

Municipality of Lakeshore – Report to Council

Chief Administrative Officer



To: Mayor & Members of Council
From: Truper McBride, Chief Administrative Officer
Date: December 6, 2021
Subject: 2021 Organizational Accomplishments

Recommendation

This report is for information only.

Background

Every year, Administration brings forward this report to highlight and celebrate achievements that staff are particularly proud of and wanted to showcase to Council.

Lakeshore staff are proud to serve the people of Lakeshore and play a large role in making our communities great places to live, work, and play.

Below are the highlights as brought forward by staff.

Comments

This annual report documents the many projects and initiatives completed in 2021 as directed and supported by Council through the 2021 Budget, Strategic Plan, master plans and studies.

The primary purpose of the Chief Administrative Officer is to ensure Council's priorities, goals and objectives are efficiently and effectively carried out. Some of the key accomplishments and initiatives achieved this year include:

CAO's Office

- Recognition of 74 employees that reached service milestones from 10 – 50 years through the 2021 Long Term Service Awards
- Organizational Review
- Migration to Office 365
- Development of a full Disaster Recovery and Mitigation Strategy

- Interim Backup program in place to mitigate risks of future data loss

Strategic and Legal Affairs

Workforce Development

- Ratification of the IBEW full time agreement
- Salary review for non-union employees
- COVID program improvements
- Wage subsidies of up to \$125,000 for students and training subsidies for new hires
- 80 recruitments including students (only half the normal amount hired due to COVID-19)
- Partial implementation of a new HR system.
- Recipient of the Healthy Workplace Award
- Developing an organizational Culture Strategy to act as our vision and beacon as we continue to tackle and shift our culture, becoming an employer of choice in Ontario.

Civic Affairs

- 10 Technical Advisory Synergy Team meetings
- 6 Police Services Board meetings
- 2 Inter-municipal Committee meetings (hosted by Lakeshore)
- 2 Dog Pound Committee meetings
- Reviewed 10 policies with the Public Review Committee (PRC).
- Commenced training/transition of Committee meetings in Escribe software

Fire Division

- Increased interaction with the public for other call types since fire related responses are down significantly.
- Replacement of the Assistant Deputy Fire Chief and recruitment of an additional full time Fire Inspector has provided additional resources towards the ongoing fire services customer needs.
- Development and completion of both theory and practical High-Rise Training for Stations 1, 2, and 3.
- 12 Firefighters and 10 Officers completed provincial theory and practical testing towards North American recognized certification.
- Recipient of the 2021 Safe Community Project Zero Campaign in which the municipality received 216 combination smoke/CO alarms through the Fire Marshal's Public Fire Safety Council in partnership with Enbridge.
- Fire Prevention Officers have conducted 295 inspections resulting in a total of 425 site visits to commercial, multi-unit residential, industrial, and vulnerable sites (including care facilities and schools). Identified and corrected 725 Ontario Fire Code contraventions which protected 23,000 occupants.

- 520-525 emergency responses for 2021. This is consistent with pre-pandemic numbers.
- Fire Prevention Week focused heavily through social media which was complimented with a school tour/parade with all five stations represented. Firefighters attended 10 primary schools in the municipality and socially distanced visits with children in grades JK – 3.
- New Record Management System (RMS) for the Fire Division.

Finance

- Working towards implementing a new Financial Accounting System. The new system automates the purchasing process, payables, and reoccurring billings.
- Council approved investment policy.
- Launch of purchasing cards, and work completed on vendor performance modules and vendor feedback processes.

Growth and Sustainability

Community Services

- The Atlas Tube Recreation Centre (ATRC) was the host site for the inaugural “Artists in Season” Art Exhibition hosted by the Lakeshore Art Community organization, featuring 12 local artist displays.
- Renaming of the Atlas Tube Recreation Centre, with the addition of a 120ft x 6ft fully LED sign located on the south side of the complex, and refurbishment of the 36ft by 8ft sign on the east side of the complex.
- Successfully implemented seamless access to the ATRC for visitors amid ever changing COVID related restrictions and regulations.
- Lakeshore outdoor tennis/pickleball court keys sales increased by 25% in 2021 from the previous season.
- Awarded grants to honour, support and promote working artists during the COVID-19 pandemic.
- Recruitment of the Team Leader Public Service Unit. The new unit will be dedicated to delivering great service, providing information, taking payments, and driving issue resolution on complaints.

Building and Bylaw

- Modernized and streamlined building approval process through digitization (paperless permit application and issuance, online payment, electronic plan review, etc.)
- Successfully issued 970 permits (13% increase from 2020) 6,917 inspections have been conducted.

- Effectively administered a successful year despite significant external and internal challenges related to the global pandemic; sanitary capacity limitations; flooding/storm events; and new staffing.

Economic Development and Mobility

- Mobility Feasibility Study acceptance by Council – moves the municipality towards a more inclusive and mobile community.
- Strategic planning and department launch – developed internal and external strategy for the successful launch of a new division.
- Committee Leadership – led or participated in 8 internal and external committees related to municipal or regional economic development and mobility initiatives.
- Regional Energy Plan approved in principle.

Community Planning

- Received and worked on 283 *Planning Act* applications in 2021.
- Increase in department staff through recruitment of vacant positions and GIS staff. This will assist in meeting the growing demands of the municipality.
- Council approval of the Official Plan.

Operations

Overall Department

- Promote Wellness in the department – issued 11 employee recognitions/shout outs through 2021. Staff were recognized for their contributions beyond daily tasks.
- Increased communication and shared information – held 4 staff meetings virtually.

Water Management

- Implementation of Cityworks, a work order program. Water Operators use tablets in the field to review and create work orders.
- Water Treatment Operators are the first in Essex County to use Eris Electronic logbooks to create accurate flow of information for the two water treatment plants
- Fully implemented a program called Dig Smart to create and send locate requests to Ontario One Call. This improved response time for locate requests.
- Completed smoke testing and recommended repairs in Comber, gaining 15% capacity in the Comber lagoons.

Public Works – Roads, Parks and Facilities

- Improved the Lifecycle Asphalt Road Resurfacing Program with proper geotechnical support and the addition of Fort-a-fiber to the asphalt on St. Mary's Road and Oriole Park Drive.
- Introduced the use of new dolomite maintenance stone for increased level of service on gravel roadways.
- Replacement and widening of the Browns Creek Bridge on Walls Road and the completion of the west to east connectivity on Walls Road from Manning Rd. to West Belle River Rd.
- Expansion of the winter lights program to the communities of Woodslee, Comber, Stoney Point, Lighthouse Cove and St. Joachim.
- Launched a Tree Planting Pilot Project, planting over 200 trees in various locations of the municipality including new developments and surrounding Seasons of the Creek Stormwater Management Facility.
- Rejuvenated Lakeview Park to improve all landscaping and gardens. Lakeview Park has also been enhanced by the completion of the Lakeview Park Wetland project (under the Swim Drink Fish Grant) including placement of final signage.
- Extensive upgrades and maintenance to the ball diamonds which met with positive feedback from the user groups.
- Parks staff assisted with the COVID Cohort Plan, relocating staff to various facilities multiple times throughout the year.
- Park washrooms were cleaned twice a day to maintain a high level of cleanliness.
- Commencement and substantial completion of the Mill St. project which included drainage improvements and roadway upgrades to urban cross section.
- Council awarded the contract for the Denis St. Pierre Treatment Plant Expansion. Construction began in November with the official groundbreaking ceremony November 30th.
- Commenced watermain replacement and road reconstruction for Railway Avenue mid-November.
- River Ridge Park Improvement Project is underway and is expected to be completed in the summer of 2022.

Engineering & Infrastructure

- The Flood Mitigation and Protection Framework (FMPF) was implemented to assist with management of storm events and mitigating flooding concerns.
- Division staff have been successfully monitoring over 50 municipal consent permits for new fibre builds and connectivity projects in existing developments throughout the municipality.
- Collaboration and coordination internally and externally on sanitary capacity constraints within the Denis St. Pierre Sewage Treatment Plant boundaries.

Conclusion

The pandemic has provided us with the opportunity to rethink how we do business. It has allowed us to take advantage of technology through electronic meetings and to work remotely.

As we come to the end of this year, Administration would like to thank Council for all the leadership and support they have provided. The Corporate Leadership Team would also like to thank the Leadership Team and support staff for their continued commitment to public service, our residents, and our communities.

Financial Impacts

There are no financial impacts as a result of this report.

Report Approval Details

Document Title:	2021 Organizational Accomplishments.docx
Attachments:	
Final Approval Date:	Dec 7, 2021

This report and all of its attachments were approved and signed as outlined below:

Justin Rousseau

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