



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

Date: Wednesday, February 25, 2026

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, Audrey Pascual - Deputy Clerk, Neil Anderson - Director of Emergency Services/Fire Chief, Sean Beech - Manager of Environmental Services, Miranda Franken - Council Clerk Secretary

To watch the Sub-committee meeting live, please click the following link:

<https://stratford-ca.zoom.us/j/82818202139?pwd=53kaZbvvkPZf4t9GfrI1oZmdaababW.1>

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

None scheduled.

4. Report of the Manager of Environmental Services

4.1 Drinking Water Quality Management Standard 2025 Infrastructure Review (ITS26-002) 4 - 11

Motion by

Staff Recommendation: THAT the DWQMS Infrastructure Review 2025 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

4.2 Drinking Water Quality Management Standard 2025 Management Review (ITS26-003) 12 - 31

Motion by

Staff Recommendation: THAT the Management Review Minutes 2025 and Summary Table of Action Items 2025, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

5. Report of the Council Committee Coordinator

5.1 Encroachment Application for 86 Athlone Crescent (ITS26-004) 32 - 37

Motion by

Staff Recommendation: THAT the application to permit the encroachment of the tandem parking space at 86 Athlone Crescent onto the Athlone Crescent road allowance be approved;

THAT the annual fee of \$254.89 adjusted yearly by the CPI, be added to the property tax bill for 86 Athlone Crescent;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 86 Athlone Crescent.

6. Department Update 38 - 46

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.

7. Advisory Committee/Outside Board Minutes

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

8. Next Sub-committee Meeting

The next Infrastructure, Transportation and Safety Sub-committee meeting will be held on March 25, 2026, at 4:30 p.m. in the Council Chambers if required.

9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

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



MANAGEMENT REPORT

Date: February 25, 2026
To: Mayor and Council
From: Sean Beech, Manager of Environmental Services
Report Number: ITS26-002
Attachments: Infrastructure Review 2025

Title: Drinking Water Quality Management Standard 2025 Infrastructure Review

Objective: To provide Council information regarding the Drinking Water Quality Management Standard (DWQMS) Operational Plan.

Background: The Safe Drinking Water Act (2002) requires municipalities to annually review their Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan and that results from this review must ensure annual infrastructure outcomes are communicated with top management (Council). This report fulfills that requirement.

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 2025 Infrastructure Review was conducted on December 17th, 2025. The Infrastructure Review looked at 3 components:

- Maintenance Review (December 1st, 2024, to December 1st, 2025) – provided a summary of operational maintenance activities in the water distribution system.
- Major Projects Review (December 1st, 2024, to December 1st, 2025) – 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.

The attached Infrastructure Review Table identifies approximately \$124,780 of previously established operational and capital items that have already been funded through the 2025 budgets. All the projects listed have been completed and as

mentioned, were budgeted for and funded from existing reserves including the Forman Tower Rehabilitation project that has since been completed.

The required annual review of capital asset information for this reporting purpose 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.

Financial Implications:

Financial impact on current year and future year operating budget: None identified.

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 investigate the municipal drinking water system and raw water supply in order to allow us to continue to supply water.

Link to asset plan and strategy: All capital works completed and identified for completion have been captured in the City's asset management and water rate studies.

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 2025 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

Prepared by:	Sean Beech, Manager of Environmental Services
Recommended by:	Taylor Crinklaw, Director of Infrastructure
	André Morin, CPA, Chief Administrative Officer



Infrastructure Review 2025

December 17, 2025 – Hamlet Room

Drinking Water System Name:

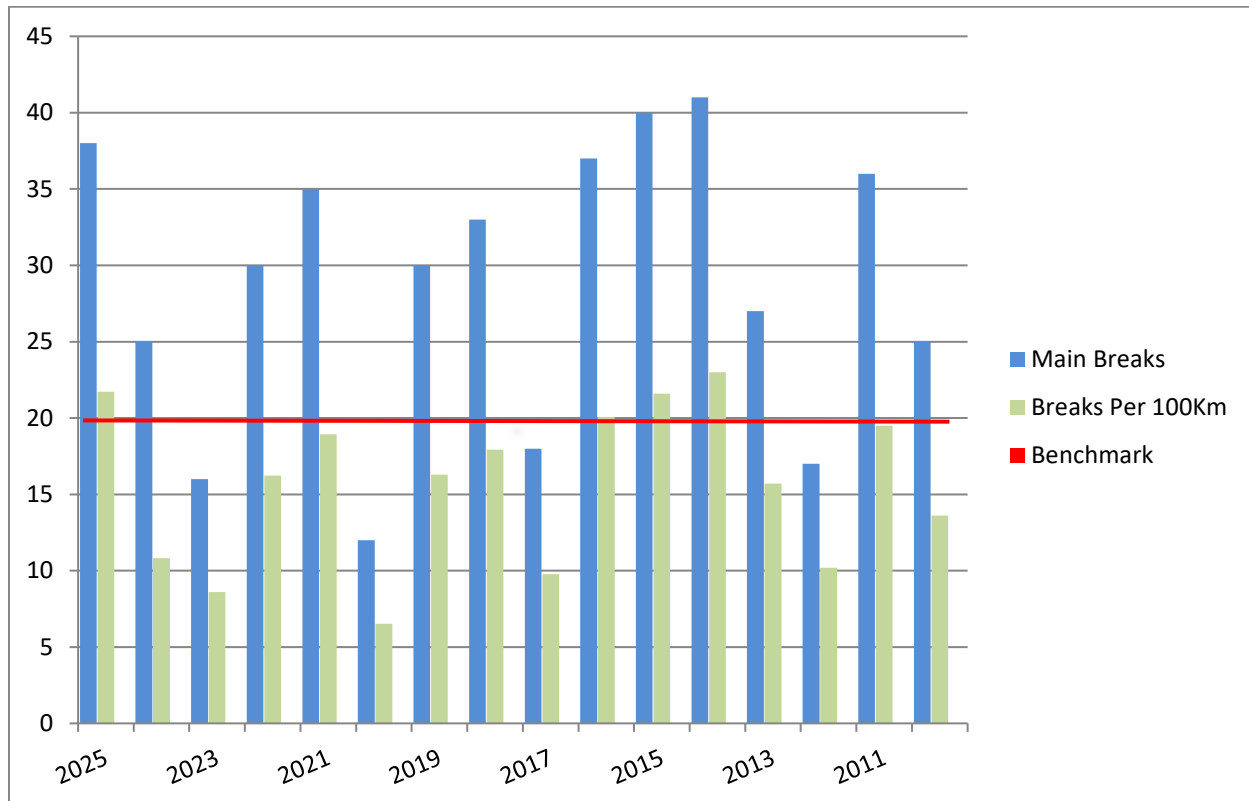
Stratford Drinking Water System

Maintenance Review

December 1st, 2024 – December 1st, 2025

1. Number of Mainbreaks

- o 30 in 2022
- o 16 in 2023
- o 25 in 2024
- o 38 in 2025





Infrastructure Review 2025

December 17, 2025 – Hamlet Room

2. Kilometers (Km) of Watermain 2025

Size of Pipe	PVC	Ductile Iron (DI)	Cast Iron (CI)	Re-Lining	HDPE	Steel	Sub-Total
100mm (4")	0.06	1.15	6.65				7.86
150mm (6")	30.05	31.77	52.05	1.67	0.125	0.004	115.669
200mm (8")	7.17	11.18	6.5		0.28		25.13
250mm (10")	0.85	5.4	1.7				7.95
300mm (12")	6.21	22.78	14.25		0.03	0.88	44.15
350mm (14")			0.098				0.098
400mm (16")	0.82	0.36	1.11				2.29
450mm (18")			0.029				0.029
							203.149

3. Water Meters 2025

Meter Size	Number of Meters	Comments
5/8"	17,562	
5/8" x 3/4"	6,765	Newer Homes
3/4"	398	
1"	304	
1 1/2"	320	
2"	293	
3"	47	
4"	33	
Total	25,622	

- 20-year meter replacement program, 73 meters were replaced in 2025.
- New homes, 100 meters were installed in 2025.
- Annual parks, 24 meters were installed in the Spring and removed in the Fall.



Infrastructure Review 2025

December 17, 2025 – Hamlet Room

4. Frozen Services Response:

- 2022 - 2023 frozen services (38 & 58 Norfolk Street)
 - 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)
 - 2023 – 2024 – 0 Frozen Services
 - i. Batch 1 – 9 Services (December 22 – April 9)
 - 2024 – 2025 – 0 Frozen Services
 - i. Batch 1-9 Services (January 6 – March 20)
 - ii. Batch 2 – 72 services (January 13 – March 20)
 - iii. Batch 3- 126 services (January 20 – March 17)
- Note: 2025-2026 first batch has been sent out

5. Valve Program:

- Exercise program –121 valves exercised in 2020
- Exercise program – 588 valves exercised in 2021
- Exercise program – 196 valves exercised in 2022
- Exercise program – 113 Valves exercised in 2023
- Exercise program - 299 Valves exercised in 2024
- Exercise program - 250 Valves exercised in 2025

6. Hydrants Checked 2025:

- Hydrant maintenance program – 16 Hydrant repairs (2 outstanding to be completed as of Dec 16, 2025).
- All public hydrants are operated to ensure hydrants are operational at a minimum of 1x per year, in conjunction with our flushing program.

7. Water Loss:

- 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 – 11%
- Water Loss 2023 – 16%
- Water Loss 2024 – 11.66%
- Water Loss 2025 - TBD in new year



Infrastructure Review 2025

December 17, 2025 – Hamlet Room

8. Lead Replacements Replaced (city side) or removed:

- 2 in 2019
- 0 in 2020
- 2 in 2021 (140 Norman Street & 151 Nelson Street)
- 28 in 2023 (11 on Huron Street, 16 Argyle Street, 1 Mackenzie Street)
- 17 in 2024 (17 on Albert Street & 1 on Moderwell Steet)
- 32 in 2025 (11 on Avondale, 4 on Avon St, and 17 on Albert St)



Infrastructure Review 2025

December 17, 2025 – Hamlet Room

Project Name	Topic	Description of Project	Costing	Budget	Action Items	Target Date
4" Flowmeter- Spare	Water Supply	Spare flowmeter to add to inventory in case one fails at a pumphouse.	\$4894.54		Completed	2025
Romeo Control Center VFD	Water Supply	VFD Replacement for field well #7	\$3500		Completed	2025
Chestnut PLC Upgrade	Water Supply	Upgrade PLC at Chestnut Pumphouse	\$6759.96		Completed	2025
Forman Tower Rehabilitation	Water Distribution System	Upgrades to Forman: Removal and new installation of fall arrest system, warning light upgrade, ladder rungs replacement.	\$109,625	2025 capital	Project to finish Dec 2025.	2025



Infrastructure Review 2025

December 17, 2025 – Hamlet Room

Conclusions

- Valves - The program continues to evolve each year. Our current operational plan sets a target of completing 30% of valves annually. Another proposed approach is to divide the Stratford map into four quadrants and complete one quadrant per year, ensuring that any identified deficiencies are documented in eRIS. Over the long term, the focus will shift toward investing in new technologies to improve efficiency and tracking within the program. So far in 2025 we completed 13.5% of total valves in the system. In the last 4 years we have not met our 30% target of valve maintenance.
- Well Program – There will be above-ground well inspections annually starting 2026. It will be part of our annual calibration schedule. An RFP for below-ground well inspections has been created, and it will determine which wells need rehabilitation. The wells below ground elements are recommended to be inspected every 10 years, and require mandatory inspection if raw water quality changes, according to the Municipal license.
- Additional sample stations will be installed throughout the city. The stations planned for installation and use in 2026 include: one on Vivian Line, one in Cachet, and one near the wastewater plant. Installing dedicated sample stations helps eliminate access issues associated with sampling on private property.
- Water Loss – No concerns currently. Hydrant Distribution monitoring can continue to improve in future years.
- Watermain Breaks – This year watermain breaks are above the benchmark. However, this does not look like a trend – some of the breaks could be attributed to Forman Tower shut down. We will continue to monitor the breaks to see if there are any trends of breaks near the same areas.
- Exploring the hiring of a dedicated Meter Technician position to support and fulfill meter replacement program goals. On average 1,280 meters will need to be replaced annually to fulfill program targets. Water operations replaced 5.7% of the 2025 meters.



MANAGEMENT REPORT

Date: February 25, 2026
To: Mayor and Council
From: Sean Beech, Manager of Environmental Services
Report Number: ITS26-003
Attachments: Management Review Minutes 2025
 Summary Table of Action Items 2025

Title: Drinking Water Quality Management Standard 2025 Management Review

Objective: To provide Council with a summary of information that Council must review annually in accordance with the Ontario Drinking Water Quality Management Standard (DWQMS) Operational Plan.

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 2025 Management Review was conducted on December 17th, 2025. 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 has been reviewed by management and includes, but is not limited to, findings from the 2025 Ministry of Environment, Conservation and Parks Annual Inspection, third party and internal audit findings, and operational performance. The review period was from December 1st, 2024, to December 1st, 2025.

Most of the issues and findings were administrative in nature and specified as Minor (Mn) or Opportunities for Improvement (OFI). The majority of these issues and findings have since been rectified and any ongoing items are being addressed.

Financial Implications:

Financial impact on current or future year operating budget: None identified.

Legal considerations: Maintaining a Municipal Drinking Water License (MDWL) 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 MDWL 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 investigate 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 2025 and Summary Table of Action Items 2025, be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard.

Prepared by:	Sean Beech, Manager of Environmental Services
Recommended by:	Taylor Crinklaw, Director of Infrastructure
	André Morin, CPA, Chief Administrative Officer

	Management Review Minutes City of Stratford Drinking Water System	Issue Date: Dec 17, 2025 Pages: 1 of 10
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Drinking Water System Name: City of Stratford Drinking Water System	Owner and Location: The Corporation of the City of Stratford
Review Period: December 1 st , 2024 – December 1st, 2025	

Meeting Information/Introduction	
Date/Time:	Location: Hamlet Room
Attendees: Top Management: Taylor Crinklaw, Director of Infrastructure Services; Sean Beech, Manager of Environmental Services QMS Representative: Paulina Toner, Environmental Services Technician Additional: Dan Docking, Supervisor of Environmental Services; Joel Desrosiers Environmental Services Technical Lead	
Regrets:	
Distribution: <i>City Council</i>	
Minutes Taken By: Paulina Toner	

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.

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



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 2 of 10

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]	Incidents of regulatory non-compliance: A routine MECP inspection was conducted on June 17, 2025, by Neville Rising. There was one non-compliance identified (HAA's sampling) and as such the inspection rating was 98.39%.	Will sample closer to the beginning of sampling window to allow time for lab, in case mistakes happen.		
[b]	Incidents of adverse drinking water tests: There was one AWQI reported in the Dec 2024- Dec 2025 manage review period (Dec 20th, 2024). Installed sample stations in Cachet and Borden St in 2025. 2026 installations by the Wastewater Treatment Plant, and Vivian Line 37.	Continue to install sample stations.		
[c]	Deviations from Critical Control Point limits and response actions: There were twenty-three CCP limits reached during the Management Review period. Since e-logbooks have been implemented, CCPs are now being tracked using the e-logbook. O'loane Ave. Well Sept 12, 2025 – Low Cl2 alarms – flushed to waste Sept 11, 2025 – Low Cl2 alarm – due to switchover	Upgraded Cl2 equipment at Romeo Control Centre – Discussion to upgrade Chestnut Cl2 equipment and receive an annual check up from SCG Flowmetrix.		



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 3 of 10

Meeting Minutes				
Item #	Documentation Reviewed/Discussion Points/Issues	Actions Identified during Management	Responsibility/ Assigned To	Target Date
	<p>June 28, 2025 – Low Cl2 alarm – switchover fail May 9, 2025 – Low Cl2 alarm – locked out well</p> <p>Lorne Ave. Well: Sept 10, 2025 – High Cl2 alarm – checked residual with handheld</p> <p>Sept 3, 2025 – Cl2 leak on switchover Aug 31, 2025 – Low Cl2 alarm – flushed to waste Aug 30, 2025 – Low Cl2 alarm – switchover faulty Dec 2, 2024 – High Cl2 alarm – reducing feed rate</p> <p>Mornington Well: Mar 24, 2025 – High Cl2 alarm – reduced feed rate Oct 6, 2025 – calibrated analyzer, issue with switchover May 16, 2025 – Low Cl2 alarm – unlock HL pump, calibrated analyzer</p> <p>Romeo: May 26, 2025 – chlorine leak alarm – pressure gauge had a hole. March 25, 2025 – Flushed outgoing Cl2 analyzer Jan 30, 2025 – Analyzer probe inaccurate, replaced electrolyte Dec 2, 2024 – Low Cl2 alarm – reset alarms</p> <p>Chestnut: July 30, 2025 – Low Cl2 alarm – VFD fault June 27, 2025 – High Cl2 alarm – lowered rotometer 1lb</p>			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 4 of 10

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
	<p>June 23, 2025 – Low Cl2 alarm – dosage was wrong</p> <p>Dunn: Sept 10, 2025 – High Cl2 alarm – reduced feed rate and flushed analyzer line. June 29, 2025 – High cl2 alarm – changed set point April 21, 2025 – Low cl2 alarm – due to power outage Feb 10, 2025 – Low cl2 alarm – chlorine ejector issue</p>			
[d]	<p>Effectiveness of the risk assessment process: Once every calendar year a review of the Risk Assessment is required. 2025 Risk assessment was completed June 13, 2025.</p> <ul style="list-style-type: none"> • Generator at Dunn Road • Mobile phone services • Mandatory 10-year inspection requirement for wells. 	<p>Every 36 months we conduct an in-depth risk assessment with a third party.</p> <p>Joel reached out to IT and is awaiting response to see if oncall phone can have dual-sim to be on 2 different providers.</p>		
[e]	<p>Internal and third-party Audit results: The last External Audit was conducted on Feb 17, 2025, by Intertek for the Surveillance Audit. There was one opportunity for improvement.</p>			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 5 of 10

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
	<p>1. Consider improving clarity for when annual reviews vs 36-month risk assessments have been completed. To solve this, we clarified this in the revision notes.</p> <p>The last internal audit was conducted by Brigitte Roth for the period from Nov 5 – Nov 13, 2025. There was 1 non-conformance identified and 5 opportunities for improvement. All OFI's will be reviewed – one was to develop formal process and record to confirm water quality in temporary mains (added an eRIS form and SOP), consider creating a flow chart describing processes for alterations to the drinking water system, staff suggestion to acquire laptops in service trucks, establish a formal succession plan for internal staff, and some staff suggested establishing external contractors for excavations.</p>			
[f]	<p>Results of emergency response testing: Emergency Response Training was completed on Dec 16th, 2025. Chlorine Safety was the topic (Chlorine delivery, Changing cylinders, and Chlorine emergency). Comments and feedback will be reflected in the SOP's.</p>	Update draft SOP with Comments from staff meeting.		
[g]	<p>Operational performance:</p> <ul style="list-style-type: none"> Well Rehabilitation – RFP has been created for below-ground well investigation which will provide information on which wells needs rehabilitation. Lotimer Engineering will continue to be used for our monitoring supply program. 	Fiber network – still in progress		



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 6 of 10

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
	<ul style="list-style-type: none"> • Work-Order System • SCADA – <i>Sequence 4 alarms and Fiber Network</i> • Dead End Flushing Program – <i>Continuing</i> • Hydrant Flushing Program– <i>Continuing</i> • Hydrant Maintenance Program– <i>Continuing</i> • Valve Turning Program – Looking into new technology and solidifying our goals. • Inventory Tracking System – <i>Enviro Tech.</i> Lead • Annual Fluoride Notice – Provide in December 	Valve turning program – invest in new technology.		
[h]	<p>Raw water supply and drinking water quality trends:</p> <p>Fluoride levels for wells 2 and 7 have stabilized since 2022. Wells 1, 3, 4, and 6 have a steady increase in fluoride levels since 2020.</p> <p>Total Coliform concentrations in field well #4 and #7 have risen significantly since 2024, however the results appear to be isolated one-time events recorded during summer months. Continue to monitor throughout 2026.</p>	Below and aboveground well inspections will start 2026.		
[i]	<p>Follow-up on action items from previous Management Reviews:</p> <ol style="list-style-type: none"> 1. Romeo CL2 equipment has been upgraded. Chlorine equipment is to be cleaned and checked on a routine basis at every pumphouse with SCG Flometrix. Looking into replacing CL2 equipment in Chestnut and Mornington. 2. Fobs have been installed at water sites. 			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
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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
	3. Conduct verification checks on the portable chlorine analyzers monthly. MECP have recommended verification checks monthly. These are filed in eRIS. 4. Assessing Romeo's hatch doors – tow hatch doors are			
[j]	Status of management action items identified between reviews: <ul style="list-style-type: none"> Discuss operators changing phone providers Discuss possibility for towers to have a generator (new generator is in the budget for 2026) 			
[k]	Changes that could affect the QMS: <ul style="list-style-type: none"> Addition of forms (new tracking system, training, etc.) In the future, if SCADA moves 'online' there will be changes to cybersecurity 			
[l]	Consumer feedback: 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 Jomar system and normally require staff to visit the customer. The second system is customer complaints received by City Staff and resolved over the phone with no service order required.			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 8 of 10

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
	<p>Staff will not use social media posts as data at this time, only formal complaints until another data collection method can be used for social media.</p> <p>City staff currently using a 'Resident Calls' form on eRIS to keep track of all water calls. Typical resident calls are about aesthetics: colour and smell of their water.</p>			
[m]	<p>Resources needed to maintain the QMS:</p> <p>There are adequate resources supplied to maintain the QMS.</p> <ul style="list-style-type: none"> -External auditors are brought in annually. -Internal auditors are brought in annually. -Risk assessments completed annually. -New Technology with valve turning, so that way we can monitor progress throughout the year and meet our targets. - Reviewing summary action items at our bi-weekly meetings 			
[n]	<p>Results of the infrastructure review:</p> <ul style="list-style-type: none"> • Main breaks are above the benchmark – however some breaks could be attributed to Forman Tower shut down (isolated incident). Breaks will continue to be monitored along with trends. • Additional sample stations continue to be installed. • Meter program – continued discussion on creating a position for full-time meter installer. 			



Management Review Minutes

City of Stratford Drinking Water System

Issue Date: Dec 17, 2025
Pages: 9 of 10

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
	<ul style="list-style-type: none"> Well program will start in 2026 – above ground inspections will happen annually with calibrations, and below-ground inspections will No water loss concerns. 			
[o]	Operational Plan currency, content, and updates <ul style="list-style-type: none"> OP was updated to include Valve turning goals (30% per year) Essential contact list and essential supplies form was amalgamated so that only 1 list would need to be reviewed annually. 			
[p]	Staff suggestions: <ul style="list-style-type: none"> Review lead program 			
[q]	Review/consideration of any applicable Best Management Practices (BMPs): <ul style="list-style-type: none"> Assess hatch within Romeo treatment plant – two of them are getting remade Improvement can continue with logging pressure in the distribution system (currently have 5 pressure gauges on hydrants – can add more slowly or have other ways to track). 			
[r]	Source Water Protection - Review Fuel Assessment <ul style="list-style-type: none"> Romeo's fuel tank is listed as WHPA-A (wellhead protection area, A is high risk) as a significant drinking water threat. In talks of adding spills kit to Romeo Center, (possibly other pumphouses) 			
2.	Roundtable/Other:			



Management Review Minutes

City of Stratford Drinking Water System

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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

Next Management Review will be scheduled in December 2026

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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: 2023-06-20

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	Comp	With new OP, details are now listed
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. New Frozen Service Program implemented winter of 2022 to better track accumulative average temperature
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	Staff are using a combination of Service orders created by admin staff in the Dafron System as well as tracking all work in the e.Ris software. All work being done in the stations are recorded in the staiton logbook and field mainteance such as water distribution work, is captured in the Mainteance Logbook. In addition, all work not covered under the logbooks is being tracked using e.Ris forms (commishioning plans for example).	Enviro. Manager	2023-12-31	Comp	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. This is now in place as of November 2023.
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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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	05/31/2022	Comp	Staff are using a combination of Service orders created by admin staff in the Dafron System as well as tracking all work in the e.Ris software. All work being done in the stations are recorded in the staton logbook and field mainteance such as water distribution work, is captured in the Maintenance Logbook. In addition, all work not covered under the logbooks is being tracked using e.Ris forms (commishioning plans for example).
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	05/03/2022	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	03/01/2023	Comp	After OP 2022 revision, Master List is obsolete. Translon of all Documents and SOP's to include revision history and # is on going
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	10/01/2022	Comp	Transition of all Documents and SOP's to include revision history and # is on going, onsite documentation revised, removed, etc. as required.

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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	10/01/2022	Comp	QMS Letter for essential suppliers and QMS disclaimer has been sent to all essential suppliers and incorporated with our City contract specs.
11	Logbooks on e.RIS need clear identification of ORO/OIC	2022-05-05	EA-OFI	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	10/01/2022	Comp	Shift logs for ORO and OIC implemented 2022-05-05, staff provided e.Ris training on 2022-01-28
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	12/31/2022	Comp	New containment units have been installed in the sodium silicate room and the MECP has been notified of this OFI correction.
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	09/30/2023	Comp	Set points have been adjusted and changed to ensure lockouts are not too close to CT minumiums. Updated CCP.
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	09/30/2022	Comp	All required data provided to inspector. In addition daily reports have been revised to include reservoir levels for trending review

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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.	11/07/2022	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	11/07/2022	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
18	Determine low chlorine and low level alarm set points for Towers	2022-12-12	MR	CA	Continual Improvement	N/A	Set alarm set points	Once Dufferin Tower has been cleaned out, evaluate and set alarm set points for level and chlorine residuals for both Forman and Dufferin Towers	Enviro. Manager & QMS Rep.	2023-06-30	Comp	Low 0.40 mg/L, High 2.00 mg/L
19	Provide staff with Contingency/ Emergency Response Training-	2022-12-12	MR	CA	Continual Improvement	N/A	Provide training	Provide training on new CP for Security Breach	QMS Rep.	2022-12-31	Comp	Annual training completed 2023-12-21 Security Breach
20	Obtain re-endorsement on revised OP	2022-12-12	MR	CA	Continual Improvement	N/A	Re-endorse	Obtain re-endorsement on revised OP	Enviro. Manager	2023-03-30	Comp	Endorcement received for new OP
21	Consider assessing risk associated with vandalism/terrorism, low chlorine is distribution system and water supply shortfall as seprate events.	2023-06-20	EA - OFI	CA	Continual Improvement	N/A	Consider risks	Revise Risk Assesment	Enviro. Manager & QMS Rep.	2023-06-20	Comp	- Vandalism/ Terrorism risks are tracked within the MECP Potential Hazard/ Event rating system. - Revised Risk assessment to clarify that the Tower low chlorine event is part of the distribution system (as per sampling requirements) though remains one Event under Tower as analyzers are regulatory. -Water Supply Shortfall added to Risk assessment and to be rated at 2023 Management Review

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22	Ensure timelines & responsibilities are consistent for action items within management review	2023-06-20	EA - OFI	CA	Continual Improvement	N/A	Ensure consistency	Ensure consistency	QMS Rep.	2023-06-20	Comp	Will be applied within 2023 management review
23	Ensure OFI's from 2022 IA are assest and logged within spread sheet	2023-06-20	EA - OFI	CA	Continual Improvement	N/A	Revise Spreadsheet	Revise Spreadsheet	QMS Rep.	2023-06-20	Comp	See Items below 24 & 25 of spread sheet
24	e.Ris Logbooks need clear identification of OIC/ORO (2022 EA Report)	2023-06-20	EA - OFI	CA	Continual Improvement	N/A	Improve Record Keeping	Improve Record Keeping	QMS Rep.	2023-06-20	Comp	- Daily shifts of ORO and OIC's on site entered within 82 Erie logbook - SOP#400 ORO Designation, SOP#401 OIC Designation & SOP#308 Long Weekend Requirements created -Training provided to staff on new procedurces and requirments
25	Ensure Document Master Lister is current (2022 EA Report)	2023-06-20	EA - OFI	CA	Continual Improvement	N/A	Improve Record Keeping	Improve Record Keeping	QMS Rep.	2023-06-20	Comp	Document Master List document made obsolete. All Forms, procedures, etc. have been revised to include revision numbers and history.
26	Annual Report did not contain required information - Adverse Quality incident was not included in report.	2023-11-02	NC	CA	Staff Error	N/A	Ensure all required information is included in annual reporting.	Staff revised the annual report with the missing informaion and forwarded the revised document to Neville Rising as requested.	Manager of ES	2023-08-11	Comp	Sent requested revisions to Neville Rising of the MECP on July 25, 2023
27	Summary Report for Council did not contain required information - Adverse Quality incident was not included in report.	2023-11-02	NC	CA	Staff Error	N/A	Ensure all required information is included in annual reporting.	Staff revised the summary report with the missing informaion and forwarded the revised document to Neville Rising as requested.	Manager of ES	2023-08-11	Comp	Sent requested revisions to Neville Rising of the MECP on July 25, 2023
28	Out of compliance with a condition of the PTTW	2023-11-02	NC	CA	Misinterpretaon of the PTTW	N/A	Retrofit production wells to allow for manuikal measurements to be taken as perscribed in section 4.2 of the PTTW	The produciton wells will have to be retorfited to be able to take manual measurements. This will involve installing new ports, tubing and pressure gauges.	Manager of ES	2023-12-12	Comp	All wells required for this measument have been put back into rotation on the weekly checks as of Feb 2024.
29	Ensure Document Master Lister is current (2023 EA Report)	2023-18-11	EA - OFI	CA	Continual Improvement	N/A	Improve Master Document List	Consider removing date references so master list does not become as easily outdated (revisions and dates reviewed)	QMS Rep	2024-03-30	Comp	Master Document list was phased out with the overhaul of the operational plan.
30	Track Dates of long term maint items by asset (Tower cleanings)	2023-18-11	EA - OFI	CA	Continual Improvement	N/A	Consider tracking the dates of last performance of long-term, major maintenance items by asset.	Create tracking sheet for major maint. Of assests like tower cleaning	QMS Rep	2024-06-30	Comp	ES Technicians have created a new maintenace tracking form to capture these assets

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31	Review the City's "Report an Issue" data base through IT to see if there are more customer complaints to record	2023-18-12	IA - OFI	N/A	Continual Improvement	N/A	Improve Data Collection	Check with IT for data related to water complaints from residents via "report an issue" portal	ES Technician	2024-06-30	Comp	The City's Report an Issue records for Environmental Services is perdominantly calls for wastewater (sewer back ups). There is a disclaimer on the header of the webpage that asks residents to call the afterhours City number for water emergencies.
32	Better describe how hazards with high risk ratings relate to the cirital control points in 'SOP 7'.	2024-06-12	IA - OFI	N/A	Continual Improvement	N/A	Review high risk ratings and control points, decide on a rating system and update SOP 07.	Consider adding a flow chart to clarify the relation between high risk ratings to cirital control points.	ES Technician, ES Technical Lead	2024-09-01	Comp	Operational plan revised to have flow chart on 2024-08-01
33	Ensure there is back-up communication in the event of a landline outage	2024-06-12	S	PA	Continual Improvement	N/A	Have an operators phone on a different provider than the other phones.	Joel is awaiting reponse from IT to see if oncall phone can have dual-sim card and be on 2 different providers	ES Technician, ES Technical Lead, Water Operators	2025-12-31	On-Going	
34	Ensure there is power for the towers in the event of a power-outage.	2024-06-12	S	PA	Continual Improvement	N/A	Install additional back-up generators in both towers.	Generator is in the budget for 2026.	ES Technician, ES Technical Lead, Water Operators	2026-08-01	On-Going	
35	The owner was not maintaining the production well(s) in a manner sufficient to prevent entry into the well of surface water and other foreign materials.	2024-05-22	MINISTRY	CA	Continual Improvement	N/A	Maintain production well	Reconnect conduit line to the well cap.	ES Technician, ES Technical Lead, Water Operators	2024-05-22	Comp	Conduit line was reconnected to the well cap on the same day Inspector came May 22, 2024
36	All parts of the drinking water system were not disinfected in accordance with a procedure listed in Schedule B of the drinking water works permit.	2024-05-22	MINISTRY	CA	Continual Improvement	N/A	Verify all commisioning paperwork has been filled out within a shorter time period to ensure completion	ES Technical Lead is reviewing commissioning paperwork every month to verify completion.	ES Technician, ES Technical Lead, Water Operators	2024-08-01	Comp	Started reviewing paperwork within shorter time period (every month) 2024-06-01
37	Haloacetic acid sampling requirements prescribed by schedule 13-6 of O Reg. 170/03 were not met.	05/22/2024	MINISTRY	CA	Staff Error	N/A	Added the sample bottles to the C of C to ensure they arrive on time.	Add these samples to the C of C	ES Technical Lead	05/22/2024	Comp	C of C was revised to add these samples so that they are not late to arrive.
38	Review continuous online flow data from SCADA reports and ensure its content is consistent with flowing and non-flowing conditions. Min, max, and average (mean) free chlorine online data should be assessed.	05/22/2024	MINISTRY	PA	Continual Improvement	N/A	Call Wonderware to confirm the formula used for SCADA is accurate (emphasis on average coloumn).	Sean Chandler had a call with both Wonderare and eRIS (August 2024). Need to have follow up meeting.	Electrical Technician		On-Going	
39	Roles and responsibilities for Environmental Services Technician need to be revised to add maintaining training/records.	10/21/2024	IA - OFI	N/A	Continual Improvement	N/A	Revise competency section in OP	Environmental Services Technician Competancies has been revised to include responsibilities of maintaining training records.	Environmental Services Technician	10/23/2024	Comp	Environmental Services Technician Competancies has been revised to include responsibilities of maintaining training records.
40	Consider making Summary reports available at the City of Stratford's website (as required by Schedule 22 of O Reg 170/03 Drinking Water Systems	10/21/2024	IA - OFI	CA	Continual Improvement	N/A	Upload Summary action reports on Stratford website	2023 Summary actions in upload (Oct 2024). 2022 Summary report needs to be AODA to be uploaded. (in progress)	Environmental Services Technician	11/21/2024	Comp	Both 2023 and 2022 Summary reports have been added to the Stratford website.
41	Update latest OP in training binder	10/21/2024	IA - OFI	CA	Continual Improvement	N/A	Update training binder	remove old OP and SOP's and replace with updated information.	Environmental Services Technician	10/23/2024	Comp	Training binder was updated with revised OP and SOP's.

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42	Consider establishing a pre-made onboarding set of on-the-job training forms, and checklist for training new operators and staff.	10/21/2024	IA - OFI	N/A	Continual Improvement	N/A	Create a checklist and pre-made training forms for new operators and staff	Create a checklist and pre-made training forms for new operators and staff	Environmental Services Technician	11/13/2024	Comp	Checklist has been created and coincides with pre-made training forms.
43	Improve communication with other areas of the city	10/21/2024	IA - OFI	PA	Continual Improvement	N/A	Staff suggestion within internal audit: Make sure there is good communication between departments	Schedule tailgate meetings before every event with all departments involved in project.	Manager of ES	10/21/2024	Comp	Tail gate meetings will happen before every event to make sure all parties are on the same page.
44	Consider improving clarity for when annual reviews vs. 36 month risk assessments have been completed.	03/11/2024	EA - OFI	N/A	Continual Improvement	N/A	Bring this topic up to Brigitte in 36 month risk assessment audit.	Now tracking in the revision history of the summary of risk assessment outcomes	Environmental Services Technician	11/30/2025	comp	Completed with Brigitte in Audit.
45	Chlorine monitor is missing on the Chestnut Street Well House process flow diagram.	03/12/2025	EA - OFI	CA	Continual Improvement	N/A	Update the diagram and put it in the Chestnut Operational Manual.	Revised the Chestnut diagram document to have the chlorine monitor	Environmental Services Technician	May 1, 2025	Comp	Revised and completed.
46	Ensure that the threshold for 'high' risks is accurate and consistent throughout applicable documentation.	03/12/2025	EA - OFI	CA	Continual Improvement	N/A	Update OP to reflect the same high risk number	Changed threshold of 12 to 10 in the Operational plan.	Environmental Services Technician	March 13, 2025	Comp	Operational plan has 10 as the threshold for high risk.
47	Ensure there is clear documented maximum inventory allowances for chlorine cylinders at well houses.	March 12, 2025	EA - OFI	CA	Continual Improvement	N/A	Update Essential Supplies Form	Updated Essential Supplies form to have the right amount of cylinders at Romeo. There is a notification from eRIS when chlorine cylinders are low. (Operators will also confirm numbers on the phone)	Environmental Services Technician	March 25, 2025	Comp	Completed.
48	Essential Services and Supplies List is to be reviewed and updated at least once per calendar year.	March 12, 2025	EA - Mn	CA	Continual Improvement	N/A	Consolidate Essential services list with emergency contact list	Consolodated Essential services contact list with emergency contact list and added an annual review date in the calendar.	Environmental Services Technician	March 19, 2025	Comp	There is only one Emergency Contact list with Essential Suppliers on it. There is also a reoccurring date in the calendar to review these contact and send out notices.
49	Improve the communication of the intent/goals of the valve exercising and flushing programs. Can be utilized during Infrastructure review with data to track performance.	March 12, 2025	EA - OFI	CA	Continual Improvement	N/A	Joel in the process of acquiring valve turner that keeps track of valve turning.		Environmental Services Technical Lead		ongoing	
50	Consider referencing SOP#303 Sampling Frequency in OP-16.	March 12, 2025	EA - OFI	CA	Continual Improvement	N/A	Added the reference of SOP#303 in OP-16.	Added the reference of SOP#303 in OP-16.	Environmental Services Technician	March 19, 2025	Comp	Added the reference of SOP#303 in OP-16.
51	Electrolyte standard, used in calibration of handheld colorimeters was expired in each location visited.	March 12, 2025	EA - Mn	CA	Staff Error	N/A	Add electrolytes to operators weekly checks.	Added electrolytes to weekly checks on eRIS.	Environmental Services Technician	March 19, 2025	Comp	Weekly checks are verified from Environmental Services Technician and Lead , and filed.
52	Haloacetic acid sampling requirements prescribed by schedule 13-6 of O Reg. 170/03 were not met.	August 6, 2025	MINISTRY	CA	Lab/Staff Error	N/A	Scheduling needs to improve	Complete sampling earlier in the window of time. Environmental Serices Tech to write initials on the sampling calendar to verify completion.	Environmental Services Technical Lead	Aug 30, 2025	Comp	

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53	Infrastructure and Management Reports not reported to council	Nov 13, 2025	IA - Mn	CA	Staff Error	N/A	Infrastructure Meeting and Maintenance, with Management Meeting was not reported to council.	Event is set in water operations calendar - reoccurring. Verify by Environmental Services Technician in late March to make sure it's been completed.	Manager of ES/ Environmental Services Tech	Nov 13, 2025	Comp	
54	Documented information updates for DWS alterations	13-Nov-25	IA - Mn	CA	Continual Improvement	N/A	Create a better flow chart and description for Environmental Services processes.	Environmental Services Tech gradually creating this report over the year 2026.	Environmental Services Technician	Nov 13, 2026	ongoing	
55	Consider developing a formal process and record confirming water quality in temporary watermains for ongoing projects	13-Nov-25	IA - Mn	CA	Continual Improvement	N/A	Create a report on eRIS for operators to record chlorine residuals for temporary watermains	Created a form on eRIS Nov 18, 2025. Operators can keep track of chlorine residuals daily for temp watermains. Added this process to SOP #303.	Environmental Services Technician	Nov 18, 2025	comp	
56	Staff suggestion to improve communications - ex. Attend pre-construction meetings for specific water requirements.	13-Nov-25	IA - Mn	CA	Continual Improvement	N/A	Talk to Project Manager about allowing water operators into pre construction meetings.	Project Manager will cc' Supervisor of ES and Manager of ES to the project meetings and they will invite the operators who will participate.	Environmental Services Technician	Nov 20, 2025	comp	
57	Staff suggesstion was made to acquire laptops for service trucks for data entry and record-keeping.	13-Nov-25	IA - Mn	CA	Continual Improvement	N/A	Manager of ES has aquired 4 laptops (2 portable, and 2 for vehicles), waiting on IT to set them up and distribute into trucks		Manager of ES	Dec 30, 2025	ongoing	
58	Staff suggesstion was made to establish a more formal succession plan that describes the opportunities for internal hiring.	13-Nov-25	IA - Mn	CA	Continual Improvement	N/A	Manager of ES to discuss with staff		Manager of ES	Aug 30, 2026	ongoing	
59	Staff suggestion was made (especially for winter mainbreak season) for establishing external contractors for excavations and have operators focus on operational work.	13-Nov-25	IA - Mn	CA	Continual Improvement	N/A	Manager of ES to discuss with staff		Manager of ES	Dec 20, 2025	ongoing	



MANAGEMENT REPORT

Date: February 25, 2026
To: Infrastructure, Transportation and Safety Sub-committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: ITS26-004
Attachments: 86 Athlone Crescent Drawing

Title: Encroachment Application for 86 Athlone Crescent

Objective: To consider a request to enter into an Encroachment Agreement with the owner of 86 Athlone Crescent. The purpose of the Encroachment Agreement is to permit a third tandem parking space to encroach onto the Athlone Crescent 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.”

Minor Variance Application A22-25 was submitted to permit a reduced parking requirement for a street townhouse dwelling and a proposed second suite. A total of three (3) parking spaces are required for a street townhouse dwelling and the proposed second suite whereas only two (2) parking spaces can be provided on the subject property.

Although only 2 parking spaces can be provided on the subject property, the property is physically able to accommodate 3 parking spaces; 1 parking space can be provided in the attached garage, and 2 parking spaces provided in tandem within the existing driveway, with the rear-most space partially within the City right-of-way.

A condition of the approval was requiring the applicants to enter into an encroachment agreement with the City to allow for this third parking space in tandem within the City right-of-way to ensure that the functional parking requirement expected from the Zoning By-law is maintained. Additionally, this requirement is maintained while preserving landscaped open space, curbside safety and neighbourhood character, as no modification to the existing driveway is required.

Analysis: The application was circulated to departments for comments, and the following was received:

By-law Division:

Noting that through Ontario Regulation 299/19 with respect to Additional Residential Units under the Planning Act. Specifically, Section 2(2) under the said regulations states the following requirements and standards are established with respect to additional residential units:

1. Each additional residential unit shall have one parking space that is provided and maintained for the sole use of the occupant of the additional residential unit, subject to paragraph 2.
2. Where a by-law passed under section 34 of the Act does not require a parking space to be provided and maintained for the sole use of the occupant of the primary residential unit, a parking space is not required to be provided and maintained for the sole use of the occupant of either additional residential unit.
3. A parking space that is provided and maintained for the sole use of the occupant of an additional residential unit may be a tandem parking space.

Due to this Regulation, the By-law Division has no concerns.

Planning Division:

The Planning Division noted they have no concerns considering the third parking space would be wholly contained in the driveway with a partial encroachment into the road allowance however free and clear of the travelled portion of Athlone Crescent.

Building Division:

No comments provided.

Engineering Division:

The Engineering Division noted they have no objection to the proposed parking space as the current layout of the site has space for two vehicles within the existing asphalt driveway and one inside the garage.

Public Works Division:

The Public Works Division noted that the roadside encroachment may impede winter operations; however, in this instance the encroachment appears to meet the minimum clearance requirements between the limits of the proposed parking stall and the travelled portion of the roadway.

Sub-committee may wish to consider one of the following options:

1. Permit the tandem parking space to encroach onto the municipal road allowance. If this option is approved, the annual fee of \$254.89 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.
2. Deny the request for an encroachment. There are no fees or financial implications with this option.

Staff recommend proceeding with Option 1. This option would allow tandem parking space to encroach onto the Athlone Crescent municipal road allowance, having nominal impact to the City.

An encroachment application fee is charged and is determined based on the administrative work required to process and maintain the agreements. Staff do have direction to provide Council with an analysis of this fee structure, however, until such time, the recommendation is based on the currently approved practice.

Financial Implications:

If Option 1 is selected, the annual fee, adjusted yearly by the CPI, 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.

If Option 2 is selected, there is no financial implication to the City.

Financial impact on future year operating budget:

If Option 1 is selected, 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.

If Option 2 is selected, there is no financial implication 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: This report does not align with one of the One Planet Principles as 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 application to permit the encroachment of the tandem parking space at 86 Athlone Crescent onto the Athlone Crescent road allowance be approved;

THAT the annual fee of \$254.89 adjusted yearly by the CPI, be added to the property tax bill for 86 Athlone Crescent;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 86 Athlone Crescent.

Prepared by: Vicky Trotter, Council Committee Coordinator
Recommended by: Karmen Krueger, CPA, CA, Director of Corporate Services/Treasurer
André Morin, CPA, Chief Administrative Officer

**PROPOSED
ENCROACHMENT SKETCH**
PART OF LOT 11 & 12,
REGISTERED PLAN 545
CITY OF STRATFORD
COUNTY OF PERTH

SCALE 1 : 250

0 2.5 5 10 15 metres

VAN HARTEN SURVEYING INC.

- NOTES:
- 1. **THIS IS NOT A PLAN OF SURVEY AND SHOULD NOT BE USED FOR REAL ESTATE TRANSFERS OR MORTGAGES.**
 - 2. DISTANCES ON THIS PLAN ARE SHOWN IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.
 - 3. DIMENSIONS ON THIS SKETCH ARE APPROXIMATE AND HAVE NOT BEEN VERIFIED BY SURVEY.
 - 4. ORIGINAL VERSION OF THIS PLAN WAS PREPARED IN COLOUR.

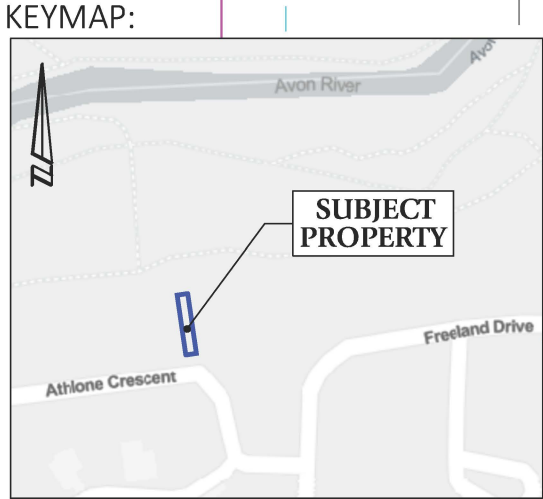
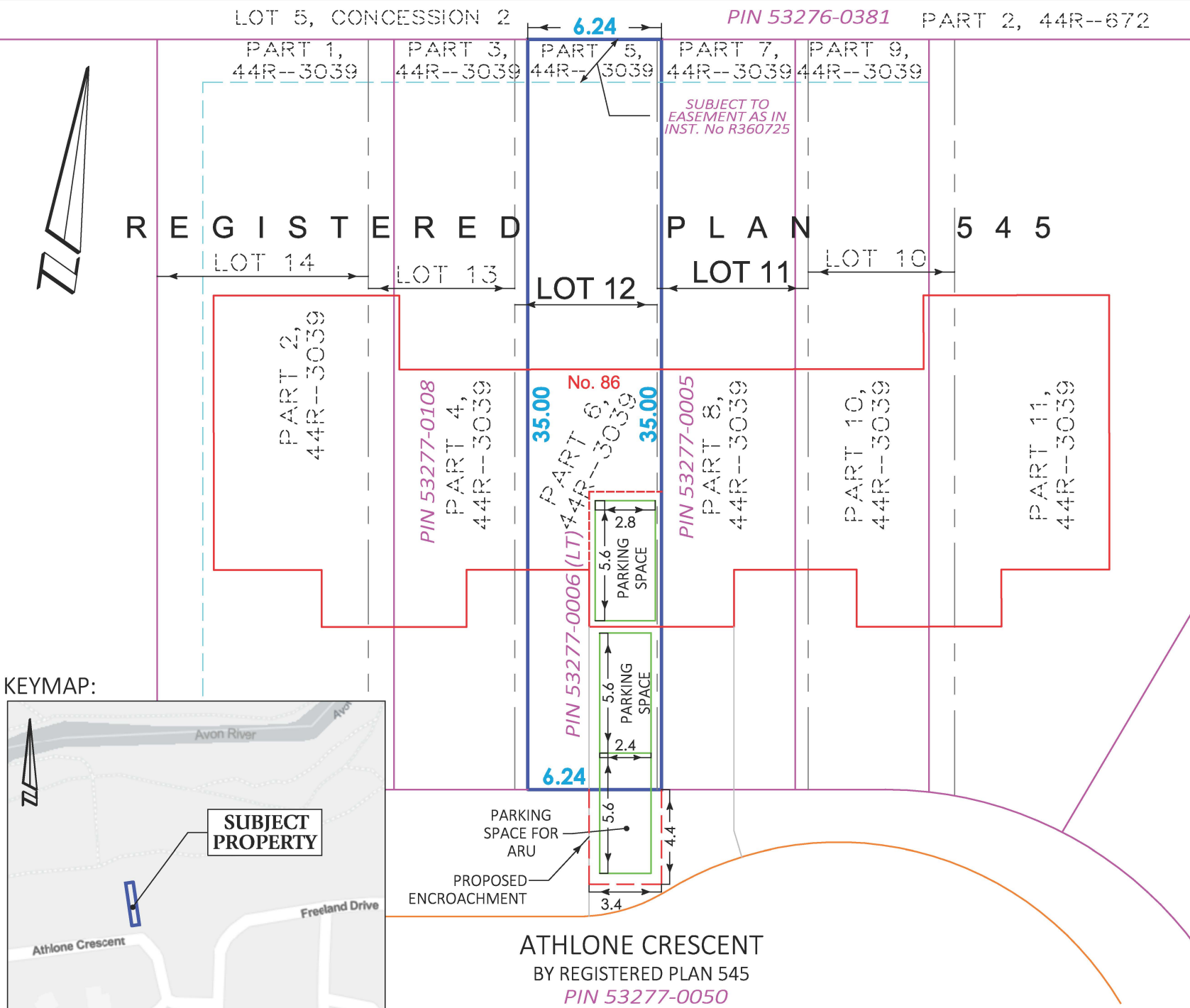
SURVEYOR'S CERTIFICATE:
THIS SKETCH WAS PREPARED
ON THE 15th DAY OF JANUARY, 2026



Kitchener/Waterloo Ph: 519-742-8371	Guelph Ph: 519-821-2763	Orangeville Ph: 519-940-4110
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www.vanharten.com info@vanharten.com

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Infrastructure, Transportation and Safety Sub-Committee

February 2026

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, Fleet, Public Works and Climate Divisions' respective annual workplans.

Special Projects can be found the City page, www.EngageStratford.ca

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.
 - Council presentation of final report by Summer 2026

Capital Projects - Ongoing

- Queen Street Reconstruction – Regent Street to Brunswick Street
 - Full reconstruction with new watermain, storm and sanitary sewers.
 - Project is currently in the design phase. The public open house was held Feb 2nd to 16th.
- McCarthy Road East Reconstruction – Mornington Street to Romeo Street.
 - Road widening, bike lane addition, sidewalk improvements, ditching.
 - Currently in the design phase.
- Concrete and Asphalt Restoration
 - Continuation of multi-year tender to replace damaged concrete sidewalk, curbs and asphalt road cuts, including restoration works.
 - Work is on hold for winter season
- Albert Street Reconstruction Phase 2 – Front to King Street
 - Full reconstruction with new watermain, sanitary and storm sewers.
 - Design includes continuation of 'bicycle boulevard' and traffic calming.
 - Tender awarded to Van Bree Infrastructure, scheduled for completion fall 2026
 - Work is on hold for winter season
- Downtown Intersection Improvements
 - Intersection improvements to enhance pedestrian safety in accordance with the Downtown Traffic Study
 - Designs being finalized, tender tentative for early 2026, construction Spring 2026: Church/Ontario/Huron; Waterloo/Ontario, Downie/George.
- Erie Street Parking Lot Repairs

- Construction complete, bicycle parking to be installed in February.

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 is substantially complete.
 - Landscaping and other restoration will resume in April 2026.
- Huron Street Reconstruction Phase 2 – John to Roadhouse Drain
 - Subject to Connecting Link funding, Full reconstruction with new watermains, sanitary and storm sewers.
 - Open House was held July23-August 10, report to ITS sub-committee in September, tender in March for 2026 construction
- Erie Street Multi-Use Trail Rehabilitation– Lorne Avenue to the south
 - Full reconstruction of existing deteriorated trail. Work also includes 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 ongoing
 - Work is on hold for winter season.
- Lorne and Downie Intersection
 - Intersection improvement to include left turn lanes on Lorne Avenue, in both directions.
 - Design being finalized, with tender planned for early 2026.
- 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 awarded to Network Sewer and Watermain Ltd., micro-tunnel is complete and site restoration is ongoing.
- Pedestrian Crossing Improvements 2025
 - Downie/West Gore PXO complete
 - West Gore/Mowat PXO line painting delayed to the spring
- Bridge and Culvert Repairs 2025
 - Tender for concrete works on various structures awarded to VanDriel Excavating Inc
 - Construction planned spring of 2026.
- East Gore Watermain
 - This project has been placed on hold now that the RFEOI Affordable Housing project at 161 East Gore Street has been cancelled.
- Various Sidewalks
 - Gordon Street from Ontario Street to Willow Street, John Street South from Easson Street to West Gore Street.

- Tender awarded to Nicholson Concrete with construction in spring 2026.
- Lorne Avenue Trunk Sewer Condition Assessment and Rehabilitation
 - Consultant services to assess the condition of the Lorne Avenue CSP storm sewer which is past its service life. Rehabilitation options will be evaluated for 2026 implementation.
 - RFP awarded to Andrews.Engineer

Divisional Updates

Engineering Division Works

- Automated Speed Enforcement (ASE) is no longer permitted in Ontario under current provincial legislation and program is no longer being pursued.
- Red Light Enforcement approach to be reviewed.
- Evaluation of a potential pedestrian crossing near Huron Street Bridge, and safe cycling options for 2025 resurfaced streets for future reports to council.
- 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.
- Ongoing Infrastructure Services Specific Internal Working Groups:
 - Asphalt and Paving Working Group.
 - CCTV Sewer Condition Assessment Working Group.
 - Growth and Parking Standards Working Group.
- Survey and design ongoing for 2026 and future projects.
- Support and guidance for the Accessibility Advisory Committee and Active Transportation Advisory Committee.

Environmental Services Operations Update: Water

- There were 5 watermain breaks during this reporting period (Jan 21/26 - February 17/26). The total number of watermain breaks thus far in 2026 is 10.
- Ongoing water service repairs are being completed throughout the city.
- Notices to Run Water have been sent. Batch 1, 2, and 3 were sent in the previous reporting period. Batch 4 notices were sent during this reporting period on January 29, 2026.

- There have been 14 frozen services during this reporting period. Four were determined to be issues on the private side. Of the 10 services frozen on the City side - 9 were successfully thawed; one has been hooked with a temporary connection.
- Hydrant Flag installation is underway and ongoing.
- Chestnut Well has communications restored via Cellular connection - ongoing troubleshooting to ensure continuous communications. Work done in conjunction with OCWA. The well will be brought back online in early 2026.

Environmental Services Operations Update: Wastewater

- New Gantry and Electric Hoist installed at Douro SPS to allow pumps to be removed for maintenance/servicing.
- Emergency Sewer Lateral Repair at Warwick Road.
- Erie SPS upgrades; complete retrofit of all piping, valves and pumps to be completed in spring of 2026.
- Pumping Station preventative maintenance assessments to continue in the coming weeks.

Environmental Services Operations Update: Stormwater

- Wastewater Ops prepared to respond to potential road flooding with PWD support.

Environmental Services Operations Update: Water Pollution Control Plant

- CIMA+ is currently working on the Scoping Memo to be delivered to the City in February. This will define the objectives and deliverables for the Primary Digester Roof and Mixing System Replacement at the Stratford WPCP.

Public Works Operations Update: General and Road Maintenance

Highlights

- Sustained heavy snowfall: 448cms from Nov 8th to present
- Approx. 2000 truck loads of snow from two Blower crew, hauling approx. 30000 tonnes of snow to the snow dump.
- This task required two bulldozers to check up with the trucks (as many as 16 at a time)
- Attached is the map showing the streets that were blown during this task. Some streets had varying passes due to several factors. Greenwood has three full width passes).
- Service focus remains safety first: keeping primary and secondary routes passable, maintaining access for emergency services, and managing snow removal in priority locations as resources allow.
- Blowing criteria – classification, room for snow, previous buildup, sight lines, and historic problematic areas.

Citizen Reporting and Issue Management

- Report an Issue Portal: residents still submitting snow removal and road concerns; items are triaged daily and addressed based on safety, road class, and resource availability.
- Escalations: larger or repeat issues are logged and tracked in our E-Ris logbook program for follow-up and documentation.
- Messaging our Level of Service and materials including “ours vs beet juice” queries.

Roadway and Sidewalk Operations

- Surface conditions:
 - Snowpack and icepack are loosening
 - Pothole repairs: are back on as temperatures are permitting durable repairs; interim cold-patch only where safety-critical.
- Sidewalks and municipal facilities:
 - Priority sidewalks, and schools getting extra attention, prep for CNOY event.

Materials and Equipment

- Salt: slowly getting back to normal.
- Sand: low in stock – winter sand contractor has been contacted to try to find a supply for emergency restocking if needed.
- Equipment: graders and loaders deployed for mechanical scraping in persistent pack;

Weather and Prioritization

- Ongoing monitoring of Environment Canada forecasts and RWIS data to time treatments for maximum effect.
- Active discussions and preplanning to address/report Level of Service and implications to new coding by EC.

Health & Safety and Compliance

- CVOR education has been successful with no incidents since.
- Several incidents with residents involving snow removal. Positive attitude promotion and constant reminders to staff of the mental health of residents and being positive stewards.

Ongoing Council Communications and Reporting

- Winter service-level discussions (including winter maintenance priorities and performance expectations).
- Clarification of responsibilities for driveway windrows (who is responsible for clearing/management and in what circumstances) and potential new service delivery program for vulnerable users.
- Sidewalk maintenance concerns, particularly during daily freeze thaw cycles that create recurring ice formation and compacted snowpack.
- Challenges at corner lots, including higher snow storage and plow windrow volumes and the resulting impacts to property frontage and site lines.

- School bus stop-related complaints (not within the City's formal level of service, though staff provided support where possible).

Public Works Operations Update: Waste Management

- Landfill reporting
 - Preparing the 2024/2025 biannual landfill report for submission to the Ministry of the Environment, Conservation and Parks (MECP). Draft compilation is underway; we will advise when the submission package is finalized. Work In Progress
- Household Hazardous Waste (HHW) participation
 - Staff have contacted Township of Perth South and the Township of Perth East in Stratford-hosted HHW events. Perth East – next step council - Perth South acceptance
- Source Separated Organics (SSO) procurement
 - RFP-2026-01 (SSO) has closed. Taylor and Team will review all submissions (4).
- MECP site visit - Went well and are awaiting the report.
- Bag Tags
 - Issue of late with illegal bag tags and SPD involved

Fleet Operations Division Update

- Procurement Efforts: Seven Light Duty vehicles are currently in Bids & Tenders
- Landfill Compactor RFQ has been sent out, and three vendors have submitted quotes, Analysis is underway
- Electric Forklift addition for the Rotary Complex has been awarded to Leavitt Equipment of Stratford
- Regulatory Compliance: CVOR is continually monitored due to the excess number of incidents stemming from the heavy winter months
- Maintenance: PM's and Annual Safety Inspections are completed for February and equipment repairs are being caught up on from the constant operation for the past few months
- Fuel contract for the Transit buses is currently being added to our existing Fuel contract with McDougall Energy increasing our existing savings

Climate Action Division

- Approved for Federation of Canadian Municipalities (FCM) funding to advance adaptation related efforts– funds of up to \$70,000 have been approved for creating an adaptation and resilience strategy for the city, a precursor for any project chosen to implement in the future. Community engagement will begin in the spring.

- Feasibility studies for retrofitting seven city facilities have been received; this will help us identify and apply for additional funding toward capital projects for facilities through FCM Green Municipal Fund.
- Staff are working on the development of a yearly report card for actions outlined in the Community Climate Action Plan (CCAP). Looking to include yearly statistics such as those found in the ATAC Report Card.
- The Green recognition program is running this year, with applications being accepted until March 15th. Application form and more details are available on the Climate Action webpage.
- Climate change programs manager has been hired, and we are in the final stages of the hiring process for the Community Energy Liaison position.
- Continuous application of a climate lens across municipal operations including but not limited to: OP review, planning applications, procurement, etc.

Special Projects – Erie Street Parking Lot Redevelopment

Tentative Internal Workplan:

1. Resurface Erie Street Parking Lot - complete
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)
 - a. Budget line included for 2026 draft budget deliberations
6. Municipal Services Feasibility Study (Fall 2025)
7. Comprehensive Review and Report (2027)
8. Expression of Interest or Request for Proposal (TBD)

Project Updates:

- 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 complete.
- Findings and assessment draft complete, additional work assigned, reporting anticipated before year end.

