

Ontario Clean Water Agency **2021 Business Plan**

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Executive Summary

OCWA's Business Plan for 2021-23 builds on the success of the growth strategies and other initiatives that have been the Agency's focus for a number of years, with strategic initiatives that are grouped into four key areas of focus:

- ◆ Driving Business Growth by Delivering Total Solutions to Clients;
- ◆ Enhancing Efficiency through Business Process Improvements;
- ◆ Serving Client Communities and Supporting Provincial Priorities; and
- ◆ Ensuring the Health, Safety and Success of our Employees.

In addition to these focus areas, the Agency 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.

The COVID-19 pandemic had a significant impact on OCWA in 2020. In order to maintain the Agency's operations across Ontario and minimize the impact of the pandemic on the Agency's clients while protecting employee health and safety, OCWA's workplace policies, procedures and health and safety protocols were adapted as required. As the pandemic progresses and the province works to reopen the economy and respond to a second, and potentially subsequent waves of the virus in 2021, the Agency will continue to modify its workplace policies and practices when necessary, with a focus on ensuring the health,

safety and wellness of its employees and other stakeholders.

OCWA's long-term growth strategy continues to focus on maintaining the Agency's existing client base in Ontario, expanding the scope of services provided to these clients and attracting new clients. A core component of this strategy is the delivery of value-added services to clients that go 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 supporting municipal infrastructure renewal by assisting clients in managing their assets and working with them to plan, finance and ensure the long-term sustainability of their systems. OCWA is confident that by focusing on and meeting client needs, the Agency can not only maintain its existing business and expand its client base over time, but

significantly increase its value to the province and the public as well.

Finding efficiencies and becoming a more productive and effective organization is one of the many ways in which OCWA provides value to clients. Continually looking for better ways to manage operations and reduce the cost of service delivery to municipal clients remains an ongoing priority. As part of the Agency's commitment to finding organizational efficiencies and improving the ways in which it does business, OCWA will continue to enhance and supplement the Agency's information technology systems and better refine the Agency's business processes. The Agency will also continue to implement enhancements to its procurement processes to ensure that clients receive the best value.

As a public Agency, meeting business objectives is just one part of how OCWA defines its success as an organization. Much of the value that OCWA brings to its clients, its employees and the people of Ontario comes from the work that the Agency does to protect the environment, improve public health, promote water stewardship, support innovation in the province and provide opportunities for economic development and growth. In 2021 and beyond, OCWA will continue to support initiatives that bring value to

its stakeholders and the public. Priorities include:

- ◆ Educating Ontario communities about the value of water through OCWA's two signature public awareness and education programs, the I Don't Flush public awareness campaign and the OneWater® Education Program
- ◆ Supporting the development of sustainable water and wastewater solutions for First Nation communities
- ◆ Refining the Agency's emergency response capabilities; supporting the province and Ontario municipalities in the creation of a wastewater-based epidemiology program for COVID-19; and
- ◆ Supporting the province in developing and implementing a real time wastewater bypass and overflow-monitoring program for Ontario.

OCWA will also work to build a safe and inclusive corporate culture by implementing programs and initiatives that ensure the Agency is a diverse, inclusive, equitable and respectful place to work. This includes having a well-developed leadership pipeline, making employee health, safety and wellness a priority, and ensuring that employees are engaged and contributing productively to the workplace, while helping the organization to achieve its goals.

Environmental Scan

Factors that will affect fiscal, operating & management objectives 2021-23

external factors

- ◆ The COVID-19 Pandemic
- ◆ The Economy
- ◆ Federal and Provincial Infrastructure Funding
- ◆ Industry Trends
- ◆ Federal and Provincial Legislation

internal factors

- ◆ Workforce Issues
- ◆ Business Transformation Program

The COVID-19 Pandemic

The most significant external factor that OCWA, like the rest of the world, has been dealing with throughout 2020, and will continue to deal with in 2021 and possibly in the years beyond, is the COVID-19 pandemic. COVID-19, which emerged in early 2020, has had a significant impact on the Canadian and Ontario economies, with lockdowns and restrictions in place to varying degrees since March of 2020 impacting both travel and commerce. Since the start of the pandemic, OCWA has made a significant and successful effort to maintain the Agency's operations across the province and minimize the impact of the pandemic on the Agency's clients while continuing to ensure a healthy and safe work environment for its employees.

OCWA has had a comprehensive Emergency Management program in place for many years. In addition to the

Agency's Corporate Emergency Response and Continuity of Operations Plans, emergency response plans are in place for each OCWA-operated facility, including Critical Shortage of Staff contingency plans. These plans were very successful in minimizing the impact of the pandemic on the Agency's staff and clients and maintaining the operation of client water and wastewater treatment facilities across the province with minimal to no disruption.

OCWA's past investments in automation and remote monitoring of alarm, compliance and operational data enabled the Agency's operations staff to safely and confidently monitor facility operational processes off-site, which proved to be of critical importance during mandated periods of staff isolation and social distancing. Likewise, the investments that the Agency has made in mobile and remote network

devices and systems over the past two decades to provide staff with secure access to the Agency's business application platforms have helped to ensure that staff were ready and equipped to work remotely from the beginning of the pandemic. The majority of corporate and operational support staff were able to transition seamlessly to the new work model and with minimal disruption of the Agency's business activities.

Additional actions undertaken by OCWA in response to the pandemic included:

- ◆ Having employees work remotely where operationally feasible;
- ◆ Implementing social distancing measures and enhanced cleaning protocols in OCWA facilities;
- ◆ Postponing non-essential work and staggering shift start times and lunch breaks/times to minimize the potential for employee contact;
- ◆ Working with staff and joint health and safety committees to adjust and communicate the Agency's pandemic contingency plans;
- ◆ Minimizing the potential for the spread of infection by ensuring that facilities and other workplaces are regularly cleaned;
- ◆ Enforcing health and safety practices, with an emphasis on proper and frequent hand washing, and requiring all staff to wear appropriate personal protective equipment;
- ◆ Providing training and resources to managers and staff on topics like personal hygiene, mental health, managing remote workers and health and safety protocols for Joint Health and Safety Committees and staff;
- ◆ Instituting regular calls with the Agency's Executive Management Team, Senior Leadership Team and Emergency Action Group and the Ministry of the Environment, Conservation and Parks' Senior Leadership Team;
- ◆ Providing regular update messages to staff, including a weekly update from the President and Chief Executive Officer;
- ◆ Placing the OCWA Emergency Response Teams on standby;
- ◆ Working with the Ministry of the Environment, Conservation and Parks and other ministries to procure personal protective equipment (PPE) for OCWA staff and delivering surplus PPE to areas and outside institutions that were experiencing PPE shortages;
- ◆ Ensuring that OCWA facilities have adequate stock of chemicals and other essential supplies on hand; and
- ◆ Contacting suppliers regularly to ensure that critical supplies such as chemicals remain available.

As the pandemic progressed and many areas of the province moved towards reopening their local economies, the Agency's Operations staff began returning to regular staffing levels and

schedules, apart from those staff working in the Regional Hub offices. While Corporate and other office staff had not returned to their regular workplaces at the time that this plan was written, plans have been put in place to gradually reopen the Agency's Corporate and other offices once it is considered safe to do so.

While efforts are underway to restore as many of the Agency's normal activities as possible, the pandemic is and will continue to have an impact on the Agency, its staff and its clients until conditions return to normal. Some of the pandemic impacts on the Agency that are expected to continue into 2021 and beyond include:

- ◆ Employee health and safety – Ensuring the health and safety of the Agency's employees is OCWA's number one priority with regard to the Agency's pandemic response. In addition to implementing the health and safety measures outlined above, OCWA will continue to monitor the impact that the pandemic is having on employee health and safety, including mental health, and take appropriate action to address any identified issues.
- ◆ Facility operations – Ensuring the effective operation and maintenance (O&M) of OCWA's client facilities is another key priority for the Agency. Throughout the pandemic OCWA operations staff have continued to perform all essential operational duties to ensure that Agency-run

facilities are operated and maintained effectively and in accordance with all applicable regulations. While some activities that were considered non-essential in the short term, such as major maintenance and capital upgrades, were put on hold early in the pandemic so that staff could focus on safely performing essential activities, they have since been resumed to ensure that there are no long-term process impacts at the facilities. While the delay in major maintenance and capital activities led to lower than planned major maintenance revenues in 2020, the resumption of these activities, combined with increased provincial and federal infrastructure funding is anticipated to result in increased major maintenance revenues for 2021, however, reduced municipal budgets resulting from the pandemic may negatively impact major maintenance revenue in future years.

- ◆ Client service – Throughout the pandemic, OCWA's Operation and Business Development teams have worked tirelessly to maintain consistent and timely communication with the Agency's clients. This included providing regular updates to the Agency's Client Advisory Board, comprised of a number of Chief Administrative Officers from OCWA client communities, which provided timely feedback on the success of the Agency's pandemic response. Where in-person meetings were a challenge, Agency staff were able to maintain

regular contact with the Agency's clients through videoconferences and other alternative communications channels. This is expected to continue throughout the duration of the pandemic.

- ◆ Sales and marketing – As with client communications, the Agency modified its sales and marketing activities to address the limitations caused by the pandemic. In-person meetings with current and prospective clients and attendance at industry conferences and events were replaced with web-based videoconferences and other virtual meetings. This approach has worked well and will likely continue to be utilized to supplement in-person meetings after the pandemic is no longer an issue, particularly in areas such as the north where geography can make regular in-person meetings more challenging. OCWA's successful pandemic response has also highlighted the additional value that OCWA can provide to Ontario municipalities and other prospective clients.
- ◆ Provincial support – As part of the Agency's pandemic response, OCWA has been working closely with the provincial government to establish a wastewater-based epidemiology program for the province that will enable the government to detect and monitor the presence of the SARS-CoV-2 (COVID-19) genetic signatures in wastewater. OCWA's role in this initiative is described in detail in

OCWA's Strategies for 2021-2023 on page 17.

The Economy

The COVID-19 pandemic has had a significant impact on the Canadian economy throughout most of 2020. Public health restrictions enacted to reduce the spread of the virus resulted in a significant increase in the unemployment rate across the country and an increase in government spending to mitigate some of the economic damage. While the reduction of some COVID related restrictions in the second half of 2020 led to increased economic activity, the negative economic impact of the pandemic is expected to continue into 2021 and possibly beyond, depending on the progress of the pandemic and the time that it takes to safely develop and widely administer a COVID-19 vaccine.

The January, 2021 Monetary Policy report from the Bank of Canada notes that that the Canadian economy is more secure than previously expected with vaccines being rolled out earlier than anticipated, strengthening the projections for medium-term growth. Despite that, the report notes that "considerable economic slack remains in the economy, and a complete recovery will take some time." The Bank predicts that after declining by 5.5 percent in 2020, Canadian real Gross Domestic Product (GDP) will grow by about 4 percent in 2021 and almost 5 percent in 2022. The economy is

projected to grow at around 2.5 percent in 2023. The Bank's long-range outlook is somewhat more positive than the forecast included in the September, 2020 Economic and Fiscal Outlook report from the Office of the Parliamentary Budget Officer for Canada, which predicted a 5.2 percent drop in Canadian real GDP in 2020, followed by increases of 4.7 and 2.8 percent in 2021 and 2022.

The Bank of Canada lowered its key interest rate from 1.75 percent at the beginning of 2020 to 1.25 percent in early March and then again to 0.75 percent later in the month in response to the COVID-19 pandemic. The Bank again cut its key interest rate at the end of March, this time to 0.25 percent, where it has remained until the time at which this plan was prepared. The Bank has indicated that it will be holding the key interest rate steady until the country achieves its sustained target inflation rate of 2 percent, which the Bank does not anticipate happening until sometime in 2023.

Overall inflation for the country, as measured through the Consumer Price Index (CPI) has remained low throughout most of 2020, a trend which is anticipated to continue in 2021. While OCWA is impacted by fluctuations in chemical and other commodity prices, annual CPI adjustments included in existing client contracts and negotiated procurement contracts for chemicals and other major Agency purchases are anticipated to offset some of the

resulting increases in Agency expenditures.

Federal & Provincial Infrastructure Funding

In recent years, both the federal and provincial governments have made infrastructure investments a priority, providing a greater portion of funding on an allocation as opposed to application basis. This has allowed municipalities to plan better, knowing that a certain amount of funding would be available each fiscal year. This infrastructure funding is expected to continue in the years ahead.

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. As part of this commitment, the Government of Canada signed a bilateral agreement with Ontario on March 14, 2018.

Under the agreement, Ontario is responsible for project application intake, and in late 2019, the province announced that approximately \$200 million of federal and provincial funding will be available to Ontario communities with populations under 100,000 to help them rehabilitate critical water, wastewater and stormwater

infrastructure. OCWA assisted 30 municipal clients with their applications. However, due to the large number of applications received, the province was able to approve only a portion of the applications. In order to address the shortfall, future rounds of funding are anticipated.

On October 28, 2020, the Ontario government announced up to \$1.05 billion in federal-provincial funding through the COVID-19 Resilience Infrastructure stream under the Investing in Canada Infrastructure Program to build or renovate health and safety-related projects in long-term care, education and municipalities that will help Ontario respond to the impacts of COVID-19. This includes up to \$250 million that will help municipalities to address critical local infrastructure needs.

OCWA will continue to monitor these funding opportunities and any new application-based funding announcements and continue to assist municipal and First Nation clients in identifying projects and preparing applications. The Agency will also continue to work with clients to develop comprehensive water and wastewater asset plans that prioritize their infrastructure needs for the next decade and beyond

Industry Trends

There are a number of significant trends that will impact OCWA and the rest of the water industry over the next few years. Emergency preparedness is one of the top issues facing the water/wastewater industry and municipalities. One of the traditional areas of focus with regard to emergency planning has been on effects of severe weather events, such as flooding or drought, brought about by climate change and unanticipated infrastructure outages. However, in 2020 the COVID-19 pandemic further challenged municipalities and other water/wastewater operators to develop pandemic contingency plans covering a wide variety of areas, including workforce scheduling and planning, capital project execution, procurement, and ensuring the continuity of safe water/wastewater operations while protecting employee health, safety and wellness.

OCWA's well-developed Emergency Management and Continuity of Operations plans have been essential in helping the Agency to maintain compliant operations and minimize the impact of the pandemic on client water and wastewater facilities throughout the pandemic. OCWA has also been working to support the provincial government in its response to the pandemic, as noted previously, by working in collaboration with the Ministry of the Environment, Conservation and Parks and other stakeholders to detect

and monitor the presence of the SARS-CoV-2 (COVID-19) genetic signatures in wastewater and proactively identify the existence or increased prevalence of COVID-19 in Ontario communities.

The need to replace and retrofit 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 major challenge for most municipal clients. While there have been significant increases in the availability of federal and provincial funding for infrastructure upgrade projects in recent years, most funding programs still require municipalities to contribute 10-50% of total eligible costs. Furthermore, for municipalities to be able to effectively tap into funding programs and garner optimized funding, “shovel readiness” has become a point of focus.

OCWAs goal is to be able to support clients by connecting them with applicable funding sources to address their long-term infrastructure needs. In order to access some of the funding available, municipalities will need to invest in the planning and development of shovel worthy projects to move these projects to a “ready to construct” state that includes project definition and detailed scope, constructability analysis, environmental impact assessments, and legal requirements. To assist clients in achieving this state of project readiness, OCWA works closely with them to implement asset management and

maintenance systems and develop long-term asset and capital plans that enable them to identify and plan for their future water and wastewater needs.

OCWA is also working to assist clients in finding new and innovative ways to fund water and wastewater projects, including investigating options to provide financing in partnership with public and private sector stakeholders. In 2018, OCWA initiated an internal Municipal Client Loan Program for client projects of \$1 million or less, made in conjunction with a contract renewal. The Agency also provides turnkey and design-build services for smaller infrastructure projects. These small projects may also include an OCWA financing component, allowing OCWA to provide a one-stop shop for smaller/mid-size municipalities. In addition to these initiatives, OCWA is working to find new client funding avenues through collaborative discussions with potential partners like the Canada Infrastructure Bank (CIB), with which OCWA has been in discussions to assess the potential for CIB to provide loans to OCWA clients for green infrastructure projects, along with potential CIB funding opportunities for First Nation communities.

Tied with the need to replace aging infrastructure is the need for municipalities to develop comprehensive asset management plans and practices that will ensure the long-term sustainability of their water and wastewater infrastructure. The provincial Asset Management Planning for

Municipal Infrastructure regulation 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. These plans, which factor in the full lifecycle costs of municipal assets, are required to be in place by July of 2021.

The Leveraging Asset Management Data for Improved Water Infrastructure Planning report prepared by Public Sector Digest, the Canadian Water Network, and the Canadian Water and Wastewater Association notes that half of the Canadian municipalities that they surveyed indicated that they had formal asset management plans in place, with some additional municipalities indicating that they were in the process of developing them. The report also indicated that “many of the surveyed municipalities/utilities had 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 expressed greater confidence in their data reliability.

OCWA is well prepared to assist its municipal clients, the majority of which are small and rural, in developing effective asset management plans that meet the requirements of the provincial regulation. Over the past few years, the Agency has developed a comprehensive quality management framework for asset management and worked hard to improve asset management knowledge and expertise across the Agency by providing asset management training to staff. OCWA continues to support clients by providing rate studies, financial plans, capital planning and other value-added services as required and offer these services to potential clients as part of the Agency’s long-term growth plan.

Electronic data management and analytic tools are becoming critical necessities to develop comprehensive asset plans and manage municipal infrastructure. These “smart” systems enable municipalities to take the data generated by operational, process and asset management systems and use it to make decisions that help to 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.

OCWA is working to help clients 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. This includes providing work management system hosting services and associated maintenance advisory services to municipalities that don't have the capacity to implement an electronic work management and asset maintenance system on their own.

This 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.

Managing the infrastructure impact of severe weather events and other issues brought about by climate change is also a concern for many municipalities. Excessive greenhouse gas production has resulted in significant changes to the 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 stormwater 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, increased nutrient loading in local waterways that results in algae blooms, and increased water temperatures, which can negatively impact water quality.

With these severe storms and other climate related events occurring with increasing frequency, OCWA is working with municipal clients to develop and implement adaptation and mitigation strategies to increase the overall resilience of their infrastructure and mitigate the impact of these events. This is accomplished through the delivery of municipal energy conservation and waste diversion strategies, asset management and long-term infrastructure planning services, and identifying and conducting pilot process studies to identify and implement the optimum technology solutions to meet client needs. Since 2014, OCWA has assisted client in securing more than \$15 million in funding for a variety of energy savings and other retrofit projects as part of the Agency's climate change strategy.

OCWA is also supporting clients in optimizing their water and wastewater infrastructure through the Agency's Facility Optimization Program (FOP), enabling them to defer expensive capital expansions, while protecting the

environment and creating chemical/energy saving opportunities. Over 20 small to medium size client facilities have been optimized since the FOP was introduced in 2017.

Municipalities, and the industry as a whole, are looking for better, greener ways to manage their water and wastewater systems. Climate change impacts and potential future regulatory requirements have resulted in a move away from traditional approaches to biosolids management, including land application and landfills. OCWA's biosolids program works to identify issues and gaps for municipal clients, including the key issues of biosolids storage and sustainable biosolids management, and propose/develop solutions to address the issues, creating opportunities for operating cost savings and greenhouse gas reduction.

Many municipalities are recognizing that there are significant benefits to taking the biosolids from wastewater treatment plants, along with food scraps and other organic materials, and turning them from waste products into energy sources. OCWA is working with municipalities and other industry organizations to support the development and implementation of technologies that optimize overall biosolids management, enhance the production of biogases from biosolids, and significantly offset the energy used to treat wastewater. These organics diversion and resource recovery initiatives are helping clients to keep biosolids out of landfills, enhance

biogas production, recover nutrients from wastewater effluent, and promote innovation and clean fuels while reducing greenhouse gas emissions in client water and wastewater facilities. They will also enable municipalities to achieve or improve their financial sustainability over time through the development of new revenue streams and/or offsetting of energy costs.

Both municipalities and the water industry recognize the need to expand awareness of the criticality and value of public water systems and services and the importance of delivering safe, clean water to local communities. Recognizing that a better informed, more active community is an asset for water sector teams and decision makers, many municipalities and water industry stakeholders are running public awareness campaigns that highlight key themes, including:

- 💧 The importance of replacing aging infrastructure;
- 💧 Promoting behavioral changes to conserve water, and Indirectly energy;
- 💧 The importance of strengthening the water sector workforce; and
- 💧 Transparency in water and wastewater quality reporting.

OCWA's education and outreach activities, including the Agency's OneWater® education program and I Don't Flush awareness campaign, are helping to educate the public about the

value of water and how the public can play a role in protecting water and wastewater infrastructure, thereby increasing public trust in municipal water and wastewater systems.

Contaminants of emerging concern include pathogens, nutrients, metals, chemicals, medications, microplastics and other things that have been, or will be, detected in wastewater effluents, for which the potential risks to public and environmental health are not yet fully understood. A national expert panel report released by the Canadian Water Network in 2018, entitled *Canada's Challenges and Opportunities to Address Contaminants in Wastewater*, provides a detailed overview of the environmental and public health concerns associated with these contaminants and what can be done to address them. The report notes that contaminants of emerging concern include "a wide variety of industrial and household chemicals, pharmaceuticals and personal care products (PPCP), endocrine disruptors and other chemicals that were previously not recognized as a threat to public health or the environment". Most are unregulated from a wastewater effluent perspective.

Recognizing the negative impact of microplastics on the Great Lakes, where an estimated 22 million pounds of plastic pollution ends up each year, the provincial government announced in October, 2020 that it would be providing funding to Pollution Probe to collect

plastic waste from marinas around the province using innovative plastic-capture technology, the largest initiative of its kind in the world to tackle plastic pollution in provincial lakes and waterways.

Achieving an appropriate balance between the potential risks of these contaminants and the cost of implementing treatment process changes and infrastructure upgrades to address them will be a challenge that needs to be addressed by researchers, water industry professionals and governments at all levels in the years ahead. OCWA is working in collaboration with a number of organizations, including the Canadian Water Network, the University of Waterloo and the University of Toronto, to investigate the implementation of technology innovations to minimize the impacts of emerging contaminants on drinking water source water, wastewater discharge, and biosolids.

Other areas of focus for the water industry include identifying and developing plans to manage contaminants of emerging concern in wastewater and dealing with "flushable" wipes and other waste materials that can clog wastewater collection pipes and treatment equipment, leading to costly repairs. Despite being labeled as flushable, many disposable wipes do not break down in the time from when they are flushed to when they arrive at wastewater treatment facilities. The accumulation of these wipes and other

non-flushable materials can cause blockages in and other damage to the pipes, pumps and other equipment in wastewater treatment and collection systems. The clogs then need to be cleared and the damage repaired, taking valuable dollars away from wastewater treatment facilities that could be used for more productive uses. Likewise, fats, oils and grease can cause significant, costly blockages in household plumbing and wastewater collection pipes. OCWA is working to educate the public about the dangers of treating drains and toilets as garbage cans through the Agency's highly successful I Don't Flush public awareness campaign.

A final significant industry trend is the ongoing industry-wide shortage of qualified water operators, which is described in detail in Section 2.7 (Workforce Issues). The industry has been and continues to manage the impact of an aging workforce, with municipalizes of all sizes being challenged to attract, develop and retain high performing managers and staff. While this is a challenge for OCWA, it also represents a potential business opportunity, as smaller municipalities that are struggling to replace retiring certified operators may make the decision to outsource to OCWA to ensure continuity of water and wastewater service delivery.

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 legislative, regulatory and policy changes on Ontario municipalities and other clients and works with them to implement changes that will enable them to meet the new requirements.

The COVID-19 pandemic has resulted in some temporary changes to the legislative and regulatory environment in which the Agency operates. The Ministry of the Environment, Conservation and Parks' Permissions and Approvals branches have put processes in place to allow owners and operators of drinking water and wastewater systems to submit applications for temporary regulatory relief where required. The Reopening Ontario (A Flexible Response to COVID-19) Act, 2020 also provides the provincial government with the power to continue temporary orders enacted during the emergency and extend them for up to 30 days at a time.

Other recent and upcoming legislative/regulatory changes with an impact on the Agency are as follows:

- ◆ The Ministry of the Environment, Conservation and Parks is developing a wastewater strategy to implement commitments related to improving wastewater and stormwater management made in the provincial government's Made-in-Ontario Environment Plan. The Ministry has

indicated that it is aiming to commence voluntary electronic submission of bypass and overflow events in early 2021. OCWA participated in stakeholder consultations on a new online prototype for the electronic reporting of municipal wastewater bypasses and overflows and provided user-testing feedback. Other changes include new requirements for monitoring and reporting on overflows from wastewater collection systems and stormwater systems.

- ◆ The Ministry of the Environment, Conservation and Parks is developing a standardized, area-wide Environmental Compliance Approval (ECA) for linear infrastructure (wastewater collection systems) using a similar approach to that already in place for drinking water systems under the Municipal Drinking Water Licensing Program. It is expected that the consolidated ECAs will begin to be phased in starting in 2021.
- ◆ Under the Municipal Drinking Water Licensing Program, the authority to use or operate a drinking water system is provided through a Municipal Drinking Water License (MDWL), which is valid for a 5-year period. Through the current MDWL renewal process, the Ministry of the Environment, Conservation and Parks will be rolling-out updates to the standard conditions. Most of the changes to the standard templates are intended to clarify existing requirements, but some new

requirements have also been added which may result in adjustments to operational/maintenance practices. This includes new conditions with regard to Harmful Algae Bloom (HAB) monitoring, which will be included in MDWLs for all surface water plants as they come up for renewal. The new requirements are likely to have a minimal impact for systems that have historically experienced HABs in their source water, such as those drawing from Lake Erie, as proactive monitoring programs are already in place. For those systems that have not had any issues with HABs, this could result in increased sampling costs.

- ◆ The municipal asset management planning regulation under the Infrastructure for Jobs and Prosperity Act requires municipalities to develop comprehensive asset management plans for all municipal infrastructure, including water and wastewater systems. The requirements are being phased in over a number of years, with the first milestone, now passed, having been the requirement to develop a municipal strategic asset management policy by July 1, 2019. The next milestone is the requirement for municipalities to develop an 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 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 included in the plan that may impact OCWA-operated facilities include: the development of a policy framework for managing hauled sewage; policy updates 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.
- ◆ The Watermain Disinfection Procedure (WDP) was first released by the Ministry of the Environment, Conservation and Parks in November, 2015 and focused on addressing procedures for watermain breaks/emergency repairs, while retaining most of the new watermain construction procedures set out in ANSI/AWWA C651 (Standard For Disinfecting Watermains). All municipal drinking water systems are required to follow the WDP as set out in their Drinking Water Works Permit. A new version of the WDP was released on August 4, 2020. The majority of the changes relate to new watermain installations. While this may have some impact on services being provided by OCWA's Conveyance Services group, OCWA's involvement in these types of projects is typically limited.
- ◆ OCWA is continuing to monitor the status of small wastewater facilities (<5000 m³/d) that will be required to meet the Total Residual Chlorine standard under the federal Wastewater Systems Effluent Regulations (WSER) when it comes into effect on January 1, 2021. The Agency is actively supporting clients, both technically and with funding through its loan program, to support municipalities with making the necessary changes to their facilities to comply with WSER.
- ◆ The Ontario government made legislative amendments under Bill 132, the Better for People, Smarter for Business Act, 2019, to expand the use of administrative monetary penalties (AMPs) for environmental violations under key environmental statutes, including the Safe Drinking Water Act, 2002, Ontario Water Resources Act, Environmental Protection Act, Nutrient Management Act and Pesticides Act. These amendments enable AMPs to be issued by Provincial Officers for a broad range of environmental violations under the acts mentioned above. Violations that may be subject to an AMP would be prescribed in regulation. As the regulations have

not yet been posted for consultation, it is difficult to assess the potential financial impact to OCWA and its clients.

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:

- ◆ 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, following a Ministry of the Environment, Conservation and Parks review of updated Health Canada guidelines; and
- ◆ Proposed Ministry of the Environment, Conservation and Parks guidance to address odour issues which could impact ECA requirements for wastewater facilities.

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

Provincial Government Priorities

The priorities of the provincial government, as set forth in the 2020 provincial budget released on November 5, 2020, include responding to and recovering from the health and economic impacts of the COVID-19 pandemic. Key priorities in the budget include: protecting public health and safety during the COVID-19 pandemic; ensuring that families, seniors, businesses and workers are supported through the second wave of COVID-19 and beyond; and laying the foundation for future growth, renewal and economic recovery.

OCWA is committed to supporting the province in achieving these and other priorities. On July 23, 2020, OCWA received its most recent mandate letter from the Minister of the Environment, Conservation and Parks. The letter, a copy of which is included in Appendix B, outlines the Ministry's expectations for the Agency in 2021. OCWA is working to achieve the specific objectives included in the Agency's 2021 mandate letter,

along with the broader objectives of the province by:

- ◆ Supporting the province in its ongoing response to the COVID-19 outbreak;
- ◆ Continually looking for better ways to manage the Agency's operations, improve productivity, reduce costs and deliver better service to Agency clients;
- ◆ Supporting principled, evidence-based and strategic infrastructure planning by working with the Agency's clients to develop comprehensive, long-term asset plans for their water and wastewater systems;
- ◆ Assisting clients in finding new and innovative ways to pay for water and wastewater projects, including providing financing in partnership with public and private sector stakeholders;
- ◆ Increasing waste diversion by supporting the development and implementation of resource recovery facilities that keep biosolids out of landfills, enhance biogas production and recover nutrients from wastewater effluent;
- ◆ Supporting the effective planning, development, construction and operation of municipal water and wastewater systems by offering clients a comprehensive range of value-added services that complement the Agency's core operations and maintenance services, including project management, capital

delivery, process optimization, energy management and asset management;

- ◆ Working with clients to enhance the resiliency of their water and wastewater facilities and improve their capacity to prevent, withstand, respond to, and recover from floods and other disruptions;
- ◆ Maintaining five specially-trained and equipped emergency response teams that are available 24-hours a day to provide emergency assistance to municipalities and First Nation communities across the province, should the need arise;
- ◆ Protecting water and the Great Lakes by:
 - Working with the Agency's clients to implement process improvements and capital upgrades that help prevent phosphorus and other damaging nutrients from entering local water sources through wastewater effluent; and
 - Educating the public about the importance of water and the Great Lakes, as well as the proper disposal of medications and other harmful waste products through the Agency's two signature education and outreach programs, the I Don't Flush public awareness campaign and OCWA's OneWater® Education Program; and

- ◆ Helping to improve drinking water for indigenous communities by:
 - Providing training and other support services, including remote monitoring and oversight, to assist First Nations operators in operating and maintaining the water and wastewater systems in their communities; and
 - Supporting efforts to eliminate long-term drinking water advisories in First Nation communities in collaboration with the Ministry of the Environment, Conservation and Parks' Indigenous Drinking Water Projects Office.

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 and attract new employees to the Agency 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 achieving 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.

OCWA recognizes the value of diversity in 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 some older employees are choosing to work longer while new generations continue to enter the workforce.

Employees are more engaged when diversity, equity and inclusion is an organizational focus. This means workforces capture the uniqueness of individuals and create an environment that values and respects them. Studies have also indicated that organizations that are committed to diversity, equity and inclusion are 80% more likely to provide great customer service, develop innovative solutions, and work collaboratively to achieve their goals. Additionally, a 2015 study conducted by McKinsey found that diverse workplaces tend to out-perform industry averages by 35%.

In recognition of the importance of organizational diversity, equity and inclusion, OCWA developed a multi-year

Diversity and Inclusion (D&I) Strategy, approved by the Agency's Board of Directors, which was launched in 2020. The Agency's vision is to be an inclusive organization that is diverse, equitable, accepting and respectful, that captures the uniqueness of individuals and creates a culture where everyone feels safe, valued, and encouraged to reach their full potential. In addition to the initiatives being rolled-out as part of the D&I Strategy, which is described in greater detail in Section 3.1 (OCWA's Strategies for 2021-2023), OCWA's First Nations Strategy, Young Professional Network, employee experience surveys and strong health and safety culture, including psychological safety, are all contributing to the development of a more diverse and inclusive culture across the Agency.

Business Transformation Program

OCWA has made a significant investment in upgrading its information technology (IT) systems and operational processes over the past decade. Moving 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 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 the Agency's business. The program, which is described in detail in Section 3.1 (OCWA's Strategies for 2021-23) 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 about 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, reporting 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 2021-2023

Throughout 2020, OCWA's Board of Directors and Executive Management Team met to review the Agency's overall strategic direction and refine the strategic priorities for the Agency in the coming years. At these sessions, there was consensus that the Agency should continue with its current strategic direction in 2021-23, 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 key focus areas: Driving Business Growth by Delivering Total Solutions to Clients; Enhancing Efficiency through Business Process Improvements; Serving Client Communities and Supporting Provincial Priorities; and Ensuring the Health, Safety and Success of our Employees.

Driving Business Growth by Delivering Total Solutions to Clients

OCWA's long-term growth strategy continues to focus on maintaining the Agency's existing client base in Ontario, expanding the scope of services provided to these clients and attracting new clients. A core component of this strategy is the delivery of value-added services to clients that go beyond the delivery of O&M services and focus 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. OCWA is confident that by focusing on and meeting client needs, the Agency can not only maintain its existing business and expand its client base over time, but significantly increase its value to the public as well.

Maintaining and Expanding OCWA's Operations and Maintenance Client Base

Maintaining and expanding the Agency's base of core O&M service clients is an essential component of OCWA's long-term strategy for growth and sustainability. Over the past few years, OCWA has successfully retained more than 97 percent of clients whose contracts have come up for renewal. This includes the Agency's four largest clients: the Region of Peel; the Region of Waterloo; the Lake Huron and Elgin

Water Supply Systems; and the City of Kawartha Lakes, the majority of which renegotiated contracts ranging in duration from 10 to 20 years.

OCWA's timely and effective response to the COVID-19 pandemic has had a positive impact on the Agency's relationship with its current clients and overall reputation in the industry. Having quickly implemented the Agency's Emergency Response and Continuity of Operations plans at the beginning of the pandemic, OCWA was able to consistently maintain compliant operations in all of the facilities that it operates on behalf of its clients, demonstrating the value that OCWA brings to clients as their water and wastewater operator.

From 2021-23, OCWA is targeting a renewal rate of 97 percent or higher, based on both number of clients and annual revenue, with a goal to extend contract terms and expand the scope of services provided where possible. Actions being undertaken to meet these targets include:

- ◆ Building and maintaining strong relationships between OCWA and client decision makers at all levels (Mayors, Councils, Chief Administrative Officers, Public Works officials, etc.);
- ◆ Demonstrating value to existing clients and providing excellent performance reporting, particularly to decision makers;

- ◆ Soliciting regular feedback from clients through client satisfaction surveys and the Agency's Client Advisory Board, which is comprised of 12-15 Chief Administrative Officers from OCWA client communities;
- ◆ Communicating on new services and innovation in the Agency's operations through local "water talks", conferences and regular client meetings;
- ◆ Recommending innovative solutions that support plant operations and save money, including grant applications; and
- ◆ Supporting local community activities.

In addition to retaining the Agency's existing O&M client base, acquiring new clients is critical if the Agency is to achieve its ambitious revenue and net income targets for 2021 and beyond. This includes pursuing opportunities in new markets such as the mining sector and looking at partnerships with engineering firms and First Nations to further enhance the Agency's knowledge and experience in this area.

OCWA will achieve its new business target by:

- ◆ Maintaining Key Performance Indicators for Regional Hub Managers/Business Development Managers (in addition to sales targets);
- ◆ Developing and disseminating marketing materials that focus on

OCWA as a total solutions provider and show the value of OCWA;

- ◆ Connecting with municipal councils and senior officials, such as Chief Administrative Officers, introducing them to the Agency and informing them of the benefits of having OCWA as their O&M service provider;
- ◆ Utilizing value-added services as a “foot in the door” to introduce new clients to OCWA; and
- ◆ Using existing client relationships to connect with neighbours as new customers.

Supporting Municipal Infrastructure Sustainability and Resilience through the Provision of Value-Added Services

Helping clients to maintain the long-term sustainability and resiliency of their water and wastewater infrastructure is one of the most important ways in which OCWA delivers added value. OCWA’s Regional Hub teams work closely with the Agency’s process, energy, engineering, technology, and capital delivery specialists to provide clients with technical recommendations and expertise on how to access funding, maximize the efficiency and capacity of their systems, and extend the life of their water and wastewater infrastructure, with an overall goal of reducing infrastructure lifecycle costs.

Over the past few years, OCWA has worked with 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 greenhouse gas reduction. In 2019, the Agency wrapped-up its highly successful four-year Pay for Performance Program under the IESO Conservation Fund.

In total, the program delivered cumulative actual energy savings of 49,599 MWh, which resulted in approximately \$309,000 in incentives being paid directly to OCWA clients for the 49 projects included in the program that achieved demonstrated energy savings. OCWA is continuing to assist clients in identifying energy savings opportunities and completing incentive applications. The Agency’s current agreement with IESO provides between \$40,000 and \$150,000 in incentive payments for projects that exceed 1000 MWh in savings.

OCWA has also prepared multiple conservation, demand management and municipal energy plans that define key energy strategies for municipal clients and has developed the first ever energy efficiency awareness training targeted to operations staff, which has been delivered to five Regional Hub teams to date.

From 2021 to 2023, OCWA will continue to evolve its energy conservation initiatives to reduce the overall energy consumption of client facilities. This will

be achieved by promoting energy conservation measures such as:

- ◆ Upgrading existing equipment to more energy efficient alternatives;
- ◆ Implementing automation and controls to efficiently control treatment processes at their optimum target levels;
- ◆ The promotion and implementation of Monitoring and Targeting (M&T) systems to enable clients to increase energy efficiency awareness by developing an energy baseline, identify and adjust energy intensive practices or equipment and develop behaviors which encourage conservation;
- ◆ Developing energy benchmarks for client facilities and comparing against internal facility profiles and industry recognized benchmarking standards;
- ◆ The adoption of renewable energy recovery projects, including Sewage Thermal Energy Utilization (STEU), waste to energy (W2E) and energy storage projects;
- ◆ Fostering the development of innovative and disruptive technology demonstration projects which improve the energy efficiency and enhance the resiliency of the water and wastewater industry;
- ◆ Updating the Agency's energy efficiency training program and creating an online Energy Efficiency Awareness training module, with a focus on operations teams, that can

be offered to client and non-client municipalities in addition to OCWA staff; and

- ◆ Continuing to promote energy efficiency by offering training and energy leadership to the water and wastewater industry through both informal "water talks" with municipal clients and formal educational sessions with operations staff.

OCWA is also supporting the municipal and provincial goal of increasing organics diversion by supporting the development and implementation of resource recovery facilities that use wastewater biosolids and concentrated organic waste, such as source separated organics, to enhance and generate biogas for productive use (this process is referred to in the industry as "co-digestion"). The Agency has partnered with the City of Stratford and SUEZ on a project to optimize the existing Stratford Water Pollution Control Plant by adding compost and food waste from the surrounding area to increase production biogas that can then be cleaned and used to replace natural gas. The resulting clean biogas will then be fed back into the local gas distribution system. This "net zero" initiative will produce a renewable energy source, divert 21,000 tonnes of organic waste from landfill annually and result in cost savings and a significant reduction in greenhouse gas emissions for the City of Stratford.

The Stratford “net zero” project is a great example of strategic collaboration between industry, municipal and government partners to lead innovative solutions in the water and energy sectors. Stratford is leading the way in the province with this project, which 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 greenhouse gas emissions. In November of 2020, the Ontario Public Service recognized the importance of the Stratford project, and the efforts of the OCWA and Ministry of the Environment, Conservation and Parks staff that have been working on it, by selecting them as recipients of an Amethyst Award, which recognizes the outstanding achievements of Ontario public servants.

In addition to the Stratford project, OCWA is working with other municipal clients to conduct feasibility studies for future co-digestion and resource recovery initiatives that promote a circular economy in which the resources contained in waste are recovered. To date, the Agency has completed co-digestion feasibility studies for the Town of Petawawa and the City of Belleville, with two more studies underway for the City of Cornwall and the Township of Georgian Bluffs. OCWA will continue to support these and other projects in 2021 as new opportunities are identified.

OCWA is also working with clients to improve their capacity to prevent, withstand, respond or adapt to, and recover from disruptions due to climate change. In an effort to better understand and respond to the specific challenges that clients are facing with regard to the resilience of their infrastructure, OCWA has begun collecting and reviewing operational data and other information from across the Agency and a variety of external industry stakeholders. This information will be used to develop a Climate Resiliency strategy that will guide the Agency and its clients in incorporating a climate adaptation and resiliency focus into future facility optimization and capital improvement projects. The Agency will also continue to develop capital plans, engineering studies, and Facility Operating Procedures (FOPs), with a lens of climate change, targeting facilities in areas with a history of flooding.

A final way in which OCWA supports clients in managing their water and wastewater infrastructure 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. The need for a greater focus on the development of comprehensive, condition-based asset management plans is of significant concern for many Ontario municipalities, particularly small and medium communities that may not have staff dedicated full-time to asset

management. The provincial Asset Management Planning for Municipal Infrastructure regulation that requires all Ontario municipalities to have comprehensive asset management plans of critical infrastructure by 2021 makes this need even more pressing. OCWA's Asset Management program is being implemented as part of the Agency's Business Transformation Program, which is described in greater detail in the Enhancing Efficiency through Business Process Improvements section below

Supporting all of these initiatives is the Agency's ongoing commitment to foster the development and implementation of innovative practices and new technologies that enhance the effective and efficient operation of the Agency's client facilities. OCWA is a key stakeholder for the Ontario water technology sector, working with technology providers, industry associations, researchers and universities, municipal owners, and various Ministries and funding agencies to promote the development and implementation of new and innovative water technologies. Working with partners such as the Ontario Water Consortium and other innovative industry technology partners, OCWA is helping to identify, assess, pilot and implement new and emerging technologies that will improve the operation of water and wastewater facilities across the province.

Supporting Client Infrastructure through Alternative Financing and Project Delivery

Financially challenged municipalities across Ontario continue to look for options regarding infrastructure financing. OCWA is well positioned to support these municipalities with challenges related to water/wastewater infrastructure and capital improvements from an O&M, project management and financing perspective. In 2018, OCWA initiated a Municipal Client Loan Program for loans of \$1 million or less, made in conjunction with an O&M contract renewal. The Agency also provides Design Build services for smaller water and wastewater projects. These small Design Build projects could also include an OCWA financing component (Design Build Finance) and allow OCWA to provide a one-stop shop for smaller/mid-size municipalities.

In 2021 and beyond, OCWA will work to increase the Agency's capacity to provide alternative financing and project delivery services to clients. Key initiatives include:

- ◆ Exploring further federal/provincial funding sources and meeting with potential partners, including exploring potential streams for funding with the Canadian Infrastructure Bank;
- ◆ Evaluating a variety of alternative financing models to determine which models work best for the Agency and its clients in a number of situations;
- ◆ Assessing the Agency's current competency and capacity to deliver

on various financing and delivery options and identifying current and future skills gaps;

- ◆ Continuing to pursue small-to-mid size turn-key projects using the risk matrices developed for different project models;
- ◆ Training staff involved on the use of the risk matrices; and
- ◆ Preparing template legal agreements for a variety of project options.

Enhancing Efficiency through Business Process Improvements

By continually looking for better ways to manage its operations, OCWA is working to improve productivity, reduce costs and deliver better service to clients. In 2021, the Agency will continue these efforts.

Transforming 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 and improve performance with an extensive, secure and resilient information network that can be accessed when and where needed across the province.

The next stage in OCWA's technology evolution is the implementation of the Agency's Business Transformation

Program (BTP). BTP is focused on making strategic investments in OCWA's business practices, information technology systems, personnel and infrastructure to ensure that the Agency continues to deliver value to clients. 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.

The focus of the first phase of the program was to:

- ◆ Improve the Agency's budgeting and financial processes, upgrade to a new cloud-based budgeting solution and upgrade the existing Enterprise Resource Planning (ERP) system, which is used to support the majority of the Agency's financial activities;
- ◆ Develop and implement a quality management framework for asset management and improve asset management skills across the Agency through asset management training;
- ◆ Implement a technology improvement and sustainment program that delivers priority information and SCADA (Supervisory Control and Data Acquisition) technology initiatives to improve the overall resiliency, efficiency and security of OCWA's information technology infrastructure; and
- ◆ Implement an information, content and collaboration management system while developing an

authoritative repository for OCWA's business processes, data, information, structured hierarchies, documents, knowledge and intelligence across the Agency.

Work on these phase one initiatives that will continue into 2021 includes:

- ◆ Continuing to improve the processes and reporting that support the Agency's budgeting and financial management;
- ◆ Continuing to improve asset management skills and build an asset management culture across the Agency by delivering Level 2 and Level 3 Asset Management training to managers and asset management specialists that need a more in-depth knowledge of the asset life-cycle;
- ◆ Developing requirements for and selecting an asset management decision support solution to provide the Agency with the capability to deliver more advanced asset management advisory services to clients;
- ◆ Expanding OCWA's Work Management System hosting services and associated maintenance advisory services to meet growing client demand;
- ◆ Continuing to implement the Agency's new SCADA solution by rolling out new SCADA panels across the province, expanding communications connections and increasing the resilience of the Agency's network

and remote systems through virtualization; and

- ◆ Continuing to develop an integrated data and information architecture for the Agency.

Work on the second phase of BTP improvements will also begin in 2021.

Key initiatives include:

- ◆ The development of future state process maps and requirements, software selection and initial configuration of the selected software for the Human Resources Management Information solution area;
- ◆ The development of future state process maps for the Health, Safety and Compliance Management solution area; and
- ◆ Upgrading and enhancing the Agency's current Process Data Management (PDM) system, including updating reporting to meet regulatory and client reporting requirements.

Enhancing our Procurement Processes

Providing the best value for clients is a key component of OCWA's shared service model. As the largest water and wastewater service provider in Ontario, OCWA is able to leverage the Agency's significant purchasing power to deliver best value to 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 few years, OCWA has made several improvements to the Agency's procurement practices, including:

- ◆ Incorporating procurement planning as a part of the Agency's annual budgeting process to take maximum advantage of the Agency's economies of scale and obtain the most competitive pricing by grouping like purchases together where possible;
- ◆ Implementing new procurement templates to streamline the Agency's procurement processes, which has resulted in a reduction in the time and effort required by both operations and procurement staff;
- ◆ Developing a Supplier Relationship Management Program to improve communication between OCWA and its suppliers and promote engagement, knowledge sharing and supplier feedback;
- ◆ 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;
- ◆ Developing an internal procurement portal for use by OCWA staff which will make procuring quicker and easier, while ensuring that all OCWA and Ontario Public Service

procurement directives and guidelines are followed; and

- ◆ Developing and delivering a new Capital Procurement and Construction Management half day training session for Regional Hub Managers, Operations Managers, Capital Managers and other key staff across the organization.

Procuring appropriate personal protective equipment for the Agency's frontline workers is essential for OCWA to maintain its operations. In the early days of the COVID-19 pandemic, OCWA worked with the Ministry of the Environment, Conservation and Parks and other ministries to procure critical PPE for Agency staff and deliver surplus PPE to areas and outside institutions that were experiencing shortages. OCWA has since strengthened its capacity to procure PPE and has established a ready inventory to supply frontline staff as required should there be supply chain shortages in the future.

OCWA will continue to enhance its procurement processes in 2021 to ensure that clients continue to get the greatest benefit from the Agency's purchasing power. Key activities for 2021 include:

- ◆ Enhancing the Agency's Supplier Relationship Management Program to improve communication between OCWA and its suppliers;
- ◆ Developing a comprehensive chemical procurement strategy;

- ◆ Continuing to increase the number of Agency-wide Vendor of Record arrangements to reduce the volume of public procurements required on an annual basis, reduce the average time required for staff to conduct significant purchasing activities (from three months to two or three weeks), and ensure the best pricing through a competitive bidding process;
- ◆ Developing and delivering a full-day, interactive Construction Procurement workshop for all OCWA capital managers as a follow-up to the training provided in 2019 (this training was initially scheduled for 2020 but was deferred to 2021 due to the COVID-19 pandemic); and
- ◆ Working proactively with the newly announced Procurement Ontario agency to enhance the Agency's efficiency in procuring goods and services.

Serving Client Communities and Supporting Provincial Priorities

As a public Agency, meeting business objectives is just one of the ways in which OCWA defines its success as an organization. Much of the value that OCWA brings to its clients, its employees and the people of Ontario comes from the work that the Agency does to protect the environment, improve public health, support innovation in the province and provide opportunities for economic development and growth. In the years ahead, OCWA will continue to support initiatives that

bring value to its 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 OCWA provides support to clients that goes beyond just operating their water and wastewater systems. While the majority of OCWA's education and outreach activities were limited or temporarily suspended starting in March of 2020 due to the COVID-19 pandemic, they will resume when pandemic restrictions are lifted by government and health officials.

In 2021, OCWA will continue to promote the Agency's two signature public awareness and education programs, the I Don't Flush public awareness campaign and OneWater® Education Program. OCWA will also support local water education efforts by promoting tap water at community events with portable "OCWA On Tap" water-filling stations and 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](https://www.facebook.com/idontflush.ca)) and public service

announcements. Four phases of the campaign were launched, focusing on proper disposal of unused pharmaceuticals, personal hygiene products, and fats, oils & grease – with the final phase combining messaging from the previous three phases and asking the public to “Trash your bad habits, not your drains” to be rolled-out in 2021.

Moving forward, OCWA will continue to promote the I Don’t Flush message on the Agency’s social media channels, launching 12 short videos in 2021 that use clips from previous campaign Public Service Announcements (PSAs). These mini-PSAs will encapsulate the main messages from each of the campaign phases and include a call to action. They will be shared on I Don’t Flush Twitter and Facebook pages, and will be distributed to the Agency’s municipal partners for their use.

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.

Due to COVID-19 pandemic restrictions, OCWA operators have been unable to deliver the OneWater® program in classrooms since March of 2020. This has also delayed the broader rollout of the Agency’s “Water from an Indigenous Perspective” module and continued collaboration with teachers on the OneWater® biosolids unit, “Being Resourceful with Resources.” OCWA is eager to move ahead with these initiatives once the pandemic restrictions are lifted. In the meantime, staff from OCWA’s Marketing and Communications group and members of OCWA’s Young Professionals Network are developing virtual content for teachers to use in the classroom in 2021, including short videos that illustrate some of the more interactive OCWA operator portions of the OneWater® program.

[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 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 Nations; and
- ◆ Providing emergency response services to First Nation communities when requested.

Moving forward OCWA will continue to work with First Nation and government partners to support sustainable water and wastewater solutions that ensure the effective operation and maintenance of First Nation water systems. The Agency will also continue to gather direct feedback from First Nation clients on the individual challenges that they face in managing and maintaining their water and wastewater systems and how OCWA could better support them in resolving these issues.

OCWA's focus in 2021 will be to strengthen the Agency's relationship with its First Nation clients through utilization of OCWA's proven hub and spoke model. OCWA will continue to participate in bi-weekly discussions with staff from the Ministry of the Environment, Conservation and Parks' Indigenous Drinking Water Projects Office (IDWPO) and the Walkerton Clean Water Centre to find efficiencies and assist them in supporting the federal government's program to eliminate drinking water advisories in First Nations communities. The Agency will also continue to ensure that staff

supporting First Nation communities receive indigenous awareness training prior to working with First Nation clients.

Responding to Water and Wastewater Emergencies

OCWA's Emergency Response Teams (OERTs) were established in 2005 in response to Recommendation 50 of the Report of the Walkerton Inquiry, in which Justice O'Connor recommended that OCWA be mandated to develop standby capabilities to support provincial water emergencies. The OERT program provides the province with the capability to effectively and efficiently remediate water and wastewater emergencies in Ontario municipalities and First Nation communities. Located in five locations across the province and available 24 hours a day, these teams are always nearby, ready and able to provide emergency assistance should the need arise.

OCWA will continue to refine and expand its emergency response capabilities in 2021, enhancing the Agency's ability to respond to a variety of emergency situations across the province. This includes renewing OERT member commitments and rotating in new team members where required; ensuring that the OERT response trailers are stocked and that consumables are up to date; and providing additional training to OERT members, including practical training in the field.

Supporting Provincial Wastewater-based Epidemiology Initiatives

As part of the Agency's pandemic response, OCWA has been working closely with staff at the Ministry of the Environment, Conservation and Parks, the Ministry of Health and other government organizations, and a number of Ontario universities to establish a pilot wastewater-based epidemiology program that will enable the detection and monitoring of the presence of the SARS-CoV-2 (COVID-19) genetic signatures in wastewater.

The province has dedicated \$12 million over two years to establish an initiative for detecting COVID-19 in raw wastewater, which could provide an early warning of COVID-19 outbreaks. By tracking the presence of these genetic signatures in wastewater the government will be able to proactively identify the existence or increased prevalence of COVID-19 in specific communities, including from asymptomatic cases, and take appropriate public health measures much sooner than if the province were to rely only on the number of positive COVID-19 cases in a particular community or location.

The goals of the pilot project are as follows:

- To ensure that the province has the laboratory capacity to undertake enough sampling and analysis to be of benefit to Ontario's current and potential "hot spots," and provide

results in time to take action, while protecting clinical testing capacity;

- To sustain and expand upon the work currently being done by municipalities and universities on COVID-19 wastewater sampling;
- To support the development of nascent laboratory work and expertise to extend COVID-19 wastewater surveillance to other communities; and
- To fill short-term data gaps while informing more medium/longer-term predictive modeling analysis.

The pilot initiative will enable sampling in a variety of communities of various sizes, including vulnerable and higher-risk populations, such as First Nation communities, long-term care homes, retirement homes, and areas facing socioeconomic disadvantages or remote communities. Larger centres will also be included in the program.

OCWA is supporting the program by helping to arrange for the procurement of some specialized equipment, connecting with clients and other municipal stakeholders regarding participation in the pilot and assisting with the collection and shipment of wastewater samples to participating laboratories. OCWA is a member of the implementation team for this program and also sits on the program Steering Committee.

Real Time Monitoring of Wastewater Bypasses and Overflows

New conditions in Environmental Compliance Approvals (ECAs) for municipal wastewater facilities require owners to develop a procedure for notifying the public and downstream water users that may be adversely impacted by wastewater bypass and overflow events. These conditions support the commitments made in Ontario's Environment Plan to increase transparency through real-time monitoring of sewage overflows from municipal wastewater systems and to work with municipalities to ensure that proper monitoring occurs and that the public is aware of overflow incidents.

In November of 2020, the Ministry of the Environment, Conservation and Parks announced an investment in several new wastewater and stormwater programs, which includes a \$10 million investment to provide support for real time wastewater monitoring and public reporting, to improve transparency around monitoring and public reporting of sewage overflows and bypasses from municipal systems in the Great Lakes. OCWA is supporting the Ministry in developing and implementing a real time wastewater bypass and overflow monitoring program for Ontario by providing strategic input and feedback from an operational and technical perspective, including high level cost considerations, technology/instrumentation needs,

reporting, and cybersecurity requirements.

Ensuring the Health and Well-being of our Employees

A healthy, engaged workforce is essential to achieving organizational goals and objectives. By implementing programs and initiatives that promote inclusion, health, safety, wellness and engagement, OCWA aims to ensure the success of the Agency's employees. The Agency's goal is to maintain a diverse and inclusive workplace where employees have a sense of purpose, autonomy and belonging, contributing to an organizational culture of excellence and innovation.

Fostering a Diverse and Inclusive Culture

OCWA's success is built on having a diverse, equitable and inclusive workforce that brings different experiences, backgrounds, and perspectives to create more innovative solutions. Diverse teams are more representative of the customers that the Agency serves. By strengthening the Agency's focus on diversity, equity and inclusion, OCWA is working to create a healthier, more respectful and representative workforce at all levels of the organization.

In 2021, OCWA will implement the second-year of the Agency's three-year Diversity and Inclusion Strategy, which includes four primary strategic directions and goals:

1. **Organizational Commitment and Accountability**—Leaders are competent and knowledgeable about diversity and inclusion, and their behavior reflects OCWA’s commitment to diversity, equity, inclusion and acceptance. All employees understand they have a role to play in creating a diverse, equitable and inclusive environment at OCWA.
2. **Employee Experience**—OCWA provides an inclusive and equitable work environment where employees have the support, flexibility and accommodations they need to bring their whole self to work. All employees feel valued, heard, accepted and respected for who they are.
3. **Workforce Diversity**—OCWA’s workforce better represents the available labour force, and all employees have equitable access to advancement opportunities and professional development.
4. **Stakeholder Relations**—OCWA leverages diversity and inclusion to better support the needs, goals and perspectives of clients, partners, and the communities served by the Agency.

Initiatives to achieve these goals include:

- Improving leadership knowledge and capability with respect to diversity, equity and inclusion through ongoing

education, learning and development opportunities;

- Increasing awareness of diversity and inclusion throughout the organization by effectively communicating OCWA’s diversity, equity and inclusion goals, strategies and organizational initiatives;
- Promoting the use of cross-functional, diverse, accepting and collaborative teams and creating a “positive space” with respect to diversity and inclusion;
- Ensuring that the Agency’s hiring processes and policies are barrier-free and that the Agency is able to attract and retain a diverse workforce by reviewing and improving upon current recruitment and onboarding techniques;
- Embedding diversity, equity and inclusion goals across all Human Resources processes, including recruitment, onboarding, succession planning, leadership development, performance management, learning and development, and employee relations;
- Engaging and consulting with clients and others to deepen understanding of the people that the Agency serves so clients can feel confident that they are working with an organization that embraces the uniqueness of their employees and values all members of the communities they serve;
- Communicating regularly with clients and other external stakeholders on the Agency’s Diversity and Inclusion

Strategy, including progress and performance;

- ◆ Investigating and establishing further partnerships with external stakeholder groups for community involvement/community relations activities by engaging with feeder group organizations (the Ontario Federation of Indigenous Friendship Centres, Canadian Council for Aboriginal Business, Black professional organizations, Women in Engineering, etc.); and
- ◆ Reviewing anti-racism initiatives for senior management and staff to incorporate into the Agency's current strategy to identify, remove and prevent systemic barriers.

Through an inclusive lens, the Agency will also be embarking on developing a Mental Health Strategy to lay the foundation for accelerating the advancement of mental health and well-being of OCWA staff.

Attracting Top Talent and Building Leadership Strength

It is important for OCWA to have integrated recruitment, total compensation and talent management programs to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.

The Agency's goal over the next five years is to:

- ◆ Attract diverse internal and external people to positions in the Agency

based on their ability and knowledge to be effective in driving excellence;

- ◆ Recruit top talent who share the Agency's vision, values and expected behaviours;
- ◆ Provide a competitive total compensation package as part of OCWA's employer value proposition;
- ◆ Have the right people in the right roles;
- ◆ Create a strong pipeline of diverse internal candidates, creating opportunities for promoting from within;
- ◆ Have leaders who can improve performance, deepen employee engagement, enhance productivity and deliver on strategic direction and priorities; and
- ◆ Ensure that the Agency has a proactive succession management program that is aligned with business priorities and client needs.

In recognition of the role that strong leadership plays in meeting organizational objectives, OCWA will continue to work to enhance the Agency's leadership capacity and ensure continuity across 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 positions, including learning plans.

In 2021 and beyond, OCWA managers will continue to identify, assess and develop potential successors. The Agency will also work to maintain a pipeline of potential successors for critical positions through the Agency's formal leadership development program, which includes two streams:

1. An Aspiring Manager stream for high potential employees that aspire to move into managerial roles; and
2. An Aspiring Leader stream to prepare high potential managers for future senior leadership roles.

This will ensure that the Agency continues to build its leadership capacity and provide opportunities for advancement, while developing a strong group of highly skilled and inclusive managers and directors who will successfully advance the Agency's business priorities.

Ensuring the Safety, Health and Well-Being of our Employees

Ensuring the health, safety and well-being of OCWA employees continues to be an ongoing priority for OCWA. Over the past few years, OCWA has worked hard on developing an ingrained health and safety culture and improving the Agency's health and safety program.

The positive impact that the Agency's commitment to health and safety has

had on the organization was highlighted when OCWA was selected by the Canada's Safest Employers Awards as the 2019 recipient of the Gold Award for Canada's Safest Employers in the "Public/Non-profit Sector." The Canada's Safest Employers Awards program recognizes organizations from across Canada with outstanding accomplishments in promoting the health and safety of their workers. Organizations are judged on a wide range of occupational health and safety elements, including employee training, occupational health and safety management systems, incident investigation, emergency preparedness and an emphasis on innovative health and safety initiatives. OCWA was very honoured to have been selected to receive this award.

Proactive planning and a prevention mindset have enabled the Agency to maintain safe, compliant operations throughout the COVID-19 pandemic with minimal, if any, disruption to clients. By following the protocols outlined in the Agency's Emergency Management and Continuity of Operations plans, and adapting and adding to them as required to address specific issues related to the pandemic, OCWA has been able to maintain the majority of its operational and support functions throughout 2020 and is well prepared to continue doing so until the end of the pandemic.

In 2021, the Agency will build upon its commitment to continuously improve its health and safety culture and practices by:

- ◆ Supporting the Agency's ongoing response to the COVID-19 pandemic and other potential public health incidents and helping to build workplace resilience;
- ◆ Developing and enhancing COVID-19 protocols and processes as required to keep staff safe while enabling Operations staff to continue to deliver water services to clients;
- ◆ Continuing to build a full prevention mindset throughout OCWA by focusing on the Don't Walk By program, which involves engaging all staff in identifying hazards and correcting them before they lead to health and safety incidents;
- ◆ Completing the roll-out of the Contractor Check program, to assist in vetting contractors used by OCWA and ensure that they are fully compliant with regulatory and OCWA program requirements;
- ◆ Converting the Agency's Occupational Health and Safety Overview and Contractor Management courses to a distance learning format; and
- ◆ Implementing the Agency's Mental Health Strategy.

Enhancing the Workplace Experience

OCWA has identified maintaining an engaged and motivated workforce as a key component of its overall business strategy, recognizing the strong connection between how employees experience the workplace, employee productivity, innovation, effectiveness and efficiency, and the overall success of the organization. OCWA is committed to taking action to enhance the workplace experience for its employees and fostering a culture that increases employee motivation and commitment to contribute to their full potential.

Agency leaders agree that if staff are consulted, are heard, and appropriate actions are taken, engagement levels will increase. As such, OCWA has worked hard to ensure that as many employees as possible participate in the Agency's annual employee engagement survey. The results of the survey help the Agency's leadership to understand what is important to staff and how to build a strong and healthy organization, while also identifying emerging issues and the impact of the Agency's efforts to improving the employee experience.

Key goals for the Agency include:

- ◆ Making employees feel valued and accepted and providing them with meaningful opportunities for recognition, contribution and growth;
- ◆ Ensuring that employees feel connected to the Agency's vision and values and understand how their

contributions are making an impact to the organization;

- ◆ Fostering an environment that encourages learning, achievement and excellence; and
- ◆ Taking a different approach to building workplace resiliency and agility.

OCWA will also continue to work to identify and respond to the needs of employees with respect to the COVID-19 pandemic, including rolling out the Agency's plans for a gradual return to work for Corporate and operational support staff once it is safe to do so and investigating options for flexible work arrangements following the pandemic.

2021-23 Strategic Goals and Performance Measures

The following table outlines the high-level strategic goals and performance targets for 2021-23 that were identified as part of the Agency's strategic planning process.

STRATEGIC GOAL	PERFORMANCE MEASURES
ENHANCED FINANCIAL PERFORMANCE	\$266.6 Million In Annual Revenue By 2023
INCREASED ORGANIZATIONAL EFFICIENCY	Phase One Business Transformation Program Initiatives Successfully Implemented By The End Of 2021
ENGAGED, MOTIVATED AND SAFE STAFF	<p>Year Over Year Increase In The Agency's Employee Engagement Index Rating; Survey Response Of 70% Or Greater</p> <p>Maintain An Adequate Number Of Staff With Level 3 Or 4 Licenses To Manage The Agency's Level 3 And 4 Facilities</p> <p>Maintain Overall Responsible Operator Licenses To The Level Required For All Ocwa Operated Facilities</p> <p>Year Over Year Reduction In The Agency's Recordable And Lost Time Incident Rates</p>
IMPROVED CLIENT SATISFACTION	Client Retention Rate Of 97% Or Greater

2021 Initiatives & Performance Measures

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

STRATEGIC INITIATIVE	PERFORMANCE MEASURE
Driving Business Growth by Delivering Total Solutions to Clients	
<p>MAINTAINING & EXPANDING OCWA'S OPERATIONS & MAINTENANCE CLIENT BASE</p> <p>GOAL Retain OCWA's existing Operations and Maintenance clients and attract new clients to the Agency</p>	Retain 97 percent of client contracts up for renewal in 2021 (based on total number of clients)

STRATEGIC INITIATIVE	PERFORMANCE MEASURE
<p>SUPPORTING MUNICIPAL INFRASTRUCTURE SUSTAINABILITY & RESILIENCE THROUGH THE PROVISION OF VALUE-ADDED SERVICES</p> <p>GOAL Provide value-added services that help clients to ensure the sustainability and resilience of their water and wastewater infrastructure</p>	<p>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</p> <p>Petawawa Net Zero project diverts 7,000 tonnes of organics from landfill once implementation is complete</p> <p>Five or more feasibility studies for organics diversion and resource recovery initiatives conducted that result in two or more project implementations by the end of 2021</p> <p>Complete three pilot studies annually as a proof of concept and to address identified client needs, with a focus on odor control, waste diversion/resource recovery, and lagoons</p> <p>Develop and deliver one Municipal Climate Change Action Plan annually as part of the Agency's Climate Resiliency strategy, with a focus on water/wastewater infrastructure for smaller municipalities</p> <p>Develop Biosolids program and initiate two sustainable Biosolids management projects with adoption of innovate technology with alternate delivery model by end of 2022</p> <p>Work collaboratively with municipalities in the province to source and secure a minimum of \$1.5 million in funding per year to advance infrastructure and state of good repair projects</p>
<p>SUPPORTING CLIENT INFRASTRUCTURE THROUGH ALTERNATIVE FINANCING & PROJECT DELIVERY</p> <p>GOAL Assist clients in financing major maintenance and capital delivery projects for their water and wastewater infrastructure</p>	<p>Approve two loans (under \$1 million) to existing clients for water/wastewater infrastructure projects (tied to the O&M contract term), through the OCWA loans committee</p>

STRATEGIC INITIATIVE	PERFORMANCE MEASURE
Enhancing Efficiency through Business Process Improvements	
<p>TRANSFORMING INFORMATION SYSTEMS & PROCESSES</p> <p>GOAL Enhance the Agency's Information Technology systems and refine the Agency's business processes through implementation of the Business Transformation Program</p>	<p>Enterprise Resource Planning system upgrades result in a 5-10% reduction in the time required to complete financial administration tasks by the end 2022</p> <p>Supervisory Control and Data Acquisition (SCADA) network coverage expanded to include 90% of the province by the end of 2023, resulting in improved client coverage and service levels</p> <p>Level 2 and 3 Asset Management training provided to managers and asset management specialists that need a more in depth knowledge of asset life-cycle concepts by the end of Q4, 2021, resulting in \$300k in annual revenue from the sale of asset management services by the end of 2023</p> <p>Requirements developed and vendor selected for an asset management decision support solution by the end of 2021</p>
<p>ENHANCING PROCUREMENT PROCESSES</p> <p>GOAL Optimize the Agency's procurement processes to deliver best value to OCWA's clients</p>	<p>Complete two or more additional Vendor of Record arrangements to reduce time in procuring goods and services.</p> <p>Complete Construction Procurement workshop training for all Capital Managers by the end of Q4, 2021</p> <p>Year-over-year increase in the use of Agency Vendor of Record agreements and a corresponding decrease in the number of one-off publicly posted procurements, resulting in a reduction in the overall time and effort required to purchase goods and services</p>
Serving Client Communities and Supporting Provincial Priorities	
<p>PROTECTING THE ENVIRONMENT THROUGH EDUCATION & OUTREACH</p> <p>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</p>	<p>Pilot "virtual" One Water® program by the end of Q2, 2021</p> <p>OneWater® Indigenous perspective module rolled out as part of the virtual OneWater® program</p> <p>80% of students that complete the OneWater® program say they understand more about how water/wastewater treatment works in their community as a result of the program</p> <p>12 new mini Public Service Announcements (PSAs) launched using clips from original I Don't Flush PSAs for use on social media and distribution to municipal partners</p>

STRATEGIC INITIATIVE	PERFORMANCE MEASURE
<p>WORKING WITH FIRST NATION COMMUNITIES TO IMPROVE & MAINTAIN THEIR WATER & WASTEWATER SYSTEMS</p> <p>GOAL Support the development of sustainable water and wastewater solutions, including effective infrastructure management, for First Nation communities</p>	<p>20 percent increase in the number of contracts with First Nation communities and a corresponding 20 percent increase in revenue</p>
<p>RESPONDING TO WATER & WASTEWATER EMERGENCIES</p> <p>GOAL Maintain the Agency's emergency response capabilities and ability to respond to a variety of emergency situations across the province</p>	<p>OCWA Emergency Response Teams deployed and on-site within 24 hours from the time that emergency assistance is requested</p>
<p>SUPPORTING PROVINCIAL WASTEWATER-BASED EPIDEMIOLOGY INITIATIVES</p> <p>GOAL Support the implementation of a pilot wastewater-based epidemiology program for Ontario</p>	<p>Provide technical advice and assist the province as required to implement a pilot wastewater-based epidemiology program for Ontario, including:</p> <ul style="list-style-type: none"> ○ Procuring 20 automatic samplers to assist with the project; and ○ Discussing directly participating in the initiative with 20 municipalities
<p>REAL TIME MONITORING OF WASTEWATER OVERFLOWS AND BYPASSES</p> <p>GOAL Support the Ministry of the Environment, Conservation and Parks in developing a real time wastewater monitoring and public reporting program for the province</p>	<p>Provide technical advice and assist the province as required to develop a real time wastewater monitoring and public reporting program, including collecting information from a range of OCWA-operated wastewater treatment facilities (50 or more) regarding their current ability to record and report overflow and bypass information</p>

STRATEGIC INITIATIVE	PERFORMANCE MEASURE
Ensuring the Health, Safety and Success of our Employees	
<p>FOSTERING A DIVERSE & INCLUSIVE CULTURE</p> <p>GOAL To be an inclusive organization that is diverse, equitable, and respectful that captures the uniqueness of individuals and creates a culture where everyone feels safe, valued, and encouraged to reach their full potential.</p>	<p>Successfully implement year two of the Agency's Diversity and Inclusion (D&I) strategy in 2021, including:</p> <ul style="list-style-type: none"> ○ Integrating D&I practices into talent management and succession planning processes; ○ Developing a D&I scorecard to measure success of the D&I strategy; ○ Establishing a D&I Advisory Council; ○ Developing an anti-racism action plan; and ○ Expanding Indigenous cultural awareness training for the Agency.
<p>ATTRACTING TOP TALENT & BUILDING LEADERSHIP STRENGTH</p> <p>GOAL Integrated recruitment, total compensation and talent management programs to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives</p>	<p>Year-over-year increase in the percentage of management and senior leadership positions filled by participants in the OCWA leadership development program</p> <p>Leadership development program participants demonstrate an improvement in leadership competencies based on pre and post program assessments</p> <p>100% of Executive Management Team and Senior Leadership Team positions have identified successors and succession plans</p>
<p>ENSURING THE HEALTH, SAFETY & WELL-BEING OF OUR EMPLOYEE</p> <p>GOAL Have an ingrained health and safety culture within OCWA</p>	<p>Year-over-year reduction in the Agency's Recordable Incident Rate, with a target for 2021 of 1.50 or lower</p> <p>Year-over-year reduction in the Agency's Lost Time Injury Rate, with a target for 2021 of 0.38 or lower</p>
<p>ENHANCING THE WORKPLACE EXPERIENCE</p> <p>GOAL Improve the employee engagement, motivation and commitment to contribute their full potential</p>	<p>Year-over-year improvement in the Agency's employee engagement index, with a target for 2021 of 70 or higher</p>

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.

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;
- 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).

Business Plan Communication

Communication of key business plan initiatives will be managed as follows:

STRATEGIC INITIATIVE	TARGET AUDIENCE	KEY ACTIVITIES
Driving Business Growth by Delivering Total Solutions to Clients		
Maintaining & Expanding OCWA's Operations & Maintenance Client Base	Clients Potential Clients	Regional Hub Managers, Operations Managers and Business Development Managers to meet regularly with clients and potential clients (including virtually) to discuss how OCWA can help them manage their water and wastewater systems, including planning for, financing and implementing capital improvements and other programs and initiatives that will increase the efficiency of their systems, divert waste from landfill, reduce energy consumption and greenhouse gas emissions and extend the life of their water and wastewater infrastructure OCWA staff to attend and present at industry conferences (in-person and virtually in accordance with COVID restrictions), publish articles in industry publications and promote OCWA services through other marketing and communication channels such as Waterline, the Agency's client newsletter, and virtual "WaterTalks" on various areas of interest to clients and prospects
Supporting Municipal Infrastructure Sustainability & Resilience through the Provision of Value-Added Services	Clients Potential Clients	
Supporting Client Infrastructure through Alternative Financing & Project Delivery	Clients	
Enhancing Efficiency through Business Process Improvements		
Transforming Information Systems & Processes	OCWA managers and staff Clients	Business Transformation Program (BTP) Program Management Office (PMO) to provide regular updates on the implementation of BTP initiatives to the Board, the Agency's Executive Management Team, managers and staff through emails, local staff meetings and set quarterly updates

STRATEGIC INITIATIVE	TARGET AUDIENCE	KEY ACTIVITIES
		<p>BTP PMO to work closely with Operations to ensure the smooth roll-out of BTP initiatives, including conducting process workshops and establishing and implementing detailed training plans</p> <p>BTP PMO and Operations staff to attend and present at industry conferences, publish articles in industry publications and promote the value of BTP initiatives to clients through other marketing and communication channels such as Waterline, the Agency's client newsletter</p>
<p>Enhancing Procurement Processes</p>	<p>OCWA managers and staff</p> <p>Clients</p> <p>Vendors</p>	<p>Procurement to work closely with Operations to ensure the smooth roll-out of the procurement initiatives, including providing training on procurement procedures</p> <p>Procurement Working Group comprised of Procurement, Legal, Insurance, Health and Safety and Engineering staff to meet bi-monthly to identify opportunities to streamline contracting and procurement processes</p> <p>Procurement to meet regularly with Agency vendors to share knowledge and gather feedback</p>
<p>Serving Client Communities and Supporting Provincial Priorities</p>		
<p>Protecting the Environment through Education & Outreach</p>	<p>Teachers and students</p> <p>Municipalities</p> <p>General Public</p>	<p>Operations managers and staff to connect with local schools to distribute OneWater® module materials to teachers and arrange operator visits/plant field trips where possible in accordance with COVID precautions.</p> <p>OCWA Marketing and Communications staff to prepare digital content based on the OneWater® program for teachers to use in the classroom</p>

STRATEGIC INITIATIVE	TARGET AUDIENCE	KEY ACTIVITIES
		<p>OCWA to meet with municipal representatives from across the province to gain monetary support for the “I Don’t Flush” public awareness campaign.</p> <p>OCWA to continue to publicize “I Don’t Flush” efforts through Public Service Announcements, media outreach, social media and the “I Don’t Flush” website.</p>
<p>Working with First Nation Communities to Improve & Maintain their Water & Wastewater Systems</p>	<p>First Nation communities and larger Tribal Councils representing regional areas</p>	<p>Operations and Business Development to gather direct feedback from 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 better to support them in resolving these issues through the Agency’s First Nations Advisory Circle.</p> <p>Operations and Business Development to continue to foster relationships with First Nation community decision makers through First Nations sector associations such as the Canadian Council for Aboriginal Business, Aboriginal Water and Wastewater Association and the Aboriginal Financial Officers Association.</p> <p>OCWA to participate in and provide support for First Nations Conferences such as the Chiefs of Ontario and the Mining Ready Summit.</p> <p>Operations and Business Development to coordinate initiatives with the Ministry of the Environment, Conservation and Parks’ Indigenous Drinking Water Projects Office and the Walkerton Clean Water Centre, as appropriate.</p>

STRATEGIC INITIATIVE	TARGET AUDIENCE	KEY ACTIVITIES
Responding to Water and Wastewater Emergencies	Clients Other Ontario municipalities and First Nations	Operations and Business Development to promote OCWA's emergency response capabilities to clients, other Ontario municipalities and First Nations through in-person and virtual meetings, presentations at industry conferences and other marketing and communication channels.
Supporting Provincial Wastewater-based Epidemiology Initiatives	Provincial government (Ministry of the Environment, Conservation and Parks, Ministry of Health, etc.) Clients Ontario municipalities	OCWA Operations and Operational Support staff to support the Ministry of the Environment, Conservation and Parks in establishing a wastewater-based epidemiology program for Ontario, including working with client municipalities to collect wastewater samples as required.
Ensuring the Health, Safety and Success of OCWA Employees		
Fostering a Diverse and Inclusive Culture	OCWA managers and staff Potential employees	Human Resources to continue to implement the Agency's Diversity and Inclusion communications plan, which outlines key messaging, audience and timing as part of the Agency's Diversity and Inclusion Strategy. Human Resources to include weekly communication on Diversity and Inclusion in Weekly Flows, OCWA's electronic staff newsletter.
Attracting Top Talent and Building Leadership Strength	OCWA managers and staff Potential employees	Human Resources to work with the Executive Management Team and Agency managers to identify and assess potential successors for key Agency positions and identify future candidates for the Agency's Aspiring Manager and Aspiring Leader development programs.

STRATEGIC INITIATIVE	TARGET AUDIENCE	KEY ACTIVITIES
Ensuring the Safety, Health and Well-Being of our Employees	OCWA managers and staff	Corporate Safety group to work with the Safety, Process and Compliance Managers and other Regional Hub and Corporate staff to communicate with and train employees on the requirements of the Agency's health and safety system and engage them in making health, safety and wellness an integral part of their daily activities. Information will be provided through in person meetings, e-mail messages and other communication channels.
Enhancing the Workplace Experience	OCWA managers and staff	Human Resources and managers to communicate with employees about engagement initiatives and action plans through a variety of avenues, including e-mail messages, Weekly Flows (the Agency's staff newsletter) and individual staff meetings.

Aligning Services to Plan Goals

OCWA's Senior Leaders will align their service area's business unit activities 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 the Agency's 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 OCWA's commitment to improved reporting at all levels within the organization, the Agency will continue to report on additional business critical performance indicators beyond the stated goals of this plan. The Agency 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 2021-23 Business Plan initiatives will be communicated to OCWA management in early 2021. 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, within 30 days, once approval has been received from the Minister.

ITEM	TIMING
2021-23 BUSINESS PLAN APPROVED BY OCWA'S BOARD OF DIRECTORS AND SUBMITTED TO THE MECP	DECEMBER, 2020
UPDATED 2021-23 BUSINESS PLAN APPROVED BY OCWA'S BOARD OF DIRECTORS AND SUBMITTED TO THE MINISTRY OF THE ENVIRONMENT, CONSERVATION AND PARKS	MARCH, 2021
<i>MESSAGE FROM THE PRESIDENT AND CEO</i> – E-MAIL COMMUNICATION TO STAFF OUTLINING KEY BUSINESS GOALS AND FINANCIAL TARGETS AND PROGRESS TOWARDS ACHIEVING THEM	MONTHLY/ QUARTERLY (AS REQUIRED)
SUMMARY OF 2021-23 BUSINESS PLAN INITIATIVES PROVIDED TO OCWA MANAGEMENT	Q1, 2021
2020 ANNUAL REPORT SUBMISSION TO BOARD OF DIRECTORS	Q2, 2021
Q1 2021, QUARTERLY PROGRESS REPORT TO EMT AND BOARD OF DIRECTORS	Q2, 2021
<i>OCWA INTERNET</i> – 2020 ANNUAL REPORT MADE PUBLIC	Q2/Q3, 2021 (ONCE TABLED IN THE LEGISLATURE)
Q2 2021, QUARTERLY PROGRESS REPORT TO EMT AND BOARD OF DIRECTORS	Q3, 2021
Q3 2021, QUARTERLY PROGRESS REPORT TO EMT AND BOARD OF DIRECTORS	Q4, 2021
Q4 2021, QUARTERLY PROGRESS REPORT TO EMT AND BOARD OF DIRECTORS (INCLUDED AS PART OF THE 2021 ANNUAL REPORT)	Q2, 2022

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. The Agency's 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 the Agency's 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 more than 900 water and wastewater treatment facilities and associated systems on behalf of municipalities across Ontario 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 a board-governed Operational Enterprise agency established under the Capital Investment Plan Act, 1993 (CIPA) with a mandate to provide water, wastewater and other related services to 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, 2018 and 2019. 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.

Transparent	Open and honest communication of our business activities.
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 it in fulfilling its 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 may also be established as necessary by the Board to provide guidance to management and oversee specific Agency 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 (Ministry of the Environment, Conservation and Parks, 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 O&M, which is the Agency's 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. OCWA's goal is to assist 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 that the Agency does, OCWA is 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 Agency 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 current staff have been providing operational services to OCWA's 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. OCWA staff treat water and wastewater for municipalities with populations as large as 1.4 million in the Region of Peel and as small as 2,400 in Moose Factory.

Given OCWA's role as a public Agency, the protection of public health and safety is the Agency's top priority. OCWA's specially equipped and highly-trained emergency response teams are available 24 hours a day to immediately respond to water or wastewater emergencies throughout Ontario, providing an essential resource to the province. With locations across Ontario, OCWA staff are always nearby, ready and able to provide emergency resources should the need arise.

OCWA supports the Province of Ontario in safeguarding drinking water for the people of Ontario and protecting the province's 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. Education is another way in which OCWA brings value beyond the services that it delivers directly to clients. OCWA's school and community outreach programs educate the public about the value of water and the importance of protecting the environment.

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 the Agency's 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. OCWA also helps clients to access federal and provincial funding opportunities that will allow them to put those plans into action.

Municipalities, and the water industry as a whole, are looking for better, more sustainable ways to manage 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.

OCWA is also innovating in the area of information management by 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. The Agency's goal is to ensure that operational staff and clients have ready access to up-to-date information for all of the facilities that the Agency operates.

OCWA's success with these initiatives will ensure that the Agency continues to provide the highest level of service to clients while helping the province to protect the health of Ontario residents and conserve and sustain Ontario's water resources for present and future generations.

Appendix B

2020 Mandate Letter

**Ministry of the Environment,
Conservation and Parks**

Office of the Minister

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

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

Bureau du ministre

777, rue Bay, 5^e étage
Toronto (Ontario) M7A 2J3
Tél.: 416.314.6790



Mr. Joseph Pennachetti
Ontario Clean Water Agency
One Yonge Street, Suite 1700
Toronto, ON
M5E 1E5

Dear Mr. Pennachetti,

I am pleased to write to you in your capacity as Chair of the Board of Directors for the Ontario Clean Water Agency (OCWA). Pursuant to the requirements of the *Agencies and Appointments Directive*, this letter sets out my expectations for OCWA for the 2021 fiscal year.

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

As you know, pursuant to the *Capital Investment Plan Act* 1993, S.O. 1993 (CIPA), OCWA is mandated to provide water and sewage works and other related services; promote the development, testing, demonstration and commercialization of technologies and services for the treatment and management of water, wastewater and stormwater; protect human health and the environment and encourage the conservation of water resources.

As outlined in the Made-in-Ontario Environment Plan, the government is committed to balancing a healthy environment with a healthy economy and to protecting Ontario's water resources. To support these priorities, I expect OCWA to focus on:

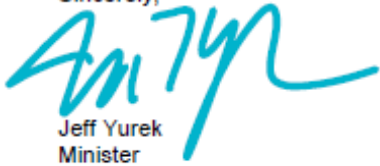
- Supporting the Province in its ongoing response to the COVID-19 outbreak within its powers set out in CIPA;
- Managing OCWA's operations efficiently, effectively and safely, with a focus on providing value to OCWA's clients and the Province by continually looking for ways to improve productivity, manage costs, enhance service delivery, and provide a safe and inclusive workplace.

- Supporting the adoption of principled, evidence-based and strategic long-term infrastructure planning by:
 - Working with OCWA's clients to develop comprehensive, long-term asset plans for their water and wastewater systems;
 - Supporting new and innovative ways, consistent with CIPA and approved by the Ministry of the Environment, Conservation and Parks, to finance client water and wastewater infrastructure projects, including providing financing in partnership with public and private sector stakeholders; and
 - Increasing 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.
- Supporting the effective planning, development, building, and operation of municipal and other water and wastewater systems through the provision of a comprehensive range of engineering and other technical and advisory services to water and wastewater system owners. This would include providing 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.
- Enhancing municipal infrastructure resiliency, including supporting energy-savings and energy from waste programs and programs focused on flood management, and working with OCWA's clients to optimize and upgrade their water and wastewater facilities.
- Providing emergency response support to the Province by ensuring that OCWA's emergency response teams are ready and able to provide emergency assistance on a 24/7 basis, should the need arise, and setting emergency preparedness goals that reflect the importance of OCWA's role as an emergency responder for drinking water and wastewater emergencies in Ontario.
- Helping to protect water and the Great Lakes by:
 - Working with clients to prevent phosphorus and other damaging nutrients from entering local water sources through the effluent that is released from their wastewater treatment facilities; and
 - Educating the public about the importance of water and the Great Lakes, as well as the proper disposal of medications and other contaminants through education and awareness programs.
- Helping to improve drinking water for Ontario's First Nations communities by:
 - Providing training and operational support services, including remote monitoring and oversight, to support First Nations in the operation and maintenance of water and wastewater systems within their communities; and

- o Supporting efforts to eliminate long-term drinking water advisories in First Nation communities.

On behalf of the Government of Ontario, I would like to thank you and OCWA for your ongoing commitment to the protection of water resources in Ontario for future generations.

Sincerely,



Jeff Yurek
Minister

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

Mr. Nevin McKeown, President and CEO
Ontario Clean Water Agency

Appendix C

Human Resources Plan

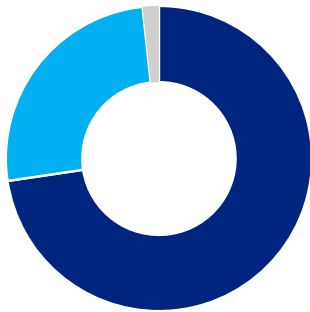
Staffing Overview

As of September 30, 2020, OCWA had 826 employees. Staff information provided below includes:

SUMMARY OF STAFFING NUMBERS			
	REGULAR	FIXED TERM CONTRACT	TOTAL
FULL-TIME	777	44	821
PART-TIME	2	3	5
TOTAL	779	47	826

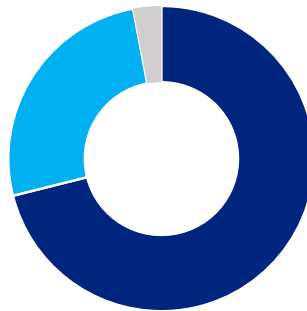
Employee Gender Distribution

Management



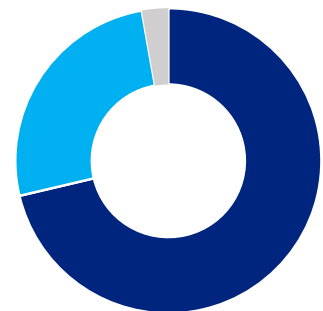
- ◆ Male: 85
- ◆ Female: 30
- ◆ Unspecified: 2
- Total: 117

Non-Management



- ◆ Male: 504
- ◆ Female: 184
- ◆ Unspecified: 21
- Total: 709

Total



- ◆ Male: 589
- ◆ Female: 214
- ◆ Unspecified: 23
- Total: 826

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. In order to mitigate the impact of the ongoing shortage of qualified operators and increased Agency turnover, OCWA is increasing efforts to engage and retain current employees.

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 the Agency monitor, understand and develop strategies to respond to these changes.

Increased focus is being placed on the Agency's Diversity and Inclusion Strategy, with a goal to cultivate a supportive, inclusive, equitable, accepting and respectful workplace culture that leverages the wide range of distinctive characteristics OCWA employees possess.

Key Human Resources Priorities

Human Capital Planning

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

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 that can be done 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 the Agency's performance in each of these areas, OCWA is working with managers and staff to develop action plans that have a meaningful impact at the local level.

Attracting top talent and building leadership strength across management roles is a priority for the Executive Management Team and the Human

Resources Branch. In an effort to build leadership strength, the Agency implemented a Leadership Development program to meet the needs of two different streams: Aspiring Managers and Aspiring Leaders.

OCWA will continue to identify and develop 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 the Agency's success is built on having a diverse, inclusive, equitable and accepting workforce that brings different experiences, backgrounds, and perspectives to create more innovative and allied solutions. Identifying diversity, inclusion and acceptance gaps, and ensuring that Agency policies, programs and services are inclusive, equitable and meet the needs of employees and clients are key priorities for OCWA. The Agency has developed a three-year diversity and inclusion plan, which will drive the Agency's diversity and inclusion initiatives through 2022. Implementation of the second year of the plan will begin in 2021.

Compensation

Compensation survey data enables OCWA to compare its salaries against industry benchmarks and make strategic decisions regarding compensation and classification initiatives. OCWA

continues to work with its unions and Ontario Public Service partners to ensure that the Agency has 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)). The unions are included as business partner and efforts are made to continue to grow that relationship strategically.

One of the ways that OCWA does this is through the Agency's Employee Relations Committees to achieve common goals through open communication to share information, discuss issues and find resolution. The Agency's 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. To accomplish this, the Agency continues to place its focus on maintaining a respectful relationship with the unions, identifying common interests, meeting on a regular basis and creating win-win solutions.

Appendix D

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. This includes:

- ◆ 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 its clients.
- ◆ Implementing a SCADA historian, which allows staff to gather real-time process data and make it available for operations or for reporting through the Agency's 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.
- ◆ Building a primary data centre co-location site with full redundancy of computing services, network and applications between the data centre co-location site and the on premise data centre with comprehensive disaster recovery processes.
- ◆ Building a secondary data centre co-location site to expand IT services and application redundancy of all of OCWA's data centre sites in order to further improve resiliency of client-hosted solutions.

- ◆ Increasing the number of sites connected to the OCWA network from 300 to 620.
- ◆ Enhancing OCWA's security capabilities to further increase the Agency's cyber security resiliency to protect, detect and respond to advanced malware threats and strengthening the Agency's cyber security posture with continuous upgrades and enhancement of security appliances and software.
- ◆ 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 process and technology improvements provide a platform from which further enhancements can be made. The next stage in OCWA's technology evolution, which is currently underway, 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. 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.

Accomplishments to date include:

- ◆ A completed Enterprise Business Architecture that shows the significant stakeholders that interact with OCWA and a service model that expresses the values delivered to clients and the internal services need to support them. The architecture will be used as a framework to link the various aspects of the Agency, relating and aligning information and technology with the business functions that it supports.
- ◆ Upgrading the Agency's existing Enterprise Resource Planning (ERP) system and implemented a new cloud-based budgeting solution, which is used to support the majority of the Agency's financial activities.
- ◆ Delivering core asset management training to all OCWA staff to improve asset management knowledge and build an asset management culture across the Agency.
- ◆ Rolling-out a mobile application to 300 OCWA operational staff 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.

- Implementing a cloud-based laboratory data collection reporting (LRDC) system that reduces data entry errors associated with lab sample data and reduces IT resource effort to resolve these errors by 50%. The LRDC system has been rolled out to OCWA’s laboratory partners across the province.

In addition to the initiatives included as part of BTP, OCWA is undertaking 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 the Agency’s network, hardware and protection of client data;
- Establishing a second data centre co-location site to improve recovery of business critical operational systems in less than 24 hours;
- Expanding the Agency’s computing capabilities to integrate with cloud-hosted solutions;
- Implementing a cloud-based collaboration solution that allow OCWA staff to share documents and collaborate in real time from any location;

- Implementing a tiered storage strategy to further protect OCWA’s critical data and reduce storage costs;
- 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 E

Communications Strategy

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

Due to the worldwide COVID-19 pandemic, OCWA temporarily suspended or limited some external communications activities such as community festivals, facility tours, trade shows and school programs. OCWA will continue to act in accordance with government-mandated pandemic restrictions until they are lifted.

OCWA's Audiences

OCWA has identified five key audience groups towards whom the Agency's communications efforts are targeted:

1. 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;
2. Prospective clients, who are often learning about OCWA and its capabilities for the first time;
3. Employees, who fulfill an important role as OCWA's first point of contact with clients and potential influencers;
4. Partners, who are considering working collaboratively with OCWA; and
5. 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 900 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 clients’ 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 1 in 3 people across the province and ensuring that the more than 1.1 billion litres of wastewater that the Agency treats and returns 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 Agency-operated 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, along with direct O&M services where requested.
- ◆ OCWA is helping to reduce the impacts of climate change by working with clients to ensure that their water and wastewater facilities are climate ready and limiting the production of greenhouse gases 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 2021

In 2021, OCWA will focus on the following communications initiatives:

- ◆ Continuing to create and update promotional marketing and communication materials to focus on OCWA as a Total Water Solutions Provider and Trusted Partner. This includes targeted materials for areas of focus, including Asset Management Planning services to municipalities and services to the Mining sector;
- ◆ Increasing OCWA's profile by submitting papers and presenting at industry conferences and tradeshows;
- ◆ Enhancing the OCWA OneWater® Education Program by 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 communications vehicles and activities include:

INITIATIVE/ACTIVITY	PURPOSE	TIMING
Health and Safety Updates/Safety Bulletins	Increase health and safety awareness	ONGOING
Staff Newsletter	Highlight key agency activities, initiatives and news from the field	WEEKLY
Board Operational Compliance Dashboard	Update the Board on key performance indicators	QUARTERLY
Business Plan Quarterly Report	Update EMT and the Board on business plan performance measures	QUARTERLY
Message from the President and CEO	Electronic bulletins from the President's Office to communicate key events and information	AS NEEDED

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	TIMING
E-newsletter (Waterline)	Inform clients and potential clients of industry trends and OCWA expertise	QUARTERLY
Website	Keeping clients, potential clients and the public up to date on OCWA service offerings and activities, as well as contact information	ONGOING
Brochures	Highlight OCWA's new product offerings and inform potential clients	ONGOING
Client Performance Reports	Provide individualized reports to select clients on activities completed on their behalf in accordance with contractual requirements	ANNUALLY
Annual Report	Provide a comprehensive account of OCWA's accomplishments and activities for the year, including reporting on financials and key performance measures	ANNUALLY
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 non-flushables	ONGOING
Sponsorships	Sponsor local events in the communities in which OCWA operates	ONGOING

INITIATIVE/ACTIVITY	PURPOSE	TIMING
Tradeshows/ Conferences	Provide an industry presence at water tradeshows to demonstrate our capabilities and service offerings. Gather industry information and present at conferences	ONGOING
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	ONGOING
Client Survey/Client Advisory Board	Gather clients/stakeholder input on OCWA/industry activities and strategies	ANNUALLY/ QUARTERLY
Abstracts/Articles/ Editorials	Position OCWA and OCWA employees as industry experts	ONGOING
Award submissions	Showcase/highlight the Agency's expertise throughout various areas of the industry	ONGOING
OneWater® Education Program	Continue to roll-out program in various client communities, working with OCWA operators and local teachers	ONGOING
"I Don't Flush" public awareness campaign	Continue promoting overall message that "Your toilet and drains are not garbage cans."	2021

Appendix F

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.

As noted previously in this plan, OCWA has been working closely with staff at the Ministry of the Environment, Conservation and Parks, the Ministry of Health and other government organizations, and a number of Ontario universities to establish a wastewater-based epidemiology program for the province. This program will enable the government to detect and monitor the presence of the SARS-CoV-2 (COVID-19) genetic signatures in wastewater and proactively identify existence or increased prevalence of COVID-19 in specific communities.

Other third parties with which OCWA is involved include:

- ◆ Ontario Water Consortium (OWC) - OCWA and OWC 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, OWC and OCWA routinely include each other in educational events and promotional efforts, often in conjunction with other stakeholders. 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.

- ◆ Canadian Water Network (CWN) – OCWA provides support to the CWN as a member of the Leadership Group for the CWN’s Canadian Municipal Water Consortium, which connects utilities, municipalities, researchers, industry, government and other organizations to address Canada’s municipal water management challenges and undertake initiatives to accelerate, advance and improve municipal water management decisions.
- ◆ Canadian Water and Wastewater Association (CWWA) – OCWA provides support to the CWWA and has a director seat on the Board for Ontario. CWWA connects municipalities across on matters relating to federal legislation, programs and emerging trends in the water and wastewater sector. The association provides and creates guidance documents, establishes research committees, and provides an authoritative voice at the federal level on all matters specific to the water sector.

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. The Agency will continue to work with these companies in 2021 and beyond and look for opportunities to collaborate with new partners.