

## Niagara EMS 10-Year Facility Plan Traditional Summary

<b>Traditional Model - Purchase of HQ</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Capital Required	6,227,424	186,378,265	33,328,648	12,224,511	5,633,306	18,877,781
Capital Funding (Proceeds & DCs)	(1,637,424)	(84,284,060)	(7,161,361)	(7,443,749)	(2,036,614)	(7,599,693)
Operating Impact of Facilities (Opened & Closed)	-	-	57,517	136,250	192,670	(496,175)
Operating Impact of New Ambulances & Staff	2,752,451	4,236,818	5,727,300	8,005,937	10,373,428	11,340,629
Efficiencies	-	-	-	-	-	-
Operating Contribution to Capital for New Facilities	-	2,868,106	3,449,754	3,676,867	3,716,605	4,004,038
Net Funding Impact	-	(1,539,968)	(2,407,414)	(4,658,056)	(6,214,447)	(7,628,580)
<b>Total Levy Funded Cost</b>	<b>7,342,451</b>	<b>107,659,160</b>	<b>32,994,443</b>	<b>11,941,761</b>	<b>11,664,948</b>	<b>18,498,000</b>
2025 Approved gross EMS budget		32,488,488	32,792,941	33,097,393	33,401,846	33,706,298
Increase (decrease) from master plan		2,812,505	1,262,201	333,842	907,258	(848,344)
1-Time reserve transfers for operating expense funding lag	-	(1,406,252)	(631,100)	(166,921)	(453,629)	-
1-Time reserve transfers for amortization funding lag	-	(1,101,800)	(326,648)	137,531	(149,176)	1,152,797
Estimated gross budget		32,792,941	33,097,393	33,401,846	33,706,298	34,010,751
<b>% annual operating increase due to MSP</b>		<b>0.94%</b>	<b>0.93%</b>	<b>0.92%</b>	<b>0.91%</b>	<b>0.90%</b>
General Levy	537,000,000	579,960,000	626,356,800	676,465,344	730,582,572	789,029,177
<b>% of levy increase due to MSP</b>		<b>0.06%</b>	<b>0.05%</b>	<b>0.05%</b>	<b>0.05%</b>	<b>0.04%</b>

**Niagara EMS 10-Year Facility Plan  
Traditional Summary (Continued)**

<b>Traditional Model - Purchase of HQ</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>10-Year Total</b>	<b>30-Year Total</b>
Capital Required	20,497,525	4,621,597	1,918,503	-	289,707,561	289,707,561
Capital Funding (Proceeds & DCs)	(13,809,270)	(5,964,606)	(1,918,503)	-	(131,855,281)	(131,855,281)
Operating Impact of Facilities (Opened & Closed)	(531,015)	(498,214)	(492,884)	(502,741)	(2,134,592)	(15,354,859)
Operating Impact of New Ambulances & Staff	12,342,368	14,198,860	16,930,907	17,269,526	103,178,222	531,174,351
Efficiencies	-	-	-	-	-	-
Operating Contribution to Capital for New Facilities	4,381,795	4,446,014	4,446,014	4,446,014	35,435,206	124,355,477
Net Funding Impact	(7,669,081)	(8,217,084)	(9,449,085)	(10,954,852)	(58,738,566)	(307,863,546)
<b>Total Levy Funded Cost</b>	<b>15,212,322</b>	<b>8,586,566</b>	<b>11,434,952</b>	<b>10,257,946</b>	<b>235,592,549</b>	<b>490,163,702</b>
2025 Approved gross EMS budget	34,010,751	34,315,203	34,619,656	34,924,108		
Increase (decrease) from master plan	1,304,155	1,405,508	1,505,377	(1,177,006)	7,505,495	
1-Time reserve transfers for operating expense funding lag	(652,077)	(702,754)	(752,688)	-	(4,765,423)	
1-Time reserve transfers for amortization funding lag	(347,625)	(398,302)	(448,236)	1,481,459		
Estimated gross budget	34,315,203	34,619,656	34,924,108	35,228,561		
<b>% annual operating increase due to MSP</b>	<b>0.90%</b>	<b>0.89%</b>	<b>0.88%</b>	<b>0.87%</b>		
General Levy	852,151,511	920,323,632	993,949,523	1,073,465,485		
<b>% of levy increase due to MSP</b>	<b>0.04%</b>	<b>0.04%</b>	<b>0.03%</b>	<b>0.03%</b>		

**Niagara EMS 10-Year Facility Plan**  
**Owned Hub Model**

<b>Hub &amp; Spoke - Purchase of HQ</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Capital Required	3,371,424	199,863,941	46,938,617	434,412	2,737,003	12,815,278
Capital Funding (Proceeds & DCs)	(1,637,424)	(104,534,876)	(30,537,639)	(434,412)	(1,329,300)	-
Operating Impact of Facilities (Opened & Closed)	-	-	(17,763)	86,874	88,611	(559,540)
Operating Impact of New Ambulances & Staff	2,752,451	4,236,818	5,753,379	8,005,937	10,400,561	11,340,629
Efficiencies	-	-	-	-	-	(3,277,351)
Operating Contribution to Capital for New Facilities	-	3,133,040	4,033,552	4,033,552	4,033,552	4,142,893
Net Funding Impact	-	(1,539,968)	(2,407,414)	(4,808,512)	(6,480,806)	(7,811,917)
<b>Total Levy Funded Cost</b>	<b>4,486,451</b>	<b>101,158,954</b>	<b>23,762,732</b>	<b>7,317,850</b>	<b>9,449,621</b>	<b>16,649,992</b>
2025 Approved gross budget		32,488,488	32,534,307	32,580,125	32,625,944	32,671,763
Increase from master plan	-	3,077,439	1,531,864	(43,903)	724,067	(4,207,204)
1-Time reserve transfers for expense funding lag	-	(1,538,719)	(765,932)	-	(362,034)	-
1-time reserve transfers for amortization funding lag	-	(1,492,901)	(720,113)	89,722	(316,215)	4,253,022
Estimated gross budget	-	32,534,307	32,580,125	32,625,944	32,671,763	32,717,581
<b>% annual operating increase due to MSP</b>		<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>
General Levy	537,000,000	579,960,000	626,356,800	676,465,344	730,582,572	789,029,177
<b>% of levy increase due to MSP</b>		<b>0.01%</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.01%</b>

**Niagara EMS 10-Year Facility Plan  
Owned Hub Model (Continued)**

<b>Hub &amp; Spoke - Purchase of HQ</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>10-Year Total</b>	<b>30-Year Total</b>
Capital Required	62,157,239	-	1,918,503	-	330,236,417	330,236,417
Capital Funding (Proceeds & DCs)	(41,137,960)	(5,389,633)	(1,918,503)	-	(186,919,747)	(186,919,747)
Operating Impact of Facilities (Opened & Closed)	(578,846)	(419,343)	(427,730)	(436,285)	(2,264,023)	(15,484,291)
Operating Impact of New Ambulances & Staff	12,342,368	14,112,478	16,842,799	17,179,655	102,967,074	528,735,902
Efficiencies	(3,342,898)	(3,409,756)	(3,477,951)	(3,547,510)	(17,055,465)	(104,974,528)
Operating Contribution to Capital for New Facilities	5,376,818	5,376,818	5,376,818	5,376,818	40,883,861	148,420,224
Net Funding Impact	(6,155,458)	(6,589,409)	(8,052,570)	(9,527,848)	(53,373,903)	(267,182,367)
<b>Total Levy Funded Cost</b>	<b>28,661,263</b>	<b>3,681,156</b>	<b>10,261,366</b>	<b>9,044,830</b>	<b>214,474,214</b>	<b>432,831,610</b>
2025 Approved gross budget	32,717,581	32,763,400	32,809,219	32,855,037		
Increase from master plan	3,807,270	1,428,805	1,190,577	(1,216,536)	6,292,379	
1-Time reserve transfers for expense funding lag	(1,903,635)	(714,402)	(595,288)	-	(5,880,011)	
1-time reserve transfers for amortization funding lag	(1,857,816)	(668,584)	(549,470)	1,262,355		
Estimated gross budget	32,763,400	32,809,219	32,855,037	32,900,856		
<b>% annual operating increase due to MSP</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>		
General Levy	852,151,511	920,323,632	993,949,523	1,073,465,485		
<b>% of levy increase due to MSP</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.00%</b>	<b>0.00%</b>		

**Niagara EMS 10-Year Facility Plan  
Leased Hub Model**

<b>Hub &amp; Spoke - Lease of HQ</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Capital Required	3,371,424	24,801,667	46,938,617	434,412	2,737,003	12,815,278
Capital Funding (Proceeds & DCs)	(1,637,424)	(6,623,589)	(30,537,639)	(434,412)	(1,329,300)	(500,000)
Operating Impact of Facilities (Opened & Closed)	-	-	(17,763)	86,874	88,611	2,870,420
Operating Impact of New Ambulances & Staff	2,752,451	4,236,818	5,753,379	8,005,937	10,400,561	11,340,629
Efficiencies	-	-	-	-	-	(3,277,351)
Operating Contribution to Capital for New Facilities	-	263,941	1,164,454	1,164,454	1,164,454	1,273,795
Net Funding Impact	-	(1,539,968)	(2,407,414)	(3,373,963)	(5,046,257)	(6,377,368)
<b>Total Levy Funded Cost</b>	<b>4,486,451</b>	<b>21,138,869</b>	<b>20,893,633</b>	<b>5,883,301</b>	<b>8,015,072</b>	<b>18,145,403</b>
2025 Approved gross budget		32,488,488	32,742,879	32,997,269	33,251,660	33,506,050
Increase from master plan		208,340	1,531,864	1,390,646	724,067	(777,244)
1-Time reserve transfers for expense funding lag		(104,170)	(765,932)	(695,323)	(362,034)	-
1-Time reserve transfers for amortization funding lag		150,220	(511,541)	(440,933)	(107,643)	1,031,634
Estimated gross budget		32,742,879	32,997,269	33,251,660	33,506,050	33,760,441
<b>% annual operating increase due to MSP</b>		<b>0.78%</b>	<b>0.78%</b>	<b>0.77%</b>	<b>0.77%</b>	<b>0.76%</b>
General Levy	537,000,000	579,960,000	626,356,800	676,465,344	730,582,572	789,029,177
<b>% of levy increase due to MSP</b>		<b>0.05%</b>	<b>0.04%</b>	<b>0.04%</b>	<b>0.04%</b>	<b>0.03%</b>

**Niagara EMS 10-Year Facility Plan  
Leased Hub Model (Continued)**

<b>Hub &amp; Spoke - Lease of HQ</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>10-Year Total</b>	<b>30-Year Total</b>
Capital Required	62,157,239	-	1,918,503	-	155,174,143	155,174,143
Capital Funding (Proceeds & DCs)	(41,637,960)	(5,889,633)	(2,418,503)	(500,000)	(91,508,460)	(101,508,460)
Operating Impact of Facilities (Opened & Closed)	2,851,114	3,010,617	3,002,230	2,993,675	14,885,777	118,073,480
Operating Impact of New Ambulances & Staff	12,342,368	14,112,478	16,842,799	17,179,655	102,967,074	528,735,902
Efficiencies	(3,342,898)	(3,409,756)	(3,477,951)	(3,547,510)	(17,055,465)	(104,974,528)
Operating Contribution to Capital for New Facilities	2,507,720	2,507,720	2,507,720	2,507,720	15,061,976	65,216,369
Net Funding Impact	(6,435,889)	(6,869,840)	(8,333,001)	(9,808,279)	(50,191,978)	(291,980,849)
<b>Total Levy Funded Cost</b>	<b>28,441,694</b>	<b>3,461,586</b>	<b>10,041,796</b>	<b>8,825,260</b>	<b>129,333,066</b>	<b>368,736,058</b>
2025 Approved gross budget	33,760,441	34,014,831	34,269,222	34,523,612		
Increase from master plan	2,092,290	1,428,805	1,190,577	(1,216,536)	6,572,810	
1-Time reserve transfers for expense funding lag	(1,046,145)	(714,402)	(595,288)	-	(4,283,295)	
1-Time reserve transfers for amortization funding lag	(791,754)	(460,012)	(340,898)	1,470,926		
Estimated gross budget	34,014,831	34,269,222	34,523,612	34,778,003		
<b>% annual operating increase due to MSP</b>	<b>0.75%</b>	<b>0</b>	<b>0</b>	<b>0</b>		
General Levy	852,151,511	920,323,632	993,949,523	1,073,465,485		
<b>% of levy increase due to MSP</b>	<b>0.03%</b>	<b>0</b>	<b>0</b>	<b>0</b>		