

**City of Port Colborne
Council Meeting Agenda**

Date: Tuesday, May 27, 2025
Time: 6:30 pm
Location: Council Chambers, 3rd Floor, City Hall
66 Charlotte Street, Port Colborne

Pages

1. Call to Order

2. National Anthem

3. Land Acknowledgement

The Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The City of Port Colborne stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

4. Adoption of Agenda

5. Disclosures of Interest

6. Proclamations

7. Presentations

8. Delegations

In order to speak at a Council meeting, individuals must register no later than 12 noon on the date of the scheduled meeting. To register, complete the online application at www.portcolborne.ca/delegation, email deputyclerk@portcolborne.ca or phone 905-228-8118.

9. Mayor's Report

10. Regional Councillor's Report

11. Motions Arising from Committees and Boards

11.1	Environmental Advisory Committee - May 14, 2025	1
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12. Consent Agenda

All items listed in the Consent Agenda are subject to a single motion that is not debatable. A Member may make a brief comment or ask a question regarding a Consent Item prior to the consideration of the motion, however, if an item requires further discussion, debate, or an amendment it must be removed from the Consent Agenda and dealt with under Items Requiring Separate Discussion.

12.1 Approval of Minutes

a.	Special Council Meeting - May 13, 2025	4
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12.2 Receipt of Minutes of Boards & Committees

a.	Environmental Advisory Committee Meeting Minutes - January 16, 2025	7
b.	Heritage Sub Committee Meeting Minutes - March 17, 2025	12

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e.	Recommendation Report for a Proposed Communication Tower at 611 Main Street West, File D27-12, 2025-97	63
f.	Regulations for Marine Contractors at Sugarloaf Marina, 2025-60	89

12.4 Receipt of Correspondence Items

a.	Town of Richmond Hill - Provincial Regulations needed to Restrict Keeping of Non-Native Exotic Wild Animals	102
b.	Niagara-on-the-Lake - Niagara's International Agricultural Workers (IAW)	104
13.	Items Requiring Separate Discussion	
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18.3	By-law No. 7355/46/25 Being a By-law to Authorize Entering into an Agreement of Purchase and Sale with Port Colborne Quarries Inc. for City Land described as Barber Drive, Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; Port Colborne	390
18.4	By-law No. 7355/46/25 Being a By-law to Amend By-law 89-2000, as Amended, Being a By-law Regulating Traffic and Parking on City Roads (Parking Prohibition Tow Away Locations	391

19. Closed Session

19.1 Approval of Closed Session Minutes

- a. Special Council Meeting - May 5, 2025
- b. Special Council Meeting (Closed Session) - May 13, 2025

19.2 Staff Reports

- a. Confidential Recreation and Tourism Report, 2025-123

Confidential Recreation and Tourism Report 2025-123 pursuant to the *Municipal Act, 2001*, Subsection 239(2)(a) the security of the property of the municipality or local board; 239(2)(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

20. Back to Open Session

21. Procedural Motions

22. Confirmatory By-law

22.1 By-law No. 7356/47/25

393

By-law to Adopt, Ratify and Confirm the Proceedings of the Council of
The Corporation of the City of Port Colborne

23. Adjournment



Memorandum

To: City Council
From: Environmental Advisory Committee
Date: May 27, 2025
Re: Correspondence from 50by30 Niagara

At the May 14, 2025, meeting of the Environmental Advisory Committee, the following motion was passed:

Moved by: Norbert Gieger
Seconded by: Jack Hellinga

That the Environmental Advisory Committee recommend to Council that 50by30 Niagara Correspondence be considered; and

That this motion be sent to the City Clerk by the Committee Chair.

CARRIED



To:

[REDACTED]

Subject: Letter from Mayors and Councillors to Federal Party Leaders

Good morning,
I'm reaching out to you because I believe you are involved on the
Environmental Advisory Committee in your municipality, or may know those who are.

Below is an email I sent out this morning on behalf of our climate group, 50by30Niagara,
to every mayor and councillor in the Niagara Region. It has to do with a letter that was
sent to the top five federal party leaders by over 120 mayors and councillors from across
Canada. In essence these councillors and mayors want the federal parties to commit to
taking action on climate change, both to reduce emissions as well as deal with
adaptation.

So far no mayor or councillor from the Niagara Region has signed on to this letter, and
we at 50by30Niagara believe this needs to change.

I also feel that this is something that an EAC could take up - would you encourage your
local council to sign on to this letter? Feel free to let me know how we can help you out
with this.

If you have not yet been added to the 50by30Niagara email list and would like to be,
please reply to this email. Emails go out approximately every 2 weeks or so.

Here's the letter i sent out:

~ ~ ~ ~ ~ ~ ~ ~ ~

Good day,

I'm writing to you on behalf of 50by30Niagara, a climate action group here in Niagara that would like to see every municipality reduce its climate emissions 50% by 2030, on the way to 0 emissions by 2050. We have been around for 3 years now, and have an email group of over 750 recipients, and an instagram following over 450.

I'm wondering if you saw [the recent article](#) regarding a letter that was sent to every party leader from over 120 mayors and councillors across Canada?

These mayors and councillors want "the next federal government to build a national electric grid that includes the North, move ahead with a high-speed rail network, build two million non-market "green homes," make homes and buildings more energy efficient and fund a "national resilience, response and recovery strategy." You can [read the article](#) here.

We would love it if you as an individual councillor or mayor would add your names to this letter. Even better would be if your municipal council would sign the letter in an official capacity. All you have to do is [go to this link](#) and fill in the form.

Personally, I don't feel we need to fully agree with the specific details of every aspect of these proposals; the ever increasing rate of heat-waves, droughts, floods, and wildfires that are devastating our communities and way of life need intervention, and our local municipalities need the support of the federal government to reduce emissions and address the effects of climate change.

Please add your name [by going to this link](#); if you sign the letter please let me know.

<https://elbowsupforclimate.ca/>

If there's anything else I can do for you please don't hesitate to reach out.

Thanks for all you do for our community.

All the best,
Herb Sawatzky
50by30Niagara



City of Port Colborne
Special Meeting of Council Minutes

Date: Tuesday, May 13, 2025
Time: 5:00 pm
Location: Committee Room 3-City Hall
66 Charlotte Street, Port Colborne, Ontario, L3K 3C8

Members Present: M. Aquilina, Councillor
M. Bagu, Councillor
G. Bruno, Councillor
F. Danch, Councillor
D. Elliott, Councillor
T. Hoyle, Councillor

Member(s) Absent: E. Beauregard, Councillor
R. Bodner, Councillor
W. Steele, Mayor (presiding officer)

Staff Present: B. Boles, Chief Administrative Officer
J. Beaupre, Deputy Clerk
A. Beck, Senior Human Resources Generalist
S. Double, Fire Chief
G. Long, Director of Development and Government Relations
C. Madden, City Clerk
S. Shypowskyj, Director of Public Works

1. Call to Order

Mayor Steele and Deputy Mayor Bodner were both absent. Charlotte Madden, City Clerk, called the meeting to order at 5:05 p.m.

C-25- 97

Moved by Councillor M. Bagu
Seconded by Councillor T. Hoyle

That Councillor Elliott be appointed as Deputy Mayor for the Special and Regular Council meetings of May 13, 2025.

Carried

2. Adoption of Agenda

C-25- 098

Moved by Councillor M. Bagu

Seconded by Councillor T. Hoyle

That the Special Council agenda dated May 13, 2025, be confirmed, as circulated.

Carried

3. Disclosures of Interest

There were no disclosures of interest.

4. Closed Session

C-25- 099

Moved by Councillor M. Aquilina

Seconded by Councillor F. Danch

That Council do now proceed to meet in Closed Session at 5:06 p.m. under:

- Section 239(2)(b) of the *Municipal Act, 2001*, where a closed meeting is held if the subject matter being considered is personal matters about an identifiable individual, including municipal or local board employees.
- Section 239(2)(d) of the *Municipal Act, 2001*, where a closed meeting is held if the subject matter being considered is labour relations or employee negotiations.

Carried

4.1 Staff Reports

a. Confidential Human Resources Report, 2025-106

b. Organizational Design Verbal Update

5. Back to Open Session

C-25- 100

Moved by Councillor T. Hoyle

Seconded by Councillor M. Bagu

That Council does now rise and reconvene from Closed Session at 6:48 p.m.
with report:

4.1 Staff Reports

- a. That confidential Human Resources Department Report 2025-106 be received.

Carried

6. **By-laws**

6.1 **By-law No. 7348/39/25 - By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne at its Special Meeting**

C-25- 101

Moved by Councillor F. Danch
Seconded by Councillor T. Hoyle

That the following by-law, By-law No. 7348/39/25, be passed and enacted,
as presented.

Carried

7. **Adjournment**

Deputy Mayor Elliott adjourned the meeting at 6:49 p.m.

Dave Elliott, Deputy Mayor

Charlotte Madden, City Clerk

City of Port Colborne
Environmental Advisory Committee Meeting Minutes

Date: Thursday, January 16, 2025
Time: 6:00 pm
Location: Engineering and Operations Centre, Committee Room
1 Killaly St West, Port Colborne

Members Present: R. Waines
J. Hellinga
N. Gieger
T. Lamb
K. Klauck
A. Smits
O. Iwanicki

Staff Present: M. Bagu, Councillor
T. Hoyle, Councillor
Cassandra Banting
S. Morris
A. Riolino

Others Present: Curtis Dray, Manager of Roads and Parks Operations

1. Call to Order

The Chair called the meeting to order.

2. Adoption of the Agenda

Moved By Tim Lamb

Seconded By Ryan Waines

That the agenda for the Environmental Advisory Committee meeting, dated January 16, 2025, be approved.

Carried

3. Disclosures of Interest

Nil.

4. Approval of Minutes

Moved By Tim Lamb

Seconded By Katherine Klauck

That the following minutes be approved:

- Environmental Advisory Committee - September 11, 2024
- Environmental Advisory Committee - November 13, 2024

Carried

4.1 Environmental Advisory Committee - September 11, 2024

4.2 Environmental Advisory Committee - November 13, 2024

5. Staff Updates

Tree Update (C. Dray)

Expanding the Urban Tree Canopy

- Last year council approved a budget of \$200,000 to plant trees in the urban boundary area. The City is developing a plan for this funding based on the Urban Forest Management Plan (UFMP), including location and species selection. Aiming for as many native species as possible.
- In 2024, 400 trees were planted on public property (boulevards and parks). Many residents called saying they want more than one tree on their property.
- A consultant was hired to advise where the City should plant 400 trees/year for approximately 5 years to get to the 40% urban canopy.
- Staff is working with Communications to put maps on the website. Residents will get a door hanger 4-6 weeks in advance so they can contact the City if they don't want a tree or want more than one.

NPCA: Trees for All Initiative

- The Niagara Peninsula Conservation Authority has partnered with local community groups, environmental agencies, and government organizations that share a common interest in helping Canada reach its goal of planting 2 Billion Trees for a better tomorrow. They have

developed the Trees for All initiative with a goal of planting 1 million trees by 2031.

- Public Works will be taking a report to Council to request funding to participate in the NPCA's Trees for All program. They plant and monitor the trees for 1.5 years. In addition to our current planting plan, this would add 6,300 more trees that can be put on private property in Port Colborne. If approved, the NPCA would work with homeowners to pick tree location and type.

The Committee noted that urban tree equity should be kept in mind to ensure that the east and west sides are receiving trees equitably.

In new subdivisions there's a requirement for native trees to be planted. These programs are separate.

EV Charging Stations (C. Banting)

Public Level 2 Charging Stations

- We are ready to start the electrical make ready works for the 3 level 2 public charging station locations (2 at H.H. Knoll Park, 2 at Market Square, 2 at 105 Main Street West Parking Lot) we are just waiting for the temperature to warm up as there is concrete pouring required for the charger bases and that is better done in warmer temperatures.
- FLO has made an arrangement with the City's electrical contractor to also install the charging units.

Public Fast Charger

- FLO is working on finalizing details with CNP (the electrical utility) once schedule information is available we can update the EAC.

Charging Stations for Port Colborne Public Works and Fire Station

- Engineering has been completed for the necessary electrical infrastructure upgrades needed to accommodate the proposed electric vehicle charging stations.
- We will be putting out an RFQ to complete the electrical site work and EV charger installation.
- A new transformer is required to provide adequate power. We have preliminarily been told this has a 52 week lead time. Once we have an electrical contractor and have placed the order for the transformer we will provide schedule updates as they become available.

- As a stop gap measure two of the EV charging stations are planned to be installed at the Engineering and Operations Centre to accommodate electric vehicles that are planned to be purchased in 2025.

Electric Fleet Vehicles

- City Staff are starting to put together documentation for procurement of electric vehicles scheduled to be purchased in 2025 as part of the capital budget.

Water and Wastewater Open House (C. Banting)

The City is hosting this event in March to share water and wastewater information with the public. More information will be shared through the City's communications channels shortly.

Staffing Update (S. Morris)

The new Environmental Analyst started with our team last week.

6. Order of Business

7. 2025 Committee Workplan

Amanda Smits presented a draft of the 2025 work plan based on the discussion of the last meeting.

Goal #1: Continue to increase public awareness of municipal environmental initiatives.

Goal #2: Raise awareness of storm water/wastewater management best practices.

Goal #3: Increase awareness and advocating for electrification.

The Committee discussed initiatives related to each of the goals.

8. New Business

The City is collaborating with the Region and other municipalities on a procurement plan for developing climate action plans. Updates will be provided when available.

The Committee requested that Cassandra bring an update on the City's GHG emissions performance. More information will be shared with the Committee when available.

Councillor Bagu shared that City staff are going to FCM's Sustainable Communities Conference in February.

9. Adjournment

The Chair adjourned the meeting at approximately 7:00 p.m.

Moved By Tim Lamb

Seconded By Ryan Waines

Carried

Chair

Staff Liaison

Heritage Sub Committee Meeting

Date: Monday, March 17, 2025
Time: 6:00 pm
Location: L.R. Wilson Heritage Research Archives
286 King St, Port Colborne, ON L3K 4H2

Members Present: Cheryl MacMillan
Eric Beauregard
Jeffrey Piniak
Gary Hoyle
Joseph (Luke) Brazeau
Bonnie Schneider
Arlene Lessard (Museum Board)

Staff Present: Diana Vasu, Planner
Michelle Vosburgh, Archivist

1. Call to Order

The Chair called the meeting to order at 6:00 p.m.

2. Adoption of the Agenda

Moved By Cheryl MacMillan

Seconded By Jeffrey Piniak

That the Heritage Subcommittee agenda dated March 17, 2025, be approved as presented.

Carried

3. Disclosures of Interest

3.1 Bonnie Schneider - 2148 Third Concession Road - Heritage Research Report

Member Schneider declared a conflict of interest on item 6.6 (2148 Third Concession Road - Heritage Research Report) as this property was her childhood home.

4. Approval of Minutes

4.1 February 24, 2025, Heritage Subcommittee Meeting

Moved By Jeffrey Piniak

Seconded By Bonnie Schneider

That the February 24, 2025, Heritage Subcommittee meeting minutes be approved, as amended.

Carried

5. Staff Updates

6. Order of Business

6.1 5446 Sherkston Road and 825 Pleasant Beach Road

Moved By Cheryl MacMillan

Seconded By Jeffrey Piniak

That the Heritage Subcommittee recommend to Council that 5446 Sherkston Road and 825 Pleasant Beach Road be designated under the Ontario Heritage Act based on the design, historical, and contextual value of the building as it is a rare, unique, representative or early example of a style, type, expression, material or construction method, it displays a high degree of craftsmanship or artistic merit, it has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community, and it is physically, functionally, visually or historically linked to its surroundings.

Carried

6.2 Recommendations for Council - Motions to Designate Properties

The Planner summarized why this memo has been prepared for Council.

Councillor Beauregard asked why no further information was provided on the subject properties, noting that the rest of Council may wish to discuss the properties in depth during the meeting.

The Planner stated the memo would be updated to highlight that further information on each property would be provided with future reports to Council that will be required to formally begin the designation process for each property.

Moved By Gary Hoyle
Seconded By Cheryl MacMillan

That the Recommendations for Council - Motions to Designate Properties be received for information.

Carried

6.3 Statements of Significance

The Planner presented the Statements of Significance to the Heritage Subcommittee and asked if the members had any suggested revisions.

The members did not suggest any revisions.

Moved By Bonnie Schneider
Seconded By Jeffrey Piniak

That the Statements of Significance be approved as presented.

Carried

6.4 Tactical Plan

Moved By Jeffrey Piniak
Seconded By Cheryl MacMillan

That the Tactical Plan be approved as presented.

Carried

6.5 Firelane 2 Pillars - Heritage Research Report

The Archivist noted that the stone pillars at the entrance of Firelane 2, at the west side of Pinecrest Road, are not currently designated under the *Ontario Heritage Act*.

The Chair highlighted that the discussions about the Firelane 2 pillars began because the Committee believed the pillars were already designated.

Councillor Beauregard asked whether the Committee is interested in pursuing designation for the pillars.

Moved By Jeffrey Piniak
Seconded By Bonnie Schneider

That the Firelane 2 Pillars - Heritage Research Report be received for information.

Carried

6.6 2148 Third Concession Road - Heritage Research Report

Bonnie Schneider declared a conflict on this item. (Member Schneider declared a conflict of interest on item 6.6 (2148 Third Concession Road - Heritage Research Report) as this property was her childhood home.)

The Archivist highlighted that some additional information was added into this report after the preliminary report came to the Committee a few months prior.

Members of the Committee discussed whether the property meets the criteria for designation, and if so, how likely it would be that the significant features are still present.

Moved By Cheryl MacMillan

Seconded By Gary Hoyle

That the 2148 Third Concession Road - Heritage Research Report be received for information.

Carried

7. New Business

8. Adjournment

The Chair adjourned the meeting at 6:45 p.m.

Chair

Staff Liaison



Subject: 2024 Development Charges Summary – Treasurer’s Statement

To: Council

From: Financial Services Department

Report Number: 2025-115

Meeting Date: May 27, 2025

Recommendation:

That Financial Services Department Report 2025-115 be received for information.

Purpose:

This report has been prepared to satisfy the reporting requirements of Section 43 of the *Development Charges Act, 1997*, as amended (DCA).

Background:

Pursuant to Section 43 of the DCA, the Treasurer of a municipality shall, each year, give the Council a financial statement (Treasurer’s Statement) relating to development charge by-laws and reserve funds. In addition to providing the Treasurer’s Statement to Council, the Treasurer’s Statement should also be made available to the public and, if requested, be provided to the Minister of Municipal Affairs and Housing.

On October 22, 2024, Council approved the City of Port Colborne’s (the City) new Development Charges By-Law (By-law 7278/100/24) which has permitted the City to collect an appropriate amount of revenue to properly fund growth-related capital projects and expands the breadth of developments which the City can collect Development Charges (DCs) on. This will ensure that the City will have more capital funds available going forward to keep growth-related projects off the tax bills of residents and ensures that growth pays for growth.

Discussion:

Appendix A, the attached Treasurer's Statement for the period January 1, 2024, to December 31, 2024, was prepared pursuant to Section 43 of the DCA. As previously directed by Council, a new Development Charges Background Study and corresponding by-law was prepared and approved by Council in October of 2024. The by-law and background study will be updated as required in advance of the by-law's expiration in October 2034.

Internal Consultations:

Development Charges are calculated by the Supervisor of Asset Management based on residential unit or non-residential floor area information as provided by the Building Services Department, which is compiled as part of the building permit application process. They are then collected at the time of building permit issuance by the Customer Service Team within the Financial Services Department.

Financial Implications:

Development charges are an important component of the City's long-term financial plan, with the underlying principle of growth paying for growth. It is imperative to note that while the collections reported to date may be low, the new Development Charges by-law has caught the City up in terms of ability to charge current rates to better fund future growth-related capital projects that will arise in the coming years as the City grows. Information on projects funded by Development Charges will come forward to Council in future trimester financial reporting updates and through the budget process so that Council will remain informed and approve funds collected to be deployed to growth-related projects of the City.

Appendix B of this report shows the current Development Charge rates for the City that are in place until October 23, 2025, at which point the rates will be indexed based on the non-residential consumer price index (CPI) at that time.

Public Engagement:

This Development Charges Treasurer's Statement will be available on the City's website as required by the DCA. The Development Charges By-law and Background Study is also available on the City's website.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillars of the strategic plan:

- Environment and Climate Change
 - Welcoming, Livable, Healthy Community
 - Economic Prosperity
 - Increased Housing Options
 - Sustainable and Resilient Infrastructure
-

Conclusion:

Staff recommend that Financial Services Department Report 2025-115 be received.

Appendices:

- a. 2024 Development Charges Treasurer's Statement
- b. Current City Development Charges Rates

Respectfully submitted,

Alex Rotundo
Supervisor of Asset Management
905-228-8157
Alex.Rotundo@portcolborne.ca

Adam Pigeau
Chief Financial Officer/Treasurer
905-228-8019
Adam.Pigeau@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

City of Port Colborne
Development Charges Treasurer's Statement

	Roads	Water	Wastewater	Fire	Works	Studies	Recreation	Library	Parkland	Total
2024										
Opening Balance	64,948	100,108	50,777	5,002	141	9,639	125,505	5,532	906,523	1,268,175
Add: Development Charges	34,477	62,536	44,894	5,562	4,888	7,104	55,634	3,580	166,150	384,824
Add: Interest	5,165	8,256	4,601	489	162	829	9,635	460	62,187	91,784
Less: Capital Expenditure	-	-	-	-	-	-	-	-	-	-
Ending Balance	104,590	170,900	100,271	11,052	5,192	17,572	190,775	9,572	1,134,860	1,744,784

SCHEDULE "B"

BY-LAW NO. 7278/100/24

SCHEDULE OF DEVELOPMENT CHARGES

Service/Class of Service	RESIDENTIAL					NON-RESIDENTIAL
	Single and Semi-Detached Dwelling	Multiples	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Special Care/Special Dwelling Units	(per sq.ft. of Gross Floor Area)
Municipal Wide Services/Class of Service:						
Services Related to a Highway	2,328	1,803	1,630	1,078	893	1.12
Public Works (Facilities and Fleet)	2,444	1,893	1,711	1,131	937	1.17
Fire Protection Services	1,709	1,324	1,197	791	655	0.82
Parks and Recreation Services	5,018	3,886	3,514	2,323	1,924	0.45
Library Services	663	513	464	307	254	0.06
Growth Studies	1,101	853	771	510	422	0.53
Total Municipal Wide Services/Class of Services	13,263	10,272	9,287	6,140	5,085	4.15
Urban Services						
Wastewater Services	11,453	8,870	8,020	5,301	4,391	5.24
Water Services	5,813	4,502	4,071	2,691	2,229	2.66
Total Urban Services	17,266	13,372	12,091	7,992	6,620	7.90
GRAND TOTAL RURAL AREA	13,263	10,272	9,287	6,140	5,085	4.15
GRAND TOTAL URBAN AREA	30,529	23,644	21,378	14,132	11,705	12.05



Subject: Agreement of Purchase and Sale (Barber Drive Part 1)

To: Council

From: Development and Government Relations Department

Report Number: 2025-85

Meeting Date: May 27, 2025

Recommendation:

That Development and Government Relations Department Report 2025-85 be received;
and

That Council approve entering into the Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; and

That the Mayor and City Clerk be authorized to sign the by-law for the Agreement of Purchase and Sale and any and all documents respecting the sale of these lands.

Purpose:

The purpose of this report is to bring forward the Agreement of Purchase and Sale and by-law to formally approve the sale of the Barber Drive Part 1 parcel legally described as Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2 as shown in Appendix B.

Background:

The City of Port Colborne (the City) staff are always reviewing City-owned property to identify potential surplus lands that could be made available to support residential and industrial development opportunities and expand the City's tax base. Supporting growing industrial development is an important part of the business retention and expansion portion of the City's economic development plan to retain and grow employers, employees, attract new residents, and create additional assessment on the City's tax roll. This improves efficiency and financial sustainability for the City.

Staff have applied this rationale when analyzing properties for potential disposition. City staff identify that the subject parcel, shown in Appendix B, with the legal description Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2, meet these objectives.

The City owned parcel, which is 0.76 of an acre, is located north of Main Street on the east side of Barber Drive running north along the rail tracks (see Appendix A). The parcel is zoned Gateway Industrial (GI). There are no municipal services on the west side of the railway tracks and as such the area is used for outdoor storage of industrial materials. The property was declared surplus by Council on May 13th, 2025 with the passing of Report 2025-81.

Discussion:

The subject parcel is not generating tax revenue for the City. Staff identify a better use of the parcel would be achieved through private ownership. Selling this parcel to the private sector would fulfill the goals of the surplus land review and continue to attract private sector investment to the City. This sale has been conducted in accordance with the Sale of Land Policy.

The City Solicitor has reviewed the draft Agreement of Purchase and Sale to incorporate wording and conditions important to the City. This version of the agreement has been reviewed and approved by the purchaser.

Internal Consultations:

The parcel is not required by the City based on an internal review by City departments. Staff are recommending that this parcel be sold to support future industrial development in the Ramey's Bend docking and shipping area.

Financial Implications:

This property is being sold to Port Colborne Quarries Inc., for \$25,000 plus applicable taxes and legal closing costs. The sale proceeds will be directed to the Economic Development Land Reserve. The final property sale price was determined with an Opinion of Value provided by a real estate agent Sherry Hoover at Royal LePage NRC Realty, Brokerage.

The property currently does not generate any taxes for the City of Port Colborne. Once this property has been sold it will be re-assessed by the Municipal Property Assessment Corporation (MPAC) creating an additional taxpaying property in the City.

Public Engagement:

The property was declared surplus in the Declaration of Surplus City Property – Barber Drive in Report 2025-81 on May 13th, 2025.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillars of the strategic plan:

- Welcoming, Livable, Healthy Community
 - Economic Prosperity
 - Sustainable and Resilient Infrastructure
-

Conclusion:

The Barber Drive Part 1 parcel is a small piece of surplus City property near the Ramey's Bend area. The adjacent property owner has made an offer to purchase the land as part of a land assembly to support continued industrial operations at the Ramey's Bend dock and shipping area. City staff have adhered to the City's Sale of Land Policy.

Staff are recommending that Council approve the sale of the Barber Drive Part 1 parcel for \$25,000 plus applicable taxes and City legal closing costs and that the attached by-law be approved.

Appendices:

- a. City Property Declared Surplus – Barber Drive
- b. Survey of Barber Drive Part 1 RD
- c. By-law and Agreement of Purchase and Sale

Respectfully submitted,

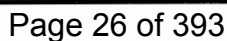
Bram Cotton
Economic Development Officer
(905) 228-8063
Bram.Cotton@portcolborne.ca

Gary Long
Director of Development and Government Relations
(905) 228-8062
Gary.Long@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

SUBJECT PROPERTY



DATE: APRIL 27, 2021

PLAN 59R-16975

RECEIVED AND DEPOSITED
DATE: June 2, 2021


 REPRESENTATIVE FOR LAND REGISTRAR FOR
 THE LAND TITLES DIVISION
 OF NIAGARA SOUTH (59)

SCHEDULE

PART	LOT	CONCESSION	PIN
1	PART OF LOT 26	2	PART OF PIN 64150-0006 (LT)
2			

PARTS 1 & 2 ARE SUBJECT TO AN EASEMENT AS DESCRIBED IN INST. LT168470.

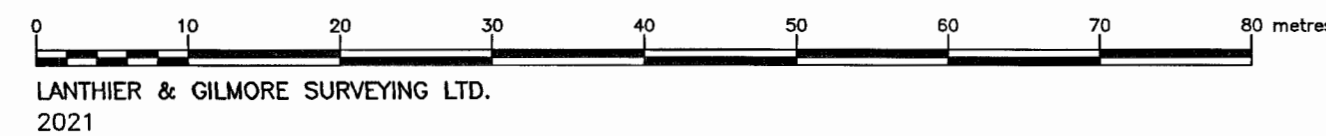
PLAN OF SURVEY OF

PART OF LOT 26
CONCESSION 2

GEOGRAPHIC TOWNSHIP OF HUMBERSTONE, NOW IN THE

CITY OF PORT COLBORNE
REGIONAL MUNICIPALITY OF NIAGARA

SCALE 1:500



LEGEND

■	DENOTES	SURVEY MONUMENT FOUND	'IEL'	DENOTES	LANTHER & GILMORE SURVEYING LTD.
□		SURVEY MONUMENT SET	'86'		D. A. LANE, O.L.S.
SIB		STANDARD IRON BAR	1337		D.G. MARR, O.L.S.
IB		SHORT STANDARD IRON BAR	'AOM'		ARCHBOLD, GRAHAM & MCKAY LTD. (LONDON)
IBB		ROUND IRON BAR	P1		PLAN 59R-11179
IBT		IRON TUBE	P2		PLAN 59R-7053
PB		PLASTIC BAR			
CC		CUT CROSS			
WIT		WITNESS			
ORP		CROSS REFERENCE POINT			
MEAS.		MEASURED			

INTEGRATION DATA

OBSERVED REFERENCE POINTS (ORPs) DERIVED FROM GPS OBSERVATIONS USING THE PRECISE POINT POSITIONING (PPP) SERVICE, UTM ZONE 17, NAD 83 (CSRS) (1997).

COORDINATES TO URBAN ACCURACY PER SEC. 14 (2)
OF O.REG. 216/10.

POINT ID	NORTHING	EASTING
ORP1	4,751,448.75	643,323.10
ORP2	4,751,808.08	643,381.10

CAUTION

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

BEARING NOTE

BEARINGS ARE UTM GRID, DERIVED FROM SIMULTANEOUS GPS OBSERVATIONS FROM MONUMENTS ORP1 TO ORP2, SHOWN HEREON, HAVING A BEARING OF N9°10'10"E REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 17 (81° WEST LONGITUDE) NAD 83 (CSRS) (1997).

FOR BEARING COMPARISONS, A ROTATION OF 1° 09' 50" IN A COUNTER CLOCK-WISE DIRECTION WAS APPLIED TO BEARINGS ON PLAN 59R-7053

DISTANCE NOTES

METRIC CONVERSION

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

GRID SCALE CONVERSION

DISTANCES SHOWN ON THIS PLAN ARE ADJUSTED GROUND LEVEL DISTANCES AND CAN BE USED TO COMPUTE GRID COORDINATES BY MULTIPLYING THE DISTANCES BY A COMBINED SCALE FACTOR OF 0.999832.

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
2. THE SURVEY WAS COMPLETED ON APRIL 26, 2021.

APRIL 27, 2021

1. 
MARK GILMORE
ONTARIO LAND SURVEYOR

☐ LANTHIER & GILMORE SURVEYING LTD.
☐ 173 CLARENCE ST. PORT COLBORNE, ONT. (905) 835-5477

SCALE: 1:500	DR. BY: CM CH. BY: DM	JEL FILE: 22-538	F-1322
--------------	--------------------------	------------------	--------

The Corporation of the City of Port Colborne

By-law No.

Being a By-law to Authorize entering into an Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; Port Colborne.

Whereas at its meeting of May 27th, 2025 the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Development and Government Relations Report No. 2025-85, Subject: Agreement of Purchase and Sale (Barber Drive Part 1); and

Whereas Council is desirous of entering into an Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; Port Colborne for the sale price of \$25,000; and

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enters into an Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; Port Colborne for the purchase price of \$25,000 with the Agreement attached hereto as Schedule "A".
2. That the Mayor, the City Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-Law.
4. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this by-law.

Enacted and passed this 27th day of May, 2025.

William C. Steele
Mayor

Charlotte Madden
City Clerk

Agreement of Purchase and Sale Commercial

Form 500

for use in the Province of Ontario

This Agreement of Purchase and Sale dated this day of April, 2025

BUYER: Port Coborne Quarries Inc.
(Full legal names of all Buyers), agrees to purchase from

SELLER: The Corporation of the City of Port Colborne
(Full legal names of all Sellers), the following

REAL PROPERTY:

Address vacant land - east side of Barber Street

fronting on the east side of Barber Drive

in the City of Port Colborne, Ontario

and having a frontage of see Schedule B more or less by a depth of see Schedule B more or less

and legally described as Part of PIN 64150-0006(LT) Part of Lot 26 Concession 2 Humberstone designated as Parts

1 and 2 on 59R-16975 City of Port Colborne (the "property")
(Legal description of land including easements not described elsewhere)

PURCHASE PRICE: Dollars (CDN\$) See Schedule A

See Schedule A Dollars

DEPOSIT: Buyer submits upon acceptance
(Herewith/Upon Acceptance/as otherwise described in this Agreement)

One Thousand ~~.....~~ **xx** Dollars (CDN\$) 1,000.00

by negotiable cheque payable to..... "Deposit Holder"
to be held in trust pending completion or other termination of this Agreement and to be credited toward the Purchase Price on completion. For the purposes of this Agreement, "Upon Acceptance" shall mean that the Buyer is required to deliver the deposit to the Deposit Holder within 24 hours of the acceptance of this Agreement. The parties to this Agreement hereby acknowledge that, unless otherwise provided for in this Agreement, the Deposit Holder shall place the deposit in trust in the Deposit Holder's non-interest bearing Real Estate Trust Account and no interest shall be earned, received or paid on the deposit.

Buyer agrees to pay the balance as more particularly set out in Schedule A attached.

SCHEDULE(S) A B **attached hereto form(s) part of this Agreement.**

1. IRREVOCABILITY: This offer shall be irrevocable by Buyer until 6:00 on April, 2025
(Seller/Buyer) (p.m.)
the day of after which time, if not accepted, this offer shall be null and void and the deposit shall be returned to the Buyer in full without interest.

2. COMPLETION DATE: This Agreement shall be completed by no later than 6:00 p.m. on the day of
See Schedule A, 20..... Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for in this Agreement.

INITIALS OF BUYER(S):

uu

INITIALS OF SELLER(S):

3. **NOTICES:** The Seller hereby appoints the Listing Brokerage as agent for the Seller for the purpose of giving and receiving notices pursuant to this Agreement. Where a Brokerage (Buyer's Brokerage) has entered into a representation agreement with the Buyer, the Buyer hereby appoints the Buyer's Brokerage as agent for the purpose of giving and receiving notices pursuant to this Agreement. **The Brokerage shall not be appointed or authorized to be agent for either the Buyer or the Seller for the purpose of giving and receiving notices where the Brokerage represents both the Seller and the Buyer (multiple representation) or where the Buyer or the Seller is a self-represented party.** Any notice relating hereto or provided for herein shall be in writing. In addition to any provision contained herein and in any Schedule hereto, this offer, any counter-offer, notice of acceptance thereof or any notice to be given or received pursuant to this Agreement or any Schedule hereto (any of them, "Document") shall be deemed given and received when delivered personally or hand delivered to the Address for Service provided in the Acknowledgement below, or where a facsimile number or email address is provided herein, when transmitted electronically to that facsimile number or email address, respectively, in which case, the signature(s) of the party (parties) shall be deemed to be original.

FAX No.:
(For delivery of Documents to Seller)

FAX No.:
(For delivery of Documents to Buyer)

Email Address:
(For delivery of Documents to Seller)

Email Address:
(For delivery of Documents to Buyer)

4. **CHATELS INCLUDED:**

n/a

Unless otherwise stated in this Agreement or any Schedule hereto, Seller agrees to convey all fixtures and chattels included in the Purchase Price free from all liens, encumbrances or claims affecting the said fixtures and chattels.

5. **FIXTURES EXCLUDED:**

n/a

6. **RENTAL ITEMS (Including Lease, Lease to Own):** The following equipment is rented and **not** included in the Purchase Price. The Buyer agrees to assume the rental contract(s), if assumable:

n/a

The Buyer agrees to co-operate and execute such documentation as may be required to facilitate such assumption.

7. **HST: If the sale of the property (Real Property as described above) is subject to Harmonized Sales Tax (HST), then such tax shall be in addition to the Purchase Price.** The Seller will not collect HST if the Buyer provides to the Seller a warranty that the Buyer is registered under the Excise Tax Act ("ETA"), together with a copy of the Buyer's ETA registration, a warranty that the Buyer shall self-assess and remit the HST payable and file the prescribed form and shall indemnify the Seller in respect of any HST payable. The foregoing warranties shall not merge but shall survive the completion of the transaction. If the sale of the property is not subject to HST, Seller agrees to certify on or before closing, that the transaction is not subject to HST. Any HST on chattels, if applicable, is not included in the Purchase Price.

INITIALS OF BUYER(S):



INITIALS OF SELLER(S):





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8. **TITLE SEARCH:** Buyer shall be allowed until 6:00 p.m. on the day of **5 days prior to completion** 20....., (Requisition Date) to examine the title to the property at his own expense and until the earlier of: (i) thirty days from the later of the Requisition Date or the date on which the conditions in this Agreement are fulfilled or otherwise waived or; (ii) five days prior to completion, to satisfy himself that there are no outstanding work orders or deficiency notices affecting the property, that its present use (.....) may be lawfully continued and that the principal building may be insured against risk of fire. Seller hereby consents to the municipality or other governmental agencies releasing to Buyer details of all outstanding work orders and deficiency notices affecting the property, and Seller agrees to execute and deliver such further authorizations in this regard as Buyer may reasonably require.
9. **FUTURE USE:** Seller and Buyer agree that there is no representation or warranty of any kind that the future intended use of the property by Buyer is or will be lawful except as may be specifically provided for in this Agreement.
10. **TITLE:** Provided that the title to the property is good and free from all registered restrictions, charges, liens, and encumbrances except as otherwise specifically provided in this Agreement and save and except for (a) any registered restrictions or covenants that run with the land providing that such are complied with; (b) any registered municipal agreements and registered agreements with publicly regulated utilities providing such have been complied with, or security has been posted to ensure compliance and completion, as evidenced by a letter from the relevant municipality or regulated utility; (c) any minor easements for the supply of domestic utility or telecommunication services to the property or adjacent properties; and (d) any easements for drainage, storm or sanitary sewers, public utility lines, telecommunication lines, cable television lines or other services which do not materially affect the use of the property. If within the specified times referred to in paragraph 8 any valid objection to title or to any outstanding work order or deficiency notice, or to the fact the said present use may not lawfully be continued, or that the principal building may not be insured against risk of fire is made in writing to Seller and which Seller is unable or unwilling to remove, remedy or satisfy or obtain insurance save and except against risk of fire (Title Insurance) in favour of the Buyer and any mortgagee, (with all related costs at the expense of the Seller), and which Buyer will not waive, this Agreement notwithstanding any intermediate acts or negotiations in respect of such objections, shall be at an end and all monies paid shall be returned without interest or deduction and Seller, Listing Brokerage and Co-operating Brokerage shall not be liable for any costs or damages. Save as to any valid objection so made by such day and except for any objection going to the root of the title, Buyer shall be conclusively deemed to have accepted Seller's title to the property.
11. **CLOSING ARRANGEMENTS:** Where each of the Seller and Buyer retain a lawyer to complete the Agreement of Purchase and Sale of the property, and where the transaction will be completed by electronic registration pursuant to Part III of the Land Registration Reform Act, R.S.O. 1990, Chapter L4 and the Electronic Registration Act, S.O. 1991, Chapter 44, and any amendments thereto, the Seller and Buyer acknowledge and agree that the exchange of closing funds, non-registrable documents and other items (the "Requisite Deliveries") and the release thereof to the Seller and Buyer will (a) not occur at the same time as the registration of the transfer/deed (and any other documents intended to be registered in connection with the completion of this transaction) and (b) be subject to conditions whereby the lawyer(s) receiving any of the Requisite Deliveries will be required to hold same in trust and not release same except in accordance with the terms of a document registration agreement between the said lawyers. The Seller and Buyer irrevocably instruct the said lawyers to be bound by the document registration agreement which is recommended from time to time by the Law Society of Ontario. Unless otherwise agreed to by the lawyers, such exchange of Requisite Deliveries shall occur by the delivery of the Requisite Deliveries of each party to the office of the lawyer for the other party or such other location agreeable to both lawyers.
12. **DOCUMENTS AND DISCHARGE:** Buyer shall not call for the production of any title deed, abstract, survey or other evidence of title to the property except such as are in the possession or control of Seller. If requested by Buyer, Seller will deliver any sketch or survey of the property within Seller's control to Buyer as soon as possible and prior to the Requisition Date. If a discharge of any Charge/Mortgage held by a corporation incorporated pursuant to the Trust And Loan Companies Act (Canada), Chartered Bank, Trust Company, Credit Union, Caisse Populaire or Insurance Company and which is not to be assumed by Buyer on completion, is not available in registrable form on completion, Buyer agrees to accept Seller's lawyer's personal undertaking to obtain, out of the closing funds, a discharge in registrable form and to register same, or cause same to be registered, on title within a reasonable period of time after completion, provided that on or before completion Seller shall provide to Buyer a mortgage statement prepared by the mortgagee setting out the balance required to obtain the discharge, and, where a real-time electronic cleared funds transfer system is not being used, a direction executed by Seller directing payment to the mortgagee of the amount required to obtain the discharge out of the balance due on completion.
13. **INSPECTION:** Buyer acknowledges having had the opportunity to inspect the property and understands that upon acceptance of this offer there shall be a binding agreement of purchase and sale between Buyer and Seller.
14. **INSURANCE:** All buildings on the property and all other things being purchased shall be and remain until completion at the risk of Seller. Pending completion, Seller shall hold all insurance policies, if any, and the proceeds thereof in trust for the parties as their interests may appear and in the event of substantial damage, Buyer may either terminate this Agreement and have all monies paid returned without interest or deduction or else take the proceeds of any insurance and complete the purchase. No insurance shall be transferred on completion. If Seller is taking back a Charge/Mortgage, or Buyer is assuming a Charge/Mortgage, Buyer shall supply Seller with reasonable evidence of adequate insurance to protect Seller's or other mortgagee's interest on completion.

INITIALS OF BUYER(S):



INITIALS OF SELLER(S):





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- 15. PLANNING ACT:** This Agreement shall be effective to create an interest in the property only if Seller complies with the subdivision control provisions of the Planning Act by completion and Seller covenants to proceed diligently at his expense to obtain any necessary consent by completion.
- 16. DOCUMENT PREPARATION:** The Transfer/Deed shall, save for the Land Transfer Tax Affidavit, be prepared in registrable form at the expense of Seller, and any Charge/Mortgage to be given back by the Buyer to Seller at the expense of the Buyer. If requested by Buyer, Seller covenants that the Transfer/Deed to be delivered on completion shall contain the statements contemplated by Section 50(22) of the Planning Act, R.S.O. 1990.
- 17. RESIDENCY:** (a) Subject to (b) below, the Seller represents and warrants that the Seller is not and on completion will not be a non-resident under the non-residency provisions of the Income Tax Act which representation and warranty shall survive and not merge upon the completion of this transaction and the Seller shall deliver to the Buyer a statutory declaration that Seller is not then a non-resident of Canada;
(b) provided that if the Seller is a non-resident under the non-residency provisions of the Income Tax Act, the Buyer shall be credited towards the Purchase Price with the amount, if any, necessary for Buyer to pay to the Minister of National Revenue to satisfy Buyer's liability in respect of tax payable by Seller under the non-residency provisions of the Income Tax Act by reason of this sale. Buyer shall not claim such credit if Seller delivers on completion the prescribed certificate.
- 18. ADJUSTMENTS:** Any rents, mortgage interest, realty taxes including local improvement rates and unmetered public or private utility charges and unmetered cost of fuel, as applicable, shall be apportioned and allowed to the day of completion, the day of completion itself to be apportioned to Buyer.
- 19. TIME LIMITS:** Time shall in all respects be of the essence hereof provided that the time for doing or completing of any matter provided for herein may be extended or abridged by an agreement in writing signed by Seller and Buyer or by their respective lawyers who may be specifically authorized in that regard.
- 20. PROPERTY ASSESSMENT:** The Buyer and Seller hereby acknowledge that the Province of Ontario has implemented current value assessment and properties may be re-assessed on an annual basis. The Buyer and Seller agree that no claim will be made against the Buyer or Seller, or any Brokerage, Broker or Salesperson, for any changes in property tax as a result of a re-assessment of the property, save and except any property taxes that accrued prior to the completion of this transaction.
- 21. TENDER:** Any tender of documents or money hereunder may be made upon Seller or Buyer or their respective lawyers on the day set for completion. Money shall be tendered with funds drawn on a lawyer's trust account in the form of a bank draft, certified cheque or wire transfer using the lynx high value payment system as set out and prescribed by the *Canadian Payments Act* (R.S.C., 1985, c. C-21), as amended from time to time.
- 22. FAMILY LAW ACT:** Seller warrants that spousal consent is not necessary to this transaction under the provisions of the Family Law Act, R.S.O. 1990 unless the spouse of the Seller has executed the consent hereinafter provided.
- 23. UFFI:** Seller represents and warrants to Buyer that during the time Seller has owned the property, Seller has not caused any building on the property to be insulated with insulation containing urea formaldehyde, and that to the best of Seller's knowledge no building on the property contains or has ever contained insulation that contains urea formaldehyde. This warranty shall survive and not merge on the completion of this transaction, and if the building is part of a multiple unit building, this warranty shall only apply to that part of the building which is the subject of this transaction.
- 24. LEGAL, ACCOUNTING AND ENVIRONMENTAL ADVICE:** The parties acknowledge that any information provided by the brokerage is not legal, tax or environmental advice, and that it has been recommended that the parties obtain independent professional advice prior to signing this document.
- 25. CONSUMER REPORTS:** The Buyer is hereby notified that a consumer report containing credit and/or personal information may be referred to in connection with this transaction.
- 26. AGREEMENT IN WRITING:** If there is conflict or discrepancy between any provision added to this Agreement (including any Schedule attached hereto) and any provision in the standard pre-set portion hereof, the added provision shall supersede the standard pre-set provision to the extent of such conflict or discrepancy. This Agreement including any Schedule attached hereto, shall constitute the entire Agreement between Buyer and Seller. There is no representation, warranty, collateral agreement or condition, which affects this Agreement other than as expressed herein. For the purposes of this Agreement, Seller means vendor and Buyer means purchaser. This Agreement shall be read with all changes of gender or number required by the context.
- 27. ELECTRONIC SIGNATURES:** The parties hereto consent and agree to the use of electronic signatures pursuant to the *Electronic Commerce Act*, 2000, S.O. 2000, c17 as amended from time to time with respect to this Agreement and any other documents respecting this transaction.
- 28. TIME AND DATE:** Any reference to a time and date in this Agreement shall mean the time and date where the property is located.

INITIALS OF BUYER(S):

INITIALS OF SELLER(S):



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29. SUCCESSORS AND ASSIGNS: The heirs, executors, administrators, successors and assigns of the undersigned are bound by the terms herein.

SIGNED, SEALED AND DELIVERED in the presence of:

IN WITNESS whereof I have hereunto set my hand and seal:

(Witness) A. Z.

(Buyer/Authorized Signing Officer) Wendy Wing

(Seal) (Date) 04/2025

(Witness)

(Buyer/Authorized Signing Officer)

(Seal) (Date)

I, the Undersigned Seller, agree to the above offer. I hereby irrevocably instruct my lawyer to pay directly to the brokerage(s) with whom I have agreed to pay commission, the unpaid balance of the commission together with applicable Harmonized Sales Tax (and any other taxes as may hereafter be applicable), from the proceeds of the sale prior to any payment to the undersigned on completion, as advised by the brokerage(s) to my lawyer.

SIGNED, SEALED AND DELIVERED in the presence of:

IN WITNESS whereof I have hereunto set my hand and seal:

(Witness)

(Seller/Authorized Signing Officer)

(Seal) (Date) 05/2025

(Witness)

(Seller/Authorized Signing Officer)

(Seal) (Date) 05/2025

SPOUSAL CONSENT: The undersigned spouse of the Seller hereby consents to the disposition evidenced herein pursuant to the provisions of the Family Law Act, R.S.O.1990, and hereby agrees to execute all necessary or incidental documents to give full force and effect to the sale evidenced herein.

(Witness)

(Spouse)

(Seal) (Date)

CONFIRMATION OF ACCEPTANCE: Notwithstanding anything contained herein to the contrary, I confirm this Agreement with all changes both typed and written was finally accepted by all parties at this day of 20.....
(a.m./p.m.)

(Signature of Seller or Buyer)

INFORMATION ON BROKERAGE(S)

Listing Brokerage (Tel.No.)

(Salesperson/Broker/Broker of Record Name)

Co-op/Buyer Brokerage (Tel.No.)

(Salesperson/Broker/Broker of Record Name)

ACKNOWLEDGEMENT

I acknowledge receipt of my signed copy of this accepted Agreement of Purchase and Sale and I authorize the Brokerage to forward a copy to my lawyer.

(Seller) (Date)

(Seller) (Date)

Address for Service

(Tel. No.)

Seller's Lawyer Callum Shedd

Address 300B First Street Louth First Floor St. Catharines Ontario

Email sheddenc@niagaralaw.ca

905 688-9411 905 688-5747
(Tel. No.) (Fax. No.)

I acknowledge receipt of my signed copy of this accepted Agreement of Purchase and Sale and I authorize the Brokerage to forward a copy to my lawyer.

(Buyer) (Date)

(Buyer) (Date)

Address for Service

(Tel. No.)

Buyer's Lawyer

Address

Email

(Tel. No.) (Fax. No.)

FOR OFFICE USE ONLY

COMMISSION TRUST AGREEMENT

To: Co-operating Brokerage shown on the foregoing Agreement of Purchase and Sale:

In consideration for the Co-operating Brokerage procuring the foregoing Agreement of Purchase and Sale, I hereby declare that all moneys received or receivable by me in connection with the Transaction as contemplated in the MLS® Rules and Regulations of my Real Estate Board shall be receivable and held in trust. This agreement shall constitute a Commission Trust Agreement as defined in the MLS® Rules and shall be subject to and governed by the MLS® Rules pertaining to Commission Trust.

DATED as of the date and time of the acceptance of the foregoing Agreement of Purchase and Sale.

Acknowledged by:

(Authorized to bind the Listing Brokerage)

(Authorized to bind the Co-operating Brokerage)

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Form 500

for use in the Province of Ontario

This Schedule is attached to and forms part of the Agreement of Purchase and Sale between:

BUYER: Port Colborne Quarries Inc., and

SELLER: The Corporation of the City of Port Colborne

for the purchase and sale of vacant land - east side of Barber Street

..... dated the day of April, 2025
Buyer agrees to pay the balance as follows:

The Buyer shall pay the balance of the Purchase Price, subject to adjustments, to the Seller on the Completion Date by wire transfer, bank draft or certified cheque drawn on an Ontario lawyer's trust account.

The Purchase Price for the Property is Twenty Five Thousand Dollars (\$25,000.00) plus the legal fees and disbursements incurred by the Seller with respect to the sale of the Property which are estimated to be \$3,000.00.

This Agreement is conditional upon the Council for the Corporation of the City of Port Colborne passing a resolution declaring the Property to be surplus to the needs of the municipality and passing a resolution or by-law authorizing the sale of the Property to the Buyer in accordance with the terms of this Agreement. In the event that Council has not passed the said resolutions and/or by-law on or before the 15th day of June, 2025 then this Agreement shall be null and void and the Buyer's deposit shall be returned without interest or deduction.

This form must be initialed by all parties to the Agreement of Purchase and Sale.

INITIALS OF BUYER(S):

INITIALS OF SELLER(S):



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Subject: Noise Variance Request 250 Pleasant Beach Rd, Capri Restaurant

To: Council

From: Community Safety & Enforcement Department

Report Number: 2025-121

Meeting Date: May 27, 2025

Recommendation:

That Community Safety & Enforcement Department Report 2025-121 be received; and

That Council approve a permit to exempt 250 Pleasant Beach Road, Capri Restaurant from Section 4(3) of By-law 4588/119/04 with the following terms and conditions:

- That a noise variance with modifications be approved for the period starting from May 1, 2025, to October 31, 2025 from noon to 10:00 p.m. Sunday through Thursday and ending at 11:00 p.m. on Fridays and Saturdays for a variety of amplified noise, including Karaoke and live bands being able to amplify music.
 - The permit is applicable only to the production, reproduction, and amplification of sound in connection with events at this property with the modifications by the City of Port Colborne.
-

Purpose:

The purpose of this report is to allow the applicant to send their Noise Variance request to Council. The applicant, 250 Pleasant Beach Rd Capri Restaurant, is requesting numerous variances from the Noise By-law to allow for a variety of activities with amplification of noise including music at their facility.

Background:

The City of Port Colborne's (the City) Noise By-law 4588/119/04 Section 4(3) Schedule 2 (2) states:

“No person shall emit or cause to permit the emission of sound resulting: From any act listed in Schedule 2 – Prohibitions Time and Place if clearly audible at a point of reception; the operation of any electronic device or group of connected electronic devices incorporating one or more loudspeakers or other electromechanical transducers, and intended for the production, reproduction or amplification of sound in a residential area at any time.”

Section 8.

“(1) The Clerk may, upon written application by any person, issue a “permit” of a temporary nature to exempt the applicant from any such provisions and requirements of this by-law as the Clerk deems appropriate.”

“(2) The Council may, upon written application by any person, issue a “permit” of a permanent nature to exempt the applicant from any such provisions and requirements of this by-law, as the Council deems appropriate.”

“(3) Any “permit” issued in accordance with the provisions of Section 8. (1) or Section 8. (2) of this by-law, by the Clerk or Council, shall specify the terms and conditions under which the permit is issued.”

Staff are aware that some residents who are near the restaurant have brought noise complaints forward to individual Councillors in the past, therefore By-law Services staff are providing this report for Council consideration. Of the two types of variances permitted under the by-law – temporary and permanent – staff consider this request to be of a permanent nature, therefore Council consideration is required.

Discussion:

Staff posted the variance application on the City of Port Colborne website. The application closed for comments on April 25, 2025. Staff received six comments/responses from the public. When considering the variance request, the City of Port Colborne has an obligation to balance the commerce of the business and the peace and enjoyment of the residents in this area. At the time of writing this report, there is no website and no information on bands through Facebook or Instagram beyond May 11, 2025. The band list is not included with Variance package.

The following is a summary of the application request:

Application Summary of request – Amplified music to cease by 12:00 a.m. (midnight)

An email was received from 250 Pleasant Beach Rd Capri Restaurant requesting that the cut off time in the application be switched from 12:00 a.m. to 11:00 p.m. after engagement from the community.

The variance comments received request that:

- The noise not last until midnight.
- There is a discrepancy of Midnight on the application and the letter to the community has 10:00 p.m.
- The music end at 9:00 p.m. during the week and 10:00 p.m. on weekends.
- 11:00 p.m. is a reasonable cut off time as the people in the area are elderly and retire early, or young families with children.
- Too many vehicles parked illegally or on vacant lots.

Staff are suggesting the following two options for Council's consideration:

Option One

Council grant approval of the noise variance for 2025 as requested by 250 Pleasant Beach Rd, Capri Restaurant.

Option two

Council grant approval of the noise variance for 2025, with modifications to the received application:

1. Reduce times limiting the noise to 11:00 p.m. or earlier
2. Establish times, dates and restrictions that events can occur.

Staff are recommending Option Two, which is outlined in the recommendation of the report. This would allow the City of Port Colborne to enforce the variance through penalty notices or rescind the noise variance should adjustments not be complied with to the satisfaction of the City.

Council may choose to implement one, two or all the options to control the noise at the applicant's property of 250 Pleasant Beach Rd, Port Colborne ON:

1. Noise within buildings with doors remaining closed throughout the duration of the music may occur until 11:59 p.m.
2. Noise created in the open air must conclude by 10:00 p.m.
3. Outdoor open-air noise may only occur three of the four weekends per month.
4. Outdoor open-air noise may only occur four of the seven days of the week.

Internal Consultations:

No internal consultation was obtained.

Financial Implications:

There are no financial implications for the municipality or the public, as By-law Services uses a user fee system.

Public Engagement:

Staff placed the variance application on the City's website, which can be found here:

[By-law Compliance Applications, Appeals, and Variances - City of Port Colborne.](#)

Communications staff also placed a Public Notice on the City of Port Colborne's Facebook page.

By-law services did receive some comments from the public, for and against the proposed variance application and some requesting modifications to the request, while other comments also included other activities at 250 Pleasant Beach Rd and the surrounding properties.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Welcoming, Livable, Healthy Community
-

Conclusion:

Staff have minor objections to the proposed noise variance and would like to revoke the variance permit, should Capri Restaurant fail to mitigate any noise that has disturbed the neighbouring area and/or vary from the dates and times approved by Council.

Appendices:

- a. Noise Variance Application – 250 Pleasant Beach Road

Respectfully submitted,

Travis Morden
Senior Municipal Law Enforcement Officer
905-228-8076

Travis.Morden@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

Request for Relief from Noise By-law

This form represents a request for Relief from Noise By-law within the City of Port Colborne. The property in question requesting the relief from such By-law will be posted on the City's website. Citizens can review the request and submit comments in regards to the relief from By-law request. By-law Services will review comments and make a final decision on the request within 45 days of submission. In order for By-law Services to proceed with a request for a relief from a By-law, it is required that you complete this form in **FULL** including your signature and date.

Requestor Information:

Would you like to pay for this application online? *

- ☒ No (Payments must be made in person at City Hall upon submission before application will be reviewed by City staff)
☐ Yes (Credit Card payments only)

First name *

carole

Last name *

jukowski

Address *

250 pleasant beach rd

City *

port colborne

Postal Code *

l0r1r0

Is the property address in question the same as above? *

- ☒ Yes
☐ No

Where is the private function taking place? *

Private function taking place on private property - \$200.00

Email *

Phone Number *

Please upload a file of your Site Plan *

File Name



preview.jpg

102.1 KB

Please upload a file of your Neighbour(s) notification: *

File Name



preview-micro.jpg

1.3 KB

Date(s) of Exemption Request: *

2025-05-01 thru 2025-10-31, SEE ATTACHED LIST PROVIDED

Hours of Exemption Request: *

ALL AMPLIFIED MUSIC WILL CEASE AT 12:00, OUTDOOR AMPLIFIED MUSIC

Type of Noise Exemption (music, fireworks, etc..) *

MUSIC

Specify equipment being used: *

SPEAKERS AND AMPLIFIERS

Registered Charitable Organization? *

☐ Yes

☒ No

Not for Profit Organization? *

☐ Yes

☒ No

Comments:

Note: Application must be completed and submitted with payment, if applicable, 60 days prior to the event. Registered Charitable Organizations and Not for Profit Organizations are exempt from the Variance Fee.

Disclaimer: The personal information requested on this form is being collected for the purpose of conducting a By-law Enforcement investigation and may be shared with the applicable departments and agencies for the purpose of initiating action. Collection of personal information is governed, authorized, and protected by the Freedom of Information and Protection of Privacy Act. By providing this information, you consent to its use for the above purposes.

Signature *

Date

4/2/2025



[Redacted Signature]

Request for Relief From Noise By-law Payment Page

Application Fee (due upon submission):

Private function taking place on private property - \$200.00

Private function taking place on City property - \$135.00

Please be advised that a 2.40% convenience fee applies to all online credit card payments

The property in question requesting the relief from such By-law will be posted on the City's website. Citizens can review the request and submit comments in regards to the relief from By-law request. By-law Services will review comments and make a final decision on the request within 45 days of submission.

Thank You.

Your request for Relief from Noise By-law Form has been submitted.

City staff will now review your application and be in contact with you with-in 45 days to provide you with a response.

Please note: If making payment in person, the application will not be reviewed until payment is recieved.

If you have any questions, call 905-835-2900 or email bylawenforcement@portcolborne.ca.

March 27 2025

Hello Neighbors

First off, we would like to thank all our neighbors who have supported us this year of operation. We strive to make Capri Pizza and beach bar an enjoyable place for all to visit,(whether it be for an excellent meal, coffee and dessert or just a drink on the patio).

During the months when the weather is wonderful and warm, we will be incorporating some live music entertainment into the mix of pleasant atmosphere and a great dining experience.

We will be have live acoustic music that is appropriate for a family friendly environment.

Mondays we will have Karaoke for all ages to enjoy. Come on out and show off your skills and just do it for fun

Tuesdays, Thursdays, Friday and Saturday will be live solo and or duo artists playing acoustic base music.

Hours of our live accoutic bands will run from 7-10pm

Again we thank you for your support from the bottom of hearts and hope to see you all soon.

Sincerely

Team Capri



ONTARIO ASSOCIATION
OF
ARCHITECTS
JAS. J. MATHIAS & SONS
1177

[illegible]

DRAWN BY: JIF	APPROVED: JED
SCALE: As Indicated	DATE:
SHEET NO	AS

ITV'S SECRET: FROM 19



Re: attachments for Sound permit

From [REDACTED]
Date Tue 4/29/2025 9:35 PM
To Dillon Parnell <Dillon.Parnell@portcolborne.ca>

Good morning

We had posted our notice to the neighbors and our neighbors are requesting that our cut off time for music be switched to 11pm instead of midnight. Could we please revise this on our permit?

Hope to hear for you

Thanks
Dee 🌻

On Thu, Apr 10, 2025 at 3:24 PM Dillon Parnell <Dillon.Parnell@portcolborne.ca> wrote:

Received.

Thanks.

 [City of Port Colborne](http://www.portcolborne.ca)

 [Facebook](#)  [Instagram](#)

 [Twitter](#)  [YouTube](#)

 [LinkedIn](#)

www.portcolborne.ca

Dillon Parnell
Temporary By-law Intake Officer
[City of Port Colborne](http://www.portcolborne.ca)

[3 Killaly St W](#)
[Port Colborne, ON L3K 6H1](#)
Phone 905-228-8096
Email Dillon.Parnell@portcolborne.ca

"To provide an exceptional small-town experience in a big way"

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Subject: Recommendation Report for 3077 Highway 3 - Zoning By-law Amendment Application File No. D14-07-24

To: Council

From: Development and Government Relations Department

Report Number: 2025-111

Meeting Date: May 27, 2025

Recommendation:

That Development and Government Relations Department Report 2025-111 be received; and

That the Zoning By-law Amendment attached to this report as Appendix B, being a by-law to amend Zoning By-law 6575/30/18 for the lands municipally known as 3077 Highway 3 from Hamlet Development (HD) and Hamlet Residential (HR) to Hamlet Residential (HR) and Hamlet Residential with a Holding Provision (HR-H), be brought forward for approval; and

That no further public notification is required prior to the passing of this by-law, pursuant to section 34(17) of the *Planning Act*.

Purpose:

The purpose of this report is to provide a recommendation on a privately initiated Zoning By-law Amendment application D14-07-24, for the lands legally known as Concession 1 Part of Lot 12, in the City of Port Colborne, Regional Municipality of Niagara, municipally known as 3077 Highway 3.

Background:

The application for Zoning By-law Amendment was received on October 1, 2024, then deemed complete at the time of receipt. The application proposes to change the zoning from Hamlet Development (HD) to Hamlet Residential (HR).

This amendment has been requested to facilitate the severance of the dwelling on Parcel 1 from the balance of the farmland on Parcel 2, as depicted in the proposed severance sketch attached to this report as Appendix A. The application for consent to sever the lands has not yet been received.

Location

The subject lands are located north of the Friendship Trail, east of Cedar Bay Road, south of Highway 3 and Sherk Road, and west of 3201 Highway 3, as shown in Figure 1.

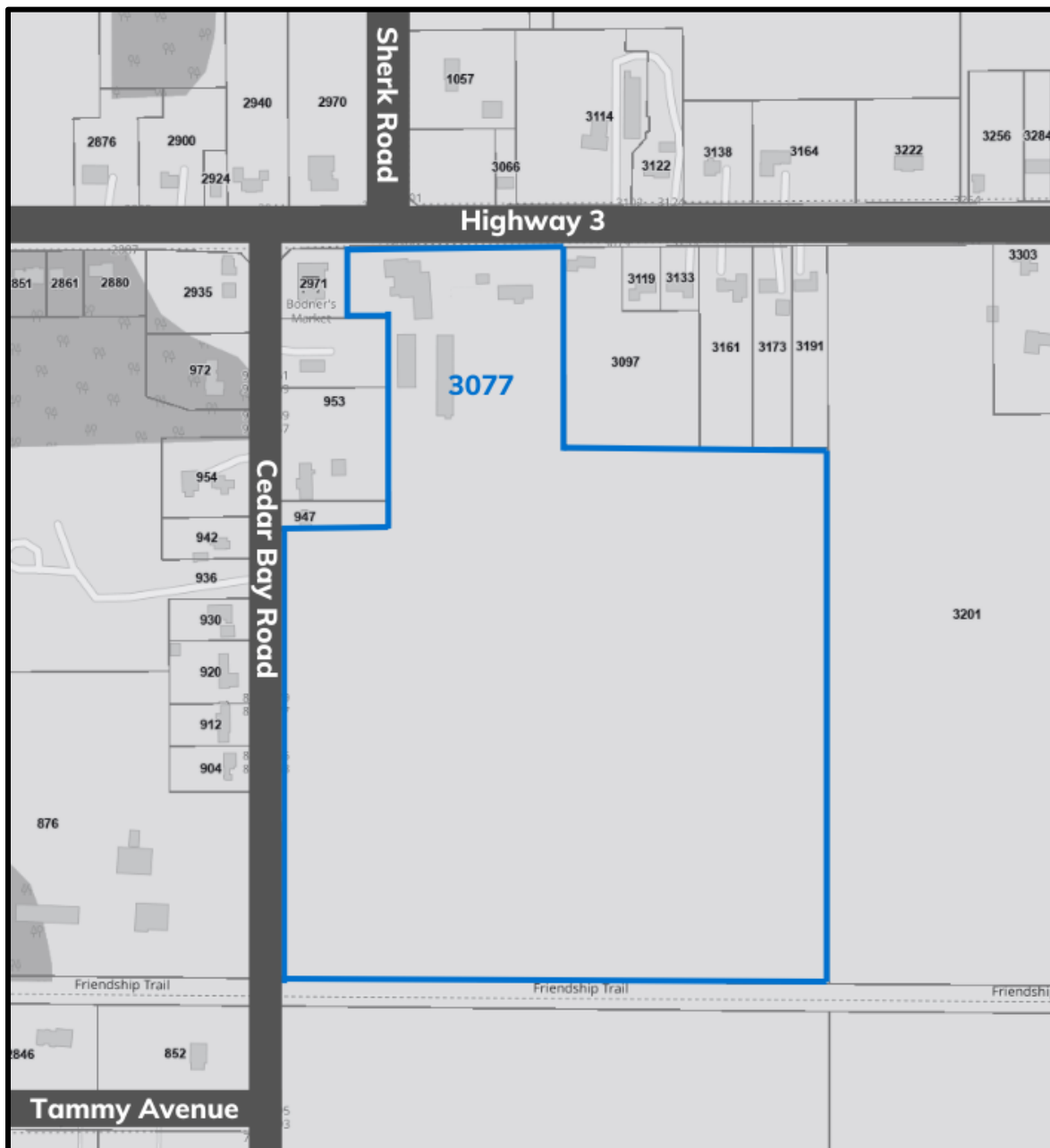


Figure 1: Location of subject lands outlined in blue, from Niagara Navigator (2023)

Surrounding Land Uses and Zoning

The properties surrounding the subject lands are primarily zoned HR to the north and west, with some properties to the north and west in the Hamlet Commercial (HMC) zone, including two HMC-zoned properties with special provisions (HMC-22 and HMC-23). The property to the east is in the HD zone. The property to the south is in the Rural (RU) zone. Figure 2 depicts the zoning of the subject and surrounding properties.

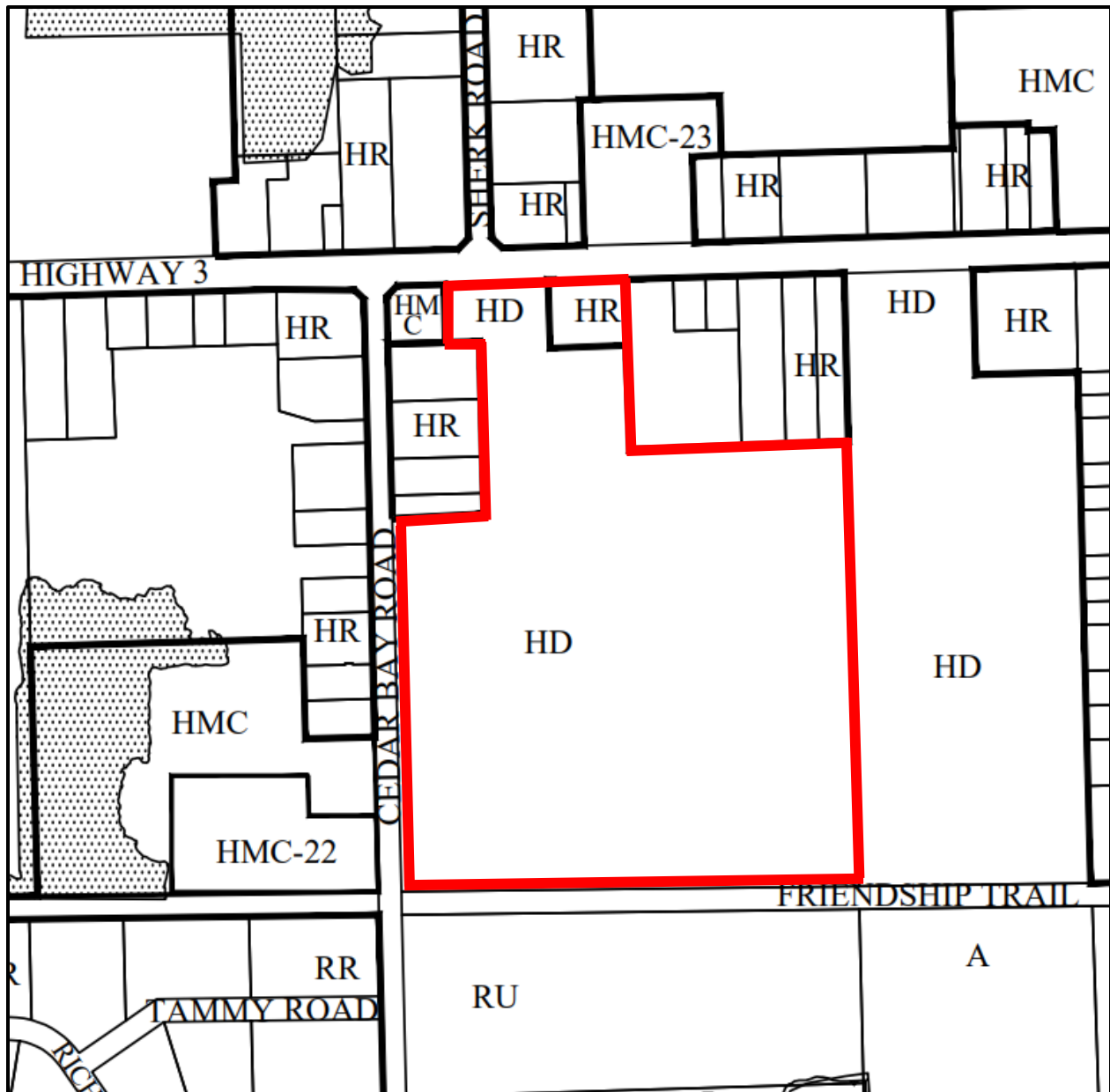


Figure 2: Location of subject lands outlined in red, from Schedule "A4" of Zoning By-law 6575/30/18

Discussion:

For an application for a Zoning By-law Amendment to be supported by Planning staff, the proposal must conform to or be consistent with the *Planning Act*, R.S.O., 1990, as amended; the Provincial Planning Statement (2024); the Niagara Official Plan (2022); the City of Port Colborne Official Plan (2013), and City of Port Colborne Zoning By-law 6575/30/18.

Planning Act, 1990

Section 3 of the *Planning Act* (the Act) requires that, in exercising any authority that impacts a planning matter, the decisions of planning authorities “shall be consistent with the policy statements” issued under the Act and “shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be”.

Section 34 of the Act allows for the consideration of a Zoning By-law Amendment.

Provincial Planning Statement (2024)

The subject lands are within a rural settlement area in the Provincial Planning Statement, 2024 (PPS). Section 2.5.1 (c) of the PPS provides that healthy, integrated, and viable rural settlement areas should be supported by accommodating an appropriate range and mix of housing. Section 2.5.2 of the PPS states that rural settlement areas shall be the focus of growth and development in rural areas, and the vitality and regeneration of rural settlements shall be promoted. When directing development in rural settlement areas, section 2.5.3 of the PPS requires planning authorities to consider locally appropriate rural characteristics, the scale of development, and the provision of appropriate service levels. Further, section 4.6.2 of the PPS only permits development where archaeological resources have been conserved.

Planning staff are satisfied that the Zoning By-law Amendment recommended in Appendix B is consistent with the PPS. The lands identified as Parcel 1 on Appendix A already feature a dwelling within a rural settlement area which is appropriately serviced by rural service levels.

The recommended Zoning By-law Amendment for Parcel 1 promotes an appropriate scale of development by changing the zoning from HD (a zoning that recognizes further growth and development will occur in rural settlement areas) and HR for a small portion to the northeast, to HR (which permits the single detached dwellings and structures already present on Parcel 1) for all of Parcel 1.

The recommended Zoning By-law Amendment for Parcel 2 promotes an appropriate range and mix of housing by proposing to rezone Parcel 2 from HD to HR with a Holding (H) provision which can only be lifted once an applicant submits a minimum of a Stage 1 Archaeological Assessment and an accompanying clearance letter from the Ministry of Citizenship and Multiculturalism (MCM). This recommended rezoning of Parcel 2 will

allow the applicant to sever their property in accordance with their severance sketch in Appendix A while also ensuring archaeological resources are being conserved when a future development application is received for those lands.

Niagara Official Plan

The subject lands are within the Rural Settlement of Gasline in the Niagara Official Plan, 2022 (NOP). NOP Policy 2.2.3.3 states that developments in rural settlements should be planned to encourage residential infill development that builds on the rural character and characteristics of the surrounding area, ensure adequate amenities to serve the needs of rural residents, consider the inclusion of active transportation infrastructure, protect the Region's natural environment; and encourage increased resilience to climate. Rural settlements are to be on private services and must have at least 1 acre of useable area.

The property is mapped as an Area of Archaeological Potential on Schedule K in the NOP. NOP Policy 6.4.2.6 states that development or site alteration is not permitted within areas of archaeological potential unless archaeological resources have been conserved and requires the submission of a Stage 1 Archaeological Assessment (at minimum) by a licensed archaeologist.

Planning staff are satisfied that the proposed Zoning By-law Amendments recommended in Appendix B conform to the NOP. No further development is proposed at this time, but when a future proposal is received, the HR zone requires lots to be a minimum of 1 acre (0.4 hectares) in area to accommodate private servicing systems. The H provision recommended for Parcel 2 will require archaeological works to be completed prior to the removal of the H provision to meet the requirements of NOP Policy 6.4.2.6.

Port Colborne Official Plan

The subject lands are located within the Hamlet designation in the City of Port Colborne Official Plan, 2013 (OP), as shown in OP Schedule A3: Hamlets – Gasline. The Hamlet designation (section 3.3 of the OP) permits residential uses, community facilities and institutional uses, existing agricultural uses, special agricultural and rural uses that are compatible with adjacent uses, neighbourhood commercial uses, Natural Heritage features, parks, and public open spaces.

OP Section 3.3.1 (c) states that all development will be situated on lots suitable in size and soil condition to support a private well and septic system to the satisfaction of the appropriate agency. Section 3.3.2 (a) provides that existing non-residential uses may be converted to residential uses without an amendment to the OP, provided that there are no land use compatibility issues and that all other policies of this Plan are complied with.

Planning staff are satisfied that the proposed Zoning By-law Amendment recommended in Appendix B conforms to the OP. No physical development of the lands is proposed to result from this application, and as Parcel 1 is currently supported by private services, this capacity is likely to continue. Parcel 2 has thus been used as farmland, which has been

permitted as the use existed prior to the passing of the OP; however, the proposed amendment to HR would bring Parcel 2 closer to conformity with the Hamlet designation that aligns with uses permitted in a rural settlement area. The recommended zoning amendment would help resolve any potential existing land use compatibility issues given the proximity of the existing agricultural use to the neighbouring existing residential uses.

Port Colborne Zoning By-law 6575/30/18

The subject lands are primarily zoned Hamlet Development (HD), with a portion of the lands to the northeast being zoned Hamlet Residential (HR). The Zoning By-law Amendment application proposes to change the zoning of the entire property from HR and HD to HR. While the proposed severance sketch, attached as Appendix A, identifies both proposed parcels could meet the HR zoning provisions, and the HR provisions would facilitate the applicant's proposal, the policies discussed earlier in this report require the archaeological assessment of lands mapped in Schedule K of the NOP before development is permitted.

Planning staff are of the opinion that the Zoning By-law Amendment recommended in Appendix B is more appropriate to facilitate the proposed severance, as the H provision recommended for Parcel 2 will allow the severance to proceed while ensuring any future development appropriately conserves any archaeological resources, if applicable. Parcel 1 already features an appropriately sized dwelling, and as no further development of this parcel is proposed as a result of this application, this portion of the lands will remain compatible with adjacent uses.

Internal Consultations:

Notice of Public Meeting was circulated on October 16, 2024, to internal departments and agencies. As of the date of this report, the following has been received.

Drainage Superintendent

No objections.

Ministry of Transportation

MTO is supportive of the zoning in principle with the following conditions:

1. MTO must be circulated on the consent application for review and approval; and
2. It is construed that the single dwelling will be the 'retained' lands which includes the existing access onto Hwy 3. MTO will not permit additional access from the 'severed' land that fronts onto Hwy 3. Access from the 'severed' lands will be from Cedar Bay Road.

Mississaugas of the Credit First Nation (MCFN)

The MCFN Department of Consultation and Accommodation (DOCA) has no comments or concerns regarding the Zoning By-Law Amendment. For future note, before any plans of land disturbance takes place, MCFN DOCA requires that their receipt of a Stage 1 Archaeological Study, when conducted. If it is determined that a Stage 2 is required, MCFN DOCA is expected to be involved in the field study with MCFN Field Liaison Representation (FLR) on-site participation. This study will be at the cost of the proponent.

Enbridge

Enbridge does not object to the proposal but reserves the right to amend any development conditions.

Niagara Region

Archaeological Potential

With respect to the requested Zoning By-law Amendment application, a Stage 1 Archaeological Assessment (at minimum), prepared by a licensed archaeologist and sent to the Ministry of Citizenship and Multiculturalism for review would be required. As the Zoning amendment would facilitate the potential for development through a building permit, this would be required to change the zoning from Hamlet Development (which only permits the existing uses on-site) to Hamlet Residential (which permits additional development).

Natural Environment

The southern portion of the project is mapped as having an “other wetland”, which is part of the Region’s Natural Environment System. The Regional environmental planner has already been along the Friendship Trail south of the property and confirmed based on staff observations that wetlands were not present. As such, there are no environmental planning requirements for the property.

Financial Implications:

There are no immediate financial implications. Should this proceed there is an opportunity for assessment and/or property tax growth.

Public Engagement:

Notice of Public Meeting was circulated by mail to property owners within 120 metres of the subject property, as per Section 34 (13) of the *Planning Act* on October 15, 2024. A

public notice sign was also posted on the property by October 16, 2024, and notices were posted on the City's website under "Current Applications". A public meeting was also held on November 5, 2024. As of the date of preparing this report, no comments from the public have been received.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Environment and Climate Change
 - Welcoming, Livable, Healthy Community
-

Conclusion:

Based on the review of the application and applicable Provincial, Regional, and City planning policies, Planning staff are of the opinion that the proposal is consistent with the Provincial Planning Statement and conforms to the Niagara Official Plan, and City Official Plan, and represents good planning. Accordingly, Planning staff recommends that the Zoning By-law Amendment attached as Appendices B be approved.

Appendices:

- a. Severance Sketch
- b. Zoning By-law Amendment

Respectfully submitted,

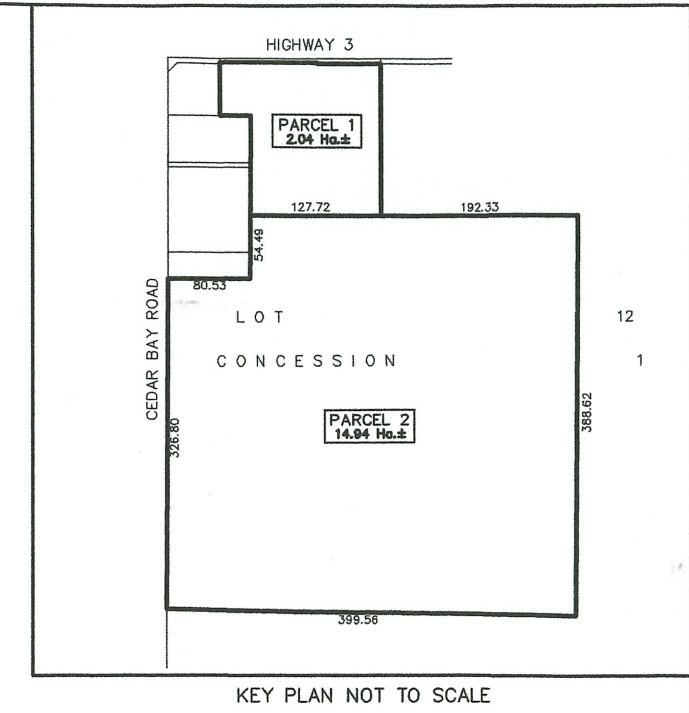
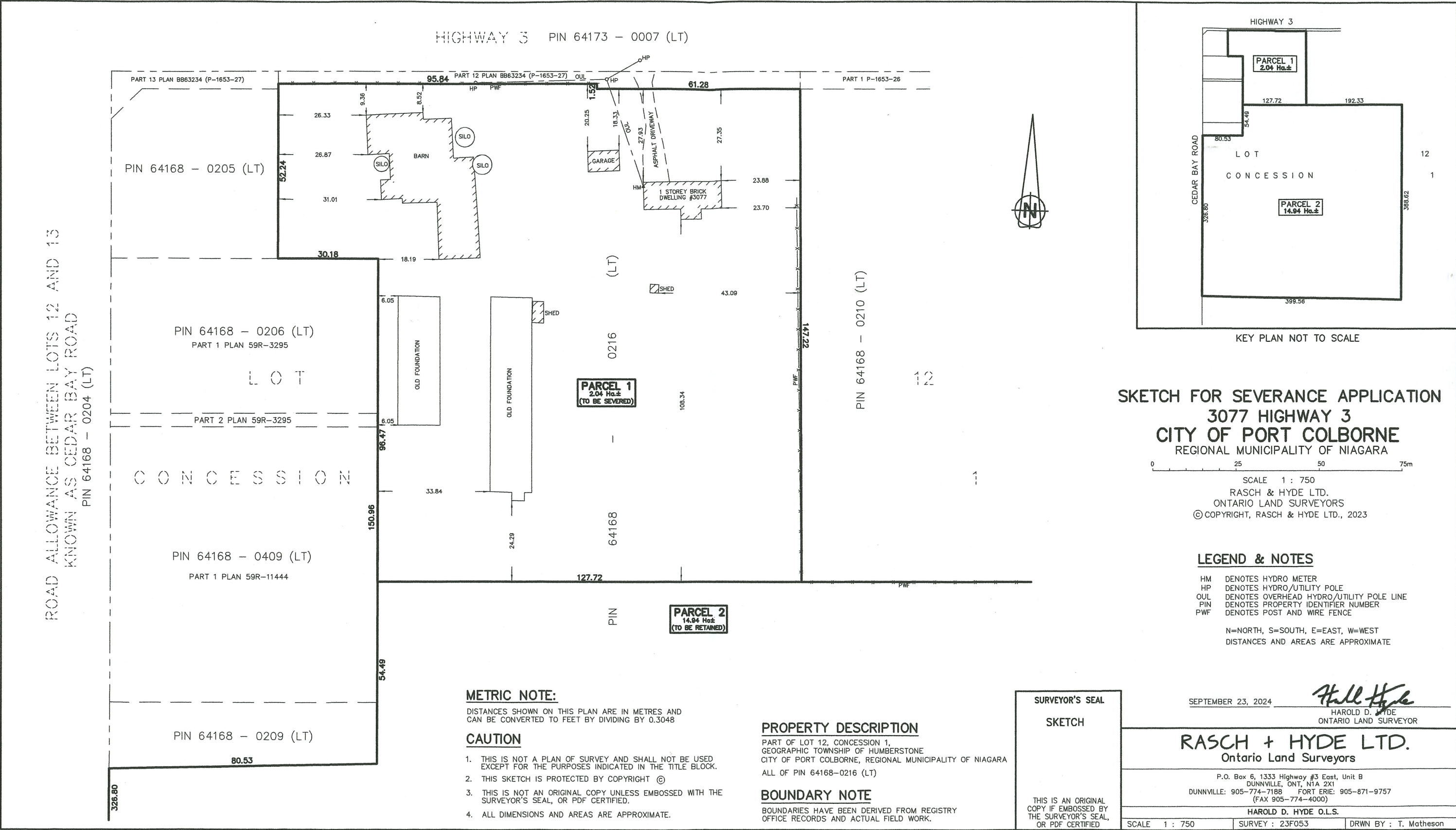
Diana Vasu
Planner
905-228-8120
diana.vasu@portcolborne.ca

Erik Acs
Chief Planner
905-228-8117
erik.acs@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

Revised Sept. 23 2024



SKETCH FOR SEVERANCE APPLICATION
3077 HIGHWAY 3
CITY OF PORT COLBORNE
REGIONAL MUNICIPALITY OF NIAGARA

0 25 50 75m
SCALE 1 : 750
RASCH & HYDE LTD.
ONTARIO LAND SURVEYORS
© COPYRIGHT, RASCH & HYDE LTD., 2023

- LEGEND & NOTES
- HM DENOTES HYDRO METER
 - HP DENOTES HYDRO/UTILITY POLE
 - OUL DENOTES OVERHEAD HYDRO/UTILITY POLE LINE
 - PIN DENOTES PROPERTY IDENTIFIER NUMBER
 - PWF DENOTES POST AND WIRE FENCE
- N=NORTH, S=SOUTH, E=EAST, W=WEST
DISTANCES AND AREAS ARE APPROXIMATE

- METRIC NOTE:
DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND
CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048
- CAUTION
1. THIS IS NOT A PLAN OF SURVEY AND SHALL NOT BE USED
EXCEPT FOR THE PURPOSES INDICATED IN THE TITLE BLOCK.
 2. THIS SKETCH IS PROTECTED BY COPYRIGHT ©
 3. THIS IS NOT AN ORIGINAL COPY UNLESS EMBOSSED WITH THE
SURVEYOR'S SEAL, OR PDF CERTIFIED.
 4. ALL DIMENSIONS AND AREAS ARE APPROXIMATE.

PROPERTY DESCRIPTION
PART OF LOT 12, CONCESSION 1,
GEOGRAPHIC TOWNSHIP OF HUMBERSTONE
CITY OF PORT COLBORNE, REGIONAL MUNICIPALITY OF NIAGARA
ALL OF PIN 64168-0216 (LT)

BOUNDARY NOTE
BOUNDARIES HAVE BEEN DERIVED FROM REGISTRY
OFFICE RECORDS AND ACTUAL FIELD WORK.

SURVEYOR'S SEAL
SKETCH

SEPTEMBER 23, 2024
HAROLD D. HYDE
ONTARIO LAND SURVEYOR

RASCH + HYDE LTD.
Ontario Land Surveyors

P.O. Box 6, 1333 Highway #3 East, Unit B
DUNNVILLE, ONT, N1A 2X1
DUNNVILLE: 905-774-7188 FORT ERIE: 905-871-9757
(FAX 905-774-4000)

HAROLD D. HYDE O.L.S.

SCALE 1 : 750 SURVEY : 23F053 DRWN BY : T. Matheson

The Corporation of the City of Port Colborne

By-law No. _____

Concession 1 Part of Lot 12, in the City of Port Colborne, Regional Municipality of Niagara, municipally known as 3077 Highway 3

Whereas By-law 6575/30/18 is a by-law of The Corporation of the City of Port Colborne restricting the use of land and the location and use of buildings and structures; and

Whereas the Council of The Corporation of the City of Port Colborne desires to amend the said by-law.

Now therefore, and pursuant to the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, The Corporation of the City of Port Colborne enacts as follows:

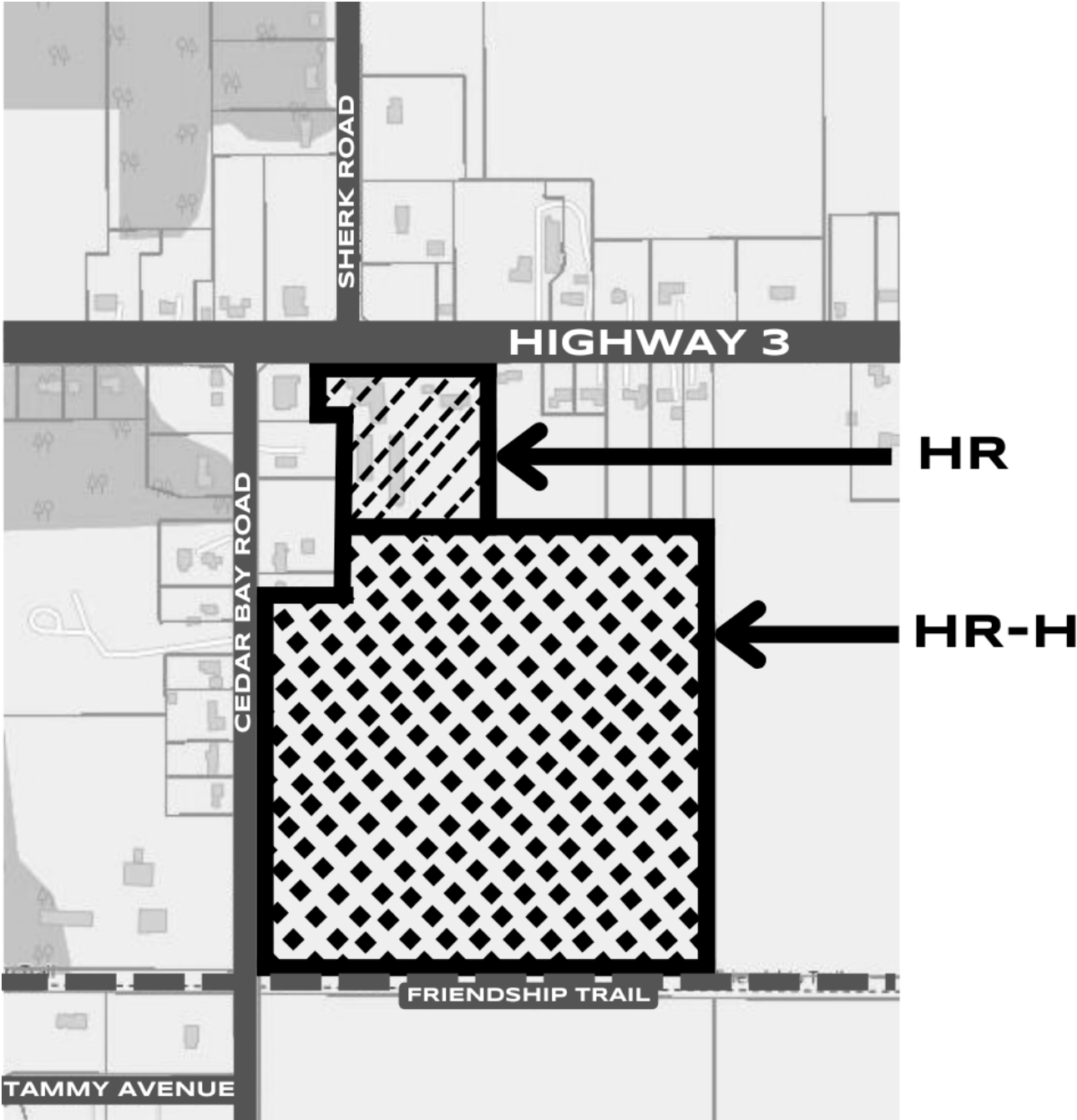
1. This amendment shall apply to those lands described on Schedule “A” attached to and forming part of this by-law.
2. That the Zoning Map referenced as Schedule A4 forming part of By-law 6575/30/18 is hereby amended by changing the lands described herein on Schedule A attached from Hamlet Development (HD) and Hamlet Residential (HR) to Hamlet Residential (HR) and Hamlet Residential with a Holding Provision (HR-H).
3. That the removal of the (H) Holding Provision applied in section 2 of this by-law is subject to the submission of a minimum of a Stage 1 Archaeological Assessment and a clearance letter provided by the Ministry of Citizenship and Multiculturalism, to the satisfaction of City staff.
4. That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.
5. The City Clerk is hereby authorized and directed to proceed with giving notice of the passing of this by-law, in accordance with the *Planning Act*.

That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.

Enacted and passed this 27th day of May 2025.

William C Steele
Mayor

Charlotte Madden
City Clerk



Legend



Hamlet Residential (HR)



Hamlet Residential with a Holding Provision (HR-H)

Subject: Recommendation Report for a Proposed Communication Tower at 611 Main Street West, File D27-12

To: Council

From: Development and Government Relations Department

Report Number: 2025-97

Meeting Date: May 27, 2025

Recommendation:

That Development and Government Relations Department Report 2025-97 be received; and

That all comments received on the proposed communication tower at 611 Main Street West be provided to the applicant, SLI Towers, and the approval authority, Innovation, Science and Economic Development Canada (ISED).

Purpose:

The purpose of this report is to provide information on the proposed telecommunications tower at 611 Main Street West and to inform of the process for submitting comments on the proposal by the end of the commenting period, which closes on Friday, June 13, 2025.

Background:

SLI Towers is proposing to construct a new telecommunications tower on the property at 611 Main Street West. A description of the proposal, along with a site plan and renderings, are attached as Appendix A to this report.

The proposed tower is to be a 38-metre-tall slim self-support style installation, which would facilitate the co-location of all radio-communication carriers. The tower will be located within a squared-shaped fenced compound, on the northwest side of the property. The compound will be approximately 10 metres by 10 metres and will be surrounded by a 2.4-metre-tall board fence. The shelters supporting the tower will be located within the compound, adjacent to the tower.

Planning staff circulated notice of the proposal, which is attached to this report as Appendix B, to properties within 120 metres of the site on April 28, 2025, in accordance with the City policy, Consultation Process for Wireless Telecommunication Facilities, attached as Appendix D. This notice states that the commenting period will be open until May 31, 2025, but the commenting period has since been extended to June 13, 2025.

Planning staff understand that a notice package was circulated by SLI Towers, attached to this report as Appendix C, in accordance with the requirements of [ISED CPC-2-0-03](#) sent on May 13, 2025 2:08 p.m.

Discussion:

While ISED is the approval authority for telecommunication towers, municipalities must be consulted by proponents with the aim of:

- Discussing site options;
- Ensuring the local processes related to antenna systems are respected;
- Addressing reasonable and relevant concerns from both the land use authority and the community they represent; and
- Obtaining land use authority concurrence in writing.

An Open House is to be held on May 27, 2025, from 5:30 p.m. to 6:30 p.m. before the regularly scheduled meeting of Council beginning at 6:30 p.m. on May 27, 2025. Members of the public can submit comments any time from the date of publication of this report until the end of the commenting period.

Questions or comments on the proposal can be submitted directly to the applicants:

SLI Towers Inc.
146 Thirtieth Street, Suite 100
Etobicoke, ON M8W 3C4
Phone: (647) 241-2788
Email: municipal@slitowers.ca

Questions or comments can also be provided to the applicants via City Planning staff:

Diana Vasu, Planner
City of Port Colborne
66 Charlotte Street
Port Colborne, ON, L3K 3C8
Phone: 905-228-8120
Email: diana.vasu@portcolborne.ca

The commenting period for this application closes on **Friday, June 13, 2025.**

Internal Consultations:

No comments were received from any internal departments.

Financial Implications:

There are no financial implications.

Public Engagement:

Notices were circulated via the newspaper and regular mail, in accordance with the policy attached as Appendix D. No comments were received from any member of the public.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Welcoming, Livable, Healthy Community
 - Economic Prosperity
 - Sustainable and Resilient Infrastructure
-

Conclusion:

Planning staff are satisfied that the City's Consultation Process for Wireless Telecommunication Facilities have been followed. Accordingly, Planning staff recommend any comments received on the proposal be provided to ISED.

Appendices:

- a. Description of Proposal, Site Plan, and Renderings
- b. City Notice of Public Consultation Period
- c. Applicant Notice of Public Consultation Period
- d. Port Colborne Telecommunication Policy

Respectfully submitted,

Diana Vasu

Planner

905-228-8120

diana.vasu@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

Proposed New Telecommunications Installation

611 Main St W, Port Colborne
File No. TOW0034

October 29, 2024

City of Port Colborne
66 Charlotte Street,
Port Colborne, ON L3K 3C8



Proposed New Telecommunications Tower Installation

City of Port Colborne

611 Main Street West, Port Colborne

File No. TOW0034

Introduction

SLI Towers Inc. is proposing a new wireless telecommunications facility at 611 Main Street West within the City of Port Colborne. Our current application has all carriers in mind and has the ability for co-location for all carriers and wireless internet providers (including Bell, Rogers, Telus and Freedom Mobile).

Our proposed location was selected as there is a great need for coverage in the area, and SLI Towers wanted to ensure the placement of our tower was setback from nearby residents while continuing to service them. SLI Towers believes the proposed telecommunications installation provides the best setbacks from existing residents while optimizing the ability to provide them with the enhanced coverage and network capacity for all major wireless network providers necessary to provide these vital services.

The subject property is designated a Highway Commercial property, and the proposed tower will be within a compound area of 10m x 10m located in the northwest corner of the property. The view of the tower base will be greatly mitigated by a 2.4m high board fence surrounding the compound, as well as by the tree line to the north of the property.

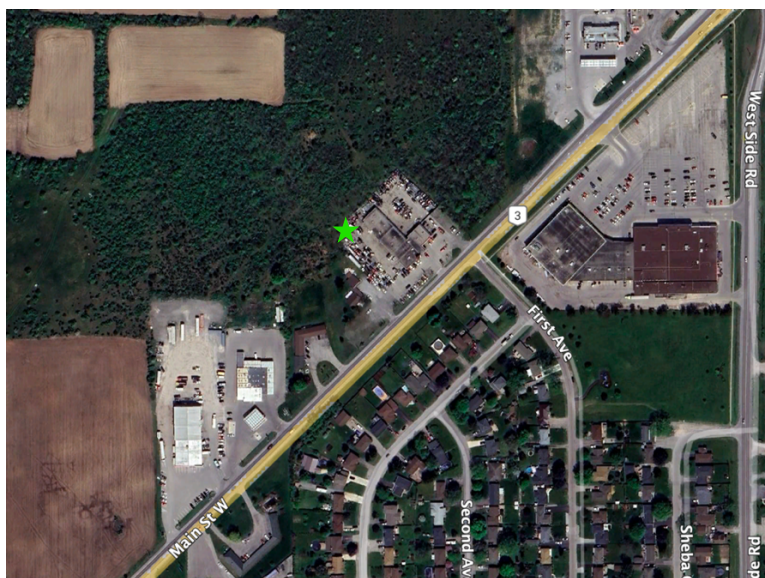


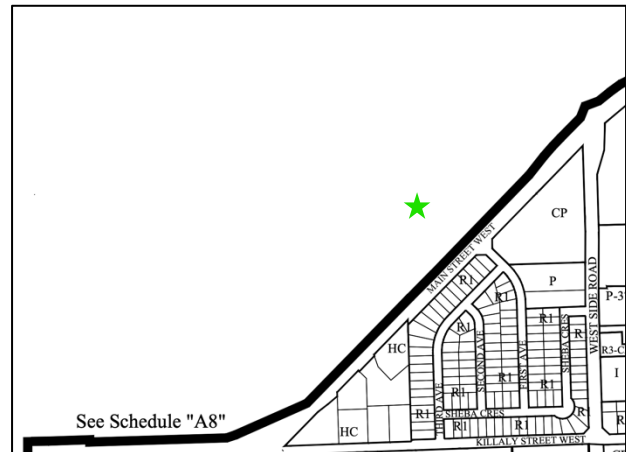
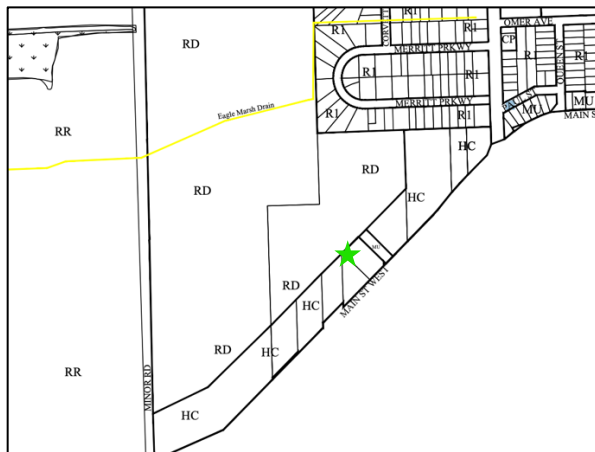
Figure 1: Proposed 38m Self-Support Tower location (shown by the green star)

Design

The proposed tower is a 38m slimline self-support style installation, engineered to accommodate initial and future loading for national wireless carriers, as well as additional fixed wireless equipment as required (as illustrated in the photo simulations in Exhibit "A").

Zoning and Regional Authorities

The proposed tower is located within a Highway Commercial (HC) Zone, surrounded by other HC properties and some Residential Development (RD) and Rural Residential (RR) properties to the north and west, as shown in Figure 2a. To the south, there are areas designated First Density Residential (R1) and other HC zones, as shown in Figure 2b.



Figures 2a/2b: City of Port Colborne Zoning By-Law 6575/30/18 (Schedule A8 and A7)

Based on the Niagara Escarpment Conservation Plan mapping and the Green Belt Plan mapping, the proposed site is outside of any regulated areas as shown in Figures 3 and 4.

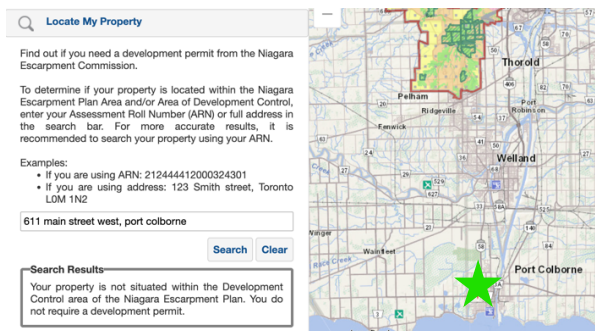


Figure 3: Niagara Conservation Escarpment Plan

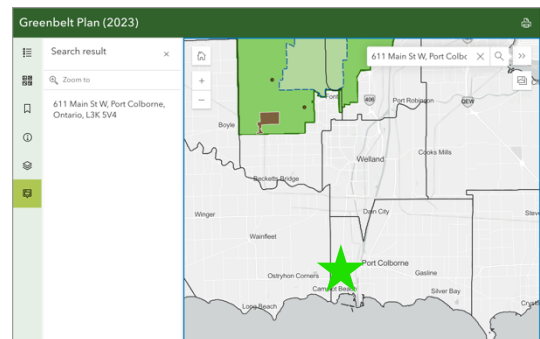


Figure 4: The Greenbelt Interactive Map

Coverage Objective

The proposed installation is designed to improve wireless service in Port Colborne along Highway 3. The tower is required to address continually increasing demand for wireless voice and data services as high-quality data and voice services have become essential to local residents. A switch from land lines to mobile devices also means that mobile networks are the primary means of accessing 911 and emergency services, for which reliable wireless coverage is vital. This coverage solution will address the poor cellular service issues directly and positively impact connectivity in the area.

Site Selection & Land Use Considerations

SLI Towers Inc. has selected the subject property as it is ideally situated within the required range of coverage in Port Colborne, while maximizing the setbacks from more sensitive uses nearby. The proposed tower location maintains a setback of approximately 114m from the nearest residential zoned property as shown in Figure 5 below. As per ISED's protocol, the prescribed notification distance of a tower is three times the tower height, which in the case of our proposal would be 105m. Therefore, the tower would meet the prescribed notification radius from the nearest residential dwelling.

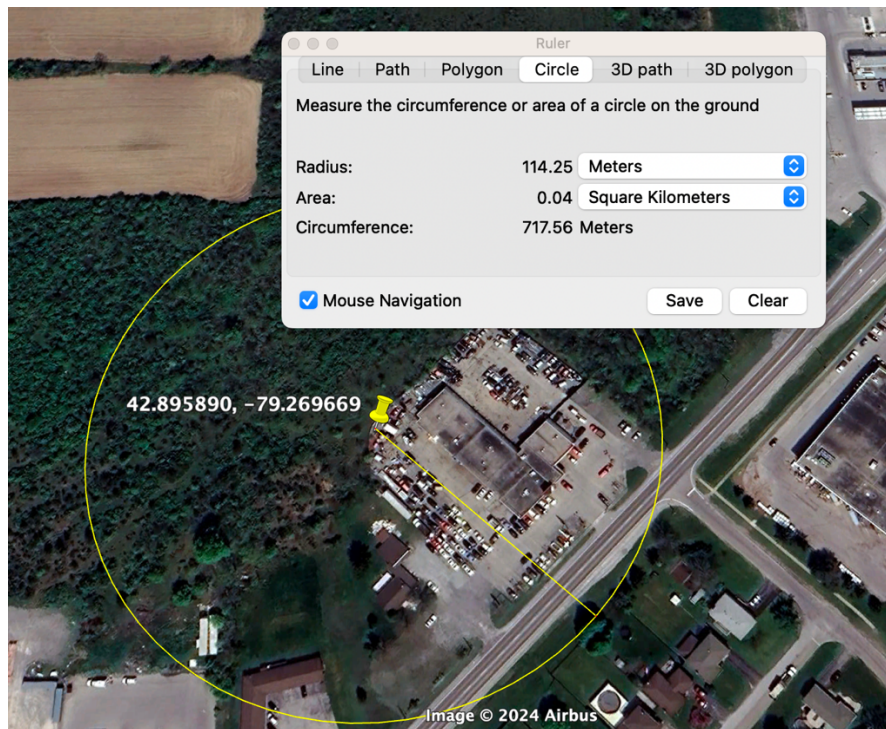


Figure 5: Distance of tower from nearest residential zoned property.

Screening Measures & Design

The proposed tower will be located on the northwest corner of the subject property and will occupy unused space. The proposed installation is illustrated in the conceptual site plan in Exhibit “B” of this report. Further, the compound will be completely surrounded by a 6ft fence in order to prevent public access. The slim self-support tower style was chosen in order to support multiple carriers at a height necessary to improve coverage in the area, while greatly minimizing the visual impact.

Setbacks from Existing Antenna Sites & Co-location Opportunities

The configuration of modern wireless networks requires close proximity between cellular towers and base stations to ensure sufficient coverage and network capacity. When seeking to enhance coverage in the City of Port Colborne, SLI Towers has contacted the municipality to inquire regarding any new tower applications or approvals, as well as reviewed existing towers for co-location opportunities, and have determined that there are no viable co-location options.

The nearest existing tower to the proposal location is a 57m Freedom tower approximately 846m southwest (yellow pin), which is too short and unable to provide any further co-location options. There are 2 Freedom towers located to the southeast, at distances of 1.6km and 1.9km (green and brown pins) from the proposal location. There is a Rogers tower 1.7km to the northeast (red pin), along with a shared Bell/Freedom tower (purple pin) 1.7km away. These towers are not close enough to the target area as is necessary to provide the coverage speeds residents have come to trust and expect, nor for any co-location opportunities.

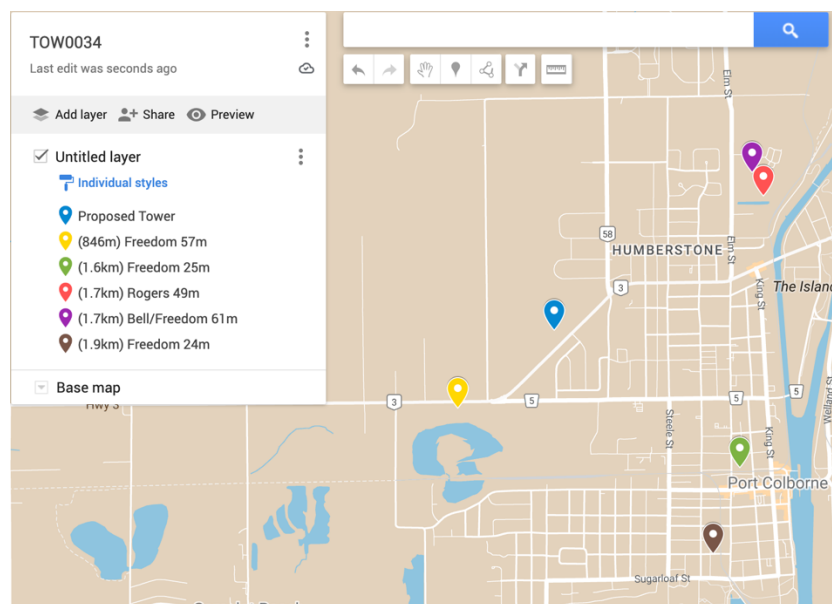


Figure 6: Existing Cellular Facilities in the vicinity of the Subject Property



Control of Public Access

Equipment to support the tower will be located within the tower compound with no public access. All service provider equipment cabinets will be monitored for unauthorized access and be further protected with lights / motion detectors.

Health Canada Safety Code 6 Compliance

Health Canada's role is to protect the health of Canadians, so it is the Department's responsibility to research and investigate any possible health effects associated with exposure to electromagnetic energy, such as that coming from cell phones and base stations. Health Canada has developed guidelines for safe human exposure to RF energy, which are commonly known as Safety Code 6. ISSED Canada requires all proponents and operators to ensure that their installations and apparatus comply with Safety Code 6 at all times.

SLI Towers Inc. attests that the radio antenna system described in this notification package will comply with Health Canada's Safety Code 6 limits, as may be amended from time to time, for the protection of the general public including any combined effects of additional carrier collocations and nearby installations within the local radio environment. For more information on Safety Code 6, please visit the following Health Canada site at: www.healthcanada.gc.ca/radiation.

Canadian Environmental Assessment Act

SLI Towers Inc. attests that the radio antenna system as proposed for this site will comply with the Canadian Environmental Assessment Act, as the facility is exempt from review. The Federal government revised the Canadian Environmental Assessment Act in July 2012. Only radiocommunication antenna and supporting structures that are part of or incidental to projects that are designated by the Regulations.

Designating Physical Activities or otherwise designated by the Minister of the Environment as requiring an environmental assessment are subject to the CEAA, 2012. The proposed location creates no impact on area environmental features.

Transport Canada's Aeronautical Obstruction Marking Requirements

SLI Towers Inc. attests that the radio antenna system described in this justification report will comply with Transport Canada / NAV CANADA aeronautical safety requirements. When Transport Canada / NAV Canada have determined if any aeronautical safety features are required for the installation, such information will be provided to the City of Port Colborne.

For additional detailed information, please consult Transport Canada at:
<http://www.tc.gc.ca/eng/civilaviation/regserv/cars/part6-standards-standard621-512.htm>

Engineering Practices

SLI Towers Inc. attests that the radio antenna system as proposed for this site will be constructed in compliance with the applicable CSA codes (S37-18), or any applicable successor code) and comply with good engineering practices including structural adequacy.



Contact Information

SLI Towers Inc, can be contacted via the following methods:

146 Thirtieth Street, Suite 100
Etobicoke, ON M8W 3C4
(437) 425-3982
municipal@slitowers.ca

Municipal Consultation Process

SLI Towers Inc. builds and operates shared wireless telecommunications infrastructure designed to ensure that service providers can address their customers' needs in the most efficient manner. In Canada, wireless communications facilities are a federal undertaking, and consequently SLI Towers is required by ISED Canada to consult with land-use authorities in siting telecommunication infrastructure locations.

The consultation process established under ISED Canada's authority is intended to allow the local land-use authorities the opportunity to address land-use concerns while respecting the Federal government's exclusive jurisdiction over the siting and operation of wireless and data systems.

SLI Towers Inc. welcomes comments from the municipality and its agencies to address any expressed comments that are deemed relevant by Industry Canada's CPC-2-0-03 Issue 6.

ISED Canada's Spectrum Management

Please be advised that the approval of this site and its design is under the exclusive jurisdiction of the Government of Canada through ISED Canada. SLI Towers Inc is participating in this consultation in accordance with ISED Canada's guidelines CPC-2-0-03 Issue 6.

For more information on ISED Canada's consultation guidelines including CPC-2-0-03 contact <http://www.ic.gc.ca/epic/site/smt-gst.nsf/en/sf08777e.html> or the local ISED Canada office:

ISED Canada, Spectrum Management - Southwestern Ontario District Office
4475 North Service Road, Suite 100
Burlington ON L7L 4X7
Telephone: 1-855-465-6307
Fax: 905-639-6551
Email: spectrumswodo-spectrebdsoo@ised-isde.gc.ca

General information relating to antenna systems is available on ISED Canada's Spectrum Management and Telecommunications website: <https://www.ic.gc.ca/eic/site/smt-gst.nsf/eng/home>



Conclusion

Reliable wireless communication services are a key element of economic development across Canada. These services facilitate the growth of local economies by providing easy access to information and connectivity for residents and businesses alike. Access to modern communication networks is an increasing necessity along with other utilities, in both urban and rural communities.

As people rely more on wireless devices such as smartphones, tablets and laptops for business and personal use, new towers are required to ensure high quality voice and data services are consistently available.

In addition to meeting consumer and business needs, reliable wireless networks are also critical to ensuring accessibility to emergency services such as fire, police, and ambulance. Wireless communication products and services used daily by police, EMS and firefighters and other first responders, are an integral part of Canada's safety infrastructure.

SLI Towers Inc. attests that the proposed tower will address deficiencies in wireless network coverage and capacity, and minimizes the impact on surrounding land uses, since the collocation of multiple providers on the tower will eliminate the need for any additional tower infrastructure in the area.

SLI Towers Inc. looks forward to working with the City of Port Colborne to help improve wireless services in the municipality. If you require further information about this proposal, please contact us anytime.

Best regards,

SLI Towers Inc.

municipal@slitowers.ca

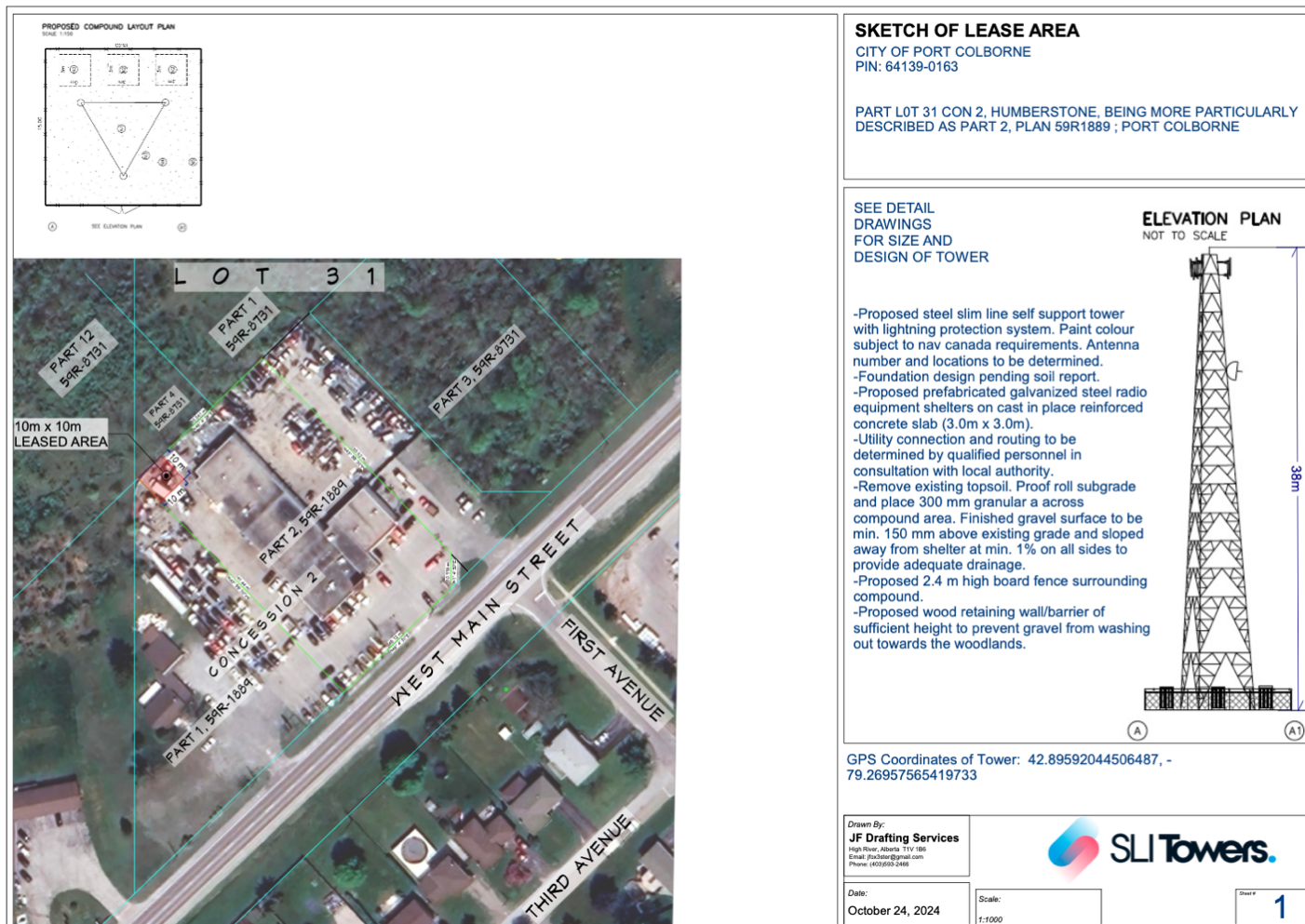
slitowers.ca

Exhibit A: Photo Simulation



(An image of the tower is shown to demonstrate the type of tower. The rendering does not depict the proposed location.)

Exhibit B: Conceptual Site Plan With Proposed Leased Area





Notice of Public Consultation Period

Proposed Communication Tower 611 Main Street West

Proposal

SLI Towers Inc. is proposing a new 38-metre slimline self-support style installation telecommunications tower with the ability to support co-location for all carriers and wireless internet providers (including Bell, Rogers, Telus and Freedom Mobile).

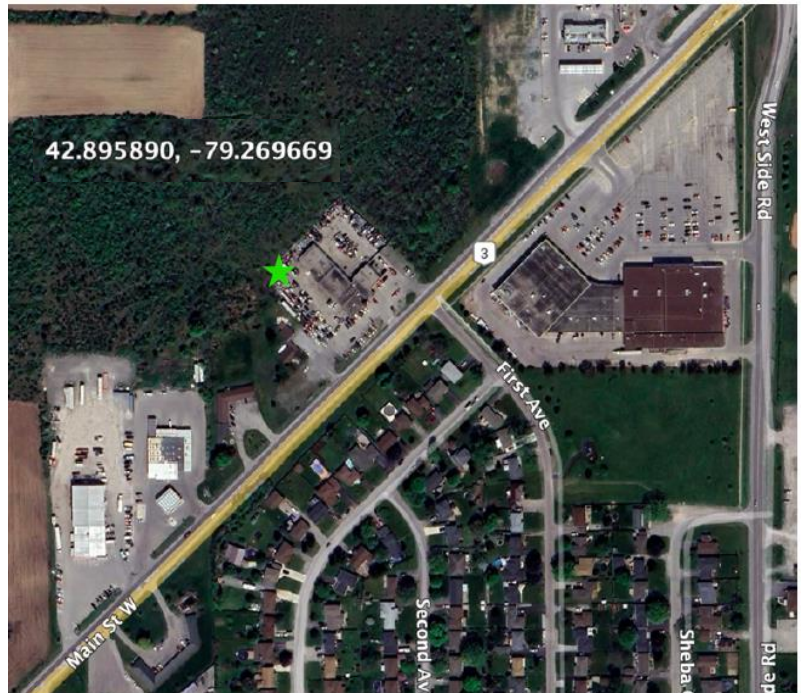
Have Your Say

Input on the proposed communication tower is welcome and encouraged. You can provide input by making a written submission directly to SLI Towers Inc. Additionally, a Public Information Session will be held on **May 27, 2025**:

Public Information Session

When: Tuesday, May 27, 2025
5:30 pm to 6:30 pm

Where: Council Chambers
3rd Floor of City Hall
66 Charlotte Street
Port Colborne ON L3K 3C8



Approval Authority

Please be advised that the City of Port Colborne is not the approval authority for telecommunication towers. These towers are under the jurisdiction of the Government of Canada through Innovation, Science and Economic Development Canada (ISED).

Written Submission

Any person may provide comments about this proposal to SLI Towers Inc, who can be contacted via the following methods, by **Saturday, May 31, 2025**:

146 Thirtieth Street, Suite 100
Etobicoke, ON M8W 3C4
(437) 425-3982
municipal@slitowers.ca

MORE INFORMATION

Material related to the proposed tower and site is available for review between 8:30 am and 4:30 pm, Monday to Friday by contacting City Hall, Planning Division, at 66 Charlotte Street, Port Colborne, Ontario. You can also contact Diana Vasu, Planner, at 905-228-8120, or by email at diana.vasu@portcolborne.ca.

Mailed on April 28, 2025

Notice Package / Paquet d'avis**Proposed SLI Tower Inc. Wireless Radiocommunication Tower / Tour de radiocommunication sans fil
proposée par SLI Tower Inc.****611 Main Street West, Port Colborne, ON (42.895890, -79.269669)
SLI Towers File Number / Numéro de dossier: TOW0034**

The Canadian telecommunications industry provides an essential service to Canadians, coast to coast. In response to significant rising demand for wireless voice and data services within the City of Port Colborne, SLI Towers Inc. (SLI Towers) is proposing to construct a 38m slim self-support style installation to facilitate the co-location of all radio-communication carriers.

L'industrie canadienne des télécommunications fournit un service essentiel aux Canadiens, d'un océan à l'autre. En réponse à la demande croissante de services de voix et de données sans fil dans la ville de Port Colborne, SLI Towers Inc. (SLI Towers) propose de construire une installation autoportante mince de 38m pour faciliter la colocalisation de tous les transporteurs de radiocommunication.

What kind of tower is proposed? / Quel type de tour est proposé?

A 38-metre slim self-support tower, to be located on the northwest corner of the subject property. A photo simulation of the proposed tower is shown in Appendix "A" of this notification package.

Une tour autoportante mince de 38 mètres, qui sera située à l'angle nord-ouest de la propriété en question. Une simulation photographique de la tour proposée est présentée à l'annexe « A » de ce dossier de notification.

Compound Details / Détails du composé

The tower will be located within a squared-shaped fenced compound, on the northwest side of the property. The compound will be approximately 10m x 10m and will be surrounded by a 2.4m high board fence. The shelters supporting the tower will be located within the compound, adjacent to the tower. More details of the site layout are shown in the sketch in Appendix "B" of this document.

La tour sera située dans un complexe clôturé de forme carrée, du côté nord-ouest de la propriété. Le complexe mesurera environ 10 m x 10 m et sera entouré d'une haute clôture en planches de 2,4 m de haut. Les abris soutenant la tour seront situés dans l'enceinte, à côté de la tour. Plus de détails sur l'aménagement du site sont présentés dans le croquis à l'annexe « B » de ce document.

Tower Location / Emplacement de la tour

Municipal address / Adresse municipale: 611 Main Street West, Port Colborne, ON
Coordinates of tower compound / Coordonnées de l'enceinte de la tour: (42.895890, -79.269669)

An aerial view of the tower and compound location is illustrated below / Une vue aérienne de la tour et de l'emplacement du complexe est illustrée ci-dessous :

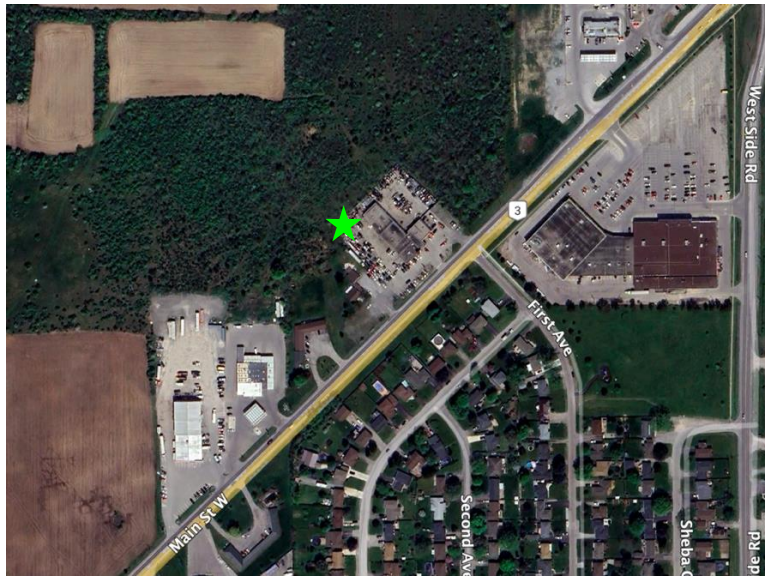


Figure 1: Tower location (illustrated by the green star) / Emplacement de la tour (illustré par étoile vert)

Why is this installation needed?/ Pourquoi cette installation est-elle nécessaire ?

Given the current climate of many residents working from home, there has been an increasing demand for cellular and internet coverage. When seeking to enhance coverage in the City of Port Colborne, SLI Towers has contacted the municipality to inquire regarding any new tower applications or approvals, as well as reviewed existing towers for co-location opportunities, and have determined that there are no viable co-location options.

The nearest existing tower to the proposal location is a 57m Freedom tower approximately 846m southwest (yellow pin), which is too short and unable to provide any further co-location options. There are 2 Freedom towers located to the southeast, at distances of 1.6km and 1.9km (green and brown pins). There is a Rogers tower 1.7km to the northeast (red pin), along with a shared Bell/Freedom tower (purple pin) 1.7km away. These towers are not close enough to the target area along Highway 3 as is necessary to provide the coverage speeds residents have come to trust and expect, nor for any co-location opportunities.

In summary, the proposed tower seeks to enhance and provide a more reliable wireless cellular service in Port Colborne. The tower structure will be suitable for multi-carrier co-location and is consistent with the configuration of wireless networks throughout the municipality.

The map shown below illustrates the location of existing tower sites in the vicinity of the proposed tower.

Compte tenu du climat actuel dans lequel de nombreux résidents travaillent à domicile, la demande de couverture cellulaire et Internet est croissante. Lorsqu'elle cherche à améliorer la couverture dans la ville de

Port Colborne, SLI Towers a contacté la municipalité pour s'enquérir de toute nouvelle demande ou approbation de tour, et a également examiné les tours existantes pour des opportunités de colocalisation et a déterminé qu'il n'y avait pas des options viable de colocalisation.

La tour existante la plus proche de l'emplacement proposé est une tour Freedom de 57 m située à environ 846 m au sud-ouest (épingle jaune), qui est trop courte et ne permet pas d'offrir d'autres options de colocalisation. Il y a 2 tours Freedom situées au sud-est, à des distances de 1,6 km et 1,9 km (épingles vertes et marron). Il y a une tour Rogers à 1,7 km au nord-est (épingle rouge), ainsi qu'une tour commune Bell/Freedom (épingle violette) à 1,7 km. Ces tours ne sont pas suffisamment proches de la zone cible le long de l'autoroute 3, comme cela est nécessaire pour fournir les vitesses de couverture auxquelles les résidents font confiance et auxquelles ils s'attendent, ni pour toute possibilité de colocalisation.

En résumé, la tour proposée vise à améliorer et à fournir un service cellulaire sans fil plus fiable dans Port Colborne. La structure de la tour sera adaptée à la colocalisation de plusieurs opérateurs et est cohérente avec la configuration des réseaux sans fil dans toute la municipalité.

La carte ci-dessous illustre l'emplacement des sites de tours existants à proximité de la tour proposée.

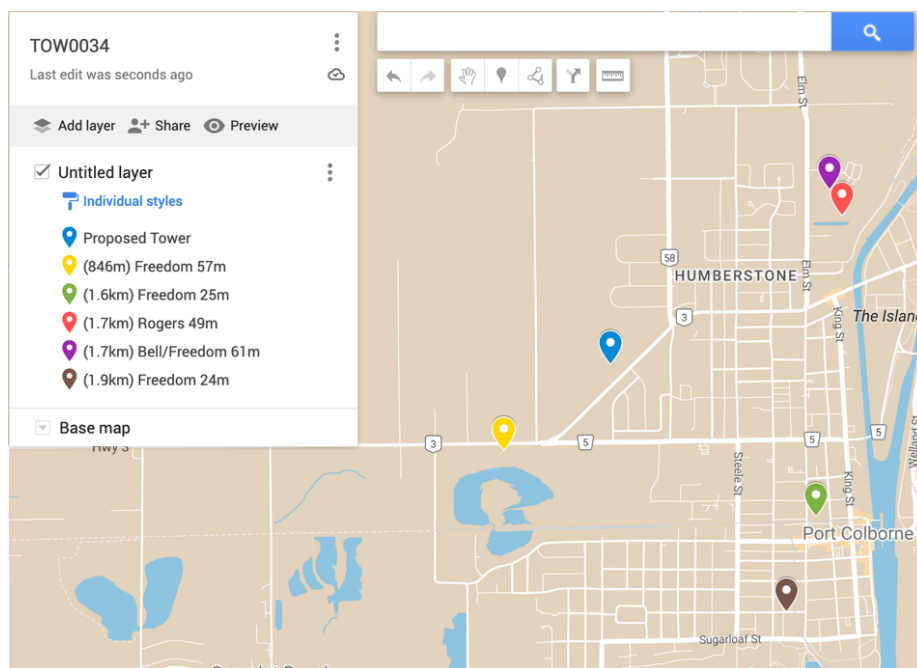


Figure 3: Existing telecommunications sites close to the proposed tower (blue pin)/ Sites de télécommunications existants à proximité de la tour proposée (point bleu)

Commenting on This Proposal / Commenter cette proposition

Comments must be received no later than 5 pm (ET) on **Friday, June 13, 2025**. Please reference our file number, **TOW0034**, in your correspondence. / Les commentaires doivent être reçus au plus tard à 17 h (HE) le **vendredi 13 juin 2025**. Veuillez mentionner notre numéro de dossier, **TOW0034**, dans votre correspondance.

The public is welcome to request additional information or provide written comments to: / Le public est invité à demander des informations supplémentaires ou à fournir des commentaires écrits à :

SLI Towers Inc.
146 Thirtieth Street, Suite 100
Etobicoke, ON M8W 3C4
T: (647) 241-2788
E: municipal@slitowers.ca

Municipal Contact Information / Contact municipale

Diana Vasu | Planner

City of Port Colborne
66 Charlotte Street
Port Colborne, ON, L3K 3C8
Phone: 905-228-8120
Email: Diana.Vasu@portcolborne.ca

A **Public Information Session** will be hosted at the **Council Chambers** on **Tuesday, May 27, 2025** from **5:30 – 6:30 PM EST.** / Une **Réunion d'Information Publique** aura lieu à la **salle du Conseil** le **mardi 27 mai 2025** de **17 h 30 à 18 h 30 HNE.**

Innovation, Science and Economic Development Canada / Innovation, Sciences et Développement économique Canada

Innovation, Science and Economic Development Canada (ISED), formerly Industry Canada, is the governing body for installations of this type and can be contacted at: / Innovation, Sciences et Développement économique Canada (ISDE) est l'organisme directeur de ce type d'installation et peut être contacté à l'adresse suivante :

ISED – Southwestern Ontario District Office

4475 North Service Road, Suite 100
Burlington, ON L7L 4X7
Tel: 1-855-465-6307
Fax: 705-639-6551
Email: SpectrumSWODO-SpectreBDSOO@ised-isde.gc.ca

General information on wireless infrastructure: <http://www.ic.gc.ca/towers>
Informations générales sur l'infrastructure sans fil: <http://www.ic.gc.ca/towers>

Local Land Use Requirements

Radio-communication tower/antenna systems are exclusively regulated by Federal legislation under the Radio-communication Act and administered by ISED. Therefore, Provincial legislation such as the Planning Act, including zoning by-laws, do not apply to these facilities.

It is important to understand that ISED mandates proponents follow the local land use authority's telecommunication tower protocol, if applicable, but ultimate authority to approve or reject the construction of a new telecommunications tower rests exclusively with ISED.

In the case of his proposal, the framework for consultation is the City of Port Colborne's Department of Planning and Development *Consultation Process for Wireless Telecommunication Facilities*, a copy can be obtained from the municipality.

Health Canada's Safety Code 6 Compliance

Health Canada's role is to protect the health of Canadians and the Department has undertaken responsibility in researching and investigating any possible health effects associated with exposure to electromagnetic energy. Health Canada has developed guidelines for safe human exposure to RF energy, which is commonly known as Safety Code 6. Safety Code 6 has been adopted by industry ISED Canada and is included in their regulatory documents on radiocommunications licensing and operational requirements. ISED Canada requires all proponents and operators to ensure that their installations and apparatus comply with the Safety 6 at all times.

SLI Towers will ensure that any carrier(s) collocated on the structure described in this notification package will comply with Health Canada's Safety Code 6 limits, as may be amended from time to time, for the protection of the general public including any combined effects of additional carrier co-locations and nearby installations within the local radio environment. For more information on Safety Code 6, please visit the following Health Canada site: www.healthcanada.gc.ca.

Engineering Practices

SLI Towers attests that the telecommunications structure as proposed for this site will be constructed in compliance with the Canadian Standard Association and comply with good engineering practices including structural adequacy.

Environmental Requirements

ISED requires that the installation and modification of antenna systems be done in a manner that complies with appropriate environmental legislation. SLI Towers attests that the telecommunication structure as described in this notification package will comply with the Impact Assessment Act, 2019 (IAA 2019). Only radiocommunication antenna and supporting structures that are part of or incidental to designated project as described in the Physical Activities Regulations or otherwise designated by the Ministry of the Environment as requiring an environmental assessment and are subject to the IAA 2019.

In addition to IAA requirements, SLI Towers further attests that the proposed antenna system will be installed and operated in a manner that respects the local environment and that complies with other statutory requirements, such as those under the Canadian Environmental Protection Act, 1999, the Migratory Birds Convention Act, 1994, and the Species at Risk Act, as applicable.

Transport Canada's Aeronautical Obstruction Marking Requirements

SLI Towers attests that the telecommunication structure described in this notification package will comply with Transport Canada / NAV Canada aeronautical safety requirements. When Transport Canada / NAV Canada have determined if any aeronautical safety features are required for the installation, such information will be provided to the City of Port Colborne.

Public Disclosure of Comments

Submissions received shall form part of ISED's Public Consultation Process under the Spectrum Management and Radiocommunications Client Procedures Circular CPC-2-0-03, Issue 5, and may be made public as part of a report issued to interested parties, the Municipality and ISED.

Exigences locales en matière d'utilisation des terres

Les systèmes de tour/antenne de radiocommunication sont exclusivement réglementés par la législation fédérale en vertu de la Loi sur la radiocommunication et administrés par ISED. Par conséquent, les lois provinciales telles que la Loi sur l'aménagement du territoire, y compris les règlements de zonage, ne s'appliquent pas à ces installations.

Il est important de comprendre qu'ISED oblige les promoteurs à suivre le protocole de tour de télécommunication de l'autorité locale concernant l'utilisation des terres, s'il y a lieu, mais le pouvoir ultime d'approuver ou de rejeter la construction d'une nouvelle tour de télécommunication appartient exclusivement à ISED.

Dans le cas de sa proposition, le cadre de consultation est le Processus de consultation du Service de planification et de développement des installations de télécommunications sans fil de la Ville de Port Colborne, une copie peut être obtenue auprès de la municipalité.

Conformité au Code de sécurité 6 de Santé Canada

Le rôle de Santé Canada est de protéger la santé des Canadiens et le Ministère a assumé la responsabilité de rechercher et d'enquêter sur tout effet possible sur la santé quant à l'exposition à l'énergie électromagnétique. Santé Canada a élaboré des lignes directrices concernant ce qui constitue être une exposition saine à l'énergie RF, communément appelée Code de sécurité 6. Le Code de sécurité 6 a été adopté par l'industrie ISDE Canada et est inclus dans ses documents réglementaires sur les licences de radiocommunication et les exigences opérationnelles. ISDE Canada exige que tous les promoteurs et exploitants veillent à ce que leurs installations et appareils soient conformes à la sécurité 6 à tout moment.

SLI Towers veillera à ce que tout transporteur co-implanté sur la structure décrite dans ce dossier de notification se conforme aux limites du Code de sécurité 6 de Santé Canada, tel qu'amendé de temps à autre, pour la protection du grand public, y compris tout effet combiné de co-implantations supplémentaires d'opérateurs et installations à proximité dans l'environnement radio local. Pour plus d'informations sur le Code de sécurité 6, veuillez visiter le site suivant de Santé Canada: www.santecanada.gc.ca.

Pratiques d'ingénierie

SLI Towers atteste que la structure de télécommunications proposée pour ce site sera construite conformément aux normes de l'Association canadienne de normalisation et sera conforme aux bonnes pratiques d'ingénierie, y compris l'adéquation structurelle.

Exigences environnementales

ISDE exige que l'installation et la modification des systèmes d'antennes soient effectuées conformément à la législation environnementale en vigueur. SLI Towers atteste que la structure de télécommunication décrite dans cet avis sera conforme à la Loi sur l'évaluation d'impact (2019) (LEI 2019). Seules les antennes de radiocommunication et les structures de soutien qui font partie intégrante d'un projet désigné, tel que décrit dans le Règlement sur les activités concrètes, ou qui sont autrement désignées par le ministère de l'Environnement comme nécessitant une évaluation environnementale et sont assujetties à la LAI de 2019.

Outre les exigences de la LAI, SLI Towers atteste également que le système d'antennes proposé sera installé et exploité de manière à respecter l'environnement local et à se conformer aux autres exigences légales, telles que celles de la Loi canadienne sur la protection de l'environnement (1999), de la Loi de 1994 sur la convention concernant les oiseaux migrateurs et de la Loi sur les espèces en péril, selon le cas.

Exigences de Transports Canada en matière de marquage des obstacles aéronautiques

SLI Towers atteste que la structure de télécommunication décrite dans ce dossier de notification sera conforme aux exigences de sécurité aéronautique de Transports Canada / NAV Canada. Lorsque Transports Canada et NAV Canada auront déterminé si des dispositifs de sécurité aéronautique sont requis pour l'installation, ces informations seront fournies à la ville de Port Colborne.

Divulgence publique des commentaires

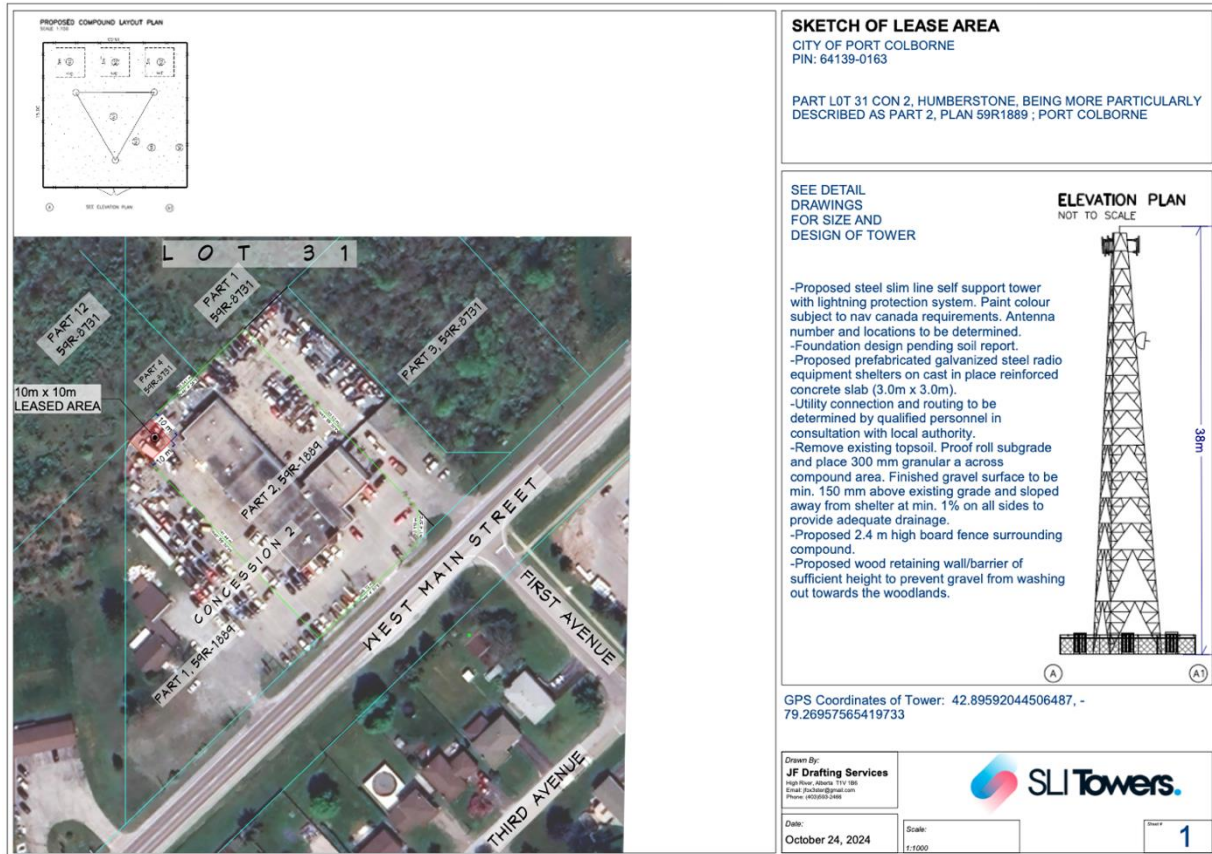
Les soumissions reçues feront partie du processus de consultation publique d'ISDE en vertu de la Circulaire sur les procédures relatives à la gestion du spectre et aux radiocommunications pour les clients CPC-2-0-03, numéro 6, et pourront être rendues publiques dans le cadre d'un rapport remis aux parties intéressées, à la municipalité et à ISDE.

Appendix A: Photo Illustration of the Proposed Tower/ Annexe A : Une illustration photographique de la tour proposée



Image of the tower is shown to demonstrate the type of tower. The rendering does not depict the proposed location. / L'image de la tour est présentée pour démontrer le type de tour. Le rendu ne représente pas l'emplacement proposé.

Appendix B: Sketch of Proposed Tower – Proposed Leased Area / Annexe B: Croquis de la tour proposée - Zone louée proposée





Department of Planning & Development

Consultation Process for Wireless Telecommunication Facilities

Policy Statement:

The purpose of this policy is to provide guidance to the City of Port Colborne, Proponents and the general public in considering proposals to locate telecommunication facilities. While Industry Canada is the approval authority for telecommunication facilities, it is acknowledged that any concerns or suggestions expressed by municipalities are important elements to be considered by proponents regarding proposals to install or make changes to antenna systems. Accordingly, municipalities are to be consulted, unless the proposal meets Industry Canada's exclusion criteria, with the aim of:

- Discussing site options;
- Ensuring the local processes related to antenna systems are respected;
- Addressing reasonable and relevant concerns from both the land use authority and the community they represent; and
- Obtaining land use authority concurrence in writing.

Objectives of this Policy:

1. To balance demand for facilities with a desire to preserve the natural and cultural landscape and minimize impacts to the community.
2. To outline a general process to be followed by the City for reviewing and commenting on telecommunication facility proposals.
3. To provide an open and transparent public consultation process that meets the requirements of Industry Canada.
4. To provide for high caliber wireless telecommunications facilities in order to promote economic development and meet the business and safety needs of the public.

City Designated Official:

For the purpose of this policy, the Director of Planning and Development (Director) shall be the primary representative for the City for all discussion with the Proponent. In the case of absence, the Director may select a designate. All discussions and initial consultation shall be conducted through the Director or designate.

Site Selection Criteria:

The Proponent shall choose a site located to minimize the total number of sites required and is encouraged to use existing structures wherever possible. Where it is not possible to use an existing structure, the following criteria shall be considered:

- Maximizing distance from residential areas, public and institutional areas such as schools, community centres, day care facilities and senior's residences;
- Avoidance of natural features, significant vegetation and hazard lands (floodplains or steep slopes)

Public Consultation:

The City of Port Colborne shall hold a public consultation session to solicit public input on any proposed telecommunications facility. Notice for any such public consultation will be provided to property owners at least *30 days* prior to the public consultation by regular mail to all property owners within at least 120 metres of the property on which the telecommunication facility is to be established. In addition, the Proponent will also send a notice, with the same circulation radius as the City's notice, which will be consistent with the requirements of Appendix 2 of Industry Canada's document entitled *Radiocommunication and Broadcasting Antenna Systems*. The City, also reserves the right to require a larger circulation radius if, in the opinion of the Director, it is warranted.

Following the public consultation, Council of the City of Port Colborne will authorize Planning staff to provide the Proponent with the City's comments subject to any requirement or stipulations in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, including comments from the public. The City's comments will be provided to the Proponent no later than 30 days after Council's decision by regular mail, fax or electronic mail.

Exemptions to Municipal Review:

For the following types of installations, proponents are excluded from the requirement to consult with the City and the public:

- Maintenance of existing radio apparatus including the antenna system, transmission line, mast, tower or other antenna-supporting structure;
- Addition or modification of an antenna system (including improving the structural integrity of its integral mast to facilitate sharing), the transmission line, antenna-supporting structure or other radio apparatus to existing infrastructure, a building, water tower, etc. provided the addition or modification does not result in an overall height increase above the existing structure of 25% of the original structure's height;
- Maintenance of an antenna system's painting or lighting in order to comply with Transport Canada's requirements;
- Installation, for a limited duration (typically not more than 3 months), of an antenna system that is used for a special event, or one that is used to support local, provincial, territorial or national emergency operations during the emergency, and is removed within 3 months after the emergency or special

- event; and
- New antenna systems, including masts, towers or other antenna-supporting structure, with a height of less than 15 metres above ground level.

Individual circumstances vary with each antenna system installation and modification, and the exclusion criteria above should be applied in consideration of local circumstances. Consequently, it may be prudent for the Proponent to consult the City even though the proposal meets an exclusion noted above. Therefore, when applying the criteria for exclusion, Proponents should consider such things as:

- The antenna system's physical dimensions, including the antenna, mast and tower, compared to the local surroundings;
- The location of the proposed antenna system on the property and its proximity to neighbouring residents;
- The likelihood of an area being a community-sensitive location; and
- Transport Canada marking and lighting requirements for the proposed structure.

Proponents who are not certain if their proposed structure is excluded, or whether consultation may still be prudent, are advised to contact the City and/or Industry Canada for guidance.

Other Requirements:

In addition, the City also requires the following:

- Prior to the City circulating notice for a public consultation session to be conducted under this policy, the Proponent shall provide the Director with a full-size copy of a site plan detailing the location of the telecommunication facility with respect to the property boundaries.
- In no circumstances shall the City policy be less onerous than requirements of Industry Canada. Therefore, in addition to this policy, any and all other regulations of Industry Canada shall continue to apply.



Subject: Regulations for Marine Contractors at Sugarloaf Marina

To: Council

From: Recreation and Tourism Department

Report Number: 2025-60

Meeting Date: May 27, 2025

Recommendation:

That Recreation and Tourism Department Report 2025-60 be received; and

That the Recreation and Tourism Department Report 2025-60 recommendations be approved; and

That the regulations for marine contractors at Sugarloaf Marina take effect on the day of passing; and

That the Manager of Recreation and Tourism, and appointed division staff, be delegated the authority to implement and administer the regulations, and to take all actions and make all decisions, including all enforcement measures, required under the regulations.

Purpose:

The purpose of this report is to propose an updated regulation for marine contractors hired by boaters to perform work on their vessels located on the marina property.

Background:

The current Sugarloaf Marina Harbour started development in 1989 as a joint venture between federal, provincial, and municipal governments. Since its development, the municipality operated a marina within the western portion of the harbour, while leasing out the eastern portion to a full-service marina operator.

In 2010, the lease agreement with the full-service marina operator was not renewed, and the municipality took over comprehensive control over harbour operations.

In lieu of not providing marine maintenance services in-house since taking over harbour operations in entirety, marina staff have operated a “Workplace Passport Program” for designated marine contractors wanting to solicit business on the marina property.

The process for interested contractors to be placed on the passport system requires the submission of an application documenting all business information, paying an annual fee, and providing proof of valid insurance, and certification of good standing with the Workplace Safety and Insurance Board (WSIB), if they are operating with employees on site. The management of the workplace passport system is administered by marina staff.

Discussion:

Over the past several years, staff have worked to identify and establish working relationships with various private and municipal marina operators across Ontario.

While engaging and learning from other colleagues, staff have noted specifically with municipal marinas, that those not offering in-house marine services do not manage a contractor program but have defined expectations in place for contractors hired by boaters.

Staff have also retained feedback from marinas that had been managing a contractor program like the passport program in Port Colborne but have since dissolved the program because of negative experiences and/or difficulties in managing the program. The most recent example of this was found at 50-Point marina which is operated by the Hamilton Conservation Authority.

Challenges

The benefits in having marina staff manage a defined program for contractors are primarily with respect to risk management and the control of businesses accessing property, and maintaining relevant documents from said businesses. While a defined program is effective in allowing staff to have control over marine contractors on site, there are still challenges that exist for staff to navigate. The most prevalent examples of this are related to compliance and documentation.

Staff highlight to Council that while there are several contractors that register their business annually, many boaters choose to bring in non-registered contractors that they are comfortable working with, and/or the boaters have sufficient aptitude to be able complete maintenance work by themselves. Staff also acknowledge that many marine services are specialized in nature, and boaters often require services from “outside” contractors not registered with the marina to complete work not offered by those who are registered.

Recommendation

Staff are recommending that the current practice of managing a workplace passport program be dissolved, and in lieu of staff managing a list of designated contractors, the marina will leave the responsibility of choice for marine maintenance exclusively with the boaters themselves.

The marina would still request that all marine contractors working on site at the marina fill out agreements (like the boater's agreements) that set forth rules and expectations while performing work on site. For boaters that perform work all by themselves on their vessels, there will be language updated within the boater agreements that allow owners to acknowledge risk and liability.

Staff have solicited advise from legal on how best to proceed, and updated language within the boater agreements has been made. In addition, boaters will now be asked to ensure contractors hired to perform work on site fill out a new "Third Party Contractor" agreement for the marina to have on file which has contractors acknowledge rules and regulations.

Staff will continue to maintain a list of contractors who register the agreements with the marina office and will continue to provide customers with the names of businesses in good standing.

Non-Compliance

As an extra layer of governance in managing any potential issues that arise with contractors, staff will be escalating significant concerns to an internal review committee comprised of the Manager of Recreation & Tourism, and the Chief Human Resources officer. In consideration of immediate threats for property, and personal safety, staff are requesting to continue to maintain the delegated authority to issue temporary suspensions of access to property for both boaters, as well as contractors on site.

In any case where front-line staff have issued a temporary suspension to an individual(s), the file will be provided to the internal review committee to analyze and establish a confirmed outcome that considers many factors included, but not limited to previous history, risk and safety, etc.

Internal Consultations:

Discussions regarding regulations for marine contractors have involved the office of the Chief Administrative Officer, and Human Resources. Additionally, staff have also retained feedback from other marina operators, including those municipally operated.

Financial Implications:

The marina currently charges \$265 to each contractor enrolling on the workplace passport program. By dissolving the program, the marina would see an approximate loss of \$1325 represented by the average number of contractors that are annually enrolled.

The program provides an undefined benefit related to risk management.

Public Engagement:

Slip holders of the marina will be notified of this change if the recommendations are approved by Council. This report also serves to provide public information.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Environment and Climate Change
 - Welcoming, Livable, Healthy Community
-

Conclusion:

An updated regulation for marine contractors working on marina property will help protect the natural environment, promote safety and inclusion, and support marina staff by redistributing responsibilities back to boat owners.

Appendices:

- a. Sugarloaf Marina Mooring Agreement
- b. Third Party Contractor Agreement

Respectfully submitted,

Blair Holinaty

Marina Supervisor
905-228-8036
blair.holiny@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

MOORING/LICENCE AGREEMENT

Covering all operations and including, dockage, hauling, launching, storage and car and trailer parking.

This Agreement made the..... day of..... between
Sugarloaf Marina (hereinafter called the "Marina") of the first part and.....
address
phone (primary)..... phone (secondary).....
email. (hereinafter called the "Owner") of the second part.

Please provide up to two vehicle license plates to be registered at the boat ramp.

Primary License Plate..... Secondary License Plate.....

WARNING TO BOAT OWNERS
YOU SHOULD NOTIFY YOUR YACHT INSURER YOU HAVE SIGNED THIS AGREEMENT AS IT MAY
INVALIDATE YOUR INSURANCE UNLESS YOU HAVE THE CONSENT OF THE INSURER IN WRITING

The parties hereto agree and acknowledge as follows:

The Owner warrants that he/she is the Owner, or the agent with authority of the Owner of the following Boat ("the Boat"):

BOAT NAME		REGISTRATION OR LICENSE #		
MAKE/ MODEL	LENGTH	BEAM	DRAFT	MAST LOA

The Marina agrees to supply and the Owner agrees to pay for the following services (the "Services"): (To be completed by Marina)

DOCKAGE		ADDITONAL FEES		DISCOUNT		SUBTOTAL		
TAXES		TOTAL		AMOUNT PAID			BALANCE OWING	
SEASON START DATE				SEASON END DATE				

ALL FEES AND CHARGES ARE PAYABLE IN ADVANCE OF OCCUPANCY OR SERVICE

The Owner agrees to pay for all services outlined above in accordance with the rates, terms and conditions as herein set forth.
All fees and charges shall be payable in advance (of occupancy or service) unless otherwise agreed. The Marina reserves the right to vary the rates, terms and conditions as set forth herein, at its sole discretion, provided that a variation in rates, terms and conditions shall not be binding until the Marina has given notice of such variation to the Owner in writing (the "Notice"). The Notice may be delivered personally to the Owner whereupon the Owner shall have two (2) days from the date the Notice is delivered (or such later date as specified in the Notice) to terminate this Agreement. The Notice may also be mailed to the Owner by ordinary mail at the address provided herein. The Owner shall be deemed to have received Notice five (5) days from date of mailing and the Owner shall have a further five (5) days to terminate this Agreement. Upon termination of this Agreement, the Owner shall be entitled to obtain a pro rata refund for all services paid but not utilized. Unless the Owner advises the Marina, in writing, within two (2) days following receipt of the Notice personally, or five (5) days following the receipt of the Notice by ordinary mail, of the Owner's intention to terminate this Agreement, as varied, the Owner shall be deemed to have irrevocably accepted the variations of the rates, terms and conditions for which he/she received Notice.

The Owner represents and warrants that there is an insurance policy or policies currently in force which shall continue in force throughout the term of this Agreement in connection with the ownership and operation of the Boat having limits of not less than \$2,000,000 for third party liability including bodily injury or death to any number of persons in any one accident and property damage. The Owner shall provide the Marina proof of insurance upon request from the Marina.

Insurance Company Policy #.....

THE OWNER ACKNOWLEDGES AND AGREES TO THE TERMS AND CONDITIONS
AS SET OUT BELOW

IN WITNESS WHEREOF the parties hereto have hereunto set their hands and seals the day and year first above written.
SIGNED SEALED AND DELIVERED
in the presence of:

.....
(SIGNATURE)
Owner/Agent for Owner

[Sugarloaf Marina]

Accepted:
I have authority to bind the Corporation / Marina

Owner Marina

(INITIAL) (INITIAL)

Season: The Owner acknowledges and understands that the Marina season is April 15th - October 15th and that Marina amenities and services may cease to be available following the end of the season.

Licence Only: In respect of the services provided for in this Licence, the Owner acknowledges that he/she is a licensee in respect of the dockage spaces and/or the car/trailer parking spaces which may be assigned to him/her by the Marina from time to time with a right to use those facilities, at his/her own risk, together with all rights to access those facilities and the Boat and/or car or trailer for which he/she is licensed to use those facilities. This Licence’s terms, conditions and rules will be extended by the Marina at its discretion with revised terms and conditions if applicable.

Waiver of Liability: Owner to initial to acknowledge this Waiver of Liability (_____)

a. The Owner acknowledges that the Marina does not assume any responsibility or owe a duty of care to the owner for the Boat, Engine, Trailer and Additional Equipment or to prevent loss or damage thereto while the same is under the control and direction of the Marina or is on the Marina’s premises, including within the waters of the Marina;

b. Except for the gross negligence or fraud of the Marina, the Owner hereby releases the Marina from liability for any damage, expense or loss to the Boat, Engine, Trailer and Additional Equipment however caused by the Marina, its employees, agents or representatives or otherwise, while the Boat, Engine, Trailer and Additional Equipment are under the control and direction of the Marina or are on the Marina’s premises including within the waters of the Marina. The Owner hereby releases and discharges the Marina, its employees, agents or representatives from all actions, causes of action, claims and demands in any way related to this Licence; and

c. The Owner further releases and forever discharges and holds harmless the Marina from any and all liability, claims and demands of whatever kind of nature including but not limited to, any loss, damage, injury, including death, or expense that the Owner may suffer, either directly or indirectly, either in law or in equity, which arise, or may hereafter arise from my use of the Marina and its premises and waters, due to any cause whatsoever, including negligence, breach of contract, or breach of any statutory or other duty of care, including any duty of care owed under the Occupiers Liability Act, R.S.O. 1990, c.O.2, on the part of the Marina.

d. The Owner acknowledges that there will be times where loose seaweed will be present within the Marina or water levels within the Marina, including the boat launch is low, or that silt and natural vegetation will grow that will impact the operational depth level within the Marina. The Owner further releases the Marina from any liability for any damage, expertise or loss to the Boat, Engine, Trailer and Additional Equipment however caused by loose seaweed or reduced depth levels within the Marina

Use of Specific Space: This Licence does not grant or extend rights to the Owner with respect to any specific dockage space and/or car/trailer parking space throughout the term of this Licence. The Marina may require the Owner to move the Boat, car or trailer and/or equipment, or any of them, to another dockage space or parking space as the Marina considers appropriate. The Owner agrees to move the Boat in accordance with the Marina’s instructions and authorizes the Marina to move the Boat at the Owner’s risk when unattended.

Indemnity: The Owner agrees to pay the costs of all damage to the Marina’s property and to the property of other occupants of the Marina resulting directly or indirectly from the Owner’s negligence or the negligence of his/her agents, invitees, crew, family members or guests. Without limiting the foregoing, the Owner covenants to indemnify and save harmless the Marina against any loss, cost, suits, claims (including penalties and fines) arising out of or in connection with the discharge or release of any fuel, chemicals, waste or other pollutants, or violation of any statute or regulation relating to the use, operation or ownership of the Boat by the Owner, his/her agents, invitees, crew, family members or guests. The Owner represents and warrants that his/ her Boat is a pleasure craft, registered, identified and equipped in accordance with all applicable laws and that it will be operated under its own power in accordance with the Safe Boating Principles in the Marina area.

No Duty to Inspect or Maintain: The Owner acknowledges that the Marina does not assume any responsibility or owe a duty of care for the Boat, car, trailer or equipment or to prevent loss or damage thereto while the Boat, car, trailer or equipment is on the Marina premises. The Owner hereby releases and discharges the Marina, its employees, agents and representatives from all actions, causes of action, claims and demands in relation to damage to the Boat, car, trailer and any equipment brought onto the Marina’s premises under the Licence, as well as for personal injury sustained by the Owner, his/her agents, invitees, crew, family and guests or any third party while on the Marina premises pursuant to this Licence, unless such damage or injury is caused by the gross negligence of the Marina.

No Assignment or Sublet: The Owner agrees that he/she will not assign this Licence or sublet the space rented herein without the prior written consent of the Marina.

Insurance: The Owner agrees that he/she will not do or permit to be done any act or thing which may make void or voidable any insurance upon the Boat or any property or any part thereof upon the Marina premises or which may cause any additional premium to be paid for any such insurance. The Owner shall indemnify the Marina for the costs of any increased insurance premium required to be paid by the Marina.

Rules and Regulations: The Owner agrees to conduct himself/herself in compliance with all rules and regulations of the Marina. The Owner shall ensure that his/her invitees, crew, family members and guests conduct themselves in accordance with the rules and regulations of the Marina. The Marina shall have the right to amend the rules and regulations as it deems appropriate and such amendments shall be effective upon being posted at the Marina premises. The Marina shall have the right to immediately terminate this Licence if the Owner or his/her agents, invitees, crew, family members or guests fail to comply with the rules and regulations. The Owner hereby acknowledges having read and understood the rules and regulations of the Marina.

Repair and Storage Liens: The Marina shall have a lien against the Boat, its contents, trailer and equipment pursuant to the Repair and Storage Liens Act, R.S.O. 1990 c.R.25, as amended, (the “Act”) for all unpaid sums due under this Licence as a storer and/or repairer. The Marina shall be entitled to retain possession of the Boat, its contents, trailer and equipment, or any of them, until the Owner’s account has been paid in full and may exercise all rights and remedies as provided for in the Act. The Marina shall be entitled to sell or otherwise dispose of the Boat, its contents, trailer and equipment in accordance with the Act for all amounts owing by the Owner to the Marina.

Termination: This Licence shall remain in full force and effect for the term set out herein, unless terminated as a result of the following conditions:

- (a) The destruction of the mooring facilities by fires, storm or other calamity.
- (b) Any breach of this Licence, including the rules and regulations, by the Owner.

The Marina shall be entitled to terminate this Licence immediately upon the occurrence of the above events. The Marina shall provide the Owner with notice of such termination in writing, by email, or by regular mail to the address provided in this Licence. Notice by personal delivery and email shall be effective as of the date delivered and notice by regular mail shall be effective eight (8) days after it is mailed. Upon termination, any amounts paid to the Marina under this Licence shall be applied to any sums owing to the Marina for service, repair, storage, dockage and haulage fees and any further amounts owing under this Licence. The balance of funds, if any, shall be returned to the Owner. No refunds will be provided to the Licensee for termination resulting from a breach of rules and regulations.

No Waiver: A waiver of any one or more of the terms or conditions herein contained shall not be deemed to be a waiver of any of the other terms and conditions of this Licence other than those specifically waived and in no event shall any waiver be deemed to be a continuing waiver.

Third Party Service: The Owner further agrees that while his/her Boat is on the Marina’s premises, he or she shall not hire or permit any person or any company, without the prior written consent of the Marina (Third Party Contractor Agreement), to perform any labour thereon or to make installation of equipment thereon, it being understood that the Marina does not permit third parties to complete or conduct labour or services on its premises without its express written authorization due to insurance and occupiers’ liability concerns.

Advertising and Soliciting: No advertising or soliciting shall be permitted in, on, or from the Marina areas or any other location at the Marina by the Owner without prior approval of the Marina; No business activity connected with boats or boating or both, including the boat brokerage business and any activity associated with such business, shall be carried on, in or from the Marina areas or any other location of the Marina.

Notice of Replacement Boat: The Owner agrees that the terms of this Licence shall apply to the Boat or any additional or substitute boats brought onto the Marina premises by the Owner. The Owner hereby agrees to provide the Marina with notification of any such additional or substitute boat.

Corporate Authority: If the Owner is a corporation, the person signing this Licence hereby acknowledges as follows:

- (i) that he or she has the authority to bind the corporation; and
- (ii) that the Owner has all necessary corporate power, authority and capacity to enter into this Licence and to perform its obligations under this Licence; and,
- (iii) that the execution and delivery of this Licence and the consummation of the transaction contemplated under it have been duly authorized by all necessary corporate actions on the part of the Owner.

Rules and Regulations in the Marina:

- Sugarloaf Marina has a Zero Tolerance for Harassment policy. In addition to personal responsibility, boaters docking at the Marina are responsible and punishable for all invitees including, but not limited to family, friends, crew members or contractors. Anyone found in breach of Sugarloaf Marina's Code of Conduct will be subject to suspension or termination.
- Suspension or termination will also apply to any noisy, unlawful, disorderly, offensive, indecent, or improper conduct by the Owner or any invitee of the Owner; The Marina will eject anyone, in the opinion of the Marina, engaging in behaviour that may injure any person; cause damage to property; or have the potential to harm the reputation of the Marina.
- The Marina reserves the right to request boats be moved to different locations within the marina other than original contracted spaces. The Marina reserves the right to tow, or move boats that have been requested to be moved, or under circumstances deemed appropriate by the Marina.
- The Owner is required to notify the marina when leaving for an extended cruise or period of time in excess of twenty-four (24) hours. During such times, the marina reserves the right to rent the slip out. Fees from such rentals are not owed back to the dock holder by means of discount or pro-rated docking fees in any case.
- Short-term rentals are prohibited within the Marina.
- All boats in the marina must be in seaworthy condition; boats that are not able to operate under their own power are prohibited from being in the marina.
- Any use of shore power, or extension cords within the marina must meet designated electrical safety standards. Cords must not hang into the water and are to always be secured. Owners found using electrical service that is not paid for within seasonal fees will have their cords removed and will be billed accordingly.
- It is the owner's responsibility to ensure maintenance of boats while in the Marina. The Marina is not responsible for maintaining or rescuing boats. If a boat sinks within the Marina, the Marina may have the boat rescued and removed from the Marina at the Owner's risk and expense.
- No one shall moor to any of the docking facilities within the Marina without first paying all required fees, as well as signing related mooring agreements and providing a copy of valid insurance with a minimum of \$2,000,000 liability coverage to the Marina.
- The Marina reserves the right to take possession of and hold any boats found within the Marina that are not registered, and/or have not satisfied all docking requirements prior to mooring until all said requirements are met.
- Generators, engines, radios, etc. shall be operated in a manner that does not cause a nuisance to others. The Marina's quiet hours are between 11:00 p.m. and 7:00 a.m. and excessive noise is prohibited. Although quiet hours begin at 11:00 p.m., common courtesy is 24 hours.
- Open alcohol is prohibited everywhere within the Marina except for personal vessels or licenced event areas.
- Obstructing pathways on the docks by congregating or storing personal belongings is strictly prohibited. Social gatherings must be limited to the provided social spaces, or personal vessels only.
- Smoking is prohibited in areas indicated by posted signage.
- Speed limits within the Marina shall be observed and boat speed shall not cause a wake.
- Tenders (seadoos, jet skis, canoes, kayaks, zodiacs, etc.) shall not infringe on any other slip that is not assigned to the Owner.
- The Boat shall be secured to the dock with adequate lines. The Owner shall renew damaged lines upon the request of the Marina, or the Marina will replace lines and the Owner will be responsible for all applicable costs.
- No structures of any kind shall be constructed or attached to the Marina docks in any way without the written consent of the Marina.
- No areas within Marina facilities, including but not limited to, docks and all associated infrastructure are to be modified without consent of the Marina. The Marina will remove any personal decorations, structures, carpeting, or anything of the like at the Owner's sole expense.
- No dock box may be attached to the Marina docks without consent of the Marina. A dock box installed with the consent of the Marina shall be constructed and installed to the standards as set by the Marina.
- Dock boxes and/or all other personal belongings must be removed from the Marina docks at the end of the term of the season or the Marina will remove and dispose of items.
- The Marina may deny access to any person who is unable to supply adequate documentation or disclose a legitimate purpose for such attendance and access to Marina Facilities.
- Security access cards are issued at the beginning of each season, and returned at the end of the season, generally April 15 - October 15. Security access cards are not to be transferred or shared with anyone other than the designated card holders.
- Dock gates exist to enhance privacy and security and must always remain closed.
- Dock carts are a shared amenity for everyone within the marina to have access to. Return all carts to the designated storing areas after use.
- Owners and guests are responsible for all personal customs and immigration matters.
- Propane or any open flame barbecues or cooking devices are prohibited on all Marina docks. Electric barbecues are provided on the picnic/social docks.
- Transferring of fuel on the docks is prohibited. Fuel may be transferred only at the designated fuel dock location.
- Swimming is prohibited in all areas of the Marina.
- Young children must always be accompanied by adults, and must always wear life jackets while on the docks.
- Fishing off the docks, or on Marina grounds is strictly prohibited except for in the designated fishing areas and docks North of the pedestrian bridge connecting Marina grounds and H.H. Knoll Lakeview Park.
- Urinating or defecating off the docks or on the Marina grounds is prohibited.
- Littering, including littering into the water, is prohibited.
- Disposal of any items other than standard waste and recycling items is prohibited.
- Boats and dock slip areas are to be always kept in presentable condition. There will be zero tolerance for excessive clutter or refuse on, or around boats.
- Parking spaces are only to be used while boats are in use. Overnight parking while not on boats is prohibited.
- Oversized vehicles are prohibited from overnight or long-term parking at the Marina. The Marina reserves the right to refuse or direct parking privileges to any vehicle larger than a standard passenger vehicle.
- Personal mail addressed to the Marina is prohibited unless written approval from the Marina has been provided.
- The Marina uses email as the primary form of communication to customers. Any owner choosing not to provide an email address to the Marina will be responsible for obtaining any important information or communications themselves. Owners are required to notify the marina of any changes in email or primary addresses.
- The Marina will place a Lien on any property within the Marina that has outstanding debts owing to the Marina in respect of the use of dock slips, storage spaces, or any other expense incurred by or to the Marina on behalf of the Owner. The Marina may give notice of the Lien to the Owner, subject to the repairs and Storage Liens Act, R.S.O. 1990,c R.25.

Executors, Heirs, Administrators: This Licence shall be binding on each of the parties hereto, their respective heirs, executors, administrators, personal representatives, successors and assigns and all references to the Owner shall bind the actual Owner or Owners of the Boat and their respective heirs, executors, administrators, personal representatives, successors and assigns.

Entire Licence: This Licence shall constitute the entire Licence between the parties. There is no representation, warranty, condition or collateral agreement affecting this Licence other than as expressed herein in writing and any amendments hereto must be made in writing and signed by the Owner and Marina. The Licence shall be read with all changes of gender and number required by the context.

Jurisdiction: The rights and obligations under this Licence shall be interpreted and construed in accordance with the laws of the Province of Ontario.

Owner	Marina
Initial	Initial

Waiver of Claims, Release of Liability: The Owner hereby waives any and all claims that I have, or may have in the future, against the Marina. The Owner hereby releases and forever discharges and holds harmless the Marina from any and all liability, claims and demands of whatever kind of nature including, but not limited to, any loss, damage, injury, including death, or expense that the Owner may suffer, either directly or indirectly, either in law or in equity, which arise, or may hereafter arise from my use of the Marina and its premises and waters, due to any cause whatsoever, including negligence, breach of contract, or breach of any statutory or other duty of care, including any duty of care owed under the Occupiers Liability Act, R.S.O. 1990, c.0.2, on the part of the Marina.

THIS AGREEMENT made this _____ day of _____, 2025 (“the Agreement”)
BETWEEN:

 (“the Owner”)

AND

 (“the Contractor”)

AND

THE CORPORATION OF CITY OF PORT COLBORNE
 (“the City”)

CONTRACTOR AGREEMENT

WHEREAS the Owner has a boat moored at and/or stored at the City’s Sugarloaf Marina, municipally located at 3 Marina Road, Port Colborne, ON, L3K6C6 (the “Marina”);

AND WHEREAS the Owner has executed the Marina’s Winter Storage License Agreement and/or the Marina’s Mooring/License Agreement;

AND WHEREAS the Owner requires a contractor to attend to the Marina to perform repairs to the Owner’s boat;

AND WEHREAS the City does not permit a contractor to complete repairs on its premises without their prior written authorization;

AND WHEREAS the Owner has provided the necessary information of the Contractor to the City in order for the Contractor to obtain the City’s written authorization;

AND WHEREAS the City has provided written authorization for the above noted Contractor;

AND WHEREAS the Owner may from time to time require the Contractor to complete repairs to the Owner's boat or for the installation of equipment to the Owner's boat (the "Work").

NOW THEREFORE IN CONSIDERATION of the mutual promises and covenants contained herein, the Owner, Contractor, and the City agree as follows:

1. This Agreement shall become effective on the date hereof and shall remain in effect until the Contractor has completed the Work.
2. This Agreement shall not be construed as to constitute the Contractor as a representative, agent, employee, partner, or joint venturer of the City. The Contractor acknowledges that this is a non-exclusive engagement, and the City retains the right to permit other contractors to perform repairs on the boats located on Marina premises.
3. The Owner hereby confirms that they have provided the City with the name, contact information, insurance information, and all other requested information of the Contractor in order to obtain written authorization from the City.
4. The Contractor must abide by the information that was provided to the City for their authorization. Any changes to the information must be sent to the City as soon as possible and must be approved by the City in writing.
5. The Owner hereby agrees to provide 24-hour notice to the City [NTD: insert email address or name of individual to notify] prior to the Contractor entering the Marina to conduct the Work.
6. The Contractor shall check in upon arrival to the Marina and check out upon departure of each visit to the Marina.
7. The Contractor shall perform the Work during the Marina's hours of 7:00AM and 7:00PM. During the performance of the Work, the Contractor shall operate generators, engines, and radios in a manner that does not create a nuisance to those around them.
8. The Contractor shall furnish the labour, materials, products, tools, construction machinery and equipment necessary to perform the Work on the Marina premises.
9. The Contractor shall comply with all requirements outlined in the By-laws of the City and Sugarloaf Marina's Code of Conduct while conducting the Work.
10. During the completion of the Work, the Contractor agrees to meet the designated electrical safety standards with any use of shore power or extension cords located on the Marina's premises.

11. The Work must be completed in a safe manner, in compliance with all applicable laws and regulations, to provide for the safety of property and the safety of the Contractor personnel, Marina personnel, and the general public.
12. The Contractor shall comply with all environmental laws, directions, rules and regulations, and agrees not to contaminate the Marina Premises or allow any discharge of contaminants of any nature into the water within the Marina. All chemical waste must be properly collected and removed from the Marina premises. All hazardous chemicals used on the Marina premises must be approved by Marina management prior to being brought on site.
13. Any and all spills of any type on or around the Marina premises must be reported to the City immediately.
14. The Contractor shall maintain the Marina premises in a tidy condition and free from the accumulation of waste products and debris, and shall perform a clean-up, including the removal of any debris of the Contractor's work areas at the premises of the Marina.

Liability

15. Prior to any work being performed, the Contractor agrees to maintain and provide to the City a Certificate of Insurance with two million dollars (\$2,000,000.00) which is to be maintained at all times during the performance of the Work. The Contractor must provide their Certificate of Insurance to the Owner and the City twenty- four (24) hours before entering the Marina to conduct the Work. In the event the Contractor fails to provide a Certificate of Insurance in accordance with this Agreement, the City shall have the option to terminate this Agreement and withdraw its written authorization approving the Contractor. The Owner and Contractor agree that no Work will be performed unless this condition is expressly met.
16. The Contractor agrees to provide proof of Workplace Safety and Insurance Board coverage for all employees conducting the Work.
17. The Contractor hereby waives any and all claims that they have, or may have in the future, against the City and the Owner. The Contractor releases and forever discharges and holds harmless the City from any and all liability, claims and demands of whatever kind of nature including, but not limited to, any loss, damage, injury, including death, or expense that the Contractor may suffer, either directly or indirectly, either in law or in equity, which arise, or may hereafter arise from the performance of Work on the Owner's boat, and within the Marina and its premises and waters, due to any cause whatsoever, including negligence, breach of contract, or breach of any statutory or other duty of care.
18. The Contractor agrees to pay the costs of all damage to the Marina's property resulting directly or indirectly from the Contractor's negligence or negligence of his/her agents or employees.

19. Without limiting the foregoing, the Contractor covenants to indemnify and save harmless the City against any loss, cost, suits, claims (including penalties and fines) arising out of or in connection with the performance of the Work, the discharge or release of any fuel, chemicals, waste or other pollutants, or violation of any statute or regulation relating to the use, operation of the Owner's boat during completion of the Work by the Contractor or his/her agents or employees. The Contractor represents and warrants that his/her repairs of the Owner's boat is in accordance with all applicable laws.

Breach of Contract

20. If the Owner or the Contractor commits a breach of its obligations under this Agreement, the City may terminate this Agreement immediately with notice. The Contractor shall immediately cease the Work. Upon request by the Contractor, it is within the discretion of the City whether a cure to the breach is available. The Contractor agrees that the City or the Owner shall not be liable or responsible for any damages, loss, costs, or expenses incurred by the City or the Owner, either directly or indirectly, as a result of such termination under this Agreement.

General

21. This Agreement shall be governed and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.
22. Neither the Owner, the Contractor nor the City shall make any assignment of their rights or obligations under this Agreement, or any portion thereof, without the prior written consent of the other party.
23. Any provision of this agreement is intended to be severable. If all or any part of any term hereof is illegal, invalid or unenforceable for any reason, any illegality, invalidity or unenforceability shall not affect the validity or enforceability of the remainder of this Agreement.
24. This Agreement may be executed in counterparts, each of which shall be deemed to be an original and all of which taken together shall be deemed to constitute one and the same instrument. Counterparts may be executed either in original or telecopied or other electronic form and the parties to this Agreement adopt any signatures received by receiving telecopier machine or electronically with electronic mail as original signatures of the parties.

Signature Page Follows

IN WITNESS whereof the parties have executed this agreement by their duly authorized representatives and agree to be bound thereby as of the date first written above.

Per: _____

Name:

Title: Owner

Per: _____

Name:

Title: Contractor

I have authority to bind the Contractor

Per: _____

Name:

Title:

Date:

I have authority to bind the Corporation

15. Committee and Staff Reports

15.1 Minutes - Committee of the Whole Meeting CW#06-25 held April 16, 2025

15.1.13 Member Motion - Councillor Cilevitz - Provincial regulations needed to restrict keeping of non-native ("exotic") wild animals - (CW Item 12.1)

Moved by: Councillor Thompson

Seconded by: Councillor Cilevitz

Whereas Ontario has more private non-native ("exotic") wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province; and,

Whereas the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of non-native ("exotic") wild animals in captivity; and,

Whereas non-native ("exotic") wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the province; and,

Whereas the keeping of non-native ("exotic") wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife; and,

Whereas owners of non-native ("exotic") wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns; and,

Whereas municipalities have struggled, often for months or years, to deal with non- native ("exotic") wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges; and,

(continued)



Extracts from Council Meeting
C#10-25 held April 23, 2025
Confirmatory By-law 60-25

Whereas the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection's campaign for provincial regulations of non-native ("exotic") wild animals and roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry;

Now Therefore Be It Resolved:

1. That the City of Richmond Hill hereby petitions the provincial government to implement provincial regulations to restrict the possession, breeding, and use of non-native ("exotic") wild animals and license zoos in order to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario's citizens and the non-native ("exotic") wild animal population;
2. That this resolution will be forwarded to all municipalities in Ontario for support and that each endorsement be then forwarded to the Premier of Ontario, Ontario Solicitor General, Ontario Minister for Natural Resources and Forestry, and Richmond Hill MPP's, AMO, AMCTO, and MLEOA.

Carried

For Your Information and Any Action Deemed Necessary

SENT ELECTRONICALLY

May 7, 2025

Regional Municipality of Niagara
1815 Sir Issac Brock Way,
Box 1042
Thorold ON
L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

RE: Niagara's International Agricultural Workers (IAW)

Please be advised the Council of The Corporation of the Town of Niagara-on-the Lake, at its regular meeting held on April 29, 2025, approved the following resolution:

***WHEREAS** Public Health Inspectors protect the health and safety of Niagara's International Agricultural Workers (IAW) to ensure compliance with provincial/federal regulations/guidelines and to protect and promote the health and well-being of our IAW; and*

***WHEREAS** the Region of Niagara plans to move towards an approval inspection fee model in 2026 for program cost recovery purposes; and*

***WHEREAS** public health inspection costs are not borne directly by other sectors such as food establishment; and*

***WHEREAS** with the current tariff environment, impacting the security of our food supply network, impacts the stress of sustainability of food production;*

***THEREFORE BE IT RESOLVED** that Council approve the recommendation of the Agricultural Committee:*

"That the Agricultural Committee request Council to inform the Niagara Region that they are opposed to the \$250.00 migrant workers home inspections, and the cost should be borne by the Niagara Region"; and

***BE IT FURTHER RESOLVED** that this motion be sent to the Region, the Niagara Area Municipalities and our provincial and federal representatives.*

If you have any questions or require further information, please contact my office at 905-468-6488.

Sincerely,



Grant Bivol
Town Clerk/ Manager of Legislative Services

c.c. MPP Wayne Gates - wgates-co@ndp.on.ca
MP Tony Baldinelli - Tony.Baldinelli@parl.gc.ca
All local area municipalities with the Region of Niagara

Subject: 2025 Asset Management Plan

To: Council

From: Public Works Department

Report Number: 2025-113

Meeting Date: May 27, 2025

Recommendation:

That Public Works Department Report 2025-113 be received; and

That the Asset Management Plan in Appendix B of Public Works Report 2025-113 be approved.

Purpose:

The purpose of this report is to present Council with the City of Port Colborne's (the City) Asset Management Plan (AMP) for approval. The AMP will be used to guide asset management decisions, including financial planning and ensure the City maintains compliance with Ontario Regulation 588/17 under the *Infrastructure for Jobs and Prosperity Act, 2015*.

Background:

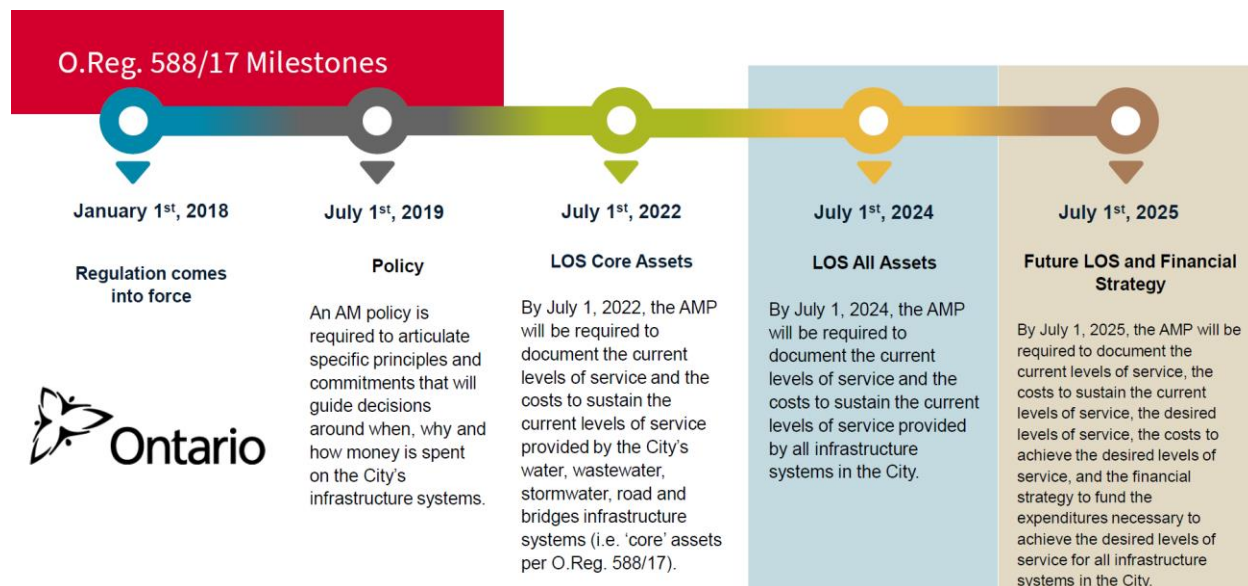


Figure 1

This version of the AMP fulfills the fifth and final milestone as laid out in Ontario Regulation 588/17 per the figure 1 on the previous page. This ensures that the City remains compliant with the province's asset management regulations.

Discussion:

The AMP is designed as a comprehensive document that facilitates a better understanding of the City infrastructure, its relationship to financial requirements, levels of service, and lifecycle strategies surrounding infrastructure.

Readers of the AMP are advised this will be a living document. As denoted in the background section of this report, the AMP has advanced through stages since 2018. The final stage is to identify the desired level of service, risk appetite, and ensure the funding strategy aligns.

Salient highlights from the AMP include:

- The total replacement value of City-owned capital assets is \$1.87 billion;
- Approximately 74.8% of capital assets are in fair or better condition;
- Deferred maintenance (assets in very poor condition) total \$265.5 million; and
- The proposed funding model referred to as the “anticipated budget” in the AMP would see virtually all assets with a condition above “very poor” by 2040.

A high-level summary of the AMP has been provided in Appendix A.

Internal Consultations:

The development of the AMP has been a cooperative effort between Public Works and Financial Services. While this report is being submitted by the Public Works department, the completion of the AMP is the result of contributions from both Public Works and Financial Services.

Financial Implications:

The AMP is a mechanism to support asset management planning for the City, including identification in funding requirements.

Council has been a leader in the funding of capital assets. The AMP highlights various financial scenarios. In the past five years, the City has grown the capital budget by approximately 20% per year. Should council continue with this model until 2031, the City would achieve the baseline funding requirement for a fully funded asset management plan. The AMP reflects this funding model as the “anticipated budget”.

The 2025 AMP update shows the anticipated cost to both maintain the current level of service for core and non-core assets as well as the costs to achieve the desired level of service. The City's strategic plan identifies the desired level of service to be having all assets except water with a condition rating above "very poor" by 2030, and water assets with a condition rating above "very poor" by 2040.

Public Engagement:

The AMP will be available on the City's website.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillars of the strategic plan:

- Environment and Climate Change
 - Welcoming, Livable, Healthy Community
 - Economic Prosperity
 - Increased Housing Options
 - Sustainable and Resilient Infrastructure
-

Conclusion:

In conclusion, staff recommend that Public Works Department Report 2025-113 be received and that the AMP in Appendix B of Public Works Report 2025-113 be approved.

Appendices:

- a. Appendix A – Asset Management Plan Presentation
- b. Appendix B – Asset Management Plan

Respectfully submitted,

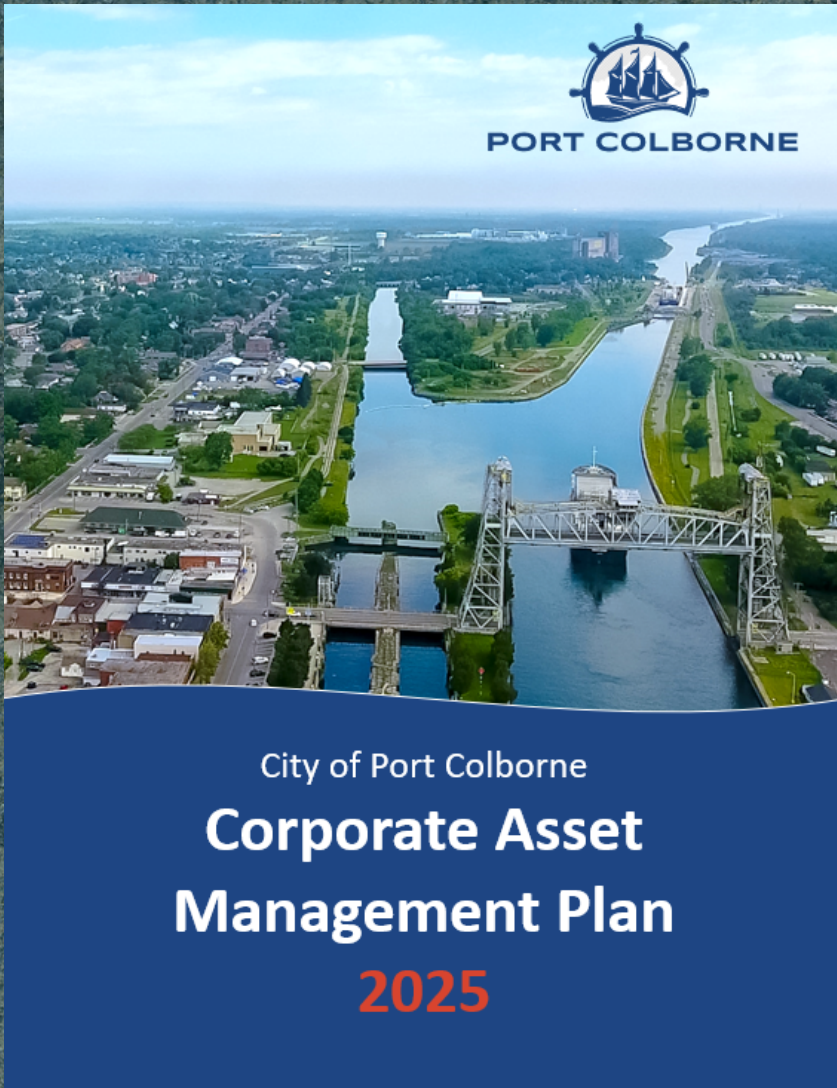
Alex Rotundo
Supervisor of Asset Management
905-228-8157
Alex.Rotundo@portcolborne.ca

Bryan Boles, CPA, CA, MBA
Chief Administrative Officer
905-228-8018
Bryan.Boles@portcolborne.ca

Steve Shypowskyj
Director, Public Works Services
905-228-8133
Steve.Shypowskyj@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



2025 Asset Management Plan

City Of Port Colborne
Council Meeting

May 27, 2025

AGENDA

- 1 O.Reg. 588/17**
- 2 Asset Management Plan Process**
- 3 2025 AMP Scope**
- 4 State of the Infrastructure**
- 5 2025 AMP Results**

O.Reg. 588/17 Milestones

January 1st, 2018

Regulation comes into force

July 1st, 2019

Policy

An AM policy is required to articulate specific principles and commitments that will guide decisions around when, why and how money is spent on the City's infrastructure systems.

July 1st, 2022

LOS Core Assets

By July 1, 2022, the AMP will be required to document the current levels of service and the costs to sustain the current levels of service provided by the City's water, wastewater, stormwater, road and bridges infrastructure systems (i.e. 'core' assets per O.Reg. 588/17).

July 1st, 2024

LOS All Assets

By July 1, 2024, the AMP will be required to document the current levels of service and the costs to sustain the current levels of service provided by all infrastructure systems in the City.

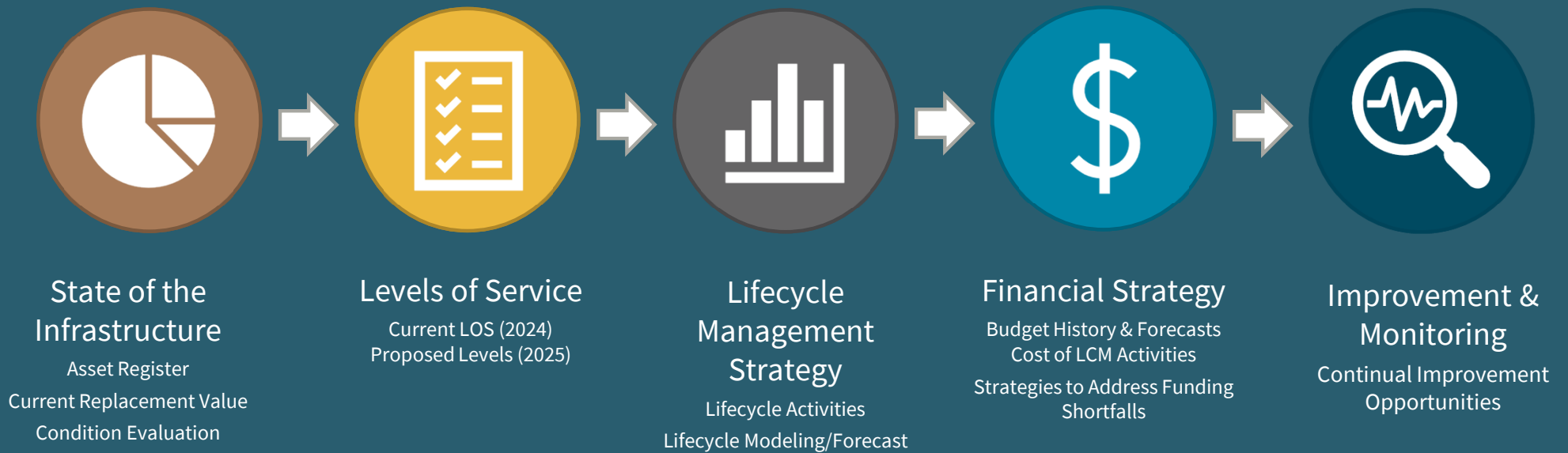
July 1st, 2025

Proposed LOS

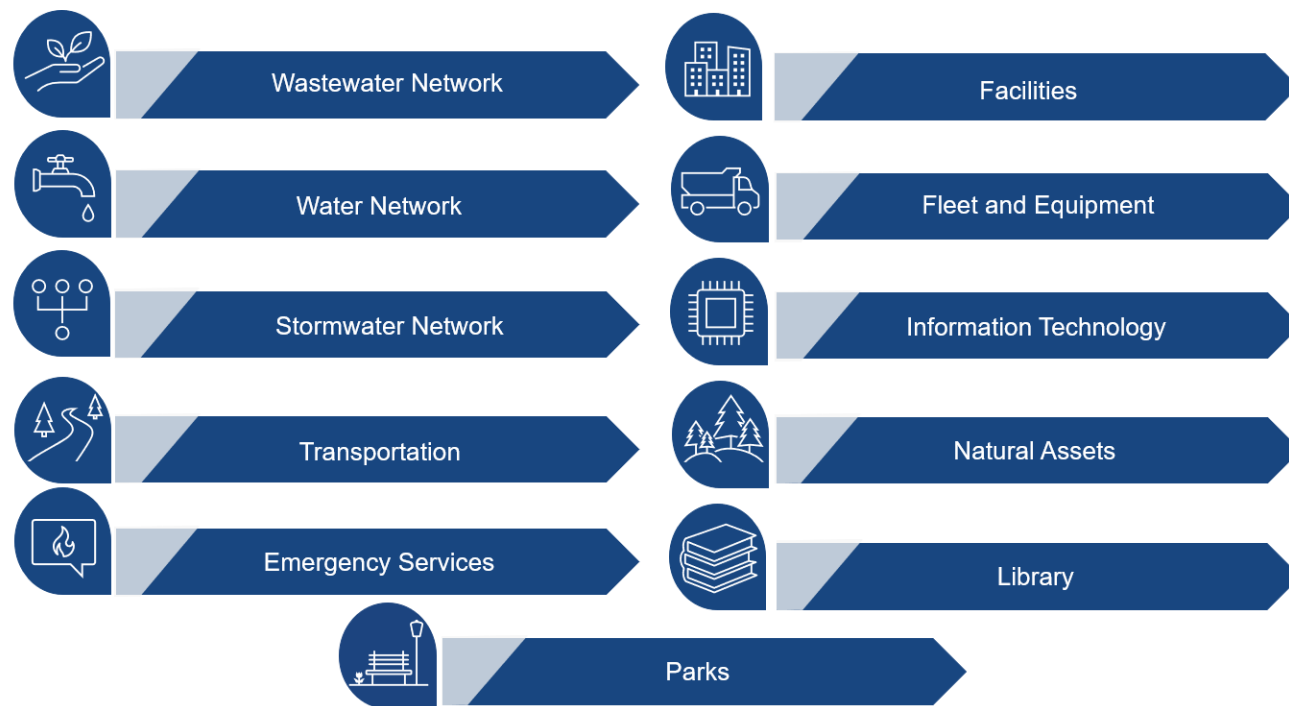
By July 1, 2025, the AMP will be required to document the current levels of service, the costs to sustain the current levels of service, the desired levels of service, the costs to achieve the desired levels of service, and the financial strategy to fund the expenditures necessary to achieve the desired levels of service for all infrastructure systems in the City.



Asset Management Plan Process

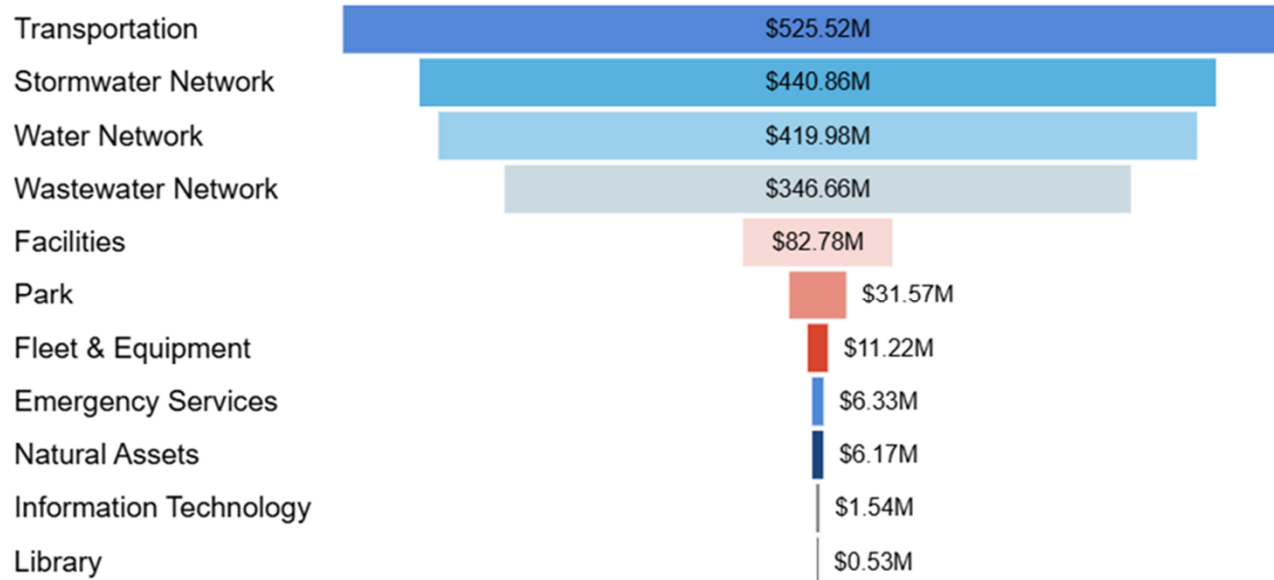


Scope of the 2024 AMP



State of the Infrastructure

\$1.87 B

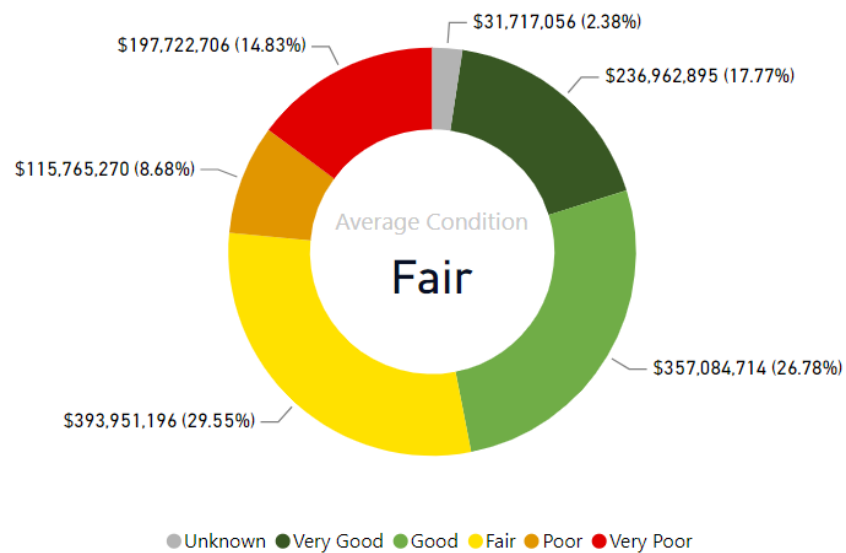


Changes Since 2024 AMP

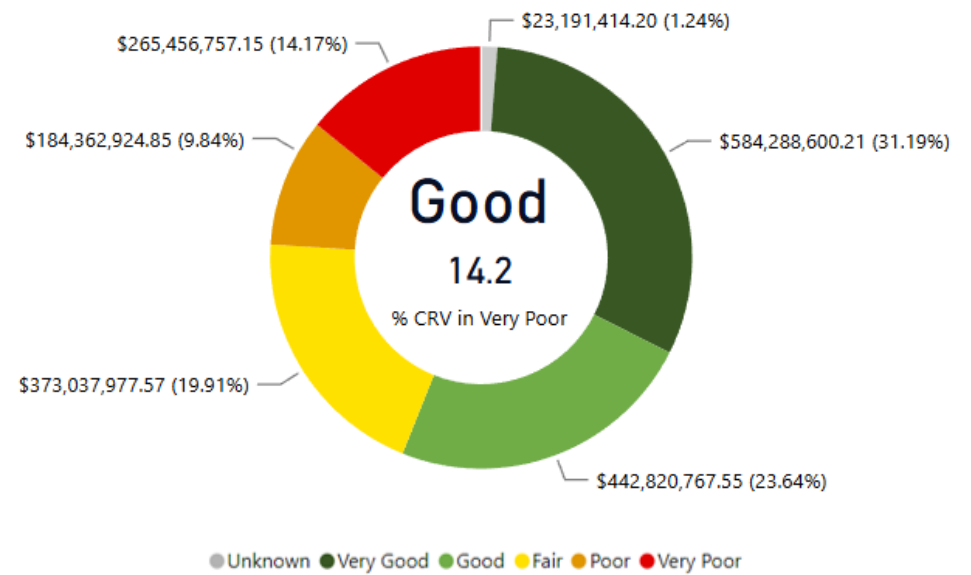
- Updated Replacement Values
 - Some have been updated to reflect current contract costs seen by Port Colborne
 - All other assets inflated by one year
- Assets are one year older
- Updated condition data for Storm and Sanitary System
- Updated assets replaced/rehabilitated for Water, Roads, Sanitary, Fleet
 - All other asset categories the asset registers were from last years AMP
- Addition of Proposed Level of Service
- Updated Anticipated Budget for 20-year forecast

State of the Infrastructure

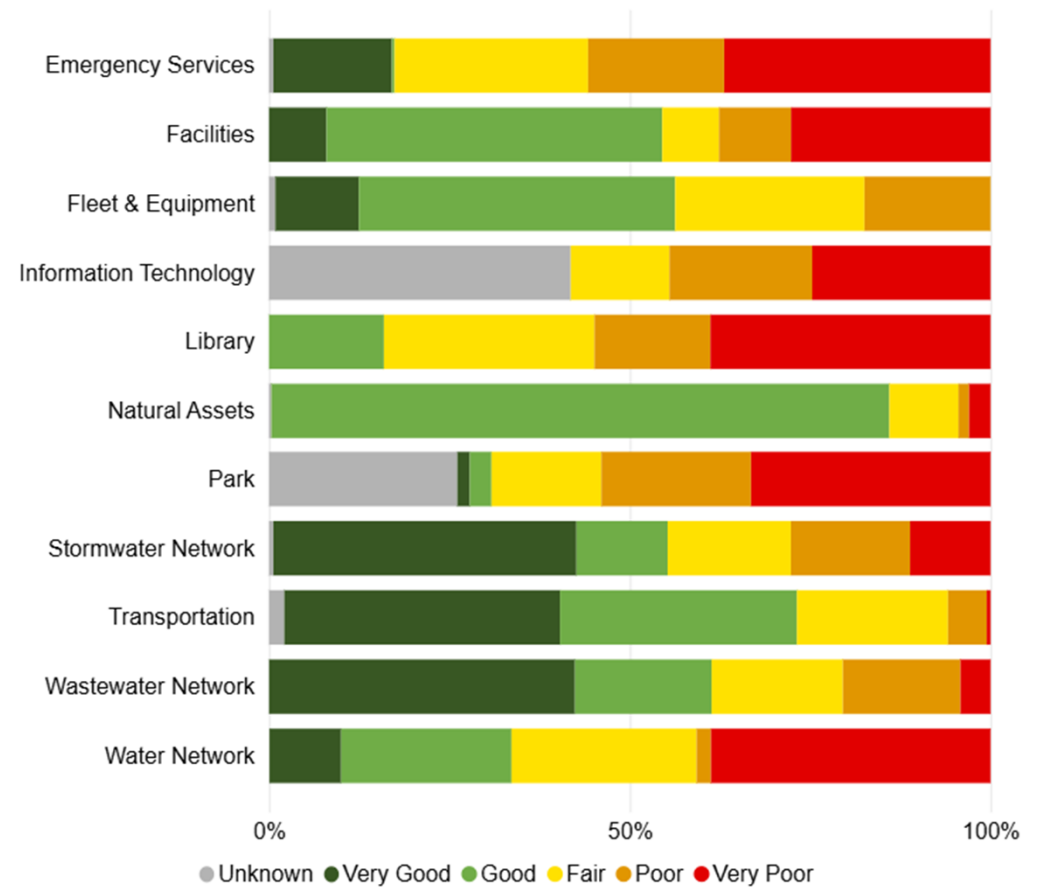
2024 AMP



2025 AMP



State of the Infrastructure



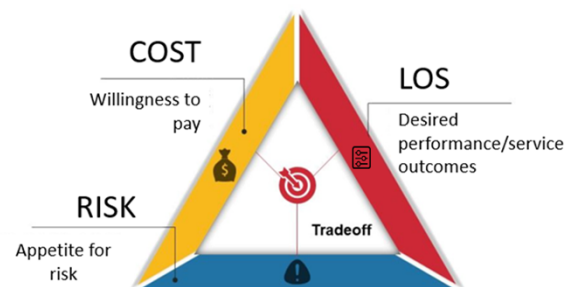
Levels of Service

Current Performance (2024 AMP)

- Rates services based on what is being done now
- Will provide costs associated with continuing to provide this LOS

Proposed (Target) Performance (2025 AMP)

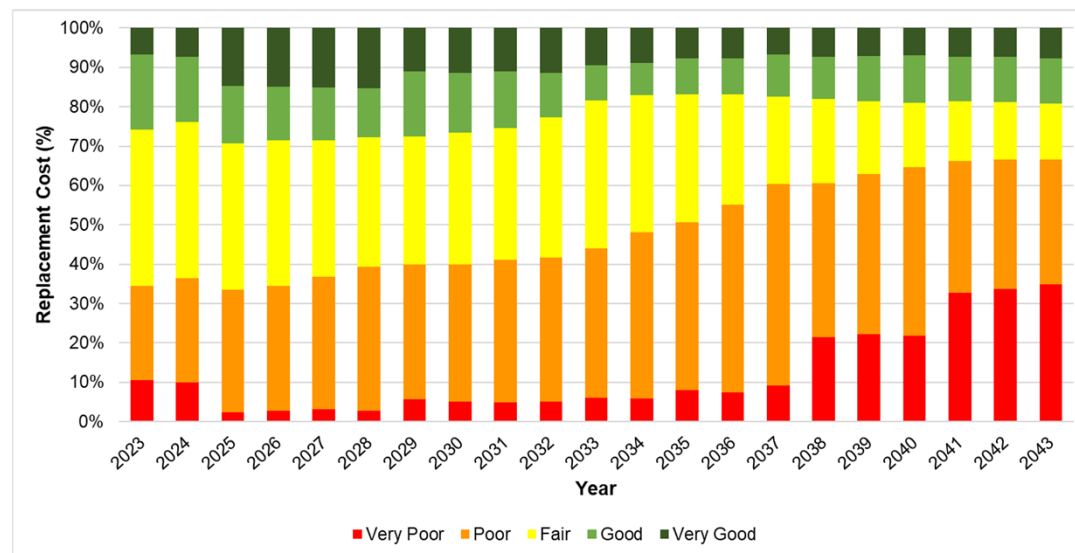
- 2025 Plan requires to set targets for the LOS
- Need to provide what the costs are to provide this proposed performance
- Is the target achievable, what activities need to be done to meet targets, what are the risks of not meeting targets?



Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Percent of properties in City connected to the municipal wastewater system	67.34%	Maintain	↔
Reliability	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	N/A	N/A	N/A
Reliability	# of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system	0	Maintain	↔
Reliability	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	N/A	N/A	N/A
City Defined				
Accessible & Reliable	Percent of wastewater systems flushed and CCTV inspected annually	16.70%	Maintain	↔
Accessible & Reliable	Amount of wastewater assets in very poor condition	4.08%	0%	↘
Accessible & Reliable	Wastewater to water billed ratio	2.3:1	1:1	↘

Lifecycle Management Strategy

- Forecasts provided in AMP:
 - Anticipated Budget
 - What is the condition of our assets over 10 years if we fund assets based on the anticipated budget?
 - Maintain Current Level of Service
 - If the City wants to ensure assets stay in the same condition they are in now, what will it cost?
 - Proposed Level of Service
 - Determines the required spending for the 20-year period to replace/rehab all assets in very poor condition, as per Council's Strategic Plan



Forecast Assumptions

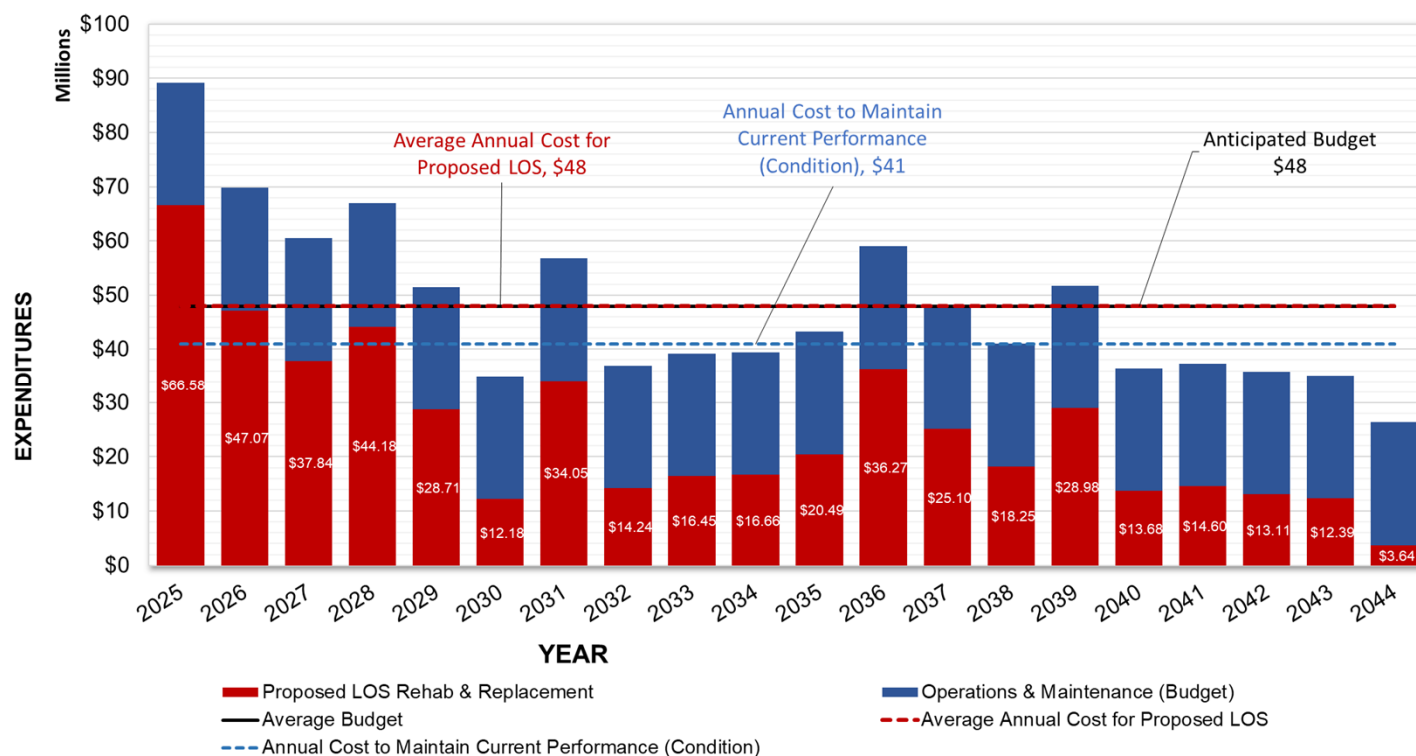
- Based on best available information at this time (will be continually updated)
 - New condition assessments, master plans, further review of lifecycle strategies, etc. will need to be included in the future iterations
- Figures all stated in 2025 \$ (No inflation)
- Forecasts
 - Renewal, Rehabilitation & Replacement Needs are the focus
 - Does not assess other lifecycle activity needs (operations and maintenance, non-infrastructure)

Anticipated Budget

- Budget has been developed to address proposed LOS
 - Only areas that do not meet target to remove all Very Poor is Water Assets & the Grain Terminal for Facilities
- Sources include:
 - 2024 & 2025 Budget
 - Water Financial Plan (Approved)
 - Wastewater Financial Plan
- The anticipated budget has been developed for each asset category with the intention of increasing funding to address the infrastructure gap and leveraging debt where required.
 - Planned “catch up” capital investments between 2025-2031
 - Will leverage debt as required

All Assets - Infrastructure Gap

Anticipated Budget has been developed to increase funding to meet capital needs to fund work required to meet Proposed LOS. This includes an annual increase of 20% until 2033/2034.



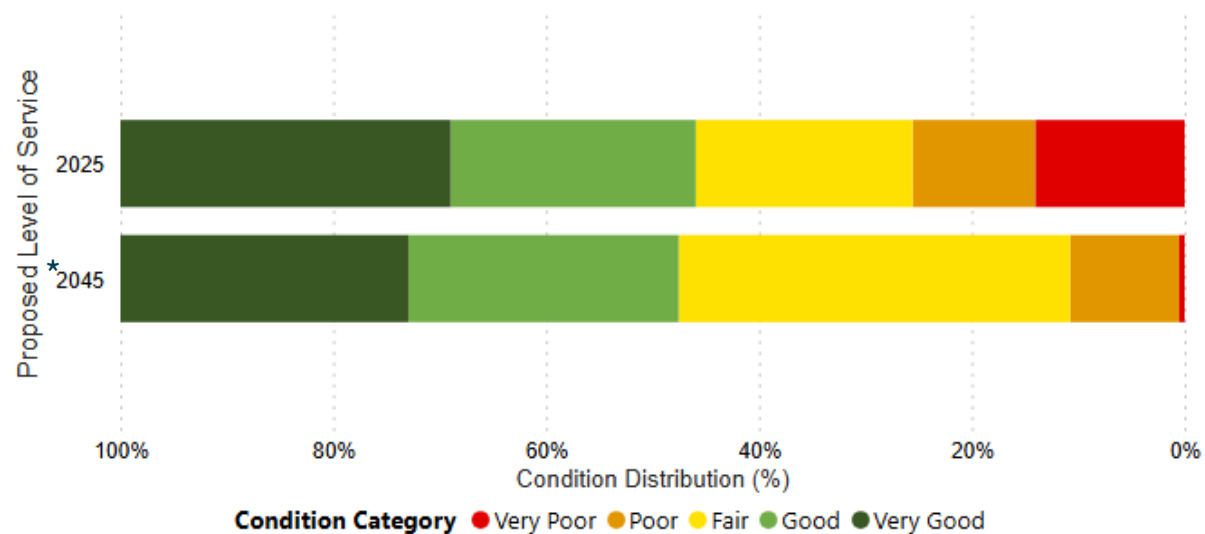
Average Annual
Infrastructure Gap to
Maintain Current LOS

No Gap

Average Annual
Infrastructure Gap to
Meet Proposed LOS

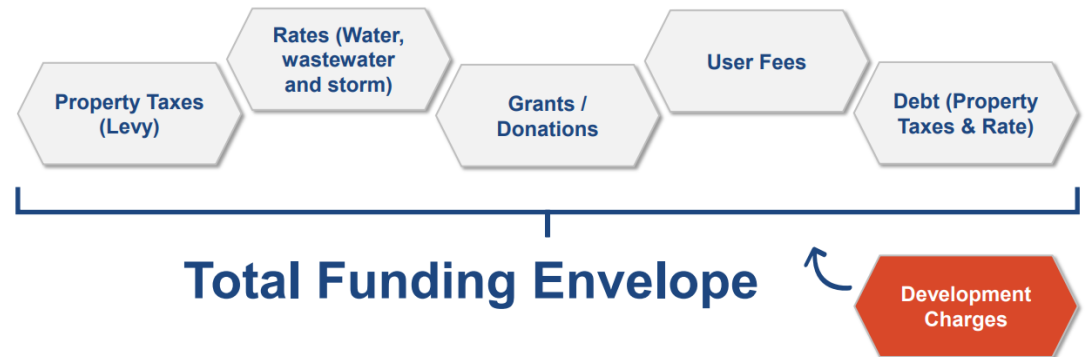
\$70 K

Impact of following Infrastructure Needs



*Assets that fall within Very Poor (Water & Grain Terminal) will continue to be reviewed and assessed for alternative strategies to address these assets

Strategies to Close the Gap



This plan focuses on the Financial Strategy to meet the PLOS, the City will continue to work on the Non-Financial Strategies, to further bring down the gap where possible.

Non-Financial

- Levels of Service Targets
- Asset Prioritization
- Long-Term Planning
- Community Engagement
- Advocacy

Financial

- Reserves & Reserve Funds
- Debt Financing
- Revenue Increase & Infrastructure Levy
- User Fees and Charges
- Growth
- Divestitures

Opportunities for Continual Improvement:

- Master Servicing Plans
- Define functional asset hierarchy structure standard
- Ongoing AM reporting, including annual update of progress implementing AMP
- Grant Funding
- Data Methodology
- Condition Assessment Framework and Data Collection Protocol
- Data Updates & Data Governance
- Business Process Mapping
- Maintenance Maturity Assessment
- Work Management System Audit Assessment and Implementation
- Failure Analysis
- Incorporate AM into Budget Development
- Lifecycle Strategy Enhancements
- Criticality and Risk Assessment Framework
- Integrate Climate Change into AM Planning



O.Reg Compliant Asset Management Plan 2024 & 2025



Executive Summary

Concise summary of the plan



Corporate Asset Management Plan Overview

Asset Management in Fort Erie and Purpose



State of Local Infrastructure

Inventory and condition



Levels of Service

What we provide



Lifecycle Management Strategy

How we provide the service



Financing Strategy

What it will cost and how we will pay for it



AMP Improvement and Monitoring

Where we go from here



Next Steps

- Following Council endorsement of the 2025 AMP
 - 2025 AMP will be posted to the City's website (O.Reg. 588/17 Requirement)
 - Annual Update on Progress Implementing AMP (O.Reg. 588/17 Requirement)
 - Continuous Improvement



Questions





PORT COLBORNE



City of Port Colborne

Corporate Asset Management Plan

2025

Executive Summary

Asset Management Plan Overview

The City of Port Colborne is located on Niagara's South Coast, a destination steeped in marine heritage. The City boasts shopping districts, many restaurants, ample beachfront and a selection of natural attractions. Whether it's cycling, fishing or relaxing, the City has something to offer each of its residents and visitors. The City of Port Colborne's infrastructure supports a variety of municipal services that residents and businesses rely on every day including roads and bridges which facilitate travel, watermains which deliver clean drinking water, and sewer and storm systems which manage waste and excess rainfall.

The City owns approximately \$1.87 billion in infrastructure assets and requires a comprehensive plan for managing these assets to maximize service delivery while balancing costs to the community. An asset management plan (AMP) can help guide the City in making the best decisions in the management of its infrastructure assets and is designed to:

- Meet regulatory requirements.
- Outline the current state of the City's infrastructure assets.
- Describe the current levels of service provided by these assets.
- Identify the lifecycle activities used to manage these assets.
- Forecast the infrastructure spending required to maintain the current levels of service.
- Develop a plan for improving AM planning for future iterations of the plan.

The plan aligns with the guidelines set out by the Ontario Ministry of Infrastructure's Building Together Guide for Municipal Asset Management Plans as well as Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act which help to standardize asset management planning across the province. This has been updated to include proposed levels of service by July 1, 2025 as mandated by the regulatory requirements set out in O.Reg. 588/17.

This plan represents the City's commitment to improving municipal services for the community. The City through this plan has developed a financial strategy to address the infrastructure needs in alignment with the City's Strategic Policy, as well as the Strategic Plan established for 2023-2026. The anticipated budget needs developed for this plan ultimately will assist the City in meeting the priorities established in consultation with Council.

Asset Management Plan Scope

This AMP is divided into chapters for each of the following 11 asset categories:

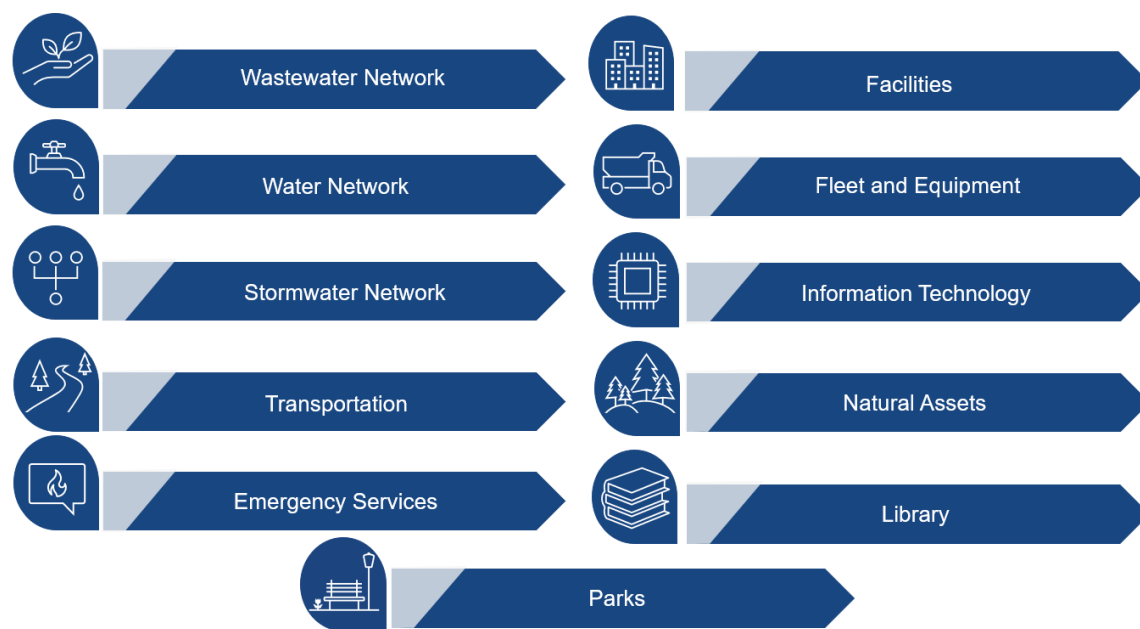


Figure 0-1. 2025 AMP Scope

For each of these asset category chapters, the following sections are included:

State of the Infrastructure – A high-level inventory of the City’s assets and insights on the overall age, condition, replacement value, and key metrics of the assets owned by the City.

Levels of Service – The metrics which outline the services the City provides to its customers, residents, and visitors in terms of capacity, function, and quality. These parameters will reflect improvements or reductions in services as they are updated in the future and other metrics may be added as AMP policies are more thoroughly developed.

Lifecycle Management Strategies – The set of planned actions which help maintain current levels of service and include the maintenance, rehabilitation, replacement, disposal, and expansion of assets. These activities are funded through City operating and capital budgets and are detailed for each asset in the AMP.

Funding the Lifecycle Activities – The forecasted lifecycle investment requirements over the next 20 years based on these current activities, including the forecasted costs associated with the lifecycle activities and the performance (condition) of the City’s assets.

Data Confidence and Improvement Plan – Information on the sources used to develop the asset inventory and the quality of the data.

These asset category specific chapters are followed by the Financial Strategy and Improvement and Monitoring Plan for all the City’s assets.



Infrastructure Valuation and Condition Distribution

Overall, the City owns approximately \$1.87 billion in infrastructure assets, broken out across 11 asset categories. As shown in Figure 0-2 below, Transportation assets account for the largest share of the City's assets by replacement value, totalling \$525 million, followed by the Stormwater Network assets at \$441 million and Water Network assets at \$420 million.

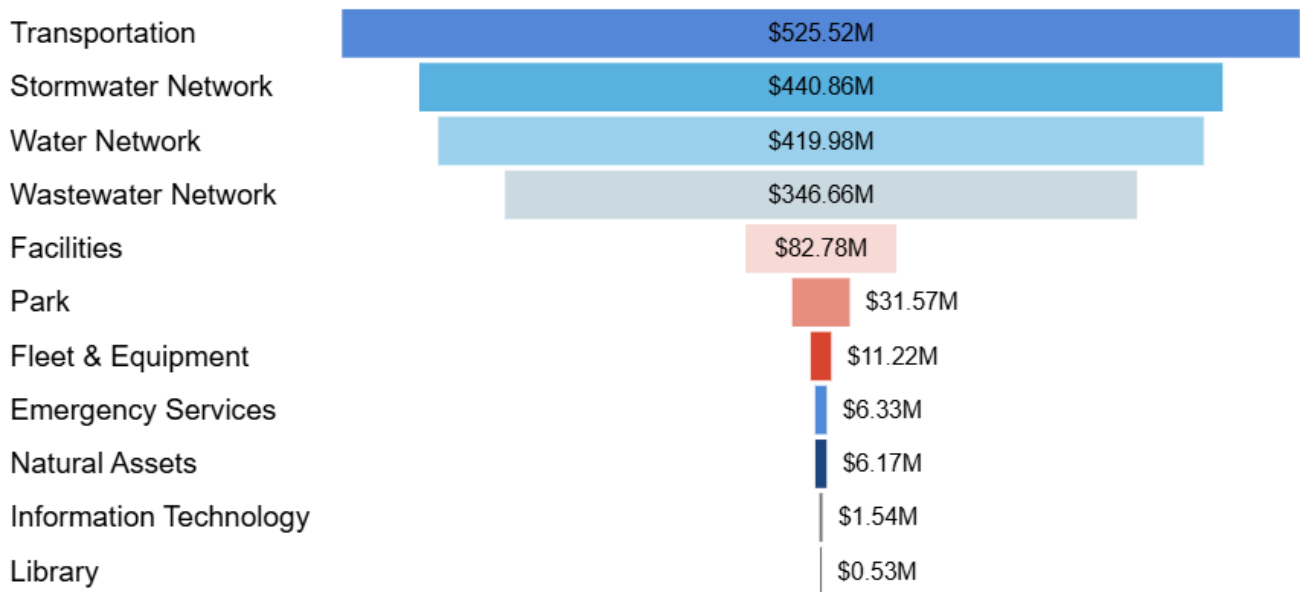


Figure 0-2. Overall Asset Valuation by Asset Category

On average, the City's assets are in Fair condition, with 75% of the City's assets (by replacement value) falling into Fair or better condition, see Figure 0-3. Detailed breakdowns for each asset category can be found within each of this AMP's asset category chapters.

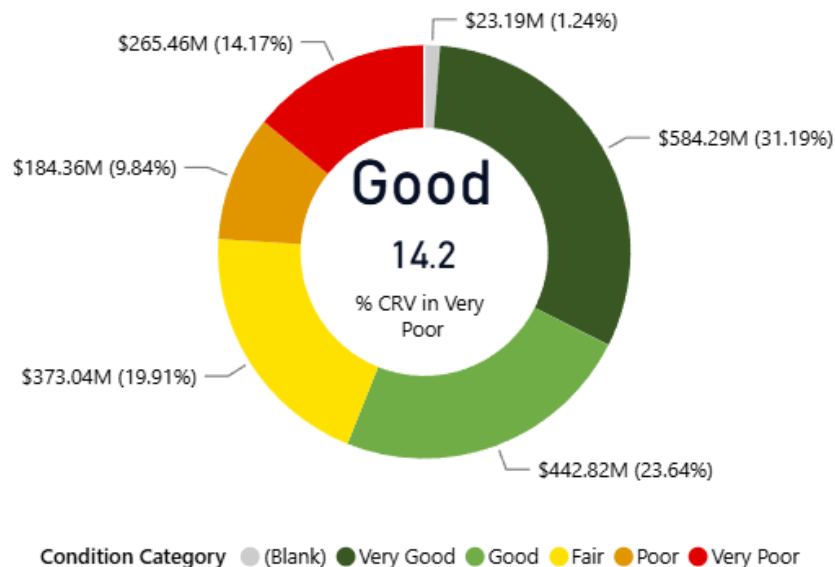


Figure 0-3. Overall Asset Condition by Replacement Value

Figure 0-4 shows the condition breakdown by asset category by replacement value.

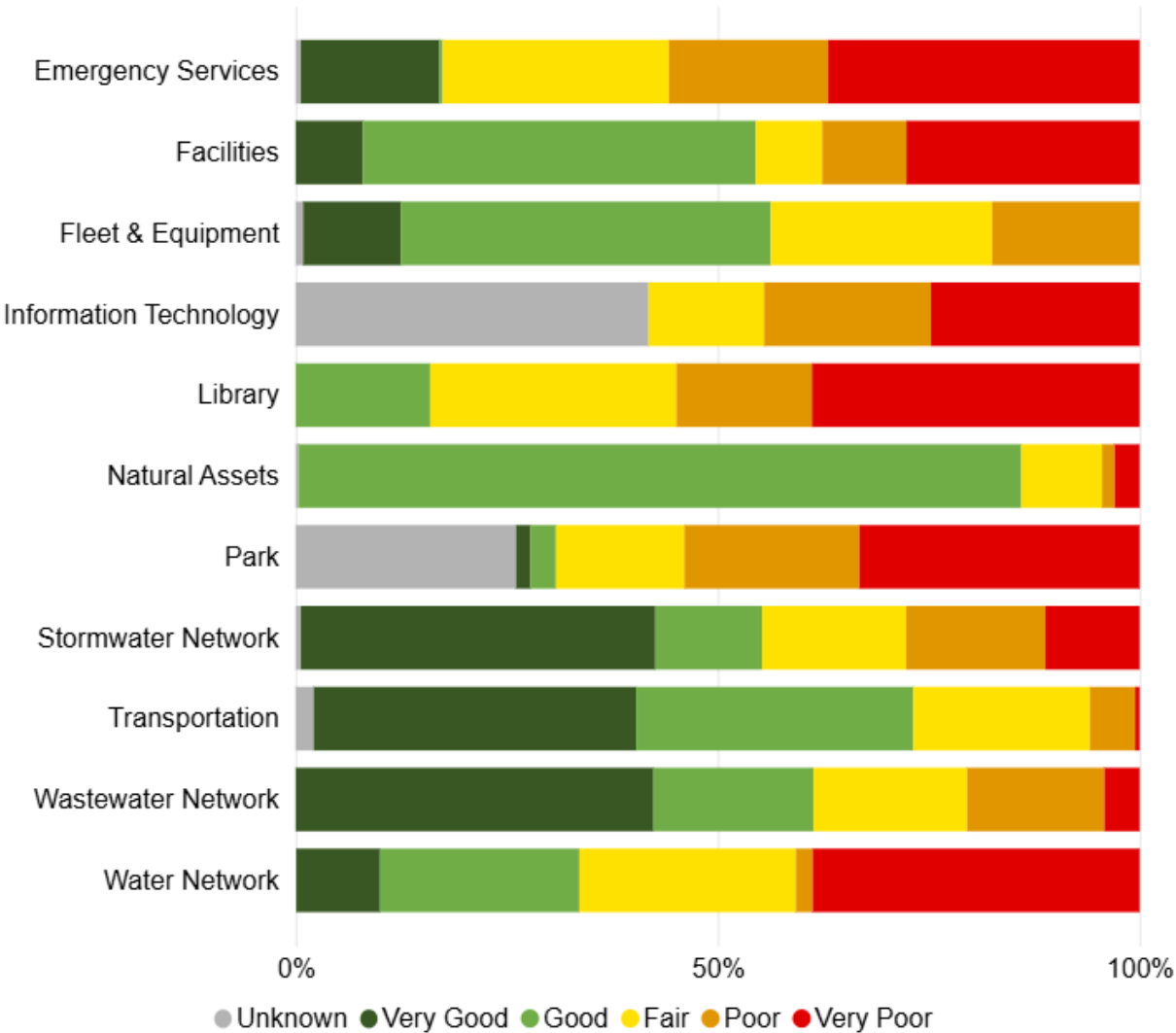


Figure 0-4. Asset Category Condition Profiles

The City’s assets are split into two general funding categories, rate funded and tax funded. Stormwater, Wastewater and Water are rate funded asset categories, and the remaining are tax funded. The condition information for all asset categories is also summarized in Table 0-1 separated into rate and tax funded asset portfolios.

Table 0-1. Condition Values by Replacement Value for Asset Categories

Asset	Very Good	Good	Fair	Poor	Very Poor	Unknown	Total
Rate Funded							
Stormwater Network	\$185,204,178	\$55,676,461	\$75,298,403	\$72,833,152	\$49,137,540	\$2,713,167	\$440,862,900
Wastewater Network	\$149,638,066	\$67,458,469	\$60,032,979	\$55,395,079	\$14,127,689	\$12,000	\$346,664,281
Water Network	\$50,561,937	\$99,137,845	\$107,733,751	\$8,386,053	\$153,893,505	\$262,187	\$419,975,278
Rate Funded Total	\$385,404,181	\$222,272,774	\$243,065,132	\$136,614,284	\$217,158,734	\$2,987,354	\$1,207,502,459
Tax Funded							
Transportation	\$237,138,522	\$158,261,232	\$93,494,328	\$23,384,062	\$2,082,588	\$11,159,758	\$525,520,490
Emergency Services	\$1,040,000	\$23,952	\$1,697,453	\$1,194,726	\$2,336,753	\$38,879	\$6,331,764
Facilities	\$6,604,775	\$38,515,357	\$6,515,849	\$8,268,438	\$22,873,736		\$82,778,156
Fleet & Equipment	\$1,299,202	\$4,917,291	\$2,941,638	\$1,959,615		\$99,528	\$11,217,274
Information Technology			\$210,694	\$304,636	\$380,520	\$644,031	\$1,539,881
Library		\$83,756	\$153,340	\$84,517	\$204,000		\$525,613
Natural Assets		\$5,288,400	\$590,720	\$91,520	\$183,040	\$20,800	\$6,174,480
Park	\$547,040	\$949,312	\$4,805,840	\$6,547,694	\$10,477,376	\$8,241,064	\$31,568,326
Tax Funded Total	\$246,629,539	\$208,039,300	\$110,409,863	\$41,385,208	\$38,538,013	\$20,204,060	\$665,377,231
All Assets Total	\$630,838,518	\$430,312,074	\$353,474,995	\$179,365,942	\$255,696,747	\$23,191,414	\$1,873,158,443

Financial Strategy

The Financial Strategy is one of the key components within the AMP, as it puts the AMP into action. The financial plan provides a way for municipalities to integrate asset management planning with financial budgeting.

Within each asset category chapter, three forecasting scenarios are run to analyze the City's assets, which provide insight on the City's ability to continue to provide services into the future. This is achieved by comparing the performance of assets based on needs and various budgetary or condition-based targets.

The following three scenarios are run:

Scenario 1: Anticipated Funding Model – Evaluates asset performance under the anticipated funding level that the City anticipates allocating towards each asset category. The anticipated budgets were obtained from the City's 2025 capital and operating budget, as well as based on the capital expenditures required based on the Infrastructure Needs Study. This scenario assumed that the funding will be made available as outlined in this AMP. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category as part of this forecast.

Scenario 2: Maintain Current Performance (Level of Service) – This scenario determines the cost that would be required to maintain the City's assets in approximately the same condition they are currently assessed in over a 20-year forecast period. Understanding the cost to maintain current performance levels is a requirement of O.Reg. 588/17. For the purposes of this AMP, the current performance (condition) of the assets is used to determine the current level of service. The 2025 iteration of this AMP will require a further scenario, where the City will set targets to the level of service.

Scenario 3: Proposed Level of Service (PLOS) – This scenario replaced the Infrastructure Needs scenario that was developed for the 2025 AMP. This scenario determines the required spending for the 20-year period to replace/rehab all assets in very poor condition, as per Council's Strategic Plan.

Scenarios 2 and 3 for each asset category were compared the City's forecasted expenditures compared to the capital budget forecasts to determine if a gap in funding is present.

The expenditures for renewal, rehabilitation and replacement required for scenarios 2 and 3 are outlined below in Table 0-2. These expenditures represent the average annual cost of the 20-year forecast based on the identified scenarios.

Table 0-2. Cost to Maintain Current LOS and Proposed LOS (Rate & Tax Supported)

Service Category	Average Annual Expenditure to Maintain Current LOS (Scenario 2)	Average Annual Expenditure for Proposed LOS (Scenario 3)
Rate Supported		
Storm	\$3,781,151	\$3,295,958
Water	\$2,144,005	\$6,893,598
Wastewater	\$2,037,963	\$1,909,350
Rate Supported Total	\$7,963,119	\$12,098,906
Tax Supported		
Transportation	\$5,076,712	\$5,685,536
Emergency Services	\$296,508	\$517,326
Facilities	\$2,428,909	\$3,428,808
Fleet & Equipment	\$1,112,316	\$1,112,316
Information Technology	\$129,178	\$220,245
Library	\$55,441	\$82,845
Natural Assets	\$200,000	\$200,000
Parks	\$1,209,573	\$2,076,498
Tax Supported Total	\$10,508,638	\$13,323,574
All Assets Total	\$18,471,756	\$25,422,480

Table 0-3 provide an overview of the scenarios outlined, the operations budget, and the planned expenditures for the City. The City has made a significant effort to develop a forecasted budget to meet the infrastructure needs to improve the level of service provided to the community.

Table 0-3. Average Annual Lifecycle Expenditures (All Assets)

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for Proposed LOS
Operations & Maintenance	\$22,740,600	\$22,740,600	\$22,740,600
Renewal, Rehabilitation & Replacement	\$25,152,386	\$19,188,846	\$26,630,715
Total Expenditure	\$47,892,986	\$41,929,446	\$49,371,315
Average Annual Funding Gap		No Gap	\$1,478,329

As shown here, if the City continues its efforts to improve services for the community and provides the funding as documented in this plan to meet the funding requirements of the infrastructure needs, the City will not face an infrastructure gap. Since the previous AMP the City has taken significant steps to establish improved asset management planning through their efforts to obtain updated condition assessments for multiple assets, as well as to develop a comprehensive funding strategy (as outlined in this plan), to meet the infrastructure requirements as determined by the lifecycle strategies.

The City plans to fully remove assets in very poor condition by 2030, with the exception of water, and the Grain Terminal for facilities. By 2045, a small portion of assets will remain in very poor condition. It is anticipated that the needs for these assets will change as lower cost alternatives and asset management practices are enhanced to reach Council's goals. This Asset Management Plan, and the strategies in place demonstrate the City's commitment to upgrading its assets to ensure the quality of services for its customers.

The impact of the investments identified in this plan can be seen in Figure 0-5, which shows the overall condition profile of the City's assets currently and comparing it to the condition profile at the end of the of 20-year forecast.

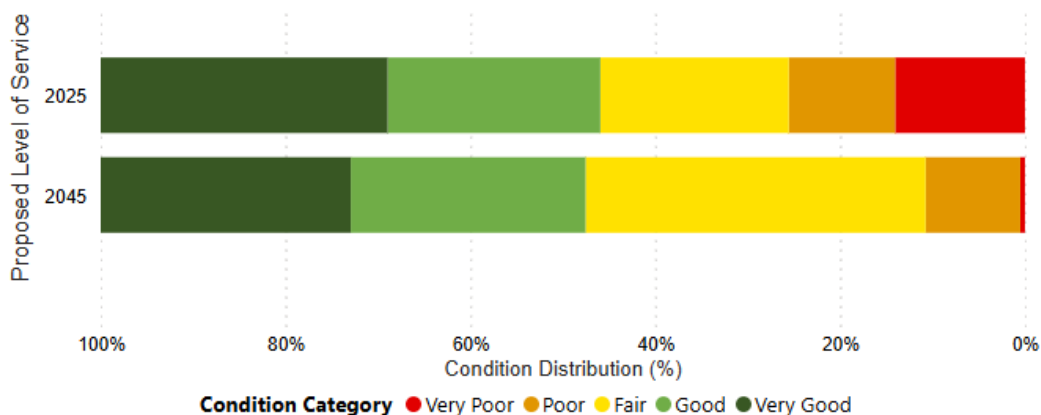


Figure 0-5. Impact of Following Proposed LOS Overall Condition by end of 20-year Forecast

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Glossary of Terms

Term	Definition
Asset	An item, thing or entity that has potential or actual value or benefit to an organization.
Asset Management	Coordinated activity of an organization to realize value from assets.
Asset Management Plan (AMP)	Long-term plans (usually 10-20 years or more for infrastructure assets) that outline the asset activities and programs for each service area and resources applied to provide a defined level of service in the most cost-effective way.
Asset Management Policy	A high-level statement of an organization's principles and approach to asset management (IIMM, 2015).
Bridge Condition Index (BCI)	A numerical index generally utilized for the assessment of the condition & structural reliability of bridges and culverts.
Connection Days	The number of properties connected to a municipal system that are affected by a service issue, multiplied by the number of days on which those properties are affected by the service issue.
Estimated Service Life (ESL)	An estimate of the duration of time that an asset is forecasted to be in service.
Infrastructure	The system of fundamental facilities and structures necessary for a public works of a country, state or region to function. Examples include roads, railway, bridges, tunnels, water supply, sewers, electrical, telecommunications, signs, equipment, fleet, etc.
Level of Service (LOS)	Parameter or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers. Levels of service statements describe the outputs or objectives an organization or activity intends to deliver to customers.
Lifecycle Activity	An activity undertaken to sustain asset integrity and service levels over the life of an asset, such as demand management or rehabilitation.
Lifecycle Cost	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
Lifecycle Management Strategy	The set of planned actions that will enable the assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

Term	Definition
LOS Framework	A set of tables which outlines the Levels of Service developed for each service category.
Ontario Regulation O.Reg. 588/17	Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act 2015, as amended. Principles are set out in this regulation by the provincial government to regulate asset management planning for municipalities.
Performance Measure	Parameters / metrics that can be measured and monitored to assess the delivery of a service that is being provided.
Pipeline Assessment and Certification Program (PACP)	A standardized protocol for coding pipeline condition information from CCTV inspection footage.
Replacement Cost/Value	The cost of acquiring an asset to replace an existing asset with a new modern equivalent asset.
Reserves	A reserve is an allocation of accumulated net revenue. The Town's current strategy is to contribute fixed amounts to capital reserves which supports capital spending together with grants, development charges, debt, etc.

Abbreviations & Acronyms

The table below provides a summary of the abbreviations referenced in this document.

Acronym	Definition
AM	Asset Management
AMP	Asset Management Plan
AWWA	American Water Works Association
BCA	Building Condition Assessment
BCI	Bridge Condition Assessment
CAO	Chief Administrative Officer
CCTV	Closed Circuit Television Camera
CLI ECA	Municipal Consolidated Linear Infrastructure Environmental Compliance Approval
CMMS	Computerized Maintenance Management System
CRV	Current Replacement Value
DC	Development Charges

Acronym	Definition
DWQMS	Drinking Water Quality Management Standard
ECDM	Energy, Conservation and Demand Management
ESL	Estimated Service Life
FAO	Financial Accountability Office
FCI	Facility Condition Index
GFMAM	Global Forum on Maintenance & Asset Management
GHG	Green House Gases
GIS	Geographic Information Systems
INS	Infrastructure Needs Study
ISO	International Organization of Standardization
IT	Information Technology
LOS	Levels of Service
MECP	Ministry of the Environment, Conservation and Parks
MMS	Minimum Maintenance Standards
MTO	Ministry of Transportation
NASSCO	National Association of Sewer Service Companies
OSIM	Ontario Structure Inspection Manual
PACP	Pipeline Assessment and Certification Program
PCI	Pavement Condition Index
PLOS	Proposed Levels of Service
PM	Preventative Maintenance
PPCP	Pollution Prevention Control Plan
PVC	Polyvinyl Chloride
SME	Subject Matter Expert
SMRP	Society for Maintenance & Reliability Professionals
UNK	Unknown



1.0 Introduction

1 Introduction

1.1 Purpose and Regulation

1.1.1 Asset Management Plan Purpose

The City of Port Colborne's infrastructure supports a variety of municipal services that residents and businesses rely on every day. City infrastructure includes a variety of asset types such as roads and bridges which facilitate travel, watermain which deliver clean drinking water, sewer and storm systems which manage waste and excess rainfall, emergency services which keeps residents and property safe, parks which provide leisure spaces for residents and visitors, and library services which aim to empower, enrich, and educate visitors of all ages.

The City owns approximately \$1.8 billion in infrastructure assets and requires a comprehensive plan for managing these assets to maximize service delivery while balancing costs to the community. An asset management plan (AMP) can help guide the City in making the best decisions in the management of its infrastructure assets and is designed to:

- Meet regulatory requirements.
- Outline the current state of the City's infrastructure assets.
- Describe the current levels of service provided by these assets.
- Set targets for proposed levels of service
- Identify the lifecycle activities used to manage these assets.
- Forecast the infrastructure spending required to achieve the proposed levels of service.
- Develop a plan for improving AM planning for future iterations of the plan.

The plan aligns with the guidelines set out by the Ontario Ministry of Infrastructure's Building Together Guide for Municipal Asset Management Plans as well as Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act which help to standardize asset management planning across the province. Upon endorsement of this plan by the CAO, and approval through a resolution by the City Council, this plan will be made available on the City's website for public access. All background information and reports which informed the Asset Management Plan, which are not currently available on the City's website, may be requested through the City's clerk's office.

1.1.2 O.Reg. 588/17 Overview

New statutory and regulatory requirements have been an important driver of moving asset management forward. Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure requires municipalities to develop an Asset Management Policy outlining how asset

management practices will be incorporated into the municipal framework. The AMP Policy must also consider actions that may be required to address vulnerabilities caused by climate change. The regulation also requires municipalities to develop and implement an Asset Management Plan and provide supporting policies for municipal infrastructure. After 2025, annual review of AM processes and formal 5-year asset management plan updates will be required as part of compliance to the O. Reg. A summary of O.Reg. 588/17 timelines and requirements is shown in the Figure below.

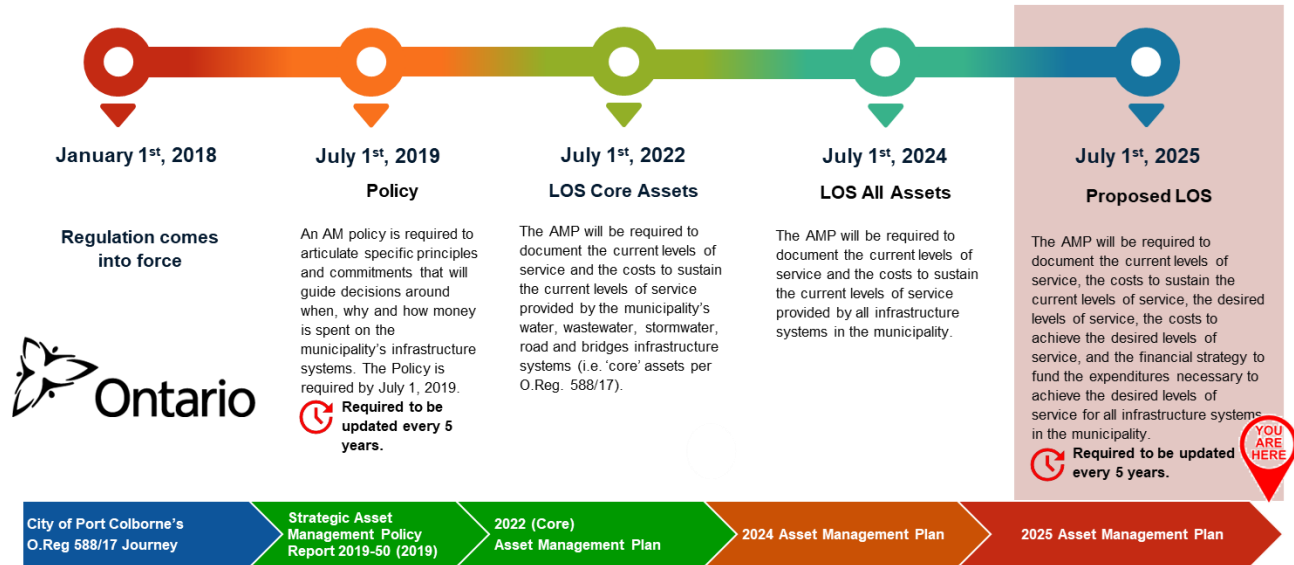


Figure 1-1. O.Reg. 588/17 Requirements and Timelines

This AMP satisfies requirements for July 1, 2025, as per the Ontario Regulation. This version of the AMP provides recommendations on the proposed levels of service, as well as the funding levels required to achieve them.

1.2 Asset Management Program in the City of Port Colborne

1.2.1 Corporate Asset Management Overview

The City of Port Colborne developed the [Strategic Asset Management Policy](#), as per O.Reg.588/17 requirements in 2019 and will be updated upon completion of this AMP.

The objective of this policy is to provide leadership in and commitment to the development and implementation of the City’s asset management program. It is intended to guide the consistent use of asset management across the organization, to facilitate logical and evidence-based decision-making for the management of municipal infrastructure and to support the delivery of sustainable community services now and in the future.

The City will continue to review the current policy to see the progress of implementing this plan, as well as complete a maturity assessment and road map on how to further asset management and

initiatives in the City. These recommendations have been included in Section 14 Improvement and Monitoring Plan.

1.2.2 Asset Management Stakeholders Roles & Responsibilities

Asset management is managed collectively between the Chief Financial Officer/Treasurer and Director of Public Works and the Supervisor of Asset Management. Key stakeholders are an integral part of the asset management planning process. They will aid in facilitating logical and evidence-based decision-making for the management of municipal infrastructure assets and to support the delivery of sustainable community services now and in the future. Having various key stakeholders will improve accountability and transparency to the community.

The current key stakeholders and their roles and responsibilities, as per the policy, include:

Council approves the AM policy and direction of the AM program. They maintain adequate organizational capacity and prioritize effective stewardship of assets.

The **CAO** provides oversight to the AM policy to ensure the AM program aligns with the City’s strategic plan and provincial and federal regulations.

The **Executive Lead** (Chief Financial Officer/Treasurer or Designate) manages the policy and any updates, provides leadership in AM concepts and practices organization-wide, coordinates department staff and AM program implementation, and monitors levels of service.

The **Asset Management Team** develops policy and provides corporate oversight to goals and directions of the AM program to ensure it aligns with the City’s strategic plan. They also develop and monitor levels of service, provide recommendations to Council and track AM program progress and results.

Departmental Staff participate in implementation task teams to carry out AM activities and implement and maintain levels of service. Staff provide support and direction for AM practices within their department, as well as track and analyze AM program progress and results.

It is recommended that the City further define roles and responsibilities for departmental staff for asset management specific tasks.

1.3 Alignment to the City’s Vision, Mission, and Strategic Pillars

The City has developed the 2023-2026 Strategic Plan to illustrate the City’s priorities and the actions planned to achieve these priorities. This includes the following statements and values:

Vision Statement:	A healthy and vibrant waterfront community embracing growth for future generations.
Mission Statement:	To provide an exceptional small-town experience in a big way.
Corporate Values:	Integrity, respect, inclusion, responsibility, collaboration.

To support these statements, the City developed Strategic Pillars which outline specific actions the City will take to achieve their goals in each area. Our strategic pillars were developed to support our vision and mission statements, and they are canopied by the concepts of sustainability and accessibility. Connecting the three core areas of sustainability – environmental, social and economic – to the importance of accessibility (for all) gives the structure an overarching element and a lens through which to view our decisions, actions, and outcomes.

This AMP supports the strategic objectives of the City of Port Colborne by connecting the levels of service developed in this AMP to the strategic pillars (as shown below in Figure 1-2). This AMP directly supports a number of strategic pillars referenced in the Strategic Plan and provides the plans for the effective and efficient management of the City Assets to advance all of the strategic pillars.

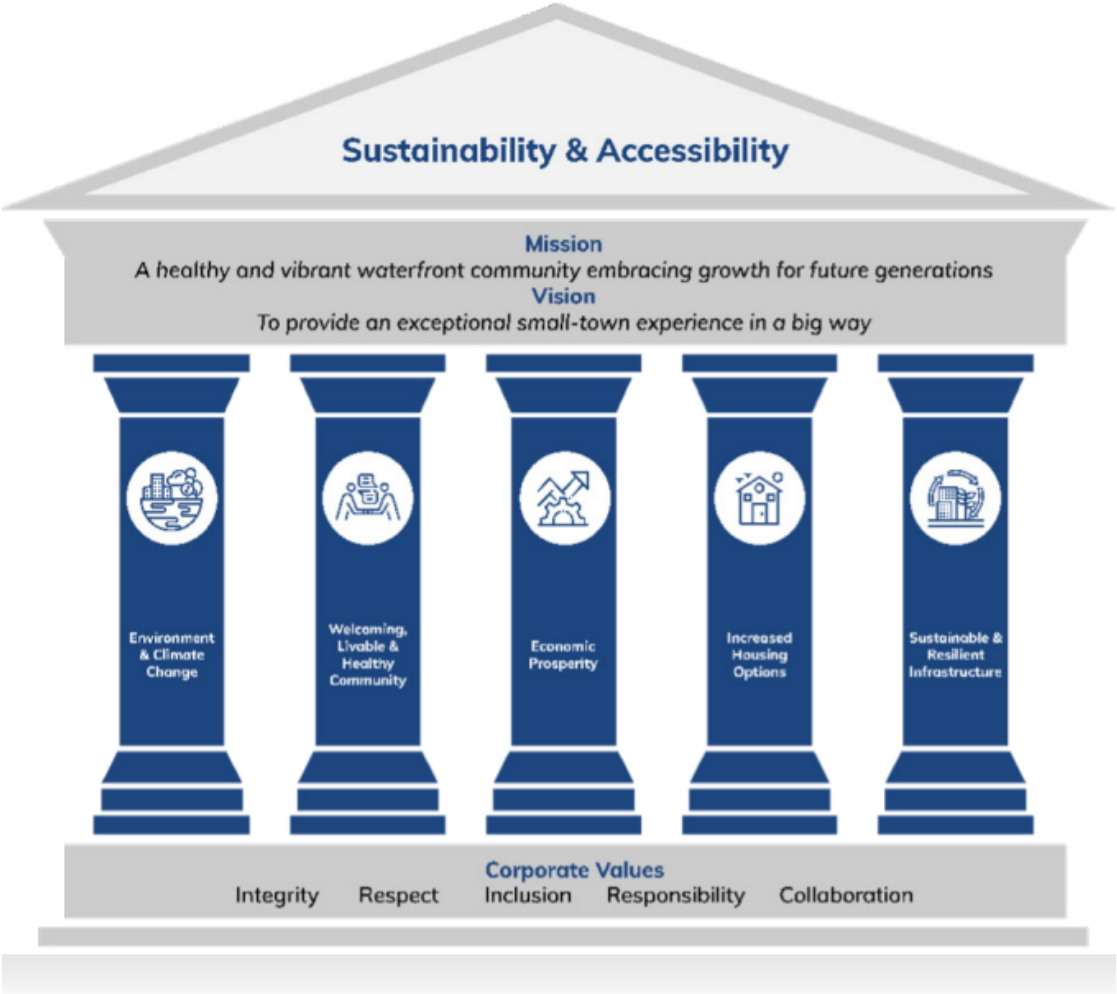


Figure 1-2. City of Port Colborne Strategic Pillars supported in this AMP

1.4 Development & Methodology of the Asset Management Plan

1.4.1 Asset Management Plan Scope

This Asset Management Plan (AMP) includes the following services:

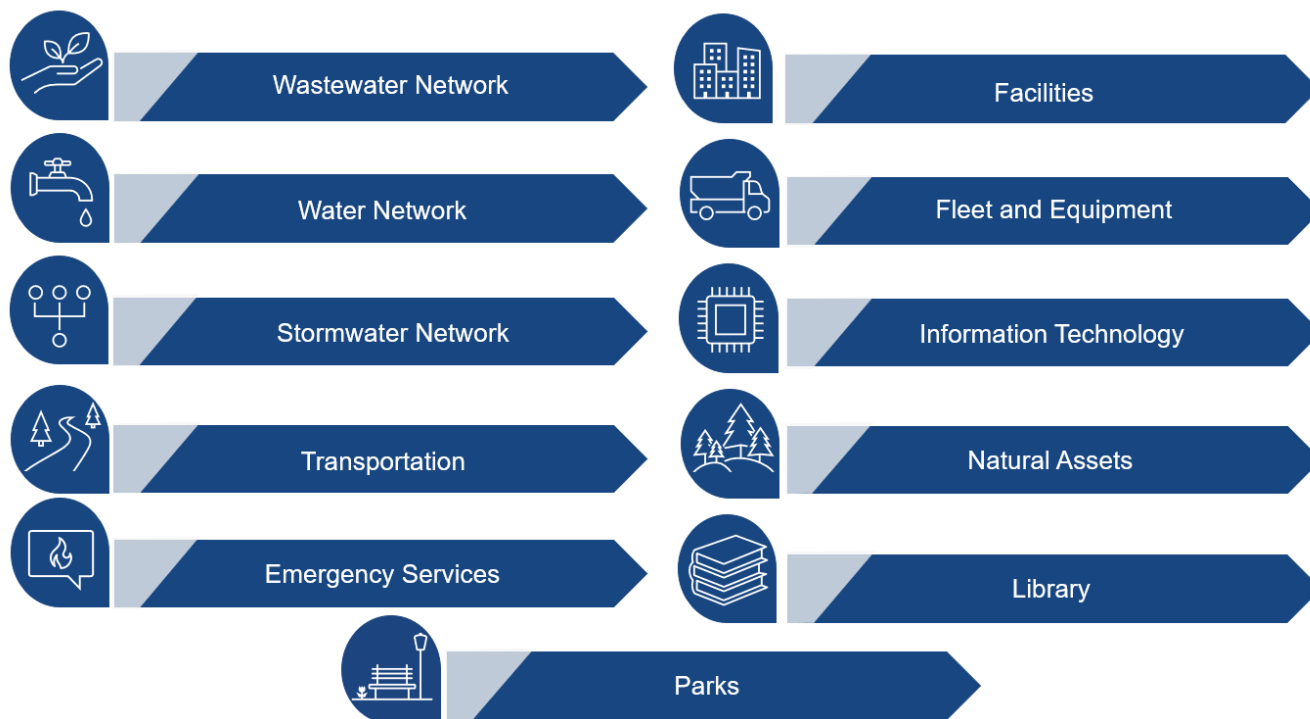


Figure 1-3. 2024 AMP Scope

Table 1-1 below outlines the types of assets included within each chapter of the AMP.

Table 1-1. Asset Management Plan Asset Scope

Asset Groups	Asset Types Included
Stormwater Network	Culverts, ditches, forcemains, leads, mains, outlets, ponds
Transportation	Bridge, culvert, parking lots, pedestrian bridge, retaining wall, right of way, roads, sidewalks
Wastewater Network	Forcemains, gravity mains, laterals
Water Network	Mains, meter, sample stations, bulk water station, AMI water towers
Emergency Services	Equipment, fleet
Facilities	City Hall, fire, grain terminal, library, marina, museum, Engineering & Operations Centre, recreation buildings
Fleet and Equipment	Equipment, fleet
Information Technology	Hardware, software

Asset Groups	Asset Types Included
Library	Library collection, office equipment
Natural Assets	Stump, tree
Parks	Active transportation, park assets, parking lot, pavilion, playground structure, roadway, sport structure, sport surface, Spraypad, trail, walkway

1.4.2 Previous Plans and Studies

This AMP builds on the work completed in previous plans and studies to continually improve and enhance the accuracy of the plan. Previous plans and studies that have been used to inform this AMP include:

- 2024 Asset Management Plan:** The purpose of this plan was to complete an asset management plan for all City owned assets and report on the cost to maintain current levels of service and build on lessons learned during the development of the 2022 Asset Management Plan.
- 2023 Infrastructure Needs Study:** The previous AMP highlighted the need for improved asset information, including condition assessments. The Infrastructure Needs Assessment was completed to provide the City with an actionable road map with an implementation schedule and budget based on updated condition data. Analysis included:
 - Water Distribution INS:** Simulations of the existing water distribution hydraulic model were run to identify pressure and fire flow deficiencies throughout the system. The model outputs combined with an assessment of watermain material, watermain break data, age, and size were used to identify replacement and watermain upgrade needs. Recommendations included data collection, system analysis, watermain replacements, and new infrastructure improvements.
 - Wastewater INS:** The objective of this assessment was used to assess current existing infrastructure condition, determine state of good repair needs, and identify capital projects needed to accommodate planned growth. Through this study, needs identified included data collection, system analysis, trenchless rehabilitation and new infrastructure projects, and wet weather management program. The City's existing CCTV data was analyzed for gaps and recommendations for improvements were included in this report.
 - Stormwater INS:** Prior to the INS there was limited reliable data available on the storm system. Based on the recommendations of the INS, a condition assessment program for all storm sewers was initiated to collect updated GIS data as well as assess conditions of all pipes. The condition assessment program was not complete at the

time of the development of the 2024 AMP but has since been completed and incorporated into this AMP.

- **Roads INS:** A comprehensive roads need study was completed to allow staff to effectively allocate operating and capital funds to manage its road network. A key aspect of this study was to perform a network-wide road condition assessment using applicable MTO rating methodologies based on the surface type of the roadway. This study provided an updated Pavement Condition Index (PCI) score for each road segment of the road network.
- **Sidewalk, Guiderail, Bridges INS:** A sidewalk and guiderail inventory and condition assessment were completed as part of the INS to inform the City of major defects and general condition of these asset. The OSIM inspections provided updated condition assessment for Bridges.
- **Updated 2022 Core Asset Management Plan:** This initial iteration of the AMP reviewed all core infrastructure and reported on the cost to maintain the currently levels of service.
- **Capital & Operating Budget:** The City's 2025 budgets were used to analyze the funding available for lifecycle management activities.

1.4.3 Future Plans, Programs and Studies

Future plans that will inform and further enhance the accuracy of future iterations of this AMP include:

- Water Master Servicing Plan and Model Calibration (Recommended in INS)
- Pollution Prevention Control Plan (PPCP) including updated Hydraulic Model
- Wastewater Flow Monitoring Program (Recommended in INS)
- Wastewater Wet Weather Management Program (Recommended in INS)
- Stormwater Management Plan

1.5 Asset Management Plan Structure & Methodology

The AMP is divided into chapters for each asset group listed above in Section 1.4.1 Asset Management Plan Scope. Each chapter outlines the State of the Infrastructure, Levels of Service, Lifecycle Management, Data Confidence, and Improvement Plan. The chapters are followed by the Financial Strategy and Improvement and Monitoring Plan for the City.

The methodology for each section is described below.

1.5.1 State of the Infrastructure

The State of the Local Infrastructure section provides a quantitative assessment of the infrastructure owned by the City. The primary objective is to provide a high-level inventory and insights on the overall age, condition, replacement value, and key metrics of the assets owned by the City, as per O.Reg. 588/17. The information is developed based on provided datasets and documents that were assessed for data confidence and discussed with Subject Matter Experts (SMEs). This section summarizes the inventory of assets and their replacement values and provides the age and condition for assets in each chapter.

1.5.1.1 Asset Register

The asset register was developed by City staff, pulling information from multiple sources of information to compile the required information for asset management planning. Required information includes:

- Asset Identifier
- Install Date
- Current Replacement Value
- Estimated Useful Life
- Condition
- Asset type specific information

The resulting register, or inventory, provides the basis for the analysis completed for the asset management plan, including State of the Infrastructure, Levels of Service, and Lifecycle Management Strategies.

1.5.1.2 Current Replacement Value

Current Replacement Value (CRV) of an asset refers to the cost that would be incurred to replace the asset with a similar one. It represents the current market value of the asset, considering factors such as inflation and changes in market conditions. Determining the current replacement value is important for asset management purposes, as it helps the City assess the financial implications of asset replacement, and plan for future capital expenditures. It is best practice to include all costs

required to replace an asset with a comparable asset. It represents the current market value of the asset, considering factors such as inflation and changes in market conditions. Determining the current replacement value is important for asset management purposes, as it helps the City assess the financial implications of asset replacement, and plan for future capital expenditures. It is best practice to include all costs required to a replacement, and construct, an asset with a comparable asset. Where required, these costs may include engineering and design, project management, materials, and labour.

City staff have undergone a lengthy process to review, assess and update CRVs across all asset categories for the purposes of this AMP. To update these values, several strategies have been leveraged, including market assessment, analyzing recent contracts of similar assets, staff expertise, engineering estimates and professional appraisals. This is an on-going effort, which will be continually improved upon for asset management purposes.

CRVs used in this AMP represent the best available information for the development of this document and will continue to be evaluated and updated as required prior to the 2025 AMP. Current market conditions have been reflected in this AMP, and in some cases are dramatically different than those provided in the previous AMP. There is no growth, technology change, or enhancement assumptions included in those costs (unless identified).

1.5.1.3 Estimated Service Life

Estimated Service Life in asset management planning refers to the anticipated duration over which an asset is expected to remain operational and provide its intended function. This estimate may be based on various factors such as design specifications, historical performance data, maintenance practices, environmental condition, and technological advancements. The purpose of estimating service life for asset management planning is to enable organizations to allocate resources for maintenance, repairs, replacements, and new acquisitions over the asset's lifecycle. It allows for budgeting long-term capital expenditures through replacement planning, risk management, optimizing maintenance and performance evaluation.

For the purposes of this AMP, staff reviewed and assessed estimated service lives to ensure appropriate values were used to ensure accurate forecasting for infrastructure spending needs.

1.5.1.4 Asset Condition

Assigning condition ratings to assets across each asset category using a consistent rating scale is a crucial step in asset management. By using standardized scales, the City of Port Colborne can facilitate benchmarking with other Canadian municipalities and gain insights into the overall condition of its assets, regardless of asset category. Condition ratings scale consists of a numerical or categorical value that represents the condition of the assets.

Within this AMP, condition ratings were assigned based on numerous methods and then standardized into condition rating scale of Very Poor to Very Good. Where condition assessment data was available, these condition values were used and input into the condition rating scale, which are described in the category chapters.

Where assessed condition was not available, condition of an asset was assessed based on its remaining life compared to its age and estimated service life. This assessment involves categorizing the percentage of remaining life into different condition categories, as outlined in Table 1-2.

Table 1-2. Condition Rating Scale

Condition	Age/ESL	Description
Very Good	>80% life remaining	The asset is fit for the future. It is well maintained, in good condition, new or recently rehabilitated.
Good	60-80% life remaining	The asset is adequate. It is acceptable and generally within the mid-stage of its expected service life.
Fair	40-60% life remaining	The asset requires attention. The asset shows signs of deterioration, and some elements exhibit deficiencies.
Poor	20-40% life remaining	There is an increasing potential for its condition to affect the service it provides. The asset is approaching the end of its service life, the condition is below the standard and a large portion of the system exhibits significant deterioration.
Very Poor	0-20% life remaining	The asset is unfit for sustained service. It is near or beyond its expected service life and shows widespread signs of advanced deterioration. Some assets may be unusable.
Unknown		Not enough data exists to determine condition.

1.5.2 Levels of Service

Levels of service (LOS) are measures for what the City provides to its customers, residents, and visitors. They support the organization's strategic goals and are derived from customer needs and expectations, Council objectives, City policies, legislative and regulatory requirements, standards, along with the financial capacity of the municipality to deliver those LOS.

The Levels of Service (LOS) section provides key performance indicators that support the provision of the respective service for each City asset group. O.Reg. 588/17 has prescribed LOS for core assets, only. Remaining assets LOS were developed by City staff. In general, LOS provide the following information:

Level of Service Statement: A brief description presented in plain language for public understanding of the service provided by each asset category to residents based upon the City's core values and mission.

Key Service Attribute: Categorizes the LOS metrics to specific areas of customer interest which are recognizable to the customer/public. These attributes are tied to the strategic objects of the City. See Table 1-3 for the City's Key Service Attributes.

Table 1-3. Strategic Pillars and Key Service Attributes

Service Attributes	Description	Supported Strategic Pillars
Accessible & Reliable	Services are convenient, reliable and available to the whole community with minimal service disruptions. Service Requests are responded to promptly.	✓ Welcoming, Liveable, Healthy Community ✓ Sustainable & Resilient Infrastructure
Cost Efficient	Services are managed cost-effectively for the expected level of service.	✓ Economic Prosperity ✓ Sustainable & Resilient Infrastructure
Safe & Regulatory	Services are provided that are safe and compliant with all regulatory requirements.	✓ Environment and Climate Change ✓ Sustainable & Resilient Infrastructure

Proposed Level of Service: The proposed levels of service (PLOS) for the various metrics. The target shown in this document has been set to reach the City's goal of reducing the amount of assets in very poor condition to zero percent.

Levels of Service Metrics (Community and Technical): A statement that describes quantifiable metrics of the service delivery outcomes from the perspective of the customer and service provider, expressed in terms that can be easily understood by customer.

These metrics serve multiple purposes:

Assessment of Customer Expectations: The metrics chosen represent benchmarks or targets that reflect the level of service customers expect to receive. These may include factors such as

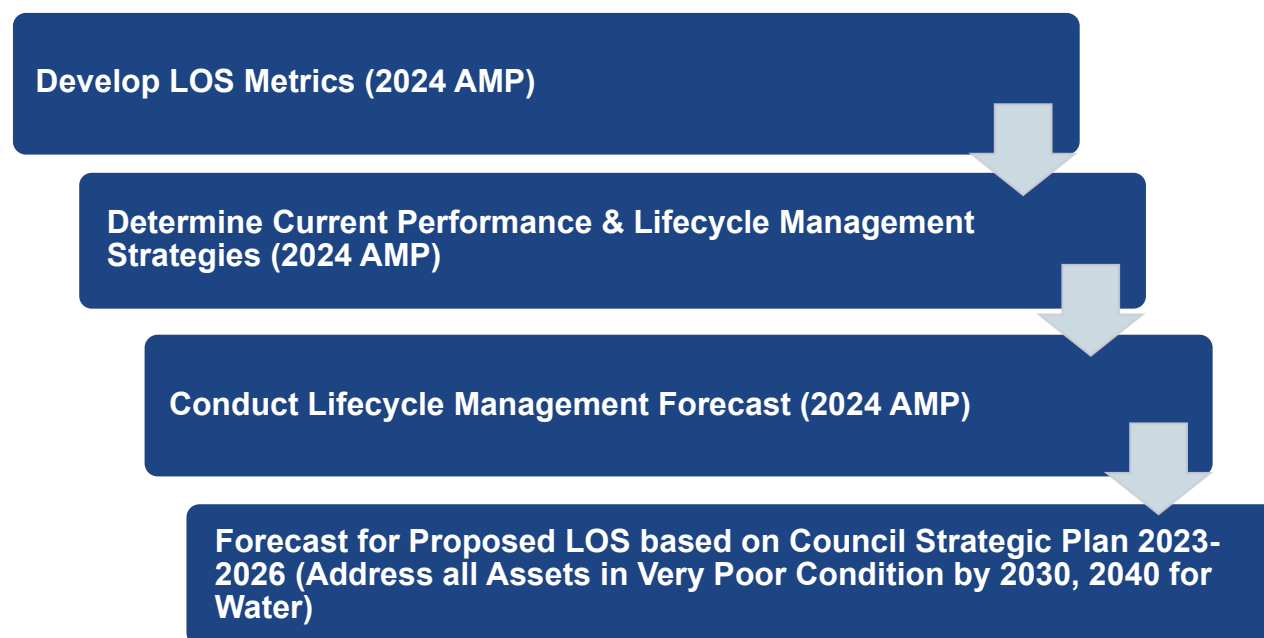
response times for service requests, reliability of service delivery, water quality standards, and measures related to flood prevention or management.

Internal Reporting: The metrics can be used for internal reporting purposes within the City department or the broader city administration. These indicators provide a way to track and monitor the performance of the infrastructure and services. They may include metrics such as infrastructure condition performance, efficiency, compliance with regulatory standards, and operational costs.

Assessment of Assets: Both customer and technical metrics serve as tools to assess the overall effectiveness and performance of the City’s assets. By tracking these indicators, the City can evaluate whether the infrastructure investments and operational strategies are meeting their intended goals.

The 2024 AMP assesses the current performance of the City using these levels of service metrics (which are based on data from 2023). This AMP determines the cost to address the target LOS based on Council Strategic Plan to address all assets in very poor condition.

The process for setting the LOS is shown below:



1.5.3 Lifecycle Management Strategy

Within the Lifecycle Management Strategy sections of this AMP, defines the set of planned actions that will enable the assets to provide their desired level of service in a sustainable way while mitigating risks and reducing costs throughout their life. Lifecycle activities are important as they work together to extend the asset life, reduce overall lifecycle costs, and achieve other objectives such as environmental goals and balancing risk. The goal of this assessment is to capture the activities that are required to sustain the assets within each asset category.

1.5.3.1 Lifecycle Management Activities

Lifecycle management activities are categorized to summarize the various lifecycle activities that asset owners complete during the lifecycle of an asset. For the purposes of this plan, the lifecycle activity categories are as follows:

- **Non-Infrastructure Solution:** Actions or policies that can lower costs and contribute to the management of assets.
- **Operations & Maintenance Activities:** Including regulatory scheduled inspection and maintenance, or more significant repair and activities associated with unexpected events.
- **Renewal/Replacement Activities:** Significant repairs designed to extend the life of the asset, or activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehab is no longer an option.
- **Disposal Activities:** Associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed by the municipality.
- **Service Improvement:** Planned activities required to extend services to previously unserved areas or expand services to meet growth demands to maintain LOS.
- **Growth Activities:** Planned activities to improve LOS. Example, an asset's capacity, quality, or system reliability. Not driven by growth needs.

The lifecycle activities for each asset class are detailed in the individual asset category chapters. These activities are aligned with the asset hierarchies and includes the frequency at which they are performed in terms of the assets' Estimated Service Life. Each asset type is unique in the needs for the activities that are completed within the asset's lifecycle.

1.5.3.2 Lifecycle Management Strategies and Forecast Scenarios

The goal of asset management is to analyze and prepare for the entire lifecycle cost of asset ownership. The scope and assumptions of the lifecycle forecasts included in this AMP are as follows:

- The AMP focuses on the identification of renewal, rehabilitation and replacement needs and the associated infrastructure investments required to achieve the proposed levels of service.
- Expenditures required for the remaining lifecycle activities (non-infrastructure, service improvements, operations and maintenance, and growth) are assumed to be adequate to meet the needs of the City, based on the Operating and Capital Budget. These activities have been captured to analyze the full lifecycle cost of asset ownership.
- The forecast does not assume any increases in current funding over the forecast period for these activities. This is outside the scope of this AMP.

- Costs for non-infrastructure, service improvements, operations and maintenance and growth, in particular the costs for operations and maintenance, may not be reflective of actual operational needs and should be further analyzed.

To appropriately forecast the expenditure needs of each asset category, the lifecycle activities were reviewed for all Renewal, Rehabilitation, and Replacement activities, and developed to lifecycle management strategies to be applied in the forecasts outlined below. Each of the scenarios outlined in Section 1.5.4 consider only the asset renewal, rehabilitation, and replacement activities. These activities are crucial for ensuring that infrastructure remains in a state of good repair to continue to provide services to the community.

1.5.4 Funding the Lifecycle Activities

O.Reg. 588/17 requires a 10-year plan that selects the lowest cost life cycle activity that will maintain service levels over the plan period. This AMP will provide a 20-year plan. For the purposes of this AMP, the analysis is completed using the assumption that maintaining the current performance (condition) of assets, will ensure that the City continues to provide service levels moving forward. Analysis has also been completed to understand the lifecycle activities and costs associated with meeting Council's Strategic Plan goal of addressing all assets in very poor condition by 2030, and 2040 for water assets. Three forecasting scenarios are run to analyze the City's assets, which provide insight on the City's ability to continue to provide services into the future. This is achieved by comparing the performance of assets based on needs and various budgetary or condition-based targets. The following three scenarios are run:

Scenario 1: Anticipated Funding Model – Evaluates asset performance under the anticipated funding level that the City anticipates allocating towards each asset category. The anticipated budgets were developed in 2025 based on information from the City's 2024 and 2025 capital and operating budget, as well as based on the capital expenditures required based on the analysis completed for this AMP. This scenario assumed that the funding will be made available as outlined in this AMP.

Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category as part of this forecast.

Scenario 2: Maintain Current Performance (Level of Service) – This scenario determines the cost that would be required to maintain the City's assets in approximately the same condition they are currently assessed in over a 20-year forecast period. Understanding the cost to maintain current performance levels is a requirement of O.Reg. 588/17. For the purposes of this AMP, the current performance (condition) of the assets is used to determine the current level of service. The 2025 iteration of this AMP will require a further scenario, where the City will set targets to the level of service.

Scenario 3: Proposed LOS– This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan. This scenario is not constrained by a

budget, so any work that was planned based on the asset's lifecycle strategies are completed in the year it was triggered.

The City has adjusted the anticipated budget to be in line with the needs to meet Proposed LOS, to ensure understanding of the financial impact and planning to reach the City's goals.

1.5.5 Data Confidence and Improvement Plan

Each asset category will provide information on the data confidence and improvement plan specific to that asset category. This information will provide further information on the sources used to develop the asset register and provide a data quality grade based on the criteria outlined below in Table 1-4. Improvements for the data included in the chapter will then be provided.

Table 1-4. Data Confidence Rating Scale

Data Quality/ Reliability Rating	Data Accuracy
Very Good	No assumptions, with available condition data from a reliable data source, and age and current replacement value are known.
Good	Minor assumptions are made for condition, age, or replacement values (e.g. most of condition, age, and replacement values are known). Data sources are reliable and updated.
Fair	Assumptions are made for condition, age, or replacement values from moderately reliable sources.
Poor	Data comes from significantly out of date documents, data sources are moderately reliable, or values are unknown or unreliable.

1.5.6 Financial Strategy

The Financial Strategy is one of the key components within the AMP, as it puts the AMP into action. The financial plan provides a way for the City to integrate asset management planning with financial budgeting.

The Financial Strategy forecasts the total required annual expenditures for the City to perform the lifecycle activities in alignment with the scenarios to maintain current performance and meeting proposed levels of service targets.

The scenarios for each asset category will be combined to assess the City's forecasted expenditures to understand the full cost of achieving the current levels of service and proposed LOS over the 20-year forecast period. Forecasts for expenditures will be compared to the capital budget forecasts to determine if an infrastructure gap is present. Strategies to address this gap will also be discussed.

Note that forecasts for major capital works including renewal/rehabilitation and replacement activities are derived from analysis of the data provided by the City, the level of service metrics

developed with City staff, and the lifecycle strategies developed with subject matter experts based on best practices. Operations and maintenance costs were informed by the City's budget. It is assumed that other lifecycle activities such as non-infrastructure activities, service improvements and growth are included in the operating and renewal, rehabilitation and replacement costs. It is recommended that in the future the City further break down the budget to determine the costs associated with these activities, and to ensure the money allocated for renewals, rehabilitations and replacements is accurate.

1.5.7 Improvement and Monitoring Plan

As the City matures in their Asset Management journey, the processes for Asset Management Planning will continue to evolve and improve. Within the Category chapters, the data confidence and improvement plan provide category specific opportunities for improvements, while the Improvement and Monitoring Plan will speak to the opportunities for maturity on a city-wide or program level.

1.6 Asset Management Plan Assumptions and Limitations

This Asset Management Plan was developed based on the best available information and by employing professional judgement and assumptions to address gaps where necessary. Asset specific assumptions are recorded in the category chapters.

Where gaps or opportunities were identified, they have been included in the improvement plan.

Assumptions:

Scope

- The scope of this AMP covers the assets directly owned by the City of Port Colborne.

Costs

- All costs (including in the financial forecast) are presented in 2025 dollars, unless specified otherwise.
- Service improvement to an asset is generally not included in replacement costs. Some exceptions include if it is standard practice to upgrade infrastructure such as replacing a cast iron pipe with PVC.
- The cost of climate change has not been included in replacement costs identified in this AMP. Unexpected events such as severe storms attributed to climate change can cause immediate infrastructure replacement/renewal needs not identified in this AMP. Also not included are the likely effects climate change will have on the estimated useful life of the assets.

Risk

- The City has not implemented an asset risk management strategy that goes beyond legislative requirements for all assets. This will continue to be reviewed and enhanced for future iterations of the plan.

Budgets

- It is assumed that the projected capital budgets and expected available reserve funds will occur as planned over the period of analysis.
- This AMP assumes that the anticipated budgets are sufficient to meet current needs for non-infrastructure, operations and maintenance, growth, and service improvement activities to maintain current levels of service.

1.7 Asset Management Pressures

The management of public assets faces various pressures that can impact its operations, strategies, and overall success. Some of these pressures include:

- **Soil Contamination:** Port Colborne has faced significant environmental challenges stemming from historical industrial activities, particularly those associated with the nickel refinery. These challenges have included soil contamination and issues related to bedrock integrity. This has significantly increased costs associated with underground infrastructure replacements.
- **Bedrock:** Port Colborne sits on Niagara Escarpment limestone, a hard and dense rock that is difficult to excavate. The bedrock creates several significant challenges when replacing underground infrastructure such as watermains and sewers. As bedrock lies close to the surface, this limits the depth available for infrastructure placement without excavation into rock. This means that infrastructure usually requires rock excavation, which is time-consuming and costly, as it requires specialized equipment.
- **Market Volatility:** Asset managers must navigate constantly changing market conditions, including fluctuations in asset prices, and interest rates. Market volatility can make it challenging to appropriately plan for future asset needs.
- **Regulatory Changes:** Municipalities are often subject to a wide range of regulations that can vary by jurisdiction. Changes in regulations, such as those related to reporting requirements, can require asset managers to adapt their processes and systems.
- **Budget Constraints & Funding Options:** Municipalities often operate within tight budget constraints, limiting their ability to invest in infrastructure maintenance, upgrades, and new projects. Balancing competing priorities within limited budgets. Municipalities must explore various funding and financing options to support asset management initiatives, and other infrastructure needs. Identifying sustainable funding sources and securing financing on favourable terms can be challenging.

- **Population Growth and Urbanization:** Growing populations and urbanization place increased strain on municipal infrastructure and services. Municipalities must manage the demands for housing, transportation, utilities, and public amenities while ensuring sustainable development, and balancing the current asset portfolios.
- **Aging Infrastructure:** Many municipalities face aging infrastructure. Maintaining and upgrading this infrastructure requires significant investment, but funding may be insufficient to address all needs.
- **Environmental Regulations:** Municipalities must comply with environmental regulations related to air, water quality, waste management and land use. Meeting these regulations often requires investment in infrastructure upgrades and environmental mitigation measures. There is also significant staff time required for data tracking and reporting to ensure compliance.
- **Climate Change and Natural Disasters:** Climate change poses significant challenges for municipal asset management, including increased risk of extreme weather events such as floods and storms. Municipalities must invest in resilience measures to protect infrastructure and communities from climate-related risks.
- **Limited Human Resources:** Municipalities may face challenges in recruiting and retaining qualified staff with expertise.
- **Political and Public Pressure:** Asset management decisions are often subject to political and public scrutiny. Balancing the needs and preferences of various stakeholders, including elected officials, residents, and businesses can be complex and contentious.
- **Data Management and Technology Adoption:** Effective asset management relies on accurate data collection, analysis, and decision-making. This requires reliable asset data, and implementing systems and processes that leverage technology to optimize asset performance.
- **Resilience and Sustainability Goals:** There are increasingly greater pressures to prioritize resilience and sustainability in asset management practices. This includes incorporating green infrastructure, renewable energy, and sustainable transportation solutions into asset planning and management.

Overall, municipal asset management requires navigating a complex landscape of financial, regulatory, environmental, and social pressures to effectively manage infrastructure and deliver services to residents.

1.8 Growth and Climate Change

Growing populations and urbanization place increased strain on municipal infrastructure and services. Municipalities must manage the demands for housing, transportation, utilities, and public amenities while ensuring sustainable development, and balancing the current asset portfolios. Development

Charges (DCs) help to fund projects that are triggered by an increase in population. Where available, demographic and employment forecasts also inform asset.

The Canada Census information published in 2021 indicated that Port Colborne’s population has increased from 18,306 in 2016 to 20,033 which represents a change of 9.4% (See Figure 1-4. Population Increase). Future growth will continue to be analyzed for the increase required of service and asset capacity needs, resulting in demand for new and/or enhanced municipal infrastructure construction. Any known activities required to accommodate growth have been identified in the infrastructure needs scenarios within the asset chapters. Upon completion of the Development Charge Study, and future master plans, this information will be expanded upon in future iterations of the AMP.

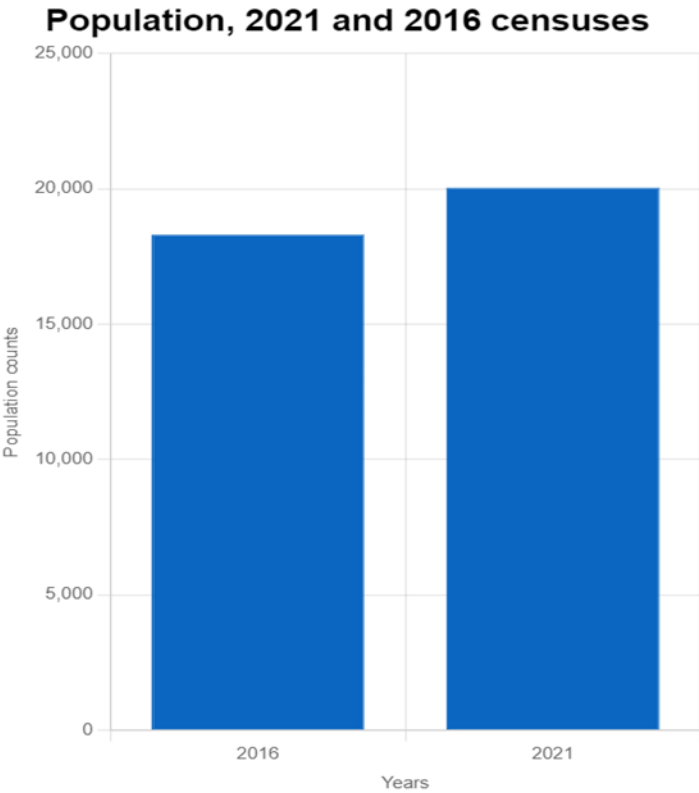


Figure 1-4. Population Increase

Climate change is increasingly impacting communities and infrastructure, making it crucial to mitigate and adapt to current and future changes in order to grow and protect the community into the future. Climate hazards are speeding up asset deterioration, according to a 2023 report titled "Costing Climate Change Impacts to Public Infrastructure" by the Financial Accountability Office (FAO) of Ontario. This means that more capital investments will be required for more frequent rehabilitations and early renewals, as well as increased pressure on operations and maintenance (O&M) activities. According to FAO projections, in the absence of any adaptation approaches, climate change will result in an increase in the annual maintenance costs of the \$708 billion portfolio of current public infrastructure assets throughout the Province of Ontario by an average of \$4.1 billion Figure 1-5.

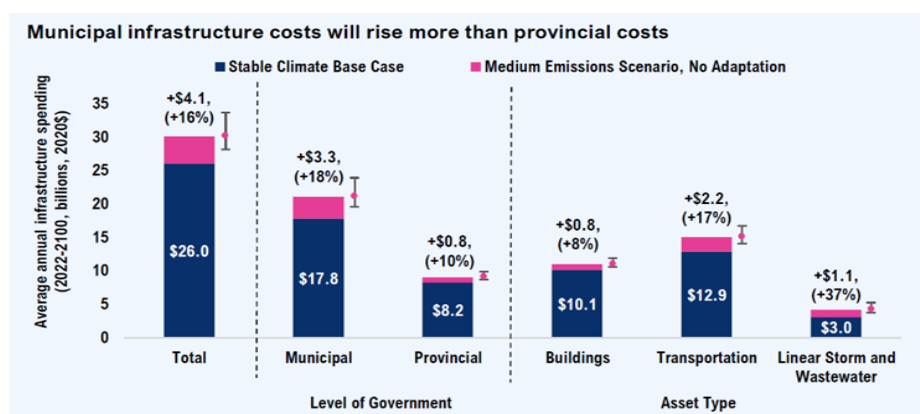


Figure 1-5. Infrastructure Cost Increase Analysis per Level of Government and Asset Type (Source: FAO report Costing Climate Change Impacts to Public Infrastructure¹)

The City of Port Colborne has been engaged in various efforts to mitigate and adapt to climate change, some of which include:

1. **Emissions Reduction Initiatives:** Implementing strategies to reduce greenhouse gas emissions from municipal operations, such as transitioning to renewable energy sources, and improving energy efficiency in buildings. The City's first Energy Conservation and Demand Management Plan (ECDM Plan) was approved by Council in 2024 and have set out goals for the 2024-2029 Plan which includes:
 - 51% reduction in electricity consumption
 - 46% reduction in natural gas consumption
 - 37% reduction in greenhouse gas emissions
2. **Climate Action Plans:** Developing and implementing comprehensive climate action plans that outline specific goals, targets, and actions to reduce carbon emissions, and enhance resilience to climate impacts.
3. **Community Engagement:** Engaging residents, businesses, and community organizations in climate action efforts through education, outreach campaigns, and partnerships to raise awareness and encourage behavioural change.
4. **Monitoring and Reporting:** Tracking progress towards climate goals, monitoring key indicators such as emissions, energy consumption, and adaptation measures, and reporting results to stakeholders to ensure transparency and accountability.

By systematically costing climate change impacts to our infrastructure, decision-makers can better understand the financial implications of climate risks, prioritize investments in adaptation and mitigation, and optimize resource allocation to enhance the resiliency of infrastructure systems.

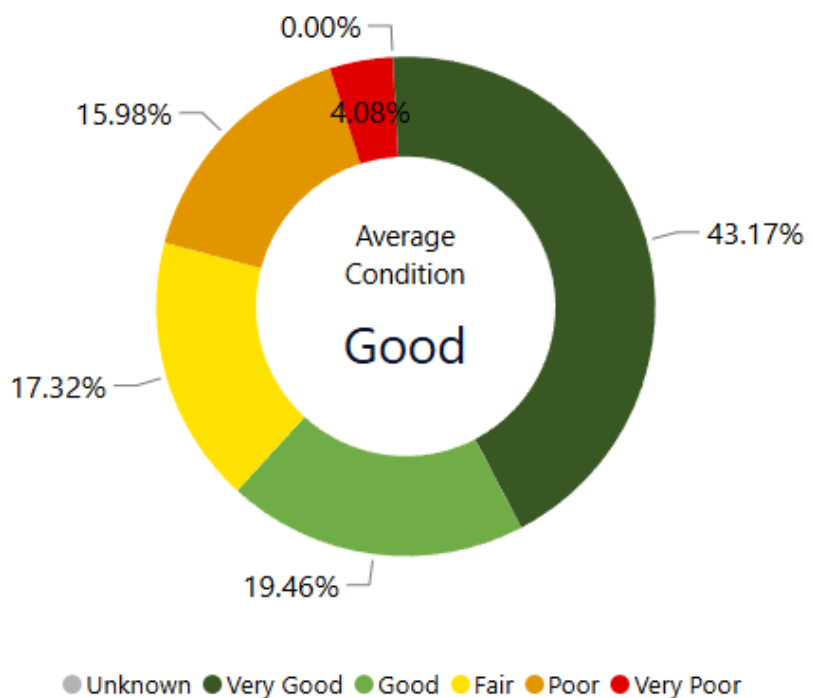
¹ <https://fao-on.org/en/other-resources/cipi/>

2 Wastewater Network

Replacement Value

\$346,664,280

Overall Average Asset Condition



Quick Facts

The Wastewater Network maintains:

- 92 km of gravity mains and forcemains including associated assets such as manholes, laterals, and cleanouts

2 Wastewater Network

Wastewater collection services are provided to the City under a “two-tier” system whereby the Niagara Region is responsible for the operation and maintenance of the Seaway Wastewater Treatment Plant, 17 pump stations and related forcemains, and some trunk sanitary sewer mains. The City operates and maintains 91 km of wastewater gravity mains. Wastewater is collected from properties within the City’s urban area which flow by gravity to the Region’s pump stations which direct flow to the treatment plant where it is treated before being discharged to the Welland Canal.

Like many other municipalities, the City’s wastewater collection system is greatly impacted by wet weather which causes extraneous flow to enter the system through defects in the infrastructure and direct or indirect connections. Less than half of the City’s urban centre is serviced by storm gravity mains, which normally collect runoff from precipitation. Thus, when many areas were developed, some private infrastructure such as downspouts and sump pump discharges were directed to the wastewater system. Finding and repairing system defects and separating storm flow from the wastewater network are two priority issues for the City to improve the reliability and efficiency of the system. Less stormwater flow entering the wastewater system reduces the likelihood of basement flooding, system overflows, and the cost of treating the flow.

2.1 State of the Infrastructure

The methodology to represent state of the infrastructure information for this AMP were adjusted from the 2024 AMP to provide a more accurate assessment, which includes:

- Updated and inflated replacement costs (2025 dollars)
- Condition updates to reflect pipe relining for 2023, 2024 and 2025.

2.1.1 Asset Inventory and Valuation

The Wastewater Network includes gravity mains, forcemains, and laterals with a total estimated replacement value of \$347 million. Table 2-1 below details the inventory and the current estimated replacement value by asset type.

Table 2-1. Asset Inventory and Estimated Replacement Values - Wastewater Network

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Gravity Mains	90,587	m	\$269,031,042
Forcemains	1,693	m	\$4,517,239
Laterals ²	6,093	unit	\$73,116,000
Total			\$346,664,281

2.1.2 Asset Condition

Condition was assigned to the wastewater network using PACP scores (for mains that have CCTV inspections completed) or using age/estimated service life. A description of the condition rating scale can be found in Table 2-2.

Table 2-2. Condition Rating Scale – Wastewater Network

Condition	Age/ESL	PACP Condition Rating
Very Good	>80% life remaining	1: Failure unlikely in foreseeable future
Good	60-80% life remaining	2: Pipe unlikely to fail for at least 20 years
Fair	40-60% life remaining	3: Pipe may fail in 10-20 years / Grade 3
Poor	20-40% life remaining	4: Pipe will probably fail in 5 – 10 years
Very Poor	0-20% life remaining	5: Pipe failed or likely to fail within 5 years
Unknown		

The City has implemented a CCTV program on a 6-year cycle which means approximately 15 km of the system is flushed and inspected annually and all gravity mains are inspected once every six years. Through the Infrastructure Needs Study, the specifications for the CCTV data collection were updated to be in line with industry best practices. It is recommended that the City follow the updated specifications and continue its efforts to obtain CCTV data for its wastewater system. Data management is a critical component of a successful CCTV and sewer rehabilitation program.

Wastewater network overall condition by replacement value can be seen in Figure 2-1 below. The condition distribution of the wastewater assets has drastically changed from the previous AMP. The methodology of how the CCTV data is used was also updated to enhance the accuracy of the information within this AMP. The methodology to assign condition for this AMP were adjusted to provide a more accurate assessment, which used likelihood of failure calculated based on NASSCO

² Note that laterals were included in the replacement cost for gravity mains in the 2024 AMP.

methodology from the structural score, which provides an assessed remaining life (which differs from actual age and remaining life). Age-ESL was then applied as per Table 2-2.

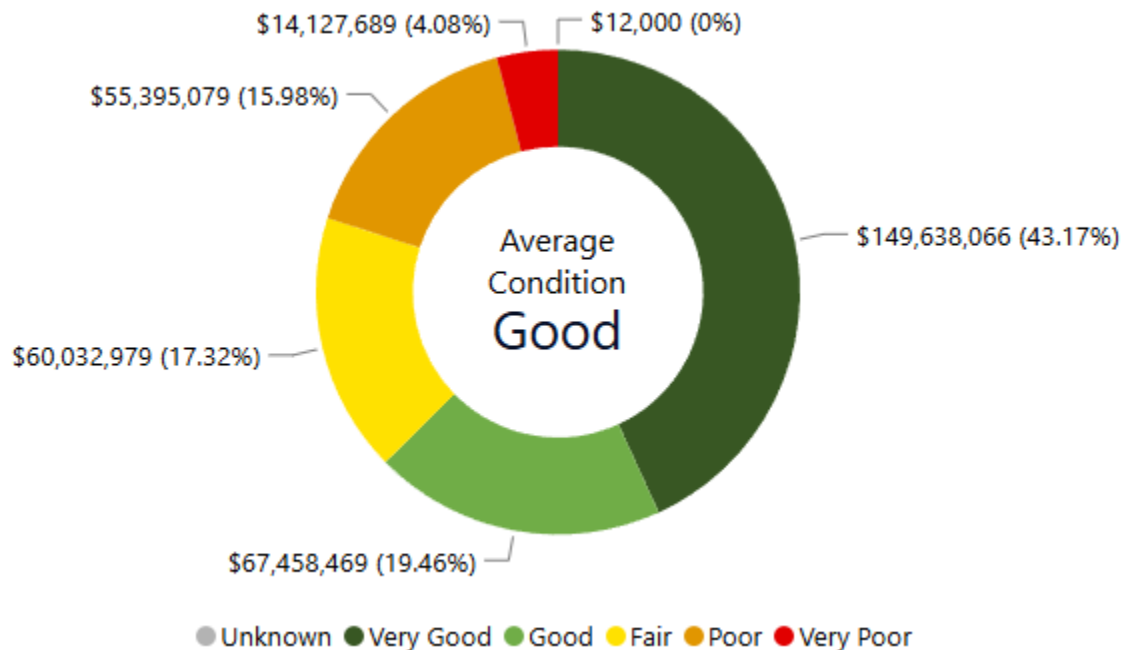


Figure 2-1. Asset Condition by Replacement Value – Wastewater Network

Wastewater Network assets are on average in **Good** condition. With approximately 80% of assets are in fair or better condition. Figure 2-2 shows a breakdown of condition by replacement value by asset type.

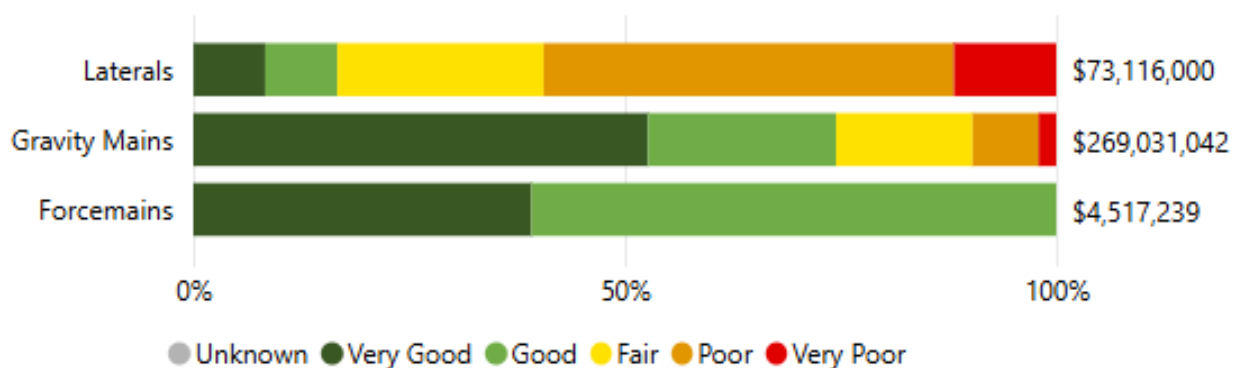


Figure 2-2. Asset Type Condition by Replacement Value – Wastewater Network

Both forcemains and gravity mains are in good to very good condition – a significant improvement from last year as a result of relining work that has been completed. In addition, laterals were included in the condition summary and replacement value of gravity mains within the 2024 AMP which influenced the condition reported at that time under the gravity mains grouping. Laterals have been

identified to require relining investments to address inflow and infiltration concerns, and so have been called out separate to better understand the investments needs in the coming years.

The City is continuing its efforts to obtain reliable CCTV ratings for the wastewater system. Future iterations of this AMP will be enhanced as updated information is made available. The work that was done as part of the Infrastructure Needs Study has been used to better inform this AMP.

2.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives (ESL) can help municipalities make decisions on the management of Wastewater Network assets. The average age and average ESL for gravity mains and forcemains in the wastewater network can be seen below in Figure 2-3. The average age of gravity mains and forcemains is lower than their average ESL. The age of laterals is assumed to be the same as the gravity main that it is connected to. This information should be documented as relining is addressed.

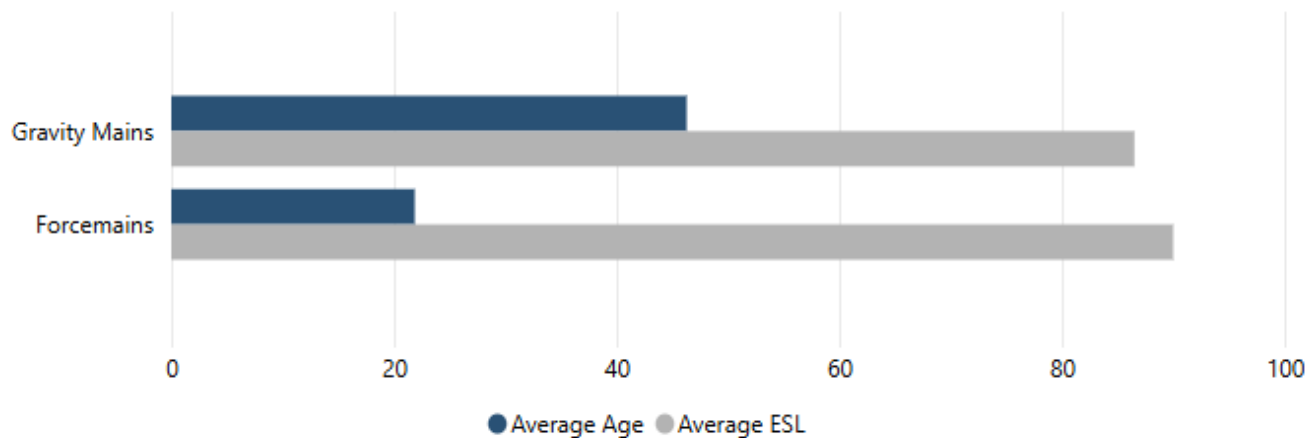


Figure 2-3. Average Age and Average Estimated Service Life – Wastewater Network

2.2 Levels of Service

Service Statement: Provide reliable and cost-efficient wastewater services while protecting the environment and the community.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 2-3 and Table 2-4 provide a summary of the community and technical levels of service metrics for the City's Wastewater Network. These are segmented into those that are required under the O.Reg.588/17 and other levels of service metrics that are defined by the City. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Wastewater Network assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.



Table 2-3. Community Level of Service– Wastewater Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system	The wastewater collection system is comprised of 90 km of sewer mains within the urban area which drain to the Region's pump stations for conveyance to the Seaway. Wastewater Treatment Plant. The Region owns and maintains 17 pump stations within the City. See Appendix A.	N/A	N/A
Scope	Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes.	N/A	N/A	N/A
Reliability	Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches.	N/A	N/A	N/A

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Reliability	Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes	Stormwater enters the sanitary system through cracks, offset joints, maintenance hole covers, and private lateral defects. Parts of the system have connected downspouts and sump pump discharges.	N/A	N/A
Reliability	Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events such as those listed above	Stormwater enters the sanitary system through cracks, offset joints, maintenance hole covers, and private lateral defects. Parts of the system have connected downspouts and sump pump discharges.	N/A	N/A
Reliability	Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system	This regulatory metric is not applicable to the City as the sewage treatment plants are owned and operated by the Regional Municipality of Niagara.	N/A	N/A
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	26%	Maintain	↔

Table 2-4. Technical Level of Service–Wastewater Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Percent of properties in City connected to the municipal wastewater system	67.34%	Maintain	↔
Reliability	The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system.	N/A	N/A	N/A
Reliability	# of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system	0	Maintain	↔
Reliability	# of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system	N/A	N/A	N/A
City Defined				
Accessible & Reliable	Percent of wastewater systems flushed and CCTV inspected annually	16.70%	Maintain	↔
Accessible & Reliable	Amount of wastewater assets in very poor condition	4.08%	0%	↘
Accessible & Reliable	Wastewater to water billed ratio	2.3:1	1:1	↘

2.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within the Wastewater Network.

2.3.1 Lifecycle Activities

Lifecycle activities for Wastewater Network assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that wastewater assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 2-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 2-5. Asset Management Practices and Associated Frequency – Wastewater Network

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Pollution Prevention Control Plan (PPCP)	• Every 5 years / as required
• Smoke testing	• As required
• Flow monitoring	• Annually
• Update/review of design standards	• As required

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Inflow and infiltration	As required
Operations and Maintenance Plan	Annual review
Operations & Maintenance Activities	
CCTV inspection and flushing / cleaning	Annually
Spot repairs / grouting	As identified
Renewal/Replacement Activities	Annually
Trenchless re-lining	As per program
Replacement of gravity mains	As identified
Replacement of remaining assets	As identified
Disposal Activities	
Removal of gravity mains through standard construction practices	As required
Removal or manholes through standard construction practices	As required
Removal or remaining assets through standard construction practices	As required
Service Improvement & Growth Activities	
Pipe upsizing	As required
Expansion to support growth	As required (e.g. development)

2.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 2.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being

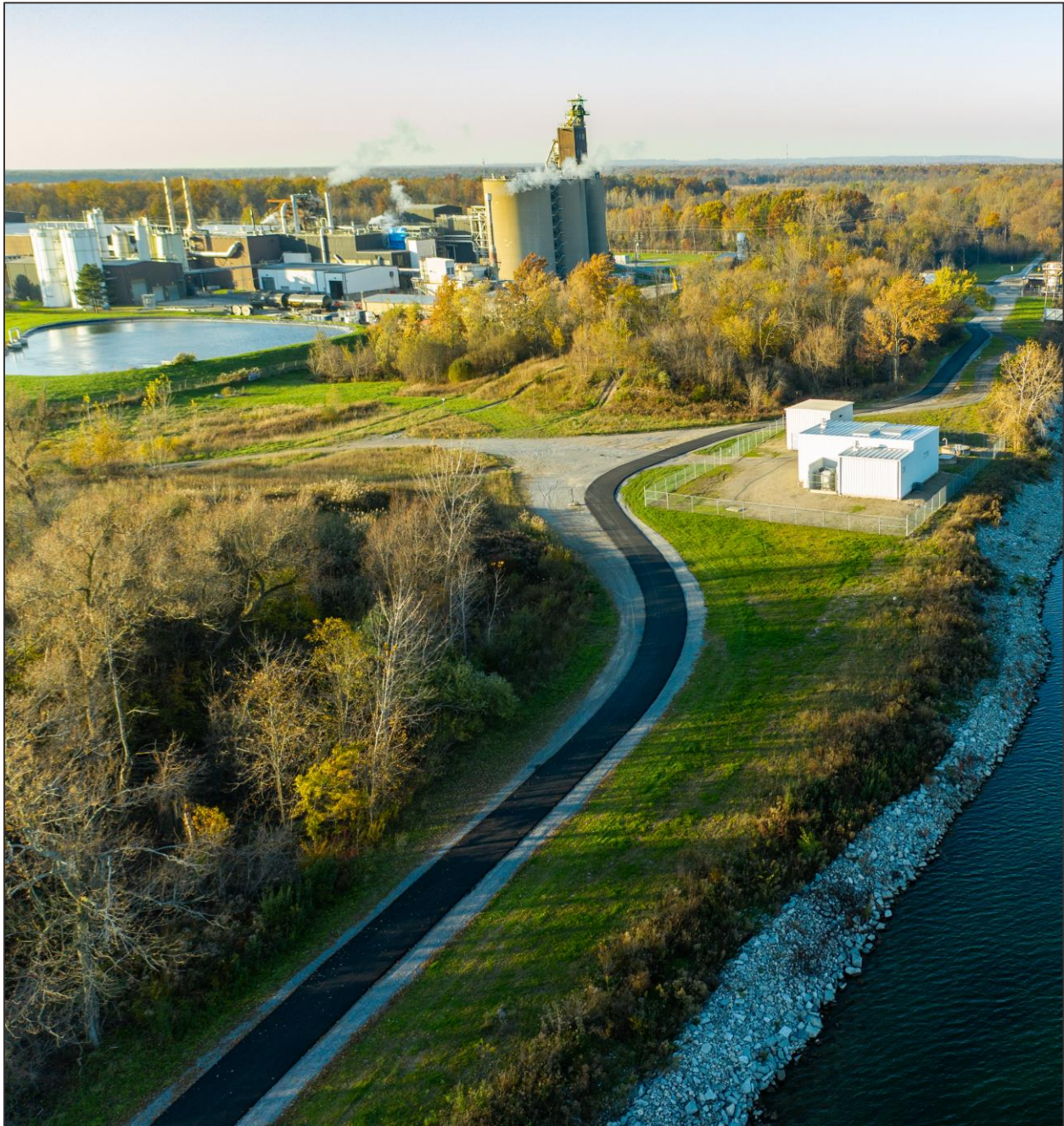
provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 2-4.



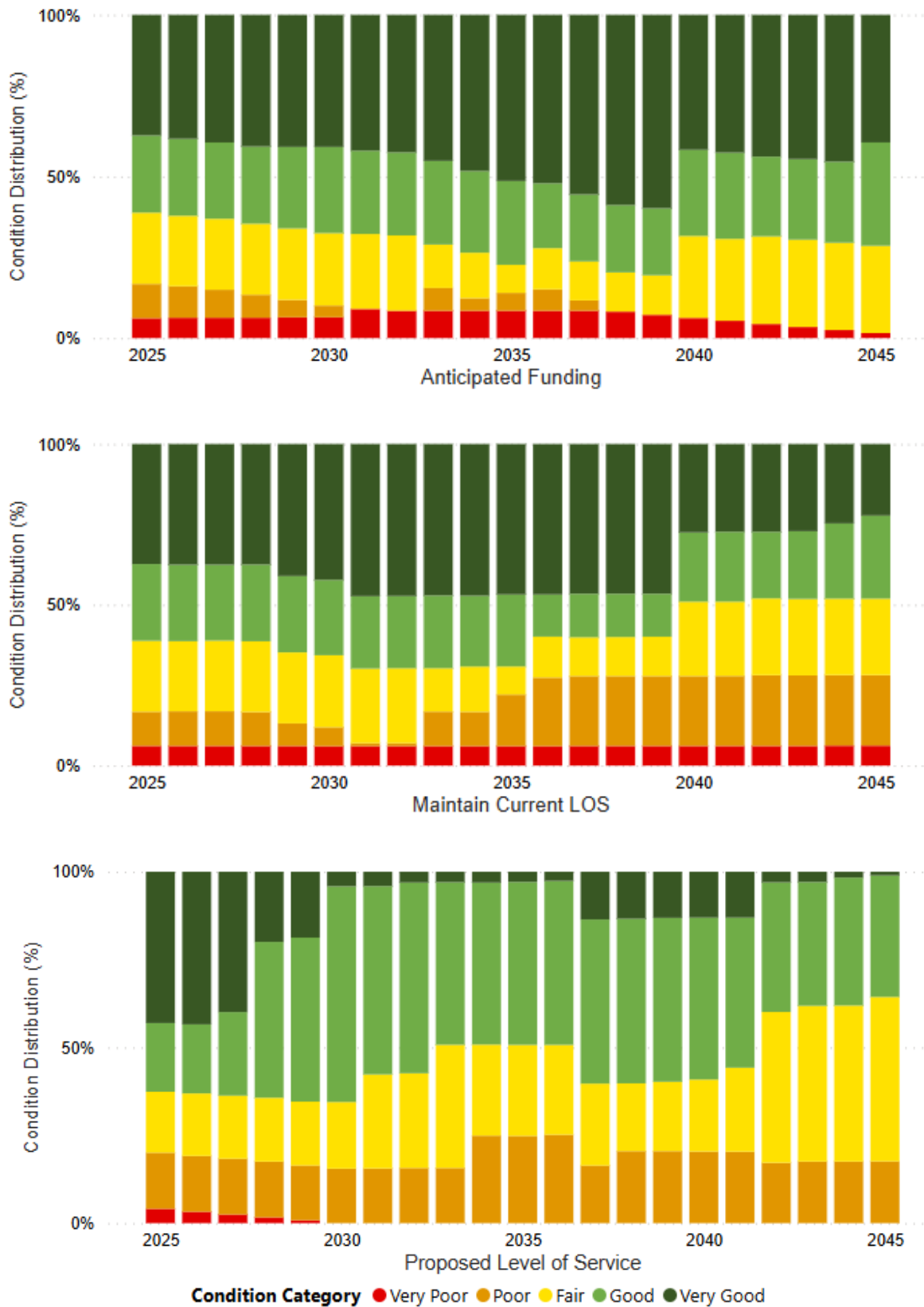


Figure 2-4. Wastewater Network Performance Forecast with Current Funding

Figure 2-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the wastewater assets was determined to be approximately \$1.9M. The percentage of assets in very poor condition is reduced to less than 2% by 2045.

In the Current LOS scenario, the anticipated annual funding required for wastewater assets is approximately \$2.0M for renewal, rehab and replacement activities. The condition distribution shows that the proportion of assets in very poor condition is maintained at around over the 20-year period.

In Scenario 3, the anticipated annual budget required to achieve PLOS was determined to be \$1.9M for renewal, rehab and replacement activities, which eliminates assets in very poor condition by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 2-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

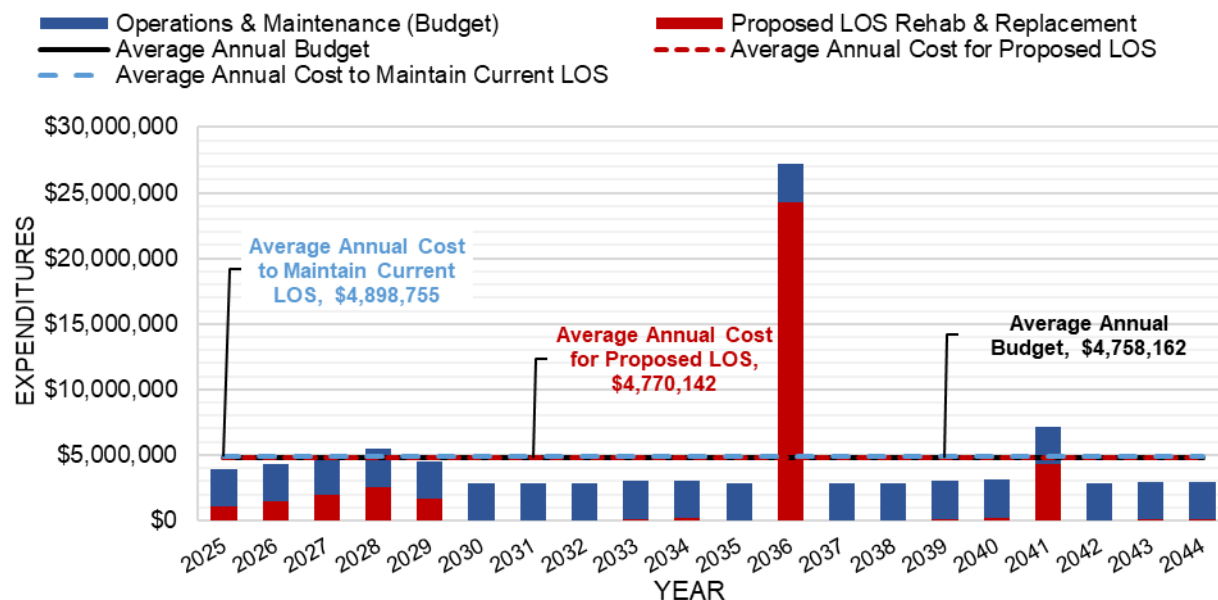


Figure 2-5. Wastewater Network Scenario Comparison

Until 2030, there are annual expenditures to address relining efforts of the lateral and gravity main systems to remove all assets in very poor condition. There is a further spike in 2036 to keep assets that will fall into very poor condition in that year, based on asset degradation.

Growth needs will be further reviewed for this asset category through future master plans to clearly identify needs for growth, which will then be incorporated into future iterations of this AMP, as they become available. This may greatly impact the infrastructure expenditure requirements.

Continued deferrals of projects will also lead to significantly higher operational and maintenance costs and will affect the availability of services in the future. Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

Anticipated funding for capital budgets presented are the annual average for the 2025-2044 fiscal years. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed level of service and includes increases of up to 20% to "catch up" to required expenditures up to 2030. The average annual expenditures required for each scenario is summarized and compared below in Table 2-6.

Table 2-6. Wastewater Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$2,860,792	\$2,860,792	\$2,860,792
Renewal, Rehabilitation & Replacement	\$1,932,247	\$2,037,963	\$1,909,350
Total Expenditures	\$4,793,039	\$4,898,755	\$4,770,142
Average Annual Funding Gap		\$105,717	No Gap

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.



2.5 Data Confidence and Improvement Plan

Table 2-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 2-7. Data Confidence – Wastewater Network

Data Source	Data Confidence
GIS Infrastructure Needs Study CCTV Assessments	Good

2.5.1 Recommendations for Improvements

The level of confidence in the wastewater network data has increased from the previous plan as a result of the Infrastructure Needs Study completed, and the availability of more CCTV data available for the system which was used to inform the condition summary and financial analysis in this plan. As the CCTV inspections cover a greater proportion of the network this data will be used in future iterations of the plan.

Future studies planned for the City include a Pollution Prevention Control Plan, Wastewater Flow Monitoring Program, and a Wet Weather Management Program. These studies will further inform asset management initiatives to ensure the City is making information decisions and maximizing investments to their infrastructure while also planning for growth.

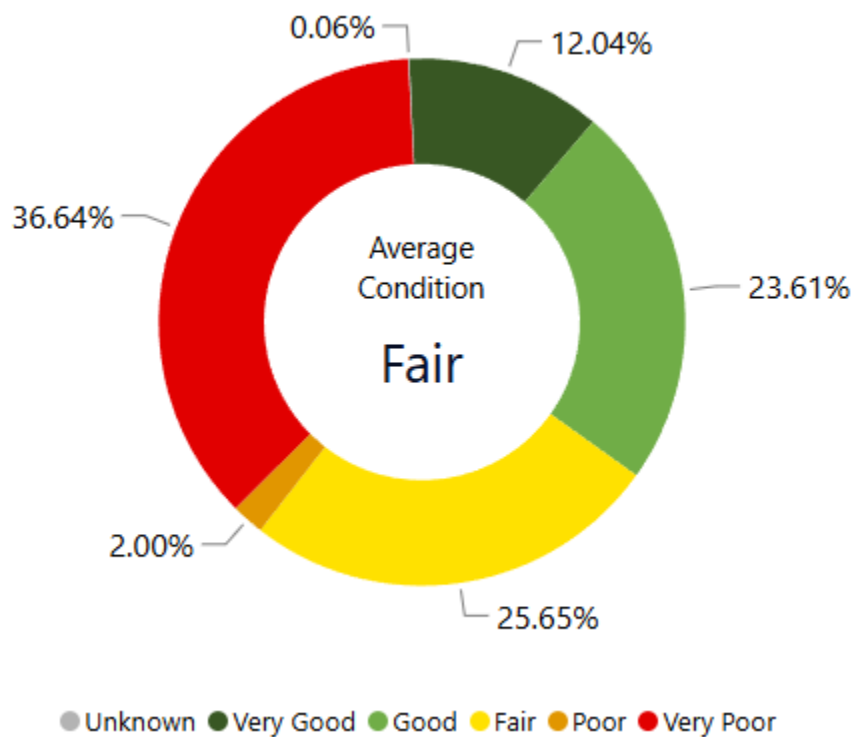
It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

3 Water Network

Replacement Value

\$419,975,278

Overall Average Asset Condition



Quick Facts

The Water Network has

- 113 km of distribution water mains providing clean drinking water to residents

3 Water Network

Water is provided to the City under a “two-tier” system whereby the Niagara Region is responsible for the operation and maintenance of the Port Colborne Water Treatment Plant, two storage facilities, and transmission trunk watermains. Water is drawn from the Welland Canal, treated to be drinkable, and sent via the transmission watermains to storage and the City’s water distribution system. The City operates and maintains approximately 113 km of distribution watermains.

The Region and City water systems are strictly regulated by the Ontario Ministry of Environment, Conservation and Parks (MECP) under the Safe Drinking Water Act (2002) and extensive testing and annual inspections ensure compliance to numerous standards and requirements for the protection and safety of users of the system.

3.1 State of the Infrastructure

The methodology to represent state of the infrastructure information for this AMP were adjusted from the 2024 AMP to provide a more accurate assessment, which includes:

- Updated replacement costs (2025 dollars)

3.1.1 Asset Inventory and Valuation

The Water Network includes mains, meters, bulk water stations, sample stations and AMI water towers with a total estimated replacement value of \$420 million. Replacement costs have been updated since the 2024 AMP to reflect construction costs from recent contracts. Table 3-1 details the inventory and current estimated replacement value by asset type.

Table 3-1. Asset Inventory and Current Replacement Value – Water Network

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Mains	112,996	m	\$418,481,696
Meters ³	5,844	Units	\$3,699,252
Stations – Bulk Water Station	2	Units	\$1,040,000
Sample Stations	59	Units	\$262,187
AMI Water Towers	3	Units	\$187,200
Total			\$423,670,335

3.1.2 Asset Condition

Condition was assigned to assets in the water network based on age/estimated service life. A description of the condition ratings scale can be found in Table 3-2. Conditions were assessed for the water system in line with the previous AMP, and the Infrastructure Needs Study. It is recommended through future initiatives that the City evaluate other ways to determine condition of their water system such as the analysis of watermain break data which is currently being collected and could be used to inform future renewal decisions.

Table 3-2. Condition Rating Scale – Water Network

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

³ Information on water meters was not available for inclusions in the analysis of this AMP, but have been included in the total replacement value of the water assets.

Water Network overall condition by replacement value can be seen in Figure 3-1 and Figure 3-2.

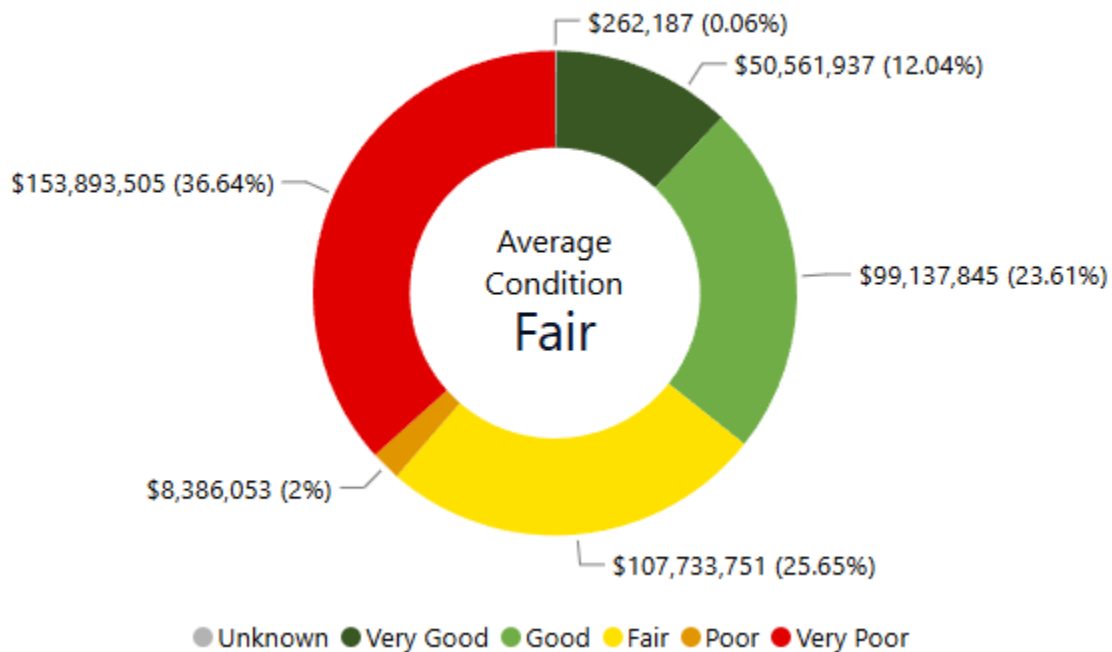


Figure 3-1. Asset Condition by Replacement Value – Water Network

On average Water Network assets are in **Fair** condition with approximately 60% of assets in fair or better condition. Figure 3-2 shows a breakdown of the condition distribution by replacement value for each asset type in the Water Network.

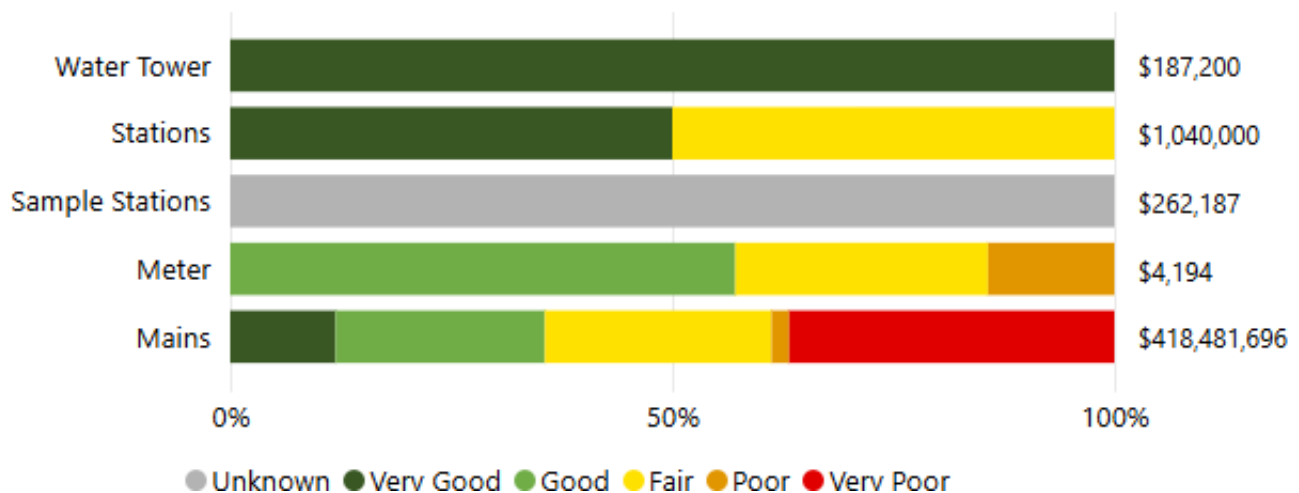


Figure 3-2. Asset Type Condition by Replacement Value – Water Network

Install dates for the Sample Stations were not available at the time of the development of this AMP. It is recommended that the City continue its efforts to fill gaps in asset information.

Many water mains are currently close to or past their estimated service lives, with nearly 40% of water mains in poor or very poor condition. A large portion of these water mains are cast iron and ductile iron mains which are due for replacement with more reliable material such as PVC. While these assets are close to or past their estimated service lives, many assets can continue to provide service well beyond their service lives. Figure 3-3 below shows the length of watermain by material type. The largest portions of the water network are PVC and cast iron watermains, with small portions of other materials such as asbestos cement, ductile iron and steel. The large portion of cast iron (CI) pipes are priorities for replacement.

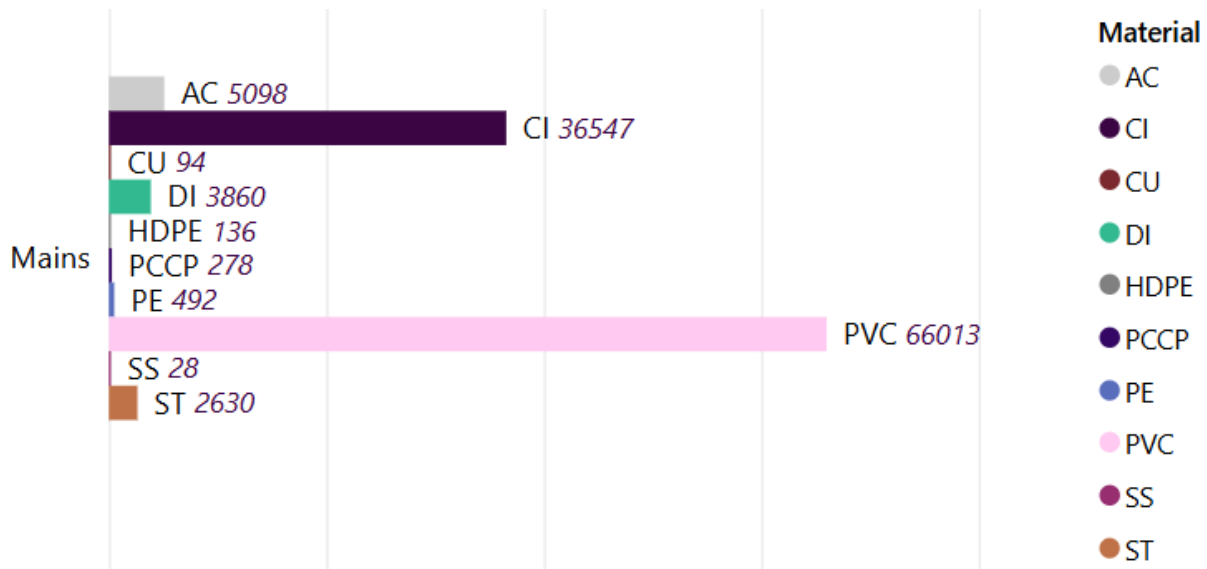


Figure 3-3. Water Main Length by Material Type (m)

3.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Water Network assets. Average age and average estimated services lives for assets in the Water Network are

shown in

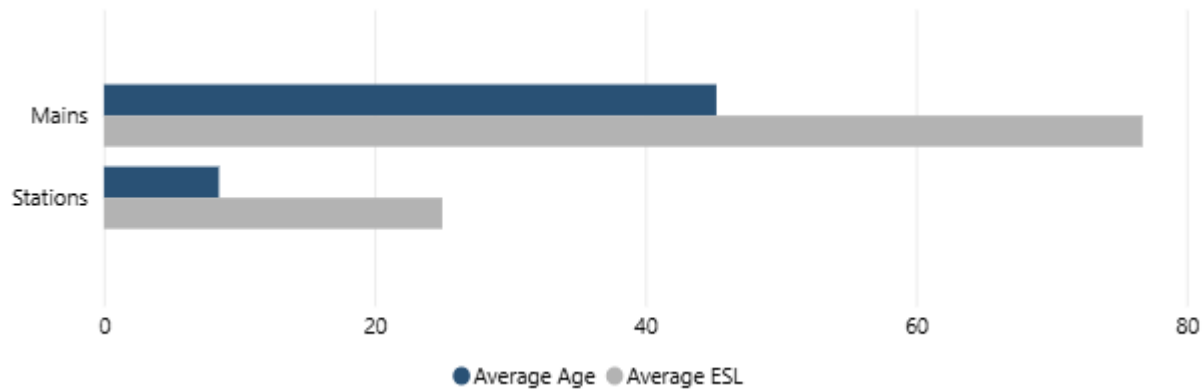


Figure 3-4.

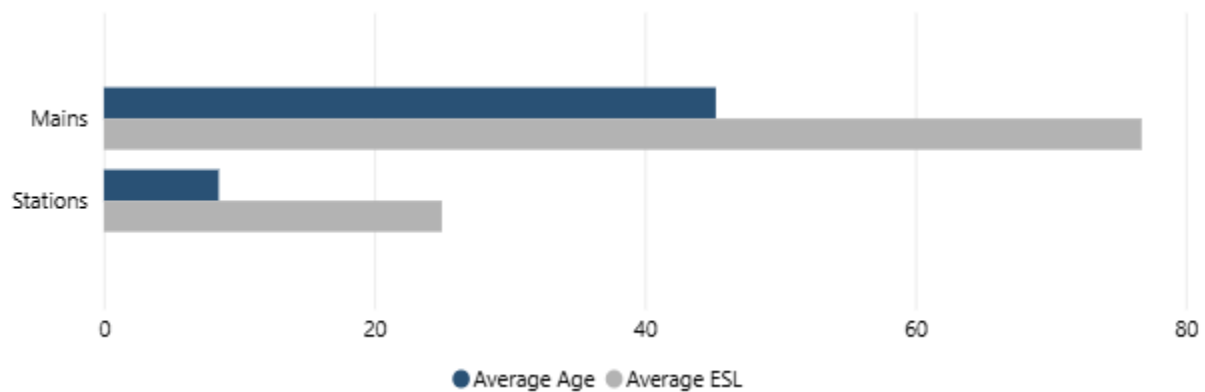


Figure 3-4. Average Age and Average Estimated Replacement Value – Water Network

Water mains, stations (bulk water stations), meters, and AMI water towers all have an average age well below their average ESL. The ages of the sample stations are currently unknown. It is recommended that the City make efforts to fill out any remaining information for this asset category.

3.2 Levels of Service

Service Statement: Provide reliable and cost-efficient, safe, high quality drinking water with adequate pressure and flow.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 3-3 and

Table 3-4 provide a summary of the community and technical levels of service metrics for the City's Water Network. These are segmented into those that are required under the O.Reg.588/17 and other levels of service metrics that are defined by the City. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Water Network assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.



Table 3-3. Community Level of Service– Water Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system.	Drinking water is supplied to the urban area of the City via 112 km of watermain as illustrated in Appendix B. This Class 1 distribution system conveys water purchased from the Region who draws water from the Welland Canal and treats it to meet regulatory requirement	N/A	N/A
Scope	Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	Fire flow is provided by 622 hydrants within the urban area of the City. See Appendix B.	N/A	N/A
Reliability	Description of boil water advisories and service interruptions.	0	N/A	N/A
City Defined				
Safe & Regulatory	# of confirmed water quality customer complaints.	14	Maintain	↔
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	8%	Maintain	↔

Table 3-4. Technical Level of Service–Water Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Accessible & Reliable	Percent of properties connected to the municipal water system	67.99%	Maintain	↔
Accessible & Reliable	Percent of properties where fire flow is available	67.99%	Maintain	↔
Accessible & Reliable	# of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system	UNK	Maintain	↔
Safe & Regulatory	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0	Maintain	↔
City Defined				
Accessible & Reliable	Percent of replacement value of water network assets very poor condition	36.64%	0%	↘
Accessible & Reliable	5-year average number of water main breaks	10	Maintain	↔
Cost Efficient	Water loss as a percentage of water purchased	44.6%	15%	↘
Safe & Regulatory	Percentage of water sampling meeting Safe Drinking Water Standards	100%	Maintain	↔

3.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within the Water Network.

3.3.1 Lifecycle Activities

Lifecycle activities for Water Network assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that water assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 3-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 3-5. Asset Management Practices and Associated Frequency – Water Network

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Water quality complaint tracking	• As required
• Water loss reports	• Monthly
• AWWA audits	• Annually
• Hydraulic analysis (water modelling)	• As required
• GIS & asset tracking	• On-going
• Water Master Plan, Infrastructure Needs Study, Asset Management Plan	• Every 5 years
• Water Financial Plan	• Every 5 years
• Drinking Water Quality Management Standard Audits (DWQMS)	• Annually (internal & external), accreditation every 3 years
Operations & Maintenance Activities	
• Flushing	• Targeted areas
• Valve turning	• 25% annually
• Break repairs	• As required
• Hydrant inspection	• Twice annually
• Fire flow testing	• 25% annually
• Hydrant Painting	• 10 years
• Hydrant Repairs	• As required
• Leak detection	• Twice annually
• Bulk Water Station inspections	• Twice annually
• Curb Stop repairs	• As required
• Large industrial meter calibrations (AWWA standards)	• Annually (based on AWWA standards)
Renewal/Replacement Activities	
• Trenchless relining	• As identified
• Watermain Replacement	• As identified
• Replacement of remaining assets	• End of service life

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Disposal Activities	
Watermain removal through standard construction practices or abandoned in place	As required
Hydrants - decommission and store parts	As required
Hydrants - decommission and scrap	As required
Removal through standard construction practices for remaining asset types	As required
Service Improvement & Growth Activities	
Upsizing	As required
Expansion to support growth	As required (e.g. development)
Local improvements	Based on opportunity
Hydrants - design standards requirements	As required

3.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 3.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided, with the exception of water and the Grain Terminal for facilities at this time. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the

evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 3-5.

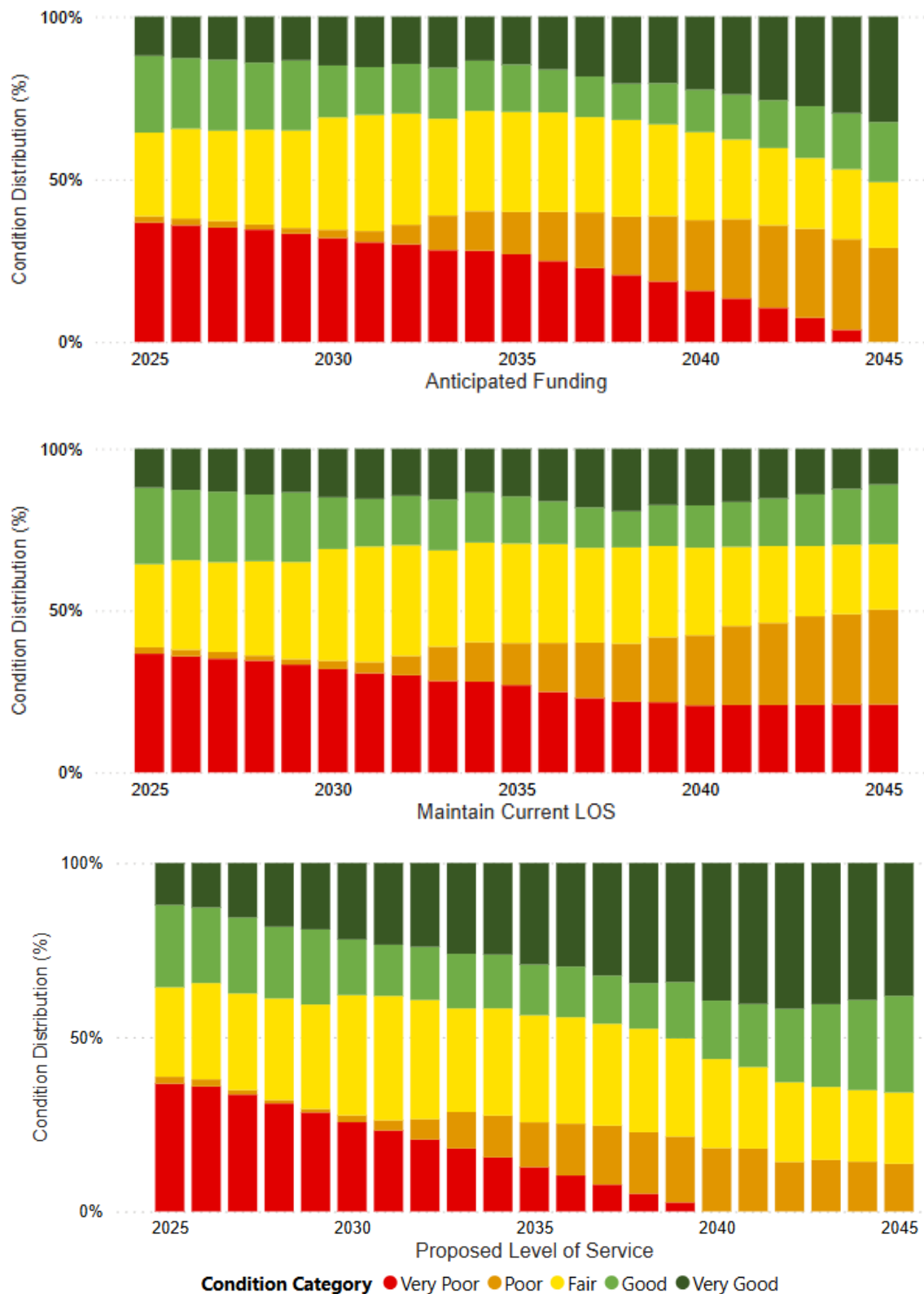


Figure 3-5. Condition Profile for Service Level Scenarios - Water

Figure 3-5 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Water assets was determined to be approximately \$6.6M. The percentage of assets in very poor condition decreases throughout the 20-year forecast period and is reduced to zero by 2045.

In the Current LOS scenario, the anticipated annual funding required for water network assets is approximately \$2.1M for renewal, rehab and replacement activities. The condition distribution shows that the proportion of assets in very poor condition is steadily reduced from 37% to 21% over the 20-year period.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be \$6.9M for renewal, rehab and replacement activities, which eliminates the amount of assets in very poor condition to negligible by 2040, sooner than Scenario 1. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 3-6. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

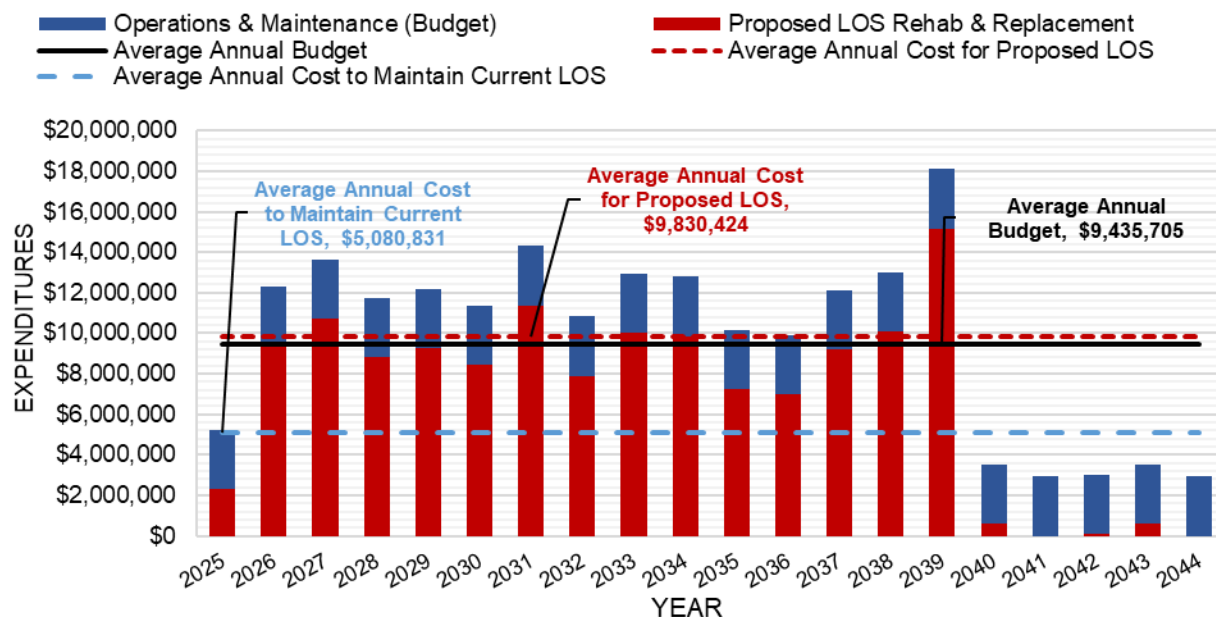


Figure 3-6. Water Network Scenario Comparison

Growth needs will be further reviewed for this asset category through future master plans to clearly identify needs for growth, which will then be incorporated into future iterations of this AMP, as they become available. This may greatly impact the infrastructure expenditure requirements.

Continued deferrals of projects will also lead to significantly higher operational and maintenance costs and will affect the availability of services in the future. Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) but about \$395k to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Water Network are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 3-6.

Table 3-6. Water Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$2,936,826	\$2,936,826	\$2,936,826
Renewal, Rehabilitation & Replacement	\$6,569,856	\$2,144,005	\$6,893,598
Total Expenditures	\$9,435,705	\$5,080,831	\$9,830,424
Average Annual Funding Gap		No Gap	\$394,720

The expenditures required for water could decrease as the City explores the viability of a watermain relining program as a lower cost alternative to open cut replacement. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. It is anticipated that the needs for these assets will change as lower cost alternatives and asset management practices are enhanced to reach Council's goals. This Asset Management Plan, and the strategies in place demonstrate the City's commitment to upgrading its assets to ensure the quality of services for its customers.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

3.5 Data Confidence and Improvement Plan

Table 3-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 3-7. Data Confidence – Water Network

Data Source	Data Confidence
GIS Infrastructure Needs Study	Good

3.5.1 Recommendations for Improvements

The Infrastructure Needs Study provided simulations of needs based on existing hydraulic models to identify pressure and fire flow deficiencies throughout the system, which informed the needs forecasted in this AMP. The planned Water Master Servicing Plan and Model Calibration will further improve the information available for asset management planning.

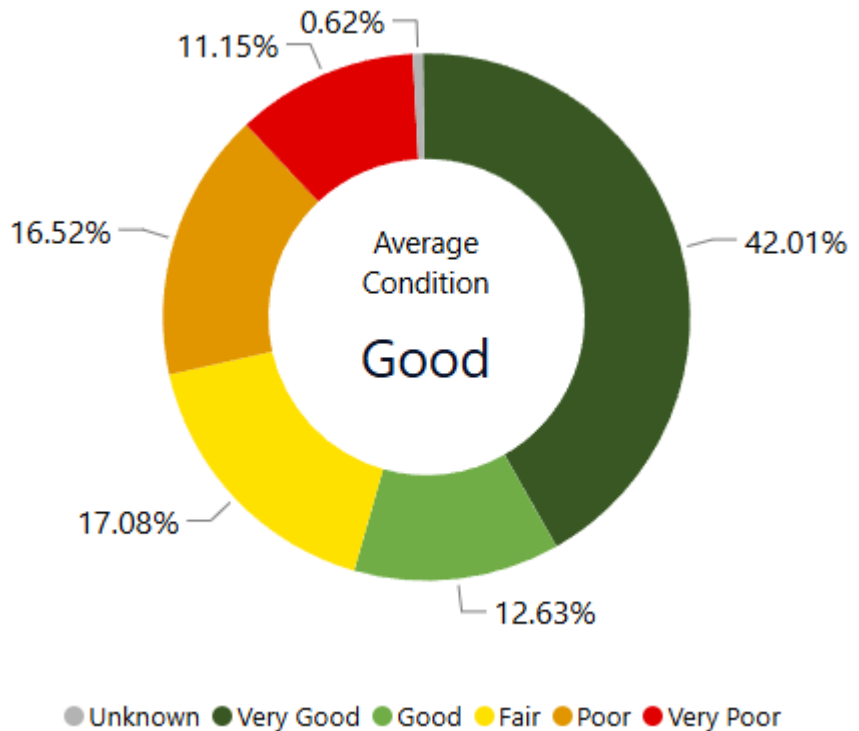
It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

4 Stormwater Network

Replacement Value

\$440,862,297

Overall Average Asset Condition



Quick Facts

The Stormwater Network has

- 97 km of stormwater mains (42% designed to current standards)
- Supporting assets including stormwater management ponds, outlets, forcemains, ditches and culverts

4 Stormwater Network

The City's stormwater infrastructure is located primarily throughout the urban setting. Rain and snowmelt generate stormwater, which permeates into the soil or flows as surface runoff. The storm sewer system gathers runoff through catch basins and directs it towards the nearest water body through gravity mains, primarily the Welland Canal or Lake Erie, mitigating the potential for property flooding. Urban development and increased impervious surfaces have diminished natural drainage, underscoring the growing importance of stormwater management, especially amid climate change-induced intensification of storms.

4.1 State of the Infrastructure

The methodology to represent state of the infrastructure information for this AMP were adjusted from the 2024 AMP to provide a more accurate assessment, which includes:

- Updated replacement costs based on current contracts for unit rates (2025 dollars)
- Condition updates based on completion of Zoom camera inspection

4.1.1 Asset Inventory and Valuation

The Stormwater Network includes mains, forcemains, leads, ditches, culverts, outlets, and ponds with a total estimated replacement value of \$441 million. Valuation is much higher this year than noted in the 2024 AMP, as it was updated to reflect recent contracts. Currently only 42% of the storm system is designed to current standards. Table 4-1 below details the inventory and the current estimated replacement value by asset type.

Table 4-1. Asset Inventory and Current Replacement Value – Stormwater Network

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Mains	96,580	m	\$434,336,011
Outlets	58	Units	\$1,590,731
Forcemains	1,569	m	1,581,409
Leads	1,614	Units	\$1,389,781
Ditches	334	Units	\$905,387
Ponds	2	Units	\$811,313
Culvert	418	Units	\$248,267
Total			\$440,862,897

4.1.2 Asset Condition

Condition was assigned to assets in the stormwater network using condition scores from the recent zoom camera inspection or age/estimated service life for the remaining assets (including where information was unavailable). A description of the condition rating scale is shown below in Table 4-2. Based on the previous AMP and the Infrastructure Needs Study, the City began an initiative to acquire updated condition data by zoom camera, which has provided a baseline condition of the storm system. The update condition information has greatly improved the reported condition of the storm system, which highlights the importance of the investment in data.

Table 4-2. Condition Rating Scale – Stormwater Network

Condition	Age/ESL	Zoom Camera Condition Rating
Very Good	>80% life remaining	1: Failure unlikely in foreseeable future
Good	60-80% life remaining	2: Pipe unlikely to fail for at least 20 years
Fair	40-60% life remaining	3: Pipe may fail in 10-20 years / Grade 3
Poor	20-40% life remaining	4: Pipe will probably fail in 5 – 10 years
Very Poor	0-20% life remaining	5: Pipe failed or likely to fail within 5 years
Unknown		

The Stormwater Network overall condition by replacement value can be seen in Figure 4-1.

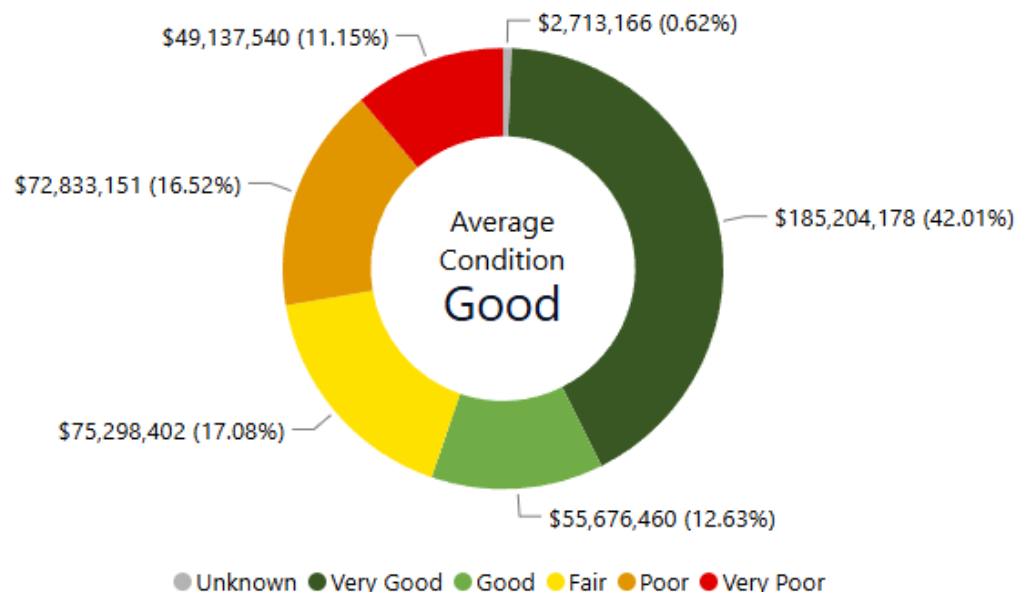


Figure 4-1. Asset Condition by Replacement Value – Stormwater Network

Stormwater Network assets are on average in **Good** condition with approximately 72% of assets in fair or better condition. Less than 1% of assets have an unknown condition with ditches, ponds and

outlets being the primary asset classes where this data isn't available. Figure 4-2 shows a breakdown of the condition distribution by replacement value for each asset type in the Stormwater Network.

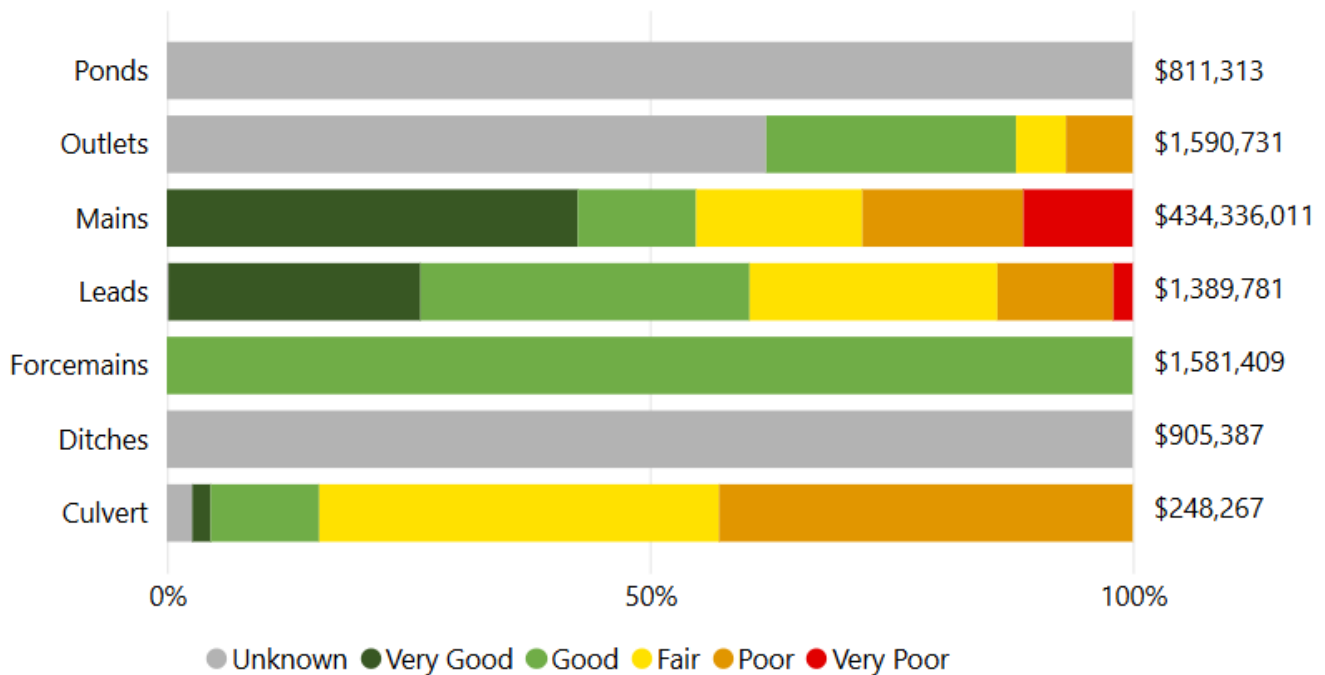


Figure 4-2. Asset Type Condition by Replacement Value – Stormwater Network

There is a small portion of storm main assets currently in very poor condition. The improvement in condition since the last AMP can be attributed to the completion of the zoom camera assessment of the stormwater mains. This allowed for assessment of condition based on actual asset condition, rather than relying on age/estimated service life calculations as done in the previous AMP.

Although the updated condition data shows a more positive outlook of the storm system than the 2024 AMP, a large portion of the system is not designed to engineering standards, and while may be in good condition, still may require work to improve the level of service to the community. There are also many areas that are currently not serviced by the storm system in the urban area, that would benefit from the expansion of the storm system. This will also improve inflow into the sanitary system (water other than sanitary wastewater that enters a sewer system from sources such as roof leaders and foundation drains). Inflow currently is a contributing factor to the high treatment costs experienced by Port Colborne.

At the time of the development of this AMP, the condition of ponds was unknown, but have recently been assessed and determined to be in Good condition. Ditches do not have a known condition, the work on ditches is performed on a complaint basis. It is recommended that the City analyze the ponds to determine which ponds require dredging and use a sediment level metric to determine condition.

4.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Stormwater Network assets.

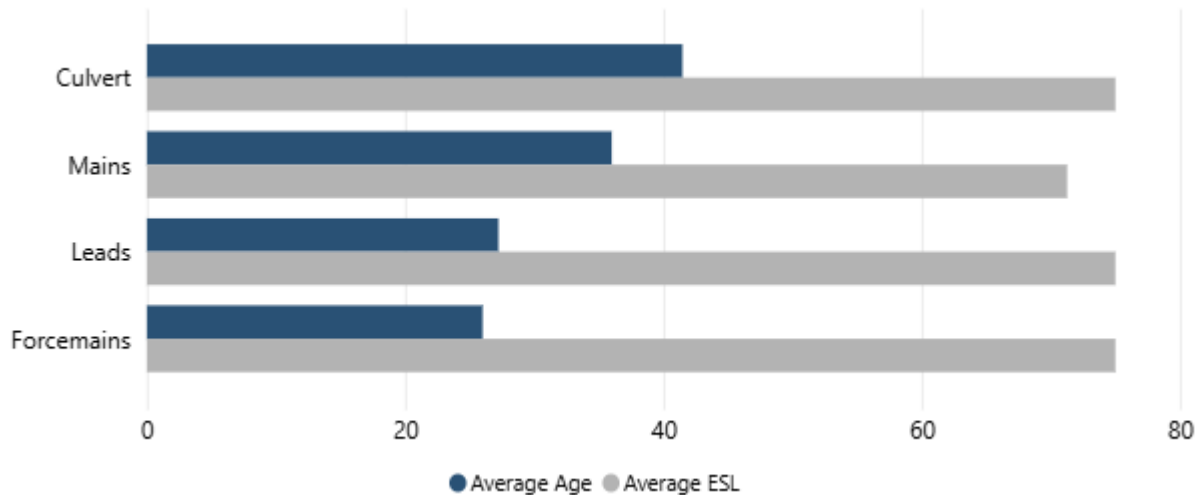


Figure 4-3 compares the average age of Stormwater Network asset types to the average ESL.

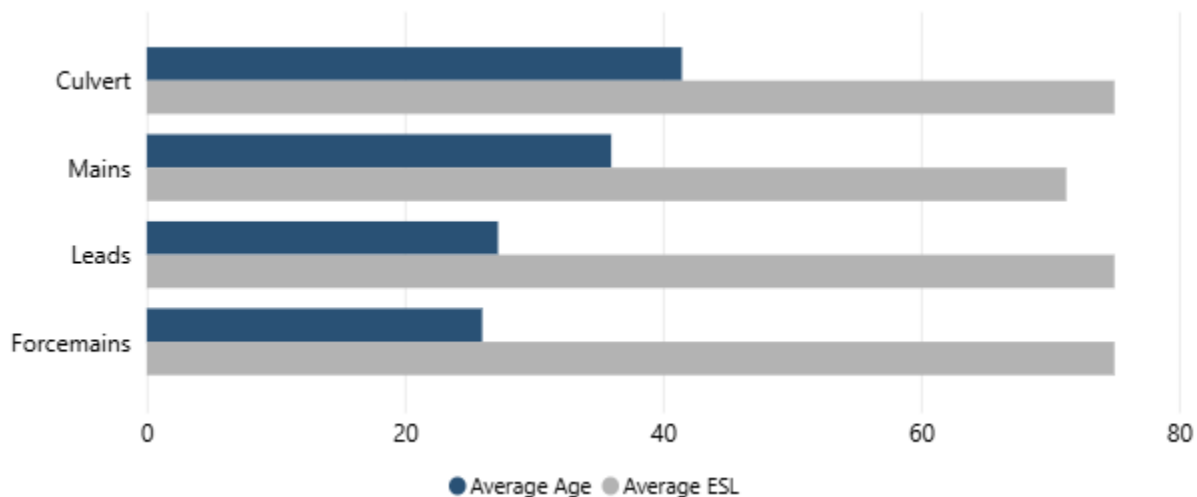


Figure 4-3. Average Age and Average Estimated Service Life – Stormwater Network

All stormwater asset types have an average age less than the average ESL, except for ditches and outlets which do not have a known age. It is recommended that the City try to determine the ages of the outlets. The nature of how ditches are maintained, it would not provide value for the City to try to fill the gap in age information for this asset type. These assets are maintained through operations and maintenance and age is not a factor in their condition.

4.2 Levels of Service

Service Statement: The stormwater system aims to protect property and people from the impacts of flooding and minimize exposure to risk.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 4-3 and Table 4-4 provide a summary of the community and technical levels of service metrics for the City's Stormwater Network. These are segmented into those that are required under the O.Reg.588/17 and other levels of service metrics that are defined by the City. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Stormwater Network assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.



Table 4-3. Community Level of Service – Stormwater Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater management system	In the urban area, stormwater is conveyed via 98 km of City storm sewers, as well as over 5 km of culverts and 40 km of managed ditches and swales. Throughout the entire city, overland drainage routes and natural watercourses contribute to the conveyance of surface stormwater. See Appendix C.	N/A	N/A
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	3%	Maintain	↔

Table 4-4. Technical Level of Service – Stormwater Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Percentage of properties in municipality resilient to a 100-year storm.	5.05%	Maintain	↔
Scope	Percentage of the municipal stormwater management system resilient to a 5-year storm.	85%	Increase	↗
City Defined				
Safe & Regulatory	Percentage of stormwater management system designed to current standards.	42%	Increase	↗
Safe & Regulatory	Percentage of network inspected within last 5 years.	100%	Maintain	↔
Accessible & Reliable	Percentage of replacement value of assets in very poor condition.	11.15%	0%	↘
Accessible & Reliable	Percentage of catchbasins cleaned annually.	33%	Maintain	↔

4.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is a concise overview of some existing asset management practices within the Stormwater Network.

4.3.1 Lifecycle Activities

Lifecycle activities for Stormwater assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that Stormwater assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 4-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 4-5. Asset Management Practices and Associated Frequency – Stormwater Network

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Infrastructure Needs Study (INS)	• As required
• CLI-ECAs	• As per regulatory requirements
Operations & Maintenance Activities	
• Storm Sewer CCTV inspection / zoom camera inspections	• As required
• Outlet Inspections	• Weekly; as required
• Storm Sewer flushing / cleaning	• As required
• Catchbasin and Lead flushing	• 33% of catchbasins/leads per year
• Urban ditch cleaning	• As required
• Outlet cleaning	• As required (storm based)
• Lead inspections	• As required
• Storm Sewer spot repair	• As required
Renewal/Replacement Activities	
• Storm Sewer replacement (gravity & forcemains)	• End of Service Life
• Remaining asset replacements (culverts, inlets, leads, manholes, outlets)	• End of Service Life
Disposal Activities	
• Mains removals through standard construction practices	• As required
Service Improvement & Growth Activities	
• Pipe upsizing	• As required
• Expansion to support growth	• As required (e.g. development)

4.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 4.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
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The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 4-4.



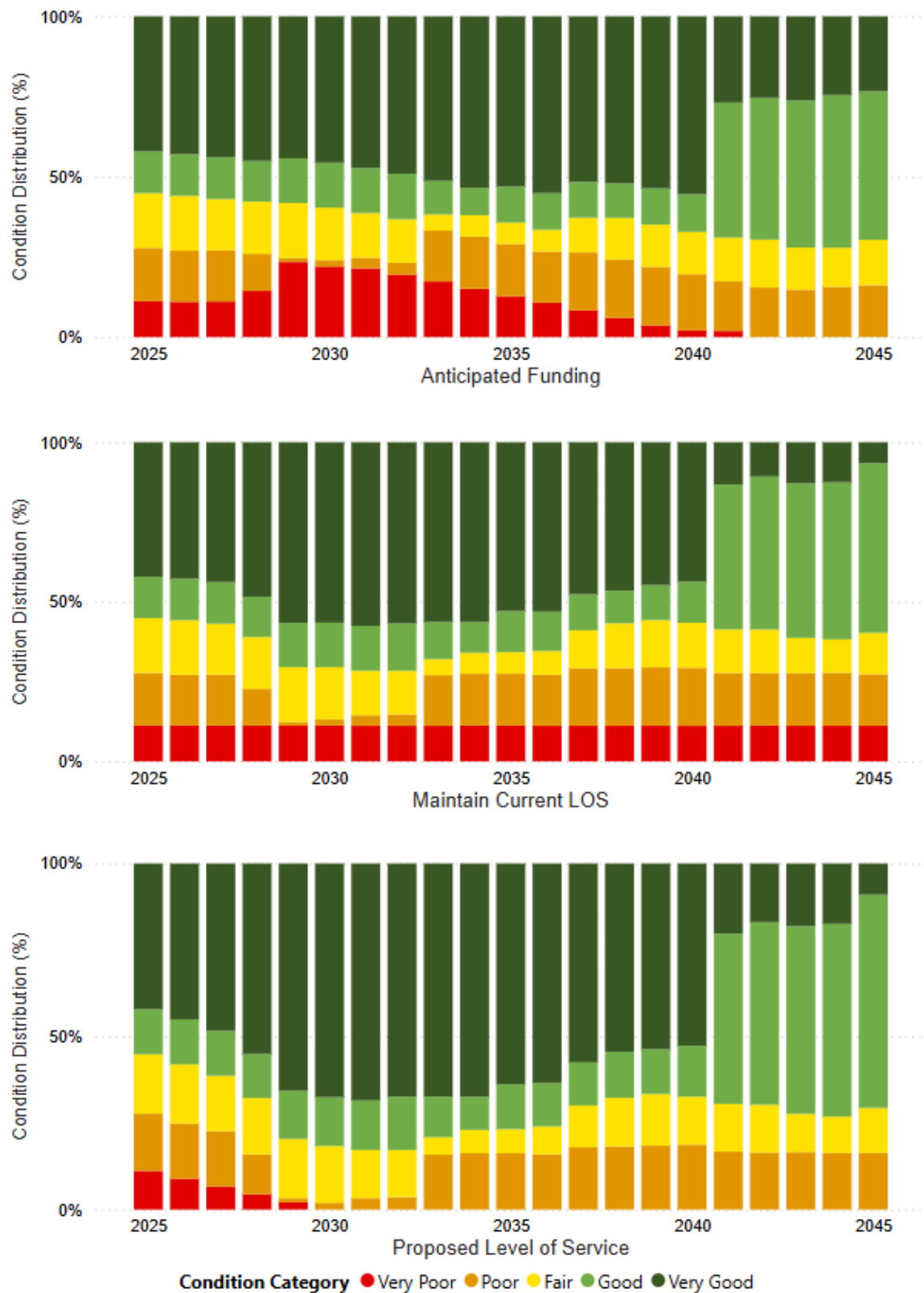


Figure 4-4. Condition Profile for Service Level Scenarios - Stormwater

Figure 4-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the stormwater assets was determined to be approximately \$3.3M. The percentage of assets in very poor condition increases from 11% to 23% over the first 5 years and then decreases throughout the remaining 20-year forecast period, with no assets in very poor condition by 2042.

In the Current LOS scenario, the anticipated annual funding required for stormwater assets is approximately \$2.8M for renewal, rehab and replacement activities. The condition distribution shows that the proportion of stormwater network assets in very poor condition is maintained at 11%.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be \$3.3M for renewal, rehab and replacement activities, which eliminated very poor assets by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 4-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

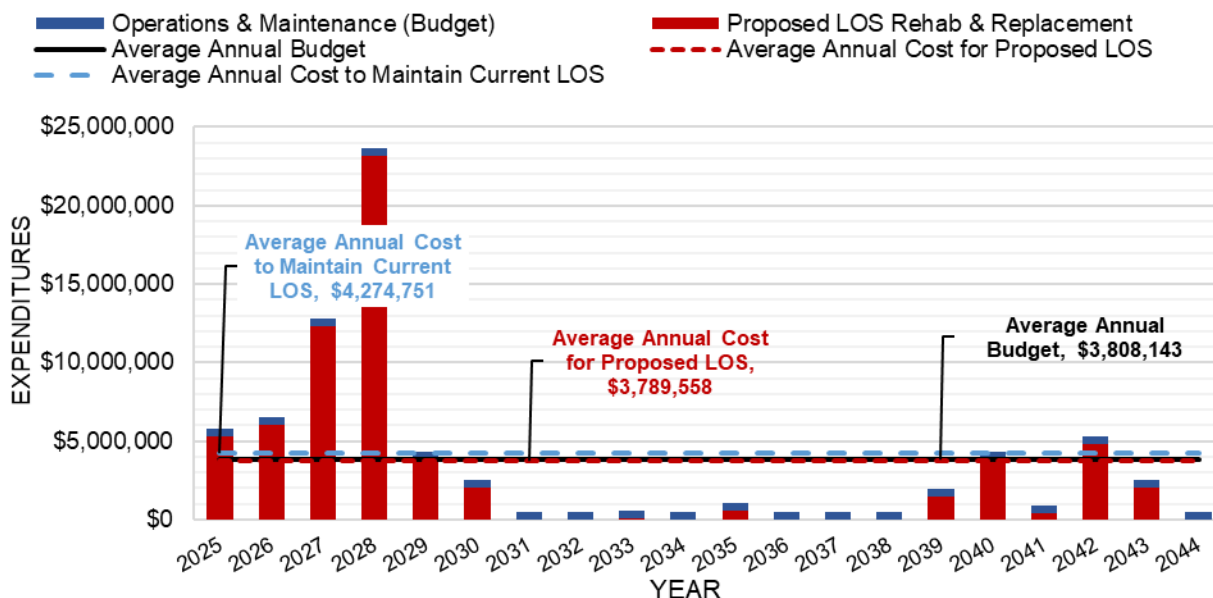


Figure 4-5. Stormwater Network Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in storm assets are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 4-6.

Table 4-6. Stormwater Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

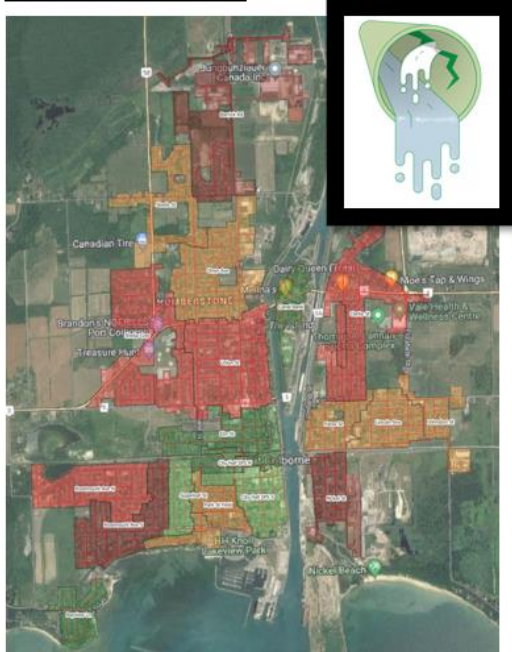
Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$493,600	\$493,600	\$493,600
Renewal, Rehabilitation & Replacement	\$3,314,543	\$3,781,151	\$3,295,958
Total Expenditures	\$3,808,143	\$4,274,751	\$3,789,558
Average Annual Funding Gap		\$466,608	No Gap

As further analysis of the storm system is completed through the master service plan, it is expected that the infrastructure needs for this asset class to grow, as currently only 42% of the storm system is designed to current standards, and many areas in the urban areas are not serviced by the storm system. Further needs for the storm system will be reviewed in the planned stormwater master plan to consider needs for growth.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets. Figure 4-6 details the priority areas for the City to address inflow and infiltration concerns, and Figure 4-7 highlights the sources of inflow and infiltration that the City plans to address in the coming years.

Inflow and infiltration is critically important for the City because unmanaged, it can lead to serious financial, operational, and environmental challenges. By addressing this key challenge, the City will reduce unnecessary sanitary treatment costs, prevent sewer overflows and backups, extends infrastructure life, delays or avoid costly capital upgrades, improves regulatory compliance, and supports climate resilience. Proactively managing inflow and infiltration protects public health, reduces costs, and supports environmental goals, and ensure the long-term sustainability of the wastewater, and storm systems.

Infiltration Priority



Inflow Priority

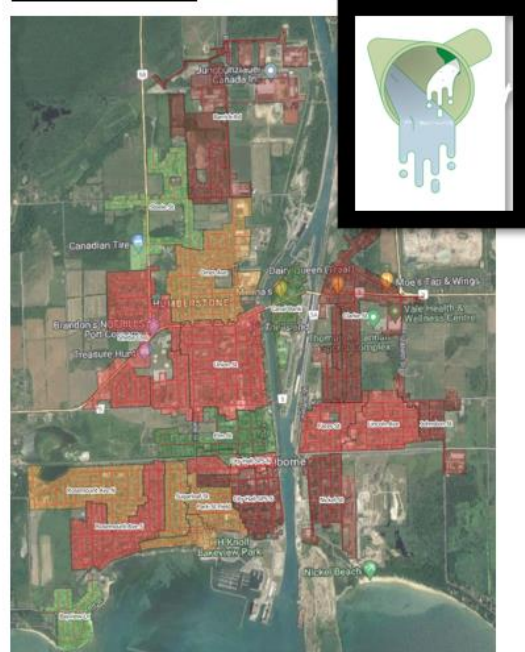
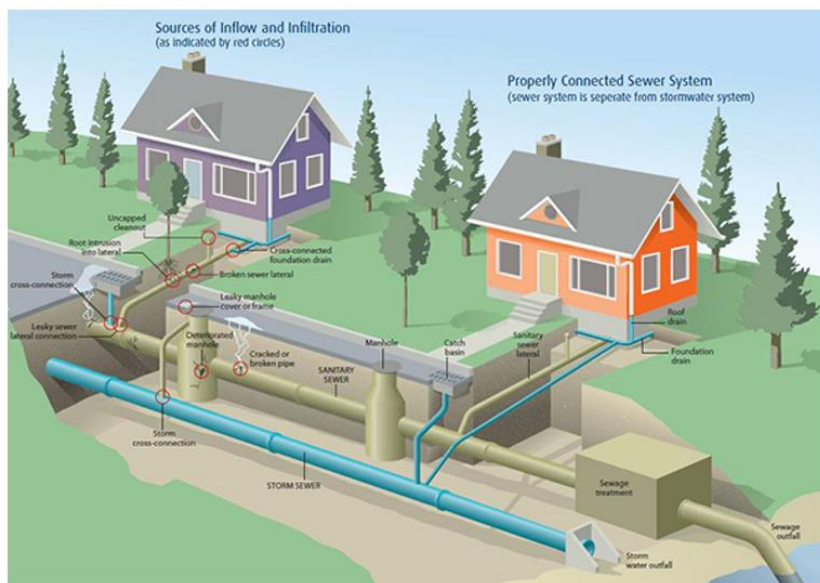


Figure 4-6. Storm System Infiltration and Inflow Priority Areas



Inflow is water other than sanitary wastewater that enters a sewer system from sources such as roof leaders, foundation drains, maintenance hole covers, cross connections between storm sewers and sanitary sewers.



Infiltration is water other than sanitary wastewater that enters a sewer system from the ground through defective pipes, pipe joints, connections or maintenance holes.

Figure 4-7. Inflow & Infiltration Recap

4.5 Data Confidence and Improvement Plan

Table 4-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 4-7. Data Confidence – Stormwater Network

Data Sources	Data Confidence
GIS Infrastructure Needs Study Zoom camera condition assessments for Sewers	Good

4.5.1 Recommendations for Improvements

The Stormwater Master Servicing Plan will assist the City in further informing future iterations of the AMP and include needs to address future growth.

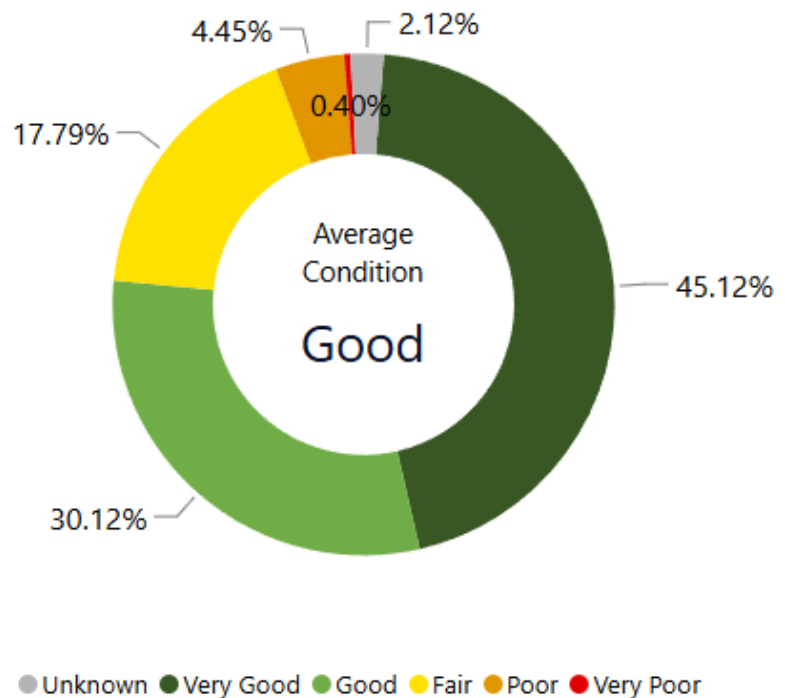
It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

5 Transportation

Replacement Value

\$525,520,490

Overall Average Asset Condition



Quick Facts

Transportation maintains:

- 251 km of roads throughout the City
- A number of supporting assets including guiderails, sidewalks, streetlights, pedestrian bridges, and parking lots

5 Transportation

Transportation assets allow for the movement of people, goods, and services to support residents' lifestyles and economic activity. The City has approximately 251 km of roads as well as several bridges and culverts, all of which are inspected and maintained to provide safe and reliable service for residents and visitors. Of note, this asset class does not include small drainage culverts (less than 1m in diameter) or driveway culverts.

5.1 State of the Infrastructure

The methodology to represent state of the infrastructure information for this AMP were adjusted from the 2024 AMP to provide a more accurate assessment, which includes:

- Updated and inflated replacement costs (2025 dollars)

5.1.1 Asset Inventory and Valuation

The transportation network includes bridges and culverts, parking lots, pedestrian bridges, retaining walls, assets within the right of way, roads, and sidewalks with a total estimated replacement value of approximately \$526 million. Table 5-1 below summarizes the asset inventory and the current estimated replacement values by asset type.

Table 5-1. Asset Inventory and Current Replacement Values - Transportation

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Bridge	2	Units	\$6,975,161
Culvert	26	Units	\$21,500,104
Parking Lots	49	Units	\$1,289,261
Pedestrian Bridge	2	Units	\$1,073,023
Retaining Wall	11	Units	\$9,65,957
Total Structures & Parking Lots			\$30,837,549
Right of Way – Guiderails	4,537	m	\$1,155,295
Right of Way – Street Light	2,112	Units	\$13,263,444
Right of Way – Traffic Signs	4,131	Units	\$859,248
Total Right of Way			\$15,234,028
Roads – Arterial	79,852	m	\$172,198,312
Roads – Local	171,331	m	\$290,186,427
Total Roads			\$462,384,739
Sidewalks	90,586	m	\$16,054,257
Total			\$524,554,532

5.1.2 Asset Condition

Transportation asset condition was assigned using bridge condition index (BCI) scores for bridges and culverts, pavement condition index (PCI) scores for roads, and age/estimated service life for remaining asset types. A description of the condition rating scales descriptions for Transportation assets is shown in Table 5-2.

The City ensures bridge and culvert structures are safe and reliable in accordance with regulatory requirements and community expectations. All bridges and major structures are inspected every two years in conformance with the Ontario Structure Inspection Manual (OSIM) which provides a standardized, systematic assessment in accordance with O. Reg. 104/97. These inspections provide the BCI scores used to evaluate condition, and ensure the structural integrity, safety, and condition of these structures through renewal and rehabilitation recommendations.

The roads were assessed during the Roads Needs Study performed as part of the Infrastructure Needs Study, which provided updated PCI values were used to evaluate condition as per the table below.

Table 5-2. Condition Rating Scale – Transportation

Condition	Age/ESL	PCI	BCI
Very Good	>80% life remaining	> 80	> 86
Good	60-80% life remaining	67 – 80	70 – 86
Fair	40-60% life remaining	55 – 67	61 – 70
Poor	20-40% life remaining	35 – 55	41 – 61
Very Poor	0-20% life remaining	< 35	< 41
Unknown			

The overall condition distribution for Transportation assets by replacement value is in Figure 5-1. Condition of roads has been updated to reflect recent resurfacing of roads since the 2024 AMP.

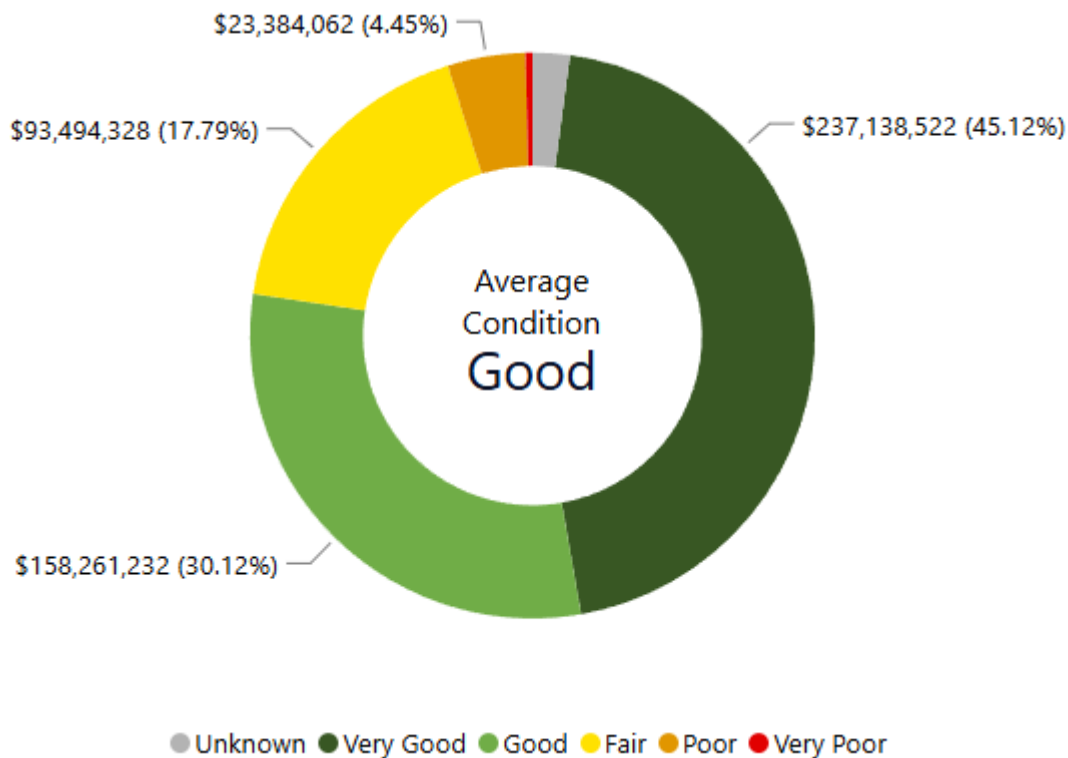


Figure 5-1. Asset Condition by Replacement Value – Transportation

Transportation assets are on average in good condition with 92% of assets in fair or better condition. Approximately 2% of assets have an unknown condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 5-2.

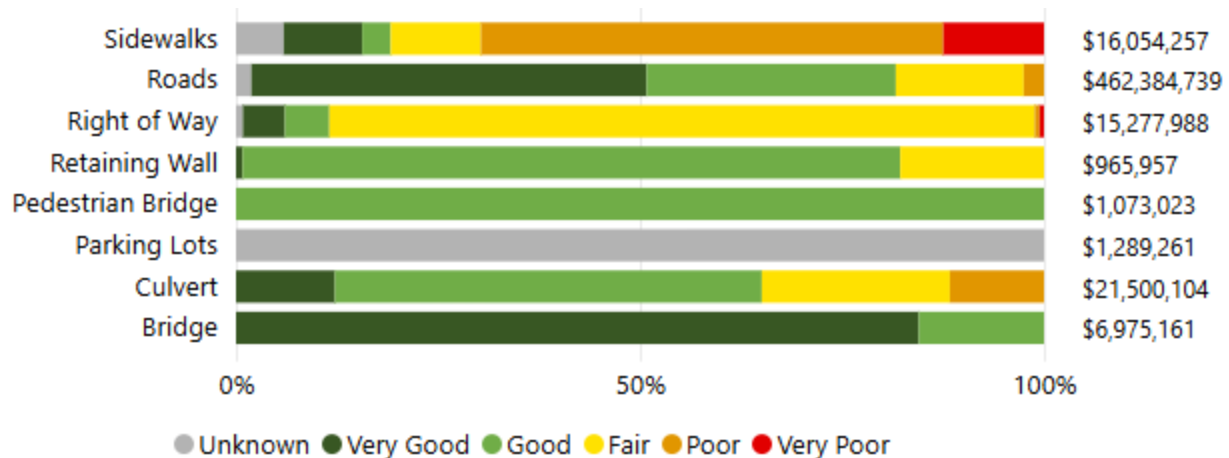


Figure 5-2. Asset Type Condition by Replacement Value – Transportation

Parking lots currently have unknown conditions. The large remainder of assets have conditions assigned. Only 0.52% of the overall transportation condition distribution is in very poor condition, which includes a small portion of Right of Way assets and Culverts. Over 75% of the City's roads are in

good to very good condition, which accounts for a large amount of the overall Transportation asset register.

5.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Transportation assets. Figure 5-3 below compares the average age of Transportation asset types to the average estimated service life.

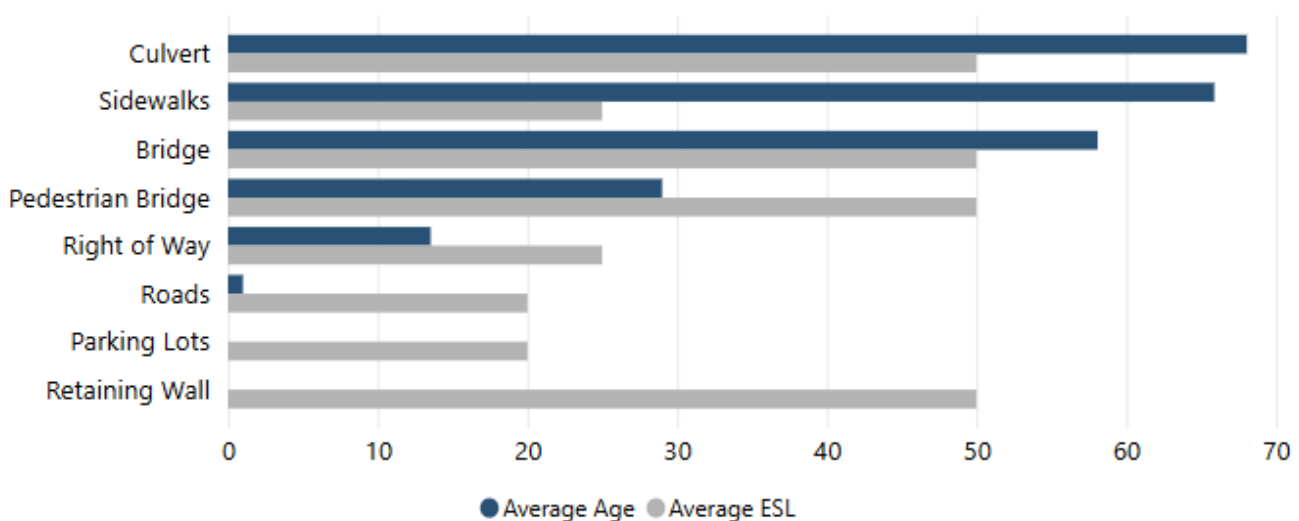


Figure 5-3. Average Age and Average Estimated Service Life – Transportation

Figure 5-3 shows that culverts, sidewalks, and bridge assets are on average past their ESL. Bridges and Culverts are inspected regularly through OSIMs in accordance with O. Reg. 104/19 ensuring that they are structurally safe, so while their ages are past the estimated service lives, these regular inspections ensure that these assets are in good condition and are safe to use. Parking lots and retaining walls do not currently have age information.

It is recommended the City obtain asset age information for parking lots and the retaining walls. Roads does not require an installation date/age to assess condition. The roads are evaluated for condition on a regular basis, and this information is used to inform the lifecycle strategies. It would be a valuable for the City to maintain resurfacing/ reconstruction history of the roads to use this information to assist in guiding forecasting of how often roads should be resurfaced.

5.2 Levels of Service

Service Statement: The transportation network is convenient, safe, efficient, and managed in accordance with regulatory requirements.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 5-3 and

Table 5-4 provide a summary of the community and technical levels of service metrics for the City's Transportation Network. These are segmented into those that are required under the O.Reg.588/17 and other levels of service metrics that are defined by the City. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Transportation assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.



Table 5-3. Community Levels of Service – Transportation

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
Regulatory					
Roads	Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	The road network in the City of Port Colborne includes provincial, regional, and municipal roads. The 251km of City owned roads are classified as arterial, collector, local and laneways, in decreasing order of size and capacity. See Appendix D.	N/A	N/A
Roads	Quality	Description or images that illustrate the different levels of road class pavement condition	See Appendix E.	N/A	N/A
Bridges & Culverts	Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges & Culverts on roads support all classes of vehicles including motor vehicles, heavy transport vehicles, buses, and emergency vehicles, as well as pedestrians and cyclists.	N/A	N/A
Bridges & Culverts	Quality	Description or images of the condition of bridges and how this would affect use of the bridges	The City follows the standards and best practices in the Ontario Structure Inspection Manual to determine the condition of bridges and culverts.	N/A	N/A

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
Bridges & Culverts	Quality	Description or images of the condition of culverts and how this would affect use of the culverts	The City follows the standards and best practices in the Ontario Structure Inspection Manual to determine the condition of bridges and culverts.	N/A	N/A
City Defined					
All	Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	12%	Maintain	↔

Table 5-4. Technical Level of Service – Transportation

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
Regulatory					
Roads	Scope	Number of lane-kilometres of each of arterial roads as a proportion of square kilometres of land area of the municipality.	0.64	Maintain	↔
Roads	Scope	Number of lane-kilometres of each of collector roads as a proportion of square kilometres of land area of the municipality.	No collector roads	Maintain	↔
Roads	Scope	Number of lane-kilometres of each of local roads as a proportion of square kilometres of land area of the municipality.	1.37	Maintain	↔
Roads	Quality	Average pavement condition index for paved roads in the municipality	74.3	Maintain	↔
Roads	Quality	Average surface condition for unpaved roads in the municipality	71.2	Maintain	↔
Bridges & Culverts	Scope	Percent of bridges in the municipality with loading or dimensional restrictions	50%	Improve	↗
Bridges & Culverts	Quality	For bridges, the average bridge condition index value	65	Improve	↗
Bridges & Culverts	Quality	For structural culverts, the average bridge condition index value. (span of 3m or greater)	67	Improve	↗

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
City Defined					
Roads	Accessible & Reliable	Percentage of replacement value of assets in very poor condition	0%	0%	↔
Roads	Accessible & Reliable	Percentage of roads that are paved	72.23%	Maintain	↔
Roads	Accessible & Reliable	Length of off-road trails	25.30km	Maintain	↔
Roads	Accessible & Reliable	Percent local roads with sidewalks	63.99%	Maintain	↔
Bridges & Culverts	Accessible & Reliable	Percent of replacement value of assets in very poor condition	2.35%	0%	↘

5.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within Transportation.

5.3.1 Lifecycle Activities

Lifecycle activities for Transportation assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that transportation assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Maintaining these assets in optimal condition, the City can extend their lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services and amenities offered from well-maintained assets. Table 5-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities. Any lifecycle activity mentioning minimum maintenance standards refers to those established under O. Reg. 239/02 Minimum Standards for Municipal Highways.

Table 5-5. Asset Management Practices and Associated Frequency – Transportation

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
Traffic Studies/Counts	As needed

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Pavement Condition Assessment (Roads Needs Study)	Every 5 years
Bridge and Culvert Condition inspections (following OSIM)	Bi-Annually
Operations & Maintenance Activities	
Road inspections as per the Minimum Maintenance Standards	As per MMS
Road sweeping	Road classification
Visual inspections by road patrol	As per MMS
Additional maintenance as per finds of road patrol inspections	As required
Winter maintenance – snow plowing, salt/sand	As required
Asphalt patching	As required
Line painting	Annually
Crack sealing	As required
Dust suppression	Annually
Culvert inspections	As required
Road side shouldering	Annually
Catch basin cleanouts	Annually 25% per year
Sidewalk maintenance	As required
Guiderail maintenance	As required
Roadside ditching	As required
Roadside lawn mowing	As required
Road grading (stone, clay roads)	Annually
Roadside tree work	Road/pedestrian safety
Signage – retroreflectivity inspections	As required
Bridge and Culvert inspection in accordance with Minimum Maintenance Standards	Bi-Annually
Renewal/Replacement Activities	

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• Road resurfacing	• Annually
• Guiderail replacement	• End of life
• Sidewalk replacement	• End of life
• Curb replacement	• End of life
• Major road reconstruction	• End of life
• Bridge and Culvert replacement of deteriorated structures	• End of Life
• Bridge and Culvert activities instigated by OSIM inspection findings	• Annually
Disposal Activities	
• Asphalt re-use as backfill from milling	• Ad-hoc
• Reuse of asphalt in granular A and B in reconstruction	• Ad-hoc
• Contaminated soils disposal from Roads work	• Ad-hoc
• Bridge and Culvert - decommission at end of useful life	• As identified
• Bridge and Culvert - disposal of abandoned or obsolete structures during construction projects	• As identified
Service Improvement & Growth Activities	
• Road widening	• As identified
• New sections of road	• As identified
• Addition of new sidewalks	• As identified
• On demand changes as per development	• As identified
• Bridge and Culvert - additions to support changes in demand as per local developments	• As identified

5.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 5.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 5-4.

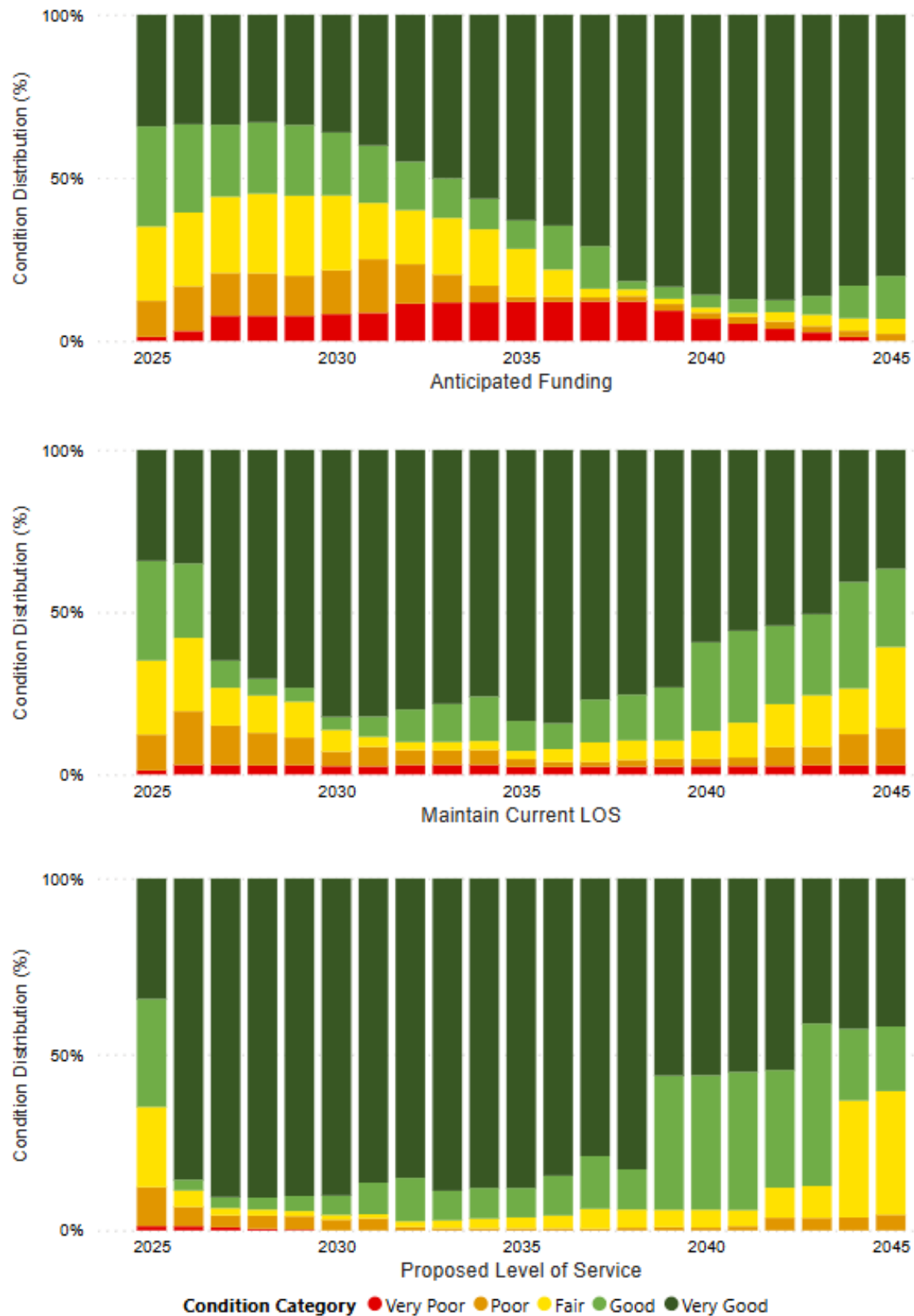


Figure 5-4. Condition Profile for Service Level Scenarios - Transportation

Figure 5-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Transportation assets was determined to be approximately \$5.8M. The percentage of assets in very poor condition fluctuate slightly between 1% and 12% throughout the 20-year forecast period, with the anticipated budget intermittently being increased in 2025, 2026 and 2031.

In the Current LOS scenario, the anticipated annual funding required for Transportation assets is approximately \$5.1M for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the transportation network, would maintain a portion of assets in Very Poor condition, which is why the spending required for this scenario is less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. In Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be \$5.7M for renewal, rehab and replacement activities. Assets in very poor condition are eliminated by the first 4 years and assets in very good condition are consistently at 90% around this timeframe.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 5-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

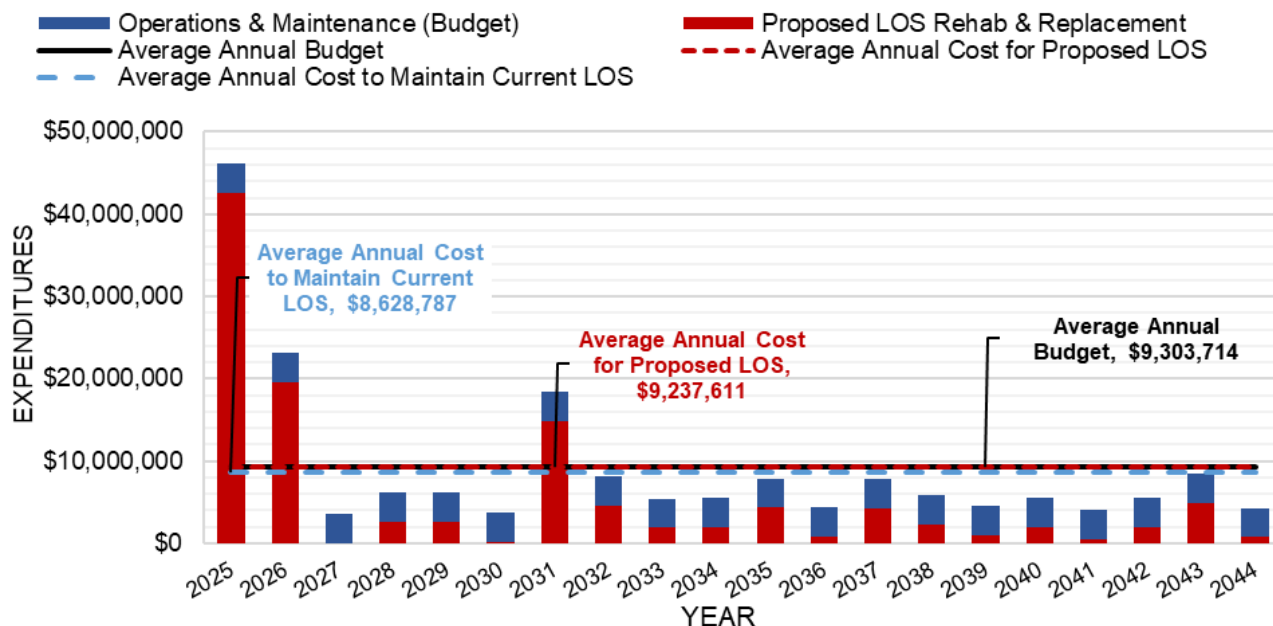


Figure 5-5. Transportation Scenario Comparison

There is a “backlog” included in the year 2025, which represents the cumulative backlog of deferred work that has accumulated and is needs to be completed. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City’s anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to “catch up” to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Transportation are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 5-6.

Table 5-6. Transportation Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$3,552,075	\$3,552,075	\$3,552,075
Renewal, Rehabilitation & Replacement	\$5,890,989	\$5,076,712	\$5,685,536
Total Expenditures	\$9,303,714	\$8,628,787	\$9,237,611
Average Annual Funding Gap		No Gap	No Gap

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

5.5 Data Confidence and Improvement Plan

Table 5-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 5-7. Data Confidence - Transportation

Data Source	Data Confidence
GIS Infrastructure Needs Study, including Roads Needs Study, Sidewalk Inspection, Guiderail Inspection OSIM Inspections	Good

5.5.1 Recommendations for Improvements

Most transportation assets have a high level of confidence as a result of the Infrastructure Needs study that assessed and compiled conditions for many of the transportation assets. There are some outliers, where minimal information was available (i.e. Parking Lots), and further assessment of these assets are required.

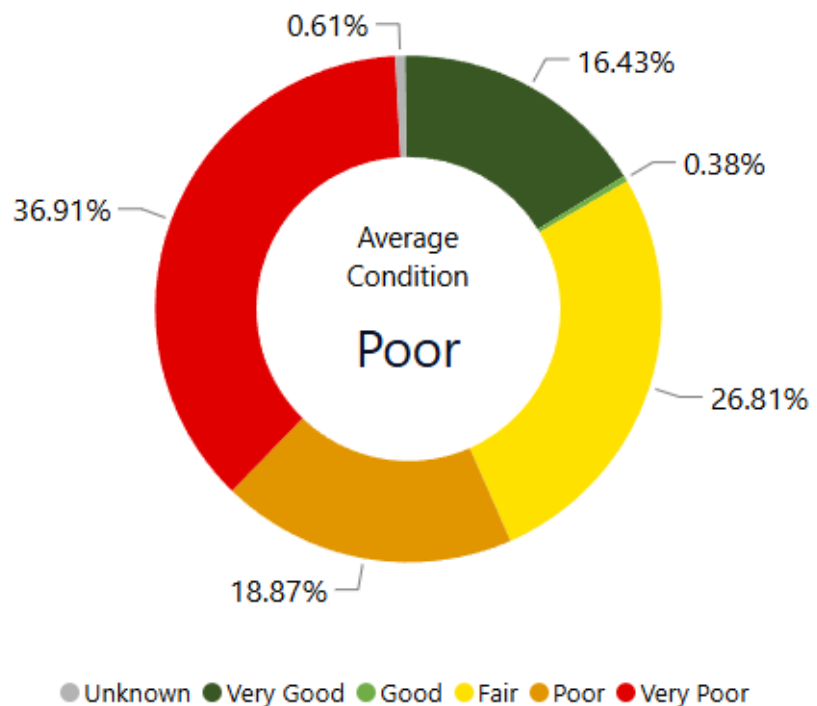
It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

6 Emergency Services

Replacement Value

\$6,331,764

Overall Average Asset Condition



Quick Facts

Emergency Services has

- 9 Fleet Assets including response vehicles, pumper trucks, a tanker, rescue truck and ladder truck
- 539 pieces of equipment to support Emergency Service delivery

6 Emergency Services

Emergency Services is a critical service in the City of Port Colborne, providing timely response and assistance during emergencies in the community ensuring the well-being of residents. The fleet and equipment assets that support Emergency Services are essential. Ensuring they are in good condition is vital to the services the City provides.

6.1 State of the Infrastructure

The methodology to represent state of the infrastructure information for this AMP were adjusted from the 2024 AMP to provide a more accurate assessment, which includes:

- Updated and inflated replacement costs (2025 dollars)
- Conditions were assigned to assets based on age and estimated service life if condition assessment data was not available.

6.1.1 Asset Inventory and Valuation

Emergency Services includes fleet and equipment with a total estimated replacement value of approximately \$6 million. The inventory of Emergency Services was developed through consultation with emergency services and includes assets maintained in their expert system, where gaps were found they were filled in consultation with staff. It is recommended that the City put efforts into maintaining and updating this information for asset management purposes to improve the forecasting of the needs of the emergency services assets. The fire stations have been included under the Facilities category for the purposes of this AMP. Table 6-1 below details the inventory and the current estimated replacement value by asset type.

Table 6-1. Asset Inventory and Current Replacement Value – Emergency Services

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Fleet	9	Units	\$5,836,688
Equipment	539	Units	\$495,076
Total			\$6,331,764

6.1.2 Asset Condition

Condition was assigned to assets in the Emergency Services based on age/estimated service life. A description of the condition rating scale is shown in Table 6-2.

Table 6-2. Condition Rating Scale – Emergency Services

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

Emergency Services overall asset condition by replacement value can be seen in Figure 6-1.

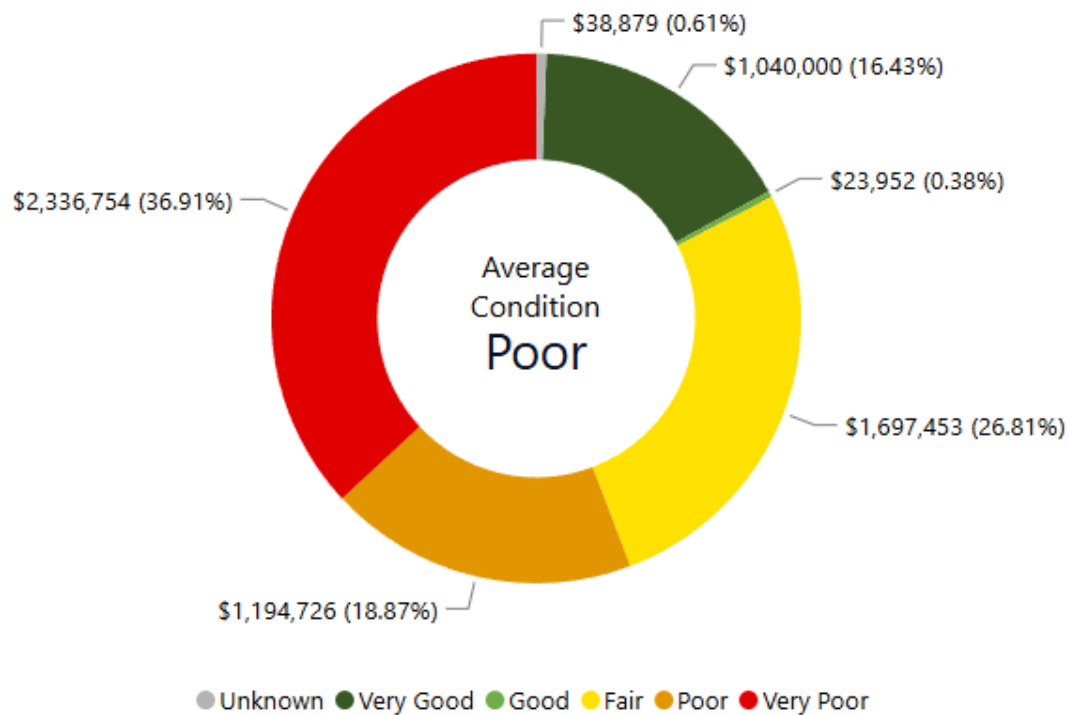


Figure 6-1. Asset Condition by Replacement Value – Emergency Services

Assets in Emergency Services are on average in **Poor**, with approximately 43% of assets in fair or better condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 6-2.

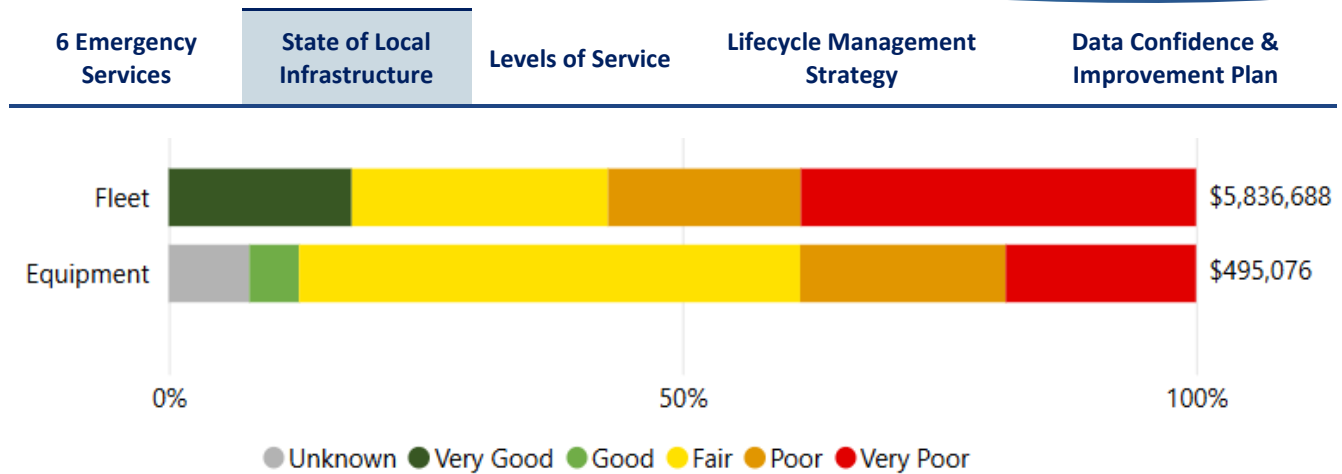


Figure 6-2. Asset Type Condition by Replacement Value – Emergency Services

Over 53% of Equipment assets are in fair or better condition. A large portion of Emergency Services Fleet is currently in very poor condition. These assets are at or nearing the end of their estimated service lives and are due for replacement. Fleet assets are inspected regularly by staff, so although they are in very poor condition, staff ensure these vehicles are safe to be in service and can continue to provide excellent service to the community.

6.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Emergency Services assets. The average age and average estimated service lives of Emergency Services Fleet and Equipment assets is shown below in Figure 6-3.

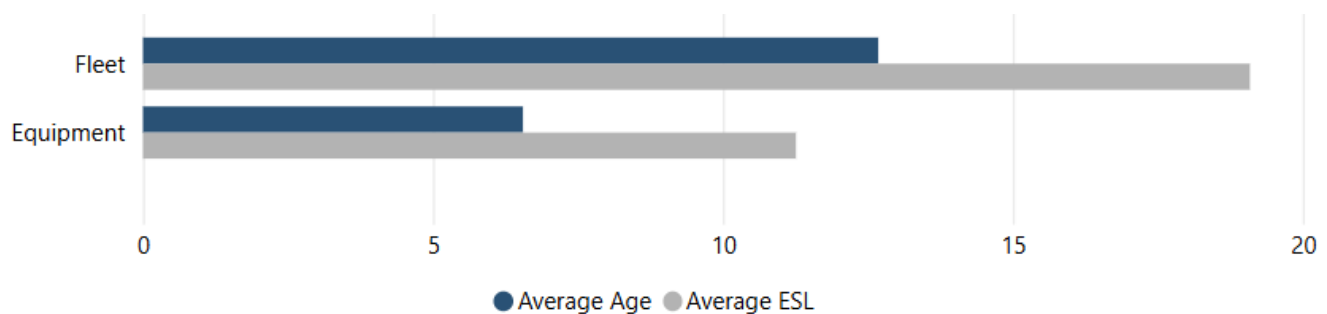


Figure 6-3. Average Age and Average Estimated Service Life – Emergency Services

Both Fleet and Equipment assets have lower average age compared to their average estimated service lives. It should be noted, however, that some of these assets may need to be replaced prior to or shortly after the next iteration of this AMP.

6.2 Levels of Service

Service Statement: Emergency services protects the lives and properties of City residents and ensure public safety through emergency response, fire prevention and community education.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 6-3 and Table 6-4 provide a summary of the community and technical levels of service metrics for the City's Emergency Services. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Emergency Services assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 6-3. Community Level of Service– Emergency Services

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	9%	Maintain	↔

Table 6-4. Technical Level of Service– Emergency Services

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	Percentage of total replacement value of assets in very poor condition	36.91%	0%	↘

6.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within Emergency Services.

6.3.1 Lifecycle Activities

Lifecycle activities for Emergency Services assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset. These activities ensure that Emergency Services assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in Section 13.3.1 Risks Associated with Lifecycle Strategies.

Table 6-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 6-5. Asset Management Practices and Associated Frequency – Emergency Services

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
Fire Master Plan	As Required
Operations & Maintenance Activities	
Planned maintenance (PM)	As required
Reactive maintenance	As required
Equipment inspections	Daily
Purchase of personal protective and rescue equipment, small equipment, and materials	As legislated or as required
Renewal/Replacement Activities	
Replacement	End of service life as per strategy
Spare fire fleet replacement	Fleet is front run for first 15 years of service, then rotated to a spare for 5 years and decommissioned at 20 years
Re-build engines	Reactive
Disposal Activities	
Sell-off vehicles, fleet and equipment	Opportunistically

6.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 6.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being

provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 6-4.



Figure 6-4. Condition Profile for Service Level Scenarios - Emergency Services

Figure 6-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Emergency Services assets was determined to be approximately \$546K. The percentage of assets in very poor condition is reduced to zero by 2030.

In the Current LOS scenario, the anticipated annual funding required for emergency services assets is approximately \$297K for renewal, rehab and replacement activities, which maintains the proportion of very poor assets at around 37%.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be \$517K for renewal, rehab and replacement activities, which eliminates all very poor assets by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 6-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

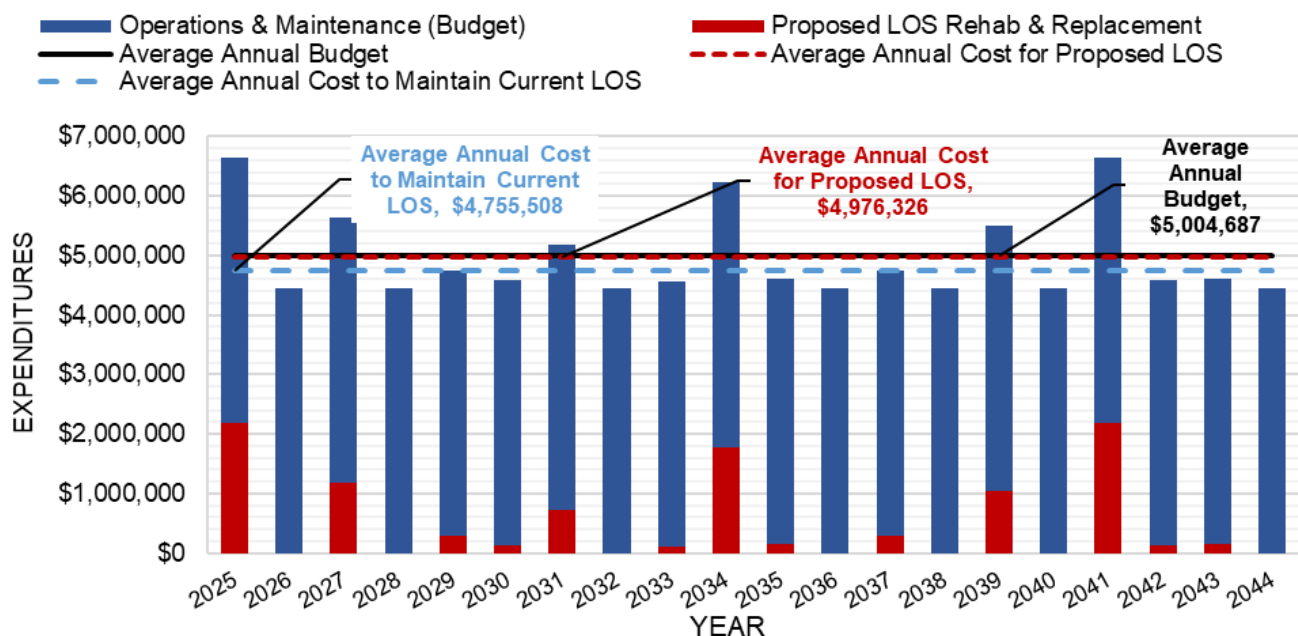


Figure 6-5. Emergency Services Scenario Comparison

There is a "backlog" included in the year 2025, which represents the cumulative backlog of deferred work that has accumulated and is needed to be complete. By having a clear understanding of the

costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Emergency Services are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 6-6.

Table 6-6. Emergency Services Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$4,459,000	\$4,459,000	\$4,459,000
Renewal, Rehabilitation & Replacement	\$545,687	\$296,508	\$517,326
Total Expenditures	\$5,004,687	\$4,755,508	\$4,976,326
Average Annual Funding Gap		No Gap	No Gap

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

6.5 Data Confidence and Improvement Plan

Table 6-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 6-7. Data Confidence – Emergency Services

Data Source	Data Confidence
Export from Fire Software	Fair
Staff Feedback on Data	

6.5.1 Recommendations for Improvements

A thorough review and update of the data for Emergency Services is required. Much of the information provided had gaps, which were attempted to be filled by staff at the time of development of this AMP.

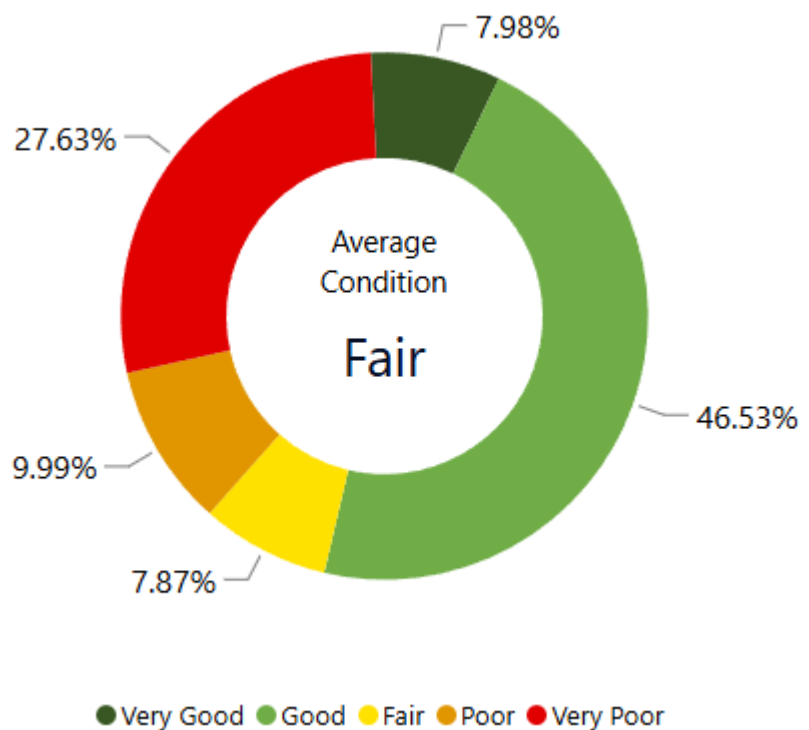
Once complete, the resulting inventory should be used and maintained on an on-going basis. Ensuring accurate and comprehensive data is crucial for effective planning and resource allocation. By updating information such as installation dates, and replacement costs, they City can better assess its emergency services infrastructure and make informed decisions for maintenance and improvements. Review for completeness will help identify any gaps or inconsistencies in the data, allowing for more reliable basis for decision-making. This proactive approach can contribute to the overall efficiency and effectiveness of emergency services within the City. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

7 Facilities

Replacement Value

\$240,700,000

Overall Average Asset Condition



Quick Facts

Facilities has:

- 31 different Facilities throughout the City
- Various public facilities including museum and recreation buildings

7 Facilities

The City of Port Colborne owns and operates 31 buildings ranging from municipal work sites to buildings that provide recreation and leisure to residents. Facilities can provide several benefits to a community's sense of belonging and well-being. Facilities like the Library and Museum can provide meeting places for residents. Recreation buildings such as community centres and athletic fields offer health and wellness benefits allowing residents to gather and move their bodies.

7.1 State of the Infrastructure

The methodology to represent state of the infrastructure information for this AMP were adjusted from the 2024 AMP to provide a more accurate assessment, which includes:

- Updated and inflated replacement costs (2025 dollars)
- Conditions were assigned to assets based on age and estimated service life if condition assessment data was not available.

7.1.1 Asset Inventory and Valuation

There are several different facility types including a grain terminal, museum, fire, marina, library, corporate services, economic development, recreation and public works facilities. In total the City has 32 buildings, with a total estimated replacement value of \$240 million. Table 7-1 below details the inventory and the current estimated replacement value by asset type.

Table 7-1. Asset Inventory and Current Replacement Value - Facilities

Service Group	Facility Name	Gross Floor Area (sf)	FCI	2025 Estimated Replacement Value
Corporate Services	Animal Shelter	1,260	5	\$504,000
Corporate Services	City Hall	21,700	2.6	\$14,690,900
Economic Development	Tour & Info	1,750	1.9	\$1,130,500
Fire	Fire Station #2	3,610	2.8	\$2,321,230
Fire	Killaly Fire Hall	17,427	0.7	\$11,205,561
Grain Terminal	Grain Terminal	172,260	13.4	\$43,581,780
Library	Library	12,040	3	\$7,043,400
Marina	Marina Supply Store	4,050	7.8	\$2,616,300
Marina	Sugarloaf Marina	9,500	6.3	\$6,137,000
Museum	Arabella's Tearoom	1,494	14.8	\$995,004

Service Group	Facility Name	Gross Floor Area (sf)	FCI	2025 Estimated Replacement Value
Museum	Museum Heritage Resource Centre (Museum Sharpe)	3,600	0.9	\$2,397,600
Museum	Museum William's Home	2,208	5.4	\$1,470,528
Museum	Roselawn Heritage	26,480	3.6	\$17,635,680
Museum	Museum LR Wilson Archives	2,990	UNK	\$1,196,000
Public Works	Johnson Pumping	330	182.4 ⁴	\$99,000
Public Works	PCOC BCA (Operations Center)	38,400	1.8	\$22,464,000
Recreation	Athletic Field BCA - Draft (Washroom)	1,800	7.7	\$720,000
Recreation	Bandshell BCA Draft	1,900	3.5	\$760,000
Recreation	Bethel Community Centre	6,275	32.7	\$3,413,600
Recreation	Centennial Park (Washroom)	522	10.4	\$208,800
Recreation	Elizabeth Street (Thomas A Lannan Washrooms)	1,900	1.4	\$760,000
Recreation	Fielden Avenue (Washroom)	406	0	\$162,400
Recreation	Harbour Master	350	12.6	\$140,000
Recreation	Lions Club Field (Cantenne & Kitchen)	1,400	3.4	\$560,000
Recreation	Lock 8 Washrooms	512	5.3	\$204,800
Recreation	Lockview (Washroom)	572	59.6	\$228,800
Recreation	Sherkston CC	5,050	16.6	\$2,747,200
Recreation	Tennis Courts (Washroom)	1,900	0	\$760,000
Recreation	Vale Health & Wellness Centre	145,443	3.8	\$93,956,178
Recreation	Lock 8 Gateway Park Pavilion	1,130	UNK	\$113,000
Recreation	Nickle Beach Portable Washrooms	1,000	UNK	\$472,500
Total				\$240,695,761

It should be noted that the conditions provided in the valuation table are evaluated based on the FCI of the facility which is calculated based on aggregating the total cost of any outstanding needs in relation to the total replacement value of the facility. This information has been provided to have a complete view of the overall facility, and the remainder of the analysis for facilities is based on the building condition assessments at the component level for all facilities, where available. How condition is assigned based on FCI (in Table 7-1) and for the components based on the building condition assessments, can be found in Table 7-2.

⁴ Based on results of BCA, Johnson Pumping Station would be more costly to repair than it is to replace the facility.

The component-level data is derived from the Building Condition Assessments (BCAs) which the City completed in 2022-2023, which provide detailed evaluations of the condition and replacement needs of individual facility components. By analyzing the component level, a more granular and accurate understanding of rehabilitation and replacement priorities can be achieved and provides a more accurate forecast of the facility needs.

It is important to note that the replacement values of the facilities are not a direct aggregation of the replacement costs for the individual components of these facilities. The overall cost to replace an entire facility is higher than the sum of replacing individual components separately. This higher costs consider factors such as demolition, land acquisition, and other complexities that may arise when replacing an entire facility rather than its parts.

Efforts have been made by staff to update the replacement values of the facilities based on known replacement costs per square foot. Insurance values, and other estimators have been noted as being too low in some cases, so this analysis was required to update replacement values to reflect present day costs and pressures being seen within the industry.

7.1.2 Asset Condition

The information noted above was for the overall building condition assessment and replacement values, provided for reference. The remainder of the analysis for this AMP is based on the component information provided by the building condition assessments. The overall condition of Facilities components by replacement value can be seen below in Figure 7-1 and Figure 7-2.

Table 7-2. Condition Rating Scale – Facilities

Condition	Overall: FCI Range	Component: Condition Score
Very Good		1
Good	0-5%	2
Fair	5-10%	3
Poor	10-20%	4
Very Poor	>20%	5
Unknown		

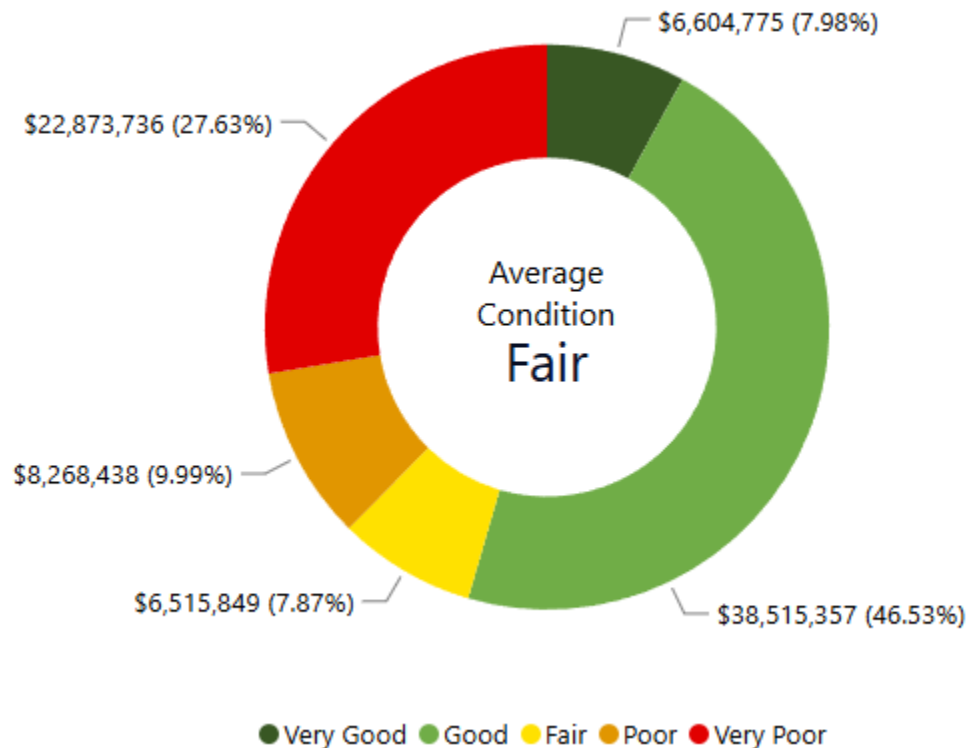


Figure 7-1. Asset Condition by Replacement Value – Facilities

Facilities are on average in **Fair** condition, with approximately 62% of assets in fair or better condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 7-2.

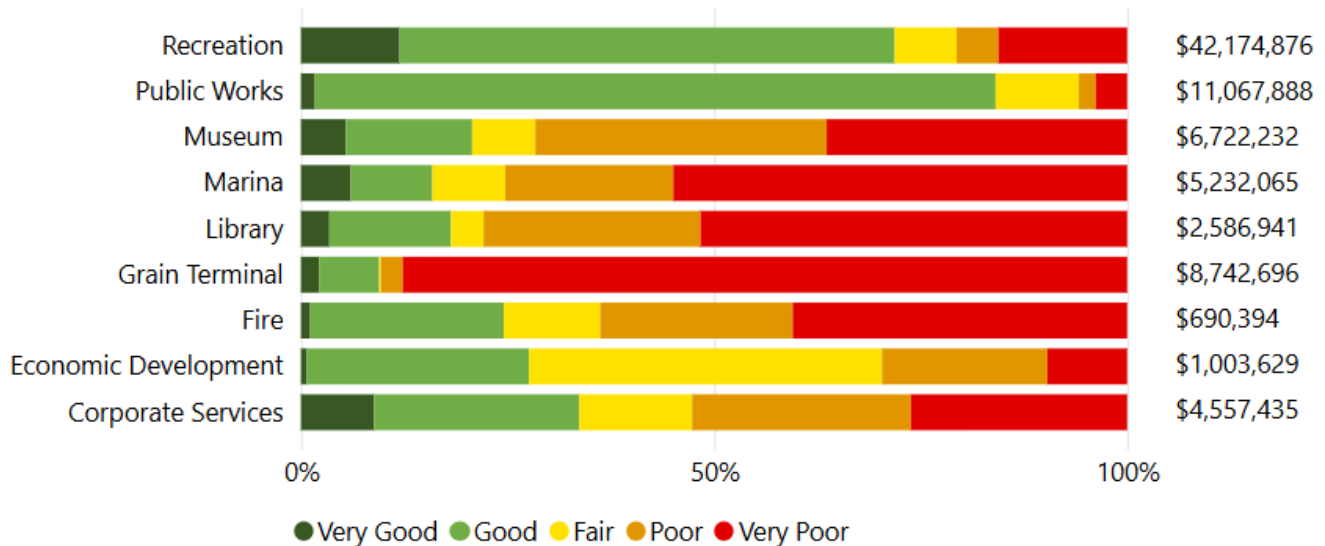


Figure 7-2. Asset Type Condition by Replacement Value – Facilities

Figure 7-2 shows that the Grain Terminal is largely in very poor condition, otherwise, Facilities assets are generally in fair or better condition.

7.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Facilities. Figure 7-3 below shows the average age compared to the average estimated service life for all Facilities asset groups.

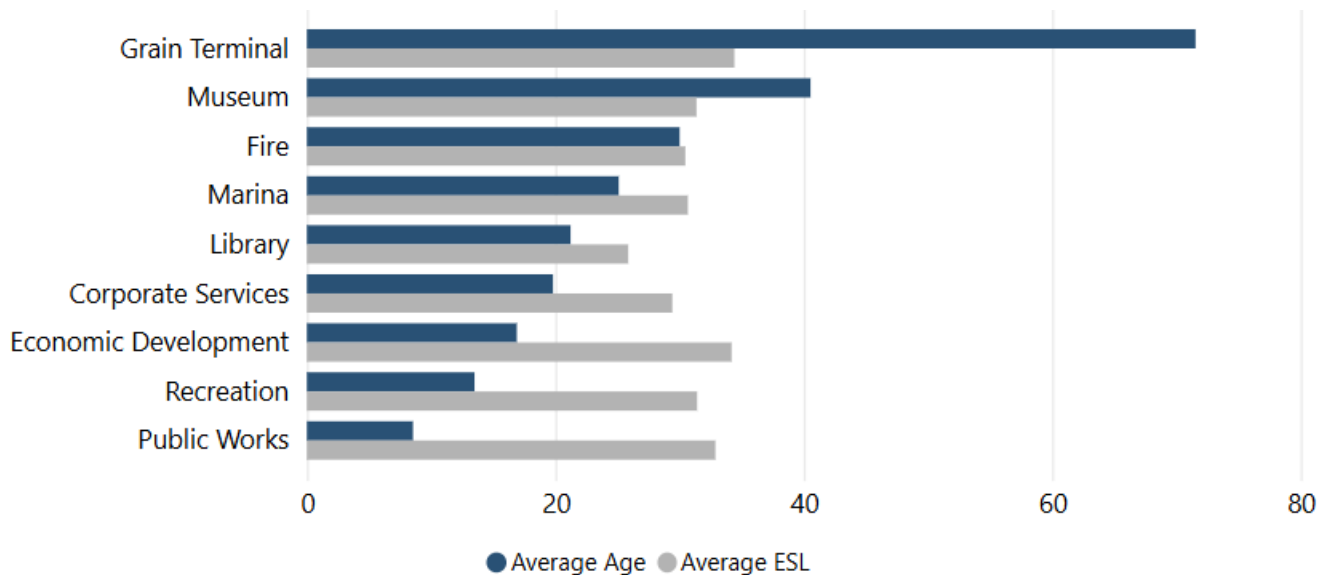


Figure 7-3. Average Age and Average Estimated Service Life - Facilities

All asset groups have age information. Most Facility asset groups have an average age that is lower than its ESL. The Museum and Grain Terminal both have an average age older than its estimated service life. While this could suggest that these assets need replacement, we have building condition assessments for information on actual condition. The Grain Terminal is past its service life, being in mostly very poor condition. This building is to be torn down in future as it is no longer serving the community. At least one Museum building is a designated heritage building, so a higher age is in line with this designation.

7.2 Levels of Service

Service Statement: City facilities include services such as infrastructure management, recreation, economic development, and administration. The City aims to keep facilities that are well-maintained, safe, and meet the needs of the community.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 7-3 and Table 7-4 provide a summary of the community and technical levels of service metrics for the City's Facilities. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Facilities assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 7-3. Community Level of Service– Facilities

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	7%	Maintain	↔

Table 7-4. Technical Level of Service– Facilities

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	Percent of facilities above target FCI (target is FCI is less than 10%)	35%	Decrease	↘
Accessible & Reliable	Percent of replacement value facility assets in very poor condition	27.63%	0%	↘
Accessible & Reliable	Gross Square Footage	7,944,608	Maintain	↔
Sustainable	Annual GHG emissions	2,096 tonnes CO ₂ equivalent	Decrease	↘

7.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within Facilities.

7.3.1 Lifecycle Activities

Lifecycle activities for Facilities assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that Facilities assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 7-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 7-5. Asset Management Practices and Associated Frequency – Facilities

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Roof inspection program	• As required
• Condition assessment	• On-going
• Hazardous material assessment (asbestos, etc.)	• As required
• Master Plan	• Future (to be assessed with Parks Master Plan)
Operations & Maintenance Activities	
• Reactive and Preventative Maintenance	• As required
• Health & Safety Inspections	• Monthly
Renewal/Replacement Activities	
• Replacement of major facility components	• As identified
• Replacement of other facility components based on condition performance score	• As identified
Disposal Activities	
• Tenders pertaining to facility equipment (recycling requirements)	• As required
Service Improvement & Growth Activities	
• New facilities	• As identified
• Equipment upsizing	• As identified
• Expansion	• As identified
• Interior renovations	• As identified
• New technology	• As identified

7.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 7.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs, with the exception of water assets, and the Grain Terminal for facilities, to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 7-4.

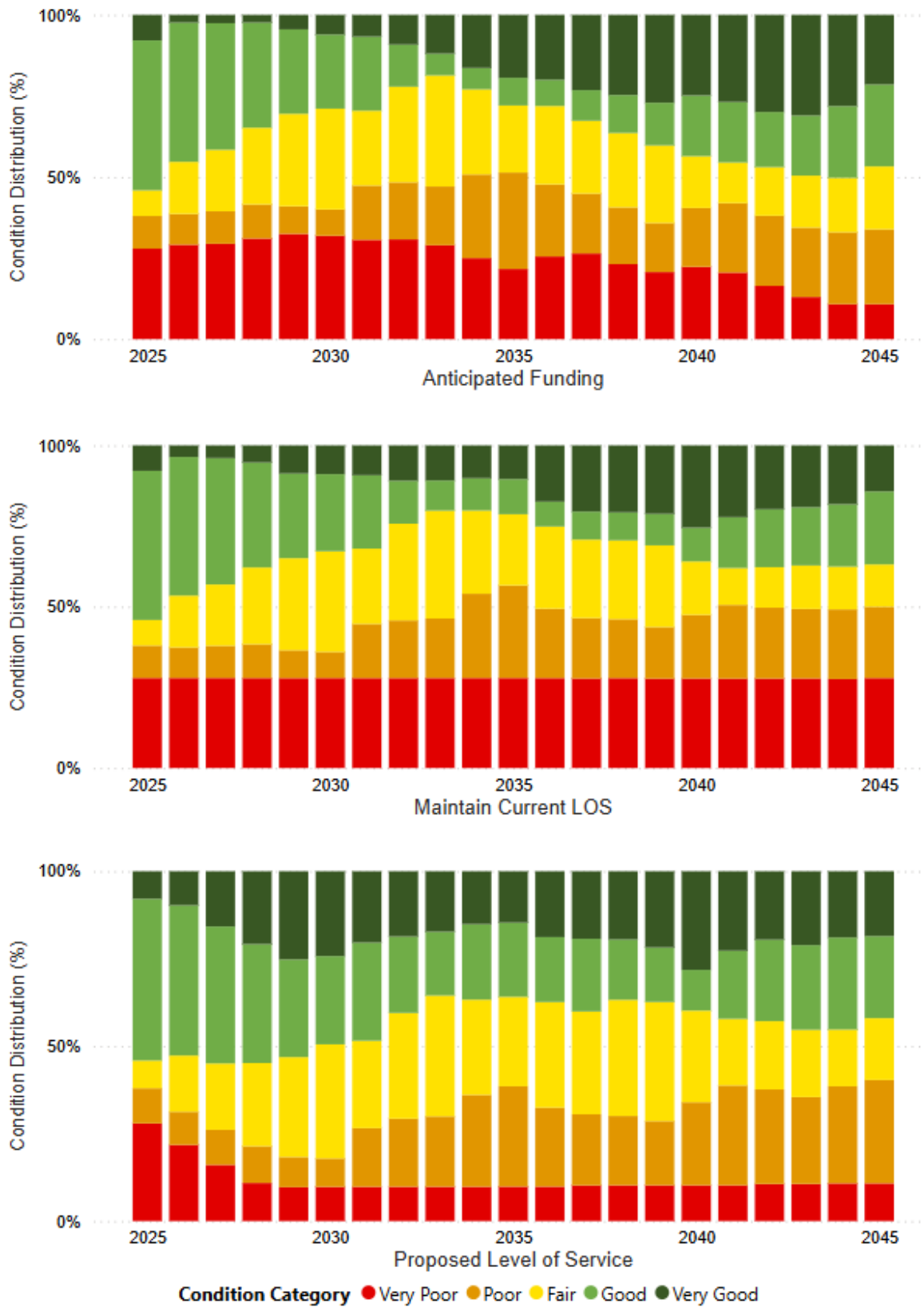


Figure 7-4. Condition Profile for Service Level Scenarios – Facilities

Figure 7-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the facilities assets was determined to be approximately \$3.3M, which reduces amount of assets in very poor condition from 28% to 11% by the end of the 20-year period.

In the Current LOS scenario, the anticipated annual funding required for facilities assets is approximately \$2.4M for renewal, rehab and replacement activities, which maintains the proportion of assets in very poor condition at 28%.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be \$3.4M for renewal, rehab and replacement activities. This will reduce the amount of assets in very poor condition from 28% to 10% by 2030 and then maintain it at 10% for the rest of the period. It is anticipated that the Grain Terminal will be the only remaining asset with Very Poor condition components by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 7-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

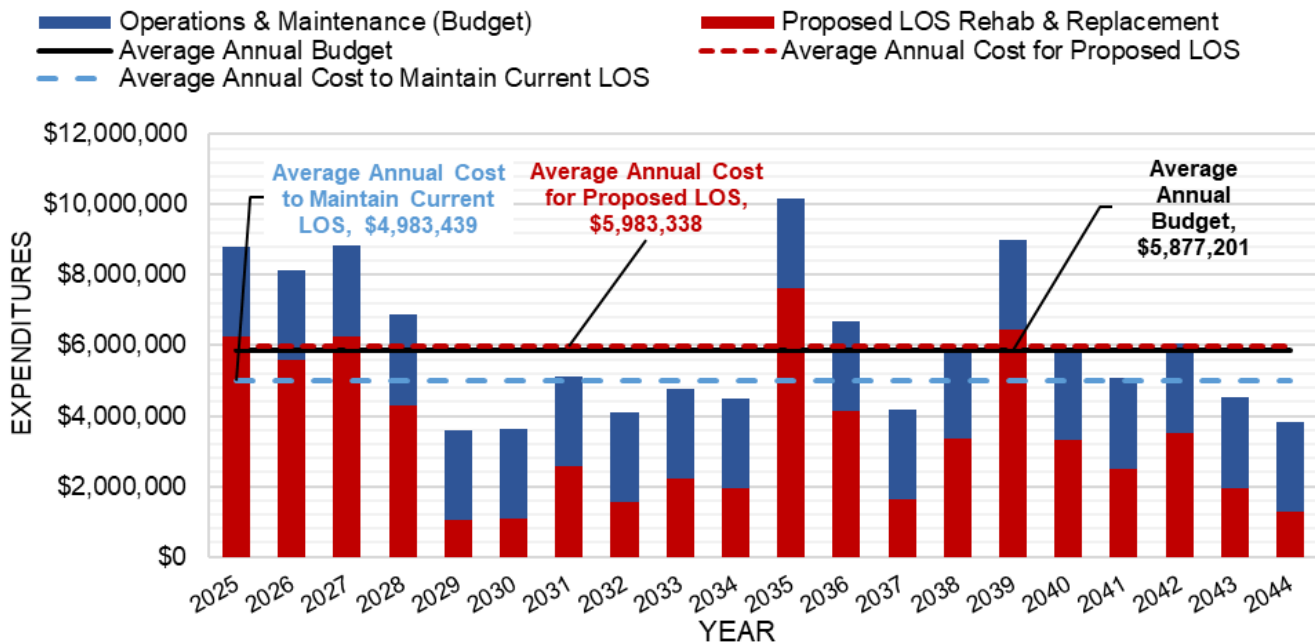


Figure 7-5. Facilities Scenario Comparison

Continued deferrals of projects will also lead to significantly higher operational and maintenance costs and will affect the availability of services in the future. Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 30% to "catch up" to required expenditures up to 2034. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) and a minimal gap of \$100K annually to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Facilities are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 7-6.

Table 7-6. Facilities Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$2,554,530	\$2,554,530	\$2,554,530
Renewal, Rehabilitation & Replacement	\$3,322,671	\$2,428,909	\$3,428,808
Total Expenditures	\$5,877,201	\$4,983,439	\$5,983,338
Average Annual Funding Gap		No Gap	\$106,138

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more analysis is completed on the building condition assessments.

7.5 Data Confidence and Improvement Plan

Table 7-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 7-7. Data Confidence - Facilities

Data Source	Data Confidence
2022-2023 Building Condition Assessments	Good

7.5.1 Recommendations for Improvements

The building condition assessments completed over the 2022-2023 period have been used this AMP. The City continues to review the recommendations in the BCAs to develop capital plans and address the needs as required. It is recommended that this information is integrated into the City's asset management systems to continue to be reviewed, and the information be maintained, as changes to assets within these facilities are completed. It is also recommended that the City, as it continues to assess the results of this study, determine if the timelines and recommended costs are valid.

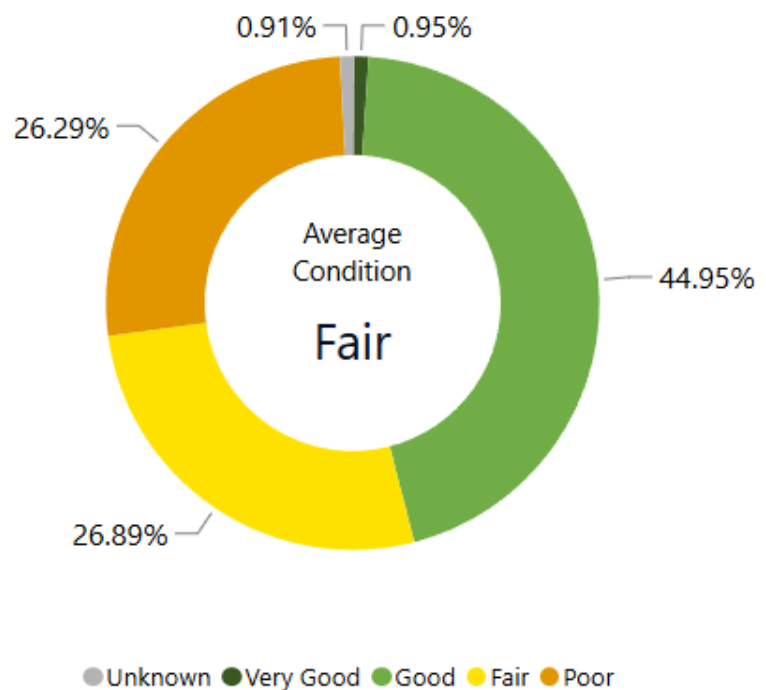
Although the information for these facilities conditions is highly reliable for the component information, the overall replacement values of the facilities was determined to be too low, so was updated for the purposes of this AMP to reflect more realistic replacement values. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

8 Fleet and Equipment

Replacement Value

\$10,938,520

Overall Average Asset Condition



Quick Facts

Fleet and Equipment has

- 46 Fleet including heavy duty, medium duty and passenger vehicles
- 69 Equipment assets including small equipment, trailers, medium and heavy duty equipment.



8 Fleet and Equipment

Fleet and Equipment assets allows staff to deliver municipal services to residents. Fleet and Equipment assets supports several services areas in the City of Port Colborne including Roads, Parks, Water and Wastewater, Marina, Bylaw, Community Service and Building Maintenance. The City manages 46 Fleet assets and 69 different equipment assets. These assets allow staff to provide services in a safe and efficient manner throughout the City.

8.1 State of the Infrastructure

8.1.1 Asset Inventory and Valuation

Fleet and Equipment has a total estimated replacement value of approximately \$11.2 million. Table 8-1 below details the inventory and the current estimated replacement value by asset type.

Table 8-1. Asset Inventory and Current Replacement Value – Fleet and Equipment

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Equipment			
Attachment	19	Units	\$501,685
Heavy Duty	5	Units	\$1,573,682
Medium Duty	10	Units	\$856,445
Small Equipment	16	Units	\$727,075
Trailer	15	Units	\$275,866
Fleet			
Heavy Duty	11	Units	\$4,585,082
Medium Duty	7	Units	\$700,700
Passenger Vehicles	28	Units	\$1,996,737
Total			\$11,271,274

The fleet asset inventory was developed based on the City's asset listing maintained in a spreadsheet to plan for capital replacements. It is recommended that the City identify the "source of truth" for these assets for the inventory and ensure that there is someone assigned to maintain this information on an on-going basis.

8.1.2 Asset Condition

Knowing the condition of assets is an important part of asset management, as it helps us determine when assets might need to be replaced and supports short- and long-term planning. Condition was assigned to Fleet assets through staff inspections and Equipment assets using age. It is recommended that staff define the methodology for how condition is assigned to ensure that this methodology is applied using the same logic in future asset planning initiatives. A description of the condition ratings scale can be found in Table 8-2.

Table 8-2. Condition Rating Scale – Fleet and Equipment

Condition	Age/ESL	Staff Condition Score
Very Good	>80% life remaining	1
Good	60-80% life remaining	2
Fair	40-60% life remaining	3
Poor	20-40% life remaining	4
Very Poor	0-20% life remaining	5
Unknown		

The overall condition distribution for Fleet and Equipment assets by replacement value is shown below in Figure 8-1 and Figure 8-2.

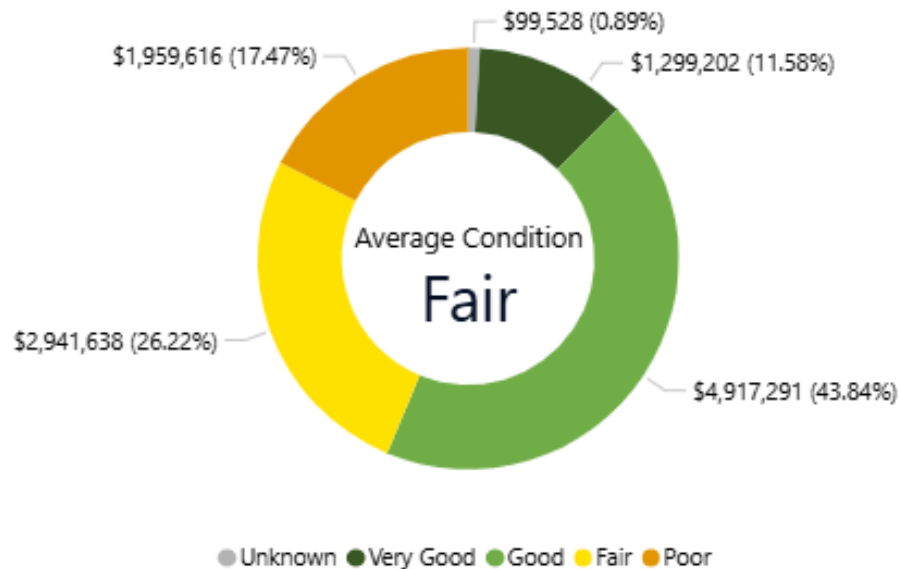


Figure 8-1. Asset Condition by Replacement Value – Fleet and Equipment

Fleet and Equipment assets are on average in **Fair** condition, with approximately 82% of assets in fair or better condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 7-2.

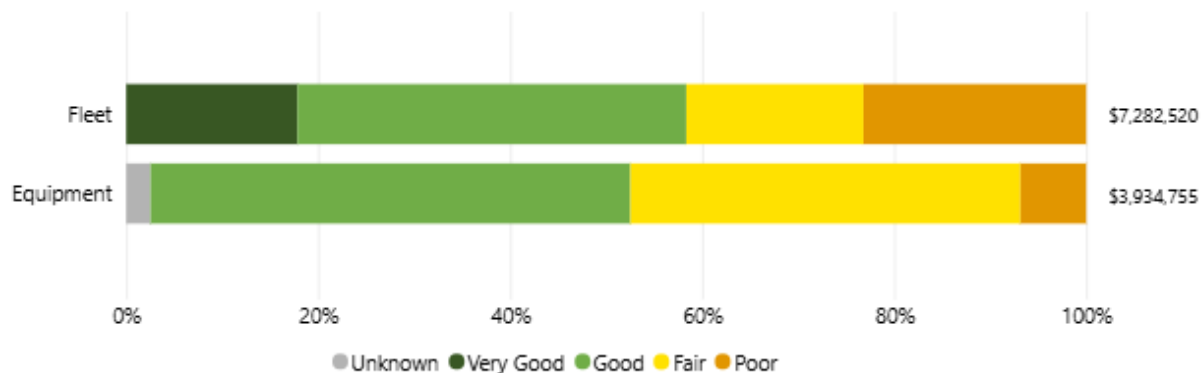


Figure 8-2. Asset Type Condition by Replacement Value - Fleet and Equipment

8.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Fleet and Equipment assets. Figure 8-3 shows the average age and average estimated service life for Fleet and Equipment Assets.

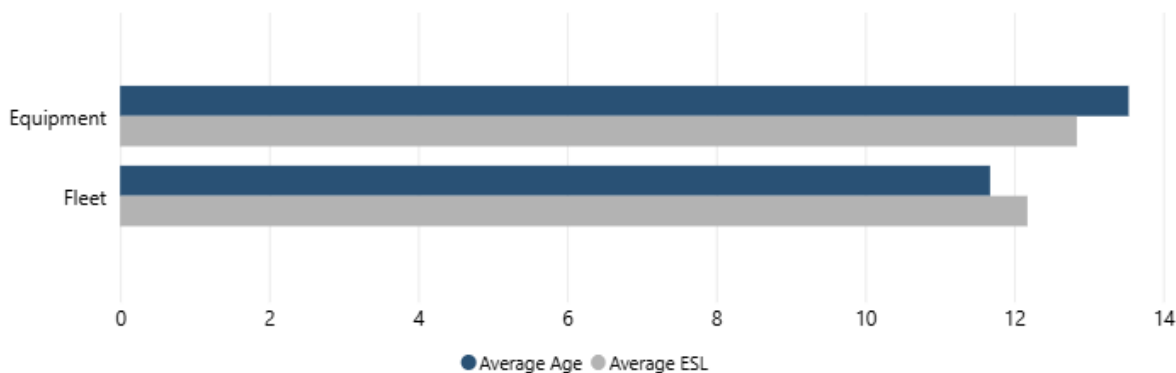


Figure 8-3. Average Age and Average Estimated Service Life – Fleet and Equipment

The average age of Fleet is below the average estimated service life and the average age of Equipment assets are slightly above the average estimated service life. However, regular condition assessments have shown that most of these assets are in fair or better condition, and that they are capable of providing reliable service past their ESL.

8.2 Levels of Service

Service Statement: Fleet and Equipment help the City keep operations running smoothly and efficiently to provide services to the community.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 8-3 and Table 8-4 provide a summary of the community and technical levels of service metrics for the City's Fleet and Equipment. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Fleet and Equipment assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 8-3. Community Level of Service– Fleet and Equipment

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	3%	Maintain	↔

Table 8-4. Technical Level of Service– Fleet and Equipment

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Sustainable	# of Electric Vehicles	0	Increase	↗
Sustainable	Annual GHG emissions	429 tonnes CO ₂ equivalent	Decrease	↘
Sustainable	# of public charging stations	0	Increase	↗
Cost Efficient	Percent of value of fleet assets in very poor condition	0%	0%	↔

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Accessible & Reliable	Percent of dedicated fleet vehicles beyond estimated useful life	28.36%	Decrease	↘



8.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within Fleet and Equipment.

8.3.1 Lifecycle Activities

Lifecycle activities Fleet and Equipment assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset. These activities ensure that Fleet and Equipment assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 8-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 8-5. Asset Management Practices and Associated Frequency – Fleet and Equipment

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Condition assessments, feasibility studies, management plans	• Annually
• MTO inspections	• Annually
• Planning, collision review committee	• As required, quarterly review
Operations & Maintenance Activities	
• Seasonal inspections on seasonal equipment	• Seasonal
• Third party inspections (crane/hoists, compressor)	• As required
• In-house inspections	• As required
• Reactive maintenance and repairs	• As required
• Daily inspections	• Daily
• Health and Safety inspections	• Monthly
• Preventative maintenance (cranes/hoists, compressors)	• Annually
• Preventative maintenance schedule by class of vehicle (in-house and external)	• On-going
• Reactive maintenance for Fleet (damage, accidents, breakdowns)	• Daily
• Spraying of vehicles	• Annually
• Vehicle refurbishments	• As identified
Renewal/Replacement Activities	
• Renewal activities for equipment	• As required
• Equipment replacement	• On-going
• Fleet replacement	• As identified; End of life
Disposal Activities	
• Equipment Disposal	• On-going, as needed
• Fleet - sell/auction	• As identified
• Fleet - keep for spare parts	• As required

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• Fleet - sell to department	• As required
• Fleet - scrap	• As identified
Service Improvement & Growth Activities	
• Fleet additions/upgrades requiring new equipment	• As identified
• New Assets	• As identified
• Vehicle upgrade	• As identified

8.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 0 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement

activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.

- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 8-4.

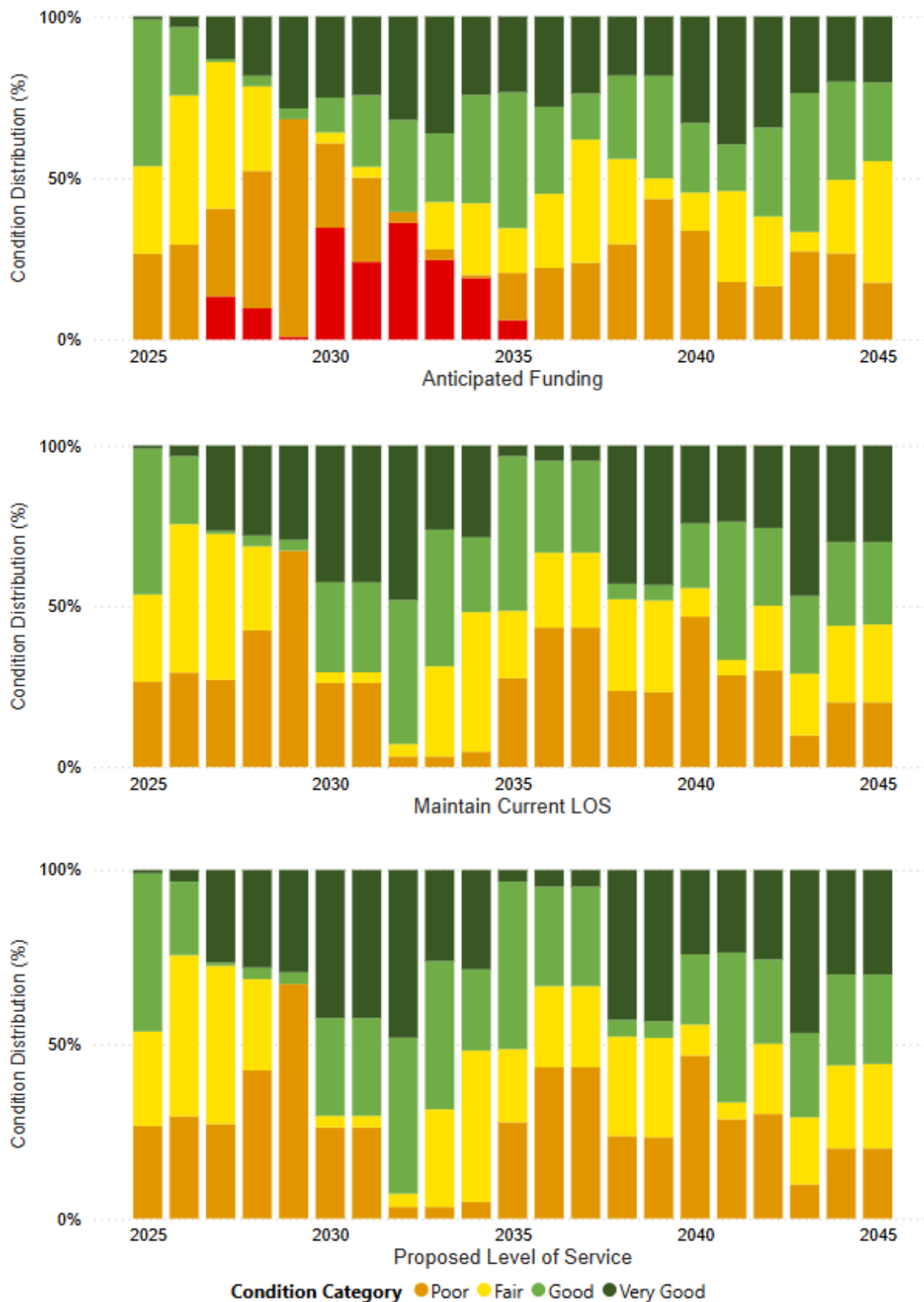


Figure 8-4. Condition Profile for Service Level Scenarios - Fleet and Equipment

Figure 8-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the fleet and equipment assets was determined to be approximately \$1.1M. The percentage of assets in very poor condition increase and decrease between 2027 and 2035 with the anticipated budget decreasing with minor increased fluctuations.

In the Current LOS scenario, the anticipated annual funding required for fleet and equipment assets is approximately \$1.1M for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the fleet and equipment assets, has negligible assets in very poor condition, as needed by assets in this service area, which is why the spending required for this scenario is about equal to the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. Similar to Scenario 2, in Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be \$1.1M for renewal, rehab and replacement activities.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 8-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

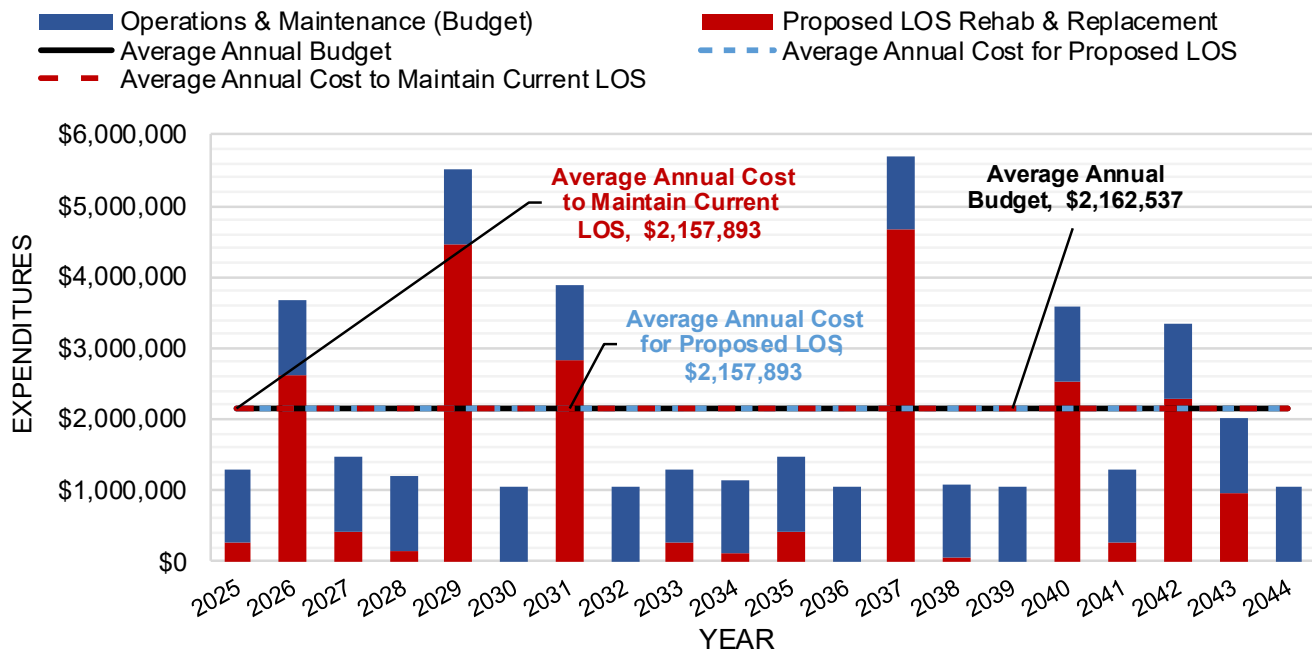


Figure 8-5. Fleet and Equipment Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

Table 8-6. Fleet and Equipment Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$1,045,577	\$1,045,577	\$1,045,577
Renewal, Rehabilitation & Replacement	\$1,116,960	\$1,112,316	\$1,112,316
Total Expenditures	\$2,162,537	\$2,157,893	\$2,157,893
Average Annual Funding Gap	No Gap		No Gap

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Fleet and

Equipment are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 8-6.

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

8.5 Data Confidence and Improvement Plan

Table 8-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 8-7. Data Confidence – Fleet and Equipment

Data Source	Data Confidence
Spreadsheet	Good

8.5.1 Recommendations for Improvements

Only minor gaps in the fleet data were found, which it is recommended the City update. It is also recommended that the City, as part of data management strategy identify the “source of truth” for fleet and equipment assets and identify responsible parties for the maintenance of this information. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

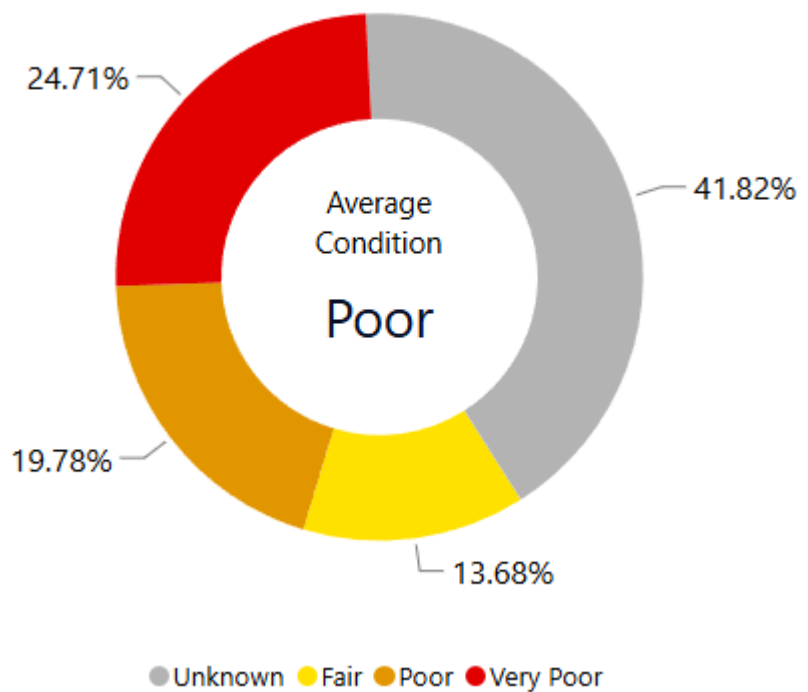
Implementing a computerized maintenance management system to document work orders and money being spent on fleet assets is recommended to better inform the condition of assets and to better prioritize replacements based on a developed methodology, or based on estimated service life.

9 Information Technology

Replacement Value

\$1,539,881

Overall Average Asset Condition



Quick Facts

Information Technology has

- Hardware and software assets supporting various service delivery groups throughout the City

9 Information Technology

Information Technology assets support most other asset categories in this plan. The Hardware and Software assets are used by other service groups to help deliver services throughout the City. Managing these assets helps ensure that reliable service is provided for residents.

9.1 State of the Infrastructure

9.1.1 Asset Inventory and Valuation

Information Technology includes a variety of hardware and software with a total estimated replacement value of \$1.5 million. Table 9-1 below details the inventory and the current estimated replacement value by asset type.

Table 9-1. Asset Inventory and Current Replacement Value – Information Technology

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Hardware			
Access Control Systems	26	Units	\$10,226
Mid-range Servers	9	Units	\$152,931
Routers and Switches	44	Units	\$43,634
Security Cameras	87	Units	\$112,115
Smartphones	99	Units	\$119,536
Standard Computers	310	Units	\$612,560
Televisions	31	Units	\$38,688
Uninterruptable Power Supply	4	Units	\$10,822
Wireless Access Points	48	Units	\$20,353
Software			
On Premise	12	Units	\$99,632
SaaS	26	Units	\$319,380
Total			\$1,539,877

City staff worked to compile an inventory of assets for the purposes of this AMP. It is recommended that the City continue to improve this information and fill gaps where identified to improve the forecasting for this asset class. IT assets support the organization through a variety of services and

represents an important asset category. The inventory developed for IT should be maintained on a regular basis for budgeting and reporting purposes.

9.1.2 Asset Condition

Condition was assigned to Information Technology assets using age/estimated service life. A description of the condition rating scale is shown in Table 9-2.

Table 9-2. Condition Rating Scale – Information Technology

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

The overall condition distribution for Information Technology assets by replacement value is shown below in Figure 9-1 and Figure 9-2. Many of the install dates for IT assets were unknown and therefore could not be assessed for condition. Many of these assets are replaced as needed through operating expenses but would be valuable information to maintain going forward. It should also be noted that the asset register has not been updated to reflect IT expenditures in 2024, so these assets would see improvements in overall condition.

Software is a unique asset across the City and represents a large operating expense to the City. It is recommended the City determine a strategy for planning for software as it is a continually evolving asset type as cloud, or software-as-a-service becomes more widely used in the organization.

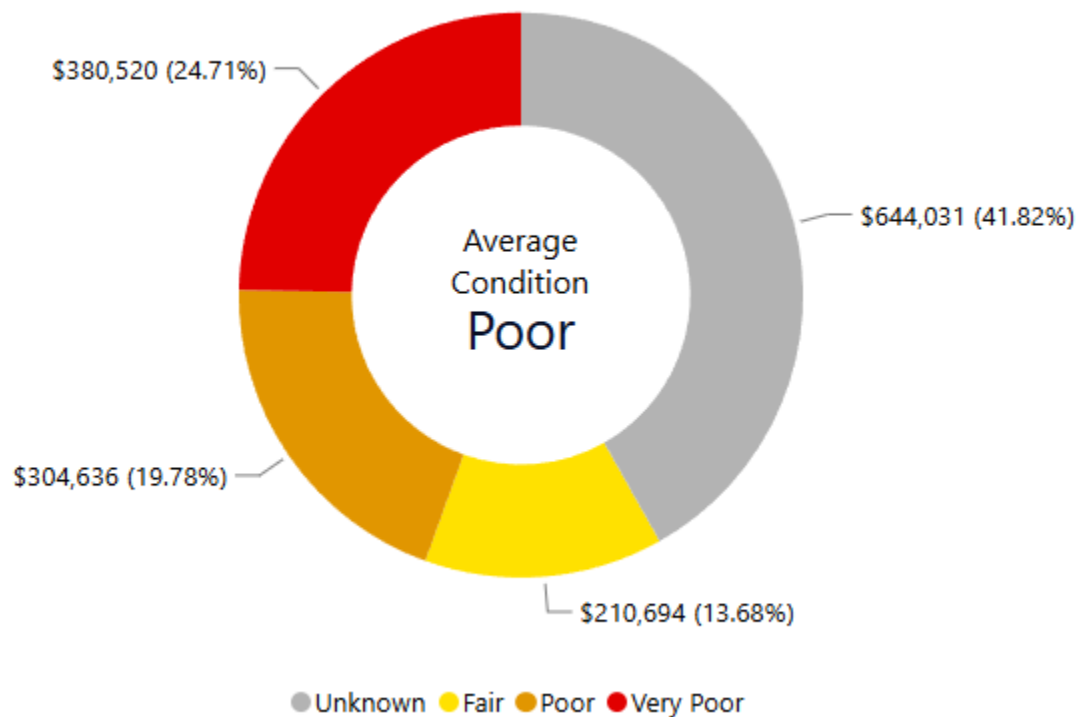


Figure 9-1. Asset Condition by Replacement Value – Information Technology

The average condition for Information Technology assets is **poor**, with less than 20% of assets in fair condition. Figure 9-2 shows that condition for all Software assets is unknown, accounting for 42% of the total condition distribution.

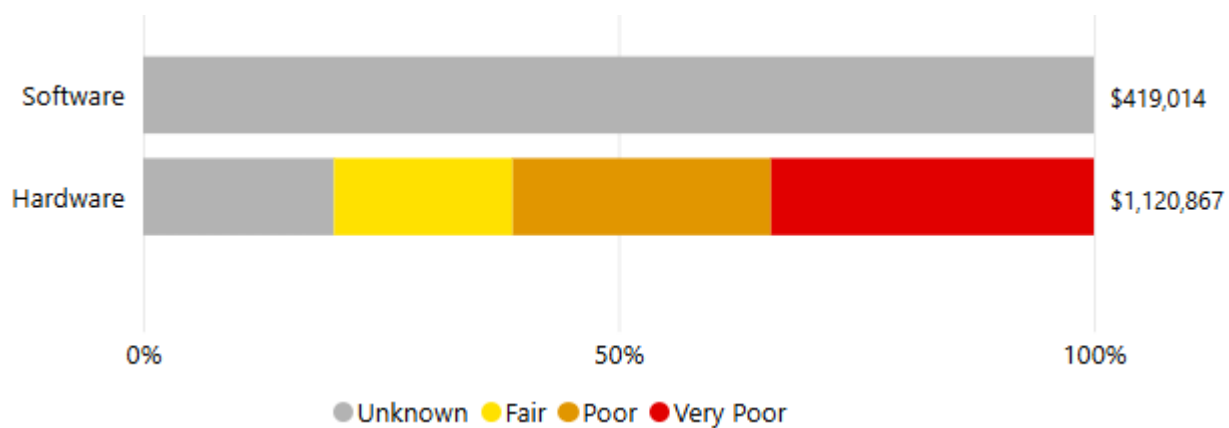


Figure 9-2. Asset Type Condition by Replacement Value – Information Technology

9.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Information Technology assets. Figure 9-3 shows the average age versus the average estimated service life for hardware assets in the City of Port Colborne.

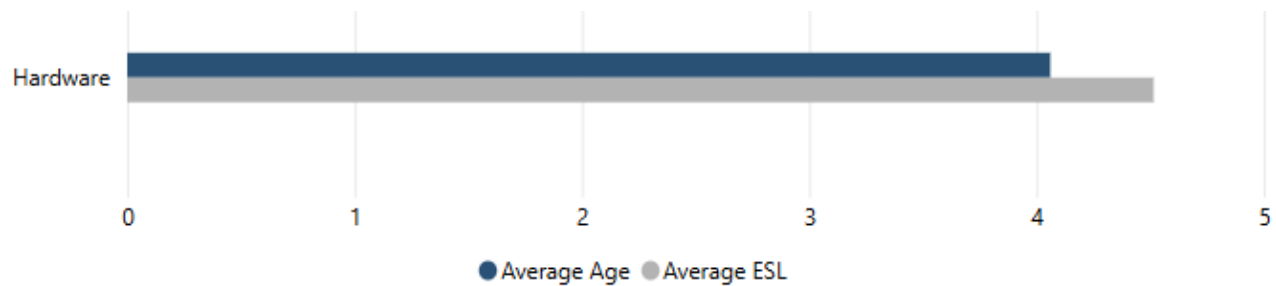


Figure 9-3. Average Age and Average Estimated Service Life – Information Technology

The average age of Hardware assets is below the average estimated service life. In general, these assets can continue to provide services to the City. The graph includes only information where age is currently known for assets. Currently age is unknown for access control systems, routers and switches, security cameras, televisions, wireless access points, and software.

9.2 Levels of Service

Service Statement: Information Technology plays a crucial role in modernizing municipal operations and improving the deliver of services to residents through data management, digital infrastructure, online services, security, and communication.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 9-3 and Table 9-4 provide a summary of the community and technical levels of service metrics for the City's Information Technology assets. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Information Technology assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 9-3. Community Level of Service– Information Technology

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	4%	Maintain	↔

Table 9-4. Technical Level of Service– Information Technology

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percentage of total replacement cost for IT assets past their ESL	4.95%	Decrease	↔
Accessible & Reliable	Percentage of replacement value of IT assets above very poor	24.71%	0%	↘
Accessible & Reliable	IT Staff Size	4	Increase	↗

9.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within Information Technology.

9.3.1 Lifecycle Activities

Lifecycle activities for Information Technology assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that Information Technology assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of infrastructure assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 9-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 9-5. Asset Management Practices and Associated Frequency – Information Technology

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
Monitor recalls and updates (patching and security) on assets to ensure proper functionality, testing	On-going
Hardware - capacity planning, contingency and redundancy planning, master plan, other technical studies	On-going

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Operations & Maintenance Activities	
• Security risk reviews and updates	• On-going
• Support contracts and maintenance	• On-going
• Purchase of small equipment and materials	• As identified
• Hardware repairs	• As needed
• Software licensing, agreement renewals	• As needed
• Refurbishment/major upgrade	• As identified
Renewal/Replacement Activities	
• Replacement of hardware and software	• Asset end of life
Disposal Activities	
• Uninstall software	• As identified
Service Improvement & Growth Activities	
• New hardware assets, sites, employees	• As identified
• Updated/new software	• As identified
• New software technology for improvement	• As required

9.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 9.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair. It should be noted that the asset register was not updated to reflect actual expenditures incurred in 2024, which may affect the accuracy of forecasts and scenario assumptions.

The City has developed the anticipated budget based on the 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP.

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 9-4.





Figure 9-4. Condition Profile for Service Level Scenarios - Information Technology

Figure 9-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the IT assets was determined to be approximately \$233.1k. The percentage of assets in very poor condition decreases within the first 4 years throughout the 20-year forecast period, and all other conditions stabilize with the anticipated budget incrementally fluctuating. This is a result of the short estimated service life of IT assets and expected to show the cycle of assets moving through their service lives.

In the Current LOS scenario, the anticipated annual funding required for IT assets is approximately \$129.2k for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the information technology network, would maintain a portion of assets in Very Poor condition, which is why the spending required for this scenario is less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. In Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be \$220.2k for renewal, rehab and replacement activities. While very poor condition assets are eliminated within 5 years of the forecast period, the other conditions fluctuate similar to the budget fluctuations.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 9-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

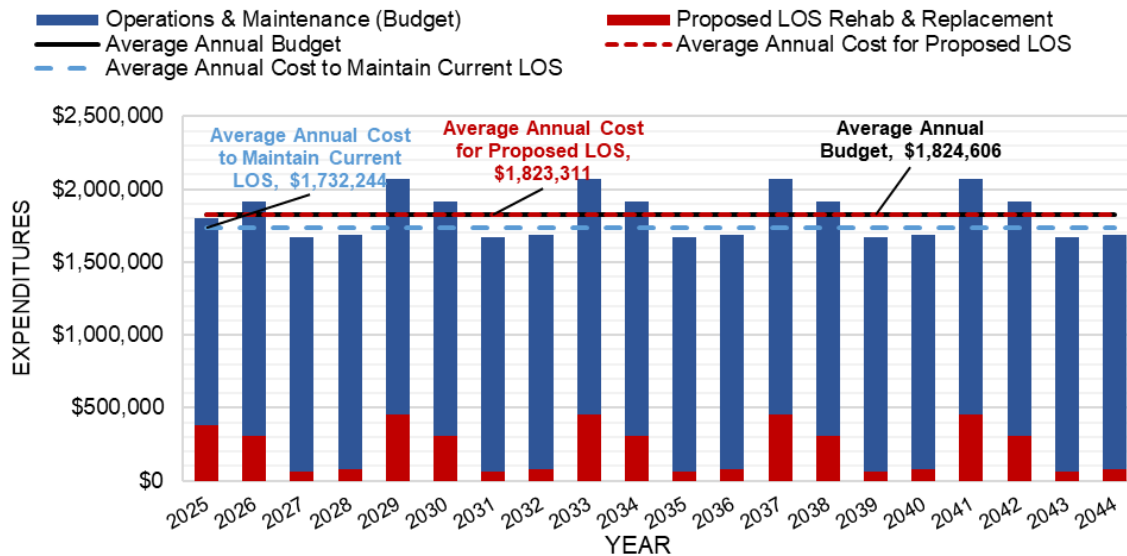


Figure 9-5. Information Technology Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Information Technology are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 9-6.

Table 9-6. Information Systems Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$1,603,066	\$1,603,066	\$1,603,066
Renewal, Rehabilitation & Replacement	\$233,090	\$129,178	\$220,245
Total Expenditures	\$1,824,606	\$1,732,244	\$1,823,311
Average Annual Funding Gap		No Gap	No Gap

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

9.5 Data Confidence and Improvement Plan

Table 9-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 9-7. Data Confidence – Information Technology

Data Source	Data Confidence
Spreadsheet	Fair

9.5.1 Recommendations for Improvements

Staff made a concerted effort to create an inventory of all IT assets for the purposes of this AMP, which is what was used to inform all scenarios and required expenditures. It is recommended that the City continue to fill the gaps in this information and continue to maintain it. A register of current software systems for the City is also required, and represents a large portion of the expenditures required for IT.

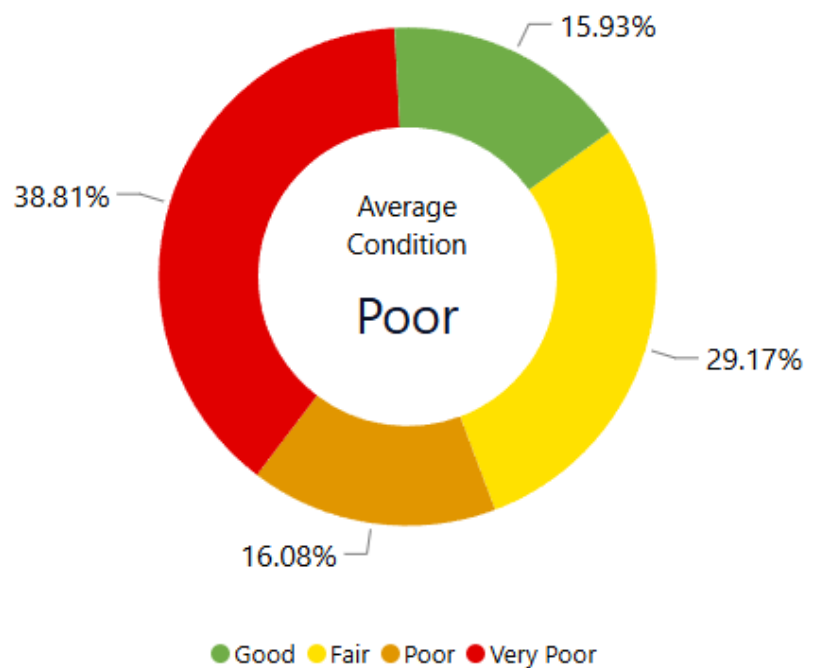
It is also recommended that the City, as part of data management strategy identify the “source of truth” for IT assets and identify responsible parties for the maintenance of this information. Ensuring accurate and comprehensive data is crucial for effective planning and resource allocation. By updating information such as installation dates, and replacement costs, the City can better assess its IT infrastructure and make informed decisions for maintenance and improvements. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

10 Library

Replacement Value

\$525,613

Overall Average Asset Condition



Quick Facts

The City of Port Colborne Library

- Serves the community by providing digital and print resources, various services and programs
- Maintains the Library Collection and Office Equipment to support service delivery

10 Library

Library services proudly serves the community in the City of Port Colborne. They strive to enrich, empower, and educate through great books, services, programs, resources and more. The library is welcoming and accessible for all residents and visitors, serving as a community hub for education, culture, and social interactions. The reliability of Library assets is vital to the delivery of services by staff. Ensuring Library assets are maintained in good condition ensures the community can continue to enjoy all the services the Library has to offer.

10.1 State of the Infrastructure

10.1.1 Asset Inventory and Valuation

The Library includes library equipment and office equipment with a total estimated replacement value of \$526 thousand. Table 10-1 below details the inventory and the current estimated replacement value by asset type.

Table 10-1. Asset Inventory and Current Replacement Value - Library

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Library Collection	7	Pool ⁵	\$305,956
Office Equipment	47	Units	\$219,657
Total			\$525,613

The library asset inventory was derived based on the Tangible Capital Asset inventory for the library based on 2022 information. It is recommended that this inventory be updated on a regular basis and an asset hierarchy be developed and used going forward for more accurate forecasting of library assets.

⁵ Pool represents a collection of assets represented as a singular asset.

10.1.2 Asset Condition

Asset condition was assigned to Library assets using age/estimated service life. A description of the condition rating scale is shown in Table 10-2.

Table 10-2. Condition Rating Scale – Library

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

The overall condition distribution for Library assets by replacement value can be seen below in Figure 10-1.

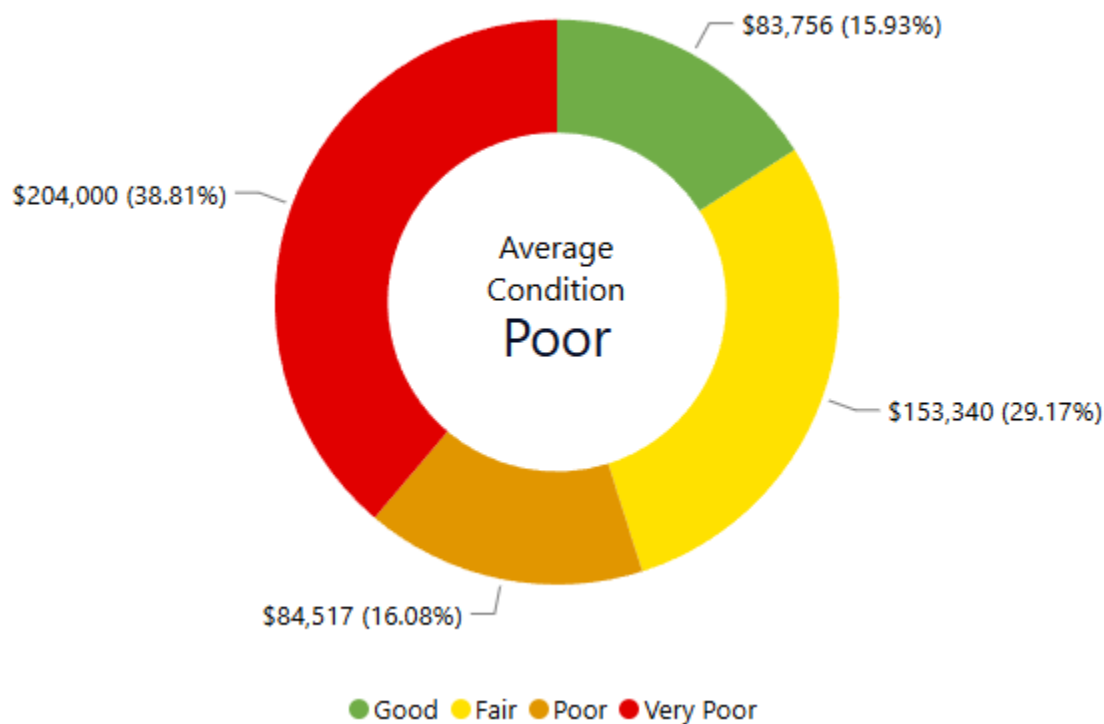


Figure 10-1. Asset Condition by Replacement Value – Library

The average condition for Library assets is **poor**, with 45% of assets in fair or better condition. The condition profiles for individual asset types can be seen in Figure 10-2.

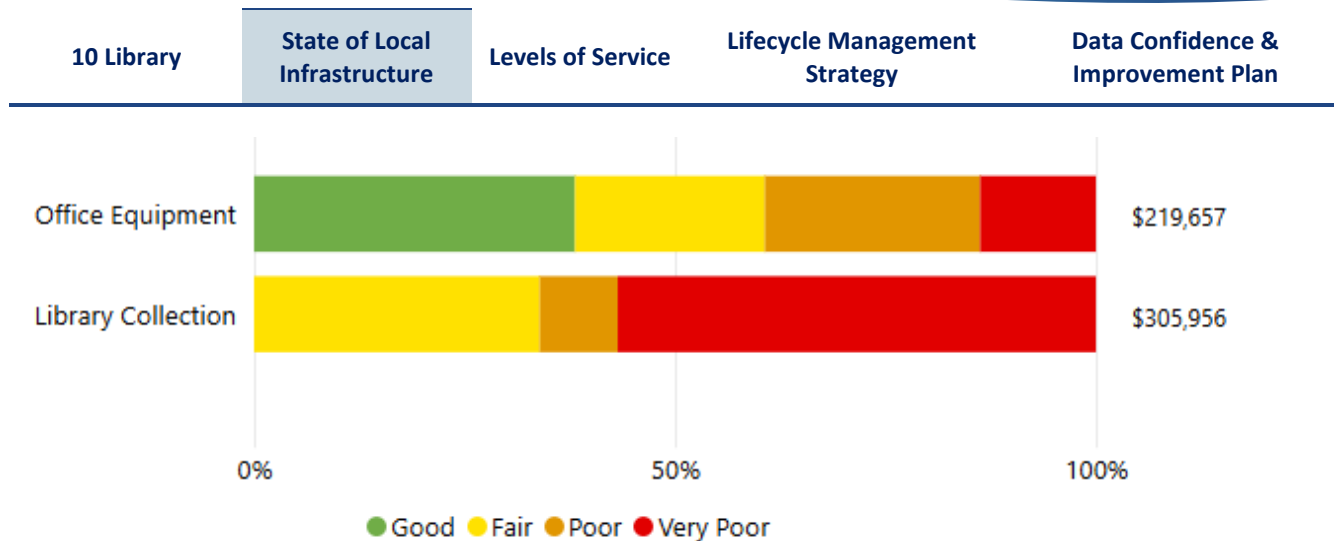


Figure 10-2. Asset Type Condition by Replacement Value - Library

Over 60% of Library Office Equipment is in fair or better condition while over half of Library Collection assets are in poor to very poor condition. Library Collections have a very short service life, which can be seen below in Section 10.1.3 Asset Age.

The library collection represents over half of the libraries assets and is continually renewed to maintain this collection. It is recommended that the City further expand on the lifecycle strategies for this collection, as well as the estimated service life to better understand the condition of these assets.

10.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Library assets. The average age of Library assets is shown below in Figure 10-3.

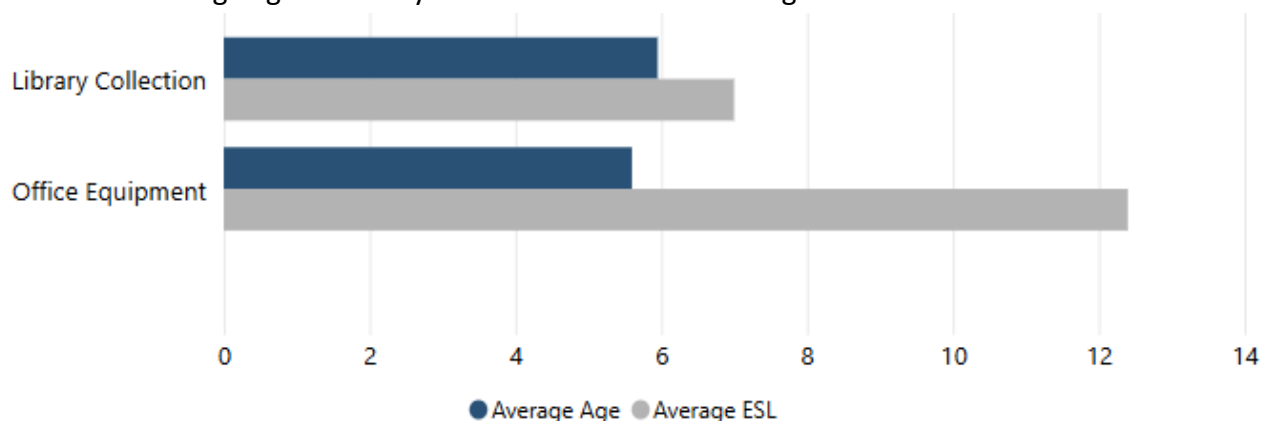


Figure 10-3. Average Age and Average Estimated Service Life – Library

The average age of Library Collection and Office Equipment assets is less than the average ESL.

10.2 Levels of Service

Service Statement: The Library serves as a community hub that fosters learning, cultural enrichment and social interaction by providing access to information, educational support, digital services, community programs, and public services.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 10-3 and Table 10-4 provide a summary of the community and technical levels of service metrics for the City's Library. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Library assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 10-3. Community Level of Service– Library

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	2%	Maintain	↔

Table 10-4. Technical Level of Service– Library

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	Percentage of assets in very poor condition	38.81%	0%	↘

10.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within the Library.

10.3.1 Lifecycle Activities

Lifecycle activities for Library assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset, from planning and design to decommissioning or repurposing. These activities ensure that Library assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 10-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 10-5. Asset Management Practices and Associated Frequency – Library

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Condition assessments	• As required
• Accessibility Plan	• As required
Operations & Maintenance Activities	
• Lighting maintenance	• As required
• Planned maintenance	• As required
Renewal/Replacement Activities	
• Rehabilitation	•
• Replacement	• As required – end of service life
Disposal Activities	
• Disposal of assets	• As identified
Service Improvement & Growth Activities	
• New Assets	• In-line with asset replacement
• Accessibility Improvements/Upgrades	• As identified

10.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 10.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service

improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 10-4.



Figure 10-4. Condition Profile for Service Level Scenarios - Library

Figure 10-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the library assets was determined to be approximately \$82.0k. Throughout the 20-year forecast period, the percentage of assets in very poor condition decreases by the end of 2030 with a slight increase in 2034 and 2035 as budget decreases. Assets in very poor condition are forecasted for the remaining period to be negligible as spending increases slightly.

In the Current LOS scenario, the anticipated annual funding required for library assets is approximately \$55K for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the library assets would maintain a portion of assets in Very Poor condition, which is why the spending required for this scenario is less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. In this scenario, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be \$82.8k for renewal, rehab and replacement activities. This scenario will provide the elimination of very poor condition assets by 2030 and the rest of the forecast period.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 10-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

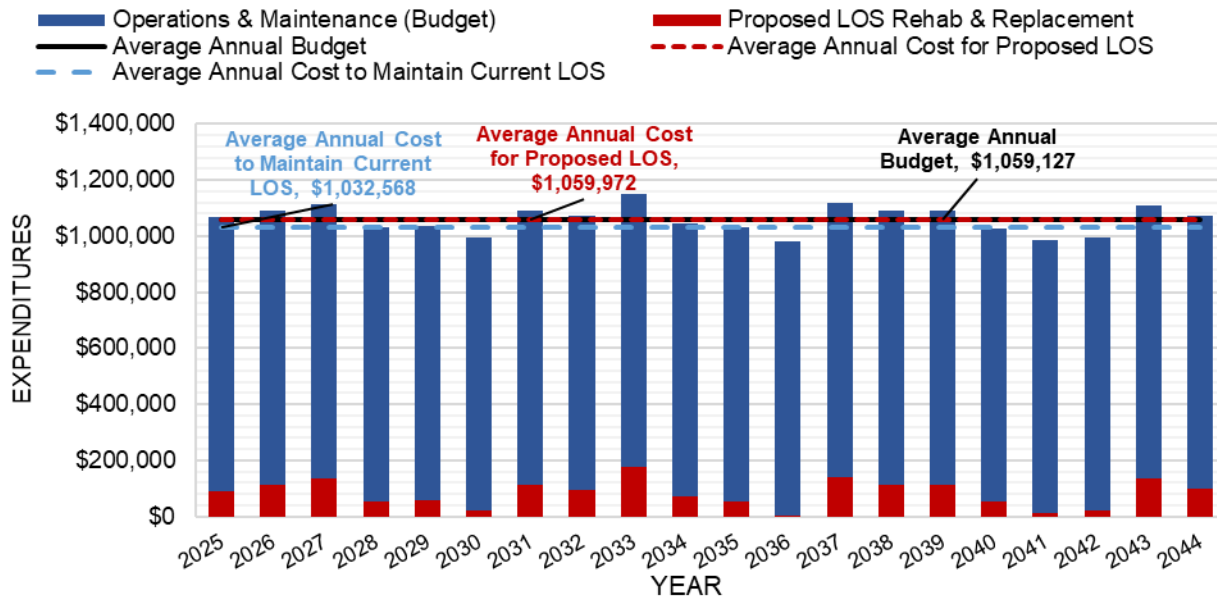


Figure 10-5. Library Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Library assets are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 10-6.

Table 10-6. Library Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$977,127	\$977,127	\$977,127
Renewal, Rehabilitation & Replacement	\$82,000	\$55,441	\$82,845
Total Expenditures	\$1,059,127	\$1,032,568	\$1,059,972
Average Annual Funding Gap		No Gap	\$845

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

10.5 Data Confidence and Improvement Plan

Table 10-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 10-7. Data Confidence - Library

Data Source	Data Confidence
Citywide (2022)	Good

10.5.1 Recommendations for Improvements

Information for the Library was informed by the City's Citywide database. This information is updated on an annual basis, and at the time of the development of this plan, only information from 2022 was available.

It is recommended that the data provided be reviewed and inconsistencies be cleaned to ensure assets are appropriately grouped together and improve planning. It is also recommended that the City review with Library staff if this information is thorough and complete.

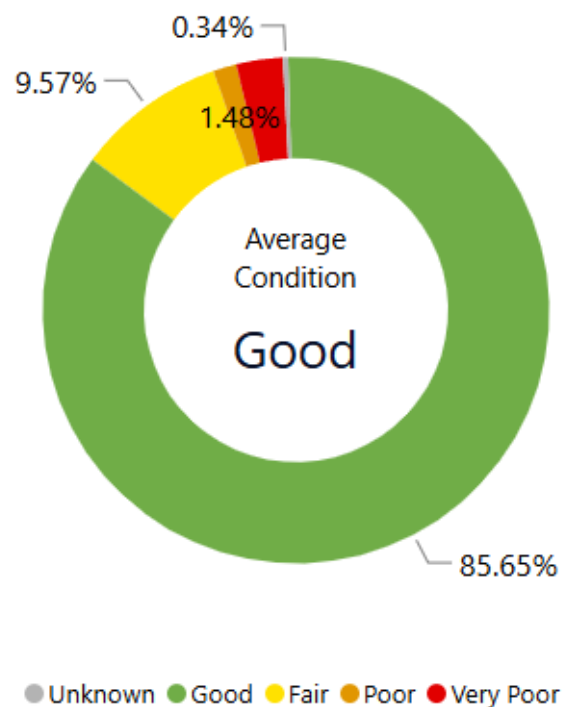
Assumptions were made for the lifecycle strategies for the library assets, which also should be reviewed and assessed with Library staff. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

11 Natural Assets

Replacement Value

\$6,174,800

Overall Average Asset Condition



Quick Facts

Natural Assets has

- 5,923 trees with over 75 different species
- Numerous native tree species including Redbud, Eastern White Pine, Red Maple and Kentucky Coffee Tree

11 Natural Assets

Natural Assets are also referred to as green infrastructure assets in the O. Reg. 588/17, consisting of assets that provide ecological and hydrological functions and processes. In the City of Port Colborne this asset group consists of trees and stumps, providing many benefits to residents including but not limited to air filtration, shade, and water filtration.

11.1 State of the Infrastructure

11.1.1 Asset Inventory and Valuation

The City manages Natural Assets including trees and stumps with a total replacement value of \$5,937,000. Table 11-1 shows the natural assets inventory and the current replacement value by asset type.

Table 11-1: Asset Inventory and Current Replacement Value – Natural Assets

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Trees	5,923	Units	\$6,159,920
Stumps	14	Units	\$14,560
Total			\$6,174,480

11.1.2 Asset Condition

Asset condition was assigned to trees and stumps by staff inspections. A description of the condition ratings scale can be found in Table 11-2.

Table 11-2. Condition Rating Scale – Natural Assets

Condition	Age/ESL
Very Good	1
Good	2
Fair	3
Poor	4
Very Poor	5
Unknown	

Overall asset condition for Natural Assets by replacement value can be seen below in Figure 11-1 and Figure 11-2.

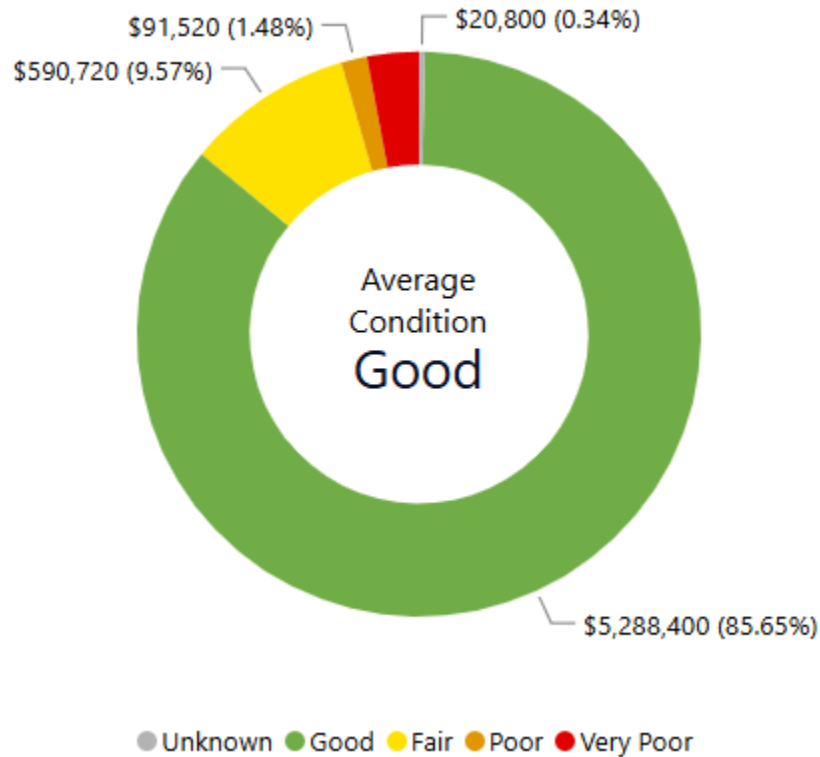


Figure 11-1. Asset Condition by Replacement Value – Natural Assets

The average condition of Natural Assets is good, with over 85% of assets in good condition. Figure 11-2 shows the small portion of Trees in poor to very poor condition, and a small number of stumps in very poor condition.

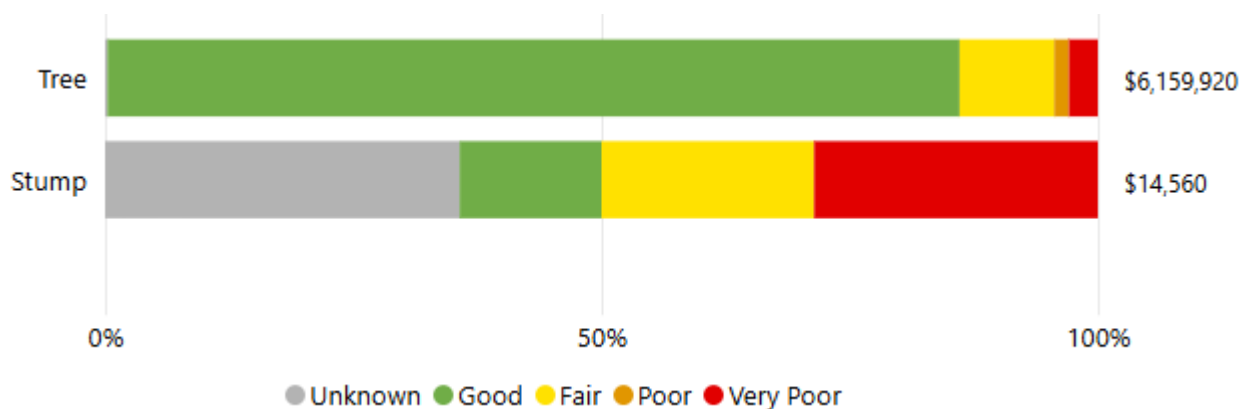


Figure 11-2. Asset Type Condition by Replacement Value – Natural Assets

11.1.3 Asset Age

While most assets decrease in value as they age, trees typically provide more value to the community as they grow. Age is not collected for tree assets. Figure 11-3 below shows the count of trees and stumps by the diameter at breast height measurement to show a distribution of the maturity of urban trees throughout the City.

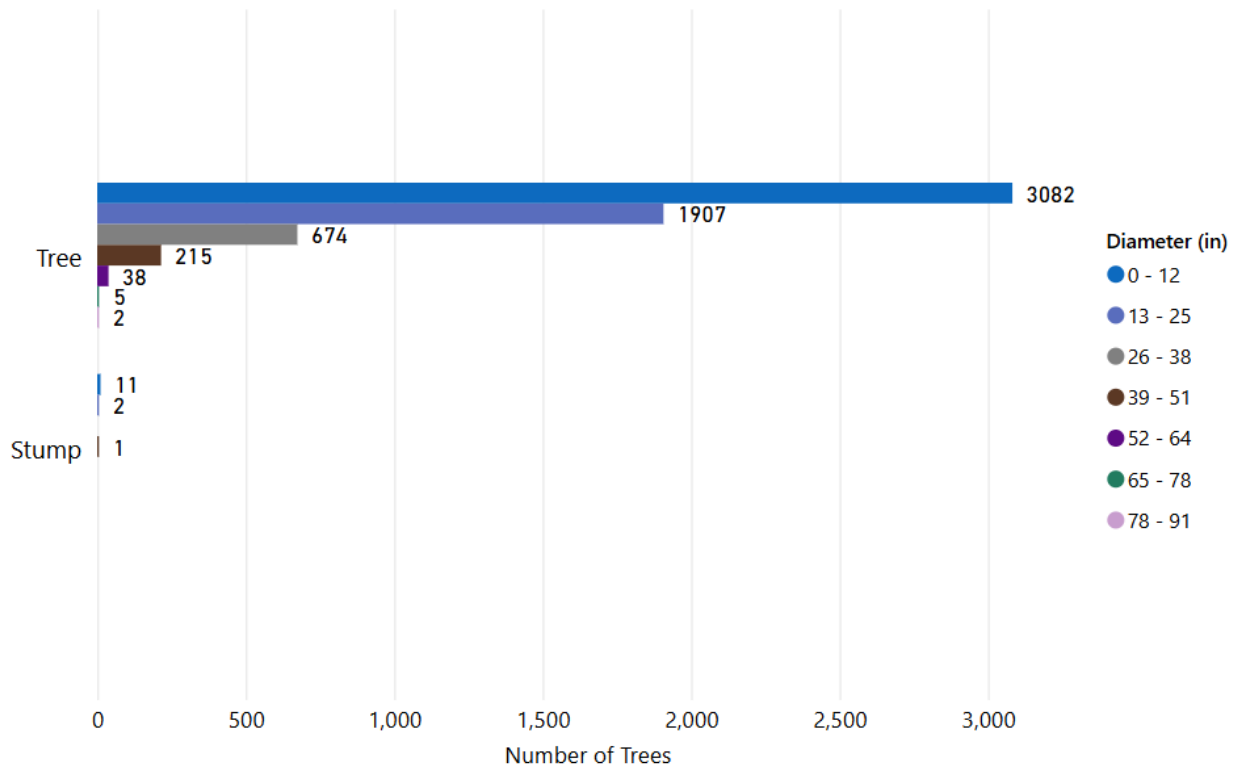


Figure 11-3: Count of Trees and Stumps by Diameter at Breast Height (in)

11.2 Levels of Service

Service Statement: Natural assets can lead to more sustainable, resilient, and cost-effective municipal planning and development.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 11-3 and Table 11-4 provide a summary of the community and technical levels of service metrics for the City's Natural Assets. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Natural Assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 11-3. Community Level of Service– Natural Assets

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	0.38% ⁶	Maintain	↔

Table 11-4. Technical Level of Service– Natural Assets

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percentage of total replacement cost for Tree assets in very poor condition	2.96%	0%	↘
Accessible & Reliable	Trees planted per year by City Forestry office	35	Increase	↗
Accessible & Reliable	Percent of urban canopy coverage	32%	Increase	↗
Accessible & Reliable	Percent of tree related work orders closed within designated timeline	100%	Maintain	↔

⁶ Budget for tree assets is covered under Parks & Transportation, which provide a combined budget of \$200k for tree maintenance and renewal.

11.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices for Natural Assets.

11.3.1 Lifecycle Activities

Lifecycle activities for Natural Assets involve a series of processes and tasks aimed at effectively managing the entire lifespan of an asset. These activities ensure that Natural Assets continue to provide their intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of assets.

Ensuring Natural Assets and maintained in optimal condition, the City can extend their lifespan and mitigate the risk of premature replacement. It also ensures that residents continue to benefit from amenities offered from well-maintained assets, which promotes community well-being. Table 11-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 11-5. Asset Management Practices and Associated Frequency – Natural Assets

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
Urban forest management plan	As needed
Operations & Maintenance Activities	
Reactive maintenance: trimming, inspections, pruning, road clearance	As needed
Preventative maintenance: trimming, inspections, pruning, road clearance	On-going
Renewal/Replacement Activities	

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• End of life replacement / replanting of trees	• As needed
• Deep root fertigation, propping, cabling	• As needed
Disposal Activities	
• Tree removal	• As needed
Service Improvement & Growth Activities	
• New areas to include trees	• Through developments
• Urban forest expansion	• As budget allows

11.4 Funding the Lifecycle Activities

Natural assets are a unique asset within the AMP. This asset is not replaced and renewed as typical infrastructure assets. Trees within the City of Port Colborne are regularly maintained and replaced under the operations budget for trees. The expenditures required for each scenario is summarized and compared below in Table 11-6.

Table 11-6. Natural Assets Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$200,000	\$200,000	\$200,000
Renewal, Rehabilitation & Replacement	No Budget	No Budget	No Budget
Total Expenditures	\$200,000	\$200,000	\$200,000
Average Annual Funding Gap	No Gap		No Gap

11.5 Data Confidence and Improvement Plan

Table 11-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 11-7. Data Confidence – Natural Assets

Data Source	Data Confidence
GIS Tree Assessment	Good

11.5.1 Recommendations for Improvements

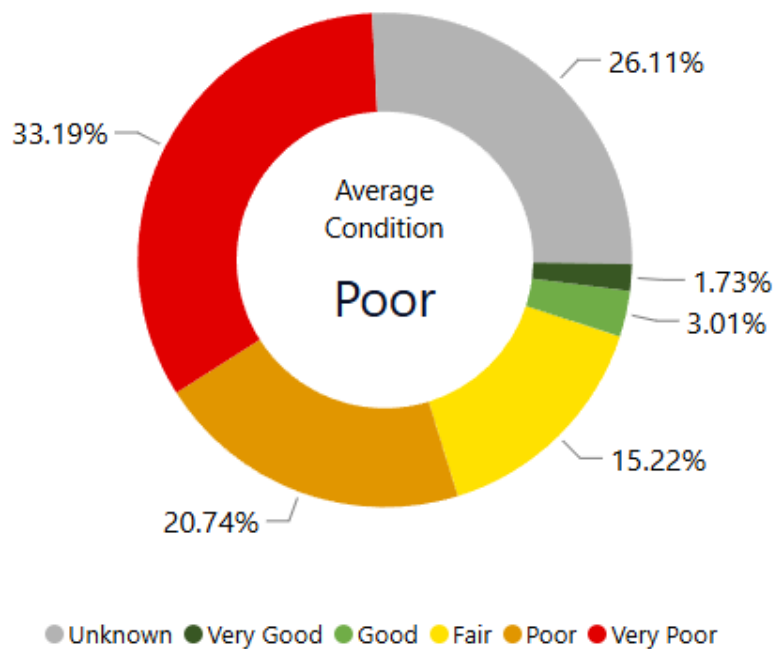
Although the data for trees has a high level of confidence, it is recommended that the City further enhance the natural assets category, and consider other green infrastructure that the City owns, as required by O.Reg. 588/17. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

12 Parks

Replacement Value

\$31,568,326

Overall Average Asset Condition



Quick Facts

Parks has

- 32 different Parks with pavilions, sport surfaces, and playgrounds
- Walkways, trails and an active transportation area

12 Parks

Parks provide numerous benefits to residents and visitors in the City of Port Colborne. Parks provide spaces for community members to gather in spaces like playgrounds, sports surfaces, trails, and walkways. This supports cohesion and a sense of social belonging in one's community. Parks also help support community health and wellness through access to green spaces.

12.1 State of the Infrastructure

12.1.1 Asset Inventory and Valuation

The City of Port Colborne has several different asset types in the Parks category including active transportation, park assets, parking lots, pavilions, playground structures, roadways, sport structures and surfaces, a Spraypad, and trails and walkways. The total current replacement value for these assets is \$32 million. Table 12-1 shows the asset inventory and current estimated replacement value for Parks assets.

Table 12-1. Asset Inventory and Current Replacement Value - Parks

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Active Transportation	10,718	m	\$3,344,016
Park Assets	284	Units	\$968,136
Parking Lot	88,531	Sq m	\$4,557,134
Pavilion	4,940	Sq m	\$513,760
Playground Structure	41	Units	\$12,220,000
Roadway	5,000	Sq m	\$104,000
Sport Structure	1	Unit	\$1,248,000
Sport Surface	35	Units	\$7,612,800
Spraypad	1	Unit	\$364,000
Trail	5,600	m	\$599,040
Walkway	200	m	\$37,440
Total			\$31,568,326

A park asset inventory was developed by staff for the purposes of this AMP. It is recommended that this inventory continue to be enhanced to verify all assets and fill in gaps as required. Replacement values were based on similar assets to represent present costs for these asset types.

12.1.2 Asset Condition

Condition was assigned to Parks assets using age and estimated service life. A description of the condition rating scale can be found in Table 12-2.

Table 12-2. Condition Rating Scale – Parks

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

Figure 12-1 and Figure 12-2 show the overall condition distribution for Parks assets in the City of Port Colborne.

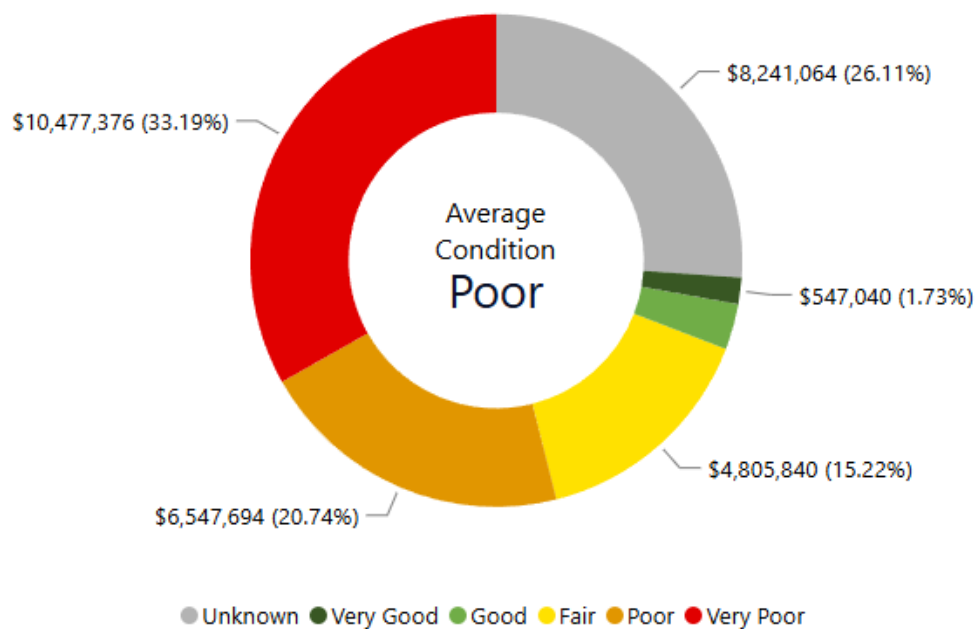


Figure 12-1. Asset Condition by Replacement Value – Parks

The average condition of Parks assets is poor, with nearly 54% of assets in poor to very poor condition. This suggests that a large portion of parks assets are at or nearing the end of their service life. Figure 12-2 shows asset type conditions, highlighting that all or a large portion of walkways, trails, playground structures, parking lots and park assets are in very poor condition.

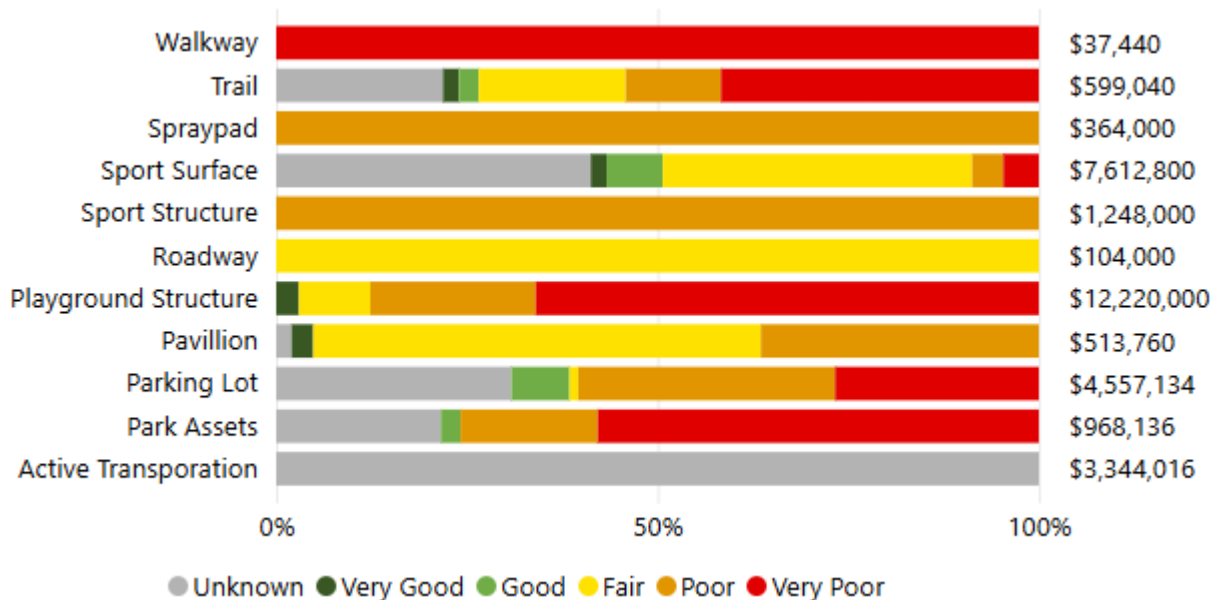


Figure 12-2. Asset Type Condition by Replacement Value – Parks

With this information, the City can plan for the replacement of these assets in the Capital plan.

12.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Parks assets. The average age and average estimated service life for Parks asset types can be seen below in Figure 12-3.

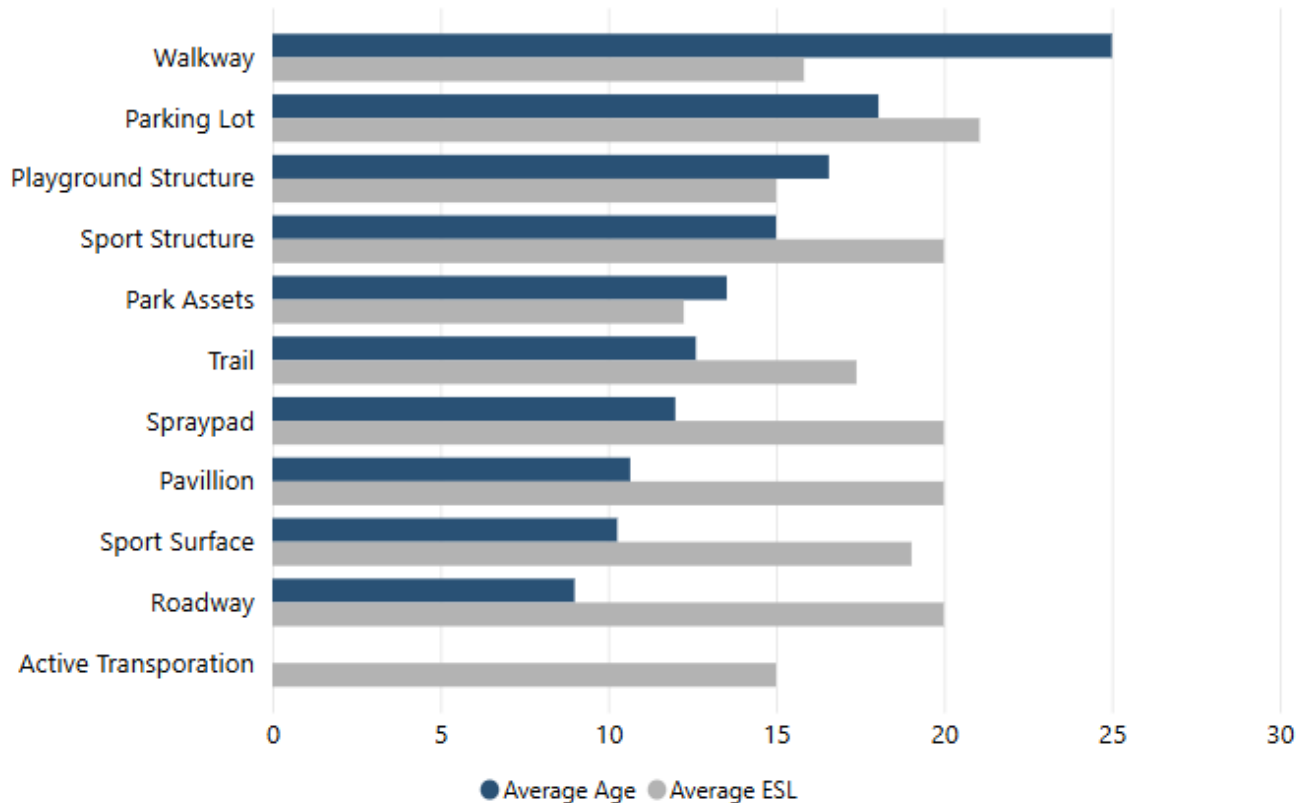


Figure 12-3. Average Age and Average Estimated Service Life – Parks

All assets have an average age that is below its average estimated service life, apart from walkway and playground structure assets. Playground structures are inspected regularly by City staff to ensure their safety, but these assets are beyond their service life with some in very poor condition as seen in Figure 12-2.

12.2 Levels of Service

Service Statement: Parks provide a wide range of services and benefits that contribute to the physical, social, cultural, and economic well-being of the City.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 12-3 and Table 12-4 provide a summary of the community and technical levels of service metrics for the City's Park assets. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Park assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 12-3. Community Level of Service – Parks

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	5%	Maintain	↔

Table 12-4. Technical Level of Service – Parks

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	All Parkland in Municipality as a percent of Total Area of Municipality	1%	Maintain	↔
Accessible & Reliable	Parks per 2,014 residents	3.4	Maintain	↔
Accessible & Reliable	Park acreage per 1,000 residents	20.59	Maintain	↔
Accessible & Reliable	Kilometre of trails per 20,000 residents	19.75	Maintain	↔
Accessible & Reliable	Percentage of total replacement cost of Park assets in very poor condition	33.19%	0%	↘

12 Parks	State of Local Infrastructure	Levels of Service	Lifecycle Management Strategy	Data Confidence & Improvement Plan
Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Cost Efficient	Percentage of total replacement cost for parks assets past their estimated useful life	20.44%	Decrease	↘



12.3 Lifecycle Management Strategy

The aim of the Lifecycle Management Strategy is to define and implement a series of planned measures, drawing from industry best practices, to ensure our assets consistently deliver a sustainable level of service to residents. As the City progresses, it is enhancing its asset management practices by implementing standardized processes, procedures, and tools across all service areas. Below is an overview of some existing asset management practices within Parks.

12.3.1 Lifecycle Activities

Lifecycle activities for Parks assets involve a series of processes and tasks aimed at managing the entire lifespan of an asset. These activities ensure that Parks assets continue to provide the intended services efficiently, effectively, and sustainably throughout their lifecycle, and maximize the value they provide to the community. This approach aligns with best practices in asset management, where preventive maintenance and timely repairs are crucial for preserving the functionality, safety, and longevity of assets.

Maintaining these assets in optimal condition and completing lifecycle management activities and following the strategies within this plan, the City can extend their asset's lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services, the City can provide services at the lowest possible cost, as well as avoid risks associated with asset ownership. The risks of not following the activities and strategies within this plan have been further defined in 13.3.1 Risks Associated with Lifecycle Strategies.

Table 12-7 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 12-5. Asset Management Practices and Associated Frequency – Parks

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
Asset tracking / GIS	On-going
Recreation Masterplan (feasibility study for level of service changes)	10 years; review need for update every 5 years
Operations & Maintenance Activities	
Seasonal inspections on seasonal equipment	Seasonally
Park inspections (playground inspections, etc.)	Monthly
Reactive repairs	As required
Preventative maintenance	As required
Grooming, grass cutting, line and general field/court maintenance	Daily / weekly activities
Renewal/Replacement Activities	
Renewal activities	As required
Disposal Activities	
Disposal	As required
Service Improvement & Growth Activities	
Requiring new equipment	As identified
New assets	As identified

12.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 12.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the

Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal, Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

An overview of the scenarios that were evaluated for the purposes of this AMP include:

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 12-4.

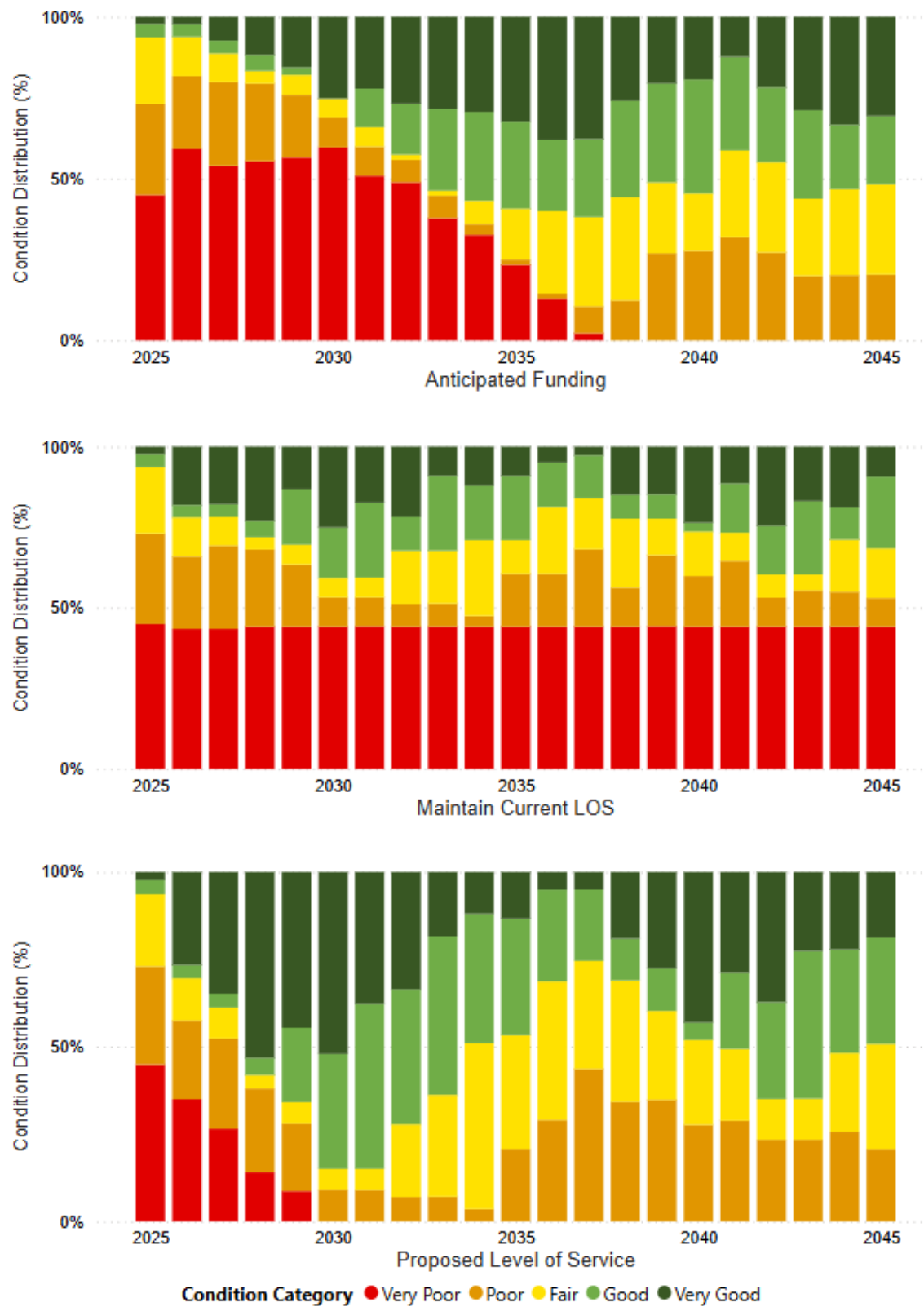


Figure 12-4. Condition Profile for Service Level Scenarios - Parks

Figure 12-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Park assets was determined to be approximately \$2.1M. Throughout the 20-year forecast period, the percentage of assets in very poor condition decreases after the first 10 years of the forecast period as the budget also decreases; and is then eliminated while spending more in the latter half of the forecast to improve park asset condition.

In the Current LOS scenario, the anticipated annual funding required for parks assets is approximately \$1.2M for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of Parks assets would maintain 44% of assets in Very Poor condition, which is why the spending required for this scenario is significantly less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. This results in an elimination of assets in very poor condition by 2030. In Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be \$2.1M for renewal, rehab and replacement activities.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 12-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

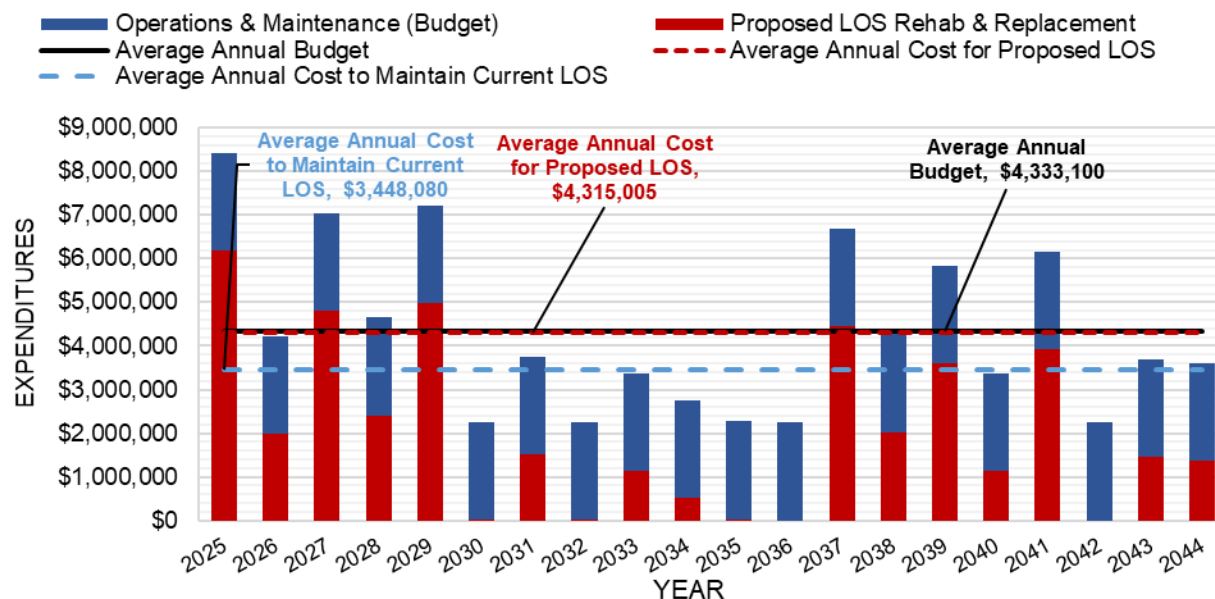


Figure 12-5. Parks Scenario Comparison

There is a “backlog” included in the year 2025, which represents the cumulative backlog of deferred work that has accumulated and is needed to be complete. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City’s anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to “catch up” to required expenditures up to 2032. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Parks are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 12-6.

Table 12-6. Parks Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	\$2,238,507	\$2,238,507	\$2,238,507
Renewal, Rehabilitation & Replacement	\$2,144,343	\$1,209,573	\$2,076,498
Total Expenditures	\$4,333,100	\$3,448,080	\$4,315,005
Average Annual Funding Gap		No Gap	No Gap

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

12.5 Data Confidence and Improvement Plan

Table 12-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 12-7. Data Confidence - Parks

Data Source	Data Confidence
Spreadsheet Staff Review	Fair

12.5.1 Recommendations for Improvements

Data for the park assets was compiled for the purposes of this AMP, many gaps being filled based on staff assessments and assumptions of install dates, estimated service lives and replacement values.

It is recommended that the City continue to fill the gaps in this information and continue to maintain it. It is also recommended that the City, as part of data management strategy identify the “source of truth” for park assets and identify responsible parties for the maintenance of this information.

Ensuring accurate and comprehensive data is crucial for effective planning and resource allocation. By updating information such as installation dates, and replacement costs, they City can better assess its IT infrastructure and make informed decisions for maintenance and improvements. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

It is recommended that the City implement a computerized maintenance management system for Park assets to ensure work being done for these assets is documented, and to better understand the condition and costs of this asset category.



13.0 Financial Strategy

13 Financial Strategy

The Financial Strategy in this AMP is based on the City of Port Colborne's planned expenditures (budget) to determine the funding available to support infrastructure. All forecasted dollars are presented in 2025 dollars, and no inflationary measure has been included in the needs. This Financial Strategy provides an analysis of the average annual funding available, the expenditures required to maintain current LOS, as well as the ideal expenditures to meet proposed levels of service.

For the purposes of this AMP only renewal, rehabilitation and replacement lifecycle activity costs and needs are analyzed. These lifecycle activities ensure infrastructure remains in a state of good repair and can continue to provide services to residents. Costs for the remaining lifecycle activities (including non-infrastructure, operations and maintenance, service improvements, and growth) are incorporated into the capital and operating budgets shown within this AMP. For the purposes of this AMP, it is assumed that these activities and their associated costs are adequate to fulfill the community's expectations. This AMP does not provide an optimization analysis for the activities or costs. Growth needs are captured based on the planned projects. Recommendations for future AMPs include breaking these costs down further into their respective lifecycle activity categories to better understand lifecycle activity expenditures.

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

13.1 Budget Overview

Effective asset management planning requires that an approved AM strategy be fully integrated into annual financial planning and budgeting processes. The budget overview provides an analysis of the average annual planned funding available, the expenditures required to maintain current performance, or level of service, and identifies funding required to meet infrastructure needs based on the lifecycle strategies defined throughout this document.

The City's budgets are developed to allocate funds to cover the costs of providing services, maintain existing infrastructure, and construct new assets. The budgets are designed to balance required costs (expenditures) with available funding (revenues) and are categorized into:

Operating Budget: Supports the day-to-day activities and functions to provide City services. Samples of the expenditures funded from the operating budget include staff salaries, equipment maintenance, material supply and facility services. These are expensed within the fiscal year.

Capital Budget: Includes large expenditures associated with repair, rehabilitation, renewal, and construction or purchase of new infrastructure. It leverages various available funding sources over a ten-year period planning period. The establishment of capital budgets includes the evaluation of long-term investment proposals along with estimating future cash flows.

13.1.1 Anticipated Budget

A summary of the forecasted expenditures for the 20-year period are provided in Table 13-1. Based on the review of this forecast, the average annual expenditures planned for operating and renewal and replacement activities are listed for rate and tax supported assets is \$18.1M, and \$29.8M respectively.

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. The planned expenditures are based on the 2025 operating and capital budget, and the planned expenditures developed by staff. The annual average budget required to fulfill this plan are outlined in Table 13-1. This plan has been developed in consultation with staff on the development of this plan, the wastewater financial plan, and the approved water financial plan. The planned budget has been developed with the intention of increasing funding to address the infrastructure gap and leveraging debt where required.

Table 13-1. Infrastructure Expenditure Summary (Average Annual Anticipated Budget)

Service Category	Operations & Maintenance	Renewal, Rehabilitation & Replacement (Capital)	Total
Rate Supported			
Storm	\$493,600	\$3,314,543	\$3,808,143
Water	\$2,936,826	\$6,569,856	\$9,506,682
Wastewater	\$2,860,792	\$1,932,247	\$4,793,039
Total	\$6,291,218	\$11,816,646	\$18,107,864
Tax Supported			
Transportation	\$3,552,075	\$5,890,989	\$9,443,064
Emergency Services	\$4,459,000	\$545,687	\$5,004,687
Facilities	\$2,554,530	\$3,322,671	\$5,877,201
Fleet & Equipment	\$1,045,577	\$1,116,960	\$2,162,537
Information Technology	\$1,422,566	\$233,090	\$1,655,656
Library	\$977,127	\$82,000	\$1,059,127

Service Category	Operations & Maintenance	Renewal, Rehabilitation & Replacement (Capital)	Total
Natural Assets	\$200,000	No Budget	\$200,000
Parks	\$2,238,507	\$2,144,343	\$4,382,850
Total	\$16,449,382	\$13,335,740	\$29,785,122

13.2 Infrastructure Needs

The infrastructure renewal, rehabilitation, and replacement needs were determined based on Scenario 2 and Scenario 3, outlined below.

Scenario 2: Maintain Current Level of Service determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.

Scenario 3: Proposed Levels of Service – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council’s Strategic Plan.

The expenditures for renewal, rehabilitation and replacement required for both scenarios are outlined below in Table 13-2.

Table 13-2. Cost to Maintain Current Level of Service and As Per Proposed LOS (Rate & Tax Supported)

Service Category	Average Annual Expenditure to Maintain Current LOS (Scenario 2)	Average Annual Expenditure for Proposed LOS (Scenario 3)
Rate Supported		
Storm	\$3,781,151	\$3,295,958
Water	\$2,144,005	\$6,893,598
Wastewater	\$2,037,963	\$1,909,350
Rate Supported Total	\$7,963,119	\$12,098,906
Tax Supported		
Transportation	\$5,076,712	\$5,685,536
Emergency Services	\$296,508	\$517,326

Service Category	Average Annual Expenditure to Maintain Current LOS (Scenario 2)	Average Annual Expenditure for Proposed LOS (Scenario 3)
Facilities	\$2,428,909	\$3,428,808
Fleet & Equipment	\$1,112,316	\$1,112,316
Information Technology	\$129,178	\$220,245
Library	\$55,441	\$82,845
Natural Assets	\$200,000	\$200,000
Parks	\$1,209,573	\$2,076,498
Tax Supported Total	\$10,508,638	\$13,323,574
All Assets Total	\$18,471,756	\$25,422,480

These expenditures represent the average annual cost of the 20-year forecast based on the identified scenarios.

It is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. The City plans to fully remove assets in very poor condition by 2030, with the exception of water, and the Grain Terminal for facilities. By 2045, a small portion of assets will remain in very poor condition. It is anticipated that the needs for these assets will change as lower cost alternatives and asset management practices are enhanced to reach Council's goals. This Asset Management Plan, and the strategies in place demonstrate the City's commitment to upgrading its assets to ensure the quality of services for its customers.

Table 13-3. Average Annual Lifecycle Expenditures (All Assets)

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for Proposed LOS
Operations & Maintenance	\$22,740,600	\$22,740,600	\$22,740,600
Renewal, Rehabilitation & Replacement	\$25,152,386	\$19,188,846	\$26,630,715
Total Expenditure	\$47,892,986	\$41,929,446	\$49,371,315
Average Annual Funding Gap		No Gap	\$1,478,329

The City’s anticipated budget has been developed to meet the infrastructure needs of the asset category. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) of assets and a minimal gap to optimize performance of assets based on lifecycle strategies if the funding levels developed are provided as reported in this plan. If current anticipated investments are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne.

Since the previous AMP, the City has taken significant steps to establish improved asset management planning through their efforts to obtain updated condition assessments for multiple assets, as well as to develop a comprehensive funding strategy (as outlined in this plan), to meet the infrastructure requirements as determined by the lifecycle strategies. As updated information, and further plans and studies become available, this AMP will continue to evolve and become more precise in the recommendations for infrastructure expenditures.

13.3 Financial Strategies

The City currently has multiple funding sources, the largest being Property Taxes and User Rates. An overview of the funding envelope can be seen in Figure 13-1. The City is actively looking at strategies to increase revenues to address the significant infrastructure needs.

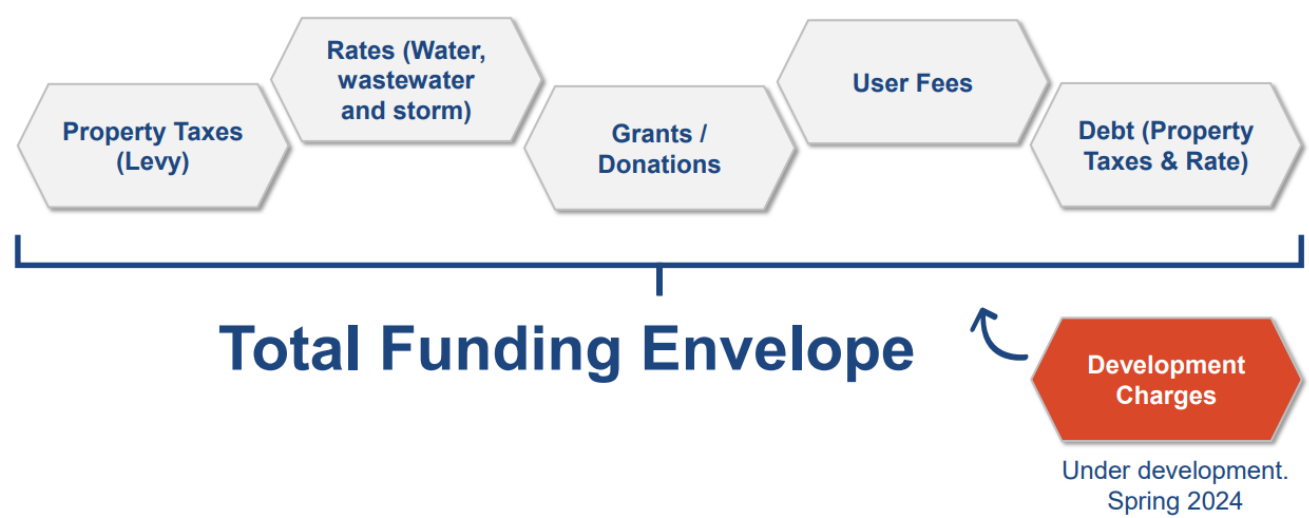


Figure 13-1. City of Port Colborne Funding Envelope (source 2025 Budget)

The City has developed the anticipated budget communicated in this AMP as the financial plan to address the City’s proposed level of service. The financial strategies that have been incorporated into the planned budget to address the infrastructure needs include:

Non-Financial Strategies

Advocacy: City staff and Council have been instrumental in advocating for the City to senior levels of government seeking funding support for the municipality, which continues to be successful.

Level of Service: As the City matures in asset management, the City will continue to review the priorities of the City but currently have established levels of service to meet Council's Strategic Plan to address all assets in very poor condition. This level of service should be monitored on an annual basis to ensure targets are being met. This target can also be reviewed to determine if all assets in very poor condition need to be addressed, as very poor assets, while nearing or at end of life may still be fit for service.

Lifecycle Management Strategies: The City continues to enhance the development of lifecycle management strategies to provide accurate, and affordable measures to address the infrastructure needs. For wastewater assets for instance, rather than assuming costly replacements at end of life, the City plans to reline pipes where appropriate to improve condition and extend the life of these assets.

Financial Strategies

Debt Financing: Based on the pressures faced by the City and the significant amount of expenditures required, the City plans to leverage debt financing to address the infrastructure needs to ensure reliable and sustainable services for the community.

Long-Term Planning: The City has reviewed many expert documents, and the infrastructure needs to develop an appropriate plan to address the infrastructure needs over the 20-year period.

Revenue Increases: The City has planned for incremental tax increases, while also applying for grant funding to "catch-up" to the infrastructure needs that have been identified within this AMP, as well as based on recommendations from the previous AMP and Infrastructure Needs Study. The City is also undergoing a Development Charge Study to assist the City in updating development charges so that appropriate funding is available to accommodate growth.

The City has taken a progressive approach to reach their goal to fully fund infrastructure needs, with the exception of water assets and the Grain Terminal for facilities, and remove the infrastructure gap.

13.3.1 Risks Associated with Lifecycle Strategies

Asset ownership inherently involves various risks, and managing these effectively is a continual challenge for the City. The primary goal is to balance costs, service levels and risk. To address infrastructure needs and minimize asset ownership costs for the community, the strategies outlined in this plan provide the best opportunity to accomplish this. These strategies will evolve as new information becomes available from future plans and studies, and as the City advances its asset management program.

Neglecting infrastructure needs and failing to implement the lifecycle activities and strategies in this plan, can lead to significant immediate and long-term negative consequences. The City is already experiencing many of these due to historically insufficient investment in infrastructure and appropriate lifecycle management strategies. These risks and their consequences at a high level include:

Deterioration of Infrastructure and Asset Failure: Without proper investments for renewal, rehabilitation and replacement activities, infrastructure assets will deteriorate over time, leading to increased breakdowns, service disruptions, and potentially safety hazards.

Decreased Operational Efficiency: Without proper lifecycle management strategies, infrastructure may become inefficient, leading to increased downtime, delays, and reduced productivity.

Increased Costs: Delaying infrastructure investments leads to higher costs in the long run. Deferred maintenance and rehabilitations can result in more extensive reactive maintenance, or the need for premature asset replacements, which are significantly more expensive than timely maintenance and upgrades. Ultimately by not adequately keeping assets in a good state of repair leads to higher lifecycle cost.

Improper Forecasts: Many non-infrastructure activities such as master plans, asset management planning, provide valuable insights into the infrastructure needs, if these activities are not completed, it can lead to inaccurate estimations for funding requirements and capacity requirements.

Service Disruptions: The deterioration of assets often leads to unplanned and unexpected disruptions to the services the community currently enjoys and relies on through asset failures.

Negative Impact to Quality of Life: Poor infrastructure affects the quality of life for residents, including issues like traffic congestion, inadequate public transportation, sewer backups, basement flooding, or lack of access to services. Assets in poor working order also increase the risk of potential health and safety impacts.

Environmental Impacts: Inefficient infrastructure can have adverse environmental impacts such as increased emissions from old facility or fleet assets, or sewage reaching the environment through leaks in pipes. This also increases the potential risk of not meeting regulatory requirements.

Regulatory Non-Compliance: Many of the assets, in particular Water and Transportation, are highly regulated assets that require assets to be properly maintained and reported on their compliance. Failure to meet regulatory requirements for infrastructure maintenance and safety can result in fines, penalties, legal actions, and possible loss of licenses or permits.

Loss of Public Trust and Confidence: Persistent neglect of infrastructure needs can erode public trust and undermine confidence in the ability of leaders to address pressing challenges.

Negative Economic Impact: Inadequate infrastructure can hinder economic growth because of inefficient and unreliable services to residents and businesses.

Safety Risks: Aging or poorly maintained infrastructure can pose safety hazards to users, workers, and the surrounding community, potentially leading to accidents, injuries, or even fatalities.

13.4 Risk Mitigation Strategies to Address the Infrastructure Gap

O.Reg.588/17 requires that the City identify how the risks of not undertaking the lifecycle strategies to meet the proposed LOS will be managed. The City actively manages risks associated with the funding levels, in the following ways:

Maintenance and Rehabilitation Activities: The City continually maintains assets to the best of their ability based on the funding available to prolong asset life where possible. Many assets are beyond suggested services lives, and where possible, maintained to keep them in working order until such time that funding is available for replacements.

For sanitary and storm assets, a spot repair and relining capital program has been put in place to address defects to ensure asset risks are minimized and are able to continue to be used. The City also continues to complete inflow and infiltration remediation activities. For water assets, the City is investigating alternative rehabilitation strategies instead of completing full replacement at end of life. For all assets, regular maintenance and preventative maintenance programs are put in place to ensure assets are maintained to reach their expected service life, and where possible are still in a state of good repair beyond expected service lives. The City has also implemented Citywide for some assets to track maintenance and prioritize maintenance and rehabilitation activities of at-risk assets. This system should be implemented for all assets.

Prioritizing Assets Based on Risk: Resources available are strategically assigned to higher risk and priority assets, based on staff expertise, ensuring limited budgets are used effectively to mitigate the most risk. This is completed through the capital planning process during the development of the annual budgets. Assets are replaced based on priorities to find efficiencies to reduce impacts and implement strategic purchase cycles.

Updating Condition Assessments: The City actively updates condition assessments on assets, particularly high-risk assets, to ensure assets are prioritized based on accurate condition data. Purchases are prioritized based upon up-to-date needs assessments.

Technology & Data: The City should continue to implement computerized maintenance management to better understand the current costs of maintenance, as well as to prioritize asset maintenance and replacement activities based on the data derived from the maintenance management system.

Regulatory and Compliance Standards: The City ensures compliance with all regulatory and safety standards to avoid risk.

Grant Opportunities: The City reviews opportunities for grants and partnerships where possible to increase funding available for asset replacements.

The City is committed to providing the level of service expected by the community, while managing risk, and in consideration of fiscal responsibility. While the City considers options to address the funding gap, these strategies will continue to be implemented and enhanced to mitigate the risks associated with not meeting the proposed LOS.



14.0 Improvement and Monitoring Plan

14 Improvement and Monitoring Plan

Continual improvement is essential to ensure effective management of assets. As part of the development of this AMP, opportunities for improvement of asset management practices, and this plan have been identified. Some key points related to the development of this AMP:

- **Asset Management is a Journey**
 - Asset management is not a one-time even but rather a continuous journey. Organizations need to adapt and evolve their practices over time.
 - Regular assessments, data collection and analysis help identify areas for improvement.
- **Based on Best Available Information**
 - This AMP has been developed on the most up-to-date information available, in coordination with multiple City departments and staff, and systems.
 - This included data on asset information and condition, performance, and financial considerations.
- **Opportunities for Improvement**
 - Stakeholders should actively seek opportunities for enhancement which may arise from lessons learned or technological advancements.

When establishing an improvement plan, the following international standards and well-known asset management guidance for advancing asset management capabilities are considered:

- **ISO 55000**
- **International Infrastructure Management Manual (IIMM) 2015**
- **BSI PAS55: 2008**

These standards were developed over several years with international collaboration and are widely regarded as best practices for the field of asset management.

14.1 Opportunities for Improvement

Further to the recommendations stated throughout this plan, the following recommendations have been compiled throughout the development of the 2025 AMP and include previous recommended initiatives that remain outstanding. Recommendations from the previous AMP still apply and the City should make efforts to address the previous recommendations as well as the items identified below.

Table 14-1. AMP Recommendations

Description	Task	Benefit / Outcome
Define Functional Asset Hierarchy Structure Standard	The scope of work for developing a functional asset hierarchy includes definition of objectives as they relate to asset management and maintenance management. Data collection, preliminary analysis, and stakeholder interviews will focus on confirming the organization's specific needs. The main deliverable is a report outlining the hierarchy structure, division-specific context, and instructions on how to build the hierarchy. Additional scope can include building a tool compatible with the work management system for import and export of the asset hierarchy, and validation of typical attributes to enable asset and maintenance management within the work management system.	Alignment with O. Reg 588 and industry standards e.g., ISO 14224: Promotes informed infrastructure investment decisions and structured data capture. Optimized Resource Utilization: Sustains levels of service with optimized resources, improving workforce effectiveness. Cost-Effective Service Levels: Identifies the most cost-effective ways to achieve proposed levels of service. Enhanced Asset Management Execution: Aligns maintenance activities with system function and levels of service. Consistency Across the Organization: Promotes consistency in maintenance and reporting practices. Public Transparency and Accountability: Facilitates public trust and understanding of the annual review of asset management plans. Drill-Down to Problems and Roll-up Costs: Function-based hierarchies enable streamlined problem analysis, coordinated planning of work on multiple assets, and systematic application of remedies.
Ongoing Asset Management Reporting, including Annual Update of Progress Implementing AMP	O.Reg. 588/17 requires that the City provide an annual update of the progress implementing the AMP, following the 2025 Asset Management Plan. It is recommended that this update include an update to the State of the Infrastructure, and the LOS metrics as set out in this AMP.	Alignment with O. Reg 588: This is a requirement of the regulation. Public Transparency and Accountability: Ensures the public is aware of the progress being made in AMP, and the benefit of the implementation of the recommendations in this plan in providing services. Supports Asset Management Planning and Long-Term Planning: The annual update provides an opportunity to ensure asset management continues to evolve in the City to ensure data-driven decisions.

Description	Task	Benefit / Outcome
Grant Funding	To support the continued efforts to find alternatives to address the funding gap, it is imperative the City continue to look for opportunities to leverage grant funding from various levels of government in support of asset management planning. This requires tracking existing and new grants as they come available, organizing the coordination of the application processes among various stakeholders, and application submittals.	Cost Savings: The City heavily relies on grant funding to support infrastructure and services to minimize impacts on the taxpayers. Without these grant funds, the City would be forced to lower/remove services available or put the additional costs on the tax levy and increase rates.
Data Methodology	Review and develop consistent methods for determining data fields that may change over time, particularly replacement values.	Updating replacement values of assets is crucial for several reasons including: Accurate Financial Reporting: Regularly updating asset values ensures that financial statements reflect the true cost of replacing assets. This helps in providing a clear and accurate picture of the City's financial health. Inflation Adjustment: Inflation can significantly impact the cost of materials and labour needed to replace assets. By updating replacement values, the City can account for these changes and avoid underestimating future costs. Insurance Coverage: Accurate replacement values are essential for determining appropriate insurance coverage. If asset values are outdated, insurance may not fully cover the cost of replacing damaged or lost assets. Budgeting and Planning: Knowing the current replacement costs helps in effective budgeting and long-term planning. It ensures that sufficient funds are allocated for asset maintenance and replacement. Asset Management: Regular updates to asset values aid in better asset management, helping the City make informed decisions about repairs, upgrades or replacements.

Description	Task	Benefit / Outcome
Condition Assessment: Develop a consistent framework and data collection protocol	Document and provide more information on condition definitions and how condition ratings are assigned to individual asset categories. Identify which subjectively rated assets require a formal objective condition rating process and look to define and implement those processes, where able. Standardize Condition Definitions: Establishing clear, well-documented definitions that reflect the unique characteristics and performance expectations of each asset category. Validate Across All Assets: Ensuring that these definitions are applied consistently across the entire asset portfolio, with validation processes in place to confirm accuracy and relevance. Enhance Stakeholder Understanding: Documenting and communicating condition definitions to all relevant stakeholders, including asset managers, decision-makers, and operational teams, to promote a shared understanding and support informed decision-making. Develop a consistent framework and data collection protocol for condition assessments on linear and non-linear assets. Include attribute data required for data collection and how condition data is integrated with the work management system.	Increased Transparency and Reliability: Defining how condition ratings are assigned provides increased transparency and reliability in the data when how condition is evaluated is clear. It is also a requirement of O. Reg. 588/17 to provide “a description of the municipality’s approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.” Consistency: By ensuring there is consistency, asset reporting will be repeatable, and the City will be able to assess the improvements/declines in asset condition regularly to improve oversight on assets.

Description	Task	Benefit / Outcome
Data Updates & Data Governance	Review and update basic asset information where possible, such as installation dates to improve accuracy and precision. This may include reviewing historic documents to determine values or developing consistent strategies for addressing gaps and understanding how these assumptions may impact decision-making. Align data sources and ensure that asset registries are maintained regularly and stored appropriately and continue the development of processes to annually review asset sub-systems and financial data. Process to include identification of gaps in current process to ensure better alignment between all systems going forward	Data updates and data governance are essential to asset management for several reasons: Accuracy and Reliability: Regular updates ensure that the data used for asset management is accurate and reflects the current state of assets. Risk Management: Updated data helps in identifying potential risks and mitigating them promptly. Compliance: Keeping up-to-date data ensures compliance with regulatory requirements. Data Quality: A robust framework ensures high data quality by establishing standards and practices for data management. This reduces errors and consistency and improves the accuracy of asset management forecasts. Operational Efficiency: Effective data governance streamlines data management processes, reducing redundancy and improving efficiency. Strategic Decision-Making: With reliable and well-governed data, asset managers can make strategic decisions that drive growth and innovation.
Business Process Mapping	Develop and maintain business processes, a detailed easy to read visual component outlining the process of a venture from start to finish. This not only applies to asset management processes, but data and lifecycle management as well. This includes reviewing current processes and explicitly defining tasks, decision points, inputs and outputs, as well as roles and responsibilities.	Ensures data will support data-driven, defensible, and strategic decision-making: Asset management planning forecasts will be more accurate, and more time available further enhancing problem solving than simply reporting. The outcome from this visual will reduce costs, confusion on asset information and asset planning.
Maintenance Maturity Assessment	Conduct a Maintenance Management Maturity Assessment in alignment with a generally accepted framework such as a Global Forum for Maintenance and Asset Management (GFMAM). Perform data analysis, conduct surveys and interviews to determine the current state and desired future state. Develop a 5-year improvement roadmap to achieve the desired future state.	Provides a Roadmap to improve overall execution of the defined asset management plan from the maintenance perspective. The roadmap serves as a common guide for all groups. Build Consistency and Alignment Across the Organization: Builds further alignment between the asset management plan and operations and maintenance.

Description	Task	Benefit / Outcome
Work Management System Audit and Assessment	Understanding the value extracted from your existing maintenance work system is key to ensure alignment with execution of your asset management plan, managing your levels of service at the lowest risk and cost. The audit will consist of extracting data from the work management system, conducting current state interviews, and reporting overall findings using metrics based on typical industry standards such as a Society for Maintenance and Reliability Professionals (SMRP). The key deliverable will be a roadmap with initial recommendations to improve work management, data and information management, and bridge gaps between maintenance and asset management.	Build Consistency and Alignment Across the Organization: Builds further alignment between the asset management plan and operations and maintenance. Improved Resource Utilization: By analyzing current processes and identifying inefficiencies, the audit can help optimize resource allocation, reducing waste and improving productivity. Enhanced Decision-Making: The audit provides detailed insights and expert recommendations, enabling more informed and effective decision-making. Increased Efficiency: Identifying gaps and areas for improvement can streamline operations, leading to faster and more efficient workflows. Cost Savings: By addressing inefficiencies and optimizing maintenance practices, the audit can lead to significant cost reductions. Compliance and Risk Management: Ensuring alignment with industry standards like SMRP can help mitigate risks and ensure compliance with regulations.

Description	Task	Benefit / Outcome
Asset Management and CMMS Improvement Implementation	Implementing the recommendations of the Work Management and Asset Management System Audit and Assessment, including expanding CMMS systems to areas not currently leveraging technology to track work.	Build Consistency and Alignment Across the Organization: Builds further alignment between the asset management plan and operations and maintenance. Improved Resource Utilization: To optimize resource allocation, reducing waste and improving productivity. Enhanced Decision-Making: Enables more informed and effective decision-making. Increased Efficiency: Identifying gaps and areas for improvement can streamline operations, leading to faster and more efficient workflows. Cost Savings: By addressing inefficiencies and optimizing maintenance practices, the audit can lead to significant cost reductions. Provides the most accurate and up-to-date information: Allows for ease of reporting with clear definitions of sources of information. Decision support systems: allow forecasting to be done similar to the analyses completed for this AMP, with opportunities to continually enhancing the forecasts to incorporate several strategies and alternative interventions for consideration.
Failure Analysis	List of failure modes and mitigating actions. All decisions about the refurbishment and replacement of an asset and the timing of these activities should be based on a sound determination of the asset's critical failure mode. Identification of critical failure modes will ensure that the City focuses on the assets and failures that can have the most impact on its ability to deliver services.	Improve Prioritization: Identification of critical failure modes will ensure that the City focuses on the assets and failures that can have the most impact on its ability to deliver services. Accurate Forecasts: By understanding when the City should/needs to replace assets, these decisions can more accurately be integrated into forecasting to ensure accurate investments are identified. By having an improved understanding of asset failure, the City can more accurately forecast asset needs and target assets more likely to fail based on reliable data. Assets as they reach the end of their service life are prone to increased risks and failures and more costly for reactive maintenance. These should be documented to ensure transparency and consistency for asset planning purposes.

Description	Task	Benefit / Outcome
Incorporate Asset Management into Budget Development	Develop processes to align budget with asset management planning. This can be accomplished by incorporating LOS into business cases for capital projects, explanation of lifecycle cost impacts of new assets, focusing communication of budget requests to the long-term needs of the assets and the impacts to service delivery, and aligning budgets to Lifecycle Activities, specifically for the Operation Budget.	Connects Spending to Service Delivery: Asset management links infrastructure investments to the levels of service the City wants to provide. Instead of budgeting based on what was spent last year, decisions are grounded in what assets are needed, when, and why to meet service expectations. Supports Long-Term Financial Planning: Municipal budgets often focus on the next year or two, but infrastructure assets last decisions. Asset Management provides a long-term view of costs, helping Councils understand future funding needs and avoid unexpected spikes. Prioritization of Limited Resources: Asset management helps identify high-risk assets, and prioritize investment where it will have the most impact, improve value for money. Improves Transparency and Accountability: By linking asset needs to budget decisions, the City can explain their decisions clearly to Council and the public, building trust and demonstrates that funding requests are data-driven and strategic.
Lifecycle Strategy Enhancements	Continue to expand and improve on lifecycle management strategies used to forecast the infrastructure needs of assets. Determine how lower cost alternatives for interventions can be included in forecasting (i.e. Relining for pipes, etc.).	Cost Savings: Optimize maintenance practices and reduce unplanned downtime, leading to substantial cost savings. Understanding and documenting where cheaper alternatives (like pipe relining instead of open-cut replacement) can be leveraged also helps to ensure services are provided at the lowest possible cost. Accurate Forecasting: The City often uses alternative lifecycle strategies to improve asset reliability. These are often on a case-by-case basis and not well documented for how and why these alternatives are appropriate. Understanding these alternatives and documenting them will allow for more accurate forecasting.

Description	Task	Benefit / Outcome
Implement a Criticality and Risk Assessment Framework	Build a criticality and risk assessment framework. It is recommended the framework be aligned to organizational objective and levels of service. When building the framework, it is important to define the risk- and criticality-based decisions the framework will support. This includes the prioritization of aspects such as capital plans, capital project prioritization, condition assessments, operational procedures development, asset strategy development, work requests and orders, etc..	Improved Asset Management: Prioritize maintenance and investment based on asset criticality and risk, leading to more efficient resource allocation. Enhanced Risk Mitigation: Identify and address high-risk areas, reducing the likelihood of asset failure and associated costs. Cost Savings: Optimize maintenance practices and reduce unplanned downtime, leading to substantial cost savings. Compliance and Resilience: Ensure compliance with regulations and improve the resilience of municipal infrastructure Risk and criticality-based decisions to sustain level of service at the lowest cost.
Integrating Climate Change into Asset Management Planning	To strengthen climate integration in asset management, the City should prioritize updating data, improving reporting practices, and securing sustainable funding to address climate-related infrastructure vulnerabilities. To enhance climate resilience, the City should: Assess Climate Risks to Infrastructure Enhance Financial Planning for Climate Resilience Update Master Plans and Policies Implement Climate-Responsive Asset Management Practices	Long-term Service Reliability & Financial Sustainability: Integrating climate considerations into asset management planning is essential to ensuring long-term service reliability, financial sustainability, and infrastructure resilience. Climate change can accelerate asset deterioration, increase maintenance and replacement costs, and introduce new risks that must be proactively managed. Improved Decision-Making: By integrating climate change into asset management planning, the Region can make informed investment decisions that protect assets, services, and communities from the impacts of climate change and extreme weather events.

15 O.Reg. 588/17 Asset Management Plan Compliance

An overview of the status of the City's compliance for asset management plans based on O.Reg. 588/17 can be found in Table 15-1.

Table 15-1. O.Reg. 588/17 Asset Management Plan Compliance

Section	Regulation Requirement	Compliant Check
5.(1)	Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2022, and in respect of all of its other municipal infrastructure assets by July 1, 2024.	Yes
5. (2)	A municipality's asset management plan must include the following:	
5. (2) 1.	For each asset category, the current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan	Yes
5. (2) 1. i.	With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.	Yes
5. (2) 1. ii.	With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.	Yes
5. (2) 2.	The current performance of each asset category, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency, and based on data from at most two calendar years prior to the year in which all information required under this section is included in the asset management plan	Yes

Section	Regulation Requirement	Compliant Check
5.(2) 3.	For each asset category,	Yes
5.(2) 3. i.	A summary of the assets in the category,	Yes
5.(2) 3. ii.	The replacement cost of the assets in the category,	Yes
5.(2) 3. iii.	The average age of the assets in the category, determined by assessing the average age of the components of the assets,	Yes
5.(2) 3. iv.	The information available on the condition of the assets in the category, and	Yes
5.(2) 3. v.	A description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.	Yes
5.(2) 4.	For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service as described in paragraph 1 for each of the 10 years following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:	Yes
5.(2) 4. i.	The full lifecycle of the assets	Yes
5.(2) 4. ii.	The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.	Yes
5.(2) 4. iii.	The risks associated with the options referred to in subparagraph ii.	Yes
5.(2) 4. iv.	The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.	Yes
5.(2) 5.	For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, the following:	Yes
5.(2) 5. i.	A description of assumptions regarding future changes in population or economic activity.	Yes

Section	Regulation Requirement	Compliant Check
5.(2) 5. ii.	How the assumptions referred to in subparagraph i relate to the information required by paragraph 4.	Yes
5.(2) 6.	For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census, the following:	N/A
5.(2) 6. i.	With respect to municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are set out in Schedule 3 or 7 to the 2017 Growth Plan, those forecasts.	N/A
5.(2) 6. ii.	With respect to lower-tier municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are not set out in Schedule 7 to the 2017 Growth Plan, the portion of the forecasts allocated to the lower-tier municipality in the official plan of the upper-tier municipality of which it is a part.	N/A
5.(2) 6. iii.	With respect to upper-tier municipalities or single-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the municipality that are set out in its official plan.	N/A
5.(2) 6. iv.	With respect to lower-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the lower-tier municipality that are set out in the official plan of the upper-tier municipality of which it is a part.	N/A
5.(2) 6. v.	If, with respect to any municipality referred to in subparagraph iii or iv, the population and employment forecasts for the municipality cannot be determined as set out in those subparagraphs, a description of assumptions regarding future changes in population or economic activity.	N/A

Section	Regulation Requirement	Compliant Check
5.(2) 6. vi.	For each of the 10 years following the year for which the current levels of service under paragraph 1 are determined, the estimated capital expenditures and significant operating costs related to the lifecycle activities required to maintain the current levels of service in order to accommodate projected increases in demand caused by growth, including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets.	Yes
5. (3)	Every asset management plan must indicate how all background information and reports upon which the information required by paragraph 3 of subsection (2) is based will be made available to the public.	Yes
5. (4)	In this section, “2017 Growth Plan” means the Growth Plan for the Greater Golden Horseshoe, 2017 that was approved under subsection 7 (6) of the Places to Grow Act, 2005 on May 16, 2017 and came into effect on July 1, 2017; (“Plan de croissance de 2017”) “Greater Golden Horseshoe growth plan area” means the area designated by section 2 of Ontario Regulation 416/05 (Growth Plan Areas) made under the Places to Grow Act, 2005	
6. (1)	Asset management plans, proposed levels of service Subject to subsection (2), by July 1, 2024 (2025), every asset management plan prepared under section 5 must include the following additional information:	Yes
6. (1) 1.	For each asset category, the levels of service that the municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan, determined in accordance with the following qualitative descriptions and technical metrics:	Yes
6. (1) 1. i.	With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.	Yes

Section	Regulation Requirement	Compliant Check
6. (1) 1. ii.	With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.	Yes
6. (1) 2.	An explanation of why the proposed levels of service under paragraph 1 are appropriate for the municipality, based on an assessment of the following:	Yes
6. (1) 2. i.	The options for the proposed levels of service and the risks associated with those options to the long term sustainability of the municipality.	Yes
6. (1) 2. ii.	How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).	Yes
6. (1) 2. iii.	Whether the proposed levels of service are achievable.	Yes
6. (1) 2. iv.	The municipality's ability to afford the proposed levels of service.	Yes
6. (1) 3.	The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency.	Yes
6. (1) 4.	A lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period referred to in paragraph 1:	Yes
6. (1) 4. i.	An identification of the lifecycle activities that would need to be undertaken to provide the proposed levels of service described in paragraph 1, based on an assessment of the following:	Yes
6. (1) 4. i. A.	The full lifecycle of the assets.	Yes

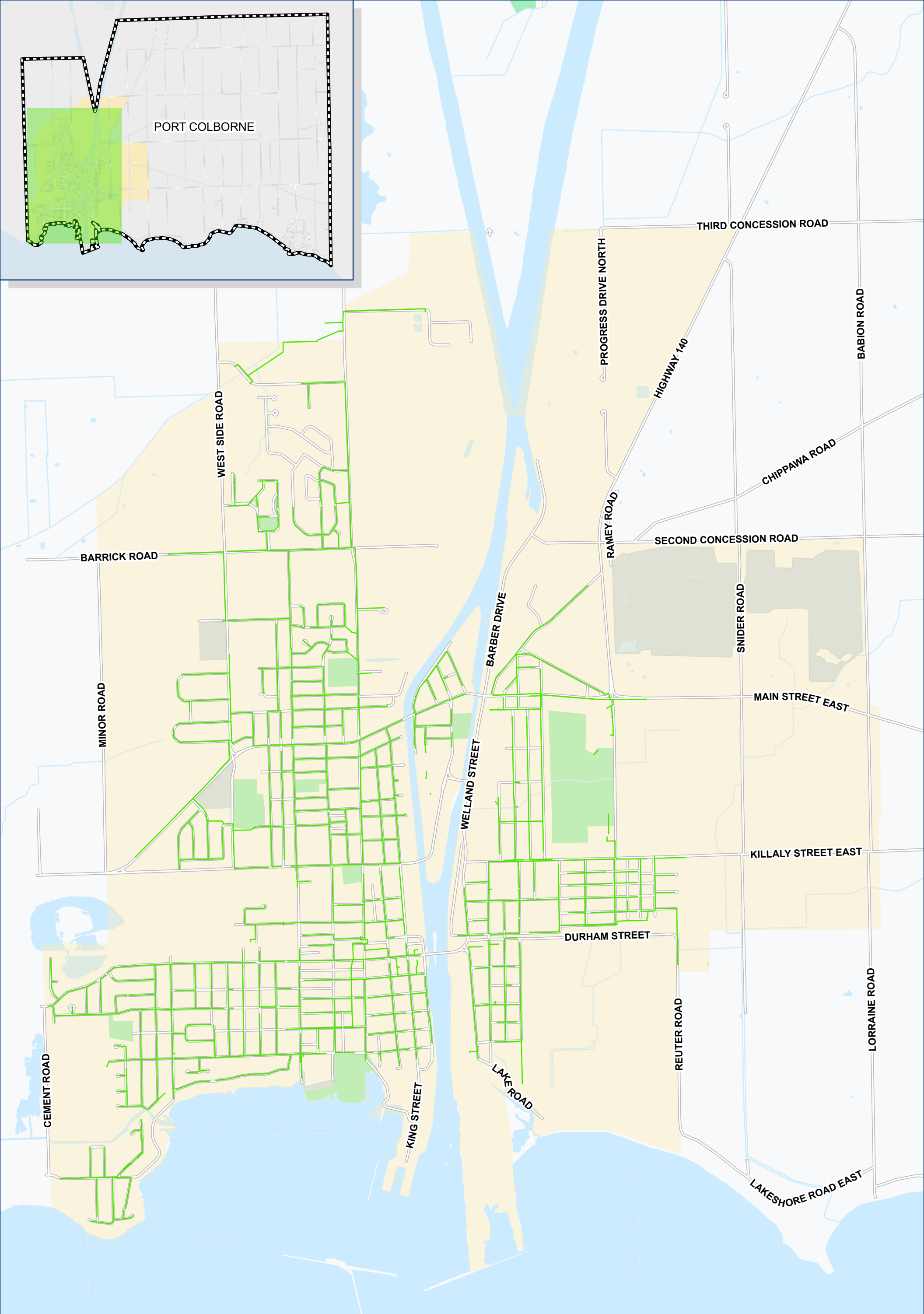
Section	Regulation Requirement	Compliant Check
6. (1) 4. i. B.	The options for which lifecycle activities could potentially be undertaken to achieve the proposed levels of service.	Yes
6. (1) 4. i. C.	The risks associated with the options referred to in sub-subparagraph B.	Yes
6. (1) 4. i. D.	The lifecycle activities referred to in sub-subparagraph B that can be undertaken for the lowest cost to achieve the proposed levels of service.	Yes
6. (1) 4. ii.	An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities identified in subparagraph i, separated into capital expenditures and significant operating costs.	Yes
6. (1) 4. iii.	An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the municipality to maximize the funding projected to be available.	Yes
6. (1) 4. iv.	If, based on the funding projected to be available, the municipality identifies a funding shortfall for the lifecycle activities identified in subparagraph i,	Yes
6. (1) 4. iv. A.	An identification of the lifecycle activities, whether set out in subparagraph i or otherwise, that the municipality will undertake, and	Yes
6. (1) 4. iv. B.	If applicable, an explanation of how the municipality will manage the risks associated with not undertaking any of the lifecycle activities identified in subparagraph i.	Yes
6. (1) 5.	For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, a discussion of how the assumptions regarding future changes in population and economic activity, set out in subparagraph 5 i of subsection 5 (2), informed the preparation of the lifecycle management and financial strategy referred to in paragraph 4 of this subsection.	Yes

Section	Regulation Requirement	Compliant Check
6. (1) 6.	For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census,	N/A
6. (1) 6. i.	The estimated capital expenditures and significant operating costs to achieve the proposed levels of service as described in paragraph 1 in order to accommodate projected increases in demand caused by population and employment growth, as set out in the forecasts or assumptions referred to in paragraph 6 of subsection 5 (2), including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets,	N/A
6. (1) 6. ii.	The funding projected to be available, by source, as a result of increased population and economic activity, and	N/A
6. (1) 6. iii.	An overview of the risks associated with implementation of the asset management plan and any actions that would be proposed in response to those risks.	Yes
6. (1) 7.	An explanation of any other key assumptions underlying the plan that have not previously been explained.	Yes
6. (2)	With respect to an asset management plan prepared under section 5 on or before July 1, 2021, if the additional information required under this section is not included before July 1, 2023, the municipality shall, before including the additional information, update the current levels of service set out under paragraph 1 of subsection 5 (2) and the current performance measures set out under paragraph 2 of subsection 5 (2) based on data from the two most recent calendar years.	Yes
7. (1)	Every municipality shall review and update its asset management plan at least five years after the year in which the plan is completed under section 6 and at least every five years thereafter.	N/A until after 2025 AMP
7. (2)	The updated asset management plan must comply with the requirements set out under paragraphs 1, 2 and 3 and subparagraphs 5 i and 6 i, ii, iii, iv and v of subsection 5 (2), subsection 5 (3) and paragraphs 1 to 7 of subsection 6 (1).	N/A until after 2025 AMP

Section	Regulation Requirement	Compliant Check
8	Every asset management plan prepared under section 5 or 6, or updated under section 7, must be,	Yes
8.(a)	Endorsed by the executive lead of the municipality; and	Yes, upon endorsement of executive lead
8.(b)	Approved by a resolution passed by the municipal council.	Yes, upon approved resolution passed by municipal council
9. (1)	Every municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year, starting the year after the municipality's asset management plan is completed under section 6.	N/A until after 2025
9. (2)	The annual review must address,	N/A until after 2025
9. (2) (a)	The municipality's progress in implementing its asset management plan;	N/A until after 2025
9. (2) (b)	Any factors impeding the municipality's ability to implement its asset management plan; and	N/A until after 2025
9. (2) (c)	A strategy to address the factors described in clause (b).	N/A until after 2025
10.	Every municipality shall post its current strategic asset management policy and asset management plan on a website that is available to the public, and shall provide a copy of the policy and plan to any person who requests it.	Yes

Appendix A: Wastewater Scope Map



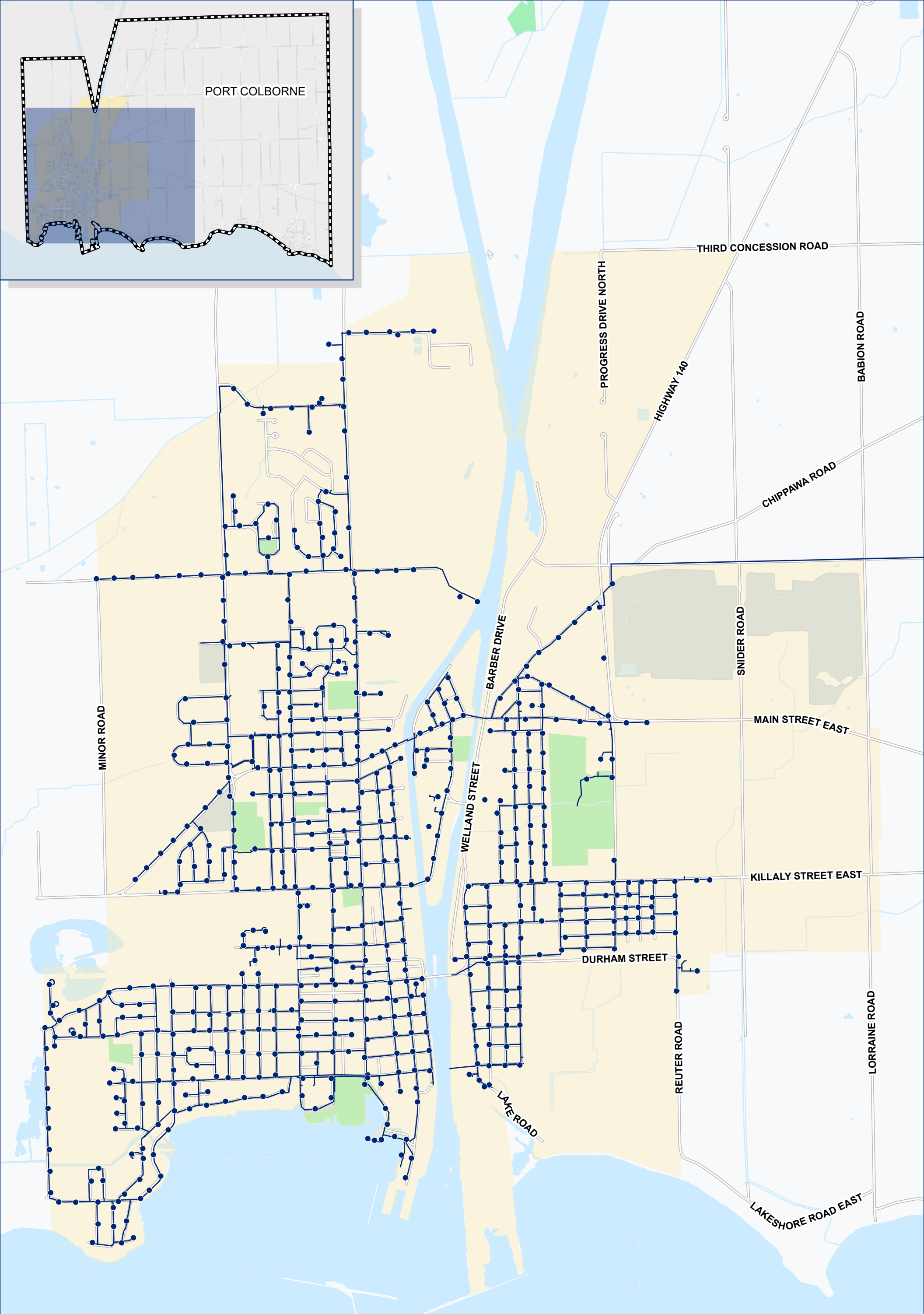


Wastewater Main
Urban Area Boundary



Appendix B: Water Scope Map





PORT COLBORNE

THIRD CONCESSION ROAD

PROGRESS DRIVE NORTH

HIGHWAY 140

BABION ROAD

CHIPPAWA ROAD

MINOR ROAD

BARBER DRIVE

SNIDER ROAD

MAIN STREET EAST

WELLAND STREET

KILLALY STREET EAST

DURHAM STREET

REUTER ROAD

LORRAINE ROAD

LATE ROAD

LAKE SHORE ROAD EAST



• Water Hydrant

— Water Main

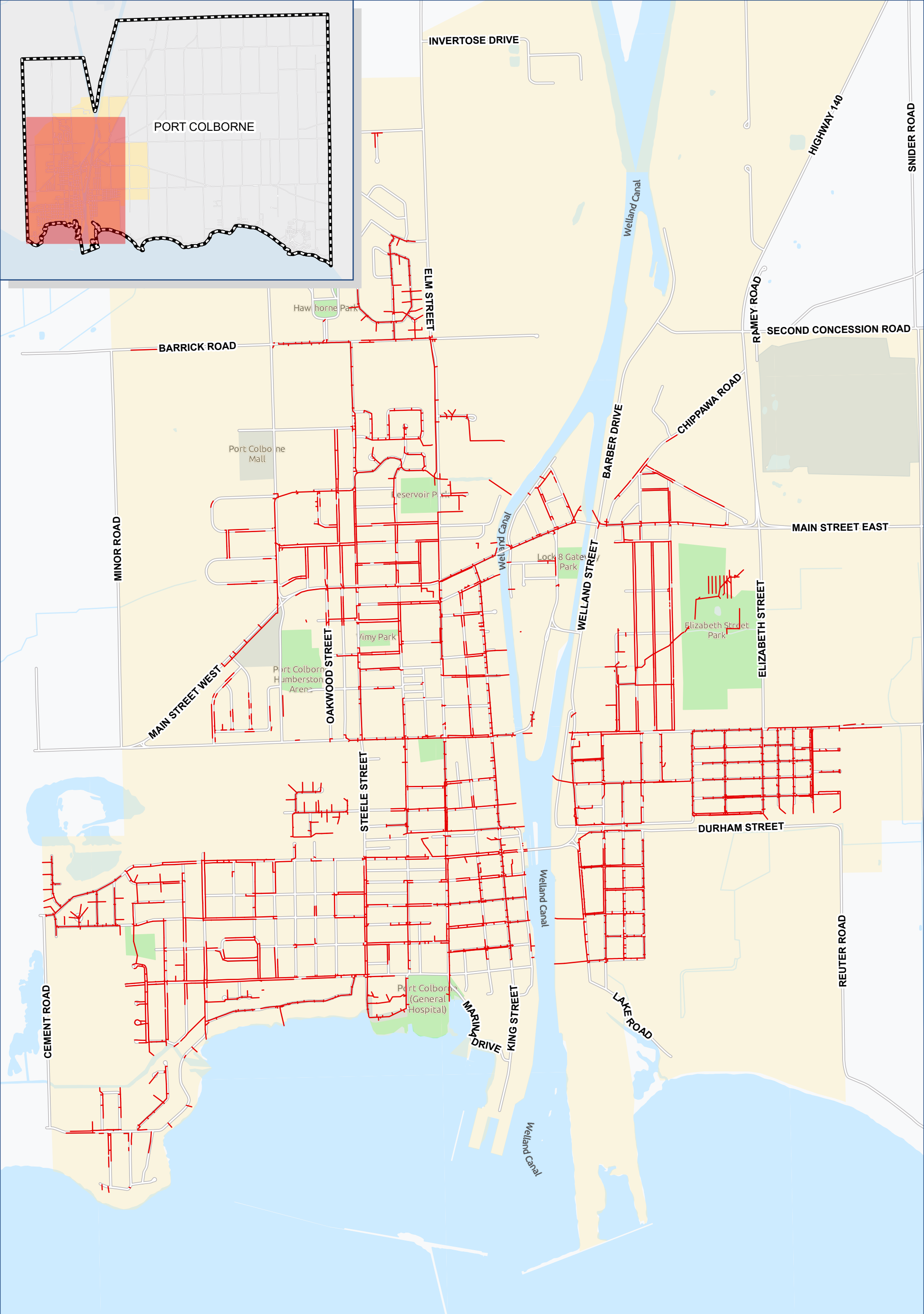
Yellow Area Boundary



PORT COLBORNE

Appendix C: Stormwater Scope Map



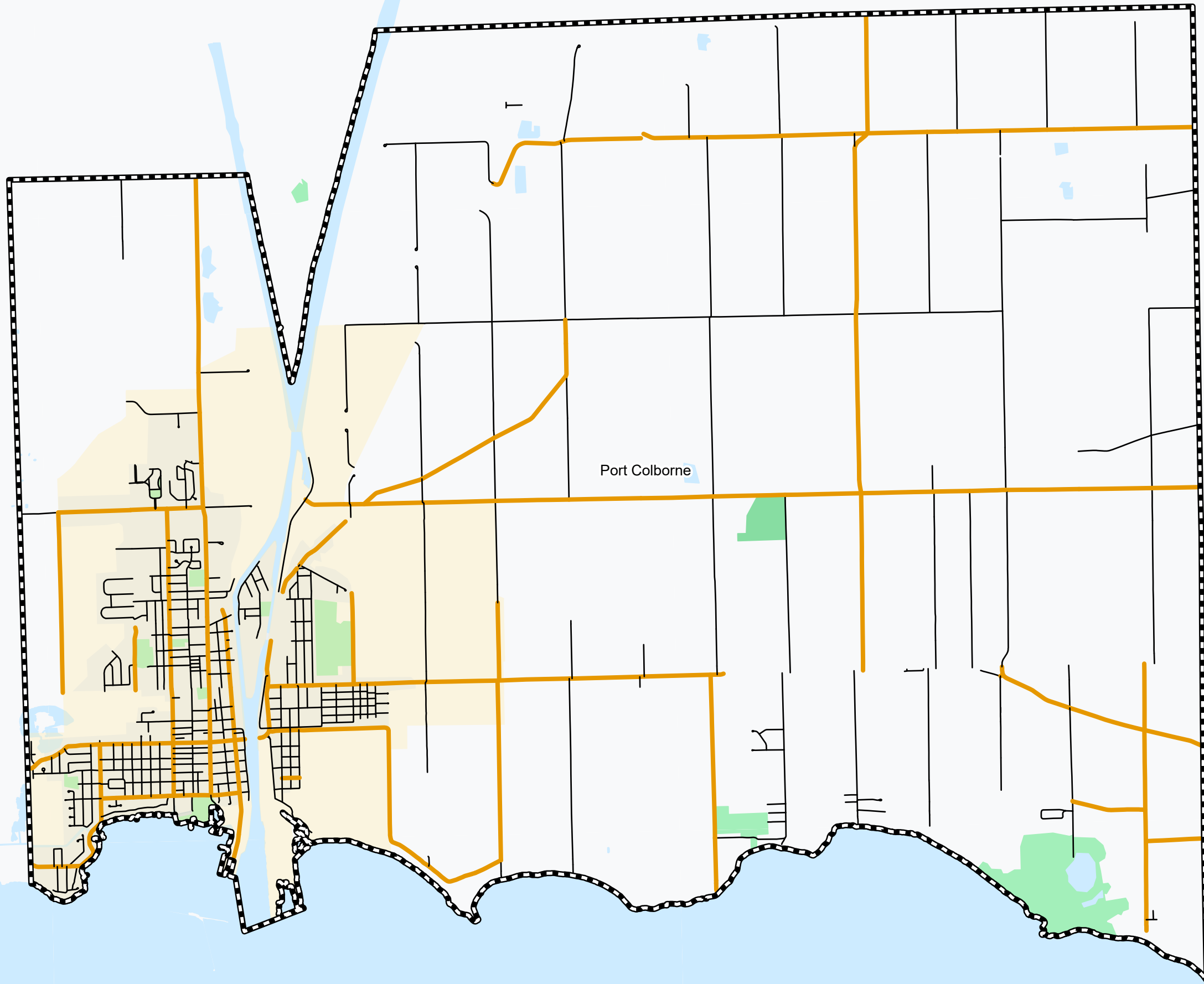


— Storm Main
 — Urban Area Boundary



Appendix D: Transportation Scope Map (Road Class)





Port Colborne

Road Class

Arterial

Local

Urban Area Boundary

Municipal Boundary

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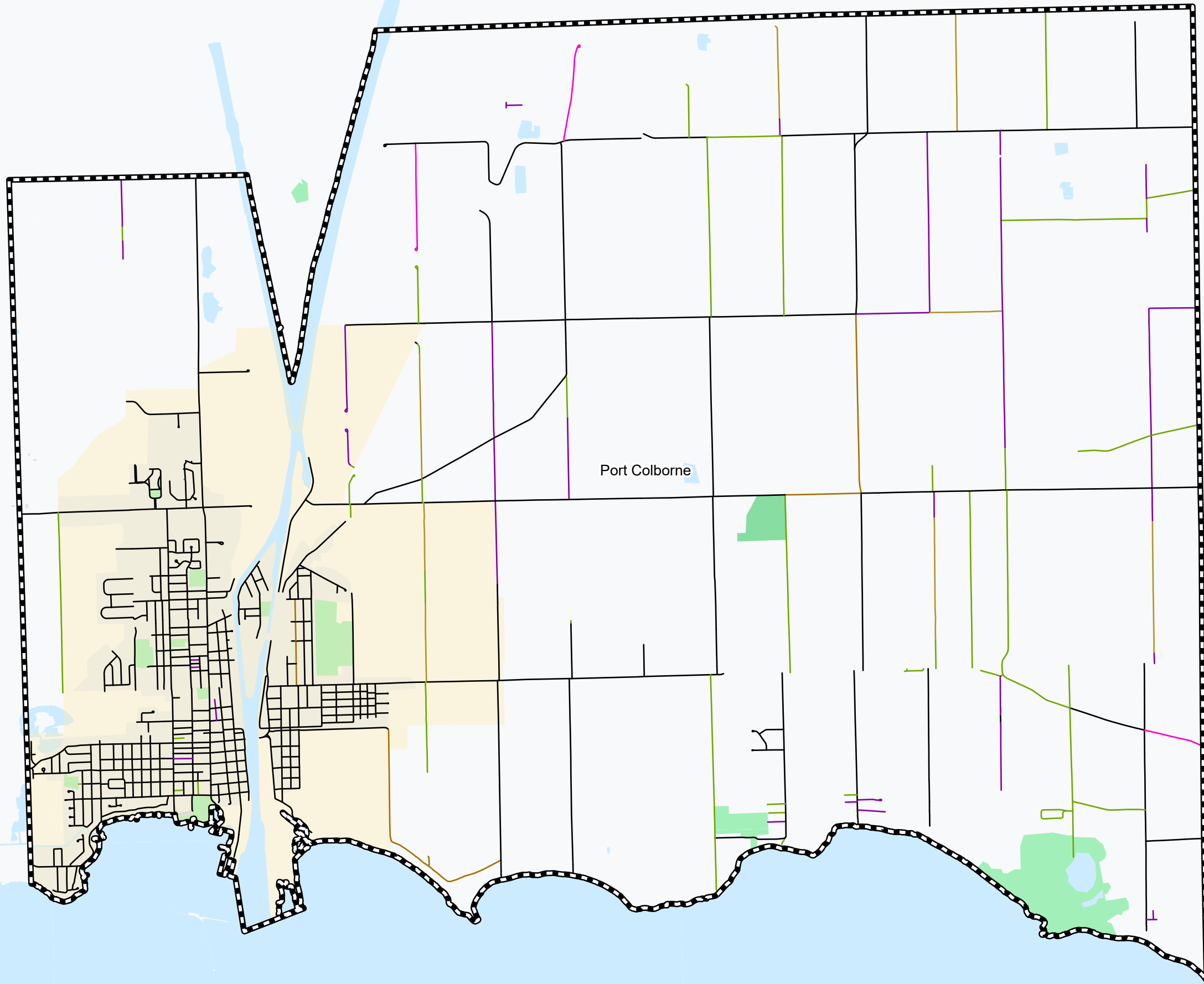
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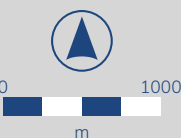
Appendix E: Transportation Quality Map (Surface Type)





Port Colborne

- | | | |
|-------------------|---------------------------|---------------------|
| Road Surface Type | Proposed Road | Urban Area Boundary |
| Fibre Mat | Surface Treatment | Municipal Boundary |
| Gravel | Unimproved | |
| Hot Mix | Recycled Asphalt Pavement | |





PORT COLBORNE

Subject: Niagara Regional Councillor Vacancy

To: Council

From: Legislative Services Department

Report Number: 2025-122

Meeting Date: May 27, 2025

Recommendation:

That Legislative Services Department Report 2025-122 be received; and

That pursuant to the Council Vacancy Policy, Council follow the method of appointment to make a recommendation to fill the vacancy of the Niagara Regional Councillor.

Purpose:

The purpose of this report is for the Port Colborne City Council (Council) to approve moving forward with the method of appointment to make a recommendation to the Niagara Regional Council to fill the current Regional Councillor vacancy.

Background:

On April 29, 2025, Port Colborne Regional Councillor Fred Davies, resigned from his position following his success in being elected as the Member of Provincial Parliament for Niagara South in the 2025 federal election. As a result, his seat is now vacant, and the Region is set to declare this vacancy at its Council Meeting on May 22, 2025. Under the *Municipal Act, 2001*, S.O. 2001, c.25 (*Municipal Act, 2001*), when a Council seat becomes vacant, Council must officially declare the vacancy and determine whether to fill it through appointment or via by-election. This process will be carried out in accordance with the City of Port Colborne's Council Vacancy Policy (**Appendix A**) and the *Municipal Act, 2001*.

A vacancy can occur in several different ways, including: (i) the death or resignation of a member, (ii) when a member becomes disqualified from holding office, (iii) when a member is absent from the meetings of council for three successive months without being authorized to do so by a resolution of council, (iv) is appointed or elected to fill

any vacancy in any other office on the same council, or (v) forfeits his or her office under this or any other Act. The *Municipal Act, 2001* mandates that Council must fill a vacant seat within 60 days of declaring the vacancy unless the vacancy occurs within 90 days of a municipal election. The Niagara Region is required to approve the City of Port Colborne's recommendation to comply with its policy C2-001, unless the Region determines that the recommendation contravenes the *Municipal Act, 2001*, or the *Municipal Elections Act, 1996*.

Discussion:

On May 13, 2025, Council approved Report 2025-52, Council Policies – Vacancy and Leave of Absence, and the corresponding Council Vacancy Policy. This newly approved policy governs the process for filling vacancies of elected members of Council (including the head of Council) and Regional Council. As noted previously, Council can fill the vacancy through appointment or via by-election.

Appointment Process Considerations

The appointment process may be considered less democratic than a by-election, as it does not involve direct voter participation. However, it remains a structured and transparent process that allows interested individuals to apply, candidates to present, and Council deliberation. This open and merit-based approach ensures a fair and efficient method for filling the vacancy, particularly when considering factors such as time, cost, and voter fatigue.

A significant advantage of the appointment process is its efficiency in both time and cost. Council should consider the remaining length of the term, with the 2026 Municipal and School Board Election scheduled for October 26, 2026. Given that the current term is in its latter half, an appointment ensures the vacancy is filled promptly. Additionally, the appointment process eliminates the need for a municipal-wide by-election, thereby avoiding significant costs and resource allocation.

By-election Considerations

A by-election may be the most democratic option to fill the vacancy; however, it will also be a costly option. The 2022 Municipal and School Board election, excluding inaugural activities, cost approximately \$160,000, plus unaccounted staff time. While this municipal-wide by-election would only be for a single vacant seat, the costs would be comparable to the previous regular election, as the same processes are required, such as ordering ballots, mailing voter information cards and obtaining voting equipment.

Staff are recommending Council follow the method of appointment to fill the vacancy, and when that process has concluded, to subsequently make the recommendation to the Niagara Regional Council of who should fill the vacancy. Due to the proximity of the

2026 municipal election, and the associated cost of a by-election, staff are not recommending a by-election be held.

The method of appointment as outlined in the Council Vacancy Policy is as follows:

“Office of Regional Councillor – If a Vacancy is declared for the office of Regional Councillor the Niagara Region’s current policy is to provide direction on any actions necessary of the lower tier municipality. This may be subject to change based on the Region’s policy at the time the Vacancy occurs. Should Council be requested to make a recommendation to Regional Council on filling the Vacancy and Council recommends that the Vacancy be filled by appointment, Council may recommend that Regional Council fill the Vacancy by appointing, in no particular order:

- a current City Councillor;
- the Candidate who finished second in the most recent regular election and received at least 70 percent of the votes achieved by the successful Candidate; or
- any other Qualified person as outlined in the Act.

Process for Filling a Vacancy by Appointment of a Qualified Person – If Council decides to consider the appointment of a person who is not a current member of Council or an unsuccessful Candidate for the same office in the most recent regular election as described in 5(c)(i), (ii) or (iii) above, the following process may be followed:

1. As a minimum, an advertisement will be placed on the City of Port Colborne’s website. To increase awareness of a Vacancy, other methods to communicate such as media releases, newspaper/digital advertisement, and outreach to various organizations may be undertaken in consultation with Corporate Communications.
2. The advertisement will request that Qualified persons interested in filling the Vacancy submit a resume describing their qualifications for office and a written consent to accept the office if appointed to the Office of the City Clerk within a prescribed time. The advertisement will also include the date of the Council meeting where the matter will be considered. If Council has identified any experiences, skills or perspectives being sought, these will be identified in the advertisement.
3. At the appropriate Council meeting, the Chair will call for a motion from Council as follows: “That (Candidates) _____, _____, and _____ who have signified in writing their interest in being appointed to the office of _____ be considered for appointment.” Through this motion Council may choose to short list who will be able to make a presentation and be considered for appointment. 4. The shortlisted Candidates will be invited to make a presentation in alphabetical order, no longer than five minutes. 5. Once the presentations are complete, Council will vote publicly for

their preferred Candidate. The voting process shall be in accordance with Appendix A.”

It should be noted that pursuant to the City of Port Colborne’s (the City) Council Vacancy Policy, the following option under the appointment process for filling a vacancy on Regional Council is not available since Fred Davies was acclaimed as Regional Councillor in 2022:

- “the candidate who finished second in the most recent regular election and received at least 70 percent of the votes achieved by the successful Candidate;”

Staff are recommending the appointment process for the Regional Councillor seat be opened to both a current City Councillor and any other qualified person as outlined in the act. Should Council proceed with the method of appointment, Clerks staff will work with the Communications team to advertise the vacancy, and the candidates, or the shortlisted candidates, will be invited to make a presentation at a future Council meeting.

Temporary Representation:

Pursuant to the Niagara Region’s Procedural By-law, the City is not permitted to appoint a temporary representative to Regional Council. Section 23.1 of the By-law applies only to temporary vacancies, specifically when a current member of both councils is unable to act for a period exceeding one month. However, it does not extend to situations where a member has resigned, as this creates a vacancy rather than a temporary absence. Furthermore, the procedural by-law does not contain any provisions allowing for the appointment of a temporary member in the event of a resignation. It strictly permits the designation of alternates only in cases of temporary absences, not permanent vacancies.

Consultations:

Clerks staff consulted with the Niagara Regional Clerk.

Financial Implications:

There are minimal financial implications should Council approve the method of appointment. If Council selects a by-election, while the costs are difficult to estimate, the costs would be comparable to the 2022 Municipal and School Board election as the election would be municipal-wide.

Public Engagement:

There is no public engagement for this report. Should Council select method by appointment, Clerks staff will follow the Council Vacancy policy to advertise the open position.

Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Welcoming, Livable, Healthy Community
 - Economic Prosperity
-

Conclusion:

In summation, Clerks staff are recommending that Council approve the method of appointment to fill the Niagara Regional Council vacancy in accordance with the Council Vacancy Policy.

Appendices:

- a. Council Vacancy Policy

Respectfully submitted,

Jessica Beaupre
Deputy Clerk
905-228-8118
Jessica.beaupre@portcolborne.ca

Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

Administrative Policy No:	
Policy:	Council Vacancy Policy
Effective:	May 13, 2025
Revised:	
Current Legislation:	<i>Municipal Act, 2001, S.O. 2001, c. 25</i> <i>Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.</i>
Applicable to:	Members of Council and office of Regional Councillor

1. POLICY

The Corporation of the City of Port Colborne (the "City") must comply with the provisions of the *Municipal Act, 2001, S.O. 2001, c. 25*, when a Vacancy occurs on City or Regional Council. This policy is intended to establish an open, accountable and transparent process for filling a Vacancy on City or Regional Council in accordance with the *Municipal Act, 2001, S.O. 2001, c. 25* and the *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.*

2. PURPOSE

The purpose is to provide Council with options that may be followed when a Vacancy occurs.

3. SCOPE

This policy shall apply to members of Council for the purpose of filling vacancies on City Council or when requested to provide a recommendation for filling vacancies on Regional Council. When appointing an individual to fill a Vacancy, Council will be mindful of the diverse population of the City of Port Colborne and will seek to reflect that diversity in its appointments.

4. DEFINITIONS

"Act" means the *Municipal Act, 2001, S.O. 2001, c. 25* as amended.

"Appointment" means the process of Council appointing an individual, by majority vote, who is qualified to hold office under the Act to fill a Vacancy on Council for the remainder of the current Council term.

"By-election" means an election, other than a regular election, held to fill a Vacancy on Council that is conducted in accordance with the *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.*, as amended.

"Candidate" means an individual seeking to fill a Vacancy on Council, who is qualified to hold office under the Act and who has completed and submitted all documentation as required by the Act and this policy.

"City Clerk" means the Clerk of the City of Port Colborne, or designate, as appointed by Council.

"Council" means the Council of the City of Port Colborne and "City Councillor" has a corresponding meaning.

Document No:	Revision Date:	City of Port Colborne
Document Name: <i>Council Vacancy Policy</i>	Revision No:	Authorized by:

"Qualified person" means as it is prescribed by the *Municipal Elections Act, 1996*, as amended.

"Regional Council" means the Council of the Niagara Region and "Regional Councillor" has a corresponding meaning.

"Vacancy" means when a seat on City Council or Regional Council has become vacant in accordance with Section 259 of the Act.

5. GENERAL

a) Declaring a Vacancy – Upon the happening of one of the events set out in subsection 259(1) of the Act, in accordance with Section 262(1) of the Act, Council shall declare a Vacancy on City Council:

- i. In the case of the death of a Member of Council, at one of the next two meetings of Council; or
- ii. In any other case, at the next meeting.

If Regional Council declares an office of one of its members that represents the lower tier municipality to be vacant, the policy of Niagara Regional Council is to advise the municipality of any actions to be taken to fill the vacant seat.

b) Filling a Vacancy – In accordance with Section 263(5) of the Act and, subject to Section 5(c)(ii) below, when a Vacancy in the office of City Councillor or Regional Councillor occurs, within 60 days after the day a declaration of Vacancy is made with respect to a Vacancy, the City shall:

- i. Appoint a person to fill the Vacancy at an open meeting of Council; or
- ii. Pass a by-law requiring a By-election be held to fill the Vacancy.

Notwithstanding anything within this Policy, in accordance with Section 65(2) of the *Municipal Elections Act, 1996*, S.O. 1996, c. 32, Sched, no By-election shall be held to fill an office if the Vacancy occurs after March 31 in the year of a regular election. In accordance with Section 263(5)(3) of the Act, if a Vacancy occurs within 90 days before voting day of a regular election, the municipality is not required to fill the Vacancy.

c) Filling a Vacancy by Appointment

When filling a Vacancy by appointment, Council reserves the right to inquire with any potential Candidate about their experience, interests and priorities. Council may also consider any unique skills and perspectives that each Candidate presents along with a view to increase equity and diversity. Council may encourage applicants with specific skills, experiences or perspectives.

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- i. **Office of the Mayor** – If a Vacancy in the office of the Mayor occurs at a time prior to March 31 in the year of a regular election a By-election must be held. If the Vacancy in the office of the Mayor occurs after March 31 in the year of a regular election, Council shall fill the Vacancy by appointing a person who has consented to accept the office if appointed. If a Vacancy in the office of the Mayor is to be filled by appointment, Council may choose to fill the Vacancy by appointing:

- a current member of Council;
- the Candidate who finished second in the most recent regular election and received at least 70 percent of the votes achieved by the successful Candidate; or
- any other Qualified person as outlined in the Act.

If an appointment is made to the office of the Mayor, the Special Powers and Duties of the Head of Council as noted in Part VI.1 of the Act, do not remain in force and effect for the remainder of the term.

- ii. **Office of Regional Councillor** – If a Vacancy is declared for the office of Regional Councillor the Niagara Region's current policy is to provide direction on any actions necessary of the lower tier municipality. This may be subject to change based on the Region's policy at the time the Vacancy occurs. Should Council be requested to make a recommendation to Regional Council on filling the Vacancy and Council recommends that the Vacancy be filled by appointment, Council may recommend that Regional Council fill the Vacancy by appointing, in no particular order:

- a current City Councillor;
- the Candidate who finished second in the most recent regular election and received at least 70 percent of the votes achieved by the successful Candidate; or
- any other Qualified person as outlined in the Act.

- iii. **Office of City Councillor** – If Council decides to fill a Vacancy in the office of City Councillor by appointment Council may choose to fill the Vacancy by appointing, in no particular order:

- the unsuccessful Candidate who ran for the same office in the most recent regular election, and received the closest number of votes to the successful candidate, totalling at least 70 percent of the votes received by that successful candidate;
- any other Qualified person as outlined in the Act.

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iv. **Process for Filling a Vacancy by Appointment of a Qualified Person** – If Council decides to consider the appointment of a person who is not a current member of Council or an unsuccessful Candidate for the same office in the most recent regular election as described in 5(c)(i), (ii) or (iii) above, the following process may be followed:

1. As a minimum, an advertisement will be placed on the City of Port Colborne's website. To increase awareness of a Vacancy, other methods to communicate such as media releases, newspaper/digital advertisement, and outreach to various organizations may be undertaken in consultation with Corporate Communications.
2. The advertisement will request that Qualified persons interested in filling the Vacancy submit a resume describing their qualifications for office and a written consent to accept the office if appointed to the Office of the City Clerk within a prescribed time. The advertisement will also include the date of the Council meeting where the matter will be considered. If Council has identified any experiences, skills or perspectives being sought, these will be identified in the advertisement.
3. At the appropriate Council meeting, the Chair will call for a motion from Council as follows: "That (Candidates) _____, _____, and _____ who have signified in writing their interest in being appointed to the office of _____ be considered for appointment." Through this motion Council may choose to short list who will be able to make a presentation and be considered for appointment.
4. The shortlisted Candidates will be invited to make a presentation in alphabetical order, no longer than five minutes.
5. Once the presentations are complete, Council will vote publicly for their preferred Candidate. The voting process shall be in accordance with Appendix A.

d) **Filling a Vacancy – By-election** – If a Vacancy occurs for the office of City Councillor or Regional Councillor, Council shall endeavour to fill the Vacancy by using the appointment options outlined in this Policy prior to considering that a By-election be called to fill the Vacancy. However, in accordance with the Act, a By-election is required for the Office of the Mayor with the exception of a Vacancy after March 31 in a regular election year.

Document No:	Revision Date:	City of Port Colborne
Document Name: <i>Council Vacancy Policy</i>	Revision No:	Authorized by:

6. MUNICIPAL CONFLICT OF INTEREST ACT

In accordance with Section 4(g) of the *Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50*, any current member of Council who is being considered for appointment to fill a Vacancy for the position of Mayor is not required to declare a pecuniary interest in relation to the appointment process and associated voting.

7. RECORDS AND CORRESPONDENCE

The City Clerk shall retain all records and materials related to this policy in accordance with the *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched*, and despite anything in the *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56*, documents and materials filed or prepared by the City Clerk are public records, until their destruction and may be inspected by any person at the City Clerk's Office.

8. COMPLIANCE

Nothing in this Policy shall be interpreted as denying Council its authority to do anything permitted or required under the Act.

Appendix A to Council Vacancy Policy: Voting Process

1. Upon considering all submissions of the Candidates, Council will proceed to vote by ballot as follows:
 - a) Members of Council will vote in open session
 - b) Candidate names will be put in alphabetical order by the City Clerk
 - c) Members of Council will vote for one Candidate only
2. In order for a Vacancy to be filled, a Candidate must receive greater than 50% of the votes of Council members present.
3. If on the first ballot, a Candidate receives greater than 50% of the votes from the members of Council present, the Vacancy is deemed filled.
4. If on the first ballot, no Candidate receives greater than 50% of the votes from the members of Council present then:
 - a) the Candidate who received the fewest number of votes, in addition to any Candidate(s) who received zero votes, will be excluded from further consideration and will be removed from the next ballot.
 - b) another vote will be taken with the updated list of Candidates.
 - c) the process as outlined will continue until a single Candidate receives greater than 50% of the votes from the members of Council present.
5. Where the votes cast are equal for all Candidates:
 - a) if there are three or more Candidates remaining, the City Clerk will by lot select one such Candidate to be excluded from the subsequent voting.
 - b) if two Candidates remain, the tie will be broken by selecting a Candidate by lot to fill the Vacancy, as conducted by the City Clerk.
6. Upon conclusion of the voting, the City Clerk will declare the Candidate receiving greater than 50% of the votes of the voting members of Council present to be the Candidate selected and Council shall consider the motion to appoint (or, in the case of a Regional Councillor, recommend the appointment of) that Candidate.
7. Where a situation occurs that is not otherwise accounted for in these procedures, the City Clerk shall recommend an alternate process to Council, which Council may adopt with a majority vote.

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law to Appoint a Municipal Law Enforcement Officer

Whereas the *Police Services Act, R.S.O. 1990, C.P. 15* Section 15 provides that a municipal council may appoint persons to enforce the by-laws of the municipality; and

Whereas The Corporation of the City of Port Colborne is desirous of appointing Municipal Law Enforcement Officer.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

- 1. Greg Zwiep be and is hereby appointed Municipal Law Enforcement Officer for the City of Port Colborne.
- 2. This By-law shall come into force and take effect on the date of passing.

Enacted and passed this 27th day of May 2025.

William C. Steele
Mayor

Charlotte Madden
City Clerk

The Corporation of the City of Port Colborne

By-law No. _____

**Being a By-law to Amend Zoning By-law 6575/30/18 respecting lands
legally described as Concession 1 Part of Lot 12, in the City of Port
Colborne, Regional Municipality of Niagara, municipally known as 3077
Highway 3**

Whereas By-law 6575/30/18 is a by-law of The Corporation of the City of Port Colborne restricting the use of land and the location and use of buildings and structures; and

Whereas the Council of The Corporation of the City of Port Colborne desires to amend the said by-law.

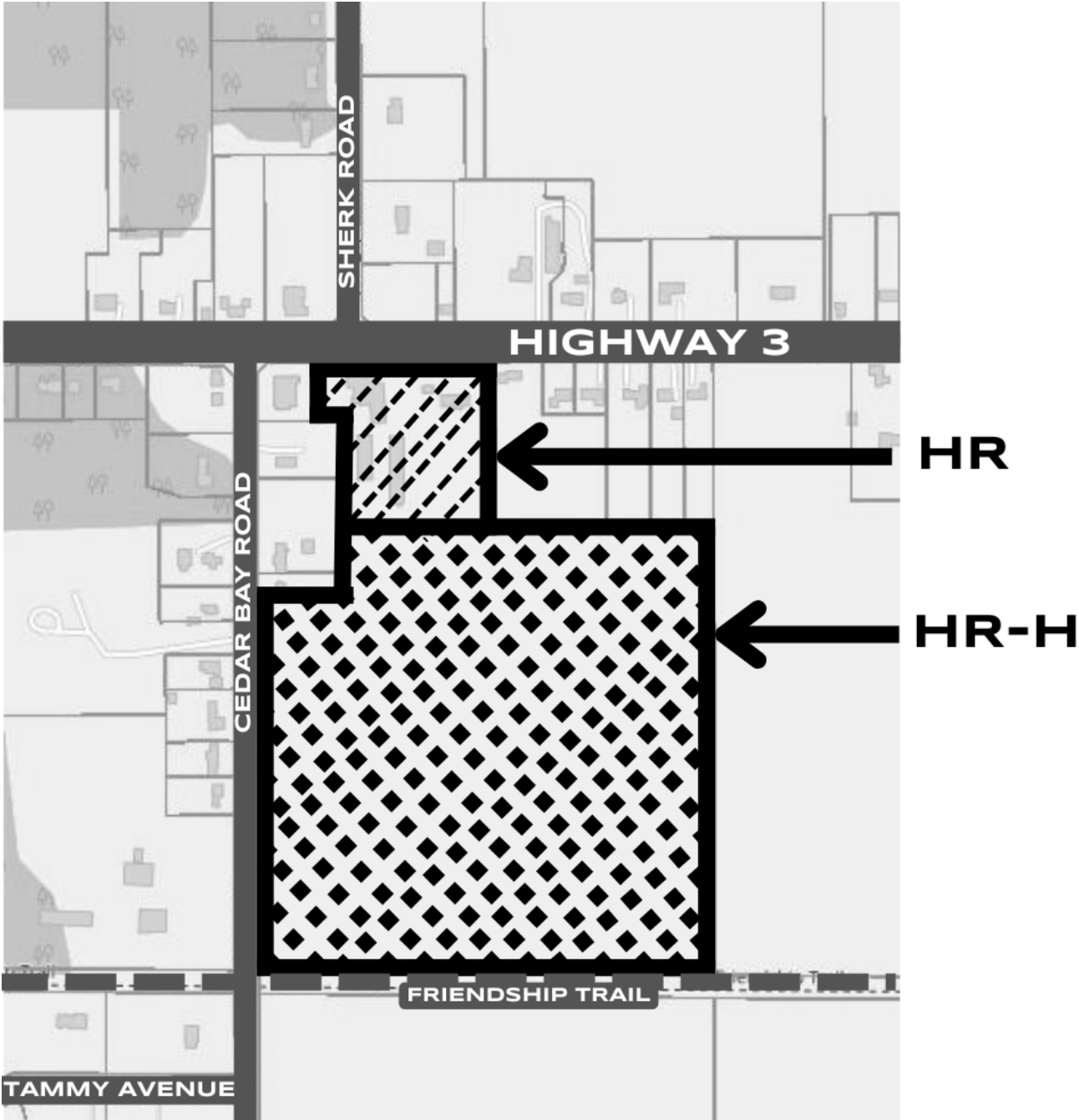
Now therefore, and pursuant to the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, The Corporation of the City of Port Colborne enacts as follows:

1. This amendment shall apply to those lands described on Schedule “A” attached to and forming part of this by-law.
2. That the Zoning Map referenced as Schedule A4 forming part of By-law 6575/30/18 is hereby amended by changing the lands described herein on Schedule A attached from Hamlet Development (HD) and Hamlet Residential (HR) to Hamlet Residential (HR) and Hamlet Residential with a Holding Provision (HR-H).
3. That the removal of the (H) Holding Provision applied in section 2 of this by-law is subject to the submission of a minimum of a Stage 1 Archaeological Assessment and a clearance letter provided by the Ministry of Citizenship and Multiculturalism, to the satisfaction of City staff.
4. That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.
5. The City Clerk is hereby authorized and directed to proceed with giving notice of the passing of this by-law, in accordance with the *Planning Act*.

Enacted and passed this 27th day of May, 2025.

William C. Steele
Mayor

Charlotte Madden
City Clerk



Legend



Hamlet Residential (HR)



Hamlet Residential with a Holding Provision (HR-H)

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law to Authorize entering into an Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2, Port Colborne

Whereas at its meeting of May 27th, 2025 the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Development and Government Relations Report No. 2025-85, Subject: Agreement of Purchase and Sale (Barber Drive Part 1); and

Whereas Council is desirous of entering into an Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; Port Colborne for the sale price of \$25,000; and

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enters into an Agreement of Purchase and Sale with Port Colborne Quarries Inc., for City land legally described as Barber Drive Part 1 on Plan 59R-16975 Part of Lot 26 Concession 2; Port Colborne for the purchase price of \$25,000 with the Agreement attached hereto as Schedule "A".
2. That the Mayor, the City Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-Law.
4. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this by-law.

Enacted and passed this 27th day of May, 2025.

William C. Steele
Mayor

Charlotte Madden
City Clerk

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-Law to Amend By-Law No. 89-2000, as amended,
Being a By-Law regulating Traffic and Parking on City Roads
(Parking Prohibition Tow Away Locations)

Whereas the Council of The Corporation of the City of Port Colborne (Council) enacted By-law 29-2000, Being a By-Law regulating Traffic and Parking on City Roads Within the City of Port Colborne, on the 25th day of November 2002; and

Whereas By-law No. 7172/114/23 passed by the Council of The Corporation of the City of Port Colborne on November 28, 2023, delegated certain powers and duties under various Acts to certain Municipal Officers and Employees, including the Authority to amend the schedules that regulate stopping prohibition, stop controlled intersections, parking prohibition, limited parking restrictions, parking meter zones, commercial vehicle load permits, loading prohibitions, yield signs, prohibited turns, one-way highways, and speed limits on highways under the jurisdiction of the City of Port Colborne.

Whereas at its Special Meeting on April 15, 2025 the Council of The Corporation of the City of Port Colborne approved Resolution Numbers C-25-076 and C-25-078.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That Schedule "C2" Parking Prohibitions Tow Away Zone to By-Law 89-2000 as amended, be further amended by adding thereto the following:

Column 1	Column 2	Column 3		Column 4
Highway	Side	From	To	Times/Days
Lorraine Road	East & West	Lake End	Friendship Trail (1,780m North)	May 1 st to October 31 st inclusive
Weaver Road	East & West	Lake End	Friendship Trail (1,800m North)	May 1 st to October 31 st inclusive
Pinecrest Road	East & West	Lake End	Friendship Trail (1,935m North)	May 1 st to October 31 st inclusive
Cedar Bay Road	East & West	Lake End	Friendship Trail (1,430m North)	May 1 st to October 31 st inclusive
Silver Bay Road	East & West	Lake End	Friendship Trail (1,200m North)	May 1 st to October 31 st inclusive
Wyldewood Road	East	Lake End	200m North of Lake End	May 1 st to October 31 st inclusive
Wyldewood Road	East	230m North of Lake End	265m North of Lake End	May 1 st to October 31 st inclusive
Wyldewood Road	East	320m North of Lake End	Friendship Trail (1,125m North)	May 1 st to October 31 st inclusive
Wyldewood Road	West	Lake End	190m North of Lake End	May 1 st to October 31 st inclusive
Wyldewood Road	West	215m North of Lake End	Friendship Trail (1,200m North)	May 1 st to October 31 st inclusive
Pleasant Beach Road	East	Lake End	120m North of Lake End	May 1 st to October 31 st inclusive
Pleasant Beach Road	East	145m North of Lake End	Friendship Trail (2,545m North)	May 1 st to October 31 st inclusive
Pleasant Beach Road	West	Lake End	150m North of Lake End	May 1 st to October 31 st inclusive
Pleasant Beach Road	West	185m North of Lake End	Friendship Trail (2,360m North)	May 1 st to October 31 st inclusive

June Road	North & South	Cedar Bay Road	West Limit	May 1 st to October 31 st inclusive
Merkel Road	North & South	Cedar Bay Road	West Limit	May 1 st to October 31 st inclusive
Firelane #4	North & South	Cedar Bay Road	West Limit	May 1 st to October 31 st inclusive
Firelane #7	North & South	Silver Bay Road	East Limit	May 1 st to October 31 st inclusive
Firelane #8	North & South	Silver Bay Road	West Limit	May 1 st to October 31 st inclusive
Firelane #9	North & South	Silver Bay Road	East Limit	May 1 st to October 31 st inclusive
Firelane #22	North & South	Pleasant Beach Rd.	East Limit	May 1 st to October 31 st inclusive
Firelane #23	East & West	Firelane #22	North Limit	May 1 st to October 31 st inclusive
Holloway Bay Road	West	Lake End	Firelane #27	May 1 st to October 31 st inclusive

2. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of an administrative, numerical, grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this bylaw.
3. The provisions of this By-law shall take effect on passing, subject to the display of official signs.

Enacted and passed this 27th day of May, 2025

William C. Steele
Mayor

Charlotte Madden
City Clerk

The Corporation of the City of Port Colborne

By-law No. _____

Being a by-law to Adopt, Ratify and Confirm the proceedings of the Council of The Corporation of the City of Port Colborne at its Regular Meeting of May 27, 2025

Whereas Section 5(1) of the *Municipal Act, 2001*, provides that the powers of a municipality shall be exercised by its council; and

Whereas Section 5(3) of the *Municipal Act, 2001*, provides that a municipal power, including a municipality's capacity rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the City of Port Colborne be confirmed and adopted by by-law;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. Every action of the Council of The Corporation of the City of Port Colborne taken at its Regular Meeting of May 27, 2025, upon which a vote was taken and passed whether a resolution, recommendations, adoption by reference, or other means, is hereby enacted as a by-law of the City to take effect upon the passing hereof.
2. That where no individual by-law has been or is passed with respect to the taking of any action authorized in or with respect to the exercise of any powers by the Council, then this by-law is deemed for all purposes to be the by-law required for such authorization or exercise of any powers.
3. That the Mayor and Clerk are authorized to execute any documents required on behalf of the City and affix the corporate seal of the City and the Mayor and Clerk, and such other persons as the action directs, are authorized and directed to take the necessary steps to implement the action.
4. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of an administrative, numerical, grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this by-law.

Enacted and passed this 27th day of May 2025.

William C. Steele
Mayor

Charlotte Madden
City Clerk