

Appendix 2

Niagara Transit Governance Review Scope of Work (High Level)

- Review and refresh the Guiding Principles, attached as Appendix 1, developed as part of the *Niagara Transit Service and Governance Strategy (Dillon, 2017)* that forms the basis of Niagara's transit consolidation.
- Baseline Niagara's current municipal transit systems – both local, and inter-municipal
- Project future transit demand in Niagara – local, inter-municipal, and inter-regional. High level projections only.
- Review transit governance models in and around GTA that have gone through amalgamations (Durham/ Waterloo/ York/ Hamilton), and one from outside Ontario, and one from US
- Conduct industry best practices scan on: transit service delivery, new paradigm on transit linked with latest technology trends, conventional and specialized transit trip integration, major infrastructure identification, and governance models reviews. The scan would be limited to the overall project scope.
- Project high level transit service plan with service levels to meet projected ten year transit ridership demand for both inter-municipal and local service delivery
- Identify ideal Candidate transit governance models for consideration based on guiding principles, required transit service levels, scan of best industry practices, and technology, and peer systems.
- Evaluate Candidate options and recommend a preferred option for Niagara based on a multi-criteria evaluation in a Business Case
 - Include BAU as Base Option
 - Multi-criteria evaluation based on
 - Guiding Principles
 - Capital Costs
 - Operating Costs
 - Potential for capitalizing on future opportunities
 - Transit service improvements leading to Higher Order Transit
 - Long-term Strategic Transit Plan for Niagara
 - Technology integration (including PRESTO integration)

- Creation of any new or upgrade of Transit maintenance garages/ operations centre(s)
 - HR Impacts
 - Tenability from a legal standpoint
 - Aligned to Transit Oriented Development
 - Removal of barriers to making effective and responsive transit infrastructure and service delivery decisions
- Outline detailed governance structure and transition plan for the preferred option
 - The Transit Service Delivery elements
 - Ten year capital needs
 - Ten year operating needs
 - Governance structure
 - Organizational structure
 - Funding Sources
 - Strategic Plan for Transit Asset management
 - Transition Plan (including timelines)
 - Steps for Triple Majority – if required
 - Governance transition
 - Levy transition
 - Service transition
 - Transition Costs
 - Ten year Capital and Operating costs