



The Corporation of the City of Stratford  
Infrastructure, Transportation and Safety Sub-committee  
Open Session  
AGENDA

**Date:** Wednesday, June 25, 2025

**Time:** 4:30 P.M.

**Location:** Council Chamber, City Hall

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

**Staff Present:** Taylor Crinklaw - Director of Infrastructure Services, Tatiana Dafoe - City Clerk, Neil Anderson - Director of Emergency Services/Fire Chief, Miranda Franken - Council Clerk Secretary

To watch the Sub-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.

Land Acknowledgment

Moment of Silent Reflection

Respectful Conduct Statement

**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. Delegations**

**3.1 Request for Delegation by Geoffrey Cheney**

Geoffrey Cheney, President, Cheney and Company Inc., will be speaking to Sub-committee to request long stay/overnight parking permits be provided in the Erie Street parking lot for residents living along Wellington Street.

Motion by

**THAT Geoffrey Cheney be heard.**

**4. Report of the Council Committee Coordinator**

**4.1 Encroachment Application for 40 Daly Avenue (ITS25-012)**

5 - 10

Motion by

**Staff Recommendation: THAT the flower beds and retaining wall at 40 Daly Avenue be permitted to encroach onto the Daly Avenue road allowance for a total encroachment area of 6.35m<sup>2</sup>;**

**THAT the annual fee of \$58.76 adjusted yearly by the CPI, be added to the property tax bill for 40 Daly Avenue;**

**AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 40 Daly Avenue.**

**5. Report of the Manager of Engineering**

**5.1 Installation of Bicycle Lanes on John Street (ITS25-010)**

11 - 13

Motion by

**Staff Recommendation: THAT the report titled, "Implementation of Bicycle Lanes on John Street" (ITS25-010), be received for information.**

**6. Report of the Manager of Environmental Services**

**6.1 Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update (ITS25-013)**

14 - 16

Motion by

**Staff Recommendation:** THAT the report titled, "Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update" (ITS25-013) be received for information;

**AND THAT** Council direct Staff to proceed with a Request for Proposal for Consulting Engineering Services for the roof replacement of the Primary Digester at the Stratford Water Pollution Control Plant.

## **6.2 Water Meter Transmitter Replacement Program (ITS25-014)**

17 - 20

Motion by

**Staff Recommendation:** THAT Council authorize Staff to proceed with issuing a Request for Proposal for new Automated Metering Reading (AMR) meter transmitters as part of the City of Stratford's Water Metering Program.

## **7. Report of the Supervisor of Waste Operations**

### **7.1 Stratford Landfill Public Input Invited June 2025 (ITS25-011)**

21 - 22

Motion by

**Staff Recommendation:** THAT the report titled, "Stratford Landfill Public Input June 2025" (ITS25-011), be received for information.

## **8. Department Update**

23 - 28

The Director/Manager to provide an update on department activities and ongoing projects. A copy of the update has been posted to the City's website on the "Engineering Division" page.

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

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

## **10. Next Sub-committee Meeting**

The next Infrastructure, Transportation and Safety Sub-committee meeting is July 30, 2025 at 4:30 p.m. in the Council Chamber, City Hall.

## **11. Adjournment**

Meeting Start Time:

Meeting End Time:

Motion by

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

**Sub-committee meeting adjourn.**



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## MANAGEMENT REPORT

**Date:** June 25, 2025  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Vicky Trotter, Council Committee Coordinator  
**Report Number:** ITS25-012  
**Attachments:** Sketch of the Encroachments at 40 Daly Avenue

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**Title:** Encroachment Application for 40 Daly Avenue

**Objective:** To consider a request to enter into an Encroachment Agreement with the owner of 40 Daly Avenue. The purpose of the Encroachment Agreement is to permit the recently installed flower beds and retaining wall to encroach onto the Daly Avenue road allowance.

**Background:** An encroachment agreement is a formal agreement signed between the City and a property owner, approved by by-law and registered on title against the property that is benefited by the agreement (not the municipal property). The intent of the encroachment agreement is to formally recognize the encroachment and clearly establish the terms and conditions specific to the encroachment if it is permitted to remain.

The City adopted an Encroachment Policy P.3.2 (the Policy) which states:

"It is the policy of the City of Stratford that there shall be no unauthorized encroachments onto road allowances or municipal property, including park property. A property owner shall seek prior permission from the City to encroach onto a road allowance or municipal property and subject to Council approval, enter into an encroachment agreement with the City and pay the required fees.

Where an encroachment exists without City approval, the owner shall be required to remove the encroachment at their own expense or seek permission from the City for the encroachment to remain.

No new encroachments onto park property will be permitted."

The Policy further states:

## "7. When Encroachments will not be granted

It is the policy of the City of Stratford that approval for the following will not be granted:

- new encroachments onto park property;
- additions to existing buildings or other structures that would encroach or do encroach onto municipal property or road allowances;
- the encroachment poses a danger to the public;
- when construction has commenced prior to the issuance of a required permit from the City."

In 2022, construction took place at 40 Daly Avenue, and it was identified that an encroachment agreement was required. In September 2022, the owners of the property were notified, and the owner submitted an encroachment application for the driveway on the east side of the property to encroach onto municipal property.

Per the Encroachment Policy, the application was circulated to staff for review and comment. Comments received were as follows:

### **Planning Services**

- Planning does not support the application as the encroachment is the entire parking space and it is encroaching onto the City's right-of-way.

### **Engineering Services**

- The Engineering Department will not support the application to establish a parking space since most of the space is located on the City's right-of-way and the utility right-of-way. The parking space is to be located within the front yard setback and entirely on private property.

In November 2022, the owner of 40 Daly Avenue and their contractor were advised if they poured the driveway and the encroachment application was denied, the driveway would need to be removed and returned to grass at the cost of the owner. The contractor proceeded to install the driveway.

Clerk's Office staff were then advised in 2023 that a new site plan was to be submitted, and the encroachment application was placed on hold.

In June of 2024, the property was sold to new owners without the encroachment application process being completed.

**Analysis:** In April 2025 a new encroachment application was submitted. The application requested the east driveway be permitted to encroach onto the Daly Avenue Road allowance. During the review it was determined the flower beds and retaining wall were also located on the City's property.

The new application was submitted for review to the following divisions: Planning, Engineering, and Building. Their comments are summarized below.

### **Planning Services**

- Planning Services advised the subject property's main driveway meets the requirements of the Comprehensive Zoning By-law ("CZBL") in terms of satisfying the off-street parking requirement. As such, the second driveway "goes above and beyond" and is not necessary to satisfy the off-street parking requirement for the site.
- Considering the second driveway is wholly contained within the road allowance and does not extend onto the subject lands due to the retaining wall as shown on the sketch provided, it is not a "driveway" as it applies to the CZBL. There is no concern with the request provided there is no vehicular encroachment over the sidewalk. Notwithstanding, most vehicles exceed the depth of the space being 4.08 m therefore the City may be facilitating future by-law enforcement issues with vehicle encroachments over the sidewalk.

### **Building Services**

- Building Services agreed with the comments provided by Planning Services and the Engineering Division.

### **Engineering Division**

- The Engineering Division advised they have concerns with the driveway portion of the application. The existing parking lot along 40 Daly Avenue is not fully contained within the property and does not conform to the Zoning By-Law, specifically section 5.2 regarding minimum parking space dimensions. No parking lot shall encroach on the City's right of way. As per the City of Stratford's Zoning By-Law - Section 5.2: Parking Space Dimensions and Requirements, the minimum parking space shall have a minimum width of 2.4m and a minimum length of 5.6m. The parking space has a width of 2.23m and a length of 4.08m.
- Additionally, as per By-Law 159-2008, Section 8 - No Parking in Unposted Locations: No person shall park a vehicle in such a manner that any part of the vehicle is situated upon or over a sidewalk at any time. Due to the existing driveway not meeting the minimum length of 5.6m, it does not comply with the by-law.

Staff does not recommend approving the "driveway" encroachment on the east side of the property based on the comments provided. Additionally, a driveway compliant with all By-law and Policies exists on the west side of the property for use by the owner.

Council may wish to consider one of the following options:

1. Deny the request for an encroachment which would result in the owner having to remove the flower beds, retaining wall and driveway and return these areas to grass at their cost.
2. Permit the flower beds and retaining wall to encroach onto the municipal road allowance and require the "driveway" to be removed and returned to grass at the cost of the property owner;
3. Approve the flower beds, retaining wall and driveway to encroach onto the road allowance.

Staff recommend proceeding with option 2 which would permit the flower beds and the retaining wall to encroach onto the Daly Avenue road allowance. With this option, the second driveway which does not conform to City by-laws would need to be removed by the owner at their cost.

### **Financial Implications:**

The annual fee will be adjusted yearly by the CPI and would be added to the property tax bill for this property for the encroachment agreement. The annual fee is based on the size of the encroachment and is calculated by taking the current property tax times the size of the encroachment (area) divided by the total area of the owned property.

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

If the encroachment is denied (Option 1) there will be no financial impact to the current year operating budget.

If the encroachment of the flower beds and retaining wall is approved (Option 2), the annual fee of \$58.76, adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City.

If the encroachment of the flower beds, retaining wall and driveway is approved (Option 3), the annual fee of \$190.45, adjusted yearly by the CPI, would be added to the property tax bill for this property for the encroachment agreement, representing revenue to the City.

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

If the encroachment is denied there will be no financial impact on future year operating budget.

If approved the amounts noted above would be adjusted yearly by the CPI and added to the property tax bill until the agreement is terminated or the encroachment is removed, representing revenue to the City.



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

**Not applicable:** The encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

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

**Not applicable:** The encroachment policy is a service offered by the City to permit existing building or structures to encroach onto municipal property. The City will exercise its right to require an encroachment agreement if the City intends to allow the encroachment to remain under certain terms and conditions.

**Staff Recommendation: THAT the flower beds and retaining wall at 40 Daly Avenue be permitted to encroach onto the Daly Avenue road allowance for a total encroachment area of 6.35m<sup>2</sup>;**

**THAT the annual fee of \$58.76 adjusted yearly by the CPI, be added to the property tax bill for 40 Daly Avenue;**

**AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 40 Daly Avenue.**

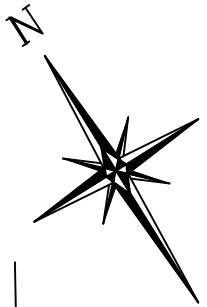
<b>Prepared by:</b>	Vicky Trotter, Council Committee Coordinator
<b>Recommended by:</b>	Tatiana Dafoe, City Clerk
	Karmen Krueger, CPA, CA, Director of Corporate Services
	Adam Betteridge, Interim Chief Administrative Officer

ENCROACHMENT SKETCH

SCALE 1:150



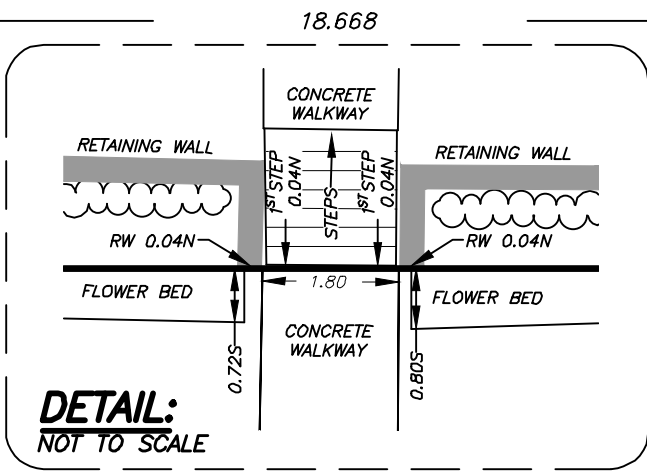
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LOT 4

LOT

5



PLAN

44M--

91

PART 6  
PLAN 44R--1394

LOT

2 STOREY BRICK HOUSE  
MUNICIPAL No. 40

25.002

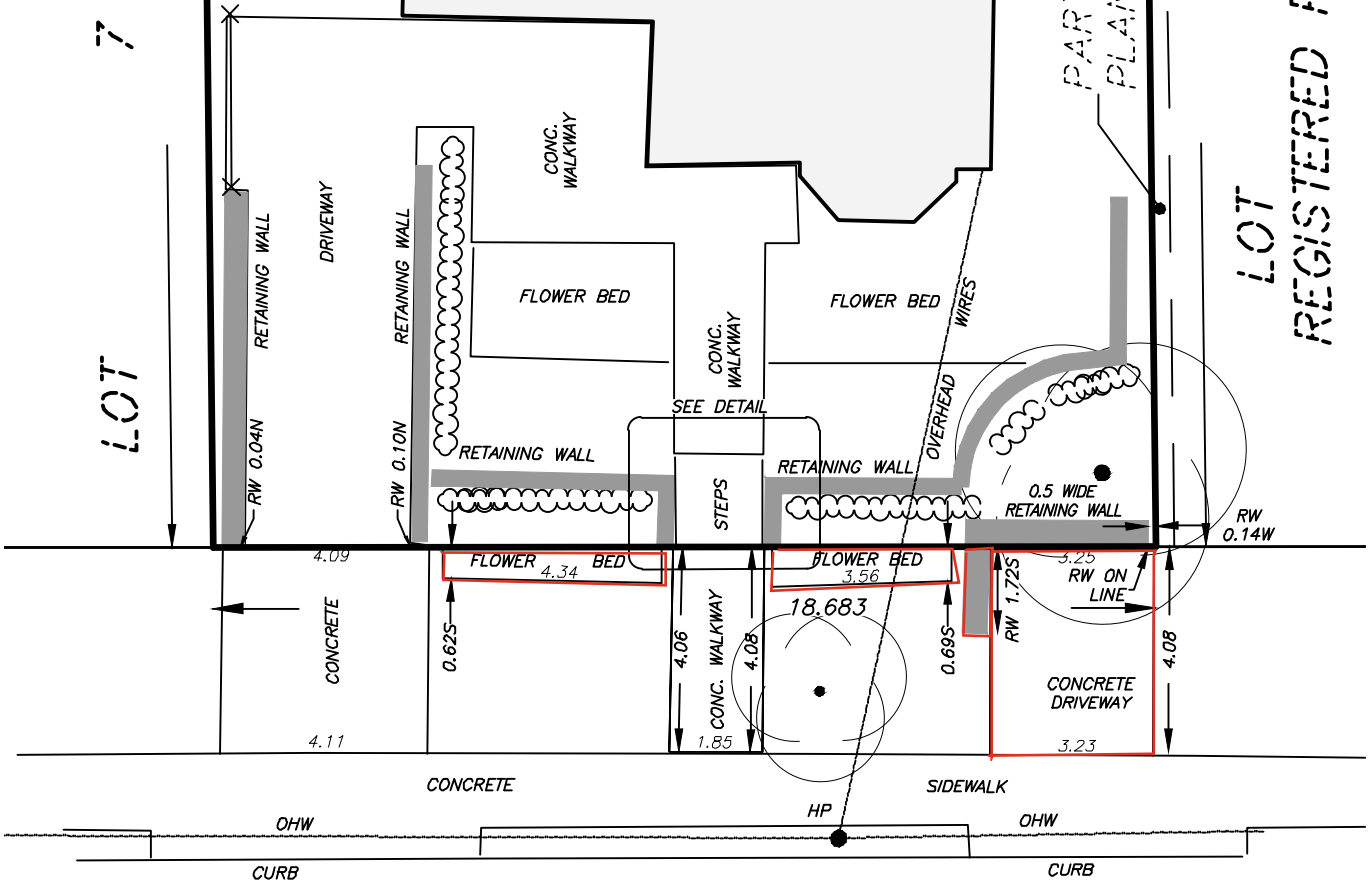
7

REGISTERED PLAN 74

LOT

7

25.002



DALY AVENUE

(20.117 WIDE BY REGISTERED PLAN 74)

NOTES:

MEASUREMENTS ON THIS SKETCH  
OBTAINED FROM ACTUAL FIELD  
SURVEY

METRIC:

DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND  
CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

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CAUTION:

THIS IS NOT A PLAN OF SURVEY  
AND SHALL NOT BE USED  
EXCEPT FOR THE PURPOSES  
INDICATED IN THE TITLE BLOCK.

THIS SKETCH IS PREPARED FOR  
DALY DEVELOPMENTS  
DATE : MARCH 17, 2025



MTE

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Cad File: P:\P\61566\_001\61566\_001\_SK1.DWG

COGO : 61566\_001-UTMGROUND.ASC

Drawn By : M. MARSH

Checked By : D. REAUME

File No : 61566\_001-SK1 (S)



## MANAGEMENT REPORT

**Date:** June 25, 2025  
**To:** Infrastructure, Transportation and Safety Sub-Committee  
**From:** Nancy Roulston, Manager of Engineering  
**Report Number:** ITS25-010  
**Attachments:** None

**Title:** Installation of Bicycle Lanes on John Street

**Objective:** To provide information to Council regarding options for the installation of bicycle lanes on John Street between Queensland Road and West Gore Street.

**Background:** At the March 26, 2025, Infrastructure, Transportation and Safety Sub-committee meeting, the Sub-committee passed the following resolution:

**THAT Staff be directed to investigate the possibility of removing the parking lane and installing bike lanes on John Street South between Queensland Road and West Gore Street;**

**AND THAT all required by-law amendments be made.**

**Analysis:** John Street South between West Gore Street and Queensland Road is a residential collector street and a bus route. This street also serves as the route for large tanker vehicles to access the water pollution control plant.

This portion of John Street has been identified as a signed bike route, in accordance with the 2014 Bike and Pedestrian Master Plan. Upgrading the bicycle facility to bicycle lanes was not included in the recommendations of the 2023 Transportation Master Plan.

The street has two distinct sections. Section 1, between Easson Street and Queensland Road, has a pavement width of 10.4m with parking allowed on the east side only. Section 2, between West Gore Street and Easson Street, has a pavement width of 8.5m, with no parking allowed on either side.

If bicycle lanes are to be added, they are recommended to be a minimum of 1.5m wide, plus an additional 0.3m buffer between the travelled lane and the bicycle lane.

To upgrade the existing signed bicycle route to protected bicycle lanes, the following work will be required:

#### Section One – Queensland Road to Easson Street

The existing roadway would be utilized. The addition of bicycle lanes will require the removal of the existing parking on the east side and would result in 3.4m wide travel lanes for vehicles. Some adjustment to the intersection of John Street and Queensland Road will be required to accommodate the turning radius of the larger vehicles. The estimated cost for this option is \$175,000 for new curb and gutter, relocating catch basins, sidewalk and boulevard restoration, line painting, and installation of delineators.

#### Section Two – Easson Street to West Gore Street

The existing roadway will need to be widened by 2 metres. The estimated cost for this section is \$400,000 for widening pavement, new curb and gutter, relocating catch basins, regrading and restoring boulevards, and installation of a retaining wall. There may be additional costs if the hydro pole at the intersection of John and West Gore needs to be relocated. When the sidewalk on the west side of John Street is installed, the removal of 5-7 trees will be required.

If implementation proceeds, the necessary modifications to the Traffic and Parking By-law would be included.

It has been the Engineering Department's practice to survey the neighbourhood residents prior to the removal of any on-street parking, before proceeding with a report to Council for consideration.

If Council chooses to proceed, Staff will need direction to add the project implementation and financial impacts into the 2026 Capital Budget.

#### **Financial Implications:**

##### **Not applicable:**

There are no financial implications to be reported because of this report.

**Link to Asset Management:** These options are not included in the City's current assets, and if proceeding, will be added to the asset management plan for upkeep and rehabilitations as required.

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

##### **Enhance our Infrastructure**

This report considers further how infrastructure upgrades could improve multimodal transportation.

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

### **Travel and Transport**

Reducing the need to travel, encouraging walking, cycling and low carbon transport.

### **Zero Carbon Energy**

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

**Staff Recommendation: THAT the report titled, "Implementation of Bicycle Lanes on John Street" (ITS25-010), be received for information.**

<b>Prepared by:</b>	Nancy Roulston, Manager of Engineering
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure
	Adam Betteridge, Interim Chief Administrative Officer



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## MANAGEMENT REPORT

**Date:** June 25, 2025  
**To:** Infrastructure, Transportation and Safety Sub-Committee  
**From:** Sean Beech, Manager of Environmental Services  
**Report Number:** ITS25-013  
**Attachments:** None

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**Title:** Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update

**Objective:** To update Council regarding the Primary Digester Roof Failure at the Stratford Water Pollution Control Plant and to seek Council approve to proceed with a Request for Proposal (RFP) for Consulting Engineering Services for the design, tendering and inspection of the digester's replacement.

**Background:** As outlined in previous report ITS24-023, due to the overpressure event in May 2024, the existing roof on the primary digester experienced critically damaging uplift. The City's Water Pollution Control Plan (WPCP) operator, Ontario Clean Water Agency (OCWA), retained engineering consultant CIMA+ to assess the roof and concrete to determine damage and options for repair. Since then, Staff have participated in several meetings with OCWA and their respective insurance providers to discuss root cause of the initial failure, interim operational response planning, insurance justifications and reimbursements.

This report is an update on the current developments regarding the WPCP in Stratford. Specifically, it focuses on the outcomes of the inspection report from CIMA+ and the final decision on funds that are available to OCWA from their insurance provider.

**Analysis:** OCWA's insurance providers confirmed that coverage would be provided for an estimated amount between \$400,000 and \$500,000. This amount was determined based on the age of the digester roof itself, and the estimated cost for repairs.

A critical point to note is that this settled amount does not guarantee sufficient funds such that the digester would be repaired to the required level of being fully operational.

The digester roof, at 45 years of age, was thoroughly assessed by CIMA+, and concerns regarding its structural integrity and the extensive failure of the roof coating have been identified. The coating failure has accelerated corrosion of the steel roof.

The CIMA+ report outlines two options to proceed, the repair or the replacement of the digester roof. The estimate given for the roof repair was \$1,545,000, while replacement was \$2,676,000. The replacement roof is intended to have a life exceeding 50-years, while the repair is only expected to provide another 15 years of service. As a result, the overall life cycle cost over the next 50 years is much lower if the roof is replaced. As noted in a previous report, the WPCP digester has long been recognized as undersized for handling the current volumes of waste processed, and recommendations for capacity upgrades have been in consideration for several years. Given these findings and the confirmed coverages from the insurance adjustor, Staff recommend a full roof replacement.

As a result, Staff are seeking Council's approval to commence a Request for Proposal (RFP) for Consulting Engineering Services for the design, tendering and inspection of a replacement digester roof. This RFP will initiate the design phase for a complete roof replacement and mixing system, ensuring that the plant continues to operate within legislated parameters and without incurring additional operational costs due to compromised infrastructure.

The proposed full replacement cost of the roof and concrete is estimated at approximately \$2,676,000 as per the CIMA+ Assessment Report. The 2024 Water and Wastewater Rate Study incorporated this cost into the study excluding any insurance recoveries. This \$400,000 to \$500,000 can be used to reduce the net costs. Once the project is designed and tendered, a more precise cost will be known. There are sufficient funds in the capital Wastewater Reserve R-R11-WWTR to cover the proposed scope of this update.

Currently, Staff are pursuing funding under the Municipal Housing Infrastructure Program – Health and Safety Water Stream for this project, a provincial fund intended to support critical infrastructure upgrades. If successful, this fund would cover up to 73% of the costs, requiring the remaining 27% to be funded by the City water reserve funds.

### **Financial Implications:**

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

There is minimal impact anticipated on this year's operational budget. The proposed preliminary RFP and replacement are expected to be fully funded through the Wastewater Reserve, which is supported directly through user rates. Additionally, there are some increased operational costs associated with the digester failure that are expected to be fully recovered through OCWA's insurance claim and therefore expected to have nominal impact.

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

The 2024 Water and Wastewater Rate Study and Financial Plan incorporated this significant project, allowing for appropriate adjustments in user rates to ensure adequate funding.

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

The completion of this project will result in the replacement of the roof, concrete repairs, and a new mixing system for the Primary Digester. Future replacement of these significant components is not expected for many years and enhances the long-term performance and life cycle of this asset. Replacement costs for these (and other components form part of the City's Asset Management Plan and funding strategies.

**Alignment with Strategic Priorities:**

**Enhance our Infrastructure**

CIMA+ recommends the installation of a new digester roof, citing that the lifecycle cost of a new roof would be lower than the ongoing expenses associated with repairing the existing roof. Repairs to the current roof are projected to last no more than 15 years and may incur unforeseen costs. In contrast, a new roof would not only improve the overall reliability and efficiency of the biosolids digestion process for the City, but it would also meet the latest industry standards, further enhancing the reliability and long-term performance of the biosolids management system.

**Alignment with One Planet Principles:**

**Sustainable Water**

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

**Staff Recommendation: THAT the report titled, "Stratford Water Pollution Control Plant – Primary Digester Roof Failure Update" (ITS25-013) be received for information;**

**AND THAT Council direct Staff to proceed with a Request for Proposal for Consulting Engineering Services for the roof replacement of the Primary Digester at the Stratford Water Pollution Control Plant.**

<b>Prepared by:</b>	Sean Beech, Manager of Environmental Services
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure Services
	Adam Betteridge, Interim Chief Administrative Officer





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## MANAGEMENT REPORT

**Date:** June 25, 2025  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Sean Beech, Manager of Environmental Services  
**Report Number:** ITS25-014  
**Attachments:** None

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**Title:** Water Meter Transmitter Replacement Program

**Objective:** To seek Council approval to proceed with the Request for Proposal process to seek a supplier for transmitters to be included in the Water Meter Program.

**Background:** Currently, the City's 12,400 water meters are read manually by Festival Hydro who is contracted to read meters and issue water bills to City residents. Each water meter is read monthly by contracted personnel who physically visit each property to obtain a reading from a fixed transmitter. This process requires dealing with obstacles such as fencing, pets, and vegetation. This method, while effective, has significant limitations in terms of efficiency.

The 2025 Environmental Services Workplan outlined in the 2025 budget emphasized that ongoing enhancements in the City's service delivery can be realized by strategically leveraging technological innovations like AMR (Automated Meter Reading).

Recent advances in water metering technology include AMR which uses mobile or vehicle-mounted data collection devices and AMI (Advanced Metering Infrastructure), which offers a more integrated solution with smart-meters, communication networks, and data systems for direct utility communication without personnel. While AMI offers a more comprehensive, robust solution, it also comes with higher capital investment, increased replacement costs, and a shorter lifecycle due to battery wear from frequent data transmission.

Festival Hydro recently proceeded with replacing electricity meters with AMI technology and have been very receptive to assisting the City with moving similarly to smart metering. They've conveyed the capability for the City's water system to be included with their proposed AMI system. However, even with the efficiencies gained in joining Festival Hydro's AMI system, it would still entail higher capital investment, increased replacement costs, and a shorter lifecycle, compared to an AMR system. Based on these

considerations, Staff have determined that the benefits of an AMI system are not necessary and are therefore recommending proceeding exclusively with AMR proposals.

**Analysis:** The installation of new AMR water transmitters will allow for accurate data collection, additional information for the customer (especially in the case of unusually high consumption), reduced data collection costs and improved levels of customer service.

The Environmental Services division is seeking approval from Council to begin the transition to an AMR-based system. This will involve the installation of AMR transmitters on new and existing water meters, which will send usage data wirelessly to a central data collection system. This move is expected to deliver the following key benefits:

**1. Reduction in Operational Costs:**

With automated data transmission, the need for the current retained contractor to visit every property to manually read meters will decrease significantly. This will result in fewer trips required to collect data and time spent on meter reading tasks.

**2. Improved Access to Meters:**

A significant challenge with the current system is the difficulty in accessing meters located in buildings or areas where access is restricted. These include properties with locked gates, obstructed access points, or tenants unwilling to grant access for manual readings. AMR transmitters will eliminate the need for personnel to physically enter properties, thereby reducing the number of visits needed to obtain accurate readings and mitigating issues arising from restricted access.

**3. Enhanced Accuracy and Efficiency:**

The AMR system will provide more accurate and timely readings, as it eliminates human error from the process of manual recording. The data transmitted by the AMR system will be automatically logged into the central system maintained at Festival Hydro currently, ensuring precise tracking of water consumption. The increased frequency of readings will also help to identify issues such as leaks or unusual consumption patterns more quickly, leading to improved customer service and better resource management.

**4. Environmental Benefits:**

With fewer vehicles required for manual meter reading, the AMR system will also contribute to a reduction in the City's carbon footprint. Fewer trips will mean lower emissions and less wear and tear on the City's fleet, aligning with sustainability goals set by the City of Stratford.

This initiative is a multi-year commitment with the intention that the 2025 approved budget related to water meter projects (\$95,000) would be substantially directed to this program.

Spending then would increase in future years to accelerate the installation and replacement of water transmitters, funded by user-pay water rates. Improved meter accuracy will boost revenue, while reduced reliance on contracted meter readers will help offset installation costs. Implementing AMR technology requires committing to a single manufacturer for over 20 years, at an estimated annual cost of \$100,000 annually for a total estimated cost of \$2 million. However, the more automated system is expected to generate long-term savings and operational efficiencies that fully offset these expenses.

Once the proposals have been received, staff will advise Council of the recommended supplier and seek approval to award at that time.

### **Financial Implications:**

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

This report has no direct impact on the 2025 Council approved budget. Upon Council approval to proceed, it is anticipated that the existing \$95,000 dedicated in the 2025 Budget for Water Meter Replacements, would be utilized to transition to the new system.

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

The water rate study included upgrading the technology and water rates that were approved in the study are expected to be sufficient to fund the annual investment.

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

The implementation of an AMR transmitter program aligns closely with the goals of the City's Asset Management Plan (AMP) and represents an investment in modernizing our water infrastructure. AMR technology significantly improves operational efficiency and service delivery. This initiative supports the AMP in the following ways:

- **Improved Data for Decision-Making:** The existing meter reading program has data limitations due to property access. There are many properties that have periods of estimated billing charges due to meter touch pads being out of service and difficult to access and replace. AMR will minimize the number of properties that will require estimated billing, which in turn gives better data that helps staff make informed decisions regarding maintenance, capital planning, and system performance.
- **Risk Metrics:** The transmitters will become part of the City's asset database and staff will be able to proactively plan for their replacement based on condition and risk metrics. Properties that are high consumers of water (typically commercial properties with large diameter meters) should have a higher risk rating and be

monitored because their meter and transmitter failure will result in the highest loss of water revenue to the City. The existing meter and transmitter program does not track this.

- **Financial Sustainability:** By reducing manual meter reading costs, AMR contributes to long-term cost savings.

An AMR program is a practical and forward-looking step that directly supports the City's broader asset management goals: ensuring safe, reliable, and cost-effective water service for the community now and into the future.

The AMR transmitters represent new assets not currently part of the City's Asset Management inventory and as such would become part of future planning for replacement.

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

#### **Enhance our Infrastructure**

This report aligns with this priority as this technology will allow us to create efficiencies within our water infrastructure.

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

#### **Sustainable Water**

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

#### **Material and Products**

Using materials from sustainable sources and promoting products which help people reduce consumption.

**Staff Recommendation: THAT Council authorize Staff to proceed with issuing a Request for Proposal for new Automated Metering Reading (AMR) meter transmitters as part of the City of Stratford's Water Metering Program.**

<b>Prepared by:</b>	Sean Beech, Manager of Environmental Services
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure
	Adam Betteridge, Interim Chief Administrative Officer



## MANAGEMENT REPORT

**Date:** June 25, 2025  
**To:** Infrastructure, Transportation and Safety Sub-committee  
**From:** Emily Skelding, Supervisor of Waste Operations  
**Report Number:** ITS25-011  
**Attachments:** None

**Title:** Stratford Landfill Public Input Invited June 2025

**Objective:** To consider comments received regarding the operation of the Landfill site.

**Background:** As a requirement of Environmental Compliance Approval (ECA) Number A150101 for the Stratford Landfill Site, the public must be invited to make comments, either verbal or written, about the operation of the Landfill Site on a semi-annual basis.

**Analysis:** Notice was placed in the Beacon Herald Town Crier and Marketplace from May 10<sup>th</sup> through June 21, 2025, inclusive, inviting citizens to provide comments on the operation of the landfill site or request to appear as a delegation at the June 2025 Infrastructure, Transportation and Safety Sub-committee meeting.

At the time of writing this report, no comments or responses from the public have been received by staff.

### **Financial Implications:**

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

As a result of the public engagement there are no implications at this time.

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

Any change in service levels at the Stratford Landfill site would have a financial impact to be determined by staff and brought to a future meeting for consideration.

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

#### **Enhance our Infrastructure**

This report aligns with this priority as seeking input to enhance the operation of the landfill.

## **Work Together For Greater Impact**

This report aligns with this priority as this provides an opportunity for public input on landfill operations.

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

### **Culture and Community**

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

### **Zero Waste**

Reducing consumption, reusing, and recycling to achieve zero waste and zero pollution.

### **Zero Carbon Energy**

Making buildings and manufacturing energy efficient and supplying all energy with renewables.

**Staff Recommendation: THAT the report titled, "Stratford Landfill Public Input June 2025" (ITS25-011), be received for information.**

<b>Prepared by:</b>	Emily Skelding, Supervisor of Waste Operations
<b>Recommended by:</b>	Taylor Crinklaw, Director of Infrastructure
	Adam Betteridge, Interim Chief Administrative Officer

## Infrastructure, Transportation and Safety Sub-Committee

June 25, 2025

### IS Update Regarding Capital Projects and General Operations

The following Infrastructure Services update on capital projects and general operations is an extension of the proposed key deliverables identified in the Engineering, Environmental, Public Works and Climate Divisions' respective annual workplans.

#### **Studies**

- Storm Model and Master Plan Update
  - Subject to budget approval, 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 nearing completion.
  - New sanitary model to be used to update existing Sanitary Master Plan and incorporate all lands annexed since 2004.
  - Second Open House held in person and on Engage, May 21, 2025 – no members of the public attended, no comments received online.
  - Council presentation of final report scheduled for fall.

#### **Capital Projects - Ongoing**

- Albert Street Reconstruction 2023 Phase 1 – Waterloo to Front Street
  - Full reconstruction complete, with minor deficiencies and topcoat work scheduled to be complete by the end of June.
- Concrete and Asphalt Restoration
  - Continuation of multi-year tender to replace damaged concrete sidewalk, curbs and asphalt road cuts, including restoration works.
- Albert Street Reconstruction Phase 2 – Front to King Street
  - Full reconstruction with new watermains, sanitary and storm sewers.
  - Design includes continuation of 'bicycle boulevard' and traffic calming.
  - Tender awarded to Van Bree Infrastructure at March 24 council meeting, construction ongoing
- Asphalt Resurfacing 2024
  - Connecting Link project - funding granted for Erie Street from south of Ontario Street to West Gore Street. Tender awarded to Steve Smith Construction Corporation. Construction substantially complete with minor restoration outstanding.
- Erie Street Active Transportation
  - Design includes a road diet and protected bike lanes. No MTO approval obtained, project on hold.
- Pedestrian Crossing Improvements 2024
  - Pedestrian crossings at Waterloo Street / William Street, McCarthy Road West / Greenwood Drive.

- Tender awarded to J-AAR Civil Infrastructures Limited, crossings to be operational by end of June.
- Downtown Intersection Improvements
  - Various intersection improvements to enhance pedestrian safety in accordance with the Downtown Traffic Study.
  - Designs being finalized: Church/Ontario/Huron; Waterloo/Ontario, Downie/George. This will include an evaluation of a potential pedestrian crossing near Huron Street Bridge.
  - Tender anticipated late June.
- Erie Street Parking Lot Repairs
  - Maintenance repairs for parking lot surface and drainage.
  - Tender awarded to Steve Smith Construction
  - Parking spots reconfigured for a net gain of 8 (eight) spaces
  - Construction substantially complete, some restoration, sidewalk work, and bicycle parking ongoing.
  - Redevelopment consideration see 'Special Projects' section below.

### **Capital Projects – 2025**

- Avon and Avondale Reconstruction
  - Avon Street from Avondale to John, Avondale Street from the Cemetery bridge to Huron Street.
  - Full reconstruction with new watermains, sanitary and storm sewers.
  - Tender awarded to Elgin Construction, construction ongoing
- Huron Street Reconstruction Phase 2 – John to Matilda
  - Subject to Connecting Link funding.
  - Full reconstruction with new watermains, sanitary and storm sewers.
  - Design being finalized.
- Erie Street Multi-Use Trail Rehabilitation– Lorne Avenue to the south
  - Full reconstruction of trail to replace existing trail that has deteriorated. Work to also include new sidewalks on the east side of Erie Street from Lorne Ave south to connect to the existing sidewalk
  - Tender awarded to Armstrong Paving and Materials Group Ltd.
  - Construction scheduled for August
- Lorne and Downie Intersection
  - Intersection improvement to include left turn lanes on Lorne Avenue, in both directions.
  - Design ongoing, with tender planned for early summer.
- Asphalt Resurfacing 2025
  - Resurfacing for Regent Street, Britannia Street, Willow Street, Downie Street and Delamere Avenue.
  - Tender awarded to GIP Paving Inc., construction scheduled for June start.
  - Staff to report back safe cycling facilities options.
- O'Loane Avenue Trunk Sanitary Sewer Extension
  - Consulting services awarded to MTE Consultants in 2024 for the design and tender of the trunk sanitary sewer from its current terminus south of Huron Street, to approximately Galt Street, by micro-tunnelling.



- Tender scheduled for June
- Pedestrian Crossing Improvements 2025
  - Design ongoing for pedestrian crossings at Downie/George, Downie/West Gore, and West Gore/Mowat area.
  - Tender scheduled for summer 2025.
- Bridge and Culvert Repairs 2025
  - Tender for erosion control works at various structures awarded to A2Z Civil 2608558 Ontario Limited, with construction scheduled for summer.
  - Tender for concrete works on various structures closed June 4, with no bids received. Project to be retendered later in the year.
- East Gore Watermain
  - Design ongoing for watermain looping on East Gore Street between Laurier Street and Borden Street.
- Watermain Relining
  - Watermain relining on Morrison Street, Neal Avenue and Fern Street,
  - Tender awarded to Fer-Pal Construction Ltd., with construction scheduled for July

## **Divisional Updates**

### **Engineering Division Works**

- Automated Speed Enforcement (ASE) report has been received by Council, staff are finalizing the terms of the agreement with the service provider for the pilot program.
- Red Light Enforcement will be considered upon effective delivery of ASE.
- Pavement Condition Assessment 2025 to be completed by GEI Consultants Canada Ltd, data collection is complete, and final report is expected in July
- 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 are ongoing.
- Municipal consents are ongoing, for the review and approval of utility infrastructure installation within the City's right-of-way.
- Supporting Corporate special projects, Grand Trunk Community Hub servicing, attainable housing, new industrial subdivision development.
- Advisory Staff committee representations provided for Accessibility, Active Transportation, and Energy and Environment.
- Compiling data for asset management initiatives, attend Asphalt Working group and CCTV Sewer Condition Assessment Working Group meetings.
- Survey and design ongoing for 2025 and future projects.

### **Environmental Services Operations Update: Water**

- Spring fire hydrant flushing in completed throughout the City.
- Fire Hydrant deficiencies identified while flushing have been repaired/resolved.

- Albert Street and Avondale temporary watermain commissioning has started for the reconstruction projects.
- Ongoing water service repairs being repaired throughout the City.
- The Request for Proposal for ladder and safety equipment upgrades to Forman Water Tower is closed and is currently in the evaluation process.

#### Environmental Services Operations Update: Wastewater

- Sanitary replacements (HSAs) throughout the City have been completed including new servicing for 246 Railway Ave.
- Several HSAs have been scheduled and will be completed in the next few months.
- Sanitary and Storm camera (CCTV) inspections have been scheduled as a part of preliminary work for upcoming construction – Lorne Ave., Queen St. & Britannia St.

#### Environmental Services Operations Update: Stormwater

- Environmental Services staff responded to a gasoline spill at the intersection of Norfolk and Downie. Absorbent was applied to the spill and cleaned up by a street sweeper. There was no impact to the surrounding environment.
- Maintenance including vegetation and debris removal has been completed in several Municipal Drains within the City over the last month. This includes approximately 300 metres of Waldie's Drain adjacent to Lorne Ave.

#### Environmental Services Operations Update: Water Pollution Control Plant

- Discussions with insurance adjustors regarding coverage for the digester roof repair have been finalized. Recommendations are to be brought to sub-committee regarding next steps.
- Request for Consulting Engineering and Design work to begin for the Grit Removal System

#### Public Works Operations Update: General and Road Maintenance

- Pothole Season is still ongoing, Hot mix is being used
- 2025 repair season – ongoing (NOTE: manhole repair on Ontario at Mercer Hall will be stalled until boardwalk removal)
- Training for PWD and repository – working through SDS awareness (almost 100%), bulldozer and compactor and New Holland backhoe
- Several RFQs have closed – short term contract list to be posted soon
- Line painting is now starting (awaiting ground temperature to rise)
- All turf repairs are complete – rough winter for freeze thaw and lack of frost along sidewalks
- Mowing is in full swing

### Public Works Operations Update: Fleet

- 10 vehicles have been tendered and awaiting award at council
- New wheel loader and attachments have been awarded
- New Fire SUV has been tendered and awarded
- Three tractors were tendered and awarded with one unit ready at PW for Cemetery and Parks teams
- Dump Truck has been awarded for the Water Team
- Status quo -Airport Fuel tanks are operational but not available for Public use due to some calibration needs
- Received 2 new Electronic Sign Board Trailers for the PW team
- Racking project at PW for storage of tires and supplies underway
- Repairs and annual inspections as needed

### Public Works Operations Update: Waste Management

- Ruby Farms successful bidder for brush grinding, expected work end of June
- Second HHW event Saturday May 31, 9am-2pm, 332 vehicles attended, diverted ~13,600kg of hazardous materials from the landfill
- Administrative amendment to the HHW permit (to allow more flexibility in days and hours for receipt) has been submitted to MECP and acknowledged by the MECP
- 4 hay wagons have been purchased to refurbish into mobile litter control fences at the landfill
- Request for Proposal (RFP) for Waste Collection Services 2026-2033 is being developed, with release date anticipated in coming weeks
- New Blue Box Program – we will find out post August 2025 if our recycling drop off/depot at the landfill will receive funding from producers come January 2026
- Community engagement:
  - Delivered a load of compost to the community garden for Children's Aid Society
  - Tour of the landfill with grade 7/8 students from Nancy Campbell on May 16

### Climate Action Division

- Energy data for all City facilities for the year 2024 has been submitted to the Province under mandatory reporting for O. Reg. 25/23: Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans.
- At the May 12 Regular council meeting, Council approved an agreement between the City and Natural Resources Canada (NRCan) in the Zero Emission Vehicle Infrastructure Program (ZEVIP) for the installation of two Level 3 electric vehicle charging stations at the Rotary complex.
- Ongoing tracking and monitoring of overall City's emissions through Corporate Energy and Emissions Plan (CEEP) with a focus on fleet transition and building improvements.

- Awaiting a funding decision on the FCM GMF Climate-Ready Plans and Processes to help advance adaptation related efforts.
- Staff are working on priority initiatives to initiate from the Community Climate Action Plan (CCAP) within existing capacity and resources.
- Council approved a new 2-year pilot position within Climate Action Division, Infrastructure Services dept. in recent budget deliberations. Staff are working to hire and fill that position in the next quarter.
- Continuous application of a climate lens across municipal operations including but not limited to: OP review, planning applications, budget, procurement, etc.

### Special Projects – Erie Street Parking Lot Redevelopment

#### Tentative Internal Workplan:

1. Resurface Erie Street Parking Lot - ongoing
2. Public Engagement (Spring/Summer 2025)
  - a. Survey's / Open House / Pop Up
3. Reflecting and Addressing Easements (2025-2027)
4. Environmental Assessment Review
  - a. Existing Study Review (Spring 2025)
  - b. Additional Studies to Residential Standard (TBD)
5. Downtown Parking Study (2026-2027)
6. Municipal Services Feasibility Study (Fall 2025)
7. Comprehensive Review and Report (2027)
8. Expression of Interest or Request for Proposal (TBD)

#### Project Updates:

- Resurfacing Tender Awarded, construction ongoing
  - Slight adjustments made to layout to increase the number of parking spots now, as well as mirror the likely eventual layout if/when the site is redeveloped.
- Review Existing Environmental Phase 1 and 2
  - Completed. Results are promising in that minimal soil impacts appear to be present, however, historical standards no longer apply requiring that a Phase 1 and 2 be redone. Additional boreholes and sampling may be required if the intent is to change the site to a more sensitive use (e.g. residential). Changing the site to a more sensitive use would require a Record of Site Condition.
  - Next Step. Continue with further Environmental Investigations as required.
- Engaged Consultant for Phase 1 Environmental Assessment
  - Completed March 2025.
  - Additional sampling required to meet current regulations.
- Engage Consultant for Phase 2 Environmental Assessment
  - Engineering Consultant Engaged.
  - Investigative drilling set for June.
  - Findings and assessment anticipate August.