



**REGULAR MEETING OF COUNCIL  
AGENDA  
MONDAY DECEMBER 9, 2024 AT 6:00 P.M.**

**DR. S. F. MONESTIME MUNICIPAL COUNCIL CHAMBERS  
160 WATER STREET, MATTAWA ON**

**Zoom Meeting Access: 1-647-374-4685  
Meeting ID Code: 864 9897 7862  
Passcode: 651285**

- 1. Meeting Called to Order**
- 2. Announce Electronic Participants**
- 3. Adoption of Agenda**
  - 3.1 To Adopt the agenda as presented or amended
    - That the agenda dated December 9, 2024 be adopted
- 4. Disclosures of a Conflict of Interest**
- 5. Presentations and Delegations**
- 6. Adoption of Minutes**
  - 6.1 Regular Meeting of November 25, 2024
  - 6.2 To adopt the minutes as presented or amended
    - That Council adopt the November 25, 2024 minutes
- 7. Notice of Motions**
  - 7.1 Support of North Bay Parry Sound District Health Unit Oral Health Strategy
- 8. Correspondence**
  - 8.1 City of Guelph – Enable Municipalities to Charge Fees for Use of Municipal Property by Gas Utilities
  - 8.2 Ministry of Municipal Affairs & Housing – Changes to Planning Act to Accelerate Implementation of Addition Residential Unit Framework
  - 8.3 FONOM – 2025 Conference in North Bay May 5 – 7 – Registration
  - 8.4 AMO – Pre-Budget Submission 2025
  - 8.5 GTA Strategies – Declare December as Christian Heritage Month
  - 8.6 FONOM – Ontario Offsetting OPP Cost Increases for Small & Rural Municipalities

- 8.7 Municipality of St. Charles – Ontario Deposit Return Program
- 8.8 FONOM – Sustainable Northern Ontario Economic Development Course
- 8.9 OCWA – Mattawa DWS Operational Plan

**9. Standing Committee Recommendations/Reports – Motions**

**10. Information Reports – Motions**

- 10.1 Physician Recruitment Report – Report # 24-67R
- 10.2 Vehicle for Fire Chief – Report # 24-68R

**11. By-Laws**

**12. Old Business**

- 12.1 Council – Food Cycler Municipal Solutions
- 12.2 Beautification Committee Terms of Reference & Committee Structure

**13. New Business**

**14. Questions from Public Pertaining to Agenda**

**15. In Camera (Closed) Session**

**16. Return to Regular Session**

**17. Motions Resulting from Closed Session**

**18. Adjournment**

- 18.1 Adjournment of the meeting

- That the December 9, 2024 meeting adjourn at \_\_\_\_\_ p.m.

DATE: MONDAY DECEMBER 9, 2024

3.1

**THE CORPORATION TOWN OF MATTAWA**

MOVED BY COUNCILLOR \_\_\_\_\_

SECONDED BY COUNCILLOR \_\_\_\_\_

---

**BE IT RESOLVED THAT** the meeting agenda dated Monday December 9, 2024 be adopted.

## THE CORPORATION OF THE TOWN OF MATTAWA

The minutes of the Regular Meeting held Monday November 25, 2024, at 5:00 p.m. in the Dr. S.F. Monestime Council Chambers.

Council Present: Mayor Raymond A. Bélanger  
Deputy Mayor Mathew Gardiner  
Councillor Fern Levesque  
Councillor Laura Ross  
Councillor Garry Thibert

Staff Present: Melody Byers, Executive Assistant/Acting Clerk  
Paul Laperriere, Interim CAO/Treasurer  
Wayne Chaput, Chief Building Official/By-Law Enforcement Officer  
Dexture Sarrazin, Director of Community Services  
Shawn Hongell, Fire Chief

\*When a recorded vote is requested and the minutes indicate the recorded vote was "Unanimous" it means all Councillors present and noted above voted in favour unless otherwise indicated.

### 1. Meeting Called to Order

Meeting Called to Order by Mayor Bélanger at 5:00 p.m.

### 2. Announce Electronic Participants

Clerk announced that there was no online participation.

### 3. Adoption of Agenda

3.1 To Adopt the agenda as presented or amended

#### **Resolution Number 24-240**

Moved by Councillor Fern Levesque  
Seconded by Councillor Laura Ross

**BE IT RESOLVED THAT** the meeting agenda dated Monday November 25, 2024 be adopted.

**CARRIED** – unanimous

### 4. Disclosures of a Conflict of Interest

### 5. Presentations and Delegations

5.1 Baker Tilly SNT – Town of Mattawa 2022 Audited Financial Statement

Jessica Dion & Isabelle Mineault of Baker Tilly SNT presented Council with the 2022 audited financial statements and results of the 2022 audit completed.

### 6. Adoption of Minutes

6.1 Regular Meeting of November 11, 2024

6.2 Special Meeting of November 14, 2024

6.3 To adopt the minutes as presented or amended

**Resolution Number 24-241**

Moved by Councillor Laura Ross

Seconded by Deputy Mayor Mathew Gardiner

**BE IT RESOLVED THAT** Council adopt the minutes of the Regular meeting of Monday November 11, 2024 and the Special meeting of Thursday November 14, 2024.

**CARRIED** – unanimous

**7. Notice of Motions**

7.1 Request to Redistribution of the Provincial Land Transfer Tax & GST to Municipalities

**Resolution Number 24-242**

Moved by Councillor Laura Ross

Seconded by Councillor Garry Thibert

**WHEREAS** municipalities face growing infrastructure needs, including roads, bridges, public transit, water system and other critical services, which are essential to community well-being and economic development;

**AND WHEREAS** the current sources of municipal revenue, including property taxes and user fees, are insufficient to meet these increasing demands for infrastructure investment;

**AND WHEREAS** the Province of Ontario currently collects the Land Transfer Tax (LTT) on property transactions in municipalities across the province, generating significant revenue that is not directly shared with municipalities;

**AND WHEREAS** the Federal Government collects Goods and Services Tax (GST) on property transactions, a portion of which could be directed to municipalities to address local infrastructure needs;

**AND WHEREAS** redistributing a portion of the Provincial Land Tax and GST to municipalities would provide a predictable and sustainable source of funding for local infrastructure projects without creating a new tax burden on residents or homebuyers;

**AND WHEREAS** a redistribution of a portion of the existing Land Transfer Tax and GST would allow municipalities to better plan and invest in long-term infrastructure initiatives, supporting local economic growth and improving the quality of life for residents.

**THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Town of Mattawa formally requests the Provincial Government to consider redistributing a portion of the Land Transfer Tax collected on property transactions to municipalities;

**AND FURTHER THAT** the Council of the Corporation of the Town of Mattawa calls on the Federal Government to allocate a percentage of the GST collected on property sales to municipalities;

**AND FURTHER THAT** this redistribution of the Land Transfer Tax and GST should be structured to provide predictable and sustainable funding to municipalities, allowing for better long-term planning and investment in infrastructure projects that benefit local communities, thus ensuring that local governments receive a fair share of the revenue to address critical infrastructure needs;

**AND FURTHER THAT** a copy of this resolution be forwarded to Prime Minister Justin Trudeau, Premier Doug Ford, the Ontario Minister of Finance, the Minister of Municipal Affairs and Housing, MP Anthony Rota, MPP Vic Fedeli, the Association of Municipalities of Ontario (AMO) and all 444 Municipalities in Ontario.

**CARRIED** – unanimous

## **8. Correspondence**

### 8.1 North Bay Parry Sound District Health Unit – Recommendation for Provincial Oral Health Strategy

Council spoke on correspondence item # 8.1 and directed staff to bring back a support resolution at the next regular meeting.

### 8.2 AMO – Encampments & Opioid Crisis

Council spoke on correspondence item # 8.2.

### 8.3 Municipality of North Perth – Establishment of an Ontario Rural Road Safety Program

### 8.4 Municipality of East Ferris – Support for North Bay Parry Sound District Health Unit Perspectives from Northern Ontario o Public Health Funding Review

### 8.5 North Bay Mattawa Conservation Authority – Notice of Meeting to Approve the 2025 Draft Budget

Council spoke on correspondence item # 8.5 and Mayor to send request to cut the budget.

### 8.6 City of Port Colborne – Support for the Establishment of an Ontario Rural Road Safety Program

### 8.7 Councillor Loren Mick – Dreamcoat Theatre Presents The Drowsy Chaperone

## **9. Standing Committee Recommendations/Reports – Motions**

## **10. Staff Reports – Motions**

### 10.1 Physician Recruitment Report – Report # 24-63R

#### **Resolution Number 24-243**

Moved by Councillor Fern Levesque

Seconded by Councillor Laura Ross

**BE IT RESOLVED THAT** the Council of the Town of Mattawa receives Report # 24-63R titled Physician Recruitment Report.

**CARRIED** – unanimous

### 10.2 Updates from Town Hall – Report # 24-64R

#### **Resolution Number 24-244**

Moved by Councillor Garry Thibert

Seconded by Councillor Laura Ross

**BE IT RESOLVED THAT** the Council of the Town of Mattawa receives Report # 24-64R titled Updates from Town Hall.

**CARRIED** – unanimous

10.3 Fencing At 640 Brydges Street – Report # 24-65R

**Resolution Number 24-245**

Moved by Councillor Laura Ross

Seconded by Councillor Garry Thibert

**BE IT RESOLVED THAT** the Council of the Town of Mattawa receives Report # 24-65R titled Fencing at 640 Brydges Street.

**AND FURTHER THAT** the Council of the Town of Mattawa approves the request by the homeowners of 640 Brydges Street to leave the lattice on the Brydges Street (front yard) side of the fence.

**AND FURTHER THAT** if the homeowners sell the property, that the fence be brought back to the height no more than 4' in accordance with Bylaw #17-15.

**CARRIED** – Recorded vote and the vote was as follows:

**For:** Mayor Bélanger, Deputy Mayor Gardiner, Councillors Ross, Thibert

**Against:** Councillor Levesque

10.4 Replacement of 2012 Ford F-150 – Report # 24-66R

**Resolution Number 24-246**

Moved by Councillor Garry Thibert

Seconded by Councillor Laura Ross

**BE IT RESOLVED THAT** the Council of the Town of Mattawa receives Report # 24-66R titled Replacement of 2012 Ford F-150.

**AND FURTHER THAT** the Council of the Town of Mattawa directs the CAO to purchase a 2024 Ford F-150 XL 4X4 SuperCrew White 2.7L V6 truck in the amount of \$49,999.00 plus HST & Licensing, over 60 months at 4.99% financing.

**AND FURTHER THAT** the Council of the Town of Mattawa declare the 2012 Ford F-150 XLT surplus and be disposed of in alignment with our disposition of assets policy.

**CARRIED** – unanimous

**11. By-Laws**

11.1 By-Law # 24-20 – Hire Chief Administrative Officer & Appointment of Treasurer

**BEING** a By-law to appoint Paul Laperriere as Chief Administrative Officer and Treasurer for the Corporation of the Town of Mattawa.

**Resolution Number 24-247**

Moved by Councillor Fern Levesque

Seconded by Councillor Garry Thibert

**BE IT RESOLVED THAT** the Council of the Town of Mattawa approve the hiring of Paul Laperriere as the full-time Chief Administrative Officer and Treasurer.

**AND FURTHER THAT** Council adopt By-law No. 24-20 which is a by-law to appoint a full time Chief Administrative Officer and Treasurer.

**CARRIED** – Recorded vote and the vote was unanimous

## 12. Old Business

### 12.1 Council – Food Cyclor Municipal Solutions

There was no update from staff. This will be brought back again under old business.

### 12.2 Beautification Committee Terms of Reference & Committee Structure

There was no update from staff. This will be brought back again under old business.

### 12.3 Fence Request at 640 Brydges Street

Removed due to report provided to Council.

### 12.4 Mattawa & Area Police Services Board Levy

Council spoke to the Mattawa & Area Police Services Board Levy.

#### **Resolution Number 24-248**

Moved by Councillor Laura Ross

Seconded by Deputy Mayor Mathew Gardiner

**BE IT RESOLVED THAT** the Council approve the 2024-2025 Mattawa and Area Police Services Board levy structure and authorize staff to send the levy payment in the amount of \$2520.00 to the board.

**CARRIED** – Recorded vote and the vote was as follows:

**For:** Mayor Belanger, Deputy Mayor Gardiner, Councillor Ross

**Against:** Councillors Levesque, Thibert

## 13. New Business

## 14. Questions from Public Pertaining to Agenda

## 15. In Camera (Closed) Session

## 16. Return to Regular Session

## 17. Motions Resulting from Closed Session

## 18. Adjournment

### 18.1 Adjournment of the meeting

#### **Resolution Number 24-249**

Moved by Deputy Mayor Mathew Gardiner

Seconded by Councillor Fern Levesque

**BE IT RESOLVED THAT** the November 25, 2024 meeting adjourn at 7:00 p.m.

**CARRIED** – unanimous

---

Mayor

---

Clerk



DATE: MONDAY DECEMBER 9, 2024

6.2

**THE CORPORATION TOWN OF MATTAWA**

MOVED BY COUNCILLOR \_\_\_\_\_

SECONDED BY COUNCILLOR \_\_\_\_\_

---

**BE IT RESOLVED THAT** Council adopt the minutes of the Regular meeting of Monday November 25, 2024.

DATE: MONDAY DECEMBER 9, 2024

7.1

**THE CORPORATION TOWN OF MATTAWA**

**MOVED BY COUNCILLOR \_\_\_\_\_**

**SECONDED BY COUNCILLOR \_\_\_\_\_**

---

**BE IT RESOLVED THAT** Council of the Corporation of the Town of Mattawa supports the resolution received from the North Bay Parry Sound District Health Unit and endorses the recommendation for Provincial Oral Health Strategy, including evaluation of current funding model.

**AND FURTHER THAT** a copy of this resolution be sent to the Honourable Doug Ford, Premier, the Honourable Sylvia Jones, Ontario Minister of Health, Dr. Kieran Moore, Chief Medical Officer of Health, MPP Vic Fedeli of Nipissing, MPP Graydon Smith of Parry Sound-Muskoka, MPP John Vanthof of Timiskaming-Cochrane, Michael Sherar, President and CEO of Public Health Ontario, the Ontario Boards of Health, Association of Municipalities of Ontario, FONOM and member municipalities of the North Bay Parry Sound District Health Board.

November 4, 2024

**SENT ELECTRONICALLY**

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building, Room 281  
Queens Park  
Toronto, ON M7A 1A1

The Honourable Sylvia Jones  
Minister of Health / Deputy Premier  
777 Bay Street, College Park, 5th Floor  
Toronto, Ontario M7A 2J3

Dr. Kieran Moore  
Chief Medical Officer of Health and Assistant Deputy Minister  
College Park, 5<sup>th</sup> Flr, 777 Bay St.  
Toronto, Ontario M7A 2J3

Dear Premier Ford, Minister Jones, and Dr. Moore:

**RE: Recommendation for Provincial Oral Health Strategy, Including Evaluation of Current Funding Model.**

On behalf of the Board of Health for the North Bay Parry Sound District Health Unit (Health Unit), please accept this correspondence recommending the development of a provincial oral health strategy that includes a remuneration model for dentists designed to promote equitable access to basic preventive and treatment services (whether delivered privately or in concert with public organizations); and an evaluation of the current funding model for oral health services to inform the aforementioned provincial oral health strategy.

Individuals who receive dental care are less likely to have chronic diseases, such as diabetes and heart disease and good oral health is an essential component of overall health status. Equity-seeking populations tend to have complex dental, social and logistical needs, requiring more intensive clinical and administrative resources. Access to publicly funded dental care varies by jurisdiction, whereby access is positively related to the number of providers accepting individuals with these benefits. It is increasingly common within the Nipissing and Parry Sound districts to have no dental providers accepting clients in receipt of publicly funded dental benefits. One reason for this is the provincial reimbursement model for publicly funded dental programs. A 2019 report from the Canadian Centre for Health Economics indicates that the benefits schedule provided by Ontario Disability Support Program (ODSP) represents 30 cents on the dollar for a dental practice. For Ontario Works (OW), dental benefits are noted as a 'discretionary health benefit', that is administered at the municipal level by OW administrators. Both ODSP and OW dental reimbursement fees are generally lower than the suggested fees from the Ontario Dental Association. This discrepancy in reimbursement between public and private insurance providers creates a compounded inequity for individuals and families attempting to access basic preventive and treatment services.

Our Health Unit provides the publicly funded Healthy Smiles Ontario (HSO) and the Ontario Seniors Dental Care



Programs (OSDCP), as well as a Low-income Adult Dental Program (based on local need). These programs are busy with high demand; however, we struggle to recruit and retain dentists as the compensation packages offered in local public health are not competitive with those of private practice. Our district does not have other publicly funded or subsidized dental clinics: we are often the only option. The reimbursement model for publicly funded dental services coupled with the disparity in dentist compensation between public and private sectors, creates a structural inequity for all individuals in receipt of publicly funded dental benefits.

At its meeting on September 25, 2025, the Board of Health carried the following resolution #BOH/2024/09/04:

***Whereas**, due to the higher earnings potential in private practice, the North Bay Parry Sound District Health Unit (Health Unit) faces difficulties in recruiting dentists, as the compensation packages offered in public health are less competitive than those in private practice; and*

***Whereas**, the demand for basic dental services in the district is very high. Despite its relatively small size, the Health Unit offers one of the larger Oral Health programs among health units in Ontario. This includes the highly-utilized Ontario Seniors Dental Care Program (provincially mandated) and provision of a Low-Income Adult Dental Program (not mandated but based on local need) contributing to the large size of the Oral Health Program in addition to the Healthy Smiles Ontario program (mandated for low-income children and youth); and*

***Whereas**, it is not yet known how or if the Federal dental program will impact the need and level of service in local communities; and*

***Whereas**, equity-seeking populations tend to have complex dental, social and logistical needs, which require more intensive clinical and administrative resources. These challenges drive up the cost of oral care provision, dissuading private practitioners from accepting equity-seeking clients; and*

***Whereas**, there is no central coordination of dental services across the province to ensure that the oral health workforce matches need, and that remuneration models and rates encourage equitable access to basic care across Ontario; and*

***Therefore, Be It Resolved**, that the North Bay Parry Sound District Board of Health (Board of Health) recommends that the Ministry of Health develop a provincial oral health strategy that includes a remuneration model for dentists designed to promote equitable access to basic preventive and treatment dental services throughout the province (whether delivered privately or in concert with public organizations); and*

***Furthermore, Be It Resolved**, that the Board of Health recommends that the Ministry of Health undertake an evaluation of the current funding model for Oral Health services to inform the above-recommended provincial oral health strategy; and,*

***Furthermore, Be It Resolved**, that the Board of Health provide correspondence of these resolutions to the Honourable Doug Ford (Premier), the Honourable Sylvia Jones (Ontario Minister of Health), Dr. Kieran Moore (Chief Medical Officer of Health), Victor Fedeli, MPP (Nipissing), Graydon Smith, MPP (Parry Sound-Muskoka), John Vanthof, MPP (Timiskaming-Cochrane), Michael Sherar (President and CEO of Public Health Ontario), Ontario Boards of Health and **the Association of Local Public Health Agencies (ALPHA), Association of Municipalities of***

*Ontario, The District of Parry Sound Municipal Association, and member municipalities.*

Sincerely,



Rick Champagne (Nov 7, 2024 13:42 EST)

Rick Champagne  
Chairperson, Board of Health



Dr. Zimbalatti (Nov 4, 2024 11:05 EST)

Carol Zimbalatti, M.D., CCFP, MPH  
Medical Officer of Health/Executive Officer

/al

Copy to:

Vic Fedeli, MPP, Nipissing  
Graydon Smith, MPP, Muskoka-Parry Sound  
John Vanthof, MPP, Timiskaming-Cochrane  
Michael Sherar (President and CEO of Public Health Ontario)  
Boards of Health of Ontario  
Association of Municipalities of Ontario (AMO)  
The District of Parry Sound Municipal Association  
Health Unit Member Municipalities

## 8.1

November 29, 2024

Sent via email to: [premier@ontario.ca](mailto:premier@ontario.ca); [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca);  
[MinisterEnergy@ontario.ca](mailto:MinisterEnergy@ontario.ca)

Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1

The Honourable Paul Calandra  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor, 777 Bay Street  
Toronto, ON M7A 2J3

The Honourable Stephen Lecce  
Minister of Energy and Electrification  
10<sup>th</sup> Floor, 77 Grenville Street  
Toronto, ON M7A 2C1

RE: Guelph City Council Resolution to Enable Municipalities to Charge Fees for use of Municipal Property by Gas Utilities

Dear Premier Ford, Minister Calandra and Minister Lecce,

Guelph City Council at its meeting held on November 26, 2024 passed a resolution regarding the ability of municipalities to charge gas utilities for **their** use of municipal property, which included the following motions:

1. That Council request the Province of Ontario to amend section 9 of Regulation 584/06 under the Municipal Act, 2001, to permit municipalities to charge fair fees to for-profit gas utilities for their use of public property, as municipalities do in most other provinces.
2. That Council direct staff, to the satisfaction of the DCAO of IDE, to negotiate a Franchise Agreement with the gas distribution company that:
  - a. will allow the City of Guelph to charge fees for use of public property if and when Ontario Regulation 584/06 is amended to allow such charges,
  - b. will ensure that the City of Guelph is not liable to pay for any gas infrastructure relocations needed due to conflicts with municipal infrastructure, and
  - c. will ensure future charges for use of municipal property is not passed on to Guelph customers of the gas distribution company.
3. That the City of Guelph supports, in principle, the Bill 219, "No Free Ride for Fossil Fuels Act, 2024" tabled November 4, 2024 by Guelph MPP Mike Schreiner.

City Hall  
1 Carden St  
Guelph, ON  
Canada  
N1H 3A1

T 519-822-1260  
TTY 519-826-9771

[guelph.ca](http://guelph.ca)



Across most of Canada, municipalities charge for-profit gas utilities fees for the use of municipal property. This revenue supports municipalities in managing abandoned gas distribution infrastructure and any conflicts with municipal infrastructure without increasing the financial burden on property taxpayers. However, in Ontario, Section 9 of *O.Reg. 584/06* under the *Municipal Act, 2001* prohibits municipalities from charging for-profit gas utilities these fees. If the charging of these fees is permitted, revenues would provide much needed funding towards essential City services and programs, and support the City in funding any future work associated with gas distribution infrastructure.

As Guelph seeks to renew its Franchise Agreement, which sets out the conditions for the use of municipal property by the gas distribution company, there is an opportunity to review the compensation framework for municipalities across Ontario. Many sectors and individuals are increasingly transitioning away from natural gas in favour of cleaner and carbon-free technologies, and Guelph Council believes municipalities should not be locked in to long-term agreements which limit the ability of municipalities to receive fair compensation from for-profit gas distribution companies.

As such, Guelph City Council requests the Province of Ontario amend section 9 of *O.Reg. 584/06* under the *Municipal Act, 2001*, to permit municipalities to charge fees to for-profit gas utilities for their use of public property. Additionally, Guelph City Council would like to express its support, in principle, for Bill 219 – the *No Free Ride for Fossil Fuels Act, 2024*, which would enshrine the right of municipalities to charge fees under the *Municipal Act, 2001*, and the *City of Toronto Act, 2006*.

Sincerely,

Intergovernmental Services on behalf of Guelph City Council  
Chief Administrative Office  
[Intergovernmental.relations@guelph.ca](mailto:Intergovernmental.relations@guelph.ca)  
City Hall, 1 Carden Street, Guelph ON N1H 3A1  
519-822-1260 x5602  
TTY: 519-826-9771

CC: Mike Schreiner, Member of Provincial Parliament for Guelph;  
**Ontario's Big City Mayors**  
Association of Municipalities of Ontario  
All Ontario Municipalities

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto (Ontario) M7A 2J3  
Tél. : 416 585-7000

Ontario

234-2024-5434

November 28, 2024

Dear Head of Council:

Through the *More Homes Built Faster Act, 2022*, changes were made to the *Planning Act* to accelerate implementation of the province's additional residential unit (ARU) framework. These changes allowed "as-of-right" (without the need to apply for a rezoning) the use of up to 3 units per lot in many existing residential areas (i.e., up to 3 units allowed in the primary building, or up to 2 units allowed in the primary building and 1 unit allowed in an ancillary building such as a garage).

To support implementation of ARUs, the *Cutting Red Tape to Build More Homes Act, 2024*, made further changes to the *Planning Act* to provide me, as the Minister of Municipal Affairs and Housing, with broader regulation-making authority to remove municipal zoning by-law barriers that may be limiting the development of ARUs.

Following consultation on the Environmental Registry of Ontario, our government has taken further action to tackle the housing supply crisis and reach our goal of building more homes by amending [Ontario Regulation 299/19 – Additional Residential Units](#) to remove certain municipal zoning by-law barriers. These changes took effect upon filing.

These changes will help to facilitate the creation of ARUs, such as basement suites and garden suites, by eliminating barriers including maximum lot coverage, angular planes, floor space index (FSI), minimum separation distances and minimum lot sizes on parcels of urban residential land subject to the ARU framework in the *Planning Act*. More information on these changes can be found through [Environmental Registry of Ontario posting 019-9210](#).

It is my expectation that municipalities will respect these regulatory changes and the intent behind them. I will not hesitate to use my available powers to ensure these changes to the *Planning Act* are allowed to support our goal of building more homes.



We will continue working with our municipal partners to achieve our goal of building the homes that Ontarians need.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Calandra", with a stylized flourish at the end.

Hon. Paul Calandra  
Minister of Municipal Affairs and Housing

c. Martha Greenberg, Deputy Minister

Jessica Lippert, Chief of Staff to Minister Calandra

Chief Administrative Officer  
Office of The Clerk



May 5, 6 and 7, 2025 at the **Best Western** 700 Lakeshore Dr, North Bay, Ontario

### Delegate Registration Form

(Please complete ONE FORM for each person attending)

Name: \_\_\_\_\_  
 Title/Position: \_\_\_\_\_  
 Municipality or Organization: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Postal Code: \_\_\_\_\_ E-mail: \_\_\_\_\_  
 Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ Cell: \_\_\_\_\_

<b>Full Delegate Package</b> Includes all meals (2 breakfasts, 3 lunches, 4 breaks, Welcome Reception on Monday and Banquet on Tuesday), Trade Show, all sessions/workshops and a delegate kit.	By April 4 <input type="checkbox"/>	<b>\$400</b>
	After April 4 <input type="checkbox"/>	<b>\$440</b>
<b>One Day – Monday, May 5</b> Includes lunch, afternoon break and Welcome Reception, all sessions on Monday, Trade Show and a delegate kit.	By April 4 <input type="checkbox"/>	<b>\$180</b>
	After April 4 <input type="checkbox"/>	<b>\$210</b>
<b>One Day – Tuesday, May 6</b> Includes breakfast, lunch, morning & afternoon breaks, all sessions/workshops, Ministers' Forum on Tuesday, Trade Show and a delegate kit. Does NOT include Banquet ticket – order below.	By April 4 <input type="checkbox"/>	<b>\$190</b>
	After April 4 <input type="checkbox"/>	<b>\$220</b>
<b>One Day – Wednesday, May 7</b> Includes breakfast, lunch, morning break and a delegate kit. Also includes the FONOM Annual Business Meeting if you are a FONOM member and several sessions.	By April 4 <input type="checkbox"/>	<b>\$180</b>
	After April 4 <input type="checkbox"/>	<b>\$210</b>
<b>Extra Banquet Ticket</b> Any banquet attendee can note special dietary requirements below:	<input type="checkbox"/>	<b>\$165</b>
<b>(Payable to the City of North Bay)</b>	<b>Total</b>	<b>\$</b>
	<b>HST - 13%</b>	<b>\$</b>
	<b>Final Total</b>	<b>\$</b>

**Send payment and completed form**

to: The City of North Bay  
 200 McIntyre Street East  
 North Bay, ON P1B 8V6

**Inquiries: Carrie**

Arts, Culture, & Recreation  
 Tel: (705) 474-0626 ext. 2329  
 Email: [fonom@northbay.ca](mailto:fonom@northbay.ca)

**Please register by April 4th to obtain early bird rate. Your sent registration form by this deadline will guarantee the lower price. Payment must be received by the first day of the conference. Cancellation Policy: Registration fees, less a \$50 administration charge, are refundable only if written notification is received by Friday, April 4th. No refunds will be made after April 4th, 2025, however substitutions may be made without financial penalty.**

FONOM collects, uses and discloses the information requested to promote the interests of the municipal sector. It may also be shared with selected third parties to generate operating revenues for FONOM. Under the Federal Personal Information Protection and Electronic Documents Act (PIPEDA) some of the information may constitute personal information. By filling out this form you agree that all personal information provided by you on the form may be collected, used and disclosed by FONOM for all purposes described above.

**From:** [AMO Policy](#)  
**To:** [Amy Leclerc](#)  
**Subject:** AMO Pre-Budget Submission 2025  
**Date:** Tuesday, December 3, 2024 4:24:18 PM

---



## **AMO Pre-Budget Submission 2025**

On behalf of its members, the Association of Municipalities of Ontario (AMO) is continuing to advance its advocacy on the urgent, province-wide need for a comprehensive review of provincial-municipal fiscal arrangements.

The provincial-municipal fiscal framework is broken. As municipal councils work through their budget processes, it's clear that municipalities across the

province are facing immense pressure created by growing costs in areas of provincial jurisdiction.

For almost a year, municipalities across the province have been calling on the provincial government to sit down with municipalities and collaboratively engage on a Social and Economic Prosperity Review. More than 170 municipalities across Ontario joined the call and passed a resolution asking the provincial government to respond to these concerns.

Unfortunately, the provincial government has not agreed to come to the table. But a lack of provincial engagement hasn't changed the critical need for a new fiscal framework.

AMO will be evolving its advocacy through its upcoming 2025 pre-budget submission, which will be released in mid-January. In this submission, AMO will be calling for provincial action on three key areas that would support municipal fiscal sustainability in order to improve the quality of life in communities across Ontario, including:

1. **Long-term and predictable investments in municipal infrastructure:**

Ontario municipalities are planning to invest more than \$250B in capital expenditures over the next ten years to meet growth needs, improve transportation and adapt to climate changes, but the current funding approaches are insufficient.

The provincial and federal governments are under-investing in infrastructure, funding programs are often piecemeal and short-term, and infrastructure funding programs do not grow with the economy.

2. **Reducing the province's reliance on municipal property taxes** to fund health and social services programs. In 2022, municipal expenditures subsidized health services, housing and social and family services by \$4B. That is \$4B taken away from core municipal priorities and it only continued to grow in 2023.

Responsibility for funding community housing should be uploaded to the province and provincial funding for health services, like public health and long-term care, should be sufficient to meet legislative requirements and standards for quality of care so municipalities don't have to step in to fill the gaps.

3. **Addressing the systemic causes of homelessness** through investment in income security, and mental health and addictions treatment services, taking the pressure off police and paramedics and improving public safety.

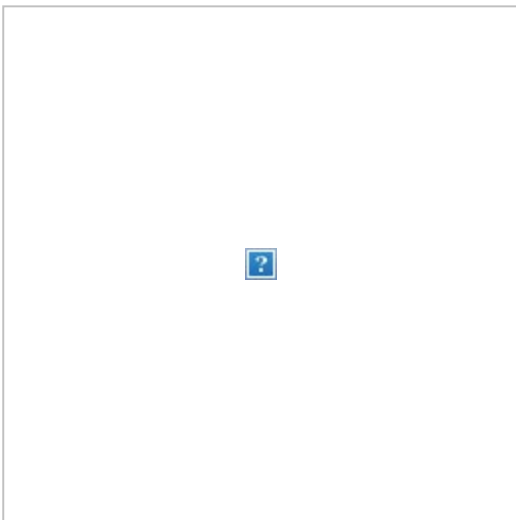
In early January, AMO along with key partners, will be releasing the results of an ambitious research project on the scope and scale of homelessness across Ontario, and the provincial investments needed to truly address it. AMO will be sharing more information on the key outcomes of this work as well as communications tools with members before it is released in early January.

While each municipality faces unique local circumstances, so many of the fundamental challenges caused by unsustainable fiscal arrangements are the same. AMO will be following-up with additional resources to support unified messaging across membership, including:

- Key messages regarding municipal fiscal sustainability to support delegations at the ROMA Conference in January.
- A communications toolkit (e.g., social media, key messages, template press releases) early in the new year that will provide members with more support in bringing a united message to the provincial government on the need for municipal fiscal sustainability to enhance quality of life for all Ontarians.

We know that municipalities across Ontario are under pressure to respond to increasing budget pressures, but the municipal sector is strongest when it speaks with one strong and united voice.

Sincerely,



Robin Jones

---

**From:** [Info](#)  
**To:** [Mayor Raymond Belanger](#); [Paul Laperriere](#); [Amy Leclerc](#)  
**Subject:** FW: Request for a Virtual Meeting regarding declaring December "Christian Heritage Month"  
**Date:** Wednesday, November 27, 2024 4:09:47 PM  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[Christian Heritage Month Letter - Politicians.pdf](#)  
[Municipalities Christian Heritage Month Nov. 23, 2024.docx](#)  
**Importance:** High

---

**From:** administration@gtastrategies.com <administration@gtastrategies.com>  
**Sent:** November 27, 2024 11:55 AM  
**To:** administration@gtastrategies.com  
**Subject:** Request for a Virtual Meeting regarding declaring December "Christian Heritage Month"  
**Importance:** High

Dear Councillor  
Good day,

I hope this email finds you in good health.

I am a principal at [GTA Strategies](#), a Lobbying/Consulting firm, and I am reaching out to you on behalf of our client, Christian Heritage Festival. They have asked that we reach out to you and ask your assistance in their campaign to have December recognized across Canada as "Christian Heritage Month".

Please see the attached letter from our client.

If you municipality has already declared December as "Christian heritage Month" we thank you.

Some municipalities also have a policy to not issue proclamations. If that is the case we thank you and wish you a great day ahead.

We would also like to provide you with an update on our work so far to have December declared as "Christian Heritage Month"

Toronto joined 33 (see attached for list of cities) more municipalities **proclaiming** December as "Christian Heritage Month"

[Tears, anger as Toronto City Council debates honouring Christianity](#)

Toronto Sun Nov 16, 2024

Christianity is the most followed religion in our country, with more than half of the Canadian population identifying as members of the Christian faith. It has shaped Canada's social, cultural and ethical fabric, with the Canadian Charter of Rights and Freedoms mentioning God in the first sentence. While other religions have dedicated heritage months, there is no recognized Christian Heritage Month in Canada. (the only one we are aware of so far is the City of Brampton)

We would like to request your office's assistance in achieving this recognition; can we please

arrange for a conference call in the immediate future to discuss how you can help us in your municipal Council to achieve declaring December as “Christian Heritage Month”

Can you please advise us of your availability. If you have any questions, please feel free to contact us directly; I can be reached at [jim@gtastrategies.com](mailto:jim@gtastrategies.com) or by phone at 416 499 4588 ext 1 or cell at 416 410 3170.

Sincerely,



Hon. Jim Karygiannis

GTA Strategies

(416) 499 4588 ext 1 Office

(416) 410 3170 Mobile

(647) 723 0287 fax

[jim@gtastrategies.com](mailto:jim@gtastrategies.com)

[www.gtastrategies.com](http://www.gtastrategies.com)



GTA Strategies

This e-mail may be privileged and/or confidential, and the sender does not waive any related rights and obligations. Any distribution, use or copying of this e-mail or the information it contains by other than an intended recipient is unauthorized. If you received this e-mail in error, please advise me (by return e-mail or otherwise) immediately.





## CHRISTIAN MUSIC FESTIVAL

*Celebrating faith and freedom since 1867*

June 2024

Good day,

On behalf of the Christian Music Festival, we would like to welcome you to be a part of our campaign to have the month of December recognized across Canada as Christian Heritage Month.

Christianity is the most followed religion in our country, with more than half of the Canadian population identifying as members of the Christian faith. The *Canadian Charter of Rights and Freedoms* even mentions God in its very first sentence. However, despite days, weeks and even months being dedicated to other religions and heritages, there is no such recognition for the Christian faith in Canada. As proud citizens of this diverse and culturally rich nation, we believe it is important to recognize and celebrate the contributions of all religious and cultural groups.

We are seeking the assistance of members of municipal, provincial, and federal governments across Canada to make our dream a reality. Please provide us with information on how proclamations can be made within your jurisdiction, recognizing Christian Heritage Month in December.

If you have any questions, please feel free to reach out to us at the email below. You can also reach us through our consultant, Jeremy Beamer of GTA Strategies, at 416-499-4588 ext. 2 or at [jeremy@gtastrategies.com](mailto:jeremy@gtastrategies.com).

Together, we can help further the diverse cultural landscape of this great nation.

Sincerely,

*Molly Banerjei*

Molly Banerjei

CEO Christian Music Festival

[www.ChristianMusicFestival.org](http://www.ChristianMusicFestival.org)

[mollybanerjei@icloud.com](mailto:mollybanerjei@icloud.com)

Here's the updated list of municipalities:

1. Toronto, Ontario
2. Ottawa, Ontario
3. Orillia, Ontario
4. Rideau Lakes, Ontario
5. Prince George, British Columbia
6. Markham, Ontario
7. Welland, Ontario
8. Whistler, British Columbia
9. Saskatoon, Saskatchewan
10. Ajax, Ontario
11. Sudbury, Ontario
12. Bradford, Ontario
13. Clarington, Ontario
14. Aurora, Ontario
15. Pickering, Ontario
16. Caledon, Ontario
17. Durham Region, Ontario
18. Wainfleet, Ontario
19. Mississippi Mills, Ontario
20. Milton, Ontario
21. Okotoks, Alberta
22. Prince Albert, Saskatchewan
23. Red Deer, Alberta
24. Regina, Saskatchewan
25. Niagara Falls, Ontario
26. Brantford, Ontario
27. Mississauga, Ontario
28. Vaughan, Ontario
29. Halton Hills, Ontario
30. Orangeville, Ontario
31. Barrie, Ontario
32. Cold Lake, Alberta
33. Burlington, Ontario
34. Cobourg, Ontario

**From:** [FONOM Office/ Bureau de FONOM](#)  
**Subject:** Fwd: Ontario Offsetting OPP Cost Increases for Small and Rural Municipalities  
**Date:** Friday, November 29, 2024 9:46:37 AM

---

Good morning

Many of our members have shared resolutions regarding the increase in 2025 OPP costs and shared their costing with us. The FONOM Board wanted to share this announcement from the Solicitor General's office.

Happy to answer any question

Talk soon, Mac.

Mac Bain  
Executive Director  
The Federation of Northern Ontario Municipalities  
**665 Oak Street East, Unit 306**  
**North Bay, ON, P1B 9E5**  
Ph. 705-498-9510

----- Forwarded message -----

**From:** Ontario News <[newsroom@ontario.ca](mailto:newsroom@ontario.ca)>  
**Date:** Fri, Nov 29, 2024 at 9:01 AM  
**Subject:** Ontario Offsetting OPP Cost Increases for Small and Rural Municipalities  
**To:** <[fonom.info@gmail.com](mailto:fonom.info@gmail.com)>



## NEWS RELEASE

# Ontario Offsetting OPP Cost Increases for Small and Rural Municipalities

Provincial investment would support police and community safety

**November 29, 2024**

## [Ministry of the Solicitor General](#)

TORONTO — The Ontario government is proposing to provide over \$77 million in financial relief to municipalities to help offset the increased cost of municipal police services provided by the Ontario Provincial Police (OPP). This investment will help these predominantly small and rural communities address the budget impacts resulting from the collective bargaining agreement that was reached between the province and the Ontario Provincial Police Association (OPPA) in July 2024.

“Our government is working closely with our municipal partners and our women and men in uniform to keep communities across Ontario safe,” said Solicitor General Michael Kerzner. “The financial relief we are proposing will help municipal leaders balance their budgets and invest in their communities while ensuring no change to the policing provided by the OPP that keeps families and businesses safe.”

The Ontario government’s proposal would support small and rural municipalities by offsetting the 2025 impacts of OPP salary increases. This includes:

- A 3.75 per cent bill reduction on 2023 total reconciled costs,
- A 44 per cent bill reduction on 2023 reconciled overtime costs, and
- A 10 per cent bill reduction on amounts invoiced for 2025 policing costs.

In addition to these changes, the Government of Ontario is continuing its annual \$125 million Court Security & Prisoner Transportation Transfer Payment Program for the 2025 calendar year.

The province will also be examining options for reviewing the OPP billing model to ensure that it meets the needs of communities across the province.

## **Quick Facts**

- The OPP provides municipal policing services to 330 municipalities across Ontario.

- The OPPA and the provincial government ratified a new uniform and civilian collective agreement in July 2024 that included general salary increases for 2023, 2024, 2025 and 2026.

## Quotes

"AMO is pleased that the government has listened to concerns about the increase in Ontario Provincial Police (OPP) billing recovery costs with this proposal. Without the provincial action, the rise in OPP costs would have significantly impacted small, rural, and northern communities serviced by the OPP. Municipal fiscal sustainability is under pressure across Ontario, and municipalities struggle to balance their budgets. This proposition is an important recognition of this challenge and will help support quality of life for residents across the province."

**- Robin Jones**

**President of the Association of Municipalities of Ontario**

"ROMA welcomes provincial action to reduce the impact of increasing Ontario Provincial Police (OPP) costs on rural municipalities. In the context of inflation, infrastructure pressures, and a growing homelessness crisis, rural municipalities simply cannot afford a 20% increase in OPP costs. This provincial investment acknowledges the escalating fiscal challenges municipalities face. We look forward to ongoing partnership to put rural municipalities on a sustainable path."

**- Christa Lowry**

**Chair of the Rural Ontario Municipal Association and Mayor of the Municipality of Mississippi Mills**

## Media Contacts

**Chelsea McGee**

Solicitor General's Office

[Chelsea.McGee@ontario.ca](mailto:Chelsea.McGee@ontario.ca)

**Brent Ross**

Communications Branch

[Brent.Ross@ontario.ca](mailto:Brent.Ross@ontario.ca)

**We have recently updated Ontario Newsroom Subscription. You may receive additional emails. If you would like to update your subscription preferences or unsubscribe, click the 'manage your subscriptions' or 'unsubscribe' links down below.**

Visit the Newsroom

Manage your subscriptions

Unsubscribe

The Corporation of the Municipality of St. Charles  
RESOLUTION PAGE



Regular Meeting of Council

**Agenda Number:** 8.2.  
**Resolution Number** 2024-403  
**Title:** Resolution Stemming from October 16, 2024 Regular Meeting of Council - Item 8.1 - Correspondence #4  
**Date:** November 20, 2024

---

**Moved by:** Councillor Loftus  
**Seconded by:** Councillor Lachance

**BE IT RESOLVED THAT Council for the Corporation of the Municipality of St.-Charles hereby supports the letter dated September 20, 2024 by the Town of Bradford West Gwillimbury, regarding the Ontario Deposit Return Program;**

**AND BE IT FURTHER RESOLVED THAT a copy of this Resolution be sent to the Minister of the Environment, Conservation and Parks, Andrea Khanjin; the Minister of Finance, Peter Bethlenfalvy; the Association of Municipalities of Ontario (AMO); our local Member of Provincial Parliament (MPP); and all Ontario Municipalities.**

CARRIED

  
MAYOR

September 20, 2024

**BY E-MAIL**

Hon. Andrea Khanjin, Minister of the Environment, Conservation and Parks  
5th Floor  
777 Bay St.  
Toronto, ON M7A 2J3

Dear Minister Khanjin:

### **Ontario Deposit Return Program**

---

I hope this letter finds you well. I am writing to formally address the recent discussions surrounding the Ontario Deposit Return Program, particularly regarding our community residents asking us about the recycling of nonalcoholic beverage plastics.

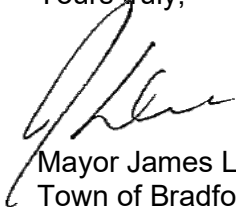
Whereas the Ontario Deposit Return Program has successfully incentivized the recycling of alcoholic beverage containers, resulting in the removal of over 204,000 tonnes of greenhouse gas emissions, we recognize the potential for similar success with nonalcoholic beverages.

The Ministry of the Environment, Conservation and Parks highlighted in their June 2023 letter that they are considering the adoption of a deposit-and-return system for nonalcoholic beverages. This initiative presents a unique opportunity to further promote recycling, reduce litter, and encourage sustainable practices among consumers.

Therefore, I am proud to announce that our Council endorses the expansion of the Ontario Deposit Return Program to include nonalcoholic beverage containers. We believe that this expansion will not only enhance environmental stewardship but also foster a culture of sustainability within our community.

We encourage all stakeholders to support this initiative and work collaboratively towards its implementation. Together, we can make a significant impact on our environment and set a positive example for future generations.

Yours truly,



Mayor James Leduc  
Town of Bradford West Gwillimbury

CC:

Hon. Peter Bethlenfalvy, Minister of Finance  
Hon. Caroline Mulroney, Member of Provincial Parliament for York-Simcoe  
MPP Sandy Shaw, Opposition Environment, Conservation and Parks Critic  
Ontario's Municipal Councils and Conservation Authorities



**From:** [FONOM Office/ Bureau de FONOM](#)  
**Subject:** Sustainable Northern Ontario Economic Development course  
**Date:** Thursday, November 21, 2024 3:48:46 PM

---

Good morning

Please share this email with your Councils and Senior Management.

*FONOM's mission is to improve the economic and social quality of life for all northerners and ensure our youth's future. The FONOM Board believes the Sustainable Northern Ontario Economic Development course, being offered in partnership with the North Policy Institute, would be a valuable program for council members and staff members.*

The Sustainable Northern Ontario Economic Development course provides the foundation you need to understand and promote economic and social development in Northern Ontario.

**FONOM believes economic development is essential to all our members, regardless of population. Therefore, with overwhelming financial support from FedNor, FONOM can offer the Sustainable Northern Ontario Economic Development course at no cost to Municipal Staff and Councillors with a population base of less than 2,500.**

**If you have a member of your Municipal council or Staff that would like to attend this course, please complete the registration at,**

Learn more and register here: <https://snoed.ca/>

**The next offering begins January 16th, 2025.**

Le cours sur le développement économique durable du Nord de l'Ontario fournit les bases dont vous avez besoin pour comprendre et promouvoir le développement économique et social du Nord de l'Ontario.

Learn about opportunities and challenges, strategies for economic development, and more!

Apprenez à connaître les possibilités et les défis, les stratégies de développement économique, et plus encore ! provides the foundation you need to understand and promote economic and social development in Northern Ontario.

Le cours sur le développement économique durable du Nord de l'Ontario fournit les bases dont vous avez besoin pour comprendre et promouvoir le développement économique et social du Nord de l'Ontario.

Learn about opportunities and challenges, strategies for economic development, and more!

Apprenez à connaître les possibilités et les défis, les stratégies de développement économique, et plus encore !

Happy to answer any questions

Talk soon, Mac.

Mac Bain  
Executive Director  
The Federation of Northern Ontario Municipalities  
**665 Oak Street East, Unit 306**  
**North Bay, ON, P1B 9E5**  
Ph. 705-498-9510

# OPERATIONAL PLAN

## For the Mattawa Drinking Water System



---

This Operational Plan is designed for the exclusive use of the system(s) specified in this Operational Plan.

This Operational Plan has been developed with OCWA's operating practices in mind and utilizing OCWA personnel to implement it.

Any use which a third party makes of this Operational Plan, or any part thereof, or any reliance on or decisions made based on information within it, is the responsibility of such third parties. OCWA accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions taken based on this Operational Plan or any part thereof.



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Doc: OP-ToC  
Issue Date: 2024-12-02  
Pages: 1 of 1


**TABLE OF CONTENTS**

Reviewed by: PCT

Approved by: Senior Operations Manager

- OP-01** OCWA's Quality & Environmental Management System (QEMS)
- OP-02** Quality & Environmental Management System Policy
- OP-03** Commitment & Endorsement of OCWA's QEMS & Operational Plan
  - OP-03A** Signed Commitment and Endorsement
- OP-04** Quality Management System Representative
- OP-05** Document and Records Control
  - OP-05A** Document and Records Control Locations
- OP-06** Drinking Water System
- OP-07** Risk Assessment
- OP-08** Risk Assessment Outcomes
  - OP-08A** Summary of Risk Assessment Outcomes
- OP-09** Organizational Structure, Roles, Responsibilities & Authorities
  - OP-09A** Organizational Structure
- OP-10** Competencies
- OP-11** Personnel Coverage
- OP-12** Communications
- OP-13** Essential Supplies and Services
- OP-14** Review and Provision of Infrastructure
- OP-15** Infrastructure Maintenance, Rehabilitation and Renewal
- OP-16** Sampling, Testing and Monitoring
- OP-17** Measurement and Recording Equipment Calibration and Maintenance
- OP-18** Emergency Management
- OP-19** Internal QEMS Audits
- OP-20** Management Review
- OP-21** Continual Improvement

**Schedule "C"** MECP's Director's Directions *Minimum Requirements for Operational Plans*

 <p>Ontario Clean Water Agency</p>	<p><b>OPERATIONAL PLAN</b> Mattawa Drinking Water System</p>	<p>QEMS Proc.: OP-01 Rev Date: 2024-06-17 Rev No: 7 Pages: 1 of 2</p>
<p><b>QUALITY &amp; ENVIRONMENTAL MANAGEMENT SYSTEM (QEMS)</b></p>		
<p>Reviewed by: PCT</p>	<p>Approved by: Senior Operations Manager</p>	

## 1. Purpose

To document OCWA's Quality & Environmental Management System (QEMS). This Operational Plan defines and documents the QEMS for the Mattawa Drinking Water System operated by the Ontario Clean Water Agency (OCWA). It sets out the OCWA's policies and procedures with respect to quality and environmental management in accordance with the requirements of the Province of Ontario's Drinking Water Quality Management Standard (DWQMS).

## 2. Definitions

*Drinking Water Quality Management Standard (DWQMS)* – has the same meaning as Quality Management Standard for Drinking Water Systems approved under section 21 of the Safe Drinking Water Act (SDWA).

*Operational Plan* – means the operational plan required by the Director's Direction.

*Quality & Environmental Management System (QEMS)* – a system to:

- a) Establish policy and objectives, and to achieve those objectives; and
- b) Direct and control an organization with regard to quality.

*Ministry* - means the Ontario government ministry responsible for the administration of the SDWA.

## 3. Procedure

3.1 The Mattawa Drinking Water System is owned by the Corporation of the Town of Mattawa. OCWA is the contracted Operating Authority for the Mattawa Water Drinking Water System.

3.2 OCWA's Quality & Environmental Management System (QEMS) is structured and documented with the purpose of:

1. Establishing policy and objectives with respect to the effective management and operation of water/wastewater facilities;
2. Understanding and controlling the risks associated with the facility's activities and processes;
3. Achieving continual improvement of the QEMS and the facility's performance.

3.3 The Operational Plan for the facility listed above fulfils the requirements of the MECP's DWQMS. The 21 QEMS Procedures within this Operational Plan align with the 21 elements of the DWQMS.

## 4. Related Documents

Ontario's Drinking Water Quality Management Standard, as amended from time to time  
All QEMS Procedures and Documents referenced in this Operational Plan



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-01  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 2 of 2

**QUALITY & ENVIRONMENTAL MANAGEMENT SYSTEM (QEMS)**

Reviewed by: PCT

Approved by: Senior Operations Manager

## 5. Revision History

Date	Revision #	Reason for Revision
2013-07-26	2	Added revision history, removed RRAM I.D. from header.
2014-06-05	3	Removed nonsensical diagrams, reissued for approval.
2015-08-25	4	Revised and Reissued for 2015.
2016-08-16	5	Revised and Reissued for 2016.
2019-07-22	6	DWQMS-1 procedure renamed OP-01 as per OCWA template. Information within OP-01 was originally set out in DWQMS-1 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). New Purpose, Definitions, Procedure, Related Documents and separate Revision History sections. Addition of new wording (s. 3.3) to clarify that the Mattawa DWS Operational Plan now aligns with the 21 elements of the DWQMS. Updated MOECC to MECP.
2024-06-17	7	Procedure updated definition of DWQMS, added definition of Ministry as the Ontario government ministry responsible for drinking water and environmental legislation to alleviate need for future revisions if/when the Ministry experiences name changes, added "as amended from time to time directly following reference to Ontario's DWQMS to point to the most current version of the document, removed watermark.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-02  
Rev Date: 2024-06-18  
Rev No: 7  
Pages: 1 of 2

## QUALITY & ENVIRONMENTAL MANAGEMENT SYSTEM (QEMS) POLICY

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To document a QEMS Policy that provides the foundation for OCWA's Quality & Environmental Management System.

### 2. Definitions

*Quality Management System Policy* – means the policy described in Element 2 developed for the Subject System or Subject Systems

### 3. Procedure

3.1 The Ontario Clean Water Agency, its Board of Directors, Officers and entire staff are committed to the principles and objectives set out in our QEMS Policy.

OCWA's Policy is to:

- Deliver safe water and wastewater services that protect public health, the environment, and the sustainability of communities.
- Comply with applicable legislation and regulations.
- Promote client, consumer and stakeholder confidence through service excellence, effective communications and reporting.
- Train staff on their QEMS responsibilities.
- Maintain and continually improve the QEMS.

Originally issued as Environmental Policy on June 8, 1995

**Last revised, approved by OCWA's Board of Directors on April 4, 2024**

(This policy is annually reviewed)

3.2 Our Board of Directors, Officers and entire staff will act to ensure the implementation of this Policy and will monitor progress of the Quality & Environmental Management System (QEMS).

3.3 OCWA's QEMS Policy is readily communicated and available to all OCWA personnel, through OCWA's intranet. The Owner and members of the public can access the policy through OCWA's public website ([www.ocwa.com](http://www.ocwa.com)). A hardcopy of the QEMS Policy is posted as specified in the OP-05 Document and Records Control procedure.

3.4 Essential suppliers and service providers are advised of OCWA's QEMS Policy as per the OP-13 Essential Supplies and Services procedure.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-02  
Rev Date: 2024-06-18  
Rev No: 7  
Pages: 2 of 2

## QUALITY & ENVIRONMENTAL MANAGEMENT SYSTEM (QEMS) POLICY

Reviewed by: PCT

Approved by: Senior Operations Manager

- 3.5 Corporate Compliance coordinates the annual review and approval of the QEMS Policy by the Board of Directors and communicates the approval to all OCWA employees via an electronic communication.
- 3.6 The current version of the policy indicates the date of the last revision and that the policy is annually reviewed. Electronic and hard-copy documents that include the QEMS Policy will only be required to be updated in years when the Policy has been revised. A complete review/revision history of the QEMS Policy (documenting the annual policy review and/or revision approval date) is accessible to all staff on OCWA's intranet and is available upon request for external stakeholders.

### 4. Related Documents

- Current QEMS Policy (Posted on OCWA's intranet and internet)
- QEMS Policy Revision History (Posted on OCWA's intranet)
- OP-05 Document and Records Control
- OP-13 Essential Supplies and Services

### 5. Revision History

Date	Revision #	Reason for Revision
2013-07-26	2	Procedure reissued. Revised policy to duplicate written policy circulated on the website and posted at various locations. Removed reference to Quality Management System Policy Statement and Communications Policy, added revision history to document and removed RRAM I.D.
2014-06-05	3	Minor policy wording change, reissued for approval.
2015-08-25	4	Replaced approval and Date, reissued as revision #4.
2016-08-16	5	Revised and reissued as revision #5.
2019-07-22	6	DWQMS-2 procedure renamed OP-02 as per OCWA template. Information within OP-02 was originally set out in DWQMS-2 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). New sections: Purpose, Definitions, Procedure, Related Documents and a separate Revision History. Minor revisions to wording in s. 3.3 to reference location of posted copy of the policy. Added sections on how annual policy review is conducted (s. 3.5 and s. 3.6) and reference to OP-13 ESS (s. 3.4). The full revision history for the QEMS policy is available on OCWA's intranet.
2024-06-18	7	The first bullet of the QEMS Policy (approved in 2016) was revised to align with OCWA's updated Mission statement. s. 3.3 and 3.6 were modified to add information/clarify how to access the QEMS Policy and the Policy revision history document, removed watermark.



	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-03 Rev Date: 2024-11-28 Rev No: 7 Pages: 1 of 2
<b>COMMITMENT AND ENDORSEMENT</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

## 1. Purpose

To document the endorsement of the Operational Plan for the Mattawa Drinking Water System by OCWA Top Management and the Corporation of the Town of Mattawa (Owner) and to set out when re-endorsement would be required.

## 2. Definitions

*Top Management* – a person, persons or a group of people at the highest management level within an Operating Authority that makes decisions respecting the QMS and recommendations to the Owner respecting the Subject System or Subject Systems

## 3. Procedure

3.1 The Operational Plan is provided to OCWA Top Management and to the Owner for endorsement. The signed written endorsement is presented in Appendix OP-03A. At a minimum, two members of Top Management must endorse the Operational Plan; however, the Operational Plan is made available to all members of Top Management in the specified document control location (refer to OP-05 Document and Records Control). Endorsement by OCWA's Top Management is represented by Safety, Process and Compliance Manager and Regional Hub Manager.

Endorsement by the Owner is represented by the CAO/Treasurer and Mayor.

3.2 Any major revision of the operational plan will be re-endorsed by OCWA Top Management and the Owner. Major revisions include:

1. A revision to OCWA's QEMS Policy;
2. A change to both representatives of the facility's Top Management and/or both of the Owner's representatives that endorsed the Operational Plan;
3. A modification to the drinking water system processes/components that would require a major change to the description in OP-06 Drinking Water System;
4. The addition of a drinking water subsystem owned by the same Owner to this operational plan.

Any other changes would be considered a minor change and would not require the Operational Plan to be re-endorsed.

## 4. Related Documents

OP-03A Signed Commitment and Endorsement  
 OP-05 Document and Records Control  
 OP-06 Drinking Water System



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-03  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 2

**COMMITMENT AND ENDORSEMENT**

Reviewed by: PCT

Approved by: Senior Operations Manager

**5. Revision History**

<b>Date</b>	<b>Revision #</b>	<b>Reason for Revision</b>
2013-07-26	2	Added revision history, removed RRAM I.D. from header. *Note: original signed copy available for review as per Element 5: Document and Records Control.
2014-06-05	3	Replaced retired administrator with current. Re-signed and reissued for approval.
2015-08-25	4	Replaced retired administrator with acting current. Re-signed and reissued for approval. Changed QMS approver to QMS rep.
2016-08-16	5	Changed department title, resigned and reissued.
2019-07-19	6	DWQMS-3 procedure renamed OP-03 as per OCWA template. Procedure provides information on who from Top Management endorses the Operational Plan; when owner re-endorsement is sought and 'criteria' as to what is considered a major revision to the Plan. Element 3 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25) was incorporated into Appendix OP-03A which also includes the Owner and Top Management sign-off section. Updated step 3.1 to clarify representatives of the Owner who are responsible for re-endorsement of the Operational Plan and changed step 3.2.3 by adding "major" changes in the system description will require re-endorsement of the Plan.
2024-11-28	7	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

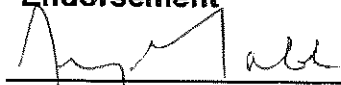
QEMS Doc: OP-03A  
Rev Date: 2024-10-24  
Rev No: 2  
Pages: 1 of 1

## SIGNED COMMITMENT AND ENDORSEMENT

This Operational Plan sets out the framework for OCWA's Quality & Environmental Management System (QEMS) that is specific and relevant to your drinking water system(s) and supports the overall goal of OCWA and the Corporation of the Town of Mattawa (Owner) to provide safe, cost-effective drinking water through sustained cooperation. OCWA will be responsible for developing, implementing, maintaining and continually improving its QEMS with respect to the operation and maintenance of the Mattawa Drinking Water System and will do so in a manner that ensures compliance with applicable legislative and regulatory requirements.

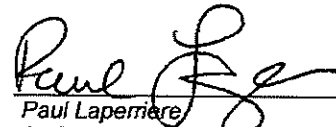
Through the endorsement of this Operational Plan, the Owner commits to work with OCWA to facilitate this goal.

### OCWA Top Management Endorsement

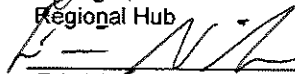
  
\_\_\_\_\_  
Jeremy Galda  
Safety, Process and Compliance  
Manager, North Eastern Ontario  
Regional Hub

Date

### Owner Endorsement

  
\_\_\_\_\_  
Paul Lapierre  
CAO-Treasurer

Nov 5/24  
Date

  
\_\_\_\_\_  
Eric Nielson  
Regional Hub Manager, North Eastern  
Ontario Regional Hub

Nov 20/24  
Date

  
\_\_\_\_\_  
Raymond Belanger  
Mayor

Nov 15, 24  
Date

The endorsement above is based on the Operational Plan that was current as of the revision date of this document (OP-03A).



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-04  
Rev Date: 2024-11-29  
Rev No: 7  
Pages: 1 of 2

## QUALITY & ENVIRONMENTAL MANAGEMENT SYSTEM (QEMS) REPRESENTATIVE

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To identify and describe the specific roles and responsibilities of the QEMS Representative(s) for the Mattawa Drinking Water System.

### 2. Definitions

None

### 3. Procedure

3.1 The role of QEMS Representative for the Mattawa Drinking Water System is the Process and Compliance Technician (PCT). The Safety, Process and Compliance Manager (or alternate PCT) will act as an alternate QEMS Representative when required.

3.2 The QEMS Representative is responsible for:

- Administering the QEMS for the Mattawa Drinking Water System by ensuring that processes and procedures needed for the facility's QEMS are established and maintained;
- Reporting to Top Management on the facility's QEMS performance and identifying opportunities for improvement;
- Ensuring that current versions of documents related to the QEMS are in use;
- Promoting awareness of the QEMS to all operations personnel; and
- In conjunction with Top Management, ensuring that operations personnel are aware of all applicable legislative and regulatory requirements that pertain to their duties for the operation of the system.

### 4. Related Documents

None

### 5. Revision History

Date	Revision #	Reason for Revision
2013-07-26	2	Added revision history, removed all references to RRAM, listed (by name) the QMS rep (or designate), revised Policy and Responsibilities sections.
2014-06-05	3	Removed QMS Designate and named two QMS reps. Removed "Responsibilities" section due to redundancy, added Job Descriptions to references, reissued for approval.
2015-08-25	4	Removed Job Descriptions in references, changed "approver" to QMS Rep, removed Public Works Superintendent involvement.
2016-08-16	5	Updated and reissued.



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-04

Rev Date: 2024-11-29

Rev No: 7

Pages: 2 of 2

## QUALITY & ENVIRONMENTAL MANAGEMENT SYSTEM (QEMS) REPRESENTATIVE

Reviewed by: PCT

Approved by: Senior Operations Manager

Date	Revision #	Reason for Revision
2019-07-19	6	DWQMS-4 procedure renamed OP-04 as per OCWA template. Information within OP-04 was originally set out in DWQMS-4 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). New Purpose, Definitions, Procedure, Related Documents and separate Revision History sections. Change to responsibilities: Mattawa staff no longer considered QEMS Representative and SPC Manager to act as alternate as required (s. 3.1); added wording to clarify shared responsibilities for Top Management and QEMS Representative to ensure operations personnel are aware of applicable legislative and regulatory requirements (s. 3.2).
2024-11-29	7	Removed watermarks



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-05  
Rev Date: 2024-09-24  
Rev No: 9  
Pages: 1 of 5

**DOCUMENT AND RECORDS CONTROL**

Reviewed by: PCT

Approved by: Senior Operations Manager

**1. Purpose**

To describe how OCWA's QEMS documents are kept current and how QEMS documents and records are kept legible, readily identifiable, retrievable, stored, protected, retained and disposed of. Applies to QEMS Documents and QEMS records pertaining to the Mattawa Drinking Water System, as identified in this procedure.

**2. Definitions**

*Document* – includes a sound recording, video tape, film, photograph, chart, graph, map, plan, survey, book of account, and information recorded or stored by means of any device

*Record* – a document stating results achieved or providing proof of activities performed

*QEMS Document* – any document required by OCWA's QEMS as identified in this procedure

*QEMS Record* – any record required by OCWA's QEMS as identified in this procedure

*Controlled* – managed as per the conditions of this procedure

*Retention Period* – length of time that a document or record must be kept; starts from the date of issue for QEMS records or from the point of time when a QEMS document is replaced by a new or amended document

**3. Procedure**

- 3.1 Documents and records required by OCWA's QEMS and their locations are listed in Appendix OP-05A Document and Records Control Locations.
- 3.2 Internally developed QEMS documents and QEMS records (whenever possible) are generated electronically to ensure legibility and are identified through a header/title and issue date. Handwritten records must be legible and permanently rendered in ink or non-erasable marker.
- 3.3 Controls for the Operational Plan include the use of an authorized approval and a header on every page that includes a title, alpha-numeric procedure code, revision date, revision number and page numbers. A revision history is also included at the end of each procedure.

The authorized personnel responsible for the review and approval of this Operational Plan are:

Review      PCT (QEMS Representative)  
Approval    Senior Operations Manager or SPC Manager



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-05  
Rev Date: 2024-09-24  
Rev No: 9  
Pages: 2 of 5

**DOCUMENT AND RECORDS CONTROL**

Reviewed by: PCT

Approved by: Senior Operations Manager

The QEMS Representative ensures that updated documents are provided to the above authorized personnel for review or approval prior to issuance.

Authorized personnel authenticate their review/approval of this Operational Plan via email and tracking updates/changes with the Summary of Findings.

- 3.4 The QEMS Representative is responsible for ensuring that current versions of QEMS documents are being used at all times. Current QEMS documents and records are readily accessible to operations personnel and to internal and external auditors/inspectors at established document control locations. The currency of internal documents is ensured by comparing the date on the document to that of the master hardcopy and/or electronic copy residing in the designated document control location(s) specified in Appendix OP-05A.

Document control locations are established in areas that provide adequate protection to prevent unauthorized use/access, damage, deterioration or loss of QEMS documents and records. Copies of QEMS documents and records located outside of designated control locations are considered uncontrolled.

- 3.5 Access to OCWA's computer network infrastructure is restricted through use of individually-assigned usernames and passwords and local area servers. Network security is maintained by OCWA's Information Technology department through a number of established mechanisms and practices such as daily back-up of files stored on servers, password expiry, limitations on login attempts, multi-factor authentication and policies outlining specific conditions of use.

Access to facility QEMS records contained within internal electronic databases and applications (e.g., Wonderware, OPEX, PDM, WMS) is administered by designated application managers/trustees, requires the permission of Operations Management and is restricted through use of usernames and passwords. Records are protected by means of regular network back-ups of electronic files stored on servers and/or within databases.

Plant SCADA records are maintained as per Appendix OP-05A and are accessible when required. SCADA records are stored on a backed-up hard drive. Operators can retrieve data from the SCADA computer which is password protected. Data can also be retrieved from Wonderware. The SCADA system is located in secured, locked buildings with limited authorized access. The building is equipped with alarm system.

- 3.6 Any employee of the drinking water system may request, (in writing) or verbally to the QEMS Representative, a revision be made to improve an existing internal QEMS document or the preparation of a new document. Written and verbal requests should indicate the reason for the requested change. The need for new or updated documents may also be identified through the Management Review or system audits.

The QEMS Representative communicates any changes made to QEMS documents to relevant operations personnel and coordinates related training (as required). Changes to corporately controlled QEMS documents are communicated and distributed to facility



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-05  
Rev Date: 2024-09-24  
Rev No: 9  
Pages: 3 of 5

**DOCUMENT AND RECORDS CONTROL**

Reviewed by: PCT

Approved by: Senior Operations Manager

QEMS Representatives by OCWA's Corporate Compliance Group through e-mails, memos and/or provincial, regional hub/cluster or facility-level training sessions.

- 3.7 When a QEMS document is superseded, the hardcopy and the electronic copy of the document (as applicable) are promptly removed from the applicable designated document control locations specified in OP-05A. The QEMS Representative ensures that the hardcopy and electronic copy are disposed of or retained (as appropriate).
- 3.8 The authorized method for disposal of hardcopy documents and records after the specified retention requirements have been met is shredding.

The authorized method for disposal of electronic documents and records after the specified retention requirements have been met is deleting.

- 3.9 QEMS documents and records are retained in accordance with applicable regulations and legal instruments. Relevant regulatory and corporate minimum retention periods are as follows:

Type of Document/Record	Minimum Retention Time	Requirement Reference
Operational Plan (OP-01 to OP-21 and appendices, including Schedule "C" – Subject System Description Form) FEP Long term forecast of major infrastructure maintenance, rehabilitation and renewal activities Sampling plan/schedule/ calendar	10 years	Director's Direction under SDWA
Internal QEMS Audit Results	10 years	OCWA Requirement
External QEMS Audit Results	10 years	OCWA Requirement
Management Review Documentation	10 years	OCWA Requirement
Documents/records required to demonstrate conformance with the DWQMS (specifically all the documents/records listed in OP-05A)	3 years*if no specified legislative requirement below*	OCWA Requirement
Log Books or other record-keeping mechanisms	5 years	O. Reg. 128/04
Training Records for water operators and water quality analysts	5 years	O. Reg. 128/04
Operational checks, sampling and testing (e.g., chlorine residuals, turbidity, fluoride, sampling records), microbiological sampling and testing and chain of custodies	2 years	O. Reg. 170/03





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-05  
Rev Date: 2024-09-24  
Rev No: 9  
Pages: 4 of 5

**DOCUMENT AND RECORDS CONTROL**

Reviewed by: PCT

Approved by: Senior Operations Manager

Type of Document/Record	Minimum Retention Time	Requirement Reference
Schedule 23 & 24 sampling, chain of custodies and test results	6 years LMR 15 years SMR	O. Reg. 170.03
THM, HAA, nitrates, nitrites and lead program (including pH and alkalinity) sampling, chain of custodies, and test results, Section 11 Annual Reports and Schedule 22 Summary Reports	6 years	O. Reg. 170/03
Sodium sampling, chain of custody and test results and related corrective action records/reports, 60 month fluoride sampling, chain of custody and test results (if the system doesn't fluoridate), Engineering Reports, GUDI/Non-GUDI Reports	15 years	O. Reg. 170/03
Corrective action records/reports for E. Coli, Total Coliforms and bacterial species	2 years	O. Reg. 170/03
Corrective action records/reports for chemical and radiological parameters under SDWA O. Reg. 169/03, pesticides not listed under O. Reg. 169/03 and health-related parameters in an order or approval	6 years (LMR) 15 years (SMR)	O. Reg. 170/03
Flow Meter Calibration Records, Analyzer Calibration Reports Maintenance Records/Work Orders	2 years	O. Reg. 170/03
Records required by or created in accordance with the Municipal Drinking Water Licence (MDWL) or Drinking Water Works Permit (DWWP). Except records specifically referenced in O. Reg. 170/03 or otherwise specified in the MDWL or DWWP.	5 years	MDWL
Ministry forms referenced in the DWWP, including Form 1, Form 2, Form 3 and Director Notifications (applies to forms that have been completed by OCWA as the authorized by the owner)	10 years	DWWP

3.10 The Operational Plan is reviewed for currency by the QEMS Representative during internal/external audit and Management Review processes. Other QEMS-related documents are reviewed as per the frequencies set out in this Operational Plan or as significant changes (e.g., changes in regulatory requirements, corporate policies or operational processes and/or equipment, etc.) occur. QEMS documents and records are reviewed for evidence of control during each internal system audit as per OP-19 Internal QEMS Audits.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-05  
Rev Date: 2024-09-24  
Rev No: 9  
Pages: 5 of 5

## DOCUMENT AND RECORDS CONTROL

Reviewed by: PCT

Approved by: Senior Operations Manager

### 4. Related Documents

OP-05A Document and Records Control Locations  
OP-19 Internal QEMS Audits  
OP-20 Management Review  
Summary of Findings

### 5. Revision History

Date	Revision #	Reason for Revision
2013-07-25	2	Procedure reissued. Added Table 1: Designated location for documents and records required by Mattawa's QMS, removed references to RRAM, updated procedure to reflect current hardcopy and electronic practices.
2014-06-05	3	Updated Table 1 to better reflect QMS. Reissued for approval.
2015-08-25	4	Updated "Review and Approval" (removed PW Superintendent).
2016-08-16	5	Minor wording change, updated department title, updated locations of documents, reissued.
2019-07-22	6	DWQMS-5 procedure renamed OP-05 as per OCWA template. Information within OP-05 was originally set out in DWQMS-5 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Updated to Corporate Template. Procedure issued. Removed previous section 3.9 and updated section 3.8.
2022-03-23	7	Procedure updated. Added: clarity to version control requirements to align with the Director's Directions dated May 2021, detail to the approval process for Operational Plan, clarity on how electronic documents are handled. Updated: the table in section 3.9 (clarified minimum retention time requirements for documents/records required to demonstrate conformance with the DWQMS, added forms required by the MDWL and DWWP, including their minimum retention times and requirement reference).
2024-06-18	8	Procedure updated as follows: added multi factor authentication to 3.5, section 3.9 table revised to include Schedule 23 & 24 records retention times for Large Municipal Residential (LMR) and Small Municipal Resident (SMR) systems, added chain of custody as record for retention for various sampling requirements, lead program clarified to include pH and alkalinity; added GUDI/Non-GUDI Reports, minor wording and type-o's, removed watermark.
2024-09-23	9	Updated raw characteristics to 2023



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc: OP-05A  
 Rev Date: 2024-06-19  
 Rev No: 4  
 Pages: 1 of 4

## DOCUMENT AND RECORDS CONTROL LOCATIONS

Reviewed by: PCT

Approved by: Senior Operations Manager

Designated locations for documents and records required by OCWA's QEMS

Type of Document/Record	Designated Document Control Location (HC = Hardcopy, E = Electronic)
<b>Internal QEMS Documents</b>	
Operational Plan (OP-01 to OP-21 and appendices, including Schedule "C" – Subject System Description Form)	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Town Office HC – Mattawa Well House
QEMS Policy	E - OCWA's Sharepoint site and public website HC – Posted at Mattawa Well House
OCWA's Safety Manual	E – OCWA's Sharepoint site
Facility Emergency Plans	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House
Corporate Emergency Response Plan (CERP)	E - OCWA's Sharepoint site
Standard Operating Procedures (referenced in Operational Plan and QEMS Procedures)	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House
Essential Supplies & Services List	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House
Vacation/On-call Schedule	E – Maintained on \\ocwfilereg\NEO Collab
Sampling Schedule	E- Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House
Chain of Custody Forms	E- Maintained on \\ocwfilereg\NEO Collab
<b>External QEMS Documents</b>	
Maintenance/equipment manuals	HC – Mattawa Well House
Engineering schematics/plans/drawings	HC – Mattawa Well House
Municipal Drinking Water Licence	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House HC – Mattawa Town Office
Drinking Water Works Permit	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House HC – Mattawa Town Office
Permit to Take Water	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House
Ministry Inspection Reports	E – Maintained on \\ocwfilereg\NEO Collab
Operator certificates	HC – Mattawa Well House
AWWA Standards	E - \\Torwan\PCTAWWA Standards
Ontario's Watermain Disinfection Procedure	E - <a href="https://www.ontario.ca">https://www.ontario.ca</a>
DWQMS Standard	E - <a href="https://www.ontario.ca">https://www.ontario.ca</a>
ANSI/NSF product registration documentation for Chemicals/Materials Used	HC – Mattawa Well House



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc: OP-05A  
 Rev Date: 2024-06-19  
 Rev No: 4  
 Pages: 2 of 4

## DOCUMENT AND RECORDS CONTROL LOCATIONS

Reviewed by: PCT

Approved by: Senior Operations Manager

Type of Document/Record	Designated Document Control Location (HC = Hardcopy, E = Electronic)
Applicable federal and provincial legislation and municipal by-laws	Provincial Online at <a href="http://www.e-laws.gov.on.ca">www.e-laws.gov.on.ca</a> Federal online at <a href="http://www.laws.justice.gc.ca">www.laws.justice.gc.ca</a>
Operations Manual	HC – Mattawa Well House
Original Equipment Manuals (OEM)	HC – Mattawa Well House
<b>QEMS Records</b>	
Rounds sheets (in use)	HC – Mattawa Well House
Rounds sheets (completed)	Process data maintained electronically through PDM HC – Mattawa Well House
Facility Operations Logbook(s)	HC – Mattawa Well House E - <a href="https://ocwa.ericloud.com/">https://ocwa.ericloud.com/</a>
Visitor's Logbook	HC – Mattawa Well House
Operator training records	E – Electronic records are maintained in OCWA's Training Summary Database (OPEX)
Maintenance records	E - Maintained through WMS
Internal Calibration records	E - Maintained through WMS
External Calibration records	E – Maintained on \\ocwfilereg\NEO Collab
Chain of Custodies	E – Maintained on \\ocwfilereg\NEO Collab
Laboratory analyses	Electronic reports from Laboratory – Maintained on \\ocwfilereg\NEO Collab E - Maintained through PDM
Additional Sampling records	E – Maintained on \\ocwfilereg\NEO Collab
In-house lab results	E - Maintained through PDM HC – Mattawa Well House
SCADA records (Wonderware, OCWA)	E - Maintained through Wonderware
SCADA records (Plant SCADA, Client Owned)	E – Mattawa Well House
Internal Audit Reports	E – Maintained on \\ocwfilereg\NEO Collab
External Audit Reports	E – Maintained on \\ocwfilereg\NEO Collab
Management Review documentation	E – Maintained on \\ocwfilereg\NEO Collab
Ministry forms referenced in the Drinking Water Works Permit, including Form 1, Form 2, Form 3 and Director Notifications	E – Maintained on \\ocwfilereg\NEO Collab
Summary of Findings Spreadsheet (Preventive/Corrective) records	E - Maintained on \\ocwfilereg\NEO Collab
Internal QEMS Communications	E – Microsoft Outlook E-mail
External QEMS Communications (including essential suppliers and service providers)	E – Microsoft Outlook E-mail E - Maintained on \\ocwfilereg\NEO Collab
Annual Reports	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Town Office



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Doc: OP-05A  
Rev Date: 2024-06-19  
Rev No: 4  
Pages: 3 of 4

**DOCUMENT AND RECORDS CONTROL LOCATIONS**

Reviewed by: PCT

Approved by: Senior Operations Manager

Type of Document/Record	Designated Document Control Location (HC = Hardcopy, E = Electronic)
Summary Reports for Municipalities	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Town Office
AWQI Reports	E – Maintained on \\ocwfilereg\NEO Collab HC – Mattawa Well House HC – Mattawa Town Office
Incidents of Non-Compliance Records	E – Maintained on \\ocwfilereg\NEO Collab
Analysis and Action Plan (AAP) Report	E – Maintained on \\ocwfilereg\NEO Collab
Contingency Plan Review/Test Summary	E – Maintained on \\ocwfilereg\NEO Collab
Infrastructure review (Capital Letter & Capital and Major Maintenance Recommendations Report)	E – Maintained on \\ocwfilereg\NEO Collab
Community complaint records	E – Maintained on \\ocwfilereg\NEO Collab
Call In/Call Back/Call Out Reports	E – Maintained in WMS
Quarterly Operations Report (to the Owner)	E – Maintained on \\ocwfilereg\NEO Collab
Results of emergency test exercises/emergency response debriefs	E – Maintained on \\ocwfilereg\NEO Collab



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc: OP-05A  
Rev Date: 2024-06-19  
Rev No: 4  
Pages: 4 of 4

## DOCUMENT AND RECORDS CONTROL LOCATIONS

Reviewed by: PCT

Approved by: Senior Operations Manager

### Revision History

Date	Revision #	Reason for Revision
2019-07-22	0	Appendix issued; Table was originally included within DWQMS-5 of the Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Added OCWA's safety manual, Emergency Response Plan (corporate), DWWP, MDWL, and updated location of in-house lab results in table 1. Added Safety, Process and Compliance Manager, removed Operations Manager. Updated MOECC to MECP.
2019-09-17	1	Updated location of AWQI reports as they are to be kept at the Well House rather than Town Office.
2021-09-22	2	Updated location of AWQI reports to Town Office, as they are located on site. Updated table to include new eRIS electronic logbook now in use and included hyperlink to location.
2022-03-23	3	Added: exact location of documents/records, clarity on which documents are included under the Operational Plan, new documents/records (Watermain Disinfection Procedure results of emergency test exercises/emergency response debriefs and Ministry forms referenced in the Drinking Water Works Permit, visitor logbook) and clarity to external communications and inspection reports; Removed: reference to QEMS Reference Manual and OCWA's intranet (replaced with OCWA's Sharepoint site). Added row to header to show who reviewed and approved the document.
2024-06-19	4	Appendix updated with MECP revised to Ministry, updated Corporate Emergency Plan (CERP) name, minor wording, removed watermark.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-06  
Rev Date: 2024-09-24  
Rev No: 14  
Pages: 1 of 7

## DRINKING WATER SYSTEM

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To document the following for the Mattawa Drinking Water System:

- The name of the Owner and Operating Authority; and
- Provide a description of the system, including all applicable water sources, treatment system processes and distribution system components.

### 2. Definitions

*Distribution System* - means the part of a drinking water system that is used in the distribution, storage or supply of water and that is not part of a treatment system.

*Primary Disinfection* - means a process or series of processes intended to remove or inactivate human pathogens such as viruses, bacteria and protozoa in water.

*Secondary Disinfection* - means a process or series of processes intended to provide and maintain a disinfectant residual in a drinking water system's distribution system, and in plumbing connected to the distribution system, for the purposes of:

- (a) protecting water from microbiological re-contamination;
- (b) reducing bacterial regrowth;
- (c) controlling biofilm formation;
- (d) serving as an indicator of distribution system integrity; and

includes the use of disinfectant residuals from primary disinfection to provide and maintain a disinfectant residual in a drinking water system's distribution system for the purposes described in clauses (a) to (d).

*Treatment System* - means any part of a drinking water system that is used in relation to the treatment of water and includes,

- (a) any thing that conveys or stores water and is part of a treatment process, including any treatment equipment installed in plumbing,
- (b) any thing related to the management of residue from the treatment process or the management of the discharge of a substance into the natural environment from the system, and
- (c) a well or intake that serves as the source or entry point of raw water supply for the system;

### 3. Procedure

#### 3.1 Drinking Water System Overview

##### *Owner / Operating Authority*

The Mattawa Drinking Water System is owned by the Corporation of the Town of Mattawa. As the Operating Authority, the Ontario Clean Water Agency provides management and oversight (under OCWA's Quality and Environmental Management System) to the Mattawa Drinking Water System. OCWA employees have operational



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-06  
Rev Date: 2024-09-24  
Rev No: 14  
Pages: 2 of 7

## DRINKING WATER SYSTEM

Reviewed by: PCT

Approved by: Senior Operations Manager

responsibilities in the Drinking Water System. The Mattawa Drinking Water System classification is “Water Distribution and Supply Subsystem Class 2”.

### 3.2 Source Water

#### *General Characteristics*

This is a ground water well system, with good, consistent characteristics. This source has been deemed **not** to be Groundwater Under the Direct Influence of Surface Water (GUDI). Both wells do not appear to be vulnerable to bacteriological contamination.

Raw Water Characteristics at Raw Water Source (based on 2023 data)

Characteristic	Minimum	Maximum	Annual Average
Turbidity (NTU) Well #1	0.24	0.31	0.25
Turbidity (NTU) Well #2	0.26	0.37	0.27
<i>E. coli</i> (CFU/100 mL) Well #1	0	0	0
<i>E. coli</i> (CFU/100 mL) Well #2	0	0	0
Total Coliforms Well #1	0	2	0.04
Total Coliforms Well #2	0	4	0.13

#### *Common Fluctuations / Threats*

The facility has a Source Water Protection Plan, which identifies various risks. Visit [www.nbmca.on.ca](http://www.nbmca.on.ca) for details.

#### *Operational Challenges*

There are no operational challenges envisioned.

### 3.3 Treatment System Description

The water supply system for the Town of Mattawa consists of Well No. 1, Well No. 2, and an in-ground water storage reservoir that floats on the distribution system. These two groundwater supply wells, as well as the reservoir, provide drinking water to the residents of Mattawa. The Mattawa Drinking Water System serves an approximate population of 2,150. In accordance with the Municipal Drinking Water Licence, the drinking water system shall not be operated to exceed 6,540 cubic meters per day (m<sup>3</sup>/d).

Wells No. 1 and No. 2 are located inside a single structure situated at 400 Bissett Street in the Town of Mattawa. This facility houses two well pumps, an ultraviolet (UV) disinfection system, a sodium hypochlorite disinfection system, all control, monitoring, and alarm systems, as well as a standby diesel generator.





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-06  
Rev Date: 2024-09-24  
Rev No: 14  
Pages: 3 of 7

**DRINKING WATER SYSTEM**

Reviewed by: PCT

Approved by: Senior Operations Manager

The wells are operated by OCWA and are utilized on a duty/standby basis. Well No. 1 is operated as the duty well from 6 am to midnight. Well No. 2 is used as the duty well from midnight to 6 am, for energy conservation purposes. The switchover of duty wells is automatically done via a timer within the plant programmable logic controller (PLC).

Well No. 1 is equipped with a vertical turbine pump capable of delivering 53.0 L/s at 105.8 m of total dynamic head. Well No. 2 has a vertical turbine pump rated at 22.7 L/s with a total dynamic head of 91.5 m, with a variable frequency drive (VFD).

Primary disinfection equipment includes two UV disinfection systems, each designed to deliver the required UV dosage at the rated capacity of the facility. Chlorination equipment includes a 200 L sodium hypochlorite (NaOCl) storage tank and dual chemical feed pumps that inject liquid chlorine into the system. Output from Well No. 1 and No. 2 is governed by system demand (water level in the reservoir). As the water level in the reservoir drops to the low water level (LWL), the selected duty well pump automatically starts.

Stand-by power is provided by an on-site diesel generator with an automatic transfer switch. In the event of a power outage in the area, the diesel generator automatically starts, providing continuous power to the Pumphouse.

The well pumps, UV disinfection system, sodium hypochlorite injection system, and analyzers are all supervised locally via the PLC. All alarms are instantly transmitted from the PLC to the alarm panel, which dials a security company and pages the Operator-on-call. Refer to the Treatment System Process Flow Chart for more facility detail.

In 2012, a SCADA system was installed to allow for continuous monitoring and recording. It includes alarming, enhanced operator control of the waterworks, and increased security features.



# OPERATIONAL PLAN

Mattawa Drinking Water System

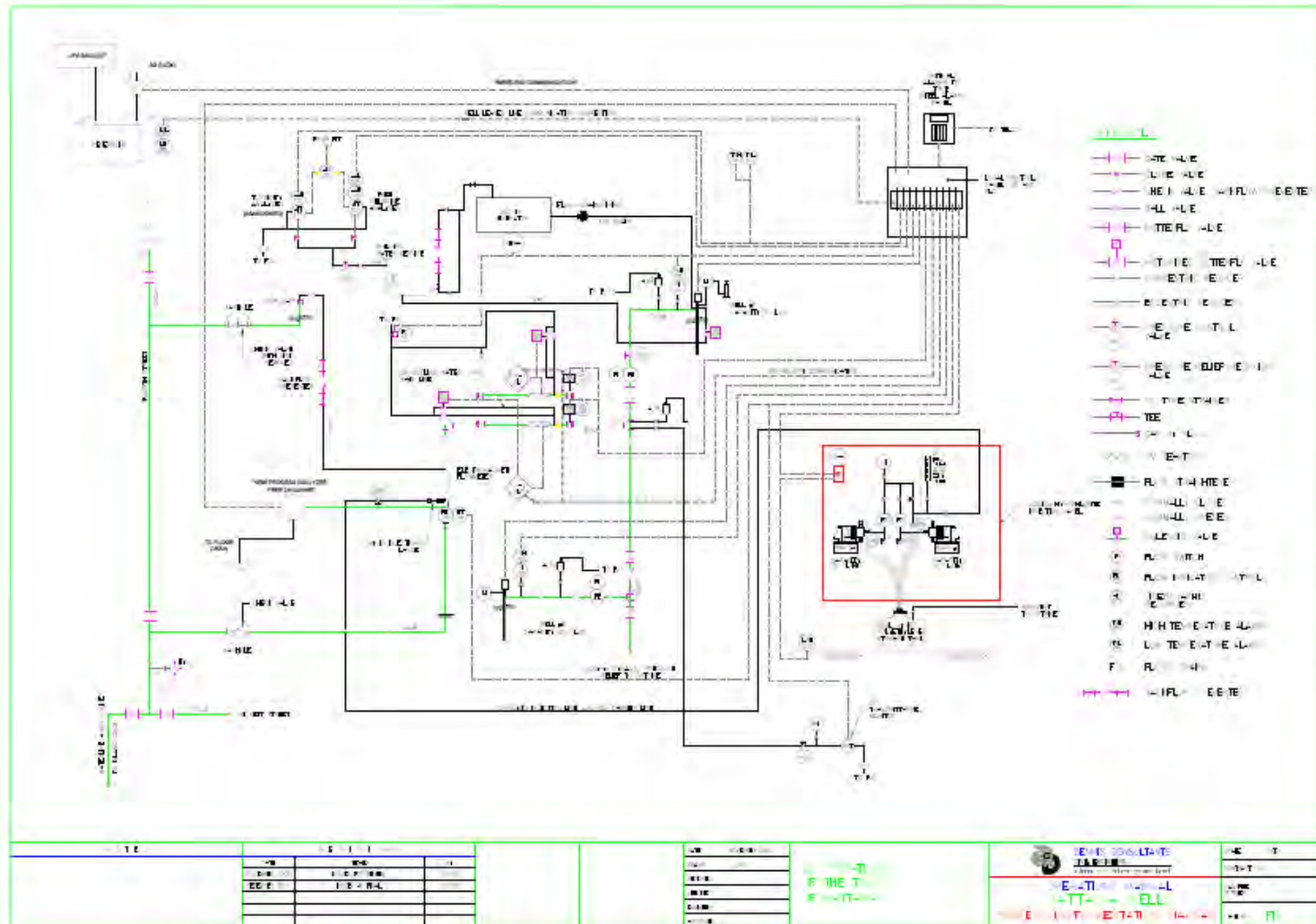
QEMS Proc.: OP-06  
 Rev Date: 2024-09-24  
 Rev No: 14  
 Pages: 4 of 7

## DRINKING WATER SYSTEM

Reviewed by: PCT

Approved by: Senior Operations Manager

Treatment System Process Flow Chart – Original copy can be found on public drive.





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-06  
Rev Date: 2024-09-24  
Rev No: 14  
Pages: 5 of 7

**DRINKING WATER SYSTEM**

Reviewed by: PCT

Approved by: Senior Operations Manager

3.4 Description of the Distribution System Components

The system has approximately 1,050 service connections to residential and commercial consumers. There is approximately 20,000 m of various sized cast iron, ductile iron and polyvinyl chloride piping. There are 117 fire hydrants in the distribution system.

There is a 795 m<sup>3</sup> (175,000 IMPG) in-ground storage reservoir within the distribution system located approximately 700 m northwest of the Pumphouse.



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

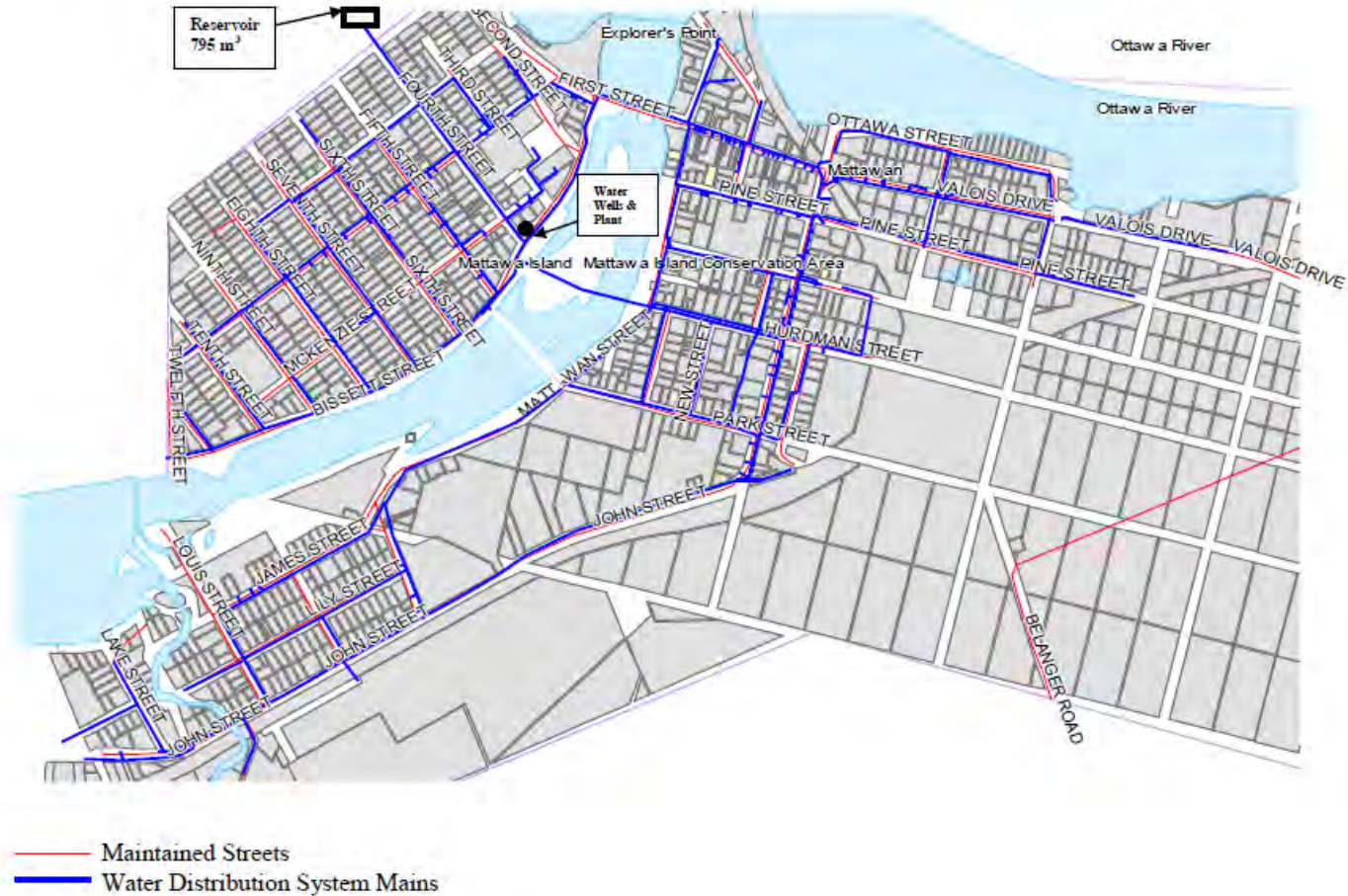
QEMS Proc.: OP-06  
Rev Date: 2024-09-24  
Rev No: 14  
Pages: 6 of 7

## DRINKING WATER SYSTEM

Reviewed by: PCT

Approved by: Senior Operations Manager

### 3.5 Distribution System Components Flow Chart





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-06  
Rev Date: 2024-09-24  
Rev No: 14  
Pages: 7 of 7

## DRINKING WATER SYSTEM

Reviewed by: PCT

Approved by: Senior Operations Manager


### 4. Related Documents

None

### 5. Revision History

Date	Revision #	Reason for Revision
2013-07-26	2	Removed references to RRAM, updated description of the drinking water system, added PI&D drawing, added raw water characteristics, critical up/downstream processes, etc., updated Associated Documentation, added revision history.
2014-06-05	3	Updated description to be more specific, included SCADA upgrade, removed requirement for annual review, included Director's Direction Schedule "C".
2015-08-25	4	Changed "Approver", updated Schedule "C".
2016-08-16	5	Updated department title, reissued.
2019-07-19	6	DWQMS-6 procedure renamed OP-06 as per OCWA template. Information within OP-06 was originally set out in DWQMS-6 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). New Purpose, Definitions, Procedure, Related Documents and separate Revision History sections. Updates based on revisions to DWQMS (e.g. removal of critical upstream or downstream processes, separation of systems that provide primary and/or secondary disinfection and systems that do not, for systems that are connected to another system with different owners, must now include which system is relied upon to ensure the provision of safe drinking water). Moved order of system description to follow the process (e.g., source water first, then treatment, then distribution). Updated raw water characteristics, removed Schedule C as it is located at the end of Operational Plan in the OCWA template, added Distribution System Components Flow Chart.
2019-09-17	7	Updated section 3.3 paragraph 3 to describe OCWA as operator of wells.
2019-09-20	8	Updated Process Flow Chart with current up to date version.
2020-04-07	9	Added reference to location of original copy of Process Flow Chart, which is located on public drive.
2020-09-03	10	Updated raw water characteristics, added proper number of hydrants and updated description to include new sized sodium hypochlorite day tank.
2021-09-22	11	Updated raw water characteristics.
2022-07-18	12	Updated raw water characteristics and added Well #2 VFD.
2023-06-26	13	Updated raw water characteristics.
2024-09-24	14	Update raw water characteristics



	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-07 Rev Date: 2024-11-28 Rev No: 7 Pages: 1 of 4
<b>RISK ASSESSMENT</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

## 1. Purpose

To document the process for conducting a risk assessment to identify and assess potential hazardous events and associated hazards that could affect drinking water safety.

## 2. Definitions

*Consequence* – the potential impact to public health and/or operation of the drinking water system if a hazard/hazardous event is not controlled

*Control Measure* – includes any processes, physical steps or other practices that have been put in place at a drinking water system to prevent or reduce a hazard before it occurs

*Critical Control Point (CCP)* – An essential step or point in the subject system at which control can be applied by the Operating Authority to prevent or eliminate a drinking water health hazard or reduce it to an acceptable level

*Drinking Water Health Hazard* – means, in respect of a drinking water system,

- a) a condition of the system or a condition associated with the system's waters, including anything found in the waters,
  - i. that adversely affects, or is likely to adversely affect, the health of the users of the system,
  - ii. that deters or hinders, or is likely to deter or hinder, the prevention or suppression of disease, or
  - iii. that endangers or is likely to endanger public health,
- b) a prescribed condition of the drinking water system, or
- c) a prescribed condition associated with the system's waters or the presence of a prescribed thing in the waters


*Hazardous Event* – an incident or situation that can lead to the presence of a hazard

*Hazard* – a biological, chemical, physical or radiological agent that has the potential to cause harm

*Likelihood* – the probability of a hazard or hazardous event occurring

## 3. Procedure

- 3.1 Operations Management ensures that operations personnel are assigned to conduct a risk assessment at least once every thirty-six months. At a minimum, the Risk Assessment Team must include the QEMS Representative, at least one Operator for the system and at least one member of Operations Management.
- 3.2 The QEMS Representative is responsible for coordinating the risk assessment and ensuring that documents and records related to the risk assessment activities are maintained.

	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-07 Rev Date: 2024-11-28 Rev No: 7 Pages: 2 of 4
<b>RISK ASSESSMENT</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

3.3 The Risk Assessment Team performs the risk assessment as follows:

- 3.3.1 OP-07 Risk Assessment and OP-08 Risk Assessment Outcomes are reviewed.
- 3.3.2 For each of the system’s activities/process steps, potential hazardous events and associated hazards (possible outcomes) that could impact the system’s ability to deliver safe drinking water are identified. At a minimum, potential hazardous events and associated hazard as identified in the most current version of the Ministry of the Environment, Conservation and Parks (MECP) document titled “Potential Hazardous Events for Municipal Residential Drinking Water Systems” (as applicable to the system type) must be considered.
- 3.3.3 For each of the hazardous events, control measures currently in place at the system to eliminate the hazard or prevent it from becoming a threat to public health are specified. Control measures may include alarms, monitoring procedures, SOPs/contingency plans, preventive maintenance activities, backup equipment, engineering controls, etc.
- 3.3.4 To ensure that potential drinking water health hazards are addressed and minimum treatment requirements as regulated by SDWA O. Reg. 170/03 and the MECP’s “Procedure for Disinfection of Drinking Water in Ontario” are met, OCWA has established mandatory Critical Control Points (CCPs).

As a minimum, the following must be included as CCPs (as applicable):

- Equipment or processes required to achieve primary disinfection (e.g., chemical and/or UV disinfection system, coagulant dosing system, filters, etc.)
  - Equipment or processes necessary for maintaining secondary disinfection in the distribution system
  - Fluoridation system
- 3.3.5 Additional CCPs for the system are determined by evaluating and ranking the hazardous events for the remaining activities/process steps (i.e., those not included as OCWA’s minimum CCPs).
- 3.3.6 Taking into consideration existing control measures (including the reliability and redundancy of equipment), each hazardous event is assigned a value for the likelihood and a value for the consequence of that event occurring based on the following criteria:



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-07  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 3 of 4

**RISK ASSESSMENT**

Reviewed by: PCT

Approved by: Senior Operations Manager

Value	Likelihood of Hazardous Event Occurring
1	<b>Rare</b> – Estimated to occur every 50 years or more (usually no documented occurrence at site)
2	<b>Unlikely</b> – Estimated to occur in the range of 10 – 49 years
3	<b>Possible</b> – Estimated to occur in the range of 1 – 9 years
4	<b>Likely</b> – Occurs monthly to annually
5	<b>Certain</b> – Occurs monthly or more frequently

Value	Consequence of Hazardous Event Occurring
1	<b>Insignificant</b> – Little or no disruption to normal operations, no impact on public health
2	<b>Minor</b> – Significant modification to normal operations but manageable, no impact on public health
3	<b>Moderate</b> – Potentially reportable, corrective action required, potential public health impact, disruption to operations is manageable
4	<b>Major</b> – Reportable, system significantly compromised and abnormal operations if at all, high level of monitoring and corrective action required, threat to public health
5	<b>Catastrophic</b> – Complete failure of system, water unsuitable for consumption

The likelihood and consequence values are multiplied to determine the risk value (ranking) of each hazardous event. Hazardous events with a ranking of 12 or greater are considered high risk.

- 3.3.7 Hazardous events and rankings are reviewed and any activity/process step is identified as an additional CCP if all of the following criteria are met:
- ✓ The associated hazardous event has a ranking of 12 or greater;
  - ✓ The associated hazardous event can be controlled through control measure(s);
  - ✓ Operation of the control measures can be monitored and corrective actions can be applied in a timely fashion;
  - ✓ Specific control limits can be established for the control measure(s); and
  - ✓ Failure of the control measures would lead to immediate notification of Medical Officer of Health (MOH) or MECP or both.

3.4 The outcomes of the risk assessment are documented as per OP-08 Risk Assessment Outcomes.





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-07  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 4 of 4

**RISK ASSESSMENT**

Reviewed by: PCT

Approved by: Senior Operations Manager

3.5 At least once every calendar year, the QEMS Representative facilitates the verification of the currency of the information and the validity of the assumptions used in the risk assessment in preparation for the Management Review (OP-20). When performing this review, the following may be considered:


- Process/equipment changes
- Reliability and redundancy of equipment
- Emergency situations/service interruptions
- CCP deviations
- Audit/inspection results

**4. Related Documents**

OP-08 Risk Assessment Outcomes  
OP-20 Management Review  
MECP’s “Potential Hazardous Events for Municipal Residential Drinking Water Systems”  
MECP’s “Procedure for Disinfection of Drinking Water in Ontario”

**5. Revision History**

Date	Revision #	Reason for Revision
2013-07-29	2	Procedure completely revised, new risk assessment rating devised, references to RRAM eliminated.
2014-06-05	3	Listed personnel that will conduct Risk Assessment
2015-08-25	4	Replace Public Works Superintendent with QMS Rep., changed “Approver”.
2016-08-17	5	Replaced Public Works with Environmental Services, reissued.
2019-07-22	6	DWQMS-7 procedure renamed OP-07 as per OCWA template. Information within OP-07 was originally set out in DWQMS-7 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Revised Purpose to reflect element 7 requirements only. Included minimum requirements for the Risk Assessment Team (QEMS Representative, at least one operator for the system and at least one member of Operation Management. Clarified role of QEMS Representative in coordinating the risk assessment and maintaining documents and records. Re-worded procedure for performing the risk assessment (process itself remains essentially unchanged). Included reference to MECP’s “Potential Hazardous Events for Municipal Residential Drinking Water Systems”. Removed requirements for documenting the outcomes of the risk assessment (now covered in OP-08). Changed annual review to at least once every calendar year and included potential considerations when performing the review. Updated MOECC to MECP.
2024-11-28	7	Removed watermark

	<p align="center"><b>OPERATIONAL PLAN</b> Mattawa Drinking Water System</p>	<p>QEMS Proc.: OP-08 Rev Date: 2024-11-28 Rev No: 1 Pages: 1 of 2</p>
<b>RISK ASSESSMENT OUTCOMES</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

## 1. Purpose

To document the outcomes of the risk assessment conducted as per OP-07 Risk Assessment.

## 2. Definitions

*Critical Control Point (CCP)* – An essential step or point in the subject system at which control can be applied by the Operating Authority to prevent or eliminate a drinking water health hazard or reduce it to an acceptable level

*Critical Control Limit (CCL)* – The point at which a Critical Control Point response procedure is initiated

## 3. Procedure

3.1 The QEMS Representative is responsible for updating the information in OP-08A Summary of Risk Assessment Outcomes as required.

3.2 The results of the risk assessment conducted as per OP-07 are documented in Table 1 of OP-08A. This includes:

- Identified potential hazardous events and associated hazards (possible outcomes) for each of the system’s activities/process steps;  
Note: Hazards listed in the MECP’s “Potential Hazardous Events for Municipal Residential Drinking Water Systems” are indicated in the appropriate column using the reference numbers in Table 4 of OP-08A.
- Identified control measures to address the potential hazards and hazardous events; and
- Assigned rankings for the hazardous events (likelihood x consequence = risk value) and whether the hazardous event is a Critical Control Point (CCP) (mandatory or additional).  
Note: If the hazardous event is ranked as 12 or higher and it is not being identified as a CCP, provide rationale as to why it does not meet the criteria set out in section 3.3.7 of OP-07).

3.3 Operations Management is responsible for ensuring that for each CCP:

- Critical Control Limits (CCLs) are set;
- Procedures and processes to monitor the CCLs are established; and
- Procedures to respond to, report and record deviations from the CCLs are implemented.

The identified CCPs, their respective CCLs and associated procedures are documented in Table 2 of OP-08A.

3.4 A summary of the results of the annual review/36-month risk assessment is recorded in Table 3 of OP-08A.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-08  
Rev Date: 2024-11-28  
Rev No: 1  
Pages: 2 of 2

## RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

3.5 Operations Management considers the risk assessment outcomes during the review of the adequacy of the infrastructure (Refer to OP-14 Review and Provision of Infrastructure).

#### 4. Related Documents

- OP-07 Risk Assessment
- OP-08A Summary of Risk Assessment Outcomes
- OP-14 Review and Provision of Infrastructure
- MECP's "Potential Hazardous Events for Municipal Residential Drinking Water Systems"

#### 5. Revision History

Date	Revision #	Reason for Revision
2019-07-22	0	DWQMS-8 procedure renamed OP-08 as per OCWA template. Information within OP-08 was originally set out in DWQMS-7 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Clarified role of QEMS Representative in updating the information in OP-08A Summary of Risk Assessment Outcomes. Info originally set out in DWQMS-8 now in Appendix OP-08A. Included requirements for how to document the risk assessment outcomes using the tables in OP-08A. Clarified responsibility of Operations Management to ensure Critical Control Limits are set and related procedures are developed. Included reference to OP-14 Review and Provision of Infrastructure to emphasize the need for Operations Management to review the risk assessment outcomes during the infrastructure review. Updated MOECC to MECP.
2024-11-28	1	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 1 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

**Table 1:** Risk Assessment Table

**Note:** Processes referred to in section 3.3.4 of OP-07 Risk Assessment must be identified as mandatory Critical Control Points (CCPs) as applicable. Mandatory CCPs are not required to be ranked.

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
Raw Water/Well	1, 2, 3, 4, 6	Well casing collapse, due to natural disaster or vandalism/terrorism	Loss of raw water	Backup well and pump, provisions of an alternate water source SOP	2	4	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	2	Well pump failure	Loss of raw water	Backup well and pump, provisions of an alternate water source SOP, generator for loss of power situations, elevated reservoir provides positive pressure	3	3	9	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	2, 5, 6, 9	Chemical, biological, radioactive spill to the well, accidentally or intentionally	Contamination of aquifer	No method of control until contaminant has been identified – response may include shutting down the well, supplying bottled water, following CP for Unsafe Water and following provisions of an alternate water source SOP, monitoring, sampling, Source Water Protection Plan policies	2	5	10	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	2, 5, 9	Agricultural run-off	Contamination of aquifer	No method of control until contaminant has been identified – response may include shutting down the well, supplying bottled water, following CP for Unsafe Water and following provisions of an alternate water source SOP	2	3	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 2 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
<b>Primary Disinfection (Ultra-Violet Irradiation)</b>	10	<i>Power failure to reactors</i>	<i>Inadequate inactivation of pathogens, less than required log removal</i>	<i>Back-up power, alarms</i>				<input checked="" type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input type="checkbox"/> No
	10	<i>Low UV dosage</i>	<i>Inadequate inactivation of pathogens, less than required log removal</i>	<i>Redundancy (two UV reactors), regular maintenance/cleaning of bulbs and sleeves, replacement of bulbs and sleeves, alarm and auto plant shutdown of well pump, adverse water quality reporting SOP, CP for Unsafe Water</i>				<input checked="" type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input type="checkbox"/> No
	10	<i>Sensor failure</i>	<i>Unknown UV dosage, potential for inadequate inactivation of pathogens</i>	<i>Alarms, scheduled maintenance activities, spare sensor</i>				<input checked="" type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input type="checkbox"/> No
	10	<i>UV Reactor Failure</i>	<i>Unknown UV dosage, potential for inadequate inactivation of pathogens</i>	<i>Redundancy (two UV reactors), alarms, scheduled maintenance activities, auto plant shutdown, adverse water quality reporting SOP, CP for Unsafe Water</i>				<input checked="" type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input type="checkbox"/> No



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 3 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
<i>Primary Disinfection (Ultra-Violet Irradiation)</i>	10	<i>Main PLC Failure</i>	<i>Inadequate inactivation of pathogens, less than required log removal</i>	<i>Alarms and plant lockout. One spare PLC onsite.</i>				<input checked="" type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input type="checkbox"/> No
<i>Distribution System (Secondary Disinfection)</i>	11	<i>Loss of free chlorine residual in distribution</i>	<i>Failure to control biofilm and pathogens (long-term), potential for AWQI</i>	<i>Continuous on-line monitoring of chlorine residual into and in the distribution system, low chlorine residual alarm and auto plant lockout, redundancy (2 chlorine pumps), chlorine residual testing as per O. Reg. 170/03, regularly scheduled maintenance, adverse water quality reporting SOP, CP for Unsafe Water</i>				<input checked="" type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input type="checkbox"/> No
<i>Distribution System</i>		<i>Adverse water quality as described in O. Reg. 170/03 (eg. Bacteriological, TotalTrihalomethanes.)</i>	<i>Potential for unsafe drinking water</i>	<i>Site specific sampling schedule, adverse water quality reporting SOP, CP for Unsafe Water</i>	3	3	9	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	1, 2, 3, 4, 6, 7, 8	<i>Main break due to weather, time or vandalism/terrorism</i>	<i>Contamination, loss of supply, loss of pressure</i>	<i>Training, AWWA standards, MECP procedures for disinfection, capital replacements, alarms (low reservoir level), operator checks, notifications/complaints from customers</i>	3	3	9	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 4 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
<i>Distribution System</i>	6, 7, 8	<i>Fire, accidental or vandalism/terrorism</i>	<i>Low pressure, contamination/turbidity</i>	<i>Communication with fire department, fire flow design, extra well, reservoir</i>	3	2	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	8	<i>Cross-connection, backflow, siphonage</i>	<i>Contamination</i>	<i>Plumbing code, inspections, respond to complaints and collect bacteriological samples, cross-connection by-law, adverse water quality reporting SOP, CP for Unsafe Water</i>	3	3	9	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	2, 7, 8	<i>Human error</i>	<i>Contamination, loss of supply, loss of pressure</i>	<i>Training, inspections, quick response time, certified staff</i>	3	3	9	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	7, 8	<i>Air in the line</i>	<i>Loss of pressure, loss of public trust</i>	<i>Maintenance and valve inspections, customer complaints, flushing, reservoir</i>	3	2	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	1, 3, 4, 6, 7, 8	<i>Power loss, due to weather or vandalism/terrorism</i>	<i>Loss of pressure, surges</i>	<i>Contingency plans, back-up generator, alarms, reservoir</i>	4	2	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 5 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
<i>Distribution System</i>	6, 7, 8	<i>Single main contamination accidental or vandalism/terrorism</i>	<i>Loss of pressure, contamination</i>	<i>Capital programs, provisions of an alternate water source SOP, isolation of a zone, security measures, public complaints, reservoir, backup well, CP for Unsafe Water</i>	3	3	9	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	1, 3, 7, 8	<i>Natural disaster</i>	<i>Loss of pressure, contamination</i>	<i>Contingency plans, provisions of an alternate water source SOP</i>	2	4	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
		<i>Leaching contaminants into hydrant drain port</i>	<i>Contamination</i>	<i>Maintain positive pressure, inspections</i>	1	5	5	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	7, 8	<i>Residential service leak</i>	<i>Loss of pressure</i>	<i>Response to customer</i>	5	1	5	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
		<i>Biofilm and tuberculation</i>	<i>Public health</i>	<i>Flushing, maintenance, capital replacement</i>	4	2	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 6 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
<i>Distribution System</i>		<i>Dead ends and related flushing operations</i>	<i>Contamination</i>	<i>Flushing, performance standards, planning for removal of dead ends</i>	3	2	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
		<i>Critical shortage of staff</i>	<i>Contamination, loss of supply</i>	<i>Cross-training staff, extra staff available within region, emergency contractors, CP for Critical Shortage of Staff</i>	3	2	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
<i>Reservoir</i>	1, 2, 3, 4, 7, 8	<i>Loss of structural integrity due to time and weather</i>	<i>Loss of pressure, loss of supply, contamination</i>	<i>Low level alarms, security, inspections, two wells can be run with reservoir isolated</i>	2	5	10	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	7	<i>Loss of communication</i>	<i>Loss of service, public health</i>	<i>Manual inspections and operation, communication alarm, pressure gauge on discharge header at well house, spare level sensor</i>	4	2	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	2, 7, 8	<i>Reservoir out of service for maintenance, repair</i>	<i>Loss of supply, loss of pressure</i>	<i>Manual inspections, level indicator alarm, public notice for users to conserve water, convert to pressurized system configuration,</i>	2	4	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 7 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
	6	<i>Intentional or accidental contamination, vandalism/terrorism</i>	<i>Contamination</i>	<i>Security, inspections, alarms, screens on overflows</i>	2	5	10	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
<b>Reservoir</b>	2, 7, 8	<i>Fire</i>	<i>Contamination, loss of pressure, loss of supply</i>	<i>Alarms, inspections</i>	2	3	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
<b>Fire Hydrants</b>	6	<i>Water theft</i>	<i>Contamination</i>	<i>Communication with treatment plant, visual inspections, investigations</i>	1	4	4	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
<b>All (watermains, connections, hydrants, valves, construction, etc.)</b>	2, 6, 7, 8	<i>Accident, vandalism/terrorism</i>	<i>Contamination, loss of water supply, loss of pressure</i>	<i>Notifications/complaints from customers, alarms (low reservoir level), operator checks, CP for Unsafe Water</i>	2	3	6	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No
	1	<i>Pandemic</i>	<i>Shortage of staff Supply shortages Loss of sample locations</i>	<i>CP for Critical Shortage of Staff Staff training and PPE OCWA's Emergency Operations Center (EOC) Staff isolation/ remote work done where possible</i>	1	4	4	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Doc.: OP-08A  
 Rev Date: 2024-09-20  
 Rev No: 13  
 Pages: 8 of 12

## SUMMARY OF RISK ASSESSMENT OUTCOMES

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
				<i>Alternate suppliers available, refer to ESS list</i>				
	13	<i>Cybersecurity threats</i>	<i>Loss of system process visibility for operators (e.g., unable to monitor treatment processes) Interruption of data recording leading to a loss of critical/compliance data inability to remotely control processes and/or loss of automatic control installation of malicious programs like ransomware, which can disable business enterprise until money is paid Loss of data (stolen or maliciously deleted)</i>	<i>Implementing Identity and Access Management throughout the account management lifecycle. Privileges are granted to users with two principles – need to know and least privileges. Users are assigned only the privileges they need to perform their job. Employing default to fail secure. The application or system failure will cause little or no harm to other systems. Data will not fall into the wrong hands. Applying multiple layers of defense including: o Intrusion detection systems constantly monitoring traffic flow (borders) o Firewalls that provide real-time filtering and blocking (walls) o Cryptography and layered authentication (zones) o Certified professionals ensuring system integrity (gatekeepers) Constant monitoring and tracking for quick and effective response to attacks</i>	2	4	8	<input type="checkbox"/> Yes – Mandatory CCP <input type="checkbox"/> Yes – Additional CCP identified for facility <input checked="" type="checkbox"/> No



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Doc.: OP-08A  
Rev Date: 2024-09-20  
Rev No: 13  
Pages: 9 of 12

**SUMMARY OF RISK ASSESSMENT OUTCOMES**

Reviewed by: PCT

Approved by: Senior Operations Manager

Activity/ Process Step	MECP Potential Hazardous Event/Hazard Reference # (see Table 4)	Description of Hazardous Event	Possible Outcome (Hazards)	Existing Control Measures	Likelihood	Consequence	Risk Value	CCP?
				<i>Perform routine vulnerability scans and threat assessments</i> <i>Carry out periodic cyber security audits and risk compliance checks</i>				

**Table 2:** Identified Critical Control Points (CCPs)

CCP	Critical Control Limits	Monitoring Procedures	Response, Reporting and Recording Procedures
Primary Disinfection (Ultra-Violet Irradiation)	<b>UV Intensity Alarm</b>  Operational: UV #1 < 48.0 mJ/cm <sup>2</sup> for > 60 seconds UV #2 < 48.0 mJ/cm <sup>2</sup> for > 60 seconds  Regulatory: UV #1 < 40.0 mJ/cm <sup>2</sup> for > 600 seconds UV #2 < 40.0 mJ/cm <sup>2</sup> for > 600 seconds	SCADA (continuous online analyzers), Trend review and sign-off as per O. Reg. 170/03, Routine on-site checks conducted by OCWA staff Alarms	Well pump shutdown, adverse water quality reporting SOP, CP for Unsafe Water Primary UV Disinfection and Chlorine Secondary Disinfection SOP, Manual well pump and UV Operations SOP, sampling, records, log book CCP exceedances tracked in logbook and/or WMS (Maximo)
Secondary disinfection	<b>Free Chlorine Residual – Distribution</b>  Operational Low = 0.25 mg/L Regulatory: Low = 0.05 mg/L Operational High = 4.0 mg/L	SCADA (continuous online analyzers), Distribution chlorine residuals monitored as per O. Reg. 170/03	Well pump shutdown, adverse water quality reporting SOP, Receipt and investigation of water quality complaints, scheduling of sampling, records, log book, Responding to low distribution chlorine or high chlorine SOP, CCP exceedances tracked in logbook and/or WMS (Maximo), CP for Unsafe Water

Note: Standard Operating Procedures (SOPs) referenced in Tables 1 and 2 are controlled as per OP-05 Document and Records Control.



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Doc.: OP-08A  
Rev Date: 2024-09-20  
Rev No: 13  
Pages: 10 of 12

**SUMMARY OF RISK ASSESSMENT OUTCOMES**

Reviewed by: PCT

Approved by: Senior Operations Manager

**Table 3:** Record of Annual Review/36-Month Risk Assessment

The Drinking Water Quality Management Standard (DWQMS) requires that the currency of the information and the validity of the assumptions used in the risk assessment be verified at least once every calendar year. In addition, the risk assessment must be conducted at least once every thirty-six months.

Date of Activity	Type of Activity	Participants	Summary of Results
2013-08-15	36-Month Risk Assessment	Jim Aucoin, Dan Finnigan	Information in summary remains current and assumptions still valid – small revisions – see revision history
2014-06-05	Annual Review	Dan Finnigan, Raymond Belanger	Information in summary remains current and assumptions still valid – see revision history
2015-08-25	Annual Review	Dan Finnigan, Jim Aucoin	Information in summary remains current and assumptions still valid – see revision history
2016-08-24	36-Month Risk Assessment	Dan Finnigan, Jim Aucoin, John Novack, Josh DeWaal	Information in summary remains current and assumptions still valid – see revision history
2017-11-20	Annual Review	Dan Finnigan	Information in summary remains current and assumptions still valid – see revision history
2019-08-20	36-Month Risk Assessment	Joshua Gravelle (PCT), Joshua DeWaal (Operator), Yvan Rondeau (Safety, Process and Compliance Manager), Paul Dyrda (Senior Operations Manager)	All Activities/Process Steps were re-assessed and new hazardous events and hazards identified (including those in the MECP’s “Potential Hazardous Events for Municipal Residential Drinking Water Systems”) and ranked according to OP-07 (revision 6). Results captured in Revision 7 of this Summary of Risk Assessment Outcomes
2020-08-26	Annual Review	Joshua Gravelle (PCT), Joshua DeWaal (Operator)	Information in summary remains current and assumptions still valid – see revision history
2021-09-09	Annual Review	Joshua Gravelle (PCT), Joshua DeWaal (Operator)	Information in summary remains current and assumptions still valid – see revision history
2022-04-14	Annual Review	Joshua Gravelle (PCT)	Information in summary remains current and assumptions still valid – small revisions necessary – see revision history
2022-07-13	36-Month Risk Assessment	Joshua Gravelle (PCT), Joshua DeWaal (Operator/Mechanic/ORO), Paul Dyrda (Senior Operations Manager)	Information in summary remains current and assumptions still valid – small revisions necessary – see revision history



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Doc.: OP-08A  
Rev Date: 2024-09-20  
Rev No: 13  
Pages: 11 of 12

**SUMMARY OF RISK ASSESSMENT OUTCOMES**

Reviewed by: PCT

Approved by: Senior Operations Manager

2023-06-08	Annual Review	Joshua Gravelle (PCT), Joshua DeWaal (Senior Operator)	Information in summary remains current and assumptions still valid – see revision history
2024-09-20	Annual Review	Monique Malette(PCT), Joshua DeWaal	Information in summary remains current and assumptions still valid – see revision history

**Table 4:** Potential Hazardous Event/Hazard Reference Numbers (based on MECP’s “Potential Hazardous Events for Municipal Residential Drinking Water Systems” dated April 2022)

If the hazardous event/hazard is not applicable to this drinking water system (DWS), it will be noted in the first column of this table.

System Type (indicate all that apply to this DWS)		Reference Number	Description of Hazardous Event/Hazard
X	All Systems	1	Long Term Impacts of Climate Change
X	All Systems	2	Water supply shortfall
X	All Systems	3	Extreme weather events (e.g., tornado, ice storm)
X	All Systems	4	Sustained extreme temperatures (e.g., heat wave, deep freeze)
X	All Systems	5	Chemical spill impacting source water
X	All Systems	6	Terrorist and vandalism actions
X	Distribution Systems	7	Sustained pressure loss
X	Distribution Systems	8	Backflow
X	Treatment Systems	9	Sudden changes to raw water characteristics (e.g., turbidity, pH)
X	Treatment Systems	10	Failure of equipment or process associated with primary disinfection (e.g., coagulant dosing system, filters, UV system, chlorination system)
X	Treatment Systems and Distribution Systems providing secondary disinfection	11	Failure of equipment or process associated with secondary disinfection (e.g., chlorination equipment, chloramination equipment)
N/A	Treatment Systems using Surface Water	12	Algal blooms
X	All Systems	13	Cybersecurity threats



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Doc.: OP-08A  
Rev Date: 2024-09-20  
Rev No: 13  
Pages: 12 of 12

**SUMMARY OF RISK ASSESSMENT OUTCOMES**

Reviewed by: PCT

Approved by: Senior Operations Manager

**Revision History**

Date	Revision #	Reason for Revision
2013-08-15	2	2 <sup>nd</sup> risk assessment conducted as per QMS procedure and response to internal/external audits (CARS) Present for assessment: Jim Aucoin, Dan Finnigan.
2014-06-05	3	Annual Review conducted by Dan Finnigan / Raymond Belanger. Updated Table 1, updated Table 2 to include operational/regulatory control limits for primary disinfection.
2015-08-25	4	Annual Review conducted by Dan Finnigan / Jim Aucoin. Updated Table 2 to reflect new Operational Limits for Primary Disinfection.
2016-08-24	5	3 <sup>rd</sup> risk assessment conducted as per QMS procedure. Input from Jim Aucoin, Dan Finnigan, John Novack, Josh DeWaal.
2017-11-20	6	Annual Review conducted by Dan Finnigan. Updated Table 2 to reflect new setpoints for Primary Disinfection and inclusion of new Free chlorine sample analyzer at Point of Entry.
2019-08-20	7	Summary of Risk Assessment Outcomes assigned document number (OP-08A); added table 4 to reference MECP's "Potential Hazardous Events for Municipal Residential Drinking Water Systems"; Table 1 updated to include [hazard]...based on results of 36-month risk assessment that took place on 2019-08-20. Updated existing control measures and response, reporting and recording procedures. Updated alarm set points in table 2. Removed New Operational Free Chlorine analyzer from Table 2 as it is not a CCP due to primary disinfection achieved by UV. Updated to MECP from MOECC. Added reference number 8 from MECP's "Potential Hazardous Events for Municipal Residential Drinking Water Systems" to all loss of pressure outcomes.
2020-09-03	8	Annual risk assessment review completed, added pandemic to risk assessment outcomes and included existing control measures. Minor update to Table 2.
2021-09-22	9	Annual review, updated table 3, no changes to Risk Assessment.
2022-04-14	10	Annual review, updated table 1 and 4 to include MECP's new hazardous event, cybersecurity threats. Added possible outcomes and existing control measures.
2022-07-18	11	36 month risk assessment note added to table 3. Added main PLC failure hazardous event to UV system.
2023-06-26	12	Annual review, updated table 3, no changes to Risk Assessment. Updated Table 4 to show latest revision date of MECP's "Potential Hazardous Events for Municipal Residential Drinking Water Systems".
2024-09-20	13	Annual review, updated table 3, no changes to Risk Assessment. Removed watermark





Ontario Clean Water Agency

## OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09

Rev Date: 2024-08-26

Rev No: 9

Pages: 1 of 8

### ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

#### 1. Purpose

To document the following for the Mattawa Drinking Water System:

- Owner;
- Organizational structure of the Operating Authority;
- QEMS roles, responsibilities and authorities of staff, Top Management and individuals/groups that provide corporate oversight; and
- Responsibilities for conducting the Management Review

#### 2. Definitions

*Operations Management* – refers to the Senior Operations Manager and/or Operations Manager that directly oversees a facility's operations

*Senior Leadership Team (SLT)* – members include President and CEO, Executive Vice President and General Counsel, Vice Presidents of OCWA's business units and Regional Hub Managers

*Top Management* – a person, persons or a group of people at the highest management level within an operating authority that makes decisions respecting the QMS and recommendations to the owner respecting the subject system or subject systems

*Operations Personnel* – Employees of the drinking water system who perform various activities related to the compliance, operations and maintenance of the drinking water system that may directly affect drinking water quality

#### 3. Procedure

##### 3.1 Organizational Structure

The Mattawa Drinking Water System is owned by The Corporation of the Town of Mattawa and is represented by the CAO-Treasurer.

The organizational structure of OCWA, the Operating Authority, is outlined in appendix OP-09A: Organizational Structure.

##### 3.2 Top Management

Top Management for the Mattawa Drinking Water System consists of:

- Operations Management – Near North Cluster
- Regional Hub Manager – North Eastern Ontario Regional Hub
- Operations Management, Capital Projects - North Eastern Ontario Regional Hub
- Safety, Process & Compliance Manager – North Eastern Ontario Regional Hub





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09  
 Rev Date: 2024-08-26  
 Rev No: 9  
 Pages: 2 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Irrespective of other duties (see Table 9-2 below), Top Management’s responsibilities and authorities include:

- Endorsing the Operational Plan as per the Commitment and Endorsement procedure (OP-03);
- Ensuring that the QEMS meets the requirements of the DWQMS;
- Ensuring staff are aware of the applicable legislative and regulatory requirements;
- Communicating the QEMS according to the Communications procedure (OP-12);
- Providing resources needed to maintain and continually improve the QEMS;
- Appointing and authorizing a QEMS Representative (OP-04); and
- Undertaking Management Reviews as per the Management Review procedure (OP-20).

Note: Specific responsibilities of the individual members of Top Management are identified in the referenced procedures.

### 3.3 Corporate Oversight

Roles, responsibilities and authorities for individuals/groups providing corporate oversight of OCWA’s QEMS are summarized in Table 9-1 below.

**Table 9-1: Corporate QEMS Roles, Responsibilities and Authorities**

Role	Responsibilities and Authorities
Board of Directors	<ul style="list-style-type: none"> <li>• Set the Agency’s strategic direction, monitor overall performance and ensure appropriate systems and controls are in place in accordance with the Agency’s governing documents</li> <li>• Review and approve the QEMS Policy</li> </ul>
Senior Leadership Team (SLT)	<ul style="list-style-type: none"> <li>• Establish the Agency’s organizational structure and governing documents and ensure resources are in place to support strategic initiatives</li> <li>• Monitor and report on OCWA’s operational and business performance to the Board of Directors</li> <li>• Review the QEMS Policy and recommend its approval to the Board</li> <li>• Approve corporate QEMS programs and procedures</li> </ul>
Corporate Compliance	<ul style="list-style-type: none"> <li>• Manage the QEMS Policy and corporate QEMS programs and procedures</li> <li>• Provide support for the local implementation of the QEMS</li> <li>• Monitor and report on QEMS performance and any need for improvement to SLT</li> <li>• Consult with the Ministry and other regulators and provide compliance support/guidance on applicable legislative, regulatory and policy requirements</li> <li>• Manage contract with OCWA’s DWQMS accreditation body</li> </ul>



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09

Rev Date: 2024-08-26

Rev No: 9

Pages: 3 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

### 3.4 Regional Hub Roles, Responsibilities and Authorities

QEMS roles, responsibilities and authorities of Regional Hub personnel are summarized in Table 9-2 below. This information is kept current as per the Document and Records Control procedure (OP-05) and is communicated to staff as per the Communications procedure (OP-12).

Additional duties of employees are detailed in their job specifications and in the various QEMS programs and procedures that form, or are referenced in, this Operational Plan.

**Table 9-2: QEMS Roles, Responsibilities and Authorities for the North Eastern Ontario Regional Hub**

Role/ Position	Responsibilities and Authorities
All Operations Personnel	<ul style="list-style-type: none"> <li>• Perform duties in compliance with applicable legislative and regulatory requirements</li> <li>• Be familiar with the QEMS Policy and work in accordance with QEMS programs and procedures</li> <li>• Maintain operator certification (as required)</li> <li>• Attend/participate in training relevant to their duties under the QEMS</li> <li>• Document all operational activities</li> <li>• Identify potential hazards at their facility that could affect the environmental and/or public health and report to Operations Management</li> <li>• Report and act on all operational incidents</li> <li>• Recommend changes to improve the QEMS</li> </ul>
Regional Hub Manager (Top Management)	<ul style="list-style-type: none"> <li>• Oversee the administration and delivery of contractual water/wastewater services on a Regional Hub level</li> <li>• Fulfill role of Top Management</li> <li>• Ensure corporate QEMS programs and procedures are implemented consistently throughout the Regional Hub</li> <li>• Manages the planning of training programs for Regional Hub</li> <li>• Report to VP of Operations/SLT on the regional performance of the QEMS and any need for Agency-wide improvement</li> </ul>
Operations Management, Capital Projects (Top Management)	<ul style="list-style-type: none"> <li>• Manage the day-to-day operations and maintenance of their assigned facilities and supervise facility operational staff</li> <li>• Fulfill role of Top Management</li> <li>• Ensure corporate and site-specific QEMS programs and procedures are implemented at their assigned facilities</li> <li>• Determine necessary action and assign resources in response to operational issues</li> </ul>



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09  
Rev Date: 2024-08-26  
Rev No: 9  
Pages: 4 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/ Position	Responsibilities and Authorities
	<ul style="list-style-type: none"> <li>• Report to the Regional Hub Manager on facility operational performance</li> <li>• Ensure operational training is provided for the cluster (in consultation with the SPC Manager as required)</li> <li>• Provide support to the regional operations teams related to planning and execution of capital projects.</li> <li>• Develop standard processes to provide efficiency when providing capital project related support to clients (internal/external)</li> <li>• Report to the Regional Hub Manager on regional capital project status'</li> <li>• Prepare and manage project budgets, ensuring cost-effectiveness</li> <li>• Develop detailed project plans, including timelines, budgets and resource allocation.</li> <li>• Act as Overall Responsible Operator (ORO) when required. Refer to SOP# ORO-2010</li> </ul>
<p>Safety, Process &amp; Compliance (SPC) Manager (Top Management)</p>	<ul style="list-style-type: none"> <li>• Supervise facility compliance staff and provide technical and program support to the Regional Hub related to process control and compliant operations</li> <li>• Fulfill role of Top Management</li> <li>• Ensure corporate/regional QEMS programs and procedures are implemented consistently throughout the Regional Hub</li> <li>• Assist in the development of site-specific operational procedures as required</li> <li>• Ensure training on applicable legislative and regulatory requirements and the QEMS is provided for the Regional Hub (in consultation with Operations Management as required)</li> <li>• Monitor and report to the Regional Hub Manager and Operations Management on the compliance status and QEMS performance within their Regional Hub and any need for improvement</li> <li>• Act as alternate QEMS Representative (when required)</li> <li>• May act as Operator-in-Charge (OIC) and/or ORO when required (based on certification). Refer to SOP# ORO-2010</li> </ul>
<p>Process &amp; Compliance Technician (PCT)/ Operations &amp; Compliance (O&amp;C) Team Lead (QEMS Representative)</p>	<ul style="list-style-type: none"> <li>• Implement, monitor and support corporate programs relating to environmental compliance and support management by evaluating and implementing process control systems at their assigned facilities</li> <li>• Fulfill role of QEMS Representative (OP-04)</li> <li>• Monitor, evaluate and report on compliance/quality status of their assigned facilities</li> <li>• Implement facility-specific QEMS programs and procedures consistently at their assigned facilities</li> </ul>



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09  
Rev Date: 2024-08-26  
Rev No: 9  
Pages: 5 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/ Position	Responsibilities and Authorities
	<ul style="list-style-type: none"> <li>Participate in audits and inspections and assist in developing, implementing and monitoring action items to respond to findings</li> <li>Report to the SPC Manager on QEMS implementation and identify the need for additional/improved processes and procedures at the Regional Hub/cluster/facility level (in consultation with the Operations Management as required)</li> <li>Communicates to Owners on facility compliance and DWQMS accreditation as directed</li> <li>Deliver/participate in/coordinate training including applicable legislative and regulatory requirements and the QEMS</li> <li>May fulfil role of Certified Operator when required (based on certification)</li> </ul>
<p>Certified Operator</p> <p>Includes the following positions:</p> <ul style="list-style-type: none"> <li>Operations Supervisor Water &amp; Wastewater</li> <li>Water &amp; Wastewater Lead</li> <li>Senior Water &amp; Wastewater Operator</li> <li>Water &amp; Wastewater Operator</li> <li>Water &amp; Wastewater Operator-In-Training (OIT)]</li> </ul>	<ul style="list-style-type: none"> <li>Perform duties outlined under Operations Personnel</li> <li>Monitor, maintain and operate facilities in accordance with applicable regulations, approvals and established operating procedures</li> <li>Collect samples and perform laboratory tests and equipment calibrations as required</li> <li>Regularly inspect operating equipment, perform routine preventive maintenance and repairs and prepare and complete work orders as assigned</li> <li>Ensure records of adjustments made to the process under their responsibility, equipment operating status during their shifts and any departures from normal operations observed and actions taken are maintained within facility logs/record keeping mechanisms (as per O. Reg. 128)</li> <li>Participate in facility inspections and audits</li> <li>May act as OIC and/or ORO when required (based on certification). Refer to SOP# ORO-2010.</li> <li><b>NOTE:</b> OITs cannot act as OIC and/or ORO. OITs perform the above duties under the direction of the OIC/ORO and as assigned by Operations Management or designate.</li> </ul>
<p>Maintenance Personnel</p> <p>Includes the following positions:</p> <ul style="list-style-type: none"> <li>Mechanic/Operator</li> <li>Maintenance Technician</li> <li>Maintenance Shift Lead</li> </ul>	<ul style="list-style-type: none"> <li>Schedule and perform maintenance on equipment and processes in accordance with established procedures and record the maintenance data</li> <li>Regularly inspect operating equipment, perform routine preventive maintenance and repairs</li> <li>May fulfill role of Certified Operator when required (based on certification).</li> </ul>



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09

Rev Date: 2024-08-26

Rev No: 9

Pages: 6 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/ Position	Responsibilities and Authorities
<ul style="list-style-type: none"> <li>Senior Water &amp; Wastewater Operator,</li> </ul>	
Operator(s) (Municipal)	<ul style="list-style-type: none"> <li>Perform day to day operations of the distribution system</li> <li>Repair distribution main breaks and perform required maintenance of the distribution system</li> <li>Act on and report any incidents of noncompliance or adverse water quality incidents associated with the distribution system</li> <li>Regularly inspect the distribution system</li> <li>Respond to and document public complaints</li> </ul>
Mechanic/Operator	<ul style="list-style-type: none"> <li>Perform duties as assigned by Operations Management or designate</li> <li>Act as lead with other staff on extensive maintenance/repair projects</li> <li>Schedule and perform maintenance on equipment and processes in accordance with established procedures and record the maintenance data</li> <li>Regularly inspect operating equipment, perform routine preventive maintenance and repairs</li> </ul>
Instrumentation Technician  Includes the following positions: <ul style="list-style-type: none"> <li>Utility Plant Instrument Technician (UPIT)</li> <li>Utility Plant Electrician Operator</li> <li>Instrumentation Technician</li> <li>Operations Supervisor Water &amp; Wastewater,</li> </ul>	<ul style="list-style-type: none"> <li>Provide advice and technical expertise on the services required for process control and automation systems</li> <li>Discuss and advise on detailed system and programming requirements, modify existing and new software in response to plant requests, analyze and resolve problems/error conditions, document changes/modifications and configure, install and support related software, hardware and network for such systems</li> <li>Conduct inspections of the process control and automation systems to validate that all is operating within established parameters as requested</li> <li>Install and commission new electrical/electronic equipment and automation systems</li> <li>May fulfill role of Certified Operator as required (based on certification).</li> </ul>
Electrical Maintenance Personnel  Includes the following positions:	<ul style="list-style-type: none"> <li>Perform repairs, inspections, preventive maintenance and/or scheduled maintenance on electrical systems, equipment, components and devices in accordance with established procedures and record the maintenance data</li> <li>Examine, trouble shoot and carry out systematic diagnostic testing of faults/failures, identification, assessment,</li> </ul>



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09

Rev Date: 2024-08-26

Rev No: 9

Pages: 7 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/ Position	Responsibilities and Authorities
<ul style="list-style-type: none"> <li>• Utility Plant Electrician Operator</li> <li>• Maintenance Electrician</li> <li>• Electrician Shift Lead</li> </ul>	<ul style="list-style-type: none"> <li>repairs/service to equipment, fixtures and other electrical component</li> <li>• May fulfill role of Certified Operator as required (based on certification)</li> </ul>
<p>Administrative Support</p> <p>Includes the following:</p> <ul style="list-style-type: none"> <li>• Regional Hub Business Manager</li> <li>• Administrative Assistants</li> </ul>	<ul style="list-style-type: none"> <li>• Support the administrative functions of the Regional Hub/cluster/facility including coordinating delivery of training as required</li> <li>• Assist with entering operational training records into the appropriate database as directed</li> </ul>

### 4. Related Documents

- OP-03 Commitment and Endorsement
- OP-04 QEMS Representative
- OP-05 Document and Records Control
- OP-09A Organizational Structure
- OP-12 Communications
- OP-20 Management Review

OCWA Position Descriptions/Job Specifications

### 5. Revision History



Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-09  
Rev Date: 2024-08-26  
Rev No: 9  
Pages: 8 of 8

## ORGANIZATIONAL STRUCTURE, ROLES, RESPONSIBILITIES AND AUTHORITIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Date	Revision #	Reason for Revision
2013-07-30	2	Added revision history, removed all references to RRAM, and inserted QMS Organizational Chart.
2014-06-06	3	Revised org. chart to better reflect QMS, reissued Element.
2015-08-26	4	Revised / updated org chart, changed title to CAO, changed "approver", added QMS Rep to responsibilities section.
2016-08-16	5	Revised policy to include the new bilateral management strategy between the Environmental Services Department and the Public Work Department, revised the org chart, reissued.
2019-07-19	6	DWQMS-9 procedure renamed OP-09 as per OCWA template. Information within OP-09 was originally set out in DWQMS-9 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). New Purpose, Definitions, Procedure, Related Documents and separate Revision History sections. Added definitions for Operations Management and Operations Personnel and throughout procedure replaced 'Senior Operations Manager' references with 'Operations Management'. Incorporated OCWA's new org structure, including SPC Manager. Removed two levels of Top Management (e.g. Facility Level and Corporate level), instead Top Management is only at the facility level and corporate has been moved to Corporate oversight. Reworded QEMS Roles, Responsibilities and Authorities for each position. Added QEMS Roles, Responsibilities and Authorities for Data Clerk. Updated MOECC to MECP and removed the position of data clerk.
2020-04-07	7	Added roles and responsibilities for municipal staff performing functions in the distribution system.
2021-09-22	8	Removed name of personnel in section 3.1.
2024-08-26	9	Procedure updated [update revision history based on your current OP-09 revision history] with revisions to Table 9-2 as follows: Role/Position updated to clarify roles are performed by multiple positions, position titles updated, note added regarding OITs operating limitations. Additional revisions include replaced MECP with Ministry, minor rewording and type-o's, removed watermark.





Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water Systems

QEMS Doc.: OP-09A  
Rev Date: 2024-08-27  
Rev No: 3  
Pages: 1 of 2

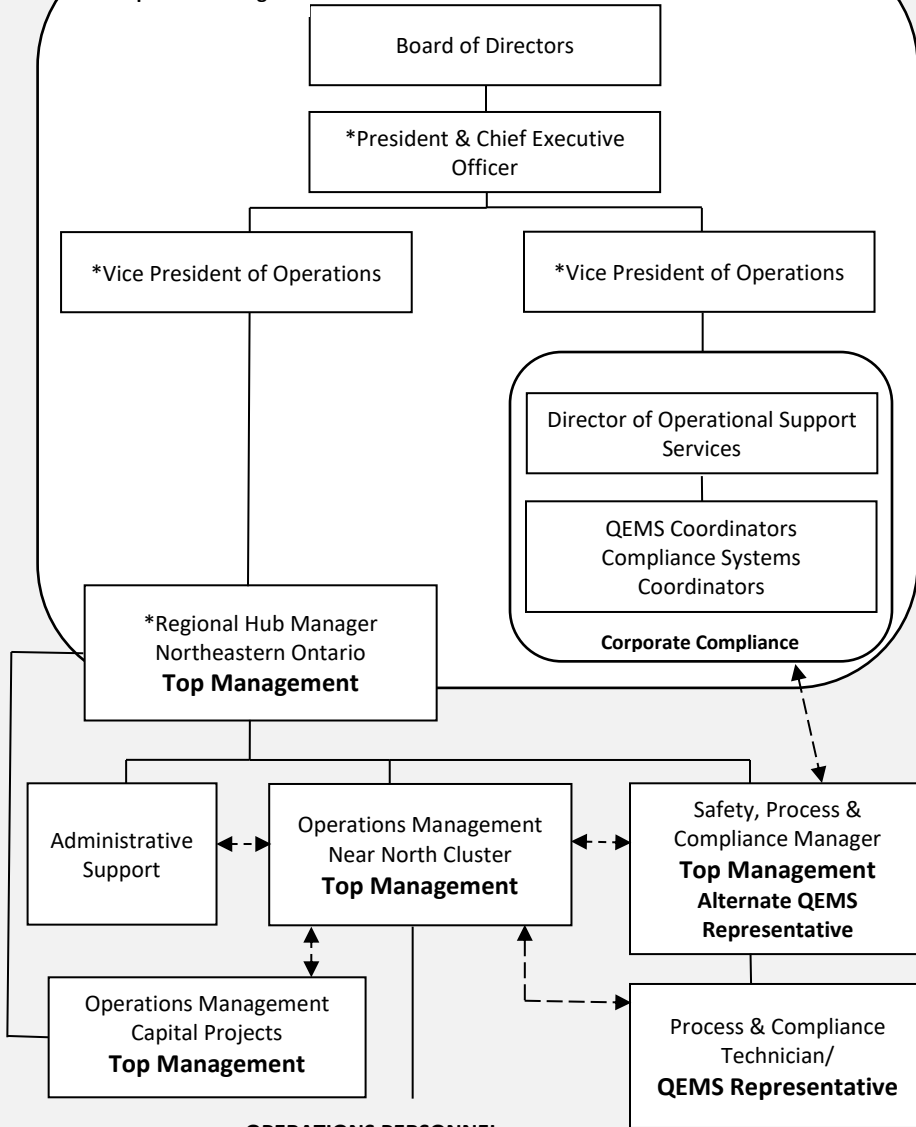
## ORGANIZATIONAL STRUCTURE

Reviewed by: PCT

Approved by: Senior Operations Manager

### OPERATING AUTHORITY Ontario Clean Water Agency

#### Corporate Oversight



#### OPERATIONS PERSONNEL

- Operations Supervisor
- Senior Water & Wastewater Operator
- Water & Wastewater Operator
- Instrumentation Technician (UPIT, SCADA Support/Operator)
- Electronics Technician/Operator

Day-to-Day Operations of the  
Mattawa Water Treatment  
Plant

*\*NOTE: Members of OCWA's Senior Leadership Team (SLT) include:*

- President and CEO & Executive Vice President and General Counsel
- Vice Presidents of OCWA's business units (includes VPs of Operations)
- Regional Hub Managers

Day-to-Day  
Operations of the  
Mattawa  
Distribution System

**OWNER**  
Corporation of  
the Town of  
Mattawa





Ontario Clean Water Agency

# OPERATIONAL PLAN

Mattawa Drinking Water Systems

QEMS Doc.: OP-09A

Rev Date: 2024-08-27

Rev No: 3

Pages: 2 of 2

## ORGANIZATIONAL STRUCTURE

Reviewed by: PCT

Approved by: Senior Operations Manager

### Revision History

Date	Revision #	Reason for Revision
2019-07-18	0	Appendix issued - Organizational Chart previously contained in DWQMS-9 of the Operational Plan. Moved to a new Appendix .
2019-10-08	1	Updated Organizational Chart to show that the Town of Mattawa is responsible for the day-to-day operations of the distribution system.
2020-08-27	2	The corporate template OP-09A has been updated to reflect that Corporate Compliance now reports to the VP of Operations (previously reported to Vice President of Engineering, Capital & Support Services).
2024-08-27	3	Revised to include Senior Leadership Team (SLT) in reporting structure and identify members, added Compliance System Coordinators, updated Operations Personnel position titles, removed watermark.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-10  
Rev Date: 2024-08-26  
Rev No: 8  
Pages: 1 of 7

## COMPETENCIES

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To document a procedure that describes:

- the competencies required for personnel performing duties directly affecting drinking water quality;
- the activities to develop and/or maintain those competencies; and
- the activities to ensure personnel are aware of the relevance of their duties and how they affect safe drinking water.

### 2. Definitions

*Competence* – the combination of observable and measurable knowledge, skills, and abilities which are required for a person to carry out assigned responsibilities

*Operations Management* – refers to the Senior Operations Manager and/or Operations Manager that directly oversees a facility's operations

*Operations Personnel* – employees of the drinking water system who perform various activities related to the compliance, operations and maintenance of the drinking water system that may directly affect drinking water quality

*Top Management* – a person, persons or a group of people at the highest management level within an operating authority that makes decisions respecting the QMS and recommendations to the Owner respecting the subject system or subject systems

### 3. Procedure

3.1 The following table presents the minimum competencies required by operations personnel.

Role/Position	Required Minimum Competencies
Operations Management (Top Management)	<ul style="list-style-type: none"><li>• Valid operator certification; if required to act as Overall Responsible Operator (ORO), certification must be at the level of the facility or higher</li><li>• Experience and/or training in managing/supervising drinking water system operations, maintenance, financial planning and administration</li><li>• Training and/or experience related to drinking water system processes, principles and technologies</li><li>• Training on OCWA's QEMS and the DWQMS</li><li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li><li>• Experience using computers and operational computerized systems</li></ul>



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-10  
 Rev Date: 2024-08-26  
 Rev No: 8  
 Pages: 2 of 7

## COMPETENCIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/Position	Required Minimum Competencies
<p>Safety, Process &amp; Compliance (SPC) Manager</p> <p>(Top Management)</p> <p>(May also fulfill the role of Alternate QEMS Representative)</p>	<ul style="list-style-type: none"> <li>• Valid operator certification required to fulfil certified operator duties (if assigned).</li> <li>• Experience in providing technical support and leading/managing programs related to process control and compliant operations</li> <li>• Experience and/or training in conducting compliance audits, and management system audits</li> <li>• Experience and/or training in preparing and presenting informational and training material</li> <li>• Training on OCWA's QEMS and the DWQMS</li> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers and operational computerized systems</li> </ul>
<p>Process &amp; Compliance Technician, Operations and Compliance Team Lead</p> <p>(QEMS Representative)</p>	<ul style="list-style-type: none"> <li>• Valid operator certification required to fulfil certified operator duties (if assigned)</li> <li>• Experience and/or training in resolving/addressing compliance issues for drinking water systems</li> <li>• Experience and/or training in monitoring, assessing and reporting on facility performance against legal requirements and corporate goals</li> <li>• Experience and/or training in preparing and presenting informational and training material</li> <li>• Experience in conducting management system audits or internal auditor education/training</li> <li>• Training on OCWA's QEMS and the DWQMS</li> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers and operational computerized systems</li> </ul>
<p>Certified Operator</p> <p>Includes the following:</p> <ul style="list-style-type: none"> <li>• Operations Supervisor Water &amp; Wastewater</li> <li>• Water &amp; Wastewater Lead</li> <li>• Senior Water &amp; Wastewater Operator</li> <li>• Water &amp; Wastewater Operator</li> </ul>	<ul style="list-style-type: none"> <li>• Valid operator certification</li> <li>• If required to act as ORO, certification must be at the level of the facility or higher</li> <li>• If required to act as Operator-in-Charge (OIC), certification must be level 1 or higher</li> <li>• Training and/or experience in inspecting and monitoring drinking water system processes and performing/planning maintenance activities</li> <li>• Training on OCWA's QEMS and the DWQMS</li> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers and operational computerized systems</li> </ul>



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-10  
 Rev Date: 2024-08-26  
 Rev No: 8  
 Pages: 3 of 7

## COMPETENCIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/Position	Required Minimum Competencies
Water & Wastewater Operator-in-Training	
Operator(s) (Municipal)	<ul style="list-style-type: none"> <li>• Operator certification in good standing; minimum distribution class 1 or operator-in-training (OIT)</li> <li>• Knowledge and awareness of the DWQMS</li> <li>• Experience and knowledge of the maintenance and repair of a variety of equipment and structures</li> <li>• Good working knowledge of legislation, regulations, codes, policies, guidelines and procedures related to operations and maintenance</li> <li>• Basic mathematics and chemistry</li> <li>• Familiarity with computers, monitoring and operating systems</li> <li>• Knowledge to use and understand operating and maintenance manuals, blueprints and other technical specifications</li> <li>• Planning, scheduling and problem-solving skills to regularly inspect and monitor the facility, processes and equipment and perform routine preventative maintenance</li> <li>• Good oral and written communication skills</li> <li>• Ability to work in a team and take initiative when required.</li> </ul>
Maintenance Personnel  Includes the following: <ul style="list-style-type: none"> <li>• Mechanic/Operator</li> <li>• Maintenance Technician</li> <li>• Maintenance Shift Lead</li> </ul> Operations Supervisor Water & Wastewater	<ul style="list-style-type: none"> <li>• Valid operator certification required to fulfil certified operator duties (if assigned)</li> <li>• Millwright and/or other trades certificates</li> <li>• Experience in maintaining and repairing equipment and structures and in planning and scheduling maintenance and repair tasks</li> <li>• Training and/or experience related to drinking water system processes</li> <li>• Training on OCWA's QEMS and the DWQMS</li> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers and operational computerized systems</li> </ul>
Instrumentation Technician  Includes the following: <ul style="list-style-type: none"> <li>• Utility Plant Instrument Technician</li> <li>• Instrumentation Technician</li> </ul>	<ul style="list-style-type: none"> <li>• Valid operator certification required to fulfil certified operator duties (if assigned)</li> <li>• Experience and/or training in monitoring, programming, installing and troubleshooting network, hardware, software and instrumentation</li> <li>• Experience and/or training in drinking water system processes, design, instrumentation, process control and automation systems</li> <li>• Experience in performing maintenance and repair of electrical and electronic equipment</li> <li>• Training on OCWA's QEMS and the DWQMS</li> </ul>



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-10  
Rev Date: 2024-08-26  
Rev No: 8  
Pages: 4 of 7

**COMPETENCIES**

Reviewed by: PCT

Approved by: Senior Operations Manager

Role/Position	Required Minimum Competencies
	<ul style="list-style-type: none"> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers and operational computerized systems</li> </ul>
Electrical Maintenance Personnel  Includes the following: <ul style="list-style-type: none"> <li>• Utility Plant Electrician Operator</li> <li>• Maintenance Electrician</li> <li>• Electrician Shift Lead</li> </ul>	<ul style="list-style-type: none"> <li>• Valid operator certification required to fulfil certified operator duties (if assigned)</li> <li>• Completion of any electrical or electronic training program certified by the Ministry of Advanced Education and Skills Development (formerly the Ministry of Training, Colleges and Universities)</li> <li>• Experience in performing maintenance and repair of electrical and electronic equipment</li> <li>• Training on OCWA's QEMS and the DWQMS</li> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers and operational computerized systems</li> </ul>

3.2 The following table presents the minimum competencies required by staff that provide administrative support to operations personnel.

Role and/or Position	Required Minimum Competencies
Administrative Support  Includes the following: Regional Business Hub Manager, Administrative Assistants	<ul style="list-style-type: none"> <li>• Experience and/or training related to procurement and business administration practices</li> <li>• Training on OCWA's QEMS and the DWQMS</li> <li>• Training on relevant legislation, regulations, codes, policies, guidelines and procedures</li> <li>• Experience using computers</li> </ul>

3.3 OCWA's recruiting and hiring practices follow those of the Ontario Public Service (OPS). As part of the OPS, minimum competencies, which include education, skills, knowledge and experience requirements, are established when designing the job description for a particular position. As part of the recruitment process, competencies are then evaluated against the job description. Based on this evaluation, the hiring manager selects and assigns personnel for specific duties.

3.4 OCWA's Operational Training Program aims to:



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-10  
Rev Date: 2024-08-26  
Rev No: 8  
Pages: 5 of 7

## COMPETENCIES

Reviewed by: PCT

Approved by: Senior Operations Manager

- Develop the skills and increase the knowledge of staff and management;
  - Provide staff with information and access to resources that can assist them in performing their duties; and
  - Assist OCWA certified operators in meeting the legislative and regulatory requirements with respect to training.
- 3.5 The Program consists of Director Approved, continuing education and on-the-job training and is delivered using a combination of methods (e.g., traditional classroom courses, e-learning/webinars and custom/program-based courses/sessions). A formal evaluation process is in place for all sessions under the Operational Training Program and is a critical part of the Program's continual improvement.
- 3.6 Awareness of OCWA's QEMS is promoted during the orientation of new staff, at facility/cluster/regional hub level training sessions and meetings and through OCWA's Environmental Compliance 101 (EC 101) course. All new staff are required to complete the EC 101 course within their first year of joining OCWA. The purpose of the EC 101 course is to ensure staff are aware of applicable legislative and regulatory requirements, to promote awareness of OCWA's QEMS and to reinforce their roles and responsibilities under OCWA's QEMS.
- 3.7 Staff are also required to complete the training listed in OCWA's Mandatory Training Requirements procedure, based on their position and/or the duties they perform. This list includes mandatory environmental and health and safety compliance training, as well as the training deemed mandatory by OCWA corporate and Ontario Public Service (OPS) policies and is available on OCWA's intranet (sharepoint site).
- 3.8 Operations personnel also receive site-specific training/instruction on relevant operational and emergency response procedures to ensure effective operational control of processes and equipment which may impact the safety and quality of drinking water.
- 3.9 As part of OCWA's annual Performance Planning and Review (PPR) process, employee performance is evaluated against their job expectations. Professional development opportunities and training needs (which could include formalized courses as well as site-specific on-the-job training or job shadowing/mentoring) are identified as part of this process (and on an ongoing basis). In addition to this process, OCWA employees may at any time request training from either internal or external providers by obtaining approval from their Manager.
- 3.10 Certified drinking water operators are responsible for completing the required number of training hours in order to renew their certificates based on the highest class of drinking water subsystem they operate. They are also responsible for completing mandatory courses required by *Safe Drinking Water Act (SDWA)* O. Reg. 128/04 Certification of Drinking Water System Operators and Water Quality Analysts. The Operations Management takes reasonable steps to ensure that every operator has the



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-10  
Rev Date: 2024-08-26  
Rev No: 8  
Pages: 6 of 7

## COMPETENCIES

Reviewed by: PCT

Approved by: Senior Operations Manager

opportunity to attend training to meet the requirements.

3.11 It is the responsibility of operations personnel to ensure Operations Management are aware of any change to the status/classification of their drinking water operator certificate(s), the validity of their driver's licence (required to hold at a minimum a Class G license which is initially verified upon hire) and/or the validity of any other required certificates/qualifications.

3.12 Individual OCWA employee training records are maintained and tracked using a computerized system, the Training Summary database, which is administrated by OCWA's Learning and Development Department. Training records maintained at the facility are controlled as per OP-05 Document and Records Control.

#### 4. Related Documents

OCWA's Training Resources (OCWA Intranet/sharepoint)  
[Orientation checklists/documentation]  
OCWA's Mandatory Compliance Training Requirements (OCWA intranet/sharepoint)  
Performance Planning and Review Database  
OP-05 Document and Records Control  
OCWA Training Summary Database

#### 5. Revision History



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-10  
 Rev Date: 2024-08-26  
 Rev No: 8  
 Pages: 7 of 7

## COMPETENCIES

Reviewed by: PCT

Approved by: Senior Operations Manager

Date	Revision #	Reason for Revision
2013-07-30	2	Added revision history, removed all references to RMM, updated policy to include training matrix.
2014-06-06	3	Reworded procedure and responsibilities sections to meet current practices. Reissued for approval.
2015-08-26	4	Changed "approver".
2016-08-17	5	Minor wording changes, re-issued.
2019-07-23	6	DWQMS-10 procedure renamed OP-10 as per OCWA template. Information within OP-10 was originally set out in DWQMS-10 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). New Purpose, Definitions, Procedure, Related Documents and separate Revision History sections. Added definitions for Operations Management and Operations Personnel and throughout procedure replaced 'Senior Operations Manager' references with 'Operations Management'. Modified table in procedure (s. 3.1 and s. 3.2): removed/revised non-measurable competencies, added the word 'minimum' to competencies; removed 'Valid Class G Driver's License' listed under individual positions and referenced in s. 3.11; added competencies for SPC Managers and Admin Assistants and merged competencies for Senior Operations Manager and Operations Manager under Operations Management. Updated training sections (s. 3.4 to s. 3.7) to reference new Environmental 101 course, Mandatory Compliance Training list and removed specific references to Orientation Training Program. Added s. 3.11 related to ensuring operators make Operations Management aware of changes to operator certification and other certificates/licenses. Other minor changes to wording. Un-highlighted "minimum" in the competency table. Updated competencies for Instrumentation Technician/Maintenance Electrician, as two competencies were listed twice. Removed the minimum competencies required by a data clerk – this position is being eliminated.
2020-04-07	7	Added competencies for municipal staff performing functions in the distribution system.
2024-08-26	8	Procedure updated with revisions to table in 3.1 Role/Position updated to clarify roles are performed by multiple positions, position titles updated, removed watermark, updated Procedure to reflect changes to title and content of OCWA's Mandatory Training Requirements Document, added sharepoint.





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-11  
Rev Date: 2024-11-28  
Rev No: 9  
Pages: 1 of 3

## PERSONNEL COVERAGE

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe the procedure for ensuring that sufficient and competent personnel are available for duties that directly affect drinking water quality at the Mattawa Drinking Water System.

### 2. Definitions

*Competency* – an integrated set of requisite skills and knowledge that enables an individual to effectively perform the activities of a given occupation \*

*Essential Services* – services that are necessary to enable the employer to prevent,

- (a) danger to life, health or safety,
- (b) the destruction or serious deterioration of machinery, equipment or premises,
- (c) serious environmental damage, or
- (d) disruption of the administration of the courts or of legislative drafting.

(*Crown Employees Collective Bargaining Act, 1993*)

### 3. Procedure

#### Water Treatment Plant

3.1 Operations Management ensures that personnel meeting the competencies identified in OP-10 Competencies are available for duties that directly affect drinking water quality.

3.2 The Mattawa Drinking Water System is staffed by OCWA personnel as follows:

Covered 24/7 and staffed to the level to meet regulatory requirements and to ensure compliant operations. 24/7 coverage is accomplished by SCADA monitoring and on-call staff during non-regular hours (e.g. evenings and weekends and Statutory Holidays).

3.3 Operations personnel are assigned to act as and fulfill the duties of Overall Responsible Operator (ORO) and Operator-in-Charge (OIC) in accordance with SDWA O. Reg. 128/04.

A designated operator is the designated overall responsible operator (ORO). When the designated operator is unavailable, a backup is designated as the ORO and is recorded as such in the facility logbook. Refer to SOP - ORO-2010.

The designated OIC for each shift is recorded in the facility logbook.

---

\* Based on the 2005 National Occupational Guidelines for Canadian Water and Wastewater Operators and International Board of Standards for Training, Performance and Instruction



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-11  
Rev Date: 2024-11-28  
Rev No: 9  
Pages: 2 of 3

**PERSONNEL COVERAGE**

Reviewed by: PCT

Approved by: Senior Operations Manager

- 3.4 Operations Management assigns an on-call operator for the time that the facility is un-staffed (i.e., evenings, weekends and Statutory Holidays). The on-call shift change is beginning of the business day on Monday. The on-call responsibilities alternate weekly.
- 3.5 The operator(s) conducts a remote and/or on-site inspection of the facility at least once per day during the weekdays and at least once per weekend during Statutory Holidays. Details of the inspection are recorded in facility logbook and/or round sheets.
- 3.6 Facility alarms are programmed to call True Steel Alarm Monitoring Service who then contacts the on-call operator via cell phone whenever there is an alarm condition. If the nature of the alarm requires additional staff, the on-call operator can request assistance from any of the other certified operators in the NEO Hub. The on-call operator records details of the call-in in the facility logbook and in OCWA's WMS.
- 3.7 Operations Management is responsible for approving vacation time for their staff in a manner which ensures sufficient personnel are available for the performance of normal operating duties.
- 3.8 OCWA's operations personnel are represented by the Ontario Public Service Employees Union (OPSEU). In the event of a labour disruption, Operations Management, together with the union, identifies operations personnel to provide "essential services" required to operate the facility so that the quality of drinking water is not compromised in any way.
- 3.9 A contingency plan for Critical Shortage of Staff is included in the Facility Emergency Plan. This plan provides direction in the event that there is a severe shortage of operations personnel due to sickness (e.g., pandemic flu) or other unusual situations.

**Distribution System**

- 3.10 Staff are on duty as follows: Monday to Friday 7:00 am to 4:00 pm  
OCWA staff are assigned on-call duties for the remaining time (weekends, holidays, after regular work hours etc.)
- 3.11 In application of SDWA O. Reg. 128/04 OCWA is the designated overall responsible operator (ORO). The overall responsible operator (ORO) is rotated on a weekly basis. Please refer to SOP - ORO-2010.

A licensed Public Works Operator acts as OIC on a daily basis and this is recorded in the distribution log book.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-11  
Rev Date: 2024-11-28  
Rev No: 9  
Pages: 3 of 3

## PERSONNEL COVERAGE

Reviewed by: PCT

Approved by: Senior Operations Manager

3.12 The CAO is responsible for approving annual vacation time for staff in a manner which ensures sufficient personnel are available for the performance of normal operating duties. Day to day vacation requests are approved by the Public Works Supervisor in a manner which ensures sufficient personnel are available for the performance of normal operating duties.

3.13 In the event of a labour disruption, the CAO will take appropriate steps to ensure minimal impact to the delivery of water services.

#### 4. Related Documents

OP-10 Competencies  
Facility Logbook  
Round Sheets  
Call-In Reports  
Vacation/On-call Schedule  
Critical Shortage of Staff Contingency Plan (Facility Emergency Plan)  
SOP – ORO-2010

#### 5. Revision History

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, removed all references to RRAM.
2014-06-06	3	Replace competent with certified, other minor rewording. Reissued for approval.
2015-08-26	4	Replaced “approver”, added responsibilities of ORO.
2016-08-17	5	Minor wording changes, updated and re-issued.
2019-07-19	6	DWQMS-11 procedure renamed OP-11 as per OCWA template. Information within OP-11 was originally set out in DWQMS-11 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections. Other minor edits in wording. Updated section 3.6 to include True Steel Alarm Monitoring Service. Updated section 3.6 to read facility alarms.
2020-09-03	7	Updated section 3.5 to capture remote Wonderware checks completed by other operators.
2022-07-18	8	Added sections 3.10 to 3.13 to capture Town distribution operations.
2024-11-28	9	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-12  
Rev Date: 2024-06-17  
Rev No: 8  
Pages: 1 of 4

## COMMUNICATIONS

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe the procedure for facility level internal and external QEMS-related communications between Top Management and:

- OCWA staff;
- the Owner;
- suppliers of essential supplies and services (as identified in OP-13); and
- the public.

### 2. Definitions

*Operations Management* – refers to the Senior Operations Manager and/or Operations Manager that directly oversees a facility’s operations

*Operations Personnel* – employees of the drinking water system who perform various activities related to the compliance, operations and maintenance of the drinking water system that may directly affect drinking water quality.

### 3. Procedure

3.1 Operations Management and the QEMS Representative are responsible for identifying and coordinating any site-specific communications in relation to the status/ development of the facility’s QEMS.

3.2 Internal and external communication responsibilities and reporting requirements for emergency situations are set out under OCWA’s Emergency Management Program (i.e., Facility Emergency Plan and OCWA’s Corporate Emergency Response Plan). Refer to OP-18 Emergency Management for more information.

3.3 Communication with OCWA staff:

3.3.1 Within the first year of hire, all staff are required to complete the Environmental Compliance 101 (EC101) course. The objective of the EC 101 course is to ensure that staff are aware of applicable legislative and regulatory requirements and of OCWA’s QEMS and to reinforce their roles and responsibilities under OCWA’s QEMS.

3.3.2 Operations Management are responsible for ensuring operations personnel receive site-specific training on the Operational Plan, the organizational structure for the facility including the roles and responsibilities and authorities (outlined in OP-09 Organizational Structure, Roles, Responsibilities and Authorities), QEMS Procedures and other related operating instructions and procedures as part of the orientation process and on an on-going basis as required.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-12  
Rev Date: 2024-06-17  
Rev No: 8  
Pages: 2 of 4

## COMMUNICATIONS

Reviewed by: PCT

Approved by: Senior Operations Manager

3.3.3 The Safety Process and Compliance Manager is responsible for ensuring training is provided for the Regional Hub (in consultation with Operations Management as required) on applicable legislative and regulatory requirements and the QEMS.

3.3.4 The QEMS Representative assists Operations Management and/or the SPC Manager in the coordination/delivery of training as required.

3.3.5 Revisions to the QEMS and associated documentation are communicated as per OP-05 Document and Records Control.

3.3.6 The QEMS Policy is available to all OCWA personnel through OCWA's intranet and as outlined in 3.6.2 of this procedure.

3.3.7 Operations personnel are responsible for identifying potential hazards at the facility that could affect the environmental and/or public health, and communicating these to Operations Management. They may also recommend changes be made to improve the facility's QEMS by making a request to the QEMS Representative (as per OP-05).

3.3.8 The QEMS Representative is responsible for ensuring that the Operations Management and the Safety, Process and Compliance Manager are informed regarding the compliance/quality status of the facility and QEMS implementation and any need for improved processes/procedures at the cluster/facility level.

3.3.9 The SPC Manager reports to the Regional Hub Manager on the compliance status, the QEMS performance and effectiveness, any need for improvement and on issues that may have Agency-wide significance. Operations Management reports to the Regional Hub Manager on facility operational performance.

### 3.4 Communication with the Owner:

3.4.1 The Regional Hub Manager, Operations Management, SPC Manager ensures that the Owner is provided with QEMS updates and that they are kept informed of the status of the facility's operational and compliance performance during regularly scheduled meetings and/or through electronic and/or verbal communications. The QEMS Representative/PCT assists in the coordination of these meetings and with communicating the updates as directed.

3.4.2 The continuing suitability, adequacy and effectiveness of OCWA's QEMS are communicated to the Owner as part of the Management Review process (refer to OP-20 Management Review).

	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-12 Rev Date: 2024-06-17 Rev No: 8 Pages: 3 of 4
<b>COMMUNICATIONS</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

### 3.5 Communications with Suppliers of Essential Supplies and Services:

3.5.1 Communication requirements to ensure suppliers of essential supplies and services understand the relevant OCWA QEMS policies, procedures and expectations are described in OP-13 Essential Supplies and Services.

### 3.6 Communication with the Public:

3.6.1 Media enquiries must be directed to the facility's designated media spokesperson as identified in the Facility Emergency Plan. The media spokesperson coordinates with local and corporate personnel (as appropriate) and the Owner in responding to media enquiries.

3.6.2 OCWA's QEMS and QEMS Policy are communicated to the public through OCWA's public website ([www.ocwa.com](http://www.ocwa.com)). The QEMS Policy is also posted at Mattawa Well House.

3.6.3 Facility tours of interested parties must be approved in advance by the Operations Management. Also, facility tours are documented in facility log book.

3.6.4 All complaints, whether received from the consumer, the community or other interested parties, are documented on a community complaint form. As appropriate, the Operations Management ensures that the Owner is informed of the complaint and/or an action is developed to address the issue in a timely manner. The QEMS Representative ensures that consumer feedback is included for discussion at the Management Review.

## 4. Related Documents

OP-05 Document and Records Control  
 OP-09 Organizational Structure, Roles, Responsibilities and Authorities  
 OP-13 Essential Supplies and Services  
 OP-18 Emergency Management  
 OP-20 Management Review  
 Facility Emergency Plan  
 Corporate Emergency Response Plan  
 Community Complaint Form



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-12  
Rev Date: 2024-06-17  
Rev No: 8  
Pages: 4 of 4

## COMMUNICATIONS

Reviewed by: PCT

Approved by: Senior Operations Manager

### 5. Revision History

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, removed all references to RMM, updated policy to include training matrix.
2014-06-06	3	Updated policy to better reflect current practices, further defined responsibilities section, updated references section.
2015-08-26	4	Changed "approver" changed responsibilities of QMS rep and Public Works Superintendent.
2016-08-17	5	Minor wording changes, removed PW Superintendent from responsibilities, etc.
2019-07-23	6	DWQMS-12 procedure renamed OP-12 as per OCWA template. Information within OP-12 was originally set out in DWQMS-12 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections. Added definitions for Operations Management and Operations Personnel. Reordered and created separate sections to clarify communications to each of the 4 parties. Clarified suppliers were those listed as essential as per Element 13 (as per DWQMS v. 2.0) and replaced references to Senior Operations Manager with 'Operations Management'. Updated training sections for OCWA personnel (s. 3.3.1 to s. 3.3.4) to reference new Environmental Compliance 101 course completed within first year of hire and to outline how training is coordinated between SPC Manager/Operations Management, and QEMS Representative. Included sections on R&Rs for performance reporting within OCWA (s. 3.3.7 to s. 3.3.9) and to Client (3.4.1). Replaced identification of media spokesperson (s. 3.6.1) with 'as identified in Facility Emergency Plan'. Added reference to site-specific records/documents used for recording tours (s. 3.6.3). Other minor edits. Added Community Complaint Form to section 4.
2021-09-22	7	Updated OP-12 with phrase "suppliers of essential supplies and services", as it is the products and services that are essential, and not the suppliers.
2024-06-17	8	Procedure revised to reference updated title of Corporate Emergency Response Plan, removed watermark.





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-13  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 1 of 3

**ESSENTIAL SUPPLIES AND SERVICES**

Reviewed by: PCT

Approved by: Senior Operations Manager

**1. Purpose**

To describe OCWA's procedures for procurement and for ensuring the quality of essential supplies and services.

**2. Definitions**

*Essential Supplies and Services* – supplies and services deemed to be critical to the delivery of safe drinking water

**3. Procedure**

3.1 Essential supplies and services for the Mattawa Drinking Water System are contained in the Facility Emergency Plan, Essential Supplies and Services List. The list is reviewed and updated at least once every calendar year by the QEMS Representative.

3.2 Purchasing is conducted in accordance with OCWA's Corporate Procurement and Administration policies, procedures and guidelines, which are adopted from those of the Ontario Public Service.

Purchases of capital equipment are subject to formal approval by the facility's owner.

3.3 As part of the corporate procurement process, potential suppliers/service providers are informed of relevant aspects of OCWA's QEMS through the tendering process and through specific terms and conditions set out in our agreements and purchase orders. Essential suppliers and service providers (including those contracted locally) are sent a letter that provides an overview of the relevant aspects of the QEMS.

3.4 Contractors are selected based on their qualifications and ability to meet the facility's needs without compromising operational performance and compliance with applicable legislation and regulations.

Contracted personnel including suppliers may be requested or required to participate in additional relevant training/orientation activities to ensure conformance with facility procedures and to become familiar with OCWA workplaces.

If necessary, appropriate control measures are implemented while contracted work is being carried out and communicated to all relevant parties to minimize the risk to the integrity of the drinking water system and the environment.

3.5 All third-party drinking water testing services are provided by accredited and licensed laboratories. The Ministry of the Environment, Conservation and Parks (MECP) has agreement with The Canadian Association for Laboratory Accreditation (CALA) for accreditation of laboratories testing drinking water. The QEMS Representative is responsible for notifying the MECP of any change to the drinking water testing services being utilized.





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-13  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 3

**ESSENTIAL SUPPLIES AND SERVICES**

Reviewed by: PCT

Approved by: Senior Operations Manager

- 3.6 Internal verification and calibration activities (e.g. chlorine analyzer, turbidimeter, flow meters etc.) are conducted by operations personnel in accordance with equipment manuals and/or procedures (Refer to OP-17 Measurement Recording Equipment Calibration and Maintenance).
- 3.7 External calibration activities (e.g. portable chlorine analyzers and portable turbidity analyzers) are conducted by qualified third-party providers. Qualifications of the service provider are verified during the procurement process. The service provider is responsible for providing a record/certificate of all calibrations conducted.
- 3.8 Chemicals purchased for use in the drinking water treatment process must meet AWWA Standards and be ANSI/NSF certified as per the Municipal Drinking Water Licence (MDWL).
- 3.9 The facility orders and receives ongoing deliveries of chemicals to satisfy current short-term needs based on processing volumes and storage capacities. Incoming chemical orders are verified by reviewing the manifest or invoice in order to confirm that the product received is the product ordered.
- 3.10 Process components/equipment provided by the supplier must meet applicable regulatory requirements and industry standards for use in drinking water systems prior to their installation.

**4. Related Documents**

Essential Supplies and Services List  
OP-17 Measurement Recording Equipment Calibration and Maintenance  
ANSI/NSF Documentation  
AWWA Standards  
MDWL  
Calibration Certificates/Records



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-13  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 3 of 3

**ESSENTIAL SUPPLIES AND SERVICES**

Reviewed by: PCT

Approved by: Senior Operations Manager

**5. Revision History**

<b>Date</b>	<b>Revision #</b>	<b>Reason for Revision</b>
2013-08-01	2	Added revision history, removed all references to RRAM.
2014-06-06	3	Updated policy section and removed responsibilities section to better mirror current practices. Reissued for approval.
2015-08-26	4	Changed "approver".
2016-08-17	5	Minor wording changes, re-issued for approval.
2019-07-19	6	DWQMS-13 procedure renamed OP-13 as per OCWA template. Information within OP-13 was originally set out in DWQMS-13 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections. Changes to wording to provide clarification on ensuring quality of essential supplies and services (s. 3.5, 3.6, 3.7 and 3.9). Updated MOECC to MECP.
2024-11-28	7	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-14  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 1 of 2

## REVIEW AND PROVISION OF INFRASTRUCTURE

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe OCWA's procedure for reviewing the adequacy of infrastructure necessary to operate and maintain the Mattawa Drinking Water System.

### 2. Definitions

*Infrastructure* – the set of interconnected structural elements that provide the framework for supporting the operation of the drinking water system, including buildings, workspace, process equipment, hardware, software and supporting services, such as transport or communication

### 3. Procedure

3.1 At least once every calendar year, Operations Management in conjunction with operations personnel (Senior Operator, PCT, operators and mechanic/operator) conducts a review of the drinking water system's infrastructure to assess its adequacy for the operation and maintenance of the system. Operations personnel assist with identifying the need for infrastructure repairs, replacements or alterations and with prioritizing each identified item. Documents and records that are reviewed may include:

- Maintenance records
- Call-in reports
- Adverse Water Quality Incidents (AWQIs) or other incidents
- Health & Safety Inspections
- MECP Inspection Reports
- QEMS Audit Reports

3.2 The outcomes of the risk assessment documented as per OP-08 are considered as part of this review.

3.3 The output of the review is a 5 year minimum rolling Capital and Major Maintenance Recommendations Report to assist the Owner and OCWA with planning infrastructure needs for the short and long-term. A letter, summarizing capital works recommendations and estimated expenditures for the upcoming year, is submitted to the Owner for review and approval. A capital letter is submitted, at least once every calendar year by Operations Management.

3.4 The final approved capital items form the long term forecast for any major infrastructure maintenance, rehabilitation and renewal activities as per OP-15.

3.5 Operations Management ensures that results of this review are considered during the Management Review process (OP-20).



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-14  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 2

## REVIEW AND PROVISION OF INFRASTRUCTURE

Reviewed by: PCT

Approved by: Senior Operations Manager

### 4. Related Documents

OP-08 Risk Assessment Outcomes  
OP-15 Infrastructure Maintenance, Rehabilitation and Renewal  
OP-20 Management Review  
Capital and Major Maintenance Recommendations Report  
Capital Letter & Acknowledgement/Approval from the owner  
Management Review Minutes

### 5. Revision History

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, removed all references to RRAM, revised procedure to mirror current practices.
2014-06-11	3	Reviewed procedure and reissued as revision 3.
2015-08-27	4	Changed "approver", substituted Public Works Department for Public Works Superintendent, added ORO.
2016-08-17	5	Minor wording changes, replaced PW Department with Environmental Services Department, re-Issued.
2019-07-23	6	DWQMS-14 procedure renamed OP-14 as per OCWA template. Information within OP-14 was originally set out in DWQMS-14 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25) Removed Scope and Responsibilities sections. Replaced 'once every 12 months' with 'once every calendar year' (s. 3.1) to reflect wording in DWQMS v. 2.0. Added s. 3.2 to consider the outcomes of the risk assessment under Element 8 during the review to reflect wording in DWQMS v. 2.0. Changes to wording to provide clarification on who is required to attend the review and what documents and records may be considered during the review (s. 3.1). Linked the procedure with OP-15 in terms of documenting a long-term forecast (s. 3.3 and s. 3.4). Updated MOECC to MECP.
2024-11-28	7	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-15  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 1 of 3

## INFRASTRUCTURE MAINTENANCE, REHABILITATION AND RENEWAL

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe OCWA's infrastructure maintenance, rehabilitation and renewal program for the Mattawa Drinking Water System

### 2. Definitions

*Infrastructure* – the set of interconnected structural elements that provide the framework for supporting the operation of the drinking water system, including buildings, workspace, process equipment, hardware, software and supporting services, such as transport or communication

*Rehabilitation* – the process of repairing or refurbishing an infrastructure element.

*Renewal* – the process of replacing the infrastructure elements with new elements.

### 3. Procedure

3.1 OCWA, under contract with the Owner, maintains a computerized Work Management System (WMS) to manage maintenance, rehabilitation and renewal of infrastructure for which it is operationally responsible. The major components of the WMS consist of planned maintenance, unplanned maintenance, rehabilitation, renewal and program monitoring and reporting.

#### 3.1.1 Planned Maintenance

Routine planned maintenance activities include:

- Inspect, adjust and calibrate process control equipment to ensure proper operation of water systems, pumps, chemical feeders, and all other equipment installed at the facilities.
- Inspect reservoir
- Perform routine maintenance duties to equipment including checking machinery and electrical equipment when required.
- Perform routine maintenance of the distribution systems (flushing and valve cycling)
- Maintain an inventory of all equipment
- Maintain accurate records of work conducted, activities, and achievements.

Planned maintenance activities are scheduled in the WMS that allows the user to:

- Enter detailed asset information;
- Generate and process work orders;
- Access maintenance and inspection procedures;
- Plan preventive maintenance and inspection work;
- Plan, schedule and document all asset related tasks and activities; and



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-15  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 3

## INFRASTRUCTURE MAINTENANCE, REHABILITATION AND RENEWAL

Reviewed by: PCT

Approved by: Senior Operations Manager

- Access maintenance records and asset histories.

Planned maintenance activities are communicated to the person responsible for completing the task through the issuance of WMS work orders. Work orders are automatically generated on a daily, weekly, monthly, quarterly and annual schedule as determined based on manufacturer's recommendations and site specific operational and maintenance needs and are assigned directly to the appropriate operations personnel. Work orders are completed and electronically entered into WMS by the person responsible for completing the task. Records of these activities are maintained as per OP-05 Document and Records Control.

The Senior Operator maintains the inventory of equipment in WMS and ensures that appropriate maintenance plans are in place. Maintenance plans are developed according to the manufacturer's instructions, regulatory requirements, industry standards, and/or client service requirements. Equipment Operation and Maintenance (O&M) manuals are accessible to operations personnel at the locations specified in OP-05 Document and Records Control.

### 3.1.2 Unplanned Maintenance

Unplanned maintenance is conducted as required. All unplanned maintenance activities are authorized by the Operations Management. Unplanned maintenance activities are recorded in the facility's logbook and as corrective/emergency work order and are entered into WMS by the person responsible for completing the unplanned maintenance activity.

### 3.1.3 Rehabilitation and Renewal

Rehabilitation and renewal activities including capital upgrades (major infrastructure maintenance) are determined at least once every calendar year in consultation with Operations Management and the Owner. A list of required replacement or desired new equipment is compiled and prioritized by Operations Management in conjunction with operations personnel and is presented to the Owner for review and comment. All major expenditures require the approval of the Owner. In addition to the short-term facility needs (i.e. current year), the Capital and Major Maintenance Recommendations Report also provides a long-term (i.e. rolling 5-year) list of major maintenance recommendations. (Refer to OP-14 Review and Provision of Infrastructure).

### 3.1.4 Program Monitoring and Reporting

Maintenance needs for the facility are determined through review of manufacturer's instructions, regulatory requirements, industry standards, and/or client service requirements and are communicated by means of work orders. Additionally, Operations Management and operations personnel (Senior Operator, PCT, operators and mechanic/operator) conduct a review of the



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-15  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 3 of 3

## INFRASTRUCTURE MAINTENANCE, REHABILITATION AND RENEWAL

Reviewed by: PCT

Approved by: Senior Operations Manager

drinking water system's infrastructure to assess its adequacy for the operation and maintenance of the system. (Refer to OP-14 Review and Provision of Infrastructure).

To assist in monitoring the effectiveness of the program Operations Management (or designate) can generate summary reports as needed from WMS.

3.2 OCWA's infrastructure maintenance, rehabilitation and renewal program is initially communicated to the Owner through the operating agreement. OCWA's program is communicated to the Owner on an on-going basis through quarterly reports and at a minimum once every calendar year through submission of the capital letter and the results of the Management Review.

#### 4. Related Documents

OP-05 Document and Records Control  
OP-14 Review and Provision of Infrastructure  
Capital and Major Maintenance Recommendations Report  
Capital Letter & Acknowledgement/Approval from the Owner  
Minutes of Management Review

#### 5. Revision History

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, removed all references to RRAM, revised procedure to mirror current practice (eliminated KPI's, etc.)
2014-06-11	3	Minor wording adjustment, reissued for approval.
2015-08-27	4	Changed "reviewer", added ORO, changed responsibilities.
2016-08-18	5	Minor wording change, replaces PW Super with PCT, reissued.
2019-07-23	6	DWQMS-15 procedure renamed OP-15 as per OCWA template. Information within OP-15 was originally set out in DWQMS-15 of Mattawa DWS Operational Plan (last revision 5, dated 2016-08-25). New Purpose, Definitions, Procedure, Related Documents and separate Revision History sections. Added the requirement to ensure the long term forecast is reviewed at once every calendar year and to document a long term forecast (s. 3.1.3) to reflect in DWQMS v. 2.0. Minor wording updates to reflect OCWA's current WMS.
2024-11-28	7	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-16  
Rev Date: 2024-11-28  
Rev No: 9  
Pages: 1 of 3

## SAMPLING, TESTING AND MONITORING

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe the procedure for sampling, testing and monitoring for process control and finished drinking water quality.

### 2. Definitions

*Challenging Conditions* – any existing characteristic of the water source or event-driven fluctuations that impact the operational process as identified and listed under OP-06 Drinking Water System

### 3. Procedure

- 3.1 All sampling, monitoring and testing is conducted at a minimum in accordance with SDWA O. Reg. 170/03 and the facility's Municipal Drinking Water License (MDWL).
- 3.2 Sampling requirements for the facility are defined in the facility's sampling schedule which is available to operations personnel, at the location(s) noted in OP-05 Document and Records Control. The sampling schedule is maintained by the PCT and is updated as required.
- 3.3 Samples that are required to be tested by an accredited and licensed laboratory, are collected, handled and submitted according to the directions provided by the licensed laboratory(ies) that conducts the analysis. The laboratory(ies) used for this facility are listed in the Essential Supplies and Services List (within the Facility Emergency Plan (FEP)).

Electronic and/or hardcopy reports received from the laboratory are maintained as per OP-05 Document and Records Control. Analytical results from laboratory reports are uploaded into OCWA's Process Data Management system (PDM).

- 3.4 Continuous monitoring equipment is used to sample and test for the following parameters related to process control and finished drinking water quality:
  - *Free chlorine residual* – treated water to distribution system
  - *UV Transmittance* – treated water to distribution system
  - *UV Intensity* – treated water to distribution
  - *Free chlorine residual* – distribution water
  - *Discharge pressure* – treated water into the distribution system
  - *Flow rates (including totalized flows)* – raw/treated water
  - *Water levels* – reservoir

Test results from continuous monitoring equipment are captured by OCWA's SCADA and are reviewed by a certified operator in accordance with the requirements of SDWA





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-16  
Rev Date: 2024-11-28  
Rev No: 9  
Pages: 2 of 3

## SAMPLING, TESTING AND MONITORING

Reviewed by: PCT

Approved by: Senior Operations Manager

O. Reg. 170/03. A Standard Operating Procedure for Continuous Monitoring Data Review is available in the systems SOP Binder.

3.5 Adverse water quality incidents are responded to and reported as per Adverse Water Quality Reporting SOP found in the Facility Emergency Plan Binder.

3.6 In-house process control activities are conducted on a regular basis by the certified operator(s) on duty and are as follows:

Operational Parameter	Location	Frequency
Turbidity	Raw Water Tap	Grab – minimum once per month on each well
Free Chlorine Residual	Treated Water Tap	Grab - weekly
	Distribution Water (various locations)	Grab - weekly (4 & 3)
Sodium Hypochlorite Usage	Water Treatment Plant	Reading – monthly

In-house samples are analyzed following approved laboratory procedures. The sampling results are recorded on a facility round sheet and are entered into the PDM system. Any required operational process adjustments are recorded in the facility log book.

3.7 Additional sampling, testing and monitoring activities related to the facility’s most challenging conditions are captured in the existing in-house program as described above.

3.8 There are no relevant upstream sampling, testing and monitoring activities that take place for this facility/system.

3.9 Sampling, testing and monitoring results are readily accessible to the Owner at the Kirkland Lake Process and Compliance office and/or the Town Office.

Owners are provided Quarterly Operations Reports which discusses regulatory results and operational issues. Owners are also provided with an annual summary of sampling, testing and monitoring results through the SDWA O. Reg. 170/03 Section 11 - Annual Report, Schedule 22 - Municipal Summary Report and through the Management Review process outlined in OP-20 Management Review.

In addition, updates regarding sampling, testing and monitoring activities are provided as per the operating agreement and during regular client meetings.

#### 4. Related Documents

- Annual Report (O. Reg. 170 Section 11)
- Continuous Monitoring Data Review SOP



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-16  
Rev Date: 2024-11-28  
Rev No: 9  
Pages: 3 of 3

## SAMPLING, TESTING AND MONITORING

Reviewed by: PCT

Approved by: Senior Operations Manager

Facility Emergency Plan (FEP) Binder  
Facility Logbook  
Round Sheets  
Laboratory Analysis Reports  
Laboratory Chain of Custody Forms  
Municipal Summary Report (O. Reg. 170 Schedule 22)  
Process Data Management System (PDM)  
Quarterly Operations Reports  
Adverse Water Quality Reporting SOP  
Sampling Schedule  
SOP Binder  
OP-05 Document and Records Control  
OP-06 Drinking Water System  
OP-20 Management Review

### 5. Revision History

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, removed all references to RRAM.
2014-06-11	3	Reworded policy, added references. Reissued for approval.
2015-08-27	4	Changed "reviewer", eliminated PW Super, added ORO.
2016-08-18	5	Minor wording change, re-issued.
2019-07-19	6	DWQMS-16 procedure renamed OP-16 as per OCWA template. Information within OP-16 was originally set out in DWQMS-16 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections. Updated s. 3.1 to reference Municipal Drinking Water License and s. 3.2 to reference sampling calendar/plan and removed sampling table. Expanded information related to accredited and licensed laboratories (s. 3.3). Removed pumping and static levels. Reordered some sections and other minor edits. Updated Table 3.6 to include frequency of sodium hypochlorite usage reading taken monthly. Added minimum once per month on each well to grab frequency for raw water turbidity.
2019-09-17	7	Updated section 3.4 to include UV Transmittance and UV intensity as they are both continuously monitored.
2021-09-22	8	Updated paragraph below section 3.4 to mention location of Continuous Monitoring Data Review SOP is in the SOP Binder.
2024-11-28	9	Removed Watermark



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-17  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 1 of 2

**MEASUREMENT AND RECORDING EQUIPMENT CALIBRATION AND MAINTENANCE**

Reviewed by: PCT

Approved by: Senior Operations Manager

**1. Purpose**

To describe the procedure for the calibration and/or verification and maintenance of measurement and recording equipment at the Mattawa Drinking Water System.

**2. Definitions**

None

**3. Procedure**

- 3.1 All measurement and recording equipment calibration and maintenance activities must be performed by appropriately trained and qualified personnel or by a qualified third-party calibration service provider (refer to OP-13 Essential Supplies and Services).
- 3.2 Operations personnel maintains a list of measurement and recording devices and associated calibration and/or verification schedules using the automated Work Management System (WMS). When a new device is installed, it is added to the WMS system by a SuperUser. The new device is tagged with a unique identification number and the maintenance schedule is set up. Work orders are then automatically generated as per the schedule (refer to OP-15 Infrastructure Maintenance, Rehabilitation and Renewal).
- 3.3 Details regarding the results of the calibration and/or verification are recorded within each individual work order generated by the WMS and/or in the facility logbook and/or on verification certificate.
- 3.4 Calibration and maintenance activities are carried out in accordance with procedures specified in the manufacturer's manual, instructions specified in WMS or OCWA's calibration procedures.
- 3.5 Hach (a qualified third party calibration service provider) also performs annual calibration/verification on the portable chlorine analyzer and benchtop instrument(s). The calibration/maintenance records are maintained on the public drive.
- 3.6 Standards, reagents and/or chemicals that may be utilized during calibration and/or verification and/or maintenance activities are verified before use to ensure they are not expired. Any expired standards, reagents and/or chemicals are appropriately disposed of and are replaced with new standards, reagents and/or chemicals as applicable.
- 3.7 Any measurement device which does not meet its specified performance requirements during calibration and/or verification must be removed from service (if practical) until repaired, replaced or successfully calibrated. The failure must be reported to the Operations Management and ORO, as soon as possible so that immediate measures can be taken to ensure that drinking water quality has not been compromised by the



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-17  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 2

**MEASUREMENT AND RECORDING EQUIPMENT CALIBRATION AND MAINTENANCE**

Reviewed by: PCT

Approved by: Senior Operations Manager

malfunctioning device. Any actions taken as a result of the failure are recorded in the facility logbook and/or WMS work order. Operations Management or the PCT ensures that any notifications required by applicable legislation are completed and documented within the specified time period.

3.8 Calibration and maintenance records and maintenance/equipment manuals are maintained as per OP-05 Document and Records Control.

**4. Related Documents**

- Calibration/Maintenance Records
- Facility Logbook
- Maintenance/Equipment Manuals
- WMS Records
- OP-05 Document and Records Control
- OP-13 Essential Supplies and Services
- OP-15 Infrastructure Maintenance, Rehabilitation and Renewal

**5. Revision History**

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, removed all references to RRAM.
2014-06-11	3	Revised procedure eliminated Responsibilities and References sections. Reissued for approval.
2015-08-27	4	Changed "reviewer".
2016-08-18	5	Minor wording changes, re-issued.
2019-07-19	6	DWQMS-17 procedure renamed OP-17 as per OCWA template. Information within OP-17 was originally set out in DWQMS-17 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections. Added s. 3.3 to clarify how calibration and/or verification activities are documented. Added s. 3.5 to include how standards, reagents and/or chemicals are verified before use to ensure they are not expired. Other minor edits. Updated section 3.3 to include and/or facility logbook and/or on verification certificate. Updated section 3.5 – Hach (qualified third party calibration service provider) also performs annual calibration/verification on the portable chlorine analyzer and benchtop instrument(s). The calibration/maintenance records are maintained on public drive.
2024-11-28	7	Removed watermark



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-18  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 1 of 4

## EMERGENCY MANAGEMENT

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe the procedure for maintaining a state of emergency preparedness at the facility level under OCWA's Emergency Management Program.

### 2. Definitions

*Corporate Emergency Response Plan (CERP)* – a corporate-level emergency preparedness plan for responding to and supporting serious (Level 3) operations emergencies

*Facility Emergency Plan (FEP)* – a facility-level emergency preparedness plan for responding to and recovering from operations emergencies

*Operations Management* – refers to the Senior Operations Manager and/or Operations Manager that directly oversees a facility's operations

### 3. Procedure

3.1 The Facility Emergency Plan (FEP) is the corporate standard for emergency management at OCWA-operated facilities. The FEP supports the facility-level response to and recovery from Level 1, 2 and 3 events related to water and wastewater operations and directly links to the Corporate Emergency Response Plan (CERP) for management of Level 3 events that require corporate support. Operations Management is responsible for establishing a site-specific FEP that meets the corporate standard for this drinking water system.

3.2 OCWA recognizes three levels of events:

**Level 1** is an event that can be handled entirely by plant staff and regular contractors. The event and the actions taken to resolve it (and to prevent a reoccurrence, if possible) are then included in regular reporting (both internally and externally). Examples may include response to an operational alarm, first aid incident, small on-site spill, or a process upset that can be easily brought under control.

**Level 2** is an event that is more serious and requires immediate notification of others (regulator, owner). Examples may include minor basement flooding, injury to staff that requires medical attention, or a spill that causes or is likely to cause localized, off-site adverse effects. If the event reaches this level, the instructions indicate the need to contact the Safety, Process and Compliance Manager and/or Regional Hub Manager.

**Level 3** is an actual or potential situation that will likely require significant additional resources and/or threatens continued operations. It may require corporate-level support including activation of the OCWA Action Group and opening of an Emergency Operations Centre (EOC) as described in the corporate ERP. Level 3 events usually



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-18  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 2 of 4

**EMERGENCY MANAGEMENT**

Reviewed by: PCT

Approved by: Senior Operations Manager

involve intervention from outside organizations (client, emergency responders, Ministry, media, etc.). Examples may include:

- Disruption of service/inability to meet demand;
- Critical injury including loss of life;
- Breach of security that is a threat to public health;
- Intense media attention;
- Community emergency affecting water supply/treatment;
- Declared pandemic; or
- Catastrophic failure that could impact public health or the environment or cause significant property damage.

3.3 Potential emergency situations or service interruptions identified for the Mattawa Drinking Water System include:

- Unsafe Water
- Spill Response
- Critical Injury
- Critical Shortage of Staff
- Loss of Service
- Security Breach

3.4 The processes for responding to and recovering from each potential emergency situation/service disruption are documented within a site-specific contingency plan (CP). The CPs and related standard operating procedures (SOPs) are contained within the FEP.

3.5 OCWA's training requirements related to the FEP are as follows:

Training Topic	Training Provider	Type of Training	Frequency	Required For
Establishing and maintaining a FEP that meets the corporate standard	Safety, Process and Compliance Manager and/or Corporate Compliance (as required)	On-the-Job Practical	Upon hire and when changes are made to the corporate standard*	PCTs (or others identified by the Operations Management)
Contents of the site-specific FEP	Facility Level (coordinated by QEMS Representative)	On-the-Job Practical	Upon hire and when changes to the FEP are made*	All operations personnel with responsibilities for responding to an emergency

\*Note: Changes to the corporate standard or site-specific FEP may only require the change to be communicated to Operations for implementation. Therefore, not all changes will require training.

3.6 At least one CP must be tested each calendar year and each CP must be reviewed at least once in a five-calendar year period. The reviews and tests are recorded on the FEP-01 Contingency Plan Review/Test Summary Form. This record includes the outcomes of the review/test, and identifies any opportunities for improvement and actions taken. A scheduled test of a CP may be regarded as a review of that particular



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-18  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 3 of 4

**EMERGENCY MANAGEMENT**

Reviewed by: PCT

Approved by: Senior Operations Manager

CP as long as the outcomes are evaluated using the FEP-01 form. A CP-related response to an actual event may also be considered a review or a test. A review of the incident including lessons learned should be recorded on FEP-01 following the resolution of the actual event, along with any opportunities for improvement/actions identified.

- 3.7 Revisions to the CPs, SOPs and other FEP documents are made (as necessary) following a review, test, actual event or other significant change (e.g., changes in regulatory requirements, corporate policy or operational processes and/or equipment, etc.). Results of the emergency response testing and any opportunities for improvement/actions identified are considered during the Management Review (OP-20).
- 3.8 Roles and responsibilities for emergency management at OCWA-operated facilities are set out in the FEP. Specific roles and responsibilities related to a particular emergency situation or service interruption (including those of the Owner where applicable) are set out in the relevant site-specific CP. A general description of the respective responsibilities of the Owner and the operating authority in the event an emergency occurs is included in the service agreement with the Owner (as required by the *Safe Drinking Water Act*).
- 3.9 Where they exist, any relevant sections of the Municipal Emergency Response Plan (MERP) are included or referenced in the appendices section of the FEP. Measures specified in the MERP are incorporated into CPs where appropriate.
- 3.10 An emergency contact list in conjunction with the essential supplies and services list is contained within the FEP and is reviewed/updated at least once per calendar year. An emergency communications protocol is contained within the FEP. Specific notification requirements during emergency situations or service interruptions are set out in the individual CPs and in the ERP.

**4. Related Documents**

- Corporate Emergency Response Plan
- Emergency Contact List/Essential Supplies & Services List (Contacts section of FEP)
- Facility Emergency Plan
- FEP-01 Contingency Plan Review/Test Summary Form
- Municipal Emergency Response Plan (as applicable)
- OP-20 Management Review





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-18  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 4 of 4

## EMERGENCY MANAGEMENT


Reviewed by: PCT

Approved by: Senior Operations Manager

### 5. Revision History

Date	Revision #	Reason for Revision
2013-08-01	2	Added revision history, revised procedure, removal all references to RRAM.
2014-06-11	3	Revised procedure, reissued for approval.
2015-08-27	4	Changed "reviewer".
2016-08-18	5	Minor wording change, re-issued.
2019-07-19	6	DWQMS-18 procedure renamed OP-18 as per OCWA template. Information within OP-18 was originally set out in DWQMS-18 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections and reordered some sections. Added definition 'Operations Management'. Throughout procedure replaced 'Senior Operations Manager' references with 'Operations Management'. Removed references to 'OCWA's Approach to Facility Emergency Planning' document throughout procedure and referenced FEP instead. Aligned wording for level 1, 2 & 3 events (s. 3.2) with wording in 'OCWA's Emergency Response Plan'. Updated training section to include role of SPC Manager (s. 3.5) and expanded testing/review section specifically to clarify how an actual test is documented (s. 3.6). Other minor edit. Updated Ministry of the Environment and Climate Change to Ministry of the Environment, Conservation and Parks.
2024-06-17	7	Procedure updated as follows: Ministry of Environment and Climate Change revised to Ministry, removed watermark. Modified references to Emergency Response Plan to indicate it is now referred to as Corporate Emergency Response Plan (CERP).



 Ontario Clean Water Agency	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-19 Rev Date: 2024-06-17 Rev No: 7 Pages: 1 of 5
<b>INTERNAL QEMS AUDITS</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

## 1. Purpose

To describe the procedure for conducting internal audits at the facility level that evaluate the conformance of OCWA's Quality & Environmental Management System (QEMS) to the requirements of the Drinking Water Quality Management Standard (DWQMS).

This procedure applies to Internal QEMS Audits conducted at the Mattawa Drinking Water System for the purpose of meeting the DWQMS requirements for internal audits.

Note: This procedure does not apply to internal compliance audits conducted in accordance with OCWA's Internal Audit Program.

## 2. Definitions

*Audit Team* – one or more Internal Auditors conducting an audit

*Internal Auditor* – an individual selected to conduct an Internal QEMS Audit

*Internal QEMS Audit* – a systematic and documented internal verification process that involves objectively obtaining and evaluating documents and processes to determine whether a quality management system conforms to the requirements of the DWQMS

*Lead Auditor* – Internal Auditor responsible for leading an Audit Team

*Non-conformance* – non-fulfillment of a DWQMS requirement

*Objective Evidence* – verifiable information, records or statements of facts. Audit evidence is typically based on interviews, examination of documents, observations of activities and conditions, reviewing results of measurements and tests or other means. Information gathered through interviews should be verified by acquiring supporting information from independent sources

*Opportunity for Improvement (OFI)* – an observation about the QEMS that may, in the opinion of the Internal Auditor, offer an opportunity to improve the effectiveness of the system or prevent future problems; implementation of an OFI is optional

## 3. Procedure

### 3.1 Audit Objectives, Scope and Criteria

3.1.1 In general, the objectives of an internal QEMS audit are:

- To evaluate conformance of the implemented QEMS to the requirements of the DWQMS;
- To identify non-conformances with the documented QEMS; and
- To assess the effectiveness of the QEMS and assist in its continual improvement.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-19  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 2 of 5

## INTERNAL QEMS AUDITS

Reviewed by: PCT

Approved by: Senior Operations Manager


- 3.1.2 The scope of an internal QEMS audit includes activities and processes related to the QEMS as documented in the Operational Plan.
- 3.1.3 The criteria covered by an internal QEMS audit include:
  - Drinking Water Quality Management Standard (DWQMS)
  - Current Operational Plan
  - QEMS-related documents and records
- 3.1.4 The audit scope and criteria may be customized as necessary to focus on a particular process/critical control point and/or any elements of the DWQMS which may warrant specific attention. The results of previous internal and external audits should also be considered.

### 3.2 Audit Frequency

- 3.2.1 Internal QEMS audits may be scheduled and conducted once every calendar year or may be separated into smaller audit sessions scheduled at various intervals throughout the calendar year. However, all elements of the DWQMS must be audited at least once every calendar year.
- 3.2.2 The QEMS Representative is responsible for maintaining the internal QEMS audit schedule. The audit schedule may be modified based on previous audit results.

### 3.3 Internal Auditor Qualifications

- 3.3.1 Internal QEMS audits shall only be conducted by persons approved by the QEMS Representative and having the following minimum qualifications:
  - Internal auditor training or experience in conducting management system audits; and
  - Familiarity with the DWQMS requirements.
- 3.3.2 Internal Auditors that do not meet the qualifications in s.3.3.1 may form part of the Audit Team for training purposes, but cannot act as Lead Auditor.
- 3.3.3 Internal Auditors must remain objective and, where practical, be independent of the areas/activities being audited. It may not be possible for internal auditors to be fully independent of the activity being audited, but every effort should be made to remove bias and encourage objectivity. Auditors should maintain objectivity throughout the audit process to ensure that the audit findings and conclusions are based only on the audit evidence. Objectivity can be demonstrated by obtaining sufficient appropriate evidence to provide a reasonable basis for the audit findings.

 Ontario Clean Water Agency	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-19 Rev Date: 2024-06-17 Rev No: 7 Pages: 3 of 5
<b>INTERNAL QEMS AUDITS</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

### 3.4 Audit Preparation


- 3.4.1 Together, the QEMS Representative and the Lead Auditor:
- Establish the audit objectives, scope and criteria;
  - Confirm the audit logistics (locations, dates, expected time and duration of audit activities, any health and safety considerations, availability of key personnel, audit team assignments, etc.).
- 3.4.2 Each Internal Auditor is responsible for:
- Reviewing documentation to prepare for their audit assignments including:
    - the Operational Plan and related procedures;
    - results of previous internal and external QEMS audits;
    - the status and effectiveness of corrective and preventive actions implemented;
    - the results of the management review;
    - the status/consideration of OFIs identified in previous audits; and
    - other relevant documentation.
  - Preparing work documents (e.g., checklists, forms, etc.) for reference purposes and for recording objective evidence collected during the audit

### 3.5 Conducting the Audit

- 3.5.1 Opening and closing meetings are not required, but may be conducted at the discretion of the QEMS Representative and the Lead Auditor taking into account expectations of Top Management.
- 3.5.2 The Audit Team gathers and records objective evidence by engaging in activities that may include conducting interviews with Operations Management and staff (in person, over the phone and/or through e-mail), observing operational activities and reviewing documents and records.
- 3.5.3 The Audit Team generates the audit findings by evaluating the objective evidence against the audit criteria (s. 3.1.3). In addition to indicating conformance or non-conformance, the audit findings may also lead to the identification of opportunities for improvement (OFIs). The Lead Auditor is responsible for resolving any differences of opinion among Audit Team members with respect to the audit findings and conclusions.

### 3.6 Reporting the Results

- 3.6.1 The Lead Auditor reviews the audit findings and conclusions with the QEMS Representative and Top Management. Other audit participants may also take part in this review as appropriate. This review may take place in person (e.g., during a closing meeting) or through other means (phone call, email, etc.). Any diverging opinions regarding the audit findings and conclusions should be

 Ontario Clean Water Agency	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-19 Rev Date: 2024-06-17 Rev No: 7 Pages: 4 of 5
<b>INTERNAL QEMS AUDITS</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

discussed and, if possible, resolved. If not resolved, this should be noted by the Lead Auditor.

- 3.6.2 The Lead Auditor submits a written report and/or completed work documents to the QEMS Representative. The submitted documentation must identify (at a minimum):
- Audit objectives, scope and criteria;
  - Audit Team member(s) and audit participants;
  - Date(s) and location(s) where audit activities were conducted;
  - Audit findings including:
    - Related objective evidence for each element;
    - Any non-conformance identified referencing the requirement that was not met; and
    - OFIs or other observations.
  - Audit conclusions.
- 3.6.3 The QEMS Representative distributes the audit results to Top Management and others as appropriate.
- 3.6.4 The QEMS Representative ensures that results of internal QEMS audits are included as inputs to the Management Review as per OP-20 Management Review.

### 3.7 Corrective Actions and Opportunities for Improvement (OFIs)

- 3.7.1 Corrective actions are initiated when non-conformances are identified through internal QEMS audits and are documented and monitored as per OP-21 Continual Improvement.
- 3.7.2 OFIs are considered, and preventive actions initiated, documented and monitored as per OP-21 Continual Improvement.

### 3.8 Record-Keeping

- 3.8.1 Internal QEMS audit records are filed by the QEMS Representative and retained as per OP-05 Document and Records Control.

## 4. Related Documents

Internal Audit Records (checklists, forms, reports, etc.)  
 Summary of Findings Spreadsheet  
 OP-05 Document and Records Control  
 OP-20 Management Review  
 OP-21 Continual Improvement



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-19  
Rev Date: 2024-06-17  
Rev No: 7  
Pages: 5 of 5

**INTERNAL QEMS AUDITS**

Reviewed by: PCT

Approved by: Senior Operations Manager

**5. Revision History**

<b>Date</b>	<b>Revision #</b>	<b>Reason for Revision</b>
2013-08-01	2	Added revision history, revised procedure and removed all references to RRAM.
2014-06-11	3	Minor rewording of document, eliminated Responsibilities Section.
2015-08-27	4	Changed 'reviewer', added QMS Rep to responsibilities Section.
2016-08-18	5	Minor wording change, re-issued.
2019-07-23	6	DWQMS-19 procedure renamed OP-19 as per OCWA template. Information within OP-19 was originally set out in DWQMS-19 of Mattawa DWS Operational Plan (last revision 5, dated 2016-08-25). Removed Scope and Responsibilities sections and moved scope wording to purpose section. Added definition 'Objective Evidence' and modified 'non-conformance' definition. Replaced 'audit evidence' with 'objective evidence', and 'conformity' with 'conformance' throughout procedure. Replaced 'once every 12 months' with 'once every calendar year' (s. 3.2.1, s. 3.2.3 and s. 3.4.1) to reflect wording in DWQMS v. 2.0. Added s. 3.2.3 (and modified s. 3.4.1) to describe the frequency for auditing all DWSs covered in multi-facility Operational Plans. Changed s. 3.4.2 to include preventive actions, the results of the management review and the status/consideration of OFIs. Included wording 'for each element', and 'identified referencing the requirement that was not met' to s. 3.6.2. Moved description of process for corrective actions from QP-10 s. 5.7 and OFIs from QP-10 s. 5.8 to OP-21. Added s. 3.7 to refer to OP-21.
2024-06-17	7	Procedure updated to describe and document how objectivity is maintained when an internal auditor is not fully independent of the activity being audited with additions to 3.3.3, removed watermark.

 <p>Ontario Clean Water Agency</p>	<p><b>OPERATIONAL PLAN</b> Mattawa Drinking Water System</p>	<p>QEMS Proc.: OP-20 Rev Date: 2024-11-28 Rev No: 7 Pages: 1 of 3</p>
<p><b>MANAGEMENT REVIEW</b></p>		
<p>Reviewed by: PCT</p>	<p>Approved by: Senior Operations Manager</p>	

## 1. Purpose

To describe the procedure for conducting a Management Review of the Quality & Environmental Management System (QEMS) at the facility level.

## 2. Definitions

*Management Review* – a formal (documented) meeting conducted at least once every calendar year by Top Management to evaluate the continuing suitability, adequacy and effectiveness of OCWA’s Quality & Environmental Management System (QEMS)

*Operations Management* – refers to the Senior Operations Manager and/or Operations Manager that directly oversees a facility’s operations

*Top Management* – a person, persons or group of people at the highest management level within an operating authority that makes decisions respecting the QMS and recommendations to the owner respecting the subject system or subject systems.

OCWA has defined Top Management for the Mattawa Drinking Water System as:

- Operations Management – Near North Cluster
- Regional Hub Manager – North Eastern Ontario Regional Hub
- Safety, Process & Compliance (SPC) Manager – North Eastern Ontario Regional Hub

## 3. Procedure

3.1 Top Management ensures that a Management Review is conducted at least once every calendar year.

Management Reviews for more than one drinking water system may be conducted at the same meeting provided the systems belong to the same owner and the considerations listed in section 3.4 below are taken into account for each individual system and documented in the Management Review meeting minutes.

3.2 At a minimum, the QEMS Representative, at least one member of Top Management and at least one facility operator must attend the Management Review meeting. Other members of Top Management may participate though their attendance is optional.

3.3 Other staff may be invited to attend the Management Review meeting or to assist with presenting information or in reviewing the information presented, where they offer additional expertise regarding the subject matter.

3.4 The standing agenda for Management Review meetings is as follows:

- a) Incidents of regulatory non-compliance;
- b) Incidents of adverse drinking water tests;
- c) Deviations from critical control limits and response actions;
- d) The effectiveness of the risk assessment process;



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-20  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 3

**MANAGEMENT REVIEW**

Reviewed by: PCT

Approved by: Senior Operations Manager

- e) Internal and third-party audit results (including any preventive actions implemented to address Opportunities for Improvement (OFI) or rationale as to why OFIs were not implemented);
- f) Results of emergency response testing (including any OFIs identified);
- g) Operational performance;
- h) Raw water supply and drinking water quality trends;
- i) Follow-up on action items from previous Management Reviews;
- j) The status of management action items identified between reviews;
- k) Changes that could affect the QEMS;
- l) Consumer feedback;
- m) The resources needed to maintain the QEMS;
- n) The results of the infrastructure review;
- o) Operational Plan currency, content and updates;
- p) Staff suggestions; and
- q) Consideration of applicable Best Management Practices (BMPs).

3.5 In relation to standing agenda item q), applicable BMPs, if any, to address drinking water system risks discussed during other agenda items, are identified and documented in the Management Review minutes. Review and possible adoption of applicable BMPs are revisited during subsequent Management Reviews and are incorporated into preventive and/or corrective actions as per OP-21 as appropriate.

3.6 The SPC Manager coordinates the Management Review and distributes the agenda with identified responsibilities to participants in advance of the Management Review meeting along with any related reference materials.

3.7 The Management Review participants review the data presented and make recommendations and/or initiate action to address identified deficiencies as appropriate as per OP-21.

3.8 The QEMS Representative ensures that minutes of and actions resulting from the Management Review meeting are prepared and distributed to the appropriate OCWA Top Management, personnel and the Owner.

3.9 The QEMS Representative monitors the progress and documents the completion of actions resulting from the Management Review.

#### **4. Related Documents**

Management Review Reference Materials  
Minutes and actions resulting from the Management Review  
OP-21 Continual Improvement





**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-20  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 3 of 3

**MANAGEMENT REVIEW**

Reviewed by: PCT

Approved by: Senior Operations Manager

**5. Revision History**

<b>Date</b>	<b>Revision #</b>	<b>Reason for Revision</b>
2013-08-01	2	Added revision history, revised procedure, removed all references to RRAM, added reference to Management Review.
2014-06-11	3	Reviewed element, reissued for approval.
2015-08-27	4	Changed "reviewer", added ORO and CAO.
2016-08-18	5	Removed PW Super, re-issued.
2019-07-23	6	DWQMS-20 procedure renamed OP-20 as per OCWA template. Information within OP-20 was originally set out in DWQMS-20 of Mattawa DWS Operational Plan (last revision 5 dated 2016-08-25). Removed Scope and Responsibilities sections. Added definitions for Top Management and Operations Management. Revisions based on new requirements of the Standard; at least once every 12 months changed to once every calendar year (s. 3.1) and efficacy changed to effectiveness (s. 3.4). Added s. 3.2 and s. 3.3 to describe who is participating in the Management Review process. Added clarification on including any preventive actions implemented to address Opportunities for Improvement (OFI) or rationale as to why OFIs were not implemented when reviewing audit results (s. 3.4.e). Added Best Management Practices (BMPs) as a standing agenda item (s. 3.4.q). Added s. 3.5 to include consideration of BMPs and link OP-20 to OP-21 Continual Improvement.
2024-11-28	7	Removed watermark





# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-21  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 1 of 4

## CONTINUAL IMPROVEMENT

Reviewed by: PCT

Approved by: Senior Operations Manager

### 1. Purpose

To describe the procedure for tracking and measuring continual improvement of the Quality & Environmental Management System (QEMS) for the Mattawa Drinking Water System.

### 2. Definitions

*Continual Improvement* - recurring activity to enhance performance (ISO 14001:2014)

*Corrective Action* – action to eliminate the cause of detected nonconformity of the QMS with the requirements of the DWQMS or other undesirable situation

*Non-conformance* – the non-fulfilment of a DWQMS requirement

*Preventive Action* – action to prevent the occurrence of nonconformity of the QMS with the requirements of the DWQMS or other undesirable situation

### 3. Procedure

3.1 OCWA strives to continually improve the effectiveness of its QEMS for this Mattawa Drinking Water System through the identification and implementation of corrective/preventive actions and, as appropriate, through review and consideration of applicable Best Management Practices (BMPs).

#### 3.2 Corrective Actions

3.2.1 Non-conformances may be identified through an internal or external QEMS audit(s) conducted for the Mattawa Drinking Water System. They may also be identified as a result of other events such as:

- an incident/emergency;
- community/Owner complaint;
- other reviews; and
- operational checks, inspections or audits.

3.2.2 The QEMS Representative (in consultation with Operations Management and/or the SPC Manager) investigates the need for a corrective action to eliminate the root cause(s) so as to prevent the non-conformance from recurring. The investigation may also include input from the operators and other stakeholders and the consideration of BMPs as appropriate.

3.2.3 The QEMS Representative determines the corrective action needed based on this consultation. The Operations Management (or designate) assigns responsibility and a target date for resolution.



# OPERATIONAL PLAN

Mattawa Drinking Water System

QEMS Proc.: OP-21  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 2 of 4

## CONTINUAL IMPROVEMENT

Reviewed by: PCT

Approved by: Senior Operations Manager

3.2.4 The QEMS Representative ensures corrective actions are documented using Summary of Findings Spreadsheet. A root cause analysis is performed on any major or minor non-conformance identified during the audit. The QEMS Representative monitors the progress of corrective action(s) and provides status updates to Top Management.

3.2.5 The implementation and effectiveness of corrective actions are verified during subsequent internal QEMS audits and are considered during the Management Review. If there is evidence that the action taken was not effective, the Operations Management (or designate) initiates further corrective action and assigns resources as appropriate until the non-conformance is fully resolved.

### 3.3 Preventive Actions

3.3.1 Potential preventive actions may be identified through an internal or external QEMS audit as Opportunities For Improvement (OFIs), during the Management Review or through other means such as:


- staff/Owner suggestions;
- regulator observations;
- evaluation of incidents/emergency response/tests;
- the analysis of facility/Regional Hub or OCWA-wide data/trends;
- non-conformances identified at other drinking water systems; or
- a result of considering a BMP.

3.3.2 The QEMS Representative (in consultation with Operations Management and/or the SPC Manager) considers whether a preventive action is necessary. The review may also include input from the operators and other stakeholders and the consideration of BMPs as appropriate.

3.3.3 If it is decided that a preventive action is necessary, the QEMS Representative determines the action to be taken based on this consultation and the Operations Management (or designate) assigns responsibility and a target date for implementation.

3.3.4 The implementation of preventive actions are tracked by the QEMS Representative using the Summary of Findings Spreadsheet.

3.3.5 The implementation and effectiveness of preventive actions are verified during subsequent internal QEMS audits and are considered during the Management Review. If there is evidence that the action taken was not effective, the Operations Management (or designate) may consider further preventive actions and assigns resources as appropriate.

 Ontario Clean Water Agency	<b>OPERATIONAL PLAN</b> Mattawa Drinking Water System	QEMS Proc.: OP-21 Rev Date: 2024-11-28 Rev No: 7 Pages: 3 of 4
<b>CONTINUAL IMPROVEMENT</b>		
Reviewed by: PCT	Approved by: Senior Operations Manager	

3.4 The QEMS Rep. and Operations Management monitor corrective/preventive actions on an ongoing basis and review the status and effectiveness of the actions during subsequent Management Review meetings.

3.5 Best Management Practices (BMPs)

3.5.1 The QEMS Representative and/or Operations Management in consultation with the SPC Manager will review and consider applicable internal and/or external BMPs identified by internal and/or external sources as part of the Management Review (OP-20) and in the corrective and preventive action processes described above.

3.5.2 BMPs may include, but are not limited to:

- Facility/Regional Hub practices developed and adopted as a result of changes to legislative or regulatory requirements, trends from audit findings or Mattawa Drinking Water System performance trends;
- OCWA-wide BMPs/guidance or recommended actions;
- Drinking water industry based standards/BMPs or recommendations; or
- Those published by the Ministry of the Environment, Conservation and Parks.

3.5.3 At a minimum, applicable BMPs must be reviewed and considered once every 36 months.

**4. Related Documents**

- OP-05 Document and Records Control
- OP-20 Management Review
- Internal Audit Records
- Summary of Findings Spreadsheet



**OPERATIONAL PLAN**  
Mattawa Drinking Water System

QEMS Proc.: OP-21  
Rev Date: 2024-11-28  
Rev No: 7  
Pages: 4 of 4

**CONTINUAL IMPROVEMENT**

Reviewed by: PCT

Approved by: Senior Operations Manager

**5. Revision History**

<b>Date</b>	<b>Revision #</b>	<b>Reason for Revision</b>
2013-07-30	2	Added revision history, removed RRAM I.D. from header, removed references to Process log books, yearly budget, etc.
2014-06-12	3	Reworded document, removed "General Improvements" section, reissued for approval.
2015-08-27	4	Changed "reviewer", reissued.
2016-08-18	5	Minor wording change, re-issued.
2019-07-23	6	DWQMS-21 procedure renamed OP-21 as per OCWA template. Information within OP-21 was originally set out in DWQMS-21 of Mattawa DWS Operational Plan (last revision 5, dated 2016-08-25) was not used in OP-21 as it did not meet the requirements of the new DWQMS v. 2.0. Information from DWQMS-19 Internal Audit (revision 5, dated 2016-08-18) was incorporated into s. 3.2 and s. 3.3 of OP-21 but was modified to address non-conformances identified from additional inputs other than internal audits and preventive actions resulting from means other than OFIs from internal audits. In addition R&Rs were revised to include the SPC Manager, and to clarify the role of the QEMS Representative in investigating and determining corrective and preventive actions needed. A section on Best Management Practices (s. 3.5) was added to meet the new requirements of DWQMS v. 2.0. Updated fifth bullet in section 3.3.1, removed Mattawa and left as other drinking water systems. Updated section 3.2.4 to include a statement referring to the root cause analysis for major and minor non-conformances. Updated Ministry of the Environment and Climate Change to Ministry of the Environment, Conservation and Parks.
2024-11-28	7	Removed Watermark



**Schedule C – Director’s Directions for Operational Plans  
(Subject System Description Form)  
Municipal Residential Drinking Water System**

Fields marked with an asterisk (\*) are mandatory.

Owner of Municipal Residential Drinking Water System \*  
The Corporation of the Town of Mattawa

**Subject Systems**

Name of Drinking Water System (DWS) *	Licence Number *	Name of Operating Subsystems (if applicable)	Name of Operating Authority *	DWS Number(s) *
1. Mattawa Drinking Water System	195-101		Ontario Clean Water Agency	210001905

**Contact Information for Questions Regarding the Operational Plan**

**Primary Contact**

Last Name *	First Name *	Middle Initial
Dyrda	Paul	
Title *	Telephone Number *	Email Address *
Senior Operations Manager	705-303-9767 ext.	pdyrda@ocwa.com

**Secondary Contact**

Last Name	First Name	Middle Initial
Malette	Monique	
Title	Telephone Number	Email Address
Process & Compliance Technician	705-492-6907 ext.	mmalette@ocwa.com



# Mattawa Drinking Water System - 2024 Summary of Findings

Revision 0: July 22, 2019

**Corrective Actions**

Mj - Major Non-conformance  
Mn - Minor Non-conformance

**Preventative Actions**

OFI - Opportunity for Improvement  
AI - Action Item

**Other Actions**

C/Obs - Comments or Observations

BMP - Best Management Practices

**IMPORTANT NOTE: A root cause analysis must be completed for all Corrective Actions**

Section	Description of Findings	Type	Action	Responsibility/ Assignee	Resolution Target Date	Resolution Date	Verification/ Effectiveness of Action (include date and details)
Management Review: (Date)							
External Audit (S1 Surveillance Audit): (Offsite: June 11, 2024)							
OP-19 - Internal Audits	Consider enclosing auditor notes with the Internal Audit Report, as evidence of conformity with the DWQMS (ver. 2).	OFI	This OFI was considered; however, the auditor notes are approximately 100 pages and in many cases exceed the 5 MB allowable size for emails. The audit report cannot include all the auditor notes due to the amount of pages within the auditor notes. All the auditor notes are saved on public drive with the internal audit report.	OCWA (QEMS Rep.)	Oct-24	17-Jun-24	The auditor notes are on the public drive and are available upon request, this system is effective at ensuring the auditor notes are saved and available. The auditor notes will continue to be verified and saved after internal audits.
Internal Audit: (Desktop: February 9, 2024) (Onsite: September 20, 2024)							
OP-6 Drinking Water System	Consider updating raw water characteristics to 2023	OFI	Update Raw Water Characteristics. OP-6 updated in Draft form on September 23, 2024	OCWA (QEMS Rep.)	Oct-24	23-Sep-24	
OP-18 Emergency Management	Consider updating OCWA emergency contact list	OFI	Update personel and New VP on contact list.	OCWA (QEMS Rep.)	Oct-24		
MECP Inspection: (February 14, 2024) (Optional Section)							
No BMPs identified in recent MECP inspection.							
Action Items Identified Between Management Reviews (include date item was identified)							
OP-01 - QEMS	Action items identified by OCWA Internal Memo Dated June 6, 2024: Procedure updated definition of DWQMS, added definition of Ministry as the Ontario government ministry responsible for drinking water and environmental legislation to alleviate need for future revisions if/when the Ministry experiences name changes, added "as amended from time to time directly following reference to Ontario's DWQMS to point to the most current version of the document, removed watermark.	AI	Update OP-01 to match the corporate template. OP-01 updated in DRAFT form on June 17, 2024.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-01 will be effective at showing the most current QEMS Policy and other current info. Updated OP-01 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-02 - QEMS Policy	The first bullet of the QEMS Policy (approved in 2016) was revised to align with OCWA's updated Mission statement. s. 3.3 and 3.6 were modified to add information/clarify how to access the QEMS Policy and the Policy revision history document, removed watermark.	AI	Update OP-02 to match the corporate template. Ensure new QEMS Policy posted at facilities with staff training on new policy. OP-02 updated in DRAFT form on June 18, 2024.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-02 will be effective at showing the most current QEMS Policy and other current info. Updated OP-02 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.

Section	Description of Findings	Type	Action	Responsibility/ Assignee	Resolution Target Date	Resolution Date	Verification/ Effectiveness of Action (include date and details)
OP-03 - Commitment and Endorsement	New QEMS Policy is a major revision to the Operational Plan and requires re-endorsement. Once all updates have been made to OP, the Plan should be re-endorsed by Top Management and the Owner. Consider scheduling updates to align with your audit schedule, removed watermark.	AI	Re-endorse the Operational Plan following all necessary updates.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-03A will be effective at showing the most current endorsement. Updated OP-03A will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-05 - Document and Records Control	Procedure updated as follows: added multi factor authentication to 3.5, section 3.9 table revised to include Schedule 23 & 24 records retention times for Large Municipal Residential (LMR) and Small Municipal Resident (SMR) systems, added chain of custody as record for retention for various sampling requirements, lead program clarified to include pH and alkalinity; added GUDI/Non-GUDI Reports, minor wording and type-o's, removed watermark.	AI	Update OP-05 and OP-05A to match the corporate template. OP-05 and OP-05A updated in DRAFT form on June 19, 2024.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-05 will be effective at showing current info as per corporate template. Updated OP-05 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-09 - Organizational Structure and OP-09A Organizational Chart	OP-09: Procedure updated with revisions to Table 9-2 as follows: Role/Position updated to clarify roles are performed by multiple positions, position titles updated, note added regarding OITs operating limitations. Additional revisions include replaced MOECC with Ministry, minor rewording and type-o's, removed watermark. Add Capital Manager with responsibilities and authorities. OP-09A: Revised to include Senior Leadership Team (SLT) in reporting structure and identify members, added Compliance System Coordinators, updated Operations Personnel position titles, removed watermark.	AI	Update OP-09 and OP-09A to match the corporate template. Add new Capital Manager with appropriate info. Updated August 26/27, 2024 in DRAFT format.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-09 and OP-09A will be effective at showing current info as per corporate template. Updated OP-09/OP-09A will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-10 - Competencies	Procedure updated [update revision history based on your current OP-10 revision history] with revisions to table in 3.1 Role/Position updated to clarify roles are performed by multiple positions, position titles updated, removed watermark, updated Procedure to reflect changes to title and content of OCWA's Mandatory Training Requirements Document, added sharepoint.	AI	Update OP-10 to match the corporate template. Updated August 26, 2024 in DRAFT format	OCWA (QEMS Rep.)	Oct-24		Once updated OP-10 will be effective at showing current info as per corporate template. Updated OP-10 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-12 - Communications	Procedure revised to reference updated title of Corporate Emergency Response Plan, removed watermark.	AI	Update OP-12 to match the corporate template. OP-12 updated in DRAFT form on June 17, 2024.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-12 will be effective at showing current info as per corporate template. Updated OP-12 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-18 - Emergency Management	Procedure updated as follows: Ministry of Environment and Climate Change revised to Ministry, removed watermark. Modified references to Emergency Response Plan to indicate it is now referred to as Corporate Emergency Response Plan (CERP).	AI	Update OP-18 to match the corporate template. OP-18 updated in DRAFT form on June 17, 2024.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-18 will be effective at showing current info as per corporate template. Updated OP-18 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.
OP-19 - Internal QEMS Audits	Procedure updated to describe and document how objectivity is maintained when an internal auditor is not fully independent of the activity being audited with additions to 3.3.3, removed watermark.	AI	Update OP-19 to match the corporate template. OP-19 updated in DRAFT form on June 17, 2024.	OCWA (QEMS Rep.)	Oct-24		Once updated OP-19 will be effective at showing current info as per corporate template. Updated OP-19 will be sent to Owner and Operator to update copies on site. This will be verified during next internal audit.



## INFORMATION REPORT

**PREPARED FOR:** MEMBERS OF COUNCIL  
**PREPARED BY:** MAYOR RAYMOND A. BÉLANGER  
**TITLE:** PHYSICIAN RECRUITMENT REPORT  
**DATE:** MONDAY DECEMBER 9, 2024  
**REPORT NO:** 24-67R

---

### **BACKGROUND**

The Physician Recruitment Committee consists of appointed Members from Councils of the Town of Mattawa (Raymond Bélanger), Townships of Bonfield (Narry Paquette) and Papineau-Cameron (Mélanie Chenier) and the Municipalities of Calvin (Richard Gould) and Mattawan (Janet McNabb).

Other members of the committee consist of Dr. Bryan Williams (Chief of Staff), Tanya Bélanger (President & CEO), Amy Morrison (VP Corporate Services & CFO/Administrator), Christine Thompson (VP Clinical Services/CNO), Kayla Michaud (Physician Recruiter) and Lisa Michaud (Recorder).

### **ANALYSIS & DISCUSSION**

Kayla Michaud (Physician Recruiter) reported on the following:

- We are actively recruiting locums to support our Emergency Department.
- We are in a very good position with regards to the Emergency On-Call Schedule. There is only one vacancy left for this year that will be posted on EDLP.
- For January-June 2025 there are only 11 vacancies on the schedule currently.
- The locums who have picked up shifts at HMH speak highly of their experience and are eager to return.
- We have opted to participate in the Ontario Physician Recruitment Alliance and there was a small fee to participate in this initiative.
- Recently a new physician from North Bay completed the Physician Credentialing process to locum in ER his first shift will be January 1<sup>st</sup>, 2025.

Dr Williams (Chief of Staff) reported on the following:

- He will be attending a recruitment fair at the Northern Ontario School of Medicine in November.
- We are looking to recruit another return of service physician who would be graduating in 2028/2029.
- DJ Houle is currently paired with Dr Truong and he has asked if he could come and do a day here at HMH to familiarize himself with our department.

Tanya Bélanger (President & CEO) reported that a luncheon was held in August for the three return of service physicians Dr Taylor Wilkins, Dr DJ Houle, and Dr Adam Ritchie to meet with the current physician group to begin planning the transition for when they arrive. Dr Taylor Wilkins will join us in July 2025, Dr DJ Houle in July 2026, and Dr Adam Ritchie in July 2027. There are no plans in place for our current physicians to retire but we assume it will be a similar timeline.



In June we transferred to an electronic medical record, and we had feared there would be a negative response from our locum physicians however that was not the case they have had no major issues with the system.

Crystal Burns shared information on NORSTAR the Northern Ontario Residents Streamlined Training and Reimbursement Program. This program provides travel and accommodation costs to medical students to entice students to consider northern placements. Ms. Burns will share more information as it is made available

### **FINANCIAL IMPLICATIONS**

Monday, March 13<sup>th</sup>, 2023, Regular Meeting of Council – Resolution Page 66

Moved by Councillor Garry Thibert  
Seconded by Councillor Laura Ross

***BE IT RESOLVED THAT*** the Council of the Corporation of the Town of Mattawa approve a five year annual financial commitment of \$13,769.54 per year for the Mattawa Physician Recruitment Initiative.

***AND FURTHER THAT*** the annual contribution will begin in 2024 until the final payment in 2028 payable in January of each year.

**CARRIED** – unanimous

The physician recruitment budget was shared with the committee. There were no concerns to report. Copy attached with report.

### **RELEVANT POLICY/LEGISLATION**

### **RECOMMENDATIONS/RESOLUTION**

That Council of the Corporation of the Town of Mattawa receives this report.

**BE IT RESOLVED THAT** the Council of the Town of Mattawa receives Report # 24-67R titled Physician Recruitment Report.

## Budget Comparison - at September 30, 2024

	Budget	Actual	Variance
<b><u>Fund Contributions</u></b>			
Revenue from Townships/Munisipalities	31,699.56	31,699.56	-
Revenue from Hospital	12,000.00	12,000.00	-
<b>Total Revenue</b>	<b>\$ 43,699.56</b>	<b>\$ 43,699.56</b>	<b>\$ -</b>
<b><u>Expenses</u></b>			
Physician Site Visits/Resident Get-Away Weekend	1,500.00	-	
Academic Days at Universities/Other Recruitment Fairs	1,000.00	-	
Giveaways	750.00	-	
Advertising/Invitations/Marketing Expenses	500.00	360.00	140.00
Physician Retention Office Space (2 months first 3 years)	-	-	
Physician Incentives (travel, accomodation, etc)	5,000.00	-	5,000.00
Recruiter Costs	6,853.17	3,633.64	3,219.53
<b>Expenses before Incentives</b>	<b>15,603.17</b>	<b>3,993.64</b>	<b>\$ 11,609.53</b>
<b>Signing Incentives</b>	<b>75,000.00</b>	<b>50,000.00</b>	<b>25,000.00</b>
<b>Total Expenses</b>	<b>90,603.17</b>	<b>53,993.64</b>	<b>36,609.53</b>
<b>Net Surplus / (Deficit)</b>	<b>- 46,903.61</b>	<b>- 10,294.08</b>	<b>36,609.53</b>
<b>Opening Fund Balance</b>	<b>60,841.94</b>	<b>60,841.94</b>	
<b>Cumulative Fund Balance</b>	<b>13,938.33</b>	<b>50,547.86</b>	

**Recruitment Fund - Cumulative Report**

At September 30, 2024

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Contributions</b>								
Mattawa Hospital	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Town of Mattawa	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54
Calvin Township	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Mattawan Township	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32
Papineau Township	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70
Bonfield Township	\$ 1,200.00	\$ 1,200.00	\$ -	\$ -	\$ -	\$ -	\$ 6,000.00	\$ 1,200.00
<b>Total Contributions</b>	<b>\$ 43,699.56</b>	<b>\$ 43,699.56</b>	<b>\$ 42,499.56</b>	<b>\$ 42,499.56</b>	<b>\$ 42,499.56</b>	<b>\$ 42,499.56</b>	<b>\$ 48,499.56</b>	<b>\$ 43,699.56</b>
Physician Site Visits/Resident Get-Away Weekend								
Academic Days at Universities/Other Recruitment Fairs	\$ -	\$ 1,904.01	\$ 1,362.03	\$ 2,954.23	\$ 634.11			
Giveaways								
Advertising/Invitations/Marketing Expenses	\$ -	\$ -	\$ 150.00	\$ 767.76			\$ 2,009.22	\$ 360.00
Physician Retention Office Space (2 months first 3 years)	\$ -	\$ -	\$ -	\$ -				
Physician Incentives (travel, accomodation, etc)	\$ -	\$ 7,000.00	\$ -	\$ -		\$ 11,982.24	\$ 3,380.31	
Recruiter Costs	\$ 3,953.11	\$ 7,906.23	\$ 5,259.48	\$ 5,595.65	\$ 6,187.54	\$ 6,249.45	\$ 6,759.61	\$ 3,633.64
Return of Service Incentives						\$ 50,000.00	\$ 100,000.00	\$ 50,000.00
Payment to MBEDC for Dr. L incentive	\$ 21,000.00	\$ -	\$ -	\$ -				
<b>Total Disbursements</b>	<b>\$ 24,953.11</b>	<b>\$ 16,810.24</b>	<b>\$ 6,771.51</b>	<b>\$ 9,317.64</b>	<b>\$ 6,821.65</b>	<b>\$ 68,231.69</b>	<b>\$ 112,149.14</b>	<b>\$ 53,993.64</b>
<b>Net Change</b>	<b>\$ 18,746.45</b>	<b>\$ 26,889.32</b>	<b>\$ 35,728.05</b>	<b>\$ 33,181.92</b>	<b>\$ 35,677.91</b>	<b>\$ (25,732.13)</b>	<b>\$ (63,649.58)</b>	<b>\$ (10,294.08)</b>
<b>Cumulative Fund Balance</b>	<b>\$ 18,746.45</b>	<b>\$ 45,635.77</b>	<b>\$ 81,363.82</b>	<b>\$ 114,545.73</b>	<b>\$ 150,223.65</b>	<b>\$ 124,491.52</b>	<b>\$ 60,841.94</b>	<b>\$ 50,547.86</b>

Physician Recruitment Committee -Budget Planning 2022-2028

Revised Sept 2023

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Fund Contributions</b>						
Revenue from Townships/Municipalities	\$31,700	\$31,700	\$31,700	\$31,700	\$31,700	\$31,700
Revenue from Hospital	12,000	12,000	12,000	12,000	12,000	12,000
<b>Total Revenue</b>	<b>\$43,699.56</b>	<b>\$43,699.56</b>	<b>\$43,699.56</b>	<b>\$43,699.56</b>	<b>\$43,699.56</b>	<b>\$43,699.56</b>
<b>Expenses</b>						
Physician Site Visits/Resident Get-Away Weekend	\$0.00	\$0.00	\$1,500.00	\$1,750.00	\$0.00	\$0.00
Academic Days at Universities/Other Recruitment Fairs	\$0.00	\$0.00	\$1,000.00	\$2,000.00	\$0.00	\$0.00
Giveaways	\$0.00	\$0.00	\$750.00	\$750.00	\$0.00	\$0.00
Advertising/Invitations/Marketing Expenses	\$500.00	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
Physician Retention Office Space (2 months first 3 years)	\$0.00	\$0.00	\$0.00	\$9,000.00	\$3,000.00	\$0.00
Physician Incentives (travel, accomodation, etc)	\$10,000.00	\$5,000.00	\$5,000.00	\$0.00	\$0.00	\$0.00
Recruiter Costs	\$6,249.45	\$6,718.79	\$6,853.17	\$6,990.23	\$5,347.53	\$2,673.76
<b>Expenses before Incentives</b>	<b>\$16,749.45</b>	<b>\$12,218.79</b>	<b>\$15,603.17</b>	<b>\$20,990.23</b>	<b>\$8,347.53</b>	<b>\$2,673.76</b>
<b>Signing Incentives</b>						
Physician Incentives#1	\$25,000	\$25,000	\$25,000	\$25,000		
Physician Incentives#2	\$25,000	\$25,000	\$25,000	\$25,000		
Physician Incentives#3		\$50,000	\$25,000	\$25,000		
Physician Incentives#4					\$20,000	\$20,000 *
<b>Total Incentives</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Total Expenses</b>	<b>\$66,749</b>	<b>\$112,219</b>	<b>\$90,603</b>	<b>\$95,990</b>	<b>\$28,348</b>	<b>\$22,674</b>
<b>Net Surplus / (Deficit)</b>	<b>-\$23,050</b>	<b>-\$68,519</b>	<b>-\$46,904</b>	<b>-\$52,291</b>	<b>\$15,352</b>	<b>\$21,026</b>
<b>Opening Fund Balance</b>	<b>\$150,224</b>	<b>\$124,492</b>	<b>\$55,972</b>	<b>\$9,069</b>	<b>-\$43,222</b>	<b>-\$27,870</b>
<b>Cumulative Fund Balance</b>	<b>\$124,492</b>	<b>\$55,972</b>	<b>\$9,069</b>	<b>-\$43,222</b>	<b>-\$27,870</b>	<b>-\$6,844</b>
*4th physician ROS payments remaining					-\$	60,000
<b>Total surplus/(deficit)</b>						<b>-\$66,844</b>
<b>Municipal Breakdown as follows:</b>						
Mattawa Township	\$	13,769.54				
Calvin Township	\$	2,500.00				
MattawanTownship	\$	2,011.32				
PapineauTownship	\$	12,218.70				
Bonfield Township	\$	1,200.00				
	\$	<u>31,699.56</u>				

**Notes:**

Still looking to fill physician 4 - physician site visits/get-aways we have used at recruitment fairs (draw for weekend getaway to Mattawa which included accomodation, golf or ski, meals). If not participating in fairs and not needed, this will reduce the deficit by \$3,250

Expecting to begin participating in NOSM recruitment fairs in the next fiscal. If not required, this will reduce the deficit by \$3K.

Physician retention office space - as with Dr. Loutfi, we expect that we would pay for 2 months of office rental for each physician (3 physicians starting in 2025/26 \$1,500x2 x 3 physicians)

\*at the end of this budget (end of 2027/28) there would be \$60K outstanding for the 4th physician contract



## INFORMATION REPORT

**PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL**

**PREPARED BY: SHAWN HONGELL, FIRE CHIEF**

**TITLE: VEHICLE FOR FIRE CHIEF**

**DATE: MONDAY DECEMBER 9, 2024**

**REPORT NO: 24-68R**

---

### **BACKGROUND**

In 2024, A new position of Fire Chief was created for the town of Mattawa, the Fire Chief conducts all hours of the day, from the day in office, doing fire prevention in our community, monitoring Fire safety plans, meetings, and responding to emergency's.

### **ANALYSIS & DISCUSSION**

When updating the Asset Management Plan, the CAO had expressed that the Fire Chief would also need a vehicle to conduct business with and respond to emergency calls. The new addition to the Fire department will aid in proficiency and allow for extra gear to be brought to the scene or broken down on scene and returned to the station. The new addition will also allow for a quick response unit to return to the Fire Hall and allow the Department to pick up additional Firefighters if they did not make the initial truck. It will also assist the Fire Chief in his capacity as support to the By-law Enforcement Officer. The new Fire Chief's vehicle will be equipped with the necessary decals, lights, sirens and emergency gear from a local contractor in North Bay.

### **FINANCIAL IMPLICATIONS**

**Quoted truck- 2024 Ford F150 super crew 4x4 Red 2.7 L V6 with Build in Generator**

Quote 1- Vaughan Ford 69,886

Quote 2- Hamilton Ford 69,037

Quote 3- Midland Ford 53,420

### **RELEVANT POLICY/LEGISLATION**

Non-core asset management plan, procurement policy, Disposition of Assets Policy.

### **RECOMMENDATIONS/RESOLUTION**

The Fire department has had meetings with the CAO and expressed what type of vehicle would be best suited for the type of calls the Mattawa fire Department gets, and the decision was also based on the nature of calls and the topography of the area.

It is recommended that Council of the Corporation of the Town of Mattawa accepts this report and provide direction to the CAO to purchase a 2024 Ford F150 4x4 Super crew Red 2.6L V6 truck in the amount of 53,420 plus HST & Licensing, over 60 Months at 4.99% Financing, the payments for which will begin in the 2025 fiscal year.

**BE IT RESOLVED THAT** Council of the Town of Mattawa receives Report # 24-68R titled Vehicle for Fire Chief.

**AND FURTHER THAT** Council directs the CAO/Treasurer to purchase the 2024 Ford F150 4x4 Super Crew pickup truck from Midland Ford at a purchase price of \$53,420.00 plus applicable taxes and licencing.

**AND FURTHER THAT** the CAO/Treasurer is authorized to enter into a financing agreement with Midland Ford for the purchase of the 2024 Ford F150 for 60 months at a rate of 4.99%.



**NEW MOTOR VEHICLE PURCHASE AGREEMENT**

**4915286**  
DEAL#

**24T456**  
STOCK#

HST# **R100595768** | DEALER REG# **1556120** | DESKIT  
CUST# **20053566** | DMS CUST# **9907815**

281 Cranston Cres., Midland, ON, L4R4L1, Tel:705-526-2278 Fax:705-526-6604

F&I Manager:

<b>BUYER</b> Shawn Cell Phone: (705) 303-3036 Home Phone: (705) 303-3036 Email: <a href="mailto:shawn.hongell@mattaw.a.ca">shawn.hongell@mattaw.a.ca</a> LIC.	<b>DATE OF SALE</b>  <b>INSURANCE</b>  <b>POLICY NO.</b>  <b>EXP. DATE</b>	<b>YEAR TYPE MAKE MODEL MFR MOD CODE</b> 2024 New Ford F-150 W2L <b>TRIM</b> PKG STX 4WD SuperCrew 5.5' Box 200A <b>EXT. COLOR</b> Rapid Red Met Tinted Cc <b>INT. COLOR</b> Black, Unique Sport Cloth 40/Console/40 Front Seat <b>INTERIOR TRIM CODE VIN</b> DB 1FTEW2LP5RKD90877 <b>IN SERVICE DATE MAX DIST. TRAV.</b> 178 KMs  <b>DELIVERY DATE</b>
--	--	--

I, the purchaser, **Shawn**, agree to purchase the following vehicle from you, the dealer, on the terms set out in this agreement including the vehicle information document which forms part of this agreement.

INITIALS

**VEHICLE AND OPTIONS**

Basic MSRP	\$64,590.00
..Rapid.Red.Met.Tinted.Cc.....	\$600.00
..Stx.Black.Appearance.Package.....	\$1,600.00
..Engine.Block.Heater.....	\$375.00
..Mobile.Office.Package.....	\$765.00
..Integrated.Trlr.Brake.Cntrl.....	\$350.00
..Bedliner.Spray-In.*Accy.....	\$600.00
..Stx.Cloth.40/Con/40,Black,Equipment.Group,Stx.....	\$0.00
Series, .136 Litre/ 36 Gallon Fuel Tank, 2.7l Ecoboost Engine, Electronic 10-Spd Auto, .275/60r-20 Bsw All-Terrain, 3.55 Ratio Regular Axle, 6650# Gvwr Package, Job #2 Order, Cv Lot Management,	
..Stx.Series.Discount.....	(-\$1,750.00)
..Stx.Black.Pack.Discount.....	(-\$500.00)
Destination	\$2,295.00
Air Tax	\$100.00
Total MSRP	\$69,025.00
Retail Price	\$69,025.00
Discount	-\$15,605.00

**PRICE INFORMATION**

Total Vehicle Price	\$53,420.00
OMVIC	\$12.50
<b>Subtotal</b>	<b>\$53,432.50</b>
HST	13% \$6,946.23
<b>Subtotal</b>	<b>\$60,378.73</b>
FUEL	\$149.95
LICENSE	\$59.00
<b>Subtotal</b>	<b>\$208.95</b>
<b>Total</b>	<b>\$60,587.68</b>
PPSA	\$48.19
<b>AMOUNT FINANCED</b>	<b>TOTAL \$60,635.87</b>

**Sales Final**

Please review the entire contract, including all attached statements, before signing. This contract is final and binding once you have

**Privacy Statement:** By signing this contract you consent to the dealer contacting you in the future to the sharing of information with associated businesses so that they may provide you with timely information about their services. You may withdraw your consent in writing at any time.

INITIALS

**Incentive:** The dealership receives a fee from the institution that is providing my financing.

INITIALS

**Financing Information:** I confirm that the financial institution providing financing for the purchase of this vehicle has provided me with the initial disclosure statement regarding financial information as required under the Consumer Protection Act, 2002.

**I have received the vehicle information required under the Motor Vehicle Dealers Act, 2002.**

INITIALS

**Service Plan:** This vehicle was sold with a service YES / NO plan?

**REMARKS**

**FINANCE TERMS**

Finance	Ford Credit of Canada
Company	
1st Payment Date	Jan 03
	2025
Amortization	60
APR	4.99 %
Payment Frequency	Monthly
Payments	60
<b>Payment Amount</b>	<b>\$1,144.00</b>
Cost of Borrowing	\$8,004.13
Total Payment	\$68,640.00
D.O.D Credit	\$0.00
<b>TOTAL D.O.D</b>	<b>\$0.00</b>

**signed it unless the motor vehicle dealer has failed to comply with certain legal obligations.**

This vehicle to be acquired for registration in Canada only. I acknowledge having read all the terms of the contract, including the pages that make up this contract. I understand these terms make up the entire contract.

[➔ Click to Sign](#)

---

Shawn Signature

---

Signature  
Authorize Rep #

---

Jason Purssell  
Prov License 4698569



## **Important Information Respecting Motor Vehicle Sales**

### **Ontario Motor Vehicle Industry Council**

In case of any concerns with this sale, you should first contact your motor vehicle dealer. If concerns persist, you may contact the Ontario Motor Vehicle Industry Council as the administrative authority designated for administering the Motor Vehicle Dealers Act, 2002.

You may be eligible for compensation from the Motor Vehicle Dealers Compensation Fund if you suffer a financial loss from this trade and if your dealer is unable or unwilling to make good on the loss.

You may have additional rights at law.

Telephone: 416-226-4500 or 1-800-943-6002



Ontario Motor  
Vehicle Industry  
Council

Conseil ontarien  
de commerce des  
véhicules automobiles

Web site: [www.omvic.on.ca](http://www.omvic.on.ca)

### **Canadian Motor Vehicle Arbitration Plan**

The Canadian Motor Vehicle Arbitration Plan may be available to resolve disputes concerning alleged manufacturer's defects or implementation of the manufacturer's new motor vehicle warranty.

### **Canadian Motor Vehicle Arbitration Plan Not Available**

The manufacturer of this vehicle is not a participant in the Canadian Motor Vehicle Arbitration Plan. Therefore, the program under that Plan is not available to resolve disputes concerning alleged manufacturer's defects or implementation of the manufacturer's new motor vehicle warranty.

CAMVAP is only available if the model year of the motor vehicle is the current model year or one of the four preceding years and the vehicle has been driven less than 160,000 kms.

Tel: 1-800-207-0685

Web: [www.camvap.ca](http://www.camvap.ca)

### **Vehicle Sold "AS-IS"**

The motor vehicle sold under this contract is being sold "as-is" and is not represented as being in road worthy condition, mechanically sound or maintained at any guaranteed level of quality. The vehicle may not be fit for use as a means of

transportation and may require substantial repairs at the purchaser's expense. It may not be possible to register the vehicle to be driven in its current condition.

INIT. \_\_\_\_\_ DATE: \_\_\_\_\_

### **Safety Standards Certificate**

A safety certificate is only an indication that the motor vehicle met certain basic standards of vehicle safety on the date of inspection.

## DISCLOSURES OF NEW MOTOR VEHICLE PURCHASE

VIN: 1FTEW2LP5RKD90877

The dealer declares the following statements are true to the best of their knowledge and belief.

- \_\_\_\_\_ The Vehicle is new, and the maximum distance that will be shown on the Vehicle's odometer when it is delivered is \_\_\_\_\_
- \_\_\_\_\_ The Vehicle is new, and the contract does not specify the maximum distance that will be shown on the Vehicle's odometer when it is delivered.
- \_\_\_\_\_ The Vehicle's odometer in \_\_\_\_\_ .
- \_\_\_\_\_ The odometer of the Motor Vehicle accurately records the true distance traveled.

---

Signature

# TERMS AND CONDITIONS

## FORD PRIVACY NOTICE

Ask us if you would like information about our Privacy Policy, including our service providers and their data processing in the U.S., which may be accessible to U.S. law enforcement and national security authorities. We provide this personal and transaction information to Ford Motor Company of Canada, Limited to enable Ford to administer your transaction, provide you with requested services, improve automotive related products and services by conducting customer surveys, and provide you with marketing material which may be of interest to you, as permitted by applicable laws. For the Ford Privacy Policy ([www.ford.ca](http://www.ford.ca)) including use of service providers and U.S. data storage or if you do not want to receive marketing or survey material from Ford please call 1-800-565-FORD (3673).

### 1.PRIVACY NOTICE

The personal information collected on this form and on other documents relating to this transaction is collected in accordance with applicable privacy legislation and is governed by the Dealer's privacy policy. Such information is collected and used by the Dealer for and is necessary to: (i) sell or lease the Vehicle; (ii) provide products and services related to the Vehicle; (iii) assist the Buyer in the financing or lease of the Vehicle; (iv) provide service or repair the Vehicle; and/or (v) provide other information, products and services. The Dealer may disclose the personal information collected to the Dealer's parent organization, if applicable, to enable the parent organization to: (i) administer the transaction; (ii) provide services such as warranties and extended service plans; (iii) administer customer notification programs; and/or provide the Buyer with other information, products and services.

Subject to the Buyer's consent to receiving updates and information unrelated to this transaction with the Dealer, by signing this Agreement, you consent to the collection, use and disclosure of your personal information for the foregoing purposes.

Contact the Dealer to obtain a copy of the Dealer's privacy policy, including information on how to access or request the correction of your personal information, or to ask a question about the collection, use and disclosure of your personal information.

### 2.Definition of the Vehicle

The Vehicle as described in this Agreement includes all accessories and additional equipment attached or installed on the Vehicle before or after the date of this Agreement. It furthermore includes any proceeds arising from any dealings in the Vehicle, including but not limited to all forms of personal property.

### 3Pollution Equipment

The Vehicle as described in this Agreement includes all accessories and additional equipment attached or installed on the Vehicle before or after the date of this Agreement. It furthermore includes any proceeds arising from any dealings in the Vehicle, including but not limited to all forms of personal property.

### 4Distance Travelled

The Dealer confirms that to the best of the Dealer's knowledge, the distance travelled by the Vehicle as shown on the face of this Agreement will be the odometer reading on the day the Vehicle is delivered to the Buyer. In the case of a trade-in vehicle, the Buyer confirms that to the best of the Buyer's knowledge the distance travelled by the trade-in vehicle is as shown on the face of this Agreement. The Buyer acknowledges that the Dealer is relying on the accuracy of same and agrees to indemnify the Dealer and hold the Dealer harmless from any losses, damages or other expenses caused by any inaccuracy or incorrect representation of same.

### 5.Title

The right and title to the Vehicle shall remain in the Dealer until the unpaid cash balance stated on the face of this Agreement is paid in full. The Buyer will not at any time suffer or permit any charge, lien or encumbrance to exist against the Vehicle until the unpaid cash balance stated on the face of this Agreement is paid in full. The Dealer reserves the right to repossess and to resell the Vehicle upon default of payment of the unpaid cash balance. The right and title of the Vehicle shall remain in the Dealer until all other sums owing by the Buyer to the Dealer according to these terms and conditions are paid in full to the Dealer.

### 6.Transfer Documents

The Buyer authorizes the Dealer to make all applications and obtain all permits required to transfer the Vehicle in accordance with this Agreement.

### 7Safety Standards Certificate

The Buyer acknowledges that the motor vehicle permit for the Vehicle cannot be transferred to the Buyer unless the Buyer obtains a Safety Standards Certificate. The Buyer acknowledges that if the Buyer does not request a Safety Standards Certificate the Dealer will deliver the Vehicle with an Unfit Motor Vehicle Permit and the responsibility for removing the Vehicle from the Dealer's premises will be borne by the Buyer at the Buyer's own cost.

### 8Failure of Payment

If any form of payment for any whole or partial amount due under this Agreement is dishonoured, refused or misrepresented, then such payment will be deemed to be unpaid. In the event of such occurrence, the Buyer and the Dealer agree that:

- a. the unpaid payment is a breach of a fundamental terms of this Agreement and the Dealer is immediately released from any obligations under this Agreement;
- b. the Dealer is entitled to immediate possession of the Vehicle as if the Dealer had never parted with possession of the Vehicle, and the Dealer may exercise all rights to possession;
- c. the Buyer appoints the Dealer as the Buyer's lawful attorney to transfer title and ownership of the Vehicle to or to the order of the Dealer, and to execute all documents on behalf of the Buyer to transfer title and ownership of the vehicle; and
- d. the Buyer will immediately reimburse the Dealer for all costs, charges and expenses incurred by the Dealer that arise out of such refusal, dishonour or misrepresentation including but not limited to all costs of taking possession, any reasonable cost of repairs, parts, lien payouts, handling and storage expenses, a reasonable selling commission and full indemnity for all legal costs.

### 9Entire Amount Due if Buyer Defaults

Subject to clause 6 of this Agreement, if:

- a. the Buyer defaults in the payment of any amount due or fails to comply with any requirement under this Agreement; or
- b. any proceeding is commenced by or against the Buyer under bankruptcy or insolvency laws, then the entire amount due from the Buyer to the Dealer will become immediately due and payable at the option of the Dealer.

### 10Cancellation

If the Dealer is unable to deliver the Vehicle within 120 days of the date of this Agreement for any reason through no fault of the Dealer, the Dealer will forthwith notify the Buyer on expiration of the 120 day period and this Agreement may be extended within 5 days of notification by mutual consent of the parties evidenced in writing. If the 5 day period has expired or on express notification by

either party, this Agreement may be cancelled. Where this Agreement is so cancelled:

- a. the Dealer will return any partial payment or deposit;
- b. the Dealer will return the trade-in vehicle or other vehicle accepted as part payment or if such vehicle has been sold, the Dealer will pay the Buyer either:
  - i. the net proceeds of the sale calculated as the actual selling price less the reasonable cost of repairs, parts, lien payouts, handling and storage expenses and a reasonable selling commission; or
  - ii. the allowance for a trade-in vehicle or the value of a vehicle accepted as part payment as indicated in this Agreement, whichever is the lesser amount;
- c. the Dealer's compliance with the requirements in subclauses (a) and (b) above will be a full release of any claims that the Buyer may have or claim to have against the Buyer resulting from such non-delivery, without any further or other releases from the Buyer.

**11. Acceptance of Delivery**

The Buyer agrees to accept delivery of the Vehicle and to comply with the terms of payment within seven days after notification to the Buyer that the Vehicle is ready for delivery. In the event that the Buyer does not so comply within seven days from the date of such notification, then the Dealer may charge his or her reasonable expenses (including loss of profit) to the Buyer in connection with this Agreement covering the Vehicle, and the Buyer hereby agrees to pay same. In addition to any other remedy which the Dealer may have against the Buyer for such expenses, the Dealer may set off such expenses against any deposit paid or any trade-in vehicle accepted as part payment or the proceeds therefrom if and when sold, and the Dealer shall be entitled to dispose of the Vehicle without any liability whatsoever to the Buyer.

## TERMS AND CONDITIONS (CONTINUED)

### 12. Misrepresentation of Trade-In Vehicle

In the event of any misrepresentation by the Buyer of any fact or matter relating to the trade-in vehicle as represented by the Buyer to the Dealer, either:

- a. the Dealer may rescind this Agreement upon notification to the Buyer, and in such event:
  - i. the Buyer shall return the Vehicle to the Dealer forthwith (and failing such forthwith return, the Dealer may repossess the Vehicle at the expense of the Buyer), and forthwith pay to the Dealer all reasonable costs, charges and expenses:
    - I. for the use, repair and re-conditioning, if necessary, of the Vehicle; and
    - II. of the Dealer to recover possession of the Vehicle and to restore, repair and recondition the trade-in vehicle; and
    - III. for any other expenses of the Dealer arising out of the misrepresentation, and
  - ii. upon receipt of the Vehicle and the monies referred to in subclause 8(a)(i), the Dealer shall return to the Buyer:
    - I. the deposit paid, if any; and
    - II. any trade-in vehicle accepted as part payment; or
    - III. if such trade-in vehicle has been sold, the net proceeds therefrom based upon the actual selling price thereof less reasonable costs, repairs, handling and storage expenses and reasonable selling commission, or
- b. the Dealer may reappraise the trade-in vehicle and upon such reappraisal may notify the Buyer of the difference between the value of the trade-in vehicle as stated in this Agreement and the value of the trade-in vehicle upon such reappraisal and upon receipt of such notification, the Buyer shall forthwith pay to the Dealer the amount of such difference.

### 13. Trade-In Disclosures

In the event that one or more of the provisions contained in this Agreement shall be invalid, illegal or unenforceable in any respect under any applicable law, the validity, legality or enforceability of the remaining provisions hereof shall not be affected or impaired thereby.

### 14. Delivery of Trade-In Vehicle

The Buyer agrees that if the trade-in vehicle accepted as part payment is not delivered to the Dealer on or before the execution of this Agreement, the Dealer may reappraise the trade-in vehicle upon actual delivery of such trade-in vehicle so as to ensure that there is no material change in the condition of such trade-in vehicle either physically or economically between the date of the signing hereof and the date of such actual delivery. In the event that, in the sole opinion of the Dealer, there is such a material change, the amount allowed for the trade-in vehicle shall be its reappraised value and the Buyer shall pay to the Dealer the difference between the amount for such trade-in vehicle stated in this Agreement and the amount of such reappraised value.

If the Buyer is not satisfied with such reappraisal, then the Buyer may cancel this Agreement and thereupon shall forthwith pay to the Dealer the Dealer's reasonable costs, charges and expenses of an incidental to this Agreement, and failing such payment the Dealer may, in addition to any other rights and remedies the Dealer may have against the Buyer, set off such reasonable costs, charges and expenses against any deposit paid and against any other trade-in vehicle accepted as part payment.

### 15. Title to Trade-In Vehicle Agreement

The Buyer agrees to transfer title of the trade-in vehicle (if any) at such time and to such person as the Dealer shall specify, free and clear of all liens (other than as disclosed on the face of this Agreement).

### 16. Financing & Payment

The Buyer acknowledges that this Agreement is an agreement to purchase the Vehicle. If there is an unpaid balance, the Dealer's obligation to sell the Buyer the Vehicle is conditional upon financing for the unpaid balance. The Buyer will have two business days from the date of this Agreement to obtain such financing.

If financing is to be provided to the Buyer, the Dealer represents to the Buyer that the lender has complied with Section 79 of the Consumer Protection Act of Ontario, as amended, by providing the Buyer with the information that must be disclosed in any initial disclosure statement with respect to the financing. The Buyer authorizes the Dealer and the lender to check the Buyer's credit and that of any co-signer. The Buyer understands and acknowledges that any interest rate offered is On Approved Credit ("OAC") and is therefore subject to approval by the financing institution. The Buyer acknowledges that the rate of financing received will be decided by the financing institution and will be based on the Buyer's creditworthiness. The Buyer consents to a credit investigation and the exchange of credit information concerning the Buyer's personal credit history. The Buyer agrees that the Dealer may register a financing statement confirming the Dealer's interest in the Vehicle to the extent that any such interest exists. The Dealer may register any financing or financing change statement made hereunder for a period up to the term of this Agreement plus one year. Where the law permits, the Buyer waives the Buyer's rights to sign or receive a copy of any financing, financing change or verification or confirmation statement in connection with this Agreement. The Buyer agrees that copies of any documents which are required to be sent to the Buyer pursuant to the Personal Property Security laws of Ontario may be sent by ordinary mail.

### 17. Leasing

If leasing is to be provided to the Buyer, the Dealer represents to the Buyer that the lease service provider has complied with subsection 89(2) of the Consumer Protection Act of Ontario by providing the Buyer with the information that must be disclosed in any initial disclosure statement with respect to the lease.

### 18. Late Payments, NSF Charges & Interest

If the Buyer pays the Dealer with a cheque that is dishonoured or unpaid for any reason, the Dealer may, at the Dealer's sole option, declare this Agreement null and void and retake the Vehicle, or make claims against the Buyer on the cheque. In addition, to the extent permitted by law, the Dealer will charge the Buyer a \$24.00 returned cheque charge.

### 19. WARRANTIES

ALL WARRANTIES, IF ANY, BY A MANUFACTURER OR SUPPLIER OTHER THAN THE DEALER ARE THEIRS, NOT THE DEALER'S. ONLY SUCH MANUFACTURER OR OTHER SUPPLIER SHALL BE LIABLE FOR PERFORMANCE UNDER SUCH WARRANTIES, UNLESS THE DEALER FURNISHES THE BUYER WITH A SEPARATE WRITTEN WARRANTY OR SERVICE CONTRACT MADE BY THE DEALER ON ITS OWN BEHALF. THE DEALER NEITHER ASSUMES NOR AUTHORIZES ANY PERSON TO ASSUME FOR IT ANY LIABILITY IN CONNECTION WITH THE SALE OF ANY PRODUCTS.

UNLESS THE DEALER MAKES A WRITTEN WARRANTY ON ITS OWN BEHALF, OR ENTERS INTO A SERVICE CONTRACT WITHIN 90 DAYS FROM THE DATE OF THIS ORDER, THE DEALER MAKES NO WARRANTIES ON THE VEHICLE EXCEPT AS REQUIRED BY LAW. THIS PROVISION DOES NOT AFFECT ANY WARRANTIES COVERING THE VEHICLE THAT THE MANUFACTURER OR SUPPLIER MAY PROVIDE.

### 20. Changes in Tax Payable

Should any change in taxes levied by any level of government between the date of this Agreement and the actual delivery date of the Vehicle have the effect of altering the purchase price of the Vehicle, then the Buyer and the Dealer agree that the purchase price will be adjusted to reflect the change in tax.

**21. Used Vehicle Odometer Reading**

The Dealer does not warrant or guarantee the odometer reading on any used vehicle sold under this Agreement.

**22. Governing Law**

This Agreement and each of the documents contemplated by or delivered under or in connection with this Agreement are governed by and are to be construed and interpreted in accordance with the laws of the Province of Ontario and the laws of Canada applicable in the Province of Ontario.

**23. English Language**

It is the express wish of the parties that this form and any related documents be drawn up and executed in English. *Les parties on expressément exigé que le présent formulaire et tous les documents s'y rattachant soient rédigés en anglais.*

**24. Error**

If there is an error in the calculation of the purchase price or in any other matter documented in or connected with this Agreement, the Buyer and the Dealer agree to amend the Agreement to correct the error. If the correction results in monies being owed to the Buyer or the Dealer, the Buyer and Dealer agree that such monies will be paid promptly.

**25. Assignment**

The Buyer may not assign this Agreement without the prior written consent of the Dealer. The Dealer may assign this Agreement without notice to the Buyer.

26. Ontario law requires Bourgeois Motors Ltd. to collect and process used tires to reduce Ontario's tire waste. We charge a separate fee which will be used to pay a third party to perform such collection and processing.

DATE: MONDAY DECEMBER 9, 2024

18.1

**THE CORPORATION TOWN OF MATTAWA**

MOVED BY COUNCILLOR \_\_\_\_\_

SECONDED BY COUNCILLOR \_\_\_\_\_

---

**BE IT RESOLVED THAT** the December 9, 2024 meeting adjourn at \_\_\_\_\_ p.m.