Request for Proposal
Asset Management Plan Services

2020-FIN-01

The Corporation of
The City of Thorold

ISSUED DATE:

Monday, May 11, 2020

SUBMISSION DUE DATE:

2:00 pm

Monday June 8, 2020

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1.0 INVITIATION AND SUBMISSION INSTRUCTIONS

1.1 INVITATION TO RESPONDENTS

This Request for Proposal ("RFP") is an invitation by The City of Thorold ("City") to prospective Respondents to submit bids for the provision of external financial audit services.

1.2 PROCUREMENT BYLAW

The City's procurement processes are governed by its Procurement / Purchasing Policy.

1.3 CITY CONTACT

For the purposes of this procurement process, the "The City Contact" shall be:

Kate Hannah
Manager of Revenues & Accounting
kate.hannah@thorold.ca

Respondents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of The City, other than the City Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Respondent and the rejection of the Respondent's proposal.

1.4 ACCOMMODATIONS FOR RESPONDENTS WITH DISABILITIES

The City is committed to providing equal treatment to people with disabilities with respect to the use and benefit of municipal services, programs and goods in a manner that respects their dignity and that is equitable in relation to the broader public. In accordance with the Ontario Human Rights Code, Ontarians with Disabilities Act, 2001 (ODA) and Accessibility for Ontarians with Disabilities Act, 2005 (AODA), the City will accommodate for a disability, ensuring full and equitable participation throughout the RFP process.

If a Respondent requires this RFP in a different format to accommodate a disability, the Respondent must contact the City Contact as soon as possible and prior to the Submission Deadline. The RFP in the different format will be issued only to the requesting Respondent and all addenda will be issued in such different format only to the requesting Respondent.

1.5 CONTRACT FOR DELIVERABLES

The selected Respondent will be required to enter into a contract with the City for the provision of the Deliverables. It is the City's intention to enter into the Contract with only one (1) legal entity unless it is beneficial for the City to do otherwise. The term of the Contract is to be for the period required to complete the project in full. However, Council reserves the right to not appoint if dissatisfied in any way with performance, the fee charged or any other elements of the service provided.

1.6 BID SUBMISSION

1.6.1 SUBMISSION METHOD

The City will only consider bids submitted via email with the subject line:

"2020-FIN-01: REQUEST FOR PROPOSAL – ASSET MANAGEMENT PLAN SERVICES"

Submissions shall be delivered, prior to the Submission Deadline, to:

contact@thorold.ca and;
kate.hannah@thorold.ca

Submissions received as at the Submission Deadline will be opened at City Hall, Council Chambers via on-line meeting. Should your firm wish to attend the meeting, please request a meeting invitation in the submission email. The opening of proposals is intended only to publicly record the proposals received and therefore, the details of each submission will not be publicly announced. However, the quoted fees may be released as part of the Council report.

1.6.2 SUBMISSION TIMING

Bids must be submitted on or before the Submission Deadline. Bids submitted after the Submission Deadline will be rejected. Respondents are advised to make submissions well before the deadline. Respondents making submissions near the deadline do so at their own risk.

1.6.3 SUBMISSION CONTENT

Respondents must include all forms and other documents or information requested within the RFP, including Appendix A – RFP Particulars and Appendix B – Form of Quotation.

Three copies of the proposal must be submitted, each with copies of any supporting documentation. At least one copy must have original signatures and be marked "ORIGINAL".

1.6.4 BIDS IRREVOCABILITY

Bids shall be irrevocable for a period of **90** days running from the moment that the Submission Deadline passes.

1.6.5 PRICE LONGEVITY

Bid submissions shall be valid for a period of **90** days after the Submission Deadline passes.

1.6.6 MODIFICATIONS OF PROPOSALS

In the event that a submitted proposal does not exactly or entirely meet the requirements of the Corporation of the City of Thorold, the City reserves the right to enter into negotiations with the selected or combination of selected Respondents to arrive at a mutually satisfactory agreement.

2.0 EVALUATION OF BIDS

2.1 EVALUATION

The evaluation of Proposals will be undertaken on behalf of the City by the Evaluation Team. The Evaluation Team may consult with others including City staff members, third party Respondents and references, as the Evaluation Team may in its discretion, decide is required.

2.2 EVALUATION CRITERIA

The Evaluation Team will compare and evaluate all Proposals to determine the Respondent's strength and ability to provide the Services requested in order to determine the Proposal which is most advantageous to the City, using the criteria outlined in Schedule A-6 EVALUATION CRITERIA.

Bids that do not comply with all of the mandatory requirements as of the Submission Deadline will, subject to the express and implied rights of the City, be disqualified and not evaluated further.

2.3 SELECTION CRITERIA

Before preparing a proposal for the City of Thorold, candidates are advised to ensure that their firm can meet the following criteria. The firm must:

a) Have a minimum of 5 years municipal asset management plan development experience with similar-sized or larger municipalities in Ontario and demonstrate comprehensive knowledge of provincial, municipal financial reporting and legislation governing asset management planning.
b) Have a minimum of 5 years professional experience and demonstrated professional competence in the scope element for which they are reviewing (e.g. architectural experience for the assessment of physical building elements, electrical engineering for electrical components, etc.).
b) Demonstrate a commitment to meeting all reporting deadlines.
c) Have substantial resources & support services available to address the scope of proposal.

Firms which cannot meet these minimum requirements should ***not*** submit a proposal.

2.4 ACCEPTANCE OR REJECTION OF PROPOSALS

The City reserves the right to discuss any and all proposals, to request additional information from proposers, and to accept or reject any or all proposals or to accept any proposal or combination of proposals whichever is in the best interest of the City.

The lowest total quoted price for the proposed service arrangements will not necessarily be awarded and will be subject to an evaluation process which may include interviews with a short list of potential Respondents for selection purposes.

An award will be made to the firm which, in the opinion of the City, is best qualified to meet the City's requirements. The City will not be required to justify its decision to those firms not selected. The City will not be liable for any costs incurred by the proposers in the preparation of their response to this proposal.

2.5 TIMING FOR SELECTION

It is anticipated that the successful Respondent will be notified of acceptance after the evaluation process has been completed and prior to the time stated on the proposal expiry date. However, no announcements concerning the successful candidate will be made until a staff report with recommendations has been prepared and presented to Council.

3.0 GENERAL INFORMATION AND INSTRUCTIONS

3.1 CONDITIONS

The City reserves the right to discuss any and all proposals, to request additional information from proposers and to accept or reject any and all proposals made; the lowest cost proposal will not necessarily be awarded.

An award will be made to the firm which, in the opinion of the City, is best qualified to meet the City's requirements. The City will not be required to justify its decision to those firms not selected.

The City will not be liable for any costs incurred by the proposers in the preparation of their response to this proposal. The successful firm will be required to enter into a written agreement with the City for the completion of the services requested.

3.2 CONFIDENTIALITY/CONFLICT OF INTEREST

The successful Respondent shall not at any time before, during, or after the completion of the engagement divulge any confidential information communicated to or acquired by the services provided or disclosed by the City in the course of carrying out the engagement. No such information shall be used by the Respondent on any other project without prior written approval of the City.

3.3 CITY NOT AN EMPLOYER

The Respondent agrees that the City is not to be understood as the employer to the Respondent nor to such Respondent’s personnel or staff for any work, services, or supply of any products or materials that may be awarded as a result of this RFP.

Also in accordance with the Occupational Health and Safety Act, as amended, the Respondent herewith agrees to be the “constructor” as defined under that Act.

3.4 HEALTH & SAFETY

The Respondent shall, where required, provide written notice to the Director of the Ministry of Labour, with a copy to the City, in accordance with the Occupational Health and Safety Act prior to the commencement of work related to this agreement. A copy of all notices received by the Respondent from the Ministry of Labour shall be forwarded to the City within twenty four (24) hours or receipt of the same.

Should an Inspector discover an infringement of the Occupational Health and Safety Act, the City will request the Respondent to correct the infraction or the situation causing the infraction immediately. If this is not done, the City will order that all work cease until the issued infraction is corrected and will immediately inform the Local Ministry of Labour

Inspector of the situation. No claims will be entertained as a result of delays caused by work stoppages for safety infringements.

Upon award the Respondent shall review the City's Health and Safety Policy and complete the Health and Safety Occupancy Permit prior to the commencement of any on-site works related to this project.

3.5 WSIB REQUIREMENTS

The Respondent shall be in good standing with all the provisions of the Workplace Safety and Insurance Board (WSIB) and shall furnish the City with a "Certificate of Clearance" from the WSIB prior to the start of any work. Following substantial completion of the work as determined by the City, the Respondent must furnish the City with a "Certificate of Clearance" from the WSIB. For work of long duration, the Respondent must supply the City with a "Certificate of Clearance" every sixty (60) days. Progress payments will not be paid by the City unless a valid "Certificate of Clearance" is supplied to the City. Final payment to the Respondent will not be made by the City unless this certificate is received from the Respondent.

Any Respondent who operates under an "Independent Operator Status" must supply the City with a document from the WSIB that clearly states that the WSIB has deemed that the Respondent is classified as an independent operator as defined under the provisions as issued by the Workplace Safety & Insurance Board. Such document shall be required for each instance of subsequent work under this agreement and updated if the work covered under this agreement is of an intermittent nature involving the same or different types of work over a determined period of time. The Respondent will not be permitted to commence work under the agreement until such document is received.

APPENDIX A – RFP PARTICULARS

1 PURPOSE

The City is inviting proposals from respondents for the provision of profession services for either or both of the following deliverables:

A. CORE ASSETS

Update the existing asset management plan (AMP) for core infrastructure to be compliant with Ont Reg 588 and to conform to the Provincial Guidelines for asset management planning as detailed in the *Building Together Guide*. The City's core assets include but are not limited to:

- Roads, bridges, sidewalks, trails, and streetlights;
- Water, sanitary, and storm sewer distribution and collection systems;

B. NON-CORE ASSETS

Complete an AMP for non-core assets with condition assessments and database for facilities and other noted assets, as outlined in this proposal. The AMP must be compliant with Ont Reg 588 and to conform to the Provincial Guidelines for asset management planning as detailed in the *Building Together Guide*. The City's non-core assets include but are not limited to:

- Municipal facilities: municipal offices, operation centres, recreational facilities, fire halls, and ancillary buildings;
- Office and recreation equipment;
- Fleet and equipment;
- Land and land improvements;
- Land fill site

2 SCHEDULE OF EVENTS

Event	Date
Issue date of RFP	**MAY 11, 2020**
Deadline for issuing addenda	**JUN 1, 2020**
Submission deadline	**JUN 8, 2020 2:00PM**
Notification of award	**JUL 8, 2020**
Completion of update of core asset AMP	**MAR 31, 2021**
Completion of non-core asset AMP	**DEC 31, 2021**

The RFP timetable is tentative and may be changed by the City at any time.

3 PROJECT OVERVIEW AND OBJECTIVES

The City of Thorold, with a population of approximately 19,000 residents, is located within the Regional Municipality of Niagara in southern Ontario. The City's asset management

strategic plan, current asset management plan for core assets, and financial statements are available on the City's website: https://www.thorold.ca/en/city-hall/budget-and-finances.aspx. The City maintains its Tangible Capital Asset database in CityWide asset management software.

A. CORE ASSETS

The professional services required and described in this section will ensure that the Provincial requirements for asset management planning and the City's Asset Management Strategic Plan are met as a minimum and include the following key elements to update in the AMP for the City's core assets:

1. Review of the current state of the City's core infrastructure assets and an update to the 'State of Infrastructure Report';
2. Review of current levels of service and recommendations for improvements;
3. Development of performance measures of each asset category and review the current performance of each asset category, and provide recommendations for improvements;
4. Review of current lifecycle activities required to maintain current levels of service and provide recommendations for improvements. Provide professional expertise regarding the implications of future changes in population and economic activity on the City's AMP and asset management strategic plan;
5. Development of proposed levels of service with respective lifecycle management and financial strategy, with emphasis on future changes in population and economic activity;
6. Propose a communications strategy for making all required information and reports available to the public, i.e. inventory and inventory condition.

B. NON-CORE ASSETS

The professional services required and described in this section will ensure that the Provincial requirements for asset management planning and the City's Asset Management Strategic Plan are met as a minimum and include the following key elements to develop an AMP for the City's non-core assets:

1. Assessment of the current state of the City's facilities and other noted assets for the preparation of a 'State of Infrastructure Report';
2. Development of the levels of services and with which, a review of current levels of service and provide recommendations for improvements;
3. Development of the performance measures and with which, review of the current performance of each asset and provide recommendations for improvements;
4. Review of current lifecycle activities required to maintain current levels of service and provide recommendations for improvements. Provide professional expertise regarding the implications of future changes in population and economic activity on the City's AMP and asset management strategic plan. Development of a maintenance contract schedule and components for future maintenance requirements;

5. Development of proposed levels of service with respective lifecycle management and financial strategy, with emphasis on future changes in population and economic activity;
6. Propose a communications strategy for making all required information and reports available to the public, i.e. inventory and inventory condition.

The AMPs are to be developed based on the following:

- Optimizing the City's current data and information on the existing assets to assess the remaining life expectancies;
- Keeping it simple - recognizing the financial and human resource constraints to administer the AMP over the long-term;
- Utilizing engineering and operations expertise to assess the assets and make recommendations with respect to their respective conditions and development of an appropriate management strategy;
- A 50-year outlook to identify the timing of asset replacement and/ or rehabilitation requirements;
- Preparing the AMP including a Financial Strategy for a period of 25 years (i.e. greater than the 10-year minimum requirement) with consideration to alternative sources of financing. Using a longer period would facilitate a better financial outlook as it would capture the implications of any potential debt financing for terms longer than 10 years as appropriate depending on the type of asset;
- Flexibility to adjust plans as new information becomes available;
- Ongoing liaison with City staff and discussions at key decision points

4 PROJECT TASKS

A. CORE ASSETS

1. Project Initiation Meeting

A project initiation meeting will be held. The purpose of the meeting is to review the existing AMP and the scope of the project to determine the information that is required to prepare the update to the AMP.

2. State of Infrastructure

The following key activities will be completed under this task:

- Review any existing condition/ maintenance reports/ information;
- Identify potential gaps in condition information and assess the need for any future condition assessments that may be beneficial as part of the AMP;
- Based on the asset information, input received from staff on the current performance of the asset, and professional experience, assess and rate the current condition of each asset not yet rated as being "poor", "fair" and "good".
- The remaining life expectancies would also be adjusted as appropriate to reflect the assessed condition;
- Develop replacement cost valuation for each asset based either on indexing historical cost to current year (2020) or current industry pricing;

- Provide direction on the incorporation of data into the current GIS system

Update the "State of Infrastructure Report" which would include the following for each asset:

- Asset attributes
- Current replacement valuation
- Projected remaining life
- Condition rating (good, fair, poor)
- Identification of the assets assessed to be critical
- Current Infrastructure Deficit

Based on the above information, an "Infrastructure Report Card' will be prepared. This will assist the City in communicating to its rate payers, the current infrastructure condition and future needs.

3. Levels of Services & Performance Measures

The following are the main activities under this task:

- Review existing desired levels of service through any documentation available (e.g. current AMP, Council strategic or master plans, and budgets);
- Based on this review and a review of best practices for municipalities of similar size and assets, identify any modifications to target levels of service for each asset that are appropriate for the City and the determine potential timelines for achieving these targets in consultation with staff; and
- Develop, in consultation with staff, appropriate key performance measures for each asset category.
- Assess the City's assets based on the key performance measures.

4. Lifecycle Activities

The following are the main activities under this task:

- Review of current lifecycle activities required to maintain current levels of service and provide recommendations for improvements.
- Based on this review and a review of best practices for municipalities of similar size and assets, provide professional expertise regarding the implications of future changes in population and economic activity on the City's AMP and asset management strategic plan.
- Development of a maintenance contract schedule and components for future maintenance requirements for each facility

5. Asset Management Strategy

The task will include the following:

- Two asset management strategies will be developed; one is based on the City's

current approach and the other is the recommended strategy.

- The cost of each strategy will be developed based on life cycle costs and will include one or more of the following:
  - Non infrastructure solutions
  - Potential maintenance activities
  - Renewal/ rehabilitation activities e.g. pipe relining vs. replacement
- Replacement costs
  - Disposal activities
  - Expansion activities (if necessary)
- Undertake a high level risk assessment for each strategy based on the potential financial (cost) and level of service impacts due to failure of one or more critical assets. The risk associated with each asset under each strategy will be rated accordingly (High, Medium, Low) and an overall risk will be assigned to each strategy; and
- The preferred strategy will be considered and a financial strategy will be developed under Task 6.

6. Financial Strategy

Development of the financial strategy will include the following:

- Review of current financial policies and recommendation of changes where beneficial e.g. policies on debt financing, reserve contributions etc.;
- Review level of affordability with input from finance staff;
- Develop financial plans for assets. These will consider full costs and revenue requirements over the 25-year period; and
- For each financial plan, identify any funding shortfall relative to financial requirements that cannot be eliminated by revising the service levels, asset management and / or financing strategies, and discuss the impact of the shortfall to the City and how the impact may be managed.

This document will inform:

- Future operating and capital budgets and forecasts and rate setting exercises; and
- A document to support future application for provincial and/or federal funding.

B. NON-CORE ASSETS:

1. Project Initiation Meeting

A project initiation meeting will be held. The purpose of the meeting is to review the data available for the facilities, to discuss the process for the condition assessment, and to review the scope of the project to determine the information that is required to prepare the AMP.

2. Condition Assessment

The general scope of work for the condition assessment portion of the project will include

a) Completing a detailed inventory of each facility and the other noted assets in accordance with ASTEM Uniformat II Classification, up to Level 3;
b) Completing a condition assessment of each facility and the other noted assets including the identification of capital and maintenance related needs, AODA compliance, a visual structural foundation and roof assessment, and any recommendations for further testing that might be required.
c) Providing an estimated replacement value of each facility with recommendations for capital needs of each facility

All work shall be under the direction, and stamped by, a qualified professional experienced in the said type of work and shall be completed in accordance with the latest editions of applicable codes, legislation, and/or most current accepted industry standards, guidelines, procedures and practices. All inspections shall be conducted by a team who specializes in inspections and are experienced in detecting common deficiencies in varied types of buildings. If the City has an existing condition assessment for a facility that is deemed sufficient in terms of the scope of work required by this RFP, an additional condition assessment by the Respondent is not required.

2.1 Visual Condition Assessment

The successful Respondent shall complete a visual condition assessment of each facility and will not conduct any invasive or destructive testing. Based on the findings of the visual inspection, any further recommended testing is to be included in the final condition assessment report.

2.1 Detailed Inventory

The successful Respondent shall complete a detailed inventory of each facility. All inventory collected should include specific location descriptions. The reviewer's professional engineering expertise and judgement is to be used when assessing an asset's overall condition and remaining life expectancy.

- Estimated remaining life expectancy will be based on visual inspection. Life expectancy should be the year remaining of serviceable life for a given asset.
- Asset inventory and maintenance records will be provided where available and should be checked against equipment name plate information tags (e.g. equipment description, make, model, capacity, size, etc.) Any discrepancies are to be noted.
- The Respondent shall record the general physical condition of each facility's assets and identify any visible deficiencies; The Respondent shall record, where possible the cause of failure, potential cause of failure or excessive deterioration.
- Photographs of physical deficiencies and repair needs with a written description shall be performed by the Respondent.
- The Respondent shall assign a condition weight for each facility asset based on the following scale:

Score	Category	Description
1	Excellent	No work required, no repair dollar value

2	Good	No work required, no repair dollar value – perform routine maintenance
3	Fair	Minor defect(s), required minor maintenance, enter repair dollar value
4	Poor	Major defect(s), required major rehabilitation, enter repair dollar value and replacement dollar value
5	Replacement	Asset Requires replacement, no repair dollar value, enter replacement dollar value

- The Respondent will assess and inspect all areas of the facility including interior and exterior and associated site works such as fencing and parking/driveways etc.
- **Individual assets** shall have a minimum threshold replacement value of $5,000 or greater for each asset class. A **pool of assets** that meets the TCA definition shall have a threshold replacement value of $10,000 or greater for each asset class. The threshold amount is to be used as a guide in addition to professional judgment.
- The Respondent is responsible for providing all inspection equipment necessary to perform the condition assessment including confined space equipment (CSE), cameras, flashlights, personal protective equipment (PPE) and any other devices that may be required. The City will **NOT** be providing any piece of equipment for use by the Respondent due to City Health and Safety policies.
- A criticality or consequence of failure rating shall be assigned for each facility asset and site elements based on the following criteria:

Score	Category	Description
1	Insignificant	Asset in no way will cause injury to City staff or residents, no environmental impact, minor investment required to bring asset to code or for replacement
2	Minor	Failure of asset has potential to cause injuries or illness to City staff or residents, minor environmental impact, minor investment required to bring asset to code or for replacement, potential minor unplanned investment to remediate site/environment.
3	Significant	Failure of asset will cause minor injury or illness, minor environmental impact, investment required to repair/replace asset ($15,000-$50,000), minor unplanned investment to remediate site/environment.
4	Major	Failure of asset will cause minor injury or health hazard, significant environmental impact (basement flooding, sanitary backups, etc.), large investment would be required to repair/replace ($50,000-$150,000), moderate unplanned investment to remediate site/environment and outside stakeholders.
5	Catastrophic	Failure of asset will cause death or serious injury, severe environmental impact/contamination, significant investment required to repair/replace asset ($150,000+), significant unplanned investment to remediate site / environment and outside stakeholders.

Based on the capital needs identified in the condition assessment, all recommendations should include a priority rating to develop a list of improvements required in the next 10 years. This priority rating is to be based on the assets consequence of failure and the

overall condition score. The Priority Rating criteria is as follows:

Priority Rating	Description
1–Essential, currently critical (Replace Immediately)	Asset condition in this category requires immediate rectification – if left uncorrected the problem will increase the potential for serious or continued damage to the building, building components, and/or the infrastructure system that would negatively impact the Town's ability to deliver service.
2 – Necessary, High, Potentially Critical (Year 1 or 2)	Asset condition in this category, if not corrected expeditiously, will become critical within a year or two
3 – Necessary, Medium, Not Yet Critical (Years 3-5)	Conditions in this category require appropriate attention to preclude predictable deterioration or potential downtime and the associated damage or higher costs if deferred further.
4 – Necessary, Low, Recommended improvements	No action is required at this time, but should substantial work be undertaken in contagious areas, certain existing conditions may require correction.
5 - Desirable	Conditions in this category include items that represent a sensible improvement to existing conditions to maintain the building from becoming physically or functionally obsolescent. These are not required for the most basic function of the facility; however projects will improve overall usability and/or reduce long-term maintenance costs. Conditions in this category may not conform to existing codes but are "grandfathered" in their condition. No action is required at this time, but should substantial work be undertaken in contiguous areas, certain existing conditions may require correction.

2.2 Deliverables

The Respondent is to provide a copy of all reports in digital format (PDF/Excel). Also any images taken of assets and through the course of the field inspection are to be included in the final deliverables.

The Respondent is required to provide the City with a Microsoft Access database containing the facility detailed inventory and condition assessment rating data. The fields that must be included in the database (but not limited to) are as follows:

- Asset ID
- Equipment Description
- Location Description
- Comments
- Install Year
- Estimated Service Life Remaining
- Useful Life
- Overall Condition Rating (1-5)
- Repair Priority Rating (1-5)
- Estimated Rehabilitation Cost
- Estimated Replacement Cost

- Consequence of Failure (1-5)
- Code Violation (Y/N)
- Code Violation Description
- Recommended Activity (Repair, Replace, Rehabilitate)
- AODA related repairs or works required
- Picture

3. State of Infrastructure

The following key activities will be completed under this task:

- Review any existing condition/ maintenance reports/ information;
- Identify potential gaps in condition information and assess the need for any future condition assessments that may be beneficial as part of the AMP;
- Based on the asset information, input received from staff on the current performance of the asset, and professional experience, assess and rate the current condition of each asset as being “poor”, “fair” and “good”.
- The remaining life expectancies would also be adjusted as appropriate to reflect the assessed condition;
- Develop replacement cost valuation for each asset based either on indexing historical cost to current year (2020) or current industry pricing;
- Provide direction on the incorporation of data into the current GIS system

Prepare a “State of Infrastructure Report” which would include the following for each asset:

- Asset attributes
- Current replacement valuation
- Projected remaining life
- Condition rating (good, fair, poor)
- Identification of the assets assessed to be critical
- Current Infrastructure Deficit

Based on the above information, an “Infrastructure Report Card’ will be prepared. This will assist the City in communicating to its rate payers, the current infrastructure condition and future needs.

4. Levels of Service & Performance Measures

The following are the main activities under this task:

- Review existing levels of service through any documentation available (e.g. Council strategic or master plans and budgets);
- Based on this review and a review of best practices for municipalities of similar size and assets, identify any modifications to target levels of service for each asset that are appropriate for the City and the determine potential timelines for achieving these targets in consultation with staff; and

- Develop, in consultation with staff, appropriate key performance measures for each asset category.
- Assess the City's assets based on the key performance measures.

5. Lifecycle Activities

The following are the main activities under this task:

- Review of current lifecycle activities required to maintain current levels of service and provide recommendations for improvements.
- Based on this review and a review of best practices for municipalities of similar size and assets, provide professional expertise regarding the implications of future changes in population and economic activity on the City's AMP and asset management strategic plan.
- Development of a maintenance contract schedule and components for future maintenance requirements for each facility

6. Asset Management Strategy

The task will include the following:

- Two asset management strategies will be developed; one is based on the City's current approach and the other is the recommended strategy.
- The cost of each strategy will be developed based on life cycle costs and will include one or more of the following:
  - Non infrastructure solutions
  - Potential maintenance activities
  - Renewal/ rehabilitation activities e.g. pipe relining vs. replacement
- Replacement costs
  - Disposal activities
  - Expansion activities (if necessary)
- Undertake a high level risk assessment for each strategy based on the potential financial (cost) and level of service impacts due to failure of one or more critical assets. The risk associated with each asset under each strategy will be rated accordingly (High, Medium, Low) and an overall risk will be assigned to each strategy; and
- The preferred strategy will be considered and a financial strategy will be developed under Task 6.

7. Financial Strategy

Development of the financial strategy will include the following:

- Review of current financial policies and recommendation of changes where beneficial e.g. policies on debt financing, reserve contributions etc.;
- Review level of affordability with input from finance staff;
- Develop financial plans for assets. These will consider full costs and revenue requirements over the 25-year period; and
- For each financial plan, identify any funding shortfall relative to financial requirements

that cannot be eliminated by revising the service levels, asset management and / or financing strategies, and discuss the impact of the shortfall to the City and how the impact may be managed.

This document will inform:

- Future operating and capital budgets and forecasts and rate setting exercises; and
- A document to support future application for provincial and/or federal funding.

5 RELATED MATERIALS

1. **Condition assessments**:

2019	Road infrastructure – Streetscan
2019	Sanitary video inspections (4 year cycle on City system)
2019	James Whyte arena
2019	Thorold Library and Chestnut Hall
2013	Frank Doherty arena

2. **Plans**

2013	Asset management plan – core assets
In progress	Council strategic plan
In progress	Fire service master plan
In progress	Parks & recreation master plan
In progress	Transportation master plan
In progress	Water service master plan

6 EVALUATION CRITERIA

The Evaluation Team will compare and evaluate all Proposals to determine the Respondent's strength and ability to provide the Services in order to determine the Proposal which is most advantageous to the City, using the following criteria:

Qualifications & Expertise	30 points
Previous Experience & Performance	30 points
Proposed Approach & Methodology	30 points
Proposed Schedule & City Staff Involvement	30 points
Value Added Elements	10 points
Proposed Fees	30 points
References	30 points
Total Points	**190 points**

Bids that do not comply with all of the mandatory requirements as of the Submission Deadline will, subject to the express and implied rights of the City, be disqualified and not evaluated further.

APPENDIX B – FORM OF QUOTATION

1. Respondent information

Full Legal Name of Respondent:	
Any Other Relevant Name under Which the Respondent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company Website:	
Contact Person and Title:	
Contact Phone:	
Contact E-mail:	

2. Offer

The Respondent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. By submitting a bid, the Respondent agrees and consents to the terms, conditions and provisions of the RFP.

3. Rates

The Respondent has submitted its rates in accordance with the instructions in the RFP and in the Pricing Form.

4. No Prohibited Conduct

The Respondent declares that it has not engaged in any conduct prohibited by this RFP.

5. Conflict of Interest

The Respondent declares that there is no Conflict of Interest relating to the preparation of its bid, and no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

6. Disclosure of Information

The Respondent hereby agrees that any information provided in this bid, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The Respondent hereby consents to the disclosure, on a confidential basis, of this bid by the City to the City's advisers retained for the purpose of evaluating or participating in the evaluation of this bid.

7. Bid Irrevocable

The Respondent agrees that its Quotation shall be irrevocable for a period of 90 days following the Submission Deadline.

8. Enter into Contract

The Respondent agrees that in the event its bid is selected by the City, in whole or in part, it will enter into the Contract in accordance with the terms of this RFP.

9. Addenda

The Respondent is deemed to have read and accepted all addenda issued by the City prior to the Deadline for Issuing Addenda. The onus remains on Respondents to make any necessary amendments to their bids based on the addenda. The Respondent is requested to confirm that it has received all addenda by completing the statement below:

The Respondent has received addendum/addenda numbers _____ to _____, inclusive, and all changes specified therein have been included in the Respondent's pricing.

Respondents who fail to complete this section will be deemed to have received all posted addenda.

_____	_____
Signature of Witness	Signature of Respondent Representative
_____	_____
Name of Witness	Name of Respondent Representative
	_____
	Title of Respondent Representative
	_____
	Date

I have the authority to bind the Respondent.

APPENDIX B-1 – RESPONDENT'S EXPERIENCE, QUALIFICATIONS AND RESOURCES

Respondents should provide information on the following (use the spaces provided and/or attach additional pages, if necessary):

1. Location of branches, background, stability, structure of the Respondent;

2. Respondent's relevant experience and qualifications in delivering Services similar to those required by the RFP;

3. Respondent's equipment servicing resources, capability and capacity, as relevant;

4. Respondent's references (name and telephone number). The City's preference is to have a minimum of three references;

5. Respondents should provide information on the background and experience of all key personnel proposed to undertake the Services;

6. Respondents should provide the following information on the background and experience of all sub-contactors proposed to undertake a portion of the Services:

   - Sub-contractor name and contact information
   - Description of services to be provided
   - Years working with the respondent

APPENDIX B-2 – RESPONDENT'S TECHNICAL PROPOSAL (SERVICES)

Respondents should provide the following (use the spaces provided and/or attach additional pages, if necessary):

1. a narrative that illustrates an understanding of the City's requirements and services to be offered;

2. a description of the general approach and methodology that the Respondent would take in performing the services including specifications and requirements;

3. a narrative that illustrates how the Respondent will complete the scope of services, manage the services, and accomplish required objectives within the City's schedule;

4. a description of the standards to be met by the Respondent in providing the services;

5. an estimated schedule, in flow chart or gant chart format, with major item descriptions, timing, and progress payments noted indicating a commitment to perform the Contract within the time specified;

6. please provide any other information that considered to be important.

APPENDIX B-3 – RESPONDENT'S FINANCIAL PROPOSAL

Rates shall be provided in Canadian funds, excluding Harmonized Sales Tax (HST).

Please use the format provided in the following schedule for submitting quotations on fees:

Deliverables	Fees
Core assets: update existing AMP	
Non-core assets: preparation of AMP	
Core assets: update existing AMP & non-core assets: preparation of AMP	

The fee quotation shall show the estimate of hours broken down between the category of staff and fees for sub-contractors.

In the event that less time is required to perform the audit than anticipated, it is expected that a reduction will be given.

All fees quoted will be kept confidential until they are released for purposes of approval by Council, just prior to the appointment of the successful Respondent.

APPENDIX B-4 – NON-CORE ASSET LISTING

Category	Segment	Name	Location	In-Service Date
Buildings	Main Building	Pool	111 Richmond St	2010-07-01
Buildings	HVAC	Pool	111 Richmond St	2010-07-01
Buildings	Roof	Pool	111 Richmond St	2010-07-01
Land Improvements	Splash Pads	Splash Pad	111 Richmond St	2010-07-01
Land Improvements	Irrigation Systems	Irrigation Tank	111 Richmond St	2010-07-01
Land Improvements	Fencing	Fencing	111 Richmond St	2010-07-01
Land Improvements	Landscaping	Landscaping	111 Richmond St	2010-07-01
Land Improvements	Paved Improvements	Parking Lot	111 Richmond St	2010-07-01
Buildings	Minor Facilities	Pavilion Richmond St	111 Richmond St	2010-07-01
Buildings	Main Building	Library	14 Ormond Street N.	1983-07-01
Buildings	Main Building	Chestnut Hall	14 Ormond Street N.	1900-07-01
Buildings	HVAC	Library HVAC	14 Ormond Street N.	1983-07-01
Buildings	HVAC	Chestnut Hall HVAC	14 Ormond Street N.	1952-07-01
Buildings	Roof	Library Roof	14 Ormond Street N.	1983-07-01
Buildings	Roof	Chestnut Hall Roof	14 Ormond Street N.	2015-12-01
Land Improvements	Paved Improvements	Parking Lot	14 Ormond Street N.	1989-10-01
Buildings	Main Building	Keefer Mansion Inn	14 St. Davids Road W.	2001-11-01
Buildings	Minor Facilities	Keefer Mansion Inn Garage	14 St. Davids Road W.	1990-07-01
Buildings	HVAC	Keefer Mansion Inn HVAC	14 St. Davids Road W.	2001-11-01
Buildings	Roof	Keefer Mansion Inn Roof	14 St. Davids Road W.	2001-11-01
Buildings	Roof	Keefer Mansion Inn Garage Roof	14 St. Davids Road W.	1990-07-01
Buildings	Main Building	Public Works Operations Centre	1543 Beaverdams Road	1977-11-01
Buildings	Minor Facilities	Public Works Operations Centre - Spray Booth	1543 Beaverdams Rd	1999-07-01
Buildings	HVAC	Public Works Operations Centre HVAC	1543 Beaverdams Road	1977-11-01
Buildings	Roof	Public Works Operations Centre Roof	1543 Beaverdams Road	1977-11-01
Buildings	Minor Facilities	Storage Garage	1543 Beaverdams Road	1980-07-01
Buildings	Roof	Storage Garage Roof	1543 Beaverdams Road	1980-07-01
Buildings	Minor Facilities	Salt Storage	1543 Beaverdams Road	2012-05-01
Buildings	Minor Facilities	Flammable Storage Compound	1543 Beaverdams Road	1982-07-01
Land Improvements	Fencing	Perimeter Fencing	1543 Beaverdams Road	1978-04-01
Buildings	BAS	Public Works Operations Centre BAS	1543 Beaverdams Road	2013-05-01
Buildings	Energy Upgrades	Public Works Operations Centre Energy Upgrades	1543 Beaverdams Road	2013-05-01
Land Improvements	Paved Improvements	Fueling Area	1543 Beaverdams Road	2012-07-01
Buildings	Main Building	Allanburg CC	1560 Falls Street	1964-11-01
Buildings	HVAC	Allanburg Community Centre HVAC	1560 Falls Street	2005-11-01
Buildings	Roof	Allanburg CC Second Storey Roof	1560 Falls Street	1994-12-31
Buildings	Roof	Allanburg CC Kitchen Roof	1560 Falls Street	1995-06-01
Buildings	Roof	Allanburg CC - Main Hall Roof	1560 Falls Street	1997-12-31
Buildings	BAS	Allanburg Community Centre BAS	1560 Falls Street	2013-05-01
Buildings	Roof	Allanburg CC Solar Panels	1560 Falls Street	2013-05-01
Buildings	Energy Upgrades	Allanburg CC Energy Upgrades	1560 Falls Street	2013-05-01
Buildings	Main Building	Parks Equipment Depot	19 Front Street	1971-07-01
Buildings	HVAC	Parks Equipment Depot Furnace	19 Front Street	2010-12-01
Buildings	Roof	Parks Equipment Depot	19 Front Street	1971-07-01
Buildings	Minor Facilities	Community Activities Office	2 Carleton Street S.	1982-08-01
Buildings	HVAC	Community Activities Office Furnace	2 Carleton Street S.	1987-11-01
Buildings	Roof	Community Activities Office Roof	2 Carleton Street S.	1982-08-01
Buildings	Main Building	City Hall	3540 Schmon Parkway	2006-10-01
Buildings	HVAC	City Hall Carrier 10 Ton Heat/Cool Rooftop Unit #2	3540 Schmon Parkway	2008-07-01
Buildings	HVAC	Trane 20 Ton Heat/Cool Rooftop Unit #4	3540 Schmon Parkway	2008-12-31
Buildings	HVAC	City Hall Carrier 7.5 Ton Heat/Cool Rooftop Unit	3540 Schmon Parkway	2009-12-31
Buildings	HVAC	City Hall HVAC	3540 Schmon Parkway	2006-10-01
Buildings	Roof	City Hall Roof	3540 Schmon Parkway	2006-10-01
Buildings	BAS	City Hall BAS	3540 Schmon Parkway	2013-05-01
Buildings	HVAC	City Hall Rooftop Unit	3540 Schmon Parkway	2013-05-01
Buildings	Roof	City Hall Solar Panels	3540 Schmon Parkway	2013-05-01
Buildings	Energy Upgrades	City Hall Energy Upgrades	3540 Schmon Parkway	2013-05-01
Buildings	Roof	City Hall Roof - Shingled portion	3540 Schmon Parkway	2014-10-01
Buildings	Minor Facilities	Security System - City Hall	3540 Schmon Parkway	2017-11-01

Category	Segment	Name	Location	In-Service Date
Buildings	Main Building	Cemetery Office	3651 Townline Road	1973-09-01
Buildings	Minor Facilities	Cemetery Office - Coversion	3651 Townline Rd	1976-03-01
Buildings	HVAC	Cemetery Office Furnace	3651 Townline Road	2006-04-01
Buildings	HVAC	Cemetery Office HVAC	3651 Townline Road	1973-09-01
Buildings	Roof	Cemetery Office Roof	3651 Townline Road	2014-09-01
Buildings	Energy Upgrades	Cemetery Office Energy Upgrades	3651 Townline Road	2013-05-01
Buildings	Energy Upgrades	Cemetery Garage Energy Upgrades	3651 Townline Road	2013-05-01
Buildings	Main Building	Cemetery Garage	3651 Townline Road	1977-10-01
Buildings	Minor Facilities	Cemetery Garage - Washrooms & Lunchroom	3651 Townline Rd	2000-06-01
Buildings	HVAC	Cemetery Garage Furnace	3651 Townline Road	2013-05-01
Buildings	HVAC	Cemetery Garage HVAC	3651 Townline Road	1977-10-01
Buildings	Roof	Cemetery Garage Roof	3651 Townline Road	2007-10-01
Buildings	Minor Facilities	Flammable Storage Compound	3651 Townline Road	1990-07-01
Buildings	Minor Facilities	Quonset Hut	3651 Townline Road	2019-09-01
Buildings	Minor Facilities	Storage Garage - Addition	3651 Townline Road	1958-08-01
Buildings	Roof	Storage Garage Roof	3651 Townline Road	1983-10-01
Buildings	Minor Facilities	Storage Garage	3651 Townline Road	1952-05-01
Buildings	Roof	Mausoleum Roof	3651 Townline Road	1986-12-31
Buildings	Roof	Mausoleum Expansion Roof	3651 Townline Road	1996-02-01
Buildings	Main Building	Mausoleum	3651 Townline Road	1986-12-31
Buildings	Main Building	Mausoleum Expansion	3651 Townline Road	1996-02-01
Buildings	Minor Facilities	Mausoleum Phase II	3651 Townline Road	1989-12-31
Buildings	Minor Facilities	Mausoleum Phase III	3651 Townline Road	1990-12-31
Land Improvements	Landscaping	Mausoleum Landscaping	3651 Townline Road	1996-09-01
Land Improvements	Paved Improvements	Mausoleum Parking Lot	3651 Townline Road	1990-12-31
Buildings	Energy Upgrades	Mausoleum Energy Upgrades	3651 Townline Road	2013-05-01
Land Improvements	Landscaping	Entrance Gates	3651 Townline Road	2016-12-01
Land Improvements	Irrigation Systems	Water System	3651 Townline Road	2007-11-01
Land Improvements	Paved Improvements	Resurfacing 2017 - Cemetery	3651 Townline Road	2017-12-01
Land Improvements	Paved Improvements	Parking Lot	3651 Townline Road	2006-12-01
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	1999-10-01
Land Improvements	Paved Improvements	Entranceway	3651 Townline Road	1996-08-01
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	1996-12-01
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	1995-12-01
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	2011-10-01
Land Improvements	Paved Improvements	Roadways New Cemetery	3651 Townline Road	2013-11-01
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	2015-12-31
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	1999-11-01
Land Improvements	Paved Improvements	Roadways	3651 Townline Road	1998-12-01
Buildings	Main Building	Port Robinson CC & Library	40 Cross Street	1965-12-31
Buildings	Minor Facilities	Port Robinson CC and Library - Kitchen Addition	40 Cross St	1975-06-01
Buildings	HVAC	Port Robinson CC & Library HVAC	40 Cross Street	2002-10-01
Buildings	Energy Upgrades	Port Robinson CC & Library Energy Upgrades	40 Cross Street	2013-05-01
Buildings	Roof	Port Robinson CC & Library Roof	40 Cross Street	2015-09-01
Buildings	Roof	Roof - Darlene Ryan Community Centre	40 Cross Street	2017-11-01
Buildings	Main Building	Hydro Office	47 Front Street	1958-07-01
Buildings	Main Building	Hydro Equipment Depot & Bays	47 Front Street	1987-12-31
Buildings	HVAC	Hydro Office HVAC	47 Front Street	1958-07-01
Buildings	HVAC	Hydro Equipment Depot & Bays HVAC	47 Front Street	1987-12-31
Buildings	Roof	Hydro Office Roof	47 Front Street	1958-07-01
Buildings	Roof	Hydro Equipment Depot & Bays Roof	47 Front Street	1987-12-31
Land Improvements	Paved Improvements	Parking Lot	47 Front Street	1989-10-01
Buildings	Main Building	Fieldhouse/CC	48 McMann Drive	1983-11-01
Buildings	HVAC	Fieldhouse/CC Furnace	48 McMann Drive	2008-04-01
Buildings	Roof	Fieldhouse/CC Roof	48 McMann Drive	2009-02-01
Buildings	Roof	CE Grose Solar Panels	48 McMann Drive	2013-05-01
Buildings	Main Building	Lock 7 Tourist Centre	50 Chapel Street S.	2001-09-01
Buildings	HVAC	Lock 7 Tourist Centre Furnace & A/C System	50 Chapel Street S.	2001-09-01
Buildings	Roof	Lock 7 Tourist Centre Roof	50 Chapel Street S.	2014-08-01
Buildings	Roof	Lock 7 Tourist Centre Roof	50 Chapel Street S.	2015-12-01
Land Improvements	Fencing	Security Fencing	50 Chapel Street S.	2007-12-31
Land Improvements	Bleachers and Park Furnitur	Bleachers	50 Chapel Street S.	2008-12-31
Land Improvements	Landscaping	Landscaping	50 Chapel Street S.	2001-07-01
Land Improvements	Paved Improvements	Parking Lot	50 Chapel Street S.	2001-05-01

Category	Segment	Name	Location	In-Service Date
Buildings	Main Building	Arena James Whyte	70 Front Street N.	1936-12-31
Buildings	Main Building	Arena James Whyte - Addition	70 Front Street N.	2015-12-31
Buildings	Main Building	Arena Frank Doherty	70 Front Street N.	1973-09-01
Buildings	Main Building	Arena Works 2016	70 Front Street N.	2017-12-31
Buildings	Elevators	Arena Frank Doherty Elevator	70 Front Street N.	2000-09-01
Buildings	HVAC	Arena James Whyte HVAC	70 Front Street N.	1936-12-31
Buildings	HVAC	Arena James Whyte HVAC - Addition	70 Front Street N.	2015-12-31
Buildings	HVAC	Arena Frank Doherty HVAC	70 Front Street N.	1973-09-01
Buildings	Roof	Arena Frank Doherty Roof	70 Front Street N.	1995-09-01
Buildings	Roof	Lobby Area Between Arenas - Flat Roof	70 Front Street N.	2009-09-01
Buildings	Roof	Lobby Area Between Arenas - Off Whyte onto Flat Roo	70 Front Street N.	2009-09-01
Buildings	Roof	Arena James Whyte Roof	70 Front Street N.	2015-12-31
Buildings	Roof	Arena James Whyte Roof - Addition	70 Front Street N.	2015-12-31
Buildings	BAS	Arena BAS	70 Front Street N.	2013-05-01
Buildings	HVAC	Arena Rooftop Unit	70 Front Street N.	2013-05-01
Buildings	Main Building	Door Installation Arena	70 Front Street N.	2016-10-01
Buildings	Energy Upgrades	Arena Energy Upgrades	70 Front Street N.	2013-05-01
Land Improvements	Paved Improvements	Whyte Parking Lot	70 Front Street N.	2001-12-31
Land Improvements	Paved Improvements	Doherty Parking Lot	70 Front Street N.	1988-12-31
Buildings	Main Building	Fire Station #1	16 Towpath Street	1964-12-31
Buildings	HVAC	Fire Station #1 HVAC	16 Towpath Street	1964-12-31
Buildings	Roof	Fire Station #1 Roof	16 Towpath Street	1964-12-31
Buildings	Energy Upgrades	Fire Station #1 Energy Upgrades	16 Towpath Street	2013-05-01
Buildings	Main Building	Fire Station #2	701 Allanburg Road S.	1995-12-31
Buildings	HVAC	Fire Station #2 HVAC	701 Allanburg Rd S.	1995-12-31
Buildings	Roof	Fire Station #2 Roof	701 Allanburg Road S.	1995-12-31
Buildings	Roof	Fire Station #2 Solar Panels	701 Allanburg Road S.	2013-05-01
Buildings	Energy Upgrades	Fire Station #2 Energy Upgrades	701 Allanburg Road S.	2013-05-01
Buildings	BAS	Fire Station #2 BAS	701 Allanburg Road S.	2013-05-01
Buildings	HVAC	Fire Station #2 Boiler	701 Allanburg Road S.	2013-05-01
Buildings	BAS	Fire Station #2 Hot Water System rebuild	701 Allanburg Road S.	2018-03-01
Land Improvements	Paved Improvements	Parking Lot Stn 2	701 Allanburg Road S.	2016-12-01
Buildings	Main Building	Fire Station #3	7 River Street, Port Robinson	1953-10-01
Buildings	Main Building	Fire Station #3 - Floor	7 River Street, Port Robinson	2015-07-01
Buildings	HVAC	Fire Station #3 HVAC	7 River Street, Port Robinson	1953-10-01
Buildings	HVAC	Fire Station #3 Furnace	7 River Street, Port Robinson	2009-10-01
Buildings	Roof	Fire Station #3 Roof	7 River Street, Port Robinson	1953-10-01
Buildings	Energy Upgrades	Fire Station #3 Energy Upgrades	7 River Street, Port Robinson	2013-05-01
Buildings	Main Building	Fire Station #4	2189 Regional Road #20	2004-12-31
Buildings	HVAC	Fire Station #4 HVAC	2189 Regional Road #20	2004-12-31
Buildings	Roof	Fire Station #4 Roof	2189 Regional Road #20	2004-12-31
Buildings	Roof	Fire Station #4 Solar Panels	2189 Regional Road #20	2013-05-01
Buildings	Energy Upgrades	Fire Station #4 Energy Upgrades	2189 Regional Road #20	2013-05-01
Buildings	BAS	Fire Station #4 BAS	2189 Regional Road #20	2013-05-01
Land Improvements	Paved Improvements	Parking Lot Stn 4	2189 Regional Road #20	2010-12-01
Buildings	Main Building	seniors centre old city hall	8 Carleton Street S.	1982-08-01
Buildings	Main Building	Seniors Centre conversion	8 Carleton Street S.	2014-07-01
Buildings	Roof	Senior Centre Solar Panels	8 Carleton Street S.	2013-05-01
Buildings	Elevators	Seniors Centre Elevator	8 Carleton Street S.	2014-07-01
Buildings	HVAC	Senior Centre HVAC	8 Carleton Street S.	2014-07-01
Buildings	Roof	Seniors Centre Roof	8 Carleton Street S.	2014-07-01
Land Improvements	Landscaping	Landscaping	8 Carleton Street S.	2014-07-01
Land Improvements	Paved Improvements	Parking Lot	8 Carleton Street S.	2014-07-01
Land Improvements	Paved Improvements	Downtown Parking Lot Paving	Albert St	2016-12-31
Land Improvements	Paved Improvements	Downtown Parking Lot Lighting	Albert St	2016-12-31
Land Improvements	Landscaping	Downtown Parking Lot - Park relocation Landscaping	Albert St W	2016-12-31
Land Improvements	Bleachers and Park Furniture	Downtown Parking Lot Park Relocation Furniture	Albert St W	2016-12-31
Land Improvements	Playground Structures	PlayPower Play Structure	Allanburg Community Park	2010-09-01
Land Improvements	Paved Improvements	Driveway	Allanburg Park	2007-07-01
Land Improvements	Landscaping	Landscaping Allanburg Park	Allanburg Park	2013-06-01
Land Improvements	Bleachers and Park Furniture	Benches Allanburg Park	Allanburg Park	2013-12-31
Land Improvements	Bleachers and Park Furniture	Table Allanburg Park	Allanburg Park	2013-12-31

Category	Segment	Name	Location	In-Service Date
Buildings	Roof	Bandshell Roof	Battle of Beaverdams Park	2009-04-01
Buildings	Minor Facilities	Bandshell	Battle of Beaverdams Park	1979-04-01
Buildings	Minor Facilities	Bandshell Washrooms and Mechanical Room	Battle of Beaverdams Park	2017-08-01
Land Improvements	Fencing	Perimeter Fencing	Battle of Beaverdams Park	1975-11-01
Land Improvements	Landscaping	Landscaping	Battle of Beaverdams Park	2001-12-01
Land Improvements	Landscaping	Restoration of Lock 25	Battle of Beaverdams Park	1977-03-01
Land Improvements	Landscaping	Stone Wall & Gates	Battle of Beaverdams Park	1975-07-01
Land Improvements	Paved Improvements	Food Service Corridor	Battle of Beaverdams Park	2009-07-01
Land Improvements	Paved Improvements	Parking Lot	Battle of Beaverdams Park	2011-06-01
Land Improvements	Recreational Lighting	Recreational Lighting	Battle of Beaverdams Park	2018-07-01
Land Improvements	Playground Structures	Gametime Play Structure	Beaverdams Village Park	2003-10-01
Land Improvements	Playground Swings	Gametime Swing Set	Beaverdams Village Park	2003-10-01
Land Improvements	Playground Structures	PlayPower Play Structure	CE Grose Park	2005-08-01
Land Improvements	Park Improvements	Soccer Goal Posts	CE Grose Park	1977-05-01
Land Improvements	Recreational Lighting	Recreational Lighting	CE Grose Park	1983-07-01
Land Improvements	Irrigation Systems	Irrigation System	CE Grose Park	1998-10-01
Land Improvements	Park Improvements	Soccer Field	CE Grose Park	1998-10-01
Land Improvements	Fencing	Fencing	CE Grose Park	2014-07-01
Buildings	Minor Facilities	A.O. Smith Hot Water Tanks	CE Grose Soccer Pavilion	2019-06-01
Land Improvements	Fencing	Bollards	Fonthill Spur Trail	2001-09-01
Land Improvements	Irrigation Systems	Irrigation System	Front St	2011-12-31
Land Improvements	Landscaping	Landscaping Berm	Front St - Behind Welland Mills	2012-12-31
Land Improvements	Irrigation Systems	Irrigation System	Front St North	2008-08-01
Land Improvements	Paved Improvements	Trail	Front St. N.	2004-11-01
Land Improvements	Landscaping	Landscaping	Front St. N. @ Regent St.	2004-11-01
Land Improvements	Paved Improvements	Parking Lot	Front St. N. @ Regent St.	2004-09-01
Land Improvements	Landscaping	Landscaping/Gateway Feature	Front St. N. @ St. Davids Rd. W.	2004-11-01
Land Improvements	Landscaping	Landscaping	Front St. N. @ St. Davids Rd. W.	2004-11-01
Land Improvements	Paved Improvements	Parking Lot	Front St. N. @ St. Davids Rd. W.	2004-09-01
Land Improvements	Paved Improvements	Parking Lot	Front St. N. @ St. Davids Rd. W.	2004-09-01
Land Improvements	Landscaping	Landscaping/Gateway Feature	Front St. N. @ Townline Rd. W.	2004-11-01
Land Improvements	Playground Structures	Gil Gordon Playground	Gil Gordon Park - Rolling Meadows	2019-06-01
Land Improvements	Playground Structures	Little Tykes Play Structure	Hutt Park	2007-07-01
Land Improvements	Fencing	Perimeter Fencing	Hutt Park	1978-08-01
Land Improvements	Paved Improvements	Walkway	Hutt Park	2008-08-01
Land Improvements	Landscaping	Landscaping	Marlatts Road Parkette	2000-12-01
Land Improvements	Playground Structures	Little Tykes Play Structure	Martin St Park	2004-08-01
Buildings	Roof	Changehouse Roof	McAdam Park	1962-08-01
Buildings	Minor Facilities	Pavilion	McAdam Park	1996-11-01
Land Improvements	Playground Structures	PlaySteel Play Structure	McAdam Park	2011-12-01
Land Improvements	Playground Swings	Belair Swing Set	McAdam Park	2001-07-01
Land Improvements	Splash Pads	Splash Pad	McAdam Park	2010-08-01
Land Improvements	Park Improvements	Basketball Court	McAdam Park	1998-12-31
Land Improvements	Park Improvements	Skateboard Park	McAdam Park	2000-11-01
Buildings	Minor Facilities	Washroom McAdam Park	McAdam Park	2018-06-01
Land Improvements	Splash Pads	Splash Pad	McMillan Park	2010-08-01
Land Improvements	Park Improvements	Nevco Score Clock	McMillan Park	2009-11-01
Buildings	Roof	Fieldhouse Roof	McMillan Park #1	1990-03-01
Buildings	Minor Facilities	Fieldhouse	McMillan Park #1	1990-03-01
Buildings	Minor Facilities	Baseball Dugouts	McMillan Park #1	1997-09-01
Land Improvements	Recreational Lighting	Recreational Lighting	McMillan Park #1	2001-10-01
Land Improvements	Fencing	Baseball Backstop and Outfield	McMillan Park #1	2001-11-01
Buildings	Roof	Changehouse Roof	McMillan Park #2	1946-09-01
Land Improvements	Playground Structures	Little Tykes Play Structure	McMillan Park #2	2004-08-01
Land Improvements	Landscaping	Boardwalk	Mel Swart Park	2002-07-01
Land Improvements	Landscaping	Landscaping - Soil Erosion	Mel Swart Park	2006-12-01
Land Improvements	Landscaping	Trails - Mel Swart Park	Mel Swart Park	2016-12-31

Category	Segment	Name	Location	In-Service Date
Land Improvements	Recreational Lighting	Recreational Lighting	Memorial Park	2010-12-01
Land Improvements	Paved Improvements	Walkway	Memorial Park	2010-12-01
Land Improvements	Paved Improvements	Walkway	Memorial Park	2011-12-01
Buildings	Minor Facilities	Bus Shelter	Merrittville Hwy @ Schmon	1987-12-01
Buildings	Minor Facilities	Bus Shelter	Ormond Street South	1988-12-01
Land Improvements	Park Improvements	Playground Material	Parks	2017-12-01
Land Improvements	Landscaping	Flag Poles	Parks	2017-12-31
Land Improvements	Paved Improvements	Trails	Phase 1	1999-11-01
Land Improvements	Paved Improvements	Trails	Phase 2	2001-11-01
Land Improvements	Paved Improvements	Trails	Phase 3	2002-10-01
Land Improvements	Paved Improvements	Trails	Phase 4	2006-09-01
Land Improvements	Paved Improvements	Ferry Dock Accessibility Ramps	Port Robinson Ferry Dock	2017-09-01
Land Improvements	No Segment	Security Cameras - Ferry Docks	Port Robinson Road	2017-12-31
Buildings	Minor Facilities	Port Robinson Ferry Office	WS of Canal @ Bridge St	2011-06-01
Land Improvements	Playground Structures	Belair Play Structure	Port Robinson Park	2001-07-01
Land Improvements	Playground Swings	Swing Set	Port Robinson Park	2008-10-01
Land Improvements	Splash Pads	Splash Pad	Port Robinson Park	2008-09-01
Land Improvements	Park Improvements	Basketball Court	Port Robinson Park	1998-12-31
Land Improvements	Park Improvements	Baseball Field	Port Robinson Park	1984-09-01
Land Improvements	Recreational Lighting	Recreational Lighting	Port Robinson Park	2007-11-01
Land Improvements	Fencing	Guiderail	Port Robinson Park	2009-09-01
Land Improvements	Landscaping	Drainage and Regrading	Port Robinson Park	1984-09-01
Land Improvements	Landscaping	Landscaping	Port Robinson Park	1984-09-01
Buildings	Minor Facilities	Port Robinson Park Gazebo	Port Robinson Park	2018-04-01
Buildings	Minor Facilities	Pavilion	Richmond St Park	2011-07-01
Land Improvements	Park Improvements	Bocce Court	Richmond St Park	2011-07-01
Land Improvements	Recreational Lighting	Recreational Lighting	Richmond St Park	2011-07-01
Land Improvements	Landscaping	Landscaping	Richmond St Park	2011-07-01
Land Improvements	Bleachers and Park Furniture	Benches (4)	Richmond St Park	2012-12-31
Land Improvements	Landscaping	Landscaping Richmond St Park	Richmond St Park	2013-06-01
Land Improvements	Bleachers and Park Furniture	Grill Richmond St Park	Richmond St Park	2013-12-31
Land Improvements	Bleachers and Park Furniture	Benches	Richmond St Park	2013-12-31
Land Improvements	Bleachers and Park Furniture	Table Richmond St Park	Richmond St Park	2013-12-31
Land Improvements	Bleachers and Park Furniture	Table Richmond St Park	Richmond St Park	2013-12-31
Land Improvements	Bleachers and Park Furniture	Table Richmond St Park	Richmond St Park	2013-12-31
Land Improvements	Bleachers and Park Furniture	Table Richmond St Park	Richmond St Park	2013-12-31
Land Improvements	Paved Improvements	River Rd Asphalt Pathway	River Rd Asphalt Pathway	2018-09-01
Buildings	Roof	Fieldhouse Roof	South Confederation Park	2000-12-01
Buildings	Minor Facilities	Fieldhouse	South Confederation Park	2000-12-01
Land Improvements	Playground Structures	Belair Play Structure	South Confederation Park	2001-07-01
Land Improvements	Playground Swings	Belair Swing Set	South Confederation Park	2001-07-01
Land Improvements	Splash Pads	Splash Pad	South Confederation Park	2000-12-01
Land Improvements	Park Improvements	Baseball Fields	South Confederation Park	1982-10-01
Land Improvements	Park Improvements	Soccer Field	South Confederation Park	1982-10-01
Land Improvements	Park Improvements	Tennis Courts	South Confederation Park	1982-10-01
Land Improvements	Recreational Lighting	Recreational Lighting	South Confederation Park	2001-04-01
Land Improvements	Irrigation Systems	Irrigation System	South Confederation Park	2000-12-01
Land Improvements	Fencing	Baseball Backstop and Infield	South Confederation Park	2000-12-01
Land Improvements	Landscaping	Landscaping	South Confederation Park	2000-12-01
Land Improvements	Paved Improvements	Parking Lot	South Confederation Park	2000-12-01
Land Improvements	Paved Improvements	Walkways	South Confederation Park	2000-12-01
Buildings	Energy Upgrades	Fieldhouse Energy Upgrades South Confed	South Confederation Park	2013-05-01
Land Improvements	Park Improvements	Betterment - Baseball Fields	South Confederation Park	2000-12-01
Land Improvements	Recreational Lighting	Recreational Lighting - Solar	South Confederation Park	2019-08-01
Buildings	Roof	Fieldhouse Roof	Sullivan Park	1997-12-31
Buildings	Minor Facilities	Fieldhouse	Sullivan Park	1997-12-31
Buildings	Minor Facilities	Baseball Dugouts	Sullivan Park	1997-10-01
Land Improvements	Playground Structures	Little Tykes Play Structure	Sullivan Park	1997-09-01
Land Improvements	Playground Swings	Little Tykes Swing Set	Sullivan Park	1997-09-01
Land Improvements	Splash Pads	Splash Pad	Sullivan Park	1997-08-01

Category	Segment	Name	Location	In-Service Date
Land Improvements	Park Improvements	Baseball Field	Sullivan Park	1997-10-01
Land Improvements	Recreational Lighting	Recreational Lighting	Sullivan Park	1998-11-01
Land Improvements	Fencing	Outfield Fencing	Sullivan Park	1999-12-31
Land Improvements	Fencing	Right Field Fencing	Sullivan Park	2007-08-01
Land Improvements	Landscaping	Landscaping	Sullivan Park	1998-06-01
Land Improvements	Paved Improvements	Entranceway	Sullivan Park	1997-10-01
Land Improvements	Park Improvements	Nevco Score Clock	Sullivan Park	2009-11-01
Buildings	Energy Upgrades	Fieldhouse Energy Upgrades Sullivan	Sullivan Park	2013-05-01
Buildings	Minor Facilities	Sullivan Park Gazebo	Sullivan Park	2016-12-31
Land Improvements	Paved Improvements	Sullivan Park Gazebo Concrete Pad and Sidewalk	Sullivan Park	2016-12-31
Land Improvements	Paved Improvements	Parking Lot & Bus Loop	Towpath Street, East Side	1988-12-01
Land Improvements	Paved Improvements	Parking Lot War of 1812	War of 1812	2013-07-01
Land Improvements	Paved Improvements	Welland Canal Trail	Welland Canal Trail	2017-12-01
Land Improvements	Playground Structures	PlaySteel Play Structure	Winterberry Park	2012-12-01
Land Improvements	Landscaping	Landscaping Winterberry Park	Winterberry Park	2013-10-01