

Memorandum

BRC-C 1-2024

Subject: Capital Budget Submissions – Niagara Regional Housing, Niagara Regional Police Service, and Niagara Transit Commission

Date: September 12, 2024

To: Budget Review Committee of the Whole

From: Ann-Marie Norio, Regional Clerk

The Clerk's Office is in receipt of the 2025 Proposed Capital Budget Submissions from Niagara Regional Housing, Niagara Regional Police Service Board, and Niagara Transit Commission as approved by their respective Boards. Given that these submissions are not considered individually but rather as part of the overall proposed 2025 Capital Budget for Niagara Region that Committee will consider, they have been attached for information.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



Mailing Address:
P.O. Box 344
Thorold ON L2V 3Z3

Phone: 905-682-9201
Toll Free: 1-800-232-3292
(from Grimsby and beyond Niagara region only)

Street Address:
Campbell East
1815 Sir Isaac Brock Way
Thorold ON

Main Fax: 905-687-4844
Fax – Applications: 905-935-0476
Fax – Contractors: 905-682-8301
Web site: www.nrh.ca

August 12, 2024

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

Dear Ms. Norio,

At their August 8, 2024 special meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 6-2024:

Recommendations

- 1) That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross capital budget submission of \$17,340,400 as presented in Appendix 1; and
- 2) That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) meeting on September 12, 2024, for consideration as part of the 2025 capital budget deliberations.

Your assistance is requested in moving report NRH 6-2024 through proper channels to the Budget Review Committee of the Whole.

Sincerely,

Councillor Gary Zalepa
Chair

Subject: Proposed Niagara Regional Housing 2025 Capital Budget Submission

Report to: Board of Directors of Niagara Regional Housing

Report date: Thursday, August 8, 2024

Recommendations

- 1) That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2025 gross capital budget submission of \$17,340,400 as presented in Appendix 1; and
- 2) That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) meeting on September 12, 2024, for consideration as part of the 2025 capital budget deliberations.

Key Facts

- This report outlines the proposed NRH 2025 capital budget submission for the NRH-owned units and new development capital programs and provides the NRH Board with an updated ten (10)-year capital plan.
- The 2025 gross and net capital request is \$17.3 million and \$10.9 million, respectively.
- Niagara Region has received a total of \$16.4 million in funding from the Canada Mortgage and Housing Corporation (CMHC) to support 30% of rehabilitation and upgrade costs for NRH-owned housing stock, as endorsed by the Board on December 9, 2022 through report number 22-211-5.2 (NRH 11-2022). \$14.2 million of this funding has been applied to 2021 through 2024 capital projects, with the remaining \$2.2 million proposed in 2025. The capital budget proposed for owned units is in alignment with this funding strategy to maximize the use of the CMHC funds and will reduce NRH's capital backlog by 80% by the end of 2025.
- The work proposed in the annual capital program budget submission is based on building condition assessments (BCAs) completed in 2023 by WT Infrastructure Solutions Inc. in support of NRH asset management planning.
- Given Niagara Region's capital levy funding gap for 2025, the Corporate Asset Management Resource Allocation (CAMRA) model prioritized capital investments, which was used to recommend what projects should move forward given limits on funding available. There were no project deferrals through the CAMRA process for

NRH for 2025 to prioritize capital investments that will leverage and maximize the CMHC funding.

- The proposed capital budget includes a request for funding of \$1.5 million for preliminary site planning and environmental work for Phase II of the Geneva Street community housing development. Construction costs for the development of a 36-unit stacked townhouse, currently estimated at \$13.1 million, is included in the capital budget forecast for 2026.
- The proposed capital budget also includes a request for funding for construction of two 50-bed emergency shelters (one in St. Catharines and one in South Niagara), to support the homeless population, addressing both the demand in Niagara and encampment pressures.
- Should the board approve the capital budget submission, it will be consolidated with the Niagara Region's total capital budget and presented to Budget Review Committee of the Whole (BRCOTW) for consideration on September 12, 2024.
- If the Board and Council approve report SPEC 2-2024-4.1 regarding the in-year request for funding for the South Niagara Shelter, the 2025 proposed budget for this project of \$2.8 million will be removed from the capital budget submission to be presented to BRCOTW.

Financial Considerations

This report has been developed under the advisement of the Corporate Services and Asset Management Office (AMO) 2025 Capital Budget Planning and CAMRA model. The 2025 NRH capital budget submission includes nine (9) projects for a gross request of \$17.3 million and a net request of \$10.9 million.

\$7.3 million of the gross request is for the owned-units annual capital program. Proposed funding includes 56% or \$4.1 million through the NRH Owned Units reserve and 30% or \$2.2 million through external funding from CMHC. The net capital request for the owned-units capital program is \$1 million. The proposed capital budget for owned units is in alignment with the financial strategy outlined in NRH 11-2022 and will maximize the available CMHC funding.

The balance of the capital request relates to the annual program for new development planning, preliminary site planning and environmental work for Phase II of the Geneva Street community housing development, and construction of emergency shelters, with a total gross and net request of \$10.0 million and \$9.8 million, respectively. The listing of projects and funding is included in Appendix 1 of this report, and details of these projects are included in Appendix 3.

The Niagara Region's capital financing policy recommends that capital replacements be funded fully with pay-as-you-go reserve contributions, and that debt be prioritized for new or strategic projects. The NRH Owned Units reserve is funding a significant portion (\$4.3 million) of the 2025 annual capital request in alignment with the strategy approved to leverage the CMHC funding. Contributions to the NRH Owned Units reserve are being reviewed as part of the 2025 operating budget process.

The proposed capital plan included in Appendix 2 of this report forecasts a \$202.3 million gross and \$171.6 million net capital request over the next ten (10) years. The projected ten (10)-year net capital requirement is \$10.2 million higher than the \$161.4 million presented with the 2024 capital budget, primarily as a result of the addition of the emergency shelters in the 2025 budget to help address the demand in Niagara and the encampment pressures.

Analysis

The key goals of the 2025 capital program include replacement of expiring and inefficient building components to increase overall building lifespan, ensure legislative compliance, improve system efficiency, and ensure health and safety of residents. In addition, funds have been proposed to support planning and assessment work on prospective development sites that become available for purchase that are identified as suitable for affordable housing to ensure that the property is shovel-ready to strengthen business cases for external funding. The 2025 NRH capital program and nine (9)-year capital plan have been prepared with reference to these key goals and the most recent BCAs.

The 2025 capital budget request is the final year that leverages CMHC funding made available to the Niagara Region to support the cost for the rehabilitation and upgrade of NRH's owned units. The funding strategy approved by the Board and Council through NRH 11-2022 includes use of the NRH Owned-Units reserve and the Region's General Capital Levy reserve to support Niagara Region's 70% share of the costs required in order to leverage the 30% CMHC funding. This funding permits a significant capital investment that reduces the existing NRH capital backlog by 80% that has arisen because of the deferral of required capital work due to capital funding limitations over the years within the Niagara Region and corporate prioritization of projects through the CAMRA process.

The annual programs are budgeted based on the expected timelines from the BCAs that were completed in 2023. The Capital Works team reviews the owned units in

conjunction with the BCA to ensure the portfolio remains in good condition and is constantly reviewing the ten (10)-year projection, in conjunction with the availability of funding and resources, to maintain a consistent capital request. The BCA indicated the Local Housing Corporate (LHC) portfolio is in generally good condition; however, maintaining the good condition is highly dependent on building components being replaced once they reach the end of their useful life. Failure to do so would lead to more expensive capital costs, increased risk, and a significant increase in operating costs.

The NRH-Owned Units Capital Program provides for long-term planning to ensure NRH's physical assets will be preserved to an acceptable standard and values are maintained. Replacement costs will fluctuate based on the number of repairs and the types of repairs required each year. NRH will continue to leverage any available Provincial or Federal funding opportunities to participate in programs that target capital improvements or efficiencies.

2025 New Development

The property at 320 Geneva Street was acquired from the City of St. Catharines in 2023 for the purpose of an affordable housing development. Phase One of the development, which is a single 4-storey building consisting of 36 bridge housing units and 12-14 supportive housing units, is currently underway with construction funding approved through the 2024 capital budget and anticipated to be substantially complete by the end of 2025. Phase Two of the development will be a 36-unit stacked townhouse construction of community housing units on the same property. The 2025 capital budget includes a request of \$1.5 million for preliminary work to be done on the land for Phase Two and Three related to remediation of the land, selection of the design team, survey plans, building permits, site plan approvals and preparation of plans, details and specifications. The funds to construct the development, currently estimated at \$13.1 million, is included in the capital budget forecast for 2026.

The proposed 2025 capital budget also includes a request for funding related to two (2) 50-bed emergency homeless shelters (one in St. Catharines and one in South Niagara) in order to address homeless shelter supply constraints and encampment pressures, providing temporary housing to individuals in need. These shelters will be owned by NRH, including project management for construction and capital upkeep of the buildings, and will be operated by Niagara Region Community Services through service funding approved within the Homelessness Services division.

The first shelter will be the permanent shelter site in St. Catharines, replacing the current modular shelter site developed on Riordon Street and operational since February 2024, as this was planned to be a temporary solution and is required to be removed from the property within two (2) years, with the intention that the structure be relocated to another area in need. The project budget of \$5.5 million includes an estimate for the acquisition of land, in addition to construction costs for a 50-bed building/shelter, although consideration will be given to the potential renovation of an existing building if there is an opportunity to do so.

The second shelter project will be a 50-bed modular-style construction shelter, with a project budget estimated at \$2.8 million, including an on-site centralized hygiene, food and support centre, similar to the temporary emergency shelter constructed in St. Catharines on Riordon Street. This shelter is anticipated to be built on land leased or donated to NRH. The operating costs related to this new build will be included in and considered for approval with the 2025 Community Services operating budget through a program change business case.

The ten (10)-year capital plan for 2025 includes a forecast for new build construction, projects related to increasing the supply of new affordable housing units, in alignment with the Consolidated Housing Master Plan update that was presented to PHSSC on June 14, 2022, which identifies a need for an additional 479 new units per year within Niagara over the next 25 years to meet the increased demand for housing. Given that the Housing Master Plan is complete but the roadmap on how to move forward with implementation is in progress, the forecast has been prepared based on the Development Charge Study update that was done in 2021, which identified a need for an additional 289 units over the next ten years to meet the current average level of service given anticipated growth. It is important to note that there are likely to be potential external funding opportunities for which business cases will be prepared to secure such funding, but this has not been incorporated into the forecast, as this is unknown at this time.

Alternatives Reviewed

NRH is engaged in the corporate CAMRA prioritization process to establish the budget request. NRH also relies heavily on the Niagara Region's capital financing policy that establishes the principles Niagara Region will undertake to ensure financial sustainability, flexibility, transparency, and legislative compliance of its capital funding program. As a result, no alternatives to the capital budget request have been presented.

Niagara’s strategies to address the affordable housing crisis were presented to the Niagara Region’s Public Health and Social Services Committee on June 14, 2022 through the Consolidated Housing Master Plan update presentation. Increasing owned-unit housing stock through the capital budget is only one strategy to increase the supply of affordable housing. A number of interconnected strategies and upcoming decision points around increasing supply were presented to committee including potential development incentive programs as well as options to provide support to community partners to assist them in developing.

Relationship to Council Strategic Priorities

The proposed NRH 2025 capital budget submission is aligned to the Council Priorities of “Equitable Region” and “Effective Region.” The capital program relates to the comprehensive asset management planning for efficient and cost-effective maintenance of Regionally owned assets to ensure continued access to NRH’s affordable housing units. Additionally, this plan is aligned with Regional Council’s commitment to “improve access to affordable and attainable housing” to meet the needs of the community by “transforming service delivery in a way that is innovative, collaborative and fiscally responsible.”

Other Pertinent Reports

NRH 11-2022	Proposed Revised Niagara Regional Housing 2023 Capital Budget Submission including CMHC Funding
CSD 29-2025	2025 Budget Strategy
SPEC 2-2024-4.1	Acquisition of Modular South Niagara Shelter
Confidential NRH 4-2023	Acquisition of Property–320 Geneva, St. Catharines

Submitted by:



Cameron Banach
Chief Executive Officer

Approved by:



Gary Zalepa, Chair

This report was prepared by Sara Mota, Program Financial Specialist, in consultation with Fred Elbe, Capital Works Manager and Donovan D'Amboise, Manager Program Financial Support.

Appendices

Appendix 1	2025 Capital Submission
Appendix 2	Proposed 10-Year Capital Plan
Appendix 3	2025 Capital Program Breakdown

2025 Capital Submission

Project Name	Gross Capital Request	Own Source Reserves	External Funding	Net Capital Request
NRH 2025 Annual Unit Capital	\$1,989,000	\$1,103,749	\$596,700	\$288,551
NRH 2025 Annual Mechanical and Electrical	1,041,000	577,679	312,300	151,021
NRH 2025 Annual Building Capital	2,545,000	1,412,289	763,500	369,211
NRH 2025 Annual Grounds Capital	1,525,000	846,263	457,500	221,237
NRH 2025 Annual Emergency Capital	200,000	140,000	60,000	0
Total Owned-Units Annual Capital Program *	7,300,000	4,079,980	2,190,000	1,030,020
NRH 2025 Annual New Development Planning	200,000	200,000	0	0
NRH Geneva Street Development Phase II	1,500,000	0	0	1,500,000
NRH St. Catharines Permanent Shelter	5,500,000	0	0	5,500,000
NRH South Niagara Shelter	2,840,400	0	0	2,840,400
Total New Development	10,040,400	200,000	0	9,840,400
Total NRH 2024 Capital Request	\$17,340,400	\$4,279,980	\$2,190,000	\$10,870,420

*2025 Annual Program Capital requests based on Building Condition Assessments completed in 2023

Proposed 10-Year Capital Plan

Annual Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Owned-Units Capital Program:											
Unit Capital	\$1,989,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,989,000
Building Capital	2,545,000	0	0	0	0	0	0	0	0	0	2,545,000
Grounds Capital	1,525,000	0	0	0	0	0	0	0	0	0	1,525,000
Accessibility	0	484,000	253,000	319,000	92,000	70,000	272,000	7,000	0	50,000	1,547,000
Exterior Wall Systems	0	741,000	779,000	512,000	319,000	175,000	815,000	670,000	500,000	1,584,000	6,095,000
Mechanical and Electrical Systems	1,041,000	1,895,000	2,135,000	1,642,000	1,405,000	1,315,000	2,871,000	2,860,000	400,000	1,306,000	16,870,000
Life Safety and Security Systems	0	464,000	350,000	312,000	137,000	86,000	369,000	25,000	50,000	200,000	1,993,000
Roof Systems	0	242,000	254,000	167,000	104,000	57,000	266,000	380,000	500,000	250,000	2,220,000
Asphalt, Paving and Concrete Replacement	0	1,216,000	727,000	1,119,000	748,000	219,000	791,000	970,000	400,000	507,000	6,697,000
Kitchen and Bathroom Replacements	0	1,820,000	1,138,000	1,096,000	1,267,000	1,254,000	2,637,000	2,600,000	400,000	1,496,000	13,708,000
Playground Equipment Replacement	0	72,000	28,000	47,000	9,000	9,000	31,000	40,000	0	80,000	316,000
Structural and Foundation Repairs	0	1,288,000	1,380,000	1,235,000	1,270,000	923,000	1,966,000	350,000	700,000	480,000	9,592,000
Elevators	0	230,000	400,000	900,000	400,000	400,000	825,000	100,000	50,000	216,000	3,521,000
Interior Components	0	100,000	650,000	335,000	700,000	475,000	190,000	2,500,000	250,000	250,000	5,450,000
Doors and Windows	0	475,000	1,220,000	470,000	480,000	1,170,000	150,000	700,000	150,000	900,000	5,715,000
Emergency Capital	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Gross Budget – Owned Units	\$7,300,000	\$9,227,000	\$9,514,000	\$8,354,000	\$7,131,000	\$6,353,000	\$11,383,000	\$11,402,000	\$3,600,000	\$7,519,000	\$81,783,000
Capital Reserve Funding ~	4,079,980	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	26,579,980
CMHC Funding	2,190,000	0	0	0	0	0	0	0	0	0	2,190,000
Net Capital Budget – Owned Units	\$1,030,020	\$6,727,000	\$7,014,000	\$5,854,000	\$4,631,000	\$3,853,000	\$8,883,000	\$8,902,000	\$1,100,000	\$5,019,000	\$53,013,020
New Development:											
New Development – Planning	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000
Geneva Street Development Phase II	1,500,000	13,100,000	0	0	0	0	0	0	0	0	14,600,000
St. Catharines Permanent Shelter	5,500,000	0	0	0	0	0	0	0	0	0	5,500,000
South Niagara Shelter	2,840,400	0	0	0	0	0	0	0	0	0	2,840,400
New Build Construction	0	0	0	22,500,000	0	23,409,000	0	24,355,000	0	25,339,000	95,603,000
Gross Capital Budget – New Development	\$10,040,400	\$13,300,000	\$200,000	\$22,700,000	\$200,000	\$23,609,000	\$200,000	\$24,555,000	\$200,000	\$25,539,000	\$120,543,400
Capital Reserve funding ~	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
External Funding	0	0	0	0	0	0	0	0	0	0	0
Net Capital Budget – New Development	\$9,840,400	\$13,100,000	\$0	\$22,500,000	\$0	\$23,409,000	\$0	\$24,355,000	\$0	\$25,339,000	\$118,543,400

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Total Gross NRH Capital Budget	\$17,340,400	\$22,527,000	\$9,714,000	\$31,054,000	\$7,331,000	\$29,962,000	\$11,583,000	\$35,957,000	\$3,800,000	\$33,058,000	\$202,326,400
Total Net NRH Capital Budget	\$10,870,420	\$19,827,000	\$7,014,000	\$28,354,000	\$4,631,000	\$27,262,000	\$8,883,000	\$33,257,000	\$1,100,000	\$30,358,000	\$171,556,420

~ Reserve funding is assumed at \$2.7 million for the annual capital program starting in 2026 after CMHC capital funding ends in 2025; including 100% for Emergency Capital and New Development - Planning projects.

2025 Capital Program Breakdown

Project Name	Gross Capital Request	% of Budget	Description of Costs
Annual Unit Capital	\$1,989,000	11%	<p>This project includes work to tenant units, such as kitchen, bathroom and appliance replacements, more efficient lighting, heating systems, etc. It does not include regular repairs to existing fixtures or flooring, but would include total floor replacements if needed. This project is required to maintain the units in proper working order.</p> <p><u>Project cost breakdown:</u></p> <ul style="list-style-type: none"> - Flooring and painting - 3 projects, based on life expectancy dates - Kitchen replacements – 3-4 total-building projects, based on life cycle and safety requirements - Bathroom replacements – 3-5 total-building projects, to eliminate water leaks that cause mold and water damage, increase water savings - Fire alarm, security and lighting upgrades - 7-9 projects
Annual Mechanical and Electrical	\$1,041,000	6%	<p>This project includes replacements and upgrades of HVAC equipment and furnaces, plumbing upgrades, elevator replacements, and mechanical and electrical upgrades. It does not include day-to-day repairs to any of these items.</p> <p><u>Project cost breakdown:</u></p> <ul style="list-style-type: none"> - Upgrades to mechanical systems - 5 projects - Upgrades to electrical systems – 2-4 projects - Elevator replacements - 4 projects

Project Name	Gross Capital Request	% of Budget	Description of Costs
Annual Building Capital	\$2,545,000	15%	<p>This project includes roof replacements and exterior protection of the building through replacement/extensive repairs to cladding systems, masonry, foundations and structures. In addition, it includes component replacements, doors and windows, balconies, energy-efficiency improvements, etc. It does not include day-to-day repairs to any of these items.</p> <p><u>Project cost breakdown:</u></p> <ul style="list-style-type: none"> - Balcony and exterior wall systems – 2-4 projects - Roof replacement and maintenance – 4-7 projects - Foundation waterproofing and structural – 4-6 projects - Door and window replacement – 7-9 projects
Annual Grounds Capital	\$1,525,000	9%	This project includes concrete walkway and asphalt pavement replacement, landscaping work, perimeter/privacy fencing, steps, patios, accessibility ramps and various site improvements (estimated 8-12 individual projects).
Emergency Capital	\$200,000	1%	This capital project is used for emergency situations that are unforeseeable and require immediate attention (e.g. red-tagged furnaces, elevator breakdowns in seniors' buildings, fire safety equipment replacement, emergency heating system replacement, etc.). These funds are used for emergencies that put NRH's residents and/or assets at risk, including but not limited to: health and safety concerns, preservation of assets, non-compliance with legislation.

Project Name	Gross Capital Request	% of Budget	Description of Costs
New Development Planning	\$200,000	1%	The Multi-Residential New Development Planning project will ensure that the Niagara Region has the ability to expeditiously evaluate prospective lands and existing buildings within the Region. This will allow Niagara Regional Housing (NRH) to prepare a comprehensive plan and business case, and implement an efficient, sound and effective approach to providing for a significant need for housing within the Region. This will also help to ensure that NRH can leverage external funding opportunities when they arise with relatively short timelines, by providing sites that are ready for development.
Geneva Street Development – Phase 2	\$1,500,000	9%	This capital budget request is for the estimated costs for the preliminary work to be done for Phase 2 and Phase 3 on the Geneva Street property intended for affordable housing development, which will include remediation of the land, selection of the design team, survey plans, building permits, site plan approvals and preparation of plans, details and specifications. The 2026 capital budget will include a request for construction costs, currently estimated at \$13.1 million, to develop a 36-unit stacked townhouse community housing building to address core housing need in Niagara.
St. Catharines Permanent Shelter	\$5,500,000	32%	This capital budget request is for a new 50-bed permanent homeless shelter construction in St. Catharines, which is expected to be built on land to be acquired by NRH. The projected cost is for a building/shelter, although consideration will be given to potential renovation if an opportunity arises. The shelter will be owned by NRH and operated by Niagara Region's Homelessness division within Community Services.

Project Name	Gross Capital Request	% of Budget	Description of Costs
South Niagara Shelter	\$2,840,400	16%	This capital budget request is for a new 50-bed homeless shelter construction in Welland, which is expected to be built on either vacant land or occupied land donated to NRH. The projected cost is for a modular-style construction shelter, including an on-site centralized hygiene, food and support centre, similar to the temporary emergency shelter constructed in St. Catharines that has been operational since February 2024. The shelter will be owned by NRH and operated by Niagara Region's Homelessness division within Community Services.



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICE BOARD

5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

Tel: (905) 688-4111 Fax: (289) 248-1011
E-mail: psb@niagarapolice.ca
Website: www.niagarapolice.ca

July 29, 2024

SENT BY EMAIL

Ann-marie.Norio@niagararegion.ca

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON
L2V 4T7

Dear Ms. Norio:

Re: 2025 Capital Budget and 9-Year Capital Forecast

At its Public Meeting held July 25, 2024 the Niagara Police Service Board considered Service report dated June 27, 2024 requesting the Board approve the proposed 2025 Police Service Capital Budget and 9-Year Capital Forecast. *(A copy of the NRPS 2025 budget presentation is attached to the report.)*

The following motion was passed:

'That, subject to approval by Regional Council of the consolidated Capital Budget, the Board approve the 2025 Capital Budget and Forecast as follows:

1. That the 2025 Capital Budget of the Niagara Regional Police Service of \$6,771,000.00, as summarized in Appendix 1, be approved.
2. That financing in the amount of \$6,771,000.00 be initiated upon approval of the 2025 Capital Budget and be allocated to the projects as summarized in Appendix 1. *(Financing for the 2025 Capital Budget is from the Police Capital Levy Reserve in the amount of \$2,555,000.00; Police Vehicles and Equipment Reserve Fund in the amount of \$2,214,000.00; Region Capital Levy Reserve in the amount of \$1,502,000.00 and Development Charges in the amount of \$500,000.00).*
3. That the 9-Year Capital Forecast be received as a guideline for the development of future Capital Budgets.

Carried.'

Further to Board direction, I would ask that you take the appropriate action. I have enclosed a copy of the report.

Yours truly,

Deb Reid
Executive Director

:dc

Encl.

- c. D. Carnegie, A/Commissioner of Corporate Services, Niagara Region
Chief of Police B. Fordy, Niagara Regional Police Service



NIAGARA REGIONAL POLICE SERVICE

2025 Capital Budget & 9-Year Forecast



Police Service Board Meeting
Thursday July 25, 2024

Capital Budget Process:

23 projects for a total of \$8.1M submitted for consideration

All projects evaluated using the Region's Capital Asset Management Resource Assessment (CAMRA) tool

Executive Leadership Team evaluated projects using criteria such as CAMRA, operational necessity, and the Board's Strategic Plan

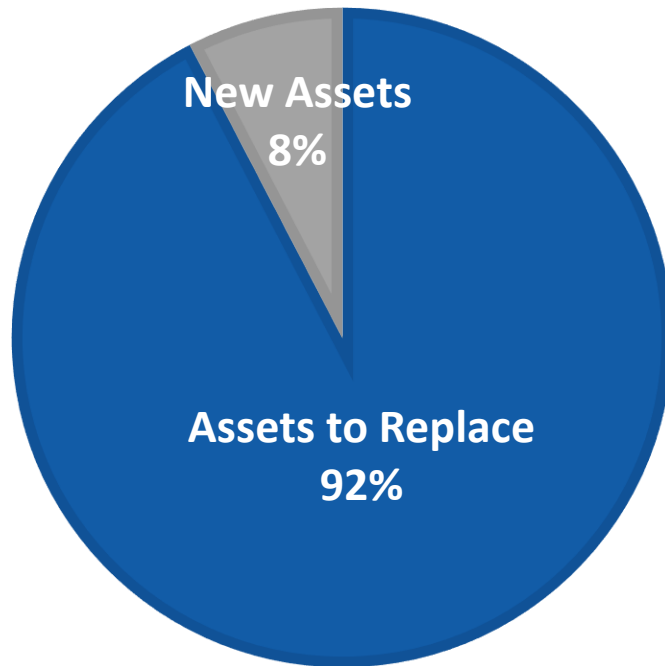


14 capital projects for a total of \$6.8M submitted for 2025

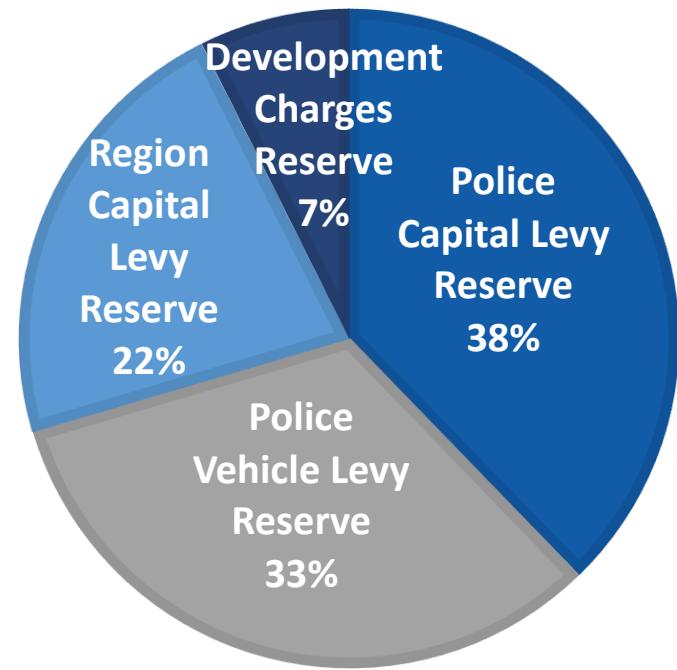
2025 Capital Budget Overview:

- Decrease of \$303K from 2024 forecast of \$7,073,500
- 2025 Capital Budget = \$6,771,000
- Assets to Replace \$6,255,000 and New Assets \$516,000

BY PROJECT CATEGORY



BY FUNDING TYPE



Capital Assets to Replace:

Project Description	Amount	Funding Source
Vehicle Replacement – Patrol	\$1,413,000	Police Vehicle Levy
Vehicle Replacement – Investigative	461,000	Police Vehicle Levy
Vehicle Replacement – Specialty	340,000	Police Vehicle Levy
IT – Servers & Workstations	575,000	Police Capital Levy
IT – Desktops & Monitors	350,000	Police Capital Levy
P25 Radio Microwave Network System	1,122,000	Region Capital Levy
Conductive Energy Weapon (CEW)	140,000	Police Capital Levy
Use of Force Update	1,205,000	Police Capital Levy
Remotely Operated Vehicle (ROV)	380,000	Region Capital Levy
Police Vessel Electronics	110,000	Police Capital Levy
Night Vision Devices	110,000	Police Capital Levy
Mobile Radar Units	49,000	Police Capital Levy
Total Capital Assets to Replace	\$6,255,000	

New Assets – Patrol Vehicles:



Increase Patrol Fleet;
\$500,000

Funded from
Development
Charges

- Increase Patrol Fleet by 5 vehicles each year for 3 years (2023, 2024, 2025)
- To support the increase to the authorized strength for frontline uniform officers in 1, 2 and 3 Districts, approved in 2020 and 2021.
- Requires the addition of \$108,500 to the Operating Budget to support fuel, maintenance, and repair costs for these new vehicles.

New Assets – Respiratory Mask Fit Tester:

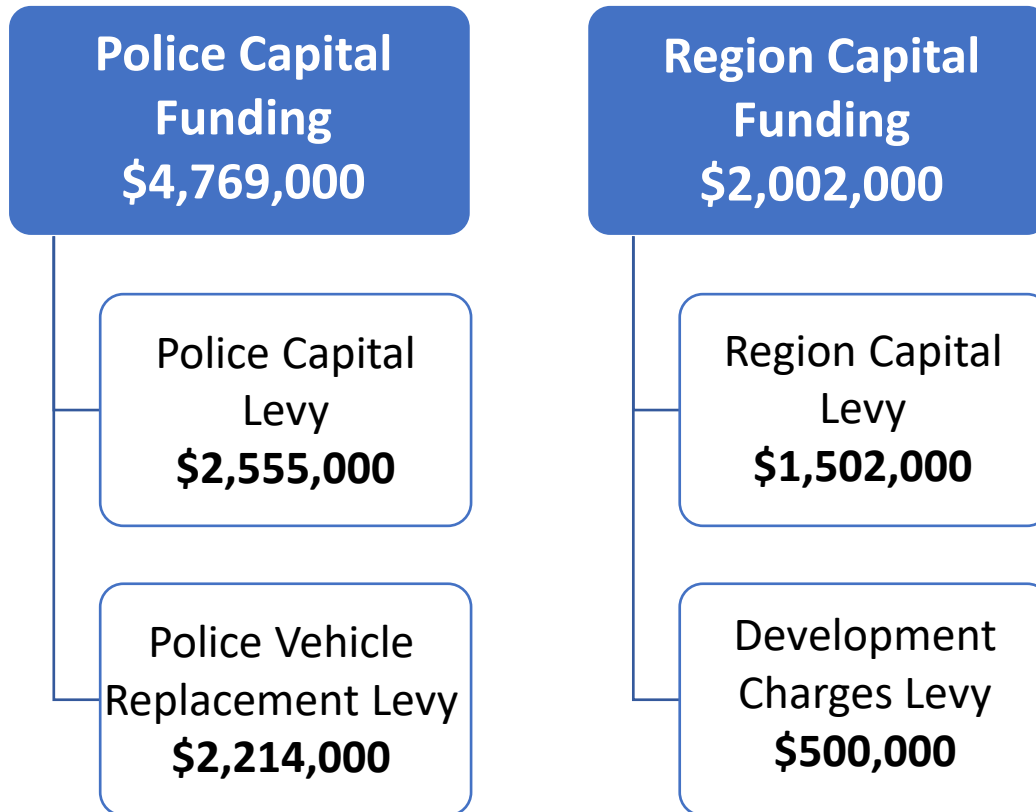


Mask Fit Tester;
\$16,000

Funded from Police
Capital Levy

- Purchase of a quantitative respirator fit tester to determine the fit and seal of N95 and full-face masks
- Replaces the current method of testing which is a manual process reliant on an individual's sense of smell and taste
- It is estimated that using the current method approximately 30% of leaks may go undetected, which puts member safety at risk.

2025 Financing Sources:



2025 Police Capital Reserves:

2025 Police Capital Reserve Opening Balance	\$785,345
2024 Approved Base Budget Reserve Transfer	4,185,000
2025 Additional Capital Reserve Transfer	320,000
Total Capital Reserve Transfer from 2025 Operating Budget	5,290,345
2025 Proposed Capital Projects	(4,769,000)
2025 Police Capital Reserve Ending Balance	521,345

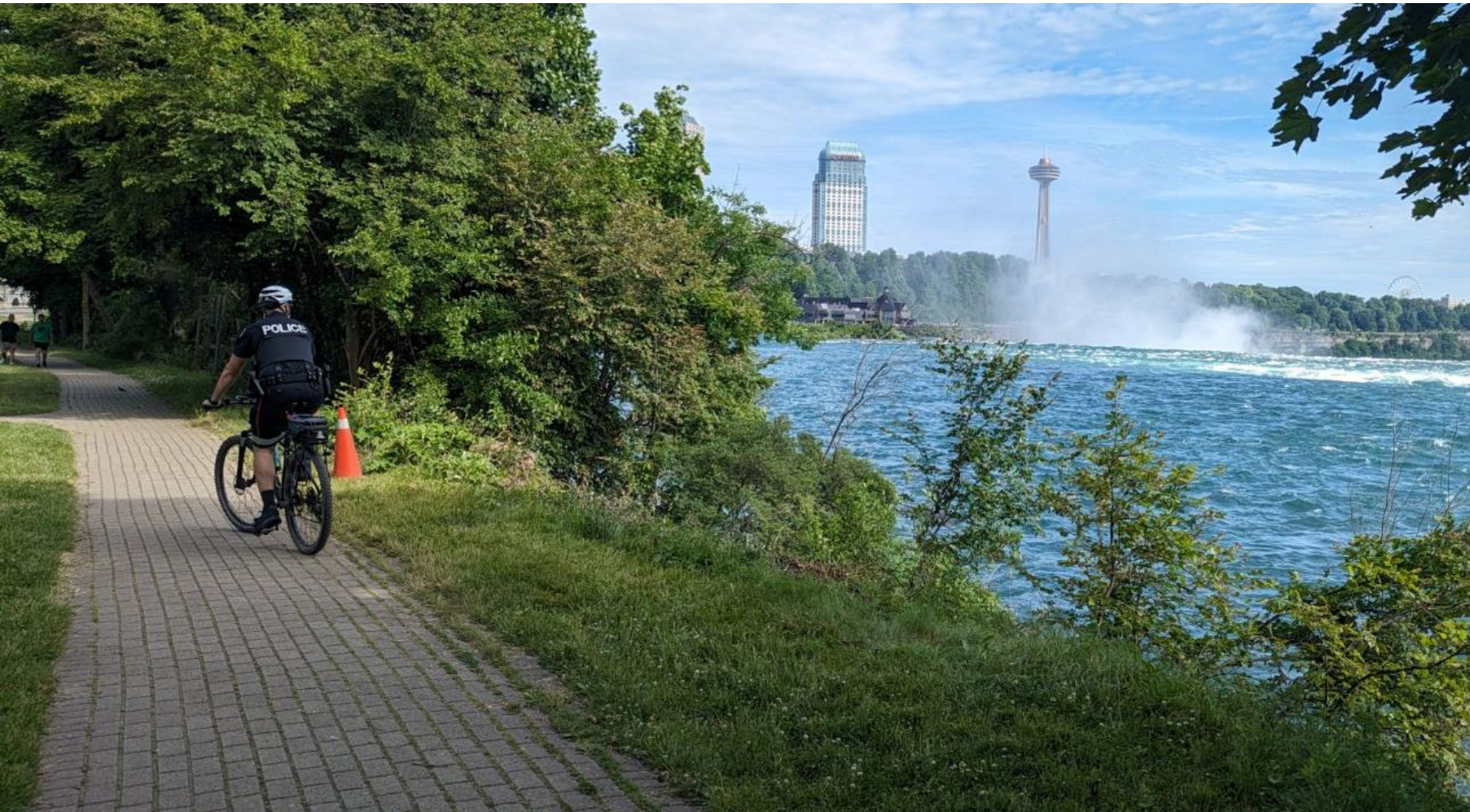
9-Year Capital Forecast 2026-2034

Long-term Capital Funding Strategy by 2029:

- Adopt Region Capital Financing Strategy to reduce dependency on debt financing for replacement assets by 2029.
- Target Operating Budget contributions of \$5.6M.
- Strategy -> Increase contributions from Operating Budget by \$320,000 per annum or 0.3% from 2022 to 2029.



Questions?





NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Capital Budget and 9-Year Capital Forecast – Budget Year 2025
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2024-06-27

Recommendation(s)

That, subject to approval by Niagara Regional Council (Council) of the consolidated Capital Budget, the Niagara Police Service Board (Board) approves the 2025 Capital Budget and Forecast as follows:

1. That the 2025 Capital Budget of the Niagara Regional Police Service (Service) of \$6,771,000.00, as summarized in Appendix 1, be approved.
2. That financing in the amount of \$6,771,000.00 be initiated upon approval of the 2025 Capital Budget and be allocated to the projects as summarized in Appendix 1. Financing for the 2025 Capital Budget is from the following funds:
 - a. Police Capital Levy Reserve in the amount of \$2,555,000.00
 - b. Police Vehicles and Equipment Reserve Fund in the amount of \$2,214,000.00
 - c. Region Capital Levy Reserve in the amount of \$1,502,000.00
 - d. Development Charges in the amount of \$500,000.00
3. That the 9-Year Capital Forecast be received as a guideline for the development of future capital budgets.

Key Facts

- The purpose of this report is to seek the Board's approval for the 2025 Capital Budget.
- As outlined in the budget planning report received in May, the Service is required to submit the approved 2025 capital budget to Niagara Region (Region) Corporate Services department by July 31, 2024.
- Consistent with prior years, the Service considered all identified capital requirements and has prepared an annual budget and 9-year forecast that provides for continuity of services based on the capital financing strategy adopted by the Region in 2019.

Financial Considerations

The 2025 capital budget will be mainly funded from the operating budget starting with the base contributions from the approved 2024 operating Budget of \$4,185,000.00 plus

new capital financing funds of \$320,000.00, committed by the Region for the years 2022 to 2029 for a total contribution of \$4,505,000.00. As proposed in the 2022 capital budget, the Service requested support for new funding of \$320,000.00 per annum for years 2022 to 2029 to achieve an annual operating budget capital contribution of \$5,625,000.00 by 2029. This strategy was approved by the Board in 2022 and supported by the Region to ensure the Service achieves the Region's capital financing strategy of "pay as you go" by 2029.

The proposed 2025 capital budget will require additional funding of \$1,502,000.00, which is being requested from the Region's capital levy reserve, in place of debt financing. Projects funded through Region reserves will be charged to the Service through indirect allocations in the 2025 operating budget. The Region's capital levy reserve provides funding for capital projects for all regional departments and is therefore subject to competing regional priorities. Service staff have liaised with Region staff to determine the availability of funds. The 2 projects included are expected to be funded; however, the final recommendation will be advised following the Corporate Leadership Team (CLT) meeting on July 18, 2024. These funds, provided by the Region, will bridge the funding shortfall in 2025, as the Service strives to achieve its capital financing strategy by 2029. The contributions of \$320,000.00 per annum will eventually reduce the Service's dependence on alternative funding sources, such as debt or regional reserves by 2029. During the interim years, the Service will require alternative sources of funding to supplement operating budget contributions for assets exceeding the capacity of the police capital levy reserve.

Further, the Service is requesting funding of \$500,000.00 from the development charge levy to fund the increase to its vehicle patrol fleet by 15 over the years 2023 to 2025. Development charges are a 1-time fee collected from developers when applying for a building permit for a new development or redevelopment project. Niagara Region collects these fees to help pay for the capital cost of the infrastructure that is needed to service the newly developed or redeveloped projects.

Appendix 2 illustrates the contributions from police reserves, the capital disbursements, and planned account balances for the years 2025 through to 2034. Appendix 3 provides a summary of capital expenditure forecasts and their funding sources, which are either from capital levy reserves, development charges, or debt financing.

Analysis

The capital budget and forecast identify the projects and funding sources required to provide the Service with vehicles, equipment, and facilities. The 2025 capital budget is being presented to the Board for approval. The 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

The Service undertakes a thorough capital budget process that considers the current state of repair for existing assets, which support current levels of service, emerging trends including new technologies, legislated changes in public safety and the Board's

strategic plan. On February 15, the capital budget process was launched with program managers submitting 23 projects valued at \$8,076,950.00 for consideration. Over the course of several meetings, the Executive Leadership Team (ELT) examined and prioritized the projects using the Capital Asset Management Resource Assessment (CAMRA) tool developed by the Region to evaluate capital projects. The CAMRA tool assesses each capital project based on a set risk including its risk of failure over the next year, and its alignment to Council priorities. Further to this tool, ELT considered operational necessity and alignment to the Board’s strategic plan to determine which projects to move forward for 2025. This process resulted in shortlisting the projects to 15 with a total value of \$7,544,500.00. These projects were then submitted to Region’s asset management and budget teams to determine if they are funded based on the consolidated CAMRA results on all Region capital projects. Through this process, 1 additional project was not funded based on the risk score and ranking as well as competing priorities. The 14 projects included in this report totalling \$6,771,000.00 have received a funded status, subject to the approval at the final capital CLT meeting on July 18, as well as the approval of the consolidated capital budget by Council.

Of the total capital requests for the 2025 year, 92% or \$6,255,000.00 is for the replacement (R) of existing assets and \$516,000.00 is to enhance new (N) strategic initiatives.

Appendix 1 provides a summary of the projects selected for the 2025 capital budget. The total requested capital expenditure for 2025 is \$6,771,000.00. The request represents a decrease of \$302,500.00 from the amount forecasted in 2023. Detailed capital project business cases for each proposed 2025 capital project are attached as appendices 5 (1-11).

Appendix 5	Project Description	Amount
(1)	Vehicle Replacement – Patrol (R)	\$1,413,000.00
(1)	Vehicle Replacement – Investigative (R)	461,000.00
(1)	Vehicle Replacement – Specialty (R)	340,000.00
(2)	IT & Network Equipment Lifecycle Replacement – Servers & Workstations (R)	575,000.00
(2)	IT & Network Equipment Lifecycle Replacement – Desktops & Monitors (R)	350,000.00
(3)	P25 Radio Microwave Network System (R)	1,122,000.00
(4)	Conductive Energy Weapon (R)	140,000.00
(5)	Use of Force Update (R)	1,205,000.00
(6)	Remotely Operated Vehicle (ROV) (R)	380,000.00
(7)	Police Vessel Electronics (R)	110,000.00
(8)	Night Vision Devices (R)	110,000.00
(9)	Mobile Radar Units (R)	49,000.00
(10)	Increase the Fleet Patrol Vehicle Pool (N)	500,000.00
(11)	Respiratory Mask Fit Tester (N)	16,000.00
	Total	\$6,771,000.00

Capital Forecast

The capital forecast for 2026 to 2034 is summarized in Appendix 3 and detailed in appendices 4 (A – I). For each year, a comparison of the updated forecast to that previously presented during the 2024 capital budget and forecast, is included. Revisions reflect adjustments in timing, estimated expenditures, and new initiatives. When a significant capital acquisition is made, the replacement of that asset is forecasted in a timeframe consistent with its estimated useful life. As a result, the forecast serves as a comprehensive guideline for the Service that is vital to ensuring continuity of services provided, as well as enhancing the accuracy of long-term financial plans.

The 9-year forecast includes \$40,000,000.00 for the facility master plan that outlines plans for a new Training Unit, Emergency Services, and Fleet/Quartermaster facilities. In addition, other major capital replacements required over the next 10 years have been identified with estimated figures. Total investment for the forecast period of 2026 to 2034, including facilities, is \$109,000,000.00. As previously mentioned, the Service is proposing a similar strategic financing approach for replacement of existing assets as implemented by the Region. The Service continues to develop a funding strategy to support the asset management plan implemented by the Region. This includes a framework of planning, tracking and control of assets, preventative maintenance to preserve the life span of the asset, as well as its disposal when the asset reaches its end of life.

Conclusion

In conclusion, the capital budget and forecast identify the projects and funding sources required to maintain the Service and provide it with equipment and facilities. The 2025 Capital Budget is being presented to the Board for approval of the total expenditures and the initiation of financing. The subsequent 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

Alternatives Reviewed

The Service has considered alternative funding strategies that provide for continuity of services within a sustainable funding strategy. The financing strategy recommended is the optimal strategy using conventional funding resources.

Relationship to Police Service/Board Strategic Priorities

The budget preparation process is conducted in consideration of regional objectives, with efforts to balance the information requirements of the Region as outlined in the Municipal Act with the accountabilities of the Board under the Community Safety and Policing Act.

Relevant Policy Considerations

By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service
Community Safety and Policing Act.
Region By-Law 2019-79 Budget Planning Requirements for the Regional Municipality of Niagara

Other Pertinent Reports

9.4 – 2024.05.23 Budget Planning – 2025 Operating and Capital Budget

This report was prepared by Courtney Woods, Financial Planning Coordinator, Finance Unit, reviewed by Laura Rullo, Finance Manager, Finance Unit and recommended by Luigi Greco, Deputy Chief, Support Services.

T. WASELOVICH

Submitted by:

Todd Waselovich #9660
Acting Chief of Police

Appendices

Appendix 1	Preliminary 2025 Capital Budget
Appendix 2	Projected Capital Levy and Vehicles and Equipment Replacement Reserve Fund Balances
Appendix 3	Proposed Capital Budget & 9-Year Forecast 2025 - 2034
Appendix 4 (A-I)	Detailed Capital Budget Forecast for the Years: 2026-2034
Appendix 5 (1-11)	Detailed Capital Project Business Cases

APPENDIX 1

Preliminary 2025 Capital Budget

Year: 2025

2025 CAPITAL FINANCING

	Description	2023 Forecast for 2025	Program Changes	2025 Capital Budget	Police Capital Levy	Police Vehicle Replacement Levy	Region Capital Levy	Development Charges Levy	Total 2025 Financing
(1)	Vehicle Replacement – Patrol (R)	1,830,000	(417,000)	1,413,000	-	1,413,000	-	-	1,413,000
(1)	Vehicle Replacement – Investigative (R)	480,000	(19,000)	461,000	-	461,000	-	-	461,000
(1)	Vehicle Replacement – Specialty (R)	450,000	(110,000)	340,000	-	340,000	-	-	340,000
(2)	IT - Desktops/Monitors (R)	457,500	(107,500)	350,000	350,000	-	-	-	350,000
(2)	IT - Servers & Workstations (R)	457,500	117,500	575,000	575,000	-	-	-	575,000
(3)	P25 Radio Microwave (R)	335,000	787,000	1,122,000	-	-	1,122,000	-	1,122,000
(3)	P25 Portable Radios (R)	773,500	(773,500)	-	-	-	-	-	-
(4)	CEW Replacement (R)	140,000	-	140,000	140,000	-	-	-	140,000
(5)	Use of Force Update (R)	-	1,205,000	1,205,000	1,205,000	-	-	-	1,205,000
(6)	Remotely Operated Vehicle (R)	-	380,000	380,000	-	-	380,000	-	380,000
(7)	Police Vessel Electronics (R)	-	110,000	110,000	110,000	-	-	-	110,000
(8)	Night Vision Devices (R)	-	110,000	110,000	110,000	-	-	-	110,000
(9)	Mobile Radar Units (R)	-	49,000	49,000	49,000	-	-	-	49,000
(12)	Increase Fleet Vehicle Pool (N)	500,000	-	500,000	-	-	-	500,000	500,000
(14)	Respiratory Mask Fit Tester (N)	-	16,000	16,000	16,000	-	-	-	16,000
	Body Worn Cameras	1,000,000	(1,000,000)	-	-	-	-	-	-
	Capital Acquisitions	650,000	(650,000)	-	-	-	-	-	-
	TOTAL	7,073,500	(302,500)	6,771,000	2,555,000	2,214,000	1,502,000	500,000	6,771,000

APPENDIX 3

Proposed Capital Budget & Nine-year Forecast: 2025 – 2034

SOURCES OF FINANCING FOR CAPITAL BUDGET

Year	2024 Forecast	2025 Program Changes	2025 Capital Budget & Forecast	Total Capital Expenditures	Capital Levy	%	Vehicle Replacement Levy	%	Debenture Approvals	%	Region Reserve	%	Development Charges	%	Total Financing	%
2025	7,073,500	(302,500)	6,771,000	6,771,000	2,555,000	37.7	2,214,000	32.7	-	0.0	1,502,000	22.2	500,000	7.4	6,771,000	100.0
2026	6,013,500	660,000	6,673,500	13,444,500	2,140,000	32.1	2,760,000	41.4	-	0.0	1,773,500	26.6	-	0.0	6,673,500	100.0
2027	46,528,500	(145,000)	46,383,500	59,828,000	2,200,000	4.7	2,760,000	6.0	-	0.0	41,423,500	89.3	-	0.0	46,383,500	100.0
2028	5,210,000	(100,000)	5,110,000	64,938,000	2,350,000	46.0	2,760,000	54.0	-	0.0	-	0.0	-	0.0	5,110,000	100.0
Subtotal	64,825,500	112,500	64,938,000		9,245,000	14.2	10,494,000	16.2	-	0.0	44,699,000	68.8	500,000	0.8	64,938,000	100.0
2029	5,880,000	(400,000)	5,480,000	70,418,000	2,450,000	44.7	3,030,000	55.3	-	0.0	-	0.0	-	0.0	5,480,000	100.0
2030	5,730,000	(300,000)	5,430,000	75,848,000	2,750,000	50.6	2,680,000	49.4	-	0.0	-	0.0	-	0.0	5,430,000	100.0
2031	13,630,000	3,500,000	17,130,000	92,978,000	3,450,000	20.1	2,680,000	15.6	-	0.0	11,000,000	64.2	-	0.0	17,130,000	100.0
2032	5,630,000	(200,000)	5,430,000	98,408,000	2,750,000	50.6	2,680,000	49.4	-	0.0	-	0.0	-	0.0	5,430,000	100.0
2033	5,630,000	-	5,630,000	104,038,000	2,950,000	52.4	2,680,000	47.6	-	0.0	-	0.0	-	0.0	5,630,000	100.0
2034	5,630,000	-	5,630,000	109,668,000	2,950,000	52.4	2,680,000	47.6	-	0.0	-	0.0	-	0.0	5,630,000	100.0
Subtotal	42,130,000	2,600,000	44,730,000		17,300,000	38.7	16,430,000	36.7	-	0.0	11,000,000	24.6	-	0.0	44,730,000	100.0
Grand Total	106,955,500	2,712,500	109,668,000		26,545,000	24.2	26,924,000	24.6	-	0.0	55,699,000	50.8	500,000	0.5	109,668,000	100.0

APPENDIX 4(A)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2026

2026 CAPITAL FINANCING

Project Description	2024 Forecast for 2026	Program Changes	2026 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2026 Financing
Vehicle Replacement - Patrol	1,830,000		1,830,000		1,830,000		1,830,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,200,000	(600,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	800,000		800,000	800,000			800,000
P25 Radio System Portable Replacement	773,500		773,500			773,500	773,500
P25 Radio System – Microwave	340,000	(340,000)	-				-
CEW Replacements	140,000		140,000	140,000			140,000
Body Worn Cameras		1,000,000	1,000,000			1,000,000	1,000,000
TOTAL	6,013,500	660,000	6,673,500	2,140,000	2,760,000	1,773,500	6,673,500
				32.1%	41.4%	26.6%	100.0%

APPENDIX 4(B)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2027

2027 CAPITAL FINANCING

Project Description	2024 Forecast for 2027	Program Changes	2027 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2027 Financing
Vehicle Replacement - Patrol	1,830,000		1,830,000		1,830,000		1,830,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,200,000	(600,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	600,000	200,000	800,000	800,000			800,000
CEW Replacements	200,000		200,000	200,000			200,000
P25 Radio System Portable Replacement	773,500		773,500			773,000	773,000
P25 Radio System - Microwave	345,000	(345,000)	-				-
Centralized Facility Model – Phase 2	40,000,000		40,000,000			40,000,000	40,000,000
MDT Tablets	650,000		650,000			650,000	650,000
TOTAL	46,528,500	(145,000)	46,383,500	2,200,000	2,760,000	41,423,500	46,383,500
				4.7%	6.0%	89.3%	100.0%

APPENDIX 4(C)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2028

2028 CAPITAL FINANCING

Project Description	2024 Forecast for 2028	Program Changes	2028 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2028 Financing
Vehicle Replacement - Patrol	1,830,000		1,830,000		1,830,000		1,830,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,000,000	(400,000)	600,000	600,000			600,000
IT - Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	1,300,000	(300,000)	1,000,000	1,000,000			1,000,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	5,210,000	(100,000)	5,110,000	2,350,000	2,760,000	-	5,110,000
				46.0%	54.0%	0.0%	100.0%

APPENDIX 4(D)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2029

2029 CAPITAL FINANCING

Project Description	2024 Forecast for 2029	Program Changes	2029 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2029 Financing
Vehicle Replacement - Patrol	2,100,000		2,100,000		2,100,000		2,100,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,000,000	(400,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	1,700,000	(600,000)	1,100,000	1,100,000			1,100,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	5,880,000	(400,000)	5,480,000	2,450,000	3,030,000	-	5,480,000
				44.7%	55.3%	0.0%	100.0%

APPENDIX 4(E)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2030

2030 CAPITAL FINANCING

Project Description	2024 Forecast for 2030	Program Changes	2030 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2030 Financing
Vehicle Replacement – Patrol	1,750,000	,	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,000,000	(400,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
Capital Asset Acquisitions	1,600,000	(500,000)	1,100,000	1,100,000			1,100,000
CEW Replacements	150,000		150,000	150,000			150,000
Multi Use Tactical Robot	300,000		300,000	300,000			300,000
TOTAL	5,730,000	(300,000)	5,430,000	2,750,000	2,680,000	-	5,430,000
				50.6%	49.4%	0.0%	100.0%

APPENDIX 4(F)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2031

2031 CAPITAL FINANCING

Project Description	2024 Forecast for 2031	Program Changes	2031 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2031 Financing
Vehicle Replacement - Patrol	1,750,000		1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	900,000	(300,000)	600,000	600,000			600,000
IT – Computer Hardware Replacement		600,000	600,000	600,000			600,000
NG911 System Refresh	1,000,000		1,000,000	1,000,000			1,000,000
Enterprise Storage Server	3,000,000		3,000,000			3,000,000	3,000,000
P25 System Upgrade	5,000,000	3,000,000	8,000,000			8,000,000	8,000,000
Capital Asset Acquisitions	900,000	200,000	1,100,000	1,100,000			1,100,000
CEW Replacement	150,000		150,000	150,000			150,000
TOTAL	13,630,000	3,500,000	17,130,000	3,450,000	2,680,000	11,000,000	17,130,000
				20.1%	15.6%	64.2%	100.0%

APPENDIX 4(G)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2032

2032 CAPITAL FINANCING

Project Description	2024 Forecast for 2032	Program Changes	2032 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2032 Financing
Vehicle Replacement - Patrol	1,750,000		1,750,000		1,750,000		1,750,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	1,600,000	(900,000)	700,000	700,000			700,000
IT – Computer Hardware Replacement		700,000	700,000	700,000			700,000
Capital Asset Acquisitions	1,200,000		1,200,000	1,200,000			1,200,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	5,630,000	(200,000)	5,430,000	2,750,000	2,680,000	-	5,430,000
				50.6%	49.4%	0.0%	100.0%

APPENDIX 4(H)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2033

2033 CAPITAL FINANCING

Project Description	2024 Forecast for 2033	Program Changes	2033 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2033 Financing
Vehicle Replacement - Patrol	1,750,000		1,750,000		1,750,000		1,750,000
Vehicle Replacement - Investigative	480,000		480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT - Network Equipment Replacement	900,000	(200,000)	700,000	700,000			700,000
IT – Computer Hardware Replacement		700,000	700,000	700,000			700,000
Capital Asset Acquisitions	1,500,000	(100,000)	1,400,000	1,400,000			1,400,000
CEW Replacements	150,000		150,000	150,000			150,000
TOTAL	5,230,000	400,000	5,630,000	2,950,000	2,680,000	-	5,630,000
				52.4%	47.6%	0.0%	100.0%

APPENDIX 4(I)

Niagara Regional Police Service - Detailed Capital Budget Forecast

Year: 2034

2034 CAPITAL FINANCING

Project Description	2025 Forecast for 2034	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2034 Financing
Vehicle Replacement – Patrol	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000
IT & Network Equipment Replacement	700,000	700,000			700,000
IT – Computer Hardware Replacement	700,000	700,000			700,000
Capital Asset Acquisitions	1,400,000	1,400,000			1,400,000
CEW Replacements	150,000	150,000			150,000
TOTAL	5,630,000	2,950,000	2,680,000	-	5,630,000
		52.4%	47.6%	0.0%	100.0%

APPENDIX 5(1): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: 1. Vehicle Replacement – Patrol Vehicles
 2. Vehicle Replacement – Investigative Vehicles
 3. Vehicle Replacement – Specialty Vehicles

DEPARTMENT NAME: Fleet Services - 40665

ASSET DESCRIPTION: Fleet pool consists of 356 vehicles, including 128 patrol vehicles, 24 administrative vehicles, 108 investigative class, 88 specialty and 8 utility class vehicles. The life cycle of these vehicles varies from 5 to 15 years and is determined based on a variety of factors including age, condition, and required usage. In addition, the Service operates other specialty items such as motorcycles and watercraft vessels. The life cycle on these items is often greater than 15 years. The vehicles and specialty items are outfitted with specialized equipment for emergency response that form part of the asset cost.

REASON FOR REQUEST:

The vehicle replacement projects take into consideration the age of the vehicle, odometer readings, overall condition, and intended/projected applications of the asset to ensure overall safety and effectiveness of the asset. Appropriate and deliberate considerations provide a vehicle replacement plan which allows for effective mechanical and operating conditions of the Service fleet pool to minimize repair costs and associated downtime and maximize vehicle reliability, while prioritizing financial responsibility. By virtue of their duties, patrol vehicles are operated in harsh conditions, often 24 hours a day, 7 days a week. As an emergency service, vehicle reliability and availability are important factors and must be ensured through appropriate vehicle replacement plans.

These projects also reflect the costs associated to outfitting vehicles with specialized equipment required for the performance of the vehicle’s intended function and maintain compliance with established legislation as appropriate. These include items such as lightbars, sirens, partitions, and equipment mounts. Wherever possible these items are repurposed to a new vehicle upon replacement to minimize costs.

The identified asset benefits include:

- An annual replacement strategy ensures continuity of service is maintained while reducing fluctuations to the Operating Budget which funds the Fleet pool.

The risk identified with not approving the asset include:

- Incurring substantial repair and maintenance costs due to the harsh conditions patrol cars endure.
- Frontline patrol vehicles remaining in service past their useful life, creating the potential for frequent breakdowns and delays in response times to emergency calls.

Project 1. Vehicle Replacement – Patrol Vehicles

This project involves the replacement of 19 patrol vehicles for 2025.

PROJECT CAPITAL EXPENDITURES: 1. Patrol Vehicles Replacement

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$1,413,000			

Funded by: Police Vehicle Levy Reserve

APPENDIX 5(1): CAPITAL PROJECT BUSINESS CASE

Project 2. Vehicle Replacement – Investigative Vehicles

This project involves the replacement of 14 investigative vehicles for 2025. Investigative vehicles are used by senior leadership for incident command as well as all investigative departments. The current year vehicle replacements are required for street crime and criminal investigations branch.

PROJECT CAPITAL EXPENDITURES: 2. Investigative Vehicles Replacement

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$461,000			

FUNDED BY: Police Vehicle Levy Reserve

Project 3. Vehicle Replacement – Specialty Vehicles

This project involves the replacement of 7 specialty vehicles for 2025. Specialty vehicles are used by Emergency Services as well as Operational Support Services. The current year vehicle replacements are required for the Public Order Unit, the Emergency Task Unit, Prisoner Transport, and the Marine Unit.

PROJECT CAPITAL EXPENDITURES: 3. Vehicle Replacement – Specialty Vehicles

	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$340,000			

FUNDED BY: Police Vehicle Levy Reserve

Total funding for all 3 vehicle replacement projects = \$2,214,000

OPERATING BUDGET IMPACT:

There is no significant impact to the operating budget as a result of approval of this project. Fuel and Maintenance costs for existing fleet are included in the base operating budget.

APPENDIX 5(2): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: IT & Network Equipment Lifecycle Replacement 1. Network Equipment 2. Computer Hardware & Accessories				
DEPARTMENT NAME: Technology Services - 45000				
ASSET DESCRIPTION: IT assets include computing equipment such as desktop computers, laptops, servers, disk storage, telecommunication devices (fixed/mobile), CCTV cameras, network appliances, enterprise physical library servers (physical/virtual), mobile appliances, facility audiovisual equipment, vehicle mobile dispatch hardware and many software solutions for police operations and administrative services. The lifecycle of most IT assets spans 5-7 years.				
REASON FOR REQUEST: <p>These projects provide a funding strategy to replace assets, as deemed operationally and technologically necessary, which includes computing equipment such as desktop computers, laptops, servers (physical/virtual), enterprise disk storage, telecommunications devices (fixed & mobile), CCTV cameras and network, network appliances, etc. They also support the modernization of technology service-delivery processes by updating operationally essential services reaching the end of their useful life and maintaining adequate 24/7 access to the NRPS network and services.</p> <p>The identified asset benefits include:</p> <ul style="list-style-type: none"> • A replacement strategy ensuring continuity of technical and backup services while reducing fluctuations to the Operating Budget, which funds the IT equipment replacement. • The Service purchases “business class” equipment as compared to “consumer class”. Business class hardware is more rugged and designed for long operations, such is the case with the network and application/telecommunication/appliance servers. Equipment is housed in the Service’s data center and remote network rooms at all Districts. <p>The risk identified with not approving the asset include:</p> <ul style="list-style-type: none"> • Having no sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap. • Problem identification and troubleshooting may take longer, and to some extent, the vendor may not be able to fully resolve all problems or fully restore the product to full operating condition. • The vendor makes no representations as to the effectiveness of this service support level. The vendor reserves the right to terminate support without notice if continued support is not reasonably feasible. • The typical life cycle management of infrastructure and end-user computing devices is 5-7 years. Some of our infrastructure equipment and end-user computing devices are 8-14 years old and require replacement with new & modern technology assets. Support is maintained under best efforts (internally and through vendor support agreements). • Delaying or not replacing end of life assets in a timely manner may result in an unplanned service outage, reduced performance, loss of employee productivity, and delays or inability to provide legislated services to the public. 				
PROJECT CAPITAL EXPENDITURES: 1. Network Equipment				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$575,000			
Funded by: Police Capital Levy Reserve				

APPENDIX 5(2): CAPITAL PROJECT BUSINESS CASE

PROJECT CAPITAL EXPENDITURES: 2. Computer Hardware & Accessories				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$350,000			
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT:				
There is no significant impact on the operating budget with this replacement strategy. All software licensing and annual maintenance agreements are budgeted within the base operating budget.				

APPENDIX 5(3): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: P25 Radio System Microwave Network Replacement				
DEPARTMENT NAME: Public Safety and Telecommunications - 45155				
ASSET DESCRIPTION: The P25 VRS is the NRPS Public Safety Voice Radio System that provides continuous communications capabilities to over 2,000 users within the Region, including the NRPS, Canadian Border Services Agency, Niagara Parks Police, and 7 Local Municipal Fire Services.				
REASON FOR REQUEST:				
<p>This request is for the replacement of 16 microwave units located at 8 radio sites within the Region that are maintained by the NRPS. These radio sites all communicate with each other through a robust microwave network. Each site has a minimum of 2 6-foot microwave dishes connected to radios mounted in the sites. They are configured in a loop that encircles the Niagara Region. Every voice conversation on the radio system travels in the loop to each site for retransmission.</p> <p>The existing microwave units are 8 years old, are no longer supported by the vendor, and have experienced multiple failures. A 4-year replacement schedule was originally proposed in the 2024 capital budget, with year 1 funding of \$325,000 being approved. However, throughout initial consultations with the vendor, engineers, and internal staff it was determined that a 4-year replacement schedule is not feasible. Based on the physical condition of the existing equipment as well as the technical requirements for equipment and support services, replacement of all units at one time using the same make/model/warranty period is required. As such, the remaining funds required to complete the project in full have been included in this year's request.</p> <p>The identified asset benefits include:</p> <ul style="list-style-type: none"> • New microwave units will ensure that the radio system remains operational and reliable. • Ensures User and Public Safety and continuity of services. <p>The risk identified with not approving the asset include:</p> <ul style="list-style-type: none"> • Due to the age of the microwave units the risk for a voice radio system outage is high. • There have been two failures with the current equipment and those units were replaced within the warranty period. The Service has only one spare microwave unit remaining and can only accommodate one additional failure. If more than one failure occurs, the system will not be operational and will require emergency repair at a significant expense with no secure funding source. • The current microwaves are no longer supported by the vendor. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$1,122,000			
FUNDED BY: Region Capital Levy Reserve				
OPERATING BUDGET IMPACT: Warranty, Maintenance, Support and Annual Licensing Fees are expected as a result of the project at an estimate of \$40,000 per year. This expense will begin in Year 2 following the purchase, and will therefore impact the 2026 and 2027 operating budgets.				

APPENDIX 5(4): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: CEW Replacement				
DEPARTMENT NAME: Training Unit - 43141				
ASSET DESCRIPTION: Conductive Energy Weapon (CEW) is approved for use by Officers primarily performing frontline duties and members of the Emergency Task Unit. The CEW utilizes propelled wires to conduct energy to affect the sensory and motor functions of a subject's central nervous system functions, causing involuntary muscle contractions and temporary immobilization.				
REASON FOR REQUEST:				
<p>This is a multi-year funding request, beginning in the 2022 Capital Budget, that is transitioning the Service from the Taser X26P model to the Taser 7.</p> <p>In 2020, the Ministry of Solicitor General approved the Taser 7 CEW platform for use by Ontario police services. The Service-wide transition to Taser 7 was approved for 2022 and the Service entered into a 5-year agreement with Axon for the bundled Taser 7 product at a total capital cost of \$736,803.</p> <p>This funding for 2025 represents a multi-year interest free installment payment, as agreed to in the purchase contract. To date, the Service has purchased 250 Taser 7 CEWs, plus an additional 8 CEWs were included in the purchase at no additional cost. The transition to Taser 7 as an intermediate weapon is complete. All deployable/use of force qualified sworn members have been trained on the Taser 7.</p> <p>The identified asset benefits include:</p> <ul style="list-style-type: none"> • Taser 7 delivers several technological advancements which enhance officer safety, ease of handling, digital evidence management, and deployment effectiveness. <p>The risk identified with not approving the asset include:</p> <ul style="list-style-type: none"> • Significant costs to maintain existing complement of X26P tasers due to warranty expiration. • If not approved, the Service may face a potential lawsuit and penalties for breaking a contract/agreement approved by the Board in 2022. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$140,000	\$140,000		
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.				

APPENDIX 5(5): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Use of Force Update				
DEPARTMENT NAME: Training Unit - 43141				
ASSET DESCRIPTION: Officer safety and use of force equipment is regulated provincially under the Community Safety and Policing Act, 2019 (O-Reg 391/23 and 405/23). Currently 75% of Service issued pistols have reached 10 years of age or beyond and are scheduled for replacement.				
REASON FOR REQUEST:				
<p>Under the CPSA, O-Reg 391/23 outlines the technical requirements for firearms which all Ontario Police Services must comply with. All use of force qualified Officers are issued a firearm as part of their uniform to ensure personal and public safety. Firearms are issued when an officer is hired, and subsequently replaced once reaching the end of useful life.</p> <p>Currently 75% of Service issued pistols have reached or are nearing the end of useful life. This is a result of a planned transition between the two available ammunition options, in order to capitalize on operational efficiencies and ammunition savings. The Services ammunition usage is a result of annual training requirements, and annual operating savings are expected as a result of the transition, while the unit cost of each firearm is equal. Also included in the project is the purchase of weapon mounted lights to ensure that industry best practices are followed.</p>				
The identified asset benefits include:				
<ul style="list-style-type: none"> • Firearms are highly regulated and required for all uniform officers under the CSPA. Operational benefits including improved officer and public safety, and following industry best practices will occur as a result of the transition and addition of weapon mounted lights. • Annual cost savings on ammunition for training purposes will be realized. 				
The risk identified with not approving the asset include:				
<ul style="list-style-type: none"> • Delaying the transition will require the replacement of aged equipment with the same, increasing the overall cost of the project as the Service will be required transition at a time when less assets are due for replacement. • Non-compliance with industry best practices. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$1,205,000			
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT: Operational savings in the amount of \$50,000 for training ammunition are expected annually if the project is approved.				

APPENDIX 5(6): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Remotely Operated Vehicle (ROV) – Submersible				
DEPARTMENT NAME: Underwater Search & Recovery (USRU) - 42345				
<p>ASSET DESCRIPTION: A submersible remotely operated vehicle (ROV) is a tool that allows exploration of an area that may be too hazardous for a diver to enter. ROV's have the capability of reaching a depth that may exceed limitations placed on a police diver to retrieve evidence or search for individuals. ROV's can be rapidly deployed, which can assist with rescue operations or retrieving evidence quickly in a situation where a diver may not be deployable due to safety concerns. The existing unit requires replacement as it contains outdated technology and is no longer operational.</p>				
<p>REASON FOR REQUEST:</p> <p>The NRPS is required to police over 1500 sq km of waterways. This is completed by the Marine Unit and the Underwater Search & Recovery Unit which provide emergency response, general patrol and enforcement on waterways, search and rescue, search and recovery, provide education and awareness on water safety, and complete investigations as well as assisting other agencies as needed.</p> <p>The existing ROV has reached its useful life and is no longer operational due to mechanical failures. This leaves the NRPS unable reach certain areas due to regulations (O.REG 629/94) that restrict the depth (100 feet) of a diver, other conditions/hazards that prevent diving due to safety risks, or operational uses of waterways that prevent diving (such as the canal and lock system).</p> <p>An ROV provides a number of operational benefits and uses including, use of an ROV instead of a diver when hazardous conditions exist, pre-dive hazard inspections to improve diver safety, search of areas with a depth of over 100 feet, and reduce the impact on other industries, an example being a dive in the canal will require the canal to be shut down for a period of time, an ROV can be deployed with the canal remaining operational.</p> <p>Furthermore, under O. Reg. 392/23 Adequate and Effective Policing, police services are required to provide law enforcement on all navigable bodies and courses of water and are also required to provide emergency ground and waterway searches, rescue, or recovery in a reasonable time. An ROV allows the Service to meet these requirements.</p> <p>The identified asset benefits include:</p> <ul style="list-style-type: none"> • Improved Officer Safety. • Improved emergency response capabilities. • Ability to meet all requirements under the CSPA and O. Reg. 392/23. <p>The risk identified with not approving the asset include:</p> <ul style="list-style-type: none"> • Potential loss of evidence and the related impact on successful prosecution. • Increased Officer Safety or Inability to perform search and rescue functions in hazardous areas. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$380,000			
FUNDED BY: Region Capital Levy Reserve				
OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.				

APPENDIX 5(7): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Police Vessel Electronics Replacement				
DEPARTMENT NAME: Marine Unit - 42344				
ASSET DESCRIPTION: The NRPS Marine Unit has three vessels used for patrolling and SAR (Search and Rescue). Although the hulls on these vessels have an extended life the electronics must be replaced more frequently. Currently they are overdue for replacement due to age and operations under harsh conditions.				
REASON FOR REQUEST:				
<p>This project request is for the replacement of the entire electronics system (Automatic Identification System, Navigation and Chart Plotting, Sonar, Transducer and Display, MDT, hardware accessories, and weatherproofing) for each of the 3 police vessels. All three vessels are open air cabins and exposed to the elements. All electronics must be rated to meet higher standards than anything installed in a controlled environment. Temperature, water, insects, and vibrations have continued to affect the MDTs operations. This directly impacts dispatch's ability to electronically send calls for service, track vessels using GPS (officer safety), and communicate using the MDT. Officers are unable to use the e-ticket system, mapping system, and report writing. It is critical for operations that these electronics are functioning and up to date, especially when operations are coordinated with ground units. Currently some of the electronics are over 18 years old and this project would update everything to a single current standard.</p> <p>Standardizing hardware across the vessels aims to enhance overall efficiency, streamlining training procedures, and ensures uniformity in the tools used by officers. It is recommended that the Marine unit adopts standardized hardware for both training and daily operational use. Currently each vessel operates on a different system of patchwork components and requires separate training for each.</p> <p>The identified asset benefits include:</p> <ul style="list-style-type: none"> • Improved officer safety through better communication and tracking capabilities. • Improved ability to communicate with critical partners in water safety. • Improved weatherproofing reduces maintenance costs by sheltering the electronic equipment. <p>The risk identified with not approving the asset include:</p> <ul style="list-style-type: none"> • Vessels would remain disconnected from the CAD system causing delays in receiving/updating data from/to dispatch and other users. • Longer search times which impact public safety and potentially NRPS' reputation within the community. • Some components of the existing systems are up to 18 years old and therefore have a high risk of failure which drives maintenance costs up and reduces the availability of vessels while in for repair. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$110,000			
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.				

APPENDIX 5(8): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Night Vision Devices				
DEPARTMENT NAME: Emergency Task Unit - 42342				
ASSET DESCRIPTION: During Operational deployments, Emergency Task Unit (ETU) officers utilize helmet mounted night vision devices for nighttime and low light operations. They improve officer safety and are an essential piece of equipment that assists with locating targets/suspects in criminal investigations, missing person searches and surveillance scenarios.				
REASON FOR REQUEST:				
<p>These devices are mandated in Ontario for tactical and hostage rescue units through provincial adequacy standards. ETU currently has 17-night vision devices which are made up of a combination of monocular and binocular type devices. The monocular night vision devices are 10 years old and are outdated technology that are failing. They also do not have the clarity required to effectively identify objects or persons, nor do they provide the same depth perception and situational awareness to aid in navigating in the dark that the new binocular night vision devices provide.</p> <p>Twelve new binocular night vision devices were purchased in the 2021 and 2024 capital budgets. This project request is for the replacement of the final 5 binocular night vision devices for 2025.</p>				
The identified asset benefits include:				
<ul style="list-style-type: none"> • The binocular night vision devices are more advanced and provide a substantial increase to officer safety and operational effectiveness. • These upgraded devices provide much better situational awareness, depth perception and visual activity. • These new models have a lifespan of approximately 10,000 hours. 				
The risk identified with not approving the asset include:				
<ul style="list-style-type: none"> • The remaining monocular devices continue to fail, have significant repair costs, and poses significant risk to officer safety if failure occurs during a high risk event. • Currently ETU often will find themselves operating in a team environment with inconsistent night vision devices with varying capability of technology between team members using old and new technology, posing challenges and decreasing officer safety. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$110,000			
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.				

APPENDIX 5(9): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Mobile Radar Unit				
DEPARTMENT NAME: Special Enforcement Unit (Traffic Services) - 42341				
ASSET DESCRIPTION: Mobile radar units are permanently mounted on police vehicles and enable officers to conduct speed traffic enforcement. These devices accurately measure the speed of motor vehicles both while stationary and while in motion on patrol.				
REASON FOR REQUEST:				
<p>The Service currently has 72 police vehicles equipped with mobile radar units. The expected operational life of a radar unit is 10-15 years. Currently 37 of the devices are over 15 years old and are now obsolete due to improved technology and parts cannot be purchased for repair. The Service is currently using parts from other broken units to temporarily extend the life of multiple units. Those part sources have exhausted themselves. Additionally, 29 more units will reach 15 years by the end of 2027.</p> <p>This project involves a replacement plan spanning 4 years from 2024 to 2027. This would allow for the necessary upgrade of our fleet's mobile radar units while spreading the costs over multiple years. This capital budget request provides for the replacement of 15 mobile radar units in 2025.</p> <p>The identified asset benefits include:</p> <ul style="list-style-type: none"> • Most current radar technology and ease of use for the operator. Unlike the current devices that require different cable hookups with different vehicle types, the new units can move between vehicles without the need for any additional cables. • Provincial contracts for the units are available for the Service to utilize which will result in cost savings. <p>The risk identified with not approving the asset include:</p> <ul style="list-style-type: none"> • The units being replaced are 15 to 20 years old. The manufacturers recommended useful life is 10 to 15 years. The existing assets are functioning but in poor condition. Units are regularly being taken out of Service as they cannot be repaired. • Speeding is a major factor in most serious and fatal motor vehicle collisions. It is also the leading public complaint received by the Service. The radar units are a vital component in conducting speed enforcement to change driver behavior and make the roadways safer meeting Service and Regional goals & objectives. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$49,000	\$49,000	\$49,000	
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.				

APPENDIX 5(10): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Increase the Fleet Patrol Vehicle Pool				
DEPARTMENT NAME: Fleet Services - 40665				
ASSET DESCRIPTION: The NRPS fleet pool consists of 128 patrol vehicles. This request proposes to increase the patrol vehicle fleet size by 15 patrol vehicles over three years in order to respond to the increase demand on frontline resources and frontline authorized strength increase.				
REASON FOR REQUEST:				
<p>This was a multi-year request from the 2023 Capital Budget Project submission that will fund 5 new patrol vehicles per year over a three-year period, funded from Development Charges.</p> <p>As a result of a 2020 Operating Budget decision that resulted in the increase of 40 officers to frontline duties, the authorized strength for frontline uniform officers was increased in 1, 2 and 3 District. Despite the increased staffing, the number of marked patrol vehicles was not increased proportionately which resulted in a shortage of vehicles on a regular basis.</p> <p>In addition, the creation of the C.O.R.E. Unit within these Districts in 2022 resulted in a further increase in uniform officers who required the use of a patrol vehicle to perform their duties. The requested increase in marked patrol vehicles would maximize the addition of uniform officers and deployable mobile units on patrol.</p>				
The identified asset benefits include:				
<ul style="list-style-type: none"> • Additional vehicles will assist with restoring the patrol vehicle-officer ratio to a level deemed effective prior to the above noted increase in uniform staffing. • Additional patrol vehicles would assist to optimize the mobile deployment of officers assigned to District and the CORE Unit and enhance the effectiveness of their respective duties. 				
The risk identified with not approving the asset include:				
<ul style="list-style-type: none"> • Benefits associated with previously approved staffing increases and the inception of the CORE Unit would be reduced without access to an appropriate number of patrol vehicles. • No sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$500,000			
FUNDED BY: Development Charges Fund				
OPERATING BUDGET IMPACT: The cost of fuel, preventative maintenance & repair and minor vehicle supply costs will impact the operating budget by a total of \$108,500 which will be increased incrementally over the three year project.				

APPENDIX 5(11): CAPITAL PROJECT BUSINESS CASE

PROJECT NAME: Respiratory Mask Fit Tester				
DEPARTMENT NAME: Training Unit - 43141				
ASSET DESCRIPTION: A quantitative respirator fit tester determines the fit and seal of N95 masks and full-face masks. This new asset will replace the current method of testing which involves manually spraying a solution into a disposable hood and relying on the subject to advise if there is a leak.				
REASON FOR REQUEST:				
<p>The NRPS is mandated to conduct mask fit testing of all members required to use a N95 or full-face mask every 2 years. In the current process, a large lightweight hood is placed over the subjects head and a solution is sprayed into the hood. The subject is then asked if they can taste or smell the solution. This manual process is subjective and cannot be relied upon for individuals with compromised sense of taste or smell. It has been noted that approximately 30% of leaks may go undetected using this method and following the recommendations of NRPS Health and Safety Specialist, a quantitative method has been proposed.</p> <p>A quantitative respirator fit test machine will be able to perform all fit tests within 3.5 minutes allowing for the efficient testing of members within a shorter amount of time. The machine will detect the amount of particles that are able to pass by the mask, ensuring an accurate result of whether the mask is properly fitting. Reducing the risk of an undetected leak will improve member safety by reducing the chance of exposure to harmful substances.</p>				
The identified asset benefits include:				
<ul style="list-style-type: none"> • Science-backed quantifiable results that can be stored and tracked. • Meets and addresses needs for Ontario Health and Safety compliance. • Reduced time per test. • Improves member safety due to a decreased risk of undetected leaks. 				
The risk identified with not approving the asset include:				
<ul style="list-style-type: none"> • Continued reliance on a manual process which is no longer best practice. • Failure rate is ~30% according to independent Health and Safety advocates. 				
PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)
Total	\$16,000			
FUNDED BY: Police Capital Levy Reserve				
OPERATING BUDGET IMPACT: There is no significant impact to the operating budget.				

September 6, 2024

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

RE: 2025 Proposed Capital Budget Submission

Dear Ms. Norio,

Please be advised that its meeting of August 27, 2024, the Niagara Transit Commission passed the following motion:

That Report NTC 20-2024, dated August 27, 2024, respecting 2025 Capital Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the Niagara Transit Commission (NTC) Board **APPROVE** the proposed NTC 2025 gross capital budget of \$55,250,287 as presented in Appendix 1 of Report NTC 20-2024;
2. That financing in the amount of \$13,010,287 gross and \$2,494,000 net of the 2025 capital budget **BE INITIATED** upon approval of the 2025 Capital Budget and **BE ALLOCATED** to the projects as summarized in Appendix 1 of Report NTC 20-2024;
3. That financing in the amount of \$42,240,000 gross and \$1,500,000 net of the 2025 capital budget **BE INITIATED** and **BE ALLOCATED** to the projects upon approval confirmation of the Zero Emissions Transit Funding (ZETF) and Canada Infrastructure Bank (CIB) applications through a report back to the Board and Regional Council;
4. That the required incremental transfers to capital reserves of \$2,166,667 (annual total of \$4,333,334), as utilized in the Capital Budget and forecast, **BE CONSIDERED** in the 2025 Operating budget; and
5. That this report **BE PROVIDED** to the Budget Review Committee of the Whole (BRCOTW) for consideration at its meeting on September 12, 2024, and subsequently Regional Council on December 12, 2024, for final approval.

Further to the Niagara Transit Commission direction, I would ask that you take the appropriate action. A copy of Report NTC 20-2024 is attached.

Sincerely,

A handwritten signature in black ink, appearing to read "Mat Siscoe". The signature is fluid and cursive, with a long horizontal flourish at the end.

Mat Siscoe,
Board Chair, Niagara Transit Commission

Subject: 2025 Capital Budget
Report to: Niagara Transit Commission Board
Report date: **Tuesday, August 27, 2024**

Recommendations

1. That the Niagara Transit Commission (NTC) Board **APPROVE** the proposed NTC 2025 gross capital budget of \$55,250,287 as presented in Appendix 1 of Report NTC 20-2024;
2. That financing in the amount of \$13,010,287 gross and \$2,494,000 net of the 2025 capital budget **BE INITIATED** upon approval of the 2025 Capital Budget and **BE ALLOCATED** to the projects as summarized in Appendix 1 of Report NTC 20-2024;
3. That financing in the amount of \$42,240,000 gross and \$1,500,000 net of the 2025 capital budget **BE INITIATED** and **BE ALLOCATED** to the projects upon approval confirmation of the Zero Emissions Transit Funding (ZETF) and Canada Infrastructure Bank (CIB) applications through a report back to the Board and Regional Council;
4. That the required incremental transfers to capital reserves of \$2,166,667 (annual total of \$4,333,334), as utilized in the Capital Budget and forecast, **BE CONSIDERED** in the 2025 Operating budget; and
5. That this report **BE REFERRED** to the Budget Review Committee of the Whole (BRCOTW) for consideration at its meeting on September 12, 2024, and subsequently Regional Council on December 12, 2024, for final approval.

Key Facts

- The purpose of this report is to seek approval for the proposed 2025 Capital Budget for NTC and provide the NTC Board with an updated ten-year capital plan.
- The Capital budget being proposed includes 13 new projects which would be fully funded through Investing in Canada Infrastructure Program (ICIP), Provincial Gas Tax (PGT), Development Charges (DC), Zero Emission Transit Fund (ZETF), Canada Infrastructure Bank (CIB) loan and transfer from capital reserves. The

Welland garage facility structural repair and Welland terminal site's public amenities and parking lot projects will be managed by Niagara Region Facility staff.

- At Niagara Region's BRCOTW meeting on July 25, 2025, report CSD 29-2024 recommended that NTC continue with a sustainable capital strategy as approved by the triple majority agreement which recommended three years of incremental capital contributions of \$2.2 million to achieve an annual reserve contribution of \$6.5 million.
- The Welland terminal site public amenities and parking lot project is at risk of being deferred if an increase to the capital reserves from the 2025 operating budget to fully fund this project is not approved.
- Upon approval of this budget submission by the Board, it will be consolidated with the Niagara Region's total capital budget and presented to BRCOTW on September 12, 2024, and subsequently Regional Council on December 12, 2024 for approval.

Financial Considerations

The proposed capital budget has been developed consistent with the Region's risk evaluation methodology developed by the Asset Management Office (AMO). The 2025 NTC capital budget includes thirteen projects for a gross request of \$55,250,287 and a net request of \$3,994,000. The 2025 proposed projects are mainly externally funded as follows:

Table 1: Capital Funding Sources

Gross Capital Budget 2025	\$55,250,287
ZETF	21,120,000
CIB Loan	11,220,000
ICIP	7,795,190
PGT	7,821,097
DC's	3,300,000
2025 Capital Reserves to be used	\$3,994,000

See Appendix 1 for details by project.

The Niagara Region's Capital Financing Policy is a strategy for establishing adequate levels of funding for capital projects that address sustainment, growth and new strategic investments. This policy was utilized for funding decisions in the 2025 Capital Budget and is the basis for the following recommendations.

-
- **Capital Reserve Strategy** - An increase of \$2.2 million was recommended in the 2024 budget planning strategy to support the infrastructure deficit in accordance with the Asset Management Plan and Capital Financing Strategy. If this increase is not approved, the NTC Welland Fleet Building Parking Lot project (\$895,000) in Appendix 1 is at risk of being deferred to future years.
 - **Use of Reserves** – \$3,994,000 reserve usage for 2025 capital projects is made up of a combination of the reserve balance and new transfers from the operating budget. The use of reserves is a balance between funding critical infrastructure and maintaining reserve balances to manage in-year and future price fluctuations. The 10-year forecast of capital reserve balances is included in Appendix 3.
 - **Other External** – Confirmed contributions from third parties, provincial and federal governments for capital projects are leveraged and budgeted where possible but only initiated when confirmed. \$48 million of other external funding is included in the 2025 recommended capital budget submission.
 - **Development charges** - \$3.3 million is recommended in accordance with the current Development Charge bylaw and Transit Study for growth related projects.

9 Year Forecast Financing Strategy

The 10-year gross capital program (Appendix 2) is \$253.3 million with no funding deficit assuming the enhancements to the contributions to reserves based on the approved triple majority reserve strategy are realized, funding applications are approved and consistent annual PGT funding are received. The capital forecast changes every year due to the timing of projects, new funding assumptions as well as any incremental transfers to reserves that may be approved in the budget. Assumptions used in the 10-year capital forecast include:

- Use of development charges in accordance with the DC Bylaw and Transit Study.
- Reserve assumptions are based on the requested 2025 contributions and include the on-going recommended increases in capital transfers for the balance of the 10 years.
- External Funding estimates are only for known funding applications related to already approved ICIP applications, pending ZETF applications (2025 budget only) and assumption that annual PGT received is equal to the funding for fiscal

2023-24. Future or anticipated funding announcements are not incorporated into the forecast.

Analysis

The Capital budget proposed for 2025 includes eleven projects managed by NTC and two managed through shared services by Niagara Region Facilities. These projects are fully funded through external funding available and a transfer from capital reserves. A summary of the 2025 Capital Projects and corresponding funding can be found on Appendix 1. A summary of the 2025 Capital budget and 9-year forecast can be found in Appendix 2.

The 2025 Capital Budget Submission includes four projects related to replacement of equipment and vehicles included within NTC's asset management plan. These include:

- replacement of 40' Conventional buses and Specialized buses which are funded 73.33% through ICIP,
- replacement of existing powertrain components to extend the life of five 40' buses to be funded through reserves, and
- replacement of 5 driver training shuttle vehicles which have an average age of 12 years and should have been replaced at 8 years.

There are two new projects identified for 2025 which were not included in the asset management plan but identified through the budget process. These are for the Fleet division to:

- replace a transmission jack that is past its useful life now and if not replaced will pose a safety risk to individuals using the jack, and
- replacement of a Cargo Van to safely deliver materials and supplies between sites.

One new project identified to realize significant efficiencies in Transit Operations intends to address the issue of missed bus runs, and replace the existing manual sign in process, which is timing consuming, prone to human error and not an efficient use of staff resources.

Included in the 2025 Capital Budget Submission are 4 projects related to a pending Zero Emissions funding application. The NTC is in the process of conducting a comprehensive zero emissions strategy. The funding available through the Zero Emission Transit Fund, if approved, is for NTC to run a pilot to purchase electric vehicles and run these vehicles through three routes in St. Catharines in order to test

technologies and efficiencies prior to a full implementation. The application will be submitted by the end of August 2024. These projects are included in the 2025 capital plan as the funding within this application must be spent by February 2026. The total gross capital costs for these 4 projects are \$42,240,000 to purchase 17 electric buses and to retrofit the facilities in the St. Catharines Terminal and Garage to be able to service and charge these electric buses. ZETF is available to fund up to 50% of the gross capital costs of the applications. As the electric buses are considered growth buses, DC funding is eligible under the Transit DC Study section 2-5, 1. As there is not enough internal funding available to fund all the buses the projects were split and DCs were applied to only 8 electric buses along with PGT and Capital reserves available. The remaining external funding for these projects is from a CIB loan. At this stage staff's understanding of the loan is that if approved, the loan is only repayable if operating efficiencies can be identified. Operating savings would be used to repay the loan. If there were no operating efficiencies the loan would not be required to be repaid. Staff will continue to evaluate the terms and conditions of the loan and will incorporate them into our financial reporting and budgets in the future as required. Staff will bring back a report for approval regarding the funding requirements prior to moving forward with the projects.

There are two projects to be managed by the Region Facilities team relating to capital repairs to the Welland garage facility and transit terminal. The first project relates to structural repair and reinforcement at the Welland garage. This project rated high through the Regional CAMRA process and poses a significant health & safety risk. Consultant review suggests reinforcement corrosion and inadequate bond between the concrete and reinforcement. This must be addressed as the current condition influences structural soundness. The second project is for asphalt replacement and passenger surfaces at the Welland transit terminal. Welland received a Building Condition Assessment (BCA) back in December 2016 which identified depressed pavers which pose tripping hazards and compromised asphalt surfacing on the property for buses that require immediate repair. It was identified that the deteriorating asphalt and non-working light standards would require repair by 2024. This project did not rate high through the CAMRA process but based on potential risk to riders, the fleet and employees, repairs should be completed. In order for this project to proceed a minimum increase to the capital reserves from the operating budget of \$295,813 (0.5% budget increase) would be required.

Capital Financing Sustainability and Asset Management Plan

The NTC will continue with the sustainability strategy for capital as approved in the triple majority agreement which recommended phasing in \$6.5 million of required annual

transfers to capital reserves over 3 years (\$2.17 million in 2023; \$4.33 million in 2024 and \$6.5 million in 2025 and ongoing). This strategy along with PGT is intended to support renewal of the infrastructure up-loaded to the NTC. This strategy aligns with the continued investments required in the 2024 NTC AMP approved in CSD 22-2024, which indicated an average annual funding gap of \$3.3 million between available funding and the required investment to sustain the current level of service. The AMP identified the replacement value of all NTC's assets (including facilities owned by the Region) to be \$293.3 million with a backlog of \$52.4 million. The AMP also provides funding targets known as the Annual Average Renewal Investment (AARI), which is the basis for developing a capital financing strategy.

To mitigate the pressures in the 2024 budget, the incremental capital contribution to NTC capital reserves was paused in 2024. Staff are recommending that the incremental transfer of \$2.2M be reinstated in 2025 in order to progress towards the total \$6.5 million required by 2026. Price escalations in capital renewal requirements will continue to be evaluated and reflected in budget recommendations.

The AMP will be updated in 2025 and will include a more developed funding strategy, and revised estimates will be reflected in future budgets.

Capital Reserves & PGT

NTC is forecasting a 2024 year-end balance in the Transit Capital Reserves of \$1.5 million. Included in the 2025 operating budget submission will be the \$4.33 million transfer to capital reserves. Based on the submission, \$3.1 million is required from reserves to fund the capital budget for 2025. Thus, at a minimum, the Board would need to support a transfer to capital reserves of the \$2,426,692 transfer from operating to fund the 2025 capital requests. This would leave a \$0 balance in Capital reserve resulting in capital pressures going into the 2026 capital budget process. See Appendix 3 for a summary of capital reserve balances from 2025-2034.

NTC is forecasting a 2024 year-end balance of \$3.4 million in PGT available. Based on past experience, NTC is expected to receive approximately \$6.8 million annually in PGT funding. Currently PGT funding is used for operating and capital expenses. Also included in the triple majority strategy was the strategy to eventually reserve PGT entirely for capital to ensure long-term asset sustainability by phasing out PGT funding in operations by \$0.3 million over the next 5 years. However, as a 2023 budget mitigation strategy the full \$1.6 million of PGT was used in the operating budget. Included in the 2025 budget will be the reduction of PGT by \$0.3 million to phase this out over 5 years in order to reduce the use of PGT to fund operations thus removing an

unsustainable source of funding from operating and ensuring capital needs are met. See Appendix 3 for a summary of expected PGT balances from 2025-2034.

Alternatives Reviewed

NTC is engaged in the corporate CAMRA prioritization process to establish the budget request. NTC also relies heavily on the Niagara Region's capital financing policy that establishes the principles Niagara Region will undertake to ensure financial sustainability, flexibility, transparency and legislative compliance of its capital funding program. As a result, no alternatives to the capital budget request have been presented.

Relationship to Niagara Transit Commission Strategic Priorities

Projects proposed are in alignment with the asset management plan and growth strategies. The Capital Budget Submission is in alignment with the NTC strategic priorities relating to Service Excellence through providing a sustainable capital budget and appropriate capital investments and Safety by ensuring appropriate structural repairs and investment in fleet for a safe reliable commute. The 2025 Capital Budget aligns with the Niagara Region's 2023-2026 Council Strategic Plan with 46% supporting effective Region, 16% supporting equitable Region, 28% green and resilient Region and 10% prosperous Region.

Other Pertinent Reports

CSD 29-2024 2025 Budget Strategy <https://pub-niagararegion.escribemeetings.com/filestream.ashx?DocumentId=38321>

Prepared by:
Tim Luey
Deputy General Manager
Planning & Performance

Recommended by:
Carla Stout, DPA
General Manager
Niagara Transit Commission

This report was prepared in consultation with Stephanie Muhic, Program Financial Specialist and reviewed by Melanie Steele, Associate Director, Reporting & Analysis.

Appendices

Appendix 1	2025 Capital Budget Detail with Funding
Appendix 2	2025-2034 Capital Summary & Nine-Year Forecast
Appendix 3	Summary of Capital Reserves and PGT
Appendix 4	2025 Capital Project Business Case - J_20002169
Appendix 5	2025 Capital Project Business Case - J_20002170
Appendix 6	2025 Capital Project Business Case - J_20002171
Appendix 7	2025 Capital Project Business Case - J_20002172
Appendix 8	2025 Capital Project Business Case - J_20002173
Appendix 9	2025 Capital Project Business Case - J_20002174
Appendix 10	2025 Capital Project Business Case - J_20002175
Appendix 11	2025 Capital Project Business Case - J_20002176
Appendix 12	2025 Capital Project Business Case - J_20002177
Appendix 13	2025 Capital Project Business Case - J_20002178
Appendix 14	2025 Capital Project Business Case - J_20002179
Appendix 15	2025 Capital Project Business Case - J_20002180
Appendix 16	2025 Capital Project Business Case - J_20002181

Appendix 1 - 2025 Capital Budget Detail with Funding

Project Name	Gross Capital	Reserves	Development Charges	Provincial Gas Tax	ICIP	ZETF (Note 2)	CIB Loan (Note 2)	Total Funding
25-Employee Sign-In Stations	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
25-Shuttle Vehicles	225,000	225,000	-	-	-	-	-	225,000
25-Transmission Jack	40,000	40,000	-	-	-	-	-	40,000
25-Cargo Van	80,000	80,000	-	-	-	-	-	80,000
25-40' Conventional Bus Power Train Refurb	600,000	600,000	-	-	-	-	-	600,000
25-Annual - Replace 40' Conventional Buses	9,355,797	-	-	2,495,191	6,860,606	-	-	9,355,797
25-Replacement of Specialized/Para Transit Buses	1,274,490	114,000	-	225,906	934,584	-	-	1,274,490
25-8 Electric Buses	13,200,000	-	3,300,000	3,300,000	-	6,600,000	-	13,200,000
25-9 Electric Buses	14,850,000	-	-	-	-	7,425,000	7,425,000	14,850,000
25-Electrification Equipment & Infrastructure First St. Louth	9,395,000	1,500,000	-	1,800,000	-	4,697,500	1,397,500	9,395,000
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	4,795,000	-	-	-	-	2,397,500	2,397,500	4,795,000
25-NTC Welland Fleet Building-Garage Repair	340,000	340,000	-	-	-	-	-	340,000
25-NTC Welland Fleet Building-Parking Lot (Note 1)	895,000	895,000	-	-	-	-	-	895,000
Total	\$55,250,287	\$3,994,000	\$3,300,000	\$7,821,097	\$7,795,190	\$21,120,000	\$11,220,000	\$55,250,287

Note 1 - Project is initiated from the Region Facilities department to replace the parking lot at the Welland Terminal. In order for this project to move forward, the Board must approve an enhanced increase to the capital reserve for Transit.

Note 2 - The application for the Zero Emission Transit Funding (ZETF) will be submitted end of August 2024 with a requirement to spend by February 2026. Funding includes ZETF and Canada Infrastructure Bank (CIB) loan. If application is not approved, the related capital projects would not move forward and staff would reassess how best to move forward with asset needs and report back to the board as needed.

Appendix 2 - 2025-2034 Capital Summary & Nine-year forecast

Annual Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
25-Employee Sign-In Stations	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
25-Shuttle Vehicles	225,000	-	-	-	-	-	-	-	-	-	225,000
25-Transmission Jack	40,000	-	-	-	-	-	-	-	-	-	40,000
25-Cargo Van	80,000	-	-	-	-	-	-	-	-	-	80,000
25-40' Conventional Bus Power Train Refurb	600,000	-	-	-	-	-	-	-	-	-	600,000
25-Annual - Replace 40' Conventional Buses	9,355,797	-	-	-	-	-	-	-	-	-	9,355,797
25-Replacement of Specialized/Para Transit Buses	1,274,490	-	-	-	-	-	-	-	-	-	1,274,490
25-8 Electric Buses	13,200,000	-	-	-	-	-	-	-	-	-	13,200,000
25-9 Electric Buses	14,850,000	-	-	-	-	-	-	-	-	-	14,850,000
25-Electrification Equipment & Infrastructure First St. Louth	9,395,000	-	-	-	-	-	-	-	-	-	9,395,000
25-Electrification Phased Equipment & Infrastructure Downtown Terminal	4,795,000	-	-	-	-	-	-	-	-	-	4,795,000
25-NTC Welland Fleet Building-Garage Repair	340,000	-	-	-	-	-	-	-	-	-	340,000
25-NTC Welland Fleet Building-Parking Lot (Note 1)	895,000	-	-	-	-	-	-	-	-	-	895,000
Annual - Replace 40' Conventional Buses	-	6,940,300	11,503,548	13,538,797	17,492,118	12,207,657	9,755,760	12,380,000	12,627,600	12,880,152	109,325,932
Replacement of Specialized/Para Transit Buses	-	779,988	1,325,979	811,499	551,820	281,428	579,411	608,381	638,800	651,576	6,228,882
Replace 60' Conventional Buses	-	1,272,388	1,297,836	1,323,793	-	4,131,822	-	-	-	-	8,025,839
On-Demand/Specialized Vehicles	-	2,500,000	1,250,000	-	-	-	-	1,464,574	1,464,574	1,464,574	8,143,722
Other Transit Capital	-	1,207,785	1,231,940	5,256,580	1,281,710	1,307,345	1,333,495	1,360,165	1,387,365	1,415,112	15,781,497
Growth - Fleet Expansion	-	4,960,040	4,960,040	4,960,040	4,960,040	4,960,040	-	-	-	-	24,800,200
Growth - Facility Expansion	-	-	14,217,000	-	-	-	-	-	-	-	14,217,000
Facility Review&Captial Inv't	-	4,085,120	780,000	820,000	860,000	900,000	950,000	1,000,000	1,050,000	1,100,000	11,545,120
Total Gross Capital	\$55,250,287	\$21,745,621	\$36,566,343	\$26,710,709	\$25,145,688	\$23,788,292	\$12,618,666	\$16,813,120	\$17,168,339	\$17,511,414	\$253,318,479
Capital Reserve Funding (Note 2)	(3,994,000)	(7,179,274)	(6,474,772)	(6,849,420)	(2,914,550)	(2,980,185)	(2,429,411)	(9,813,120)	(10,901,939)	(10,828,182)	(64,364,853)
Development Charges	(3,300,000)	(2,467,620)	(10,205,920)	(2,467,620)	(2,467,620)	(2,467,620)	-	-	-	-	(23,376,400)
ICIP Funding (Note 3)	(7,795,190)	(9,047,306)	(10,359,595)	(11,493,809)	(13,231,620)	(12,188,111)	(2,073,365)	-	-	-	(66,188,996)
ZETF Funding & CIB Loan (Note 4)	(32,340,000)	-	-	-	-	-	-	-	-	-	(32,340,000)
Provincial Gas Tax Funding	(7,821,097)	(3,051,421)	(9,526,056)	(5,899,860)	(6,531,898)	(6,152,376)	(8,115,890)	(7,000,000)	(6,266,400)	(6,683,232)	(67,048,230)
Net Funding Gap	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note 1 - Project is initiated from the Region Facilities department to replace the parking lot at the Welland Terminal. In order for this project to move forward, the Board must approve an enhanced increase to the capital reserve for Transit.

Note 2 - Assumption includes enhanced approval of \$4.3 million transfer to capital within 2025 operating budget and \$6.5 million annually thereafter.

Note 3 - ICIP funding is exhausted by 2031. Estimates do not include new funding opportunities past 2031.

Note 4 - The application for the Zero Emission Transit Funding (ZETF) will be submitted end of August 2024 with a requirement to spend by February 2026. Funding includes ZETF and Canadian Investment Bank (CIB) loan. If application is not approved, capital project would not move forward.

Appendix 3 - Summary of Capital Reserves and PGT

Year	Opening Reserves	Transfer from Operating (Note 1)	Committed to Capital Use	Closing Reserve
2025	1,567,308	4,333,334	(3,994,000)	1,906,642
2026	1,906,642	6,500,000	(7,179,274)	1,227,368
2027	1,227,368	6,500,000	(6,474,772)	1,252,596
2028	1,252,596	6,500,000	(6,849,420)	903,176
2029	903,176	6,500,000	(2,914,550)	4,488,626
2030	4,488,626	6,500,000	(2,980,185)	8,008,441
2031	8,008,441	6,500,000	(2,429,411)	12,079,030
2032	12,079,030	6,500,000	(9,813,120)	8,765,910
2033	8,765,910	6,500,000	(10,901,939)	4,363,971
2034	4,363,971	6,500,000	(10,828,182)	35,788

Note 1 - Assumes enhancement to reserve from operating by an additional \$2,166,667 in 2025 and a further enhancement of \$2,166,667 in 2026 based on the reserve strategy originally approved through the triple majority strategy to increase reserves.

Year	Opening PGT (inclusive of Committed)	Received in year (Note 2)	PGT Used for Operating	PGT to be used for Capital	Closing PGT - Estimate
2025	3,409,618	6,845,789	(1,314,000)	(7,821,097)	1,120,310
2026	1,120,310	6,845,789	(1,014,000)	(3,051,421)	3,900,678
2027	3,900,678	6,845,789	(714,000)	(9,526,056)	506,411
2028	506,411	6,845,789	(414,000)	(5,899,860)	1,038,341
2029	1,038,341	6,845,789	(114,000)	(6,531,898)	1,238,231
2030	1,238,231	6,845,789	-	(6,152,376)	1,931,645
2031	1,931,645	6,845,789	-	(8,115,890)	661,544
2032	661,544	6,845,789	-	(7,000,000)	507,333
2033	507,333	6,845,789	-	(6,266,400)	1,086,722
2034	1,086,722	6,845,789	-	(6,683,232)	1,249,279

Note 2 - Estimate assumes same funding as currently received.

2025 Capital Data Sheet - Project ID: J_20002169

25-NTC Welland Fleet Building-Garage Repair

\$340,000

Project Description

Repair and reinforcement of building structure at NTC Welland Fleet Garage. Identified structural concerns represent a health and safety concern.



Project Details:

Municipality	Welland
Operating Unit / Division	Const Energy & Facilities Mgmt
Project Initiation	Concurrent with budget approval

List of Partners

Partners	N/A
----------	-----

Project Source

DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSPP)	No
Asset Management Plan (AMP)	No
Other Comments	



Budget Breakdown (\$)

Planning	-
Design	32,000
Pre-Construction	-
Construction	246,000
Internal Compensation	7,000
Internal Costs	-
Contingency	55,000
Warranty	-
Property	-
Equipment	-
Uninitiated - Budget	-
Total Budget Expenditure	340,000

Funding Sources (\$)

Reserves - Levy	340,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	340,000

Cash Flows (\$)

	Q1	Q2	Q3	Q4	Total
2025	20,000	60,000	200,000	60,000	340,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)

	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002169

\$340,000

Project Need, Justification of Timing and Costs

Multiple columns inside the wash bay and the concrete pilasters within the wall observed vertical cracks. Consultant review suggests reinforcement corrosion and inadequate bond between the concrete and reinforcement. This must be addressed as the current condition influences structural soundness and is a health and safety concern.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

Without the requested funds, the structural wall will continue to deteriorate resulting in potential failure and collapse of the building wash bay area.

Project Forecast (\$)	LTD							
	Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	32,000	-	-	-	-	-	32,000
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	246,000	-	-	-	-	-	246,000
Internal Compensation	-	7,000	-	-	-	-	-	7,000
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	55,000	-	-	-	-	-	55,000
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	340,000	-	-	-	-	-	340,000

2025 Capital Data Sheet - Project ID: J_20002170

25-NTC Welland Fleet Building-Parking Lot

\$895,000

Project Description

Concrete repair, asphalt replacement, minor renovations at NTC Welland Transit Hub. Existing conditions are poor and present health and safety concern.



Project Details:

Municipality	Welland
Operating Unit / Division	Const Energy & Facilities Mgmt
Project Initiation	Concurrent with budget approval

List of Partners

Partners	N/A
----------	-----

Project Source

DC Study Reference	N/A
Transportation Master Plan (TMP)	No
Water/Wastewater Master Servicing Plan (WWWMSPP)	No
Asset Management Plan (AMP)	No
Other Comments	



Budget Breakdown (\$)

Planning	5,000
Design	70,000
Pre-Construction	10,000
Construction	635,000
Internal Compensation	31,000
Internal Costs	-
Contingency	144,000
Warranty	-
Property	-
Equipment	-
Uninitiated - Budget	-
Total Budget Expenditure	895,000

Funding Sources (\$)

Reserves - Levy	895,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	895,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	20,000	80,000	750,000	45,000	895,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002170

25-NTC Welland Fleet Building-Parking Lot

Project Need, Justification of Timing and Costs

The exterior surfaces around the bus terminal at 160 East Main Street are in need of replacement. The asphalt areas are badly worn and beyond repair with patching. A full replacement of the asphalt has been recommended by the recently completed condition assessment. The concrete in various areas that of the public platforms is chipped and uneven. The interlocking stone around the building has heaved and is in need of repair. A decommissioned fountain is to be converted into a planter to improve aesthetics. There are 2 light standards that require replacement due to current electrical installation not meeting code. Funds will be used to address all items described.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

Without the requested funds there are various areas on site that could lead to a member of staff or a member of the public tripping due to various uneven surfaces that exist. The asphalt upon which the buses travel is in poor condition. Continuing to use the area without repairing the asphalt will result in increased degradation and increase risk of injury or damage to buses.

Project Forecast (\$)	LTD							Total
	Budget	2025	2026	2027	2028	2029	2030-2034	
Planning	-	5,000	-	-	-	-	-	5,000
Design	-	70,000	-	-	-	-	-	70,000
Pre-Construction	-	10,000	-	-	-	-	-	10,000
Construction	-	635,000	-	-	-	-	-	635,000
Internal Compensation	-	31,000	-	-	-	-	-	31,000
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	144,000	-	-	-	-	-	144,000
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	895,000	-	-	-	-	-	895,000

2025 Capital Data Sheet - Project ID: J_20002171

25-Employee Sign-In Stations

\$200,000

Automate operator sign in process to help ensure that runs are not missed on the street (22 sign in stations). The system will allow operators to remotely view their schedule, change their schedules without paper forms, and request time off (3 display boards).



Project Details:

Municipality: Region Wide
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No
 Other Comments



Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	200,000
Uninitiated - Budget	-
Total Budget Expenditure	200,000

Funding Sources (\$)

Reserves - Levy	200,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	200,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	200,000	-	-	200,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002171

25-Employee Sign-In Stations

\$200,000

Project Need, Justification of Timing and Costs

The project intends to address the issue of missed bus runs, and replace the existing manual sign in process, which is timing consuming, prone to error and not an efficient use of resources. The existing process is not meeting current needs, and this issue will continue to intensify as the NTC continues to grow.

The 2025 budget is \$200,000. The cost is known, and the scope is well understood. This project will allow employees to sign directly into and interface with new scheduling software and identified and incorporated with scheduling software RFP.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

If this project is not executed, the most likely outcome would be to continue the use of the existing manual process that is prone to error, and not an efficient use of resources. As the Niagara Transit Commission continues to grow, this manual task would require a new FTE to support this process.

Project Forecast (\$)	LTD							
	Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	200,000	-	-	-	-	-	200,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	200,000	-	-	-	-	-	200,000

2025 Capital Data Sheet - Project ID: J_20002172

25-Shuttle Vehicles

\$225,000

Project Description

Replacement of 5 driver shuttle & training vehicles, based on internal informal condition assessment and useful life.



Project Details:

Municipality: Region Wide
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners

Effective Region
 Equitable Region
 Green and Resilient Region
 Prosperous Region

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): Yes
 Other Comments

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	225,000
Uninitiated - Budget	-
Total Budget Expenditure	225,000

Funding Sources (\$)

Reserves - Levy	225,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	225,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	225,000	-	-	225,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002172

\$225,000

25-Shuttle Vehicles

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 5 driver / training shuttle vehicles, by replacing those vehicles with new ones. Based on annual vehicle mileages, 8 years/ or 200,000 km is the optimal replacement age to minimize maintenance and in service breakdowns, the 5 vehicles requiring replacement have an average age of 12.

If this project is not executed maintenance costs will increase as the number of failures increase, the severity of the issues that arise that now need to be fixed will be higher. If a shuttle breaks down then delays with drivers getting to a location to start their shift, negatively affecting on time performance. If passengers believe that transit is not reliable, NTC may lose riders.

The 2025 budget is \$225,000. The quantity of vehicle replacements is known because NTC has identified the vehicles that requirement replacement. The costs can be reliably estimated, because the project is based on the replacement of a commonly purchased vehicle that requires little customization. NTC has experience and data from purchases made in the past.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. If this project is delayed it would negatively affect NTC's ability to meet committed service and reputation.

Project Forecast (\$)	LTD							
	Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	225,000	-	-	-	-	-	225,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	225,000	-	-	-	-	-	225,000

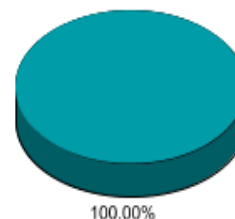
2025 Capital Data Sheet - Project ID: J_20002173

25-Transmission Jack

\$40,000

Project Description

This project is to replace one transmission jack that is specifically designed for removal and installation of transmissions, differentials and other components on heavy vehicles, that would be required to service buses.



Project Details:

Municipality
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners

- Effective Region
- Equitable Region
- Green and Resilient Region
- Prosperous Region

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No
 Other Comments

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	40,000
Uninitiated - Budget	-
Total Budget Expenditure	40,000

Funding Sources (\$)

Reserves - Levy	40,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	40,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	40,000	-	-	40,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002173

25-Transmission Jack

\$40,000

Project Need, Justification of Timing and Costs

This project is intended to replace one transmission jack to address the age of the existing transmission jack, which is 12 years old, and has a useful life of 10 years. The transmission jack is beyond its useful life and there is a high likelihood that the equipment could fail within the next 12 months.

If NTC does not replace the existing transmission jack there is significant risk to the health and safety of individuals operating the equipment due to the increased risk of failure. If NTC does not have a transmission jack to perform inhouse maintenance, then NTC will need to outsource these tasks. Delays in maintenance can affect the overall health of the fleet and possibly the number of buses available.

The 2025 budget is \$40,000. The cost is known due to a known unit cost for the equipment. The scope is well understood.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. This project will replace the existing transmission jack that has exceeded its useful life. Failure of the equipment would result in a need to outsource maintenance tasks resulting in increased costs. There is a high likelihood that the equipment could fail within the next 12 months.

Project Forecast (\$)	LTD							
	Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	40,000	-	-	-	-	-	40,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	40,000	-	-	-	-	-	40,000

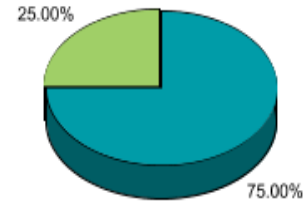
2025 Capital Data Sheet - Project ID: J_20002174

25-Cargo Van

\$80,000

Project Description

This project is for the purchase of one cargo van with an enclosed cargo area for the safe delivery of materials, supplies, and assets to/from NTC properties located throughout Niagara Region.



Project Details:

Municipality: Region Wide
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No
 Other Comments



Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	80,000
Uninitiated - Budget	-
Total Budget Expenditure	80,000

Funding Sources (\$)

Reserves - Levy	80,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	80,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	80,000	-	-	80,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002174
25-Cargo Van

\$80,000

Project Need, Justification of Timing and Costs

NTC is currently using a maintenance truck which does not have an enclosed cargo area for the delivery materials, supplies, and assets to/from NTC properties located throughout Niagara Region, which has resulted in lost and/or damaged materials, supplies and assets, and no protection from elements (rain, snow, sleet, high winds). This project is intended to purchase a cargo van to prevent loss and/or damage to materials and assets during transportation. The maintenance truck being used will remain in the existing fleet to continue to be available for maintenance.

The 2025 budget request is \$80,000. There is a known unit cost. The scope is well understood.

The Project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. NTC has documented evidence of items lost and/or damaged during transportation using the existing vehicles, as maintenance trucks do not have an enclosed cargo area.

Project Forecast (\$)	LTD							
	Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	80,000	-	-	-	-	-	80,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	80,000	-	-	-	-	-	80,000

2025 Capital Data Sheet - Project ID: J_20002175

25-40' Conventional Bus Power Train Refurb

\$600,000

Project Description

The project involves the replacement of existing power train components (engine transmission) on 5 conventional (40 foot) buses.



Project Details:

Municipality: Region Wide
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners

- Effective Region
- Equitable Region
- Green and Resilient Region
- Prosperous Region

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): Yes
 Other Comments

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	600,000
Uninitiated - Budget	-
Total Budget Expenditure	600,000

Funding Sources (\$)

Reserves - Levy	600,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	-
Transfer From Operating	-
Total Budget Funding	600,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	300,000	300,000	-	600,000
2026	-	-	-	-	-
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002175
25-40' Conventional Bus Power Train Refurb

\$600,000

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 5 Engine transmissions, by replacing those existing with new ones. Based on cumulative vehicle mileage, 500,000 km is the optimal replacement mileage to minimize maintenance and in service breakdowns. These 5 vehicles requiring replacement have an average mileage in excess of 600,000 km. If engine failure occurs, (which is a high probability), an engine rebuild will be necessary which will remove one bus from service for 2-3 months with an average cost of \$50,000 per engine.

There is an extremely high probability that a bus failure will be reported on some form of social media. The level of negative media attention will increase as the number of failures and individuals affected increases and has the ability to result in constituency complaints. This is especially true if a bus failed while on a regional route (i.e. highway). If this continues and if riders believe public transit cannot get them to their desired location in a safe and or timely manner, they will lose confidence taking public transit.

The 2025 budget request is \$600,000. The costs can be reliably estimated because the number of vehicles is known, and NTC has experience and data from performing refurbishments in the recent past.

The project is fully funded through Capital Reserves.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. These vehicles are required to meet committed service levels. If refurbishments are not made, these vehicles will continue to incur increasingly larger maintenance and inspection costs, as these vehicles will need to be inspected more frequently to prevent on-route failures.

Project Forecast (\$)	LTD	2025	2026	2027	2028	2029	2030-2034	Total
	Budget							
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	600,000	-	-	-	-	-	600,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure		600,000	-	-	-	-	-	600,000

2025 Capital Data Sheet - Project ID: J_20002176

25-Annual - Replace 40' Conventional Buses

\$9,355,797

Project Description

Replacement of 10 x 40' conventional buses based on internal informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs).



Project Details:

Municipality: Region Wide
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners: Ministry of Transportation (MTO) - (Canada and Province of Ontario)

Effective Region
 Equitable Region
 Green and Resilient Region
 Prosperous Region

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): Yes
 Other Comments

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	9,355,797
Uninitiated - Budget	-
Total Budget Expenditure	9,355,797

Funding Sources (\$)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	2,495,191
Area Municipality	-
Cost Sharing	-
Other External	6,860,606
Transfer From Operating	-
Total Budget Funding	9,355,797

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	9,355,797	-	-	-	9,355,797
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

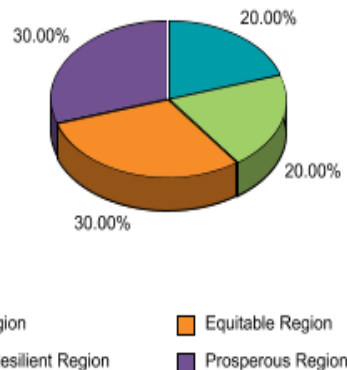
2025 Capital Data Sheet - Project ID: J_20002177

25-Replacement of Specialized/Para Transit Buses

\$1,274,490

Project Description

Replacement of 4 Specialized/ParaTransit Buses (based on internal informal condition assessment and useful life).



Project Details:

Municipality: Region Wide
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: Concurrent with budget approval

List of Partners

Partners: Ministry of Transportation (MTO) - (Canada and Province of Ontario)

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): Yes
 Other Comments

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	1,274,490
Uninitiated - Budget	-
Total Budget Expenditure	1,274,490

Funding Sources (\$)

Reserves - Levy	114,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	225,906
Area Municipality	-
Cost Sharing	-
Other External	934,584
Transfer From Operating	-
Total Budget Funding	1,274,490

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	1,274,490	-	-	-	1,274,490
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002177

25-Replacement of Specialized/Para Transit Buses

\$1,274,490

Project Need, Justification of Timing and Costs

This project intends to prevent failure of 4 specialized/ParaTransit Buses, by replacing those vehicles with new Specialized/ParaTransit Buses. Based on informal condition assessment (vehicle age, vehicle mileage, and historical maintenance costs), specific vehicles have been identified as being nine years old, which is two years beyond industry standard of seven years (the optimal replacement age to minimize maintenance and in service breakdowns).

These vehicles are required to meet committed service levels. These vehicles are two years beyond the average useful life and thus there is a high probability that these vehicles will fail during service over the next 12 months. When failure occurs, these vehicles will be out of service between two weeks and three months, affecting 74 riders per day. Specialize/ParaTransit is the sole source of transportation for the most vulnerable members of the community. These members rely on public transit to access medical care, access social services for the young and elderly. There is an extremely high probability that a bus failure will be reported on some form of social media, especially if a bus failure occurs on a Regional route which may require deboarding on a highway. The level of negative media attention will increase as the number of failures and individuals affected increases and could result in constituency complaints.

The 2025 budget is \$1,274,490. The quantity of vehicle replacements is known because NTC has identified the vehicles that require replacement. The costs can be reliably estimated because the project is based on the replacement of a commonly purchased vehicle that requires little customization. NTC has experience and data from purchases made in the recent past.

The Project is fully funded through both external funding and capital reserves (73.33% ICIP, 17.73% Provincial Gas Tax, 8.94% Capital Reserves).

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. If this project is delayed it would negatively affect NTC's ability to meet committed service and negatively affect Public Health for NTC's most vulnerable transit riders (elderly and disabled) who rely on Specialized and Paratransit to access medical care and social services. It currently takes approximately 12-18 months to receive a new vehicle once ordered.

Project Forecast (\$)	LTD							
	Budget	2025	2026	2027	2028	2029	2030-2034	Total
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	1,274,490	-	-	-	-	-	1,274,490
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	1,274,490	-	-	-	-	-	1,274,490

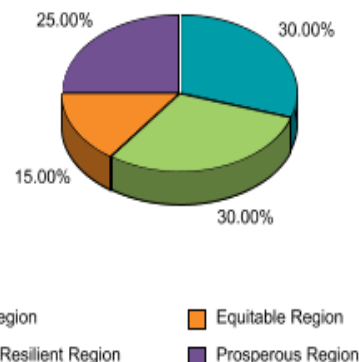
2025 Capital Data Sheet - Project ID: J_20002178

25-8 Electric Buses

\$13,200,000

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 8 electric buses.



Project Details:

Municipality: St. Catharines
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: To be Initiated in future

List of Partners

Partners: Housing Infrastructure and Communities Canada (HICC) - Federal Funding; Ministry of Transportation (federal/Provincial)

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	13,200,000
Uninitiated - Budget	-
Total Budget Expenditure	13,200,000

Funding Sources (\$)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	3,300,000
Federal Gas Tax	-
Provincial Gas Tax	3,300,000
Area Municipality	-
Cost Sharing	-
Other External	6,600,000
Transfer From Operating	-
Total Budget Funding	13,200,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	13,200,000	-	-	-	- 13,200,000
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002178

25-8 Electric Buses

\$13,200,000

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. These vehicles would be incremental to the diesel fleet throughout the pilot. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emission that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$13,200,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada.

The total cost of the project will be funded through both external and internal sources (50% ZETF, 25% Provincial Gas Tax, 25% Development Charges) if application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emissions fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast (\$)	LTD	2025	2026	2027	2028	2029	2030-2034	Total
	Budget							
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	13,200,000	-	-	-	-	-	13,200,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure		13,200,000	-	-	-	-	-	13,200,000

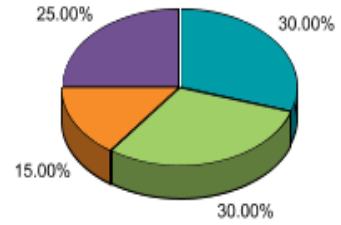
2025 Capital Data Sheet - Project ID: J_20002179

25-9 Electric Buses

\$14,850,000

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase of 9 electric buses.



Project Details:

Municipality: St. Catharines
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: To be Initiated in future

List of Partners

Partners: Housing, Infrastructure and Communities Canada (Federal Funding); Canada Infrastructure Bank funding



Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	-
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	14,850,000
Uninitiated - Budget	-
Total Budget Expenditure	14,850,000

Funding Sources (\$)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	14,850,000
Transfer From Operating	-
Total Budget Funding	14,850,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	-	-	-	-
2026	14,850,000	-	-	-	- 14,850,000
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002179

25-9 Electric Buses

\$14,850,000

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. These vehicle purchases will be an increase to the diesel fleet throughout the pilot. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$14,850,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF and 50% by Canada Infrastructure Bank (CIB). CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be 50% funded through ZETF and 50% through CIB if application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast (\$)	LTD							Total
	Budget	2025	2026	2027	2028	2029	2030-2034	
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	14,850,000	-	-	-	-	-	14,850,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	14,850,000	-	-	-	-	-	14,850,000

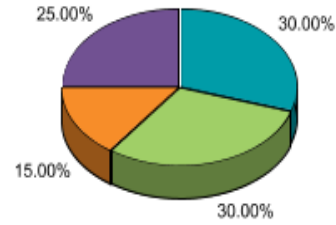
2025 Capital Data Sheet - Project ID: J_20002180

25-Electrification Equipment & Infrastructure First St. Louth

\$9,395,000

Project Description

Purchase and implementation of electrification equipment and infrastructure at the NTC's First St. Louth Location. to pilot Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.



Project Details:

Municipality: St. Catharines
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: To be Initiated in future

List of Partners

Partners: Housing, Infrastructure and Communities Canada (federal funding); Ministry of Transportation (MTO) - (Canada and Province of Ontario)

Effective Region
 Equitable Region
 Green and Resilient Region
 Prosperous Region

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	5,900,000
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	3,495,000
Uninitiated - Budget	-
Total Budget Expenditure	9,395,000

Funding Sources (\$)

Reserves - Levy	1,500,000
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	1,800,000
Area Municipality	-
Cost Sharing	-
Other External	6,095,000
Transfer From Operating	-
Total Budget Funding	9,395,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	939,500	1,879,000	4,697,500	7,516,000
2026	1,879,000	-	-	-	1,879,000
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002180

25-Electrification Equipment & Infrastructure First St. Louth

\$9,395,000

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$9,395,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF, 15% by Canada Infrastructure Bank (CIB), 19% by Provincial Gas Tax (PGT) and 16% by Capital Reserves. CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be funded through both external and internal sources if the application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast (\$)	LTD	2025	2026	2027	2028	2029	2030-2034	Total
	Budget							
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	5,900,000	-	-	-	-	-	5,900,000
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	3,495,000	-	-	-	-	-	3,495,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	9,395,000	-	-	-	-	-	9,395,000

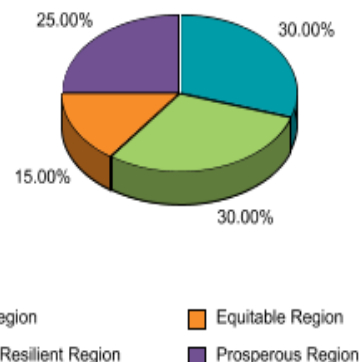
2025 Capital Data Sheet - Project ID: J_20002181

25-Electrification Phased Equipment & Infrastructure Downtown Terminal

\$4,795,000

Project Description

Conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation through the purchase and implementation of electrification equipment and infrastructure at the NTC's downtown terminal.



Project Details:

Municipality: St. Catharines
 Operating Unit / Division: Niagara Transit Commission
 Project Initiation: To be Initiated in future

List of Partners

Partners: Housing, Infrastructure and Communities Canada and Canada Infrastructure Bank (federal funding)

Project Source

DC Study Reference
 Transportation Master Plan (TMP): No
 Water/Wastewater Master Servicing Plan (WWWMSP): No
 Asset Management Plan (AMP): No

Budget Breakdown (\$)

Planning	-
Design	-
Pre-Construction	-
Construction	2,700,000
Internal Compensation	-
Internal Costs	-
Contingency	-
Warranty	-
Property	-
Equipment	2,095,000
Uninitiated - Budget	-
Total Budget Expenditure	4,795,000

Funding Sources (\$)

Reserves - Levy	-
Reserves - Rate	-
Reserves - Operating	-
Debt	-
Development Charges	-
Federal Gas Tax	-
Provincial Gas Tax	-
Area Municipality	-
Cost Sharing	-
Other External	4,795,000
Transfer From Operating	-
Total Budget Funding	4,795,000

Cash Flows (\$)	Q1	Q2	Q3	Q4	Total
2025	-	479,500	959,000	2,397,500	3,836,000
2026	959,000	-	-	-	959,000
2027	-	-	-	-	-

Operating Impact (\$)	2025	2026	2027
Total Operating Impact	-	-	-

Estimated Project Start Date: 1/1/25

2025 Capital Data Sheet - Project ID: J_20002181

25-Electrification Phased Equipment & Infrastructure Downtown Terminal

\$4,795,000

Project Need, Justification of Timing and Costs

This project will enable NTC to implement a pilot study to test electric vehicles. The St. Catharines Transit Commission's electrification study identified a pilot project to enable the NTC to make a funding application for testing electric buses. The NTC is conducting a comprehensive zero emissions strategy and simultaneously running a pilot to test technologies and efficiencies prior to full implementation.

If this project does not proceed, NTC would lose access to the federal funding that must be spent by 2026. Future environmental strategies aiming at reductions in GHG would not be able to take advantage of this funding, thus would result in increased financial burden to local taxpayers. Furthermore, the reduction in GHG emissions that would be achieved during the pilot stage would not be realized.

The 2025 budget request is \$4,795,000. There is known unit cost, and high degree of project scope and contingency development.

An application to the Zero Emission Transit Fund (ZETF) is pending approval through Housing, Infrastructure and Communities Canada. This application is to be funded 50% by ZETF and 50% by Canada Infrastructure Bank (CIB). CIB provides loans which are only repayable if there are savings in operations realized. These savings, if any, would be used to repay the loan resulting in a net operating impact of zero.

The total cost of the project will be fully externally funded if the application is approved.

Risk/Impact of Delay (Low, Medium, High) / Public Health Impact

High. The reputation of the NTC will be improved with the introduction of electric vehicles; without the pilot the NTC will be seen as lagging in concern or care for the environment given the federal / provincial governments have provided funding for transit agencies to transition to zero emission fleets. The failure of the NTC to implement zero emission fleet may result in high capital costs if the federal / provincial requirements change in the future; funding programs have been designed to encourage transition.

Project Forecast (\$)	LTD	2025	2026	2027	2028	2029	2030-2034	Total
	Budget							
Planning	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Pre-Construction	-	-	-	-	-	-	-	-
Construction	-	2,700,000	-	-	-	-	-	2,700,000
Internal Compensation	-	-	-	-	-	-	-	-
Internal Costs	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Warranty	-	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-	-
Equipment	-	2,095,000	-	-	-	-	-	2,095,000
Uninitiated - Budget	-	-	-	-	-	-	-	-
Converted Expenditures	-	-	-	-	-	-	-	-
Cost Share Expenditures	-	-	-	-	-	-	-	-
Total Budget Expenditure	-	4,795,000	-	-	-	-	-	4,795,000