



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

Date: Monday, March 9, 2026

Time: 7:05 P.M.

Location: Council Chamber, City Hall

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

Staff Present: André Morin - Chief Administrative Officer, Tatiana Dafoe - City Clerk, Audrey Pascual - Deputy Clerk, Taylor Crinklaw - Director of Infrastructure Services, Tim Wolfe - Director of Community Services, Adam Betteridge - Director of Building and Planning Services, Neil Anderson - Director of Emergency Services/Fire Chief, Karmen Krueger - Director of Corporate Services, Kim McElroy - Director of Social Services

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

<https://stratford-ca.zoom.us/j/89400427990?pwd=kDCEbq5sEr5XrSLTMi4g1uUOXK6oR4.1>

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.

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. | Sub-committee Minutes | 5 - 11 |
| | Sub-committee minutes are attached for background regarding the discussion held at the February 25, 2026, Sub-committee meeting. | |
| 4. | Delegations | |
| | None scheduled. | |
| 5. | Report of the Director of Environmental Services | |
| 5.1 | Drinking Water Quality Management Standard 2025 Infrastructure Review (ITS26-002) | 12 - 19 |
| | Staff Recommendation: THAT the DWQMS Infrastructure Review 2025 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard. | |
| | Motion by | |
| | Sub-committee Recommendation: THAT the DWQMS Infrastructure Review 2025 be received by Council to fulfil the requirement of the Ontario Drinking Water Quality Management Standard. | |
| 5.2 | Drinking Water Quality Management Standard 2025 Management Review (ITS26-003) | 20 - 39 |
| | 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. | |
| | Motion by | |
| | Sub-committee 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. | |
| 6. | Report of the Project Manager | |
| 6.1 | Queen Street Reconstruction – Open House and Recommendations (ITS26-007) | 40 - 43 |
| | Motion by | |

Staff Recommendation: THAT Council receive the design summary for the Queen Street Reconstruction Project for information;

THAT Council approve the design as outlined in report ITS26-007 and as presented at the Public Open House and on Engage Stratford;

AND THAT Council authorize Staff to proceed with construction tendering.

7. Report of the Council Committee Coordinator

7.1 Encroachment Application for 86 Athlone Crescent (ITS26-004)

44 - 49

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.

Motion by

Sub-committee 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.

7.2 Encroachment Application for 17 Nile Street (ITS26-005)

50 - 57

Motion by

Staff Recommendation: THAT Option 2, to permit the existing stairs, walkway, fence, and retaining wall to encroach onto the Nile Street road allowance be approved;

THAT the encroachment application to expand the existing driveway be denied;

THAT the annual fee of \$92.43 adjusted yearly by the CPI, be added to the property tax bill for 17 Nile Street;

AND THAT the City Clerk be directed to prepare a by-law authorizing the

encroachment at 17 Nile Street.

8. For the Information of Committee

8.1 Department Update

58 - 66

A copy of the update has been posted to the City's website on the "Engineering Division" page.

8.2 Advisory Committee/Outside Board Minutes

67 - 77

The following Advisory Committee minutes are provided for the information of Committee:

- Accessibility Advisory Committee minutes of January 6, 2026
- Active Transportation Advisory Committee minutes of January 28, 2026

9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

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



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

MINUTES

Date:	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, Jeremy Witzel - Manager of Public Works, Miranda Franken - Council Clerk Secretary

1. Call to Order

The Chair called 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

No disclosures of pecuniary interest were made by a Member at the February 25, 2026, Infrastructure, Transportation and Safety meeting.

3. Delegations

None scheduled.

4. Report of the Manager of Environmental Services**4.1 Drinking Water Quality Management Standard 2025
Infrastructure Review (ITS26-002)**

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

Sub-committee Discussion: The Manager of Environmental Services provided an overview of the report. Highlights included the following:

- the report providing information regarding the Drinking Water Quality and being required under the Safe Drinking Water Act;
- the review having been conducted on December 17, 2025;
- three components reviewed being Maintenance Review, Major Projects Review, and Major Projects Completed as outlined in the report;
- the attached table identifying over approximately \$124,780 of previously established operational and capital items already funded through the 2025 budget;
- all listed projects having been budgeted for and funded through existing reserves;
- the required annual review of capital asset information will continue to assist in ensuring that assets are maintained or replaced when required; and
- rates collected from users will be sufficient to cover these costs.

Discussion was held between Sub-committee and staff. Highlights include the following:

- a Member asked about the letters being received by residents from Frozen Water Services requesting the recipients run their water;
- staff replied Frozen Water Services notices being issued for the third time since 2014 with staff being on batch 4;
- the running water request being to prevent freezing which would require thawing services;
- the properties in receipt of notices having been identified as having shallow pipes or having required historic servicing with several hundred of these properties identified throughout the city; and
- at times pipes will get lowered under the frost line through construction.

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

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.

Sub-committee Discussion: The Manager of Environmental Services provided an overview of the report. Highlights included the following:

- the review for the report also completed on December 17, 2025;
- the attached documents containing a summary of information reviewed by management including findings from the Ministry of the Environment, Conservation and Parks annual Inspection, third party and internal audit findings and operational performance;
- the review period being from December 1, 2024 to December 1, 2025;
- most issues were specified as Minor or Opportunities for Improvement; and
- the majority of the issues having been rectified with ongoing items being addressed.

The Chair called the motion on item 4.2.

Motion by Councillor Beatty

Sub-committee 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.

Carried

The Chair called the motion on item 4.1.

Motion by Councillor Beatty

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

Carried

5. Report of the Council Committee Coordinator

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

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.

Motion by Councillor McCabe

Sub-committee 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.

Carried

6. Department Update

Sub-committee Discussion: The Director of Community Services and the Manager of Public Works provided a department update. Highlights included the following:

- 448 cm of snowfall having fallen from November 9, 2025;
- approximately 2,000 truck loads of snow removed by two blower crews, hauling approximately 30,000 tonnes of snow to the snow dump;
- the map included in the update showing the areas covered by snow operations with service focus on primary roads, secondary roads, emergency services access and site lines including calls to support school boards;
- citizen reporting having gone well, with resident submitted snow and road concerns being triaged daily and escalations tracked daily with staff having reaffirmed the level of service being met and the amount of material dealt with;
- the ice pack in the streets being due to the lack of salt to break the snow bond with the snow pack being in public discussion;
- salt stock having been up over the last two weeks but with the recent thaw the salt shortage continuing;
- pothole servicing having begun the week of February 16 with staff relying on road patrols and public submissions in the online portal;
- staff in discussion regarding preparation for 2027 weather, prioritization of services, how to implement services and how best to react to Environment Canada Alerts;
- the City being in compliance with level of services and the Provincial Minimum Maintenance Standards (MMS);
- regarding health and safety compliance, an education session having been held with staff and moving forward with zero tolerance in spatial awareness with no incidence having occurred since the session;
- staff in preparation of the waste management landfill 2024/2025 biannual report;

- the household hazardous waste contract having been accepted by Perth South with Perth East to confirm;
- there being a surprise visit by the Ministry of Environment at the landfill with the Manager of Public Works and the Supervisor of Waste Operations having provided a tour that staff feel went well;
- there being current issue with illegal garbage bag tags with coordinated efforts by staff and Stratford Police; and
- this not being the first instance of copied tags.

Discussion occurred between Sub-committee and staff. Highlights included the following:

- a Member asked how the level of snow removal service standard is set for future years;
- the Manager of Public Works replied there being an issue in the past with meeting service levels and exceeding them;
- staff having adopted our current level of service based on the MMS as well as a calculation of the number of staff and the number of people required to complete services;
- staff have established 4 zones for truck ploughing servicing with approximately 50 km per zone each, with a calculation done similarly for sidewalks;
- staff are working to keep the public happy with demands exceeding what can easily be accomplished;
- the Director of Infrastructure Services noted MMS mandating services based on staffing and equipment the City has with this being based on historical staffing;
- in response to a Member, staff replied that during heavy snow periods contracted services are used to support noting services were used at the end of 2025 and early 2026 to scrape snow pack;
- contracted services have been used 10 times this season and used 2 times last season with staff operator hours of service considered before contacting contractor services;

- annual evaluation of winter operations being reviewed and staff expect a report regarding consideration for alternatives to salt to be brought forward in future based on the volume of this season;
- staff commented snow services having been a coordinated effort to blow, plough and haul with there being a point when three crews with 16 trucks were working;
- a motion made in the summer of 2025 to review overnight parking restrictions having been in discussion with a draft report from Clerks now under review with Infrastructure Services;
- staff having done a robust and fulsome review of overnight parking and aiming to have a report before Council in the coming months;
- a Member asked if cars have been ticketed for impeding ploughing operations;
- staff replied that information regarding cars parked on streets and impeding ploughing services are recorded and escalated to police for enforcement; and
- some cars consistently impeding snow removal are then ticketed by police.

7. Advisory Committee/Outside Board Minutes

There were no Advisory Committee/Outside Board minutes 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

Motion by Councillor Hunter

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

Carried

Meeting Start Time: 4:30 P.M.

Meeting End Time: 4:53 P.M.



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:

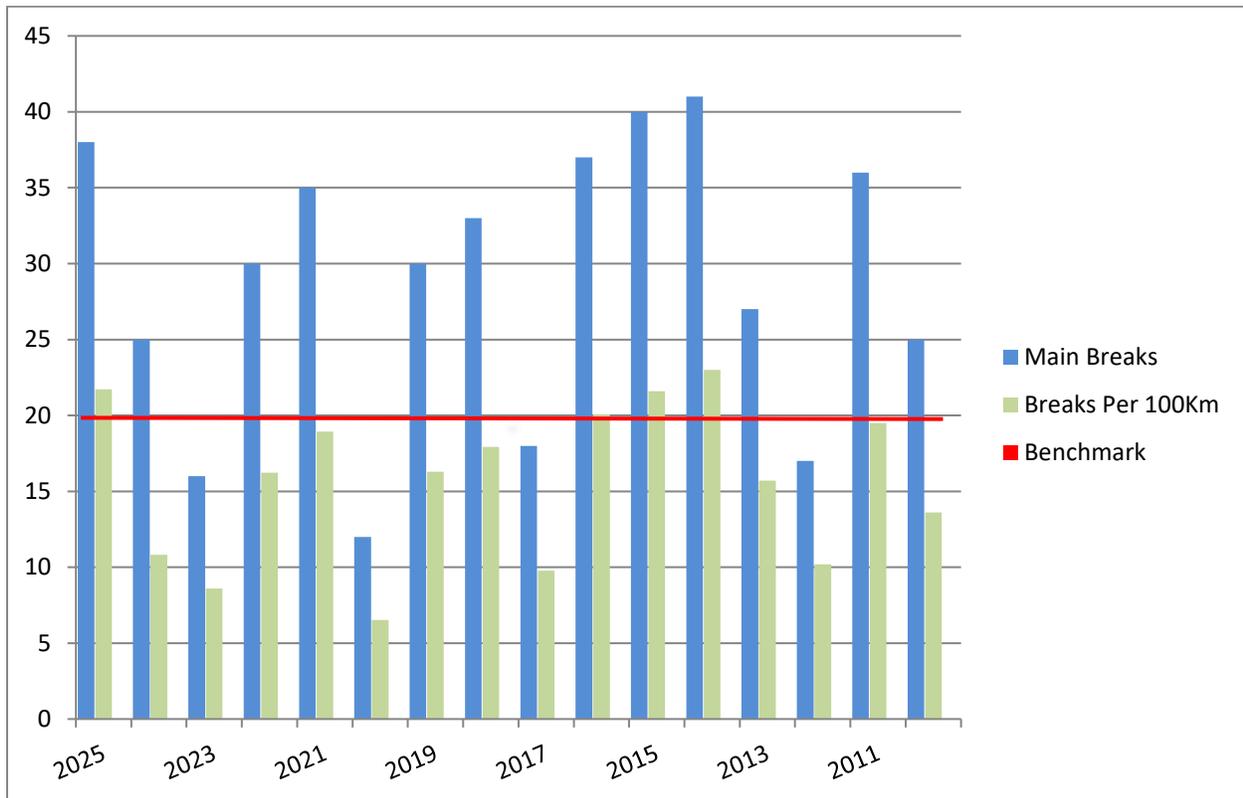
Stratford Drinking Water System

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]	<p>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%.</p>	<p>Will sample closer to the beginning of sampling window to allow time for lab, in case mistakes happen.</p>		
[b]	<p>Incidents of adverse drinking water tests: There was one AWQI reported in the Dec 2024- Dec 2025 manage review period (Dec 20th, 2024).</p> <p>Installed sample stations in Cachet and Borden St in 2025. 2026 installations by the Wastewater Treatment Plant, and Vivian Line 37.</p>	<p>Continue to install sample stations.</p>		
[c]	<p>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.</p> <p>O'loane Ave. Well Sept 12, 2025 – Low Cl2 alarms – flushed to waste Sept 11, 2025 – Low Cl2 alarm – due to switchover</p>	<p>Upgraded Cl2 equipment at Romeo Control Centre – Discussion to upgrade Chestnut Cl2 equipment and receive an annual check up from SCG Flowmetrix.</p>		



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

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	<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>			



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	<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		



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	<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: 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. 			



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	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.			



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	<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: 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. 			



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	<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:			



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Next Management Review will be scheduled in December 2026

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Last Updated: 2023-06-20

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1	Lowering high risk ranking from 12 to 9 or 10.	2020-05-10	EA-OPI	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-OPI	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-OPI	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 station logbook and field maintenance 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 (commissioning 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-OPI	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 station logbook and field maintenance 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 (commissioning 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-OPI	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. Transition 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-OPI	PA	Continual Improvement	N/A	Update E.ris and provide training to staff	Include shifts for ORO and OIC's. Provide training to all staff on the use of the shifts	QMS Rep	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 OPI 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 minimums. 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	Endorsement 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 retortified 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 measurement 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 assets 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 predominantly 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 critical 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 critical 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 commissioning 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 column).	Sean Chandler had a call with both Wonderware 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 Competencies has been revised to include responsibilities of maintaining training records.	Environmental Services Technician	10/23/2024	Comp	Environmental Services Technician Competencies 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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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)
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	Consolidated 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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Stratford Drinking Water Systems
Summary Table of Action Items

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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 suggestion 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 acquired 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 suggestion 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: March 9, 2026
To: Infrastructure, Safety and Transportation Sub-committee
From: Nick Sheldon, Project Manager
Report Number: ITS26-007
Attachments: None

Title: Queen Street Reconstruction – Open House and Recommendations

Objective: To present the comments and concerns from the Open House, and to seek Council confirmation to proceed with the Queen Street Reconstruction Project.

Background: Queen Street from Regent Street to Brunswick Street has been approved for reconstruction in the 2026 capital budget. The project will replace underground infrastructure, renew the roadway and sidewalk.

The proposed specific improvements scheduled for this project are:

- Upgrade the existing storm sewer, sanitary sewer and watermains.
- Replace existing storm, sanitary and water services to the property line.
- Reconstruct the road to a width of 7.0m, upgrading the asphalt roadway, curb and gutter and sidewalk.
- Installation of one sidewalk on the east side of Queen Street at a width of 1.5m and elimination of the west sidewalk.
- Removal of trees in poor health.
- Street tree planting.

The project length is 500 metres in length and abuts sixty-seven properties zoned Residential (R2) and Commercial (C1).

If Council authorizes the project, construction will begin in the summer of 2026 and conclude early winter 2026.

Analysis: On February 2, 2026, an invitation to attend the virtual open house was delivered to all properties within the project limits. The property owners and tenants were invited to visit the Engage Stratford page and review a presentation, project plans, anticipated construction schedule, and complete a resident/Owner Questionnaire

prior to February 16th, 2026. An option to discuss the project and complete the questionnaire in-person was also provided.

During the open house period, the City of Stratford received feedback through various channels, including 15 completed resident questionnaires and direct communication with five residents via calls, virtual meetings, or in-person discussions. Additionally, at the time of this report, the project page on Engage Stratford webpage recorded seventy-seven unique visitors.

The feedback received was a mix of positive and constructive criticism. The primary concerns expressed by residents included:

- Objections to the elimination of a sidewalk (3 of 15 questionnaires);
- Request for re-evaluation of tree condition assessment;
- Questions regarding construction logistics and maintaining access to homes during construction.

Conversely, positive feedback expressed by residents included:

- Support for the planned infrastructure renewal; and
- Appreciation for the quality of the project information provided.

The proposed sidewalk reduction aligns with Council Policy S2.2, which requires a sidewalk on one side of a local residential street. The Tree Condition Assessment was completed in November 2025, and a re-evaluation is not planned as there have been no material changes to the trees' condition since that time.

The 2026 capital program includes \$3,215,000 for the project, to be funded from various reserves for the road, storm sewer, sanitary sewer and water improvement components. The project funding is planned as follows:

Project Component	Cost	Funding Source
Road	\$2,350,000	R-R11-OCIF
Sanitary/Wastewater	\$355,000	R-R11-WWTR
Water	\$310,000	R-R11-WATR
Storm	\$200,000	R-R11-STM
Total	\$3,215,000	

If the project is authorized, a tender will be issued that would inform the financial implications and any variances from budget. Staff would report to Council any anticipated financial impact at the time of the tender award.

Financial Implications:

Financial impact to current year operating budget: No financial impacts identified at this time.

Financial impact on future year operating budget: Reconstruction of linear assets typically has the effect of reduced maintenance costs in the earlier years following construction. Annual upkeep for winter and summer maintenance is expected to be consistent with previous years.

Link to asset management plan and strategy:

This reconstruction project directly implements the City's Asset Management Plan (AMP) by renewing existing linear and transportation infrastructure required to maintain the City's current levels of service.

Full corridor reconstruction of water, wastewater, stormwater, road, and sidewalk infrastructure aligns with the AMPs lifecycle management strategy by replacing assets at the appropriate stage in their service life, reducing risk of failure, and supporting financial sustainability. In addition to planned lifecycle renewal, this project contributes to reducing the overall infrastructure backlog by replacing several assets that are approaching or have reached very poor condition.

As identified in the AMP, renewal of existing infrastructure remains the dominant driver of long-term capital needs, and coordinated replacement supports the City's objective of maintaining service levels while responsibly managing the infrastructure funding gap.

Alignment with Strategic Priorities:

Enhance our Infrastructure

This report aligns with this priority as the Queen Street Reconstruction project upgrades roadways, watermains, and sewers to a modern standard to address the present and future needs of the community.

Alignment with One Planet Principles:

Health and Happiness

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

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT Council receive the design summary for the Queen Street Reconstruction Project for information;

THAT Council approve the design as outlined in report ITS26-007 and as presented at the Public Open House and on Engage Stratford;

AND THAT Council authorize Staff to proceed with construction tendering.

Prepared by: Nick Sheldon, Project Manager

Recommended by: Taylor Crinklaw, Director of Infrastructure Services
André Morin, CPA, Chief Administrative Officer



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



MANAGEMENT REPORT

Date: March 9, 2026
To: Infrastructure, Transportation and Safety Committee
From: Vicky Trotter, Council Committee Coordinator
Report Number: ITS26-005
Attachments: Encroachment Drawing for 17 Nile Street, Photo of 17 Nile Street

Title: Encroachment Application for 17 Nile Street

Objective: To consider a request to enter into an Encroachment Agreement with the owners of 17 Nile Street. The purpose of the Encroachment Agreement is to permit the updated and expanded driveway to encroach onto the Cobourg Street road allowance.

To consider permitting the following existing structures to encroach onto the Nile Street road allowance:

- stairs;
- fence; and
- retaining wall.

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.”

The subject property is a corner lot, with primary frontage on Nile Street and a secondary frontage on Cobourg Street. As shown on the encroachment sketch provided by the owners (prepared by MTE, a surveying and engineering firm), the property contains a primary concrete driveway accessed from Nile Street and a second concrete driveway accessed from Cobourg Street. The primary driveway appears to be of sufficient length to accommodate three (3) tandem parking spaces. The Cobourg Street driveway, which is the subject of this encroachment request, is physically large enough for one parking space.

A driveway application for 17 Nile Street was submitted to the Building and Planning Services Department seeking the expansion of the existing second driveway providing enlarged parking and access to a private garage with access off of Cobourg Street. Following a review of the application by City staff it was determined the driveway encroaches onto municipal property which requires an encroachment to be approved prior to the issuance of a driveway permit.

Analysis: An encroachment application was submitted July 2025. The application requested the existing driveway, which encroaches on the Cobourg Street road allowance, and the proposed expansion of said driveway to be permitted to encroach onto the Cobourg Street road allowance. During the review it was determined the majority of the Cobourg Street driveway along with the stairs, fence and retaining wall on Nile Street were located on the City’s property.

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

Building and By-law Divisions:

There are no direct Building or By-law implications. No further comments, aside from deferring to Planning and Engineering.

Planning Division:

Given that the subject property already has adequate parking access from Nile Street, and that the City's Official Plan generally seeks to limit the number of ingress and egress points (i.e., driveways) to support streetscape aesthetics and traffic safety, the Planning Division would caution against both legalizing and expanding the existing driveway on Cobourg Street. There are no direct heritage implications resulting from the request.

It should be noted that the City's Zoning By-law includes provisions for driveway visibility triangles to reduce visual barriers and obstructions, including restrictions on locating a parking space within the visibility triangle of an adjacent driveway. While the submitted encroachment sketch does not identify the location of the neighbouring driveway at 132 Cobourg Street, it appears there may be a potential non-compliance with these provisions.

If Council is inclined to approve the request, such approval should require, at minimum, and prior to execution of an encroachment agreement, that the owner's surveyor revise the submitted encroachment sketch to confirm compliance with the City's driveway visibility triangle provisions and any other zoning requirements (consultation with City Planning Staff would be encouraged). If non-compliance is identified, the matter should be returned to Council for further direction.

The Planning Division has no concerns with the other identified encroachments: steps, retaining wall, and fence along Nile Street.

Engineering Division:

- 1) It is acknowledged the proposed parking depth (face of building to edge of sidewalk) is 5.92m as per the sketch provided, which meets the minimum parking depth of 5.6m which is required; however, the parking space is almost entirely contained within the City's ROW (5.21m). The Engineering Division does not support the Cobourg Street driveway encroachment due to the following concerns:
 - a. Potential impact to the existing sidewalk if the vehicle is not parked against the building face, the sidewalk and pedestrian corridor may be impacted.

- b. Potential impact to sidewalk plows during snow removal if a vehicle is parked too close to the sidewalk.
 - c. Potential impact to the current parking space depth if the currently undersized (1.20m) sidewalk is widened to meet City standards. If this occurs, the Engineering Division would look to request that the encroachment be removed (if permitted as of now).
- 2) Additional items that should be included in this encroachment:
- a. The 4.00m wide steps along Nile Street along with the sidewalk for these steps to private property. As access should be contained within the driveway access point, this will be considered an encroachment if no plans to remove these existing stairs.
 - b. The retaining wall along the Nile Street frontage (northwest corner of the lot) is an encroachment.
 - c. The fence along the Nile Street frontage (northwest corner of the lot) extending onto the ROW near the retaining wall is an encroachment.

Based on the comments provided and concerns noted, it is recommended that the request for a driveway encroachment on the Cobourg Street side of the property be denied. Staff note a driveway exists on the Nile Street side of the property which complies with all City by-laws and policies and can be used by the owner. It is further recommended that an encroachment agreement be completed for the existing stairs, sidewalk, retaining wall and fence.

Council may wish to consider one of the following options:

1. Approve the application subject to updated surveyor's sketch confirming compliance with the City's Zoning By-law: With this option the expansion of the existing driveway would be approved to encroach onto the municipal road allowance along with the sidewalk, stairs, and retaining wall;
2. Approve a portion of the encroachment: With this option, the sidewalk, stairs, fence and retaining wall would be permitted to encroach onto the Nile Street road allowance. With this option, the 2nd driveway, as is, we would be allowed to stay.
3. Deny the application: With this option, the existing structures would be required to be removed by the property owner at their cost.

Staff recommend proceeding with Option 2 which would permit the sidewalk, stairs, fence, and retaining wall to encroach onto the Nile Street road allowance. With this

option, the Cobourg Street driveway which does not conform to City by-laws would not be permitted to be expanded and would remain as an access to the garage only.

Financial Implications:

Financial impact to current year operating budget:

If Option 1 is approved, the encroachment of the updated driveway, stairs, walkway and retaining wall, the annual fee of \$527.65, adjusted yearly by the CPI, is added to the property tax bill for this property for the encroachment agreement and included in the City's revenue.

If Option 2 is approved, the encroachment of the stairs, walkway, fence, and retaining wall, the annual fee of \$92.43, adjusted yearly by the CPI, is added to the property tax bill for this property for the encroachment agreement and included in the City's revenue.

Financial impact on future year operating budget:

The financial impact on future years will be similar to the current year, reflecting CPI changes as noted.

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 Option 2, to permit the existing stairs, walkway, fence, and retaining wall to encroach onto the Nile Street road allowance be approved;

THAT the encroachment application to expand the existing driveway be denied;

THAT the annual fee of \$92.43 adjusted yearly by the CPI, be added to the property tax bill for 17 Nile Street;

AND THAT the City Clerk be directed to prepare a by-law authorizing the encroachment at 17 Nile Street.

Prepared by:

Vicky Trotter, Council Committee Coordinator

Recommended by:

Tatiana Dafoe, City Clerk

Karmen Krueger, CPA, CA, Director of Corporate Services

André Morin, CPA, Chief Administrative Officer



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 watermains, 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

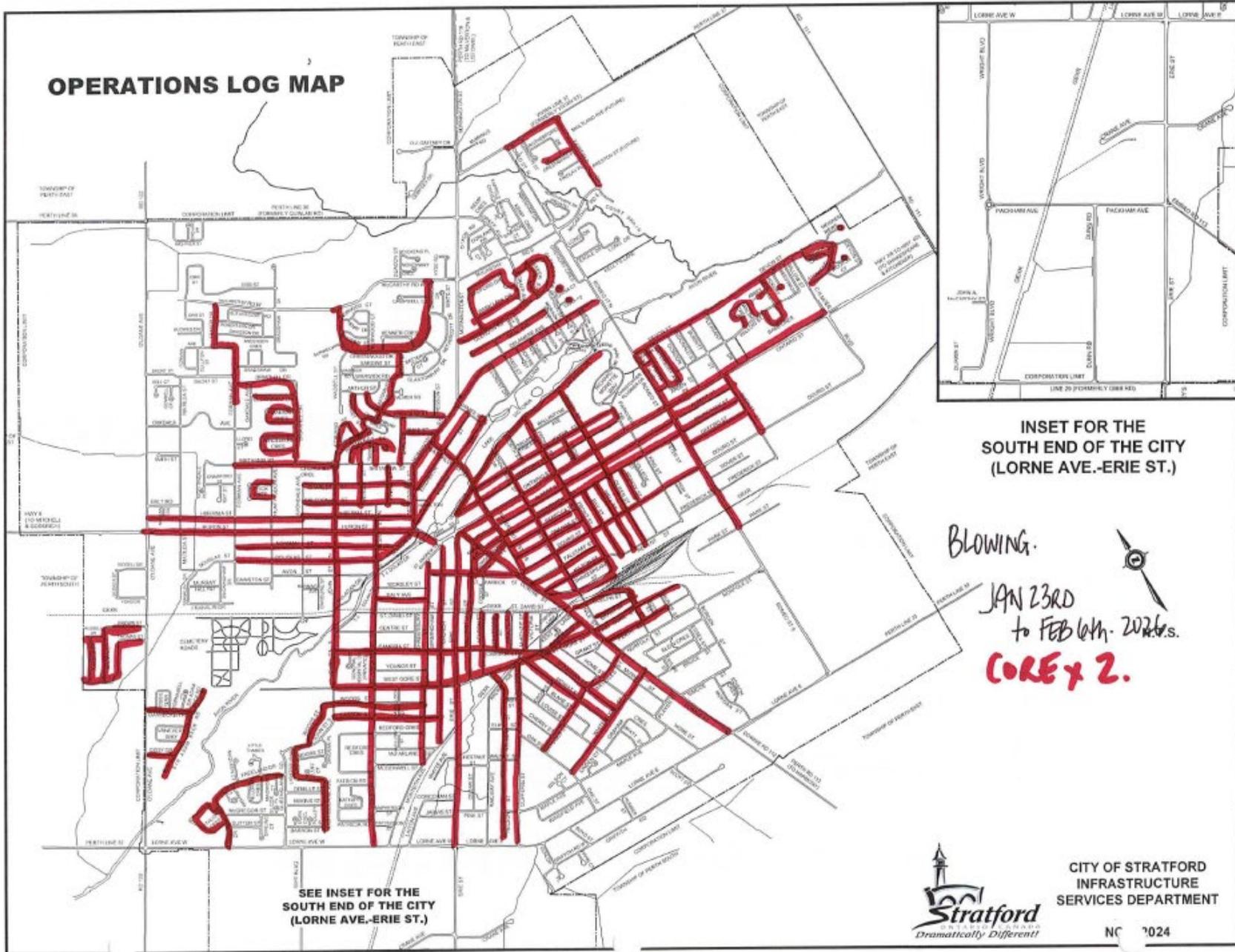
Tentative Internal Workplan:

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.





Accessibility Advisory Committee (AAC)

MINUTES

A meeting of the Stratford Accessibility Advisory Committee (AAC) was held on Tuesday, January 6, 2026, at 12:00 p.m., Rotary Complex – Mansbridge Room, 353 McCarthy Road W., Stratford ON

Committee Members Present: Roger Koert – Chair Presiding, Jen Weber, Andy Mark, Kathleen Barry, Jamie Pritchard, Judy Hopf, Diane Sims, Councillor Bonnie Henderson

Staff Present: Nolan Campbell - Engineering Design Technician, Vicky Trotter – Council Committee Coordinator, Casey Riehl – Recording Secretary

Also Present: Mayor Martin Ritsma

Regrets: Joan Jones, Nathan Bottema – Manager of Engineering

1. Call to Order

Roger Koert, Chair presiding, called the AAC meeting to order at 12:00 p.m.

Reading of the Land Acknowledgement and a Moment of Silent Reflection.

Reading of the Respectful Workplace Policy.

2. Declaration of Pecuniary Interest and the General Nature Thereof

None declared.

3. Adoption of the Previous Minutes – December 2, 2025

Motion by Jen Weber

Seconded by Judy Hopf

THAT the minutes from the Accessibility Advisory Committee meeting dated December 2, 2025 be adopted as printed. Carried

4. Update from Council

Councillor Henderson provided the following update from the December 8, 2025 Council meeting:

- The development at 16 Kastner Street will have (74) units, (4) units will be accessible and there will be (5) accessible parking spots;

5. Infrastructure Services Update

Nolan Campbell, Engineering Design Technician, reported there were no new engineering updates. As discussed at the previous AAC meeting, Nathan Bottema has contacted Public Works staff to inquire about areas not getting cleared of snow. After being made aware of the concerns, Public Works has completed some site identification for additional snow clearing.

6. Update from the Site Plan Review Sub-Committee

Nolan Campbell, Engineering Design Technician, reported that the sub-committee completed reviews of the following site plans:

- 976 Erie Street
- 4117 Perth Line 36
- 827 Erie Street
- 600 Orr Street
- 963 O'Loane Avenue
- 232 Lorne Avenue
- 361 Wright Boulevard
- 107 Monteith Avenue
- 55 Queen Street

7. Business Arising from Previous Minutes

7.1 Mobi-Mats Update

Roger Koert reported that the mobi-mats have been installed on Tom Patterson Island for the Lights On Stratford display. They appeared to be working well, the snow was packed around them when he visited.

Andy Mark inquired if there was an uptick in demand for the mobi-mats since the City purchased them. Roger Koert indicated that there was not necessarily a way

Accessibility Advisory Committee Meeting
January 6, 2026

of knowing if demand has increased, but there has been opportunity for event organizers to request to use them. The request for mobi-mats is on the special event application form if organizers are interested. Jamie Pritchard inquired if Mike Beitz could post some information on social media to let people know they are available to use to help make their events more accessible. Mr. Koert has some photos and video of the mobi-mats on Tom Patterson Island.

Vicky Trotter explained that when a special event application is filed, it gets circulated to many departments for their review. Ms. Trotter suggested that perhaps it could be circulated to her for members of the AAC to comment and make suggestions as part of the process.

Ms. Trotter will forward a copy of a special event application for AAC members to review and provide comments.

Members inquired if organizers are also required to have a certain number of accessible washrooms available depending on the size of the event. Ms. Trotter stated that at this point, it is not a mandatory requirement for organizers. Councillor Henderson suggested that the AAC could ask that at least one accessible washroom be available for all events.

Motion by Councillor Henderson

Seconded by Kathleen Barry

THAT the Accessibility Advisory Committee recommends that Council require all special event organizers to include a minimum of 1 (one) accessible portable washroom when washroom rentals are required for an event being held on City property. Carried

7.2 AAC Name Tags

As discussed at the previous AAC meeting, Vicky Trotter provided a sample of a name tag used by another committee. The name tag is magnetic, as opposed to pinning it on. Ms. Trotter inquired if members would like to have their names on them or "Accessibility Advisory Committee." Members confirmed they would prefer their first and last names printed on the tags and will send exact spelling of what they want on their name tag to Ms. Trotter.

Roger Koert discussed the idea of having an AAC logo to use on the name tags and any other AAC promotional items. Mr. Koert suggested the logo should be black and white for accessibility. Ms. Trotter will contact Mike Beitz to inquire

about creating a draft logo. Mr. Koert will share the draft logo that he created for consideration too.

Motion by Jamie Pritchard

Seconded by Jen Weber

THAT the Accessibility Advisory Committee spends up to a maximum of \$200.00 to purchase AAC name tags for committee members and staff liaisons and work with staff to develop a draft committee logo. Carried

Ms. Trotter will work to have a draft of the name tags for the February AAC meeting for members to see prior to ordering.

7.3 Update on the Tom Patterson Bridge

Mayor Ritsma informed members that there are ongoing discussions regarding the accessibility of the bridge and will share updates when they become available. Diane Sims reported that she has e-mailed a representative from the Stratford Festival asking for assistance with the bridge, as it is for the Tom Patterson Island and mere steps from the theatres. The Theatre has offered their support for the new bridge.

7.4 Update on AAC Motions

Vicky Trotter provided the AAC members with a written update on outstanding motions and provided these additional updates at the meeting:

- The AAC promotional items have arrived and Ms. Trotter brought samples to the meeting for members to see;
- Regarding the motion from September 5, 2023 requesting a new accessible access and viewing area at the parkland adjacent to the Bandshell on Veteran's Drive – previous funding from a private donor (\$50,000.00) has unfortunately fallen through and is no longer an option. However, there is a grant opportunity through the Rick Hansen Foundation in the amount of \$40,000.00. If the committee is successful in receiving funding, they may have to ask Council for the additional funds or get approval to use extra funds out of the Engineering Accessibility budget line. Ms. Trotter can confirm that Stratford qualifies for the grant and can proceed with the application once approved by Council to do so. Members supported applying for the grant to assist in completing this project. Ms. Trotter will begin preliminary work on the application and request approval from Council.

Councillor Henderson stated that there has been previous discussion on possibly installing an accessible parking spot at the bottom of Cobourg Street. Could some consideration be given to installing a sidewalk from Cobourg Street to the viewing platform area.

8. New Business

8.1 Hidden Disabilities Sunflower

Vicky Trotter shared a presentation with the Committee regarding the Hidden Disabilities Sunflower Program. Ms. Trotter reached out to the City of Ajax, as they have implemented the program and provided the presentation information. The program is run out of the UK and that is where the main contact would be and where supplies would be shipped from. There is an annual membership fee for the program. The 2025 annual fee for a professional membership (which the City of Stratford would require) was \$1,550.00. Pins, lanyards and bracelets are an additional cost. Taxes, shipping and duty are charged for all items, as they are shipped from the UK. There is also a mailing cost for citizens requesting items. There are costs involved for launch advertising, facility decals, front counter displays and staff time.

Ms. Trotter will e-mail AAC members the presentation for their information.

Kathleen Barry thanked Ms. Trotter for all the information provided and was surprised at the costs involved in participating in the program. Members discussed the value in identifying people with a hidden disability and could the AAC give out sunflower items on their own. Ms. Trotter will inquire if this is possible and if there are any legal implications.

8.2 Review of 2025 AAC Annual Report to Council

AAC members were provided a copy of the draft AAC 2025 Annual Report to Council for their review and feedback prior to being submitted to Council.

Diane Sims suggested adding that the accessible ramp at the police station was installed in 2025, meeting AODA compliance. Vicky Trotter will add this item into the report under accomplishments.

8.3 Purchasing Accessible Sports Equipment

Jen Weber inquired if the AAC would be interested in possibly advocating for the City to purchase accessible sports equipment for people to use. Ms. Weber

Accessibility Advisory Committee Meeting
January 6, 2026

recently participated in an event where the U13 Warriors tried sledge hockey. Organizers borrowed (16) sledges for the team to try it out. Ms. Weber has received feedback from people inquiring why Stratford does not have items, such as sledges, on hand for people to borrow and try. Ms. Weber estimated the cost of a sledge would be approximately \$600-\$800 to purchase.

There was a recent article in the Beacon Herald and Ms. Weber will forward it to AAC members read.

Members suggested that a variety of accessible recreational equipment could be considered, such as water wheelchairs for the Lion's Pool. Councillor Henderson suggested that in 2026, the AAC could look at how Stratford can make their City more accessible for all sports. Staff would have to give consideration to the cost for purchasing the items, storage, maintenance and liability. Currently, sledges are not permitted during public skates, so this would need to be considered.

Jamie Pritchard suggested contacting Destination Stratford to consider as part of their sport tourism initiative. Nolan Campbell also suggested that partnering with the County of Perth might make something like this more viable.

8.4 2nd Annual Primary Care and Homecare Symposium

Roger Koert stated that the symposium will be held on Wednesday, April 15, 2026 at the Stratford Country Club and Mr. Koert will be speaking at the event. The theme for this year's event is "making homecare essential to healthcare." The symposium is free to attend; however you must get a ticket online through Eventbrite. Once tickets become available, Mr. Koert will forward the link.

9. Date of Next Meeting

The next AAC meeting will be held on Tuesday, February 3, 2026 – Rotary Complex, Mansbridge Room, 353 McCarthy Road W., Stratford ON

10. Adjournment

Motion by Jen Weber

Seconded by Judy Hopf

THAT the January 6, 2026 Accessibility Advisory Committee meeting adjourn.

Start Time: 12:00 P.M.

End Time: 1:26 P.M.

Active Transportation Advisory Committee
January 28, 2026



Active Transportation Advisory Committee

MINUTES

A meeting of the Active Transportation Advisory Committee (ATAC) was held on Wednesday, January 28, 2026 at 7:00 p.m., in the Mansbridge Room at the Stratford Rotary Complex.

Committee Members Present: David Daglish – Chair Presiding, Councillor Jo-Dee Burbach, Joel LaCourse, Rhonda Gesinghaus-Vaters, Kelley Teahen, Christine Lee (Avon Trail), Councillor Harjinder Nijjar, Pat Ranney (Cycle Stratford)

Staff Present: Vicky Trotter – Council Committee Coordinator, Casey Riehl – Recording Secretary

Also Present: Inspector Jason Clarke

Regrets: Nick Sheldon – Project Manager

1. Call to Order

The Chair called the meeting to order at 7:02 p.m.

Reading of the Land Acknowledgement and Moment of Silent Reflection.

Reading of the Respectful Workplace Conduct Statement

2. Declarations of Pecuniary Interest and The General Nature Thereof

None declared.

3. Election of 2026 Chair & Vice-Chair

Staff declared nominations open for the 2026 Chair of the Active Transportation Advisory Committee.

Kelley Teahen nominated David Daglish.

Staff asked if there were any further nominations. No further nominations were made.

Motion by Rhonda Gesinghaus-Vaters

Seconded by Christine Lee

THAT the nominations for the 2026 Active Transportation Advisory Committee Chair be closed. Carried

David Daglish indicated that he would allow his nomination to stand.

Motion by Kelley Teahen

Seconded by Christine Lee

THAT David Daglish be elected as the 2026 Chair of the Active Transportation Advisory Committee. Carried

Staff declared nominations for the 2026 Vice-Chair of the Active Transportation Advisory Committee open.

David Daglish nominated Kelley Teahen.

Staff asked if there were any further nominations. No further nominations were made.

Motion by Councillor Burbach

Seconded by Rhonda Gesinghaus-Vaters

THAT the nominations for the 2026 Active Transportation Advisory Committee Vice-Chair be closed. Carried

Kelley Teahen indicated that she would allow her name to stand.

Motion by Councillor Burbach

Seconded by Pat Ranney

THAT Kelley Teahen be elected as the 2026 Vice-Chair of the Active Transportation Advisory Committee. Carried

Joel LaCourse now present at the meeting at 7:08 p.m.

4. Adoption of Previous Minutes

Motion by Councillor Nijjar

Seconded by Rhonda Gesinghaus Vaters

THAT the minutes from the Active Transportation Advisory Committee meeting dated November 26, 2025 be adopted as printed. Carried

5. Business Arising from Previous Minutes

5.1 Campaign with Secondary Schools to Promote Crossing Huron Street at Signaled Intersections

Vicky Trotter is continuing to work on this project and will provide an update at the February meeting.

Kelley Teahen inquired if there was consideration given to installing a flashing crosswalk when Huron Street was being signed. Vicky Trotter noted that the request would go through the Province as it is a connecting link and staff would need to determine how close a crosswalk can be located in between two signaled intersections.

Councillor Burbach noted that there are signaled intersections along that corridor that are significantly closer together (CH Meier/Zehrs), so adding a pedestrian crossover in this area might still be a consideration.

Kelley Teahen stated that a decade ago, the former population of Central Secondary was not attending school at SDSS. There are a lot more people crossing into that area from other parts of the city, causing a change of circumstances and traffic pattern in terms of pedestrian use.

Motion by Rhonda Gesinghaus Vaters

Seconded by Joel LaCourse

THAT the Active Transportation Advisory Committee recommends a pedestrian crossing or traffic signal be installed in the area of Huron Street and Matilda Street during the reconstruction of Huron Street in 2026. Carried

6. New Business

6.1 Review of 2025 ATAC Annual Report to Council

Vicky Trotter reported that in the past, the annual report to Council is written by the Chair of the Committee and sent on to Council for their information. It has been decided that starting with the 2025 report, there will be an opportunity for Committee members to review the Chair's report prior to it being submitted to provide any comments or feedback. Ms. Trotter shared with committee members the report that Chair David Daghish has submitted.

Committee members reviewed the report and had no concerns; Vicky Trotter will proceed with the submittal.

6.2 Planning for 2026 Projects

Vicky Trotter explained that advisory committees will need to be extra organized this year as the municipal election is taking place in October and committees will not be meeting in October or November. Plans should be in place prior to summer, as September may be the last opportunity to meet in person.

Members discussed some suggestions on projects that ATAC could focus on:

- Keep tracking the Festival Bike Route – signs installed, ride launch, publicity;

- Install an information sign for the Festival Bike Route located in Market Square where the route starts and finishes;
- Consider an ATAC table at the Earth Day event – Pat Ranney will get details on this event to provide members. Members will consider a possible draw item to take to this event;
- Placing bike racks outside the downtown core, other areas that could use racks such as parks, recreation areas. Vicky Trotter will contact Public Works for a list of locations the bike racks are placed throughout the City;
- Participate in Car-Free Friday event again this year. Pat Ranney can provide bike lights to give out, Kelley Teahen will also provide some additional information to hand out regarding reducing car use – Rhonda Gesinghaus Vaters, Pat Ranney and Councillor Burbach have volunteered to lead this event on behalf of ATAC;
- Research how the timing of the pedestrian crossing signals at intersections is determined – Vicky Trotter will contact staff to inquire;
- Research vulnerable road users, where were people injured, identify problem areas – Inspector Clarke will provide a report with data from the last three years;

Inspector Clarke noted that in 2025 there were (791) collisions total in Stratford, St. Marys and Perth South. Of those collisions, (68) were personal injury collisions, (29) of those occurred on Erie, Ontario and Huron Streets.

- Investigate a possible foot bridge over the river near Dunn's Bridge as part of the Avon Trail. Christine Lee will provide ATAC members with an Avon Trail map, Vicky Trotter will contact City staff and the UTRCA staff to inquire about this request;
- Possible partnership with the Energy & Environment Advisory Committee on TJ Dolan trail improvements, trail signage, installing bollards or gates at trail entrances. Vicky Trotter will reach out to the E&E Ecological working group to inquire about a partnership and also the Parks & Forestry Manager;
- Update report card – Councillor Burbach volunteered to work on this project. Vicky Trotter will provide Councillor Burbach with the information she has gathered.

Vicky Trotter updated members on the following budget line amounts:

- Bike racks & Bike rack safety - \$2,000.00

- Education (cycle month, conferences/workshops, promo items) - \$2,750.00
- Committee banner - \$250.00
- School travel planning - \$2,000.00
- Wayfinding & trail signage - \$4,000.00

Ms. Trotter will research options for various ATAC promotional items (seeded bookmarks, buffs, etc.) that the committee can use at events, as well as bring a draft of the banner to the February meeting.

6.3 Video Footage of Parking Concerns on Bedford Drive and Pedestrian Crossing Visibility Concerns

Inspector Clarke shared two videos with ATAC members – one of the parking situation on Bedford Drive near Bedford Elementary School and another showing the difficulty cars would have seeing the signage approaching pedestrians crossings, for their information. The SPS are doing some extra enforcement and education campaigns regarding parking around schools, as well as some educational reminders about pedestrian cross-overs.

ATAC members discussed their concerns with some of the pedestrian cross-overs not having any sort of flashing lights to indicate pedestrians are crossing. Inspector Clarke stated that for some of the current crossings that are less safe to cross at, safety improvements could be identified and implemented in the future.

Joel LaCourse stated his concern with the pedestrian crossing area at the traffic lights on Ontario Street at Zehrs/TD Plaza. The concern is that the sidewalk continues across the parking lot of the plaza and pedestrians often just continue walking across, unaware of the crossing signals as they are walking down the sidewalk.

7. Date of Next Meeting

The next ATAC meeting is scheduled for Wednesday, January 28 at 7:00 p.m. at the Stratford Rotary Complex in the Mansbridge Room.

8. Adjournment

Motion by Rhonda Gesinghaus Vaters

Seconded by Christine Lee

THAT the January 28, 2026 ATAC meeting adjourn. Carried

Start Time: 7:02 P.M.

End Time: 8:27 P.M.