compliance Approval (ECA) template for municipal sewage works was introduced in March 2018. The template includes new definitions and conditions, particularly around bypasses and overflows, which could result in increased sampling and operating costs. This template will be applied to all active and new ECA applications. The MECP has indicated that their intention is to update all municipal sewage works ECAs to the new template within the next three to five years.

- ◆ The new municipal asset management planning regulation under the *Infrastructure for Jobs and Prosperity Act*, which came into effect January 1, 2018, requires municipalities to develop comprehensive asset management plans for all municipal infrastructure, including water and wastewater systems. The requirements will be phased in over the next six years, with the first milestone being the development of a municipal strategic asset management policy by July 1, 2019. Municipalities will also need to develop an approved asset management plan related to the current levels of service and performance for core municipal infrastructure assets (roads, bridges and culverts, water, wastewater and stormwater management) by July 1, 2021.
- ◆ The Canada-Ontario Action Plan for Lake Erie under the Great Lakes Protection Act was released in February, 2018. The Action Plan includes over 120 actions that will help achieve 40 percent phosphorus load reduction targets for the western and central basins of Lake Erie (based on 2008 levels). Key actions to be undertaken by the provincial government that may impact OCWA-operated facilities include: the development of a policy framework for managing hauled sewage; policy updates by 2019 to allow an ECA effluent discharge limit of 0.5 mg/L of total phosphorus to be applied to all municipal wastewater facilities in the Lake Erie basin that have an average daily flow capacity of 3.78 million litres or more; development of stormwater management policies and supporting guidance by 2021; and reduction of loadings through infrastructure upgrades and/or treatment optimization.

OCWA is also monitoring a number of proposed regulatory changes or other issues with the potential to impact the Agency and its clients in the future should they be enacted. These potential changes include:

- ◆ A revised Watermain Disinfection Procedure, which will include additional Ontario-specific requirements for new watermain installations;
- ◆ Updates to the Procedure for Disinfection of Drinking Water in Ontario and Groundwater Under Direct Influence terms of reference, which could impact minimum treatment requirements for some well-based municipal residential drinking water systems;
- ◆ Updates to the guidelines on operator experience and the roles of Overall Responsible Operator (ORO) and Operator-in-Charge (OIC), which could result in increased staffing requirements to fulfill the role of ORO in some locations;
- ◆ Potential future changes to the maximum acceptable concentration for lead and manganese (pending release of Health Canada's guidelines and MECP's review), which could result in additional costs;
- ◆ Proposed revisions to the federal environmental emergency (E2) regulations under the Canadian Environmental Protection Act, which, with the addition of chemicals to the regulated substances list, may trigger the need for E2 plans at some larger facilities; and
- ◆ The proposed provincial Food and Organic Waste Framework, which could result in additional opportunities for OCWA to work with clients on resource recovery projects.

In addition to monitoring new and proposed legislation/regulations, OCWA participates in MECP working groups and water and wastewater industry associations to contribute to the shaping of future regulations and stay abreast of regulatory change.

Workforce Issues

Several internal and external factors will have an impact on the Agency's workforce in the coming years, including increased retirements, a shortage of qualified operators, increased diversity, including a multi-generational workforce, and the evolving knowledge and skills needed to meet changes in the water and wastewater industry.

In the last number of years the water and wastewater industry has changed significantly due to advances in technology, aging infrastructure, climate change and the need for conservation. As a result, the role of a water or wastewater operator has and continues to evolve, increasing in complexity, accountability and knowledge of technology. The competencies required of individuals entering the industry are very different from those starting as little as 10 years ago. In recognition of this, OCWA is continually monitoring, evaluating and developing strategies to respond to ongoing changes.

There is significant competition for skilled and experienced operations staff in the water industry, with demand for new employees expected to grow over the next decade as current employees retire or leave the sector. Industry organizations such as the American Water Works Association and the Water Environment Federation have identified the shortage of experienced, qualified operators as an ongoing issue across North America and around the globe.

To meet these challenges, OCWA is partnering with colleges and universities to promote awareness of career opportunities in the water and wastewater sector through education, co-op and scholarships, as well as focusing on enhancing the Agency's succession planning and leadership development programs. For existing operations staff, OCWA is working to provide clear career paths and incentives for getting higher level certification.

The Agency is also supporting post-secondary institutions in preparing students for future water industry careers by providing co-operative education job placements and providing feedback on the knowledge and skills required for students to successfully write and pass certification examinations upon graduation.

Another factor impacting the Agency is the increasing diversity of the Agency's workforce. Almost three in ten Ontarians identify as a visible minority, with approximately 200 different languages reported by Ontarians as their mother tongue in the most recent census. Ontario is also home to the largest Indigenous population in Canada, 15.4 percent of Ontarians report having a disability and it is estimated that as many as 1.25 million people in Ontario identify as LGBTQ2. In addition, the elimination of a mandatory retirement age means that older employees are working longer while new generations continue to enter the workforce.

OCWA recognizes the value of this diversity in the Agency's workforce. Having teams of mixed gender, ethnicity/culture, sexual orientation, age, physical abilities, and work-styles is more representative of the customers that we serve. These diverse teams offer a variety of viewpoints, have a wider range of experiences and produce more innovation. In order to ensure that the Agency is achieving maximum benefit from the diversity of its employees, OCWA is working with the Canadian Centre for Diversity and Inclusion to better understand the Agency's current state of diversity and inclusion, identify barriers and develop a strategy to address those barriers. The Agency has also established a Young Professional Network to connect with, inspire, and support the professional development of our future leaders.

Business Transformation Program

OCWA has made a significant investment in upgrading its information technology (IT) systems and operational processes over the past decade. As we move forward, the Agency is committed to making continual investments in new and improved technology and other operational support services, building a resilient network with high availability of computing systems while ensuring the security of the environment, data and information.

To achieve this, OCWA has established a program, known as the Business Transformation Program (BTP), which is focused on making strategic investments in OCWA's business practices, IT systems and infrastructure to sustain and grow our business. The program, which is described in greater detail in **OCWA's Strategies for 2019-21** and **Appendix C – IT Plan**, will enhance and supplement the Agency's current IT systems and better refine the Agency's business processes to ensure that OCWA has the capacity to deliver total solutions to clients, both now and for years to come.

BTP will better integrate OCWA's operational and information management systems, leading to better analysis and utilization of the data that is gathered continuously on the operation of client facilities. Recognizing that significant time and resources will be required to implement all of these objectives, BTP is being implemented using a phased approach, with the most critical undertakings implemented first.

BTP represents a significant investment for the Agency, both financially and in terms of staff resources, which is why a program management office (PMO) has been established that reports directly to the Agency's Chief Executive Officer. The PMO is responsible for keeping the program on track and for the planning, tracking, governance and oversight of all BTP activities.

Strategic Direction

OCWA's Strategies for 2019–2021

Throughout 2018, OCWA's Board of Directors and Executive Management Team met to review the Agency's strategic direction and identify Agency priorities for the coming years. At these sessions, there was consensus that the Agency should continue with its current strategic direction in 2019–21, building on the success of the growth strategies and other initiatives that have been the Agency's focus for the past few years.

These initiatives have been grouped into four main focus areas: supporting our clients in maintaining sustainable, resilient, cost-effective water and wastewater systems; driving efficiency through business process improvements; supporting our client communities and the people of Ontario; and fostering a culture of engagement, inclusion, safety and wellness, each of which is described in greater detail below.

Supporting our Clients in Developing and Maintaining Sustainable, Resilient, Cost-effective Water and Wastewater Systems

OCWA's long-term growth strategy continues to focus on maintaining the Agency's existing client base in Ontario, expanding the scope of services that we provide to these clients and attracting new clients in the province.

A core component of this strategy is the delivery of value-added service to our clients that goes beyond the delivery of operations and maintenance services and focuses on providing "total water solutions" at every stage of the infrastructure life cycle. This includes assisting clients in managing their assets and working with them to plan, finance and ensure the long-term sustainability of their systems.

We are confident that by focusing on and meeting our clients' needs, we can not only maintain our existing business and expand our client base over time, but significantly increase our value to the public as well.

Driving Sustainability through Asset Management

Helping clients to maintain the long-term sustainability of their water and wastewater infrastructure is one of the most important ways in which OCWA delivers value.

Our Regional Hub teams work closely with our process, energy, engineering and capital delivery teams to provide clients with expert recommendations and advice on how to increase the efficiency and capacity of their systems, reduce the cost of delivery and maximize the life of their water and wastewater infrastructure. This includes conducting process and energy assessments to identify opportunities for optimization and shared savings and working closely with clients to support their needs with respect to delivery of major maintenance and capital delivery projects.

Another way in which we support our clients is by helping them to develop comprehensive water and wastewater asset management plans that incorporate condition and capacity assessments to enable them to make informed decisions with regard to infrastructure investments. As noted earlier, the need for a greater focus on the development of comprehensive asset management plans and practices is of significant concern for many Ontario municipalities, particularly small and medium communities that may not have staff dedicated to asset management. The new provincial Asset Management Planning for Municipal Infrastructure regulation that requires all Ontario municipalities to have comprehensive asset management plans by 2021 makes this need even more pressing.

OCWA is well prepared to assist its client municipalities, the majority of which are small and rural, in developing effective evidence-based asset management plans that meet the requirements of the new regulation. In recent years, OCWA has made a significant investment in upgrading the Agency's Work Management System, which enables OCWA to track and manage operators' work and manage and maintain clients' assets, and is critical to developing evidence-based asset management plans.

We also worked hard throughout 2018 to develop a comprehensive Asset Stewardship Quality Management System for the Agency, which includes asset management standards and maintenance practices that are consistent with industry best practices. The Agency's asset management program also includes an asset maintenance and management skills development program for all OCWA staff and an application guide for staff to guide them in the delivery of asset management and maintenance services to clients.

In 2019 we will focus on delivering the new asset maintenance and management training program to all of our operations employees and working with our clients to ensure that they have appropriate asset management plans in place to meet the requirements of the new provincial regulation. We will also continue to work to develop partnerships with stakeholders in the asset management planning field to develop and deliver asset management tools and solutions focused on small and medium sized municipalities.

Promoting Municipal Conservation and Waste Diversion Initiatives

OCWA is committed to working with our clients to conserve energy, save money and reduce waste by optimizing client facilities to reduce the energy required for water and wastewater treatment and implementing initiatives that harness the energy potential of biosolids and other organic waste, keeping them out of landfills and reducing the production of greenhouse gases (GHGs) in client wastewater facilities.

Over the past few years OCWA has been working with our clients and various stakeholders, including the Independent Electricity System Operator (IESO), the Ministry of Energy, Northern Development and Mines, and local electric and gas distribution companies to achieve the combined goals of energy savings and GHG reduction.

In 2019 we will continue to move forward with the work that we are doing with IESO to reduce energy consumption in client facilities. We will also work to enhance knowledge within the water sector of energy reduction opportunities through equipment upgrade and operational changes.

OCWA's approach, which involves combining equipment retrofits with operational and behavioral changes, has resulted in significant energy savings for our clients. The OCWA/IESO pay for performance pilot program, funded through the IESO Conservation Fund, involves completing detailed energy assessments and capital improvement plans for client municipalities and then assisting them in implementing the recommended energy efficiency measures. So far, we have helped our clients to realize cumulative energy savings of 42,000 MWh through this program, resulting in a cumulative reduction in energy costs of \$7.5 million. Our goal is to increase the total amount of energy saved to 49,000 MWh by the end of 2019.

In addition to our work with IESO, we implemented a new initiative in 2018 to install energy monitoring and targeting (M&T) systems in some of our client facilities. These M&T systems will allow us to analyze energy consumption for key pieces of equipment, establish an energy baseline and identify opportunities for energy savings, establishing benchmarks for water and wastewater facilities in Ontario. To date, M&T equipment has been installed in three OCWA-operated facilities, with six new implementations planned for 2019.

Other energy initiatives that OCWA is undertaking include developing an Energy Efficiency Awareness Training course for water and wastewater operators and managers, and helping First Nation client communities to get funding to develop energy plans that will assist them in implementing energy efficiency initiatives for their water and wastewater systems.

OCWA is also undertaking new initiatives that will increase waste diversion by supporting the development and implementation of renewable energy centres that use wastewater and concentrated organic waste to generate biogas for productive use (this process is referred to in the industry as "co-digestion"). OCWA, the City of Stratford and SUEZ are currently partnering on a project that will use new technology to optimize the existing Stratford Water Pollution Control Plant and increase its production of methane gas that can then be converted into biogas by adding compost and food waste from the surrounding area. The resulting biogas will then be fed back into the local gas distribution system. This "net zero" initiative will produce a renewable energy source, divert 19000 tonnes of waste from landfill annually and result in cost savings and a significant reduction in GHG emissions for the City of Stratford. The project will serve as a model for other municipalities across Ontario and Canada, many of which have untapped potential to produce biogas, reduce energy costs and significantly reduce harmful GHG emissions. In addition to the Stratford project, OCWA will work with various municipalities in 2019 to conduct feasibility studies for additional co-digestion and energy recovery initiatives that promote a circular economy in which waste is beneficially reused.

We are also pursuing opportunities to support Ontario municipalities by operating municipal source separated organics (SSO) facilities in addition to water and wastewater treatment plants. SSO facilities process organic waste materials, primarily food products and by-products, that are collected separately and removed from the waste stream destined to landfill. Once they have been collected and transported to an approved facility, these materials are pre-processed and then forwarded into advanced systems where they are processed into products that recover valuable constituents and/or recover energy.

SSO material that has been pre-processed is very similar to the biosolids produced from wastewater. We are currently working with three Ontario municipalities to explore SSO opportunities through feasibility studies funded by the Federation of Canadian Municipalities and are exploring a regional facility solution that will address the need of small and medium municipalities through collaboration with larger municipalities. We recognize the operation of SSO provides a significant benefit for both municipalities and the Agency and will be pursuing additional opportunities in this market in the years ahead.

Driving Efficiency through Business Process Improvements

By continually looking for better ways to manage our operations, we can improve our productivity, reduce costs and deliver better service to our clients. In 2019, we will continue these efforts.

Transforming our Information Systems and Processes

In recent years, OCWA has made significant investment to enhance the Agency's information technology systems and refine the Agency's business processes, with a goal to enhance client service, building a resilient network with high availability of computing systems while ensuring the security of the environment, data and information.

The next stage in OCWA's technology evolution is the implementation of the Agency's Business Transformation Program (BTP), which is focused on making strategic investments in OCWA's business practices, information technology systems, personnel and infrastructure to sustain and grow our business. Recognizing that significant time and resources will be required to implement all of these objectives, BTP is being implemented using a phased approach, with the most critical undertakings implemented first.

Work on the first phase of the program began in 2018, with a focus on:

- ◆ Upgrading the Agency's existing Enterprise Resource Planning (ERP) system, which is used to manage the majority of the Agency's financial activities;
- ◆ Implementing an integrated asset, work and maintenance management solution to maintain and manage all our clients' assets and facilities;
- ◆ Implementing an information technology management improvement and sustainment program that executes targeted information technology initiatives to improve the overall resiliency, efficiency and security of OCWA's information technology infrastructure; and
- ◆ Implementing an information, content and collaboration management system that establishes an authoritative single source for business processes, data, information, structured hierarchies, documents, knowledge and intelligence across the Agency.

Work on BTP will continue in 2019. Key areas of focus include:

- ◆ Completing the upgrade of the Agency's ERP system and implementing an upgraded integrated budgeting tool for use in preparing the Agency's 2020 budgets;
- ◆ Rolling-out the Agency's new Asset Stewardship Quality Management System;
- ◆ Implementing a process monitoring and control extension and improvement solution for the Agency's Supervisory Control and Data Acquisition (SCADA) systems (which are used to monitor and control the water and wastewater systems that the Agency manages for our clients) that modernizes and extends the Agency's existing SCADA systems and services, providing coverage across all OCWA clients, supporting regulatory requirements and leveraging the latest advancements in sensor/monitoring, storage and network technologies; and

- Implementing an upgraded mobile application for the Agency's Work Management System (which enables OCWA to track and manage operators' work and manage and maintain clients' assets) that allows for the operation and maintenance of water and wastewater systems regardless of where the operator is physically located.

Enhancing our Procurement Processes

Providing the best value for our clients is a key component of OCWA's shared service model. As the largest water and wastewater service provider in Ontario, we are able to leverage the Agency's significant purchasing power to deliver best value to our clients, procuring a wide variety of goods and services, from chemicals to insurance to equipment and machinery, at competitive prices on their behalf.

Over the past year we have made a number of improvements to our procurement practices, including:

- Incorporating procurement planning as a part of the annual budgeting process to ensure that we are taking maximum advantage of the Agency's economies of scale and obtaining the most competitive pricing by grouping like purchases together where possible;
- Introducing new templates to streamline the Agency's procurement processes and reduce the time and effort required by operations staff;
- Developing a Supplier Relationship Management (SRM) Program to improve communication between OCWA and its suppliers, including performance scorecards and regular meetings with key suppliers, that results in proactive engagement with suppliers, knowledge sharing and supplier feedback; and
- Updating the Agency's chemical procurement process to reflect best practices for both OCWA and its suppliers, including routinely monitoring market prices to determine if short or long-term contracts would be more suitable for upcoming procurements.

We will continue to enhance our procurement processes in 2019 to ensure that our clients continue to get the greatest benefit from the Agency's purchasing power. These enhancements include:

- Moving forward with the implementation of the SRM program;
- Increasing the number of Agency-wide Vendor of Record (VOR) arrangements to reduce the volume of public procurements required on an annual basis and reduce the average time required for staff to conduct purchasing activities from three months to two or three weeks; and
- Developing an internal procurement portal for use by OCWA staff which will make procuring quicker and easier, while ensuring that all OCWA and OPS procurement directives and guidelines are followed.

Supporting Our Client Communities and the People of Ontario

As a public Agency, we recognize that meeting our financial and business objectives is just one component of our overall success as an organization. Much of the value that we bring to our communities and the province comes from the work that we do to protect public health and the environment, support innovation and provide opportunities for economic development and growth. In the coming years we will continue to support initiatives that bring value to our stakeholders and the public.

Protecting the Environment through Education and Outreach

Educating the public about the value of water and the importance of protecting the environment is one of the ways in which we provide support to our clients in ways that go beyond just operating their water and wastewater systems. In 2019 we will continue to enhance and promote OCWA's two signature public awareness and education programs, the "I Don't Flush" public awareness campaign and OCWA's OneWater Education Program. We will also support local water education efforts by participating in children's water festivals and other local events.

The "I Don't Flush" campaign encourages responsible use of municipal wastewater collection systems by educating the public about the impact of disposing non-flushable materials down the toilet or drain. The campaign features a website (www.idontflush.ca), Twitter feed (@idontflushnews), Facebook page (idontflush.ca) and public service announcements. Three phases of the campaign have been launched to date. The first phase focused on returning unused or expired medications to pharmacies, as opposed to flushing them down the toilet or drain – or throwing them in the garbage. The second phase focused on fibrous personal hygiene products, such as wipes, dental floss, and sanitary products. Phase three focused on fats, oils and grease – or FOG – which, if poured down the drain, can cause significant damage to both household plumbing and municipal wastewater systems.

The response to "I Don't Flush" has been extremely positive, resulting in a total of more than 70 million media impressions, including features on Global News, Breakfast Television, the Weather Network and Barrie This Morning, and coverage in the National Post, the Montreal Gazette, Green Living online and many other publications.

Moving forward, we will launch a fourth and final phase of the campaign, tying in information from the first three phases of the campaign, and informing the public that "your toilet is not a garbage can".

The OneWater Education Program teaches the value of water to students in grade eight by providing activity-based lessons on water and the water cycle that align with the Ontario grade eight science curriculum. OneWater brings educators together with local water operators, with OCWA operators visiting community classrooms to talk to students about how water is treated in their specific community and conducting hands-on demonstrations with the students. In addition to the core OneWater program, a supplementary learning module, "The Changing Great Lakes", which introduces students to the important role the Great Lakes play in our environment and looks at adaptation strategies to climate change, was introduced in 2016.

Our efforts for OneWater through 2019 will center around continuing the Program in current OneWater communities as well as piloting a new module focused on biosolids and resource recovery, teaching students about the benefits of turning wastewater into a useful energy source.

In addition to promoting the "I Don't Flush" and OneWater programs, we will continue to support local water conservation and education initiatives by participating in local children's water festivals and bringing the OCWA "OnTap" units, which enable people to fill their reusable water bottles with cold, fresh tap water, to community events across the province.

Working with First Nation Communities to Improve and Maintain their Water and Wastewater Systems

OCWA has a long history of working with First Nation communities in Ontario. Key elements of OCWA's approach to supporting First Nation communities include:

- ◆ Supporting our First Nation clients in the management, operation and maintenance of their water and wastewater systems, with the First Nations taking the lead and OCWA providing ongoing support;
- ◆ Assisting First Nation communities in ensuring the long-term sustainability of their water and wastewater systems through the implementation of process optimization, asset management and energy management initiatives;
- ◆ Providing operational training to First Nation communities in conjunction with the Ontario First Nations Technical Services Corporation through the federal Circuit Rider Training Program; and
- ◆ Providing emergency response services to First Nation communities when requested.

Moving forward we will continue to work with our First Nation and government partners to implement sustainable water and wastewater solutions that ensure the effective operation and maintenance of First Nation water systems. We will also continue to gather direct feedback from our First Nation clients on the individual challenges that they face in managing and maintaining their water and wastewater systems and what they think OCWA could do to better support them in resolving these issues. This will be accomplished by establishing a First Nations Advisory Council that includes a wide range of representatives from a number of OCWA First Nation client communities.

The goal of the Advisory Council will be to establish an open forum for raising the Agency's cultural awareness, share information on the issues facing First Nations communities in Ontario and establish an action plan to address identified issues.

We will also assess results to date and expand the scope of the remote monitoring and maintenance pilot projects that we have been running in conjunction with the Waabnoong Bemjiwang Association of First Nations (WBAFN) and Bimose Tribal Council ("Bimose"). Both projects involve installing a remote monitoring system. The WBAFN project also involves the installation of an asset maintenance management system. These systems enable real-time offsite monitoring and provide a standardized platform for managing community water and wastewater assets, improving operations and helping to ensure the long term safety and sustainability of these community water and wastewater systems.

Fostering a Culture of Engagement, Inclusion, Safety and Wellness

A healthy, engaged workforce is essential to achieving organizational goals and objectives. By implementing programs and initiatives that promote diversity, health, safety, wellness and engagement, OCWA is developing an inclusive workforce culture in which every employee is valued and respected.

Building a Diverse and Inclusive Culture

We recognize that our success is built on having a diverse and inclusive workforce that brings different experiences, backgrounds, and perspectives to create more innovative solutions. Diverse teams are more representative of the customers that we serve. By strengthening our focus on diversity and inclusion, we aim to create a healthier, more respectful and representative workforce at all levels of the organization.

In 2019, we will build on the work that we started in 2018 to gain a better understanding of our diversity and inclusion gaps and create strategies to address those gaps.

Key initiatives for the coming year include:

- ◆ Finalizing the Agency's Current State Inclusivity Assessment Report based on the results of the policy review, leader interviews, diversity census and inclusion survey, and focus groups conducted throughout the year in 2018; and
- ◆ Developing and implementing a fulsome multi-year diversity and inclusion strategy and an action plan to address the findings in the report.

The report will include:

- ◆ Clearly defined goals with associated objectives, initiatives and accountabilities assigned to them;
- ◆ Recommendations on accountability measures for those with critical positions or influence;
- ◆ Change management protocols with considerations of resistors, barriers, obstacles and mitigation strategies to overcome barriers;
- ◆ Recommendations for revisions to current processes and procedures;
- ◆ Recommendations for specific roles, resources, and internal and external supports that will be required; and
- ◆ Recommendations for changes and supports from the broader workforce and a plan for how to influence the requisite changes necessary to help meet the defined goals.

Expanding our Leadership Capability

In recognition of the role that strong leadership plays in meeting organizational objectives we will continue to work to enhance our leadership capacity and ensure continuity across Agency management roles.

This includes analyzing and scoring the potential vacancy risk for each management position in the Agency, assessing the broad impact of each position in the organization, developing and reviewing action plans for risk critical Agency positions and implementing succession programs for critical executive level positions, including learning plans.

Agency managers will continue to identify and assess potential successors for critical positions based on ability/performance, aspiration/willingness, mobility, engagement, readiness and other relevant strengths and weaknesses.

We will also work to maintain a pipeline of potential successors for critical positions by continuing with the pilot Aspiring Manager and Aspiring Leader development programs introduced in 2018. These programs will be evaluated and revised based on feedback received from managers/participants and other lessons learned following the graduation of the first round of participants in each program at the end of 2019.

Keeping our Employees Safe and Healthy

Ensuring the health and safety of our employees and everyone else that works with OCWA continues to be an ongoing priority for the Agency. Over the past few years we have worked hard on developing an ingrained safety culture within OCWA and improving the Agency's health and safety program. In 2019 we will continue to work to improve our health and safety culture and practices by:

- ◆ Promoting the regular use of tailgate meetings prior to starting any new work to identify and mitigate health and safety risks;
- ◆ Working with regional staff to enhance the Agency's supervisor spot-check initiative, which involves having supervisors performing a series of spot-checks at facilities to look specifically at health and safety compliance and develop and implement correction plans;

- ◆ Promoting health and safety initiatives, including the results of the Agency's participation in the League of Champions, an organization dedicated to create a safety culture in construction and other industries, as part the Agency's annual Safety Week awareness campaign in April;
- ◆ Introducing and tracking a new leading performance indicator pertaining to workplace inspections;
- ◆ Enhancing the Agency's Contractor Safety program to ensure that managers and staff are aware of their roles and responsibilities with regard to contractors working in OCWA workplaces; and
- ◆ Working to move the Agency into a total prevention mindset.

Enhancing Employee Engagement

OCWA has identified maintaining an engaged and motivated workforce as a key component of the Agency's overall business strategy, recognizing the strong correlation between employee engagement, productivity and organizational success, and we are committed to taking action to increase engagement and commitment across all levels of the organization.

We believe that if staff are consulted, are heard, and appropriate action is taken, engagement levels will increase. As such, we have worked hard to ensure that as many employees as possible participate in the Agency's annual employee engagement survey. Those efforts have paid off, with 81 percent of Agency employees completing the 2018 survey.

Hearing what our employees have to say is just the first step in increasing our engagement levels. Acting on their feedback is the crucial next step.

While the results of the Agency's 2018 employee engagement survey were mostly positive, the survey identified hiring practices, recognition and enterprise-level communication as areas where we could improve as an organization. In an effort to improve our performance in each of these areas, we have put together an action plan that targets each priority at both corporately and at the local level, with emphasis on the manager/employee relationship.

In order to ensure that the actions that we have taken are working we will continue to benchmark the results of the results of the 2019 employee engagement survey against those of the surveys conducted in 2018 and previous years.

2019-21 STRATEGIC GOALS AND PERFORMANCE MEASURES

The table to the right outlines the high level strategic goals and performance targets for 2019-21 that were identified as part of the Agency's strategic planning process

STRATEGIC GOAL

ENHANCED FINANCIAL PERFORMANCE

INCREASED ORGANIZATIONAL EFFICIENCY

ENGAGED, MOTIVATED AND SAFE STAFF

IMPROVED CLIENT SATISFACTION

PERFORMANCE MEASURES

\$233.6 million in annual revenue by 2021

Phase one Business Transformation Program initiatives successfully implemented by 2020

Increase employee engagement index rating to 75

Maintain an adequate number of staff with level 3 or 4 licenses to manage the Agency's level 3 and 4 facilities

Year over year reduction in the Agency's recordable and lost time incident rates

Client retention rate of 97% or greater

2019 INITIATIVES & PERFORMANCE MEASURES

The table to the right outlines the key strategies and goals as well as performance measures for the upcoming year.

STRATEGIC GOAL

Strategy 1 – Supporting Our Clients in Developing and Maintaining Sustainable, Resilient, Cost-Effective Water and Wastewater Systems

DRIVING SUSTAINABILITY THROUGH ASSET MANAGEMENT

GOAL Help clients to develop comprehensive water and wastewater infrastructure asset management plans, ensuring the long-term sustainability of their systems

PROMOTING MUNICIPAL CONSERVATION AND WASTE DIVERSION INITIATIVES

GOAL Help clients to conserve energy, save money and reduce waste by implementing energy savings initiatives and harnessing the energy potential of biosolids and other organic waste

PERFORMANCE MEASURE

Asset management training provided to all OCWA operations staff by the end of 2019

Asset management tools and solutions that meet provincial asset management requirements and help clients transition from age based asset management to evidence based asset management planning implemented for municipal clients, generating total revenue of \$500,000 by 2021

Increase the total energy saved by OCWA clients to 49,000 MWh by the end of 2019

Energy monitoring and targeting (M&T) equipment installed in client facilities in 2018 results in a 5% reduction in energy usage in those facilities by the end of 2019

Implementation of the Stratford Net Zero project, that includes co-digestion and production of renewable natural gas, results in greenhouse gas reduction of 49,000 tons of carbon dioxide equivalent by the end of the first year that the facility is in operation

Five or more feasibility studies for co-digestion and energy recovery initiatives conducted promoting the circular economy that result in two or more project implementations by 2021

STRATEGIC GOAL

PERFORMANCE MEASURE

Strategy 2 – Driving Efficiency Through Business Process Improvements

TRANSFORMING OUR INFORMATION SYSTEMS AND PROCESSES

GOAL Enhance the Agency's Information Technology systems and refine the Agency's business processes through implementation of the Business Transformation Program

Enterprise Resource Planning system implementation complete by the end of 2019, resulting in a 5-10% reduction in the time required to complete financial administration tasks

Changes implemented in 2018 (mobile application for work orders and automated process for annual client capital recommendations) result in a 5-10% reduction in the time required to manage work orders by the end of 2019

Supervisory Control and Data Acquisition (SCADA) network coverage expanded to include 90% of the province by the end of 2021, resulting in improved client coverage and service levels

ENHANCING OUR PROCUREMENT PROCESSES

GOAL Optimize the Agency's procurement processes to deliver best value to OCWA's clients

Procurement process improvements implemented in 2018 (revised procurement planning process, chemical procurement changes and development of a Supplier Relationship Management program) result in a 10% reduction in the time required to procure goods and services by the end of 2019

Strategy 3 – Supporting Our Client Communities and the People of Ontario

PROTECTING THE ENVIRONMENT THROUGH EDUCATION & OUTREACH

GOAL Enhance public understanding and appreciation of the value of water and the environment by promoting and enhancing the OneWater and "I Don't Flush" programs

Continue to promote OneWater in existing client communities, with a total of 2800 students completing the OneWater program by the end of the 2018/19 school year, with 80% of students saying they understand more about how water/wastewater treatment works in their community as a result of the OneWater program

OneWater biosolids unit piloted in the spring of 2019, with full roll-out of the module in the fall 2019

Refreshed I Don't Flush campaign relaunched in 2019 with three current partners and additional partner on board

Phase four of the I Don't Flush campaign ("your toilet is not a garbage can") launched with five municipal sponsors, resulting in 10 million media impressions

WORKING WITH FIRST NATION COMMUNITIES TO IMPROVE AND MAINTAIN THEIR WATER AND WASTEWATER SYSTEMS

GOAL Support the development of sustainable water and wastewater solutions, including effective infrastructure management, for First Nation communities

First Nations Advisory Council established in 2019 and an action plan developed to address issues identified by the Advisory Council

Strategy 4 – Fostering a Culture of Engagement, Inclusion, Safety and Wellness

BUILDING A DIVERSE AND INCLUSIVE CULTURE

GOAL Make OCWA a welcoming and inclusive place to work by addressing identified diversity and inclusion gaps and promoting the benefits of a diverse workplace

Develop a multi-year diversity and inclusion strategy and action plan to address findings by Q3, 2019

EXPANDING OUR LEADERSHIP CAPABILITY

GOAL Enhance our leadership capacity and ensure continuity across management roles

Year over year increase in the percentage of key positions filled according to pre-determined succession plans/identified high potentials, with a target for 2019 of 80 percent or higher

KEEPING OUR EMPLOYEES SAFE AND HEALTHY

GOAL Develop an ingrained safety culture within OCWA

Year-over-year reduction in the Agency's Recordable Incident Rate, with a target for 2019 of 1.7 or lower

Year-over-year reduction in the Agency's Lost Time Injury Rate, with a target for 2019 of 0.44 or lower

ENHANCING EMPLOYEE ENGAGEMENT

GOAL Improve the Agency's level of employee engagement

Year-over-year improvement in the Agency's employee engagement index, with a target for 2019 of 72 or higher

Risk Assessment and Management

OCWA has a comprehensive Enterprise Risk Management (ERM) program that is in compliance with Ontario Public Service (OPS) risk management requirements.

OCWA's ERM Policy and Framework, which are approved annually by the Agency's Board of Directors, outline how the Agency carries out risk management activities, including risk identification and assessment, development of risk responses and risk action plans, monitoring of risks and reporting on the results of the risk management process.

ERM is a process designed to identify potential events that may affect the Agency and manage risks to provide reasonable assurance regarding the achievement of strategic and business plan objectives. The Agency's Board and Executive Management Team (EMT) ensure that there is a robust ERM process in place in order to make risk informed decisions, considering the appropriate level of risk, at all levels in the organization. Risks are identified and confirmed during the normal course of business, catalogued in the Agency's Risk Register and regularly assessed and monitored. Updates on the status of risk action plans are provided to EMT and the Board on a quarterly basis.

OCWA undertakes a comprehensive risk identification and assessment process on an annual basis that is aligned with the strategic planning process. Risks are assessed in terms of their potential likelihood of occurring and their potential impact on the achievement of OCWA's objectives should they occur. In assessing impact, the Agency has established a broad range of risk categories that are aligned with many of the categories identified in the Guide to the Risk Based Approach to Provincial Agency Oversight developed by Treasury Board Secretariat's Agency Governance Unit. The range of categories and descriptions are as follows:

- ◆ Strategic – Risks that impact the achievement of the Agency's financial objectives as identified in the business plan, risks of failure to meet stakeholder expectations and resulting damage to stakeholder relationships, damage to the Agency's reputation and public image;
- ◆ Accountability/Governance – Risks related to breach of OCWA's code of business conduct, risk of failure to comply with directives and changing regulations/legislation;

- ◆ Operational – Risks that can impact the achievement of the Agency’s operational objectives, such as changing client demand for services; risks that impact the quality of services provided to clients;
 - ◆ Workforce – Risk that the Agency would be unable to attract the skilled workforce required to meet contractual obligations and regulatory requirements;
 - ◆ Information Technology and Infrastructure – Risk related to major information technology failures and/or loss of data; risks related to implementation of major information technology projects; and
 - ◆ Health and Safety, Environmental – Risks that can impact the achievement of the Agency’s compliance objectives, including risks related to public safety.
- ◆ Higher rated risks with the potential to be individually significant to OCWA overall; and
 - ◆ Any risks with a high impact score, even if the probability is low (e.g. a drinking water incident).

OCWA also analyzes the interconnection between risks in order to focus on mitigating risks with many interdependencies. By taking mitigating actions to reduce the likelihood of these risks, other risks are also mitigated. The results of the annual risk identification and assessment are reported to the Board’s Compliance and Operational Risk Management Committee and the Board, with a focus on the Agency’s higher-priority risk areas. These higher-priority risks are determined based on EMT’s and the Risk Management Program Office’s judgment, with a focus on the following:

- ◆ Higher rated risks that impact multiple strategic objectives;
- ◆ Higher rated risks which are pervasive across the Agency impacting multiple business units;

Business Plan Communication

Aligning Services to Plan Goals

Each member of the Agency's Senior Leadership Team (SLT) will align their service area's business unit plan to reflect the strategies in the Agency's approved business plan and budget. New initiatives will be introduced by submitting a detailed business case and seeking approval of the Agency's Executive Management Team (EMT) and, if necessary, the Board of Directors.

Monitoring Progress

The Agency uses a performance measurement system to ensure OCWA's projects and processes are consistent with our strategic direction and that senior managers are kept informed of Agency-wide progress on identified strategic initiatives. EMT and the Board monitor progress using a quarterly report which includes plan priorities and the current status of performance measures, along with discussion on specific issues and accomplishments.

Performance Measurement

As part of our commitment to improved reporting at all levels within the organization, we will continue to use a dashboard to report on additional business critical performance indicators beyond the stated goals of this plan. We will work to continuously improve upon the measures being monitored through continuous consultation with EMT, SLT and the Board of Directors.

Internal Communication of the Business Plan

Information on the Agency's Strategic Plan and 2019-21 Business Plan initiatives will be communicated to OCWA management in early 2019. In addition, 'A Message from the President and CEO', a regular electronic bulletin from the President's Office, will be used to introduce key strategic initiatives and performance measures and highlight the Agency's progress towards meeting those measures throughout the year.

Business Plan & Annual Report Communication Timelines

To the right are dates related to the communication of OCWA's Business Plan and Annual Report.

Submission of the Business Plan

Following its review and approval by OCWA's Board of Directors, the Business Plan is submitted to the Minister of the Environment, Conservation and Parks for approval by December 31 each year. A public version of the plan is made available on OCWA's internet site once approval has been received from the Minister.

ITEM

2019-21 Business Plan approved by OCWA's Board of Directors and submitted to MOECC

Message from the President and CEO – E-mail communication to staff outlining key business goals and financial targets and progress towards achieving them

Summary of 2019-21 Business Plan initiatives provided to OCWA management

2018 Annual Report submission to Board of Directors

Q1 2019, Quarterly Progress Report to EMT and Board of Directors

OCWA Internet – 2018 Annual Report made public

Q2 2019, Quarterly Progress Report to EMT and Board of Directors

Q3 2019, Quarterly Progress Report to EMT and Board of Directors

Q4 2019, Quarterly Progress Report to EMT and Board of Directors (included as part of the 2019 Annual Report)

TIMING

December, 2018

Monthly/
Quarterly
(as required)

Q1, 2019

Q2, 2019

Q2, 2019

Q2/Q3, 2019
(once tabled in the
Legislature)

Q3, 2019

Q4, 2019

Q2, 2020

Appendix A

OCWA: An Overview

OCWA is an agency of the Province of Ontario that provides a full range of water and wastewater services to Ontario clients. Our core business is the operation and maintenance (O&M) of water and wastewater treatment facilities and their associated distribution and collection systems on behalf of municipalities, First Nation communities, institutions, and private sector companies. Complementing our O&M expertise, OCWA provides a comprehensive range of engineering and other technical and advisory services to water and wastewater system owners.

OCWA operates more municipal water and wastewater facilities in Ontario than any other operating authority. The Agency currently operates close to 800 water and wastewater treatment facilities and associated systems on behalf of more than 180 clients and provides other technical and advisory services to a number of other clients. OCWA operates facilities ranging in size from small wells and pumping stations to large-scale urban water and wastewater systems.

Mandate

OCWA is an operational enterprise agency established under the *Capital Investment Plan Act, 1993* (CIPA) with a mandate to provide water, wastewater and other related services to our clients in a manner that protects human health and the environment and encourages the conservation of water resources. Those services include financing, planning, developing, building and operating water and wastewater facilities and their associated distribution and collection systems. OCWA's roles, powers, and responsibilities are specified in a Memorandum of Understanding with the Ministry of the Environment, Conservation and Parks, which was updated in 2012 and reaffirmed by the Minister of the Environment, Conservation and Parks and the Chair of OCWA's Board of Directors in 2015 and 2017. OCWA conducts its business in accordance with various Ontario Public Service policies and directives as set out in the MOU.

Vision and Mission

OCWA's vision is to be "*a trusted world leader in water*" with a mission to demonstrate service excellence through the delivery of safe, reliable and cost-effective clean water.

OCWA's values are focused on building trust with clients and other stakeholders.

Transparent	Open and honest communication of our business activities.
Respectful	Build sound relationships with our staff, clients, and other stakeholders, by embracing diversity, acting responsibly and doing what is right.
Understanding	Confidence in the knowledge and ability of our people to meet the challenges of the water and wastewater industry. Continuously learn current trends and innovative technologies and/or processes in our industry.
Safe	Deliver clean water services to protect our employees, the communities we serve, and the environment.
Teamwork	Work together, share our collective expertise and be innovative in delivering exceptional results and achieving our mission.

Governance

OCWA is committed to implementing governance best practices at all levels of the organization to enhance transparency and accountability to clients, the government and the citizens of Ontario.

The Agency is governed by a Board of Directors ("the Board"). Members of OCWA's Board are appointed by the Lieutenant-Governor-in-Council on the recommendation of the Premier. The Board follows best practices in corporate governance, including director orientation and ongoing education, holding regular meetings and strategic planning sessions, as well as adhering to the Agency's Board Code of Conduct.

A Board competency matrix has been established to ensure that the skills of Board members are in alignment with the long-term business strategy of the Agency. OCWA's Board is comprised of individuals with a range of competencies and backgrounds, enabling the Board as a whole to effectively fulfill its stewardship responsibilities. Collectively, the Board has expertise in both the private and public sector, as well as in managing municipal corporations and utilities.

The Board is responsible for overall Agency affairs, including setting strategic direction, monitoring performance and ensuring appropriate systems and controls are in place for the proper administration of the Agency in accordance with OCWA's governing documents. The Board is accountable to the Minister of the Environment, Conservation and Parks, who is accountable to the Provincial Legislature.

OCWA's Board has established a number of standing committees to assist them in fulfilling their corporate governance and oversight responsibilities. Current committees include the Audit and Finance Committee; Business Transformation and Technology Committee; Compliance and Operational Risk Management Committee; First Nations Committee and Human Resources, Governance and Nominating Committee. Temporary task forces are also established as deemed necessary by the Board to provide guidance to management and oversee specific Agency priorities and initiatives.

Accountability

OCWA demonstrates accountability to the government and citizens of Ontario in a number of ways, including:

- Meeting the requirements of appropriate regulatory authorities (MECP, Ministry of Labour, Medical Officer of Health, etc.) for OCWA-operated facilities;
- Providing facility reports to clients for OCWA-operated municipal water treatment facilities;
- Generating an Annual Report, submitted for approval to the Minister of the Environment, Conservation and Parks, for tabling in the Provincial Legislature and made available to all Ontarians online at www.ocwa.com;
- Producing an annual three-year Business Plan, including performance measures, submitted for approval to the Minister of the Environment, Conservation and Parks annually and made available to all Ontarians online at www.ocwa.com;

- ◆ Supporting annual audits of OCWA's financial statements and periodic Value for Money Audits conducted by the Office of the Auditor General of Ontario;
- ◆ Providing accessibility to Agency records under the *Freedom of Information and Protection of Privacy Act*;
- ◆ Complying with applicable legislation and Ontario Public Service policies and directives; and
- ◆ Utilizing an Enterprise Risk Management program to identify and assess business and operational risks.

OCWA's Operations and Activities

In addition to operations and maintenance, which is our core business, OCWA offers clients a broad array of related functions, including engineering, training and other technical and advisory services such as process optimization, energy management and asset management. Our goal is to assist our clients in managing their water and wastewater facilities and associated distribution and collection systems at every stage of the asset lifecycle and to help them ensure the sustainability of their water and wastewater systems. In everything we do, we are steadfastly committed to implementing innovative technologies, processes and solutions aimed at improving operational efficiency and reliability.

OCWA utilizes a shared service structure whereby staff and resources are shared among large municipal plants and smaller satellite facilities to ensure geographic optimization. OCWA's typical hub structure provides economies of scale that lessen operation and maintenance costs for individual municipalities. Clients also benefit from the sharing of management, administration and specialized support services.

Over 90 percent of our employees are directly involved in developing, selling and delivering customer solutions and are among the most knowledgeable and experienced in the water and wastewater industry. A number of our current staff have been providing operational services to our municipal clients since before the Agency was established in 1993, having worked for our predecessor organizations, the Utility Operations Division at the Ministry of the Environment and the Ontario Water Resources Commission, which was established in 1956 to oversee the Province's water resources.

OCWA has an unmatched ability to deliver excellent compliance and safety performance across diverse regions, technologies and facility sizes. Our people treat water and wastewater for municipalities as large as 1.4 million in the Region of Peel and as small as 2,400 in Moose Factory.

Given our role as a public Agency, the protection of public health and safety is our top priority. Our specially-equipped and highly-trained emergency response teams are available 24 hours a day to provide immediate response to water or wastewater emergencies throughout Ontario, providing an essential resource to the Province. With locations across Ontario, we are always nearby, ready and able to provide emergency resources should the need arise. We also support the Province of Ontario in safeguarding drinking water for the people of Ontario and protecting our lakes and rivers by providing training services for water operators on behalf of the Walkerton Clean Water Centre and delivering training directly to wastewater operators across the province.

Across Canada and around the world, a combination of aging infrastructure and tight municipal budgets are forcing water utilities to find ways to do more with less. OCWA is helping to ensure that our clients make well informed decisions regarding infrastructure investments by working with them to develop comprehensive water and wastewater asset plans that prioritize their infrastructure needs for the next decade and beyond and to access federal and provincial funding opportunities that will allow them to put those plans into action.

Municipalities, and the industry as a whole, are looking for better, greener ways to manage their water and wastewater systems. OCWA works with clients to enhance the resilience of their infrastructure, reduce energy use and reduce the production of harmful greenhouse gases through best management practices and technology, including turning biosolids from wastewater treatment plants, along with food and other organics, from waste products into future energy sources.

We're also innovating in the area of information management. OCWA is working to develop and implement integrated information technology systems to automate collection, analysis and communication of water and wastewater facility information from internet-connected sites. Our goal is to ensure that our operational staff and our clients have ready access to up-to-date information on all of the facilities that we operate.

We believe that OCWA's success with these initiatives will ensure that we continue to provide the highest level of service to our clients while helping the Province to protect the health of Ontario residents and conserve and sustain our water resources for present and future generations.

Appendix B

Human Resources Plan

Staffing Overview

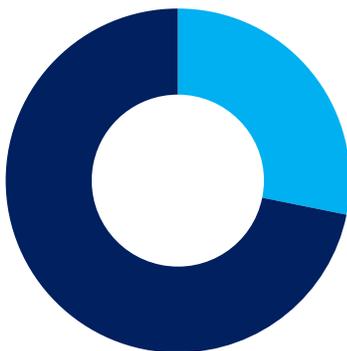
As of August 31, 2018, OCWA had 855 employees. Staff information is provided to the right.

SUMMARY OF STAFFING NUMBERS

	Regular	Fixed Term Contract	Total
Full-time	757	88	845
Part-time	2	8	10
Total	759	96	855

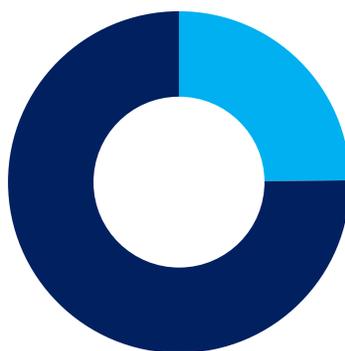
Employee Gender Distribution

Management



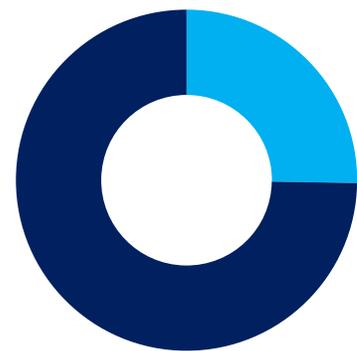
◆ Male: 79
◆ Female: 31
Total: 110

Non-Management



◆ Female: 185
◆ Male: 560
Total: 745

Total



◆ Male: 639
◆ Female: 216
Total: 855

HR Trends and Challenges

OCWA operates a highly specialized business that requires a knowledgeable and, in the case of Operations, licensed workforce to achieve the Agency's goals, meet client expectations and adhere to regulatory obligations. The workforce demographic profile at OCWA mirrors that of the industry, with increasing numbers of staff retiring and low labour market availability of licensed operations staff.

The role of a water or wastewater operator has and continues to evolve over time, increasing in complexity, accountability and knowledge of technology. As a result, the competencies required of individuals entering the industry are very different from those starting as little as 10 years ago. It is important that we monitor, understand and develop strategies to respond to these changes.

Increased focus is being placed on our diversity and inclusion strategy, with a goal to cultivate a supportive, inclusive and respectful workplace culture that leverages the wide range of distinctive characteristics our employees possess. It is also essential for the Agency to understand how best to retain and motivate younger workers, as analysis of OCWA's recruitment data shows that the number of new employees between the ages of 24-35 years joining the Agency is increasing, while the number of new hires between the ages of 35-54 years is decreasing.

Key Human Resources Priorities

Human Capital Planning

Human Capital Planning is increasingly being utilized in the drive to transform services and significantly improve the way clients and other stakeholder needs are met. OCWA's 2017-2020 Human Capital plan outlines the strategies and actions we will take to ensure that OCWA builds and fosters a workforce with the operational and leadership capacity required to support OCWA's strategic priorities.

The Human Capital Plan includes programs and initiatives that strive to: attract qualified and diverse individuals; foster a culture that increases employee engagement and commitment; and build leadership capacity.

Strong efforts are being made to increase engagement and commitment across all levels of the organization. The Agency's most recent employee engagement survey results show OCWA's key strengths to be co-worker relationships, job fit, clear expectations and direction, and commitment to public service. The results also indicate there is more we can do when it comes to recognizing individual contributions, promoting fair and consistent hiring practices and keeping the lines of communication open. In an effort to improve our performance in each of these areas, we are working with our managers and staff to develop action plans that have a meaningful impact at the local level.

Building leadership capacity and ensuring continuity across management roles is a priority for the Executive Management Team and the Human Resources Branch. In an effort to build leadership capacity, the Agency is currently piloting a Leadership Development program that meets the needs of two different streams: aspiring managers and aspiring leaders.

OCWA will continue to identify successors for management and risk-critical positions on an annual basis.

Diversity and Inclusion

OCWA is a leader in the water industry and recognizes that our success is built on having a diverse and inclusive workforce that brings different experiences, backgrounds, and perspectives to create more innovative solutions. In 2019, we will work to gain a better understanding of our diversity and inclusion gaps and ensure that the development and implementation of policies, programs and services are inclusive and equitable and meet the needs of our employees and clients. We partnered with the Canadian Centre for Diversity and Inclusion to assist us in understanding the current state of diversity and inclusion at OCWA and develop a multi-year diversity and inclusion strategy.

One of our current priorities for the Agency is gender balance. There has been a significant increase in the number of women hired since 2012, with women representing 25% of the workforce. There continues to be a greater proportion of women in Corporate Office than in the Agency's Operations, with women significantly under-represented in both staff and managerial positions in Operations. Representation is significantly better at the executive level, with women currently holding four of the nine positions (45%) on the Agency's Executive Management Team.

Compensation

Compensation survey data enables us to compare OCWA salaries against industry benchmarks and make strategic decisions regarding compensation and classification initiatives. We continue to work with our unions and Ontario Public Service partners to ensure that we have the ability to attract and retain qualified people.

Labour Relations

OCWA takes a proactive approach to building and maintaining positive working relationships with its four unions (Ontario Public Service Employees Union (OPSEU), Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO), Professional Engineers Government of Ontario (PEGO) and Association of Law Officers of the Crown (ALOC)). One of the ways that we do this is by utilizing our Employee Relations Committees to achieve common goals through open communication, problem solving, and information sharing. Our goal is to improve employee relations, promote best practices in employment and resolve workplace disputes through the delivery of high quality, fair and consistent services.

Appendix C

Information Technology Plan

In recent years, OCWA has made significant investments in upgrading the Agency's information technology (IT) systems and operational and business processes, with a goal to enhance client service, building a resilient network with high availability of computing systems while ensuring the security of the environment, data and information.

Accomplishments to date include:

- ◆ Upgrading and enhancing the Agency's Supervisory Control and Data Acquisition (SCADA) system, which is used to monitor and control the water and wastewater systems that the Agency manages for our clients.
- ◆ Implementing a SCADA historian, which allows staff to gather real-time process data and make it available for operations or for reporting through our Process Data Management (PDM) system, which is used to store and analyze key operations and compliance data, and implementing standard reporting features in PDM so that users spend less time preparing client reports.
- ◆ Implementing an upgraded Work Management System (WMS), which enables OCWA to track and manage operators' work and manage and maintain clients' assets, providing operators with access to the information required to support increasingly complex maintenance and asset management activities, while also providing clients with more direct information about their assets and the performance of their facilities. The system allows the Agency to reduce maintenance costs and minimize risks such as unplanned equipment failure for clients, while helping to analyze asset performance, recommend rehabilitation and renewal investments and make sure client assets are sustainable.
- ◆ Implementing a handheld solution, currently in a limited user pilot, that allows for the operation and maintenance of water and wastewater systems regardless of where the operator is physically located. Through the handhelds, operators can pull data from a number of systems, including WMS and the SCADA historian, "in-the-field", rather than just in the control room, improving their ability to make fast, informed decisions.

- ◆ Establishing full redundancy of computing services, network and applications across two data centres and establishing comprehensive disaster recovery processes.
- ◆ Increasing the number of sites connected to the OCWA network from 40 to 320.
- ◆ Enhancing OCWA's security capabilities to further increase our cyber security resiliency to protect, detect and respond to advanced malware threats.
- ◆ Developing a data management strategy, enterprise architecture model, and integration of data and applications through an Enterprise Service Bus, streamlining processes and enhancing data integrity.

These foundational process and technology improvements provide a platform from which further enhancements can be made. The next stage in OCWA's technology evolution is the implementation of the Agency's Business Transformation Program (BTP), which is focused on making strategic investments in OCWA's business practices, IT systems, personnel and infrastructure to sustain and grow our business.

In order to manage implementation of these BTP initiatives, a program management office (PMO) has been established that reports directly to the Chief Executive Officer. The PMO is responsible for keeping the program on track and for the planning, tracking, governance and oversight of all BTP activities.

BTP is being implemented using a phased approach, with the most critical undertakings implemented first.

In addition, OCWA will also undertake a number of initiatives to continuously improve the Agency's IT systems and processes, including:

- ◆ Continuing to strengthen OCWA's cyber security capabilities by implementing the next evolution of cyber security tools to proactively defend our network, hardware and protection of client data;
- ◆ Implementing an IT hosting strategy for the Agency that includes a plan to upgrade OCWA's two data centres and relocate them to co-location providers;
- ◆ Expand the Agency's computing capabilities to integrate with cloud-hosted solutions;
- ◆ Increasing operator productivity and information access through the use of handheld devices, including resolution of system issues, process improvements and training; and
- ◆ Working with vendor partners to continually enhance the Agency's operational systems.

Appendix D

Communications Strategy

OCWA's communications strategy is focused on connecting with our various audiences in meaningful and memorable ways. Our client focused strategies and change initiatives like our Business Transformation Program create the need to communicate important informational updates with several of our audiences on an ongoing basis. We are also communicating directly to the public about caring for our water systems and the environment through our OCWA OneWater Education Program and the "I Don't Flush" public awareness campaign.

OCWA's Audiences

OCWA has identified five key audience groups towards whom our communications efforts are targeted:

- ◆ Current clients, who will continue to provide OCWA's revenue base, and who need to see strategic and operational value in the services they receive so they extend their contracts, add new services and act as OCWA champions;
- ◆ Prospective clients, who are often learning about OCWA and its capabilities for the first time;
- ◆ Employees, who fulfill an important role as OCWA's first point of contact with clients and potential influencers;

- ◆ Partners, who are considering working collaboratively with OCWA; and
- ◆ The Public, who are being exposed to the work of OCWA in the community through public awareness and educational campaigns.

Key Messages

Key messages were developed to convey important information about OCWA to stakeholders. OCWA's key messages include, but are not limited to the following:

- ◆ OCWA is a trusted partner operating more than 800 water and wastewater facilities – more than any other operator in Canada.
- ◆ OCWA is a full-cost recovery Crown Agency, reporting to the Ministry of the Environment, Conservation and Parks.
- ◆ OCWA is a "Total Water Solutions Provider," delivering a wide range of water and wastewater services including facilities operation, maintenance and management, conveyance, asset management, energy management and process optimization.
- ◆ OCWA plays a key role in maintaining the Province of Ontario's water infrastructure, managing more than \$15 billion in water and wastewater assets on behalf of our clients.

- ◆ OCWA is Ontario's clean water expert, delivering clean safe drinking water to 3.6 million people across the province and ensuring that the more than 1.065 billion litres of wastewater that we treat and return to Ontario's lakes and rivers daily meet the highest environmental standards.
- ◆ OCWA is helping to protect the Great Lakes by optimizing nutrient removal in our wastewater facilities and educating the public about the proper disposal of medications and other wastewater system contaminants.
- ◆ OCWA helps to ensure that First Nations communities in Ontario have clean drinking water by providing training and support to the operators responsible for managing community water systems.
- ◆ OCWA is helping to reduce the impacts of climate change by working with our clients to ensure that their water and wastewater facilities are climate ready and limiting the production of greenhouse gasses by reducing power consumption in the water and wastewater facilities that we operate.
- ◆ OCWA supports the development and implementation of new water technology by working in partnership with municipal clients and technology companies to foster innovative solutions and pilot new products and services.
- ◆ OCWA is client-focused and has the proven ability to thrive within a competitive market.
- ◆ OCWA's operations teams have excellent compliance records.
- ◆ OCWA cares about the health of the communities it serves and about the environment.
- ◆ OCWA employees are engaged with their communities, taking part in events and helping

to promote water literacy through educational programs and awareness campaigns across the province

- ◆ With locations across Ontario, OCWA is nearby, ready and able to provide emergency resources should the need arise

Key Initiatives for 2019

In 2019, OCWA will focus on the following communications initiatives:

- ◆ Continuing to update promotional marketing and communication materials to focus on OCWA as a Total Water Solutions Provider and Trusted Partner;
- ◆ Increasing OCWA's profile by submitting papers and presenting at industry conferences and tradeshows;
- ◆ Expanding the OCWA OneWater Education Program to 10 new communities across the province, integrating an indigenous perspective into the program and including a new learning module focused on resource recovery; and
- ◆ Continuing the "I Don't Flush" public awareness campaign, focusing on the overall message that "your toilet and drains are not garbage cans."

Internal Communication

In addition to the initiatives outlined above, OCWA will use its current communication tools (intranet, e-mail, and social media) to regularly highlight key information for staff throughout the organization and keep them aware of corporate direction and priorities.

Key internal communications vehicles and activities include:

INITIATIVE/ACTIVITY	PURPOSE	
Health and Safety Updates/Safety Bulletins	Increase health and safety awareness	O
Staff Newsletter	Highlight key agency activities, initiatives and news from the field	W
Board Operational Compliance Dashboard	Update the Board on key performance indicators	Q
Business Plan Quarterly Report	Update EMT and the Board on business plan performance measures	Q
Message from the President and CEO/Newsline	Electronic bulletins from the President's Office to communicate key events and information, including those related to the Organizational Review	AN

External Communication

OCWA will use its external newsletter, publications, website and social media to sell OCWA's value proposition to clients and prospects. These tools will be used to provide information on water and wastewater industry trends, new OCWA products and services, OCWA campaigns and educational initiatives.

INITIATIVE/ACTIVITY	PURPOSE	
E-newsletter (Waterline)	Inform clients and potential clients of industry trends and OCWA expertise	Q
Website	Keeping clients, potential clients and the public up to date on OCWA service offerings and activities, as well as contact information	O
Brochures	Highlight OCWA's new product offerings and inform potential clients	O
Client Performance Reports	Provide individualized reports to select clients on activities completed on their behalf in accordance with contractual requirements	A
Annual Report	Provide a comprehensive account of OCWA's accomplishments and activities for the year, including reporting on financials and key performance measures	A
Community Outreach (Water Festivals, School Presentations, Community Support/Events)	Provide community support and educational presentations regarding the water life cycle; monitoring and conservation; and protection of our water infrastructure and natural environment by properly disposing of unused medications and other wastewater system contaminants	O
Sponsorships	Sponsor local community events in the communities in which OCWA operates	O
Tradeshows/ Conferences	Provide an industry presence at water tradeshows to demonstrate our capabilities and service offerings. Gather industry information and present at conferences	O
Social Media/E-blasts (Twitter, Facebook, LinkedIn)	Inform clients about OCWA and industry initiatives – point them towards other industry organizations and interesting current events within the water/wastewater sector	O
Client Survey/Client Advisory Board	Gather clients/stakeholder input on OCWA/industry activities and strategies	A/Q
Abstracts/Articles/ Editorials	Position OCWA and OCWA employees as industry experts	O
Award submissions	Showcase/highlight the Agency's expertise throughout various areas of the industry	O
OneWater Education Program	Continue to roll-out program in various client communities, working with OCWA operators and local teachers	O
"I Don't Flush" public awareness campaign	Launch fourth phase of the campaign promoting overall message that "Your toilet and drains are not garbage cans."	2019

Legend: O = Ongoing W: Weekly Q: Quarterly AN: As Needed A=Annually

Appendix E

Initiatives Involving Third Parties

As a leader in the water/wastewater sector in Ontario, OCWA is involved with a number of organizations that support water and wastewater technology and research with the goal of advancing and addressing water related issues in Ontario:

- ◆ Southern Ontario Water Consortium (SOWC) - OCWA and SOWC have established a Memorandum of Understanding (MOU) that outlines how the two organizations will work together to support the research, development and demonstration of water technologies and practices and provide strategic support to technology companies. As part of the MOU, SOWC and OCWA routinely include each other in educational events and promotional efforts, often in conjunction with organizations such as the Water Technology Acceleration Program. These events focus on increasing awareness of emerging water related issues and provide a forum for sharing knowledge between academic, industry and public-sector stakeholders on how various municipalities are addressing identified issues.
- ◆ Fleming College Centre for Alternative Wastewater Treatment - OCWA has collaborated with the Centre for Alternative Wastewater Treatment (CAWT) at Fleming College on a number of water/wastewater innovation

projects, including demonstrating a number of CAWT partner technologies at OCWA-operated facilities in the City of Kawartha Lakes.

- ◆ Natural Sciences and Engineering Research Council of Canada (NSERC) Research Chair - OCWA provides financial and other support to the NSERC Industrial Research Chair in Water Treatment at the University of Waterloo. The Research Chair works closely with industry partners such as OCWA to identify and conduct applied research on topics that will help to improve the water treatment process and are of interest to the industry and municipal end-users.

OCWA has also established relationships with a number of water technology companies over the years to support the development and testing of their new technologies. We will continue to work with these companies in 2019 and beyond and look for opportunities to collaborate with new partners.

Other initiatives involving third parties include the “I Don’t Flush” awareness campaign which OCWA co-developed with the Clean Water Foundation and the Agency’s work with the IESO implementing energy saving initiatives in our client facilities throughout Ontario under the “saveONenergy” program. These initiatives are both described in greater detail in **OCWA’s Strategies for 2019-21**.