CITY OF STRATFORD

2015 ANNUAL REPORT

INFRASTRUCTURE AND DEVELOPMENT SERVICES
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Message from the Director

The Infrastructure and Development Services Department is proud to provide the residents, businesses, and visitors the services that they use on a daily basis to live, work and play in this great City. Day in and day out we supply clean water, treat sanitary sewage, collect waste and recycling, maintain roads, plan for the future and ensure buildings are maintained and constructed properly.

The past year saw a significant change in the members of the team, as a result of the retirements of a number of long serving employees. A total of 7 new employees joined the team. As well, Council approved the addition of a Fleet Supervisor and Planner that will be brought onboard in 2016.

As part of our commitment to strengthening the quality of life in our community, the Infrastructure and Development Services Department works on numerous projects each year to maintain, plan, and improve upon the services we provide. This report highlights some of the key activities we completed in 2015.

We cannot achieve our commitment without hearing from our customers. By listening to the residents, businesses, and visitors we are able to adjust our services to meet their expectations. We encourage all of our customers to continue to help us to enhance the services we provide by giving us regular feedback. If we have fallen short, we need to hear from you. We also want to hear from you on the things we have done well. Please feel free to contact me at edujovic@stratfordcanada.ca or 519-271-0250 extension 224.

We look forward to 2016 and continuing to provide the services to make Stratford the best City to live, work, and play.

Ed Dujlovic, P. Eng.
Director of Infrastructure and Development Services

March 18, 2016
Department Overview

Infrastructure and Development Services provides a wide range of services that are used on a daily basis to the residents, businesses and visitors of Stratford. The workforce, in excess 80 employees and contractors, provide the following core services:

Engineering

- Coordination and Execution of City Capital Projects
- Project Management
- Asset Management
- Construction Inspection
- Management of Traffic Control System
- Site Survey
- Development Review

Public Works

- Winter Maintenance
- Production and Maintenance of Traffic Signs
- Roadway Marking
- Street Sweeping
- Waste Collection – contract
- Landfill Operations
- Recycling – contract
- Animal Control – contract
- Storm System Maintenance
- Fleet
- Street Lights – contract

Environmental Services

- Maintain the Water Distribution System
- Maintain the Wastewater Collection System
- Manage the Water Pollution Control Plant - contract
Development Services

- Develops and Administer the City’s Official Plan and Zoning By-law
- Approvals for Development - subdivisions, condominiums and site plans, including agreements
- Administers and Supports Committee of Adjustment (minor variances and consents)
- Process Permits for building, demolition, signs and plumbing as per the Ontario Building Code
- Management of a number of City Buildings
- Enforce a number of Municipal By-laws – property standards, lot maintenance, cross connection
Engineering

Capital Projects

Project: Mornington Street Sidewalk and Culvert Extension

Budget: $300,000

Project Description: The project involved the extension of the existing culvert over the Iddington Creek on Mornington Street to allow for the extension of sidewalk, which was partially funded by local improvement charges, on the east side of Mornington. The project allowed for the completion of the missing link of sidewalk.
Project: Matilda Street Reconstruction

Budget: $710,000

Project Description: The project consisted of complete road reconstruction with curb and gutter, spot sanitary repair, replacement of existing watermain and new storm sewer on Matilda Street from Galt Road to the Roadhouse Drain. A portion of the project was funded through local improvement charges. Outstanding work to be completed is top course asphalt and landscaping.
Project: 2015 Road Resurfacing Program

Budget: $595,000

Project Description: The City's annual road resurfacing program included milling, base repair and paving, tar and chip seal on sections of Graff Avenue, Taylor Street, Nile Street, Ontario Street, West Gore Street, Huron Street, Guelph Street, T.J. Dolan Drive, and McLagan Drive.

Ontario Street – mill and repave the edges

Graff Avenue – spot base and curb repair with complete repaving of the road from McCarthy to Dixon
Project: Dufferin Street Road Reconstruction

Budget: $356,000

Project Description: Complete road reconstruction from Oak Street to Walnut Street. Project included the replacement of the existing watermain, sanitary and storm sewer. Top course asphalt to be completed in 2016.
Project: St. Andrew Street Road Widening

Budget: $260,000

Project Description: Widening of St. Andrew Street from Church Street to Birmingham Street to allow for angled on street parking. This increased the available on street parking from 11 to 20 spaces. The additional spaces were needed to accommodate the Library, Courthouse and County offices. In addition to the road works, the existing watermain was replaced. Top course asphalt to be completed in 2016.
Project: Easson St. Watermain Replacement

Budget: $600,000

Project Description: The project included the replacement of the 100 mm cast iron watermain with a new 150 mm PVC watermain for Easson Street from St. Vincent Street South to Birmingham Street. The project was carried out as 61.0 m of watermain froze in 2015 as it had been installed at a sub-standard depth. The project required the reconstruction of Easson Street and as per City policy, sidewalk was only restored on the north side of the street. Top course asphalt is to be installed in 2016.

Other Capital Projects

- Sidewalk/Curb and Gutter Repair
- Traffic Signal Cabinet Upgrades
- C.H. Meier Emergency Storm Outlet Repair
- Tom Patterson Bridge Rehabilitation
- Waldie Drain Sanitary Trunk Sewer Emergency Repair
Public Works

Roads

Roads is responsible for the summer and winter maintenance of over $550 million in Corporate assets. This includes the road network, sidewalks, signs, storm system, and street lighting. The following table illustrates several examples of typical activities undertaken in 2015.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lane Kilometres Swept</td>
<td>5,936 km</td>
</tr>
<tr>
<td>Road Lines Painted</td>
<td>330 km</td>
</tr>
<tr>
<td>Winter Maintenance Occurrences</td>
<td>34 All met minimum maintenance standard</td>
</tr>
<tr>
<td>Road Side Grass Cutting</td>
<td>60 km</td>
</tr>
<tr>
<td>Road Inspections</td>
<td>700 plus</td>
</tr>
<tr>
<td>Pothole Repair – hand placed asphalt</td>
<td>1,500 person hours/285 tonnes</td>
</tr>
<tr>
<td>Sidewalk Inspection</td>
<td>216 km</td>
</tr>
</tbody>
</table>

Snow Removal Operations
Waste Management

The City has an Environmental Compliance Approval to operate a 40 ha landfilling site located on the northeast corner of the intersection Romeo Street South and Lorne Avenue East. The categories of waste are domestic, commercial and non-hazardous solid industrial waste, demolition materials, street sweepings, non-hazardous solid waste, and sewage sludge from the City of Stratford Water Pollution Control Plant. The landfill site is operated by the City and is open 5.5 days a week. The landfill has a life expectancy of 20 years based on current landfill volumes.

Summary of Waste Landfilled in 2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>28%</td>
</tr>
<tr>
<td>Commercial</td>
<td>22%</td>
</tr>
<tr>
<td>Construction</td>
<td>9%</td>
</tr>
<tr>
<td>Contaminated Material</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total tonnage of material landfilled 20,958.6

2015 Landfilled Material vs. Diverted Material

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landfilled Material</td>
<td>62%</td>
</tr>
<tr>
<td>IC&amp;I Diversion</td>
<td>26%</td>
</tr>
<tr>
<td>Landfill Diversion Programs</td>
<td>9%</td>
</tr>
</tbody>
</table>

Total tonnage of material diverted 13,051.2

Both the recycling and waste collections are contracted out. They are multi-year contracts and both are set to expire June 30th, 2019. The contracts have a fuel adjustment provision, which provided the City with a credit of approximately $10,000 in 2015, due to the drop in fuel prices.
Environmental Services

In 2015, water and wastewater operations were combined to form Environmental Services. Environmental Services are accountable for the safe and efficient operation and maintenance of the City’s water distribution and sanitary sewer collection system.

Water

The City operates and maintains 2 elevated towers, 7,500 m³ reservoir, 11 wells with 6 pumping stations, over 11,500 services, 887 fire hydrants and approximately 184 km of watermain. In order to ensure the safety of the drinking water, over 53,000 tests were conducted. For 2015, there were no water advisories to report.

The year started off with a flurry of activity due to unseasonably cold temperatures. This resulted in City water personal responding to 222 frozen water services, a frozen watermain and 26 watermain breaks in the first 3 months of the year.

The major project completed in 2015 was the recoating of the Forman Avenue elevated tower. The project required the removal of both the interior and exterior coatings with application of new coating for same. The water tower was not in service for 2 months while the work was carried out. Originally, only spot repair was to be carried out on the interior surface; however, the existing surface was such that it all had to be replaced. The original budget to carry out the initial project, spot repair the interior, and new exterior coating was $600,000. The expanded project was completed at a cost of $626,494.
The following table provides statistics for the last 3 years.

<table>
<thead>
<tr>
<th>Item</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watermain Breaks</td>
<td>29</td>
<td>43</td>
<td>39</td>
</tr>
<tr>
<td>Frozen Services</td>
<td>2</td>
<td>200</td>
<td>222</td>
</tr>
<tr>
<td>Request for Service</td>
<td>42</td>
<td>52</td>
<td>72</td>
</tr>
<tr>
<td>Meter Change Outs</td>
<td>223</td>
<td>140</td>
<td>244</td>
</tr>
</tbody>
</table>

Wastewater

The wastewater system consists of approximately 160 km of sanitary sewer, 11 sanitary pumping stations and a water pollution control plant (WPCP). The collection system and pumping stations are maintained by City staff and the operation of the WPCP is contracted out to the Ontario Clean Water Agency (OCWA).
The WPCP, located at 701 West Gore Street, is rated to treat 30,660 m$^3$/day and in 2015, the total flow treated was 6,377,923 m$^3$. That works out to an average daily flow of 17,403 m$^3$/day, which is 48.1% of its rated design capacity. The WPCP has been operated, since it opened in 1959, by the Province through the Ministry of the Environment and now OCWA. The current operating agreement is set to expire at the end of 2016. The last major capital improvements carried out on the plant were in 2004.
Development Services

Development Services is comprised of 3 sections Planning, Building and By-law Enforcement.

Planning

Planning is accountable for developing and administering the City’s Official Plan and Zoning By-law. In addition, it reviews, provides comments and recommendations for all development proposals, as well minor variances and consents. Major accomplishments for 2015 include the submission of the Official Plan Update to the Province for approval and the start of the Zoning By-law review. Also in 2015, as background information for the Comprehensive Zoning By-law Review, a land use survey of all properties within the municipality was undertaken.

A considerable amount of staff resources were directed to processing applications.

<table>
<thead>
<tr>
<th>Application Type</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Official Plan Amendment</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Zone Change</td>
<td>8</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Site Plan</td>
<td>19</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Draft Plan of Subdivision Approval</td>
<td>2</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Plan of Subdivision Final Approval</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Minor Variance</td>
<td>31</td>
<td>25</td>
<td>33</td>
</tr>
<tr>
<td>Consent</td>
<td>18</td>
<td>9</td>
<td>21</td>
</tr>
<tr>
<td>OMB Hearings (prepared for)</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

Building Services

Building is responsible for issuing permits under the authority of the Ontario Building Code. In addition, they manage a number of City buildings including City Hall, Justice Building and City Annex.

<table>
<thead>
<tr>
<th>Activity</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Building Permits Issued</td>
<td>599</td>
<td>438</td>
<td>570</td>
<td>591</td>
</tr>
<tr>
<td>Residential Units - New</td>
<td>74</td>
<td>40</td>
<td>111</td>
<td>103</td>
</tr>
<tr>
<td>Total Construction Value</td>
<td>$62,680,128</td>
<td>$57,349,856</td>
<td>$58,764,662</td>
<td>$80,626,887</td>
</tr>
</tbody>
</table>
Two significant projects carried out by Building were removing loose roof debris and erecting a fence around the Cooper Site and overseeing the emergency repairs to the elevator at the Justice Building. The elevator was out of service for several months while awaiting custom fabricated parts. The cost for the emergency work, including security while it was under repair, was approximately $74,000.00. Building staff also coordinated the installation of the new ramp at the Library and replacement of 5 HVAC units at Anne Hathaway Day Care.

By-law Enforcement

By-law fielded 904 requests for enforcement which resulted in 204 orders being issued.

Staff responded and investigated 191 property standards and or lot maintenance complaints, which resulted in $17,135.53 worth of work being invoiced to property owners for work completed. Some of the more significant works included:

- Repairs to decking and railings for nine (9) balconies;
- Masonry work to the exterior of a dwelling to ensure structural adequacy;
- Porch guarding and exterior walls installed on a dwelling; and
- Plumbing repairs to supply water to tenants who had been living without proper water.

Staff undertook an internal audit of the City’s Cross Connection Control Program. This review identified facilities originally missed when the program was established, incorrect risk assessments and annual testing was not being undertaken by facilities. Thirty-one full cross connection reviews were conducted which resulted in 14 plumbing permits being required.

A Property Standards hearing was held in November and the Property Standards Committee upheld the order.
Outlook for 2016

There are a number of projects and initiatives for Infrastructure and Development Services in 2016. The highlights include:

- Approval of Official Plan Amendment 21 by the Ministry of Municipal Affairs and Housing
- Completion of the Zoning By-law Update by September 2016
- Completion of the Romeo Street North Culvert Extension and Sidewalk Installation
- Completion of the Watermain and Multi-Use Trail on Lorne Avenue and O'Loane Avenue
- Review of the Existing Operating Agreement for the WPCP and Evaluation of Additional Operating Options
- Undertake a Waste Management Rate Study
- Replacement of the Clarifiers at the WPCP
- Market Square Redevelopment