



The Corporation of the City of Stratford  
Infrastructure, Transportation and Safety Committee  
Open Session  
AGENDA

**Date:** Monday, February 13, 2023

**Time:** 7:15 P.M.

**Location:** Council Chamber, City Hall

**Committee Present:** Councillor Burbach - Chair Presiding, Councillor Nijjar - Vice Chair, Mayor Ritsma, Councillor Beatty, Councillor Biehn, Councillor Briscoe, Councillor Henderson, Councillor Hunter, Councillor McCabe, Councillor Sebben, Councillor Wordofa

**Staff Present:** Joan Thomson - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Taylor Crinklaw - Director of Infrastructure and Development Services, John Paradis - Fire Chief, Karmen Krueger - Director of Corporate Services, Kim McElroy - Director of Social Services, Tim Wolfe - Director of Community Services, Anne Kircos - Director of Human Resources, Chris Bantock - Deputy Clerk, Sadaf Ghalib - Climate Change Program Manager

To watch the Committee meeting live, please click the following link:

<https://video.isilive.ca/stratford/live.html>

A video recording of the meeting will also be available through a link on the City's website

<https://calendar.stratford.ca/meetings> following the meeting.

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

- |     |  |         |
|-----|--|---------|
| 3.  | <b>Sub-committee Minutes</b>   | 5 - 10  |
|     | Sub-committee minutes are attached for background regarding the discussion held at the January 25, 2023 Sub-committee meeting.   |         |
| 4.  | <b>Delegations</b>   |         |
|     | None scheduled.  |         |
| 5.  | <b>Report of the Manager of Environmental Services</b>   |         |
| 5.1 | <b>Drinking Water Quality Management Standard 2022 Infrastructure Review (ITS23-002)</b>   | 11 - 17 |
|     | <p><b>Staff Recommendation:</b> THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.</p> <p>Motion by</p> <p><b>Sub-committee Recommendation:</b> THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.</p>   |         |
| 5.2 | <b>Drinking Water Quality Management Standard 2022 Management Review (ITS23-003)</b>   | 18 - 33 |
|     | <p><b>Staff Recommendation:</b> THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.</p> <p>Motion by</p> <p><b>Sub-committee Recommendation:</b> THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.</p> |         |
| 6.  | <b>Report of the Climate Change Programs Manager</b>   |         |
| 6.1 | <b>Earth Day Canada 2023 (ITS23-004)</b>   | 34 - 37 |
|     | <p><b>Staff Recommendation:</b> THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.</p> <p>Motion by</p>  |         |

**Sub-committee Recommendation:** THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.

## 7. Report of the Deputy Clerk

### 7.1 Amendment to Business Licensing By-law 187-2004 (ITS23-005)

38 - 39

Motion by

**Staff Recommendation:** THAT Business Licensing By-law 187-2004, as amended, be further amended to increase the minimum commercial general liability requirements of all business licenses from \$2 million to \$5 million.

## 8. For the Information of Committee

### 8.1 Department Update

40 - 45

**Sub-committee Discussion:** The Director of Infrastructure and Development Services provided the following highlights from the Department Update:

- with respect to the Transportation Master Plan, staff will be receiving an alternative solutions update from the consultant soon, which will help guide recommendations to Council;
- the final Transportation Mater Plan I report is expected in the spring;
- the Engineering Division is drafting tenders for the upcoming construction year;
- the Portia watermain project included in the 2022 budget went to tender recently and is intended to improve water quality in that area;
- the Water Pollution Control Plant (WPCP) required an emergency repair and tendering is underway;
- the significant amount of snowfall over Christmas kept Public Works staff busy for four days as a significant weather event was declared, meaning it is hazardous for drivers and pedestrians and may take longer to clear;
- with respect to the Climate Change working group, staff are working on a Corporate emissions plan that is underway, as well as a community emissions plan; and
- there are also notes from the Attainable housing project and it

was noted they presented to Council recently.

**9. Adjournment**

Meeting Start Time:

Meeting End Time:

Motion by

**Committee Decision: THAT the Infrastructure, Transportation and Safety Committee meeting adjourn.**



## The Corporation of the City of Stratford Infrastructure, Transportation and Safety Sub-committee MINUTES

Date: January 25, 2023  
Time: 4:30 P.M.  
Location: Electronic Meeting

Sub-committee Present: Councillor Burbach - Chair Presiding, Councillor Nijjar - Vice Chair, Councillor Beatty, Councillor Hunter, Councillor McCabe

Staff Present: Taylor Crinklaw - Director of Infrastructure and Development Services, John Paradis - Fire Chief, Jodi Akins - Council Clerk Secretary, Sadaf Ghalib - Climate Change Program Manager, Chris Bantock - Deputy Clerk

### 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

No disclosures of pecuniary interest were made by a Member at the January 25, 2023, Infrastructure, Transportation and Safety Sub-committee meeting.

### 3. Adoption of the Addendum

Motion by Councillor Hunter

**Sub-committee Decision: THAT the Addendum to the Infrastructure, Transportation and Safety Sub-committee Agenda dated January 25, 2023, be added to the Agenda as printed.**

**Carried**

### 4. Delegations

None scheduled.

### 5. Report of the Manager of Environmental Services

#### 5.1 Drinking Water Quality Management Standard 2022 Infrastructure Review (ITS23-002)

**Staff Recommendation:** THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

**Sub-committee Discussion:** The Manager of Environmental Services noted that the two water reports listed on this Sub-committee agenda are similar in nature and will be presented to Council in the first quarter of every year as required by the Ministry. There are a number of other reports that will also be submitted in the first quarter of the year to ensure transparency between the operator of the water system, being staff, and the owner, being Council and the Corporation.

An overview of this report specifically was provided by the Manager. To fulfil the requirement to the Ministry, the Quality Management System (QMS) representative meets with top management, being the Director of Infrastructure and Development Services and the Manager of Environmental Services, to discuss the previous year's infrastructure review and that report is conveyed to Council.

The infrastructure review looks at the maintenance and major projects that happen in the twelve months prior to the review. Some of those items include:

- there were 30 watermain breaks in the City in 2022, or 14 breaks per 100km;
- the industry benchmark being 19 breaks per 100km;

- the average being 30-40 main breaks per year as the City has older infrastructure;
- successful hydrant and valve maintenance programs were completed; and
- 28 lead service replacements took place during road reconstruction.

The report contains a chart that goes over major infrastructure work, including reporting software updates, a major motor replacement at Field Well 7 and valve upgrades at the Romeo Control Centre.

Motion by Councillor Hunter

**Sub-committee Recommendation: THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.**

**Carried**

## **5.2 Drinking Water Quality Management Standard 2022 Management Review (ITS23-003)**

**Staff Recommendation:** THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

**Sub-committee Discussion:** The Manager of Environmental Services advised that similar to the previous report, this is a top management review of the City's Drinking Water Quality standard. This review must be reported to Council to meet the requirements of the City's drinking water license.

This report specifically looks at the findings and results from the standpoint of adequacy, sustainability, and effectiveness of the Quality Management Standard (QMS) system. This is done by annualizing feedback and reports from the external and internal audits completed every year and reviews all documentation, procedures, Ministry requirements and best practices.

Councillor McCabe now present at the meeting at 4:36 p.m.

It was noted that the City received a 100% inspection rating from the Ministry of Environment for 2022. The audits identified 6 suggestions for best practice improvements. It was noted that these suggestions were appreciated for continual improvement.

Operational performance has been on track with performance goals. The Manager advised that he is required to obtain a Quality Management System endorsement from the new Council. That report will be forthcoming, and he will go through the QMS system and operational plan in detail.

The Chair noted that councillors are legally required to keep on top of and understand reports related to operation of the drinking water system. In response to an inquiry about whether training would be held, the Manager responded that the Walkerton Clean Water Centre will be offering training to Council in February to help them understand their responsibilities.

Motion by Councillor Nijjar

**Sub-committee Recommendation: THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.**

**Carried**

## **6. Report of the Climate Change Program Manager**

### **6.1 Earth Day Canada 2023 (ITS23-004)**

**Staff Recommendation:** THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.

**Sub-committee Discussion:** The Climate Change Program Manager stated the City intends to organize a tree planting event in recognition of Earth Day in April 2023. This event is intended to foster community participation and help work towards improving the City's urban tree canopy cover and emissions reductions goals. Staff will be partnering with the Energy and Environment Advisory Committee, Upper Thames River Conservation Authority (UTRCA) and community led groups to maximize outreach and opportunities for participation.

The intention is to plant a minimum of 250 native tree and shrub saplings. Staff will identify lands where this planting can occur, and upon approval



from Council will promote the event on the City's website and other channels.

Motion by Councillor Nijjar

**Sub-committee Recommendation: THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.**

**Carried**

## **7. Department Update**

**Sub-committee Discussion:** The Director of Infrastructure and Development Services provided the following highlights from the Department Update:

- with respect to the Transportation Master Plan, staff will be receiving an alternative solutions update from the consultant soon, which will help guide recommendations to Council;
- the final Transportation Mater Plan I report is expected in the spring;
- the Engineering Division is drafting tenders for the upcoming construction year;
- the Portia watermain project included in the 2022 budget went to tender recently and is intended to improve water quality in that area;
- the Water Pollution Control Plant (WPCP) required an emergency repair and tendering is underway;
- the significant amount of snowfall over Christmas kept Public Works staff busy for four days as a significant weather event was declared, meaning it is hazardous for drivers and pedestrians and may take longer to clear;
- with respect to the Climate Change working group, staff are working on a Corporate emissions plan that is underway, as well as a community emissions plan; and
- there are also notes from the Attainable housing project and it was noted they presented to Council recently.

## **8. Advisory Committee/Outside Board Minutes**

There were no Advisory Committee/Outside Board minutes to be provided to Sub-committee.

**9. Next Sub-committee Meeting**

The next Infrastructure, Transportation and Safety Sub-committee meeting is March 1, 2023, at 4:30 p.m.

**10. Adjournment**

Motion by Councillor Beatty

**Sub-committee Decision: THAT the Infrastructure, Transportation and Safety Sub-committee meeting adjourn.**

**Carried**

Meeting Start Time: 4:30 P.M.

Meeting End Time: 4:44 P.M.




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## MANAGEMENT REPORT

**Date:** January 25, 2023  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Johnny Bowes, Manager of Environmental Services  
**Report #:** ITS23-002  
**Attachments:** Infrastructure Review 2022

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**Title:** Drinking Water Quality Management Standard 2022 Infrastructure Review

**Objective:** A requirement of the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan is for the Quality Management System (QMS) representative to ensure annual infrastructure review results are conveyed to Top Management being the Director of Infrastructure and Development Services, and the Manager of Environmental Services and the Owner (Council). This report fulfills that requirement.

**Background:** The DWQMS is mandated through the Safe Drinking Water Act, 2002, and promotes transparency between the Owner and the Water Operating Authority (Water Division). The Infrastructure Review is 1 of 21 Elements of the Quality Management System.

**Analysis:** The 2022 Infrastructure Review was conducted on December 12<sup>th</sup>, 2022. The Infrastructure Review looked at 3 components:

- Maintenance Review (November 1<sup>st</sup>, 2021 to November 30<sup>th</sup>, 2022) – provided a summary of operational maintenance activities in the water distribution system.
- Major Projects Review (November 1<sup>st</sup>, 2021 to November 30<sup>th</sup>, 2022) – provided a summary of distribution and supply projects, both operational and capital, that cover a wide range of topics. A description for each project is included along with the objective of each project.
- Major Projects (completed) – provided a summary of completed projects for the review period along with costing.

### Financial Implications:

**Financial impact on current year operating budget:** The attached Infrastructure Review Table identifies approximately \$130,000 of previously established operational and capital items that have already been funded through the 2021 and 2022 budgets. Most of the projects listed have been completed and as mentioned, were paid for from

existing reserves. Although some projects are listed as “ongoing”, the costs associated with them were covered in 2022. The outstanding work for the ongoing projects is implementation and material installation and will be completed throughout 2023.

The required annual review of capital asset information will continue to assist in ensuring that assets are maintained or replaced when required, and that the rates collected from users are sufficient to cover these costs.

**Legal considerations:** Maintaining a Municipal Drinking Water License is a requirement to legally operate a drinking water system. Completing this annual infrastructure review and report to Council is needed to satisfy the requirements for a Municipal Drinking Water License renewal.

Costs would be incurred by the City of Stratford if we did not meet these requirements as the MECP would be required to retain experts (at the City’s expense) to conduct an investigation into the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

### **Alignment with Strategic Priorities:**

#### **Developing our Resources**

Optimizing Stratford’s physical assets and digital resources. Planning a sustainable future for Stratford’s resources and environment.

### **Alignment with One Planet Principles:**

#### **Sustainable Water**

Using water efficiently, protecting local water resources and reducing flooding and drought.

**Staff Recommendation: THAT the DWQMS Infrastructure Review 2022 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.**

<b>Prepared by:</b>	Johnny Bowes, Manager of Environmental Services
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure and Development Services
	Joan Thomson, Chief Administrative Officer



# Infrastructure Review 2022

December 12<sup>th</sup>, 2022 – Hamlet Room

## Drinking Water System Name:

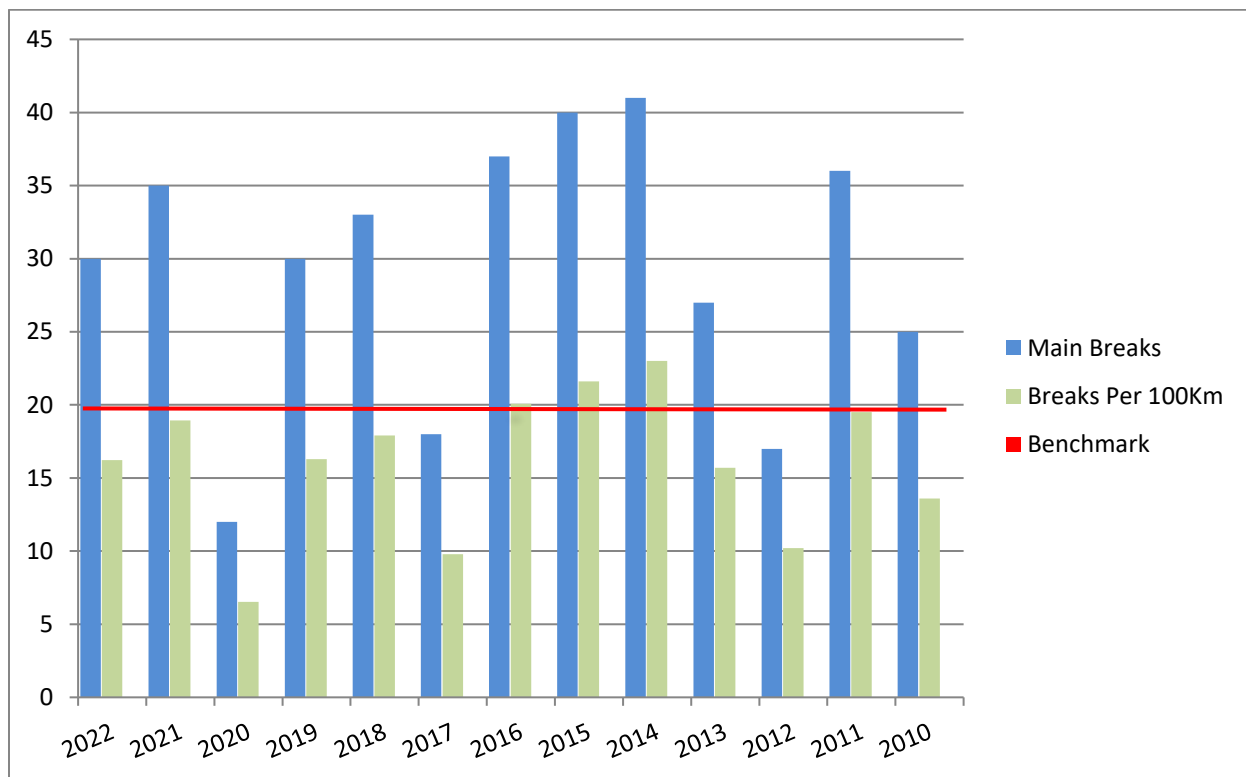
*Stratford Drinking Water System*

## Maintenance Review

November 1<sup>st</sup>, 2021 – November 30<sup>th</sup>, 2022

### 1. Number of Mainbreaks

- 17 in 2020
- 35 in 2021
- 30 in 2022



*\*Average number of breaks per km of water distribution network*

### 2. Frozen Services Response

- 2021 – 0 frozen Services
  - i. Batch 1 – 7 services (Jan. 8 – April 13)
  - ii. Batch 2 – 70 services (Feb. 9 – April 13)
- 2022 – 2 frozen services (38 & 58 Norfolk Street)



## Infrastructure Review 2022

December 12<sup>th</sup>, 2022 – Hamlet Room

- i. Batch 1 – 9 services (Jan. 10 – April 11)
- ii. Batch 2 – 72 services (Jan. 14 – April 11)
- iii. Batch 3 – 126 services (Jan. 31 – April 11)

### 3. Valve Program

- Exercise program –197 valves exercised in 2019
- Exercise program –121 valves exercised in 2020
- Exercise program – 588 valves exercised in 2021
- Exercise program – 196 valves exercised in 2022

### 4. Hydrants Checked 2022

- Hydrant maintenance program – 22 Hydrants repairs.
- Replaced 0 hydrant valves
- All public hydrants are operated to ensure hydrants are operational at a minimum of 2x per year, in conjunction with our biannual flushing program. During this time, no in-depth hydrant inspections conducted.

### 5. Water Loss

- Water Loss 2019 – 12.1%
- Water Loss 2020 – 8.5% (flushing, fire department, main breaks, service leaks, frozen services, automatic flusher, dead-end flushing).
- Water Loss 2021 – 21% (Hydrant flushing, fire department, main breaks, large hydrant break on Griffith Rd, service leaks, frozen services, automatic flusher, dead-end flushing, Romeo Reservoir cleaning).
- Water Loss 2022 - TBA

### 6. Lead Replacements Replaced (city side) or removed

- 15 in 2018 (11 were part of Ballantyne reconstruction project)
- 2 in 2019
- 0 in 2020
- 2 in 2021 (140 Norman Street & 151 Nelson Street)
- 28 in 2022 (11 on Huron Street, 16 Arglye Street, 1 Mackenzie Street)



## Infrastructure Review 2022

December 12<sup>th</sup>, 2022 – Hamlet Room

Infrastructure Review 2021/2022						
Project Name	Topic	Description of Project	Costing	Budget	Action Items	Target Date
Unidirectional Flushing Program	Water Quality	Jacobs Consulting has been hired to assist in developing a UDF pilot program.	22,000	2022 Operating Budget	1. Waiting on final meeting, program package and invoice (November 21, 2022).	Ongoing
Mornington St. Well Access Hatch Replacement	Well Infrastructure Repair & Replacement	Replacement of the existing floor access hatch at the Mornington St. well. Install a new water seal tight hatch and address ladder rung issue.	\$6,000	2022 Capital Budget	None	Completed
Mornington St. Well Drainage Plumbing Replacement	Well Infrastructure Repair & Replacement	Drain the Mornington clearwell and remove failed piping. Replace with new, non-corrosive brackets and re-install to spec	\$3,500	2022 Capital Budget	None	Completed
E. Ris Software Improvements	Data Collection and Reporting	Westin (formally Eramosa) is working on continuous improvements to the existing water and wastewater E. Ris program	\$22,000	2022 Operating Budget	1. Water Taking Reporting Completed 2. Daily Data Dump Function Completed 3. Updated Reporting Tools 4. Ongoing Staff Training	Ongoing
Hydrant Monitoring	Pressure Monitoring	Ongoing leak detection using hydrant monitoring equipment. Support from Digital Water Solutions	\$20,000	2022 Capital Budget	1. Installed 2 additional pressure/leak monitors 2. Working with Digital Water Solutions for monitoring program	Completed
Field Well #7 Motor Replacement and Well	Well Infrastructure Repair & Replacement	Remove failed well pump motor from Field Well #7 located at the Romeo Control Centre. After	\$9,500	2022 Operating Budget	None	Completed



## Infrastructure Review 2022

December 12<sup>th</sup>, 2022 – Hamlet Room

Performance Testing		installation of the new well, complete performance testing.				
Dunn Rd. Well and Field Well #6 Performance Testing	System Performance	Complete performance and step-testing of FW#6 and Dunn Rd. wells.	\$4,000	2022 Operating Budget	None	Completed
Dead End Optimization Program	Water Quality	Creating a new dead end hydrant program to identify and correct water quality areas of concern in the system.	N/A	2022 Operating Budget	1. Data collection and program modeling 2. Field training and program implementation	Ongoing
Romeo Control Centre Upgrades	Water Quality/Facility Maintenance	Purchase and install new check valves and isolation gate valves for pump room. To be installed by staff over winter 2022/2023	\$28,000	2022 Capital Budget	Install new gate and check valves in High Lift Pump room for 6" and 8" lines.	Ongoing
Lorne Ave., Romeo and Chestnut VFD Installation	Environmental/Electrical Upgrade	Install Variable Frequency Drive (VFD) at Lorne Ave. well. Install VFD's at Romeo CC for High Lift Pumps 2 and 3. Install VFD at Chestnut Well.	\$20,000	2022 Operating Budget	None	Completed





## Infrastructure Review 2022

December 12<sup>th</sup>, 2022 – Hamlet Room

### Conclusions

- Valves - Program continues to evolve on an annual basis. New valve turner machine has improved efficiency. The New Valve PM Program was implemented in 2020 which has identified all the system valves and any deficiencies.
- Flushing – Watermain flushing program will continue to be reviewed for improvements. Uni-Directional Pilot will be developed internally for spring 2023.
- Well Program – In 2022 returned to a scheduled based system 5-10 years with a preliminary step-test component to determine if the well needs a full rehabilitation. Started with performance step testing on FW6, FW7 and Dunn Rd.
- Frozen Services - will continue to be a year-by-year analysis. Need to be aware of consequences of dates and revenue impact. Program was developed in 2021 to begin addressing the most critical batch of homes that are at risk of freezing.
- Water Loss – No concerns currently. Hydrant Distribution monitoring to improve analysis.
- Watermain Breaks – No concerns currently. Below benchmark. All procedures followed.




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## MANAGEMENT REPORT

**Date:** January 25, 2023  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Johnny Bowes, Manager of Environmental Services  
**Report #:** ITS23-003  
**Attachments:** Management Review Minutes 2022  
 Summary Table of Action Items 2022

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**Title:** Drinking Water Quality Management Standard 2022 Management Review

**Objective:** A requirement of the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan is for the Quality Management System (QMS) representative to ensure annual management review results are conveyed to Top Management, being the Director of Infrastructure and Development Services, and the Manager of Environmental Services, and the Owner (Council). This report fulfills that requirement.

This report contains a summary of information that Top Management must review annually in accordance with the DWQMS.

**Background:** The DWQMS is mandated through the Safe Drinking Water Act, 2002, and promotes transparency between the Owner and the Water Operating Authority (Water Division). In combination with the Infrastructure Review, this forms 1 of 21 Elements of the Quality Management System.

**Analysis:** The 2022 Management Review was conducted on December 12<sup>th</sup>, 2022. The review allowed for a comprehensive evaluation of the City of Stratford's Drinking Water Quality Management System. It was a prescriptive review and identified action items and the respective corrective actions. The attached documents contain a summary of information that Top Management reviewed and includes, but is not limited to, findings from the 2022 Ministry of Environment, Conservation and Parks inspection, third party and internal audit findings, and operational performance. The review period was from November 1<sup>st</sup>, 2021 to November 30<sup>th</sup>, 2022.

### Financial Implications:

**Financial impact on future year operating budget:** In order to prepare for the 2023 DWQMS annual top management review, audits will be required by external 3<sup>rd</sup> parties. These fees are accounted for in the 2023 budget.

**Legal considerations:** Maintaining a Municipal Drinking Water License is a requirement to legally operate a drinking water system. Completing this annual DWQMS top management review and report to Council is needed to satisfy the requirements for a Municipal Drinking Water License renewal.

Costs would be incurred by the City of Stratford if we did not meet these requirements as the MECP would be required to retain experts (at the City's expense) to conduct an investigation into the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

### **Alignment with Strategic Priorities:**

#### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.


### **Alignment with One Planet Principles:**

#### **Sustainable Water**

Using water efficiently, protecting local water resources and reducing flooding and drought.

**Staff Recommendation: THAT the Management Review Minutes 2022 and Summary Table of Action Items 2022, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.**

<b>Prepared by:</b>	Johnny Bowes, Manager of Environmental Services
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure and Development Services
	Joan Thomson, Chief Administrative Officer

	<b>Management Review Minutes</b> City of Stratford Drinking Water System	Issue Date: 2022-12-12 Pages: 1 of 9
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<b>Drinking Water System Name:</b>  City of Stratford Drinking Water System	<b>Owner and Location:</b>  The Corporation of the City of Stratford
<b>Review Period:</b> November 01 <sup>st</sup> , 2021- November 30 <sup>st</sup> , 2022	

Meeting Information/Introduction	
<b>Date/Time:</b> December 12 <sup>th</sup> , 2022	<b>Location:</b> Hamlet Room
<b>Attendees:</b> <b>Top Management:</b> Taylor Crinklaw, Director of Infrastructure & Development Services; John Bowes, Manager of Environmental Services <b>QMS Representative:</b> Stephanie Baronette, Compliance Coordinator <b>Additional:</b> Todd Smythe, Supervisor of Environmental Services	
<b>Regrets:</b> Joel Desrosiers, Water Resource Technician	
<b>Distribution:</b> <i>City Council</i>	
<b>Minutes Taken By:</b> Stephanie Baronette	

**Introduction:**

The purpose and objectives of the Management Review was reviewed as follows:

**Purpose:**

To evaluate the continuing suitability, adequacy and effectiveness of the QMS.

**Objectives:**

The Management Review participants will review/discuss the standing agenda items and the data presented, identify deficiencies, make recommendations and/or initiate action plans to address identified deficiencies as appropriate.

The Management Review includes a review of the DWQMS operational plan, SAI audit report(s), internal audit report(s) and other related operational documents/records as detailed in the meeting minutes. The information reviewed during the Management Review was provided/made available to attendees

This meeting covers all standing agenda items for the DWS noted above. Details of the discussion, any deficiencies identified, decisions made and applicable action items related to each standing agenda item are described under the appropriate item number within the following table. Additional comments/discussion items are described under section 2.



## Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12  
Pages: 2 of 9

Any follow up on actions and/or additional actions required are detailed under item.

Meeting Minutes				
Item #	Documentation Reviewed/Discussion Points/Issues Raised/Action Taken to Date /Decisions Made	Actions Identified during Management Review	Responsibility/ Assigned To	Target Date
1 [a]	<b>Incidents of regulatory non-compliance:</b> A routine MECP inspection was conducted on June 8 <sup>th</sup> , 2022 by Neville Rising. There was no non-compliance identified and as such the inspection rating was 100%. Six BMP were identified (refer to Item q).			
[b]	<b>Incidents of adverse drinking water tests:</b> There was an AWQI reported on November 22 <sup>nd</sup> , 2021 with a result of 1cfu/100mL TC at 303 Fredrick St. (Public Works). Up and down stream samples were collected as well resamples from the source. All samples came back negative, no further action required.  Water quality exceedances for Fluoride and Sodium were observed in samples taken in 2018. Fluoride is naturally occurring in Stratford's drinking water supply source.  Fluoride & Sodium exceedances are reportable every 57 months. Next reportable exceedances will be in 2023			
[c]	<b>Deviations from Critical Control Point limits and response actions:</b> There were seventeen CCP limits reached during the Management Review period. Since elogbooks have been implemented CCPs are now being tracked using the e-logbook.			



## Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12  
Pages: 3 of 9

<p><b>Lorne Av. Well:</b> Nov 2<sup>nd</sup>, 2021- Low cl2 alarm, due to booster pump failure Oct 20<sup>th</sup>, 2022 – low chlorine alarm, due to cracked suction fitting on head</p> <p><b>Mornington Well:</b> Nov 4<sup>th</sup>, 2021- low cl2 alarm, Faulty alarm due to SCADA upgrades Nov 16<sup>th</sup>, 2021- low cl2 alarm, cl2 tank switch over failure Nov 19<sup>th</sup> -22<sup>nd</sup>, 2021- low cl2 alarm due to issues with cl2 tanks Dec 20<sup>th</sup>, 2021 – low cl2 alarm, due to maintenance on analyzer Dec 24<sup>th</sup>, 2021- low cl2 alarm, issues with analyzers electrolyte June 20<sup>th</sup>, 2022- low cl2 alarm, Aug 21<sup>st</sup>, 2022- low cl2 alarm,</p> <p><b>Romeo:</b> Nov 17<sup>th</sup>, 2021- low cl2 alarm, well house offline due to maintenance and flushed to waste for bacti sample</p> <p><b>Chestnut:</b> Dec, 30<sup>th</sup>, 2021- low cl2 alarm, caused by plumbing issues with analyzer and eye wash Feb 22<sup>nd</sup>, 2022- low cl2 alarm, well house offline at time due to issues with cl2 tanks Mar 25<sup>th</sup>, 2022- low cl2 alarm, Aug 23<sup>rd</sup>, 2022- low cl2 alarm, Sept 1<sup>st</sup>, 2022- low cl2 alarm, due to flushing to waste Oct 12<sup>th</sup> – Present – low cl2 alarm, due to chlorine gas system requiring repair</p> <p><b>Dufferin:</b> July 22<sup>nd</sup>, 2022- low cl2 alarm, due to low residual at Chestnut</p>	<p>Need to determine if Towers are CCP:</p>		
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## Management Review Minutes

City of Stratford Drinking Water System

Issue Date: 2022-12-12  
Pages: 4 of 9

[d]	<p><b>Effectiveness of the risk assessment process:</b></p> <p>Once every calendar year a review of the Risk Assessment is required. on June 23<sup>rd</sup>, 2022 the 36 month risk assessment was completed by Joel Desrosiers, Johnny Bows, Justin Wilker, Brad Houben, Dennis Carter, Jason Brenzil, Todd Smythe, Paul Ceppi, Neill Witzel, Darren Eicher, Josh Stacey, Mark Bouw.</p> <p>The risk assessment was revised to included up to date control limits and measures, ratings, and revision dates. Additional revisions include OP-08 &amp; 07 including; detectability to capability, MECP Hazards Reference and CCP high rating.</p>	<p>-Review Summary of Risk Assessment new template and rate/ discuss tower analyzers low chlorine, low level and Table 2.</p> <p>-Revision history and risk assessment history being tracked on new document</p> <p>-36 months risk assessment minutes state to add as CCP</p> <p>Notes: Towers were deemed regulatory &amp; rated withing Risk Assessment. Alarm set points for tower will be determined once Dufferin Tower clean out has been completed.</p>	QMS Rep & Envrio. Manager	2023-06-30
[e]	<p><b>Internal and third-party Audit results:</b></p> <p>The last External Audit was conducted on March 29<sup>th</sup>, 2022 by Janet McKenzie for the System Audit and April 28<sup>th</sup>, 2022 by Janet McKenzie for the Re-Accreditation Audit. There were no non-conformances and two OFI's identified.</p> <ol style="list-style-type: none"> <li><b>1. Ensure the Document Master List is referencing the most current versions of QMS documentation.</b> With new revisions to OP, Master list has been made obsolete and replaces with Summary of Action Items Table</li> <li><b>2. Logbooks on e.RIS need clear identification of ORO/OIC.</b> Completed</li> </ol> <p>The last internal audit was conducted by Brigitte Roth &amp; Stephanie Baronette on October 6<sup>th</sup>, 2022. There were no</p>			



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City of Stratford Drinking Water System

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	non-conformances identified and 6 opportunities for improvement. All OFI's were completed under the 2022 OP Revisions. The OP has been revised and pending release, once complete OP is required to be re-endorsement.			
[f]	<b>Results of emergency response testing:</b> Emergency Response Training will be scheduled for December 2022	Provide staff with Emergency Response Training- 2022 Topic Security Breach	QMS Rep.	2022-12-31
[g]	<b>Operational performance:</b> <ul style="list-style-type: none"> <li>Well Rehabilitation – <i>Continuing</i> 3 wells step tested in 2022, remaining to be completed in 2023</li> <li>Work-Order System – <i>Continuing (transitioning to e.Ris 2023)</i></li> <li>Automatic Flushers – <i>Continuing</i></li> <li>SCADA – <i>Continuing (trialing online CT calculator)</i></li> <li>Dead End Flushing Program – <i>Continuing</i></li> <li>Hydrant Flushing Program– <i>Continuing</i></li> <li>Hydrant Maintenance Program– <i>Continuing</i></li> <li>Valve Turning Program</li> <li>Inventory Tracking System – <i>Water Tech.</i></li> <li>Annual Fluoride Notice – <i>Completed for 2022</i></li> <li>The CT online trial is currently underway</li> </ul>	Discuss use of valve turners data reports: Turner to be used in 2023		
[h]	<b>Raw water supply and drinking water quality trends:</b> The Raw Water Supply and Drinking Water Quality Trends Reports were reviewed.			
[i]	<b>Follow-up on action items from previous Management Reviews:</b> <ul style="list-style-type: none"> <li>Re-Evaluate Well Rehab Procedures</li> </ul>			





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	<ul style="list-style-type: none"> <li>Continue External training courses for Water Staff – <i>Continuing</i></li> <li>Continue Third Party Auditor for Internal Audits, 36-Month Third Party Risk Assessment and Training - <i>Third party will only be brought in every 36 months to prepare for Reaccreditation</i></li> <li>Touchpads for Electronic forms to reduce errors. Easier access to Operational Plan and SOP's out in the field.</li> <li>Document Control Management System – <i>Continuing, e.Ris will assist with this with new forms</i></li> <li>Reviewing all emergency plans – <i>Continuing review and create shortage of staff and other emergency plan as identified within City's Emergency Plan</i></li> <li>New Action Item Tracking System - <i>Completed</i></li> <li>New Position Sub-Foreperson- <i>Completed</i></li> </ul>			
[j]	<b>Status of management action items identified between reviews:</b> No management action items were identified between the review periods			
[k]	<b>Changes that could affect the QMS:</b> The QMS Rep. has changed from Joel Desrosier to Stephanie Baronette. Joel is the QMS alternate and will provide support to the new rep during the transition <ul style="list-style-type: none"> <li>Operational Plan Revisions (QMS statement &amp; Letter, risk assessment)</li> <li>Addition of forms (new tracking system, training, etc.)</li> <li>removal of forms (master list, document change form)</li> </ul>	QMS Letters going to suppliers once OP is endorsed, QMS statement going into City contracts in 2023		



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	<ul style="list-style-type: none"> <li>Procedure revisions (new template, revision history tracking)</li> </ul>			
[l]	<p><b>Consumer feedback:</b> Customer complaints are broken down into two systems. One system is Festival Hydro or City staff create service orders which are stored upon the Festival Hydro Daffron system and normally require staff to visit customer. The second system are customer complaints received by City Staff and resolved over the phone and no service order required.</p> <ul style="list-style-type: none"> <li>16 Discolored Water</li> <li>16 Pressure</li> <li>5 Taste/Odor</li> <li>208 Miscellaneous</li> </ul>	<p>Discus means of recording complaints / what is to be documented : all complaints received by the City will be documented similar to Festival Hydro</p>		
[m]	<p><b>Resources needed to maintain the QMS:</b> There are adequate resources supplied to maintain the QMS. -External auditors will only be brought in on</p>			
[n]	<p><b>Results of the infrastructure review:</b> Infrastructure Review Report &amp; Action Items were reviewed.</p>	<p>Trialing annual hydrant flushing in 2023</p>		
[o]	<p><b>Operational Plan currency, content and updates:</b> The Operational Plan last revisions took place 2022-11-15 with significant updates to the existing plan. The Operational Plan will be released once final comments have been provided by Brigitte Roth.</p>	<p>Obtain re-endorsement</p>	<p>Manager of Enviro. Services</p>	<p>2023-03-30</p>



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	The Operational Plan was last endorsed on April 6th, 2020 but will require re-endorsement once new OP is released.			
[p]	<b>Staff suggestions:</b> Discuss direction for meters in the future			
[q]	<b>Review/consideration of any applicable Best Management Practices (BMPs):</b> The MECP inspection report noted 6 recommendations for the system. <ol style="list-style-type: none"> <li><b>To confirm if the volumetric capacity of the sodium silicate secondary containment to ensure it is sufficient to contain all stored liquid in the event of a spill.</b> Containment to be inspected</li> <li><b>It was noted within the CT calculations for several of the Treatment Plants, that the setpoints for free chlorine alarms and lock outs are very close to the concentration required to meet with adequate primary disinfection.</b> Currently trialing online continuous CT calculations for Chestnut &amp; Mornington to no longer use a ratio. Once CT calculators have been running under different operation conditions will review trends to determine alarm set points well above the worst-case scenario for primary disinfection. Remining well houses will be adjusted as well.</li> <li><b>The continuous online data reports did not include the water levels present within the reservoirs at the Treatment Plants.</b> Daily Chlorine Reports used from 24/72 hr. trending</li> </ol>	Refer to Summary of Action Items Tables Ref# 12- 17		



## Management Review Minutes

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	<p>review have been revised to include reservoir levels for Chestnut, Mornington &amp; Romeo.</p> <p>4. <b>Conduct verification checks on the portable chlorine analyzers on a weekly basis.</b> Manufacturer instructions does not indicate a required frequency and there has been no previous concerns with units reliability. Verifications will continue to be conducted quarterly</p> <p>5. <b>Install alarm systems within each facility that are connected to a dialing system to advise of any unauthorized entry.</b> Completed</p> <p>6. <b>Install overflow screens and flap gates on the Forman and Dufferin water towers to meet with the requirements of Standard.</b> Completed</p>			
2.	<b>Roundtable/Other:</b>			

### Details of next Management Review meeting:

#### Next Meeting:

Next Management Review will be scheduled in 2023

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Stratford Drinking Water Systems  
Summary Table of Action Items



**SOURCE OF/ISSUE IDENTIFIED BY:**  
**IA:** Internal Audit or **EA:** External Audit - (**MN:** Minor Non-Conformance, **Mj:** Major Non-Conformance, **OFI:** Opportunity for Improvement)  
**MR:** Management Review, **S:** Staff; **CC:** Community Complaint; **Own:** Owner  
**MINISTRY:** Inspection Findings (NC or Best Practice identified); **E:** Emergency/Incident;  
**BMP:** Best Management Practice  
**Other** (Please specify)

**TYPE OF ACTION INITIATED:**  
**PA:** Preventive  
**CA:** Corrective  
**N/A:** Not Applicable

Last Updated: 2022-12-12

Ref #	Description of Issue/Non-Conformance or Finding/Recommendation	Date Action Created/ Issue Added to Table	Source	PA or CA	Root Cause	BMP Identified/ Considered	Proposed Action	Summary of Actions Taken/Required	Responsibility / Assigned To	Target Date	Status	Verification/ Effectiveness of Action (include date and details)
1	Lowering high risk ranking from 12 to 9 or 10.	2020-05-10	EA-OFI	CA	Continual Improvement	N/A	Revise OP-07	Adjust OP-07 risk assessment ranking of high risk items	QMS Rep	2022-08-31	Comp	Form 08-011 revised to have high risk category changes from 12 to 10+ on 2022-06-23
2	Update Table 08-001 Summary of Critical Control Points	2020-06-24	EA-OFI	CA	Continual Improvement	N/A	Revise OP-08 Table 08-001	Add CCP #3 distribution system chlorine residual (as identified in the latest Form 08-001 Risk assessment outcomes) and listing related CCL information	QMS Rep	2022-05-31	On-Going	
3	Review & investigate 1st batch of frozen services	2020-11-25	MR	CA	Continual Improvement	N/A	Review & investigate issues	Determine if issues are on city side or property own side	Enviro. Supervisor	2023-12-31	On-Going	On-going. Budgeting to try and lower services below frost line. In the meantime, we ask the properties to run their taps during the winter to avoid freezing.
4	Establish division-wide use of work orders for asset-based work	2021-06-04	EA-OFI	CA	Continual Improvement	N/A	Use work orders and service requests division wide	Establishing division-wide use of work orders for asset-based work; and a service request system to better track required preventive maintenance and reactive maintenance in order to support requirements within OP-15	Enviro. Manager	2023-12-31	On-Going	In 2022 we used pearl work orders to track some maintenance activities. In 2023, we will be using a combination of e.Ris and Outlook calendar bookings as a means to track work – similar to a traditional work order system.
5	Update APPX 17-001 Calibration & Maintenance Schedule Summary, dated November 21, 2016 to ensure the checking and calibrating of measuring instrumentation that forms part of the monitoring system for CT is aligned with the new requirements of the latest Municipal Drinking Water Licence's Schedule C Section 4.0 Calibration of CT Monitoring System.	2021-06-04	EA-OFI	CA	Continual Improvement	N/A	Revise OP-17	Update appx 17-001 to ensure CT measuring equipment is meeting requirements within MDWL sec. 4	QMS Rep	2022-05-31	Comp	Revised OP-17 Rev. 0 2022-11-15 to include CT equipment. Reservoir Level transmitters being replace to allow for calibrations, free chlorine analyzers included in annual calibration list

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Stratford Drinking Water Systems  
Summary Table of Action Items



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6	Establish division-wide use of work orders for asset-based work	2021-06-04	Other- Staff Feedback	PA	Continual Improvement	N/A	Use work orders and service requests division wide	Establishing division-wide use of work orders for asset-based work; and a service request system to better track required preventive maintenance and reactive maintenance.	Enviro. Manager	2022-05-31	On-Going	Revised OP-17 Rev. 0 2022-11-15 to include CT equipment. Reservoir Level transmitters being replace to allow for calibrations, free chlorine analyzers included in annual calibration list
7	Each air vent and overflow associated with reservoirs and elevated storage structures are equipped with screens in accordance with the "Ten States Standards".	2021-11-04	Ministry BMP	PA	Continual Improvement	BMP Considered	Install screens	Install screens in accordance with the standard on all reservoir and vents	Enviro. Supervisor	2022-05-03	Comp	Refer to #17
8	Ensure the Document Master List is referencing the most current versions of the QMS documentation	2022-03-29	IA-OFI	CA	Continual Improvement	N/A	Revise OP-05	Revise Master List to ensure reference to the most current versions	QMS Rep	2023-03-01	On-Going	After OP 2022 revision, Master List is obsolete. Translon of all Documents and SOP's to include revision history and # is on going

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Stratford Drinking Water Systems

Summary Table of Action Items



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9	Various aspects of document control are not being adhered to	2022-05-05	IA- MJ	CA	Continual Improvement	N/A	Adhere to what's identified in OP-05 and update applicable documentation	i) Operational Check records in the Control Centre date back to 2014 and are out in the open. As per b.III & Section 2.3.5 of QMS 5, historic records should be stored to ensure they are protected and safe from harm. ii) Version Control of forms and associated SOPs need to be readdressed for consistency with review dates and document history tables. iii) QMS Policy posted in Control Centre is not current. iv) QMS Rep's binders – not current for several documents (Watermain Disinfection Report, Emergency Contact List.)	QMS Rep	2022-10-01	On-Going	Translon of all Documents and SOP's to include revision history and # is on going, onsite documentation revised, removed, etc. as required.
10	No evidence at the time of the audit to show that relevant aspects of the QMS are communicated to essential suppliers	2022-05-05	EA-MJ	CA	Continual Improvement	N/A	Improve QMS communications to essential suppliers	Improve and provide evidence of QMS communications as identified in OP-13	QMS Rep	2022-10-01	On-Going	QMS Letter for essential suppliers and QMS disclaimer has been created and currently pending approval from top management and engineer department
11	Logbooks on e.RIS need clear identification of ORO/OIC	2022-05-05	EA-OPI	PA	Continual Improvement	N/A	Update E.ris and provide training to staff	Include shifts for ORO and OIC's. Provide training to all staff on the use of the shifts	QMS Rep	2022-10-01	On-Going	Shift logs for ORO and OIC implemented 2022-05-05, staff provided e.Ris training on 2022-01-28

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Stratford Drinking Water Systems  
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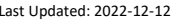
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12	The Owner / Operating Authority could not confirm if the volumetric capacity of the sodium silicate secondary containment floor grate system in the Romeo Treatment Plant was sufficient to contain all stored liquid in the event of a spill.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Identified	Determine if the volumetric capacity on containment	To determine if the volumetric capacity of the sodium silicate secondary containment floor grate system is sufficient to secure all liquids associated with its usage. In addition, it is recommended that the Owner / Operating Authority post the maximum allowable volume of the containment system as a means of ensuring appropriate storage of sodium silicate.	Enviro. Manager	2022-12-31	On-Going	
13	It was noted within the CT calculations for several of the Treatment Plants, that the setpoints for free chlorine alarms and lock outs are very close to the concentration required to meet with adequate primary disinfection.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Reassess the alarm	Reassess the alarm and lock out setpoints for free chlorine at the Treatment Plant to determine if they should be increased to provide the Operating Authority more time to respond prior to lock out conditions	QMS Rep/ Water Tech	2023-09-30	On-Going	
14	The continuous online data reports did not include the water levels present within the reservoirs at the Treatment Plants.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Revise data reports	Revise data reports to include water level measurements from the reservoirs	QMS Rep	2022-09-30	Comp	All required data provided to inspector. In addition daily reports have been revised to include reservoir levels for trending review
15	Conduct verification checks on the portable chlorine analyzers on a weekly basis	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Identified	No proposed action	Verifications are conducted as required by manufactures instructions	QMS Rep	2022-09-30	Comp	Pocket colorimeters are verified on the quarterly biases by the Water Tech. The manufactures instructions does not state a required verification frequency
16	Install alarm systems within each of their Treatment Plants that are connected to a dialing system to advise the Operating Authority of any unauthorized entry.	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Install security system	All well houses installed with alarms systems	Enviro. Manager	2022-06-30	Comp	All wellhouses have been equipped with alarm systems for unauthorized entry
17	Instal overflow screens and flap gates associated with the Forman and Dufferin water towers to meet with the requirements of Standard	2022-11-07	Ministry BMP	CA	Continual Improvement	BMP Considered	Install screens	Screens were installed on tower overflows as per the standards and photos forwarded to inspector	Enviro. Supervisor	2022-08-03	Comp	Screens have been installed and photos forwarded to inspector





**N/A:** Not Applicable

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## MANAGEMENT REPORT

**Date:** January 25, 2023  
**To:** Mayor and Council  
**From:** Sadaf Ghalib, Climate Change Programs Manager  
**Report #:** ITS23-004  
**Attachments:** None

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**Title:** Earth Day Canada 2023

**Objective:** To provide an overview of the City's plan to organize a tree planting event in recognition of Earth Day 2023 and seek approval of Council to proceed with this event.

**Background:** Earth Day will be celebrated globally on April 22, 2023. The City of Stratford intends to acknowledge this day with a program offering to residents and organizations who would like to participate and make a difference through a community tree planting event. It is further intended that the City register this Earth Day activity with the Earth Day Canada organization.

Earth Day, first celebrated in 1970, was conceived as a means of raising public environmental consciousness. Although Earth Day incorporates many environmental themes, there has been a great focus in more recent years on efforts related to addressing the impacts of climate change globally. Given the City's strengthened commitment to climate action and as a means of working towards our emissions reduction goals, this event is intended to foster community participation and direct efforts toward improving the city's urban tree canopy cover.

**Analysis:** The development of a community tree planting event is supported by principles outlined within the following guiding documents and strategies:

- [2018-2022 Strategic Priorities](#)
- [Official Plan](#) (2015)
- [Climate Emergency Response](#) (2020)
- [Greenhouse Gas \(GHG\) Reduction Plan](#) (2021)
- [Private Tree Preservation By-law](#) (2020)

Staff have signed up the City of Stratford as a Municipal Partner for the Mobilizing Municipalities campaign organized by Earth Day Canada and intends to organize one

tree planting event as a part of the Earth Day Canada Tree Planting Relay starting in April, 2023. As a part of this Relay, on the 22nd of every month until Earth Day 2024, cities across Canada will announce their pledge to plant trees in celebration of Earth Day. As planting trees is an important strategy for climate change mitigation and adaptation, this event will be an opportunity for the city to highlight its dedication to addressing climate change and to reiterate their commitment to sustainability.

In creating a plan for Earth Day, the following criteria were considered:

- Promotes environmental stewardship and awareness within the community.
- Highlights ongoing efforts related to climate action at a local level.
- Encourages participation from residents of all ages and contribute to a robust urban tree canopy cover.
- Supports the City's work towards implementation of overarching climate action goals and emissions reduction targets.

Staff will be collaborating with Energy and Environment Advisory Committee (E&E), Upper Thames River Conservation Authority (UTRCA) and partnering with community-led groups such as Climate Momentum and ReLeaf to maximize opportunities for public participation.

Staff have shared the plan for acknowledging Earth Day 2023 with the E&E and Climate Change Working Group for feedback. Further, a working group consisting of Staff, members of E&E and other community-led groups will be established to refine and promote the event. By also registering this event with the Earth Day Canada organization, the City will be joining over 100 communities across the country in making environmental commitments to create healthier environments for their citizens.

Aligning with Earth Day Canada's 2023 Tree Planting Relay wherein municipalities pledge to plant at least 50 trees in honor of Earth Day, a community tree planting event is planned to take place during the week of April 17-23, 2023. The City of Stratford intends to go above and beyond the minimum requirements of planting 50 trees, and is committed to planting a minimum of 250 native tree and shrub saplings in natural areas.

This event will be open to volunteers from the community to participate in and support the planting of native trees to contribute to the city's urban tree canopy cover. Details such as the date of the event will be established by the working group in due course. Staff are coordinating with UTRCA to procure native tree and shrub saplings, expected to arrive by Spring 2023.

As a next step, Staff will identify public lands in the City where there is a need for reforestation or afforestation and establish locations where the tree planting event will take place. Staff from Infrastructure and Development Services Department will coordinate with the Community Services Department, E&E, UTRCA and community partners.

Staff would like to announce the City's pledge to plant 250 native tree saplings as a part of the Tree Planting Relay in celebration of Earth Day. The event will be promoted through the City's website, social media channels and traditional media outlets in advance of Earth Day, to gather maximum community interest and participation. It is further intended that final count of tree and shrub saplings planted be communicated publicly after the event.

## **Financial Implications**

### **Financial impact to current year operating budget:**

There will be a financial impact on the 2023 operating budget, and future year operating budget should this program be implemented and further expanded annually. Additional analysis may be required at the time. Staffing costs to manage and implement this initiative are included in the Infrastructure and Development Services, and Parks and Forestry Division 2023 draft budget. It is anticipated that a planting of 250 trees and shrubs will cost approximately \$6,000 – \$7,000. Procurement costs for tree and shrub saplings can be managed in the proposed draft 2023 Parks and Forestry Division operational budget.

### **Financial impact on future year operating budget:**

Community tree plantings will be accounted for within future year operating budgets. Newly planted trees will become part of the City's tree inventory and the associated costs of maintenance will be absorbed into the Parks and Forestry Division operational budget.

Established trees have several additional benefits, some that could result in operational savings. These savings are difficult to quantify at this time.

If this event or future pledges are continued in future years, the respective costs would be determined at that time.

### **Link to asset management plan and strategy:**

As per Provincial guidelines under O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure, trees are not currently included in the city's core infrastructure comprising tangible capital assets, nor in the required Asset Management Plan. There is no direct link to the City's Asset Management Plan at this stage, however, the Parks Division does maintain an inventory of trees for maintenance and replacement purposes.

## **Alignment with Strategic Priorities**

### **Strengthening our Plans, Strategies and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

### **Developing our Resources**

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

### **Alignment with One Planet Principles**

#### **Health and Happiness**

Encouraging active, social, meaningful lives to promote good health and wellbeing.

#### **Culture and Community**

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

#### **Land and Nature**

Protecting and restoring land for the benefit of people and wildlife.

#### **Sustainable Water**

Using water efficiently, protecting local water resources and reducing flooding and drought.

**Staff Recommendation: THAT Staff be authorized to proceed with organizing the tree planting event as outlined in Report ITS23-004.**

<b>Prepared by:</b>	Sadaf Ghalib, MPM, B. Arch., Climate Change Programs Manager
<b>Recommended by:</b>	Taylor Crinklaw, M.Sc., P.Eng., Director of Infrastructure and Development Services Joan Thomson, Chief Administrative Officer




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## MANAGEMENT REPORT

**Date:** February 13, 2023  
**To:** Infrastructure, Transportation and Safety Committee  
**From:** Chris Bantock, Deputy Clerk  
**Report #:** ITS23-005  
**Attachments:** None

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**Title:** Amendment to Business Licensing By-law 187-2004

**Objective:** To amend the City's Business Licensing By-law for the purpose of increasing the minimum commercial general liability requirement for all business license types from \$2 million to \$5 million.

**Background:** On December 19, 2022, Council approved the extension of 2022 business licenses until March 31, 2023, to allow for time to consider an increase to minimum insurance requirements under the Business Licensing By-law.

In accordance with the City's Notice Policy, a Public Meeting was held on January 16, 2023, to hear from members of the public regarding proposed amendments to the Business Licensing By-law.

Staff have reconfirmed the recommendation from the City's insurer to increase liability requirements to \$5 million for all business licenses. It has also been noted that this recommendation is not one specifically being made for business licenses and has been recommended by the City's insurer for incorporation in all third-party relationships.

**Analysis:** Under section 151(1) of the Municipal Act, 2001, the City has the authority to set requirements for obtaining, holding or renewing a business license. Staff are proposing to amend the Business Licensing By-law to bring into effect the recommendation from the City's insurer as follows:

- 2.50 All businesses required to be licensed in accordance with this by-law shall provide and maintain, at their own expenses, liability and property damage insurance in the minimum amount of \$5,000,000, or such other amount as determined by the City from time to time, to protect the City as owner of the municipal property against all liability.

Additional housekeeping amendments to the by-law, including the renumbering of subsequent sections and removing reference to current liability requirements would also be undertaken through approval of the above.

The purpose of this amendment is to mitigate risks for both the City and business licensees. As \$2 million liability is largely considered to be no longer sufficient in many cases from a coverage perspective, requiring \$5 million liability makes it more likely licensees will not be under-insured. In cases where a third-party may be under-insured, the City could be responsible for picking up a disproportionate share of costs related to potential claims. Having higher liability coverage also increases protection for business licensees in the event of a claim against them and ensuring adequate coverage.

At the January 16, 2023, Public Meeting, one delegation presented concerns that tattoo/piercing businesses would not be able to obtain commercial general liability insurance in the amount of \$5 million. Following the Public Meeting, as it was unknown at the time, staff consulted with the City's insurer who confirmed specifically for these business types that insurance in this amount is available and to their knowledge can be obtained.

### **Financial Implications:**

#### **Insurance considerations:**

The City's insurer has reviewed the application of recommended insurance requirements and confirmed that a minimum \$5 million commercial general liability should be requested by the City of all business license holders.

### **Alignment with Strategic Priorities:**

**Not applicable:** The proposed increase to insurance requirements under the City's Business Licensing By-law, as recommended by the City's insurer, is an administrative update and does not directly align with the Strategic Priorities.

### **Alignment with One Planet Principles:**

**Not applicable:** The proposed increase to insurance requirements under the City's Business Licensing By-law, as recommended by the City's insurer, is an administrative update and does not directly align with the One Planet Principles.

**Staff Recommendation: THAT Business Licensing By-law 187-2004, as amended, be further amended to increase the minimum commercial general liability requirements of all business licenses from \$2 million to \$5 million.**

#### **Prepared by:**

Chris Bantock, Deputy Clerk

#### **Recommended by:**

Karmen Krueger, CPA, CA, Director of Corporate Services  
Joan Thomson, Chief Administrative Officer

Infrastructure, Transportation and Safety Sub-Committee  
IDS Update Regarding Capital Projects, Engineering and Operations  
January 2023

**Capital Projects - 2022**

Studies

- Transportation Master Plan Update
  - RFP for consultant services awarded to IBI Group, new Transportation Master Plan will be updated and incorporate the Bike and Pedestrian Master Plan
  - Round 1 Engagement summary report and Phase 1 Needs and Opportunities reports available on the Engage website
  - Public Open House #2 concluded end of November
  - Phase 2 Alternative Solutions report and final Engagement summary report to be available mid February
  - Draft Final report underway.
- Storm Model and Master Plan Update
  - RFP for consultant services being prepared
  - Update to existing storm model and consolidation of all existing storm master plans and EA reports
  - Climate change adaptation to be included
- Sanitary Master Plan Update
  - RFP for consultant services awarded to Civica, work ongoing
  - New sanitary model to be used to update existing sanitary master plan and incorporate all lands annexed since 2004
  - Flow monitoring to be in place early spring

Reconstruction Projects

- Online Updates
  - Engage Stratford website being used to keep up-to date progress of ongoing projects and reconstruction jobs on the City's website.
- Queen Street Storm Sewer
  - Tender awarded to Birnam Excavating Ltd.
  - Construction complete, final topcoat paving scheduled for early spring
- Huron Street Reconstruction, Phase 1
  - Connecting Link funded project, Design and Contract Admin awarded to IBI Group
  - New watermain, sanitary sewer, storm sewer, roadway
  - Tender awarded to Steve Smith Construction
  - Topcoat paving, boulevard and sidewalk restoration scheduled for spring, traffic control installation ongoing



- Sidewalk projects 2022
  - Walnut Street, Martin Street, Cambria Street from John to St. Vincent, John Street from north of Cambria to Centre
  - Tender awarded to Nicholson Concrete, work to commence in spring
- Argyle Street and McKenzie Street Reconstruction 2022
  - Full reconstruction with new watermains, sanitary and storm sewers
  - Tender awarded to Elgin Construction
  - Topcoat paving and minor restoration in 2023

### Other

- Bridge and Culvert Improvements
  - RFP being prepared for a consultant to design the replacement of the concrete retaining walls near the CN overpass on TJ Dolan Drive
  - RFP for Consultant to design the deck rehabilitation for Dunn's Bridge awarded to B.M. Ross, work underway
- Sewer Relining
  - Sanitary and Storm sewer relining to reduce infiltration and rehabilitate deficient sewers
  - Tender awarded to Clearwater Structures Inc.
  - All work complete. Approximately 3600m of Sanitary and Storm sewers relined
- Watermain Relining
  - Willow Street from Pleasant Drive to Devon Street
  - Tender awarded to Fer-Pal Construction Ltd
  - Construction complete, approximately 800m of watermain rehabilitated
- Infrastructure Canada Active Transportation Fund Application
  - Applications submitted for three projects – Erie Street Multi-Use Trail Rehabilitation and Extension, McCarthy Road Bike Lane and Sidewalk Installation, and Douro Street and CH Meier Boulevard Multi-Use Trail
  - Notification received January 11, 2023 that all projects were unsuccessful in obtaining funding. Projects will be reconsidered for inclusion in future capital budgets
- Pavement Condition Assessment 2022
  - 2022 assessment completed by GM BluePlan, report posted to City website.
  - The 2022 network average PQI of 58.6 remains unchanged from the 2019 pavement assessment. In 2022, a greater percentage of the road network is now in the very good condition category (PQI>80) compared to 2019. This is the result of road maintenance, rehabilitation and capital works.
  - However, a greater percentage of the road network now falls in the very poor condition category (PQI<40) compared to 2019. The backlog of major rehabilitation / reconstruction work is increasing and greater budgetary requirements will be needed to address this backlog over time.

## **Capital Projects – 2023 – subject to budget approval**

### **Reconstruction Projects**

- **Albert Street Reconstruction – Waterloo to Front Street**
  - Full reconstruction with new watermain, sanitary and storm sewers
  - Design ongoing including implementation of 'bicycle boulevard' treatments in accordance with new Transportation Master Plan recommendations
  - Open House to be scheduled February/March
  - Tender scheduled for April
- **Asphalt Resurfacing 2023**
  - Ontario Street from Queen to Waterloo and Erie Street from south of Ontario to West Gore – subject to receiving Connecting Link funding
  - Resurfacing of various streets – candidates include sections of John Street, Devon Street and McCarthy Road East
  - Design ongoing, tender scheduled for May
- **Ontario Street Watermain Replacement – Parkview to Queen**
  - Replacement of undersized watermain
  - Design ongoing
  - Tender scheduled for March/April

### **Other**

- **Bridge and Culvert Improvements**
  - RFP for Consultant to design the deck rehabilitation for Dunn's Bridge awarded to B.M. Ross
  - Design options being finalized, open house scheduled for January 25 with tendering scheduled for March/April
- **Concrete and Asphalt Restoration**
  - New multi-year tender to replace damaged concrete sidewalk, curbs and asphalt road cuts, including restoration works.
  - Tender scheduled for February
- **Watermain Relining**
  - Erie Street from Cambria to Monteith
  - Tender scheduled for March/April
- **Portia Watermain Extension**
  - Dead end watermain providing poor water quality to residents, to be extended to Devon Street for proper looping
  - Tender awarded to Birnam Excavating Ltd.
  - Work scheduled to commence in the spring

## **Divisional Updates**

### Engineering Division Works

- Review of development engineering plans and reports for various proposed subdivisions
- Review of formal Consultations, Site plan applications, zone change applications, and various other planning matters
- Inspection services for subdivision construction ongoing
- Compiling data for asset management project
- Survey and design ongoing for 2023 AND future projects

### Operations Update: Water

- Watermain breaks in 2022 = 32, so far in 2023 = 1
- Chestnut Well went back online on January 19th. The chlorinator has been fixed after waiting on parts for about 4 months. While it was offline, staff completed the 5 year draining and cleaning of the Chestnut reservoir and clearwell.
- Our e.Ris server is currently down and expected to be repaired by February 2nd. IT is facilitating this repair with the manufacturer. For the time being, staff are using paper logbooks and forms to complete routine work until the server is fixed.

### Operations Update: Wastewater

- We have a new temporary wastewater operator starting on January 23rd.
- Staff have been prepping and inspecting the manholes that will be used for a flow monitoring program that will be conducted by Civica, the consultant doing the Sanitary Master Plan.
- The check valves and isolation valves at pumps 3&4 have been replaced at the Vivian Pumping Station

### Operations Update: Water Pollution Control Plant

- Filter Underdrain #4 that failed in October was rebuilt and put back in service in late January.
- Filter Underdrain #3 failed last week and it will be repaired along with Filter #2. After these are replaced, all 4 filters will be new.
- The new UV system has been delivered and all prep work in the tertiary building is completed. OCWA is waiting on the MECF approval to bypass the UV channel for 3-4 weeks while the installation of the new UV system is complete. OCWA staff confirmed they do not expect any odour or operational issues while the UV is being bypassed.

## Operations Update: Public Works

Significant weather events kept the department busy in the early part of January.

- We do continue to see an increase in absenteeism into January. Several positive COVID cases and seasonal cold/flu have impacted the availability of staff
- A significant weather event over the holiday season kept the department very busy over the break. The event lasted several days with multiple road closures. We declared a "significant weather event" as per the Maintenance Standards beginning on December 24th and ending on December 29th. All City equipment continued to plow and treat roads, sidewalks, and parking lots during the event with staff putting in a significant amount of hours to ensure safe travels in the City
- RFQ's for the department in January include, catch basin cleaning, brush grinding, concrete crushing, bin rentals at the Landfill site, Hazardous Waste event assistance, excavators and trucks for short term City projects, in preparation for spring work
- The department continues to work on our Blue Box Transition with several governing bodies

## Climate Change Internal Working Group

- **Green Recognition Program** underway, applications can be submitted on the City's website, climate change webpage.
- Have signed up the City as a Municipal Partner for the Mobilizing Municipalities organized by Earth Day Canada (organization), joining a number of municipalities Canada-wide to accelerate efforts toward climate change adaptation. As a part of the Tree Planting Relay, Staff are planning a tree planting event in celebration of **Earth Day** in April 2023. Report to ITS subcommittee for information and approval.
- **Corporate Emissions Plan** – is in development. It identified asset classes including city owned facilities, fleet and equipment, water + wastewater and outdoor lighting. Considered historical emissions (scope 1 and 2) as per Canada National Inventory Report (NIT) 2022, submitted to the UNFCCC\*. Baseline established for the Plan (to align with community emissions baseline), and identify near term and long-term emissions reduction measures for all asset classes, and explore opportunities to implement decarbonization initiatives (in a fiscally responsible manner). Data gathered from Festival Hydro, Union Gas and fuel suppliers. Staff exploring establishing key performance indicators to monitor/manage corporate GHG emissions on an annual basis.
- **Community Emissions Plan** – focusing on actions identified in the County-wide GHG Reduction Plan (2021) and exploring opportunities for Stratford to meet its emissions targets by 2030, and beyond.
- **Public communication** regarding climate change initiative – City Website (climate change page) updated with information on rebates and incentives

(federal) for residents to consider towards their home improvements and retrofits (e.g., heat pumps, energy efficiency measures).

- Internal **policy updates** are ongoing (sustainable procurement guidelines) and applying a climate lens to upcoming Plan updates (Official Plan, Transportation Master Plan) to target long-term community emissions as well.
- Meetings are held every three weeks with **Climate Change Working Group** (capacity building and knowledge sharing across the board). Members attend webinars, conferences and workshops such as Mayors' Megawatt Challenge. The intention is to learn from other municipalities (i.e., strategies/best practices) while also demonstrating leadership in energy efficiency, greenhouse gas reduction, cost savings potential.
- Ongoing **stakeholder engagement** with community led groups (Climate Momentum, ReLeaf, Perth County Sustainability Hub), organizations (SDSS) etc. Anticipate further engagement seeking feedback once a 'Community Emissions Plan' is in development.
- Exploring establishment of internal sub-groups to advance carbon reduction strategies and seek funding opportunities.
- Based on Council priorities and direction, a **short, medium and long-term workplan** is underway, will be brought to ITS for consideration in Spring 2023.

\*UNFCCC- United Nations Framework Convention on Climate Change

### **Attainable Housing – Special Project**

- investStratford lead project is ongoing. Implementation of Key Action Items from the "A Road Map for Attainable Market Housing Development" as received and approved by Council in June, 2021
- Midterm focus (September-December, 2022)
  - Draft policy direction, incentive programs, return on investment
  - Public and stakeholder consultations, online and in person
  - Additional time spend reviewing changes to the scope of the project with Bill 23 impacts in mind
- Long term objectives (December 2022-March, 2023) ongoing
  - Present Toolkit, possible Community Improvement Plan and financial incentive package to Council
  - Ongoing public and stakeholder consultations, online and in person
  - Support Council and City Staff in the development of a pilot project (Vivian Line)
  - Interim report provided to Council on January 23rd
- Internal working group members: Chief Administrative Officer, Director of Social Services, Manager of Housing, Director of Finance and Corporate Services, Director of Infrastructure and Development Services, CEO of investStratford, Managing Director of investStratford