

Growth & Infrastructure

SERVICE LEVELS & STANDARDS

Growth & Infrastructure Overview

General Overview

Provides recommendations to Council related to all aspects of community growth and development while ensuring development is compliant with applicable legislation. Manages and operates infrastructure assets to ensure continuity of service to residents and compliance with applicable legislation in addition to contract administration for capital renewal programs. Oversees curbside collection contract for garbage services for the community, manages municipal waste disposal site operations, and recommends community solutions for improved management of household waste.

Divisional Breakdown

Building Services, Planning Services, Utilities Services (Water and Wastewater – not reflective in this budget), Solid Waste Services, Public and Capital Works Services

Key Facts

- 7 full time employees in Growth & Development Services (Building & Planning), 15 full time and 6 part time employees in Environmental Services (Utilities and Solid Waste), and 21 full time employees and 1 part time employee in Public and Capital Works Services
- Staff operate out of the following locations: 99 Advance Avenue, 300 Water Street West (Water Pollution Control Plant), 310 Water Street West (Utilities Maintenance Garage), 75 East Street (AL Dafoe Water Treatment Plant), 101 Shore Drive (Sandhurst Shores Water Treatment Plant), 8321 County Road 2 (Public Works Yard), 651 Road 1 (South Fredericksburgh Waste Disposal Site), 232 Roblin Road (Roblin Waste Disposal Site)

Public Works General Overview

- Responsible for maintenance of critical municipal infrastructure and essential services
- Ensures safe travel, functional infrastructure, environmental compliance, and responsive service delivery
- Provides year-round operations across roads, stormwater, fleet, and seasonal programs

Key Functions:

- Roadway & traffic maintenance (O. Reg. 239/02 compliance)
- Winter maintenance operations
- Stormwater and environmental services
- Capital construction support
- 24/7 response and resident support

Funding Sources:

- General tax levy
- User fees
- Federal and Provincial Funding & Grants
- County of Lennox and Addington through Performance Measures

Public Works Resource Levels

Employee Type	Job Title	Notes
FTE Administration	<ul style="list-style-type: none"> • Director (1) • Operations Manager (1) • Public Works Coordinator (1) 	
FTE Labourer/Operation	<ul style="list-style-type: none"> • Lead Hand (2) • Technical Lead (1) • Labourer/Operators (13) • Licenced Mechanics (2) 	
PT Labourer/Operator	<ul style="list-style-type: none"> • Labourer/Operator (1) 	PW from November-May. Parks and Rec May-November.
Summer Students	<ul style="list-style-type: none"> • Public Works Labourer (4) 	Contract employees from May-August.

Authorities

PROVINCIAL LEGISLATION

- *Municipal Act*– Minimum Maintenance Standards
- *Drainage Act*
- *Ontario Water Resources Act*
- *Highway Traffic Act*
- *Environmental Protection Act*
- *Occupational Health and Safety Act*

MUNICIPAL BY-LAWS AND POLICIES

- Procedural By-law
- By-law Enforcement Standards Policy
- Half-Loads By-Law
- Encroachment By-Law
- Delegation of Authority By-Law
- Temporary Road Closure By-Law
- Entrance By-Law
- And others...

Public Works Services

Public Works delivers year-round road, infrastructure, and environmental services with 21 FTE staff, 4 summer students, and 1 shared PT position. Operations are organized across five seasonal cycles:

- **Year-Round** – Road patrol, patching, fleet, waste, and stormwater
- **Winter (Nov–Mar)** – Plowing, sanding/salting, snow removal
- **Spring (Apr–Jun)** – Cleanup, yard waste, gravel grading, fleet transition
- **Summer (Jun–Oct)** – Mowing, dust suppression, pavement markings, capital projects
- **Fall (Sep–Nov)** – Stormwater maintenance, sidewalk repairs, winter prep

Governed by O.Reg 239/02, the Municipal Act, essential policies, and discretionary programs.

Year-Round Maintenance

- **24/7 On-Call Support** – 1 FTE on call 24/7; up to 19 staff during major events. Response as required
- **Road Patrol (O.Reg 239/02, s. 3)** – 1 FTE; patrol frequency by road class:
 - Class 1: 3x/7 days | Class 2: 2x/7 days | Class 3: 1x/7 days | Class 4: 1x/14 days | Class 5–6: 1x/30 days
- **Road Patching (O.Reg 239/02, s. 6)** – 3 FTE; potholes ≥ 8 cm depth repaired within:
 - Class 1: 4 days | Class 2: 7 days | Class 3: 14 days | Class 4: 30 days | Class 5: 60 days
- **Crack Sealing (O.Reg 239/02, s. 8)** – 4 FTE + 2 PT; cracks ≥ 5 cm wide/deep for 3m+:
 - Class 1–2: 30 days | Class 3: 60 days | Class 4–5: 180 days
- **Signs & Streetlights (O.Reg 239/02, s. 10–11)** – 1–2 FTE; civic signs within 5 business days of work order
- **Entrance Permits & Consents** – Permits processed within 5 business days; municipal consents within 10 business days
- **Waste & Stormwater** – Garbage 2x/week; monthly pond inspections; landfill weekly (summer), monthly (winter)

Winter Operations (Nov–Mar)

- **Snow Plowing & Sanding (O.Reg 239/02, s. 4–5)** – 13 FTE ops, 2 FTE admin, 11+ plow trucks; 295+ km local and 165 km county roads
 - Class 2: 6 hrs | Class 3: 12 hrs | Class 4: 16 hrs | Class 5–6: 24 hrs | Sidewalks: 48 hrs
- **Sidewalk Clearing (O.Reg 239/02, s. 16)** – 2 FTE with 2 dedicated sidewalk plows; sand/salt application
- **Parking Lot Plowing** – 2 FTE; plowing triggered at 1” (2.5 cm) snow accumulation
- **Urban Snow Removal** – 15 FTE ops; priority downtown core. Triggered when snowbanks impede lane widths or sightlines
- **Weather Monitoring (O.Reg 239/02, s. 3)** – 2 FTE; minimum 3x daily (Oct 1–Apr 30), 1x daily (May 1–Sep 30)
- **Winter Parking Enforcement** – 2 FTE; continuous enforcement November–April
- **Other Winter Services** – Christmas tree collection (Jan, 12 FTE); mailbox replacement within 5 business days; material stocking weekly during ops

Spring Maintenance (Apr–Jun)

- **Post-Winter Road Cleanup** – 8 FTE; sweeping, flushing roads/sidewalks/bridges/parking lots. Annually following spring thaw
- **Road Salt Report** – 2 FTE; annual legislated reporting (Source Water Protection, Canada Code of Practice)
- **Yard Waste Collection** – 12 FTE; April/May – 1 week rural, 1 week urban curbside pickup
- **Lawn Repairs** – 5 FTE; May/June as required to restore winter operations damage
- **Guidepost & Guiderail Maintenance** – 6 FTE; May/June inspections, plus as required following incidents
- **Gravel Road Grading & Maintenance (O.Reg 239/02, s. 6)** – 3 FTE; April–June. Potholes 1,500cm² with a depth of 12cm for Class 5 roads addressed within 30 days; road surface re-shaping; dust suppression
- **Downtown Beautification** – 4 FTE; annually in May – planter and bench placement
- **Fleet Transition** – 17 FTE; annually in April – remove winter equipment, inspect and prep for summer ops

Summer Maintenance (Jun–Oct)

- **Shoulder Grading (O.Reg 239/02, s. 7)** – 2 FTE; drop-offs $\geq 8\text{cm}$ for 20m+ addressed within:
 - Class 1–2: 4 days | Class 3: 7 days | Class 4: 14 days | Class 5: 30 days
- **Roadside Mowing** – 3 FTE; 2 cuts annually (June–Oct), 2m width each cut. Trail mowing as required
- **Gravel Road Grading (O.Reg 239/02, s. 6)** – 1 FTE; June–Aug. Potholes 1,500cm² with a depth of 12cm for Class 5 roads addressed within 30 days; maintaining road geometry
- **Dust Suppression** – 3 FTE; 2 calcium applications (June and August)
- **Sidewalk Inspections (O.Reg 239/02, s. 16.1)** – 1 FTE; annual inspections July–August
- **Pavement Markings** – Contracted; line painting annually July–September
- **Drainage, Ditching & Catch Basins** – 5 FTE drainage (Jul–Sep); 3 FTE catch basin cleaning annually in September
- **Capital & County Projects** – 6 FTE + 2 PT; June–October within approved budget

Fall Maintenance (Sep–Nov)

- **Sidewalk Repairs (O.Reg 239/02, s. 16.1)** – Up to 5 FTE; September–October. Discontinuities ≥ 2 cm remediated within 14 days of becoming aware
 - Localized repairs via contracted concrete grinding; panel replacements by in-house crew + contracted finishing
- **Stormwater Piping Maintenance** – 1 FTE + contracted services; annual flushing and inspections September–November
- **Fall Yard Waste Collection** – 12 FTE; November – 1 week rural area, 1 week urban area curbside pickup
- **County Project Invoicing** – 1 FTE; September–November reconciliation per County Maintenance Agreement obligations
- **Winter Fleet Preparation** – 17 FTE; annually in November – outfit fleet and ensure operational preparedness



Questions?

Environmental Services General Overview

- Delivers safe drinking water, wastewater treatment, and solid waste services in legislative compliance
- 15 FTE staff (6 admin, 9 ops), 6 PT waste site attendants, 2 summer students
- 24/7 on-call operations with emergency response within 1 hour

Key Functions:

- Water treatment & distribution (2 plants, 91.3 km mains)
- Wastewater collection & treatment (62 km piping, 7 lift stations)
- Solid waste operations (3 sites)
- Utilities billing & customer service
- Capital planning & infrastructure
- Environmental events & community engagement

Funding Sources:

- Water & wastewater rates (Utilities)
- General & special tax levy (Solid Waste)
- User fees
- Federal and Provincial Funding & Grants

Environmental Services Resource Levels

Employee Type	Job Title	Notes
(6) FTE Administration	<ul style="list-style-type: none"> • Director (1) • Deputy Director (1) • Env. Compliance Coord. (1) • Engineering Technologist (1) • Utilities Clerk (2) 	Management & IBEW union positions
(9) FTE Operations	<ul style="list-style-type: none"> • Overall Responsible Operators (4) • W&WW Operators (5) 	All IBEW union. Incl. licensed electricians & meter tech.
(6) PT Attendants	<ul style="list-style-type: none"> • WDS Lead Hand (2) • WDS Attendant (4) 	Waste disposal site operations
(2) Summer Students	<ul style="list-style-type: none"> • W&WW Labourer (2) 	Contract employees from May-August.

Authorities

PROVINCIAL LEGISLATION

- *Safe Drinking Water Act, 2002*
- *Environmental Protection Act*
- *Clean Water Act, 2006*
- *Ontario Water Resources Act*
- *Resource Recovery and Circular Economy Act, 2016*
- *Nutrient Management Act*
- *Occupational Health and Safety Act*
- *Fisheries Act (Federal)*

MUNICIPAL BY-LAWS AND POLICIES

- Sewer Use By-law
- Solid Waste By-law
- Municipal Drinking Water License
- Drinking Water Works Permit
- Environmental Compliance Approvals
- Watermain Disinfection Procedure
- Discharge Agreements
- And others...

Environmental Services

15 FTE, 6 PT attendants, 2 summer students – core service areas:

- **Water Treatment** – 24/7 operations, compliance, sampling (2 plants)
- **Water Distribution** – Delivery, maintenance, locates (91.3 km mains)
- **Wastewater Collection** – Sanitary Sewers, lift stations, flushing (62 km, 7 stations)
- **Wastewater Treatment** – Treatment, hauled sewage, leachate, sampling & monitoring (1 WPCP)
- **Utilities Billing** – Accounts, metering, billing, collections
- **Solid Waste** – Disposal sites, curbside oversight, monitoring (3 sites)
- **Capital Planning** – Infrastructure review and asset management
- **Policy & Bylaws** – Legislative compliance and bylaw modernization
- **Environmental Events** – HHW, Earth Day, giveaway days, seasonal programs
- **Technical Support & Electrical** – Stormwater, salt reporting, advisory

Water Treatment & Distribution

- **Water Treatment Operations (SDWA, O.Reg 170/03)** – 3 FTE Ops; 24/7 plant operations at AL Dafoe and Sandhurst Shores
 - Sampling: daily, weekly, monthly, quarterly, annual, 3-year and 5-year plans
 - Continuous monitoring; turbidity review at month end; DWQMS compliance
 - Emergency response to site within 1 hour (IBEW agreement)
- **Water Distribution (SDWA, O.Reg 170/03)** – 3 FTE Ops + 2 PT; 91.3 km mains, 490 hydrants
 - Annual hydrant inspection/flushing; annual valve exercising program
 - Infrastructure locates: emergency within 2 hrs; regular 5–10 days
 - Watermain break/alarm response within 1 hour; 24/7 on-call

Wastewater Collection & Treatment

- **Wastewater Collection (EPA, CLI-ECA, Clean Water Act)** – 3 FTE Ops; 62 km piping, 7 lift stations
 - Lift stations visited minimum 3 days/week; 24/7 on-call monitoring
 - Annual sewer flushing and camera inspection programs
 - Lateral camera inspections within 5 business days of request
 - Emergency response within 1 hour; locates within 2 hrs (emergency), 5–10 days (regular)

- **Wastewater Treatment (EPA, Clean Water Act, Fisheries Act)** – 2 FTE Ops; 1 WPCP, 24/7 operations
 - Hauled sewage accepted Mon–Fri 7:30–3:30; 1 load per hauler per day
 - Leachate from Richmond Landfill: $\leq 120 \text{ m}^3/\text{day}$ per discharge agreement
 - Service disruption notice: 3 business days planned; ASAP for emergencies

Solid Waste Operations

- **Waste Disposal Sites (EPA, ECAs)** – 3 FTE Admin, 6 PT Attendants; 3 sites
 - Open Saturdays 8am–3pm; SF WDS Wednesdays 4pm–8pm (Jul–Aug only)
 - Annual groundwater/surface water monitoring and reporting
 - Resident inquiries within 1 business day; waste removal as bins fill (often weekly)

- **Curbside Collection (O.Reg 391/21, Solid Waste By-law)** – 3 FTE Admin + contracted services
 - Collection Tuesday–Friday each week; complaints resolved within 7 days

- **Environmental Monitoring** – 2 FTE Admin; Ministry inspections as needed
 - Bi-weekly seep monitoring Jul–Dec at Water St Landfill

Billing, Policy & Bylaws, Events

- **Utilities Billing** – 2 FTE Admin, 1 FTE Ops (meter tech)
 - Accounts opened/changed within 5 business days; bi-monthly meter reading and billing
 - Billing/resident inquiries within 3 business days; payments processed daily
 - Meter replacement program on track for completion in 2026

- **Policy & Bylaw Development** – 3 FTE Admin
 - Continuous legislative compliance; bylaw review and modernization as needed
 - Annual departmental planning prior to budget recommendations

- **Environmental Events & Community Engagement** – 1–2 FTE Admin
 - Annual HHW event; Earth Day cleanup; semi-annual giveaway days
 - Spring/fall leaf & brush collection; annual Christmas tree collection

Capital Planning, Tech. Support & Electrical

- **Capital Planning & Infrastructure** – 4 FTE Admin, 2–3 FTE Ops
 - Annual water and wastewater infrastructure review and budget preparation
 - 5-year capital plan; subject to competing priorities and available budget
- **Technical Support & Environmental Planning** – 1–2 FTE Admin
 - Monthly/annual stormwater inspections; annual road salt reporting
 - Environmental inquiries within 5 business days; document review within 10 business days
 - Spill reporting: immediate to Spills Action Centre; navigational buoys annual inspection
- **Electrical Services** – 2 FTE Ops (licensed electricians)
 - Cross-department electrical support; work scheduled within 5 business days



Questions?

Building & Planning General Overview

- Administers the Building Code Act, Ontario Building Code, and Planning Act to ensure safe construction, land-use compliance, and orderly development
- Building: 1 CBO/GM, 3 Inspectors/Plans Examiners, 1 Admin, 0.125 PT Admin
- Planning: 1 Director of Development Services, 1 Planning Coordinator, 0.125 PT Admin

Key Functions:

- Permit administration & plans review (OBC)
- Building & sewage system inspections
- Property standards enforcement
- Civic addressing & 9-1-1 readiness
- Planning Act application processing
- Zoning compliance & information
- Special projects & technical studies
- Development inquiries & customer service

Funding Sources:

- Building permit fees (cost-recovery under BCA s.7)
- General tax levy (Planning)
- Application fees (Planning Act)

Building & Planning Resource Levels

Employee Type	Job Title	Notes
(1) FTE Management	<ul style="list-style-type: none"> CBO/GM (1) 	Statutory appointment under BCA
(3) FTE Technical	<ul style="list-style-type: none"> Building Inspectors / Plans Examiners (3) 	Qualified under MMAH & BCIN; incl. Part 8
(1.125) FTE/PT Admin	<ul style="list-style-type: none"> Building Services Clerk (1) Admin Assistant (0.125 PT) 	Permit intake, records; shared Dev. Services position
(2.125) FTE Planning	<ul style="list-style-type: none"> Director of Dev. Services (1), Planning Coord. (1), Admin Asst. (0.125) 	Management & non-union positions

Authorities

PROVINCIAL LEGISLATION

- *Building Code Act*
- *Ontario Building Code*
- *Planning Act*
- *Ontario Heritage Act*
- *Environmental Protection Act*
- *Conservation Authorities Act*
- *Nutrient Management Act*
- *Occupational Health and Safety Act*

MUNICIPAL BY-LAWS AND POLICIES

- Municipal Building By-law
- Property Standards By-law
- Municipal Addressing By-law
- Zoning By-law 02-22
- Fees & Charges By-law
- Official Plan
- Site Plan Control Agreements

Building & Planning Services

5.5 FTE Building, 2.5 FTE Planning, 0.5 PT shared – core service areas:

- **Permit Administration** – Intake, completeness review, permit issuance (BCA/OBC)
- **Plans Review** – Zoning screening, OBC technical review, Part 8 sewage systems
- **Building Inspections** – Construction, sewage systems, occupancy permits
- **Planning Act Applications** – Pre-consultation through decision (OPA, ZBA, site plan, severance)
- **Zoning Compliance** – Information requests, compliance letters, zoning inquiries
- **Property Standards & Enforcement** – Complaints, investigations, orders, violations
- **Technical Studies & Policy** – Official Plan updates, Zoning By-law review, Council reports
- **Civic Addressing & Customer Service** – 9-1-1 readiness, record retrieval, general inquiries

Permit Administration & Plans Review

1 CBO, 3 Plans Examiners/Inspectors, 1 Admin – legislated under BCA/OBC:

- **Permit Pre-Screen & Intake** – Initiated within 2 business days; completeness advised within 5 business days
- **Zoning & Applicable Law Screening** – 5–10 business days (simple residential); concurrent within OBC Technical Review
- **OBC Technical Review** – Houses: 10 days; Part 9: 15 days; Part 3: 20 days; Complex: 30 days
- **Part 8 Sewage System Review** – 10 business days residential; 15–20 days advanced treatment
- **Permit Issuance** – Within 2 business days of final clearance and fee payment

Building Inspections & Enforcement

- **Mandatory Building Inspections (OBC Div. C 1.3.5)** – 3 FTE Inspectors
 - Inspection response within 2 business days of notice; next-day where capacity allows
 - Emergency/health & safety priority: same-day response
 - Sewage system inspections within 2 business days; authorization within 5 business days of final pass
 - Occupancy within 3 business days; permit closure within 5 business days of final pass

- **BCA Orders & Enforcement (BCA ss. 12–14)** – CBO + Inspectors
 - Initial contact within 2 business days; site visit within 3–5 business days
 - Orders issued within 5 business days of confirmed contravention

- **Property Standards (BCA ss. 15.1–15.8)** – 1–2 FTE Inspectors
 - Complaint acknowledged within 2 business days; inspection within 5–10 business days
 - Standard resolution within 4 weeks; complex cases 12–52 weeks

Planning Act Applications

2.5 FTE Planning – statutory timelines under the Planning Act:

- **Pre-Consultation** – Facilitated within 10 days of request and supporting materials
- **Application Intake** – Processed within 10 business days of submission
- **Completeness Determination** – Within 15 business days (30-day statutory maximum)
- **Technical Circulation** – Within 21 days of deemed complete; 2–3 rounds typical
- **Public Notice** – Minor Variance: 10 days; Severance: 14 days; ZBA/OPA: 20 days
- **Staff Report & Decision** – Report published prior to meeting in alignment with Procedural By-Law; notice of decision within 2 business days
- **Appeals (OLT)** – Package prep 5–7 business days; hearing prep 10–15 business days

Zoning, Studies, Civic Addressing & Customer Service

- **Zoning Information Requests** – 1–2 FTE; response within 5 business days
- **Zoning Compliance Letters** – 1–2 FTE; issued within 5–10 business days of payment
- **Building Compliance Letters** – 10 business days from fee payment; multi-department coordination
- **Special Projects & Council Reports** – 1–2 FTE; within 10–20 business days minimum
- **Technical Studies & Policy Updates** – 1–2 FTE; 10–15 business days minimum; 20+ for Official Plan
- **Civic Addressing** – New addresses within 10 business days; corrections 10 business days
- **Property & Development Inquiries** – Response within 2–5 business days; record retrieval 5–7 days
- **Customer Service & Communications** – Email acknowledgement within 1 business day; status updates each review cycle