City of Port Colborne
Council Meeting Agenda

Date: Tuesday, June 23, 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 5:00 p.m.)

    4.1 Approval of Closed Session Minutes

        a. Special Council Meeting (Closed Session) - May 23, 2026

    4.2 Staff Reports

        a. Confidential Pending Acquisition or Disposition of Land - 2026-88

        Pending Acquisition or Disposition of Land - 2026-88 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 and subsection 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

b. Confidential Negotiation Proposal - 2026-83

Negotiation Proposal - 2026-83 pursuant to the *Municipal Act, 2001,* subsection 239(2)(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization and 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.

c. Confidential Memorandum to Council - Proposed Acquisition of Land

Memorandum to Council - Proposed Acquisition of Land 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.

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. Statutory Public Meeting

Statutory public meetings are held to present planning applications in a public forum as required by the Planning Act. Requests to delegate virtually will be accepted until 12:00 p.m. on the day of the meeting by contacting deputyclerk@portcolborne.ca. To delegate in person, requests are appreciated, but not mandatory.

8.1 Public Meeting Report for Proposed Expansion to the Main Street Community Improvement Plan Area – Vacant Land, Neff Street, 2026-55

9. Proclamations

9.1 World Hepatitis Day - July 28, 2026 5

9.2 June is Seniors Month 2026 8

10. Presentations

10.1 Senior Month Award - Recognition of Dorothy Santarella

11. 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.

12. Notice of Motions

13. Motions

13.1 Request to Reconsider Resolution C-25- 078 Regarding the Management of the City’s Waterfront Road Allowances 19

14. Mayor's Report

15. Regional Councillor's Report

16. 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.

16.1 Approval of Minutes

a. Regular Council Meeting - May 12, 2026 21

b. Special Council Meeting - May 23, 2026 34

16.2 Receipt of Minutes of Boards & Committees

a. Environmental Advisory Committee Meeting - January 14, 2026 37

b. Port Colborne Senior Citizens Advisory Committee - February 17, 2026 40

c. Port Colborne Museum, Heritage and Culture Board Meeting - March 17, 2026 43

d. Port Colborne Museum, Heritage and Culture Board Meeting - April 21, 2026 50

e. Port Colborne Public Library Board - April 8, 2026 58

f. Port Colborne Public Library Board Meeting - May 6, 2026 62

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a. 2026 Restricted Acts of Council (Lame Duck Provisions), 2026-60 67

b. Whiskey and Walleye Lease Extension, 2026-79 73

c. Expansion of the Main Street Community Improvement Plan Area to include Vacant Lot, Neff Street, 2026-86 80

d. 2025 Consolidated Financial Statements, 2026-84 84

e. Recommendation Report for Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision – Westwood Estates Phase III – Files D09-01-23, D14-02-23 and D12-01-23, 2026-80 157

f. 2026 Asset Management Plan Update, 2026-90 213

g. Planning Department Process Improvements, 2026-91 511

h. Recommendation Report for Official Plan and Zoning By-law Amendments for 547 King Street- Files D09-01-26 and D14-01-26, 2026-96 527

i. 2024 and 2025 Purchasing Summary, 2026-81 613

16.4 Receipt of Correspondence Items

a. Hon. Robert Flack, Minister of Municipal Affairs and Housing - City of Port Colborne Ward and Council Approval 632

b. Hon. Robert Flack, Minister of Municipal Affairs and Housing - Protecting Ontario's Streets and Communities Act, 2026 634

c. Niagara Region - 2025 Reserve Water and Wastewater Treatment Capacities 636

d. Niagara Region - Combined Sewer Overflow (SCO) Control Program - 2026 Funding Recommendations 647

e. Niagara Region - Debt Information Report - 2026 Debenture Issuance 660

f. Niagara Region - Niagara Region 2025 Employment Inventory Results 683

g. Town of Grimsby - Municipal Heritage Register Extension 702

h. City of St. Catharines - Request for Federation of Canadian Municipalities (FCM) to Develop an Anniversary Tree Planting Program 705

i. Town of Fort Erie - Correspondence from City of Thorold Resolution Respecting Lower-Tier Municipal Representation in Regional Decision-Making on Mental Health, Homelessness, and Addiction 706

j. City of Thorold - Bill 21, Protect Our Food Act, 2025 709

k. Prince Edward County - Vacant Commercial Storefront Tax 713

l. Town of Plympton-Wyoming - Support for Sustainable Provincial Grant Funding for Fire Services in Ontario 715

m. City of Richmond Hill - Integrated Living and Participation Model for Adults with Developmental Disabilities 717

n. Municipality of Calvin - Requesting the Provincial Review of CVA Based Apportionment for Shared Municipal and Provincially Mandated Services 719

o. Town of South Bruce - Affirming Outdoor Education as an Essential Part of Public Education in Ontario 725

p. Northeastern Manitoulin & The Islands - Provincial Healthcare Spending 727

17. Items Requiring Separate Discussion

17.1 Municipal Services Corporation Business Case and Community Engagement, 2026-102 728

17.2 2025 Development Charges Summary – Treasurer's Statement, 2026-68 757

17.3 Licensed Childcare Operational Agreement - YMCA, 2026-89 766

17.4 Niagara Transit Expansion and Service Updates, 2026-87 786

18. Staff Remarks

19. Councillors' Remarks

20. By-laws

20.1 By-law No. 7466/50/26 888

Being a By-law to Establish a Permitting System for the Parking of Vehicles on Designated Highways and Parking Lots in the City of Port Colborne (Special Events) and to repeal By-law 7367/58/25

20.2 By-law No. 7467/51/26 896

Being a by-law to appoint Municipal Law Enforcement Officers

20.3 By-law No. 7468/52/26 897

Being a By-law to Delegate Authority During any Restricted Period following Nomination Day

20.4 By-law No. 7469/53/26 899

Being a By-law to Authorize entering into a Lease Agreement Extension with Whiskey and Walleye to operate the restaurant space at 3 Marina Drive

20.5 By-law No. 7470/54/26 900

Being a By-law to Adopt Amendment No. 23 to the Official Plan for the City of Port Colborne

20.6 By-law No. 7471/55/26 908

Being a By-law under the provisions of Section 34 of the Planning Act, R.S.O. 1990, to amend By-law No. 6575/30/18, the Zoning By-law of the City of Port Colborne, as amended, respecting 30.554 - hectare of lands legally described as Part Lot 33, Concession 1 Humberstone, City of Port Colborne. "Westwood Estates Phase 3".

20.7 By-law No. 7472/56/26 914

Being a by-law to adopt amendment No. 24 to the Official Plan for the City of Port Colborne

20.8 By-law No. 7473/57/26 921

Being a by-law under the provisions of Section 34 of the Planning Act, R.S.O.1990, to amend Zoning By-law 6575/30/18, the Zoning By-law of the City of Port Colborne, as amended, respecting 0.08 hectares of land, with a municipal address of 547 King Street and legally known as Part of Lot 9, Plan 769, Humberstone; Part of Lot 10, Plan 769, Humberstone, as in Registered Instrument Number RO359513; City of Port Colborne, in the Regional Municipality of Niagara, here referred to as the “subject lands”.

20.9 By-law No. 7474/58/26 925

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

21. Procedural Motions

22. Adjournment

PORT COLBORNE

Subject: **Public Meeting Report for Proposed Expansion to the Main Street Community Improvement Plan Area – Vacant Land, Neff Street**

To: **Council - Public Meeting**

From: **Planning and Development**

Report Number: 2026-55

Meeting Date: June 23, 2026

Recommendation:

That Planning and Development Department Report 2026-55 be received; and

That Council direct Planning and Development Department staff to bring forward a recommendation report.

Purpose:

The purpose of this report is to provide Council with information regarding a request submitted by Covello Developments Inc., (Dan Covello) to have vacant land Neff Street (Plan 762 Pt Lots 2 & 3 N/S Thompson St RP 59R16218 Part 1) which sits between 51 Neff Street and 818 King Street, see Appendix A, added to the Main Street Community Improvement Plan Area.

Background:

On November 28, 2023, Council approved a Comprehensive Community Improvement Plan (CIP). The Main Street CIP is one of the geographic areas outlined in the CIP. The existing CIP area was established through the plan's adoption and is attached as Appendix A to this report. Within the CIP is a mechanism to have properties that border the existing CIP area to be added. This report follows the process for the subject property in consideration.

Discussion:

The owner of the subject property, Covello Developments Inc., has made a request to include the proposed development site vacant lot Neff Street in the Main Street CIP area. If Council were to approve this request, the property would become eligible for grants and incentives in accordance with the City's approved Comprehensive Community Improvement Plan.

The applicant has not yet sought any specific incentives, as VL Neff Street is currently outside of the approved Main Street CIP boundary (Appendix A). The subject lands are proposed to be developed as a six to eight plex, with proposed start time in the spring of 2027.

Staff will be reviewing the above and any comments made at the Public Meeting for inclusion in the upcoming recommendation report.

Internal Consultations:

This request is being reviewed and processed in partnership with Economic Development and Planning staff.

Financial Implications:

The proposed CIP expansion will allow the property to be eligible for grants and incentives provided through the Main Street CIP plan. Applicable grants and incentives under the CIP include the following:

- Property Tax Increment Grant
- Intensification Grant

Costs associated with the advertisement of this Public Meeting are reimbursed by the applicant to the City.

Public Engagement:

Notice of the Public Meeting was published in the newspaper on May 2nd, 9th, 16th and 23rd, 2026 The Notice was also posted on the City of Port Colborne website under "Current Applications". As of the date of preparing this report, no comments have been received.

Strategic Plan Alignment:

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

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

Conclusion:

Planning staff are not providing a recommendation at this public meeting to allow all comments and questions from Council and the public to be addressed. The recommendation report will be brought forward to the next available Council meeting for consideration.

Appendices:

a. Map of Existing Main Street CIP Area and abutting Neff Street

Respectfully submitted,

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

Erik Acs
Chief Planner
City of Port Colborne
(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.

Main Street CIP area and Subject Property VL Neff Street



From: Usick,Karen <Karen.Usick@niagarahealth.on.ca>
Sent: Friday, June 12, 2026 2:57 PM
To: wayne.redekop@niagararegion.ca <wayne.redekop@niagararegion.ca>; marvin.junkin@niagararegion.ca <marvin.junkin@niagararegion.ca>; Brian.Grant@niagararegion.ca <Brian.Grant@niagararegion.ca>; frank.campion@niagararegion.ca <frank.campion@niagararegion.ca>; bill.steele@niagararegion.ca <bill.steele@niagararegion.ca>; Jdiodati@niagarafall.ca <Jdiodati@niagarafall.ca>; jeff.jordan@niagararegion.ca <jeff.jordan@niagararegion.ca>; sandra.easton@niagararegion.ca <sandra.easton@niagararegion.ca>; Cheryl.Ganann@niagararegion.ca <Cheryl.Ganann@niagararegion.ca>; terry.ugulini@niagararegion.ca <terry.ugulini@niagararegion.ca>; Mathew.Siscoe@niagararegion.ca <Mathew.Siscoe@niagararegion.ca>; Gary.Zalepa@niagararegion.ca Gary.Zalepa@niagararegion.ca

Subject: Niagara Health System - Request For Proclamation - World Hepatitis Day 2026 and Community Event

Greetings everyone!

Hope you are having a fantastic Friday so far! 🙂

I am contacting you today on behalf of the Niagara Health System - Addiction Services - Hepatitis C Care Clinic. Our program will be hosting our 11th World Hepatitis Day event on Friday July 24, 2026, from 11:00 am to 3:00 pm. Our annual street-based health and social services fair will be held again this year at Montebello Park in St Catharines and free to everyone. Each year our goal is to raise awareness of World Hepatitis Day, liver health, hepatitis testing, treatment and care! We want to ensure that everyone has access to hepatitis testing, care and treatment from wherever they live within the Niagara Region. We truly appreciate your yearly support with proclaiming July 28th - World Hepatitis Day in your municipality. This helps to raise awareness of our event and campaign. As well, to join the Global Campaign to eliminate hepatitis as a public health threat by 2030. The support you provide through the proclamations help us to support the residents of Niagara! Thank you so very much! I realize that some of the 12 municipalities of Niagara do not do proclamations, and I understand. In place of a proclamation, I am wondering if you could please consider sending us a letter of support for our awareness day and event's promotion.

The World Hepatitis Day event will showcase our program's care and in addition the services of our community partners from throughout Niagara! We are hoping the community event helps individuals to come and access the care and services they may be looking for. We are hoping that you will be able to join us at Montebello Park on Friday July 24th, 2026, from 11:00 am to 3:00 pm. 🙂

If you have any questions or would like more information, please do not hesitate to reach out. I would be delighted to share more about the Hepatitis C Care Clinic, our upcoming events, and the global significance of World Hepatitis Day.

Take care and have a lovely day!

Karen

Karen Usick – Reg. N

Hepatitis C Care Clinic | Community Coordinator

Niagara Health System | Addiction Services
Karen.Usick@NiagaraHealth.on.ca
W: 905-378-4647 x32555 | C: 289-696-2523
260 Sugarloaf Street, Port Colborne, ON L3K 2N7

HCCC Website Address - www.niagarahealth.on.ca/site/hepatitis-c-care

NHS Addiction Services - www.niagarahealth.on.ca/services/addiction-recovery

#WorldHepatitisDay | #NoHep | #GetTested | #LearnYourOptions



PORT COLBORNE

Moved by Councillor:
Seconded by Councillor:

WORLD HEPATITIS DAY

July 28th, 2026

WHEREAS, approximately 214,000 Canadians are living with hepatitis C and over 250,000 people are living with hepatitis B;

WHEREAS, people living with hepatitis B and C have an increased risk of developing cirrhosis, liver failure and related illnesses;

WHEREAS, Ontario has over 110,000 people living with hepatitis B or C, both of which are slow and progressive diseases; and

WHEREAS, there are vaccines available for Hepatitis A and B; effective Hepatitis C treatment therapies can cure over 95% of cases; and

WHEREAS, World Hepatitis Day provides an opportunity to reach out to millions of Canadians and encourage hepatitis testing, provide treatment and care for those affected while paving the way towards elimination of hepatitis as a public health concern in Canada by 2030;

THEREFORE, I, William C. Steele, Mayor of the City of Port Colborne, do hereby proclaim **July 28th, 2026 World Hepatitis Day** in Port Colborne.

JOURNÉE MONDIALE CONTRE L'HÉPATITE

Le 28 juillet 2026

ATTENDU QUE, au Canada, quelque 214 000 personnes vivent avec l'hépatite C et environ 250 000 avec l'hépatite B;

ATTENDU QUE le risque de cirrhose, d'insuffisance hépatique et de maladies connexes est plus élevé chez les personnes qui vivent avec l'hépatite B ou C;

ATTENDU QUE l'Ontario compte plus de 110 000 personnes vivant avec l'hépatite B ou C, deux maladies lentes et progressives; et

ATTENDU QU'il existe des vaccins pour protéger contre l'hépatite A et B ainsi que des traitements efficaces pouvant guérir plus de 95 % des personnes atteintes d'hépatite C; et

ATTENDU QUE la Journée mondiale contre l'hépatite est une occasion de joindre des millions de Canadiennes et de Canadiens, d'encourager le dépistage de l'hépatite et de fournir traitements et soins aux personnes touchées tout en ouvrant la voie vers l'élimination de l'hépatite en tant que problème de santé publique au Canada d'ici 2030;

PAR CONSÉQUENT, je, William C. Steele, maire de la Ville de Port Colborne, proclame par la présente le **28 juillet 2026 Journée mondiale contre l'hépatite** à Port Colborne.

_____

William C. Steele
Mayor / Maire

From: Minister Seniors and Accessibility (MSAA) <MinisterSeniorsAccessibility@ontario.ca>
Sent: Thursday, May 14, 2026 10:23 AM
To: Minister Seniors and Accessibility (MSAA) <MinisterSeniorsAccessibility@ontario.ca>
Subject: Seniors Month 2026 | Mois des aînés 2026

Hello,

June is Seniors Month in Ontario – a time to acknowledge and recognize the amazing seniors across this province.

This year's theme, **Ontario Seniors – Let's Get Moving**, highlights the importance of supporting our older adults through programs and initiatives that promote wellness, social engagement and education.

We all know seniors who inspire us, whether they are family, friends or colleagues. I encourage you to:

- Proclaim June as Seniors Month in your municipality.
- Use the materials provided (poster, sharables, fact sheet and tip sheet) to celebrate our outstanding older adults.
- Host events like the *Senior of the Year Awards*, or social gatherings.
- Share your celebrations including photos and videos on social media tagging our ministry and using the hashtag **#SeniorsMonth2026**:
  - X: @SeniorsON, @AinesON
  - Facebook: Seniors Ontario, AinesOntario
  - LinkedIn: @Seniors and Accessibility

This year also marks the 60th anniversary of Ontario funding Seniors Active Living Centre (SALC) programs. Originally known as Elderly Persons Centres, Ontario now has over 400 SALC programs providing activities and services for seniors and older adults in communities across the province. Please find one near you here.

For more information, visit ontario.ca/seniors or check out our updated *Guide to Programs and Services for Seniors in Ontario*.
Thank you for your support and partnership in celebrating Ontario's seniors.

Sincerely,

Honourable Raymond Cho

Minister for Seniors and Accessibility

Confidentiality Warning: This e-mail contains information intended only for the use of the individual emailed above. If you have received this e-mail in error, we would appreciate it if you could advise us through the ministry's website at the Ministry for Seniors and Accessibility and destroy all copies of this message. Thank you.

Bonjour,

Juin est le Mois des aînés en Ontario. C'est le moment de saluer et de reconnaître les remarquables aînés de notre entourage, à l'échelle de la province.

Le thème de cette année, **Aînés de l'Ontario — Bougeons**, souligne l'importance d'aider nos personnes âgées au moyen de programmes et d'initiatives qui favorisent le mieux-être, la participation sociale et l'éducation.

Nous connaissons tous des aînés qui nous inspirent, que ce soit parmi nos amis, notre famille ou nos collègues. Je vous encourage à :

- proclamer juin en tant que Mois des aînés dans votre municipalité;
- utiliser le matériel fourni (affiche, images partagées, fiche d'information et fiche de conseils) pour célébrer nos remarquables aînés;
- organiser des activités comme le *Prix de la personne âgée de l'année de l'Ontario*, ou des rassemblements sociaux;
- partager des photos et des vidéos de vos célébrations sur les médias sociaux, en identifiant notre ministère à l'aide du mot-clic **#MoisDesAînés2026**:
    - X : @SeniorsON, @AinesON
    - Facebook : Seniors Ontario, AinesOntario
    - LinkedIn : @Seniors and Accessibility

Cette année marque également le 60e anniversaire du financement des programmes des centres de vie active pour personnes âgées (CVAPA) par l'Ontario. Appelés à l'origine Centres pour personnes âgées, l'Ontario compte maintenant plus de 400 programmes des CVAPA qui offrent des activités et des services aux aînés et aux personnes âgées dans les collectivités de la province. Veuillez en trouver un près de chez vous ici. Pour en savoir plus, consultez ontario.ca/aines.

Vous pouvez également explorer la version à jour de notre *Guide des programmes et services pour les aînés en Ontario*.

Je vous remercie de votre soutien et de votre collaboration en vue de célébrer les aînés de l'Ontario.

Meilleures salutations,

L’honorable Raymond Cho

Ministre des Services aux aînés et de l’Accessibilité

Avis de confidentialité: Ce courriel contient des renseignements destinés exclusivement à son destinataire. Si vous avez reçu ce courriel par erreur, nous vous serions reconnaissants de bien vouloir nous en informer sur le site Web du ministère à l’adresse Ministère des Services aux aînés et de l’Accessibilité et de détruire tout exemplaire de ce message. Merci.

June is Seniors Month

Ontario Seniors — Let's Get Moving

Information for Seniors in Ontario

The Ministry for Seniors and Accessibility works with community organizations to offer supports and services to help seniors stay active, safe and socially connected. Seniors and their families can find the information they need to connect to government services and community supports at ontario.ca/Seniors.

Seniors Community Grant Program

This program funds local not-for-profit community groups and organizations to deliver projects, supports and resources for seniors that provide opportunities for greater social inclusion, volunteerism and community engagement. Find more information at ontario.ca/SeniorsGrant.

Seniors Active Living Fairs

Seniors can find information about government programs and services as well as information about healthy aging and active lifestyles to keep them active and engaged. Learn more about seniors fairs in your community.

Seniors Active Living Centre programs

This year marks the 60th anniversary of Ontario's Seniors Active Living Centres programs. These programs help local seniors stay active, become more involved in their community, and meet new friends in person or online.

These programs include:

- unique social activities
- learning and educational opportunities
- recreational programming.

The government has expanded the number of programs, so more seniors across the province can get the services that meet their needs close to home. There are now more than 400 programs across the province.

To find a Seniors Active Living Centre program, please:

- visit ontario.ca/SeniorsCentre
- contact your municipality
- call 2-1-1.

June is Seniors Month

Ontario Seniors — Let's Get Moving

Age-friendly communities

Age-Friendly Communities are inclusive, accessible environments with programs and services that help seniors stay connected. These communities can include improved transit and housing, as well as opportunities for civic and social participation.

Learn more at ontario.ca/AgeFriendly.

Health811

Health811 is a free, secure and confidential service Ontarians can call or access online 24 hours a day, 7 days a week to receive health advice from qualified health professionals such as a registered nurse, locate local health services and find trusted health information.

This service is available in both English and French, with translation support offered in other languages.

- Call: 811
- Toll-free TTY: 711 and 1-800-855-0511
- Chat live online
- Visit ontario.ca/Health811

Seniors Safety Line

Seniors Safety Line is a 24/7, confidential and free resource. It provides counselling, information, safety planning and referrals in 240 languages for seniors in Ontario who are experiencing, or are at risk of, any type of abuse or neglect.

Call Toll-free: 1-866-299-1011. or
TTY 1-866-299-0008

More information

Learn more about:

- Seniors Month at ontario.ca/SeniorsMonth.
- ministry programs and services at ontario.ca/msaa.
- resources for seniors at ontario.ca/SeniorsGuide.
- other programs and services available in your area at 211ontario.ca.
- Seniors' INFOline
  Call: 416-326-7076
  Toll-free: 1-888-910-1999
  TTY: 1-800-387-5559

Follow us on social @SeniorsON @SeniorsOntario @Seniors and Accessibility

Ministry for Seniors and Accessibility
ontario.ca/SeniorsMonth

Ontario



June is Seniors Month

Ontario Seniors — Let's Get Moving

ontario.ca/SeniorsMonth

Ontario

Juin est le Mois des aînés

Aînés de l'Ontario — Bougeons

Information pour les aînés en Ontario

Le ministère des Services aux aînés et de l'Accessibilité travaille avec des organismes communautaires pour offrir des mesures de soutien et des services qui aident les aînés à rester actifs et en sécurité, tout en maintenant des liens sociaux. Les aînés et leur famille trouveront l'information dont ils ont besoin pour communiquer avec les services gouvernementaux et communautaires à ontario.ca/Aines.

Programme de subventions aux projets communautaires pour l'inclusion des aînés

Ce programme finance des groupes et des organismes communautaires sans but lucratif à l'échelle locale afin qu'ils fournissent aux aînés des projets, des mesures de soutien et des ressources qui offrent des possibilités d'inclusion sociale, de bénévolat et de participation communautaire. De plus amples renseignements sur le site ontario.ca/SubventionsPourLesAines.

Salons de vie active pour personnes âgées

Les aînés peuvent trouver de l'information sur les programmes et les services gouvernementaux, de même que sur le vieillissement en santé et les modes de vie actifs qui les aideront à demeurer actifs et à maintenir des liens sociaux. Apprenez-en davantage sur les salons des aînés dans votre communauté (site Web en anglais seulement).

Programmes des centres de vie active pour personnes âgées

Cette année marque le 60e anniversaire des programmes des centres de vie active pour personnes âgées de l'Ontario.

Les programmes des centres de vie active pour personnes âgées contribuent à garder les aînés actifs et impliqués dans leur collectivité, et à leur permettre de faire de nouvelles connaissances en ligne ou en personne.

Ces programmes comprennent :

- activités sociales uniques;

Juin est le Mois des aînés

Aînés de l'Ontario — Bougeons

- possibilités d'apprentissage et d'éducation;
- programmation des activités récréatives.

Le gouvernement a augmenté le nombre de programmes pour qu'un plus grand nombre d'aînés dans la province puissent obtenir les services qui répondent à leurs besoins près de chez eux.

Pour trouver un centre de vie active pour personnes âgées :

- Visitez le site ontario.ca/CentrePourAines
- communiquez avec votre municipalité;
- composez le 2-1-1.

Collectivités-amies des aînés

On parle ici de collectivités inclusives qui créent des environnements accessibles et qui offrent des programmes et services aux aînés afin qu'ils restent en contact avec leur entourage. Ces collectivités peuvent offrir de meilleurs services de transport et des logements pour les aînés ainsi qu'un plus grand nombre d'occasions de participer à des activités sociales et civiques.

Plus d'information à ontario.ca/CollectivitésAmiesDesAines.

Santé811

Santé811 est un service gratuit, sécuritaire et confidentiel dont les Ontariennes et Ontariens peuvent se prévaloir par téléphone ou en ligne, jour et nuit, sept jours sur sept pour recevoir des conseils sur la santé offerts par des professionnels qualifiés, comme une infirmière autorisée, pour savoir où trouver les services de santé locaux ou de l'information fiable en matière de santé.

Ce service est offert en français et en anglais et procure aussi une aide à la traduction dans d'autres langues.

- Composez le : 811
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Juin est le Mois des aînés

Aînés de l'Ontario — Bougeons

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- les programmes et services du ministère, consultez le site ontario.ca/msaafr.
- ressources pour les aînés sur le site ontario.ca/GuidePourLesAines.
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Juin est le Mois des aînés

Aînés de l'Ontario — Bougeons

ontario.ca/MoisDesPersonnesAgees

PROTÉGER L'ONTARIO

PORT COLBORNE

June 23, 2026

Moved by Councillor
Seconded by Councillor

WHEREAS June is Seniors Month in Ontario. It's a time to acknowledge and honour the amazing seniors in our lives across the province; and

WHEREAS seniors have contributed and continue to contribute immensely to the life and vibrancy of this community; and

WHEREAS seniors continue to serve as leaders, mentors, volunteers and important and active members of this community; and

WHEREAS this year's theme is: **Ontario Seniors – Let's Get Moving,** highlights the importance of supporting our older adults through programs and intitiatives that promote wellness, social engagement and education; and

WHEREAS this year also marks the 60th anniversary of Ontario funding Seniors Active Living Centre (SALC) programs. Originally known as Elderly Persons Centres, Ontario now has over 400 SALC programs providing activities and services for seniors and older adults in communities across the province.

NOW THEREFORE I, Mayor William C. Steele, do hereby proclaim June 1st to June 30th, 2026 as **Seniors Month** in the City of Port Colborne.

_____
William C. Steele
Mayor

PORT COLBORNE

Memorandum

To: **Mayor Steele and Members of Council**

From: **Councillors Aquilina and Bodner**

Date: **June 23, 2026**

Re: **Request to Reconsider Resolution C-25- 078 Regarding the Management of the City's Waterfront Road Allowances**

On April 15, 2025 staff brought forward at a Special Meeting of Council the Waterfront Road Allowance Report 2025-87. Residents were given the opportunity to register as delegates before council to speak of their concerns at their respective unique road ends.

It was carried that the resolution be divided into two parts: Part 1 included items 1-3 of the original report which was carried; and Part 2 included items 4-8 of the original report which lost. An amendment was made for Council to give direction to the Director of Public Works for six (6) new points to be considered (see *C-25-078* below). This resolution was carried, however, residents were not given the opportunity to speak to the six amended/additional points listed.

C-25- 078

That Council direct the Director of Public Works as follows:

4. That staff install gates at the following road allowances:
   - Weaver Road
   - Pinecrest Road
   - Cedar Bay Road

5. That staff keep the gates at Weaver Road and Cedar Bay Road road allowances open during the day.

6. That staff upgrade existing gates to be functional as needed.

7. That staff transition all road ends to new locks and grant permission to access the road allowance gates to waterfront property owners and properties with valid legal access to the waterfront between Reuter Road and Holloway Bay Road, allowing each property access to the closest two gates to their property.

8. That staff implement a new process which includes:

a. An indemnification and waiver form.
b. Acknowledgement of Bylaw 4527/58/04 being a bylaw to Regulate Access over Road Allowances Leading to the Waters of Lake Erie.
c. An education article on Fowler's Toad and it's habitat.
d. Acknowledgement of rules to abide by when utilizing the road allowances.

9. Install signage indicating that only permitted vehicles are allowed to access the road end.

We are requesting that the following motion be passed:

That Council reconsiders Resolution C-25-078 passed by Council on April 15, 2025 regarding the management of the City's waterfront road allowances.

Thank you for your consideration,

Councillors Aquilina and Bodner
Ward 4

City of Port Colborne

Council Meeting Minutes

Date:	**Tuesday, May 12, 2026**
Time:	**6:30 pm**
Location:	**Council Chambers, 3rd Floor, City Hall** **66 Charlotte Street, Port Colborne**
Members Present:	M. Aquilina, Councillor R. Bodner, Councillor G. Bruno, Councillor F. Danch, Councillor D. Elliott, Councillor T. Hoyle, Councillor W. Steele, Mayor (presiding officer)
Member(s) Absent:	M. Bagu, Councillor E. Beauregard, Councillor
Staff Present:	E. Acs, Chief Planner B. Boles, Chief Administrative Officer M. Cassar, By-Law Intake Officer S. Double, Fire Chief C. Madden, City Clerk E. Rzeczyca, Election Coordinator S. Shypowskyj, Director of Public Works G. Zwiep, Manager of Recreation and Tourism

1. Call to Order

Mayor Steele called the meeting to order at 6:32 p.m.

2. National Anthem

Everyone stood for the National Anthem.

3. 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.

4. Adoption of Agenda

C-25- 086

Moved by Councillor M. Aquilina
Seconded by Councillor R. Bodner

That the agenda be amended as follows:

- Item 8.1 will be considered as item 7.1.
- Item 11.3 c. will be considered as item 8.1.

Carried

C-25- 087

Moved by Councillor R. Bodner
Seconded by Councillor T. Hoyle

That the Council agenda dated May 12, 2026, be confirmed, as amended.

Carried

5. Disclosures of Interest

There were no disclosures of interest.

6. Proclamations

There were no proclamations.

7. Delegations

7.1 Jim Nicholls - 27 Runnymede Road

Jim Nicholls delegated to Council on item 8.1.

8. Items Requiring Separate Discussion

8.1 Request for Temporary Exemption from By-law 4930/155/06, Being a By-law to Provide for the Licensing, Control and Regulation of Dogs as per Section 16(b) – 27 Runnymede Rd, 2026-73

C-25- 088

Moved by Councillor M. Aquilina
Seconded by Councillor R. Bodner

That Building and By-law Services Department Report 2026-73 be received; and

That Council approve an exemption to the City's Dog Control By-law 4930/155/06 to permit four (4) dogs at 27 Runnymede Road, subject to the following conditions:

- The exemption applies only to 27 Runnymede Road;
- The total number of dogs shall not exceed four(4) and the applicants are not permitted to replace the first of their existing dogs that is lost to any cause natural or otherwise;
- All dogs shall continue to be licensed and maintained in accordance with the Dog Control By-law;
- The dogs shall not create a nuisance and mitigating factors be put into place to ensure no issues arise;
- The exemption may be revoked in the event of verified complaints or non-compliance with the above.

Carried

9. Presentations

9.1 Lifetime Achievement Award - Tom Lannan

Mayor Steele and Greg Zweip, Manager of Recreation and Tourism, presented Tom Lannan with the Lifetime Achievement Award.

9.2 Canadian Niagara Power Inc. - Port Colborne General Update

Jeff Hoover, Regional Manager, and Kristine Carmichael, Director of Corporate and Customer Services from Canadian Niagara Power Inc. presented to Council.

9.3 Niagara Transportation Plan 2051 Update - Niagara Region

Diana Morreale, Director, Infrastructure Planning and Development, and Jill Stephen, Associate Director, Infrastructure Planning, from the Niagara Region presented to Council on the Niagara Transportation Plan.

10. Mayor's Report

A copy of the Mayor's report is attached.

11. Regional Councillor's Report

There was no Regional Councillor's report.

12. Consent Agenda

C-25- 089

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

That Council hereby approves the listed consent items on the May 12, 2026, Council agenda; and

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

Carried

12.1 Approval of Minutes

a. Special Council Meeting - January 10, 2026

b. Special Council Meeting - April 18, 2026

c. Regular Council Meeting - April 28, 2026

d. Public Meeting - May 5, 2026

12.2 Receipt of Minutes of Boards & Committees

a. Museum, Heritage and Culture Board - February 17, 2025

b. Port Colborne Public Library Board - March 4, 2026

c. Healthcare Advisory Committee Meeting - March 23, 2026

d. Port Colborne Public Library Board - April 1, 2026

12.3 Staff Reports

a. Niagara Regional Courts Intermunicipal Amending Agreement, 2026-64

b. Amendment to Biederman Drain Billing By-law - 2026-78

12.4 Receipt of Correspondence Items

a. Niagara Region - Subject: Niagara Region Waste Strategy: Council Approval

b. Ministry of Agriculture, Food and Agribusiness - Protecting Ontario's Food Independence Act, 2026 - Proposed Merger of AFRAAT and NFPPB

c. Town of Grimsby - Comments on the Ministry of Municipal Affairs and Housing Proposal (26-MMAH010 and 26-MMAH026)

d. City of Pickering - Request for Provincial School Board Governance Consultation Process

e. Niagara Region - Motion Respecting A New Deal for Niagara

13. Items Requiring Separate Discussion

13.1 Update on Mapleview Subdivision and Westport Gardens Traffic Concerns - 2026-74

C-25- 090

Moved by Councillor G. Bruno
Seconded by Councillor F. Danch

That Planning and Development Department Report 2026-74 be received for information.

Carried

14. Staff Remarks

Charlotte Madden, City Clerk, discussed Municipal Clerks week and thanked the Clerks team for their continued work and dedication.

Steve Shypowskyj, Director of Public Works, thanked the public for their participation in the Farmer's Market Tree Giveaway, noting that the City gave away approximately 400 trees. He stated that the Facilities Team has completed their structural renovations to the Williams House Museum and began renovations to the roof of the Roselawn Centre. He noted that the new Child Care Centre at 76 Main Street has officially broken ground, with excavation to the foundation now underway. He discussed the installation of seasonal traffic delineators and the re-installation of gates on Tennessee Avenue. He noted that park washrooms and the H.H. Knoll splashpad will begin opening on Friday, May 15th. He discussed the new furniture that will be added to the pergola on West Street, noting that it will be completed by the end of May.

15. Councillors' Remarks

Councillor Bodner noted that he and Councillor Aquilina attended the dedication of the new Grace Church on Empire Road and presented them with a certificate. He requested Mayor Steele speak with the police regarding vandalism on Lorraine Road.

Councillor Hoyle expressed his appreciation for the new chairs on West Street. He discussed his interactions with cruise ship tourists and thanked local businesses for their tourism efforts.

Councillor Bruno confirmed with the Chief Administrative Officer that parking in municipal parking lots will remain free.

Councillor Aquilina discussed her attendance at the dedication of the new Grace Church. She noted that she will be cutting the ribbon for the accessibility ramp at the Roselawn Centre with Councillor Bodner on Friday, May 15th at 3:30p.m. She discussed the Roselawn Art Auction, occurring from Monday, May 18th to Friday, May 22nd at the Roselawn Centre and online. She inquired to the Director of Public Works regarding potential plans for speed deterrents on Pleasant Beach Road.

16. Motions

There were no motions.

17. Notice of Motions

Councillor Aquilina and Councillor Bodner provided notice of their intention to bring forward a motion at the upcoming May 26, 2026 Council Meeting with respect to reconsidering Resolution C-25-078 passed by Council on April 15, 2025 regarding the management of the City's waterfront road allowances.

18. By-laws

C-25- 091

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

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

- By-law No. 7462/46/26
- By-law No. 7463/47/26

Carried

18.1 By-law No. 7462/46/26

18.2 By-law No. 7463/47/26

19. Closed Session

C-25- 092

Moved by Councillor T. Hoyle
Seconded by Councillor R. Bodner

That Council do now proceed to meet in Closed Session at 8:24 p.m. under the *Municipal Act, 2001*:

- subsection 239(2)(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- subsection 239(2)(j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value.
- 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.

239 (3.1) A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Carried

19.1 Approval of Closed Session Minutes

a. Special Council Meeting (Closed Session) - January 10, 2026

b. Special Council Meeting (Closed Session) - April 18, 2026

c. Regular Council Meeting (Closed Session) - April 28, 2026

19.2 Council Education Session on the Planning Act

19.3 Staff Reports

a. Planning and Development Report - Private Offer for Joint Partnership, 2026-77

b. CAO Verbal Update on Governance Review

20. Back to Open Session

C-25- 093

Moved by Councillor R. Bodner
Seconded by Councillor G. Bruno

That Council rise and reconvene from Closed Session at 9:44 p.m. with report:

18.1 Approval of Closed Session Minutes

a. That the following closed session minutes be approved:

- Special Council Meeting (Closed Session) - January 10, 2026
- Special Council Meeting (Closed Session) - April 18, 2026
- Regular Council Meeting (Closed Session) - April 28, 2026

18.3 Staff Reports

a. That Report 2026-77 be received; and

That staff follow the direction provided in Closed Session in accordance with the Municipal Act.

Carried

21. Procedural Motions

There were no procedural motions.

22. Confirmatory By-law

C-25- 094

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

That By-law No. 7464/48/26 be passed and enacted, as presented.

Carried

22.1 By-law No. 7464/48/26

23. Adjournment

Mayor Steele adjourned the meeting at 9:45 p.m.

William C. Steele, Mayor

Charlotte Madden, City Clerk

PORT COLBORNE

MAYOR'S REPORT TO COUNCIL

Tuesday, May 12, 2026

MAY IS BUILDING SAFETY MONTH

May marks Building Safety Month, a time to recognize the vital role building safety professionals play in protecting our homes, workplaces, and communities.

This year is especially meaningful as we celebrate 70 years of the Ontario Building Officials Association (OBOA), seven decades of leadership, education, and advocacy in support of safe, code-compliant construction across Ontario.

Formed on March 6, 1956, the Ontario Building Officials Association (OBOA) was established with the goal of creating an Association to strengthen building inspection standards in Ontario, promote uniform regulations and proper legislation, and support the education and professional development of Building Officials. OBOA continues to evolve to support the industry as it changes.

OPEN HOUSE – PORT COLBORNE'S DRAFT COMMUNITY HEALTH & WELLNESS ACTION PLAN

The City of Port Colborne is inviting residents to review and provide feedback on its draft Community Health & Wellness Action Plan, building on extensive community input gathered over the past year.

The draft Action Plan reflects what the City has heard from more than 2,000 survey responses, public sessions, and community conversations over the past year. It outlines a local approach to improving access to care, strengthening services, and supporting long-term health and wellness across Port Colborne. This phase of engagement focuses on confirming priorities, refining proposed actions, and ensuring the plan reflects the needs and experiences of the community.

Residents are encouraged to review the draft Community Health & Wellness Action Plan and share their feedback through a range of engagement opportunities available from May 5 to July 2, 2026.

Engagement Opportunities:
Online survey: https://www.surveymonkey.com/r/PChealth
Paper survey: Available at City Hall, the Vale Health & Wellness Centre, and the Port Colborne Public Library
In-person open houses:
- May 20 from 2-6 p.m. at City Hall
- May 21 from 3-7 p.m. at the Vale Health & Wellness Centre
- June 24 from 2-6 p.m. at City Hall
- June 25 from 3-7 p.m. at the Vale Health & Wellness Centre
Virtual information session(s) (details to be announced)
Information at weekly Friday Port Colborne Farmers' Market
Read more: https://www.portcolborne.ca

CKTB ROUNDTABLE – LIVE IN PORT COLBORNE

Big thanks to everyone who tuned in last week as 610 CKTB brought their Round Table Road Trip to Port Colborne!
Great conversation with host Steph Vivier on the momentum building in our community, from economic development and tourism to the Museum, water rate efforts, and progress on healthcare, including the new Healthcare Committee.

MUNICIPAL CLERKS WEEK

Wishing a very happy #MunicipalClerksWeek to all the amazing clerks across the province!
Clerks wear a lot of hats — from supporting day-to-day operations and helping residents, to working across departments and keeping things running behind the scenes.

Today, we want to recognize and thank the Clerk's Department at the City of Port Colborne for their hard work, professionalism, and continued dedication to our community.

Learn more about Municipal Clerks Week and check out the resources from our friends at the International Institute of Municipal Clerks (IIMC) at https://ow.ly/w9RO50YTAsp
Please note that the Nomination Period for the 2026 Municipal Election officially opened as of May 1, 2026.

As election-related inquiries begin to increase, a reminder that the Clerk's Office is the primary point of contact for all election matters, including candidate nominations, voter information, and election procedures.
More information can be found at portcolborne.ca/votes

FLAG RAISING

On May 4, we raised the Community Living Port Colborne - Wainfleet flag to help celebrate Community Living month. Community Living associations across Ontario celebrate Community Living month during the month of May each year. Promoting true inclusion, empowering and supporting people with intellectual/developmental disabilities to achieve their desired quality of life.

For more information on Community Living in Port Colborne, click the link below:
https://www.portcolbornecommunityliving.com/

ANNUAL CONFERENCE OF THE GREAT LAKES & ST. LAWERENCE CITIES

I attended the 2026 Annual Conference of the Great Lakes and St. Lawrence Cities Initiative in Hamilton from May 6–8. The conference brought together more than 300 municipal, Indigenous, industry, and environmental leaders from across Canada and the United States to discuss the future of the Great Lakes–St. Lawrence region and the development of the "Fresh Coast Economic Corridor."

I had the pleasure of participating as a panelist during the plenary session, “Building the Fresh Coast Economic Corridor,” which explored opportunities to strengthen the regional economy through strategic infrastructure investment, marine transportation and port development, supply chain resiliency, workforce attraction, and cross-border collaboration.

Additional discussions highlighted the importance of regional collaboration to support sustainable economic growth, environmental stewardship and freshwater protection, and partnerships with Indigenous communities and all levels of government to support the long-term success of the Great Lakes–St. Lawrence region.

Opportunities like this are important to highlight the strategic role that communities play such as Port Colborne play within the Great Lakes economy, particularly through our marine assets, transportation connections, industrial growth opportunities, and continued investment in waterfront and employment lands development.

THIS CONCLUDES MY REPORT FOR THIS EVENING

City of Port Colborne

Special Meeting of Council Minutes

Date:	**Saturday, May 23, 2026**
Time:	**10:30 am**
Location:	**Engineering and Operations Centre, Committee Room** **1 Killaly St West, Port Colborne**

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

Member(s) Absent: F. Danch, Councillor

Staff Present: E. Acs, Chief Planner
B. Boles, Chief Administrative Officer
S. Double, Fire Chief
G. Long, Director of Development and Business Enterprises
M. Murray, Chief Human Resources Officer
A. Pigeau, Chief Financial Officer/Treasurer
J. Rorison, Corporate Affairs Manager
E. Rzeczyca, Election Coordinator
G. Zwiep, Manager of Recreation and Tourism

1. Call to Order

Mayor Steele called the meeting to order at 10:35 a.m.

2. Adoption of Agenda

C-25- 095

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

That the Special Council agenda, dated May 23, 2026, be confirmed, as circulated.

Carried

3. Disclosures of Interest

There were no disclosures of interest.

4. Closed Session

C-25- 096

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

That Council proceed into Closed Session at 10:36 a.m. for Training pursuant to the Municipal Act, 2001, section 239(3.1) where a meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.
2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Carried

4.1 Executive Leadership Certificate Training - Brock University, Goodman School of Business

5. Back to Open Session

C-25- 097

Moved by Councillor R. Bodner
Seconded by Councillor D. Elliott

That Council rise and reconvene from Closed Session at 2:44 p.m. without report.

Carried

6. By-laws

6.1 By-law No. 7465/49/26

C-25- 098

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

That the By-law to Adopt, Ratify and Confirm the Proceedings of the Special Council Meeting of The Corporation of the City of Port Colborne, dated May 23, 2026, be enacted and passed, as presented.

Carried

7. Adjournment

Mayor Steele adjourned the meeting at approximately 2:45 p.m.

William C. Steele, Mayor

Charlotte Madden, City Clerk

City of Port Colborne

Environmental Advisory Committee Meeting Minutes

Date:	**Wednesday, January 14, 2026**
Time:	**6:00 pm**
Location:	**Engineering and Operations Centre, Committee Room** **1 Killaly St West, Port Colborne**

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

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

1. Call to Order

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

2. Adoption of the Agenda

Moved By Katherine Klauck
Seconded By Jack Hellinga

Carried

3. Disclosures of Interest

None.

4. Approval of Minutes

Moved By Tim Lamb
Seconded By Norbert Gieger

Carried

5. Staff Updates

S. Morris and C. Banting provided the Committee with the following staff updates.

There are a few upcoming reports to Council that will be of particular interest to the Committee. One being the Corporate Climate Action Plan. The Committee will provide comments on a draft version of the plan to Chair Smits by January 28 to provide to S. Morris by February 4. The Committee will vote to endorse this plan at the next committee meeting.

The CAO and C. Banting submitted a letter to the Provincial Government through the Environmental Registry of Ontario expressing concerns about the amalgamation of conservation authorities. C. Banting will circulate a copy of the letter to the Committee members.

The City will be completing a major website update this year. Feedback that was previously provided by the EAC will be considered during the updates.

6. Order of Business

6.1 2026 EAC Workplan

The Committee discussed the 2026 workplan. Chair Smits will draft a plan for the Committee to discuss and vote on at the next meeting.

6.2 Funding Opportunity

The Committee discussed a funding opportunity shared by Jungbunzlauer.

7. New Business

S. Morris shared the following 2026 EAC meeting dates and proposed that the Fall tree giveaway take place on September 19.

- January 14
- February 11
- April 8
- June 10
- September 9

- November 18 (dependent on the fall election)

8. Adjournment

Moved By Norbert Gieger
Seconded By Ryan Waines

Adjournment

Carried

Chair

Staff Liaison

City of Port Colborne

Port Colborne Senior Advisory Committee Meeting Minutes

Date:	**Tuesday, February 17, 2026**
Time:	**10:00 am**
Location:	**Committee Room 3-City Hall** **66 Charlotte Street, Port Colborne, Ontario, L3K 3C8**
Members Present:	M. Cooper D. Santarella Deanna Rudyk Nancy Salvage Tammy McDowell
Member(s) Absent:	S. Brown Robert Carter
Staff Present:	M. Aquilina, Councillor S. McDowell, Public Programmer, Museum and Culture
Others Present:	Jolene Mete Mary Parkes

1. Call to Order

the chair called the meeting to order at 10:01a.m.

2. Adoption of the Agenda

Moved By Deanna Rudyk
Seconded By Nancy Salvage

That the Senior Advisory Committee agenda, dated February 17, 2026, be approved.

Carried

3. Disclosures of Interest

No disclosures of interest.

4. Approval of Minutes

Moved By Dorothy Santarella
Seconded By Michael Cooper

That the Senior Advisory Committee meeting minutes, dated January 20, 2026, be approved.

Carried

5. Correspondence

5.1 Port Colborne Community Member

S. McDowell reported that correspondence was received from a member of the community regarding lack of snow removal in highly trafficked areas for Seniors downtown (i.e. West St. sidewalks). Discussion was held about what the committee can do, and what future steps looks like.

5.2 NRT contact

S. McDowell reported that correspondence was received by a representative from Niagara Regional Transit regarding providing a presentation to the committee.

Moved By Deanna Rudyk
Seconded By Dorothy Santarella

That S. McDowell will respond, inviting the representative to attend a meeting and present.

Carried

5.3 Fraud Prevention Month

S. McDowell reported on correspondence received from the Niagara Regional Police regarding Fraud prevention Month.

Moved By Nancy Salvage
Seconded By Dorothy Santarella

That the Committee will plan an event for the community of Port Colborne to provide a presentation from the NRPS about Fraud Prevention.

Carried

6. Order of Business

6.1 2026 Committee Workplan

the Committee completed the 2026 Workplan. The completed workplan will be sent to the City Council for review and approval.

6.2 Seniors Community Grant 2025-2026 Survey Requirement

S. McDowell reported that a final participant survey is required for the completion of the Seniors Community Grant 2025-2026.

7. New Business

7.1 Tai Chi at the Vale Centre

S. McDowell reported that Tai Chi is now available at the Vale Centre every Tuesday.

Discussion was had about what other programs could be provided on a regular basis if support by City departments.

7.2 Stop Gap Update

The Committee requested an update on the Stop Gap program.

S. McDowell will reach out to Olga Loeffen for an update for the next meeting.

7.3 NOAA Age -Friendly Community Award

Councilor Aquilina reported that the City of Port Colborne was recognized and awarded as an Age-Friendly Community.

This recognition comes in partnership with the Niagara Older Adult Alliance.

8. Adjournment

The chair adjourned the meeting at 11:14 a.m.



Port Colborne Museum, Heritage and Culture Board Meeting Minutes

Date:	**Tuesday, March 17, 2026**
Time:	**7:00 pm**
Location:	**Roselawn Centre** **296 Fielden Ave, Port Colborne, ON L3K 4T6**

Members Present:	B. Heaslip C. MacMillan T. Huffman C. Brema J. Piniak G. Hoyle L. Brazeau J. van Dillen M. Hili A. Lessard B. Schneider M. Heaslip
Member(s) Absent:	E. Beauregard, Councillor
Staff Present:	Tami Nail S. Powell Baswick, Director of Museum and Culture S. Kaufman

1. Call to Order

The Chair called the meeting to order at 7:00pm.

2. Disclosures of Interest

None to report.

3. Adoption of Agenda

Moved by Bonnie Schneider
Seconded by L. Brazeau

That the agenda dated March 17, 2026, be confirmed as circulated or as amended.

Carried

4. Approval of Minutes

Moved by C. MacMillan
Seconded by Michael Hili

That the minutes from the previous meeting held on February 17, 2026, be confirmed as circulated or as amended.

Carried

5. Business Arising from the Minutes

None to report.

6. Correspondence

Tami reported that two pieces of correspondence had been received:

1. A thank you card from Arlene to the Museum Board and Staff for the "Beautiful in Blue" flower arrangement in memory of her husband, Bob.

2. An e-mail from Brianne Bousfield thanking Tami and Carlie for once again attending the Heritage and Culture Networking Fair at Brock University, hosted by the Brock University Archaeological Society.

7. Council Report

None to report as Councillor Beauregard was not present.

8. Curator's Report

Sarah provided a draft work plan for the Board based off the Strategic Plan with four goals:

1. Ensuring physical accessibility at our sites

2. Increase engagement on digital platforms

3. Create new innovative methods of sharing Port Colborne's arts, culture, and heritage

4. Serve and preserve Port Colborne's history

The city's IT department is creating a database for our contact information for Volunteers, Members and Donors. We're hoping to have this in place by April. It should be able to improve our tracking of members (different levels), volunteers and donors. It also ensures that our information is consistent across the department.

Jacob is a new co-op student from Lakeshore Catholic High School who is working with the archives and Registrar Katelynn. He has a strong interest in trains and is identifying some of the different engines that we have in our photos.

Student interviews were conducted for the summer staff. We are looking forward to having 2 tearoom students, 1 museum student, 1 archives student, and 1 Roselawn student.

Carlie is finishing her contract this month. She has done a great job with the Nos Histoires exhibition. It is currently at the French Community Centre on Mitchell Street here in the city. Most oral history participants have received a copy of their interview as well. Her hard work resulted in a wonderful exhibition on local French stories and has helped the Museum reach out to a whole new audience. Thank you Carlie.

Stephani is also finishing up her contract. She did a great job with the Community Curators and Community Curators: Redrawn exhibits, and collections re-organization. She has also helped the department transition into a new filing system for our digital files which will help with efficiency and clarity across the department. Thank you so much to Stephani for all her hard work.

Tami provided updates on the upcoming exhibit Putting Port Colborne on the Map, as well as the Members' Reception coming up on April 26 from 2pm-4pm, which could possibly be delayed due to the foundation work being down on the Williams' House end of March/early April.

Michelle reported that the Archives expansion has been pushed back as the City has yet to hire a construction coordinator.

Archives Assistant, Anna Carlson, will be starting her Maternity Leave on March 20th. Julianna Farnan has been hired to cover Anna's Maternity Leave.

Darius Maddalena will be returning as the Archives summer student again this year.

The next Property Research Workshop is tentatively booked for April 30th from 6pm-9pm. The Urban History Walking tours are coming up in May.

Due to a complaint that the Port Colborne High School yearbooks being publicly available online was an invasion of privacy by a community member, the Archives staff have hidden them from the public view. However, there have been frequent requests from the public for them to available online again. Since the yearbooks are property of the High School Michelle received permission from the school for the yearbooks to be digitized. Michelle has also spoken with other institutions and historical societies regarding their policies around yearbooks and there are no legal issues with having the yearbooks digitized and published online.

Moved by L. Brazeau
Seconded by James van Dillen

To submit the Work Plan to Council

Carried

Moved by B. Heaslip
Seconded by G. Hoyle

That the Port Colborne Museum and Archives are within their legal rights to digitize and publish yearbooks on digital platforms.

Carried

9. Auxiliary Report

Marianne reported that a producer from CBC's Still Standing wants to do a piece on the Tea Room in their Port Colborne featured episode.

May 20 will be the biscuit making bee for the upcoming season.

10. Friends of Roselawn Centre Liaison Report

Bonnie reported that a meeting was held on March 11th. Steven Rivers of Toronto International Film Festival (TIFF) presented on the possibility of showing films at Roselawn Centre. Steven left an information package to be reviewed and considered.

The In-person and Online Art Auction will take place May 15th - May 22nd in the Presidents' Room, with a Members' Reception with artists on May 15th.

The next meeting will be held on April 8.

11. Committee Report

11.1 Finance Committee

Bonnie reported that received so far for 2026:

- $16 from Donation Bin

- $60 from Canada Helps

- $200 in donations

Sarah proposed bringing in TipTap for cashless donations, which could be used in different locations and events. If successful this year could expand the number of TipTap devices next year. It is $90/month to rent.

Moved by Bonnie Schneider
Seconded by L. Brazeau

To pilot TipTap for 2026.

Carried

11.2 Membership Committee

Claudia reported that the Membership Drive letters were mailed out, and as of today we have one new member.

11.3 Building and Property Committee

Brian reported that they are continuing to work at Roselawn during the renovations. They helped clear out and clean the basement at the museum in preparation for the foundation and beam replacement.

They have found twenty-five feet of free metal shelving for the basement to help with organization.

The hickory tree beside the carriage house that was taken down earlier in the winter was taken to the sawmill.

The annual walkabout of the grounds of the Museum and Roselawn will take place in April with Sarah. Let Brian know if you are interested in joining the walkabout.

11.4 Programme Committee

Cheryl reported that on March 8th, Sloane and Sarah participated in the Cultural Crawl at the Pelham Meridian Centre. On March 12th, Tami and Carlie, as Brock Alumni, participated in the Brock University's Heritage and Culture Networking Fair.

Sloane has a full week of March Break programming, with some days for teens and some for younger children.

A committee meeting will be held on March 18th.

11.5 Fundraising Committee

Terry reported that Music on the Lawn has been sponsored by the Friends of Roselawn at $4,000 and by anonymous donor for $2,600.

Sloane proposed that along with the individual posters for each band, that a poster with all 4 dates advertised be made this year.

11.6 Policy Committee

None to report.

11.7 Accession Committee

Luke reported that there is a meeting on March 24th at 10am.

11.8 Heritage Committee

Mike reported that a meeting was held last Monday on March 9th, where a schedule of a minimum of 4 meeting dates and time was discussed, as well as progress on the Shickluna Garage and Humberstone Hall. Also, the possibility of 2 homes being designated, the proposal of a flyer to inform owners of what a designation would mean for them, and the 5 objectives of the committee.

Diana Vasu's, former Planning Department representative, working file of Registry of Homes is missing. Michelle to check if she has an updated version.

Councilor Beauregard and Eric Acks from the planning department are the City representatives.

12. Confidential Items

None to report.

13. New Business

Stephanie gave an update on the renovations at the Roselawn Centre: accessible doors and buttons have been installed, as well as new lighting. Final engineering walkthrough and approval are scheduled for March 25. There are still some paint touch ups and carpet edging to be completed.

All staff will be participating in Professional Development to better develop our communication at White Oaks on March 27, followed by a second session on April 7 at Roselawn.

Stephanie has been representing the Museum and Culture team at the City Leadership Open Houses emphasizing what makes Port Colborne unique and strong.

14. Adjournment

The Chair adjourned the meeting at approximately 8:07pm.

Chair	Staff Liaison

Port Colborne Museum, Heritage and Culture Board Meeting Minutes

Date: **Tuesday, April 21, 2026**
Time: **7:00 pm**
Location: **Roselawn Centre**
296 Fielden Ave, Port Colborne, ON L3K 4T6

Members Present: B. Heaslip
C. MacMillan
T. Huffman
J. Piniak
G. Hoyle
L. Brazeau
J. van Dillen
M. Hili
A. Lessard
B. Schneider
M. Heaslip

Member(s) Absent: C. Brema
E. Beauregard, Councillor

Staff Present: Tami Nail
S. Powell Baswick, Director of Museum and Culture
S. Kaufman

1. Call to Order

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

2. Manager of Strategic Projects Report

Joe Colasurdo, Manager of Strategic Projects, presented an overview of the Archives Building Expansion.

- Requests for Proposals (RFP) for design contract went out April 21, 2026, and closes after 25 business days. Proposals will be graded/ranked based on requirements and costs.

- Opportunity for interested companies to see the building and space on April 27.

- Estimated timeline before accepted proposal: May 26 - Preliminary concept design. June 2026 - Start design planning with detailed design 6 months later in December 2026. March 2027 - Construction starts. August 2027 - Ready for occupancy. October 2027 - 100% complete.

3. Disclosures of Interest

None to report.

4. Adoption of Agenda

Moved by T. Huffman
Seconded by Bonnie Schneider

That the agenda dated April 21, 2026, be confirmed as circulated or as amended.

Carried

5. Approval of Minutes

Moved by C. MacMillan
Seconded by T. Huffman

That the minutes from the previous meeting held on March 17, 2006, be confirmed as circulated or as amended.

Carried

6. Business Arising from the Minutes

Sarah gave the list of My Space users at Roselawn: Port Colborne and Wainfleet Clergy, Probus, Art in the Wild, piano players, photographers, and independent readers.

7. Correspondence

None to report.

8. Council Report

No report as Councilor Beauregard was absent.

9. Curator's Report

Sarah reported on the Capital Projects:

- Work on the Williams House has begun on stabilizing the building structure with new beams and columns which will ensure the longevity of Williams house. This has delayed the installation of this year's main exhibit, but we should be able to start installing on Wednesday. The School House may also be delayed opening, until we can make a new storage plan for the basement with the addition of many new support columns.

- The accessibility renovations at Roselawn are complete. We will be hosting an official opening on May 15, at 3:30pm, with a photo op, which will also coincide with the Friends of Roselawn's art auction that evening from 4pm-6pm. All Board members are welcome.

The Museum is getting 2 new Tea Room staff this year, 1 museum student, 1 archives student and 1 Roselawn Student. These students will be starting on May 4 and May 18.

We are looking forward to welcoming the passengers of 66 cruise ships to the Museum and the heritage village this season.

The staff from the Western Region of the Ministry of Tourism Culture and Sport were at Roselawn today. Sarah presented on all that the Museum and Culture department have to offer. They absolutely loved the space.

On April 22, Michelle will be presenting to the Probus Club with a sit-down walking tour of West Street.

Sarah gave a lecture at the College Club of Buffalo titled "Lakeside Retreats: Summer Residents in Niagara-on-the-Lake and Port Colborne".

It was National Volunteer Week last week. Along with the posts on social media and the City's Volunteer Recognition dinner on Thursday, we have also nominated the following volunteers for Ontario Service Awards. These individuals will receive recognition and a pin at a special ceremony next week.

Auxiliary:
Ida Boyer- 25 years

Angela Shaw- 15 years

Toni Ferrara- 10 years

Janet Jackson- 10 years

Deborah Salmon- 5 years

Debbie Lafontaine- 5 years

Youth:

Harlee McDowall

Siobhan Mitchelle Moore

Museum:

Anna and Bill Jocsak – 15 years

Cheryl and Jim Martin – 20 years

Cynthia Skinner- 10 years

Carole Vosburgh- 15 years

The City is getting new website this year in which the Museum will have a micro-site. This will allow us the flexibility to host multiple pages with a variety of content. We will also be able to grow the digital capacity of the website in line with our Digital Strategy.

Archives A-Z is running on social media with highlights from the Archives collection and building. Well done to Meghan and Michelle for working on this campaign.

May is Museums Month and we're kicking off with 2 new exhibitions.

The Navigator, newsletter and Members' Reception invite went out in the mail and via e-mail.

Back by popular demand is the Archives' Property Research Workshop on April 30 from 6-9pm. It is $20/person.

Urban Walking Tours Dates are:

West Street: May 29, June 12, July 3, and August 7.

Main Street Old Humberstone Village: June 19, July 10, and August 21.

Tennessee Ave and the Humberstone Club: June 26, July 17 and August 28.

Tami reported on the travelling exhibit Tapestry of Voices from the Language Museum of Canada in the new "Canada Room" at Roselawn. Thank you to Marianne and Brian Heaslip for the donation of the wood carving of the Canada Crest.

Everything is ready to be installed for the Putting Port Colborne on the Map exhibit, just waiting to be allowed into the gallery space after the structural repairs are completed. Members' Reception will be this Sunday, April 26, 2-4pm.

Our francophone travelling exhibit, Nos Histoires, was moved from the French Community Centre on April 15 to the French Catholic High School, Saint Jean de Brebeuf in Welland where it will remain on display until May 15.

10. Auxiliary Report

Marianne reported that the Annual General Meeting was held on April 20, where it was reported that in 2025 the Tea Room served 2795 patrons.

The biscuit mix bee will be on May 20. May 27 will be the cleaning day. May 31 is Arabella's Pie Social and Historical Fair.

11. Friends of Roselawn Centre Liaison Report

Bonnie reported that they had a meeting on April 8.

The annual Art Auction will take place May 15-22 online and in-person, with an opening reception on May 15 from 4pm-6pm. The Board is welcome.

Members will be at the Music on the Lawn concerts selling 50/50 tickets once again.

They will be participating in the Art Crawl in June and holding a fundraising Fashion Show on October 8.

12. Committee Report

12.1 Finance Committee

Bonnie reported that to date we have received from:

Memberships: $329

Donations from Membership drive: $690

Mail fee: $50

Canada Helps: $80

Donations: $700

Tip Tap has been approved and now working on the logistics.

12.2 Membership Committee

From the beginning of the year to date we have received 32 memberships:

Seniors: 15

Individual: 3

Family: 13

Life Patrons: 1

12.3 Building and Property Committee

Brian reported that they had their annual walk about the Museum grounds on April 14. Issues on their list to fix are the fence around the Sherk cabin, repairing the second floor of the School House, and helping in the Museum gallery space before opening for the season.

12.4 Programme Committee

Cheryl reported that there were 34 participants in total for the March Break programming led by Sloane.

Sloane attended the Easter program at the Vale Centre with the printing press and had over 200 interactions and some sign-ups for the upcoming Summer camp.

Port High school students will be using the space at Roselawn to develop a school photo calendar that can be used for fundraising. It will include art, drama, and photography classes.

Sloane is currently developing this year's Hands-on Heritage workshops. So far, the embroidery workshop is confirmed.

The first summer camp from August 10-14 is officially sold out with 16 participants with $2,400 in revenue from camp sign-ups.

12.5 Fundraising Committee

Terry reported that they had a meeting just prior to the board meeting to discuss logistics for the Music on the Lawn series.

- The replica Neff Steam buggy will be moved into the new storage at the museum, and the shelter over it will be moved further out on to the lawn to make room for the return of the paint palette garden installation.

- During the band set-up and people's arrival music in the same genre of the band will be played through the speakers.

- The emcees for this year's line-up with be Sarah, possibly a Friends of Roselawn Centre member, and a Board member.

Stephanie suggested looking into the possibility of a new fundraiser, a Christmas advent calendar, possibly in partnership with Marshville Chocolates to help celebrate the 50th Grand Old Christmas Festival. Bonnie also suggested having local artists create Christmas cards could be a fundraiser for the 50th Christmas Festival.

12.6 Policy Committee

A draft AI policy will be coming to the Board for approval soon.

12.7 Accession Committee

Luke reported that at the March 24 meeting, they reviewed 16 items: 8 were accepted, 3 were rejected, 1 was put on hold to gather more information, 4 were de-accessioned.

They reviewed the Collection Development policy, Digital Collection policy, and the Collection Management policy.

12.8 Heritage Committee

Mike reported that they have not had a meeting since the last report, but can confirm that Michelle Vosburgh does have an up-to-date file that was assumed missing after Diana Viasu moved on from the Planning Department.

13. Confidential Items

None to report.

14. New Business

Stephanie will be on vacation in Japan from May 3-28. Sarah will be the Acting Director in Stephanie's absence. Stephanie will have access to her computer and files while she is away.

Marianne reminded everyone that the CBC Still Standing Crew will be coming to Port Colborne the last week of May.

Plates for Peace: Ukrainian Relief Luncheon will be taking place at the Guild Hall on May 14. Tickets are $50.

15. Adjournment

The Chair adjourned the meeting at approximately 8:18pm.

Chair

Staff Liaison

Port Colborne Public Library Board Meeting Minutes

Date:	**Wednesday, April 8, 2026**
Time:	**6:00 pm**
Location:	**Library Auditorium, Port Colborne Public Library** **310 King St, Port Colborne**
Members Present:	M. Bagu, Councillor H. Cooper B. Ingram, Chair C. MacMillan B. Beck M. Booth E. Tanini
Member(s) Absent:	A. Desmarais, Vice Chair A. Smits
Staff Present:	R. Tkachuk, Chief Executive Officer (Board Secretary-Treasurer) L. MacDonald, Library Services Manager
Others Present:	B. Boles, Chief Administrative Officer, City of Port Colborne C. Madden, City Clerk, City of Port Colborne

1. Call to Order

The Chair called the meeting to order at 6:02 PM.

2. Land Acknowledgement

The Chair recited the Land Acknowledgement.

3. Disclosures of Interest

Nil.

4. Adoption of Agenda

Moved by H. Cooper
Seconded by C. MacMillan

That the agenda dated April 8, 2026, be confirmed, as circulated.

Carried

5. Approval of Minutes

Moved by H. Cooper
Seconded by E. Tanini

That the minutes dated April 1, 2026, be approved, as circulated.

Carried

6. Confidential Items

Moved by M. Booth
Seconded by C. MacMillan

That the Board do now proceed into closed session in order to address the following matters at approximately 6:05 PM.

Carried

6.1 Confidential Human Resources Matter— pursuant to Public Libraries Act, Section 16.1(4) (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

6.2 Confidential Human Resources Matter— pursuant to Public Libraries Act, Section 16.1(4) (b) personal matters about an identifiable individual

7. Policy Items

Moved by H. Cooper
Seconded by M. Booth

That the Board approves Policy Items 7.1 to 7.2, as circulated.

Carried

Moved by H. Cooper
Seconded by E. Tanini

That the meeting be extended by 30 minutes to allow for the completion of the agenda.

Carried

7.1 GOV-12: Library Reserves and Reserves Funds Policy

7.2 OP-16: Library and Political Elections

8. Consent Items

Moved by H. Cooper
Seconded by M. Booth

That the Board approves Consent Items 8.1 to 8.4, as presented.

Carried

8.1 Staff Reports

a. Public Relations Report - March 2026

b. 2026 March Break Report

c. Annual Report 2025

8.2 Financial Reports

a. 2026 Operating Statement (as of April 3, 2026)

8.3 Circulation Reports

a. Circulation Report, February 2026

a. Circulation Snapshot, February 2026

b. Circulation Report, 2025 Year in Review

8.4 Correspondence

a. 2026 Spring Advocacy Campaign

9. Discussion Items

9.1 Funding Approach for Library Website Redevelopment (R. Tkachuk)

Moved by H. Cooper
Seconded by E. Tanini

That the Port Colborne Public Library Board approve funding the development and launch of a new library website through existing resources within the 2026 Operating Budget, including the reallocation of

$7,460 from an unused telephone services budget line, with staff directed to identify additional operating savings to fund the remaining costs. Should sufficient operating savings not be realized by year end, any funding shortfall will be covered through a transfer from the Library Reserve.

Carried

9.2 CEO's Verbal Report - March 2026 (R. Tkachuk)

This verbal report was deferred until the May 6, 2026, meeting due to time.

10. Roundtable

Nil.

11. Next Meeting Date and Adjournment

The next meeting will be held Wednesday, May 6, 2026, at 6 PM in the Library Auditorium.

The Chair adjourned the meeting at approximately 8:11 PM.

Bryan Ingram, Chair	Rachel Tkachuk, Chief Executive Officer (Board Secretary-Treasurer)

Port Colborne Public Library Board Meeting Minutes

Date:	**Wednesday, May 6, 2026**
Time:	**6:00 pm**
Location:	**Library Auditorium, Port Colborne Public Library** **310 King St, Port Colborne**
Members Present:	A. Desmarais, Vice Chair M. Bagu, Councillor H. Cooper C. MacMillan B. Beck M. Booth E. Tanini A. Smits
Member(s) Absent:	B. Ingram, Chair
Staff Present:	R. Tkachuk, Chief Executive Officer (Board Secretary-Treasurer) L. MacDonald, Library Services Manager
Guest(s) Present:	C. Madden, City Clerk, City of Port Colborne

1. Call to Order

The Chair called the meeting to order at 6:02 PM.

2. Land Acknowledgement

The Vice Chair recited the Land Acknowledgement.

3. Disclosures of Interest

Nil.

4. Adoption of Agenda

Moved by C. MacMillan
Seconded by M. Booth

That the agenda dated May 6, 2026, be confirmed, as circulated.

Carried

5. Approval of Minutes

Moved by M. Booth
Seconded by H. Cooper

That the minutes dated April 8, 2026, be approved, as circulated.

Carried

6. Confidential Items

Moved by H. Cooper
Seconded by Councillor M. Bagu

That the Board do now proceed into closed session in order to address the following matters at 6:04 PM.

Carried

6.1 Minutes of the closed session of the April 8, 2026, Special Meeting of the Board

Moved by C. MacMillan
Seconded by H. Cooper

That the Board do now rise and reconvene from Closed Session at 6:07 p.m. with report:

Approval of Closed Session Minutes

a. That the Port Colborne Public Library Board Closed Session minutes dated April 8, 2026, be approved.

Carried

7. Consent Items

Moved by H. Cooper
Seconded by C. MacMillan

That the Board approves Consent Items 7.1 to 7.4, as presented.

Carried

7.1 Staff Reports

a. Public Relations Report - April 2026

7.2 Financial Reports

a. 2026 Operating Budget (as of May 1, 2026)

7.3 Circulation Reports

a. Circulation Report, March 2026

a. Circulation Snapshot, March 2026

b. Circulation Report, 1st Quarter 2026

a. Circulation Snapshot, 1st Quarter 2026

7.4 Media Items

a. Off-the-Shelf Newsletter - May/June 2026

8. Discussion Items

8.1 2025 Library Financial Report (A. Pigeau)

The Chief Financial Officer, A. Pigeau presented the 2025 Financial Report. The CFO noted that since drafting the report, that an additional transfer of $10,923 (the financial statement operating surplus) to the stabilization reserve is being recommended.

Moved by H. Cooper
Seconded by Councillor M. Bagu

That the Board receives the 2025 Auditors Audit Strategy and Results Report, attached as Appendix A, as presented.

Carried

Moved by H. Cooper
Seconded by Councillor M. Bagu

That the Board approves the 2025 year-end reserve transfers as follows:
- Transfer $53,757 (the balance of the operating surplus) to the stabilization reserve.

- Transfer $10,923 (the financial statement operating surplus) to the stabilization reserve.

Carried

Moved by C. MacMillan
Seconded by H. Cooper

That the 2025 audited financial statements, attached Appendix B, be approved, as amended.

Carried

a. Appendix A - Port Colborne Library - Report to the Board 2025

b. Appendix B - Port Colborne Public Library 2025 - DRAFT

8.2 CEO's Report - Verbal (R. Tkachuk)

The CEO provided an update on facility projects, including tree planting and an alarm panel upgrade, and noted staff appreciation for support from Public Works and IT. The CEO also highlighted recent City–Library collaborations (Top Hat Ceremony, Volunteer Banquet, Candidate Information Night, Easter at Vale, Emergency Preparedness Week, Summer Student Orientation, and Community Helper Story Times) and acknowledged ongoing support from City staff and Port Colborne Fire and Emergency Services. Updates were shared on new community partnerships and related programming, including collaborations with Meals On Wheels and EarlyON, as well as current fundraising activities, including an Adopt-a-Magazine donation. Finally, the CEO announced the 2nd Annual “My Dream Borrow” Contest, noting it was nominated for the Minister’s Award for Innovation in its inaugural year; ballots are available until the end of June.

8.3 Board Legacy Document (B. Ingram)

The CEO presented the Board Legacy document template. The Board will discuss further at an upcoming meeting.

8.4 Strategic Planning (R. Tkachuk)

The CEO presented an update on 2023-2027 Strategic Plan action plans. The CEO also presented the Community Engagement Survey, which will

run from May 1-30, 2026, to support the upcoming 2027 Strategic Planning session.

a. Strategic Plan Update

b. Community Engagement Survey

9. Roundtable

Councillor Bagu advised of a granting opportunity available through the Niagara Community Foundation.

Library Services Manager, L. MacDonald, reported that library staff have begun working on the TD Summer Reading Club programs and that the 2026 theme will be "Dive In!"

Vice Chair Desmarais noted community and local business whose focus may be a match for library programming.

10. Next Meeting Date and Adjournment

The next meeting will be held Wednesday, June 3, 2026, at 6 PM in the Library Auditorium.

The Chair adjourned the meeting at approximately 6:53 PM.

Bryan Ingram, Chair	Rachel Tkachuk, Chief Executive Officer (Board Secretary-Treasurer)

PORT COLBORNE

Subject: **2026 Restricted Acts of Council (Lame Duck Provisions)**

To: **Council**

From: **Legislative Services Department**

Report Number: 2026-60

Meeting Date: June 23, 2026

Recommendation:

That Legislative Services Department Report 2026-60 be received; and

That the by-law attached hereto as Appendix A, Being a By-law to Delegate Authority During any Restricted Period Following Nomination Day, be brought forward for approval.

Purpose:

The purpose of this report is to provide Council with information regarding section 275 of the *Municipal Act, 2001 (the Act)* and to bring forward a by-law to delegate authority to the Chief Administrative Officer (CAO) to conduct certain business should Council's actions be restricted by "lame duck" status.

Background:

In accordance with section 275 of *the Act,* a Council's actions would be restricted if the new, incoming Council includes less than three-quarters of the members of the outgoing Council or if less than three-quarters of the certified candidates are incumbent councillors; section 275 is generally referred to as the "Lame Duck" provision.

If the "Lame Duck" provision applies, then Council is not permitted to take the following actions pursuant to Section 275(3) of *the Act.* These restrictions include:

(a) the appointment or removal from office of any officer of the municipality;

(b) the hiring or dismissal of any employee of the municipality;

(c) the disposition of any real or personal property of the municipality which has a value exceeding $50,000 at the time of disposal; and

(d) making any expenditures or incurring any other liability which exceeds $50,000.

In consultation with the City's legal counsel, it has been confirmed that section 275 of the *Act* would also apply to restrict the exercise of strong mayor powers. Exceptions to clause "c" and "d" above do not apply if the disposition or liability was included in the most recent budget deemed adopted before Nomination Day in an election year.

Section 275 of *the Act* also does not prevent any person or body from exercising any authority of the municipality that has already been delegated to the person or body prior to Nomination Day. This section of *the Act* also does not prevent a municipality from taking any action in the event of an emergency.

Section 275(1)3. indicates that if the new council will have fewer members than the outgoing council, less than three-quarters of the members of the new council will have been members of the outgoing council or, if at least three-quarters of the members of the new council will have been members of the outgoing council, three-quarters of the members of the new council will not constitute, at a minimum, a majority of the members of the outgoing council.

"Lame Duck" can occur in the following two scenarios:

After Nomination Day – Before Election Day: If it can be determined, based on nominations filed, that less than 75% of the members of the incoming Council are members of the outgoing Council, the restrictions set out in *the Act* will apply. For Port Colborne, this would occur if fewer than six (6) members of the existing Council are certified as candidates or acclaimed to office for the next term of Council.

Election Day – November 14, 2026 (last day of current Council term): If the election results in less than 75% of the members of the incoming Council having been members of the outgoing Council, the restrictions set out in the Act will apply. For Port Colborne, this would occur if fewer than six (6) members of the incoming 7‑member Council were also members of the outgoing Council.

Discussion:

The authority to execute the restricted acts set out in Section 275(3) of *the Act* can be delegated to the CAO to maintain operations during the above-noted time periods. It is important to note that this delegation is required to happen prior to either of the scenarios coming into effect.

Either of the "Lame Duck" scenarios could occur depending on which Councillors decide to run for re-election, and who is elected. Legislative Services staff are recommending this authority be delegated to the CAO should the "Lame Duck" provision come into

effect. If neither of the above scenarios occur, then the by-law delegating the authority would have no effect. If a “Lame Duck” period takes effect and the CAO exercises delegated authority, a report detailing the actions taken will be provided at the conclusion of the “Lame Duck” period.

Internal Consultations:

The Chief Administrative Officer was consulted.

Financial Implications:

There are no immediate financial implications associated with this report. However, should the delegated authority be exercised during the applicable period, expenditures or other liabilities in excess of $50,000 may be incurred. The exercise of delegated authority may also result in unbudgeted costs in the event of employment termination, or the sale of City‑owned real or personal property with a value exceeding $50,000 at the time of disposition.

Strategic Plan Alignment:

This report does not pertain to a specific strategic initiative, but the recommendation to delegate specific authorities to the CAO is required to support business continuity of the Corporation of the City of Port Colborne during the potential lame duck and election period.

Conclusion:

Legislative Services staff recommend that the by‑law attached as Appendix A be adopted in the event the City enters a “Lame Duck” period and certain Council authorities become restricted. Adoption of the by‑law would ensure continuity of City operations and minimize the risk of operational disruption during such a period.

Appendix:

a. By-law – Restricted Acts (Lame Duck)

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.

The Corporation of the City of Port Colborne

By-law No. _____

**Being a By-law to Delegate Authority
During any Restricted Period following Nomination Day**

Whereas section 275(3) of the Municipal Act restricts certain actions of the Council of a local municipality once it can be determined that any of the circumstances set forth in paragraphs 1, 2 or 3 of section 275(1) of the Municipal Act will apply to the new Council of the City; and

Whereas subsection 275(6) of the Municipal Act provides that nothing in section 275 prevents any person or body exercising any authority of a municipality that is delegated to the person or body prior to Nomination Day for the election of the new Council; and

Whereas pursuant to section 23.1 of the Municipal Act, a municipality is authorized to delegate its powers and duties under the Municipal Act or any other Act to a person or body, subject to the restrictions set out in Part II of the Municipal Act; and

Whereas to ensure the efficient and effective management of the City of Port Colborne during any Restricted Period, it is prudent that Council delegate certain authorities to the Chief Administrative Officer;

Now Therefore the Council of the City of Port Colborne enacts as follows:

1. The delegations of authority outlined in this By-law are in addition to any other delegations of authority established by other City by-laws, resolutions, policies, and otherwise at law. In the event of any inconsistency between this By-law and any other City by-law, the provision that delegates the broader authority shall prevail to the extent of the inconsistency.

2. In this By-law:

“By-law” means this By-law to Delegate Authority during any Restricted Period following Nomination Day;

“City” means the City of Port Colborne or the geographic area of the City of Hamilton as the context requires;

“City Clerk” means the Clerk for the City of Port Colborne as appointed by Council;

“Chief Administrative Officer” or **“CAO”** means the Chief Administrative Officer for the City of Port Colborne as appointed by Council;

“Council” means the Council for the City of Port Colborne;

“Municipal Act” means the *Municipal Act, 2001*, S.0. 2001, c. 25, as amended;

“Nomination Day” means the third Friday in August in the year of the election for a regular election; and

“Restricted Period” means the period commencing when any of the circumstances set forth in section 275(1) of the Municipal Act apply and ending at the conclusion of the inaugural meeting of the newly elected Council.

3. During the Restricted Period, the CAO shall have the authority with respect to the following matters:

(a) the appointment of any employee on an acting basis;

(b) the disposition of any real or personal property of the City that has a value exceeding $50,000 at the time of disposal;

(c) making any expenditures or incurring any other liability of $50,000 or greater; and

(d) approve the award of contract for any capital projects where the competitively procured cost exceeds the approved capital budget for that project by $50,000.

4. In respect of any matters which the CAO reasonably believes must be addressed during the Restricted Period, the CAO shall be authorized to fund estimates more than the budget for individual capital projects through budget appropriation transfers between capital projects and/or through reserves funding and/or through debenture issue(s).

5. In respect of any matters which the CAO reasonably believes must be addressed during the Restricted Period, the CAO shall be authorized to amend the debt forecast and calculate an updated Annual Repayment Limit (ARL) related to incurring long term debt for any capital projects.

6. Prior to exercising the delegated authorities set forth in this By-law, the CAO shall:

(a) consult with any necessary parties before finalizing any acquisition or disposition of real or personal property that exceeds $50,000;

(b) consult with any necessary parties before finalizing any expenditure or the incurring of any liability of $50,000 or greater; and

(c) consult with any necessary parties before approving the award of contract for capital projects where the cost exceeds the amount of the capital budget for that project by $50,000.

7. The CAO shall provide a report to the first council meeting following the inaugural meeting of the newly elected Council identifying any exercise of the authorities delegated pursuant to this By-law.

8. The authorities delegated to the CAO pursuant to this By-law include the authority to negotiate, finalize, and execute all necessary contracts and agreements and any ancillary documents required to give effect thereto in a form satisfactory to any necessary parties and to take all necessary steps and actions to exercise the delegated authorities.

9. The City Clerk shall advise Council in writing when the Restricted Period has commenced.

10. This By-law shall come into force on the day it is passed and expire on the date of the inaugural meeting of the new term of Council.

11. That this delegation expires on November 30, 2026, and this by-law be repealed at the end of the expired delegation.

Enacted and passed this 23rd day of June 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

PORT COLBORNE

Subject: **Whiskey and Walleye Lease Extension**

To: **Council**

From: **Recreation and Tourism Department**

Report Number: 2026-79

Meeting Date: June 23, 2026

Recommendation:

That Recreation and Tourism Department Report 2026-79 be received; and

That Council approve the lease amending and extension agreement, attached hereto as Appendix A, between the City of Port Colborne and Whiskey and Walleye for the purposes of extending the agreement by one additional year; and

That the Manager, Recreation and Tourism or Designate(s) be delegated the authority to negotiate, approve and execute future one-year lease extensions with Whiskey and Walleye for the restaurant facilities at 3 Marina Drive, Port Colborne (Sugarloaf Marina); and

That a by-law to enter into a lease amending and extension agreement with Whiskey and Walleye be brought forward.

Purpose:

This report provides Council with the lease amending and extension agreement between the City (landlord) and Whiskey and Walleye (tenant) to extend the lease agreement for the restaurant facilities at 3 Marina Drive (Sugarloaf Marina) by one additional year and delegate staff authority to negotiate future one-year extensions.

Background:

The City owns the two-storey building located at 3 Marina Drive, which includes a 3,975 sq. ft. restaurant operations space. The City and the current tenant operating the restaurant have maintained a lease agreement for the premises since April 10, 2012.

The lease has been renewed twice, in 2016 and again in 2021. The current lease term is set to expire in December 2026.

The Whiskey and Walleye management has submitted a request for a further one-year renewal of the lease, covering the period from January 1, 2027, to December 31, 2027.

Discussion:

The Whiskey and Walleye restaurant management has maintained a strong operational relationship with the City and marina operations. The restaurant actively supports a range of marina related initiatives, including fishing leagues, tournaments, sailing events, and pavilion programming, and currently holds the pavilion liquor licence. It also receives positive feedback from marina slip holders and members of the public and contributes entertainment programming throughout the year. Lease payments have consistently been made in a timely manner, and overall communication between the operator and the City has been effective.

The City's long-term vision for the marina and waterfront area is currently under consideration. The City has already undertaken engagement regarding the future direction of the marina, grain terminal, and surrounding waterfront lands. At present, the marina area requires dredging to reduce sediment build up and improve navigation at the marina and public boat launch area, as well as potential capital upgrades to the marina building to meet future needs of the marina and surrounding properties.

Given the uncertainty surrounding the long-term vision for the site, and in order to maintain a stable operational relationship, staff are recommending consideration of short-term lease renewals with the current operator until a comprehensive long term strategic plan is presented to Council.

Internal Consultations:

The Finance Department was consulted on the renewal terms. An increase in line with the consumer price index(CPI) of 2.2% is being recommended for the amending and extension agreement to the monthly lease payments.

Financial Implications:

From January 2026 to current, the City charges monthly at the following rates:

- monthly rent - $1,802.64
- monthly gas & water/wastewater cost - $952.31
- HST (13%) - $358.14

TOTAL monthly invoicing: - $3,113.10

For the beginning of 2027, the new lease payments would be calculated based on the same formula plus 2.2% based on CPI. The full financial scope is seen in Appendix A (Article 2 Amendments).

Strategic Plan Alignment:

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

- Welcoming, Livable, Healthy Community
- Economic Prosperity

Conclusion:

In conclusion, Council is requested to approve the extension of the one-year lease agreement for Whiskey and Walleye to operate at 3 Marina Drive from January 1, 2027, to December 31, 2027, and to provide staff the delegated authority to negotiate and execute future one-year lease agreements beyond 2027, in line with the development of the long-term waterfront strategy.

Appendices:

a. Whiskey and Walleye Lease Amending and Extension Agreement

b. Whiskey and Walleye Lease Amending and Extension Agreement By-law

Respectfully submitted,

Greg Zwiep
Manager of Recreation and Tourism
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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.

LEASE AMENDING AND EXTENSION AGREEMENT

This Lease Amending Agreement dated as of the ___ day of _____, 2026 (the "**Lease Amending Agreement**").

BETWEEN:

THE CORPORATION OF THE CITY OF PORT COLBORNE

(hereinafter called the "**Landlord**")

OF THE FIRST PART

- and -

1000208382Ontario Corp., operated as "Whiskey and Walleye"

(hereinafter collectively called the "**Tenant**")

OF THE SECOND PART

WHEREAS:

A. The Landlord and the Tenant have entered into a lease dated April 10, 2012 (the "**Original Lease**") with respect to the Premises, as renewed twice pursuant to a notice of renewal in 2016 (the "**2016 Renewal**") and a Lease Amending and Renewal Agreement dated December 13, 2021 (the "**2021 Renewal Agreement**", which collectively with the Original Lease and the 2016 Renewal are referred to herein as the "**Lease**");

B. The Landlord and the Tenant have agreed to extend the Lease for one (1) year and to certain other amendments described herein; and

C. All capitalized terms in this amending agreement shall have the same meaning ascribed thereto in the Lease unless otherwise defined herein.

NOW THEREFORE IN CONSIDERATION of the sum of Ten Dollars ($10.00) and other good and valuable consideration now paid by each party hereto to the other (the receipt and sufficiency of which are hereby acknowledged), the parties agree as follows:

ARTICLE 1
EXTENSION

1.1 The Landlord and the Tenant agree to extend the term of the Lease for one (1) year starting at 12:00 am on January 1, 2027 and expiring at 11:59 pm on December 31, 2027 (the "**Extension Term**"). The Landlord and Tenant agree that there are no further rights of renewal or rights of extension under the Lease.

ARTICLE 2
AMENDMENTS

2.1 The Lease is amended as follows:

(a) Section 3(a) – Section 2.1(b) of the 2021 Renewal Agreement (which amends Section 1(3)(a) of the Original Lease) is deleted and replaced with: "*The Landlord and Tenant agree that the minimum monthly base rent for the 2026 year is $1,802.64 (exclusive of Harmonized Sales Tax) or 4.5% of gross annual sales (whichever is greater). The Landlord and Tenant agree that during the Extension Term, the minimum monthly base rent will be the 2026 minimum monthly base rent of $1,802.64 (exclusive of Harmonized Sales Tax) plus the CPI increase as further described in Section 2(b) of the Lease, or 4.5 of gross annual sales (whichever is greater).*"

(b) Section 3(b) - Section 2.1(b) of the 2021 Renewal Agreement (which amended Section 1(3)(b) of the Original Lease) is deleted and replaced with "*Share of gas to heat water and water/wastewater not metered separately but estimated and determined for the 2026 year to be $952.31 (exclusive of Harmonized Sales Taxes) per month, as provided in Section 10(a), will be increased for the Extension Term based on the monthly charge times the percentage of increase in rates established annually by the Council of the City of Port Colborne for water/wastewater.*"

(c) 1863558 Ontario Inc. is carrying on business at the Premises as "Whiskey and Walleye". 1863558 Ontario Inc. confirms that all of its obligations under the Lease (when it operated under a different business name) remain in full and force effect.

2.2 All other terms of the Lease remain in full force and effect.

ARTICLE 3
GENERAL

3.1 This Lease Amending Agreement may be executed in counterparts, each of which shall be deemed to be an original and all of which taken together shall be deemed to constitute one and the same instrument. Counterparts may be executed either in original or telecopied or other electronic form and the parties to this amending agreement adopt any signatures received by receiving telecopier machine or electronically with electronic mail as original signatures of the parties.

3.2 All other terms of the Lease remain in full force and effect and time shall remain of the essence.

[**next page is signature page**]

IN WITNESS WHEREOF the parties hereto have caused this Lease Amending and Extension Agreement to be duly executed as of the day and year first above written.

THE CORPORATION OF THE CITY OF PORT COLBORNE
Per:

_____
Name:
Title:

Name:
Title:

We have the authority to bind the City.

1000208382 Ontario Corp., operating as "Whiskey and Walleye"
Per:

_____
Name:
Title:

I have the authority to bind the Corporation.

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law to Authorize entering into a Lease Agreement Extension with Whiskey and Walleye to operate the restaurant space at 3 Marina Drive.

Whereas at its meeting of June 23rd, 2026, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Recreation and Tourism Report 2026-79 Whiskey and Walleye Lease Amending Extension Agreement; and

Whereas Council deems it desirous to enter into a Lease Agreement Extension with Whiskey and Walleye for the purpose of operating the restaurant space at 3 Marina Drive;

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 Lease Extension Agreement with Whiskey and Walleye for one additional year, attached hereto as Schedule “A”.

2. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of an administrative, numerical, grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this by-law.

Enacted and passed this 23rd day of June 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

PORT COLBORNE

Subject: **Expansion of the Main Street Community Improvement Plan Area to include Vacant Lot, Neff Street**

To: **Council**

From: **Planning and Development**

Report Number: 2026-86

Meeting Date: June 23, 2026

Recommendation:

That Planning and Development Department Report 2026-86 be received; and

That the expansion of the Main Street Community Improvement Plan area to include Vacant Lot, Neff Street as shown in Appendix A attached hereto, be approved.

Purpose:

The purpose of this report is to provide Council with information regarding a request submitted by Covello Developments Inc., (Dan Covello) to have vacant land Neff Street (Plan 762 Pt Lots 2 & 3 N/S Thompson St RP 59R16218 Part 1) which sits between 51 Neff Street and 818 King Street, see Appendix A, added to the Main Street Community Improvement Plan Area.

Background:

On November 28, 2023, Council approved a Comprehensive Community Improvement Plan (CIP) with incentives for commercial and mixed-use building revitalization in specific areas, as well as affordable housing and brownfield redevelopment. The Main Street CIP is one of the geographic areas outlined in the CIP. The existing CIP area was established through the plan's adoption and is attached as Appendix A to this report. Within the CIP is a mechanism to have properties that border the existing CIP area to be added. This report follows the process for the subject property in consideration.

Discussion:

The owner of the subject property, Covello Developments Inc., has made a request to include the proposed development site vacant lot Neff Street in the Main Street CIP area. If Council were to approve this request, the property would become eligible for grants and incentives in accordance with the City's approved Comprehensive Community Improvement Plan.

The applicant has not yet sought any specific incentives as the vacant lot is currently outside of the approved Main Street CIP boundary (Appendix A). The subject lands are proposed to be developed as a six to eight plex, with a proposed construction start time in the spring of 2027.

Internal Consultations:

This request is being reviewed and processed in partnership with Economic Development and Planning staff.

Financial Implications:

The proposed CIP expansion will allow the property to be eligible for grants and incentives provided through the Main Street CIP. Applicable grants and incentives under the CIP include the following:

- Property Tax Increment Grant
- Intensification Grant

Costs associated with the advertisement of the Public Meeting required under the CIP program are reimbursed by the applicant to the City.

Public Engagement:

As per the CIP program requirements, a public meeting was held. Notice of the public meeting was published in the newspaper on May 2nd, 9th, 16th and 23rd, 2026. The notice was also posted on the City of Port Colborne website under "Current Applications". No comments were received through the public meeting process.

Strategic Plan Alignment:

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

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

Conclusion:

Economic Development and Planning staff recommend that Council approve the expansion to the Main Street CIPA to include the property at VL Neff Street as shown in Appendix A. Approval of this report does not approve grants for the subject property or proposed development project but permits the applicant to be eligible to apply.

Appendices:

a. Map of Existing Main Street CIP Area and abutting Neff Street

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.

Main Street CIP area and Subject Property VL Neff Street



PORT COLBORNE

Subject: **2025 Consolidated Financial Statements**

To: **Council**

From: **Financial Services Department**

Report Number: 2026-84

Meeting Date: June 23, 2026

Recommendation:

That Financial Services Department Report 2026-84 be received; and

That the reserve transfers proposed in this report and included in the consolidated financial statements, be approved; and

That the consolidated financial statements in Appendix A of Financial Services Department Report 2026-84 be approved; and

That the auditors of Donne Grant Thornton be re-appointed the auditors for the City and related boards and agencies for the 2026 and 2027 year-ends.

Purpose:

The purpose of this report is to seek Council's approval of the consolidated financial statements for the year ended December 31, 2025, for The Corporation of the City of Port Colborne (the City) and to seek Council's approval to re-appoint Donne Grant Thorton as auditors for the City and related boards and agencies for the 2026 and 2027 year-ends.

Background:

The *Municipal Act, 2001,* states that a municipality shall prepare financial statements each fiscal year. Management, in accordance with Canadian public sector accounting standards (PSAS) as recommended by the Public Sector Accounting Board (PSAB), prepares the consolidated financial statements for the City. PSAB serves the public interest by establishing standards and other guidance for financial reporting by all Canadian entities in the public sector and by contributing to the development of internationally accepted public sector financial reporting standards.

The Consolidated statement of financial position; the consolidated statement of operations; the consolidated statement of changes in debt; the consolidated statement of cash flows; and notes to the consolidated financial statements, comprising a summary of significant accounting policies, have been audited by the City's auditor, Doane Grant Thornton LLP.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines necessary, to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

The Auditor's responsibility is to express an opinion on the consolidated financial statements based on their audit fieldwork. Following completion of the audit, Doane Grant Thornton has stated, in their opinion, that "the accompanying consolidated financial statements present fairly in all material respects, the financial position of The Corporation of the City of Port Colborne as at December 31, 2025, and its results of operations, its changes in its net debt, and its cash flows for the year ended in accordance with Canadian public sector accounting standards".

Discussion:

Consolidated Financial Statements (Appendix A)

A draft copy of the consolidated financial statements for the year ended December 31, 2025, is attached to this report as Appendix A – 2025 Consolidated Financial Statements.

The most significant change year over year with respect to the audited consolidated financial statements is the Bank indebtedness. In 2025, an operating line of credit of 20 million has been established with the CIBC, of which $2,331,139 (2024 - $ Nil) was used at December 31, 2025. The increase in the line of credit to $20,000,000 reflects the temporary internal financing of infrastructure project pending the issuance of long-term debt.

Imputed interest was calculated to recognize the financing cost associated with using internal funds to support infrastructure project spending instead of external debt. Although no third-party borrowing occurred, an internal financing rate (City's average rate of return for investment in 2025 - 5.39%) was applied so that the project reflects an appropriate cost of capital and the City is compensated for the temporary use of its reserve balances to fund Rates infrastructure projects and the development of East Employment land.

As a reminder the consolidated financial statements, including the attached segmented disclosure, follow full accrual accounting whereas the 2025 Year End Surplus and Project Closeout Report (Report 2026-49) follows a modified cash model for budget and

cash flow purposes. The comparison of budget to actual occurred in Report 2026-49. Further, there may be certain presentation differences between the two as a result of PSAB vs managerial accounting. To support comparison, staff recommend users of this report and Report 2026-49 compare the reserve balances.

The adjustments to reserve in the chart below represents the unallocated surplus or deficit. The unallocated surplus or deficit is calculated in accordance with PSAB accounting standards, which differ from the basis used to track reserves for budgeting and internal funding purposes. Specifically,

The adjustment to the Boards and Committees reserve balance ($11,107) represents Library unallocated year end surplus. The adjustment to the Working in Progress (WIP) reserve balance represents the imputed interest ($435,870) for internal funding to the east employment land development, and the adjustment to the General government reserve balance (- $17,362) represent City unallocated year end closing expenses.

Total Reserve Balance by Type	Reserve Balances in Report 2026-49	Adjustments	Airport Consolidation	New Reserve Balances	
Boards and Committees	1,048,164	11,107		1,059,271	
Programs, Grants and Activities	698,823			698,823	
Self Sustaining Entities	431,274			431,274	
General Government	9,981,748	(17,362)		9,964,386	
Capital (excluding DC)	9,184,556	10		9,184,566	*
Total Reserves before WIP	**21,344,565**	**(6,245)**		**21,338,320**	
Work-in-progress (WIP)	(12,494,299)	(435,870)		(12,930,169)	
Total Reserves	**8,850,266**	**(442,115)**		**8,408,151**	

* This balance includes deferred revenue ($3,886,430) reported in Note 5 of the Consolidated Financial Statements.

Financial Services Staff continue to move financial reporting practices to meet leading practices set out through the Government Finance Officers Association (GFOA). This process has taken time as comparative year data was compiled. Staff anticipate submitting to the GFOA in 2026 for verification the GFOA standard has been achieved.

Auditors Audit Strategy and Results (Appendix B)

The Financial Services Division, in preparing the financial statements, has historically, and in the current year, utilized Doane Grant Thornton LLP to finalize reserve transaction accounting as well as the consolidation of certain boards and committees.

The summation of these entries is recorded on page 9 of Appendix B – Audit Strategy and Results.

Staff highlight the following in Appendix B – Audit Strategy and Results, which also provides Council with:

- the auditors; approach to the audit and how they treated certain risks; and
- comments on the auditors' independence; and
- a summary of corrected and uncorrected audit differences with no impact to the unqualified audit opinion; and
- the management representation letter that staff are required to sign upon approval of the consolidated financial statements; and
- a letter of internal control with management's plan to address; and
- upcoming audit and accounting developments.

Appointment of Auditors

The audit engagement for the City's auditors ends with the 2025 financial statements. Staff are appreciative of the perspective, independence and work of the City's auditors. In recognition of the City's transition to a new ERP system and the need to prioritize other corporate initiatives, staff recommend extending the audit engagement for the 2026 and 2027 year ends. Retaining the incumbent auditors will support continuity and efficiency, as they already have a strong understanding of the City's operations, financial processes, and reporting requirements, which will help maintain the efficiency and allow staff to focus on higher-priority initiatives. Staff recommend at that time Council consider directing staff to go forward with appointing Grand Thornton for audit services for the City and related boards and agencies. The proposed fees are attached as Appendix C to this report.

Internal Consultations:

Financial Services would like to thank staff, boards, and committees across the City and associated with the City for their efforts in the completion of the Audited Financial Statements.

Financial Implications:

As stated within this report, the auditors have identified "the accompanying consolidated financial statements presents fairly in all material respects".

Public Engagement:

The consolidated financial statements will be publicly posted on the City's website.

Strategic Plan Alignment:

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

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

Conclusion:

That Council approve the recommendations as presented in this report.

Appendices:

a. Appendix A – 2025 Consolidated Financial Statements

b. Appendix B – Port Colborne 2025 Communication of Audit Results

c. Appendix C – Propose Audit Fee

Respectfully submitted,

Adam Pigeau, CPA, CA
Chief Financial Officer/Treasurer
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Adam.Pigeau@portcolborne.ca

Report Approval:

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

Financial Statements

City of Port Colborne

December 31, 2025

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City of Port Colborne
Consolidated Statement of Financial Position
As at December 31, 2025

	2025	2024
Financial assets		
Cash (Note 2)	**$ 1,703,269**	$ 2,839,791
Portfolio investments (Note 3)	**4,580,153**	17,428,790
Taxes receivable	**6,469,810**	4,551,251
User charges receivable	**2,445,215**	2,262,208
Other receivables	**13,104,784**	9,132,356
Trust fund receivable	**47,198**	54,330
	28,350,429	36,268,726
Liabilities		
Bank indebtedness (Note 4)	**2,331,139**	-
Payables and accruals	**14,127,925**	6,345,694
Other liabilities and deposits	**4,598,595**	3,489,387
Deferred revenue (Note 5)	**3,886,430**	2,268,902
Asset retirement obligations (Note 6)	**1,737,425**	1,737,337
Long term debt (Note 7)	**23,881,042**	25,079,923
Employee benefit obligations (Notes 8 and 17)	**8,198,800**	8,337,800
	58,761,356	47,259,043
Net debt	**(30,410,927)**	(10,990,317)
Non-financial assets		
Tangible capital assets (Note 9)	**179,734,069**	147,742,072
Prepaid expenses	**1,157,540**	609,225
	180,891,609	148,351,297
Accumulated surplus (Note 10)	**$ 150,480,682**	$ 137,360,980

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Contingencies (Note 21)

Approved by

_____ Chief Administrative Officer

_____ Chief Financial Officer/Treasurer

See accompanying notes to the consolidated financial statements

City of Port Colborne
Consolidated Statement of Operations
For the Year Ended December 31, 2025

	Budget 2025 (Note 23)	**Actual 2025**	Actual 2024
Revenues			
Taxation (Note 12)	$ 27,540,500	**$ 27,793,785**	$ 25,684,290
User charges (Note 14)	22,924,858	**23,193,468**	20,312,848
Government transfers (Note 15)	5,081,269	**11,394,858**	8,770,056
Penalties and interest	546,300	**859,023**	697,363
Investment income	1,078,448	**867,902**	1,553,507
Other (Note 16)	1,463,157	**2,864,675**	2,054,096
	58,634,532	**66,973,711**	59,072,160
Expenses			
General government	5,707,449	**2,687,736**	2,086,359
Protection to persons and property	7,135,810	**7,879,825**	6,454,995
Transportation services	8,454,448	**9,011,141**	9,801,906
Environmental services	16,722,792	**16,732,905**	15,596,452
Health services	184,421	**255,788**	219,278
Recreation and culture services	12,045,941	**13,864,547**	14,346,311
Planning and development	2,613,194	**3,422,067**	2,593,463
	52,864,055	**53,854,009**	51,098,764
Annual surplus	5,770,477	**13,119,702**	7,973,396
Accumulated surplus (Note 10)			
Beginning of year	137,360,980	**137,360,980**	129,387,584
End of year	$ 143,131,457	**$ 150,480,682**	$ 137,360,980

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See accompanying notes to the consolidated financial statements.

City of Port Colborne
Consolidated Statement of Changes in Net Debt
For the Year Ended December 31, 2025

	Budget 2025 (Note 23)	**Actual 2025**	Actual 2024
Annual surplus	$ 5,770,477	**$ 13,119,702**	$ 7,973,396
Amortization of tangible capital assets	6,970,794	**6,976,005**	6,618,132
Acquisition of tangible capital assets	(10,249,350)	**(39,071,384)**	(14,884,527)
Proceeds from disposal of tangible capital assets	-	**31,989**	336,004
Loss (gain) on disposal of tangible capital assets	-	**71,393**	(301,481)
	2,491,921	**(18,872,295)**	(258,476)
Acquisition of prepaid expenses	-	**(548,315)**	(544,909)
(Increase) decrease in net debt	2,491,921	**(19,420,610)**	(803,385)
Net debt			
Beginning of year	(10,990,317)	**(10,990,317)**	(10,186,932)
End of year	$ (8,498,396)	**$ (30,410,927)**	$ (10,990,317)

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See accompanying notes to the consolidated financial statements.

City of Port Colborne
Consolidated Statement of Cash Flows
For the Year Ended December 31, 2025

	2025	2024
Increase (decrease) in cash		
Operating activities		
Annual surplus	**$ 13,119,702**	$ 7,973,396
Non-cash items:		
Amortization of tangible capital assets	**6,976,005**	6,618,132
Loss (gain) on disposal of tangible capital assets	**71,393**	(301,481)
Accretion of asset retirement obligations	**88**	27
Increase in taxes receivable	**(1,918,559)**	(1,046,318)
Increase in user charges receivable	**(183,007)**	(403,462)
Increase in other receivables	**(3,965,296)**	(2,133,814)
Decrease in asset held for sale	**-**	266,417
Increase (decrease) in payables and accruals	**7,782,231**	(51,394)
Increase (decrease) in other liabilities and deposits	**1,109,208**	(365,391)
Increase (decrease) in deferred revenue	**1,617,528**	(525,426)
Increase in prepaid expenses	**(548,315)**	(544,909)
	24,060,978	9,485,777
Capital activities		
Proceeds from disposal of tangible capital assets	**31,989**	336,004
Acquisition of tangible capital assets	**(39,071,384)**	(14,884,527)
	(39,039,395)	(14,548,523)
Financing activities		
Increase in bank indebtedness	**2,331,139**	-
Repayment of long term debt	**(1,197,397)**	(1,161,073)
Repayment of capital lease obligation	**(1,484)**	(1,747)
Decrease in employee benefit obligation	**(139,000)**	(42,600)
	993,258	(1,205,420)
Investing activities		
Decrease in portfolio investments	**12,848,637**	5,600,267
Net decrease in cash	**(1,136,522)**	(667,899)
Cash (Note 2)		
Beginning of year	**2,839,791**	3,507,690
End of year	**$ 1,703,269**	$ 2,839,791

See accompanying notes to the consolidated financial statements.

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1. Significant accounting policies

Management responsibility

The consolidated financial statements of the City of Port Colborne (the "Municipality") are the responsibility of and prepared by management in accordance with Canadian public sector accounting standards.

The significant accounting policies used are as follows:

(a) Reporting entity

The consolidated financial statements reflect the financial assets, liabilities, non-financial assets, revenues, expenses and changes in accumulated surplus of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their affairs and resources to the Municipality and which are owned or controlled by the Municipality. In addition to general government tax-supported operations, they include the following:

Port Colborne Public Library Board
Port Colborne Downtown Development Board
Port Colborne Main Street Business Improvement Area
Niagara's South Coast Tourism Association

Interdepartmental and organizational transactions and balances are eliminated.

The following joint local board is proportionally consolidated:

Niagara Central Dorothy Rungeling Airport Commission (Joint Board)

Related party transactions are eliminated (Note 18).

The statements exclude trust assets that are administered for the benefit of external parties (Note 19).

(b) Basis of accounting

Sources of revenue and expenses are reported on the accrual basis of accounting. The accrual basis of accounting records revenues in the period they are earned and measurable and expenses in the period the goods and services are acquired and a liability is incurred.

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1. Significant accounting policies (continued)

(c) Deferred revenue

Resources restricted by agreement with an external party are recognized as revenue in the entity's financial statements in the period in which the resources are used for the purpose or purposes specified. An externally restricted inflow received before this criterion has been met is recorded as a liability until the resources are used for the purpose or purposes specified.

(d) Employee future benefits

The present value of the cost of providing employees with future benefit programs is expensed as employees earn these entitlements through service.

(e) Contaminated sites liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- an environmental standard exists;
- contamination exceeds the environmental standard;
- the Municipality:
  - is directly responsible; or
  - accepts responsibility;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(f) Tangible capital assets

Tangible capital assets are recorded at cost. Cost includes all directly attributable expenses in the acquisition, construction, development and/or betterment of the asset required to install the asset at the location and in the condition necessary for its intended use. Contributed tangible capital assets are capitalized at their estimated fair value upon acquisition. The Municipality does not capitalize interest as part of the costs of its capital assets.

Works of art for display in municipal property are not included as capital assets. The works of art are held for exhibition, educational and historical interest. Such assets are deemed worthy of preservation because of the social rather than financial benefits they provide to the community. The cost of art is not determinable or relevant to their significance. No valuation of the collection has been conducted or disclosed in the consolidated financial statements.

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1. Significant accounting policies (continued)

(f) Tangible capital assets (continued)

Leases are classified as capital or operating leases. Leases that transfer substantially all benefits incidental to ownership are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Amortization is calculated on a straight-line basis to write-off the net cost of each asset over its estimated useful life for all classes except land. Land is considered to have an infinite life without amortization. Residual values of assets are assumed to be zero with any net gain or loss arising from the disposal of assets recognized in the consolidated statement of operations as "other revenues". Assets under construction are not amortized until the asset is available for productive use.

Amortization is based on the following classifications and useful lives:

Classification	Useful Life
Land improvements	10-100 years
Buildings	10-60 years
Leasehold improvements	10-60 years
Vehicles	10-20 years
Office equipment and furniture and fixtures	5-10 years
Machinery and equipment	3-35 years
Infrastructure	5-100 years

(g) Subdivision infrastructure

Subdivision streets, lighting, sidewalks, drainage and other infrastructure are required to be provided by subdivision developers. Upon completion they are turned over to the Municipality and recorded as tangible capital assets. The Municipality is not involved in the construction.

(h) Revenue recognition

i) Taxation

Property tax billings are prepared by the Municipality based on assessment rolls issued by the Municipal Property Assessment Corporation ("MPAC"). Tax rates are established annually by Council, incorporating amounts to be raised for local services and amounts the Municipality is required to collect on behalf of the Province of Ontario in respect of education taxes. Realty taxes are billed based on the assessment rolls provided by MPAC. Taxation revenues are recorded at the time tax billings are issued.

A normal part of the assessment process is the issue of supplementary assessment rolls which provide updated information with respect to changes in property assessment.

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1. Significant accounting policies (continued)

(h) Revenue recognition (continued)

i) Taxation (continued)
Once a supplementary roll is received, the Municipality determines the taxes applicable and renders supplementary tax billings. Assessments of the related property taxes are subject to appeal. Any supplementary billing adjustments made necessary by the determination of such changes will be recognized in the fiscal year they are determined and the effect shared with the school boards, as appropriate.

ii) User charges
User charges are recognized when the services are performed or goods are delivered and there is reasonable assurance of collection.

iii) Government transfers
Government transfers received are recognized in the financial statements as revenue when the transfers are authorized and all eligibility criteria have been met except when there is a stipulation that gives rise to an obligation that meets the definition of a liability. In that case, the transfer is recorded as a liability and recognized as revenue as the stipulations are met. Government transfers to individuals and other entities are recognized as an expense when the transfers are authorized and all eligibility criteria have been met.

iv) Other
Other revenue is recorded when it is earned, any performance obligations have been satisfied and collection is reasonably assured.

(i) Reserves for future expenses

Certain amounts, as approved by Municipal Council, are set aside in reserves and reserve funds for future operating and capital expenses.

(j) Local improvements

The Municipality records capital expenses funded by local improvement agreements as they are incurred. Revenues are recognized in the year they become payable.

(k) Region and school board transactions

The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the school boards and the Region of Niagara are not reflected in the accumulated surplus of these consolidated financial statements.

(l) Use of estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Areas in which management make estimates are with regards to an allowance for uncollectible taxes receivable, useful lives of tangible capital assets and obligations for asset retirement and employee benefits.

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1. Significant accounting policies (continued)

(m) Financial instruments

All financial instruments are recorded at their cost or amortized cost except for portfolio investments in equity instruments quoted in an active market and derivatives which are recorded at their fair value with unrealized remeasurement gains and losses recorded in the Statement of Remeasurement Gains and Losses. Once realized, remeasurement gains and losses are transferred to the Statement of Operations. Changes in the fair value on restricted assets are recognized as a liability until the criterion attached to the restrictions has been met, upon which the gain or loss is recognized in the Statement of Operations.

Transaction costs related to financial instruments measured at cost or amortized cost are added to the carrying value of the financial instrument. Transaction costs related to financial instruments recorded at their fair values are expensed as incurred.

Financial liabilities (or part of a financial liability) are removed from the Statement of Financial Position when, and only when, they are discharged or cancelled or expire.

Financial assets measured at amortized cost include cash and cash equivalents, portfolio investments and other receivables.

Financial liabilities measured at amortized cost include payables, other liabilities and long term debt.

(n) Asset retirement obligations

A liability for an asset retirement obligation is recognized when all of the following criteria are met:

- there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- the past transaction or event giving rise to the liability has occurred;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

The liability is measured at the Municipality's best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date. The estimate includes costs directly attributable to the asset retirement activities. The costs also include post-retirement operation, maintenance and monitoring that are an integral part of the retirement of the tangible capital asset and the costs of tangible capital assets acquired as part of asset retirement activities to the extent those assets have no alternative use.

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1. Significant accounting policies (continued)

(n) Asset retirement obligations (continued)

Upon initial recognition of the liability for an asset retirement obligation, the carrying amount of the corresponding tangible capital asset (or component thereof) is increased by the same amount. The capitalized asset retirement cost is expensed in a rational and systematic manner over the useful life of the tangible capital asset (or a component thereof). For obligations for which there is no tangible capital asset recognized or for tangible capital assets that are no longer in productive use, the asset retirement costs are expensed immediately. Subsequently, the liability is reviewed at each financial statement reporting date and adjusted for (1) changes as a result of the passage of time with corresponding accretion expense and (2) adjusted for any revisions to the timing, amount of the original estimate of undiscounted cash flows, or the discount rate. Adjustments to the liability as a result of revisions to the timing, amount of the estimate of undiscounted cash flows or the discount rate are adjusted to the cost of the related tangible capital asset and the revised carrying amount of the related tangible capital asset is amortized except for adjustments related to tangible capital assets that are not recognized or no longer in productive use, which are expensed in the period they are incurred.

The asset retirement costs are amortized on a straight-line basis over the estimated useful life of the related asset.

A recovery related to asset retirement obligation is recognized when the recovery can be appropriately measured; reasonably estimated and it is expected that future economic benefits will be obtained. The recovery is not netted against the liability.

2. Cash

	2025	2024
Cash on hand	**$ 3,250**	$ 2,450
Bank balances	**1,700,019**	2,837,341
	$ 1,703,269	$ 2,839,791

3. Portfolio investments

Guaranteed investment certificates carry an effective interest rate from 2.50% to 6.09% with maturity dates ranging between January, 2026 to December, 2026. Interest is receivable on maturity. Carrying value approximates market value.

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4. Bank indebtedness

An operating line of credit of $ 20,000,000 (2024 - $ 6,000,000) has been established with the CIBC, of which $ 2,331,139 (2024 - $ Nil) was used at December 31, 2025. The increase in the line of credit to $20,000,000 reflects the temporary internal financing of infrastructure projects pending the issuance of long-term debt. An executed borrowing by-law in form and content satisfactory to CIBC is in effect to a limit of $ 20,000,000. Interest is calculated at prime minus 0.50% (3.95% as of December 31, 2025; 2024 - 4.95%). Overdrafts outstanding under the line of credit are converted to a promissory note at the CIBC's request which has not been enacted.

5. Deferred revenue

	2025	2024
Development Charges Act	**$ 788,330**	$ 609,924
Parkland	**2,212,058**	1,134,860
Canada Community Building Fund	**554,605**	456,670
Ontario Community Infrastructure Fund	**331,437**	67,448
	$ 3,886,430	$ 2,268,902

The continuity of deferred revenue is made up of the following:

Balance, beginning of year	**$ 2,268,902**	$ 2,794,328
Contributions from		
Development charges	**1,355,346**	384,824
Interest earned	**162,420**	154,242
Government transfers received		
Federal	**656,083**	638,885
Provincial	**1,370,031**	1,191,331
	3,543,880	2,369,282
Utilized for		
Tangible capital asset acquisitions	**(1,926,352)**	(2,894,708)
Balance, end of year	**$ 3,886,430**	$ 2,268,902

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6. Asset retirement obligations

The Municipality has recognized an asset retirement obligation related to the removal and disposal of designated substances such as asbestos and lead paint from Municipality buildings. The Municipality reports liabilities related to the legal obligations where the Municipality is obligated to incur costs to retire a tangible capital asset.

The Municipality's ongoing efforts to assess the extent to which designated substances exist in Municipality assets, and new information obtained through regular maintenance and renewal of Municipality assets may result in additional asset retirement obligations from better information on the nature and extent the substance exists or from changes to in the estimated cost to fulfil the obligation. The measurement of asset retirement obligations is also impacted by activities that occurred to settle all or part of the obligation, or any changes in the legal obligation. Revisions to the estimated cost of the obligation will result in revisions to the carrying amount of the associated assets that are in productive use and amortized as part of the asset on an ongoing basis. When obligations have reliable cash flow projections, the liability may be estimated using the present value of future cash flows. Subsequently, accretion of the discounted liability due to the passage of time is recorded as an in-year expense.

As at December 31, 2025, all liabilities for asset retirement obligations are reported at estimated present value.

A reconciliation of the aggregate carrying amount of the liability is as follows:

	2025	2024
Opening balance	**$ 1,737,337**	$ 1,737,310
Increase in liabilities due to accretion	**88**	27
	$ 1,737,425	$ 1,737,337

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7. Long term debt

		2025	2024
(a)	The balance of net long term debt reported on the consolidated statement of financial position is made up of the following:		
	The Municipality has assumed responsibility for the payment of principal and interest charges on certain long term debt issued by the Region of Niagara. At the end of the year, the outstanding principal amount of this debt is	**$ 23,881,042**	$ 25,078,439
	Capital lease obligations	**-**	1,484
	Net long term debt	**$ 23,881,042**	$ 25,079,923

(b) The net long term debt is made up of the following:

Debenture Type	Interest Rate	Maturity Date	**2025**	2024
Serial	1.15 to 2.80%	2025	**$ -**	$ 303,000
Amortizer	3.18%	2028	**180,798**	249,218
Amortizer	3.37%	2033	**364,071**	406,078
Amortizer	3.46%	2035	**1,233,952**	1,335,636
Amortizer	3.22%	2037	**303,494**	323,919
Amortizer	3.70%	2043	**1,344,141**	1,397,934
Amortizer	3.43%	2047	**11,351,095**	11,692,051
Amortizer	3.56%	2048	**4,614,738**	4,746,738
Amortizer	2.29%	2050	**4,384,780**	4,513,489
Airport loan from City of Welland	3.75%	2038	**103,973**	110,376
Capital leases	Various	2025	**-**	1,484
			$ 23,881,042	$ 25,079,923

(c) Principal repayments in each of the next five years are due as follows:

2026	$ 923,963
2027	954,543
2028	948,248
2029	941,202
2030	972,487

(d) The Municipality recorded $ 792,294 (2024 - $ 805,886) in expenses for interest on long term debt during the year.

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8. Employee benefit obligations	2025	2024
Workplace Safety and Insurance Board future benefits	**$ 1,976,800**	$ 2,085,200
Vested sick leave benefits	**440,400**	402,700
Retirement benefits	**5,781,600**	5,849,900
	$ 8,198,800	$ 8,337,800

(a) Workplace Safety and Insurance Board future benefits

The Municipality is a Workplace Safety and Insurance Board ("WSIB") Schedule 1 employer as of February 27, 2025. Prior to this, the Municipality was a Schedule 2 employer.

The most recent actuarial valuation was prepared at December 31, 2025.

The accrued benefit obligation at December 31, 2025 of $ 1,976,800 (2024 - $ 2,085,200) was determined by an actuarial valuation using a discount rate of 4.60% (2024 - 4.60%).

During the year $ 92,512 (2024 - $ 164,897) was paid by the Municipality to the WSIB in relation to these benefits.

The Municipality's obligation will be funded out of current revenue.

The main actuarial assumptions employed above are as follows (where applicable):

(i) Interest (discount) rate

The obligations as at December 31, 2025 of the present value of future liabilities were determined using a discount rate of 4.60% (2024 - 4.60%).

(ii) Future benefit indexing rate

The rates used for loss of earnings benefits and pension and survivors benefits are assumed to be 2.00% in 2025 (2024 - 5.00%) and thereafter. The rate for health benefits is assumed to be 4.00% per annum.

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8. Employee benefit obligations (continued)

(a) Workplace Safety and Insurance Board future benefits (continued)

	2025	2024
Accrued benefit obligation		
Beginning of year	**$ 2,085,200**	$ 2,171,500
Benefit payments	**(91,900)**	(179,800)
Current service cost	**-**	106,800
Interest cost	**63,200**	66,400
Amortization of actuarial gain	**(79,700)**	(79,700)
	$ 1,976,800	$ 2,085,200
Funded status		
Deficit	**$ 1,127,200**	$ 1,419,800
Unamortized actuarial gain	**849,600**	665,400
	$ 1,976,800	$ 2,085,200

The net benefit expense is as follows:

Current service cost	**$ -**	$ 106,800
Interest cost	**63,200**	66,400
Amortization of actuarial gain	**(79,700)**	(79,700)
	$ (16,500)	$ 93,500

(b) Vested sick leave benefits

Under the sick leave benefit plan for employees of the Port Colborne Firefighters' Association, sick leave can accumulate and employees may become entitled to a cash payment upon leaving the Municipality's employment.

The most recent actuarial valuation for the vested sick leave was prepared at December 31, 2025.

The accrued benefit obligation at December 31, 2025 of $ 440,400 (2024 - $ 402,700) was determined by an actuarial valuation using a discount rate of 4.60% (2024 - 4.60%).

The Municipality's obligation will be funded out of current revenue.

The main actuarial assumptions employed for the vested sick leave and retirement benefits valuations above are as follows (where applicable):

(i) Interest (discount) rate

The obligations as at December 31, 2025 of the present value of future liabilities were determined using a discount rate of 4.60% (2024 - 4.60%).

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8. Employee benefit obligations (continued)

(b) Vested sick leave benefits (continued)

(ii) Salary increase rate

The rate used to increase salaries is assumed to be 3.00% (2024 - 3.00%) per annum. This rate reflects management's best estimate of future salary increases.

		2025		2024
Accrued benefit obligation				
Beginning of year	**$**	**402,700**	$	388,500
Benefit payments		**-**		(22,900)
Current service cost		**26,600**		25,400
Interest cost		**16,500**		15,800
Amortization of actuarial gain		**(5,400)**		(4,100)
	$	**440,400**	$	402,700
Funded status				
Deficit	**$**	**375,300**	$	348,500
Unamortized actuarial gain		**65,100**		54,200
	$	**440,400**	$	402,700
The net benefit expense is as follows:				
Current service cost	**$**	**26,600**	$	25,400
Interest cost		**16,500**		15,800
Amortization of actuarial gain		**(5,400)**		(4,100)
	$	**37,700**	$	37,100

During the year $ Nil (2024 - $ Nil) was paid to employees who left the Municipality's employment.

(c) Retirement benefits

The Municipality pays certain retirement benefits on behalf of its retired employees. The Municipality recognizes these retirement costs in the period in which the employees rendered the services. The plan is substantially unfunded and requires no contributions from employees.

The most recent actuarial valuation for the retirement benefits was prepared at December 31, 2025.

Actuarial valuations for accounting purposes are performed every three years using the projected benefit method, pro-rated on service. Under this method, the projected retirement benefits are deemed to be earned on a pro-rata basis over the employee's years of service.

The accrued benefit obligation at December 31, 2025 of $ 5,781,600 (2024 - $ 5,849,900) was determined by an actuarial valuation using a discount rate of 4.60% (2024 - 4.60%).

The Municipality's obligation under the retirement provision of employment agreements will be funded out of current revenue.

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8. Employee benefit obligations (continued)

(c) Retirement benefits (continued)

The main actuarial assumptions employed for retirement benefits valuation above are as follows (where applicable):

(i) Interest (discount) rate

The obligations as at December 31, 2025 of the present value of future liabilities were determined using a discount rate of 4.60% (2024 - 4.60%).

(ii) Medical costs

Drug costs were assumed to be 9.23% in 2025 (2024 - 7.81%) and decrease 0.225% per year until 2046 when the rate will be 4.50% and continue thereafter.

Vision costs were assumed to be 4.50% in 2025 (2024 - 4.50%) and continue thereafter.

Other health costs were assumed to be 4.50% in 2025 (2024 - 4.50%) and continue thereafter.

(iii) Dental costs

Dental costs were assumed to be 4.50% in 2025 (2024 - 4.50%) and continue thereafter.

	2025	2024
Accrued benefit obligation		
Beginning of year	**$ 5,849,900**	$ 5,820,400
Benefit payments	**(322,600)**	(328,300)
Current service cost	**150,000**	212,600
Interest cost	**210,700**	223,900
Plan amendment	**100**	-
Amortization of actuarial gain	**(106,500)**	(78,700)
	$ 5,781,600	$ 5,849,900
Funded status		
Deficit	**$ 4,629,400**	$ 4,925,600
Unamortized actuarial gain	**1,152,200**	924,300
	$ 5,781,600	$ 5,849,900

The net benefit expense is as follows:

Current service cost	**$ 150,000**	$ 212,600
Interest cost	**210,700**	223,900
Plan amendment	**100**	-
Amortization of actuarial gain	**(106,500)**	(78,700)
	$ 254,300	$ 357,800

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9. Tangible capital assets

	Land	Land Improvements	Buildings and Leaseholds	Vehicles	Furniture and Equipment	Infrastructure	Construction in Process	2025
Cost								
Beginning of year	$ 6,465,670	$ 22,819,862	$ 64,905,987	$ 7,809,644	$ 11,981,788	$ 139,196,520	$ 7,176,406	**$ 260,355,877**
Additions	-	3,699,682	649,164	684,604	1,759,098	19,052,731	17,490,695	**43,335,974**
Disposals	(14)	(33,700)	(48,469)	-	(239,157)	(622,475)	(4,264,590)	**(5,208,405)**
End of year	6,465,656	26,485,844	65,506,682	8,494,248	13,501,729	157,626,776	20,402,511	**298,483,446**
Accumulated amortization								
Beginning of year	-	11,886,238	24,532,956	3,968,916	6,600,641	65,625,054	-	**112,613,805**
Amortization	-	695,463	1,940,359	464,480	991,185	2,884,518	-	**6,976,005**
Amortization on disposals	-	(27,058)	(48,470)	-	(238,204)	(526,701)	-	**(840,433)**
End of year	-	12,554,643	26,424,845	4,433,396	7,353,622	67,982,871	-	**118,749,377**
Net book value	$ 6,465,656	$ 13,931,201	$ 39,081,837	$ 4,060,852	$ 6,148,107	$ 89,643,905	$ 20,402,511	**$ 179,734,069**

The value of contributed tangible capital assets during the year is $ Nil.

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9. Tangible capital assets (continued)

	Land	Land Improvements	Buildings and Leaseholds	Vehicles	Furniture and Equipment	Infrastructure	Construction in Process	2024
Cost								
Beginning of year	$ 6,073,518	$ 21,769,233	$ 64,358,948	$ 6,912,426	$ 11,508,445	$ 133,574,853	$ 2,371,000	$ 246,568,423
Additions	409,714	1,050,629	581,159	1,330,871	861,810	5,844,938	5,227,663	15,306,784
Disposals	(17,562)	-	(34,120)	(433,653)	(388,467)	(223,271)	(422,257)	(1,519,330)
End of year	6,465,670	22,819,862	64,905,987	7,809,644	11,981,788	139,196,520	7,176,406	260,355,877
Accumulated amortization								
Beginning of year	-	11,251,617	22,511,758	3,981,234	6,076,409	63,237,205	-	107,058,223
Amortization	-	634,621	2,050,508	421,335	912,391	2,599,277	-	6,618,132
Amortization on disposals	-	-	(29,310)	(433,653)	(388,159)	(211,428)	-	(1,062,550)
End of year	-	11,886,238	24,532,956	3,968,916	6,600,641	65,625,054	-	112,613,805
Net book value	$ 6,465,670	$ 10,933,624	$ 40,373,031	$ 3,840,728	$ 5,381,147	$ 73,571,466	$ 7,176,406	$ 147,742,072

The value of contributed tangible capital assets during the year is $ Nil.

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10. Accumulated surplus	2025	2024
Consists of:		
Surpluses (deficits)		
Operating	**$ -**	$ -
Port Colborne Public Library Board	**-**	-
Port Colborne Downtown Development Board	**129,395**	97,879
Port Colborne Main Street Business Improvement Area	**31,927**	35,639
Niagara's South Coast Tourism Association	**2,219**	2,337
Niagara Central Dorothy Rungeling Airport Commission (Note 18)	**(121,382)**	(130,406)
	42,159	5,449
Investment in tangible capital assets	**179,734,069**	147,742,072
Unfunded liabilities		
Asset retirement obligation	**(1,737,425)**	(1,737,337)
Long term debt	**(23,881,042)**	(25,079,923)
Employee benefit obligations	**(8,198,800)**	(8,337,800)
	(33,817,267)	(35,155,060)
Reserves and reserve funds (Note 11)	**4,521,721**	24,768,519
	$ 150,480,682	$ 137,360,980

11. Reserves and reserve funds	2025	2024
Reserves and reserve funds set aside for specific purposes by Council or agreement		
Boards and committees		
Community Safety Committee	**$ 4,947**	$ 4,947
Library bequest	**4,188**	4,188
Library future liabilities	**117,821**	111,793
Library capital	**275,887**	275,887
Library stabilization	**172,987**	108,307
Grant Committee	**2,199**	2,199
Niagara's South Coast Tourism Association	**45,353**	45,353
Museum bequests	**220,909**	219,694
Museum capital	**1,729**	1,729
Roselawn	**149,299**	489,299
Tourism	**63,952**	63,952
	1,059,271	1,327,348

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11. **Reserves and reserve funds** (continued)	**2025**	2024
Programs, grants and activities		
Canal Days	**106,672**	106,672
CIP incentives	**465,015**	316,134
Municipal elections	**127,136**	79,583
	698,823	502,389
Self-sustaining entities		
Building department	**1,152,841**	590,078
Nickel Beach	**118,165**	198,165
Cemeteries	**150,600**	65,600
Marina	**(990,332)**	(912,319)
	431,274	(58,476)
General government		
Encumbrance	**824,992**	906,071
Future liabilities	**3,834,346**	3,070,006
Opportunity Fund	**2,000,000**	2,000,000
Subject matter experts	**264,680**	264,680
General stabilization	**2,770,878**	2,500,641
Working capital	**2,770,878**	2,559,135
Economic development	**(2,501,388)**	(1,600,874)
	9,964,386	9,699,659
Capital and related projects		
Drains	**(126,917)**	(178,960)
Facilities	**-**	437,386
Goderich maintenance	**161,241**	161,241
Infrastructure	**1,084,251**	1,218,784
Storm sewer	**877,938**	213,702
Wastewater	**3,234,671**	2,800,595
Water	**66,952**	746,529
	5,298,136	5,399,277
Allocated capital and related projects	**(12,930,169)**	7,898,322
Total reserves and reserve funds	**$ 4,521,721**	$ 24,768,519

The marina, economic development, drains and allocated capital and related projects reserves represent internal financing balances that will be funded from future revenue sources. The marina and drains reserves will be replenished from future user fees. The economic development reserve will be replenished from future land sales. The allocated capital and related projects reserve will be replenished as projects intended to be debt financed reach substantial completion and the related debt is issued.

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12. Taxation

	Budget 2025	**Actual 2025**	Actual 2024
Real property		**$ 53,280,738**	$ 49,120,217
From other governments			
Payments in lieu of taxes		**595,252**	546,027
		53,875,990	49,666,244
Less: taxation collected on behalf of (Note 13):			
Region of Niagara		**21,046,302**	19,018,266
School boards		**5,035,903**	4,963,688
		26,082,205	23,981,954
Net taxes available for municipal purposes		**$ 27,793,785**	$ 25,684,290
Residential, multi-residential and farm	$ 27,129,800	**$ 21,482,908**	$ 19,689,025
Commercial and industrial	410,700	**6,310,877**	5,995,265
Net taxes available for municipal purposes	$ 27,540,500	**$ 27,793,785**	$ 25,684,290

13. Collections for the Region of Niagara and school boards

Total taxation and development charges received or receivable on behalf of the Region of Niagara and the school boards were as follows:

	2025	2024
Region of Niagara	**$ 21,046,302**	$ 19,018,266
School boards	**5,035,903**	4,963,688
	$ 26,082,205	$ 23,981,954

The Municipality is required to levy and collect taxes on behalf of the Region of Niagara and the school boards. The taxes levied over (under) the amounts requisitioned are recorded as accounts payable (receivable).

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14. User charges	Budget 2025	**Actual 2025**	Actual 2024
Operating			
Fees and service charges	$ 5,774,586	**$ 5,428,185**	$ 4,596,092
Direct water billings	6,750,400	**6,896,286**	6,030,109
Wastewater surcharges	9,406,400	**9,667,554**	8,456,914
Licences and permits	993,472	**1,201,443**	1,229,733
	$ 22,924,858	**$ 23,193,468**	$ 20,312,848

15. Government transfers	Budget 2025	**Actual 2025**	Actual 2024
Operating			
Government of Canada	$ 8,000	**$ 234,854**	$ 72,239
Province of Ontario	2,706,900	**2,903,111**	2,858,190
Municipal	368,700	**34,239**	80,213
	3,083,600	**3,172,204**	3,010,642
Capital			
Government of Canada	656,083	**4,736,363**	3,225,702
Province of Ontario	1,191,331	**3,351,707**	2,050,257
Municipal	150,255	**134,584**	483,455
	1,997,669	**8,222,654**	5,759,414
	$ 5,081,269	**$ 11,394,858**	$ 8,770,056

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16. Other revenues

	Budget 2025	**Actual 2025**	Actual 2024
Operating			
Fines	$ -	**$ 175,834**	$ 86,857
Rental income	792,050	**853,929**	857,849
Contributions from developers	-	**225,247**	-
Transfer from trust funds	-	**-**	23,427
Donations	345,900	**425,708**	388,726
Other	322,207	**428,062**	349,814
	1,460,157	**2,108,780**	1,706,673
Capital			
Donations	3,000	**702,779**	37,143
Other	-	**124,509**	8,799
(Loss) gain on disposal of tangible capital assets	-	**(71,393)**	301,481
	3,000	**755,895**	347,423
	$ 1,463,157	**$ 2,864,675**	$ 2,054,096

17. Pension agreements

The Municipality makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of the members of its staff. The plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employees and employers contribute jointly to the plan.

Since OMERS is a multi-employer pension plan, the Municipality does not recognize any share of the pension plan deficit of $ 6.1 billion (2024 - $ 4.3 billion deficit) based on the fair market value of the plan's assets, as this is a joint responsibility of all Ontario municipal entities and their employees. Contributions were made in the 2025 calendar year at rates ranging from 9.0% to 15.8% depending on the member's designated retirement age and level of earnings. Employer contributions for current and past service are included as an expense in the consolidated statement of operations. Employer contributions to OMERS for 2025 current and past service was $ 1,423,850 (2024 - $ 1,254,453) and were matched by employee contributions in a similar amount.

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18. Niagara Central Dorothy Rungeling Airport Commission

The Niagara Central Dorothy Rungeling Airport Commission operates a two runway airport offering a year round fixed base operation. The Commission is funded by the four nearby municipalities, City of Welland, City of Port Colborne, Town of Pelham and the Township of Wainfleet. The Municipality has a non-controlling interest in the airport of 19.86% (2024 - 19.86%) based on population.

The following table provides condensed supplementary financial information for the Niagara Central Dorothy Rungeling Airport Commission:

	2025	2024
Statement of Financial Position		
Financial assets		
Cash and cash equivalents	**$ 55,860**	$ 43,423
Investments	**-**	170,944
Receivables	**2,472**	36,497
	58,332	250,864
Liabilities		
Accounts payable and accrued liabilities	**66,315**	68,221
Loans payable	**642,715**	721,272
Capital lease obligation	**-**	7,472
Asset retirement obligation	**42,810**	42,367
	751,840	839,332
Net financial debt	**(693,508)**	(588,468)
Non-financial assets		
Prepaid expenses	**19,714**	20,580
Fuel inventory	**19,857**	19,035
Tangible capital assets	**2,213,714**	2,074,826
	2,253,285	2,114,441
Accumulated surplus	**$ 1,559,777**	$ 1,525,973
Accumulated surplus consists of:		
Operating (deficit) surplus	**$ (11,222)**	$ 14,880
Unfunded long term debt	**(642,715)**	(721,272)
Reserves	**-**	157,539
Investment in tangible capital assets	**2,213,714**	2,074,826
	$ 1,559,777	$ 1,525,973

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18. Niagara Central Dorothy Rungeling Airport Commission (continued)

Statement of Operations

Revenues		
Grants	**$ 200,000**	$ 172,000
Fuel, rentals and other	**198,568**	247,340
Interest	**6,481**	13,541
	405,049	432,881
Expenses	**(371,245)**	(546,302)
Annual surplus (deficit)	**$ 33,804**	$ (113,421)

The financial position information is as reported by the Niagara Central Dorothy Rungeling Airport Commission as at December 31, 2025 and the results of operations are as reported for the year ended December 31, 2025. The comparative financial position and results of operations figures are as reported by the Niagara Central Dorothy Rungeling Airport Commission at December 31, 2024.

The Municipality has recorded in the financial statements its 19.86% (2024 - 19.86%) share of the Niagara Central Dorothy Rungeling Airport Commissions' assets, liabilities, accumulated surplus, revenues, expenses, and annual surplus.

The following summarizes the Municipality's related party transactions with the Niagara Central Dorothy Rungeling Airport Commission for the year. All transactions are in the normal course of operations, and are recorded at the exchange value based on normal commercial rates, or as agreed to by the parties.

	2025	2024
Government transfers	**$ 39,724**	$ 34,163
Interest	**401**	563
Loan, bearing interest of 3.5% per annum repayable in annual instalments of $ 6,012, commencing June 15, 2018, due June 15, 2027	**$ 11,639**	$ 17,165
Loan, bearing interest of 4.3% per annum repayable in annual instalments of $ 4,113, commencing August 24, 2019, due August 24, 2028	**11,523**	15,051
	$ 23,162	$ 32,216

19. Trust funds

Trust funds administered by the Municipality amounting to $ 722,818 (2024 - $ 636,744) have not been included in the Consolidated Statement of Financial Position nor have these operations been included in the Consolidated Statement of Operations.

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20. Subdividers' deposits

The Municipality holds bank letters of credit as security to ensure the provision of subdivision services and the completion of contracts.

	2025	2024
Letters of credit, beginning of year	**$ 2,129,883**	$ 650,158
Net (deletions) additions	**(693,527)**	1,479,725
Letters of credit, end of year	**$ 1,436,356**	$ 2,129,883

These letters of credit are not reflected in the accounts.

21. Contingencies

The Municipality is involved from time to time in litigation, which arises in the normal course of business. In respect of any outstanding claims, the Municipality believes that insurance coverage is adequate and that no material exposure exists on the eventual settlement of such litigation, therefore no provision has been made in the accompanying financial statements.

22. Liabilities for contaminated sites

The Municipality reports environmental liabilities related to the management and remediation of any contaminated sites where the Municipality is obligated or likely obligated to incur such costs. The Municipality has identified one property where environmental assessments have indicated soil contamination exceeds environmental standards. A reasonable estimate of any liability cannot be made as the Municipality has not determined how the property will be used, therefore, no liability has been recognized.

The Municipality's ongoing efforts to assess contaminated sites may result in future environmental remediation liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. Any changes to the Municipality's liabilities for contaminated sites will be accrued in the year in which they are assessed as likely and reasonably estimable.

23. Comparative figures

Certain of the comparative figures have been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

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24. Budget

The budget bylaw adopted by Council on October 16, 2024 was not prepared on a basis consistent with that used to report actual results in accordance with Canadian public sector accounting standards. The budget was prepared on a modified accrual basis while Canadian public sector accounting standards require a full accrual basis. As a result, the budget figures presented in the Consolidated Statement of Operations and Consolidated Statement of Changes in Net Debt represent the budget adopted by Council with the following adjustments:

Budgeted annual surplus	$	1,666
Add:		
Acquisition of tangible capital assets		10,249,350
Repayment of long term debt		1,443,909
Transfers from reserves, net		1,046,345
Less:		
Amortization of tangible capital assets		(6,970,794)
Budgeted surplus per Consolidated Statement of Operations	$	5,770,476

Amounts included in the original Council approved capital budget which are not recognized as tangible capital assets are included in the Consolidated Statement of Operations under the appropriate functional expense categories, while those recognized as tangible capital assets are included in the Consolidated Statement of Changes in Net Debt.

25. Financial instruments

The Municipality is exposed to various risks through its financial instruments. The Municipality's overall risk management program seeks to minimize potential adverse effects on financial performance. The following analysis provides a measure of the Municipality's risk exposures as at December 31, 2025:

Credit risk

Credit risk is the risk that a counterparty may default on its contractual obligations resulting in financial loss to the Municipality. The Municipality is exposed to credit risk with respect to cash, other receivables and portfolio investments. The Municipality holds its cash accounts with a federally regulated chartered bank who is insured by the Canadian Deposit Insurance Corporation. In the event of default, the Municipality's cash accounts are insured up to $ 408,019 (2024 - $ 319,694).

Receivables are primarily due from government, corporations and individuals. The Municipality is not subject to credit risk with regards to government receivables and it assesses, on a continuous basis, other receivables and sets up an allowance for doubtful accounts for those considered not collectible. The exposure to credit risk of the Municipality is the carrying value of these receivables.

There have been no significant changes to credit risk exposure from the previous year.

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25. Financial instruments (continued)

Liquidity risk

Liquidity risk is the risk that the Municipality will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Municipality manages its liquidity risk by monitoring its operating requirements, preparing a budget, as well as cash forecasts to ensure that it has sufficient funds to settle its financial liabilities. Management has determined that the liquidity risk exposure to the Municipality is low.

There have been no significant changes to the liquidity risk exposure from the previous year.

Market risk

Market risk is the risk that the fair value or expected future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

The Municipality is exposed to interest and currency risks.

a) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates. The Municipality is not subject to significant interest rate risk as its cash, portfolio investments and long-term debt have fixed interest rates and are intended to be carried until maturity. These financial instruments are carried at amortized cost, therefore their valuation does not change when interest rates fluctuate. In addition, the Municipality follows a conservative investment policy approved by Council.

b) Currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instruments will fluctuate due to changes in foreign exchange rates. The Municipality is not significantly exposed to currency risk as the level of cash denominated in U.S. dollars is not substantial.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure interest rate and currency risks.

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26. Segmented reporting

The Municipality is a diverse municipal government that provides a wide range of services to its citizens. Segmented information has been identified for the service lines that reflect the way in which the operations are managed and resource needs are identified and budgeted. Municipal activities are reported by function in the body of the financial statements.

Certain departments that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

General

The general provision of municipal services includes general government, fire services, transportation services, storm sewer services, planning and development, facilities, parks and cemeteries.

Water

The water operations install and maintain water capital infrastructure to ensure the safe supply, metering and cost recovery for all treated water to serviced areas within all urban and settlement areas of the Municipality.

Wastewater

The wastewater operations install and maintain wastewater capital infrastructure and recover costs of providing this service within all urban and settlement areas of the Municipality.

Storm sewer

The storm sewer operations install and maintain storm sewer capital infrastructure and recover costs of providing this service within all urban and settlement areas of the Municipality.

Port Colborne Public Library Board

The Port Colborne Public Library Board provides library services, materials and facilities. The Municipality controls the board and consolidates the financial activities.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1. The consolidated schedule of segment disclosure and the schedules of segment disclosure with budget information follow the notes.

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City of Port Colborne
Consolidated Schedule of Segment Disclosure
For the Year Ended December 31, 2025

	General	Library	Eliminations	**Levy**	Water	Wastewater	Storm sewer	**2025**
Revenues								
Taxation	$ 27,793,785	$ -	$ -	**$ 27,793,785**	$ -	$ -	$ -	**$ 27,793,785**
User charges	3,873,611	9,405	-	**3,883,016**	6,922,825	9,672,162	2,715,465	**23,193,468**
Government transfers	11,346,588	1,254,521	(1,206,251)	**11,394,858**	-	-	-	**11,394,858**
Penalties and interest	809,443	-	-	**809,443**	20,201	29,379	-	**859,023**
Investment income	861,664	6,238	-	**867,902**	-	-	-	**867,902**
Other	2,908,524	5,244	-	**2,913,768**	(31,806)	1,212	(18,499)	**2,864,675**
	47,593,615	1,275,408	(1,206,251)	**47,662,772**	6,911,220	9,702,753	2,696,966	**66,973,711**
Expenses								
Wages and benefits	16,923,687	875,420	-	**17,799,107**	1,272,365	1,100,273	387,266	**20,559,011**
Materials	6,873,200	221,820	-	**7,095,020**	424,410	254,208	76,646	**7,850,284**
Contracted services	7,653,196	60,079	(1,206,251)	**6,507,024**	3,623,112	6,495,569	313,153	**16,938,858**
Rents and financial expenses	374,651	3,081	-	**377,732**	926	917	514	**380,089**
External transfers to others	303,222	-	-	**303,222**	7,000	6,916	-	**317,138**
Interest on long term debt	474,000	-	-	**474,000**	47,848	-	270,446	**792,294**
Tax write-offs	40,330	-	-	**40,330**	-	-	-	**40,330**
Amortization	5,190,273	100,493	-	**5,290,766**	799,681	506,960	378,598	**6,976,005**
Inter-functional transfers	(276,082)	-	-	**(276,082)**	153,084	122,998	-	**-**
	37,556,477	1,260,893	(1,206,251)	**37,611,119**	6,328,426	8,487,841	1,426,623	**53,854,009**
Annual surplus	$ 10,037,138	$ 14,515	$ -	**$ 10,051,653**	$ 582,794	$ 1,214,912	$ 1,270,343	**$ 13,119,702**

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City of Port Colborne
Consolidated Schedule of Segment Disclosure
For the Year Ended December 31, 2024

	General	Library	Eliminations	**Levy**	Water	Wastewater	Storm sewer	2024
Revenues								
Taxation	$ 25,684,290	$ -	$ -	**$ 25,684,290**	$ -	$ -	$ -	$ 25,684,290
User charges	3,808,292	9,658	-	**3,817,950**	6,123,624	8,459,660	1,911,614	20,312,848
Government transfers	8,718,546	1,229,448	(1,179,677)	**8,768,317**	1,739	-	-	8,770,056
Penalties and interest	649,960	-	-	**649,960**	19,363	28,040	-	697,363
Investment income	1,546,897	6,610	-	**1,553,507**	-	-	-	1,553,507
Other	2,025,169	6,680	-	**2,031,849**	22,645	762	(1,160)	2,054,096
	42,433,154	1,252,396	(1,179,677)	**42,505,873**	6,167,371	8,488,462	1,910,454	59,072,160
Expenses								
Wages and benefits	15,899,344	702,991	-	**16,602,335**	1,000,977	957,309	306,505	18,867,126
Materials	7,038,387	182,348	-	**7,220,735**	425,431	304,738	87,471	8,038,375
Contracted services	7,452,311	48,539	(1,179,677)	**6,321,173**	3,050,909	5,695,190	660,666	15,727,938
Rents and financial expenses	357,182	18	-	**357,200**	(106)	-	-	357,094
External transfers to others	583,761	-	-	**583,761**	14,500	10,500	-	608,761
Interest on long term debt	390,609	-	-	**390,609**	57,000	73,077	285,200	805,886
Tax write-offs	75,452	-	-	**75,452**	-	-	-	75,452
Amortization	5,046,290	97,147	-	**5,143,437**	700,666	406,659	367,370	6,618,132
	36,843,336	1,031,043	(1,179,677)	**36,694,702**	5,249,377	7,447,473	1,707,212	51,098,764
Annual surplus	$ 5,589,818	$ 221,353	$ -	**$ 5,811,171**	$ 917,994	$ 1,040,989	$ 203,242	$ 7,973,396

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City of Port Colborne
Consolidated Schedule of Segment Disclosure with Budget Information
For the Year Ended December 31, 2025

	Budget 2025	**Actual 2025**	Actual 2024
General			
Revenues			
Taxation	$ 27,540,500	**$ 27,793,785**	$ 25,684,290
User charges	4,014,458	**3,873,611**	3,808,292
Government transfers	5,042,969	**11,346,588**	8,718,546
Penalties and interest	546,300	**809,443**	649,960
Investment income	1,078,448	**861,664**	1,546,897
Other	1,453,607	**2,908,524**	2,025,169
	39,676,282	**47,593,615**	42,433,154
Expenses			
Wages and benefits	17,046,201	**16,923,687**	15,899,344
Materials	6,739,460	**6,873,200**	7,038,387
Contracted services	6,113,696	**7,653,196**	7,452,311
Rents and financial expenses	306,400	**374,651**	357,182
External transfers to others	311,376	**303,222**	583,761
Interest on long term debt	485,700	**474,000**	390,609
Tax write-offs	288,600	**40,330**	75,452
Amortization	5,185,062	**5,190,273**	5,046,290
Inter-functional transfers	-	**(276,082)**	-
	36,476,495	**37,556,477**	36,843,336
Annual surplus	$ 3,199,787	**$ 10,037,138**	$ 5,589,818

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City of Port Colborne
Consolidated Schedule of Segment Disclosure with Budget Information
For the Year Ended December 31, 2025

	Budget 2025	**Actual 2025**	Actual 2024
Library			
Revenues			
User charges	$ 4,000	**$ 9,405**	$ 9,658
Government transfers	1,139,006	**1,254,521**	1,229,448
Investment income	-	**6,238**	6,610
Other	5,650	**5,244**	6,680
	1,148,656	**1,275,408**	1,252,396
Expenses			
Wages and benefits	871,508	**875,420**	702,991
Materials	192,760	**221,820**	182,348
Contracted services	31,138	**60,079**	48,539
Rents and financial expenses	-	**3,081**	18
Amortization	100,493	**100,493**	97,147
	1,195,899	**1,260,893**	1,031,043
Annual surplus (deficit)	$ (47,243)	**$ 14,515**	$ 221,353

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City of Port Colborne
Consolidated Schedule of Segment Disclosure with Budget Information
For the Year Ended December 31, 2025

	Budget 2025	**Actual 2025**	Actual 2024
Water			
Revenues			
User charges	$ 6,757,000	**$ 6,922,825**	$ 6,123,624
Government transfers	-	**-**	1,739
Penalties and interest	-	**20,201**	19,363
Other	3,900	**(31,806)**	22,645
	6,760,900	**6,911,220**	6,167,371
Expenses			
Wages and benefits	1,043,758	**1,272,365**	1,000,977
Materials	459,004	**424,410**	425,431
Contracted services	3,159,594	**3,623,112**	3,050,909
Rents and financial expenses	-	**926**	(106)
External transfers to others	51,500	**7,000**	14,500
Interest on long term debt	267,900	**47,848**	57,000
Amortization	799,681	**799,681**	700,666
Inter-functional transfers	-	**153,084**	-
	5,781,437	**6,328,426**	5,249,377
Annual surplus	$ 979,463	**$ 582,794**	$ 917,994

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City of Port Colborne
Consolidated Schedule of Segment Disclosure with Budget Information
For the Year Ended December 31, 2025

	Budget 2025	**Actual 2025**	Actual 2024
Wastewater			
Revenues			
User charges	$ 9,408,100	**$ 9,672,162**	$ 8,459,660
Penalties and interest	-	**29,379**	28,040
Other	-	**1,212**	762
	9,408,100	**9,702,753**	8,488,462
Expenses			
Wages and benefits	1,043,856	**1,100,273**	957,309
Materials	346,188	**254,208**	304,738
Contracted services	6,557,530	**6,495,569**	5,695,190
Rents and financial expenses	-	**917**	-
External transfers to others	85,000	**6,916**	10,500
Interest on long term debt	541,700	**-**	73,077
Amortization	506,960	**506,960**	406,659
Inter-functional transfers	-	**122,998**	-
	9,081,234	**8,487,841**	7,447,473
Annual surplus	$ 326,866	**$ 1,214,912**	$ 1,040,989

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City of Port Colborne
Consolidated Schedule of Segment Disclosure with Budget Information
For the Year Ended December 31, 2025

	Budget 2025	**Actual 2025**	Actual 2024
Storm sewer			
Revenues			
User charges	$ 2,741,300	**$ 2,715,465**	$ 1,911,614
Other	-	**(18,499)**	(1,160)
	2,741,300	**2,696,966**	1,910,454
Expenses			
Wages and benefits	527,120	**387,266**	306,505
Materials	99,833	**76,646**	87,471
Contracted services	150,845	**313,153**	660,666
Rents and financial expenses	2,100	**514**	-
Interest on long term debt	271,200	**270,446**	285,200
Amortization	378,598	**378,598**	367,370
	1,429,696	**1,426,623**	1,707,212
Annual surplus	$ 1,311,604	**$ 1,270,343**	$ 203,242

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Doane Grant Thornton

City of Port Colborne

For the year ended December 31, 2025

Report to Members of Council
Audit results

June 23, 2026

James D. Brennan, CPA, CA
Principal
T 905-834-6622
E James.Brennan@doane.gt.ca



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Executive summary

Purpose of report and scope

The purpose of this report is to engage in an open dialogue with you regarding our audit of the consolidated financial statements of City of Port Colborne (the "City") for the year ended December 31, 2025. This communication will assist Members of Council in understanding the results of audit procedures and includes comments on misstatements, significant accounting policies, sensitive estimates and other matters.

The information in this document is intended solely for the information and use of Council. It is not intended to be distributed or used by anyone other than these specified parties.

We were engaged to provide the following deliverables:

Deliverable	[Timing/Status]
Communication of audit strategy	February 5, 2025
Report on the December 31, 2025 consolidated financial statements	June, 2026
Communication of audit results	June, 2026

Status of our audit

We have substantially completed our audit of the consolidated financial statements of the City and the results of that audit are included in this report.

We will finalize our report (a draft copy has been attached in **Appendix A**) upon resolution of the following items that were outstanding as at June 23, 2026:

- Approval of the consolidated financial statements by Council
- Receipt of signed management representation letter (a draft has been attached in **Appendix B**)
- Procedures regarding subsequent events
- Responses for legal inquires

We have successfully executed our audit strategy in accordance with the plan presented to Members of Council on February 5, 2025.

Independence

We confirm that there have been no changes to our status with respect to independence since we confirmed our independence to you on February 5, 2025.

Audit risks and results

We highlight our significant findings in respect of economic factors, accounting practices and other areas of focus.

Areas of focus

The following is a summary of areas of focus, and the related matters and findings we would like to communicate to Members of Council.

Area of focus	Matter	Our response and findings
Fraud risk from revenue recognition	There is a presumed risk of fraud in revenue. • The risk primarily relates to revenue recognized under water and sewer and other revenue	• Analytical assessment of revenues based on budgeted expectations • Monthly water and wastewater analytical based on expectations from prior years • Tested the details of the other revenue transactions during the year (statistical sample) • Subsequent receipts testing of receivables as at December 31, 2025 (statistical sample) There were no significant findings as a result of these procedures.
Fraud risk from management override / segregation of duties	This is a presumed fraud risk. • The risk primarily relates to limited segregation of duties, administrative access to accounting system and the senior finance management's ability to post journal entries	• Tested the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements • Reviewed accounting estimates for biases • Evaluated the business rationale for significant transactions that are or appear to be outside the normal course of business There were no significant findings as a result of these procedures.

Area of focus	Matter	Our response and findings
Taxation revenue and receivables	The taxes receivable balances may be invalid and the allowance for uncollectible taxes understated.	• Recalculation of the net tax revenues based on verified assessment rolls and approved tax rates • Subsequent receipts testing of taxes receivable as at December 31, 2025 (statistical sample) • Assessing the adequacy of the allowance for doubtful accounts by testing subsequent receipts, reviewing management estimates and examining support for the value of underlying property There were no significant findings as a result of these procedures.
Government transfers	Allocation of government transfers may not be appropriate and recognition of revenue may not meet government transfer conditions.	• Reviewed the allocation of funds between fiscal periods to determine if it is appropriate and tested revenue recognition in accordance with grant terms and conditions. • Reviewed grant terms to determine if any deferrals, receivables or payables are appropriate. There were no significant findings as a result of these procedures.
Purchases and payables	Payables may be understated or not recorded in the correct period.	• Analytical assessment of expenses based on budgeted expectations • Reviewed supporting documentation and management estimates with respect to the completeness and accuracy of significant year end accruals • Performed a search for unrecorded liabilities There were no significant findings as a result of these procedures.
Provisions for employee benefits	Provision and related expenses may be understated.	• Reviewed actuarial reports, method and assumptions used • Tested supporting calculations relating to the various amounts and disclosures There were no significant findings as a result of these procedures.
Provision for asset retirement obligations	Provision and tangible capital assets and/or related expenses may be understated.	• Reviewed process and assumptions used by management to develop the estimate • Tested supporting calculations relating to the various amounts and disclosures There were no significant findings as a result of these procedures.
Provision for contaminated sites	Provision and related expenses may be understated.	• Reviewed assumptions used by management • Tested supporting calculations relating to the various amounts and disclosures There were no significant findings as a result of these procedures.

Area of focus	Matter	Our response and findings
Commitments and contingencies	There is uncertainty regarding contingent liabilities.	• Verified the accuracy and reasonableness of amounts and disclosures, with reference to correspondence with lawyers, examination of supporting documentation, and discussions with management There were no significant findings as a result of these procedures.
Tangible capital assets	Valuation of additions, including contributed assets, as well as appropriateness of amortization	• Reviewed supporting documentation for capital asset additions with respect to the validity of the additions, on a test basis. • Reviewed disposals to determine if any gain/loss is calculated appropriately. • Recalculated amortization expense. • Reviewed capital project costs to determine if any additional costs should be capitalized. There were no significant findings as a result of these procedures.

Accounting practices

Area of focus	Matter	Our response and findings
Sensitive accounting estimates and disclosures	The provision for vested sick leave of approximately $ 440,000 and retirement benefits of approximately $ 5,782,000.	• Management engaged an actuary to calculate the liabilities for vested sick leave and for employees who have taken early retirement based on the current annual benefits and the number of years until the employees turn 65. • Liabilities have been recognized in the financial statements for vested sick leave and employee retirement benefits. The objective is to recognize a liability in the reporting period in which employees have provided the services that give rise to the benefits. Management's estimate is based on the actuary's valuation report and is reasonable in the context of the consolidated financial statements taken as a whole. The actuary's valuation was performed in accordance with the standards of the Canadian Institute of Actuaries. Management's estimate is reasonable in the context of the consolidated financial statements taken as a whole.

Area of focus	Matter	Our response and findings
Sensitive accounting estimates and disclosures	The provision for the Workplace Safety and Insurance Board future benefits of approximately $ 1,977,000.	• The Municipality is a Workplace Safety and Insurance Board (“WSIB”) Schedule II employer under the Workplace Safety & Insurance Act and follows a policy of self-insurance for all its employees. • An actuarial estimate of future liabilities has been completed and forms the basis for the estimated liability reported in these financial statements. The Municipality remits payments to the WSIB as required to fund disability payments. Management’s estimate is reasonable in the context of the consolidated financial statements taken as a whole.
Sensitive accounting estimates and disclosures	The provision for uncollectible taxes of approximately $ 0.	• Management reviews previous year’s rebates to determine the current years. Management also reviews accounts which are significantly in arrears and determines if it is likely that they will be collected either through the land owner or through tax sale. • For tax revenue amounts billed but may not be collected as of December 31, 2025. For uncollected accounts, management estimates the collectability of these receivables based on their age and their knowledge of the specific properties. As part of our audit, we review the age of the receivables and search for any subsequent receipts or relevant communications to assess whether management’s allowance for uncollectable receivables is reasonable. Management’s estimate is reasonable in the context of the consolidated financial statements taken as a whole.
Sensitive accounting estimates and disclosures	The asset retirement obligations are approximately $1,737,000.	• We discussed with management regarding their process for developing the estimate, including assumptions made. • We obtained and verified reasonableness of management’s summary calculation sheet and calculation of the present value of the asset retirement obligations. • We reviewed the adjustments to the financial statements and related note disclosure to ensure it is in accordance with PS 3280. Management’s estimate is reasonable in the context of the consolidated financial statements taken as a whole.

Area of focus	Matter	Our response and findings
Factors affecting disclosure values	Useful life estimates of tangible capital assets	The estimated useful lives assigned to tangible capital assets are as follows: Land improvements 10 to 100 years Buildings 10 to 60 years Leasehold improvements 10 to 60 years Vehicles 10 to 20 years Office equipment and furniture and fixtures 5 to 10 years Machinery and equipment 3 to 35 years Infrastructure 5 to 100 years Management's estimate is reasonable in the context of the consolidated financial statements taken as a whole.

Other areas of focus

Fraud and illegal acts	Our audit procedures were performed for the purpose of forming an opinion of the financial statements and although these procedures might bring possible fraudulent or illegal activities to our attention, our audit procedures are less likely to detect material misstatements arising from fraud or other illegal acts because such acts are usually accompanied by acts designed to conceal their existence.	We did not detect any fraudulent or illegal activities or material misstatements resulting from fraudulent or illegal activities during our audit.

Use of experts

We used the work of independent third-party specialists for the following:

- Employee benefit obligations

Adjustments and uncorrected misstatements

Adjustments

Misstatements identified and adjusted in the consolidated financial statements by the City as a result of our audit procedures are as follows:

Increase (Decrease)	Statement of Financial Position			Statement of Operations
Description	**Assets**	**Liabilities**	**Accumulated surplus**	**Annual surplus**
To consolidate the Main St and Downtown BIAs into the City.	$ 21,373	$ 1,153	$ -	$ 20,220
To proportionately consolidate the Niagara Central Dorothy Rungeling Airport Commission into the City	$ (1,192)	$ 110,411	$ (118,589)	$ 6,986
To reverse interest revenue related to deferred revenue balances.	$ -	$ 162,420	$ -	$ (162,420)
Total adjusted misstatements	**$ 20,181**	**$ 273,984**	**$ (118,589)**	**$ (135,214)**

Uncorrected misstatements

Our audit identified the unadjusted non-trivial misstatement noted below.

Increase (Decrease)	Statement of Financial Position			Statement of Operations effect
Description	Assets	Liabilities	Opening surplus	Annual Surplus
Potential understatement of asset retirement obligations due to not being discounted	$ -	$ 250,240	$ -	$ (250,240)
Total unrecorded misstatements	**$ -**	**$ 250,240**	**$ -**	**$ (250,240)**

Summary of disclosure matters

Our audit did not identify any unadjusted non-trivial misstatements of disclosure matters.

Technical updates – highlights

Accounting

Accounting standards issued by the Accounting Standards Board that may affect the City in future years include:

- **Section PS 1202 Financial Statement Presentation**
- **Conceptual Framework for Financial Reporting in the Public Sector**

Further details of the changes to accounting standards, including management's preliminary comments on their applicability to the City, are included in **Appendix C**. If you have any questions about these changes we will be pleased to address your concerns.

Assurance

Assurance standards issued by the AASB that may change the nature, timing and extent of our audit procedures on the City and our communication with Members of Council include:

- **Revisions to CAS 570 Going Concern**
- **Revisions to CAS 240 The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements**
- **Canadian Standard on Sustainability Assurance (CSSA) 5000, General Requirements for Sustainability Assurance Engagements**

Further details of the changes to assurance standards, including management's preliminary comments on their applicability to the City, are included in **Appendix D**. If you have any questions about these changes we will be pleased to address your concerns.

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Appendix A – Draft independent auditor's report

Independent auditor’s report

To the Members of Council, Inhabitants and Taxpayers of the Corporation of the City of Port Colborne

Opinion

We have audited the consolidated financial statements of the City of Port Colborne (“the Municipality”), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statements of operations, change in net debt and cash flow for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the City of Port Colborne as at December 31, 2025, and its results of operations, its changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Municipality’s ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality or to cease operations, or has no realistic alternative but to do so.

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Those charged with governance are responsible for overseeing the Municipality's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipality to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Port Colborne, Canada

Chartered Professional Accountants
Licensed Public Accountants

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Appendix B – Draft management representation letter

City Letterhead

Management Representation Letter

June __, 2026

Doane Grant Thornton LLP
Chartered Professional Accountants
PO Box 336
Port Colborne, ON
L3K 5W1

Dear Sirs:

We are providing this letter in connection with your audit of the consolidated financial statements of the City of Port Colborne ("municipality") as of December 31, 2025, and for the year then ended, for the purpose of expressing an opinion as to whether the consolidated financial statements present fairly, in all material respects, the financial position, results of operations, and cash flows of the City of Port Colborne in accordance with Canadian public sector accounting standards.

We acknowledge that we have fulfilled our responsibilities for the preparation of the consolidated financial statements in accordance with Canadian public sector accounting standards and for the design and implementation of internal controls to prevent and detect fraud and error. We have assessed the risk that the consolidated financial statements may be materially misstated as a result of fraud, and have determined such risk to be low. Further, we acknowledge that your examination was planned and conducted in accordance with Canadian generally accepted auditing standards (GAAS) so as to enable you to express an opinion on the consolidated financial statements. We understand that while your work includes an examination of the accounting system, internal controls and related data to the extent you considered necessary in the circumstances, it is not designed to identify, nor can it necessarily be expected to disclose, fraud, shortages, errors and other irregularities, should any exist.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the consolidated financial statements would influence the decision of a reasonable person relying on the consolidated financial statements.

We confirm, to the best of our knowledge and belief, as of June __, 2026, the following representations made to you during your audit.

Financial statements

1 The consolidated financial statements referred to above present fairly, in all material respects, the financial position of the municipality as at December 31, 2025 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards, as agreed to in the terms of the audit engagement.

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Completeness of information

2 We have made available to you all financial records and related data and all minutes of the meetings of Council and committees of Council, as agreed in the terms of the audit engagement. Summaries of actions of recent meetings for which minutes have not yet been prepared have been provided to you. All significant Council and committee actions are included in the summaries.

3 We have provided you with unrestricted access to persons within the municipality from whom you determined it necessary to obtain audit evidence.

4 There are no material transactions that have not been properly recorded in the accounting records underlying the consolidated financial statements. The adjusting journal entries which have been proposed by you are approved by us and will be recorded on the books of the municipality.

5 We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.

6 We are unaware of any violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the consolidated financial statements or as the basis of recording a contingent loss.

7 We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting of which we are aware.

8 We have identified to you all known related parties and related party transactions, including sales, purchases, loans, transfers of assets, liabilities and services, leasing arrangements guarantees, non-monetary transactions and transactions for no consideration.

9 You provided a non-attest service by assisting us with drafting the consolidated financial statements and related notes. In connection with this non-attest service, we confirm that we have made all management decisions and performed all management functions, have the knowledge to evaluate the accuracy and completeness of the consolidated financial statements, and accept responsibility for such consolidated financial statements.

Fraud and error

10 We have no knowledge of fraud or suspected fraud affecting the municipality involving management; employees who have significant roles in internal control; or others, where the fraud could have a non-trivial effect on the consolidated financial statements.

11 We have no knowledge of any allegations of fraud or suspected fraud affecting the municipality's financial statements communicated by employees, former employees, analysts, regulators or others.

12 We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.

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13 We believe that the effects of the uncorrected financial statement misstatements summarized in the accompanying schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Recognition, measurement and disclosure

14 We believe that the significant assumptions used by us in making accounting estimates, including those used in arriving at the fair values of financial instruments as measured and disclosed in the consolidated financial statements, are reasonable and appropriate in the circumstances.

15 We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities, both financial and non-financial, reflected in the consolidated financial statements.

16 All related party transactions have been appropriately measured and disclosed in the consolidated financial statements.

17 The nature of all material measurement uncertainties has been appropriately disclosed in the consolidated financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the consolidated financial statements.

18 All outstanding and possible claims, whether or not they have been discussed with legal counsel, have been disclosed to you and are appropriately reflected in the consolidated financial statements.

19 All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the consolidated financial statements.

20 With respect to environmental matters:

a) at year end, there were no liabilities or contingencies that have not already been disclosed to you;

b) liabilities or contingencies have been recognized, measured and disclosed, as appropriate, in the consolidated financial statements; and

c) commitments have been measured and disclosed, as appropriate, in the consolidated financial statements.

21 The municipality has satisfactory title to (or lease interest in) all assets, and there are no liens or encumbrances on the municipality's assets nor has any been pledged as collateral.

22 We have disclosed to you, and the municipality has complied with, all aspects of contractual agreements that could have a material effect on the consolidated financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

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23 The Harmonized Sales Tax (HST) transactions recorded by the municipality are in accordance with the federal and provincial regulations. The HST liability/receivable amounts recorded by the municipality are considered complete.

24 Employee future benefit costs, assets, and obligations have been determined, accounted for and disclosed in accordance with the requirements of Section Section 3255 *Post-Employment Benefits, Compensated Absences and Terminations Benefits* of the Canadian Institute of Chartered Accountants (CICA) Public Sector – Accounting.

25 Events subsequent to the statement of financial position date up to the date hereof have been recognized or disclosed in the financial statements. Further, there have been no events subsequent to the date of the comparative financial statements that would require adjustment of those financial statements and related notes.

Other

26 We have considered whether or not events have occurred or conditions exist which may cast significant doubt on the municipality's ability to continue as a going concern and have concluded that no such events or conditions are evident.

Yours very truly,

Bryan Boles, CPA, CA, MBA
Chief Administrative Officer

Adam Pigeau, CPA, CA
Chief Financial Officer/Treasurer

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Uncorrected misstatement

Our audit identified the unadjusted non-trivial misstatement noted below.

Increase (Decrease)	Statement of Financial Position			Statement of Operations effect
Description	Assets	Liabilities	Opening surplus	Annual Surplus
Potential understatement of asset retirement obligations due to not being discounted	$ -	$250,240	$ -	$ (250,240)
Total unrecorded misstatements	**$ -**	**$250,240**	**$ -**	**$ (250,240)**

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Appendix C – PSAS Accounting developments

Public Sector Accounting Standards [updated March 31, 2026]	Effective date
Amendments to Section PS 3150 *Tangible Capital Assets* This Section has been amended as part of the implementation of the Government Not-for-Profit (GNPO) Strategy, which involves incorporating the PS 4200 series guidance into PSAS, with potential modifications where appropriate. The primary revisions to this Section include: • a criterion added to the definition of a tangible capital asset • a new definition of a collection, providing guidance on how collections are distinguished from other tangible capital assets • new disclosure requirements for works of art, historical treasures, and collections to ensure greater transparency regarding their nature and significance • additional guidance for circumstances in which an entity acquires a tangible capital asset at an amount significantly lower than its fair value, and • new guidance for instances in which an entity receives contributed materials or contributed labour in the construction or development of a tangible capital asset. Under the GNPO Strategy, related Sections PS 4230 *Capital Assets Held by Not-for-Profit Organizations* and PS 4240 *Collections Held by Not-for-Profit Organizations* will be withdrawn as the subject matter is now addressed within the revised Section PS 3150. Those sections will remain in effect until Section PS 3150 is adopted. For GNPOs that apply the PS 4200 series, the amendments must be applied retroactively with restatement of prior periods to conform to the presentation requirements for comparative financial information in Section PS 3150. For public sector entities that have not applied the PS 4200 series, the amendments must be applied retroactively with restatement of prior periods to conform to the presentation requirements for comparative financial information in Section PS 3150, except for the revisions related to the acquisitions of tangible capital assets at substantially below fair value, and inclusion of contributed materials or labour in the cost of a constructed or developed asset. These revisions will be applied prospectively to new transactions occurring on or after the date of adoption.	Fiscal years beginning on or after April 1, 2030. Earlier adoption is permitted.

Public Sector Accounting Standards [updated March 31, 2026]	Effective date
Section PS 3251 *Employee Benefits* New Section establishes standards for the recognition, measurement, presentation and disclosure of all employee benefits, and replaces Sections PS 3250 *Retirement Benefits* and PS 3255 *Post-Employment Benefits, Compensated Absences and Termination Benefits.* The main features of the new Section are as follows: • Fulsome accounting guidance for short-term employee benefits, post-employment benefits, other long-term employee benefits and termination benefits • For defined benefit plans, recognition of (i) current service cost, (ii) any past service cost and gain or loss on settlement, and (iii) net interest on the net defined benefit liability (asset) within surplus or deficit in the statement of operations • Recognition of net defined benefit liability (asset) remeasurements within accumulated remeasurement gains and losses, with no reclassification to surplus or deficit in subsequent periods; when post-employment benefit plans are settled, reclassification of related accumulated remeasurement gains and losses to accumulated surplus and deficit is permitted, where practicable • Guidance on determining the discount rate used to measure defined benefit obligations based on an assessment of the post-employment benefit plan's funding status, using primary indicators and, where necessary, secondary indicators • A simplified approach to account for other long-term employee benefits, which includes the recognition of remeasurements directly in surplus or deficit rather than in net assets	Fiscal years beginning on or after April 1, 2029. Earlier adoption is permitted.
Section PS 1202 *Financial Statement Presentation* New Section PS 1202 *Financial Statement Presentation* replaces Section PS 1201 *Financial Statement Presentation*. The main features of the new Section include: • Changes to the statement of financial position to present financial assets, non-financial assets, total assets, financial liabilities, non-financial liabilities total liabilities and net assets/net liabilities • Separate statement of changes in net assets or net liabilities (formerly known as accumulated surplus) by required categories • The addition of a statement of net financial assets or net financial liabilities that presents a revised net financial assets or net financial liabilities (formerly known as "net debt") calculation • The option to present the change in net financial assets or net financial liabilities on the statement of net financial assets or net financial liabilities • Ability to present an amended budget when there is an election or the majority of the governing body of a government organization is newly elected or appointed • The requirement to provide a subtotal prior to financing activities in the statement of cash flow • Guidance on assessing the going concern assumption As a result of the issuance of the new Section, various Sections and Guidelines of the Handbook have been amended to include references to the Section. The impacted Sections and Guidelines include: • PS 1300 *Government Reporting Entity* • PS 2120 *Accounting Changes* • PS 2500 *Basic Principles of Consolidation* • PS 2510 *Additional Areas of Consolidation* • PS 2601 *Foreign Currency Translation* • PS 3041 *Portfolio Investments* • PS 3060 *Interest in Partnerships* • PS 3070 *Investments in Government Business Enterprises* • PS 3100 *Restricted Assets and Revenues* • PS 3160 *Public Private Partnerships* • PS 3230 *Long-Term Debt* • PS 3250 *Retirement Benefits* • PS 3255 *Post-Employment Benefits, Compensated Absences and Termination Benefits* • PS 3260 *Liability for Contaminated Sites* • PS 3280 *Asset Retirement Obligations* • PS 3300 *Contingent Liabilities* • PS 3310 *Loan Guarantees* • PS 3400 *Revenue* • PS 3410 *Government Transfers* • PS 3430 *Restructuring Transactions* • PS 3450 *Financial Instruments* • PS 4200 *Financial Statement Presentation by Not-for-Profit Organizations* • PSG-2 *Leased Tangible Capital Assets* • PSG-4 *Funds and Reserves* • PSG-5 *Sale-Leaseback Transactions*	Fiscal years beginning on or after April 1, 2026. Earlier adoption is permitted *only if* the Conceptual Framework is also adopted at the same time. Prior period amounts would need to be restated to conform to the presentation requirements for comparative financial information in Section PS 1202.

Public Sector Accounting Standards [updated March 31, 2026]	Effective date
Conceptual Framework for Financial Reporting in the Public Sector PSAB's Conceptual Framework for Financial Reporting in the Public Sector replaces Sections PS 1000 *Financial Statement Concepts* and PS 1100 *Financial Statement Objectives*. The new Conceptual Framework includes: • Characteristics of public sector entities • Objectives of financial reporting • Primary users of financial reporting and their expectations • Role of financial statements • Foundations and objectives of financial statements • Qualitative characteristics of information in financial statements • Qualitative characteristics of information in financial statements and related considerations • Definitions of elements • Criteria of general recognition and derecognition; and, • Concepts of general measurement and presentation As a result of the issuance of the Conceptual Framework, various Sections and Guidelines of the Handbook have been amended to include references to the new Conceptual Framework, add/clarify key definitions that are consistent with the Conceptual Framework, and/or remove references to qualitative characteristics that are no longer qualitative characteristics in the new Conceptual Framework. These Sections include: • Introduction to the Public Sector Accounting Handbook (formerly the Introduction to the Public Sector Accounting Standards) • PS 1150 *Generally accepted Accounting Principles* • PS 1201 *Financial Statement Presentation* • PS 1300 *Government Reporting Entity* • PS 2100 *Disclosure of Accounting Policies* • PS 2120 *Accounting Changes* • PS 2130 *Measurement Uncertainty* • PS 2200 *Related Party Transactions* • PS 3150 *Tangible Capital Assets* • PS 3200 *Liabilities* • PS 3210 *Assets* • PS 3400 *Revenue* • PS 3430 *Restructuring Transactions* • PS 3450 *Financial Instruments; and* • PS 4230 *Capital Assets Held by Not-for-Profit Organizations* The Conceptual Framework will be applied prospectively.	Fiscal years beginning on or after April 1, 2026. Earlier adoption is permitted.

Strategic plan for not-for-profit organizations in the public sector

Since 2012, government not-for-profit organizations (GNPOs) have been required to adopt PSAS but were given the option of applying the specific GNPO accounting standards (PS 4200 series) in PSAS. Some GNPOs have utilized those standards, while others have not. The PSAB recognized that a "one-size-fits-all" approach may not be appropriate for all stakeholders. In March 2022, having deliberated feedback from two Consultation Papers, the PSAB decided to incorporate the PS 4200 series, with potential customizations, into PSAS as its strategy for GNPOs. This solution was defined as reviewing and amending, as appropriate, the PS 4200 series guidance and incorporating it within the PSA Handbook, which is available for all public sector entities to apply. That is, the existing standards in the PS 4200 series will be reviewed to determine if any guidance should be retained and added to PSAS. This may involve amending standards to update them and ensuring consistency with PSAB's conceptual framework. The PSAB believes this strategy will likely:

- improve the comparability and understandability of financial statements, as all public sector entities would be applying a common reporting model
- provide the PSAB with a tool and some flexibility to address matters warranting a different presentation or accounting treatment for GNPOs when appropriate, and
- make some of the guidance currently found only in the PS 4200 series available to all public sector entities with similar transactions, improving comparability and consistent application of accounting standards.

The implementation plan for this strategy was approved in 2022. The current project is dealing with contributions (including endowments); the PSAB will then consider controlled and related entities, finishing with the reporting model.

Appendix D – Auditing developments

Canadian Auditing Standards (CASs) and other Canadian Standards issued by the AASB	Effective date
Revisions to CAS 570 *Going Concern* Auditors are required to obtain sufficient appropriate audit evidence on the appropriateness of management's use of the going concern basis of accounting and conclude on whether a material uncertainty exists in relation to going concern. Financial statement users raised questions about how much auditors should be able to detect from their audit procedures in this area, and what is communicated to users about the entity's ability to continue as a going concern. In response, the International Auditing and Assurance Standards Board (IAASB) issued a revised standard incorporating several key changes and, in June 2025, the Auditing and Assurance Standards Board (AASB) issued the equivalent Canadian standard with no Canadian-specific amendments. Key changes to the standard included: • Defining material uncertainty related to going concern • Enhancing the risk identification and assessment requirements so they are consistent with those set out in CAS 315 (Revised) *Identifying and Assessing the Risks of Material Misstatement* • Enhancing the auditor's evaluation of management's going concern assessment, including requirements to support the auditor's application of professional skepticism • Adding a requirement for the auditor to request management to extend its going concern assessment of the entity to cover at least 12 months from the date of approval of the financial statements if management has not already done so • Enhancing the auditor's consideration of information related to management's going concern assessment that becomes available to the auditor after the date of the auditor's report but before the date the financial statements are issued • Adding requirements to enhance communications about going concern in the auditor's report.	Periods beginning on or after December 15, 2026.
Revisions to CAS 240 *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements* High quality audits contribute to the efficiency of capital markets and financial stability. In recent years, corporate failures and scandals have brought the topic of fraud to the forefront and led to questions from stakeholders about the role and responsibilities of the auditor relating to fraud in an audit of financial statements. In response, the IAASB issued a revised standard incorporating several key changes, and in September 2025, the AASB issued the equivalent Canadian standard with no Canadian-specific amendments, other than retaining an existing amendment related to ethical requirements. Key changes to the standard include: • Clarifying the roles and responsibilities of the auditor with respect to fraud • Establishing more robust requirements if fraud or suspected fraud is identified • Reinforcing the importance of exercising professional skepticism in fraud-related audit procedures • Strengthening communications through the audit with management and those charged with governance about matters related to fraud • Adding transparency on fraud related responsibilities and procedures in the auditor's report	Periods beginning on or after December 15, 2026.

Canadian Auditing Standards (CASs) and other Canadian Standards approved by the AASB but not issued	Effective date	Assessment of applicability
Canadian Standard on Sustainability Assurance (CSSA) 5000, *General Requirements for Sustainability Assurance Engagements* In September 2022, the IAASB approved a project proposal to develop a new overarching standard for sustainability assurance engagements. In January 2023, the AASB approved a project proposal to concurrently adopt this international standard with any potential additional Canadian amendments, as a first of its kind Canadian Standard on Sustainability Assurance (CSSA). CSSA 5000 is not a financial statement audit standard, but rather will serve as a comprehensive, standalone standard suitable for sustainability assurance engagements. It will apply to sustainability information reported across any appropriate sustainability topic, prepared according to any suitable framework, including the recently released IFRS Sustainability Disclosure Standards S1 and S2. The proposed standard is profession agnostic, supporting its use by both professional accountant and non-accountant assurance practitioners who meet the relevant ethical and quality management requirements, and will apply to both limited and reasonable assurance engagements. The AASB approved the CSSA 5000 base standard in March 2026, and it is expected to be published in the CPA Canada Handbook in May 2026. The AASB also approved the withdrawal of CSAE 3410, *Assurance Engagements on Greenhouse Gas Statements*. While the base standard has been approved, the AASB continues to develop Canadian amendments to CSSA 5000 related to Indigenous matters on a separate timeline. The AASB is deliberating feedback received on the proposed amendments and expects to continue its discussions throughout 2026, approving the revisions by Spring of 2027.	Periods beginning on or after December 15, 2027.	

Canadian Exposure Drafts issued by the AASB	Effective date	Assessment of applicability
None.		

Non-authoritative Guides, Practice Notes, Bulletins and Risk Alerts

Non-authoritative Guidance issued during the year	Issued	Assessment of applicability
None.		

Doane Grant Thornton

June 5, 2026

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Mr. Adam Pigeau, CPA, CA
Chief Financial Officer / Treasurer
City of Port Colborne
66 Charlotte Street
Port Colborne, ON
L2V 3C8

Dear Mr. Pigeau:

We would like to thank the City of Port Colborne (City) for the opportunity to provide quoted fees as your external auditors. Doane Grant Thornton LLP values the relationship we have with the City and look forward to continuing as your auditor.

The following are our fee quotes for the 2026 and 2027 fiscal years for the audits of the City, Cemetery Compliance, Library, Niagara's South Coast Tourism Association and Business Improvement Areas. These fees include a significant discount from our regular hourly rates of approximately 30%.

Report	2026 Fees	2027 Fees
Audit of the City of Port Colborne consolidated financial statements	$ 58,100	$ 59,500
Preparation of the consolidated financial statements	4,725	4,850
City of Port Colborne Cemetery Reasonable Assurance Report	4,500	4,600
Audit of the Port Colborne Public Library Board financial statements	8,950	9,200
Preparation of the Library financial statements	1,375	1,425
Audit of the Niagara's South Coast Tourism Association financial statements	5,725	5,850
Preparation of the NSCTA financial statements	650	675
Audit and preparation of the Port Colborne Downtown Development Board financial statements	5,175	5,300
Audit and preparation of the Port Colborne Main Street BIA financial statements	4,000	4,100
Total annual fees	**$ 93,200**	**$ 95,500**

**All fees are excluding disbursements and HST*

The above fees are based upon the assumption that there will be no material change in the scope of our assignment or in the nature of transactions entered into by the City, Library, Tourism Association and BIAs and upon receiving agreed upon assistance from staff. Our fee is also based on the understanding that the responsibilities of the external auditors will be limited to the audit and the preparation of the financial statements. The audit work will not generally include accounting, preparation of supporting working papers or schedules, or any other non-audit task.

In choosing Doane Grant Thornton LLP, you are partnering with a firm that considers the City of Port Colborne a very important client. We have the experience, commitment, and record of performance to deliver value added audit services, and look forward to another three years as your auditor and preferred advisor.

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If you have any questions, please contact us.

Yours sincerely,

Doane Grant Thornton LLP



James D. Brennan, CPA, CA
Principal

PORT COLBORNE

Subject: **Recommendation Report for Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision – Westwood Estates Phase III – Files D09-01-23, D14-02-23 and D12-01-23**

To: **Council**

From: **Planning and Development**

Report Number: 2026-80

Meeting Date: June 23, 2026

Recommendation:

That Planning and Development Department Report 2026-80 be received; and

That the Official Plan Amendment attached hereto as Appendix A, be approved;

That the Zoning By-law Amendment attached hereto as Appendix B, be approved;

That the Draft Plan of Subdivision and associated Draft Plan Conditions attached hereto as Appendix C, be approved; and

That the City Clerk be directed to issue the Notices of Decisions regarding the applicable planning instruments in accordance with the *Planning Act*.

Purpose:

The purpose of this report is to provide Council with information and a recommendation regarding applications submitted by Upper Canada Consultants on behalf of the owner, Lester Shoalts Limited, for the lands legally described as Part of Lot 33, Concession 1, in the Geographic Township of Humberstone, City of Port Colborne.

Background:

Site and Surrounding Area Description

The subject lands are located at the western end of the City of Port Colborne Settlement Area Boundary, south of Stanley Street, east of Sugarloaf Street, and north of Eagle Drive. This parcel is the largest portion of the developer's land holdings, with an area of 30.55 hectares. This makes up the third and final phase of the Westwood Estates Subdivision, with the first two phases of development located to the north of the subject lands. **Figure 1** shows a location map of the subject lands, along with the first two phases of development, while a summary of the surrounding land uses is provided further on in this subsection.



Figure 1 – Location Map.

The subject lands are currently vacant and comprised of flat fields, vegetation and trees, and a man-made drainage channel serving the previous phases of Westwood Estates as a stormwater outlet to the Eagle Marsh Drain. The site decreases in elevation from the north to south, eventually terminating at the Eagle Marsh Drain, with a portion of the southern end of the property within the regulated 100-year flood plain.

The subject lands contain two wetlands, with one located at the northern end, and one at the southern end of the site. Through the development review process, these wetlands have been evaluated by qualified Natural Heritage Consultants and have had

their functionality and physical boundaries confirmed through an Environmental Impact Study scoped by Niagara Region and the Niagara Peninsula Conservation Authority. These environmental areas are not proposed for development and will be retained and protected through the Draft Plan of Subdivision as Environmental Protection and Environmental Conservation areas.

Surrounding Land Uses

- North: Westwood Estates Phase II (low-density residential); Vacant lands for residential development (Mapleview Subdivision);
- East: Low-density residential; Sunset Park; Small scale commercial uses, parks and schools to the north and east;
- South: Eagle Marsh Drain and wetland; Low-density residential; and,
- West: Provincially Significant Wetland; Rural and agricultural lands

Application Chronology

The Westwood Estates Subdivision received draft approval from the Regional Municipality of Niagara in November 1988. The first phase contained 58 single-detached residential lots on about 2.7 hectares of land. In February 1989, City Council approved the “Westwood Park Secondary Plan” for the area, outlining applicable land use planning policies and schedules delineating the preferred location and type of land uses permitted.

In 1997, the Region delegated approval for all plans of subdivisions and in 1999 the City agreed to the transfer of Westwood Estates.

Applications for Phase 2 were submitted in September 2006, and the Westwood Park Secondary Plan was updated in 2017. Phase 2 of the Westwood Estates Subdivision was registered in 2016, containing 74 low and medium residential units, with 2 blocks intended to be developed with twelve street townhouses.

Phase 3 – Submission 1 (March 2023)

The first submission for Westwood Estates Phase III included an Official Plan Amendment (OPA), Zoning By-law Amendment (ZBA) and Draft Plan of Subdivision (DPS). It was submitted by Upper Canada Consultants in March 2023.

The development concept submitted with the application proposal included three-hundred and fifteen (315) dwelling units, made up of 167 single-detached dwellings, 52 street townhouses, and 96 small-scale apartment units. Heights proposed in the development were typical of the surrounding built forms, with the single-detached dwellings being 1-2 storeys; street townhouses being 2 storeys; and, block townhomes or apartment buildings with a maximum height of 6 storeys.

The development proposal would be primarily supported by an extension of Lancaster Drive and Sugarloaf Street. Additional internal streets are also proposed, along with a roundabout at the terminus of Street ‘A’ and Cement Road.

The proposal also included buffers to protect identified natural heritage features, along with a significant trail system through the northern wetland and along the existing drainage channel.

Figure 2 illustrates the development concept, as submitted by the applicant in March 2023.



Figure 2 – Development Concept included in Submission 1.

The following reports and/or plans were submitted in support of the development of the lands:

- Draft Plan of Subdivision;
- Draft Official Plan Amendment;
- Draft Zoning By-law Amendment;
- Stage 1, 2 & 3 Archaeological Assessments;
- Environmental Impact Study;
- Feature-Based Water Balance Study;
- Functional Servicing Report and Stormwater Management Plan; and,

- Traffic Impact Study.

A public meeting was held on April 4, 2023 to provide an opportunity for public input into the project. Notice was circulated on March 14, 2023 in accordance with the Planning Act. At the meeting, staff presented a summary of the applications, through Development and Legislative Services Department Report 2023-59. Several residents attended the public meeting and provided delegations. Written comments were also received. Key concerns raised by members of the public included;

- Concerns with size of the Environmental Conservation corridor; especially close to Cathy, Lena, and Debbie Crescents;
- Proposed trails through the wetlands;
- Increased traffic impacts;
- Potential flooding and drainage measures around the wetlands.

Following the public meeting and receipt of internal/agency comments, the applicant was provided with a comment package for review. A summary of issues and concerns included within the return of comments package are provided below:

- Concerns with maintenance of the proposed drainage channel;
- Existing water and sewer system capacity;
- Proposed Storm Water Management facilities and predicted flows;
- Provincially Significant Wetland boundaries and proposed buffer size; and,
- Wetlands trails and construction within the floodplain.

Based on these comments, the applicant prepared a revised proposal, which was submitted in March 2024.

Phase 3 – Submission 2 (March 2024)

The following materials were included as part of the March 2024 revised submission:

- Revised Official Plan Amendment;
- Revised Zoning By-law Amendment;
- Revised Draft Plan of Subdivision;
- Revised Functional Servicing Report;
- Revised Stormwater Management Plan; and,
- Environmental Impact Study Addendum.

The revised application addressed comments received from the public and commenting agencies through the consultation period. Changes included an increase in the physical extent of the southern wetland, with a 30-metre setback for the majority of the feature, and a 13.2 metre setback along the small pinch-point on the south side of realigned “Street C”. “Street C” has been reconfigured as a straight street with a mix of single-detached and street townhouse dwellings. The ECA Corridor has been increased from 7.0 metres to 10.0 metres. Overall, these changes resulted in a minor decrease in unit

count (-7 units), an increase in natural heritage lands and simplified road network pattern.

Figure 3 illustrates the development concept, as submitted by the applicant in March 2024.

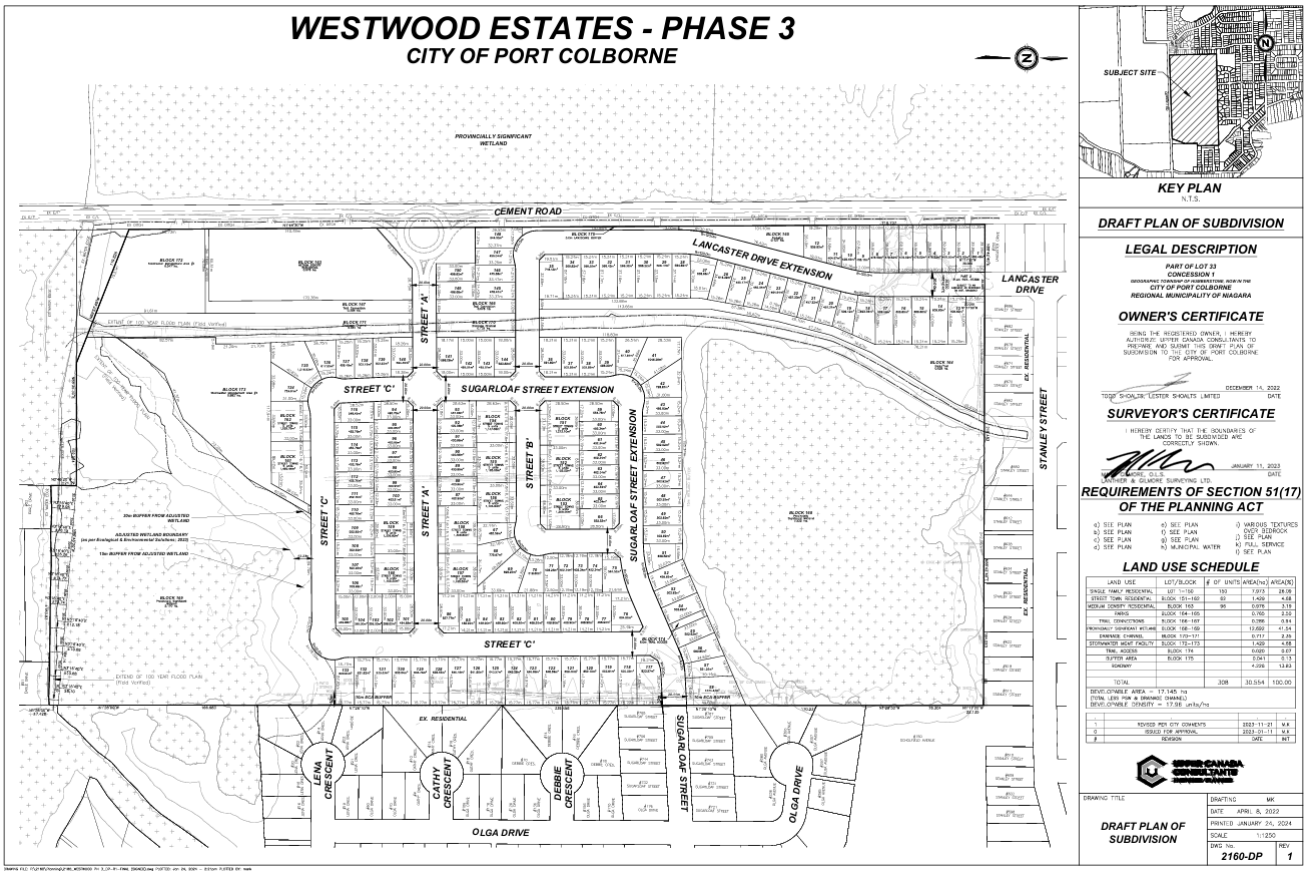


Figure 3 – Development Concept included in Submission 2.

The revised application was circulated to internal agencies, and the applicant was provided with a comment package for their review. Based on these comments, along with field verified site visits with the NPCA and Niagara Region, the applicant prepared a third revised proposal, submitted to staff in April 2025.

Phase 3 – Submission 3 (April 2025)

Figure 4 illustrates the revised development concept, as submitted by the applicant in April 2025.

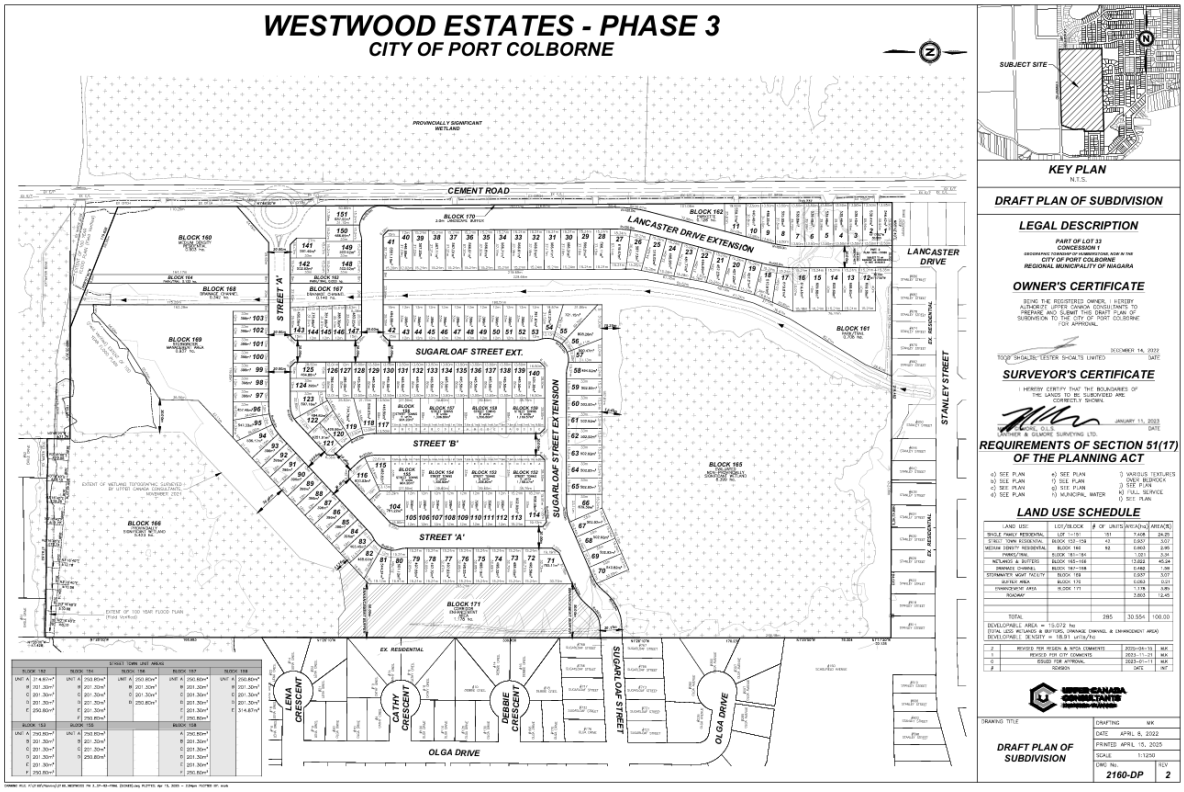


Figure 4 – Development Concept included in Submission 3.

The following materials were included as part of the third submission:

- Revised Official Plan Amendment;
- Revised Zoning By-law Amendment;
- Revised Draft Plan of Subdivision;
- Draft Plan with Environmental Overlay;
- Revised Functional Servicing Report;
- Revised Stormwater Management Plan; and,
- Revised Environmental Impact Study.

This revised submission was circulated to applicable internal and external agencies, as well as updated on the City's website.

Changes in the third submission include boundary adjustments related to the southern and northern wetland limits and the enlargement of the ECA Buffer from 7.0 metres to 50.0 metres along the eastern edge of the property. Overall, these changes have resulted in a decrease in unit count (-30 units), and an increase in natural heritage lands and a revised road network pattern. A summary of the modifications to the submission is included in **Table 1.**

Item	Original Submission (2023)	Resubmission (2024)	Resubmission (2025)	Change (+/-)
Unit Count	315 units	308 units	287 units	-28 units
Development Density	17.26 units per hectare	17.96 units per hectare	19.04 units per hectare	Increased density, but reduced units as a result of environmental features
ECA Corridor Width	7.0 metres	10.0 metres	50 metres	+43m
Developable Area	18.25 ha	17.145 ha	15.072 ha	-3.178 ha
Wetland Block Area (South) PSW	4.02 ha	5.17 ha	5.423 ha	+1.403 ha
Wetland Block Area (North) Non-PSW	6.78 ha	7.52 ha	8.399 ha	+1.619 ha

Table 1 – Proposed land uses for each submission.

Following this submission, the applicant worked in collaboration with the NPCA and the City to resolve comments. Of particular importance was determining the position of the NPCA related to the 0 metre buffer along Lots 61- 70. The NPCA's position and associated comments and conditions were received on February 17, 2026, which enabled the approvals process to move forward. A summary of City and NPCA comments is provided below:

- Revise Official Plan Amendment for clarity to remove the requirement for the provision of commercial uses, and remove the parkland designation for landscape buffers;
- Confirm unit mix, densities, and jobs per hectare align with the Westwood Secondary Plan;
- Revise the lotting pattern at the terminus of Street A at Cement Road;
- Revise the road connection at Street A to Cement Road;
- Address remnant parkland parcels;
- Place lots backing onto the northern wetland limit in a zone category that prohibits development that could impact the swale
    - City easement placed over the swale along these lots;
- Creation of a zone that protects the wetland and park features.

This resulted in an alteration to the wetland buffer to accommodate the readjusted boundary on the DPS and revisions to the Draft ZBA to ensure wetland protection. **Figure 5** shows this revised concept with the adjusted wetlands.

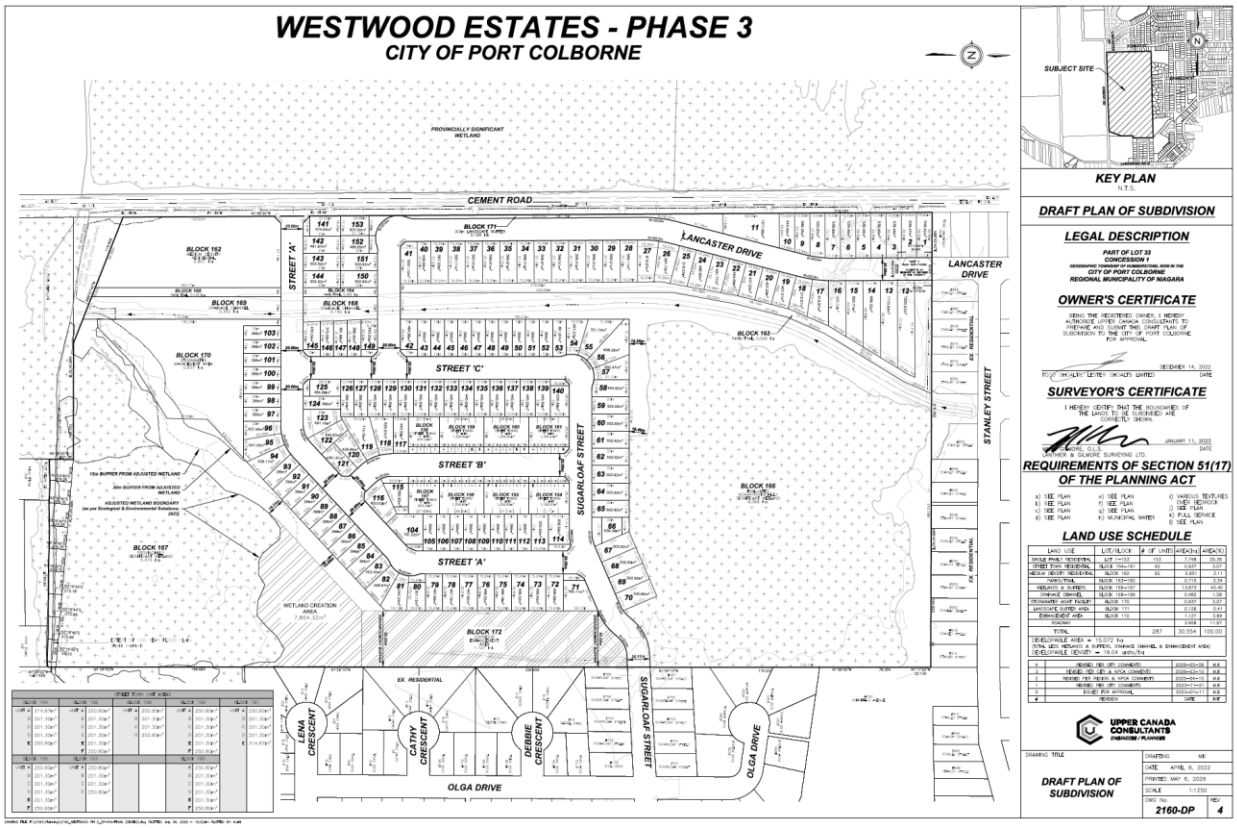


Figure 5 – Development Concept with readjusted Wetland Boundary.

Following receipt of agency comments in early 2026, staff advanced the application toward a recommendation report based on the road configuration as shown in Figure 5. This configuration included a “window road” condition with the Lancaster Drive extension and Cement Road. The configuration of the Lancaster Drive extension raised concerns from a design and long-term servicing perspective, including the introduction of parallel infrastructure and potential maintenance complexities.

At the time, the proposed configuration of the Lancaster Drive extension was based on information provided through the application indicating constraints associated with the municipal boundary and potential concerns from the neighbouring municipality.

Through further review and direct consultation with the Township of Wainfleet, it was confirmed that no such constraints or concerns were identified. On this basis, staff determined that the “window road” condition was not required, and that a revised road alignment could be pursued that better reflects standard municipal design practices.

As a result, staff requested that the applicant revise the draft plan to incorporate a preferred road alignment consistent with City standards. The revised concept, which reflects this direction and is recommended for approval is shown in **Figure 6**.

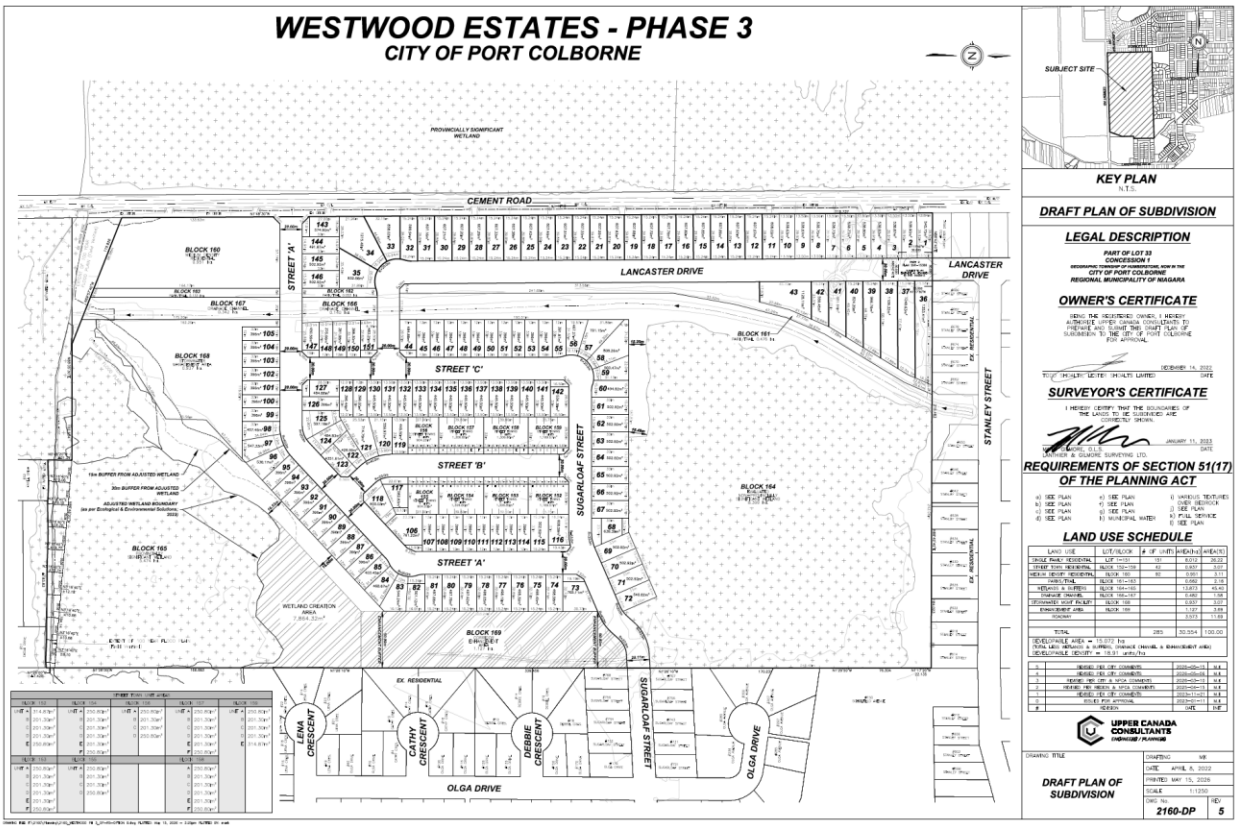


Figure 6 – Development Concept with adjusted Lancaster Drive Extension- recommended for approval.

Table 2 shows the final density calculations for the proposed development, which align with the densities outlined within the Westwood Park Secondary Plan Area.

Greenfield Density Calculation People Unit Type	Unit Count	Ratio (PPU)	Total	Jobs Unit Count	Ratio (at home employment)	Total
Singles & Semis	151	2.929	442 people	287	5% of dwellings	19 jobs
Multiples	134	2.189	293 people			
ADUs (15% Unit Count)	43	1.669	72 people			
Subtotal	807 people			19 jobs		
Total	826 people and jobs					
Net Developable Area	15.072 ha					
Greenfield Density	54.8 people and jobs per hectare					

Table 2 – Final densities for the submission.

Proposed Planning Instruments

Proposed Official Plan Amendment

To implement the proposed development, an Official Plan Amendment is required to amend and refine land use designations on Schedule G: Westwood Park Secondary Plan in order to facilitate the development of Phase 3 of the Westwood Estates Subdivision.

Schedule G: Westwood Park Secondary Plan identifies the specific land use designations that apply to the Subject Lands, with corresponding text in the Official Plan. Amendments to both the text and mapping of the Westwood Park Secondary Plan are required and are a result of the recommendations and outcomes of technical analysis completed through the development approvals process that more precisely delineate natural heritage features and floodlines, the location of stormwater management facilities, parks and open space, and overall neighbourhood layout.

The updated map and text of the amendment is included as a part of **Appendix A.**

Proposed Zoning By-law Amendment

A proposed Zoning By-law Amendment seeks to rezone the site from Residential Development (RD) and Environmental Protection (EP) to:

- Third Density Residential, Special Provision (R3-26/02);
- Fourth Density Residential, Special Provision (R4-26/02);
- Public and Park Zone (P);
- Environmental Protection (EP); and,
- Environmental Conservation Layer (EC).

The proposed Zoning By-law Amendment includes revisions to several zoning provisions for site-specific zones, including:

- Minimum lot area and frontage;
- Adjusted corner and side yards for street and block townhouses;
- Adjusted front, corner and rear yards for apartment buildings;
- Clarification related to setbacks from private roadways for block townhouses; Adjusted front yards to account for setbacks to the dwelling and the garage; and,
- Clarification with respect to covered porches such that they may encroach into the front yard 1.5 metres, 3.0 metres into the rear yard, and 3.0 metres from a private roadway for single detached dwellings, street townhouses and block townhouses.

In addition to the zoning metrics above, special provisions are also introduced for specific lots located adjacent to the non-provincially significant wetland, which prohibit any permanent structures from being built within the rear yards of these lots. This has been included by staff in order to address NPCA comments related to protecting an east-west swale that connects watercourses in this area. In addition to the zoning

measures to protect this swale, an easement in favour of the City will also be required over these lots.

A copy of the Zoning By-law Amendment is attached as **Appendix B** to this report.

Proposed Draft Plan of Subdivision

The Draft Plan of Subdivision proposed to establish the following blocks and lots on the subject lands:

- 151 Single Use Residential Blocks (Lots 1-151)
- Blocks 152- 159 for Street Townhouses
- Block 160 for Medium Density Residential
- Blocks 161- 163 for Public Parkland
- Blocks 164-165, and 169 for Environmental Lands
- Block 166- 167 for Drainage Channel
- Block 168 for Stormwater Management

A copy of the Draft Plan of Subdivision and associated Draft Plan Conditions is included as **Appendix C** to this report.

Discussion:

Planning staff have reviewed these applications with consideration of several planning documents including the *Planning Act,* R.S.O, 1990, as amended, the *Provincial Planning Statement* (2024), the *Niagara Regional Official Plan,* the *City of Port Colborne Official Plan* and the *City of Port Colborne Comprehensive Zoning By-law 6575/30/18.* For the applications to be supported by Staff, it must conform to or be consistent with the aforementioned plans. A summary of staff's review and assessment is included in the following subsections.

Planning Act, 1990

Section 2 of the *Planning Act* (the "Act") outlines matters of provincial interest.

Section 3 of the Act requires that, in exercising any authority that affects a planning matter, planning authorities "shall be consistent with the policy statements" issued under the Act and "shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be". Section 22 of the Act allows for the consideration of amendments to the City's Official Plan. Section 34 of the Act allows for the consideration of amendments to the Zoning By-law.

The following analysis evaluates if, and how the proposed development has regard for the applicable matters of provincial interest under Section 2 of the Act.

Provincial Interest (Planning Act Section 2)	Summary Assessment
a) The protection of ecological systems, including natural areas, features and functions	The subject lands contain identified natural heritage features including provincially significant wetland and evaluated non-provincially significant wetlands. These features have been identified, assessed, and are being protected within delineated blocks of the Draft Plan of Subdivision. The wetlands will be protected through appropriate zoning provisions, and easements in favour of the City.
b) The protection of the agricultural resources of the Province	The subject lands are located within the Port Colborne Settlement Area Boundary. The proposed amendments and draft plan of subdivision will not affect Agricultural resource areas.
c) The conservation and management of natural resources and the mineral resource base	The subject lands are not located within areas designated for mineral extraction.
d) The conservation of features of significant architectural, cultural, historical, archaeological or scientific interest	The subject lands are not listed or designated properties of cultural heritage value or interest on the City's Municipal Heritage Register, nor are they located adjacent to an of these resources. The subject lands are located within an area of agricultural potential as identified on Schedule K – Areas of Archaeological Potential of the Niagara Official Plan. Accordingly, Stage 1 to 3 Archaeological Assessments were completed by Detritus Consulting Ltd. The completed reports have been forwarded to the Province for review and approval, for the site to be deemed free of archaeological potential and fit for development. Appropriate conditions have been included in the conditions of Draft Plan Approval with respect to archaeology.
e) The supply, efficient use and conservation of energy and water	Draft Plan Conditions have been included within the Draft Plan Approval to ensure that all matters related to the efficient use of stormwater management and servicing infrastructure are met by the Applicant.
f) The adequate provision and efficient use of communication,	A Functional Servicing Report, Stormwater Management Plan and a Traffic Impact Study

Provincial Interest (Planning Act Section 2)	Summary Assessment
transportation, sewage and water services and waste management systems	have been submitted in support of the proposed Subdivision. Further modelling and details are to be addressed through detailed design as part of the clearance of conditions of draft plan approval. A Traffic Analysis submitted with the applications concluded that the site generated traffic is not expected to result in any delay at the study area intersections, and the existing roadway system has sufficient capacity to accommodate it.
g) The minimization of waste	The proposed development will ensure efficient waste management is provided.
h) The orderly development of safe and healthy communities	The proposed development will facilitate the orderly development of the site with appropriate development standards while avoiding and mitigating risks to public health and safety.
i) The adequate provision and distribution of educational, health, social, cultural and recreational facilities	The subject lands are located near various community and recreational amenities, including parks, schools, and commercial plazas, that will meet the needs of future residents.
j) The adequate provision of a full range of housing, including affordable housing	The proposal provides a wide range of housing, including single-detached homes, street townhouses, and medium density residential units as block townhouses or low apartment buildings, contributing to a diverse housing mix. Although the proposed housing types do not specifically qualify as affordable housing, the variety of options within the subdivision offers future residents homes at different price points, making homeownership more attainable.
k) The adequate provision of employment opportunities	Not applicable
l) The protection of the financial and economic well-being of the Province and its municipalities	Not applicable
m) The co-ordination of planning activities of public bodies	Not applicable

Provincial Interest (Planning Act Section 2)	Summary Assessment
n) The resolution of planning conflicts involving public and private interests	Not applicable
o) The protection of public health and safety	The Proposal includes safety features such as proper street connectivity, emergency access, accessibility, and compliance with fire protection requirements.
p) The appropriate location of growth and development	The proposed development is situated within the Westwood Park Secondary Plan, intended to provide land for low, medium, and medium-high density residential uses, making it an appropriate location for growth and development.
q) The promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians	The City currently has limited public transit service, with pickup locations limited to downtown, but the proposal will not limit or restrict the ability for future transit service within the subdivision area.
r) The promotion of built form that, (i) is well-designed, (ii) encourages a sense of place, and (iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant	The proposed development will provide well-designed built forms that will be similar in character to previous phases of the Westwood Estates subdivision. The built form will be appropriately scaled for the surrounding area and the protected environmental lands will provide attractive greenspace for the area.
s) The mitigation of greenhouse gas emissions and adaptation to a changing climate	The Proposal will support objectives for sustainable development through redeveloping underutilized land within the Settlement Area into a residential community.

Table 3 –Planning Act Section 2, Policy Conformity.

Section 51 (24) of the Planning Act sets out the criteria on which a Draft Plan of Subdivision is assessed. Section 51(24), specifies that, when evaluating a draft plan of subdivision, several factors must be considered, including the health, safety, convenience, accessibility for persons with disabilities, and welfare of current and future residents. The following table outlines these criteria and provides an assessment response for each.

Planning Act Section 51(24) Criteria	Summary Assessment
a) The effect of development of the proposed subdivision on matters of provincial interest as referred to in Section 2	See the previous table in this subsection for an analysis of the applicable matters of provincial interest set out in Section 2 of the Act.
b) Whether the proposed subdivision is premature or in the public interest	The proposal is not premature as it is allows for a comprehensive development of lands located within the Westwood Park Secondary Plan in the City of Port Colborne. The proposal serves the public interest by providing a range of housing options and providing for appropriate protection of identified natural heritage features.
c) Whether the plan conforms to the official plan and any adjacent plans of subdivision, if any	The proposal meets the general purpose and intent of the City's Official Plan and conforms with most applicable policies. An Official Plan Amendment is required in order to address deviations from the previously proposed neighbourhood commercial uses within the Westwood Park Secondary Plan; and, the location of residential designations, which are primarily a result of mitigating impacts to natural heritage features.
d) the suitability of the land for the purposes for which it is to be subdivided	The subject lands represent a large, vacant site within the Westwood Park Secondary Plan, and the third and final phase of the Westwood Subdivision. The lands have been identified as suitable development and subdivision through the secondary planning process, with refinements occurring through the more detailed development concept submitted by the applicant.
e) The number, width, location and proposed grades and elevations of highways, and the adequacy of them, and the highways in the proposed subdivision with the established highway system in the vicinity and the adequacy of them	The Proposal includes adequate roadways and connections to the existing street system. The Traffic Analysis study confirms that the new streets and linkages will function well within the established transportation network.
f) The dimensions and shapes of the proposed lots	The proposed lots and blocks are appropriately sized and shaped for the intended uses proposed. Zoning prohibitions and easements will be requited on specific lots in order to address NPCA comments and protect an east-west swale connecting watercourses.

Planning Act Section 51(24) Criteria	Summary Assessment
g) The restrictions or proposed restrictions, if any, on the land proposed to be subdivided or the buildings and structures proposed to be erected on it and the restrictions, if any, on adjoining land	The proposed Draft Plan of Subdivision will include buffers and restrictions for development on the identified provincially significant and non-provincially significant wetlands on the site. Zoning prohibitions and easements will be requited on specific lots in order to address NPCA comments and protect an east-west swale connecting watercourses.
h) Conservation of natural resources and flood control	The Subject Lands contain several environmental features, as well as a drainage channel that are delineated through the Draft Plan of Subdivision. Each of these environmental features have been studied through an EIS and reviewed by the NPCA. These features will be protected though appropriate mechanisms, including Zoning, easements and conditions of Draft Plan approval.
i) The adequacy of utilities and municipal services	Utilities and municipal services, including water, sewage, and stormwater management, are available. Appropriate draft plan conditions are included to ensure that infrastructure is built to municipal standard. Additional modelling will be required as part of the draft plan approval, through the detailed design submission
j) The adequacy of school sites	The area is adequately served by existing schools, with several educational facilities located within a short distance of the proposed development. Conditions requested by the school boards have been included in the conditions of draft plan approval.
k) the area of land, if any, within the proposed subdivision that, exclusive of highways, is to be dedicated for public purposes	Blocks 161- 163 are public parkland/trail blocks that will be conveyed to the City in fulfillment of the required parkland dedication. These parks represent approximately 2% of the total land area. As per the Planning Act, residential development is required to provide 5% of the land use for parkland dedication. Thus, the remainder of the parkland dedication requirements must be provided through cash-in-lieu.
l) the extent to which the plan's design optimizes the available supply, efficient use and conservation of energy	The proposal optimizes and makes efficient use of a vacant, underutilized parcel of land.
m) the interrelationship between the design of the proposed plan of subdivision and site plan control matters	The design of Subdivision will align with site plan control requirements, ensuring cohesive development and proper integration of streets, utilities, and public spaces. Future Draft Plan of Condominium and Site

Planning Act Section 51(24) Criteria	Summary Assessment
relating to any development on the land, if the land is also located within a site plan control area designated under subsection 41(2) of this Act	Plan applications will address site plan control measures, as appropriate.

Table 4 –Planning Act Section 51(24), Policy Conformity.

In summary, the proposed development as revised has regard for the applicable provisions of the *Planning Act.*

Provincial Planning Statement, 2024

The Provincial Planning Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. The subject lands are within a “Settlement Area” of the City of Port Colborne according to the PPS.

Section 2.1 of the PPS includes policies which state that planning authorities should support the achievement of complete communities by accommodating a range and mix of land uses, housing options, transportation options, employment, parks and open space, and institutional uses to meet the long-term needs of residents.

Section 2.2.1 of the PPS states that planning authorities shall provide an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the regional market area by permitting and facilitating all types of residential intensification, including the development and introduction of new housing options within previously developed areas.

Section 2.3.1.1 states that settlement areas shall be the focus of growth and development. Land use patterns within settlement areas should be based on densities and a mix of land uses which efficiently use land and resources and optimize existing and planned infrastructure. Planning authorities are to support general identification and redevelopment that supports the creation of a complete community.

Section 3.1, General Policies for Infrastructure and Public Service Facilities, encourages new developments to utilize existing municipal infrastructure to ensure that sufficient services are in place to meet current and projected needs.

Section 3.2, Transportation Systems, states that transportation systems should be safe, energy efficient, and facilitate the movement of people and goods to address projected needs.

Section 3.6, Sewage, Water and Stormwater provides planning policies for best practices for sewage and water services and stormwater management to accommodate the needs of forecasted growth.

Section 3.9, Public Spaces, Recreation, Parks, Trails and Open Space states that healthy, active, and inclusive communities should be promoted by planning public streets, spaces, and facilities to be safe, meet the needs of persons of all ages and abilities, including pedestrians, and to foster social interaction and facilitate active transportation and community connectivity. Developments should include a full range of publicly accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages.

Section 4.1, Natural Heritage, states that natural features and areas shall be protected for the long term. The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained restored or, where possible, improved, recognizing linkages, between and among natural heritage features and areas, surface water features and ground water features.

Summary Assessment

The proposed development supports the achievement of a complete community through creating a development structure that will accommodate a wide range and mix of housing options, transportation options, and parks and open spaces, to meet the long-term needs of residents. The Draft Plan will allow for a range of low and medium densities and a mix of residential unit types that make efficient use of the existing and planned infrastructure to provide for a complete community within the Settlement Area of Port Colborne. The development integrates with the existing transportation system and has been revised to ensure the mitigation of impacts to the surrounding community.

Public parkland blocks, in the form of a trail, have been created through the Draft Plan that will be dedicated to the City.

All identified natural heritage features on the site have been protected in blocks within the Draft Plan, to protect the long-term ecological function and biodiversity of the Region's natural heritage system. Further protections are provided through zoning on specific lots, as well as an easement.

It is staff's opinion that the revised development concept, Official Plan and Zoning By-law Amendments and Draft Plan of Subdivision are consistent with the PPS.

Niagara Official Plan (2022)

The Niagara Official Plan (NOP) provides the long-term land use planning framework for development across the Niagara Region, including the City of Port Colborne. As a result of the passing of Bill 185, the NOP is deemed to be a local Official Plan for Planning Act applications. The NOP designates the Subject Lands as follows:

- Urban Area and Designated Greenfield Area, in accordance with Schedule B – Regional Structure;

- Highly Vulnerable Aquifer in accordance with Schedule C3 – Key Hydrologic Areas Overlay, and;
- Area of Archaeological Potential, in accordance with Schedule K – Areas of Archaeological Potential.

The following chart identifies key objectives and policies of the Region of Niagara Official Plan and an assessment of the proposed development and applications in relation to the key policies of the Region of Niagara Official Plan.

Policy Area	Intent of Policy Area	Assessment of Proposed Development
Growth Management	Direct new growth to urban areas, emphasizing compact and complete communities.	The proposal represents development in a designated greenfield area, where development shall achieve a minimum density of 50 residents and jobs combined per hectare. The proposal is consistent with the Regional growth strategy and will support population growth forecasts through 2051.
Housing and Density	Provide a range and mix of housing types and achieve greenfield density targets.	The subdivision includes a mix of single-detached, street townhouses, and medium density dwelling units. The established maximum net density will support in achieving specific intensification and density targets set out in the NOP.
Efficient use of Infrastructure	Optimize existing water, wastewater, and transportation systems.	A Functional Servicing Report, Stormwater Management Plan and a Traffic Impact Study have been submitted with the applications. Through the application review process, Engineering Staff have worked with the applicant to address identified issues with servicing and stormwater management for the proposal. Additional modelling will be required as part of the draft plan approval, through the detailed design submission. Engineering staff have confirmed that the transportation system is adequate to meet the needs of the proposed development.
Natural Heritage System	Protect and enhance PSWs, woodlands, and wildlife habitat.	The proposed development avoids direct impacts to designated natural features, through delineated areas and protecting the features in blocks with adequate buffers.

Policy Area	Intent of Policy Area	Assessment of Proposed Development
Transportation and Mobility	Encourage active transportation and connectivity.	The internal road network and trail systems integrate with existing City and Regional corridors, promoting walkability and transit accessibility.
Climate Change and Sustainability	Support infill development and compact urban form.	The proposal makes use of vacant lands within the City's Urban Boundary, reducing pressure on undeveloped rural lands and aligning with Regional climate and sustainability goals.

Table 5 – Niagara Official Plan, Policy Conformity.

Summary Assessment

The revised development plan and corresponding Official Plan and Zoning By-law Amendments and Draft Plan of Subdivision conform to and implement the policies of the Region of Niagara Official Plan (2022) by:

- Focusing growth within the existing urban boundary;
- Protecting natural heritage features through the delineation of these features within blocks;
- Meeting the minimum density for development within a Designated Greenfield Area; and,
- Supporting Regional objectives for housing diversity, efficient servicing, and intensification.

Outstanding infrastructure matters will be addressed through detailed design and conditions of Draft Plan approval, ensuring conformity with the Niagara Official Plan.

City of Port Colborne Official Plan

The lands are subject to a mix of land use designations within the Westwood Park Secondary Plan ("WPSP") in accordance with Schedule G of the City of Port Colborne's Official Plan. The subject lands are designated as follows in the City of Port Colborne Official Plan:

- Greenfield (Developable Area), in accordance with Schedule A1 – Greenfields;
- Environmental Protection Area (EPA), Environmental Conservation Area (ECA), and Fish Habitat, in accordance with Schedule B – Natural Heritage;
- Provincially Significant Wetland, and Natural Hazard Lands, in accordance with Schedule B1 – Environmental Protection Area;
- Significant Woodlands, Environmental Corridor, and Fish Habitat, in accordance with Schedule B2 – Environmental Conservation Area; and,
- Petroleum Resource Areas, in accordance with Schedule C – Mineral Aggregate and Petroleum Resources.

The following chart identifies key objectives and policies of the City of Port Colborne Official Plan and the Westwood Park Secondary Plan and an assessment of the proposed development and applications in relation to the key policies.

Policy	Intent of Policy	Assessment of Proposed Development
Growth Management and Land Use	Direct growth within the Urban Boundary, encourage and support infill/intensification within the Built-up Area, and promote complete, connected communities.	The proposed development will allow for the development of vacant land within the urban boundary, supporting intensification and efficient land use. The proposal contributes to a compact urban form consistent with the Official Plan. The proposed Official Plan Amendment will exempt the development from providing neighbourhood commercial uses. Staff are supportive of the amendment to remove neighbourhood commercial in this area, as the subject lands are within close proximity to the downtown commercial centre.
Residential Policies	Provide a range and mix of housing forms and densities.	The proposal will allow for the introduction of a mix of housing types, including single-detached, street and block townhouses, and mid-rise apartments, that meet the intent of the residential area policies in the WPSP. The proposed DPS meets the minimum of 50 persons and jobs per hectare and density provisions for low, medium and medium-high density residential uses.
Environmental Protection	Conserve and protect significant natural features and ecological functions.	The proposal preserves the PSWs and non-provincially significant wetlands through delineating these features and their associated buffers within large blocks, in accordance with the findings of the EIS. Further, environmental protection and environmental conservation zoning has been applied to these areas, as appropriate, to ensure their protection. Additional prohibitions have been included in the Zoning By-law on specific lots, as well as an easement to be granted to the City, to ensure the protection of the east-west swale connecting watercourses.

Policy	Intent of Policy	Assessment of Proposed Development
Transportation and Mobility	Encourage multi-modal connectivity and efficient road design.	The development proposal will be serviced by an extension of Lancaster Drive and Sugarloaf Street. Additional internal streets will provide adequate internal circulation throughout the subdivision.
Servicing and Infrastructure	Ensure development is fully serviced with available municipal water, wastewater, and stormwater systems.	A Functional Servicing Report and Stormwater Management Plan were submitted with the applications and, through the application review process, engineering staff have worked with the applicant to address identified issues.
Urban Design	Encourage high-quality, human-scaled design and compatibility with existing neighbourhoods.	The development proposal follows urban design principles for building orientation and streetscape character, similar in character to previous phases of the Westwood Estates subdivision. The built form will be appropriately scaled for the surrounding area and meet the policies set out in the WPSP.
Parks and Open Space	Ensure appropriate parkland dedication and access to recreational amenities	Applicable conditions have been included in the draft plan conditions to ensure the quantity of land and/or cash-in-lieu of parkland is collected.

Table 6 – Port Colborne Official Plan, Policy Conformity.

Summary Assessment

Overall, the proposed development conforms to and implements the policies of the City of Port Colborne Official Plan and Westwood Park Secondary Plan by:

- Contributing to the creation of a complete, mixed-use, and sustainable neighbourhood within the Urban Boundary;
- Providing housing diversity and density consistent with the Westwood Park Secondary Plan;
- Protecting and enhancing natural heritage areas;
- Providing public parkland to support quality of life; and,
- Supporting the City’s long-term vision for growth, connectivity, and environmental stewardship.

City of Port Colborne Zoning By-law 6575/30/18

The subject lands are currently zoned Residential Development (RD), Environmental Protection (EP) and Environmental Conservation (EC). **Figure 6** shows the applicable zoning on the Subject Lands.

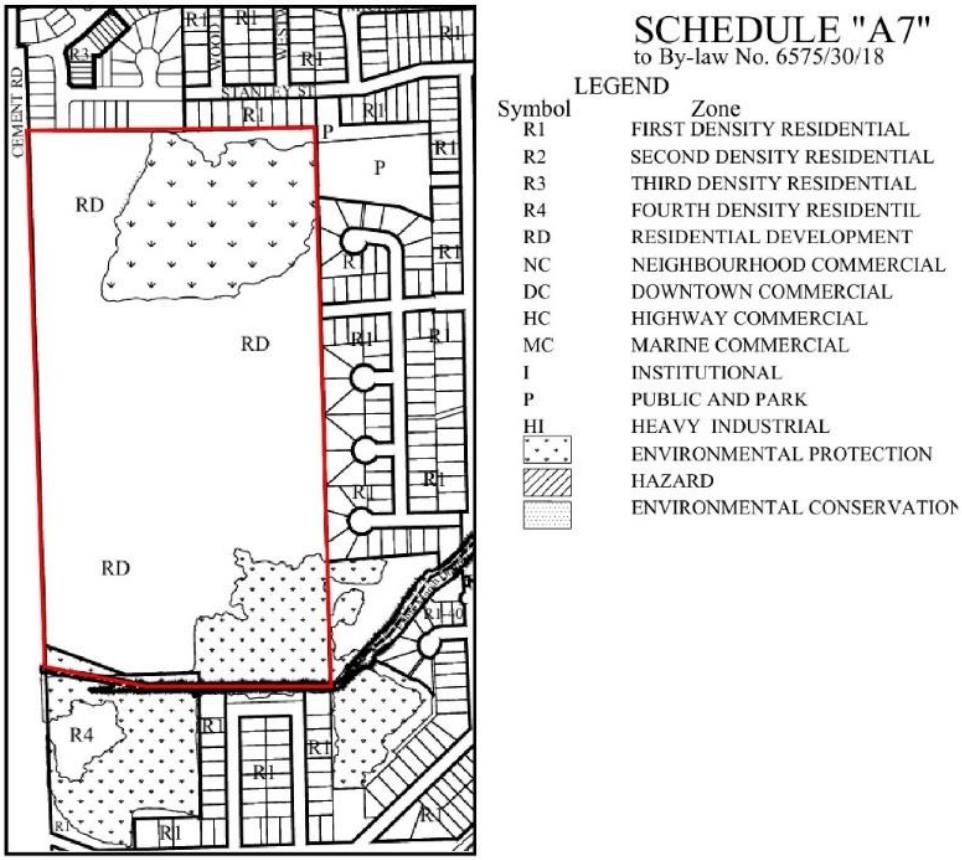


Figure 6 – Current zoning of the Subject Lands.

The Residential Development (RD) zone functions as a “development holding” zone. It identifies land as suitable for future residential development but does not allow new development – only existing uses can continue. To proceed with development or redevelopment on RD-zoned lands, a Zoning By-law Amendment is required to apply the appropriate zoning standards that enable construction.

The proposed Zoning By-law Amendment would rezone the subject lands as follows:

- Third Density Residential, Special Provision (R3-26/02);
- Fourth Density Residential, Special Provision (R4-26/02);
- Environmental Protection Zone (EP);
- Public and Park Zone (P); and
- Environmental Conservation Layer (EC).

Figure 7 shows the extent of these zones.

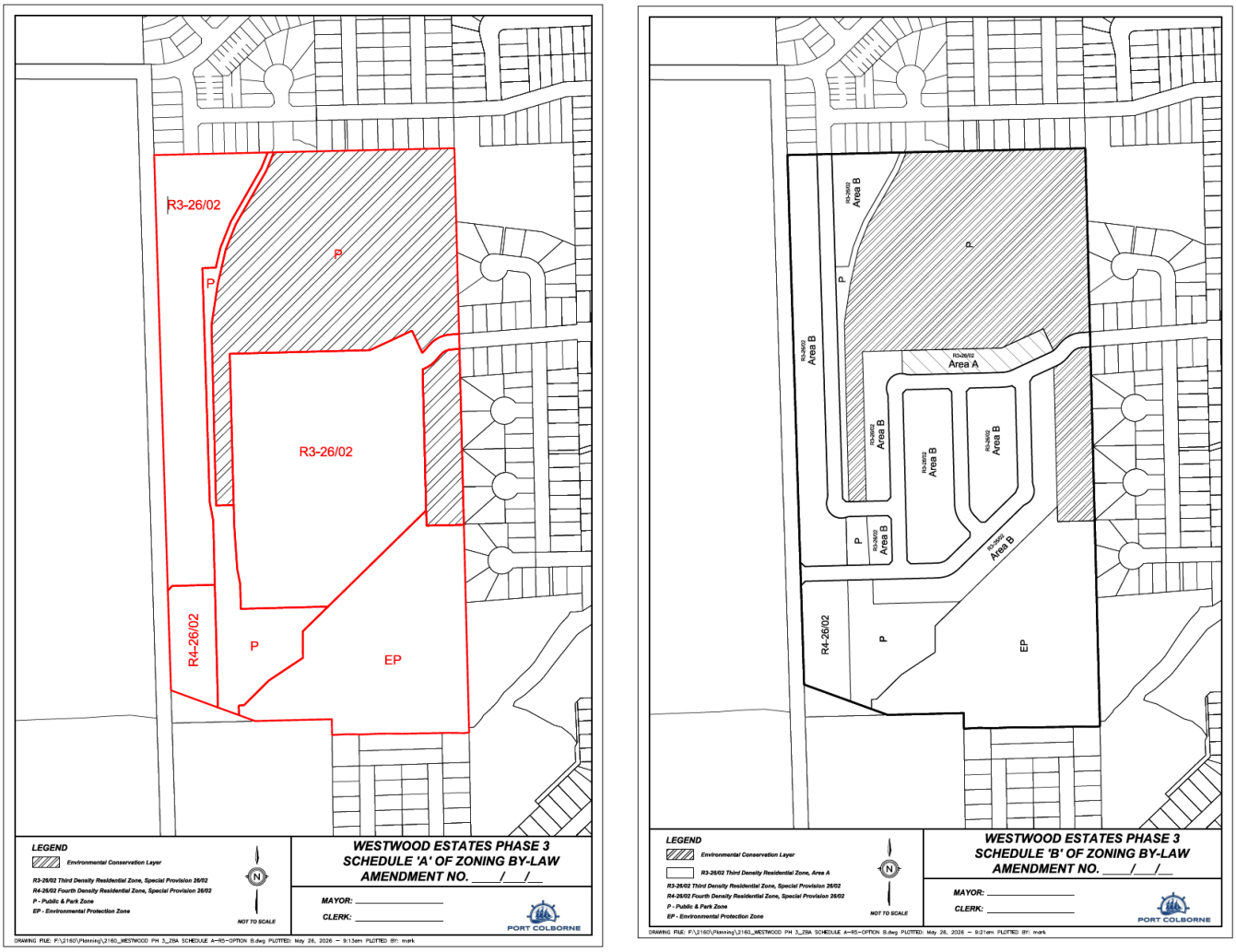


Figure 7 – Proposed rezoning of the Subject Lands.

The proposed Zoning By-law Amendment includes site-specific amendments related to:

- Minimum lot/unit frontages and areas;
- Minimum yards;
- Clarification for minimum yards for covered porches.

<u>Summary Assessment</u>

The proposed revised Zoning By-law Amendment is appropriate and necessary to implement the proposed development as it:

- Aligns with the zoning permissions with the land use designations in the Official Plan;
- Supports compact development, and housing diversity; and,
- Implements conditions of the NPCA on specific lots in order to ensure protection of the east-west swale connecting watercourses.

The amendments are therefore considered appropriate changes to the City of Port Colborne Zoning By-law 6575/30/18.

Internal Consultations:

Applicable internal departments and external agencies have been involved in the review of this application, and subsequent resubmissions, as summarized throughout this report. Where relevant, those comments are reflected in the conditions of Draft Plan Approval. Further consultation and review will occur through the clearance of these conditions, prior to final approval and registration being granted.

Financial Implications:

There are no financial implications directly related to the City.

Public Engagement:

A public meeting was held on April 4, 2023, for the Draft Plan of Subdivision and associated Official Plan and Zoning By-law Amendment applications. Several issues were raised at the public meeting that have been addressed through the revised submissions and updated plans as summarized above. It is Staff's opinion that these comments have been addressed through the Official Plan and Zoning By-law Amendments, as well as the proposed Draft Plan of Subdivision and are supportable from a policy and regulatory perspective as demonstrated through the analysis contained herein.

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
- Increased Housing Options
- Sustainable and Resilient Infrastructure

Conclusion:

Based on the review of the application and applicable Provincial, Regional, and City planning policies, Staff is of the opinion that the proposed Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision applications have regard for the Planning Act, are consistent with the Provincial Planning Statement, conform with the Niagara Official Plan and the City of Port Colborne Official Plan, represents good planning and is in the public interest. Staff recommend that the Official Plan and Zoning By-law Amendments attached as **Appendix A** and **B** be approved. Staff recommend that the Draft Plan of Subdivision and associated conditions attached as **Appendix C** be approved, but there is opportunity to improve road layout further on in the development process.

Appendices:

a. Official Plan Amendment
b. Zoning By-law Amendment
c. Draft Plan of Subdivision and Conditions

Respectfully submitted,

Kelly Martel
Planning Manager
905-228-8130
kelly.martel@portcolbrone.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.

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law to Adopt Amendment No. 23 to the Official Plan for the City of Port Colborne

WHEREAS it is deemed expedient to further amend the Official Plan, heretofore adopted by Council for the City of Port Colborne Planning Area;

NOW THEREFORE the Council of The Corporation of the City of Port Colborne under Section 17(22) and 21 of the Planning Act enacts as follows:

1. That Official Plan Amendment No. 23 to the Official Plan for the City of Port Colborne Planning Area, consisting of the attached schedules and explanatory text is hereby adopted.

2. That this By-law shall come into force and take effect on the day of passing thereof.

Enacted and passed this [numbered day] day of [month], [year].

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

AMENDMENT NO. 23
TO THE
OFFICIAL PLAN
FOR THE
PORT COLBORNE PLANNING AREA

Westwood Estates Phase 3

Date: _____

AMENDMENT NO. 23
TO THE
OFFICIAL PLAN
FOR THE
CITY OF PORT COLBORNE

Westwood Estates Phase 3

This Amendment to the Official Plan for the City of Port Colborne, which has been adopted by the Council of the Corporation of the City of Port Colborne, is hereby approved in accordance with Sections 17 and 21 of the Planning Act R.S.O. 1990, c. P.13, as Amendment No. 23 to the Official Plan for the City of Port Colborne.

Date: _____

AMENDMENT NO. 23
TO THE
OFFICIAL PLAN
FOR THE
CITY OF PORT COLBORNE

Westwood Estates Phase 3

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PART A- THE PREAMBLE

Purpose

The purpose of Official Plan Amendment No. 23 is to amend and refine land use designations on Schedule G – Westwood Park Secondary Plan of the Port Colborne Official Plan in order to facilitate the development of Phase 3 of the Westwood Estates Subdivision. The Subdivision will include 287 residential dwelling units, comprised of 153 single detached dwellings, 42 townhouse dwellings, and 92 dwellings in a medium to high density built form.

A site-specific policy amendment is proposed along with the mapping modifications to reduce the required wetland buffer.

Location

This amendment applies to a 30.554-hectare parcel of land in the Urban Area of Port Colborne. The lands affected by this amendment are legally described as Part Lot 33, Concession 1 Humberstone, City of Port Colborne. The parcel does not have an assigned municipal address. The area designated for the proposed development and represent the “Subject Lands”, is delineated on Schedule A to this amendment.

Basis

The Subject Lands are currently designated as Environmental Protection Area and Secondary Plan Area on Schedule A: City Wide Land Use of the City of Port Colborne Official Plan. Schedule G: Westwood Park Secondary Plan identifies the specific land use designations that apply to the Subject Lands. An Official Plan Amendment is required to amend both the text and mapping of the Westwood Park Secondary Plan, as a result of the recommendations and outcomes of technical analysis completed that more precisely delineate natural heritage features and floodlines, the location of stormwater management facilities, parks and open space, and overall neighbourhood layout.

A Zoning By-law Amendment was submitted concurrently, to amend the zoning of the Subject Lands to be in conformity with the Official Plan designation of the Subject Lands.

PART B- THE AMENDMENT

All of this part of the document entitled PART "B" – "The Amendment" consisting of the following text constitutes Amendment No. 23 to the Official Plan for the City of Port Colborne.

Introductory Statement
This part of the document entitled Details of the Amendment, consisting of the following text constitutes Amendment No. 23 to the Official Plan for the City of Port Colborne.

The Official Plan for the Port Colborne Planning Area is hereby amended as follows:

Mapping Changes

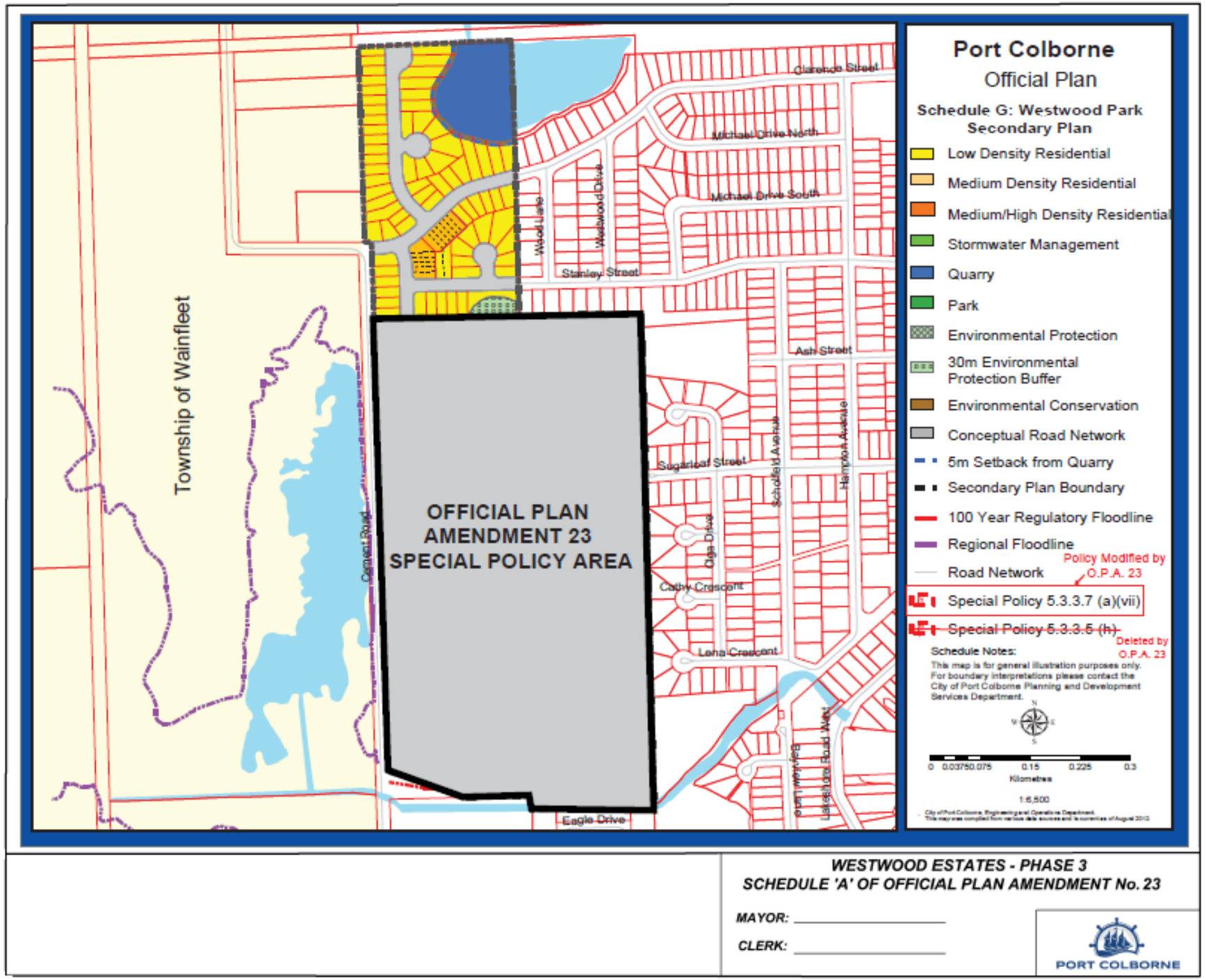
The following mapping changes are made:

1. Schedule G- Westwood Park Secondary Plan is amended to identify the boundary of Official Plan Amendment No. 23 Special Policy area as shown on Schedule 'A' of this Amendment
2. A new land use schedule, entitled "Schedule G1: Westwood Park Secondary Plan Westwood Estates Phase 3: Official Plan Amendment No. 23 Special Policy Area" as shown on Schedule 'B' of this Amendment is added.

Text Changes
This amendment makes changes to the text of the Westwood Park Secondary Plan, which is included as Section 5.3 of the City of Port Colborne Official Plan. The following text changes are made:

1. Section 5.3.3 Land Use is modified by adding the following new paragraph at the end of the existing preamble: *"Schedule G1 forms part of the mapping schedules for the Westwood Park Secondary Plan. For lands identified within the Official Plan Amendment No. 23 Special Policy Area on Schedule G, the land use designations shown on Schedule G1 apply in place of the land use designations shown on Schedule G. Except where specifically modified by this Secondary Plan, all policies of the Westwood Park Secondary Plan apply to the Special Policy Area. Where there is a conflict between Schedule G and Schedule G1, Schedule G1 shall prevail."*
2. Policy 5.3.3.1 c) is replaced in its entirety with the following: *"The minimum number of units in the Westwood Park Secondary Plan Area shall be 370 units"*
3. Policy 5.3.3.5 h) is deleted, with all subsequent sub-policies renumbered accordingly
4. Policy 5.3.3.7 a) (vi) is replaced in its entirety with the following: *"a reduced wetland buffer of 15 metres may be permitted along the northern and southern wetlands, as identified on Schedule G1: Westwood Park Secondary Plan – Westwood Estates Phase 3 (Official Plan Amendment No. 23 – Special Policy Area), subject to the completion and approval of an Environmental Impact Study demonstrating no negative impact on the wetland or its ecological function, and the implementation of all required mitigation measures."*

Implementation and Interpretation
The implementation and interpretation of this amendment shall be in accordance with the respective policies of the Port Colborne Official Plan and an amendment to the City Zoning By-law to implement these policies, as appropriate.

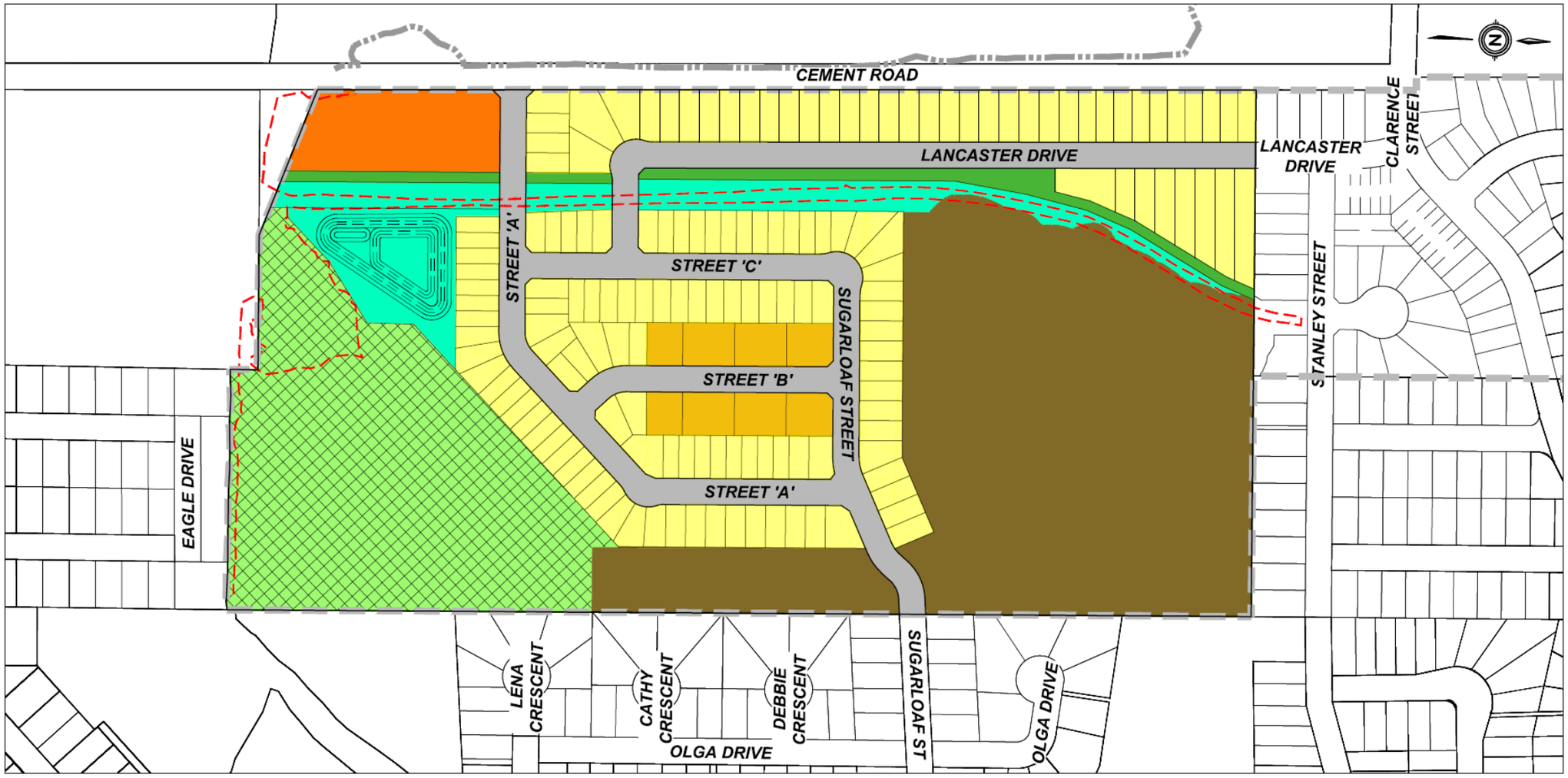


WESTWOOD ESTATES - PHASE 3
SCHEDULE 'A' OF OFFICIAL PLAN AMENDMENT No. 23

MAYOR: _____

CLERK: _____

PORT COLBORNE



LEGEND

- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- MEDIUM/HIGH DENSITY RESIDENTIAL
- STORMWATER MANAGEMENT
- PARK
- ENVIRONMENTAL PROTECTION
- ENVIRONMENTAL CONSERVATION
- ROAD NETWORK
- SECONDARY PLAN BOUNDARY
- AMENDED REGULATORY FLOODLINE
- REGIONAL FLOODLINE

SCHEDULE G1: WESTWOOD PARK SECONDARY PLAN - WESTWOOD ESTATES PHASE 3 OFFICIAL PLAN AMENDMENT NO. 23 - SPECIAL POLICY AREA SCHEDULE 'B' OF OFFICIAL PLAN AMENDMENT NO. 23

MAYOR: _____

CLERK: _____

PORT COLBORNE

DRAWING FILE: F:\2160\Planning\2160_WESTWOOD PH 3_OPA SCHEDULE A-R5-OPTION B.dwg PLOTTED: May 26, 2026 – 9:06am PLOTTED BY: mark

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law under the provisions of Section 34 of the Planning Act, R.S.O. 1990, to amend By-law No. 6575/30/18, the Zoning By-law of the City of Port Colborne, as amended, respecting 30.554 - hectare of lands legally described as Part Lot 33, Concession 1 Humberstone, City of Port Colborne. "Westwood Estates Phase 3".

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

WHEREAS, Council has conducted a public meeting as required by Section 34(12) of the Planning Act, R.S.O. 1990, as amended, and has determined that no further notice is required in accordance with Section 34(17); and,

WHEREAS, the Council of The Corporation of the City of Port Colborne desires to amend the said By-law; and.

WHEREAS the matters herein are in conformity with the policies and designations contained in the Official Plans of the Regional Municipality of Niagara and the City of Port Colborne as are currently in force and effect; and

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

1. This amendment shall apply to those lands described generally on Schedule "A", and specifically on Schedule "B" attached to and forming part of this By-law.

2. That the Zoning Map referenced as Schedule "A7" forming part of By-law 6575/30/18, as amended, is hereby further amended as Shown on Schedule "A" by rezoning the lands from Residential Development (RD) and Environmental Protection (EP), to:

   - Third Density Residential, Special Provision (R3-26/02);
   - Fourth Density Residential, Special Provision (R4-26/02)
   - Public and Park Zone (P);
   - Environmental Protection (EP); and,
   - Environmental Conservation Layer (EC)

3. That Section 37.2, entitled "List of Special Provisions" of Zoning By-law 6575/30/18, as amended, is further amended by adding the following:

   Special Provision: R3-26/02 Area A (Westwood Estates Phase 3 Lots 63-72)

   Notwithstanding the provisions of Section 7 of Zoning By-law 6575/30/18, the following provisions shall apply to the lands Zoned R3-26/01 and identified as Area A, in accordance with Schedule B attached to and forming part of this By-law

General
a) The applicable provisions of Sections 2 and 3 apply b) Any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3
Permitted Uses
a) Dwelling, Detached

Zone Requirements- Dwelling, Detached	
a) Minimum lot frontage	In accordance with Section 6.3 a)
b) Minimum lot frontage- corner lot	In accordance with Section 6.3 b)
c) Minimum lot area	0.0375 hectares (375 sq. metres)
d) Minimum front yard	3.0 metres
e) Minimum interior side yard	In accordance with Section 6.3 e)
f) Minimum corner side yard	3.0 metres
g) Minimum rear yard	6.0 metres
h) Maximum lot coverage	In accordance with Section 6.3 h)
i) Maximum height	In accordance with Section 6.3 i)
j) Minimum landscaped area	In accordance with Section 6.3 j)
k) No buildings or structures are permitted in the rear yard setback	

Special Provision: R3 26/02 Area B (Westwood Estates Phase 3)

Notwithstanding the provisions of Section 7 of Zoning By-law 6575/30/18, the following provisions shall apply to the lands Zoned R3 26/02 and identified as Area B, in accordance with Schedule B attached to and forming part of this By-law

General	
a) The applicable provisions of Sections 2 and 3 apply b) Any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3	
Permitted Uses	
a) All permitted uses as listed within Section 7.2	
Zone Requirements- Dwelling, Detached	
a) Minimum lot frontage	In accordance with Section 6.3 a)
b) Minimum lot frontage- corner lot	In accordance with Section 6.3 b)
c) Minimum lot area	0.0375 hectares (375 sq. metres)
d) Minimum front yard	4.5 metres to a dwelling 6.0 metres to garage
e) Minimum interior side yard	In accordance with Section 6.3 e)
f) Minimum corner side yard	3.0 metres
g) Minimum rear yard	In accordance with Section 6.3 g)
h) Maximum lot coverage	In accordance with Section 6.3 h)
i) Maximum height	In accordance with Section 6.3 i)
j) Minimum landscaped area	In accordance with Section 6.3 j)
Zone Requirements- Dwelling, Semi-Detached, Duplex, Triplex, Fourplex, Townhouse Block	
In accordance with the provisions of Section 7.3, 7.4, 7.5, 7.6, and 7.7 respectively	
Zone Requirements- Dwelling, Townhouse, Street	
a) Minimum lot frontage per Unit	6 metres
b) Minimum lot area	0.198 hectares
c) Minimum front yard	4.5 metres to a dwelling 6.0 metres to garage
d) Minimum interior side yard	1.2 metres
e) Minimum corner side yard	3.0 metres
f) Minimum rear yard	6.0 metres
g) Maximum height	11 m
h) Minimum landscaped area	25%
i) Not applicable	
j) Common walls shall be centred on the common wall	
k) There is no minimum interior side yard and/or rear yard for common walls.	

Special Provision: R4-26/02 (Westwood Estates Phase 3)

Notwithstanding the provisions of Section 8 of Zoning By-law 6575/30/18, the following provisions shall apply to the lands Zoned R4-26/02 in accordance with Schedule B attached to and forming part of this By-law

General	
a) The applicable provisions of Sections 2 and 3 apply b) Any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3	
Permitted Uses	
a) All permitted uses as listed within Section 8.2	
Zone Requirements- Dwelling, Detached	
In accordance with the provisions of Section R3-26/02 Area B	
Zone Requirements- Dwelling, Semi-Detached	
In accordance with the provisions of Section 7.3	
Zone Requirements- Dwelling, Duplex	
In accordance with the provisions of Section 7.4	
Zone Requirements- Dwelling, Triplex	
In accordance with the provisions of Section 8.3	
Zone Requirements- Dwelling, Fourplex	
In accordance with the provisions of Section 8.4	
Zone Requirements- Townhouse, Block	
a) Minimum lot frontage per unit	In accordance with Section 8.5 a)
b) Minimum lot area	In accordance with Section 8.5 b)
c) Minimum front yard	3.0 metres
d) Minimum interior side yard	In accordance with Section 8.5 d)
e) Minimum corner side yard	3.0 metres
f) Minimum rear yard	3.0 metres
g) Maximum height	In accordance with Section 8.5 g)
h) Maximum landscaped area	In accordance with Section 8.5 h)
i) Not Applicable	
j) Common walls shall be centred on the common lot line	
k) There is no minimum interior side yard and/or rear yard for common walls.	
l) Minimum Privacy Yard 6.0 metres from the rear wall of a dwelling	
m) Minimum Setback from Private Roadway 3.0 metres to a dwelling 6.0 metres to the garage	
Zone Requirements- Townhouse, Street	
In accordance with Section 8.6	
Zone Requirements- Apartment Buildings; Apartment Buildings, Public; Boarding and Lodging House	
a) Minimum Lot Frontage	In accordance with Section 8.7a)
b) Minimum lot area per unit	103 sq metres
c) Minimum front yard	3.0 metres
d) Minimum interior side yard	In accordance with Section 8.7 d)
e) Minimum corner side yard	3.0 metres
f) Minimum Rear Yard	3.0 metres
g) Maximum Lot Coverage	In accordance with Section 8.7 g)
h) Maximum height	In accordance with Section 8.7 h)
i) Maximum landscaped area	In accordance with Section 8.7 i)
j) Minimum Floor area	In accordance with Section 8.7 j)

General Provisions

Notwithstanding the provisions of Section 2.19.1 General Structures, that the following regulations shall apply:

a) That a covered porch may be provided for single detached dwellings, street townhouses and may encroach into the required front yard 1.5 metres.

b) That a covered porch may be provided for Block Townhouse dwellings at a minimum of 3.0 metres from a private roadway.

c) For all areas forming part of this Amendment, except for the lands Zoned R3-26/02 and shown as Area A on Schedule B attached to and forming part of this By-law, a covered deck may be permitted to encroach into the rear yard 3.0 metres.

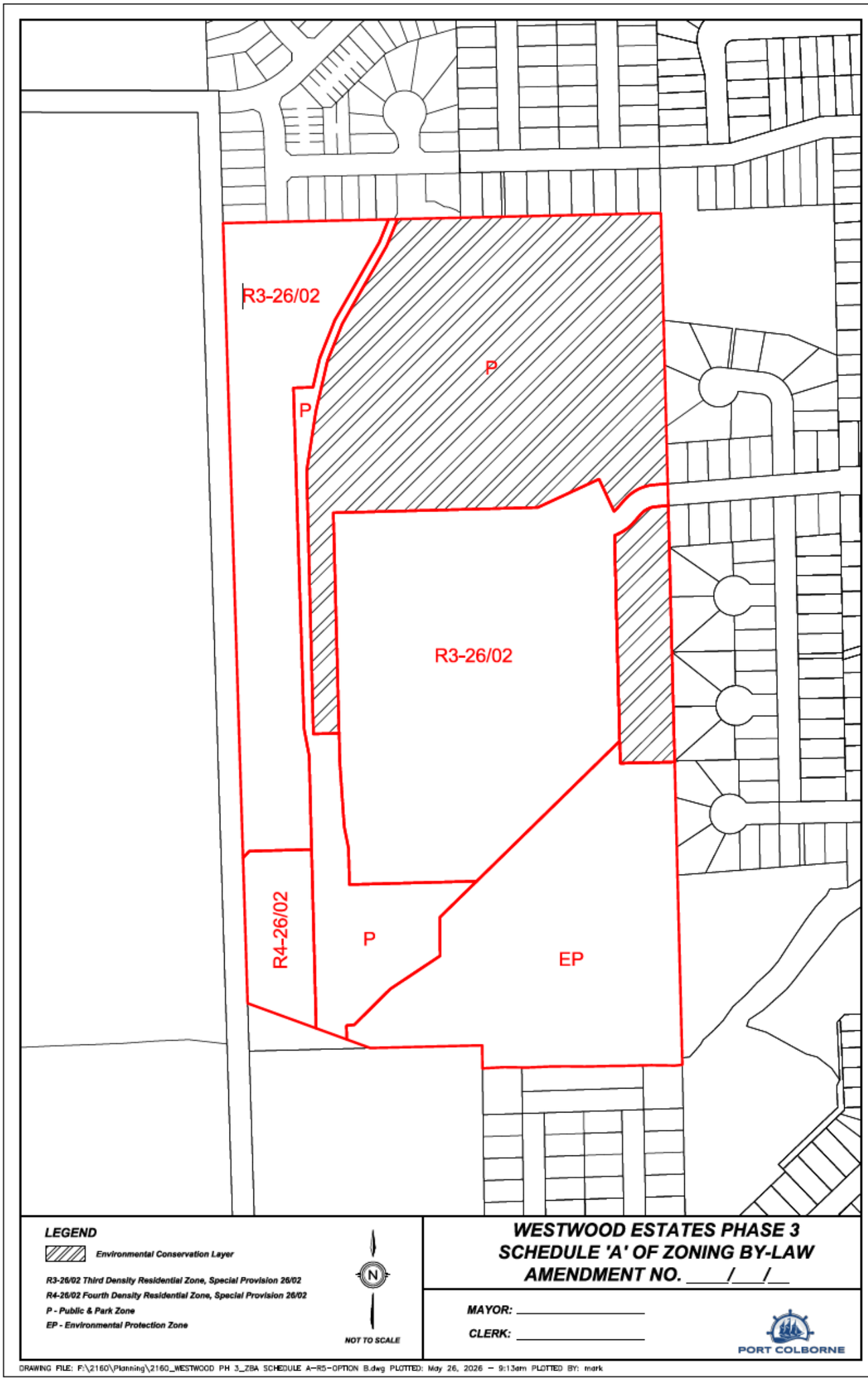
4. That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.

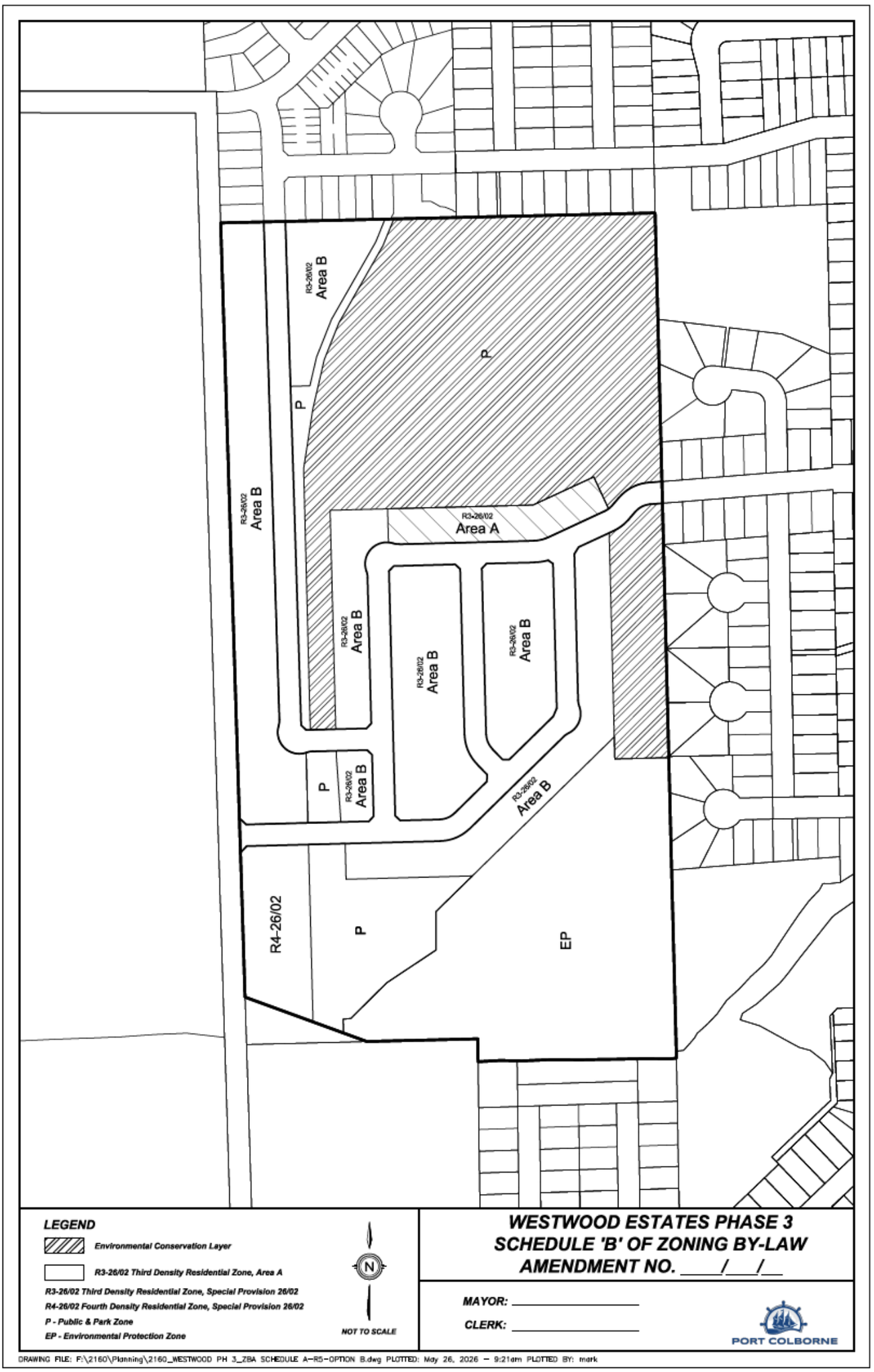
5. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the *Planning Act*.

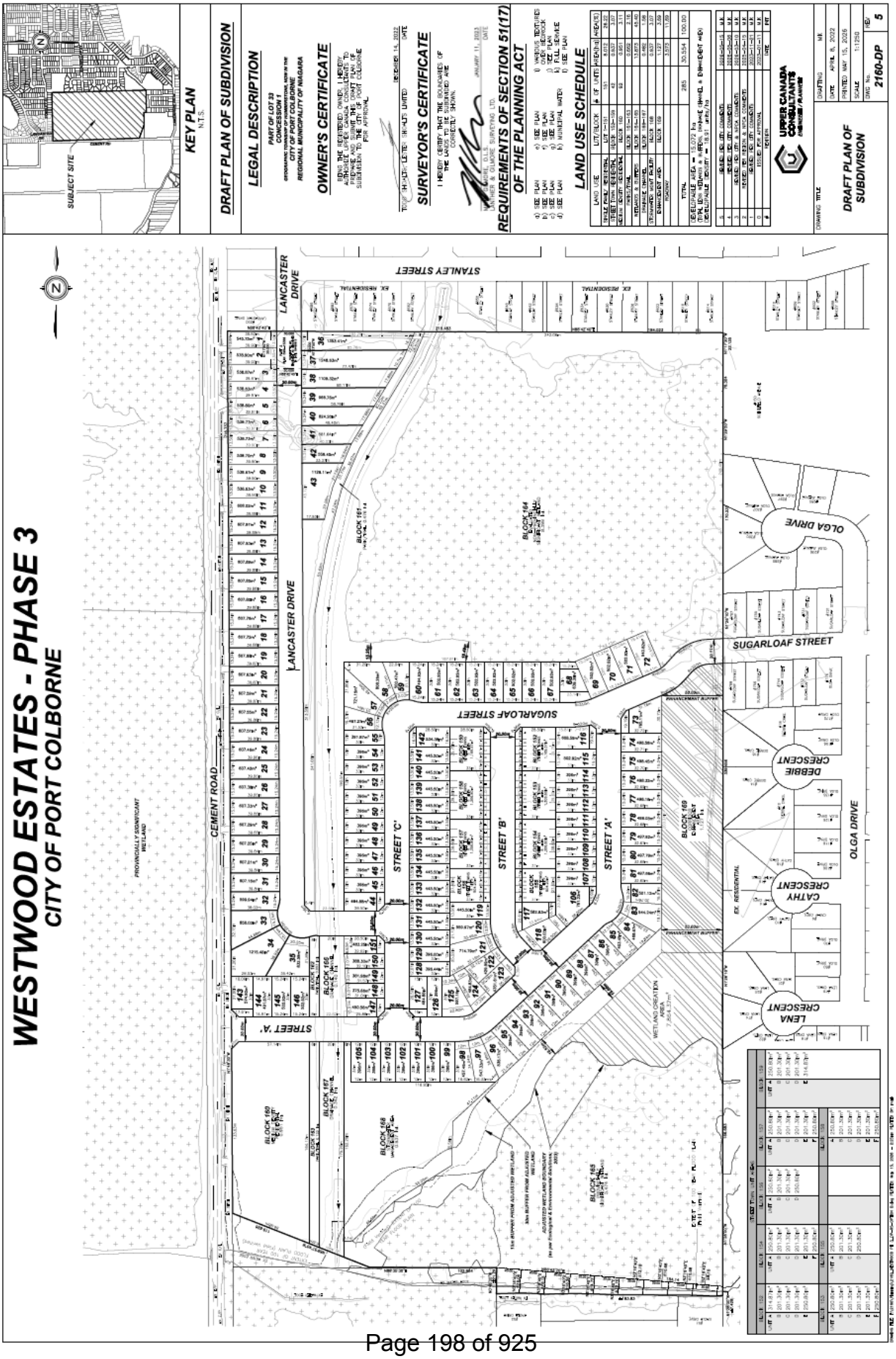
Enacted and passed this [numbered day] day of [month], [year].

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk


R3-26/02
P
P
R3-26/02
R4-26/02
P
EP
LEGEND
Environmental Conservation Layer
R3-26/02 Third Density Residential Zone, Special Provision 26/02
R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
P - Public & Park Zone
EP - Environmental Protection Zone
N
NOT TO SCALE
WESTWOOD ESTATES PHASE 3
SCHEDULE 'A' OF ZONING BY-LAW
AMENDMENT NO. ____/___/__
MAYOR: _____
CLERK: _____
PORT COLBORNE
DRAWING FILE: F:\2160\Planning\2160_WESTWOOD PH 3_ZBA SCHEDULE A-R5-OPTION B.dwg PLOTTED: May 26, 2026 - 9:13am PLOTTED BY: mark


R3-26/02
Area B
P
R3-26/02
Area A
R4-26/02
EP
LEGEND
Environmental Conservation Layer
R3-26/02 Third Density Residential Zone, Area A
R3-26/02 Third Density Residential Zone, Special Provision 26/02
R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
P - Public & Park Zone
EP - Environmental Protection Zone
N
NOT TO SCALE
WESTWOOD ESTATES PHASE 3
SCHEDULE 'B' OF ZONING BY-LAW
AMENDMENT NO. ____/___/__
MAYOR: _____
CLERK: _____
PORT COLBORNE
DRAWING FILE: F:\2160\Planning\2160_WESTWOOD PH 3_ZBA SCHEDULE A-R5-OPTION B.dwg PLOTTED: May 26, 2026 - 9:21am PLOTTED BY: mark


WESTWOOD ESTATES - PHASE 3
CITY OF PORT COLBORNE
KEY PLAN
N.T.S.
SUBJECT SITE
DRAFT PLAN OF SUBDIVISION
LEGAL DESCRIPTION
PART OF LOT 33
CONCESSION 1
GEOGRAPHIC TOWNSHIP OF HUMBERSTONE, NOW IN THE CITY OF PORT COLBORNE
REGIONAL MUNICIPALITY OF NIAGARA
OWNER'S CERTIFICATE
I/WE HAVE THE REGISTERED OWNER(S) HEREBY AUTHORIZE THE SURVEYOR TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE CITY OF PORT COLBORNE FOR APPROVAL.
TROY HOCKLEY UNITED DECEMBER 14, 2022
SURVEYOR'S CERTIFICATE
I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED ARE CORRECTLY SHOWN.
MICHAEL DILS JANUARY 11, 2023
LATHER & GILBERT SURVEYING LTD.
REQUIREMENTS OF SECTION 51(17) OF THE PLANNING ACT
a) SEE PLAN
b) SEE PLAN
c) SEE PLAN
d) SEE PLAN
e) SEE PLAN
f) SEE PLAN
g) SEE PLAN
h) MUNICIPAL WATER
i) VARIOUS TEXTURES OVER BEDROCK
j) SEE PLAN
k) FULL SERVICE
l) SEE PLAN
LAND USE SCHEDULE
LAND USE
LOT/BLOCK
OF UNITS
AREA (Ha)
SINGLE FAMILY RESIDENTIAL
LOT 1-101
101
3.972
38.62
SEMI-DETACHED RESIDENTIAL
BLOCK 102-105
92
3.651
31.11
TOWNHOUSE RESIDENTIAL
BLOCK 106-153
48
2.055
16.74
MULTI-RESIDENTIAL
BLOCK 154-165
2.655
21.16
WETLAND & WOODS
BLOCK 166-169
13.875
65.46
STORMWATER MANAGEMENT POND
BLOCK 170
1.627
3.69
ENHANCEMENT AREA
BLOCK 171
6.845
3.01
ROADWAY
3.575
11.68
TOTAL
285
35.554
190.00
DEVELOPABLE AREA = 15.072 ha
(TOTAL LESS WETLAND & NATURAL HAZARD & ENHANCEMENT AREA)
DEVELOPABLE DENSITY = 18.91 units/ha
ISSUED FOR COMMENT
2022-05-04
ISSUED FOR COMMENT
2022-05-06
ISSUED FOR COMMENT
2022-11-15
ISSUED FOR COMMENT
2023-01-31
ISSUED FOR APPROVAL
2023-01-31
REVISED PER APPROVAL
2023-01-31
REVISION
DATE
APP'D
UPPER CANADA CONSULTANTS
ENGINEERS / PLANNERS
DRAWING TITLE
DRAFT PLAN OF SUBDIVISION
DRAFTING
MR
DATE
APRIL 6, 2022
PLOTTED
MAY 15, 2026
SCALE
1:1250
DWG No.
2160-DP
REV
5
LANCASTER DRIVE
CEMENT ROAD
STANLEY STREET
SUGARLOAF STREET
OLGA DRIVE
DEBBIE CRESCENT
CATHY CRESCENT
LENA CRESCENT
STREET 'A'
STREET 'B'
STREET 'C'
PROVINCIALLY SIGNIFICANT WETLAND
WETLAND CREATION
EX. RESIDENTIAL
BLOCK 164
BLOCK 169
BLOCK 166
BLOCK 167
BLOCK 168
BLOCK 171
BLOCK 172
BLOCK 173
BLOCK 174
BLOCK 175
BLOCK 176
BLOCK 177
BLOCK 178
BLOCK 179
BLOCK 180
BLOCK 181
BLOCK 182
BLOCK 183
BLOCK 184
BLOCK 185
BLOCK 186
BLOCK 187
BLOCK 188
BLOCK 189
BLOCK 190
BLOCK

Conditions of Draft Plan Approval

Westwood Estates- Phase 3 Draft Plan of Subdivision (File No. D12-01-23)

The conditions of final approval and registration of the Westwood Estates- Phase 3 Draft Plan of Subdivision by Upper Canada Consultants on behalf of Lester Shoalts Limited (File No. D12-01-23) City of Port Colborne are as follows:

DRAFT PLAN

1. This approval applies to the Westwood Estates- Phase 3 Draft Plan of Subdivision, Part of Lot 33 Concession 1 Geographic Township of Humberstone, now in the City of Port Colborne, Regional Municipality of Niagara, prepared by Upper Canada Consultants dated April 8, 2022, signed January 11, 2023 and revised on May 15, 2026 (File No. D12-01-23) proposing:
    - 151 Single Use Residential Blocks (Lots 1-151)
    - Blocks 152- 159 for Street Townhouses
    - Block 160 for Medium Density Residential
    - Blocks 161- 163 for Public Parkland
    - Blocks 164-165, and 169 for Environmental Lands
    - Block 166- 167 for Drainage Channel
    - Block 168 for Stormwater Management
2. The headings inserted in these draft plan conditions are inserted for convenience only and shall not be used as a means of interpreting these draft plan conditions.

AGREEMENTS AND FINANCIAL REQUIREMENTS

3. That the Developer shall provide three (3) paper copies and an electronic copy of the pre-registration plans, prepared by an Ontario Land Surveyor.

4. That the Developer shall provide a letter to the Planning and Development Department stating how all the conditions imposed have been or are to be fulfilled.

5. That the Developer shall agree to pay to the City of Port Colborne all required processing and administration fees and any outstanding taxes or fees associated with the subject lands.
6. That the Developer shall submit a Solicitor’s Certificate of Ownership for the Plan of Subdivision land to the Planning and Development Department prior to the preparation of the Subdivision Agreement.

7. That a Subdivision Agreement shall be required between the Developer and the City of Port Colborne which shall be registered by the Municipality against the lands to which it applies in accordance with the *Planning Act R.S.O. 1990, c. P.13*.

8. That the Developer shall pay the applicable City of Port Colborne, Niagara Region, Niagara District School Board and Niagara District Catholic School Board development charges in accordance with the requirements of the Development Charges Act, 1997, S.O. 1997,c.27.

9. That the Developer agrees in writing to satisfy all of the requirements, financial and otherwise, of the City of Port Colborne concerning the provision of roads, daylight triangles, lot reserves, road widenings, sidewalks, fencing, fire hydrants, streetlighting, the extension and installation of services (sanitary sewers, watermain, storm sewers), stormwater management and drainage including the upgrading of services (sanitary sewers, watermain, storm sewers) and the restoration of existing roads damaged during the development of the Plan of Subdivision.

10. That the Subdivision, if phased, be to the satisfaction of the City. The Plan of Subdivision may be registered in phases with appropriate subdivision agreements, provided all applicable conditions have been satisfied for each phase.

11. That pursuant to Section 51.1(3) of the *Planning Act R.S.O. 1990, c. P.13* the Developer agrees to dedicate Blocks 161-163 as shown on the Draft Plan to the City of Port Colborne free and clear of any mortgages, liens and encumbrances as public parkland. Prior to conveyance of the lands to the City, a Record of Site Condition (RSC) shall be filed on the Ministry of the Environment's Brownfields Environmental Site Registry if required by Ontario Regulation 153/04, as amended by Ontario Regulation 511/09, and copy of the Ministry of Environment's written acknowledgment of the filing of the RSC provided to the Regional Development Services Division.

12. That the Developer agrees to construct and dedicate Block 168 as shown on the Draft Plan to the City of Port Colborne free and clear of any mortgages, liens and encumbrances for stormwater management.

13. Parkland dedication to the City shall bear the full depth of its original topsoil, being free of construction debris, unconsolidated fill or other refuse and being fenced to the satisfaction of the City.

14. That the Developer agrees to extend and construct the Street A extension along the westerly edge of the Draft Plan and outside of the Draft Plan as an external road extension, to be secured through a separate Development Agreement with the City.

15. Prior to any site alteration, or final approval, the Developer shall submit all supporting materials, prepared by a qualified professional, as required by the City or any applicable authority, and shall agree to implement the recommendations of the reports, studies and plans to the satisfaction of the City, and any other applicable authority.

16. This approval is for a period of three (3) years. Approval may be extended pursuant to Section 51 (33) of the Planning Act R.S.O. 1990, c. P.13 but no extension can be granted once the approval has lapsed. If the Developer wishes to request an extension to the approval, a written explanation on why the extension is required, together with the resolution from the Region must be submitted for City Council's consideration, prior to the lapsing date.

17. If final approval is not given to this draft plan within three (3) years of the approval date, and no extensions have been granted, approval will lapse under Section 51 (32) of the Planning Act R.S.O. 1990, c. P.13.

18. It is the Developer's responsibility to fulfill the conditions of draft plan approval and to ensure that the required clearance letters are forwarded by the appropriate agencies to the City, quoting file number **D12-01-23** and referencing the conditions that are cleared.

LAND TRANSFERS AND EASEMENTS

19. That the Developer agrees to deed any and all easements that may be required for access for utility and drainage purposes be granted to the appropriate authorities and utilities.

20. That the Developer shall provide that any dead end streets and open sides of road allowances within the Draft Plan be terminated in 0.3m (1ft) reserves to be conveyed to the City of Port Colborne.

21. That the Developer agrees to provide a 3 metre easement in favour of the City over the swale along the rear lots that directly back onto the northern wetland limit (Lots 63- 72) to ensure no development, including grading or site alterations, take place that would adversely impact the swale or impede drainage through the feature.

22. That the developer agrees to convey Blocks 161- 163 to the City of Port Colborne for public parkland

23. That any dead end streets and open sides of road allowances within the Draft Plan be terminated in 0.3m (1ft) reserves to be conveyed to the City of Port Colborne.

24. That the Developer shall provide a Reference Plan that identifies the precise location and dimensions of all conveyed lands and easements through the Subdivision Agreement

ENVIRONMENTAL IMPACT MITIGATION

25. That the Developer shall implement the recommendations of the Environmental Impact Assessment, and applicable addendums; and, the Water Balance Report, and any applicable addendums to the satisfaction of the City.

ZONING

26. That prior to final approval, the zoning by-law amendment application (File No. D14-02-23), which reflects the layout of the Draft Plan of Subdivision has come into effect in accordance with the provisions of Section 34 of the *Planning Act R.S.O. 1990, c. P.13.*

27. The Developer shall submit to the Planning and Development Department two (2) paper copies and an electronic copy of the proposed draft plan and a letter prepared by an Ontario Land Surveyor to confirm zoning compliance.

28. That the Chief Planner, or their designate, be provided with a surveyor's certificate showing lot frontages and net lot area for the final Plan of Subdivision

ROADS

29. That the streets be named to the satisfaction of the City of Port Colborne in accordance with the City's Road Naming Policy.

30. That all roads identified as public streets within the Subdivision be conveyed to the City of Port Colborne as public highways.

31. That the Developer provides detailed engineering design drawings, in accordance with the City's Engineering Design Manual, for the roads, sidewalks and street lighting facilities required to service the subject lands to the City for review and approval.

32. That sidewalks be provided on one or both sides of all streets forming part of the internal road network and a cross section of the streets illustrating the sidewalks, boulevard trees, sodded areas and plantings, street lighting and road widths, in accordance with the City's Engineering Design Manual, shall be provided to the satisfaction of the City through the Subdivision Agreement.

33. That the Developer shall be responsible for the construction of all primary and secondary services, including sidewalks, boulevard plantings and sod as well as street trees (to be planted generally at 6 metre intervals) to be detailed through the Subdivision Agreement.

34. That the Developer agrees to provide street lighting to the satisfaction of the City.

35. That the Developer agrees to install sidewalk and grade/sod boulevards within one month of occupancy or the closing date for individual homes on a per lot basis. Should the Developer wish to defer sidewalk installation and the grading/sodding of boulevards due to weather conditions or other circumstances, approval for the deferral must be obtained from the City.

36. That any external road and/or intersection improvements be established and set out in the Subdivision Agreement including any external works and the connection to Cement Road.

37. That prior to any construction taking place within the City road allowance the Developer shall obtain the necessary approvals from the City's Public Works Department.

38. That the Developer agrees to construct a 4 metre wide trail on Blocks 161, 162, 163. The location and design of the trail to be constructed shall be in accordance with the City's standards and to the satisfaction of the Chief Planner or their designate.

SUBDIVISION AGREEMENT

39. That the Developer shall enter into a Subdivision Agreement with the City which shall be registered on title and shall satisfy all requirements, financial and otherwise, of the City concerning the provision of roads, services, drainage, utilities, parkland, and any other matters required to develop the subdivision in accordance with the approved plans and applicable municipal standards. The Subdivision Agreement shall set out the requirements for fencing and landscaping along areas adjacent to parkland and environmental lands and all other matters as set out in the Draft Conditions.

40. That the following clauses be included in the subdivision agreement:

    Should deeply buried archaeological remains/resources be found on the property during construction activities, all activities impacting archaeological resources must cease immediately, the Archaeology Programs Unit of the Ontario Ministry of Tourism, Culture and Sport (416-212-8886) shall be notified, and a licensed archaeologist shall be notified, and a licensed archaeologist, who is required to carry out an archaeological assessment in accordance with the Ontario Heritage Act and the Standards and Guidelines for Consultant Archaeologists.

    In the event that human remains are encountered during construction, all activities must cease immediately and the local police as well as the Cemeteries Regulation Unit of the Ministry of Government and Consumer Services in Toronto (416-326-8800) must be contacted. In situations when human remains are associated with archaeological resources, MTCS should also be notified to ensure that the site is not subject to unlicensed alterations which would be a contravention of the Ontario Heritage Act.

41. Any phasing or build-out of the Draft Plan of the Subdivision shall be detailed and provided through the Subdivision Agreement.

MUNICIPAL SERVICES

42. The developer shall obtain the necessary Environmental Compliance Approval Certificates for the new municipal services through the City's Consolidated Linear Environmental Compliance Approval. Capacity in the Regional Pumping Station will need to be completed prior to the City signing off on the required forms for approval.

43. That a Functional Servicing Report indicating that the accepting servicing infrastructure (storm sewers, sanitary sewers and water mains) can accommodate the additional flows and adequate fire flows are provided to the development be submitted to the City for review and to the satisfaction of the Director of Public Works, or their designate and the Fire Chief, or their designate.

44. That the developer provide a development sanitary and water modelling analysis for the draft plan of subdivision for review and to the satisfaction of the Director of Public Works, or their designate, as part of detailed design.

45. That the Developer will provide the City with the proposed site servicing plans for the subject property. The Department of Public Works and Department of Planning and Development shall approve the plans prior to construction.

46. That the Developer submit for review and approval by the Department of Public Works and Department of Planning and Development, a Geotechnical Study, prepared by a qualified engineer that verifies the soil bearing capacity, recommends appropriate sewer pipe design, pipe bedding, backfill and roadway designs.

47. That the design of all Municipal and public utility services for the Subdivision be coordinated with adjacent development, where required.

48. That the design for the water distribution system intended to service the Draft Plan be submitted to the City of Port Colborne for review and approval.

49. That the design drawings for the sanitary sewer and stormwater drainage systems to service the development be submitted to the Regional Public Works Department for review and approval. The City of Port Colborne is responsible for the review and approval of watermains under the MOE Water License Program.

50. That prior to registration of this plan, the Developer must obtain Environmental Compliance Approval from the Ministry of Environment for sewer and storm water management works needed to service the proposed development. Prior to installing the watermain to service the proposed development, the Developer must submit Ministry of Environment 'Form 1' Record of Watermain.

51. At the end of the project, the design engineer shall certify that all grading, storm sewers and stormwater management controls have been constructed in general

conformity to the approved drawing. Copies of the certification shall be circulated to the City and the Niagara Region.

52. That all foundation drainage be directed to a sump that will have a pump discharge to grade. Direct gravity or piped connections with sump pump to the storm sewer system are not permitted.

53. Roof water drainage from any structure or building shall discharge onto splash pads (concrete or other suitable material) to grass surfaces via downspouts. These splash pads shall extend a distance at least 1.2 metres away from the structure and must direct the flow away from the building, not onto walks or driveways, and not towards adjacent property.

STORMWATER MANAGEMENT, GRADING AND SEDIMENT AND EROSION CONTROL

54. That the Subdivision Agreement between the Developer and the City of Port Colborne contain provisions whereby the Developer agrees to implement the approved stormwater management plan.

55. The design of the stormwater management facilities including side slopes on the pond(s) and the requirement of a maintenance path shall be in accordance with the City requirements and the review of the detail drawings shall be subject to the review and approval of the Department of Public Works and Planning and Development Department.

56. That the Developer prepare a detailed subdivision grade control plan showing both existing and proposed grades and the means whereby major storm flows will be accommodated across the site be submitted to the City of Port Colborne and the Regional Municipality of Niagara for review and approval. The Developer will ensure that the Plan of Subdivision land will remain in a natural state until such time as the detailed subdivision grade control plan is approved.

57. That prior to approval of the final plan or any on-site grading, the Developer submit to the City of Port Colborne for review and approval two copies of a detailed stormwater management plan for the subdivision and the following plans designed and sealed by a suitably qualified professional engineer in accordance with the City of Port Colborne's requirements for stormwater management:
    a. Detailed lot grading and drainage plans, noting both existing and proposed grades and the means whereby overland flows will be accommodated across the site;
    b. Detailed sediment and erosion control plans.

58. That detailed sedimentation and erosion control plans be prepared for review and approval by the Regional Municipality of Niagara Development Services Division. All sediment and erosion control measures shall be maintained in good condition for the duration of construction until all disturbed surfaces have been stabilized

59. That detailed lot grading and drainage plans, noting both existing and proposed grades and the means whereby overland flows will be accommodated across the site, be submitted to the City of Port Colborne for review and approval.

60. That the Developer shall provide landscaping and planting of the stormwater management facility lands to the satisfaction of the City.

CITY OF PORT COLBORNE FIRE DEPARTMENT

61. Fire break lot(s) shall be outlined on the final plan as necessary.

62. During construction, streets shall be left clear in conformance with the requirements of the Ontario Building Code (i.e. minimum 6 m width and a minimum 12 m centreline turning radius). Streets are to be hard surfaced (first layer of asphalt) prior to construction above ground to ensure that they will accept the weight of fire fighting vehicles and provide emergency access at all times and under all weather conditions.

63. Access for fire department vehicles shall be maintained to new buildings, construction trailers and material storage areas at all times during construction.

64. Fire hydrants are to be in place, operational and secured prior to construction above ground. The water supply for fire fighting purposes must be kept accessible and operational at all times.

65. A detailed site plan, noting all services / hydrant locations shall be submitted for review and comment.

66. Construction waste material is not to accumulate on site in quantity or locations so as to create a fire hazard.

67. Open burning is not permitted.

68. When hot work is being utilized, portable fire extinguishers shall be on site and accessible.

69. The owner agrees that conditions 62-68 will be included as conditions within the future Subdivision Agreement.

COMMUNITY BENEFITS AND PUBLIC PARK

70. That the Developer confirm satisfaction of Community Benefits and Parkland Dedication Requirements as permitted in Sections 37 and 51.1 of the *Planning Act R.S.O. 1990, c. P.13.*

71. That the Developer shall convey through Blocks 161- 163 land equal to a minimum of 5% of the Draft Plan area, to the City of Port Colborne for park purposes as permitted in Section 51.1 of the *Planning Act R.S.O. 1990, c. P.13*. Where the

minimum 5% of the land area cannot be conveyed as land, the balance of the required parkland dedication shall be satisfied through cash-in-lieu of parkland.

UTILITIES

72. That the Developer shall co-ordinate the preparation of an overall utility distribution plan to the satisfaction of all affected authorities.

73. That the Developer shall enter into any agreement as required by utility companies for installation of services, including street lighting, all in accordance with the standards of the City of Port Colborne. All utilities servicing the Subdivision shall be underground. Upon installation and acceptance by the City, streetlights and streetlight electrical supply system will be added to the City's inventory.

74. That the Developer agrees to grant easements as may be required for utility purposes to the appropriate authority.

BELL CANADA

75. The Developer shall indicate in the Agreement, in words satisfactory to Bell Canada, that it will grant to Bell Canada any easements that may be required, which may include a blanket easement, for communication/telecommunication infrastructure. In the event of any conflict with existing Bell Canada facilities or easements, the Developer shall be responsible for the relocation of such facilities or easements.

76. The Developer agrees to contact Bell Canada during detailed design to confirm the provision of communication/telecommunication infrastructure needed to service the development.

77. The Developer agrees that prior to commencing any work, the Developer must confirm that sufficient wire-line communication/telecommunication infrastructure is available. In the event that such infrastructure is unavailable, the Developer shall be required to pay for the connection to and/or extension of the existing communication/telecommunication infrastructure. If the Developer elects not to pay for the above noted connection, then the Developer will be required to demonstrate to the satisfaction of the Municipality that sufficient alternative communication/telecommunication will be provided to enable, at a minimum, the effective delivery of communication/telecommunication services for emergency management services (i.e. 911 Emergency Services).

CANADA POST

78. The Developer shall complete to the satisfaction of the City and Canada Post:
    a. Include in all offers of purchase and sale, a statement that advises the prospective purchaser:

i) That the home/business mail delivery will be from a designated Centralized Mail Box.
ii) That the Developer be responsible for officially notifying the purchasers of the exact Central Mail Box locations prior to the closing of any home sales.

b. The Developer further agrees to:
i) Work with Canada Post to determine and provide temporary suitable Centralized Mail Box locations which may be utilized by Canada Post until the curbs, boulevards and sidewalks are in place in the remainder of the Subdivision.
ii) Install a concrete pad in accordance with the requirements of and in locations to be approved by Canada Post to facilitate the placement of Community Mail Boxes.
iii) Identify the pads above on the engineering servicing drawings. Said pads are to be poured at the time of the sidewalk and/or curb installation within each phase of the Plan of Subdivision.
iv) Determine the location of all centralized mail receiving facilities in co-operation with Canada Post and to indicate the location of the centralized mail facilities on appropriate maps, information boards and plans. Maps are also to be prominently displayed in the sales office(s) showing specific Centralized Mail Facility locations.

c. Canadas Post's multi-unit policy, which requires that the Developer provide the centralized mail facility (front loading lockbox assembly or rear-loading mailroom [mandatory for 100 units or more]), at their own expense, will be in effect for buildings and complexes with a common lobby, common indoor or sheltered space

NIAGARA CATHOLIC DISTRICT SCHOOL BOARD AND DISTRICT SCHOOL BOARD OF NIAGARA

79. That sidewalks be constructed within the development to facilitate student travel to the school/bus stop locations

MINISTRY OF TOURISM, CULTURE AND SPORT

80. That prior to approval of the final plan, the Developer submit an Archaeological Assessment, prepared by a licensed archaeologist to the Ministry of Citizenship and Multiculturalism (MCM) and receive an acknowledgement letter from MCM (copied to Niagara Region) confirming that all archaeological resource concerns have met licensing and resource conservation requirements prior to any development on the site. No demolition, grading or other soil disturbances shall take place on the subject property prior to the issuance of a letter from the Ministry confirming that all archaeological resource concerns have met licensing and resource conservation requirements.

NIAGARA PENINSULA CONSERVATION AUTHORITY (NPCA) (OR ITS REPLACEMENT)

81. That the lots directly backing onto the northern wetland limit (Lots 63-72) be placed in an appropriate zone category to ensure the long-term protection of the rear yard swale by prohibiting any development or site alterations that could adversely impact the swale or impede drainage through the feature to the satisfaction of the NPCA.

82. That an easement in favour of the City be placed over the swale along the rear lots that directly back onto the northern wetland limit (Lots 63-72) to ensure no development, including grading or site alterations, take place that would adversely impact the swale or impede drainage through the feature.

83. That Blocks 164, 165, 166, 167, 169 and the block dedicated to the future wetland creation area be placed within an appropriate zone category that appropriately protect the features within these Blocks, to the satisfaction of the NPCA

84. That the Developer submits to the NPCA for review and approval, grading, storm servicing, stormwater management, staging and sequencing, and construction sediment control drawings.

85. That the Developer provides a 1.5 metre high (minimum) chain link fence, with no gates, along the lot lines of lots 36-43, 44-72, 73-105 and 145-149 to the satisfaction of the NPCA.

86. That prior to the commencement of any works or site alterations on site, the Owner shall obtain Work Permits from the NPCA for any works associated with the construction of the proposed culvert crossings within NPCA's regulated areas. In support of the application, the following information will be required:

    a. Detailed design plans on the culvert crossings
    b. Any other information as may be determined necessary by the NPCA at the time an application is submitted.

87. That prior to the commencement of any works or site alterations on site, the Owner shall obtain Work Permits from the NPCA for the removal of the existing wetlands on the subject lands and construction of the proposed new wetland. In support of the Work Permit applications, the following will be required:

    i) A detailed compensation plan that indicates the design of the proposed wetland, construction methodology, material details, etc. (the Developer is to scope this requirement with NPCA staff prior to submitting a Work Permit application);
    ii) A detailed monitoring plan;

iii) A Wetland Restoration and Re-Creation Agreement with the NPCA, securing the implementation of the Wetland Restoration and Re-Creation Plan. The Applicant shall post securities to the NPCA in a set amount, to be approved by the NPCA at such time of posting, to secure the full costs associated with implementation, and;

iv) Any other information as may be determined at the time a Work Permit application is submitted to the NPCA such as phasing plans

88. That prior to the commencement of any works or site alterations on site, the Owner shall obtain all other NPCA permits for works within NPCA regulated features and/or buffers (including but not limited to: Buffer Enhancement Plantings, Grading or drainage works, stormwater outfalls, structural development, etc.)

89. That Conditions 81 to 88 above be incorporated into the Subdivision Agreement between the Developer and the City of Port Colborne, to the satisfaction of the Niagara Peninsula Conservation Authority. The City of Port Colborne shall circulate the draft Subdivision Agreement to the Niagara Peninsula Conservation Authority for its review and approval

NIAGARA REGION

90. That the owner provides a written acknowledgement to Niagara Region stating that draft approval of this subdivision does not include a commitment of servicing allocation by Niagara Region as servicing allocation will not be assigned until the plan is registered and that any pre-servicing will be at the sole risk and responsibility of the owner.

91. That the owner provides a written undertaking to Niagara Region stating that all Offers and Agreements of Purchase and Sale or Lease, which may be negotiated prior to registration of this subdivision shall contain a clause indicating that servicing allocation for the subdivision will not be assigned until the plan is registered, and a similar clause be inserted in the subdivision agreement between the owner and the City.

92. That prior to final approval for registration of this plan of subdivision, the owner shall submit the design drawings [with calculations] for any new municipal sanitary and storm sewers, and stormwater management facilities required to service this development to the Region to confirm capacity in the Regional Infrastructure and obtain approval through the City's Consolidated Linear ECA and Drinking water licence for the new municipal infrastructure.

93. That prior to approval of the final plan or any on-site grading, the owner shall submit a detailed stormwater management plan for the subdivision and the following plans designed and sealed by a qualified professional engineer in accordance with the Ministry of the Environment, Conservation and Parks (MECP) documents entitled Stormwater Management Planning and Design Manual March 2003 and

Stormwater Quality Guidelines for New Development, May 1991, or their successors to Niagara Region for review and approval:

a. Detailed lot grading, servicing and drainage plans, noting both existing and proposed grades and the means whereby overland flows will be accommodated across the site;
b. That the future stormwater management facilities required to service this development be reviewed by the City through the Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA);
c. Detailed erosion and sedimentation control plans.

94. That the subdivision agreement between the owner and the City contain provisions whereby the owner agrees to implement the approved plan(s) required in accordance with Condition 93.

95. That the developer provide waste collection plans at the time of detailed engineering design review, to be approved to the satisfaction of the Region as part of clearance of conditions

96. That the Developer will be required to comply with Niagara Region's Corporate Waste Collection Policy and submit an Application for Commencement of Collection in order to initiate regional waste collection services at the new development. Applicable terms and conditions are listed on the agreement form.

97. That the owner/developer ensure that all streets and development blocks can provide access in accordance with Niagara Region's Corporate Policy and By-laws relating to the curbside collection of waste and recycling and complete the Application for Commencement of Collection prior to waste collection services commencing.

98. In order to be eligible for Regional curbside waste collection services, the owner will be required to provide a temporary turnaround/cul-de-sac with a minimum curb radius of 12.8 metres for all dead-end streets.

99. Prior to granting final approval, the City of Port Colborne must be in receipt of written confirmation that the requirements of each condition have been met satisfactorily and that all fees have been paid to the satisfaction of Niagara Region. Clearance requests shall be submitted to the Region in accordance with the Memorandum of Understanding, which stipulates that requests for formal clearance of conditions are to be received and circulated to the Region by the local municipality.

100. Prior to final approval for registration, a copy of the executed Subdivision Agreement for the proposed development should be submitted to Niagara Region for verification that the appropriate clauses have been included. Niagara Region recommends that a copy of the draft agreement be provided in order to allow for the incorporation of any necessary revisions prior to execution. The local

municipality is also responsible for circulating a copy of the draft agreement, and the Region is unable to provide a final clearance letter until the draft agreement is received.

FINAL APPROVAL

101. Subject to the conditions set forth herein, this Draft Plan is approved under Section 51 (31) of the Planning Act R.S.O. 1990, c. P.13. Final approval shall be granted by the City.

CLEARANCE OF CONDITIONS

Prior to granting final plan approval, the Planning and Development Department requires written notice from applicable City Departments and the following agencies indicating that their respective conditions have been satisfied:

- Canada Post
- City of Port Colborne Planning and Development Department
- City of Port Colborne Department of Public Works
- City of Port Colborne Fire Department
- Niagara Catholic District School Board
- District School Board of Niagara
- Niagara Peninsula Conservation Authority, or its replacement
- Niagara Region

PORT COLBORNE

Subject: **2026 Asset Management Plan Update**

To: **Council**

From: **Public Works Department**

Report Number: 2026-90

Meeting Date: June 23, 2026

Recommendation:

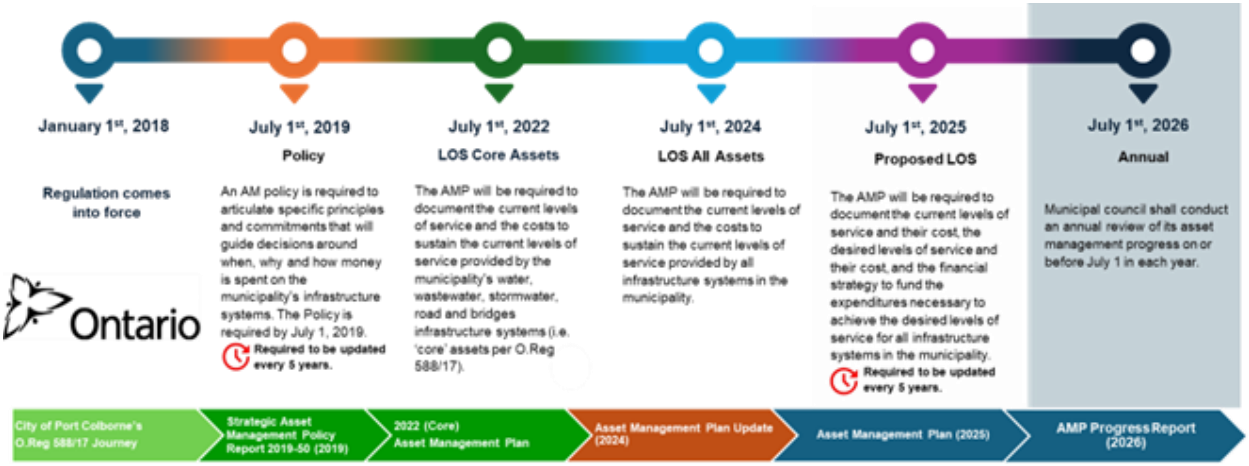
That Public Works Department Report 2026-90 be received.

Purpose:

The purpose of this report is to provide Council with the City of Port Colborne's 2026 Asset Management Plan Progress Report (2026 Update) for approval. This 2026 Update will be used to guide asset management decisions, including financial planning and ensure the City maintains compliance with Ontario Regulation 588/17 under the *Infrastructure for Jobs and Prosperity Act, 2015*.

Background:

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



This 2026 Update fulfills the annual requirement as laid out in Ontario Regulation 588/17 per the Figure 1 on the previous page. This ensures that the City remains compliant with the province's Asset Management regulations.

Discussion:

The Asset Management Plan (AMP) is designed as a comprehensive document to facilitate a better understanding of City infrastructure, its relationship to financial requirements, levels of service and lifecycle strategies surrounding infrastructure.

Readers of the AMP and 2026 Update are advised that this is a living document. As noted in the background section of this report, the AMP has advanced through several stages since 2018, culminating in the final major checkpoint, the Proposed Level-of-Service AMP in 2025, which identified the desired level of service, risk appetite and ensured funding strategy aligned.

It is important to note that a municipality must publish an annual progress report to the AMP which highlights:

- Progress the City has made implementing the AMP recommendations.
- Factors that may impede implementation of the AMP.
- Strategies proposed to mitigate these challenging factors.

The 2026 Update in **Appendix A** to this report satisfies the above requirements per O. Reg 588/17. Based on Council's feedback, Staff has elected to also publish an inventory update as part of the 2026 Update, which would not have been required legislatively until 2030. This emphasizes that the AMP is a living document that drives decisions regularly rather than simply a provincially legislated requirement. Going forward, Staff aims to update inventory at least every other year to keep Council apprised of the City's up-to-date Asset Management information.

Salient highlights from the 2026 Update (**Appendix A**) include:

- The total replacement value of City-owned capital assets is $1.94 billion.
- Approximately 74.59% of capital assets are in fair or better condition.
- Deferred maintenance (assets in poor or very poor condition) total $280.3 million

Internal Consultations:

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

Financial Implications:

The AMP and 2026 Update are mechanisms to support asset management planning for the City, including identification in funding requirements.

Council has been a leader in the funding of capital assets. The AMP highlights various financial scenarios. In the past six years, the City has grown the capital budget by approximately 20% per year. Should council continue with this model until 2031/32, the City would achieve the baseline funding requirement for a fully funded asset management plan. The AMP reflects the funding model as the “anticipated budget”.

At the time of writing this report various debt financing scenarios are being reviewed. In addition, alternative strategies to address asset management, which include relining certain water infrastructure vs. full replacement and certain asset retirement options are being investigated which may reduce future funding requirements.

The AMP shows the anticipated cost to both maintain the current level of service for core and non-core assets as well as the costs to achieve the desired level of service as of 2025. The Asset Category Report Cards from the 2026 Update show the City’s progress toward the desired level of service for each category. The City’s strategic plan identifies the desired level of service to be having all assets except water with a condition rating above “very poor” by 2030, and water assets with a condition rating above “very poor” by 2040.

Public Engagement:

The AMP and this 2026 Update will be available on the City’s website.

Strategic Plan Alignment:

The AMP was developed in alignment with the Strategic Plan, and 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:

The City's AMP provides a long-term roadmap for keeping the City's infrastructure safe, functional and affordable. The 2026 Update reflects current information and the City's commitment to improving municipal services for the community. In conclusion, staff recommend that Public Works Department 2026-90 be received.

Appendices:

a. 2026 Asset Management Plan Update

b. Asset Management Plan

Respectfully submitted,

Alex Rotundo
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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



City of Port Colborne

Corporate Asset Management Plan Annual Progress Report

2026

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Glossary of Terms

Term	Definition
Asset	An item, thing or entity that has potential or actual value or benefit to an organization.
Asset Management (AM)	Coordinated activity of an organization to realize value from assets.
Asset Management Plan (AMP)	Long-term plans (usually 10-20 years or more for infrastructure assets) that outline the asset activities and programs for each service area and resources applied to provide a defined level of service in the most cost-effective way.
Asset Management Policy	A high-level statement of an organization's principles and approach to asset management (IIMM, 2015).
Infrastructure	The system of fundamental facilities and structures necessary for a public works of a country, state or region to function. Examples include roads, railway, bridges, tunnels, water supply, sewers, electrical, telecommunications, signs, equipment, fleet, etc.
Level of Service (LOS)	Parameter or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers. Levels of service statements describe the outputs or objectives an organization or activity intends to deliver to customers.
Ontario Regulation O.Reg. 588/17	Ontario Regulation 588/17 under the Infrastructure for Jobs and Prosperity Act 2015, as amended. Principles are set out in this regulation by the provincial government to regulate asset management planning for municipalities.
Replacement Cost/Value	The cost of acquiring an asset to replace an existing asset with a new modern equivalent asset.



Introduction

1 Introduction

1.1 Purpose and Regulation

The City of Port Colborne's infrastructure supports a variety of municipal services that residents and businesses rely on every day. City infrastructure includes a variety of asset types such as roads and bridges which facilitate travel, watermains which deliver clean drinking water, sewer and storm systems which manage waste and excess rainfall, emergency services which keeps residents and property safe, parks which provide leisure spaces for residents and visitors, and library services which aim to empower, enrich, and educate visitors of all ages. The City owns approximately $1.94 billion in infrastructure assets.

1.1.1 O.Reg. 588/17 Overview

This Asset Management Plan Annual Progress Report satisfies requirements for July 1, 2026, as per the Ontario Regulation 588/17. In accordance with the regulation, this AMP Annual Progress Report includes an outline of the progress the City of Port Colborne has made implementing the 2025 AMP. It also identifies the factors that may impede implementation of the asset management plan, along with the strategies proposed to mitigate these challenges. Figure 1 below shows an overview of the requirements and timelines included in O. Reg. 588/17.

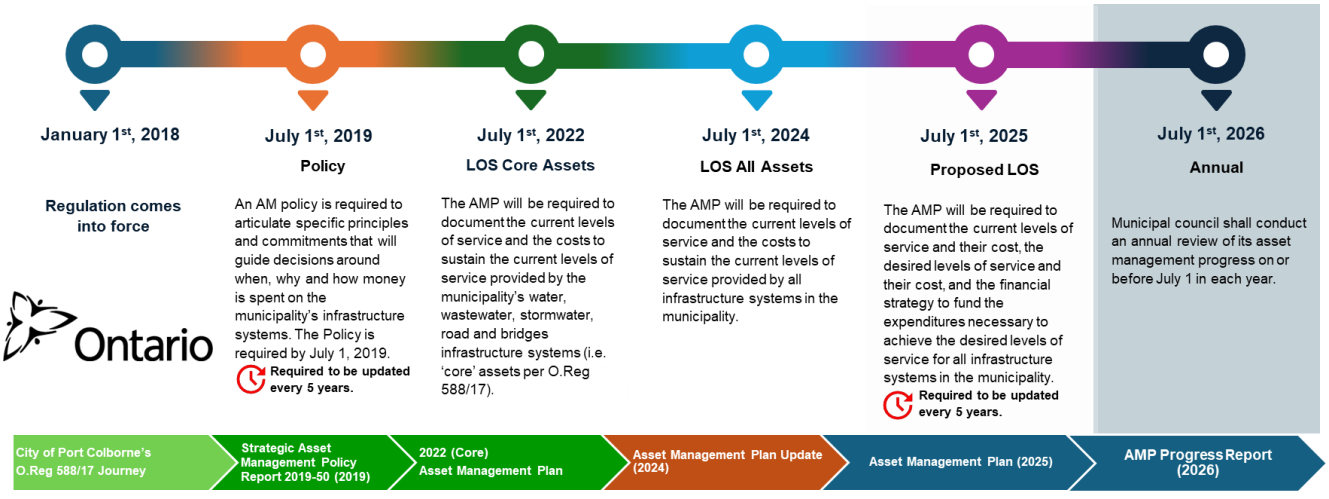


Figure 1. O.Reg. 588/17 Requirements and Timelines

1.2 Annual Progress Update

1.2.1 State of the Infrastructure Update

The City of Port Colborne's Asset Management Plan Annual Progress Report provides an update to the state of the infrastructure for all City owned infrastructure assets included in the 2025 asset management plan. Estimated replacement values for assets were inflated by 3.8% using the non-residential building construction price index (NRBCPI) to align reported estimated replacement values with prevailing market conditions. Table 1 lists the 2026 Estimated Replacement Value for each Asset Category at the City, along with the average asset condition and comparison of assets in very poor condition for the years 2025 and 2026.

Table 1. Replacement Value and Condition Comparison by Asset Category

Asset Category	2026 Replacement Value	Average Asset Condition	2026 Very Poor	2025 Very Poor
Wastewater Network	$368,180,133	Good	3.45%	4.16%
Water Network	$442,671,974	Fair	38.61%	38.74%
Stormwater Network	$434,228,165	Good	11.21%	11.15%
Transportation	$545,490,268	Good	0.58%	0.52%
Emergency Services	$10,662,258	Poor	46.30%	36.91%
Facilities	$85,923,726	Fair	27.63%	27.63%
Fleet and Equipment	$11,643,531	Good	1.11%	
Information Technology	$3,310,906	Fair	18.08%	24.71%
Library	$488,659	Poor	55.77%	38.81%
Natural Assets	$7,103,241	Good	2.66%	2.96%
Parks	$32,767,922	Fair	45.40%	33.19%
Total	**$1,942,470,788**	**Fair**	**14.43%**	**14.17%**

Current Overall Asset Condition

Asset conditions were degraded by one year, to reflect expected ongoing asset deterioration over time. Asset conditions at the City are similar to those reported in the 2025 AMP with 74.59% of assets in “Fair” or better condition. Figure 2 shows the current overall asset condition at the City.

Table 2 shows the estimated replacement value and condition breakdown by asset category.

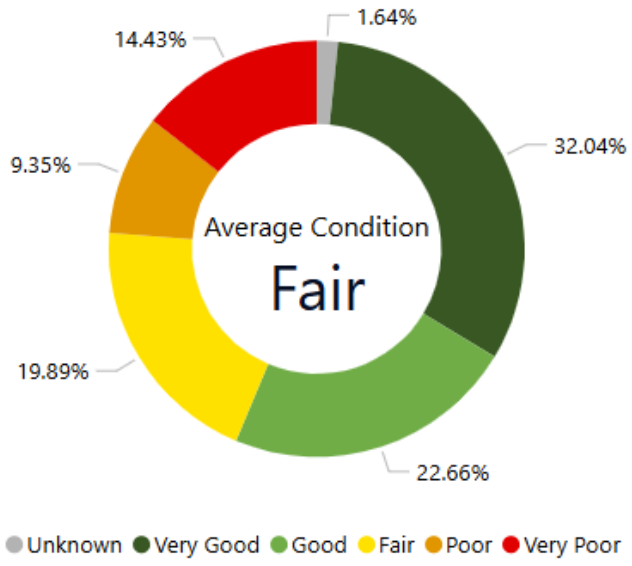


Figure 2. Current Overall Asset Condition

Table 2. Asset Category Replacement Value and Condition Breakdown

Asset Category	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Wastewater Network	$368,180,133	1.73%	48.41%	15.30%	15.84%	15.28%	3.45%
Water Network	$442,671,974		10.67%	21.31%	27.33%	2.03%	38.61%
Stormwater Network	$434,228,165	0.94%	39.66%	13.11%	18.95%	16.12%	11.21%
Transportation	$545,490,268	2.12%	39.64%	32.28%	20.14%	5.24%	0.58%
Emergency Services	$10,662,258		1.53%	31.37%	10.12%	10.67%	46.30%
Facilities	$85,923,726		7.98%	46.53%	7.87%	9.99%	27.68%
Fleet and Equipment	$11,643,531	1.88%	11.58%	43.47%	25.60%	16.36%	1.11%
Information Technology	$3,310,906	10.08%	0.88%	45.12%	10.96%	14.88%	18.08%
Library	$488,659			0.57%	29.85%	12.81%	56.77%
Natural Assets	$7,103,241	7.77%		79.45%	8.63%	1.49%	2.66%
Parks	$32,767,922	26.11%		2.83%	8.95%	16.63%	45.40%
Total	**$1,942,470,788**	**1.64%**	**32.04%**	**22.66%**	**19.89%**	**9.35%**	**14.43%**

1.2.2 Asset Management Progress and Continual Improvements

The City of Port Colborne has continued to make meaningful progress in strengthening its asset management practices and embedding a culture of continual improvement across the organization. These improvements reflect a growing commitment to evidence-based decision-making, long-term financial planning, risk management, and regulatory compliance, while also supporting transparency and accountability to residents. As asset management practices continue to mature, the City is refining lifecycle planning, improving cross-departmental collaboration, and aligning investment decisions with community priorities. The City is making continuous improvements to our data and asset inventory by regularly reviewing records, updating information, and strengthening our processes for accuracy and completeness. This ongoing effort helps us maintain better visibility of what we own, where it is located, and how it is used, enabling more informed decisions, reducing risk, and supporting operational efficiency. This progress positions Port Colborne to better maintain existing infrastructure, anticipate future needs, and responsibly manage public resources in a way that supports resilience, service reliability, and the long-term well-being of the community.

1.2.3 Challenges and Risks and Proposed Mitigation Strategies

Table 3 summarizes the key challenges and risks currently affecting implementation of the City's asset management initiatives, together with the corresponding mitigation strategies proposed to address them. These items reflect service area specific considerations and support ongoing efforts to improve resilience, decision-making, and the long-term sustainability of municipal infrastructure.

Table 3. Asset Management Challenges and Proposed Mitigation Strategies

Challenge	Asset Category	Challenge Description	Proposed Mitigation Strategy
Funding Limitations	Water Wastewater Stormwater	Funding constraints remain a significant challenge, with elevated construction costs in Port Colborne due to bedrock conditions.	Trenchless rehabilitation methods are being used for linear capital programs to reduce costs and increase the amount of infrastructure addressed.
Funding Limitations	Wastewater	Funding constraints remain a significant challenge, with elevated construction costs in Port Colborne due to bedrock conditions.	Phased implementation of a city-wide program for wastewater. Condition assessments followed by re-lining of mains, then lateral re-lining.

Challenge	Asset Category	Challenge Description	Proposed Mitigation Strategy
Data Gaps	Water Wastewater Stormwater	Data gaps persist for linear infrastructure due to missing historical drawings.	The Asset Management team continues to correct and update GIS data to improve accuracy.
Resource Constraints	Water Wastewater Stormwater	Staff turnover within the Project Management department has created capacity challenges.	Project management training tailored to Port Colborne is underway, and Asana will be introduced to improve project tracking and coordination.
Changing Regulations	Water Wastewater Stormwater	Compliance with excess soil regulations presents challenges for capital program delivery.	Trenchless rehabilitation methods are being used for linear capital programs to reduce costs and increase the amount of infrastructure addressed.
Uncertainty in long-term planning	Water Wastewater Stormwater	Unrealized growth has introduced uncertainty into long-term planning.	Ongoing efforts to identify problem areas are supporting a more agile capital replacement program, rather than relying solely on a fixed 10-year plan.
Leak detection	Water	Accurate leak detection continues to be a challenge.	Proactive leak detection measures are being implemented to improve system performance.
Heat Pump Suitability	Facilities	Ensuring that a heat pump is sufficient for the planned area.	A 5-year capital plan is in place and reviewed yearly to address required facilities works.
EV Placement	Fleet and Equipment	Ensuring that EVs are put in the proper placement.	A 5-year capital plan is in place and reviewed yearly to address required fleet and equipment works.

Challenge	Asset Category	Challenge Description	Proposed Mitigation Strategy
Long Lead Times and Cost Increases	Fleet and Equipment	Timelines for getting products, contractors, or vehicles remain challenging due to long lead times. Some purchases are deferred because of equipment cost increases.	A 5-year capital plan is in place and reviewed yearly to address required fleet and equipment works. Proactive planning ensures vehicles and equipment can be ordered proactively to support timely delivery.
Data Gaps	Transportation	Recent field collection data may not align with existing records (catch basin and manhole data may be out of date.)	Inspection processes are helping provide perspective on asset lifespans and identify issues.
Funding Limitations	Transportation	Budgetary constraints can cause some identified resurfacing projects to lag.	Continued forecasting in Capital Plans ensures necessary infrastructure projects are captured and identified.
Data Gaps	Natural Assets	Recent field collection data may not align with existing records (Tree data previously collected in 2022).	Proactively forecasting for bigger works in capital plans helps the City time surrounding work more effectively and support prioritization.
Competing Priorities	Parks	Competing priorities around replacing park assets without an updated lease with Seaway.	Increased departmental communication within the City and with partners ensures priorities are aligned and consistent which can streamline agreed upon projects.
Changing Regulations	Emergency Services	Provincial regulation requirements are changing frequently resulting in more frequent equipment replacements.	Process improvements are being implemented, including records management for all equipment.

Challenge	Asset Category	Challenge Description	Proposed Mitigation Strategy
Rising Equipment Costs	Emergency Services	Funding constraints, including tariffs, are a major barrier as costs are rising for equipment and fire apparatus.	Process improvements are being implemented, including records management for all equipment. System enhancements and improved training opportunities.
Budget Timing and Operational Uncertainty	Library	The library budget is completed ahead of the rest of the City's budget and must be approved by the board, making it more difficult to fully anticipate operational changes.	Staff training for book repair is planned to prolong the useful life of collection assets; if budgetary constraints arise, weeding will pause and donated items will be accepted.
Competing Priorities	Information Technology	Competing priorities between on-premises and cloud infrastructure. Interdepartmental communication of asset requirements occasionally breaks down, leading to catch-up work instead of proper planning.	The IT AMP strategy is to deliver efficient and effective resources to staff with up-to-date devices, supported by process improvements in device selection and application.
Cross Departmental Communication	Information Technology	Interdepartmental communication of asset requirements occasionally breaks down, leading to catch-up work instead of proper planning.	Process improvements help customers properly identify needs prior to project commencement supporting effective and timely project delivery by IT.

1.2.4 2026 Asset Management Priorities

In 2026, the City of Port Colborne's asset management priorities will focus on strengthening long-term sustainability, efficiency, and service reliability across service areas through several initiatives and projects.

1.2.4.1 Water, Wastewater, and Stormwater

In 2026, the Water, Wastewater and Stormwater departments will prioritize the implementation of ongoing lining programs to support the long-term performance and rehabilitation of water, wastewater, and stormwater infrastructure. The City is also completing its Water and Storm Master Plans and PPCP Master Plan, which will provide important direction for future capital works and help inform future infrastructure planning throughout the City.

1.2.4.2 Facilities

In Facilities, the City will continue to pursue cost savings across its building portfolio while identifying opportunities to improve operational efficiency. In 2026, this work will be supported through the initiation of an FCM study aimed at identifying measures to enhance building efficiency and improve overall facility performance.

1.2.4.3 Fleet and Equipment

In 2026, Fleet and Equipment plans to integrate three new large dump trucks into the fleet, which are currently on order. These additions are expected to support service delivery while also reducing the City's carbon footprint and generating fuel savings over time.

1.2.4.4 Transportation

In Transportation, the City will continue implementing enhanced processes related to inspections and condition assessments in 2026. A key focus will be identifying gaps or weaknesses in these processes and developing solutions to strengthen data quality, improve consistency, and support more effective asset management decision-making.

1.2.4.5 Emergency Services

Planned system enhancements for Emergency Services in 2026 include a transition to a digital radio platform, continued operational and efficiency improvements, and completion of an on-site training centre to better prepare fire staff for emergency response. These initiatives will also support improved inventory analysis for daily operations and future asset management plan updates.

1.2.4.6 Library

For the Library, 2026 priorities include the replacement of public computer workstations to support continued service delivery and technology needs. This initiative will require investment in updated hardware, security improvements, and additional staff time to support implementation and ensure upgraded systems are effectively managed.

1.2.4.7 Information Technology

In 2026, Information Technology priorities include advancing the server replacement schedule and improving understanding of current and future server infrastructure demands. This work will support long-term planning for server capacity, performance, and the sustainable use of IT assets across the organization.

1.2.4.8 Parks

Parks will continue to review and implement improved processes for asset inspections and condition assessments. Regular review helps identify flaws or gaps in processes enabling staff to address them and develop and implement process improvements.

1.2.4.9 Natural Assets

The City continues to prioritize street tree planting in 2026, to help work towards increasing canopy coverage over the next 10 years, to help mitigate climate change, one of the seven goals identified in Port Colborne's Urban Forest Management Plan. The City continues to offer a yearly spring and fall tree giveaway to residents to encourage private property tree planting. This initiative also continues to support the goal in the Urban Forest Management Plan to expand the tree canopy in the City.

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

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

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

To support these statements, the City developed Strategic Pillars which outline specific actions the City will take to achieve their goals in each area. Our strategic pillars were developed to support our vision and mission statements, and they are canopied by the concepts of sustainability and accessibility. Connecting the three core areas of sustainability – environmental, social and economic – to the importance of accessibility (for all) gives the structure an overarching element and a lens through which to view our decisions, actions, and outcomes. This Annual Progress Report supports the strategic objectives of the City of Port Colborne by providing updates on asset management initiatives that continue to support the strategic pillars (as shown below in Figure 3). This Annual Progress Report directly supports a number of strategic pillars referenced in the Strategic Plan and provides an update to the plans for the effective and efficient management of City Assets to advance all of the strategic pillars.

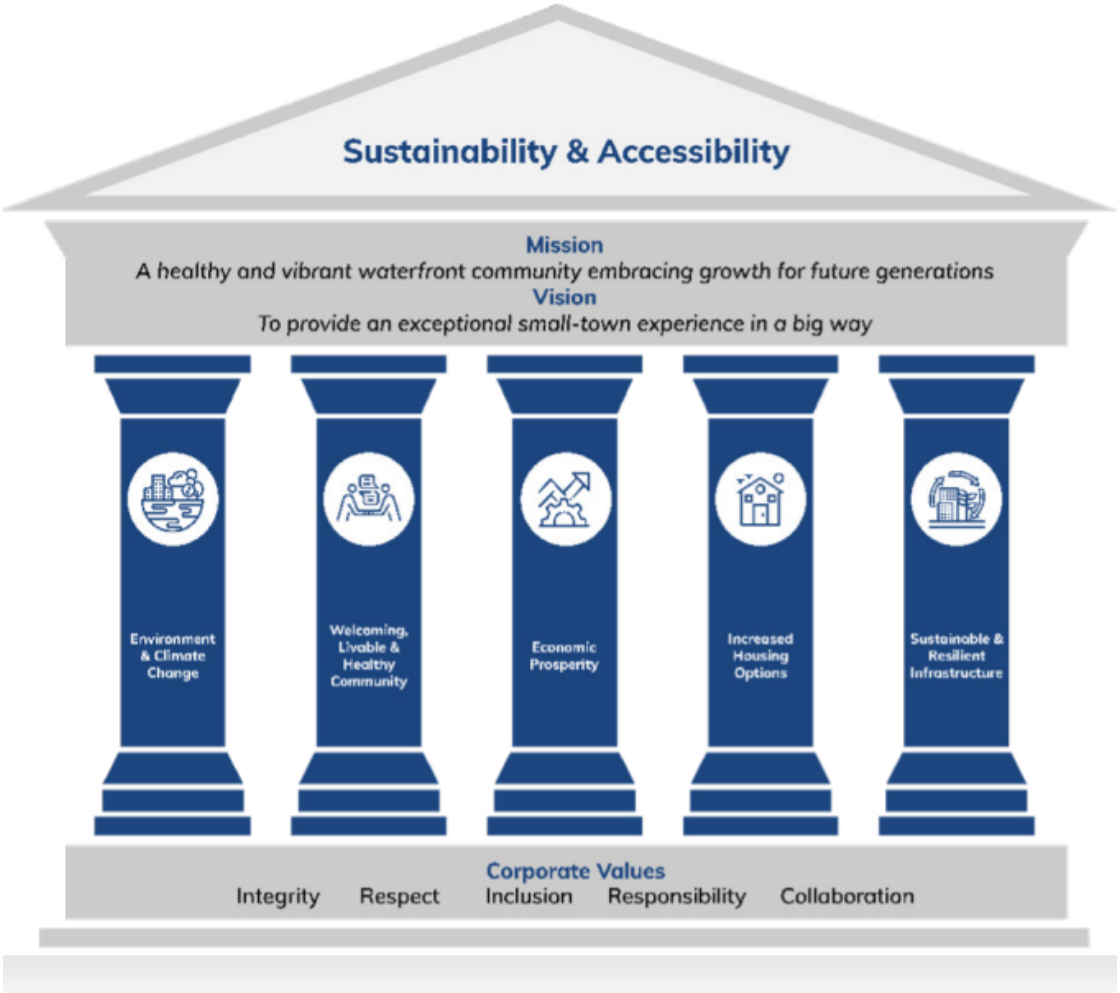


Figure 3. City of Port Colborne Strategic Pillars supported in this Annual Progress Report



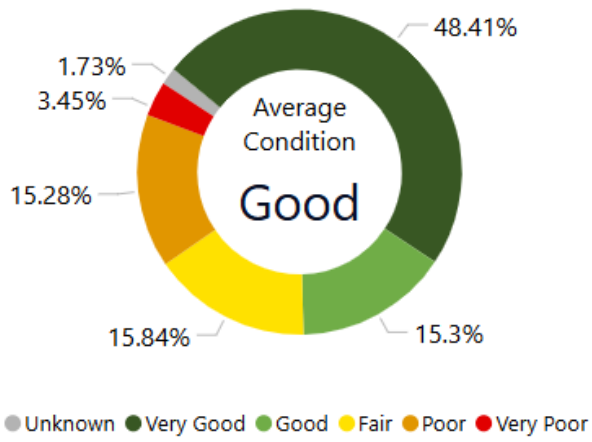
Asset Category Report Cards

2 Wastewater Network

2026 Replacement Value

$368,180,134

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Gravity Mains	1.18%	2.14%
Forcemains		
Laterals	11.72%	11.85%

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Gravity Mains	$283,823,240		59.69%	16.57%	13.94%	8.62%	1.18%
Forcemains	$4,688,894		39.20%	60.80%			
Laterals	$79,668,000	7.98%	8.77%	8.07%	23.54%	39.92%	11.72%
Total	**$368,180,134**						

Level of Service Update

Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	4.08%	3.45%	0%

Asset Management Improvements

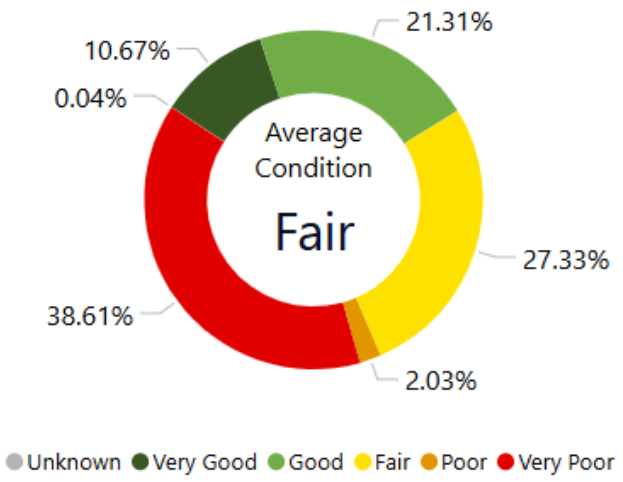
- State of good repair infrastructure investments continue with wastewater main lining and new lateral lining efforts.
- Flow monitoring (11 anchor monitors) to complete data monitoring.

3 Water Network

2026 Replacement Value

$442,671,975

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Mains	38.74%	38.88%
Meters		
Bulk Water Station		
Sample Stations		
AMI Water Towers		

Asset Management Improvements

- State of good repair infrastructure investments continue with the watermain lining program.
- New infrastructure for the industrial park is currently in progress.

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Mains	$441,209,279		10.71%	21.22%	27.30%	2.04%	38.74%
Meters	$4,354			57.14%	14.29%	28.57%	
Bulk Water Station	$1,079,520			50.00%	50.00%		
Sample Stations	$184,509	100%					
AMI Water Towers	$194,314			100%			
Total	**$442,671,975**						

Levels of Service Update

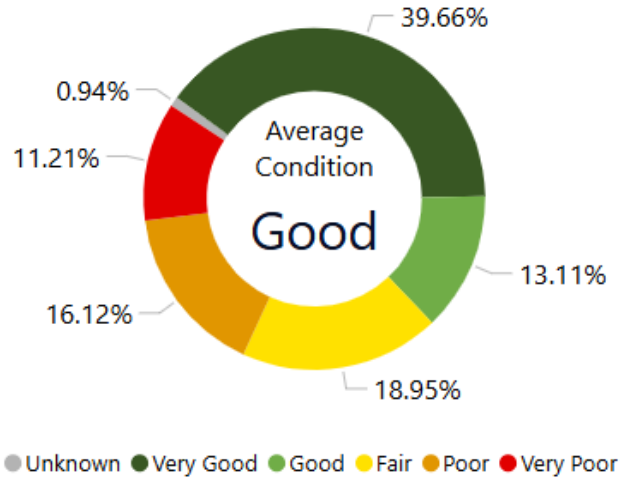
Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	36.64%	38.61%	0%

4 Stormwater Network

2026 Replacement Value

$434,228,166

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Mains	11.42%	11.31%
Outlets		
Forcemains		
Leads	1.06%	1.98%
Ditches		
Ponds		
Culvert		

Asset Management Improvements

- State of good repair infrastructure investments continue with storm sewer upgrades on Olga Crescent and Clarence Street.
- New infrastructure for the industrial park is currently in progress.

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Mains	$426,198,363		40.32%	12.77%	19.17%	16.33%	11.42%
Outlets	$1,651,178	62.07%		25.86%	5.17%	6.90%	
Forcemains	$1,641,502			100%			
Leads	$2,697,487	46.62%	13.95%	15.41%	16.53%	6.43%	1.06%
Ditches	$939,792	100%					
Ponds	$842,143	100%					
Culvert	$257,701	2.63%	1.91%	7.66%	30.14%	57.66%	
Total	**$434,228,166**						

Levels of Service Update

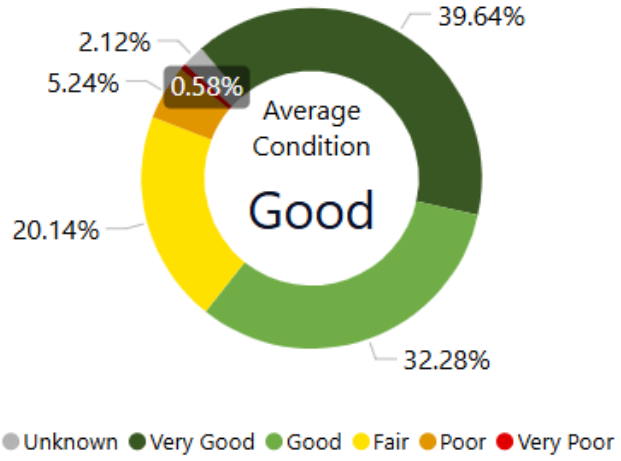
Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	11.15%	11.21%	0%

5 Transportation

2026 Replacement Value

$545,490,268

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Guiderails	7.19%	7.19%
Street Light		
Traffic Signs		
Roads – Arterial		
Roads – Local		
Sidewalks	12.45%	12.45%
Bridge		
Culvert	3.11%	3.11%
Parking Lots		
Pedestrian Bridge		
Retaining Wall	31.34%	

Asset Management Improvements

- Additional patrols introduced to better monitor asset condition, including sidewalks and catch basin maintenance, with related tracking through Citywide CMMS.
- Streetlight assessments are being managed through Citywide CMMS.

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
ROW – Guiderails	$1,199,197		65.07%	17.56%	10.18%		7.19%
ROW – Street Light	$13,767,455		0.33%		99.67%		
ROW – Traffic Signs	$891,899	15.13%		74.24%		10.63%	
Total Right of Way	**$15,858,551**	**0.85%**	**5.21%**	**5.50%**	**87.30%**	**0.60%**	**0.54%**
Roads – Arterial	$178,741,848	0.92%	42.72%	37.62%	15.56%	3.19%	
Roads – Local	$301,213,512	2.49%	42.88%	33.56%	17.99%	3.09%	
Total Roads	**$479,955,359**	**1.90%**	**42.82%**	**35.07%**	**17.08%**	**3.13%**	
Sidewalks	$16,664,319	5.91%	9.71%	3.53%	11.16%	57.23%	12.45%
Bridge	$7,240,217		100%				
Culvert	$22,317,108		4.59%	21.07%	53.81%	17.41%	3.11%
Parking Lots	$1,338,253	100%					
Pedestrian Bridge	$1,113,798			100%			
Retaining Wall	$1,002,663		0.81%	48.47%	16.44%	2.93%	31.34%
Total	**$545,490,268**						

Levels of Service Update

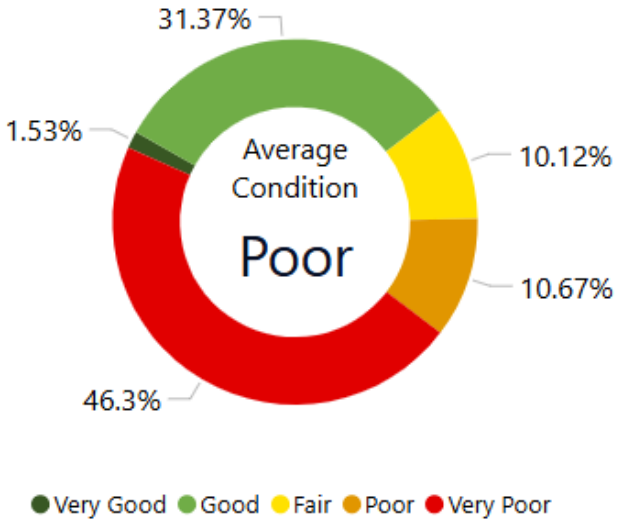
Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed Performance
Accessible & Reliable	% replacement value of road assets in very poor condition	0%	0%	0%
Accessible & Reliable	% replacement value of bridges & culvert assets in very poor condition	2.35%	2.35%	0%

6 Emergency Services

2026 Replacement Value

$10,662,258

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Fleet	55.24%	38.46%
Equipment		18.52%

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Fleet	$8,936,433		1.83%	18.12%	12.08%	12.73%	55.24%
Equipment	$1,725,826			100%			
Total	**$10,662,258**						

Levels of Service Update

Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	36.91%	46.29%	0%

Asset Management Improvements

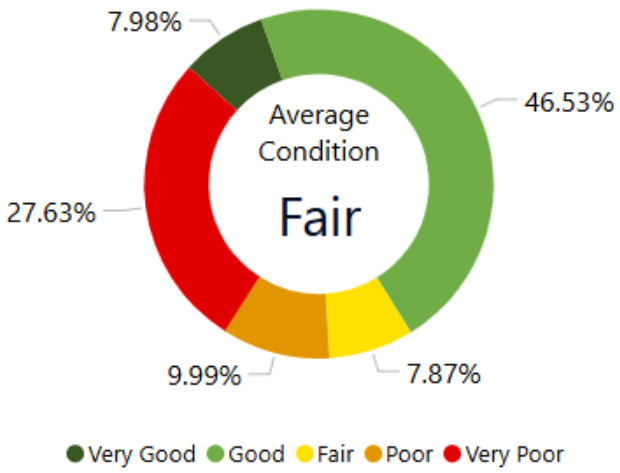
- A formal vehicle maintenance program has been implemented for fire trucks.
- A PPE maintenance and replacement program has been implemented to ensure equipment remains current and compliant for operational use.

7 Facilities

2026 Replacement Value

$85,923,726

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset/Facility Type	2026 Very Poor	2025 Very Poor
Corporate Services	26.17%	26.17%
Economic Development	9.66%	9.66%
Fire	40.47%	40.47%
Grain Terminal	87.68%	87.68%
Library	51.63%	51.63%
Marina	54.91%	54.91%
Museum	36.36%	36.36%
Public Works	3.80%	3.80%
Recreation	15.57%	15.57%

Asset Management Improvements

- Window coatings were completed at the Library and Vale facilities to improve building energy efficiency.
- Furnace replaced at Bethel Community Centre to address aging equipment and improve operational efficiency.
- Heat pump installation at the Museum to support enhanced energy performance.
- Completed and ongoing roof replacements at numerous facilities across the City.

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Corporate Services	$4,730,618		8.86%	24.84%	13.66%	26.47%	26.17%
Economic Development	$1,041,767		0.68%	26.92%	42.74%	20.00%	9.66%
Fire	$716,629		1.13%	23.41%	11.70%	23.29%	40.47%
Grain Terminal	$9,074,918		2.19%	7.28%	0.21%	2.63%	87.68%
Library	$2,685,245		3.44%	14.71%	3.95%	26.27%	51.63%
Marina	$5,430,884		6.02%	9.89%	8.81%	20.36%	54.91%
Museum	$6,977,677		5.44%	15.28%	7.66%	35.26%	36.36%
Public Works	$11,488,468		1.70%	82.39%	10.08%	2.02%	3.80%
Recreation	$43,777,522		11.94%	59.92%	7.52%	5.05%	15.57%
Total	**$85,923,726**						

Levels of Service Update

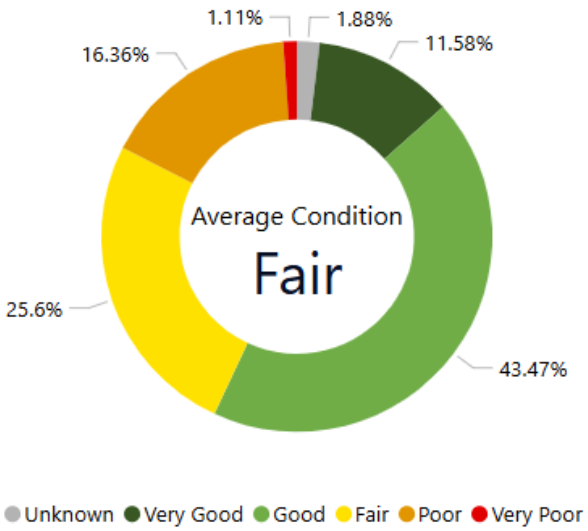
Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	27.63%	27.63%	0%

8 Fleet and Equipment

2026 Replacement Value

$11,643,531

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Equipment		
Attachment		
Heavy Duty		
Medium Duty		
Small Equipment		
Trailer		
Fleet		
Heavy Duty		
Medium Duty		
Passenger Vehicles	6.25%	

Asset Management Improvements

- Implemented route patrol tracking through Rasters resulting in improved monitoring of route completion.
- Continued to prioritize the transition to EV fleet where operationally and financially practical.

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Attachment	$520,750	16.79%		51.39%	26.95%	4.87%	
Heavy Duty	$1,633,482			53.05%	46.95%		
Medium Duty	$888,990			21.25%	57.16%	21.59%	
Small Equipment	$754,704	7.82%		55.70%	30.55%	5.93%	
Trailer	$286,349			89.26%	4.52%	6.22%	
Equipment Total	**$4,084,275**	**3.59%**		**48.94%**	**40.62%**	**6.85%**	
Heavy Duty	$4,759,315		28.34%	17.11%	20.41%	34.14%	
Medium Duty	$727,327			69.57%	30.43%		
Passenger Vehicles	$2,072,614	3.50%		84.02%	6.23%		6.25%
Fleet Total	**$7,559,256**	**0.96%**	**17.84%**	**40.51%**	**17.49%**	**21.49%**	**1.71%**
Total	**$11,643,531**						

Levels of Service Update

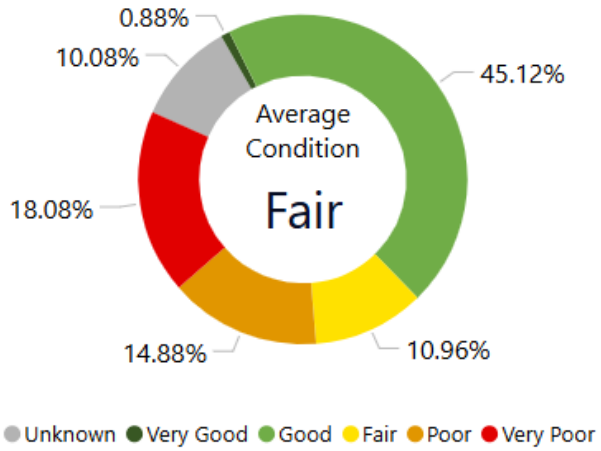
Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	0%	1.11%	0%

9 Information Technology

2026 Replacement Value

$3,310,906

Current Overall Average Asset Condition



Asset Management Improvements

- IT remains on a structured replacement cycle, with equipment renewed at regular intervals and scaled to departmental operational requirements.
- Efforts are ongoing to improve the completeness and accuracy of the asset inventory.

Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Access Control Systems	100%	
Mid-range Servers	50.41%	74.39%
Routers and Switches	80.18%	
Security Cameras	96.98%	
Smartphones	34.66%	
Standard Computers	100%	43.55%
Televisions		
Uninterruptable Power Supply	100%	
Wireless Access Points	100%	
Council	22.22%	-
Data		-
Hypervisor		-
Tablet		-
On Premise		
SaaS		

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Access Control Systems	$42,763						100%
Mid-range Servers	$359,156				33.06%	16.53%	50.41%
Routers and Switches	$47,104				2.86%	16.96%	80.18%
Security Cameras	$121,031					3.02%	96.98%
Smartphones	$81,288		9.56%	43.43%		12.35%	34.66%
Standard Computers	$431,566	12.66%	0.55%	16.51%	18.16%	15.41%	36.71%
Televisions	$41,764	100%					
Uninterruptable Power Supply	$11,683						100%
Wireless Access Points	$19,721						100%
Council	$7,773		55.56%			22.22%	22.22%
Data	$2,591				100%		
Hypervisor	$237,494	100%					
Tablet	$34,005		42.86%			57.14%	
Hardware Total	**$1,437,939**	**23.22%**	**2.02%**	**7.41%**	**13.98%**	**11.73%**	**41.64%**
On Premise	$453,398			64.29%	35.71%		
SaaS	$1,419,569			77.19%		22.81%	
Software Total	**$1,872,967**			**74.06%**	**8.65%**	**17.29%**	
Total	**$3,310,906**						

Levels of Service Update

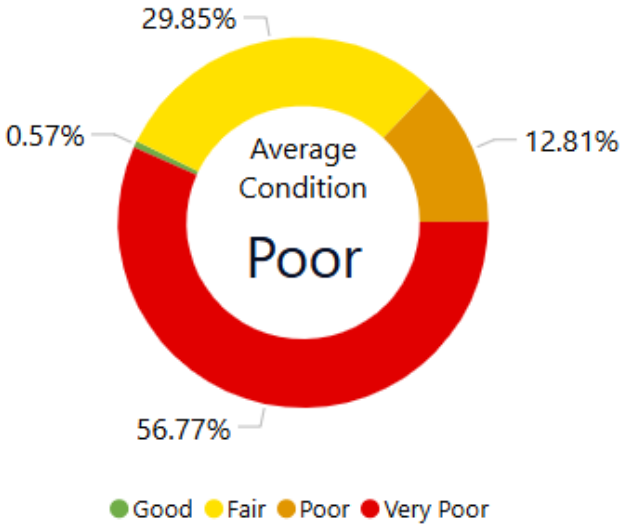
Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	24.71%	18.08%	0%

10 Library

2026 Replacement Value

$488,659

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Library Collection	66.07%	56.80%
Office Equipment	39.52%	13.75%

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Library Collection	$317,582				16.66%	17.27%	66.07%
Office Equipment	$171,077			1.62%	54.33%	4.52%	39.52%
Total	**$488,659**						

Levels of Service Update

Key Service Attribute	Performance Measure	Current Performance	2026 Performance	Proposed Performance
Accessible & Reliable	% replacement value of assets in very poor condition	38.81%	56.76%	0%

Asset Management Improvements

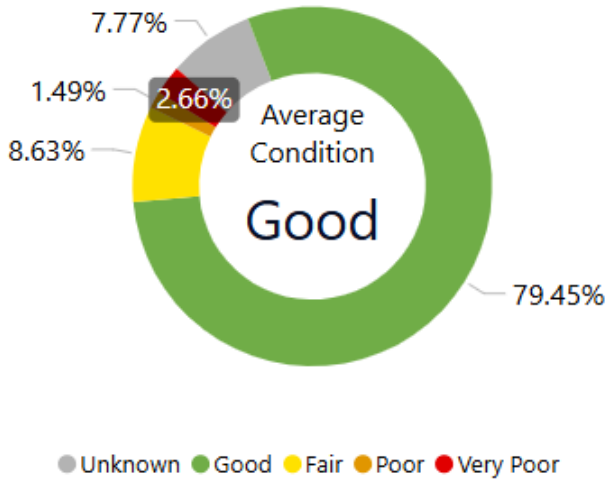
- Library security system/alarm panel updated and transitioned to new fire and intrusion alarm monitoring. Library system (Evergreen) upgraded annually to ensure current version is being used.
- Library collection assets are kept current and replaced when condition is poor. Always looking to improve the depth of collection items (ie. game consoles, binoculars).
- Staff are currently training for book repair to prolong the life of collection assets.

11 Natural Assets

2026 Replacement Value

$7,103,242

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Trees	2.59%	2.90%
Stumps	33.33%	28.57%

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Trees	$7,087,049	0.26%		79.60%	8.61%	1.49%	2.59%
Stumps	$16,193	33.33%		13.33%	19.88%		33.33%
Total	**$7,103,242**						

Levels of Service Update

Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	2.96%	2.66%	0%

Asset Management Improvements

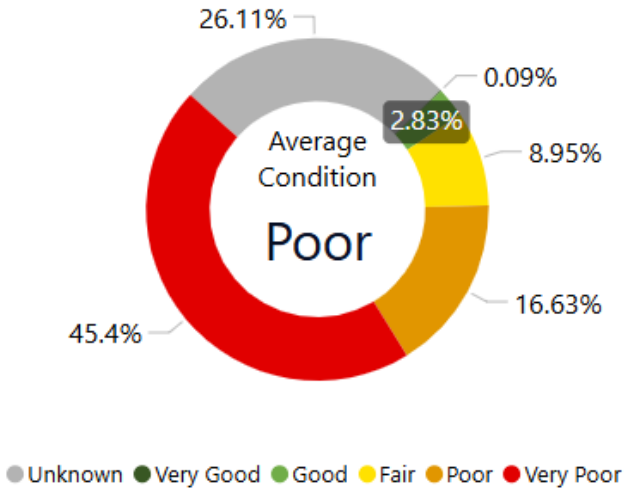
- The City is continuing to plant additional street trees and updating corresponding asset records to work towards the goal of increasing total canopy coverage over the next 10 years as identified in the Urban Forestry Management Plan.

12 Parks

2026 Replacement Value

$32,767,923

Current Overall Average Asset Condition



Condition Comparison by Asset Type

Asset Type	2026 Very Poor	2025 Very Poor
Active Transportation		
Park Assets	59.72%	57.84%
Parking Lots	56.83%	26.70%
Pavilion	24.29%	
Playground Structure	74.89%	65.96%
Roadway		
Sport Structure	100%	
Sport Surface	4.64%	
Spraypad		
Trail	41.67%	41.67%
Walkway	100%	100%

Asset Management Improvements

- Playground inspections are being completed at regular intervals as per legislation to ensure that condition is good for residents.

Asset Type Replacement Value and Condition Breakdown

Asset Type	Replacement Value	Unknown	Very Good	Good	Fair	Poor	Very Poor
Active Transportation	$3,471,089	100%					
Park Assets	$1,004,925	21.59%		2.58%		16.11%	59.72%
Parking Lots	$4,730,306	30.85%		7.62%		4.71%	56.82%
Pavilion	$533,283	2.02%	2.83%		58.69%	12.14%	24.29%
Playground Structure	$12,684,360			2.98%	5.11%	17.02%	74.89%
Roadway	$107,952				100%		
Sport Structure	$1,295,424						100%
Sport Surface	$7,902,086	41.26%		2.05%	23.09%	28.96%	4.64%
Spraypad	$377,832					100%	
Trail	$621,804	21.88%	2.08%		6.25%	28.12%	41.66%
Walkway	$38,863						100%
Total	**$32,767,923**						

Levels of Service Update

Key Service Attribute	Performance Measure	2025 AMP Performance	2026 Performance	Proposed (Target) Performance
Accessible & Reliable	% replacement value of assets in very poor condition	33.19%	45.40%	0%



PORT COLBORNE

PORT COLBORNE



City of Port Colborne

Corporate Asset Management Plan

2025

Executive Summary

Asset Management Plan Overview

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

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

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

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

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

ultimately will assist the City in meeting the priorities established in consultation with Council.

Asset Management Plan Scope

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

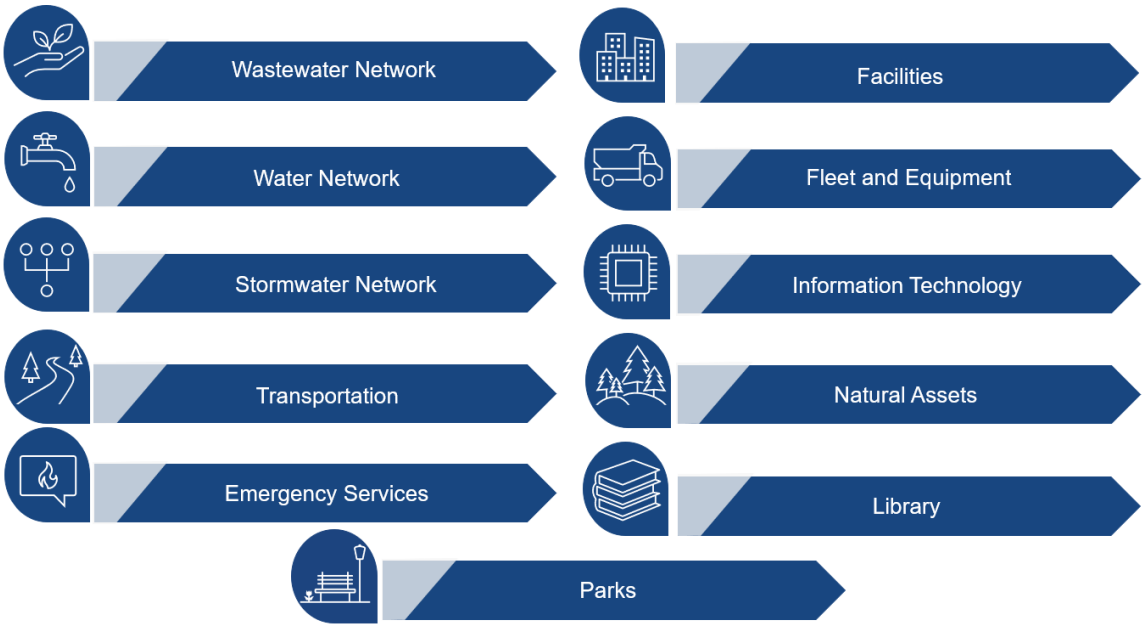


Figure 0-1. 2025 AMP Scope

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

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

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

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

Funding the Lifecycle Activities – The forecasted lifecycle investment requirements over the next 20 years based on these current activities, including the forecasted

costs associated with the lifecycle activities and the performance (condition) of the City's assets.

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

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



Infrastructure Valuation and Condition Distribution

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

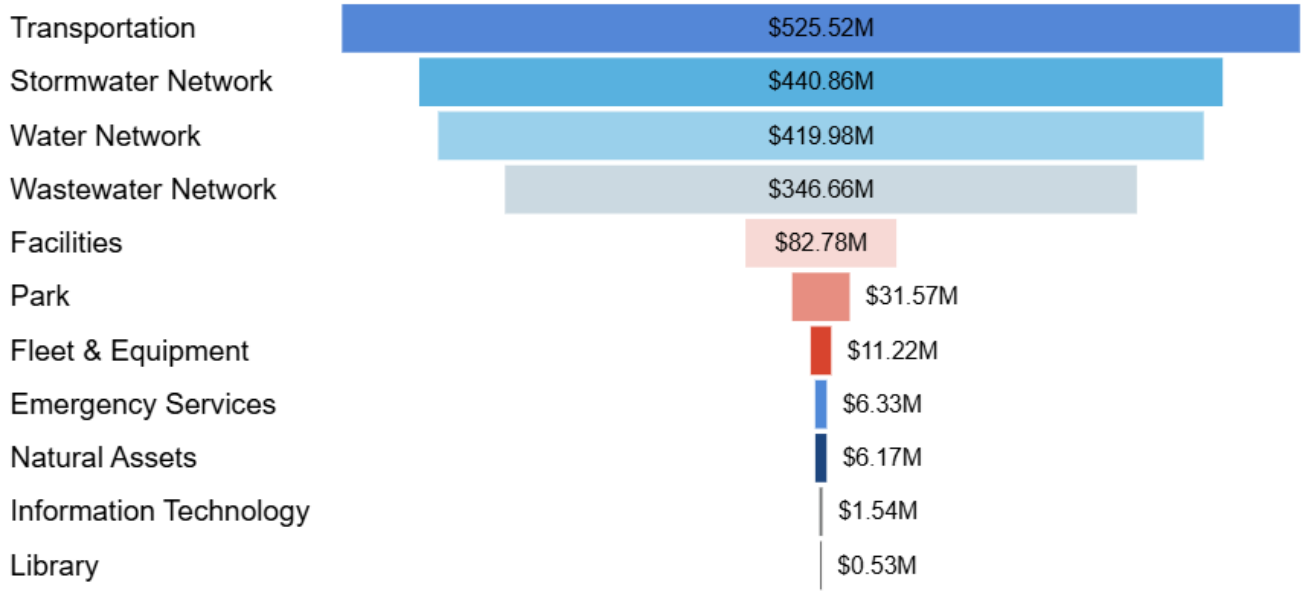


Figure 0-2. Overall Asset Valuation by Asset Category

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

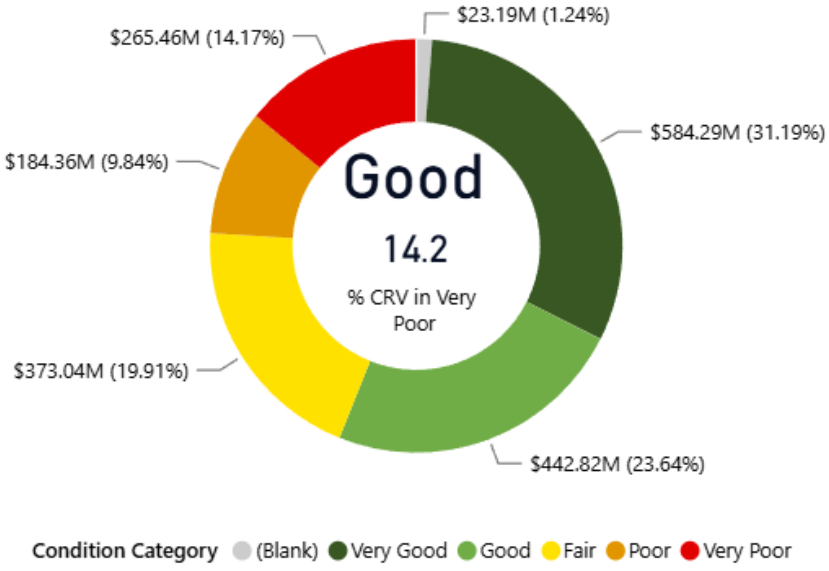


Figure 0-3. Overall Asset Condition by Replacement Value

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

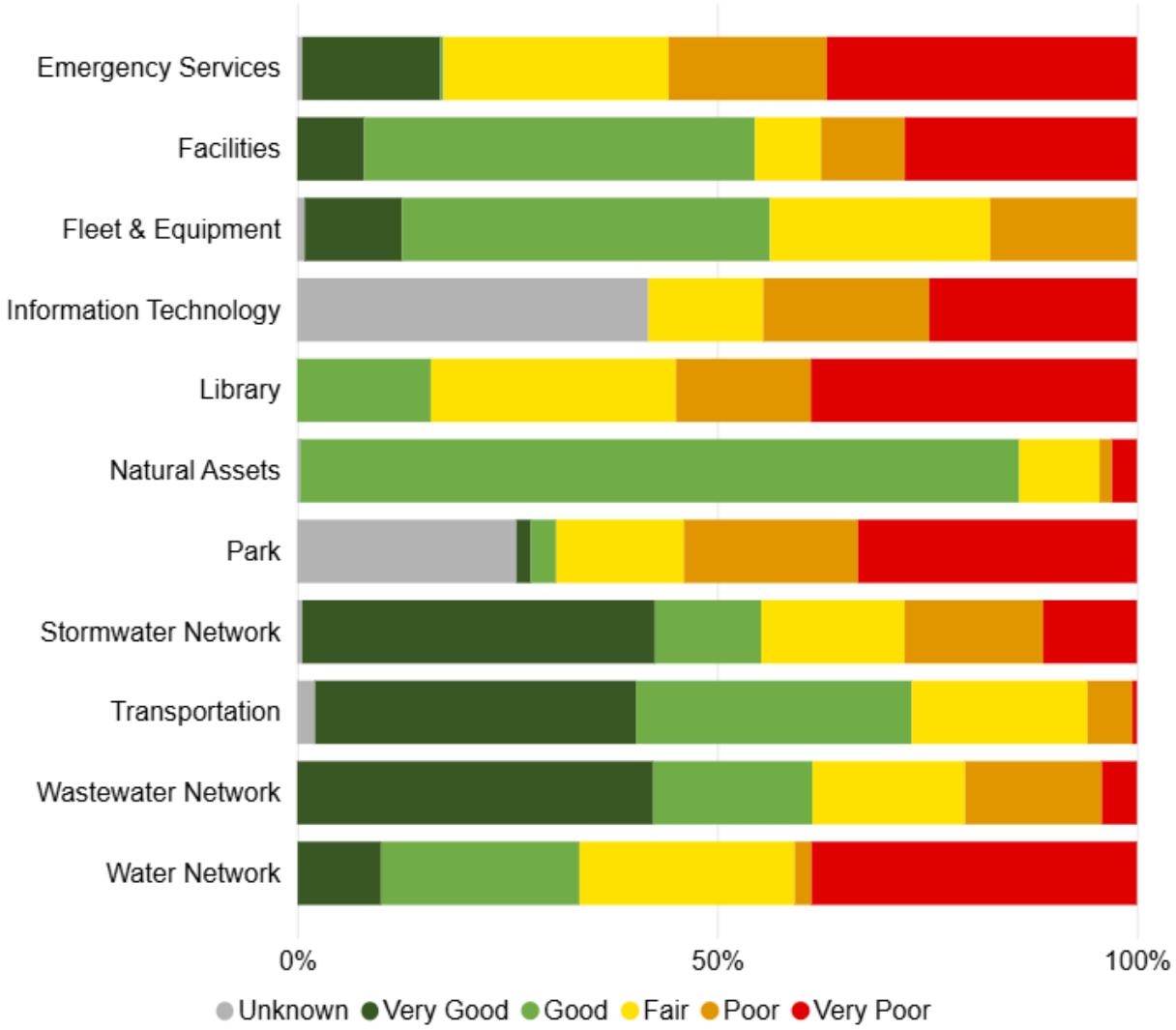


Figure 0-4. Asset Category Condition Profiles

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

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

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

Financial Strategy

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

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

The following three scenarios are run:

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

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

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

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

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

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

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

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

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

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

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

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

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

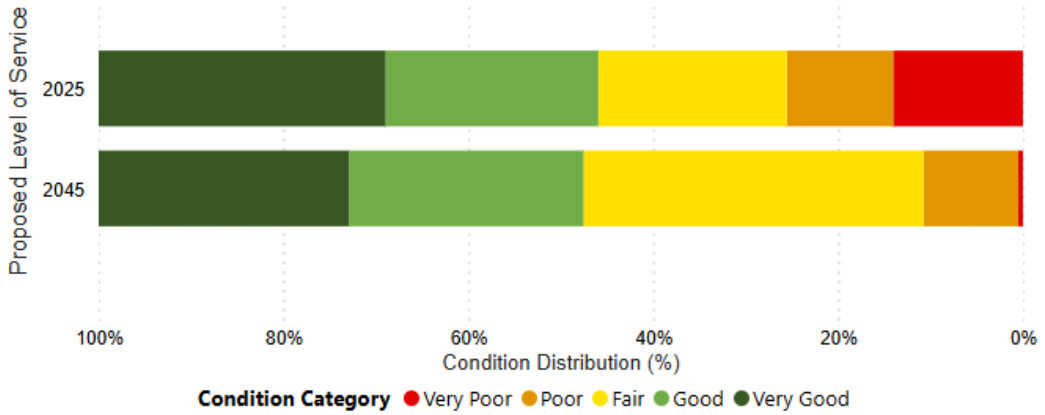


Figure 0-5. Impact of Following Proposed LOS Overall Condition by end of 20-year Forecast

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Glossary of Terms

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

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

Abbreviations & Acronyms

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

Acronym	Definition
AM	Asset Management
AMP	Asset Management Plan
AWWA	American Water Works Association
BCA	Building Condition Assessment
BCI	Bridge Condition Assessment
CAO	Chief Administrative Officer
CCTV	Closed Circuit Television Camera
CLI ECA	Municipal Consolidated Linear Infrastructure Environmental Compliance Approval

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



1.0 Introduction

1 Introduction

1.1 Purpose and Regulation

1.1.1 Asset Management Plan Purpose

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

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

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

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

1.1.2 O.Reg. 588/17 Overview

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

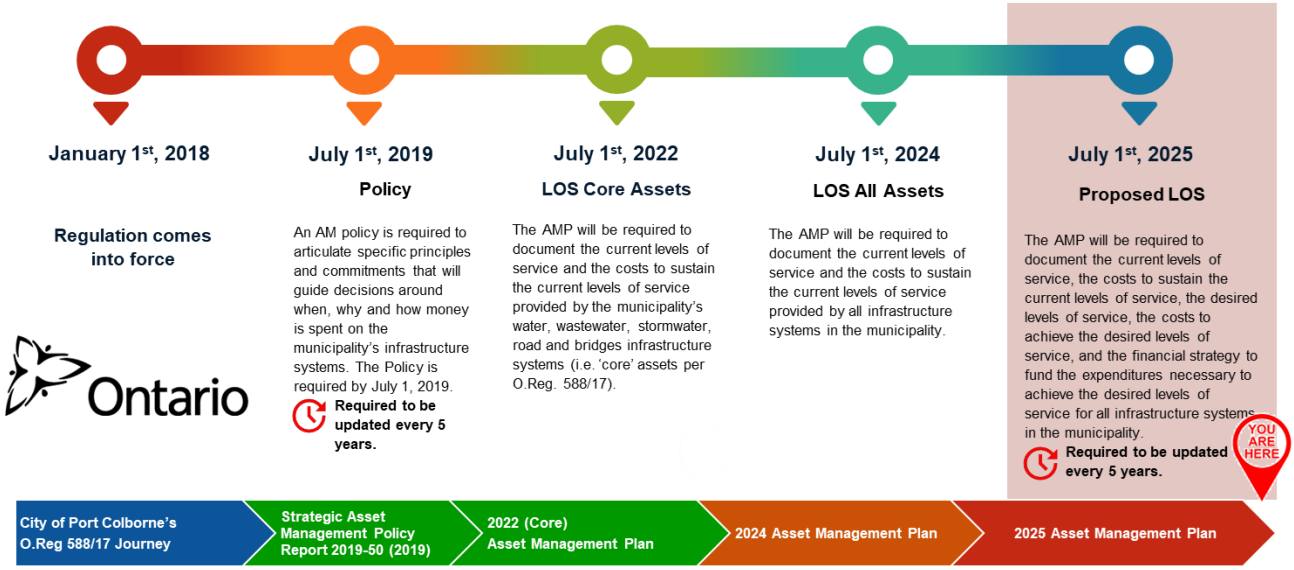


Figure 1-1. O.Reg. 588/17 Requirements and Timelines

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

1.2 Asset Management Program in the City of Port Colborne

1.2.1 Corporate Asset Management Overview

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

The objective of this policy is to provide leadership in and commitment to the development and implementation of the City's asset management program. It is intended to guide the consistent use of asset management across the organization, to facilitate logical and

evidence-based decision-making for the management of municipal infrastructure and to support the delivery of sustainable community services now and in the future.

The City will continue to review the current policy to see the progress of implementing this plan, as well as complete a maturity assessment and road map on how to further asset management and initiatives in the City. These recommendations have been included in Section 14 Improvement and Monitoring Plan.

1.2.2 Asset Management Stakeholders Roles & Responsibilities

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

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

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

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

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

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

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

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

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

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

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

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

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

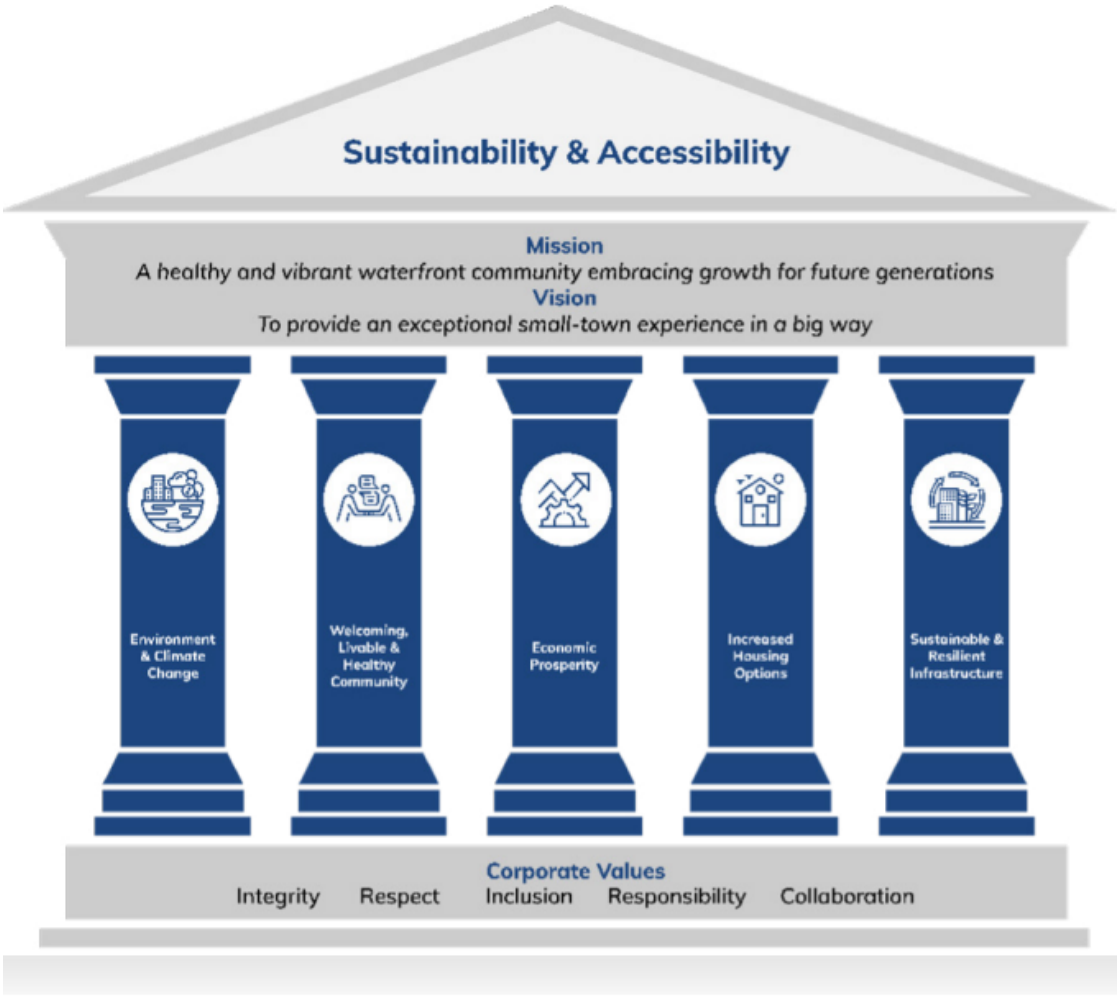


Figure 1-2. City of Port Colborne Strategic Pillars supported in this AMP

1.4 Development & Methodology of the Asset Management Plan

1.4.1 Asset Management Plan Scope

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

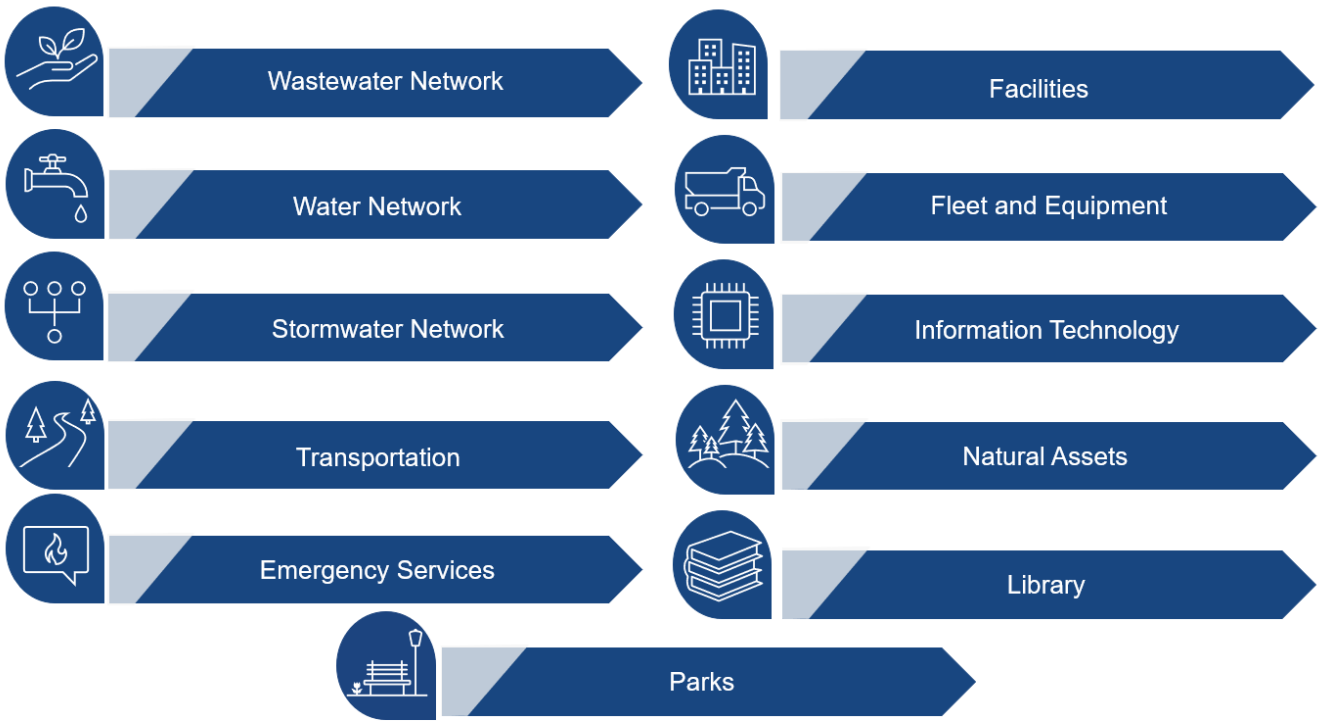


Figure 1-3. 2024 AMP Scope

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

Table 1-1. Asset Management Plan Asset Scope

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

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

1.4.2 Previous Plans and Studies

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

- **2024 Asset Management Plan:** The purpose of this plan was to complete an asset management plan for all City owned assets and report on the cost to maintain current levels of service and build on lessons learned during the development of the 2022 Asset Management Plan.
- **2023 Infrastructure Needs Study:** The previous AMP highlighted the need for improved asset information, including condition assessments. The Infrastructure Needs Assessment was completed to provide the City with an actionable road map with an implementation schedule and budget based on updated condition data. Analysis included:
    - **Water Distribution INS:** Simulations of the existing water distribution hydraulic model were run to identify pressure and fire flow deficiencies throughout the system. The model outputs combined with an assessment of watermain material, watermain break data, age, and size were used to identify replacement and watermain upgrade needs. Recommendations included data collection, system analysis, watermain replacements, and new infrastructure improvements.
    - **Wastewater INS:** The objective of this assessment was used to assess current existing infrastructure condition, determine state of good repair needs, and identify capital projects needed to accommodate planned growth. Through this study, needs identified included data collection, system analysis, trenchless rehabilitation and new infrastructure projects, and wet weather management program. The City's existing CCTV data was analyzed for gaps and recommendations for improvements were included in this report.

- **Stormwater INS:** Prior to the INS there was limited reliable data available on the storm system. Based on the recommendations of the INS, a condition assessment program for all storm sewers was initiated to collect updated GIS data as well as assess conditions of all pipes. The condition assessment program was not complete at the time of the development of the 2024 AMP but has since been completed and incorporated into this AMP.
- **Roads INS:** A comprehensive roads need study was completed to allow staff to effectively allocate operating and capital funds to manage its road network. A key aspect of this study was to perform a network-wide road condition assessment using applicable MTO rating methodologies based on the surface type of the roadway. This study provided an updated Pavement Condition Index (PCI) score for each road segment of the road network.
- **Sidewalk, Guiderail, Bridges INS:** A sidewalk and guiderail inventory and condition assessment were completed as part of the INS to inform the City of major defects and general condition of these asset. The OSIM inspections provided updated condition assessment for Bridges.

- **Updated 2022 Core Asset Management Plan:** This initial iteration of the AMP reviewed all core infrastructure and reported on the cost to maintain the currently levels of service.
- **Capital & Operating Budget:** The City's 2025 budgets were used to analyze the funding available for lifecycle management activities.

1.4.3 Future Plans, Programs and Studies

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

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

1.5 Asset Management Plan Structure & Methodology

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

The methodology for each section is described below.

1.5.1 State of the Infrastructure

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

1.5.1.1 Asset Register

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

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

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

1.5.1.2 Current Replacement Value

Current Replacement Value (CRV) of an asset refers to the cost that would be incurred to replace the asset with a similar one. It represents the current market value of the asset, considering factors such as inflation and changes in market conditions. Determining the current replacement value is important for asset management purposes, as it helps the

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

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

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

1.5.1.3 Estimated Service Life

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

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

1.5.1.4 Asset Condition

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

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

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

Table 1-2. Condition Rating Scale

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

1.5.2 Levels of Service

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

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

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

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

Table 1-3. Strategic Pillars and Key Service Attributes

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

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

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

These metrics serve multiple purposes:

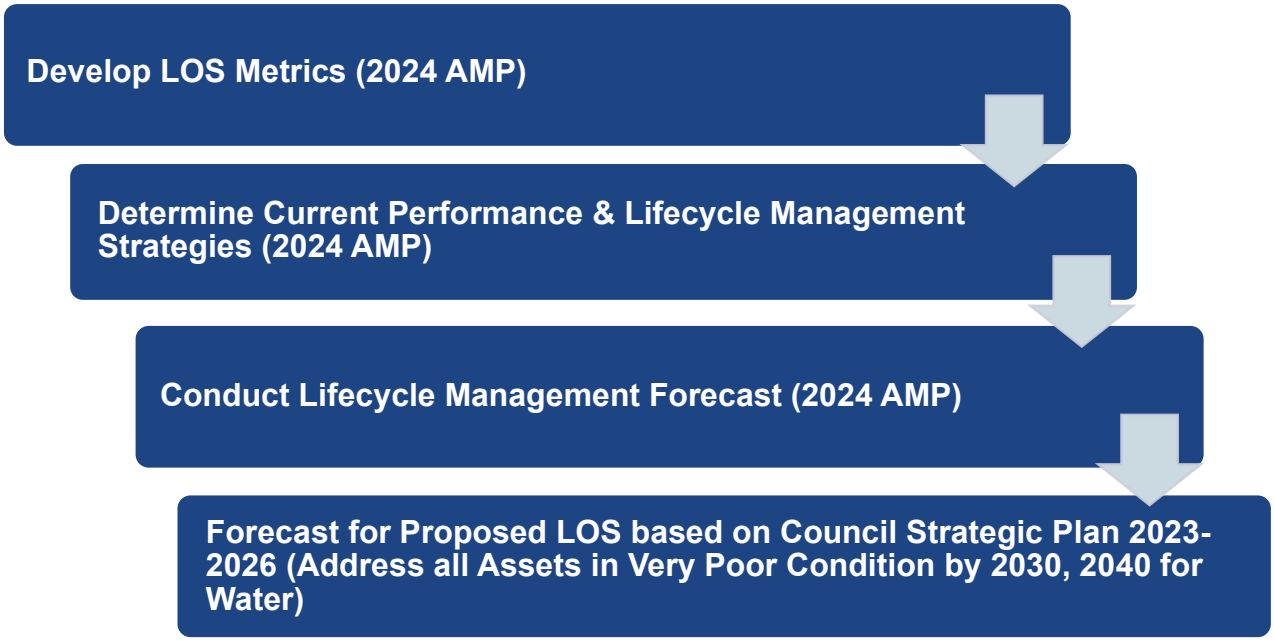
Assessment of Customer Expectations: The metrics chosen represent benchmarks or targets that reflect the level of service customers expect to receive. These may include factors such as response times for service requests, reliability of service delivery, water quality standards, and measures related to flood prevention or management.

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

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

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

The process for setting the LOS is shown below:



1.5.3 Lifecycle Management Strategy

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

1.5.3.1 Lifecycle Management Activities

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

- **Non-Infrastructure Solution:** Actions or policies that can lower costs and contribute to the management of assets.
- **Operations & Maintenance Activities:** Including regulatory scheduled inspection and maintenance, or more significant repair and activities associated with unexpected events.
- **Renewal/Replacement Activities:** Significant repairs designed to extend the life of the asset, or activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehab is no longer an option.

- **Disposal Activities:** Associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed by the municipality.
- **Service Improvement:** Planned activities required to extend services to previously unserved areas or expand services to meet growth demands to maintain LOS.
- **Growth Activities:** Planned activities to improve LOS. Example, an asset's capacity, quality, or system reliability. Not driven by growth needs.

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

1.5.3.2 Lifecycle Management Strategies and Forecast Scenarios

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

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

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

1.5.4 Funding the Lifecycle Activities

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

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

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

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

Scenario 3: Proposed LOS– This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan. This scenario is not constrained by a budget, so any work that was planned based on the asset's lifecycle strategies are completed in the year it was triggered.

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

1.5.5 Data Confidence and Improvement Plan

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

Table 1-4. Data Confidence Rating Scale

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

1.5.6 Financial Strategy

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

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

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

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

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

1.5.7 Improvement and Monitoring Plan

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

1.6 Asset Management Plan Assumptions and Limitations

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

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

Assumptions:

Scope

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

Costs

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

not identified in this AMP. Also not included are the likely effects climate change will have on the estimated useful life of the assets.

Risk

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

Budgets

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

1.7 Asset Management Pressures

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

- **Soil Contamination:** Port Colborne has faced significant environmental challenges stemming from historical industrial activities, particularly those associated with the nickel refinery. These challenges have included soil contamination and issues related to bedrock integrity. This has significantly increased costs associated with underground infrastructure replacements.
- **Bedrock:** Port Colborne sits on Niagara Escarpment limestone, a hard and dense rock that is difficult to excavate. The bedrock creates several significant challenges when replacing underground infrastructure such as watermains and sewers. As bedrock lies close to the surface, this limits the depth available for infrastructure placement without excavation into rock. This means that infrastructure usually requires rock excavation, which is time-consuming and costly, as it requires specialized equipment.
- **Market Volatility:** Asset managers must navigate constantly changing market conditions, including fluctuations in asset prices, and interest rates. Market volatility can make it challenging to appropriately plan for future asset needs.
- **Regulatory Changes:** Municipalities are often subject to a wide range of regulations that can vary by jurisdiction. Changes in regulations, such as those related to reporting requirements, can require asset managers to adapt their processes and systems.

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

incorporating green infrastructure, renewable energy, and sustainable transportation solutions into asset planning and management.

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

1.8 Growth and Climate Change

Growing populations and urbanization place increased strain on municipal infrastructure and services. Municipalities must manage the demands for housing, transportation, utilities, and public amenities while ensuring sustainable development, and balancing the current asset portfolios. Development Charges (DCs) help to fund projects that are triggered by an increase in population. Where available, demographic and employment forecasts also inform asset.

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

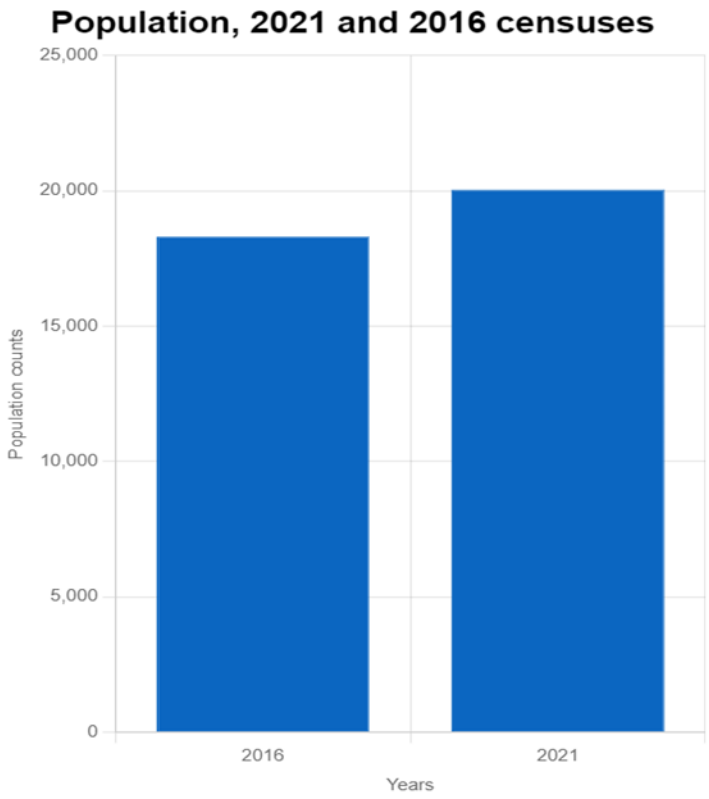


Figure 1-4. Population Increase

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

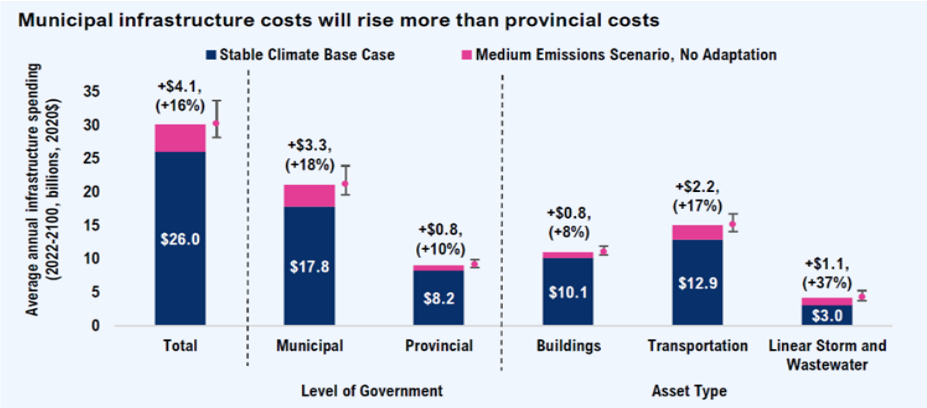


Figure 1-5. Infrastructure Cost Increase Analysis per Level of Government and Asset Type (Source: FAO report Costing Climate Change Impacts to Public Infrastructure[1])

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

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

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

[1] https://fao-on.org/en/other-resources/cipi/

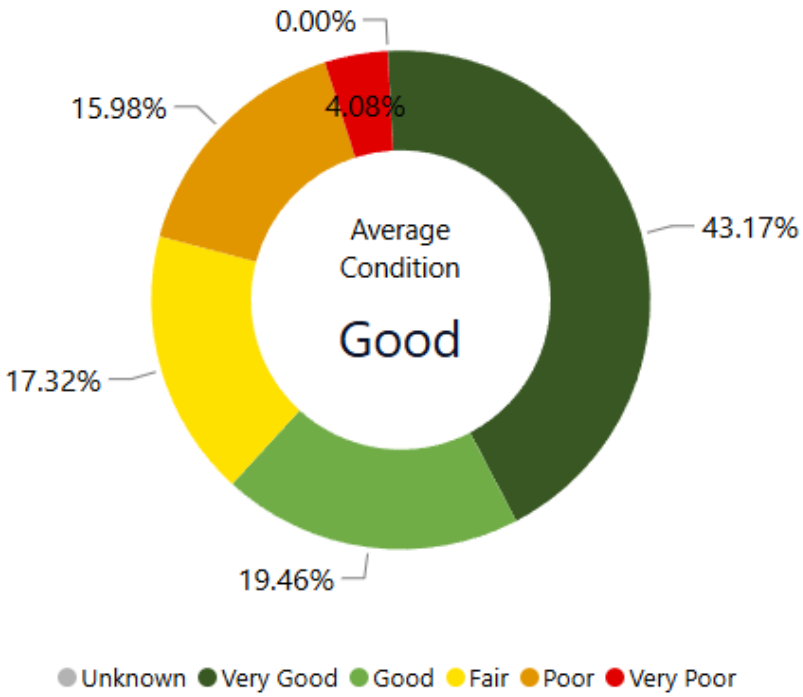
2 Wastewater Network



Replacement Value

$346,664,280

Overall Average Asset Condition



Quick Facts

The Wastewater Network maintains:

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

2 Wastewater Network

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

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

2.1 State of the Infrastructure

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

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

2.1.1 Asset Inventory and Valuation

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

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

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

2.1.2 Asset Condition

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

Table 2-2. Condition Rating Scale – Wastewater Network

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

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

Wastewater network overall condition by replacement value can be seen in Figure 2-1 below. The condition distribution of the wastewater assets has drastically changed from the previous AMP. The methodology of how the CCTV data is used was also updated to

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

enhance the accuracy of the information within this AMP. The methodology to assign condition for this AMP were adjusted to provide a more accurate assessment, which used likelihood of failure calculated based on NASSCO methodology from the structural score, which provides an assessed remaining life (which differs from actual age and remaining life). Age-ESL was then applied as per Table 2-2.

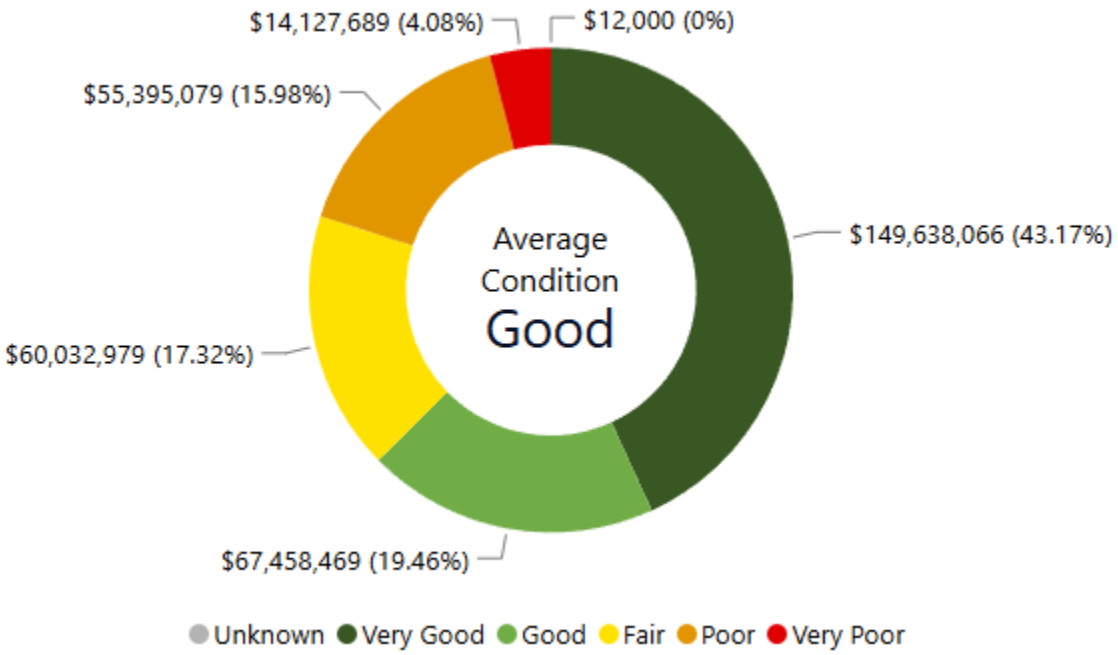


Figure 2-1. Asset Condition by Replacement Value – Wastewater Network

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

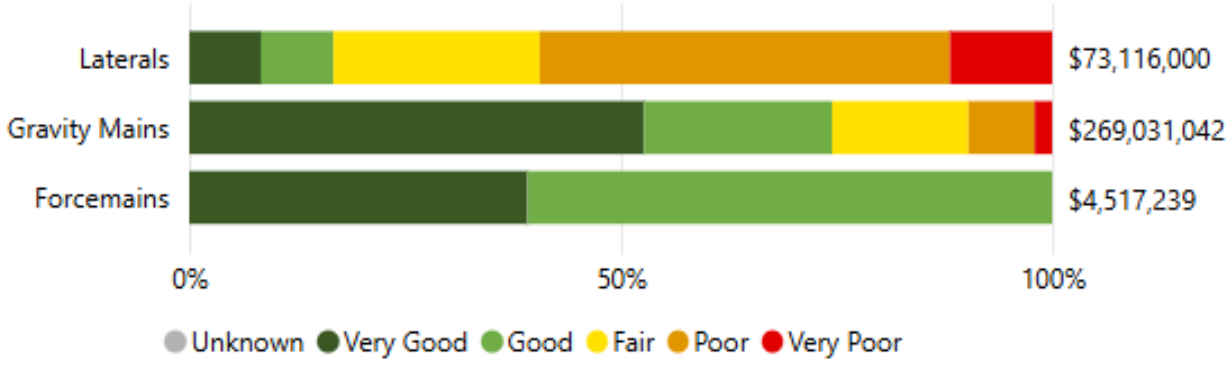


Figure 2-2. Asset Type Condition by Replacement Value – Wastewater Network

Both forcemains and gravity mains are in good to very good condition – a significant improvement from last year as a result of relining work that has been completed. In addition, laterals were included in the condition summary and replacement value of gravity mains within the 2024 AMP which influenced the condition reported at that time under the gravity mains grouping. Laterals have been identified to require relining investments to address inflow and infiltration concerns, and so have been called out separate to better understand the investments needs in the coming years.

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

2.1.3 Average Age

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

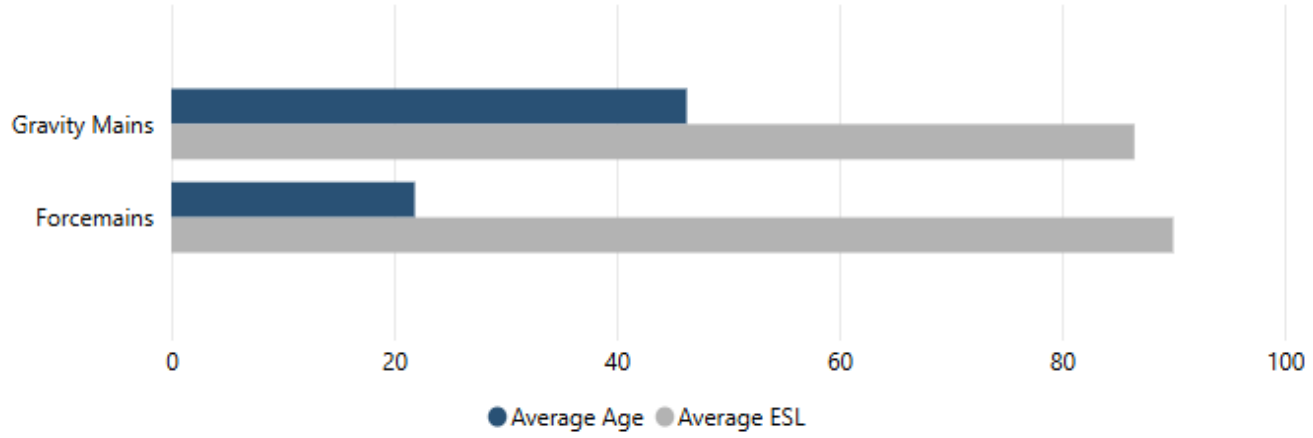


Figure 2-3. Average Age and Average Estimated Service Life – Wastewater Network

2.2 Levels of Service

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

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

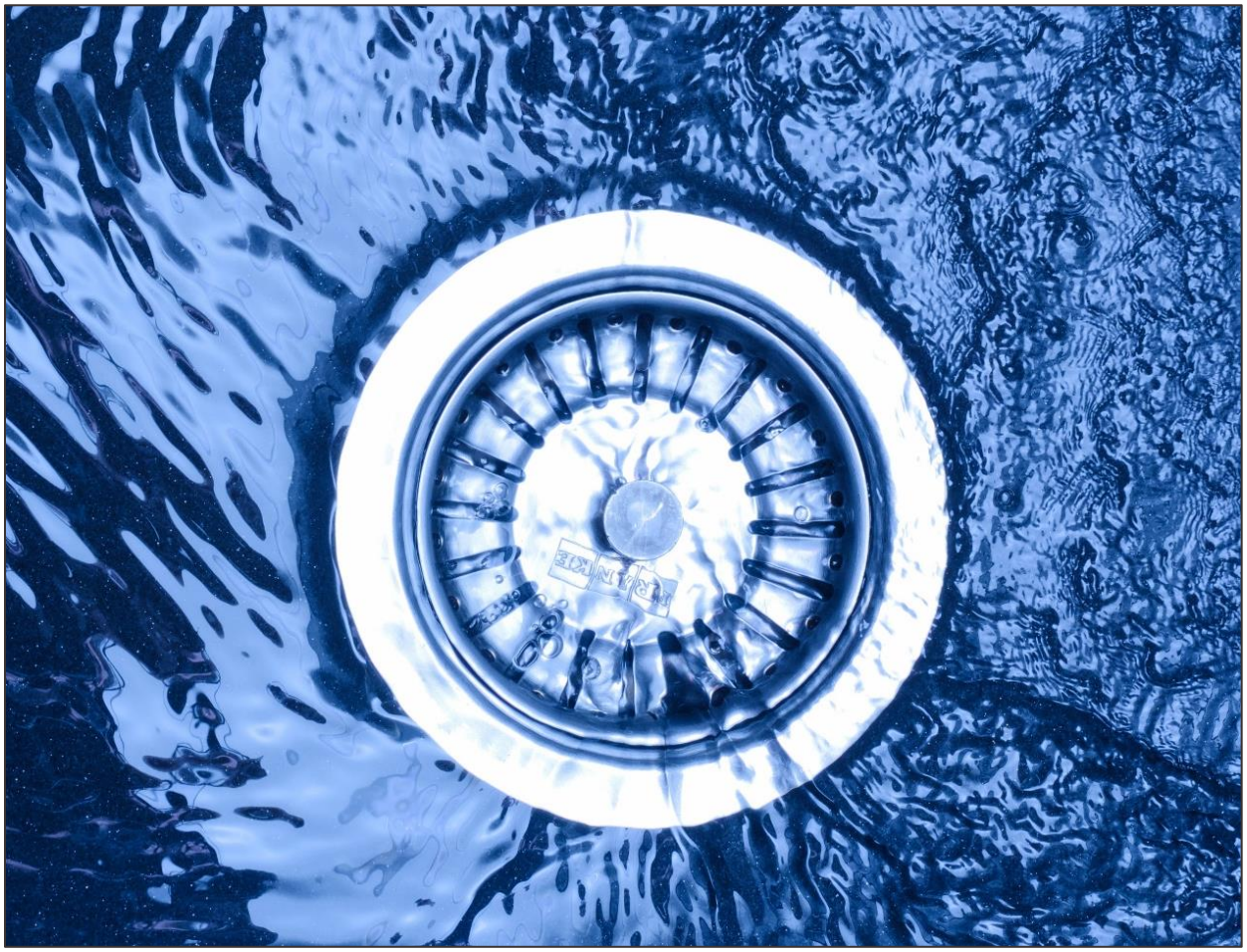


Table 2-3. Community Level of Service– Wastewater Network

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

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

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

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

2.3 Lifecycle Management Strategy

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

2.3.1 Lifecycle Activities

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

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

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

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

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Pollution Prevention Control Plan (PPCP)	• Every 5 years / as required
• Smoke testing	• As required
• Flow monitoring	• Annually
• Update/review of design standards	• As required
• Inflow and infiltration	• As required
• Operations and Maintenance Plan	• Annual review
Operations & Maintenance Activities	
• CCTV inspection and flushing / cleaning	• Annually
• Spot repairs / grouting	• As identified
• Renewal/Replacement Activities	• Annually
• Trenchless re-lining	• As per program
• Replacement of gravity mains	• As identified
• Replacement of remaining assets	• As identified
Disposal Activities	
• Removal of gravity mains through standard construction practices	• As required
• Removal or manholes through standard construction practices	• As required
• Removal or remaining assets through standard construction practices	• As required
Service Improvement & Growth Activities	
• Pipe upsizing	• As required
• Expansion to support growth	• As required (e.g. development)

2.4 Funding the Lifecycle Activities

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

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

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

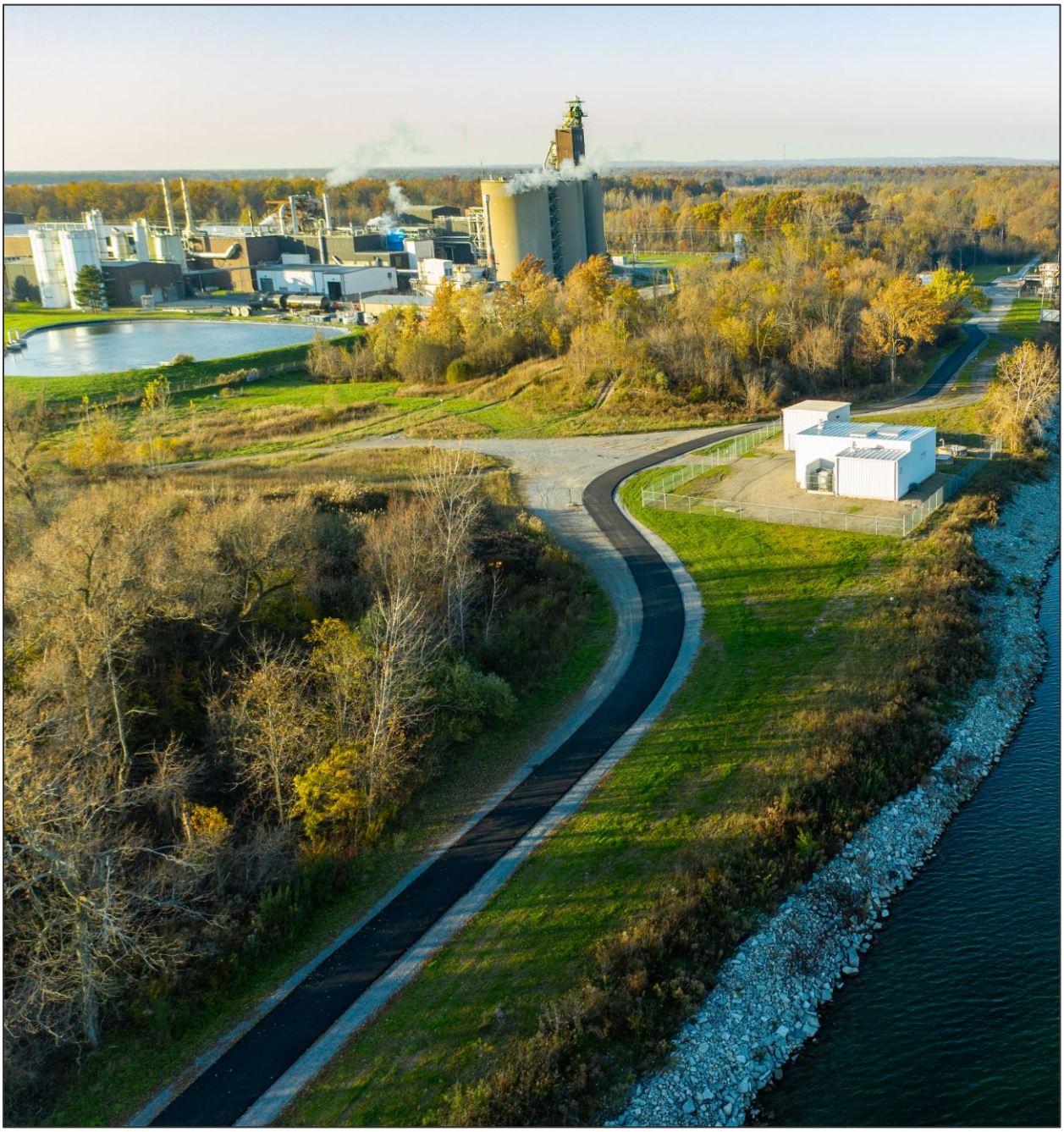
An overview of the scenarios that were evaluated for the purposes of this AMP include:

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

analysis, this is accomplished by determining the current performance (condition) of assets.

- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

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



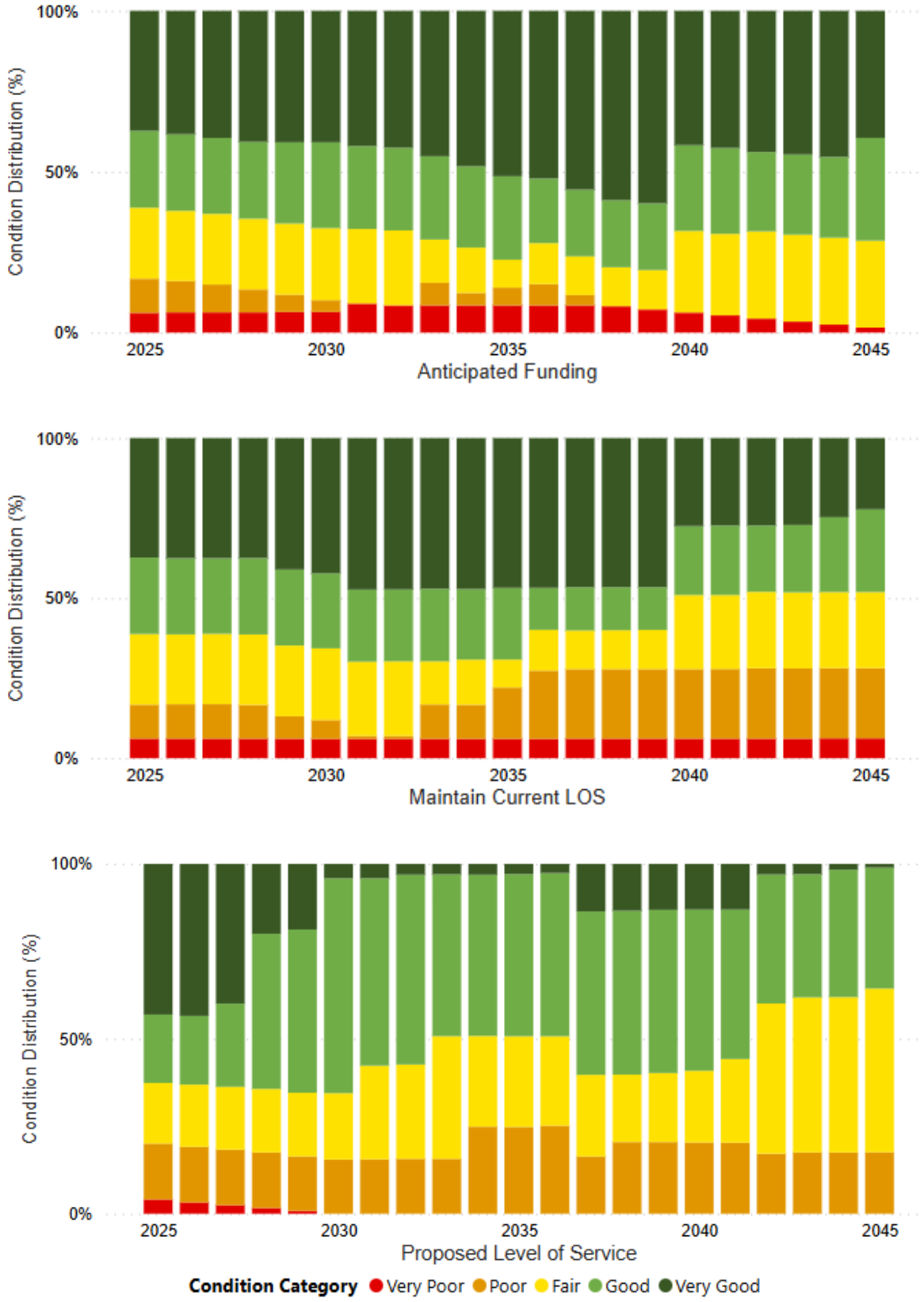


Figure 2-4. Wastewater Network Performance Forecast with Current Funding

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

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the wastewater assets was determined to be approximately $1.9M. The percentage of assets in very poor condition is reduced to less than 2% by 2045.

In the Current LOS scenario, the anticipated annual funding required for wastewater assets is approximately $2.0M for renewal, rehab and replacement activities. The condition distribution shows that the proportion of assets in very poor condition is maintained at around over the 20-year period.

In Scenario 3, the anticipated annual budget required to achieve PLOS was determined to be $1.9M for renewal, rehab and replacement activities, which eliminates assets in very poor condition by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 2-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

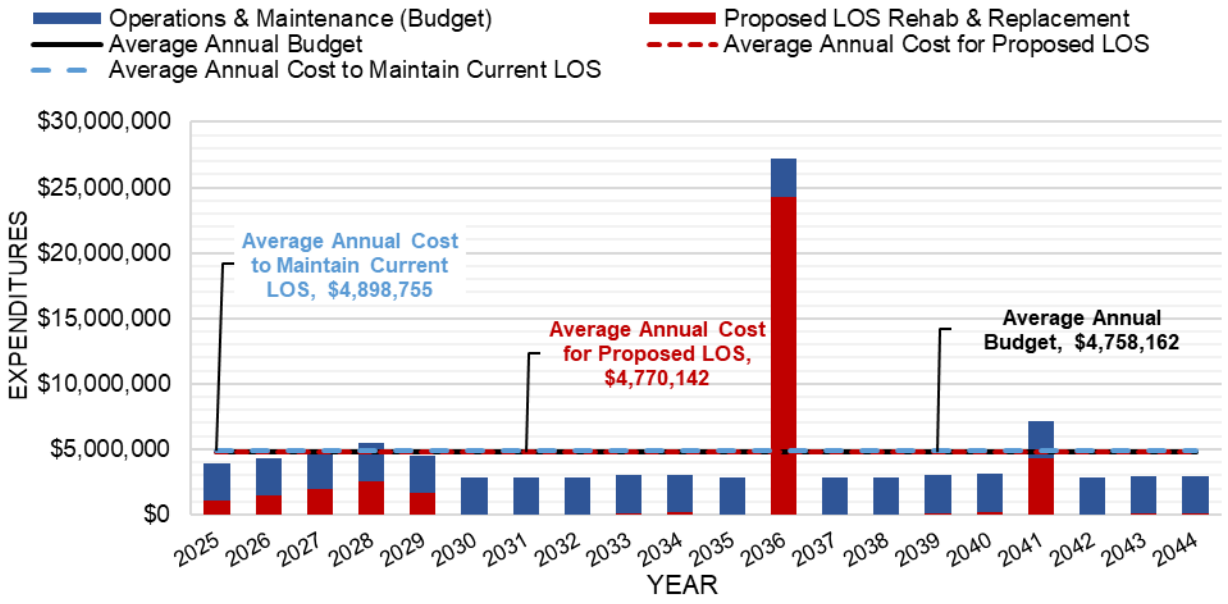


Figure 2-5. Wastewater Network Scenario Comparison

Until 2030, there are annual expenditures to address relining efforts of the lateral and gravity main systems to remove all assets in very poor condition. There is a further spike in 2036 to keep assets that will fall into very poor condition in that year, based on asset degradation.

Growth needs will be further reviewed for this asset category through future master plans to clearly identify needs for growth, which will then be incorporated into future iterations of this AMP, as they become available. This may greatly impact the infrastructure expenditure requirements.

Continued deferrals of projects will also lead to significantly higher operational and maintenance costs and will affect the availability of services in the future. Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

Anticipated funding for capital budgets presented are the annual average for the 2025-2044 fiscal years. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed level of service and includes increases of up to 20% to "catch up" to required expenditures up to 2030. The average annual expenditures required for each scenario is summarized and compared below in Table 2-6.

Table 2-6. Wastewater Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$2,860,792	$2,860,792	$2,860,792
Renewal, Rehabilitation & Replacement	$1,932,247	$2,037,963	$1,909,350
Total Expenditures	**$4,793,039**	**$4,898,755**	**$4,770,142**
Average Annual Funding Gap		**$105,717**	**No Gap**

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.



2.5 Data Confidence and Improvement Plan

Table 2-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 2-7. Data Confidence – Wastewater Network

Data Source	Data Confidence
GIS Infrastructure Needs Study CCTV Assessments	Good

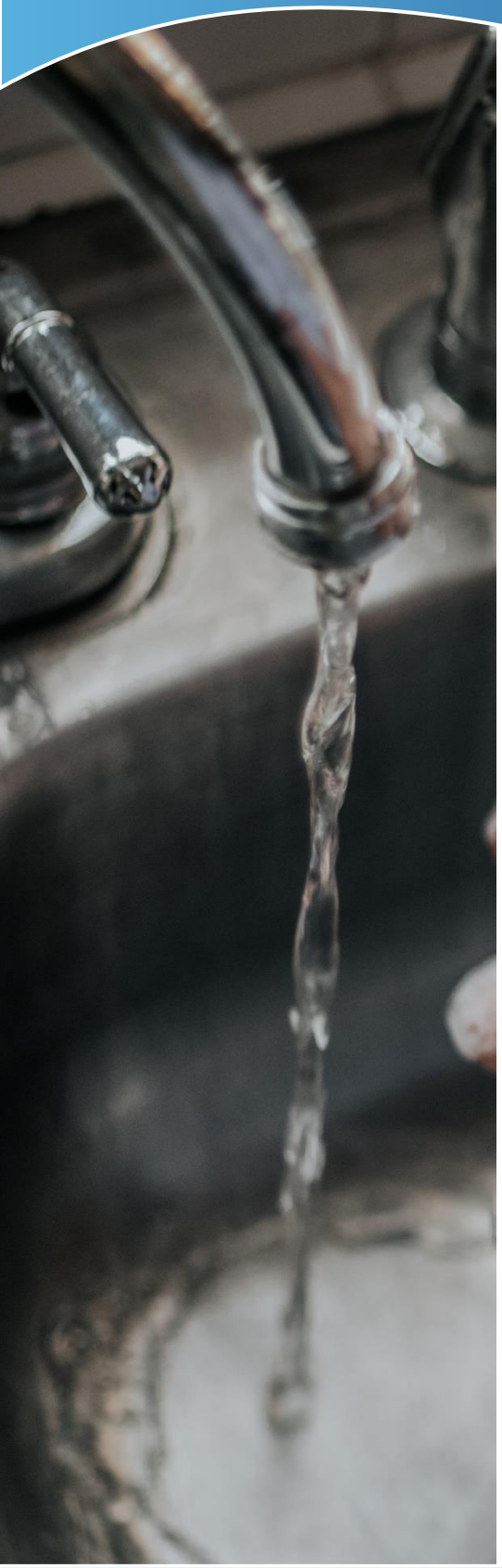
2.5.1 Recommendations for Improvements

The level of confidence in the wastewater network data has increased from the previous plan as a result of the Infrastructure Needs Study completed, and the availability of more CCTV data available for the system which was used to inform the condition summary and financial analysis in this plan. As the CCTV inspections cover a greater proportion of the network this data will be used in future iterations of the plan.

Future studies planned for the City include a Pollution Prevention Control Plan, Wastewater Flow Monitoring Program, and a Wet Weather Management Program. These studies will further inform asset management initiatives to ensure the City is making information decisions and maximizing investments to their infrastructure while also planning for growth.

It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

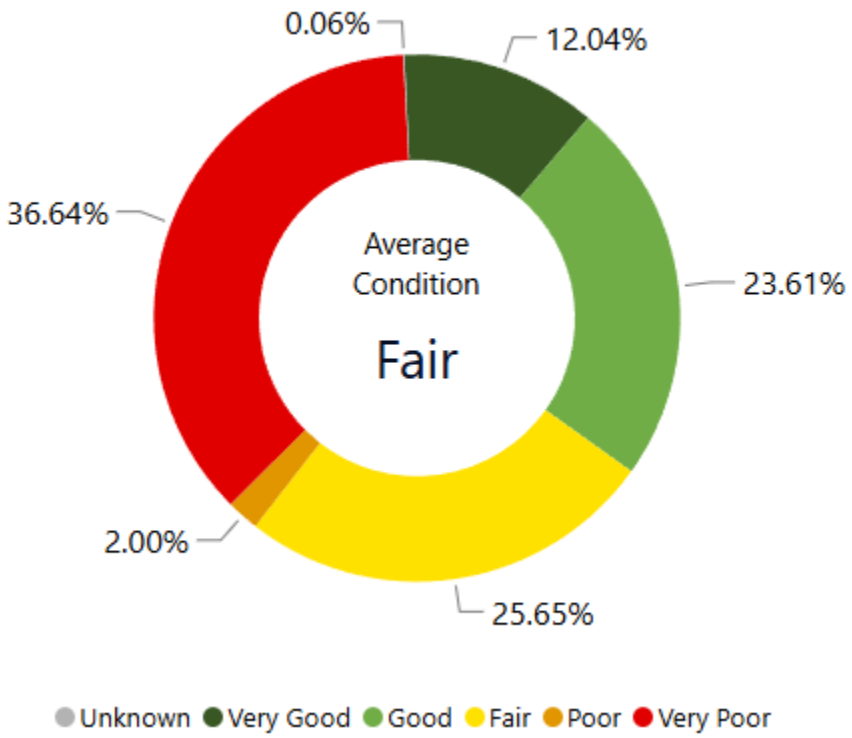
3 Water Network



Replacement Value

$419,975,278

Overall Average Asset Condition



Quick Facts

The Water Network has

- 113 km of distribution water mains providing clean drinking water to residents

3 Water Network

Water is provided to the City under a “two-tier” system whereby the Niagara Region is responsible for the operation and maintenance of the Port Colborne Water Treatment Plant, two storage facilities, and transmission trunk watermains. Water is drawn from the Welland Canal, treated to be drinkable, and sent via the transmission watermains to storage and the City’s water distribution system. The City operates and maintains approximately 113 km of distribution watermains.

The Region and City water systems are strictly regulated by the Ontario Ministry of Environment, Conservation and Parks (MECP) under the Safe Drinking Water Act (2002) and extensive testing and annual inspections ensure compliance to numerous standards and requirements for the protection and safety of users of the system.

3.1 State of the Infrastructure

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

- Updated replacement costs (2025 dollars)

3.1.1 Asset Inventory and Valuation

The Water Network includes mains, meters, bulk water stations, sample stations and AMI water towers with a total estimated replacement value of $420 million. Replacement costs have been updated since the 2024 AMP to reflect construction costs from recent contracts. Table 3-1 details the inventory and current estimated replacement value by asset type.

Table 3-1. Asset Inventory and Current Replacement Value – Water Network

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Mains	112,996	m	$418,481,696
Meters[3]	5,844	Units	$3,699,252
Stations – Bulk Water Station	2	Units	$1,040,000
Sample Stations	59	Units	$262,187
AMI Water Towers	3	Units	$187,200
Total			**$423,670,335**

3.1.2 Asset Condition

Condition was assigned to assets in the water network based on age/estimated service life. A description of the condition ratings scale can be found in Table 3-2. Conditions were assessed for the water system in line with the previous AMP, and the Infrastructure Needs Study. It is recommended through future initiatives that the City evaluate other ways to determine condition of their water system such as the analysis of watermain break data which is currently being collected and could be used to inform future renewal decisions.

Table 3-2. Condition Rating Scale – Water Network

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

[3] Information on water meters was not available for inclusions in the analysis of this AMP, but have been included in the total replacement value of the water assets.

Water Network overall condition by replacement value can be seen in Figure 3-1 and Figure 3-2.

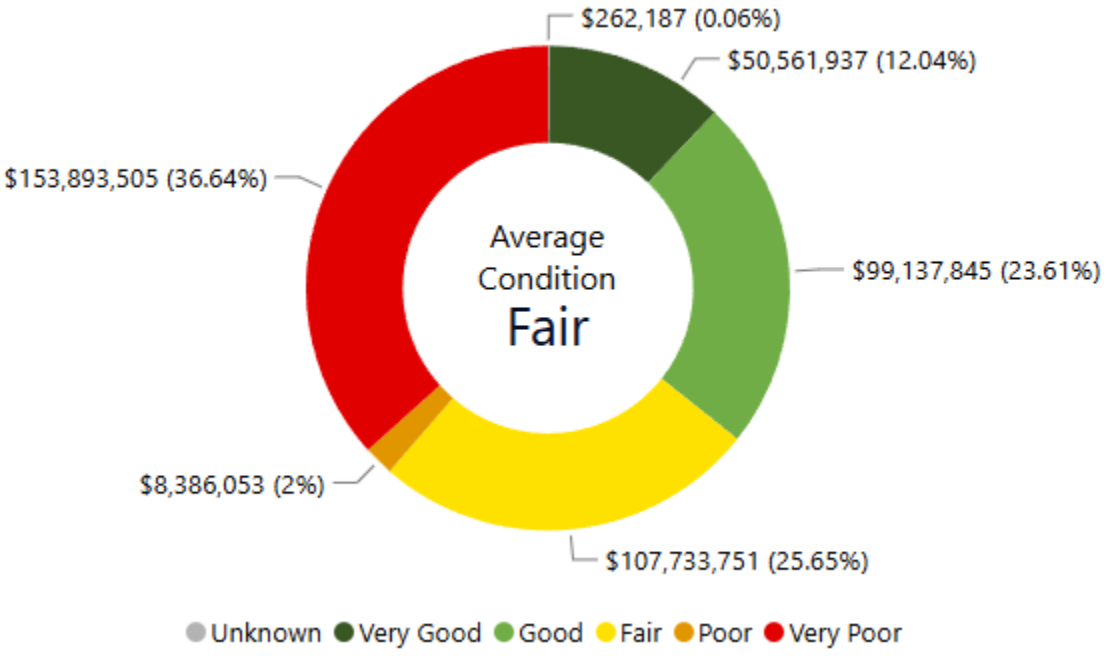


Figure 3-1. Asset Condition by Replacement Value – Water Network

On average Water Network assets are in **Fair** condition with approximately 60% of assets in fair or better condition. Figure 3-2 shows a breakdown of the condition distribution by replacement value for each asset type in the Water Network.

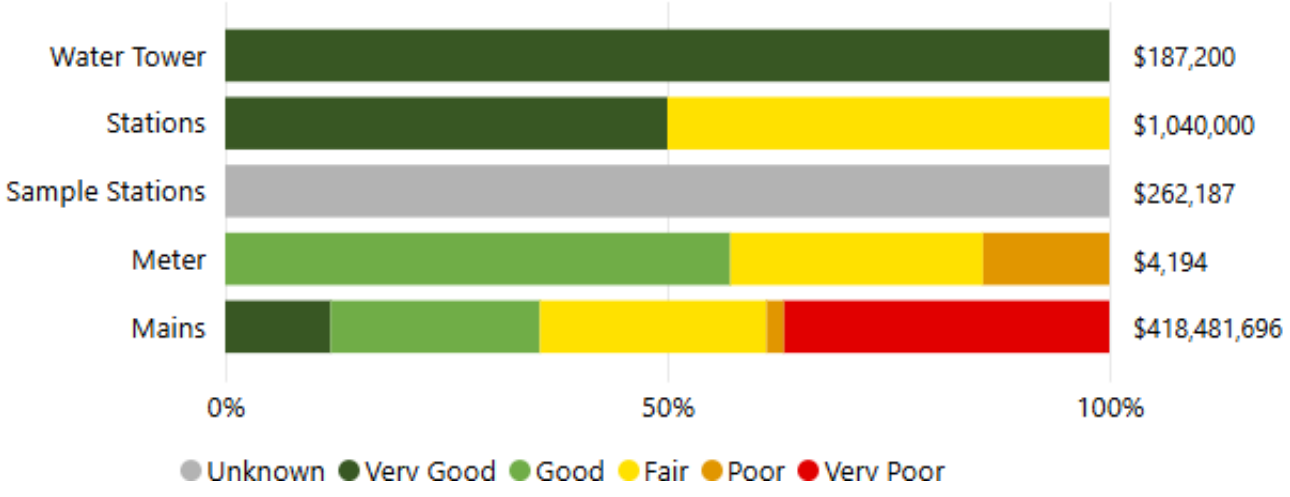


Figure 3-2. Asset Type Condition by Replacement Value – Water Network

Install dates for the Sample Stations were not available at the time of the development of this AMP. It is recommended that the City continue its efforts to fill gaps in asset information.

Many water mains are currently close to or past their estimated service lives, with nearly 40% of water mains in poor or very poor condition. A large portion of these water mains are cast iron and ductile iron mains which are due for replacement with more reliable material such as PVC. While these assets are close to or past their estimated service lives, many assets can continue to provide service well beyond their service lives. Figure 3-3 below shows the length of watermain by material type. The largest portions of the water network are PVC and cast iron watermains, with small portions of other materials such as asbestos cement, ductile iron and steel. The large portion of cast iron (CI) pipes are priorities for replacement.

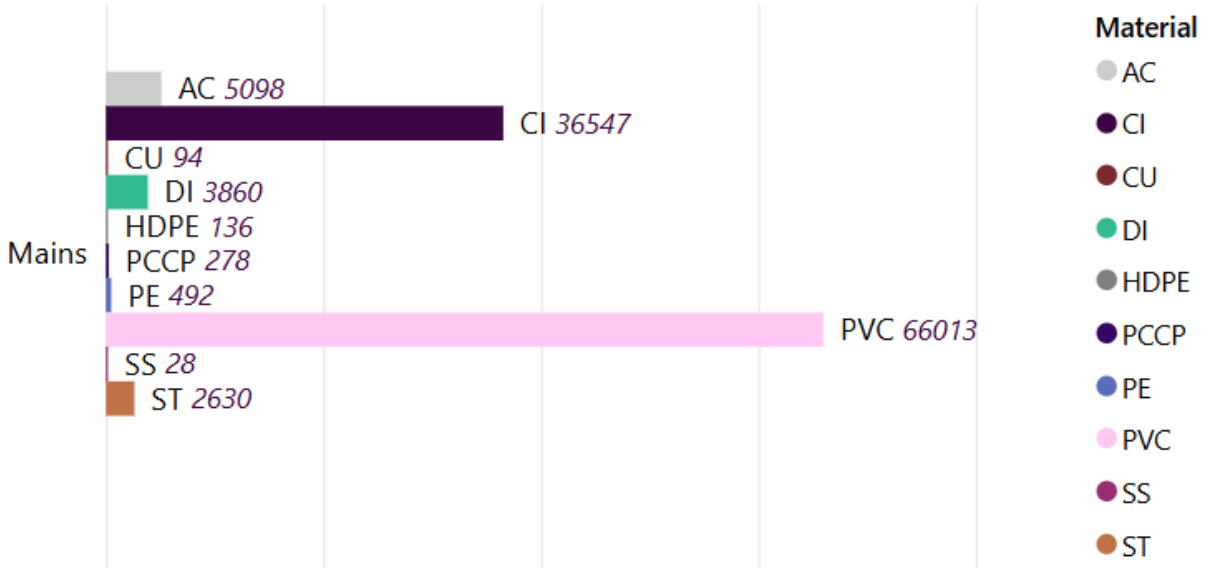


Figure 3-3. Water Main Length by Material Type (m)

3.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Water Network assets. Average age and average

estimated services lives for assets in the Water Network are shown in

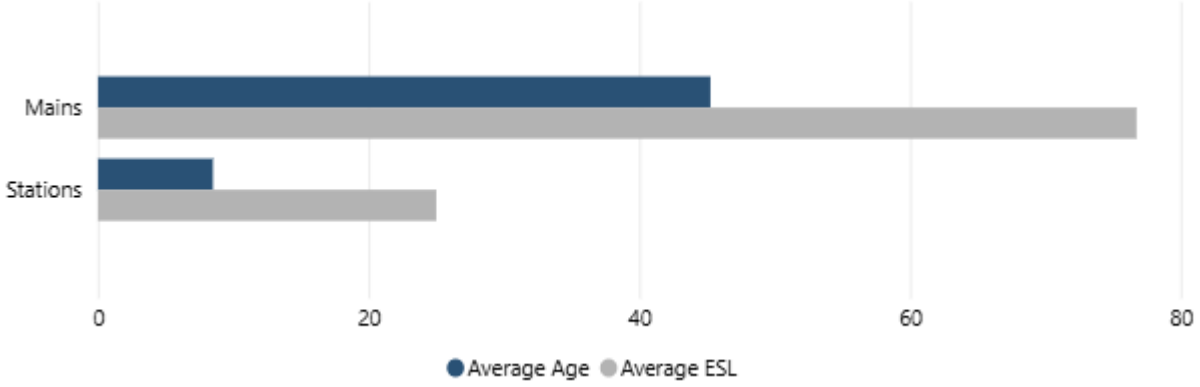


Figure 3-4.

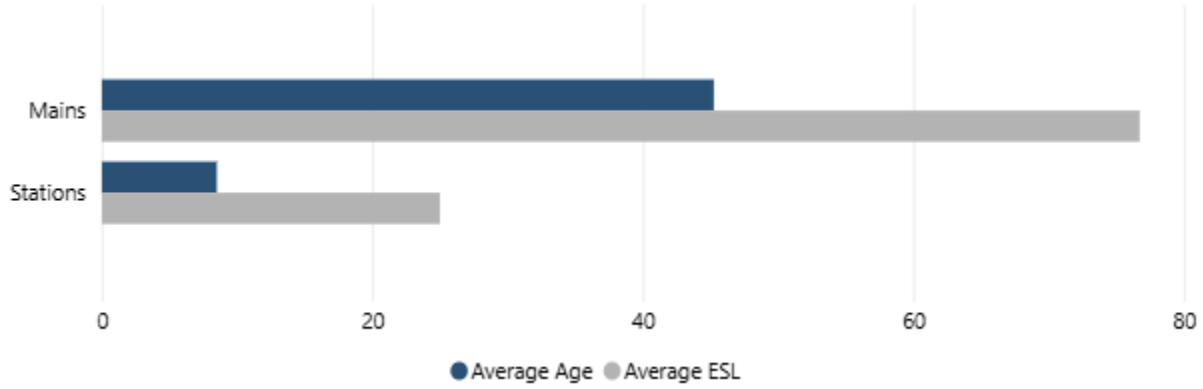


Figure 3-4. Average Age and Average Estimated Replacement Value – Water Network

Water mains, stations (bulk water stations), meters, and AMI water towers all have an average age well below their average ESL. The ages of the sample stations are currently unknown. It is recommended that the City make efforts to fill out any remaining information for this asset category.

3.2 Levels of Service

Service Statement: Provide reliable and cost-efficient, safe, high quality drinking water with adequate pressure and flow.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 3-3 and

Table 3-4 provide a summary of the community and technical levels of service metrics for the City's Water Network. These are segmented into those that are required under the O.Reg.588/17 and other levels of service metrics that are defined by the City. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Water Network assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.



Table 3-3. Community Level of Service– Water Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system.	Drinking water is supplied to the urban area of the City via 112 km of watermains as illustrated in Appendix B. This Class 1 distribution system conveys water purchased from the Region who draws water from the Welland Canal and treats it to meet regulatory requirement	N/A	N/A
Scope	Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	Fire flow is provided by 622 hydrants within the urban area of the City. See Appendix B.	N/A	N/A
Reliability	Description of boil water advisories and service interruptions.	0	N/A	N/A
City Defined				
Safe & Regulatory	# of confirmed water quality customer complaints.	14	Maintain	↔
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	8%	Maintain	↔

Table 3-4. Technical Level of Service–Water Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Accessible & Reliable	Percent of properties connected to the municipal water system	67.99%	Maintain	↔
Accessible & Reliable	Percent of properties where fire flow is available	67.99%	Maintain	↔
Accessible & Reliable	# of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system	UNK	Maintain	↔
Safe & Regulatory	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0	Maintain	↔
City Defined				
Accessible & Reliable	Percent of replacement value of water network assets very poor condition	36.64%	0%	↘
Accessible & Reliable	5-year average number of water main breaks	10	Maintain	↔
Cost Efficient	Water loss as a percentage of water purchased	44.6%	15%	↘
Safe & Regulatory	Percentage of water sampling meeting Safe Drinking Water Standards	100%	Maintain	↔

3.3 Lifecycle Management Strategy

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

3.3.1 Lifecycle Activities

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

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

Table 3-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 3-5. Asset Management Practices and Associated Frequency – Water Network

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Water quality complaint tracking	• As required
• Water loss reports	• Monthly
• AWWA audits	• Annually
• Hydraulic analysis (water modelling)	• As required
• GIS & asset tracking	• On-going
• Water Master Plan, Infrastructure Needs Study, Asset Management Plan	• Every 5 years
• Water Financial Plan	• Every 5 years
• Drinking Water Quality Management Standard Audits (DWQMS)	• Annually (internal & external), accreditation every 3 years
Operations & Maintenance Activities	
• Flushing	• Targeted areas
• Valve turning	• 25% annually
• Break repairs	• As required
• Hydrant inspection	• Twice annually
• Fire flow testing	• 25% annually
• Hydrant Painting	• 10 years
• Hydrant Repairs	• As required
• Leak detection	• Twice annually
• Bulk Water Station inspections	• Twice annually
• Curb Stop repairs	• As required
• Large industrial meter calibrations (AWWA standards)	• Annually (based on AWWA standards)
Renewal/Replacement Activities	
• Trenchless relining	• As identified
• Watermain Replacement	• As identified
• Replacement of remaining assets	• End of service life

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Disposal Activities	
• Watermain removal through standard construction practices or abandoned in place	• As required
• Hydrants - decommission and store parts	• As required
• Hydrants - decommission and scrap	• As required
• Removal through standard construction practices for remaining asset types	• As required
Service Improvement & Growth Activities	
• Upsizing	• As required
• Expansion to support growth	• As required (e.g. development)
• Local improvements	• Based on opportunity
• Hydrants - design standards requirements	• As required

3.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 3.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

Costs for other lifecycle activities are broken down to Renewal, Rehabilitation & Replacement activities, and Operations & Maintenance. It should be noted that non-infrastructure, service improvement and growth activities are included in the Renewal,

Rehabilitation and Replacement costs in the following analysis. It is recommended to further break down these costs by activity type for future AMPs. Although O.Reg. 588/17 mandates only a 10-year analysis, this AMP extends the evaluation of lifecycle expenditures to a 20-year period, demonstrating the City's commitment to long-term planning and proactively addressing future needs.

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

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

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 3-5.

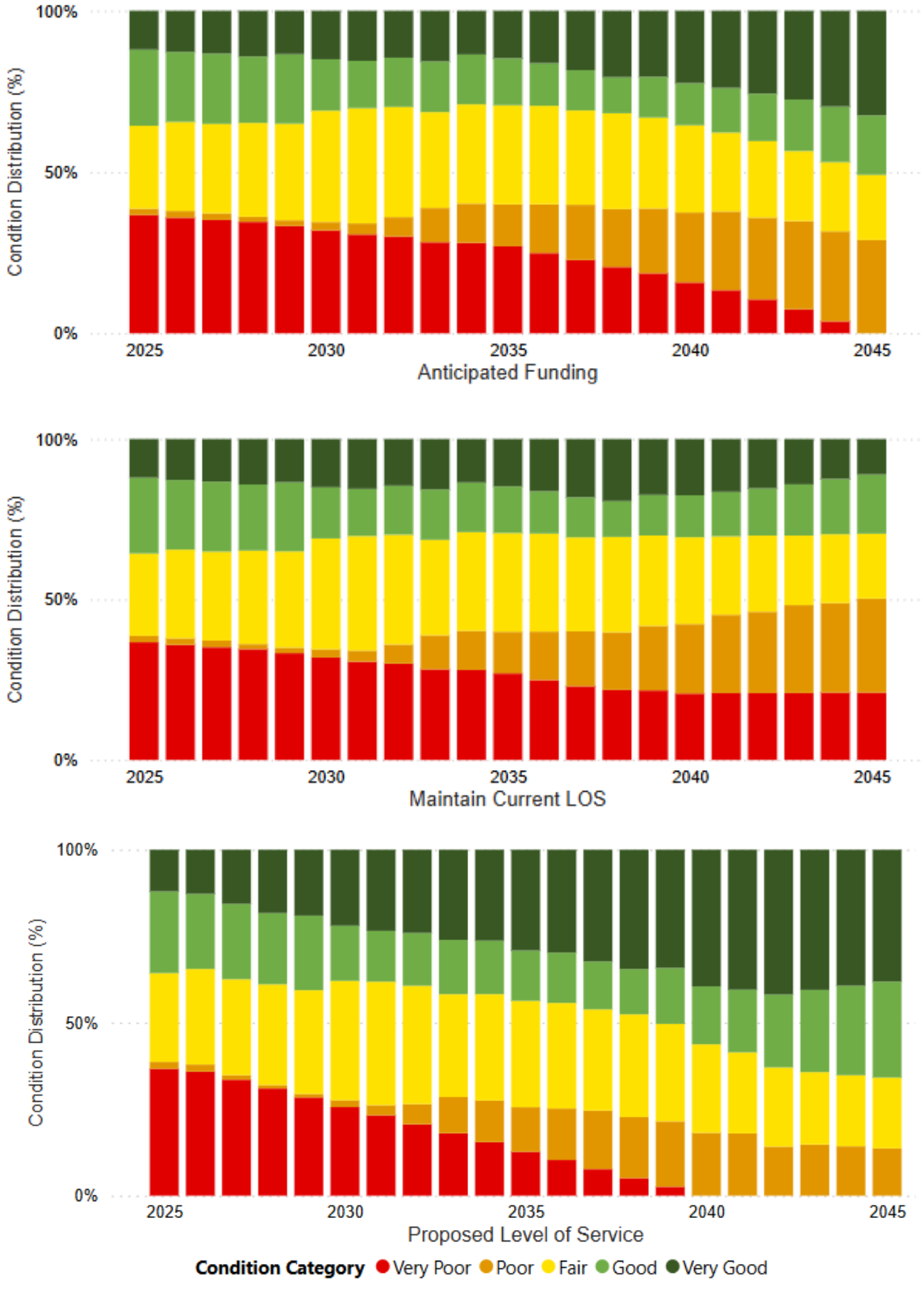


Figure 3-5. Condition Profile for Service Level Scenarios - Water

Figure 3-5 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Water assets was determined to be approximately $6.6M. The percentage of assets in very poor condition decreases throughout the 20-year forecast period and is reduced to zero by 2045.

In the Current LOS scenario, the anticipated annual funding required for water network assets is approximately $2.1M for renewal, rehab and replacement activities. The condition distribution shows that the proportion of assets in very poor condition is steadily reduced from 37% to 21% over the 20-year period.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be $6.9M for renewal, rehab and replacement activities, which eliminates the amount of assets in very poor condition to negligible by 2040, sooner than Scenario 1. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 3-6. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

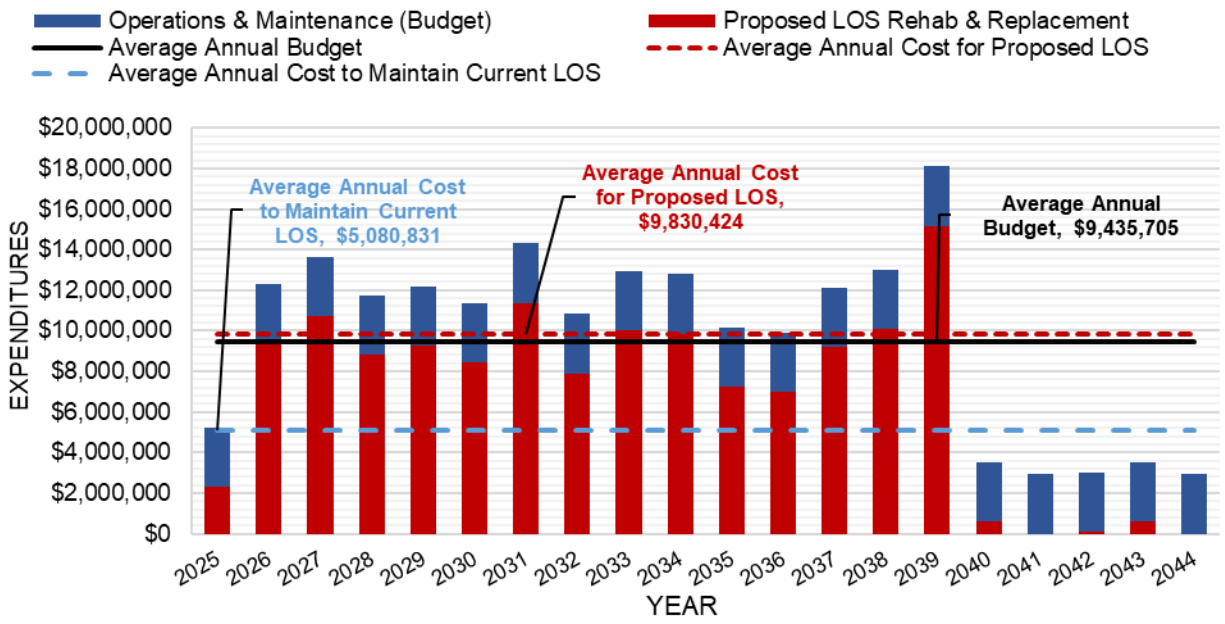


Figure 3-6. Water Network Scenario Comparison

Growth needs will be further reviewed for this asset category through future master plans to clearly identify needs for growth, which will then be incorporated into future iterations of this AMP, as they become available. This may greatly impact the infrastructure expenditure requirements.

Continued deferrals of projects will also lead to significantly higher operational and maintenance costs and will affect the availability of services in the future. Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) but about $395k to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Water Network are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 3-6.

Table 3-6. Water Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$2,936,826	$2,936,826	$2,936,826
Renewal, Rehabilitation & Replacement	$6,569,856	$2,144,005	$6,893,598
Total Expenditures	**$9,435,705**	**$5,080,831**	**$9,830,424**
Average Annual Funding Gap		**No Gap**	**$394,720**

The expenditures required for water could decrease as the City explores the viability of a watermain relining program as a lower cost alternative to open cut replacement. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. It is anticipated that the needs for these assets will change as lower cost alternatives and asset management practices are enhanced to reach Council's goals. This Asset Management Plan, and the strategies in place demonstrate the City's commitment to upgrading its assets to ensure the quality of services for its customers

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

3.5 Data Confidence and Improvement Plan

Table 3-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 3-7. Data Confidence – Water Network

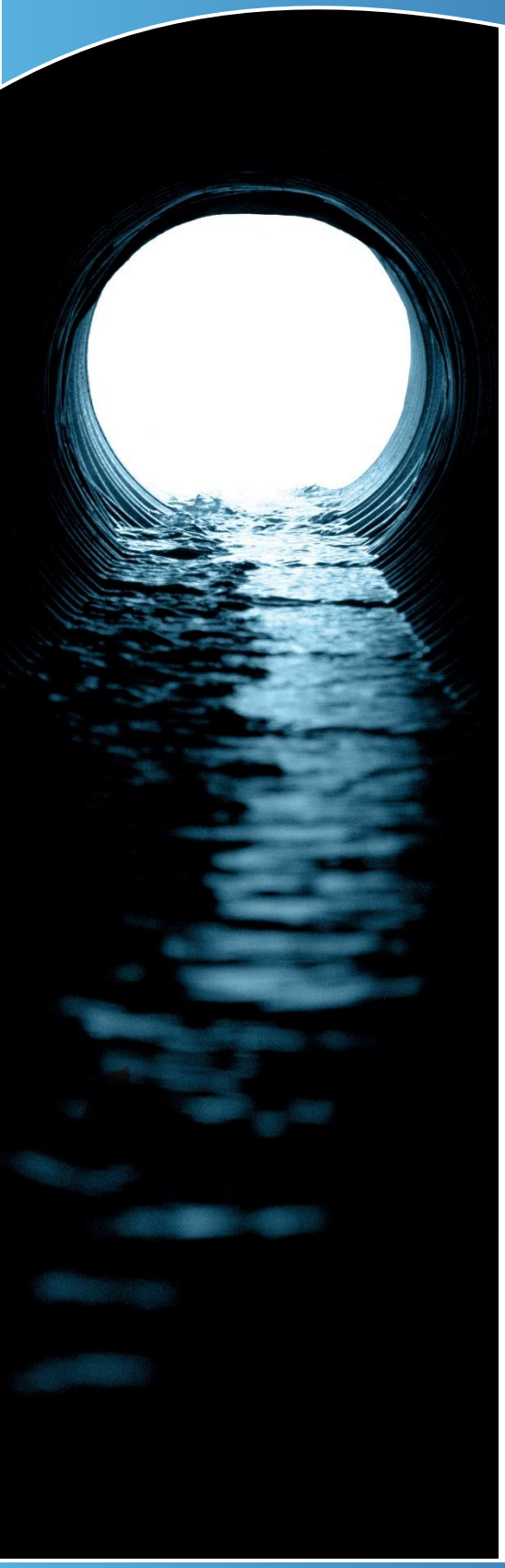
Data Source	Data Confidence
GIS Infrastructure Needs Study	Good

3.5.1 Recommendations for Improvements

The Infrastructure Needs Study provided simulations of needs based on existing hydraulic models to identify pressure and fire flow deficiencies throughout the system, which informed the needs forecasted in this AMP. The planned Water Master Servicing Plan and Model Calibration will further improve the information available for asset management planning.

It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

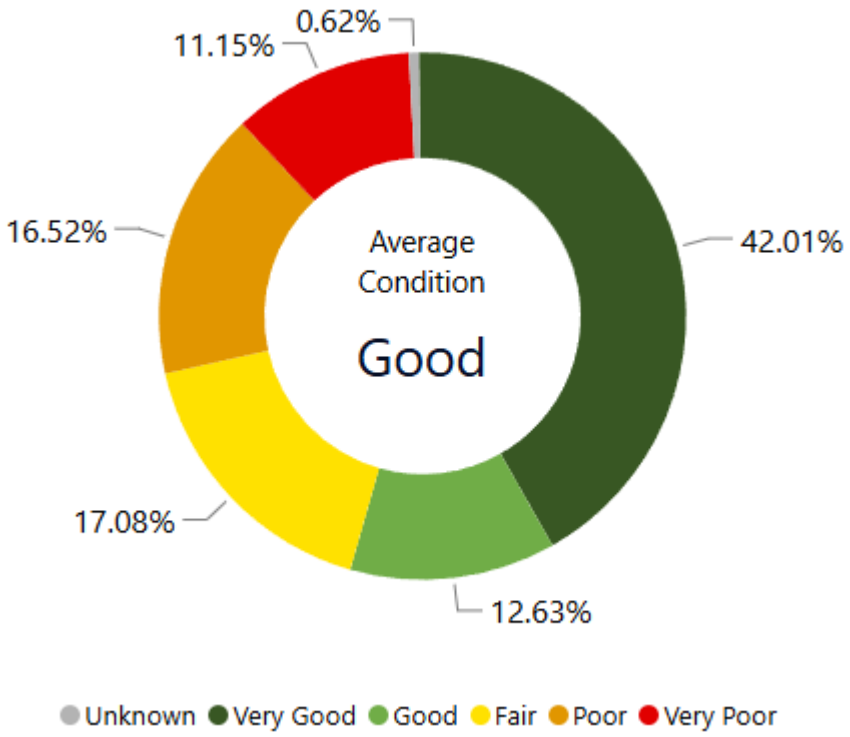
4 Stormwater Network



Replacement Value

$440,862,297

Overall Average Asset Condition



Quick Facts

The Stormwater Network has

- 97 km of stormwater mains (42% designed to current standards)
- Supporting assets including stormwater management ponds, outlets, forcemains, ditches and culverts

4 Stormwater Network

The City's stormwater infrastructure is located primarily throughout the urban setting. Rain and snowmelt generate stormwater, which permeates into the soil or flows as surface runoff. The storm sewer system gathers runoff through catch basins and directs it towards the nearest water body through gravity mains, primarily the Welland Canal or Lake Erie, mitigating the potential for property flooding. Urban development and increased impervious surfaces have diminished natural drainage, underscoring the growing importance of stormwater management, especially amid climate change-induced intensification of storms.

4.1 State of the Infrastructure

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

- Updated replacement costs based on current contracts for unit rates (2025 dollars)
- Condition updates based on completion of Zoom camera inspection

4.1.1 Asset Inventory and Valuation

The Stormwater Network includes mains, forcemains, leads, ditches, culverts, outlets, and ponds with a total estimated replacement value of $441 million. Valuation is much higher this year than noted in the 2024 AMP, as it was updated to reflect recent contracts. Currently only 42% of the storm system is designed to current standards. Table 4-1 below details the inventory and the current estimated replacement value by asset type.

Table 4-1. Asset Inventory and Current Replacement Value – Stormwater Network

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Mains	96,580	m	$434,336,011
Outlets	58	Units	$1,590,731
Forcemains	1,569	m	1,581,409
Leads	1,614	Units	$1,389,781
Ditches	334	Units	$905,387
Ponds	2	Units	$811,313
Culvert	418	Units	$248,267
Total			**$440,862,897**

4.1.2 Asset Condition

Condition was assigned to assets in the stormwater network using condition scores from the recent zoom camera inspection or age/estimated service life for the remaining assets (including where information was unavailable). A description of the condition rating scale is shown below in Table 4-2. Based on the previous AMP and the Infrastructure Needs Study, the City began an initiative to acquire updated condition data by zoom camera, which has provided a baseline condition of the storm system. The update condition information has greatly improved the reported condition of the storm system, which highlights the importance of the investment in data.

Table 4-2. Condition Rating Scale – Stormwater Network

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

The Stormwater Network overall condition by replacement value can be seen in Figure 4-1.

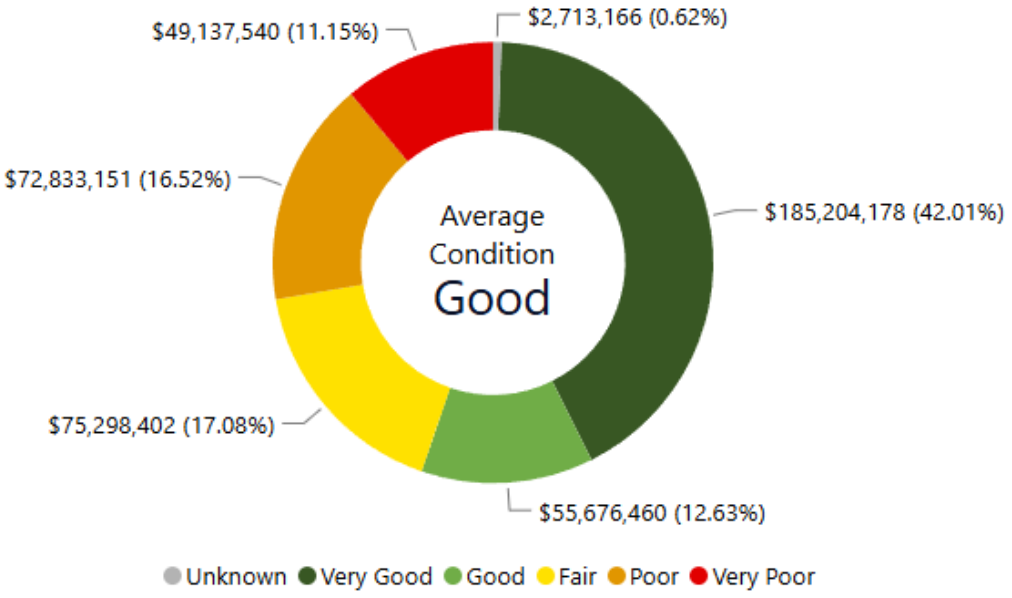


Figure 4-1. Asset Condition by Replacement Value – Stormwater Network

Stormwater Network assets are on average in **Good** condition with approximately 72% of assets in fair or better condition. Less than 1% of assets have an unknown condition with ditches, ponds and outlets being the primary asset classes where this data isn't available. Figure 4-2 shows a breakdown of the condition distribution by replacement value for each asset type in the Stormwater Network.

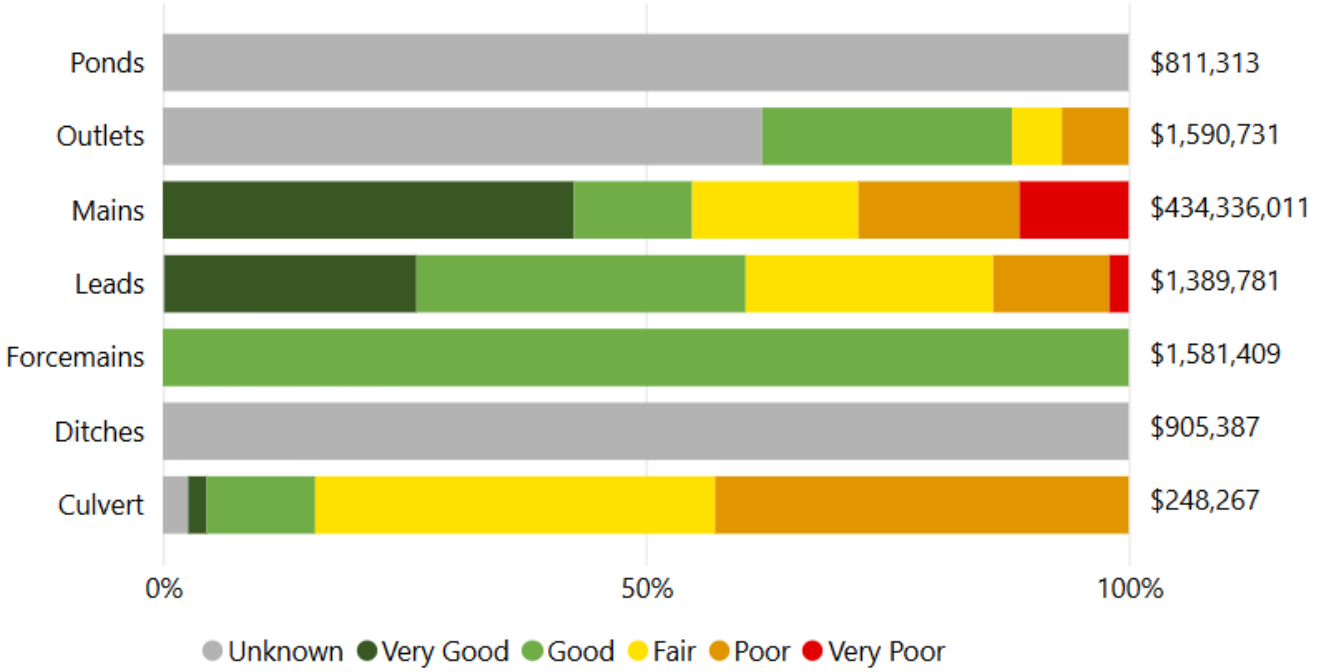


Figure 4-2. Asset Type Condition by Replacement Value – Stormwater Network

There is a small portion of storm main assets currently in very poor condition. The improvement in condition since the last AMP can be attributed to the completion of the zoom camera assessment of the stormwater mains. This allowed for assessment of condition based on actual asset condition, rather than relying on age/estimated service life calculations as done in the previous AMP.

Although the updated condition data shows a more positive outlook of the storm system than the 2024 AMP, a large portion of the system is not designed to engineering standards, and while may be in good condition, still may require work to improve the level of service to the community. There are also many areas that are currently not serviced by the storm system in the urban area, that would benefit from the expansion of the storm system. This will also improve inflow into the sanitary system (water other than sanitary wastewater that enters a sewer system from sources such as roof leaders and foundation drains). Inflow currently is a contributing factor to the high treatment costs experienced by Port Colborne.

At the time of the development of this AMP, the condition of ponds was unknown, but have recently been assessed and determined to be in Good condition. Ditches do not have a known condition, the work on ditches is performed on a complaint basis. It is recommended that the City analyze the ponds to determine which ponds require dredging and use a sediment level metric to determine condition.

4.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Stormwater Network assets.

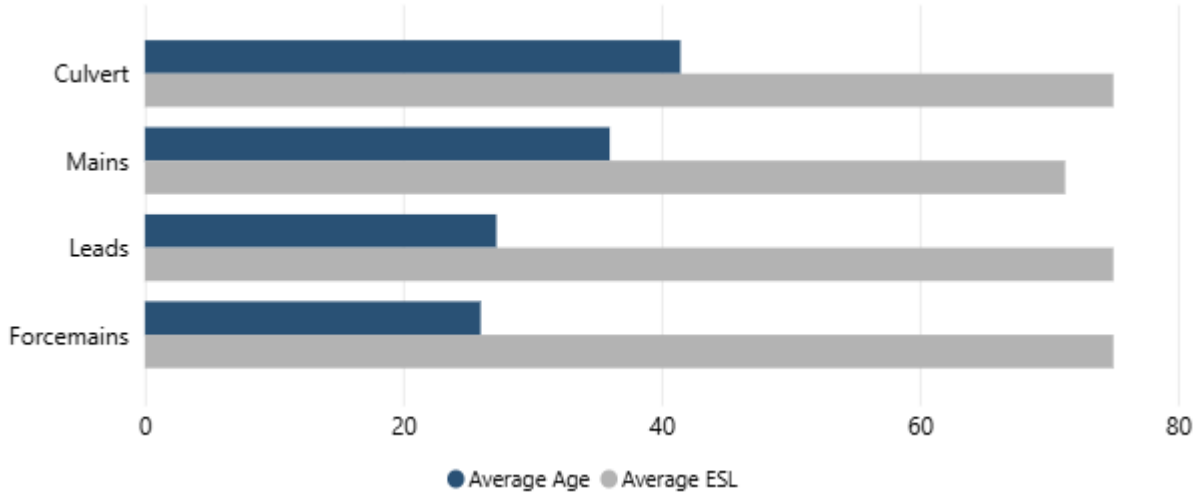


Figure 4-3 compares the average age of Stormwater Network asset types to the average ESL.

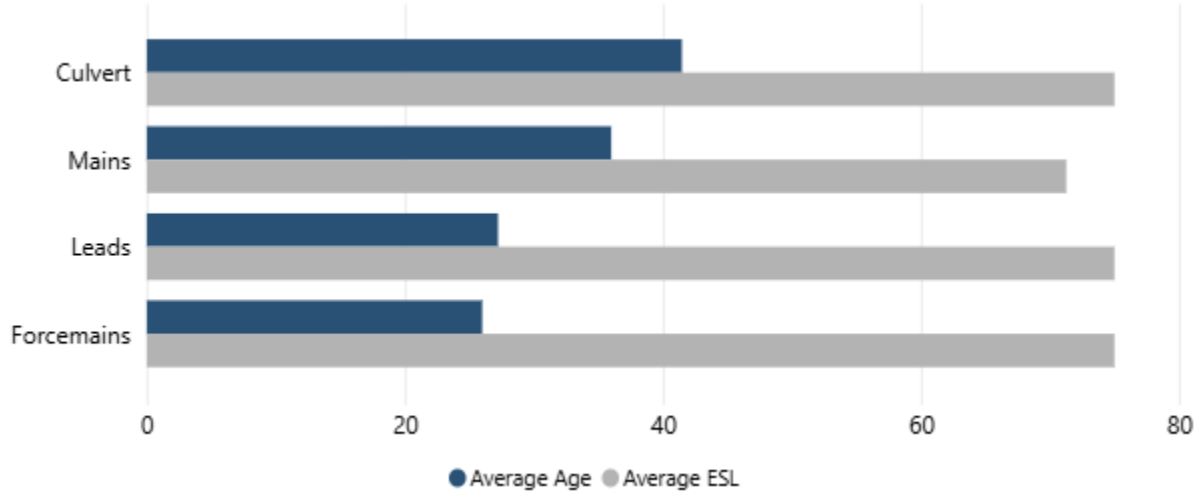


Figure 4-3. Average Age and Average Estimated Service Life – Stormwater Network

All stormwater asset types have an average age less than the average ESL, except for ditches and outlets which do not have a known age. It is recommended that the City try to determine the ages of the outlets. The nature of how ditches are maintained, it would not provide value for the City to try to fill the gap in age information for this asset type. These assets are maintained through operations and maintenance and age is not a factor in their condition.

4.2 Levels of Service

Service Statement: The stormwater system aims to protect property and people from the impacts of flooding and minimize exposure to risk.

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



Table 4-3. Community Level of Service – Stormwater Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of protection provided by the municipal stormwater management system	In the urban area, stormwater is conveyed via 98 km of City storm sewers, as well as over 5 km of culverts and 40 km of managed ditches and swales. Throughout the entire city, overland drainage routes and natural watercourses contribute to the conveyance of surface stormwater. See Appendix C.	N/A	N/A
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	3%	Maintain	↔

Table 4-4. Technical Level of Service – Stormwater Network

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Regulatory				
Scope	Percentage of properties in municipality resilient to a 100-year storm.	5.05%	Maintain	↔
Scope	Percentage of the municipal stormwater management system resilient to a 5-year storm.	85%	Increase	↗
City Defined				
Safe & Regulatory	Percentage of stormwater management system designed to current standards.	42%	Increase	↗
Safe & Regulatory	Percentage of network inspected within last 5 years.	100%	Maintain	↔
Accessible & Reliable	Percentage of replacement value of assets in very poor condition.	11.15%	0%	↘
Accessible & Reliable	Percentage of catchbasins cleaned annually.	33%	Maintain	↔

4.3 Lifecycle Management Strategy

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

4.3.1 Lifecycle Activities

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

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

Table 4-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 4-5. Asset Management Practices and Associated Frequency – Stormwater Network

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Infrastructure Needs Study (INS)	• As required
• CLI-ECAs	• As per regulatory requirements
Operations & Maintenance Activities	
• Storm Sewer CCTV inspection / zoom camera inspections	• As required
• Outlet Inspections	• Weekly; as required
• Storm Sewer flushing / cleaning	• As required
• Catchbasin and Lead flushing	• 33% of catchbasins/leads per year
• Urban ditch cleaning	• As required
• Outlet cleaning	• As required (storm based)
• Lead inspections	• As required
• Storm Sewer spot repair	• As required
Renewal/Replacement Activities	
• Storm Sewer replacement (gravity & forcemains)	• End of Service Life
• Remaining asset replacements (culverts, inlets, leads, manholes, outlets)	• End of Service Life
Disposal Activities	
• Mains removals through standard construction practices	• As required
Service Improvement & Growth Activities	
• Pipe upsizing	• As required
• Expansion to support growth	• As required (e.g. development)

4.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 4.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

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

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

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

analysis, this is accomplished by determining the current performance (condition) of assets.

- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

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



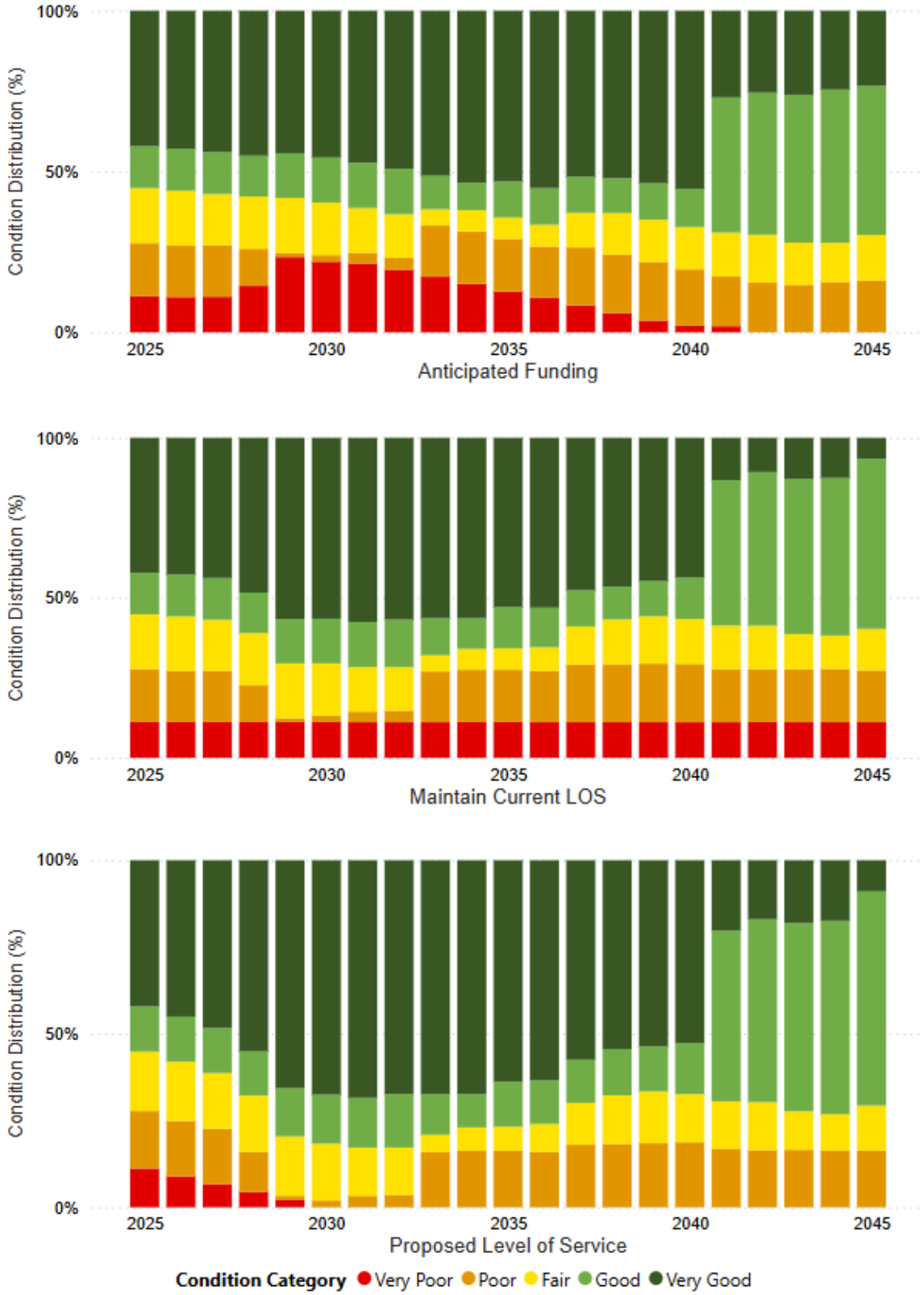


Figure 4-4. Condition Profile for Service Level Scenarios - Stormwater

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

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the stormwater assets was determined to be approximately $3.3M. The percentage of assets in very poor condition increases from 11% to 23% over the first 5 years and then decreases throughout the remaining 20-year forecast period, with no assets in very poor condition by 2042.

In the Current LOS scenario, the anticipated annual funding required for stormwater assets is approximately $2.8M for renewal, rehab and replacement activities. The condition distribution shows that the proportion of stormwater network assets in very poor condition is maintained at 11%.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be $3.3M for renewal, rehab and replacement activities, which eliminated very poor assets by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 4-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

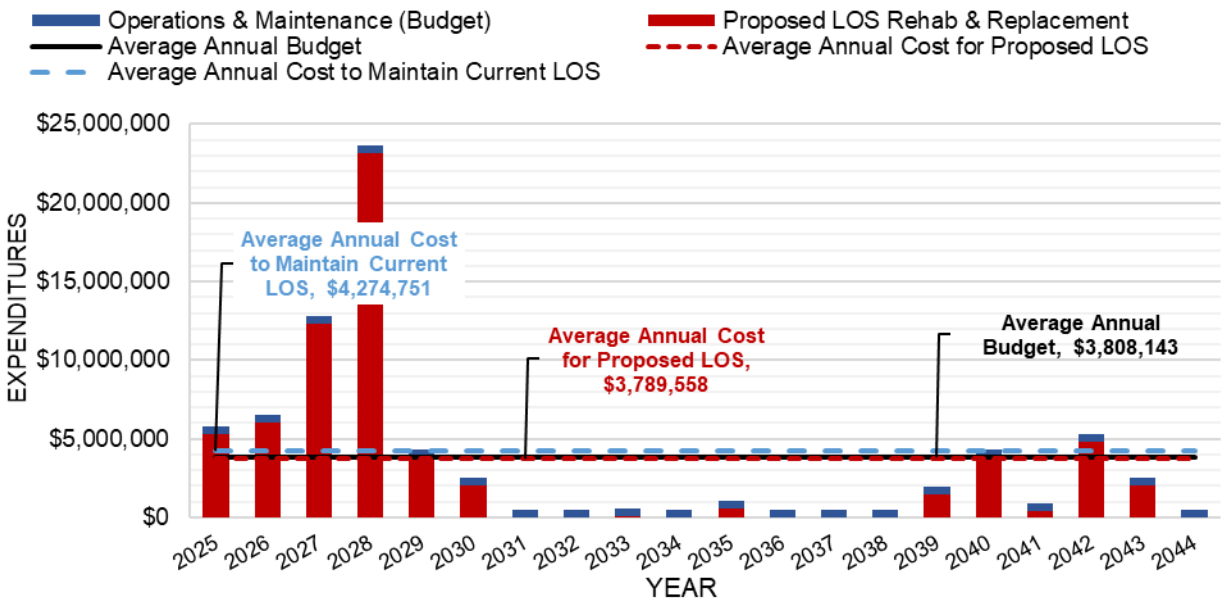


Figure 4-5. Stormwater Network Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in storm assets are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 4-6.

Table 4-6. Stormwater Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$493,600	$493,600	$493,600

Renewal, Rehabilitation & Replacement	$3,314,543	$3,781,151	$3,295,958
Total Expenditures	**$3,808,143**	**$4,274,751**	**$3,789,558**
Average Annual Funding Gap		**$466,608**	**No Gap**

As further analysis of the storm system is completed through the master service plan, it is expected that the infrastructure needs for this asset class to grow, as currently only 42% of the storm system is designed to current standards, and many areas in the urban areas are not serviced by the storm system. Further needs for the storm system will be reviewed in the planned stormwater master plan to consider needs for growth.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets. Figure 4-6 details the priority areas for the City to address inflow and infiltration concerns, and Figure 4-7 highlights the sources of inflow and infiltration that the City plans to address in the coming years.

Inflow and infiltration is critically important for the City because unmanaged, it can lead to serious financial, operational, and environmental challenges. By addressing this key challenge, the City will reduce unnecessary sanitary treatment costs, prevent sewer overflows and backups, extends infrastructure life, delays or avoid costly capital upgrades, improves regulatory compliance, and supports climate resilience. Proactively managing inflow and infiltration protects public health, reduces costs, and supports environmental goals, and ensure the long-term sustainability of the wastewater, and storm systems.

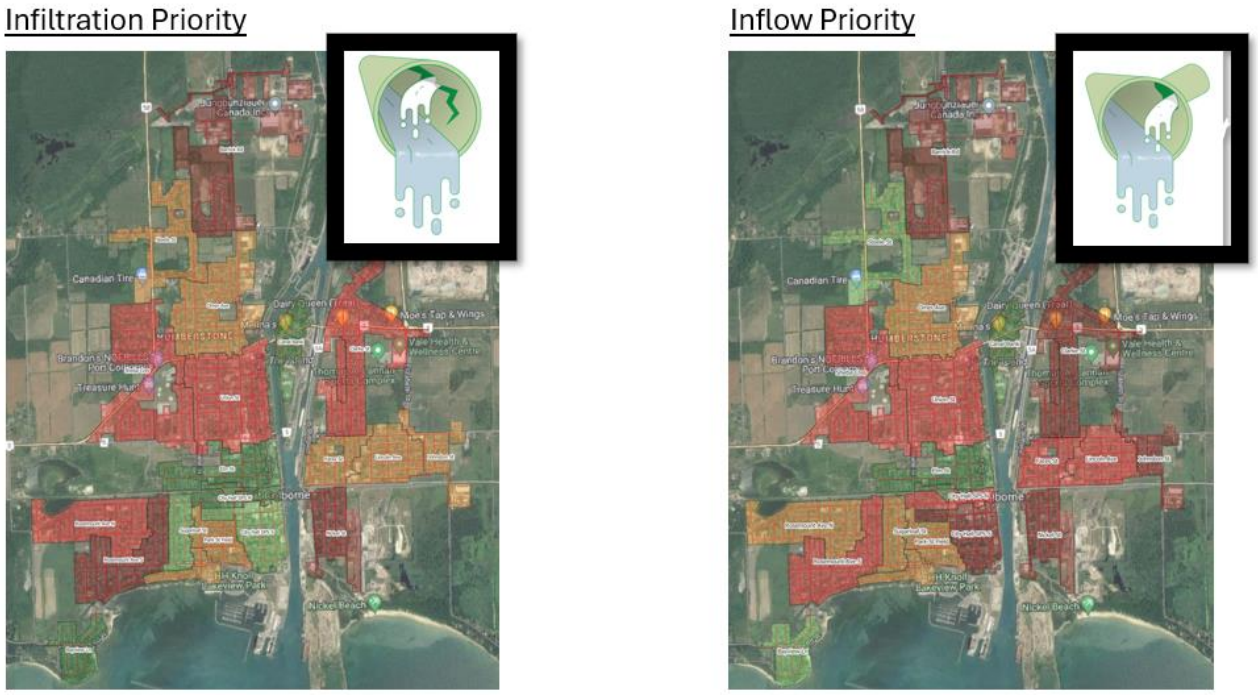


Figure 4-6. Storm System Infiltration and Inflow Priority Areas

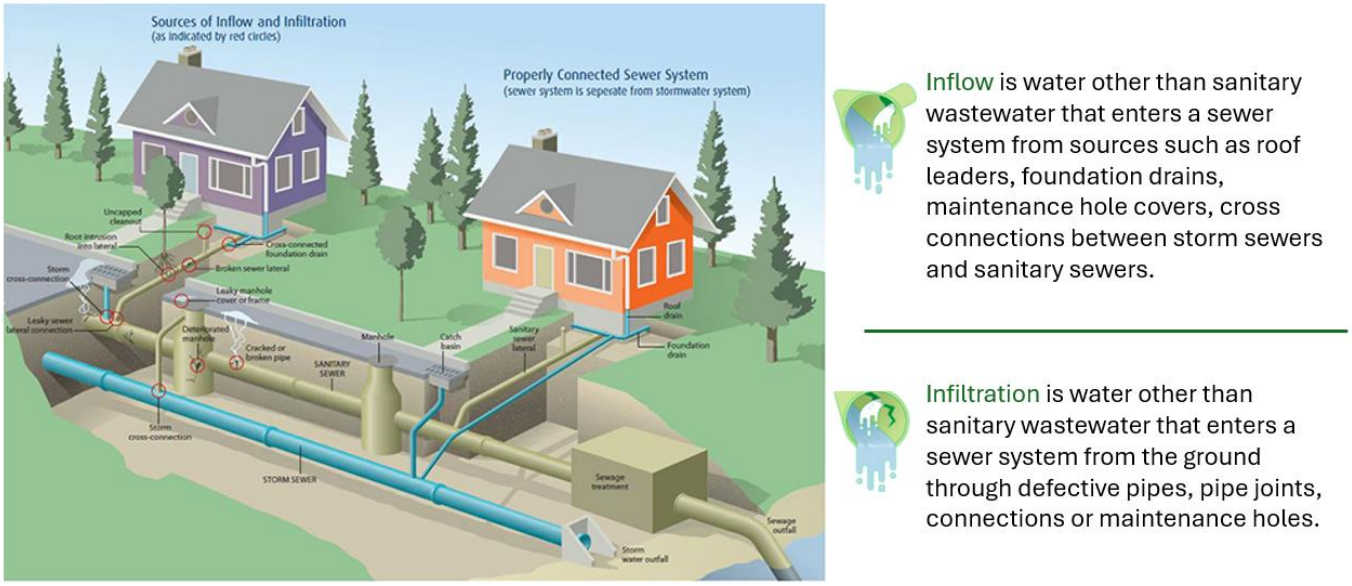


Figure 4-7. Inflow & Infiltration Recap

4.5 Data Confidence and Improvement Plan

Table 4-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 4-7. Data Confidence – Stormwater Network

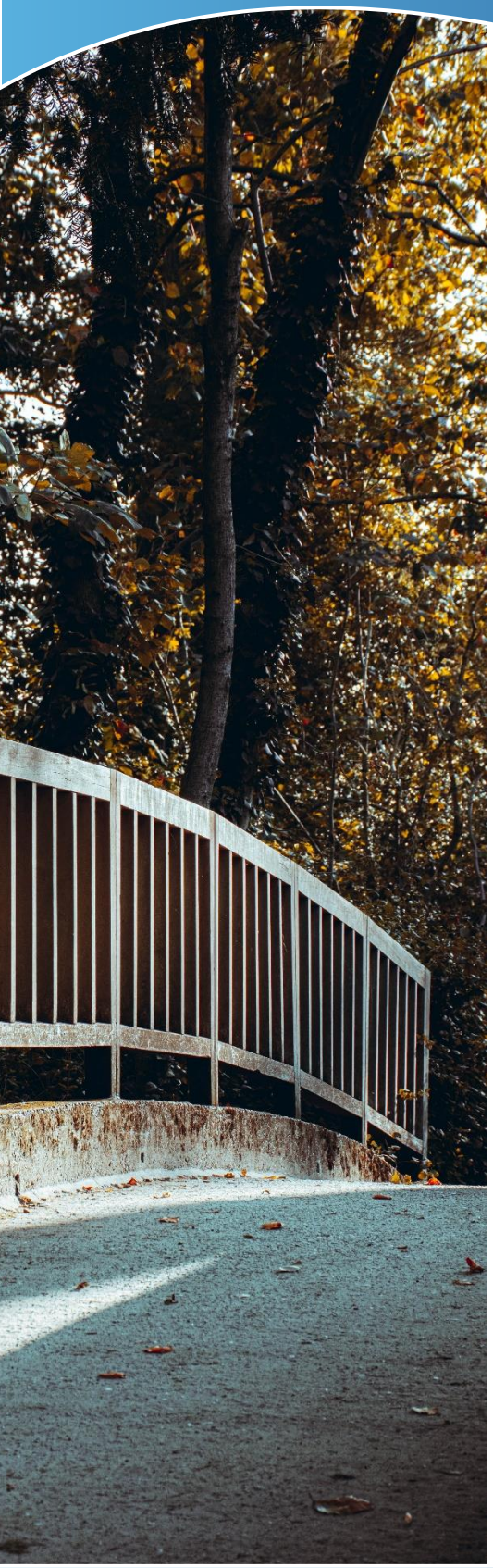
Data Sources	Data Confidence
GIS Infrastructure Needs Study Zoom camera condition assessments for Sewers	Good

4.5.1 Recommendations for Improvements

The Stormwater Master Servicing Plan will assist the City in further informing future iterations of the AMP and include needs to address future growth.

It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

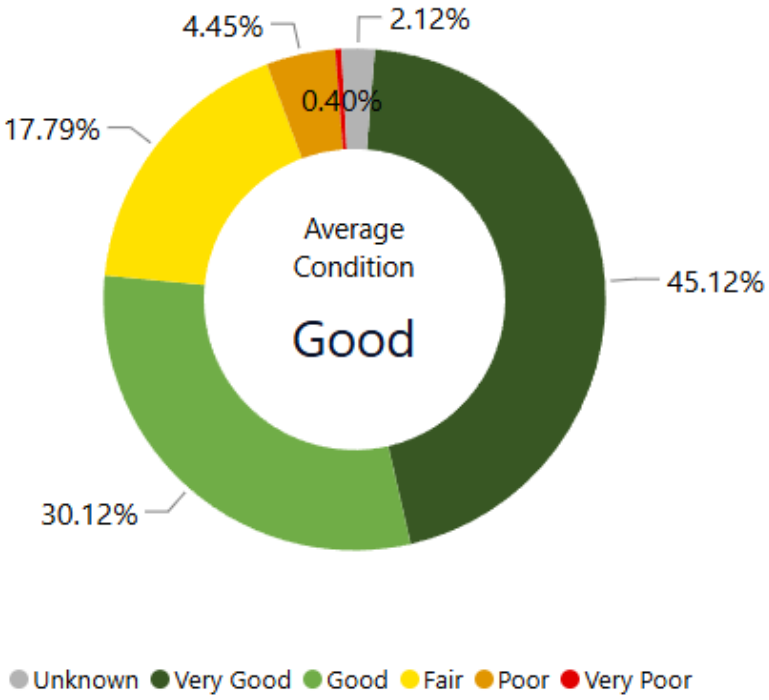
5 Transportation



Replacement Value

$525,520,490

Overall Average Asset Condition



Quick Facts

Transportation maintains:

- 251 km of roads throughout the City
- A number of supporting assets including guiderails, sidewalks, streetlights, pedestrian bridges, and parking lots

5 Transportation

Transportation assets allow for the movement of people, goods, and services to support residents' lifestyles and economic activity. The City has approximately 251 km of roads as well as several bridges and culverts, all of which are inspected and maintained to provide safe and reliable service for residents and visitors. Of note, this asset class does not include small drainage culverts (less than 1m in diameter) or driveway culverts.

5.1 State of the Infrastructure

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

- Updated and inflated replacement costs (2025 dollars)

5.1.1 Asset Inventory and Valuation

The transportation network includes bridges and culverts, parking lots, pedestrian bridges, retaining walls, assets within the right of way, roads, and sidewalks with a total estimated replacement value of approximately $526 million. Table 5-1 below summarizes the asset inventory and the current estimated replacement values by asset type.

Table 5-1. Asset Inventory and Current Replacement Values - Transportation

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Bridge	2	Units	$6,975,161
Culvert	26	Units	$21,500,104
Parking Lots	49	Units	$1,289,261
Pedestrian Bridge	2	Units	$1,073,023
Retaining Wall	11	Units	$9,65,957
Total Structures & Parking Lots			**$30,837,549**
Right of Way – Guiderails	4,537	m	$1,155,295
Right of Way – Street Light	2,112	Units	$13,263,444
Right of Way – Traffic Signs	4,131	Units	$859,248
Total Right of Way			**$15,234,028**
Roads – Arterial	79,852	m	$172,198,312
Roads – Local	171,331	m	$290,186,427
Total Roads			**$462,384,739**
Sidewalks	90,586	m	$16,054,257
Total			**$524,554,532**

5.1.2 Asset Condition

Transportation asset condition was assigned using bridge condition index (BCI) scores for bridges and culverts, pavement condition index (PCI) scores for roads, and age/estimated service life for remaining asset types. A description of the condition rating scales descriptions for Transportation assets is shown in Table 5-2.

The City ensures bridge and culvert structures are safe and reliable in accordance with regulatory requirements and community expectations. All bridges and major structures are inspected every two years in conformance with the Ontario Structure Inspection Manual (OSIM) which provides a standardized, systematic assessment in accordance with O. Reg. 104/97. These inspections provide the BCI scores used to evaluate condition, and ensure the structural integrity, safety, and condition of these structures through renewal and rehabilitation recommendations.

The roads were assessed during the Roads Needs Study performed as part of the Infrastructure Needs Study, which provided updated PCI values were used to evaluate condition as per the table below.

Table 5-2. Condition Rating Scale – Transportation

Condition	Age/ESL	PCI	BCI
Very Good	>80% life remaining	> 80	> 86
Good	60-80% life remaining	67 – 80	70 – 86
Fair	40-60% life remaining	55 – 67	61 – 70
Poor	20-40% life remaining	35 – 55	41 – 61
Very Poor	0-20% life remaining	< 35	< 41
Unknown			

The overall condition distribution for Transportation assets by replacement value is in Figure 5-1. Condition of roads has been updated to reflect recent resurfacing of roads since the 2024 AMP.

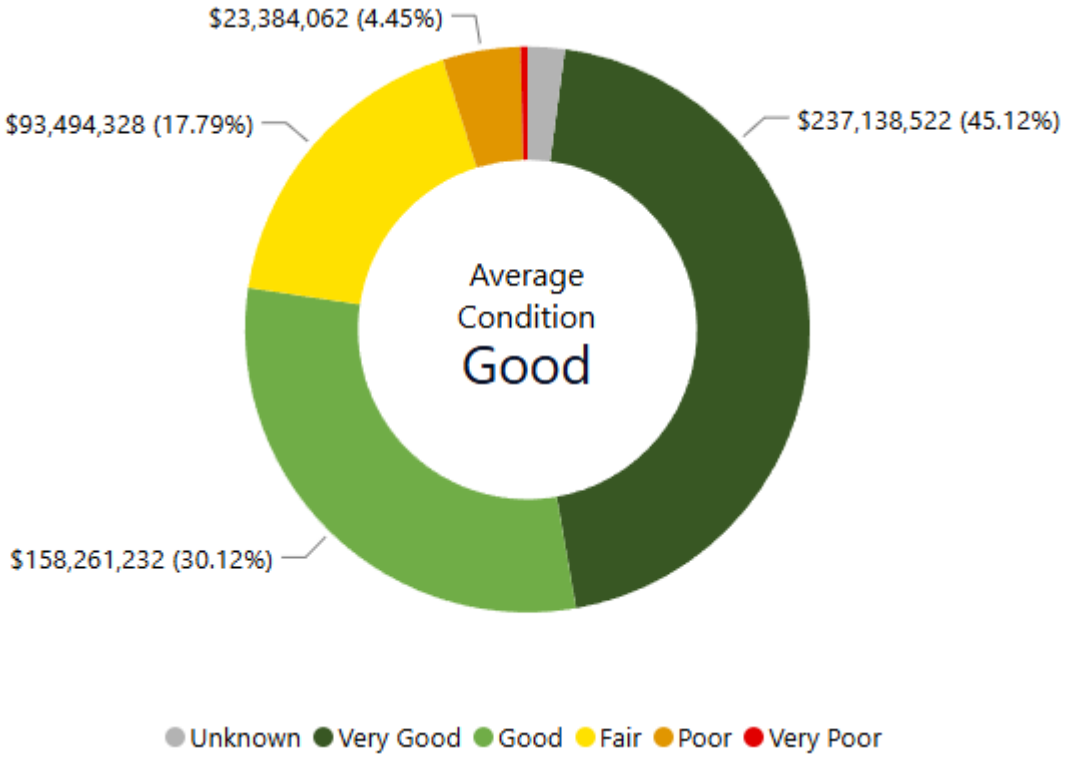


Figure 5-1. Asset Condition by Replacement Value – Transportation

Transportation assets are on average in good condition with 92% of assets in fair or better condition. Approximately 2% of assets have an unknown condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 5-2.

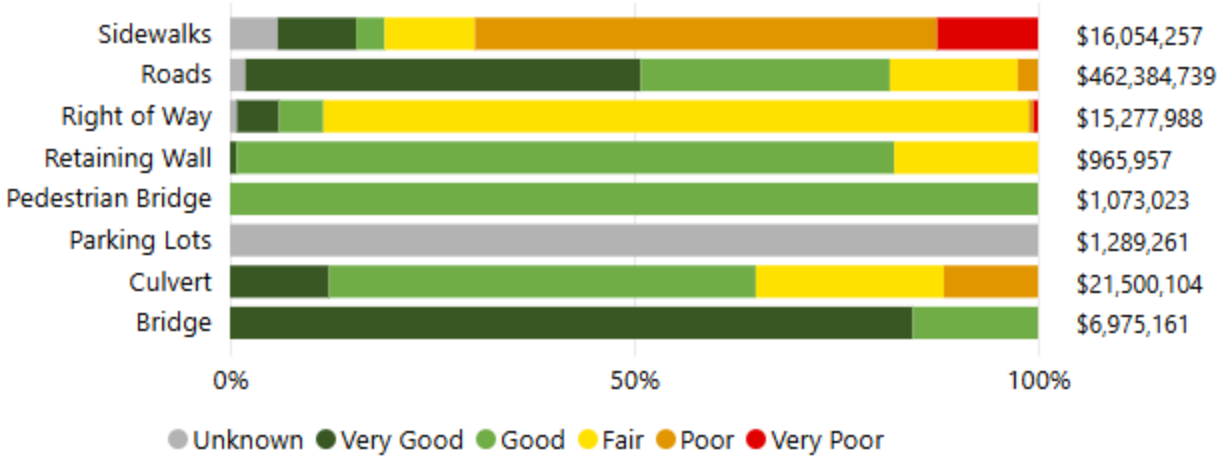


Figure 5-2. Asset Type Condition by Replacement Value – Transportation

Parking lots currently have unknown conditions. The large remainder of assets have conditions assigned. Only 0.52% of the overall transportation condition distribution is in very poor condition, which includes a small portion of Right of Way assets and Culverts.

Over 75% of the City's roads are in good to very good condition, which accounts for a large amount of the overall Transportation asset register.

5.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Transportation assets. Figure 5-3 below compares the average age of Transportation asset types to the average estimated service life.

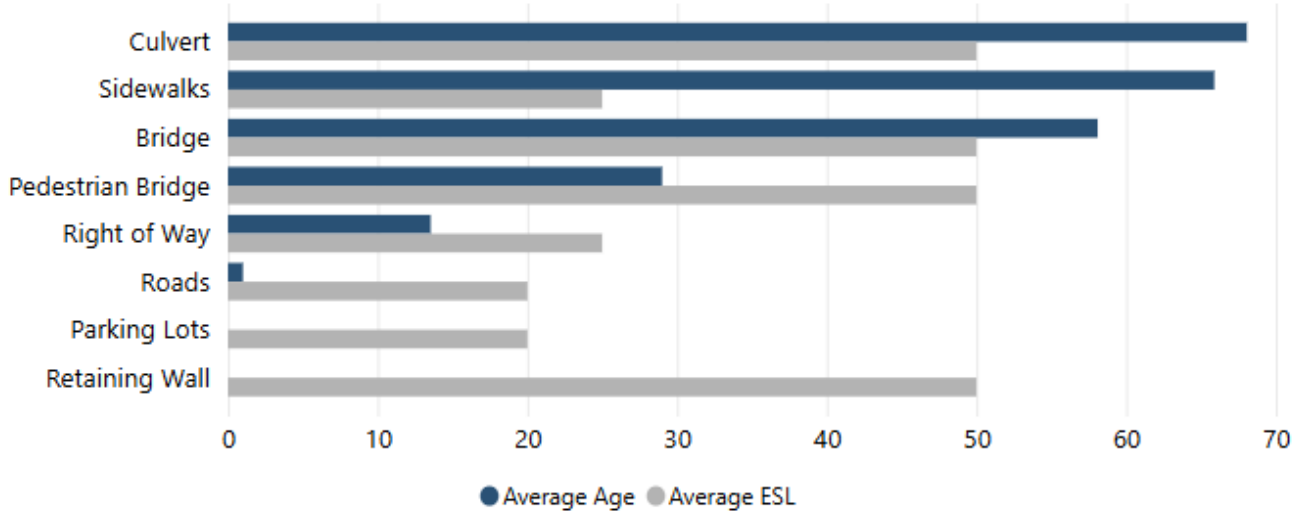


Figure 5-3. Average Age and Average Estimated Service Life – Transportation

Figure 5-3 shows that culverts, sidewalks, and bridge assets are on average past their ESL. Bridges and Culverts are inspected regularly through OSIMs in accordance with O. Reg. 104/19 ensuring that they are structurally safe, so while their ages are past the estimated service lives, these regular inspections ensure that these assets are in good condition and are safe to use. Parking lots and retaining walls do not currently have age information.

It is recommended the City obtain asset age information for parking lots and the retaining walls. Roads does not require an installation date/age to assess condition. The roads are evaluated for condition on a regular basis, and this information is used to inform the lifecycle strategies. It would be a valuable for the City to maintain resurfacing/ reconstruction history of the roads to use this information to assist in guiding forecasting of how often roads should be resurfaced.

5.2 Levels of Service

Service Statement: The transportation network is convenient, safe, efficient, and managed in accordance with regulatory requirements.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 5-3 and

Table 5-4 provide a summary of the community and technical levels of service metrics for the City's Transportation Network. These are segmented into those that are required under the O.Reg.588/17 and other levels of service metrics that are defined by the City. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Transportation assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.



Table 5-3. Community Levels of Service – Transportation

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
Regulatory					
Roads	Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity	The road network in the City of Port Colborne includes provincial, regional, and municipal roads. The 251km of City owned roads are classified as arterial, collector, local and laneways, in decreasing order of size and capacity. See Appendix D.	N/A	N/A
Roads	Quality	Description or images that illustrate the different levels of road class pavement condition	See Appendix E.	N/A	N/A
Bridges & Culverts	Scope	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	Bridges & Culverts on roads support all classes of vehicles including motor vehicles, heavy transport vehicles, buses, and emergency vehicles, as well as pedestrians and cyclists.	N/A	N/A

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
Bridges & Culverts	Quality	Description or images of the condition of bridges and how this would affect use of the bridges	The City follows the standards and best practices in the Ontario Structure Inspection Manual to determine the condition of bridges and culverts.	N/A	N/A
Bridges & Culverts	Quality	Description or images of the condition of culverts and how this would affect use of the culverts	The City follows the standards and best practices in the Ontario Structure Inspection Manual to determine the condition of bridges and culverts.	N/A	N/A
City Defined					
All	Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	12%	Maintain	↔

Table 5-4. Technical Level of Service – Transportation

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
Regulatory					
Roads	Scope	Number of lane-kilometres of each of arterial roads as a proportion of square kilometres of land area of the municipality.	0.64	Maintain	↔
Roads	Scope	Number of lane-kilometres of each of collector roads as a proportion of square kilometres of land area of the municipality.	No collector roads	Maintain	↔
Roads	Scope	Number of lane-kilometres of each of local roads as a proportion of square kilometres of land area of the municipality.	1.37	Maintain	↔
Roads	Quality	Average pavement condition index for paved roads in the municipality	74.3	Maintain	↔
Roads	Quality	Average surface condition for unpaved roads in the municipality	71.2	Maintain	↔
Bridges & Culverts	Scope	Percent of bridges in the municipality with loading or dimensional restrictions	50%	Improve	↗
Bridges & Culverts	Quality	For bridges, the average bridge condition index value	65	Improve	↗
Bridges & Culverts	Quality	For structural culverts, the average bridge condition index value. (span of 3m or greater)	67	Improve	↗

Asset Type	Key Service Attribute	Performance Measure	Current Performance (2024)	Proposed Performance	Proposed Change
City Defined					
Roads	Accessible & Reliable	Percentage of replacement value of assets in very poor condition	0%	0%	↔
Roads	Accessible & Reliable	Percentage of roads that are paved	72.23%	Maintain	↔
Roads	Accessible & Reliable	Length of off-road trails	25.30km	Maintain	↔
Roads	Accessible & Reliable	Percent local roads with sidewalks	63.99%	Maintain	↔
Bridges & Culverts	Accessible & Reliable	Percent of replacement value of assets in very poor condition	2.35%	0%	↘

5.3 Lifecycle Management Strategy

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

5.3.1 Lifecycle Activities

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

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

Maintaining these assets in optimal condition, the City can extend their lifespan and mitigate the risk of costly major repairs or premature replacement. It also ensures that residents continue to benefit from high-quality services and amenities offered from well-maintained assets. Table 5-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities. Any lifecycle activity mentioning minimum maintenance standards refers to those established under O. Reg. 239/02 Minimum Standards for Municipal Highways.

Table 5-5. Asset Management Practices and Associated Frequency – Transportation

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Traffic Studies/Counts	• As needed
• Pavement Condition Assessment (Roads Needs Study)	• Every 5 years
• Bridge and Culvert Condition inspections (following OSIM)	• Bi-Annually
Operations & Maintenance Activities	
• Road inspections as per the Minimum Maintenance Standards	• As per MMS
• Road sweeping	• Road classification
• Visual inspections by road patrol	• As per MMS
• Additional maintenance as per finds of road patrol inspections	• As required
• Winter maintenance – snow plowing, salt/sand	• As required
• Asphalt patching	• As required
• Line painting	• Annually
• Crack sealing	• As required
• Dust suppression	• Annually
• Culvert inspections	• As required
• Road side shouldering	• Annually
• Catch basin cleanouts	• Annually 25% per year
• Sidewalk maintenance	• As required
• Guiderail maintenance	• As required
• Roadside ditching	• As required
• Roadside lawn mowing	• As required
• Road grading (stone, clay roads)	• Annually

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• Roadside tree work	• Road/pedestrian safety
• Signage – retroreflectivity inspections	• As required
• Bridge and Culvert inspection in accordance with Minimum Maintenance Standards	• Bi-Annually
Renewal/Replacement Activities	
• Road resurfacing	• Annually
• Guiderail replacement	• End of life
• Sidewalk replacement	• End of life
• Curb replacement	• End of life
• Major road reconstruction	• End of life
• Bridge and Culvert replacement of deteriorated structures	• End of Life
• Bridge and Culvert activities instigated by OSIM inspection findings	• Annually
Disposal Activities	
• Asphalt re-use as backfill from milling	• Ad-hoc
• Reuse of asphalt in granular A and B in reconstruction	• Ad-hoc
• Contaminated soils disposal from Roads work	• Ad-hoc
• Bridge and Culvert - decommission at end of useful life	• As identified
• Bridge and Culvert - disposal of abandoned or obsolete structures during construction projects	• As identified
Service Improvement & Growth Activities	
• Road widening	• As identified
• New sections of road	• As identified
• Addition of new sidewalks	• As identified

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• On demand changes as per development	• As identified
• Bridge and Culvert - additions to support changes in demand as per local developments	• As identified

5.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 5.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

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

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

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels.

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

- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.
- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 5-4.

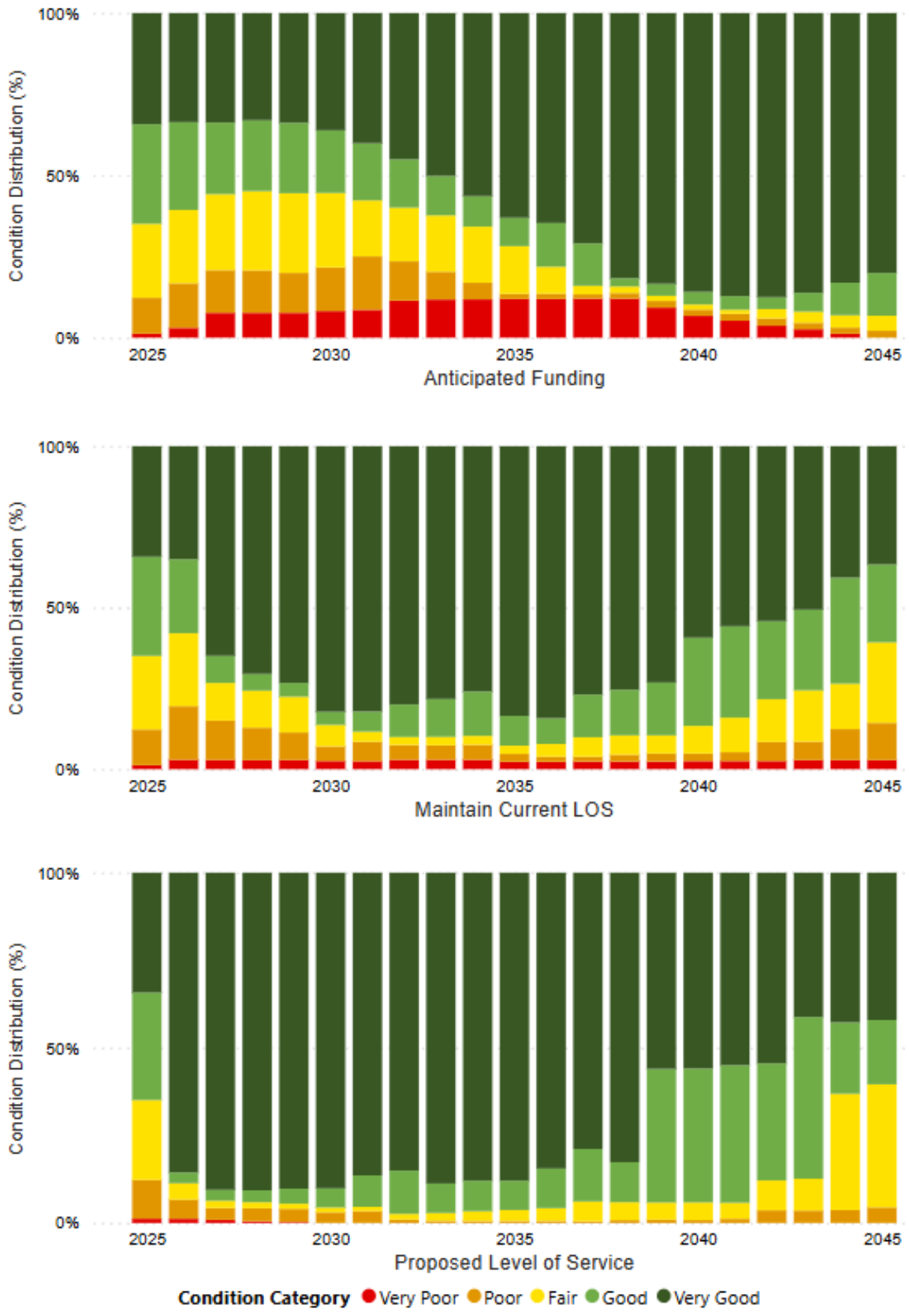


Figure 5-4. Condition Profile for Service Level Scenarios - Transportation

Figure 5-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Transportation assets was determined to be approximately $5.8M. The percentage of assets in very poor condition fluctuate slightly between 1% and 12% throughout the 20-year forecast period, with the anticipated budget intermittently being increased in 2025, 2026 and 2031.

In the Current LOS scenario, the anticipated annual funding required for Transportation assets is approximately $5.1M for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the transportation network, would maintain a portion of assets in Very Poor condition, which is why the spending required for this scenario is less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. In Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be $5.7M for renewal, rehab and replacement activities. Assets in very poor condition are eliminated by the first 4 years and assets in very good condition are consistently at 90% around this timeframe.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 5-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

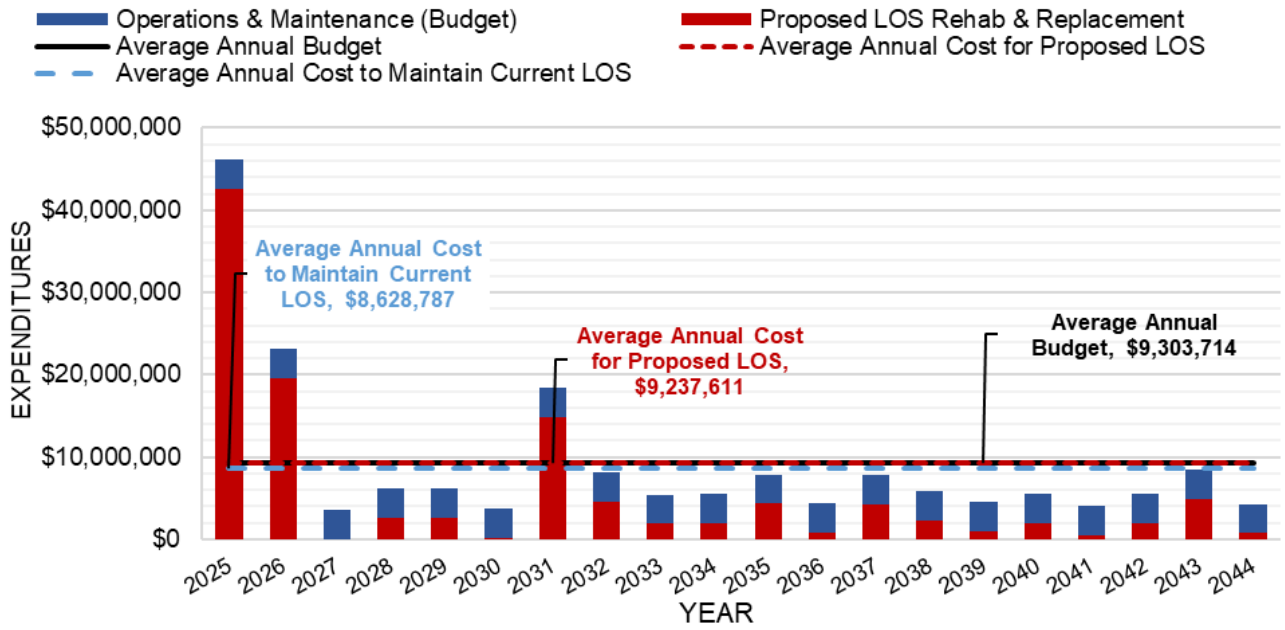


Figure 5-5. Transportation Scenario Comparison

There is a "backlog" included in the year 2025, which represents the cumulative backlog of deferred work that has accumulated and is needs to be completed. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Transportation are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 5-6.

Table 5-6. Transportation Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$3,552,075	$3,552,075	$3,552,075
Renewal, Rehabilitation & Replacement	$5,890,989	$5,076,712	$5,685,536
Total Expenditures	**$9,303,714**	**$8,628,787**	**$9,237,611**
Average Annual Funding Gap		**No Gap**	**No Gap**

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

5.5 Data Confidence and Improvement Plan

Table 5-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 5-7. Data Confidence - Transportation

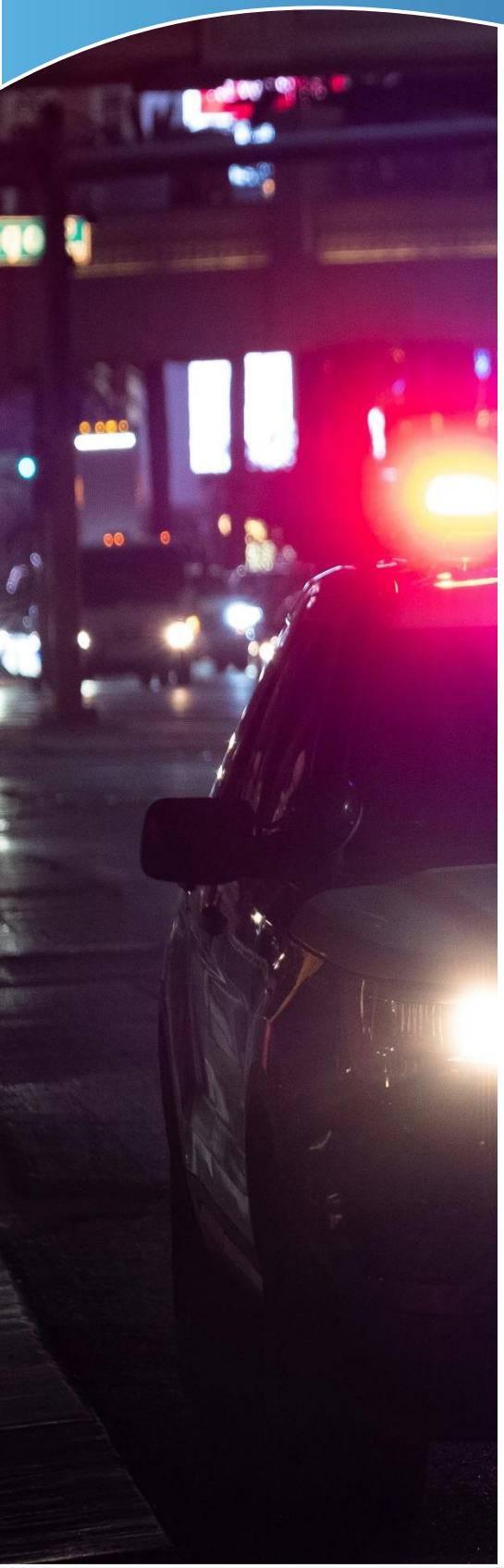
Data Source	Data Confidence
GIS Infrastructure Needs Study, including Roads Needs Study, Sidewalk Inspection, Guiderail Inspection OSIM Inspections	Good

5.5.1 Recommendations for Improvements

Most transportation assets have a high level of confidence as a result of the Infrastructure Needs study that assessed and compiled conditions for many of the transportation assets. There are some outliers, where minimal information was available (i.e. Parking Lots), and further assessment of these assets are required.

It is also recommended that the City review and document needs for the GIS to fill gaps and document processes and governance of all data. As the City continues down their asset management journey, a strong data management strategy is required to keep and maintain information on all assets, including condition information and renewal activities. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

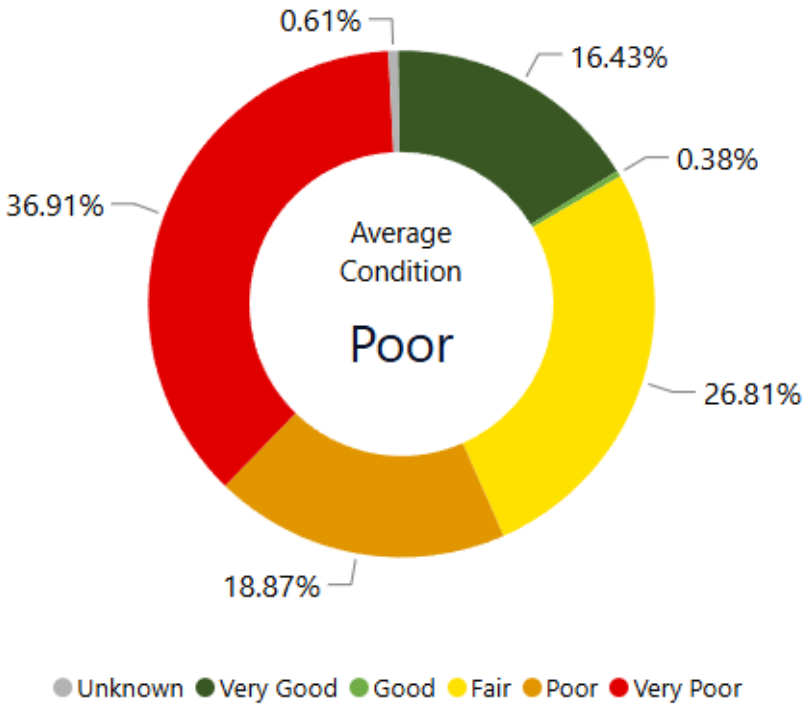
6 Emergency Services



Replacement Value

$6,331,764

Overall Average Asset Condition



Quick Facts

Emergency Services has

- 9 Fleet Assets including response vehicles, pumper trucks, a tanker, rescue truck and ladder truck
- 539 pieces of equipment to support Emergency Service delivery

6 Emergency Services

Emergency Services is a critical service in the City of Port Colborne, providing timely response and assistance during emergencies in the community ensuring the well-being of residents. The fleet and equipment assets that support Emergency Services are essential. Ensuring they are in good condition is vital to the services the City provides.

6.1 State of the Infrastructure

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

- Updated and inflated replacement costs (2025 dollars)
- Conditions were assigned to assets based on age and estimated service life if condition assessment data was not available.

6.1.1 Asset Inventory and Valuation

Emergency Services includes fleet and equipment with a total estimated replacement value of approximately$6 million. The inventory of Emergency Services was developed through consultation with emergency services and includes assets maintained in their expert system, where gaps were found they were filled in consultation with staff. It is recommended that the City put efforts into maintaining and updating this information for asset management purposes to improve the forecasting of the needs of the emergency services assets. The fire stations have been included under the Facilities category for the purposes of this AMP. Table 6-1 below details the inventory and the current estimated replacement value by asset type.

Table 6-1. Asset Inventory and Current Replacement Value – Emergency Services

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Fleet	9	Units	$5,836,688
Equipment	539	Units	$495,076
Total			**$6,331,764**

6.1.2 Asset Condition

Condition was assigned to assets in the Emergency Services based on age/estimated service life. A description of the condition rating scale is shown in Table 6-2.

Table 6-2. Condition Rating Scale – Emergency Services

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

Emergency Services overall asset condition by replacement value can be seen in Figure 6-1.

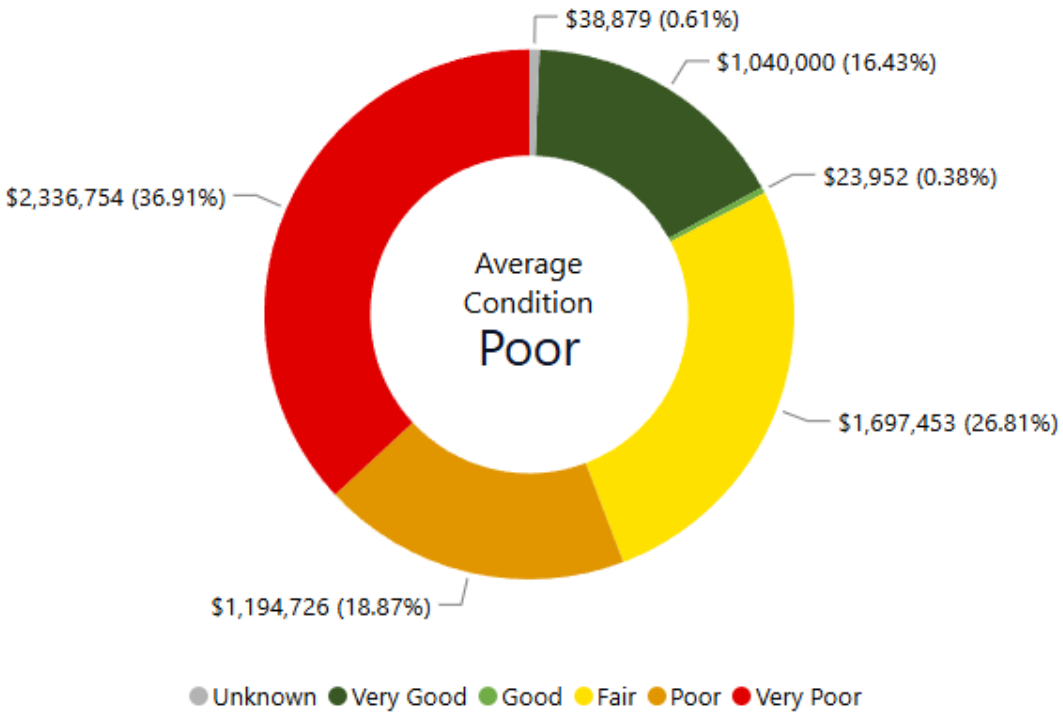


Figure 6-1. Asset Condition by Replacement Value – Emergency Services

Assets in Emergency Services are on average in **Poor**, with approximately 43% of assets in fair or better condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 6-2.

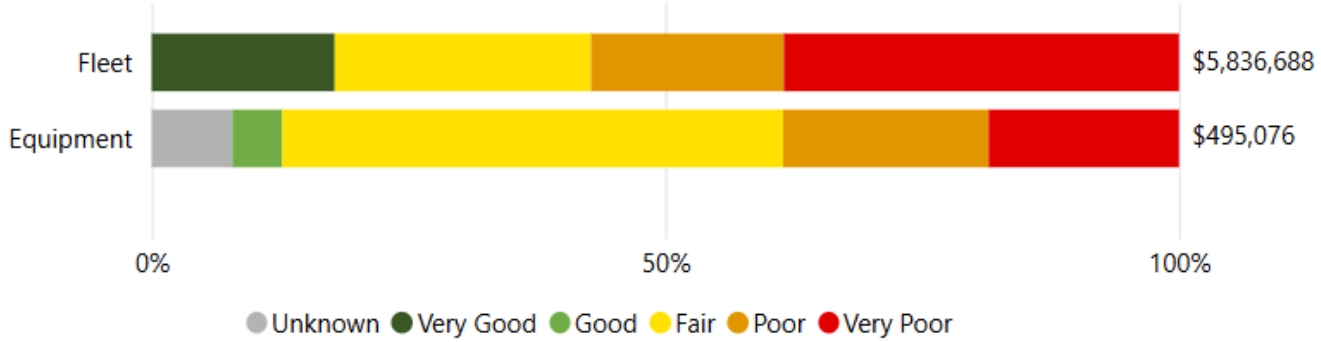


Figure 6-2. Asset Type Condition by Replacement Value – Emergency Services

Over 53% of Equipment assets are in fair or better condition. A large potion of Emergency Services Fleet is currently in very poor condition. These assets are at or nearing the end of their estimated service lives and are due for replacement. Fleet assets are inspected regularly by staff, so although they are in very poor condition, staff ensure these vehicles are safe to be in service and can continue to provide excellent service to the community.

6.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Emergency Services assets. The average age and average estimated service lives of Emergency Services Fleet and Equipment assets is shown below in Figure 6-3.

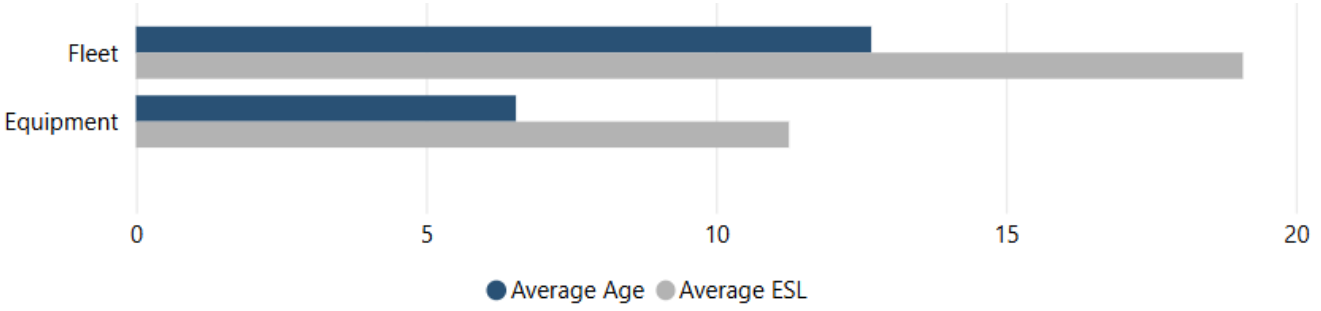


Figure 6-3. Average Age and Average Estimated Service Life – Emergency Services

Both Fleet and Equipment assets have lower average age compared to their average estimated service lives. It should be noted, however, that some of these assets may need to be replaced prior to or shortly after the next iteration of this AMP.

6.2 Levels of Service

Service Statement: Emergency services protects the lives and properties of City residents and ensure public safety through emergency response, fire prevention and community education.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 6-3 and Table 6-4 provide a summary of the community and technical levels of service metrics for the City's Emergency Services. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Emergency Services assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 6-3. Community Level of Service– Emergency Services

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	9%	Maintain	↔

Table 6-4. Technical Level of Service– Emergency Services

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	Percentage of total replacement value of assets in very poor condition	36.91%	0%	↘

6.3 Lifecycle Management Strategy

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

6.3.1 Lifecycle Activities

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

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

Table 6-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 6-5. Asset Management Practices and Associated Frequency – Emergency Services

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Fire Master Plan	• As Required
Operations & Maintenance Activities	
• Planned maintenance (PM)	• As required
• Reactive maintenance	• As required
• Equipment inspections	• Daily
• Purchase of personal protective and rescue equipment, small equipment, and materials	• As legislated or as required
Renewal/Replacement Activities	
• Replacement	• End of service life as per strategy
• Spare fire fleet replacement	• Fleet is front run for first 15 years of service, then rotated to a spare for 5 years and decommissioned at 20 years
• Re-build engines	• Reactive
Disposal Activities	
• Sell-off vehicles, fleet and equipment	• Opportunistically

6.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies from Section 6.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

The City has developed the anticipated budget based on the 2024 and 2025 capital and operating budget, as well as the forecast scenarios for infrastructure expenditures

required to reach the Proposed LOS. This AMP provides an analysis that ensure the planned budget is in alignment with the needs to reach the Strategic Plan to address all assets in Very Poor condition. It is the goal of the City to fully fund the infrastructure needs to improve the quality of the assets and services currently being provided. The AMP assumes that the City will fund the assets as per the budgets developed for this AMP

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

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

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

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 6-4.

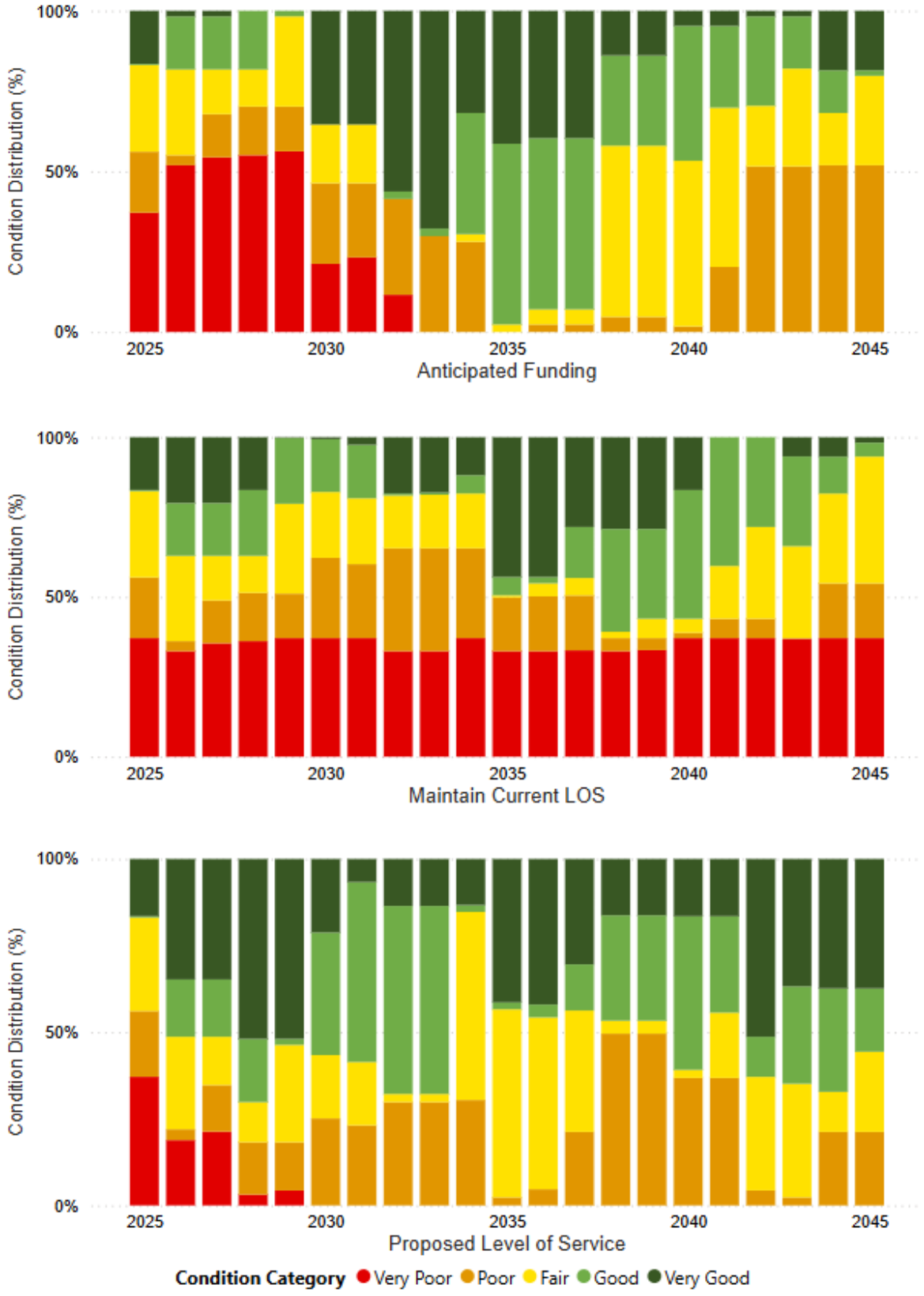


Figure 6-4. Condition Profile for Service Level Scenarios - Emergency Services

Figure 6-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Emergency Services assets was determined to be approximately $546K. The percentage of assets in very poor condition is reduced to zero by 2030.

In the Current LOS scenario, the anticipated annual funding required for emergency services assets is approximately $297K for renewal, rehab and replacement activities, which maintains the proportion of very poor assets at around 37%.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be $517K for renewal, rehab and replacement activities, which eliminates all very poor assets by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 6-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

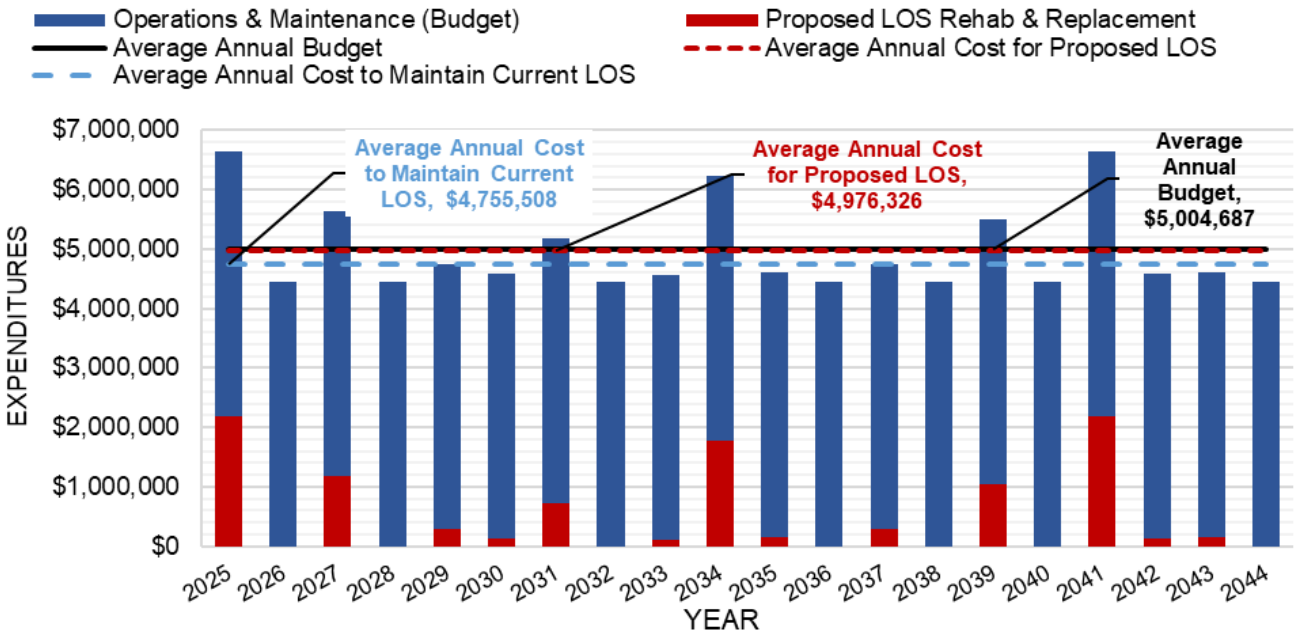


Figure 6-5. Emergency Services Scenario Comparison

There is a "backlog" included in the year 2025, which represents the cumulative backlog of deferred work that has accumulated and is needed to be complete. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Emergency Services are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 6-6.

Table 6-6. Emergency Services Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$4,459,000	$4,459,000	$4,459,000
Renewal, Rehabilitation & Replacement	$545,687	$296,508	$517,326
Total Expenditures	**$5,004,687**	**$4,755,508**	**$4,976,326**
Average Annual Funding Gap		**No Gap**	**No Gap**

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

6.5 Data Confidence and Improvement Plan

Table 6-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 6-7. Data Confidence – Emergency Services

Data Source	Data Confidence
Export from Fire Software Staff Feedback on Data	Fair

6.5.1 Recommendations for Improvements

A thorough review and update of the data for Emergency Services is required. Much of the information provided had gaps, which were attempted to be filled by staff at the time of development of this AMP.

Once complete, the resulting inventory should be used and maintained on an on-going basis. Ensuring accurate and comprehensive data is crucial for effective planning and resource allocation. By updating information such as installation dates, and replacement costs, they City can better assess its emergency services infrastructure and make informed decisions for maintenance and improvements. Review for completeness will help identify any gaps or inconsistencies in the data, allowing for more reliable basis for decision-making. This proactive approach can contribute to the overall efficiency and effectiveness of emergency services within the City. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

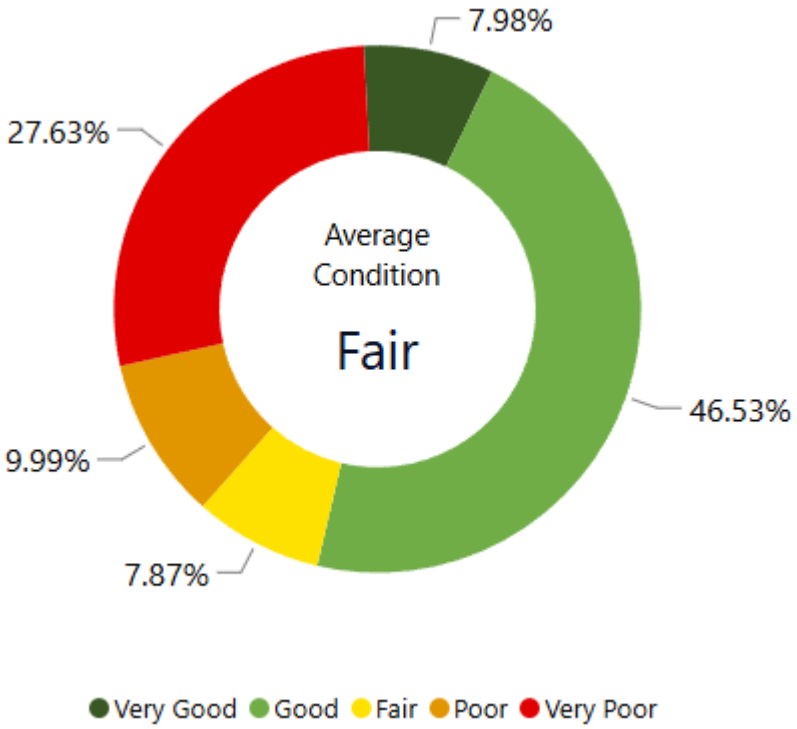
7 Facilities



Replacement Value

$240,700,000

Overall Average Asset Condition



Quick Facts

Facilities has:

- 31 different Facilities throughout the City
- Various public facilities including museum and recreation buildings

7 Facilities

The City of Port Colborne owns and operates 31 buildings ranging from municipal work sites to buildings that provide recreation and leisure to residents. Facilities can provide several benefits to a community's sense of belonging and well-being. Facilities like the Library and Museum can provide meeting places for residents. Recreation buildings such as community centres and athletic fields offer health and wellness benefits allowing residents to gather and move their bodies.

7.1 State of the Infrastructure

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

- Updated and inflated replacement costs (2025 dollars)
- Conditions were assigned to assets based on age and estimated service life if condition assessment data was not available.

7.1.1 Asset Inventory and Valuation

There are several different facility types including a grain terminal, museum, fire, marina, library, corporate services, economic development, recreation and public works facilities. In total the City has 32 buildings, with a total estimated replacement value of $240 million. Table 7-1 below details the inventory and the current estimated replacement value by asset type.

Table 7-1. Asset Inventory and Current Replacement Value - Facilities

Service Group	Facility Name	Gross Floor Area (sf)	FCI	2025 Estimated Replacement Value
Corporate Services	Animal Shelter	1,260	5	$504,000
Corporate Services	City Hall	21,700	2.6	$14,690,900
Economic Development	Tour & Info	1,750	1.9	$1,130,500
Fire	Fire Station #2	3,610	2.8	$2,321,230
Fire	Killaly Fire Hall	17,427	0.7	$11,205,561
Grain Terminal	Grain Terminal	172,260	13.4	$43,581,780

Service Group	Facility Name	Gross Floor Area (sf)	FCI	2025 Estimated Replacement Value
Library	Library	12,040	3	$7,043,400
Marina	Marina Supply Store	4,050	7.8	$2,616,300
Marina	Sugarloaf Marina	9,500	6.3	$6,137,000
Museum	Arabella's Tearoom	1,494	14.8	$995,004
Museum	Museum Heritage Resource Centre (Museum Sharpe)	3,600	0.9	$2,397,600
Museum	Museum William's Home	2,208	5.4	$1,470,528
Museum	Roselawn Heritage	26,480	3.6	$17,635,680
Museum	Museum LR Wilson Archives	2,990	UNK	$1,196,000
Public Works	Johnson Pumping	330	182.4[4]	$99,000
Public Works	PCOC BCA (Operations Center)	38,400	1.8	$22,464,000
Recreation	Athletic Field BCA - Draft (Washroom)	1,800	7.7	$720,000
Recreation	Bandshell BCA Draft	1,900	3.5	$760,000
Recreation	Bethel Community Centre	6,275	32.7	$3,413,600
Recreation	Centennial Park (Washroom)	522	10.4	$208,800
Recreation	Elizabeth Street (Thomas A Lannan Washrooms)	1,900	1.4	$760,000
Recreation	Fielden Avenue (Washroom)	406	0	$162,400
Recreation	Harbour Master	350	12.6	$140,000
Recreation	Lions Club Field (Cantenne & Kitchen)	1,400	3.4	$560,000
Recreation	Lock 8 Washrooms	512	5.3	$204,800
Recreation	Lockview (Washroom)	572	59.6	$228,800
Recreation	Sherkston CC	5,050	16.6	$2,747,200
Recreation	Tennis Courts (Washroom)	1,900	0	$760,000
Recreation	Vale Health & Wellness Centre	145,443	3.8	$93,956,178
Recreation	Lock 8 Gateway Park Pavilion	1,130	UNK	$113,000
Recreation	Nickle Beach Portable Washrooms	1,000	UNK	$472,500
Total				**$240,695,761**

[4] Based on results of BCA, Johnson Pumping Station would be more costly to repair than it is to replace the facility.

It should be noted that the conditions provided in the valuation table are evaluated based on the FCI of the facility which is calculated based on aggregating the total cost of any outstanding needs in relation to the total replacement value of the facility. This information has been provided to have a complete view of the overall facility, and the remainder of the analysis for facilities is based on the building condition assessments at the component level for all facilities, where available. How condition is assigned based on FCI (in Table 7-1) and for the components based on the building condition assessments, can be found in Table 7-2.

The component-level data is derived from the Building Condition Assessments (BCAs) which the City completed in 2022-2023, which provide detailed evaluations of the condition and replacement needs of individual facility components. By analyzing the component level, a more granular and accurate understanding of rehabilitation and replacement priorities can be achieved and provides a more accurate forecast of the facility needs.

It is important to note that the replacement values of the facilities are not a direct aggregation of the replacement costs for the individual components of these facilities. The overall cost to replace an entire facility is higher than the sum of replacing individual components separately. This higher costs consider factors such as demolition, land acquisition, and other complexities that may arise when replacing an entire facility rather than its parts.

Efforts have been made by staff to update the replacement values of the facilities based on known replacement costs per square foot. Insurance values, and other estimators have been noted as being too low in some cases, so this analysis was required to update replacement values to reflect present day costs and pressures being seen within the industry.

7.1.2 Asset Condition

The information noted above was for the overall building condition assessment and replacement values, provided for reference. The remainder of the analysis for this AMP is based on the component information provided by the building condition assessments. The overall condition of Facilities components by replacement value can be seen below in Figure 7-1 and Figure 7-2.

Table 7-2. Condition Rating Scale – Facilities

Condition	Overall: FCI Range	Component: Condition Score
Very Good		1
Good	0-5%	2
Fair	5-10%	3
Poor	10-20%	4
Very Poor	>20%	5
Unknown		

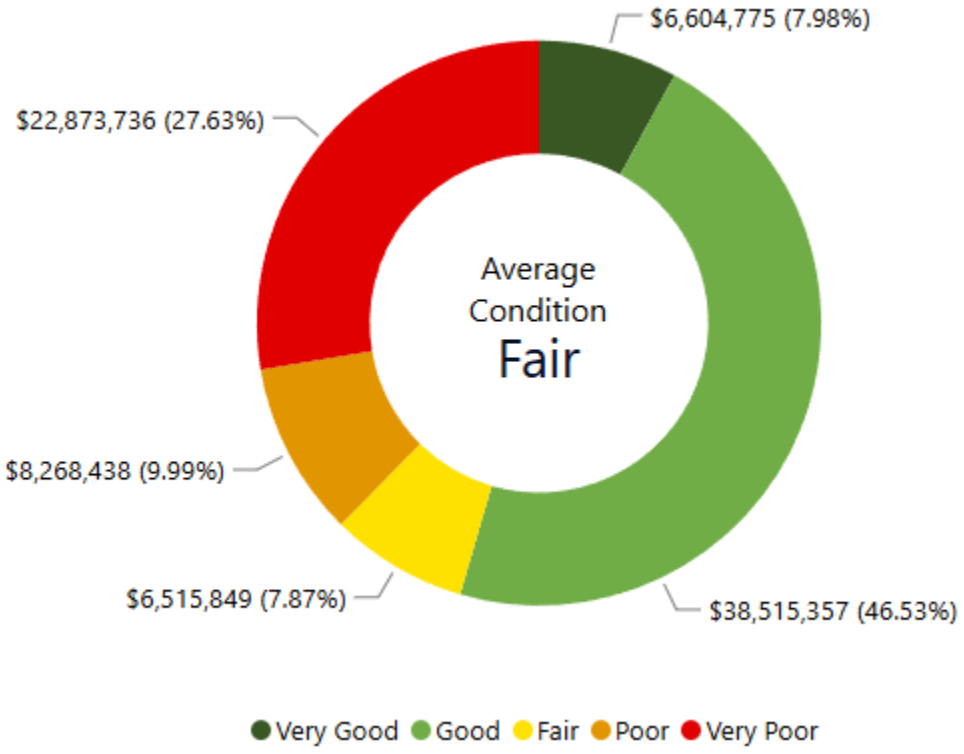


Figure 7-1. Asset Condition by Replacement Value – Facilities

Facilities are on average in **Fair** condition, with approximately 62% of assets in fair or better condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 7-2.

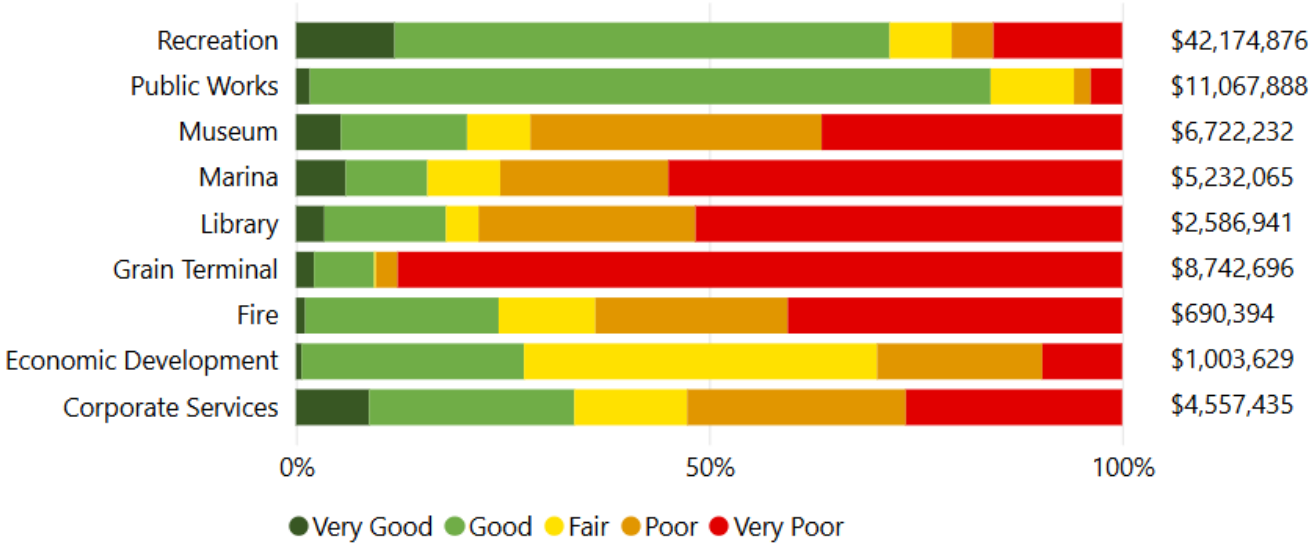


Figure 7-2. Asset Type Condition by Replacement Value – Facilities

Figure 7-2 shows that the Grain Terminal is largely in very poor condition, otherwise, Facilities assets are generally in fair or better condition.

7.1.3 Average Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Facilities. Figure 7-3 below shows the average age compared to the average estimated service life for all Facilities asset groups.

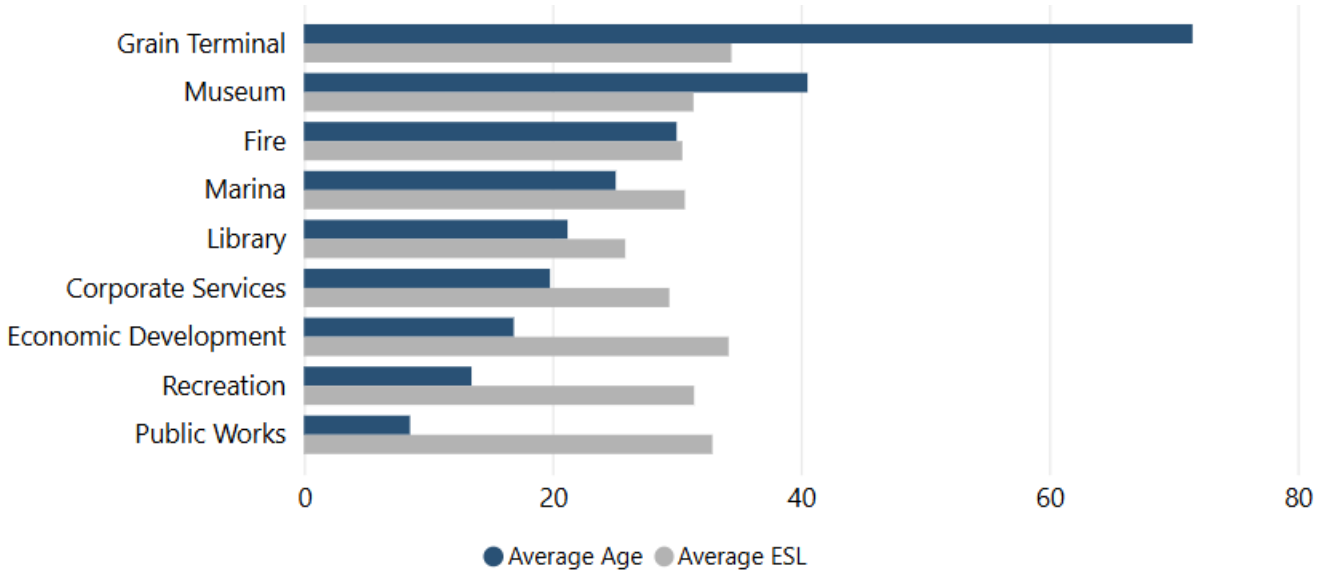


Figure 7-3. Average Age and Average Estimated Service Life - Facilities

All asset groups have age information. Most Facility asset groups have an average age that is lower than its ESL. The Museum and Grain Terminal both have an average age older than its estimated service life. While this could suggest that these assets need replacement, we have building condition assessments for information on actual condition. The Grain Terminal is past its service life, being in mostly very poor condition. This building is to be torn down in future as it is no longer serving the community. At least one Museum building is a designated heritage building, so a higher age is in line with this designation.

7.2 Levels of Service

Service Statement: City facilities include services such as infrastructure management, recreation, economic development, and administration. The City aims to keep facilities that are well-maintained, safe, and meet the needs of the community.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 7-3 and Table 7-4 provide a summary of the community and technical levels of service metrics for the City's Facilities. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Facilities assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 7-3. Community Level of Service– Facilities

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	7%	Maintain	↔

Table 7-4. Technical Level of Service– Facilities

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	Percent of facilities above target FCI (target is FCI is less than 10%)	35%	Decrease	↘
Accessible & Reliable	Percent of replacement value facility assets in very poor condition	27.63%	0%	↘
Accessible & Reliable	Gross Square Footage	7,944,608	Maintain	↔
Sustainable	Annual GHG emissions	2,096 tonnes CO_2 equivalent	Decrease	↘

7.3 Lifecycle Management Strategy

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

7.3.1 Lifecycle Activities

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

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

Table 7-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 7-5. Asset Management Practices and Associated Frequency – Facilities

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Roof inspection program	• As required
• Condition assessment	• On-going
• Hazardous material assessment (asbestos, etc.)	• As required
• Master Plan	• Future (to be assessed with Parks Master Plan)
Operations & Maintenance Activities	
• Reactive and Preventative Maintenance	• As required
• Health & Safety Inspections	• Monthly
Renewal/Replacement Activities	
• Replacement of major facility components	• As identified
• Replacement of other facility components based on condition performance score	• As identified
Disposal Activities	
• Tenders pertaining to facility equipment (recycling requirements)	• As required
Service Improvement & Growth Activities	
• New facilities	• As identified
• Equipment upsizing	• As identified
• Expansion	• As identified
• Interior renovations	• As identified
• New technology	• As identified

7.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 7.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

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

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

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

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 7-4.

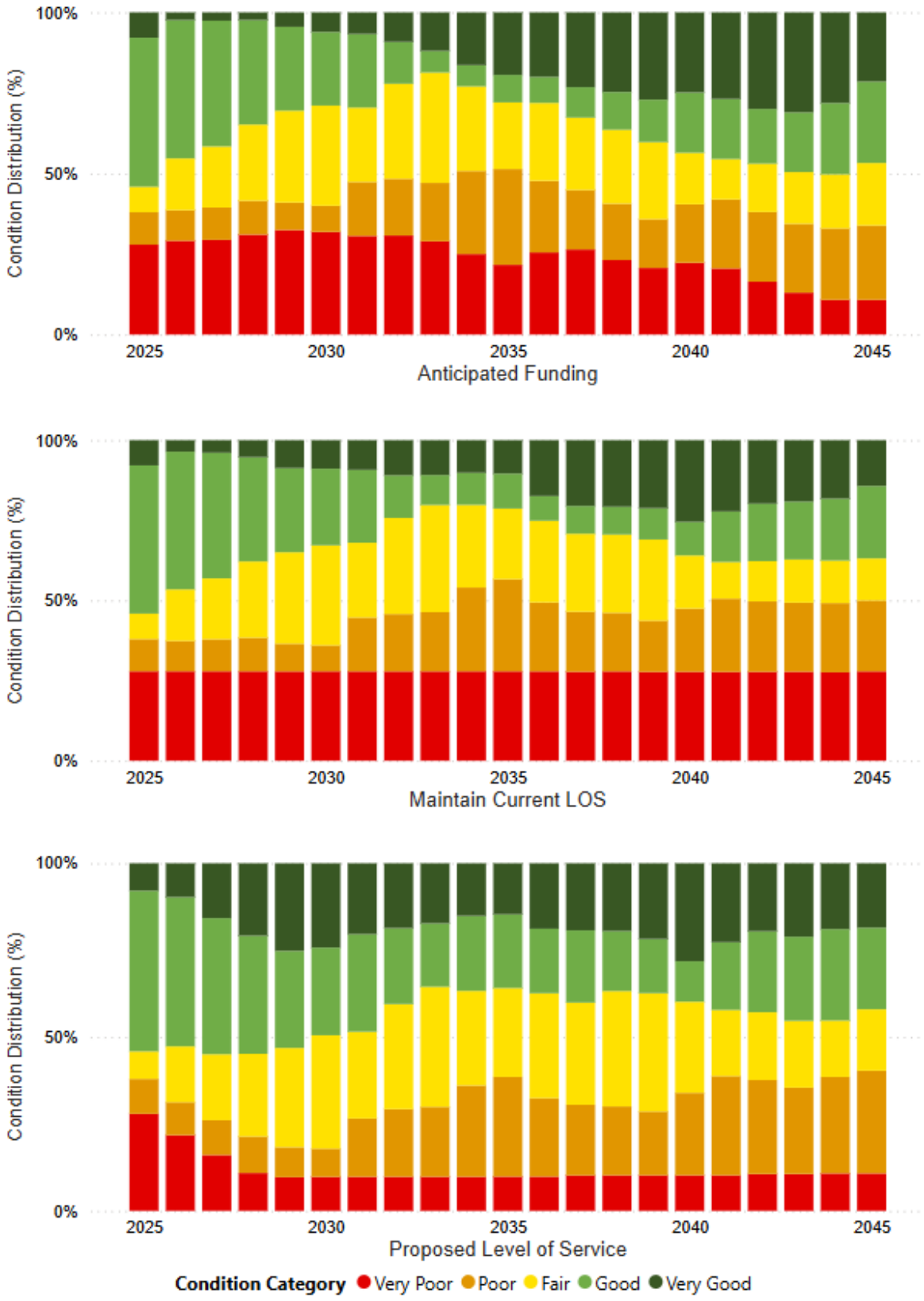


Figure 7-4. Condition Profile for Service Level Scenarios – Facilities

Figure 7-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the facilities assets was determined to be approximately $3.3M, which reduces amount of assets in very poor condition from 28% to 11% by the end of the 20-year period.

In the Current LOS scenario, the anticipated annual funding required for facilities assets is approximately $2.4M for renewal, rehab and replacement activities, which maintains the proportion of assets in very poor condition at 28%.

In Scenario 3, the anticipated annual budget needed to achieve PLOS was determined to be $3.4M for renewal, rehab and replacement activities. This will reduce the amount of assets in very poor condition from 28% to 10% by 2030 and then maintain it at 10% for the rest of the period. It is anticipated that the Grain Terminal will be the only remaining asset with Very Poor condition components by 2030. For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 7-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

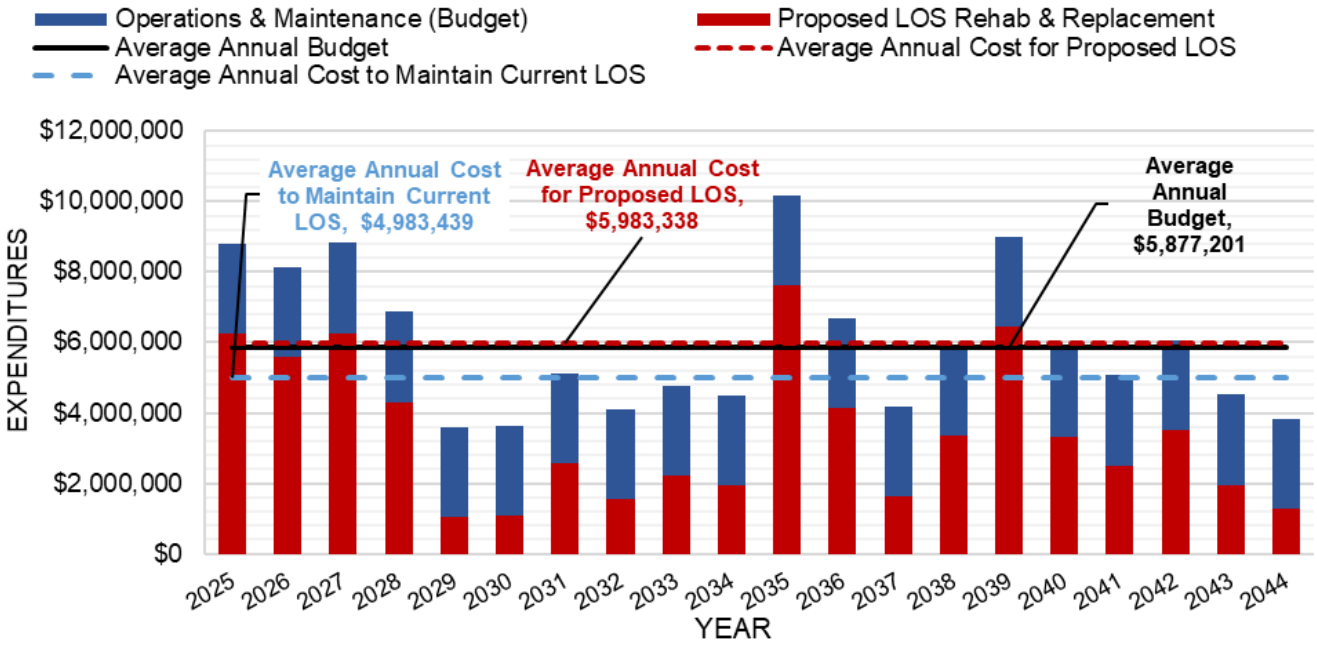


Figure 7-5. Facilities Scenario Comparison

Continued deferrals of projects will also lead to significantly higher operational and maintenance costs and will affect the availability of services in the future. Properly funded and timely renewals will ensure the assets perform as expected and it is recommended to continue to analyze asset renewals based on criticality and availability of funds for future AM Plans.

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 30% to "catch up" to required expenditures up to 2034. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) and a minimal gap of $100K annually to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Facilities are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 7-6.

Table 7-6. Facilities Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$2,554,530	$2,554,530	$2,554,530
Renewal, Rehabilitation & Replacement	$3,322,671	$2,428,909	$3,428,808
Total Expenditures	**$5,877,201**	**$4,983,439**	**$5,983,338**
Average Annual Funding Gap		**No Gap**	**$106,138**

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more analysis is completed on the building condition assessments.

7.5 Data Confidence and Improvement Plan

Table 7-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 7-7. Data Confidence - Facilities

Data Source	Data Confidence
2022-2023 Building Condition Assessments	Good

7.5.1 Recommendations for Improvements

The building condition assessments completed over the 2022-2023 period have been used this AMP. The City continues to review the recommendations in the BCAs to develop capital plans and address the needs as required. It is recommended that this information is integrated into the City's asset management systems to continue to be reviewed, and the information be maintained, as changes to assets within these facilities are completed. It is also recommended that the City, as it continues to assess the results of this study, determine if the timelines and recommended costs are valid.

Although the information for these facilities conditions is highly reliable for the component information, the overall replacement values of the facilities was determined to be too low, so was updated for the purposes of this AMP to reflect more realistic replacement values. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

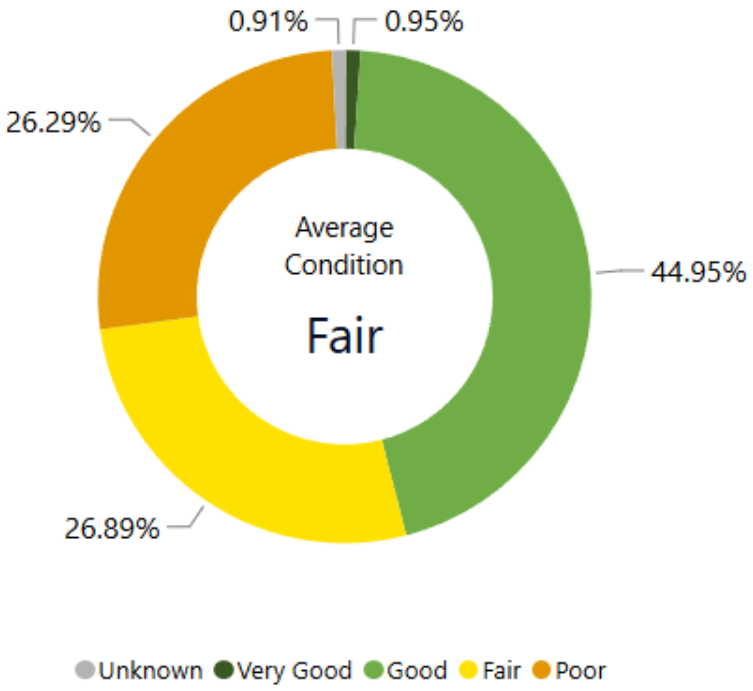
8 Fleet and Equipment



Replacement Value

$10,938,520

Overall Average Asset Condition



Quick Facts

Fleet and Equipment has

- 46 Fleet including heavy duty, medium duty and passenger vehicles
- 69 Equipment assets including small equipment, trailers, medium and heavy duty equipment.

8 Fleet and Equipment

Fleet and Equipment assets allows staff to deliver municipal services to residents. Fleet and Equipment assets supports several services areas in the City of Port Colborne including Roads, Parks, Water and Wastewater, Marina, Bylaw, Community Service and Building Maintenance. The City manages 46 Fleet assets and 69 different equipment assets. These assets allow staff to provide services in a safe and efficient manner throughout the City.

8.1 State of the Infrastructure

8.1.1 Asset Inventory and Valuation

Fleet and Equipment has a total estimated replacement value of approximately $11.2 million. Table 8-1 below details the inventory and the current estimated replacement value by asset type.

Table 8-1. Asset Inventory and Current Replacement Value – Fleet and Equipment

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Equipment			
Attachment	19	Units	$501,685
Heavy Duty	5	Units	$1,573,682
Medium Duty	10	Units	$856,445
Small Equipment	16	Units	$727,075
Trailer	15	Units	$275,866
Fleet			
Heavy Duty	11	Units	$4,585,082
Medium Duty	7	Units	$700,700
Passenger Vehicles	28	Units	$1,996,737
Total			**$11,271,274**

The fleet asset inventory was developed based on the City's asset listing maintained in a spreadsheet to plan for capital replacements. It is recommended that the City identify the "source of truth" for these assets for the inventory and ensure that there is someone assigned to maintain this information on an on-going basis.

8.1.2 Asset Condition

Knowing the condition of assets is an important part of asset management, as it helps us determine when assets might need to be replaced and supports short- and long-term planning. Condition was assigned to Fleet assets through staff inspections and Equipment assets using age. It is recommended that staff define the methodology for how condition is assigned to ensure that this methodology is applied using the same logic in future asset planning initiatives. A description of the condition ratings scale can be found in Table 8-2.

Table 8-2. Condition Rating Scale – Fleet and Equipment

Condition	Age/ESL	Staff Condition Score
Very Good	>80% life remaining	1
Good	60-80% life remaining	2
Fair	40-60% life remaining	3
Poor	20-40% life remaining	4
Very Poor	0-20% life remaining	5
Unknown		

The overall condition distribution for Fleet and Equipment assets by replacement value is shown below in Figure 8-1 and Figure 8-2.

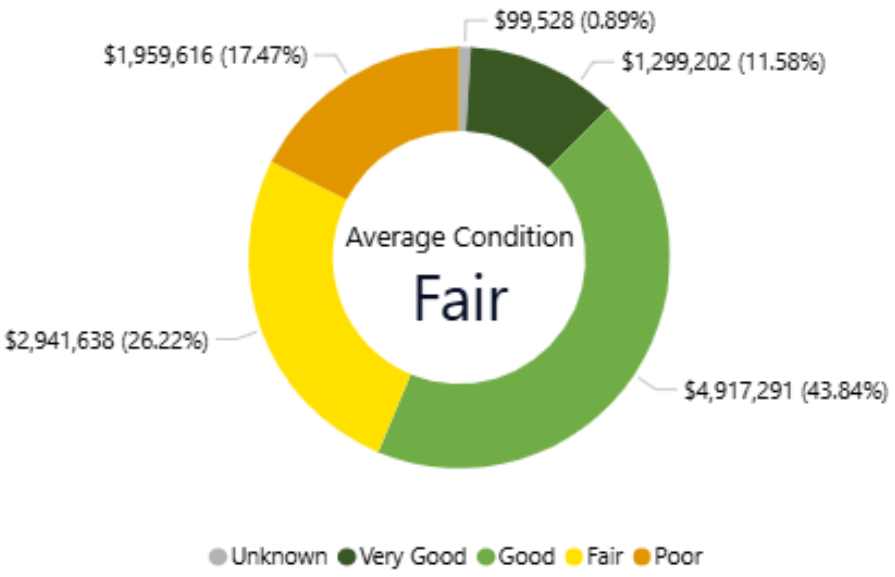


Figure 8-1. Asset Condition by Replacement Value – Fleet and Equipment

Fleet and Equipment assets are on average in **Fair** condition, with approximately 82% of assets in fair or better condition. The breakdown of condition by replacement value for each asset type can be seen in Figure 7-2.

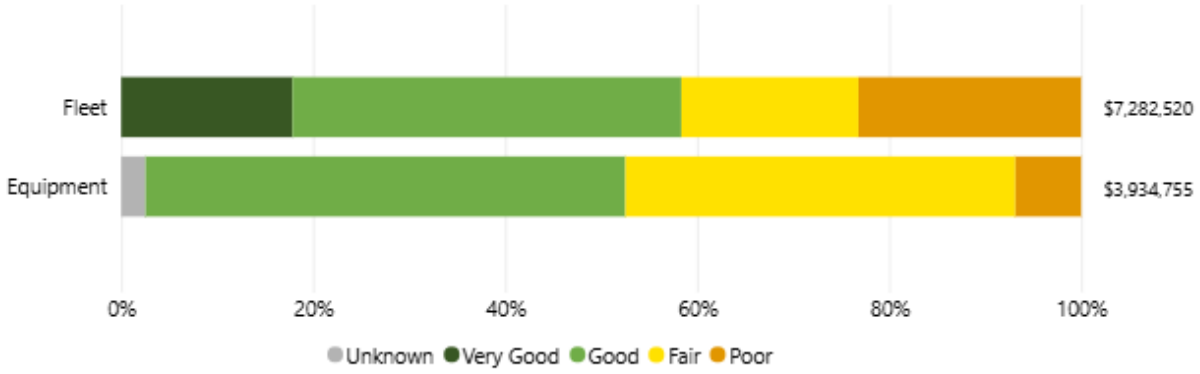


Figure 8-2. Asset Type Condition by Replacement Value - Fleet and Equipment

8.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Fleet and Equipment assets. Figure 8-3 shows the average age and average estimated service life for Fleet and Equipment Assets.

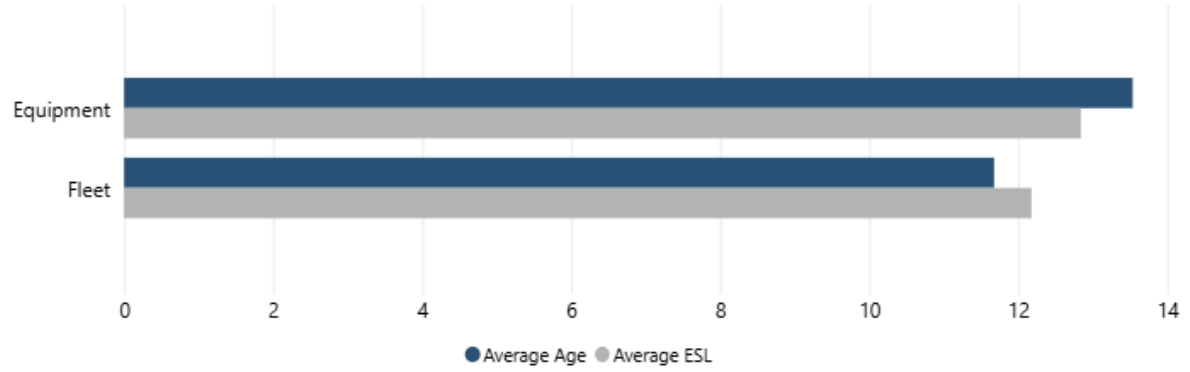


Figure 8-3. Average Age and Average Estimated Service Life – Fleet and Equipment

The average age of Fleet is below the average estimated service life and the average age of Equipment assets are slightly above the average estimated service life. However, regular condition assessments have shown that most of these assets are in fair or better condition, and that they are capable of providing reliable service past their ESL.

8.2 Levels of Service

Service Statement: Fleet and Equipment help the City keep operations running smoothly and efficiently to provide services to the community.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 8-3 and Table 8-4 provide a summary of the community and technical levels of service metrics for the City's Fleet and Equipment. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Fleet and Equipment assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 8-3. Community Level of Service– Fleet and Equipment

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	3%	Maintain	↔

Table 8-4. Technical Level of Service– Fleet and Equipment

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Sustainable	# of Electric Vehicles	0	Increase	↗
Sustainable	Annual GHG emissions	429 tonnes CO_2 equivalent	Decrease	↘
Sustainable	# of public charging stations	0	Increase	↗

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Cost Efficient	Percent of value of fleet assets in very poor condition	0%	0%	↔
Accessible & Reliable	Percent of dedicated fleet vehicles beyond estimated useful life	28.36%	Decrease	↘



8.3 Lifecycle Management Strategy

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

8.3.1 Lifecycle Activities

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

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

Table 8-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 8-5. Asset Management Practices and Associated Frequency – Fleet and Equipment

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Condition assessments, feasibility studies, management plans	• Annually
• MTO inspections	• Annually
• Planning, collision review committee	• As required, quarterly review
Operations & Maintenance Activities	
• Seasonal inspections on seasonal equipment	• Seasonal
• Third party inspections (crane/hoists, compressor)	• As required
• In-house inspections	• As required
• Reactive maintenance and repairs	• As required
• Daily inspections	• Daily
• Health and Safety inspections	• Monthly
• Preventative maintenance (cranes/hoists, compressors)	• Annually
• Preventative maintenance schedule by class of vehicle (in-house and external)	• On-going
• Reactive maintenance for Fleet (damage, accidents, breakdowns)	• Daily
• Spraying of vehicles	• Annually
• Vehicle refurbishments	• As identified
Renewal/Replacement Activities	
• Renewal activities for equipment	• As required
• Equipment replacement	• On-going
• Fleet replacement	• As identified; End of life
Disposal Activities	
• Equipment Disposal	• On-going, as needed

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• Fleet - sell/auction	• As identified
• Fleet - keep for spare parts	• As required
• Fleet - sell to department	• As required
• Fleet - scrap	• As identified
Service Improvement & Growth Activities	
• Fleet additions/upgrades requiring new equipment	• As identified
• New Assets	• As identified
• Vehicle upgrade	• As identified

8.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 0 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

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

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

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

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 8-4.

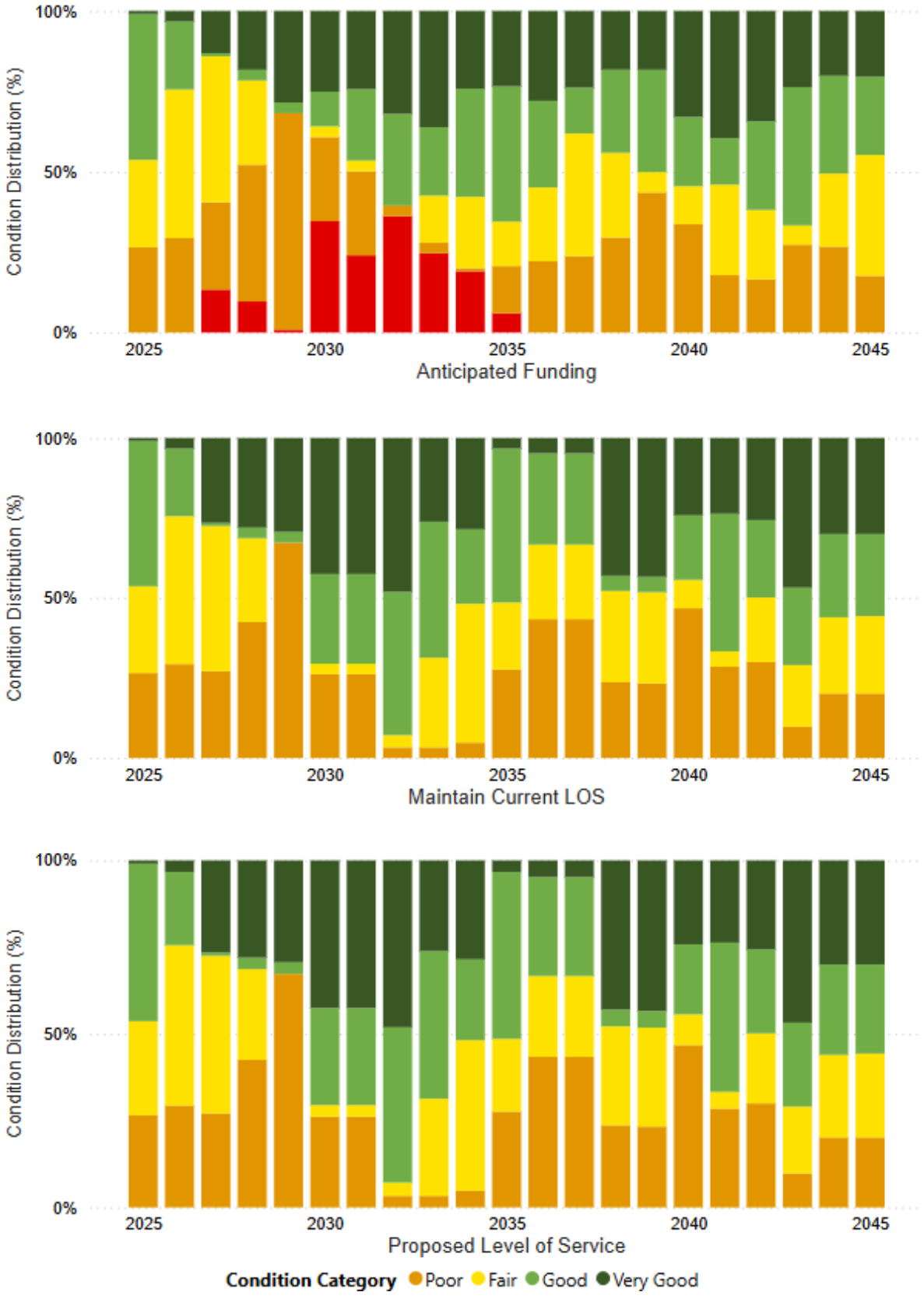


Figure 8-4. Condition Profile for Service Level Scenarios - Fleet and Equipment

Figure 8-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the fleet and equipment assets was determined to be approximately $1.1M. The percentage of assets in very poor condition increase and decrease between 2027 and 2035 with the anticipated budget decreasing with minor increased fluctuations.

In the Current LOS scenario, the anticipated annual funding required for fleet and equipment assets is approximately $1.1M for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the fleet and equipment assets, has negligible assets in very poor condition, as needed by assets in this service area, which is why the spending required for this scenario is about equal to the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. Similar to Scenario 2, in Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be $1.1M for renewal, rehab and replacement activities.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 8-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

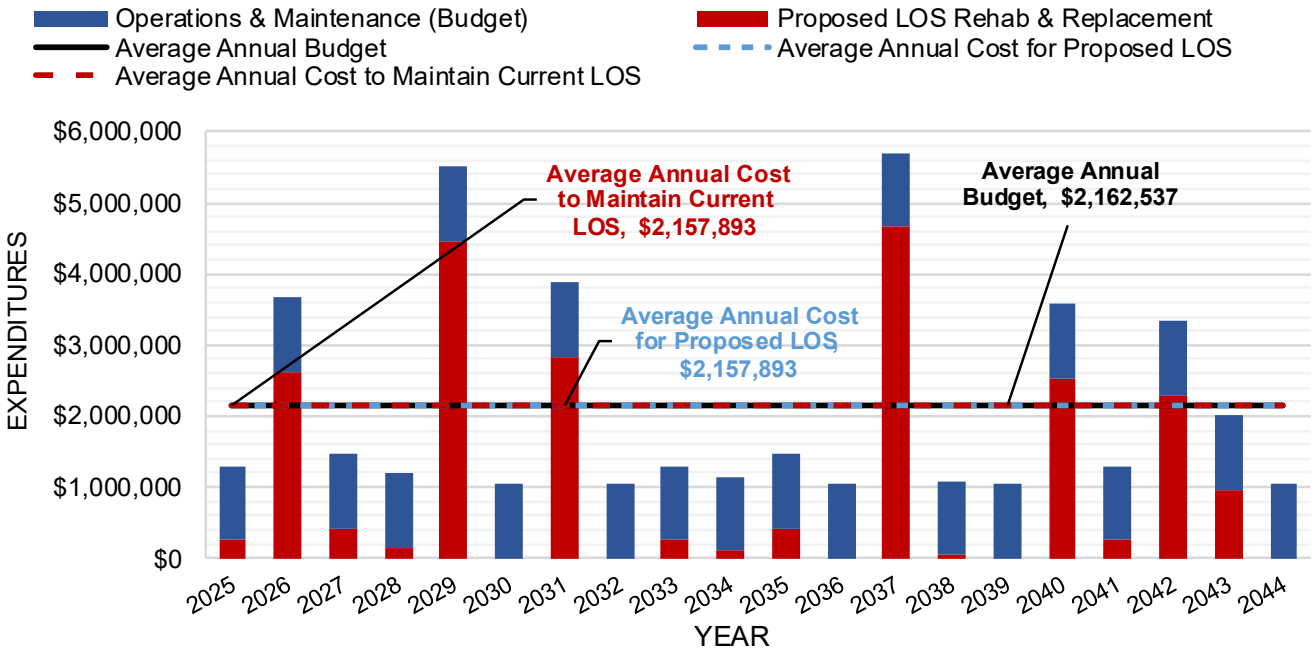


Figure 8-5. Fleet and Equipment Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

Table 8-6. Fleet and Equipment Network Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$1,045,577	$1,045,577	$1,045,577
Renewal, Rehabilitation & Replacement	$1,116,960	$1,112,316	$1,112,316
Total Expenditures	**$2,162,537**	**$2,157,893**	**$2,157,893**
Average Annual Funding Gap		**No Gap**	**No Gap**

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Fleet and Equipment are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 8-6.

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

8.5 Data Confidence and Improvement Plan

Table 8-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 8-7. Data Confidence – Fleet and Equipment

Data Source	Data Confidence
Spreadsheet	Good

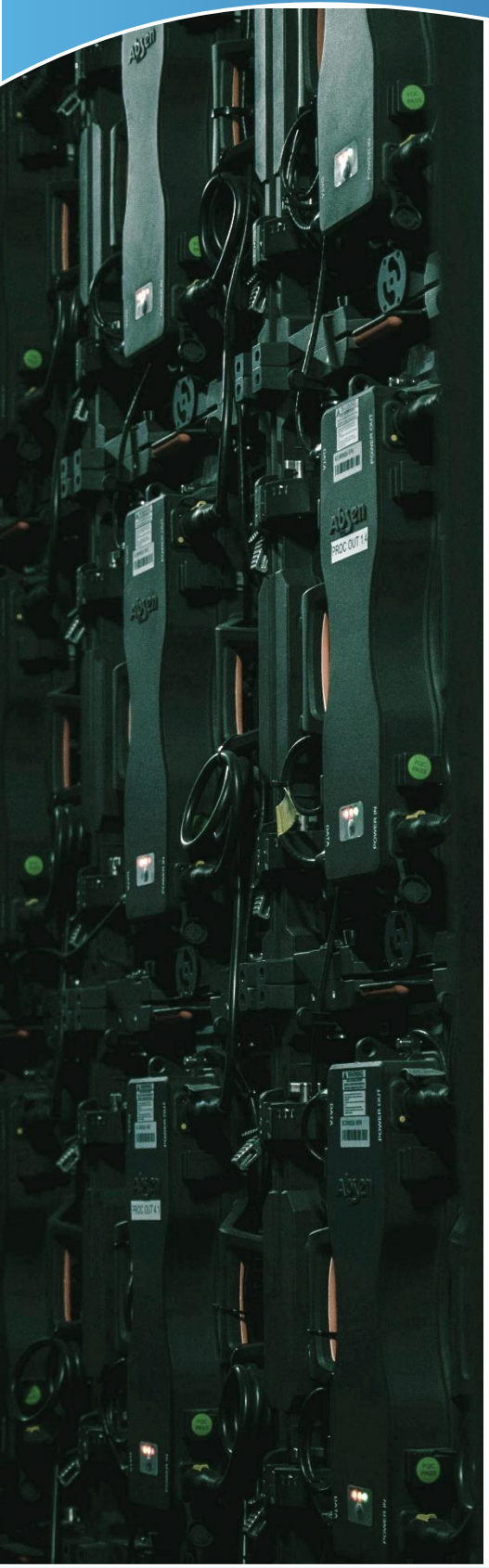
8.5.1 Recommendations for Improvements

Only minor gaps in the fleet data were found, which it is recommended the City update. It is also recommended that the City, as part of data management strategy identify the "source of truth" for fleet and equipment assets and identify responsible parties for the maintenance of this information. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing

asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

Implementing a computerized maintenance management system to document work orders and money being spent on fleet assets is recommended to better inform the condition of assets and to better prioritize replacements based on a developed methodology, or based on estimated service life.

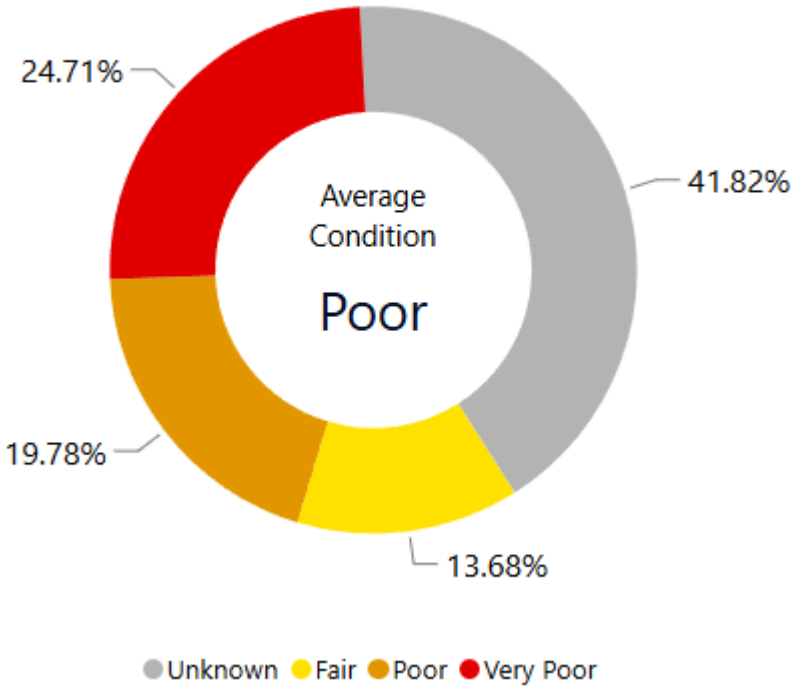
9 Information Technology



Replacement Value

$1,539,881

Overall Average Asset Condition



Quick Facts

Information Technology has

- Hardware and software assets supporting various service delivery groups throughout the City

9 Information Technology

Information Technology assets support most other asset categories in this plan. The Hardware and Software assets are used by other service groups to help deliver services throughout the City. Managing these assets helps ensure that reliable service is provided for residents.

9.1 State of the Infrastructure

9.1.1 Asset Inventory and Valuation

Information Technology includes a variety of hardware and software with a total estimated replacement value of $1.5 million. Table 9-1 below details the inventory and the current estimated replacement value by asset type.

Table 9-1. Asset Inventory and Current Replacement Value – Information Technology

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Hardware			
Access Control Systems	26	Units	$10,226
Mid-range Servers	9	Units	$152,931
Routers and Switches	44	Units	$43,634
Security Cameras	87	Units	$112,115
Smartphones	99	Units	$119,536
Standard Computers	310	Units	$612,560
Televisions	31	Units	$38,688
Uninterruptable Power Supply	4	Units	$10,822
Wireless Access Points	48	Units	$20,353
Software			
On Premise	12	Units	$99,632
SaaS	26	Units	$319,380
Total			**$1,539,877**

City staff worked to compile an inventory of assets for the purposes of this AMP. It is recommended that the City continue to improve this information and fill gaps where identified to improve the forecasting for this asset class. IT assets support the organization through a variety of services and represents an important asset category. The inventory developed for IT should be maintained on a regular basis for budgeting and reporting purposes.

9.1.2 Asset Condition

Condition was assigned to Information Technology assets using age/estimated service life. A description of the condition rating scale is shown in Table 9-2.

Table 9-2. Condition Rating Scale – Information Technology

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

The overall condition distribution for Information Technology assets by replacement value is shown below in Figure 9-1 and Figure 9-2. Many of the install dates for IT assets were unknown and therefore could not be assessed for condition. Many of these assets are replaced as needed through operating expenses but would be valuable information to maintain going forward. It should also be noted that the asset register has not been updated to reflect IT expenditures in 2024, so these assets would see improvements in overall condition.

Software is a unique asset across the City and represents a large operating expense to the City. It is recommended the City determine a strategy for planning for software as it is a continually evolving asset type as cloud, or software-as-a-service becomes more widely used in the organization.

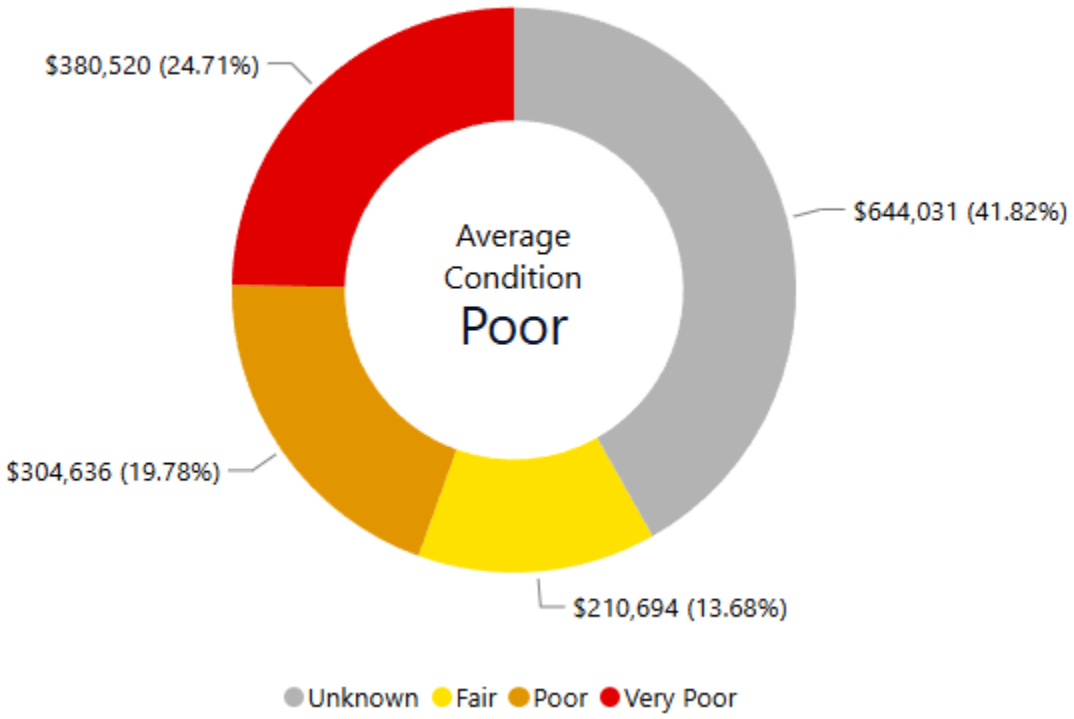


Figure 9-1. Asset Condition by Replacement Value – Information Technology

The average condition for Information Technology assets is **poor**, with less than 20% of assets in fair condition. Figure 9-2 shows that condition for all Software assets is unknown, accounting for 42% of the total condition distribution.

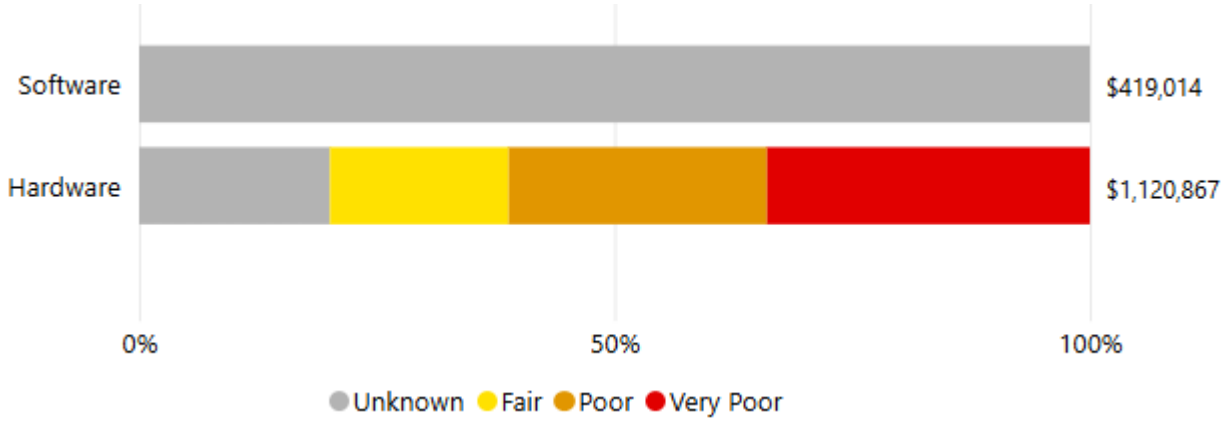


Figure 9-2. Asset Type Condition by Replacement Value – Information Technology

9.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Information Technology assets. Figure 9-3 shows the average age versus the average estimated service life for hardware assets in the City of Port Colborne.

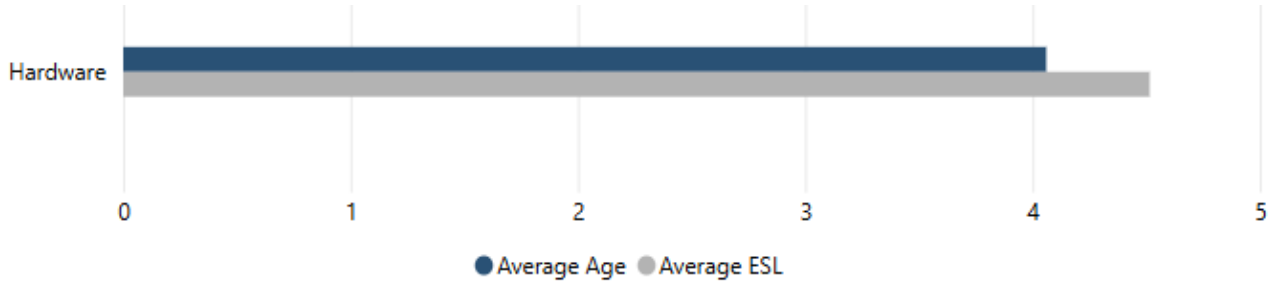


Figure 9-3. Average Age and Average Estimated Service Life – Information Technology

The average age of Hardware assets is below the average estimated service life. In general, these assets can continue to provide services to the City. The graph includes only information where age is currently known for assets. Currently age is unknown for access control systems, routers and switches, security cameras, televisions, wireless access points, and software.

9.2 Levels of Service

Service Statement: Information Technology plays a crucial role in modernizing municipal operations and improving the deliver of services to residents through data management, digital infrastructure, online services, security, and communication.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 9-3 and Table 9-4 provide a summary of the community and technical levels of service metrics for the City's Information Technology assets. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Information Technology assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 9-3. Community Level of Service– Information Technology

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	4%	Maintain	↔

Table 9-4. Technical Level of Service– Information Technology

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percentage of total replacement cost for IT assets past their ESL	4.95%	Decrease	↔
Accessible & Reliable	Percentage of replacement value of IT assets above very poor	24.71%	0%	↘
Accessible & Reliable	IT Staff Size	4	Increase	↗

9.3 Lifecycle Management Strategy

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

9.3.1 Lifecycle Activities

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

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

Table 9-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 9-5. Asset Management Practices and Associated Frequency – Information Technology

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Monitor recalls and updates (patching and security) on assets to ensure proper functionality, testing	• On-going
• Hardware - capacity planning, contingency and redundancy planning, master plan, other technical studies	• On-going
Operations & Maintenance Activities	
• Security risk reviews and updates	• On-going
• Support contracts and maintenance	• On-going
• Purchase of small equipment and materials	• As identified
• Hardware repairs	• As needed
• Software licensing, agreement renewals	• As needed
• Refurbishment/major upgrade	• As identified
Renewal/Replacement Activities	
• Replacement of hardware and software	• Asset end of life
Disposal Activities	
• Uninstall software	• As identified
Service Improvement & Growth Activities	
• New hardware assets, sites, employees	• As identified
• Updated/new software	• As identified
• New software technology for improvement	• As required

9.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 9.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair. It should be noted that the asset register was not updated to reflect actual expenditures incurred in 2024, which may affect the accuracy of forecasts and scenario assumptions.

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

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

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

- **Scenario 1: Anticipated Funding** – This scenario forecasts the condition of the assets under the current funding level that the City anticipates allocating towards each asset category. The current budgets were obtained from the City's 2023 budget and is used as the average spending for the 10-year forecast. This is used to illustrate the change in performance (condition) under anticipated funding levels. Only renewal, rehabilitation and replacement activities are completed that fit within the current funding allotted to the asset category are completed as part of this forecast.
- **Scenario 2: Maintain Current Level of Service** – determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of

service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.

- **Scenario 3: Proposed Levels of Service** – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 9-4.



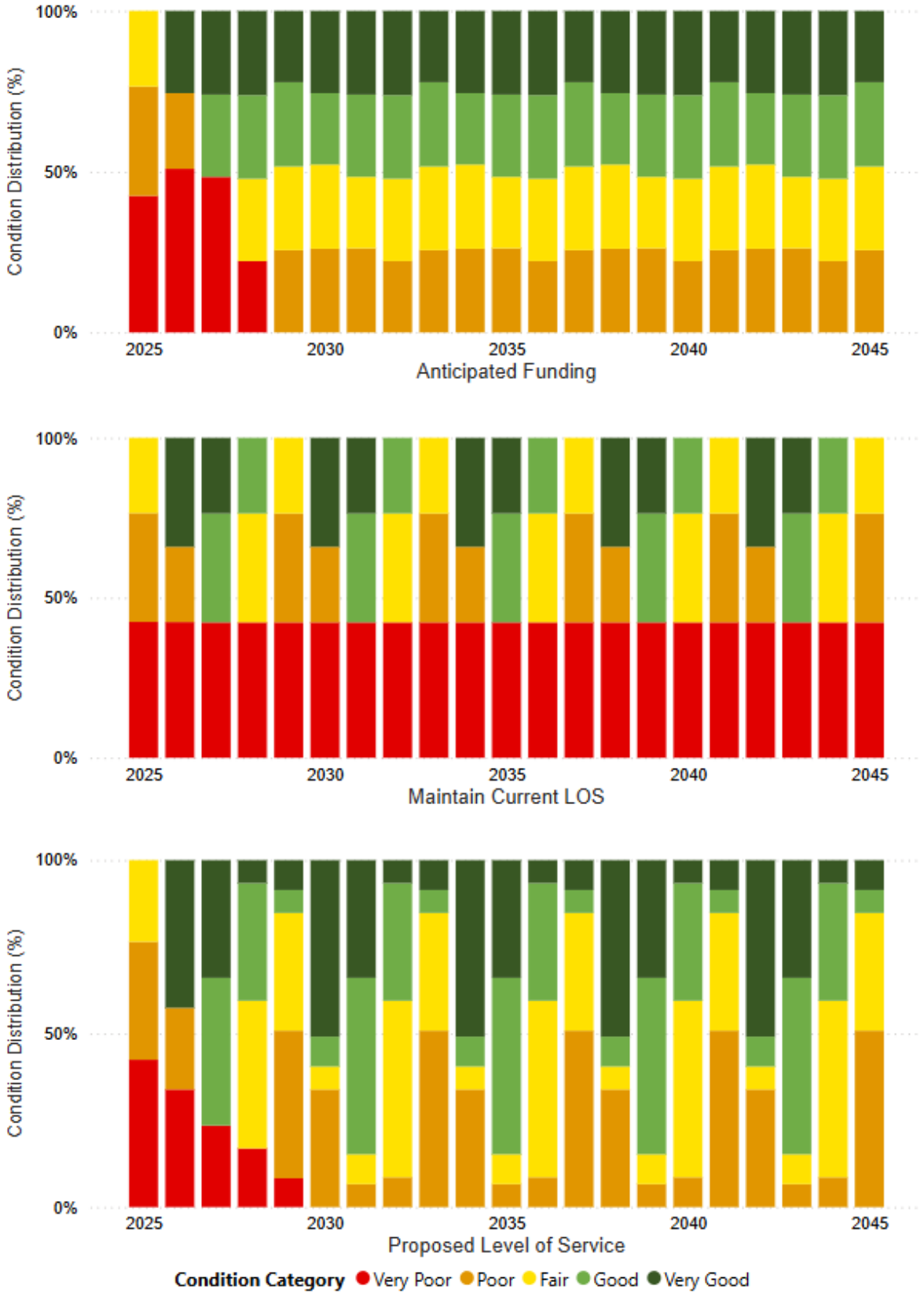


Figure 9-4. Condition Profile for Service Level Scenarios - Information Technology

Figure 9-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the IT assets was determined to be approximately $233.1k. The percentage of assets in very poor condition decreases within the first 4 years throughout the 20-year forecast period, and all other conditions stabilize with the anticipated budget incrementally fluctuating. This is a result of the short estimated service life of IT assets and expected to show the cycle of assets moving through their service lives.

In the Current LOS scenario, the anticipated annual funding required for IT assets is approximately $129.2k for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the information technology network, would maintain a portion of assets in Very Poor condition, which is why the spending required for this scenario is less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. In Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be $220.2k for renewal, rehab and replacement activities. While very poor condition assets are eliminated within 5 years of the forecast period, the other conditions fluctuate similar to the budget fluctuations.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 9-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

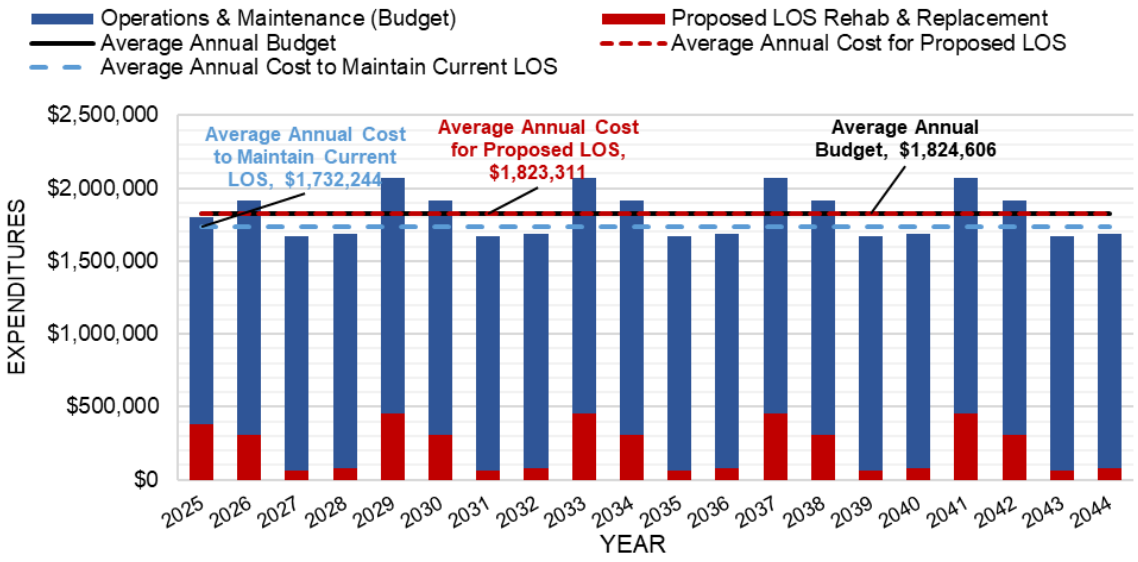


Figure 9-5. Information Technology Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2030. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Information Technology are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 9-6.

Table 9-6. Information Systems Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$1,603,066	$1,603,066	$1,603,066
Renewal, Rehabilitation & Replacement	$233,090	$129,178	$220,245
Total Expenditures	**$1,824,606**	**$1,732,244**	**$1,823,311**
Average Annual Funding Gap		**No Gap**	**No Gap**

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

9.5 Data Confidence and Improvement Plan

Table 9-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 9-7. Data Confidence – Information Technology

Data Source	Data Confidence
Spreadsheet	Fair

9.5.1 Recommendations for Improvements

Staff made a concerted effort to create an inventory of all IT assets for the purposes of this AMP, which is what was used to inform all scenarios and required expenditures. It is recommended that the City continue to fill the gaps in this information and continue to maintain it. A register of current software systems for the City is also required, and represents a large portion of the expenditures required for IT.

It is also recommended that the City, as part of data management strategy identify the "source of truth" for IT assets and identify responsible parties for the maintenance of this information. Ensuring accurate and comprehensive data is crucial for effective planning and resource allocation. By updating information such as installation dates, and replacement costs, they City can better assess its IT infrastructure and make informed decisions for maintenance and improvements. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

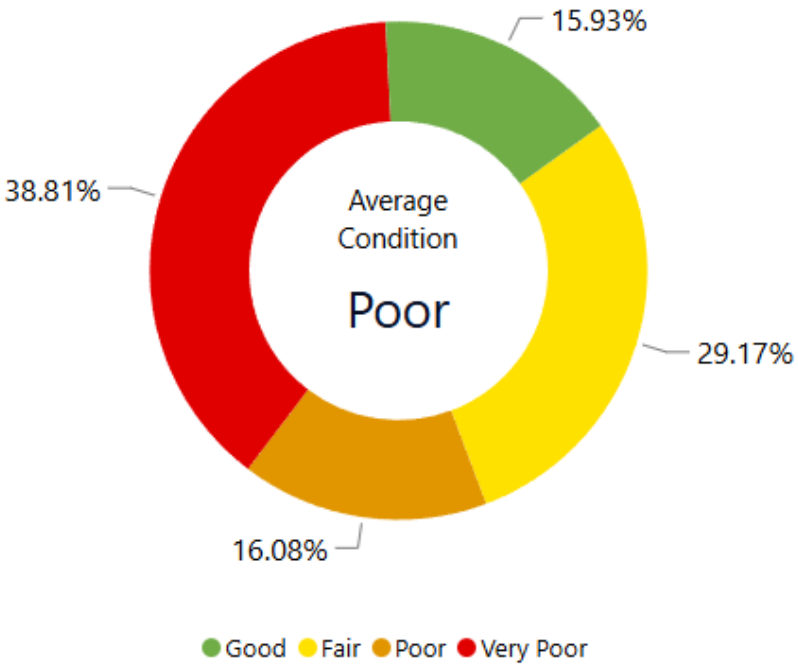
10 Library



Replacement Value

$525,613

Overall Average Asset Condition



Quick Facts

The City of Port Colborne Library

- Serves the community by providing digital and print resources, various services and programs
- Maintains the Library Collection and Office Equipment to support service delivery

10 Library

Library services proudly serves the community in the City of Port Colborne. They strive to enrich, empower, and educate through great books, services, programs, resources and more. The library is welcoming and accessible for all residents and visitors, serving as a community hub for education, culture, and social interactions. The reliability of Library assets is vital to the delivery of services by staff. Ensuring Library assets are maintained in good condition ensures the community can continue to enjoy all the services the Library has to offer.

10.1 State of the Infrastructure

10.1.1 Asset Inventory and Valuation

The Library includes library equipment and office equipment with a total estimated replacement value of $526 thousand. Table 10-1 below details the inventory and the current estimated replacement value by asset type.

Table 10-1. Asset Inventory and Current Replacement Value - Library

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Library Collection	7	Pool[5]	$305,956
Office Equipment	47	Units	$219,657
Total			**$525,613**

The library asset inventory was derived based on the Tangible Capital Asset inventory for the library based on 2022 information. It is recommended that this inventory be updated on a regular basis and an asset hierarchy be developed and used going forward for more accurate forecasting of library assets.

[5] Pool represents a collection of assets represented as a singular asset.

10.1.2 Asset Condition

Asset condition was assigned to Library assets using age/estimated service life. A description of the condition rating scale is shown in Table 10-2.

Table 10-2. Condition Rating Scale – Library

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

The overall condition distribution for Library assets by replacement value can be seen below in Figure 10-1.

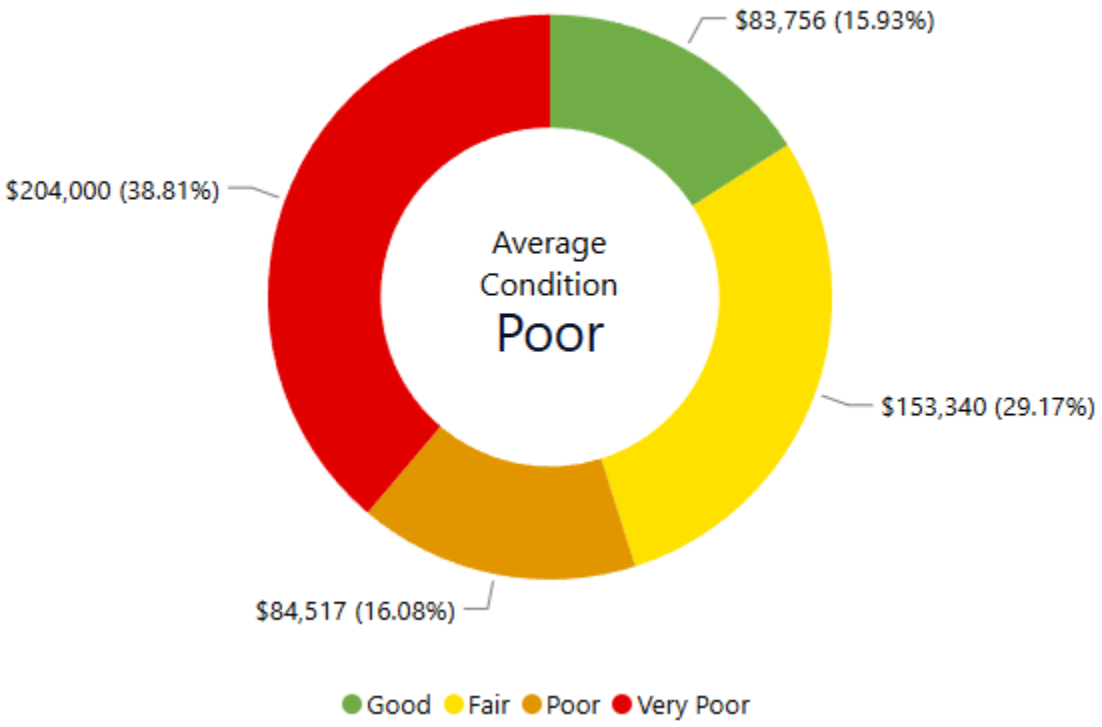


Figure 10-1. Asset Condition by Replacement Value – Library

The average condition for Library assets is **poor**, with 45% of assets in fair or better condition. The condition profiles for individual asset types can be seen in Figure 10-2.

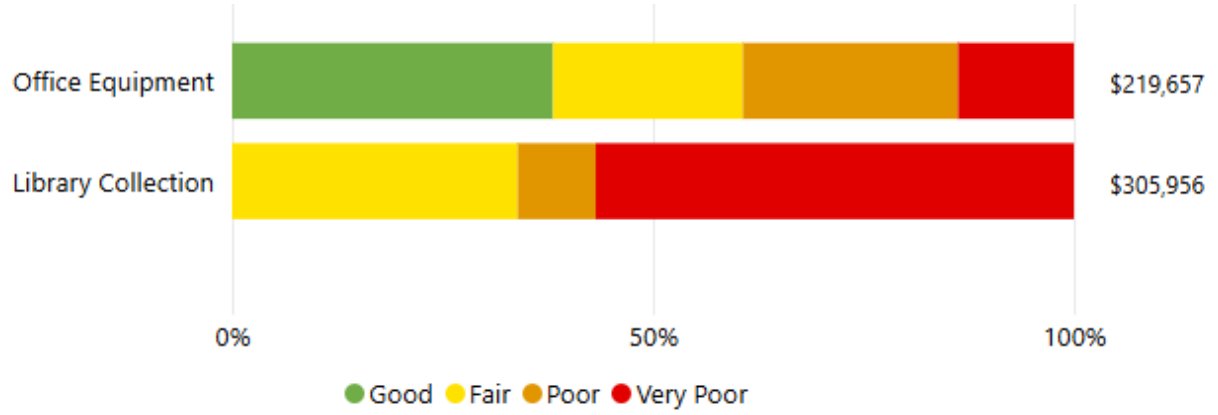


Figure 10-2. Asset Type Condition by Replacement Value - Library

Over 60% of Library Office Equipment is in fair or better condition while over half of Library Collection assets are in poor to very poor condition. Library Collections have a very short service life, which can be seen below in Section 10.1.3 Asset Age.

The library collection represents over half of the libraries assets and is continually renewed to maintain this collection. It is recommended that the City further expand on the lifecycle strategies for this collection, as well as the estimated service life to better understand the condition of these assets.

10.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Library assets. The average age of Library assets is shown below in Figure 10-3.

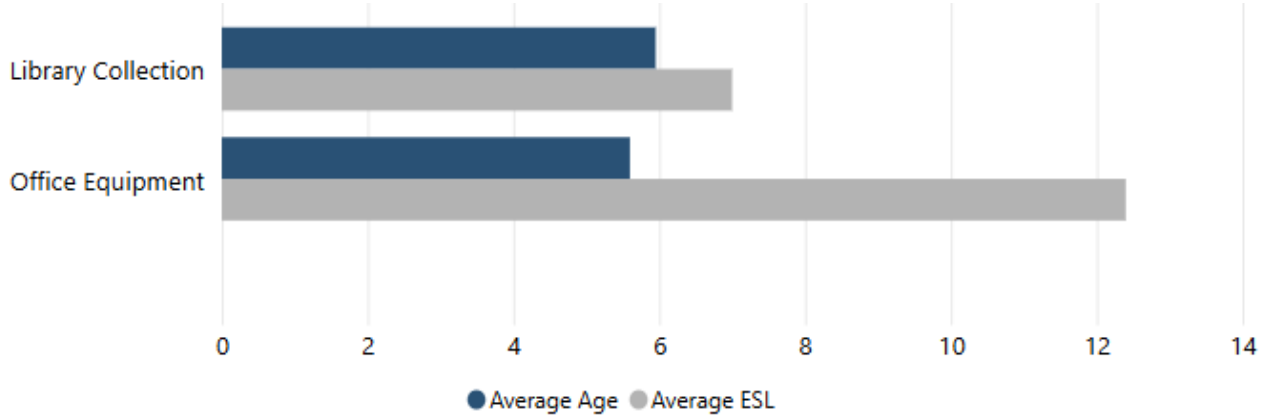


Figure 10-3. Average Age and Average Estimated Service Life – Library

The average age of Library Collection and Office Equipment assets is less than the average ESL.

10.2 Levels of Service

Service Statement: The Library serves as a community hub that fosters learning, cultural enrichment and social interaction by providing access to information, educational support, digital services, community programs, and public services.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 10-3 and Table 10-4 provide a summary of the community and technical levels of service metrics for the City's Library. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Library assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 10-3. Community Level of Service– Library

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	2%	Maintain	↔

Table 10-4. Technical Level of Service– Library

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	Percentage of assets in very poor condition	38.81%	0%	↘

10.3 Lifecycle Management Strategy

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

10.3.1 Lifecycle Activities

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

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

Table 10-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 10-5. Asset Management Practices and Associated Frequency – Library

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Condition assessments	• As required
• Accessibility Plan	• As required
Operations & Maintenance Activities	
• Lighting maintenance	• As required
• Planned maintenance	• As required
Renewal/Replacement Activities	
• Rehabilitation	•
• Replacement	• As required – end of service life
Disposal Activities	
• Disposal of assets	• As identified
Service Improvement & Growth Activities	
• New Assets	• In-line with asset replacement
• Accessibility Improvements/Upgrades	• As identified

10.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 10.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

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

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

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

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 10-4.

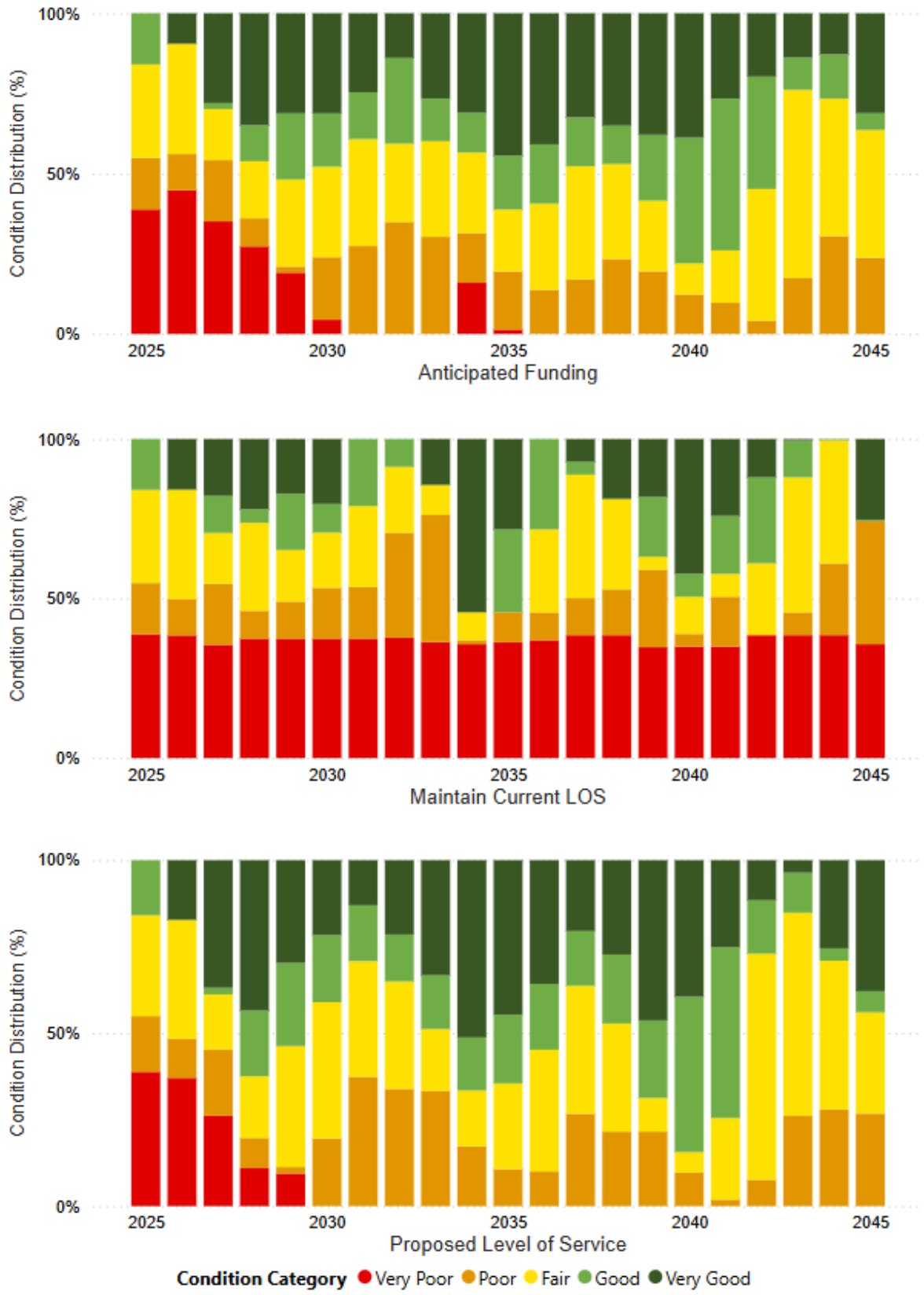


Figure 10-4. Condition Profile for Service Level Scenarios - Library

Figure 10-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the library assets was determined to be approximately $82.0k. Throughout the 20-year forecast period, the percentage of assets in very poor condition decreases by the end of 2030 with a slight increase in 2034 and 2035 as budget decreases. Assets in very poor condition are forecasted for the remaining period to be negligible as spending increases slightly.

In the Current LOS scenario, the anticipated annual funding required for library assets is approximately $55K for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of the library assets would maintain a portion of assets in Very Poor condition, which is why the spending required for this scenario is less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. In this scenario, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be $82.8k for renewal, rehab and replacement activities. This scenario will provide the elimination of very poor condition assets by 2030 and the rest of the forecast period.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 10-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

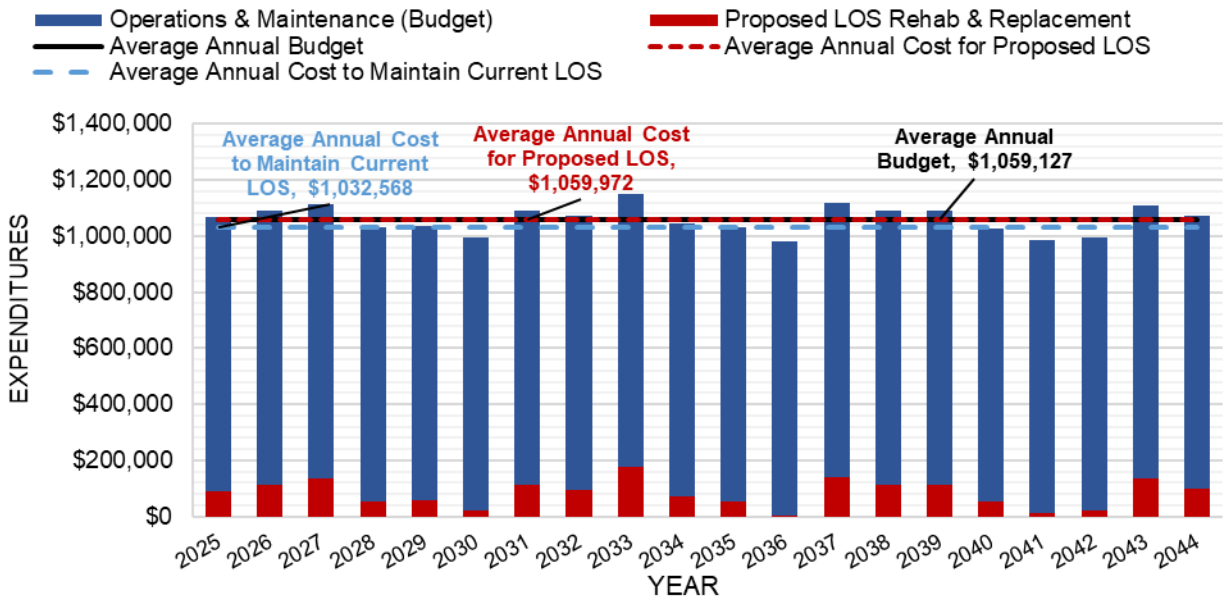


Figure 10-5. Library Scenario Comparison

By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Library assets are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 10-6.

Table 10-6. Library Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$977,127	$977,127	$977,127
Renewal, Rehabilitation & Replacement	$82,000	$55,441	$82,845
Total Expenditures	**$1,059,127**	**$1,032,568**	**$1,059,972**
Average Annual Funding Gap		**No Gap**	**$845**

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

10.5 Data Confidence and Improvement Plan

Table 10-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 10-7. Data Confidence - Library

Data Source	Data Confidence
Citywide (2022)	Good

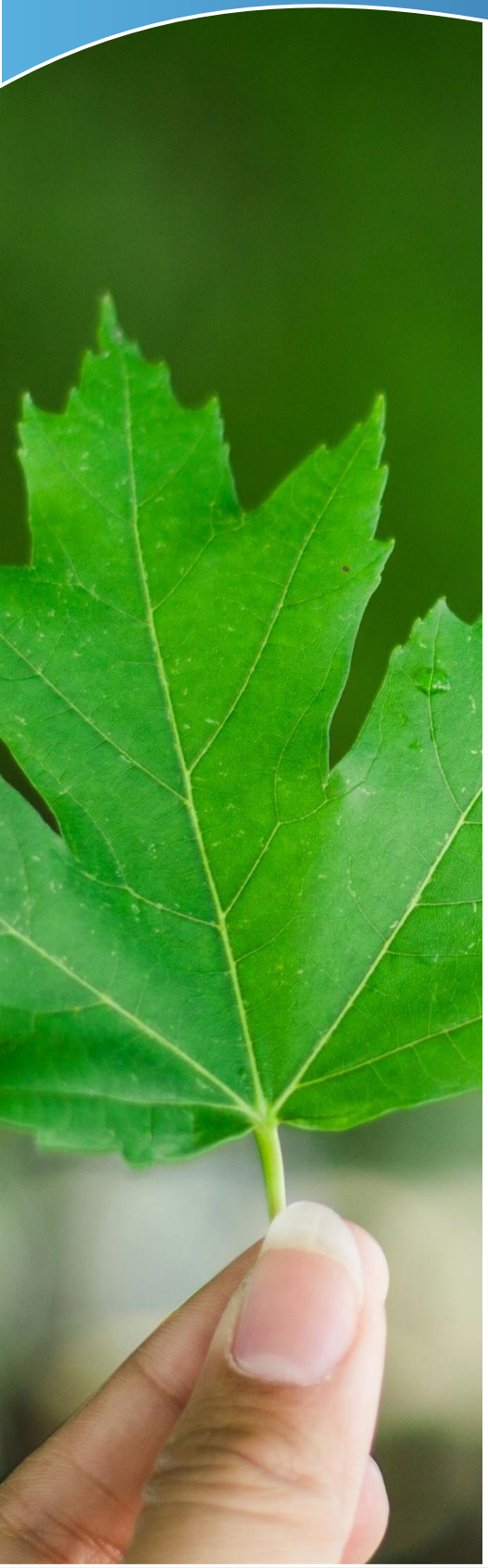
10.5.1 Recommendations for Improvements

Information for the Library was informed by the City's Citywide database. This information is updated on an annual basis, and at the time of the development of this plan, only information from 2022 was available.

It is recommended that the data provided be reviewed and inconsistencies be cleaned to ensure assets are appropriately grouped together and improve planning. It is also recommended that the City review with Library staff if this information is thorough and complete.

Assumptions were made for the lifecycle strategies for the library assets, which also should be reviewed and assessed with Library staff. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

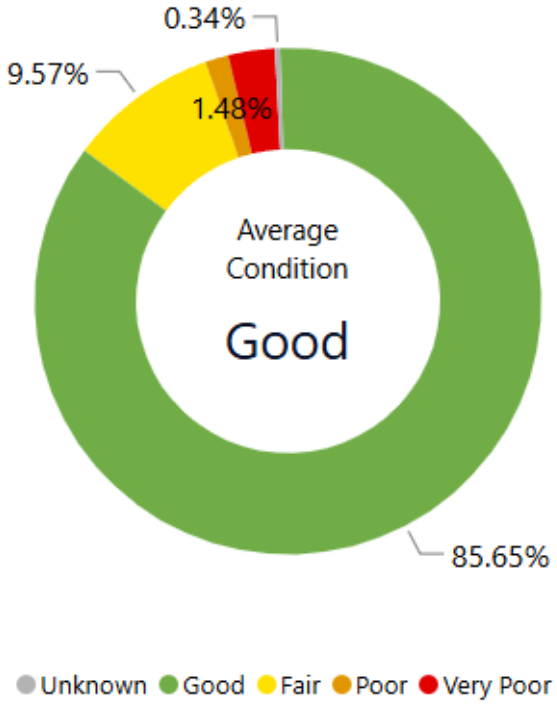
11 Natural Assets



Replacement Value

$6,174,800

Overall Average Asset Condition



Quick Facts

Natural Assets has

- 5,923 trees with over 75 different species
- Numerous native tree species including Redbud, Eastern White Pine, Red Maple and Kentucky Coffee Tree

11 Natural Assets

Natural Assets are also referred to as green infrastructure assets in the O. Reg. 588/17, consisting of assets that provide ecological and hydrological functions and processes. In the City of Port Colborne this asset group consists of trees and stumps, providing many benefits to residents including but not limited to air filtration, shade, and water filtration.

11.1 State of the Infrastructure

11.1.1 Asset Inventory and Valuation

The City manages Natural Assets including trees and stumps with a total replacement value of $5,937,000. Table 11-1 shows the natural assets inventory and the current replacement value by asset type.

Table 11-1: Asset Inventory and Current Replacement Value – Natural Assets

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Trees	5,923	Units	$6,159,920
Stumps	14	Units	$14,560
Total			**$6,174,480**

11.1.2 Asset Condition

Asset condition was assigned to trees and stumps by staff inspections. A description of the condition ratings scale can be found in Table 11-2.

Table 11-2. Condition Rating Scale – Natural Assets

Condition	Age/ESL
Very Good	1
Good	2
Fair	3
Poor	4
Very Poor	5
Unknown	

Overall asset condition for Natural Assets by replacement value can be seen below in Figure 11-1 and Figure 11-2.

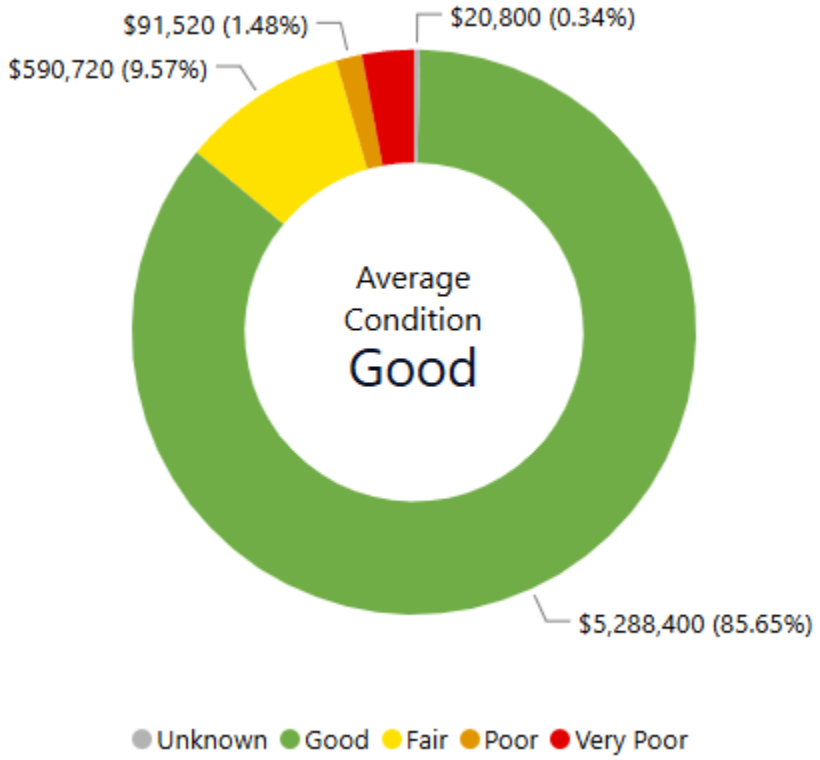


Figure 11-1. Asset Condition by Replacement Value – Natural Assets

The average condition of Natural Assets is good, with over 85% of assets in good condition. Figure 11-2 shows the small portion of Trees in poor to very poor condition, and a small number of stumps in very poor condition.

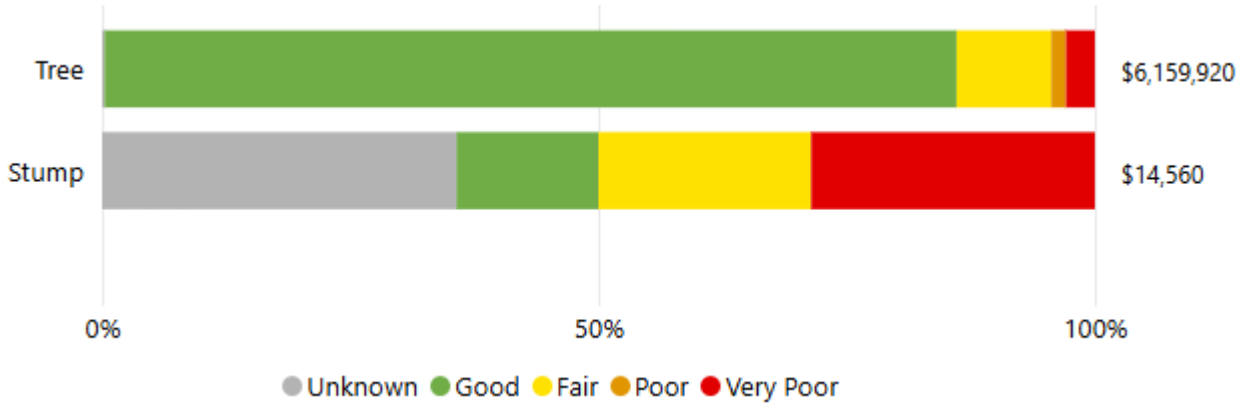


Figure 11-2. Asset Type Condition by Replacement Value – Natural Assets

11.1.3 Asset Age

While most assets decrease in value as they age, trees typically provide more value to the community as they grow. Age is not collected for tree assets. Figure 11-3 below shows the count of trees and stumps by the diameter at breast height measurement to show a distribution of the maturity of urban trees throughout the City.

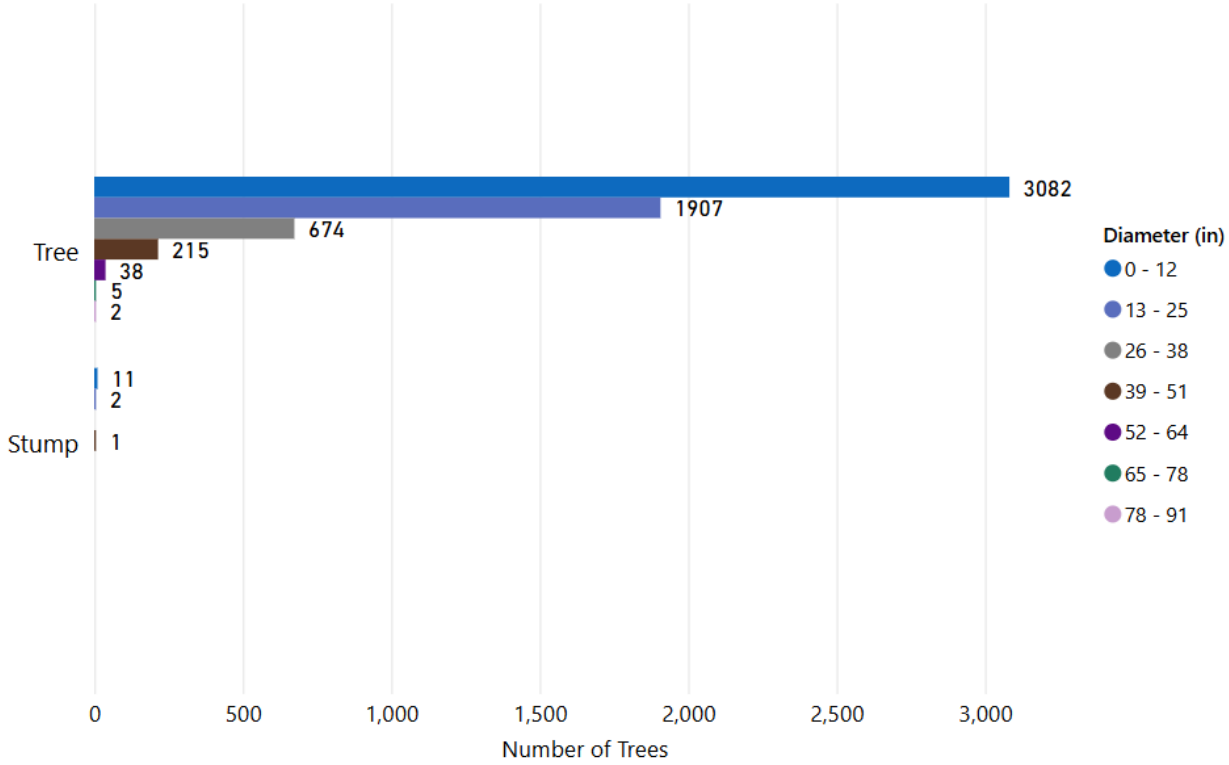


Figure 11-3: Count of Trees and Stumps by Diameter at Breast Height (in)

11.2 Levels of Service

Service Statement: Natural assets can lead to more sustainable, resilient, and cost-effective municipal planning and development.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 11-3 and Table 11-4 provide a summary of the community and technical levels of service metrics for the City's Natural Assets. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Natural Assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 11-3. Community Level of Service– Natural Assets

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	0.38%[6]	Maintain	↔

Table 11-4. Technical Level of Service– Natural Assets

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percentage of total replacement cost for Tree assets in very poor condition	2.96%	0%	↘
Accessible & Reliable	Trees planted per year by City Forestry office	35	Increase	↗
Accessible & Reliable	Percent of urban canopy coverage	32%	Increase	↗
Accessible & Reliable	Percent of tree related work orders closed within designated timeline	100%	Maintain	↔

[6] Budget for tree assets is covered under Parks & Transportation, which provide a combined budget of $200k for tree maintenance and renewal.

11.3 Lifecycle Management Strategy

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

11.3.1 Lifecycle Activities

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

Ensuring Natural Assets and maintained in optimal condition, the City can extend their lifespan and mitigate the risk of premature replacement. It also ensures that residents continue to benefit from amenities offered from well-maintained assets, which promotes community well-being. Table 11-5 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 11-5. Asset Management Practices and Associated Frequency – Natural Assets

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Urban forest management plan	• As needed
Operations & Maintenance Activities	
• Reactive maintenance: trimming, inspections, pruning, road clearance	• As needed

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
• Preventative maintenance: trimming, inspections, pruning, road clearance	• On-going
Renewal/Replacement Activities	
• End of life replacement / replanting of trees	• As needed
• Deep root fertigation, propping, cabling	• As needed
Disposal Activities	
• Tree removal	• As needed
Service Improvement & Growth Activities	
• New areas to include trees	• Through developments
• Urban forest expansion	• As budget allows

11.4 Funding the Lifecycle Activities

Natural assets are a unique asset within the AMP. This asset is not replaced and renewed as typical infrastructure assets. Trees within the City of Port Colborne are regularly maintained and replaced under the operations budget for trees. The expenditures required for each scenario is summarized and compared below in Table 11-6.

Table 11-6. Natural Assets Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$200,000	$200,000	$200,000
Renewal, Rehabilitation & Replacement	No Budget	No Budget	No Budget
Total Expenditures	**$200,000**	**$200,000**	**$200,000**
Average Annual Funding Gap		**No Gap**	**No Gap**

11.5 Data Confidence and Improvement Plan

Table 11-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 11-7. Data Confidence – Natural Assets

Data Source	Data Confidence
GIS Tree Assessment	Good

11.5.1 Recommendations for Improvements

Although the data for trees has a high level of confidence, it is recommended that the City further enhance the natural assets category, and consider other green infrastructure that the City owns, as required by O.Reg. 588/17. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

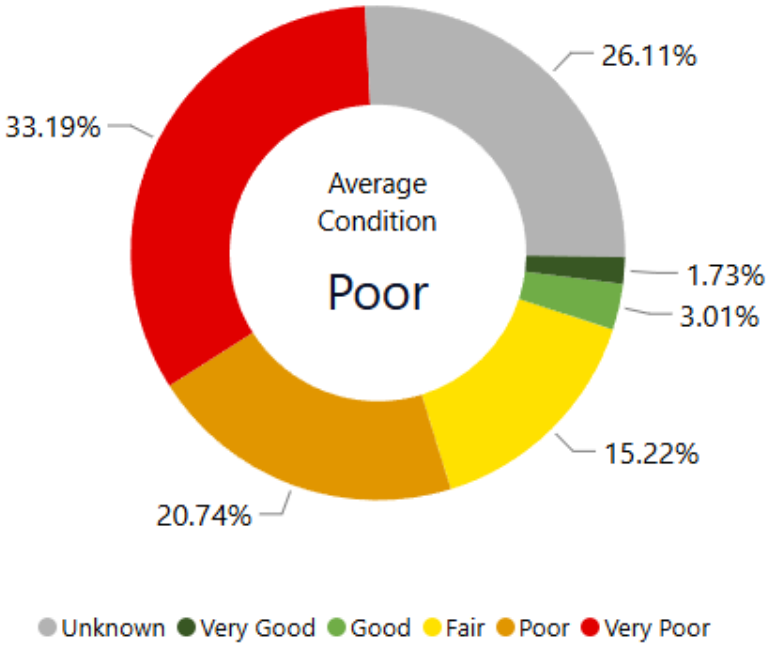
12 Parks



Replacement Value

$31,568,326

Overall Average Asset Condition



Quick Facts

Parks has

- 32 different Parks with pavilions, sport surfaces, and playgrounds
- Walkways, trails and an active transportation area

12 Parks

Parks provide numerous benefits to residents and visitors in the City of Port Colborne. Parks provide spaces for community members to gather in spaces like playgrounds, sports surfaces, trails, and walkways. This supports cohesion and a sense of social belonging in one's community. Parks also help support community health and wellness through access to green spaces.

12.1 State of the Infrastructure

12.1.1 Asset Inventory and Valuation

The City of Port Colborne has several different asset types in the Parks category including active transportation, park assets, parking lots, pavilions, playground structures, roadways, sport structures and surfaces, a Spraypad, and trails and walkways. The total current replacement value for these assets is $32 million. Table 12-1 shows the asset inventory and current estimated replacement value for Parks assets.

Table 12-1. Asset Inventory and Current Replacement Value - Parks

Asset Type	Count	Quantity Unit	2025 Estimated Replacement Value
Active Transportation	10,718	m	$3,344,016
Park Assets	284	Units	$968,136
Parking Lot	88,531	Sq m	$4,557,134
Pavilion	4,940	Sq m	$513,760
Playground Structure	41	Units	$12,220,000
Roadway	5,000	Sq m	$104,000
Sport Structure	1	Unit	$1,248,000
Sport Surface	35	Units	$7,612,800
Spraypad	1	Unit	$364,000
Trail	5,600	m	$599,040
Walkway	200	m	$37,440
Total			**$31,568,326**

A park asset inventory was developed by staff for the purposes of this AMP. It is recommended that this inventory continue to be enhanced to verify all assets and fill in gaps as required. Replacement values were based on similar assets to represent present costs for these asset types.

12.1.2 Asset Condition

Condition was assigned to Parks assets using age and estimated service life. A description of the condition rating scale can be found in Table 12-2.

Table 12-2. Condition Rating Scale – Parks

Condition	Age/ESL
Very Good	>80% life remaining
Good	60-80% life remaining
Fair	40-60% life remaining
Poor	20-40% life remaining
Very Poor	0-20% life remaining
Unknown	

Figure 12-1 and Figure 12-2 show the overall condition distribution for Parks assets in the City of Port Colborne.

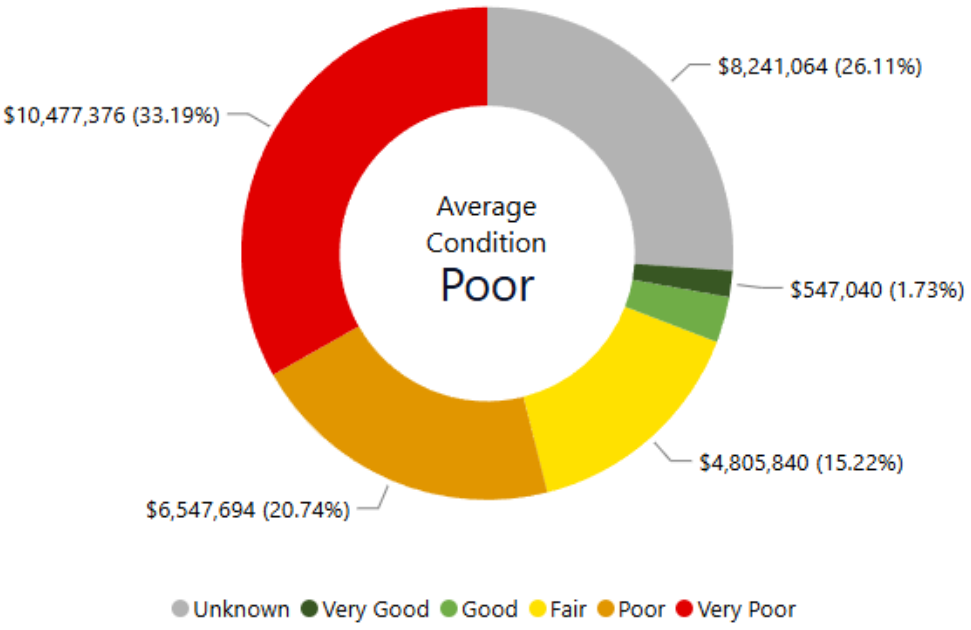


Figure 12-1. Asset Condition by Replacement Value – Parks

The average condition of Parks assets is poor, with nearly 54% of assets in poor to very poor condition. This suggests that a large portion of parks assets are at or nearing the end of their service life. Figure 12-2 shows asset type conditions, highlighting that all or a large portion of walkways, trails, playground structures, parking lots and park assets are in very poor condition.

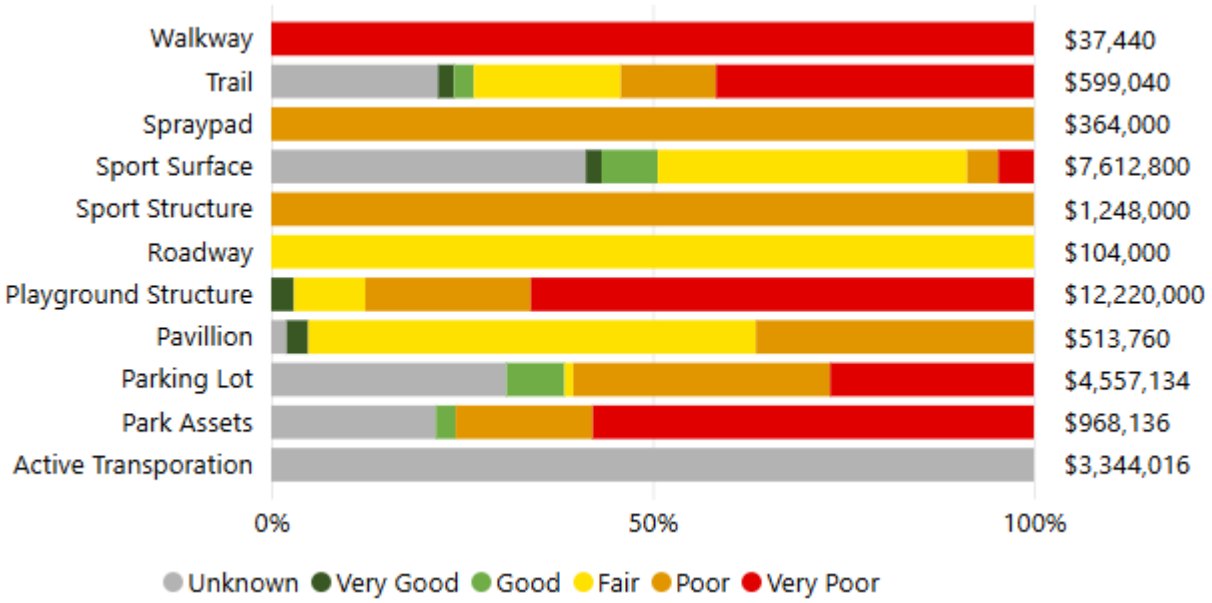


Figure 12-2. Asset Type Condition by Replacement Value – Parks

With this information, the City can plan for the replacement of these assets in the Capital plan.

12.1.3 Asset Age

Asset age can be important data in asset management planning as it provides municipalities with information to use in planning for short- and long-term replacements. Comparing the average age of assets to estimated service lives can help municipalities make decisions on the management of Parks assets. The average age and average estimated service life for Parks asset types can be seen below in Figure 12-3.

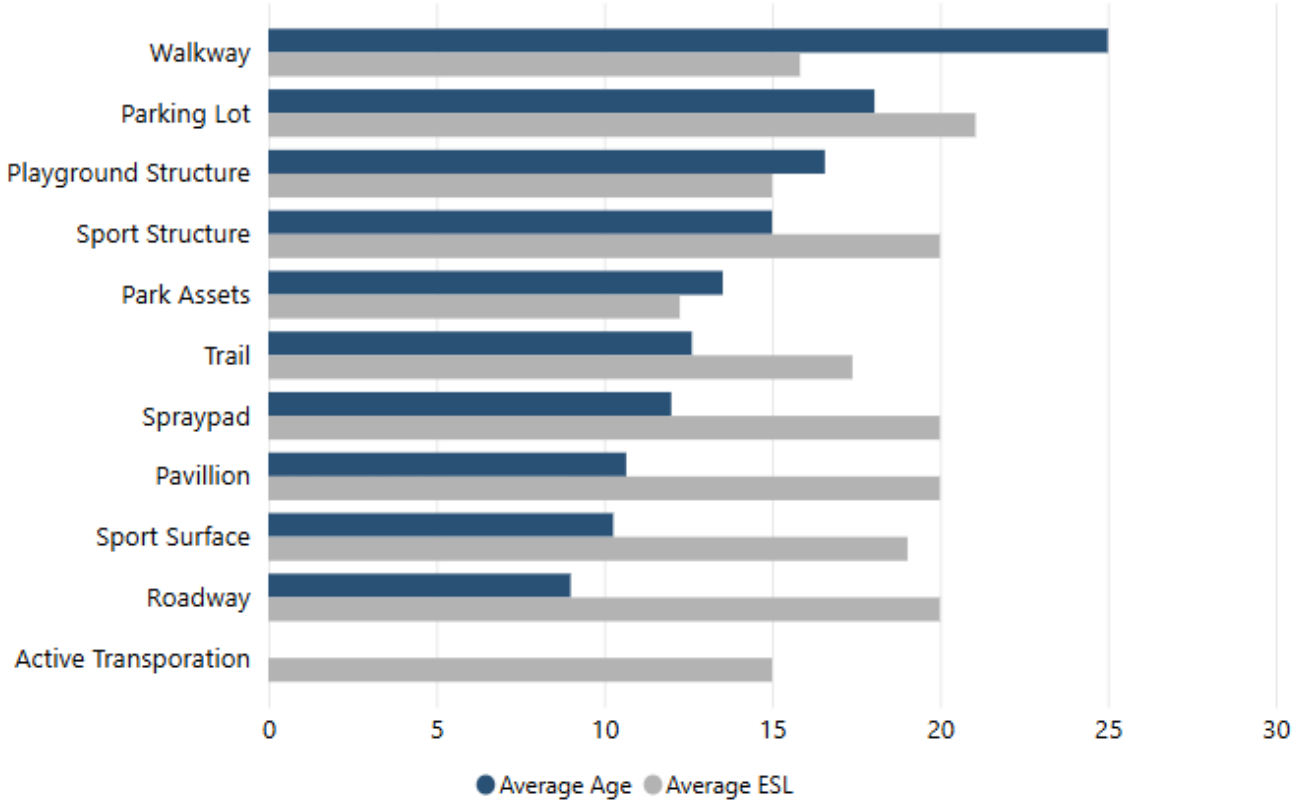


Figure 12-3. Average Age and Average Estimated Service Life – Parks

All assets have an average age that is below its average estimated service life, apart from walkway and playground structure assets. Playground structures are inspected regularly by City staff to ensure their safety, but these assets are beyond their service life with some in very poor condition as seen in Figure 12-2.

12.2 Levels of Service

Service Statement: Parks provide a wide range of services and benefits that contribute to the physical, social, cultural, and economic well-being of the City.

By establishing levels of service metrics, municipalities can assess their performance, identify areas for improvement, and make informed decisions to better meet the needs of their communities while optimizing resource allocation and promoting accountability and transparency in municipal governance. Table 12-3 and Table 12-4 provide a summary of the community and technical levels of service metrics for the City's Park assets. There are no metrics for this asset category that are required by O.Reg. 588/17. The City has chosen metrics that define and measure the desired standards for delivering services that are provided by Park assets. These metrics help set goals, evaluate performance, allocate resources effectively, and communicate expectations to stakeholders.

Table 12-3. Community Level of Service – Parks

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Cost Efficient	Percent of current budget (Capital & Operating Budget - 2024)	5%	Maintain	↔

Table 12-4. Technical Level of Service – Parks

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
City Defined				
Accessible & Reliable	All Parkland in Municipality as a percent of Total Area of Municipality	1%	Maintain	↔
Accessible & Reliable	Parks per 2,014 residents	3.4	Maintain	↔
Accessible & Reliable	Park acreage per 1,000 residents	20.59	Maintain	↔
Accessible & Reliable	Kilometre of trails per 20,000 residents	19.75	Maintain	↔

Key Service Attribute	Performance Measure	Current Performance	Proposed Performance	Proposed Change
Accessible & Reliable	Percentage of total replacement cost of Park assets in very poor condition	33.19%	0%	↘
Cost Efficient	Percentage of total replacement cost for parks assets past their estimated useful life	20.44%	Decrease	↘



12.3 Lifecycle Management Strategy

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

12.3.1 Lifecycle Activities

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

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

Table 12-7 below identifies asset management practices and planned actions and their frequency for each of the lifecycle activity categories. The lifecycle activity categories include non-infrastructure, operations and maintenance activities, renewal/replacement activities, disposal activities, and service improvement and growth activities. A description of each lifecycle activity category can be found in Section 1.5.3.1 Lifecycle Management Activities.

Table 12-5. Asset Management Practices and Associated Frequency – Parks

Asset Management Practices/ Planned Actions	Frequency Associated with Practices / Planned Actions
Non-Infrastructure	
• Asset tracking / GIS	• On-going
• Recreation Masterplan (feasibility study for level of service changes)	• 10 years; review need for update every 5 years
Operations & Maintenance Activities	
• Seasonal inspections on seasonal equipment	• Seasonally
• Park inspections (playground inspections, etc.)	• Monthly
• Reactive repairs	• As required
• Preventative maintenance	• As required
• Grooming, grass cutting, line and general field/court maintenance	• Daily / weekly activities
Renewal/Replacement Activities	
• Renewal activities	• As required
Disposal Activities	
• Disposal	• As required
Service Improvement & Growth Activities	
• Requiring new equipment	• As identified
• New assets	• As identified

12.4 Funding the Lifecycle Activities

The City uses the lifecycle strategies Section 12.3 to plan work and forecast future expenditures. Along with the scenarios below, these strategies provide a framework for managing infrastructure assets, ensuring services and infrastructure remain reliable. Each scenario focuses on the costs and needs for renewal, rehabilitation, and replacement activities to maintain assets in good repair.

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

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

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

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

The impacts to the condition of the City's assets based on the described scenarios and the associated costs and comparison of these scenarios can be found in Figure 12-4.

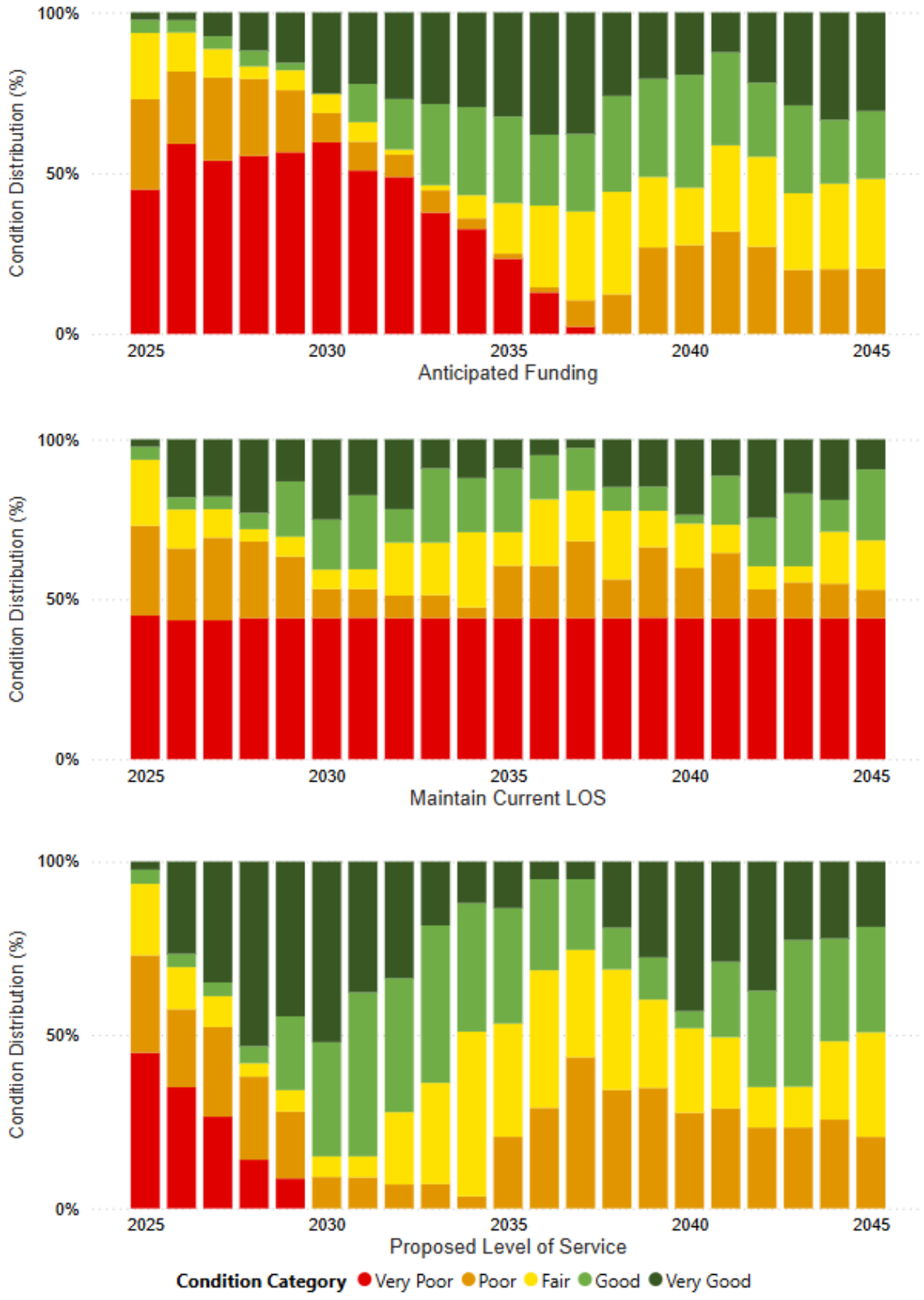


Figure 12-4. Condition Profile for Service Level Scenarios - Parks

Figure 12-4 shows the impact to the condition of the assets based on the Anticipated Funding, Maintain Current LOS and Proposed LOS.

In the Anticipated Funding Scenario, the average annual expenditure required for Renewals, Rehabilitations and Replacements for the Park assets was determined to be approximately $2.1M. Throughout the 20-year forecast period, the percentage of assets in very poor condition decreases after the first 10 years of the forecast period as the budget also decreases; and is then eliminated while spending more in the latter half of the forecast to improve park asset condition.

In the Current LOS scenario, the anticipated annual funding required for parks assets is approximately $1.2M for renewal, rehab and replacement activities. The condition distribution shows that the overall condition of Parks assets would maintain 44% of assets in Very Poor condition, which is why the spending required for this scenario is significantly less than the Anticipated Budget Scenario and Proposed LOS scenario. It is the goal of the City to improve asset condition beyond what it currently is now.

For the assets within this service area, PLOS was established to address all assets in Very Poor condition, in line with Council's Strategic Plan. This results in an elimination of assets in very poor condition by 2030. In Scenario 3, the anticipated annual budget needed for this scenario (to achieve PLOS) was determined to be $2.1M for renewal, rehab and replacement activities.

By comparing the scenarios above, City staff can better understand how each one affects asset conditions over the long-term and understand the City's plan to address the infrastructure needs. Included in the total lifecycle cost with renewal, rehab and replacement activities is the operations and maintenance funding required for the asset class, which is consistent across all scenarios as seen in Figure 12-5. This figure further highlights the lifecycle expenditures required, and any identified funding gaps, this analysis is intended to support informed decision-making.

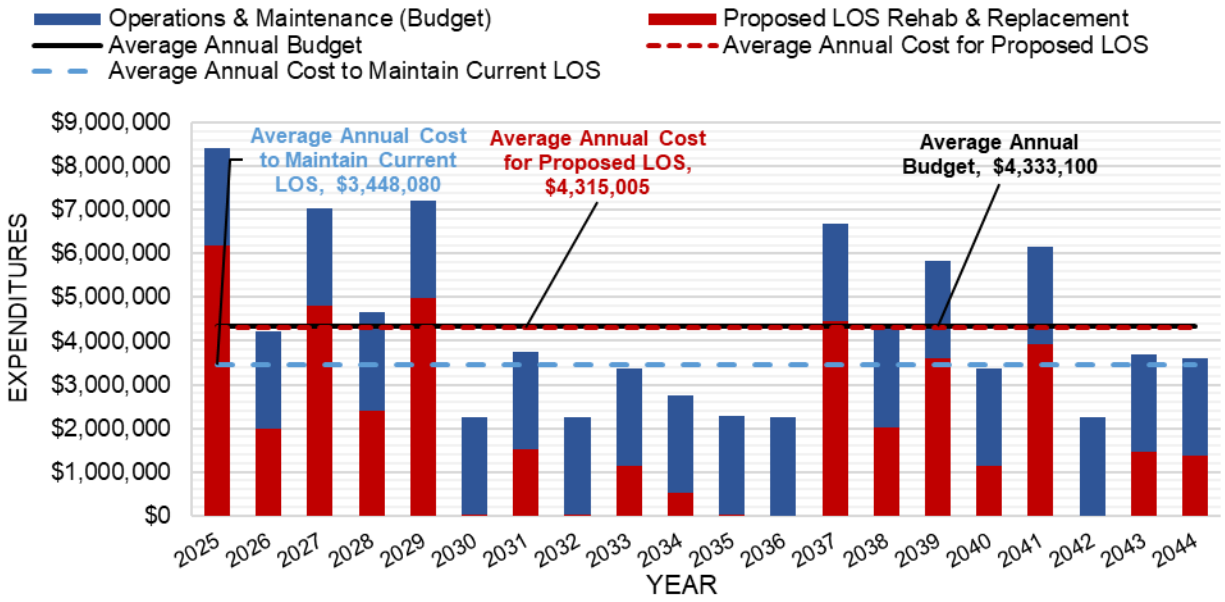


Figure 12-5. Parks Scenario Comparison

There is a "backlog" included in the year 2025, which represents the cumulative backlog of deferred work that has accumulated and is needed to be complete. By having a clear understanding of the costs associated with necessary lifecycle activities and their potential impact on infrastructure performance, the City can make informed decisions about budget allocations, prioritize maintenance and replacement projects, and develop strategies to ensure the long-term sustainability and reliability of its infrastructure.

The City's anticipated budget has been developed to meet the proposed LOS and includes increases of up to 20% to "catch up" to required expenditures up to 2032. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) or to meet Proposed LOS, if the funding levels developed are provided as reported in this plan. If current anticipated investments in Parks are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne. The expenditures required for each scenario is summarized and compared below in Table 12-6.

Table 12-6. Parks Lifecycle Activity Investments & Annual Average Infrastructure Gap

Lifecycle Activity	Avg. Anticipated Annual Budget	Avg. Annual Cost to Maintain Current Performance (LOS)	Avg. Annual Cost for PLOS
Operations & Maintenance	$2,238,507	$2,238,507	$2,238,507
Renewal, Rehabilitation & Replacement	$2,144,343	$1,209,573	$2,076,498
Total Expenditures	**$4,333,100**	**$3,448,080**	**$4,315,005**
Average Annual Funding Gap		**No Gap**	**No Gap**

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. By fully funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

This document, and the infrastructure forecasts, will continue to be enhanced and updated as more information is made available on the City's assets.

12.5 Data Confidence and Improvement Plan

Table 12-7 outlines the main data sources and overall confidence in the data used for this AMP. Data confidence is based on how many assumptions needed to be made and the reliability of the data sources.

Table 12-7. Data Confidence - Parks

Data Source	Data Confidence
Spreadsheet Staff Review	Fair

12.5.1 Recommendations for Improvements

Data for the park assets was compiled for the purposes of this AMP, many gaps being filled based on staff assessments and assumptions of install dates, estimated service lives and replacement values.

It is recommended that the City continue to fill the gaps in this information and continue to maintain it. It is also recommended that the City, as part of data management strategy identify the “source of truth” for park assets and identify responsible parties for the maintenance of this information. Ensuring accurate and comprehensive data is crucial for effective planning and resource allocation. By updating information such as installation dates, and replacement costs, they City can better assess its IT infrastructure and make informed decisions for maintenance and improvements. It is essential for the City to continue updating asset information, including records of renewal, rehabilitation, and replacement activities, to improve forecasting and accuracy to ensure this data can be effectively used for ongoing asset management and long-term planning after the completion of this AMP, which will not be required to be updated for another 5 years.

It is recommended that the City implement a computerized maintenance management system for Park assets to ensure work being done for these assets is documented, and to better understand the condition and costs of this asset category.



13.0 Financial Strategy

13 Financial Strategy

The Financial Strategy in this AMP is based on the City of Port Colborne's planned expenditures (budget) to determine the funding available to support infrastructure. All forecasted dollars are presented in 2025 dollars, and no inflationary measure has been included in the needs. This Financial Strategy provides an analysis of the average annual funding available, the expenditures required to maintain current LOS, as well as the ideal expenditures to meet proposed levels of service.

For the purposes of this AMP only renewal, rehabilitation and replacement lifecycle activity costs and needs are analyzed. These lifecycle activities ensure infrastructure remains in a state of good repair and can continue to provide services to residents. Costs for the remaining lifecycle activities (including non-infrastructure, operations and maintenance, service improvements, and growth) are incorporated into the capital and operating budgets shown within this AMP. For the purposes of this AMP, it is assumed that these activities and their associated costs are adequate to fulfill the community's expectations. This AMP does not provide an optimization analysis for the activities or costs. Growth needs are captured based on the planned projects. Recommendations for future AMPs include breaking these costs down further into their respective lifecycle activity categories to better understand lifecycle activity expenditures.

For the purposes of this AMP, it is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. By funding the infrastructure needs, the City is demonstrating a commitment to maintaining and upgrading its assets to ensure the quality of services for its customers. This proactive approach can lead to more efficient and effective asset management, ultimately benefiting the community.

13.1 Budget Overview

Effective asset management planning requires that an approved AM strategy be fully integrated into annual financial planning and budgeting processes. The budget overview provides an analysis of the average annual planned funding available, the expenditures required to maintain current performance, or level of service, and identifies funding required to meet infrastructure needs based on the lifecycle strategies defined throughout this document.

The City's budgets are developed to allocate funds to cover the costs of providing services, maintain existing infrastructure, and construct new assets. The budgets are

designed to balance required costs (expenditures) with available funding (revenues) and are categorized into:

Operating Budget: Supports the day-to-day activities and functions to provide City services. Samples of the expenditures funded from the operating budget include staff salaries, equipment maintenance, material supply and facility services. These are expensed within the fiscal year.

Capital Budget: Includes large expenditures associated with repair, rehabilitation, renewal, and construction or purchase of new infrastructure. It leverages various available funding sources over a ten-year period planning period. The establishment of capital budgets includes the evaluation of long-term investment proposals along with estimating future cash flows.

13.1.1 Anticipated Budget

A summary of the forecasted expenditures for the 20-year period are provided in Table 13-1. Based on the review of this forecast, the average annual expenditures planned for operating and renewal and replacement activities are listed for rate and tax supported assets is $18.1M, and $29.8M respectively.

The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. The planned expenditures are based on the 2025 operating and capital budget, and the planned expenditures developed by staff. The annual average budget required to fulfill this plan are outlined in Table 13-1. This plan has been developed in consultation with staff on the development of this plan, the wastewater financial plan, and the approved water financial plan. The planned budget has been developed with the intention of increasing funding to address the infrastructure gap and leveraging debt where required.

Table 13-1. Infrastructure Expenditure Summary (Average Annual Anticipated Budget)

Service Category	Operations & Maintenance	Renewal, Rehabilitation & Replacement (Capital)	Total
Rate Supported			
Storm	$493,600	$3,314,543	**$3,808,143**
Water	$2,936,826	$6,569,856	**$9,506,682**
Wastewater	$2,860,792	$1,932,247	**$4,793,039**

Service Category	Operations & Maintenance	Renewal, Rehabilitation & Replacement (Capital)	Total
Total	**$6,291,218**	**$11,816,646**	**$18,107,864**
Tax Supported			
Transportation	$3,552,075	$5,890,989	**$9,443,064**
Emergency Services	$4,459,000	$545,687	**$5,004,687**
Facilities	$2,554,530	$3,322,671	**$5,877,201**
Fleet & Equipment	$1,045,577	$1,116,960	**$2,162,537**
Information Technology	$1,422,566	$233,090	**$1,655,656**
Library	$977,127	$82,000	**$1,059,127**
Natural Assets	$200,000	No Budget	**$200,000**
Parks	$2,238,507	$2,144,343	**$4,382,850**
Total	**$16,449,382**	**$13,335,740**	**$29,785,122**

13.2 Infrastructure Needs

The infrastructure renewal, rehabilitation, and replacement needs were determined based on Scenario 2 and Scenario 3, outlined below.

Scenario 2: Maintain Current Level of Service determines the approximate annual cost to maintain assets in a similar performance (condition) as their current state. This is used to determine the annual cost to provide the current level of service for the assets (as mandated by O.Reg. 588/17). For the purposes of this analysis, this is accomplished by determining the current performance (condition) of assets.

Scenario 3: Proposed Levels of Service – This scenario determines the cost of the lifecycle activities to address all assets in Very Poor condition, as per Council's Strategic Plan.

The expenditures for renewal, rehabilitation and replacement required for both scenarios are outlined below in Table 13-2.

Table 13-2. Cost to Maintain Current Level of Service and As Per Proposed LOS (Rate & Tax Supported)

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

These expenditures represent the average annual cost of the 20-year forecast based on the identified scenarios.

It is assumed that the anticipated budget will be provided to fund the infrastructure needs for the City's assets. The City has developed a comprehensive plan to improve the condition of its assets and enhance the services provided to its residents. The City plans to fully remove assets in very poor condition by 2030, with the exception of water, and the Grain Terminal for facilities. By 2045, a small portion of assets will remain in very poor condition. It is anticipated that the needs for these assets will change as lower cost alternatives and asset management practices are enhanced to reach Council's goals. This

Asset Management Plan, and the strategies in place demonstrate the City's commitment to upgrading its assets to ensure the quality of services for its customers.

Table 13-3. Average Annual Lifecycle Expenditures (All Assets)

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

The City's anticipated budget has been developed to meet the infrastructure needs of the asset category. It is assumed that this funding will be made available as prescribed in this AMP. The scenario comparison highlights there is no gap to maintain the current performance (condition) of assets and a minimal gap to optimize performance of assets based on lifecycle strategies if the funding levels developed are provided as reported in this plan. If current anticipated investments are sustained over time, infrastructure needs will continue to be met and provide high quality services to residents in the City of Port Colborne.

Since the previous AMP, the City has taken significant steps to establish improved asset management planning through their efforts to obtain updated condition assessments for multiple assets, as well as to develop a comprehensive funding strategy (as outlined in this plan), to meet the infrastructure requirements as determined by the lifecycle strategies. As updated information, and further plans and studies become available, this AMP will continue to evolve and become more precise in the recommendations for infrastructure expenditures.

13.3 Financial Strategies

The City currently has multiple funding sources, the largest being Property Taxes and User Rates. An overview of the funding envelope can be seen in Figure 13-1. The City is actively looking at strategies to increase revenues to address the significant infrastructure needs.

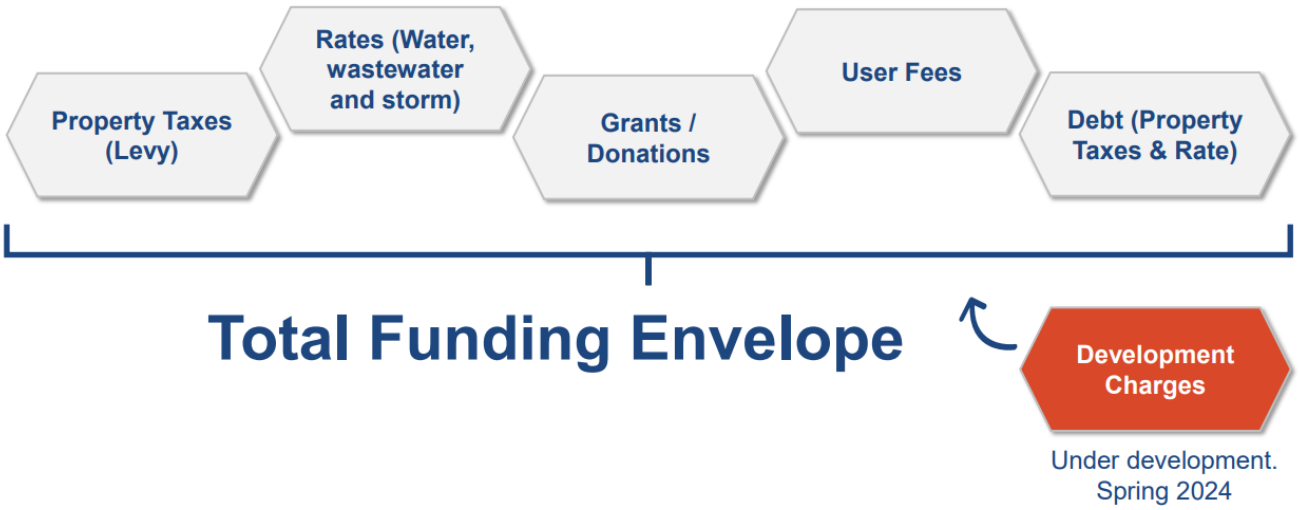


Figure 13-1. City of Port Colborne Funding Envelope (source 2025 Budget)

The City has developed the anticipated budget communicated in this AMP as the financial plan to address the City's proposed level of service. The financial strategies that have been incorporated into the planned budget to address the infrastructure needs include:

Non-Financial Strategies

Advocacy: City staff and Council have been instrumental in advocating for the City to senior levels of government seeking funding support for the municipality, which continues to be successful.

Level of Service: As the City matures in asset management, the City will continue to review the priorities of the City but currently have established levels of service to meet Council's Strategic Plan to address all assets in very poor condition. This level of service should be monitored on an annual basis to ensure targets are being met. This target can also be reviewed to determine if all assets in very poor condition need to be addressed, as very poor assets, while nearing or at end of life may still be fit for service.

Lifecycle Management Strategies: The City continues to enhance the development of lifecycle management strategies to provide accurate, and affordable measures to address the infrastructure needs. For wastewater assets for instance, rather than assuming costly replacements at end of life, the City plans to reline pipes where appropriate to improve condition and extend the life of these assets.

Financial Strategies

Debt Financing: Based on the pressures faced by the City and the significant amount of expenditures required, the City plans to leverage debt financing to address the infrastructure needs to ensure reliable and sustainable services for the community.

Long-Term Planning: The City has reviewed many expert documents, and the infrastructure needs to develop an appropriate plan to address the infrastructure needs over the 20-year period.

Revenue Increases: The City has planned for incremental tax increases, while also applying for grant funding to "catch-up" to the infrastructure needs that have been identified within this AMP, as well as based on recommendations from the previous AMP and Infrastructure Needs Study. The City is also undergoing a Development Charge Study to assist the City in updating development charges so that appropriate funding is available to accommodate growth.

The City has taken a progressive approach to reach their goal to fully fund infrastructure needs, with the exception of water assets and the Grain Terminal for facilities, and remove the infrastructure gap.

13.3.1 Risks Associated with Lifecycle Strategies

Asset ownership inherently involves various risks, and managing these effectively is a continual challenge for the City. The primary goal is to balance costs, service levels and risk. To address infrastructure needs and minimize asset ownership costs for the community, the strategies outlined in this plan provide the best opportunity to accomplish this. These strategies will evolve as new information becomes available from future plans and studies, and as the City advances its asset management program.

Neglecting infrastructure needs and failing to implement the lifecycle activities and strategies in this plan, can lead to significant immediate and long-term negative consequences. The City is already experiencing many of these due to historically insufficient investment in infrastructure and appropriate lifecycle management strategies. These risks and their consequences at a high level include:

Deterioration of Infrastructure and Asset Failure: Without proper investments for renewal, rehabilitation and replacement activities, infrastructure assets will deteriorate over time, leading to increased breakdowns, service disruptions, and potentially safety hazards.

Decreased Operational Efficiency: Without proper lifecycle management strategies, infrastructure may become inefficient, leading to increased downtime, delays, and reduced productivity.

Increased Costs: Delaying infrastructure investments leads to higher costs in the long run. Deferred maintenance and rehabilitations can result in more extensive reactive maintenance, or the need for premature asset replacements, which are significantly more

expensive than timely maintenance and upgrades. Ultimately by not adequately keeping assets in a good state of repair leads to higher lifecycle cost.

Improper Forecasts: Many non-infrastructure activities such as master plans, asset management planning, provide valuable insights into the infrastructure needs, if these activities are no completed, it can lead to inaccurate estimations for funding requirements and capacity requirements.

Service Disruptions: The deterioration of assets often leads to unplanned and unexpected disruptions to the services the community currently enjoys and relies on through asset failures.

Negative Impact to Quality of Life: Poor infrastructure affects the quality of life for residents, including issues like traffic congestion, inadequate public transportation, sewer backups, basement flooding, or lack of access to services. Assets in poor working order also increase the risk of potential healthy and safety impacts.

Environmental Impacts: Inefficient infrastructure can have adverse environmental impacts such as increased emissions from old facility or fleet assets, or sewage reaching the environment through leaks in pipes. This also increases the potential risk of not meeting regulatory requirements.

Regulatory Non-Compliance: Many of the assets, in particular Water and Transportation, are highly regulated assets that require assets to be properly maintained and reported on their compliance. Failure to meet regulatory requirements for infrastructure maintenance and safety can result in fines, penalties, legal actions, and possible loss of licenses or permits.

Loss of Public Trust and Confidence: Persistent neglect of infrastructure needs can erode public trust and undermine confidence in the ability of leaders to address pressing challenges.

Negative Economic Impact: Inadequate infrastructure can hinder economic growth because of inefficient and unreliable services to residents and businesses.

Safety Risks: Aging or poorly maintained infrastructure can pose safety hazards to users, workers, and the surrounding community, potentially leading to accidents, injuries, or even fatalities.

13.4 Risk Mitigation Strategies to Address the Infrastructure Gap

O.Reg.588/17 requires that the City identify how the risks of not undertaking the lifecycle strategies to meet the proposed LOS will be managed. The City actively manages risks associated with the funding levels, in the following ways:

Maintenance and Rehabilitation Activities: The City continually maintains assets to the best of their ability based on the funding available to prolong asset life where possible. Many assets are beyond suggested services lives, and where possible, maintained to keep them in working order until such time that funding is available for replacements.

For sanitary and storm assets, a spot repair and relining capital program has been put in place to address defects to ensure asset risks are minimized and are able to continue to be used. The City also continues to complete inflow and infiltration remediation activities. For water assets, the City is investigating alternative rehabilitation strategies instead of completing full replacement at end of life. For all assets, regular maintenance and preventative maintenance programs are put in place to ensure assets are maintained to reach their expected service life, and where possible are still in a state of good repair beyond expected service lives. The City has also implemented Citywide for some assets to track maintenance and prioritize maintenance and rehabilitation activities of at-risk assets. This system should be implemented for all assets.

Prioritizing Assets Based on Risk: Resources available are strategically assigned to higher risk and priority assets, based on staff expertise, ensuring limited budgets are used effectively to mitigate the most risk. This is completed through the capital planning process during the development of the annual budgets. Assets are replaced based on priorities to find efficiencies to reduce impacts and implement strategic purchase cycles.

Updating Condition Assessments: The City actively updates condition assessments on assets, particularly high-risk assets, to ensure assets are prioritized based on accurate condition data. Purchases are prioritized based upon up-to-date needs assessments.

Technology & Data: The City should continue to implement computerized maintenance management to better understand the current costs of maintenance, as well as to prioritize asset maintenance and replacement activities based on the data derived from the maintenance management system.

Regulatory and Compliance Standards: The City ensures compliance with all regulatory and safety standards to avoid risk.

Grant Opportunities: The City reviews opportunities for grants and partnerships where possible to increase funding available for asset replacements.

The City is committed to providing the level of service expected by the community, while managing risk, and in consideration of fiscal responsibility. While the City considers options to address the funding gap, these strategies will continue to be implemented and enhanced to mitigate the risks associated with not meeting the proposed LOS.



14.0 Improvement and Monitoring Plan

14 Improvement and Monitoring Plan

Continual improvement is essential to ensure effective management of assets. As part of the development of this AMP, opportunities for improvement of asset management practices, and this plan have been identified. Some key points related to the development of this AMP:

- **Asset Management is a Journey**
  - Asset management is not a one-time even but rather a continuous journey. Organizations need to adapt and evolve their practices over time.
  - Regular assessments, data collection and analysis help identify areas for improvement.
- **Based on Best Available Information**
  - This AMP has been developed on the most up-to-date information available, in coordination with multiple City departments and staff, and systems.
  - This included data on asset information and condition, performance, and financial considerations.
- **Opportunities for Improvement**
  - Stakeholders should actively seek opportunities for enhancement which may arise from lessons learned or technological advancements.

When establishing an improvement plan, the following international standards and well-known asset management guidance for advancing asset management capabilities are considered:

- **ISO 55000**
- **International Infrastructure Management Manual (IIMM) 2015**
- **BSI PAS55: 2008**

These standards were developed over several years with international collaboration and are widely regarded as best practices for the field of asset management.

14.1 Opportunities for Improvement

Further to the recommendations stated throughout this plan, the following recommendations have been compiled throughout the development of the 2025 AMP and include previous recommended initiatives that remain outstanding. Recommendations from the previous AMP still apply and the City should make efforts to address the previous recommendations as well as the items identified below.

Table 14-1. AMP Recommendations

Description	Task	Benefit / Outcome
Define Functional Asset Hierarchy Structure Standard	The scope of work for developing a functional asset hierarchy includes definition of objectives as they relate to asset management and maintenance management. Data collection, preliminary analysis, and stakeholder interviews will focus on confirming the organization's specific needs. The main deliverable is a report outlining the hierarchy structure, division-specific context, and instructions on how to build the hierarchy. Additional scope can include building a tool compatible with the work management system for import and export of the asset hierarchy, and validation of typical attributes to enable asset and maintenance management within the work management system.	**Alignment with O. Reg 588 and industry standards e.g., ISO 14224**: Promotes informed infrastructure investment decisions and structured data capture. **Optimized Resource Utilization**: Sustains levels of service with optimized resources, improving workforce effectiveness. Cost-Effective Service Levels: Identifies the most cost-effective ways to achieve proposed levels of service. **Enhanced Asset Management Execution**: Aligns maintenance activities with system function and levels of service. **Consistency Across the Organization**: Promotes consistency in maintenance and reporting practices. **Public Transparency and Accountability**: Facilitates public trust and understanding of the annual review of asset management plans. **Drill-Down to Problems and Roll-up Costs**: Function-based hierarchies enable streamlined problem analysis, coordinated planning of work on multiple assets, and systematic application of remedies.
Ongoing Asset Management Reporting, including Annual Update of Progress Implementing AMP	O.Reg. 588/17 requires that the City provide an annual update of the progress implementing the AMP, following the 2025 Asset Management Plan. It is recommended that this update include an update to the State of the Infrastructure, and the LOS metrics as set out in this AMP.	**Alignment with O. Reg 588:** This is a requirement of the regulation. **Public Transparency and Accountability:** Ensures the public is aware of the progress being made in AMP, and the benefit of the implementation of the recommendations in this plan in providing services. **Supports Asset Management Planning and Long-Term Planning:** The annual update provides an opportunity to ensure asset management continues to evolve in the City to ensure data-driven decisions.

Description	Task	Benefit / Outcome
Grant Funding	To support the continued efforts to find alternatives to address the funding gap, it is imperative the City continue to look for opportunities to leverage grant funding from various levels of government in support of asset management planning. This requires tracking existing and new grants as they come available, organizing the coordination of the application processes among various stakeholders, and application submittals.	**Cost Savings:** The City heavily relies on grant funding to support infrastructure and services to minimize impacts on the taxpayers. Without these grant funds, the City would be forced to lower/remove services available or put the additional costs on the tax levy and increase rates.
Data Methodology	Review and develop consistent methods for determining data fields that may change over time, particularly replacement values.	Updating replacement values of assets is crucial for several reasons including: **Accurate Financial Reporting:** Regularly updating asset values ensures that financial statements reflect the true cost of replacing assets. This helps in providing a clear and accurate picture of the City's financial health. **Inflation Adjustment:** Inflation can significantly impact the cost of materials and labour needed to replace assets. By updating replacement values, the City can account for these changes and avoid underestimating future costs. **Insurance Coverage:** Accurate replacement values are essential for determining appropriate insurance coverage. If asset values are outdated, insurance may not fully cover the cost of replacing damaged or lost assets. **Budgeting and Planning:** Knowing the current replacement costs helps in effective budgeting and long-term planning. It ensures that sufficient funds are allocated for asset maintenance and replacement. **Asset Management:** Regular updates to asset values aid in better

Description	Task	Benefit / Outcome
		asset management, helping the City make informed decisions about repairs, upgrades or replacements.
Condition Assessment: Develop a consistent framework and data collection protocol	Document and provide more information on condition definitions and how condition ratings are assigned to individual asset categories. Identify which subjectively rated assets require a formal objective condition rating process and look to define and implement those processes, where able. **Standardize Condition Definitions:** Establishing clear, well-documented definitions that reflect the unique characteristics and performance expectations of each asset category. **Validate Across All Assets:** Ensuring that these definitions are applied consistently across the entire asset portfolio, with validation processes in place to confirm accuracy and relevance. **Enhance Stakeholder Understanding:** Documenting and communicating condition definitions to all relevant stakeholders, including asset managers, decision-makers, and operational teams, to promote a shared understanding and support informed decision-making. **Develop a consistent framework and data collection protocol** for condition assessments on linear and non-linear assets. Include attribute data required for data collection and how condition data is integrated with the work management system.	**Increased Transparency and Reliability:** Defining how condition ratings are assigned provides increased transparency and reliability in the data when how condition is evaluated is clear. It is also a requirement of O. Reg. 588/17 to provide "a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate." **Consistency:** By ensuring there is consistency, asset reporting will be repeatable, and the City will be able to assess the improvements/declines in asset condition regularly to improve oversight on assets.

Description	Task	Benefit / Outcome
Data Updates & Data Governance	Review and update basic asset information where possible, such as installation dates to improve accuracy and precision. This may include reviewing historic documents to determine values or developing consistent strategies for addressing gaps and understanding how these assumptions may impact decision-making. Align data sources and ensure that asset registries are maintained regularly and stored appropriately and continue the development of processes to annually review asset sub-systems and financial data. Process to include identification of gaps in current process to ensure better alignment between all systems going forward	Data updates and data governance are essential to asset management for several reasons: **Accuracy and Reliability:** Regular updates ensure that the data used for asset management is accurate and reflects the current state of assets. **Risk Management:** Updated data helps in identifying potential risks and mitigating them promptly. **Compliance:** Keeping up-to-date data ensures compliance with regulatory requirements. **Data Quality:** A robust framework ensures high data quality by establishing standards and practices for data management. This reduces errors and consistency and improves the accuracy of asset management forecasts. **Operational Efficiency:** Effective data governance streamlines data management processes, reducing redundancy and improving efficiency. **Strategic Decision-Making:** With reliable and well-governed data, asset managers can make strategic decisions that drive growth and innovation.
Business Process Mapping	Develop and maintain business processes, a detailed easy to read visual component outlining the process of a venture from start to finish. This not only applies to asset management processes, but data and lifecycle management as well. This includes reviewing current processes and explicitly defining tasks, decision points, inputs and outputs, as well as roles and responsibilities.	**Ensures data will support data-driven, defensible, and strategic decision-making:** Asset management planning forecasts will be more accurate, and more time available further enhancing problem solving than simply reporting. The outcome from this visual will reduce costs, confusion on asset information and asset planning.

Description	Task	Benefit / Outcome
Maintenance Maturity Assessment	Conduct a Maintenance Management Maturity Assessment in alignment with a generally accepted framework such as a Global Forum for Maintenance and Asset Management (GFMAM). Perform data analysis, conduct surveys and interviews to determine the current state and desired future state. Develop a 5-year improvement roadmap to achieve the desired future state.	**Provides a Roadmap** to improve overall execution of the defined asset management plan from the maintenance perspective. The roadmap serves as a common guide for all groups. **Build Consistency and Alignment Across the Organization**: Builds further alignment between the asset management plan and operations and maintenance.
Work Management System Audit and Assessment	Understanding the value extracted from your existing maintenance work system is key to ensure alignment with execution of your asset management plan, managing your levels of service at the lowest risk and cost. The audit will consist of extracting data from the work management system, conducting current state interviews, and reporting overall findings using metrics based on typical industry standards such as a Society for Maintenance and Reliability Professionals (SMRP). The key deliverable will be a roadmap with initial recommendations to improve work management, data and information management, and bridge gaps between maintenance and asset management.	**Build Consistency and Alignment Across the Organization:** Builds further alignment between the asset management plan and operations and maintenance. **Improved Resource Utilization**: By analyzing current processes and identifying inefficiencies, the audit can help optimize resource allocation, reducing waste and improving productivity. **Enhanced Decision-Making**: The audit provides detailed insights and expert recommendations, enabling more informed and effective decision-making. **Increased Efficiency**: Identifying gaps and areas for improvement can streamline operations, leading to faster and more efficient workflows. **Cost Savings:** By addressing inefficiencies and optimizing maintenance practices, the audit can lead to significant cost reductions. **Compliance and Risk Management:** Ensuring alignment with industry standards like SMRP can help mitigate risks and ensure compliance with regulations.

Description	Task	Benefit / Outcome
Asset Management and CMMS Improvement Implementation	Implementing the recommendations of the Work Management and Asset Management System Audit and Assessment, including expanding CMMS systems to areas not currently leveraging technology to track work.	**Build Consistency and Alignment Across the Organization:** Builds further alignment between the asset management plan and operations and maintenance. **Improved Resource Utilization**: To optimize resource allocation, reducing waste and improving productivity. **Enhanced Decision-Making**: Enables more informed and effective decision-making. **Increased Efficiency**: Identifying gaps and areas for improvement can streamline operations, leading to faster and more efficient workflows. **Cost Savings:** By addressing inefficiencies and optimizing maintenance practices, the audit can lead to significant cost reductions. **Provides the most accurate and up-to-date information:** Allows for ease of reporting with clear definitions of sources of information. **Decision support systems:** allow forecasting to be done similar to the analyses completed for this AMP, with opportunities to continually enhancing the forecasts to incorporate several strategies and alternative interventions for consideration.
Failure Analysis	List of failure modes and mitigating actions. All decisions about the refurbishment and replacement of an asset and the timing of these activities should be based on a sound determination of the asset's critical failure mode. Identification of critical failure modes will ensure that the City focuses on the assets and failures that can have the most impact on its ability to deliver services.	**Improve Prioritization:** Identification of critical failure modes will ensure that the City focuses on the assets and failures that can have the most impact on its ability to deliver services. **Accurate Forecasts:** By understanding when the City should/needs to replace assets, these decisions can more accurately be integrated into forecasting to ensure accurate investments are identified. By having an improved understanding of asset failure, the City can more accurately forecast asset needs and target assets more likely to fail based on reliable data. Assets as they reach the end of their service life are prone to increased risks and failures and more costly for

Description	Task	Benefit / Outcome
		reactive maintenance. These should be documented to ensure transparency and consistency for asset planning purposes.
Incorporate Asset Management into Budget Development	Develop processes to align budget with asset management planning. This can be accomplished by incorporating LOS into business cases for capital projects, explanation of lifecycle cost impacts of new assets, focusing communication of budget requests to the long-term needs of the assets and the impacts to service delivery, and aligning budgets to Lifecycle Activities, specifically for the Operation Budget.	**Connects Spending to Service Delivery:** Asset management links infrastructure investments to the levels of service the City wants to provide. Instead of budgeting based on what was spent last year, decisions are grounded in what assets are needed, when, and why to meet service expectations. **Supports Long-Term Financial Planning:** Municipal budgets often focus on the next year or two, but infrastructure assets last decisions. Asset Management provides a long-term view of costs, helping Councils understand future funding needs and avoid unexpected spikes. **Prioritization of Limited Resources:** Asset management helps identify high-risk assets, and prioritize investment where it will have the most impact, improve value for money. **Improves Transparency and Accountability:** By linking asset needs to budget decisions, the City can explain their decisions clearly to Council and the public, building trust and demonstrates that funding requests are data-driven and strategic.
Lifecycle Strategy Enhancements	Continue to expand and improve on lifecycle management strategies used to forecast the infrastructure needs of assets. Determine how lower cost alternatives for interventions can be included in forecasting (i.e. Relining for pipes, etc.).	**Cost Savings:** Optimize maintenance practices and reduce unplanned downtime, leading to substantial cost savings. Understanding and documenting where cheaper alternatives (like pipe relining instead of open-cut replacement) can be leveraged also helps to ensure services are provided at the lowest possible cost. **Accurate Forecasting:** The City often uses alternative lifecycle strategies to improve asset reliability. These are often on a case-by-case basis and not well documented for how and why these

Description	Task	Benefit / Outcome
		alternatives are appropriate. Understanding these alternatives and documenting them will allow for more accurate forecasting.
Implement a Criticality and Risk Assessment Framework	Build a criticality and risk assessment framework. It is recommended the framework be aligned to organizational objective and levels of service. When building the framework, it is important to define the risk- and criticality-based decisions the framework will support. This includes the prioritization of aspects such as capital plans, capital project prioritization, condition assessments, operational procedures development, asset strategy development, work requests and orders, etc..	**Improved Asset Management**: Prioritize maintenance and investment based on asset criticality and risk, leading to more efficient resource allocation. **Enhanced Risk Mitigation**: Identify and address high-risk areas, reducing the likelihood of asset failure and associated costs. **Cost Savings**: Optimize maintenance practices and reduce unplanned downtime, leading to substantial cost savings. **Compliance and Resilience**: Ensure compliance with regulations and improve the resilience of municipal infrastructure **Risk and criticality-based decisions** to sustain level of service at the lowest cost.
Integrating Climate Change into Asset Management Planning	To strengthen climate integration in asset management, the City should prioritize updating data, improving reporting practices, and securing sustainable funding to address climate-related infrastructure vulnerabilities. To enhance climate resilience, the City should: **Assess Climate Risks to Infrastructure** **Enhance Financial Planning for Climate Resilience** **Update Master Plans and Policies** **Implement Climate-Responsive Asset Management Practices**	**Long-term Service Reliability & Financial Sustainability:** Integrating climate considerations into asset management planning is essential to ensuring long-term service reliability, financial sustainability, and infrastructure resilience. Climate change can accelerate asset deterioration, increase maintenance and replacement costs, and introduce new risks that must be proactively managed. **Improved Decision-Making:** By integrating climate change into asset management planning, the Region can make informed investment decisions that protect assets, services, and communities from the impacts of climate change and extreme weather events.

15 O.Reg. 588/17 Asset Management Plan Compliance

An overview of the status of the City's compliance for asset management plans based on O.Reg. 588/17 can be found in Table 15-1.

Table 15-1. O.Reg. 588/17 Asset Management Plan Compliance

Section	Regulation Requirement	Compliant Check
5.(1)	**Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2022, and in respect of all of its other municipal infrastructure assets by July 1, 2024.**	Yes
5. (2)	**A municipality's asset management plan must include the following:**	
5. (2) 1.	For each asset category, the current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan	Yes
5. (2) 1. i.	With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.	Yes
5. (2) 1. ii.	With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.	Yes

Section	Regulation Requirement	Compliant Check
5. (2) 2.	The current performance of each asset category, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency, and based on data from at most two calendar years prior to the year in which all information required under this section is included in the asset management plan	Yes
5.(2) 3.	**For each asset category,**	Yes
5.(2) 3. i.	A summary of the assets in the category,	Yes
5.(2) 3. ii.	The replacement cost of the assets in the category,	Yes
5.(2) 3. iii.	The average age of the assets in the category, determined by assessing the average age of the components of the assets,	Yes
5.(2) 3. iv.	The information available on the condition of the assets in the category, and	Yes
5.(2) 3. v.	A description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.	Yes
5.(2) 4.	For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service as described in paragraph 1 for each of the 10 years following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:	Yes
5.(2) 4. i.	The full lifecycle of the assets	Yes

Section	Regulation Requirement	Compliant Check
5.(2) 4. ii.	The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.	Yes
5.(2) 4. iii.	The risks associated with the options referred to in subparagraph ii.	Yes
5.(2) 4. iv.	The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.	Yes
5.(2) 5.	For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, the following:	Yes
5.(2) 5. i.	A description of assumptions regarding future changes in population or economic activity.	Yes
5.(2) 5. ii.	How the assumptions referred to in subparagraph i relate to the information required by paragraph 4.	Yes
5.(2) 6.	For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census, the following:	N/A
5.(2) 6. i.	With respect to municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are set out in Schedule 3 or 7 to the 2017 Growth Plan, those forecasts.	N/A
5.(2) 6. ii.	With respect to lower-tier municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are not set out in Schedule 7 to the 2017 Growth Plan, the portion of the forecasts allocated to the lower-tier municipality in the official plan of the upper-tier municipality of which it is a part.	N/A

Section	Regulation Requirement	Compliant Check
5.(2) 6. iii.	With respect to upper-tier municipalities or single-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the municipality that are set out in its official plan.	N/A
5.(2) 6. iv.	With respect to lower-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the lower-tier municipality that are set out in the official plan of the upper-tier municipality of which it is a part.	N/A
5.(2) 6. v.	If, with respect to any municipality referred to in subparagraph iii or iv, the population and employment forecasts for the municipality cannot be determined as set out in those subparagraphs, a description of assumptions regarding future changes in population or economic activity.	N/A
5.(2) 6. vi.	For each of the 10 years following the year for which the current levels of service under paragraph 1 are determined, the estimated capital expenditures and significant operating costs related to the lifecycle activities required to maintain the current levels of service in order to accommodate projected increases in demand caused by growth, including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets.	Yes
5. (3)	Every asset management plan must indicate how all background information and reports upon which the information required by paragraph 3 of subsection (2) is based will be made available to the public.	Yes

Section	Regulation Requirement	Compliant Check
5. (4)	In this section, “2017 Growth Plan” means the Growth Plan for the Greater Golden Horseshoe, 2017 that was approved under subsection 7 (6) of the Places to Grow Act, 2005 on May 16, 2017 and came into effect on July 1, 2017; (“Plan de croissance de 2017”) “Greater Golden Horseshoe growth plan area” means the area designated by section 2 of Ontario Regulation 416/05 (Growth Plan Areas) made under the Places to Grow Act, 2005	
6. (1)	**Asset management plans, proposed levels of service Subject to subsection (2), by July 1, 2024 (2025), every asset management plan prepared under section 5 must include the following additional information:**	Yes
6. (1) 1.	For each asset category, the levels of service that the municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan, determined in accordance with the following qualitative descriptions and technical metrics:	Yes
6. (1) 1. i.	With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.	Yes
6. (1) 1. ii.	With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.	Yes
6. (1) 2.	An explanation of why the proposed levels of service under paragraph 1 are appropriate for the municipality, based on an assessment of the following:	Yes

Section	Regulation Requirement	Compliant Check
6. (1) 2. i.	The options for the proposed levels of service and the risks associated with those options to the long term sustainability of the municipality.	Yes
6. (1) 2. ii.	How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).	Yes
6. (1) 2. iii.	Whether the proposed levels of service are achievable.	Yes
6. (1) 2. iv.	The municipality's ability to afford the proposed levels of service.	Yes
6. (1) 3.	The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency.	Yes
6. (1) 4.	A lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period referred to in paragraph 1:	Yes
6. (1) 4. i.	An identification of the lifecycle activities that would need to be undertaken to provide the proposed levels of service described in paragraph 1, based on an assessment of the following:	Yes
6. (1) 4. i. A.	The full lifecycle of the assets.	Yes
6. (1) 4. i. B.	The options for which lifecycle activities could potentially be undertaken to achieve the proposed levels of service.	Yes

Section	Regulation Requirement	Compliant Check
6. (1) 4. i. C.	The risks associated with the options referred to in sub-subparagraph B.	Yes
6. (1) 4. i. D.	The lifecycle activities referred to in sub-subparagraph B that can be undertaken for the lowest cost to achieve the proposed levels of service.	Yes
6. (1) 4. ii.	An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities identified in subparagraph i, separated into capital expenditures and significant operating costs.	Yes
6. (1) 4. iii.	An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the municipality to maximize the funding projected to be available.	Yes
6. (1) 4. iv.	If, based on the funding projected to be available, the municipality identifies a funding shortfall for the lifecycle activities identified in subparagraph i,	Yes
6. (1) 4. iv. A.	An identification of the lifecycle activities, whether set out in subparagraph i or otherwise, that the municipality will undertake, and	Yes
6. (1) 4. iv. B.	If applicable, an explanation of how the municipality will manage the risks associated with not undertaking any of the lifecycle activities identified in subparagraph i.	Yes
6. (1) 5.	For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, a discussion of how the assumptions regarding future changes in population and economic activity, set out in subparagraph 5 i of subsection 5 (2), informed the preparation of the lifecycle management and financial strategy referred to in paragraph 4 of this subsection.	Yes

Section	Regulation Requirement	Compliant Check
6. (1) 6.	For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census,	N/A
6. (1) 6. i.	The estimated capital expenditures and significant operating costs to achieve the proposed levels of service as described in paragraph 1 in order to accommodate projected increases in demand caused by population and employment growth, as set out in the forecasts or assumptions referred to in paragraph 6 of subsection 5 (2), including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets,	N/A
6. (1) 6. ii.	The funding projected to be available, by source, as a result of increased population and economic activity, and	N/A
6. (1) 6. iii.	An overview of the risks associated with implementation of the asset management plan and any actions that would be proposed in response to those risks.	Yes
6. (1) 7.	An explanation of any other key assumptions underlying the plan that have not previously been explained.	Yes
6. (2)	With respect to an asset management plan prepared under section 5 on or before July 1, 2021, if the additional information required under this section is not included before July 1, 2023, the municipality shall, before including the additional information, update the current levels of service set out under paragraph 1 of subsection 5 (2) and the current performance measures set out under paragraph 2 of subsection 5 (2) based on data from the two most recent calendar years.	Yes

Section	Regulation Requirement	Compliant Check
7. (1)	Every municipality shall review and update its asset management plan at least five years after the year in which the plan is completed under section 6 and at least every five years thereafter.	N/A until after 2025 AMP
7. (2)	The updated asset management plan must comply with the requirements set out under paragraphs 1, 2 and 3 and subparagraphs 5 i and 6 i, ii, iii, iv and v of subsection 5 (2), subsection 5 (3) and paragraphs 1 to 7 of subsection 6 (1).	N/A until after 2025 AMP
8	**Every asset management plan prepared under section 5 or 6, or updated under section 7, must be,**	Yes
8.(a)	Endorsed by the executive lead of the municipality; and	Yes, upon endorsement of executive lead
8.(b)	Approved by a resolution passed by the municipal council.	Yes, upon approved resolution passed by municipal council
9. (1)	Every municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year, starting the year after the municipality's asset management plan is completed under section 6.	N/A until after 2025
9. (2)	**The annual review must address,**	N/A until after 2025
9. (2) (a)	The municipality's progress in implementing its asset management plan;	N/A until after 2025

Section	Regulation Requirement	Compliant Check
9. (2) (b)	Any factors impeding the municipality's ability to implement its asset management plan; and	N/A until after 2025
9. (2) (c)	A strategy to address the factors described in clause (b).	N/A until after 2025
10.	Every municipality shall post its current strategic asset management policy and asset management plan on a website that is available to the public, and shall provide a copy of the policy and plan to any person who requests it.	Yes

Appendix A: Wastewater Scope Map

Appendix B: Water Scope Map

Appendix C: Stormwater Scope Map

Appendix D: Transportation Scope Map (Road Class)

Appendix E: Transportation Quality Map (Surface Type)



PORT COLBORNE

PORT COLBORNE

Subject: **Planning Department Process Improvements**

To: **Council**

From: **Planning and Development**

Report Number: 2026-91

Meeting Date: June 23, 2026

Recommendation:

That Planning and Development Department Report 2026-91 be received; and

That Council endorse the implementation of a formalized approach to Developer-led pre-application community meetings, with details to be developed and administered by Staff.

Purpose:

The purpose of this report is to provide Council with an update on improvements made to the Planning Department's development review process as well as recommendations regarding the City's current development application and public consultation processes. These improvements align with earlier public input and will provide proponents with clearer guidance and tools to support a consistent approach to collecting and responding to public feedback

Background:

Over the past year and a half, the Planning Department has undergone several staffing changes and has been focused on maintaining service continuity while rebuilding departmental capacity. During this time, the department has completed a number of "legacy" planning applications, received and processed new applications, and completed a number of department-initiated zoning and policy reviews. This includes the following:

“Legacy” Projects

- Approval of Official Plan, Zoning By-law Amendments and Draft Plan of Subdivision for Mapleview Subdivision
- Approval of Official Plan, Zoning By-law Amendments and Draft Plan of Subdivision for Millar’s Crossing
- Approval of Official Plan, Zoning By-law Amendments and Draft Plan of Subdivision for Westwood Phase 3
- Approval of Official Plan, Zoning By-law Amendments for 242-246 West Side Road, supported by outside consultants
- Active review of the first submission of the Elite Developments Official Plan Amendment and Zoning By-law Amendment, supported by outside consultants retained for peer review services
- Initial processing and review of the second submission of the Elite Developments Official Plan Amendment and Zoning By-law Amendment, supported by outside consultants retained for peer review services
- Completion of the Site Plan and Draft Plan of Condominium process for the 80 Nickel Street Condominium development
- 45-53 West Side Road Site Plan Amendment
- Assumption of Westwood Phase 2 Subdivision
- 70 Nickel Street Zoning By-law Amendment

New Applications

- TODCO/ 639 Main Street West Boundary Adjustment and Zoning By-law Amendment
- Asahi Kasei West Lands Zoning By-law Amendment
- 547 King Street Official Plan Amendment and Zoning By-law Amendment
- Sherkston Shores Site Plan Agreement
- Van Jon Paving Site Plan Agreement
- 177 King Street Site Plan Agreement
- Fontaine Expansion Site Plan Amendment

Department-initiated Projects

- Official Plan Amendment and Zoning By-law Amendment for Additional Dwelling Units
- Zoning By-law Amendment to implement a reduced parking rate for apartment dwellings
- Zoning By-law Amendment to implement revised short-term rental framework and clarification of implementation and enforcement
- New Official Plan
- Ongoing Housing Accelerator Fund monitoring and reporting; and,
- Implementation of a beta-version of an online planning applications portal

Development Application Review Process Improvements

As these files progressed, staff also identified opportunities to improve internal development review practices and public consultation processes. In response, the Planning Department initiated a review of existing procedures to improve clarity, consistency, transparency, and alignment with Planning Act requirements. The outcomes of this review, including several process improvements that have already been implemented and areas requiring further direction, are discussed in the sections that follow.

Discussion:

To advance development applications and departmental initiatives, staff reviewed elements of the City's development application review and public consultation processes. Through this review, staff identified opportunities to improve clarity, consistency, transparency, and efficiency, while maintaining alignment with Planning Act requirements and evolving policy direction. Several administrative process improvements have since been implemented. A further area of review, pre‑application community meetings, requires additional research before a formal approach is established and implemented.

1. Expiry Date on Pre-Consultation Comments

Prior to submitting a development application, an applicant is encouraged to schedule a pre-consultation meeting with the City. This meeting provides an opportunity to discuss the nature and scope of the proposal, and the studies and supporting materials required for a complete application. Following the meeting, the applicant receives a comment package from the planning department outlining the required submission materials.

Historically, pre-consultation comments did not have an expiry date. As a result, applications were occasionally submitted several years after a pre-consultation meeting, relying on staff comments that no longer reflected current provincial policy, legislative requirements, or municipal planning direction. In some cases, this created challenges during application review, as proposals were based on outdated information and required significant clarification or revision.

This issue is particularly relevant as the City is currently undertaking a comprehensive review of its Official Plan. Once a new Official Plan is adopted and in force, the existing Official Plan will be repealed. Pre-consultation comments provided under the current policy framework may therefore no longer be applicable or valid for applications submitted at a later date.

As part of recent legislative changes, including Bill 185, *Cutting Red Tape to Build More Homes Act*, pre-consultation meetings for Official Plan Amendment and Zoning By-law Amendment applications are no longer mandatory. However, pre-consultation meetings

with City staff remain strongly recommended, as they continue to support more complete and efficient application submissions when undertaken close to the time of application.

To ensure pre-consultation advice remains current and aligned with applicable policy and legislative frameworks, and to promote timely progression of development proposals, staff comments provided through pre-consultation meetings will now expire one year from the meeting date. This change also supports the effective use of staff resources by ensuring pre-consultation meetings are undertaken for applications that are actively advancing toward submission.

2. Circulation Review of Development Applications and Return of Comments Package

Under the Planning Act, municipalities are required to make decisions within prescribed timeframes, including 90 days for Zoning By-law Amendment applications and 120 days for Official Plan Amendment applications. Clear and coordinated circulation of applications and timely consolidation of comments from other City departments and appropriate external agencies are necessary to support effective review and decision-making within these timelines.

Through a review of existing files and current practices, staff identified gaps in how applications were circulated and how comments were received and tracked. In some cases, it was unclear which internal departments or external agencies had been circulated. Comments were often provided independently by multiple staff, and there was no consistent consolidation of responses. This created challenges for tracking outstanding matters and for applicants to clearly understand what was required to advance their applications.

To address these issues, the circulation and review process has been revised. Each application is now assigned a single internal point of contact responsible for coordinating circulation and receiving all internal and external comments. This individual is responsible for carrying the file through the circulation stage and ensuring a complete and coordinated record of comments.

Following circulation, staff will prepare a standardized Return of Comments Package for the applicant. This package includes a covering letter and a consolidated return-of-comments matrix summarizing all comments received from internal departments and external agencies.

Applicants are required to submit a resubmission that addresses all comments contained in the matrix. This includes providing responses to each comment and identifying how the proposal has been revised, where applicable.

This revised approach will provide clearer direction to applicants, improve tracking and accountability, and support more efficient application review. It also assists staff in

managing Planning Act applications and adhering to legislated decision‑making timelines.

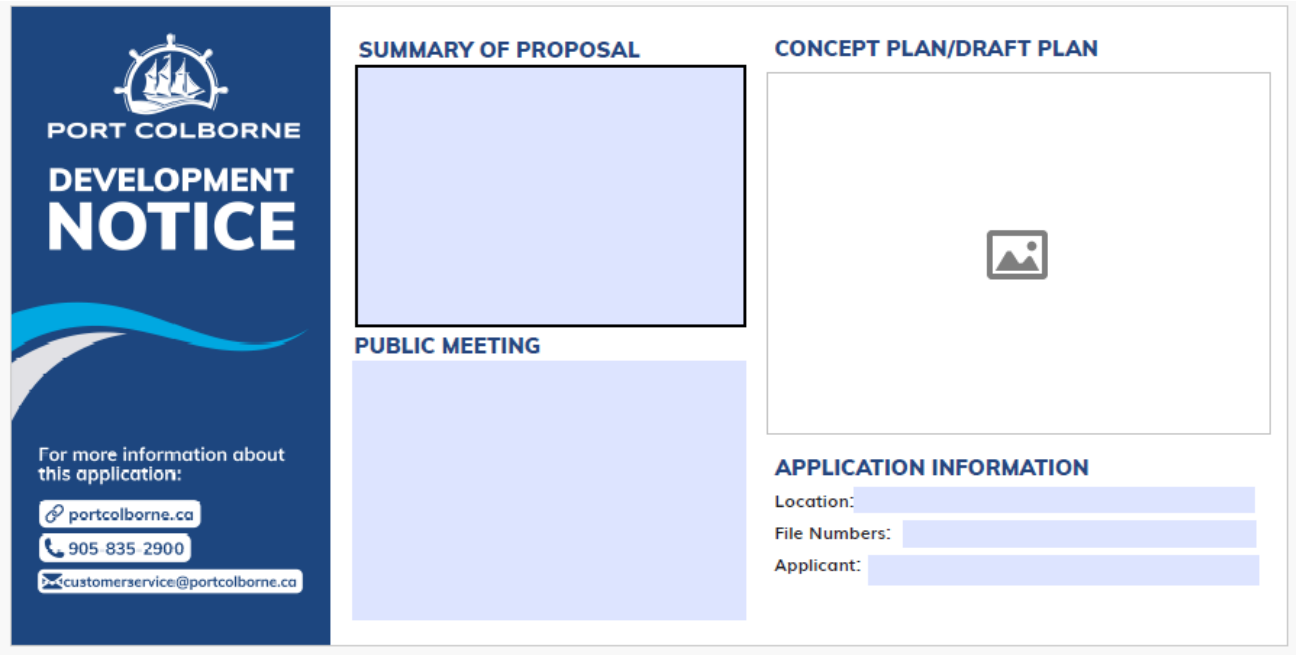
3. New Development Notice Sign and Protocols for Posting

Site-specific development applications are subject to public notification requirements under the *Planning Act*. These requirements include notice by mail to surrounding property owners, as well as the posting of a public notice sign on the subject property.

Historically, the notice signs used for development applications have not been written in plain language and have not been particularly user-friendly or accessible to members of the public. In recent years, many municipalities have updated their notice signage to improve clarity and public understanding of development proposals. The City has followed this approach.

Staff have worked with the Communications Department to develop a new public notice sign template intended to improve readability, clarity, and public engagement. The new sign uses plain-language descriptions and a consistent layout to clearly communicate key information about a proposed development application. An example of the new notice sign template is included below.

Template



Completed Sign



The new notice sign will be used for all major planning applications, including Official Plan Amendments, Zoning By-law Amendments and Plans of Subdivision. Notice signage requirements for Committee of Adjustment applications will remain unchanged.

In addition to the updated notice sign template, staff have implemented new protocols related to the preparation and posting of development notice signs. Previously, the City prepared the notice sign and wording and arranged for the applicant to collect the sign from City Hall. Under the revised process, applicants are now responsible for preparing the contents of the notice sign, subject to staff review and approval. Following approval, applicants are responsible for arranging for the printing and posting of the sign.

Under the new protocol, the applicant is responsible for:

- Preparing the content of the notice sign for approval by City staff
- Printing the notice sign
- Installing and posting the sign on the subject property
- Maintaining the sign in good condition for the duration of the notice period; and
- Removing the sign once the notice period has concluded.

Applicants are also required to provide proof that the notice sign has been posted in accordance with the City's requirements. This is necessary to demonstrate compliance with the *Planning Act* notice provisions and to ensure that statutory public meeting timelines are met.

This new approach provides greater consistency, improves the clarity of public notifications, and supports timely processing of applications, while aligning the City's practices with those of other municipalities.

4. Pre-Application Community Meetings

The review of pre‑application community meetings differs from the administrative process improvements outlined above. Staff were prompted to review this matter following a situation in which a landowner attended a pre‑consultation meeting to discuss a conceptual development idea and subsequently hosted a community meeting prior to submitting any formal planning application. As the meeting occurred outside of the City's formal consultation framework, and in the absence of an active application, it created confusion for the community regarding the City's role, the status of the proposal, and how input received through the meeting would be considered.

Developer-led community meetings are a common and often beneficial practice when undertaken collaboratively with municipalities. These non-statutory consultations are typically intended to introduce a development concept, identify potential issues, and gather preliminary public feedback prior to the submission of a formal planning application. When coordinated with the municipality, these meetings can support earlier engagement and help identify concerns before an application is formally submitted. However, the circumstances surrounding this event highlighted the absence of a formal City policy, guidelines, or other framework to provide direction on developer-led consultation within the City of Port Colborne.

The City does not currently have a defined process to guide when developer-led community meetings should occur, how they should be conducted, or the respective roles of the City and the applicant. In the absence of a formalized approach, there is potential for inconsistency in how these meetings are undertaken and how the public interprets the role of the City in these discussions. Given the size and complexity of future development proposals expected in Port Colborne, it will be beneficial to address this gap for future processes.

To address this gap, staff have undertaken a high-level best practice review of pre-application community meeting processes and procedures from other municipalities. A summary of the best practice review can be found at **Appendix A**. This review provides general insight into how developer-led community meetings are being addressed elsewhere; however, it is not intended to establish a direct model for implementation. A Port Colborne-specific approach will be developed to reflect local context, expectations, and available resources, drawing from this review as appropriate. This approach will provide greater clarity to applicants, improve public understanding of the process, and ensure that feedback collected through early engagement is appropriately documented and considered as part of any subsequent planning application. Staff will develop and implement this approach accordingly.

Internal Consultations:

Internal consultation occurred with the Communications Department regarding the development of the new public notice sign template. Additional internal discussions were held with relevant City departments to refine circulation and review processes.

Financial Implications:

There are no direct financial implications associated with the administrative process improvements outlined in this report. Any staff time required to develop formal guidelines for pre-application community meetings will be accommodated within existing operating budgets.

Public Engagement:

The process improvements outlined in this report are intended to improve public access to information and clarity around development proposals. The proposed development of a formal process for pre-application community meetings will further enhance early public engagement opportunities prior to the submission of formal planning applications.

Strategic Plan Alignment:

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

- Welcoming, Livable, Healthy Community

Conclusion:

The process improvements outlined in this report have already strengthened the City's development application review and public consultation practices by improving clarity, consistency, and transparency. These changes support a more coordinated and predictable process for applicants, the public, and Council, while maintaining alignment with Planning Act requirements.

Developing a process for pre-application community meetings builds on this work. While such meetings are not required under the Planning Act, clearer direction would benefit applicants, residents, and the City. Staff will prepare a Port Colborne-specific process for Developer-Led Pre-Application Community Meetings, informed by best practices and local contex.

The future process will:

- Clarify when a pre-application community meeting is required, based on the scale and complexity of a proposed development;
- Define the roles and responsibilities of the applicant and the City;
- Establish expectations for notice, meeting format, and documentation of feedback; and
- Require applicants to summarize and carry forward feedback received through pre-consultation as part of any subsequent planning application.

Staff will apply future guidelines selectively and primarily to applications such as Official Plan Amendments, Zoning By-law Amendments, and Draft Plans of Subdivision, as determined through discussion during the pre-consultation process.

The Planning Department will continue to review and refine internal processes, with a focus on continuous improvement, effective communication, and collaboration. Staff remain committed to strengthening relationships with landowners, developers, residents, agencies, and other stakeholders, and to providing clear and consistent guidance throughout the planning process.

Appendices:

a. Pre-Application Community Meetings Best Practice Scan
b. Planning Process Powerpoint Presentation

Respectfully submitted,

Kelly Martel
Planning Manager
905-228-8130
kelly.martel@portcolbrone.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.

Pre-Application Community Meetings Best Practice Scan: What are Other Municipalities Doing?

Introduction

Municipal approaches to developer-led pre-application community meetings vary widely. Some municipalities require formal consultation processes with detailed submission and reporting requirements, while others take a more limited role, with the applicant responsible for organizing and conducting meetings independently. The following summary provides a high-level overview of different approaches, which informed the City's consideration of a locally appropriate framework.

Best Practice Scan

Burlington

The City of Burlington represents a more formalized and structured approach to developer-led pre-application community meetings.

Following a pre-consultation meeting, the City of Burlington requires property owners/developers to host an independent pre-application community consultation meeting as part of the process for Official Plan Amendments, Zoning By-law Amendments, and Plans of Subdivision. The City's *Applicant's Guide to Pre-Application Public Consultation* provides comprehensive direction on meeting organization, notification requirements, and procedures. These guidelines are intended to support transparent, effective, and informative engagement that benefits applicants, the Ward Councillor, the community, and the overall planning process.

The City prepares a list of mailing addresses for property owners within the notification area. Applicants are required to submit a draft meeting invitation containing all required information to the City, after which the City undertakes the mailout and the applicant is invoiced the cost of the mail-out. Invitations must be mailed a minimum of 10 days before the meeting, and the draft invitation must be provided to the City at least three weeks in advance of the planned meeting date.

Meetings are to be held at a neutral and accessible venue (e.g. civic buildings) near the subject property and scheduled in consultation with the Ward Councillor, the Mayor, and Planning Staff. The applicant is responsible for organizing the meeting, preparing presentation materials, and facilitating the discussion, while Planning Staff provide background information on the development review and approvals process. The guidelines include detailed direction on meeting setup and a sample agenda to support consistency and best-practice engagement.

Following the meeting, the applicant must summarize all feedback received and include it in a consultation section of the Planning Justification Report (PJR). This section is required to document the notification process, meeting date and location, key discussion themes, and how public input informed refinements to the development proposal. This approach ensures meaningful early public engagement occurs prior to any statutory public meeting or public open house.

Newmarket

The Town of Newmarket released *Guidelines for Developer-led Community Consultation* through an information report. These guidelines limit the responsibilities of the Town in the organization of developer-led community consultation and limits the role of the Town in the organization of developer-led consultation and reduces direct staff involvement in developer-driven projects.

Developers are responsible for:

- Reserving the venue;
- Preparing the invitations;
- Mailing out invitations to all properties within 120m of the subject property, and/or any other geographic area as deemed appropriate in consultation with the Ward Councillor;
- Providing necessary project information, answering questions and obtaining feedback from the public regarding the contemplated application.

The Town is responsible for:

- Requesting that the applicant provide a copy of the invitation to the Planning Department, Mayor's Office, Regional Councillor's Office, and Councillor's Office, preferably at least 30 days in advance of the consultation event;
- Staff of the Corporation are not required to attend the consultation event; however should staff elect to attend, they shall be identifiable through the use of corporate identification;
- Any staff in attendance will not facilitate the consultation event, provide an opinion regarding the contemplated application, or indicate any level of supportability regarding the contemplated application;
- Request that the proponent provide a summary of the general themes of public feedback received at the consultation event;
- Town communications resources, including corporate social media accounts and webpage, shall not be used to advertise or publicize the event.

Hamilton

The *Public Participation Policy* allows the proponent to hold a Community Consultation meeting before submission of an application.

The City of Hamilton's *Public Consultation Strategy Guidelines* require an applicant to hold a public meeting prior to submission of an application or create a Public Consultation Strategy for Official Plan Amendments, Zoning By-law Amendments, and Draft Plan of Subdivision. These guidelines outline what must be included within a Public Consultation Strategy, summarized below:

- Target audience of the consultation;
- Consultation efforts made before the application was submitted;
- List the stakeholders and how they are impacted;
- Tools to be used to consult/engage the public;
- Timing of consultation;
- Method to receive and document comments;
- Proposed participants in consultation and their role;
- Requested City resources;
- Expected/potential issues.

If a public meeting/event is proposed, the applicant must also submit:

- Individual invitations to attend the meeting to the City's Manager of Development and Planning, Heritage and Design, the Ward Councillor, and all property owners, Neighbourhood Associations and Business Improvement Area Associations, identified stakeholders, within 120 m of the subject property;
- As part of community consultation for an application within 14 days of a consultation meeting:
    - An address list of people/organizations invited to the meeting
    - A copy of the materials presented at the meeting
    - Sign in sheet of meeting participants
    - Minutes of the meeting
    - A copy of all written comments received
    - A written summary of all the comments received verbally and in writing; and
    - A description of any modifications made to the proposal as a result of the meeting.

The City also provides guidance for the preparation of a Public Consultation Summary and Comment Response, through *Development Application Guidelines.*

Oakville

The Town of Oakville's *Public Information Meeting Checklist* outlines the requirements for a Public Information Meeting.

A summary of the checklist is provided below:

- Cost of the required mailing list is the equivalent of 2 hours of Planning Fee Staff Time;

- Notice must be mailed out at least 14 days prior to the meeting date, and sent to the Planning Department;
- At least one meeting must be held in the evening hours;
- Applicant is responsible for holding the public meeting, and arranging the venue
- Notice must contain: the address/legal description of the subject lands, location map, date and time of the meeting, development proposal, QR code for attendance of videoconference;
- Consult with Ward Councillors prior to finalizing the meeting date;
- Collect a list of attendees and forward the information to the Legislative Coordinator.

Mississauga

The City of Mississauga has established *Terms of Reference for Community Meetings* that outline the guidelines and requirements for conducting community meetings associated with development applications.

Community Meetings, along with the submission of a Community Meeting Report, are required for applications for Official Plan Amendments, Zoning By-law Amendments, Plans of Subdivision, and Plans of Condominium where an existing rental building is proposed to be converted to a condominium.

Community meetings are hosted by the local ward councillor in collaboration with the applicant and must adhere to established guidelines related to venue selection, notice requirements, meeting format, scheduling, required attendees, and defined roles and responsibilities.

The Community Meeting Report is to be prepares and signed by a Registered Professional Planner and may form part of the Planning Justification Report. The report must include a description of the meeting, a list of attendees, copies of all presentation materials, detailed minutes of the question-and-answer period, and a summary of the feedback received, including how the proposal has been revised to address community concerns.

At the discretion of the local ward councillor, the requirement to hold a community meeting may be waived.

Summary

These approaches demonstrate a range of implementation options, from formalized and City-coordinated processes to more applicant-driven models, reinforcing the need for a Port Colborne-specific approach.

Planning Department Process Improvements Report 2026-91

June 23, 2026

PORT COLBORNE

New Notice Sign Template

PORT COLBORNE

DEVELOPMENT NOTICE

For more information about this application:

portcolborne.ca

905-835-2900

customerservice@portcolborne.ca

SUMMARY OF PROPOSAL

PUBLIC MEETING

CONCEPT PLAN/DRAFT PLAN

APPLICATION INFORMATION

Location:

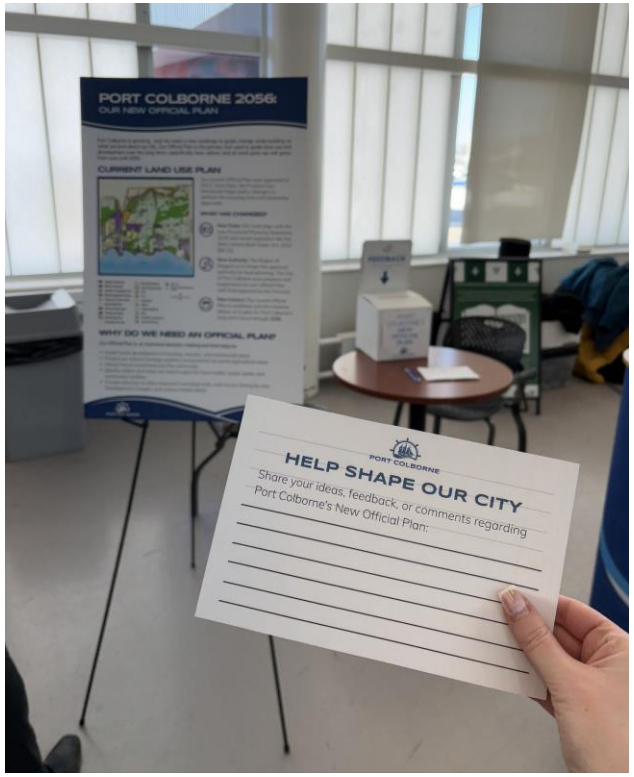
File Numbers:

Applicant:





Official Plan Open House









PORT COLBORNE

Subject: **Recommendation Report for Official Plan and Zoning By-law Amendments for 547 King Street- Files D09-01-26 and D14-01-26**

To: **Council**

From: **Planning and Development**

Report Number: 2026-96

Meeting Date: June 23, 2026

Recommendation:

That Planning and Development Department Report 2026-96 be received; and,

That the Official Plan Amendment, attached to this report as Appendix C, be approved; and,

That the Zoning By-law Amendment, attached to this report as Appendix D, be approved; and,

That the City Clerk be directed to issue the Notices of Decision regarding the applicable planning instruments in accordance with the Planning Act.

Purpose:

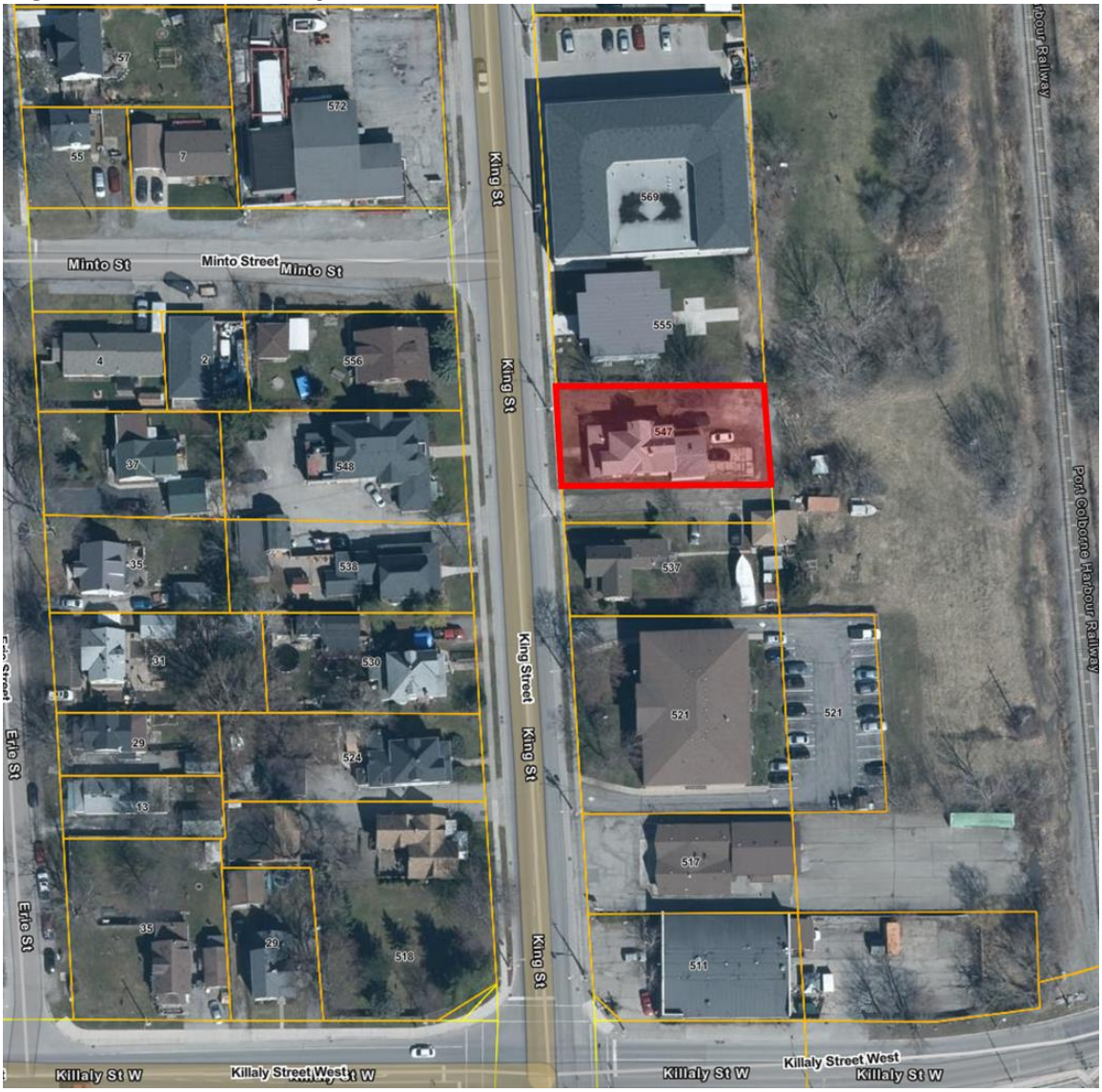
The purpose of this report is to provide Council with information and a recommendation regarding applications submitted by the Biglieri Group on behalf of Elevate Living for proposed Official Plan and Zoning By-law Amendments for the redevelopment of the lands legally described as Part of Lots 9 and 10 of Registered Plan 769 of the City of Port Colborne in the Regional Municipality of Niagara, and municipally known as 547 King Street (herein after referred to as the ‘Subject Lands’).

Background:

Site and Surrounding Area Description

The Subject Lands are located southeast of the intersection of King Street and Minto Street, on the east side of King Street. A location map is provided below for ease of reference.

Figure 1: Location Map



The Subject Lands comprise a land area of approximately 0.08 hectares and have frontage of approximately 19.53 metres along King Street. Directly adjacent to the Subject Lands is an unopened municipally owned right-of-way/ laneway.

Lands surrounding the Subject Lands include a mix of commercial and residential land uses, which are generally described as follows:

North: two-storey apartment buildings, low-density residential (single-detached dwellings)

East: industrial lands, occupied by the Port Colborne Harbour Railway, St. Lawrence Seaway Lands, Welland Canal

South: city-owned laneway directly south and adjacent to the Subject Lands, low-density residential, three-storey apartment building

West: low-density residential, neighbourhood commercial to the northwest

The following designations apply to the subject lands:

- Urban Residential, in accordance with Schedule A- City-Wide Land Use in the City of Port Colborne Official Plan;
- Delineated Built-Up Area, in accordance with Schedule B, Regional Structure of the Niagara Official Plan;
- Second Density Residential (R2), in accordance with Schedule “A7” to By-law No.6575/30/18, being the City of Port Colborne Zoning By-law; and,
- Non-designated property on the City of Port Colborne Heritage Register.

Application Chronology

Submission 1

Applications for an Official Plan Amendment (OPA) and Zoning By-law Amendment (ZBA) were submitted by the Biglieri Group, on behalf of Elevate Living, on February 23, 2026. These applications were deemed complete by Planning staff on February 23, 2026. The following reports and/or plans were submitted in support of the application:

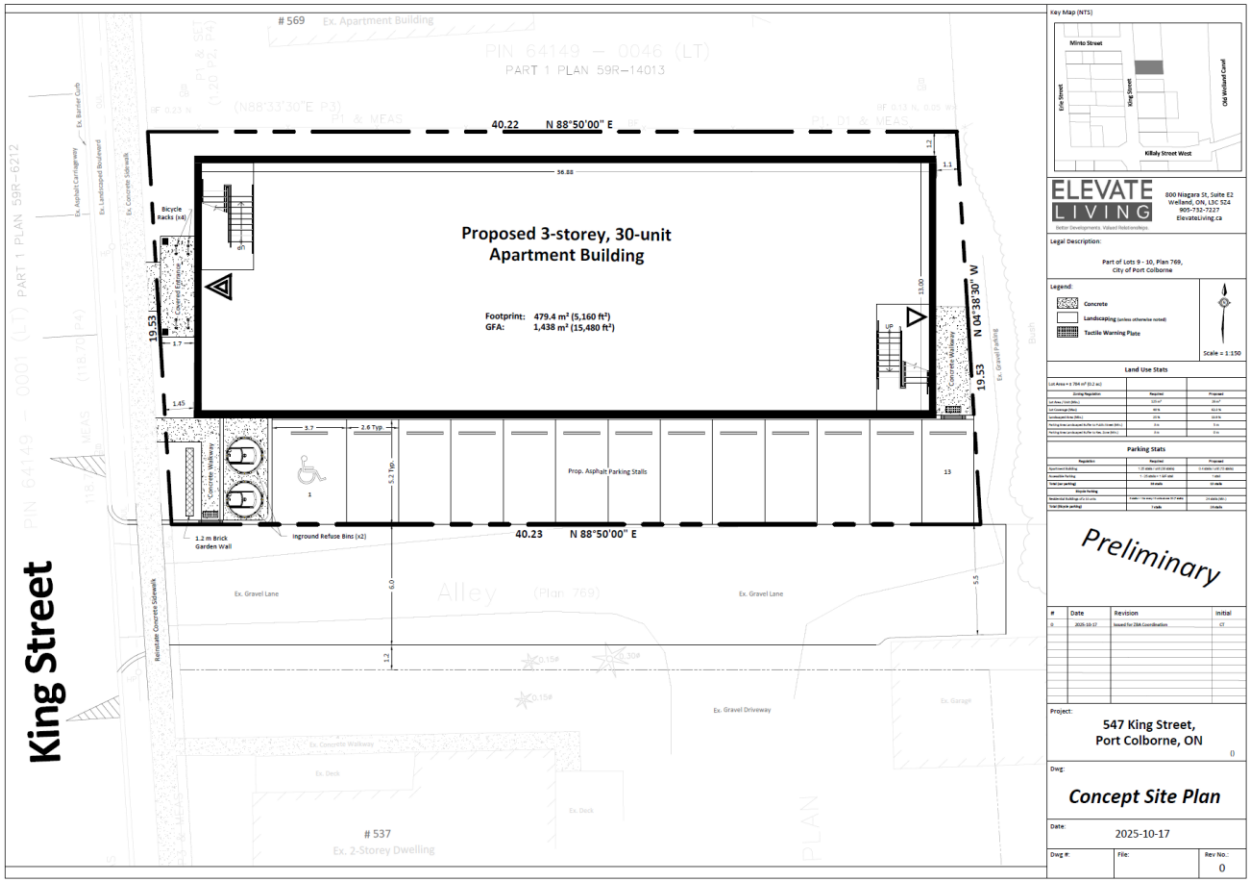
- Planning Justification Report;
- Draft Official Plan Amendment;
- Draft Zoning By-law Amendment;
- Stage 1 Archeological Assessment;
- Stage 2 Archeological Assessment;
- Architectural Drawing Set;
- Conceptual Site Plan;
- Heritage Impact Assessment;
- Phase 1 Environmental Site Assessment;
- Phase 2 Environmental Site Assessment;
- Functional Servicing Report;
- Environmental Noise Feasibility Assessment;
- Vibration Impact Study;
- Parking Study; and
- Topographic Survey.

Copies of relevant supporting materials were made available on the City's Current Applications Webpage.

The development concept submitted with the application proposed a three-storey, purpose-built rental apartment containing 30 studio units, ranging in size from 310 square feet to 463 square feet, 13 parking surface parking spaces, and 24 bicycle spaces. The applicant has indicated an intention to provide a minimum of 10% of the units at affordable rental rates in accordance with Canada Mortgage and Housing Corporation (CMHC) criteria, subject to securing an appropriate delivery model.

The image below provides an illustration of the development concept, as submitted by the applicant in February of 2026.

Figure 2: Development Concept, Submission 1



A statutory public meeting under the *Planning Act* was held on April 7, 2026 (Development and Government Relations Report 2026-56). Notice of the Public Meeting was circulated in accordance with the requirements of the *Planning Act*: by mail to property owners within a 120-metre radius of the Subject Lands on March 13, 2026; and a sign was posted on the Subject Lands on March 16, 2026.

There were no written comments from the public received in respect of the application. One verbal comment was made at the public meeting by the owner of the lands

municipally known as 537 King Street. The primary concern of this commenter was with respect to the shared access of the unopened, unnamed, municipally owned laneway between the Subject Lands and 537 King, an existing garage utilized by tenants at 537 King Street that encroaches into the unopened, unnamed, municipally owned laneway.

Questions and comments raised by Council at the public meeting are summarized as follows:

- Confirmation on affordability and what definition of “affordable” is being applied to the project;
- Questions about mechanisms for ensuring affordable units are secured for the long-term;
- Questions about if there can be assurances that affordable units are given to current Port Colborne residents;
- Questions about how there can be assurances that affordable units are rented to people who truly required affordable units; and,
- Concerns with the parking provided/ concerns with overnight parking on street and whether the applicant would consider adjustments to the proposal to address parking concerns?

Following the conclusion of the Statutory Public Meeting, a return of comments package was circulated back to the applicant, which included a detailed summary of technical comments received from applicable agencies and departments, as well as the questions raised by Council. A copy of the return of comments package circulated to the applicant is included as **Appendix A**, and is summarized generally below:

Commenter/ Agency	Comments
Planning	• Staff have identified some outstanding matters that go to the core planning considerations of the proposal. In the absence of a resubmission that satisfactorily addresses these matters, staff are not in a position to support the applications in their current form. • Key areas of concern include the requested density and zoning relief, site functionality and parking supply • The proposal is heavily reliant on the “unnamed municipal laneway located south of the subject property”, which is not a public road, not secured for long‑term access, and not constructed to municipal standards. Further clarification is required • Additional areas of clarification/ confirmation include amenity space, waste collection arrangements, approaches to heritage preservation, and timing for ministry acceptance of the archaeological assessments

Commenter/ Agency	Comments
Drainage Superintendent	• No comments regarding municipal drains. The parcel is outside of any known municipal drainage watershed.
Development Engineering	• No comments on the technical engineering studies submitted at this time. More detailed modelling and studies will be required at the site plan stage, where a more fulsome engineering review will be provided.
Niagara Region	• The Region notes that the proposed development is not eligible for Regional waste collection and private collection will be required. At the site plan stage, appropriate clauses will need to be included in the site plan agreement in this regard
Fire Prevention	• No objection to the proposal as per the Fire Code or the Building Code. More detailed comment may be provided at the site plan stage

Submission 2

Following receipt of the return of comments package, additional meetings were held between planning staff at the applicant and their consulting team to review the comments and discuss potential resolutions to the key outstanding issues. Based on those discussions, a second submission was received on May 22, 2026 and was circulated for comment to agencies and departments on May 25, 2026.

The following documents were included with Submission 2:

- Covering letter;
- Comment response matrix;
- Draft OPA;
- Draft ZBA;
- Parking justification correspondence;
- Concept site plan- parking off site;
- Concept site plan- parking on site;
- Floor plans and elevations; and,
- Applicant letter.

Copies of relevant supporting materials were made available on the City's Current Applications Webpage.

The revised application addressed a number of the comments received. Changes include a shift from a three-storey to a four-storey concept, which provided opportunity for an overall reduction in building footprint, improvements to the amount of landscaped area/ open space on site and improved setbacks.

In their submission, the applicant confirmed that the core objective of the proposal is to develop a 30-unit purpose-built rental apartment building, with a minimum of 10% of the units intended to meet the Canada Mortgage and Housing Corporation (CMHC) definition of affordability.

At the same time, the applicant advised that alternative delivery models are actively being explored, including different funding or grant programs and potential partnerships with non-profit housing providers. Based on this uncertainty, the applicant has requested that the implementing zoning provide flexibility to accommodate a range of potential development outcomes. In response, two development concepts were submitted, reflecting different approaches to parking and site design. The figures the follow illustrate these concepts, as provided by the applicant in May 2026.

Figure 3: Development Concept- Option 1, Submission 2

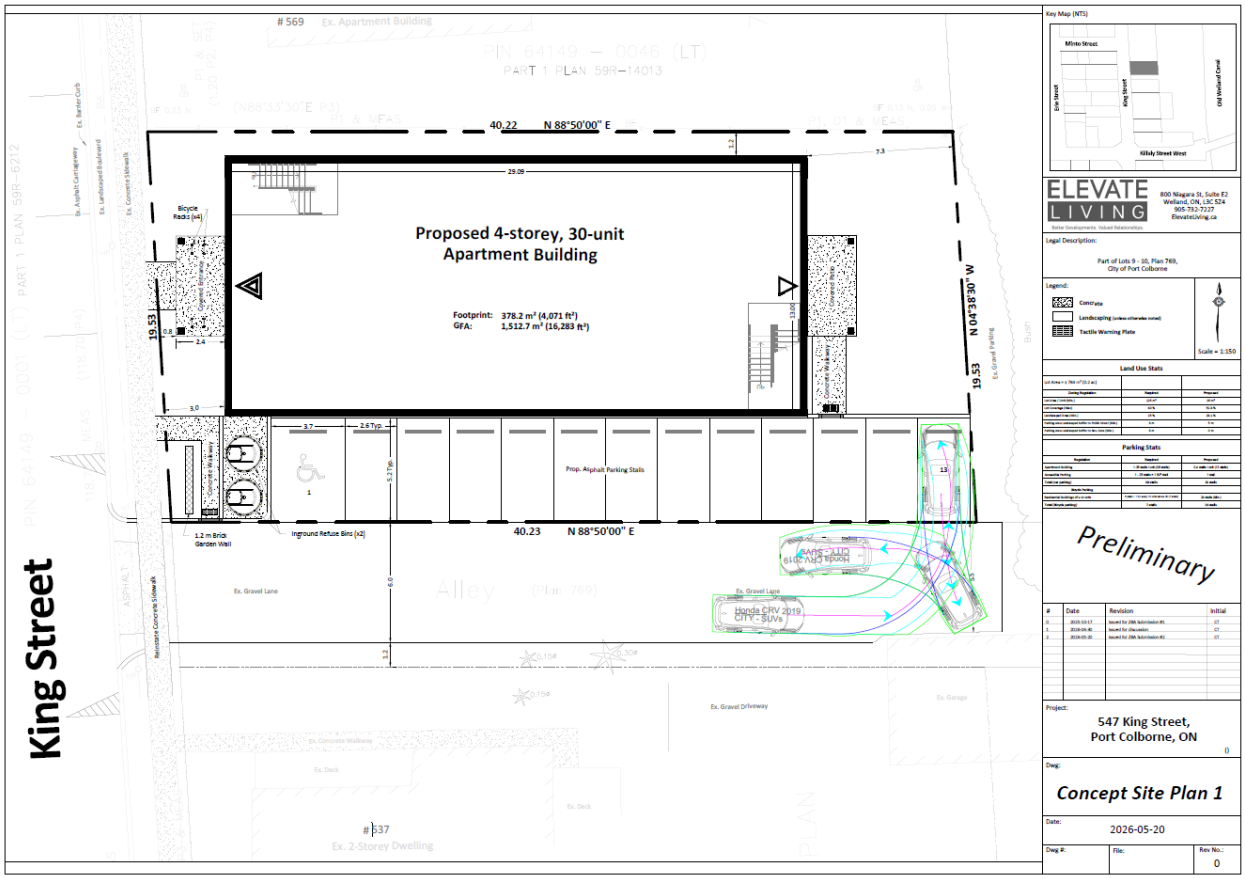
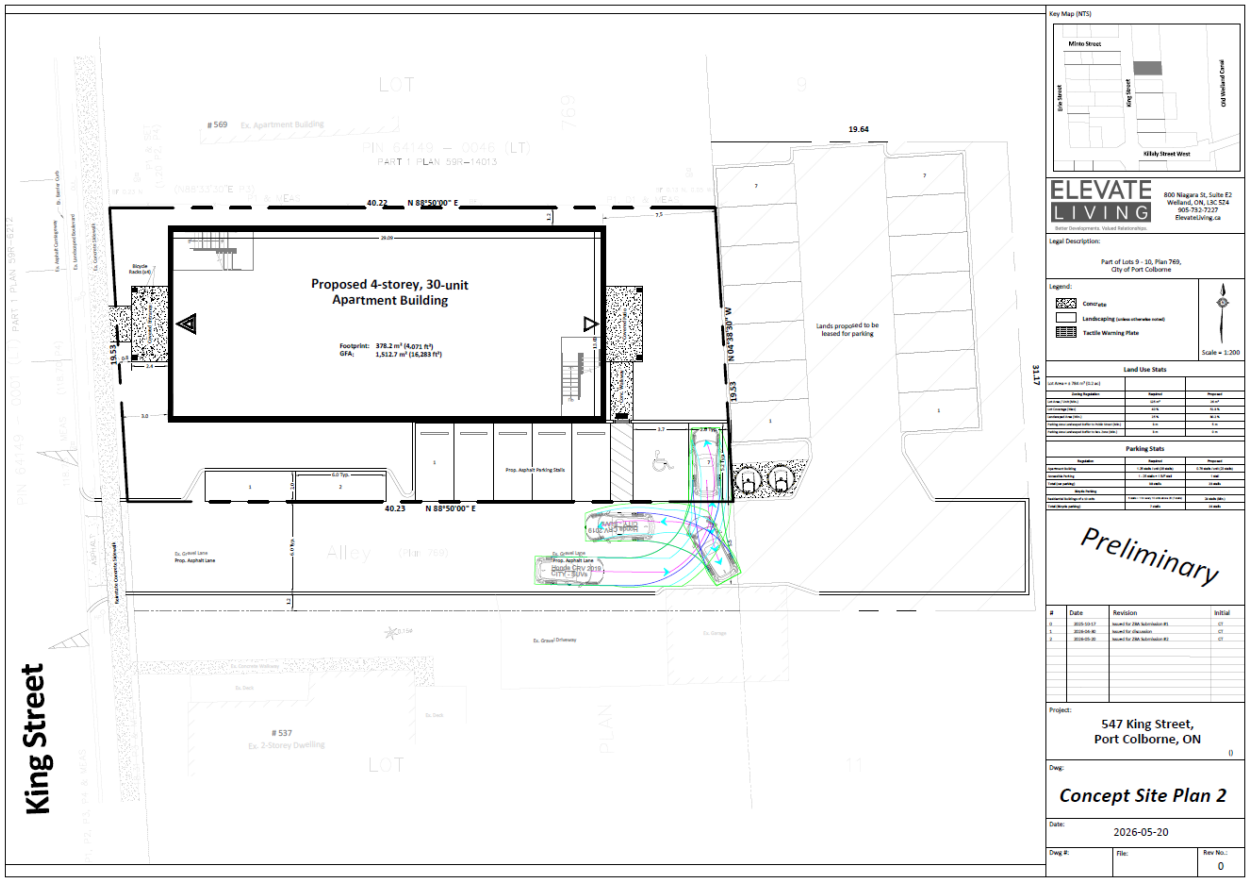


Figure 4: Development Concept- Option 2, Submission 2



A return of comments package was circulated to the applicant on June 1, 2026 and a meeting between City planning staff, the applicant and applicable members of their consulting team was held on June 4, 2026. A copy of the return of comments package circulated to the applicant is included as **Appendix B**, and is summarized generally below:

Commenter/ Agency	Comments
Planning	• Planning staff have reviewed the resubmission in detail and acknowledge that the revised concept plan reflects a meaningful response to previous comments. The proposed increase in building height, reduction in building footprint, and improved setbacks result in a more compact and appropriately scaled built form that better aligns with the intent of the R4 Zone • Staff are generally supportive of the proposed development in principle. Outstanding matters remain related to the formalization and upgrading of access, the parking framework (including the proposed rate and

Commenter/ Agency	Comments
	potential off-site parking), and associated implementation mechanisms • Staff acknowledge the applicant's objective to maintain flexibility in delivering the proposed development, including potential affordability models and parking arrangements. Staff are supportive of this approach in principle and recognize the value of enabling a range of delivery options • To balance flexibility with appropriate planning controls and ensure a defensible outcome, staff have identified a framework that secures key matters through the implementing Zoning By-law, associated Holding provisions, and development agreements. This includes the requirement to upgrade the adjacent municipal laneway to current City standards, secure access through an appropriate legal mechanism, and implement the proposed parking framework. This approach allows the applicant to pursue different delivery models while ensuring that access, parking, and affordability commitments are confirmed and enforceable prior to development proceeding. This approach provides appropriate flexibility to the applicant while mitigating risk and maintaining consistency with the City's planning framework.
Drainage Superintendent	• No further comments
Development Engineering	• Development Engineering have reviewed the revised proposal with respect to the unopened/unnamed municipal laneway and are not supportive of the tapering of the width to 5.5 metres at the rear. • Staff's preference is for a 7.0 metre width; however, it is acknowledged that existing encroachment issue related to a garage within City lands may limit this. Should this be resolved prior to construction, staff expect the laneway to be constructed to the full 7.0 metre width. • In the interim, staff would be supportive of an overall reduced width of 6.0 metres, given the existing constraints and the intended function of the laneway as a driveway. • The applicant will be responsible for all costs associated with upgrading the laneway to current municipal standards, as well as ongoing maintenance, including

Commenter/ Agency	Comments
	snow removal, for any right-of-way width less than 10 metres.
Niagara Region	• No further comments received as of the date of writing this report
Fire Prevention	• Port fire will require a new functional servicing report for the fire flows as the building has changed height and will require a stand pipe system and possibly a sprinkler system. • At site plan - the Ontario building code matrixes, fire hydrant location, fire department connection on the building and the distance from the fire hydrant to the FD is required for correct evaluation
NPCA	• Please note there are no NPCA regulated features on the subject property as such the NPCA has no comments and will not require a review fee. If there are any stormwater outfalls proposed within NCPA regulated features an NPCA work permit will be required.

As noted, a meeting between City planning staff, the applicant, and members of their consulting team was held on June 4, 2026 to discuss outstanding planning matters and confirm a clear path forward toward a positive recommendation to Council.

The planning instruments brought forward through this report reflect the outcome of those discussions and incorporate the agreed-upon approach to resolving the remaining issues.

Proposed Planning Instruments

Proposed Official Plan Amendment

To implement the proposed development, an Official Plan Amendment is required to redesignate the site from Urban Residential to a Site-Specific Urban Residential Policy 3.2.8, which will:

- Permit a maximum density of 383 units per hectare; and,
- Remove the requirement that commercial uses be provided.

A copy of the Official Plan Amendment is included as **Appendix C** to this Report.

Proposed Zoning By-law Amendment

The Subject Lands are currently zoned Second Density Residential (R2) which permits detached, duplex, and semi-detached dwellings. Apartment is not a permitted use in the R2 Zone. An amendment is required to rezone the subject site to allow for the development as proposed.

The Zoning By-law Amendment will rezone the Subject Lands from the existing Second Density Residential (R2) Zone to A Fourth Density Residential Zone with Special Provisions and a Holding Provision (R4-26/03-H). The Zoning By-law Amendment includes:

- Site-specific provisions for apartment buildings, including adjustments to lot area per unit, setbacks, lot coverage, landscaped area, and minimum unit size;
- A reduced parking requirement for apartment units, tied to the provision of affordable housing and secured through agreement with the City, with flexibility to provide required parking off-site within 100 metres of the subject lands;
- Relief from certain provisions, including loading space requirements and landscaped buffer requirements, recognizing the unique constraints of the site;
- Additional permissions related to projections and encroachments; and
- The application of a Holding (H) provision to be lifted upon satisfaction of conditions related to access, parking and affordability, and heritage.

A copy of the Zoning By-law Amendment is included as **Appendix D** to this Report.

Discussion:

The proposed Official Plan Amendment, Zoning By-law Amendment and Draft Plan of Subdivision have been reviewed with consideration for the relevant planning documents including the Planning Act, R.S.O, 1990, as amended, the Provincial Planning Statement (2024), the Niagara Region Official Plan (2022), the City of Port Colborne Official Plan (2013), and the City of Port Colborne Comprehensive Zoning Bylaw 6575/30/18.

Planning Act

Section 2 of the Planning Act (the Act) sets out the matters of provincial interest which the Minister, the council of a municipality, and the Tribunal shall have regard to when carrying out their responsibilities under the Act.

Section 3 of the Act requires that, in exercising any authority that impacts a planning matter, the decisions of planning authorities “shall be consistent with the policy statements” issued under the Act and “shall conform with the provincial plans that are in effect on that date, or shall not conflict with them, as the case may be”. Section 34 of the Act allows for the consideration of a Zoning By-law Amendment. The following analysis evaluates if, and how the proposed development has regard for the applicable matters of provincial interest under Section 2 of the Act.

Provincial Interest (Planning Act S.2)	Summary Assessment
a) The protection of ecological systems, including natural areas, features and functions	The subject lands do not contain, and are not adjacent to any natural areas, features or functions.
b) The protection of the agricultural resources of the Province	The subject lands are located within the Port Colborne Settlement Area Boundary. The proposed amendments will not affect Agricultural resource areas.
c) The conservation and management of natural resources and the mineral resource base	The subject lands are not within areas designated for mineral extraction and do not contain natural resources.
d) The conservation of features of significant architectural, cultural, historical, archaeological or scientific interest	A Heritage Impact Assessment (HIA) evaluated the impacts of the proposed development on the subject site and the adjacent property at 537 King Street. The proposal involves the demolition of the existing dwelling on the Subject Site. The assessment concluded that the demolition would result in a major impact due to the complete loss of the site's heritage attributes, while no impact is anticipated for the neighbouring property. In response, mitigation measures including salvage, documentation, and commemoration are required and will be secured through a Holding provision and subsequent agreement with the City prior to demolition. With respect to archaeological interest, a Stage 1 and 2 Archaeological Assessment was completed. No artifacts or archaeological resources were found during the Stage 2 assessment. The applicant has provided confirmation from the Ministry that the State 1 and Stage 2 Assessments have been entered into the Register.
e) The supply, efficient use and conservation of energy and water	The proposed development ties into existing municipal servicing infrastructure as outlined in the supporting Functional Servicing Report, prepared by Upper Canada Consultants. Stormwater quantity controls will be provided to allowable conditions up to and including the 5-year design storm event.
f) The adequate provision and efficient use of communication,	The proposed development is serviced by existing municipal services including

Provincial Interest (Planning Act S.2)	Summary Assessment
transportation, sewage and water services and waste management systems	stormwater, sanitary sewer and water system. Moreover, the existing infrastructure will be retained and hence will continue to provide efficient use of sewage and water services. Lastly, the proposed infill development makes efficient use of existing services as no expansion of public infrastructure is required to facilitate the proposed development.
g) The minimization of waste	The Proposal represents a form of infill and intensification of lands within the Urban, Built-Up area of the City. Intensification and infilling within urban, built-up areas minimize waste by maximizing the use of existing infrastructure and land.
h) The orderly development of safe and healthy communities;	The proposed development represents orderly intensification within the urban area and is supported through a framework of site-specific zoning provisions and holding conditions. In particular, the requirement to formalize and upgrade the adjacent municipal laneway to ensures that safe and reliable access can be achieved. Future process, including the site plan process, will address environmental conditions, servicing, and site design. Collectively, these measures ensure that potential risks to public health and safety are appropriately mitigated prior to development proceeding.
i) The adequate provision and distribution of educational, health, social, cultural and recreational facilities	The Subject Lands are located proximate to multiple schools, daycares, and recreational amenities.
j) The adequate provision of a full range of housing, including affordable housing	The proposed development contributes to the City's housing supply through the introduction of 30 purpose-built rental units, including smaller unit formats intended to support more attainable housing options. The applicant has indicated an intention to provide a minimum of 10% of units at affordable rates in accordance with CMHC criteria. The proposed Zoning By-law Amendment includes a framework to support reduced parking standards tied to the provision and long-term maintenance of affordable housing through agreement with the City.

Provincial Interest (Planning Act S.2)	Summary Assessment
k) The adequate provision of employment opportunities	Not applicable
l) The protection of the financial and economic well-being of the Province and its municipalities	Not applicable
m) The co-ordination of planning activities of public bodies	Not applicable
n) The resolution of planning conflicts involving public and private interests	The proposal reflects a balance between the applicant's objective to achieve site intensification and the City's responsibility to ensure appropriate site function and long-term compatibility. Through the review process, outstanding conflicts related to access, parking, and servicing have been addressed through the application of Holding provisions and implementing agreements, ensuring that private development objectives are achieved without compromising public interests.
o) The protection of public health and safety	Public health and safety are addressed through the requirement to upgrade and formalize site access, ensuring safe and reliable ingress and egress. Additional safeguards are provided through holding provisions and future planning processes (e.g. Site Plan).
p) The appropriate location of growth and development	The Proposal is situated within an urban, built-up area with existing infrastructure and services, making it an appropriate location for growth and development
q) The promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians	The proposed development represents a compact, infill form within the urban area, supporting walkability and proximity to existing services and amenities. The inclusion of bicycle parking in excess of minimum Zoning By-law requirements further supports active transportation options. The scale and form of development are consistent with a more compact, pedestrian-oriented urban environment.
r) The promotion of built form that, (i) is well-designed, (ii) encourages a sense of place, and	The revised proposal reflects a more compact, vertically-oriented built form with improved setbacks, reduced lot coverage, and increased landscaped open space. These changes result in a development that is better integrated with the surrounding context and more consistent

Provincial Interest (Planning Act S.2)	Summary Assessment
(iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant	with the intent of the R4 Zone, supporting an appropriate and functional site layout.
s) The mitigation of greenhouse gas emissions and adaptation to a changing climate	The building is proposed to be fully electric, net-zero emissions ready, and not rely on gas for its mechanical systems. Additionally, wherever possible, measures to mitigate greenhouse gas emissions will be incorporated into the design and construction of the dwellings

Provincial Planning Statement, 2024

The Provincial Planning Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. As per the PPS, the site is within a “Settlement Area” of the City of Port Colborne.

Section 2.1 of the PPS includes policies which state that planning authorities should support the achievement of complete communities by accommodating a range and mix of land uses, housing options, transportation options, employment, parks and open space, and institutional uses to meet the long-term needs of residents.

Section 2.2.1 of the PPS states that planning authorities shall provide an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the regional market area by permitting and facilitating all types of residential intensification, including the development and introduction of new housing options within previously developed areas.

Section 2.3.1. of the PPS states that settlement areas shall be the focus of growth and development. Land use patterns within settlement areas should be based on densities and a mix of land uses which efficiently use land and resources and optimize existing and planned infrastructure. Planning authorities are to support general identification and redevelopment that supports the creation of a complete community.

Section 2.9 of the PPS states that planning authorities shall support the achievement of complete communities by facilitating a range and mix of housing options, including affordable housing, and by promoting compact built form and efficient development patterns.

Section 3.1, General Policies for Infrastructure and Public Service Facilities, encourages new developments to utilize existing municipal infrastructure to ensure that sufficient services are in place to meet current and projected needs.

Section 3.2, Transportation Systems, states that transportation systems should be safe, energy efficient, and facilitate the movement of people and goods to address projected needs.

Section 3.6, Sewage, Water and Stormwater provides planning policies for best practices for sewage and water services and stormwater management to accommodate the needs of forecasted growth.

Section 3.7 of the PPS addresses hazardous conditions and requires that development be directed away from areas of environmental risk and that contaminated or potentially hazardous sites be remediated to appropriate standards prior to development.

Section 3.9, Public Spaces, Recreation, Parks, Trails and Open Space states that healthy, active, and inclusive communities should be promoted by planning public streets, spaces, and facilities to be safe, meet the needs of persons of all ages and abilities, including pedestrians, and to foster social interaction and facilitate active transportation and community connectivity. Developments should include a full range of publicly accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages.

Section 4.1, Natural Heritage, states that natural features and areas shall be protected for the long term. The diversity and connectivity of natural features in an area, and the long-term ecological function and biodiversity of natural heritage systems, should be maintained, restored or, where possible, improved, recognizing linkages between and among natural heritage features and areas, surface water features and ground water features.

Section 4.6 of the PPS states that planning authorities shall conserve significant built heritage resources and cultural heritage landscapes, while also ensuring that archaeological resources are identified and protected where applicable.

Summary Assessment
The proposed Official Plan and Zoning By-law Amendments are consistent with the Provincial Planning Statement, 2024 through:

- Directing growth to the Settlement Area and supporting intensification within the built-up area;
- Providing a range and mix of housing, including purpose-built rental units and opportunities for affordable housing;
- Promoting a compact and efficient built form that optimizes the use of land and existing municipal infrastructure; and
- Supporting the development of complete communities through proximity to existing services, amenities, and transportation options.

Matters related to site access, parking, and environmental conditions have been appropriately addressed through the proposed Holding provisions and implementing

agreements, ensuring that the development proceeds in a manner that is safe, functional, and consistent with Provincial policy direction.

It is staff's opinion that the Official Plan and Zoning By-law Amendments contained within **Appendix C** and **Appendix D** are consistent with the PPS.

Niagara Official Plan, 2022

The Niagara Official Plan (NOP) provides the long-term land use planning framework for development across the Niagara Region, including the City of Port Colborne. As a result of the passing of Bill 185, the NOP is deemed to be a local Official Plan for Planning Act applications. The NOP designates the Subject Lands as follows:

- Urban Area and Delineated Built-up Area, in accordance with Schedule B- Regional Structure; and,
- Area of Archaeological Potential, in accordance with Schedule K- Areas of Archaeological Potential.

The following chart identifies key objectives and policies of the Region of Niagara Official Plan and an assessment of the proposed development and applications in relation to the key policies of the Region of Niagara Official Plan.

Policy Area	Intent of Policy Area	Assessment of Proposed Development
Growth Management	Direct new growth to urban areas, emphasizing compact and complete communities.	The proposal represents development in a delineated built-up area, where infill and intensification is encouraged. The proposal is consistent with the Regional growth strategy and will support population and employment growth forecasts through 2051
Housing and Density	Provide a range and mix of housing types and achieve greenfield density targets.	The proposal contributes to the Regional objective of providing a range and mix of housing options through the development of 30 purpose-built rental units, including smaller unit formats intended to support more attainable housing. The proposal also supports intensification within the built-up area, consistent with Regional density objectives.
Efficient use of Infrastructure	Optimize existing water, wastewater, and transportation systems	The proposed development represents infill within a fully serviced urban area and will make efficient use of existing municipal infrastructure, including water, sanitary, and stormwater systems, without requiring expansion of public services.

Policy Area	Intent of Policy Area	Assessment of Proposed Development
Natural Heritage System	Protect and enhance PSWs, woodlands, and wildlife habitat.	Not applicable.
Transportation and Mobility	Encourage active transportation and connectivity.	The proposed development supports the intent of the Region's transportation policies by providing infill development within a walkable, serviced urban area, proximate to existing amenities and services. Bicycle parking is provided in excess of Zoning By-law requirements, supporting active transportation. The proposal relies on the adjacent municipal laneway for vehicular access. As part of the development, this access will be upgraded, ensuring safe and functional connectivity. A reduced parking rate is proposed in connection with the provision of affordable housing and would be secured through an agreement with the City. This site-specific approach reflects the proposed tenure and unit mix and is consistent with circumstances where reduced parking may be appropriate to support affordable housing.
Climate Change and Sustainability	Support infill development and compact urban form.	The proposal represents compact infill development within the urban boundary, supporting efficient land use and reduced demand for new infrastructure. The proposed built form and site design contribute to a more compact urban form, consistent with sustainable growth principles.

Summary Assessment

The proposed Official Plan and Zoning By-law Amendments attached to this report as Appendix C and Appendix D conform to and implement the applicable policies of the Region of Niagara Official Plan (2022) by:

- Directing residential growth to the built-up area within the Urban Boundary, supporting intensification and efficient land use;
- Contributing to the supply and diversity of housing, including purpose-built rental units and opportunities for affordable housing;

- Making efficient use of existing municipal infrastructure and services through infill development; and
- Supporting a more compact urban form consistent with Regional objectives for complete communities and sustainable development.

Outstanding matters related to site access, parking, and implementation will be addressed through a variety of mechanisms, ensuring that the development proceeds in a manner that is safe, functional, and consistent with the Region of Niagara Official Plan.

City of Port Colborne Official Plan, 2013
The following chart identifies key objectives and policies of the City of Port Colborne Official Plan and an assessment of the proposed development and applications in relation to the key policies of the Official Plan.

Policy	Intent of Policy	Assessment of Proposed Development
Growth Management and Land Use	Direct growth within the Urban Boundary, encourage and support infill/ intensification within the Built-up Area, and promote complete, connected communities.	The proposed development implements applicable infill and intensification policies of the Official Plan and contributes to a compact urban form consistent with Official Plan policies.
Residential Policies	Provide a range and mix of housing forms and densities.	The proposed development contributes to the City's housing objectives through the provision of 30 purpose-built rental units, including smaller unit formats that support more attainable housing options. The proposal represents an appropriate form of intensification within a High Density Residential designation and contributes to the range and mix of housing types in the City.
Environmental Protection	Conserve and protect significant natural features and ecological functions.	The subject lands do not contain, and are not adjacent to any natural areas, features or functions.
Transportation and Mobility	Encourage multi-modal connectivity and efficient road design.	The subject lands are located within the urban area with access to existing roads, services, and amenities, supporting active transportation and walkability. Vehicular access is proposed via the adjacent municipal laneway, which will be formalized and upgraded to ensure safe and efficient operation. A reduced parking rate is

Policy	Intent of Policy	Assessment of Proposed Development
		contemplated in association with the provision of affordable housing and will be secured through agreement with the City, consistent with site-specific circumstances.
Servicing and Infrastructure	Ensure development is fully serviced with available municipal water, wastewater, and stormwater systems.	The Functional Servicing Report confirms that adequate infrastructure capacity exists to support the development, representing an efficient use of existing services within the Urban Area.
Urban Design	Encourage high-quality, human-scaled design and compatibility with existing neighbourhoods.	The revised proposal reflects a more compact and vertically-oriented built form with improved setbacks, reduced lot coverage, and increased landscaped open space. These changes result in a development that is more consistent with the intent of the Zoning By-law and better integrated with the surrounding context.
Parks and Open Space	Ensure appropriate parkland dedication and access to recreational amenities.	The subject lands are located in proximity to existing parks and recreational amenities, providing access to open space for future residents.

Summary Assessment

The proposed Official Plan Amendment conforms to the policies of the City of Port Colborne Official Plan (2013) and represents an appropriate form of residential intensification within the Urban Area.

The requested site-specific increase in permitted density, while significantly higher than the current Official Plan framework, is considered appropriate in this context. The proposed development consists entirely of small-format dwelling units, resulting in a building form that is more compact and less visually intensive than the density figure alone would suggest. In addition, the proposal includes a component of affordable rental housing, which supports broader municipal and provincial objectives related to housing supply and affordability.

In this regard, the proposed density reflects the unit mix and tenure of the development and aligns with the evolving policy direction to support higher-density forms of housing within settlement areas. The removal of the requirement for ground-oriented or commercial uses is also appropriate, as the site is suited to function as a standalone residential development and the proposed form provides an efficient and compatible use of the lands.

The proposal has been refined through the review process to ensure that the resulting built form and site layout are appropriate. Outstanding matters related to site access, parking, and implementation are addressed through the implementing zoning framework, as well as other future processes.

City of Port Colborne Zoning By-law 6575/30/18

The Subject Lands are currently zoned Second Density Residential (R2) which permits detached, duplex, and semi-detached dwellings. Apartment is not a permitted use in the R2 Zone. The following figure shows the applicable zoning on the Subject Lands.

Figure 5: Current Zoning



An amendment is required to rezone the subject site to allow for the development as proposed. The Zoning By-law Amendment recommended for approval by staff would rezone the Subject Lands from the existing Second Density Residential (R2) Zone to a Fourth Density Residential Zone with Site-Specific Regulations and a Holding Provision (R4-26/03-H).

The Fourth Density Residential (R4) zone allows for a wider range of housing types, including detached, semi-detached, duplexes, triplexes, fourplexes, townhouse blocks, street townhouses, apartment buildings, public apartments, boarding or lodging houses, and accessory uses.

The site-specific provisions include:

- Reduced minimum lot area per unit;

- Reduced minimum front yard;
- Reduced minimum interior side yard;
- Increased maximum lot coverage;
- Reduced minimum floor area of a unit requirement;
- Removal of landscaped buffer requirements along the abutting unopened municipally owned laneway;
- Revised encroachment and obstruction provisions;
- Removal of loading space requirements; and,
- Reduced parking requirements, subject to an agreement for the provision of affordable housing.

A holding provision is required in order to key matters related to access, site functionality, and implementation are addressed to the satisfaction of the City prior to development proceeding. Conditions include implementation of the parking and affordability framework, implementation of the recommendations of the Environmental Site Assessment, and resolution of heritage matters to the satisfaction of the City.

Summary Assessment

The proposed Zoning By-law Amendment is appropriate and necessary to implement the proposed development, as it introduces site-specific provisions to accommodate a compact, purpose-built rental apartment building that is not permitted under the existing zoning framework.

The amended zoning reflects a more contemporary approach to residential intensification by introducing flexibility in development standards to achieve a compact built form, while maintaining the overall intent of the Fourth Density Residential Zone. The site-specific provisions appropriately respond to the constraints of the property, including its size and access configuration, and support the efficient use of land within the Urban Area.

The inclusion of a reduced parking rate tied to the provision of affordable housing, together with the application of a Holding provision, ensures that key matters related to access, parking, and implementation are addressed in a controlled and site-specific manner.

The amendments recommended for approval, and attached to this Report as **Appendix C** and **Appendix D**, are therefore considered appropriate additions to the City of Port Colborne Zoning By-law 6575/30/18.

Internal Consultations:

The applicant’s draft OPA and ZBA were circulated to appropriate internal departments and to external agencies on February 25, 2026.

The revised second submission of the applicant's draft OPA and ZBA were circulated to appropriate internal departments and to external agencies on May 25, 2026.

As noted in this report, there are matters to be resolved, however, these will be resolved through continued dialogue between planning staff, the applicant and applicable subject matter experts. In staff's opinion, the Holding provision included in the Zoning By-law Amendment provides guidance respecting how these technical issues will be resolved to the satisfaction of the City.

Financial Implications:

There are no financial implications for the City at this time.

Public Engagement:

Notice of the Public Meeting was circulated in accordance with the requirements of the Planning Act. The notice was mailed to property owners within a 120-metre radius of the Subject Lands on March 13, 2026. A sign was posted on the property on March 16, 2026. A statutory public meeting was held on April 7, 2026. One member of the public spoke at the public meeting. There have been no further written comments received as of the date of preparing this report.

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:

The proposed development represents an infill redevelopment of a residential lot located within the City's Urban Area. The proposal has been refined through the review process and now reflects a more compact and appropriately scaled built form, including improved setbacks and site organization. The development will introduce 30 purpose-built rental units, including opportunities for more attainable housing, contributing to the City's housing supply.

The proposed Official Plan and Zoning By-law Amendments facilitate a higher density residential form on the subject lands and introduce site-specific provisions to address the constraints of the property. While the requested density exceeds the existing Official

Plan framework, it is supported in this instance having regard for the proposed unit mix, compact building form, and the opportunity to support affordable housing. The removal of the requirement for ground-oriented or commercial uses is also appropriate given the context and the proposed form of development.

Through the review process, the proposal has been revised to address City and agency comments. Outstanding matters are to be addressed through the proposed Holding provisions and future development processes (e.g. site plan agreement) prior to development proceeding.

The proposed Official Plan and Zoning By-law Amendments are consistent with the Provincial Planning Statement, conform to the Region of Niagara Official Plan and the City of Port Colborne Official Plan, represent good planning, and are in the public interest. For these reasons, the proposed amendments attached to this Report are recommended for approval.

Appendices:

a. Submission 1 Return of Comments Package
b. Submission 2 Return of Comments Package
c. Official Plan Amendment Recommended for Approval
d. Zoning By-law Amendment Recommended for Approval

Respectfully submitted,

Kelly Martel, MCIP, RPP
Planning Manager
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.

PORT COLBORNE
PLANNING AND DEVELOPMENT

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April 8, 2026

Attn: Merve Kolcak

RE: Return of Comments Package
Official Plan Amendment (OPA) and Zoning By-law Amendment Applications
547 King Street, Port Colborne
Our Files: D09-01-26 and D14-01-26

This letter is intended to provide an update on the review status of the above-noted Planning Act applications and includes a summary of all comments received to-date from agencies and departments.

Application Chronology

The application was deemed complete on February 23, 2026 and was circulated for comment to agencies and departments on February 25, 2026.

Summary of Proposed Development

The proposed development is a three-storey, purpose-built rental apartment building containing 30 studio units. The Official Plan Amendment is to create site-specific policies to permit a density of 383 units per hectare, and no ground related residential or commercial uses. The Zoning By-law Amendment proposes to change the zoning of the subject lands to a site-specific Fourth Density Residential (R4-XX) zone.

Submission 1

The following documents were included with Submission 1:

- Planning Rationale Report (including Urban Design Review), dated February 2026 prepared by The Biglieri Group Ltd;
- Draft Official Plan Amendment, prepared by The Biglieri Group Ltd, dated February 12, 2026;
- Draft Zoning By-law Amendment, prepared by The Biglieri Group Ltd, dated February 12, 2026;
- Stage 1 and Stage 2 Archaeological Assessments, prepared by Archaeological Consultants Canada, dated October 9, 2025;
- Architectural Set (Preliminary Elevations, Floor Plans) prepared by Invizij Architects Inc, dated November 4, 2025;
- Conceptual Site Plan, prepared by Elevate Living, dated October 17, 2025;
- Heritage Impact Assessment, prepared by The Biglieri Group Ltd, dated January 29, 2026;

- Phase 1 Environmental Site Assessment, prepared by Niagara Soils Solutions Ltd, dated September 30, 2025;
- Functional Servicing Report, prepared by Upper Canada Consultants, dated November 2025;
- Environmental Noise Feasibility Assessment, prepared by RJ Burnside, dated February 2026;
- Vibration Impact Study, prepared by HGC Noise Vibration Acoustics, dated January 27, 2026;
- Parking Study, prepared by RJ Burnside, dated February 17, 2026;
- Topographic Survey, prepared by Rasch + Hyde Ltd, dated August 13, 2025; and,
- Phase 2 Environmental Site Assessment, prepared by Niagara Soils Solutions Ltd, dated December 9, 2025.

Technical Review Status

As part of our review, the submission has been circulated to applicable internal departments and external agencies for technical review and comment. The purpose of this review is to assess the proposal's conformity with applicable City standards, regulations, and policies, and to identify any technical matters that must be addressed prior to proceeding to approval.

A comment matrix is attached to this letter. The general comments are also summarized below, for ease of reference. Where applicable, outstanding comments will need to be addressed to the satisfaction of the reviewing agency or department as part of a subsequent submission.

Planning

Planning staff have reviewed the submission in detail and have identified several items requiring clarification or revision. Key areas of concern include the requested density and zoning relief, site functionality and parking supply. We also note that the proposal is heavily reliant on the "unnamed municipal laneway located south of the subject property", which is not a public road, not secured for long-term access, and not constructed to municipal standard. Further clarification is required on this matter. Additional areas of clarification/ confirmation include amenity space, waste collection arrangements, approaches to heritage preservation, and timing for ministry acceptance of the archaeological assessments.

Municipal Drainage Superintendent

There are no comments regarding municipal drains. The parcel is outside of any known municipal drainage watershed.

Development Engineering

No comments on the technical engineering studies submitted at this time. More detailed modelling and studies will be required at the site plan stage, where a more fulsome engineering review will be provided.

Niagara Region

The Region notes that the proposed development is not eligible for Regional waste collection, and private collection will be required. At the site plan stage, appropriate clauses will need to be included in the site plan agreement in this regard.

Fire Prevention

No objection to the proposal as per the Fire Code or the Building Code. More detailed comment may be provided at the site plan stage

Next Steps

Based on the review to date, staff have identified some outstanding matters that go to the core planning considerations of the proposal. In the absence of a resubmission that satisfactorily addresses these matters, staff are not in a position to support the applications in their current form. The applicant is asked to prepare a resubmission that includes a comprehensive response to the comment matrix, along with any revised plans or supporting materials needed to address outstanding items.

The applications were deemed complete on February 23, 2026 and are therefore subject to a 120-day statutory decision timeline under the Planning Act. As a result, Council is required to make a decision on the Official Plan Amendment and Zoning By-law Amendment applications no later than June 23, 2026. In order to satisfy the statutory decision timeline, staff anticipate bringing a report forward to Council on June 23, 2026. Based on the information currently on record, staff's anticipated recommendation would be refusal of the Official Plan Amendment and Zoning By-law Amendment applications, without prejudice, should the outstanding issues remain unresolved.

Notwithstanding the above, staff remain committed to working collaboratively with yourself and your team during the remainder of the review period. As mentioned previously, we are available to coordinate a meeting to clarify comments and discuss potential revisions. Should the applicant wish to submit a revised proposal for staff's consideration in advance of the statutory deadline, it is strongly encouraged that such materials be submitted as soon as possible to allow adequate time for review. Should you have any questions, please do not hesitate to reach out to Erik Acs (erik.acs@portcolborne.ca) or myself.

Thank you,

Kelly Martel, MCIP, RPP
Planning Manager

NO.	COMMENTING GROUP	
1.0	Planning	PAGE 1-7
2.0	Drainage	PAGE 7
3.0	Engineering	PAGE 8
4.0	Niagara Region	PAGE 8
5.0	Fire	PAGE 8
6.0	Council at April 7 Statutory Meeting	PAGE 9

1.0 Planning Comments	
Contact: Kelly Martel, kelly.martel@portcolborne.ca	
1.1	**OFFICIAL PLAN AMENDMENT**

a)	As part of the Official Plan Amendment, the applicant has proposed a site-specific amendment to Section 3.2.1 c) (High Density Residential) to permit a density of 383 units per hectare. The current Official Plan provisions for High Density residential direct apartment buildings to range in density from 70 to 100 units per hectare.
	• The requested density represents a significant increase beyond the permitted density. While staff acknowledge that the proposed development would yield approximately 30 dwelling units in total, the density calculation far exceeds the range established in the Official Plan. Under the current Official Plan framework, a maximum of 7 units would be achievable on this site (8 units exceeds the 100 UPH threshold).
	• Staff acknowledge that the existing density permissions in the Official Plan are out of date, and there is an intention to address this through the new Official Plan, which we hope to have adopted by Council in fall 2026. We note that there is precedent established to exceed the maximum density, and increases have been supported. For reference, recently approved developments with increased density are provided below:
	  • 242 West Side Road: 198 UPH
	  • Millar's Crossing: individual lots and blocks may be permitted to exceed the upset density limits of the OP, so long as the overall development is no more than 105 UPH
	  • Mapleview Subdivision: 150 UPH for High Density Development
	  • Stonebridge Subdivision: Minimum 80 UPH and Maximum 150 UPH in the Medium-High Density blocks
	  • 54 George: 103 UPH
	  • 9 Chestnut (Chestnut Park): 148 UPH
	  • 80 Nickel: 159 UPH (note: Site is designated Mixed Use under the East Waterfront Secondary Plan and does not have upset density limitations. An OPA was not required.)
	• These examples demonstrate Council's willingness to consider higher densities where proposals appropriately address built form, site functionality, and compatibility
	• As it relates to the request for 547 King, we note that in order to facilitate the development as proposed, relief from nearly all applicable R4 zoning regulations is required, including minimum lot area per unit, setbacks, lot coverage, parking, encroachments, landscaped buffers, and landscaped area. The purpose of the standards set out in the R4 Zone is to establish an appropriate building envelope relative to site size, surrounding context, and the functional capacity of the lot to accommodate built form, parking, circulation, and landscaped open space. The degree of zoning relief requested, when considered together with the proposed density, indicates that the scale of development is not proportionate to the size or configuration of the lot and does not achieve a building envelope that can be reasonably accommodated on the site.
	• The extent of relief sought suggests that the site cannot support the proposed density in its current configuration. These matters are fundamental to evaluating whether increased density can be supported, and the current proposal does not demonstrate that the site can function effectively at the requested scale. Staff are supportive of increased density on this site; however, in the absence of a revised plan demonstrating improved compliance with zoning standards and better site functionality, the requested density is not supportable.

b)	As part of the OPA, the proposal is seeking an exemption from the requirement to provide ground-oriented residential or commercial uses. Staff note that the location of this development warrants consideration for an exception to this permission. Removing this requirement is appropriate given the surrounding built form and neighbourhood context. We have no concern with the amendment in this regard.
c)	We note that policy 3.2.1 d) works in conjunction with the policy set for high density residential in 3.2.1 c), as it relates to commercial uses, and this provision would also need to be excepted in the OPA.

1.2	ZONING BY-LAW AMENDMENT- SPECIFIC COMMENTS
a)	Section 8.7 of the Zoning By-law sets out the zone requirements for apartment buildings, including a maximum lot coverage of 40% and a minimum lot area of 125 square metres per dwelling unit. The ZBA proposes a lot coverage of 65%, and a minimum lot area of 26 square metres per unit. • The general intent of the minimum lot area per dwelling unit is to implement the density permissions in the Official Plan. Based on the Zoning By-law, a maximum of 6 units would be achievable on this site (7 units would exceed the 125m^2/ unit threshold). • Staff do not object in principle to reducing or removing the minimum lot area per dwelling unit, acknowledging that this provision operates as a density-regulating mechanism and that reduced standards have been supported in other circumstances. In this case, however, the proposed minimum of 26 square metres per unit, compared to the 125 square metres required, on a relatively small 784 square metre parcel enables a level of unit density that is markedly higher than that of the surrounding context. Staff are concerned that the scale of this reduction, particularly when combined with other zoning relief, contributes to a development intensity that may not be appropriate for the site. • The requested increase in lot coverage represents a substantial intensification of the built form on the site and significantly reduces the amount of open space available and also raises questions regarding site circulation and access. The applicant is encouraged to consider an alternative site design or layout that would be more in keeping with the existing coverage requirement. • Staff acknowledge that higher residential densities are supported by broader policy directions; however, policy support for intensification does not negate the need to appropriately manage scale, massing, and site configuration. In this case, the combination of reduced minimum lot area per unit and increased lot coverage results in a form of development that is overly intensive for the site and difficult to reconcile with its physical constraints and surrounding context • Exploring a slightly taller, more compact building could potentially yield a supportable density and help the proposal meet more standards of the requested R4 zone, rather than relying on a wide footprint that challenges multiple zoning standards and introduces compatibility concerns.
b)	The ZBA is proposing reductions to required yard setbacks, including; a reduction in front yard from 9 metres to 1.4 metres, from 3 metres to 1.2 metres for interior side yard, and from 6 metres to 1 metre for the rear yard. • Staff acknowledge that this area is in transition and that intensification is anticipated. However, yard setbacks continue to serve important planning functions, including supporting site circulation, access, landscaping, and appropriate separation between buildings. The magnitude of the requested reductions suggests that the current building footprint occupies almost the entire developable area of the site, limiting the ability to provide these functions. • Staff are not opposed to alternate setbacks where it can be justified, for example for the purpose of maintaining a continuous street edge. In this case, however, the extent of the reductions appears to be driven by the scale and footprint of the proposed building rather than by broader urban design objectives. A mid-rise, more vertically efficient form with a reduced footprint may better achieve the intent of the setback requirements supporting the evolving character of the area.
c)	Section 8.7 of the Zoning By-law also sets out the minimum floor area for a unit, which is 50 square metres. The applicant is proposing that this provision not apply • We note that the architectural set includes unit sizes ranging from 33 square metres to 49.5 square metres. While staff recognize the importance of providing smaller, potentially more attainable housing options, the proposal results in all units being below the established minimum standard. We are not opposed to reducing this standard to establish an upset minimum that would align with standards set out in the Ontario Building Code for minimum room sizes, but we do not support removing this entirely. • A revised ZBA should address this by including a numerical value. Our building department has completed some general analysis and calculations, and would support 30 square metres as the metric (we note that it appears all units would exceed the 30 square metres based on our review of the architectural set provided).

d)	Section 2.19.1 of the Zoning By-law sets out the required setback from lot line for general structures. The ZBA seeks to remove the setback requirement from the front lot line for a deck at any height. Staff are requesting further clarity on this request to better understand the intent of the relief sought.
e)	Section 3.1.1 of the Zoning By-law sets out the requirements for the number of parking spaces for residential uses. For apartment buildings, the required rate is 1.1 parking spaces per dwelling unit. This reduced parking rate was approved by Council in late October 2025, and was based on a parking study conducted by Dillon Consulting Limited. A copy of that Study is included in this return of comments package, for reference. That study utilized industry parking data for apartments, a peer review of other municipalities who are in the process of reducing parking rates, a review of recent developments, and vehicle ownership data from the Transportation Tomorrow Survey. In addition, a parking survey of proxy sites in the City of Port Colborne was completed in August of 2025. • Based on the proposed 30-unit development, a total of 33 parking spaces would be required. The applicant proposes to provide 13 parking spaces, representing a rate of approximately 0.43 spaces per unit. The proposed rate is far below the reduced rate supported by Dillon's study and approved by Council. Staff note that a parking study was prepared by RJ Burnside, which is inconsistent with the findings of the City's parking study. Staff are not in a position to support a reduction of this magnitude without more fulsome analysis and justification, utilizing proxy sites entirely within City limits. • We do note that at the same time the reduced rate for apartment units was approved, Council also approved an amended definition for "apartment building, public" which would enable access to this reduced rate where deeply affordable housing units are provided by organizations other than Niagara Regional Housing. This definition is provided below. If the dwelling units proposed would meet this definition, then staff would be able to consider utilizing this rate (1 space per 3 units) for all units that meet this definition. *Apartment Building, Public: means a building divided vertically and horizontally, or horizontally into five or more dwelling units each with its own entrance either separately or from a common vestibule, stairway or hallway, that has been erected, owned and/or is maintained by a public agency or non-profit charitable organization; or, is made available to rent over the long-term at a rent that is no greater than 50 per cent of the Average Market Rate (AMR).* • Further comments on parking, as it relates to the proposed site access via the adjacent city owned lands, is provided in other sections.
f)	Section 3.3 of the Zoning By-law sets out the requirements for the number of accessible parking spaces. The number of accessible parking spaces is relative to the number of required parking spaces. In accordance with the parking requirements of the By-law, 33 spaces are required. Section 3.3 indicates that where the number of required standard parking spaces is 26- 50, then 2 accessible spaces are required. Further information is required to assist in determining the base parking required for the site to ensure the appropriate number of accessible parking spaces are provided.
g)	Section 3.7 of the Zoning By-law establishes ingress and egress standards. Staff note that no exception to these standards are being sought, however it is unclear how the site meets these requirements. Further clarity is required, specifically: • Parking spaces are to be accessed from a road by means of a driveway. What is considered the "driveway" for this proposal? • Based on the site drawing, it appears the "unnamed municipal laneway located south of the subject property" is acting as a "driveway". The drawing notes that this width is 6.0 metres. In accordance with the Zoning By-law, driveways shall have a minimum unobstructed width of 7.5 metres where two-way traffic is permitted • Notwithstanding the clarity needed on the "driveway" as noted above, staff note that the access that appears to be utilized for the parking area is not owned by the applicant and is not considered to be part of the development site. Further justification and rationale is required to understand why it is appropriate in this circumstance to allow a driveway outside of the development area. Other comments contained herein provide greater detail with respect to staff's requests for further clarity on the legal mechanism to secure access over these lands for the development.

h)	Section 3.10 of the Zoning By-law sets out the requirements for loading spaces. The proposal does not include any loading spaces and requests an exemption from these provisions. • Staff require further clarity on how loading, deliveries, and move-in/move-out activities are intended to function on the site, particularly given the current reliance on the adjacent city owned lands for all vehicular access. Additional information is needed to demonstrate why this development should be exempt from this requirement and how loading activity can be safely accommodated without impacting parking, circulation, or access.
i)	Section 8.7 of the Zoning By-law sets out the zoning provisions for apartment buildings and requires a minimum landscaped area of 25%. The proposed amendment seeks to reduce the minimum landscaped area to 10%. • Reducing the landscaped area to 10% raises concerns that the site may be overdeveloped relative to its size and may not provide sufficient space to achieve the functional and aesthetic objectives of the Zoning By-law. Staff encourage the applicant to reconsider the placement, massing, and footprint of the building in order to increase landscaped open space and better align with the intent of the Zoning By-law.
j)	Section 3.11 of the Zoning By-law sets out the landscape provisions for parking areas, including a minimum 3 metre landscaped buffer between a residential zone and a public road. The applicant proposes to eliminate this buffer requirement. • Staff understand that this request is driven by the applicant's intention to use the "unnamed municipal laneway located south of the subject property" for primary vehicular access, circulation, and parking functions. However, as noted in other comments, this land is not owned by the applicant, is not recognized as a public street, is not constructed to a municipal road standard, and currently functions only as an informal gravel access with no known easement, right-of-way, or access agreement benefiting the subject lands. It is unclear what legal mechanism is proposed to secure long-term access over these lands. • The intent of the buffer is to provide separation between travel routes and parking areas to ensure safe and efficient two-way movement. Removing it could lead to conflicts between entering/exiting vehicles, reduced maneuvering space, and a circulation pattern that does not provide a clear one-in/one-out system. • The proposed removal of the landscaped buffer raises concerns. Eliminating the buffer would formalize a circulation system that relies on access over lands not owned or controlled by the applicant. This configuration does not provide a clear, safe, or functional one-in/one-out movement pattern, and may introduce conflicts between vehicular access, parking maneuvers, and operational needs. • Removing the landscaped buffer would formalize parking and vehicle movements directly against the "unnamed municipal laneway located south of the subject property", creating a circulation pattern that does not meet PPS requirements for safe, direct, and public-street-based access and does not satisfy local and NOP policies requiring development to provide safe, efficient, and functional on-site access and circulation. As such, staff do not support the requested removal of the landscaped buffer at this time.

k)	**Overall comment** The current proposal requires relief from nearly all applicable R4 zoning regulations, including minimum lot area per unit, setbacks, lot coverage, parking, encroachments, landscaped buffers, and landscaped area. When considered cumulatively, the degree of zoning relief requested indicates that the scale of development is not proportionate to the size or configuration of the lot and does not result in a built form that can be reasonably accommodated on the site. Staff are not opposed to the proposed residential use or to increased density in principle. However, the scale and footprint of the proposed three-storey building are the primary drivers of the extensive and interrelated relief requested, and suggest that the development exceeds the site's physical capacity as currently configured. Staff would be prepared to support a revised proposal that: • Reduces the building footprint and redeploys density through increased building height to alleviate concerns related to lot coverage and landscaped open space; • Provides a functional vehicular circulation system and addresses the parking supply deficiencies identified through staff review; and • Increases landscaped areas and improves overall site circulation, consistent with the intent of the R4 zone standards. These revisions would allow the development to better align with R4 performance standards and support good planning principles. The package of requested relief is excessive, cumulative, and symptomatic of a building form that exceeds what the site can reasonably accommodate. In its current form, the proposed Zoning By-law Amendment cannot be supported. Staff remain open to an alternative concept that brings the development into closer conformity with the R4 zone and demonstrates improved site functionality.
1.3	**GENERAL PLANNING REVIEW AND COMMENTS**
a)	Staff note that the plans identify a 31 m² communal balcony on the third storey; however, there is inconsistency in the application materials regarding whether this space is intended to function as indoor or outdoor amenity. The PJR describes it as both a "balcony" and as "indoor amenity space." Clarification is required. Given the small unit sizes and limited landscaped area on site, staff also request that the applicant confirm the overall amenity strategy, both indoor and outdoor, and demonstrate how adequate shared amenity space will be provided for future residents.
b)	The Planning Justification Report identifies the "unnamed municipal laneway located south of the subject property" as the primary means of vehicular access and circulation, as well as the location of all on-site parking and operational functions (including waste collection). Staff note that this land is not owned by the applicant, is not recognized as a public street, and is not constructed to a municipal road standard. It currently functions as an informal gravel access without any known access agreement, easement, or legal right-of-way benefiting the subject lands. Based on the submitted materials, it is unclear what legal mechanism is proposed to secure access over these lands for the development. Staff require clarification regarding: • What legal mechanism is proposed to secure long-term vehicular access over these lands (easement, land purchase, or other arrangement); • Whether there have been discussions to purchase these lands from the City and how this would align with the City's procedural protocols for the sale of surplus land, which requires that it be offered to and be split among all adjacent landowners; and, • Who would be responsible for constructing the "unnamed municipal laneway located south of the subject property" to a municipal standard, should that be required to support the development. Given the extent to which the proposed development relies on these lands for access, circulation, parking, and waste collection, staff cannot confirm support for these components until the legal and functional status of the adjacent lands is resolved.

c)	Staff note that the proposed private waste collection system, including the in-ground refuse containers along the south wall of the building, is entirely dependent on continued access to the "unnamed municipal laneway located south of the subject property". As this land is City-owned and not under the applicant's control, staff require clarification on how private waste collection vehicles would reliably access the refuse area. Additionally, the in-ground refuse containers are shown on the site plan immediately adjacent to the accessible parking space. Notwithstanding the broader issue noted above related to these lands, we would like further information respecting how collection activities will be carried out without obstructing the accessible parking space, barrier-free path of travel, or site access. Were alternative locations considered that would minimize operational conflicts? Additional information is required to confirm that the waste collection area has been appropriately located and can be serviced safely and feasibly.
d)	In addition to the zoning-specific parking comments noted above, staff also note that the proposed parking supply and site circulation are entirely dependent on the "unnamed municipal laneway located south of the subject property". All parking spaces, including the accessible parking space, are accessed exclusively from these lands, which are not owned by the applicant, not constructed to a municipal standard, and not recognized as a public road. Until clarity is provided on the questions respecting these lands noted in 1.3 b) of this section of the comments package, staff cannot confirm that the proposed parking arrangement is feasible or supportable.
e)	The PJR notes that the reduced parking rate is justified by the neighbourhood context, proximity to transit and amenities, and the goal of supporting feasibility and affordability. While staff recognize these factors can inform broader policy discussions around parking, parking reductions must still be supported through planning analysis. As noted elsewhere, staff have concerns with the parking study submitted as it conflicts with the outcomes of the City's parking study completed in late 2025. Staff also note that affordability alone is not a basis for reducing required parking unless the units qualify as an "apartment building, public" under the Zoning By-law, in which case a different rate may apply. On this matter, The PJR indicates that a minimum of 10% of the proposed rental units are anticipated to meet the CMHC definition of "affordable," subject to financial feasibility. Staff request additional clarity on what level of affordability is being proposed (e.g., target rent levels, income bands, or CMHC criteria applied). This information is needed to determine whether any of the units may qualify as "apartment building, public" for the purpose of applying the corresponding parking rate.
f)	We note that the Stage 1 and Stage 2 Archaeological Assessment indicates that no further evaluation is warranted. We would ask that the applicant please provide Ministry clearance on these. Until the MCM Acceptance Letter(s) are provided, planning staff will be require that a Holding (H) Provision be included within the ZBA, which can be lifted upon receipt of an acknowledgement letter from the Ministry of Citizenship and Multiculturalism (MCM) confirming acceptance of the Stage 1 and Stage 2 Archaeological Assessment
g)	The PJR states *"The reduction to the minimum landscaped area and landscaped buffering provisions is necessary due to the small lot size, built form, and urban context. However, the proposed design continues to provide for a large communal balcony space on the 3rd floor of the building and sufficient landscape strips are located within the north, east and west setbacks areas"* • Staff note that the rationale provided does not clearly demonstrate how upper-storey amenity space relates to, or mitigates, the reduction of at-grade landscaped area and buffering. Landscaping and buffering serve functional purposes, such as supporting site circulation, defining edges, and providing separation from adjacent uses, that are distinct from the role of a third-floor communal balcony. As noted in other comments, the primary driver of the requested reductions appears to be the scale and footprint of the proposed building. A more compact and vertical built form could create additional opportunities for meaningful at-grade landscaping and reduce the extent of relief required. Staff encourage further design exploration to better integrate landscaped areas as part of a balanced site layout.

h)	The PJR notes that the requested reductions to unit size, lot area per unit, and lot coverage are needed for the "geometric and economic feasibility" of the building. • While staff understand that economics may influence the applicant's preferred approach, economic feasibility is not a land use planning justification under the Planning Act. Zoning relief needs to be supported based on planning considerations, such as built form, compatibility, site functionality, and alignment with the intent of the By-law. • From a geometric perspective, staff believe there are alternatives that could achieve the intended development objective with far less zoning relief. A slightly taller and more compact building form may allow the development to meet or better align with required setbacks, landscaped area, and coverage, rather than relying on a footprint that places pressure on multiple standards. • Staff also note that the current footprint and site layout are heavily dependent on continued access to the "unnamed municipal laneway located south of the subject property", which is not a public road, not owned by the applicant, and not built to municipal standard. Exploring a more compact vertical form may reduce this dependence and help create a site layout that functions more independently of these lands.
i)	Staff acknowledge that a Heritage Impact Assessment (HIA) was submitted in support of the application, evaluating the effect of the proposed development on the subject property and the adjacent property at 537 King Street. The HIA concludes that demolition of the existing dwelling would result in a major impact due to the loss of the property's heritage attributes, many of which are internal, and recommends a Salvage, Documentation, and Commemoration Plan should demolition proceed. The HIA notes that this Plan may be secured either through the Notice of Intention to Demolish process or as a condition of subsequent planning approvals. • Given that the subject property is listed on the City's Heritage Register but not designated, staff request clarification on the proposed process for removal of the property from the Register in accordance with Section 27 of the Ontario Heritage Act, including whether Council consideration is anticipated in advance of the issuance of a demolition permit. • Staff request clarification on the intended timing of demolition relative to the required planning approvals, as this will determine which mechanism is used to secure the Salvage, Documentation and Commemoration Plan. Confirmation is needed that, regardless of sequencing, the Plan will be submitted, reviewed, and secured to the satisfaction of the City prior to any demolition activity, and that its implementation will be coordinated with City staff. • Until outstanding matters related to the process for removing the property from the Hartage Registry is provided, planning staff will be require that a Holding (H) Provision be included within the ZBA, which can be lifted once this is resolved.

2.0 Drainage Comments	
Contact: Alana VanderVeen, alana.vanderveen@portcolborne.ca	
2.1	**MUNICIPAL DRAINS**
a)	There are no comments regarding municipal drains. The parcel is outside of any known municipal drainage watershed.

3.0 City of Port Colborne Engineering	
Contact: Chris Viccica, chris.viccica@portcolborne.ca	
3.1	**SWM & FSR**
a)	No comments on the technical engineering studies submitted at this time. More detailed modelling and studies will be required at the site plan stage, where a more fulsome engineering review will be provided.

4.0 Niagara Region Comments	
Contact: Alexandra Reddon, Alexandra.reddon@niagararegion.ca	
4.1	**WASTE COLLECTION**
a)	Regional staff have reviewed the submitted Site Plan. It is understood that the development is proposing to utilize in-ground refuse bins. The applicant is advised that this method of waste storage is not eligible for Regional collection and waste collection for the subject property will be the responsibility of the owner through a private waste collection for the subject property will be the responsibility of the owner through a private waste collection contractor and not Niagara Region.
b)	The Region requests that the following clauses are not included in the Site Plan Agreement between the City and the Owner: 1. The Owner is advised that the development does not comply with Niagara Region's Procedure for Requirements for Waste Collection, therefore, waste collection for the site will be the responsibility of the Owner through a private contractor and not Niagara Region. 2. That the Owner agrees to include the following warning clause in all future Agreements for Purchase and Sale or Lease: *"Purchasers/Tenants are advised that the development does not comply with Niagara Region's Procedure for Requirements for Waste Collection, therefore waste collection for the site is the responsibility of the Owner through a private contractor and not Niagara Region."*

5.0 City of Port Colborne Fire	
Contact: Charles Turpin, charles.turpin@portcolborne.ca	
a)	Port Colborne Fire has no objection to the proposal as per the Fire Code or the Building Code
b)	More detailed comment may be provided at the site plan stage

6.0 Comments from Council at April 7 Statutory Meeting	
Contact: N/A	
a)	Can you confirm what definition of affordable is being applied?
b)	How will you ensure that affordable units are secured for the long term?
c)	Is there a way to ensure that affordable units are given to Port Colborne residents?
d)	How will you ensure that affordable units are rented to people who truly require affordable units?
e)	Concerns with the parking provided/ concerns with overnight parking on street/ would you consider adjustments to the proposal to address parking concerns?

MEMO

DILLON CONSULTING

TO: Sara Lourenco — Watson & Associates Economists Ltd.
FROM: Mike Walters
CC: Kelly Martel — City of Port Colborne
DATE: September 29, 2025
SUBJECT: **Port Colborne Parking Study**
OUR FILE: 25-2089

1.0 Purpose

Watson & Associates Economists Ltd. (Watson) has retained Dillon Consulting Limited (Dillon) to undertake a review of parking requirements for apartment buildings in the city of Port Colborne. The City's Zoning By-Law (ZBL) requires that apartment buildings provide a parking supply of 1.25 spaces per unit. In March 2023, the federal government announced the $4-billion Housing Accelerator Fund (HAF) that was to be administered by the Canada Mortgage and Housing Corporation (CMHC). The City's application to the first intake in August 2023 was unsuccessful. The City's application to the second intake, submitted in August 2024, was successful. As a result, the City is entitled to receive HAF funding in the amount of $4.3 million. Receiving the full $4.3 million is contingent upon completing a set of identified initiatives aimed at increasing housing supply, facilitating development and achieving an established housing supply growth target. Reducing or eliminating parking requirements in intensification areas is one of the seven HAF initiatives that the City must complete.

This memorandum documents a review of parking requirements for apartment buildings to identify the potential to implement a reduced minimum rate. The review includes the following components:

- A review of typical industry parking data for apartment buildings;
- A peer review of other municipalities applying for HAF funding, in terms of their parking requirements and which ones are proposing reducing the minimum rates;
- A review of the Port Colborne context, including policies related to parking supply;
- A review of recent development applications that have sought relief from the ZBL parking requirements;
- A review of vehicle ownership data from the *Transportation Tomorrow Survey* and from a parking survey undertaken in August 2025 in support of this review.

2.0 ITE Parking Generation Data

General industry standard parking generation rates for apartment buildings were obtained from the Institute of Transportation Engineers (ITE) document *Parking Generation Manual*, 6th edition. There are separate land use codes for low-rise (three storeys or less) and mid-rise (four to ten storeys) apartment buildings. The following average rates are published:

- Low-rise apartment building: 1.27 spaces per unit
- Mid-rise apartment building: 1.23 spaces per unit

The ITE data are not subdivided between resident parking and visitor parking.

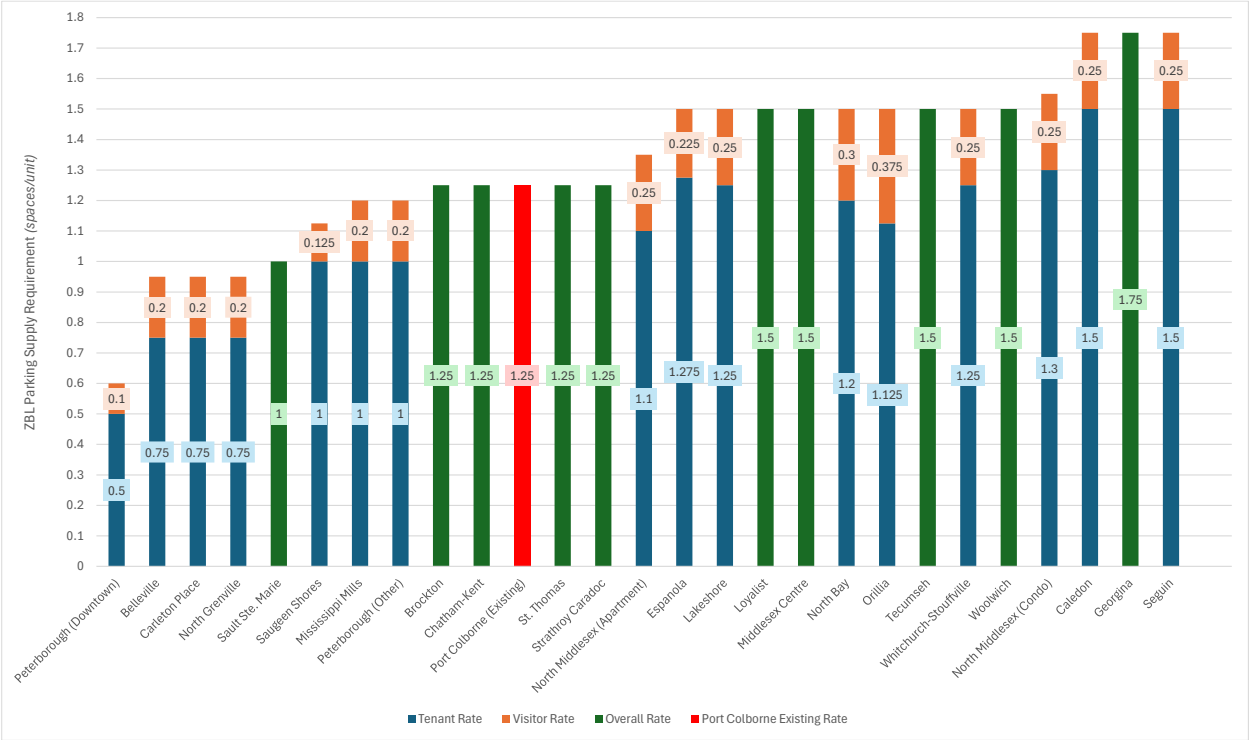
3.0 Review of Peer Municipalities

Watson provided the existing parking requirements for other municipalities that have applied for HAF funding, as well as a list of those that are proposing parking rate adjustments. Of the 48 municipalities in the long list, Dillon narrowed these to 24 municipalities that are more comparable to Port Colborne (e.g., similar population or less; smaller geographic extents; lower density; limited transit service).

3.1 Existing Parking Requirements

Figure 1 shows the current ZBL parking requirements for apartments in the peer municipalities.

Figure 1: Current Apartment Parking Requirements in Peer Municipalities



Approximately half of the peer municipalities have apartment parking rates higher than Port Colborne's; the remaining half have the same rate or lower rates. The most common rate is 1.5 spaces per unit, followed by 1.25 spaces per unit. (Note that 1.25 spaces per unit roughly corresponds to the average rate in the ITE *Parking Generation Manual*.) Five municipalities permit apartment buildings with 1 space per unit or fewer (one of which is an area-specific rate in downtown Peterborough).

Not all ZBLs subdivide the parking requirement into resident spaces versus visitor spaces. Of those that do, most require between 0.2 and 0.25 spaces per unit for visitors.

3.2 Municipalities Proposing Parking Rate Reductions

Of the 24 peer municipalities, 8 have indicated that they will be reducing their parking requirements, and an additional 6 have indicated that they will review their parking minimum requirements, as one of the measures to comply with HAF funding requirements.

Table 1: Peer Municipalities Proposing Parking Reductions

Municipality	Existing parking requirement *(spaces/unit)*	Proposed measure
Municipalities identifying specific measures		
Lakeshore	1.5	Reduce minimum parking requirements for apartments (and other specified dwelling types) to 1.0 spaces per unit
North Bay	1.5	Reduce minimum parking requirements on additional development units attached to single-dwelling homes from 1.0 to 0.5 spaces per unit
Orillia	1.5	Reduce minimum parking requirements for non-profit and government-funded affordable housing developments to 0 spaces per unit in downtown core and from 1.5 spaces per unit to 0.75 elsewhere
Tecumseh	1.5	Reduce minimum parking requirements for apartments to 1.25 spaces per unit
Woolwich	1.25-1.5	Reduce minimum parking requirements by 25% for affordable housing developments
St. Thomas	1.25	Reduce minimum parking requirements for apartments to 1.0 spaces per unit in specified “intensification areas”
Saugeen Shores	1.125	Reduce parking minimums for housing types where 2 parking stalls are required per unit to 1
North Grenville	0.95	Eliminate minimum parking requirements on additional development units attached to single-dwelling homes and townhouses
Municipalities generally considering parking reductions		
Whitchurch-Stouffville	1.5	Reduce minimum parking rates for medium and high-density housing developments
Brockton	1.25	Review parking minimums
Chatham-Kent	1.25	Review parking minimums
Strathroy Caradoc	1.25	Review parking minimums
Peterborough	0.6-1.2	Reduce parking minimums in downtown areas and allow bike/carpool spaces to be substituted for parking spaces
Sault Ste. Marie	1.0	Consider eliminating parking minimums in downtown areas and implementing heavy reductions elsewhere

4.0 Port Colborne Context

4.1 Official Plan

Although the City’s Official Plan does not generally deal with parking, several policies in the plan deal with related matters (transportation objectives, urban form, etc.).

Prioritizing non-automobile transport: The plan states that from environmental, economic, and health perspectives, non-automobile modes of transportation are the preferred methods of movement. It mandates that “full consideration will be given to accommodating pedestrians and cycling in the planning, design and evaluation of any new development”.

Creating walkable, transit-supportive neighbourhoods: One of the plan's purposes is to create "walkable neighbourhoods". Policies encourage a compact urban form with efficient pedestrian, bicycle, and vehicular networks. High-density residential developments, such as apartment buildings, are specifically encouraged to be located in proximity to public transit and active transportation routes. (Notwithstanding this policy, at present, local service in Port Colborne consists of on-demand service only, with local transit trips served through on-demand service only, and therefore the guidance related to transit proximity is not currently applicable.)

Community Improvement Plan incentives: Within a designated Community Improvement Project Area, the City may implement a Community Improvement Plan. As part of this, the City can provide non-monetary incentives, explicitly including the "exemption from parking requirements".

Cash-in-lieu of parking: In the Downtown Commercial area, where apartment buildings are encouraged on the upper floors of commercial buildings, the municipality may accept cash-in-lieu of parking. This money would be used to provide for the consolidation or reorganization of off-street parking facilities. This allows a developer to provide fewer on-site parking spots in exchange for a payment. Normally this measure is implemented for commercial and other non-residential land uses, but there may be some contexts where it could be applied to residential uses (e.g., to satisfy visitor parking requirements).

Intensification and compact urban form: The Official Plan's growth management strategy emphasizes intensification and a compact urban form. Reducing the amount of surface parking required at new developments would be one measure to facilitate more compact development forms.

Accessibility to services: The Plan includes a policy that all new housing development should be accessible to medical facilities, shopping, and any future public transportation system. This could be interpreted as a factor that would make reduced parking supply more viable from a practical perspective, in that buildings within walking distance of a range of services lessen the likelihood of residents finding it difficult to manage everyday errands without a car.

4.2 Existing Zoning By-Law Parking Requirements

The ZBL currently requires that apartment buildings provide parking at a rate of 1.25 spaces per unit. Although some municipalities further subdivide their apartment parking requirements into separate rates for resident parking and visitor parking, the Port Colborne ZBL does not differentiate between resident and visitor parking requirements.

Most other dwelling types (i.e., ground-related units) require 1 space per unit. A difference between apartment buildings and other ground-related units is that visitor parking at apartments is typically provided on-site, whereas other ground-related units (e.g., duplexes and townhouses) are better able to rely on street parking for non-resident parking. This distinction implies that, of the 1.25 parking spaces per unit required for apartments, 1 space per unit is related to resident parking requirements and the remaining 0.25 space is for a pool of visitor spaces.

The ZBL also specifies the number of accessible parking spaces that are required; this number is based on the number of standard parking spaces that are required.

The ZBL specifies that required parking spaces be provided on the same lot as the use requiring the parking, or on another lot that is within 46 metres of the subject lot and is zoned to permit parking.

4.3 Recent Development Applications

City staff provided a list of recent apartment development applications (between November 2023 and April 2025) that proposed a parking supply below the Zoning By-law requirement (1.25 spaces per unit) and submitted Zoning Bylaw amendment and/or minor variance applications to permit a reduced parking supply. The applications supported by planning justification reports (PJRs) and/or transportation impact studies (TISs) are listed in ***Table 2***, along with the rationale provided in those studies. None of the studies justified parking reductions on the basis of survey data; justifications were generally either on the basis of policy or precedent.

Two of the studies used the availability of transit service as a factor. While it is correct that transit service is available in the city, it is limited to on-demand service for trips within Port Colborne, and a bus to Welland running at hourly intervals for trips outside of Port Colborne.

Table 2: Recent Development Applications Seeking Reduced Parking Requirements

395 Elm Street (June 2023) 0.97 spaces/unit proposed (80 spaces for 82 units); 1.1 spaces/unit approved
Rationale provided in PJR: • Reducing the parking rate will make it more feasible for the developer to implement more affordable housing units • Public transit service is available • Bicycle parking will be provided • Limited parking will assist in promoting alternate modes of transportation • Parking spaces will be assigned; residents will be charged a fee for parking that varies depending on "desirability" of the space; 2 units will not have a parking space • No visitor parking will be provided (implicitly stated)
179 Mellanby Avenue and 56-56 ½ Main Street West (November 2023) 0.50 spaces/unit proposed (51 spaces for 101 units)
No justification provided. The PJR noted that the applicant was having discussions with the St. Lawrence Seaway Authority to allow a long-term lease of adjacent vacant lands for resident parking, which would allow the ZBL parking requirements to be met. However, those negotiations fell through and a minor variance for 0.5 spaces per unit was approved.
Stonebridge Village (Northwest quadrant of Barrick Road and West Side Road) (May 2024) 1.10 spaces/unit proposed (182 spaces for 166 units)
Rationale provided in TIS: • Two municipalities were cited with a ZBL requirement of 1.0 space/unit (Welland, Guelph) • Reference to an apartment complex in Welland that was approved with parking rates of 0.40-0.42 spaces/unit

242-246 West Side Road (January 2025)
1.04 spaces/unit proposed (116 spaces for 112 units)

Rationale provided in PJR:

- Reducing the parking rate will make it more feasible for the developer to implement more affordable housing units
- Public transit service is available
- Bicycle parking will be provided
- Limited parking will assist in promoting alternate modes of transportation
- Some residents will be seniors / empty nesters looking to downsize, who may not require parking

80 Nickel Street (April 2025)
(1.06 spaces/unit proposed (18 spaces for 17 units)

PJR proposes one parking space per unit for residents (plus one accessible space), with visitors parking on-street

4.4 Vehicle Ownership

Vehicle ownership data was obtained from the *Transportation Tomorrow Survey* (TTS). The TTS is a transportation survey undertaken every five years to establish travel patterns in south-central Ontario, with a sample size equivalent to approximately 5% of households. In addition to data on travel patterns, it includes demographic data such as vehicle ownership and dwelling type. The vehicle ownership data was filtered to show the number of vehicles owned by households living in apartments in Port Colborne. Because the sample size is relatively small when applying this filter (only 35 to 100 respondents in Port Colborne depending on year), data from multiple years were extracted, as well as data from Niagara Region overall.

Table 3 presents the TTS vehicle ownership data. In all cases the average vehicle ownership of apartment households was calculated at 1 vehicle per household or less. In the most recent two TTS surveys, roughly one-quarter of apartment households in Port Colborne and Niagara Region reported not owning a vehicle (this figure was lower in Port Colborne in 2022, but this may be skewed by a smaller sample size).

Table 3: TTS Vehicle Ownership Data for Apartment Households

Movement	Port Colborne			Niagara Region		
	2011	2016	2022	2011	2016	2022
# vehicles/household:						
0 vehicles	34%	23%	10%	32%	26%	23%
1 vehicle	57%	72%	82%	56%	63%	66%
2 vehicles	9%	5%	6%	11%	10%	9%
3 vehicles	0%	0%	2%	0%	1%	1%
4 vehicles	0%	0%	0%	0%	0%	1%
Avg. vehicles/household:	**0.75**	**0.81**	**0.99**	**0.80**	**0.86**	**0.91**
# of respondents:	63	104	47	1,526	1,589	1,053

4.5 Parking Occupancy Surveys

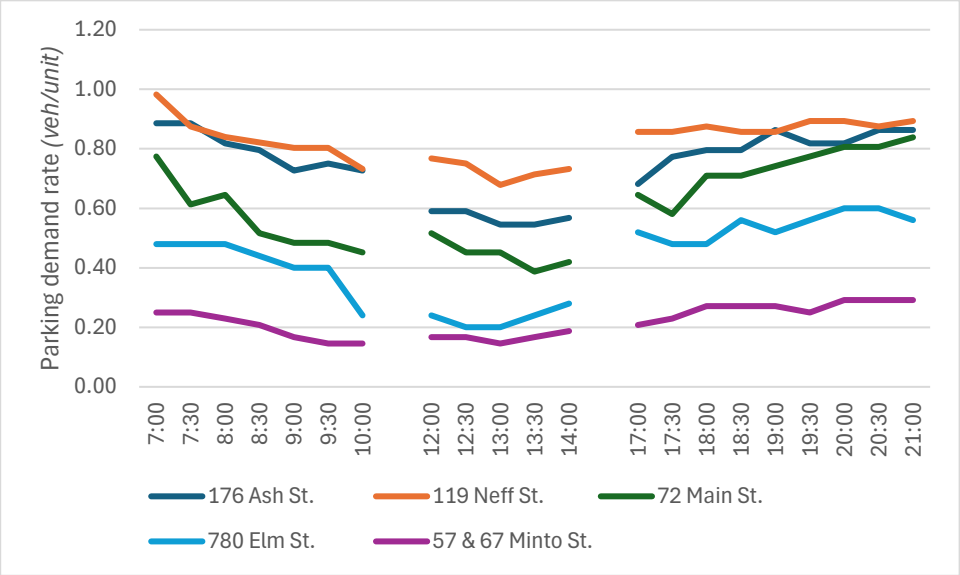
As part of this review, parking occupancy surveys were undertaken in August 2025 at the following five apartment buildings in Port Colborne:

- 176 Ash Street;
- 119 Neff Street;
- 72 Main Street East;
- 780 Elm Street; and
- 57/67 Minto Street.

These buildings range in height from 2 to 5 storeys, and range in size from 25 to 56 units. At three sites the parking supply exceeds the ZBL requirement; at the other two sites (780 Elm Street; 57/67 Minto Street) the parking supply is less than the ZBL requirement.

The surveys were undertaken by Pyramid Traffic Inc. on Tuesday, August 18, 2025. The surveyors recorded the number of vehicles parked on-site between 7:00 and 10:00 AM, 12:00 and 2:00 PM, and 5:00 and 9:00 PM, at half-hourly intervals. The number of parked vehicles was then converted to a rate per unit. ***Figure 2*** shows how the parking demand rate (per unit) varied at each site throughout the day. The detailed survey data are provided in ***Attachment 1***.

Figure 2: Parking Survey Results



It is possible that the parking occupancy could have been slightly higher in the hours preceding and/or following the survey period (i.e., residents leaving before 7:00 AM and/or returning home after 9:00 PM). The ITE *Parking Generation Manual* provides a time-of-day distribution for parking demand. At low-rise apartment buildings, the ITE data indicates the parking demand at 7:00 AM and at 9:00 PM is approximately 85% of the peak (overnight) parking demand. This factor was applied to the higher of the 7:00 AM occupancy and the 9:00 PM occupancy to extrapolate the peak parking demand at all five survey sites.

Table 4: Summary of Parking Study Results

Characteristic:	17 Ash Street	119 Neff Street	72 Main Street East	780 Elm Street	57/67 Minto Street
Number of storeys:	5	2-4	3	3	3
Number of units:	44	56	31	25	48
Parking supply:	61	78	44	27	33
Parking supply rate (spaces/unit):	1.39	1.39	1.42	1.08	0.69
Maximum observed occupancy:	39	55	26	15	14
Maximum observed rate (vehicles/unit):	0.89	0.98	0.84	0.60	0.29
Extrapolated maximum (vehicles/unit):	1.04	1.16	0.99	0.66	0.34

At three of the sites, the extrapolated parking demand rate was roughly 1 vehicle per unit or higher, reaching a maximum of 1.16 vehicles per unit (at 119 Neff Street). These are also the three sites where the parking supply exceeds the ZBL requirement.

At the other two sites, the extrapolated parking demand rate was significantly lower — as low as 0.34 vehicles per unit at 57/67 Minto Street. These are also the two sites where the parking supply is lower than the ZBL requirement. City staff indicated that there may be some vacancies at these two sites, which would result in a parking demand that is lower than typical.

At all sites, the maximum observed (and extrapolated) parking occupancy was well below the parking supply. This means that the observations are a reflection of true parking demand and are not artificially constrained because of limited supply (other than by factors such as measures that may be taken by building management to allocate parking spaces, or by tenants avoiding buildings with limited parking supply if that is an important consideration for them).

5.0 Summary of Findings

The review of parking requirements for apartment buildings in Port Colborne has generated several key findings from policy, empirical data, and a review of municipal practices that collectively support a reduction from the current Zoning By-law (ZBL) standard of 1.25 spaces per unit.

- ***Official Plan policies support reduced parking:*** From a policy basis, the City's Official Plan contains multiple policies that encourage a shift away from automobile dependence. The plan prioritizes non-automobile transportation, promotes the creation of walkable neighbourhoods, and supports intensification through a compact urban form. Reducing surface parking requirements is a direct way to facilitate more compact development. The plan also provides tools that allow for flexibility in parking, such as exemptions within Community Improvement Project Areas and the use of cash-in-lieu of parking in the Downtown Commercial area.
- ***Vehicle ownership is below one car per household:*** Data from the *Transportation Tomorrow Survey* (TTS) indicates that vehicle ownership among apartment residents in Port Colborne and Niagara Region is lower than the parking requirement implies. Across multiple survey years, average vehicle ownership for apartment households in Niagara Region was consistently calculated at 0.8–0.9 vehicles per household; Port Colborne average vehicle ownership was generally comparable, when considering the higher level of error due to a smaller sample size.

Furthermore, the data from 2016 and 2022 suggests that roughly one-quarter of apartment households in both Port Colborne and the wider Niagara Region do not own a vehicle at all.

- ***Observed parking demand is lower than required supply:*** Parking occupancy surveys conducted at five apartment buildings in Port Colborne in August 2025 confirm that actual demand is less than the ZBL requirement. After extrapolating the observed data to account for potential early morning departures and/or late evening arrivals, three buildings had peak parking demand in the range of 0.99 to 1.16 vehicles per unit. Two buildings had significantly lower parking demand (as low as 0.34 vehicles per unit), although the lower rates at these sites may have been due to vacancies.
- ***Local precedent exists for reduced rates:*** The City has recently approved several development applications with parking rates below the 1.25 spaces/unit standard. These approvals, with rates in the range of 1.04 to 1.1 spaces per unit, establish a precedent for reductions. Some of these have explicitly or implicitly indicated that these reduced rates assume that visitors will park on-street; others have referenced general policy objectives or lower parking requirements in other jurisdictions.
- ***Peer municipalities are also reducing parking requirements:*** While Port Colborne's current rate of 1.25 spaces/unit is consistent with industry averages from the ITE *Parking Generation Manual* and is a common rate among peer municipalities, more than half of the peer municipalities that have applied for HAF funding have either indicated specific measures to reduce parking requirements or have indicated that they will be reviewing their parking requirements as a measure to comply with HAF conditions.

6.0 Recommendations

The foregoing policies and data suggest that a reduced parking requirement of 1.1 parking spaces per apartment unit would be reasonable, particularly for apartment buildings within walking distance of commercial areas and services that can be easily reached by residents that do not own a vehicle. This represents a 12% reduction from the current 1.25 spaces/unit requirement and would serve as a meaningful measure to remove barriers to housing construction, as sought by the HAF initiative.

This reduced parking rate achieves the following:

- It allows for a meaningful reduction in the number of parking spaces needed to be provided (e.g., a 100-unit building would require 15 fewer parking spaces).
- It is comparable to parking reductions that have been granted by the City in the past two years.
- It is in line with vehicle ownership data from industry sources and parking demand data recorded in the field.
- It is aligned (at least in terms of direction) with measures being taken by several other smaller municipalities that have also applied for HAF funding.
- It acknowledges that most apartment dwellers own a vehicle, especially given the limited transit service in the city, but also recognizes that there are many tenants that do not require a parking space. Adopting a lower standard rate that reflects that not all tenants own a vehicle would reduce development costs and facilitate the construction of new housing.

Attachment 1:
Parking Survey Data

Port Colborne Parking Study

MN87CI7-002-01 - 516297

Date: Tuesday August 18, 2025

Time	176 Ash St		119 Neff St		72 Main St		780 Elm St		57 & 67 Minto St	
	REG	HC	REG	HC	REG	HC	REG	HC	REG	HC
7:00	34	5	55	na	22	2	12	na	12	0
7:30	34	5	49	na	16	3	12	na	12	0
8:00	31	5	47	na	17	3	12	na	11	0
8:30	30	5	46	na	14	2	11	na	10	0
9:00	29	3	45	na	13	2	10	na	8	0
9:30	28	5	45	na	12	3	10	na	7	0
10:00	28	4	41	na	11	3	6	na	7	0
12:00	22	4	43	na	13	3	6	na	8	0
12:30	22	4	42	na	11	3	5	na	8	0
13:00	20	4	38	na	11	3	5	na	7	0
13:30	21	3	40	na	9	3	6	na	8	0
14:00	22	3	41	na	10	3	7	na	9	0
17:00	26	4	48	na	17	3	13	na	10	0
17:30	30	4	48	na	15	3	12	na	11	0
18:00	31	4	49	na	19	3	12	na	13	0
18:30	31	4	48	na	19	3	14	na	13	0
19:00	33	5	48	na	20	3	13	na	13	0
19:30	31	5	50	na	21	3	14	na	12	0
20:00	31	5	50	na	22	3	15	na	14	0
20:30	33	5	49	na	22	3	15	na	14	0
21:00	33	5	50	na	23	3	14	na	14	0

Available spaces

176 Ash St		119 Neff St		72 Main St		780 Elm St		57 & 67 Minto St	
REG	HC	REG	HC	REG	HC	REG	HC	REG	HC
56	5	78	0	41	3	27	0	31	2

The Corporation of the City of Port Colborne

By-law No. 7391/82/25

Being a by-law to under the provisions of Section 34 of the Planning Act, R.S.O. 1990, to amend By-law No. 6575/30/18, the Zoning By-Law of the City of Port Colborne.

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

Whereas Council has conducted a public meeting as required by Section 34(12) of the Planning Act, R.S.O. 1990, as amended, and has determined that no further notice is required in accordance with Section 34(17); and

Whereas the matters herein are in conformity with the policies and designations contained in the Official Plans of the Regional Municipality of Niagara and the City of Port Colborne as are currently in force and effect; and

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

1. This amendment shall apply to all lands within the City of Port Colborne within the Regional Municipality of Niagara.

2. That Section 3 General Provisions be amended by updating section 3.1.1 entitled "Parking Space Requirements for Residential Uses" of Zoning By-law 6575/30/18, as amended, is hereby further amended as shown below, where new text is shown in red underline and text to be removed is ~~strikethrough~~:

Permitted Use	No. of Spaces Required per Unit
Apartment Building	~~1.25~~ 1.1
Apartment Building, Public	1 space per 3 units
Bed and Breakfast	1 space per guest room
Dwelling, Accessory	1
Dwelling, Detached	1
Dwelling, Duplex	1
Dwelling, Fourplex	1
Dwelling, Semi-Detached	1
Dwelling, Townhouse Block	1
Dwelling, Townhouse Street	1
Dwelling, Triplex	1
Dwelling Unit, Accessory	1 (can be tandem)
Long Term Care Facility	0.4 per dwelling unit and per care bed
Supportive Living Facility	0.5

3. That Section 38, entitled "Definitions" of Zoning By-law 6575/30/18, as amended, is hereby further amended as shown below, where new text is shown in red underline:

Apartment Building, Public: means a building divided vertically and horizontally, or horizontally into five or more dwelling units each with its own entrance either separately or from a common vestibule, stairway or hallway, that has been erected, owned and/or is maintained by a public agency or non-profit charitable organization; or, is made available to rent over the long-term at a rent that is no greater than 50 per cent of the Average Market Rate (AMR).

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

5. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the Planning Act.

Enacted and passed this 14th day of October, 2025.

William C. Steele
Mayor

Charlotte Madden
City Clerk

PORT COLBORNE
PLANNING AND DEVELOPMENT

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T (905) 228-8124
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June 1, 2026

Attn: Merve Kolcak

RE: Return of Comments Package- Submission 2
Official Plan Amendment (OPA) and Zoning By-law Amendment Applications
547 King Street, Port Colborne
Our Files: D09-01-26 and D14-01-26

This letter is intended to provide an update on the review status of the above-noted Planning Act applications and includes a summary of all comments received to-date from agencies and departments.

Application Chronology

The application was deemed complete on February 23, 2026 and was circulated for comment to agencies and departments on February 25, 2026. A resubmission was received on May 22, 2026, and was circulated for comment to agencies and departments on May 25, 2026.

Summary of Proposed Development

The proposed development is a three-storey, purpose-built rental apartment building containing 30 studio units. The Official Plan Amendment is to create site-specific policies to permit a density of 383 units per hectare, and no ground related residential or commercial uses. The Zoning By-law Amendment proposes to change the zoning of the subject lands to a site-specific Fourth Density Residential (R4-XX) zone.

Submission 2

The following documents were included with Submission 2:

- Covering letter
- Comment response matrix
- Draft OPA
- Draft ZBA
- Parking justification correspondence
- Concept site plan- parking off site
- Concept site plan- parking on site
- Floor plans and elevations
- Applicant letter

Technical Review Status

As part of our review, the submission has been circulated to applicable internal departments and external agencies for technical review and comment.

A comment matrix is attached to this letter. The general comments are also summarized below, for ease of reference. We note that a meeting is scheduled for June 4, 2026 to discuss and resolve outstanding matters.

Planning

Planning staff have reviewed the resubmission in detail and acknowledge that the revised concept plan reflects a meaningful response to previous comments. The proposed increase in building height, reduction in building footprint, and improved setbacks result in a more compact and appropriately scaled built form that better aligns with the intent of the R4 Zone.

Staff are generally supportive of the proposed development in principle. Outstanding matters remain related to the formalization and upgrading of access, the parking framework (including the proposed rate and potential off-site parking), and associated implementation mechanisms. As outlined in this review, the adjacent municipal laneway must be upgraded to current municipal standards to support the proposed development. These matters are proposed to be addressed through the Holding provisions and implementing agreements, as reflected in the attached revised draft Zoning By-law Amendment.

Municipal Drainage Superintendent

We have received confirmation that drainage has no further comments

Development Engineering

A commenting deadline of June 5th was provided. As of the date of this letter, we have not received any further comments from Development Engineering, and we note that no new comments are expected. If additional comments are received, we can provide them to the applicant and their team at our meeting.

Niagara Region

A commenting deadline of June 5th was provided. As of the date of this letter, we have not received any further comments from the Region, and we note that no new comments are expected. If additional comments are received, we can provide them to the applicant and their team at our meeting.

Fire Prevention

Port fire will require a new functional servicing report for the fire flows as the building has changed height and will require a stand pipe system and possibly a sprinkler system.

At site plan - the Ontario building code matrixes, fire hydrant location, fire department connection on the building and the distance from the fire hydrant to the FD is required for correct evaluation.

NPCA

Please note there are no NPCA regulated features on the subject property as such the NPCA has no comments and will not require a review fee. If there are any stormwater outfalls proposed within NCPA regulated features an NPCA work permit will be required.

Next Steps

Based on the review to date, staff have identified a clear path forward to address outstanding matters and advance the application.

Staff acknowledge the applicant's objective to maintain flexibility in delivering the proposed development, including potential affordability models and parking arrangements. Staff are supportive of this approach in principle and recognize the value of enabling a range of delivery options.

The revised concept plan demonstrates a more appropriate built form, including improved setbacks and site organization, and staff are generally supportive of the development subject to the conditions outlined in this review.

To balance flexibility with appropriate planning controls and ensure a defensible outcome, staff have identified a framework that secures key matters through the implementing Zoning By-law, associated Holding provisions, and development agreements. This includes the requirement to upgrade the adjacent municipal laneway to current City standards, secure access through an appropriate legal mechanism, and implement the proposed parking framework.

This approach allows the applicant to pursue different delivery models while ensuring that access, parking, and affordability commitments are confirmed and enforceable prior to development proceeding.

Staff are of the opinion that this approach provides appropriate flexibility to the applicant while mitigating risk and maintaining consistency with the City's planning framework.

At this stage, staff are prepared to proceed with preparing a recommendation report in support of the proposal, based on the revised concept and the draft amendments

included with this package. The application could be considered by Council as early as June 23, 2026, subject to the report being finalized and submitted into the internal workflow system by June 8, 2026.

Should you have any questions, please do not hesitate to reach out to Erik Acs (erik.acs@portcolborne.ca) or myself.

Thank you,

Kelly Martel, MCIP, RPP
Planning Manager

NO.	COMMENTING GROUP	
1.0	**Planning- note that responses and comments have been provided this cycle under the "Submission 2 Comments" column**	**PAGE 1-17**
2.0	**Drainage- note that we have received confirmation that drainage has no further comments**	**PAGE 18**
3.0	**Engineering- note that no new comments are expected**	**PAGE 18**
4.0	**Niagara Region- note that no new comments are expected**	**PAGE 18**
5.0	**Fire- note that new comments have been provided this cycle**	**PAGE 19**
6.0	**Council at April 7 Statutory Meeting- note that this matrix has been updated to include applicant responses**	**PAGE 19**
7.0	**NPCA- note that comments received on second submission (no objections)**	**PAGE 20**

1.0 Planning Comments			
Contact: Kelly Martel, kelly.martel@portcolborne.ca			
1.1	**OFFICIAL PLAN AMENDMENT**		
	Original Comment	**Applicant Response**	**Submission 2 Comments**

a)	As part of the Official Plan Amendment, the applicant has proposed a site-specific amendment to Section 3.2.1 c) (High Density Residential) to permit a density of 383 units per hectare. The current Official Plan provisions for High Density residential direct apartment buildings to range in density from 70 to 100 units per hectare.
	• The requested density represents a significant increase beyond the permitted density. While staff acknowledge that the proposed development would yield approximately 30 dwelling units in total, the density calculation far exceeds the range established in the Official Plan. Under the current Official Plan framework, a maximum of 7 units would be achievable on this site (8 units exceeds the 100 UPH threshold).
	• Staff acknowledge that the existing density permissions in the Official Plan are out of date, and there is an intention to address this through the new Official Plan, which we hope to have adopted by Council in fall 2026. We note that there is precedent established to exceed the maximum density, and increases have been supported. For reference, recently approved developments with increased density are provided below:
	  • 242 West Side Road: 198 UPH
	  • Millar's Crossing: individual lots and blocks may be permitted to exceed the upset density limits of the OP, so long as the overall development is no more than 105 UPH
	  • Mapleview Subdivision: 150 UPH for High Density Development
	  • Stonebridge Subdivision: Minimum 80 UPH and Maximum 150 UPH in the Medium-High Density blocks
	  • 54 George: 103 UPH
	  • 9 Chestnut (Chestnut Park): 148 UPH
		• The proposal is seeking an increase in density from maximum 100 units per hectare to 383 units per hectare. The proposal represents a form of infill and intensification within an Urban Area. The built form (4 storey apartment building) is modest intensification that is context appropriate and compact built form. Maximum of 7 units on the site would not result in efficient use of land and existing municipal infrastructure, community services and facilities. The proposed development is appropriately scaled to align with the character and planned function of the surrounding area. The proposed development prioritizes rental residential intensification to meet the housing needs of the City of Port Colborne and the Region of Niagara.
		• Noted, the applicant has revised the proposed Concept Site Plan to ensure it addresses built form, site functionality and compatibility.
		• Thank you for detailed review and feedback on the proposal and appreciate the support in principle for increased density on the Subject Site. The proposed Concept Site Plan has been revised to better address the comments and better align with the intent of R4 regulations. The revised Concept Site Plan represents a shift towards a more compact, vertically efficient built form, including: - increase in building height from 3 storeys to 4 storeys- reduction in building footprint- reduction to lot coverage from 65% to 52% (whereas 40% is required)- increase in landscaped open space 13.9% to 23% (whereas 25% is required)- increase in rear yard setback from 1m to 7.3m (exceeding the 6m requirement)- increase in front yard setback from 1.45m to 3m (whereas the requirement is 9m)The revised concept is more in keeping with the default
			• The revised concept plan represents an improvement over the previous submission and better aligns with the intent of the R4 Zone. Staff are generally satisfied with the revised approach. The remaining concerns relate to parking and site access.
			• Staff acknowledge that the current single-detached dwelling historically utilized the adjacent unnamed municipal laneway as informal access to the site. This condition appears to pre-date the current Zoning By-law and municipal design standards. However, the proposed intensification and redevelopment of the site triggers the need to formalize and upgrade this access to meet current municipal standards. Continued reliance on an informal, substandard access is not appropriate to support the proposed scale of development.
			• Staff are supportive of an access easement over the adjacent City-owned lands. However, the existing condition of the access is not acceptable on a long-term basis. Staff will require that the access be upgraded to meet current City standards, and confirmation is required that the applicant will be responsible for these works.
			• Staff also note that the proposed parking rate remains a concern and will be addressed through the implementing Zoning By-law.

	• 80 Nickel: 159 UPH (note: Site is designated Mixed Use under the East Waterfront Secondary Plan and does not have upset density limitations. An OPA was not required.) • These examples demonstrate Council's willingness to consider higher densities where proposals appropriately address built form, site functionality, and compatibility • As it relates to the request for 547 King, we note that in order to facilitate the development as proposed, relief from nearly all applicable R4 zoning regulations is required, including minimum lot area per unit, setbacks, lot coverage, parking, encroachments, landscaped buffers, and landscaped area. The purpose of the standards set out in the R4 Zone is to establish an appropriate building envelope relative to site size, surrounding context, and the functional capacity of the lot to accommodate built form, parking, circulation, and landscaped open space. The degree of zoning relief requested, when considered together with the proposed density, indicates that the scale of development is not proportionate to the size or configuration of the lot and does not achieve a building envelope that can be reasonably accommodated on the site. • The extent of relief sought suggests that the site cannot support the proposed density in its current configuration. These matters are fundamental to evaluating whether increased density can be supported, and the current proposal does not demonstrate that the site can function effectively at the requested scale. Staff are supportive of increased density on this site; however, in the absence of a revised plan demonstrating improved compliance with zoning standards and better site functionality, the requested density is not supportable.	(R4) zoning regulations and provides a useable rear yard amenity space. • Further, a swept path (AutoTurn) demonstrates functional vehicle maneouverability in & out of the parking stalls where the lane drive aisle is constrained to 5.5 m.	• Subject to resolution of these matters, staff are supportive of the requested amendments to the Official Plan.
b)	As part of the OPA, the proposal is seeking an exemption from the requirement to provide ground-oriented residential or commercial uses. Staff note that the location of this development warrants consideration for an exception to this permission. Removing this requirement is appropriate given the surrounding built form and neighbourhood context. We have no concern with the amendment in this regard.	Noted, thank you.	Comment addressed/ no further comments.

c)	We note that policy 3.2.1 d) works in conjunction with the policy set for high density residential in 3.2.1 c), as it relates to commercial uses, and this provision would also need to be excepted in the OPA.	Noted, this has been added to the site-specific draft OPA by-law.	Staff have made a minor revision to the OPA as requested, for clarity as shown below: *Notwithstanding Policy 3.2.1. c) iii) of the Official Plan for the City of Port Colborne, no ground-oriented residential or commercial uses are required to be provided.*

1.2 ZONING BY-LAW AMENDMENT- SPECIFIC COMMENTS			
	Original Comment	**Applicant Response**	**Submission 2 Comments**
a)	Section 8.7 of the Zoning By-law sets out the zone requirements for apartment buildings, including a maximum lot coverage of 40% and a minimum lot area of 125 square metres per dwelling unit. The ZBA proposes a lot coverage of 65%, and a minimum lot area of 26 square metres per unit. • The general intent of the minimum lot area per dwelling unit is to implement the density permissions in the Official Plan. Based on the Zoning By-law, a maximum of 6 units would be achievable on this site (7 units would exceed the 125m^2/ unit threshold). • Staff do not object in principle to reducing or removing the minimum lot area per dwelling unit, acknowledging that this provision operates as a density-regulating mechanism and that reduced standards have been supported in other circumstances. In this case, however, the proposed minimum of 26 square metres per unit, compared to the 125 square metres required, on a relatively small 784 square metre parcel enables a level of unit density that is markedly higher than that of the surrounding context. Staff are concerned that the scale of this reduction, particularly when combined with other zoning relief, contributes to a development intensity that may not be appropriate for the site. • The requested increase in lot coverage represents a substantial intensification of the built form on the site and significantly reduces the amount of open space available and also raises questions regarding site circulation and access. The applicant is encouraged to	• Acknowledging that the proposed lot coverage and minimum lot area per dwelling unit does not comply with Section 8.7 of the By-law. However, the Concept Site Plan has been revised to reduce the lot coverage from 65% to 52%, an improvement to the overall building footprint which brings the development closer to the 40% requirement. • With regard to the proposed minimum lot area of 26 square metres per unit, this is a provision that acts as a density control mechanism. Although no revisions have been made to this amendment, staff have acknowledged flexibility with this amendment. Further this provision does not take into account small lots that can be intensified through compact and vertical built form. Further, the site is within proximity to multiple parks including Lions Field Park, which is approximately a 6-minute walk from the Subject Site, as well as Vimy Park, which is approximately a 12-minute walk from the Subject Site. Within the broader context of Port Colborne and the Region, there are additional opportunities for access open spaces, including walking and cycling trails. The proposed intensification on the site is appropriate given the site context and surrounding uses. • The revised concept provides a less intense site design through a more vertically-oriented built form, with improved landscaped open space and amenity areas. The revised Site Plan and Draft ZBA provide fewer challenges to the default	• The revised concept plan represents an improvement over the original submission. Staff acknowledge the reduction in lot coverage and the shift toward a more compact, vertically oriented built form, which better aligns with the intent of the Zoning By-law. • Staff are generally satisfied with the proposed lot coverage and minimum lot area per dwelling unit. While these provisions do not meet the standards of the Zoning By-law, the revised approach represents an appropriate level of flexibility in this context. • Staff's remaining concerns relate to the resolution of parking and site access, as discussed elsewhere in this review.

	consider an alternative site design or layout that would be more in keeping with the existing coverage requirement. • Staff acknowledge that higher residential densities are supported by broader policy directions; however, policy support for intensification does not negate the need to appropriately manage scale, massing, and site configuration. In this case, the combination of reduced minimum lot area per unit and increased lot coverage results in a form of development that is overly intensive for the site and difficult to reconcile with its physical constraints and surrounding context • Exploring a slightly taller, more compact building could potentially yield a supportable density and help the proposal meet more standards of the requested R4 zone, rather than relying on a wide footprint that challenges multiple zoning standards and introduces compatibility concerns.	Zoning By-law, demonstrates vehicle manoeuverability and is appropriate for the lands given the surrounding land uses.	
b)	The ZBA is proposing reductions to required yard setbacks, including; a reduction in front yard from 9 metres to 1.4 metres, from 3 metres to 1.2 metres for interior side yard, and from 6 metres to 1 metre for the rear yard. • Staff acknowledge that this area is in transition and that intensification is anticipated. However, yard setbacks continue to serve important planning functions, including supporting site circulation, access, landscaping, and appropriate separation between buildings. The magnitude of the requested reductions suggests that the current building footprint occupies almost the entire developable area of the site, limiting the ability to provide these functions. • Staff are not opposed to alternate setbacks where it can be justified, for example for the purpose of maintaining a continuous street edge. In this case, however, the extent of the reductions appears to be driven by the scale and footprint of the proposed building rather than by broader urban design objectives. A mid-rise, more vertically efficient form with a reduced footprint may better achieve the intent of the setback requirements supporting the evolving character of the area.	• Front Yard Setback: The front yard setback has been revised and increased from 1.4 metres to 3.0 metres. The proposal seeks an amendment to reduce the required front yard setback from 9.0 metres to 3.0 metres, which maintains the general intent of the Zoning By-law by supporting a defined public realm, consistent streetscape, and continuous streetwall condition while avoiding excessive building setbacks. Further, the proposed setback is generally consistent with the front yard setbacks of the neighbouring buildings to the north and south, maintaining compatibility with the existing streetscape character. • Rear Yard Setback: The rear yard setback has been increased from 1 metre to 7.3 metres. The proposed setback exceeds the minimum requirement of 6 metres. • Interior Side Yard Setback: The interior side yard setback remains the same, a 1.2 metre setback is appropriate as there are no balconies proposed along the north lot line, it accords with the Ontario Building Code (OBC) and there are no concerns regarding maintenance and drainage.	Comment addressed/ no further comments.

c)	Section 8.7 of the Zoning By-law also sets out the minimum floor area for a unit, which is 50 square metres. The applicant is proposing that this provision not apply • We note that the architectural set includes unit sizes ranging from 33 square metres to 49.5 square metres. While staff recognize the importance of providing smaller, potentially more attainable housing options, the proposal results in all units being below the established minimum standard. We are not opposed to reducing this standard to establish an upset minimum that would align with standards set out in the Ontario Building Code for minimum room sizes, but we do not support removing this entirely. • A revised ZBA should address this by including a numerical value. Our building department has completed some general analysis and calculations, and would support 30 square metres as the metric (we note that it appears all units would exceed the 30 square metres based on our review of the architectural set provided).	Noted, the updated Draft ZBA provides a minimum floor area unit size of 30 square metres.	Comment addressed/ no further comments.
d)	Section 2.19.1 of the Zoning By-law sets out the required setback from lot line for general structures. The ZBA seeks to remove the setback requirement from the front lot line for a deck at any height. Staff are requesting further clarity on this request to better understand the intent of the relief sought.	The purpose of this request is to allow for unenclosed balconies above the covered entrance on the equivalent sized footprint. Thereby increasing communal outdoor amenity space. Despite the preliminary building plans do not contemplating balconies, we may wish to provision for them upon more detailed design. Further, a notwithstanding clause has been (Section 2.9. b)) added to recognize the proposed column and canopy in the front of the primary entrance of the building.	Staff are proposing a revised wording to the exception for the column and canopy proposed to ensure clarity in interpretation. This is included in the draft by-law in tracked changes, and pasted below for ease of reference: ~~Notwithstanding~~ in addition to the permitted obstructions set out in Section 2.19 b) i)-vi), columns and canopies are also permitted obstructions. ~~shall be obstructed by any building or structure.~~
e)	Section 3.1.1 of the Zoning By-law sets out the requirements for the number of parking spaces for residential uses. For apartment buildings, the required rate is 1.1 parking spaces per dwelling unit. This reduced parking rate was approved by Council in late October 2025, and was based on a parking study conducted by Dillon Consulting Limited. A copy of that Study is included in this return of comments package, for reference. That study utilized industry parking data for apartments, a	The proposed parking rate has been revised to seek a rate of 0.60 space per unit, except where a dwelling unit is 45 square metres in gross floor area or less, in which case, parking shall be provided at a rate of 0.43 spaces for each such unit and no visitor parking is required.	Staff have reviewed the revised parking proposal, which seeks a rate of 0.60 spaces per unit, with a further reduction to 0.43 spaces per unit for units less than 45 square metres, and no visitor parking requirement. Staff do not support the proposed parking rate.

	peer review of other municipalities who are in the process of reducing parking rates, a review of recent developments, and vehicle ownership data from the Transportation Tomorrow Survey. In addition, a parking survey of proxy sites in the City of Port Colborne was completed in August of 2025. • Based on the proposed 30-unit development, a total of 33 parking spaces would be required. The applicant proposes to provide 13 parking spaces, representing a rate of approximately 0.43 spaces per unit. The proposed rate is far below the reduced rate supported by Dillon's study and approved by Council. Staff note that a parking study was prepared by RJ Burnside, which is inconsistent with the findings of the City's parking study. Staff are not in a position to support a reduction of this magnitude without more fulsome analysis and justification, utilizing proxy sites entirely within City limits. • We do note that at the same time the reduced rate for apartment units was approved, Council also approved an amended definition for "apartment building, public" which would enable access to this reduced rate where deeply affordable housing units are provided by organizations other than Niagara Regional Housing. This definition is provided below. If the dwelling units proposed would meet this definition, then staff would be able to consider utilizing this rate (1 space per 3 units) for all units that meet this definition. *Apartment Building, Public: means a building divided vertically and horizontally, or horizontally into five or more dwelling units each with its own entrance either separately or from a common vestibule, stairway or hallway, that has been erected, owned and/or is maintained by a public agency or non-profit charitable organization; or, is made available to rent over the long-term at a rent that is no greater than 50 per cent of the Average Market Rate (AMR).* • Further comments on parking, as it relates to the proposed site access via the adjacent city owned lands, is provided in other sections.	Further, a provision has been added to permit required parking spaces within 100m of the subject lands. Please see RJ Burnside response email dated May 15th 2026.	As previously noted, Council approved a reduced parking rate of 1.1 spaces per unit for apartment buildings in October 2025, based on a comprehensive, locally-informed parking study. The proposed rate represents a significant departure from this recently established standard. While staff are open to considering reductions, such reductions must be supported by robust, site-specific justification and a clear implementation framework. The materials provided do not sufficiently demonstrate that the proposed rate would function appropriately in the Port Colborne context. The justification continues to rely on comparisons to other municipalities and limited proxy site data, which staff do not consider sufficient to support a reduction of this magnitude. Staff remain concerned that the proposed parking supply would result in deficiencies on-site and potential spillover impacts to adjacent streets and properties. That said, staff are open to considering a reduced parking rate of approximately 0.8 spaces per unit, provided that such a reduction is secured through an appropriate mechanism (e.g., development agreement or similar instrument) that ties the reduced parking rate to the provision and maintenance of affordable units over the long term. The proposed approach to introduce a new defined term and associated parking rate is not supported and will be addressed further in subsequent comments.

f)	Section 3.3 of the Zoning By-law sets out the requirements for the number of accessible parking spaces. The number of accessible parking spaces is relative to the number of required parking spaces. In accordance with the parking requirements of the By-law, 33 spaces are required. Section 3.3 indicates that where the number of required standard parking spaces is 26- 50, then 2 accessible spaces are required. Further information is required to assist in determining the base parking required for the site to ensure the appropriate number of accessible parking spaces are provided.	We are requesting that 13 spaces be required, thus requiring only 1 accessible space as part of that total.	The number of accessible parking spaces is required to be calculated based on the total number of required parking spaces in accordance with Section 3.1.1 of the Zoning By-law. As outlined in previous comments, staff do not support the applicant's proposed parking rate. The required number of accessible parking spaces will be confirmed once an appropriate base parking rate has been established to the satisfaction of the City. Staff note that while the applicant proposes 1 accessible parking space based on their reduced parking rate, a similar requirement would also result under a hypothetical parking rate of 0.8 spaces per unit (24 spaces), which likewise requires 1 accessible parking space in accordance with Section 3.3 of the By-law.
g)	Section 3.7 of the Zoning By-law establishes ingress and egress standards. Staff note that no exception to these standards are being sought, however it is unclear how the site meets these requirements. Further clarity is required, specifically: • Parking spaces are to be accessed from a road by means of a driveway. What is considered the "driveway" for this proposal? • Based on the site drawing, it appears the "unnamed municipal laneway located south of the subject property" is acting as a "driveway". The drawing notes that this width is 6.0 metres. In accordance with the Zoning By-law, driveways shall have a minimum unobstructed width of 7.5 metres where two-way traffic is permitted • Notwithstanding the clarity needed on the "driveway" as noted above, staff note that the access that appears to be utilized for the parking area is not owned by the applicant and is not considered to be part of the development site. Further justification and rationale is required to understand why it is appropriate in this circumstance to allow a driveway outside of the development	The unnamed City lane is proposed to act as both a laneway and a parking aisle. Historically speaking, including in Port Colborne, lanes / alleys function as parking aisles as they provide direct access to off-street parking stalls. Neither of the definitions found in Section 38 or the parking regulations of Section 3 reflect the current scenario where parking is accessed via a public lane is proposed for a new development. For instance, Section 3.7 (Ingress & Egress) stipulates that, 'required parking spaces shall have adequate access, from an improved or unimproved road, to permit ingress and egress of a motor vehicle by means of driveways, aisles, maneuvering areas, or similar area.' Yet, there are no definitions for 'aisle', 'parking aisle', or 'manoeuvring areas'. As well, the City's definition for 'lane' is limited to private ownership which fails to recognise the existing network of public lanes in Port Colborne, including the public lane which has historically been used to provide the subject site, and the lands to the south, with vehicular access.	The proposal relies on the adjacent municipal laneway to function as the primary means of access and circulation for a new 30-unit residential development. Regardless of how the access is characterized (i.e., lane, driveway, or aisle), the key issue is that it does not meet current municipal standards and is not under the ownership or control of the applicant. Reliance on an existing substandard condition may be appropriate for legacy development, but it is not appropriate to support new development at this scale. As outlined in previous comments, the proposed redevelopment triggers the need to formalize and upgrade the access to meet current City standards, and to ensure that such access is appropriately secured. Staff are supportive of an access easement over the adjacent City-owned lands; however, confirmation is required that the access

	area. Other comments contained herein provide greater detail with respect to staff's requests for further clarity on the legal mechanism to secure access over these lands for the development.	Furthermore, the Zoning By-law does not recognise the required parking stalls that currently, and legally, exist directly off of public lanes across the City. These parking spaces are provided without an intermediate 'driveway' connecting them, as the ZBL requires. Although the public laneway to the south may have historically been used as being more akin to a driveway, it continues to be a municipal lane and in ownership of the City. Although the By-laws have minimum size requirements for these laneways, this is existing and is currently deficient in width. Further, the proposed development will not change how the lane operates - it will continue to provide vehicular access for the proposed redevelopment of the subject lands, and provide access for the residential property to the south. It is unclear if the City is recognizing the deficient width of the laneway and the intention of the mention of the minimum 7.5 metre laneway width. Ultimately, this is an existing City-owned (unimproved) lane. In collaboration with Planning staff, we are open to modifying the site-specific ZBA to address these inconsistencies, (e.g., either as a driveway or a lane etc.), in order to advance the development. [Section 38: Definitions] Driveway: means a vehicle access provided between a street or lane and a parking area or a loading space, or between two parking areas, but does not include a parking aisle. Lane: means a private right-of-way that provides a means of access to lots abutting thereon. Parking Aisle: N/A Road, Improved: means a right of way under government jurisdiction that is open and maintained year round. Road, Unimproved: means a right of way under government jurisdiction that is open, but is not maintained. The City's unnamed & unimproved lane was historically designated as an 'alley' in the original subdivision plan (769). It is described as a 'public street/highway' under By-law VH2890	will be upgraded to meet current standards and that the applicant will be responsible for these works. Modifications to definitions or site-specific zoning provisions to permit a substandard access arrangement are not supported.

		which closed other parts of the alley network, but importantly not the alley directly south of 547 King. The fact that the City passed this By-law closing other parts of the alley network from public use, underscores that the remaining parts remain for public use. The unimproved alley may be treated as a public lane, in that vehicle access can be through same. If additional clarity or assurance is necessary, the City can grant an easement for vehicle access. The easement may be non-exclusive, such that it would not interfere with the ability of any other properties to also use the alley.	
h)	Section 3.10 of the Zoning By-law sets out the requirements for loading spaces. The proposal does not include any loading spaces and requests an exemption from these provisions. • Staff require further clarity on how loading, deliveries, and move-in/move-out activities are intended to function on the site, particularly given the current reliance on the adjacent city owned lands for all vehicular access. Additional information is needed to demonstrate why this development should be exempt from this requirement and how loading activity can be safely accommodated without impacting parking, circulation, or access.	It should be noted that Section 3.10, nor any other section of the ZBL, stipulate a minimum number of residential loading spaces required. Therefore, there are no requirements for loading space(s) to be provided. Regardless, for periodic loading activity, on-street parking exists along King Street which can supplement the off-street parking needed for deliveries.	Staff note that the applicant's response is inconsistent with the original submission and the current submission, both of which explicitly included a request for relief from loading space requirements. Further clarification is required on this matter. Staff do not feel reliance on on-street parking along King Street to accommodate loading activity is appropriate or reliable. Further information is required to demonstrate how loading activity can be safely and functionally accommodated on-site. Consideration should be given to identifying a designated on-site loading or lay-by space to accommodate periodic loading and move-in/move-out activity.
i)	Section 8.7 of the Zoning By-law sets out the zoning provisions for apartment buildings and requires a minimum landscaped area of 25%. The proposed amendment seeks to reduce the minimum landscaped area to 10%. • Reducing the landscaped area to 10% raises concerns that the site may be overdeveloped relative to its size and may not provide sufficient space to achieve the functional and aesthetic objectives of the Zoning By-law. Staff encourage the applicant to reconsider the placement, massing, and footprint of the building in order to increase	Reduction of the building footprint has increased the landscaped area from 10% to 23%.	Comment addressed/ no further comments.

	landscaped open space and better align with the intent of the Zoning By-law.		
j)	Section 3.11 of the Zoning By-law sets out the landscape provisions for parking areas, including a minimum 3 metre landscaped buffer between a residential zone and a public road. The applicant proposes to eliminate this buffer requirement. • Staff understand that this request is driven by the applicant's intention to use the "unnamed municipal laneway located south of the subject property" for primary vehicular access, circulation, and parking functions. However, as noted in other comments, this land is not owned by the applicant, is not recognized as a public street, is not constructed to a municipal road standard, and currently functions only as an informal gravel access with no known easement, right-of-way, or access agreement benefiting the subject lands. It is unclear what legal mechanism is proposed to secure long-term access over these lands. • The intent of the buffer is to provide separation between travel routes and parking areas to ensure safe and efficient two-way movement. Removing it could lead to conflicts between entering/exiting vehicles, reduced maneuvering space, and a circulation pattern that does not provide a clear one-in/one-out system. • The proposed removal of the landscaped buffer raises concerns. Eliminating the buffer would formalize a circulation system that relies on access over lands not owned or controlled by the applicant. This configuration does not provide a clear, safe, or functional one-in/one-out movement pattern, and may introduce conflicts between vehicular access, parking maneuvers, and operational needs. • Removing the landscaped buffer would formalize parking and vehicle movements directly against the "unnamed municipal laneway located south of the subject property", creating a circulation pattern that does not meet PPS requirements for safe, direct, and public-street-based access and does not satisfy local and NOP policies requiring development to provide safe, efficient,	The purpose of a landscape buffer between a residential zone and a public road/street is to minimise the unsightly and adverse impacts posed by surface parking lots next to public streets. However, laneways / alleys are fundamentally not public streets both in terms of their form or function, as well as historically and in modern times. For instance, they're significantly narrower, lack dedicated active transportation infrastructure and mainly provide for unsightly utility functions including car parking and waste collection. Upholding a landscape buffer along a lane/alley which is the exclusive means of vehicle access contradicts historic precedent and is not implementing the original intent of these Zoning standards which are focusing on public streets (e.g., 18 m ROWs with sidewalks) which are designed to higher standards. The primary purpose of lanes / alleys is to provide vehicle access. They're fundamentally not streets, and traditionally there are no separate active transportation facilities on alleys which is preferred in terms of public safety. The narrow carriageways induce slow traffic speeds which is evident by the fact that traffic collisions rarely occur on such platforms.	Staff acknowledge the applicant's rationale that laneways function differently than public streets and, in the context of the Subject Lands and the adjacent unnamed municipal laneway, have historically been used to provide informal vehicular access to low-density development. However, the current proposal represents a significant intensification of the site, which changes how the adjacent laneway is expected to function. What may be appropriate for an existing single-detached dwelling is not necessarily appropriate to support a 30-unit apartment building. As outlined in previous comments, the proposed redevelopment triggers the need to formalize and upgrade access to meet current municipal standards. Staff are open to considering alternative approaches to buffering in this context and would be supportive of exceptions to the requirements, as proposed by the applicant in the revised Zoning By-law Amendment, given the unique context of the site, provided that the access is brought into compliance with City standards.

	and functional on-site access and circulation. As such, staff do not support the requested removal of the landscaped buffer at this time.		
k)	**Overall comment** The current proposal requires relief from nearly all applicable R4 zoning regulations, including minimum lot area per unit, setbacks, lot coverage, parking, encroachments, landscaped buffers, and landscaped area. When considered cumulatively, the degree of zoning relief requested indicates that the scale of development is not proportionate to the size or configuration of the lot and does not result in a built form that can be reasonably accommodated on the site. Staff are not opposed to the proposed residential use or to increased density in principle. However, the scale and footprint of the proposed three-storey building are the primary drivers of the extensive and interrelated relief requested, and suggest that the development exceeds the site's physical capacity as currently configured. Staff would be prepared to support a revised proposal that: • Reduces the building footprint and redeploys density through increased building height to alleviate concerns related to lot coverage and landscaped open space; • Provides a functional vehicular circulation system and addresses the parking supply deficiencies identified through staff review; and • Increases landscaped areas and improves overall site circulation, consistent with the intent of the R4 zone standards. These revisions would allow the development to better align with R4 performance standards and support good planning principles. The package of requested relief is excessive, cumulative, and symptomatic of a building form that exceeds what the site can reasonably accommodate. In its current form, the proposed Zoning By-law Amendment cannot be supported. Staff remain open to an alternative concept that brings the development into closer conformity with the R4 zone and demonstrates improved site functionality.	As previously mentioned, the revised Concept Site Plan represents a shift towards a more compact, vertically efficient built form, including: • increase in building height from 3 storeys to 4 storeys- reduction in building footprint • reduction to lot coverage from 62.3% to 52% (whereas the requirement is 40%) • increase in landscaped open space 13.9% to 23% • increase in rear yard setback from 1m to 7.3m (exceeding the 6m requirement) • increase in front yard setback from 1.45m to 3m (whereas the requirement is 9m) While there are site specific zoning amendments, the revised plan represents a more balanced exemptions.	The associated reductions in lot coverage, improvements to setbacks, and increase in landscaped open space demonstrate a more balanced approach to site design and reduce the overall extent of zoning relief required. While site-specific relief is still proposed, the revised concept reflects a scale and form of development that is more proportionate to the site and generally consistent with good planning principles. Staff note that the overall appropriateness of the development remains tied to the resolution of outstanding matters related to parking and site access, as discussed elsewhere in this review.

1.3	GENERAL PLANNING REVIEW AND COMMENTS		
	Original Comment	**Applicant Response**	**Submission 2 Comments**
a)	Staff note that the plans identify a 31 m² communal balcony on the third storey; however, there is inconsistency in the application materials regarding whether this space is intended to function as indoor or outdoor amenity. The PJR describes it as both a "balcony" and as "indoor amenity space." Clarification is required. Given the small unit sizes and limited landscaped area on site, staff also request that the applicant confirm the overall amenity strategy, both indoor and outdoor, and demonstrate how adequate shared amenity space will be provided for future residents.	The Concept Plans have been revised. The proposal provides an outdoor amenity space in the rear yard with a total area of approximately 108 m². As noted above, the revised development concept provides a larger outdoor landscaped amenity area in the rear yard.	Noted.
b)	The Planning Justification Report identifies the "unnamed municipal laneway located south of the subject property" as the primary means of vehicular access and circulation, as well as the location of all on-site parking and operational functions (including waste collection). Staff note that this land is not owned by the applicant, is not recognized as a public street, and is not constructed to a municipal road standard. It currently functions as an informal gravel access without any known access agreement, easement, or legal right-of-way benefiting the subject lands. Based on the submitted materials, it is unclear what legal mechanism is proposed to secure access over these lands for the development. Staff require clarification regarding: • What legal mechanism is proposed to secure long-term vehicular access over these lands (easement, land purchase, or other arrangement); • Whether there have been discussions to purchase these lands from the City and how this would align with the City's procedural protocols for the sale of surplus land, which requires that it be offered to and be split among all adjacent landowners; and, • Who would be responsible for constructing the "unnamed municipal laneway located south of the subject property" to a municipal standard, should that be required to support the development.	See response to comment 1.2 g) above. A legal mechanism already exists pursuant to By-law VH2890. The unimproved alley may be treated as a public lane, in that vehicle access can be through same. If additional clarity or assurance is necessary, the City can grant an easement for vehicle access. The easement may be non-exclusive, such that it would not interfere with the ability of any other properties to also use the alley. Through the SPA process, the Owner is prepared to upgrade the unnamed lane up to a typical asphalt specification suitable for its intended use and to the reasonable satisfaction of the City. Noted. We're of the opinion multiple options exist to recognise the status of this alley on Plan 769 for public traveled use, or through a standalone Easement Agreement.	Staff are supportive of an access easement approach in principle. Staff acknowledge the applicant's position that the laneway may be recognized as a public right-of-way and has historically functioned as access for adjacent properties. However, recognition of the lane as public access does not address its suitability to function as the primary means of access for a 30-unit residential development. Staff's concerns relate to the adequacy of the access in terms of its design, construction, and long-term function. The proposed redevelopment and intensification of the site triggers the need to formalize and upgrade the access to meet current municipal standards. Consideration must also be given to the broader context of the surrounding lands. The adjacent property at 537 King Street may be subject to future intensification. While the responsibility to upgrade the access rests with the current applicant, any improvements must be designed to function beyond the needs of the subject lands alone. The City cannot support an access

	Given the extent to which the proposed development relies on these lands for access, circulation, parking, and waste collection, staff cannot confirm support for these components until the legal and functional status of the adjacent lands is resolved.		arrangement that limits or precludes the orderly redevelopment of adjacent properties. The access must be designed and constructed to an appropriate standard to support its intended function as the primary access for the proposed development and potential future users. Confirmation is required that the applicant will be responsible for upgrading the access to current City standards, and that the legal and physical arrangements for access will be secured to the satisfaction of the City prior to development proceeding. Staff's preference is to implement a Holding provision to address these matters, which may be lifted upon the establishment of an appropriate access easement. Proposed language to this effect has been included in the revised Zoning By-law.
c)	Staff note that the proposed private waste collection system, including the in-ground refuse containers along the south wall of the building, is entirely dependent on continued access to the "unnamed municipal laneway located south of the subject property". As this land is City-owned and not under the applicant's control, staff require clarification on how private waste collection vehicles would reliably access the refuse area. Additionally, the in-ground refuse containers are shown on the site plan immediately adjacent to the accessible parking space. Notwithstanding the broader issue noted above related to these lands, we would like further information respecting how collection activities will be carried out without obstructing the accessible parking space, barrier-free path of travel, or site access. Were alternative locations considered that would minimize operational conflicts? Additional information is required to confirm that the waste collection area has been appropriately located and can be serviced safely and feasibly.	The in-ground waste bins are extracted by an overhead retractable crane mounted to a truck with an approximate 7 m radius. The adjacent parking stall is not impacted by this operation. A previous version of the Concept Plan contemplated the waste bins towards the rear of the parking area. However, accessibility appears better in its current location and it further aids in screening the car parking area from view of the public sidewalk. If the waste bins are located further to the rear (east), then the parking area will need to come closer to King Street, necessitating relief from the minimum landscape buffer of a parking area to a streetline (S. 3.11.1)	Noted. Confirmation should be provided that, once upgraded to current municipal standards, the access will be capable of accommodating private waste collection vehicles, including safe maneuvering and operation during collection activities. Additional operational details, if required, can be addressed through the Site Plan Approval process to ensure that waste collection is accommodated as part of a functional site design.
d)	In addition to the zoning-specific parking comments noted above, staff also note that the proposed parking supply and site circulation are entirely dependent on the "unnamed municipal laneway located south of	See responses above.	As outlined in previous comments, the laneway must be upgraded to current municipal standards and secured through an appropriate legal

	the subject property". All parking spaces, including the accessible parking space, are accessed exclusively from these lands, which are not owned by the applicant, not constructed to a municipal standard, and not recognized as a public road. Until clarity is provided on the questions respecting these lands noted in 1.3 b) of this section of the comments package, staff cannot confirm that the proposed parking arrangement is feasible or supportable.		mechanism, such as an easement, to the satisfaction of the City. Staff are supportive of an access easement approach in principle. With respect to parking, staff are open to supporting a reduced parking rate of 0.8 spaces per unit, subject to a Development Agreement securing affordable housing. Staff are also supportive of additional flexibility whereby required parking may be provided off-site within 100 metres of the subject lands. These matters are intended to be addressed through the proposed Holding provisions, which will ensure that all outstanding matters are resolved to the satisfaction of the City prior to development proceeding.
e)	The PJR notes that the reduced parking rate is justified by the neighbourhood context, proximity to transit and amenities, and the goal of supporting feasibility and affordability. While staff recognize these factors can inform broader policy discussions around parking, parking reductions must still be supported through planning analysis. As noted elsewhere, staff have concerns with the parking study submitted as it conflicts with the outcomes of the City's parking study completed in late 2025. Staff also note that affordability alone is not a basis for reducing required parking unless the units qualify as an "apartment building, public" under the Zoning By-law, in which case a different rate may apply. On this matter, The PJR indicates that a minimum of 10% of the proposed rental units are anticipated to meet the CMHC definition of "affordable," subject to financial feasibility. Staff request additional clarity on what level of affordability is being proposed (e.g., target rent levels, income bands, or CMHC criteria applied). This information is needed to determine whether any of the units may qualify as "apartment building, public" for the purpose of applying the corresponding parking rate.	The proposed parking rate has been revised to seek a rate of 0.60 space per unit, except where a dwelling unit is 45 square metres in gross floor area or less, in which case, parking shall be provided at a rate of 0.43 spaces for each such unit and no visitor parking is required. Further, a provision has been added to permit required parking spaces within 100m of the subject lands. Please see RJ Burnside response email dated May 15th 2026. CMHC MLI select program with a minimum of 10% units affordable as per CMHC definition.	Staff have reviewed the updated parking justification and proposed Zoning By-law provisions. The response does not adequately address the concerns identified in previous comments and is not sufficient to support the proposed parking rates. The justification continues to rely on comparisons to other municipalities and assumptions related to unit size. While staff acknowledge these approaches, they do not reflect the framework or standards currently in place within the City of Port Colborne. The City's parking requirements are not based on unit size, and the proposed methodology is not considered an appropriate basis for establishing a reduced parking rate in this context. Staff also do not support the proposed approach to introduce a new defined use and corresponding parking rate. The Zoning By-law already provides a mechanism to address reduced parking in relation

			to affordable housing through the "apartment building, public" definition, and it is not appropriate to introduce a parallel framework for "apartment building, affordable" with a similar rate. If the proposed units meet the definition of "apartment building, public," the corresponding parking rate may be applied. If they do not, the proposed approach to establish a new definition and rate is not supported. That said, staff remain open to supporting a reduced parking rate and have provided a clear path forward. Staff would be prepared to support a reduced parking rate of 0.8 spaces per unit, secured through a Development Agreement that ties the reduced parking rate to the provision and long-term maintenance of affordable housing units as per the CMHC definition. This approach provides flexibility to the applicant while remaining consistent with the City's Zoning By-law framework and avoids the introduction of new definitions and permissions that are not contemplated by the By-law.
f)	We note that the Stage 1 and Stage 2 Archaeological Assessment indicates that no further evaluation is warranted. We would ask that the applicant please provide Ministry clearance on these. Until the MCM Acceptance Letter(s) are provided, planning staff will be require that a Holding (H) Provision be included within the ZBA, which can be lifted upon receipt of an acknowledgement letter from the Ministry of Citizenship and Multiculturalism (MCM) confirming acceptance of the Stage 1 and Stage 2 Archaeological Assessment	The Ministry clearance has not been received. The archaeologist has resubmitted our expedited review request. Will be provided as soon as received.	Noted. Holding provision added to address this. If clearance is received prior to bringing this application forward to Council, we will remove this condition.
g)	The PJR states "*The reduction to the minimum landscaped area and landscaped buffering provisions is necessary due to the small lot size, built form, and urban context. However, the proposed design continues to provide for a large communal balcony space on the 3rd floor of the*	The proposal has been revised to increase the minimum landscaped area, front yard and rear yard setbacks. The proposal has been revised to provide a more compact and vertical built form by reducing the building footprint and increase the height to	Comment addressed/ no further comments.

	building and sufficient landscape strips are located within the north, east and west setbacks areas" • Staff note that the rationale provided does not clearly demonstrate how upper-storey amenity space relates to, or mitigates, the reduction of at-grade landscaped area and buffering. Landscaping and buffering serve functional purposes, such as supporting site circulation, defining edges, and providing separation from adjacent uses, that are distinct from the role of a third-floor communal balcony. • As noted in other comments, the primary driver of the requested reductions appears to be the scale and footprint of the proposed building. A more compact and vertical built form could create additional opportunities for meaningful at-grade landscaping and reduce the extent of relief required. Staff encourage further design exploration to better integrate landscaped areas as part of a balanced site layout.	4 storeys. As a result, the landscaped space has been increased from 10% to 23%.	
h)	The PJR notes that the requested reductions to unit size, lot area per unit, and lot coverage are needed for the "geometric and economic feasibility" of the building. • While staff understand that economics may influence the applicant's preferred approach, economic feasibility is not a land use planning justification under the Planning Act. Zoning relief needs to be supported based on planning considerations, such as built form, compatibility, site functionality, and alignment with the intent of the By-law. • From a geometric perspective, staff believe there are alternatives that could achieve the intended development objective with far less zoning relief. A slightly taller and more compact building form may allow the development to meet or better align with required setbacks, landscaped area, and coverage, rather than relying on a footprint that places pressure on multiple standards. • Staff also note that the current footprint and site layout are heavily dependent on continued access to the "unnamed municipal laneway located south of the subject property", which is not a public road, not owned by the applicant, and not built to municipal	The proposal has been redesigned to reduce the building footprint, increase the front & rear yard setbacks and increase the building height to better align with the Zoning By-law. As per staff's direction, the applicant has increased the building height to achieve a more compact building form as a result, the minimum lot coverage has decreased from 65% to 52% bringing the proposal closer to the provision requirement. The revised design reflects Staff direction to explore a taller, more compact building by: • reduction reliance on site specific amendments across multiple provisions; • improving alignment with the R4 zone; and • providing a more appropriate compatible between building massing, site area and landscaped area.	Comment partially addressed. The revised concept reflects staff direction to reduce the building footprint and shift toward a more compact, vertically oriented built form, resulting in improved alignment with the intent of the R4 Zone. Outstanding matters remain related to site access and parking. These matters are proposed to be addressed through the Holding provisions, which will ensure that all requirements are resolved to the satisfaction of the City prior to development proceeding.

	standard. Exploring a more compact vertical form may reduce this dependence and help create a site layout that functions more independently of these lands.		
i)	Staff acknowledge that a Heritage Impact Assessment (HIA) was submitted in support of the application, evaluating the effect of the proposed development on the subject property and the adjacent property at 537 King Street. The HIA concludes that demolition of the existing dwelling would result in a major impact due to the loss of the property's heritage attributes, many of which are internal, and recommends a Salvage, Documentation, and Commemoration Plan should demolition proceed. The HIA notes that this Plan may be secured either through the Notice of Intention to Demolish process or as a condition of subsequent planning approvals. • Given that the subject property is listed on the City's Heritage Register but not designated, staff request clarification on the proposed process for removal of the property from the Register in accordance with Section 27 of the Ontario Heritage Act, including whether Council consideration is anticipated in advance of the issuance of a demolition permit. • Staff request clarification on the intended timing of demolition relative to the required planning approvals, as this will determine which mechanism is used to secure the Salvage, Documentation and Commemoration Plan. Confirmation is needed that, regardless of sequencing, the Plan will be submitted, reviewed, and secured to the satisfaction of the City prior to any demolition activity, and that its implementation will be coordinated with City staff. • Until outstanding matters related to the process for removing the property from the Hartage Registry is provided, planning staff will be require that a Holding (H) Provision be included within the ZBA, which can be lifted once this is resolved.	The proposed demolition of the existing building is not imminent, and no removal is anticipated in 2026. A Holding Provision and Site Plan Agreement conditions can be utilized to ensure that appropriate mitigation measures, as identified in the Heritage Impact Assessment, are secured and implemented. These measures can be established as requirements to be satisfied prior to the issuance of demolition permits and the commencement of grading or other site alteration activities. Demolition is not imminent. The mechanism by which the municipality can secure the Salvage, Documentation and Commemoration Plan is through the Holding Provision and subsequent Site Plan Approval process. The City may request the Plan as a condition prior to demolition activity.	Comment addressed. Staff acknowledge the applicant's confirmation that demolition is not imminent and that mitigation measures identified in the Heritage Impact Assessment can be secured through a Holding provision and subsequent Site Plan Agreement.

2.0 Drainage Comments	
Contact: Alana VanderVeen, alana.vanderveen@portcolborne.ca	
2.1	**MUNICIPAL DRAINS**
a)	There are no comments regarding municipal drains. The parcel is outside of any known municipal drainage watershed.

3.0 City of Port Colborne Engineering	
Contact: Chris Viccica, chris.viccica@portcolborne.ca	
3.1	**SWM & FSR**
a)	No comments on the technical engineering studies submitted at this time. More detailed modelling and studies will be required at the site plan stage, where a more fulsome engineering review will be provided.

4.0 Niagara Region Comments	
Contact: Alexandra Reddon, Alexandra.reddon@niagararegion.ca	
4.1	**WASTE COLLECTION**
a)	Regional staff have reviewed the submitted Site Plan. It is understood that the development is proposing to utilize in-ground refuse bins. The applicant is advised that this method of waste storage is not eligible for Regional collection and waste collection for the subject property will be the responsibility of the owner through a private waste collection for the subject property will be the responsibility of the owner through a private waste collection contractor and not Niagara Region.
b)	The Region requests that the following clauses are not included in the Site Plan Agreement between the City and the Owner: 1. The Owner is advised that the development does not comply with Niagara Region's Procedure for Requirements for Waste Collection, therefore, waste collection for the site will be the responsibility of the Owner through a private contractor and not Niagara Region. 2. That the Owner agrees to include the following warning clause in all future Agreements for Purchase and Sale or Lease: *"Purchasers/Tenants are advised that the development does not comply with Niagara Region's Procedure for Requirements for Waste Collection, therefore waste collection for the site is the responsibility of the Owner through a private contractor and not Niagara Region."*

5.0 City of Port Colborne Fire	
Contact: Charles Turpin, charles.turpin@portcolborne.ca	
a)	Port Colborne Fire has no objection to the proposal as per the Fire Code or the Building Code
b)	More detailed comment may be provided at the site plan stage
c)	Port Fire has reviewed the documents and has no objection to the application to change the Zoning.
d)	Port fire will require a new functional servicing report for the fire flows as the building has changed height and will require a stand pipe system and possibly a sprinkler system.
e)	At site plan - the Ontario building code matrixes, fire hydrant location, fire department connection on the building and the distance from the fire hydrant to the FD is required for correct evaluation.

6.0 Comments from Council at April 7 Statutory Meeting		
Contact: N/A		
	Comment	**Applicant response**
a)	Can you confirm what definition of affordable is being applied?	CMHC Affordable definition.
b)	How will you ensure that affordable units are secured for the long term?	The affordable units will be secured with the CMHC loan.
c)	Is there a way to ensure that affordable units are given to Port Colborne residents?	Affordable housing is intended to support individuals and families based on housing need and eligibility requirements. While residents may come from different backgrounds or communities, those who choose to live in the building will become part of the Port Colborne community and contribute positively to the city's growth, stability, and vitality.
d)	How will you ensure that affordable units are rented to people who truly require affordable units?	We have a requirement that the maximum income for someone qualifying for the affordbale unit is 4 times income of the monthly rent. At monthly rent of $1047.50 this equals the maximum income someone could have as $50,280.
e)	Concerns with the parking provided/ concerns with overnight parking on street/ would you consider adjustments to the proposal to address parking concerns?	We are open to leasing the land behind the property.

7.0 NPCA	
Contact: Meghan Birbeck (MS), Watershed Planner, mbirbeck@npca.ca	
	Comment
a)	Please note there are no NPCA regulated features on the subject property as such the NPCA has no comments and will not require a review fee. If there are any stormwater outfalls proposed within NCPA regulated features an NPCA work permit will be required. Should there be any questions please let me know.

The Corporation of the City of Port Colborne
By-law no. _____

Being a by-law to adopt amendment No. 24 to the Official Plan for the City of Port Colborne

Whereas it is deemed expedient to further amend the Official Plan, heretofore adopted by Council for the City of Port Colborne Planning Area;

Therefore the Council of The Corporation of the City of Port Colborne under Section 17(22) and 21 of the Planning Act, hereby enacts as follows:

1. That Official Plan Amendment No. 24 to the Official Plan for the City of Port Colborne Planning Area, consisting of the attached map and explanatory text is hereby adopted.

2. That Schedule A is to be included, consisting of the attached map is hereby adopted.

3. That this By-law shall come into force and take effect on the day of passing thereof.

Enacted and passed this 23rd day of June, 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

AMENDMENT NO. 24

TO THE

OFFICIAL PLAN FOR THE

PORT COLBORNE PLANNING AREA

547 King Street

Date: June 23, 2026

AMENDMENT NO. 24

TO THE

OFFICIAL PLAN FOR THE

PORT COLBORNE PLANNING AREA

This Amendment to the Official Plan for the City of Port Colborne, which has been adopted by the Council of the Corporation of the City of Port Colborne, is hereby approved in accordance with Sections 17 and 21 of the Planning Act R.S.O. 1990, c. P.13, as Amendment No. X to the Official Plan for the City of Port Colborne.

Date: June 23, 2026

AMENDMENT NO. 24

TO THE

OFFICIAL PLAN FOR THE

PORT COLBORNE PLANNING AREA

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PART A - THE PREAMBLE

Purpose

The purpose of Official Plan Amendment No. 24 is for site specific amendments to existing designation Urban Residential in the City of Port Colborne Official Plan to permit the development of a residential apartment building on the Subject Lands.

Location

This amendment applies to the lands with a municipal address of 547 King Street and legally known as Part of Lot 9, Plan 769, Humberstone; Part of Lot 10, Plan 769, Humberstone, as in Registered Instrument Number RO359513; City of Port Colborne, in the Regional Municipality of Niagara.

Basis

The Subject Lands are currently designated as Urban Residential on Schedule A, City-Wide Land use of City of Port Colborne Official Plan. An Official Plan Amendment is required to allow for the development of the Subject Lands into a low-rise apartment building. An Official Plan Amendment was submitted to amend the City of Port Colborne Official Plan to seek site specific exemptions to (1) from the requirement to provide ground-oriented residential or commercial uses on the main floor (Policy 3.2.1.c.iii) (2) exemption to providing neighbourhood commercial (Policy 3.2.1.d)

A Zoning By-law Amendment was submitted concurrently, to amend City's Zoning By-law 6575/30/18, rezoning of the lands from the existing "R2 - Second Density Residential Zone" to R4 - Fourth Density Residential Zone with site-specific regulations and a holding provision.

PART B - THE AMENDMENT

Introductory Statement

All of this part of the document entitled Part B – The Amendment, consisting of the following text and map designated Schedule “A”, constitutes Amendment No. 24 to the Official Plan for the City of Port Colborne.

The Official Plan for the Port Colborne Planning Area is hereby amended as follows:

Mapping Changes

The following changes are made to Schedule A- City Wide Land Use of the Official Plan for the Port Colborne Planning Area:

1. That lands shown on "Schedule A to Official Plan Amendment No. 24", shall be identified on Schedule A City Wide Land Use Map of the Official Plan for the Port Colborne Planning Area.

The Official Plan for the Port Colborne Planning Area is hereby amended as follows:

Text Changes

The following site-specific policy is added as Section 3.2.8 of the City of Port Colborne Official Plan:

1. *Notwithstanding Policy 3.2.1. c) i) of the Official Plan for the City of Port Colborne, the high density uses may be permitted to a maximum net density of 383 units per hectare.*

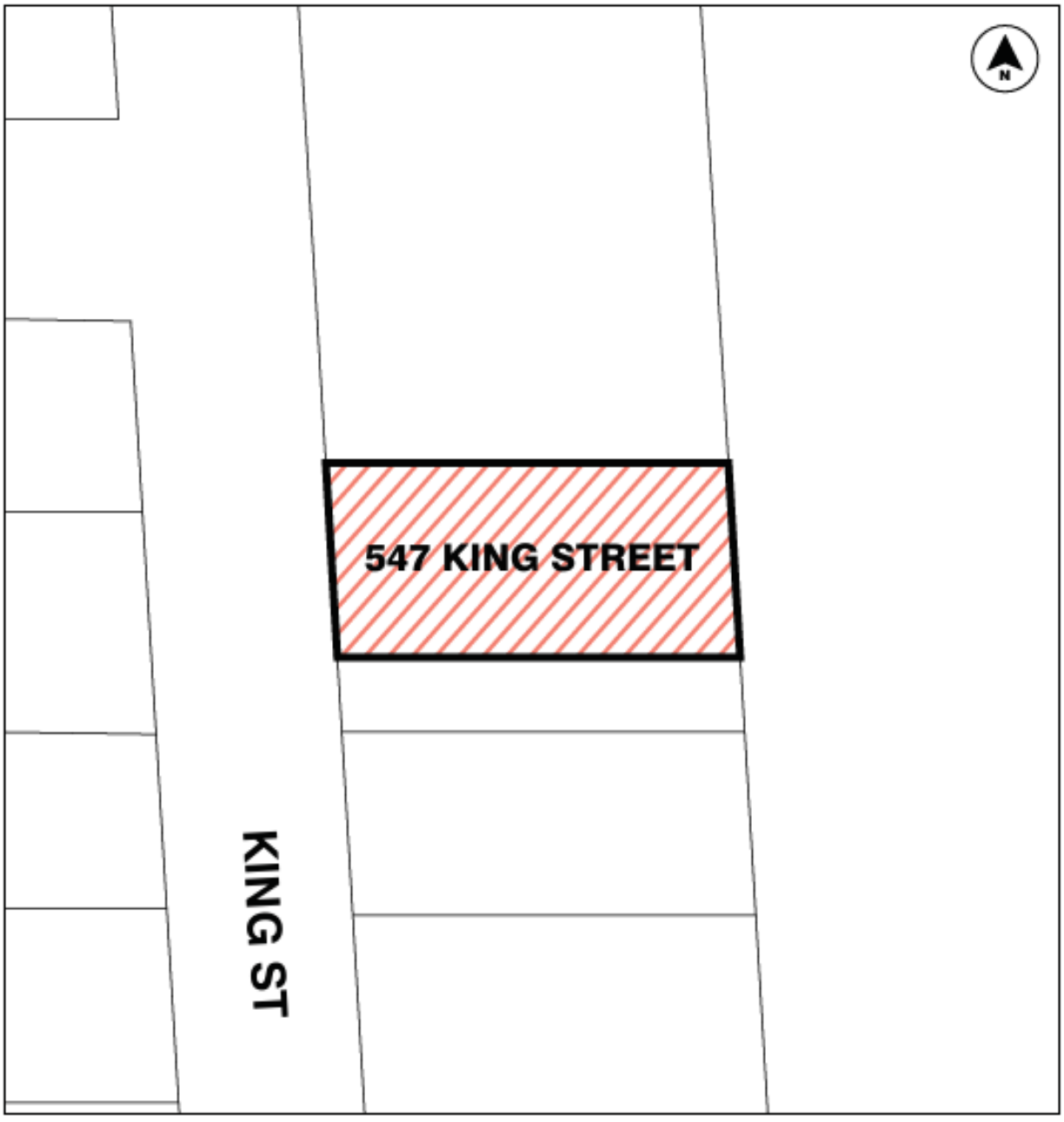
2. *Notwithstanding Policy 3.2.1. c) iii) of the Official Plan for the City of Port Colborne, no ground-oriented residential or commercial uses are required to be provided.*

3. *Policy 3.2.1.d shall not apply to Subject Lands.*

IMPLEMENTATION AND INTERPRETATION

The implementation and interpretation of this amendment shall be in accordance with the respective policies of the Port Colborne Official Plan and an amendment to the City Zoning By-law to rezone the Subject Lands.

SCHEDULE "A"



LANDS SUBJECT TO SITE-SPECIFIC OFFICIAL PLAN AMENDMENT NO.24

The Corporation of the City of Port Colborne
By-law no. _____

Being a by-law under the provisions of Section 34 of the Planning Act, R.S.O.1990, to amend Zoning By-law 6575/30/18, the Zoning By-law of the City of Port Colborne, as amended, respecting 0.08 hectares of land, with a municipal address of 547 King Street and legally known as Part of Lot 9, Plan 769, Humberstone; Part of Lot 10, Plan 769, Humberstone, as in Registered Instrument Number RO359513; City of Port Colborne, in the Regional Municipality of Niagara, here referred to as the "subject lands".

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

Whereas, Council has conducted a public meeting as required by Section 34(12) of the Planning Act, R.S.O. 1990, as amended, and has determined that no further notice is required in accordance with Section 34(17); and

Whereas**,** the Council of The Corporation of the City of Port Colborne desires to amend the said By-law; and

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

1. This amendment shall apply to those lands described generally on Schedule "A", attached to and forming part of this By-law.

2. That the Zoning Map referenced as "Schedule A7" forming part of By-law 6575/30/18 is hereby further amended by rezoning the lands shown on Schedule A attached to and forming part of this By-law from Second Density Residential (R2) to Fourth Density Residential, Special Provision with a Holding (R4-26/03-H).

3. That Section 37.2 entitled "Special Provisions" of Zoning By-law 6575/30/18, is hereby further amended by adding the following:

Special Provision: R4-26/03-H (547 King Street)

All provisions of Section 8 of Zoning By-law 6575/30/18 shall continue to apply to lands zoned R4-26/03-H in accordance with Schedule A of this By-law, except as amended below:

Zone Requirements – Apartment Building, Apartment Building Public, Boarding and Lodging House	
b) Minimum Lot Area Per Unit	26 square metres
c) Minimum Front Yard	3.00 metres
d) Minimum Interior Side Yard Setback	1.20 metres
e) Minimum Corner Side Yard[1]	Not Applicable
g) Maximum Lot Coverage	52%
i) Minimum Landscaped Area	23%
j) Minimum Floor Area for a Unit	30 square metres

Notes:

[1] For the purpose of this By-law (By-law _____/___/___), the City-owned lands located directly south of the Subject Lands shall be permitted to provide vehicular access to the Subject Lands and shall not be deemed to be a road for the purpose of applying corner lot provisions and associated yard requirements

In addition to the provisions set out in Section 2.19 of Zoning By-law 6575/30/18, the following amended provisions shall apply to lands zoned R4-26/03-H in accordance with Schedule A of this By-law:

In addition to the permitted obstructions set out in Section 2.19 b) i)-vi), columns and canopies are also permitted obstructions.
Section 2.19.1 is amended for lands zoned R4-26/03-H such that a platform (including a balcony or porch), regardless of its height above the ground floor level, shall have a minimum setback to the front lot line of 0.60 metres.

For lands zoned R4-26/03-H in accordance with Schedule A of this By-law, the provisions of Sections 3.1.1, 3.4 b), 3.7 b), 3.10, and 3.11.1 a) and b) of Zoning By-law 6575/30/18 shall apply except as amended below:

Section 3.10 Loading Spaces shall not apply.
Section 3.11.1.a) and b) Landscape Buffer Provisions shall not apply.
The minimum parking space requirement for an apartment building shall be 0.8 spaces per unit for privately operated affordable housing units, subject to an agreement satisfactory to the City. All other parking requirements for other built forms shall be in accordance with Section 3.1.1
Required parking for the Subject Lands is permitted to be provided on any lot that is not a road or lane located within 100 metres of the Subject Lands.

Access may be provided via City-owned lands located to the south of the Subject Lands. The required minimum unobstructed width of the access shall be 6.00 metres where two-way traffic is permitted.

4. The “H” symbol shall, upon application by the Landowner, be removed by the City passing a By-law under Section 36 of the Planning Act. The following conditions, if and as applicable, shall first be completed to the satisfaction of the City of Port Colborne:
    a. The Owner has signed a Site Plan Agreement and posted securities and/or has signed any other agreement deemed necessary by the City, regarding matters required to facilitate the proposed development, including: site access and easement, laneway design and construction improvements, heritage mitigation measures, environmental remediation, and any other related works or obligations.
    b. The Owner has signed an agreement satisfactory to the City, if applicable, addressing provision of affordable dwelling units in support of a privately operated apartment building parking rate permitted by this By-law (By-law _____/___/___).

5. By-law 6575/30/18, as amended, is hereby further amended only to the extent necessary to give effect to the provisions of this By-law. Definitions and subject matters not specifically dealt with in this By-law shall be governed by the relevant provisions of By-law 6575/30/18, as amended.

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

7. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the Planning Act.

Enacted and passed this 23rd day of June, 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk



This is Schedule "A" to By-law No _____

Passed _____, 202__

_____ Mayor

_____ Clerk

Lands to be re-zoned from Second Density Residential (R2) to Fourth Density Residential with a Special Provision and Holding Provision (R4-26/03-H)

File No.

Drawn by:

Not to scale

PORT COLBORNE

Subject: **2024 and 2025 Purchasing Summary**

To: **Council**

From: **Financial Services Department**

Report Number: 2026-81

Meeting Date: June 23, 2026

Recommendation:

That Financial Services Department Report 2026-81 be received.

Purpose:

The purpose of this report is to provide Council with a summary of the City's 2024 and 2025 purchasing activities and a preview of the first quarter of 2026 purchasing.

Background:

The current Purchasing Policy was approved through Corporate Services Department Report 2021-323 on December 13, 2021. This policy was developed to support the City in obtaining competitive pricing for purchased goods and services in an efficient, timely, and cost-effective manner in accordance with current laws and regulations.

The City's Purchasing Policy includes a requirement to submit an annual summary of the City's procurement activities to Council.

Discussion:

This 2024 and 2025 Purchasing Summary highlights purchasing activities at a summarized level.

2024

During 2024, City purchases, excluding payroll, property taxes and utilities, were $29,468,257. These purchases were made from 1,128 different vendors, with individual purchases ranging from $2 to $935,438 for capital projects and general business operations.

The top 10 vendors by total purchases are as follows:

Vendor	Amount ($)
Peters Excavating Inc.	1,795,652
Capital Sewer Services Inc.	1,651,986
McAvoy Belan & Campbell Insurance and Financial Services Ltd	1,415,964
Circle P Paving Inc.	1,162,927
Rankin Construction Inc.	1,016,852
Premier Truck Group	911,793
Peters Concrete Inc	794,692
SLR Consulting (Canada) Ltd	754,608
3BP Inc.	670,557
Workday Limited	625,302
Other	18,667,923
Total	**29,468,257**

Payments to Peters Excavating Inc. are for Operating Watermain Repairs and Capital Watermain Replacement Projects on Davis St, West St, Homewood Ave, Berkley Ave.

Amounts paid to Capital Sewer Services are for the 2024 Cured-in-Place Pipe (CIPP) Wastewater Re-lining project.

Amounts paid to McAvoy Belan & Campbell are for the City's annual insurance policy.

Payments to Circle P Paving Inc. are for the 2024 Annual Roads Resurfacing project.

The majority of the payments to Rankin Construction are for major capital projects, including the Neff St Storm Sewer Outlet Retrofit and the Pleasant Beach Retaining Wall Remediation project.

A summary of 2024 procurement activities can be found in Appendix A.

In 2024 there was a total of 61 requests for proposals (RFPs), request for quotes (RFQs), requests for tenders (RFTs) or invitation to tenders (ITTs) compared to 47 in 20 23.

2025

During 2025, City purchases, excluding payroll, property taxes and utilities, were $54,755,182. These purchases were made from 690 different vendors, with individual purchases ranging from $8 to $3,565,362 for capital projects and general business operations.

The top 10 vendors by total purchases are as follows:

Vendor	Amount ($)
Peters Excavating Inc.	18,517,684
Capital Sewer Services Inc.	3,847,332
Fer-Pal Construction Ltd	2,011,254
McAvoy Belan & Campbell Insurance and Financial Services Ltd	1,585,007
Associated Engineering (ONT) Ltd	1,397,974
Rankin Construction Inc.	1,345,802
TT Galbraith Electric Ltd	1,240,969
Liqui-Force Services (Ontario) Inc	1,203,159
3BP Inc.	1,048,596
Brennan Paving Niagara	884,495
Other	21,672,911
Total	**54,755,182**

Payments to Peters Excavating Inc. relate to the East Side Employment Land Infrastructure Construction project.

Amounts paid to Capital Sewer Services Inc. are for the 2025 Cured-in-Place Pipe (CIPP) Wastewater Re-lining Project.

Amounts paid to Fer-pal Construction Ltd. are for the 2025 Water Main Relining Project.

The McAvoy Belan and Campbell amount is for the City's annual insurance policy.

Amounts paid to Associated Engineering (ONT) Ltd are for East Side Employment Lands infrastructure projects including a Watermain and a Sewage Pumping Station.

The majority of the payments to Rankin Construction are for major capital projects, including the Clarence Street Storm Sewer Reconstruction, Wignell Drain Bridge and Pleasant Beach Retaining Wall

Amounts paid to TT Galbraith Electric Ltd. Are for West Street Electrical Improvements

Amounts paid to Liqui-force Services (Ontario) Inc. are for Cured in Place Pipe (CIPP) Lateral Re-linings

The majority of amounts paid to 3BP Inc. are for Administration, Project Management and Inspection of Cured in Place Pipe (CIPP) Re-linings on Water and Wastewater projects including Laterals. Other payments include the Wet Weather management program and Permanent flow monitoring.

With the transition to a new accounting system in 2025, the City was able to track both vendor geographic area and collaborative purchases. The following table summaries vendors by geographic area:

Geographic Region	Number of Suppliers	Total Purchases ($)
Port Colborne	126	4,782,609
Niagara Region (Excludes Port Colborne)	236	29,593,334
Ontario (Excludes Niagara Region)	294	18,218,050
Canada (Excludes Ontario)	26	1,803,874
United States of America	7	137,325
Ireland	1	219,990
Total	**690**	**54,755,182**

A summary of 2025 procurement activities, including collaborative purchases can be found in Appendix B.

In 2025 there was a total of 70 requests for proposals (RFPs), request for quotes (RFQs), requests for tenders (RFTs) or invitation to tenders (ITTs) compared to 61 in 2024.

2026

A summary of 2026 procurement activities up to March 31, 2026, including collaborative purchases can be found in Appendix C.

In 2026 so far, there are a total of 41 requests for proposals (RFPs), request for quotes (RFQs), requests for tenders (RFTs) or invitation to tenders (ITTs) compared to 70 in 2025. The annual report on 2026 procurement will be presented in full, at a future date.

Internal Consultations:

The rollout of the purchasing policy was a coordinated effort across the City led by the City's Purchasing Specialist and Public Works.

Financial Implications:

There are no financial implications associated with this report.

Public Engagement:

Through the application of the Purchasing Policy, City staff engage in public procurement to obtain competitive pricing for goods and services in an efficient, timely, and cost-effective manner.

Strategic Plan Alignment:

This report is administrative in nature, as required by the Purchasing Policy. The City's purchasing for capital projects and general operations is guided by the Strategic Plan.

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

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

Conclusion:

This report summarizes the purchasing activity for the last two years, according to the Purchasing Policy.

Appendices: (If none delete section)

a. Appendix A – January 1, 2024 to December 31, 2024 Procurement Summary

b. Appendix B – January 1, 2025 to December 31, 2025 Procurement Summary

c. Appendix C – January 1, 2026 to March 31, 2026 Procurement Summary

Respectfully submitted,

Michael MacDowell, CPA, CA
Supervisor of Financial Reporting
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Kelly Martin
Senior Procurement Officer
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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.

PURCHASING ACTIVITY REPORT - January 1, 2024 to December 31, 2024

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
ITT	Asphalt Patch Repair (2024 Extension)	Multi Year	Circle P Paving Inc.	$335,325.00	2022	1 year	4 x 1 year
ITT	Sidewalk and Curb Replacements (2024 Extension)	Multi Year	Peter's Concrete Inc	$187,499.85	2022	1 year	4 x 1 year
ITT	City Wide Roadside Grass Mowing (2024 Extension)	Multi Year	Greenfield Group	$66,422.97	2022	2 year	2 x 1 year
ITT	City Wide Line Painting (2024 Extension)	Multi Year	Apex Pavement Markings Inc	$51,156.00	2022	1 year	4 x 1 year
ITT	Annual Road Resurfacing (2024 Extension)	Multi Year	Circle P Paving Inc.	$332,700.00	2023	1 year	4 x 1 year
NPPC	Acquisition and Implementation of Enterprise Resource Planning Solution (2024 Extension)	Multi Year	Workday	$682,128.42	2024	6 years	7 x 2 year
RFQ	Marina and Port Colborne Grain Seawall Inspection	One Time	ASI Marine	$23,900.00	N/A	N/A	N/A
ITT	Microsurfacing	Multi Year	The Miller Group	$348,437.50	2024	1 year	4 x 1 year
ITT	Mainline Sewer Relining	One Time	Capital Sewer Services Inc	$3,544,718.00	N/A	N/A	N/A
RFQ	OSIM Bridge and Culvert Inspection	One Time	GHD	$24,855.00	N/A	N/A	N/A
RFQ	Design for Guiderail Replacement	One Time	GHD	$6,980.00	N/A	N/A	N/A
RFQ	Guiderail Improvement Program	One Time	Peninsula Construction	$58,346.00	N/A	N/A	N/A
ITT	Equipment Rental (2024 Extension)	Multi Year	Various	TBD	2023	1 year	1 x 1 year
ITT	Neff Street Outlet Replacement	One Time	Rankin Construction Inc	$628,425.00	N/A	N/A	N/A

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
RFP	Project Management and SME Services (2024 Extension)	Multi Year	3BP Inc	$120,000.00	2024	1 year	2 x 1 year
ITT	Culvert Maintenance Design	One Time	Ellis Engineering	$35,040.00	N/A	N/A	N/A
ITT	Michener and Hopf Wagner Culvert Replacement	One Time	County Line Construction Inc	$396,309.70	N/A	N/A	N/A
ITT	City Wide Crack Sealing	One Time	Niagara Crack Sealing	$97,500.00	N/A	N/A	N/A
ITT	West Street Hydro Relocation	One Time	Sid Grabell Contracting Ltd	$325,490.00	N/A	N/A	N/A
RFP	Council Composition and Ward Boundary Review	One Time	Watson & Associates Economists Ltd	$74,800.99	N/A	N/A	N/A
RFP	City Wide Animal Control and Shelter Services (2024 Extension)	Multi Year	Niagara SPCA	$189,739.66	2024	3 year	2 x 1 year
RFQ	Lockview Park Site Preparation	One Time	Various	$35,946.88	N/A	N/A	N/A
ITT	Lions Field Park	One Time	Touchstone Site Contractors Inc	$273,513.75	N/A	N/A	N/A
RFQ	City Wide Sign Retroflectivity Program	One Time	Advantage Data Collection	$18,740.00	N/A	N/A	N/A
RFQ	Park and Cemetery Old Sign Removal and Installation of New Signs	One Time	Peters Concrete Inc	$254,458.45	N/A	N/A	N/A
RFQ	City Wide Park and Cemetery Signs (Design and Fabrication)	One Time	Various	$116,461.08	N/A	N/A	N/A
RFP	Tennessee Avenue Gates	One Time	WSP Canada Inc	$32,445.00	N/A	N/A	N/A
RFP	Festival Firework Displays (2024 Extension)	Multi Year	Redboss Pyrotechnicians Inc	$73,000.00	2024	2 year	3 x 1 year
RFQ	City Hall AODA Renovations	One Time	Thompson Construction	$73,252.82	N/A	N/A	N/A

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
NPPC	Streetlight Maintenance Program (2024 Extension)	Multi Year	Beam Power and Utilities	$15,862.10	2024	3 year	N/A
RFQ	VHWC Water Filling Stations	One Time	Global Industrial Canada	$91,451.68	N/A	N/A	N/A
ITT	Tree Planting (2024 Extension)	Multi Year	Phillips Tree Farm	$85,864.18	2024	2 year	2 x 1 year
NPPC	Elevator Maintenance (2024 Extension)	Multi Year	TK Elevator	$9,360.00	2024	2 year	5 x 1 yea
RFQ	Storm Area Boundary Review	One Time	GM BluePlan	$6,800.00	N/A	N/A	N/A
NPPC	Diesel and Gasoline Bulk Fuel (2024 Extension)	Multi Year	Canada Clean Fuel	$275,000.00	2024	2 year	3 x 1 year
NPPC	Containerized Waste Removal (2024 Extension)	Multi Year	Modern Disposal	$7,000.00	2024	5 year	3 x 1 year
ITT	WW CCTV Sanitary Lateral Inspections (2024 Extension)	Multi Year	Civica Infrastructure Inc	$534,000.00	2024	3 year	N/A
ITT	Clarence Street Strom Sewer Reconstruction	One Time	Rankin Construction Inc	$587,425.00	N/A	N/A	N/A
ITT	Olga Drive Strom Sewer Reconstruction	One Time	Alfred Beam Excavating Ltd	$114,221.00	N/A	N/A	N/A
RFEI	Operation/Potential Development of Grain Terminal Property DS-01	One Time	N/A	N/A	N/A	N/A	N/A
RFQ	Omer SPS I&I Monitors and 12 month Monitoring	One Time	AMG Environmental	$40,100.00	N/A	N/A	N/A
RFP	Smart Hydrants - Leak Detection	One Time	Digital Water Solutions	$134,800.00	N/A	N/A	N/A
RFQ	Toro Z Master 4000 Electric Lawnmower	One Time	Pic's Motor Clinic	$39,826.00	N/A	N/A	N/A
RFQ	EV Chargers	One Time	Gerrie Electric	$48,049.25	N/A	N/A	N/A

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
RFP	Lockview Park Construction	One Time	Park N Play Design Co Ltd	$400,000.00	N/A	N/A	N/A
NPPC	Operations Equipment Rental Rates with Operator Listing (lead for NPPC) (2024 Extension)	Multi Year	Various	As required	2025	3 year	2 x 1 year
ITT	Tree Stump Removal and Re-Instatement Services (2025 Extension)	Multi Year	Audit's Stump Removal	$17,620.42	2025	2 year	3 x 1 year
RFQ	Library Roof Replacement	One Time	George Roque Roofing Corp	$384,000.00	N/A	N/A	N/A
RFP	Consulting Services for Water and Stormwater Master Servicing Plans	One Time	Agile Infrastructure Ltd	$266,505.00	N/A	N/A	N/A
ITT	City Wide Herbicide Application (2025 Extension)	Multi Year	Lawrence's Lawn Care	$51,950.00	2025	2 year	3 x 1 year
ITT	City Wide Herbicide Application (2025 Extension)	Multi Year	Spectrum Resource Group	$40,974.90	2025	2 year	4 x 1 year
RFP	Security Guard Services - Canal Days (2025 Extension)	Multi Year	Lowell Security	$34,418.00	2025	1 year	4 x 1 year
RFP	Security Guard Services - Canal Days (2025 Extension)	Multi Year	National Port Security	$37,004.58	2025	1 year	5 x 1 year
RFP	Consulting Services for Parks & Recreation Master Plan	One Time	McQueen Galloway Associates	$140,700.00	N/A	N/A	N/A
NSP	Snow Removal	Multi Year	Anthony's Excavating Central	$46,861.10	2024	4 year	N/A
RFQ	MAT (Municipal Accommodation Tax) Collections	One Time	ORHMA	$12,849.13	N/A	N/A	N/A
NSP	Satellite Leak Detection Services	One Time	Asterra	$49,446.82	N/A	N/A	N/A
RFP	Engineering Services for Detailed Design of Welland Street Trail, Fencing and Road	One Time	WF Group Inc	$58,886.00	N/A	N/A	N/A

Appendix A - January 1, 2024 to December 31, 2024 Procurement Activity

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
RFP	3D Excavator System	One Time	Elation-Tech Inc	$43,800.00	N/A	N/A	N/A
NSP	Fire Master Plan	One Time	Emergency Services Strategy and Solutions	$80,000.00	N/A	N/A	N/A
NSP	Financial Consulting Services to Support AK Project Eagle	One Time	Doane Grant Thorton LLP	$500,000.00	N/A	N/A	N/A

Cooperative	Requested quotes by leveraging one of the available cooperative agreements (LAS, OECM, MGCS, SCO, Canoe, Kinetic)
ITT	Invitation to Tender
NPPC	Participated in a Joint Procurement with the Niagara Public Purchasing Committee
NSP	Non Standard Procurement, reviewed and approved by Procurement Review Committee
RFEI	Request for Expression of Interest
RFP	Request for Proposals
RFQ	Request for Quotation
RFSQ	Request for Supply Qualifications

PURCHASING ACTIVITY REPORT - January 1, 2025 to December 31, 2025

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
ITT	Asphalt Patch Repair (2025 Extension)	Multi Year	Circle P Paving Inc.	$240,743.80	2022	1 year	4 x 1 year
ITT	Sidewalk and Curb Replacements (2025 Extension)	Multi Year	Peters Concrete Inc	$490,502.51	2022	1 year	4 x 1 year
ITT	City Wide Line Painting (2025 Extension)	Multi Year	Apex Pavement Markings Inc	$57,002.40	2022	1 year	4 x 1 year
ITT	City Wide Roadside Grass Mowing (2025 Extension)	Multi Year	The Greenfield Group Ltd	$42,664.96	2022	2 year	2 x 1 year
ITT	Annual Road Resurfacing (2025 Extension)	Multi Year	Circle P Paving Inc.	$176,603.84	2023	1 year	4 x 1 year
ITT	Watermain Replacement on Davis Street, Homewood Avenue, Berkley Avenue and West Street	One Time	Peters Excavating Inc	$7,257,675.34	N/A	N/A	N/A
RFP	Insurance and Broker Services (2025 Extension)	Multi Year	McAvoy, Belan & Campbell	$984,374.00	2024	2 year	2 x 1 year
RFP	Geotechnical, Hydrogeological, and Environmental Investigations for East Side SPS and East Side Employment Lands Servicing	One Time	Palmer Environmental Consulting Group Inc	$738,932.00	N/A	N/A	N/A
RFP	Design for Sanitary Pumping Station	One Time	Associated Engineering	$560,696.00	N/A	N/A	N/A
NPPC	Acquisition and Implementation of Enterprise Resource Planning Solution (2025 Extension)	Multi Year	Workday	$621,730.14	2024	6 year	7 x 2 year
RFP	Project Management and SME Services (2025 Extension)	Multi Year	3BP Inc	$927,960.70	2024	1 year	2 x 1 year
RFP	City Wide Animal Control and Shelter Services (2025 Extension)	Multi Year	Niagara SPCA	$217,567.79	2024	April 30, 2027	2 x 1 year
RFP	Festival Firework Displays (2025 Extension)	Multi Year	Redboss Pyrotechnicians Inc	$146,000.00	2024	2 year	3 x 1 year
NPPC	Streetlight Maintenance Program (2025 Extension)	Multi Year	Beam Power and Utilities	$13,763.62	2024	3 year	N/A

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
NPPC	Elevator Maintenance (2025 Extension)	Multi Year	TK Elevator	$9,360.00	2024	2 year	5 x 1 year
ITT	Tree Planting (2025 Extension)	Multi Year	Phillips Tree Farm	$238,997.07	2024	1 year	2 x 1 year
NPPC	Diesel and Gasoline Bulk Fuel (2025 Extension)	Multi Year	Canada Clean Fuel	$238,445.07	2024	3 year	3 x 1 year
NPPC	Containerized Waste Removal (2025 Extension)	Multi Year	Modern Landfill Inc. Canada	$4,893.42	2024	5 year	3 x 1 year
ITT	WW CCTV Sanitary Lateral Inspections (2025 Extension)	Multi Year	Civica Infrastructure Inc	$537,614.50	2024	2 year	N/A
NPPC	Operations Equipment Rental Rates with Operator Listing (lead for NPPC) (2025 Extension)	Multi Year	Various	As required	2025	3 year	2 x 1 year
ITT	East Side Employment Lands Servicing	One Time	Peter's Excavating	$19,900,000.00	N/A	N/A	N/A
RFQ	New Park Signs	One Time	Cedar Signs, Peters Concrete	$7,945.50	N/A	N/A	N/A
NPPC	Supply and Delivery of Grass Seed and Fertilizer Products (2025 Extension)	Multi Year	Various	As required	N/A	N/A	N/A
ITT	West Street Electrical Improvements	One Time	TT Galbraith Electric	$921,458.00	N/A	N/A	N/A
ITT	Supply and Installation of Two Pergola Structures	One Time	Vasq Ltd.	$124,914.50	N/A	N/A	N/A
NPPC	Soil Testing for Operations and Maintenance (lead for NPPC) (2025 Extension)	Multi Year	Multiple	As required	2025	3 year	2 x 1 year
NSP	Supply and Delivery of 3 EV Pickup Trucks	One Time	Welland Chevrolet Buick GMC	$220,672.50	N/A	N/A	N/A
RFSQ	Construction of East Side Employment Lands Phase 1	One Time	Multiple	N/A	N/A	N/A	N/A
RFP	Hotel / Event Facility Feasibility Study and Gap Analysis	One Time	MM & R Valuation Services	$35,840.00	N/A	N/A	N/A
RFP	Commercial Food Vending Operations at HH Knoll Lakeview Parkette (2025 Extension)	Multi Year	Multiple	N/A	2025	1 year	3 x 1 year

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
ITT	Design for Eagle Marsh Bridge Maintenance Construction	One Time	Anthony's Excavating Central	$477,630.00	N/A	N/A	N/A
ITT	Design for Wignell Bridge Maintenance Construction	One Time	Rankin Construction Inc	$188,295.00	N/A	N/A	N/A
ITT	Services to Support By-Law Enforcement (2025 Extension)	Multi Year	Multiple	As required	2023	2 year	2 x 1 year
NPPC	Guiderail Improvement Program (2025 Extension)	Multi Year	Peninsula Construction Inc	$289,975.00	2025	1 year	2 x 1 year
RFQ	Supply and Delivery of Pick Up Truck for Fire Department	One Time	Welland Chevrolet Buick GMC	$75,230.50	N/A	N/A	N/A
ITT	CIPP Watermain Lining (2025 Extension)	Multi Year	Fer-Pal Construction Ltd	$1,188,880.00	2025	1 year	2 x 1 year
RFP	Commercial Food Vending Operations at West Street Parkette	Multi Year	TBD	TBD	2025	1 year	3 x 1 year
Cooperative	Supply and Delivery of Robotic Mower	One Time	Turf Care Products	$35,967.96	N/A	N/A	N/A
RFQ	Electrical Work for EV Charging Stations - Operations and Fire Hall	One Time	Beam Power and Utilities	$65,711.00	N/A	N/A	N/A
RFQ	Supply and Delivery of 1500 Truck for Fire Department	One Time	Welland Chevrolet Buick GMC	$59,715.50	N/A	N/A	N/A
RFQ	Supply and Delivery of Transit Van	One Time	Mike Knapp Ford	$63,687.50	N/A	N/A	N/A
NPPC	Corporate Climate Action Plan Consultant	One Time	WF Group Inc	$15,000.00	N/A	N/A	N/A
NSP	Engagement and Consulting Services for the City	One Time	Enterprise Canada	$72,500.00	N/A	N/A	N/A
Cooperative	Supply and Delivery of a Tractor	One Time	Ben Berg Farm and Industrial	$60,863.33	N/A	N/A	N/A
ITT	CIPP Lateral Lining (2025 Extension)	Multi Year	Liqui-Force Services	$3,663,200.00	2025	2 year	1 x 1 year
NPPC	Catch Basin Cleaning, Sewer Line Flushing and Hydro-Excavating (2025 Extension)	Multi Year	Bob Robinson & Son Construction	$5,574.72	2022	3 year	2 x 1 year

Appendix B - January 1, 2025 to December 31, 2025 Procurement Activity

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
Cooperative	Supply and Delivery of three Dump Trucks	One Time	Viking Cives	$1,409,798.00	N/A	N/A	N/A
NSP	Ontario Municipal Records Management System TOMRMS Compliance Services	One Time	The Information Professionals	$26,450.00	N/A	N/A	N/A
RFQ	Supply and Delivery of 2500 Truck	One Time	Welland Chevrolet Buick GMC	$66,881.80	N/A	N/A	N/A
RFP	Proposed Daycare Addition to 76 Main Street - Progressive Design Build	One Time	Niacon Limited	$2,745,478.93	N/A	N/A	N/A
RFP	Design and Inspection Services on East Side Employment Lands	One Time	Associated Engineering	$391,649.00	N/A	N/A	N/A
NPPC	Roadside Ditching (2025 Extension)	Multi Year	Lancoa Contracting Inc	$29,833.36	2025	2 year	2 x 1 year
RFP	Engineering Services to Complete Detailed Design and Contract Admin for Retaining Wall Projects (2025 Extension)	Multi Year	Ellis Engineering	$194,041.00	2025	2 year	4 x 1 year
NPPC	Supply and Delivery of Culvert Pipe (2025 Extension)	Multi Year	Devron Sales Ltd	$7,162.29	2024	1 year	2 x 1 year
Cooperative	Supply and Delivery of Electric Mower	One Time	Turf Care Products	$39,175.00	N/A	N/A	N/A
RFP	Consulting Services for New Official Plan	One Time	Dillon Consulting	$270,700.00	N/A	N/A	N/A
Cooperative	Lease of Mailing Machine and Folder Inserter (2025 Extension)	Multi Year	JBM Office Systems Ltd	$6,168.00	2025	2 year	N/A
ITT	Welland Street Trail and Road Reconstruction	One Time	Brennan Paving	$1,013,839.99	N/A	N/A	N/A
NPPC	Provision of Hardware, Internet and Paper Ballot Voting Services for the 2026 Municipal Election	Multi Year	Neuvote Systems Inc	$58,775.00	2026	1 year	4 x 1 year
NPPC	Pavement Marking Program (2025 Extension)	Multi Year	McGuiness Coatings	$28,350.00	2025	1 year	2 x 1 year
RFP	Prime Industrial Land Available	One Time	TDB	TBD	N/A	N/A	N/A
ITT	Roselawn Centre AODA Ramps, Washrooms and Bar Renovations	One Time	Sabcon Inc	$333,500.00	N/A	N/A	N/A

Appendix B - January 1, 2025 to December 31, 2025 Procurement Activity

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
NSP	Healthcare Audit Services	One Time	KPMG	$200,000.00	N/A	N/A	N/A
RFP	Janitorial Services - Engineering and Operations Centre	Multi Year	Tidyman Maintenance	$55,300.00	2026	1 year	1 x 1 year
RFP	Development and Hosting of a New Municipal Website	Multi Year	Upanup Studios Inc	$94,345.00	2026	4 year	unlimited
ITT	Rental and Servicing of Portable Washrooms and Hand Washing Stations (2026 Extension)	Multi Year	Halco Portables Inc	$42,200.00	2026	1 year	4 x 1 year
RFP	Green House Gas Reduction Feasibility Study	One Time	WF Group Inc	$193,773.00	N/A	N/A	N/A
Cooperative	Ladder Truck for Fire and Emergency Services	One Time	Darch Fire Inc	$2,548,426.57	N/A	N/A	N/A
ITT	Roselawn Roofing	One Time	Roque Roofing	$393,000.00	N/A	N/A	N/A
RFQ	PowerBI for Environmental Services	One Time	BDO Canada LLP	$18,400.00	N/A	N/A	N/A

Cooperative	Requested quotes by leveraging one of the available cooperative agreements (LAS, OECM, MGCS, SCO, Canoe, Kinetic)
ITT	Invitation to Tender
NPPC	Participated in a Joint Procurement with the Niagara Public Purchasing Committee
NSP	Non Standard Procurement, reviewed and approved by Procurement Review Committee
RFEI	Request for Expression of Interest
RFP	Request for Proposals
RFQ	Request for Quotation
RFSQ	Request for Supply Qualifications

PURCHASING ACTIVITY REPORT - January 1, 2026 to March 31, 2026

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
ITT	Asphalt Patch Repair (2026 Extension)	Multi Year	Circle P Paving Inc.	TBD	2022	1 year	4 x 1 year
ITT	Sidewalk and Curb Replacements (2026 Extension)	Multi Year	Peters Concrete Inc	TBD	2022	1 year	4 x 1 year
ITT	City Wide Line Painting (2026 Extension)	Multi Year	Apex Pavement Markings Inc	$58,141.60	2022	1 year	4 x 1 year
ITT	City Wide Roadside Grass Mowing (2026 Extension)	Multi Year	The Greenfield Group Ltd	$42,664.96	2022	2 year	2 x 1 year
ITT	Services to Support By-Law Enforcement (2026 Extension)	Multi Year	Various	As required	2023	2 year	2 x 1 year
ITT	Annual Road Resurfacing (2026 Extension)	Multi Year	Circle P Paving Inc.	TBD	2023	1 year	4 x 1 year
NPPC	Acquisition and Implementation of Enterprise Resource Planning Solution (2026 Extension)	Multi Year	Workday	$400,492.23	2024	6 year	7 x 2 year
ITT	Citywide Sewer Rehab (2026 Extension)	Multi Year	Capital Sewer Services Inc	$3,397,508.00	2024	2 year	1 x 1 year
RFP	Project Management and SME Services (2026 Extension)	Multi Year	3BP Inc	TBD	2024	1 year	2 x 1 year
RFP	City Wide Animal Control and Shelter Services (2026 Extension)	Multi Year	Niagara SPCA	$221,807.27	2024	3 year	2 x 1 year
RFP	Festival Firework Displays (2026 Extension)	Multi Year	Redboss Pyrotechnicians Inc	TBD	2024	2 year	3 x 1 year
NPPC	Streetlight Maintenance Program (2026 Extension)	Multi Year	Beam Power and Utilities	As required	2024	3 year	N/A
ITT	Tree Planting (2026 Extension)	Multi Year	Phillips Tree Farm	$316,224.00	2024	2 year	2 x 1 year

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
NPPC	Elevator Maintenance (2026 Extension)	Multi Year	TK Elevator	$9,360.00	2024	2 year	5 x 1 year
NPPC	Diesel and Gasoline Bulk Fuel (2026 Extension)	Multi Year	Canada Clean Fuel	TBD	2024	2 year	3 x 1 year
NPPC	Containerized Waste Removal (2026 Extension)	Multi Year	Modern Disposal	$7,000.00	2024	5 year	3 x 1 year
ITT	WW CCTV Sanitary Lateral Inspections (2026 Extension)	Multi Year	Civica Infrastructure Inc	TBD	2024	3 year	N/A
NPPC	Operations Equipment Rental Rates with Operator Listing (lead for NPPC) (2026 Extension)	Multi Year	Various	As required	2025	3 year	2 x 1 year
ITT	Tree Stump Removal and Re-Instatement Services (2026 Extension)	Multi Year	Audit's Stump Removal	As required	2025	2 year	3 x 1 year
ITT	City Wide Herbicide Application (2026 Extension)	Multi Year	Lawrence's Lawn Care	$12,987.50	2025	2 year	3 x 1 year
ITT	City Wide Herbicide Application (2026 Extension)	Multi Year	Spectrum Resource Group	$35,974.95	2025	2 year	4 x 1 year
RFP	Security Guard Services - Canal Days (2026 Extension)	Multi Year	Lowell Security	TBD	2025	1 year	4 x 1 year
RFP	Security Guard Services - Canal Days (2026 Extension)	Multi Year	National Port Security	TBD	2025	1 year	5 x 1 year
NPPC	Supply and Delivery of Grass Seed and Fertilizer Products (2026 Extension)	Multi Year	Various	As required	2025	3 year	N/A
NPPC	Soil Testing for Operations and Maintenance (lead for NPPC) (2026 Extension)	Multi Year	Multiple	As required	2025	3 year	2 x 1 year
NPPC	Guiderail Improvement Program (2026 Extension)	Multi Year	Peninsula Construction Inc	$115,856.25	2025	1 year	2 x 1 year

Appendix C - January 1, 2026 to March 31, 2026 Procurement Activity

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
ITT	CIPP Watermain Lining (2026 Extension)	Multi Year	Fer-Pal Construction Ltd	$1,643,310.00	2025	1 year	2 x 1 year
NPPC	Catch Basin Cleaning, Sewer Line Flushing and Hydro-Excavating (2026 Extension)	Multi Year	Bob Robinson & Son Construction	As required	2022	3 year	2 x 1 year
NPPC	Supply and Delivery of Culvert Pipe (2026 Extension)	Multi Year	Devron Sales Ltd	As required	2024	1 year	2 x 1 year
NPPC	Pavement Marking Program (2026 Extension)	Multi Year	McGuiness Coatings	As required	2025	1 year	2 x 1 year
RFP	Design Services for Sugarloaf Marina District and Lockview Development	One Time	3BP Inc	$388,803.00	N/A	N/A	N/A
RFP	Design Build for Archive Building Expansion	One Time	TBD	TBD	N/A	N/A	N/A
NPPC	Playground and Skatepark Inspections (lead for NPPC) (2026 Extension)	Multi Year	Stay Safe Contracting Ltd	$3,279.00	2026	3 year	2 x 1 year
NPPC	Guide Rail Improvement Program (2026 Extension)	Multi Year	Peninsula Construction	$104,322.72	2025	1 year	2 x 1 year
RFQ	City Hall Renovations - Third Floor	One Time	SA Construction	$73,900.00	N/A	N/A	N/A
RFP	Commercial Food Vending Operations at HH Knoll Lakeview Parkette	Multi Year	Various	N/A	2026	1 year	3 x 1 year
Cooperative	Supply and Delivery of Electric Zamboni	One Time	Zamboni Company Ltd	$153,679.85	N/A	N/A	N/A
NPPC	Street Sweeping Services (2026 Extension)	Multi Year	Belanger Power Sweeping	As required	2025	1 year	2 x 1 year
NPPC	Supply and Application of Dust Control (lead for NPPC) (2026 Extension)	Multi Year	Da-Lee Dust Control	$17,476.00	2026	3 year	2 x 1 year

Appendix C - January 1, 2026 to March 31, 2026 Procurement Activity

BID TYPE	TITLE	CONTRACT TYPE	AWARDED SUPPLIER	VALUE	CONTRACT START YEAR (if applicable)	ORIGINAL CONTRACT TERM (if applicable)	POSSIBLE CONTRACT EXTENSIONS (if applicable)
RFSQ	Construction of East Side Employment Lands Pumping Station	One Time	Multiple	N/A	N/A	N/A	N/A
RFP	Consulting Services for CIPP Lining of Existing Cast Iron Watermains	One Time	3BP Inc	$210,900.00	N/A	N/A	N/A

Cooperative	Requested quotes by leveraging one of the available cooperative agreements (LAS, OECM, MGCS, SCO, Canoe, Kinetic)
ITT	Invitation to Tender
NPPC	Participated in a Joint Procurement with the Niagara Public Purchasing Committee
NSP	Non Standard Procurement, reviewed and approved by Procurement Review Committee
RFEI	Request for Expression of Interest
RFP	Request for Proposals
RFQ	Request for Quotation
RFSQ	Request for Supply Qualifications

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

Ontario

234-2026-1745

May 26, 2026

Mayor Bill Steele

mayor@portcolborne.ca

Dear Mayor Steele,

As you may be aware, on May 7, 2026, the *Better Regional Governance Act, 2026* received Royal Assent.

I am pleased to share that I have made regulations (O.Reg. 140/26) following requests from Port Colborne to change the makeup of its council. Under the new regulation, Port Colborne council will be reduced from eight to six councillors, plus the mayor. The city will have three wards, with two councillors elected in each ward, as outlined in the regulation. I have also made regulations, (O.Reg. 141/26), which sets out how nomination papers already filed under the previous ward structure will be handled.

These changes will come into effect for the 2026-2030 municipal council term, starting on November 15, 2026, and the 2026 municipal election will be conducted as though these changes are already in effect. The current composition of your council will remain the same until the new council is sworn in following the election.

Our government is committed to working with municipalities to identify ways to strengthen local governance. Working together to advance shared provincial-municipal priorities helps advance housing and economic development, preparing both individual municipalities and the province as-a-whole for growth.

Thank you and please accept my best wishes.

Sincerely,

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

…/2

c: Robert Dodd, Chief of Staff to the Minister of Municipal Affairs and Housing
Robert.Dodd@Ontario.ca
Martha Greenberg, Deputy Minister of Municipal Affairs and Housing
Martha.Greenberg@Ontario.ca
Laurie Miller, Assistant Deputy Minister, Local Government Division
Laurie.Miller@Ontario.ca
Sean Fraser, Assistant Deputy Minister, Municipal and Housing Operations Division
Sean.Fraser@Ontario.ca
Bryan Boles, Chief Administrative Officer, City of Port Colborne
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Charlotte Madden, Clerk, City of Port Colborne
charlotte.madden@portcolborne.ca

Ministry of Municipal Affairs and Housing

Office of the Minister

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Ontario

234-2026-1746

June 1, 2026

On May 25, 2026, our government introduced the proposed *Protecting Ontario's Streets and Communities Act, 2026* (Bill 119). Through this legislation, we are proposing new tools to address zoning by-law contraventions which respond to recommendations and requests from municipal leaders. The proposed *Planning Act* changes, if passed, would enable municipalities to use an administrative monetary penalty (AMP) system for zoning by-law contraventions which relate to land uses that are not permitted.

We are interested in receiving your comments on these proposed changes. Comments can be made through the Environmental Registry of Ontario Posting 026-0558 Proposed Planning Act Changes (Schedule 7 of Bill 119 - *Protecting Ontario's Streets and Communities Act, 2026*) from May 26, 2026, to June 25, 2026. The government invites you to review the Environmental Registry of Ontario and Regulatory Registry of Ontario links provided above and share any feedback you may have.

If you have any questions, please reach out to my Director of Stakeholder Relations, Caucus Affairs and Public Appointments, Tanner Zelenko at tanner.zelenko@ontario.ca.

I look forward to continued collaboration with you to address these and other important issues facing our communities.

Sincerely,



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

c. The Honourable Graydon Smith, Associate Minister of Municipal Affairs and Housing
Robert Dodd, Chief of Staff Minister's Office
Matthew Rae, Parliamentary Assistant, Municipal Affairs and Housing
Laura Smith, Parliamentary Assistant, Municipal Affairs and Housing
Brian Saunderson, Parliamentary Assistant, Municipal Affairs and Housing
Martha Greenberg, Deputy Minister, Municipal Affairs and Housing
David McLean, Assistant Deputy Minister, Municipal Affairs and Housing
Laurie Miller, Assistant Deputy Minister, Municipal Affairs and Housing
Sean Fraser, Assistant Deputy Minister, Municipal Affairs and Housing
Municipal Chief Administrative Officers

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Ontario

234-2026--1746

1er juin 2026

Le 25 mai 2026, notre gouvernement a présenté le projet de *Loi de 2026 visant à protéger les rues et les collectivités de l'Ontario* (projet de loi 119). Ce projet de loi propose de nouveaux outils pour éliminer les contraventions aux règlements municipaux de zonage en réponse aux recommandations et demandes de dirigeants municipaux. Si elles sont adoptées, les modifications proposées à la *Loi sur l'aménagement du territoire* permettront aux municipalités d'établir un régime de pénalités administratives pour les contraventions à un règlement municipal de zonage concernant des utilisations du sol non autorisées.

Nous aimerions recevoir vos commentaires sur ces modifications proposées. Vous pouvez nous faire part de vos commentaires sur le Registre environnemental de l'Ontario, affichage 026-0558 - « Modifications proposées à la *Loi sur l'aménagement du territoire* » (annexe 7 du projet de loi 119, intitulé « *Loi de 2026 visant à protéger les rues et les collectivités de l'Ontario* ») du 26 mai 2026 au 25 juin 2026. Le gouvernement vous invite à suivre les liens fournis ci-dessus vers les affichages sur le Registre environnemental de l'Ontario et le Registre ontarien de la réglementation, et à lui faire part de votre opinion.

Si vous avez des questions, n'hésitez pas à écrire à mon directeur des relations avec les intervenants, des affaires du groupe parlementaire et des nominations, Tanner Zelenko, à tanner.zelenko@ontario.ca.

Merci de votre coopération à ces questions et à toute autre question importante qui concerne nos collectivités.

Cordialement,

L'honorable Robert J. Flack,

Ministre des Affaires municipales et du Logement

c. L'honorable Graydon Smith, ministre associée des Affaires municipales et du Logement
Robert Dodd, chef de cabinet, Bureau du ministre
Matthew Rae, adjoint parlementaire au ministre des Affaires municipales et du Logement
Laura Smith, adjointe parlementaire au ministre des Affaires municipales et du Logement
Brian Saunderson, adjoint parlementaire au ministre des Affaires municipales et du Logement
Martha Greenberg, sous-ministre, Affaires municipales et Logement
David McLean, sous-ministre adjoint, Affaires municipales et Logement
Laurie Miller, sous-ministre adjointe, Affaires municipales et Logement
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May 29, 2026

CL 9-2025, May 28, 2026
PWC 5-2026, May 12, 2026
PW 15-2026, May 12, 2026

Ministry of the Environment, Conservation and Parks

Local Area Municipalities

SENT ELECTRONICALLY

2025 Reserve Water and Wastewater Treatment Capacities
PW 15-2026

Regional Council, at its meeting held on May 28, 2026, passed the following recommendation of its Public Works Committee:

That Report PW 15-2026, dated May 12, 2026, respecting 2025 Reserve Water and Wastewater Treatment Capacities, **BE RECEIVED** and **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Local Area Municipalities.

A copy of Report PW 15-2026 is enclosed for your reference.

Yours truly,

Ann-Marie Norio
Regional Clerk
rh
CLK-C 2025-052

cc: I. Stetic, Manager, W-WW Infrastructure Planning
L. De Angelis, Commissioner, Public Works
K. Ward, Executive Assistant to the Commissioner, Public Works

Subject: 2025 Reserve Water and Wastewater Treatment Capacities

Report to: Public Works Committee

Report date: Tuesday, May 12, 2026

1. That Report PW 15-2026 **BE RECEIVED** for information; and
2. That Report PW 15-2026 **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Local Area Municipalities.

Key Facts

- The purpose of this report is to inform Council of the reserve treatment capacities at Niagara's Water and Wastewater Treatment Plants. This reporting is required by the Ministry of Environment, Conservation and Parks (MECP).
- The data contained in this report assists in commenting on new development proposals and related servicing as well as planning for future treatment capacity.
- All of Niagara Water Treatment Plants (WTPs) and Wastewater Treatment Plants (WWTPs) are positioned to accept growth beyond the minimum 10-year horizon.
- This conclusion is based on the Region’s current infrastructure plan, which includes the construction of the new South Niagara Wastewater Treatment Plant to expand overall capacity.
- The assessment also assumes that existing treatment facilities will be maintained or refurbished as needed to remain fully operational.
- Additionally, the analysis is based on design capacity and does not account for the impact of wet weather flow. Peak wet weather conditions may limit sanitary sewer capacity. As such, on-going efforts to reduce wet weather flows are critical to supporting future development.

Financial Considerations

This report provides Council with historical and projected treatment capacity and flow data. There are no direct financial implications in receiving this report.

The reserve treatment capacities at the water and wastewater facilities are considered in commenting on new development proposals and related servicing.

Analysis

Annual Reporting Requirement

The Infrastructure Planning and Development section of Public Works Department annually reports on an assessment of the average daily water and wastewater (W-WW) flows based on the previous five years of data, as recorded at our various facilities compared to MECP rated capacities for the facilities. A key objective of this report is to highlight potential capacity constraints and allow sufficient lead-time to plan for future capacity increases through the W-WW capital programs so that anticipated development can be accommodated at the facilities.

This is a desktop exercise, which compares the five-year average flows to the respective MECP Environmental Compliance Approval(s), formerly known as Certificate of Approval(s), for each facility. Then, it incorporates 10-year growth forecasts into the calculation. Previous reports have used the 10-year growth forecasts from the 2021 Master Servicing Plan (MSP) in these calculations. The MSP is currently being updated, and the growth forecasts were updated to support that work. These new growth numbers have been used in the calculations.

Ongoing phasing and staging strategy work with our local municipal partners will further refine this assessment for understanding development capacity needs.

This methodology reflects the Region’s current infrastructure plan, which includes the construction of the new South Niagara Wastewater Treatment Plant to expand overall capacity. It also assumes that existing treatment facilities will be maintained or upgraded as needed to remain fully operational. Additionally, the assessment is based on design capacity and does not account for the impact of wet weather flows.

This assessment does not reflect specific compliance, quality, sustainability, risk, or operational deficiencies at the treatment plants or trunk conveyance/transmission systems, which may affect the Region’s ability to accommodate new development.

Appendices 1 and 2 provide annual average daily flows and five-year average flows from 2021 to 2025 for the water and wastewater treatment plants, respectively.

Appendices 3 and 4 provide a summary of Niagara’s six (6) water treatment facilities and eleven (11) wastewater treatment facilities presenting their respective reserve capacities.

Wet Weather Flows Continue to Negatively Impact Wastewater Infrastructure

For municipal wastewater treatment, weather is the key factor that results in peak wet weather flow, which impacts the collection and trunk sewers in both local and regional systems through “Rainfall Derived Inflow and Infiltration” (RDI&I). Wet weather flows can have substantial impact on available WWTP capacities and a direct impact on the limitations of available servicing capacity for future growth. The analysis for this report is based on design capacity and does not account for the impact of wet weather flow. Peak wet weather conditions may limit sanitary sewer infrastructure capacity. As such, on-going efforts to reduce wet weather flows are critical to supporting future development.

Growth Analytics

It is worth noting that growth rates in recent years show an increase compared to time before, which consequently can affect the way this desktop exercise conducts the reserve capacity calculations. However, the averaging daily flows over a 5-year period versus a 3-year period in the Reserve Capacity calculations for 2025 do not show a compelling difference or significant trend. For the WWTP’s, there are some trends of a slightly reduced annual average daily flow when comparing the 3-year to the 5-year average flow, which can partially be due to several inflow and infiltration (I&I) reduction and capacity restoration projects within the recent years.

Plants Available Design Capacity

The results of this desktop average flow capacity assessment indicate that the design capacity of all of Niagara’s WTPs and WWTPs are positioned to accept growth beyond the minimum 10-year period (Appendix 3 and Appendix 4).

The reserve capacity calculations are based on the Region’s official long-range population and employment forecasts. It is important to note that actual growth rates in recent years have exceeded these forecasts. Higher growth can impact the accuracy of this desktop exercise, as a result, Regional staff will continue to monitor and review growth trends annually and adjust the forecasted growth rates used in the reserve capacity calculations as needed.

Risks that Reduce Available Treatment Capacity

It is important to note that the results of this capacity assessment, calculated according to MECP requirements, do not fully reflect real-world operating conditions. The assessment assumes dry weather flows, no constraints within the conveyance system and that all existing equipment is properly maintained.

In practice, precipitation, particularly rainwater, can reduce the available capacity of municipal wastewater systems. Rainwater does not require the same level of treatment as sewage; it should be directed to the stormwater system. However, when rainwater enters the sanitary collection system, it consumes capacity intended for sewage and future growth. As such, ongoing efforts to reduce wet weather flows are essential to alleviating system limitations and enabling future development and potentially delaying regional infrastructure upgrades. The Region continues to work with Area Municipalities to remove wet weather from the wastewater system.

Additionally, this assessment does not account for operational deficiencies or risks related to the condition of existing assets at treatment plants or within trunk conveyance, transmission systems and pumping stations. While not addressed in this report, infrastructure failures could impact the Region’s ability to support new development.

Alternatives Reviewed

No alternatives reviewed as this report is a requirement of the MECP.

Relationship to Council Strategic Priorities

The report aligns with Council’s Priority of Responsible Growth and Infrastructure Planning by highlighting the reserve capacity available for growth at all Regional Water and Wastewater Treatment Facilities.

The report also provides MECP and local municipal partners operational summary and reserve capacity projections for Region’s Water and Wastewater Treatment facilities.

Other Pertinent Reports

- PW 20-2025, May 6, 2025 - 2024 Reserve Water and Wastewater Treatment Capacities

Prepared by:
Ilija Stetic, B.Sc, PMP, CET
Manager W-WW Infrastructure Planning
Public Works Department

Recommended by:
Lisa DeAngelis, RPP, P.Eng.
Commissioner of Public Works
Public Works Department

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Jason Oatley, Associate Director W-WW Quality & Compliance and reviewed by Susan Dunsmore, Associate Director, Development Engineering.

Appendices

Appendix 1 Water Treatment Plant Annual Average Daily Flow 2021 to 2025

Appendix 2 Wastewater Treatment Plant Annual Average Daily Flow 2021 to 2025

Appendix 3 Water Reserve Capacity Calculations for 2025

Appendix 4 Wastewater Reserve Capacity Calculations for 2025

Appendix 1: WTP Annual Average Daily Flow 2021 – 2025

Water Treatment Plant	Rated Capacity (m3/d)	2021 Average Daily Flow (m3/d)	2022 Average Daily Flow (m3/d)	2023 Average Daily Flow (m3/d)	2024 Average Daily Flow (m3/d)	2025 Average Daily Flow (m3/d)	5 Year Average 2021-2025	3 Year Average 2023-2025
Decew Falls WTP	227,300	50,824	52,970	52,830	56,133	58,039	54,159	55,667
Grimsby WTP	44,000	14,872	14,800	14,610	14,814	15,451	14,909	14,958
Niagara Falls WTP	145,584	40,125	42,160	43,050	43,310	45,241	42,777	43,867
Port Colborne WTP	36,000	6,387	6,953	8,310	8,046	8,751	7,689	8,369
Rosehill WTP	50,026	11,710	13,020	12,710	12,505	12,680	12,525	12,632
Welland WTP	65,000	24,675	24,160	24,100	24,863	26,890	24,938	25,284

Appendix 2: WWTP Annual Average Daily Flow 2021 – 2025

Wastewater Treatment Plant	Rated Capacity (m^3/d)	2021 Average Daily Flow	2022 Average Daily Flow	2023 Average Daily Flow	2024 Average Daily Flow	2025 Average Daily Flow	5 Year Average 2021-2025	3 Year Average 2023-2025
Anger Avenue WWTP	24,500	13,580	13,171	12,992	12,084	11,548	12,675	12,208
Baker Road WWTP	31,280	17,952	17,081	23,700	22,100	20,647	20,296	22,149
Crystal Beach WWTP	9,100	5,688	5,256	5,423	4,865	4,598	5,166	4,962
Niagara Falls WWTP	68,300	35,242	35,197	42,902	41,748	37,810	38,580	40,820
NOTL WWTP	8,000	5,142	5,602	6,823	6,217	6,238	6,005	6,426
Port Dalhousie WWTP	61,350	34,113	31,793	29,176	27,416	26,075	29,715	27,556
Port Weller WWTP	56,180	33,751	33,176	38,024	36,429	34,298	35,136	36,250
Queenston WWTP	500	135	142	225	175	135	162	178
Seaway WWTP	19,600	11,299	10,200	11,391	9,519	8,923	10,266	9,944
Stevensville/Douglastown	2,289	1,592	1,552	1,479	1,400	1,267	1,458	1,382
Welland WWTP	54,550	33,617	34,288	39,800	34,801	33,352	35,172	35,984

Appendix 3: WTP Reserve Capacities for 2025

Water Treatment Plant	Permit To Take Water (1) m^3/d	Rated Treatment Capacity m^3/d	Theoretical Ave Day Capacity m^3/d	90% of Ave Day Capacity (2) m^3/d	5-Year Ave Day Flow m^3/d	Peaking Factor	Total Capacity Used	Reserve Treatment Capacity 90% m^3/d	Design Flow Rate (3) 246 Lcd	Reserve Serviceable Population Equivalents	10Year Forecast Population Res & Emp	Surplus Population 10-Year Projection
DeCew Falls	227,000	227,300	155,366	139,8291	54,159	1.463	35%	85,670	246	348,252	42,197	306,055
Grimsby	44,000	44,000	27,569	24,812.0	14,909	1.596	54%	9,903	246	40,254	15,550	24,704
Niagara Falls	145,500	145,584	98,701	88,830.9	42,777	1.475	43%	46,054	246	187,210	24,913	162,297
Port Colborne	45,500	36,000	21,635	19,471.1	7,689	1.664	36%	11,782	246	47,893	3,712	44,181
Rosehill	78,000	50,026	33,152	29,836.6	12,525	1.509	38%	17,312	246	70,372	10,389	59,983
Welland	110,000	65,000	43,449	39,104.3	24,938	1.496	57%	14,167	246	57,589	24,925	32,664

Note 1: Original MOE approved quantity of raw water permitted (Permit to Take Water).

Note 2: Region's 2021 W&WW MSP requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

Note 3: Region's 2021 W&WW MSP new design criteria call for 240 Lcd residential consumption and 270 Led employment consumption This is equivalent to 246 Lcd for both, using the 79% and 21% residential and employment share, respectively.

Appendix 4: WWTP Reserve Capacity for 2025

Wastewater Treatment Plant	MECP Rated Capacity m^3/d	90% of Plant Capacity[1] m^3/d	5-Year Average Daily Flow m3/d	Percent Total Capacity Used	Reserve Treatment 90%Capacity m^3/d	Design Flow Rate [2] 356 Lcd	Reserve Serviceable Population Equivalents	10-Year Forecast Population Res & Emp	Surplus Population 10-Year Projection
Anger Avenue (Fort Erie)	24,500	22,050	12,675	52%	9,375	356	26,334	7,366	18,968
Baker Road (Grimsby)	31,280	28,152	20,296	65%	7,856	356	22,068	19,835	2,233
Crystal Beach (Fort Erie)	9,100	8,190	5,166	57%	3,024	356	8,495	1,841	6,654
Niagara Falls [3] [4]	68,300	61,470	38,580	56%	22,890	356	64,299	25,056	39,243
NOTL	8,000	7,200	6,005	75%	1,195	356	3,358	1,628	1,730
Port Dalhousie (St. Catharines)	61,350	55,215	29,715	48%	25,500	356	71,630	17,914	53,716
Port Weller (St. Catharines)	56,180	50,562	35,136	63%	15,426	356	43,333	17,852	25,481
Queenston (NOTL) [5]	500	450	162	32%	288	356	808	0	808
Seaway (Port Colborne)	19,600	17,640	10,266	52%	7,374	356	20,712	3,697	17,015
Stevensville/Douglastown	2,289	2,060	1,458	64%	602	356	1,691	1,089	602
Welland	54,550	49,095	35,172	64%	13,923	356	39,111	24,925	14,186

Note 1: Region's 2021 W&WW MSP requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

Note 2: Region's 2021 W&WW MSP new design criteria call for 255 Lcd residential and 310 Led employment generation rate including 90 Lcd of extraneous flow allowance. An equivalent of 356 Lcd is applied using 80% and 20% for residential and employment growth share, respectively.

Note 3: The Niagara Falls WWTP assessment includes the sewage flows from the St. David's area of Niagara-on-the-Lake.

Note 4: The growth includes the anticipated growth for the new SNWWTP which has 10-year forecast population of 14,700.

Note 5: The Queenston WWTP in Niagara-on-the-Lake has a unique capacity commitment of 226 m^3/d for the following properties: Niagara Parks Commission (75 m^3/d), Niagara Falls Bridge Commission (63 m^3/d), Shalamar Campground (38 m^3/d) and Ontario Power Generation (50 m^3/d). Due to these commitments and limited UAB, limited residential growth is expected within the next 10 years within the tributary area.

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May 29, 2026

CL 9-2026, May 28, 2026
PWC 5-2026, May 12, 2026
PW 14-2026, May 12, 2026

Local Area Municipalities

SENT ELECTRONICALLY

Combined Sewer Overflow (CSO) Control Program – 2026 Funding Recommendations
PW 14-2026

Regional Council, at its meeting held on May 28, 2026, passed the following recommendation of its Public Works Committee:

That Report PW 14-2026, dated May 12, 2026, respecting Combined Sewer Overflow (CSO) Control Program – 2026 Funding Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to issue letters to award Combined Sewer Overflow Control Program funding to Local Area Municipalities for qualifying projects as outlined in Appendix 1 for funding options as set out in Appendix 2 and subject to the terms and conditions outlined in Appendix 3; and
2. That Local Area Municipalities **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1.

A copy of Report PW 14-2026 is enclosed for your reference.

Yours truly,

Ann-Marie Norio
Regional Clerk
rh
CLK-C 2026-051

cc: I. Stetic, Manager, W-WW Infrastructure Planning
L. De Angelis, Commissioner, Public Works
K. Ward, Executive Assistant to the Commissioner, Public Works

Subject: Combined Sewer Overflow (CSO) Control Program – 2026 Funding Recommendations

Report to: Public Works Committee

Report date: Tuesday, May 12, 2026

Recommendations

1. That staff **BE AUTHORIZED** to issue letters to award Combined Sewer Overflow Control Program funding to Local Area Municipalities for qualifying projects as outlined in Appendix 1 for funding options as set out in Appendix 2 and subject to the terms and conditions outlined in Appendix 3; and
2. That Local Area Municipalities **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1.

Key Facts

- The purpose of this report is to provide recommendations and background information for the 2026 Local Area Municipality (LAM) projects proposed for funding pursuant to the Combined Sewer Overflow (CSO) Control Program and Public Works Policy PW4.S06.0.
- The CSO Control Cost Share Program has been in place since 2007 and shares funding with the LAMs for capital projects that help to mitigate the impacts of wet weather events on the region-wide sanitary system and the environment. The Region benefits from this program by gaining servicing capacity at regionally owned sanitary trunk sewers, sewage pump stations, and wastewater treatment plants, which in return, could be used for growth without oversizing Regional infrastructure.
- Representatives of the CSO Working Group, including representatives from all municipalities, developed administrative procedures and criteria to evaluate project submissions by LAMs in accordance with the guiding principles.
- For 2026, funding in the amount of $4,000,000 was included in the Region’s Wastewater Operating Budget for the CSO program.
- Nineteen (19) eligible applications representing a total of 22 eligible projects were submitted by LAMs for 2026; however, the total requested funding is more than the approved program budget of $4,000,000 by $784,985 for 2026 and demonstrates high demand to address wet weather issues in sanitary collection systems.

- Eighteen (18) municipal projects are recommended for funding in full, one (1) municipal project is recommended for partial funding, and three (3) projects are declined for funding as outlined in Appendix 1; however, they can be reconsidered, in accordance with the CSO Program Policy, following approval of the Region's 2027 budget.

Financial Considerations

A gross budget of $4,000,000 has been approved as part of the 2026 Wastewater Operating Budget for the CSO Control Program. Funding for this program is partially provided through Development Charges (DC) at 50%.

Twenty-two (22) projects from LAMs are eligible for funding under the 2026 CSO Control Program at a total value of $4,784,985. As the total requested amount is more than the approved program budget of $4,000,000 by $784,985, three (3) projects will not be funded by the Region's CSO Control Program.

In summary, Appendix 1 presents 18 municipal projects recommended for funding in full, one (1) municipal project recommended for partial funding and three (3) unfunded projects. Prior to awarding the 2026 budget, the Region had $7.5 million in outstanding commitments to ten (10) municipalities for approved, but unspent, CSO projects at 2025 year-end as illustrated in Appendix 4.

As an update to PDS-C 1-2024 (Combined Sewer Overflow Control Program Update), staff closed 23 projects equating to $784,756 during 2025. This resulted in $392,378 of the encumbrances being returned to the wastewater reserve and $392,378 of the DC portion being returned to the DC reserve in accordance with reserve policy.

Analysis

The CSO Program was Oversubscribed to in 2026

The CSO Control Working Group collaboratively reviews the funding structure and evaluates eligible CSO cost share projects, adjusting if needed, based on present-day needs and funding priorities for different types of work. Appendix 2 shows the Funding Options.

A number of LAMs submitted eligible applications for the CSO Program, including three (3) from Fort Erie, one (1) from Lincoln, 10 from Niagara Falls, one (1) from Pelham, three (3) from Welland, and one (1) from West Lincoln.

The 19 eligible applications were separated into 22 individual projects eligible for funding, as per the program policy PW4.S06.0.

Regional staff reviewed all eligible projects for cost-share funding. Eighteen (18) projects were incorporated for full funding and one (1) project for partial funding into the final recommendation list presented in Appendix 1. Projects were awarded based on the program evaluation matrix following the CSO Control Program Policy as approved by Council.

Wet Weather Flows Continue to Negatively Impact Infrastructure

Like other jurisdictions across Ontario, wet weather flows continue to negatively impact sanitary infrastructure resulting in potential basement flooding, overflows to the environment and reduce capacity for future growth. The removal of wet weather flow and inflow and infiltration reduction is important work that needs ongoing focus and support over the long term to be successful. Success of this program reduces the pressure on the capital program and reduce sanitary infrastructure expansions.

Alternatives Reviewed

No alternatives were reviewed as the approved budget was fully utilized.

Relationship to Council Strategic Priorities

This report and more specifically, the CSO program supports the Council Strategic Priority of Effective Region through innovative service delivery and collaboration with municipal partners.

It also assists in establishing objectives of Green and Resilient Region to adopt to climate change impacts to help the current and future infrastructure be more resilient by reducing wet weather flow to gain capacity at regionally owned wastewater infrastructure and provide for growth.

Other Pertinent Reports

- PDS-C 1-2024 Combined Sewer Overflow Control Program Update (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=524e81b7-e788-4788-b364-48a291e6c28b&Agenda=Merged&lang=English&Item=15&Tab=attachments)

Prepared by:
Ilija Stetic, B.Sc., PMP, CET
Manager W-WW Infrastructure Planning
Public Works Department

Recommended by:
Lisa De Angelis, RPP, P.Eng.
Commissioner of Public Works
Public Works Department

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with, Dan Ane, Senior Program Financial Specialist, Renee Muzzell, Associate Director, Program Financial Support and Susan Dunsmore, Associate Director, Development Engineering.

Appendices

Appendix 1	Recommended 2026 CSO Control Program Funding Requests
Appendix 2	Funding Options
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Appendix 1: Recommended 2026 CSO Control Program Funding Requests

Eligible Recommended Projects with Funding

Municipality	Project Description	Category	% [1]	Project Cost	Regional Share	Recommended Regional Funding
Fort Erie	WWTR26 (Wastewater Trenchless Repairs) - Sewer Separation Portion	1	50%	$125,000.00	$62,500.00	$62,500.00
Fort Erie	WWTR26 (Wastewater Trenchless Repairs) - Study Portion	2	50%	$300,000.00	$150,000.00	$150,000.00
Fort Erie	WWTR26 (Wastewater Trenchless Repairs) - Source Control Portion	3	60%	$325,000.00	$195,000.00	$195,000.00
Fort Erie	WWTR26 (Wastewater Trenchless Repairs) - RRR Portion [2]	5	30%	$1,750,000.00	$525,000.00	$478,000.00
Fort Erie	FLOMON26 (Flow Monitoring Program 2026)	2	60%	$100,000.00	$60,000.00	$60,000.00
Fort Erie	SANCTV26 (Sanitary Sewer Closed Circuit TV Inspection)	2	50%	$125,000.00	$62,500.00	$62,500.00
Lincoln	Ontario St. Catchment - Lateral Assessment & Rehab Phase 2	5	30%	$1,200,000.00	$360,000.00	$360,000.00
Niagara Falls	Valley Way Phase 1A Sewer Separation - Design & Construction	1	50%	$1,367,500.00	$683,750.00	$683,700.00
Niagara Falls	Huron St. Sewer Separation - Design	1	50%	$31,250.00	$15,625.00	$15,600.00

Municipality	Project Description	Category	%[1]	Project Cost	Regional Share	Recommended Regional Funding
Niagara Falls	George St. /Fraser St. Sewer Separation – Design	1	50%	$45,000.00	$22,500.00	$22,500.00
Niagara Falls	Homewood Ave. Sewer Separation - Design	1	50%	$27,500.00	$13,750.00	$13,700.00
Niagara Falls	Cedar St. Sewer Separation - Design	1	50%	$21,250.00	$10,625.00	$10,600.00
Niagara Falls	Huggins St. Area Sewer Separation -Phase 1	1	50%	$1,681,000.00	$840,500.00	$840,500.00
Niagara Falls	Falls Ave. Area Combined Sewer Study	2	50%	$120,000.00	$60,000.00	$60,000.00
Niagara Falls	Grassybrook SPS Area I/I Reduction Design	2	50%	$200,000.00	$100,000.00	$100,000.00
Pelham	Foss Rd. Sanitary Sewer Replacement	5	30%	$1,080,000.00	$324,000.00	$324,000.00
Welland	Bald-Maple-Catharine Infrastructure Renewals - Design	1	40%	$986,487.50	$394,595.00	$394,600.00
Welland	2026 Flow Monitoring	2	50%	$249,600.00	$124,800.00	$124,800.00
West Lincoln	2026 I/I Reduction Program	5	30%	$140,000.00	$42,000.00	$42,000.00
Recommended Eligible Projects Total				**$9,874,587.50**	**$4,047,145.00**	**$4,000,000.00**

*2026 Regional CS) Control Program Budget - $4,000,000.00

Eligible Unfunded Projects

Municipality	Project Description	Category	% [1]	Project Cost	Regional Share	Recommended Regional Funding
Niagara Falls	Combined Sewer Separation 10-year Implementation Strategy	2	50%	$100,000.00	$50,000.00	$ -
Niagara Falls	Sewer I/I Reduction Program	2	50%	$150,000.00	$75,000.00	$ -
Welland	Lyons Avenue Infrastructure Renewals	5	30%	$2,042,800.00	$612,840.00	$ -
Eligible Unfunded Projects Total				**$2,292,800.00**	**$737,840.00**	**$ -**

Total of All Eligible Projects

Total Project Cost	**$12,167,387.50**
Total Regional Share Requests	**$4,784,985.00**
Total Regional Share	**$4,000,000.00**

Note 1. Funding % share is dependent on specific project component and related work. Appendix 2 has project cost share split details

Note 2. Project received partial funding up to the limit of the 2026 budget

CSO Control Program Funding Options

Sewer Separation - 40% of Priorities

Work Examples	Region%	Municipality %
Disconnection of road drainage	40%	60%
Disconnection of private	60%	40%
Disconnection of road, previous disconnection of private or opposite	50%	50%

Studies - 15% of Priorities

Work Examples	Region%	Municipality %
PPCP as per the PPCP guide	50%	50%
I&I and Extraneous Flow Investigation including CCTV/Smoke Dye Testing[1]	50%	50%
Mandatory Flow Monitoring-Pre and Post	60%	40%
Investigative work on municipal/private side	50%	50%
Public education/water conservation and efficiency measures	50%	50%
Sewer use by-law development/update and municipal activities	50%	50%

Note 1. CCTV inspection - only site/project specific. Regular city-wide inspections should be part of municipal O&M.

Source Control Private Side - 20% of Priorities

Disconnection of roof leaders to be done by homeowners/municipalities as a prerequisite for other works on the private side.

Work Examples	Region%	Municipality %
Disconnection of roof leaders	60%	40%
Disconnection of weeping tiles from sanitary including application works	60%	40%
Disconnection of private sump pumps	60%	40%
Backflow preventer installation on sanitary	40%	60%

Conveyance and Flow Control/Storage - 15% of Priorities

Work Examples	Region%	Municipality %
Real-time control detention	60%	40%
In-line flow controllers design and construction (i.e. weirs)	60%	40%
Off-line conveyance and pumping design and construction	60%	40%
In-line/off-line storage	40%	60%

Repair, Rehabilitation, Replacement of Sewers - 10% of Priorities

Estimated ≥50% flow reduction during WW events

Work Examples	Region%	Municipality %
Repair of sanitary, manholes-gel sealing, spot repairs	30%	70%
Spot repair lining	30%	70%
Full length liner	30%	70%

CSO Control Program Terms and Funding Conditions

The terms and conditions under which funding will be offered to the successful applications, include the following:

#	Terms and Conditions
1	Amount of Funding, Studies - The Region shall contribute 50% of total study costs for the PPCP and I&I studies, and 60% for the Pre and Post Flow monitoring projects provided the Region participates on a committee overseeing the study and the study covers the entire area tributary to the Wastewater Treatment Plant(s) and includes both local and Regional infrastructure.
2	Amount of Funding, Design & Construction projects – The Region shall contribute defined percentage of the cost based on the Funding Options matrix, provided that; the facility or measure is supported by a recommendation from a current CSO study, life cycle cost comparisons of alternative solutions were undertaken, and the Region agrees with the Cost comparisons, the Region agrees with the 'best overall solution', and the Region participates on a committee overseeing the design.
3	Third Party Funding – The Region's funding shall be net of any third-party funding approved for the project. If third party funding is obtained after Regional funding approval, the amount of Regional funding will be adjusted to be net of any third party funding. Payment of the funding to the Area Municipality shall be based on actual expenditures incurred up to the maximum amount approved by Regional Council based on the budget submitted with the application.
4	Project Lead Studies – Lead by either the Area Municipality or the Region based on a mutual agreement prior to initiation of study.
5	Project Lead Design & Construction – A project located in the Area Municipal wastewater system shall be managed by the Area Municipality while a project in the Regional wastewater system shall be managed by the Region. On a case-by-case basis the Region may consider managing a project in the local system, if requested by the Area Municipality.

#	Terms and Conditions
6	Ownership and Operation of Assets – The ownership and operation of all new and existing assets shall remain the responsibility of the current owner. The Area Municipality, on a case-by-case basis, may request the Region to operate and maintain an existing or new CSO control facility on behalf of the Area Municipality on a direct charge back basis.
7	Follow up Flow Monitoring – On a case-by-case basis, the Region may include a condition or approval of funding that requires follow-up flow monitoring to assess project's effectiveness.
8	Expiry of Funding – Funding of a project by the Region may expire if the local Area Municipality does not invoice the Region within three (3) years of the date of funding approval by Regional Council. Also, if an Area Municipality decides not to proceed with a project, the Region may revoke funding. The Region may also withdraw funding for future phases if a project does not proceed on a continuous basis toward completion.
9	Indemnity – The Region, or its directors, officers, employees, agents or consultants will not be held liable as a result of providing funding for any project.
10	Regional Recognition – The Area Municipality is to ensure that the Region is to be acknowledged in all advertising and publicity related to the project for which funding was provided.
11	Project Deliverables – The Region shall receive copies of all project deliverables, including, but not limited to, reports, flow monitoring data, hydraulic modelling files, GIS layers/data, and technical memorandums.
12	Funding Agreement - A letter formalizing the funding in accordance with the Region's CSO Funding Policy will be issued to the Area Municipality for signature and used as the agreement to the terms and conditions of the funding.

Appendix 4: Summary of CSO Project Remaining Budget Encumbrances by Municipality at 2025 Year-End

Municipality	2021	2022	2023	2024	2025	Total
Fort Erie	-	54,591	138,582	270,686	651,400	1,115,259
Grimsby	-	1,712	162,500	-	570,000	734,212
Lincoln	-	-	13,323	155,326	327,607	496,255
Niagara Falls	-	264,478	867,235	175,500	738,800	2,046,013
Niagara-on-the-Lake	-	84,452	37,196	-	75,000	196,648
Pelham	-	-	-	-	169,400	169,400
Port Colborne	-	-	-	25,000	189,700	214,700
St. Catharines	204,194	58,150	445,486	464,558	743,700	1,916,089
Thorold	-	-	-	-	-	-
Welland	100,680	-	-	55,841	300,000	456,521
West Lincoln	-	-	-	-	154,894	154,894
Total	**304,874**	**463,383**	**1,664,322**	**1,146,911**	**3,920,500**	**7,499,991**

Administration
Office of the Regional Clerk
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May 29, 2026

CL 9-2026, May 28, 2026
CSC 4-2026, May 13, 2026
CSD 16-2026, May 13, 2026

Local Area Municipalities

SENT ELECTRONICALLY

Debt Information Report – 2026 Debenture Issuance
CSD 16-2026

Regional Council, at its meeting held on May 28, 2026, passed the following recommendation of its Corporate Services Committee:

That Report CSD 16-2026 dated May 13, 2026, respecting Debt Information Report – 2026 Debenture Issuance, **BE RECEIVED** and **BE CIRCULATED** to the Councils of the Local Area Municipalities.

A copy of CSD 16-2026 is enclosed for your reference.

Yours truly,

Ann-Marie Norio
Regional Clerk
:kl
CLK-C 2026-047

cc:
B. Beaulieu, Debt Analysis
T. Ellis, Commissioner, Corporate Services/Treasurer
D. Francis, Executive Assistant to the Commissioner, Corporate Services

Subject: Debt Information Report – 2026 Debenture Issuance

Report to: Corporate Services Committee

Report date: Wednesday, May 13, 2026

Recommendations

1. That Report CSD 16-2026 **BE RECEIVED** for information; and
2. That Report CSD 16-2026 **BE CIRCULATED** to the Councils of Local Area Municipalities for information.

Key Facts

- The purpose of this report is to advise Council of the 2026 planned debenture issuance for the Region and the Local Area Municipalities (LAMs), in accordance with established debenture issuance procedures, and its' impacts on the current bond rating and overall long-term financial planning.
- Each year the Region and/or LAMs require the issuance of debentures for Council approved capital projects. During construction, these projects were internally financed and are now either complete or nearing completion and debenture financing must be secured. A total issuance of $215.7 million is being proposed (see Appendix 1 to CSD 16-2026).
- Of the proposed $215.7 million debt issuance, $140.7 million relates to Regional debt which will increase the Region's 2026 outstanding debt from $339.7 million to $480.4 million. Previously authorized but unissued debt for the Region will decrease by $140.7 million, from $410.5 million to $269.8 million.
- The Region raises funds largely through the sale of Niagara Region debentures in the capital markets or through the Infrastructure Ontario (IO) lending program. Regional staff are planning for two capital markets debt issuances this year in May and November 2026, and one debt issuance through the IO lending program in September 2026.
- Regional staff monitor the rates for the IO lending program and capital markets and propose the issuance of debentures in consideration of interest rate levels and cash flow management.

- Based on 2026 forecasted debt issuances, the Region is within the Standard and Poor's Global (S&P) 75% debt ratio (debt/revenue) and under the 25% Annual Repayment Limit (ARL). However, planned borrowing to support the capital program is expected to place increasing pressure on these limits over time and will require ongoing monitoring and prudent financial management.

Financial Considerations

The Region plans to issue debentures in 2026 for both Regional and LAM financing requirements as identified in Appendix 1 to CSD 16-2026. The following summarizes the 2026 debenture issuance requirements:

Table 1 – Summary of 2026 Debt Requirements (in millions)

Debt Term	Region Amount	LAM Amount	Total
1-10 Year Debt	$9.0	$4.8	$13.8
15-30 Year Debt	$131.7	$70.2	$201.9
Total	**$140.7**	**$75.0**	**$215.7**

Total issued debt will be recorded as a long-term liability on the Region's financial statements with a corresponding debt recoverable from the LAM for their issued amount. Debt servicing costs associated with the Region's approved debt have been included within the Region's operating budget. The projected debt servicing costs associated with the Region's debt requirement of $140.7 million is estimated at $9.8 million and can be accommodated within the approved budget.

The Region includes in its annual budget the estimated cost of debt servicing for Council approved but unissued debt. When developing budgets, staff consider forecasted interest rates to ensure the full cost of debt service is included. As of the 2026 budget approval, the Region currently has $410.5 million of approved but unissued debt. Knowing that not all unissued debt is required currently, staff will monitor interest rates and recommend debt issuance when projects are substantially complete, taking both interest rates and cash flow needs into consideration. Each LAM budgets their own debt-servicing costs, and the Region then recovers those costs from the respective LAM.

The Regions overall 2026 debt requirement of $140.7 million, includes $79.9 million related to the long-term care home project. IO approved the Region's application for

debt financing of the new long term care home in St. Catharines in 2023. The debt will be financed over 25 years to align with the Construction Funding Subsidy (CFS). The CFS received helps offset the debt servicing costs and is calculated using a set per diem based on market segment.

Other Regional and Municipal debt considerations for 2026 and going forward include:

- **Infrastructure Ontario Sector Limit**

Following the approval of the significant debt financing for the two new Long Term Care Homes of $135 million in 2023, IO made finance staff aware that the Region is approaching its sector limit. All municipalities in Ontario are subject to the same concentration limit, referenced as a Sector Limit, regardless of Upper or Single tier, size or geographic location. The sector limit places limitations on the amount of IO debt that the Region and its LAMs will be able to access in the future. The sector limit for the Region is currently $693.6 million with $146.3 million remaining unutilized. It is estimated that an additional $20 million of sector limit room will become available each year as debt payments are made. As IO is heavily relied upon for longer term (30 year) financing, relative to the market debentures, the Region and LAMs will work collaboratively to stay within the sector limit or consider alternative financing methods.

- **S & P Global (Standard and Poor’s)**

On October 20, 2025, S&P Global reaffirmed Niagara's rating of AA+. The rating reflects the views on Canadian municipal governments improved institutional framework. The rating also incorporates S&P's opinion of Niagara's exceptional liquidity, strong budgetary performance and financial management, and moderate debt burden.

In their 2025 report, S&P Global Ratings lauded the Niagara Region for sound and transparent financial management protocols. It also deemed strengths of the regional economy to include sectors such as manufacturing and trade, healthcare, and the innovative Port Colborne electric vehicle battery separator facility currently under construction. Still, S&P predicted that the Niagara Region will face adversity in preserving its AA+ credit rating as it adds debt to upgrade essential infrastructure needs, especially in the realms of transportation and water/wastewater.

Niagara’s focus is maintaining the AA+ credit rating, which provides a positive message to investors, and a lower cost of borrowing in the capital markets. One criteria evaluated by S&P is consolidated debt outstanding (Region and LAMs) over total operating

revenues (Region and LAMs), staff were advised that the Region should strive to remain below 75% in order to sustain its current credit rating. The Region's 2024 S&P ratio was 60.4% and 2025 forecasted ratio would be 54.8% based on proposed debt issuance in this report. It is expected that the S&P ratio will increase to 61.2% in 2026 and could exceed 75% in the next 5 years based on forecasted LAM debt requirement and approved unissued Regional debt. A downgrading of the Region's credit rating could result in higher interest rates for the Region's debt which will impact Regional and LAM operating budgets.

- **Moody's**

Regional staff have taken the first steps in receiving a second credit rating through Moody's Corporation. Receiving a second bond rating will help strengthen and broaden investor interest when issuing debentures through capital markets. This will also increase the supply of investors going forward, as some require two credit ratings.

Having multiple ratings provides investors with more confidence in the Region by providing a more complete picture and reducing uncertainties. Regional staff are planning to hold the final management meeting with Moody's in October in order to receive the rating by the end of 2026.

- **Annual Repayment Limit (ARL)**

The Province imposes on each municipality an Annual Repayment Limit (ARL) of the amount of operating revenues that can be dedicated to servicing debt. Region's ARL is forecasted to be 6.40% after the 2026 debenture issuance, well below the 25% ARL set by the Province. The ARL for each LAM is provided in Appendix 3 to Report CSD 16-2026 and is based on the latest available published Financial Information Return (FIR) which is generally 2024. While the Region has significant room to absorb debt servicing costs within the ARL, an increase in debt puts pressure on operating budgets and on the S&P evaluation of total debt outstanding.

- **Canadian Outlook**

According to the Region's main bank, RBC, Canada's economic trajectory has been quietly shifting constructively with encouraging signs of recovery. Total gross domestic product growth has proven more resilient than feared in 2025. Per-capita GDP is on track to post an increase in 2025 for the first time in three years. RBC expects per-

capita GDP growth will strengthen further, and the unemployment rate to drift lower in 2026. Regional staff monitor the rates for the IO lending program and capital markets and propose the issuance of debentures in consideration of interest rate levels and cash flow management. [1]

- **Financing Strategy**

The Region's Capital Financing Policy (Appendix 4 to Report CSD 16-2026) is a strategy for establishing adequate levels of funding for capital projects that address sustainment, growth and new strategic investments. The policy supports debt for growth and strategic investments to be strategic within the debt constraints. It also ensures that as current property owners use capital assets, they are paying for the life cycle sustainment costs through annual operating budget transfers to capital reserves. The Region is forecasting 10 capital projects, requiring debt financing, to be complete or nearing completion in 2026. These projects were approved with debt financing by Council through budget the process.

Analysis

Each year, the Region raises funds through the sale of Niagara Region debentures in the capital markets, the IO lending program or the Federation of Canadian Municipalities (FCM) funding program to finance previously approved capital projects for both the Region and the LAMs. While projects are under construction funding is generally provided internally. Once projects are complete, financing must be secured. The authority to issue debentures is granted solely to regional government in accordance with the *Municipal Act.*

A listing of the proposed debenture amounts, and capital projects can be found in Appendix 1 and 2 to CSD 16-2026:

[1] Royal Bank of Canada Economics. (2025). *Quarterly Canadian Outlook: More Cautious Optimism Amid Structural Shifts*. https://www.rbc.com/en/economics/canadian-analysis/featured-analysis/quarterly-canadian-outlook/quarterly-canadian-outlook-more-cautious-optimism-amid-structural-shifts/

- **For the 1–10-year term**, the proposed requirement for the Region's projects totals $9 million. The proposed requirement for the municipalities of Lincoln, Welland, and St. Catharines totals $4.8 million.
- **For the 15–30-year term**, the proposed requirement for the Region's Long Term Care Home project and other projects totals $131.6M. The proposed requirement for the municipalities of Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne and St. Catharines totals $70.2 million.

Capital Markets

The Region monitors the markets and, in consultation with our fiscal agents, determines the most appropriate time to enter the capital markets. As per the debt modernization strategy implemented in 2025, the Region plans to continue with two debt issuances through the capital markets in 2026.

Table 2 – Summary of Capital Markets Issuances (in millions)

Municipality	May Issuance	November Issuance	Total Capital Markets Debt
Niagara Region	$9.0	-	$9.0
Lincoln	-	$0.8	$0.8
Niagara-On-The-Lake	-	$2.7	$2.7
Port Colborne	-	$11.3	$11.3
St. Catharines	-	$11.5	$11.5
Welland	$4.1	-	$4.1
Total	**$13.1**	**$26.3**	**$39.4**

The Region engages its fiscal syndicate in the sale of debentures in the capital markets. The syndicate is comprised of three fiscal agents: CIBC World Markets, RBC Capital Markets and National Bank Financial. RBC Capital Markets will be the lead for the May 2026 capital market transaction and CIBC for November 2026 as per the established rotation.

Infrastructure Ontario (IO)

Staff are also proceeding with debenture issues via the IO lending program throughout the remainder of 2026.

Table 3 – Summary of IO Issuance (in millions)

Municipality	IO Debt
Niagara Region	$131.7*
Lincoln	$13.4**
Grimsby	$20.2
Pelham	$8.0
Total	**$173.3**

Note*:* * $79.9 million for Long-term Care Home in St. Catharines was reflected in the IO unutilized debt room at the end of 2025.

** $13.4 million is pre-approved IO construction loans which were reflected in the IO unutilized debt room at the end of 2025.

Federation of Canadian Municipalities (FCM)

Another approach to financing capital projects is FCM's funding program, which offers Canadian municipal governments a blend of grant and loan funding for eligible projects. FCM has approved debenture financing of $3.0M for The Corporation of the City of St. Catharine's replacement of Fire Station No. 2.

Sinking Fund

Given that the Region is approaching its sector limit, other options for longer term financing could be considered. One option is to issue longer term debt through the capital markets, which can only be accessed through a bullet bond, and requires a sinking fund. The region currently has one sinking fund, which relates to debt issued for the Region and the City of St. Catharines, in 2010. Sinking funds require the annual

investment of funds over the term of the debenture and the funds must be accounted for and reported on separately including annual audited financial statements. Staff have not pursued this particular type of debt since 2010 as a result of the administration required. The capital markets offer serial or amortized loans for terms 20 years or less, which is another option. This option could result in potential operating budget pressure as 30-year projects would need to be financed over shorter amortization periods. Approximately $321.6 million or 78% of the Regions unissued debt is currently budgeted for based on a 30-year term.

Borrowing Rates

- The current 10-year rates for IO and capital markets are approximately 4.07% and 3.92% respectively
- The Region's last 10-year capital markets issuance was in November 2025 for $5 million at an average rate of 3.165%
- The current 20-year IO rate is 4.56%
- The current 30-year IO rate is 4.81%

These rates are indicative of current conditions, and it should be noted that rates may change according to subsequent market conditions and timing of the actual debenture issue. Interest rates for both IO and capital markets are in line with budget assumptions therefore staff are not anticipating further pressure as a result of interest rates at this time.

Future Debt Planning & Modernization

In Niagara's two-tier system, the Region and all 12 LAMs must work collectively to manage debt in a coordinated and sustainable manner. Maintaining strong credit ratings with S&P Global and Moody's requires a shared commitment to consistent debt practices and responsible financial planning across all municipalities.

A key principle of this approach is ensuring that base budgets adequately fund asset maintenance and state of good repair needs. Reliance on debt for these ongoing requirements is not sustainable and places additional pressure on long-term financial capacity.

It is also important to note that if new debt issuances consistently exceed the amount of debt being repaid, overall debt levels will continue to grow. Over time, this trend may

negatively impact the Region's credit ratings and reduce financial flexibility for the Region and all 12 LAMs.

Regional and LAM staff are working together to strengthen long-term capital planning, better align funding strategies, and explore alternative financing tools. At the same time, staff continue to actively pursue external funding opportunities to reduce reliance on debt wherever possible.

Alternatives Reviewed

The alternatives available to the Region are:

- The decision of whether to issue debt with IO or capital markets, however there are some limitations regarding the term of the debt and the administrative effort associated with setting up a sinking fund.
- The decision on when to issue debt. Staff will monitor timing based on interest rate levels and cash flow requirements.
- The decision on how much debt to issue. If the total amount of debt issued increases the S&P ratio to over 75%, the bond rating will suffer going from AA+ to AA. This downgrade could result in higher interest rates for debt, impacting Regional and LAM operating budgets.

Relationship to Council Strategic Priorities

The proposed 2026 debt issuance will fund capital infrastructure projects that support Council's strategic priorities of:

- Effective Region
- Equitable Region

Other Pertinent Reports

- BRC-C 1-2026 2026 General Tax Levy Budget Update

  (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=94acebe0-befa-40f3-80ab-d6989c2beeed&Agenda=Agenda&lang=English)

- CAO 1-2026 2026 General Tax Levy Budget Update

  (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=47e34f8f-6c5c-44db-885d-965e412be6e0&Agenda=Merged&lang=English&Item=12&Tab=attachments)

- BRC-C 3-2026 Decisions from BRCOTW December 11, 2026

  (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=47176)

- CSD 68-2025 2026 Consolidated Budget Approval

  (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=e699c477-4349-4eda-8f3a-3408947101fc&Agenda=Merged&lang=English&Item=12&Tab=attachments)

- CSD 57-2025 2026 Budget- WWW Operating Budget, Rate Setting

  (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=46174)

- CSD 55-2025 2026 Capital Budget

  (https://pub-niagararegion.escribemeetings.com/Meeting.aspx?Id=6d0966bf-f96c-4eee-b4d4-828def08e899&Agenda=Merged&lang=English)

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This report was prepared in consultation with Lucia Chen, Associated Director, Budget Planning and Strategy and reviewed by Beth Brens, Director, Financial Management & Planning/Deputy Treasurer.

Appendices

Appendix 1	Proposed 2026 Debenture Amounts
Appendix 2	Proposed 2026 Debenture Project Summary
Appendix 3	Annual Repayment Limits
Appendix 4	C-F-027 Capital Financing Policy

Proposed 2026 Debenture Amount

Description	May Capital Markets	November Capital Markets	IO Loan	FCM	Total Proposed Amount
Region					
1-10 Year Term					
Police	9,010,000				9,010,000
Total 1-10 Year for Region	**9,010,000**	**-**	**-**	**-**	**9,010,000**
15-30 Year Term					
Roads			29,012,000		29,012,000
Wastewater			22,752,530		22,752,530
Senior Services			79,883,688		79,883,688
Total 15-30 Year for Region	**-**	**-**	**131,648,218**	**-**	**131,648,218**
Total For Region	**9,010,000**	**-**	**131,648,218**	**-**	**140,658,218**
Area Municipalities					
1-10 Year Term					
Lincoln		151,851			151,851
Welland	4,113,712				4,113,712
St. Catharines		550,000			550,000
Total 1-10 Year for Area Municipalities	**4,113,712**	**701,851**	**-**	**-**	**4,815,563**
15-30 Year Term					
Grimsby			20,259,925		20,259,925
Lincoln		655,500	13,419,379		14,074,879
NOTL		2,662,922			2,662,922
Pelham			8,000,000		8,000,000
Port Colborne		11,302,400			11,302,400
St. Catharines		10,950,000		2,965,140	13,915,140
Total 15-30 Year for Area Municipalities	**-**	**25,570,822**	**41,679,304**	**2,965,140**	**70,215,266**
Total For Area Municipalities	**4,113,712**	**26,272,673**	**41,679,304**	**2,965,140**	**75,030,829**
Total Proposed Debenture Amount - 2026	**13,123,712**	**26,272,673**	**173,327,522**	**2,965,140**	**215,689,047**

Proposed 2026 Debenture Project Summary

Project Summary	Capital Markets Q2	Capital Markets Q4	Infrastructure Ontario	FCM	Total
Region					
Project ID 20001888 - NF Go Station Renos			2,206,000.00		2,206,000.00
Project ID 20001889 - St. Catharines Go Station Renos			900,000.00		900,000.00
Project ID 20000897 - RR20 Hwy Smithville Phase 4			2,540,000.00		2,540,000.00
Project ID 20000140 - Go Transit			14,046,000.00		14,046,000.00
Project ID 20001322 - STC Go Precinct Cap Wrks			4,300,000.00		4,300,000.00
Project ID 20000663 - 18 - Stuc Rpl - 20 Arch 081210-SC			5,020,000.00		5,020,000.00
Project ID 20001203 - LTC St. Catharines New Home			79,883,688.00		79,883,688.00
Project ID 10SW1517 - NF WWTP Secondary Treatment Upgrade			22,752,530.00		22,752,530.00
Project ID 1ZPO0411 - Communications Unit Back up	1,250,000.00				1,250,000.00
Project ID 20001271 - Backup 911 Call Centre Relocation	7,760,000.00				7,760,000.00
Subtotal	**9,010,000.00**	**-**	**131,648,218.00**	**-**	**140,658,218.00**
Grimsby					
Peach King Centre - Renovation and Expansion			20,259,925.00		20,259,925.00
Subtotal	**-**	**-**	**20,259,925.00**	**-**	**20,259,925.00**

Project Summary	Capital Markets Q2	Capital Markets Q4	Infrastructure Ontario	FCM	Total
Lincoln					
Lincoln Ave Reconstruction		655,500.00	8,745,000.00		9,400,500.00
Fire Truck - Squad		151,851.00			151,851.00
Prudhommes and Victoria Ave WM			4,674,379.00		4,674,379.00
Subtotal	**-**	**807,351.00**	**13,419,379.00**	**-**	**14,226,730.00**
NOTL					
C02360 Pump 1 Replacement		1,352,922.00			1,352,922.00
C02359 Line 2 Road Culverts - East of Townline Rd		910,000.00			910,000.00
C02506 McNab Rd Culvert Replacement		400,000.00			400,000.00
Subtotal	**-**	**2,662,922.00**	**-**	**-**	**2,662,922.00**
Pelham					
Fire Station 1			8,000,000.00		8,000,000.00
Subtotal	**-**	**-**	**8,000,000.00**	**-**	**8,000,000.00**
Port Colborne					
Line 1/3 of City Wastewater		7,072,200.00			7,072,200.00
Water Line Replacement (Phase 1)		4,230,200.00			4,230,200.00
Subtotal	**-**	**11,302,400.00**	**-**	**-**	**11,302,400.00**

Project Summary	Capital Markets Q2	Capital Markets Q4	Infrastructure Ontario	FCM	Total
St Catharines					
Various Projects		11,500,000.00			11,500,000.00
Fire Station 2				2,965,140.00	2,965,140.00
Subtotal	**-**	**11,500,000.00**	**-**	**2,965,140.00**	**14,465,140.00**
Welland					
Various Projects	4,113,712.00				4,113,712.00
Subtotal	**4,113,712.00**	**-**	**-**	**-**	**4,113,712.00**
Grand Total	**13,123,712.00**	**26,272,673.00**	**173,327,522.00**	**2,965,140.00**	**215,689,047.00**

Annual Repayment Limits

Niagara Region:	Total Outstanding Debt (including sinking fund assets) as at Dec 31, 2025 (in $000s)	Principal Payments in 2026 (in $000s)	Adjusted Debt Outstanding As at Dec. 31, 2026 (in $000s)	Forecasted Debt Issuance for 2026 (in $000s)	Total Debt Outstanding, including 2026 Forecasted Issuance As at Dec. 31, 2026 (in $000s)	Annual Repayment Limit %
IT Solutions	756	(35)	721	-	721	-
Court Services	7,020	(329)	6,692	-	6,692	-
Properties Management	3,205	(1,282)	1,923	-	1,923	-
General Government - Other	14,330	(661)	13,669	-	13,669	-
General Government	**25,311**	**(2,307)**	**23,004**	**-**	**23,004**	-
Police	**65,907**	**(3,296)**	**62,611**	**9,010**	**71,621**	-
Roads	83,901	(8,984)	74,917	29,012	103,929	-
Transportation	**83,901**	**(8,984)**	**74,917**	**29,012**	**103,929**	-
Public Health	5,558	(388)	5,170	-	5,170	-
Emergency Medical Services	2,357	(107)	2,251	-	2,251	-
Public Health	**7,915**	**(494)**	**7,421**	**-**	**7,421**	-
Community Services	5,054	(287)	4,767	-	4,767	-
Seniors Services	68,258	(2,961)	65,297	79,884	145,180	-
Community Services	**73,312**	**(3,248)**	**70,064**	**79,884**	**149,948**	-
NRH	22,690	(4,923)	17,767	-	17,767	-
Planning	0	0	0	0	0	-
Sub-Total Levy	**279,037**	**(23,252)**	**255,785**	**117,906**	**373,690**	-

Niagara Region:	Total Outstanding Debt (including sinking fund assets) as at Dec 31, 2025 (in $000s)	Principal Payments in 2026 (in $000s)	Adjusted Debt Outstanding As at Dec. 31, 2026 (in $000s)	Forecasted Debt Issuance for 2026 (in $000s)	Total Debt Outstanding, including 2026 Forecasted Issuance As at Dec. 31, 2026 (in $000s)	Annual Repayment Limit %
NRT	9,112	(1,956)	7,156	-	7,156	-
Waste Management	0	0	0	0	0	-
Sub-Total Special Levy	**9,112**	**(1,956)**	**7,156**	**-**	**7,156**	-
Wastewater	60,325	(3,495)	56,830	22,753	79,583	-
Water	20,666	(780)	19,886	-	19,886	-
Sub-Total Rate	**80,991**	**(4,275)**	**76,716**	**22,753**	**99,469**	-
Total Niagara Region:	**369,141**	**(29,484)**	**339,657**	**140,658**	**480,315**	**6.40%**
External:	-	-	-	-	-	-
Fort Erie	8,104	(951)	7,153	-	7,153	2.17%
Grimsby	7,982	(673)	7,309	20,260	27,569	5.38%
Lincoln	53,433	(1,619)	51,814	14,227	66,041	6.81%
Niagara Falls	82,002	(5,881)	76,121	-	76,121	4.10%
NOTL	9,173	(622)	8,552	2,663	11,215	3.17%
Pelham	22,200	(1,752)	20,448	8,000	28,448	9.64%
Port Colborne	23,777	(917)	22,860	11,302	34,162	5.75%
St. Catharines	90,092	(12,624)	77,468	14,465	91,933	7.46%
Thorold	152	(152)	-	-	-	0.31%
Wainfleet	5,061	(384)	4,677	-	4,677	5.53%
Welland	66,314	(9,446)	56,868	4,114	60,982	10.66%
West Lincoln	20,171	(947)	19,224	-	19,224	9.56%
Local Area Municipalities	**388,461**	**(35,969)**	**352,493**	**75,031**	**427,524**	**n/a**

Niagara Region:	Total Outstanding Debt (including sinking fund assets) as at Dec 31, 2025 (in $000s)	Principal Payments in 2026 (in $000s)	Adjusted Debt Outstanding As at Dec. 31, 2026 (in $000s)	Forecasted Debt Issuance for 2026 (in $000s)	Total Debt Outstanding, including 2026 Forecasted Issuance As at Dec. 31, 2026 (in $000s)	Annual Repayment Limit %
NPCA	0	0	0	0	0	n/a
Total External:	**388,461**	**(35,969)**	**352,493**	**75,031**	**427,524**	**n/a**
Total Consolidated	**757,602**	**(65,452)**	**692,150**	**215,689**	**907,839**	**n/a**

[1] Niagara Region Annual Repayment limit is 6.40% and includes the forecasted 2026 Issuance. The Local Area Municipalities is based on the most recent Financial Information Return. The Region relies upon the Local Area Municipality to update their Financial Information Return and Annual Repayment Limit in accordance with the Municipal Act.

Niagara Region

Corporate Policy **C-F-027**

Policy Category	*Name of Policy*
Financial	*Capital Financing Policy*

Policy Owner	Corporate Services, Financial Management and Planning
Approval Body	Council
Authorization Reference:	Council Minutes CL 18-2019 October 17, 2019: Minute Item 12.1 (COTW 8-2019 October 3, 2019) Report CSD 51-2019
Effective Date	October 17, 2019
Review by Date	October 2020

1. Policy

This policy establishes principles and practices for preparing Niagara Region's Capital Budget, operating impacts and multi-year capital forecast and the prudent use of funding. The Region recognizes the importance of creating a capital financing strategy. This strategy will utilize the following principles:

1.1. Ensure long-term financial sustainability and flexibility

a. On an annual basis, the multiyear capital plan shall be analyzed for funding requirements.
   i. Projects that are aligned to asset management should utilize reserves and any deficiencies shall be communicated and considered in the operating budget before utilizing debt.
   ii. Projects that are supporting growth should be funded with development charges.
   iii. Projects that are new strategic investments should be funded with debt.
   iv. The cost of servicing the debt and operating impacts of capital will be requested in the operating budget in the year the capital program is approved.
   v. Favourable timing variances on debt charges or operating impacts resulting from timing of project completion will be utilized to substitute previously approved debt or fund pay as you go for projects aligned to the asset management plan or otherwise as approved in the budget.

b. To the extent practicable, the hierarchy and principle of allocating funding will be in the following order.
   i. External sources that are known to the project should be utilized first
   ii. Federal Gas Tax will be allocated to reduce the use of reserves or debt funding.

iii. Development Charges Reserve will be allocated in accordance to the methodology included in the Development Charge background study.

iv. Reserves (pay as you go) will be allocated as defined under C-F-013 Reserve and Reserve Funds Policy and as updated from time to time to support renewal investment and state of good repair projects as identified in the asset management plan.

v. Debt will be utilized for growth and strategic investment projects.

1.2. Maintain a Strong Credit Rating

a. The Region will undertake due diligence and consider the impacts of debt financing on the Regions credit rating.

1.3. Adhere to Statutory Requirements

a. On an annual basis, the capital budget will be developed including a multi-year capital plan and include a financing strategy adhering to legislative requirements including but not limited to asset management regulations and compliance to the provincially mandated 25% annual repayment limit.

2. Purpose

Niagara Region prepares a Capital Budget annually as required by the Municipal Act. In addition, multi-year capital forecasts are prepared to plan funding for upcoming capital requirements. This policy will establish the principles Niagara Region will undertake to ensure financial sustainability, flexibility, transparency and legislative compliance of its capital funding program.

3. Scope

This policy applies to the following:

a. Capital budget financing for projects.

b. Operating budget impacts required to support the approved Capital projects including but not limited to debt servicing costs, operations and maintenance.

c. The administration and management of the issuance of debt for approved capital projects.

The Budget Control By-Law defines the Region’s authority over Agencies, Board and commissions and this policy shall comply congruently.

3.2. Roles and Responsibilities

a. The Responsibility of Regional Council
   i. To approve the annual budget.
   ii. To pass debenture by-law prior to the issuance of debentures.

b. The Responsibilities of the Corporate Leadership Team
   i. To recommend and support the budget submissions to Council.

c. The Responsibilities of the Financial Management and Planning Team
   i. To transparently consolidate and present budget considerations to Council in accordance with the policy.
   ii. To direct staff on strategy to meet Council's expectations of the annual budget.
   iii. To recalculate the Annual Repayment Limit (O. Reg. 403/02, s. 4(1)) each year.
   iv. To manage the administration of the debenture issuances.
   v. To lead the annual credit rating review process.

d. The Responsibilities of Project Managers
   i. To provide sufficient information to determine the type of project for the financing strategy.
   ii. To provide required capital project information including specific external funding sources.

4. References and Related Documents.

4.1. Legislation, By-Laws and/or Directives

a. Municipal Act, 2001, S.O. 2001, C .25
b. Tile Drainage Act, R.S.O. 1990, c.T.8
c. Local Improvement Act, R.S.O. 1990, C. L.26
d. Asset Management Planning for Municipal Infrastructure O.Reg. 588/17
e. Budget Control By-law No. 2017-63

4.2. Procedures

5. Related Policies

a. Operating Surplus/Deficit Policy (C-F-022)
b. Reserve and Reserve Fund Policy (C-F-013)

6. Document Control

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

Approval History

Approver(s)	Approved Date	Effective Date
Regional Council	**October 17, 2019**	**October 17, 2019**

Revision History

Revision No.	Date	Summary of Change(s)	Changed by

Subject: Niagara Region 2025 Employment Inventory Results

Report to: Planning and Economic Development Committee

Report date: Wednesday, February 11, 2026

Recommendations

1. That Report PDS 6-2026 **BE RECEIVED** for information.

Key Facts

- The purpose of this report is to highlight key results from the 2025 Niagara Employment Inventory (NEI).
- The NEI is an annual data collection program (inventory and questionnaire). A team of post-secondary student employees inventory and interview publicly accessible businesses across the Region.
- This year, to develop a deeper understanding of the impacts of US tariffs on Niagara Region businesses, the NEI questionnaire incorporated several questions regarding import and export activities.
- The 2025 NEI team inventoried 13,728 businesses across Niagara and captured 12,493 completed responses. This information provides the location and other details of 146,878 full and part-time jobs from participating businesses.
- Data collected through the NEI is shared with internal Regional departments, Local Area Municipalities, and other Niagara-based organizations. A subset of the data collected is added to the consolidated NEI dataset published on the Niagara Open Data Portal to make it available to the public.

Financial Considerations

The activities described in this report for the 2025 NEI have been accommodated within the Council approved 2025 Strategic Initiatives operating budget within the Office of the Deputy CAO department.

Analysis

Niagara Region is among several municipalities in Ontario that collect workplace and employment data. Since 2016, the Region has collected data on the types and sizes of businesses operating in Niagara through the NEI program.

The NEI is conducted annually by a small team of post-secondary student employees between the months of May and September. The primary data collection method is through door-to-door, in-person interviews with local business representatives, with additional follow-up through e-mail and telephone.

The data collected has become vital for monitoring the Region's business and employment trends, as well as aiding decision-making and policy development. The information collected over the years has culminated into a comprehensive dataset of business information that provides the ability to research and analyze regional economic characteristics that otherwise would not be possible. The inventory is a geo-coded, spatially enabled, dataset that allows analysis at a street-address level.

The initial business questionnaire was developed based on best practices from other municipalities in the Greater Toronto and Hamilton Area (GTHA), as well as through consultation with the following interested parties, and has been continuously improved over the years:

- Internal Regional departments
- Local Area Municipalities
- Local economic development offices
- Brock University

Each year, the NEI questionnaire features a core set of questions that are designed to gain insight into the local business community. Core questions remain consistent each year. This allows the program to accurately compare results over time. These core questions are in alignment with employment questionnaires administered by municipal counterparts in the GTHA.

Questions related to Diversity, Equity, and Inclusion (DEI) have been included in the NEI survey for the past three years. They were not included in the 2025 data collection as over the past three years the response rate on these questions has leveled out and the data collected has not changed significantly from year-to-year. To date we have not been successful in increasing participation in the DEI portion of the survey and the NEI project team and DEI staff are exploring different avenues of data collection for businesses in Niagara.

Participation in the NEI is voluntary. Despite best efforts, the project team is unable to make direct contact with all business representatives. Occasionally, a business declines to participate.

Results

Table 1 in Appendix 1 illustrates the proportion of complete and partially complete inventory records from 2016-2019, and 2022-2025. A complete inventory record indicates that a business provided responses to the questionnaire from beginning to end (“complete questionnaire”) or the business was confirmed to be permanently closed or vacant.

Partially complete records indicate the inventory team was not able to make direct contact with a business representative. In these cases, the project team still captures several key attributes, such as verifying the physical location of the business and associated sector and industry codes. The NEI continues to see a low rate (less than 2%) of businesses, who decline to participate when contacted.

In 2025, an all-time high completion rate of 91% was achieved. The 2025 completion rate is a 5% increase from 2024. A steady increase in the completion rate year-over-year can be attributed to greater familiarity with the survey and project team, a streamlined data entry methodology, and joint communication outreach conducted by our local Chambers of Commerce, local Economic Development Officers, and other partners.

The NEI team inventoried 13,728 businesses and received 12,493 completed questionnaires in 2025. Compared to 2024 there is an increase of 967 businesses inventoried which captured the physical location of 146,879 full and part time jobs.

Approximately 661 businesses inventoried in 2025 were identified as no longer being in operation or vacant. The top three sectors that experienced business closures continued to be retail trade, accommodation and food services, and other services. These were predominantly micro and small-sized businesses.

Over the same period, approximately 442 new businesses were identified and added to the inventory in 2025, 132 of those being a new business that opened in 2025. The top three sectors by new businesses included accommodation and food services, retail trade, and other services.

Distribution of Inventoried Businesses and Number of Jobs by Municipality

Table 2 in Appendix 1 illustrates the number of businesses and jobs for 2025 categorized by NAICS sectors. The sectors with the highest percentage of jobs were

retail trade (17%), educational services (15%), and accommodation and food services (14%). Whereas the highest percentage of businesses were retail trade (22%), accommodation and food services (15%), and other services (14%).

Table 3 in Appendix 1 illustrates the breakdown of the number of businesses and jobs reported over the last three inventory periods by municipality. As mentioned above, the total businesses inventoried includes businesses observed to no longer be in operation or vacant and total jobs reported are only for complete questionnaires.

Table 4 in Appendix 1 illustrates the completion rate by municipality. The completion rate includes businesses that provided responses to the inventory questionnaire from beginning to end (“complete questionnaire”), and businesses that were confirmed to be permanently closed or vacant. The municipalities with the highest completion rate in 2025 were Grimsby (94%), Welland (94%), Fort Erie (93%), and Lincoln (93%).

Work from Home

In total, 1,151 businesses reported having staff working from home, representing approximately 11,325 employees. This is an increase of approximately 3,000 employees working from home and a decrease of 4 businesses reported in 2024. The majority of employees working from home are in the following sectors – professional, scientific, and technical services (24%), education (20%), and manufacturing (13%).

2025 Importing and Exporting Business Activity

To better understand the level of business exposure to US tariffs within the Region, the 2025 NEI included questions on import and export activities and foreign or international ownership. The following questions addressed this topic:

- Does this business sell goods or services outside of Canada?
- Does this business sell goods or services into the USA?
- Does this business import goods from outside Canada?
- Does this business import goods or services from the USA?
- Does this business have foreign or international ownership?

According to the collected data, the top sectors that sells good or services into the US were manufacturing (44%), retail trade (25%), and wholesale trade (12%) as illustrated in Table 6 in Appendix 1. Import activity from the US shows a similar pattern with the leading sectors being retail trade (40%), manufacturing (25%), health care and social assistance (12%), and other services (12%).

It is important to note that on average 90% of Niagara Region businesses that responded to this section of the questionnaire reported no business activities with the US or other foreign/international entities, as shown in Tables 5 to 8 of Appendix 1.

Additionally, only 143 businesses have reported having foreign or international ownership. Table 9 in Appendix 1 highlights the countries that have been identified as the Country of Origin. The countries that have the highest count of businesses with foreign or international ownership are USA, France, China, and Denmark.

Tourism, Agriculture, and Non-Profit Business Activity

While the NEI has continuously reported on the core employment metrics such as businesses and job count each year, there are unique or special questions added to the questionnaire to better understand what is going on around Niagara Region. Certain questions alternate year by year to accommodate new areas of inquiry and to support the ongoing development of a more robust and comprehensive business database without requiring too much time from respondents. For the previous three years the inventory included the following additional question:

- Is this business involved in the tourism sector?
- Is this business involved with agriculture?
- Is this business a not-for-profit organization?

The data collected since 2022 shows a year-over-year increase in all sectors except for not-for-profit. From 2022 to 2024, the number of businesses reporting as not-for-profit steadily decreased by approximately 5 to 6 businesses per year. However, in 2025 there was a sharp increase of roughly 180 businesses reported being part of the not-for-profit sector as illustrated in Table 10 in Appendix 1.

Tourism and agriculture questions were not included in the 2025 questionnaire to allow time for questions related to import and export activities.

Utilizing NEI Data

Statistics Canada data remains the primary data source for performing analysis at the regional or municipal level, but lacks the ability to analyze raw business data at the street address level. For instance, Statistics Canada data is best used for macroeconomic analysis, whereas the NEI is updated on a yearly basis to capture current business-level information.

The data collected each year through the NEI provides business information at a level of detail that is not available through Statistics Canada or other sources. Collecting annual business data at the street address level allows for detailed analysis to be carried out at custom geographies and time series.

The NEI results are often used in conjunction with Statistics Canada data and other data sources to accurately monitor the regional economy. This allows for a better understanding of where the Region can take action to help facilitate economic growth and understand business characteristics and trends.

Reliable business data is also an integral resource to better understand the region's employment context. The NEI data plays a significant role in supporting decisions related to population and employment growth, infrastructure investment (including public transit), support economic development activities, and monitoring regional business characteristics.

In addition to supporting decision making, the data collected over the years has been used by the Region to facilitate analysis to support and add value to various projects such as the following:

- South Niagara Hospital Project Business Directory
- Niagara Region Waste Collection Contract Review, and
- 2025 Niagara Support Local campaign, in response to US tariffs.

The Region's Economic Development department also uses the NEI data to connect businesses to supply chain opportunities, support international promotion through the Niagara Canadian Business Directory, and to assist in analyzing the regional economy.

The NEI data along with the report will be circulated by the NEI team to Local Area Municipalities, Local Economic Development Offices, The Niagara Chambers of Commerce, Brock University and Niagara College.

Building Relationships

The NEI program also provides an opportunity for the Region to connect with local businesses and further develop partnerships, foster an environment for innovation and development, and to listen and address comments or concerns. Annual data collection helps maintain relationships by ensuring accurate and up-to-date business information is available when required. This helps prevent challenges that may arise from staff turnover or changes in business operations. To ensure businesses continue to

participate annually, the project team educates business representatives on the value and importance of the data and how it is used by the Region and Local Area Municipalities.

Addressing concerns continues to be an important aspect of the NEI program. On occasion, concerns are expressed by business owners or representatives during the course of an interview. Where possible the NEI team attempts to resolve these concerns immediately. Where the team member could not address the concern, the business owner was referred to resources available at the Region, such as the Waste Management Info-Line or local business support services.

Table 11 in Appendix 1 highlights the responses received when business owners were asked, “Is there anything Niagara Region could do to help support your business?” For reporting purposes, the responses have been categorized into themes only. The top three themes for 2025 were business exposure (17%), taxes and utilities (12%), and infrastructure/traffic issues/construction (11%). The raw comments are shared with applicable internal departments, and with local municipal partners as appropriate.

Since 2023, business exposure has consistently been identified as a top priority when businesses are asked how Niagara can support them. To address this, Niagara Region offers the Niagara Business Directory and, in 2025, launched the Support Local campaign in April. This initiative was designed to encourage residents to support local businesses in response to challenges arising from U.S. imposed tariffs. The campaign was a collaborative effort with all 12 municipalities across the Region.

Open Data

Each year, a subset of the NEI results is released to the public and other interested parties through the Niagara Region Open Data Portal. The release of this information helps to promote innovation and fosters greater transparency and accountability of the program. The following attributes from the NEI dataset are made available through the Portal: business name, location information, 6-digit North American Industry Classification System (NAICS) code, and employment size ranges.

Alternatives Reviewed

The NEI is a best practice among municipalities in Ontario. There are no alternative sources for this information. The results of the NEI contribute to projects and initiatives that are key actions within Council’s Strategic Priorities.

Relationship to Council Strategic Priorities

The NEI provides data that the Niagara Region uses to strengthen its economic competitiveness by better understanding its current business environment and employment landscape.

The NEI project supports Council's Strategic Priorities of Prosperous Region, Equitable Region, and Effective Region. Data collected through the NEI allows the Region and Local Area Municipalities to plan smarter, respond accurately and faster to business inquires, allocate resources more effectively, and make data-driven decisions that support economic resilience and well-being.

Other Pertinent Reports

- PDS 13-2016 – Niagara Region Employment Survey (available upon request)
- PDS 1-2017 – Niagara Region Employment Inventory Preliminary Results (available upon request)
- PDS 5-2018 – Niagara Region 2017 Employment Inventory Results (available upon request)
- PDS 6-2019 – Niagara Region 2018 Employment Inventory Results (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=2512)
- PDS 5-2020 – Niagara Region 2019 Employment Inventory Results (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=8594)
- PDS 12-2021 – 2021 Niagara Employment Inventory Status Update (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=15406)
- PDS 6-2023 – 2022 Niagara Employment Inventory Results (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=30515)
- PDS 13-2024 – 2023 Niagara Employment Inventory Results

(https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=36722)

- PDS 2-2025 – 2024 Niagara Employment Inventory Results
  (https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=41284)

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Appendices

Appendix 1 Data Tables

APPENDIX 1

Data Tables

Table 1 – Inventory Completion Rate

Year	Complete Inventory Record	Partially Complete Record	Declined to Participate
2016	68%	30%	2%
2017	76%	22%	2%
2018	87%	12%	1%
2019	90%	9%	<1%
2022	75%	24%	<1%
2023	80%	19%	<1%
2024	86%	13%	2%
2025	**91%**	**8%**	**1%**

Table 2 – Number of Businesses and Jobs in Inventory by NAICS Sector, 2025

NAICS (2-Digit)	Number of Jobs	Percentage of Jobs	Number of Businesses	Percentage of Businesses
Agriculture, Forestry, Fishing and Hunting	2,616	2%	172	1%
Mining, Quarrying, and Oil and Gas Extraction	121	0%	8	0%
Utilities	483	0%	40	0%
Construction	4,248	3%	455	3%
Manufacturing	13,290	9%	898	7%
Wholesale Trade	3,013	2%	290	2%
Retail Trade	25,121	17%	2,995	22%
Transportation and Warehousing	2,830	2%	235	2%
Information and Cultural Industries	650	0%	145	1%
Finance and Insurance	3,273	2%	488	4%
Real Estate, Rental and Leasing	2,418	2%	352	3%
Professional, Scientific, Technical Services	4,484	3%	894	7%
Management of Companies and Enterprises	36	0%	9	0%
Administrative and Supportive, Waste Management and Remediation Services	4,278	3%	328	2%
Educational Services	21,995	15%	271	2%
Health Care and Social Assistance	19,088	13%	1,468	11%
Arts, Entertainment and Recreation	4,307	3%	479	3%
Accommodation and food services	20,459	14%	2,107	15%
Other Services (except public administration)	6,167	4%	1,854	14%
Public Administration	8,002	5%	240	2%
TOTAL	**146,879**	**100%**	**13,728**	**100%**

Table 3 – Distribution of Total Inventoried Businesses and Jobs by Municipality

	2023		2024		2025	
Municipality	**Businesses**	**Jobs**	**Businesses**	**Jobs**	**Businesses**	**Jobs**
Fort Erie	786	5,689	825	6,437	856	6967
Grimsby	526	6,509	573	4,882	585	5347
Lincoln	627	8,249	647	7,737	668	9808
Niagara Falls	2,973	33,828	3044	29,304	3143	26,647
NOTL	669	10,072	710	10,117	727	8744
Pelham	393	3,724	417	3,462	424	3558
Port Colborne	484	4,076	506	3,895	514	3831
St. Catharines	4,292	46,594	4404	46,466	4547	52,681
Thorold	593	7,337	632	8,352	652	7840
Wainfleet	83	576	82	509	82	570
Welland	1,212	16,519	1266	17,738	1299	18,023
West Lincoln	222	2,955	229	2,775	228	2856
Niagara Region	**12,860**	**146,128**	**13,335**	**141,674**	**13,728**	**146,879**

Table 4 – Municipality Completion Rate

	Completion Rate	
Municipality	**Complete Businesses**	**Completion Rate Percentage**
Fort Erie	792	93%
Grimsby	550	94%
Lincoln	621	93%
Niagara Falls	2,776	88%
NOTL	621	85%
Pelham	385	91%
Port Colborne	475	92%
St. Catharines	4,198	92%
Thorold	575	88%
Wainfleet	71	87%
Welland	1,216	94%
West Lincoln	210	92%
Niagara Region	**12,493**	**91%**

Table 5 – Sector Breakdown of Businesses Selling Good or Services Outside Canada

NAICS (2-Digit)	Yes	No
Agriculture, Forestry, Fishing and Hunting	21	63
Mining, Quarrying, and Oil and Gas Extraction	2	5
Utilities	1	8
Construction	12	219
Manufacturing	169	359
Wholesale Trade	44	125
Retail Trade	89	1,807
Transportation and Warehousing	27	68
Information and Cultural Industries	4	58
Finance and Insurance	3	272
Real Estate, Rental and Leasing	5	203
Professional, Scientific, Technical Services	26	408
Management of Companies and Enterprises	0	2
Administrative and Supportive, Waste Management and Remediation Services	6	123
Educational Services	3	109
Health Care and Social Assistance	0	920
Arts, Entertainment and Recreation	2	185
Accommodation and Food Services	13	1,151
Other Services (except public administration)	10	1,066
Public Administration	1	24
TOTAL	**438**	**7,175**
PERCENTAGE*	**5.7%**	**94%**

*Percentage of total yes or no/total response rate (7,613)

Table 6 – Sector Breakdown of Businesses Selling Good or Services into the USA

NAICS (2-Digit)	Yes	No
Agriculture, Forestry, Fishing and Hunting	24	60
Mining, Quarrying, and Oil and Gas Extraction	2	5
Utilities	1	7
Construction	11	220
Manufacturing	163	364
Wholesale Trade	45	124
Retail Trade	92	1,802
Transportation and Warehousing	27	68
Information and Cultural Industries	4	58
Finance and Insurance	2	271
Real Estate, Rental and Leasing	2	203
Professional, Scientific, Technical Services	24	410
Management of Companies and Enterprises	0	2
Administrative and Supportive, Waste Management and Remediation Services	6	123
Educational Services	1	111
Health Care and Social Assistance	0	920
Arts, Entertainment and Recreation	2	184
Accommodation and Food Services	9	1,149
Other Services (except public administration)	9	1,067
Public Administration	1	24
TOTAL	**425**	**7,172**
PERCENTAGE*	**5.6%**	**94%**

*Percentage of total yes or no/total response rate (7,597)

Table 7 – Sector Breakdown of Businesses Importing Goods from Outside Canada

NAICS (2-Digit)	Yes	No
Agriculture, Forestry, Fishing and Hunting	33	51
Mining, Quarrying, and Oil and Gas Extraction	3	4
Utilities	3	5
Construction	59	168
Manufacturing	216	310
Wholesale Trade	92	77
Retail Trade	376	1,514
Transportation and Warehousing	23	71
Information and Cultural Industries	7	55
Finance and Insurance	0	273
Real Estate, Rental and Leasing	20	187
Professional, Scientific, Technical Services	26	407
Management of Companies and Enterprises	0	2
Administrative and Supportive, Waste Management and Remediation Services	23	106
Educational Services	11	101
Health Care and Social Assistance	103	815
Arts, Entertainment and Recreation	17	169
Accommodation and Food Services	55	1,098
Other Services (except public administration)	103	973
Public Administration	2	23
TOTAL	**1,172**	**6,409**
PERCENTAGE*	**15.4%**	**84.5%**

*Percentage of total yes or no/total response rate (7,581)

Table 8 – Sector Breakdown of Businesses Importing Goods or Services from the USA

NAICS (2-Digit)	Yes	No
Agriculture, Forestry, Fishing and Hunting	30	54
Mining, Quarrying, and Oil and Gas Extraction	3	4
Utilities	3	5
Construction	56	171
Manufacturing	209	316
Wholesale Trade	91	78
Retail Trade	334	1,556
Transportation and Warehousing	24	71
Information and Cultural Industries	7	55
Finance and Insurance	0	272
Real Estate, Rental and Leasing	18	188
Professional, Scientific, Technical Services	23	408
Management of Companies and Enterprises	0	2
Administrative and Supportive, Waste Management and Remediation Services	22	106
Educational Services	9	103
Health Care and Social Assistance	95	824
Arts, Entertainment and Recreation	16	170
Accommodation and Food Services	50	1,105
Other Services (except public administration)	97	979
Public Administration	2	23
TOTAL	**1,089**	**6,490**
PERCENTAGE*	**14.3%**	**86%**

*Percentage of total yes or no/total response rate (7,579)

Table 9 – Sector Breakdown and Country of Origin for Businesses with Foreign or International Ownership

NAICS (2-Digit)	Country of Origin
Agriculture, Forestry, Fishing and Hunting	USA
Construction	USA
Manufacturing	China, England, USA, Finland, France, Germany, Ireland, Italy, Japan, Sweden, Taiwan
Wholesale Trade	France, Netherlands, United Kingdom, USA
Retail Trade	China, Denmark, France, Italy, USA
Transportation and Warehousing	USA
Information and Cultural Industries	Belgium
Finance and Insurance	USA
Real Estate, Rental and Leasing	Malaysia, USA
Professional, Scientific, Technical Services	Germany, Hungary, USA
Administrative and Supportive, Waste Management and Remediation Services	USA
Health Care and Social Assistance	Denmark, USA
Arts, Entertainment and Recreation	USA, Australia
Accommodation and Food Services	China, India, Taiwan, USA
Other Services (except public administration)	USA

Table 10 – Tourism, Agriculture, and Not-for-Profit Business Activity

Year	Tourism	Agriculture	Non-Profit
2022	1,485	220	260
2023	1,795	466	256
2024	2,085	615	250
2025	-	-	412

Table 11 – “Is there anything Niagara Region could do to support your business?”

Response Themes	Responses Received 2025	Proportion 2025
Business Exposure	322	17%
Incentives/Grants/Contracts	192	10%
Taxes and Utilities	228	12%
Infrastructure/Traffic Issues/Construction	199	11%
Health and Safety	165	9%
Social Support Programs/Programs	116	6%
Waste Management	121	6%
Governance	89	5%
Parking Issues	86	5%
Skills and Labour Force	73	4%
Awareness and Education	70	4%
Development Process/Zoning/Land Use	64	3%
Other	62	3%
Transit	41	2%
Beautification	36	2%
Development Charges	11	1%
Impact of COVID-19	2	0%
TOTAL	**1,877**	**100%**

The Corporation of the Town of Grimsby
Administration
Office of the Town Clerk
160 Livingston Avenue, Grimsby, ON L3M 0J5
Phone: 905-945-9634 Ext. 2171 | **Fax:** 905-945-5010
Email: vsteele@grimsby.ca

Friday, May 29, 2026

SENT VIA E-MAIL

RE: Municipal Heritage Register Extension

Please be advised that the Council of the Corporation of the Town of Grimsby at its meeting held on Monday May 25, 2026, approved the following motion:

> *Whereas amendments to the Ontario Heritage Act under the More Homes Built Faster Act, 2022 introduced timelines requiring municipalities to issue Notices of Intention to Designate for properties listed on municipal heritage registers as of December 31, 2022, originally requiring action by January 1, 2025; and*
>
> *Whereas the Province subsequently amended the legislation through the Homeowner Protection Act, 2024 to extend the deadline to January 1, 2027, in response to concerns raised by municipalities and heritage stakeholders; and*
>
> *Whereas many municipalities have been actively engaging in research, documentation, and consultation to ensure that listed cultural heritage resources are adequately evaluated to determine whether listed properties warrant designation under the Ontario Heritage Act; and*
>
> *Whereas the removal of listed properties from municipal heritage registers if the prescribed timelines are not met may place cultural heritage resources at increased risk of irreversible alteration or demolition before municipalities have the opportunity to properly evaluate their cultural heritage value or interest; and*
>
> *Whereas municipalities across Ontario are facing significant workloads associated with evaluating listed properties; and*

The Corporation of the Town of Grimsby
Administration
Office of the Town Clerk
160 Livingston Avenue, Grimsby, ON L3M 0J5
Phone: 905-945-9634 Ext. 2171 | **Fax:** 905-945-5010
Email: vsteele@grimsby.ca

Whereas since 2023, the Town of Grimsby has consulted over 200 property owners regarding designation, started the designation process on 63 properties, and completed designation on 49 properties, 47 of which did not go to the Ontario Land Tribunal; and

Whereas the Town of Grimsby values its heritage resources and has also been working with property owners and developers on plans to restore, adapt, and meaningfully incorporate heritage buildings into their upcoming new, large scale rental housing developments. This collaborative work is evidence that protected heritage properties are not obstacles that inherently restrict development, but valuable assets that have the potential to contribute to the betterment of both the site and future of the community; and

Whereas since 2023, the Town of Grimsby has implemented the new heritage property grant program and tax relief incentive program to support the long-term preservation of the Town's invaluable heritage resources. Thus far, 13 heritage property grants and 26 tax relief rebates have been awarded; and

Whereas the Grimsby Heritage Advisory Committee, at its meeting of May 12, 2026, recommended that Council advocate to the Province of Ontario for a further extension to the current deadline;

Therefore be it resolved that the Council of the Town of Grimsby endorse the recommendation of its Heritage Advisory Committee and respectfully request that the Province of Ontario further amend the Ontario Heritage Act to maintain the municipal heritage registers indefinitely, or if more appropriate extend the deadline to January 1, 2030, for issuing Notices of Intention to Designate for properties listed on municipal heritage registers as of December 31, 2022.

Be it further resolved that the extension of the deadline to January 1, 2030, or another reasonable timeframe, will provide municipalities with adequate time to complete heritage evaluations and make informed designation decisions; and

The Corporation of the Town of Grimsby
Administration
Office of the Town Clerk
160 Livingston Avenue, Grimsby, ON L3M 0J5
Phone: 905-945-9634 Ext. 2171 | **Fax:** 905-945-5010
Email: vsteele@grimsby.ca

Be it further resolved that this resolution be circulated to the Minister of Citizenship and Multiculturalism, the Minister of Municipal Affairs and Housing, the local Member of Provincial Parliament, the Association of Municipalities of Ontario, the Ontario Municipal Heritage Committee Association, and all Ontario municipalities for their information and consideration.

If you require any other additional information, please let me know.

Regards,

Victoria Steele
Town Clerk

CC:
Hon. Graham McGregor, Minister of Citizenship and Multiculturalism
Hon. Rob Flack, Minister of Municipal Affairs and Housing
Hon. Sam Oosterhoff, Associate Minister of Energy-Intensive Industries
Association of Municipalities of Ontario
Ontario Municipal Heritage Committee Association
All Ontario Municipalities

June 2, 2026

Federation of Canadian Municipalities
24 Clarence Street
Ottawa, Ontario
K1N 5P3

Sent via email: info@fcm.ca

Re: Request for Federation of Canadian Municipalities (FCM) to Develop an Anniversary Tree Planting Program

At its meeting held on May 25, 2026, St. Catharines City Council approved the following motion:

> BE IT RESOLVED that St. Catharines City Council requests that the Federation of Canadian Municipalities consider developing a program to fund tree planting initiatives that recognize significant milestone anniversaries for Canadian municipalities; and
>
> BE IT FURTHER RESOLVED that this resolution be sent to local area municipalities and the Federation of Canadian Municipalities.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Kristen Sullivan, City Clerk
Legal and Clerks Services, Office of the City Clerk
:sm

cc: local area municipalities

Legal and Legislative Services

May 26, 2026

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way, P. O. Box 1042
Thorold, ON L2V 4T7
ann-marie.norio@niagararegion.ca

Dear Ms. Norio:

Re: City of Thorold Correspondence - Lower-Tier Municipal Representation in Regional Decision-Making on Mental Health, Homelessness, and Addiction

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of May 25, 2026 received and supported correspondence from the City of Thorold regarding the Lower-Tier Municipal Representation in Regional Decision-Making on Mental Health, Homelessness, and Addiction and requesting the Niagara Region to take the following actions:

- take concrete steps to enhance the integration of lower-tier municipal perspectives into its work,
- explore updates to the mandate, composition, or engagement practices of the Public Health and Social Services Committee to better reflect lower-tier municipal input,
- establish an
- advisory or engagement mechanism that includes greater representation from lower-tier municipalities and Councillors, and individuals with lived and living experience
- report back to its Public Health and Social Services Committee on potential options to strengthen such collaboration.

Attached please find a copy of the City of Thorold's correspondence dated May 13, 2026.

Thank you for your attention to this matter.

Sincerely,

Peter Todd,
Manager, Legislative Services / Town Clerk
ptodd@forterie.ca
PT:dlk
Attach
c.c. Local Area Municipalities

Where Ships Climb The Mountain...

Thorold

OFFICE OF THE CITY CLERK
Nicholas Debono, City Clerk
3540 Schmon Parkway, P.O. Box 1044
Thorold, ON L2V 4A7

May 13, 2026

SENT ELECTRONICALLY

To Niagara Region

Re: 14.2 Resolution Respecting Lower-Tier Municipal Representation in Regional Decision-Making on Mental Health, Homelessness, and Addiction

Please be advised that the Council of the Corporation of the City of Thorold, at its meeting held on May 12, 2026, considered the aforementioned topic and passed the following resolution:

> WHEREAS mental health, homelessness, and addiction are urgent and growing challenges affecting residents across Niagara, with direct impacts in the City of Thorold;
>
> AND WHEREAS the Regional Municipality of Niagara is responsible for the delivery and coordination of public health, housing, and social services, including homelessness prevention and community well-being, through its Public Health and Social Services Committee;
>
> AND WHEREAS the mandate of the Public Health and Social Services Committee includes oversight of policies, programs, and service delivery related to public health, housing, homelessness, and social assistance;
>
> AND WHEREAS lower-tier municipalities are on the front lines of these challenges and bring critical local knowledge, experience, and accountability to residents;
>
> AND WHEREAS meaningful collaboration with lower-tier municipalities, along with the inclusion of individuals with lived experience, can strengthen regional decision-making and improve outcomes;
>
> AND WHEREAS Council of the City of Thorold has taken proactive steps to support housing solutions through the establishment of an Affordable Housing Working Group to identify and report back on potential opportunities within the City;

NOW THEREFORE BE IT RESOLVED THAT the Council of the City of Thorold passes the following:

1. That Thorold City Council **REQUESTS** the Regional Municipality of Niagara to take concrete steps to enhance the integration of lower-tier municipal perspectives into its work on mental health, homelessness, and addiction;
2. That Thorold City Council **REQUESTS** the Region of Niagara explore updates to the mandate, composition, or engagement practices of the Public Health and Social Services Committee to better reflect lower-tier municipal input;
3. That Thorold City Council **REQUESTS** the Region of Niagara establish an advisory or engagement mechanism that includes greater representation from lower-tier municipalities and Councillors, and individuals with lived and living experience;
4. That Thorold City Council **REQUESTS** the Region of Niagara report back to its Public Health and Social Services Committee on potential options to strengthen such collaboration; and
5. That City Staff **BE DIRECTED** to circulate this motion to the Regional Municipality of Niagara and Niagara-area municipalities for their consideration.

Thank you,



Nicholas Debono
City Clerk, City of Thorold

cc. Niagara Area Municipalities

Where Ships Climb The Mountain...

Thorold
OFFICE OF THE CITY CLERK
Nicholas Debono, City Clerk
3540 Schmon Parkway, P.O. Box 1044
Thorold, ON L2V 4A7

June 3, 2026

SENT ELECTRONICALLY

To the Honourable Doug Ford, Premier of Ontario,

Re: 13.2 Resolution Respecting Support for Bill 21, Protect Our Food Act, 2025

Please be advised that the Council of the Corporation of the City of Thorold, at its meeting held on June 2, 2026, considered the aforementioned topic and passed the following resolution:

1. That the Corporation of the City of Thorold **SUPPORTS** the municipality of Stratford's resolution regarding Support for Bill 21, Protect Our Food Act 2025; and

2. That a copy of this resolution **BE CIRCULATED** to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness; the Minister of the Environment, Conservation and Parks; Niagara Areas MPPs; the Ontario Federation of Agriculture; the Association of Municipalities of Ontario; the Niagara Region; and Niagara Area municipalities.

Thank you,

N. Debono

Nicholas Debono
City Clerk, City of Thorold

cc. Minister of Agriculture, Food and Agribusiness
Minister of the Environment, Conservation and Parks
Niagara Area MPPs
Ontario Federation of Agriculture
Association of Municipalities of Ontario
Niagara Region
Niagara Area Municipalities

Appendix CWCD 187-2026 - Correspondence Re Support Bill 21 Protect Our Food Act 2025

City of Stratford, Corporate Services Department
Clerk's Office
City Hall, P. O. Box 818, Stratford, Ontario N5A 6W1
Tel: 519-271-0250, extension 5237
Email: clerks@stratford.ca
Website: www.stratford.ca

May 11, 2026

Sent by email: doug.fordco@pc.ola.org

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto ON M7A 1A1

Dear Honourable Doug Ford,

Re: Bill 21, Protect Our Food Act, 2025

At the April 27, 2026, Regular meeting, Stratford City Council heard a presentation by Guelph MPP Mike Schreiner regarding Bill 21, Protect Our Food, 2025.

At the meeting, Stratford City Council adopted the following resolution in support:

R2026-176
THAT the Council of the City of Stratford support Bill 21, Protect Our Food Act, 2025 and strongly urges the provincial government to support this and every measure to protect our farmland, to aggressively prevent further losses and to ensure the future of agriculture in Ontario for future generations;

AND THAT a copy of this resolution be sent to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness, the Minister of the Environment, Conservation and Parks; Guelph MPP Mike Schreiner, Perth Wellington MPP Matthew Rae, the Ontario Federation of Agriculture, the Association of Municipalities of Ontario, and all Municipalities in Ontario.

Enclosed is a copy of the resolution supported by Stratford City Council.

Sincerely,

T. Dafoe

Tatiana Dafoe, Clerk
tdafoe@stratford.ca
519-271-0250 extension 5329

Cc: The Honourable Trevor Jones, Minister of Agriculture, Food and Agribusiness;
The Honourable Todd J. McCarthy, Minister of Environment, Conservation, and Parks;
Mike Shreiner, Member of Provincial Parliament for Guelph;
Bobbi Ann Brady, Member of Provincial Parliament for Haldimand-Norfolk;
Matthew Rae, Member of Provincial Parliament for Perth – Wellington;
The Ontario Federation of Agriculture;
Association of Municipalities of Ontario;
All Ontario municipalities.

WHEREAS Private Member’s Bill 21 has been introduced into the legislature, a bill to protect Ontario’s future food sovereignty; and

WHEREAS arable land is a critical finite resource; and

WHEREAS Ontario has lost 2.8 million acres of farmland in the last three decades and Ontario currently loses as much as 319 acres of farmland a day; and

WHEREAS Ontario's farmland provides food, fiber and fuel to all of Ontario and beyond; and

WHEREAS Perth County holds some of the best farmland in Ontario and is facing pressures to increase sprawl into important agricultural lands. While we need housing, sacrificing our food security can cause issues for our local economies and communities and undermine our ability to provide food for our local communities.

WHEREAS the Bill is supported by the Ontario Farmland Trust, the Ontario Federation of Agriculture, the Christian Farmers and the National Farmers Union, reflecting broad support within the farming community on an exploratory basis; and

WHEREAS the Bill will encourage farmers to create succession plans and to reinvest in their farms;

WHEREAS a significant portion of Ontario’s food supply comes from the US, where current protectionism practices are creating ambiguity and uncertainty in the food supply chain;

AND WHEREAS the City of Stratford encourages the Province to continue to use all available tools and supports, including incentives, grants, infrastructure investment, and innovation programs to promote and expand local food production, enhance on-farm viability, and strengthen Ontario’s food security;

NOW THEREFORE BE IT RESOLVED THAT the Council of the City of Stratford support Bill 21, Protect Our Food Act, 2025 and strongly urges the provincial government to support this and every measure to protect our farmland, to aggressively prevent further losses and to ensure the future of agriculture in Ontario for future generations; and

THAT a copy of this resolution be sent to the Premier of Ontario; the Minister of Agriculture, Food and Agribusiness, the Minister of the Environment, Conservation and Parks; Guelph MPP Mike Schreiner, Perth Wellington MPP Matthew Rae, the Ontario Federation of Agriculture, the Association of Municipalities of Ontario, and all Municipalities in Ontario.

From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

May 18, 2026

Please be advised that during the regular Council meeting of May 12, 2026 the following resolution regarding exploring the feasibility of a Vacant Commercial Storefront Tax was carried.

RESOLUTION NO. **2026-207**

DATE: **May 12, 2026**

MOVED BY: **Councillor Braney**

SECONDED BY: **Councillor Engelsdorfer**

WHEREAS the vitality of Prince Edward County's main streets is essential to the economic, social, and cultural health of our community;

WHEREAS there are numerous long-term vacant commercial storefronts, which detracts from the character of the community, reduces pedestrian traffic, discourages business investment, and negatively impacts the viability of surrounding small businesses;

WHEREAS the current Municipal Act, 2001 does not provide municipalities with the explicit legal authority to implement a "Vacant Commercial Storefront Tax," although other jurisdictions are actively advocating for such tools to address similar challenges;

NOW THEREFORE BE IT RESOLVED THAT The Council of the Corporation of the County of Prince Edward:

1. **THAT** staff be directed to report back to Council on the feasibility of implementing a Vacant Commercial Storefront Tax, including an analysis of the necessary provincial legislative changes required, recommendations for stakeholder consultation, and to concurrently explore potential enforceable mechanisms available under current legislation;

2. **THAT** the Council of the Corporation of the County of Prince Edward hereby requests that the Government of Ontario amend the Municipal Act, 2001 to grant Ontario municipalities the permissive authority to implement a "Vacant Commercial Storefront Tax" or similar levy to encourage the productive use of long-term vacant retail properties;

3. **THAT** this resolution be forwarded to the Minister of Municipal Affairs and Housing, the Premier of Ontario, and the Member of Provincial Parliament representing the Corporation of the County of Prince Edward for their immediate consideration; and

From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

4. **THAT** this resolution be forwarded to all 444 Municipalities in Ontario, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy.

CARRIED

Yours truly,



Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor Braney, Councillor Engelsdorfer

The Town Of PLYMPTON-WYOMING

Date:	13 May 2026	***15***
Moved By:	Deputy Mayor Netty McEwen	
Seconded By:	Councillor John van Klaveren	

Support for Sustainable Provincial Grant Funding for Fire Services in Ontario

WHEREAS Municipal fire services in Ontario operate under legislative authority established by the province through statutes, regulations, codes, and prescribed standards governing training, equipment, certification, inspection, and operational requirements;

AND WHEREAS municipalities are responsible for implementing and maintaining compliance with these provincially mandated requirements primarily through local property taxation;

AND WHEREAS current provincial fire service grant programs are available to both full-time and volunteer fire departments across Ontario and are distributed through competitive application processes that may not fully reflect the differing financial and administrative capacities of urban and rural municipalities, highlighting the need for a more balanced approach to funding that supports all fire services equitably;

AND WHEREAS volunteer firefighters represent approximately **70–75% of firefighters in Ontario**, protecting the majority of communities across the province and, particularly in rural areas, are frequently **the first emergency responders to arrive on scene ahead of other emergency services**;

AND WHEREAS other provincially regulated emergency services, including policing and paramedic services, receive stable and predictable provincial funding contributions or cost-sharing arrangements;

AND WHEREAS the absence of a comparable and stable funding model for fire services creates a structural imbalance between provincial regulatory authority and municipal financial responsibility;

AND WHEREAS reliance on competitive funding creates budget uncertainty, limits long-term financial planning, and may not reflect the actual operational needs of fire services, contributing to instability, reduced preparedness and the reduction of services within a critical emergency response sector;

AND WHEREAS stable and predictable funding is essential to maintain emergency preparedness, firefighter safety, service sustainability, and equitable protection for residents regardless of municipal size or tax base;

NOW THEREFORE BE IT RESOLVED THAT

The Council of the Town of Plympton-Wyoming respectfully calls upon the Province of Ontario to **transition the current practice of competitive provincial fire service grant programs into a permanent, stable, and predictable non-competitive provincial funding program** that supports municipalities in meeting provincially legislated fire protection requirements;

AND FURTHER THAT this funding be structured to provide equitable and predictable annual support for **operational readiness and training costs associated with volunteer, composite and full-time fire departments across Ontario**;

AND FURTHER THAT the annual value of this funding be reviewed and adjusted to more appropriately reflect the level of provincial funding support currently provided to other provincially regulated emergency services, including policing and paramedic services;

AND FURTHER THAT this resolution be circulated for endorsement to:

- The County of Lambton
- Lambton County Fire Chiefs Association
- All municipalities
- Ontario Association of Fire Chiefs
- Ontario Professional Fire Fighters Association
- Ontario Volunteer Fire Fighters Association
- Association of Municipalities of Ontario
- Rural Ontario Municipal Association

AND FURTHER THAT, upon endorsement, this resolution be submitted to:

- Steve Pinnsoneault MPP Lambton-Kent-Middlesex
- Bob Bailey MPP Sarnia-Lambton
- The Honourable Michael Kerzner, Minister of the Solicitor General
- The Honourable Kinga Surma, Minister of Infrastructure
- The Honourable Rob Flack, Minister of Municipal Affairs and Housing
- The Honourable Doug Ford, Premier of Ontario

✓		
Carried	Defeated	Deferred

16. Other Business

16.1 Member Motion - Councillor Thompson - Integrated Living and Participation Model for Adults with Developmental Disabilities

Moved by: Councillor Thompson
Seconded by: Councillor Cui

Whereas individuals with autism and other developmental disabilities often experience a significant reduction in structured supports and programming upon reaching adulthood, particularly after the age of 21; and

Whereas many of these individuals remain reliant on aging parents or caregivers, creating growing concern among families regarding long-term housing, care, and quality of life; and

Whereas the Province of Ontario has, over time, transitioned away from large institutional models of care toward more community-based and inclusive approaches for individuals with developmental disabilities; and

Whereas while these changes have improved opportunities for inclusion and independence, the current system of supports is often delivered across multiple programs and providers and may not fully address the long-term need for integrated living environments that combine housing, supports, and meaningful daily participation; and

Whereas there is an increasing need for innovative, sustainable, and inclusive models of care that support independence, dignity, and community integration for adults with developmental disabilities; and

Whereas opportunities may exist to explore models that provide safe and supportive living environments for adults with developmental disabilities while also offering structured, voluntary, and supported participation in day-to-day activities that foster a sense of purpose, skill development, and social connection; and

Whereas such models, if thoughtfully designed, could complement existing care environments and contribute positively to the overall well-being of both participants and residents; and

…2/

Whereas the Regional Municipality of York is responsible for a range of human services including housing, community services, and the operation of long-term care homes, and is therefore well-positioned to explore integrated and interdisciplinary approaches to care.

Therefore, be it resolved that the Council of the City of Richmond Hill request that the Regional Municipality of York consider exploring innovative models of housing and support for adults with developmental disabilities, including the potential for an “Integrated Living and Participation Model”; and

That such consideration includes opportunities for co-location or partnership with existing regional services, including long-term care and community housing, where appropriate; and

That this model emphasizes voluntary, supported, and meaningful participation in activities that enhance quality of life, social inclusion, and community engagement, without displacing existing workforce roles; and

That Council request that the Region engage with relevant stakeholders, including developmental service organizations, families, and advocacy groups, in considering such approaches; and

That a copy of this resolution be forwarded to:

- York Region Council
- Daisy Wai, MPP – Richmond Hill; Parliamentary Assistant to the Minister for Seniors and Accessibility
- Michael Parsa, MPP – Aurora-Oak Ridges-Richmond Hill; Minister of Children, Community and Social Services
- Natalia Kuzendova-Bashta, Minister of Long-Term Care
- Association of Municipalities of Ontario
- Ontario municipalities for information

Carried Unanimously

Corporation of the Municipality of Calvin
Council Resolution

Date: May 27, 2026

Request for Provincial Review of CVA-Based Apportionment for Shared Municipal and Provincially Mandated Services

Resolution Number: 2026-173

Moved By: Mayor Gould

Seconded By: Councillor Manson

WHEREAS many provincially mandated services, shared municipal services, and board-imposed levies are apportioned among municipalities using Current Value Assessment (CVA) or weighted assessment formulas; and

WHEREAS CVA-based apportionment formulas are intended to reflect municipal assessment capacity, but often do not adequately account for population, service access, geographic isolation, infrastructure constraints, or the differing realities of small and rural municipalities; and

WHEREAS municipalities with significant industrial assessment, utility corridors, resource infrastructure, protected lands, seasonal properties, or large geographic areas may experience disproportionately high per-resident levy impacts despite limited local services and lower resident incomes; and

WHEREAS some municipalities contribute substantially toward regional services such as long-term care, policing, conservation authorities, social services, and other provincially mandated boards and agencies, while residents may have limited local access to those services due to geography, travel distance, or service availability; and

WHEREAS increasing levy pressures are creating significant financial strain for small and rural municipalities and their residents;

NOW THEREFOR BE IT RESOLVED THAT The Council of the Municipality of Calvin requests that the Province of Ontario, including the Minister of Municipal Affairs and Housing and the Minister of Finance, undertake a review of policies, legislation, and regulations governing the use of Current Value Assessment (CVA) and weighted assessment as the basis for apportioning provincially-mandated levies and shared municipal service costs;

AND THAT the Province consider developing fairer and more balanced apportionment models which may include:

- hybrid formulas incorporating both CVA and population;
- consideration of service access and service availability;
- household count or permanent population metrics;
- ability-to-pay considerations for small and rural municipalities;
- rurality and geographic isolation factors; and
- measures to limit disproportionate per-resident levy impacts on smaller municipalities; and

AND THAT the Province work with the Association of Municipalities of Ontario (AMO), Rural Ontario Municipal Association (ROMA), rural municipalities, municipal service boards, and regional service providers to develop best practices and model apportionment frameworks for shared municipal services and provincially mandated boards;

AND THAT this resolution with the mayor's report attached, be circulated to:

- the Premier of Ontario;
- the Minister of Municipal Affairs and Housing;
- the Minister of Finance;
- The Minister of Rural Affairs
- the Association of Municipalities of Ontario (AMO);
- the Rural Ontario Municipal Association
- local Member of Provincial Parliament;
- all Ontario municipalities;
- and relevant municipal service boards and associations for consideration and support.

Result: **Carried**

CERTIFIED to be a true copy of
Resolution No. 2026-173 passed by the Council of
The Corporation of the Municipality of Calvin
on the 26th day of May, 2026.



Trish Araujo
Deputy Clerk

Report to Council by: Mayor Richard Gould Date; May 26, 2026

Subject: Request for Provincial Review of, and Change to CVA-Based Apportionment

The purpose of this report is to provide background information and supporting rationale for the attached resolution requesting that the Province of Ontario review the use of Current Value Assessment (CVA) and weighted assessment formulas as the basis for apportioning costs for provincially-mandated services, regional boards, and shared municipal services.

The report focuses on the growing financial impacts that CVA-based apportionment can have on small and rural municipalities, particularly where assessment values do not accurately reflect resident income levels, service access, or local municipal capacity.

Many shared municipal services and provincially-mandated boards in Ontario allocate costs among participating municipalities using Current Value Assessment (CVA) or weighted assessment formulas.

Examples include: Long-Term Care facilities; District Social Services Administration Boards (DSSAB); policing costs; conservation authorities; health and social service boards; and School boards and other regional service arrangements.

Under these formulas, municipalities with higher assessment values contribute a larger percentage of overall costs.

The intent of the current CVA-based apportionment is only a reflection of the municipalities "ability to pay." However, in many rural municipalities, assessment values do not accurately represent:

- or the actual level of services available within the municipality
- resident income levels;
- local economic strength;
- access to services;
- population density;
- transportation challenges.

As a result, some rural municipalities experience disproportionately high levy impacts on a per-household or per-resident basis.

Rural and Northern Municipal Realities

Small rural municipalities often differ significantly from urban centres in both geography and service availability.

In many cases:

- residents must travel substantial distances to access healthcare and government services;
- municipalities may lack public transit;
- municipalities may not have local hospitals, long-term care homes, or other major services;
- populations may be older and more geographically dispersed;
- infrastructure costs may be high due to large geographic areas and low population density.

At the same time, rural municipalities may contain:

- pipelines;
- hydro corridors;
- industrial infrastructure;

- protected lands;
- provincial parks;
- seasonal properties;
- or large acreages.

These features can substantially increase municipal assessment values while providing little indication of the financial capacity of local residents. This creates a disconnect between the assessed property value; and actual household ability to absorb increasing levy costs.

The Municipality of Calvin is a small rural municipality with approximately 230 households.

A significant portion of municipal assessment is influenced by industrial infrastructure, including a major pipeline corridor. The municipality also contains multiple provincial parks and large acreages, much of which limits future residential or commercial development opportunities.

Many residents live on inherited rural properties and have fixed or modest incomes. While assessment values may appear significant on paper, they do not necessarily reflect disposable household income or enhanced municipal service levels.

The Township has no hospital, no long-term care facility, no public transit, and limited local health and social service infrastructure.

Despite these limitations, the Township contributes toward many regional services through CVA-based apportionment formulas.

Cassellholme Capital Cost Example

The attached Appendix "A" illustrates the distribution of Cassellholme redevelopment capital costs among participating municipalities using:

- the current CVA formula;
- a household-based formula; and
- a hybrid formula combining CVA and household count.

The analysis demonstrates substantial differences in per-household impacts between municipalities.

Under the current CVA model:

- Calvin households contribute approximately $393.89 per household;
- South Algonquin contributes approximately $377.48 per household;
- Mattawan contributes approximately $283.74 per household.

By comparison:

- Mattawa contributes approximately $94.50 per household;
- Chisholm contributes approximately $193.18 per household;
- North Bay contributes approximately $203.56 per household.

Under a purely household-based model, the contribution would be approximately $209.09 per household across all municipalities.

The analysis suggests that CVA-based formulas can create substantial disparities in per-household costs between municipalities, particularly in smaller rural communities where industrial or resource-based assessment inflates municipal valuation figures.

Hybrid and Alternative Models

The report recommends that the province review whether the current reliance on CVA alone remains the most equitable method of apportionment in all circumstances.

Alternative approaches could include:

- hybrid formulas combining CVA and household count;
- formulas incorporating permanent population;
- service availability considerations;
- rurality and geographic isolation factors;
- ability-to-pay considerations;
- or mechanisms to limit disproportionate impacts on smaller municipalities.

The attached example demonstrates that even a partial hybrid approach can reduce extreme disparities while still recognizing assessment capacity.

Broader Provincial Relevance

This issue extends beyond the Municipality of Calvin.

Many rural Ontario municipalities face similar circumstances where; industrial assessment; utility corridors, hydro infrastructure, pipelines, resource lands, or protected lands, increase municipal assessment values without proportionally increasing local service access or household financial capacity.

As provincial and regional levy pressures continue to rise, concerns regarding the fairness and sustainability of existing apportionment models are likely to become increasingly significant for rural municipalities across Ontario.

Conclusion

The current use of CVA and weighted assessment formulas was developed to reflect municipal assessment capacity. However, the growing divergence between assessment values and the realities facing many rural municipalities suggests that a provincial review is warranted.

The Municipality of Calvin is requesting that the Province of Ontario review the use of CVA-based apportionment for provincially-mandated and shared municipal services and consider more balanced approaches that better reflect:

- household impacts;
- rural realities;
- service access;
- and municipal capacity.
- The attached resolution seeks to initiate that broader provincial discussion.
- Recommendation:

That Council adopt the attached resolution requesting a provincial review of Current Value Assessment (CVA)-based apportionment formulas for shared municipal and provincially-mandated services.

Appendix A:

Distribution of Capital cost for Cassellholme construction:

This chart shows the distribution of costs based on current CVA, Per Household, and a Hybrid of 75% per household and 25% CVA.

		Current CVA			Per Household			Hybrid 75/25		
Municipality	Households	Current CVA Pct	Current CVA Annual	Per household	Household based PCT	Household Based Annual	by household only	Hybrid PCT	Hybrid Annual	hybrid by household
North Bay	23470	79.187%	$4,777,615.40	$203.56	81.34%	4,907,375.69	209.09	80.8000%	4,874,935.62	207.71
East Ferris	1890	7.742%	$467,100.64	$247.14	6.55%	395,182.79	209.09	6.8480%	413,162.25	218.60
South Algonquin	530	3.316%	$200,065.32	$377.48	1.84%	110,818.45	209.09	2.2066%	133,130.17	251.19
Bonfield	890	3.237%	$195,298.99	$219.44	3.08%	186,091.37	209.09	3.1225%	188,393.27	211.68
Papineau-Cameron	405	1.726%	$104,135.33	$257.12	1.40%	84,682.03	209.09	1.4842%	89,545.35	221.10
Chisholm	510	1.633%	$98,524.33	$193.18	1.77%	106,636.63	209.09	1.7338%	104,608.55	205.11
Calvin	227	1.482%	$89,414.00	$393.89	0.79%	47,463.75	209.09	0.9605%	57,951.31	255.29
Mattawa	860	1.347%	$81,269.00	$94.50	2.98%	179,818.62	209.09	2.5721%	155,181.22	180.44
Mattawan	70	0.329%	$19,861.73	$283.74	0.24%	$14,636.40	209.09	0.2642%	15,942.73	227.75
TOTAL	28852		$6,033,284.73		99.99%	$6,032,705.73	209.09	1.00	6,032,850.48	
Totals	65693		$6,033,284			$6,033,333			$6,033,333	

Total Capital rebuild cost is and estimate of $121,000,000 plus $110,000,000 interest, minus the $50,000,000 arranged by the province to be divided in each of the first years of the loan. This is a Total of $181,000,000. Divided over the next 30 years this equals $6,033,333 per year.

Excerpt from Council Meeting Minutes – June 2, 2026

19. Notice of Motion – Deputy Mayor Hull – Affirming Outdoor Education as an Essential Part of Public Education in Ontario

Deputy Mayor Hull explained the importance of outdoor education and how this motion is in response to the closure of the Toronto District School Board outdoor education centre. He explained that he is asking for the Parks, Recreation and Culture Department to be mindful of outdoor nature-related opportunities for citizens; he is not asking for a formal report.

Discussion included staff evaluation and making a change to the motion to recognize the work staff currently undertake regarding outdoor opportunities.

R-151-2026

It was **Moved** by C. Hull, **Seconded** by J. Kirkland and **Carried**

Whereas outdoor and experiential education provides students with critical opportunities to improve mental health, physical well-being, environmental literacy, teamwork, leadership, resilience, and academic engagement;

And whereas access to nature and outdoor learning opportunities should not depend on a family's income, geography, or ability to afford private camps, cottages, or outdoor recreation;

And whereas many students, especially those living in urban communities, rely on publicly funded school programs as their primary opportunity to experience forests, trails, waterways, dark skies, overnight camping, and land-based learning;

And whereas closures of Outdoor Education Centres risk creating long-term negative consequences for student wellness, environmental stewardship, and equitable access to experiential learning opportunities;

And whereas knowledgeable and experienced outdoor education staff are essential to delivering safe, inclusive, and curriculum-based learning experiences;

And whereas municipalities that benefit from tourism connected to parks, trails, and natural spaces depend on environmentally responsible stewardship by visitors.

Therefore be it resolved that the Town of South Bruce Peninsula requests the Province of Ontario to:

1. Recognize outdoor education as an essential educational service and commit to equitable access for all Ontario students, and

2. Halt the closure of outdoor education centres and restore stable funding for programming across Ontario;

And that the Town's Parks, Recreation and Culture Department continues to evaluate how it can increase nature-related educational opportunities for citizens of all ages and abilities;

And further that this motion be forwarded to the Bluewater District School Board Trustees, MPP Paul Vickers, the Ontario Minister of Education MPP Paul Calandra, AMO, ROMA, The Council of Outdoor Educators of Ontario, and all other municipalities across Ontario.

NORTHEASTERN MANITOULIN & THE ISLANDS

Box 608, Little Current, P0P 1K0
705-368-3500

June 3, 2026

Please see attaced a motion passed unanimously by our Council regarding the need of our health care system.

Resolution No. 133-06-2026
Moved by: D. Orr
Seconded by: G. Williamson

Whereas the Canadian Center for Policy Alternatives (CCPA) has conducted research which unequivocally identifies that Ontario Hospitals are underfunded by the Government of Ontario;

And Whereas the CCPA study, Failure by Design, clearly identifies that smaller and rural hospitals are disproportionately disadvantaged by the underfunding;

And Whereas as a direct result of the underfunding Emergency Department wait times for an initial physician assessment have increased to 4.5 hours in 2024 – 2025 from 2.7 hours in 2020 – 2021;

And Whereas 90 percent of patients spend on average 44 hours in the emergency department waiting to be admitted when further care is required;

And Whereas the Provincial Government increased total health care spending from 7.4 percent of GDP in 2014 to only 7.6 percent of GDP by 2023, which did not keep pace with raising health care costs:

Therefore be it resolved that the Council for the Town of Northeastern Manitoulin and the Islands request that the Province of Ontario provide immediate and sustained funding to improve hospital finances and capacity, which as per the recommendations in the CCPA study, would require an immediate injection of $3.2 billion supported by annual increases of 6% per year thereafter.

Carried

We would appreciate your support by forwarding your supporting motion on to the Provincial Government.

Thank you

PORT COLBORNE

Subject: **Municipal Services Corporation Business Case and Community Engagement**

To: **Council**

From: **Office of the Chief Administrative Officer**

Report Number: 2026-102

Meeting Date: June 23, 2026

Recommendation:

That Chief Administrative Officer Report 2026-102 be received.

That the Manager of Corporate Communications be directed to begin communications and engagement using the Draft Business Case, attached as Appendix A, to raise awareness and support resident understanding of a City-owned Municipal Services Corporation (MSC), including its purpose, potential benefits, and implications for local service delivery.

Purpose:

The purpose of this report is to provide Council with the Draft Business Case, attached as Appendix A, and to outline the next phase of community engagement regarding the potential establishment of a City-owned MSC for water, wastewater and stormwater services in Port Colborne.

Background:

On April 28, 2026, Council received CAO Report 2026-61, *Update on Niagara Governance Discussions and Municipal Service Corporations – Community Input and Next Steps*. As part of that report, Council directed staff to continue exploring the feasibility of a City-owned MSC as a potential alternative model for the delivery of water and wastewater services in Port Colborne.

The City's exploration of a City-owned MSC began in early 2025 as part of efforts to identify alternative approaches to financing, constructing, operating, and maintaining infrastructure required to support growth in the East Side Employment Lands (ESEL).

Initial discussions focused on creating a publicly owned entity that could help facilitate major infrastructure investments while maintaining public ownership and accountability.

In 2025, the Province introduced the *Water and Wastewater Public Corporations Act, 2025*, creating a new legislative framework for municipalities interested in establishing publicly owned water and wastewater corporations. At the same time, governance discussions across Niagara increasingly focused on opportunities to reduce duplication, improve service delivery, and address affordability concerns related to certain municipal services, including water and wastewater.

As part of the broader governance discussions in Niagara, Council considered whether the MSC concept could be expanded beyond the ESEL initiative to explore a city-wide model for water and wastewater services. This approach would examine whether greater local control over water and wastewater infrastructure and operations could help improve efficiency, reduce duplication, support long-term infrastructure investment, and stabilize or reduce costs for residents and ratepayers.

Council's direction on April 28, 2026 included:

- Advancing discussions with provincial and regulatory bodies regarding the potential establishment of a City-owned MSC;
- Submitting an Expression of Interest to the *Province under the Water and Wastewater Public Corporations Act, 2025;*
- Developing a comprehensive business case to evaluate the feasibility, impacts, risks, governance considerations, and implementation requirements associated with an MSC; and
- Undertaking a communications and public engagement program to support resident understanding of the proposal and gather community feedback.

Since Council's direction, staff have undertaken the work necessary to prepare the Draft Business Case, attached as Appendix A. The Draft Business Case is intended to provide Council, residents, businesses, stakeholders, and ratepayers with a comprehensive assessment of the opportunity, including financial, operational, governance, legal, regulatory, and implementation considerations.

The completion of the Draft Business Case represents an important milestone in Council's ongoing review of alternative service delivery models and provides the foundation for the next phase of public engagement. Consistent with Council's direction from April 28, 2026, staff are now prepared to begin seeking community feedback on the Draft Business Case through a series of engagement opportunities before returning to Council with a summary of findings and recommended next steps.

Discussion:

The Draft MSC Business Case is attached as Appendix A. The Draft Business Case is intended to support informed discussion and community consultation and does not represent a final decision regarding the establishment of a City-owned MSC. Rather, it provides information and analysis to assist Council and the community in evaluating the opportunity and understanding the potential benefits, risks, costs, and implementation considerations associated with this model.

Consistent with Council's direction on April 28, 2026, staff are now prepared to proceed with a public engagement program to gather feedback from residents, businesses, stakeholders, and ratepayers.

The engagement program will include:

- An online awareness survey available from June 24 to July 8, 2026;
- A paper awareness survey available from June 24 to July 8, 2026;
- A public open house on June 30, 2026, held at City Hall in Council Chambers
- A public open house on July 6, 2026, held at the Vale Health & Wellness Centre
- Targeted stakeholder engagement sessions

Successfully communicating about the engagement opportunities will be a vital part of raising awareness and gathering meaningful feedback to support Council's decision-making process. The Corporate Communications team will launch a comprehensive communications campaign to promote the engagement opportunities, which would include,but not be limited to:

- Sharing information on the City’s website
- Posting social media content and events on City channels
- Digital advertising opportunities
- Media outreach/promotion
- …and more

It is important to note that while Report 2026-61 identified the possibility of a future City-owned MSC assuming responsibility for water and wastewater assets currently owned and operated by Niagara Region within the Port Colborne boundary, the Draft Business Case attached as Appendix A does not examine that scenario in detail. Additional analysis, information sharing, and discussions with Niagara Region and the Province would be required before such an option could be fully evaluated.

Internal Consultations:

City staff including the CAO, Director of Public Works, Director of Development and Business Enterprises, Corporate Affairs Manager, Manager of Corporate Communications, and external consultants have participated in the development and review of the Draft Business Case.

Financial Implications:

The preparation of the Draft Business Case has been accommodated within previously approved budgets.

Costs associated with the community engagement program will be funded through existing approved budget allocations.

Public Engagement:

Community engagement forms a key component of Council's direction regarding the potential establishment of a City-owned MSC.

The engagement program will include an online and paper awareness survey available from June 24 to July 8, 2026, as well as public open houses scheduled for June 30 and July 6, 2026.

The purpose of this engagement is to provide residents and stakeholders with an opportunity to review information contained within the Draft Business Case, ask questions, and provide feedback to Council prior to any future decisions.

Strategic Plan Alignment:

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

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

Conclusion:

The completion of the Draft Business Case represents an important milestone in Council's exploration of alternative service delivery models for water, wastewater and stormwater services in Port Colborne.

Receiving the Draft Business Case and proceeding with the community engagement program will provide residents, businesses, and stakeholders with an opportunity to review the information, ask questions, and provide feedback before Council considers future decisions regarding the potential establishment of a City-owned MSC.

Appendices:

a. Building a Better Water, Wastewater & Stormwater System for Port Colborne; A Draft Business Case for a City-owned Municipal Services Corporation

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.

BUILDING A BETTER WATER, WASTEWATER & STORMWATER SYSTEM FOR PORT COLBORNE

A Draft Business Case for a City-owned Municipal Services Corporation

SUMMER 2026

PORT COLBORNE

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Executive Summary

Port Colborne has a very simple mission statement. To provide an exceptional small-town experience in a big way. The vision is straight-forward, a healthy and vibrant waterfront community embracing growth for future generations.

New housing developments, major industrial investments, and renewed interest in our community are creating exciting opportunities that will help shape our City for generations to come.

As a community, we cannot afford to simply accept that rising costs and ongoing challenges are inevitable. This business case explores how Port Colborne can continue providing reliable, publicly owned water, wastewater, and stormwater services while building a more affordable, sustainable, and locally responsive system for residents, businesses, and future generations.

Every City has its challenges. We have two significant ones: healthcare and high water and wastewater rates. Through Council's new Healthcare Advisory Committee and the draft Community Health & Wellness Action Plan, we are making progress on the issue of healthcare. This report concentrates on water, wastewater, and stormwater.

It will not surprise anyone that a report done in 1979 highlighted the high cost of water and wastewater in Port Colborne. The recommendations back then were to invest heavily in the system to improve it. Unfortunately, those investments fell short of meeting the need.

In recent years, the City has undertaken work to map and conduct video inspections of the City's water, wastewater and storm water infrastructure, test for leaky pipes, and pursue funding from upper levels of government. Progress is being made, but improving the system requires further investment.

This business case continues an open and transparent conversation about how water, wastewater, and stormwater services are delivered in Port Colborne. It recognizes the current water, and wastewater system operates under a two-tier municipal structure shared between Niagara Region and the City and the system only services the City, no other city is connected to the Port Colborne water or wastewater system. It focuses on keeping services publicly owned while exploring ways to reduce long term costs, improve accountability, support growth, and build a more sustainable system for future generations.

Within these pages, you will find information about the challenges facing the current system, how a Municipal Services Corporation could work in Port Colborne, and what benefits, risks, and considerations need to be evaluated.

As this work progresses, we remain committed to keeping residents informed, listening to feedback, and making thoughtful, evidence-based decisions.

Community Profile

About Port Colborne

With a population of approximately 22,000, Port Colborne is a waterfront city located on the south coast of Niagara Region along Lake Erie and the Welland Canal. Known for its unique connection to the water, the city blends small-town character with a strong industrial, commercial, agricultural and tourism economy.

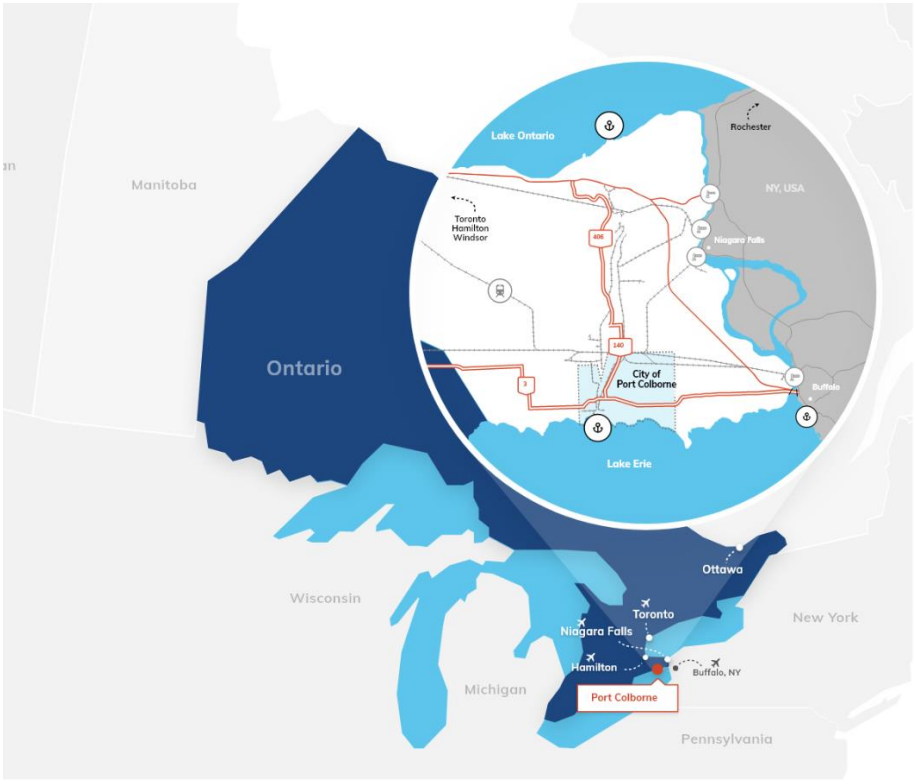
Port Colborne is home to active marine industries, manufacturing and agricultural operations, vibrant local businesses, tourism attractions, marinas, beaches, and one of Canada's busiest commercial and recreational canal corridors. The community's waterfront identity, historic downtown, natural spaces and recreational amenities continue to attract residents, visitors and investment alike.

In recent years, Port Colborne has experienced increasing residential and industrial growth. Approximately 4,000 housing units have been approved for development, alongside significant employment and industrial expansion opportunities, including the East Side Employment Lands and the Asahi Kasei Battery Separator Canada facility.

The City is focused on improving affordability, supporting responsible growth, enhancing quality of life, modernizing infrastructure, and building long-term financial sustainability for current and future generations.

Continued interest in residential, commercial and industrial investment is expected to support population growth and long-term economic development in the years ahead.

As the community grows, the City remains focused on balancing growth with affordability, infrastructure renewal, environmental sustainability and quality of life for residents.



Our Vision

A healthy and vibrant waterfront community embracing growth for future generations.

Our Mission

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

Our Priorities

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

Median annual household income*
$70,000
Provincial average: $91,000

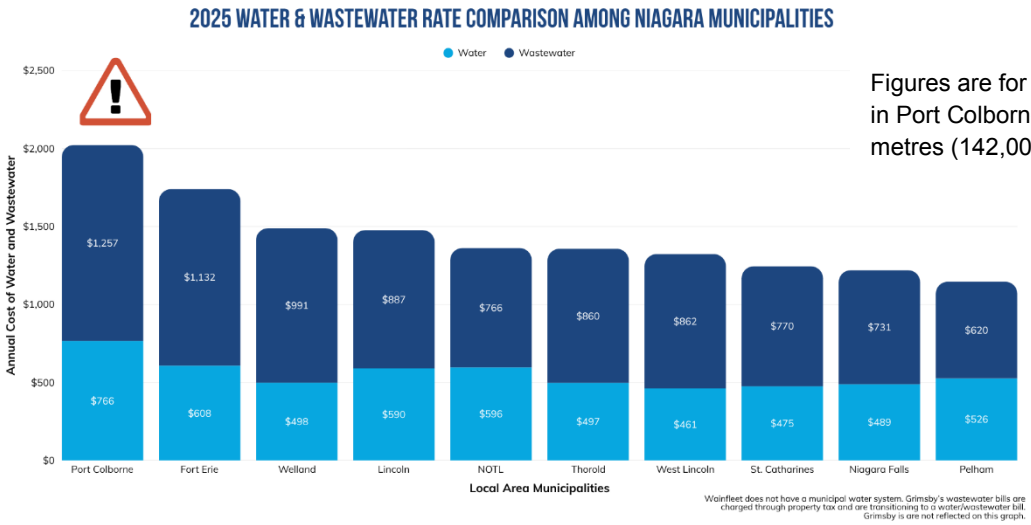
Households living below the poverty line*
20%
Provincial average: 14.5%

Labour force participation*
54.2%
Provincial average: 67.9%

Population growth since last census*
9.4%+
Provincial average: 5.8%

Port Colborne Residents
84%
Living in neighbourhoods facing the high or highest social determinants of health risks

* Statistics Canada



Figures are for an average household in Port Colborne, assuming 144 cubic metres (142,00 litres) of water.

Our Challenge: Water, Wastewater & Stormwater

Residents and businesses across Port Colborne are feeling the impact of rising water and wastewater costs.

Water and wastewater systems are among the most expensive and complex services public services provided to municipal residents. They operate 24 hours a day, require constant maintenance and upgrades, and must meet strict provincial safety and environmental standards.

Like many Ontario communities, Port Colborne is also facing the challenge of aging infrastructure. Much of the City's water, wastewater and stormwater infrastructure was built decades ago with the infrastructure having an expected lifespan ranging from 50 to 100 years depending on the materials used. At the time of writing this document, some infrastructure is operating well beyond its lifespan.

For many years, major investments in water and wastewater infrastructure were deferred. As a result, we are now facing significant repair, rehabilitation, and replacement needs.

In Port Colborne, these challenges are compounded by the structure of the current regional system and local infrastructure conditions which is operated partially by the City and partially by the Niagara Region.

Aging Infrastructure

Much of our water, wastewater and stormwater infrastructure that services the City was built several decades ago and is now reaching or exceeding its expected lifespan. This includes:

- Mains and pipes
- Pumping stations
- Treatment infrastructure
- Underground connections

As infrastructure ages, repair costs increase and more replacement work is required to maintain reliable service.

Rainwater Entering the Sewer System

Groundwater and rainwater enter the wastewater system through:

- Cracks in aging pipes
- Old sewer connections
- Combined sewer systems
- Deteriorating infrastructure

As a result, large amounts of relatively "clean" water are treated like sewage. This is known as Inflow and Infiltration (I&I). It can significantly increase costs because the City is charged, by the Niagara Region who owns the wastewater treatment plant, based on the volume sent to the plant. I&I can also overload pipes, pumping stations and other assets causing a need for costly upgrades.

Flat Geography Requiring Pumping

Port Colborne's flat geography requires extensive pumping infrastructure.

- More pumping stations than other communities
- Higher electricity use
- Additional maintenance requirements
- Increased operational costs

These systems are essential to moving wastewater safely throughout the community toward the wastewater treatment plant.

High amounts of "lost water"

Lost water is clean treated water that never reaches a customer billing meter. It happens because of:

- Underground leaks and broken pipes
- Aging infrastructure and deteriorated connections
- Water meter inaccuracies
- Unauthorized water use or theft
- Water use for system maintenance, hydrant flushing and fire protection

As the Region owns the water treatment plant, the City still has to pay the Niagara Region for all water provided, even if it never reaches a customer.

Location near Lake Erie & Welland Canal

Port Colborne's location along Lake Erie and the Welland Canal creates unique infrastructure challenges.

- High lake levels
- Storm surges
- Flooding risks
- Flat topography and shallow bedrock

These conditions place additional pressure on water, wastewater, and stormwater infrastructure and make many projects more complex and expensive.

Limited stormwater management

Port Colborne has limited and aging stormwater infrastructure in many parts of the city. In fact, only 1/3 of the City has designed stormwater infrastructure. Some neighbourhoods have:

- Old storm systems
- Undersized storm systems
- No storm infrastructure

During heavy rain events and periods of high lake levels, large amounts of stormwater can enter the wastewater system because the stormwater has nowhere else to go. This increases the amount of wastewater that is pumped and treated, as the Niagara Region owns the wastewater plant, the City is charged by the Niagara Region to clean this stormwater that enters the wastewater plant.

Duplication: Niagara Region and City

Water and wastewater services in Port Colborne are currently delivered through a shared system involving both Niagara Region and the City.

- Niagara Region treats water and wastewater
- The City distributes water and collects wastewater
- Infrastructure, planning and operations responsibilities are divided

Multiple layers of responsibility can add costs, create challenges with capital planning and reduce flexibility in responding to local infrastructure needs.

Niagara Region billing model

Although most costs are fixed and are not driven by volume, the Region charges municipalities based on the volume of water purchased and wastewater sent for treatment. This is particularly impactful with wastewater given the conditions noted above. As a result, the City pays to treat significant volumes of rain, ground and storm water that are not actually wastewater, contributing to higher wastewater costs. In fact 62% of the wastewater bill is directed to the Niagara Region. It is the City's understanding that the Niagara Region forecasts their portion of the bill to increase in the range of 8-10% going forward.

Port Colborne's Water & Wastewater System

As mentioned above, the current water and wastewater system in Port Colborne operates under a two-tier municipal structure shared between Niagara Region and the City of Port Colborne.

The City is currently a lower-tier municipality within the Niagara Region. The City is responsible for local water distribution and wastewater collection, while the Niagara Region provides treatment services for water and wastewater, running the treatment plants, main trunk lines and pumping stations. The City also maintains a storm water system in the City.

Niagara Region Responsibilities

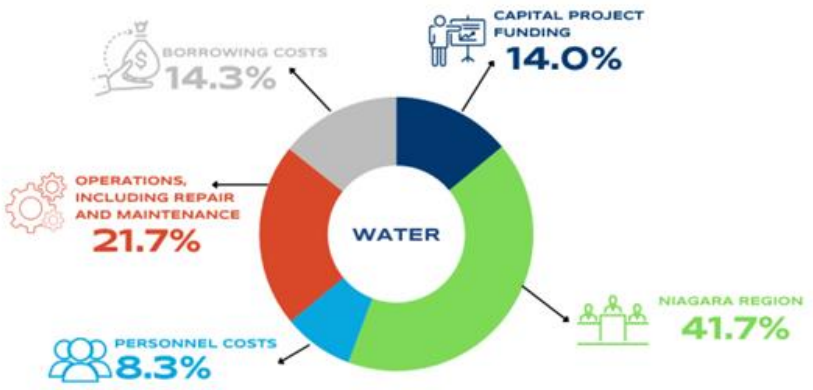
- Producing and treating drinking water
- Treating wastewater
- Operating treatment facilities, the water tower and reservoir and pumping stations
- Setting many regional water and wastewater costs
- Maintaining some local pipes, pumping stations and infrastructure

City of Port Colborne Responsibilities

- Distributing drinking water and collecting wastewater locally
- Maintaining local pipes and infrastructure connecting properties to the Niagara Region System
- Billing residents and businesses
- Supporting residents and property owners with water and wastewater connectivity

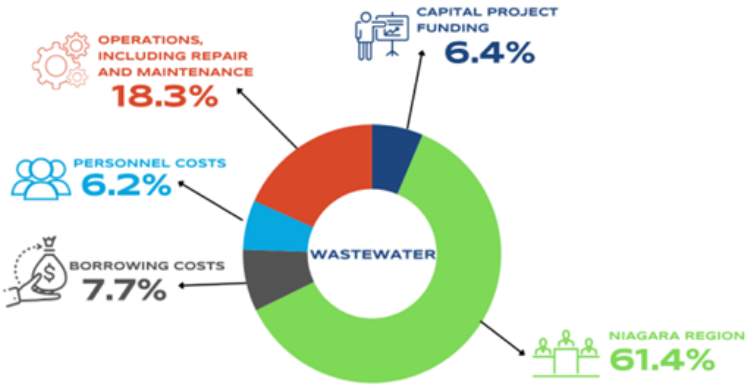
Water System

The water system brings fresh clean, safe drinking water from the water treatment plant into your home. The 2026 budget is $7.6 million and is allocated as show in the graph to the right.



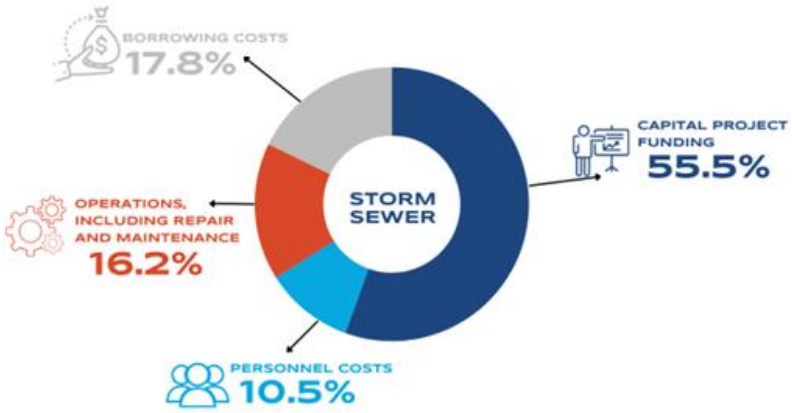
Wastewater System

The wastewater system takes dirty water from toilets, sinks, and drains. It is then cleaned and safely sent back into the natural environment. The 2026 budget is $10.1 million and is allocated as show in the graph to the right.



Stormwater System

The stormwater system handles rain water, groundwater and melted snow to avoid having to send non “dirty” water to the wastewater treatment plant. The 2026 budget is $3 million and is allocated as show in the graph to the right.



Assets & Key Statistics

Category	Ownership	Asset Type	Description/Details
Water	City	Water Distribution	• 112 km of watermain • 2 bulk water stations
	Niagara Region	Water Distribution	• 7.7km of watermain • Barrick Road Elevated Tank • Fielden Avenue Reservoir and Pumping Station
	Niagara Region	Water Treatment	• Port Colborne Water Treatment Plant
Wastewater	City	Wastewater Collection	• 92 km of gravity mains and forcemains including associated assets such as manholes, laterals and cleanouts
	Niagara Region	Wastewater Collection	• 16.9km of forcemain • 17 sewage pumping stations (2 additional SPS to be added for AK/development) • 2 sewage pumping stations at the marina (considered private plumbing but managed by the Region).
	Niagara Region	Wastewater Treatment	• Seaway Wastewater Treatment Plant
Stormwater	City	Stormwater System	• 125 km of storm sewers, ranging from 100 mm to 2,200 mm in diameter • 1 stormwater pond & pumping station (Johnston Street)
	Niagara Region	Stormwater System	• 20.83km of storm sewers

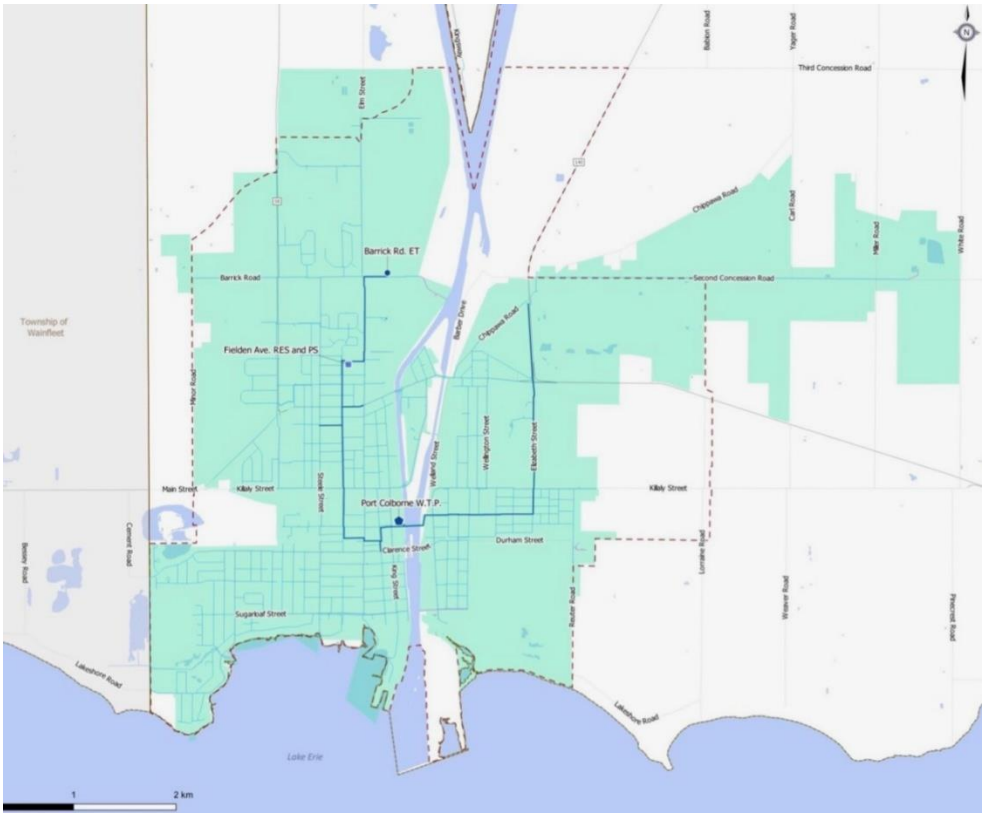
City Asset Condition

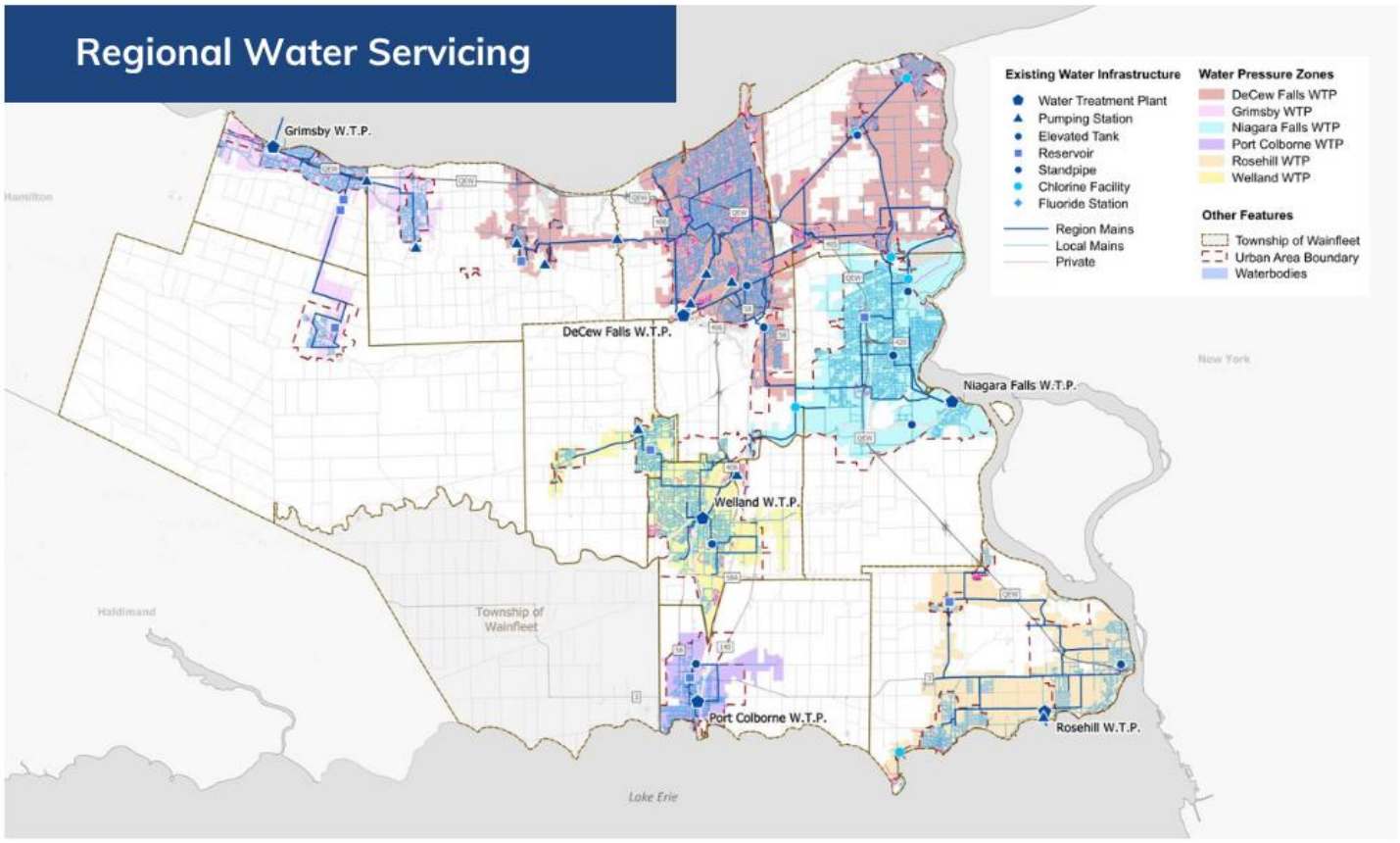
	Very good, good, fair	Poor	Very poor and unknown	Total
Stormwater	$ 311,454,902	$ 70,007,252	$ 52,766,012	$ 434,228,166
Wastewater	292,850,479	56,257,924	19,071,731	368,180,134
Water	262,593,016	8,986,241	171,092,718	442,671,975
Total Rate Funded	**$ 866,898,397**	**$ 135,251,417**	**$ 242,930,461**	**$ 1,245,080,275**

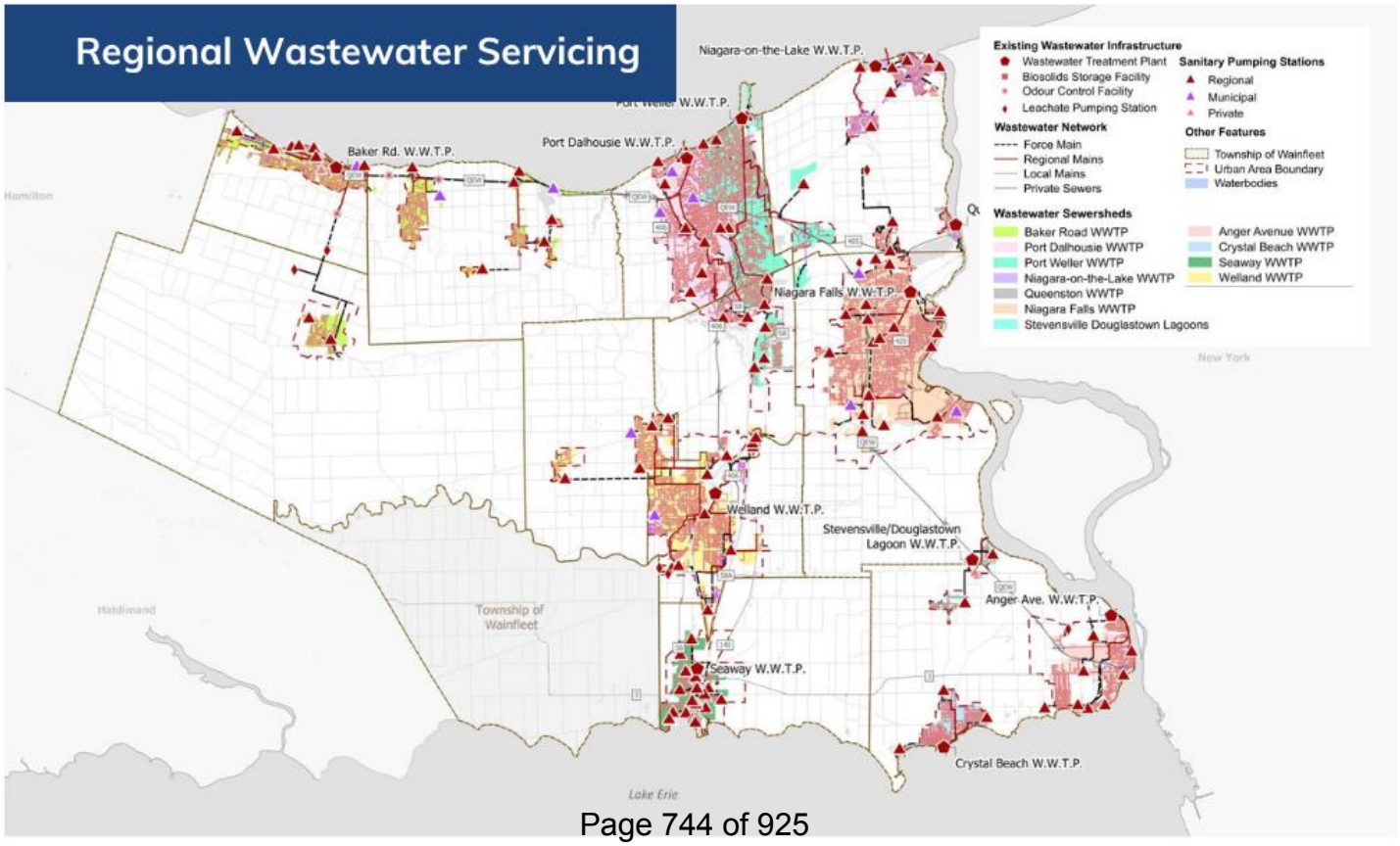
For context very good, good, and fair represents assets with 40% to 100% of its useful life remaining, poor represents infrastructure with 20% to 40% of its useful life remaining and very poor and unknown represents infrastructure with 0% to 20% of its useful life remaining.

The information above only represents the City's assets. Niagara Region assets have not been included. The City has requested certain information from the Niagara Region to further assess the Niagara Region infrastructure in the city.

Port Colborne's system is geographically separated from other systems in the Niagara area. It is not fed from and does not feed any other system.




Regional Water Servicing
Existing Water Infrastructure
Water Treatment Plant
Pumping Station
Elevated Tank
Reservoir
Standpipe
Chlorine Facility
Fluoride Station
Region Mains
Local Mains
Private
Water Pressure Zones
DeCew Falls WTP
Grimsby WTP
Niagara Falls WTP
Port Colborne WTP
Rosehill WTP
Welland WTP
Other Features
Township of Wainfleet
Urban Area Boundary
Waterbodies
Grimsby W.T.P.
DeCew Falls W.T.P.
Niagara Falls W.T.P.
Welland W.T.P.
Port Colborne W.T.P.
Rosehill W.T.P.
Township of Wainfleet
Lake Erie


Regional Wastewater Servicing
Existing Wastewater Infrastructure
Wastewater Treatment Plant
Biosolids Storage Facility
Odour Control Facility
Leachate Pumping Station
Sanitary Pumping Stations
Regional
Municipal
Private
Wastewater Network
Force Main
Regional Mains
Local Mains
Private Sewers
Other Features
Township of Wainfleet
Urban Area Boundary
Waterbodies
Wastewater Sewersheds
Baker Road WWTP
Port Dalhousie WWTP
Port Weller WWTP
Niagara-on-the-Lake WWTP
Queenston WWTP
Niagara Falls WWTP
Stevensville Douglastown Lagoons
Anger Avenue WWTP
Crystal Beach WWTP
Seaway WWTP
Welland WWTP
Niagara-on-the-Lake W.W.T.P.
Baker Rd. W.W.T.P.
Port Dalhousie W.W.T.P.
Niagara Falls W.W.T.P.
Welland W.W.T.P.
Stevensville/Douglastown Lagoon W.W.T.P.
Anger Ave. W.W.T.P.
Seaway W.W.T.P.
Crystal Beach W.W.T.P.
Township of Wainfleet
Lake Erie

The Path Forward

The one thing we know for sure is our largest costs relate to billings from the Niagara Region. To reduce these billings the City needs to reduce water loss and inflow and infiltration which requires capital infrastructure investment. Another option would be to combine the City and Niagara Region Port Colborne assets into one system. At the time of writing this, the City, at the request of Council, has requested information from the Niagara Region to further assess this possibility.

At the present time the core of this business case to establish a municipal service corporation (MSC) is to address the City's water, wastewater and stormwater capital infrastructure to address water loss and inflow and inflation. To help address this, Council has approved the following projects that are already underway:

Approved Projects	Budget	Grant	Rate Budget
CIPP Wastewater Relining	$10,000,000		$10,000,000
Watermain Replacement and Looping (includes Davis, West, Homewood and Berkley)	$9,694,700	$3,666,500	$6,028,200
Wastewater Lateral/Maintenance Hole Rehabilitation	$5,403,700		$5,403,700
Watermain Rehabilitation Program (includes North/South, Crescent, Ash and Jefferson)	$1,895,000		$1,895,000
Watermain Rehabilitation Program Extension	$8,400,000		$8,400,000
Total	$35,393,400	$3,666,500	$31,726,900

Additionally, future projects that could help to address water loss, inflow and infiltration and improve the efficiency of the system include:

Forecasted Projects	Budget
Storm neighbourhood and local improvements	$27,200,000
Storm outlet protection along the Welland Canal	$6,900,000
Watermain replacement program	52,300,000
Watermain looping program to improve system efficiency and fire flow	$27,700,000
Wastewater lateral rehabilitation	$8,000,000
Sub-total	$122,100,000
Grants received	$9,000,000
Future borrowing requirement:	$113,100,000

Any growth projects would be in addition to the amounts noted above, and would need to be funded through developers, development charges, or grants. For example, the infrastructure going under the Welland Canal to support the East Side of the city, including the development of the East Side Employment Lands.

The City continues to work with both federal and provincial governments on grant funding opportunities. The federal Disaster Mitigation Adaptation Fund (DMAF) grant will specifically be sought separately to support stormwater management projects.

The projects forecasted will help address water loss and inflow and infiltration in Port Colborne. As noted, the City has been investing heavily in water and wastewater infrastructure. Wastewater specifically has seen inflow and infiltration decrease by 40 per cent in the past three years. In 2023 the City sent 2.24 cubic metres of wastewater to the Niagara Region treatment plant for every cubic metre of water billed vs 1.73 cubic metres of wastewater being sent to the Niagara Region treatment plant for every cubic metre of water billed in 2025.



Improvements to inflow and infiltration and water loss will help offset the noted projected rate increases of 9 to 10 per cent from the Niagara Region going forward.

A major obstacle with addressing these forecasted projects is our ability to finance and access debt, including restrictions on how much money municipalities can borrow.

The funding required, as noted, is significant. If we were to move forward with borrowing as a City, we would limit our ability to borrow for other important projects such as roads, parks, recreation, or even healthcare related projects if desired.

The Municipal Services Corporation proposes a structure that is 100 per cent owned by the City, that runs within parameters established by Council, through a shareholder declaration and service agreement, and can allow for the debt to be borrowed separate from the City.

A Proposed Solution: A Municipal Services Corporation

A Municipal Services Corporation (MSC) is a public corporation owned by a municipality. Ontario municipalities have long had the authority to establish MSCs under Section 203(1) of the Municipal Act, 2001 and Ontario Regulation 599/06 (Municipal Service Corporations).

The Province of Ontario has also recently introduced the Water and Wastewater Public Utilities Act, 2025, signaling provincial interest in supporting municipalities that wish to explore publicly owned water and wastewater corporations.

The rationale for establishing an MSC includes the following:

1. Borrowing Capacity
   An MSC would not be subject to the same municipal borrowing limitations as the City. This does not mean the MSC would borrow beyond its financial capacity. Rather, borrowing would occur as required to maintain, rehabilitate, replace, and expand water, wastewater, and stormwater infrastructure.

The MSC would be fully self-funded through water, wastewater, and stormwater user rates and fees.

2. Preserving Municipal Financial Flexibility
   Accounting standards would not require the debt of the MSC to be consolidated with the City's debt capacity. This would preserve the City's ability to borrow for other important municipal priorities such as roads, parks, recreation facilities, and potentially healthcare-related infrastructure initiatives.
3. Governance and Specialized Oversight
   The MSC would remain 100% publicly owned by the municipality and governed by an independent Board of Directors. Similar governance structures already exist within the municipal sector, including library boards and other municipal corporations.

The Board would include a combination of Council representatives, community members, and subject matter experts with a specific focus on water, wastewater, and stormwater services.

A logical question is whether infrastructure requirements are significant enough to create borrowing constraints for the City if these projects remained within the municipal corporation.

The answer is yes. Based on the infrastructure needs identified through this business case, the City would not only reach its existing borrowing capacity, but exceed it. The future projects identified in this business case would require approximately $113 million today, in additional to the approximate $80 million already approved by Council to address current water loss, inflow and infiltration and growth. The combined investment totals approximately $193 million. This exceeds the City's current provincial borrowing limit of $129.7 million assuming a 5% interest rate.

Further, growth scenarios that may evolve overtime may require additional debt. Any resulting debt would be forecasted as paid by developers, development charges or grants and not the current ratepayers but would be in addition, and be further above the City's borrowing limit.

While these figures are large, they need to be considered in the context of the water, wastewater and storm system having a total replacement value of over $1.2 billion dollars. The debt requirements total less than 20% of the total value of the system.

If these debt obligations remained within the City, not only would it exceed the City's current provincial borrowing limit, but it would significantly limit the municipality's future financial flexibility and ability to respond to other infrastructure priorities. It could also create inequities for residents in areas not directly serviced by municipal water, wastewater, or stormwater infrastructure, as broader municipal borrowing capacity would still be constrained by those system-related investments.

An alternative approach would be to defer infrastructure investments; however, this would likely result in greater long-term costs. During preparation of this business case, staff identified a report dating back to 1979 recommending improvements to address water loss. Progress in this area remained limited for many years.

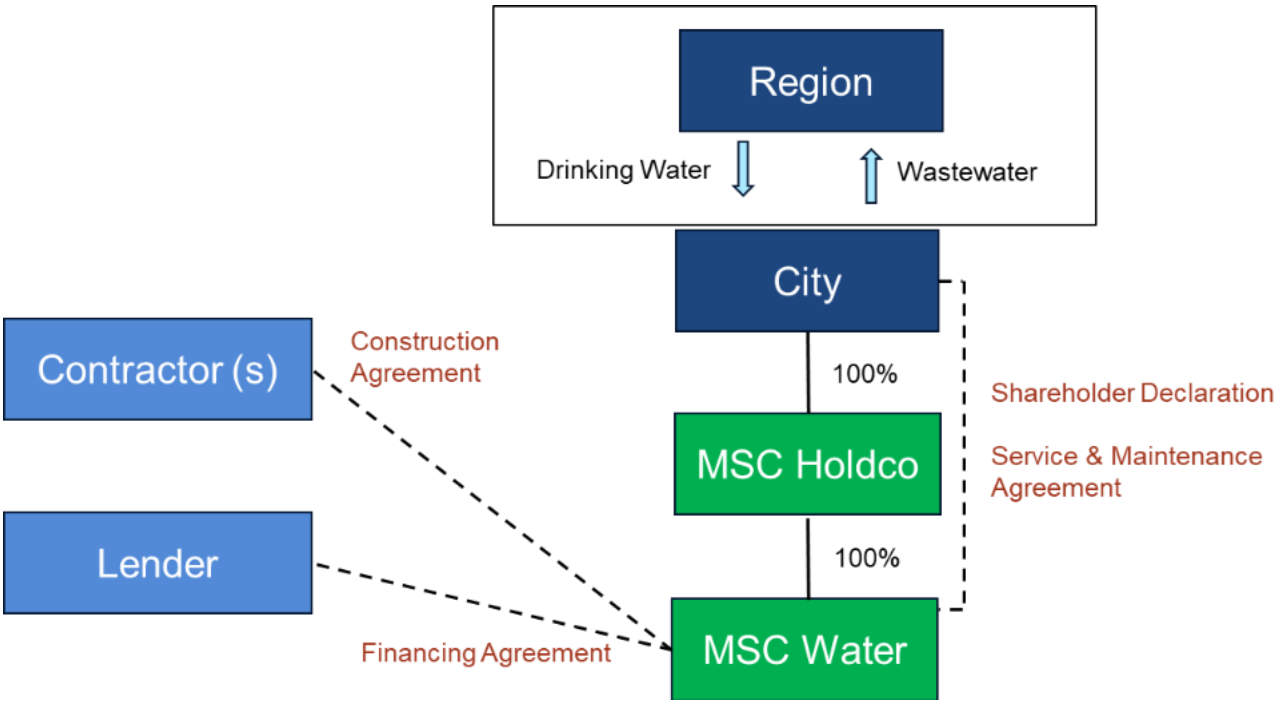
Addressing inflow and infiltration and reducing water loss are critical to stabilizing one of the City's largest ongoing costs: wastewater treatment expenses paid to Niagara Region. Deferring infrastructure renewal often results in higher future costs due to inflation, asset deterioration, higher operating costs and an increasingly expensive construction markets. In many cases, construction inflation has exceeded general inflation rates in recent years.

Investing in infrastructure today allows projects to proceed at current costs rather than at potentially higher future costs, while also reducing the risk of system failures and emergency repairs.

Once fully established, the MSC Board would consist of five members selected based on qualifications, experience, and expertise, including consideration of:

- Awareness of commercial and public policy issues related to municipal services;
- Governance experience on public or private sector boards;
- Financial, legal, accounting, engineering, marketing, or commercial expertise; and
- Knowledge and experience in risk management and financial oversight.

The proposed MSC would operate within the organizational structure illustrated below.



The City, through Council, would establish the governance framework and operational guardrails for the MSC through a Shareholder Declaration. This document would define the parameters under which the MSC must operate and ensure continued public accountability and oversight.

The Shareholder Declaration would require the MSC to provide the City with regular reporting, including:

- Trimester unaudited consolidated and unconsolidated financial statements
- Explanations and analysis of any material variances between actual and budgeted results
- Information regarding matters that may materially affect the Strategic Plan or Operations Plan, including proposed mitigation strategies
- Information that could materially affect public confidence or customer perceptions
- Notice of any material breach or violation of applicable legislation
- Any additional information requested by the City from time to time

The MSC would also be required to prepare and submit an annual Operations Plan that includes:

- Tactical and operational initiatives for the upcoming fiscal year, including projected impacts over the following three years
- Staffing and resource requirements
- Key risk mitigation strategies
- A balanced and fully funded operating and capital budget
- Pro forma consolidated and unconsolidated financial statements prepared in accordance with Canadian public sector accounting standards

- A detailed capital acquisition plan, including procurement strategies and supporting rationale
- Identification of any projected operational risks or material variances
- Any proposed amendments to the approved Operations Plan

In addition, City approval would be required for significant corporate or financial decisions, including:

- Amendments to the Rate Setting Policy
- Mergers, acquisitions, or amalgamations
- Joint ventures, partnerships, or strategic alliances exceeding established financial thresholds
- The sale, lease, or disposition of material operational assets
- Creation of subsidiaries or new classes of shares
- Issuance of shares or convertible securities
- Winding up or dissolution of the corporation
- Appointment of auditors
- Changes to Board composition or governance structure
- Compensation policies for Board members
- Directors' and officers' insurance arrangements
- Financial assistance to directors or officers
- Agreements creating liens or recourse against corporate assets

Additional feedback regarding governance parameters and oversight mechanisms is welcomed.

Implementation

Implementation of the MSC is anticipated to occur in phases.

An initial transition Board would likely consist of the Mayor, one Councillor, and the City Solicitor supporting the transition process. The transition phase is anticipated to conclude once all assets and employees have been transferred and the first audited financial statements following the transfer are approved.

Employees remain central to the success of the water, wastewater, and stormwater systems. Under this proposal, their day-to-day responsibilities would remain unchanged. Staff would continue operating from the same facilities, using the same equipment, and providing the same services. Existing employment agreements, union arrangements, compensation, and benefits would remain in place. The primary change would be that staff would formally become employees of the MSC rather than the municipality.

Residents would continue electing Council, which would maintain oversight of the MSC through the Shareholder Declaration and related governance requirements.

The MSC would continue to access development charge funding collected by the City on its behalf to support growth-related infrastructure. Separate payroll and HST accounts would be established for the MSC, like the current operational structure used for the Library.

Water, wastewater, and stormwater assets would be transferred to the MSC, with debt issuances to follow to support current and future construction as it occurs. Council has already approved approximately $80 million in debt financing requirements associated with East Side Employment Lands (ESEL) infrastructure and other capital projects identified in this business case. It is important to note that ESEL-related debt is supported through grants, development charges, and contractual funding arrangements with Asahi Kasei. There is no impact to the current rate payers as a result.

The implementation process is anticipated to occur over approximately two years. Initial debt financing would still be required this fall to reimburse the City for pre-funded water and wastewater capital projects.

Financial Impacts and Ratepayer Considerations

The starting point for evaluating the MSC is the current water and wastewater rate environment. Information previously shared with residents in early 2026 demonstrated that the average residential property uses approximately 142,000 litres of water annually at a combined delivery and treatment cost of approximately 1.5 cents per litre.

The analysis also highlighted a significant system challenge: even with recent improvements, for every litre of water sold to a water user, approximately 1.76 litres are sent to the Niagara Region wastewater treatment system for treatment. This reflects the impact of inflow and infiltration within the wastewater network.

Water and wastewater rates in Port Colborne remain high relative to comparable local area municipalities for two primary reasons:

- water loss within the system is approaching 50%; and
- wastewater inflow and infiltration significantly increases treatment volumes and costs.

Council has established a long-term target of reducing water loss to approximately 15%, recognizing that some level of water loss will always occur due to system flushing, maintenance, fire protection activities, and unavoidable leaks.

There are two primary approaches to addressing long-term water and wastewater costs:

1. **Infrastructure Improvements and System Rehabilitation**
   The first approach is to continue investing in infrastructure improvements that reduce water loss and wastewater inflow and infiltration. These issues have been identified in engineering reports dating back to 1979, as previously mentioned.

   Reducing water loss and inflow and infiltration would help stabilize one of the City's largest operating costs: wastewater treatment charges paid to Niagara Region, which are based largely on treatment volumes. These improvements could also help offset projected regional treatment cost increases currently estimated in the range of 8% to 10% annually.

   A challenge with this approach is that not all related infrastructure is owned by the City, and the City does not currently have access to all Niagara Region operational data. This is not intended to suggest deficiencies in the Niagara Region infrastructure, but rather to highlight that system-wide performance impacts local costs and while work is being done on the City infrastructure to reduce water loss and inflow and infiltration the City cannot speak for the Niagara Region system. As billings to the City occur based on volumes at the treatment plants and the Niagara Region maintains infrastructure outside of the treatment plants, if there was a deficiency in their infrastructure, it could impact our water and wastewater volumes purchased and sold from and to the Niagara Region.

2. **Assumption of Regional Water and Wastewater Infrastructure**
   The second approach involves reviewing the potential assumption of Niagara Region water and wastewater infrastructure located within Port Colborne. Council directed staff to explore a business case for this option; however, the information required to complete that analysis has not yet been provided by Niagara Region.

   The rationale for reviewing this option includes:
   - the Port Colborne system operates independently and does not connect to neighbouring municipalities;
   - the City would gain full access to operational and asset information associated with its largest service cost;
   - the City would pay actual system costs rather than volume-based charges;
   - governance and project coordination efficiencies could be achieved; and
   - financing flexibility may improve through the use of long-term debt financing models.

   Currently, Niagara Region funds much of its infrastructure through upfront cash financing, which reflects prudent financial management at a corporate level but can also constrain the pace of infrastructure investment due to competing regional priorities and potentially increase costs to system users in the current period. The current governance review underway across Niagara Region may identify opportunities to address these structural challenges, including MSC-type models.

Asahi Kasei and the Origin of the MSC Concept

The concept of establishing an MSC originally emerged during planning associated with the Asahi Kasei investment and East Side Employment Lands infrastructure projects. The MSC structure was initially explored as a mechanism to isolate construction costs and debt associated with those projects.

Asahi Kasei has entered into agreements to fund portions of the required infrastructure, while federal and provincial grants, along with development charges, are helping fund infrastructure expansion beneath the Welland Canal. These projects not only support industrial growth but also future housing development and improved system redundancy for residents on the east side of the city.

As financial analysis progressed, it was identified that favourable long-term financing structures available through an MSC could potentially be extended to broader water, wastewater, and stormwater infrastructure projects.

Preliminary financial analysis indicates that the MSC model could generate approximately $800,000 in year-one interest savings, averaging approximately $500,000 in annual savings which is equal to approximately $10 million over 20 years. This could occur if the debt for the East Side Employment Lands and current projects underway to reduce water loss and inflow and infiltration were combined and issued through an MSC.

Importantly, the MSC model is intended to maintain operational integration and service continuity with the City. The current proposal identifies the City CAO would also serve as CAO of the MSC. No additional staffing is proposed. Customer service, billing, operations, and maintenance functions would continue to operate collaboratively and from the same facilities currently in use.

Regardless of whether the MSC proceeds, debt financing for approved water and wastewater capital projects will still be required this fall. The MSC structure is intended to reduce financing costs and improve long-term affordability while protecting the City’s ability by providing it with the flexibility to support other projects, as needed going forward.

Financial Modeling and Rate Impacts

Financial modeling is inherently complex when factoring inflation, interest rates, growth representing new system users and because many costs — particularly water and wastewater treatment charges paid to Niagara Region — remain outside of the City’s control. As a result, the MSC alone cannot fix the water and wastewater rates.

However, the MSC would provide access to long-term financing tools that support accelerated infrastructure improvements, facilitate growth and lower financing costs. New users to the system create a broader base to share the cost of maintaining and improving the system. These actions will positively impact the water and wastewater rates.

As noted earlier in the business case, preliminary financial analysis indicates that currently approved debt associated with projects already underway could generate approximately $800,000 in year-one interest savings equalling approximately $500,000 in annual savings through the MSC structure compared to borrowing through the City. This would equal approximately $10 million over 20 years. This is because the MSC would provide the opportunity to combine borrowing associated with the East Side Employment Lands with already underway projects to address water loss and inflow and infiltration and access favourable financing terms through an upper-level government financing program that is not available through the traditional City model.

Staff have previously highlighted to Council the water and wastewater rate modeling that anticipates annual water and wastewater rate increases in the range of approximately 10%, reflecting projected Niagara Region cost increases. Financial modeling associated with this MSC business plan indicate potential reductions of approximately 2% to 4% from those previously forecasted increases.

The range reflects the complexity associated with forecasting the precise impact of individual infrastructure improvements, growth and Niagara Region increases.

If the City's water, wastewater and stormwater system were consolidated into an MSC the statement of operations would reflect the following based on the 2026 budget:

	Water	Wastewater	Storm water	Total
Revenue	**7,621,334**	**10,131,319**	**2,995,081**	**20,747,744**
People	620,148	630,168	315,084	1,565,400
Operating	1,682,086	1,877,751	491,361	4,051,198
Niagara Region	3,169,900	6,198,400	-	9,368,300
Capital	1,064,400	642,500	1,657,491	3,364,391
Borrowing	1,084,800	782,500	531,155	2,398,455
	7,621,334	**10,131,319**	**2,995,081**	**20,747,744**
Surplus/(Deficit)	-	-	-	-

As a note to the above table, while there is no direct payment to the Niagara Region identified for storm water, the Niagara Region does levy for storm water through the transportation budget of the Niagara Region. This charge is consolidated and not itemized in the property tax billing.

Recognizing there would be immediate savings from financing through the MSC, the business case recommends the creation of a targeted grant or affordability program estimated at approximately $250,000 annually to assist lower water users by offsetting wastewater fixed charges. Eligibility criteria and rebate structures would require further policy development and Council consideration.

There are no other significant changes to budgetary lines contemplated in the development of the MSC other than those associated with borrowing costs.

The City and MSC would continue to work with upper levels of government to obtain grants where available. Over the past 18 months, the City has received more than $30 million in water, wastewater, and stormwater grants to offset capital costs.

As highlighted in this business case, perhaps the most significant benefit of the MSC is the ability to access financing to improve and grow the water, wastewater and stormwater infrastructure without negatively impacting the City's ability to support other initiatives. Looking forward, projected debt requirements to support system improvements would include:

- currently approved debt requirements;
- future debt requirements related to existing infrastructure; and
- future growth-related debt requirements funded by developers, development charges or grants.

Issuing debt through the MSC would ensure these obligations remain separate from the City's tax-supported debt capacity. The debt would not be guaranteed by the City, and the MSC would operate as a standalone publicly owned corporation.

The proposed MSC structure may also provide broader benefits across Niagara Region by preventing this infrastructure debt from impacting the Region's consolidated borrowing capacity or any future regional governance structures, thereby preserving borrowing flexibility for other municipalities and regional priorities.

Risks and Mitigation

In any business plan there are always risks and mitigation factors. Here are some salient risks and mitigation factors we identified.

Risk	Mitigation
People	Change can be scary. As noted, everyone will still be working in the same capacity, in the same locations. Some employees will be paid from the MSC, and others remain in the City. There would be no change in compensation, everyone would still be in OMERs and unionized employees still with their union. There is legislation to support this change and the City and MSC would work with the union to coordinate.
Legislation for an MSC changes	This could happen. The Province has been introducing new legislation to support water and wastewater corporations understanding the capital-intensive need. If the rules changed the City and MSC would need to evolve; however, the infrastructure deficiencies would be started to be addressed and the debt issued.
Governance in the Niagara Region	This conversation is occurring. The probability of change is high. What is unique to Port Colborne and at least one other local area municipality is, the City's water and wastewater system does not touch any other City. Establishing an MSC has no impact on the rest of the Niagara Region municipalities.
Interest rates	Interest rates could go higher and they could also go lower. The work being done support an interest rate lower than what the City could issue through the Niagara Region regardless as to where interest rates go in general. Further, issuing the debt through an MSC removes the debt from the Niagara Region providing greater borrowing capacity for the Niagara Region and other local area municipalities.
Inflation	Inflation is perhaps the scariest component of maintaining infrastructure. Often construction inflation goes up faster than headline inflation. As noted, the best defence is addressing infrastructure deficiencies when identified instead of allowing the replacement cost to continue to climb.
Growth	What if growth does not materialize to pay for growth assets. In this event the City would look to extend debt payments to increase the time to continue to recoup costs from growth.

PORT COLBORNE

Subject: **2025 Development Charges Summary – Treasurer's Statement**

To: **Council**

From: **Financial Services Department**

Report Number: 2026-68

Meeting Date: June 23, 2026

Recommendation:

That Financial Services Department 2026-68 be received.

Purpose:

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

Following the enactment of Bill 60 (*Fighting Delays, Building Faster Act, 2025*), which came into effect on November 27, 2025, starting in 2026, municipalities are required to do the following annually:

- Present the Treasurer's Statement to Council by June 30.
- Submit the statement to the Ministry of Municipal Affairs and Housing by July 15.

Background:

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

On October 22, 2024, Council approved the new Development Charges by-law (By-law 7278/100/24) which has permitted the City to collect an appropriate amount of revenue to properly fund growth-related capital projects and expands the breadth of developments which the City can collect Development Charges (DC) on. This will

ensure the City will have capital funds available going forward to keep growth-related projects off the tax and water bills of residents and ensures that growth pays for growth.

Discussion:

Appendix A, the attached Treasurer's Statement for the period of January 1, 2025, to December 31, 2025, was prepared pursuant to Section 43 of the DCA. This is the first full year under the City's most recent DC by-law, which better equipped the City to collect DC funding on building permits and has allowed the DC reserves to grow at an appropriate rate to fund the identified growth-related projects identified in the DC Background Study (DCBS). The by-law and background study will be updated as required in advance of expiration in 2034.

It is important to note that due to project funding, the current balances of the fire and administration reserves are negative. This is permissible under the DCA so long as the overall balance of the total DC reserves is positive. Related fire and administration projects which were funded using DCs are identified in **Appendix B**. These projects are identified and included in the DCBS and are incorporated into the rates charged. It is expected that the negative reserve balances will become positive after collections in 2026.

No projects for roads, water, wastewater or library were funded in 2025 as the projects identified in the DCBS have not commenced at this time. It is anticipated that projects identified in the Study will be funded in future years as works occur. The City expects to incur the full capital costs for all projects as identified in the study.

Internal Consultations:

DC are calculated by the Supervisor of Asset Management based on the residential unit count or non-residential gross floor area information provided by the Building Services Department, as part of the building permit application process. They are then collected at the time of building permit issuance for non-residential construction, or at occupancy for residential construction. Construction types that trigger a DC payable and the timing in which the charge is paid is set out in the City's DC by-law and the DCA.

Financial Implications:

DC are an important component of the City's long-term financial plan, based on the underlying principle of growth paying for growth. In 2025, the City collected $989,339 of parkland dedication and $366,008 of development charges. Of the DCs collected, $225,247 was allocated to fund growth-related capital projects identified in the DCBS. A summary of DC-funded projects can be found in **Appendix B** of this report. The City will

continue to collect DCs for future construction and apply the collections towards capital projects in 2026.

Appendix C of this report shows the current DC rates for the City that are in place until October 22, 2026, at which point the rates will be indexed based on the non-residential consumer price index (CPI) at that time.

Public Engagement:

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

Strategic Plan Alignment:

This report is administrative in nature, as required by the *Development Charges Act, 1997*. The City's Development Charge program is guided by the following pillars of the strategic plan:

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

Conclusion:

Staff recommend that Financial Services Department Report 2026-68 be received.

Appendices:

a. 2025 Development Charges Treasurer's Statement
b. Summary of Projects Funded with Development Charges in 2025
c. Current City Development Charges Rates
d. Supplemental Information to the 2025 Development Charges Treasurer's Statement

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.

2025 Development Charges Treasurer's Statement

	Roads	Water	Wastewater	Fire	Public Works - Facilities and Fleet	Administration	Parks and Recreation	Library	Total Development Charges (DC)	Parkland Dedication	Total DC and Parkland Dedication
Opening Balance	104,590	170,900	100,271	11,052	5,192	17,572	190,775	9,572	**609,924**	1,134,860	**1,744,784**
Add: Collections	29,094	67,032	132,544	21,505	30,779	13,841	62,888	8,324	**366,008**	989,339	**1,355,346**
Add: Interest	6,424	11,022	8,980		140		10,341	741	**37,646**	87,860	**125,506**
Less: Capital Expenditures (A)				(75,000)	(35,971)	(53,423)	(60,853)		**(225,247)**		**(225,247)**
Ending Balance	**140,108**	**248,954**	**241,795**	**(42,443)**	**140**	**(22,010)**	**203,150**	**18,637**	**788,330**	**2,212,058**	**3,000,388**

(A) No projects for Roads, Water, Wastewater or Library were funded in 2025 as the projects identified in the Development Charges Background Study have not commenced at this time. It is anticipated that projects identified in the Study will be funded in future years as works occur. The City expects to incur the full capital costs for all projects as identified in the Study.

Summary of Projects Funded with Development Charges 2025

DC Category	DC Background Study Reference	Project Number	Project Name	DC Funding - 2025	Levy Funding - 2025	Total Actual Funding - 2025	Total Future DC Commitments - 2025 (A)	Total Debt Outstanding - 2025 (B)
Fire	Table 5-5 (24)	25C-FI-BF2	Fire Masterplan	75,000	6,408	81,408	-	-
Parks and Recreation	Table 5-5 (23)	25C-PA-BF3	Parks and Recreation Masterplan	60,853	-	60,853	51,647	-
Administration	Table 5-5 (18)	25C-PL-BF6	Offical Plan & Design Standards	52,828	-	52,828	82,172	-
Administration	Table 5-5 (16)	25C-PL-BF7	Development Charge Study	525	-	525	29,475	-
Administration	Table 5-5 (20)	25C-PL-BF8	Offical Plan Zoning By-Law Update	70	-	70	66,130	-
Public Works	Table 5-2 (1) and (2)	n/a	Operations Centre Growth Related Debt - Principal and Interest	35,971	703,123	739,094	3,547,024	11,351,095
Total Funding - 2025				**225,247**	**709,531**	**934,779**	**3,776,448**	**11,351,095**

(A) Commitments are calculated using the Total Potential DC Recoverable Cost per the Development Charges Background Study less DC Funding in 2025. It is anticipated that all projects with no spending will have the DCs committed fully spent by the time the project is completed.

(B) The total outstanding debt including interest for the Operations Centre is $16.28M

City of Port Colborne Development Charge Rates Table - with 3.94% Annual Indexation October 23, 2025 to October 22, 2026 Rates per unit and Square Foot						
Category of Service	Residential (per unit)					Non-Residential
	Single and Semi-Detached Dwelling	Multiples	Apartments 2+ Bedrooms	Apartments - Bachelor and 1 Bedroom	Special Care/Special Dwelling Units	Non-Residential (per sq.ft. of Gross Floor Area)
Services Related to a Highway	$2,420	$1,874	$1,694	$1,120	$928	$1.16
Public Works (Facilities and Fleet)	$2,540	$1,968	$1,778	$1,176	$974	$1.22
Fire Protection Services	$1,776	$1,376	$1,244	$822	$681	$0.85
Parks and Recreation Services	$5,216	$4,039	$3,653	$2,415	$2,000	$0.47
Library Services	$689	$533	$482	$319	$264	$0.06
Growth Studies	$1,144	$887	$801	$530	$439	$0.55
Total Municipal Wide Services	**$13,785**	**$10,677**	**$9,652**	**$6,382**	**$5,286**	**$4.31**
Wastewater (if available)	$11,905	$9,220	$8,336	$5,510	$4,564	$5.45
Water (if available)	$6,042	$4,679	$4,231	$2,797	$2,317	$2.76
Total Urban Services	**$31,732**	**$24,576**	**$22,219**	**$14,689**	**$12,167**	**$12.52**
Wastewater Only	**$25,690**	**$19,897**	**$17,988**	**$11,892**	**$9,850**	**$9.76**
Water Only	**$19,827**	**$15,356**	**$13,883**	**$9,179**	**$7,603**	**$7.07**

Supplemental Information to the 2025 Development Charges Treasurer's Statement

1. Description of the Service for which each fund was established under by-law 7278/100/24:

Service Category	Description of Service
Services Related to a Highway – Roads	The fund is used for growth-related projects for roads and roads related structures.
Public Works (Facilities and Fleet)	The fund is used for growth-related projects for City facilities and fleet vehicles.
Fire Services	The fund is used for growth-related projects for fire facilities, vehicles and small equipment and gear.
Parks and Recreation Services	The find is used for growth-related projects for parkland development, parkland amenities, trails, parks and recreation vehicles and equipment and recreation facilities.
Library Services	The fund is used for growth-related projects for library facilities and equipment.
Growth Studies	The find is used for growth-related projects for growth studies relating to transportation, water services, wastewater services, stormwater services, fire protection services, parks and recreation services and planning.
Water Services	The fund is used for growth-related projects for water infrastructure.
Wastewater Services	The fund is used for growth-related projects for wastewater infrastructure.

2. For Credits (ie. Prepayments, front-ending projects) in relation to the service or category for which the fund was established:

   No credits have been received, used or are outstanding for the previous year.

3. The amount of money borrowed from the DC reserve during the previous year and the purpose for which it was borrowed:

   No money was borrowed.

4. The amount of interest accrued during the previous year on money borrowed from the fund by the municipality:

   No interest was accrued as no money was borrowed.

5. The amount and source of any money used by the municipality to repay, in the previous year, money borrowed from the fund, or interest on such money:

   No source of money to repay as no money was borrowed.

6. A schedule that identifies credits recognized under section 17 and, for each credit organized, sets out the value of the credit, the service against which the credit is applied and the funds used to finance the credit:

   No schedule as there are no credits to recognize per section 17.

7. Statement respecting additional levies under Section 59.1(1) and (2) of the *Development Charges Act, 1997*, as amended:

   In accordance with Section 59.1(1) and (2) the City of Port Colborne has not imposed any additional payments nor required the construction of a service not authorized under the *Development Charges Act, 1997*, as amended.

PORT COLBORNE

Subject: **Licensed Childcare Operational Agreement - YMCA**

To: **Council - Public Meeting**

From: **Recreation and Tourism Department**

Report Number: 2026-89

Meeting Date: June 23, 2026

Recommendation:

That the Recreation and Tourism Department Report 2026-89 be received; and

That the licence agreement with YMCA of Niagara for the operation of the childcare facility at 76 Main Street West, attached hereto as Appendix A, be approved.

Purpose:

This report seeks Council's approval to proceed with the operational terms and licence agreement with the YMCA of Niagara (YMCA) for the establishment and operation of a licensed childcare facility and related programming at the former Port Colborne Visitor's Centre, located at 76 Main Street West. Specifically, the report outlines the proposed term and associated fees, identifies the intended use of the facility, details maintenance and repair responsibilities, and summarizes the policies, regulations, and operational requirements that must be adhered to by the licensed childcare operator.

Background:

On August 27, 2024, Council considered Report 2024-155 regarding expanding the number of licensed childcare spaces in Port Colborne. The report cited a clear need for spaces within Port Colborne and described the opportunity to partner with the YMCA of Niagara and the Niagara Region to help address the gaps in local licensed childcare availability in the community. Council directed staff to jointly apply with the YMCA of Niagara to the Niagara Region to request more licensed childcare spaces in Port Colborne.

To support expanding the number of licensed childcare spaces in Port Colborne, the Niagara Region has approved $2 million in Early Learning and Child Care (ELCC)

infrastructure funding and $441 thousand in start-up grant funding for the YMCA of Niagara's new licensed facility at 76 Main Street West. The supports, funded by the federal and provincial governments, are to create new high-quality, inclusive licensed child care spaces for children aged 0-4 in alignment with the Niagara Region's ELCC Directed Growth Plan. As part of the funding condition the site must be operational by December 2026.

A funding flow agreement for the construction of the facility from the YMCA to the City of Port Colborne was approved on November 12, 2025 via Report 2025-219. As a condition of this agreement the City agrees to the YMCA operating at a licenced childcare centre at 76 Main Street West for a minimum of 7 years.

Discussion:

This report provides an overview of the operational licence agreement between the City of Port Colborne and the YMCA, which will take effect upon completion of the facility construction later in 2026. The agreement, included as Appendix A, outlines the terms and conditions related to fees, maintenance and repair responsibilities, policies, regulations, and operational requirements.

City staff and YMCA representatives negotiated the proposed terms and conditions based on industry standard childcare operating agreements. A local example of a comparable arrangement is the partnership model used between school boards and the YMCA for the operation of licensed childcare facilities within schools.

The building at 76 Main Street West, as shown in Appendix B, will consist of two distinct areas. The newly constructed portion will be purpose built and licensed as a childcare facility. The existing building, formerly known as the Visitor Centre, will serve as a flex space supporting the childcare and the City and community as needed. Outside of childcare operating hours, including evenings and weekends, the space will be available for City and community use, such as open houses, meetings, and a community room rental space. The agreement outlines fees and responsibilities for the two areas.

Newly Constructed Area Agreement Highlights

The operational agreement includes the following key terms:

- The licensed area will be charged at a rate of $15.00 per square foot, which includes utilities, snow removal, property maintenance, and capital improvements. The annual licence fee will increase each year based on the Consumer Price Index (CPI) plus 2%.
- The initial term of the licence agreement will be seven (7) years, with an option to renew subject to mutual agreement by both parties.
- The licence holder shall use all utilities in a manner consistent with similar facilities of comparable size and shall not misuse or waste utility services.

- The premises must be operated exclusively as a licensed childcare facility.
- The licence holder shall be responsible for all costs associated with internet, telephone services, facility cleaning, cleaning supplies, and any third-party contracted services not covered under the City's responsibilities.
- The licence holder shall provide, maintain, and replace all furnishings at its own expense.
- The licence holder shall ensure compliance with all applicable regional, provincial, and other regulatory requirements governing the operation of a licensed childcare facility.

Existing Building Agreement Highlights

The operational agreement includes the following key terms:

- Usage of the shared space formerly known as the Visitor Centre will be available as a childcare space during childcare hours Monday – Friday from 6:00am – 6:00pm. The space is available for city use on evenings and weekends and mutually agreed upon times during the day.
- The existing building area will be charged at an annual fee of $5,000 per year, increases by $250 each year.
- There will be no public access between existing building and childcare area.

The City will activate the shared space during its designated usage periods by hosting open houses and meetings, and by making the space available for rental for special events.

Port Colborne staff would like to recognize the collaboration between the City and YMCA in supporting expanded licenced childcare spaces in Port Colborne.

Internal Consultations:

The CAO’s Office, Corporate Services Department, Public Works Department, Planning Department, Recreation and Tourism Department and Communications Department have all collaborated in bringing the childcare centre project forward for Council’s consideration.

Financial Implications:

The lease rate for the licenced childcare space has been negotiated at $15 per square foot for the 3,690 square feet available or $55,350 for the first year. This represents a market rate for licenced childcare space in Niagara. The lease figure is forecasted to cover operating costs plus building maintenance. This rate will increase each year of the agreement by Consumer Price Index (CPI) plus 2%. The annual increase of CPI

plus 2% is based on typical year-over-year construction cost inflation and is intended to help ensure that facility related expenses continue to be adequately funded through lease payments over the term of the agreement.

An annual rental fee of $5,000 has been negotiated for the shared use of the Visitor Centre space. This fee is intended to cover the YMCA's proportional share of the annual utility expenses as well as facility and property maintenance and upkeep cost. Each year this fee will increase by $250.

The City will maintain its current budget for the existing building. Any unspent funds between the existing budget and this lease is recommended to be encumbered into a building reserve for future maintenance.

Public Engagement:

The City conducted a community engagement process to better understand the future of childcare in Port Colborne. Residents strongly supported repurposing the former Visitor's Centre as a licensed childcare facility and emphasized the need for more affordable and reliable childcare options in Port Colborne. Overall, participants recognized the importance of expanding access to childcare and expressed support for the City taking an active role in addressing service gaps.

Strategic Plan Alignment:

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

- Welcoming, Livable, Healthy Community
- Economic Prosperity

Conclusion:

The report seeks Council's approval for a 7-year operational licence agreement with the YMCA of Niagara to operate a new licensed childcare centre at 76 Main Street West, helping address the shortage of childcare spaces in Port Colborne. The project is supported by approximately $2.44 million in provincial and federal funding and requires the facility to be operational by December 2026, with the YMCA paying annual licence fees while the City retains responsibility for utilities, maintenance, and capital repairs. The agreement also provides for shared use of the existing Visitor Centre building, allowing childcare-related programming during weekdays and community use by the City during evenings and weekends.

Appendices:

a. Childcare Licence Agreement City of Port Colborne and YMCA of Niagara

b. 76 Main Street Construction Drawings.

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.

This License Agreement (the "**Agreement**") made in duplicate this **1st** day of XXXXX **2026**

BETWEEN:

THE CORPORATION OF THE CITY OF PORT COLBORNE
(hereinafter referred to as the "**City**")

-and-

YMCA OF NIAGARA
(hereinafter referred to as the "**License Holder**")

The parties agree to the following terms and conditions regarding the use of the licensed area in facilities owed by the City and located in the building municipally known as 76 Main Street West, Port Colborne, Ontario (the "**Building**").

1. TERM AND USER FEE

(a) This License is for a 7-year term that begins on **November 1, 2026** and expires on October **31**, **2033** (the "T**erm**"), and is renewable no later than **November 1, 2032**, if mutually agreeable to both parties.

(b) For the period November **1, 2026 to October 31, 2027**, the License Holder will pay to the City:

a. a license fee of **$15.00 per square foot at a total of 3690 square feet** (based on the area of the Licensed Premises described in Section 2(a) below) which is inclusive of: (i) utilities, subject to Section 2(b) below; (ii) snow removal; and (iii) any building and property maintenance costs which are the City's responsibility under this Agreement (collectively, the "**License Fee**") plus. From and after November 1, 2027, the License Fee for the preceding year will be increased each year on November 1 by the consumer price index rate (CPI) for the Province of Ontario for the twelve month period ending on September 30 of that particular year plus an additional two percent (2%).

b. all realty taxes attributable to the Licensed Premises; and

c. all Harmonized Sales Tax ("**HST**") in connection with the foregoing amounts. For greater certainty, any amounts owing by the License Holder to the City in this Agreement are exclusive of HST.

(c) The License Fees are payable in monthly instalments due on the first day of the month during the Term commencing on November 1, 2026.

(d) The City also grants to the License Holder use of the shared space (the "**Shared Space**"), formerly known as the Visitor Centre and also identified as the indoor flex space, play area, and community space, for an annual fee of $5,000 plus HST, which will increase by $250 in each subsequent year of the Agreement on November 1. The Shared Space will be available for Licensed Holder's use during operating hours (Monday – Friday: 6am-6pm), except at times

mutually agreed upon by both parties for the City's use. The Shared Space will also remain open for City use during evenings and weekends. Save and except for the payment of the License Fee in Section 2(b) above, the License Holder's obligations herein relating to the Licensed Premises will apply to the Shared Space while the License Holder is occupying and using the Shared Space.

(e) The License Holder will provide twelve (12) post-dated cheques to the City to ensure prompt payment, or it will contact the City to arrange for monthly payment via Electronic Funds Transfer (EFT). However, the License Holder is responsible for any bank charges for insufficient funds.

2. USE OF FACILITIES

(a) The City grants to the License Holder a right in the nature of a license to use the following rooms in the Building as shown on Appendix A: **kitchen, accessible washroom, laundry, preschool activity area, staff room and office, infant activity area, infant sleeping area and toddler activity** area (collectively, the "**Licensed Premises**")**.**

(b) The License Holder shall use all utilities in the Licensed Premises in a reasonable, prudent, and customary manner consistent with ordinary occupancy of a similar operation. The License Holder shall not engage in any conduct that results in excessive, abnormal, unreasonable, negligent, or wasteful consumption of utilities.

(c) Access to custodial areas such as slop sinks, storage or supply areas will be coordinated by the License Holder through the Manager of Facilities for the City of Port Colborne.

(d) The License Holder will not use the Licensed Premises for any reason other than operation of a child care centre.

(e) The License Holder will maintain in force all licenses and permits required by municipal or regional by-law, provincial legislation, or government standards, statutes and regulations for the operation of a **child care centre**.

(f) The License Holder shall, upon request of the City of Port Colborne, furnish to the City proof of its license to operate as a child care provider under all applicable laws governing child care in Ontario.

3. TAXES

The License Holder is responsible for the payment of all applicable taxes (business, realty, HST or other taxes) assessed against the Licensed Premises or use thereof by the License Holder that may arise during the term of this Agreement.

4. CITY OF PORT COLBORNE POLICY AND RULES

(a) Any persons or entities that enter into agreements to use facilities of the City are required to follow standards that are consistent with the City's Code of Conduct (the "**Code of Conduct**") from time to time. The License Holder agrees that it has reviewed, and will continue to review,

the City's Code of Conduct that is available on the City's website to ensure that it will be compliant with the City's Code of Conduct during the Term.

(b) The License Holder shall ensure that it has in place a code of conduct and expectations of staff and/or volunteers for bullying prevention and intervention consistent with the requirements under all applicable laws.

(c) The License Holder shall at all times observe the City's Code of Conduct by not allowing the introduction or use of tobacco, alcohol, recreational cannabis or illegal narcotics, or misuse of controlled substances, upon the Licensed Premises or any other City property.

(d) The parties agree that the License Holder will not be subject to any current or future contracts that the City enters into with any beverage company.

(e) The License Holder will ensure that all its staff and volunteers will provide a satisfactory criminal reference check including a full background check and vulnerable sector search, dated no earlier than 6 months prior to the date of the staff or volunteer first entering the facility and licensed space. The License Holder will thereafter review the status of criminal reference checks and vulnerable sector searches annually, at minimum, to ensure ongoing satisfactory status.

(f) The License Holder will be responsible for a ten-dollar ($10.00) administration fee for each electronic access card issued by the City at the request of the License Holder.

(g) In the event the License Holder receives permission from the City to install a lock on the Licensed Premises, the License Holder agrees to provide a duplicate key to the City's Manager of Facilities to keep at the City's Engineering and Operations Centre.

(h) If the License Holder wishes to have internet and/or telephone service, the License Holder will have to assume all costs for installation, maintenance, operating, disconnection and removal charges. A written request to have internet and/or telephone service installed must be submitted by the License Holder to the Information Technology Department of the City, to the attention of the Manager of IT Services. The License Holders understands that termination or non-renewal of the Agreement may result in de-installation charges for internet and/or telephone services installed at the request of the License Holder.

(i) If the License Holder wishes to make security or facility access requests to the City, such as requests to have additional electronic access controls in place, including additional security keypad(s) and access card reader(s) installed at a designated entrance, or additional surveillance equipment that is above and beyond the City's current provisions, the License Holder must submit a request in writing, including a rationale for the request, to the City's Facility Services Department, to the attention of the Manager, IT Services.

(j) If the License Holder wishes to install and operate its own electrical components, including but not limited to refrigerators, dishwashers, air conditioning units, the License Holder must make a written request to the Facility Services Department, to the attention of the Manager of Facility Services, before installing any item at the Licensed Premises. It is understood that when permission to install items is requested by the License Holder, the City's staff have the right to

inspect the area before and after installation. The License Holder will assume all costs associated with installation of any required designated electrical outlets. Any electrical items, including small appliances, purchased by the License Holder must be CSA/ESA approved prior to being plugged in. When the License Holder requires additional appliances, beyond what may be available at the facility, it is the responsibility of the License Holder to purchase, maintain and repair its own CSA approved appliances. The City reserves the right to assess a surcharge to the License Fee in respect of the increased electricity charges during the months in which air conditioning is in use.

(k) The License Holder, its officers, employees and agents, agree not to bring any chemicals, combustible materials or hazardous materials to the Licensed Premises or the Building without seeking prior written permission from the City's Health and Safety Officer. In addition, the License Holder will not store or keep any chemicals, combustible substances or hazardous materials at the Licensed Premises.

(l) The License Holder agrees not to bring, store or use chlorine bleach as a cleaner, a disinfectant or for any other purposes, on the Licensed Premises or the Building. The License Holder will contact the Facilities Manager for suggested suitable alternative cleaning and/or disinfecting products. The License Holder, its officers, employees and agents, agree to store all dried goods and unrefrigerated food items in tightly sealed plastic containers.

(m) The License Holder will be responsible for cleaning the Licensed Premises. The License Holder is responsible for their own caretaking supplies including, but not limited to, paper towels, garbage bags and cleaning agents, and it will ensure that the Licensed Premises is cleaned to the City's standards. The City reserves the right to enter and inspect the space at any time to ensure that cleaning is to the City's standards, provided it will make a concerted effort to co-ordinate a time that will minimize any disruption to the License Holder's daily operations.

(n) Where the License Holder requests contracted services provided by a third party, such as pest control, that are in addition to the City's regular level of scheduled services included in the License Fees, the cost of such additional services will be the responsibility of the License Holder. If, due to the License Holder's use or neglect, the Licensed Premises are deemed to be in need of additional services provided by a third party, such as pest control, the cost of such additional services will be the responsibility of the License Holder.

5. PLUMBING FLUSHING AND WATER SAMPLING AND TESTING FOR LEAD

The License Holder agrees to be responsible for complying with provisions of the *Safe Drinking Water Act*, 2002, and its Regulations with respect to the flushing of the plumbing, sampling and testing for lead, and maintaining and recording information for inspection.

6. FIRE SAFETY AND EMERGENCY DRILLS

(a) The License Holder is responsible for submitting an initial fire safety plan to the City's Fire Prevention Officer prior to the September 30th preceding the start date of the Agreement and

annually thereafter. Upon request, a signed and stamped copy will be given by License Holder to the City.

(b) Updates to the fire safety plan must be completed on an annual basis (if required) and submitted to the City's Fire Prevention Office and then forwarded to the Manager of Facilities.

(c) Fire prevention maintenance (i.e. fire extinguisher checks, fire alarm checks) will be performed by City. The License Holder must allow City staff to access the licensed area at mutually agreed upon times, permission for which will not be unreasonably withheld, in order for CITY OF PORT COLBORNE staff to conduct all fire prevention maintenance checks.

(d) Fire drills as required for daycares under the Fire Code are the responsibility of the License Holder.

(e) The License Holder is expected to participate in lockdown or emergency drills. The License Holder is also expected to follow YMCA procedures in the event of emergency response or lockdown events occurring at the site.

7. <u>MAINTENANCE / REPAIRS / RENOVATIONS</u>

(a) The City will provide maintenance to the Licensed Premises to the normal standards of the City and, at the City's discretion, make repairs as necessary. This includes, but is not limited to, hard fixtures such as roof, HVAC, electrical, plumbing, doors and windows.

(b) The License Holder will maintain and repair its own furnishings and equipment and damage caused by the License Holder beyond normal wear and tear.

(c) The License Holder will obtain the written consent of the City before installing any exterior signs on the Building or the Licensed Premises. Requests for exterior signs will be made by the License Holder in writing to the City's Facility Services Department to the attention of the Manager of Facility Services.

(d) Prior to making renovations or any structural changes to the Licensed Premises, the License Holder must seek the prior written approval of the Facility Services Department of the City by giving notice to the attention of the Manager of Facility Services. The License Holder will be responsible for all costs of any approved changes.

(e) If the License Holder elects to retain a contractor to perform any maintenance or work of any kind on the City's property, including donated labour, the contracted individual or other legal entity must submit a current certificate in good standing with no arrears under the *Workplace Safety and Insurance Act* and certificate of liability insurance in the minimum amount of Five Million Dollars ($5,000,000.00), to the Facility Services Department of the City by giving notice to the attention of the Manager of Facility Services. It is recommended that the City's certified contractors be retained for work as certificates of insurance are on file with the City and may be more readily available.

(f) Any work completed or contracted for completion in the City's facilities or surrounding property must be in compliance with the construction standards that are most current at the time of initiating and

completing the work, and if applicable, must meet the requirements of the Ontario Building Code and all local by-laws, including building permits. The cost of all permits, licenses and any related fees associated with renovations or structural changes requested and initiated by the License Holder will be the responsibility of the License Holder.

(g) It is understood by the parties that from time to time that, upon mutual agreement, items may be purchased or provided to the License Holder by the City through specialized and/or limited funding initiatives. In these cases, the repair, maintenance and/or replacement of any provided items will be the responsibility of the License Holder.

(h) It is understood by the parties that the City conducts regular maintenance, repair, renovation and cleaning of its facilities. At times, due to the nature of the work being completed in a facility, it is necessary for the City, at its sole discretion, to temporarily limit or remove access to a License Holder's space or the entire facility, if it is reasonably determined that such access would pose a risk to the License Holder or facility occupants and visitors. In the event that access to the Licensed Premises or Building must be temporarily removed, the City will make reasonable efforts to provide a minimum of thirty (30) calendar days written notice to the License Holder, and it will make reasonable efforts to accommodate the License Holder in another area of the Building or at another premises owned by the City where space is available.

8. LIABILITY INSURANCE

(a) The License Holder shall at all times throughout the term of this Agreement provide a minimum of Five Million dollars ($5,000,000.00) coverage liability insurance for claims that might arise out of their use of the Licensed Premises.

(b) The "Corporation of the City of Port Colborne" shall be named as "Additional Named Insured" under the License Holder's liability insurance. Proof of this insurance (specifying the amount and indemnification provisions) shall be provided by the License Holder to the City, upon execution of this Agreement in the form of a copy of the certificate of insurance.

(c) The License Holder shall indemnify and hold harmless the City, its officers, employees and agents from all claims, demands, expenses, actions, costs, expenses, courses of action, and for any and all liability for damages to property and injury to persons (including death) howsoever caused, arising out of or in any way related to the License Holder's use of the Licensed Premises.

9. DAMAGE / DEFECTS

(a) The License Holder shall give the City prompt written notice of any damage or other defect in the water pipes, heating apparatus, etc. In the event of any negligence on the part of the License Holder, the repair costs shall be borne by the License Holder. Written notice shall be to the Facility Services Department of the City, to the attention of the Manager of Facility Services.

(b) The License Holder may remove its own fixtures if such removal may be, and is, done without damage to the said Licensed Premises.

(c) The License Holder will return the Licensed Premises to its original condition upon expiration of the Agreement, subject to reasonable wear and tear.

10. TERMINATION AND NOTICE

(a) The City may terminate this Agreement, at its sole discretion, for non-compliance with the terms of this Agreement, including non-payment of License Fees (clause 1 of this Agreement) or a breach by the License Holder of any other covenant herein. Provided, however, the City will first give written notice to the License Holder of any default, including the particulars thereof (a "**Default Notice**"). The License Holder will have fifteen days from receipt of the Default Notice to cure the default described in the Default Notice, failing which the License Holder may, at its sole discretion, terminate this License Agreement.

(b) Notwithstanding Section 10(a) above, the City may terminate this Agreement, at its sole discretion, if the License Holder assigns this Agreement without the prior written approval of the City.

(c) In the event either party wishes to provide notice to the other party, including without limiting the generality of the foregoing, delivering a Default Notice, delivering notice to terminate this Agreement, or to initiate discussions regarding an extension to the Term, then written notice must be given by sending it by prepaid registered mail to the City and the License Holder, as the case may be, and if mailed by registered mail at any time other than during a general discontinuance of postal service due to strike, lockout or otherwise, shall be deemed to have been received five (5) business days after the postmarked date thereof. Notice of change of address shall also be governed by this section. Notices shall be addressed as follows:

a. If to the City:

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

Attn: Greg Zwiep
Manager of Recreation and Tourism
Telephone: 905-228-8044

b. If to the License Holder:

YMCA of Niagara
3-300 Bunting Road
St. Catharines, ON L2M 6B3
Attention: Sarah Maragoudakis
General Manager, Children's Services
Telephone: (905) 646-9622 ext. 465

11. CONTACTS

The parties will at all times keep one another informed of any change of mailing address or contact names and numbers.

12. CLOSURE OF FACILITIES

Severe Weather Related

(a) The City has the authority to close its buildings and the facilities that are contained within due to severe weather conditions. If the closure is deemed necessary by the City, notifications will be posted on the City website and also through the City's social media pages.

(b) Any alternative arrangements for the License Holder's operations in the facility to remain open during severe weather conditions must be discussed and agreed upon in advance between the License Holder and the City's Manager of Recreation and Tourism.

13. MISCELLANEOUS

(a) The License Holder acknowledges that nothing in this Agreement shall be construed so as to give the Licensed Holder any interest in the City's property or in the lands owned by the City or any of them upon which the Property is located. The Licensee shall not cause this Agreement or any notice of it to be registered against title to the lands upon which the Licensed Premises are located.

(b) If any part of this Agreement shall be challenged and found to be unenforceable, such part shall be severed from the Agreement and the remaining provisions of the Agreement shall be read as though such part had not been included.

(c) This Agreement shall be binding upon, extend to and enure to the benefit of the License Holder and the City and to each of their successors and permitted assignees.

[**next page is signature page**]

THE CORPORATION OF THE CITY OF PORT COLBORNE
Per:

Bryan Boles
Chief Administrative Office
City of Port Colborne
I have authority to bind the City.

Date

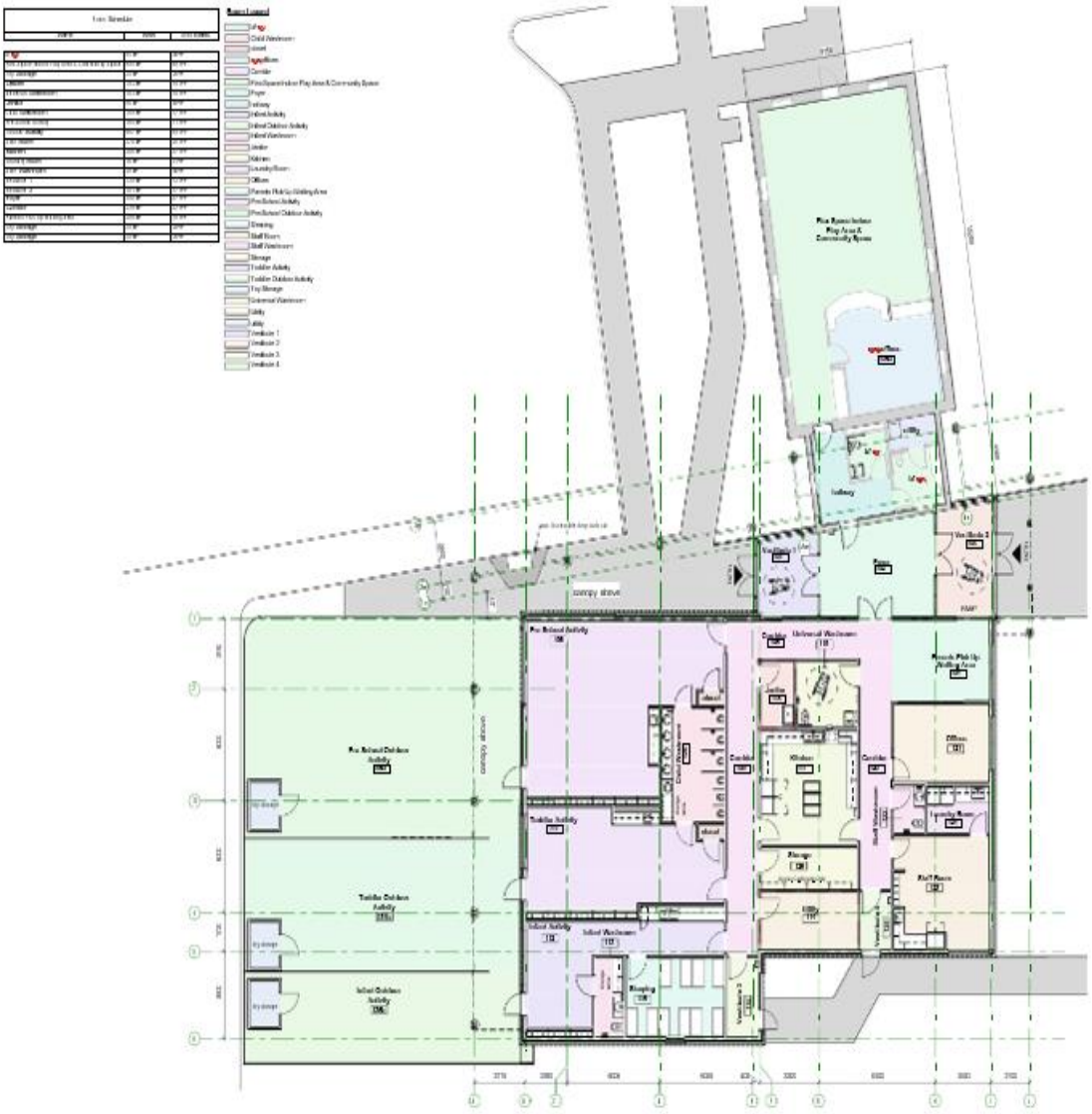
YMCA OF NIAGARA
Per:

CHRISTIAN WULFF
Chief Executive Officer
YMCA of Niagara
I have authority to bind
the corporation.

Date

Appendix A

[Licensed Premises Drawings]



FIRE SAFETY PLAN LEGEND

	1 HOUR FIRE RESISTANCE RATING
	PATH / DIRECTION OF TRAVEL
	EXIT
#	# OF OCCUPANTS
#	# OF OCCUPANTS EXITING THROUGH DOORS
	(F/E) FIRE EXTINGUISHER CABINET (SEE DETAIL)
	Fire Extinguisher (see mech)
	Exit Sign

Path of Travel Schedule

Mark	Level	Length
	Ground Floor Level	8245
	Ground Floor Level	11504
	Ground Floor Level	25353
	Ground Floor Level	17435
	Ground Floor Level	12798
	Ground Floor Level	15397
	Ground Floor Level	14203
	Ground Floor Level	13907
	Ground Floor Level	18419
	Ground Floor Level	15444

Life Safety Keynote Legend

Description	Tag #
FIRE EXTINGUISHER	LS1

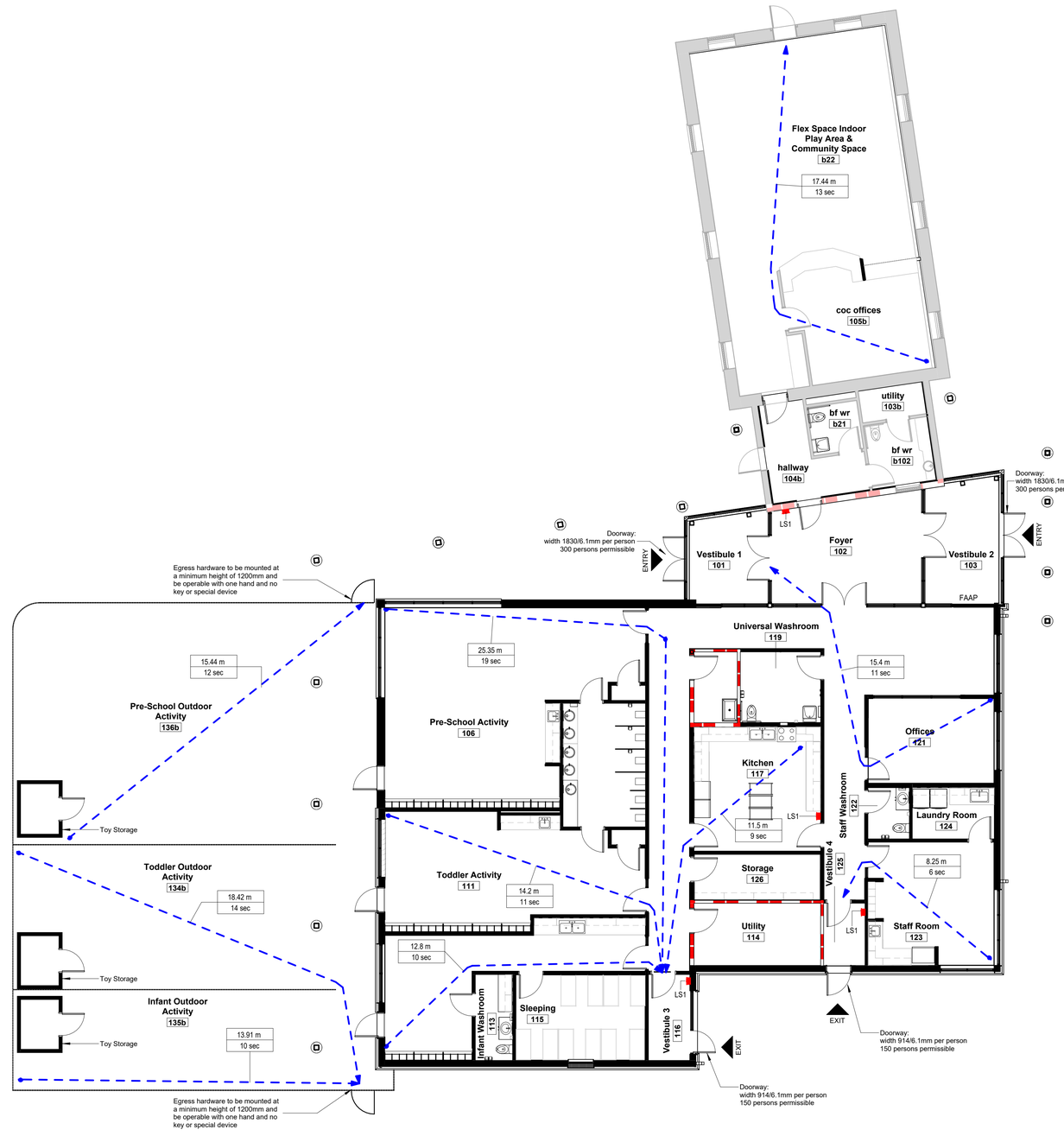
Occupant Load

Building Occupant Load = 60

O.B.C 3.1.17.1(1) Classroom

Childcare Spaces by Age Group
Infant = 10
Toddler = 15
Preschool = 24
Total = 49

Staffing Requirements by Age Group
CCEYA 2014 Reg. 117/25
Infant = 3:10 = 3
Toddler = 1:5 = 3
Preschool = 1:8 = 3
Total = 9



First Floor Level (FRR)

scale: 1 : 100

2	Feb 6, 2026	Issued for Permit
3	March 13, 2026	Issued for Tender
6	May 1st, 2026	IFC #2 - Core and Shell

ONTARIO ASSOCIATION OF ARCHITECTS
EMILIO RAIMONDO
LICENCE
8712

RAIMONDO + ASSOCIATES ARCHITECTS INC.

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Niagara Falls, ON, L2E 2L9
T | 905-357-4441
F | 905-357-9203
W | www.raimondoarchitects.com
E | mail@raimondoarchitects.com

CLIENT NAME

City of Port Colborne

PROJECT NAME

Proposed Daycare Addition

PROJECT ADDRESS

76 Main Street West, Port Colborne

SHEET NAME

Occupant Loads, Exits + FRR Plans

DAYCARE NAME:

YMCA Child Care Port Colborne

DRAWN BY:	RN
DATE:	2026-05-01 4:49:46 PM
SCALE:	1 : 100
PROJECT NO.:	25-056
CHECKED:	

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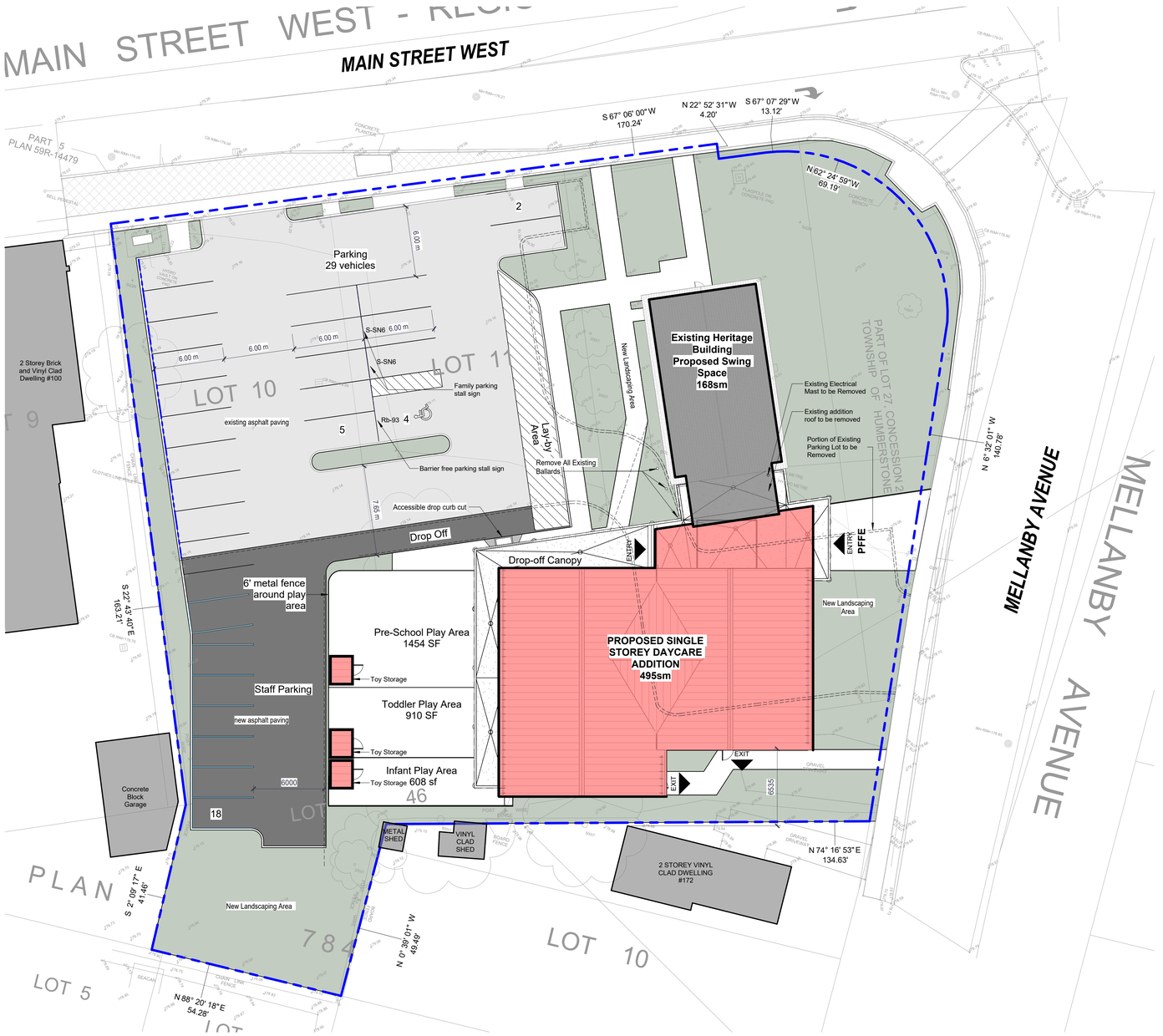
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General Notes

1. Benchmark - Elevations hereon are geodetic and where derived from the Topnet RKT network, NAD38 CSRS, Version 3, EPOC 2010



Site Plan
scale: 1 : 200

Name of Practice:	
Raimondo + Associates Architects Inc.	
4687 Queen Street, Niagara Falls ON	
Name of Project:	
City of Port Colborne Daycare	
Project Location:	
76 Main Street Port Colborne Ontario	

ONTARIO ASSOCIATION OF ARCHITECTS — EMILIO RAIMONDO LICENCE 4712

Item	Ontario Building Code Data Matrix - *Part 3*					Reference
3.00	Building Code Version:	O. Reg. 163/24	Last Amendment: O. Reg. 5/25			
3.01	Project Type:	■New Construction	☐Addition	☐Renovation		1.3.3.2 [A]
		☐Change of Use	■Addition & Renovation			
		Description:				
3.02	Major Occupancy(s) Classification:	Group A2	Assembly Occupancy			3.1.2.1.(1)
3.03	Superimposed Major Occupancies:	■No	☐Yes			3.2.2.7.
		Description:				
3.04	Building Area (m²):	Description:		Existing:	New:	Total: 1.4.1.2 [A]
				168 M²	495 M²	663 M²
			Total:	168 M²	495 M²	663 M²
3.05	Gross Area (m²):	Description:		Existing:	New:	Total: 1.4.1.2 [A]
				168 M²	495 M²	663 M²
			Total:	168 M²	495 M²	663 M²
3.06	Mezzanine Area (m²):	Description:		Existing:	New:	Total: 3.2.1.1
		N/A				
			Total:			
3.07	Building Height:	Storeys Above Grade: 1		Meters Above Grade: 6.9 M		1.4.1.2 [A] & 3.2.1.1
		Storeys Below Grade: 0				
3.08	High Building:	■No	☐Yes			3.2.6.
3.09	Number of Streets / Fire Fighter Access:	2 Street(s)				3.2.2.10 & 3.2.5
3.10	Building Classification:	3.2.2.28 . Group A, Division 2, up to 1 Storeys				3.2.2.20.- 93
3.11	Sprinkler System:	☐Required	■Not Required			3.2.1.5. & 3.2.1.5. & 3.2.2.18., .21, .22 .29., 3.2.4.1., 3.2.4.9., 3.2.4.15., & 3.2.5.12. to .14.
		Provided:	☐Entire Building	☐Select Compartments		
			☐Select Floor Areas	☐Basement Only		
			☐In Lieu of Roof Rating	☐None		
		Description:				
3.12	Standpipe System:	☐Required	■Not Required			3.2.5.8 - 11
3.13	Fire Alarm System:	■Required	☐Not Required			3.2.4
		Type Provided:	■Single Stage	☐Two Stage	☐None	
3.14	Water Service / Supply is Adequate:	☐No				3.2.5.7
		■Yes				
3.15	Construction Type:	Restriction:				3.2.2.20. - 93 & 3.1.6.
		■Combustible Permitted	☐Non-Combustible Required			
			☐Encapsulated Mass Timber			
		Actual:				
		☐Combustible	☐Non-Combustible			
		■Combination of Combustible and Non-combustible				
		☐Encapsulated Mass Timber				
		☐Combination of Encapsulated Mass Timber and Non-combustible				3.1.4.6., .7., 3.2.2.16.
		Heavy Timber Construction:	■No	☐Yes		
3.16	Importance Category:	☐Low	☐Low Human Occupancy	☐Post-disaster Shelter		4.1.2.1.(3) & T4.1.2.1.
		☐Normal				
		■High	☐Minor Storage Building	☐Explosive or Haz. Subst.		
		☐Post-disaster				
3.17	Seismic Category:	Seismic Category: Soils				4.1.8.4.(1) T-4.1.8.5.-B
		Site Class:				
		Seismic design for Table 4.1.8.18. items 6 to 22:				
		☐Required	☐Not Required	Reason:		
3.18	Occupant Load:	☐m²/person	■Design of Building			3.1.17. & 3.1.17.1.(2)
		Floor Level	Area M²	Occupancy	Based On	Occupant Load
		Ground Floor				60
3.19	Barrier-Free Design:	☐No	Explanation:			3.8 3.8.1.2
		■Yes				
	Number of Entrances:	3	Explanation:			
3.20	Hazardous Substances:	■No	Explanation:			3.3.1.2
		☐Yes				
3.21	Required Fire Resistance Rating (FRR):	Horizontal Assemblies	Rating (FRR)	Supporting Assembly (H)	Noncombustible in lieu of rating?	3.2.2.20 - .93, 3.2.1.2, 3.2.1.4, 3.2.2.15, 3.3.2.1
		Storeys Below Grade	NA		☐No ☐Yes ■N/A	
		Floors Over Basement	NA		☐No ☐Yes ■N/A	
		Floors	NA		☐No ☐Yes ■N/A	
		Mezzanine	NA		☐No ☐Yes ■N/A	
		Roof			☐No ☐Yes ■N/A	
3.22a	Spatial Separation:	Exp. Build. Face	EBF Area (m²)	L.D. (m)	L/H or H/L	Req. FRR (H)	% Unprotected Openings Permitted	% Unprotected Openings Provided	3.2.3
		North							
		West							
		South							
		East							
3.22b		Exp. Build. Face	Construction Type					Cladding Type	
		North						☐Non-combustible	
		West						☐Non-combustible	
		South						☐Non-combustible	
		East						☐Non-combustible	
3.23a	Plumbing Fixture Requirements:	*Ratio: Male:Female = 50:50 Except as noted otherwise*							3.7.4., 3.8.2.3
		Floor Lvl./Area	Occ. Load	OBC Ref.	W/C Req.	W/C Provided			
		Ground Floor	60						
3.23b		Floor Lvl./Area	B/F W/C Req.	B/F W/C Prov.	Univ W/R Req.	Univ W/R Prov.			Tables 3.8.2.3.A and 3.8.2.3.B
		Ground Floor							
3.24	Energy Efficiency:	Compliance Path:							12.2.1.2
		Climate Zone:							
		Degree Days Below 18 C:							SB-1 Table 2
3.25	Sound Transmission Design:	Is there more than 1 dwelling unit per building?	☐No	☐Yes					SB-3, 5.8.1.2.(2), 5.8.1.4., & 5.8.1.5
		Option Implemented:							
		Notes:							
	Notes	--							

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N

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CLIENT NAME
City of Port Colborne

PROJECT NAME
Proposed Daycare Addition

PROJECT ADDRESS
76 Main Street West, Port Colborne

SHEET NAME
Site Plan

DAYCARE NAME:
YMCA Child Care Port Colborne

DRAWN BY:	RN
DATE:	2026-05-01 4:49:48 PM
SCALE:	1 : 200
PROJECT NO.:	25-056
CHECKED:	

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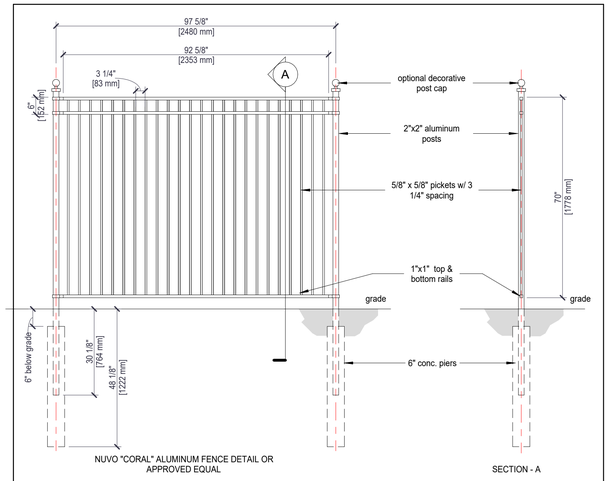
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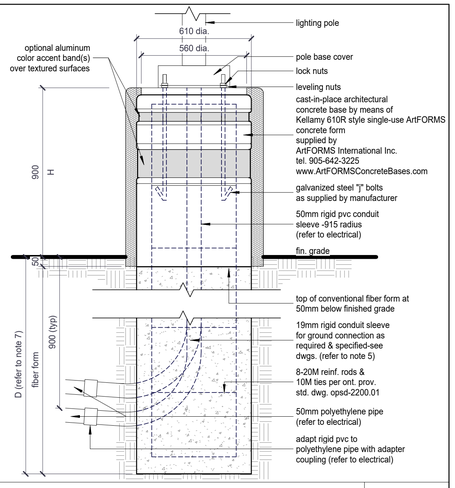


TYPICAL IRON FENCE DETAILS — **S-F2**

pole length (m)	base burial depth D (m)	reinf. rod length (m)
3.0	1.50	H + 1.35
5.6	2.15	H + 2.00
7.0	2.15	H + 2.00
7.5	2.15	H + 2.00
8.7	2.45	H + 2.30
9.0	2.45	H + 2.30
10.5	2.60	H + 2.45
12.0	2.75	H + 2.60
13.6	2.90	H + 2.75
15.1	3.05	H + 2.90

1. all dimensions are in millimeters or meters
2. top of foundational shall be troweled smooth & level.
3. class of concrete shall be 25mPa concrete shall be vibrated.
4. minimum of two sleeves required for each conc. foundation unless otherwise shown.
5. provide a 19mm dia. 3000mm steel copper coated ground rod adjacent to poles as specified on plan and connect to metal pole with bare copper conductor.
6. contractor to verify opening size in pole base plate prior to setting conduit sleeves.
7. subject to soil conditions, refer to soil report.
8. form release agent has been factory-applied to inside surface of "ArtFORM".

refer to structural dwgs. for light pole base on structural slab info, typ.



TYPICAL LIGHT BASE DETAIL

3	March 13, 2026 — Issued for Tender
6	May 1st, 2026 — IFC #2 - Core and Shell

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76 Main Street West, Port Colborne

SHEET NAME
Site Plan Details

DAYCARE NAME:
YMCA Child Care Port Colborne

DRAWN BY:	RN
DATE:	2026-05-01 4:49:49 PM
SCALE:	As indicated
PROJECT NO.:	25-056
CHECKED:	

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Room Schedule		
Name	Area	Area Metric
bf wr	44 ft²	4 m²
Flex Space Indoor Play Area & Community Space	954 ft²	89 m²
Toy Storage	35 ft²	3 m²
Offices	193 ft²	18 m²
Universal Washroom	103 ft²	10 m²
Janitor	56 ft²	5 m²
Child Washroom	185 ft²	17 m²
Pre-School Activity	764 ft²	71 m²
Toddler Activity	487 ft²	45 m²
Staff Room	278 ft²	26 m²
Kitchen	286 ft²	27 m²
Laundry Room	76 ft²	7 m²
Staff Washroom	38 ft²	4 m²
Vestibule 1	139 ft²	13 m²
Vestibule 2	181 ft²	17 m²
Foyer	290 ft²	27 m²
Corridor	239 ft²	22 m²
Parents Pick Up Waiting Area	206 ft²	19 m²
Toy Storage	35 ft²	3 m²
Toy Storage	35 ft²	3 m²

Room Legend

- bf wr
- Child Washroom
- closet
- coc offices
- Corridor
- Flex Space Indoor Play Area & Community Space
- Foyer
- hallway
- Infant Activity
- Infant Outdoor Activity
- Infant Washroom
- Janitor
- Kitchen
- Laundry Room
- Offices
- Parents Pick Up Waiting Area
- Pre-School Activity
- Pre-School Outdoor Activity
- Sleeping
- Staff Room
- Staff Washroom
- Storage
- Toddler Activity
- Toddler Outdoor Activity
- Toy Storage
- Universal Washroom
- Utility
- utility
- Vestibule 1
- Vestibule 2
- Vestibule 3
- Vestibule 4



Ground Floor Plan

scale: 1 : 100

1	Sept 9, 2025	Issued For Client Review
2	Feb 6, 2026	Issued for Permit
3	March 13, 2026	Issued for Tender
6	May 1st, 2026	IFC #2 - Core and Shell

N

ONTARIO ASSOCIATION OF ARCHITECTS
EMILIO RAIMONDO
LICENCE
4712

RAIMONDO + ASSOCIATES ARCHITECTS INC.

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E | mail@raimondoarchitects.com

CLIENT NAME

City of Port Colborne

PROJECT NAME

Proposed Daycare Addition

PROJECT ADDRESS

76 Main Street West, Port Colborne

SHEET NAME

Overall Floor Plan

DAYCARE NAME:

YMCA Child Care Port Colborne

DRAWN BY:	RN
DATE:	2026-05-01 4:49:50 PM
SCALE:	1 : 100
PROJECT NO.:	25-056
CHECKED:	

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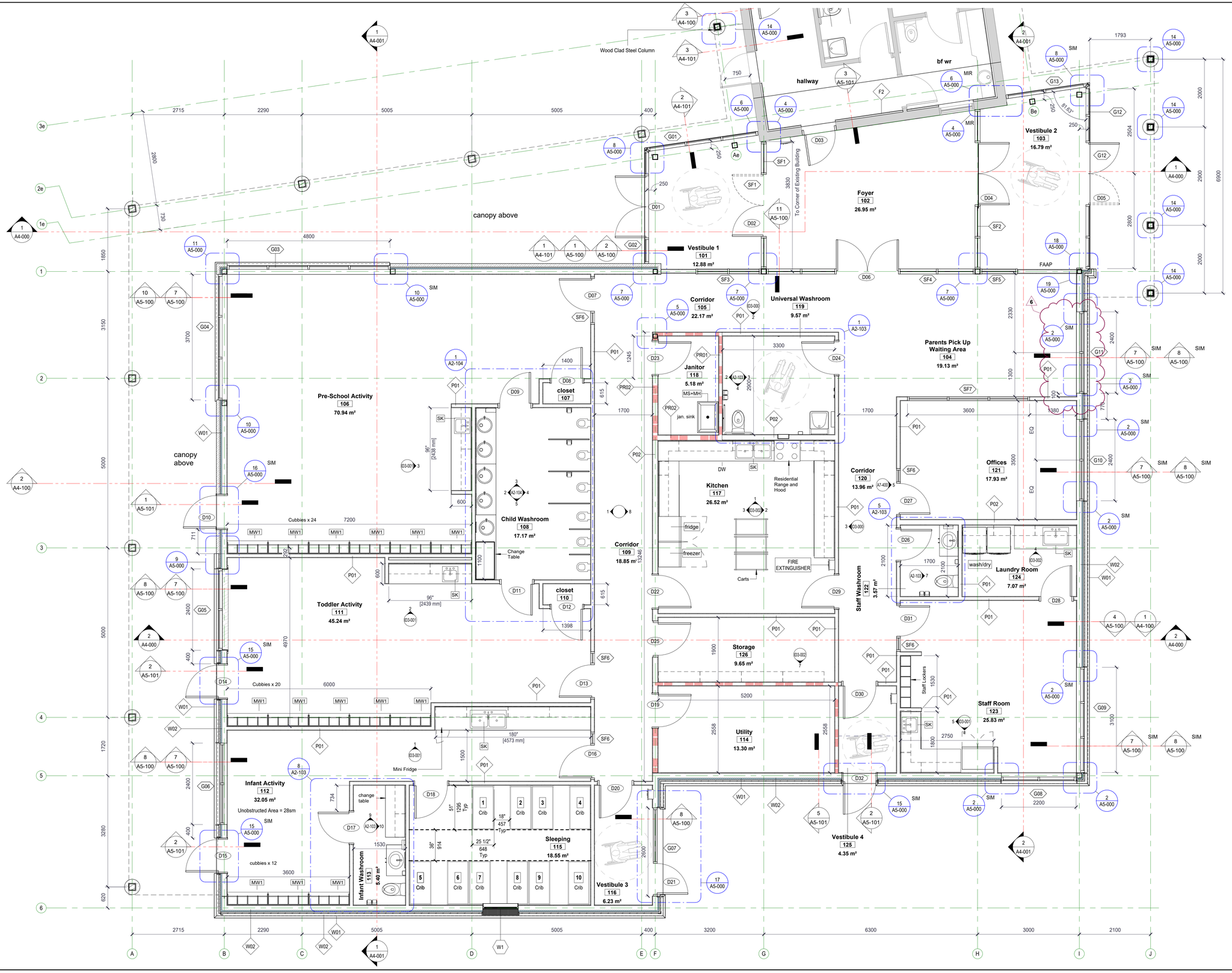
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SHEET #

A2-100

REV. #

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Wood Clad Steel Column
canopy above
canopy above
Pre-School Activity
106
70.94 m²
closet
107
Child Washroom
108
17.17 m²
Corridor
109
18.85 m²
Toddler Activity
111
45.24 m²
closet
110
Infant Activity
112
32.05 m²
Unobstructed Area = 28sm
cubbies x 12
Infant Washroom
113
5.40 m²
Cubbies x 24
Cubbies x 20
Change Table
Mini Fridge
Vestibule 1
101
12.88 m²
Foyer
102
26.95 m²
Vestibule 2
103
16.79 m²
hallway
bf wr
Corridor
105
22.17 m²
Janitor
118
5.18 m²
jan. sink
Universal Washroom
119
9.57 m²
Kitchen
117
26.52 m²
DW
Residential Range and Hood
fridge
freezer
FIRE EXTINGUISHER
Carts
Corridor
120
13.96 m²
Parents Pick Up Waiting Area
104
19.13 m²
Offices
121
17.93 m²
Laundry Room
124
7.07 m²
wash/dry
Staff Washroom
122
3.57 m²
Storage
126
9.65 m²
Utility
114
13.30 m²
Staff Room
123
25.83 m²
Staff Lockers
Vestibule 4
125
4.35 m²
Sleeping
115
18.55 m²
Vestibule 3
116
6.23 m²
To Corner of Existing Building
FAAP
MIR
SIM
EQ
Crib
Typ
96" [2438 mm]
180" [4573 mm]
36" 914
25 1/2" 648 Typ
51" 1295 Typ
18" 457 Typ
2715
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PORT COLBORNE

Subject: **Niagara Transit Expansion and Service Updates**

To: **Council**

From: **Planning and Development**

Report Number: 2026-87

Meeting Date: June 23, 2026

Recommendation:

That Planning and Development Department Report 2026-87 be received; and

That Council approve the motion, attached hereto as Appendix B; and

That Council recognize transportation as a key social determinant of health and support the advancement of transportation initiatives that improve access to healthcare services as a priority action under the Community Health & Wellness Action Plan, including transit connections to major healthcare institutions within Niagara Region; and

That City staff be directed to continue exploring additional transportation partnerships and service models in addition to Niagara Transit OnDemand that may reduce barriers to healthcare access for Port Colborne residents and report back to Council as opportunities are identified; and

That City staff be directed to explore options for transit service and community connections during the expected Welland Canal bridge closures by the St. Lawrence Seaway Management Corporation during the winter 2026-2027 season and report back to Council, including with Niagara Transit; and

That the City Clerk be directed to forward the approved motion attached hereto as Appendix B, as well as Planning and Development Department Report 2026-87to the Niagara Transit Commission and City of Welland.

Purpose:

This report provides updates on transit service in Port Colborne including opportunities for future service expansion through the 10-year Niagara Transit Master Plan. Receipt of this report and passing of a motion attached as Appendix B will formally initiate a

service expansion request through a process required by the Niagara Transit Commission.

The report also provides an update on other options City staff are exploring to address gaps in the current transit system to improve access to healthcare services through the Community Health and Wellness Action Plan and ensure transportation options are available during the Seaway's expected bridge maintenance works in winter 2026-2027.

Background:

Between 2008 and 2021, Port Colborne was served by a community bus service operated under contract with Welland Transit. This service operated on a fixed route as a community-style service with connections to Welland's transit system and inter-municipal routes throughout the Niagara Region. This system was designed for basic local mobility, connecting residents to shopping, appointments and seniors travel within the community.

Between 2015 and 2017 municipal leaders began discussions about consolidating the transit systems and in 2020 the Niagara Transit Governance study recommended Niagara move to a single regional transit model, instead of multiple separate transit systems. Steps were taken throughout 2021 to amalgamate transit through a triple majority process and transfer responsibility for transit to Niagara Region. City Council considered and endorsed the amalgamation of transit services throughout 2021 as reported in Corporate Services Department Report 2021-39 a presentation from Niagara Region (February 2021), CAO report 2021-206 (August 2021), and CAO Report 2021-317 (December 2021).

In 2022 the Niagara Region Transit Commission was established as a municipal service board. In January 2023 Niagara Region Transit assumed responsibility for transit routes and service across Niagara under one unified transit system. With this change, the local Port Colborne bus was discontinued and replaced with the Niagara Transit OnDemand service and a unified fare structure. Under the amalgamated transit system, Niagara Transit connects all 12 municipalities in the region with conventional (bus) transit, microtransit, and specialized transit services. Focused on inter-municipal service, Port Colborne residents are connected to transit through a hub and spoke model to the broader region. Funding for transit shifted from a contribution for locally subscribed services to a special transit levy, set through Niagara Region.

In February 2026 the Niagara Transit Commission board approved a new procedure to request enhanced transit service starting with a motion passed from the local municipal council (see Appendix A).

Discussion:

Public transit is a vital service connecting residents, communities, businesses and local services. Since amalgamation of transit, Port Colborne has been served by one conventional bus route Route 25, which runs hourly from City Hall and serves as the community's "hub". The bus runs to Welland and back, Monday to Saturday. There is no service on Sundays or holidays. There are currently no stops or pick ups on the East side of the City.

Port Colborne is also served by on-demand microtransit which is a shared ride service that provides curb-to-curb trips in designated services zones to connect to fixed bus routes. Microtransit trips are requested through the Niagara Transit App and may be booked up to 7 days in advance. In most cases, microtransit connects riders to the nearest conventional bus stop or transit hub, making the trip multi-modal or "commingled". For example, a common route for Port Colborne residents is to the Welland Terminal or Welland hospital site. For most this requires booking a microtransit ride to get to Port Colborne City Hall (the hub) to a board a conventional bus to get to the Welland Terminal – and beyond.

Niagara Transit also runs Specialized Transit which is an application-based shared-ride service for people with cognitive of physical disabilities that prevent them from being able to use conventional transit services. These door-to-door trips are booked on a first-come, first-served basis up to 14 days in advance.

Transit Ridership:

According to Niagara Transit ridership data for Port Colborne ridership for the past 3 years, since amalgamation:

	2025	2024	2023
Route 25 (fixed inter-municipal route)	41,072	28,189	29,413
Microtransit (OnDemand)	14,638	18,408	19,583

Challenges and common criticisms about current transit services:

As a rural community, there have always been challenges with operating a conventional transit system, however some common criticisms heard from Port Colborne residents is that the amalgamated system is not responsive to local needs:

- Limited service frequency and coverage – the main Route 25 between Port Colborne and Welland only runs once per hour, leaving long wait times and time-consuming trips.

- Limited fixed route coverage - gaps in local routes leads to reliance on microtransit, meaning service is less predictable or convenient and there are often delays. There are currently no bus stops on the East side of the City.
- Limited service hours – including for microtransit, making it difficult for residents who have evening, weekend, or shift work less likely to be able to use transit.
- Accessibility – the reliance on transfers and multi-modal trips (i.e. microtransit van to transfer at a hub to conventional bus) and online-only booking system makes it less accessible and more complicated for individuals with accessibility challenges to use transit and access their destinations.
- App or online-only booking – for OnDemand rides is not accessible for individuals who do not have access to the internet or smartphones to book rides. There are often times when the City's Customer Service staff provide assistance to transit-users by booking services for them through the online system, which does not make the system user friendly or universally accessible.
- Reliability concerns – about delays, missed pickups and equity concerns about the necessity to book microtransit rides using an app.

While Niagara Transit staff have engaged with City staff and Council representatives about challenges with the system, transportation remains an obstacle for Port Colborne residents to get to jobs, healthcare services and generally travel throughout the City and region without access to a personal vehicle.

Niagara Region Transit Service Expansion

Niagara Transit is developing a 10-year Master Plan **(Appendix C)** which was presented to Economic Development staff for input in spring 2026. After reviewing the Master Plan, City staff identified that although increased service is planned to connect to Port Colborne, there are still gaps to fill the community's needs in four key areas:

1) Highway 140 employment area service
2) East side to west side and west side to east side transit service
3) Access to healthcare and social determinants of health
4) Temporary services during prolonged Seaway bridge closures

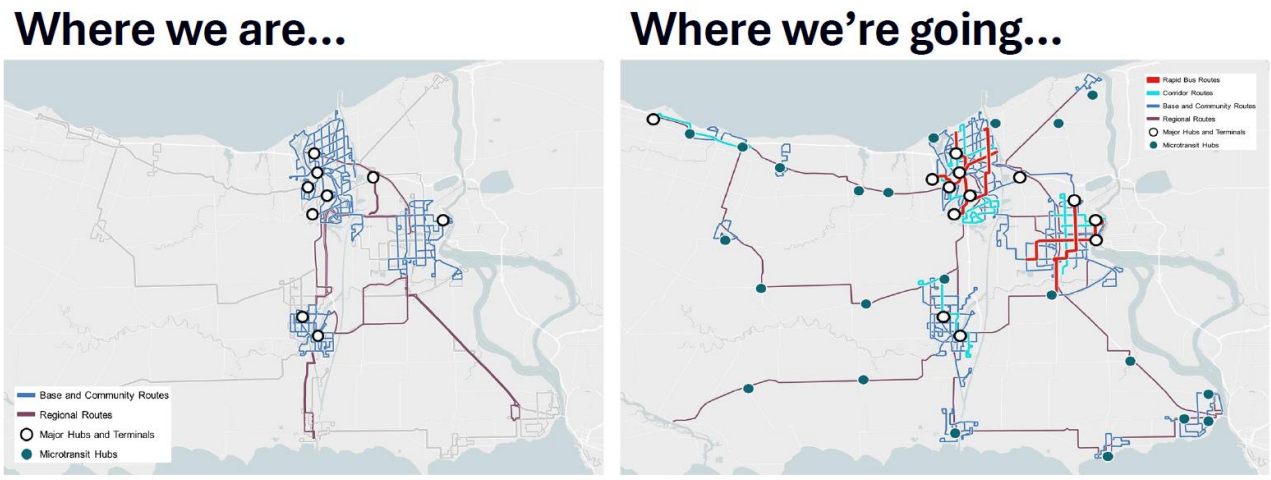


Figure 1 Niagara Region Transit Master Plan vision

As outlined in **Appendix A,** Niagara Transit has created a formal procedure for local area municipalities to request enhanced services which starts with a motion from Council:

1. Request for information via a formal Council motion (Niagara Transit provided a draft motion for Council's consideration which has been amended by City staff, as seen in **Appendix B**)
2. Niagara Transit prepares formal options for consideration
3. Niagara Transit presents options to Council
4. Municipality provides an enhancement request motion
5. Inclusion in budget

Niagara Transit worked with City staff to draft a motion to initiate step 1 in this new process. City staff are recommending Council endorse the motion as amended by City staff and the recommendations of this report to fully reflect the City's needs and challenges which are discussed in the next section of this report.

1) Highway 140 employment area service

After reviewing Niagara Transit's draft 10-year plan, there is a gap along the 140 Highway connecting the Main Street and the designated employment areas.The Highway 140 corridor is a designated employment area in both Port Colborne and Welland. This corridor contains key economic development signature sites, both current and future. With the addition of Asahi Kasei and the East Side Employment Lands being connected to water and wastewater service, this area of the City is expected to grow further as an employment corridor from Port Colborne all the way into Welland.

The City Economic Development staff convene a quarterly meeting with the largest employers in Port Colborne and public transit in general and transit along the 140 Highway has been identified as a need. Additionally enhancing access into the 140 Highway area acts as another factor in attracting new employers into the East side Employment area. The ease of the movement of labour is a critical factor in attracting investment and the success of these businesses. Additionally, transportation has been identified by Port Colborne's largest employers as a need to fulfill current jobs and create new opportunities. Welland Economic Development has also identified a need for additional services along the 140, as a direct tie in with the City of Port Colborne employment area, and as a result, the City of Welland is making a similar request of Niagara Transit, as is recommended with this report and motion. Any enhancements to transit services for this corridor and within the City will benefit both of the communities.

This is reflected in the draft motion provided by Niagara Transit in Appendix B, for Council to endorse, as per the new policy. The motion has been amended by City staff to align with the community's needs and is recommended for Council endorsement, as amended.

2) East side transit service

As the City is bisected by the Welland Canal, many essential services such as grocery, medical and pharmacy, education, recreation and employment opportunities in Port Colborne are located on the West side of the City, while a significant population lives on the East side. Currently the only dedicated transit pick up stop is at City Hall – there are no transit stops on the East side.

The City has requested an additional stop on the East side of the City / canal through several channels including through Niagara Transit staff, and through Council's representative on the Transit Commission. To date the response has varied from being not possible to keep timing of bus routes due to the unpredictable bridge lift schedule, to redirecting to OnDemand Transit to bring residents from the East side to the West side City Hall stop or elsewhere. Niagara Transit views an additional bus stop on the East side as an enhanced service for an additional cost, that can be considered through the new process to request enhanced service, per the new policy.

3) Access to Healthcare and Social Determinants of Health

In addition to the need for transit to support employment growth and economic development, transportation has emerged as one of the most significant barriers to healthcare access in Port Colborne. Through multiple phases of engagement over the past 18 months, residents have consistently identified transportation as one of the greatest challenges to accessing healthcare services. This theme emerged through community consultations, the work of the Healthcare Advisory Committee, the Port Colborne Healthcare Analysis Report by KPMG, and ultimately informed the

Transportation & Access to Care area of focus within the Community Health & Wellness Action Plan.

Transportation is a key social determinant of health and determines whether someone can access healthcare services in a timely, affordable, and reliable manner. Locally, transportation barriers are contributing to missed appointments, delayed treatment, and increased reliance on emergency and urgent care services.

Port Colborne faces unique circumstances that amplify these challenges. Approximately 28% of residents are over the age of 65, compared to the provincial average of 19%, and many residents already travel outside the community to access specialist care, diagnostic imaging, hospital services, and other healthcare appointments. Community health analysis identified that 84% of residents live in areas experiencing elevated social determinants of health risks, increasing the importance of accessible and affordable transportation options.

The issue is going to increase over time as Port Colborne's population grows and healthcare services continue to be centralized. Niagara Health's transition to a three-site hospital system will result in the closure of the Port Colborne Complex and Urgent Care Centre in 2028 and transition of services to Welland. Residents will increasingly come to rely on transit and transportation networks to access services at the Welland Hospital, the future South Niagara Hospital, and other regional healthcare facilities.

As noted above, trips on public transit frequently require multiple transfers between microtransit and conventional transit services before reaching local emergency departments. Limited service frequency, inconsistent service hours, and gaps in route coverage increase travel times and reduce accessibility, complicating transportation for individuals who are already experiencing challenges or a vulnerable time.

Community Health and Wellness Action

For these reasons, Transportation and Access to Care was identified as one of eight Areas of Focus within the City's Community Health & Wellness Action Plan. The Action Plan recognizes that transportation is essential to healthcare access and includes actions aimed at improving connections to healthcare services, reducing transportation barriers, supporting healthcare system navigation, and exploring innovative transportation solutions that improve access and equity.

The City has already begun exploring opportunities to improve healthcare-related transportation through other models and partnerships that may complement Niagara Transit's existing service and other community-based services. These may include community transportation providers, volunteer driver programs, non-emergency medical transportation services, rideshare partnerships, and other innovative approaches being implemented in rural communities facing similar challenges.

As healthcare services continue to evolve across Niagara Region, ensuring residents can reasonably access care when and where they need it will remain a critical priority for the City of Port Colborne.

While this motion formally requests Niagara Transit to provide route, service level and cost implications for consideration, City staff will also explore other models and service providers specifically focused on healthcare access to ensure Port Colborne residents can access healthcare services in a reasonable and accessible way.

4) Transportation options during Seaway bridge closures

Each year when the Welland Canal closes for the shipping season, the St. Lawrence Seaway Management Corporation (the Seaway) completes maintenance on the locks, bridges and infrastructure throughout the system. In winter 2025-2026, the maintenance program required the Clarence St. Bridge to be completely closed for two months between January to March, and then again during an unplanned closure in mid-April. For safety reasons, sidewalk access remained available so residents still had some connection from the East side of the City. However, for the expected winter 2026-2027 closure, the Seaway has informed the City that a full closure will be necessary. There will be no pedestrian access, making it even more difficult for residents on the East side to access grocery stores, healthcare and other services that are only located on the West side of the City.

City staff are working with the Seaway to understand construction schedules, impacts and ways to ensure residents still have transportation options during the closure. Staff will report back to Council on options such as a fixed route shuttle service within the City, enhanced on-demand transit or other options from partners such as Niagara Transit, based on feedback from residents and community partners.

Internal Consultations:

This report has been prepared by staff from Economic Development, Public Works, the Senior Health Advisor and CAO Office with consultation from the leadership team.

Financial Implications:

Since the amalgamation of transit, the budget has been pooled regionally and collected separately as a new regional transit levy which has increased each year. The budget is set by Niagara Transit and approved by Niagara Regional Council. A municipality’s contributions are calculated based on property tax base and transit service hours.

For 2026, the City of Port Colborne contributed $1,109,957 or $93.34 per household (based on the median residential property value of $203,084) to Niagara Transit. It is

important to note this amount would have been higher if not for transit usage declining in the City, since transit costs are partly allocated based on usage.

There are no financial implications with this report. If the motion is endorsed by Council, Niagara Transit will initiate research into the expanded service requests as per the Commission's new process and report back to City Council and Niagara Regional Council for consideration in future budgets.

Any actions taken to improve transportation options during the winter Seaway bridge closures will also subject to future council reports for approval.

Public Engagement:

Throughout 2025 the City helped to promote Niagara Transit's public information sessions and online survey for the ten-year Niagara Transit Master Plan.

Staff's recommendations in this report are informed by ongoing public engagement. Enhanced public transit in Port Colborne has consistently been identified as a need by Economic Development stakeholders and throughout the City's healthcare consultations, as noted above. Public transit and transportation challenges were also a common theme of feedback to City staff throughout the winter during the Seaway bridge closures.

Strategic Plan Alignment:

Expanded access to public transit is a key initiative within the City's strategic plan and is reflected in all four pillars:

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

Conclusion:

As a growing community, the City of Port Colborne is focused on providing an exceptional small town experience in a big way. Transit is an essential tool for economic development, is a vital service to connect residents with healthcare and social services and is important to create inclusive communities. Council's support of the staff recommendations will provide Niagara Transit with the direction needed to develop options, budget and timelines for improved service and empower City staff to work with

other potential service providers to improve transportation access and connections to the community.

Appendices:

a. March 2026 NRT correspondence regarding enhanced service request policy
b. Niagara Transit Request for Information Draft Motion – as amended by City staff
c. Niagara Transit 10 year Master Plan

Respectfully submitted,

Bram Cotton, Economic Development Officer
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Bram.Cotton@portcolborne.ca

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Julie.Rorison@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.

Niagara Transit
We're going your way.

March 2, 2026

Mayor and Council
City of Port Colborne
66 Charlotte St
Port Colborne ON
L3K 3C8

Dear Mayor Steele and Council,

I am pleased to share with you the new policy, adopted by the Niagara Transit Commission Board at our February 17th, 2026 meeting, outlining the procedure for requests for enhanced transit service by local area municipalities (LAMs). This policy was developed in response to the growing number of requests since the amalgamation of Niagara Transit in 2023. It will provide structure and clarity and ensure that local municipalities have a defined process for future requests.

While this policy provides clarity for the requests for enhanced services from LAMs, it is important to note that this policy does not supersede the role of the Board and Regional Council. Decisions on Niagara Transit's service levels and its budget will continue to reside with the NTC Board, to be approved by Regional Council.

This policy does not apply to requests for reductions in service. Niagara Transit is committed to enhancing transit service across the Niagara Region and reductions to service will only be identified by Niagara Transit staff and, if needed, presented to the NTC Board of Directors for their consideration.

The process for requests is as follows:

1. **Local Area Municipality (LAM) Request for Information Motion**
   - **1.1** To initiate the process, the LAM must pass a motion requesting information from Niagara Transit on enhanced service.

Note: In any case where it is not apparent that the NTC Board member representing the LAM initiating the request is aware of the request, NT staff are required to notify them immediately.

1.2 The motion must be specific about the services or areas of the municipality where service enhancement is being sought.

1.3 Niagara Transit staff will aid the LAM's council, councillor(s) or staff in drafting this motion.

1.4 A copy of the Request for Information Motion must then be provided by the LAM Clerk to the NTC Board of Directors as formal correspondence.

1.5 The NTC Board must approve the request for information prior to staff preparing a proposal/options.

2. Preparation of Proposal/Options

2.1 The proposal/options will be drafted by Niagara Transit staff and will include details of the enhanced service, associated costs to the LAM, projected timelines for the service enhancements, any information related to the proposed enhancements' impact on other areas of the Niagara Transit system, and any other relevant information as determined by Transit staff.

2.2 The proposal/options will:

- **2.2.1** Align with the current Niagara Transit Master Plan, as approved by the NTC Board of Directors
- **2.2.2** Meet the minimum thresholds set out in the Niagara Transit service standards
- **2.2.3** Not create gaps in service

3. Niagara Transit Presentation of Service Enhancement or Options

3.1 Niagara Transit will make a presentation to the LAM requesting the service enhancement at a meeting of their Council.

3.2 The presentation must include details of the enhanced service, associated projected costs to the LAM, projected timelines for the service enhancements, any information related to the proposed enhancement(s)

impact on other areas of the Niagara Transit system, and any other relevant information as determined by Transit staff.

4. **Local Area Municipality Enhancement Request Motion**
   - **4.1** For the enhancement(s) to be adopted into the Niagara Transit budget process the LAM council must pass a motion explicitly endorsing the proposed solution or option(s) provided by Niagara Transit staff.
   - **4.2** Niagara Transit staff will aid the LAM's council, councillor(s) or staff in drafting this motion.

5. **Budget Inclusion**
   - **5.1** A copy of the Enhancement Request Motion must then be provided by the LAM Clerk to the NTC Board of Directors as formal correspondence.
   - **5.2** Niagara Transit staff will then incorporate the endorsed enhancement into the LAM's local service in the next budget cycle, or a future budget cycle where appropriate.
   - **5.3** The enhancement must then be finalized through the normal NTC budget cycle up to and including the requirement of full approval by Niagara Regional Council on the matter.

To initiate the process or if you have any questions, please contact Jordan Hambleton, Chief of Staff at jordan.hambleton@niagaratransit.ca.

We look forward to working with you to create a truly connected Niagara.

Sincerely,

Carla Stout
General Manager, Niagara Transit

WHEREAS transit is a vital service in Niagara, connecting residents, communities, businesses and local services; and

WHEREAS Highway 140 is a critical employment corridor containing key economic development signature sites; and

WHEREAS the ease of the movement of labour is a critical factor in attracting investment into these sites and the success of the businesses located there now and in the future; and

WHEREAS essential services such as grocery, medical and pharmacy, education, recreation and employment opportunities are primarily located on the west side of the Welland Canal but a significant population in Port Colborne live on the east side; and

WHEREAS the Port Colborne urgent care centre will be closing in 2028 to coincide with the opening of the new South Niagara Hospital;

WHEREAS enhancements to transit services will benefit the entire community of Port Colborne;

THEREFORE the Mayor and Council request that Niagara Transit provide route, service level and cost implication options for consideration of the following:

- The potential introduction of transit to service current and future businesses on Highway 140;
- Transit service options that would further connect residents on the East side of the Welland Canal to the West side of the City;
- Transit service options that improve access to healthcare services, including the Welland Hospital, future South Niagara Hospital, diagnostic imaging services, specialist care, and other major healthcare destinations within the Niagara Region;
- Temporary services during prolonged Seaway bridge closures;

AND FURTHER THAT Council requests Niagara Transit to collaborate with City staff to report back to a future City Council meeting, and work with the Niagara Transit Commission and Regional Council to seek budget approvals;

AND FURTHER THAT Council direct the City Clerk to send this request as official correspondence to the Niagara Transit Commission.

cc: The City of Welland

Niagara Transit Master Plan

10-Year Investment and Growth Strategy (2026-2035)

Board Presentation
June 17, 2025

Prepared by Left Turn Right Turn Ltd

Why this Plan?



Mandated in the Niagara Service Standards Strategy



Enables coordinated regional planning



Adapts to changing demographics, travel needs, transit practices and technology



Addresses key issues like Specialty transit access and facility constraints



Guides long-term investments across the region

What is the 2035 Plan?

Reimagining Transit in Niagara



Integrate and improve transit efficiency



Get more people to use transit



Improve the availability of transit



Respond to growth

Services for Different Needs

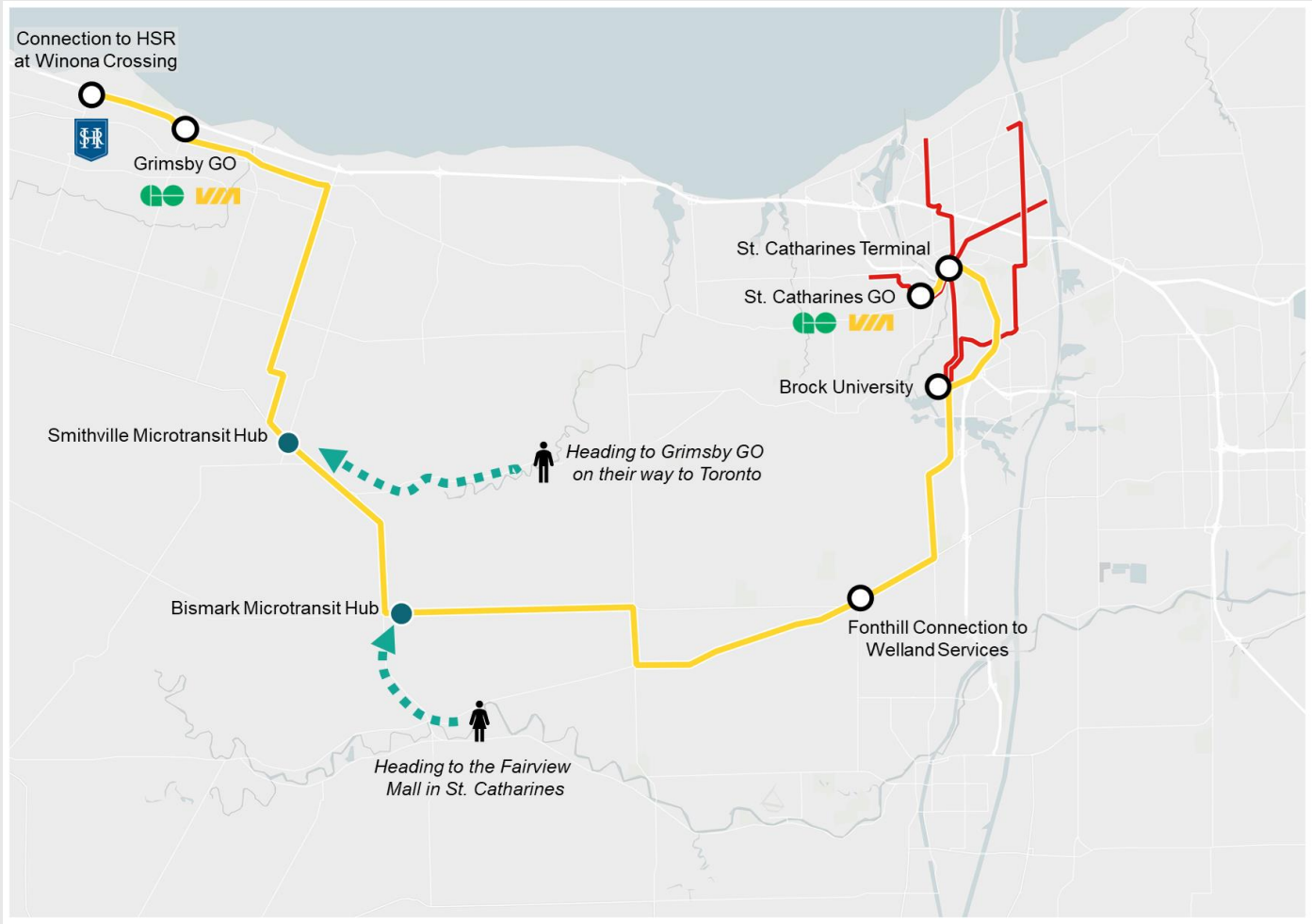
Service Type	What need will it serve?	Peak Service Level (How long will I wait?)	Coverage (How far / long will I walk)
Rapid 	Fast urban spine with transit priority measures	~10 minutes or better	Low stop density (10-minute walk) 
Express 	Limited stop service that acts as precursor to Rapid service	15-30 minutes	Low stop density (10-minute walk) 
Regional 	Provide hub-to-hub service with network connections at key locations	15 - 60 minutes	Limited stops, mostly at hubs 
Corridor 	High-frequency two-way service on major roads	15 minutes or better	5-minute walk 
Base 	Linear two-way service on major roads forming base of transit network	20 - 30 minutes	5-minute walk 
Community 	Local community access in small urban centres	30 - 60 minutes	3-5 minute walk 

Services for Different Needs

Service Type	What need will it serve?	Peak Service Level (How long will I wait?)	Coverage (How far / long will I walk)
Micro-Transit 	Demand-responsive service in lower demand periods and areas, with connections to regional and rapid routes and major transfer points	Maximum 60-minute wait	3-to-5 minute walk. Uses regular route stops where available or virtual stops 
Specialized Transit 	Accessible, origin-destination service	Maximum 60-minute wait	Accessible door-to-accessible door

Service Integration

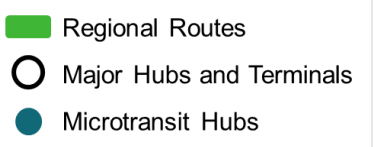
Purposely integrate service types to become more efficient

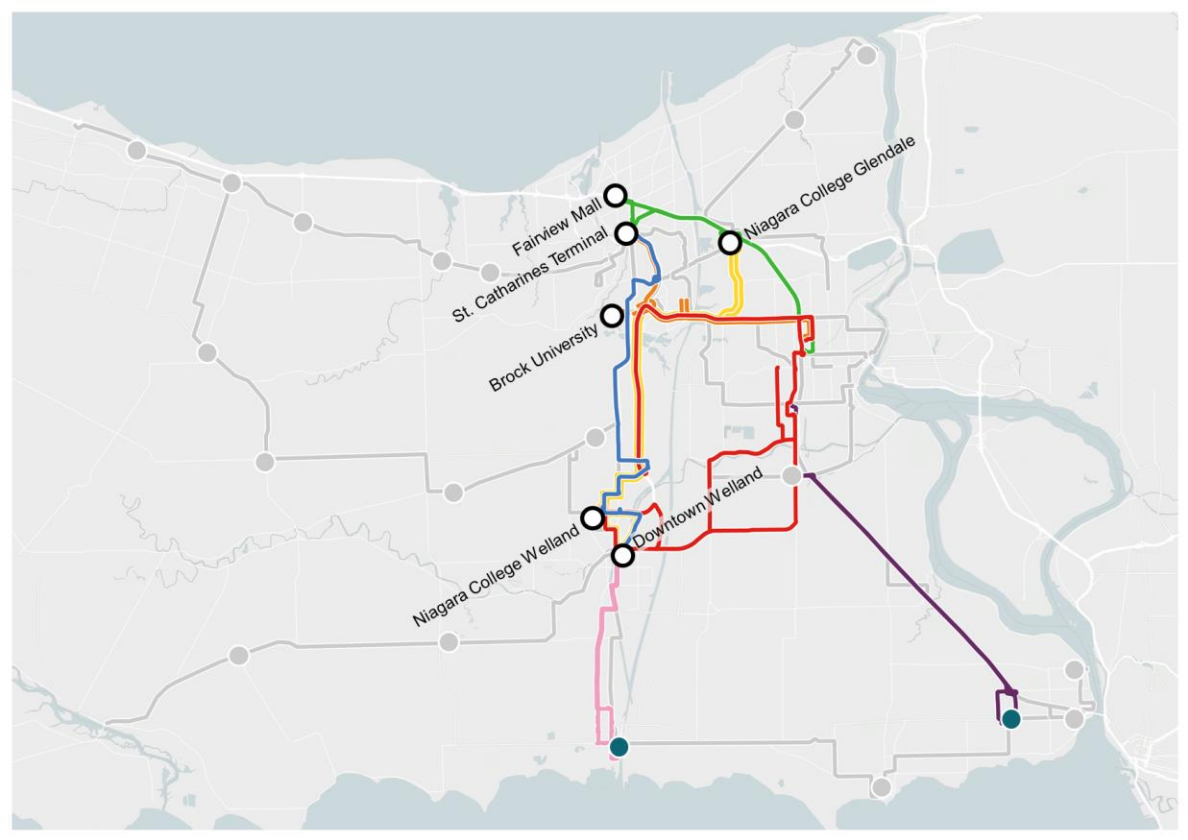


Service Outcomes

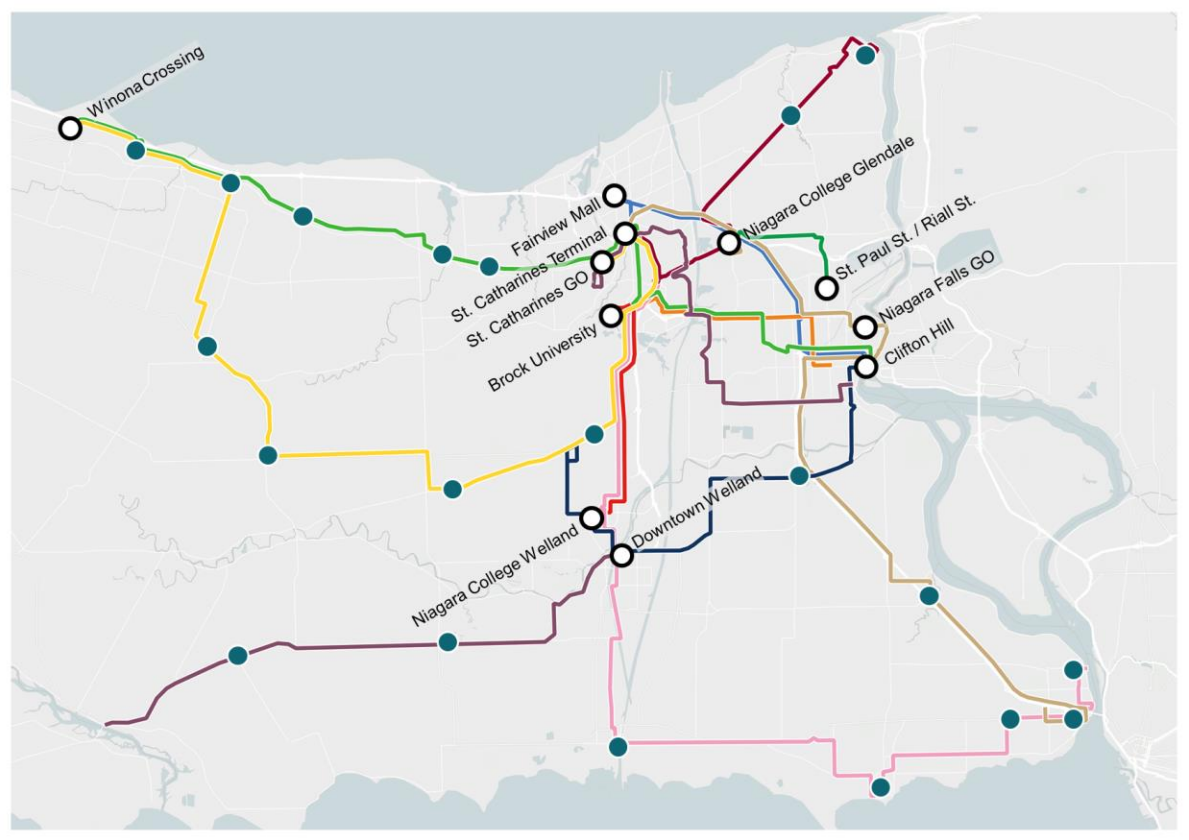
- ✓ More “One-seat” Journeys
- ✓ Faster trips
- ✓ More frequent service particularly in high demand areas
- ✓ Greater than 50% reduction in Specialty trip denials
- ✓ Access to service everywhere and anytime
- ✓ Service enhancement focused on more marginalized areas
- ✓ Improved service efficiency

Regional Routes



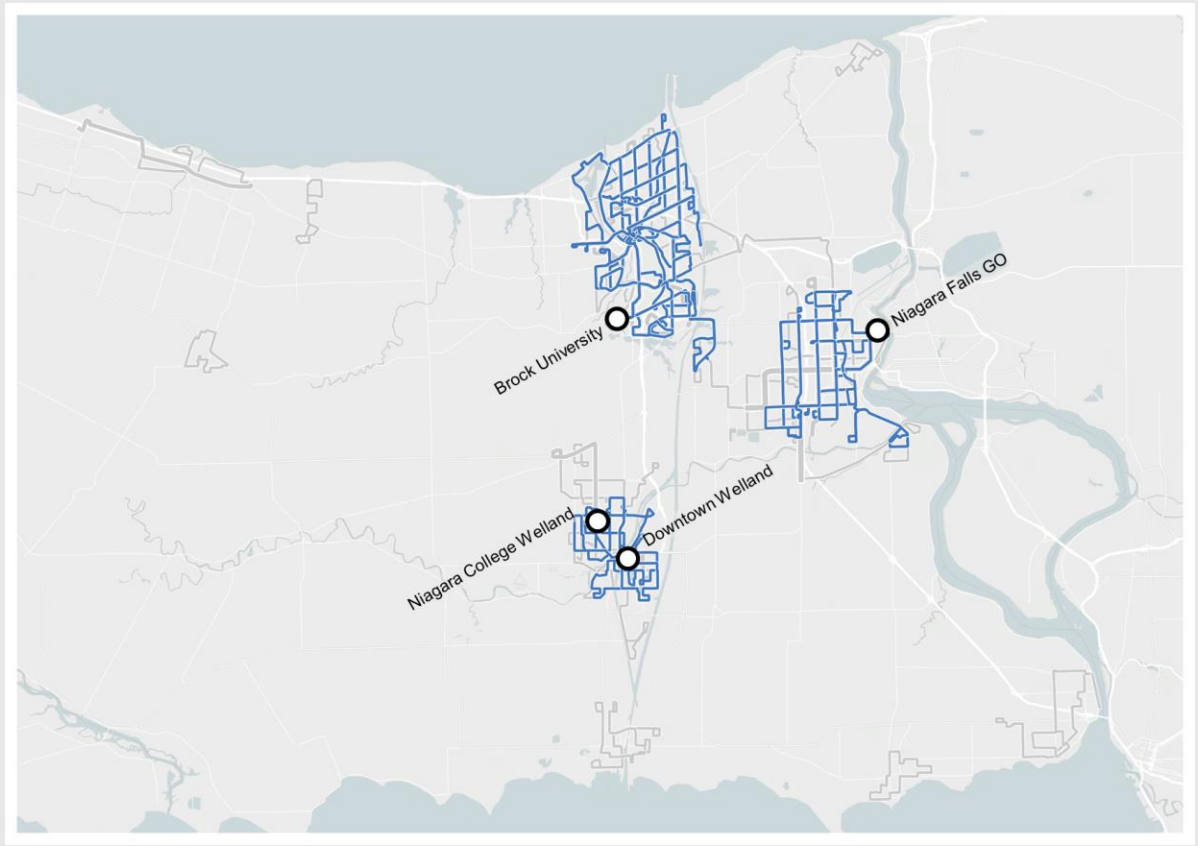


Current

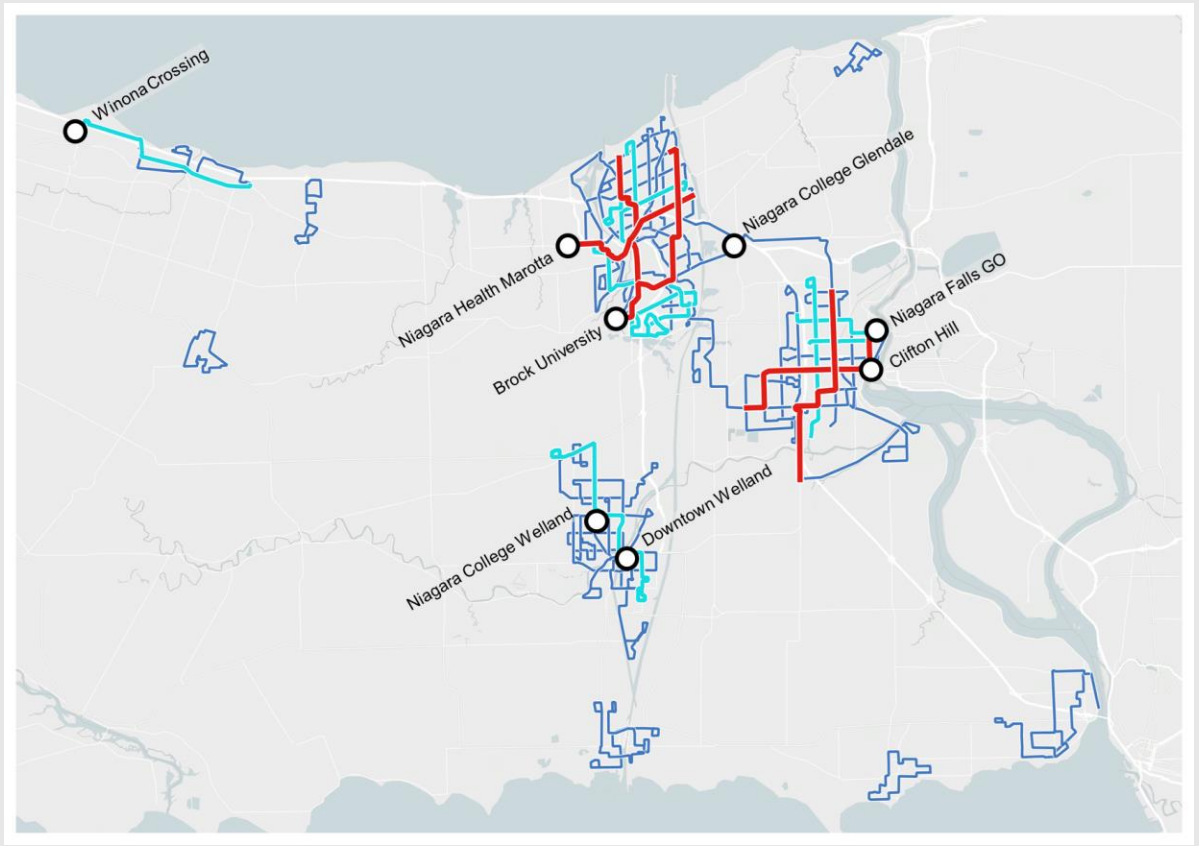


Stage 3

Local Networks



Current



Stage 3

2035 Strategic Increase in Service



66%

Service Hour Increase

Weekday	Growth in Service
Early morning (6-8)	
Late morning (8-12)	
PM Peak (12-6)	
Early evening (6-10)	
Late evening (10-12)	

Saturday	Growth in Service
Early Morning (6-9)	
Late morning (9-12)	
Midday (12-6)	
Early evening (6-9)	
Late evening (9-12)	

Sunday	Growth in Service
Early morning (6-10)	
Daytime (10-6)	
Early evening (6-9)	
Late evening (9-12)	

Service Expansion

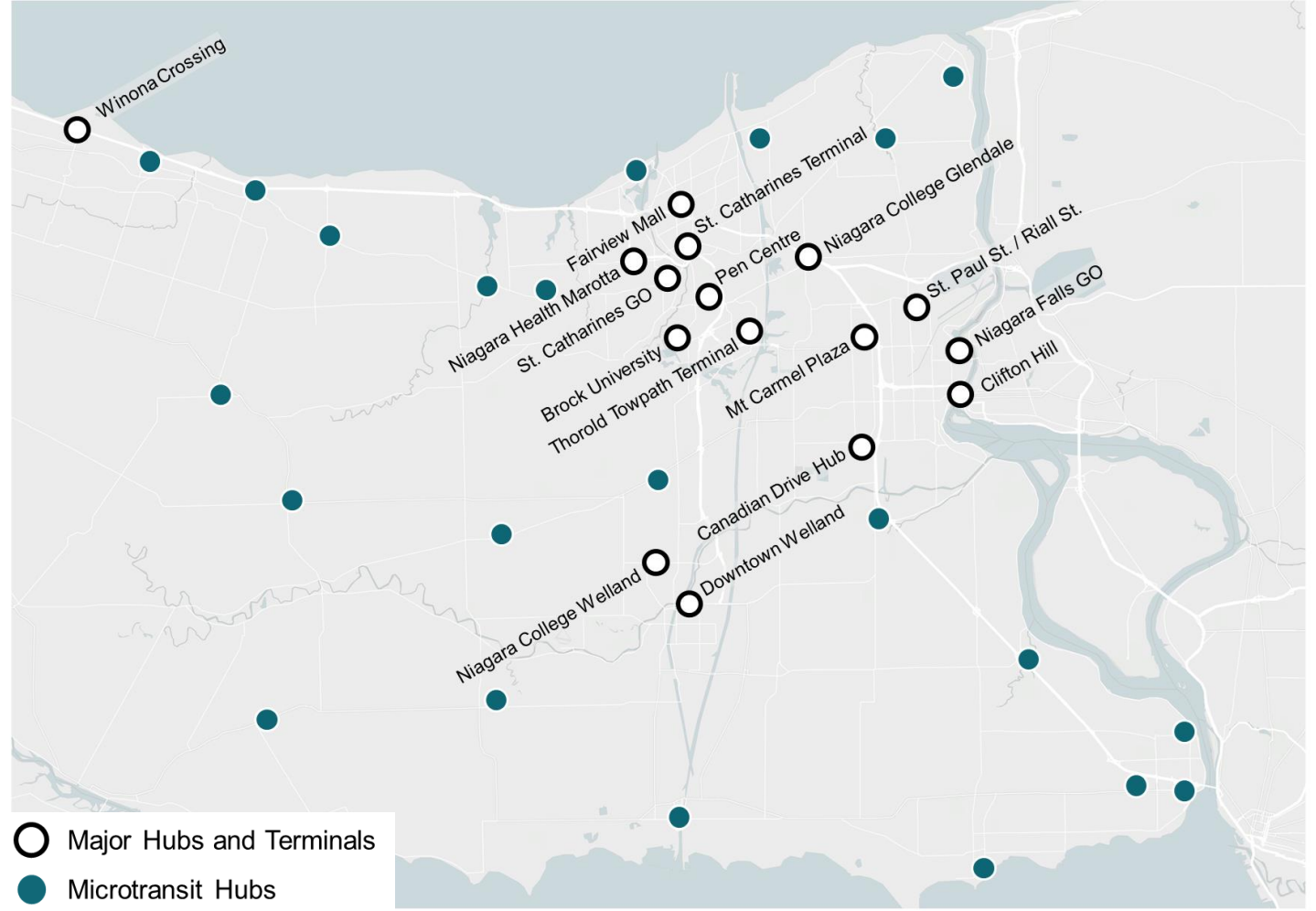
2035 Supporting Elements

2035 Fleet and Garage

- Fleet growth from 187 to 345 vehicles
- Current facilities nearing capacity
  - Room for 13 additional vehicles
- Most cost-effective option:
  - Expand Niagara Falls garage (+73 vehicles) and;
  - Redevelop and expand Welland garage (+72 vehicles)



2035 Passenger Hubs



Implementation Summary

Stage	Fixed Route service hours	Specialty service hours	Total service hours	Stage Summary	
Existing	460,000	155,000	615,000		
1 (2026-2027)	480,000	195,000	675,000	• Priority network optimization • Major regional expansion • Introduce two express routes • Harmonize service span	• Enhance Sunday service • Enhance specialty service • Infrastructure planning • Begin Niagara Falls garage expansion
2 (2028-2030)	610,000	195,000	805,000	• Final network optimization • Implement most local community fixed routes • Implement first Rapid lines	• Establish high-frequency network • Major construction work including garage expansion
3 (2031-2035)	785,000	245,000	1,020,000	• Implement Rapid service • Investment in high-frequency peak service	• Complete garage expansion • Implement full overnight service

Stage 1 (2026 - 2027)

Stage 1 Objectives



Implement priority efficiencies



Address current issues



Harmonize service



Set the groundwork for long-term improvements

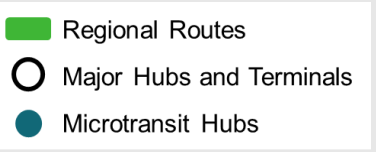


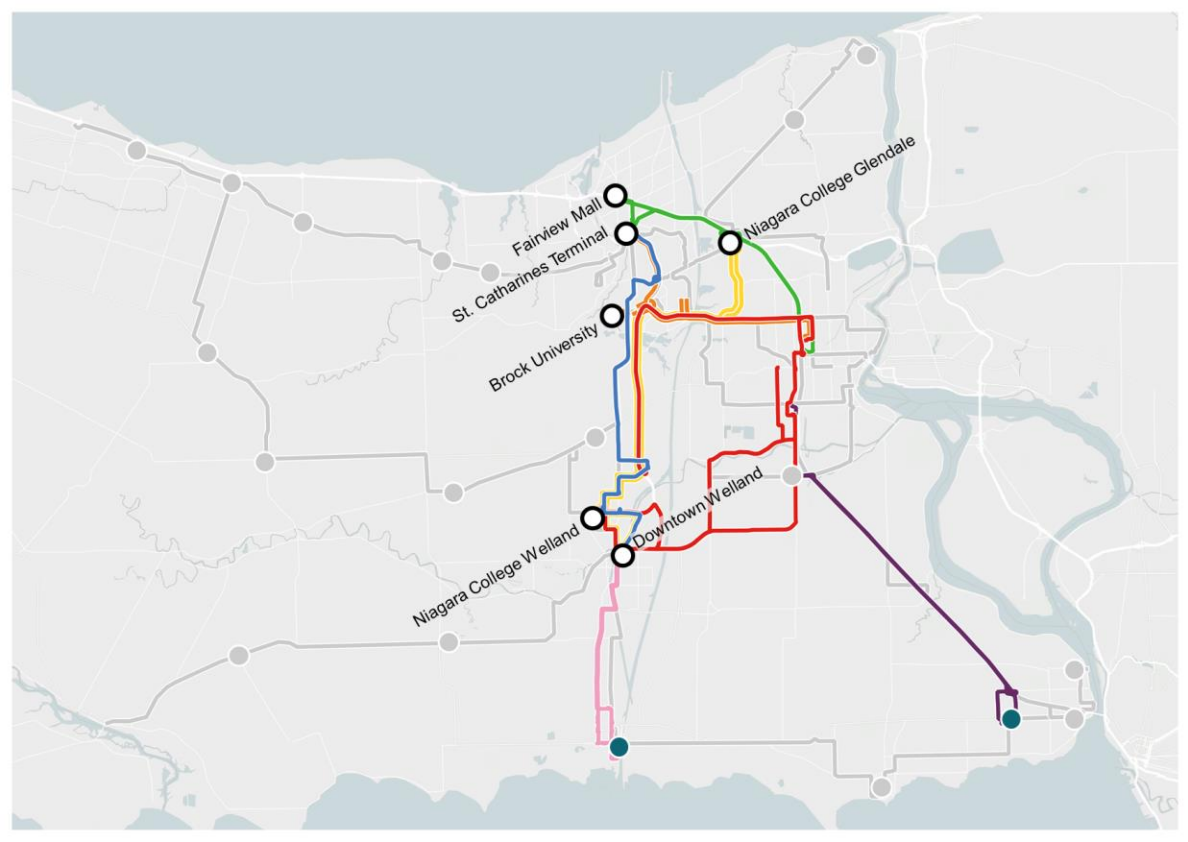
Implement quick-wins



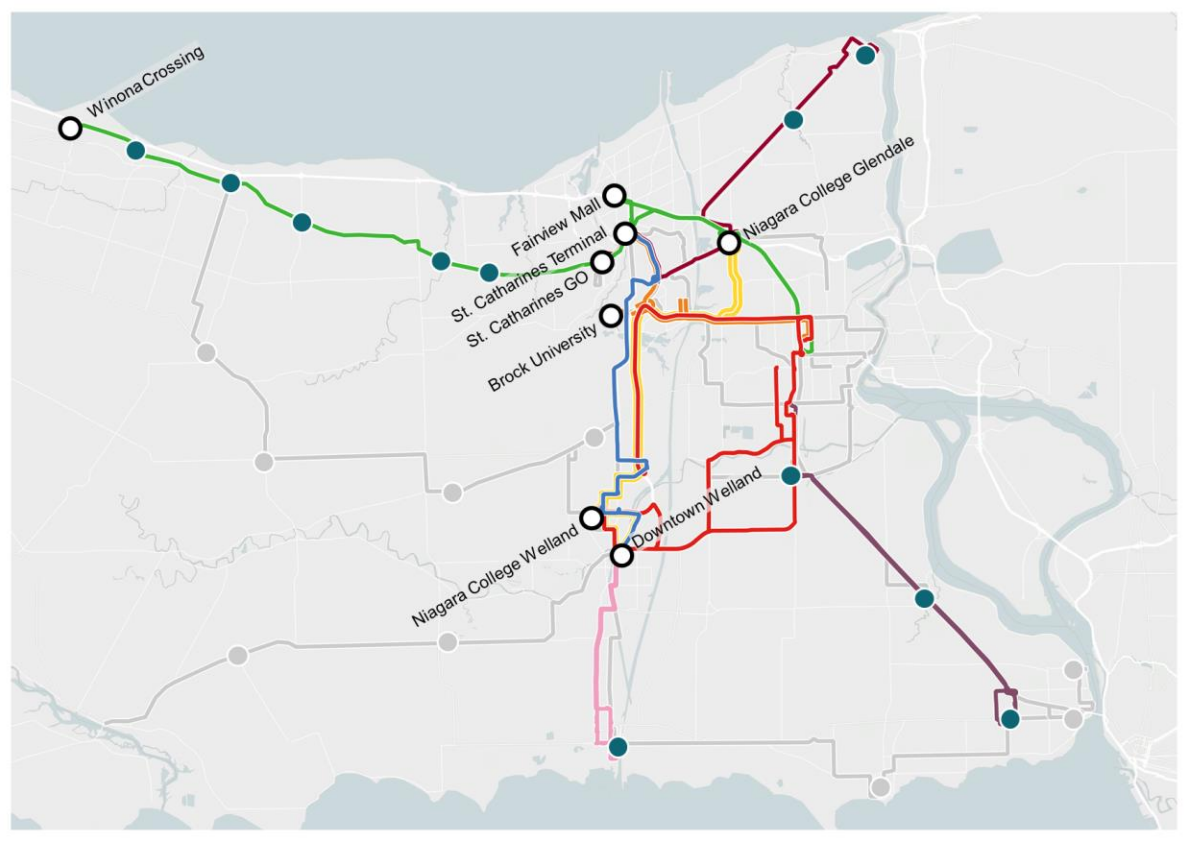
Expand regional connectivity

Regional Routes





Current



Stage 1

Local Networks



Current

Stage 1

Microtransit



- Improve access to service by:
  - Expanding regional fixed route coverage
  - Better focus scheduling practices on service efficiency
- Expand microtransit to provide full regional coverage
- Introduce microtransit in urban areas during low-demand times
- Use microtransit to create consistent service spans

Stage 1

Specialized

- Target improvements to meet AODA compliance
- Improve accessibility infrastructure
- Improve transit access by:
  - Expanding regional fixed route coverage
  - Focusing scheduling practices on service efficiency



Stage 1

Key Stage 1 Elements

- Land acquisition for Niagara Falls and Welland garage development
- Planning, design and begin construction of Niagara Falls garage expansion
- Planning and design of urban hubs and transit priority
- Construction of new rural hubs and stops to accommodate network changes
- Begin planning and design for Welland garage redevelopment



Stage 1

Stage 2 (2028 - 2030)

Stage 2 Objectives



Continue network improvements



Grow service to meet demand



Expand access to service



Better match service to demand

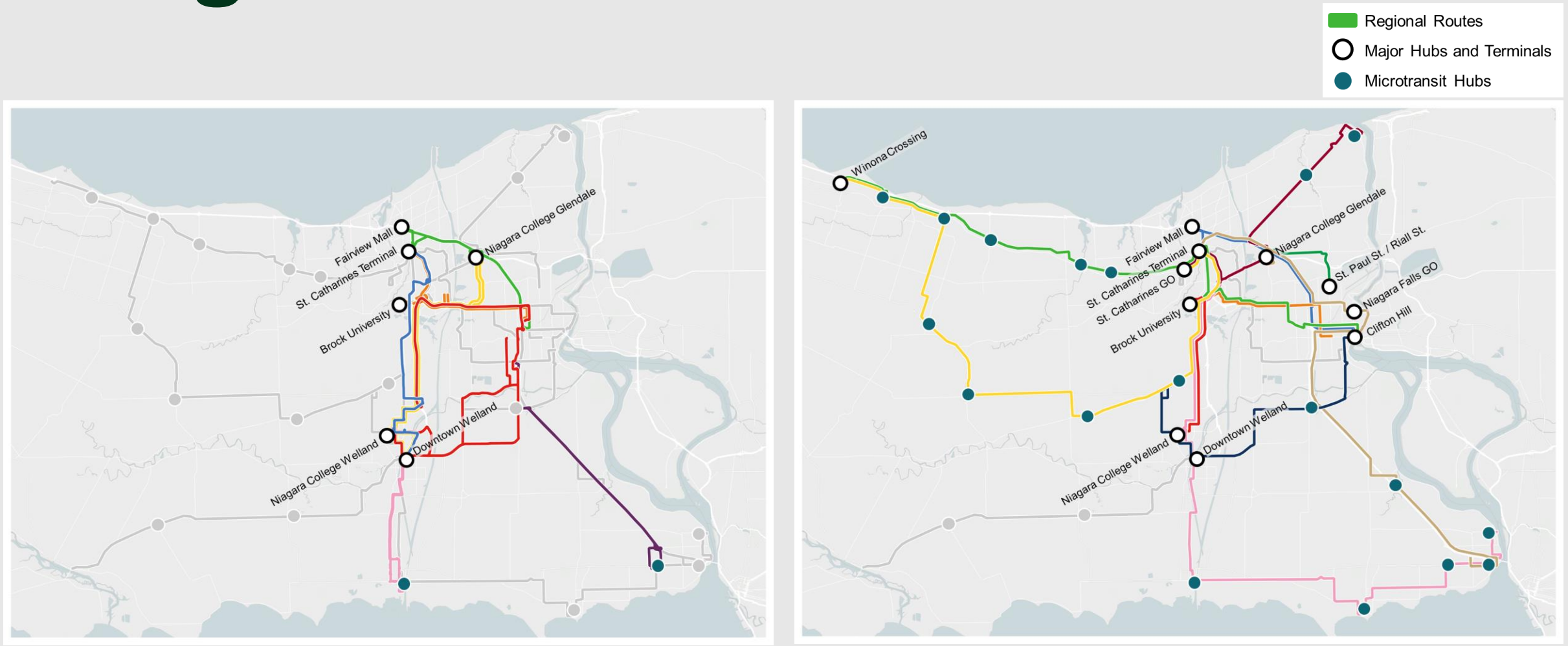


Develop a high-frequency network with Rapid Bus service



Major infrastructure work to support growth

Regional Routes



Current

Stage 2

Local Networks

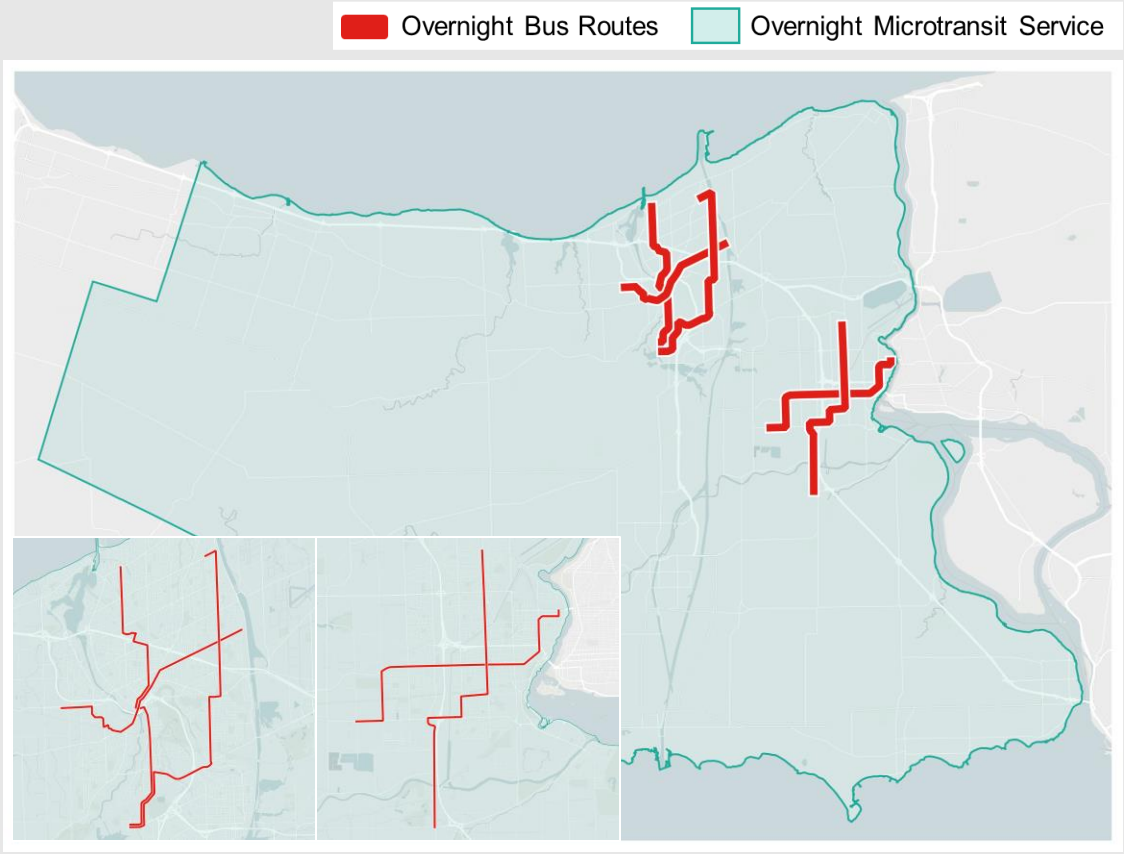


Current

Stage 2

Overnight Service Network

- Extend service to 1:30 AM at night and from 5:30 AM in the morning
  - Supports connectivity to GO Transit and shift work
- Five fixed routes along high-demand corridors
  - Estimated 14 boardings per revenue vehicle hours
- Microtransit in all other places



Stage 2

Key Stage 2 Elements

- Complete Niagara Falls garage expansion
- Begin Welland garage redevelopment
- Major urban hub construction
- Construction of transit priority measures
- Construction of infrastructure for two Rapid Bus lines
- Continue construction of new rural hubs and stops
- Rapid Bus planning and design for three remaining lines

Stage 2

Stage 3 (2031 - 2035)

Service Enhancements

- Significant investment in high-frequency peak service
- Broad investment in off-peak service
- Expand overnight service
- Expansion of fixed route service into new development areas
- Minor expansion of regional and local community services



Stage 3

Assets and Planning



Complete Welland garage redevelopment



Construction of infrastructure for three final Rapid Bus lines



Continued construction of transit priority measures

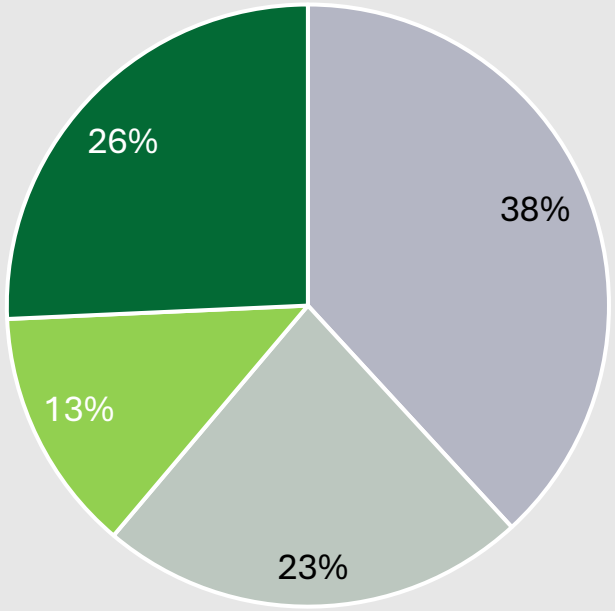


Continue construction of new rural hubs and stops to accommodate service expansion

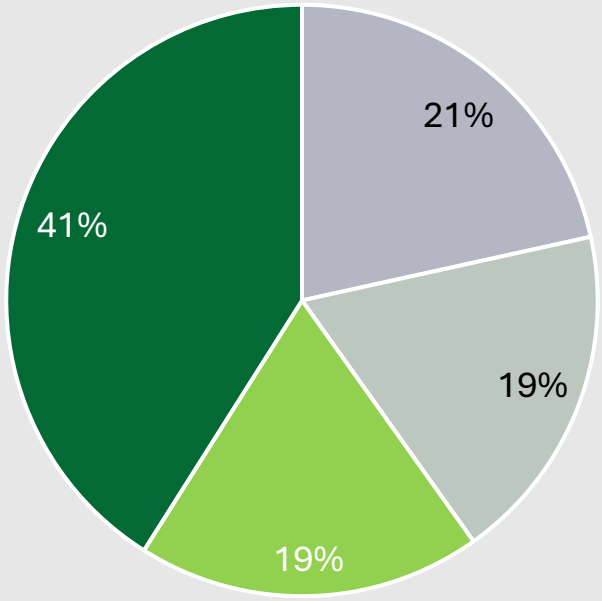
Financial Plan

Willingness to Invest

Round 1 (Q2 2024)
739 respondents

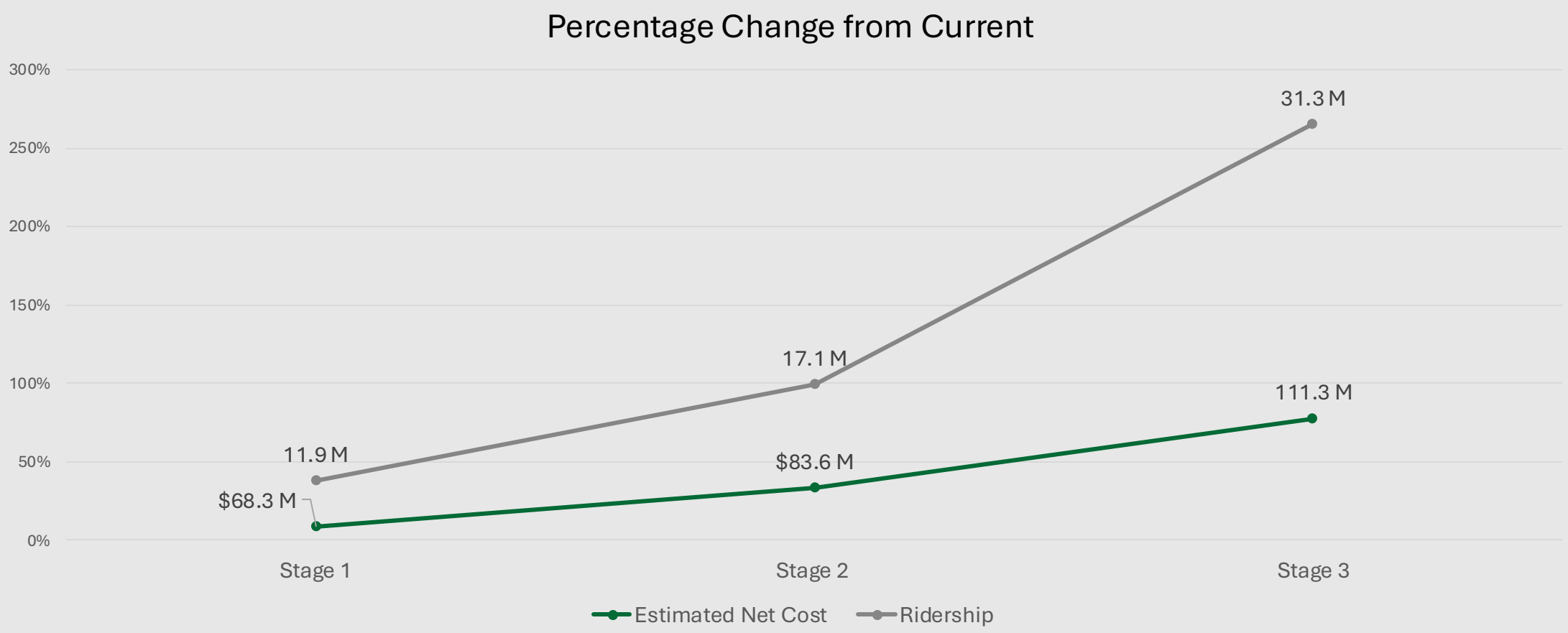


Round 2 (Q1 2025)
919 respondents

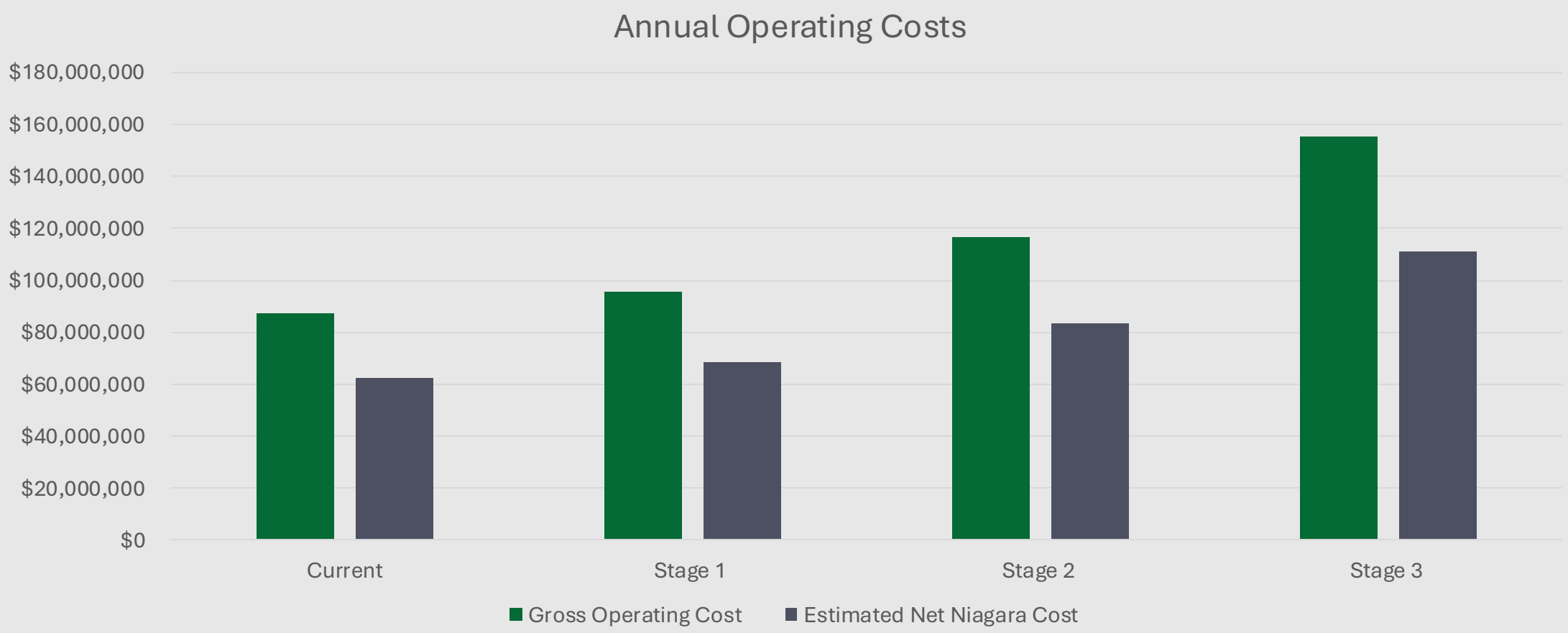


- $0. I am comfortable with the current level of investment.
- $1 to $2 more per month.
- $3 to $5 more per month.
- More than $5 more per month, I would like to see Niagara a transit-oriented community.

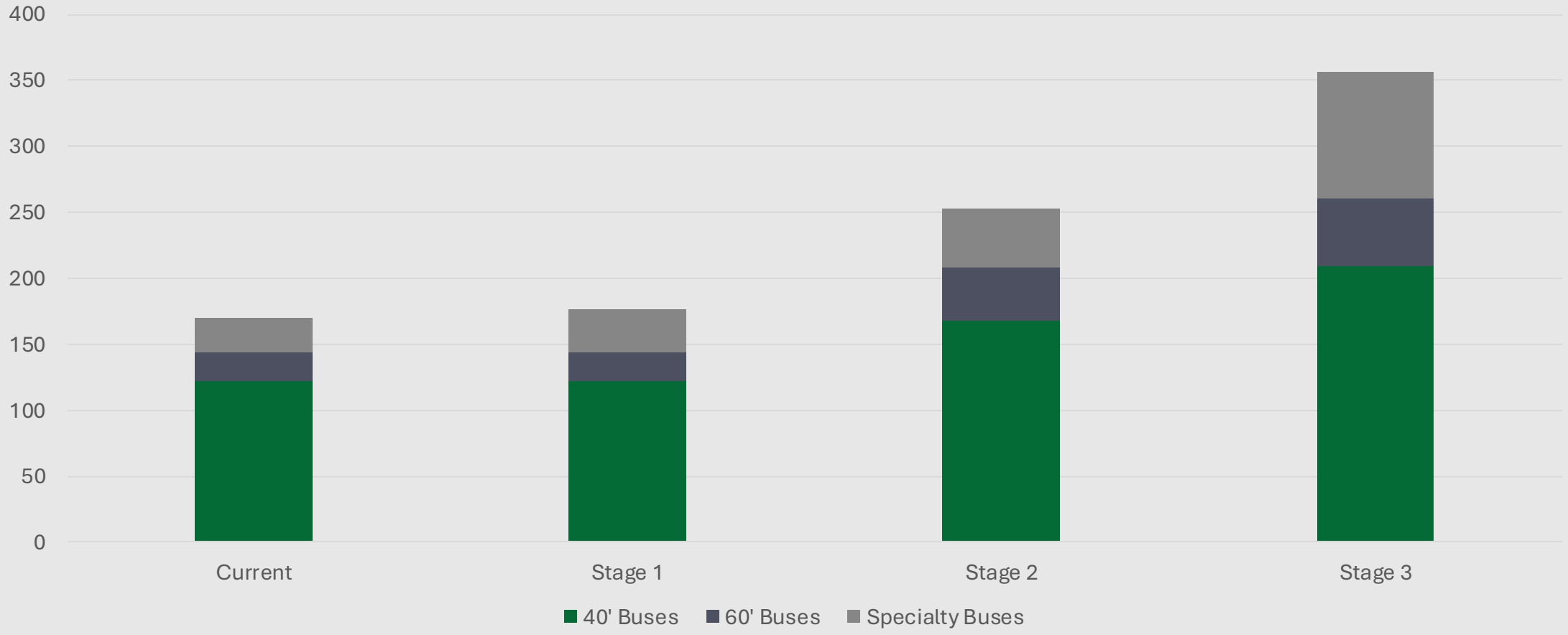
Investing for Growth



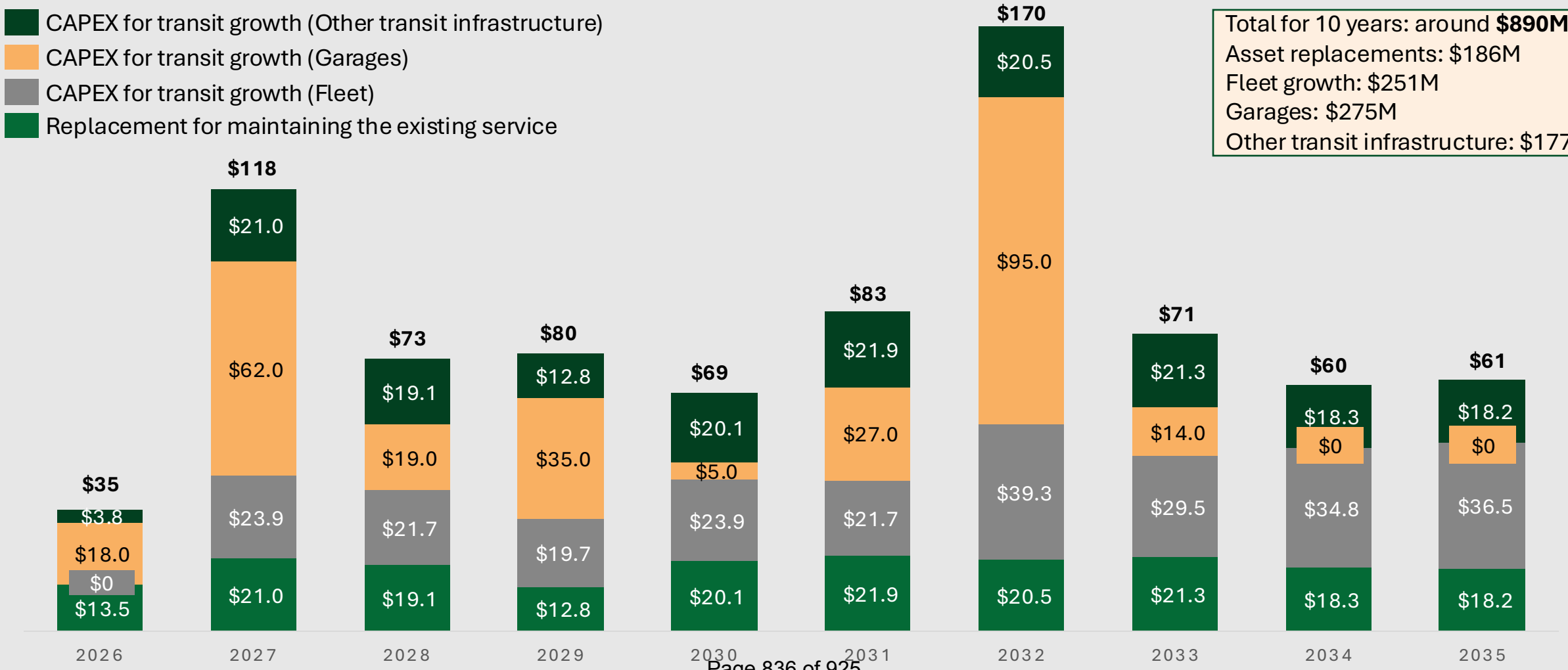
Annual Operating Costs



Fleet Growth



Capital Budget



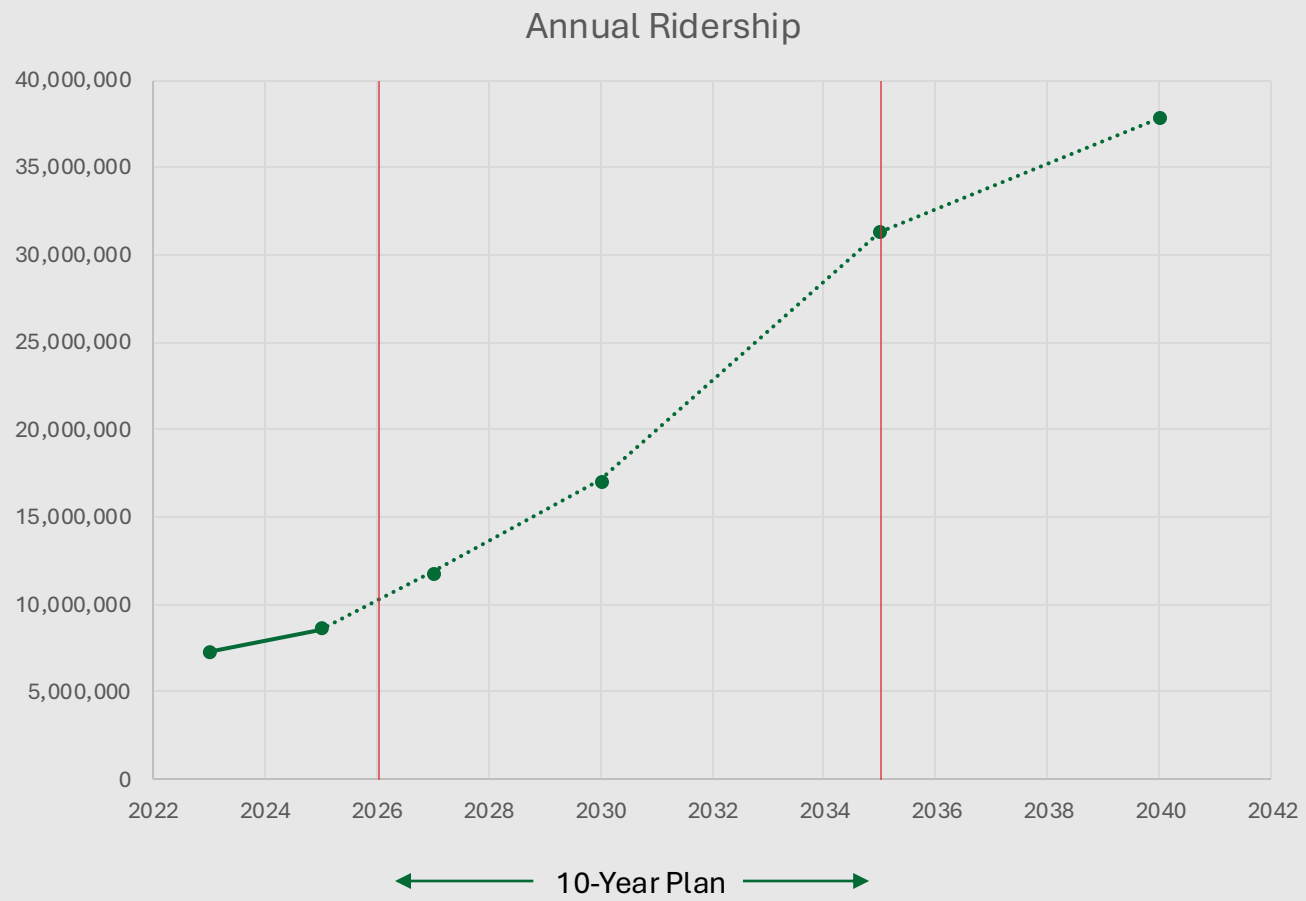
Preliminary estimations – subject to refinement

Summary

Transformational Change

The Niagara Transit Master Plan will:

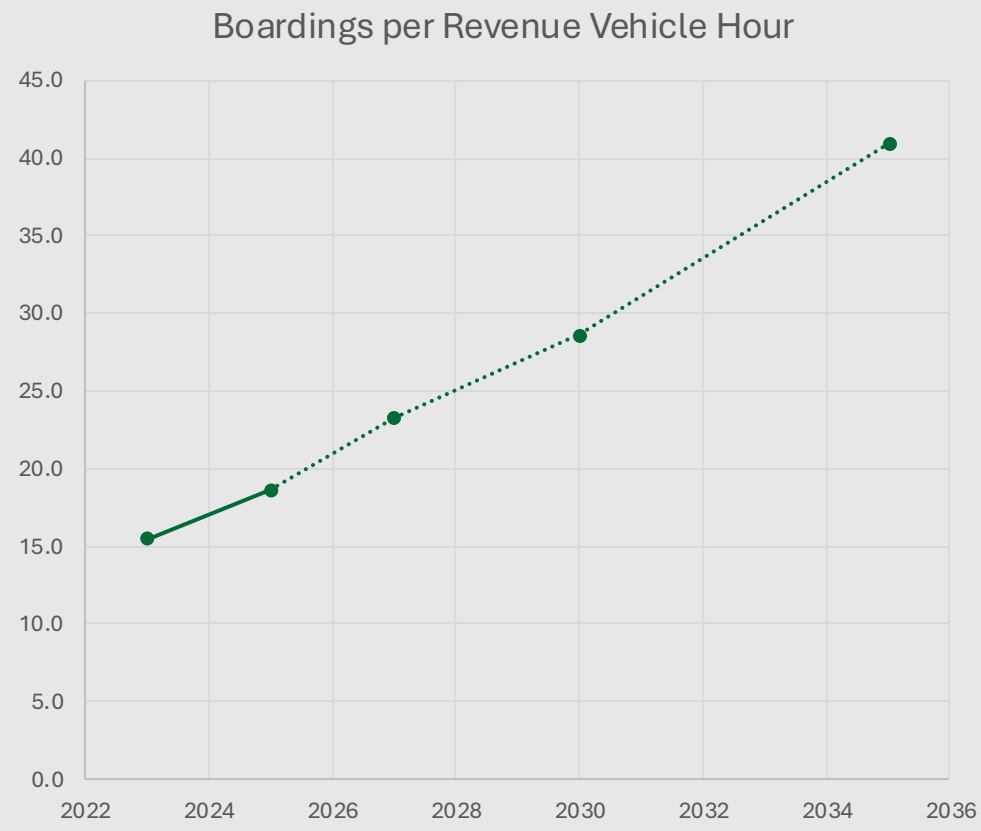
- Increase ridership
- Improve travel time savings by **24%**
- Increase the average level service for existing riders by **240%** and **1400%** for those in marginalized areas



Transformational Change

The Niagara Transit Master Plan will:

- Increase service efficiency
- Improve high-frequency service coverage from **14% to 42%** of Niagara's total population and employment
- Improve fixed route coverage from **54% to 75%** of Niagara's total population and employment



The Benefits of Investing in Niagara Transit

- Integrates regional transit services effectively and efficiently
- Growth in the proportion of people using transit that should result in significant economic, environmental and social benefits for the region
- Expands service to meet the needs of a growing Region
- Improving access to service and providing faster trips, making transit a viable transportation alternative for residents

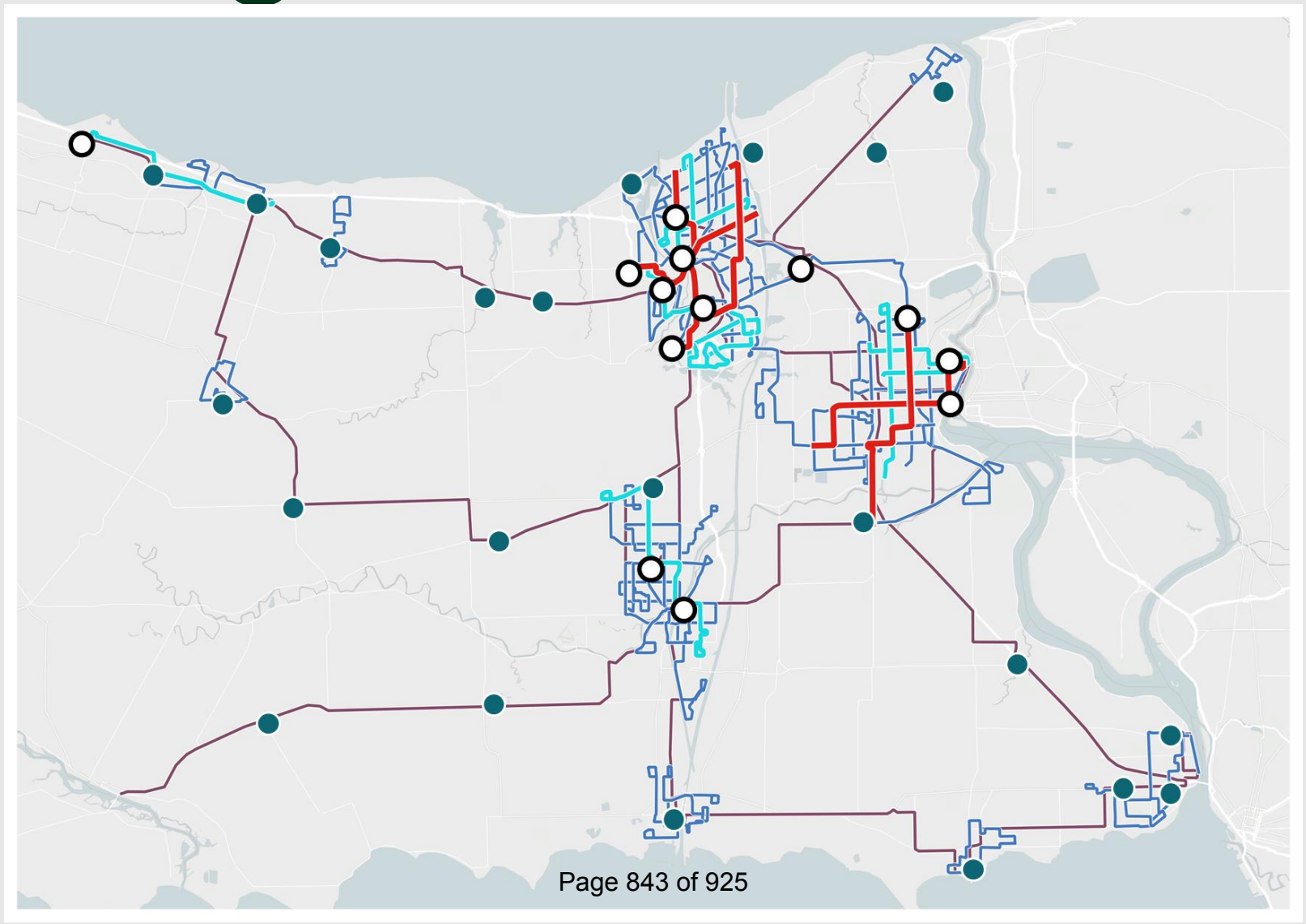


Appendices

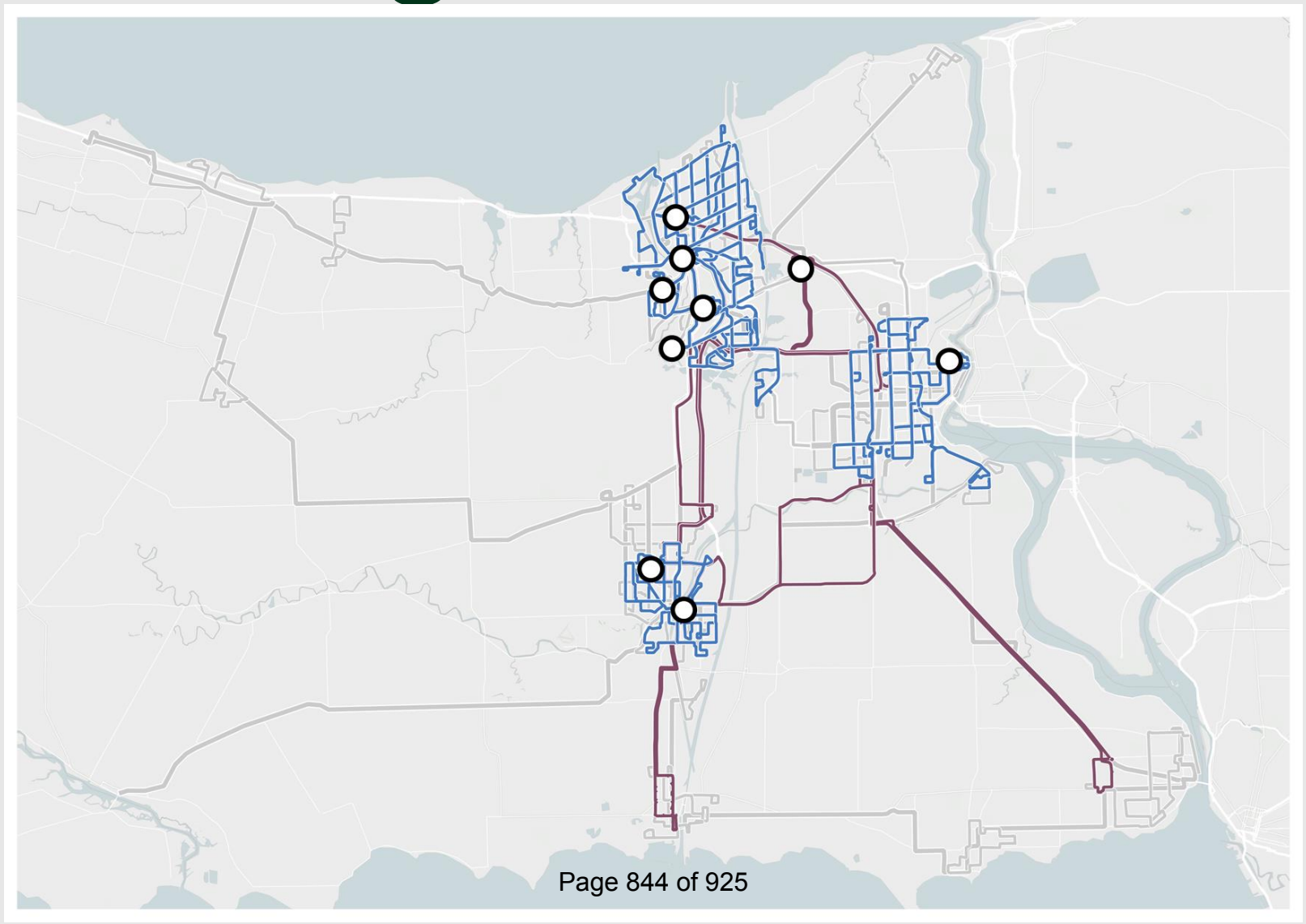
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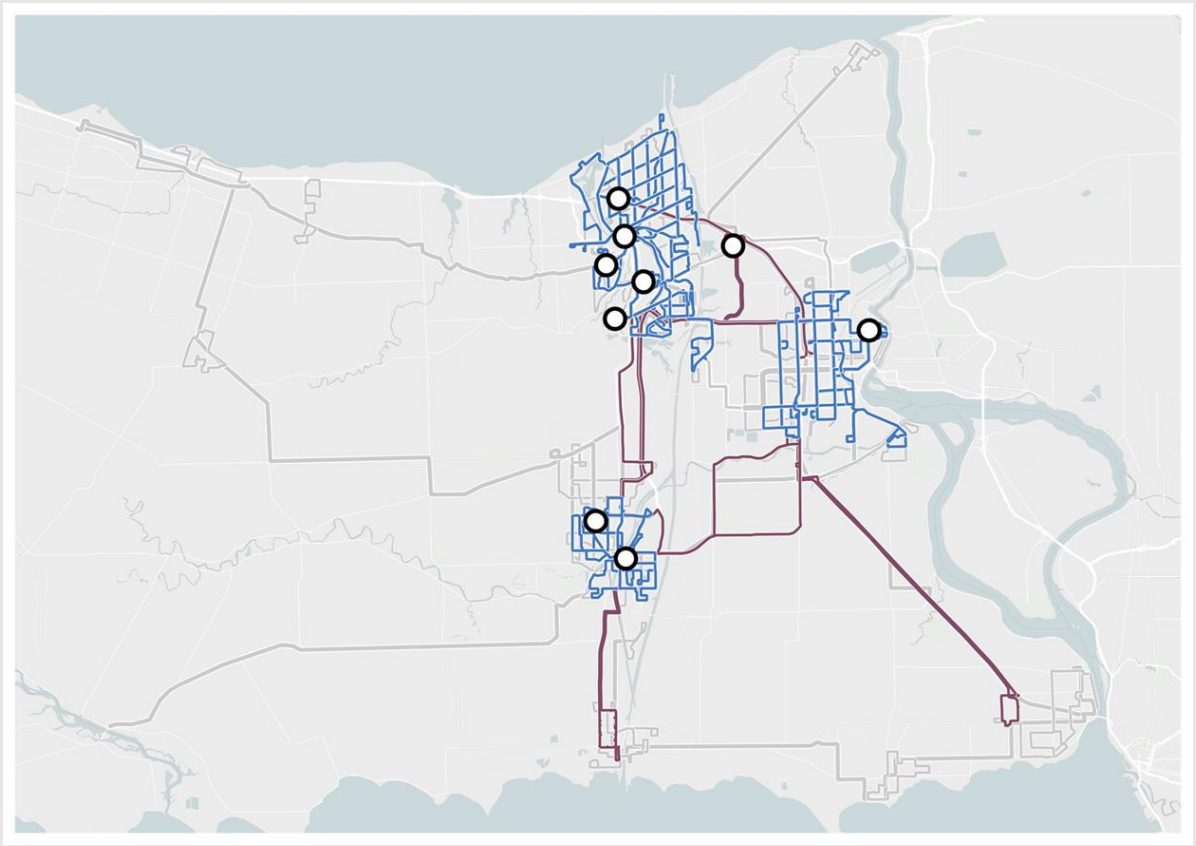
2035 Niagara Transit Network



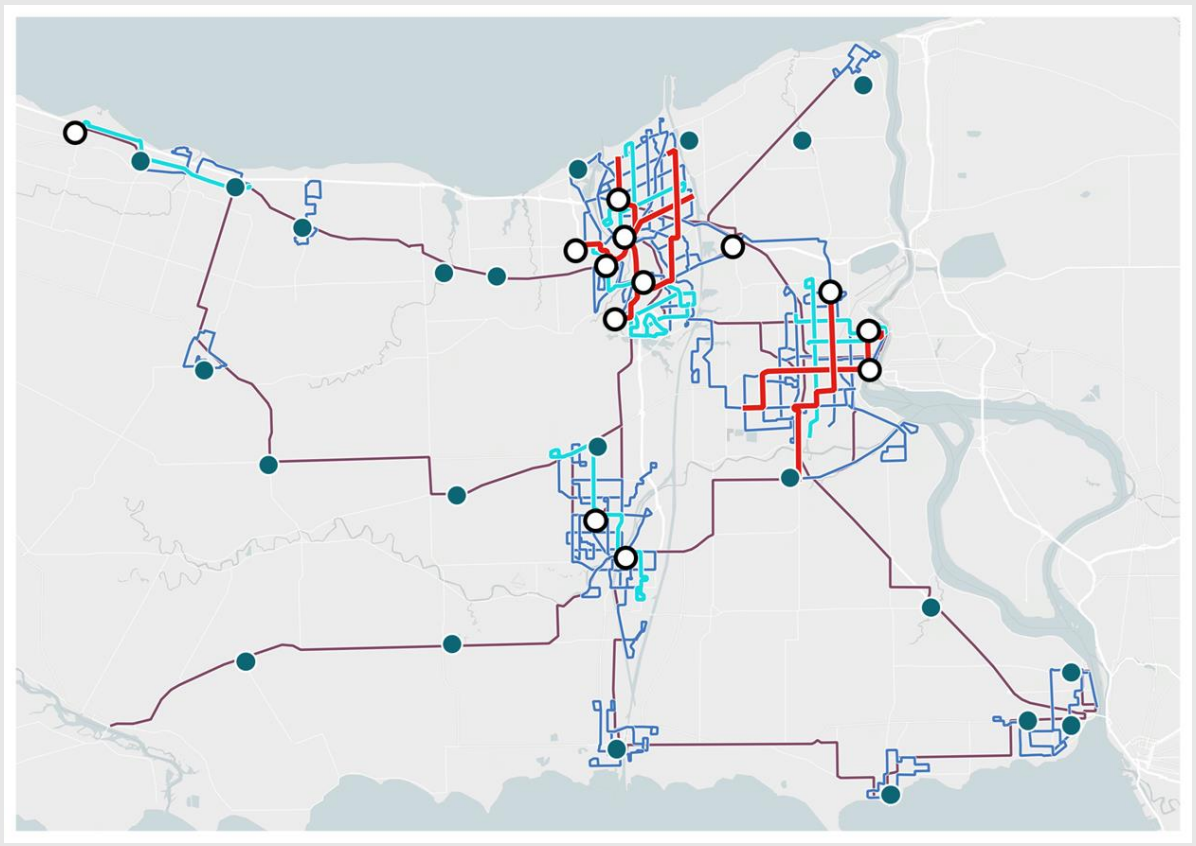
Current Niagara Transit Network



Current to 2035 Comparison

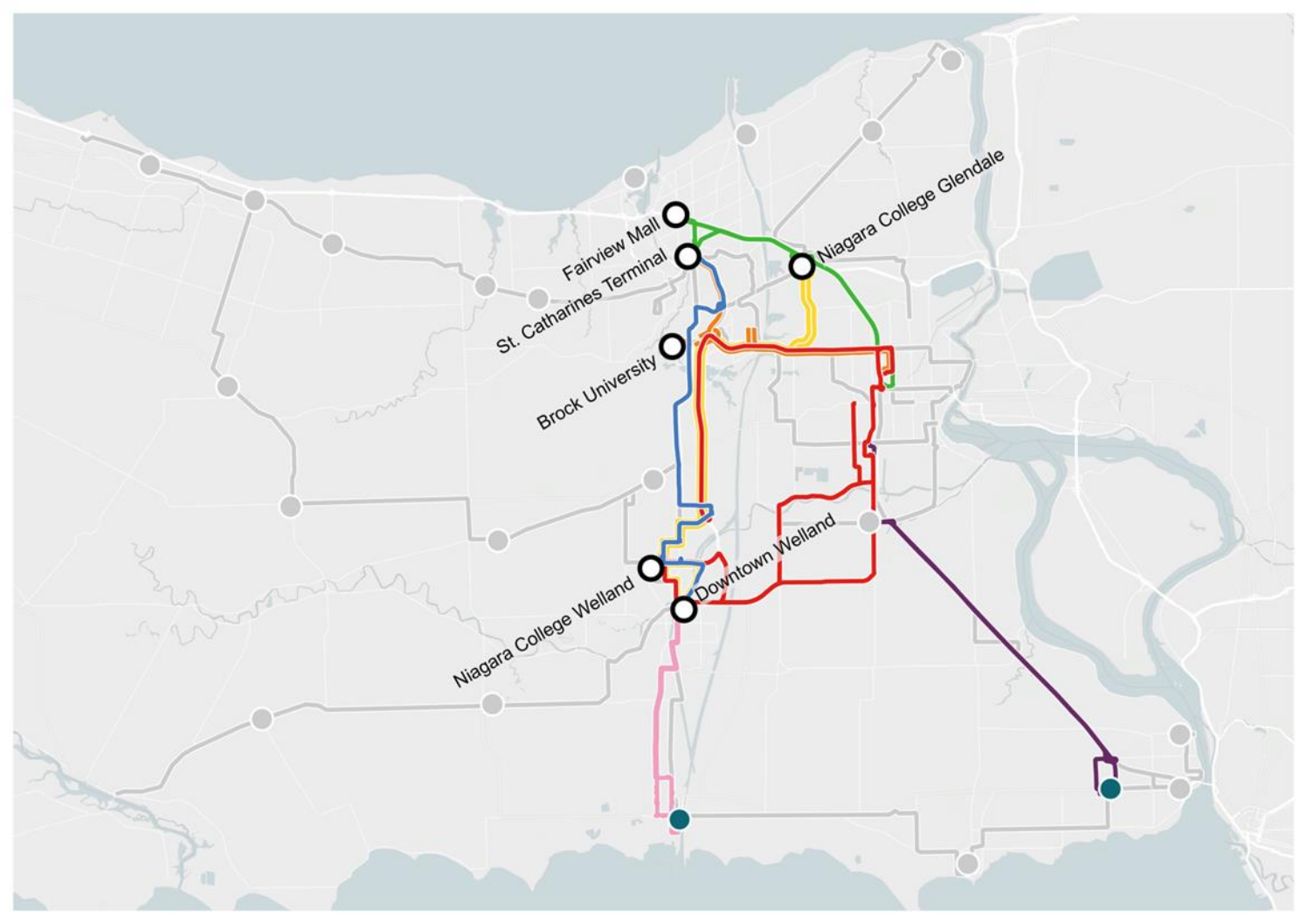


Current

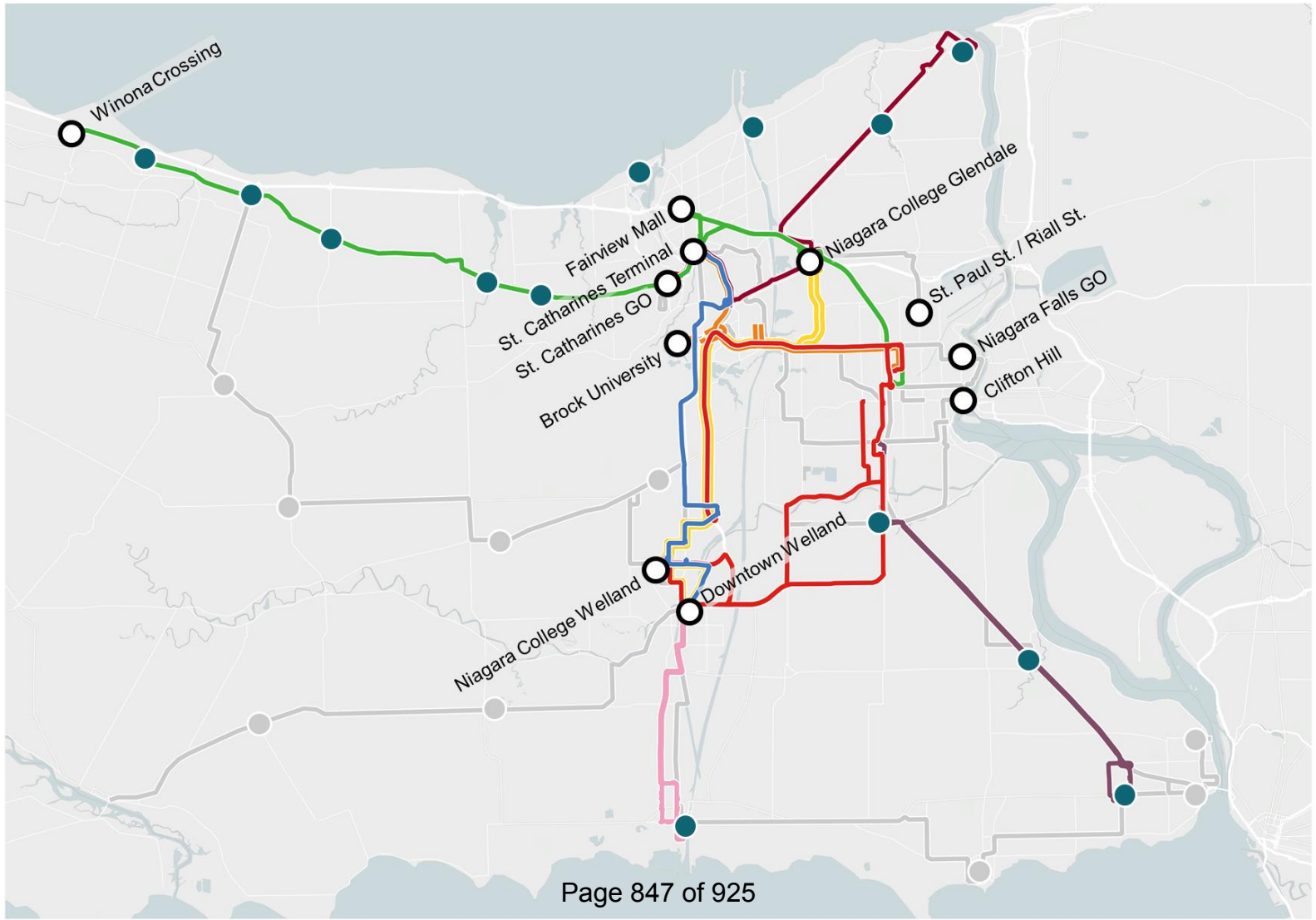


Stage 3

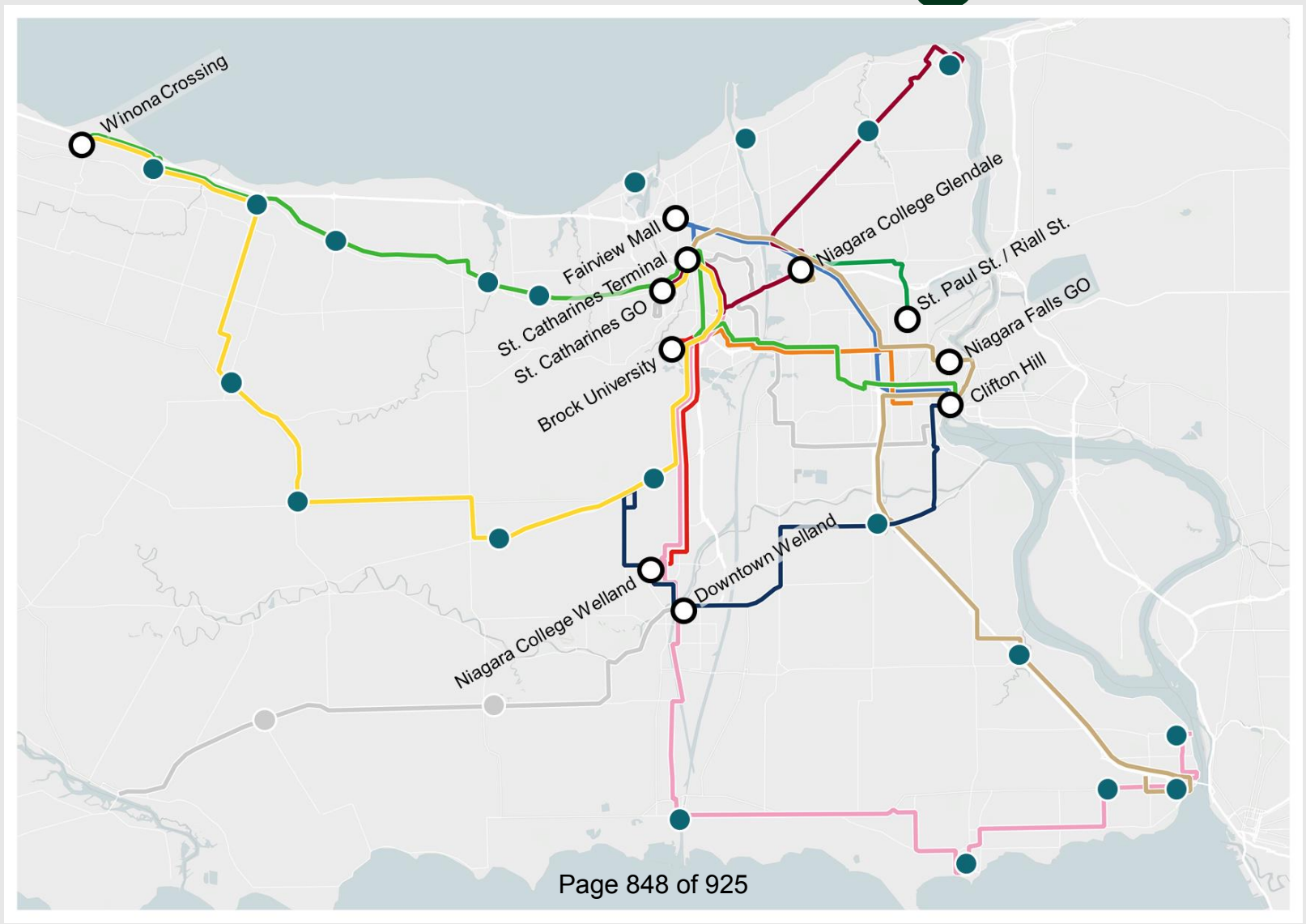
Regional Routes – Current



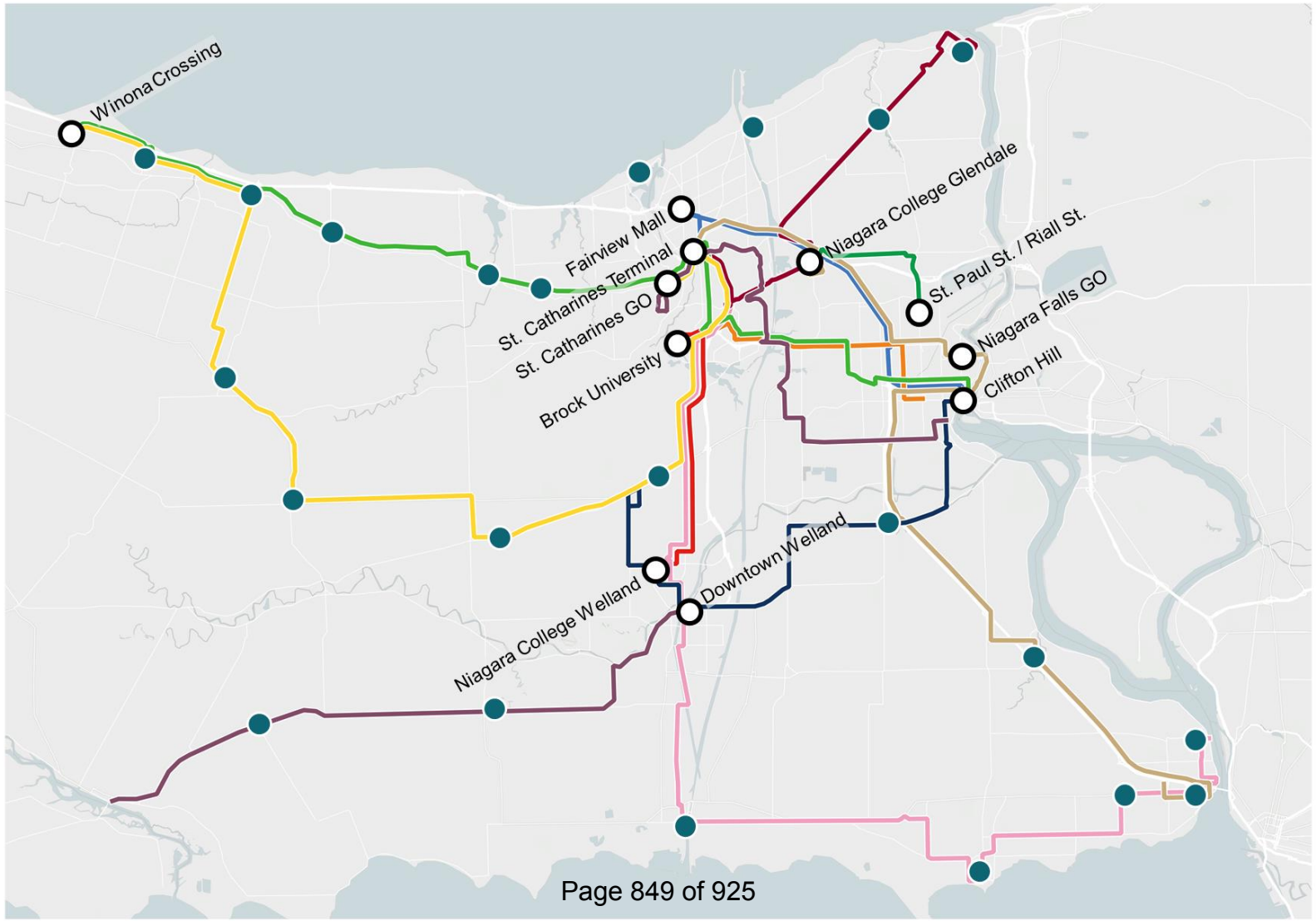
Regional Routes – Stage 1



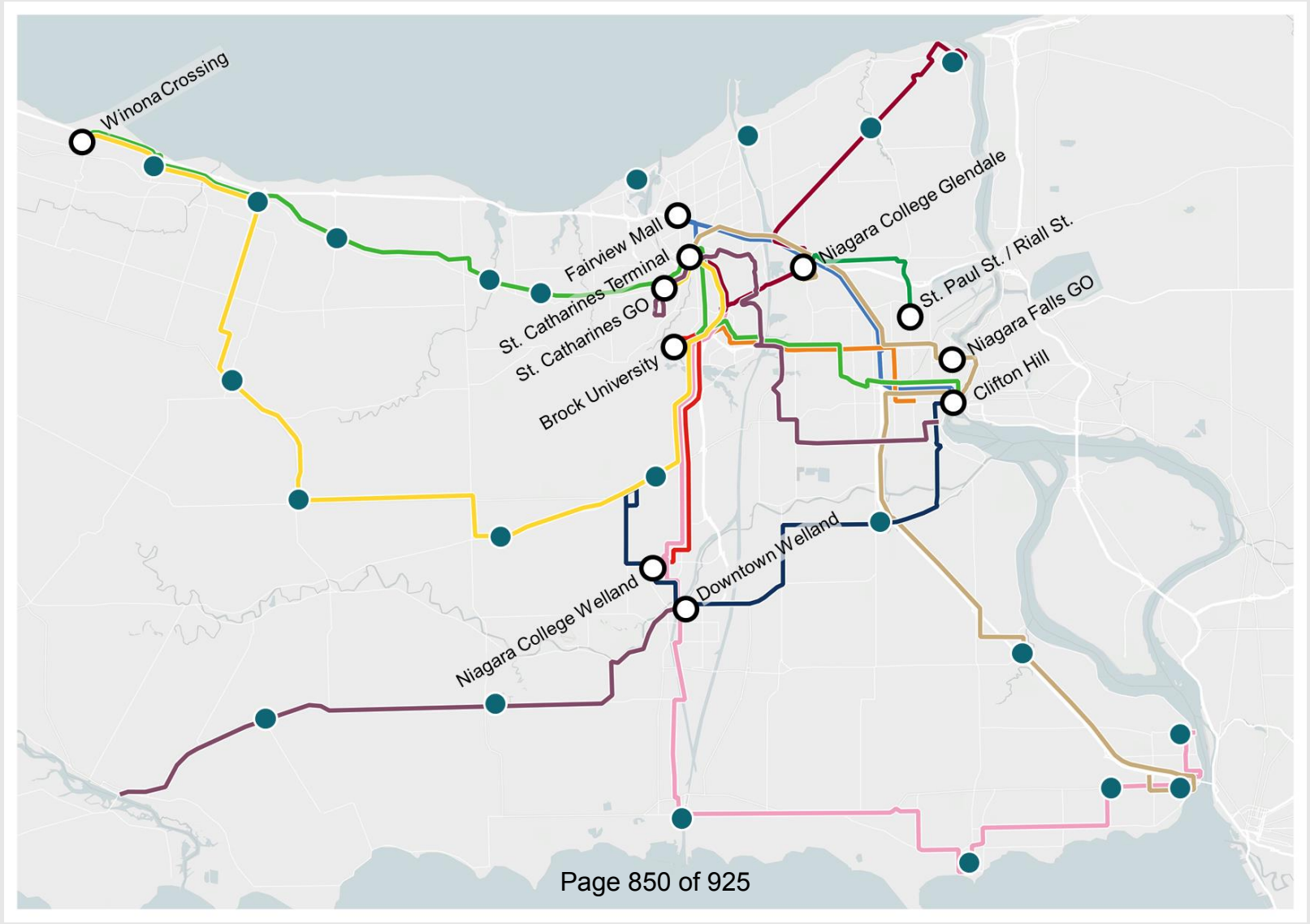
Regional Routes – Stage 2



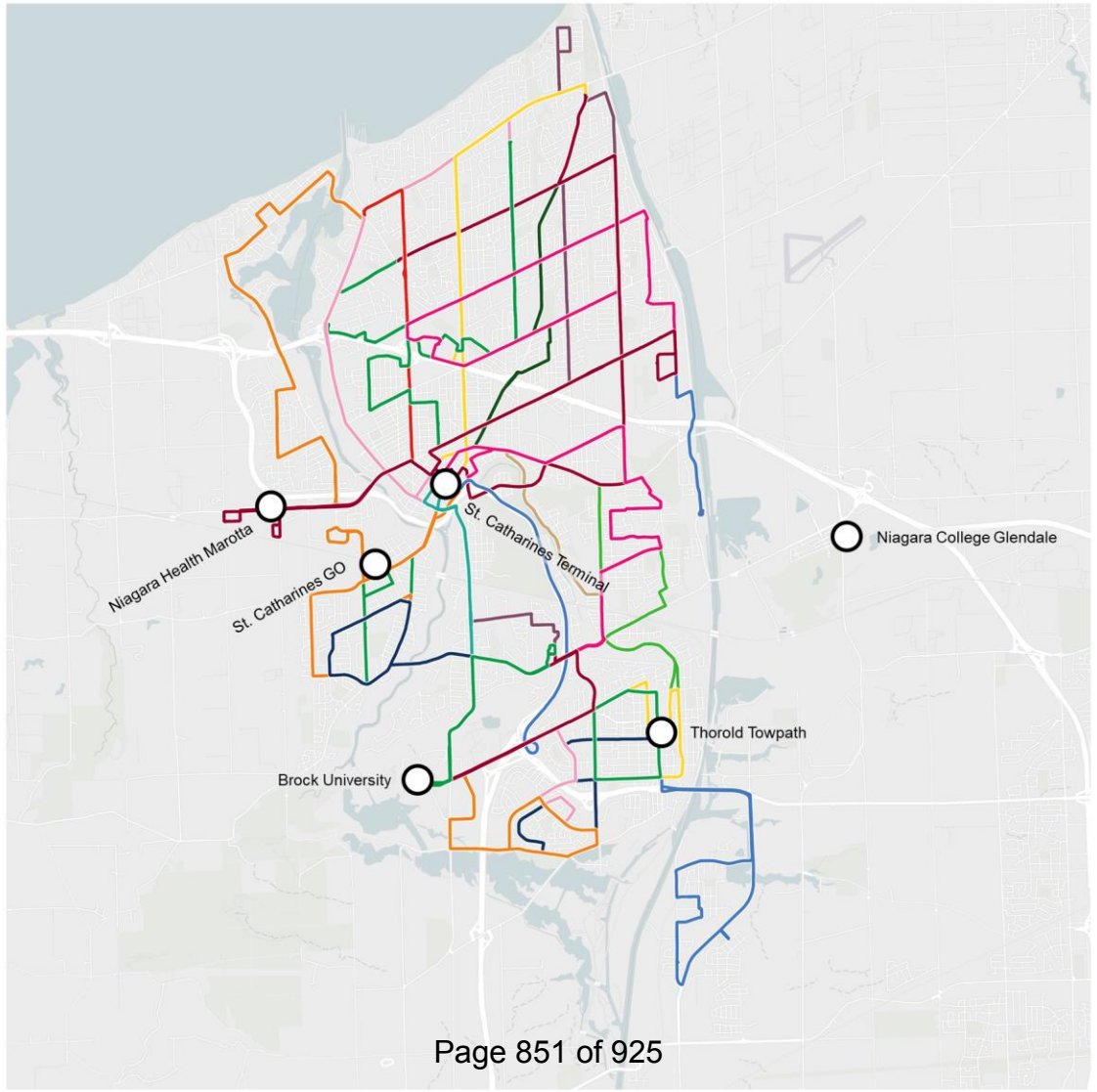
Regional Routes – Stage 3



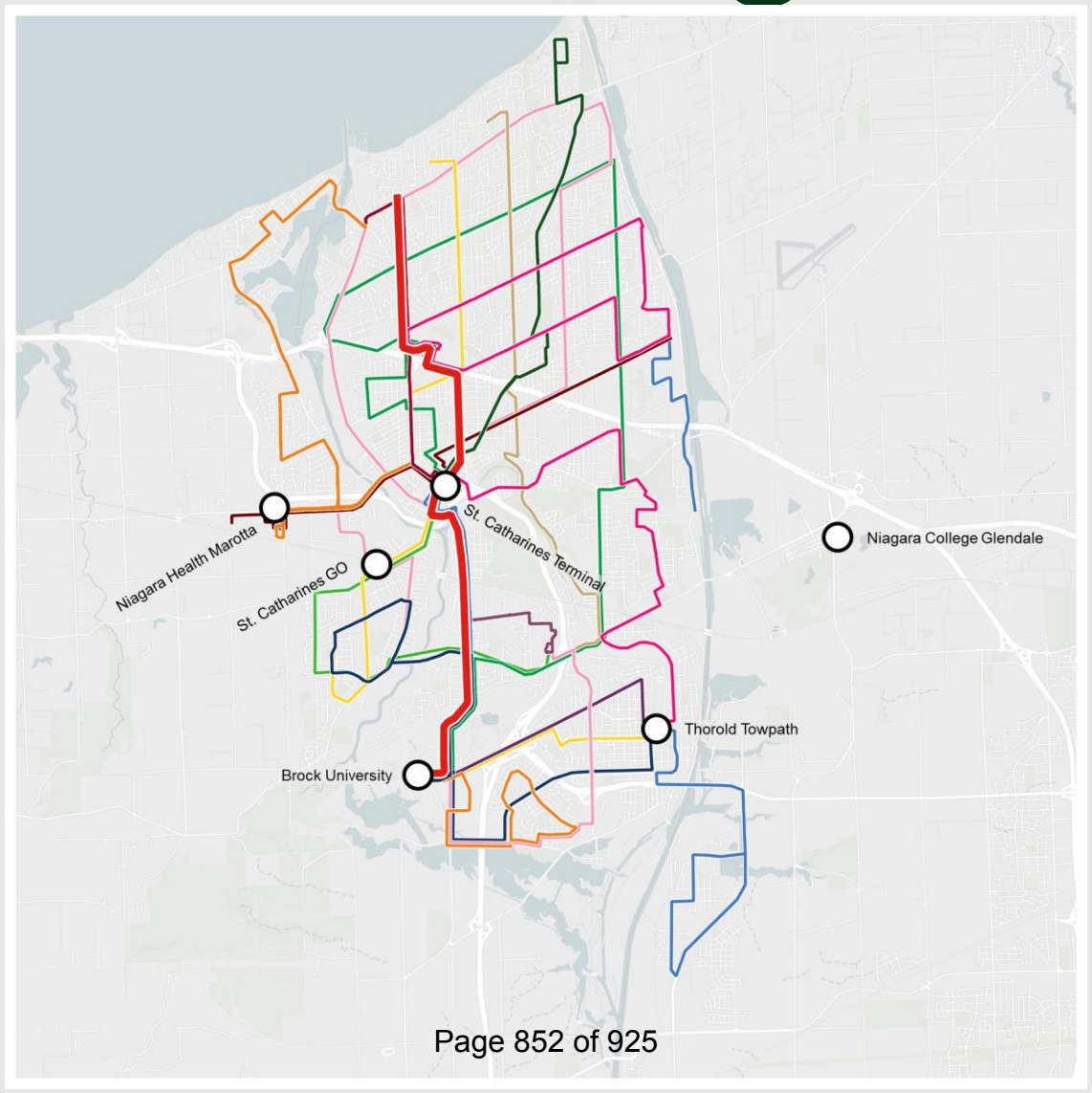
Regional Network Evolution



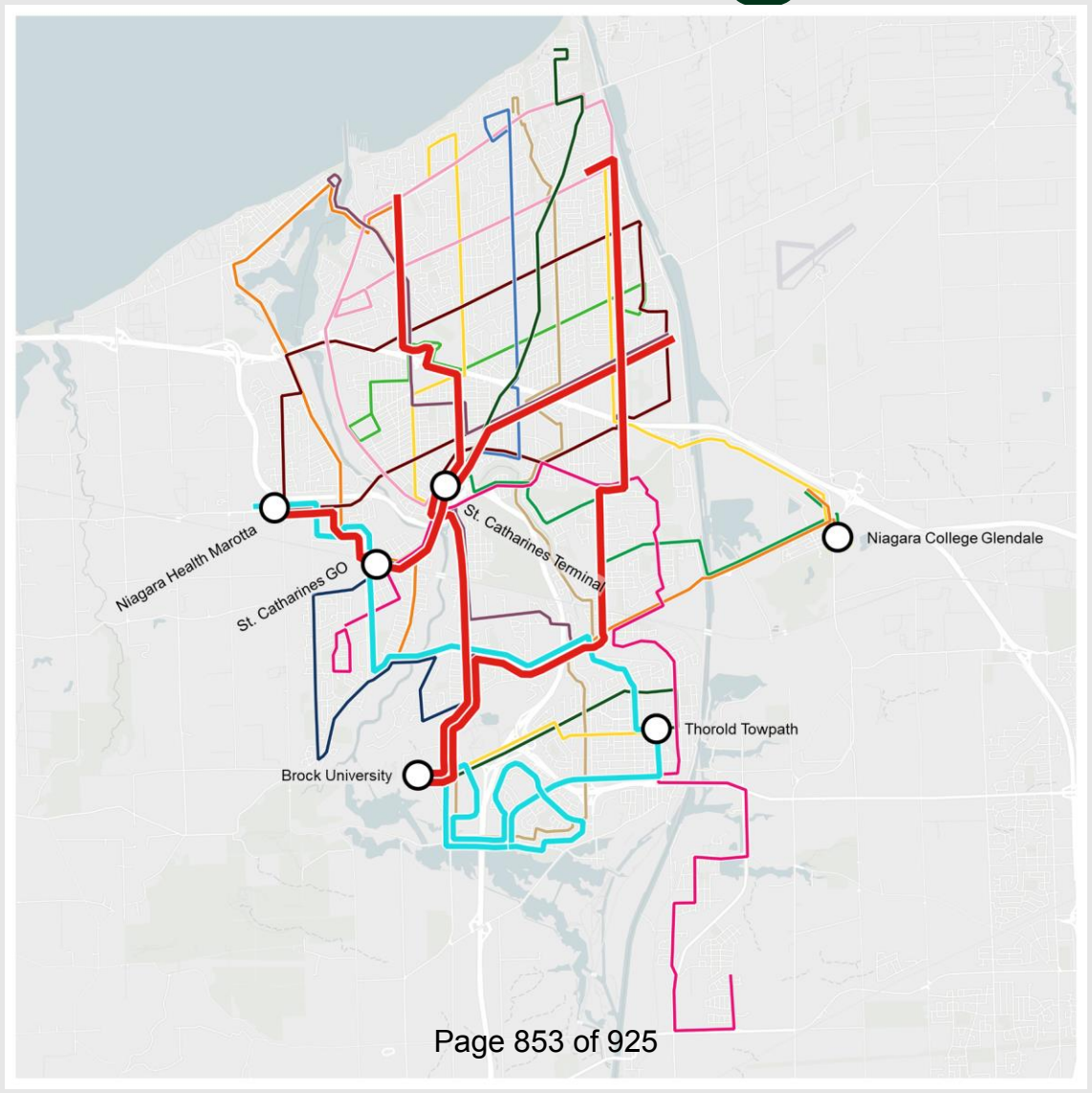
St. Catharines – Current



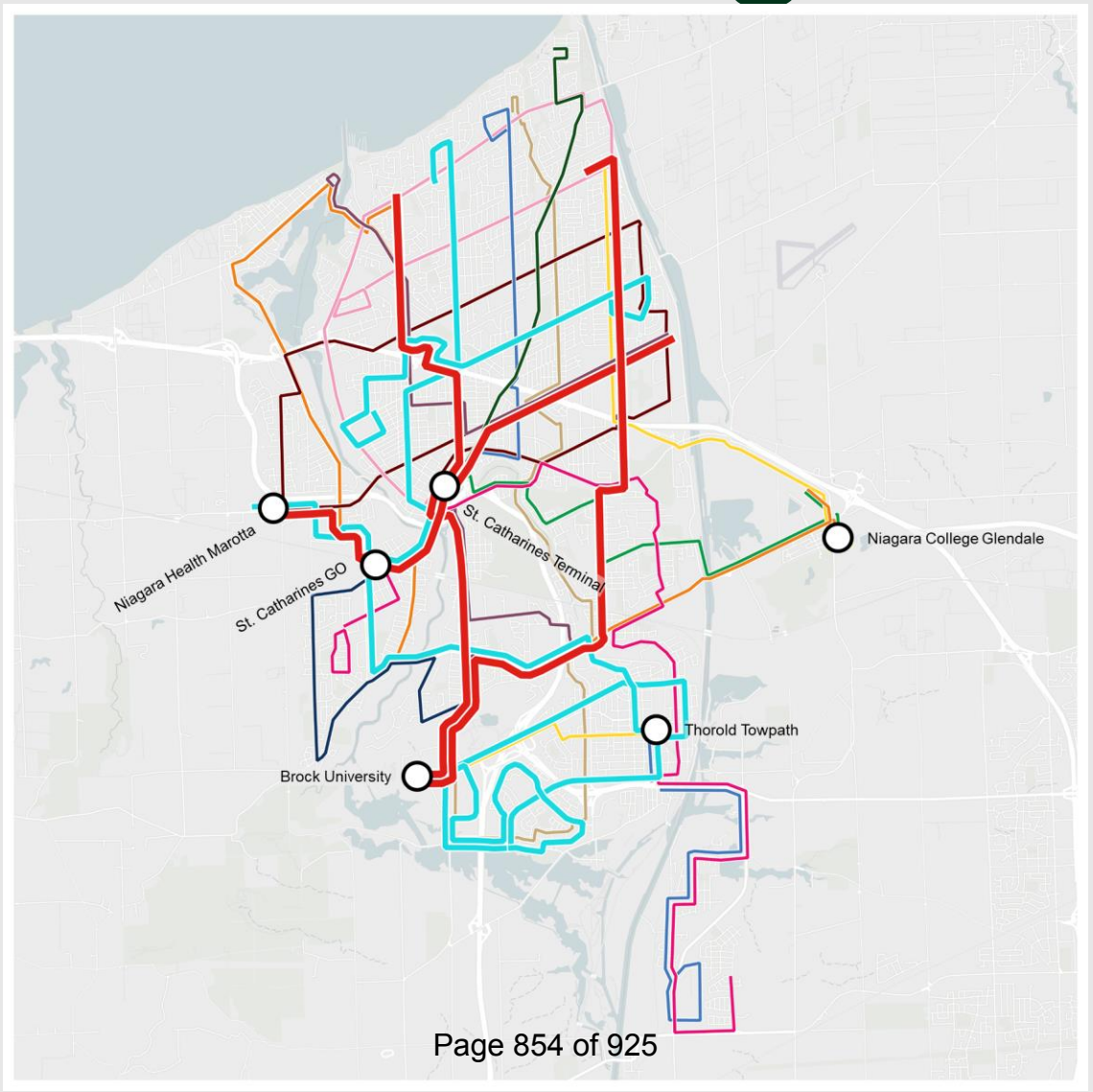
St. Catharines – Stage 1



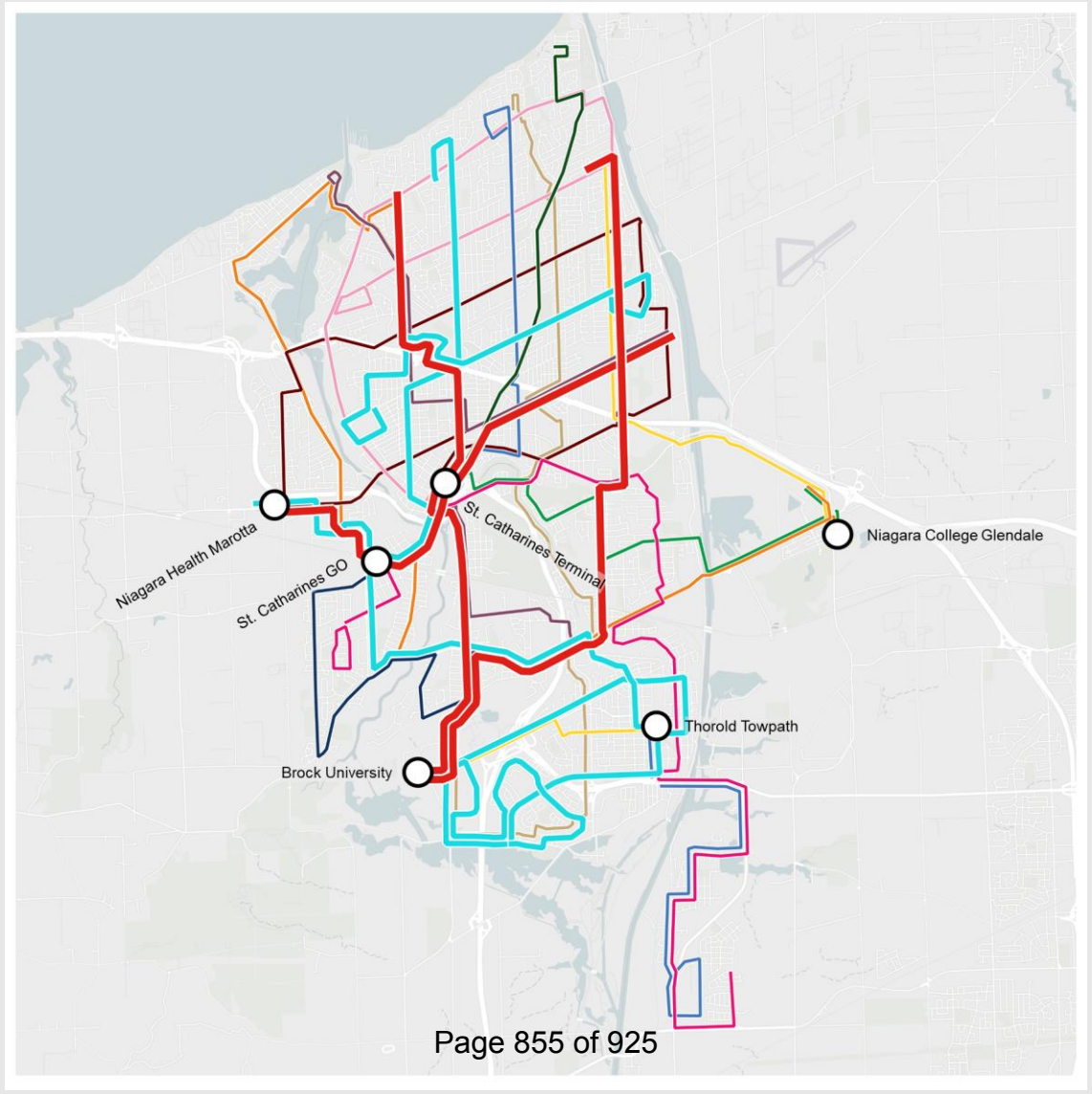
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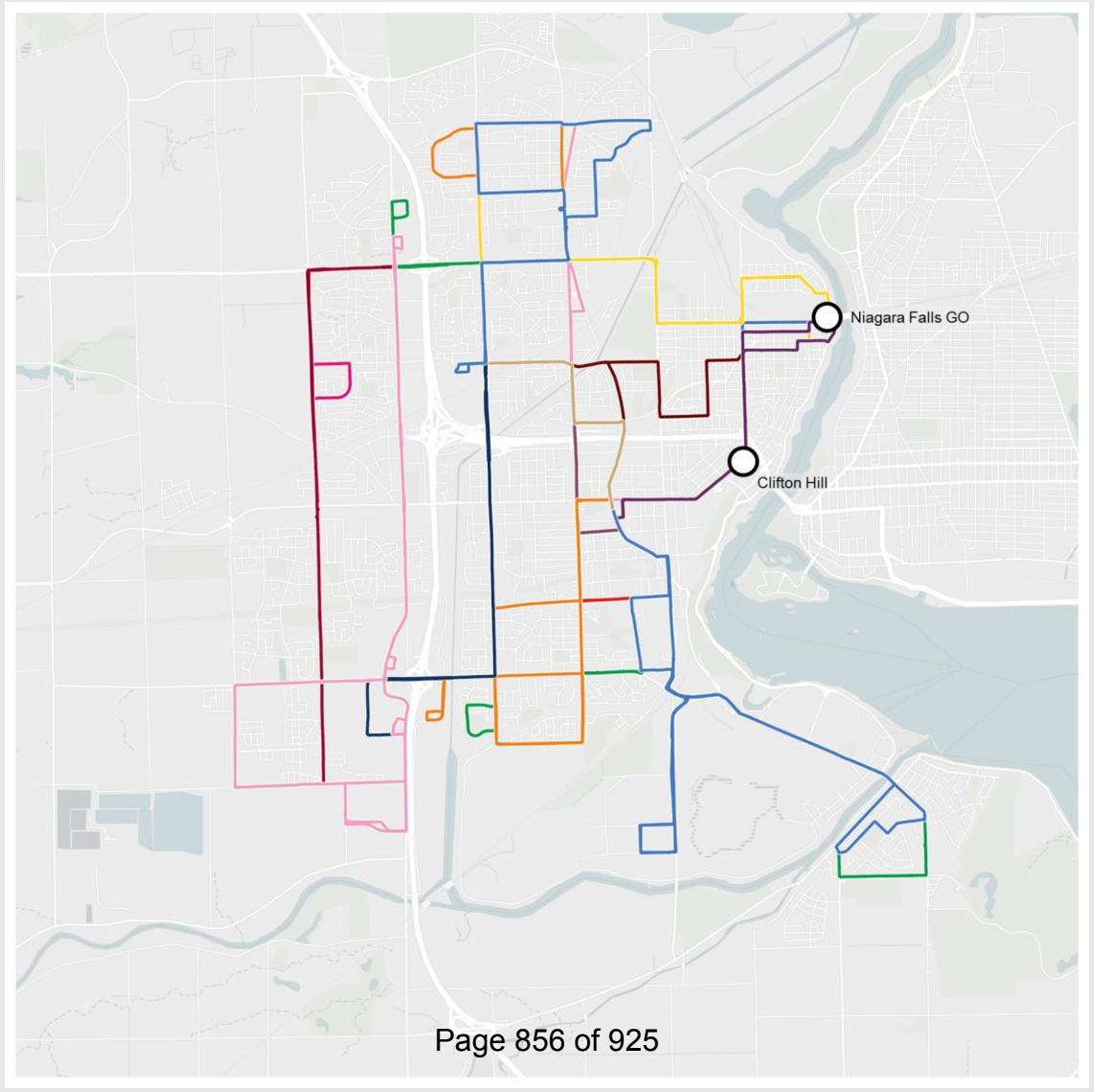
St. Catharines – Stage 3



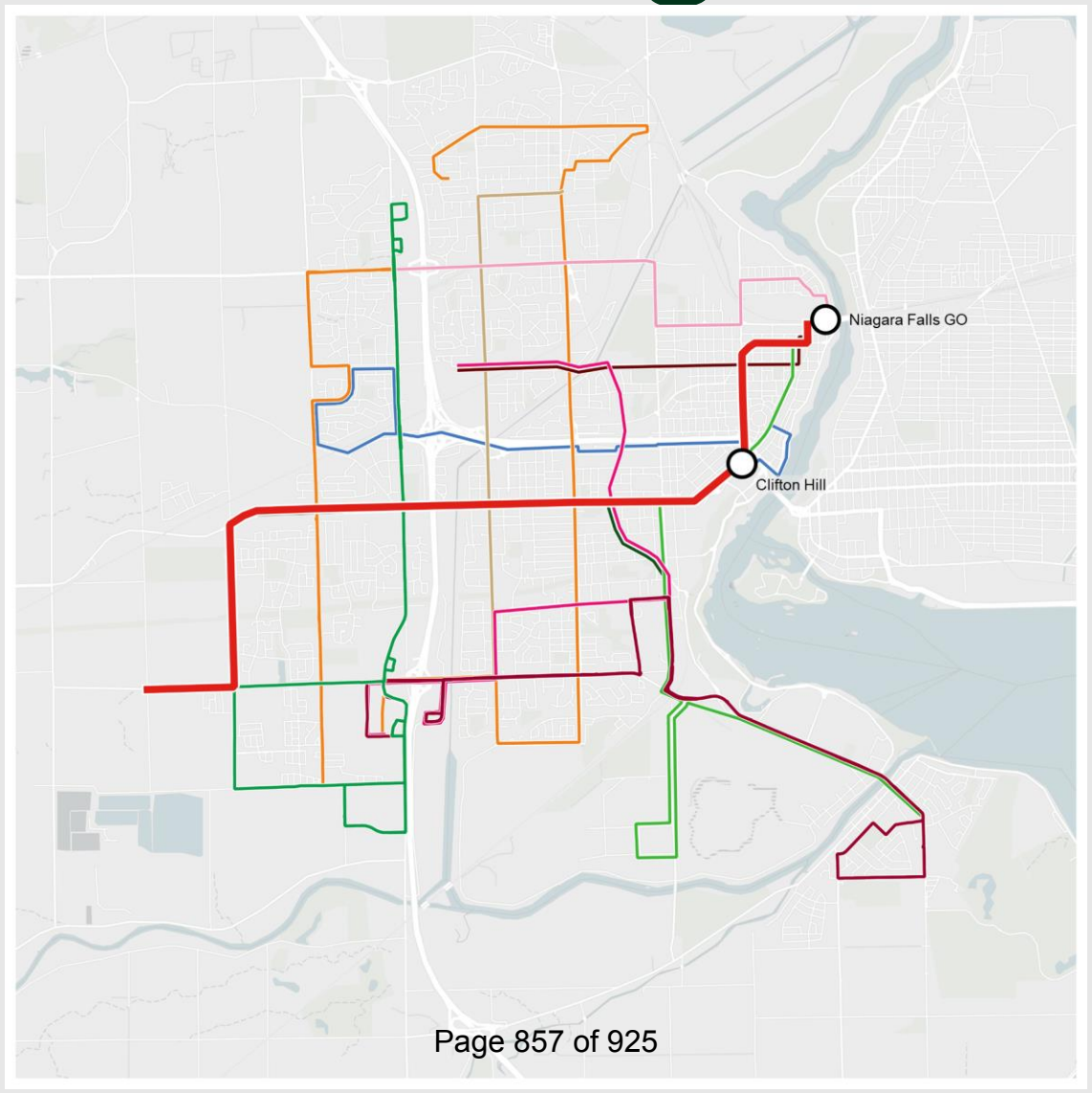
St. Catharines Network Evolution



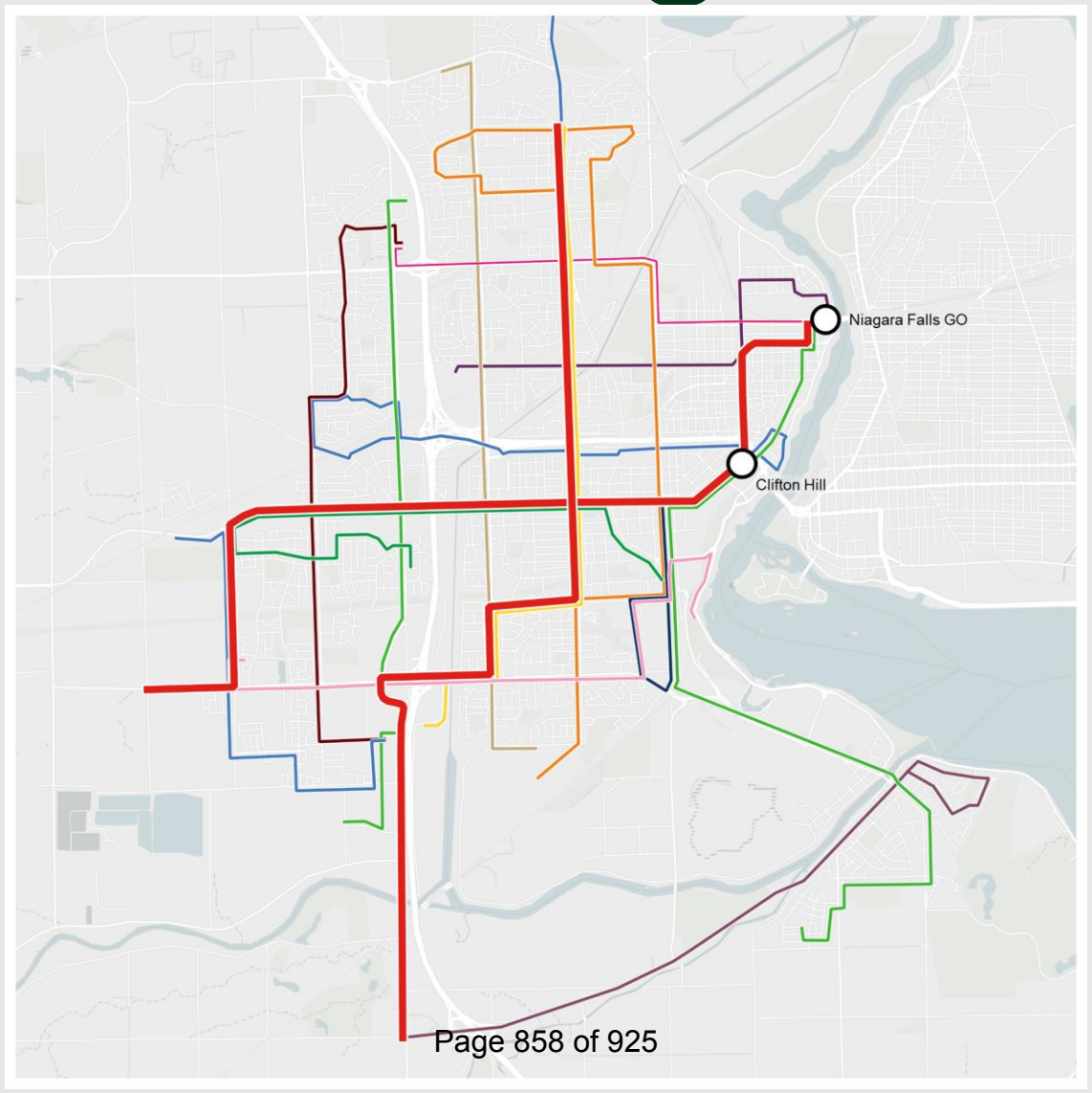
Niagara Falls – Current



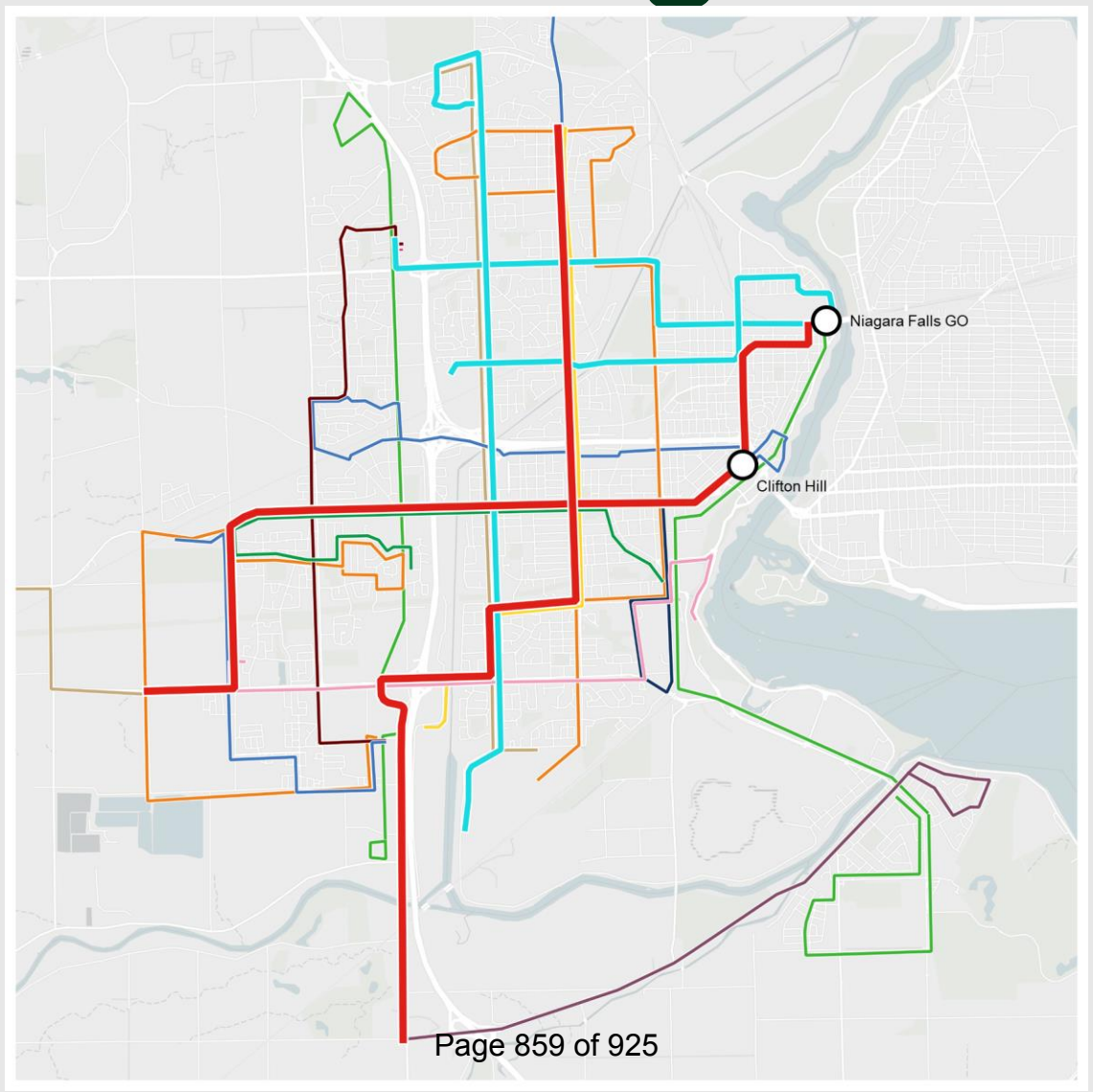
Niagara Falls – Stage 1



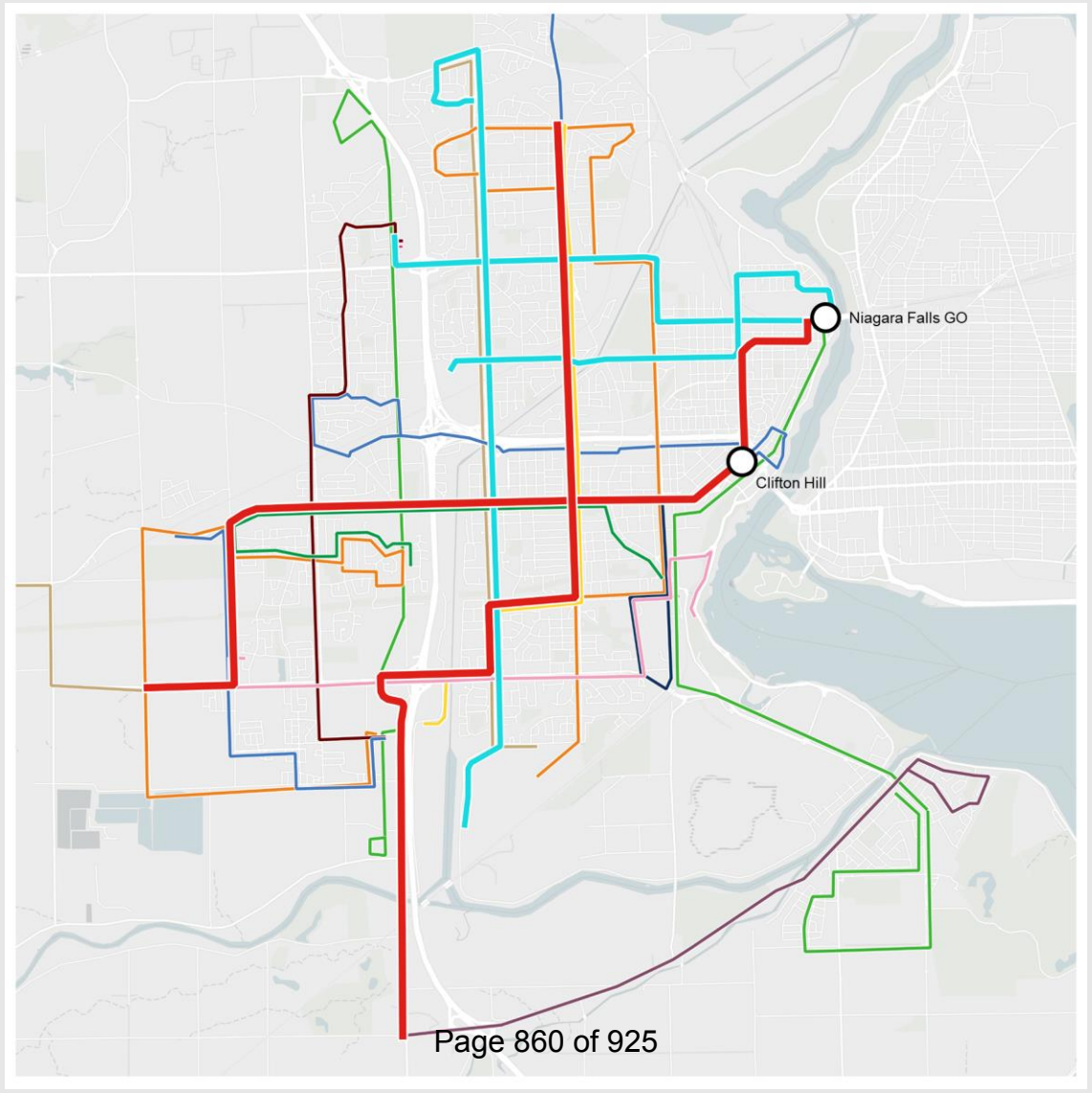
Niagara Falls – Stage 2



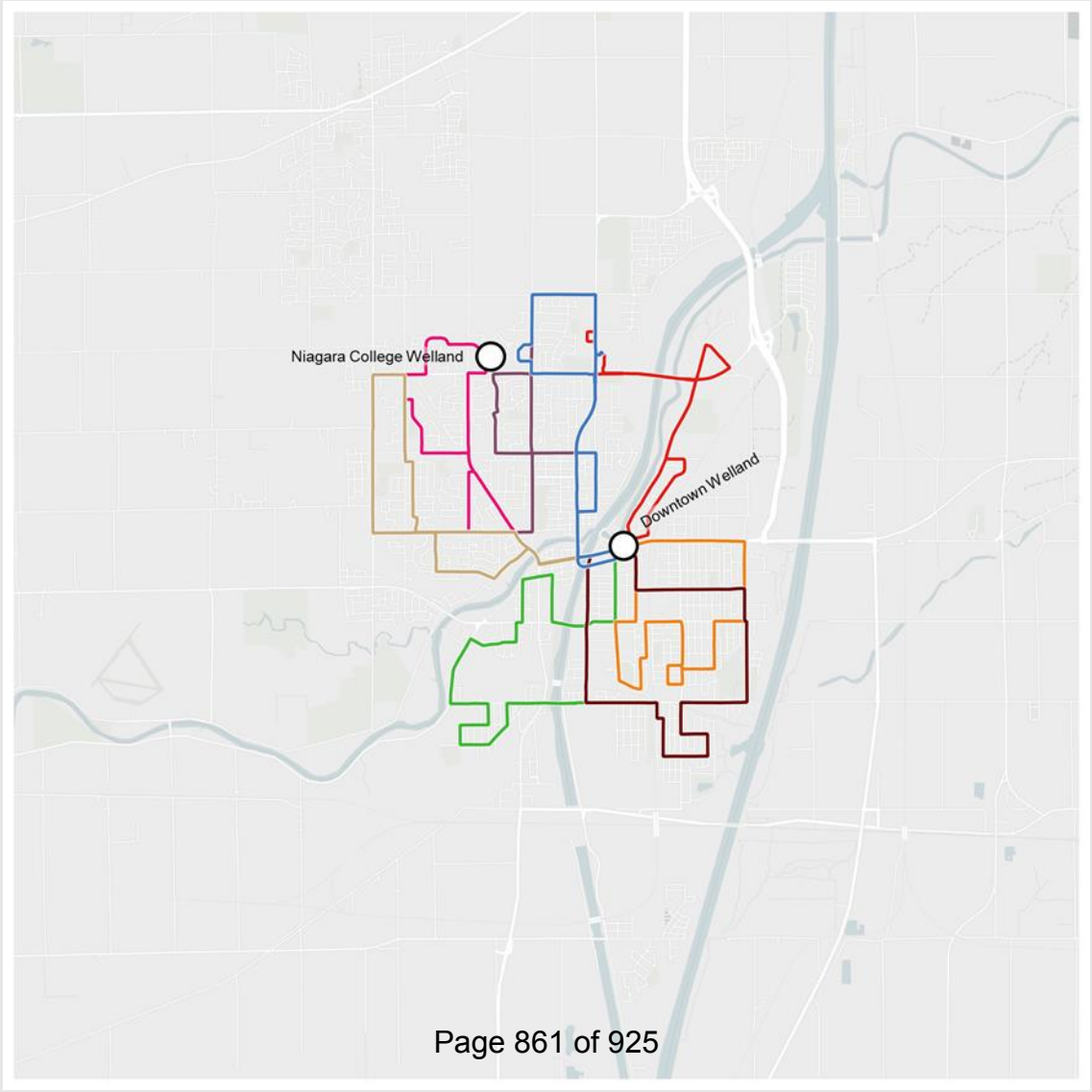
Niagara Falls – Stage 3



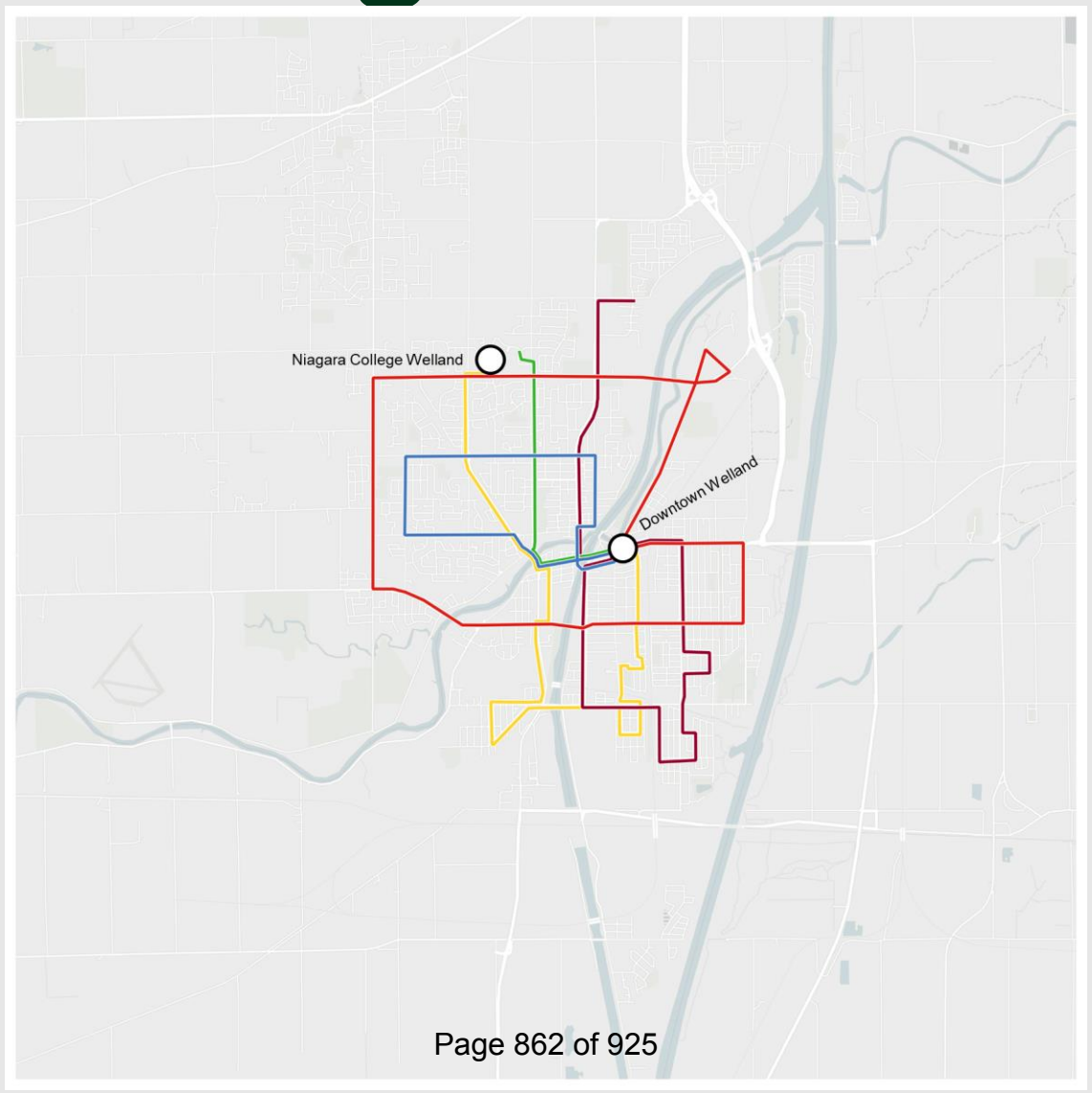
Niagara Falls Network Evolution



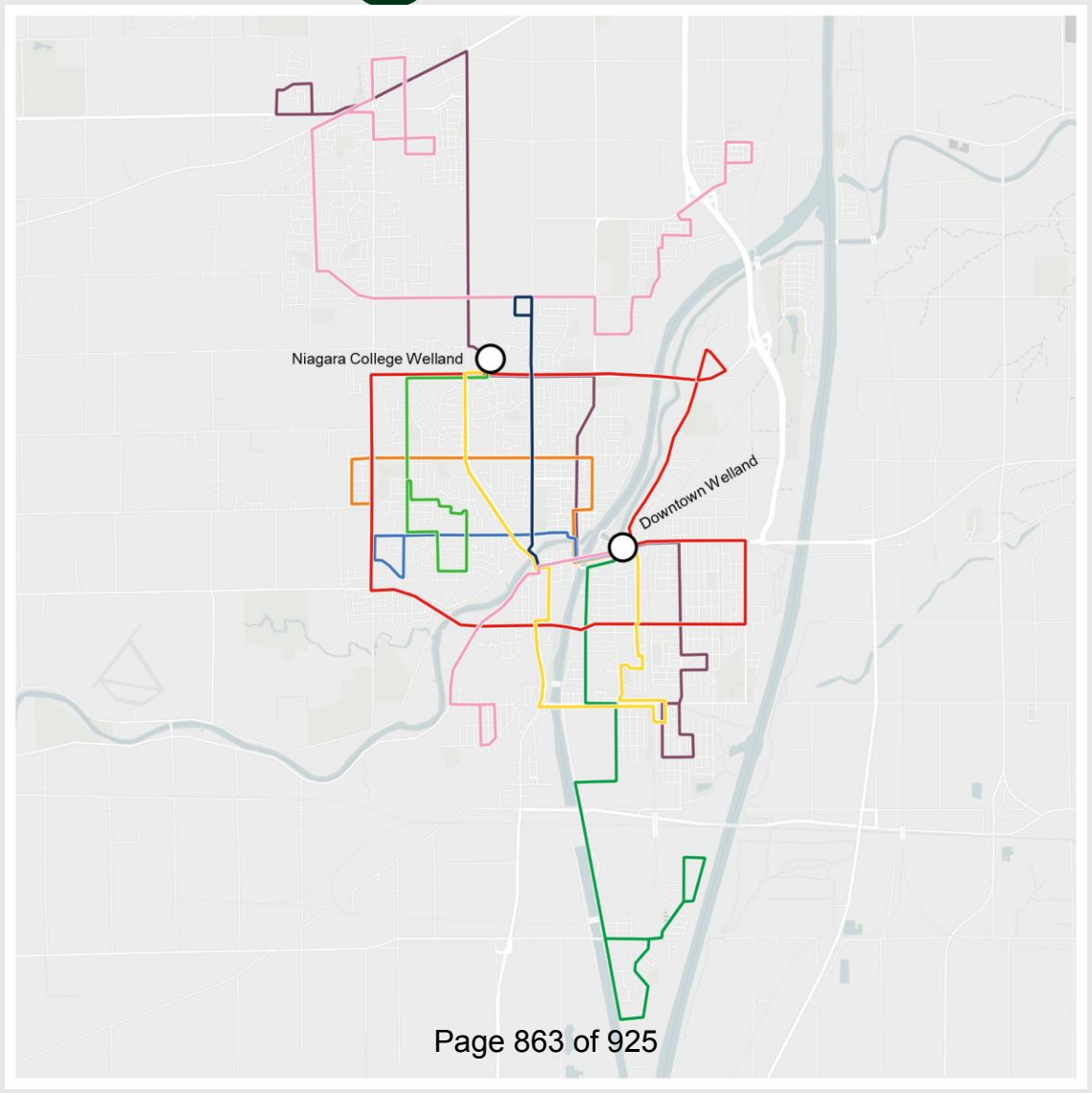
Welland – Current



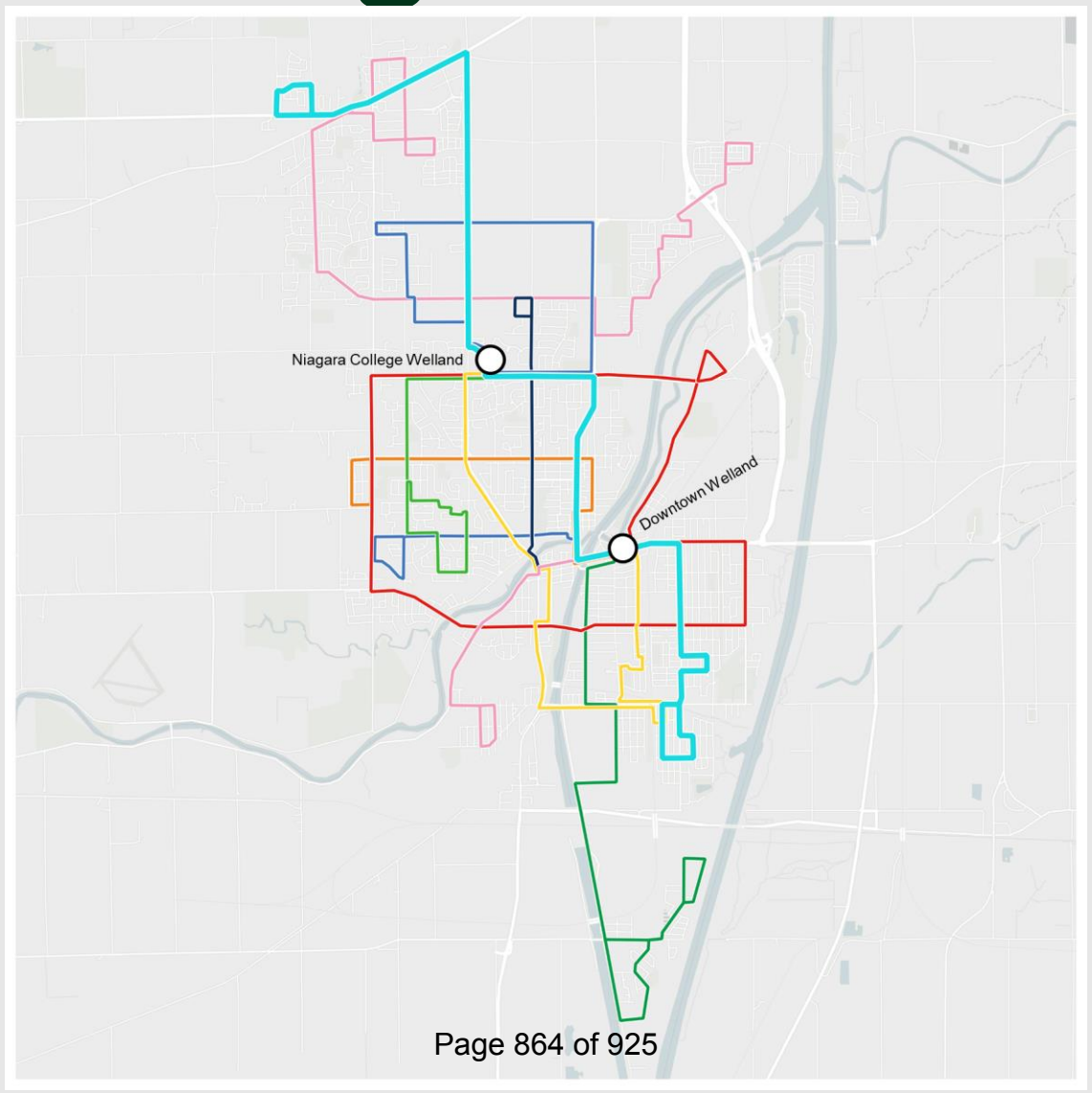
Welland – Stage 1



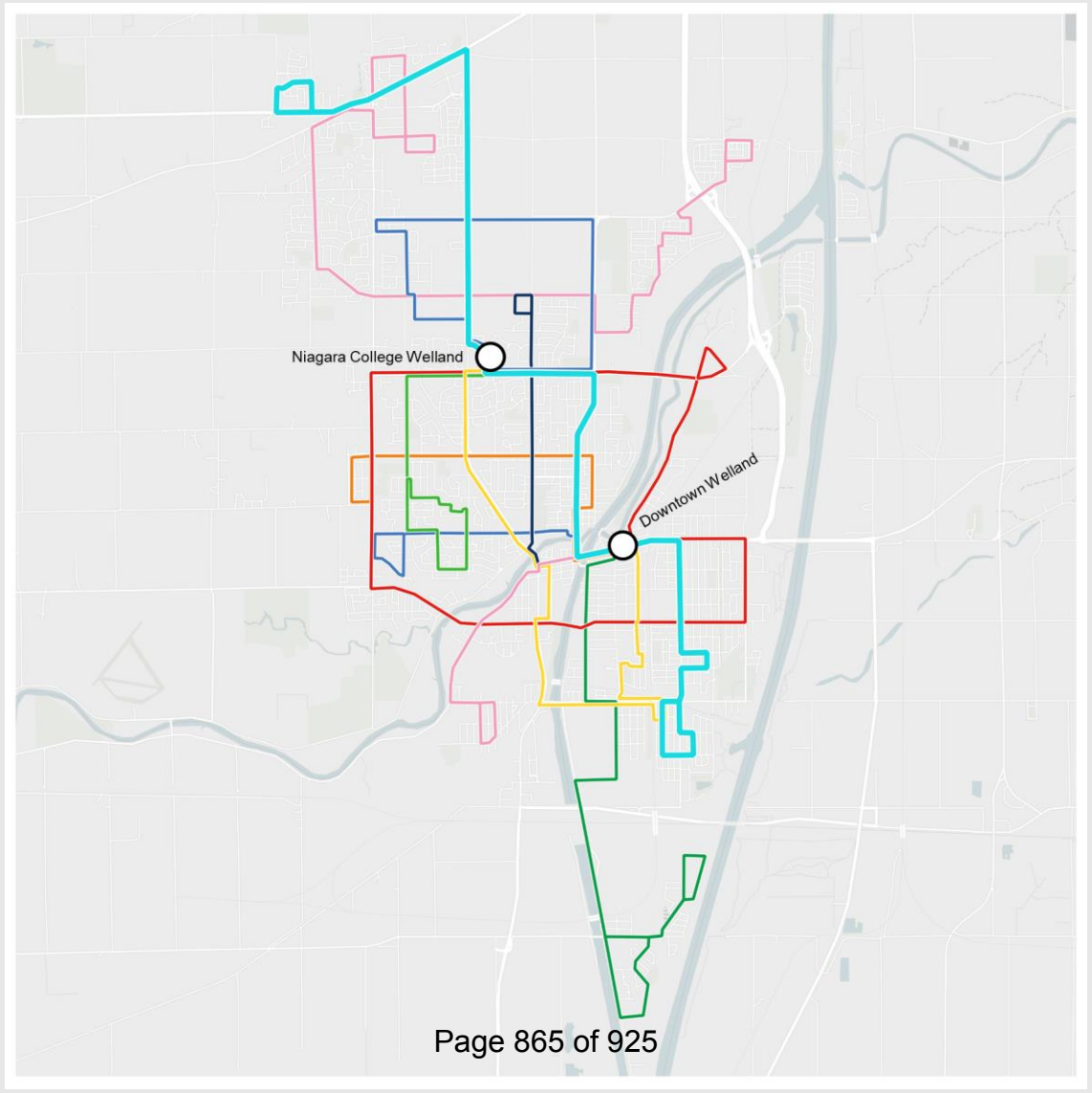
Welland – Stage 2



Welland – Stage 3

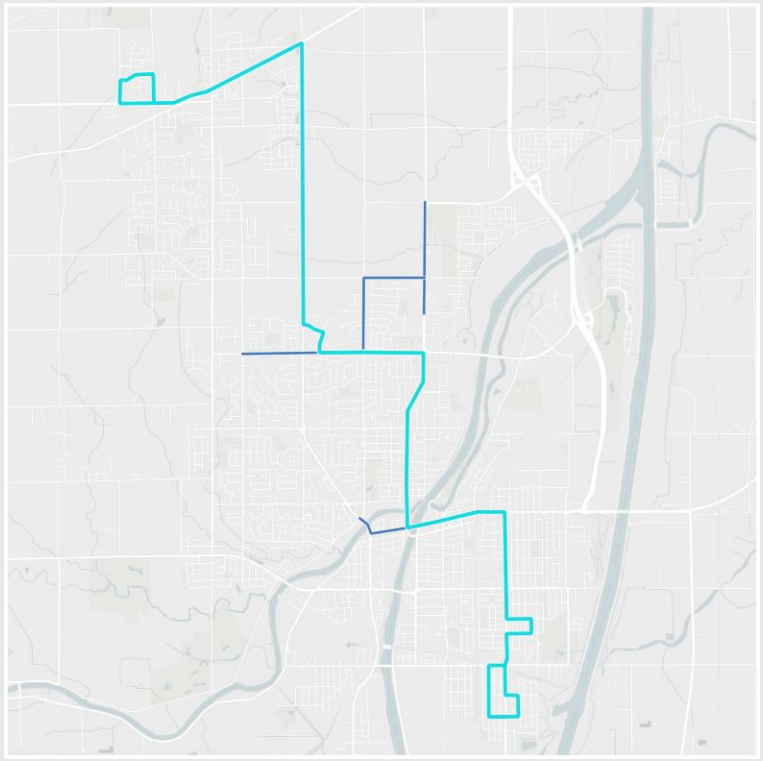


Welland Network Evolution

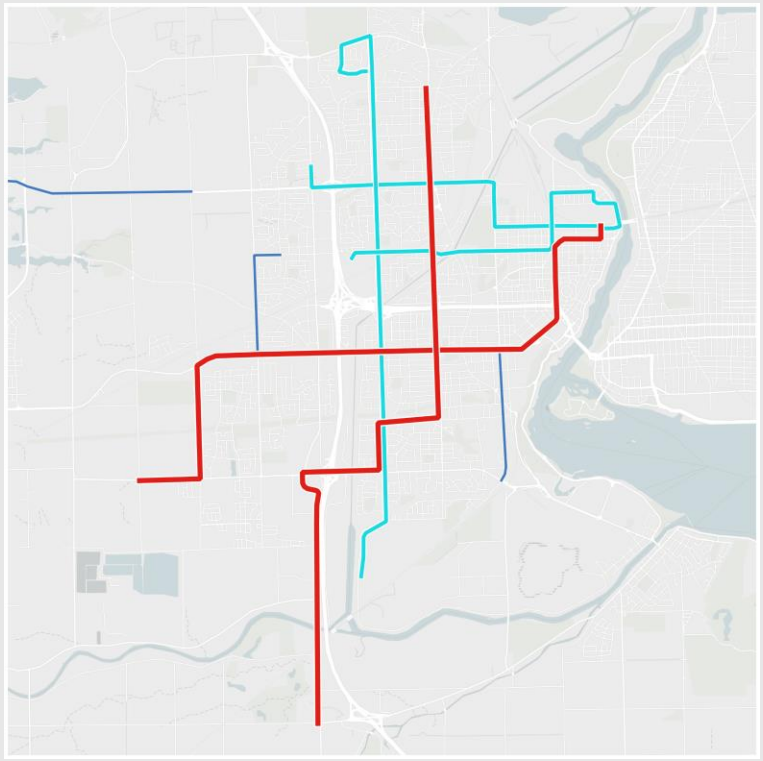


2035 High-Frequency Network

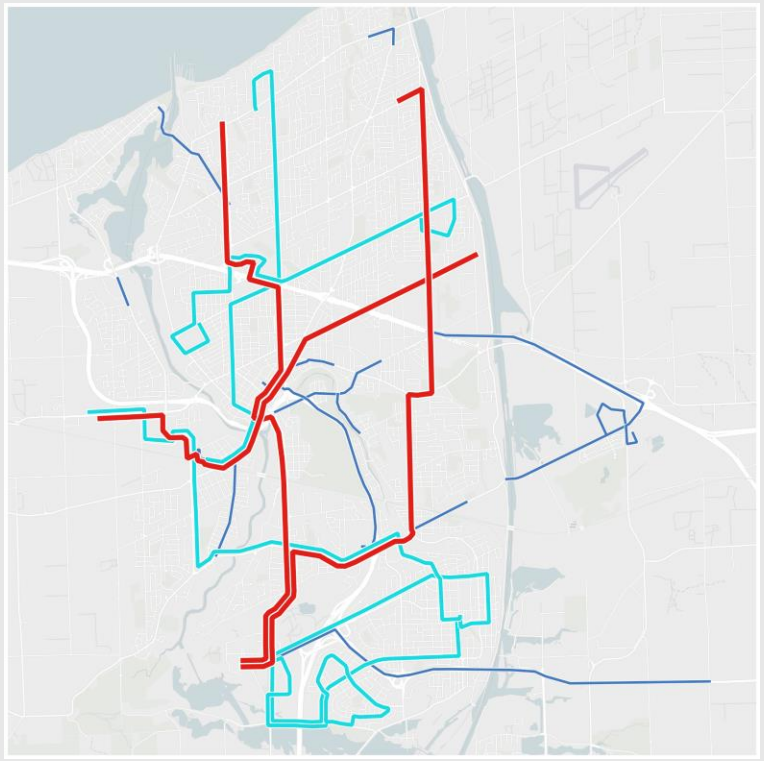
Welland



Niagara Falls

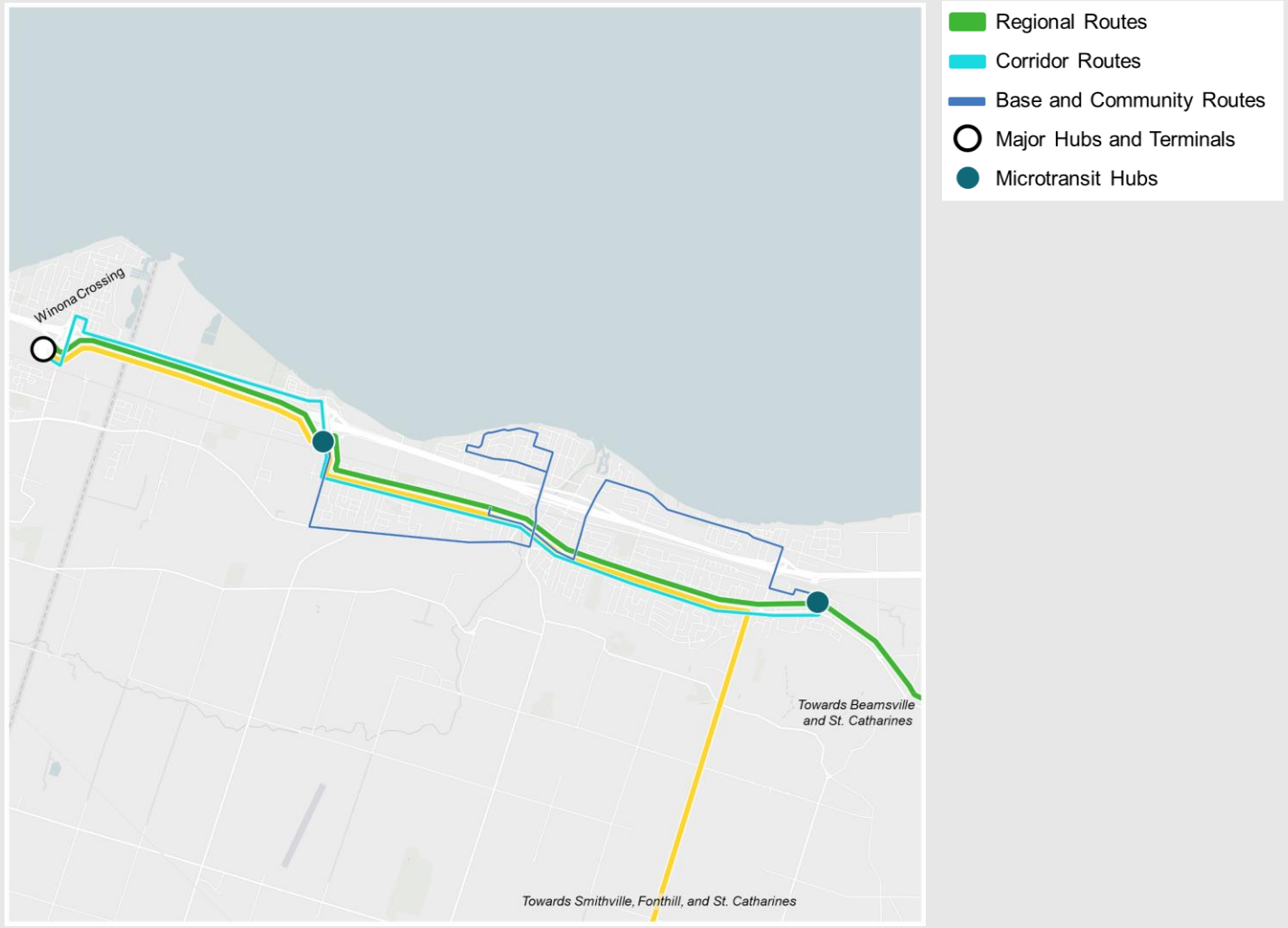


St. Catharines

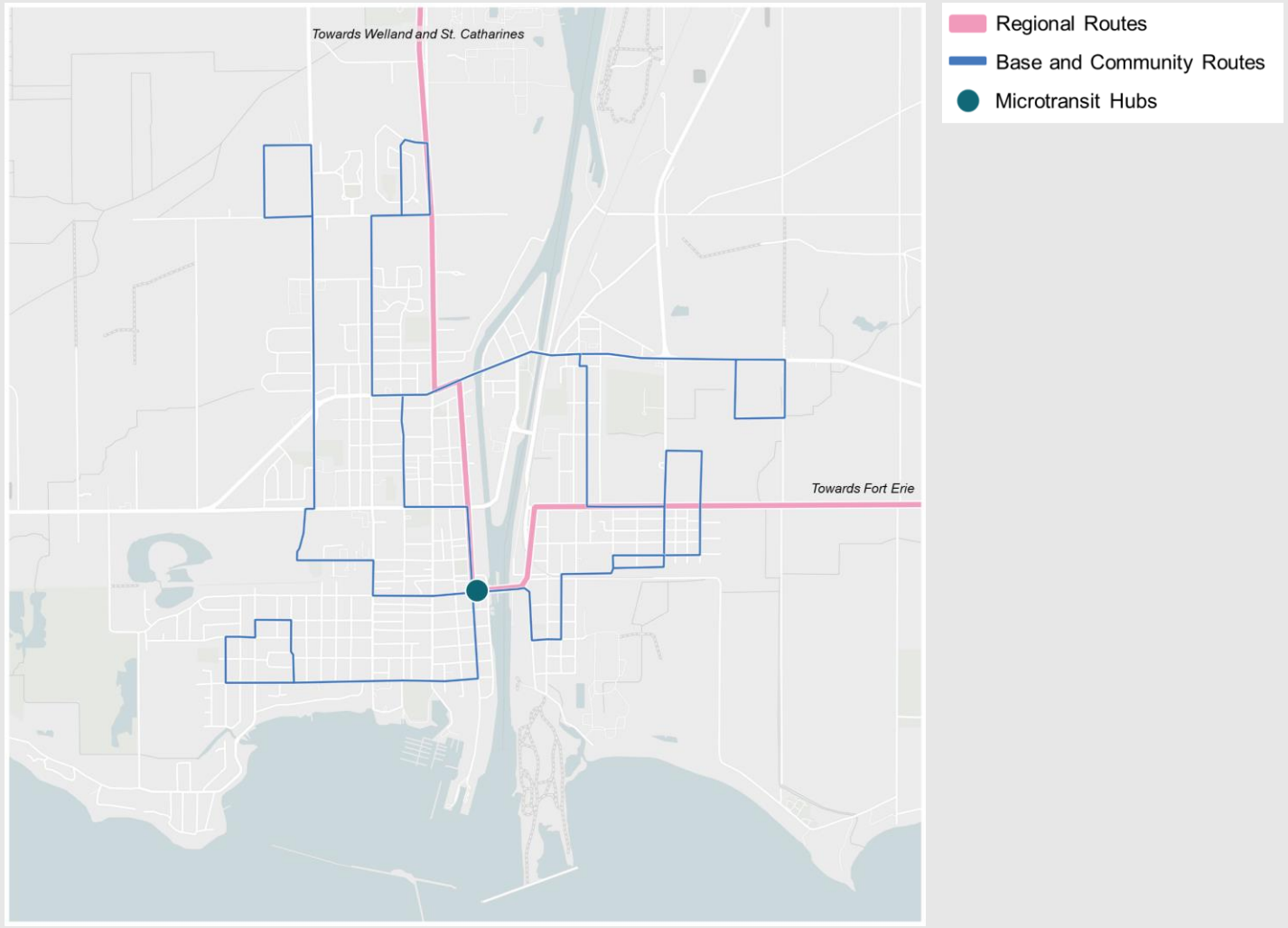


Rapid Bus Routes Corridor Routes High Frequency Segments

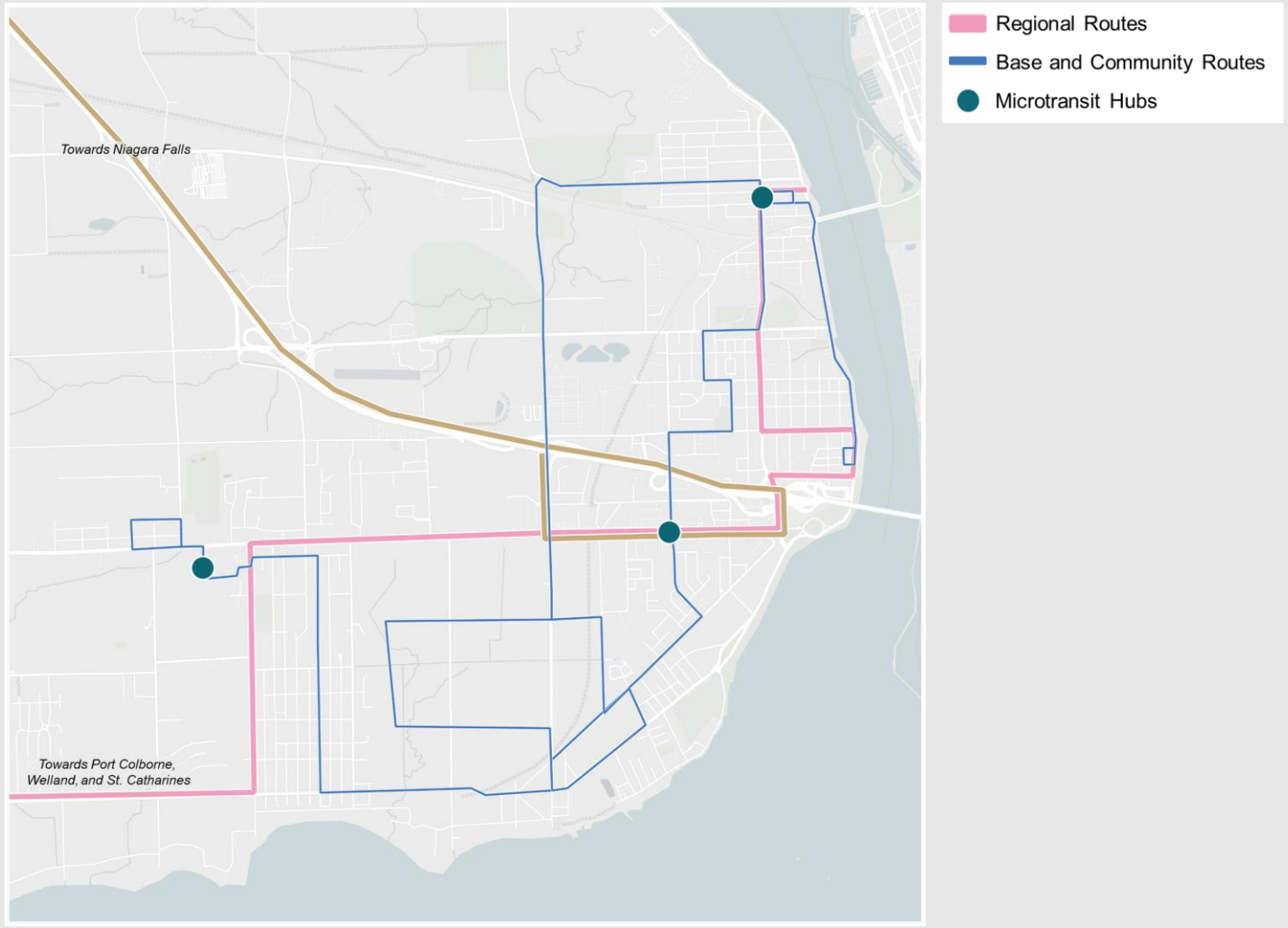
Grimsby – Stage 3



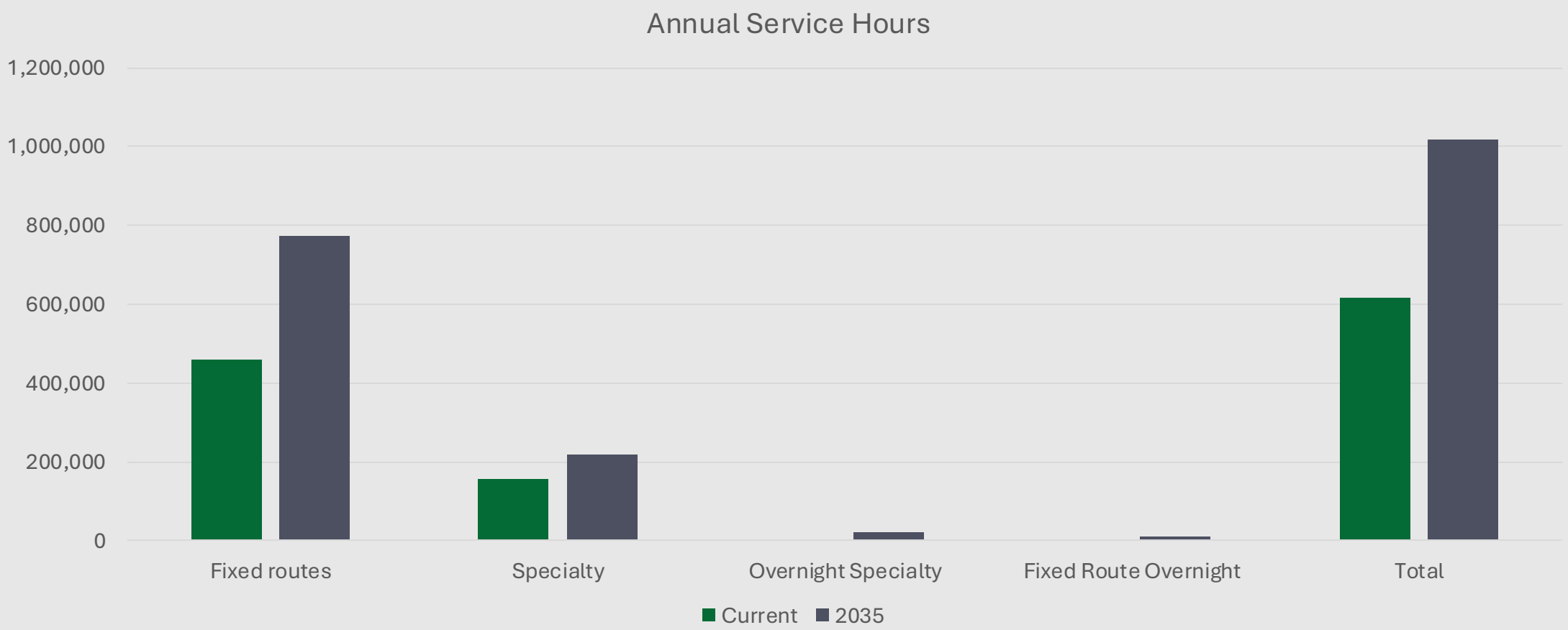
Port Colborne – Stage 3



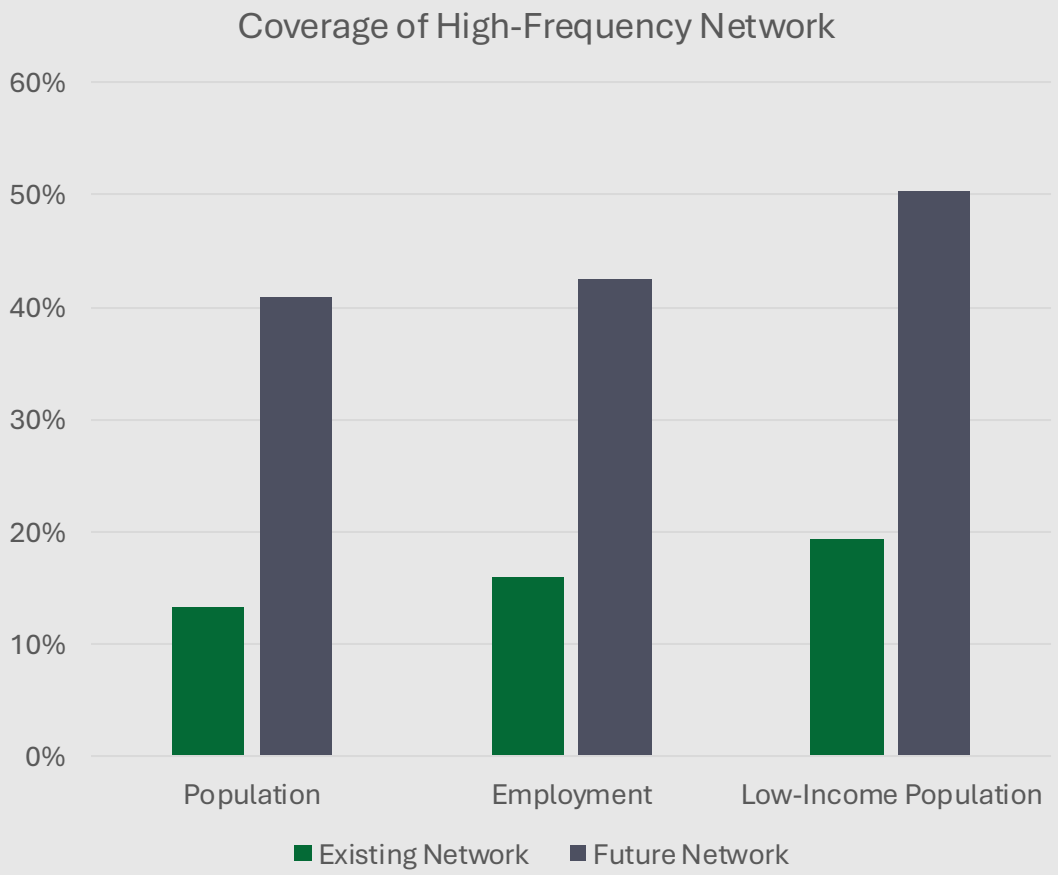
Fort Erie – Stage 3

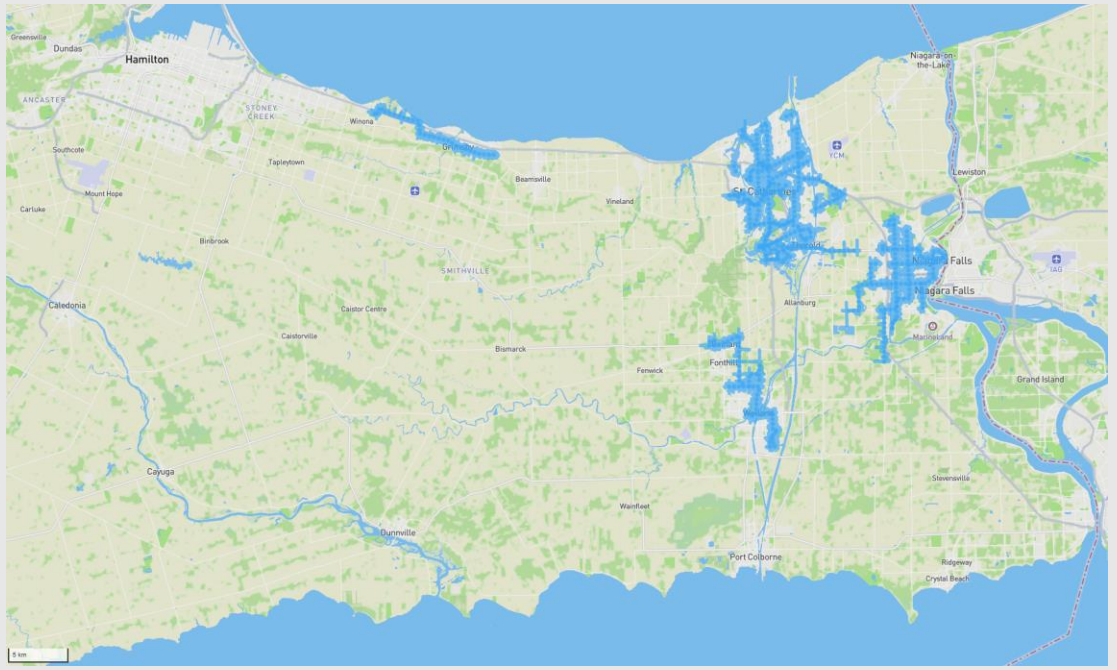


Annual Service Hours

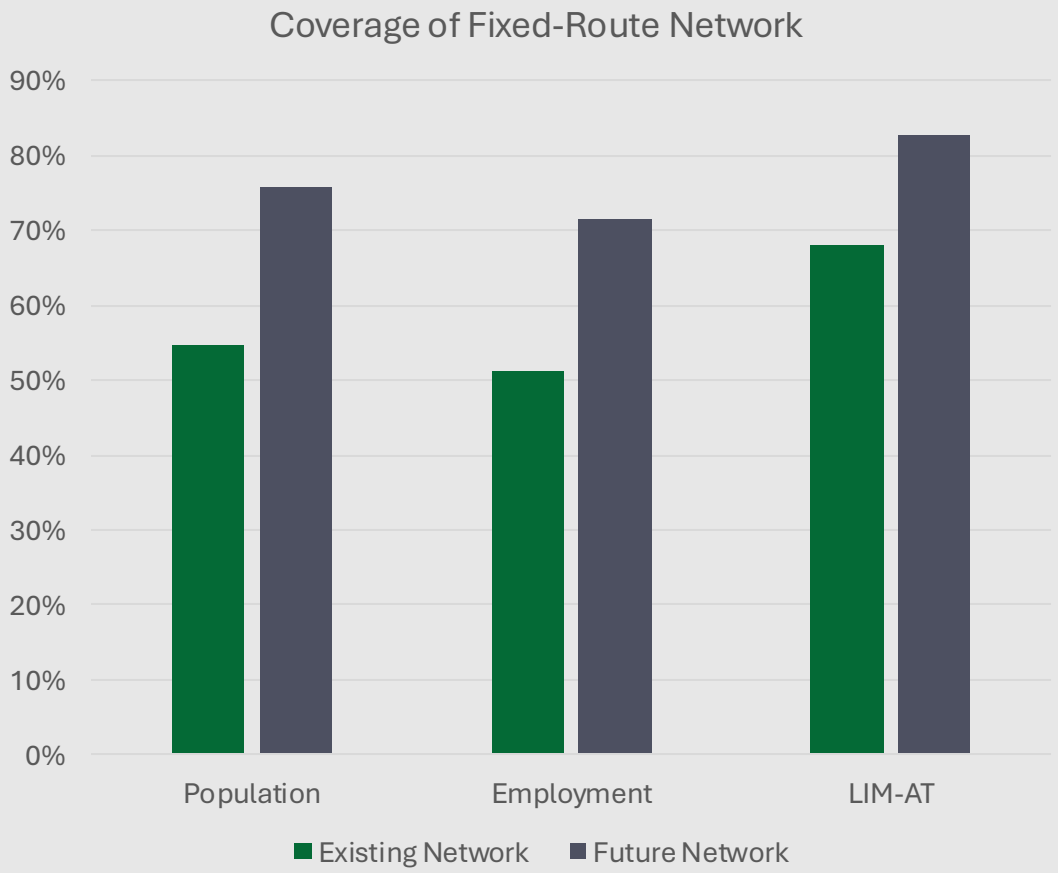


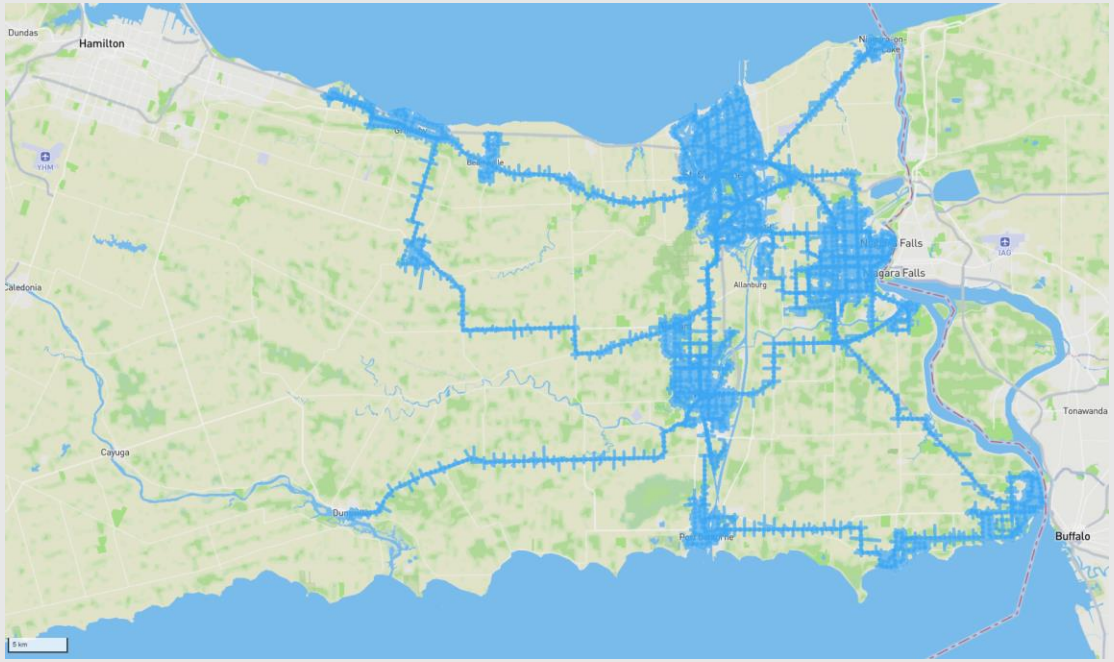
15-Minute Coverage by 2035





Fixed Route Coverage by 2035





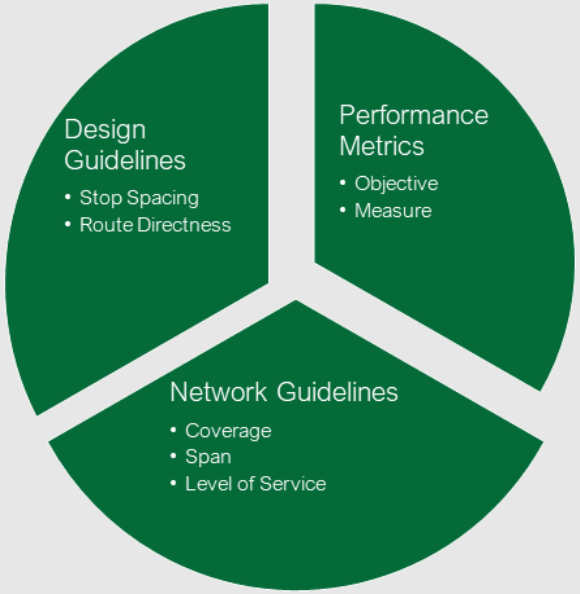
Travel Time Savings of 24% on average



ID	Trip Origin and Destination	Time Change
1	Regency Towers (Lake St) – St. Catharines Terminal	-5 min
2	Niagara Health Marotta – St. Catharines Terminal	No change
3	Niagara College Glendale – St. Catharines Terminal	-1 min
4	Brock University – Niagara Health Marotta	-7 min
5	Brock University – St. Catharines Terminal	-2 min
6	Brock University – Thorold Public Library	-11 min
7	Niagara College Glendale – Thorold Public Library	-17 min
8	Stamford (St. Paul Ave) – Morrison Dorchester	-7 min
9	Stamford (St. Paul Ave) – Niagara Falls GO	-21 min
10	Morrison Dorchester – Niagara Falls GO	-15 min
11	Morrison Dorchester – Clifton Hill	-5 min
12	Lundy's Lane/Kalar – Clifton Hill	-16 min
13	Niagara College Welland – Meridian Community Centre	-37 min
14	Niagara College Welland – Walmart Supercentre	-14 min
15	Niagara College Welland – Welland Farmers Market	-4 min
16	Welland Farmers Market – Walmart Supercentre	-9 min
17	Welland Farmers Market – International Flatwater Centre	-15 min

Service Guidelines

- Provides a structured approach to planning, managing, and improving transit service
- Help to maintain efficiency and consistency, support land use and infrastructure development, engage with the public, and comply with accessibility and other regulatory requirements
- Specific standards are tailored for each service type where relevant, while ensuring service consistency and efficiency
- Performance metrics will guide decisions on service level and type



Service Span:

- Region wide – Monday-Saturday 0600 – 2400; Sunday 0700-2200
- Considers all service type: micro-transit used in low demand times and areas

Service Intervals:

- Varies by service type
- Access to 30-minute peak service or better in major urban areas, 60-minutes in small urban areas
- Target 15-minues or better on major routes in long-term (Corridor / Rapid)
- Transition to microtransit when fixed route services are not warranted

Using the Available Space for Extension, the Sites Will Be Operating at Full Capacity Within 10 Years

Projected Evolution of Bus Fleet Increase by Site

2026-2035; 2-years; 5-years; 10 years; 40' equivalent bus

	Niagara	St.-Catharines	Welland	Total
Current (2025)				≈ 187
Stage 1 (2 years) – 2026-2027	≈ +5	≈ +8		≈ 200
Stage 2 (5 years) – 2026-2030	≈ +47			≈ 247
Stage 3 (10 years) – 2026-2035	≈ +26		≈ +72	≈ 345
Total – 10-year milestone	**≈ +78**	**≈ +8**	**≈ +72**	**≈ +157**

Site Space Requirements for 10-Year Growth

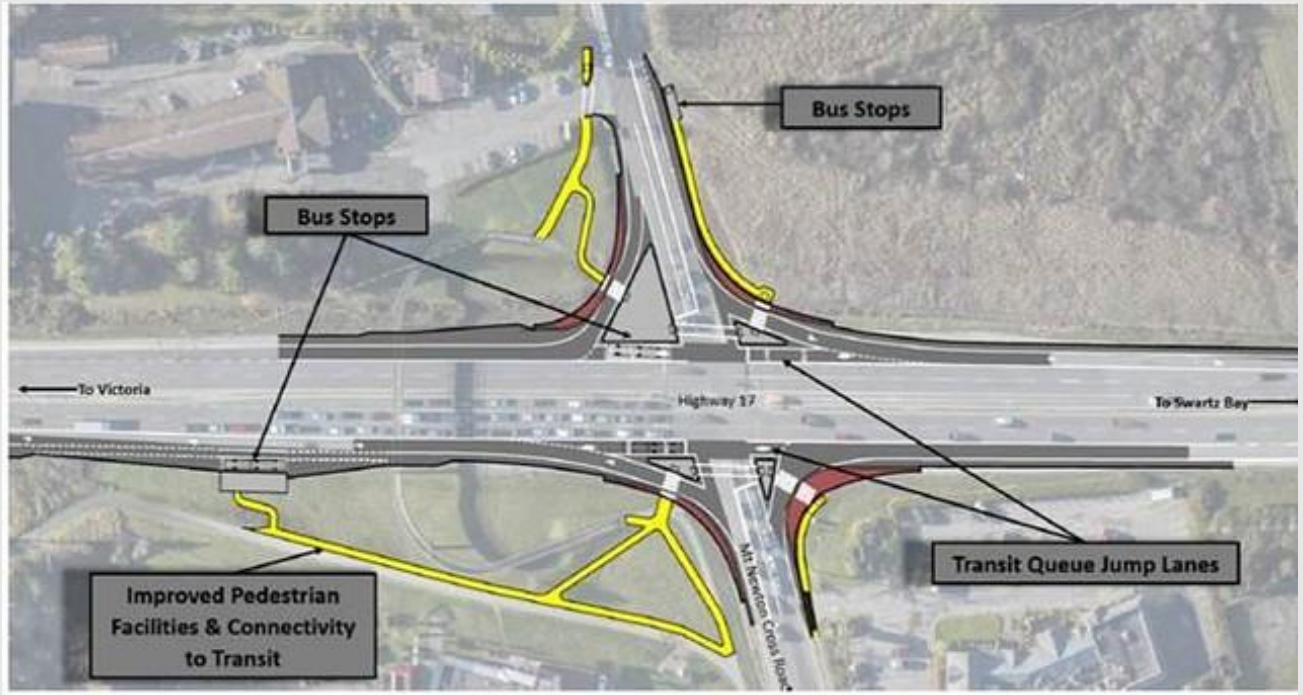
Per site

	Niagara	St.-Catharines	Welland	Total
Additional space required (square foot)	≈ 305 000 sf	*No additional space required*	≈ 245 000 sf	≈ 550 000 sf

Preliminary estimations – subject to refinement

Transit Priority

- Rapid bus will be designed with priority measures to achieve faster and more reliable travel.
- In addition, transit priority will improve services across region:
  - 12 bi-directional queue jump lanes
  - 24 transit signal priority locations
- Plan encourages infrastructure and policy to enable direct highway travel with stops
  - Bus bays
  - Dedicated lanes
  - Bus exceptions



This Photo by Unknown Author is licensed under CC BY-NC-ND

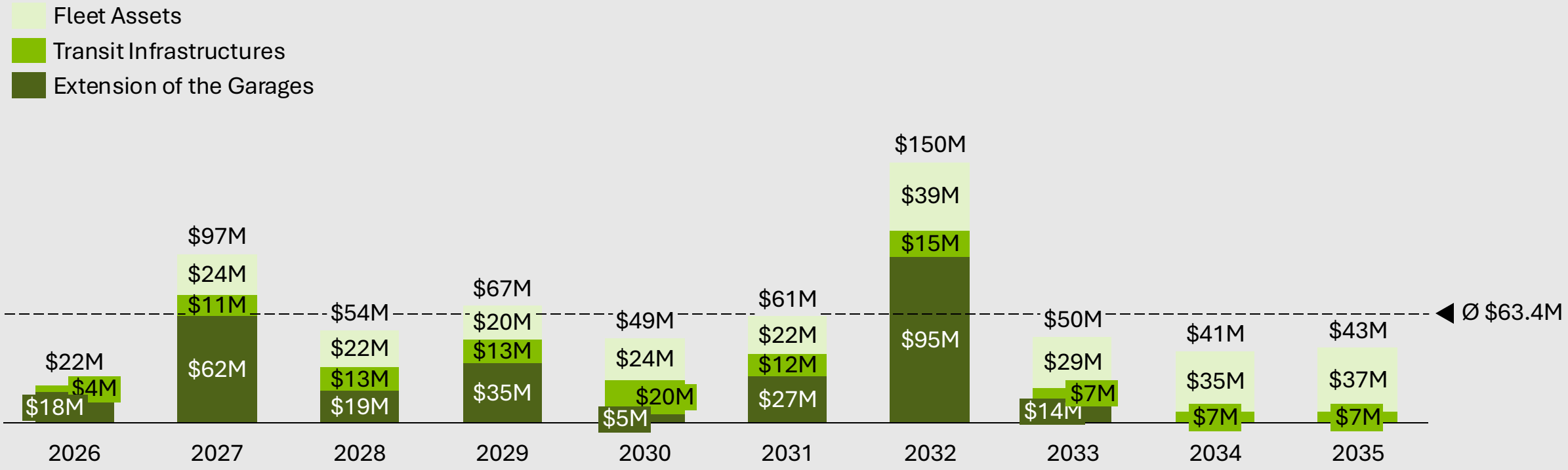
Supporting Assets

Detailed Asset Costing

Required CAPEX for Transit Growth

CAPEX estimations for transit growth were provided to give an order of magnitude and therefore lack a high level of accuracy. They are not intended to replace estimates based on detailed studies or contractor quotes.

10-Year CAPEX Plan for Transit Growth
2026-2035; $M



Stage 1 (2 years) – $118.9M

Stage 2 (5 years) – $315.8M

Stage 3 (10 years) – $634.1M

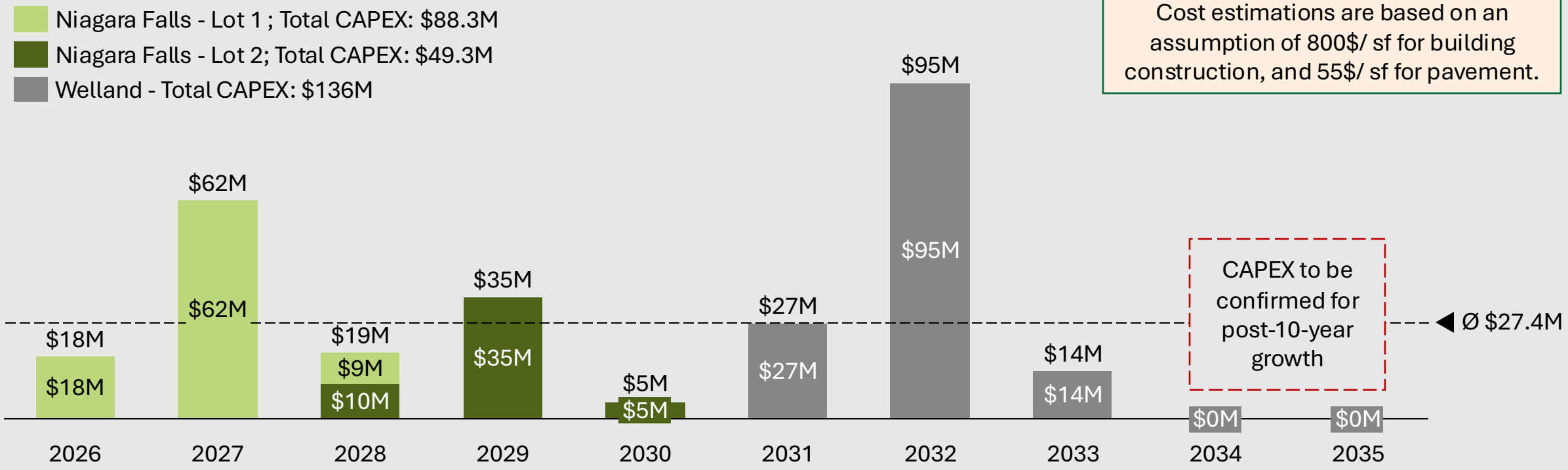
Preliminary estimations – subject to refinement

Cash Flow for years of expenditure

CAPEX estimations for transit growth were provided to give an order of magnitude and therefore lack a high level of accuracy. They are not intended to replace estimates based on detailed studies or contractor quotes.

10-Year Capital Budget Strategy for Garages Extension*
2026-2035; $M

Cost estimations are based on an assumption of 800$/ sf for building construction, and 55$/ sf for pavement.



Stage 1 (2 years) – $79.4M

Stage 2 (5 years) – $137.6M

Stage 3 (10 years) – $273,6M

**Excluding, charging equipment, utility connection upgrades, complex excavations etc.*

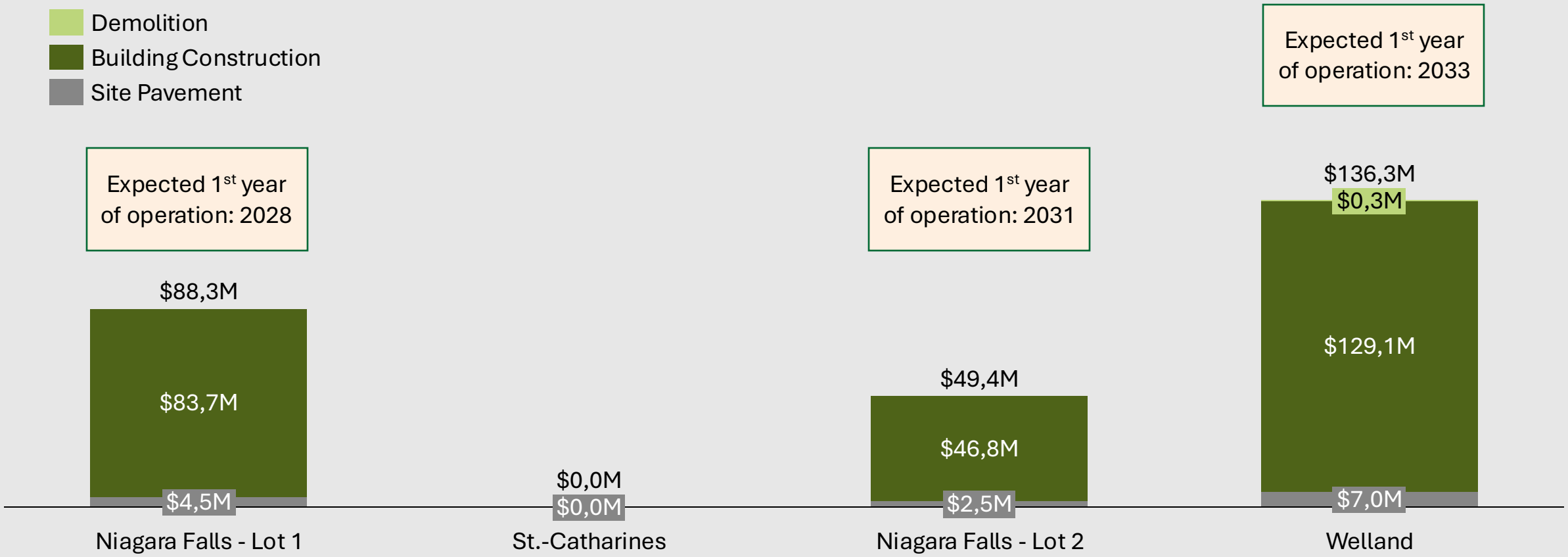
Preliminary estimations – subject to refinement

Capital Budget Strategy for Garage Extensions and Reconstruction, per Site

CAPEX estimations for transit growth were provided to give an order of magnitude and therefore lack a high level of accuracy. They are not intended to replace estimates based on detailed studies or contractor quotes.

Capital Budget Strategy for Garage Extension and Reconstruction*

10 years; $M



**Excluding, charging equipment, utility connection upgrades, complex excavations etc.*

Preliminary estimations – subject to refinement

Four Scenarios Have Been assessed to Determine the Most Effective Way to Increase Capacity, Considering Projected Transit Growth

Scenario assessed		Description	Meet current needs	Meet future needs	
1)	Expand and upgrade St.-Catharines and Niagara Falls.	Upgrade and expand the existing garages to handle the planned fleet growth by maximizing the use of current sites and possibly purchasing adjacent lots. This keeps operations decentralized but strengthens each site.	Yes	No	
2)	Add a new third facility to complement current sites.	Keep the current facilities as they are, but add a brand-new garage in a strategic location to balance service demands across the region. This distributes growth across three sites.	Yes	Yes	
3)	Expand Niagara site (WEGO facility); rebuild and expand Welland	Expand the garage in Niagara Falls on the two available lots (east and south of the existing building), and demolish, rebuild, and expand the Welland facility on its existing parcel.	Yes	Yes	**Selected scenario**
4)	Build a centralized “super garage” and decommission current facilities.	Construct a single, large “super garage” to house the entire fleet and close the three existing garages. This centralizes operations and may generate savings by eliminating older facilities but requires major upfront investment.	No	Yes	

Based on the level of investment required, available space, operational efficiency and resiliency, ability to meet future needs and other criteria, we recommend the third scenario – Expansion at Niagara and Welland.

Locations for expansion in Niagara Falls and Welland

Niagara: Total capacity for expansion: around 305k sf



Welland: Total capacity for expansion: 245 266 sf



These lots/parcels are owned by the Region, meaning that the planned expansions over the next 10 years should not require the purchase of additional land.

Using the Available Space for Extension, the Sites Will Be Operating at Full Capacity Within 10 Years

Projected Evolution of Bus Fleet Increase by Site
2026-2035; 2-years; 5-years; 10 years; 40' equivalent bus

	Niagara Falls	St.-Catharines	Welland	Total
Current (2025)				≈ 187
Stage 1 (2 years) – 2026-2027	≈ +5	≈ +8		≈ 200
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Total – 10-year milestone	**≈ +78**	**≈ +8**	**≈ +72**	**≈ +157**

Site Space Requirements for 10-Year Growth
Per site

	Niagara Falls	St.-Catharines	Welland	Total
Additional space required (square foot)	≈ 305 000 sf	*No additional space required*	≈ 245 000 sf	≈ 550 000 sf

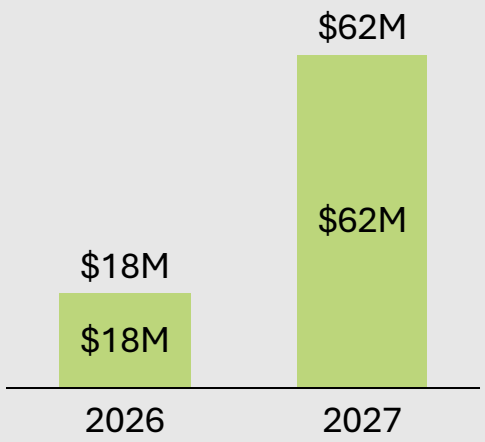
Preliminary estimations – subject to refinement

Cash Flow for years of expenditure

10-Year Capital Budget Strategy for Garages Extension – ***Excluding, charging equipment, utility connection upgrades, complex excavations etc.***
2026-2035; $M

Niagara Falls - Lot 1 ; Total CAPEX: $88.3M

Cost estimations are based on an assumption of 800$/ sf for building construction, and 55$/ sf for pavement.



Stage 1 (2 years) – $79.4M

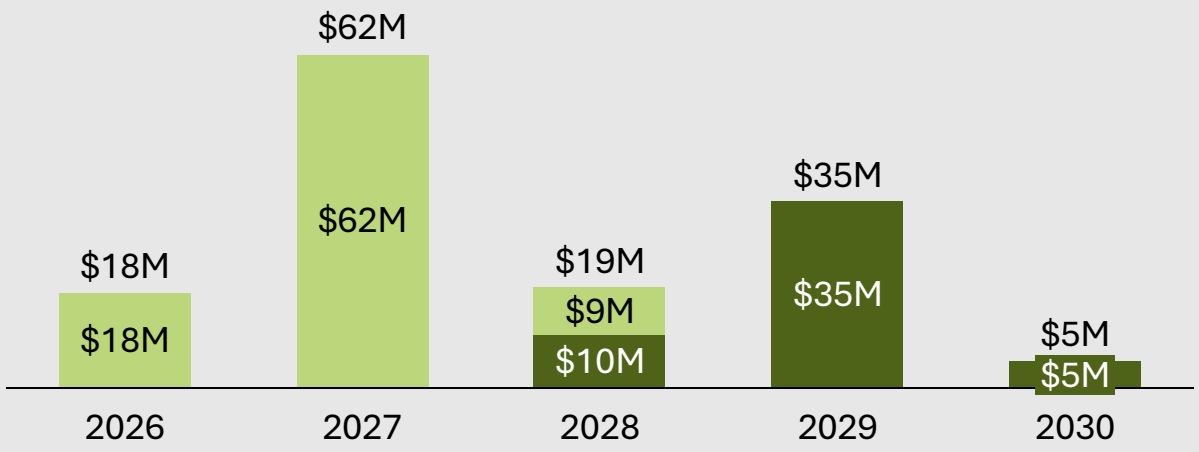
Preliminary estimations – subject to refinement

Cash Flow for years of expenditure

10-Year Capital Budget Strategy for Garages Extension – ***Excluding, charging equipment, utility connection upgrades, complex excavations etc.***
2026-2035; $M

Niagara Falls - Lot 1 ; Total CAPEX: $88.3M
Niagara Falls - Lot 2; Total CAPEX: $49.3M

Cost estimations are based on an assumption of 800$/ sf for building construction, and 55$/ sf for pavement.



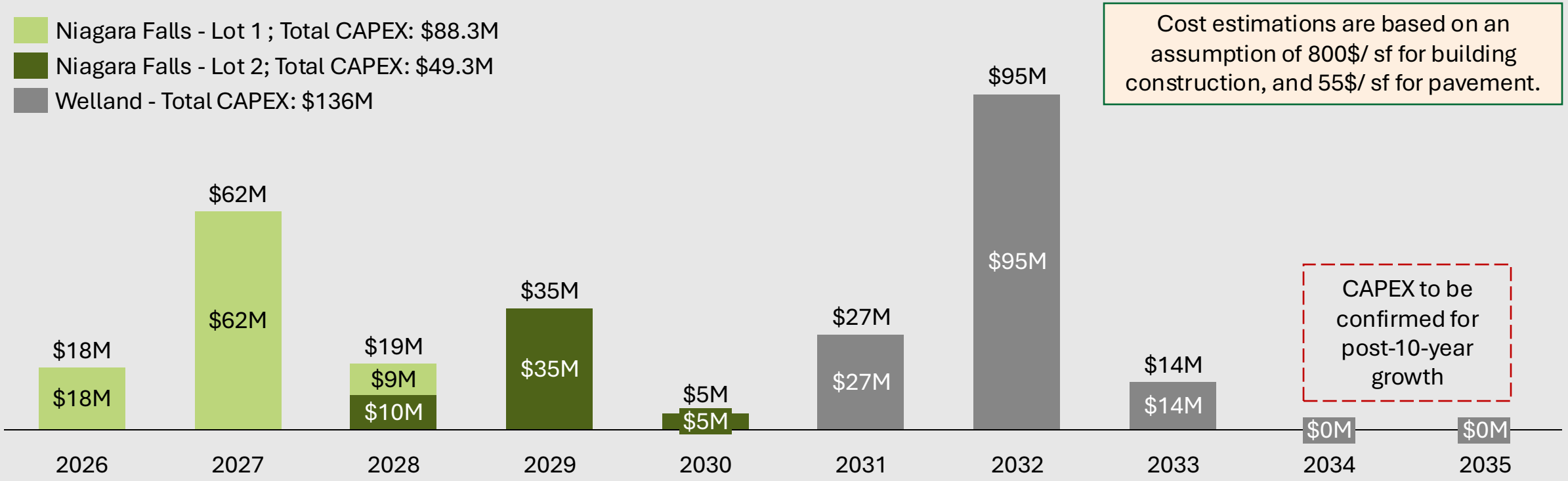
Stage 1 (2 years) – $79.4M

Stage 2 (5 years) – $137.6M

Preliminary estimations – subject to refinement

Cash Flow for years of expenditure

10-Year Capital Budget Strategy for Garages Extension – ***Excluding, charging equipment, utility connection upgrades, complex excavations etc.***
2026-2035; $M



Stage 1 (2 years) – $79.4M

Stage 2 (5 years) – $137.6M

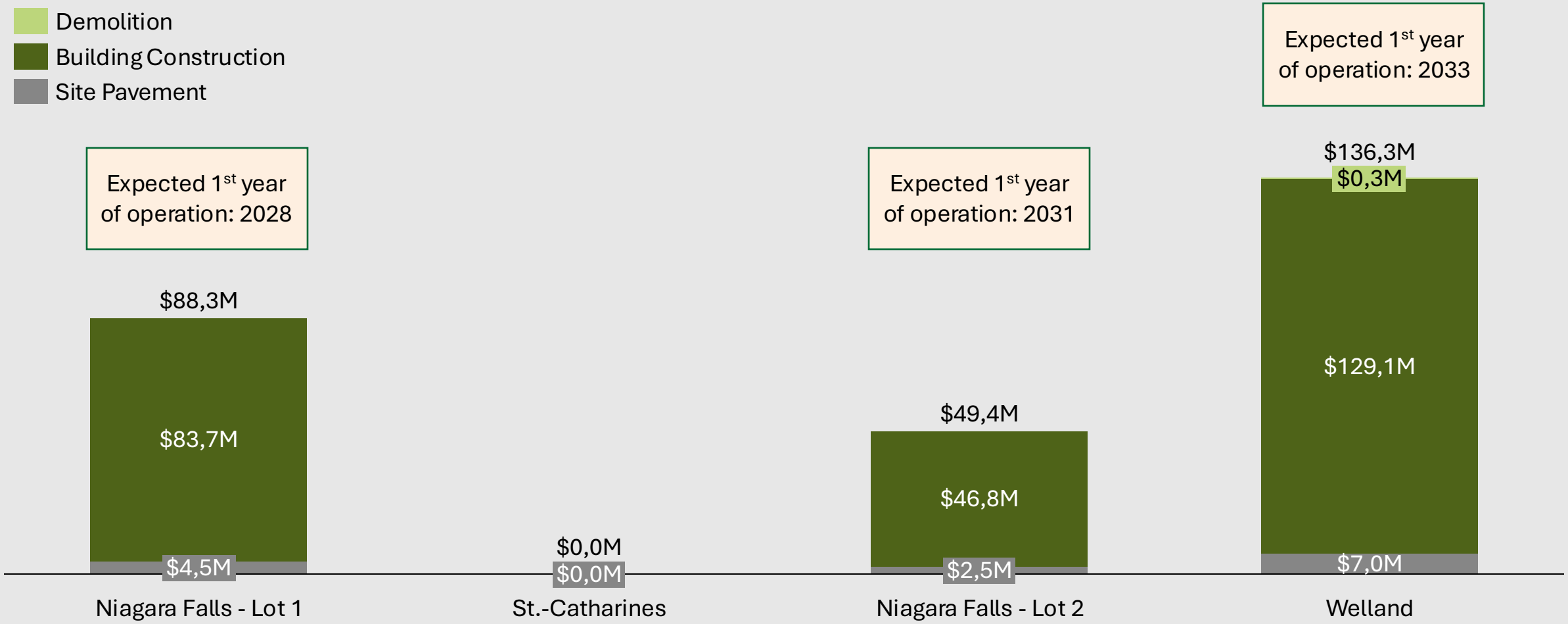
Stage 3 (10 years) – $273,6M

Preliminary estimations – subject to refinement

Capital Budget Strategy for Garage Extensions and Reconstruction, per Site

Capital Budget Strategy for Garage Extension and Reconstruction*

10 years; $M



**Excluding, charging equipment, utility connection upgrades, complex excavations etc.*

Preliminary estimations – subject to refinement

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law to Establish a Permitting System for the Parking of Vehicles on Designated Highways and Parking Lots in the City of Port Colborne (Special Events) and to repeal By-law 7367/58/25

Whereas Section 9 of the *Municipal Act, 2001* S.O. 2001, c.25 (the "*Act*") provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

Whereas Section 11 of the *Act* provides that municipalities may provide any service or thing that the municipality considers necessary or desirable for the public, including the passing of by-law within the respective sphere of jurisdiction; and

Whereas subsection 102.1(1) of the *Act* provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person failed to comply with any by-laws respecting the parking, standing or stopping of vehicles; and

Whereas at its meeting of June 28, 2022, the Council of The Corporation of the City of Port Colborne approved the recommendations of the Corporate Services Department, Report No 2022-117, Canal Days Marine Heritage Festival - Paid Parking Model; and

Whereas the Council of The Corporation of the City of Port Colborne passed By-law No. 7367/58/25, as amended, to implement the said Paid Parking Model; and

Whereas By-law No. 7438/22/26 passed by the Council of The Corporation of the City of Port Colborne on March 10, 2026 delegated certain powers and duties under various Acts to certain Municipal Officers and Employees, including the power to approve temporary road closures for municipally-run events or events of municipal significance including, but not limited to Canada Day, Canal Days, and the Santa Clause Parade to the Director of Public Works or Manager of Road and Park Operations.

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

Part 1 - Title and Definitions

Short Title

1. This by-law shall be referred to as the Special Events Parking Permit By-law.

Definitions

2. For the purposes of this By-law, including in the Recitals and the Definitions,

   a) "City" means the Corporation of the City of Port Colborne, Ontario and its geographical boundaries.

b) "Council" means the Council of The Corporation of the City of Port Colborne.

c) "Director" means the Director of Community Safety and Enforcement for The Corporation of The City of Port Colborne, designate, or holder of the office from time to time;

d) "Enforcement Officer" - means a Municipal Law Enforcement Officer of The City of Port Colborne, Chief Building Official or any other person appointed or employed by The City of Port Colborne for the enforcement of by-laws and shall include members of the Niagara Regional Polices Service or the Ontario Provincial Police Service.

e) "Event Parking Permit" means a parking pass that allows for parking in the Event Parking Permit Area as established in Schedule “B”;

f) "Park" means the stopping or standing of a vehicle, whether occupied or not, and "Parking" or "Parked" shall bear a similar meaning as the tense allows;

g) "Parking Lot" means a parking lot controlled by The City of Port Colborne for the purpose of parking vehicles as established in Schedule 'B';

h) "PORTicipate Pass" means a free Event Parking Permit and pass provided to residents of Port Colborne;

i) "Street" means any public highway or part of a public highway under the jurisdiction of The Corporation of The City of Port Colborne;

Part 2 - Application of the By-law

Interpretation

3. For the purposes of this by-law:

a) words in singular shall be deemed to include plural and words in plural shall be deemed to include singular and this By-law shall be interpreted with all changes in gender or number as the context may require;

b) unless otherwise defined herein, the words and phrases used in this By- law have their normal and ordinary meaning;

c) headings are inserted for convenience and reference purposes only; they form no part of this By-law and shall not affect in any way the meaning or interpretation of the provisions of this By-law; and

d) reference to any Act, Regulation, By-law, or Agreement is a reference to that Act, Regulation, By-law, or Agreement as it is amended or re- enacted from time to time.

Application

4. Where a court of competent jurisdiction declares any provisions of this By-law invalid, the provisions shall be deemed conclusively to be severed from the By-law.

5. The provisions of this By-law shall apply to the Special Events set out in Schedule “A” of this By-law.

6. The provisions of this By-law shall apply to the Streets and Parking Lots under the jurisdiction of the City listed in Schedule “B” of this By-law.

7. The Fees related to the administration of this by-law are as set out in the Fees and Charges By-law, as amended or replaced from time to time.

8. Every person that parks in the areas listed in Schedule “A” must obtain an Event Permit Parking Pass, which is a virtual Honk Mobile Parking Pass.

9. Every person with a PORTicipate Pass must clearly display such pass to benefit from the free services offered in this By-law.

10. This By-law shall take precedence for the dates specified herein, over By-law No. 3475/56/97, A By-law to provide for establishing parking lots in the City of Port Colborne, and for regulating, supervising, and governing the parking of vehicles therein and thereon, and to prohibit the parking or leaving of motor vehicles on private property owned or occupied by The Corporation of the City of Port Colborne or any Local Board thereof.

Part 3 - General Provisions

Prohibitions

11. No Person shall park in a designated on-Street event parking space without obtaining an Event Parking Permit or clearly displaying their PORTicipate Pass.

12. No Person shall park in a designated event space Parking Lot without obtaining an Event Parking Permit or clearly displaying their PORTicipate Pass.

Part 4 – Enforcement, Offences and Penalties

13. The provisions of this By-law may be enforced by an Enforcement Officer.

14. This By-law is designated as a by-law to which the Administrative Penalty By-law, as amended or replaced from time to time, applies.

15. Any Person who contravenes any of the provisions of this By- law, when given a Penalty Notice in accordance with the City's Administrative Penalty By-law, is liable to pay the City an administrative penalty in the amount specified in the City's Administrative Penalty By-law, as amended or replaced from time to time.

Part 5 – Schedules

Schedules to this By-law

16. Schedules “A” and “B” inclusive attached hereto shall form part of this By-law.

Part 6 – Repeals

17. By-law No. 7367/58/25, Being a By-law to Establish a Permitting System for the Parking of Vehicles on Designated Highways and Parking Lots in the City of Port Colborne (Special Events) is hereby repealed.

Part 7 – Corrections

18. 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.

Part 8 – Enactment

19. That this by-law shall come into force and take effect on the date of passing, subject to the display of official signs.

Enacted and passed this 23rd day of June, 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

Schedule “A"

Special Events

1. Canal Days Marine Heritage Festival

   Civic Holiday Weekend - Friday to Monday inclusive

Schedule “B”

Event Parking Permit Area

Parking Lots

Column 1	Column 2	Column 3		Column 4
Parking Lot Location	Side	From	To	Times/Days
Market Square	N/A	Entire Parking Lot	Entire Parking Lot	Civic Holiday Weekend Friday to Monday inclusive
H.H. Knoll Lakeview Park Boat Launch Parking Lot	N/A	Entire Parking Lot	Entire Parking Lot	Civic Holiday Weekend Friday to Monday inclusive
H.H. Knoll Lakeview Park Parking Lot	N/A	All parking spaces surrounding the park	All parking spaces surrounding the park	Civic Holiday Weekend Friday to Monday inclusive

Streets

Column 1	Column 2	Column 3		Column 4
Highway	Side	From	To	Times/Days
Clarence St.	N & S	Fielden Ave.	Linwood Ave.	Civic Holiday Weekend Friday to Monday inclusive
Linwood Ave.	E & W	Clarence St.	Sugarloaf St.	Civic Holiday Weekend Friday to Monday inclusive
Clare Ave.	E & W	Clarence St.	Sugarloaf St.	Civic Holiday Weekend Friday to Monday inclusive
Forest Ave.	E & W	Clarence St.	Sugarloaf St.	Civic Holiday Weekend Friday to Monday inclusive
Steele St	W	Division St.	Sugarloaf St.	Civic Holiday Weekend Friday to Monday inclusive
Division St.	N & S	Steele St.	Linwood Ave.	Civic Holiday Weekend Friday to Monday inclusive
Stanley St.	N & S	Steele St.	Linwood Ave.	Civic Holiday Weekend Friday to Monday inclusive
Ash St.	N & S	Elm St.	Linwood Ave.	Civic Holiday Weekend Friday to Monday inclusive

Sugarloaf St.	N & S	Steele St.	Linwood Ave.	Civic Holiday Weekend Friday to Monday inclusive
Sugarloaf St.	N	King St.	David St.	Civic Holiday Weekend Friday to Monday inclusive
David St.	E	Sugarloaf St.	Southern Limit	Civic Holiday Weekend Friday to Monday inclusive
Fielden Ave.	E & W	Sugarloaf St.	Park St.	Civic Holiday Weekend Friday to Monday inclusive
Elm St.	E & W	Charlotte St.	Kent St.	Civic Holiday Weekend Friday to Monday inclusive
Elm St.	W	Kent St.	Sugarloaf St.	Civic Holiday Weekend Friday to Monday inclusive
Catharine St.	E & W	Charlotte St.	Southern Limit	Civic Holiday Weekend Friday to Monday inclusive
King St.	E	Kent St.	Victoria St.	Civic Holiday Weekend Friday to Monday inclusive
King St.	E & W	West St.	Southern Limit	Civic Holiday Weekend Friday to Monday inclusive
Alexandria St.	N & S	Steele St.	End	Civic Holiday Weekend Friday to Monday inclusive
Kent St.	S	King St.	Fielden Ave.	Civic Holiday Weekend Friday to Monday inclusive
Kent St.	N & S	Fielden Ave.	Steele St.	Civic Holiday Weekend Friday to Monday inclusive
Charlotte St.	N & S	Steele St.	Elm St.	Civic Holiday Weekend Friday to Monday inclusive
Victoria St.	N & S	King St.	Elm St.	Civic Holiday Weekend Friday to Monday inclusive
Adelaide St.	N & S	King St.	Elm St.	Civic Holiday Weekend Friday to Monday inclusive

Fraser St.	S	Canal Bank Rd.	Davis St.	Civic Holiday Weekend Friday to Monday inclusive
Durham St.	N	Welland St.	Mitchell St.	Civic Holiday Weekend Friday to Monday inclusive
Welland St.	E	Clarence St.	Louis St.	Civic Holiday Weekend Friday to Monday inclusive
Louis St.	N & S	Welland St.	Davis St.	Civic Holiday Weekend Friday to Monday inclusive
Fares St.	E & W	Durham St.	Nickel St.	Civic Holiday Weekend Friday to Monday inclusive
Mitchell St.	E & W	Durham St.	Nickel St.	Civic Holiday Weekend Friday to Monday inclusive
Davis St.	W	Durham St.	Nickel St.	Civic Holiday Weekend Friday to Monday inclusive
Decew St.	N & S	Fares St.	Davis St.	Civic Holiday Weekend Friday to Monday inclusive

The Corporation of the City of Port Colborne

By-law no._____

Being a by-law to appoint Municipal Law Enforcement Officers

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. Payton Dickie be and is hereby appointed Municipal Law Enforcement Officer for the City of Port Colborne, effective May 4, 2026;

2. Katie Tchang be and is hereby appointed as a Municipal Law Enforcement Officer for The City of Port Colborne, effective May 25, 2026;

3. Jacob Ferrara be and is hereby appointed as a Municipal Law Enforcement Officer for the City of Port Colborne, effective May 25, 2026;

4. That any of the above-mentioned appointments shall cease to be in effect on the date that the appointee ceases to be an employee of the City of Port Colborne.

Enacted and passed this 23rd day of June, 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 Delegate Authority
During any Restricted Period following Nomination Day

Whereas section 275(3) of the Municipal Act restricts certain actions of the Council of a local municipality once it can be determined that any of the circumstances set forth in paragraphs 1, 2 or 3 of section 275(1) of the Municipal Act will apply to the new Council of the City; and

Whereas subsection 275(6) of the Municipal Act provides that nothing in section 275 prevents any person or body exercising any authority of a municipality that is delegated to the person or body prior to Nomination Day for the election of the new Council; and

Whereas pursuant to section 23.1 of the Municipal Act, a municipality is authorized to delegate its powers and duties under the Municipal Act or any other Act to a person or body, subject to the restrictions set out in Part II of the Municipal Act; and

Whereas to ensure the efficient and effective management of the City of Port Colborne during any Restricted Period, it is prudent that Council delegate certain authorities to the Chief Administrative Officer;

Now Therefore the Council of the City of Port Colborne enacts as follows:

1. The delegations of authority outlined in this By-law are in addition to any other delegations of authority established by other City by-laws, resolutions, policies, and otherwise at law. In the event of any inconsistency between this By-law and any other City by-law, the provision that delegates the broader authority shall prevail to the extent of the inconsistency.

2. In this By-law:

“By-law” means this By-law to Delegate Authority during any Restricted Period following Nomination Day;

“City” means the City of Port Colborne or the geographic area of the City of Hamilton as the context requires;

“City Clerk” means the Clerk for the City of Port Colborne as appointed by Council;

“Chief Administrative Officer” or **“CAO”** means the Chief Administrative Officer for the City of Port Colborne as appointed by Council;

“Council” means the Council for the City of Port Colborne;

“Municipal Act” means the *Municipal Act, 2001*, S.0. 2001, c. 25, as amended;

“Nomination Day” means the third Friday in August in the year of the election for a regular election; and

“Restricted Period” means the period commencing when any of the circumstances set forth in section 275(1) of the Municipal Act apply and ending at the conclusion of the inaugural meeting of the newly elected Council.

3. During the Restricted Period, the CAO shall have the authority with respect to the following matters:

(a) the appointment of any employee on an acting basis;

(b) the disposition of any real or personal property of the City that has a value exceeding $50,000 at the time of disposal;

(c) making any expenditures or incurring any other liability of $50,000 or greater; and

(d) approve the award of contract for any capital projects where the competitively procured cost exceeds the approved capital budget for that project by $50,000.

4. In respect of any matters which the CAO reasonably believes must be addressed during the Restricted Period, the CAO shall be authorized to fund estimates more than the budget for individual capital projects through budget appropriation transfers between capital projects and/or through reserves funding and/or through debenture issue(s).

5. In respect of any matters which the CAO reasonably believes must be addressed during the Restricted Period, the CAO shall be authorized to amend the debt forecast and calculate an updated Annual Repayment Limit (ARL) related to incurring long term debt for any capital projects.

6. Prior to exercising the delegated authorities set forth in this By-law, the CAO shall:

(a) consult with any necessary parties before finalizing any acquisition or disposition of real or personal property that exceeds $50,000;

(b) consult with any necessary parties before finalizing any expenditure or the incurring of any liability of $50,000 or greater; and

(c) consult with any necessary parties before approving the award of contract for capital projects where the cost exceeds the amount of the capital budget for that project by $50,000.

7. The CAO shall provide a report to the first council meeting following the inaugural meeting of the newly elected Council identifying any exercise of the authorities delegated pursuant to this By-law.

8. The authorities delegated to the CAO pursuant to this By-law include the authority to negotiate, finalize, and execute all necessary contracts and agreements and any ancillary documents required to give effect thereto in a form satisfactory to any necessary parties and to take all necessary steps and actions to exercise the delegated authorities.

9. The City Clerk shall advise Council in writing when the Restricted Period has commenced.

10. This By-law shall come into force on the day it is passed and expire on the date of the inaugural meeting of the new term of Council.

11. That this delegation expires on November 30, 2026, and this by-law be repealed at the end of the expired delegation.

Enacted and passed this 23rd day of June 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 Authorize entering into a Lease Agreement Extension with Whiskey and Walleye to operate the restaurant space at 3 Marina Drive.

Whereas at its meeting of June 23rd, 2026, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Recreation and Tourism Report 2026-79 Whiskey and Walleye Lease Amending Extension Agreement; and

Whereas Council deems it desirous to enter into a Lease Agreement Extension with Whiskey and Walleye for the purpose of operating the restaurant space at 3 Marina Drive;

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 Lease Extension Agreement with Whiskey and Walleye for one additional year, attached hereto as Schedule “A”.

2. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of an administrative, numerical, grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this by-law.

Enacted and passed this 23rd day of June 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 Adopt Amendment No. 23 to the Official Plan for the City of Port Colborne

WHEREAS it is deemed expedient to further amend the Official Plan, heretofore adopted by Council for the City of Port Colborne Planning Area;

NOW THEREFORE the Council of The Corporation of the City of Port Colborne under Section 17(22) and 21 of the Planning Act enacts as follows:

1. That Official Plan Amendment No. 23 to the Official Plan for the City of Port Colborne Planning Area, consisting of the attached schedules and explanatory text is hereby adopted.

2. That this By-law shall come into force and take effect on the day of passing thereof.

Enacted and passed this 23rd day of June, 2026

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

AMENDMENT NO. 23
TO THE
OFFICIAL PLAN
FOR THE
PORT COLBORNE PLANNING AREA

Westwood Estates Phase 3

Date: June 23, 2026

AMENDMENT NO. 23
TO THE
OFFICIAL PLAN
FOR THE
CITY OF PORT COLBORNE

Westwood Estates Phase 3

This Amendment to the Official Plan for the City of Port Colborne, which has been adopted by the Council of the Corporation of the City of Port Colborne, is hereby approved in accordance with Sections 17 and 21 of the Planning Act R.S.O. 1990, c. P.13, as Amendment No. 23 to the Official Plan for the City of Port Colborne.

Date: June 23, 2026

AMENDMENT NO. 23
TO THE
OFFICIAL PLAN
FOR THE
CITY OF PORT COLBORNE

Westwood Estates Phase 3

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PART A- THE PREAMBLE

Purpose

The purpose of Official Plan Amendment No. 23 is to amend and refine land use designations on Schedule G – Westwood Park Secondary Plan of the Port Colborne Official Plan in order to facilitate the development of Phase 3 of the Westwood Estates Subdivision. The Subdivision will include 287 residential dwelling units, comprised of 153 single detached dwellings, 42 townhouse dwellings, and 92 dwellings in a medium to high density built form.

A site-specific policy amendment is proposed along with the mapping modifications to reduce the required wetland buffer.

Location

This amendment applies to a 30.554-hectare parcel of land in the Urban Area of Port Colborne. The lands affected by this amendment are legally described as Part Lot 33, Concession 1 Humberstone, City of Port Colborne. The parcel does not have an assigned municipal address. The area designated for the proposed development and represent the “Subject Lands”, is delineated on Schedule A to this amendment.

Basis

The Subject Lands are currently designated as Environmental Protection Area and Secondary Plan Area on Schedule A: City Wide Land Use of the City of Port Colborne Official Plan. Schedule G: Westwood Park Secondary Plan identifies the specific land use designations that apply to the Subject Lands. An Official Plan Amendment is required to amend both the text and mapping of the Westwood Park Secondary Plan, as a result of the recommendations and outcomes of technical analysis completed that more precisely delineate natural heritage features and floodlines, the location of stormwater management facilities, parks and open space, and overall neighbourhood layout.

A Zoning By-law Amendment was submitted concurrently, to amend the zoning of the Subject Lands to be in conformity with the Official Plan designation of the Subject Lands.

PART B- THE AMENDMENT

All of this part of the document entitled PART "B" – "The Amendment" consisting of the following text constitutes Amendment No. 23 to the Official Plan for the City of Port Colborne.

Introductory Statement
This part of the document entitled Details of the Amendment, consisting of the following text constitutes Amendment No. 23 to the Official Plan for the City of Port Colborne.

The Official Plan for the Port Colborne Planning Area is hereby amended as follows:

Mapping Changes

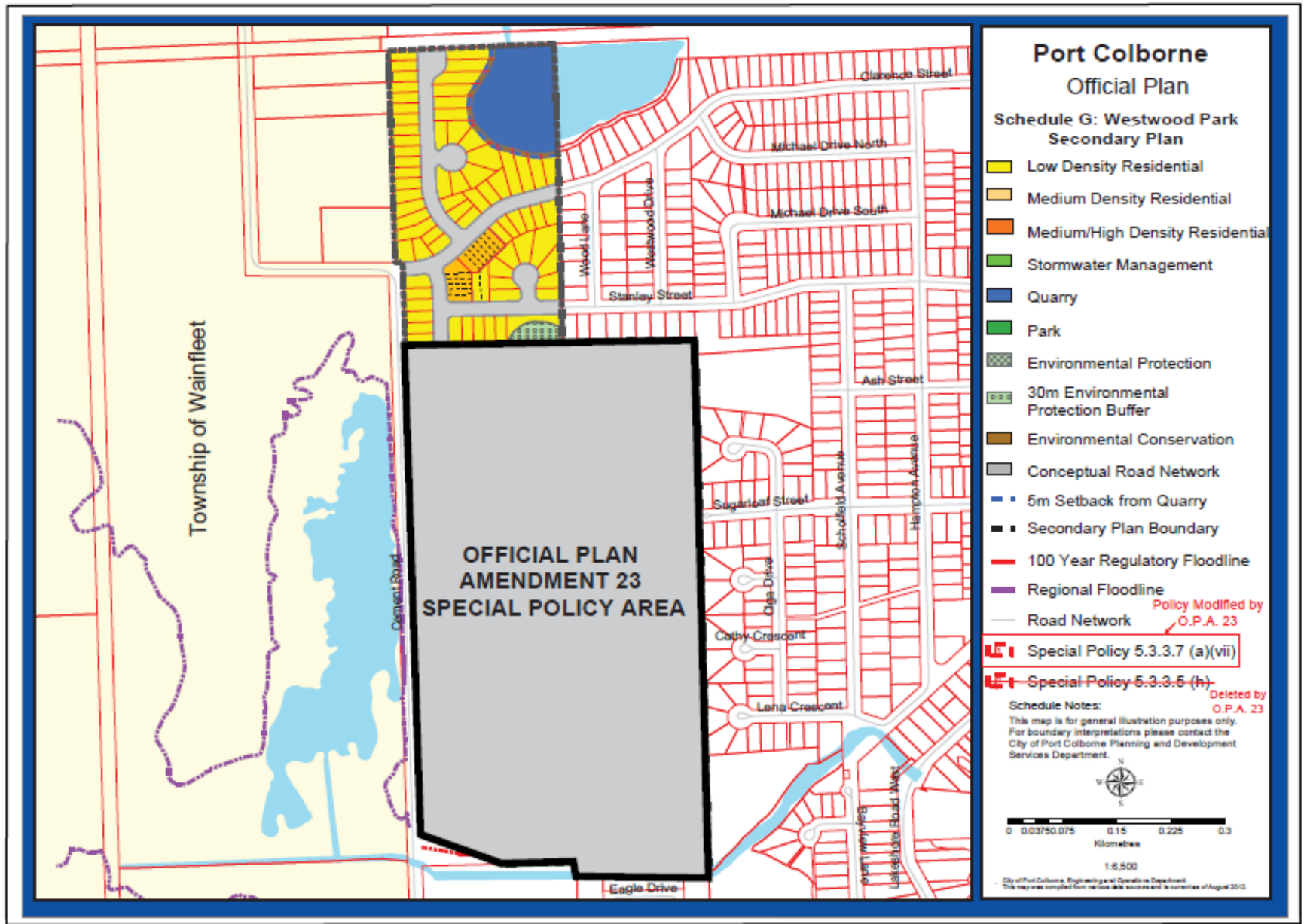
The following mapping changes are made:

1. Schedule G- Westwood Park Secondary Plan is amended to identify the boundary of Official Plan Amendment No. 23 Special Policy area as shown on Schedule 'A' of this Amendment
2. A new land use schedule, entitled "Schedule G1: Westwood Park Secondary Plan Westwood Estates Phase 3: Official Plan Amendment No. 23 Special Policy Area" as shown on Schedule 'B' of this Amendment is added.

Text Changes
This amendment makes changes to the text of the Westwood Park Secondary Plan, which is included as Section 5.3 of the City of Port Colborne Official Plan. The following text changes are made:

1. Section 5.3.3 Land Use is modified by adding the following new paragraph at the end of the existing preamble: *"Schedule G1 forms part of the mapping schedules for the Westwood Park Secondary Plan. For lands identified within the Official Plan Amendment No. 23 Special Policy Area on Schedule G, the land use designations shown on Schedule G1 apply in place of the land use designations shown on Schedule G. Except where specifically modified by this Secondary Plan, all policies of the Westwood Park Secondary Plan apply to the Special Policy Area. Where there is a conflict between Schedule G and Schedule G1, Schedule G1 shall prevail."*
2. Policy 5.3.3.1 c) is replaced in its entirety with the following: *"The minimum number of units in the Westwood Park Secondary Plan Area shall be 370 units"*
3. Policy 5.3.3.5 h) is deleted, with all subsequent sub-policies renumbered accordingly
4. Policy 5.3.3.7 a) (vi) is replaced in its entirety with the following: *"a reduced wetland buffer of 15 metres may be permitted along the northern and southern wetlands, as identified on Schedule G1: Westwood Park Secondary Plan – Westwood Estates Phase 3 (Official Plan Amendment No. 23 – Special Policy Area), subject to the completion and approval of an Environmental Impact Study demonstrating no negative impact on the wetland or its ecological function, and the implementation of all required mitigation measures."*

Implementation and Interpretation
The implementation and interpretation of this amendment shall be in accordance with the respective policies of the Port Colborne Official Plan and an amendment to the City Zoning By-law to implement these policies, as appropriate.

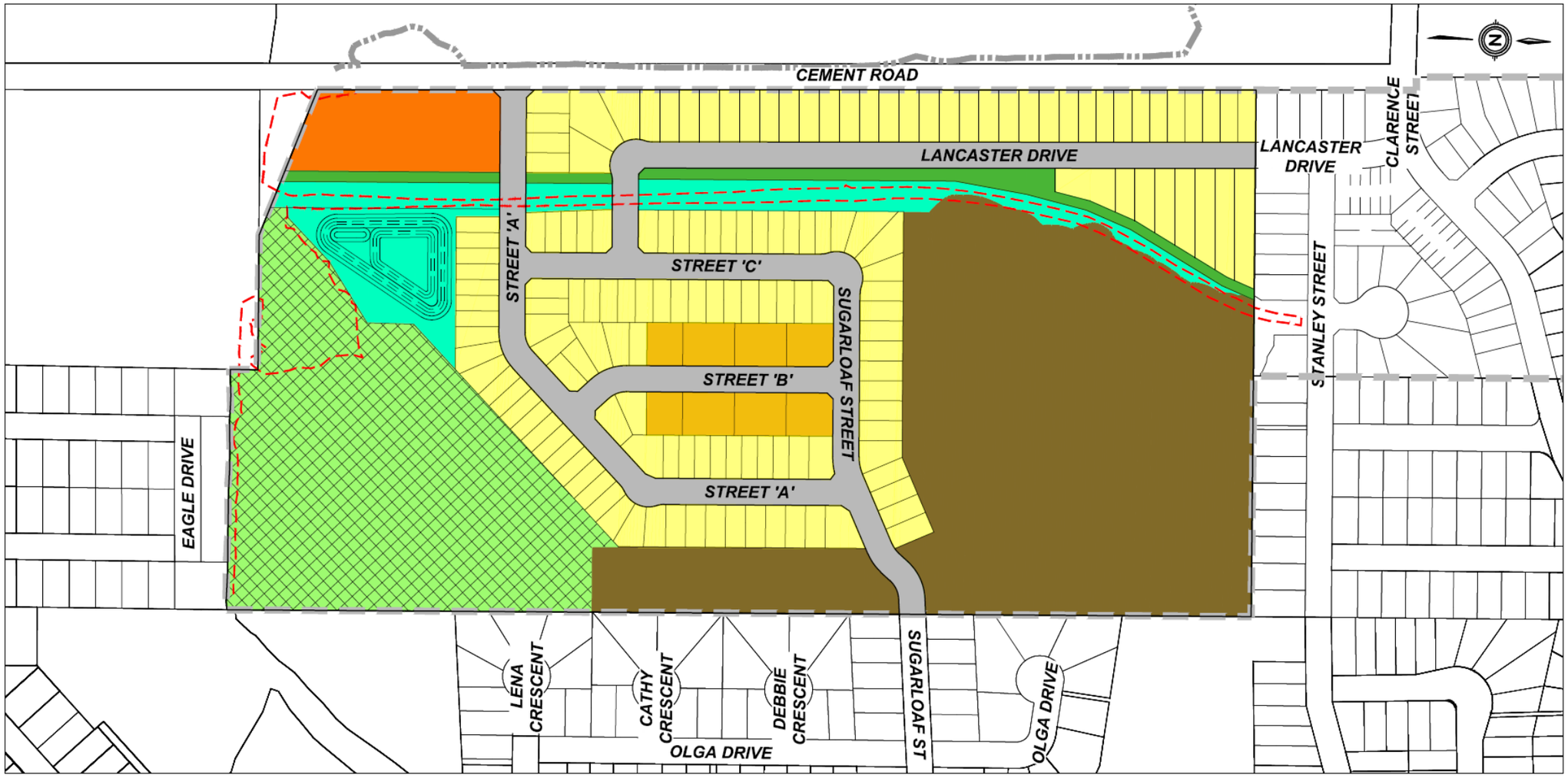


WESTWOOD ESTATES - PHASE 3
SCHEDULE 'A' OF OFFICIAL PLAN AMENDMENT No. 23

MAYOR: _____

CLERK: _____

PORT COLBORNE



LEGEND

- LOW DENSITY RESIDENTIAL
- MEDIUM DENSITY RESIDENTIAL
- MEDIUM/HIGH DENSITY RESIDENTIAL
- STORMWATER MANAGEMENT
- PARK
- ENVIRONMENTAL PROTECTION
- ENVIRONMENTAL CONSERVATION
- ROAD NETWORK
- SECONDARY PLAN BOUNDARY
- AMENDED REGULATORY FLOODLINE
- REGIONAL FLOODLINE

SCHEDULE G1: WESTWOOD PARK SECONDARY PLAN - WESTWOOD ESTATES PHASE 3 OFFICIAL PLAN AMENDMENT NO. 23 - SPECIAL POLICY AREA SCHEDULE 'B' OF OFFICIAL PLAN AMENDMENT NO. 23

MAYOR: _____

CLERK: _____

PORT COLBORNE

DRAWING FILE: F:\2160\Planning\2160_WESTWOOD PH 3_OPA SCHEDULE A-R5-OPTION B.dwg PLOTTED: May 26, 2026 – 9:06am PLOTTED BY: mark

The Corporation of the City of Port Colborne

By-law No. _____

Being a By-law under the provisions of Section 34 of the Planning Act, R.S.O. 1990, to amend By-law No. 6575/30/18, the Zoning By-law of the City of Port Colborne, as amended, respecting 30.554 - hectare of lands legally described as Part Lot 33, Concession 1 Humberstone, City of Port Colborne. "Westwood Estates Phase 3".

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

Whereas, Council has conducted a public meeting as required by Section 34(12) of the Planning Act, R.S.O. 1990, as amended, and has determined that no further notice is required in accordance with Section 34(17); and

Whereas the Council of The Corporation of the City of Port Colborne desires to amend the said By-law; and

Whereas the matters herein are in conformity with the policies and designations contained in the Official Plans of the Regional Municipality of Niagara and the City of Port Colborne as are currently in force and effect; and

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

1. This amendment shall apply to those lands described generally on Schedule "A", and specifically on Schedule "B" attached to and forming part of this By-law.

2. That the Zoning Map referenced as Schedule "A7" forming part of By-law 6575/30/18, as amended, is hereby further amended as Shown on Schedule "A" by rezoning the lands from Residential Development (RD) and Environmental Protection (EP), to:

   - Third Density Residential, Special Provision (R3-26/02);
   - Fourth Density Residential, Special Provision (R4-26/02)
   - Public and Park Zone (P);
   - Environmental Protection (EP); and,
   - Environmental Conservation Layer (EC)

3. That Section 37.2, entitled "List of Special Provisions" of Zoning By-law 6575/30/18, as amended, is further amended by adding the following:

   Special Provision: R3-26/02 Area A (Westwood Estates Phase 3 Lots 63-72)

   Notwithstanding the provisions of Section 7 of Zoning By-law 6575/30/18, the following provisions shall apply to the lands Zoned R3-26/01 and identified as Area A, in accordance with Schedule B attached to and forming part of this By-law

General
a) The applicable provisions of Sections 2 and 3 apply b) Any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3
Permitted Uses
a) Dwelling, Detached

Zone Requirements- Dwelling, Detached	
a) Minimum lot frontage	In accordance with Section 6.3 a)
b) Minimum lot frontage- corner lot	In accordance with Section 6.3 b)
c) Minimum lot area	0.0375 hectares (375 sq. metres)
d) Minimum front yard	3.0 metres
e) Minimum interior side yard	In accordance with Section 6.3 e)
f) Minimum corner side yard	3.0 metres
g) Minimum rear yard	6.0 metres
h) Maximum lot coverage	In accordance with Section 6.3 h)
i) Maximum height	In accordance with Section 6.3 i)
j) Minimum landscaped area	In accordance with Section 6.3 j)
k) No buildings or structures are permitted in the rear yard setback	

Special Provision: R3 26/02 Area B (Westwood Estates Phase 3)

Notwithstanding the provisions of Section 7 of Zoning By-law 6575/30/18, the following provisions shall apply to the lands Zoned R3 26/02 and identified as Area B, in accordance with Schedule B attached to and forming part of this By-law

General	
a) The applicable provisions of Sections 2 and 3 apply b) Any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3	
Permitted Uses	
a) All permitted uses as listed within Section 7.2	
Zone Requirements- Dwelling, Detached	
a) Minimum lot frontage	In accordance with Section 6.3 a)
b) Minimum lot frontage- corner lot	In accordance with Section 6.3 b)
c) Minimum lot area	0.0375 hectares (375 sq. metres)
d) Minimum front yard	4.5 metres to a dwelling 6.0 metres to garage
e) Minimum interior side yard	In accordance with Section 6.3 e)
f) Minimum corner side yard	3.0 metres
g) Minimum rear yard	In accordance with Section 6.3 g)
h) Maximum lot coverage	In accordance with Section 6.3 h)
i) Maximum height	In accordance with Section 6.3 i)
j) Minimum landscaped area	In accordance with Section 6.3 j)
Zone Requirements- Dwelling, Semi-Detached, Duplex, Triplex, Fourplex, Townhouse Block	
In accordance with the provisions of Section 7.3, 7.4, 7.5, 7.6, and 7.7 respectively	
Zone Requirements- Dwelling, Townhouse, Street	
a) Minimum lot frontage per Unit	6 metres
b) Minimum lot area	0.198 hectares
c) Minimum front yard	4.5 metres to a dwelling 6.0 metres to garage
d) Minimum interior side yard	1.2 metres
e) Minimum corner side yard	3.0 metres
f) Minimum rear yard	6.0 metres
g) Maximum height	11 m
h) Minimum landscaped area	25%
i) Not applicable	
j) Common walls shall be centred on the common wall	
k) There is no minimum interior side yard and/or rear yard for common walls.	

Special Provision: R4-26/02 (Westwood Estates Phase 3)

Notwithstanding the provisions of Section 8 of Zoning By-law 6575/30/18, the following provisions shall apply to the lands Zoned R4-26/02 in accordance with Schedule B attached to and forming part of this By-law

General	
a) The applicable provisions of Sections 2 and 3 apply b) Any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3	
Permitted Uses	
a) All permitted uses as listed within Section 8.2	
Zone Requirements- Dwelling, Detached	
In accordance with the provisions of Section R3-26/02 Area B	
Zone Requirements- Dwelling, Semi-Detached	
In accordance with the provisions of Section 7.3	
Zone Requirements- Dwelling, Duplex	
In accordance with the provisions of Section 7.4	
Zone Requirements- Dwelling, Triplex	
In accordance with the provisions of Section 8.3	
Zone Requirements- Dwelling, Fourplex	
In accordance with the provisions of Section 8.4	
Zone Requirements- Townhouse, Block	
a) Minimum lot frontage per unit	In accordance with Section 8.5 a)
b) Minimum lot area	In accordance with Section 8.5 b)
c) Minimum front yard	3.0 metres
d) Minimum interior side yard	In accordance with Section 8.5 d)
e) Minimum corner side yard	3.0 metres
f) Minimum rear yard	3.0 metres
g) Maximum height	In accordance with Section 8.5 g)
h) Maximum landscaped area	In accordance with Section 8.5 h)
i) Not Applicable	
j) Common walls shall be centred on the common lot line	
k) There is no minimum interior side yard and/or rear yard for common walls.	
l) Minimum Privacy Yard 6.0 metres from the rear wall of a dwelling	
m) Minimum Setback from Private Roadway 3.0 metres to a dwelling 6.0 metres to the garage	
Zone Requirements- Townhouse, Street	
In accordance with Section 8.6	
Zone Requirements- Apartment Buildings; Apartment Buildings, Public; Boarding and Lodging House	
a) Minimum Lot Frontage	In accordance with Section 8.7a)
b) Minimum lot area per unit	103 sq metres
c) Minimum front yard	3.0 metres
d) Minimum interior side yard	In accordance with Section 8.7 d)
e) Minimum corner side yard	3.0 metres
f) Minimum Rear Yard	3.0 metres
g) Maximum Lot Coverage	In accordance with Section 8.7 g)
h) Maximum height	In accordance with Section 8.7 h)
i) Maximum landscaped area	In accordance with Section 8.7 i)
j) Minimum Floor area	In accordance with Section 8.7 j)

General Provisions

Notwithstanding the provisions of Section 2.19.1 General Structures, that the following regulations shall apply:

a) That a covered porch may be provided for single detached dwellings, street townhouses and may encroach into the required front yard 1.5 metres.

b) That a covered porch may be provided for Block Townhouse dwellings at a minimum of 3.0 metres from a private roadway.

c) For all areas forming part of this Amendment, except for the lands Zoned R3-26/02 and shown as Area A on Schedule B attached to and forming part of this By-law, a covered deck may be permitted to encroach into the rear yard 3.0 metres.

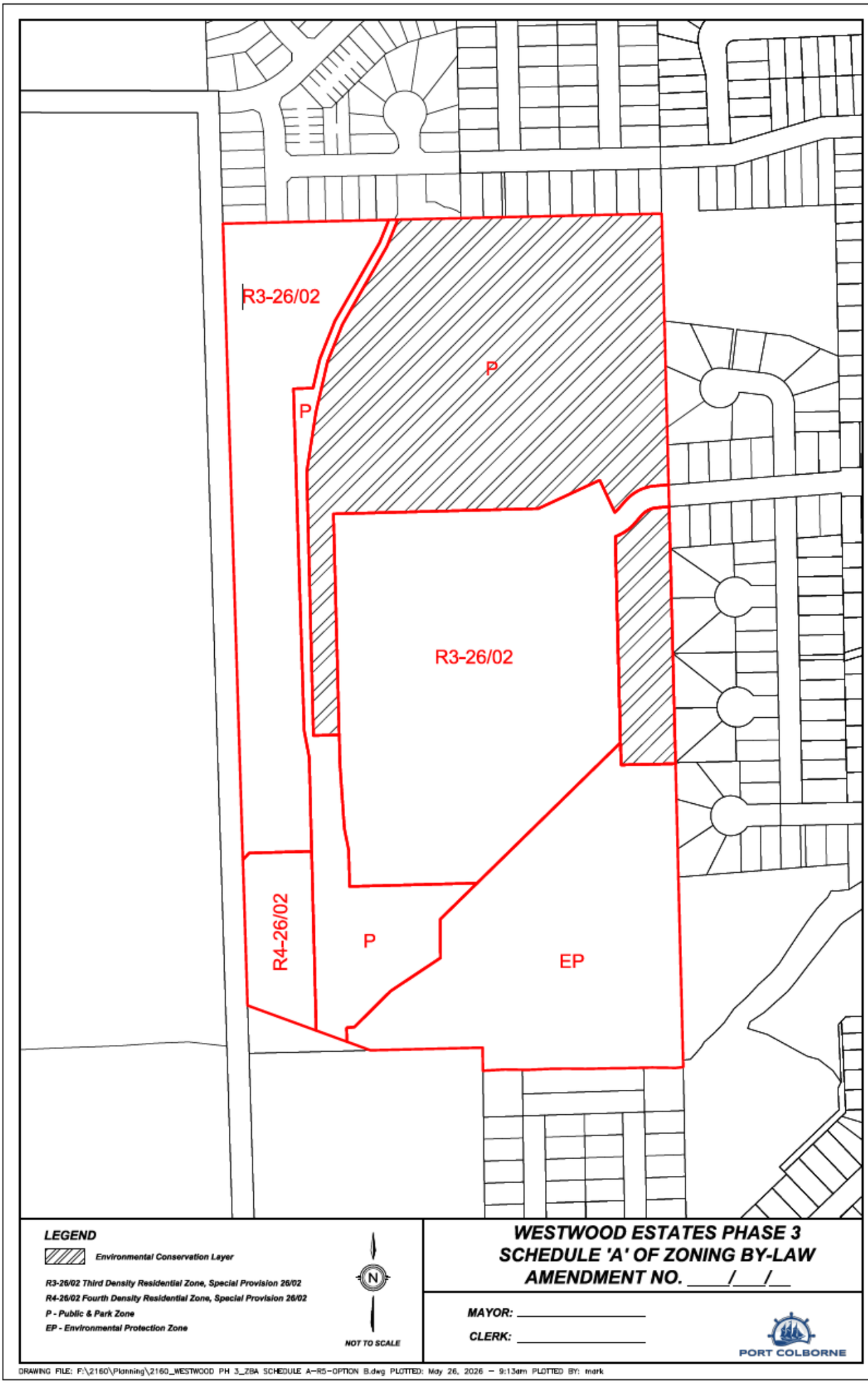
4. That this by-law shall come into force and take effect on the day that it is passed by Council, subject to the provisions of the *Planning Act*.

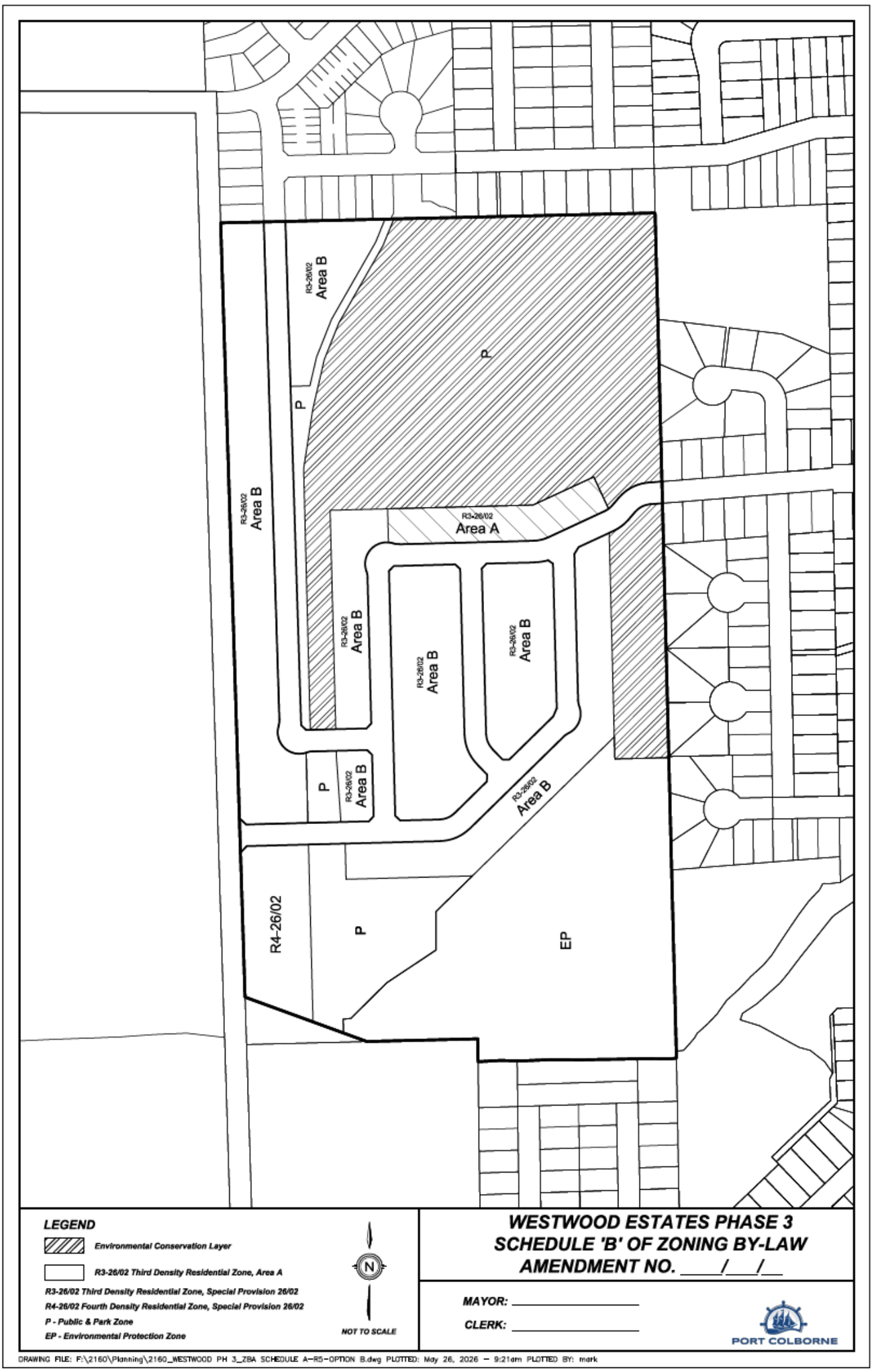
5. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the *Planning Act*.

Enacted and passed this 23rd day of June 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk


R3-26/02
P
P
R3-26/02
R4-26/02
P
EP
LEGEND
Environmental Conservation Layer
R3-26/02 Third Density Residential Zone, Special Provision 26/02
R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
P - Public & Park Zone
EP - Environmental Protection Zone
N
NOT TO SCALE
WESTWOOD ESTATES PHASE 3
SCHEDULE 'A' OF ZONING BY-LAW
AMENDMENT NO. ____/___/__
MAYOR: _____
CLERK: _____
PORT COLBORNE
DRAWING FILE: F:\2160\Planning\2160_WESTWOOD PH 3_ZBA SCHEDULE A-R5-OPTION B.dwg PLOTTED: May 26, 2026 - 9:13am PLOTTED BY: mark


R3-26/02
Area B
P
R3-26/02
Area A
R4-26/02
EP
LEGEND
Environmental Conservation Layer
R3-26/02 Third Density Residential Zone, Area A
R3-26/02 Third Density Residential Zone, Special Provision 26/02
R4-26/02 Fourth Density Residential Zone, Special Provision 26/02
P - Public & Park Zone
EP - Environmental Protection Zone
N
NOT TO SCALE
WESTWOOD ESTATES PHASE 3
SCHEDULE 'B' OF ZONING BY-LAW
AMENDMENT NO. ____/___/__
MAYOR: _____
CLERK: _____
PORT COLBORNE
DRAWING FILE: F:\2160\Planning\2160_WESTWOOD PH 3_ZBA SCHEDULE A-R5-OPTION B.dwg PLOTTED: May 26, 2026 - 9:21am PLOTTED BY: mark

The Corporation of the City of Port Colborne
By-law no. _____

Being a by-law to adopt amendment No. 24 to the Official Plan for the City of Port Colborne

Whereas it is deemed expedient to further amend the Official Plan, heretofore adopted by Council for the City of Port Colborne Planning Area;

Therefore the Council of The Corporation of the City of Port Colborne under Section 17(22) and 21 of the Planning Act, hereby enacts as follows:

1. That Official Plan Amendment No. 24 to the Official Plan for the City of Port Colborne Planning Area, consisting of the attached map and explanatory text is hereby adopted.

2. That Schedule A is to be included, consisting of the attached map is hereby adopted.

3. That this By-law shall come into force and take effect on the day of passing thereof.

Enacted and passed this 23rd day of June, 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk

AMENDMENT NO. 24

TO THE

OFFICIAL PLAN FOR THE

PORT COLBORNE PLANNING AREA

547 King Street

Date: June 23, 2026

AMENDMENT NO. 24

TO THE

OFFICIAL PLAN FOR THE

PORT COLBORNE PLANNING AREA

This Amendment to the Official Plan for the City of Port Colborne, which has been adopted by the Council of the Corporation of the City of Port Colborne, is hereby approved in accordance with Sections 17 and 21 of the Planning Act R.S.O. 1990, c. P.13, as Amendment No. X to the Official Plan for the City of Port Colborne.

Date: June 23, 2026

AMENDMENT NO. 24

TO THE

OFFICIAL PLAN FOR THE

PORT COLBORNE PLANNING AREA

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PART A - THE PREAMBLE

Purpose

The purpose of Official Plan Amendment No. 24 is for site specific amendments to existing designation Urban Residential in the City of Port Colborne Official Plan to permit the development of a residential apartment building on the Subject Lands.

Location

This amendment applies to the lands with a municipal address of 547 King Street and legally known as Part of Lot 9, Plan 769, Humberstone; Part of Lot 10, Plan 769, Humberstone, as in Registered Instrument Number RO359513; City of Port Colborne, in the Regional Municipality of Niagara.

Basis

The Subject Lands are currently designated as Urban Residential on Schedule A, City-Wide Land use of City of Port Colborne Official Plan. An Official Plan Amendment is required to allow for the development of the Subject Lands into a low-rise apartment building. An Official Plan Amendment was submitted to amend the City of Port Colborne Official Plan to seek site specific exemptions to (1) from the requirement to provide ground-oriented residential or commercial uses on the main floor (Policy 3.2.1.c.iii) (2) exemption to providing neighbourhood commercial (Policy 3.2.1.d)

A Zoning By-law Amendment was submitted concurrently, to amend City's Zoning By-law 6575/30/18, rezoning of the lands from the existing "R2 - Second Density Residential Zone" to R4 - Fourth Density Residential Zone with site-specific regulations and a holding provision.

PART B - THE AMENDMENT

Introductory Statement

All of this part of the document entitled Part B – The Amendment, consisting of the following text and map designated Schedule “A”, constitutes Amendment No. 24 to the Official Plan for the City of Port Colborne.

The Official Plan for the Port Colborne Planning Area is hereby amended as follows:

Mapping Changes

The following changes are made to Schedule A- City Wide Land Use of the Official Plan for the Port Colborne Planning Area:

1. That lands shown on "Schedule A to Official Plan Amendment No. 24", shall be identified on Schedule A City Wide Land Use Map of the Official Plan for the Port Colborne Planning Area.

The Official Plan for the Port Colborne Planning Area is hereby amended as follows:

Text Changes

The following site-specific policy is added as Section 3.2.8 of the City of Port Colborne Official Plan:

1. *Notwithstanding Policy 3.2.1. c) i) of the Official Plan for the City of Port Colborne, the high density uses may be permitted to a maximum net density of 383 units per hectare.*

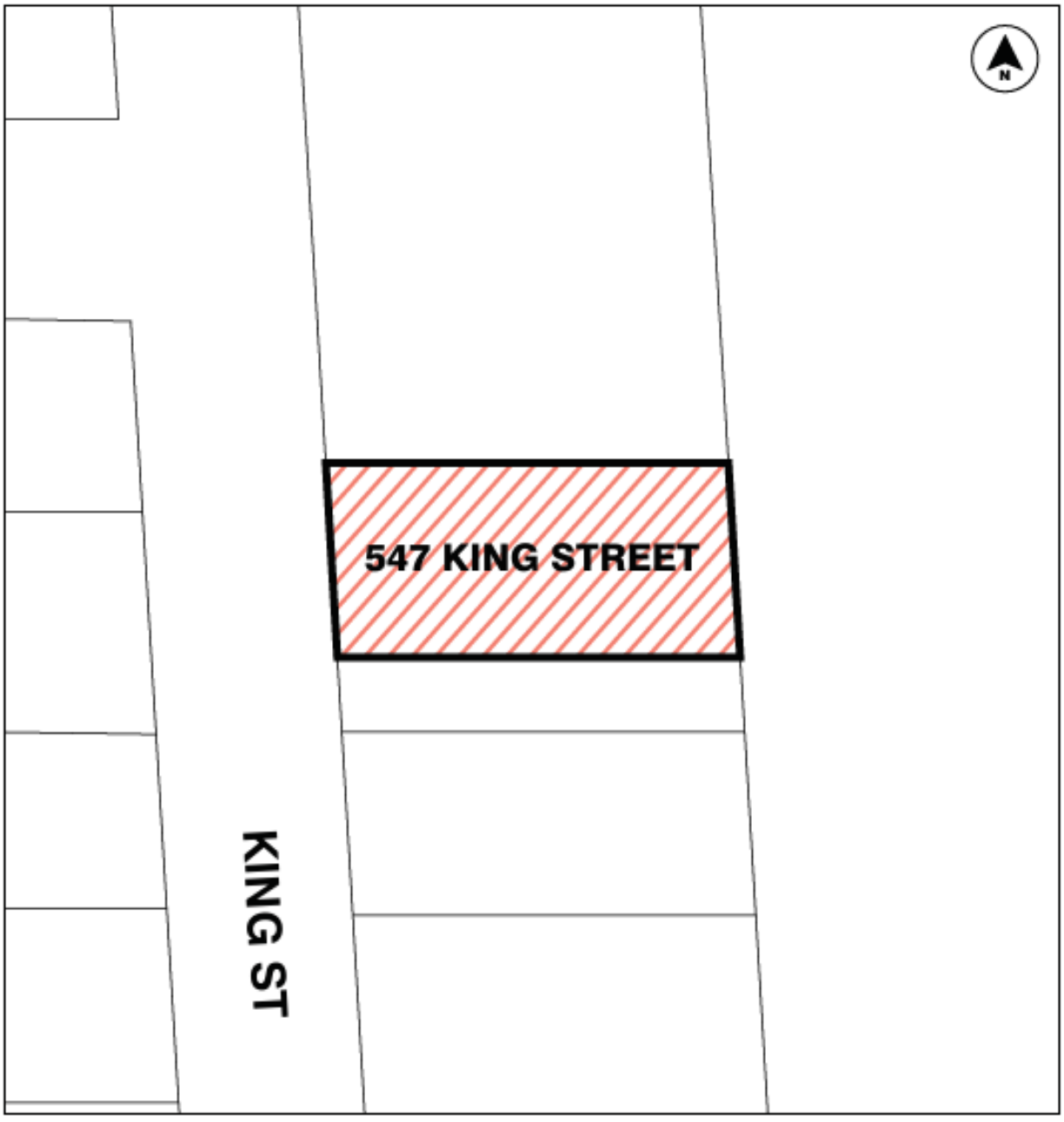
2. *Notwithstanding Policy 3.2.1. c) iii) of the Official Plan for the City of Port Colborne, no ground-oriented residential or commercial uses are required to be provided.*

3. *Policy 3.2.1.d shall not apply to Subject Lands.*

IMPLEMENTATION AND INTERPRETATION

The implementation and interpretation of this amendment shall be in accordance with the respective policies of the Port Colborne Official Plan and an amendment to the City Zoning By-law to rezone the Subject Lands.

SCHEDULE "A"



LANDS SUBJECT TO SITE-SPECIFIC OFFICIAL PLAN AMENDMENT NO.24

The Corporation of the City of Port Colborne
By-law No. _____

Being a by-law under the provisions of Section 34 of the Planning Act, R.S.O.1990, to amend Zoning By-law 6575/30/18, the Zoning By-law of the City of Port Colborne, as amended, respecting 0.08 hectares of land, with a municipal address of 547 King Street and legally known as Part of Lot 9, Plan 769, Humberstone; Part of Lot 10, Plan 769, Humberstone, as in Registered Instrument Number RO359513; City of Port Colborne, in the Regional Municipality of Niagara, here referred to as the "subject lands".

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

Whereas, Council has conducted a public meeting as required by Section 34(12) of the Planning Act, R.S.O. 1990, as amended, and has determined that no further notice is required in accordance with Section 34(17); and

Whereas**,** the Council of The Corporation of the City of Port Colborne desires to amend the said By-law; and

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

1. This amendment shall apply to those lands described generally on Schedule "A", attached to and forming part of this By-law.

2. That the Zoning Map referenced as "Schedule A7" forming part of By-law 6575/30/18 is hereby further amended by rezoning the lands shown on Schedule A attached to and forming part of this By-law from Second Density Residential (R2) to Fourth Density Residential, Special Provision with a Holding (R4-26/03-H).

3. That Section 37.2 entitled "Special Provisions" of Zoning By-law 6575/30/18, is hereby further amended by adding the following:

Special Provision: R4-26/03-H (547 King Street)

All provisions of Section 8 of Zoning By-law 6575/30/18 shall continue to apply to lands zoned R4-26/03-H in accordance with Schedule A of this By-law, except as amended below:

Zone Requirements – Apartment Building, Apartment Building Public, Boarding and Lodging House	
b) Minimum Lot Area Per Unit	26 square metres
c) Minimum Front Yard	3.00 metres
d) Minimum Interior Side Yard Setback	1.20 metres
e) Minimum Corner Side Yard[1]	Not Applicable
g) Maximum Lot Coverage	52%
i) Minimum Landscaped Area	23%
j) Minimum Floor Area for a Unit	30 square metres

Notes:

[1] For the purpose of this By-law (By-law 7472/56/26), the City-owned lands located directly south of the Subject Lands shall be permitted to provide vehicular access to the Subject Lands and shall not be deemed to be a road for the purpose of applying corner lot provisions and associated yard requirements

In addition to the provisions set out in Section 2.19 of Zoning By-law 6575/30/18, the following amended provisions shall apply to lands zoned R4-26/03-H in accordance with Schedule A of this By-law:

In addition to the permitted obstructions set out in Section 2.19 b) i)-vi), columns and canopies are also permitted obstructions.
Section 2.19.1 is amended for lands zoned R4-26/03-H such that a platform (including a balcony or porch), regardless of its height above the ground floor level, shall have a minimum setback to the front lot line of 0.60 metres.

For lands zoned R4-26/03-H in accordance with Schedule A of this By-law, the provisions of Sections 3.1.1, 3.4 b), 3.7 b), 3.10, and 3.11.1 a) and b) of Zoning By-law 6575/30/18 shall apply except as amended below:

Section 3.10 Loading Spaces shall not apply.
Section 3.11.1.a) and b) Landscape Buffer Provisions shall not apply.
The minimum parking space requirement for an apartment building shall be 0.8 spaces per unit for privately operated affordable housing units, subject to an agreement satisfactory to the City. All other parking requirements for other built forms shall be in accordance with Section 3.1.1
Required parking for the Subject Lands is permitted to be provided on any lot that is not a road or lane located within 100 metres of the Subject Lands.

Access may be provided via City-owned lands located to the south of the Subject Lands. The required minimum unobstructed width of the access shall be 6.00 metres where two-way traffic is permitted.

4. The “H” symbol shall, upon application by the Landowner, be removed by the City passing a By-law under Section 36 of the Planning Act. The following conditions, if and as applicable, shall first be completed to the satisfaction of the City of Port Colborne:
    a. The Owner has signed a Site Plan Agreement and posted securities and/or has signed any other agreement deemed necessary by the City, regarding matters required to facilitate the proposed development, including: site access and easement, laneway design and construction improvements, heritage mitigation measures, environmental remediation, and any other related works or obligations.
    b. The Owner has signed an agreement satisfactory to the City, if applicable, addressing provision of affordable dwelling units in support of a privately operated apartment building parking rate permitted by this By-law (By-law 7473/57/26).

5. By-law 6575/30/18, as amended, is hereby further amended only to the extent necessary to give effect to the provisions of this By-law. Definitions and subject matters not specifically dealt with in this By-law shall be governed by the relevant provisions of By-law 6575/30/18, as amended.

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

7. The City Clerk is hereby authorized and directed to proceed with the giving notice of the passing of this by-law, in accordance with the Planning Act.

Enacted and passed this 23rd day of June, 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk



This is Schedule "A" to By-law No _____

Passed _____, 202__

_____ Mayor

_____ Clerk

Lands to be re-zoned from Second Density Residential (R2) to Fourth Density Residential with a Special Provision and Holding Provision (R4-26/03-H)

File No.

Drawn by:

Not to scale

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 June 23, 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 June 23, 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 23rd day of June 2026.

_____
William C. Steele
Mayor

_____
Charlotte Madden
City Clerk