



Impact Award **Matthew** **Monteith** **Cascades –** **St. Marys**

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safely, we’re not going
to do it at all.”**

— **Matthew Monteith**
Maintenance Supervisor,
Cascades – St. Marys, Ontario

How a Maintenance Supervisor Transformed Boiler Safety

Safety is built into many products we use every day —from cartons and trays in grocery stores to the packaging that arrives on our doorsteps. While these items often go unnoticed, the equipment used to manufacture these products requires vigorous safety oversight.

Matthew Monteith, Maintenance Supervisor with Cascades’ packaging and container manufacturing plant in St. Marys, Ontario, understands this responsibility well. The plant transforms big rolls of paper into cartons and trays used in many industries. “A lot of that comes from us and our sister plants,” says Matthew.

Matthew is the 2026 recipient of the Technical Standards and Safety Authority’s (TSSA) Impact Award, which recognizes individuals or organizations whose safety contributions exceed regulatory compliance to enhance public safety in Ontario. He was recognized for his leadership in improving boiler safety and compliance and fostering a culture of safety at the facility.

Part of his safety conscientiousness stems from him being a family man. “I have a family of my own, and I know a lot of the men and women that I work with do as well,” he says. “When you come to work every day, you have got to make sure that you leave the place the same way as you showed up.”

Matthew has held various positions since he joined the plant in 2014. In recent years, he assumed responsibility for overseeing the plant’s maintenance and operations, including performing safety checks on boilers to make sure they comply with safety standards while also serving on the Joint Health and Safety Committee.

“It has been a learning process,” says Matthew, noting that support from the company has helped him scale the learning curve. “Working with TSSA has also given me a lot of insight into how things are supposed to work and what standards we need to live up to.”

Shaping a Stronger Safety Program

When Matthew took on the role of maintenance supervisor, the plant’s TSSA certifications and boiler

compliance requirements had fallen behind due to a period without dedicated oversight. Through Matthew’s leadership and commitment to safety, the plant is now fully compliant, and all certifications are up to date.

Matthew also demonstrated exceptional initiative in addressing technical issues. When a recent TSSA inspection identified that one of the low-water cut-off systems on the boilers did not function as designed by the original equipment manufacturer (OEM), Matthew engaged a company to review the issue, implement recommendations, and modify the equipment so that low-water tests now activate a full alarm.

His leadership and proactive approach to improving boiler safety and operational reliability by engaging OEM experts to conduct equipment audits and identify opportunities for improvements helped strengthen the site’s boiler program.

Going Beyond Compliance

As a strong advocate for boiler operations and maintenance, Matthew recognized the importance of developing internal expertise. He established two dedicated boiler technician positions and arranged specialized training, provided by the OEM, to ensure staff have the knowledge and skills to operate and maintain the boilers safely and efficiently. His efforts strengthened the boiler program and long-term operational reliability throughout the facility.

“People are the most important thing in the facility,” says Matthew. “I’ve made a point to my team over the years, and I still stand by this: If we can’t do it safely, we’re not going to do it at all.”

He believes full transparency and employee engagement are key. “Have them work with you instead of for you and make it known that safety is your main priority — not just talking the talk but walking the walk as well — even if that means taking extra time to get things done the right way,” he adds.

As for the award, he was not aware that a colleague had nominated him. “I appreciate the award. It’s a surprise for me.”