



**The Corporation of the City of Stratford
Community Services Committee
Open Session
AGENDA**

Date: Monday, January 22, 2018

Time: 7:30 P.M.

Location: Council Chamber, City Hall

Committee Present: Councillor Beatty - Chair Presiding, Councillor Bunting - Vice Chair, Mayor Mathieson, Councillor Brown, Councillor Clifford, Councillor Henderson, Councillor Ingram, Councillor Mark, Councillor McManus, Councillor Ritsma, Councillor Vassilakos

Staff Present: Rob Horne - Chief Administrative Officer, Joan Thomson - City Clerk, Ed Dujlovic - Director of Infrastructure and Development Services, David St. Louis - Director of Community Services, Carole Desmeules - Director of Social Services, John Paradis - Fire Chief, Tatiana Dafoe - Deputy Clerk

Pages

1. Call to Order

The Chair to call the Meeting to Order.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

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3. Sub-committee Minutes

1 - 3

Sub-committee minutes are attached for background regarding the discussion held at the January 11, 2018 Sub-committee meeting.

4. Delegations

None scheduled.

5. Report of the Director of Community Services

5.1 Festival Parking Lot Agreement Renewal (COM18-001)

4 - 5

Staff Recommendation: THAT the City renew the agreement with the Stratford Festival for a further three-year term for use of lands as a parking lot.

Motion by _____

Sub-committee Recommendation: THAT the City renew the agreement with the Stratford Festival for a further three-year term for use of lands as a parking lot.

6. Report of the Manager of Transit

6.1 Review of Stratford Transit Staffing Levels and Responsibilities (COM18-002)

6 - 12

Motion by _____

Staff Recommendation: THAT the update Report COM18-002 on Stratford Transit be received for information.

7. Advisory Committee/Outside Board Minutes

There are no Advisory Committee/Outside Board minutes to be provided to Committee at this time.

8. Adjournment

Meeting Start Time:

Meeting End Time :

Motion by _____

Committee Decision: THAT the Community Services Committee meeting adjourn.



The Corporation of the City of Stratford
Community Services Sub-committee
MINUTES

Date: January 11, 2018
 Time: 4:45 P.M.
 Location: Council Chamber, City Hall

Sub-committee Present: Councillor Beatty - Chair Presiding, Councillor Bunting - Vice Chair, Councillor Ingram, Councillor Ritsma

Regrets: Councillor Mark

Staff Present: David St. Louis - Director of Community Services, Joan Thomson - City Clerk, Mike Beitz - Corporate Communications Lead, Danielle Clayton - Recording Secretary

Also present: Member of the public

1. Call to Order

The Chair called the Meeting to Order

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

None declared at the January 11, 2018 sub-committee meeting.

3. Delegations

None scheduled

4. Report of the Director of Community Services

4.1 Festival Parking Lot Agreement Renewal (COM18-001)

Staff Recommendation: THAT the City renew the agreement with the Stratford Festival for a further three-year term for use of lands as a parking lot.

Sub-committee Discussion: The Director of Community Services reviewed the management report and noted the financial impact.

In response to Sub-committee questioning, the Director of Community Services stated that there will not be enough money in the reserve at the end of the term to fully resurface the parking lot. He noted that there are ways to preserve the life of the asphalt.

Motion by Councillor Bunting

Sub-committee Recommendation: THAT the City renew the agreement with the Stratford Festival for a further three-year term for use of lands as a parking lot.

Carried

5. Advisory Committee/Outside Board Minutes

There were no Advisory Committee/Outside Board minutes provided.

6. Next Sub-committee Meeting

The next Community Services Sub-committee meeting is February 15, 2018 at 4:45 p.m. in the Council Chamber, City Hall.

7. Adjournment

Motion by Councillor Ingram

Sub-committee Decision: THAT the Community Services Sub-committee meeting adjourn.

Meeting Start Time: 4:46 p.m.

Meeting End Time: 4:49 p.m.

Carried



MANAGEMENT REPORT

Date: December 13, 2017
To: Community Services Sub-committee
From: David St. Louis, Director
Report#: COM18-001
Attachments: None

Title: Festival Parking Lot Agreement Renewal

Objective: To consider renewing the agreement with the Stratford Festival for use of lands on Lakeside Drive as a parking lot.

Background: The Festival continues to use the lands at the corner of Lakeside Dr. and Queen St. for their parking lot. They have advised that they would like to renew the agreement and agree with an increase in fees similar to previous years.

Analysis: This agreement has been in place since 1985 and includes the following:

- Parking lot to be used during the day/evening only – no overnight parking
- Stratford Festival is responsible for all maintenance and repair costs such as lining and general cleaning of the parking lot
- Stratford Festival to provide proof of commercial general liability insurance of not less than \$5 million

The agreement has been reviewed by the City Solicitor.

Financial Impact: Yearly rental amount would be as follows:

2018 - \$17,200
 2019 - \$17,550
 2020 - \$17,910

Plus the following which is placed in reserves to be used for future resurfacing of the parking lot:

2018 - \$6,870

2019 - \$7,000
2020 - \$7,130

This represents a 2% increase in rental fee from previous agreement.

Staff Recommendation: THAT the City renew the agreement with the Stratford Festival for a further three-year term for use of lands as a parking lot.

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David St. Louis, Director

A handwritten signature in black ink, appearing to read "Rob Horne".

Rob Horne, Chief Administrative Officer



MANAGEMENT REPORT

Date: January 18, 2018
To: Community Services Committee
From: Michael Mousley, Manager of Transit
Report#: COM18-002
Attachments: None

Title: Stratford Transit Update

Objective: To provide Council with information related to Stratford Transit staffing, responsibilities and achievements.

Background: At the November 14, 2017 Council meeting the following motion was made:

THAT a review of Stratford Transit staffing levels, roles and responsibilities be undertaken with a report being presented to Council prior to January 31, 2018 and that the report also include any significant projects with the amount of staff time spent on each project and any significant issues that have required staff time during 2016/2017.

The City of Stratford took over responsibility of Transit from the Public Utility Commission in 2000. Coming over from the PUC was one Transit Manager and one Transit Supervisor, along with 16 full-time drivers, five part-time drivers and five garage staff (mechanics and maintenance staff).

At the same time the City entered into an agreement for the operation of Parallel Transit that were previously run by a separate agency. Para Transit also had their own Supervisor along with one dispatch operator, two full-time drivers and four part-time drivers.

When the Parallel Transit Supervisor, Transit Manager and Transit Supervisor positions became vacant in 2008/2009, the responsibility of both positions was given to the Cemetery Manager, including Parallel Transit, until February 2015 when a new Transit Manager was hired.

Analysis:

A. Transit Achievements & Improvements

The following are a list of achievements, transit improvements and projects that have required the Transit Manager's time over the last two years:

- Implemented new style/colour of uniforms
- Extended and scheduled Mobility hours, same service as conventional transit (AODA requirement)
- Created a new rotating part-time schedule for parallel transit
- Created a new rotating part-time schedule for conventional transit
- Replaced analog two-way radios with digital radios in entire fleet
- Moved buses from City Hall to George St. (adjusted routes accordingly)
- Moved buses from George St. to Cooper lot (adjusted routes accordingly)
- Performed all media correspondence regarding moves, new stops, old stops, etc.
- New Terminal Project (public open house)
- Revision of routes and bus stop locations
- New route design (public open house)
- Annual Accessibility Public meeting (2)
- Member of the Accessibility Steering Committee
- Snow removal – obtained outside resource to focus on stops within 48 hours of substantial snow fall
- Was lead for temporary trailer (washroom, breakroom and waiting area)
- Involved with DC study
- Bus purchases (Transit and Mobility)
- Management report regarding fare increase
- Developed Transferable pass between Mobility and Conventional Transit
- Redesigned Support worker pass
- Redesigned Special pass to "affordable" pass
- Created a new social services program (with Social Services) to expand affordable passes to their clients
- Route improvements for regular buses and school specials (new medical centre as an example)
- Managed two department budgets (Transit and Para) both Operational & Capital
- Yearly performance reviews for 43 Staff
- Weekly Full-time and Part-time schedules for staff
- Daily staffing replacements for sick employees
- Part of team - negotiate two Collective Agreements for Mobility and Transit
- Implemented Sunday Service and design
- Maintain shelters and bus stops
- Customer Contacts (daily)

- Route detour planning due to special events/construction
- Post/update City website, public notices, papers, radio regarding Transit news
- Provide information to media
- Create a positive Transit vision through Community functions and charters (elementary school trips, Christmas light tours, University of Waterloo student bus tours)
- Continue work with Community partners to continually improve Transit service (i.e. BIA, Stratford Tourism)
- Liaison with other City of Stratford departments regarding the delivery of transit service
- Health and Safety compliance
- Created a new circle check procedure
- Compile statistics for CUTA and OPTA
- Updates to route guide map and website for route change
- PTIF funding (Federal) for new Transit Terminal and two buses
- Job Hazard Assessments
- Annual administration of work sign up and vacation sign up and changes throughout year
- Implementation of numerous policies and procedures for staff and public
- Hiring of part-time staff – conventional and parallel
- Union/Management meetings

The majority of these activities are a direct result of updating the system, process, route performance, technology, AODA compliance and health and safety, as well as municipal and staff engagement.

B. Transit Challenges

The retention of a dedicated Transit Manager has allowed us to improve our transit service through various updates and enhancements in all aspects of transit operations. However, implementing these improvements is both challenging and time consuming.

Some of the bigger challenges have been two terminal moves; the design/construction of the temporary facility while still working on the new terminal design projected to be opened in 2018.

With the approval of the terminal being permanently located on Downie Street, a complete overhaul of the transit routes as well as incorporating additional service is well underway in the planning and trial stages.

Along with general day to day service delivery, other challenges include the scheduling of a consistent plan for snow removal at bus stops and shelters; updating all policies and

procedures; updating equipment; information technology and the general improvements to an aging transit infrastructure.

C. Community Involvement

The vision of the Transit Manager is to engage positively with the City's community partners, with the goal to project a positive image of Transit. Some examples of public engagement undertaken thus far are as follows:

- Provide bus for Evan's Touch a Truck (St. Marys)
- Provide bus for display when visiting dignitaries come to Stratford
- Tour students of Stratford Early Years Centre around Stratford and take through bus wash
- Avon Co-op Nursery Touch a Truck Event
- Tour students of Perth Care for Kids around Stratford and take through bus wash
- Transit sponsorship for the Lung Association Amazing Pace
- Instructed new residents to Stratford how to use transit system
- Shuttle Summer Day Camp participants to Splash Pad and other locations on a weekly basis

D. Staffing Comparison

When the City of Stratford took over the operation of Transit in 2000 staffing levels included:

- 1 Transit Manager
- 1 Transit Supervisor
- 16 Full-time Drivers
- 5 Part-time Drivers
- 5 Garage staff (mechanics and maintenance staff)

At that time buses ran on a 20 minute schedule Monday to Saturday with no Sunday service

Currently, Stratford Transit consists of:

- 1 Transit Manager (also oversees Parallel Transit)
- 15 Full-time Drivers
- 12 Part-time Drivers
- 2 Transit Mechanics
- 1 Transit Mechanic Helper
- 1 Full-time Maintenance Worker
- 1 Part-time Maintenance Worker

Parallel Transit Staff include:

- 2 Full-time drivers
- 6 Part-time drivers
- 1 Full-time Dispatch Operator
- 1 PT Dispatch Operator

Currently the buses run on a 25 minute schedule (leaving the terminal every 30 minutes) Monday to Saturday and a 60 minute schedule on Sunday.

As a basis of comparison, similar sized municipalities have modeled their departments as follows:

City	Population	Transit Manager	Supervisor	Other (office support & drivers)
Stratford	32,000	1	0	1 Dispatch Operator (Para) 15 FT, 12 PT Drivers
Belleville	49,454	1	1	1 Customer Service Rep. 25 FT & PT Drivers
Brockville	21,870	0	1	1 Senior Driver/Lead Hand 6 FT, 8 PT Drivers
Kawartha Lakes	20,713	1	1	1 Office Support 18 PT Drivers
Orillia	30,586	1	1	1 Office Support
Welland	50,131	1	2	1 Office Coordinator 31 FT, 8 PT Drivers
Woodstock	41,000	1	1	1 Lead Hand 6 FT, 25 PT Drivers

In speaking with the other municipalities, the consensus is that without supervisors and other office support staff, the manager is unable to deal with the day to day issues that arise. Having support enables the manager to deal with matters such as budgets and policies, while the supervisor can deal with daily operational issues.

E. Ridership Statistics – Regular Transit

These are rides per year not including transfers:

City	Population	2014	2015	2016	2017
Stratford	32,000	615,745	605,688	595,412	600,778
Belleville	49,454	892,842	890,520	906,207	996,794
Brockville	21,870	n/a	106,363	102,797	97,074
Kawartha Lakes	20,713	n/a	92,248	94,511	102,631
Orillia	30,586	755,263	750,000	827,239	n/a
Welland	50,131	n/a	894,134	850,173	n/a

City	Population	2014	2015	2016	2017
Woodstock	41,000	n/a	333,108	366,439	Approx.455,000

Stratford's conventional transit service consists of six fixed routes that continually arrive and depart from one location (main terminal). Woodstock Transit and Orillia Transit also operate in this manner and are of similar size to Stratford.

F. Fleet and Maintenance

Currently we have 13 buses in our fleet (11 Nova and 2 Eldorado). We will be receiving two new Nova buses in July or August 2018 which will replace one of the oldest Eldorado's, bringing the fleet to 14. The other older Eldorado will be kept as a spare unit.

The biggest budget challenge with the current fleet is their age, which increases the cost to maintain. For example, in 2017 we had one engine replacement, two transmission replacements and three alternator replacements.

G. Summary

If Transit is to progress, improve and remain sustainable with current and future transit initiatives, supervisory staffing levels need to be reviewed as part of the 2019 budget preparation at the latest. As noted above in Section D "Staffing Comparison", Stratford Transit staffing resources are less than other transit services of comparable size.

In 2018 there are several updates being made:

- New transit terminal
- New shelters
- Bus stop location and route changes
- Fare box upgrades
- Real Time App implementation

In order to complete current and future transit enhancements, ensure cost efficiencies, new technology, service updates, audits and reports that require detailed focus, it is recommended that supervisory roles need to be increased.

Financial Impact:

Staff Recommendation: THAT the update Report COM18-002 on Stratford Transit be received for information.



Manager of Transit

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Director of Community Services

A handwritten signature in black ink, reading "Rob Horne", positioned above a horizontal line.

Rob Horne, Chief Administrative Officer