

2018- 2020

ONTARIO CLEAN WATER AGENCY
BUSINESS PLAN

OCWA

 ONTARIO CLEAN WATER AGENCY
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Executive summary

OCWA's Business Plan for 2018-20 builds on the success of the growth strategies and other initiatives that have been the Agency's focus for the past few years, with strategic initiatives that are grouped into four main focus areas: supporting our clients by delivering total solutions; enhancing our productivity, efficiency and effectiveness; serving our communities and supporting the province; and ensuring the health and well-being of our employees.

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

OCWA's growth strategy for the next ten years is focused on becoming a "Total Solutions Provider" for all of our clients' water, wastewater and water resources needs, assisting them in managing their assets and working with them to plan, finance and ensure the long-term sustainability of their systems. We are confident that by focusing on and meeting our clients' needs, we can not only maintain our existing business and expand our client base over the next decade, but significantly increase our value to the public as well.

Other ways in which we provide "total solutions" include helping our clients to harness the energy potential of biosolids and other organic waste and reduce the production of greenhouse gasses (GHGs) in client wastewater facilities through the implementation of source separated organics (SSO) and renewable natural gas (RNG) projects. We also work closely with our clients, technology companies and other industry stakeholders to support the development and implementation of new water and wastewater technologies that improve the operation of our clients' facilities.

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

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

We will also implement a number of enhancements to our procurement processes to ensure that our clients continue to receive the best value.

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

In the coming years, we will continue to support initiatives that bring value to our stakeholders and the public.

Priorities for 2018 include:

- Expanding the Agency's emergency response capabilities and enhancing the Agency's ability to respond to emergency situations across the province;
- Supporting the development of sustainable water and wastewater solutions for First Nation communities; and
- Educating our communities about the value of water through our two signature public awareness and education programs, the "I Don't Flush" public awareness campaign and the OneWater® Education Program.



We will also work to implement programs and initiatives that ensure OCWA is a diverse, inclusive and respectful place to work, where employee health and wellness is a priority and where engaged employees are focused on contributing productively to the workplace and help the organization to achieve its goals.

Environmental scan

FACTORS THAT WILL AFFECT FISCAL, OPERATING & MANAGEMENT OBJECTIVES 2018-2020



EXTERNAL FACTORS

The Economy, Federal and Provincial Infrastructure Funding, Industry Trends, Federal and Provincial Legislation, and Provincial Government Priorities



INTERNAL FACTORS

Workforce Issues, Business Transformation Program

THE ECONOMY

Ontario's economy continues to grow, as does the global economy as a whole, with the Bank of Canada projecting average global growth of around 3.5 per cent from 2017 to 2019 in its October 2017 Monetary Policy Report. Ontario experienced stronger than expected economic activity in the first half of 2017, as indicated in the 2017-18 First Quarter Update on Ontario Finances issued by the Ministry of Finance, with the economy benefiting from "a growing economy in the United States, low oil prices and a competitive Canadian dollar".

The April 2017 Economic and Fiscal Outlook report issued by the Office of the Parliamentary Budget Officer for Canada notes that "GDP inflation (a measure of economy-wide price increases) is projected to rise from 0.6 per cent in 2016 to 2.7 per cent in 2017 and then average 2.0 per cent annually over the remainder of the projection horizon". This is consistent with the federal government's 2017 Fall Economic Statement, which predicts real GDP growth of 3.1 per cent in 2017, followed by growth of 2.1 per cent in 2018, 1.6 per cent in 2019 and 1.7 per cent in 2020.

While an improving economy holds long-term promise for OCWA, contractual price increases for many of the Agency’s fixed price contracts are tied to the Consumer Price Index (CPI), which remains below 2%.

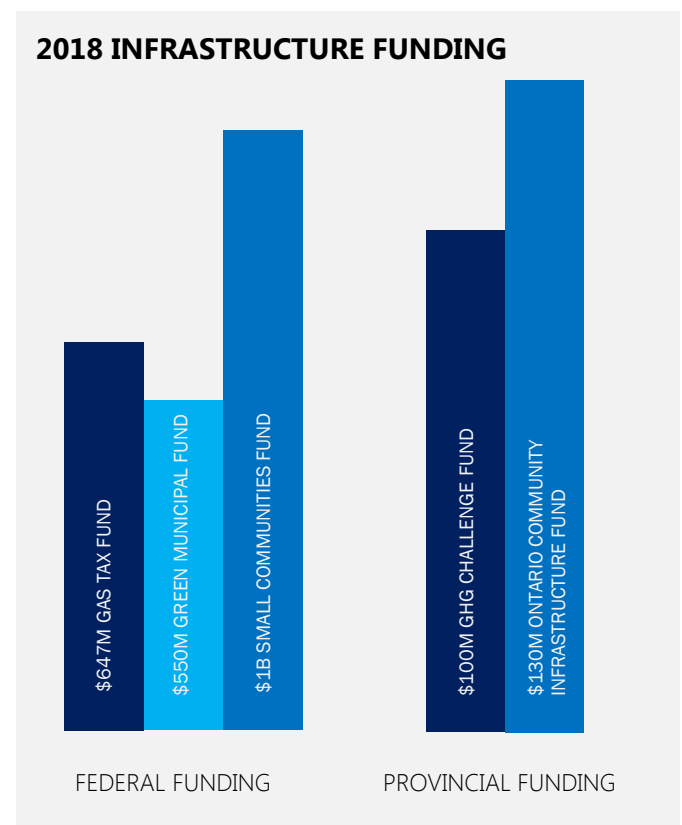
As at October of 2017, the Bank of Canada’s key interest rate had already been increased twice in 2017 (0.25% in July and another 0.25% in September), bringing the rate to 1%. These moves away from the historic low rate of 0.5%, where it had remained from July of 2015 to July of 2017, signal the beginning of a return to historic norms. While the Bank made a decision in October to hold the rate at 1%, many analysts anticipate additional increases in the years to come, which will result in increases to the Agency’s investment income over the life of the business plan.

FEDERAL AND PROVINCIAL INFRASTRUCTURE FUNDING

Both the federal and provincial governments have made infrastructure investments a priority, with the 2017 Ontario and federal budgets both including significant infrastructure spending commitments.

The 2017 Ontario budget maintains the government’s focus on investments that stimulate economic growth and create jobs. The budget maintains the government’s commitment to invest \$190 billion in public infrastructure over 13 years, starting in 2014–15. This is the largest such investment in Ontario’s history, which when combined with the commitment made by the federal government to invest more than \$180 billion in public infrastructure, as set forth in its 2016 budget and 2017 Fall Economic Statement, represents a significant opportunity for OCWA’s municipal clients, many of whom have been challenged to address water and wastewater infrastructure funding needs.

Green infrastructure investments represent a significant portion of the first phase of federal infrastructure funding, with \$2 billion earmarked for the Clean Water and Wastewater Fund (CWWF), \$569.5 million of which is allocated to Ontario and another \$2.24 billion allocated for water, wastewater and waste management infrastructure for First Nation communities. Provincial CWWF contributions of \$270 million increase the total funding available to Ontario municipalities to \$839.5 million.



Additional funding programs with an impact on OCWA clients include:

- The federal Gas Tax Fund (GTF), which is focused primarily on infrastructure development and revitalization, but can be used for a wide range of projects. Total GTF allocations for Ontario in 2018 are \$647M.

- The federal Green Municipal Fund, which provides funding to Canadian municipalities for capital projects, feasibility studies, pilot projects, and municipal planning to support sustainable community development that improves the air, water and/or soil, and mitigates the effects of climate change. There is a total of \$550 million available in the fund, which is allocated in the form of both grants and loans.
- The provincial Municipal Greenhouse Gas (GHG) Challenge Fund, which will provide \$100 million in funding to support community-led action on climate change through municipal projects that reduce GHG emissions, up to a maximum of \$10 million per project.
- The provincial Ontario Community Infrastructure Fund (OCIF), which provides funding to build and repair roads, bridges, and other critical infrastructure in rural or northern Ontario. The fund is available to municipalities that are located in rural or Northern Ontario and/or have a population under 100 000, as well as local service boards with water/wastewater systems. The total funding available is \$130 million in 2018 and \$200 million in 2019.
- The federal Small Communities Fund, which helps small communities to fund infrastructure projects that provide for local needs. Funding is available to communities with less than 100 000 residents, with a total of \$1 billion available across Canada.

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



INDUSTRY TRENDS

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

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

Municipalities continue to struggle with how to address water and wastewater infrastructure deficits resulting from years of underfunding capital improvements, compounded by municipal water and sewer use rate structures that do not adequately address the full cost of operating and maintaining the systems. While there have been significant increases in the availability of federal and provincial grant money for infrastructure upgrade projects in recent years, most funding programs still require municipalities to provide a percentage of the costs and do not address long-term funding needs.

The recently proposed asset management regulation under the *Infrastructure for Jobs and Prosperity Act* would require Ontario municipalities to develop comprehensive asset management plans for all municipal infrastructure, including water and wastewater systems, that factor in the full lifecycle costs of municipal assets. OCWA works closely with clients to help them access federal and provincial funding, develop long-term asset plans, implement facility upgrades and put in place rate structures that will ensure that adequate funding is available to meet their future water and wastewater needs.

Managing the infrastructure impact of severe weather events brought about by climate change is another issue of emerging concern for many municipalities. Excessive greenhouse gas production has resulted in permanent changes to our environment. Storm frequency curves, thought to be unchangeable and often based on over 100 years of data, are now changing.

The frequency and severity of rainfall events can overwhelm municipal storm and wastewater systems, leading to basement flooding, increased sewer overflows and plant bypass events, while severe winter storms can lead to power outages that impact the operation of treatment facilities and pumping stations.

With these “once in a generation” events occurring with increasing frequency, OCWA is working with municipal clients to enhance the resilience of their infrastructure through best management practices and technology.

Municipalities, and the industry as a whole, are looking for better, greener ways to manage their water and wastewater systems. Two recent reports from the Environmental Commissioner of Ontario, “Every Drop Counts” and “Beyond the Blue Box”, stress the need for a continued focus on waste diversion and energy recovery. These reports highlight the opportunity to combat climate change and reduce greenhouse gases by turning biosolids from wastewater treatment plants, along with food and other organics, from waste products into future energy sources.

OCWA is working with municipalities and research organizations such as the Southern Ontario Water Consortium (SOWC) to support the development and implementation of technologies that enhance the production of biogases from biosolids and significantly offset the energy used to treat wastewater. We are also working to help municipal clients achieve significant energy savings through innovative programs like our energy savings initiative with the Independent Electricity System Operator (IESO). These initiatives are described in greater detail in Section 3.1.



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

A final significant industry trend is the ongoing industry-wide shortage of qualified water operators, which is described in greater detail in Section 2.7 (Workforce Issues).

FEDERAL & PROVINCIAL LEGISLATION

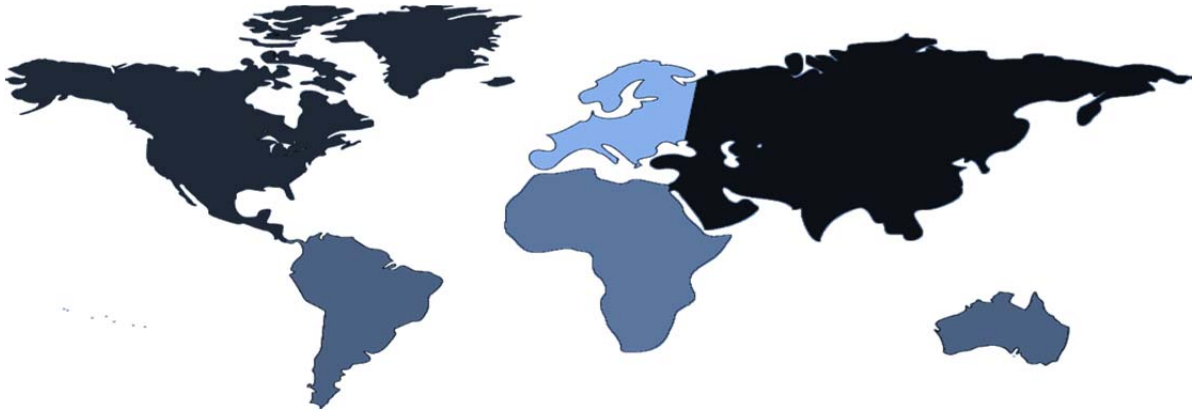
As part of our commitment to providing total water and wastewater solutions for our clients, OCWA continually reviews and assesses the impact of new and proposed regulatory changes on Ontario municipalities and other clients and works with them to implement changes that will enable them to meet the new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

- An updated version of the Drinking Water Quality Management Standard (DWQMS) was released in April 2017 which requires all municipal residential drinking water systems to be accredited to the new version of the standard by the end of 2019.
- The maximum acceptable concentrations (MACs) for arsenic and haloacetic acids (HAAs) under O. Reg. 169 of the *Safe Drinking Water Act* are changing, which may impact some OCWA facilities. As of January 1, 2018, the MAC for arsenic will be reduced from 0.025 mg/L to 0.010 mg/L. As of January 1, 2020 there will be a new MAC for HAAs of 0.08 mg/L.

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:

- New conditions in wastewater Environmental Compliance Approvals (ECAs), particularly around bypass and overflow sampling and reporting, which could result in increased sampling and operating costs. The new conditions were added in 2017 to address lack of reporting on sewage quality during bypass and overflow events.
- Updates to the Ministry of the Environment and Climate Change (MOECC) Procedure for Disinfection of Drinking Water in Ontario and Groundwater Under Direct Influence (GUDI) terms of reference, which could impact minimum treatment requirements for some well-based municipal residential drinking water systems. MOECC is currently consulting with stakeholders on proposed changes.
- Updates to the MOECC guidelines on Operator Experience and roles of Overall Responsible Operator (ORO) vs. 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 MACs for lead and manganese (pending release of Health Canada's guidelines and MOECC's review), which could result in additional costs.
- The proposal to develop a municipal asset management planning regulation under the Infrastructure for Jobs and Prosperity Act, which would require municipalities to develop comprehensive asset management plans for all municipal infrastructure, including water and wastewater systems.
- The Canada-Ontario Action Plan for Lake Erie under the Great Lakes Protection Act, to be developed by 2018, which will identify actions that can be taken by all sectors to meet phosphorus load reduction targets, reduce algal blooms, and help restore Lake Erie for future generations. Ontario has adopted a target phosphorus load reduction for the Ontario portion of the western and central basins of Lake Erie of 40% (from 2008 levels) by 2025, along with an aspirational interim goal of a 20% reduction by 2020. While municipal wastewater plants are no longer the primary source of phosphorous in Lake Erie, the action plan may still include targets for phosphorus load reduction.
- The proposed revisions to the federal environmental emergency (E2) regulations under the Canadian Environmental Protection Act, which, with the addition of chemicals to the regulated substances list, may trigger the need for E2 plans at some larger facilities.

In addition to monitoring new and proposed legislation/regulations, OCWA participates in MOECC 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 key priorities of the provincial government, as set forth in the most recent Speech from the Throne on September 12, 2016, include: job creation and economic growth; investments in child care, education, health and public infrastructure; fighting the effects of climate change and reducing greenhouse gas emissions through a number of measures, including the introduction of a new cap and trade program; providing additional relief on electricity bills to ratepayers; and balancing the provincial budget.

In support of these objectives, the Premier sent a mandate letter to each member of Cabinet, outlining how their Ministries are expected to support the government in achieving its objectives. The mandate letter sent to the Minister of the Environment and Climate Change (“the Minister”) includes the following priorities:

- Leading the Fight Against Climate Change;
- Protecting Water and the Great Lakes;
- Increasing Waste Diversion;

- Modernizing Processes under the Environmental Bill of Rights;
- Improving Drinking Water for Indigenous Communities; and
- Supporting the Development of the Ring of Fire.

OCWA is specifically mentioned in the mandate letter under Protecting Water and the Great Lakes, with the Premier requesting that the Minister work with the Minister of Economic Development, the Minister of Growth, Research, Innovation and Science, and the Minister of Infrastructure, as well as OCWA, to continue to promote and identify ways to reduce barriers to innovation, technology deployment, adoption and commercialization of clean water technologies for municipalities and Indigenous communities, including continuing to demonstrate to other jurisdictions Ontario’s leadership in clean water.

OCWA's Response to the 2018 Mandate Letter from the Minister of the Environment and Climate Change

On November 2, 2017, OCWA received a mandate letter from the Minister. The letter, a copy of which is included in Appendix A, outlines the Ministry's expectations for the Agency in 2018. OCWA is working to achieve objectives set forth in the Agency's mandate letter, along with the broader objectives of the Province by:

- Working with our clients to support the fight against climate change by ensuring that their water and wastewater facilities are climate ready and by limiting greenhouse gas emissions through power-saving programs and energy from waste.
- Protecting water and the Great Lakes by:
 - Promoting and identifying ways to reduce barriers to innovation, technology deployment, adoption and commercialization of clean water technologies for municipalities and Indigenous communities, including continuing to demonstrate to other jurisdictions Ontario's leadership in clean water;
 - 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.
- 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.
- Helping to improve drinking water for indigenous communities by:
 - Providing training and transition services, including remote monitoring and oversight, for First Nations to operate and maintain the plants within their communities; and
 - Supporting the Ministry in its efforts to eliminate long-term drinking water advisories in First Nation communities.
- Encouraging principled, evidence-based and strategic long-term infrastructure planning by working with the Agency's clients to develop comprehensive, long-term asset plans for their water and wastewater systems.
- 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.



WORKFORCE ISSUES

Attracting and retaining qualified staff, in particular licensed operators, is an ongoing challenge for the Agency. 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. In Ontario, acquiring a level four license (the highest Operator certification level available) can take four years for individuals with enough relevant post-secondary education to meet the education requirements. For individuals without significant post-secondary education, the process is typically longer.

In order to mitigate the impact of this shortage of qualified operators, we have increased focus on our talent attraction strategy, developing plans to ensure that we have the ability to attract people with the requisite skill sets and the operational flexibility to address a changing marketplace. This includes ensuring OCWA is seen as an employer of choice and working to enhance our youth employment initiatives, including our co-op program and our work with colleges and universities training the next generation of water professionals.

We are also working to encourage operations employees to increase their certification levels where possible.

Strong efforts are being made to increase engagement and commitment across all levels of the organization. The recent OPS employee engagement survey results show OCWA's key strengths to be co-worker relationships, job fit, clear expectations and direction, and commitment to public service. The results also indicate there is more we can do when it comes to recognizing individual contributions, orienting new employees to the organization, supporting development and career growth, and keeping the lines of communication open.

In an effort to improve our performance in each of these areas, we are working with our managers and staff to develop action plans that address issues at the corporate level while also having a meaningful impact at the local level.

We are also strengthening our focus on diversity to create a healthier, more respectful and representative workforce at all levels of the organization. OCWA values the unique characteristics of all of our employees and we recognize that a truly inclusive organization is one that has the capacity and the will to celebrate the differences of all its employees.

OCWA takes a proactive approach to building and maintaining positive working relationships with our employees, utilizing our Employee Relations Committees to achieve common goals through open communication, problem solving, and information sharing. In 2017, the Ontario government proactively negotiated four-year extensions to the collective agreements with both the Ontario Public Service Employees Union (OPSEU) and Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO) bargaining groups, bypassing the need to engage in collective bargaining, ensuring that there is no risk of a labour disruption impacting the Agency's operations throughout the duration of this plan.

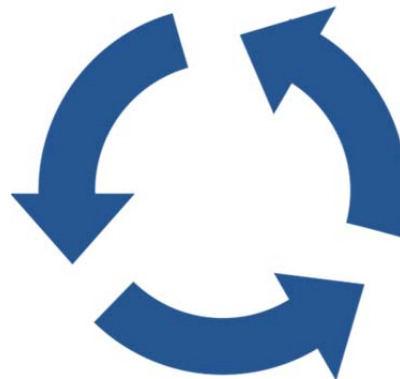
BUSINESS TRANSFORMATION PROGRAM

Over the past six years, OCWA has made a significant investment in upgrading its information technology (IT) tools and systems, with a goal to enhance client services, through the OCWA Tools Evolution Program (OTEP). Through OTEP, OCWA has developed enhanced practices and technology solutions to support our O&M services, building a resilient network with high availability of computing systems while ensuring the security of the environment, data and information.

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

BTP, which is described in greater detail in Section 3.1 (OCWA's Strategies for 2018-20) and Section 9 (Appendix D – IT Plan), will enhance and supplement the Agency's current IT systems and better refine the Agency's business processes to ensure that we have the capacity to deliver total solutions to our clients both now and for years to come. BTP will better integrate our operational and information management systems, leading to better analysis and utilization of the data that we gather continuously on the operation of our clients' facilities. Recognizing that significant time and resources will be required to implement all of these objectives, BTP is being implemented using a phased approach, with the most critical undertakings implemented first.

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



Strategic direction

OCWA'S STRATEGIES FOR 2018-2020

Throughout 2017, OCWA's Board of Directors and Executive Management Team met to review the Agency's strategic direction and identify Agency priorities for the coming years. At these sessions, there was consensus that the Agency should continue with its current strategic direction in 2018-20, building on the success of the growth strategies and other initiatives that have been the Agency's focus for the past few years. These initiatives have been grouped into four main focus areas: supporting our clients by delivering total solutions; enhancing our productivity and efficiency; serving our communities and supporting the province; and ensuring the health and well-being of our employees, each of which is described in greater detail below.



Supporting Our Clients by Delivering Total Solutions

OCWA's growth strategy continues to focus on maintaining our existing client base in Ontario, expanding the scope of services that we provide to these clients and attracting new clients in the province. A core component of this strategy is the delivery of value-added service to our clients that goes beyond the delivery of O&M services and focuses on providing total solutions at every stage of the infrastructure life cycle.

Taking a Long-Term Approach to Infrastructure Management

Helping clients to maintain the long-term sustainability of their water and wastewater infrastructure is one of the most important ways in which OCWA delivers value. Our Regional Hub teams work closely with our process, energy, engineering and capital delivery teams to provide clients with expert recommendations and advice on how to increase the efficiency and capacity of their systems, reduce the cost of delivery and maximize the life of their water and wastewater infrastructure.

We achieve this by:

- Conducting process and energy assessments to identify opportunities for optimization and shared saving;
- Developing long-term capital plans that incorporate condition and capacity assessments;
- Working with clients to develop “State of Good Repair” asset management plans, including long-term financial plans and rate impacts; and
- Working closely with clients to support their needs with respect to delivery of major maintenance and capital delivery.

In 2017, we worked to ensure that long-term infrastructure planning is a core element of our client service delivery model, standardizing our approach to managing capital projects and establishing a new Business and Asset Management Standards group to identify emerging asset management trends, promote information-driven decision making and put in place the processes and practices required to enhance our asset management service offerings and meet increasingly sophisticated client needs.

We will continue to enhance our infrastructure and asset management capacity throughout 2018. This includes developing a comprehensive Asset Stewardship Quality Management System (ASQMS) that will ensure that our asset management standards and maintenance practices are consistent with industry best practices, delivering best value to our clients. Key deliverables include developing the ASQMS system framework, preparing an application guide for staff to guide them in the delivery of asset management and maintenance services to clients, and implementing an asset maintenance and management skills development program for all OCWA staff.

Mitigating the Impact of Climate Change through Energy Management and Resource Recovery and Supporting Waste Diversion

OCWA is committed to advancing the goals of the province’s Climate Change Action Plan and the *Resource Recovery and Circular Economy Act, 2016* by working with our clients to implement initiatives that harness the energy potential of biosolids and other organic waste, keeping them out of landfills and reducing the production of greenhouse gases (GHGs) in client wastewater facilities.

OCWA works with various stakeholders, including the Ministry of Energy, the Independent Electricity System Operator (IESO) and local electric and gas distribution companies to achieve the combined goals of energy savings and GHG reduction. In 2018 we will continue to move forward with the work that we are doing with IESO to reduce energy consumption in client facilities, building on the successes that we have achieved with the program to date. The program, funded through the saveONenergy Conservation Fund, involves completing detailed energy assessments and capital improvement plans for client municipalities and then assisting them in implementing the recommended changes. OCWA’s approach, which involves combining equipment retrofits with operational and behavioral changes, has resulted in significant energy savings for our clients. So far, we have helped our clients to realize cumulative energy savings of 34,104 MWh through this program, resulting in a cumulative reduction in energy costs of \$6.1 million. Our goal is to increase the total amount of energy saved to 49,000 MWh by the end of 2018.

In addition to our work with IESO, we are implementing a program to install energy monitoring and targeting (M&T) systems in some of our client facilities.

These M&T systems will allow us to analyze energy consumption for key pieces of equipment, establish an energy baseline and identify opportunities for energy savings.

Other energy initiatives to be undertaking this year include:

- Identifying an energy champion in each Regional Hub that can work with the corporate energy group to identify energy management opportunities in our client facilities;
- Providing energy training to our front line operators;
- Expanding our energy benchmarking initiative to all client facilities;
- Setting-up energy key performance indicators for plants of similar size and characteristics;
- Supporting municipalities in developing energy and GHG plans, with a key focus on water and wastewater facilities;
- Collaborating with the MOECC's Climate Change Directorate to develop activities and programs to reduce emissions; and
- Working with various industry partners, sector organizations and research partners to establish a GHG baseline for wastewater plants across Ontario.

OCWA is also undertaking a number of initiatives that will increase waste diversion by supporting the development and implementation of renewable energy centres that use wastewater and concentrated organic waste to generate biogas for productive use, as set forth in the Agency's 2018 Mandate Letter from the Minister of the Environment and Climate Change.



This includes implementing a program to capture methane in client facilities and convert it to renewable natural gas (RNG). OCWA, the City of Stratford and General Electric (GE) Water and Power are currently partnering on a project that will use new technology to optimize the existing Stratford Water Pollution Control Plant and increase its production of methane gas that can then be converted into RNG by adding compost and food waste from the surrounding area. The resulting RNG will then be fed back into the local gas distribution system. This “net zero” initiative produces a renewable energy source, diverts waste from landfill and results in cost savings and a significant reduction in GHG emissions for the City of Stratford. The project will serve as a model for other municipalities across Ontario and Canada, many of which have untapped potential to produce RNG, reduce energy costs and significantly reduce harmful GHG emissions.

Another new initiative that we are pursuing is the operation of municipal source separated organics (SSO) facilities in addition to water and wastewater treatment plants.

SSO facilities process organic waste materials, primarily food products and by-products, that are collected separately and removed from the waste stream destined to landfill. Once they have been collected and transported to an approved facility, these materials are pre-processed and then forwarded into advanced systems where they are processed into products that recover valuable constituents and/or recover energy. SSO material that has been pre-processed is very similar to the biosolids produced from wastewater.

The ability to treat SSO materials for recovery of nutrients and energy is tied to the development of new and innovative processes. OCWA has teamed with innovative technology partners for the implementation of advanced biosolids processes in some of the plants that are or have been operated by the Agency. This operational expertise makes OCWA an ideal candidate to operate municipal SSO facilities. OCWA was selected to operate the new SSO currently being built by the City of Toronto once it is commissioned and operational. We recognize the operation of SSO facilities as a significant opportunity for growth and will be pursuing additional opportunities in this market in 2018 and in the years to follow.

Leveraging Technology to Meet Client Needs

Water and wastewater treatment processes are constantly evolving, with new innovations continually being introduced that improve on the processes and equipment currently in use in our clients' facilities. Operating a wide range of water and wastewater facilities across the province, from small well systems to large state-of-the-art urban treatment facilities, provides OCWA with a thorough understanding of the treatment issues facing Ontario municipalities and puts us in a unique position to work with clients to adopt new and innovative technologies.

Our experienced operators, process experts and engineers provide our clients with advice on the operability of new technologies under various conditions, assessing their ability to deliver a number of benefits, including lower operating costs, enhanced water quality, reduced energy and chemical consumption and lowered GHG emissions.

We also work with clients and technology providers, giving special consideration to Ontario-based companies, to test their products in real-world conditions. When selecting technologies to pilot, we focus on those that:

- Address the needs of and/or provide innovative solutions to issues faced by one or more Agency clients;
- Play a unique role in or provide improvement over conventional elements of the water and/or wastewater treatment process;
- Have previously been proven to provide benefits to end users through controlled testing and will be ready for market following real-world testing and trials; and
- Advance the water industry, including the potential to create new jobs in Ontario, and are unique in the marketplace.

These pilot projects enable our clients to benefit from new innovations while providing the technology companies with necessary feedback and troubleshooting advice on the operability of their products and solutions.

We will continue with all of these activities in 2018 and beyond, working with our clients, technology providers and other stakeholders to promote innovation and support the development and implementation of new technologies that improve the operation of our clients' facilities.



OCWA is working, in conjunction with organizations such as the Southern Ontario Water Consortium (SOWC) and Fleming College, to deliver workshops and educational sessions for Ontario municipalities and other stakeholders, focused on emerging industry trends and new and exciting technological advances, like the projects being undertaken in some Ontario municipalities to turn their existing wastewater treatment plants into energy-generating resource recovery facilities. We are also working with Fleming to develop an energy optimization course for operators.

In addition to these workshops and educational initiatives, we are working with SOWC to put together a forum showcasing a number of innovative Ontario technology projects that have received support from SOWC and/or OCWA. The forum will provide an opportunity for these Ontario technology companies to connect with municipal representatives, academics and other government stakeholders and promote the benefits of their innovations.

Enhancing our Productivity, Efficiency and Effectiveness

By continually looking for better ways to manage our operations, we can improve our productivity, reduce costs and deliver better service to our clients. In 2018, we will continue these efforts.

Transforming Our Business Processes

Over the past six years OCWA has made a number of significant changes to the ways in which we deliver services to our clients. We've made significant investments in the IT systems that enable us to effectively manage our clients' facilities, we've revised our organizational structure to provide better service to our clients and we've worked hard to improve and standardize our operational processes across the organization. The next phase in our ongoing organizational transformation will be the launch of OCWA's Business Transformation Program (BTP).

BTP builds on the foundation established by the OCWA Tools Evolution Program (OTEP), through which we upgraded our foundational operational IT tools and systems to ensure that staff have ready access to the information required to make timely decisions and serve our clients in the most efficient and effective manner. The program, which will be implemented over a number of years, is focused on making strategic investments in OCWA's business practices, IT systems, personnel and infrastructure to sustain and grow our business.

Recognizing that significant time and resources will be required to implement all of these objectives, BTP is being implemented using a phased approach, with the most critical undertakings implemented first.

More detailed information on BTP is included in Section 9.0 (Appendix D – Information Technology Plan).

Optimizing Procurement

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

We are implementing a number of enhancements to our procurement processes in 2018 to ensure that our clients continue to receive the best value.

These enhancements include:

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

Moving beyond 2018, the corporate procurement group will work to create additional vendor of record (VOR) arrangements to meet regular day-to-day purchasing requirements, thereby reducing the number of public procurements required on an annual basis. The new VOR arrangements will vary between OCWA-wide and regional arrangements, depending on the type of good or service being purchased. In addition, we will be developing a procurement portal for use by OCWA staff which will make procuring quicker and easier, while ensuring that all OCWA and OPS procurement directives and guidelines are followed.



Serving Our Communities and Supporting the Province

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

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.

We will continue to refine and expand our emergency response capabilities in 2018, enhancing our ability to respond to a variety of emergency situations across the province. This includes purchasing additional flood mitigation products and ensuring that we are prepared to respond to the increasing number of flooding events that have taken place in recent years and are likely to continue occurring in the future. We will also work to enhance our ability to respond to spill events and other situations by purchasing new pumps and additional chlorine analyzers.

Supporting First Nations

OCWA has a long history of working with First Nation communities in Ontario. In 2018 we will continue to work with our First Nation and government partners to implement sustainable water and wastewater solutions that ensure the effective operation and maintenance of First Nation water systems and contribute towards the elimination of long-term drinking water advisories.

Key elements of OCWA's approach to supporting First Nation communities include:

- Supporting our First Nation clients in the management, operation and maintenance of their water and wastewater systems, with the First Nations taking the lead and OCWA providing ongoing support;
- Assisting First Nation communities in ensuring the long-term sustainability of their water and wastewater systems through the implementation of process optimization, asset management and energy management initiatives;
- Providing operational training to First Nation communities in conjunction with the Ontario First Nations Technical Services Corporation through the federal Circuit Rider Training Program;
- Supporting the education and career development of indigenous youth and other members of the community by providing scholarships and internships as water treatment operators that will enable them to achieve the certification levels required to manage their community water and wastewater systems; and
- Providing emergency response services to First Nation communities when requested.

Additional initiatives that we will undertake in 2018 include implementing two remote monitoring and maintenance pilot projects in First Nation communities. The first project is being run in conjunction with the Waabnoong Bemjiwang Association of First Nations (WBAFN) and the second with the Bimose Tribal Council ("Bimose").

Both projects involve installing a remote monitoring system and an asset management system in participating WBAFN and Bimose communities. These systems will enable real-time offsite monitoring and provide a standardized platform for managing community water and wastewater assets, improving operations and helping to ensure the long term safety and sustainability of these community water and wastewater systems.

We will also continue to promote cultural awareness and understanding of indigenous issues through staff education and outreach activities, including hosting a workshop with our First Nation clients to gather direct feedback on the individual challenges that they face in managing and maintaining their water and wastewater systems and what they think OCWA could do to better support them in resolving these issues.

Delivering Water Education Programs

Over the past few years OCWA has developed two signature public awareness and education programs, the "I Don't Flush" public awareness campaign, which promotes water protection, conservation and sustainability in our communities and the OneWater Education Program, which teaches the value of water to students in Grade 8 by providing activity-based lessons on water and the water cycle that align with the Ontario education 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 a hands-on demonstration with the students.

An additional learning module, “The Changing Great Lakes”, which introduces students to the important role the Great Lakes play in our environment and looks at adaptation strategies to climate change, was introduced as part of the OneWater Program in 2016. We will continue to expand OneWater in 2018, adding new client communities, integrating an indigenous perspective into the program and developing a new learning module focused on resource recovery, including the transformation of wastewater into a useful energy source.



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

The response to “I Don’t Flush” has been extremely positive, resulting in a total of more than 70 million media impressions, including features on Global News, the Weather Network and Barrie This Morning, and coverage in the National Post, the Montreal Gazette, Green Living online and many other publications. Moving forward, we will roll out a refreshed version of the pharmaceutical campaign with an additional partner on board and will investigate the potential to launch a fourth phase of the campaign, informing the public that “your toilet is not a garbage can”.

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 diversity, health, safety, wellness and engagement, OCWA is developing an inclusive workforce culture in which every employee is valued and respected.

Prioritizing Diversity and Inclusion

OCWA values the unique characteristics of all of our employees and we recognize that a truly inclusive organization is one that has the capacity and the will to celebrate the differences of all its employees. Teams of mixed gender, ethnicity/culture, sexual orientation, age, physical abilities, and work-styles are more representative of the customers that we serve. They offer a variety of viewpoints, have a wider range of experiences and produce more innovation.

By strengthening our focus on diversity, we aim to create a healthier, more respectful and representative workforce at all levels of the organization.

In 2018, we will work to gain a better understanding of our diversity and inclusion gaps and create strategies to address those gaps. Key initiatives include:

- Conducting an employee survey to gather demographic information and feelings of inclusion and analyzing the survey results to identify gaps and key areas requiring focus;
- Establishing virtual focus groups to gain insights from staff, identify issues facing the Agency and discuss potential solutions to the challenges;
- Providing individual assessments for senior leaders and key stakeholders to identify intercultural/cross-cultural competence;
- Providing training to the Board and the Agency's senior leaders on their roles and responsibilities as inclusive leaders;
- Reviewing our policies and practices to identify opportunities for improvement; and
- Developing a diversity and inclusion strategy for the Agency.

Ensuring Workplace Health and Safety

Ensuring the health and safety of our employees and everyone else that works with OCWA is an ongoing priority for the Agency. In 2017 we focused on developing an ingrained safety culture within OCWA and improving the Agency's health and safety program by:

- Streamlining our Health and Safety framework, policy and related procedures to clarify requirements and improve employee understanding of and adherence to the requirements;

- Establishing and tracking leading health and safety performance indicators like operator health and safety training and near miss reporting, in addition to lagging indicators like lost time and recordable incident rates (which track the rate of lost time injuries and recordable incidents for every 100 employees);
- Developing and implementing improved health and safety inspection and auditing tools and risk controls; and
- Training employees on the requirements of the restructured health and safety system and engaging them in making safety an integral part of their daily activities.

In 2018 we will continue to work to improve our health and safety program and culture by:

- Developing a standardized process for conducting workplace inspections across the Agency, including format, frequency, data compilation and communication of results;
- Focusing efforts on health and wellness issues in addition to safety by spending a proportionate amount of time on health issues as we do on safety issues;
- Reinvigorating health and safety communications across OCWA using technology that will garner interest and participation, like short iPhone videos;
- Identifying and tracking another leading key performance indicator to promote a prevention mindset across the organization;
- Including new, evidence based health and safety questions as part of the Agency's Facility Assessment Review audit process; and
- Standardizing the way in which Safety Representative meetings are conducted across the Agency.



Engaging Our Employees

Maintaining an engaged and motivated workforce is essential if OCWA is to achieve its long-term objectives, as there is a strong correlation between employee engagement, productivity and organizational success.

Engaged employees are not only more productive, they are also more loyal to their employers, as low engagement scores increase the likelihood that employees will look elsewhere for new jobs.

OCWA is committed to increasing engagement and commitment across all levels of the organization. We also recognize that engagement is a two way process. Managers provide employees with the right environment, challenges and incentives. In return, employees contribute productively to the workplace and help the organization to achieve its goals.

The recent Ontario Public Service employee engagement survey results show OCWA's key strengths to be co-worker relationships, job fit, clear expectations and direction, and commitment to public service.

The results also indicate there is more we can do when it comes to recognizing individual contributions, orienting new employees to the organization, supporting development and career growth, and keeping the lines of communication open.

In an effort to improve our performance in each of these areas, we are working with our managers and staff to develop action plans that address issues at the corporate level while also having a meaningful impact at the local level. Once the action plans have been finalized, they will be shared with Agency staff.

We also want to increase the participation rate for future surveys to ensure that we have an optimal understanding of the degree to which our employees are engaged and what things most affect their engagement. We believe that if staff are consulted, are heard and appropriate action is taken, engagement levels will increase.

We will measure our success in improving engagement in each of the areas where more focus is required following the completion of the next employee engagement survey in the first half of 2018.

2018-20 STRATEGIC GOALS AND PERFORMANCE MEASURES

The following table outlines the high level strategic goals and performance targets for 2018-20 that were identified as part of the Agency's strategic planning process.

STRATEGIC GOAL	PERFORMANCE MEASURES
Enhanced financial performance	\$228.26 million in annual revenue by 2020
Increased organizational efficiency	Organizational redesign fully implemented in 2019 Phase one Business Transformation Program initiatives successfully implemented by 2020
Engaged, motivated and safe staff	Increase employee engagement index rating to 75 Maintain an adequate number of staff with level 3 or 4 licenses to manage the Agency's level 3 and 4 facilities Year over year reduction in the Agency's recordable and lost time incident rates
Improved client satisfaction	Client retention rate of 97% or greater

2018 INITIATIVES AND PERFORMANCE MEASURES

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

STRATEGIC INITIATIVE	PERFORMANCE MEASURES
Strategy One – Supporting Our Clients by Delivering Total Solutions	
Taking a Long-Term Approach to Infrastructure Management GOAL: Help clients to develop long-term water and wastewater infrastructure plans, ensuring the sustainability of their systems	Comprehensive Asset Stewardship Quality Management System (ASQMS) developed by the end of 2018 that includes the ASQMS framework, an application guide for staff, and an asset maintenance and management skills development program that results in enhanced capacity of Agency staff to deliver asset management services to clients OCWA's ASQMS program enables clients to meet the requirements of future provincial asset management regulations

Mitigating the Impact of Climate Change through Energy Management and Waste Diversion

GOAL: Help clients to harness the energy potential of biosolids and other organic waste and reduce the production of GHGs in client wastewater facilities

OCWA/IESO energy program delivers cumulative energy savings of 49,000 MWh in client facilities by the end of 2018

Energy monitoring and targeting (M&T) equipment installed in 2 client facilities by the end of 2018, resulting in a 5% reduction in energy usage in those facilities by the end of 2019

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

Leveraging Technology to Meet Client Needs

GOAL: Promote innovation and support the development and implementation of new water and wastewater technologies that improve the operation of our clients' facilities

3 workshops or events that promote Ontario technologies and connect Ontario technology companies to municipalities organized and facilitated in 2018, resulting in 3 additional technology solutions (pilot or full scale) being implemented in client facilities

Strategy Two – Enhancing Our Productivity, Efficiency, and Effectiveness

Transforming Our Business Processes

GOAL: Enhance the Agency's IT systems and refine the Agency's business processes through implementation of the Business Transformation Program (BTP)

Enterprise Resource Planning (ERP) system processes mapped and system upgrade initiated by the end of Q1, 2018, with full implementation complete by 2019, resulting in a 5-10% reduction in the time required to complete financial administration tasks by the end of 2019

Mobile application for work orders piloted by Q3, 2018, resulting in a 10% reduction in the time required to manage work orders by the end of 2019

Automated process for annual client capital recommendations implemented by Q3, 2018, resulting in a 5% reduction in the time required to manage work orders by the end of 2019

Optimizing Procurement

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

Procurement planning process implemented by Q2, 2018

Supplier Relationship Management (SRM) program developed by the end of 2018, for implementation in 2019

Revamped chemical procurement process complete by Q4, 2018

Procurement process improvements result in a 10% reduction in the time required to procure goods and services by the end of 2019

Strategy Three – Serving Our Communities and Supporting the Province

Responding to Water and Wastewater Emergencies

GOAL: Expand the Agency's emergency response capabilities and enhance the Agency's ability to respond to a variety of emergency situations across the province

OCWA Emergency Response Team equipment refresh/upgrade complete by the end of 2018

Functional test of OCWA's emergency response program, including activation of one or more response teams, completed in conjunction with one or more client municipalities in 2018 to evaluate the Agency's emergency response capabilities

Supporting First Nations

GOAL: Support the development of sustainable water and wastewater solutions, including effective infrastructure management and elimination of long-term drinking water advisories, for First Nation communities

Remote monitoring and maintenance pilot projects implemented in two in First Nation communities by the end of 2018; evaluation of the impact of the pilots on the operation and maintenance of the community water and wastewater facilities conducted following completion of the pilots

Goals and strategies to support access to safe, sustainable drinking water in First Nation communities through the trilateral process between First Nations, Ontario and the federal government developed in conjunction with the MOECC's Indigenous Drinking Water Projects Office

Delivering Water Education Programs

GOAL: Continue to enhance and promote the OneWater and "I Don't Flush" programs

An additional 10 communities participate in the OneWater program, with a total of 2500 students completing the OneWater program by the end of the 2018/19 school year, with 80% of students demonstrating behavioural awareness in how they treat water as a result of the OneWater program

New resource recovery module for the OneWater program piloted by the end of Q2, 2018

Refreshed I Don't Flush pharmaceutical campaign relaunched in 2018 with an additional partner on board

Phase four of the I Don't Flush campaign ("your toilet is not a garbage can") launched with five municipal sponsors, resulting in 20 million media impressions

Strategy Four – Ensuring Health and Well-being of Our Employees

Prioritizing Diversity and Inclusion

GOAL: Identify where there are diversity and inclusion gaps in the Agency and implement strategies to address the gaps

Current state inclusivity assessment report developed by Q4, 2018 that includes an assessment of the Agency's diversity and inclusion gaps, along with a plan to address the gaps

Ensuring Workplace Health and Safety

GOAL: Develop an ingrained safety and wellness culture within the Agency

Year-over-year reduction in the Agency's Recordable Incident Rate, with a target for 2018 of 1.89 or lower

Year-over-year reduction in the Agency's Lost Time Injury Rate, with a target for 2018 of 0.49 or lower

Engaging Our Employees

GOAL: Improve the Agency's level of employee engagement

More than 60% of OCWA employees respond to the 2018 OPS employee survey, with the Agency attaining an employee engagement index of 70 or higher

Risk Assessment and management

OCWA has a comprehensive Enterprise Risk Management (ERM) program that is in compliance with the Guide to the Risk-Based Approach for the Agencies and Appointments Directive (AAD). OCWA's ERM Policy and Framework, which are approved annually by our Board of Directors, outline how the Agency carries out risk management activities, including conducting risk identification and assessment, developing risk responses and risk action plans, monitoring 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 our objectives and strategic plan. The 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, and are regularly assessed, monitored and catalogued annually in the Agency's Risk Register. 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 incorporated the risk categories identified in the Guide to the Risk-Based Approach for the AAD. 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 result of the annual risk identification and assessment process is 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 implementation and communication

Aligning Services to Plan Goals

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

Monitoring Progress

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

Performance Measurement

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

Internal Communication of the Business Plan

Information on the Agency's Strategic Plan and 2018-20 Business Plan initiatives will be communicated to OCWA management in early 2018. In addition, 'A Message from the President and CEO', a regular electronic bulletin from the President's Office, will be used to introduce the key strategic initiatives and performance measures and highlight the Agency's progress towards meeting those measures throughout the year.

BUSINESS PLAN AND ANNUAL REPORT COMMUNICATION TIMELINES

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

ITEM	TIMING
2018-20 Business Plan approved by OCWA's Board of Directors and submitted to MOECC	December, 2017
<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 2018-20 Business Plan initiatives provided to OCWA management	Q1, 2018
2017 Annual Report submission to Board of Directors	Q2, 2018
Q1 2018, Quarterly Progress Report to EMT and Board of Directors	Q2, 2018
OCWA <i>Internet</i> – 2017 Annual Report made public	Q2/Q3, 2018 (once tabled in the Legislature)
Q2 2018, Quarterly Progress Report to EMT and Board of Directors	Q3, 2018
Q3 2018, Quarterly Progress Report to EMT and Board of Directors	Q4, 2018
Q4 2018, Quarterly Progress Report to EMT and Board of Directors (included as part of the 2018 Annual Report)	Q2, 2019

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 and Climate Change for approval by December 31 each year. A public version of the plan is made available on OCWA's internet site once approval has been received from the Minister.



Appendix A – **2018 mandate letter from the Minister**

Ministry of the Environment
and Climate Change

Office of the Minister

77 Wellesley Street West
11th Floor, Ferguson Block
Toronto ON M7A 2T5
Tel: 416-314-6790
Fax: 416-314-6748

Ministère de l'Environnement et de
l'Action en matière de changement
climatique

Bureau du ministre

77, rue Wellesley Ouest
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Télé.: 416-314-6748



Mr. John Bergsma
25 Hamilton Street South,
Suite #1,
Waterdown, ON
L0R 2H4

Dear Mr Bergsma,

I am pleased to write to you in your capacity as Acting Chair of 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 2018 fiscal year.

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

As you know, pursuant to the Capital Investment Plan Act, 1993, S.O. 1993, 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.

Protecting water, the Great Lakes and improving drinking water for Indigenous communities are key government priorities. To support these priorities, I expect OCWA to focus on:

- Liaising with the ministry's Indigenous Drinking Water Projects Office to leverage expertise and develop goals and strategies to support access to safe, sustainable drinking water on reserves through the trilateral process between First Nations, Ontario and our Federal counterparts
- Supporting the fight against climate change by working with clients to ensure water and wastewater facilities are climate ready and by limiting greenhouse gas emissions through power-saving programs and generating energy from waste (i.e.

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).

- Helping clients prevent phosphorus and other damaging nutrients from entering local water sources through effluent released from their wastewater treatment facilities.
- Supporting the Province in meeting its objective of encouraging principled, evidence-based and strategic long-term infrastructure planning, as set forth in the Infrastructure for Jobs and Prosperity Act, by working with the Agency's clients to develop comprehensive, long-term asset plans for their water and wastewater systems.
- 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.
- Setting emergency preparedness goals that reflect the importance of OCWA's role as an emergency responder for drinking water emergencies in Ontario. Specific goals and strategies related to emergency preparedness should be augmented in the Business Plan. Given OCWA's mandate, emergency preparedness should have a high profile at OCWA on a continual basis.
- Work with the Ministry to update the Memorandum of Understanding (MOU) to develop formal evaluation criteria and annual performance management measures to enhance accountability and the achievement of OCWA's goals documented in the annual Business Plan by July 1, 2018.

Sincerely,



Chris Ballard
Minister

Appendix B – OCWA: an overview

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

OCWA operates more municipal water and wastewater facilities in Ontario than any other operating authority. The Agency currently operates close to 800 water and wastewater treatment facilities and associated systems on behalf of more than 170 clients and provides other technical and advisory services to a number of other clients. OCWA operates facilities ranging in size from small wells and pumping stations to large-scale urban water and wastewater systems.

MANDATE

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

VISION AND MISSION

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

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

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

GOVERNANCE

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

The Agency is governed by a Board of Directors, including a Chair and Vice-Chair. Members of OCWA's Board are appointed by the Lieutenant-Governor-in-Council on the recommendation of the Premier. Collectively, OCWA's Board has expertise in both the private and public sector, as well as in managing municipal corporations and utilities. 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.

The Board of Directors 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 and Climate Change, who is accountable to the Provincial Legislature.

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

ACCOUNTABILITY

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

- Meeting the requirements of appropriate regulatory authorities (MOECC, 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 and Climate Change for tabling in the Provincial Legislature and made available to all Ontarians online at www.ocwa.com;
- Producing an annual Business Plan, including performance measures, submitted for approval to the Minister of the Environment and Climate Change 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 our core business, we offer our clients a broad array of related functions, including engineering, training and other technical and advisory services such as process optimization, energy management and asset management. Our goal is to assist our clients in managing their water and wastewater facilities and associated distribution and collection systems at every stage of the asset lifecycle and to help them ensure the sustainability of their water and wastewater systems. In everything we do, we are steadfastly committed to implementing innovative technologies, processes and solutions aimed at improving operational efficiency and reliability.

OCWA utilizes a hub/satellite 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% of our employees are directly involved in developing, selling and delivering customer solutions and are among the most knowledgeable and experienced in the water and wastewater industry. Many of our current staff have been providing operational services to our municipal clients since before the Agency was established in 1993, having worked for our predecessor organizations, the Utility Operations Division at the MOECC and the Ontario Water Resources Commission, which was established in 1956 to oversee the Province's water resources.



OCWA has an unmatched ability to deliver excellent compliance and safety performance across diverse regions, technologies and facility sizes. Our people treat water and wastewater for populations as large as 1.3 million in the Region of Peel and as small as 2,400 in Moose Factory, where the facility is operated remotely from Kirkland Lake.

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

We strive to meet the objectives of the *Water Opportunities Act, 2010* by working to promote, develop, test, demonstrate and commercialize clean water technologies. 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. Fortunately, OCWA is well positioned to help make Ontario a world leader for water technology by connecting promising technologies with pilot sites.

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

We believe that OCWA's success with these initiatives will help the Province to conserve and sustain our water resources for present and future generations, protect the health of Ontario residents and strengthen Ontario's position as a leading global exporter of water technology products and services.

Appendix C - human resources plan

STAFFING OVERVIEW

As of October 17, 2017, OCWA had 816 employees. Staff information provided below includes:



- 728 Full-time
- 2 Part-Time

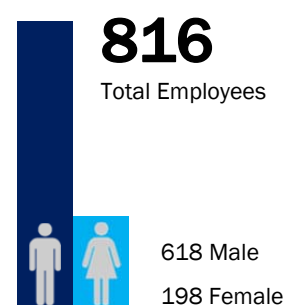
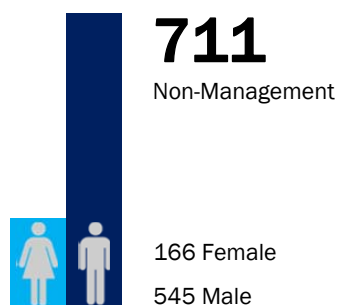
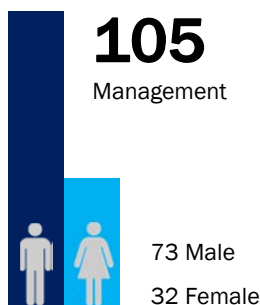


- 79 Full-time
- 7 Part-Time



- 807 Full-Time
- 9 Part-Time

Employee Gender Distribution



HR TRENDS AND CHALLENGES

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

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

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

KEY HUMAN RESOURCES PRIORITIES

Human Capital Planning

Human Capital Planning is increasingly being utilized in the drive to transform services and significantly improve the way clients and other stakeholder needs are met.

OCWA's 2017-2020 Human Capital plan outlines the strategies and actions we will take to ensure that OCWA builds and fosters a workforce with the operational and leadership capacity required to support OCWA's strategic priorities.

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

As we move forward over the next three years, OCWA will seek to build our employer brand and increase our social media presence to ensure we are attracting the right talent. We will also continue to maintain strong postsecondary partnerships and utilize co-operative education programs and scholarships.

Strong efforts are being made to increase engagement and commitment across all levels of the organization. The recent Ontario Public Service (OPS) employee engagement survey results show OCWA's key strengths to be co-worker relationships, job fit, clear expectations and direction, and commitment to public service. The results also indicate there is more we can do when it comes to recognizing individual contributions, orienting new employees to the organization, supporting development and career growth, and keeping the lines of communication open. In an effort to improve our performance in each of these areas, we are working with our managers and staff to develop action plans that address issues at the corporate level while also having a meaningful impact at the local level. We will measure our success in improving engagement in each of the areas where more focus is required following the completion of the next employee engagement survey in the first half of 2018.

Building leadership capacity and ensuring continuity across management roles is a priority for the Executive Management Team and the Human Resources Branch. OCWA will continue to identify successors for management and risk critical positions on an annual basis. The Agency has also established an OCWA Leadership Development program that meets the needs of two different streams: aspiring managers and aspiring leaders.

Diversity and Inclusion

OCWA values the unique characteristics of all of our employees and we recognize that a truly inclusive organization is one that has the capacity and the will to celebrate the differences of all its employees. Teams of mixed gender, ethnicity/culture, sexual orientation, age, physical abilities, and work-styles are more representative of the customers that we serve. They offer a variety of viewpoints, have a wider range of experiences and produce more innovation.

We are strengthening our focus on diversity to create a healthier, more respectful and representative workforce at all levels of the organization. In 2018, we will work to gain a better understanding of our diversity and inclusion gaps and create strategies to address those gaps.

One of the diversity priorities for the Agency is gender balance. There has been a significant increase in the number of women hired since 2012, with women representing 25% of the workforce. There continues to be a greater proportion of women in Corporate Office than in the Agency's Operations, with women significantly under-represented in both staff and managerial positions in Operations.

Representation is significantly better at the executive level, with women currently holding four of the nine positions (45%) on the Agency's Executive Management Team.

Compensation

Since OCWA is part of the OPS, we do not have flexibility to adjust our compensation rates.

In 2017, the Ontario government proactively negotiated four-year extensions to the collective agreements with the Ontario Public Service Employees Union (OPSEU) and Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO) bargaining groups, bypassing the need to engage in collective bargaining. Both agreements included cumulative across-the-board wage increases of 7.5% over the four-year term of each agreement.

We continue to work with our union and OPS partners to come up with creative solutions, such as our Operator Career Path initiative, to ensure that we have the ability to attract and retain qualified people.

Labour Relations

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

Appendix D – information technology plan

Over the past six years, OCWA has made a significant investment in upgrading its information technology (IT) tools and systems, with a goal to enhance client services, through the OCWA Tools Evolution Program (OTEP). Through OTEP, OCWA has developed enhanced practices and technology solutions to support our O&M services, building a resilient network with high availability of computing systems while ensuring the security of the environment, data and information.

Key accomplishments to date include:

- Upgrading and enhancing the Agency's Supervisory Control and Data Acquisition (SCADA) system, which is used to monitor and control the water and wastewater systems that the Agency manages for our clients.
- Implementing a SCADA historian, which allows staff to gather real-time process data and make it available for operations or for reporting through our Process Data Management (PDM) system.
- Implementing and enhancing the Agency's PDM system, which is used to store and analyze key operations and compliance data, the availability and management of which is fundamentally important to helping OCWA maintain its record of quality and compliance.
- Implementing an alarm feature in PDM which sends alert to specific users so that action can be taken on potential compliance issues.
- Implementing standard reporting features in PDM so that users spend less time preparing client reports.
- Implementing a handheld solution, currently in a limited user pilot, that allows for the operation and maintenance of water and wastewater systems regardless of where the operator is physically located. Through the handhelds, operators can pull data from a number of systems, including WMS and the SCADA historian, "in-the-field", rather than just in the control room, improving their ability to make fast, informed decisions.

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

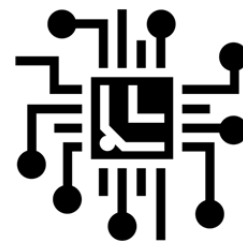
These foundational process and technology improvements provide a platform from which further enhancements can be made. The next stage in OCWA's technology evolution is the implementation of the Agency's Business Transformation Program (BTP), which is focused on making strategic investments in OCWA's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

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

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

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

- Continuously enhancing the Agency's cyber security protocol, processes and organizational training and awareness;
- Establishing an IT hosting strategy for the Agency that includes a plan to relocate and/or upgrade OCWA's two data centres, identifies which applications and IT features can be easily hosted in the cloud while ensuring the integration and security of OCWA IT systems, and includes a plan for mobile SCADA, PDM and WMS solutions;
- Increasing operator productivity and information access through the use of handheld devices, including resolution of system issues, process improvements and training; and
- Working with vendor partners to continually enhance the Agency's operational systems.



Appendix E – communications strategy

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

OCWA's Audiences

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

- Current clients, who will continue to provide OCWA's revenue base, and who need to see strategic and operational value in the services they receive so they extend their contracts, add new services and act as OCWA champions;
- Prospective clients, who are often learning about OCWA and its capabilities for the first time;
- Employees, who fulfill an important role as OCWA's first point of contact with clients and potential influencers;
- Partners, who are considering working collaboratively with OCWA; and
- The Public, who are being exposed to the work of OCWA in the community through public awareness and educational campaigns.

Key Messages

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

- OCWA is a trusted partner operating more than 800 water and wastewater facilities – more than any other operator in Canada.
- OCWA is a full-cost recovery Crown Agency, reporting to the Ministry of the Environment and Climate Change.
- OCWA is a “Total Water Solutions Provider,” with a wide range of services supporting water-related construction, energy-optimization, conveyance, operations, facilities management and regulatory compliance.
- OCWA plays a key role in maintaining the Province of Ontario's water infrastructure, managing more than \$20 billion in water and wastewater assets on behalf of our clients.
- OCWA is Ontario's clean water expert, delivering clean safe drinking water to 4.5 million people across the province and ensuring that the more than 500 billion litres of wastewater that we treat and return to Ontario's lakes and rivers meet the highest environmental standards.
- OCWA is helping to protect the Great Lakes by optimizing nutrient removal in our wastewater facilities and educating the public about the proper disposal of medications and other wastewater system contaminants.
- OCWA helps to ensure that First Nations communities in Ontario have clean drinking water by providing training and support to the operators responsible for managing community water systems.



- OCWA is helping to reduce the impacts of climate change by working with our clients to ensure that their water and wastewater facilities are climate ready and limiting the production of greenhouse gasses by reducing power consumption in the water and wastewater facilities that we operate.
- OCWA supports the development of Ontario water technology by working in partnership with clients and Ontario 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 2018

In 2018, OCWA will focus on the following communications initiatives:

- Continuing to re-brand and update promotional marketing and communication materials to focus on OCWA as a Total Water Solutions Provider and Trusted Partner;
- Increasing OCWA's profile by submitting papers and presenting at industry conferences and tradeshow;
- Embarking on a year-long celebration of OCWA's 25th anniversary, which will include activities in our Regional Hubs and corporate locations that target both internal and external audiences, along with developing written and other materials (e.g., videos) to support activities;
- Expanding the OCWA OneWater Education Program to 45 or more communities across the province, expanding the Great Lakes Climate Change module, integrating an indigenous perspective into the program and developing 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 is not a garbage can."

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
Leadership Conference	Update managers on business progress, leadership development and teambuilding	Annually
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/ Newsline	Electronic bulletins from the President's Office to communicate key events and information, including those related to the Organizational Review	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	Monthly
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 & 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 unused medications and other wastewater system contaminants	Ongoing
Sponsorships	Sponsor local community events in the communities in which OCWA operates	Ongoing
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	Launch fourth phase of the campaign promoting overall message that "Your toilet is not a garbage can."	2018- 2019

Appendix F - initiatives involving third parties

OCWA is involved with a number of organizations that support water and wastewater technology and research:

- Southern Ontario Water Consortium (SOWC) - OCWA and SOWC have established a Memorandum of Understanding (MOU) that outlines how the two organizations will work together to support the research, development and demonstration of water technologies and practices and provide strategic support to technology companies. As part of the MOU, SOWC and OCWA routinely include each other in educational events and promotional efforts, often in conjunction with organizations such as the Water Technology Acceleration Program (WaterTAP).
- 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 Chairs - OCWA provides financial and other support to the NSERC Industrial Research Chairs in Water Treatment at the University of Waterloo and the University of Toronto. Both Research Chairs work closely with industry partners such as OCWA to identify and conduct applied research on topics that will help to improve the water treatment process and are of interest to the industry and municipal end-users.

OCWA has also established relationships with a number of water technology companies over the years to support the development and testing of their new technologies. We will continue to work with these companies in 2018 and beyond and look for opportunities to collaborate with new partners.

Other initiatives involving third parties include the “I Don’t Flush” awareness campaign which OCWA co-developed with the Clean Water Foundation and the Agency’s work with the Independent Electricity System Operator implementing energy saving initiatives in our client facilities throughout Ontario under the “saveONenergy” program. These initiatives are both described in greater detail in Section 3.1 (OCWA’s Strategies for 2018-20).