



PORT COLBORNE

City of Port Colborne Council Meeting Agenda

Date: Tuesday, April 28, 2026
Time: 6:30 pm
Location: Council Chambers, 3rd Floor, City Hall
66 Charlotte Street, Port Colborne

Pages

1. Call to Order
2. Adoption of Agenda
3. Disclosures of Interest
4. Closed Session (Beginning at 5 p.m.)
 - 4.1 Approval of Closed Session Minutes
 - a. Regular Council Meeting (Closed Session) - April 14, 2026
 - 4.2 Staff Reports
 - a. Proposed Acquisition of Land, 2026-66

Proposed Acquisition of Land - Report 2026-66 pursuant to the *Municipal Act, 2001*, Subsection 239(2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board.
 - b. CAO Verbal Update on Governance Review

CAO Verbal Update on Governance Review pursuant to the *Municipal Act, 2001*, 239(2)(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
5. Back to Open Session (Beginning at 6:30 p.m.)
6. National Anthem

7. 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.

8. Proclamations

9. Presentations

9.1 Grant Award Presentation

10. 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.

11. Mayor's Report

12. Regional Councillor's Report

13. 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.

13.1 Approval of Minutes

- a. Regular Council Meeting - April 14, 2026 1

13.2 Receipt of Minutes of Boards & Committees

- a. Healthcare Advisory Committee Meeting - March 23, 2026 14

13.3 Staff Reports

- a. Billing of the Biederman Municipal Drain, 2026-16 16

	b.	City – Niagara Regional Housing – Project Update, Revised MOU, and Property Transfer, 2026-36	30
	c.	Update on Stonebridge Village – Request to Modify Street Design, 2026-67	58
13.4		Receipt of Correspondence Items	
	a.	Town of Fort Erie - Response to Provincial Proposal on Regional Governance	81
	b.	Town of Niagara-on-the-Lake - Council Composition	84
	c.	Town of Lincoln - Extension of the Niagara Regional Courts Inter-Municipal Agreement (Amendment 3)	86
	d.	Regional Municipality of Waterloo - Community Safety and Well-Being Plan	88
	e.	Municipal Engineers Association - MEA Comments to Ontario Regulatory Registry 26-MTO 003	90
	f.	Ministry of Municipal Affairs and Housing - Letter from Hon. Robert Flack Regarding Stormwater Fees Regulations	101
14.		Items Requiring Separate Discussion	
14.1		Community Health and Wellness Action Plan, 2026-65	102
14.2		Update on Niagara Governance Discussions and Municipal Service Corporations – Community Input and Next Steps, 2026-61	135
15.		Staff Remarks	
16.		Councillors' Remarks	
17.		Motions	
18.		Notice of Motions	
19.		Procedural Motions	
20.		By-laws	

20.1	By-law No.7456/40/26 Being a by-law to appoint Municipal Law Enforcement Officers and to repeal By-law No.7343/34/35	196
20.2	By-law No. 7457/41/26 Being a By-law to Amend the Assessment Schedule to Levy the Actual Costs Incurred in Constructing the Drainage Works Known as the Biederman Municipal Drain	197
20.3	By-law No.7458/42/26 Being a By-law to Authorize Entering into a Memorandum of Understanding with Niagara Regional Housing for an Affordable Housing Development (725 King Street and the closed Haney Street Road Allowance)	207
20.4	By-law No. 7459/43/26 Being a By-law to Authorize Entering into an Agreement of Purchase and Sale with Niagara Regional Housing regarding the transfer of two surplus City owned properties (725 King Street and the closed Haney Street Road Allowance)	216
20.5	By-law No. 7460/44/26 By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne	225

21. Adjournment



City of Port Colborne
Council Meeting Minutes

Date: Tuesday, April 14, 2026
Time: 6:30 pm
Location: Council Chambers, 3rd Floor, City Hall
66 Charlotte Street, Port Colborne

Members Present: M. Aquilina, Councillor
M. Bagu, Councillor
E. Beauregard, Councillor
R. Bodner, Councillor
G. Bruno, Councillor
F. Danch, Councillor
D. Elliott, Councillor
T. Hoyle, Councillor
W. Steele, Mayor (presiding officer)

Staff Present: E. Acs, Chief Planner
B. Boles, Chief Administrative Officer
J. Beaupre, Deputy Clerk
S. Double, Fire Chief
G. Long, Director of Development and Business Enterprises
C. Madden, City Clerk
J. McDowell, Manager of Financial Services/Deputy Treasurer
A. Pigeau, Chief Financial Officer/Treasurer
S. Shypowskyj, Director of Public Works

Others Present: V. Badawey, Regional Councillor

1. Call to Order

Mayor Steele called the meeting to order at 5:02 p.m.

2. Adoption of Agenda

There were two additions to the agenda; slides were added to Report 2026-49, and item 19, Motions Arising from Boards and Committees, was added to the agenda.

C-25- 060

Moved by Councillor M. Bagu
Seconded by Councillor G. Bruno

That the agenda dated April 14, 2026, be confirmed, as amended.

Carried

3. Disclosures of Interest

3.1 Councillor E. Beauregard - Westwood Estates Subdivision, Phase 2 Stage 1-3 (Plan 59M-428)- Assumption, 2026-51

I, Eric Beauregard, declare an indirect pecuniary interest as my employer is an agent of the owner of Westwood Estates Subdivision.

3.2 Councillor E. Beauregard - Stonebridge Village – Request to Modify Street Design, 2026-41

I, Eric Beauregard, declare an indirect pecuniary interest, as my employer is an agent for the Owner.

3.3 Mayor Steele - Memorandum to Council - Grant Allocation Advisory Committee

I declare a nonpecuniary interest with this item as I am a member of the Port Colborne Bocce Club.

3.4 Councillor G. Bruno - Memorandum to Council - Grant Allocation Advisory Committee

I have a nonpecuniary conflict of interest in this Grant Allocation funding grant to Port Colborne Bocce Club as I am a member of the Port Colborne Bocce Club.

3.5 Councillor E. Beauregard - By-law No. 7452/36/26

I, Eric Beauregard, declare an indirect pecuniary interest as my employer is an agent of the owner of Westwood Estates Subdivision.

4. Closed Session (Beginning at 5:00 p.m.)

C-25- 061

Moved by Councillor D. Elliott
Seconded by Councillor T. Hoyle

That Council do now proceed to meet in Closed Session at 5:03 p.m. under the *Municipal Act, 2001*:

- Subsection 239(2)(d) labour relations or employee negotiations;
- Subsection 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- Subsection 239(2)(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Carried

4.1 Approval of Closed Session Minutes

- a. **Regular Council Meeting (Closed Session) - March 24, 2026**

4.2 Staff Reports

- a. **Confidential Human Resources Department Report 2026-63 - Employee Negotiations Update**
- b. **Confidential Office of CAO Report 2026-59 - Legal Opinion on Healthcare, 2026-59**
- c. **CAO Verbal Update on Governance Review**
- d. **CAO Verbal Update regarding Development Contract**

5. Back to Open Session (Beginning at 6:30 p.m.)

C-25- 062

Moved by Councillor D. Elliott
Seconded by Councillor G. Bruno

That Council rise and reconvene from Closed Session at 6:40 p.m. with report:

4.1 Approval of Closed Session

That the Closed Session Minutes dated March 24, 2026

4.2 Staff Reports

A. That the Chief Human Resources Officer follow the direction provided in Closed Session in accordance with the Municipal Act.

B. That Report 2026-59 be received for information; and

That the Chief Administrative Officer follow the direction provided in Closed Session in accordance with the Municipal Act.

Carried

6. National Anthem

Everyone stood for the National Anthem.

7. Land Acknowledgement

The Land Acknowledgement was read:

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.

8. Proclamations

8.1 Royal Canadian Naval Association - Niagara Region Re: Navy Week April 28 to May 3, 2026

C-25- 063

Moved by Councillor M. Bagu

Seconded by Councillor E. Beauregard

WHEREAS the Battle of the Atlantic was the longest and most complex campaign of the Second World War, lasting five years, eight months, and five days, during which Canada lost more than 2,000 sailors of the Royal Canadian Navy, 1,600 merchant mariners, and 752 airmen of the Royal Canadian Air Force; and

WHEREAS the Niagara Region, including the Welland Canal and the St. Lawrence Seaway, shares a direct connection to this history, as many merchant vessels and sailors from Great Lakes fleets took part in dangerous convoy missions to deliver vital supplies across the Atlantic; and

WHEREAS the Royal Canadian Naval Association – Niagara Region will host a waterside Commemoration Service and parade on Sunday, May 3, 2026 at 1:00 p.m. at the Canadian Corps Association on West Street, Port Colborne, to honour those who served and those who never returned home; and

WHEREAS in recognition of Navy Week, the White Ensign will be raised at City Hall and at locations across Port Colborne from April 28 to May 3:

WHEREAS Port Colborne's strong marine and naval heritage calls on us to recognize the service and sacrifice of those connected to our waterways, and to continue honouring their legacy through remembrance and community reflection.

I, Mayor William C. Steele, do hereby declare April 28 to May 3, Navy Week in the City of Port Colborne.

We will remember them.

Carried

a. Delegates - 1st Vice President Jeff Seburn and Past President Bob Coles

1st Vice President Jeff Seburn and Past President Bob Coles presented to Council on Navy Week.

9. Presentations

There were no presentations.

10. Delegations

There were no delegations.

11. Mayor's Report

A copy of the Mayor's report is attached.

12. Regional Councillor's Report

Regional Councillor Vance Badawey provided a report to Council.

13. Consent Agenda

Items 13.3 a, 13.3 d, and 13.3 e were lifted and considered under item 14, Items Requiring Separate Discussion.

C-25- 064

Moved by Councillor T. Hoyle

Seconded by Councillor F. Danch

That Council hereby approves the listed consent items on the April 14, 2026, Council agenda; and

That the consent items be approved on the recommendations as contained therein.

Carried

13.1 Approval of Minutes

- a. **Regular Council Meeting - March 24, 2026**

13.2 Receipt of Minutes of Boards & Committees

- a. **Healthcare Advisory Committee Meeting - March 9, 2026**
- b. **Port Colborne Museum, Heritage and Culture Board - February 17, 2026**
- c. **Port Colborne Public Library Board - March 4, 2026**
- d. **Port Colborne Public Library Board - April 1, 2026**

13.3 Staff Reports

- b. **Amendments to Municipal Alcohol Management Policy, 2026-50**
- c. **Proposed Land Exchange between Algoma Central Properties Inc and the City of Port Colborne, 2026-03**
- f. **2026 Annual Drain Maintenance Billing, 2026-25**

13.4 Receipt of Correspondence Items

- a. **Joint Letter to Premier Ford Regarding Lower-Tier Municipalities of Niagara Region**
- b. **Niagara Region - Motion Regarding Correspondence from Regional Chair Bob Gale - Municipal Governance Reform**
- c. **Ministry of Municipal Affairs and Housing - Letter from Hon. Robert Flack Regarding Proposed Better Regional Governance Act, 2026**

- d. **Ministry of Municipal Affairs and Housing - Letter from Hon. Robert Flack Regarding Building Homes and Improving Transportation Infrastructure Act, 2026**
- e. **Niagara Transit Commission - Niagara Transit Fleet Electrification Strategy and Implementation Roadmap**
- f. **Niagara Region - 2026 Property Tax Policy, Ratios and Rates**
- g. **City of Thorold - Support for Winter Cold Weather Support Plan**
- h. **Town of Lincoln - Request to Province of Ontario to Extend the Deadline for Notices of Intention to Designate Listed Heritage Properties**
- i. **Northumberland County - Elbows Up for Climate Change**
- j. **Town of Saugeen Shores - Architectural Conservancy of Ontario include \$10M per year for Heritage Helping Housing Grant Funding**
- k. **Regional Municipality of Durham - Requesting the Province to consider giving municipal councils more authority to adjust Police Service Budget Proposals to reduce Municipal Financial Vulnerability**
- l. **Niagara Peninsula Conservation - Provincial Announcement - Next Steps to Improve Ontario's Conservation Authority System**
- m. **City of Mississauga - Motion Regarding Locally Elected School Board Trustees (Councillor B. Butt)**

14. Items Requiring Separate Discussion

14.1 2025 Year End Surplus and Project Close Out, 2026-49

Adam Pigeau, Chief Financial Officer / Treasurer, and Steve Shypowskyj, Director of Public Works, presented to Council on the 2025-year end surplus and project close out.

C-25- 065

Moved by Councillor D. Elliott
 Seconded by Councillor G. Bruno

That Financial Services Department Report 2026-49 be received; and

That the year-end levy surplus be allocated to the City's General Stabilization Reserve (\$116,277), Working Capital Reserve (\$26,543), and Tangible Capital Assets Reserve (\$312,551); and

That the reserve transfers recommended in Financial Services Report 2026-49 be approved; and

That the capital and related project and reserve balances of Appendices E, F, and G of Financial Services Department Report 2026-49, be approved.

Carried

14.2 Stonebridge Village – Request to Modify Street Design, 2026-41

Councillor E. Beauregard declared a conflict on this item.

Drew Toth and Curtis Thompson from Elevate Living Inc. presented to Council on file D12-02-24.

Moved by Councillor M. Bagu
Seconded by Councillor M. Aquilina

That Planning and Development Department Report 2026-41 be received; and

That Council approve the proposed reduced curb face to curb face roadway widths of 7.5metres for Streets A-E of the Stonebridge Village Subdivision; and

That the Chief Planner be directed to forward a copy of the decision document to the applicant.

C-25- 066

Moved by Councillor G. Bruno
Seconded by Councillor M. Bagu

That Stonebridge Village – Request to Modify Street Design, Report 2026-41 be referred back to staff to clarify their position on the applicant's requested items that weren't recommended for approval; and

That the report be brought back to Council on April 28, 2026.

Carried

14.3 2026 Property Tax and Storm Sewer By-Law, 2026-48

C-25- 067

Moved by Councillor G. Bruno
Seconded by Councillor T. Hoyle

That Financial Services Department Report 2026-48 be received; and

That the 2026 property tax rates outlined in Appendix A attached hereto, be approved; and

That the 2026 Property Tax Rate By-law, attached hereto as Appendix B, be brought forward for Council's consideration.

Carried

14.4 Open Air Burning By-Law Amendment, 2026-62

C-25- 068

Moved by Councillor M. Aquilina
Seconded by Councillor M. Bagu

That Fire Department Report No. 2026-62 be received; and

That the by-law to amend the Open-Air Burning By-law, attached hereto as Appendix A, be brought forward for Council's approval.

Carried

**14.5 Westwood Estates Subdivision, Phase 2 Stage 1-3 (Plan 59M-428)-
Assumption, 2026-51**

Councillor E. Beauregard declared a conflict on this item.

C-25- 069

Moved by Councillor D. Elliott
Seconded by Councillor M. Bagu

That Planning and Development Department Report 2026-51 be received; and

That the By-law assuming the Primary and Secondary Services in the assumption of Westwood Estates Subdivision Phase 2, Stage 1-3 (Plan

59M-428), attached hereto as Appendix A, be brought forward for Council's consideration.

Carried

15. Staff Remarks

Charlotte Madden, City Clerk, spoke about the 2026 Municipal Election. She discussed the upcoming Candidates Information Night, taking place at 6:00pm on April 29th at the Welland Community Centre. She encouraged residents with Election inquiries to visit portcolborne.ca/votes or to reach out to the Clerks department by phone at (905) 228-8120 or by email at election@portcolborne.ca.

Stan Double, Fire Chief, explained that the transition to a digital platform has been completed. He also noted that over past year they completed 500 smoke detectors.

Steve Shypowskyj, Director of Public Works, noted there are parking restrictions on King Street and Princess Street to support a capital project ongoing at the Museum. The Roselawn accessibility project has been completed. The transportation road reconstruction program will be conducted this year on King Street, between Clarence Street and Charlotte Street to increase accessibility in the area.

Gary Long, Director of Development & Business Enterprises, joined the Mayor and several members of Council and senior leadership in Ottawa and Toronto recently to meet with government officials. Staff will continue to work with both levels of government.

Erik Acs, Chief Planner, explained that they have received the second submission on the Elite Subdivision, and there will be a public open house at the Vale Health and Wellness Centre April 30, 2026. The Statutory Public Meeting will be held on May 5, 2026. Lastly, he noted they have a new sign design for public notices.

Bryan Boles, Chief Administrative Officer, thanked the Finance staff for their presentation. He also congratulated Chief Double for coming in under budget and ahead of schedule for digital transition project. He also noted he is looking forward to receiving public comments on the Elite Subdivision submission. There will be a report coming forward on what the City has heard regarding governance, and a healthcare summary report coming forward. Lastly, he noted that folks will be able to apply for a "bring your own" permit for community concerts.

16. Councillors' Remarks

Councillor Hoyle noted the Port Colborne-Wainfleet Chamber of Commerce is running a lunch and learn event on April 21, 2026, from 12 p.m. - 1 p.m. on the practical uses of A.I.; he also noted that Tea on West will be hosting a coffee club event on May 1, 2026, from 8:30 a.m. - 9:30 a.m., and they are also selling tickets for their comedy night event on June 12, 2026. He also inquired to Steve Shypowskyj, Director of Public Works, about when the barriers around Johnston Street?

Councillor Elliott inquired to Steve about parking Clarence Street near Westwood Drive. He also inquired to Bryan Boles, Chief Administrative Officer, about rebates on water.

Councillor Bruno thanked Steve and the public works staff for responding quickly to complaints. He also thanked the Mayor and senior staff for continuing to work on regional governance.

Councillor Bagu inquired to Steve if folks can still apply to put a name on a boulevard tree and about the 2026 paving schedule. He also inquired to the Mayor if there were plans for a multi-year budget. Lastly, he inquired to Erik Acs, Chief Planner, about phase 3 of Westwood Estates.

Councillor Beauregard explained that he attended the Good Roads conference alongside the Mayor and Senior staff where they opportunities to meet with various government officials and noted the requests by their delegation were well received. He also noted that staff were well prepared for the conference.

Councillor Aquilina noted there is a Friends of Roselawn Art Auction happening now; the auction will run in person and online from May 15 - May 22 2026. Artists are invited to submit artwork for the auction. She also shared her condolences for Burd Sisler who recently passed away at 110 years old; he was the oldest known living Canadian and a resident of Fort Erie. She also assisted in curating an award for Burd for his 100th birthday.

17. Motions

There were no motions.

18. Notice of Motions

There were no notices of motions.

19. Motions Arising from Boards and Committees

19.1 Memorandum to Council - Grant Allocation Advisory Committee

C-25- 070

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

That Council approve the following funding requests for a total of \$22,000 in the first allocation of grants for 2026:

- Community Living, \$3500
- PC Legion, \$1500
- PC Optimist Club, \$4000
- Port Cares, \$4000
- Strong Heart Program, \$1800
- Niagara Nutrition Partners, \$3200

Carried

Mayor Steele and Councillor Bruno declared a conflict on the funding request from the Port Colborne Bocce Club. Councillor Aquilina took over the position of Chair for this portion of the vote.

C-25- 071

Moved by Councillor E. Beauregard
Seconded by Councillor F. Danch

That Council approve the following funding request in the first allocation of grants for 2026:

- PC Bocce Club, \$4000

Carried

20. By-laws

C-25- 072

Moved by Councillor F. Danch
Seconded by Councillor D. Elliott

That the following by-law(s) be passed and enacted, as presented:

- By-law No. 7448/32/26
- By-law No. 7449/33/26

- By-law No. 7450/34/26
- By-law No. 7451/35/36
- By-law No. 7453/37/26
- By-law No. 7454/38/26

Carried

20.1 By-law No. 7448/32/26

20.2 By-law No. 7449/33/26

20.3 By-law No. 7450/34/26

20.4 By-law No.7451/35/26

20.5 By-law No. 7452/36/26

Councillor E. Beauregard declared a conflict on this item.

C-25- 073

Moved by Councillor F. Danch
Seconded by Councillor D. Elliott

That By-law No. 7452/36/26 be passed and enacted, as presented.

Carried

20.6 By-law No.7453/37/26

20.7 By-law No.7454/38/26

21. Procedural Motions

There were no procedural motions.

22. Adjournment

Mayor Steele adjourned the meeting 9:32 p.m.

William C. Steele, Mayor

Charlotte Madden, City Clerk



City of Port Colborne

Healthcare Advisory Committee Meeting Minutes

Date: Monday, March 23, 2026
Time: 6:00 pm
Location: Council Chambers, 3rd Floor, City Hall
66 Charlotte Street, Port Colborne

Members Present: C. Tamas
M. Lallouet
T. Triano
S. McDowell, Chair
P. McGarry, Vice-Chair
W. Steele, Mayor non-voting
M. Aquilina, Councillor non-voting

Member(s) Absent: R. Bodner, Councillor non-voting

Staff Present: J. Beaupre, Deputy Clerk
B. Boles, Chief Administrative Officer
G. Bisson, Senior Community Engagement Advisor

1. Call to Order

The Chair called the meeting to order at 6:06 p.m.

2. Adoption of the Agenda

Moved By M. Lallouet
Seconded By P. McGarry

That the Healthcare Advisory Committee Agenda, dated March 23, 2026, be approved.

Carried

3. Disclosures of Interest

There were no disclosures of interest.

4. Approval of the Minutes

4.1 Healthcare Advisory Committee Meeting - March 9, 2026

Moved By T. Triano
Seconded By P. McGarry

That the Healthcare Advisory Committee Meeting minutes dated March 9, 2026, be approved.

Carried

5. Presentations

5.1 Joanne Mataya - CEO of Community Living Port Colborne - Wainfleet

Joanne Mataya presented to the Committee on barriers folks face in the community, and the services offered by Community Living Port Colborne - Wainfleet.

6. New Business

6.1 Review of Healthcare Community Engagement Plan for May - July

Renée Bisson, Senior Health Advisor, spoke to the Committee about the engagement plan for May - July 2026.

6.2 Correspondence from NOHT-Media Release March 6, 2026

There was no discussion on the Correspondence from NOHT.

6.3 NOHT Report: Planning for the Future-A Data-Informed Health System in Niagara

The Committee discussed the NOHT Report and deferred further discussion to the next meeting.

6.4 Meeting Dates

The Committee discussed upcoming meeting dates.

7. Adjournment

The Chair adjourned the meeting at 7:12 p.m.

Sydney McDowell, Chair

Jessica Beaupre, Deputy Clerk



Subject: Billing of the Biederman Municipal Drain

To: Council

From: Public Works Department

Report Number: 2026-16

Meeting Date: April 28, 2026

Recommendation:

That Public Works Department Report 2026-16 be received; and

That the billing of the Biederman Municipal Drain be invoiced in accordance with the *Drainage Act*, as outlined in Appendix A of Public Works Department Report 2026-16; and

That the By-law to Amend the Assessment Schedule to Levy the Actual Costs Incurred in Constructing the Drainage Works Known as the Biederman Municipal Drain, be brought forward for approval.

Purpose:

This report has been prepared to inform Council of the completion of construction works for the Biederman Municipal Drain and that the application to the Ontario Ministry of Agriculture, Food, and Agribusiness (OMAFRA) grant for farm parcels has been submitted. Staff is also seeking authorization to complete the billing for the said works of the Biederman Municipal Drain in advance of receiving the OMAFA grant.

Background:

The Biederman Drain is located in the municipalities of Wainfleet and Port Colborne. In addition to providing drainage to both these municipalities, a small portion of Welland also benefits from this drainage system.

The following is a sequential list of events leading to this point:

- October 28, 2019 - Spriet Associates Engineers & Architects was appointed to complete a new engineer's report

- March 7, 2023 - Council meeting – Provisional adoption of the report
- April 17, 2023 – Court of Revision (1 appellant with 5 appeals)
- October 16, 2023 – Tribunal Pre-Hearing (1 appellant with 5 appeals)
- January 31, 2024 – Tribunal Hearing (1 appellant with 5 appeals)
- April 23, 2024 – Third Reading of the By-law
- October 24, 2024 – Construction Commenced
- July 9, 2025 – Construction finished

The construction of the Biederman Drain was completed by City Staff with assistance from the Township of Wainfleet. The project went well and was completed under budget.

Discussion:

The Engineer's estimate for this project was \$518,000 whereas the actual project cost (including allowances) was \$329,316.16, The total amount to be assessed, including grants and allowances is \$274,168.43.

This project consisted of the main drain (both Port Colborne and Wainfleet), Branch A (completely in Port Colborne) and Branch B (completely in Wainfleet). A new tributary called the Sugar Branch was constructed which outlets the area surrounding Invertose Drive.

The project cost is derived of the following portions:

- \$201,265.35 – Township of Wainfleet
- \$372.69 – City of Welland
- \$731.42 – Urban Storm Sewer Funds
- \$73,491.66 – Port Colborne landowners
- \$53,454.96 – City properties and Road Allowances

The table below shows the amounts to be collected from the assessed landowners. This amount differs from the total project cost of \$329,316.16 for the following reasons:

1. A grant was received for assessments with farm status, in the amount of \$13,237.83 from Ontario Ministry of Agriculture, Food and Agribusiness (OMAFRA)
2. Allowances under sections 29 and 30 of the Drainage Act provide payment to affected parcel owners for a right of way on lands and damages to land or crops. Allowances in the amount of \$41,910 have been apportioned to properties assessed through the project.

The net cost to be billed are as follows:

Municipality/Lands to be billed	Total Actual Assessment	OMAFA Grant	Allowances	Net Amount Assessed
City of Port Colborne				
Residents to be assessed	53,156.00	2,631.78	11,860	38,664.22
Ministry of Infrastructure	1,828.59	-	410	1,418.59
Transportation Canada	406.12	-	-	406.12
Niagara Region	9,352.62		4,530	4,822.62
Niagara Peninsula Conservation Authority	510.61	-	-	510.61
Ministry of Transportation	8,237.72	-	-	8,237.72
Urban Storm Sewer Area Parcels	731.42	-	-	731.42
City Owned Parcels	12,175.95	-	5,630	6,545.95
City Roads and Rail Roads	41,279.01	-		41,279.19
City of Welland				
	372.69	78.25	-	294.44
Township of Wainfleet				
	201,265.35	10,527.80	19,480	171,257.55
Total	329,316.08	13,237.83	41,910	274,168.43

Internal Consultations:

Consultation was held with the City's Finance Department to convey the duties required to complete the invoicing for this work.

Financial Implications:

When the municipality completes work on a municipal drain, the costs are held at the City's expense until the time of billing, at which point those funds can be collected from the property owners within the watershed. Should these amounts not be collected from the assessed parties, the costs will need to be paid by the general tax base.

Public Engagement:

All public consultation requirements provided for in the *Drainage Act* were met as prescribed throughout the completion of this report and construction of the drain.

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
 - Sustainable and Resilient Infrastructure
-

Conclusion:

Staff recommend proceeding with the passing of the Levy by-law as defined in Section 61(1) of the *Drainage Act R.S.O. 1990* to allow for the billing of the drainage work. If these funds are not collected, the City would need to absorb these costs. The total assessment for the Biederman Drain is \$329,316.26, approval of this report will allow staff to proceed with the billing of these works.

Appendices:

- a. Biederman Drain Levy By-law with attached Schedule A - Assessment Schedule

Respectfully submitted,

Alana Vander Veen
Drainage Superintendent
905-228-8127
alana.vanderveen@portcolborne.ca

Report Approval:

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

The Corporation of the City of Port Colborne

By-Law No. _____

**Being a By-law to Amend the Assessment Schedule to
Levy the Actual Costs Incurred in Constructing the Drainage Works
Known as the Biederman Municipal Drain**

Whereas Section 61 Chapter D.17 of the *Drainage Act* R.S.O. 1990 authorizes a municipality, upon the completion of the drainage works, to levy the final cost thereof to the lands and roads liable, as stated in the engineer's report; and

Whereas By-law 7069/14/23, Being a By-law to Provide for Drainage Works in the City of Port Colborne and Township of Wainfleet in the Regional Municipality of Niagara, known as the Biederman Municipal Drain, was enacted the 23rd day of April, 2024, and provided for the construction of the Biederman Municipal Drain based on the estimates contained in the drainage report dated January 12, 2023, as submitted by Brandon Widner P. Eng, from the firm of Spriet Associates Engineers & Architects.; and

Whereas the Drainage Works was completed as per the Engineer's Report, as amended, and the total actual costs incurred were \$329,316.08 compared to an original estimated cost of \$518,000.

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

1. That the Treasurer invoice the Township of Wainfleet in accordance with Schedule 'A', attached hereto, being the amounts to be charged for completing the construction of the drainage works known as the Biederman Drain for the portions of work within the Township of Wainfleet, with the invoice being due within 30 days of the invoice date.
2. That the Treasurer invoice the City of Welland in accordance with Schedule 'A', attached hereto, being the amounts to be charged for completing the construction of the drainage works known as the Biederman Drain for the portions of work within the City of Welland, with the invoice being due within 30 days of the invoice date.
3. That the Treasurer levy the remaining amount in accordance with Schedule 'A', attached hereto, against the lands and roads in the City of Port Colborne, being the amounts to be charged for completing the construction of the drainage works known as the Biederman Drain.
4. That the landowners of the City of Port Colborne have the option of submitting full payment of the net cost or make yearly payments over a period of 5 years at 5% interest per annum. The full payments not received by June 1, 2026 shall be added to the final tax bill beginning in the year 2026 and ending in the year 2030.
5. That in the event of nonpayment, the City of Port Colborne's penalty and interest charges on outstanding accounts receivable, By-law 6841/91/20 shall be followed.
6. That By-law 7069/14/23 is hereby amended by replacing the assessment schedule with Schedule 'A' appended hereto.

7. This by-law shall come into force and take effect on the day of its final passing.

Enacted and passed this 28th day of April, 2026.

William C. Steele
Mayor

Charlotte Madden
City Clerk

SCHEDULE OF FINAL NET ASSESSMENT
BIEDERMAN DRAIN

Job No 219271 Nov-25

Total Estimated Cost \$	518,000.00	Total Actual Cost \$	329,316.08
Special Non Pro-rateable Assessments \$	<u>109,080.00</u>	Special Non Pro-rateable Assessments \$	44,460.50
Total Estimated Pro-rateable Assessment \$	408,920.00	Total Actual Pro-rateable Assessment \$	284,855.58

* = Non-agricultural

ROLL NUMBER (OWNER)	TOTAL ESTIMATED ASSESSMENT	TOTAL ACTUAL ASSESSMENT	GRANT	ALLOW.	TOTAL AMOUNT PAYABLE	Optional Yearly Payment 5% / 5 YRS 0.230929174	Billing Amount	Estimated Amount
MAIN DRAIN								
City of Port Colborne								
<i>(Geographic Humberstone)</i>								
* 030038232100000	\$ 7.00	\$ 4.88			4.88	1.13	4.88	7.00
* 030038232000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038231000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038230000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038229000000	13.00	9.06			9.06	2.09	9.06	13.00
* 030038228050000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038228030000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038228020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038228000000	13.00	9.06			9.06	2.09	9.06	13.00
* 030038227000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038226000000	21.00	14.63			14.63	3.38	14.63	21.00
* 030038225020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038225000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038224180000	1.00	0.70			0.70	0.16	0.70	1.00
* 030038224160000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038224140000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038254050000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038254100000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038262000000	21.00	14.63			14.63	3.38	14.63	21.00
* 030038268000000	43.00	29.95			29.95	6.92	29.95	43.00
* 030038267150000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038235000000	17.00	11.84			11.84	2.73	11.84	17.00
* 030038234000000	11.00	7.66			7.66	1.77	7.66	11.00
* 030038233000000	11.00	7.66			7.66	1.77	7.66	11.00
* 030038232020000	25.00	17.42			17.42	4.02	17.42	25.00
* 030038271100000	205.00	142.80			142.80	32.98	142.80	205.00
* 030038271000000	1,492.00	1,039.33			1,039.33	240.01	1,039.33	1,492.00
* 030037091000000	127.00	88.47	29.49		58.98	13.62	58.98	127.00
* 030037092000000	25.00	17.42			17.42	4.02	17.42	25.00
* 030037091030000	25.00	17.42			17.42	4.02	17.42	25.00
* 030037091040000	3.00	2.09			2.09	0.48	2.09	3.00
* 030037091060000	4.00	2.79			2.79	0.64	2.79	4.00
* 030037091080000	3.00	2.09			2.09	0.48	2.09	3.00
* 030037091010000	3.00	2.09			2.09	0.48	2.09	3.00
* 030037218000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037218020000	5.00	3.48			3.48	0.8	3.48	5.00
* 030037219000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037219020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037220000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037220020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037221000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037221020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037222000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037222020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037223000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037223020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037224000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037224020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037225000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037225020000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037226000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037226020000	9.00	6.27			6.27	1.45	6.27	9.00
* 030037247000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037248000000	5.00	3.48			3.48	0.8	3.48	5.00
* 030037249000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037250000000	8.00	5.57			5.57	1.29	5.57	8.00
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* 030037252000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037253000000	7.00	4.88			4.88	1.13	4.88	7.00
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* 030037255000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037256000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037257000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037258000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037259000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037260000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037261000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037262000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037323000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037322000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037321000000	11.00	7.66			7.66	1.77	7.66	11.00
* 030037320000000	15.00	10.45			10.45	2.41	10.45	15.00
* 030037319000000	12.00	8.36			8.36	1.93	8.36	12.00
* 030037318000000	8.00	5.57			5.57	1.29	5.57	8.00

* 030037317000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037316000000	7.00	4.88	4.88	1.13	4.88	7.00
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* 030037314000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037313000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037312000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037311000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037310000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037309000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037308000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037327000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037328000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037329000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037330000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037331000000	8.00	5.57	5.57	1.29	5.57	8.00
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* 030037333000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037162000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037162020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037163000000	8.00	5.57	5.57	1.29	5.57	8.00
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* 030037165000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037166000000	8.00	5.57	5.57	1.29	5.57	8.00
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* 030037170000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037171000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037172000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037173000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037183000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037184000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037185000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037186000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037187000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037188000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037189000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037302200000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037302180000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037302160000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302140000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302120000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302100000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302080000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302060000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302040000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302020000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037302000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037282000000	11.00	7.66	7.66	1.77	7.66	11.00
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* 030037285000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037286000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037287000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037288000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037289000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037290000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037291000000	12.00	8.36	8.36	1.93	8.36	12.00
* 030037292000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037292020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037293000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037293020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037294000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037294020000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037413000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037414000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037415000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037416000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037417000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037418000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037419000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037305000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037306000000	13.00	9.06	9.06	2.09	9.06	13.00
* 030037307000000	12.00	8.36	8.36	1.93	8.36	12.00
* 030037263000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037264000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037265000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037404000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037405000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037406000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037407000000	4.00	2.79	2.79	0.64	2.79	4.00
* 030037407020000	4.00	2.79	2.79	0.64	2.79	4.00
* 030037408000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037409000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037447020000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037447000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037446020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037227000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037228000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037229000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037230000000	8.00	5.57	5.57	1.29	5.57	8.00

* 030037389000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037388000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037387000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037386000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037397000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037398000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037399000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037400000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037401000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037402000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037366000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037367000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037529000000	3.66	2.55	2.55	0.59	2.55	3.66
* 030037529020000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037529030000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037530000000	4.71	3.28	3.28	0.76	3.28	4.71
* 030037530020000	6.29	4.38	4.38	1.01	4.38	6.29
* 030037531000000	4.40	3.07	3.07	0.71	3.07	4.40
* 030037531020000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037531030000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037532000000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037532020000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037532030000	4.40	3.07	3.07	0.71	3.07	4.40
* 030037533000000	6.29	4.38	4.38	1.01	4.38	6.29
* 030037533020000	4.71	3.28	3.28	0.76	3.28	4.71
* 030037534000000	3.66	2.55	2.55	0.59	2.55	3.66
* 030037534020000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037534030000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037535000000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037535020000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037535030000	4.40	3.07	3.07	0.71	3.07	4.40
* 030037536000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037537000000	13.00	9.06	9.06	2.09	9.06	13.00
* 030037446000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037445000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037444000000	7.00	4.88	4.88	1.13	4.88	7.00
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* 030037442000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037441000000	7.00	4.88	4.88	1.13	4.88	7.00
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* 030037439000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037438000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037437000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037436000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037435000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037434000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037433000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037432000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037463000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037464000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037465000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037466000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037467000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037468000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037469000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037470000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037471000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037472000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037473000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037474000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037475000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037476000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037515000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037516000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037517000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037502000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037501000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037500000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037499000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037498000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037497000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037496000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037495000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037494000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037493000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037492000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037491000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037503000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037504000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037505000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037506000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037507000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037508000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037509000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037510000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037511000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037512000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037513000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037431000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037430000000	7.00	4.88	4.88	1.13	4.88	7.00

* 030037429000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037428000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037427000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037456000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037457000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037458000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037459000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037460000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037461000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037462000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037528000000	124.36	86.63	86.63	20.01	86.63	124.36	
* 030037528240000	5.12	3.57	3.57	0.82	3.57	5.12	
* 030037528250000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528260000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528270000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528280000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528290000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528300000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528310000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528320000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528330000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528340000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528350000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528360000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528370000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528380000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528390000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528400000	6.40	4.46	4.46	1.03	4.46	6.40	
* 030037528410000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528420000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528430000	8.96	6.24	6.24	1.44	6.24	8.96	
* 030037528440000	5.12	3.57	3.57	0.82	3.57	5.12	
* 030037527000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037526000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037525000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037524000000	12.00	8.36	8.36	1.93	8.36	12.00	
* 030037523000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037522000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037489000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037488000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037487000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037486000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037485000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037484000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037483000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037482000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037600000000	217.00	151.16	151.16	34.91	151.16	217.00	
* 030037094050000	15.00	10.45	10.45	2.41	10.45	15.00	
* 030037095000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037096000000	1.00	0.70	0.70	0.16	0.70	1.00	
* 030037097000000	32.00	22.29	22.29	5.15	22.29	32.00	
* 030037098000000	41.00	28.56	28.56	6.6	28.56	41.00	
* 030037100000000	12.00	8.36	8.36	1.93	8.36	12.00	
* 030037140500000	232.00	161.61	161.61	37.32	161.61	232.00	
* 030037119000000	51.00	35.53	35.53	8.2	35.53	51.00	
* 030037111000000	76.00	52.94	52.94	12.23	52.94	76.00	
* 030037140580000	38.04	26.50	26.50	6.12	26.50	38.04	
* 030037140570000	38.04	26.50	26.50	6.12	26.50	38.04	
* 030037118000000	27.00	18.81	18.81	4.34	18.81	27.00	
* 030037116000000	52.00	36.22	36.22	8.36	36.22	52.00	
* 030037114000000	52.00	36.22	36.22	8.36	36.22	52.00	
* 030037113000000	84.00	58.51	58.51	13.51	58.51	84.00	
* 030037101000000	294.00	204.80	204.80	47.29	204.80	294.00	
* 030037112200000	48.00	33.44	33.44	7.72	33.44	48.00	
* 030037101050000	54.00	37.62	37.62	8.69	37.62	54.00	
* 030037101200000	192.92	134.39	134.39	31.03	134.39	192.92	
* 030037141000000	80.00	55.73	55.73	12.87	55.73	80.00	
* 030037101250000	64.00	44.58	44.58	10.29	44.58	64.00	
* 030037101000000	292.00	203.41	203.41	46.97	203.41	292.00	
* 030037102000000	13,410.00	9,341.47	4,530.00	4,811.47	1111.11	4,811.47	13,410.00
* 030037098200000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037098100000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037133000000	142.00	98.92	98.92	22.84	98.92	142.00	
* 030037131000000	459.00	319.74	319.74	73.84	319.74	459.00	
* 030037135000000	11.00	7.66	2,180.00	-2,172.34	-501.66	-2,172.34	11.00
* 030037126000000	462.00	321.83	321.83	74.32	321.83	462.00	
* 030037026000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037027000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037028000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037029000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037030000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037031000000	16.00	11.15	11.15	2.57	11.15	16.00	
* 030037031010000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037032000000	20.00	13.93	13.93	3.22	13.93	20.00	
* 030037033000000	25.00	17.42	17.42	4.02	17.42	25.00	
* 030037034000000	16.00	11.15	11.15	2.57	11.15	16.00	
* 030037035000000	15.00	10.45	10.45	2.41	10.45	15.00	
* 030037036000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037037000000	9.00	6.27	6.27	1.45	6.27	9.00	

* 030037038000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037079000000	17.00	11.84		11.84	2.73	11.84	17.00
* 030037080000000	17.00	11.84		11.84	2.73	11.84	17.00
* 030037081000000	19.00	13.24		13.24	3.06	13.24	19.00
* 030037039000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037040000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037041000000	15.00	10.45		10.45	2.41	10.45	15.00
* 030037042000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037043000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037044000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037045000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037046000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037048000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037049000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037050000000	15.00	10.45		10.45	2.41	10.45	15.00
* 030037051000000	16.00	11.15		11.15	2.57	11.15	16.00
* 030037052000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037047000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037063000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037062000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037061000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037060000000	16.00	11.15		11.15	2.57	11.15	16.00
* 030037088000000	19.00	13.24		13.24	3.06	13.24	19.00
* 030037089000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037090000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037064000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037065000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037066000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037067000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037068000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037069000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037059000000	20.00	13.93		13.93	3.22	13.93	20.00
* 030037082000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037083000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037084000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037085000000	16.00	11.15		11.15	2.57	11.15	16.00
* 030037086000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037086010000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037087000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037070000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037071000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037072000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037073000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037074000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037075000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037076000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037077000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037365000000	4.00	2.79		2.79	0.64	2.79	4.00
* 030037364000000	198.00	137.93	45.98	91.95	21.23	91.95	198.00
* 030037363000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037362000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037361000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037360000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037359000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037358000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037337000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037338000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037339000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037340000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037341000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037342000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037343000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037344000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037345000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037346000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037347000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037348000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037349000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037350000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037351000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037352000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037353000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037354000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037355000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037356000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037385000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037384000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037383000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037382000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037381000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037380000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037396000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037395000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037394000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037393000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037392000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037391000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037421000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037422000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037423000000	8.00	5.57		5.57	1.29	5.57	8.00

* 030037424000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037425000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037426000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037449000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037450000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037451000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037452000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037453000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037454000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037455000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037481000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037480000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037479000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037478000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037378000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037377000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037376000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037375000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037374000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037372000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037371000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037370000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037369000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037541000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037540000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037539000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037103000000	893.00	622.07		622.07	143.65	622.07	893.00
* 030037135000000	5,242.00	3,651.60		3,651.60	843.26	3,651.60	5,242.00
* 030037130000000	166.00	115.64		115.64	26.7	115.64	166.00
* 030037140200000	128.00	89.17		89.17	20.59	89.17	128.00
* 030037140000000	2,603.00	1,813.26	1,070.00	743.26	171.64	743.26	2,603.00
* 030037140100000	56.00	39.01		39.01	9.01	39.01	56.00
* 030037140600000	36.00	25.08		25.08	5.79	25.08	36.00
* 030038238000000	393.00	273.77		273.77	63.22	273.77	393.00
* 030038237000000	600.00	417.96	139.32	278.64	64.35	278.64	600.00
* 030038265000000	8,383.00	5,839.64	2,970.00	2,869.64	662.68	2,869.64	8,383.00
* 030038263000000	1,139.00	793.43		793.43	183.23	793.43	1,139.00
* 030038235200000	24.00	16.72		16.72	3.86	16.72	24.00
* 030038236000000	24.00	16.72		16.72	3.86	16.72	24.00
* 030038237010000	29.00	20.20		20.20	4.66	20.20	29.00
* 030038237020000	23.00	16.02		16.02	3.7	16.02	23.00
* 030038237030000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237040000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237050000	16.00	11.15		11.15	2.57	11.15	16.00
* 030038237060000	16.00	11.15		11.15	2.57	11.15	16.00
* 030038237070000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237080000	19.00	13.24		13.24	3.06	13.24	19.00
* 030038237100000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237120000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237140000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237160000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038238050000	71.00	49.46		49.46	11.42	49.46	71.00
* 030038264000000	6,468.00	4,505.64	2,370.00	2,135.64	493.18	2,135.64	6,468.00
* 030038264050000	1,828.00	1,273.39	740.00	533.39	123.18	533.39	1,828.00
* 030038264060000	1,876.00	1,306.83	750.00	556.83	128.59	556.83	1,876.00
* 030038264070000	201.00	140.02		140.02	32.33	140.02	201.00
* 030038264080000	257.00	179.03		179.03	41.34	179.03	257.00
* 030038239050000	209.00	145.59		145.59	33.62	145.59	209.00
* 030038240000000	102.00	71.05		71.05	16.41	71.05	102.00
* 030038241000000	47.00	32.74		32.74	7.56	32.74	47.00
* 030038242010000	20.00	13.93		13.93	3.22	13.93	20.00
* 030038239000000	71.00	49.46		49.46	11.42	49.46	71.00
* 030038239040000	111.00	77.32		77.32	17.86	77.32	111.00
* 030038239030000	104.00	72.45		72.45	16.73	72.45	104.00
* 030038239020000	246.00	171.36		171.36	39.57	171.36	246.00
* 030038239010000	195.00	135.84		135.84	31.37	135.84	195.00
* 030038286000000	2,625.00	1,828.59	410.00	1,418.59	327.59	1,418.59	2,625.00
* 030038285000000	1,568.00	1,092.28		1,092.28	252.24	1,092.28	1,568.00
* 030038245000000	1,831.00	1,275.48	900.00	375.48	86.71	375.48	1,831.00
* 030038244000000	692.00	482.05	240.00	242.05	55.9	242.05	692.00
* 030038242000000	147.00	102.40		102.40	23.65	102.40	147.00
* 030038243000000	5,179.00	3,607.72	1,990.00	1,617.72	373.58	1,617.72	5,179.00
* 030038243060000	807.00	562.16	270.00	292.16	67.47	292.16	807.00
* 030038243050000	162.00	112.85		112.85	26.06	112.85	162.00

* 040039147000000	530.00	369.20		369.20	85.26	369.20	530.00
* 040039147750000	203.00	141.41		141.41	32.66	141.41	203.00
* 040039149000000	8.00	5.57		5.57	1.29	5.57	8.00
040039151000000	1,377.00	959.22	319.74	639.48	147.67	639.48	1,377.00
040039152000000	1,289.00	897.92	299.31	598.61	138.24	598.61	1,289.00
* 040039153000000	33.00	22.99		22.99	5.31	22.99	33.00
040039152050000	197.00	137.23	45.74	91.49	21.13	91.49	197.00
* 040039151010000	190.00	132.35		132.35	30.56	132.35	190.00
040039170000000	1,381.00	962.01	320.67	641.34	148.1	641.34	1,381.00
* 040039174000000	84.00	58.51		58.51	13.51	58.51	84.00
* 040039171000000	289.00	201.32		201.32	46.49	201.32	289.00
* 040039170010000	51.00	35.53		35.53	8.2	35.53	51.00
* 040039169000000	46.00	32.04		32.04	7.4	32.04	46.00
* 040039168000000	124.00	86.38		86.38	19.95	86.38	124.00
040039175000000	2,782.00	1,937.95	645.98	1,291.97	298.35	1,291.97	2,782.00
040039181010000	309.00	215.25	71.75	143.50	33.14	143.50	309.00
030038287010000	39.00	27.17	9.06	18.11	4.18	18.11	39.00
040039178000000	2,774.00	1,932.38	644.13	1,288.25	297.49	1,288.25	2,774.00
* 040039180000000	33.00	22.99		22.99	5.31	22.99	33.00
040039181000000	104.00	72.45	24.15	48.30	11.15	48.30	104.00
030038287000000	157.00	109.37	36.46	72.91	16.84	72.91	157.00
Oriole Crescent	51.00	35.53		35.53	8.2	35.53	51.00
Westfield Place	24.00	16.72		16.72	3.86	16.72	24.00
Parkside Drive	87.00	60.60		60.60	13.99	60.60	87.00
Aintree Place	13.00	9.06		9.06	2.09	9.06	13.00
Sherwood Drive	72.00	50.16		50.16	11.58	50.16	72.00
Springside Drive	67.00	46.67		46.67	10.78	46.67	67.00
Meadowlark Drive	52.00	36.22		36.22	8.36	36.22	52.00
Hillcrest Road	56.00	39.01		39.01	9.01	39.01	56.00
Elm Street	1,089.00	758.60		758.60			
Highway 58 (Ministry of Transportation Ontario)	5,611.00	3,908.65		3,908.65			
Lot 32/33 Unopened	1,267.00	882.60		882.60			
Townline Road (50%)	1,298.00	904.19		904.19			
Con. 3/4 Unopened	19,111.00	13,312.81		13,312.81			
Invertose Drive	8.00	5.57		5.57			
Stonebridge Drive	887.00	617.89		617.89			
Barrick Road	1,034.00	720.29		720.29			
Saturn Road	37.00	25.77		25.77			
Apollo Drive	40.00	27.86		27.86			
Meadowlark Drive	30.00	20.90		20.90			
Runnymede Road	70.00	48.76		48.76			
Thorncrest Road	79.00	55.03		55.03			
Petersburg Circle	31.00	21.59		21.59			
Humberstone Crescent	35.00	24.38		24.38			
Oxford Boulevard	36.00	25.08		25.08			
ELM STREET	8,410.00	1,998.03		1,998.03			
Special Assessment							
HARBOUR LINE RAILWAY	10,250.00	2,331.04		2,331.04			
Special Assessment							
STONEBRIDGE DRIVE	7,790.00	1,887.03		1,887.03			
Special Assessment							
HIGHWAY No. 58	20,300.00	4,329.07		4,329.07			
Special Assessment							
TOWNLINE ROAD	16,610.00	14,238.12		14,238.12			
Special Assessment							
TOTAL ASSESSMENT IN THE CITY OF PORT CO	173,469.00	101,485.88	2,631.78	18,420.00		80,434.10	
City of Welland							
(Geographic Humberstone)							
2-075	337.00	234.76	78.25			156.51	
Townline Road (50%)	198.00	137.93				137.93	
TOTAL ASSESSMENT IN THE CITY OF WELLAND	535.00	372.69	78.25			294.44	
Township of Wainfleet							
* 1-250-50	948.00	660.38				660.38	
1-250	10,542.00	7,343.61	2,447.87			4,895.74	
* 1-254	259.00	180.42				180.42	
* 1-263	563.00	392.19				392.19	
* 1-262	426.00	296.75				296.75	
* 1-260-01	448.00	312.08				312.08	
* 1-260	448.00	312.08				312.08	
* 1-259-10	430.00	299.54				299.54	
1-261	2,892.00	2,014.58	671.53			1,343.05	
1-261-02	28,103.00	19,576.68	6,525.56	2,770.00		10,281.12	
* 1-261-04	396.00	275.86				275.86	
* 1-264	19,487.00	13,574.74		3,350.00		10,224.74	
* 2-255	24,845.00	17,307.14		1,650.00		15,657.14	
* 2-255-02	4,568.00	3,182.09		1,730.00		1,452.09	
* 2-250	2,742.00	1,910.09				1,910.09	
* 2-253	101.00	70.36				70.36	
* 2-255-01	400.00	278.64				278.64	

* 2-262	5,732.00	3,992.94		3,992.94	
* 7-001	144.00	100.31		100.31	
* 7-001-01	9,284.00	6,467.28		6,467.28	
* 7-002	111,432.00	77,624.05	9,450.00	68,174.05	
7-032	1,465.00	1,020.53	340.18	680.35	
* 7-030	169.00	117.73		117.73	
* 7-031	13.00	9.06		9.06	
* 7-029-02	74.00	51.55		51.55	
* 7-029-01	33.00	22.99		22.99	
7-035	705.00	491.11	163.70	327.41	
* 7-034-01	41.00	28.56		28.56	
* 7-034-04	21.00	14.63		14.63	
7-033	1,073.00	747.46	249.15	498.31	
* 7-033-10	36.00	25.08		25.08	
7-029	175.00	121.91	40.64	81.27	
7-036	384.00	267.50	89.17	178.33	
Townline Road (50%)	650.00	452.79		452.79	
Youngs Road	3,593.00	2,502.90		2,502.90	
Lot 1/2 Unopened	3,758.00	2,617.84		2,617.84	
Lot 3/4 Unopened	2,365.00	1,647.47		1,647.47	
Erie Peat Road	5,137.00	3,578.46		3,578.46	
Biederman Road	3,848.00	2,680.53		2,680.53	
Lot 7/8 Unopened	1,996.00	1,390.42		1,390.42	
Con. 2/3 Unopened	3,950.00	2,751.59		2,751.59	
Biederman Road	29,110.00	5,439.09		5,439.09	
Special Assessment					
Townline Road	16,610.00	14,238.12		14,238.12	
Special Assessment					
TOTAL ASSESSMENT IN THE TOWNSHIP OF WA	299,396.00	196,389.13	10,527.80	18,950.00	166,911.33

* 030037092000000	11,160.00	7,774.11	3,450.00	4,324.11	
* 030037091030000	5,834.00	4,063.99		4,063.99	938.49
* 030037091000000	11,581.00	8,067.38		8,067.38	1862.99
* 030037091040000	720.00	501.56		501.56	115.82
* 030037091060000	826.00	575.40		575.40	132.88
* 030037091080000	720.00	501.56		501.56	115.82
* 030037091010000	580.00	404.03		404.03	93.3
Invertose Drive	4,579.00	3,189.75		3,189.75	
TOTAL ASSESSMENT ON THE SUGAR BRANCH	36,000.00	25,077.78	3,450.00	21,627.78	

* 030038271000000	415.00	289.09		289.09	66.76	289.09	415.00
* 030038271100000	57.00	39.71		39.71	9.17	39.71	57.00
* 030038244000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030038243000000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038243060000	818.00	569.82	560.00	9.82	2.27	9.82	818.00
* 030038243050000	23.00	16.02		16.02	3.7	16.02	23.00
Barrick Road	264.00	183.90		183.90			
TOTAL ASSESSMENT ON BRANCH "A"	1,600.00	1,114.56	560.00	554.56			

Township of Wainfleet					
* 1-250-50	167.00	116.33		116.33	
* 1-250	2,447.00	1,704.59		1,704.59	
* 1-254	35.00	24.38		24.38	
* 1-263	49.00	34.13		34.13	
* 1-262	58.00	40.40		40.40	
* 1-261	397.00	276.55		276.55	
* 1-260-01	62.00	43.19		43.19	
* 1-260	62.00	43.19		43.19	
* 1-259-10	59.00	41.10		41.10	
* 7-001	2,501.00	1,742.21	530.00	1,212.21	
Townline Road (50%)	80.00	55.73		55.73	
Erie Peat Road	102.00	71.05		71.05	
Con. 2/3 Unopened	981.00	683.37		683.37	
TOTAL ASSESSMENT ON BRANCH "B"	7,000.00	4,876.22	530.00	4,346.22	

TOTALS \$ 518,000.00 \$ 329,316.26 \$ 13,237.83 \$ 41,910.00 \$ 274,168.43



Subject: City – Niagara Regional Housing – Project Update, Revised MOU, and Property Transfer

To: Council

From: Development and Business Enterprises Department

Report Number: 2026-36

Meeting Date: April 28, 2026

Recommendation:

That Development and Business Enterprises Department Report 2026-36 be received; and

That Council approve a revised Memorandum of Understanding (MOU), attached hereto as Appendix A, between the City of Port Colborne and Niagara Regional Housing regarding the affordable housing project planned for King Street/Haney Street;

That Council approve an agreement between the City of Port Colborne and Niagara Regional Housing (NRH) to transfer 725 King Street and the closed Haney Street Road Allowance to NRH for \$1.00 to support the construction of new affordable housing units; and;

That the Mayor and City Clerk be authorized to sign the MOU, property transfer agreement, by-laws, and other documentation related to this transaction.

Purpose:

This report provides an update on the King Street / Haney Street affordable housing project and presents a revised Memorandum of Understanding (MOU) between the City and Niagara Regional Housing (NRH) regarding the partnership created in 2022 for the project on City and NRH land. This report also seeks Council approval to transfer two City-owned properties to Niagara Regional Housing to facilitate the King Street / Haney Street affordable housing project.

Background:

The City's 2023-2026 Strategic Plan, adopted by Council in May 2023, includes "Increasing Housing Options" as one of five strategic pillars. This builds on a concerted effort during the 2018-2022 Council term to work with key stakeholders to repurpose surplus City land for greater community benefit to address affordable housing shortages as outlined in the Affordable Housing Strategy and Action Plan, 2022 ([CAO-2022-201](#)).

On September 13, 2022, Council approved an affordable housing partnership with NRH to facilitate the redevelopment of the City property on Haney Street which is adjacent to NRH's building at 709 King Street ([CAO 2022-168](#)). This partnership was approved by NRH's Board of Directors at their meeting of September 29, 2022. On October 11, 2022, Council approved the MOU between the City and NRH ([CAO 2022-219](#)).

Discussion:

King/Haney Street Project Update

Since 2022, City and NRH staff have collaborated on pre-development work for the King/Haney Street project including environmental assessments, preliminary soil sampling and verification, building demolition, land use planning, renderings and concept plans, and government advocacy for funding. This year the City and NRH are focused on completing site work and securing funding that would allow construction to begin in Q2/2027.

Key project updates are as follows:

- The building located at 725 King Street was demolished in December 2025;
- Environmental Site Assessments (ESA) for 725 King Street and the former Haney Street Road Allowance were completed as well as a Designed Substance and Hazardous Materials Survey and Exterior Lead Abatement;
- NRH retained an environmental consultant (EON) through their procurement process to oversee soil sampling and soil remediation for all three properties. Soil sampling is complete;
- EON have hired an environmental consultant through an RFP process to complete the remediation on City and NRH properties;
- NRH's current 5-unit building, located at 709 King Street, will be demolished this spring;
- Excavation and soil remediation of 709 King Street, the Haney Street Road Allowance and 725 King Street will start and finish in Q2-Q3/2026;
- NRH has a pre-consultation meeting with City Planning staff on April 9th to discuss Planning Act approvals;

- The City has verified that existing servicing infrastructure has adequate capacity to accommodate the proposed development

Property Transfer

The City and NRH formalized an affordable housing partnership through a Memorandum of Understanding (MOU) in 2022 (which is being updated in April 2026) to facilitate the development of affordable housing in Port Colborne on sites owned by NRH and the City.

Specifically, NRH owns 709 King Street and the City owns the former Haney Street Road Allowance located adjacent to NRH's property (see Appendix C). In May 2024, the City acquired 725 King Street, adjacent to the Haney Street Road Allowance (see Appendix D). It was always intended that these three parcels would be consolidated into one large developable parcel with the two City parcels being transferred to NRH to build affordable housing (see Appendix E).

The former Haney Street Road Allowance, legally described as Haney Street Plan 765 Humberstone Lying E of King Street Except VH2791, and outlined in Appendix A, has a frontage of approximately 58 feet and a depth of 198 feet. It is zoned R4 which supports a low-rise apartment building. On August 23, 2022, Council passed a motion to formally close the Haney Street Road Allowance and to declare it surplus ([CAO 2022-186](#)).

In May 2024, the City purchased 725 King Street, legally described as Lt 22 E/S Victoria Street Plan 765 Humberstone, which abuts the Haney Street Road Allowance (see Appendix B). The property has a frontage of 66 feet and a depth of 131 feet. It is zoned R2. The house on the property was demolished in December 2025. On March 10, 2026, Council passed a motion to declare the property surplus ([Government Relations and Business Enterprises 2026-43](#)).

NRH staff attended a pre-consultation meeting with City planning staff on April 9, 2026 to identify the Planning Act approvals required to facilitate the development across the consolidated set of parcels. Following this, NRH will submit the formal Planning Act applications.

Currently the three properties to be redeveloped are owned by two different organizations. Having ownership of the City properties will allow NRH to capitalize on funding opportunities from external agencies and other levels of government. Clear and unencumbered land ownership has been identified as a key criterion when funding applications are being evaluated.

Council has supported the objective to keep these properties for an affordable housing development in perpetuity. If NRH had to divest the properties in the future, Council would be given an opportunity to buy back the City properties or request that ownership

be transferred to a government entity or a not-for profit organization to ensure the units remain affordable. NRH is aware of this request and wording has been incorporated into the binding MOU which will form part of the agreement between the City and NRH to protect for such a potential circumstance (see Appendix F).

Funding

A financial update on the project is as follows:

- NRH has committed \$700,000 towards the up-front site preparation work;
- To date the City has spent:
 - \$407,000 to purchase 725 King Street which is eligible for reimbursement from the Housing Accelerator Fund (HAF);
 - \$75,000 for demolition and soil sampling;
 - \$35,000 for ESAs;
 - \$45,000 for a Designated Substance and Hazardous Materials Survey and Exterior Lead Abatement;
- The City will incur additional costs for the soil remediation of 725 King Street and the Haney Street Road Allowance which is estimated to be \$339,000 based on the contract awarded to the environmental company performing the work. This will be covered by the HAF.

Capital funds have not been secured for construction of the building. The City and NRH are seeking funding contributions from the provincial and federal levels of government and are continuing with advocacy efforts. Provincial officials have been briefed on NRH's Consolidated Housing Master Plan (CHMP) which outlines the portfolio of projects including the King/Haney Street development.

NRH have submitted various projects including the King/Haney Street project to the federal Build Canada Housing Agency seeking construction funding and City staff have provided documentation to NRH to support the application. Part of the BCH evaluation criteria is related to land ownership. It is recommended that the City-owned properties be transferred to NRH as there is an emphasis for projects that involve lands owned outright by the proponent and free of liens or other encumbrances. Completing the Haney Street and 725 King Street land transfer process will help to strengthen NRH's BCH submission.

MOU Updates

A revised binding MOU, attached as Appendix A, has been finalized to reflect project updates, confirmation of responsibilities, pre-development cost estimates and intended next steps including the formal transfer of ownership of the City Lands to NRH. Wording was also added regarding governance reform and potential municipal restructuring.

The properties will be transferred to NRH, not Niagara Region.

Internal Consultations:

Staff from Public Works, Government Relations, Economic Development, Planning, Corporate Communications, and the CAO's office have been working collaboratively on this project in partnership with NRH. The MOU and agreement have been reviewed by the City Solicitor and NRH's legal counsel.

Financial Implications:

There are no financial implications associated with the recommendation to approve the updated MOU with NRH.

As per the original MOU, the former Haney Street Road Allowance and 725 King Street are to be transferred to NRH for \$1.00 with the understanding that this property will be developed for affordable housing and that NRH will own and manage the building.

City and NRH officials are actively pursuing capital construction funding from the federal and provincial governments.

Public Engagement:

The City is committed to seeking public and stakeholder input on important projects, developments, issues, and policy changes. To this end, there have been public surveys and open houses regarding the Official Plan Review over the past two years. A key theme expressed by the community was housing affordability. The importance of having more housing options and the need for more affordable housing has been raised frequently at strategic plan visioning exercises, roundtable discussions, and in community surveys.

Opportunities for public input on the King / Haney development project will be provided through the statutory process required under the Planning Act.

Strategic Plan Alignment:

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

- Welcoming, Livable, Healthy Community
 - Increased Housing Options
-

Conclusion:

There is a need for more affordable housing in Port Colborne. The City and NRH have been working together for four years to move the King/Haney Street housing project forward and to position it for funding with the provincial and federal governments. Significant pre-development and site work has been completed over the past 6 months as well as an updated MOU. Project construction could start as early as Q2/2027 if the City and NRH are able to secure construction funding. Advocacy with provincial and federal governments and related agencies continues.

City staff are recommending that Council approve the revised MOU to reflect changes in the project and to continue advancing the development of the King / Haney affordable housing project, and that the Mayor and City Clerk be authorized to execute the MOU and by-law.

A key evaluation criterion in assessing applications is land ownership. Therefore, it is also recommended that City-owned properties, namely 725 King Street and the former Haney Street Road Allowance, be transferred to NRH for \$1.00 to create one large development parcel for an affordable housing project. The City and NRH have been working together on project planning, site issues, demolition, and soil remediation. Staff are seeking Council approval to have the Mayor and City Clerk sign an agreement with NRH for the transfer of these properties and any other documentation related to this transfer including the by-law to continue advancing the development of the King / Haney affordable housing project.

Appendices:

- a. Revised MOU – April 2026
- b. MOU by-law
- c. Haney Street Road Allowance
- d. 725 King Street
- e. City and NRH properties – one consolidated parcel
- f. Property Transfer Agreement
- g. By-Law

Respectfully submitted,

Gary Long
Director of Government Relations and Government Business Enterprises

905-228-8062

Gary.Long@portcolborne.ca

Kelly Martel

Manager of Planning

905-228-8130

Kelly.Martel@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.

THIS MEMORANDUM OF UNDERSTANDING (this “**MOU**”) is made as of the ____ day of _____, 2026 (the “**Effective Date**”).

BETWEEN:

NIAGARA REGIONAL HOUSING
(“**NRH**”)

-and-

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

(Each a “**Party**” and collectively, the “**Parties**”)

WHEREAS NRH is a housing provider and the designated Agency to The Regional Municipality of Niagara under the *Housing Services Act*, responsible for the administration and development of affordable housing;

AND WHEREAS NRH is the registered owner of one (1) parcel of land described as 709 King Street, Port Colborne, legally described as LT 6 S/S HANEY ST PL 765 HUMBERSTONE; LT 23 E/S VICTORIA ST PL 765 HUMBERSTONE; PORT COLBORNE, being all of PIN 64149-0025 (LT) (the “**NRH Lands**”);

AND WHEREAS the City is the registered owner of two (2) parcels of land, that are adjacent to the NRH Lands, and described as follows:

- a) 725 King Street, Port Colborne, legally described as LT 22 E/S VICTORIA ST PL 765 HUMBERSTONE ; PORT COLBORNE, being all of PIN 64149-0023 (LT); and
- b) Haney Street, Port Colborne, legally described as HANEY ST PL 765 HUMBERSTONE LYING E OF KING ST EXCEPT VH2791 ; PORT COLBORNE (CLOSED BY BY-LAW MUNICIPAL BY-LAW 7022/60/22 REGISTERED AS REGISTERED INSTRUMENT SN860383), being all of PIN 64149-0024 (LT);

(collectively, the “**City Lands**”);

AND WHEREAS the City and NRH previously entered into a Memorandum of Understanding dated October 12, 2022, which expires on October 12, 2025, and which outlined the initial framework for collaboration regarding the City Lands and the NRH Lands;

AND WHEREAS the Parties now wish to enter into a new Memorandum of Understanding to reflect updated circumstances, including the anticipated transfer of the City Lands to NRH for nominal consideration and the shared responsibilities for pre-development work;

AND WHEREAS the Parties agree that pre-development work, including consultancy and site preparation, shall be undertaken prior to the transfer of the City Lands to NRH, in order to facilitate informed planning and development;

AND WHEREAS NRH has procured consultancy services through a competitive Request for Proposals (“**RFP**”) process to undertake pre-development work on the City Lands and the NRH Lands;

AND WHEREAS notwithstanding NRH’s procurement of the Consultant through the RFP process, each Party shall enter into a separate contract with the Consultant for the work related to its respective lands and shall bear the costs associated with such work;

NOW THEREFORE, the Parties agree as follows:

1. PURPOSE

1.1 This Memorandum of Understanding (“**MOU**”) sets out the understanding between NRH and the City regarding the commitments and intentions of the Parties and to enable the completion of pre-development work, feasibility studies and the formal transfer of ownership of the City Lands to NRH for nominal consideration, for the purpose of creating a multi-unit apartment complex compliant with current affordable housing policies and practices (the “**Project**”).

2. INTENTIONS OF THE PARTIES

2.1 The Parties agree to collaborate on preparatory work required for development.

2.2 Upon completion of the pre-development work as further described under section 3, the City intends to transfer the City Lands to NRH for nominal consideration.

2.3 Once in receipt of the City Lands, NRH intends to combine and develop the City Lands and the NRH Lands for affordable housing purposes.

3. PRE-DEVELOPMENT WORK AND COST ALLOCATION

NRH has procured consultancy services through a competitive request for proposals process to undertake pre-development work on the City Lands and the NRH Lands. The Parties agree that such work shall occur prior to the transfer of the City Lands to NRH, to ensure readiness for affordable housing development.

3.1 **RFP-25-01-01.** NRH, on behalf of both Parties, has successfully retained a proponent, EON Environmental Consulting Ltd. (the “**Consultant**”), in connection with its RFP-25-01-01 (the “**RFP Contract**”) to undertake the work described in this section.

3.2 **Consultant Scope of Work.** The Parties acknowledge that the Consultant has been retained to undertake the following pre-development work on the City Lands and the NRH Lands:

- a) Environmental Site Assessments (ESA) Phase I and II;
- b) Preparation of a Record of Site Condition, to be completed by NRH only upon land transfer;
- c) Subsurface investigations, including hydrogeological and geotechnical assessments;
- d) Preparation of demolition drawings and tender package for 709 King Street and Haney Street, including removal of encroaching infrastructure as further described in Section 4.2;
- e) Preparation of a scope of work for site remediation, including cost estimates and timelines;
- f) Engagement of a fully licensed civil engineer to prepare necessary servicing plans and related documentation;
- g) Produce all associated reports and documentation for investigations, tests, and filings; and
- h) Perform any additional work reasonably required to complete the above scope.

(collectively, the “**Works**”)

The Works are intended to inform and facilitate the future development of the City Lands and the NRH Lands for affordable housing purposes.

3.3 **Projected Consultant Costs and Allocation.** The estimated costs associated with the Works, as determined through the RFP Contract, are outlined below. Each Party agrees to bear the costs associated with its respective parcels, with the cost of the record of site condition to be borne solely by NRH upon the successful transfer of City Lands. All costs below exclude applicable Harmonized Sales Tax (HST):

Lands / Work Component	Owner	Estimated Cost of Works	Responsibility for Cost
709 King Street	NRH	\$410,195.40	NRH
725 King Street and Haney Street	City	\$310,298	City
10% project contingency	NRH and City	\$72,049.34	If applicable and to be determined upon project completion
Record of Site Condition	NRH	\$15,200.00	NRH (upon transfer)
Total Estimated Cost		\$807,742.74	

The Parties acknowledge that these costs are estimates and may be subject to change based on final scope, site conditions, and consultant recommendations. Any material changes to the scope or cost shall be communicated and agreed upon in writing by both Parties.

3.4 Cost-Sharing and Contractual Arrangements for the Works. Notwithstanding NRH's procurement of the Consultant through the RFP process, each Party shall enter into a separate contract with the Consultant for the portion of the Works relating to its respective lands. Each Party shall be solely responsible for the actual costs associated with its respective lands, as supported by invoices issued under its individual contract with the Consultant.

3.5 Site Management and Representation. NRH shall be responsible for managing all site activity related to the Works and is authorized to act as the City's representative with the Consultant and any subcontractors or trades engaged in connection with the Works. NRH shall coordinate scheduling and site access, and shall keep the City informed of material development affecting the City Lands.

3.6 Demolition of 725 King Street. The Parties acknowledge that the building on 725 King Street of the City Lands has been demolished. The City is solely responsible for all costs and activities associated with such demolition and the City confirms that it retained its own consultants and contractors to complete the work.

3.7 Appraisal. The City shall be solely responsible for requisitioning the appraisal of the City Lands and for all costs and expenses associated with such appraisal.

4. TRANSFER OF LANDS

4.1 Transfer of the City Lands. The Project requires a transfer of fee simple ownership of the City Lands by the City to NRH for nominal consideration. The City proposes to convey title to the City Lands to NRH, free and clear from all restrictions, charges, liens, and encumbrances, in accordance with the principles set out in this MOU and the specific terms of an Agreement of Purchase and Sale, to be negotiated later.

4.2 Removal of Encroaching Infrastructure. The City acknowledges that certain municipal infrastructure currently encroaches upon the City Lands, specifically a watermain and associated laterals. The Parties agree that:

- a) The existing Haney Street watermain shall be decommissioned and stubbed out;
- b) The laterals serving 709 King Street and 725 King Street shall likewise be stubbed out;
- c) Each Party shall be responsible for the costs associated with the work required on its respective lands; and
- d) This work shall be completed in conjunction with the Works.

The Parties further agree that all such work shall be carried out in accordance with applicable municipal standards and coordinated through NRH as the site manager under Section 3.5.

4.3 **Road Allowance.** The City confirms that on August 23, 2022, City Council approved the recommendations contained in Report 2022-186, which included the declaration of Haney Street as surplus and the approval of a Stop Up and Close By-law for the same.

4.4 **Registered By-law.** The City has prepared and City Council has approved the Stop Up and Close By-law 7022-60/22, which the City has registered on title to PIN 64149-0024 (LT), at its own expense, registered as SN860383.

4.5 **Right of First Offer.** The Parties acknowledge that the Agreement of Purchase and Sale includes a registered right of first offer and purchase in favour of the City, running with title for a period of twenty (20) years from acquisition of the City Lands. If NRH seeks to sell, transfer, or otherwise dispose of the City Lands within that period, the City shall have the right to purchase the Lands in accordance with the Agreement of Purchase and Sale, with the purchase price to reflect credits for: (i) the appraised fair market value of the City Lands at the time of acceptance of an Offer between NRH and the City (with the intent that the City Lands are effectively being re-purchased for nominal consideration); and (ii) the value of Works completed and paid by the City in accordance with this MOU.

4.6 For greater certainty, the value of the Works completed and paid by the City for the purposes of subsection 4.5(ii) shall be based on the City's actual, documented costs incurred, and not estimates. The City shall provide reasonable supporting documentation evidencing such costs, which documentation shall be used to confirm and credit such amounts toward the purchase price payable by the City.

5. ZONING STATUS AND INTENT TO AMEND

5.1 **Acknowledgement of Current Land Use Permissions.** The Parties acknowledge that the City Lands include:

- a) Haney Street, which is designated as "Urban Residential" under the City's Official Plan and classified as "Fourth Density Residential (R4) Zone" under the City's Comprehensive Zoning By-law (No. 6575/30/18); and
- b) 725 King Street, which is designated as "Urban Residential" under the City's Official Plan and classified as "Second Density Residential (R2) Zone" under the City's Comprehensive Zoning By-law (No. 6575/30/18).

NRH Lands include 709 King Street, which is designated as "Urban Residential" under the City's Official Plan and classified as "Fourth Density Residential (R4) Zone" under the City's Comprehensive Zoning By-law (No. 6575/30/18).

5.2 **Intent to Amend Land Use Permissions.** The Parties agree that, at the discretion of the City, the City Lands and NRH Lands may be subject to amendments to the City's Comprehensive Zoning By-law (No. 6575/30/18) and/or Official Plan in accordance with the Planning Act, 1990, to harmonize land use permissions that enable the intended housing development.

6. TERM AND TERMINATION

6.1 **Term.** Unless otherwise terminated in accordance with this Agreement, this Agreement will commence on the **Effective Date**. If the Transfer of the City Lands as contemplated by Section 4.1 of this MOU is not completed on or before January 1, 2030, then this MOU will expire.

6.2 **Intentionally Deleted.**

6.3 **Termination for Breach.** Either Party has the option to terminate this Agreement upon the failure of the other Party to perform or observe any material covenant or obligation set forth herein, provided the notifying Party has given the breaching Party at least thirty (30) days prior written notice of the failure, and the breaching Party has failed to cure such failure within such time.

7. NOTICE

7.1 **Notice.** Any notices or communication with respect to this Agreement shall be in writing and shall be deemed to have been sufficiently and effectively given if signed, sent by email, or courier to the Parties at their addresses set out below or to any other address that a Party designates in writing:

For NRH:

Niagara Regional Housing
1815 Sir Isaac Brock Way
P.O. Box 344
Thorold, ON L2V 3Z3

Attn: Cameron Banach, Chief Executive Officer
Email: cameron.banach@niagararegion.ca

For the City:

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

Attn: Gary Long, Director of Development and Government Relations
Email: gary.long@portcolborne.ca

Any such notice shall be conclusively deemed to have been given on the date of delivery, if given personally; or if sent by email before 4:30 p.m. on a Business Day, shall be deemed to have been given on that Business Day; or if sent by email after 4:30 p.m. on a Business Day or at any time on a day that is not a Business Day, shall be deemed to have been given on the next Business Day after the date of the email; or if sent by courier, on the date actually received. For purposes of this agreement "Business Day" means Monday through Friday except for any statutory or civic holidays.

8. GENERAL PROVISIONS

- 8.1 **Other Cost-Sharing.** With respect to costs not specifically allocated between the Parties in this MOU or any other Agreement between the Parties, the Parties hereto agree to use their best efforts to discuss and determine the appropriate allocation as between them of the costs associated with the Project, with a view to facilitating the completion of the Project, including the conveyance of the City Lands, as soon as possible.
- 8.2 **Binding MOU.** The Parties agree that this MOU constitutes a legally binding agreement between them and is intended to create binding obligations in accordance with its terms. This MOU may be supplemented by, and implemented through, future legally binding agreements related to the Project, including an Agreement of Purchase and Sale and any other related agreements and documents; however, the absence of such future agreements shall not affect the binding nature or enforceability of this MOU.
- 8.3 **Council or Board Approval.** This MOU does not imply the pre-approval by the City, NRH or any other approval authority of any planning, environmental and development applications that may be required, nor does it intend in any way to fetter the City Council's or Niagara Regional Housing Board's decision-making authority.
- 8.4 **Authorization and Execution.** The signing of this MOU does not constitute a formal undertaking, and as such, it simply states that the signatories shall strive to reach, to the best of their abilities, the goals and objectives stated in this MOU.
- 8.5 **Regional Municipality Governance Review.** It is acknowledged and understood by both parties that The Regional Municipality of Niagara is initiating a Governance Review that will, among other things, examine the upper and lower tier municipal structure, Council composition at the Regional Municipality of Niagara and local level, service delivery models, and opportunities for shared services, asset transfers, efficiencies, and cost savings. It is unknown if and when changes will occur, or the extent to which these changes will have on the housing partnership between the City and NRH and the proposed project. If NRH ceases to provide affordable housing to the public as a result of this amalgamation or otherwise, then both parties agree that: (i) NRH will provide written notice to the City of this and NRH will grant a right of first offer where the City will have an exclusive period of six (6) months to enter into an offer to purchase the City Lands and/or the NRH Lands from NRH (on the understanding that the City will receive a credit for the fair market value of the land it gifted to NRH as well as the City's contribution to any construction costs on the City Lands and/or NRH Lands); and (ii) the City Lands transferred to NRH would not be transferred to any other person or entity without the prior written approval of the City.

[Signature Page Follows.]

Signed By:

THE CORPORATION OF THE CITY OF PORT COLBORNE

Per: _____

Name: William C. Steele

Title: Mayor

Date: _____

Per: _____

Name: Charlotte Cooper-Madden

Title: City Clerk

Date: _____

and

NIAGARA REGIONAL HOUSING

Per: _____

Name: Cameron Banach

Title: Chief Executive Officer

Date: _____

The Corporation of the City of Port Colborne

By-Law No. _____

Being a By-law to Authorize Entering into a Memorandum of Understanding with Niagara Regional Housing for an Affordable Housing Development (725 King Street and the closed Haney Street Road Allowance)

Whereas at its meeting of April 28, 2026, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Development and Business Enterprises Department Report No. 2026-36 Subject: City – Niagara Regional Housing – Project Update, Revised MOU, and Property Transfer; and

Whereas Council is desirous of entering into a Memorandum of Understanding with Niagara Regional Housing for an Affordable Housing Development;

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 a Memorandum of Understanding with Niagara Regional Housing to enable the completion of pre-development work, feasibility studies and the formal transfer of ownership of the City Lands (725 King St. and the closed Haney Street Road Allowance) to NRH for nominal consideration, for the purpose of creating a multi-unit apartment complex compliant with current affordable housing policies and practices.
2. That the Mayor and Acting City Clerk be and each of them is hereby authorized and directed to sign said Memorandum of Understanding, attached hereto as Schedule A, together with any documents necessary to complete the conditions of said Memorandum of Understanding, and the City Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 28th day of April, 2026.

William C. Steele
Mayor

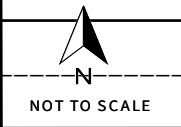
Charlotte Madden
City Clerk



LEGEND	
	Subject Property
	Environmental Protection Layer
	R3-26/02 Third Density Residential Zone, Special Provision 26/02
	R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
	Public & Park Zone
	City of Port Colborne Property
	Environmental Protection Zone

WESTWOOD ESTATES PHASE 3
 SCHEDULE 'A' OF ZONING REPORT 2026-36
 AMENDMENT NO. _____

MAYOR: _____
 CLERK: _____





725 King Street
815.9m²

Consolidated Parcel
to be owned by NRH
3506.69m²

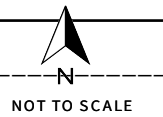


LEGEND

- Subject Property
- Environmental Protection Layer
- R3-26/02 Third Density Residential Zone, Special Provision 26/02
- R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
- NRH Property
- Public & Park Zone
- City of Port Colborne Property
- EP Environmental Protection Zone

WESTWOOD ESTATES PHASE 3
SCHEDULE 'A' OF ZONING REPORT 2026-36
AMENDMENT NO. _____

MAYOR: _____
CLERK: _____





725 King Street
815.9m²

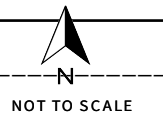
Consolidated Parcel
to be owned by NRH
3506.69m²

LEGEND

- Subject Property
- Environmental Protection Layer
- R3-26/02 Third Density Residential Zone, Special Provision 26/02
- R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
- NRH Property
- Public & Park Zone
- City of Port Colborne Property
- EP Environmental Protection Zone

WESTWOOD ESTATES PHASE 3
SCHEDULE 'A' OF ZONING REPORT 2026-36
AMENDMENT NO. _____

MAYOR: _____
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, 2026

BUYER: Niagara Regional Housing, agrees to purchase from
(Full legal names of all Buyers)

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

REAL PROPERTY:

Address Haney Street (Closed by By-law 7022/60/22) and 725 King Street

fronting on the side of

in the City of Port Colborne

and having a frontage of more or less by a depth of more or less

and legally described as See Schedule "A"

..... (the "property")
(legal description of land including easements not described elsewhere)

PURCHASE PRICE: Dollars (CDN\$) 2.00

Two Dollars

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

One Dollars (CDN\$) 1.00

by negotiable cheque payable to the Seller "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 **attached hereto form(s) part of this Agreement.**

1. IRREVOCABILITY: This offer shall be irrevocable by until on
(Seller/Buyer) (a.m./p.m.)
the day of, 20....., 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
....., 2026 Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for in this Agreement.

INITIALS OF BUYER(S):

INITIALS OF SELLER(S):

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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. **Where a Brokerage represents both the Seller and the Buyer (multiple representation), 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.** 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:
None

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:
None

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:
None

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 15 days prior to closing....., 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 (vacant land.....) 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 Large Value Transfer System.
- 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 ureaformaldehyde, and that to the best of Seller's knowledge no building on the property contains or has ever contained insulation that contains ureaformaldehyde. 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. 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 SELLERS(S):





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28. 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:

Niagara Regional Housing

.....
 (Witness) (Buyer/Authorized Signing Officer) (Seal) (Date)

 (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:

The Corporation of the City of Port

.....
 (Witness) Colborne (Seller/Authorized Signing Officer) (Seal) (Date)

 (Witness) Colborne (Seller/Authorized Signing Officer) (Seal) (Date)

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.

City of Port Colborne
 (Seller) (Date)

 (Seller) (Date)
 Address for Service

.....
 (Tel. No.)
 Seller's Lawyer Sullivan Mahoney LLP - David Willer
 Address 40 Queen St., St. Catharines, ON L2R 6Z2
 Email dwiller@sullivanmahoney.com
 905-688-8030 905-688-5814
 (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.

Niagara Regional Housing
 (Buyer) (Date)

 (Buyer) (Date)
 Address for Service

.....
 (Tel. No.)
 Buyer's Lawyer

.....
 (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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SCHEDULE "A"

1) Purchase Price

The Buyer agrees to pay the balance of the Purchase Price, subject to adjustments, by certified cheque drawn against a lawyer's trust account, to the Sellers, or as they may direct, on the completion of this transaction.

2) Legal Description

The Legal Description of the "Property" is the following:

(a) 725 King Street, Port Colborne, legally described as LT 22 E/S VICTORIA ST PL 765 HUMBERSTONE ; PORT COLBORNE, being all of PIN 64149-0023 (LT); and

(b) Haney Street, Port Colborne, legally described as HANEY ST PL 765 HUMBERSTONE LYING E OF KING ST EXCEPT VH2791; PORT COLBORNE (CLOSED BY BY-LAW MUNICIPAL BY-LAW 7022/60/22 REGISTERED AS REGISTERED INSTRUMENT SN860383), being all of PIN 64149-0024 (LT);

3) Memorandum of Understanding

The Buyer and Seller have entered into a Memorandum of Understanding April ____, 2026 (the "MOU") which, among other things, addresses the transfer and development of the Property. In the event of any conflict, ambiguity or inconsistency between the terms of this Agreement and the MOU, the terms of the MOU will prevail.

4) Environmental

The Buyer and the Seller agree that there will be environmental remediation completed on the Property, at the cost of the Seller, in the manner more particularly described in the MOU.

5) Post-Closing Covenants

Following Closing, the Buyer covenants with the Seller that it will use the Property to construct residential dwellings whose use will be consistent with the Seller's affordable housing policies, including, without limiting the generality of the foregoing, "The Port Colborne Affordable Housing Strategy" (being report 2022-201 passed by Council on September 13, 2022).

6) Vacant Possession

The Seller covenants to deliver vacant possession of the Property to the Buyer on Closing.

7) Right of First Offer

For a period of twenty (20) years after the Closing Date, in the event that the Buyer desires to sell the Property, or any portion thereof (the “**Subject Lands**”), then:

(a) the Buyer shall give notice in writing to the Seller (the “**Offer Notice**”) of such desire, and shall stipulate in the Offer Notice the terms and conditions under which it proposes to sell the Subject Lands. The purchase price shall not be greater than the fair market value of the Subject Lands based on an appraisal obtained by the Seller no more than sixty (60) days before date of the Offer Notice. The Seller shall have sixty (60) days following receipt of the Offer Notice to elect to purchase the Property on the terms set out in the Offer Notice. Provided, however, the Seller is entitled to receive credits against the purchase price in its favour for:

(i) the fair market value of the Property, excluding the value of any building on the Property, it has conveyed to the Buyer hereunder (with the intent that the Seller will not pay any amount that is attributable to the vacant land it has conveyed to the Buyer hereunder); and

(ii) the value of Works (as defined in the MOU) completed and paid for by the Seller in accordance with this MOU. For greater certainty, the value of the Works completed and paid by the Seller for the purposes of this section shall be based on the Seller’s actual, documented costs incurred, and not estimates. The Seller shall provide reasonable supporting documentation evidencing such costs, which documentation shall be used to confirm and credit such amounts toward the purchase price payable by the Seller.

(b) if the Seller elects to so purchase the Subject Lands after receiving the Offer Notice, then the Buyer’s notice of such election shall constitute a binding agreement of purchase and sale;

(c) if the Seller does not elect to so purchase the Subject Lands after receiving the Offer Notice, then the Buyer shall be free to sell the Subject Lands, provided that the Buyer may not thereafter sell the Subject Lands on any terms more favourable in the aggregate to a purchaser than those set out in the Offer Notice without again offering the Subject Lands to the Seller on such more favourable terms in the manner provided above;

(d) the Buyer covenants and agrees not to sell the Subject Lands unless it has first complied with the terms hereof; and

(e) the Seller is entitled to register on title to the Property notice of its rights under this Section by way of a Notice of Right of First Refusal.

8) Assignment

The Buyer shall not have the right to assign this Agreement to any person or other entity without the prior written consent of the City, which consent may be unreasonably denied.

9) Notice

Any notice, approval, waiver, agreement, instrument, document or communication permitted, required or contemplated in this Agreement may be given or delivered and accepted or received by the Buyer's solicitors on behalf of the Buyer and by the Seller's solicitors on behalf of the Seller. If the last day of a time period is not a business day in the Province of Ontario, then the time period shall end on the next business day.

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 Niagara Regional Housing regarding the transfer of two surplus City owned properties (725 King Street and the closed Haney Street Road Allowance)

Whereas at its meeting of April 28, 2026, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of the Development and Government Relations Department Report No. 2026-36, Subject: City – Niagara Regional Housing (NRH) – Project Update, Revised MOU, and Property Transfer; and

Whereas Council is desirous of entering into an agreement of purchase and sale with Niagara Regional Housing (NRH) for the purposes of creating affordable housing units in Port Colborne; and

Whereas the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, confers broad authority on municipalities to enter into such agreements;

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 Niagara Regional Housing for the purposes of transferring two surplus City owned properties (725 King St. and the closed Haney Street Road Allowance) to NRH to create a larger development parcel to facilitate the construction of a low-rise apartment building with affordable housing units.
2. That the Mayor and City Clerk be and they are hereby authorized and directed to sign the said agreement, attached hereto as Schedule “A”, together with any documents necessary to complete the conditions of the said agreement, and the City Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 28th day of April, 2026.

William C. Steele
Mayor

Charlotte Madden
City Clerk



PORT COLBORNE

Subject: Update on Stonebridge Village – Request to Modify Street Design

To: Council

From: Planning and Development

Report Number: 2026-67

Meeting Date: April 28, 2026

Recommendation:

That Planning and Development Department Report 2026-67 be received;

That Council approve the proposed reduced curb face to curb face roadway widths of 7.5 metres for Streets A-E of the Stonebridge Village subdivision;

That Council approve the reduced corner radius of 6.0 metres subject to the applicant providing private waste collection;

That Council approve on street parking for Streets A-E subject to the applicant providing private waste collection; and

That Staff be directed to update the City's design manual to include additional cross sections for 7.5 metre roadways to allow implementation city-wide for all new developments.

Purpose:

The purpose of this report is to provide additional information related to [Planning and Development Department report 2026-41](#) Stonebridge Village Request to Modify Street Design. At the April 14, 2026 meeting of Council, staff were requested to clarify their position on Elevate Living's request to deviate from the City's design manual as it relates to road cross sections.

Background:

As presented to Council in April 2026 through [report 2026-41](#), the applicant, Elevate Living, has requested City Council approval for street designs that are not contemplated

in the City's engineering design manual and were not presented as part of the application and draft approval process. Specifically, the applicant is seeking:

1. A reduced corner radius of 6.0 metres, whereas the City's standard is 9.0 metres;
2. For Streets A,B,C & D, a reduced street width of 7.5 metres curb face to curb face, whereas the City's standard is 8.6 metres;
3. For Street E, a reduced street width of 7.5 metres curb face to curb face, whereas the City's standard is 9.4 metres;
4. Introduction of curb extensions at intersections; and,
5. Parking on both sides of Street E between Streets B and D on the Draft Plan.

Discussion:

Following the April 14th Council meeting, Planning staff reached out to the City's Fire department and Public Works department for updated comments related to the 5 items requested above. An updated review was conducted and the following responses have been included below.

Request:	Public Works	Port Colborne Fire
Reduced Corner Radius of 6.0 metres (vs 9.0)	No Concern	No Concern
Streets A-D a reduced width of 7.5m (vs 8.6)	No Concern	No Concern
Street E a reduced width of 7.5 m (vs 9.4)	No Concern	No Concern
Curb extensions at intersections	Cannot support	Cannot support
Parking on both sides of Street E between Streets B and D	No Concern	No Concern

In addition to the comments from Fire and Public Works, staff also reached out to Niagara Region's Waste Management division for input on their requirements for waste collection. Appendix A of this report is the Region's 2022 *Procedure for Requirements for Waste Collection*.

- The Region notes that streets are required to be 6.0 metres for waste collection. The requested 7.5 metres exceeds this requirement; however, street parking on 1 side reduces the road width to 5.25 metres. Parking on both sides reduces the road width to 3 metres.

- The Region further notes that they require a 7.78 metre corner radius. The requested 6.0 does not meet their requirements.
- The Region has indicated that if their requirements cannot be met, private waste collection will need to be utilized for this development.

This new information introduces additional complications beyond the City's control as it relates to approving deviations from the City's design manual. Notwithstanding support for some deviation to the City's requirements, it does not appear that the entirety of Elevate Living's requests will be feasible without a shift to private waste collection for the entire development.

Staff are willing to explore options for private waste collection; however, the draft approved subdivision did not contemplate this, and further information would be required. The shift to this may require a revision to the already draft approved subdivision.

Internal Consultations:

Internal consultation has been ongoing with both Public Works and Port Colborne Fire.

Financial Implications:

There are no financial implications for the City resulting from these recommendations. However, if Council chooses to approve the request for curb extensions at intersections, this will require alternate snow removal procedures and equipment. The cost of this is unknown at this time.

Public Engagement:

This file was not subject to any public notice requirements as set out in the Planning Act and is not guided by any other engagement or notification procedure.

Strategic Plan Alignment:

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

- Sustainable and Resilient Infrastructure

Conclusion:

Acting as the owner of the lands, Elevate Living is requesting site-specific departures from the guidelines in the City's Engineering Development and Design Manual. Staff are

looking for direction from Council respecting the preferred approach for processing this request and implementing Council's recommended decision.

Appendices:

- a. Niagara Region 2022 Procedure for Requirements for Waste Collection.

Respectfully submitted,

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.

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

Procedure Owner	Waste Management Division Staff
Parent Policy	C-A-002, Requirements for Waste Collection
Approval Body	Corporate Leadership Team (CLT)
Approval Date	February 10, 2022
Effective Date	February 11, 2022
Review by Date	February 11, 2024

1. Procedure

Section 1: Eligible Sectors

1. Type A Premises (Low Density Residential Premises) as shown in the Waste Management By-law No. 2021-06, as may be amended, including single-family homes, semi-detached, duplexes, on public and Private Roads, residential buildings with three (3) to six (6) units, cottage Properties with up to six (6) cottages, structures with six (6) or more units that are considered horizontal, row or townhouses or condo housing, vertical structures where all units have a primary exterior door directly accessing ground level that is visible from the collection point (including stacked townhouse structures), trailer parks (only those classified as LDR in MPAC), boarding homes, Bed and Breakfast establishments with three (3) bedrooms or less, residential are, if all associated Policy requirements are met, eligible for curbside waste collection which could include household garbage, recycling materials, organics and leaf and yard materials, bulky goods and other diversion materials as determined, subject to Section 2.

2. Type B Premises (Multi-Residential Premises) as shown in the Waste Management By-law defined as residential buildings containing seven (7) or more self-contained units, including but not limited to, apartments, condominiums and rentals, nursing and retirement homes, cottage Properties with seven (7) or more cottages, boarding homes, Group Homes, and vertical structures (stacked townhouses or similar style) where one or more unit does not have a primary external access door directly accessing ground level and cannot be serviced as a Type A Premise, and mobile homes (not assessed by MPAC as Low Density Residential Units) are, if all associated policy requirements are met, eligible for collection of diversion material in

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

carts or otherwise, subject to Section 2. Type B premises may also be eligible for enhanced garbage container services when approved by the Local Area Municipality.

3. Type C-F Premises as shown in the Waste Management By-law Mixed-Use (commercial with a residential component), multi-purpose properties, industrial, commercial and institutional properties both inside and outside the Designated Business Areas may be eligible to receive collection in accordance with this Policy.
 - Type C (Premises used for one or more institutional, commercial or industrial purposes inside Designated Business Area and Bed and Breakfasts with four (4) or more bedrooms inside Designated Business Areas)
 - Type D (Mixed use Premises used for one or more institutional, commercial or industrial and residential purposes inside Designated Business Area)
 - Type E (Premises used for one or more institutional, commercial or industrial purposes outside Designated Business Area and Bed and Breakfasts with four (4) or more bedrooms outside Designated Business Areas)
 - Type F (Mixed use Premises used for one or more institutional, commercial or industrial and residential purposes outside Designated Business Area)

In cases of a single property housing multiple premise types A through F, each premise will be considered for service based on premise type, subject to suitable design, safety and other eligibility requirements defined in this document. Niagara Region’s Waste Management By-law No. 2017-56, as amended Schedule A provides further description of eligible property Types A to F.

Section 2: Assessment of Eligibility

For private properties, rental to condominium conversion projects, as well as any new developments on public or private roads, it is the responsibility of the developer, builder, property manager or owner to provide the appropriate detailed plans that show the criteria will be met to receive waste collection services. Subsequent property managers or condominium corporations are responsible to ensure continuing adherence of the approved plans, the Policy and policing of any uncollected waste material.

To determine eligibility of collection, the following criteria shall apply:

1. The physical ability to provide collection is based on the ability of Niagara Region’s collection contractor to access the location. The roadway(s) shall be assessed by Niagara Region and/or its contractor considering the following requirements:

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

Design

- a) Roadway(s) must be designed to permit access to and egress from collection locations. For safety and liability, the order of preference for roadway design is:
 - i) Through Passage - to permit through passage without the need to reverse.
 - ii) Cul-de-sac - to provide a cul-de-sac with a turning radius of 12.8 metres to allow passage without the need to reverse. See Appendix I, showing the Garbage Truck Turning Template using 12.8 metre outside radius.
 - iii) Dedicated "T" - to provide a dedicated "T" turnaround area that is not part of the travelled portion of the roadway. A "T" turnaround must be designed in accordance with the minimum dimensions outlined in Appendix II. The "T" turnaround area is to be dedicated specifically for the turning movements of collection vehicles and shall have appropriate signage indicating that parking will not be permitted in the area required by the collection vehicles to turn around. In order to provide collection to each property, the collection truck should not need to back up more than the required distance to turnaround to maximum of 15 metres.

Note – If the above 3 preferences cannot be achieved, please refer to below:

- iv) Non-dedicated "T" – In limited circumstances, where any/all of the above three alternatives cannot be achieved, the roadway design may include a Non-dedicated "T" turnaround area that is part of the travelled portion of the roadway. A "T" turnaround must be designed in accordance with the minimum dimensions outlined in Appendix II. The "T" turnaround area *does not* have to be dedicated for turning movements of collection vehicles but *must have* appropriate signage indicating that parking will not be permitted in the area. In order to provide collection to each property, the collection truck should not need to back up more than the required distance to turnaround to a maximum of 15 metres.

In the case where a subdivision plan is being phased and one of the above designs are being proposed outside of the municipal road allowance, temporary easements will be required as a condition of draft plan approval.

Roadways must have a minimum width of pavement of 6 metres (note that such roadways may be required to have a greater width if the roadway is designated as a fire route or permits parallel parking along same). The pavement and any area utilized by the truck must be constructed in order to support the weigh of collection vehicles and loads, in all climate conditions.

For safety and liability, the throat of the roadway and the curb radius must be capable of allowing a collection vehicle to enter the site and safely manoeuvre without the requirements of reversing or departing the travelled portion of the road, as travel on boulevards, parking spaces and grass will not be permitted. Unless on a one way street

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

single direction of travel will not be permitted, truck(s) must be able to enter and exit the site from either direction of travel.

If these standards cannot be achieved, submissions may use truck movement modeling on the roadway designs to ensure proper access and egress is possible. Such submissions shall be reviewed by the Region, and the outcome communicated in a timely manner.

Turning templates must be shown on the plan for review and approval.

Vertical/overhead clearance of 4.4 metres must be maintained on all access routes. Collection vehicles will not be permitted to enter parking garages.

Collection Services

- b) In addition to the forgoing requirements, for Type A Premises (Low Density Residential Premises), public and private roadway(s) must be further designed to permit unobstructed access to the location of the material to be collected. The order of preference for collection location(s) is:
 - i) Directly in front of each property or unit with no driveways or parking spaces obstructing collection locations or procedures. Niagara Region’s collection contractor will not be permitted to access material between parked cars. In these cases, collection areas should be designated in appropriate locations. The material must be set out as close as possible to the travelled portion of the road. This area normally extends 1.2 metres rearward from the travelled portion of the road. Material from each property or unit should be sufficiently separated and containers marked to allow identification of the generator for the purposes of By-law enforcement. Sufficient space is needed to house all current and any future waste streams (required minimum 2.5 square metres per unit, for placement of material based on industry best practices). Materials set out for collection must not obstruct or interfere with the travelled portion of the road or any sidewalk and their respective sightlines. Materials set out for collections must not exceed 0.91 metres (3 feet) in height and must be located in an area not intended for pedestrian or vehicular traffic.
 - ii) Provide dedicated permanent (concrete, interlocking brick/block, asphalt or approved alternate) centrally located collection pads for those specific units on roadways that extend beyond the collection limits for the “T” turnaround, or areas otherwise not accessible by collection vehicles. See Appendix III for examples of areas that extend beyond collection limits for the “T” turnaround. Collection pads must be designed to hold all garbage and recycling containers of each unit assigned to use the pad, as well as provide space for additional

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

collectable materials such as bulky items (minimum 1 metre deep x 2.5 metre wide); on the portion of roadway that allows access for curbside collection. All residents must have easy access set out locations such that any resident would be no more than 100 metres round trip to dispose of their waste. Collection pads must be individually labelled for each unit with resilient weatherproof material (not paint) embossing into the pad material, or a permanent sign marker. The collection pad area must be dedicated as a household material collection location. Collection pads are to be oriented with its long axis linearly adjacent and parallel to the roadway so each unit is along the roadway (not stacked perpendicularly from the roadway), and accessible by the collection vehicle. Collection pads shall be in an area free of parked vehicles. Appendix 3 provides the design standards for the collection pads and an example of the proper location of the collection pads. No more than twelve (12) units can set out on collection pads in any one area.

- iii) For eligible properties that are shifting from private contractor collection to Region waste collection services, and curbside waste collection is not feasible, provide dedicated permanent central set out location(s) for designated units to a maximum of twelve (12) units. Dedicated central set out location(s) must allow for appropriate space, (as outlined in Section 2, 1), (b), i) and satisfactory to the Region, for materials to be set out within the limits on internal roadways that extend beyond the collection limits in the “T” turnaround, or when setting out material for collection in front of each unit is not possible (as outlined in Section 2, 1), (b), i). Collection pads must be developed as outlined in Section 2, 1), (b) ii).

Containers are clearly marked with unit numbers. Appropriate notification to the owners where containers are to be placed is provided through various agreements/drawings for the development.

The collection vehicle is able to safely stop at the set out location and collect the waste. The location of the containers is appropriate and does not create hazards to sight lines at the entrance to the development. The Region reserves the right to approve or deny the set out of waste at entrances to private roads that connect to public roads at any time.

To address issues identifying ownership of waste for those properties that are serviced via rear laneways, buildings must ensure posted addresses are visible on the back of the physical property or garage where serviced via rear laneways. This may assist in waste collection or for staff to ensure compliance with the Waste Management By-law.

- c) For Type B Premises (Multi-Residential Premises) that receive on site waste collection services, the roadway(s) must be designed to permit unobstructed access to the location of

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

the material to be collected. These premises may also be eligible for an Enhanced Level of Service (ELOS) depending on their location. The requirements for Type B Premises are:

- i) To provide a recycling and organics collection program that is as convenient for residents/tenants of the building to use as the garbage disposal service. There must be an appropriate storage area for containers and it is mandatory that the garbage, recycling and organic storage areas be designed together to ensure convenience to the residents/tenants and to reduce potential cross contamination. Section 10 of Ontario Regulation 103/94 Industrial, Commercial and Institutional Source Separation Programs requires the owner of a multi-residential building with six (6) or more dwelling units to implement a source separation program for waste generated at the building. The owner includes a condominium corporation created under the *Condominium Act*. The section applies only in respect of a building located within a local municipality that has a population of at least 5,000.
- ii) To provide plans for a suitable area on the property to store the appropriate number of recycling (95-gallon) and organic (32-gallon) carts for the size of the building (number of units) to facilitate a proper recycling program. The storage area should be sized appropriately to contain and allow for easy movement of all required recycling carts. It is recommended that there is one (1) blue cart for every twenty (20) units and one (1) grey cart for every eleven (11) units. The proper recycling cart has a standard North American lifting system and a size of approximately 76 cm (30 inches) wide, 86 cm (34 inches) deep and 190 cm (43 inches) high. The recommendations for organic carts are as follows: It is recommended that there is one (1) organic cart for every thirty (30) units. The proper organic cart has a front lifting system and a size of approximately 49 cm (19 inches) wide, 54 cm (21 inches) deep, and 95 cm (37 inches) high. Proper recycling carts are provided through Niagara Region. Order forms and fees for carts can be found at: <http://niagararegion.ca/waste/containers/container-locations.aspx>.
- iii) To provide a recycling and organic cart pick up location, satisfactory to Niagara Region, with direct and safe access for collection vehicles in accordance with Section 2, 1 a), with no parking spaces obstructing the collection point. Owners or property management would be required to move the recycling and organics carts to a suitable pick up location for collection if the normal storage area is not accessible.
- iv) In the case where a Local Area Municipality provides enhanced front end garbage container collection services, sites must be designed to provide an appropriate area for front end garbage container storage with direct and safe access for collection vehicles in accordance with Section 2, 1 a). The storage

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

area should be an appropriate size to fit a front end garbage container to handle the garbage generated from the site, and be in compliance with the respective municipal zoning by-law, where applicable. An appropriately sized storage area should be included in the engineering drawings. Type B Premises will not be permitted to receive enhanced front end container service if they are not participating in the required diversion programs in accordance with Section 2, 1), (c), i above.

- v) In the case where a Local Area Municipality provides enhanced in-ground container collection services, to provide an appropriate area for in-ground container storage with direct and safe access for collection vehicles in accordance with Section 2, 1 a). In-ground containers, with lifting bags must have a minimum of 6 metres overhead clearance to allow for the lifting arm of the truck to stay a safe distance away from overhead wires, lights etc. Collection area must have a minimum of 6.1 metres (20 feet) clearance to allow for collection vehicle to extend stabilizers for crane collection of lifting bag type in-ground containers. In-ground container must be a minimum of 0.30 metres away from any wall or structure, including other in-ground containers. Collection from public roads shall not be permitted. No underground utilities may be permitted within one (1) metre of the in-ground container. The storage area should be an appropriate size to fit the in-ground container(s) to handle the waste generated from the site, and be in compliance with the respective municipal zoning by-law, where applicable. Type B Premises will not be permitted to receive enhanced front end container service if they are not participating in the required diversion programs in accordance with Section 2, 1), (c), i above. In-ground collection service is only provided as an enhanced service to those Local Area Municipalities who approved this service. Developers, builders, owners and/or property managers are responsible for the initial purchase of the in-ground container(s), maintenance and replacement of in-ground container(s). The Local Area Municipalities will need to approve each new development in order to be added to this collection service.
 - vi) In the case where a Local Area Municipality provides enhanced bulky item collection services, to provide an appropriate area for these items to be set-out with direct and safe access for collection vehicles in accordance with Section 2, 1 a). The storage area should be an appropriate size to handle the waste generated from the site, and be in compliance with the respective municipal zoning by-law, where applicable. Bulk service is only provided as an enhanced service to those Local Area Municipalities who approved this service.
2. Prior to the commencement of waste collection services on a private roadway or property, a properly executed Indemnity Agreement must be submitted from the private property owner(s) or property management company with signing authority. This includes owner(s) of

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

condominium(s), private laneway(s) or apartment building(s). The Indemnity Agreement shall be in the form attached as Appendix IV to this Policy and titled “Acknowledgement” or any successor form as approved by the Director of Legal and Court Services of Niagara Region.

3. The developer, builder or property owner(s) or authorized representatives will be required to contact Niagara Region Waste Management Services Info-Line at 905-356-4141 or 1-800-594-5542 in order to submit an application to request waste collection services to commence (see Section 5).
4. Regional staff will review the site plan and condominium applications to ensure the roadway system meets the criteria and ensure collections can be undertaken satisfactorily in a safe manner.
5. The Local Area Municipality is to be informed of the Region’s comments regarding waste collection services and accommodate the comments in the approved plan during their site plan, subdivision plan or condominium application process.
6. Niagara Region reserves the right to revoke waste collection services if the requirements set out in this Policy are not adhered to.
7. Repeat obstruction of the turnaround or other access areas may result in missed collection or cancellation of collection service or request for installation of no parking signs in the area, if suitable.

Section 3: Alternative Collection Service for Properties which are entirely or partially ineligible for on-site Collection Services

If Niagara Region determines that it is not acceptable for waste collection vehicles to enter a property or roadway for the purpose of collection, or if the property owners or property management company with signing authority have not executed the required Indemnity Agreement(s), Niagara Region, at its own discretion and on a case-by-case basis, may assess the feasibility of providing alternative collection arrangements. Alternative arrangements for collection are restricted by cost, safety and number of containers as set out in the Collectable Volume Limits section of the Waste Management By-law. Alternative arrangements must meet the requirements of Niagara Region and its collection contractor, as it must allow for their safe manoeuvring within the site to avoid damage to property, vehicles or persons. Any materials set out at approved alternative collection locations must not obstruct or interfere with the travelled portion of the road or any sidewalk and their respective sightlines. Materials set out for collections must not exceed 0.91 metres (3 feet) in height and must be located in an area not intended for pedestrian or vehicular traffic.

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

For Type A Premises (Low Density Residential Premises) and multi-purpose properties, with a residential component, where collection cannot be safely completed on the premises, but there is sufficient space (Refer to Section 2(1) b.i) on the boulevard fronting a public road, materials can be set out on the boulevard for up to a maximum of twelve (12) households per approved designated location.

For Type A Premises and multi-purpose properties, with a residential component where a portion of households can be serviced in front of their respective units curbside and a portion are unable to do so, collection for those accessible households curbside will be permitted and the remainder of households can receive collection services, provided they are able to develop an approved, suitable alternative collection area, as outlined in Section 2 (1).

For Type A Premises and multi-purpose properties, with a residential component where a portion of households can be serviced in front of their respective units curbside and a portion are entirely unable to place their materials curbside or at any other approved accessible alternate location, collection for those accessible households will be permitted and the developer/builder must agree to provide private collection services for those are unable to do so.

If the property(ies) requires a different level of service than provided as per the Waste Management By-law, Collectable Volume Limits for example, a front end containerized service, then either:

- a) The Local Area Municipality can choose, at its own cost, to provide an Enhanced Level of Service as a component of the collection contract which is subject to this Policy; or
- b) The property owner(s) shall be responsible for making arrangements, at its own cost, with a private contractor for waste collection service(s).

Although not preferred, in the case where developers, builders or property owners refuse the right to Regional collection service, the development will be recorded as private collection only. Regional staff will request Local Area Municipalities to include a condition in the site plan, development agreement and/or condominium application that indicates the site was not approved for public collection service and requires notice to all future buyers of residential units within the development. In addition, Regional staff will request inclusion of a condition that requires an amending application, showing the property meets the criteria of the Policy for Requirements of Waste Collection in effect at the time of the amending application in order to be re-considered for Regional collection services. The amended site plan and/or condominium agreement would require approval by Niagara Region and the Local Area Municipality. The intention is to prevent developers, builders, owners and/or property managers from requesting Regional collection services at a later date if the property was not initially developed in accordance with the conditions of this Policy.

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

Section 4: Collection Service Components (based on Council approved service level)

In accordance with the approved Collectable Volume Limits as per the Waste Management By-law, Section 1 Eligible Sectors above, and the provisions of the Waste Management By-law, properties that meet the conditions described in Section 2 above are eligible to receive the following approved collection services:

1. Every-other-week (bi-weekly) garbage collection for Type A, B, E and F Premises within the restrictions specified.
2. Weekly garbage collection for Type C and D Premises within the restrictions specified.
3. Weekly Blue and Grey Box recycling collection for Type A, B, E and F Premises and where approved, weekly recycling cart collection for Type B-F and multi-purpose buildings, within the restrictions specified.
4. Weekly green bin material (as defined in the Waste Management By-law) collection for Type A-F Premises and where approved, weekly green bin or organic cart collection for Type B-F Premises, within the restrictions specified.
5. Brush collection for Type A Premises on the designated collection days for Premises that normally receive weekly garbage collection within the restrictions specified.
6. Christmas tree collection for Type A Premises on the designated collection days for locations that normally receive weekly garbage collection within the restrictions specified.
7. Bulky goods collection for Type A Premises that normally receive every other week garbage collection within the restrictions specified.
8. Any Enhanced Level of Service, as approved by the Local Area Municipality.
9. Any future or current divertible material stream collection provided to Type B Premises, to which Section 2: 1), (c), i) through iii) and 2) requirements would also apply.

Section 5: Collection Requests

If Niagara Region approves eligibility for waste collection services, an Application for Commencement of Collection (in addition to completion of the Indemnity Agreement in the instances of private roadways and properties) must be completed before waste collection service can begin (Appendix V). The forms are available on-line or by contacting the Waste Info-Line at 905-356-4141 or 1-800-594-5542. Once completed, the form can be submitted by:

Mail:
 The Regional Municipality of Niagara
 Waste Management Services Division
 1815 Sir Isaac Brock Way.
 PO Box 1042
 Thorold, ON, L2V 4T7
 To the Attention: Waste Management Clerk

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

or

On-line at www.niagararegion.ca/waste (completed by the developer or builder or property manager)

or

Email: wasteinfo@niagararegion.ca

After submitting the Application for Commencement of Curbside Collection, Region staff will visit the site to confirm that the site approval conditions have been met and to ensure safe and unobstructed access is available. The developer or builder will be responsible for collection and disposal of material until collection services are approved to begin, and during this time must adhere to Ontario Regulation 103/94 under the *Environmental Protection Act, 1999*, (S.C. 1999, c. 33), specific to source separation programs.

Section 6: Term and Expiry Date of Indemnity Agreements (Acknowledgement)

As noted above, prior to the commencement of waste collection services on a private roadway or property, a properly executed Indemnity Agreement must be submitted by the private property owner(s) or applicable property management company with signing authority.

This includes owner(s) of condominium(s), private laneway(s) or apartment building(s). In the case of individual owners of condominiums, the Condominium Board / Association has the requisite signing authority, and shall execute the Indemnity Agreement on behalf of individual owners.

The Indemnity Agreement shall be in the form attached as Appendix IV to this Policy and titled "Acknowledgement" or any successor form, as approved by the Director of Legal and Court Services of Niagara Region.

The Indemnity Agreement, or "Acknowledgment", will expire when the ownership of property and/or roadway in question changes, and a new Indemnity Agreement shall be entered into by the new owner. The Region must be notified a minimum of 20 days in advance of any changes in ownership. In the case of individual owners of condominiums, as noted above, the Condominium Board / Association is the signing authority executing the Indemnity Agreement; and any changes to individual condominium ownership will not affect the Indemnity Agreement. Should the Condominium Board / Association in question change ownership, the Region shall be notified a minimum of 20 days in advance.

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

Individual property owners who enter into an Indemnity Agreement with Niagara Region are responsible for notifying future owners of the Indemnity Agreement requirements. The following warning shall be included in all **site plan agreements**, offers and agreements of purchase and sale for each property to survive closing:

“Purchasers are advised that a properly executed Indemnity Agreement must be submitted from the private property owner(s) or property management company with signing authority to Niagara Region in order to maintain waste collection services on private roadway(s) and/or property(ies).”

Further Information

1. Appendix IV and V are also available through the Niagara Region website at www.niagararegion.ca/waste
2. Once the application has been approved, the applicant will be contacted about the start date for the curbside collection program.
3. Should there be any questions, concerns, or denial of the application, the applicant will be contacted in a timely manner.
4. All materials (garbage, recycling, organics, large household items, and/or leaf and yard material) must be at the curb no later than 7 a.m. on your scheduled pick up day. The garbage bag/container should not exceed 91 cm (36") in height by 61 cm (24") in diameter and not weigh more than 22.7 kg (50 lbs.) when full.
5. Participation in Niagara Region’s Blue/Grey box and Green Bin programs is required under the Waste Management By-law. Please check the collection guide or call the Waste Info-Line at 905-356-4141 or 1-800-594-5542, or visit the website at www.niagararegion.ca/waste to get more information about the collection programs.
6. New homeowners and new renters of single family dwellings and other properties which house 1-6 units that are eligible to receive curbside collection services are entitled to obtain one free Blue Box, Grey Box, Kitchen Catcher and Green Bin if they do not have them already.

To pick up free containers:

 - Visit any location below within twelve (12) months of the possession date or occupancy of your residence;
 - Presenting a copy of your transfer deed as evidence of the possession date of your home; or
 - Presenting a rental or lease agreement as evidence of your occupancy date.

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

2. Purpose Statement

This Procedure supports Niagara Region Policy C-A-002, Requirements for Waste Collection. This Procedure details eligible sectors for waste collection, assessment of eligibility (including design and collection services), alternatives for properties that are entirely or partially ineligible for collection services, components of collection services, collection services requests, and Indemnity Agreements.

3. Scope

This Procedure will apply to all architects, builders, developers, planners, property managers, etc. who are seeking waste collection services for their current or future developments. During the interim period of a development when collection would be inconsistent with applicable Regional policies due to site conditions and/or where all of the owners parties with signing authority have not yet executed the required Indemnity Agreements for private properties and roadways, Niagara Region may refuse entirely to collect, or may, at its own discretion, determine alternative collection arrangements satisfactory to Niagara Region and its collection contractor. Niagara Region may, as an example, agree to accessible communal set out locations for material during this time if requested. These alternate temporary arrangements must be communicated to the residents by the developer, builder, owner or property manager. Alternative collection arrangements are restricted to limits on the number of garbage containers (bags or cans) as set out in Tables 1-3, Collectable Volume Limits of the Waste Management By-law. The developer or builder is responsible for garbage collection until Regional curbside collection commences and must adhere to Ontario Regulation 103/94 under the *Environmental Protection Act, 1999*, (S.C. 1999, c. 33), specific to source separation programs.

a. Roles and Responsibilities

This Procedure is to be imposed by Niagara Region Planning and Development Services and enforced by Waste Management Services.

4. Definitions

Refer to Waste Management By-law 2017-56 as amended by By-law No. 2020-62 and By-Law No. 2021-06 or subsequent versions for a list of definitions.

5. Appendices

- [Appendix I: Collection Truck Turning Radius](#)
- [Appendix II: "T" Turnaround Dimensions \(Minimum Requirements for Regional Collection Vehicle\)](#)

Procedure Category	Name of Procedure
Administration	Procedure for Requirements for Waste Collection

- [Appendix III: "T" Turnaround Dimensions, Limits of Material Collection \(Minimum Requirements for Regional Collection Vehicle\)](#)
- [Appendix IV: Indemnity Acknowledgment Agreement](#)

6. Document Control

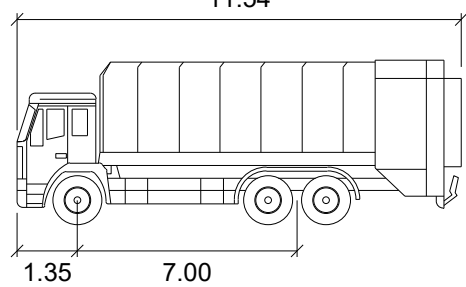
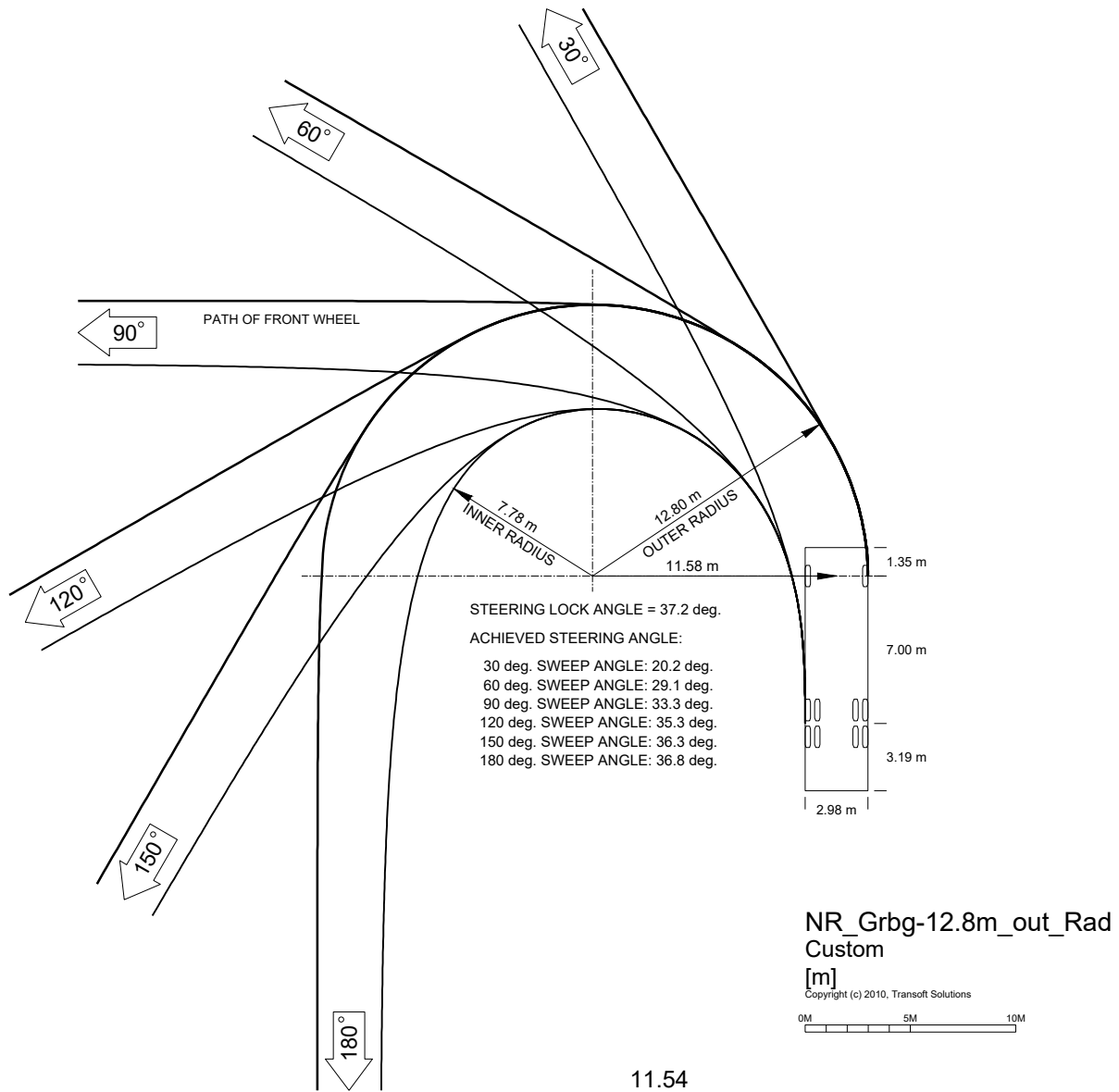
The electronic version of this document is recognized as the only valid version.

Approval History

Approver(s)	Approved Date	Effective Date
CLT	Feb. 2022	Feb. 2022

Revision History

Revision No.	Date	Summary of Change(s)	Changed by
	December 2021	<ul style="list-style-type: none"> - Updated service levels including every-other-week collection. - New requirements for enhanced services, such as in-ground containers. - Additional site design requirements including; prohibiting underground collection, provide a maximum number of collection pads allowed in one location as well a limit to the round trip distance that a resident would be required to make in order to set out on a collection pad. - Garbage truck turn template and minimum dimensions for "T" turn around area updated to reflect new vehicle dimensions. - Increased collection pad size from 2 square meters to 2.5 square meters. - Change to indemnity agreements expiration and requirements for owners to notify future owners of indemnity agreement requirements. 	K. Ashbridge



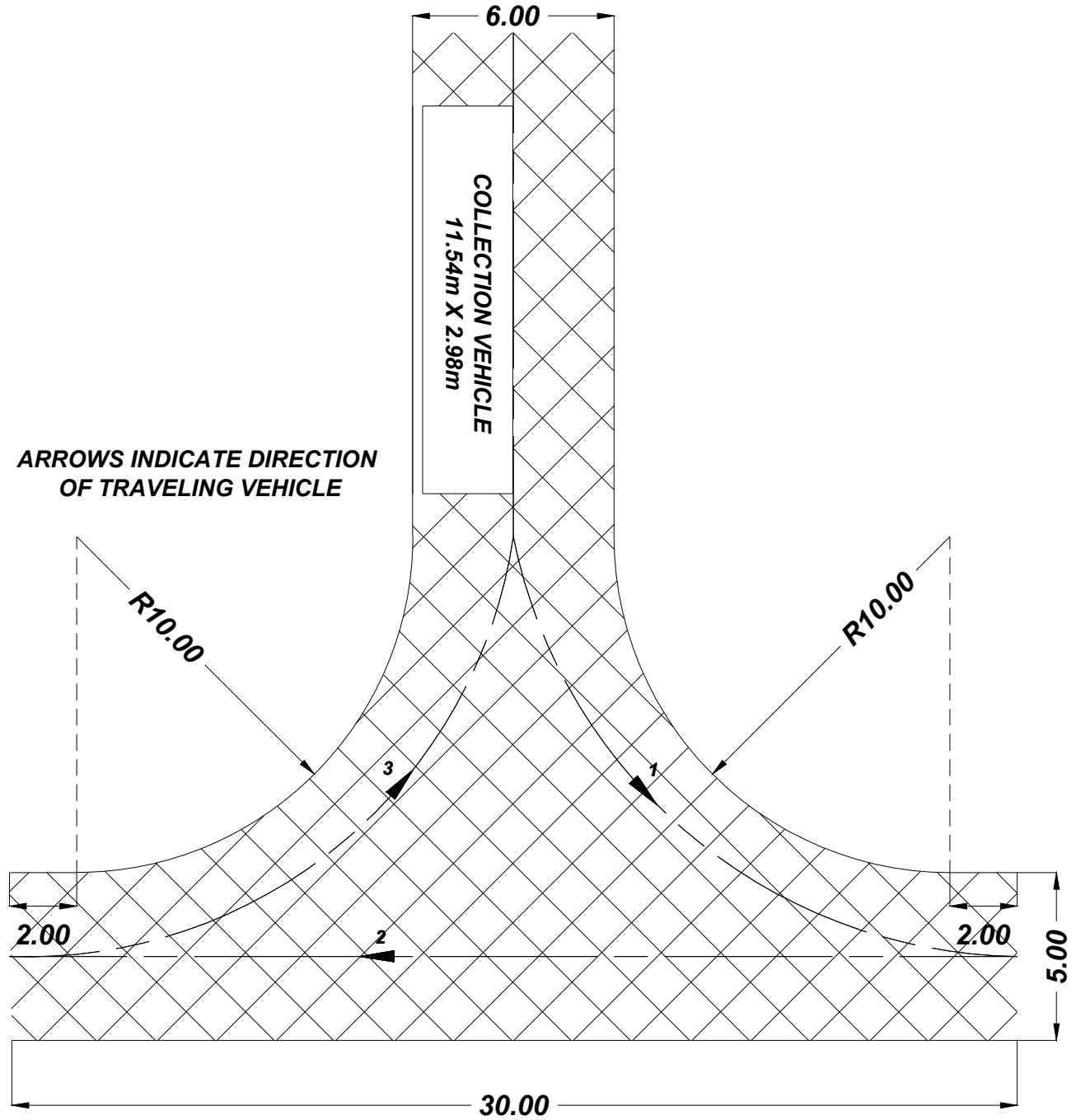
NR_Grbg-12.8m_out_Rad
meters

- Width : 2.98
- Track : 2.98
- Lock to Lock Time : 3.0
- Steering Angle : 37.2

REGIONAL COLLECTION TRUCK TURNING
TEMPLATE 12.8m OUTSIDE RADIUS

DATE: August 2020	SCALE: NTS
UPDATED BY: M.T.K.	DRAWN BY: E.M.





ARROWS INDICATE DIRECTION OF TRAVELING VEHICLE

EXAMPLE INSTALLATION

"T" TURNAROUND DIMENSIONS



DATE: August 2020

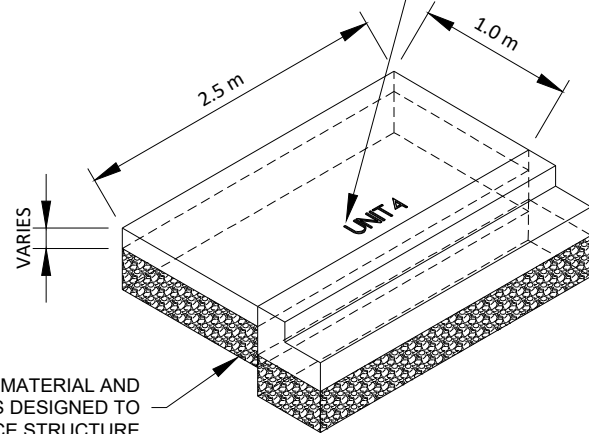
SCALE: NTS

UPDATED BY: M.T.K.

DRAWN BY: E.M.

DEDICATED COLLECTION PAD
MADE OF PERMANENT MATERIAL
(POURED CONCRETE, "TURF BLOCK", ASPHALT,
CONCRETE PAVERS)

INDIVIDUALLY LABELED FOR
EACH UNIT (EMBOSSSED,
PLAQUE, SIGN)



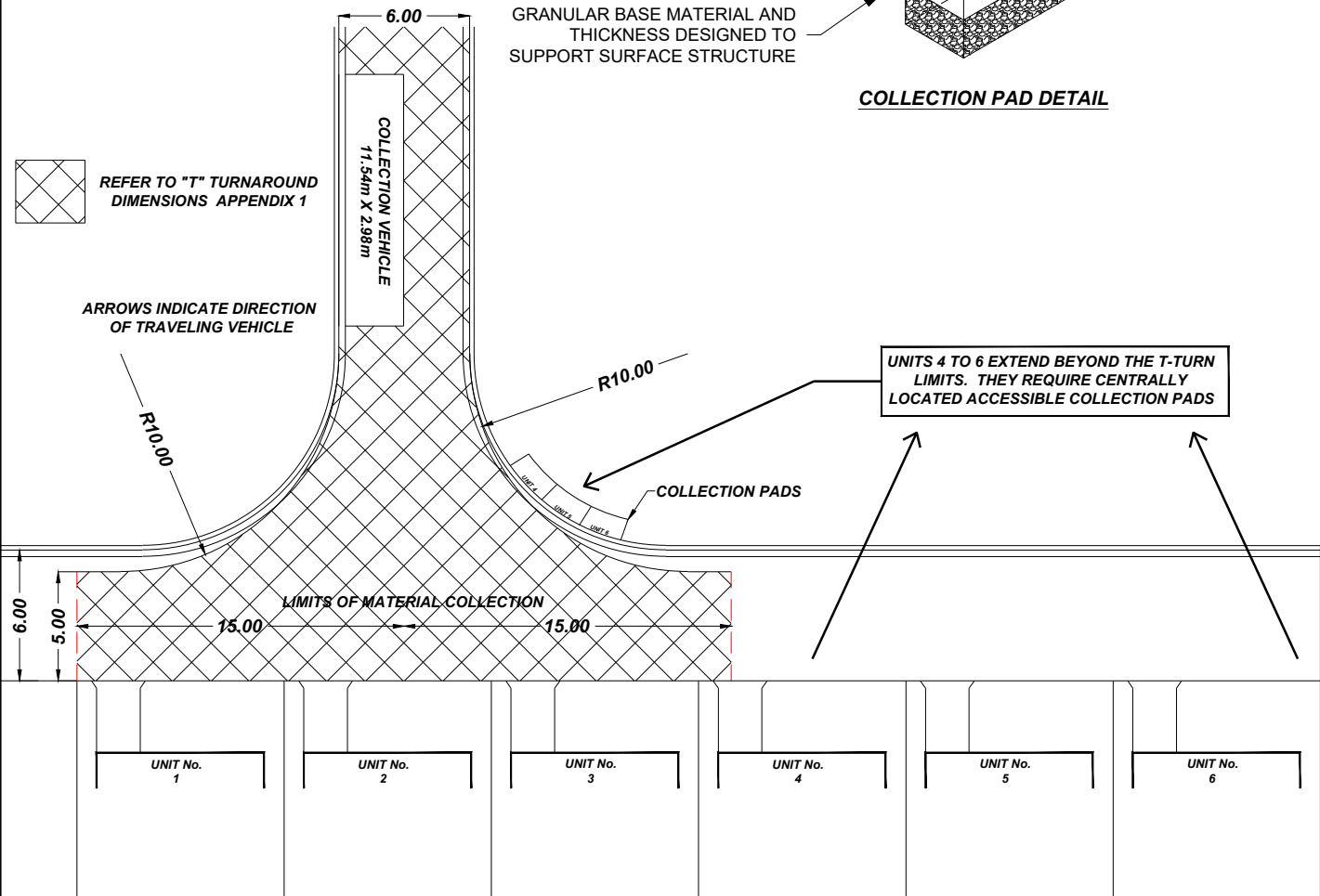
GRANULAR BASE MATERIAL AND
THICKNESS DESIGNED TO
SUPPORT SURFACE STRUCTURE

COLLECTION PAD DETAIL



REFER TO "T" TURNAROUND
DIMENSIONS APPENDIX 1

ARROWS INDICATE DIRECTION
OF TRAVELING VEHICLE



EXAMPLE INSTALLATION

**"T" TURNAROUND DIMENSIONS
AND LIMITS OF MATERIAL COLLECTION**

DATE: August 2020

SCALE: NTS

UPDATED BY: M.T.K.

DRAWN BY: E.M.



Appendix IV: Acknowledgment

FROM: _____ (“Owner”)
Name of development owner

 (“Private
Property”) Physical address of location to receive service

AND: _____
Name of owner or duly authorized agent. (i.e. Management Company)

Address of owner or duly authorized agent (i.e. Management Company)

TO: THE REGIONAL MUNICIPALITY OF NIAGARA and its officers,
employees, agents and contractors (“Region”)

In consideration of waste collection services on the Private Property of the Owner, the Owner on behalf of all owners, occupants and invitees, and the heirs, executors, administrators, successors and assigns of the owners, occupants and invitees hereby:

- (a) permits the Region to enter, pass upon, and re-enter (collectively “enter”) the Private Property for waste collection purposes;
- (b) certifies that the Private Property (including the pavement, driving surface and boulevard) can sustain the entry of the Region’s waste collection vehicles; and
- (c) agrees not to hold the Region responsible for any losses, costs, damages, expenses or wear and tear that may result from entry onto the Private Property for waste collection purposes, except losses, costs, damages or expenses caused by the Region’s negligence.
- (d) agrees to notifying future owners of the Indemnity Agreement requirements. The following warning shall be included in all offers and agreements of purchase and sale for each dwelling unit to survive closing:

“Purchasers are advised that a properly executed Indemnity Agreement must be submitted from the private property owner(s) or duly authorized agent (i.e. Management Company) to Niagara Region in order to maintain waste collection services on private roadway(s) and/or property(ies).”

Signed, sealed and delivered

Identify your role in regards to this property, check one:

Owner Duly Authorized Agent (i.e. Property Manager)

_____)	_____ (seal)
(Signature of Witness))	(Signature)
)	
)	
_____)	_____
(Print name of Witness))	(Print name)
)	

	(Date)

If you are a Duly Authorized Agent (i.e. Property Manager, Superintendent), you must confirm the following:

I represent and warrant that I am the agent of the Private Property Owner, duly authorized to bind the said Owner to this Acknowledgment and understand the Region is relying upon this warranty. I agree to indemnify and save harmless the Region from any and all damages and losses that may arise directly or indirectly from any inaccuracy in this representation and warranty.

_____ (seal)
(Signature of Duly Authorized Agent)

(Print name of Duly Authorized Agent)



Legal and Legislative Services

April 16, 2026

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1
premier@ontario.ca

The Honourable Robert Flack, Minister of Municipal
Affairs and Housing
College Park, 17th floor
777 Bay Street, Toronto, ON M7A 2J3
minister.mah@ontario.ca

Honourable and Dear Sirs:

Re: Response to Provincial Proposal on Regional Governance

The Municipal Council of the Town of Fort Erie at its Regular Council meeting of April 13, 2026 passed the following resolution:

Whereas Canada is one of the oldest and most stable democracies in the world; and

Whereas Ontario is the most populous province in Canada; and

Whereas one of the hallmarks of a democracy is the right to elect its leaders by popular vote; and

Whereas another hallmark of democracy is rule by the majority as exercised through elected representatives; and

Whereas the Province of Ontario has introduced legislation, the *Better Regional Governance Act, 2026*, that will alter governance in the Regions of Durham, Halton, Muskoka, Niagara, Peel, Waterloo and York and Simcoe County; and

Whereas the *Better Regional Governance Act, 2026* proposes the appointment by the Minister of Municipal Affairs and Housing of the Chairs of those Regional Councils and the Warden of Simcoe County; and

../2

Mailing Address:

The Corporation of the Town of Fort Erie

1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 4:30 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterie.ca

Whereas those unelected, appointed Regional Chairs and County Warden will also be given the power to veto decisions made by the popularly elected members of those Councils, which represents a significant departure from established democratic practices and undermines both the right of residents to elect their leaders and the principle of majority rule; and

Whereas significant changes in local governance should be informed by evidence, financial analysis, sound justification and public consultation, none of which has been the basis for the *Better Regional Governance Act, 2026*.

Now therefore be it resolved,

1. **That:** The Premier and Minister of Municipal Affairs and Housing remove from the pending legislation any provision that grants to an appointed Regional Chair and County Warden extraordinary (“strong”) powers, including the power to veto decisions made by the majority of the popularly elected mayors or members of those Regional or County Councils; and
2. **That:** The Premier and Minister of Municipal Affairs and Housing ensure that any weighted voting process imposed on the Niagara Region Council respects fair representation by population and ensures that every local municipality has a meaningful voice reflecting the geographic diversity of the Region and the needs of both urban and rural communities; and
3. **That:** The Premier and Minister of Municipal Affairs and Housing reconsider appointing Regional Chairs and the Simcoe County Warden in favour of direct election by the residents or election by a majority of the members of the Council which they represent; and
4. **That:** The Minister of Municipal Affairs and Housing consult the local municipalities in Niagara before establishing any weighted voting system in Niagara or proceeding with “Strong Chair” powers for the appointed Chair in Niagara; and
5. **That:** The Mayor and Town staff provide comments to the Provincial Government during the commenting period for the proposed *Better Regional Governance Act, 2026*; and

.../3

6. **That:** This resolution be circulated to the Honourable Premier Doug Ford, the Honourable Minister of Municipal Affairs and Housing Rob Flack, Niagara's four MPPs, the Niagara Region, all local area municipalities in Niagara, the Regions of Durham, Halton, Muskoka, Peel, Waterloo and York and Simcoe County, Association of Municipalities of Ontario and the Rural Ontario Municipal Association for support.

Thank you for your attention to this very important matter. Should you have any questions, please do not hesitate to contact me.

Sincerely,



Peter Todd,
Manager, Legislative Services / Town Clerk

ptodd@forterie.ca

PT:dlk

c.c: Niagara Region MPP's wgates-co@ndp.on.ca ; JStevens-CO@ndp.on.ca ; JBurch-QP@ndp.on.ca ;
sam.oosterhoff@pc.ola.org
Ann-Marie Norio, Regional Clerk, Region of Niagara ann-marie.norio@niagararegion.ca
Local Area Municipalities
Alexander Harras, Regional Clerk, Durham Region clerks@durham.ca
Graham Milne, Regional Clerk, Halton Region clerks@halton.ca
Amy Back, District Clerk, The District of Muskoka clerk@muskoka.on.ca / amy.back@muskoka.on.ca
Artha Adams, Regional Clerk, Peel Region regionalclerk@peelregion.ca / Aretha.adams@peelregion.ca
Kris Fletcher, Director, Council and Administrative Services/Regional Clerk, Region of Waterloo
regionalclerk@regionofwaterloo.ca
Christopher Raynor, Regional Clerk, York Region regional.clerk@york.ca
Jonathan Magill, County Clerk, County of Simcoe clerks@simcoe.ca
Association of Municipalities of Ontario amo@amo.on.ca
Rural Ontario Municipal Association roma@roma.on.ca

SENT ELECTRONICALLY

April 16, 2026

Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1

EMAIL: premier@ontario.ca

Dear Premier Doug Ford:

RE: Council Composition – The Town of Niagara-on-the-Lake

Please be advised the Council of The Corporation of the Town of Niagara-on-the Lake, at its regular meeting held on March 24, 2026, approved the following resolution:

WHEREAS the Government of Ontario has expressed interest in reviewing municipal governance structures within the Niagara Region, including the number of elected officials serving on municipal councils; and

WHEREAS municipal leaders across Niagara have discussed opportunities to improve governance efficiency, transparency, and decision-making through potential adjustments to council composition; and

WHEREAS Council directed Staff to return with an information report respecting council composition across Niagara municipalities and outlining considerations associated with a potential reduction in council size effective for the 2026 Municipal Election; and

WHEREAS the current composition of Niagara-on-the-Lake Council is the Lord Mayor and eight Councillors elected at-large; and

WHEREAS Council has considered the potential benefits of a streamlined council structure in support of effective governance and decision-making;

THEREFORE BE IT RESOLVED THAT Council endorse, in principle, a revised council composition for the Town of Niagara-on-the-Lake consisting of one Lord Mayor and six Councillors, to be elected at-large; and

BE IT FURTHER RESOLVED the Lord Mayor be directed to communicate this position to the Premier of Ontario and the Minister of Municipal Affairs and Housing, requesting that the Province provide the necessary legislative authority to permit the implementation of this council composition for the 2026 Municipal Election; and

BE IT FURTHER RESOLVED a copy of this resolution be circulated to Niagara municipalities, the Regional Municipality of Niagara, the Premier of Ontario, and the Minister of Municipal Affairs and Housing.

Sincerely,

A handwritten signature in blue ink, appearing to be 'Grant Bivol', written over a light blue grid background.

Grant Bivol
Town Clerk/ Manager of Legislative Services

c.c. Hon. Rob Flack, Minister of Municipal Affairs and Housing
The Regional Municipality of Niagara
All local area municipalities with the Region of Niagara



4800 SOUTH SERVICE RD.,
BEAMSVILLE, ON L3J 1L3

905-563-2799

April 16, 2026

SENT VIA EMAIL: ann-marie.norio@niagararegion.ca

Region of Niagara
Ann-Marie Norio, Clerk
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

RE: Extension of the Niagara Regional Courts Inter-Municipal Agreement (Amendment 3)

Please be advised that Council of the Corporation of the Town of Lincoln at its Council Meeting held on April 13, 2026, passed the following resolution:

Resolution Number: RC-2026-31

Moved by: Councillor J.D. Pachereva; Seconded by: Councillor Dianne Rintjema

That Niagara Region Report PW 10-2026, dated March 10, 2026, respecting the Extension of the Niagara Region Courts Inter-Municipal Agreement (Amendment 3), be received and filed for information; and

That Council for the Town of Lincoln support the continuation of the Red Light Camera (RLC) Program as outlined in Niagara Region Report PW 10-2026; and

That Council for the Town of Lincoln approve the execution of Amendment 3 to the Niagara Region Courts Inter-Municipal Agreement (NRCIMA) to extend the term of the agreement for a further period of three (3) years; and


That the Mayor and Clerk be authorized to execute Amendment 3 to the NRCIMA, subject to final approval by all participating local area municipalities; and

That a copy of this resolution be forwarded to the Regional Municipality of Niagara for its information.

CARRIED

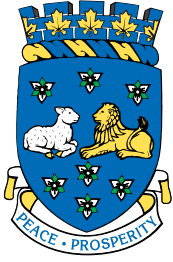
If you require any additional information, please do not hesitate to contact the undersigned.

Regards,



Julie Kirkelos
Town Clerk
jkirkelos@lincoln.ca

JK/dp



April 2, 2026

Hon. Sean Fraser

Minister of Justice and Attorney General of Canada
Legislative Building
284 Wellington Street
Ottawa, Ontario K1A 0H8

Dear Minister Fraser:

Re: Notice of Motion, Councillor C. James re: Community Safety and Well-Being Plan

Please be advised that the Council of the Regional Municipality of Waterloo at their regular meeting held on March 25, 2026, approved the following motion:

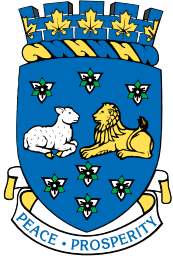
Whereas the Region of Waterloo's Community Safety and Well-Being Plan, developed under the requirements of the Community Safety and Policing Act, identifies systemic racism, hate, and discrimination as critical risk factors impacting community safety, belonging, and well-being;

And whereas the display of a noose is widely recognized as a symbol of racial terror, violence, and intimidation, particularly against Black communities, rooted in the history of anti-Black racism;

And whereas symbols of hate, when displayed publicly, contribute to fear, trauma, and exclusion, and undermine the Region's commitments to equity, inclusion, and proactive prevention within its Community Safety and Well-Being Plan;

And whereas the Government of Canada has introduced Bill C-9 to strengthen tools to address hate-motivated offences, including provisions related to the public display of certain hate symbols;

And whereas the current draft of Bill C-9 does not explicitly include the noose as a prohibited symbol, despite its well-



documented use as an instrument of racial intimidation and its direct relevance to community safety and well-being outcomes;

And whereas addressing hate symbols through federal legislation complements municipal efforts by strengthening upstream prevention, reducing harm, and supporting safer, more inclusive communities;

Therefore be it resolved that:

- 1. The Regional Municipality of Waterloo formally request that the Government of Canada amend Bill C-9 to explicitly include the noose as a prohibited hate symbol within the legislation;**
- 2. This motion be circulated to all Ontario municipalities, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for endorsement and support as a measure that strengthens community safety and well-being across jurisdictions.**

Please accept this letter for information purposes only. If you have any questions, please contact Councillor C. James, CJames@regionofwaterloo.ca.

Regards,

Michael Oliveri
Legislative Services Specialist
Region of Waterloo

cc: All Ontario Municipalities, the Federation of Canadian Municipalities (FCM), the Association of Municipalities of Ontario (AMO)

Dear Municipal Clerk:

The Municipal Engineers Association (MEA) recently provided comments to the Province's plan to Harmonize Ontario Provincial Standards (OPS). The MEA's comments included:

1. Response dated March 29, 2026 to Ontario Regulatory Registry 26-MTO003 - *Harmonization of Municipal Road Construction Standards*. Attached.
2. Letter to the Ministry of Transportation dated March 29, 2026 re: *Harmonization of Municipal Road Construction Standards and Associated Governance Model*. Attached.
3. Delegation to MTO senior staff during the Good Roads Conference on March 31, 2026 (attached briefing note summarizes MEA's concerns).

The MEA Board of Directors recently passed a motion that all Ontario Municipalities be made aware of the MEA's comments and significant concerns regarding *Harmonization of Municipal Road Construction Standards*.

We respectfully request that you please provide this email and the three attachments to your Municipal Council.

Sincerely,



D.M. (Dan) Cozzi P.Eng,
Executive Director



www.municipalengineers.on.ca

The content of this email is provided for general information purposes only and does not constitute legal or other professional advice or an opinion of any kind. Use of the Municipal Engineers Association's (MEA) website and any communications between individuals requesting information and the MEA does not create or constitute, in any way, a professional or business relationship between the MEA, or any individual

members, and the individual requesting information. Individuals requesting information from the MEA are advised to seek specific legal or other professional advice from their own legal counsel or other professionals, regarding any specific legal or other issues. While every effort is made to ensure the accuracy of information in this email, the MEA does not warrant or guarantee the quality, accuracy or completeness of any information provided in this email, and the information contained in this email should not be relied upon as accurate, timely or fit for any particular purpose. The MEA also does not guarantee the security or confidentiality of any communications made by e-mail or otherwise through its web site. The MEA does not assume any responsibility for any misinterpretation or misapplication of any information contained in this email or on its website.

March 29, 2026

Municipal Standards Harmonization Office (MSHO)

Subject: MEA Comments to Ontario Regulatory Registry 26-MTO003

We are writing to respond to Ontario Regulatory Registry 26-MTO003 - Harmonization of Municipal Road Construction Standards.

Municipal engineers play a vital role in planning, maintaining, renewing, and constructing municipal infrastructure. Their expertise spans all aspects of municipal infrastructure services - from design and construction to project management and leadership – ensuring the successful delivery of both small and large-scale capital infrastructure projects.

Through its membership, MEA provides specialized knowledge in all areas of municipal engineering in Ontario. In partnership with the Ministry of Transportation Ontario (MTO), MEA co-manages the Ontario Provincial Standards & Specifications (Municipal) and delivers training on Ontario Provincial Standards.

While we support the intent of the regulation to promote consistency, quality, and efficiency across municipal road construction projects, we recommend that additional consideration be given to the time and administrative burden associated with preparing, reviewing, and obtaining exemptions, as well as the cumulative impacts on project delivery arising from project-by-project assessments.

Exemption requests that require detailed technical justification across multiple evaluation criteria can take a considerable amount of time to prepare, particularly for complex or large-scale projects. This work frequently requires the involvement of senior engineering, technical, legal, and procurement resources, diverting limited capacity away from active project delivery. The time required to assemble a complete exemption request should therefore be recognized as a potential schedule, cost, and resourcing risk in its own right.

Equally important is the duration and predictability of the Minister's review and response timelines. When exemptions are assessed on a project-by-project basis without defined service standards or response timelines, projects may experience material delays while awaiting decisions. These delays can produce cascading impacts, including missed construction windows, contractor demobilization and remobilization costs, loss of price certainty, and increased exposure to supply-chain volatility. For time-sensitive or critical

infrastructure projects, even relatively short delays in regulatory decision-making can result in disproportionate impacts to project schedules and budgets.

To better reflect these realities, we recommend that the exemption framework explicitly consider additional criteria, including:

- Administrative and decision-cycle timelines, including the anticipated time required for review and approval and the impact of uncertainty on project planning and procurement;
- Cumulative impacts across multiple projects, particularly where similar exemption requests are repeatedly submitted for comparable project types or conditions;
- Schedule dependency and critical path impacts, including whether delays in exemption approval would directly affect construction sequencing, seasonal work constraints, or contractual obligations; and
- Consistency and precedent considerations, whereby prior approvals for similar circumstances could support streamlined or standardized decision-making, rather than requiring repetitive project-level analysis.

Incorporating these considerations would help ensure that the exemption process supports timely and efficient project delivery while still meeting regulatory objectives. Clear expectations regarding submission requirements and response timelines, as well as opportunities for programmatic or category-based exemptions where appropriate, would significantly reduce risk to project schedules and budgets without compromising safety, performance, or sustainability outcomes.

Looking ahead, and assuming the Ministry is able to successfully deliver the current list of harmonized standards within the proposed timeframe, we agree that the remaining OPSS.MUNI standards should be prioritized for future harmonization based on where the greatest time, cost, and administrative efficiencies can be achieved. In our view, this would include:

- Standards with the highest frequency of use across municipalities, where harmonization would reduce repetitive project-specific reviews, municipal deviations, and contract amendments;
- Standards that routinely generate exemptions, interpretations, or disputes, indicating inconsistency or misalignment that drives additional design effort, approval cycles, or delays;
- Standards that significantly affect project schedules or cost certainty, including those related to materials, construction methods, or inspection requirements that influence procurement and delivery timelines;

- Standards that overlap or interact closely with those already harmonized, where alignment would enhance system coherence and reduce unintended conflicts or inefficiencies; and
- Standards that affect regional or multi-jurisdictional projects, where inconsistent requirements currently increase coordination challenges and administrative complexity.

A transparent, phased approach, supported by demonstrated progress on the initially harmonized standards, would help ensure that future harmonization efforts are achievable and deliver tangible benefits. Clearly articulating how the Ministry will complete the current scope, and how lessons learned will inform the prioritization of remaining standards, will be essential to achieving intended efficiency gains without overextending implementation capacity.

Thank you for the opportunity to comment on this important initiative. We would welcome continued engagement as the regulation is refined and implemented.

Sincerely,



Penelope Palmer, P. Eng.,
MEA President 2025 – 2026
(Manager, Strategic Initiatives
Strategic Capital Coordination Office
City of Toronto)

March 29, 2026

Municipal Standards Harmonization Office (MSHO)

**Subject: Harmonization of Municipal Road Construction Standards and
Associated Governance Model**

On behalf of the Municipal Engineers Association (MEA) and our municipal members, we acknowledge the Ministry of Transportation of Ontario's (MTO) ongoing efforts to maintain and modernize the Ontario Provincial Standard Specifications (OPSS). As partners and co-stewards of the OPSS, the MEA recognizes the importance of ensuring these standards remain current, effective, and responsive to the evolving needs of infrastructure delivery across Ontario.

The Municipal Engineers Association (MEA) is a non-profit organization representing more than 1,300 professional engineers working across 110+ Ontario municipalities, along with engineers from provincial agencies, conservation authorities, and consulting firms serving smaller municipalities. With a history spanning over 60 years, MEA was formed through the amalgamation of the City Engineers Association and the County Engineers Association. The association supports excellence in municipal engineering, recognizing the critical role municipal engineers play in planning, delivering, maintaining, and renewing infrastructure. The MEA provides specialized expertise across all areas of municipal engineering and, in partnership with the Ontario Ministry of Transportation (MTO), co-manages the Ontario Provincial Standards & Specifications (Municipal) and delivers related training across the province.

The long-standing success and credibility of the OPSS has been built on a collaborative partnership between the MTO and the MEA, grounded in co-stewardship, shared accountability, and balanced provincial and municipal technical expertise. The recent unilateral actions by the Ministry are inconsistent with the principles of partnership, and collaboration that have historically underpinned the success of the OPSS. Successful change and adoption cannot be achieved without first defining the problem, evaluating solutions and their consequences, and engaging partners through meaningful consultation.

The MEA has significant concerns regarding both the process and substance of the proposed harmonization of standards, including the lack of meaningful engagement with MEA and other municipal stakeholders, and the absence of a clear, shared understanding of the issues driving these proposed changes. These concerns are material and must be addressed if the changes are to be successfully implemented, broadly adopted, and supported over the long term.

Problem Definition, Need for Evidence and Supporting Data

At present, it is unclear what problems or deficiencies the MTO perceives to exist within the current OPSS framework. The MEA and its members are not aware of systemic failures or performance issues that would warrant the breadth, scale, or urgency of the changes being proposed. It is also unclear how these changes are expected to lead to reduced costs, improved efficiency, or better outcomes.

The MEA respectfully requests that the MTO clearly identify the concerns with the current framework, and share any analysis, metrics, benchmarking, or other evidence used to justify the anticipated benefits of the proposed modernization. Municipalities are concerned that the proposed changes will likely increase administrative burden, project complexity, and overall costs rather than achieve the intended efficiencies.

There are legitimate questions being raised about how a one-size-fits-all approach can successfully address the diversity of municipal conditions and requirements across Ontario. There is also apprehension that additional approval steps, reporting requirements, and governance layers will likely introduce project delays, uncertainty, and higher delivery costs without demonstrated public or operational benefit.

Clarification on the Modernized Governance Framework

The MEA respectfully requests clarification on how the proposed governance framework differs in a meaningful way from the current model. Municipal and industry engagement, along with technical input into standards development and review, already occurs through established existing technical committees, working groups, and consultation processes.

To build understanding and confidence, MTO must clearly articulate the added value of the proposed approach, including:

- What new roles, authorities, or decision-making structures would be introduced;
- What changes are anticipated in how standards are prioritized, approved, or updated; and
- How the proposed model will measurably improve efficiency, cost-efficiency, transparency, or consistency compared to the existing framework.

Annual Reporting, Exemptions and Compliance

The MEA understands the proposed framework would require mandatory annual reporting to the MTO including the introduction of a new approval process for exemptions. There are significant concerns related to the administrative burden these processes will put on municipalities, which will in turn affect their ability to deliver

projects and programs successfully in any given budget cycle. The administrative effort this approval process creates, without understanding the process, review requirements or timelines, is not demonstrative of an overall benefit. Clarity on these matters is essential. An opaque or slow exemption process introduces material risk to project delivery, schedules, costs, and contractual certainty.

Further clarification on annual reporting collection is essential to understanding the purpose and anticipated outcomes. Specifically, the MEA is requesting more information on the following:

- The specific purpose of the reporting;
- How the data will be used to inform decisions or policy;
- How reporting will account for local context and project complexity; and
- Will the reporting be the basis to track compliance.

Further clarification on the exemption process is perhaps even more essential, as it presents an even greater risk to successful project delivery if the process is overly burdensome, lengthy and lacks defined service standards. Expectations and timelines will need to be factored when municipalities are building programs for infrastructure renewal and rehabilitation. Even at these early stages, municipalities are flagging risks with their ability to deliver Council approved commitments if the exemption process is not clearly defined, and is not well supported. It is imperative that the MTO clarify the following:

- How exemptions will be reviewed and approved;
- Who will sit on the review panel and how municipal representation will be ensured;
- What service standards or timelines will apply to exemption decisions;
- Would an Ontario municipality continue to be recognized as a sponsor for new or revised standards when requests originate from a non-member; and
- What penalties or consequences are contemplated for non-compliance.

A one-size-fits-all approach does not reflect the realities of infrastructure delivery across Ontario. Municipalities operate under widely differing conditions, including climate, geography, asset profiles, operational constraints, material and labour market availability. Effective standards must allow flexibility to account for these differences if they are to be practical, efficient, and consistently applied province-wide.

In this context, the MEA and several municipalities have raised the need for blanket or standing exemptions in certain circumstances where efficiency can be demonstrably improved without compromising safety or performance. Requiring repeated case-by-case exemption requests for well-understood, low-risk municipal practices is viewed as inefficient and counterproductive. A model that combines clear standards

with appropriate flexibility and blanket approvals would better reflect local conditions and established municipal engineering practices while maintaining safety and performance.

Broader Impacts Across the Infrastructure Delivery Sector

While municipalities are directly affected, it is important to underscore that these proposed changes have far reaching implications beyond municipal owners alone. Designers, consulting engineers, contractors, suppliers, and other industry partners will also be impacted through changes to standards, approvals, contract administration, project schedules, and risk allocation. Successful modernization must therefore consider the full infrastructure delivery ecosystem, not solely municipal compliance obligations.

Partnership, Co-Stewardship, and Governance

The absence of the MEA from MTO's proposed development, roll-out and implementation of a standardized OPSS has raised concerns that the framework will shift toward a centralized, MTO-led model and will no longer function as a true partnership or co-stewardship.

The MEA requires clarity on how our role as co-steward will be explicitly protected and embedded within the proposed governance structure. Without a clearly defined, formalized role in decision-making and oversight, municipal confidence in the governance framework will be significantly undermined.

Further, the MEA seeks immediate clarification on the future role of the existing MTO/MEA specialty committees. These committees provide critical technical review, municipal insight, and issue resolution. It is uncertain whether they will be replaced, duplicated, or marginalized under the new framework, and how authority and accountability will be allocated going forward.

Path Forward and MEA's Ongoing Role

In the spirit of collaboration, the MEA offers the following constructive proposal to support a more effective and broadly supported outcome:

- Pause implementation to allow time for a shared understanding of the issues MTO is seeking to address and to explore whether alternative, more effective solutions exist;
- Pursue targeted harmonization, recognizing that some alignment is beneficial while preserving local flexibility. This should include the use of standardized

requirements where appropriate, complemented by blanket or standing approvals to reduce repetitive exemption requests;

- Map proposed review, approval, and reporting processes in detail and work collaboratively to identify and address pressure points before implementation;
- Establish a provincial working group, with representation from MEA members, MTO staff, and subject matter experts across Ontario, to identify priorities, risks, and opportunities from multiple perspectives;
- Engage consultants and contractors to understand how proposed changes will affect design, construction, procurement, and risk allocation and
- Ensure the process is not rushed, recognizing that thoughtful, inclusive development is essential to achieving sustainable and credible outcomes.

The MEA remains committed to the success of OPSS and to working collaboratively with MTO. However, meaningful partnership requires transparency and evidence-based decision-making, appropriate inclusion in governance, and genuine shared stewardship aligned with municipal realities.

Should the MEA continue to be excluded from the governance model or from substantive decision-making related to OPSS, the MEA will need to re-evaluate its role, partnership, and level of support for the framework moving forward. Our strong preference is to address these issues proactively through dialogue, collaboration, and shared clarity around roles and objectives. Providing the requested data, clarifying governance roles, addressing exemption and compliance concerns, and slowing implementation to allow proper consultation are necessary first steps.

The MEA welcomes the opportunity for prompt discussion and looks forward to working collaboratively to ensure any changes to OPSS strengthen—rather than undermine—the confidence, effectiveness, and partnership that have long defined its success.

Sincerely,



**Penelope Palmer, P. Eng.,
MEA President 2025 – 2026**
(Manager, Strategic Initiatives
Strategic Capital Coordination Office
City of Toronto)

BRIEFING NOTE
**OPSS Modernization &
Harmonization Concerns**



TO: Ministry of Transportation of Ontario (MTO)

FROM: Municipal Engineers Association (MEA)

DATE: Tuesday, March 31, 2026

PURPOSE

To convey the MEA's significant concerns regarding the process and substance of MTO's proposed harmonization of the Ontario Provincial Standard Specifications (OPSS), and to request meaningful engagement before implementation proceeds.

BACKGROUND

The OPSS has long been grounded in a collaborative co-stewardship model between MTO and the MEA. Recent unilateral actions by MTO, without prior consultation with municipal stakeholders, are inconsistent with that partnership and risk undermining confidence in the framework. Successful change cannot be achieved without first defining the problem, evaluating solutions, and engaging partners through meaningful consultation.

KEY CONCERNS

1 LACK OF PROBLEM DEFINITION & EVIDENCE

The MEA is unaware of systemic failures in the current OPSS framework justifying the scale or urgency of proposed changes. MTO has not shared analysis, metrics, or benchmarking to support anticipated benefits. Municipalities expect the changes will increase, not reduce, administrative burden and project costs.

2 GOVERNANCE CLARITY & CO-STEWARDSHIP

It is unclear how the proposed model meaningfully differs from the current one, or how the MEA's co-stewardship role will be formally protected. The future of existing MTO/MEA technical committees, which provide critical municipal insight and issue resolution, remains uncertain.

3 EXEMPTIONS & ANNUAL REPORTING

Mandatory reporting and a new exemption approval process introduce material risk to project delivery. Without defined timelines and service standards, municipalities cannot reliably plan Council-approved programs. Blanket exemptions should be available for well-understood, low-risk practices.

4 ONE-SIZE-FITS-ALL LIMITATIONS

Ontario municipalities operate under widely varying conditions including climate, geography, asset profiles, and labour markets. Effective standards must allow appropriate local flexibility to be practical and consistently applied province-wide. A uniform approach risks being neither efficient nor effective.

REQUESTED ACTIONS

- ▶ **Pause implementation** to allow shared problem definition and evaluation of alternatives before proceeding.
- ▶ **Share supporting evidence** including analysis, metrics, and benchmarking used to justify the proposed changes.
- ▶ **Clarify the governance model** and formally embed the MEA's co-stewardship role within the new structure.
- ▶ **Define the exemption process** including review timelines, panel composition, and measurable service standards.
- ▶ **Establish a joint provincial working group** with municipal, MTO, consultant, and contractor representation.

CONCLUSION

The MEA remains committed to the OPSS and to working collaboratively with MTO. Should the MEA continue to be excluded from substantive governance decisions, it will need to re-evaluate its role and level of support for the framework. Transparent, evidence-based, and inclusive engagement is essential to any modernization that strengthens, rather than undermines, the credibility and effectiveness of the OPSS.

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél.: 416 585-7000



234-2026-1390

April 22, 2026

Dear Head of Council:

I am writing to update you on amendments to Ontario Regulation 584/06 under the *Municipal Act, 2001* (MA) and O. Reg 595/06 of the *City of Toronto Act, 2006* (COTA) that were filed on April 17, 2026. These changes come into force on July 16, 2026.

As you know, since spring 2024 the province has encouraged municipalities designing stormwater fees and charges to ensure that there are no unintended consequences that would disproportionately impact farmers and greenhouse operators.

In the province's 2025 Fall Economic Statement, our government stressed the importance of the agri-food sector and that protecting Ontario's local agriculture and food industry is essential to ensuring a strong, self-sufficient food supply chain.

Agricultural properties generally have invested in their own stormwater-mitigating measures and have large areas of green space that contribute significantly to stormwater runoff management.

In this respect, the province is making changes to remove the authority for municipalities to impose stormwater fees and charges on portions of properties that are classified in the farm or managed forests property class, if they are not connected to a municipal storm sewer.

As we continue to work together to build up our communities, I look forward to our continued collaboration in investing in key infrastructure projects while making life more affordable for members of the agri-food sector and supporting the viability of their operations. Please accept my best wishes.

Sincerely,

A handwritten signature in blue ink that reads "Robert J. Flack".

Hon. Robert J. Flack
Minister of Municipal Affairs and Housing

- c. Municipal Chief Administrative Officer and/or Treasurer
Hon. Trevor Jones, Minister of Agriculture, Food and Agribusiness
Robert Dodd, Chief of Staff to the Minister of Municipal Affairs and Housing
Ryan Puviraj, Chief of Staff to the Minister of Agriculture, Food and Agribusiness
Martha Greenberg, Deputy Minister of Municipal Affairs and Housing
Laurie Miller, Assistant Deputy Minister, Local Government Division,
Municipal Affairs and Housing



Subject: Community Health and Wellness Action Plan

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2026-65

Meeting Date: April 28, 2026

Recommendation:

That the Office of the Chief Administrative Officer Report 2026-65 be received; and

That Council endorse the Community Health and Wellness Action Plan (Appendix A), as the City's draft of the guiding framework for advancing local health and wellness priorities; and

That Council endorse the Community Engagement Plan (Appendix B), to support the next phase of public consultation from May to July 2026; and

That the Senior Health Advisor be directed to return to Council with a final Community Health and Wellness Action Plan on July 14, 2026.

Purpose:

To present the Community Health and Wellness Action Plan and the accompanying Community Engagement Plan for Council endorsement.

Council endorsement of the draft Action Plan will allow City staff to move into the next phase of community engagement from May 1 to July 1, 2026, with the goal of refining the Action Plan based on community input and returning to Council with a final on July 14, 2026.

Background:

Over the past 20 plus years, healthcare in Port Colborne has changed greatly. Governance was centralized through the Niagara Health system in the early 2000's and in 2010 the Port Colborne hospital site transitioned from a full-service hospital to a 24/7 Urgent Care Centre. Since that time, hours of service have been reduced.

A full summary of the history of healthcare in Port Colborne is included [in CAO 2026-40](#), presented to Council in March 2026.

In response to these changes and closures, Port Colborne City Council has taken action including:

- In December 2024, hearing from the community in response to Niagara Health’s request for local share contribution to the new South Niagara Hospital (refer to [report CAO 2024-255, Port Colborne Hospital Update](#)).
- Conducting comprehensive community engagement from January to April 2025 on the future of healthcare in Port Colborne (refer to [report CAO 2025-148 Future of Healthcare in Port Colborne: Complete Public Engagement Results](#)).
- In March 2025, forming the Healthcare Advisory Committee to guide future healthcare planning and the development of a local strategy. An update on the Committee’s work was presented in [CAO 2025-179 Healthcare Update](#), August 2025.
- Conducting research, gathering data and engaging with local and provincial healthcare experts
- Working with KPMG to develop an independent health services analysis as reported to Council in March 2024 report [CAO-2026-40 Healthcare Analysis Report](#)

Summary of recent public engagement and Healthcare Advisory Committee work:



This report seeks Council approval of the resulting Action Plan to improve healthcare access in Port Colborne. The City does not deliver healthcare services, but it has an important role to play in planning, advocacy and bringing partners together to find solutions. The Action Plan is designed to reflect that role by focusing on actions the City can lead, support and influence, while also clearly identifying where provincial and regional decisions are required.

Discussion:

Action Plan Development

The Community Health and Wellness Action Plan has been developed through a combination of community input, partner insights, technical analysis and ongoing leadership from City Council and the Healthcare Advisory Committee as noted above.

This work reflects a clear and consistent message: access to healthcare in Port Colborne is becoming more difficult, and the community is approaching a critical turning point. Residents are already facing limited primary care access, do not have access to a local walk-in clinic, and have a growing reliance on urgent and emergency services. At the same time, the planned closure of the local urgent care centre in 2028 and continued regionalization of hospital-based services introduces significant uncertainty about how residents will access care in the future.

Local data reinforces these concerns. According to the historical [Primary Care Data Reports for Ontario Health Teams from 2022](#), approximately 2,700 residents in Port Colborne do not have a family doctor, and the community continues to have a physician shortage and limited after-hours options. The urgent care centre currently sees approximately 17,000 visits annually, of which 45% are from Port Colborne, highlighting the level of reliance on this local service.

There is also a strong emphasis on timing. The transition to a new hospital model across Niagara will not be fully realized until 2028, but the impacts on residents are already being felt. The Action Plan is intended to help bridge that gap by supporting local solutions, strengthening partnerships and advocating for the resources needed to ensure residents are not left behind.

At its core, the Action Plan is about ensuring that residents can continue to access care close to home, in a way that is fair, practical and responsive to community needs.

Partnership with Esri Canada

In addition to the data and key learnings from the report prepared by KPMG, the City is also working with Esri Canada to leverage GIS and spatial analytics information to support the City's healthcare decisions with additional health and socio-economic data. Staff are working with Esri to develop a dashboard that will support the implementation of the City's Action Plan and advocacy on healthcare with local data. The dashboard will also help track service gaps and monitor progress and outcomes from the Action Plan with local data.

The Community Health and Wellness Action Plan

The Action Plan is guided by a vision statement: "Connected care, close to Home, for every stage of life." The purpose of the plan is to improve access to timely and barrier free healthcare services for all residents of Port Colborne.

Areas of Focus

The Plan focuses on eight areas where residents are experiencing the greatest challenges and where the City can play a meaningful role in improving outcomes. The steps in our action plan are outlined in detail in the Health and Wellness Action Plan, attached as Appendix A.

1. Better Access through Advanced Primary Care

Primary care is the front door to the healthcare system, but access in Port Colborne remains limited. Many residents do not have a family doctor, and those who do often face long wait times and limited after-hours care, with no local walk-in clinics available outside of the urgent care centre. These challenges are felt most by seniors, low income residents, families with young children and those without reliable transportation.

2. Medical Imaging and Laboratory Services

Healthcare does not stop at a doctor's visit. People also need timely access to tests, medical imaging, lab work, and specialist care to diagnose issues early and guide treatment. In Port Colborne, many of these services are limited or require travel outside the community. Residents often leave the city for scans, fracture care, and specialist visits, and for those with lower incomes, limited mobility, caregiving responsibilities, or no access to a vehicle, even routine care can be difficult to access. Strengthening local access will make care faster, more equitable, and easier to navigate.

3. Community-Based Care

Most healthcare should not happen in a hospital. Many residents need support closer to home, including services that help them stay safe, healthy, and independent. This is especially important in Port Colborne, where the population is older and demand for care is growing. Residents also face overlapping barriers such as chronic illness, mobility challenges, mental health needs, and social isolation. Strengthening community-based care will help people stay well at home, support families and caregivers, and reduce avoidable hospital visits.

4. Mental Health and Well-Being

Mental health is a key part of overall health. People need timely, compassionate support for mental health and substance use, just as they do for physical health. Early support can prevent crisis, reduce hospital use, and improve quality of life. In Port Colborne, these needs are often linked to broader challenges such as housing instability, isolation, trauma, and barriers to care. Addressing mental health requires more than treatment alone. It requires better connections between services, stronger community supports, and easier pathways for people to get help early, before issues become more serious.

5. Transportation and Access to Care

Access to healthcare is not just about whether services exist. People also need to

be able to reach them and understand how to use them when they need care. Long travel times, limited transit options, cost, and confusion about where to go can all delay care or prevent people from accessing it altogether. These challenges are not experienced equally. They are often hardest on seniors, people with disabilities, low-income households, caregivers, and residents without access to a vehicle. As more healthcare services are delivered outside the community, transportation and system navigation must be treated as a core part of healthcare access.

6. Healthy and Resilient Communities

Health is shaped by more than healthcare. Housing, food, recreation, social connection, and safe, walkable communities all influence whether people can stay healthy and independent. This matters because many residents face daily barriers that impact their health long before they enter a clinic or hospital. Building a healthier community means reducing those barriers and making it easier for people to live well where they are.

7. Equity, Inclusion and Access

A strong health system should work for everyone. People should be able to get care and information in ways that are fair, respectful, understandable, and welcoming, regardless of age, income, language, ability, culture, identity, or background. This includes making sure healthcare planning reflects the needs of residents who may face barriers or be underserved. It also means recognizing that trust matters. People are more likely to seek care, ask questions, and stay connected to services when they feel respected, understood, and included.

8. Community Voice, Advocacy and Accountability

Healthcare planning is strongest when it is guided by local experience, good information, and clear follow-through. While the City does not deliver healthcare, it plays an important role in listening to residents, bringing partners together, advocating for local needs, and tracking progress. This work must be carried out in an open, practical, and accountable way, with clear communication on how input is used, what actions are being taken, and how progress is measured to build trust and keep the strategy grounded in community needs.

Internal Consultations:

In addition to external community engagement detailed in this report and in Appendix B, various Committees of Council were engaged and will continue to be engaged as the Action Plan is finalized and implemented.

City staff from Corporate Communications, Corporate Services, Development and Government Relations, and the Office of the Mayor and CAO have been working collaboratively with external partners to gather feedback from the community regarding

the future of healthcare, and have worked diligently advocating for funding at all levels of government. Finance staff were consulted during procurement and budget approval processes.

Financial Implications:

There are no financial implications associated with receiving this report. The Esri Canada agreement is funded through the approved 2026 Budget. Expenses for community engagement activities are funded by the 2026 Budget.

Future initiatives directly related to this Action Plan, including development of clinic space, diagnostic expansion, transportation alignment, partnership models, or capital grant applications, will be brought forward to Council as business plans in subsequent reports.

Public Engagement:

At the heart of this Action Plan are the voices of Port Colborne residents. Through a multi-phase engagement process, community members, partners, and healthcare experts shared their experiences, ideas, and priorities for the future of care. This work has been guided by a commitment to clear information, inclusive participation, and transparent decision-making.

Community input will continue to be an important part of how this plan is carried out. Ongoing engagement will take place through the work of the [Healthcare Advisory Committee](#) over its four-year term. The Committee continues to meet every two weeks to review data and bring together community members and healthcare professionals to identify practical solutions. To date, the committee has heard from more than 25 presenters, including providers, community organizations and regional partners, and has visited hospitals, urgent care centres and other clinical spaces to better understand local challenges and opportunities. This important work will continue, as well as through touchpoints with Committees of Council, focus groups, surveys, and continued conversations with residents, partners, providers and organizations. This will help track progress, respond to change, and make sure the plan remains grounded in real community needs over time.

From May to June 2026, the City will host another round of engagement to gather feedback on this draft Action Plan. This will include an online and paper survey, in-person open houses, a virtual information session, interviews with priority populations and community focus groups. The goal is to make sure residents have another opportunity to review the plan, share their thoughts, and help refine the actions before it is finalized and presented to City Council in July 2026. (see Appendix B Community Engagement Plan May-July 2026.)



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:

Port Colborne's healthcare challenges are not new, but they are becoming more urgent. The Community Health and Wellness Action Plan provides a clear, practical and community-driven path forward. It reflects local needs, is grounded in evidence and recognizes both the opportunities and limitations of the municipal role.

Approval of the Action Plan and Community Engagement Plan will allow the City to move forward with meaningful community consultation and return to Council with a final strategy that is informed, supported and ready for implementation.

Municipalities do not deliver healthcare services, but they play an important role in supporting healthy communities.

Appendices:

- a. Community Health & Wellness Action Plan: Connected Care, Close to Home, At Every Stage of Life
- b. Community Engagement Plan-Phase Four (May-July 2026)
- c. Community Health & Wellness Action Plan Presentation

Respectfully submitted,

Geneviève-Renée Bisson

Senior Health Advisor

Genevieve-renee.bisson@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.



PORT COLBORNE

**2026-65
APPENDIX A**



COMMUNITY

HEALTH & WELLNESS

ACTION PLAN

**CONNECTED CARE. CLOSE TO HOME.
FOR EVERY STAGE OF LIFE.**



www.portcolborne.ca



905-835-2900

LAND ACKNOWLEDGEMENT

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.

TABLE OF CONTENTS

Message from the Mayor and City Council	04
Message from the Healthcare Advisory Committee	06
Community Profile	08
Healthcare in Port Colborne	10
The City's Role in Strengthening Local Healthcare	12
What are Social Determinants of Health?	14
How the Health System Works	15
Community Insights & Engagement	16
Vision, Purpose & Guiding Principles	18
Areas of Focus	19
Better Access Through Advanced Primary Care	20
Medical Imaging and Lab Services	22
Community-Based Care	24
Mental Health and Well-Being	26
Transportation and Access to Care	28
Healthy Resilient Communities	30
Equity, Inclusion and Culturally Safe Care	32
Community Voice, Accountability and Advocacy	34
Who Does What in Healthcare	36
Acknowledgements	38
What Comes Next	39
Glossary of Key Terms	40
Research & Sources	42

MESSAGE FROM THE MAYOR AND CITY COUNCILLORS

Access to healthcare is one of the most important issues facing our community. Across Port Colborne, we have heard clearly from residents that timely, reliable, and local care matters – and that gaps in the system are having a real impact on people’s lives.

This conversation is not only about the loss of services. It is also about the future of healthcare in our community. Residents deserve access to modern facilities, a full range of services, and a strong team of healthcare professionals who can deliver high-quality care close to home. As our community grows and evolves, so too must the healthcare system that supports it.

As your Mayor and Council, we are committed to being part of the solution, and we have taken important steps to better understand these challenges and begin identifying meaningful, long-term solutions. In early 2025, we established a citizen-led Healthcare Advisory Committee to bring forward local insight and lived experience, and we extend our sincere thanks to its members for their dedication and contributions to our community.

We also made a significant commitment by approving a \$1 million investment over three years to support healthcare advocacy, planning, and the development of sustainable solutions. This Action Plan represents the beginning of that work.

Throughout 2025, we led a community-wide engagement process to hear directly from residents about their experiences, priorities, and ideas for improving healthcare in Port Colborne. What we heard has helped shape this plan and will continue to guide our actions moving forward.

To further support informed decision-making, Council directed an independent health services analysis, led by KPMG, to assess healthcare system planning and service delivery needs over the next 20 years. This work provided critical data and a clearer picture of current gaps, future demand, and opportunities for improvement. It will help ensure that the actions we take are grounded in evidence, responsive to growth, and focused on building a system that can meet the needs of our community now and into the future.

This Action Plan is a starting point. It brings together what we have heard from residents, what we have learned through engagement, and what we know about the challenges and opportunities ahead. It is designed to guide immediate actions while also laying the foundation for longer-term solutions – including advocating for the kind of modern, accessible healthcare infrastructure our community needs and deserves.

To everyone who shared their experiences, ideas, and time, thank you. Your input has been essential in shaping this plan and highlighting what matters most to our community. Your voices will continue to guide this work as we move forward, and we remain committed to listening, learning, and working together to build a healthier Port Colborne where care is connected, accessible, and close to home for every stage of life.

Thank you!
Mayor Steele & Port Colborne City Council



CITY COUNCIL MEMBERS 2022-2026

Mayor
William Steele

Ward 1
Councillor Mark Bagu
Councillor Dave Elliott

Ward 2
Councillor Eric Beauregard
Councillor Tim Hoyle

Ward 3
Councillor Gary Bruno
Councillor Frank Danch

Ward 4
Councillor Monique Aquilina
Councillor Ron Bodner



MESSAGE FROM THE CHAIR AND VICE-CHAIR HEALTHCARE ADVISORY COMMITTEE

The Healthcare Advisory Committee was created by City Council to help guide Port Colborne's response to one of the most important issues facing our community, access to healthcare close to home. As a citizen-led committee, our role has been to listen, to learn, and to help shape a path forward that reflects both the realities of the healthcare system and the lived experiences of our residents.

As healthcare professionals ourselves, we bring both personal and professional experience to this work. We have seen first hand how difficult it can be for residents and their families to navigate the system, especially when care is not available close to home.

We would like to extend our sincere thanks to our colleagues on the Healthcare Advisory Committee for their dedication, and to the many individuals and organizations who contributed their time and insight to this draft Action Plan. In particular, we are very grateful to the Port Colborne Health Coalition for their ongoing participation, and to the Niagara Ontario Health Team – Équipe Santé, Bridges Community Health Centre, Port Cares, and our local physicians, who generously shared their expertise and continue to support this community every day. We also want to thank the 25 presenters who brought forward frontline perspectives. Your insights have grounded this work in real experience and helped ensure this Action Plan is practical, informed, and focused on what matters most to the people of Port Colborne.

Over the past year, the Committee has heard from healthcare providers, community organizations, regional partners, and subject matter experts. These conversations, along with multiple points of community engagement, have helped us better understand key challenges, our local system pressures and provincial healthcare trends.

Through surveys, conversations, and outreach, residents have clearly told us that healthcare access is becoming more difficult, it's about more than just the closure of our Urgent Care Centre, and that timely, local care matters deeply. Many shared personal stories about the challenges they face. Those voices have stayed with us and continue to guide this work.

It is important to recognize that municipalities do not deliver healthcare services. However, they do have a role to play in advocating for our residents, planning for the future, and bringing partners together. This Committee has worked to do exactly that, helping ensure Port Colborne's voice is heard in regional and provincial conversations, while identifying practical steps that can make a difference locally. We are grateful for the trust and support of City Council, including the critical resources provided to better understand our community's needs through data and external guidance from KPMG and Esri Canada.

This draft Community Health & Wellness Action Plan represents the next step in that work. It reflects what we have heard, what the data tells us, and what we believe is achievable through collaboration and sustained effort. But it is not final.

We are now bringing this draft to the community for input. Your feedback will help guide and refine priorities, strengthen actions, and ensure this Action Plan truly reflects the needs and values of Port Colborne residents.

On behalf of the Healthcare Advisory Committee, thank you to everyone who has contributed so far. We look forward to continuing this work together as we move toward a healthier future for our community.



**Sydney McDowell, NP
(Chair)**



**Dr. Philip McGarry, MD
(Vice Chair)**



COMMITTEE MEMBERS

**Sydney McDowell, NP
(Chair)**

**Dr. Philip McGarry, MD
(Vice Chair)**

Carmen Tamas

Matt Lallouet

Tina Triano

**Councillor Monique Aquilina
(Non-voting member)**

**Councillor Ron Bodner
(Non-voting member)**

**Mayor William C. Steele
(Ex-officio member)**



22,000

Community Population*



\$70,000

Median Household Income*

Provincial Average: \$91,000



54.2%

Labour force participation*

Provincial Average: 67.9%



54%

High school diploma or less*

Provincial Average: 32%



2.2

Average household size*

Provincial average 2.6

COMMUNITY PROFILE

Port Colborne is a close-knit, resilient community with a strong sense of identity, connection, and pride. Located along the shores of Lake Erie and the Welland Canal, the city offers a high quality of life, growing economic opportunities, and a supportive network of community organizations that work every day to help residents stay healthy and well. The community is experiencing steady growth and new investment, positioning Port Colborne as an increasingly attractive place to live, work, and raise a family. At the same time, residents value the small-town feel, where people know each other, support one another, and expect care to be close to home.

Like many communities across Ontario, Port Colborne is also facing real and growing pressures that affect health and access to care. The population is older than the provincial average, with a higher proportion of seniors, many of whom live alone and may face mobility and transportation challenges. Income and education levels are lower than average, which can make it harder for residents to get information, navigate the healthcare system, access support, and maintain overall health and well-being. Many residents are living with chronic conditions and require ongoing care and support.

Access to healthcare remains one of the most significant challenges. Approximately 2,700 residents do not have a family doctor, and local primary care and after-hours care options are limited. As a result, many people rely on urgent care or emergency services for needs that could be addressed earlier and closer to home. Transportation barriers resulting from limited public transit to hospitals, corresponding lengthy travel times, and specialists outside the community add to these challenges, particularly for seniors and those with limited mobility.

These strengths and pressures exist at the same time. Port Colborne is a community that cares deeply about its residents and is committed to building a healthier future. This Action Plan is grounded in that reality, recognizing both what is working well and where change is needed so that practical, community-driven solutions can be developed to improve access, support well-being, and ensure residents can get the care they need, close to home.

* From Statistics Canada.

** From Primary Care Data Reports for Ontario Health Teams from 2022. From Inspire-PHC.

*** From Port Colborne Healthcare Analysis Report by KPMG (Feb 2026).

OUR VISION:

A healthy and vibrant community embracing growth for future generations.

OUR MISSION:

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

OUR VALUES:

Integrity - We interact with others ethically and honourably.

Respect - We treat each other with empathy and understanding.

Inclusion - We welcome everyone.

Responsibility - We make tomorrow better.

Collaboration - We are better together.



9.4%

Population growth since last census*
Provincial Average: 5.8%



27%

Residents over the age of 65*
Provincial average: 18%



2,700

Residents without a family doctor**



33%

Seniors in Port Colborne live alone*
Niagara average: 29%
Provincial average: 27%



20%

Households live below the poverty line*
Niagara average: 16.7%
Provincial average: 14.5%



102%

Projected increase of residents age 75+ by 2050***
Under moderate growth scenario



HEALTHCARE IN PORT COLBORNE

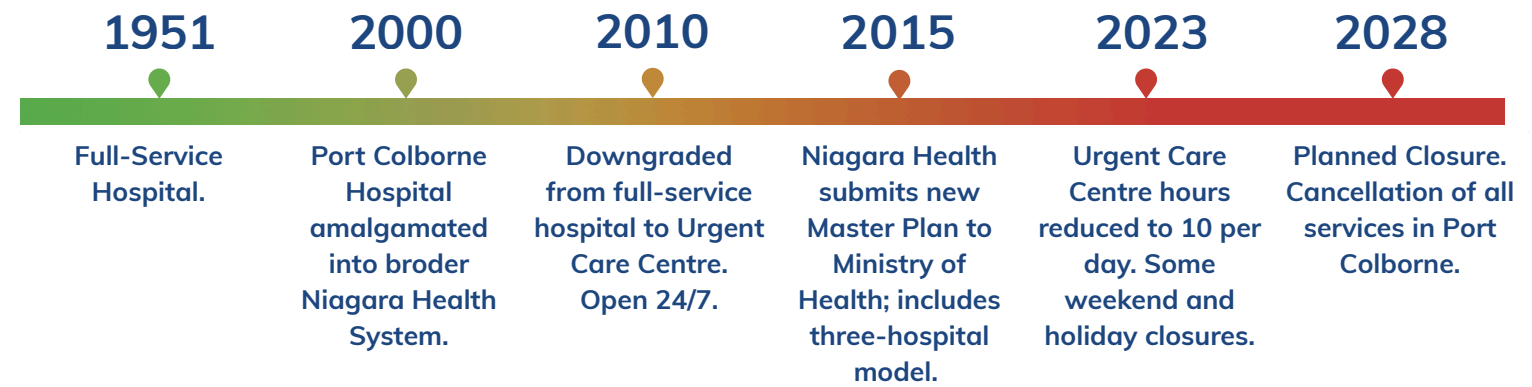
For generations, healthcare has been an important part of life in Port Colborne, shaped by community leadership, local pride, and a shared belief that care should be close to home. This Action Plan is rooted in that same belief. It is hopeful about the future and grounded in a simple idea, every resident should be able to get the care, support, and information they need in a way that is fair, respectful, and easy to access.

This Plan has been shaped by many people. It reflects the voices of residents, caregivers, healthcare workers, community organizations, local leaders, and system partners who shared their time, ideas, and lived experience. It also reflects the commitment of City Council, the Healthcare Advisory Committee, City staff, and many others who helped guide this work to build a stronger foundation for community health and wellness planning.

HISTORY OF THE PORT COLBORNE HOSPITAL SITE

Healthcare in Port Colborne has changed greatly over time. When the local hospital first opened its doors in 1951, it was made possible through community fundraising and local support. For many years, it served as a full-service hospital and an important part of life in the city. Over time, healthcare services across Niagara, as well as Ontario, became more regionalized. Governance was centralized through the Niagara Health System amalgamation in the early 2000's,

services were reorganized, and more care began to move to other communities. In Port Colborne, that meant a gradual reduction in local hospital services and a shift to an Urgent and Complex Care Centre (UCC) in 2010. Over time, primary care in the community did not develop at the same pace as in other municipalities, and residents came to rely heavily on the UCC for access to urgent and primary care.



RECENT PROGRESS AND CHANGES

We reached another turning point in December 2024, when Niagara Health announced that the Port Colborne UCC would close in 2028 as part of the new regional hospital model. This raised serious concerns in the community about access, travel, fairness, and the future of healthcare in Port Colborne. In response, City Council approved a broad community engagement process to hear directly from residents and better understand local needs and priorities. Thousands of people took part through surveys, public meetings, open houses, and other engagement opportunities. The message was consistent, local healthcare matters, and the community wants to be part of shaping its future.

Council also established the Healthcare Advisory Committee to help guide this work and keep local voices at the centre of planning. The committee began its work in June 2025 and has played an important role by bringing lived experience, community insight, and practical advice to the table. At the same time, Council committed funding in support of healthcare planning, advocacy, and long-term local solutions, recognizing that while the City traditionally does not have jurisdiction in healthcare service planning and delivery, it does have an important role in bringing people together, planning ahead, speaking up for the community to help support better health outcomes.

MOVING FORWARD TOGETHER

To build a strong evidence base for this Action Plan, an independent healthcare analysis was completed by KPMG to better understand local needs, service use, access barriers, as well as future pressures. Work with Esri Canada, the world leader in mapping, is also helping to support a more data-informed picture of the community, including visual tools that strengthen planning, advocacy, and long-term decision-making. Together, this work has helped to create a clearer understanding of both the risks facing Port Colborne and the opportunities to build a sustainable and healthier future.

This draft Action Plan is the result of that journey so far. It brings together community input, local knowledge, research, and a shared commitment to care close to home. It is built around eight areas of focus that reflect what matters most to residents and where action is needed most. The goal is not only to respond to change, but to work together toward something better, a future where healthcare in Port Colborne is more connected, more inclusive, and easier to access at every stage of life.



THE CITY'S ROLE IN STRENGTHENING LOCAL HEALTHCARE

Improving healthcare requires shared responsibility. The City plays a different role than healthcare providers and the Province, but that role is still important. While the City does not deliver healthcare services directly, it has a meaningful role in shaping the conditions that support health and well-being in the community. This includes listening to residents, identifying local needs and gaps, and working with partners across the healthcare system to help improve access and coordination. By bringing people together and keeping a strong focus on local priorities, the City can help ensure that decisions are informed by real experiences and reflect what matters most to residents.

This section outlines how the City can take action across four key areas: leading, supporting, influencing, and advocating. Each role reflects a different way the City can contribute to improving healthcare outcomes, from driving community engagement and supporting local initiatives to influencing broader planning decisions and advocating for needed investments. Together, these actions help create a more connected and responsive system, strengthen access to care close to home, and ensure that the needs of Port Colborne residents are clearly represented at every level.



THE CITY WILL LEAD

- Community engagement and listening to residents.
- Bringing partners together to support local solutions.
- Sharing information and improving awareness of available services.
- Tracking progress and reporting back to the community.
- Investments that create real progress.

THE CITY WILL SUPPORT

- Local physician and healthcare provider recruitment efforts.
- Community-based programs and partnerships that improve health and well-being.
- Coordination between organizations working in health, housing, and social services.

THE CITY WILL INFLUENCE

- Regional healthcare planning through participation and collaboration with partners.
- How healthcare needs are considered in local planning decisions (e.g., growth, transit, accessibility).

THE CITY WILL ADVOCATE FOR

- Increased provincial funding and resources for primary care and local services.
- Timely access to care close to home.
- Solutions that address transportation and access barriers.
- A healthcare system that reflects the needs of Port Colborne residents.

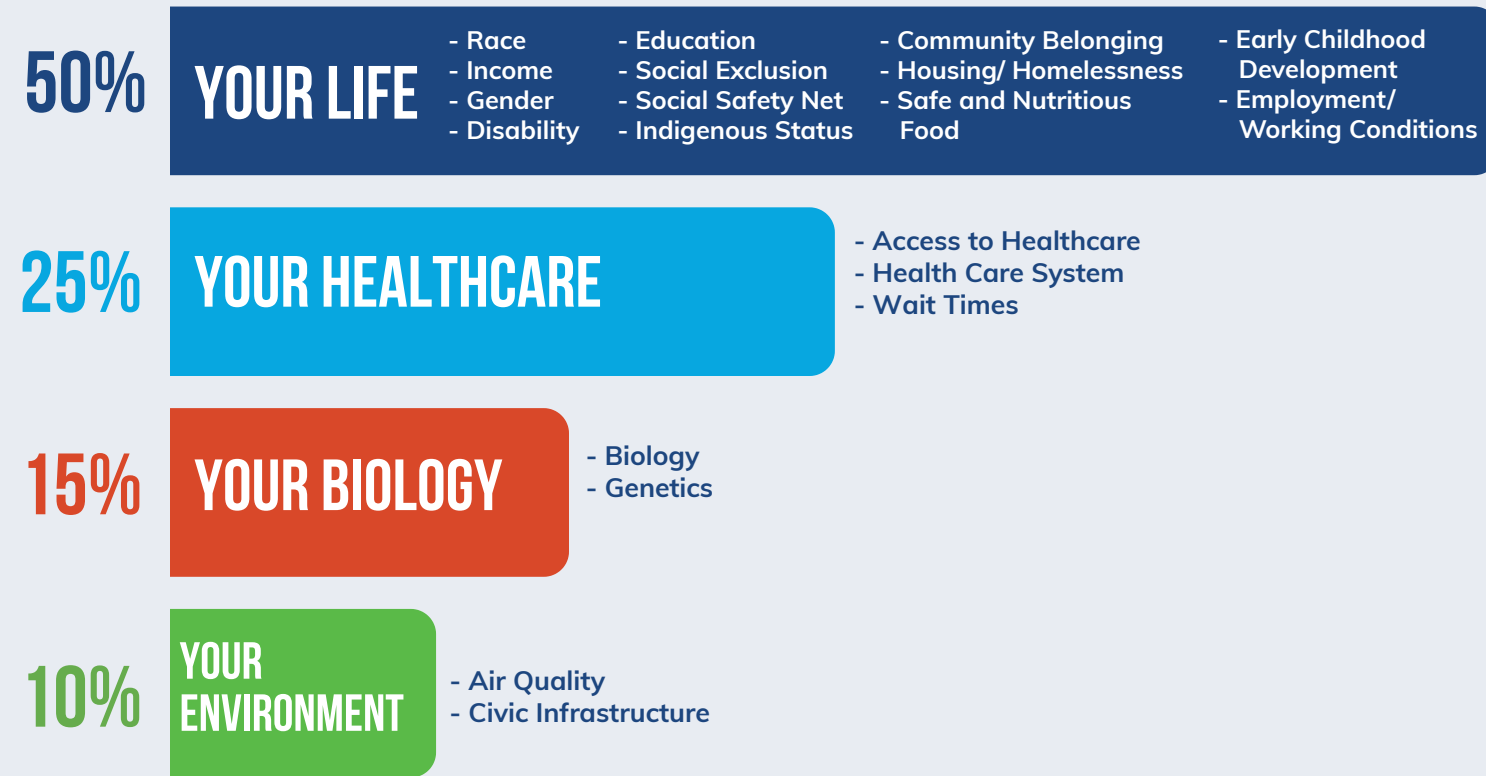
COUNCIL ACTIONS TO DATE

- Committed a \$1-million Council investment over three years to support healthcare advocacy, planning, and long-term solutions, helping advance local priorities and strengthen the community's voice in broader healthcare discussions.
- Conducted community-wide engagement throughout 2025 to better understand local needs, challenges, and priorities, ensuring the Action Plan is grounded in real experiences and reflects what matters most to residents.
- Established a citizen-led Healthcare Advisory Committee to provide local insight and lived experience, bringing community voices directly into the planning process and helping guide meaningful, practical solutions.
- Commissioned an independent health services analysis with KPMG to assess system planning and service delivery over the next 20 years, providing clear data and evidence to inform long-term decision-making.
- Developing data-driven planning tools with Esri Canada, including an interactive health dashboard to support physician recruitment, health neighbourhood planning, and the coordination of future community-based services.

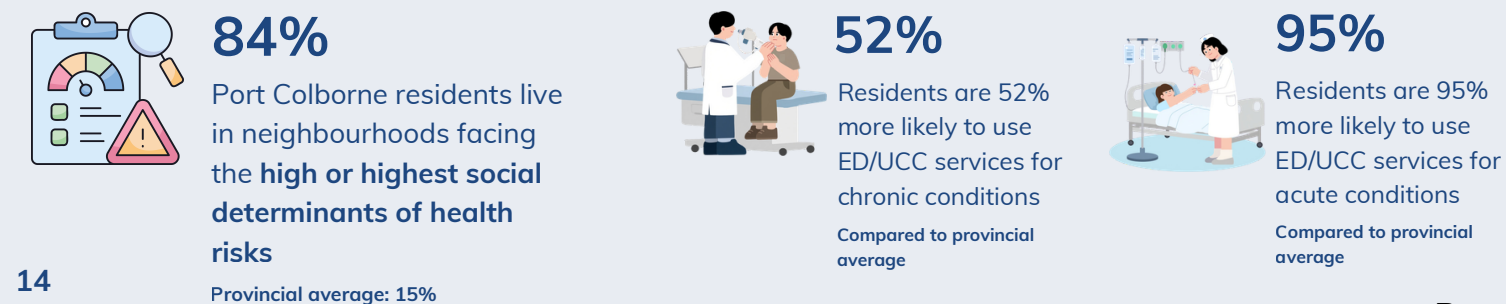
WHAT ARE SOCIAL DETERMINANTS OF HEALTH?

Social determinants of health are the everyday conditions that influence a person's ability to stay healthy, beyond just medical care. They include factors like income, housing, education, employment, social supports, and access to healthy food and safe environments. These conditions shape health outcomes over time, often having a greater impact than healthcare itself, by either creating opportunities for good health or contributing to barriers and inequities within a community.

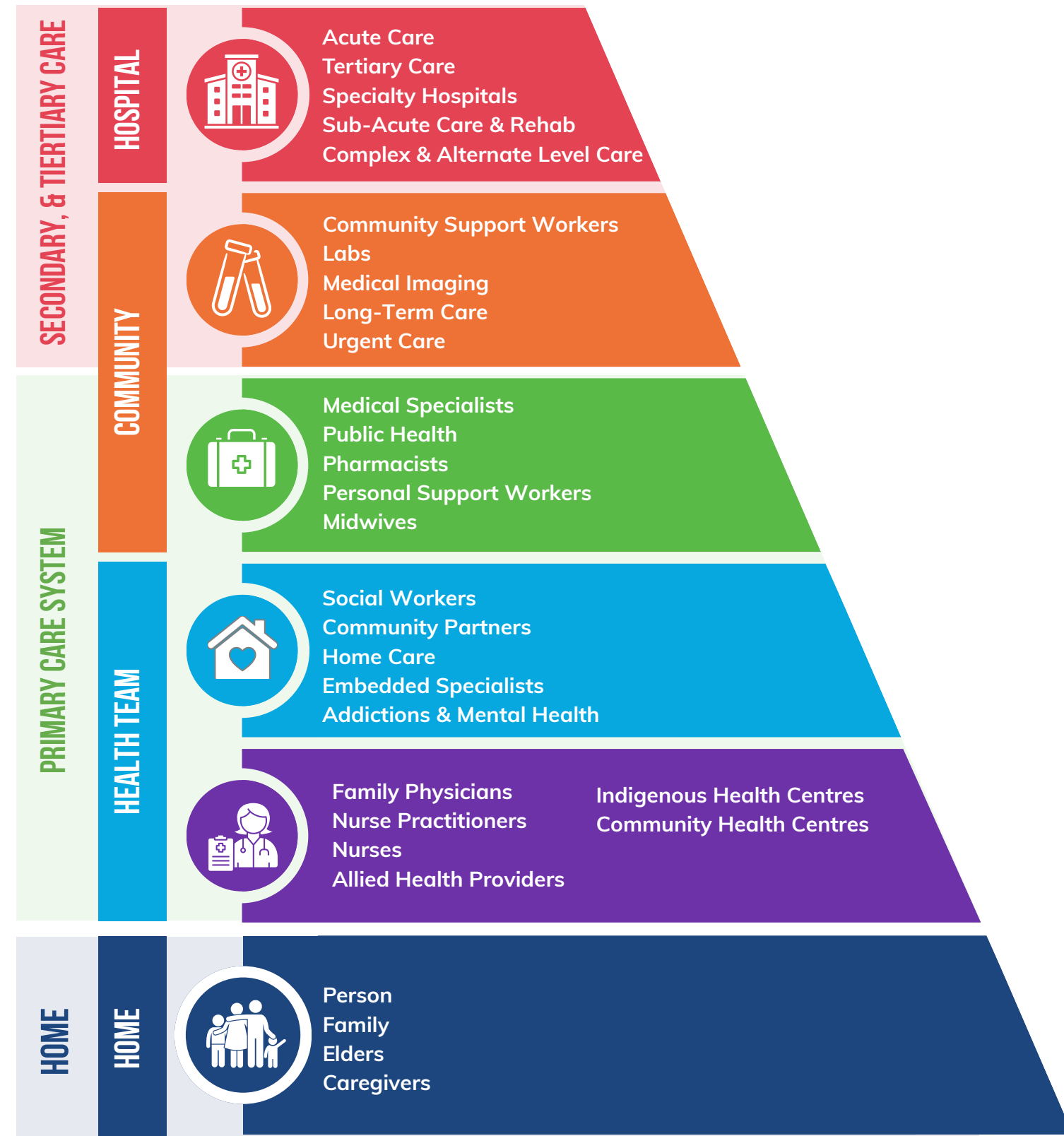
What makes Canadians sick?



What does it mean for Port Colborne?



HOW THE HEALTH SYSTEM WORKS



COMMUNITY INSIGHTS & ENGAGEMENT

At the heart of this Action Plan are the voices of Port Colborne residents. Through a multi-phase engagement process, community members, partners, and healthcare experts shared their experiences, ideas, and priorities for the future of care. This work has been guided by a commitment to clear information, inclusive participation, and transparent decision-making.



PHASE ONE: January to April 2025

The first phase of community engagement was approved by Council in late January 2025 and brought together more than 2,000 completed surveys and over 10,000 comments. Residents shared their input through open houses, town halls, virtual sessions, pop-ups, and conversations with working groups and Council committees. The message was clear. Access to healthcare is becoming more difficult, and residents want care that is closer to home, easier to navigate, and available when they need it.



PHASE TWO: April 2025 - ongoing

What we heard in Phase One helped shape the work of the Healthcare Advisory Committee. The Committee meets bi-weekly to review research and data, and to bring together community members and healthcare professionals to share ideas and practical solutions. So far, the Committee has heard from 25+ presenters, including healthcare providers, community organizations, and regional partners. Members have also visited hospitals, urgent care centres, and other clinical settings. The goal is to better understand the challenges people are facing and the opportunities ahead.



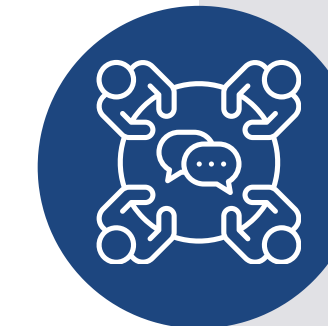
PHASE THREE: December 2025 to February 2026

To support its work and ensure decisions are grounded in evidence and practical solutions, the Committee engaged KPMG to complete a healthcare analysis. KPMG worked closely with the Committee and local partners to better understand service gaps, barriers to access, and future needs. This work confirmed what residents shared in Phase One and added clear data to guide next steps. This draft Action Plan brings everything together and reflects community input, partner insights, and the data on current and future healthcare needs.



PHASE FOUR: May to July 2026

From May to June 2026, the City will host another round of engagement to gather feedback on this draft Action Plan. This will include another online and paper survey, in-person open houses, a virtual information session, interviews with priority populations and community focus groups. The goal is to make sure residents have another opportunity to review the plan, share their thoughts, and help refine the actions before it is finalized and presented to City Council in July 2026.



PHASE FIVE: July 2026 to 2030

Community input will continue to be an important part of how this plan proceeds and engagement with the healthcare system continues to grow. Ongoing engagement will take place through the work of the Healthcare Advisory Committee over its four-year term, as well as through touchpoints with Committees of Council, focus groups, surveys, and continued conversations with residents, partners, providers and organizations. This will help track progress, respond to change, and make sure the plan remains grounded in real community needs over time.

January
2025

June
2025

August
2025

November
2025

December
2025

January
2026

April
2026

May
2026

July
2026

September
2026

Council launches first phase of healthcare engagement.

Port Colborne Healthcare Advisory Committee work begins.

Public delegations invited to speak at the Healthcare Advisory Committee.

Primary Care Funding Requested by Niagara Ontario Health Team.

KPMG Commissioned to complete study on Port Colborne.

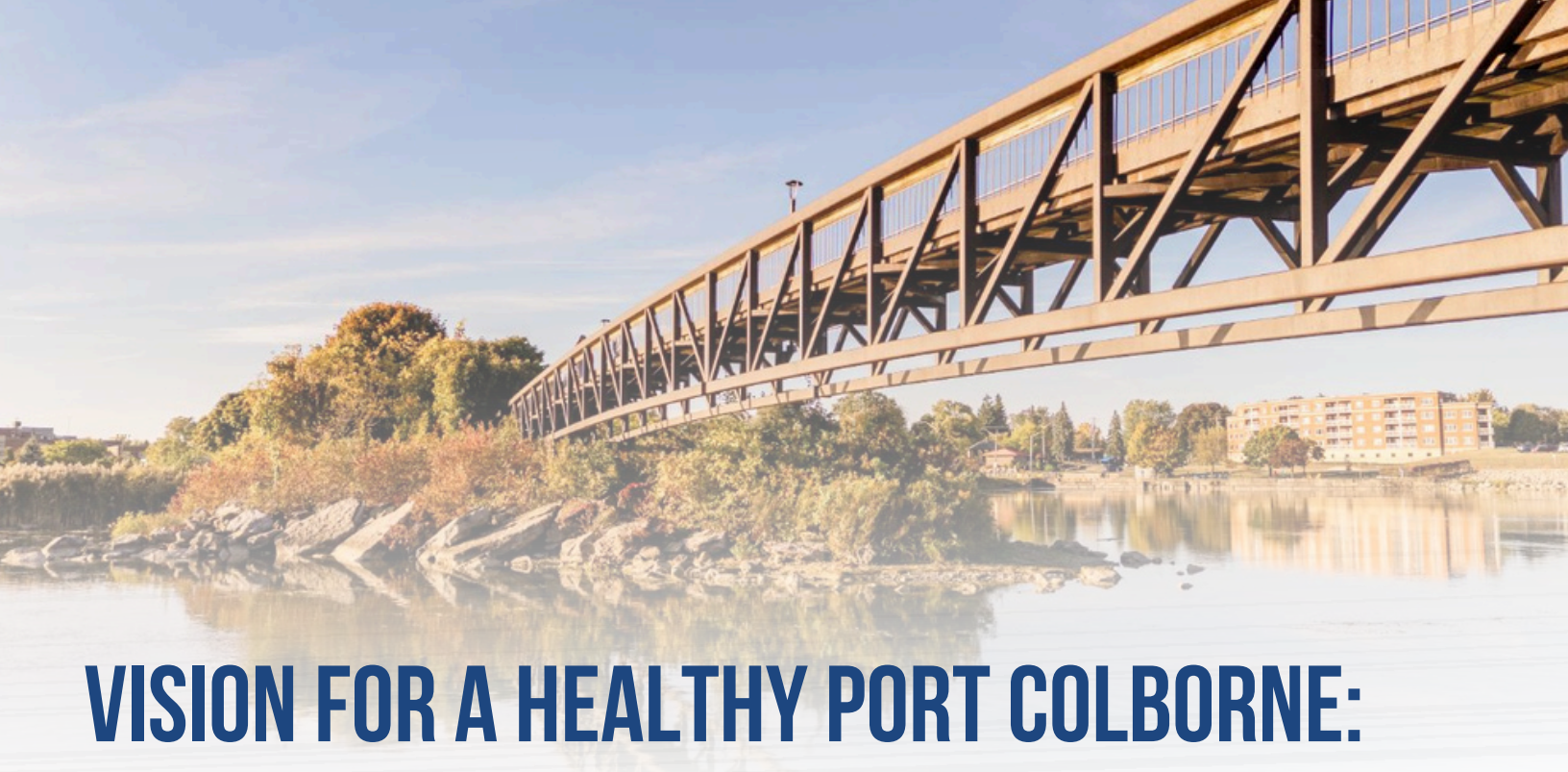
Esri Canada healthcare dashboard project begins.

Draft Community Health & Wellness Action Plan published.

Community Engagement on draft Community Health & Wellness Action Plan begins.

Final Community Health & Wellness Action Plan to be considered for approval by City Council.

Business Case development begins.



VISION FOR A HEALTHY PORT COLBORNE:

Connected Care, Close to Home for Every Stage of Life.

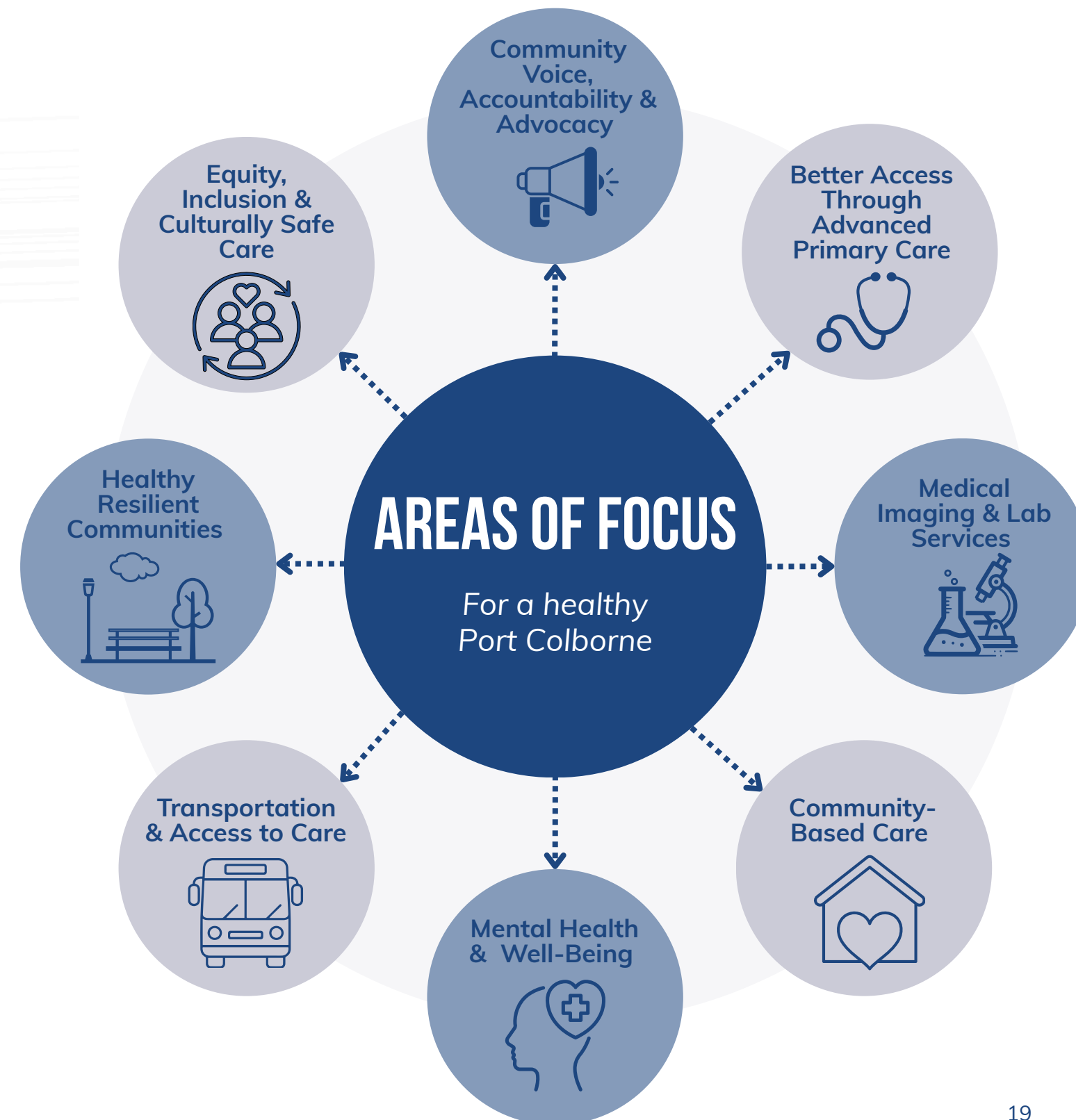
PURPOSE: To improve access to timely and barrier-free healthcare services for all residents of Port Colborne.

GUIDING PRINCIPLES:

- 
Quality Care We Can Trust:
 Everyone in Port Colborne deserves safe, reliable healthcare delivered by professionals who put patients first.
- 
Care When We Need It:
 Residents should be able to get help quickly and close to home, without long waits or travel.
- 
People at the Centre:
 Healthcare should reflect real lives, listen to residents, and respond to the needs of families and caregivers.

- 
Fair Access for All:
 Everyone should be able to get the care they need, regardless of income, where they live, their abilities, or the barriers they face.
- 
A System That Lasts:
 We need smart, local solutions that work today and support a healthy community for generations to come.

The Action Plan is organized into eight key areas of focus. For each area, we've brought together what the community shared through public engagement, what the data and research show about local needs, and a clear set of actions to guide our response. This approach ensures each priority is grounded in both lived experience and evidence, with practical steps to move forward.



AREA OF FOCUS

BETTER ACCESS THROUGH ADVANCED PRIMARY CARE

Primary care is the front door to the healthcare system. It is where people go for check-ups, ongoing care, early diagnosis, and help navigating services. When access to primary care is strong, people stay healthier and fewer residents need to rely on hospitals or emergency care.

In Port Colborne, access to primary care is already limited. Many residents do not have a family doctor or cannot get timely appointments. These challenges are felt most by seniors, low-income residents, and those without reliable transportation. As a result, more people are turning to urgent care for needs that should be addressed earlier.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Hard to find a family doctor or same-day care

Many Port Colborne residents do not have a family doctor or cannot access same-day care.



Using urgent care for everyday health needs

The Port Colborne UCC is often used for care that should happen in a primary care setting.



Wanting more local care options

Residents want more local options, including after-hours care, walk-in clinics, and team-based care.



Worried about losing after-hours care

There is concern about losing after-hours access and related services when the Port Colborne UCC closes in 2028.



Challenges getting care outside the city

Travelling outside the city for care creates barriers, especially for seniors and those without a vehicle.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Limited access to primary care is driving higher use of urgent and emergency care (2,700 residents without a family doctor and a shortage of at least five physicians).
- Evidence across Ontario shows that strong primary care improves access and reduces pressure on hospitals.
- Demand for care will continue to grow as the population increases and ages Port Colborne residents visit emergency departments more often than the provincial average.
- Gaps in primary care access disproportionately affect residents already facing the greatest barriers.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Attract More Primary Care Providers

Advocate for more primary care providers by working with regional and provincial partners to bring stable, long-term funding and recruitment support to Port Colborne.



Expand Team-Based Care

Support team-based care models that include nurse practitioners, allied health professionals, paramedicine, and wrap-around services.



Create Modern Spaces for Care

Support the development of modern spaces for care, including new or expanded clinic locations and leverage virtual care technology.



Improve After-Hours Access

Advocate for improved after-hours access and explore pathways for 24/7 on-call coverage similar to models in other municipalities.



Urgent Care Coverage

Work with the province and local providers to secure sustainable funding to fill service gaps for urgent and time-sensitive injuries and illnesses (e.g. cuts, minor burns, eye injuries, sprains, fevers, and ENT issues).



Measure Progress and Impact

Track and report on progress, including attachment rates, service use, and community feedback, to support ongoing planning and advocacy.

AREA OF FOCUS

MEDICAL IMAGING AND LAB SERVICES

Healthcare does not stop at a doctor's visit. People also need timely access to tests, medical imaging, lab work, and specialist care. These services help diagnose issues early, guide treatment, and prevent more serious health problems. That need is especially clear in Port Colborne, where many of these services are already limited or require travel outside the community.

Residents often leave the city for scans, fracture care, and specialist visits. For those with lower incomes, limited mobility, caregiving responsibilities, or no access to a vehicle, even routine care can become difficult to access. Strengthening local access to these services will make care faster, more equitable, and easier to navigate.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Medical imaging and diagnostics are important

Residents want to keep the local X-ray, ultrasound, and lab services that are currently associated with the UCC.



Worried about losing more services over time

There is concern about losing even more healthcare services over time due to centralization of hospital-based services.



Travel for care is difficult and costly

Travelling for tests and appointments is stressful, costly, and time-consuming, and can be a barrier to diagnosis and treatment.



Support for MRI and specialized care closer to home

Strong support exists for a South Niagara MRI and more specialized care to better serve Port Colborne, Wainfleet and Fort Erie.



Conveniently located care

Co-locating services is preferred and seen as more convenient. Healthcare services should be available on both sides of the Welland Canal.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Local access to testing and same-day clinical services is essential to timely care.
- When residents must travel farther for basic services, delays increase and some people choose not to seek care.
- Limited access to medical imaging and diagnostics can lead to later diagnoses and increased pressure on urgent and emergency care.
- Maintaining local services is especially important for residents facing transportation, financial, or mobility barriers.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Protect Local Medical Imaging and Diagnostic Services

Advocate to maintain local diagnostic services, including X-ray, ultrasound, and lab services, as essential components of care close to home.



Expand Access to Medical Imaging and Diagnostics

Support opportunities to expand services in South Niagara, including access to MRI and other diagnostics, to reduce wait times and travel.



Bring Specialists Closer to Home

Enable local access to visiting specialists and outpatient services by supporting clinic space and community partnerships, with healthcare services being available on both sides of the Welland Canal.



Support One-Stop Care Models

Promote co-located care models that bring multiple services together to improve access and patient experience.



Reduce the Need to Travel for Care

Work with partners to reduce unnecessary travel for routine and non-emergency care through better coordination and planning.

AREA OF FOCUS

COMMUNITY-BASED CARE

Most healthcare should not happen in a hospital. Many residents need support closer to home, including home care, chronic disease management, rehabilitation, caregiver support, palliative care, and services that help people stay safe, healthy, and independent. This is especially important in Port Colborne, where the population is older than average and demand for care is growing.

At the same time, residents of all ages face barriers to accessing the support they need. Aging, chronic illness, disability, mobility challenges, mental health needs, and social isolation often overlap. Without the right supports in place, it becomes harder for people to stay well at home. Strengthening community-based care will help residents maintain independence, support families and caregivers, and reduce avoidable hospital visits.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Need for More Local Support for Seniors and Families

Seniors, families and caregivers need more support close to home.



Demand for Preventative Care and Reduced Hospital Visits

People want more services that help prevent illness and reduce hospital visits.



Strong Support for Connected, Community-Based Care

There is strong support for more connected, local care and wellness services for all ages.



Challenges Navigating a Fragmented Care System

Navigating between primary care, specialists, and hospital services is difficult and often fragmented.



Long Wait Times for Community Services

Wait time for some community-based services, such as long term care beds, or physiotherapy can take months.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- There are gaps in care between home, primary care, and hospital services, especially during transitions.
- Supporting seniors, families, and caregivers is central to future health and wellness planning.
- Strong community-based care improves quality of life and reduces pressure on hospitals.
- Residents with complex needs, limited mobility, lower incomes, or limited social support are most affected by these gaps.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Expand Local Home and Community Care Services

Work with healthcare and community partners to support the expansion of local home and community-based care services.



Advocate for More Long-Term and Transitional Care Capacity

Advocate for increased capacity in long-term care, hospice, and transitional care, recognizing growing demand in the community.



Support Aging in Place for Residents

Support aging in place by advocating for services and programs that help residents remain safely at home.



Strengthen Support for Caregivers and Families

Strengthen support for caregivers and families through partnerships, awareness, and local resources.



Improve Care Coordination and Transitions

Promote better care coordination and transitions, including discharge, recovery, and follow-up supports.



Plan for Future Community Care Needs

Align health planning with future growth to anticipate care needs and ensure sustainable access to food, housing, social services, and community development.

AREA OF FOCUS

MENTAL HEALTH AND WELL-BEING

Mental health is a key part of overall health. People need timely, compassionate support for mental health and substance use, just as they do for physical health. Early support can prevent crisis, reduce hospital use, and improve quality of life.

In Port Colborne, these needs are often linked to broader challenges such as housing instability, isolation, trauma, and barriers to care. Addressing mental health requires more than treatment alone. It requires better connections between services, stronger community supports, and easier pathways for people to get help early, before issues become more serious.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Expand Local Mental Health and Addictions Support

Mental health and addictions support should continue to be available locally.



Improve Connections Between Healthcare, Social, and Community Services

Residents want better connections between healthcare, social services, and community supports to improve health outcomes.



Focus on Early Support to Prevent Crises

Residents want timely support to help prevent issues from escalating.



Recognize Mental Health as a Growing Community Priority

Mental health has emerged as a clear and urgent priority for residents.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Mental health and addictions support must be part of the core strategy, not an add-on.
- Earlier access and stronger local coordination can improve outcomes and reduce crisis-driven care.
- Well-being depends on connecting healthcare with social and community supports.
- People facing social and economic barriers may be at greater risk and need more flexible, local, and welcoming pathways to access support.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Strengthen Coordination and Accountability Across Health, Community and Social Services.

Support stronger coordination between healthcare providers, community organizations, and social services, while tracking outcomes to measure impact.



Advocate for Greater Access to Local Mental Health and Addictions Services

Advocate for increased access to local mental health and addictions services, including sustainable funding and programs for youth.



Make Services Easier to Find Through Awareness and Navigation

Improve awareness and navigation of services so residents can easily find the help they need.



Promote Prevention and Early Intervention

Promote prevention and early intervention through partnerships, education, and community-based initiatives.



Integrate Mental Well-Being Into Community Planning

Embed mental well-being across all areas of planning, recognizing its connection to housing, social supports, and overall community health.

AREA OF FOCUS

TRANSPORTATION AND ACCESS TO CARE

Access to healthcare is not just about whether services exist. People also need to be able to reach them and understand how to use them when they need care. Long travel times, limited transit options, cost, and confusion about where to go can all delay care or prevent people from accessing it altogether.

These challenges are not experienced equally. They are often hardest on seniors, people with disabilities, low-income households, caregivers, and residents without access to a vehicle. As more healthcare services are delivered outside the community, transportation and system navigation must be treated as a core part of healthcare access.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Transportation is a Major Barrier

Transportation challenges were consistently identified as the leading barrier to accessing care.



Travel Challenges for Seniors and Those Without Vehicles

Travel outside Port Colborne to see specialists or to access after-hours emergency care is especially hard for seniors who live alone and people without a vehicle.



Need for Clearer Information on Where to Access Care

Residents want clearer information about where to go for different types of care.



Concerns About Growing Travel Barriers as Services Change

There is concern that travel challenges will increase as local services change.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Transportation is a healthcare access issue, not just a transit issue.
- Travel time, cost, and system complexity create real barriers and inequities.
- Without proactive planning, access challenges will continue to grow over time.
- Clear information and practical supports are essential, especially for residents facing multiple barriers.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Enhance Transportation Options for Medical Appointments

Work with partners to improve transportation options for medical appointments, including flexible and community-based solutions.



Prioritize Support for Residents Facing the Greatest Barriers

Prioritize support for residents facing the greatest barriers, including seniors, people with disabilities, and low-income households.



Improve Access to Information

Centralize and improve access to clear, simple information so residents know where to go and how to access care.



Increase Awareness of Available Transportation Supports

Increase awareness of existing transportation supports, including medical travel and assistance programs.



Integrate Healthcare Access into Transit and Mobility Planning

Integrate healthcare access into local transit and mobility planning to better reflect current and future needs.



Bring Care Closer to Home Through Local Services

Support opportunities to bring services closer to home, such as mobile clinics and visiting specialists, to reduce the need for travel.

AREA OF FOCUS

HEALTHY RESILIENT COMMUNITIES

Health is shaped by more than healthcare. It is also shaped by housing, food, recreation, social connection, safe streets, walkable neighbourhoods, and access to community spaces. These everyday conditions affect whether people can stay healthy and independent over time.

This broader view matters because some residents face barriers in their daily lives that impact their health long before they enter a clinic or hospital. Building a healthier community means reducing those barriers, supporting healthy aging, and making it easier for people to live well where they are.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Desire for a Healthier Community Beyond Healthcare Services

Residents want a healthier community, not just more healthcare services.



Value Placed on Recreation, Green Space, and Social Connection

Residents view access to natural areas, walkability, and community as key contributors to overall quality of life.



Seniors Want to Stay Active, Included, and Independent

Health and well-being are shaped by opportunities to stay engaged, supported, and age safely at home.



Recognition of Social Factors That Impact Health

Residents recognize that housing, food, transportation, and neighbourhood design affect health.



Growing Concern Around Food Insecurity

Food insecurity is a growing concern, with more individuals and families relying on local supports.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Health outcomes are shaped by both healthcare services and everyday living conditions.
- Prevention and wellness improve quality of life and reduce long-term pressure on the healthcare system.
- Municipal planning and programs play an important role in supporting the social determinants of health.
- A stronger focus on prevention must prioritize residents and neighbourhoods facing the greatest barriers.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Embed Health in Municipal Planning and Decision-Making

Integrate health considerations into municipal planning and decision-making, including housing, parks, recreation, and community design.



Prioritize Equity for Underserved Residents and Neighbourhoods

Focus on equity by prioritizing underserved residents and neighbourhoods facing the greatest barriers.



Support Walkable, Age-Friendly, Complete Communities

Support the development of complete, walkable, and age-friendly communities through planning and policy.



Align Health and Wellness Goals Across City Services

Align health and wellness goals across City services, including recreation, housing, and community programming.



Strengthen Community Food Security Initiatives

Work with community partners to support food security initiatives, such as community gardens and local nutrition programs.

AREA OF FOCUS

EQUITY, INCLUSION AND CULTURALLY SAFE CARE

A strong health system should work for everyone. People should be able to get care and information in ways that are fair, respectful, understandable, and welcoming, regardless of age, income, language, ability, culture, identity, or background.

This includes making sure healthcare planning reflects the needs of residents who may face barriers or be underserved. It also means recognizing that trust matters. People are more likely to seek care, ask questions, and stay connected to services when they feel respected, understood, and included.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Desire for Inclusive Healthcare Planning for All Residents

Healthcare planning should include everyone living in the community.



Support for Respectful and Culturally Aware Care

People support respectful, culturally aware, and inclusive care.



Need for Clearer, More Accessible Information

Residents want information that is easier to understand and easier to access.



Importance of Access to French-Language Services

Access to French-language services remains important in the community.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Equity must be built into planning from the beginning.
- Language, culture, trust, and lived experience all shape access to care.
- Inclusive planning leads to stronger services and better outcomes.
- Equity should guide how all priorities are planned and delivered.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Consider Health Equity in Municipal Planning and Decision-Making

Embed equity and inclusion across all planning, engagement, and communication.



Ensure Diverse Voices Are Included in Decision-Making

Work with community partners to ensure diverse voices are included, especially Ontario priority populations and those facing barriers to care.



Strengthen Relationships with Indigenous Communities

Strengthen relationships with Indigenous communities and organizations, and support culturally safe approaches to care.



Build Capacity for Inclusion, Accessibility, and Cultural Safety

Build internal and external awareness and capacity around inclusion, accessibility, and cultural safety throughout city programs, policies and practices.



Collaborate on Inclusive Healthcare Planning

Collaborate with regional partners, including the Niagara Ontario Health Team- Équipe Santé Ontario Niagara, to support inclusive healthcare planning and engagement.



Enhance Access to Francophone Services and Bilingual Information

Services in French support equitable access and better health outcomes for Francophone residents.

AREA OF FOCUS

COMMUNITY VOICE, ACCOUNTABILITY AND ADVOCACY

Healthcare planning is strongest when it is guided by local experience, good information, and clear follow-through. It is also important to understand how the system works (see page 36).

While the City does not deliver or fund healthcare, it plays an important role in listening to residents, bringing partners together, advocating for local needs, and tracking progress over time.

This role should be carried out in a way that is open, practical, and accountable. Residents need to see how their input has shaped the strategy, what actions are being taken, and how progress will be measured and shared. Ongoing involvement and clear communication will help build trust between the community and Council, and keep the Action Plan grounded in community needs.

THE COMMUNITY SAID

What we heard through surveys, open houses, and conversations with residents:



Desire for Council Advocacy on Local Healthcare Needs

Residents want City Council to keep speaking up for local access to healthcare services.



Need for Clear Updates on Changes and Reasons

People want clear updates about what is changing and why.



Value of Community Input in Planning

Community members value having a voice in planning.



Importance of Evidence-Based, Locally Relevant Decisions

Residents want decisions based on evidence and real local realities.

THE RESEARCH SHOWED

What the data tells us about access to care in our community:

- Progress must be tracked and reported in a clear and accessible way.
- Public trust grows when people see action and regular follow-up.
- Strong local coordination helps the community respond to change more effectively.
- Accountability includes understanding whether improvements are reaching residents facing the greatest barriers.

STEPS IN OUR ACTION PLAN

What we're doing to address these needs and strengthen access to care in Port Colborne:



Engage the Community Through Ongoing Advisory Groups

Keep community voices involved through ongoing engagement, meetings with committees of Council, and community advisory groups.



Provide Regular Updates to Council and the Community

Report regularly to Council and the community on progress and outcomes.



Use Clear Data and Indicators for Transparent Decision-Making

Share data openly and use clear, simple indicators to support transparent decision-making.



Strengthen Partnerships Across Health and Community Organizations

Strengthen partnerships across healthcare, community organizations, and all levels of government.



Maintain Consistent Advocacy on Local Healthcare Priorities

Maintain focused and consistent advocacy on Port Colborne's healthcare priorities.



Coordinate Partners to Align Priorities and Monitor Progress

Bring partners together through a local coordination or steering group to align priorities and monitor progress.

WHO DOES WHAT IN HEALTHCARE?



MUNICIPALITIES (i.e. The City of Port Colborne)

In Ontario, municipalities do not provide healthcare services, but they still play an important role in supporting community health. Some municipalities, including the City of Port Colborne, advocate for local healthcare needs, bring partners together to support solutions, share information with residents, plan for current and future community health needs, make investments, and track progress over time. This means the City helps ensure residents' voices are heard and works to improve access to care locally, even though healthcare delivery itself is the responsibility of the Province and healthcare providers.



PRIMARY CARE PROVIDERS (Doctors & Nurse Practitioners)

Primary care providers, including doctors and nurse practitioners, are your main point of contact for everyday healthcare. They provide regular check-ups, diagnose and treat common health issues, refer you to specialists or tests when needed, and help manage long-term health conditions. Their role is to support your overall health and help you stay well through ongoing, consistent care.



COMMUNITY-BASED CARE PROVIDERS

(Home Care, Community Health Centres, Support Services)

Community-based care providers, including home care, community health centres, and support services, deliver care outside of hospitals, often in your home or community. They provide nursing, rehabilitation, and personal support, while supporting seniors, caregivers, and people with ongoing health needs. These providers offer mental health, addiction, and social supports, help coordinate care after hospital stays, and help people recover, stay independent, and avoid unnecessary hospital visits.



NIAGARA HEALTH

Niagara Health operates hospitals and urgent care services, providing emergency, inpatient, and surgical care, along with diagnostics such as imaging and lab services. This is where you go for hospital-based care, including urgent and emergency services.



NIAGARA REGION PUBLIC HEALTH

Niagara Region Public Health promotes health and prevents illness through programs like vaccinations, inspections, and education, while monitoring community health trends and risks. It provides supports for families, seniors, and vulnerable populations, and responds to public health issues and emergencies. Public Health works behind the scenes to keep the community healthy and support overall well-being.



ONTARIO HEALTH TEAMS (OHTS)

Ontario Health Teams plan and coordinate care across the region by connecting hospitals, doctors, and community services. They work to improve access and reduce gaps in care, helping make the system more connected and easier to navigate.



PROVINCE OF ONTARIO

The Province of Ontario funds healthcare services, sets policy and priorities, decides where services and funding are allocated, and approves major infrastructure projects such as new or redeveloped hospitals. The province makes the key decisions about how the healthcare system operates and where resources are invested.



GOVERNMENT OF CANADA

The Government of Canada provides funding to provinces for healthcare, such as through the Canada Health Transfer, and sets national standards and legislation, including the Canada Health Act. It also supports public health, research, and data collection, and funds programs for Indigenous health and priority populations. The federal government helps fund healthcare and set national standards, while provinces decide how care is delivered.

ACKNOWLEDGEMENTS

Thank you to everyone who has contributed their time, ideas, questions, and lived experience to this draft to date. The Healthcare Advisory Committee is especially grateful to residents, caregivers, healthcare workers, community organizations, and partner agencies who have come together to work toward practical solutions to improve healthcare access in Port Colborne. A special thank you to the Port Colborne Health Coalition for its ongoing participation, advocacy, research, and deep commitment to the community.

We also extend our sincere appreciation to key partners who have consistently helped inform this work, including the Niagara Ontario Health Team – Équipe Santé Ontario Niagara, Bridges Community Health Centre, Port Cares, Community Living Port Colborne-Wainfleet, Niagara Health, Niagara Region Public Health, Niagara Emergency Medical Services, Niagara Economic Development, Ontario Health atHome, the Ontario Long-Term Care Association, Centre de Santé Communautaire, Hamilton-Niagara, Boggios Family of Pharmacies, our local physician groups, allied health professionals, frontline experts, and many others across the health system. Their willingness to share knowledge, challenge assumptions, and work collaboratively has strengthened this process and helped shape a more informed path forward for our community.



WHAT COMES NEXT

Port Colborne's approach to healthcare planning has always been grounded in community, and that continues with this Community Health & Wellness Action Plan.

The challenges facing our residents today are not new. For decades, local reports have identified the same core issues, difficulty accessing primary care, transportation barriers, an aging population, and the need for stronger coordination across services. Today, City Council and the Healthcare Advisory Committee are committed and investing in the future of healthcare in our community. Healthcare in Port Colborne is at a turning point. With planned system changes, growing demand, and increasing pressure on residents to travel outside the community for care, there is a clear need to act in a coordinated and practical way.

This Action Plan brings together what we heard from the community, what the data shows, and what we know about how the healthcare system is evolving. It reflects both long-standing needs and current realities. At the same time, it recognizes an important truth, the City does not deliver healthcare. Decisions about funding, services, and system design are made at the provincial and regional levels. But municipalities still have a critical role to play. By listening to residents, bringing partners together, advocating clearly and consistently, and tracking progress over time, the City can help ensure that local needs are understood and addressed.

This Action Plan is not the end point — it is where we begin.

It outlines practical, achievable steps that can be taken locally, while also identifying where advocacy and partnership are needed to create real change. It is designed to be flexible, to grow with new information, and to respond to what we continue to hear from residents and providers. The next phase of this work is just as important as the planning that has come before it.

Through upcoming community engagement, residents, healthcare partners, and organizations will have the opportunity to review this draft, share their experiences, and help refine the priorities and actions moving forward. This process is intended to be open, inclusive, and transparent, with multiple ways for people to participate and see how their input shapes the final strategy.

Strong healthcare systems are built over time through collaboration, trust, and shared responsibility. This Action Plan reflects that approach. It is rooted in local experience, supported by data, and focused on practical next steps that will make a difference in people's daily lives.

Together, this work will help position Port Colborne as a strong, informed voice in the healthcare system, and support a future where residents can access the care they need, close to home, with confidence.

GLOSSARY OF KEY TERMS

This glossary is included to help make healthcare terms easier to understand. Our goal is to ensure that everyone in the community can follow the plan, take part in conversations, and feel confident navigating the healthcare system.

ACCESS TO CARE

The ability for a person to get the healthcare services they need, when and where they need them, without barriers like long wait times, travel, or cost.

AFTER-HOURS CARE

Healthcare services available outside of regular daytime hours, such as evenings, weekends, or holidays.

ALLIED HEALTH PROFESSIONALS

Healthcare workers who are not doctors or nurses but provide important services, such as physiotherapists, social workers, dietitians, and pharmacists.

ALTERNATE LEVEL OF CARE (ALC)

Patients who no longer need hospital care but are waiting for another type of care, such as long-term care or home care.

COMMUNITY HEALTH CENTRE (CHC)

PA local clinic that provides team-based care, often including doctors, nurse practitioners, and social supports, especially for people facing barriers to care.

CONTINUITY OF CARE

Receiving consistent care over time, often from the same provider or team, who understands your health history.

DETERMINANTS OF HEALTH (SOCIAL DETERMINANTS OF HEALTH)

Factors that affect a person's health, such as income, housing, education, transportation, and social support.

DIAGNOSTIC SERVICES

Tests used to find or confirm a health issue, such as X-rays, ultrasounds, bloodwork, or MRIs.

EMERGENCY DEPARTMENT (ED)

A hospital unit that provides emergency care for serious or life-threatening conditions.

FAMILY DOCTOR / PRIMARY CARE PROVIDER

A healthcare professional (doctor or nurse practitioner) who provides regular check-ups, manages ongoing health needs, and coordinates care.

HEALTH EQUITY

The idea that everyone should have a fair opportunity to be as healthy as possible, regardless of income, age, location, or personal circumstances.

HOME AND COMMUNITY CARE

Healthcare and support services provided outside of hospitals, such as home nursing, personal support, and rehabilitation services.

INTERPROFESSIONAL TEAM (TEAM-BASED CARE)

A group of healthcare providers from different backgrounds working together to care for patients (e.g., doctors, nurses, social workers).

MENTAL HEALTH AND ADDICTIONS SERVICES

Support and treatment for mental health challenges and substance use, including counselling, crisis support, and recovery programs.

NIAGARA HEALTH

The organization that operates hospitals in the Niagara region.

NIAGARA ONTARIO HEALTH TEAM (OHT)

A group of healthcare providers and organizations working together to plan and deliver coordinated care in the region.

PRIMARY CARE

The first point of contact in the healthcare system, such as family doctors or nurse practitioners, who provide general care and referrals.

PUBLIC ENGAGEMENT

The process of involving residents and community members in planning and decision-making by gathering their input and feedback.

RURAL AND SMALL COMMUNITY HEALTHCARE

Healthcare delivered in smaller or more spread-out communities, where access may be affected by distance, transportation, and provider shortages.

SYSTEM NAVIGATION

Helping people understand where to go for care and how to access the right services.

URGENT CARE CENTRE (UCC)

A healthcare facility that treats non-life-threatening conditions that still require prompt attention.

WAIT TIMES

The amount of time a person waits to receive care, whether for an appointment, test, or treatment.

RESEARCH & SOURCES

The following sources reflect the data, research, and partnerships that have guided the development of the City of Port Colborne Community Health and Wellness Action Plan. All listed information can be found online or on the City of Port Colborne website at:

www.portcolborne.ca/healthcare

Legislation and Government Frameworks

- Canada Health Act — Government of Canada, (1985)
- Connected Care for Canadians Act — Government of Canada, (2024)
- Health Protection and Promotion Act — Government of Ontario, (1990)
- Excellent Care for All Act — Government of Ontario, (2010)
- French Language Services Act — Government of Ontario, (1986)
- Connecting Care Act — Government of Ontario, (2019)
- Bill 15: Connecting Care Amendment Act (Patient Bill of Rights) — Government of Ontario, (2021)
- Primary Care Action Plan — Government of Ontario, (2024)
- Primary Care Act — Government of Ontario, (2024)
- Community Surgical and Diagnostic Centres Act — Government of Ontario, (2023)
- Ontario Equity, Inclusion and Anti-Racism Framework — Government of Ontario, (2017)

Provincial Government Reports and Oversight

- Auditor General of Ontario. (2023). Emergency Department Visits and Wait Times in Ontario
- Auditor General of Ontario. (2022). Community Health Centres in Ontario
- Ombudsman of Ontario. (2025). French Language Services Annual Report
- Ombudsman of Ontario. (2024). French Language Services Annual Report
- Ontario Medical Association. (2025). Submission to the Ministry of Health: Interprofessional Primary Care Team Expansion -Call for Proposals. Recommendations for the Next and Future Rounds

Health System Planning and Organizational Strategies

- Niagara Ontario Health Team – Équipe Santé Ontario Niagara. (2024). Planning for the Future: A Data-Informed Health System in Niagara
- Niagara Ontario Health Team. (2024). Strategic Plan
- Ontario Health. (2022). Social Determinants of Health Framework and Resource Guide
- Ontario Health. (n.d.). Ontario Health Teams: Guidance and Implementation Framework
- Canadian Institute for Health Information. (2023). Health System Performance Reports
- Health Quality Ontario. (2023). Access to Primary Care in Ontario

Clinical and Evidence-Based Research

- Starfield, B., Shi, L., & Macinko, J. (2005). Contribution of Primary Care to Health Systems and Health
- Canadian Institute for Health Information. (2023). How Canada Compares: Access to Care and Wait Times
- Health Quality Ontario. (2023). Primary Care in Ontario: Measuring Access and Performance
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- World Health Organization. (n.d.). Social Determinants of Health
- National Collaborating Centre for Determinants of Health. (2021). Intersectionality and Health Equity
- Wellesley Institute. (2023). Barriers and Enablers to Primary Care Access for Equity-Deserving Populations in Ontario: A Scoping Review

Regional Planning and Niagara-Based Sources

- Niagara Official Plan — Niagara Region, (2022)
- Niagara Region. (2021–2025). Community Safety and Well-Being Plan and Priority Profiles
- Niagara Region. (2023). Housing and Homelessness Action Plan
- Niagara Region. (2022). Transportation Master Plan
- Niagara Region Public Health. (2024). Population Health Data and Reports
- Niagara Region. (2024). Demographic and Socioeconomic Data

Community-Based Research and Social Data

- Wiley, M. (Community Potential). (2023). Living in Niagara Report
- Leclair, Brent. Port Colborne Health Coalition. (2025). Report to the Healthcare Advisory Committee.

Statistics and Population Data

- Statistics Canada. (2021). Census of Population
- Ontario Ministry of Finance. (2025). Population Projections for Ontario
- Ontario Marginalization Index (ON-Marg) Public Health Ontario. (2023). Ontario Marginalization Index: User Guide and Data Dictionary

City of Port Colborne Reports and Documentation

- City of Port Colborne. (2026). Healthcare Analysis Report (Staff Report 2026-40)
- City of Port Colborne. (2025). Future of Healthcare in Port Colborne: Public Engagement Results
- City of Port Colborne. (2023). Strategic Plan

Municipal Case Studies and Comparative Research

- Case Studies – Municipal Healthcare and Community-Based Care Models:
 - Town of Wasaga Beach
 - City of Brantford
 - Municipality of Chatham-Kent
 - County of Brant (Paris)
 - City of Orillia
 - Town of Collingwood
 - Municipality of Central Elgin (Port Stanley/Cowanville context)
 - Town of Essex
 - Town of Greater Napanee
 - Municipality of Saugeen Shores (Port Elgin)

Municipal Reports and Historical Context

- City of Port Colborne & Township of Wainfleet. (2008). Community Response to the Niagara Health System Hospital Improvement Plan
- Niagara Health System. (2006). Hospital Improvement Plan
- Smith, K. P. D., Niagara Health System. (2012). Report on Restructuring of the Niagara Health System

Consultant Reports and Technical Studies

- KPMG. (2026). City of Port Colborne Healthcare Analysis Report
- Dillon Consulting. (2026). Port Colborne New Official Plan – Policy Directions Background Report
- Watson & Associates Economists Ltd. (2024). City of Port Colborne Growth Forecast Update to 2036
- Dillon Consulting. (2023). City of Port Colborne Growth Analysis Report
- Coulson & Associates. (2004). Port Colborne Community Health Needs Discussion Paper

Healthcare Organizations and Local System Partners

- Niagara Health. (2024). Transforming Care Strategic Plan
- Niagara Health. (2023). Health Equity Plan
- Niagara Health. (2023). Patient Experience Plan
- Niagara Health. (2023). Indigenous Truth and Reconciliation Plan
- Centre de santé communautaire Hamilton/Niagara. (2023). Strategic Plan
- Niagara Emergency Medical Services. (2025). Call Volume and Response Data (Port Colborne)
- Ontario Long-Term Care Association. (2024). Long-Term Care Data and Sector Reports

Advocacy Organizations and Sector Resources


- Alliance for Healthier Communities. (2021). Health Equity Charter
- Alliance for Healthier Communities. (2022). Primary Care Vision
- Alliance for Healthier Communities. (2022). A Vision for a Health Home
- Alliance for Healthier Communities. (2021). Model of Health and Wellbeing
- Registered Nurses' Association of Ontario. (2023). Primary Care and Health System Transformation Resources

COMMUNITY HEALTH & WELLNESS


ACTION PLAN

CONNECTED CARE. CLOSE TO HOME. FOR EVERY STAGE OF LIFE.


GUIDING PRINCIPLES:




Quality Care We Can Trust:
Everyone in Port Colborne deserves safe, reliable healthcare delivered by professionals who put patients first.




Care When We Need It:
Residents should be able to get help quickly and close to home, without long waits or travel.



People at the Centre:
Healthcare should reflect real lives, listen to residents, and respond to the needs of families and caregivers.



Fair Access for All:
Everyone should be able to get the care they need, regardless of income, where they live, their abilities, or the barriers they face.



A System That Lasts:
We need smart, local solutions that work today and support a healthy community for generations to come.



AREAS OF FOCUS:

-  Better Access Through Advanced Primary Care
-  Medical Imaging and Lab Services
-  Community-Based Care
-  Mental Health and Well-Being
-  Transportation and Access to Care
-  Healthy Resilient Communities
-  Equity, Inclusion and Culturally Safe Care
-  Community Voice, Accountability and Advocacy



Community Engagement Plan for Healthcare (May-July)

Purpose: Provide an overview of upcoming engagement activities that will support the development of the City's Community Health & Wellness Action Plan from May 1 to July 1, 2026.

High-level engagement objectives:

- **Inform the community:** Ensure the community has clear, transparent, and accessible information on healthcare.
- **Gather feedback:** Provide residents with a wide range of in-person and virtual channels so they can freely share their feedback.
- **Promote inclusion:** Actively involve diverse community voices to facilitate conversations and representation.
- **Identify concerns and opportunities:** Review feedback to highlight areas of alignment and identify potential improvements.
- **Ensure transparency:** Provide the community with access to the feedback collected to help inform Council's decision-making.

The proposed engagement plan includes a variety of channels and mediums to ensure all key audiences are aware of the opportunity to provide feedback and can do so in a way that works best for them. This plan includes:

- **Online survey:** An online survey would launch on Friday May 1, 2026, and close on July 1, 2026, and would ask community members to offer their thoughts on the proposed plan.
- **Paper-based survey:** To accommodate community members who prefer an online survey, an identical paper-version would be available at various city facilities (i.e. City Hall, Vale Health & Wellness Centre, Port Colborne Public Library), local healthcare facilities, and other key locations throughout the community. The surveys would be collected for analysis after the last Open House on June 25, 2026.

- **In-person open houses / drop-in sessions:** City staff, City Council, members of the Healthcare Advisory Committee would host a series of in-person drop-in style open houses on May 20 and 21, and June 24 and 25.
- **Online Information Session(s):** A virtual option will be available for those who can't attend the in-person open houses. Date and time to be confirmed.
- **Focus group session and/or interviews:** Will be scheduled with specific provincial priority populations (Seniors, youth, Indigenous people, Francophones etc), as well as committees of council, local community organizations, groups and healthcare providers/agencies throughout both months.

Communications Plan and Promotion

Successfully communicating about the engagement opportunities on healthcare will be a vital part of gathering meaningful feedback. The Corporate Communications team would launch a comprehensive communications campaign to help promote, which would include:

- Sharing information on the City's website on these pages:
[The Future of Healthcare in Port Colborne - City of Port Colborne](#)
[Healthcare Advisory Committee - City of Port Colborne](#)
- Radio interviews as part of the CKTB Round Table Road Trip on May 5.
- Posting social media content and the open house events on City channels
- Digital advertising opportunities
- Outreach to local media outlets to encourage coverage of the engagement opportunities
- Article in the May and June editions of City Hall News
- Postcards with a QR code delivered to each household
- Hard-copy posters with QR codes directed to the online survey shared in key community locations and with community special interest groups

Subject: Update on Niagara Governance Discussions and Municipal Service Corporations – Community Input and Next Steps

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2026-61

Meeting Date: April 28, 2026

Recommendation:

That Chief Administrative Officer Report 2026-61 be received for information; and

That the Mayor and Chief Administrative Officer be directed to formally engage with provincial and regulatory bodies to advance the development of a City-owned Municipal Service Corporation (MSC) that would assume ownership and operation of all water and wastewater infrastructure in Port Colborne, which may include assets currently operated by Niagara Region located within the Port Colborne boundary; and

That the Mayor and Chief Administrative Officer be directed to submit a formal Expression of Interest to the Province of Ontario, confirming the City's interest in exploring and potentially pursuing the establishment of a City-owned MSC as outlined in the *Water and Wastewater Public Corporations Act, 2025*; and

That the Chief Administrative Officer be directed to prepare a comprehensive business case, including financial analysis, governance structure, legal and regulatory considerations, human resources and labour relations impacts, service delivery models, risk assessment, and implementation requirements, for the establishment of a City-owned MSC, to be presented to Council; and

That the Mayor and Chief Administrative Officer be directed to explore the potential transfer of ownership of roadway and related infrastructure currently owned by Niagara Region within the Port Colborne boundary to the City, in the event that a City-owned MSC including Regional water and wastewater infrastructure proceeds; and

That, in the event the potential transfer of ownership of water and wastewater infrastructure from Niagara Region to the City proceeds, the Chief Administrative Officer be directed to prepare a comprehensive business case outlining the integration of these assets into ongoing City operations, to be presented to Council; and

That the Mayor and Chief Administrative Officer be directed to coordinate with the Acting Chair and Chief Administrative Officer of Niagara Region to request the Region's support of the City's efforts to determine the feasibility of establishing a City-owned MSC, including, but not limited to, providing City of Port Colborne staff and its consultants with access to information related to the water and wastewater system, such as asset management reports, relevant data, historical operating and maintenance records, and facility access to undertake inspections of the infrastructure; and

That Council direct the Mayor to bring forward the following motion at Niagara Region Council, as soon as possible:

That Regional Council direct its Chief Administrative Officer to support the City of Port Colborne's efforts to determine the feasibility of establishing a City-owned MSC, including, but not limited to, providing the City of Port Colborne and its consultants with access to information related to the water and wastewater system, such as asset management reports, relevant data, historical operating and maintenance records, and access to facilities to enable the City to undertake inspections of the infrastructure; and

That Council direct the Manager of Corporate Communications to develop and implement a communications and engagement plan to support resident understanding of a City-owned MSC, including its purpose, potential benefits, and implications for local service delivery, as well as the potential transfer of Regional roadway infrastructure to the City of Port Colborne, and to report back to Council; and

That Council direct the Mayor to submit comments to the Province on behalf of the City of Port Colborne regarding the proposed amendments to the *Municipal Act, 2001* and the *Municipal Elections Act, 1996* (Proposal #53593), which, if approved, would result in changes to upper-tier council composition, the appointment of a strong chair for Niagara Region, and the implementation of weighted voting, with such comments to be consistent with shared messaging from local area municipalities and previous joint correspondence, prior to the close of the consultation period on May 2, 2026.

Purpose:

The purpose of this report is to provide Council with an update on recent Niagara governance discussions, including emerging provincial direction, and to summarize the input received through the City of Port Colborne's recent community engagement process.

This report also seeks Council direction to advance the City's exploration of a City-owned MSC as a locally driven approach to improving service delivery, reducing duplication, and supporting long-term financial sustainability – particularly in relation to water and wastewater services.

In addition, the report recommends next steps, including formal engagement with the Province, the submission of an Expression of Interest under the *Water and Wastewater Public Corporations Act, 2025*, and the development of a comprehensive business case to evaluate the feasibility, impacts, and implementation considerations of a City-owned MSC model.

Finally, this report seeks Council direction on key actions required to move this work forward, including initiating discussions with provincial and regional partners, advancing the development of a comprehensive business case, and ensuring that future decisions are informed by community input, aligned with regional collaboration efforts, and supported by clear, evidence-based analysis.

Background:

Since mid-February 2026, governance discussions in Niagara have evolved rapidly and generated significant public interest following a proposal brought forward by the former Regional Chair.

This report provides a high-level summary of recent events, community input, and emerging provincial direction, while also outlining how these discussions align with the City of Port Colborne's ongoing work to explore the establishment of a City-owned MSC as a locally driven approach to improving service delivery and long-term financial sustainability. To support transparency and keep residents informed, the City has also launched and continues to maintain a [dedicated webpage](#) that tracks key milestones, timelines, and updates related to the governance review.

On February 19, 2026, former Niagara Regional Chair Bob Gale [wrote to the Mayors of Niagara](#) and to the [Minister of Municipal Affairs and Housing](#) outlining what he described as an urgent need to review municipal governance in the region. His letters raised the possibility of reviewing governance at the regional level and examining options such as amalgamating into one or four cities.

On February 26, 2026, [Niagara Regional Council discussed former Chair Gale's letter](#), and directed the launch of an evidence-based governance review of the upper tier. Regional Council asked that the review be conducted through a structured process informed by data, financial analysis, and public consultation, emphasizing the importance of a locally informed approach to any potential changes. Regional Council also directed former Regional Chair Gale to hold back from "any further action" concerning amalgamation.

On March 4, 2026, Mayor Steele, along with Mayors from seven other lower-tier municipalities (Fort Erie, Grimsby, West Lincoln, Pelham, Thorold, Wainfleet and Niagara-on-the-Lake) [wrote to Premier Doug Ford](#) with a unified voice to present ideas for how governance could be modernized in Niagara. The letter noted the lower tiers

would take decisive action to address the number of politicians, strengthen efficiency, and eliminate duplication to enable economic growth and long-term sustainability for the municipalities and the taxpayers they serve. Part of the March 4, 2026, letter included a commitment to responsible municipal reform, including the consideration of the establishment of one or more publicly owned Water and Wastewater Public Corporation(s) under the *Water and Wastewater Public Corporations Act, 2025*.

On March 5, 2026, [Mayor Steele sent a letter to Premier Doug Ford](#) outlining that, while the City of Port Colborne does not support amalgamation, it recognizes there are legitimate challenges that deserve a thoughtful review. Mayor Steele's letter noted that pressures related to infrastructure funding, water and wastewater costs, and regional roads remain significant and require innovative solutions. The letter also highlighted recent successes in Port Colborne, including ongoing collaboration with the Province to establish an MSC for water and wastewater servicing on the East Side Employment Lands (ESEL). Mayor Steele's letter noted that if expanded under the *Water and Wastewater Public Corporations Act, 2025*, this approach could provide a path to stabilizing and reducing water and wastewater rates for Port Colborne residents.

On March 6, 2026, the City of Port Colborne launched a community engagement initiative to gather input on potential governance changes in Niagara. Residents were invited to share their feedback through both online and paper surveys, as well as at open houses held on March 12 at City Hall and March 14 at the Vale Health & Wellness Centre. Feedback collected through these engagement opportunities is summarized in the Discussion section of this report.

On March 11, 2026, Bob Gale resigned from his appointed position as Niagara Regional Chair, creating uncertainty around the future of the governance changes he had proposed.

On March 12, 2026, Port Colborne City Council voted to support a reduction in the size of City Council and updating the City's ward boundaries ahead of the 2026 municipal election, based on the [2025 Ward Boundary and Council Composition Review](#). If authorized by the Province, Port Colborne voters would elect six City Councillors and a Mayor, instead of the current eight councillors and a mayor. Under the proposed structure, the City would be divided into three wards, each represented by two councillors. Because the deadline under the *Municipal Act* for municipalities to make these changes independently before the 2026 municipal election has passed, any change to Council composition must be authorized by the Province of Ontario. At the time of writing this report, the City is awaiting authorization from the Province to move forward with these council and ward boundary changes.

On March 26, 2026, [Niagara Regional Council directed the CAO of Niagara Region](#) to work with the local area municipalities to move forward with a comprehensive service delivery and governance review. This vote, which included amendments from the original motion on February 26, 2026, aimed to initiate a "made-in-Niagara" reform

focusing on reviewing regional services (roads, EMS, water) and reducing the number of local politicians.

On March 31, 2026, Mayor Steele, along with Mayors from eight other lower-tier municipalities (Grimsby, West Lincoln, Pelham, Thorold, Wainfleet, St. Catharines, Lincoln and Niagara-on-the-Lake) [wrote to Premier Doug Ford](#) to update him on the concrete, made-in-Niagara solutions that the municipalities have advanced since the first letter on March 4, 2026. The letter reaffirmed a shared regional commitment to governance reform focused on reducing duplication, improving service delivery, and providing better value for taxpayers. It highlighted actions already taken by several municipalities (including Port Colborne) to reduce council size, as well as broader support for reforms such as a weighted voting model at Regional Council and the potential transition of select regional services to locally governed boards and MSCs. The letter also sought provincial action to provide the legislative authority necessary for municipalities to implement changes to council composition in time for the 2026 municipal election.

On April 2, 2026, Minister of Municipal Affairs and Housing, Rob Flack, held a media conference announcing the Province's intent to introduce legislation to change the composition of Niagara Regional Council. The proposed legislation in Bill 100, the *Better Regional Governance Act, 2026* would establish a Regional Council made up of 12 mayors, supported by a provincially appointed Regional Chair with "Strong Chair" powers and a weighted voting system, effective for the 2026–2030 term of Council. The Province is currently seeking public input on these proposed changes through the [Ontario Regulatory Registry](#), with the consultation period open until May 2, 2026.

On April 15, 2026 the provincial Ministry of Municipal Affairs and Housing invited municipalities to register interest in implementing a water and wastewater public corporation model through an open [Expression of Interest](#) process, by August 13, 2026.

As governance discussions across Niagara continue to evolve, the Mayors and CAOs of communities in Niagara continue to work collaboratively to align on shared priorities, explore opportunities to improve efficiency and reduce duplication, and support a coordinated approach to governance in Niagara on behalf of their municipalities. This collective work continues to reflect a shared commitment to responsible municipal reform, including consideration of the establishment of one or more publicly owned Water and Wastewater Public Corporation(s) under the *Water and Wastewater Public Corporations Act, 2025*.

It is important to note that Port Colborne has been formally exploring the establishment of a City-owned MSC since February 2025 as an alternative way to deliver services and manage community assets more effectively. Originally, establishing a City-owned MSC was considered a way to fund, construct, maintain and maintain public ownership over the water, wastewater and potentially other infrastructure serving the ESEL district,

which includes both current and future industrial developments including the Asahi Kasei Battery Separator Canada site and several proposed residential developments in the East Side of the city.

In light of the broader governance discussions in 2026 and the provincial government's actions through the *Water and Wastewater Public Corporations Act*, this position has evolved. Expanding the scope to explore whether a larger, city-wide MSC model could help stabilize and even reduce water and wastewater rates for Port Colborne residents and rate payers and eliminate duplication between the upper- and lower-tiers in managing water and wastewater is warranted.

Given the alignment and timing of these two streams of work, this report seeks Council direction to advance the exploration of a City-owned MSC by initiating formal engagement with provincial and regulatory bodies and submitting an Expression of Interest to the Province. The report also asks for direction to develop a comprehensive business case to assess the feasibility, impacts, and implementation of a City-owned MSC model for water and wastewater services. In addition, the recommendations include exploring the potential transfer of regional roadway infrastructure to the City, and, if pursued, preparing a corresponding business case to evaluate the integration of these assets into municipal operations.

Discussion:

Governance in Niagara Public Engagement Summary

On March 6, 2026, the City of Port Colborne formally launched a community engagement plan aimed at gathering feedback from the community regarding possible governance changes in Niagara.

The engagement campaign included a variety of channels and mediums to ensure all key audiences are aware of the opportunity to provide feedback and could provide their comments in a way that worked best for them.

The plan included:

1. Online Survey
2. Paper Survey
3. In-Person Open Houses
4. Community Feedback via Comment Cards and Sticky Notes
5. Meetings with various City committees and working groups
6. Community Feedback via Email to mayor@portcolborne.ca

Overall, feedback received through the public engagement process suggests that residents strongly support maintaining Port Colborne's independence and local

decision-making authority, while remaining open to practical, efficiency-focused governance improvements that do not compromise local representation.

A total of 405 people responded to the survey (347 online and 59 on paper) as of March 31, 2026. 49 participants came to the open house at City Hall, and 34 participants attended the open house at the Vale Health & Wellness Centre.

Key findings from survey, open houses, comment cards and meetings include:

- Strong support for independence and local control
 - 92% say it is important to remain an independent municipality
 - 89% say decisions should be made by local representatives
- Local representation is the top priority
 - Protecting local voice, identity, and accountability consistently ranked highest across all engagement methods
- Openness to efficiency improvements (without structural overhaul)
 - Support for reducing duplication, shared services, and smaller councils
 - Limited support for amalgamation
- Concerns about amalgamation and structural change
 - Risks identified: loss of identity, reduced representation, increased costs, and dominance by larger municipalities
 - Skepticism that amalgamation would deliver cost savings
- Key priorities identified by residents:
 - Reducing costs for taxpayers
 - Improving service efficiency
 - Maintaining strong representation
 - Protecting local identity
- Broader themes from engagement
 - Desire for transparency, evidence-based decisions, and meaningful consultation
 - Frustration with current regional governance and affordability especially water costs
 - Strong community pride and attachment to Port Colborne's identity and waterfront character

A detailed summary of the survey results, comments and findings from the open houses and other engagement opportunities are provided in Appendix A of this report. In the interest of transparency, a full list of open-ended responses received in both the online and paper surveys has been posted to the City's website at www.portcolborne.ca/governance

Email submissions received by the Mayor's office show a similar consistent and widespread opposition to amalgamation, alongside clear support for governance reform that improves efficiency, accountability, and cost control without eliminating local municipalities.

Key findings from the email submissions to mayor@portcolborne.ca include:

- Overwhelming opposition to amalgamation
 - Particularly opposed to forced or expedited approaches
 - Strong consensus: reform is needed, but amalgamation is not the solution
- Democratic representation is a central concern
 - Fear that amalgamation would dilute local voice and reduce accountability
 - Residents value access to local elected officials and community-level decision-making
- No demonstrated business case for amalgamation
 - Repeated concerns about lack of financial analysis, cost-benefit data, and service impact assessments
 - References to past Ontario amalgamations where costs increased and efficiencies were not realized
- Concerns with process and legitimacy of former Chair Gale's proposal
 - Perception of a rushed, top-down approach
 - Calls for public consultation, transparency, and evidence before decisions are made
- Cost pressures seen as regional – not municipal
 - Key drivers identified: policing, regional administration, water/wastewater, transit
 - Belief that amalgamation would not address these underlying issues
- Strong preference for alternative solutions
 - Shared services and targeted efficiency improvements
 - Service-level or structural reforms without eliminating municipalities
 - Greater accountability and clearer roles between governments
- Equity and community identity concerns
 - Fear that smaller municipalities would be marginalized in larger governance models
 - Concern about loss of identity, investment, and local priorities

Appendix B includes a summary of all email correspondence received by the Mayor's Office related to this matter as of March 31, 2026.

At a high level, the public engagement results present a clear and consistent message. Across all engagement streams, residents support governance reform that focuses on improving efficiency, strengthening accountability, and better controlling costs, while strongly opposing amalgamation – particularly in the absence of clear evidence, meaningful consultation, or demonstrated benefit. Local representation, identity, and decision-making authority remain non-negotiable priorities for the community, alongside a strong expectation for transparent, evidence-based, and locally informed decisions.

Municipal Service Corporations

In this context of the public engagement feedback and results, the potential establishment of a City-owned MSC for water and wastewater service is well aligned with the direction and priorities articulated by residents and the provincial government.

Implementing a City-owned MSC model would allow the City to maintain local control and ownership, while directly addressing key concerns raised through engagement, including:

- Reducing duplication
- Stabilizing and potentially lowering water and wastewater rates for Port Colborne residents and ratepayers
- Improving service coordination by centralizing under one organization
- Enhancing overall efficiency

Advancing this work through a comprehensive business case enables the City to explore a locally driven solution that responds to community priorities while supporting long-term financial sustainability and service delivery improvements.

That said, additional information is required to ensure that both Council and the community are sufficiently informed to consider and determine appropriate next steps and make decisions. With Council's direction, staff will work with industry experts to prepare a comprehensive business case, including financial analysis, governance structure, legal and regulatory considerations, human resources and labour relations impacts, service delivery models, risk assessment, and implementation requirements, for the establishment of a City-owned MSC.

Business Case Development for a City-owned Municipal Service Corporation

A comprehensive business case is required to determine the feasibility, impacts, and overall viability of proceeding with the proposed City-owned MSC model.

Port Colborne is uniquely positioned to explore this opportunity. Our water and wastewater infrastructure operates as a self-contained system, meaning it is not physically connected to neighbouring municipal systems. This creates a rare opportunity for the City to potentially take over full responsibility for these services without affecting surrounding communities.

This business case would provide Council with a detailed and evidence-based assessment of the feasibility and potential impacts of this approach, including a thorough review of financial implications, funding strategies, and long-term cost considerations. It would also examine appropriate governance and accountability frameworks to ensure transparency and public oversight of a City-owned MSC as well as the legal and regulatory pathways required to establish and operate a City-owned MSC.

In addition, the analysis would consider human resources and labour relations implications, including workforce transition, organizational structure, and operational capacity, alongside a review of service delivery models to ensure continuity and efficiency for both residents and employees. A comprehensive risk assessment would identify potential challenges and mitigation strategies, while the implementation framework would outline key steps, timelines, and resource requirements.

Together, this work will equip Council with the information needed to make an informed decision on whether to proceed with the establishment of a City-owned MSC.

Undertaking this work will not only inform the City's decision-making, but may also help pave the way for broader opportunities to examine governance structures, reduce duplication, and improve service delivery across Niagara – creating potential benefits for all municipalities and, ultimately, better value for taxpayers.

Business Case Development for the Potential Transfer of Ownership of Roadway and Related Infrastructure from Niagara Region

Should the transfer of water and wastewater infrastructure from Niagara Region to the City proceed through the establishment of a City-owned MSC, there may be an operational rationale to also consider the realignment of roadway and related infrastructure.

Water, wastewater, and storm systems are largely located within the municipal right-of-way and are planned, constructed, and maintained in coordination with road infrastructure. Separating ownership of these assets can create challenges related to coordination, cost efficiency, and long-term asset management.

A comprehensive business case is therefore necessary to evaluate the implications of integrating these services under City responsibility, including financial impacts, service delivery considerations, and opportunities to reduce duplication. This analysis will ensure that Council has a complete and evidence-based understanding of how a more integrated, City-led approach to infrastructure ownership and management could be implemented effectively.

Past Public Engagement on Municipal Service Corporations

As mentioned, the City has been formally exploring the potential of establishing a City-owned MSC since the February 2025 and has already completed [public engagement on this topic](#).

In October 2025, as part of due diligence and before establishing an MSC in Port Colborne to service the ESEL, City Council directed staff to implement a public engagement process to gather input from the public and share more information about what establishing MSC(s) in Port Colborne would mean for residents. It is important to

note that, at the time of this engagement, the City referred to this model as a Government Business Enterprise (GBE); however, this term is generally used interchangeably with an MSC, and both acronyms are used to describe the same type of service delivery model as outlined in the *Municipal Act*.

While overall participation levels were modest, the engagement plan was designed to both inform and gather input from the community through a dedicated webpage with a frequently asked questions section, a short online and paper-based survey, and a drop-in style open house.

A total of 36 people responded to the survey (24 online and 12 on paper) as of March 31, 2026. Just one participant came to the open house at City Hall.

Key findings from survey, open houses, comment cards and meetings include:

- General support for a City-owned MSC
 - 61% of respondents expressed support for the City establishing MSCs
 - 25% indicated they were unsure and would like more information
 - 94% of respondents were Port Colborne residents
- Awareness and familiarity with City-owned MSCs remain limited
 - Many respondents reported low familiarity with the MSC model prior to the survey
 - Engagement activities reached residents who were new to the concept
- Comfort with alternative delivery and financing models
 - 68% of respondents felt comfortable or very comfortable with the City using a separate legal entity to finance and manage infrastructure
 - Indicates openness to innovative approaches to infrastructure delivery
- Perceived economic and community benefits
 - 71% of respondents identified potential economic benefits, including job creation and attracting investment
 - Support for leveraging infrastructure to enable economic growth
- Key priorities identified by respondents
 - Minimizing impacts on taxes and user rates
 - Maintaining public ownership of infrastructure
 - Ensuring transparency and accountability
 - Supporting investment and job creation
- Themes from open-ended feedback
 - Importance of strong oversight, governance, and financial transparency
 - Ensuring infrastructure remains publicly controlled and not privatized
 - Maintaining quality and reliability of water and wastewater services
 - Concerns related to financial risk, startup costs, and long-term accountability
 - Desire for responsible growth and improved municipal operations
 - Expectation that large industrial users contribute fairly to infrastructure costs

- Optimism about potential economic growth, job creation, and long-term community benefit

The survey results from the October 2025 are provided in Appendix C of this report. One respondent provided a hand-written submission regarding their thoughts on the survey, which is also included in Appendix C.

Next steps on Public Engagement on Municipal Service Corporations

Although the fall 2025 public engagement saw low participation, the recent governance discussions in Niagara have increased public interest in other ways to deliver local services. Port Colborne residents have generally responded with openness to other ways of delivering local services if there is the potential to reduce costs for rate-payers - so long as local autonomy is preserved, public ownership is maintained.

The potential establishment of a City-owned MSC represents one such approach, offering a locally driven solution that maintains local control while addressing key concerns raised through engagement, including reducing duplication, stabilizing and potentially lowering water and wastewater rates, improving service coordination through a more centralized model, and enhancing overall efficiency.

An important component of this work will be expanded community engagement. If approved, staff would develop and implement a communications and engagement plan to support resident understanding of a City-owned MSC, including its purpose, potential benefits, and implications for local service delivery. This approach will help ensure residents are informed, educated, and meaningfully engaged as the Council continues to explore this opportunity alongside the development of a comprehensive business case. Together, this work will enable Council to fully evaluate the opportunity in a manner that reflects community priorities while supporting long-term financial sustainability and improved service delivery.

Responding to Amendments to the Municipal Act, 2001 and the Municipal Elections Act, 1996

As the Province considers proposed amendments to the *Municipal Act, 2001* and the *Municipal Elections Act, 1996* through Proposal #53593, this report requests direction for the Mayor and CAO to provide input through the formal public consultation process on the [Ontario Regulatory Registry](#). The proposed changes, including adjustments to upper-tier council composition, the appointment of a strong Regional Chair, and the implementation of weighted voting, have the potential to significantly impact governance structures and local representation in Niagara. Submitting comments to the Province ensures that the City's perspectives, informed by Council direction and recent community engagement, are clearly articulated. Aligning these comments with shared messaging from local area municipalities and previous joint correspondence will help

reinforce a consistent, collaborative regional voice and strengthen advocacy efforts prior to the close of the consultation period.

Internal Consultations:

City staff including the CAO, Director of Development and Government Relations, Director of Public Works, Manager of Special Projects, Manager of Corporate Communications, Corporate Affairs Manager, and Senior Project Manager have been working with the City Solicitors on this initiative.

Financial Implications:

Costs to develop the business case will be accommodated through the approved 2026 budget and related rate reserves.

Any costs of transition and future ownership of the Niagara Region water, wastewater assets or infrastructure to a City-owned MSC will be presented as part of the business case for Council's consideration.

At the time of writing this report, certain information is not yet available to the City to complete a business case, however based on information currently available it appears probable that a City-owned MSC will create efficiencies, stabilize rates and potentially lower rates for residents and rate payers and reduce development charges and duplication in the development process.

Public Engagement:

This report provides a detailed summary of the ongoing public engagement campaign about governance discussions in Niagara. It also provides a brief summary of comments received during the October 2025 community engagement campaign regarding City-owned MSCs.

It also recommends that staff prepare a communications and engagement plan to support resident understanding of a City-owned MSC, including its purpose, potential benefits, and implications for local service delivery, as well as the potential transfer of Regional roadway infrastructure to the City of Port Colborne. Results from this engagement plan would be presented to Council.

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:

In conclusion, the findings from recent public engagement clearly demonstrate that Port Colborne residents value local decision-making, accountability, and community identity, while also supporting practical, evidence-based approaches to improving efficiency and managing costs.

As governance discussions across Niagara and with the provincial government continue to evolve, there is a clear opportunity for the City to explore locally driven solutions that respond directly to these priorities. The potential establishment of a City-owned MSC represents one such opportunity, offering a model that maintains local control while addressing key concerns related to duplication, service coordination, and rising water and wastewater costs.

Advancing this work through formal discussions with the Province, the development of a comprehensive business case, and continued community engagement will ensure that Council is equipped with the information needed to make informed decisions that reflect both community priorities and the City's long-term financial and service delivery objectives.

Appendices:

- a. Summary of Governance Discussions Public Engagement Results (as of March 31, 2026)
- b. Summary of Correspondence and Email Submissions (as of March 31, 2026)
- c. Summary of Municipal Service Corporation Public Engagement Results (as of January (as of November 12, 2025)
- d. Presentation on Update on Niagara Governance Discussions and Municipal Service Corporations – Community Input and Next Steps

Respectfully submitted,

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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.



PORT COLBORNE

Community Engagement Regarding Governance Discussions in Niagara Results & Feedback as of March 31, 2026

Table of Contents

Introduction	2
Survey	2
Overview	2
Overall Survey Observations	3
In-Person Open Houses	4
Overview	4
Overall Open House Observations	8
Meetings with Various City Committees and Working Groups	9
Summary of Survey Results by Question	9

Introduction

On March 6, 2026, the City of Port Colborne launched a comprehensive public engagement campaign to collect public feedback related to the ongoing discussions about potential governance change in Niagara.

The campaign included:

1. Online Survey
2. Paper Survey
3. In-Person Open Houses
4. Community Feedback via Comment Cards and Sticky Notes
5. Community Feedback via Email
6. Meetings with various City committees and working groups

This report provides a check-in on the results of the public engagement campaign as of March 31, 2026. The online and paper surveys remain open at this time, and while the Open Houses have already taken place, additional opportunities for engagement may arise in the coming months.

This document provides a summary of the engagement activities and feedback received as of March 31, 2026.

Please note that personal information collected during this public engagement project was collected under the authority of the Municipal Act, 2001 and will be used to help Council make decisions related to potential governance changes in Niagara. The disclosure of this information is governed by the Municipal Freedom of Information and Protection of Privacy Act. Questions related to the collection of this information may be directed to the Deputy City Clerk at 905-228-8118 or deputyclerk@portcolborne.ca

Survey

Overview

The survey was designed to gather input from residents on governance discussions in Niagara, including perspectives on the current two-tier system, the importance of local decision-making, and priorities for potential governance reform.

The survey was distributed online and in paper format to maximize accessibility and participation. It was promoted through the City's website, social media channels, and in-person engagement opportunities.

As of March 31, 2026, a total of 405 responses were received.

Quick Facts (as of March 31, 2026)

- 405 total survey responses
 - 347 online responses
 - 59 paper responses
- 403 respondents (99%) indicated some level of familiarity with Niagara's current two-tier municipal system
- 92% of respondents indicated it is important that Port Colborne maintains its status as an independent municipality
- 89% of respondents indicated it is important that decisions affecting Port Colborne residents are made by local municipal representatives
- 269 open-ended responses were received outlining concerns and perspectives on governance changes

Overall Survey Observations

Strong support for maintaining Port Colborne's independence

- 77% of respondents reported it is *very important* that Port Colborne maintains its status as an independent municipality
- An additional 9% reported it is *somewhat important*
- Feedback suggests that maintaining local identity, history, and community character is a key priority for residents

Strong preference for local decision-making

- 81% of respondents reported it is *very important* that decisions affecting Port Colborne residents are made by local municipal representatives
- Residents expressed a clear desire for governance models that preserve local control and accountability

Openness to improving efficiency without major structural change

- Respondents showed support for exploring opportunities to improve how municipalities work together, particularly:
 - Reducing duplication between the Region and local municipalities
 - Increasing shared services to improve efficiency
 - Reducing the size of municipal and/or Regional Council
- These responses suggest residents are open to practical improvements that enhance efficiency, provided they do not compromise local representation

Mixed and often polarized views on structural changes such as amalgamation

- While some respondents expressed support for amalgamation or a reduced number of municipalities, a significant portion voiced strong opposition
- Concerns raised include:
 - Loss of local identity and community voice
 - Reduced representation for smaller municipalities
 - Perception that larger municipalities would dominate decision-making
 - Skepticism that amalgamation would result in cost savings
- Several respondents referenced past experiences or examples where amalgamation did not lead to improved outcomes

Key priorities: balancing cost, efficiency, and representation

When asked about priorities for governance discussions, respondents most frequently identified:

- Protecting local identity and independence
- Reducing costs for taxpayers
- Improving service efficiency
- Ensuring strong representation for Port Colborne
- These responses highlight a central theme: residents are seeking a balance between affordability, effective service delivery, and maintaining a strong local voice

Recurring concerns about potential governance changes

Open-ended responses identified several consistent concerns, including:

- Potential loss of local voice and influence in decision-making
- Risk of smaller municipalities being disadvantaged in a larger governance model
- Increased costs or taxes without clear service improvements
- Lack of trust that structural changes would deliver promised efficiencies
- Concerns about representation, including elected versus appointed roles
- Many respondents emphasized the importance of transparency, clear communication, and evidence-based decision-making as discussions continue

In-Person Open Houses

Overview

Two in-person open houses were held at City Hall and the Vale Health & Wellness Centre.

1. Thursday, March 12 from 3-7 p.m. at City Hall
2. Saturday, March 14 from 12-4 p.m. at the Vale Health & Wellness Centre

49 participants came to the open house at City Hall and 34 participants attended the open house at the Vale Health & Wellness Centre.

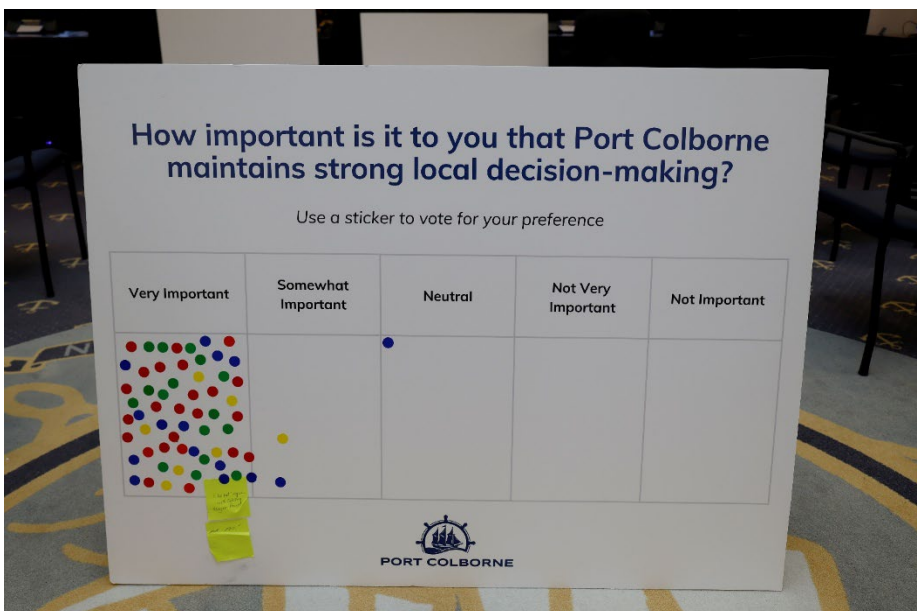
A variety of information boards with text and question prompts were displayed around the room, encouraging conversation and discussion with attendees.

Several of the information boards were interactive and asked residents to vote for their favourite option with sticky dots. Photos of these stations are below, with commentary to follow each.

Station one asked participants **“How important is it to you that Port Colborne maintains strong local decision-making?”**

Most residents voted for the “very important” option, with a few casting their vote for “somewhat important” or “neutral”.

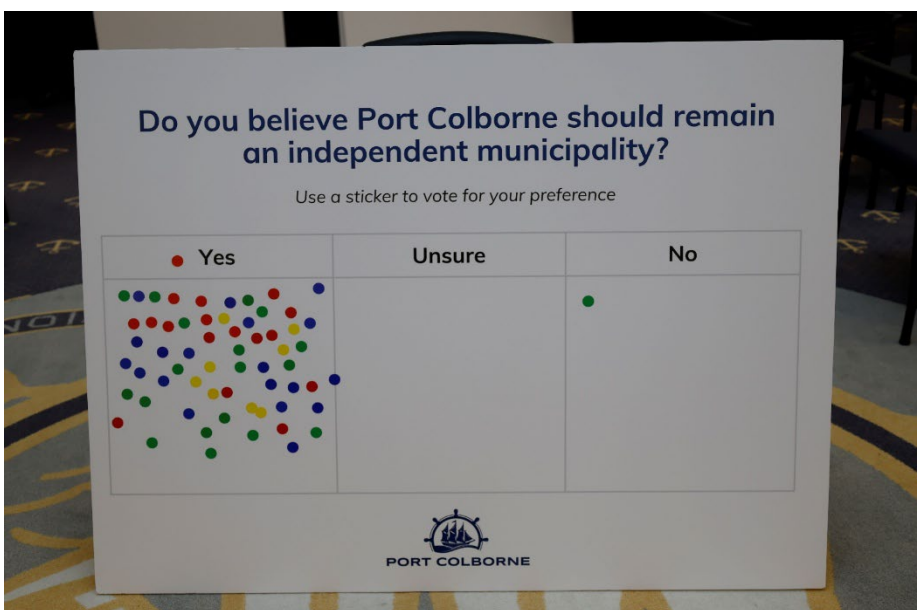
Sticky notes on this board note that while residents think local decision making should remain local, they do not agree with the Province’s strong mayor powers.



Station One: How important is it to you that Port Colborne maintains strong local decision-making?”

Station two asked participants **“Do you believe Port Colborne should remain an independent municipality?”**

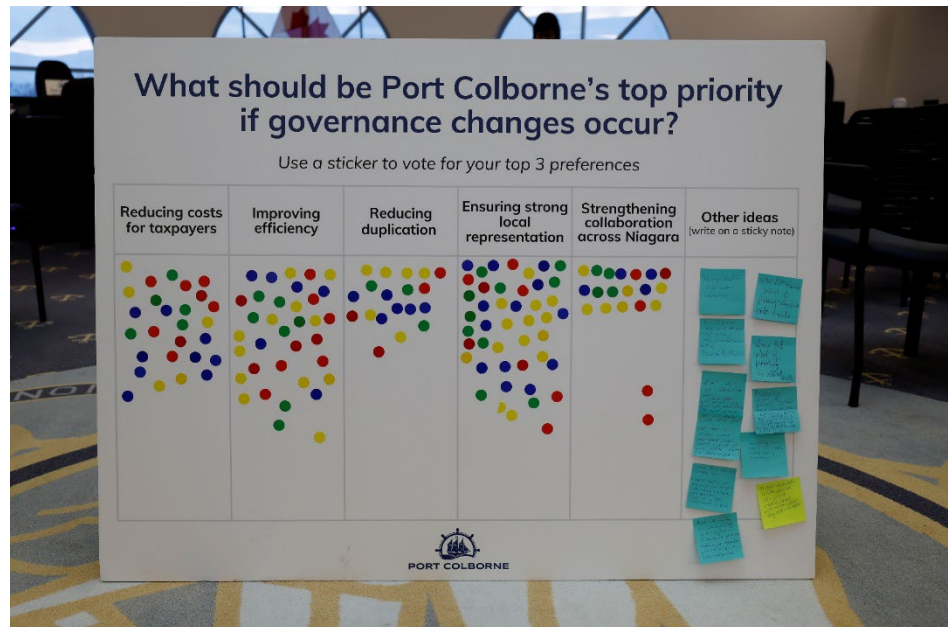
Almost all respondents voted “yes”.



Station Two: “Do you believe Port Colborne should remain an independent municipality?”

Station three asked **“What should be Port Colborne’s top priority if governance changes occur?”**

The distribution of responses shows some trends in community priorities. “Ensuring strong local representation” received the highest level of support, with the greatest concentration of stickers, indicating it is the top concern for participants if governance changes occur. “Improving efficiency” also received strong support, with a high number of votes across the column. “Reducing costs for taxpayers” showed moderate support, with a steady but less concentrated distribution of stickers. In comparison,



Station three: “What should be Port Colborne’s top priority if governance changes occur?”

“Reducing duplication” received fewer votes, suggesting it is a lower relative priority, while “Strengthening collaboration across Niagara” had the least support among the five options. Overall, the results highlight a strong emphasis on maintaining local voice and improving how services are delivered, with less focus on regional collaboration or structural efficiencies alone.

This board also accepted written comments in an “other ideas” category.

The written comments reinforce the voting results, with a strong emphasis on protecting local voice and autonomy. Many participants expressed concern about the marginalization of smaller communities and the importance of maintaining Port Colborne’s identity and decision-making authority. There is also a clear desire for greater local control over planning, infrastructure, and community assets, alongside concerns about affordability—particularly water and wastewater costs. Several comments reflect frustration with existing regional governance structures and interest in reform or alternative models, as well as a need for greater transparency and access to information.

Key themes include:

- Protecting local representation and avoiding marginalization
- Increasing local control over planning and infrastructure
- Concerns about affordability, especially water costs
- Frustration with regional governance and interest in change
- The importance of transparency and access to information

Station four asked “**What makes Port Colborne special to you?**”

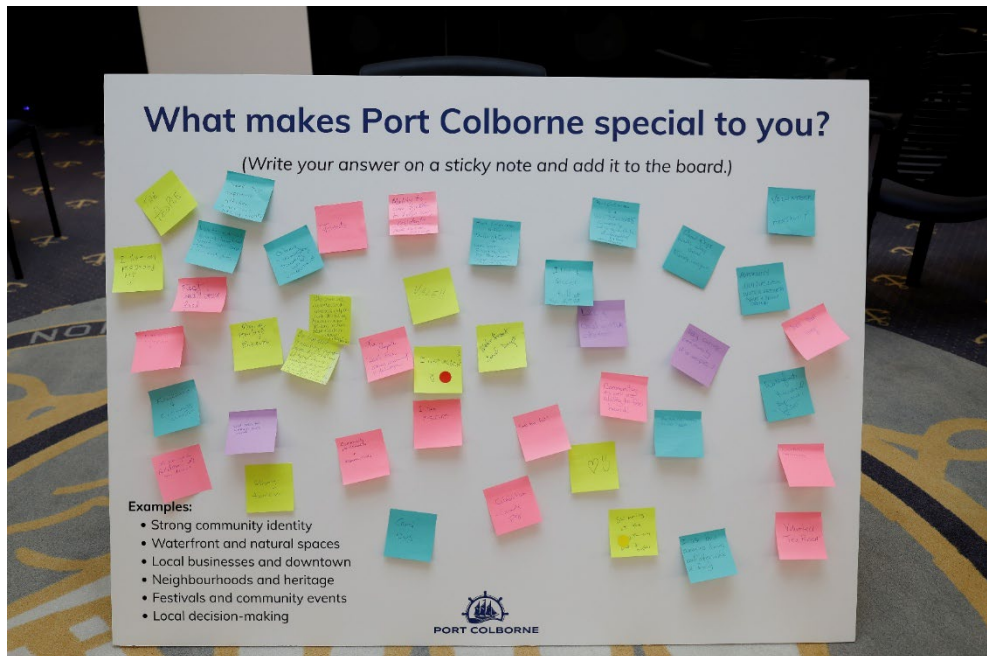
The written comments highlight a strong sense of community pride and identity, with participants consistently pointing to the people, small-town feel, and waterfront setting as what makes Port Colborne special. Many responses emphasize the close-knit nature of the community, describing it as caring, welcoming, and a place where people feel connected and heard. The waterfront, including Lake Erie and the Welland Canal, is frequently mentioned as a defining feature, alongside well-loved spaces such as H.H. Knoll Lakeview Park and local amenities. Community events—particularly Canal Days, concerts, and other festivals—also stand out as key contributors to the city’s character and vibrancy.

There are also reflections of personal connection and everyday experiences, from family and friendships to local places and activities, reinforcing a strong emotional tie to the community. A few comments point to

opportunities for growth, including improving diversity and expanding supports for youth, but overall the feedback reflects a deep appreciation for Port Colborne’s unique identity and strong sense of belonging.

Key themes include:

- Strong sense of community, belonging, and local pride
- Small-town feel and close-knit relationships
- Waterfront identity tied to Lake Erie and the Welland Canal
- Importance of festivals, events, and shared experiences
- Value of local amenities, services, and natural spaces
- Opportunities to strengthen diversity and youth supports



Station four: “What makes Port Colborne special to you?”

Overall Open House Observations

Overall Open House Observations

Feedback from the in-person open houses demonstrates a strong and consistent desire to maintain local identity, decision-making authority, and community voice in any future governance discussions.

Strong Support for Local Decision-Making

- Most participants indicated that maintaining strong local decision-making is very important
- There was overwhelming support for Port Colborne remaining an independent municipality
- Residents emphasized that decisions should continue to reflect local needs and priorities

Protecting Local Representation

- “Ensuring strong local representation” emerged as the top priority if governance changes occur
- Participants expressed concern about the marginalization of smaller communities
- Maintaining Port Colborne’s identity, history, and voice was a consistent theme

Interest in Efficiency, Not at the Expense of Local Voice

- Improving efficiency and reducing costs were supported, but secondary to local representation
- Less emphasis was placed on reducing duplication or strengthening regional collaboration alone
- Residents expect improvements to enhance—not replace—local governance

Concerns with Current Systems and Affordability

- Written comments reflected frustration with existing regional governance structures
- Some participants expressed interest in alternative governance models or reforms
- Affordability concerns were raised, particularly related to water and wastewater costs

Desire for Transparency and Accountability

- Participants highlighted the importance of access to information and past studies
- There is an expectation for clear communication and transparency in decision-making processes

Strong Sense of Community Identity

- Participants described Port Colborne as a close-knit, caring, and welcoming community
- The small-town feel and ability to feel heard were frequently noted as key strengths
- A strong sense of pride and belonging was evident throughout the feedback

Value of Waterfront, Events, and Amenities

- The waterfront, including Lake Erie and the Welland Canal, was identified as a defining feature
- Community events such as Canal Days, concerts, and festivals were highly valued

- Local amenities, natural spaces, and community services contribute to quality of life

Opportunities for Growth

- Some participants noted opportunities to strengthen diversity and inclusion
- There were suggestions to enhance supports for youth and future generations

Meetings with Various City Committees and Working Groups

City staff are still planning more in-depth engagement sessions with a select group of City committees and working groups, all scheduled for March and April (Seniors Advisory Committee, Mayor's Youth Advisory Committee, etc.)

Summary of Survey Results by Question

Responses to each of the survey questions are outlined below.

Open-ended questions include a summary of responses received. A full list of open-ended responses received has been posted on www.portcolborne.ca/governance (as of March 31, 2026). Please note, staff used Microsoft CoPilot to help provide summaries and detect trends in the open-ended comments.

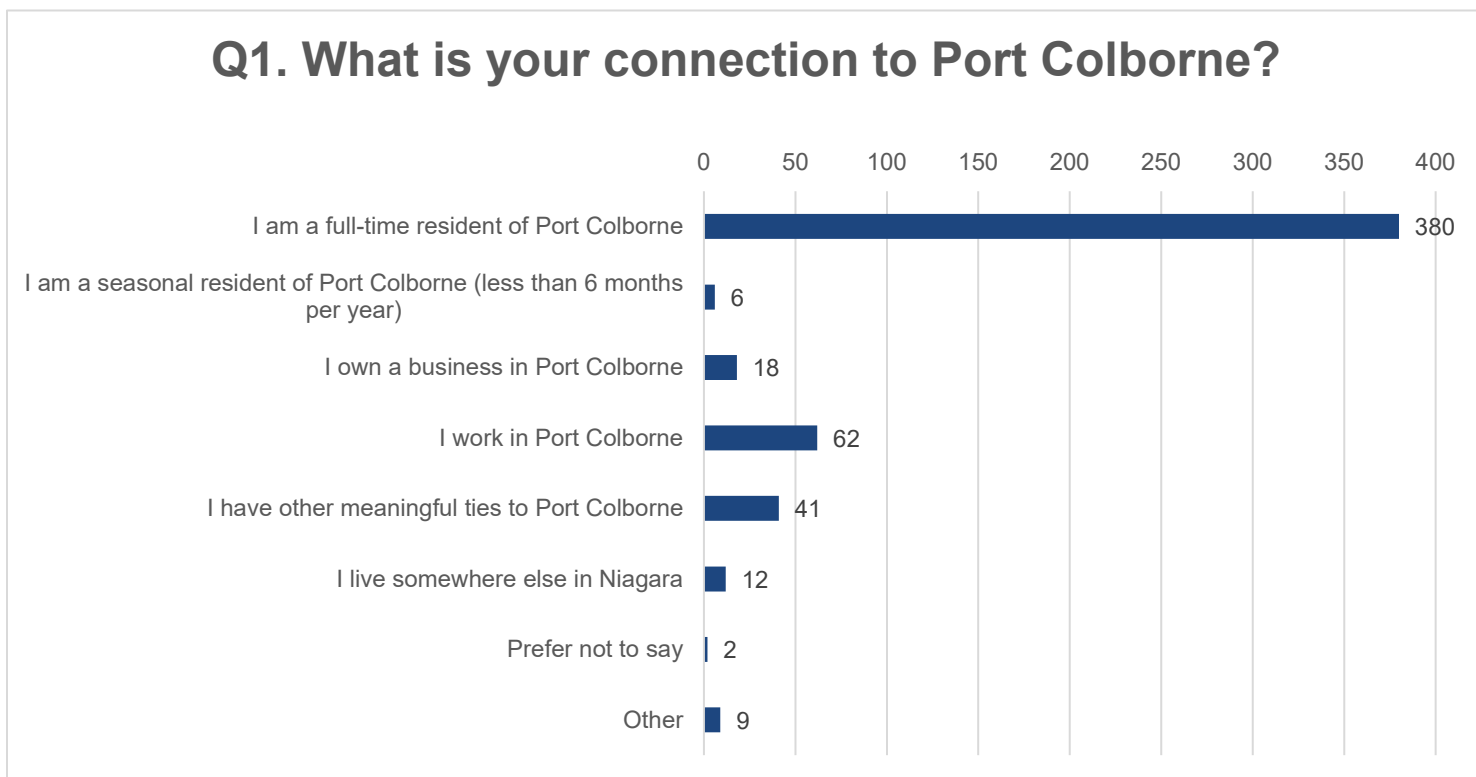
Q1. What is your connection to Port Colborne? (select all that apply)

Answer Choices

Responses

I am a full-time resident of Port Colborne	380
I am a seasonal resident of Port Colborne (less than 6 months per year)	6
I own a business in Port Colborne	18
I work in Port Colborne	62
I have other meaningful ties to Port Colborne	41
I live somewhere else in Niagara	12
Prefer not to say	2
Other	9
Answered	405
Skipped	1

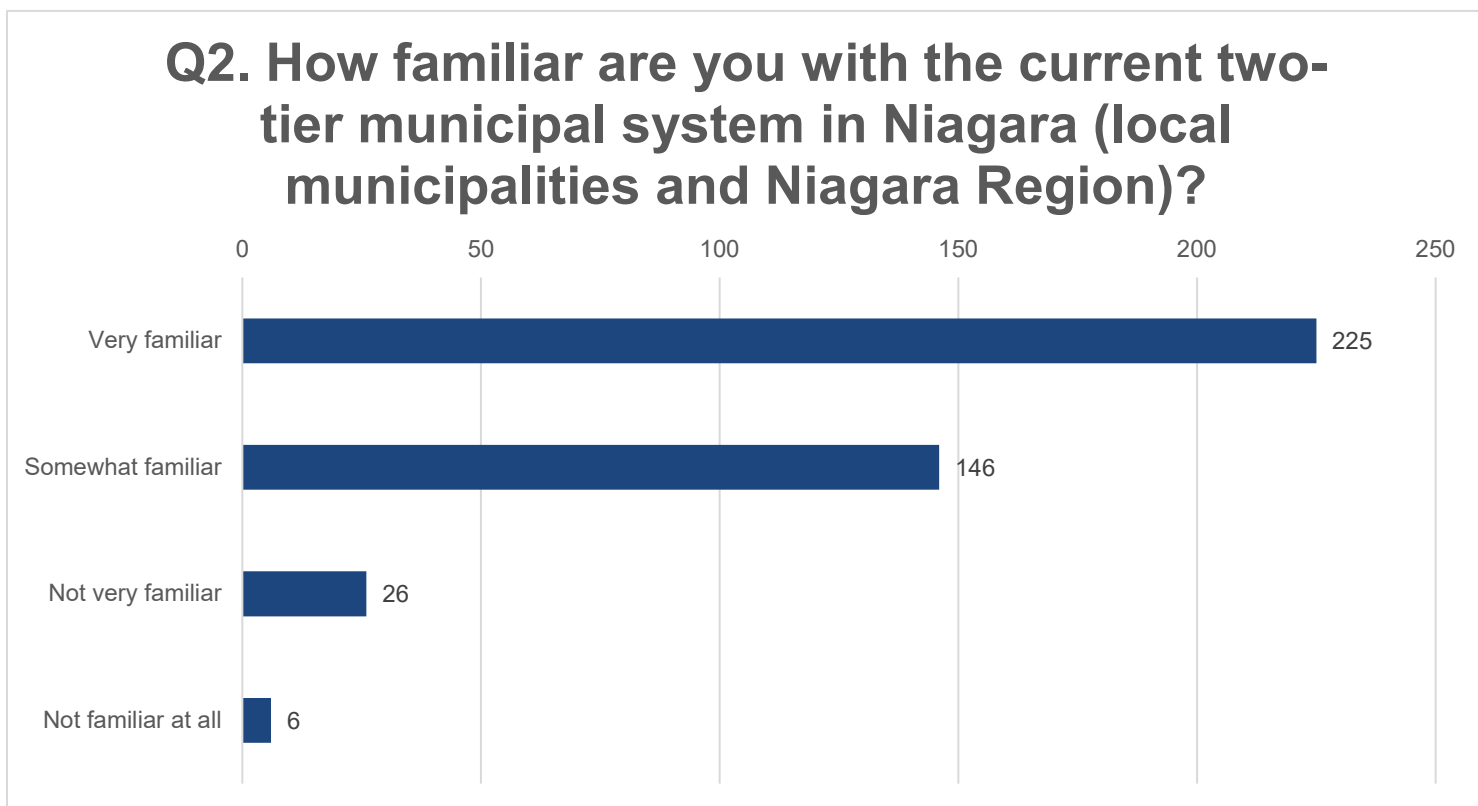
94% of respondents reported they are full-time residents of Port Colborne.



Q2. How familiar are you with the current two-tier municipal system in Niagara (local municipalities and Niagara Region)? (select one)

Answer Choices	Responses
Very familiar	225
Somewhat familiar	146
Not very familiar	26
Not familiar at all	6
Answered	403
Skipped	3

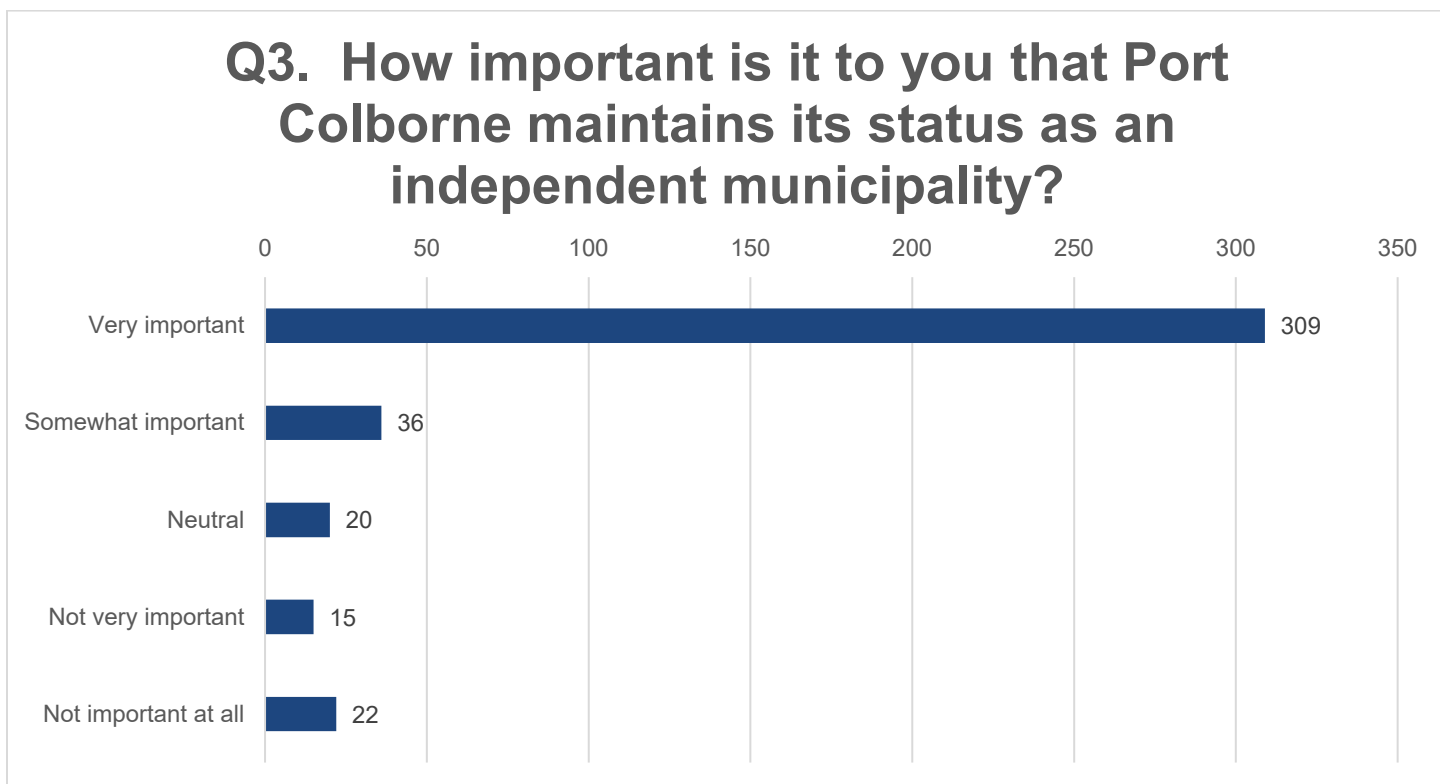
92% of respondents said they were either very or somewhat familiar with the current two-tier municipal system.



Q3. How important is it to you that Port Colborne maintains its status as an independent municipality? (select one)

Answer Choices	Responses
Very important	309
Somewhat important	36
Neutral	20
Not very important	15
Not important at all	22
Answered	402
Skipped	4

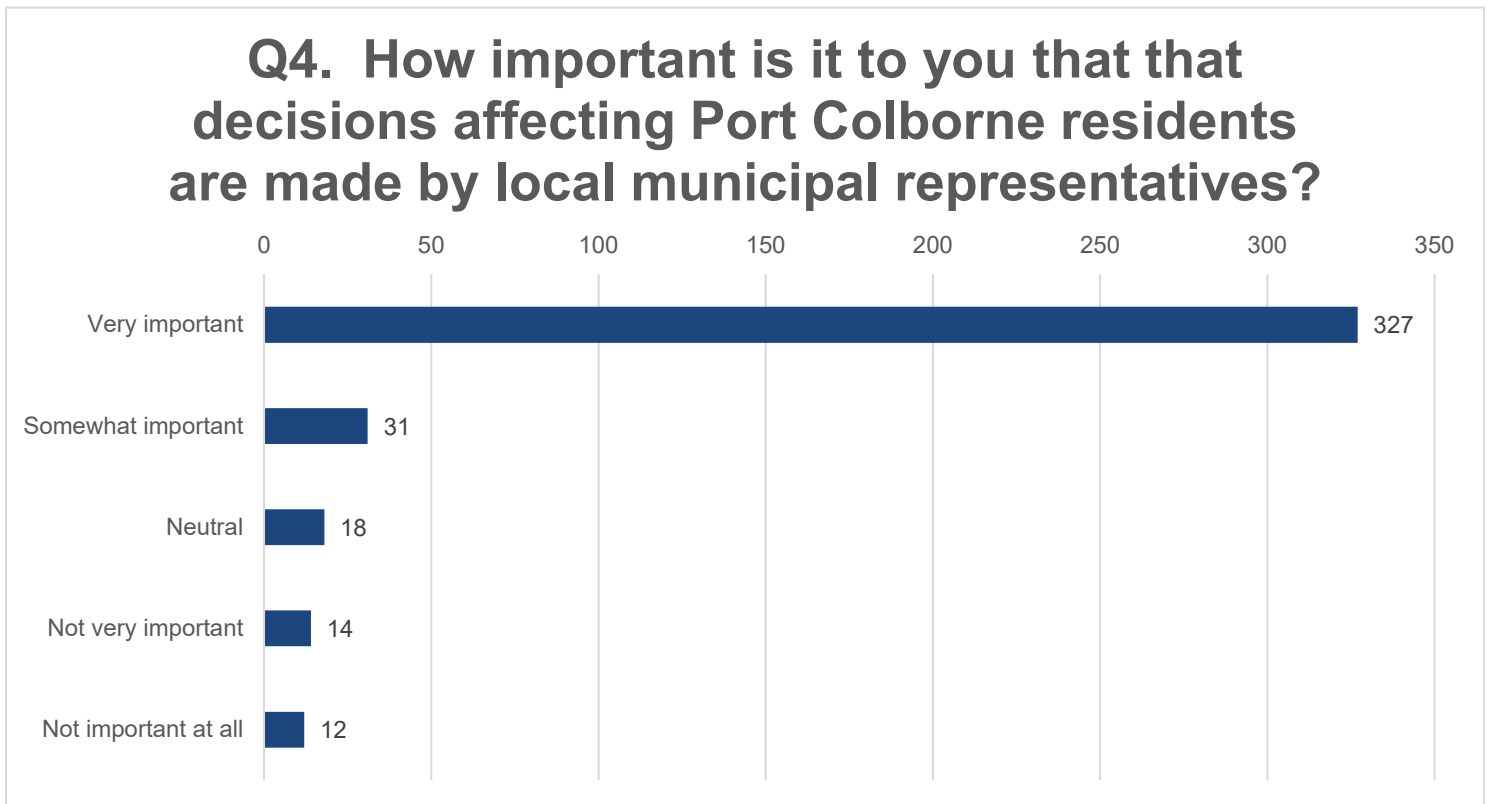
85% of respondents said they felt it was either very or somewhat important for Port Colborne to maintain its independence.



Q4. How important is it that decisions affecting Port Colborne residents are made by local municipal representatives? (select one)

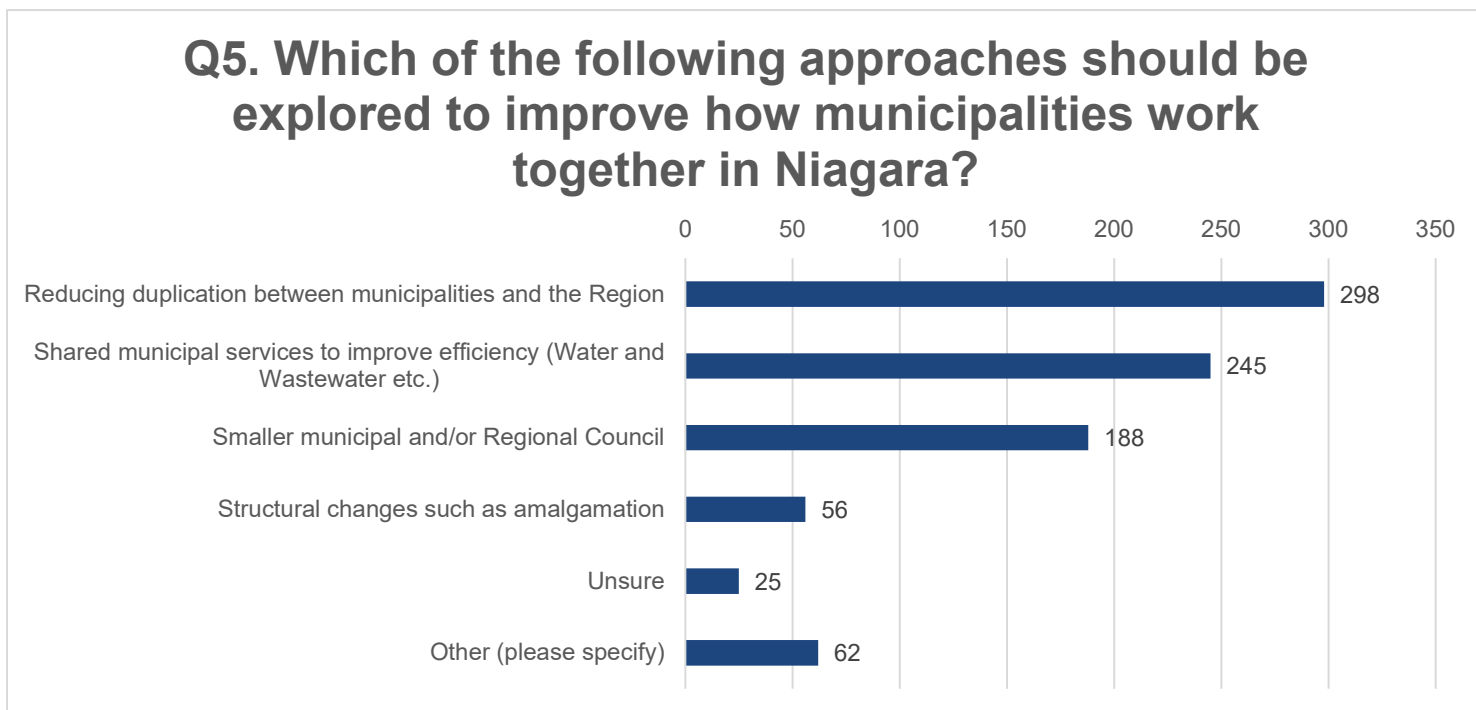
Answer Choices	Responses
Very important	327
Somewhat important	31
Neutral	18
Not very important	14
Not important at all	12
Answered	402
Skipped	4

89% of respondents said they felt it was either very or somewhat important that decisions be made by local representatives.



Q5. Which of the following approaches should be explored to improve how municipalities work together in Niagara? (select all that apply)

Answer Choices	Responses	75% of respondents were supportive of reducing duplication between municipalities and Niagara Region.
Reducing duplication between municipalities and the Region	298	
Shared municipal services to improve efficiency (Water and Wastewater etc.)	245	
Smaller municipal and/or Regional Council	188	
Structural changes such as amalgamation	56	
Unsure	25	
Other (please specify)	62	
Answered	399	
Skipped	7	



Question five allowed respondents to offer “other” answers. 62 suggestions were provided. A

summary of these responses is below:

Q5. Open-Ended Response Summary	
Opposition to Regional Government	<ul style="list-style-type: none"> Strong sentiment that the current regional model is inefficient, does not provide value, and should be reduced or eliminated.
Local Independence and Decision-Making	<ul style="list-style-type: none"> Clear preference for maintaining Port Colborne's autonomy, with decisions made locally to preserve community identity and voice.
Concerns About Amalgamation	<ul style="list-style-type: none"> Mixed views, but more opposition overall due to concerns about loss of identity, reduced representation, and uncertain cost savings.
Cost and Affordability	<ul style="list-style-type: none"> Frequent concerns about high taxes and water costs, with calls to reduce spending and improve value for money.
Efficiency and Shared Services	<ul style="list-style-type: none"> Support for reducing duplication and exploring shared services to improve efficiency without major structural change.
Governance Clarity and Roles	<ul style="list-style-type: none"> Desire for clearer roles and responsibilities between municipal, regional, and provincial governments, and better coordination.
Representation and Accountability	<ul style="list-style-type: none"> Emphasis on elected representation, transparency, and fair decision-making, including interest in electing the Regional Chair.
Reducing Size of Government	<ul style="list-style-type: none"> Support for fewer politicians and streamlined administration to reduce costs and improve efficiency.
Other Perspectives	<ul style="list-style-type: none"> Additional comments included environmental considerations, maintaining public services, and interest in alternative governance models.

A full list of open-ended responses received as of March 31, 2026 has been posted on www.portcolborne.ca/governance

Q6. What should be Port Colborne’s top priority in discussions about governance reform? (select all that apply)

Answer Choices

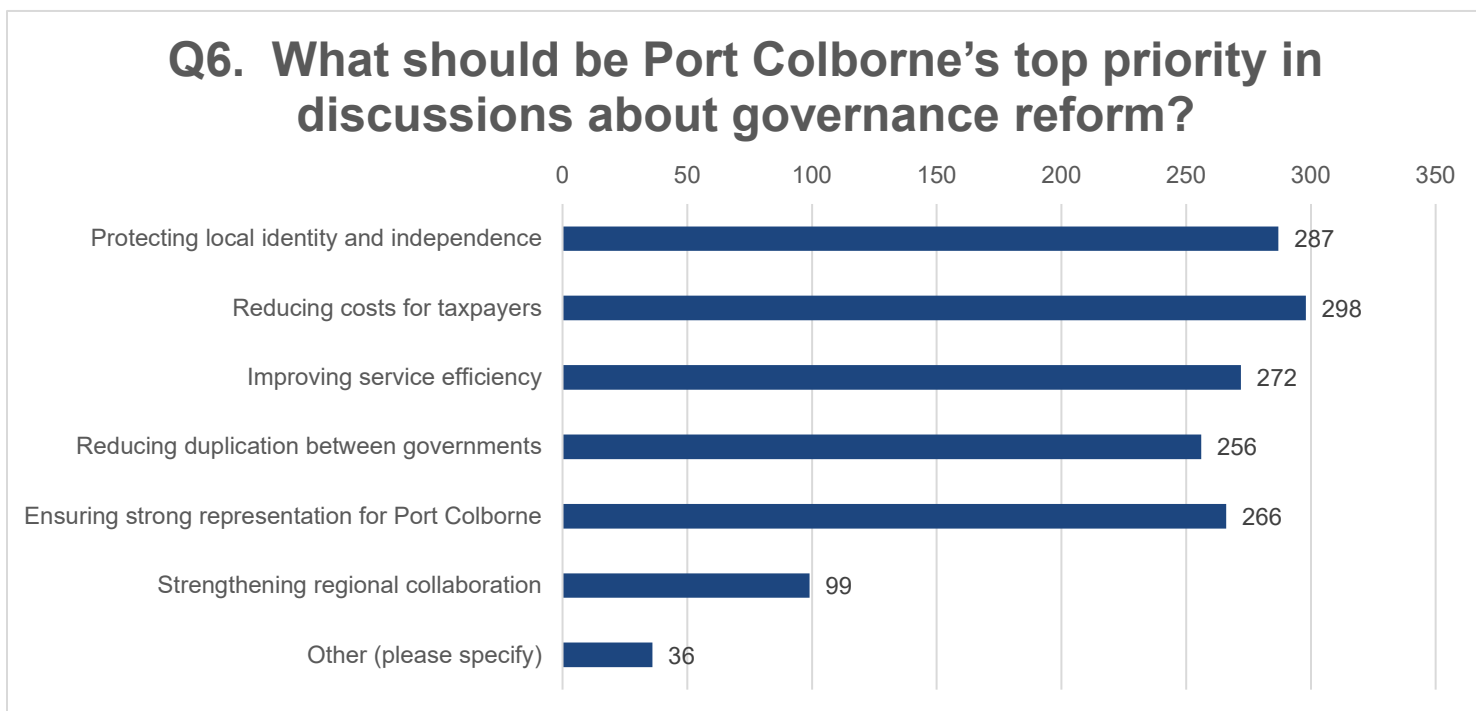
Responses

Protecting local identity and independence	287
Reducing costs for taxpayers	298
Improving service efficiency	272
Reducing duplication between governments	256
Ensuring strong representation for Port Colborne	266
Strengthening regional collaboration	99
Other (please specify)	36

74% of respondents were in favour of reducing costs for taxpayers, as a top priority.

71% were in favour of protecting local identity and independence, as a top priority.

Answered 403
Skipped 3



Question six allowed respondents to offer “other” answers. As of March 31, 2026, 36 suggestions were provided. A summary of these responses is below:

Q6. Open-Ended Response Summary	
Cost Reduction and Affordability	<ul style="list-style-type: none"> • Strong focus on lowering taxes, water costs, and overall cost of living, with expectations for more efficient use of public funds.
Efficiency and Streamlined Government	<ul style="list-style-type: none"> • Desire to reduce duplication, streamline services, and improve efficiency across municipal and regional operations.
Reducing Size of Government	<ul style="list-style-type: none"> • Support for fewer politicians, reduced management layers, and leaner municipal and regional structures.
Local Representation and Voice	<ul style="list-style-type: none"> • Strong emphasis on maintaining a strong voice for Port Colborne in decision-making and avoiding marginalization of smaller communities.
Opposition to Regional Control	<ul style="list-style-type: none"> • Some respondents expressed frustration with the Region and a desire for greater municipal autonomy or reduced regional influence.
Governance Reform and Accountability	<ul style="list-style-type: none"> • Calls for more democratic processes, including elected roles, fair representation, and improved accountability.
Shared Services and Service Delivery	<ul style="list-style-type: none"> • Support for shared or regionalized services in specific areas (e.g., fire, policing) to improve efficiency.
Fairness and Equity Across the Region	<ul style="list-style-type: none"> • Desire for more equitable treatment of municipalities and residents, including fair access to services and representation.
Improved Collaboration and Communication	<ul style="list-style-type: none"> • Need for better coordination and communication between municipal, regional, and provincial governments.
Healthcare and Essential Services	<ul style="list-style-type: none"> • Interest in maintaining or improving access to healthcare and other essential services within the community.
Growth and Infrastructure Management	<ul style="list-style-type: none"> • Concerns about managing growth responsibly, ensuring infrastructure can support development, and promoting balanced economic growth.
Environmental Protection and Public Services	<ul style="list-style-type: none"> • Support for maintaining safe water systems, environmental protection, and publicly delivered services.

A full list of open-ended responses received as of March 31, 2026 has been posted on www.portcolborne.ca/governance

Q7. What concerns, if any, do you have about potential changes to municipal governance?

Question seven asked respondents to write an answer into an open text field. 269 responses were received. A summary of these responses is below:

Q7. Open-Ended Response Summary	
Loss of Local Voice and Representation	<ul style="list-style-type: none"> Strong concern that Port Colborne will have less influence in decision-making, particularly within larger or centralized models.
Loss of Local Identity and Community Character	<ul style="list-style-type: none"> Fear that amalgamation or restructuring would erode Port Colborne’s unique identity, history, and small-town feel.
Increased Costs and Taxes	<ul style="list-style-type: none"> Widespread concern that governance changes—especially amalgamation—would lead to higher taxes, water rates, and overall costs.
No Proven Cost Savings	<ul style="list-style-type: none"> Skepticism that proposed changes would deliver financial benefits, with many citing past examples where costs increased.
Marginalization of Smaller Municipalities	<ul style="list-style-type: none"> Concern that larger cities (e.g., St. Catharines, Niagara Falls) would dominate decisions and resources.
Loss or Reduction of Services	<ul style="list-style-type: none"> Fear that local services (especially healthcare, transit, and community services) would be reduced or relocated.
Healthcare Access and Service Loss	<ul style="list-style-type: none"> Significant concern about continued loss of local healthcare services and longer travel times for care.
Lack of Trust in Regional or Provincial Decision-Making	<ul style="list-style-type: none"> Distrust in how decisions are being made, including concerns about political influence, top-down approaches, and lack of accountability.
Lack of Transparency and Public Consultation	<ul style="list-style-type: none"> Concerns that decisions are being made without clear plans, sufficient data, or meaningful public input.
Governance and Democratic Concerns	<ul style="list-style-type: none"> Issues raised about unelected positions, weighted voting, and reduced democratic representation.
Centralization of Power	<ul style="list-style-type: none"> Concern that power will shift away from local communities toward larger municipalities or higher levels of government.
Loss of Local Control Over Finances and Assets	<ul style="list-style-type: none"> Fear that Port Colborne’s tax dollars, reserves, and assets would be redistributed to other municipalities.
Downloaded Costs and Responsibilities	<ul style="list-style-type: none"> Concern that municipalities will continue to bear costs that should be covered by the Province.

Q7. Open-Ended Response Summary	
Service Inefficiencies and Bureaucracy	<ul style="list-style-type: none">• Frustration with existing duplication and inefficiencies, with concern that changes may not resolve these issues.
Growth and Infrastructure Pressures	<ul style="list-style-type: none">• Concerns about unmanaged growth, development pressures, and insufficient infrastructure to support expansion.

A full list of open-ended responses received as of March 31, 2026 has been posted on www.portcolborne.ca/governance

Q8. What’s a story, place, or experience that captures what makes Port Colborne special to you?

Question eight asked respondents to write an answer into an open text field. 221 responses were received. A summary of these responses is below:

Q8. Open-Ended Response Summary	
Small-Town Feel and Sense of Community	<ul style="list-style-type: none"> • A strong sense of belonging, where people know each other, feel safe, and look out for one another.
Waterfront, Canal, and Natural Setting	<ul style="list-style-type: none"> • The Welland Canal, Lake Erie, beaches, marina, and waterfront views are defining features of the community.
Community Events and Festivals	<ul style="list-style-type: none"> • Events like Canal Days, concerts, and local festivals bring residents together and create shared experiences.
Parks, Public Spaces, and Amenities	<ul style="list-style-type: none"> • Spaces like H.H. Knoll Lakeview Park, trails, and recreation facilities are central to daily life and community connection.
Friendly, Welcoming People	<ul style="list-style-type: none"> • Residents consistently described Port Colborne as warm, welcoming, and supportive.
Family, Roots, and Lifelong Connections	<ul style="list-style-type: none"> • Deep personal ties, multigenerational families, and stories of growing up and raising children in the community.
Local Identity and Pride	<ul style="list-style-type: none"> • A strong sense of pride in Port Colborne’s uniqueness, history, and independence.
Walkability and Quality of Life	<ul style="list-style-type: none"> • Ease of getting around, slower pace of life, and a balance between small-town living and access to amenities.
Local Businesses and Downtown	<ul style="list-style-type: none"> • Independent shops, restaurants, and West Street contribute to the town’s character and vibrancy.
History and Marine Heritage	<ul style="list-style-type: none"> • Connections to the canal, shipping industry, and industrial roots are an important part of the city’s identity.
Volunteerism and Community Support	<ul style="list-style-type: none"> • Strong culture of volunteering and organizations that support residents and bring people together.
Place-Based Experiences and Everyday Moments	<ul style="list-style-type: none"> • Simple, meaningful experiences—watching ships, walking the canal, time at the beach—that define life in Port Colborne.

A full list of open-ended responses received as of March 31, 2026 has been posted on www.portcolborne.ca/governance



PORT COLBORNE

What We Heard: Governance Review and Amalgamation Discussions

Summary of Correspondence and Email Submissions as of March 31, 2026

This document summarizes, consolidates and synthesizes public correspondence, submissions, reports, presentations, and supporting materials received by Mayor Steele's office in relation to discussions about potential municipal and/or regional amalgamation in Niagara.

The intent is to identify common themes, concerns, and suggestions, without duplication, advocacy, or endorsement of specific positions.

Please note, staff used Microsoft CoPilot to help provide summaries and detect trends in the open-ended comments.

Overall Sentiment

The overwhelming weight of submissions expresses opposition to municipal amalgamation, particularly forced or expedited models. While contributors consistently acknowledge that governance reform, cost control, and efficiency improvements are necessary, amalgamation is widely viewed as the wrong solution to the perceived problems.

A strong, recurring message is that reform is supported; amalgamation is not—especially in the absence of clear data, public consultation, or demonstrated public support.

Key Themes and Findings

1. Democratic Representation and Local Voice

Core concern: Amalgamation is perceived as significantly weakening democratic representation and residents' access to decision-makers.

- Contributors emphasize that local councils and councillors are the primary mechanism through which residents influence decisions affecting services, budgets, and development.
- Reducing the number of elected officials through amalgamation is widely viewed as:
 - Diluting local voice
 - Increasing constituent-to-councillor ratios
 - Weakening accountability
- Several submissions argue that local politicians provide value at relatively low cost by functioning as the democratic bridge between residents and administrative staff.
- Visual and map-based materials reinforce concern that smaller or less populous municipalities would be absorbed into larger blocs, becoming marginal participants in decision-making rather than equal partners.

Recurring sentiment: Residents value proximity, accessibility, and accountability over scale.

2. Lack of Demonstrated Business Case

Core concern: Contributors repeatedly note the absence of evidence supporting amalgamation as a cost-saving or efficiency-improving measure.

Submissions consistently reference:

- No publicly available:
 - Cost-benefit analysis
 - Transition cost estimates
 - Service-level impact assessments
 - Comparative tax projections
- Concerns about high transition costs, including:
 - Wage and service harmonization
 - Union and contract integration
 - IT and systems consolidation
 - Governance restructuring expenses
- Repeated citation of Ontario precedents (e.g., Toronto, Hamilton, Haldimand County) where:
 - Taxes increased post-amalgamation
 - Expected savings did not materialize
 - Bureaucratic complexity grew rather than diminished

Recurring sentiment: Amalgamation is presented without sufficient financial justification to warrant

the risks involved.

3. Process, Consultation, and Legitimacy

Core concern: The process is perceived as rushed, top-down, and lacking democratic legitimacy.

Key points raised include:

- No referendum or clear expression of public mandate
- Limited or no structured public consultation prior to advancing proposals
- Perception that decisions are being advanced before defining the problem to be solved
- Calls for:
 - Transparent disclosure of objectives
 - Independent financial and governance analysis
 - Meaningful public engagement prior to decisions of permanence

Recurring sentiment: Several submissions emphasize that legal authority does not substitute for democratic legitimacy, and that structural decisions affecting hundreds of thousands of residents should be grounded in demonstrated public will.

4. Cost Drivers Identified as Regional, Not Municipal

Core concern: Rising taxes and budget pressures are attributed primarily to regional cost drivers, not local municipal governance.

Frequently cited drivers include:

- Policing expenditures
- Regional administration growth
- Water and wastewater systems
- Transit and regional infrastructure
- Long-term capital planning

Many contributors argue:

- Amalgamation would not meaningfully alter these cost pressures
- Structural consolidation does not address the underlying drivers of expenditure growth
- Accountability for regional budgets would become less transparent, not more

5. Preference for Alternatives to Amalgamation

Core message: There is strong support for governance reform without eliminating municipalities.

Common alternatives proposed:

- Line-by-line public review of regional budgets

- Expanded shared services where demonstrably beneficial
- Service-specific boards or restructuring
- Rebalancing responsibilities between regional and municipal governments
- Reducing duplication through cooperation rather than consolidation
- Reviewing council sizes at municipal and regional levels independently

These suggestions reflect a recurring belief that incremental, evidence-based reform is preferable to irreversible structural change.

6. Equity and Community Identity

Core concern: Smaller, rural, and edge municipalities fear loss of influence.

Submissions express concern that:

- Investment and services would concentrate in dominant population centres
- Smaller communities would lose identity, advocacy, and priority
- Geographic and community-specific needs would be harder to address within larger administrative units

Historical examples from other jurisdictions are frequently cited to support these fears.

7. Intensity and Breadth of Opposition

Observation: Opposition comes from a broad demographic and geographic cross-section, including:

- Long-time residents
- New residents who moved specifically for small-community governance
- Retired professionals
- Former municipal candidates and community volunteers
- Residents with experience in other amalgamated Ontario municipalities

Tone varies from formal and analytical to deeply personal, but the core position remains remarkably consistent across submissions.

Summary Assessment

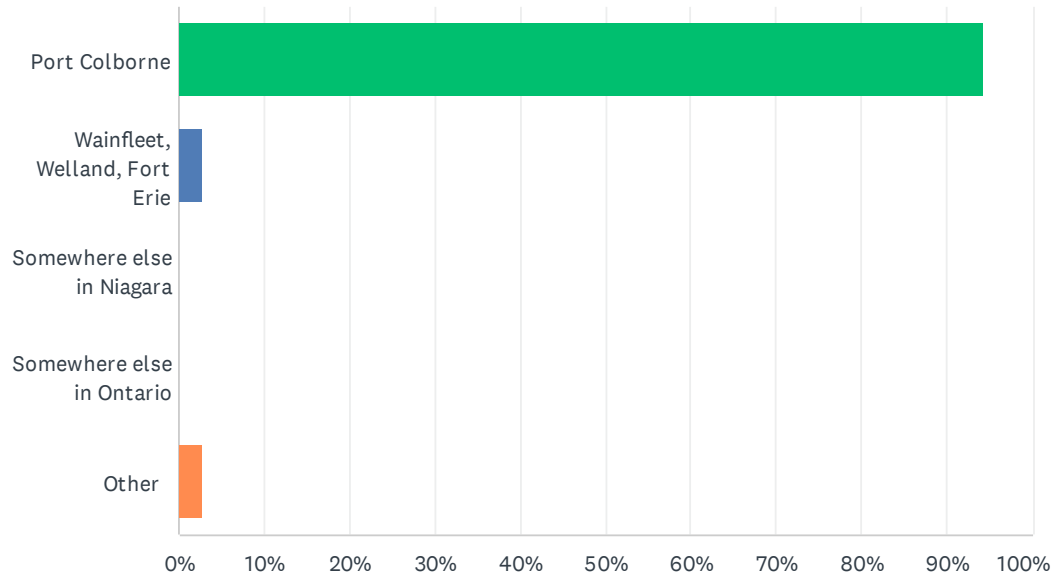
Across all materials reviewed, the dominant public perspective can be summarized as follows:

- There is no demonstrated consensus in favour of amalgamation.
- There is strong and consistent opposition to forced or expedited amalgamation.
- There is clear support for governance reform, fiscal responsibility, and efficiency, but not through amalgamation without evidence and consent.
- Residents place high value on local democracy, representation, and accountability.

This summary reflects what was heard, not an evaluation or recommendation. The consistency, volume, and depth of concern expressed indicate that amalgamation is widely understood by contributors as a last-resort measure, not a preferred or proven solution.

Q1 Where do you live?

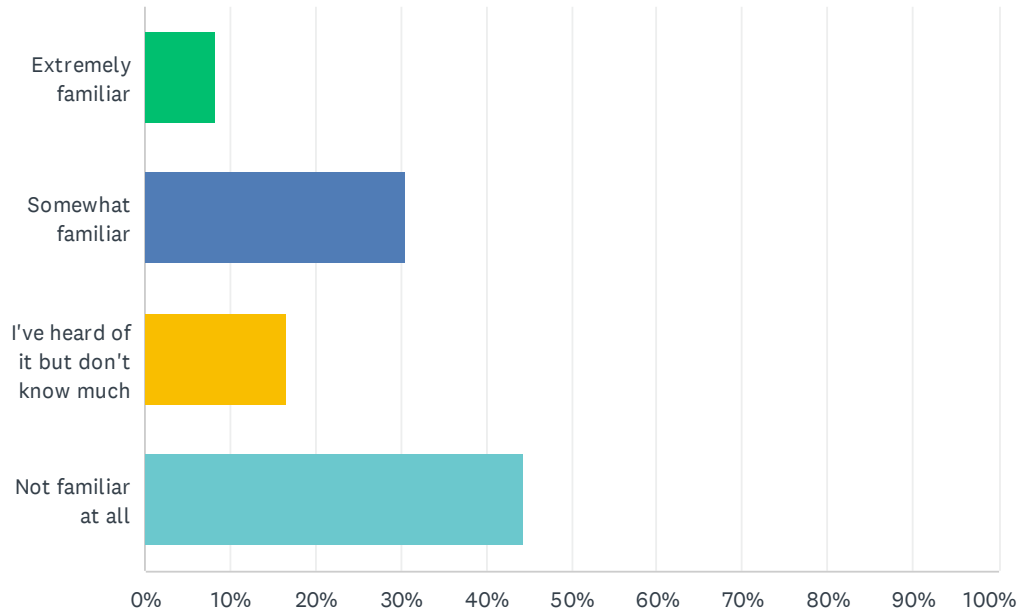
Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES	
Port Colborne	94.29%	33
Wainfleet, Welland, Fort Erie	2.86%	1
Somewhere else in Niagara	0.00%	0
Somewhere else in Ontario	0.00%	0
Other	2.86%	1
TOTAL		35

Q2 Before today, how familiar were you with the concept of a Government Business Enterprise?

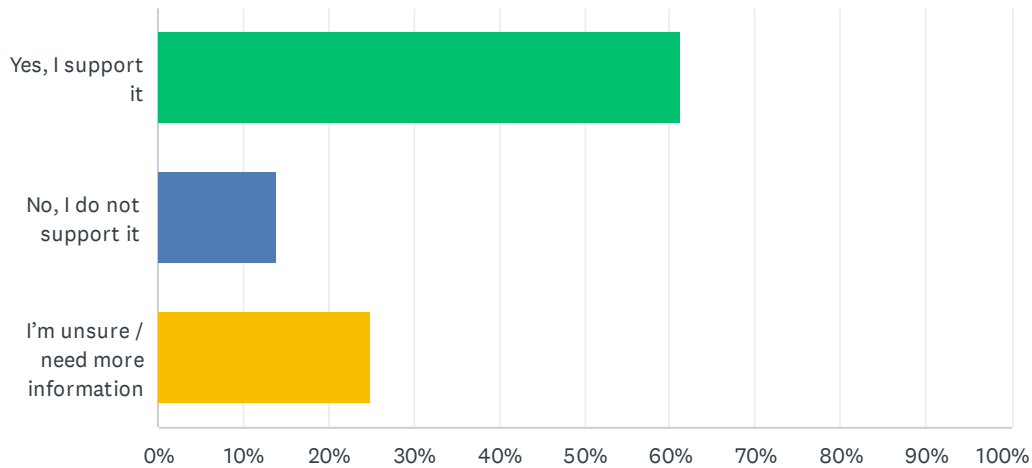
Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely familiar	8.33%	3
Somewhat familiar	30.56%	11
I've heard of it but don't know much	16.67%	6
Not familiar at all	44.44%	16
TOTAL		36

Q3 Using the Government Business Enterprise structure would allow the City to secure financing separate from its core finances, helping to deliver infrastructure projects without direct impacts on the municipal tax base or water/wastewater rates. Do you support the idea of the City establishing Government Business Enterprises to help fund and deliver major infrastructure projects (such as water and wastewater servicing for the East Side Employment Lands)?

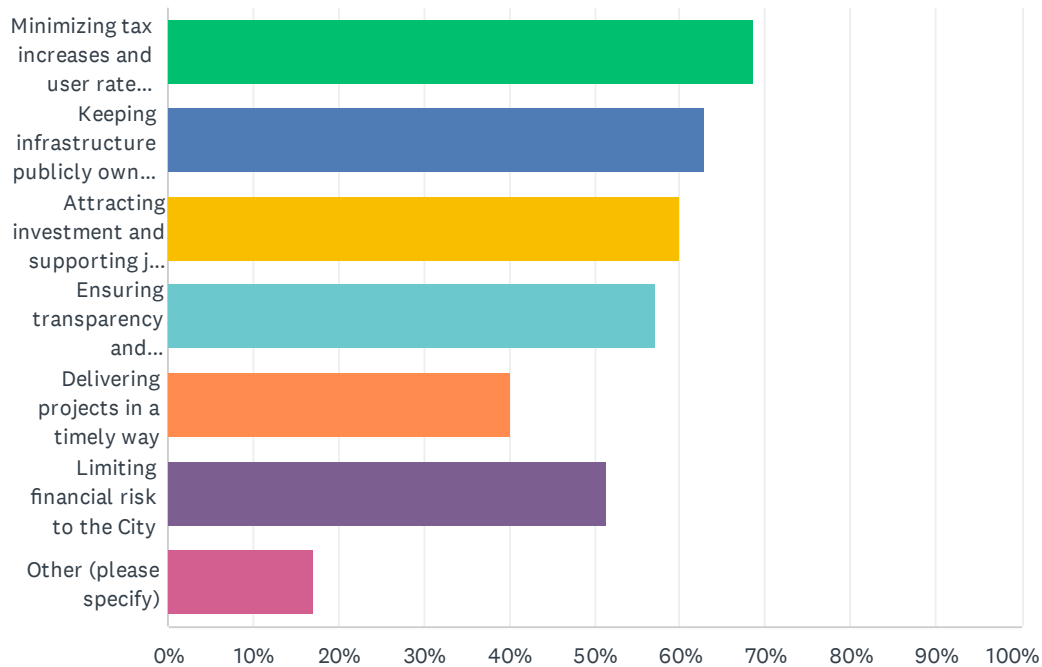
Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, I support it	61.11%	22
No, I do not support it	13.89%	5
I'm unsure / need more information	25.00%	9
TOTAL		36

Q4 Which of the following factors are most important to you when the City makes decisions about how to fund and deliver infrastructure? (select all that apply)

Answered: 35 Skipped: 1

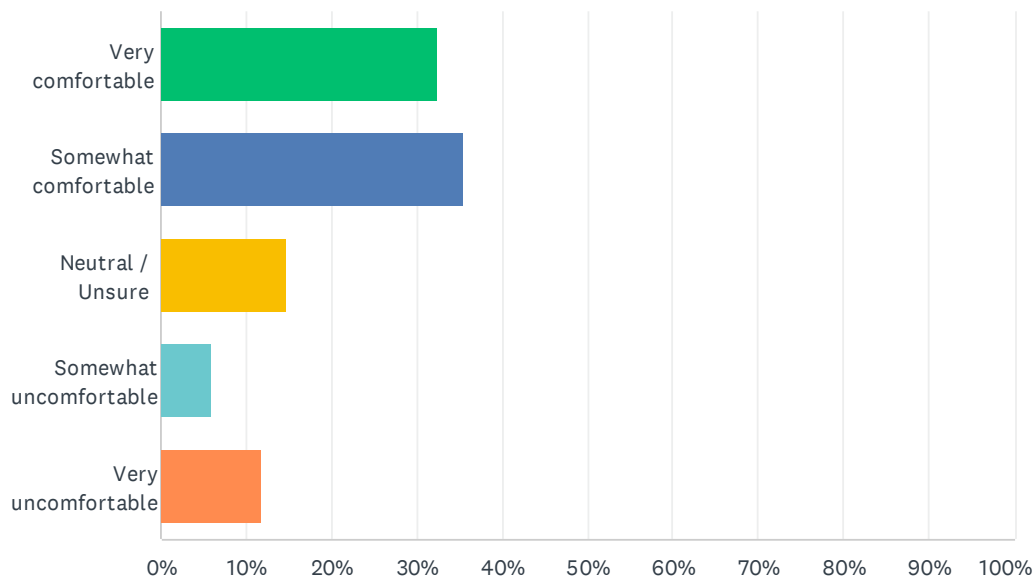


ANSWER CHOICES	RESPONSES
Minimizing tax increases and user rate impacts	68.57% 24
Keeping infrastructure publicly owned and controlled	62.86% 22
Attracting investment and supporting job creation	60.00% 21
Ensuring transparency and accountability	57.14% 20
Delivering projects in a timely way	40.00% 14
Limiting financial risk to the City	51.43% 18
Other (please specify)	17.14% 6
Total Respondents: 35	

#	OTHER (PLEASE SPECIFY)	DATE
1	safety + quality	11/17/2025 3:53 PM
2	build new parks	11/17/2025 3:21 PM
3	honesty	11/17/2025 3:12 PM
4	avoid future ease and potential to privatize infrastructure	11/17/2025 2:46 PM
5	give the people what they want	11/17/2025 2:41 PM

Q5 If approved, the Government Business Enterprises would be responsible for constructing, maintaining and owning the water, wastewater and potentially other infrastructure serving the East Side Employment Lands district, which includes both current and future industrial developments as well as the Asahi Kasei Battery Separator Canada site. The Government Business Enterprises will help ensure the infrastructure needed to support economic growth is managed effectively and sustainably. How comfortable are you with the City using a separate legal entity (the Government Business Enterprise) to deliver and finance major infrastructure projects?

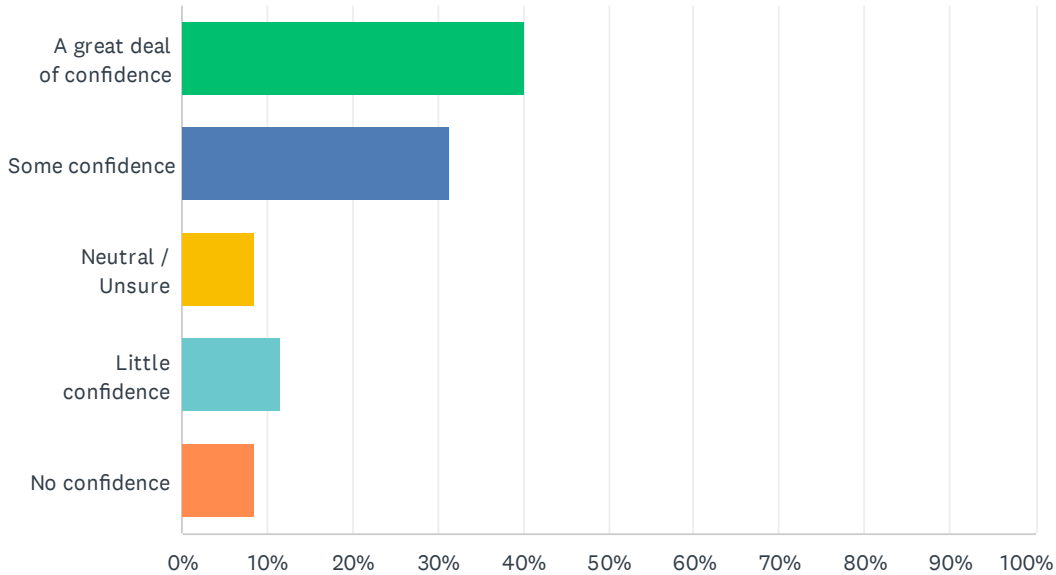
Answered: 34 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very comfortable	32.35%	11
Somewhat comfortable	35.29%	12
Neutral / Unsure	14.71%	5
Somewhat uncomfortable	5.88%	2
Very uncomfortable	11.76%	4
TOTAL		34

Q6 If strong oversight measures are in place (e.g., Council-appointed board, annual reporting, financial transparency), how much confidence would you have in the City’s ability to maintain public control of the Government Business Enterprise?

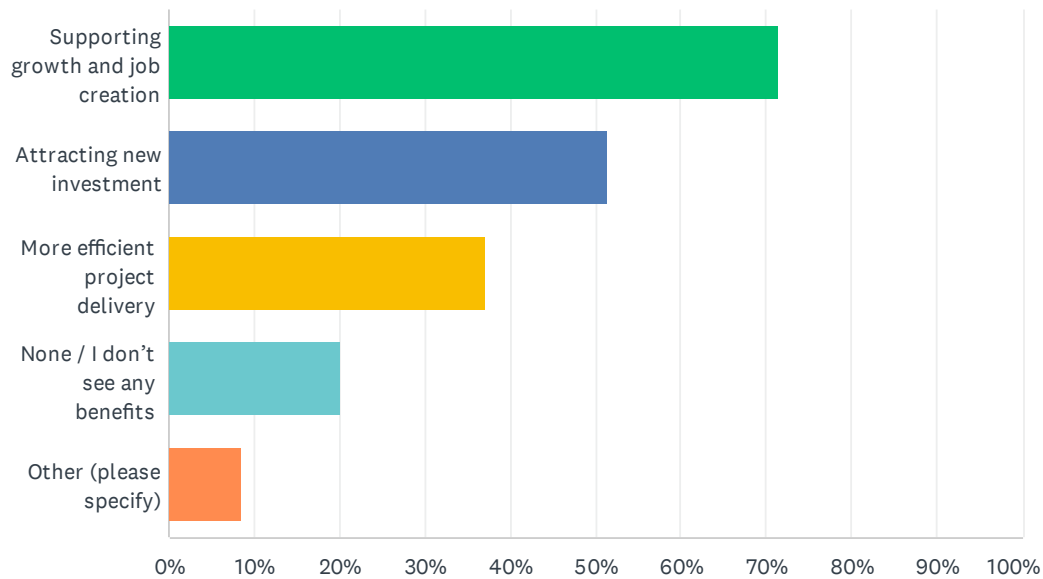
Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES	
A great deal of confidence	40.00%	14
Some confidence	31.43%	11
Neutral / Unsure	8.57%	3
Little confidence	11.43%	4
No confidence	8.57%	3
TOTAL		35

Q7 The Government Business Enterprise structure would enable the City to secure financing separate from its core finances, and it will allow the City to deliver infrastructure projects without direct impacts on the municipal tax base or water/wastewater rates. What other potential benefits do you see from creating Government Business Enterprise in Port Colborne? (select all that apply)

Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES
Supporting growth and job creation	71.43% 25
Attracting new investment	51.43% 18
More efficient project delivery	37.14% 13
None / I don't see any benefits	20.00% 7
Other (please specify)	8.57% 3
Total Respondents: 35	

#	OTHER (PLEASE SPECIFY)	DATE
1	you are long on rhetoric and short on reason	11/17/2025 3:12 PM
2	but zero confidence that corporate greed won't find a way to own our water infrastructure e.g. data centres	11/17/2025 2:46 PM
3	If this venture is run as a business and not a free spending entity we could see positive financial impacts.	10/23/2025 9:19 PM

Q8 Do you have any concerns, questions, or issues you would like Council to consider before making a decision about establishing Government Business Enterprise?

Answered: 21 Skipped: 15

#	RESPONSES	DATE
1	when profit becomes an incentive in regards to public services such as water I become concerned that the same quality and environmental factors will be considered. If a profit is turned how will I know the money is going towards the community and not salaries of business people.	11/17/2025 3:53 PM
2	city needs top qualified finance expertise on this board to ensure compliance to reach objectives	11/17/2025 3:42 PM
3	1. how does GBE maintain fiscal responsibility? 2. does it put in infrastructure first and then hope to cover costs for the industries it supports? 3. can city back out of deal and if so, what are the ramifications?	11/17/2025 3:38 PM
4	all details should be easily accessible i.e. local newspaper, at city hall, before formal approval. input from taxpayers is a must	11/17/2025 3:35 PM
5	ensuring that water/wastewater is maintained accurately and efficiently should be high priority	11/17/2025 3:26 PM
6	what is the mandate of a government business enterprise - is it a for-profit entity? where will funds come from to get this new entity off the ground?	11/17/2025 3:23 PM
7	yes, build new parks and playgrounds in Brampton	11/17/2025 3:21 PM
8	what other municipalities have successful programs, why haven't I heard of them? do you intend an alliance or agreement with any of them? I remember that Charles Steele garnered a significant portion of the vote in the last election. Do you think he and his supporters would favour a GBE(s)? From where will the finances come? money talks. so talk.	11/17/2025 3:12 PM
9	what legal structures would prevent privatization	11/17/2025 2:46 PM
10	no	11/17/2025 2:41 PM
11	better stores, dog park downtown, low tax	11/17/2025 2:38 PM
12	Ya for the politicians to not misuse the monies.	10/27/2025 9:09 AM
13	Full disclosure of other municipalities effects of said plan negative and positive results Show actual examples in full	10/27/2025 8:51 AM
14	No	10/26/2025 3:35 PM
15	I would like assurances built into the contract with AK ensuring the upfront costs of this project are covered. I don't want too see the city incurring debt , that taxpayers will be called upon to pay.	10/25/2025 9:20 PM
16	With the growing population in PC this city needs more diversity in the the development of new business. I've heard it said that all we have in Port are weed stores and pizza shops. Utilize empty buildings or tear the eyesore down. Let's get moving!	10/25/2025 7:47 AM
17	I am wondering where the initial funding for equipment, staff and offices will come from. If the municipality has to provide these start up costs (combined with funding from private sector). Once the startup is established the risk is the GBE will be spun off at a loss once the business is viable as we have had these types of entities prior (for example port colborne hydro, hospital etc) and short sold them to private sector What guard rails will be in place to protect the investment that we would most likely need to make.	10/23/2025 9:19 PM
18	None	10/23/2025 8:41 PM

Creating Government Business Enterprises in Port Colborne

19	<p>Yes, I am extremely concerned. Before even considering the establishment of a Government Business Enterprise (GBE), Council should first focus on addressing the inefficiencies and financial challenges that already exist within the City's operations. Instead of creating another layer of bureaucracy, Council should prioritize improving the systems and structures already in place. It currently takes far too long sometimes upwards of two months for basic permits and approvals with 0 accountability. This kind of red tape discourages growth, investment, and progress in Port Colborne. The focus should be on streamlining processes, modernizing operations, and holding departments accountable for timely and efficient service delivery. Additionally, Council should be concentrating on balancing the City's finances through responsible tax management and fiscal restraint, not by creating new administrative entities. Year-over-year high-percentage salary increases for City employees are unsustainable and unfair to taxpayers, especially when service levels and efficiency are not improving at the same rate. Before taking on a complex and potentially costly new structure like a GBE, Council needs to demonstrate it can effectively manage the City's existing finances and operations. Port Colborne needs an approach that reflects its unique size, needs, and community priorities, not a one-size-fits-all bureaucratic model borrowed from larger municipalities. The priority should be transparency, accountability, and a commitment to fixing what we already have before expanding government further.</p>	10/22/2025 7:50 PM
20	In the event of GBE failure or collapse are the taxpayers liable for costs?	10/22/2025 6:23 PM
21	AK should pay for infrastructure its needs to do its business. Why is this being considered? Who is on the hook for the costs should this fall through? I don't believe the City tax payers will not have to oh for this development. This is a huge distance to fund services.	10/22/2025 4:10 PM

Q9 Is there anything else you'd like to share about your thoughts related to establishing Government Business Enterprises in Port Colborne?

Answered: 15 Skipped: 21

#	RESPONSES	DATE
1	keep all services city ran and maintained, keep worker wages high and let people take pride in working for their city.	11/17/2025 3:53 PM
2	age range: 50-69, 70+ (for transparency purposes and combined) in most municipal or policy surveys your age is generally not required to evaluate the substance of your opinion. experience, knowledge of the topic, or interest in the issue is often more directly relevant.	11/17/2025 3:50 PM
3	invite top accounting finance auditing experts to join GBE board	11/17/2025 3:42 PM
4	on the surface, this seems like a win-win research online said "disadvantaged are political red tape, inefficient management, underutilization of capacity" is there a plan in place to address these issues?	11/17/2025 3:38 PM
5	for too long, Port Colborne has ignored invigorating growth of industry here. Hopefully this is the first step to growth + advancement with job opportunities for local workers	11/17/2025 3:35 PM
6	we cannot rely on big business to ensure residents health comes before profits	11/17/2025 3:26 PM
7	will the entity go on in perpetuity, or is it meant to shoulder some burdens until new infrastructure is in place?	11/17/2025 3:23 PM
8	no!	11/17/2025 3:21 PM
9	Gentlemen. Am I wrong to consider this plan to extend "strong mayor powers" to government business enterprises without establishing accountability through a rubber stamp process at city council? it kind of reminds me of Disneyland where they have their own kingdom. However, they had Disney. We have Mickey Mouse. The asahi plant has delayed implementation of EV. why are you talking about a water and wastewater issue now? shouldn't you have dealt with this issue before the plant was built? by the way, didn't the Linamar plant in Welland write-off everything? am I missing something? it seems to me (unpolitical as I am) that Strong Mayor Powers were given to municipalities to accelerate housing development rather than industrial development as you imply. Do you intend to put more high density sixplexes on the brownlands of the East Side? You also need to define East Side Employment Lands. Does it mean that local employment will be created if housing construction begins on the east side. I haven't seen this so far with the Linamar and Asahi plants. If so then show me the statistics. And those plants did not employ the number of people which was projected. Linamar = zero. Let's get back to definitions. I assume Port Colborne is a bedroom community, I don't know anyone else who thinks differently. I don't see jobs here except at pizza places and mcdonalds. But it doesn't sound like you have the same definition or vision of a definition. Oh, you want to build infrastructure. I don't define it that way regarding water and wastewater. it's more like maintenance and repair. we have telephone lines - not fibre optic. we are talking about brown lands now, aren't we. who knows because you haven't mentioned them. is it what one might cal an "open" secret? how are you going to find buyers for units in a sixplex unless you pay \$500,000+ for the land or exercise eminent domain through the province and seize it? in my opinion, there must be a balance between housing infrastructure, employment and lifestyle. construction jobs can only provide temporary employment for outside skilled workers. the current infrastructure in the community is as old as the living retirees and in bad shape as the dead ones. finally, you cannot provide the lifestyle people want mainly because of aging infrastructure. who wants to go to a Niagara Falls hospital when they can simply move to Niagara Falls? basically, you have a similar problem that Carney faces except his is on a macro scale while yours is on a micro scale. his problem is an aging pop. and yours is an aging pop. in a retirement community. he might interest H-1B visa holders. he might offer high-paying jobs in the service industry. he and you cannot match lifestyle. government cannot envigorate the economy on a macro or micro-scale. only small business private sector on a	11/17/2025 3:12 PM

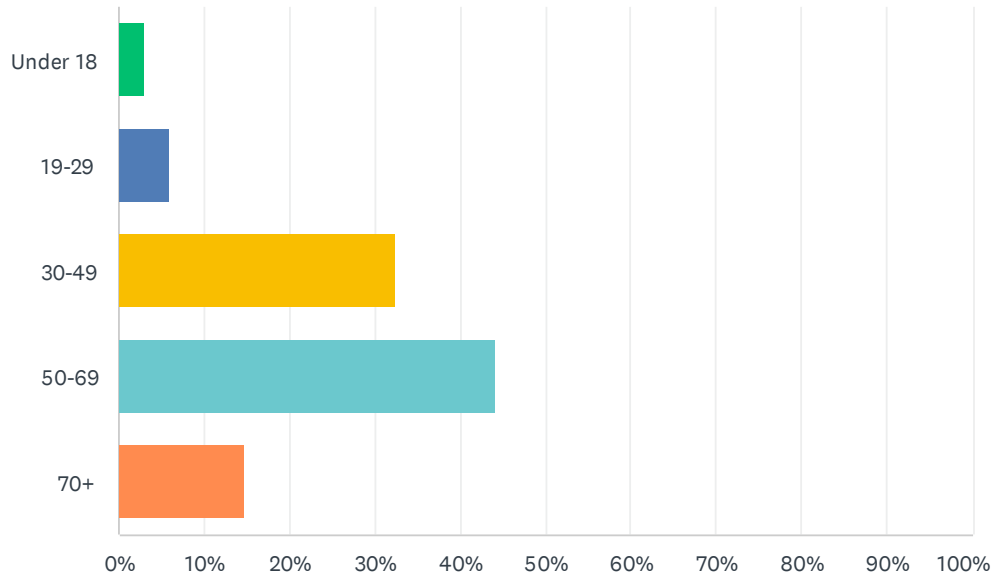
Creating Government Business Enterprises in Port Colborne

macro or micro-scale. only small business private sector can. government contributes to the problem.

10	more information would be good	11/17/2025 2:41 PM
11	No	10/26/2025 3:35 PM
12	N/a	10/25/2025 9:20 PM
13	No	10/23/2025 8:41 PM
14	<p>Instead of forming a GBE, we should be looking inward and creating our own Department of Government Efficiency (DOGE), a task force dedicated to slashing wasteful spending, eliminating redundancies, and making every dollar count. The City should take a hard look at overlapping roles, unnecessary administrative costs, and outdated procedures that drive up expenses without improving service. Hiring practices should prioritize residents who live in Port Colborne, ensuring local accountability, community pride, and a deeper understanding of the challenges and opportunities unique to our city. This approach would create a more efficient, locally driven government that works for the people who actually live here. Port Colborne doesn't need more bureaucracy, it needs smarter management, local leadership, and a serious commitment to financial responsibility and operational efficiency.</p>	10/22/2025 7:50 PM
15	Get it done!	10/22/2025 6:23 PM

Q10 Please select your age range

Answered: 34 Skipped: 2



ANSWER CHOICES	RESPONSES	
Under 18	2.94%	1
19-29	5.88%	2
30-49	32.35%	11
50-69	44.12%	15
70+	14.71%	5
TOTAL		34

Question #2

Question #2

Subject: Request for Plain-Language Briefing on Proposed Holding Company and GBEs

Dear Mr. Bryon Boles

We request that the City provide a clear, plain-language briefing on the proposed Port Colborne Holding Company (HC) and associated Government Business Enterprises (GBEs) before any by-law is passed. This will help Council and residents fully understand the structure, roles, and potential impacts.

The briefing should include:

Definitions: What is a Holding Company? What is a GBE? How do they relate?

Ownership & Reporting Diagram: City → HC → GBE(s), including board appointments and reporting to Council

Business Case: Purpose, objectives, services, financial overview, and risk assessment

Governance & Oversight: Board structure, Council oversight, and simplified shareholder declaration

Timeline: HC incorporation, GBE formation, and public reporting schedule

Transparency & Reporting: Frequency of reports and how the public can access information and provide input

Plain-Language FAQ: Key questions such as "What is a holding company?" and "Why is it needed?"

We recommend that this briefing use simple language and diagrams for easy public understanding. Including such a booklet with the survey would make public consultation more meaningful, ensuring informed feedback from residents who may not have technical or legal expertise.


Thank you for your attention to this request.

Sincerely,

Port Colborne Residents

Support yes or no

Survey Question:

 #3 Financing and Taxpayer impact.

The question — "Using the GBE structure would allow the City to secure financing separate from core finances, helping to deliver infrastructure projects without direct impacts on the municipal tax base water/wastewater rates

Do you support the idea of establishing a GBE to help fund and deliver major infrastructure projects (such as water and wastewater servicing for the Eastside Employment Lands)?" —presents an incomplete and potentially misleading premise.

It suggests that a GBE can fund infrastructure "without direct impact" on taxpayers or ratepayers. However, any borrowing or financing vehicle ultimately relies on public revenues or user fees for repayment. If a GBE encounters financial challenges, the City — and by extension, taxpayers — will bear the risk.

Moreover, this appears to be more than a theoretical question. Public discussions, funding announcements, and planning efforts indicate that the Eastside Employment Lands and related wastewater infrastructure are already moving forward. Residents deserve full disclosure of any existing financial commitments, agreements, or liabilities tied to these projects.

A responsible position is:

"Support cannot be given without clear disclosure of the GBE's governance, financing mechanisms, risk exposure, and long-term obligations. Claims of 'no direct impact' on taxpayers or ratepayers must be independently verified. Public accountability cannot be outsourced through a separate legal structure."


Conclusion

Residents are being asked to provide opinions on complex structural, financial, and governance issues without the necessary information to make informed judgments. Before seeking public endorsement, the City should release a transparent, comprehensive explanation of the GBE's proposed design, authority, financing, risk management, and accountability measures.

Respectfully,

Public Comment:

Response to GBE Survey


 Question #4:

Which of the following factors are most important to you when the city makes decisions about how to fund and deliver infrastructure? (Select all that apply)

“Evaluating if this answer is clear, unbiased, and complete.”

1) Minimizing tax increases and user rate impacts

Good priority — nobody wants higher taxes or water bills.


 But too vague.

It doesn't say how the city plans to minimize tax impacts — for example, whether that means borrowing more, creating a GBE (like a municipal corporation), or deferring maintenance. “Minimizing” can sometimes mean pushing costs down the road rather than reducing them overall.

Verdict: Important but incomplete — needs transparency on what trade-offs are being made to achieve it.

2) Keeping infrastructure publicly owned and controlled

Very important — ensures accountability and long-term control over essential assets like water, wastewater, and roads.


 Still somewhat vague.

“Publicly owned” can still mean a city-owned corporation (GBE), which might operate at arm's length — technically public, but with limited council oversight. So, it's important to ask: what kind of public control are we talking about — direct or indirect?

Verdict: Strong principle — but it needs clarification that “publicly owned” means not privatized or corporatized beyond council control.

3) Attracting investment and supporting job creation

Worthwhile goal — economic growth supports the community.

 But can conflict with #1, #2, and #6.


Sometimes “attracting investment” means offering tax breaks, subsidies, or infrastructure spending that benefits developers before the public sees a return.

Verdict: Sounds good politically — but can justify risky spending if not paired with proof that the investment benefits outweigh the costs.

4) Ensuring transparency and accountability

Crucial.

If the city is using a GBE model or any financing mechanism, transparency is the only safeguard against poor decisions or hidden liabilities.

 Still vague.

It doesn't define what “transparent” means — will public documents, business plans, and financial details be open to residents?

Verdict: Essential — but needs to be defined (e.g., mandatory disclosure, public reporting, independent audit).

5) Delivering projects in a timely way

✓ Important for efficiency.

Delays can raise costs and frustrate development.

⚠ Can be misused.

"Timely" sometimes becomes an excuse to rush approvals before proper consultation, environmental review, or financial due diligence.

Verdict: Reasonable goal — but only if timely doesn't mean hasty.

6) Limiting financial risks to the city

✓ Very important.

Protects taxpayers from long-term debt or liability.

⚠ But vague again.

How is "risk" defined and managed? Does it include hidden liabilities (like guarantees, operating deficits, or GBE debt)?

Verdict: Key principle — but only if the city includes off-balance-sheet risks (like GBE borrowing or deferred maintenance) in the definition.

✓ Summary of best practice choices:

If this were your survey, the most responsible choices (from a resident's and taxpayer's perspective) would likely be:

✓ #1 (Minimizing tax and rate impacts)

✓ #2 (Keeping infrastructure publicly owned and controlled)

✓ #4 (Ensuring transparency and accountability)

✓ #6 (Limiting financial risks to the city)

Other (please specify):

The City should require that any governance entity or development corporation involved in infrastructure delivery ensure developers can fully fund all necessary infrastructure and servicing without imposing major costs on the City or its taxpayers. Additionally, the governance body itself should act as a major financial contributor or enforcer of risk-sharing, so that both public and private parties share responsibility fairly. The City should also collect appropriate developer fees and community benefit charges to fund major infrastructure needs. These measures will help protect taxpayers, ensure transparency, and make development financially responsible and sustainable.

✓ #1 (Minimizing tax and rate impacts)

✓ #2 (Keeping infrastructure publicly owned and controlled)

✓ #4 (Ensuring transparency and accountability)

✓ #6 (Limiting financial risks to the city)

“Public Comment – GBE Structure, Oversight, and Financing.”

Subject:

Public Survey Comment – Concerns Regarding the Proposed GBE Structure and Related Survey Questions

We are writing to provide input regarding the City’s survey questions on the proposed GBE (General Business Entity) structure for delivering and financing major infrastructure projects. These questions, as currently worded, cannot be answered responsibly by residents without key information and context.

Survey Question:

#5 Comfort with the GBE

The question asking residents “How comfortable are you with the City using a separate legal entity (the GBE) to deliver and finance major infrastructure projects?” lacks the essential details required for an informed response.

Before residents can assess comfort or support, the City must clearly disclose:

Who will oversee or control the GBE — Council, staff, private investors, or an independent board — and who will be financially accountable if costs escalate or projects fail.

How it will be funded (taxes, user fees, bonds, or private investment) and how transparency and public reporting will be ensured.

Where these projects will be located, and how they will affect surrounding neighbourhoods, roads, and infrastructure.

What specific projects are proposed, including their purpose, scale, and estimated costs.

How big and how long-term the financial, environmental, and operational commitments will be.

Without these details, any answer on “comfort level” would be purely speculative.

Survey Question:

#6 Oversight and Maintaining Public Control

The question on oversight — “If strong oversight measures are in place, such as a council-appointed board, annual reporting, and financial transparency, how much confidence would you have in the City’s ability to maintain public control of the GBE?” — assumes facts not yet in evidence.

The public has not been provided with key details such as:

Board composition and accountability: How many members? Who qualifies? Are they residents, staff, or private investors? Are they paid, and by whom? Who can remove them for conflict of interest?

Reporting: To whom will reports be submitted — Council, the public, or both? Will they include full audited statements or brief summaries?

Financial transparency: What will this include — open procurement, contract disclosures, budgets, consultant fees, or risk exposure?

Public control: Legal ownership alone does not guarantee practical control. Long-term contracts, debt obligations, or public-private partnerships could erode public authority over time.

A reasoned position is:

“Confidence depends entirely on details that have not been disclosed. Without knowing the board’s size, authority, accountability, and transparency mechanisms, it is impossible to assess whether true public control can be maintained. Oversight in principle means little without enforceable rules, citizen access, and protections against privatization or conflicts of interest.”

Question #7


Survey Response — Question #7:

“Government Business Enterprises (GBEs) can help the City deliver large infrastructure projects efficiently, access financing separate from the municipal budget, and attract investment while potentially generating revenues or using a user-pay model to reduce taxpayer costs. At the same time, GBEs carry risks, including financial exposure if revenues fall short, governance complexity, operational reliance on limited users, and the need for strong transparency and accountability. Acknowledging both benefits and risks provides a more complete and thoughtful perspective.”


Question #7

Other (please specify):

The survey does not identify the second GBE, the Holding Company, which is a key player in infrastructure delivery. This omission limits transparency and prevents residents from fully understanding the financial risks and responsibilities involved. The Holding Company’s role, funding, and business case should be publicly disclosed so that the community can provide informed input and hold decision-makers accountable.

 Survey Response — Question #8:

“Before establishing the GBEs, I encourage Council to carefully review financial exposure, including borrowing and potential impacts on taxpayers, and ensure robust governance with qualified Boards and professional management. Procurement, transparency, and conflict-of-interest policies should align with City standards, and operational agreements must be secure to prevent service disruptions. Overall, safeguards and oversight must balance the benefits of faster infrastructure delivery and revenue generation with public accountability and long-term risk management.”

 Question #9

While we support the City doing proper due diligence and community engagement, these steps are not innovative — they are standard and required under Ontario’s Municipal Act when creating a municipal corporation or GBE. True innovation would mean going beyond the minimum requirements by making the process fully transparent. This includes sharing the draft business case, governance structure, shareholder agreements, and financial risk analysis with the public before any bylaw is passed. Residents should clearly understand how the proposed Holding Company and District GBE would operate, be funded, and remain accountable to Council and taxpayers. Transparency and plain-language communication will build real public trust and make the process genuinely innovative.

Clarity on Definitions:

Explain in simple language what a Government Business Enterprise (GBE) is: a city-owned entity that operates like a business to provide services or infrastructure.

Explain what a Holding Company is: an entity that can own or control one or more GBEs. It is not directly delivering services but manages and finances its subsidiaries.

How a Holding Company Can Be a GBE:

The holding company itself may borrow, invest, or manage assets and could technically operate as a GBE if it generates revenue through its subsidiaries.

Clear distinction should be made: the holding company is more about management, while the GBE is about operations.

Simplifying for Public Understanding:

Use diagrams or simple examples showing the relationship: City → Holding Company → Individual GBE(s).

Explain in one sentence the “flow” of funding, accountability, and operational responsibility.


Risks & Need for Transparency:

Potential for financial risk if borrowing or projects fail.

Possible confusion about accountability: who answers to Council and the public?


Need for public reporting: financial statements, business cases, and project updates should be available.

Any sale, partnership, or restructuring of the holding company or GBE should be disclosed.

 Other Considerations:

Public should understand why this structure is being proposed—e.g., efficiency, access to financing, or attracting partners.

Encourage Council to provide plain-language summaries of business cases before approval.

 Survey OTHER:

Holding Company

The survey does not identify the second GBE, the Holding Company, which is a key player in infrastructure delivery. This omission limits transparency and prevents residents from fully understanding the financial risks and responsibilities involved. The Holding Company’s role, funding, and business case should be publicly disclosed so that the community can provide informed input and hold decision-makers accountable. Respectfully,

this would be innovative:

The Corporation of the City of Port Colborne

By-law no. _____

Being a by-law to appoint Municipal Law Enforcement Officers and to repeal By-law No.7343/34/35

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 Officers;

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

1. Laura Smith be and is hereby appointed Municipal Law Enforcement Officer for the City of Port Colborne;
2. Abigail Benard be and is hereby appointed as a Municipal Law Enforcement Officer for The City of Port Colborne;
3. Isaac de Waard be and is hereby appointed as a Municipal Law Enforcement Officer for the City of Port Colborne;
4. Nathan Saltarelli be and is hereby appointed as a Municipal Law Enforcement Officer for the City of Port Colborne;
5. Derek Schwartz be and is hereby appointed as a Municipal Law Enforcement Officer for the City of Port Colborne;
6. This By-law shall come into force and take effect on the date of passing.
7. That By-law No.7343/34/35 is hereby repealed.

Enacted and passed this 28th day of April 2026.

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 the Assessment Schedule to
Levy the Actual Costs Incurred in Constructing the Drainage Works
Known as the Biederman Municipal Drain**

Whereas Section 61 Chapter D.17 of the *Drainage Act* R.S.O. 1990 authorizes a municipality, upon the completion of the drainage works, to levy the final cost thereof to the lands and roads liable, as stated in the engineer's report; and

Whereas By-law 7069/14/23, Being a By-law to Provide for Drainage Works in the City of Port Colborne and Township of Wainfleet in the Regional Municipality of Niagara, known as the Biederman Municipal Drain, was enacted the 23rd day of April, 2024, and provided for the construction of the Biederman Municipal Drain based on the estimates contained in the drainage report dated January 12, 2023, as submitted by Brandon Widner P. Eng, from the firm of Spriet Associates Engineers & Architects.; and

Whereas the Drainage Works was completed as per the Engineer's Report, as amended, and the total actual costs incurred were \$329,316.08 compared to an original estimated cost of \$518,000.

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

1. That the Treasurer invoice the Township of Wainfleet in accordance with Schedule 'A', attached hereto, being the amounts to be charged for completing the construction of the drainage works known as the Biederman Drain for the portions of work within the Township of Wainfleet, with the invoice being due within 30 days of the invoice date.
2. That the Treasurer invoice the City of Welland in accordance with Schedule 'A', attached hereto, being the amounts to be charged for completing the construction of the drainage works known as the Biederman Drain for the portions of work within the City of Welland, with the invoice being due within 30 days of the invoice date.
3. That the Treasurer levy the remaining amount in accordance with Schedule 'A', attached hereto, against the lands and roads in the City of Port Colborne, being the amounts to be charged for completing the construction of the drainage works known as the Biederman Drain.
4. That the landowners of the City of Port Colborne have the option of submitting full payment of the net cost or make yearly payments over a period of 5 years at 5% interest per annum. The full payments not received by June 1, 2026 shall be added to the final tax bill beginning in the year 2026 and ending in the year 2030.
5. That in the event of nonpayment, the City of Port Colborne's penalty and interest charges on outstanding accounts receivable, By-law 6841/91/20 shall be followed.
6. That By-law 7069/14/23 is hereby amended by replacing the assessment schedule with Schedule 'A' appended hereto.

7. This by-law shall come into force and take effect on the day of its final passing.

Enacted and passed this 28th day of April, 2026.

William C. Steele
Mayor

Charlotte Madden
City Clerk

SCHEDULE OF FINAL NET ASSESSMENT
BIEDERMAN DRAIN

Job No 219271 Nov-25

Total Estimated Cost	\$ 518,000.00	Total Actual Cost	\$ 329,316.08
Special Non Pro-rateable Assessments	\$ <u>109,080.00</u>	Special Non Pro-rateable Assessments	\$ 44,460.50
Total Estimated Pro-rateable Assessment	\$ 408,920.00	Total Actual Pro-rateable Assessment	\$ 284,855.58

* = Non-agricultural

ROLL NUMBER (OWNER)	TOTAL ESTIMATED ASSESSMENT	TOTAL ACTUAL ASSESSMENT	GRANT	ALLOW.	TOTAL AMOUNT PAYABLE	Optional Yearly Payment 5% / 5 YRS 0.230929174	Billing Amount	Estimated Amount
MAIN DRAIN								
City of Port Colborne								
<i>(Geographic Humberstone)</i>								
* 030038232100000	\$ 7.00	\$ 4.88			4.88	1.13	4.88	7.00
* 030038232000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038231000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038230000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038229000000	13.00	9.06			9.06	2.09	9.06	13.00
* 030038228050000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038228030000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038228020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038228000000	13.00	9.06			9.06	2.09	9.06	13.00
* 030038227000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038226000000	21.00	14.63			14.63	3.38	14.63	21.00
* 030038225020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038225000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038224180000	1.00	0.70			0.70	0.16	0.70	1.00
* 030038224160000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038224140000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038254050000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038254100000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038262000000	21.00	14.63			14.63	3.38	14.63	21.00
* 030038268000000	43.00	29.95			29.95	6.92	29.95	43.00
* 030038267150000	7.00	4.88			4.88	1.13	4.88	7.00
* 030038235000000	17.00	11.84			11.84	2.73	11.84	17.00
* 030038234000000	11.00	7.66			7.66	1.77	7.66	11.00
* 030038233000000	11.00	7.66			7.66	1.77	7.66	11.00
* 030038232020000	25.00	17.42			17.42	4.02	17.42	25.00
* 030038271100000	205.00	142.80			142.80	32.98	142.80	205.00
* 030038271000000	1,492.00	1,039.33			1,039.33	240.01	1,039.33	1,492.00
030037091000000	127.00	88.47	29.49		58.98	13.62	58.98	127.00
* 030037092000000	25.00	17.42			17.42	4.02	17.42	25.00
* 030037091030000	25.00	17.42			17.42	4.02	17.42	25.00
* 030037091040000	3.00	2.09			2.09	0.48	2.09	3.00
* 030037091060000	4.00	2.79			2.79	0.64	2.79	4.00
* 030037091080000	3.00	2.09			2.09	0.48	2.09	3.00
* 030037091010000	3.00	2.09			2.09	0.48	2.09	3.00
* 030037218000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037218020000	5.00	3.48			3.48	0.8	3.48	5.00
* 030037219000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037219020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037220000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037220020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037221000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037221020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037222000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037222020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037223000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037223020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037224000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037224020000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037225000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037225020000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037226000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037226020000	9.00	6.27			6.27	1.45	6.27	9.00
* 030037247000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037248000000	5.00	3.48			3.48	0.8	3.48	5.00
* 030037249000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037250000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037251000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037252000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037253000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037254000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037255000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037256000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037257000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037258000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037259000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037260000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037261000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037262000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037323000000	7.00	4.88			4.88	1.13	4.88	7.00
* 030037322000000	8.00	5.57			5.57	1.29	5.57	8.00
* 030037321000000	11.00	7.66			7.66	1.77	7.66	11.00
* 030037320000000	15.00	10.45			10.45	2.41	10.45	15.00
* 030037319000000	12.00	8.36			8.36	1.93	8.36	12.00
* 030037318000000	8.00	5.57			5.57	1.29	5.57	8.00

* 030037317000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037316000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037315000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037314000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037313000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037312000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037311000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037310000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037309000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037308000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037327000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037328000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037329000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037330000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037331000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037332000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037333000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037162000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037162020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037163000000	8.00	5.57	5.57	1.29	5.57	8.00
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* 030037165000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037166000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037167000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037168000000	9.00	6.27	6.27	1.45	6.27	9.00
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* 030037171000000	11.00	7.66	7.66	1.77	7.66	11.00
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* 030037183000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037184000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037185000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037186000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037187000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037188000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037189000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037302200000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037302180000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037302160000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302140000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302120000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302100000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302080000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302060000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302040000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037302020000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037302000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037282000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037283000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037284000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037285000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037286000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037287000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037288000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037289000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037290000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037291000000	12.00	8.36	8.36	1.93	8.36	12.00
* 030037292000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037292020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037293000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037293020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037294000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037294020000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037413000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037414000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037415000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037416000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037417000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037418000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037419000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037305000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037306000000	13.00	9.06	9.06	2.09	9.06	13.00
* 030037307000000	12.00	8.36	8.36	1.93	8.36	12.00
* 030037263000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037264000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037265000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037404000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037405000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037406000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037407000000	4.00	2.79	2.79	0.64	2.79	4.00
* 030037407020000	4.00	2.79	2.79	0.64	2.79	4.00
* 030037408000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037409000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037447020000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037447000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037446020000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037227000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037228000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037229000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037230000000	8.00	5.57	5.57	1.29	5.57	8.00

* 030037389000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037388000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037387000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037386000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037397000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037398000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037399000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037400000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037401000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037402000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037366000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037367000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037529000000	3.66	2.55	2.55	0.59	2.55	3.66
* 030037529020000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037529030000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037530000000	4.71	3.28	3.28	0.76	3.28	4.71
* 030037530020000	6.29	4.38	4.38	1.01	4.38	6.29
* 030037531000000	4.40	3.07	3.07	0.71	3.07	4.40
* 030037531020000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037531030000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037532000000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037532020000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037532030000	4.40	3.07	3.07	0.71	3.07	4.40
* 030037533000000	6.29	4.38	4.38	1.01	4.38	6.29
* 030037533020000	4.71	3.28	3.28	0.76	3.28	4.71
* 030037534000000	3.66	2.55	2.55	0.59	2.55	3.66
* 030037534020000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037534030000	3.67	2.56	2.56	0.59	2.56	3.67
* 030037535000000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037535020000	3.30	2.30	2.30	0.53	2.30	3.30
* 030037535030000	4.40	3.07	3.07	0.71	3.07	4.40
* 030037536000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037537000000	13.00	9.06	9.06	2.09	9.06	13.00
* 030037446000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037445000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037444000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037443000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037442000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037441000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037440000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037439000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037438000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037437000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037436000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037435000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037434000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037433000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037432000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037463000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037464000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037465000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037466000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037467000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037468000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037469000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037470000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037471000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037472000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037473000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037474000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037475000000	9.00	6.27	6.27	1.45	6.27	9.00
* 030037476000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037515000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037516000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037517000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037502000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037501000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037500000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037499000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037498000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037497000000	7.00	4.88	4.88	1.13	4.88	7.00
* 030037496000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037495000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037494000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037493000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037492000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037491000000	5.00	3.48	3.48	0.8	3.48	5.00
* 030037503000000	11.00	7.66	7.66	1.77	7.66	11.00
* 030037504000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037505000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037506000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037507000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037508000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037509000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037510000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037511000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037512000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037513000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037431000000	8.00	5.57	5.57	1.29	5.57	8.00
* 030037430000000	7.00	4.88	4.88	1.13	4.88	7.00

* 030037429000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037428000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037427000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037456000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037457000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037458000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037459000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037460000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037461000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037462000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037528000000	124.36	86.63	86.63	20.01	86.63	124.36	
* 030037528240000	5.12	3.57	3.57	0.82	3.57	5.12	
* 030037528250000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528260000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528270000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528280000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528290000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528300000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528310000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528320000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528330000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528340000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528350000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528360000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528370000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528380000	2.56	1.78	1.78	0.41	1.78	2.56	
* 030037528390000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528400000	6.40	4.46	4.46	1.03	4.46	6.40	
* 030037528410000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528420000	3.84	2.67	2.67	0.62	2.67	3.84	
* 030037528430000	8.96	6.24	6.24	1.44	6.24	8.96	
* 030037528440000	5.12	3.57	3.57	0.82	3.57	5.12	
* 030037527000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037526000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037525000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037524000000	12.00	8.36	8.36	1.93	8.36	12.00	
* 030037523000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037522000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037489000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037488000000	8.00	5.57	5.57	1.29	5.57	8.00	
* 030037487000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037486000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037485000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037484000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037483000000	5.00	3.48	3.48	0.8	3.48	5.00	
* 030037482000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037600000000	217.00	151.16	151.16	34.91	151.16	217.00	
* 030037094050000	15.00	10.45	10.45	2.41	10.45	15.00	
* 030037095000000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037096000000	1.00	0.70	0.70	0.16	0.70	1.00	
* 030037097000000	32.00	22.29	22.29	5.15	22.29	32.00	
* 030037098000000	41.00	28.56	28.56	6.6	28.56	41.00	
* 030037100000000	12.00	8.36	8.36	1.93	8.36	12.00	
* 030037140500000	232.00	161.61	161.61	37.32	161.61	232.00	
* 030037119000000	51.00	35.53	35.53	8.2	35.53	51.00	
* 030037111000000	76.00	52.94	52.94	12.23	52.94	76.00	
* 030037140580000	38.04	26.50	26.50	6.12	26.50	38.04	
* 030037140570000	38.04	26.50	26.50	6.12	26.50	38.04	
* 030037118000000	27.00	18.81	18.81	4.34	18.81	27.00	
* 030037116000000	52.00	36.22	36.22	8.36	36.22	52.00	
* 030037114000000	52.00	36.22	36.22	8.36	36.22	52.00	
* 030037113000000	84.00	58.51	58.51	13.51	58.51	84.00	
* 030037101000000	294.00	204.80	204.80	47.29	204.80	294.00	
* 030037112200000	48.00	33.44	33.44	7.72	33.44	48.00	
* 030037101050000	54.00	37.62	37.62	8.69	37.62	54.00	
* 030037101200000	192.92	134.39	134.39	31.03	134.39	192.92	
* 030037141000000	80.00	55.73	55.73	12.87	55.73	80.00	
* 030037101250000	64.00	44.58	44.58	10.29	44.58	64.00	
* 030037101000000	292.00	203.41	203.41	46.97	203.41	292.00	
* 030037102000000	13,410.00	9,341.47	4,530.00	4,811.47	1111.11	4,811.47	13,410.00
* 030037098200000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037098100000	7.00	4.88	4.88	1.13	4.88	7.00	
* 030037133000000	142.00	98.92	98.92	22.84	98.92	142.00	
* 030037131000000	459.00	319.74	319.74	73.84	319.74	459.00	
* 030037135000000	11.00	7.66	2,180.00	-2,172.34	-501.66	-2,172.34	11.00
* 030037126000000	462.00	321.83	321.83	74.32	321.83	462.00	
* 030037026000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037027000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037028000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037029000000	9.00	6.27	6.27	1.45	6.27	9.00	
* 030037030000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037031000000	16.00	11.15	11.15	2.57	11.15	16.00	
* 030037031010000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037032000000	20.00	13.93	13.93	3.22	13.93	20.00	
* 030037033000000	25.00	17.42	17.42	4.02	17.42	25.00	
* 030037034000000	16.00	11.15	11.15	2.57	11.15	16.00	
* 030037035000000	15.00	10.45	10.45	2.41	10.45	15.00	
* 030037036000000	13.00	9.06	9.06	2.09	9.06	13.00	
* 030037037000000	9.00	6.27	6.27	1.45	6.27	9.00	

* 030037038000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037079000000	17.00	11.84		11.84	2.73	11.84	17.00
* 030037080000000	17.00	11.84		11.84	2.73	11.84	17.00
* 030037081000000	19.00	13.24		13.24	3.06	13.24	19.00
* 030037039000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037040000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037041000000	15.00	10.45		10.45	2.41	10.45	15.00
* 030037042000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037043000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037044000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037045000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037046000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037048000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037049000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037050000000	15.00	10.45		10.45	2.41	10.45	15.00
* 030037051000000	16.00	11.15		11.15	2.57	11.15	16.00
* 030037052000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037047000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037063000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037062000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037061000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037060000000	16.00	11.15		11.15	2.57	11.15	16.00
* 030037088000000	19.00	13.24		13.24	3.06	13.24	19.00
* 030037089000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037090000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037064000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037065000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037066000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037067000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037068000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037069000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037059000000	20.00	13.93		13.93	3.22	13.93	20.00
* 030037082000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037083000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037084000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037085000000	16.00	11.15		11.15	2.57	11.15	16.00
* 030037086000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037086010000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037087000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037070000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037071000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037072000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037073000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037074000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037075000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037076000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037077000000	13.00	9.06		9.06	2.09	9.06	13.00
* 030037365000000	4.00	2.79		2.79	0.64	2.79	4.00
* 030037364000000	198.00	137.93	45.98	91.95	21.23	91.95	198.00
* 030037363000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037362000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037361000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037360000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037359000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037358000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037337000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037338000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037339000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037340000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037341000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037342000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037343000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037344000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037345000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037346000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037347000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037348000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037349000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037350000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037351000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037352000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037353000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037354000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037355000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037356000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037385000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037384000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037383000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037382000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037381000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037380000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037396000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037395000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037394000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037393000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037392000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037391000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037421000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037422000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037423000000	8.00	5.57		5.57	1.29	5.57	8.00

* 030037424000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037425000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037426000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037449000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037450000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037451000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037452000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037453000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037454000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037455000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037481000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037480000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037479000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037478000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037378000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037377000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037376000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037375000000	5.00	3.48		3.48	0.8	3.48	5.00
* 030037374000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037372000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037371000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037370000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037369000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	7.00	4.88		4.88	1.13	4.88	7.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	9.00	6.27		6.27	1.45	6.27	9.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037541000000	11.00	7.66		7.66	1.77	7.66	11.00
* 030037541000000	12.00	8.36		8.36	1.93	8.36	12.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037541000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037540000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037539000000	8.00	5.57		5.57	1.29	5.57	8.00
* 030037103000000	893.00	622.07		622.07	143.65	622.07	893.00
* 030037135000000	5,242.00	3,651.60		3,651.60	843.26	3,651.60	5,242.00
* 030037130000000	166.00	115.64		115.64	26.7	115.64	166.00
* 030037140200000	128.00	89.17		89.17	20.59	89.17	128.00
* 030037140000000	2,603.00	1,813.26	1,070.00	743.26	171.64	743.26	2,603.00
* 030037140100000	56.00	39.01		39.01	9.01	39.01	56.00
* 030037140600000	36.00	25.08		25.08	5.79	25.08	36.00
* 030038238000000	393.00	273.77		273.77	63.22	273.77	393.00
* 030038237000000	600.00	417.96	139.32	278.64	64.35	278.64	600.00
* 030038265000000	8,383.00	5,839.64	2,970.00	2,869.64	662.68	2,869.64	8,383.00
* 030038263000000	1,139.00	793.43		793.43	183.23	793.43	1,139.00
* 030038235200000	24.00	16.72		16.72	3.86	16.72	24.00
* 030038236000000	24.00	16.72		16.72	3.86	16.72	24.00
* 030038237010000	29.00	20.20		20.20	4.66	20.20	29.00
* 030038237020000	23.00	16.02		16.02	3.7	16.02	23.00
* 030038237030000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237040000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237050000	16.00	11.15		11.15	2.57	11.15	16.00
* 030038237060000	16.00	11.15		11.15	2.57	11.15	16.00
* 030038237070000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237080000	19.00	13.24		13.24	3.06	13.24	19.00
* 030038237100000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237120000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237140000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038237160000	15.00	10.45		10.45	2.41	10.45	15.00
* 030038238050000	71.00	49.46		49.46	11.42	49.46	71.00
* 030038264000000	6,468.00	4,505.64	2,370.00	2,135.64	493.18	2,135.64	6,468.00
* 030038264050000	1,828.00	1,273.39	740.00	533.39	123.18	533.39	1,828.00
* 030038264060000	1,876.00	1,306.83	750.00	556.83	128.59	556.83	1,876.00
* 030038264070000	201.00	140.02		140.02	32.33	140.02	201.00
* 030038264080000	257.00	179.03		179.03	41.34	179.03	257.00
* 030038239050000	209.00	145.59		145.59	33.62	145.59	209.00
* 030038240000000	102.00	71.05		71.05	16.41	71.05	102.00
* 030038241000000	47.00	32.74		32.74	7.56	32.74	47.00
* 030038242010000	20.00	13.93		13.93	3.22	13.93	20.00
* 030038239000000	71.00	49.46		49.46	11.42	49.46	71.00
* 030038239040000	111.00	77.32		77.32	17.86	77.32	111.00
* 030038239030000	104.00	72.45		72.45	16.73	72.45	104.00
* 030038239020000	246.00	171.36		171.36	39.57	171.36	246.00
* 030038239010000	195.00	135.84		135.84	31.37	135.84	195.00
* 030038286000000	2,625.00	1,828.59	410.00	1,418.59	327.59	1,418.59	2,625.00
* 030038285000000	1,568.00	1,092.28		1,092.28	252.24	1,092.28	1,568.00
* 030038245000000	1,831.00	1,275.48	900.00	375.48	86.71	375.48	1,831.00
* 030038244000000	692.00	482.05	240.00	242.05	55.9	242.05	692.00
* 030038242000000	147.00	102.40		102.40	23.65	102.40	147.00
* 030038243000000	5,179.00	3,607.72	1,990.00	1,617.72	373.58	1,617.72	5,179.00
* 030038243060000	807.00	562.16	270.00	292.16	67.47	292.16	807.00
* 030038243050000	162.00	112.85		112.85	26.06	112.85	162.00

* 040039147000000	530.00	369.20		369.20	85.26	369.20	530.00
* 040039147750000	203.00	141.41		141.41	32.66	141.41	203.00
* 040039149000000	8.00	5.57		5.57	1.29	5.57	8.00
040039151000000	1,377.00	959.22	319.74	639.48	147.67	639.48	1,377.00
040039152000000	1,289.00	897.92	299.31	598.61	138.24	598.61	1,289.00
* 040039153000000	33.00	22.99		22.99	5.31	22.99	33.00
040039152050000	197.00	137.23	45.74	91.49	21.13	91.49	197.00
* 040039151010000	190.00	132.35		132.35	30.56	132.35	190.00
040039170000000	1,381.00	962.01	320.67	641.34	148.1	641.34	1,381.00
* 040039174000000	84.00	58.51		58.51	13.51	58.51	84.00
* 040039171000000	289.00	201.32		201.32	46.49	201.32	289.00
* 040039170010000	51.00	35.53		35.53	8.2	35.53	51.00
* 040039169000000	46.00	32.04		32.04	7.4	32.04	46.00
* 040039168000000	124.00	86.38		86.38	19.95	86.38	124.00
040039175000000	2,782.00	1,937.95	645.98	1,291.97	298.35	1,291.97	2,782.00
040039181010000	309.00	215.25	71.75	143.50	33.14	143.50	309.00
030038287010000	39.00	27.17	9.06	18.11	4.18	18.11	39.00
040039178000000	2,774.00	1,932.38	644.13	1,288.25	297.49	1,288.25	2,774.00
* 040039180000000	33.00	22.99		22.99	5.31	22.99	33.00
040039181000000	104.00	72.45	24.15	48.30	11.15	48.30	104.00
030038287000000	157.00	109.37	36.46	72.91	16.84	72.91	157.00
Oriole Crescent	51.00	35.53		35.53	8.2	35.53	51.00
Westfield Place	24.00	16.72		16.72	3.86	16.72	24.00
Parkside Drive	87.00	60.60		60.60	13.99	60.60	87.00
Aintree Place	13.00	9.06		9.06	2.09	9.06	13.00
Sherwood Drive	72.00	50.16		50.16	11.58	50.16	72.00
Springside Drive	67.00	46.67		46.67	10.78	46.67	67.00
Meadowlark Drive	52.00	36.22		36.22	8.36	36.22	52.00
Hillcrest Road	56.00	39.01		39.01	9.01	39.01	56.00

Elm Street	1,089.00	758.60		758.60			
Highway 58 (Ministry of Transportation Ontario)	5,611.00	3,908.65		3,908.65			
Lot 32/33 Unopened	1,267.00	882.60		882.60			
Townline Road (50%)	1,298.00	904.19		904.19			
Con. 3/4 Unopened	19,111.00	13,312.81		13,312.81			
Invertose Drive	8.00	5.57		5.57			
Stonebridge Drive	887.00	617.89		617.89			
Barrick Road	1,034.00	720.29		720.29			
Saturn Road	37.00	25.77		25.77			
Apollo Drive	40.00	27.86		27.86			
Meadowlark Drive	30.00	20.90		20.90			
Runnymede Road	70.00	48.76		48.76			
Thorncrest Road	79.00	55.03		55.03			
Petersburg Circle	31.00	21.59		21.59			
Humberstone Crescent	35.00	24.38		24.38			
Oxford Boulevard	36.00	25.08		25.08			

ELM STREET	8,410.00	1,998.03		1,998.03			
Special Assessment							
HARBOUR LINE RAILWAY	10,250.00	2,331.04		2,331.04			
Special Assessment							
STONEBRIDGE DRIVE	7,790.00	1,887.03		1,887.03			
Special Assessment							
HIGHWAY No. 58	20,300.00	4,329.07		4,329.07			
Special Assessment							
TOWNLINE ROAD	16,610.00	14,238.12		14,238.12			
Special Assessment							
TOTAL ASSESSMENT IN THE CITY OF PORT CO	173,469.00	101,485.88	2,631.78	18,420.00	80,434.10		

City of Welland (Geographic Humberstone)							
2-075	337.00	234.76	78.25			156.51	
Townline Road (50%)	198.00	137.93				137.93	
TOTAL ASSESSMENT IN THE CITY OF WELLAND	535.00	372.69	78.25			294.44	

Township of Wainfleet							
* 1-250-50	948.00	660.38				660.38	
1-250	10,542.00	7,343.61	2,447.87			4,895.74	
* 1-254	259.00	180.42				180.42	
* 1-263	563.00	392.19				392.19	
* 1-262	426.00	296.75				296.75	
* 1-260-01	448.00	312.08				312.08	
* 1-260	448.00	312.08				312.08	
* 1-259-10	430.00	299.54				299.54	
1-261	2,892.00	2,014.58	671.53			1,343.05	
1-261-02	28,103.00	19,576.68	6,525.56	2,770.00		10,281.12	
* 1-261-04	396.00	275.86				275.86	
* 1-264	19,487.00	13,574.74		3,350.00		10,224.74	
* 2-255	24,845.00	17,307.14		1,650.00		15,657.14	
* 2-255-02	4,568.00	3,182.09		1,730.00		1,452.09	
* 2-250	2,742.00	1,910.09				1,910.09	
* 2-253	101.00	70.36				70.36	
* 2-255-01	400.00	278.64				278.64	

The Corporation of the City of Port Colborne

By-Law No. _____

Being a By-law to Authorize Entering into a Memorandum of Understanding with Niagara Regional Housing for an Affordable Housing Development (725 King Street and the closed Haney Street Road Allowance)

Whereas at its meeting of April 28, 2026, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Development and Business Enterprises Department Report No. 2026-36 Subject: City – Niagara Regional Housing – Project Update, Revised MOU, and Property Transfer; and

Whereas Council is desirous of entering into a Memorandum of Understanding with Niagara Regional Housing for an Affordable Housing Development;

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 a Memorandum of Understanding with Niagara Regional Housing to enable the completion of pre-development work, feasibility studies and the formal transfer of ownership of the City Lands (725 King St. and the closed Haney Street Road Allowance) to NRH for nominal consideration, for the purpose of creating a multi-unit apartment complex compliant with current affordable housing policies and practices.
2. That the Mayor and Acting City Clerk be and each of them is hereby authorized and directed to sign said Memorandum of Understanding, attached hereto as Schedule A, together with any documents necessary to complete the conditions of said Memorandum of Understanding, and the City Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 28th day of April, 2026.

William C. Steele
Mayor

Charlotte Madden
City Clerk

SCHEDULE "A"

THIS MEMORANDUM OF UNDERSTANDING (this "**MOU**") is made as of the ____ day of _____, 2026 (the "**Effective Date**").

BETWEEN:

NIAGARA REGIONAL HOUSING

("NRH")

-and-

THE CORPORATION OF THE CITY OF PORT COLBORNE

(the "**City**")

(Each a "**Party**" and collectively, the "**Parties**")

WHEREAS NRH is a housing provider and the designated Agency to The Regional Municipality of Niagara under the *Housing Services Act*, responsible for the administration and development of affordable housing;

AND WHEREAS NRH is the registered owner of one (1) parcel of land described as 709 King Street, Port Colborne, legally described as LT 6 S/S HANEY ST PL 765 HUMBERSTONE; LT 23 E/S VICTORIA ST PL 765 HUMBERSTONE; PORT COLBORNE, being all of PIN 64149-0025 (LT) (the "**NRH Lands**");

AND WHEREAS the City is the registered owner of two (2) parcels of land, that are adjacent to the NRH Lands, and described as follows:

- a) 725 King Street, Port Colborne, legally described as LT 22 E/S VICTORIA ST PL 765 HUMBERSTONE ; PORT COLBORNE, being all of PIN 64149-0023 (LT); and
- b) Haney Street, Port Colborne, legally described as HANEY ST PL 765 HUMBERSTONE LYING E OF KING ST EXCEPT VH2791 ; PORT COLBORNE (CLOSED BY BY-LAW MUNICIPAL BY-LAW 7022/60/22 REGISTERED AS REGISTERED INSTRUMENT SN860383), being all of PIN 64149-0024 (LT);

(collectively, the "**City Lands**");

AND WHEREAS the City and NRH previously entered into a Memorandum of Understanding dated October 12, 2022, which expires on October 12, 2025, and which

outlined the initial framework for collaboration regarding the City Lands and the NRH Lands;

AND WHEREAS the Parties now wish to enter into a new Memorandum of Understanding to reflect updated circumstances, including the anticipated transfer of the City Lands to NRH for nominal consideration and the shared responsibilities for pre-development work;

AND WHEREAS the Parties agree that pre-development work, including consultancy and site preparation, shall be undertaken prior to the transfer of the City Lands to NRH, in order to facilitate informed planning and development;

AND WHEREAS NRH has procured consultancy services through a competitive Request for Proposals (“**RFP**”) process to undertake pre-development work on the City Lands and the NRH Lands;

AND WHEREAS notwithstanding NRH’s procurement of the Consultant through the RFP process, each Party shall enter into a separate contract with the Consultant for the work related to its respective lands and shall bear the costs associated with such work;

NOW THEREFORE, the Parties agree as follows:

1. PURPOSE

1.1 This Memorandum of Understanding (“**MOU**”) sets out the understanding between NRH and the City regarding the commitments and intentions of the Parties and to enable the completion of pre-development work, feasibility studies and the formal transfer of ownership of the City Lands to NRH for nominal consideration, for the purpose of creating a multi-unit apartment complex compliant with current affordable housing policies and practices (the “**Project**”).

2. INTENTIONS OF THE PARTIES

2.1 The Parties agree to collaborate on preparatory work required for development.

2.2 Upon completion of the pre-development work as further described under section 3, the City intends to transfer the City Lands to NRH for nominal consideration.

2.3 Once in receipt of the City Lands, NRH intends to combine and develop the City Lands and the NRH Lands for affordable housing purposes.

3. PRE-DEVELOPMENT WORK AND COST ALLOCATION

NRH has procured consultancy services through a competitive request for proposals process to undertake pre-development work on the City Lands and the NRH Lands. The Parties agree that such work shall occur prior to the transfer of the City Lands to NRH, to ensure readiness for affordable housing development.

3.1 **RFP-25-01-01**. NRH, on behalf of both Parties, has successfully retained a proponent, EON Environmental Consulting Ltd. (the “**Consultant**”), in connection with its RFP-25-01-01 (the “**RFP Contract**”) to undertake the work described in this section.

3.2 Consultant Scope of Work. The Parties acknowledge that the Consultant has been retained to undertake the following pre-development work on the City Lands and the NRH Lands:

- a) Environmental Site Assessments (ESA) Phase I and II;
- b) Preparation of a Record of Site Condition, to be completed by NRH only upon land transfer;
- c) Subsurface investigations, including hydrogeological and geotechnical assessments;
- d) Preparation of demolition drawings and tender package for 709 King Street and Haney Street, including removal of encroaching infrastructure as further described in Section 4.2;
- e) Preparation of a scope of work for site remediation, including cost estimates and timelines;
- f) Engagement of a fully licensed civil engineer to prepare necessary servicing plans and related documentation;
- g) Produce all associated reports and documentation for investigations, tests, and filings; and
- h) Perform any additional work reasonably required to complete the above scope.

(collectively, the “**Works**”)

The Works are intended to inform and facilitate the future development of the City Lands and the NRH Lands for affordable housing purposes.

3.3 Projected Consultant Costs and Allocation. The estimated costs associated with the Works, as determined through the RFP Contract, are outlined below. Each Party agrees to bear the costs associated with its respective parcels, with the cost of the record of site condition to be borne solely by NRH upon the successful transfer of City Lands. All costs below exclude applicable Harmonized Sales Tax (HST):

Lands / Work Component	Owner	Estimated Cost of Works	Responsibility for Cost
709 King Street	NRH	\$410,195.40	NRH
725 King Street and Haney Street	City	\$310,298	City
10% project contingency	NRH and City	\$72,049.34	If applicable and to be determined upon project completion
Record of Site Condition	NRH	\$15,200.00	NRH (upon transfer)
Total Estimated Cost		\$807,742.74	

The Parties acknowledge that these costs are estimates and may be subject to change based on final scope, site conditions, and consultant recommendations. Any material changes to the scope or cost shall be communicated and agreed upon in writing by both Parties.

3.4 Cost-Sharing and Contractual Arrangements for the Works. Notwithstanding NRH's procurement of the Consultant through the RFP process, each Party shall enter into a separate contract with the Consultant for the portion of the Works relating to its respective lands. Each Party shall be solely responsible for the actual costs associated with its respective lands, as supported by invoices issued under its individual contract with the Consultant.

3.5 Site Management and Representation. NRH shall be responsible for managing all site activity related to the Works and is authorized to act as the City's representative with the Consultant and any subcontractors or trades engaged in connection with the Works. NRH shall coordinate scheduling and site access, and shall keep the City informed of material development affecting the City Lands.

3.6 Demolition of 725 King Street. The Parties acknowledge that the building on 725 King Street of the City Lands has been demolished. The City is solely responsible for all costs and activities associated with such demolition and the City confirms that it retained its own consultants and contractors to complete the work.

3.7 Appraisal. The City shall be solely responsible for requisitioning the appraisal of the City Lands and for all costs and expenses associated with such appraisal.

4. TRANSFER OF LANDS

4.1 Transfer of the City Lands. The Project requires a transfer of fee simple ownership of the City Lands by the City to NRH for nominal consideration. The City proposes to convey title to the City Lands to NRH, free and clear from all restrictions, charges, liens, and encumbrances, in accordance with the principles set out in this MOU and the specific terms of an Agreement of Purchase and Sale, to be negotiated later.

4.2 Removal of Encroaching Infrastructure. The City acknowledges that certain municipal infrastructure currently encroaches upon the City Lands, specifically a watermain and associated laterals. The Parties agree that:

- a) The existing Haney Street watermain shall be decommissioned and stubbed out;
- b) The laterals serving 709 King Street and 725 King Street shall likewise be stubbed out;
- c) Each Party shall be responsible for the costs associated with the work required on its respective lands; and
- d) This work shall be completed in conjunction with the Works.

The Parties further agree that all such work shall be carried out in accordance with applicable municipal standards and coordinated through NRH as the site manager under Section 3.5.

4.3 Road Allowance. The City confirms that on August 23, 2022, City Council approved the recommendations contained in Report 2022-186, which included the declaration of Haney Street as surplus and the approval of a Stop Up and Close By-law for the same.

4.4 **Registered By-law.** The City has prepared and City Council has approved the Stop Up and Close By-law 7022-60/22, which the City has registered on title to PIN 64149-0024 (LT), at its own expense, registered as SN860383.

4.5 **Right of First Offer.** The Parties acknowledge that the Agreement of Purchase and Sale includes a registered right of first offer and purchase in favour of the City, running with title for a period of twenty (20) years from acquisition of the City Lands. If NRH seeks to sell, transfer, or otherwise dispose of the City Lands within that period, the City shall have the right to purchase the Lands in accordance with the Agreement of Purchase and Sale, with the purchase price to reflect credits for: (i) the appraised fair market value of the City Lands at the time of acceptance of an Offer between NRH and the City (with the intent that the City Lands are effectively being re-purchased for nominal consideration); and (ii) the value of Works completed and paid by the City in accordance with this MOU.

4.6 For greater certainty, the value of the Works completed and paid by the City for the purposes of subsection 4.5(ii) shall be based on the City's actual, documented costs incurred, and not estimates. The City shall provide reasonable supporting documentation evidencing such costs, which documentation shall be used to confirm and credit such amounts toward the purchase price payable by the City.

5. ZONING STATUS AND INTENT TO AMEND

5.1 **Acknowledgement of Current Land Use Permissions.** The Parties acknowledge that the City Lands include:

- a) Haney Street, which is designated as "Urban Residential" under the City's Official Plan and classified as "Fourth Density Residential (R4) Zone" under the City's Comprehensive Zoning By-law (No. 6575/30/18); and
- b) 725 King Street, which is designated as "Urban Residential" under the City's Official Plan and classified as "Second Density Residential (R2) Zone" under the City's Comprehensive Zoning By-law (No. 6575/30/18).

NRH Lands include 709 King Street, which is designated as "Urban Residential" under the City's Official Plan and classified as "Fourth Density Residential (R4) Zone" under the City's Comprehensive Zoning By-law (No. 6575/30/18).

5.2 **Intent to Amend Land Use Permissions.** The Parties agree that, at the discretion of the City, the City Lands and NRH Lands may be subject to amendments to the City's Comprehensive Zoning By-law (No. 6575/30/18) and/or Official Plan in accordance with the Planning Act, 1990, to harmonize land use permissions that enable the intended housing development.

6. TERM AND TERMINATION

6.1 **Term.** Unless otherwise terminated in accordance with this Agreement, this Agreement will commence on the **Effective Date**. If the Transfer of the City Lands as contemplated

by Section 4.1 of this MOU is not completed on or before January 1, 2030, then this MOU will expire.

6.2 Intentionally Deleted.

6.3 Termination for Breach. Either Party has the option to terminate this Agreement upon the failure of the other Party to perform or observe any material covenant or obligation set forth herein, provided the notifying Party has given the breaching Party at least thirty (30) days prior written notice of the failure, and the breaching Party has failed to cure such failure within such time.

7. NOTICE

7.1 Notice. Any notices or communication with respect to this Agreement shall be in writing and shall be deemed to have been sufficiently and effectively given if signed, sent by email, or courier to the Parties at their addresses set out below or to any other address that a Party designates in writing:

For NRH:
Niagara Regional Housing
1815 Sir Isaac Brock Way
P.O. Box 344
Thorold, ON L2V 3Z3

Attn: Cameron Banach, Chief Executive Officer
Email: cameron.banach@niagararegion.ca

For the City:
The Corporation of the City of Port Colborne
66 Charlotte Street
Port Colborne, ON L3K 3C8

Attn: Gary Long, Director of Development and Government Relations
Email: gary.long@portcolborne.ca

Any such notice shall be conclusively deemed to have been given on the date of delivery, if given personally; or if sent by email before 4:30 p.m. on a Business Day, shall be deemed to have been given on that Business Day; or if sent by email after 4:30 p.m. on a Business Day or at any time on a day that is not a Business Day, shall be deemed to have been given on the next Business Day after the date of the email; or if sent by courier, on the date actually received. For purposes of this agreement "Business Day" means Monday through Friday except for any statutory or civic holidays.

8. GENERAL PROVISIONS

8.1 Other Cost-Sharing. With respect to costs not specifically allocated between the Parties in this MOU or any other Agreement between the Parties, the Parties hereto agree to use

their best efforts to discuss and determine the appropriate allocation as between them of the costs associated with the Project, with a view to facilitating the completion of the Project, including the conveyance of the City Lands, as soon as possible.

8.2 Binding MOU. The Parties agree that this MOU constitutes a legally binding agreement between them and is intended to create binding obligations in accordance with its terms. This MOU may be supplemented by, and implemented through, future legally binding agreements related to the Project, including an Agreement of Purchase and Sale and any other related agreements and documents; however, the absence of such future agreements shall not affect the binding nature or enforceability of this MOU.

8.3 Council or Board Approval. This MOU does not imply the pre-approval by the City, NRH or any other approval authority of any planning, environmental and development applications that may be required, nor does it intend in any way to fetter the City Council's or Niagara Regional Housing Board's decision-making authority.

8.4 Authorization and Execution. The signing of this MOU does not constitute a formal undertaking, and as such, it simply states that the signatories shall strive to reach, to the best of their abilities, the goals and objectives stated in this MOU.

8.5 Regional Municipality Governance Review. It is acknowledged and understood by both parties that The Regional Municipality of Niagara is initiating a Governance Review that will, among other things, examine the upper and lower tier municipal structure, Council composition at the Regional Municipality of Niagara and local level, service delivery models, and opportunities for shared services, asset transfers, efficiencies, and cost savings. It is unknown if and when changes will occur, or the extent to which these changes will have on the housing partnership between the City and NRH and the proposed project. If NRH ceases to provide affordable housing to the public as a result of this amalgamation or otherwise, then both parties agree that: (i) NRH will provide written notice to the City of this and NRH will grant a right of first offer where the City will have an exclusive period of six (6) months to enter into an offer to purchase the City Lands and/or the NRH Lands from NRH (on the understanding that the City will receive a credit for the fair market value of the land it gifted to NRH as well as the City's contribution to any construction costs on the City Lands and/or NRH Lands); and (ii) the City Lands transferred to NRH would not be transferred to any other person or entity without the prior written approval of the City.

[Signature Page Follows.]

Signed By:

THE CORPORATION OF THE CITY OF PORT COLBORNE

Per: _____

Name: William C. Steele

Title: Mayor

Date: _____

Per: _____

Name: Charlotte Cooper-Madden

Title: City Clerk

Date: _____

and

NIAGARA REGIONAL HOUSING

Per: _____

Name: Cameron Banach

Title: Chief Executive Officer

Date: _____

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 Niagara Regional Housing regarding the transfer of two surplus City owned properties (725 King Street and the closed Haney Street Road Allowance)

Whereas at its meeting of April 28, 2026, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of the Development and Government Relations Department Report No. 2026-36, Subject: City – Niagara Regional Housing (NRH) – Project Update, Revised MOU, and Property Transfer; and

Whereas Council is desirous of entering into an agreement of purchase and sale with Niagara Regional Housing (NRH) for the purposes of creating affordable housing units in Port Colborne; and

Whereas the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, confers broad authority on municipalities to enter into such agreements;

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 Niagara Regional Housing for the purposes of transferring two surplus City owned properties (725 King St. and the closed Haney Street Road Allowance) to NRH to create a larger development parcel to facilitate the construction of a low-rise apartment building with affordable housing units.
2. That the Mayor and City Clerk be and they are hereby authorized and directed to sign the said agreement, attached hereto as Schedule “A”, together with any documents necessary to complete the conditions of the said agreement, and the City Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 28th day of April, 2026.

William C. Steele
Mayor

Charlotte Madden
City Clerk

Schedule "A"



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, 2026

BUYER: Niagara Regional Housing (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 Haney Street (Closed by By-law 7022/60/22) and 725 King Street

fronting on the ... side of ...

in the City of Port Colborne

and having a frontage of ... more or less by a depth of ... more or less

and legally described as See Schedule "A"

(the "property") (legal description of land including easements not described elsewhere)

PURCHASE PRICE: Dollars (CDN\$) 2.00

Two Dollars

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

One Dollars (CDN\$) 1.00

by negotiable cheque payable to the Seller "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 attached hereto form(s) part of this Agreement.

1. IRREVOCABILITY: This offer shall be irrevocable by ... until ... on the ... day of ... 20... 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 ... 2026 Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for in this Agreement.

INITIALS OF BUYER(S): [Signature Line]

INITIALS OF SELLER(S): [Signature Line]

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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. **Where a Brokerage represents both the Seller and the Buyer (multiple representation), 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.** 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:
None

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:
None

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:
None

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 15 days prior to closing....., 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 (vacant land.....) 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 Large Value Transfer System.
- 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 ureaformaldehyde, and that to the best of Seller's knowledge no building on the property contains or has ever contained insulation that contains ureaformaldehyde. 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. 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 SELLERS(S):





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28. 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:

Niagara Regional Housing

(Witness) (Buyer/Authorized Signing Officer) (Seal) (Date)
 (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:

The Corporation of the City of Port

(Witness) Colborne (Seller/Authorized Signing Officer) (Seal) (Date)
 (Witness) Colborne (Seller/Authorized Signing Officer) (Seal) (Date)

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.

City of Port Colborne (Seller) (Date)

(Seller) (Date)
 Address for Service

(Tel. No.)
 Seller's Lawyer Sullivan Mahoney LLP - David Willer
 Address 40 Queen St., St. Catharines, ON L2R 6Z2
 Email dwiller@sullivanmahoney.com
 905-688-8030 905-688-5814
 (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.

Niagara Regional Housing (Buyer) (Date)

(Buyer) (Date)
 Address for Service

(Tel. No.)
 Buyer's Lawyer

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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SCHEDULE "A"

1) Purchase Price

The Buyer agrees to pay the balance of the Purchase Price, subject to adjustments, by certified cheque drawn against a lawyer's trust account, to the Sellers, or as they may direct, on the completion of this transaction.

2) Legal Description

The Legal Description of the "Property" is the following:

(a) 725 King Street, Port Colborne, legally described as LT 22 E/S VICTORIA ST PL 765 HUMBERSTONE ; PORT COLBORNE, being all of PIN 64149-0023 (LT); and

(b) Haney Street, Port Colborne, legally described as HANEY ST PL 765 HUMBERSTONE LYING E OF KING ST EXCEPT VH2791; PORT COLBORNE (CLOSED BY BY-LAW MUNICIPAL BY-LAW 7022/60/22 REGISTERED AS REGISTERED INSTRUMENT SN860383), being all of PIN 64149-0024 (LT);

3) Memorandum of Understanding

The Buyer and Seller have entered into a Memorandum of Understanding April ____, 2026 (the "MOU") which, among other things, addresses the transfer and development of the Property. In the event of any conflict, ambiguity or inconsistency between the terms of this Agreement and the MOU, the terms of the MOU will prevail.

4) Environmental

The Buyer and the Seller agree that there will be environmental remediation completed on the Property, at the cost of the Seller, in the manner more particularly described in the MOU.

5) Post-Closing Covenants

Following Closing, the Buyer covenants with the Seller that it will use the Property to construct residential dwellings whose use will be consistent with the Seller's affordable housing policies, including, without limiting the generality of the foregoing, "The Port Colborne Affordable Housing Strategy" (being report 2022-201 passed by Council on September 13, 2022).

6) Vacant Possession

The Seller covenants to deliver vacant possession of the Property to the Buyer on Closing.

7) Right of First Offer

For a period of twenty (20) years after the Closing Date, in the event that the Buyer desires to sell the Property, or any portion thereof (the “**Subject Lands**”), then:

(a) the Buyer shall give notice in writing to the Seller (the “**Offer Notice**”) of such desire, and shall stipulate in the Offer Notice the terms and conditions under which it proposes to sell the Subject Lands. The purchase price shall not be greater than the fair market value of the Subject Lands based on an appraisal obtained by the Seller no more than sixty (60) days before date of the Offer Notice. The Seller shall have sixty (60) days following receipt of the Offer Notice to elect to purchase the Property on the terms set out in the Offer Notice. Provided, however, the Seller is entitled to receive credits against the purchase price in its favour for:

(i) the fair market value of the Property, excluding the value of any building on the Property, it has conveyed to the Buyer hereunder (with the intent that the Seller will not pay any amount that is attributable to the vacant land it has conveyed to the Buyer hereunder); and

(ii) the value of Works (as defined in the MOU) completed and paid for by the Seller in accordance with this MOU. For greater certainty, the value of the Works completed and paid by the Seller for the purposes of this section shall be based on the Seller’s actual, documented costs incurred, and not estimates. The Seller shall provide reasonable supporting documentation evidencing such costs, which documentation shall be used to confirm and credit such amounts toward the purchase price payable by the Seller.

(b) if the Seller elects to so purchase the Subject Lands after receiving the Offer Notice, then the Buyer’s notice of such election shall constitute a binding agreement of purchase and sale;

(c) if the Seller does not elect to so purchase the Subject Lands after receiving the Offer Notice, then the Buyer shall be free to sell the Subject Lands, provided that the Buyer may not thereafter sell the Subject Lands on any terms more favourable in the aggregate to a purchaser than those set out in the Offer Notice without again offering the Subject Lands to the Seller on such more favourable terms in the manner provided above;

(d) the Buyer covenants and agrees not to sell the Subject Lands unless it has first complied with the terms hereof; and

(e) the Seller is entitled to register on title to the Property notice of its rights under this Section by way of a Notice of Right of First Refusal.

8) Assignment

The Buyer shall not have the right to assign this Agreement to any person or other entity without the prior written consent of the City, which consent may be unreasonably denied.

9) Notice

Any notice, approval, waiver, agreement, instrument, document or communication permitted, required or contemplated in this Agreement may be given or delivered and accepted or received by the Buyer's solicitors on behalf of the Buyer and by the Seller's solicitors on behalf of the Seller. If the last day of a time period is not a business day in the Province of Ontario, then the time period shall end on the next business day.

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 Meeting of
April 28, 2026**

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 Meeting of April 28, 2026, 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 28th day of April, 2026.

William C. Steele
Mayor

Charlotte Madden
City Clerk