



Markham Distribution System  
2009 MANAGEMENT REVIEW  
ACTION ITEM LIST- SEPTEMBER 21, 2009

<b>Champion: Brenda Librecz, Peter Loukes &amp; Anna Distefano</b>		<b>Due: December 2010</b>	<b>Resolved: Yes</b>	<b>Date Resolved: November 30, 2010</b>
<b>Decision / Deficiency #3</b>	Current space for Waterworks training is to be converted to Emergency Operations Center in 2010 and this will affect the Waterworks training plan in 2010.			
<b>Action Item</b>	<ul style="list-style-type: none"> <li>Further discussion on when the EOC is scheduled to take place. Also alert WW Training Co-ordinator as this is the primary training room</li> </ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"> <li>As of November 30, 2010 Waterworks training has been scheduled and completed at 8100 Warden (lower level) and Fire is in the process (April 2010) of analysing the lower level for EOC construction</li> <li>EOC construction at 8100 Warden has already commenced and projection for completion is slated for February 28, 2011</li> <li>Phil Alexander indicated that due to budget reallocation we may have to reuse the original tables &amp; chairs for the training rooms.</li> <li>Training rooms should be ready for use by March 2011.</li> </ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>Close action item. Alternate training space identified. John Livey advised that new facility on Warden Avenue is available for interim use. Contact is either Sandra Tam or Christina Kakaflikas for bookings.</li> </ul>			



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Champion: Ernie Ting		Due: Deferred to February 2011	Resolved: No	Date Resolved: Unknown
Decision / Deficiency #5	Waterworks Project Engineer compensation level not consistent with other Town of Markham Project Engineers.			
Action Item	<ul style="list-style-type: none"><li>• Prepare report for Brenda Librecz, Commissioner to discuss and clarify that the pay scale should be consistent along with other project engineers in the Town</li></ul>			
Action(s) Taken	<ul style="list-style-type: none"><li>• Job function and responsibilities comparison with similar position in Asset Management completed.</li><li>• Request for job and salary level evaluation to be forwarded to Human Resources Jan. 2011.</li><li>• Report to Commissioner to be completed.</li></ul>			
Recommendation	<ul style="list-style-type: none"><li>• To be discussed at Corporate Top Management Resources Need meeting on Dec 7, 2010</li><li>• Deferred to February 2011 as Sharon Laing, Director of Human Resources looking into other departments also affected by Engineer pay disparity.</li><li>• Update to be provided at 2011 Management Review</li></ul>			

Champion: Peter Loukes		Due: Deferred to April 2012	Resolved: No	Date Resolved: Unknown
<b>Decision / Deficiency #6</b>	Current water rate does not align with Budget			
<b>Action Item</b>	<ul style="list-style-type: none"> <li>• Create report to show Council that the rate change will benefit the Town</li> <li>• Briefing note to be created regarding the working group, detailing what the team is about and who are the members for the Commissioner</li> <li>• Create Terms-of-Reference, why this is beneficial</li> <li>• Investigate what the other municipalities are doing and what their practices are</li> </ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"> <li>• Team established – Noris Dela Cruz (Waterworks ) and Raymond Law (Finance)</li> <li>• Water &amp; sewer rate data has been acquired from over 35 other Canadian municipalities</li> <li>• Data collection started, consultant retained to advise with project plan, targeting 2012 for implementation taking into acct water conservation</li> <li>• Brenda suggested that it be an inter-commission initiative for variable rate &amp; fixed rate balance re water conservation</li> </ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>• Carry over item from 2008 Management Review action item #9</li> <li>• Connect the Water Rate to the Asset Management Storm Rate Review</li> <li>• Progress update will be provided in the next 2011 Management Review</li> </ul>			



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<b>Champion: Ernie Ting</b>		<b>Due: June 2011</b>	<b>Resolved: No</b>	<b>Date Resolved: Unknown</b>
<b>Decision / Deficiency #8</b>	Lack of resource regarding contract preparation, centralization and management.			
<b>Action Item</b>	<ul style="list-style-type: none"><li>• Survey sent to 17 municipalities and regions with more than 20 questions asked</li><li>• Create report with recommendations detailing findings of survey sent to other municipalities</li></ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"><li>• 20+ Question Survey of 17 municipalities and regions completed. Difficult to quantify due to differences in how municipalities of various sizes handle their projects / contracts</li><li>• Survey indicated no consistent departmental approach and set-up for planning, design and contract management between same size municipalities or cities.</li><li>• Waterworks centralization of contracts preparation and management deferred.</li></ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"><li>• Carry over item from 2008 Management Review action item# 7</li><li>• Report not completed and deferred to June 2011. Further study of workload and need for resources needs required to determine impact and actual need for centralization.</li><li>• Peter Loukes to provide Waterworks with Operations model as potential interim solution</li></ul>			



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Champion: Jerry Klaus, Peter Loukes		Due: Deferred to 2011	Resolved: No	Date Resolved: Unknown
<b>Decision / Deficiency #9</b>	Waterworks Financial Analyst position was approved and cancelled during hiring process. Business Analyst is still necessary for Waterworks.			
<b>Action Item</b>	<ul style="list-style-type: none"><li>• Carry over item from 2008 Management Review action item #14</li><li>• Document this to make Finance Dept. aware of the lack of financial support</li><li>• Position to be called Business Analyst, rework the way it is requested and presented</li></ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"><li>• New business case will be developed for the Business Analyst position which is still necessary and required</li><li>• Brenda would like joint-recommendation</li><li>• Position has been requested in the 2011 Operating Budget</li></ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"><li>• Carry over item from 2008 Management Review action item #14</li><li>• To be discussed at the Corporate Top Management Resources Need meeting on Dec 7, 2010 and further action to be determined as result of meeting</li></ul>			

<b>Champion: Brenda Librecz, Peter Loukes, Jerry Klaus</b>		<b>Due: May 2010</b>	<b>Resolved: Yes</b>	<b>Date Resolved: November 30, 2010</b>
<b>Decision / Deficiency #10</b>	Unclear about what services and the corresponding service levels other Town departments are to provide to Waterworks but annual funding has been allocated to fund other Town departments.			
<b>Action Item</b>	<ul style="list-style-type: none"> <li>• Carry over item from 2008 Management Review action item #15</li> <li>• Waterworks to provide an update about Waterworks service needs and service levels from other Town's departments</li> <li>• Commissioner to engage discussion with other Commissioners on establishing service level agreements</li> </ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"> <li>• Service Level Agreement finalized with ITS and one section of Asset Management in 2010</li> <li>• Finance, HR, Legal are other departments targeted for additional agreements</li> <li>• Proposed further SLA's to be executed with Engineering, Operations and Finance in 2011</li> </ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>• Close Action Item 10 carried forward from September 2009 – and create new Action Item 1 (November 30, 2010) in order to complete Service Level Agreements with other Town departments due December 2011.</li> </ul>			

<b>Champion: Karen Dennison</b>		<b>Due:</b> <b>Stage 1 - May 2010</b> <b>Stage 2 - December 2011</b>	<b>Resolved: Partial</b> <b>Resolved: No</b>	<b>Date Resolved: Unknown</b> <b>Date Resolved: Unknown</b>
<b>Decision / Deficiency #11</b>	Benchmark other municipalities for water loss/balance, leakage index.			
<b>Action Item</b>	<ul style="list-style-type: none"> <li>Determine the average across the board</li> <li>Stage One – Gather data from other municipalities regarding water loss/balance, leakage index. Create report to educate.</li> <li>Stage Two – Fill in data</li> </ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"> <li>Data has been gathered from other municipalities (National Benchmarking records) regarding leakage index, and water loss</li> <li>Target 2011 to undertake audit</li> <li>System Engineering created a presentation entitled “Water Use Management” for the June 7, 2010 General Committee meeting. The report was not tabled but remains a useful source of information/education</li> </ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>In 2011 estimates will be obtained of the various water use components throughout Markham. A better estimation of water loss will be determined and a calculation of the I&amp;I metric for benchmarking. Water leakage will be proactively investigated. A staff resource is required.</li> <li>Pressure management for leakage control will be implemented and tested in DMA pilot area 2 in 2011</li> <li>Additional updates to be provided at 2011 Management Review</li> </ul>			

Champion: Noris Dela Cruz		Due: January 2011	Resolved: Partial	Date Resolved: Unknown
<b>Decision / Deficiency #1</b>	Expand customer satisfaction survey and involve the Contact Centre.			
<b>Action Item</b>	<ul style="list-style-type: none"> <li>❖ Implementation plan by end of June 2010</li> <li>❖ Data analysis &amp; report on results by Fall 2010</li> <li>❖ Ensure survey cards are given out by operators during emergencies, including SOPs, work instructions</li> </ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"> <li>❖ Standardized all Waterworks customer satisfaction survey questionnaires</li> <li>❖ Incorporated recommendations from Dennis Flaherty (Corporate Communication) and Rick Dominico</li> <li>❖ Included input from Warren Rupnarain to ensure survey forms are compliant with Accessible Customer Service policy/regulation</li> <li>❖ Allocated resources to conduct telephone customer survey for paid services</li> <li>❖ Customized Hansen to capture results for all Customer Satisfaction Survey</li> <li>❖ Developed reports to summarize survey results</li> </ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>❖ New process to be implemented in Jan 2011 and update to be provided at 2011 Management Review</li> </ul>			



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ACTION ITEM LIST- APRIL 22, 2010

<b>Champion: Ernie Ting</b>		<b>Due: Spring 2011</b>	<b>Resolved: Partial</b>	<b>Date Resolved: Unknown</b>
<b>Decision / Deficiency #5</b>	Additional resource needs to manage infrastructure capital projects			
<b>Action Item</b>	<ul style="list-style-type: none"><li>❖ Request to convert contract inspector to permanent position to ensure continuance of good trained personnel and reduce risks and liabilities.</li><li>❖ Optimum internal administration of external consulting services contracts per staff needs to be established and approved.</li></ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"><li>❖ Request made to Corporate Top Management</li></ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"><li>❖ To be discussed at Corporate Top Management Resources Need meeting on Dec 7, 2010</li><li>❖ Progress update to be provided at next 2011 Management Review.</li></ul>			

Champion: Anna Distefano		Due: December 2010	Resolved: Yes	Date resolved: November 30, 2010
<b>Decision / Deficiency #6</b>	To accelerate the five years mock exercise plan, as John Livey suggested it is always impossible to have complete preparedness for emergency and therefore Waterworks should roll out the physical mock exercise as soon as possible.			
<b>Action Item</b>	<ul style="list-style-type: none"> <li>❖ To discuss with the Town's new Emergency Management Coordinator (Sonia Singh) about coordinating this mock exercise</li> <li>❖ Suggest to include a water issue in the Town's mock exercises</li> <li>❖ Review the current five year mock exercise plan, and adjust if possible</li> </ul>			
<b>Action(s) Taken</b>	<ul style="list-style-type: none"> <li>❖ Canadian Emergency Management College (CEMC) course provided greater understanding of planning training and mock exercises, resulting in future development of better training material and increased co-operation / linkage with other departments for EOC exercises.</li> <li>❖ Meeting with Sonia Singh determined that prior to rolling out an EOC exercise specific to water the following are integral for success: <ul style="list-style-type: none"> <li>- current training in place must first build participants' knowledge and awareness of emergency management.</li> <li>- training information and methodology must be communicated consistently.</li> </ul> </li> <li>❖ An emergency mock exercise could be incorporated specific to water and lead by the EOC in the near future.</li> </ul>			
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>❖ Close action item as Mock Exercise for Waterworks has taken place for 2010. Anna will sit in on Townwide Mock session December 1, 2010 to observe and gain ideas for next Waterworks exercise in 2011.</li> </ul>			