



2013 - 2015

**WATER AND
WASTEWATER**

TACTICAL PLAN

2013 - 2015

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TACTICAL PLAN

OUR MISSION

"The City of Greater Sudbury's Water and Wastewater Services Division is committed to providing its customers with safe, reliable, and environmentally responsible municipal water and wastewater services with a sustainable, cost effective approach".

As we grow older we realize that change is an inevitable reality of life and that it is a fact of everyday life that things will change. In the context of our work world, change has the potential to negatively impact our ability to deliver critical services to the community if we do not effectively manage change.

Water & Wastewater Services needs to work pro-actively to get ahead of change. Our community relies on all of us to keep pace with our ever changing work environment and always be prepared to consistently deliver our services. To be prepared, we need to build plans that articulate priorities, and define a strategic direction of goals & tactics that help us get ready for the future, and position our Division to deliver services effectively in an ever-changing environment.

Greater Sudbury Water and Wastewater Services uses the tactical strategic planning process as a management tool to help focus our efforts and energy to meet our organizational performance goals. The Water and Wastewater Management Team has prepared this Tactical Strategic Plan to accomplish three key goals:

- to more clearly link the mission of the Division, to the important work we all do every day
- to guide the choices we make and the results we deliver to our community
- to deliver on our commitment to our customers an excellent product and excellent service

This plan defines a series of practical and achievable steps to progress toward achieving our goals over the next three years. The Key Focus Areas, Goals, and Tactics in our Plan align with the CGS corporate strategic priorities and are also consistent with the Infrastructure Services Department strategic direction provided by Tony Cecutti, our General Manager.

The plan recognizes a number of internal and external realities such as industry standards and trends, regulatory changes, economic pressures, and increased customer expectations.

Our Leadership Team hopes that the 2013 Tactical Plan will be a valuable tool helping our service to identify and explore opportunities to improve our operational programs to ensure that Greater Sudbury is provided with safe and dependable water supply and wastewater is effectively collected and properly treated in a sustainable cost effective manner.

The Water / Wastewater Services Leadership Team:



Nick Benkovich, Director



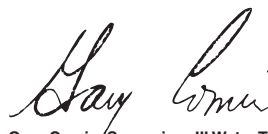
Brad Johns, W/WW Facilities Engineer



Wendi Mannerow, W/WW Engineer



Paul Javor, Supervisor III, Distribution & Collection



Gary Comin/Supervisor III Water Treatment



Mike Jensen, Supervisor III, Wastewater Treatment



David Brouse, Compliance & Operational Support Supervisor



Akli Ben-Anteur, W/WW Projects Engineer

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LETTER FROM THE GENERAL MANAGER

Dear Customers, Stakeholders, and W/WW Employees,

In early 2013, Water & Wastewater Services completed a facilitated tactical strategic planning session. The purpose of the session was to re-assess our situation, confirm our direction and define our course for the next three years.

Through our efforts we confirmed that our mission was still relevant and sound, however our key focus areas, goals, and tactics needed updating to reflect changes from our progress, regulatory framework, technology and economic conditions.

Progressing toward our goals and continually striving to improve the services we deliver to the community require the best from everyone on the W/WW Services team of competent, dedicated, and responsible employees.

Everyone at Water and Wastewater Services is committed to enhancing the quality of life in Greater Sudbury by providing the strong foundation needed for a healthy and prosperous community and playing a key role in public health and safety and environmental stewardship.

Sincerely,

A handwritten signature in black ink that reads "Tony Cecutti". The signature is fluid and cursive, with a stylized "i" at the end.

Tony Cecutti P. Eng., FEC
General Manager of Infrastructure Services

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HISTORY & CONTEXT

Water & Wastewater Services was established in 2005 during a time of significant change both internally within Greater Sudbury but also across Ontario in the Water & Wastewater Sector. Since that time we have been required to deal with significant ongoing change and still continue to be influenced heavily by regulatory and economic changes among others.

Early on in the development of Water / Wastewater Services we were confronted with these change related challenges and soon realized the need to develop a strategically aligned and prioritized strategic plan to help to quickly and meaningfully improve our service in a number of important areas to meet those challenges.

Consequently we adopted the use of Tactical Strategic Planning to help prioritize and align our efforts and develop a solid foundation of targeted programs and projects based largely on the condition of our assets. Our Leadership team has been active in establishing programs to better align to an asset management approach that will help to meet the challenges involved with operating and renewing aging infrastructure assets while keeping costs in line. Using risk analysis and increased levels of asset condition information are beneficial in demonstrating increased transparency and accountability and strengthening the tie between needs and expenditures.

This is the third of those Tactical plans and our first conducted with an external facilitator. This plan is intended to guide the Service during the 2013 – 2015 period and is intended to be updated thereafter.



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**KEY FOCUS AREAS GOALS AND RELATED TACTICS FOR THE NEXT
THREE YEARS (2013-2015)**

HEALTH & SAFETY:

Enhance current safety practice to reduce risk for all W/WW employees

- Complete improvements to protocols for illegal entry alarms, confined space entries, traffic control, fall protection, hot work permits and trench rescue
- Improve depot and facility security systems
- Develop field audit procedures to confirm compliance with recommended protocols, documentation and legislated requirements
- Shoring, trench rescue, implement compliance programs for shoring and working alone. Improve near miss and incident reporting and tracking systems

Comply with Health and Safety legislation

- Find a way to provide improved depot facilities for showers and lockers for all required employees
- Assess and prioritize health and safety gaps and outsource resources to develop, implement and train employees for all safety aspects of their work
- Enhance the contractor safety and orientation program for all W/WW contractors
- Integrate a risk management approach for new health and safety program elements

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EMPLOYEE & TEAM DEVELOPMENT:

Develop programs to improve staff accountability and commitment at both management and operational level

- Annual performance reviews of all employees
- Review opportunity for employee incentive programs such as talent management
- Consistently disseminate information from monthly staff meetings to workers

Organizational culture built on pride, ownership and an entrepreneurial attitude

- Follow-through on employee feedback survey priority issues
- Enhance employee input opportunities in capital project development
- Reinforce positive efforts via the employee recognition program (WISE)
- Review potential for Ian Hill's internet training for employees (ISD)
- Arrange presentation and / or information to develop pride in our work

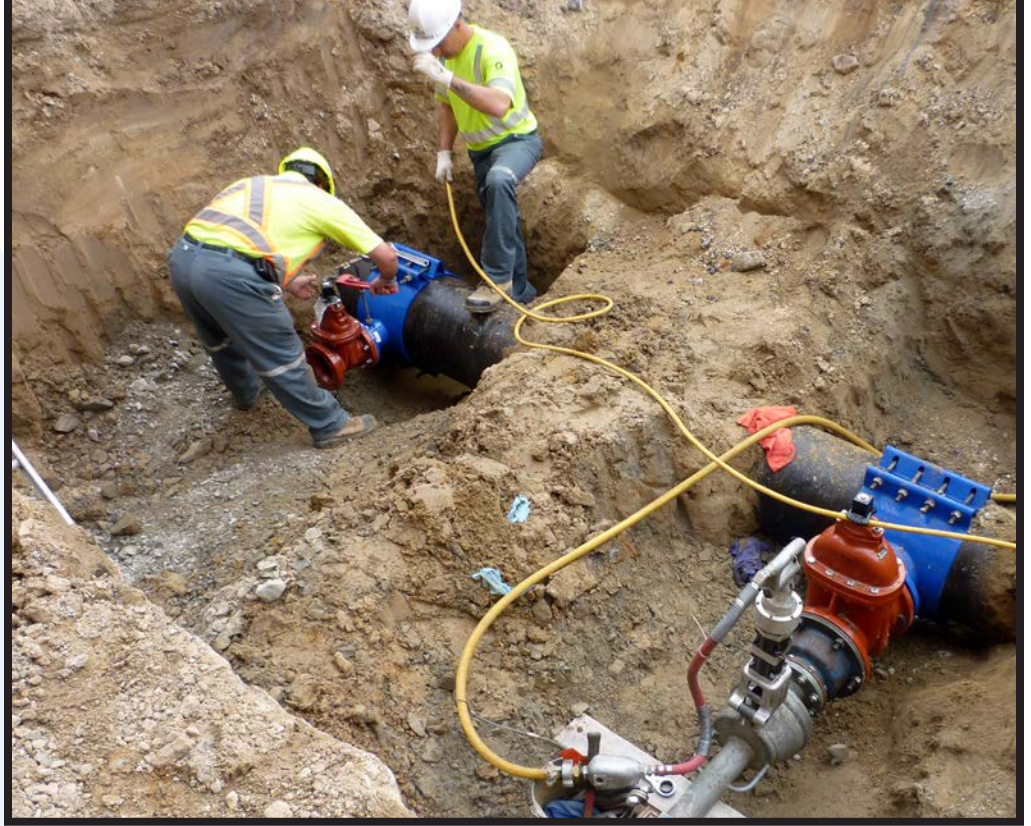
Review Water/Waste Water organization alignment

- Staff to review opportunities to re-tool organization around new programs and technologies
- Review associated job descriptions

Expand staff training programs

- Involve key personnel in conferences and advancement training opportunities (leadership training, conflict resolution training, etc.)
- Encourage participation in talent management program (HR)
- Develop On-the-Job-training program to define and develop plant and role specific competencies

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FINANCIAL SUSTAINABILITY:

Review and enhance asset management program

- Complete the W/WW master plan
- Review options for asset management plan framework (i.e. OWWA recommended) and confirm as CGS W/WW template
- Enhance Risk Based Capital Program prioritization tools
- Integrate condition and replacement programs
- Capital priorities influenced by operational consequence and condition based indicators

Improve financial control for W/WW operational and capital expenses

- Continue process of refining operational accounts and allocations 2014
- Continue to focus efforts on non-revenue water and inflow / infiltration reduction
- Finalize capital project monthly status report format and procedure to provide routine monthly project status reports to General Manager.

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BUSINESS STRATEGIES:

Complete capital project management methodology (e.g. training, processes, tools, software)

- Document present and new capital project design and delivery using objective logic- involving internal stakeholders (i.e. finance, W/WW, R/T, engineering) to develop consistent project delivery methodology
- Develop a consultants procedural manual for CGS projects
- Produce monthly project key performance indicators using dashboard format to track project progress
- Obtain software to enable consistent use of methodology for project delivery

Identify opportunities to develop and/or improve divisional, departmental and inter-departmental business processes

- Develop a “Management of Change” business process and policy
- List and prioritize business processes with greatest potential cost-benefit or risk reduction benefits
- Participate in the National Water & Waste Water Benchmarking Initiative

Review and update bylaws

- Inventory W/WW bylaws and prioritize list for review based on risk reduction benefits
- Complete updates and approvals for amended bylaws

Expand quality management systems (e.g. ISO, DWQMS)

- Migrate QMS focus to wastewater treatment and collection areas
- Migrate QMS for general ISD usage across the department

Improve productivity and efficiencies from technological investments

- Leverage SCADA system capability to generate new process and operational efficiencies

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INFRASTRUCTURE STABILITY:

Define and document service levels

- Develop list of activities and programs that require defined service levels, and include resourcing plan (i.e. staff, budget)
- Measure ability to comply with service levels
- Develop and recommend Council endorsement for service levels

Enhance prevention programs to comply with environmental legislation

- Enhance the source control program:
 - a) Septage receiving
 - b) Hauled liquid waste
 - c) Staffing (succession & populating)
- Develop and implement a W/WW efficiency plan

Build operational resiliency (e.g. capital priorities)

- Operational expenses: review I/I in downtown sanitary sewer system as part of sewer use bylaw review
- Emergency management plans (support, practice, inter-departmental)
- Complete the As-Built project
- Develop fleet renewal strategy

Support operations work programs via necessary enabling business applications

- Maintenance / Work Management: Implement CityWorks phases 1,2 and 3
- Supplier / Contractor Performance: Review Contractor & Supplier Management solutions
- Project Coordination: Envista
- SCADA: Development of SCADA master plan
- Leverage “mobile” applications to generate efficiencies

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COMMUNICATIONS AND MARKETING:

Market and promote W/WW Services

- Develop brand strategy (e.g. new mediums)
 - create promotional graphics on key messages
 - add messaging to mobile equipment/fleet (i.e. vector)
 - retain marketing consultant to develop comprehensive report and plan

Improve Internal Communication Processs (e.g. Council)

- Highlight good news and project updates
- Offer to hold annual open house for SMT and Council

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NEXT STEPS

Now that we've identified our Key Focus Areas, Goals, & Tactics that delineate our ideas of a plan for progress, the real work of making things happen begins. We've already completed some pre-planning and budget allocations in support of priority initiatives to help lay the foundation for transforming ideas into reality.

We've also developed an action plan that identifies the project leads, schedule, resources required, and feedback mechanisms for each of the initiatives identified in the Tactical Plan. This is where those who will be responsible for implementing the Tactics actually get involved and start the steps to deliver progress.

As time goes on, we plan to monitor and communicate progress on a regular basis through the life of the Plan. During the implementation process some lower priority initiatives may be modified or even fall to the wayside as time and resource constraints become evident.

In accomplishing our plan we are also supporting the Infrastructure Services Departmental strategic initiatives and the city's corporate strategic priorities because our plan is aligned with those important documents.

Hopefully taking the time and actions to follow through on the implementation steps will maximize the opportunities to progress toward the Water & Wastewater Services mission.



Key Focus Area # 1- Health & Safety

Tactic Number	Tactic	Action Steps	Accountability		Resources		Target Completion Date
			Project Manager	Others	Funding	Time	

Goal 1.1- Enhance current safety practice to reduce risk for all W/WW employees

1.1.1	Complete illegal entry alarm, confined space, traffic control, fall protection, hot work permits and trench rescue	New protocols in place	GC	CB			2 nd quarter 2014
1.1.2	Improve depot and facility security systems	New systems in place	BJ	BA			2 nd quarter 2014
1.1.3	Develop field audit procedures to audit compliance with recommended protocols, documentation and legislated requirements	Audit results	CS	NB			2 nd quarter 2014
1.1.4	Shoring, trench rescue, implement compliance programs for shoring and working alone. Improve near miss and incident reporting and tracking systems	New protocols in place	GC	CB			

Goal 1.2- Comply to Health and Safety Legislation

1.2.1	Assess and prioritize health and safety gaps and outsource resources to develop, implement and train employees	Improved Program in place	Section Heads				2014
1.2.2	Develop a mandatory contractor safety and orientation program for all W/WW contractors	New Program in place	Section Heads				2015
1.2.3	Use a risk management approach to prioritize health and safety program development	Safety Risk assessments in place	Section Heads				2014
1.2.4	Provide improved depot facilities for showers and lockers for all required employees	Centralized depot system in place with improved occupational health facilities	CB	NB			2014

Key Focus Area #2 - Financial Sustainability

Goal 2.1- Review and enhance asset management program

2.1.1	Complete the W/WW Master Plan	Completed W/WW Master Plan document	AB				31-Dec-14
2.1.2	Integrate condition and replacement programs into 2014 Capital Budget	2014 Capital Program	PJ				30-Sep-13
2.1.3	Review options for detailed asset management plan framework and confirm as CGS W/WW template	Complete detailed Asset Management Plan	BJ	NB			Oct-14
2.1.4	Enhance and use capital prioritization tool	Risk assessment based prioritization tool	NB	Staff Engineers			Aug-13
2.1.5	Capital priorities influenced by operational consequence/condition based indicators	Prioritized Capital list linked to Key Performance Indicators	NB	Staff Engineers			2017

Goal 2.2- Improve financial control for W/WW operational and capital expenses

2.2.1	Complete refinement of all operational accounts for the 2014 budget cycle	All accounts done	DD				30-Sep-13
2.2.2	Continue to focus efforts on non-revenue water reduction	5% reduction from April 2013	PJ	DB			31-Dec-14
2.2.3	Finalize capital project monthly status report format and procedure. Provide monthly status reports to General Manager.	Produce Monthly status reports to GM	NB	AB			Jan-14

Key Focus Area # 3- Infrastructure stability

Tactic Number	Tactic	Action Steps	Accountability		Resources		Target Completion Date
			Project Manager	Others	Funding	Time	

Goal 3.1- Define and document service levels

3.1.1	List of activities and define service levels, including resourcing plan (i.e. staff, budget)	List & plan for Distribution & Collection activities with achievable goals	CB	PJ			2014
3.1.2	Get council endorsement for service levels	achieve Council endorsement	CB	PJ			2014
3.1.3	Measure ability to comply with service levels	KPI's showing compliance with service levels	CB	PJ			2015

Goal 3.2- Enhance prevention programs to comply with environmental legislation

3.2.1	Enhance the source control program: a) Septage Receiving b) Hauled Liquid Waste c) Backflow / Cross Connection d) Staffing (succession & populating)	a) Ability to receive b) Ability to receive c) Amend Bylaw & develop program d) Redundancy/replacement ability	DB DB DB DB	MJ NB NB NB			2015 Dependent on biosolids
3.2.2	Develop and implement a W/WW efficiency plan	Reduction in water and waste water volumes	PJ				2015

Goal 3.3- Build operational resiliency (e.g. capital priorities)

3.3.1	Operational expenses: review I/I in downtown sanitary sewer system as part of sewer use bylaw review	I/I study included in 2014 capital budget review	PJ	DB			2014 capital budget
3.3.2	Continuously improve emergency management preparations (support, practice, inter-departmental)	Mitigate negative impacts to environment, citizens and infrastructure at conclusion of emergency	NB	JD			ongoing
3.3.3	Complete the As-Built project	Usable, accurate As-builts	WM				2015
3.3.4	Develop fleet renewal strategy	Report complete					2014

Goal 3.4- Support operations work programs via necessary enabling business applications

3.4.1	Complete Implement of CityWorks CMMS	Replacement of ANTERO	MJ				2014-18
3.4.2	Select & Implement Contractor & Supplier Management solution	Output Reports of Contractor / Supplier compliance	NB				2014
3.4.3	Development of SCADA master plan	Project Report	BJ				2015
3.4.4	Envista	Monitoring projects in right of way	TC	PC			2015
3.4.5	Locates Software (mobile)	System configured, installed, & active	PJ	NB			
3.4.6	Automated Vehicle Locating	All W/WW vehicles equipped	NB	Section Heads			2nd quarter 2014

Key Focus Area # 4- Communications and Marketing

Tactic Number	Tactic	Action Steps	Accountability		Resources		Target Completion Date
			Project Manager	Others	Funding	Time	

Goal 4.1- Market and promote W/WW Services

4.1.1	Develop brand strategy (e.g. new mediums); create promotional graphics on key messages; add messaging on mobile equipment / fleet (vector); retain marketing consultant to develop comprehensive report & plan.	1 video annually	CB, DB	NB, Corp Comm & Earthcare			2015
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Goal 4.2- Improve internal communication processes (e.g. Council)

4.2.1	Share good news and project updates	Media / communication bulletins	NB	Staff Engs, Section Heads			Ongoing
4.2.2	Offer to Hold W/WW Services annual open house for public, SMT, and Council	Participation rate	NB, Corp Comm & Earthcare	Staff Engs, Section Heads			2014 Ongoing

Goal 4.3- Community education and outreach

4.3.1	Improve information availability on City website	# of site visits	CB	JD			2015
4.3.2	Develop 5 education and outreach tools each year	# of new tools developed	DB, Corp Comm & Earthcare	NB / JB			2016
4.3.3	Improve Education & Outreach initiatives	Attend 3 promotional events	DB, Corp Comm & Earthcare	NB / JB			2014 -15
4.3.3	Enhance information available at 3-1-1	# of business process questions added	JD	PJ			2014
4.3.4	Develop recruitment strategy in cooperation with colleges/schools including local schools	# of recruits from colleges	CB	NB			2015

Key Focus Area # 5- Employee & Team Development

Tactic Number	Tactic	Action Steps	Accountability		Resources		Target Completion Date
			Project Manager	Others	Funding	Time	

Goal 5.1- Develop programs to improve staff accountability and commitment at both management and operational level

5.1.1	Annual reviews of all employees	Annual reviews completed for 100% of employees	Section Heads	Supervisors			Annually
5.1.2	Review opportunity for employee incentive program	Incentive program initiative reviewed	TC				Jan 2015
5.1.3	Disseminate information from monthly staff meetings to workers	Minutes of safety minutes	Section Heads	Supervisors			Monthly

Goal 5.2- Organizational culture built on pride, ownership and an entrepreneurial attitude

5.2.1	Follow-up on employee feedback survey	Follow up and implement recommendations of results	NB	Section Heads, Supervisors			Jan-14
5.2.2	Presentation/information re pride in Your Work	Leadership in Changing Times (Ian Hill) presentation - offsite management and presentations to all	WM				Fall 2013
5.2.3	Involve staff in capital project development	Meet with staff onsite and involve in design and onsite meetings	Staff Engineers				Ongoing
5.2.4	Employee recognition program (WISE)	Recognize outstanding staff with WISE awards	ALL				Ongoing
5.2.5	Review potential for Ian Hill's internet training for employees	Discuss with directors and make go/no go decision.	WM	GM, ISD Directors			Fall 2013

Goal 5.3- Review Water/Waste Water organization alignment

5.3.1	Supervisors to review opportunities for job efficiencies within section	Review done, plan developed, submit to GM/SMT for approval	Section Heads	NB			Dec-13
5.3.2	Review associated job descriptions	Review done, plan developed, submit to GM/SMT for approval	Section Heads	NB			Dec-13
5.3.2	Expand shift presence in key areas	Additional shiftwork implemented	NB	Section Heads, Supervisors			Jan-14

Goal 5.4- Expand staff training programs

5.4.1	Involve key personnel in conferences and advancement training opportunities (leadership training, conflict resolution training, etc)	additional staff & employees trained	NB				Dec-14
5.4.2	Encourage participation in talent management program (HR)	Program begins implementation (HR)	NB	HR			Dec-14
5.4.3	Expand & formalize On-the-Job-training programs	Program developed	MJ	Section Heads, NB			Dec-17

Key Focus Area # 6- Business Strategies

Tactic Number	Tactic	Action Steps	Accountability		Resources		Target Completion Date
			Project Manager	Others	Funding	Time	

Goal 6.1- Complete capital project management methodology (e.g. training, tools, software, process)

6.1.1	Document, present new capital project design and delivery using objective logic- involving stakeholders i.e. finance, W/WW, R/T, engineering (Aim- develop consistent project delivery methodology)	# of process reviews completed	BJ	Staff Engineers, NB			Schedule sessions late 2013 or 2014
6.1.2	Produce monthly project key performance indicators using dashboard format to track project progress	Review of monthly KPI delivery	AB	Staff Engineers, NB			2 nd quarter 2013
6.1.3	Obtain software to enable consistent use of methodology for project delivery		AB	BJ			After 6.1.1 & 6.1.2 are complete
6.1.4	Develop a consultants procedural manual for CGS projects	Complete manual for review and implementation	BJ	Staff Engineers			2015

Goal 6.2- Identify opportunities to develop and/or improve divisional, departmental and inter-departmental business processes

6.2.1	Develop a "Management of Change" business process and policy	Implement Change control processes	NB	JD			2014
6.2.2	Identify and prioritize business processes with greatest potential (ROI) or risk reduction benefit	Develop list for improvement	NB	Section Heads			4 th quarter 2013
6.2.3	Participate in the National Water & Wastewater Benchmarking Initiative	Active membership in program: attendance at seminars and forum	NB	Section Heads & Staff Engineers			2013-14 data cycle

Goal 6.3- Review and update bylaws

6.3.1	Inventory W/WW bylaws and prioritize list for review - identify & assign primary or lead on review	Completed, prioritized list	DB	AB			By Q1 2014
6.3.2	Complete updates and approvals for amended bylaws	Revised bylaws	DB	AB			By 2014

Goal 6.4- Expand quality management systems (e.g. ISO, DWQMS)

6.4.1	Migrate QMS focus to CGS WW and Distribution / Collection areas	New / additional elements and system in place	DB	JD			Start during 2014
6.4.2	Migrate QMS for ISD usage across the department		TC	NB, DB, JD			Start During 2014

Goal 6.5- Improve productivity and efficiencies from technological investments

6.5.1	Leverage SCADA system capability to generate process and operational efficiencies	Savings- by comparison to baseline monitoring	CS	BJ			Start During 2014
6.5.2	Leverage "mobile" applications to generate efficiencies & Prioritize implementation projects	Increased value for money	CB	PJ			Start During 2014