

# Toronto 2017 BUDGET



## CAPITAL BUDGET NOTES



## Toronto Paramedic Services

### 2017 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Paramedic Services (PS) provides 24-hour emergency pre-hospital and out-of-hospital medical care and transportation to individuals experiencing injury or illness through integrating mobile, paramedic based health care.

Toronto Paramedic Services operates out of 48 locations including 5 service district centres, and the Toronto Paramedic Services' headquarters that have a total area of just over 316,566 sq. ft. and an estimated replacement value of \$139.092 million.

The 10-Year Capital Plan is balanced and advances Toronto Paramedic Services' objectives of improving Service delivery by investing in multi-function stations for efficient staff deployment and asset management while maintaining the current inventory of medical and mobile data equipment in a state of good repair.

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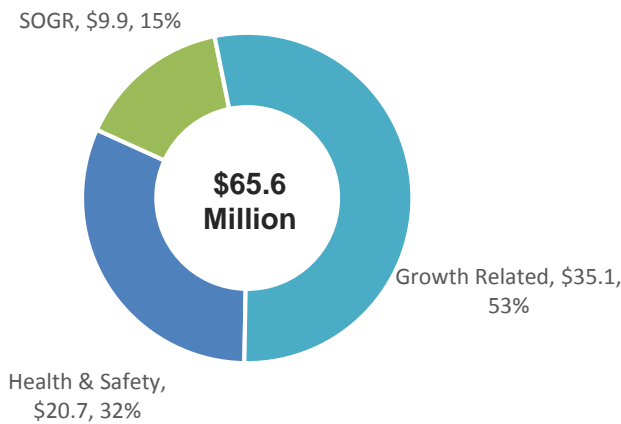
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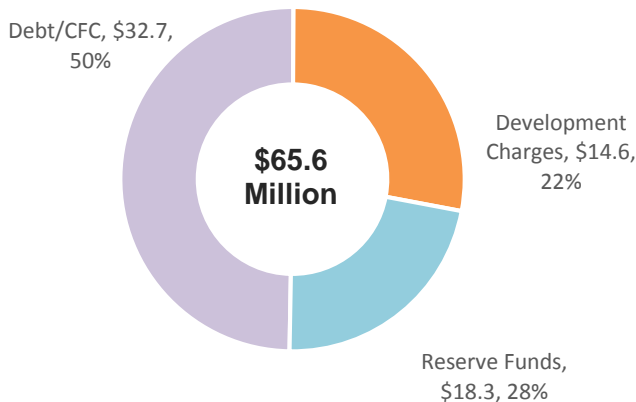
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**Capital Spending and Financing**  
**2017-2026 Capital Budget and Plan By Project Category**



**By Funding Source**



**Where the money goes:**

The 2017–2026 Preliminary Capital Budget and Plan totalling \$65.617 million provides funding for:

- State of Good Repair (SOGR) projects for the annual replacement of mobile data communications hardware and software, ambulance radios, the dispatch console system, and medical equipment.
- Health and Safety projects for the purchase of 220 power stretchers and the lifecycle replacement of portable radios, cardiac monitor defibrillators and automatic external defibrillators (AEDs).
- Growth related projects which enable the construction of 3 multi-function station projects, the purchase of additional ambulances, and a paramedic infrastructure study to evaluate operating efficiencies and cost savings associated with the multi-function station service delivery model.

**Where the money comes from:**

The Preliminary 10-Year Capital Plan requires:

- New debt funding of \$32.686 million comprising 49.8% of total funding which meets the debt guideline over the 10-year planning period.
- Development Charge funding of \$14.636 million or 22.3% based on the portion of projects that are eligible.
- Reserve Funding of \$18.295 million or 27.9% will be provided from the Equipment Reserve Fund.

**State of Good Repair Backlog**

The 10-Year Capital Plan does not include funding to address the state of good repair (SOGR) backlog for Toronto Paramedic Services' facilities. Asset management capital funding for existing ambulance stations and buildings was transferred to Facilities Management & Real Estate (FM&RE) in 2010 to ensure that consistency in maintenance standards are applied to all City facilities.

There is no state of good repair backlog for the replacement of equipment used by paramedics as these are replaced according to the Program's Equipment Replacement schedule in order to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

**Our Key Issues & Priority Actions**

**Increase in Service Demand** driven by aging and growing population results in the need for infrastructure growth. Toronto Paramedic Services' long term plan envisions building larger stations that will serve as central deployment points for more efficient use of City land/assets and more effective use of paramedic resources.

- ✓ The 10-year Capital Plan includes \$30.360 million in funding for 3 Multi-Function Station projects and Ambulance Posts as part of PS' modernization of its service delivery model.
- ✓ Funding of \$0.150 million is also included to continue with the Infrastructure Study to review existing station facilities to optimize the location of new stations and posts.

**Ensure the Health & Safety of Paramedics** by improving equipment such as power stretchers to help reduce musculoskeletal injuries for paramedics, thereby reducing lost time due to lift related injuries.

- ✓ The 10-year Capital Plan provides \$14.750 million in funding for the purchase of 220 power stretchers over the 10-Year plan.

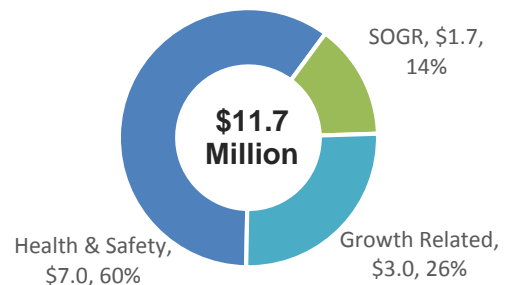


**2017 Capital Budget Highlights**

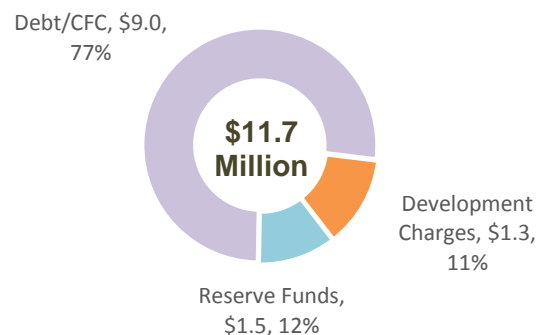
The 2017 Preliminary Capital Budget for Toronto Paramedic Services of \$11.680 million, excluding carry forward funding, will:

- Deliver 18 new ambulances to meet the increased demand for Paramedic Services (\$1.260 million)
- Address the health and safety of paramedics and patients by purchasing new and improved power stretchers (\$6.350 million) and replacement of public access defibrillators (\$0.140 million) and portable radios (\$0.500 million).
- Continue with annual Mobile Data Terminal (MDT) maintenance activities of mobile data equipment installed in ambulances (\$0.300 million).
- Initiate preparation and design of the Multi-Function Station #2 at 330 Progress Avenue (\$0.600 million).
- Complete the construction of North-West Multi-Function Station project (\$1.000 million).

**2017 Capital Budget By Project Category**



**By Funding Source**



## Actions for Consideration

Approval of the 2017 Preliminary Capital Budget as presented in these notes requires that:

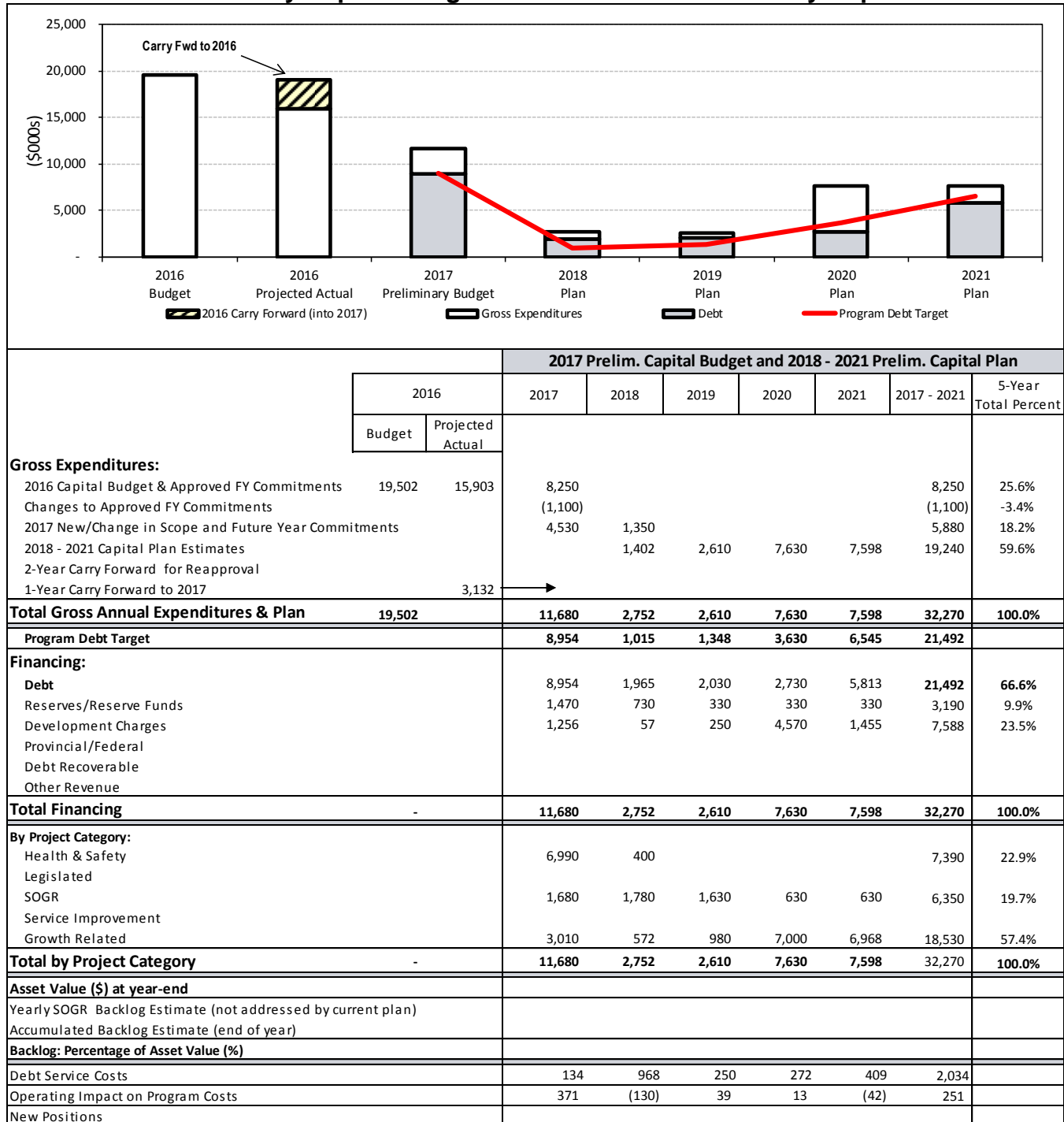
1. City Council approve the 2017 Preliminary Capital Budget for Toronto Paramedic Services with a total project cost of \$5.880 million, and 2017 cash flow of \$14.812 million and future year commitments of \$1.350 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 7 new / change in scope sub-projects with a 2017 total project cost of \$5.880 million that requires cash flow of \$4.530 million in 2017 and future year cash flow commitments of \$1.350 million for 2018;
    - ii. 5 previously approved sub-projects with a 2017 cash flow of \$7.150 million;
  - b) 2016 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$3.132 million.
2. City Council approve the 2018 - 2026 Preliminary Capital Plan for Toronto Paramedic Services totalling \$52.587 million in project estimates, comprised of \$1.402 million for 2018; \$2.610 million for 2019; \$7.630 million for 2020; \$7.598 million for 2021; \$5.622 million for 2022; \$5.090 million for 2023; \$3.430 million for 2024; \$7.620 million for 2025 and \$11.585 million in 2026
3. City Council consider the operating costs of \$0.371 million net in 2017; (\$0.130) million net in 2018; \$0.039 million net in 2019; \$0.013 million net in 2020; and (\$0.042) million net in 2021 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 and future year operating budgets.



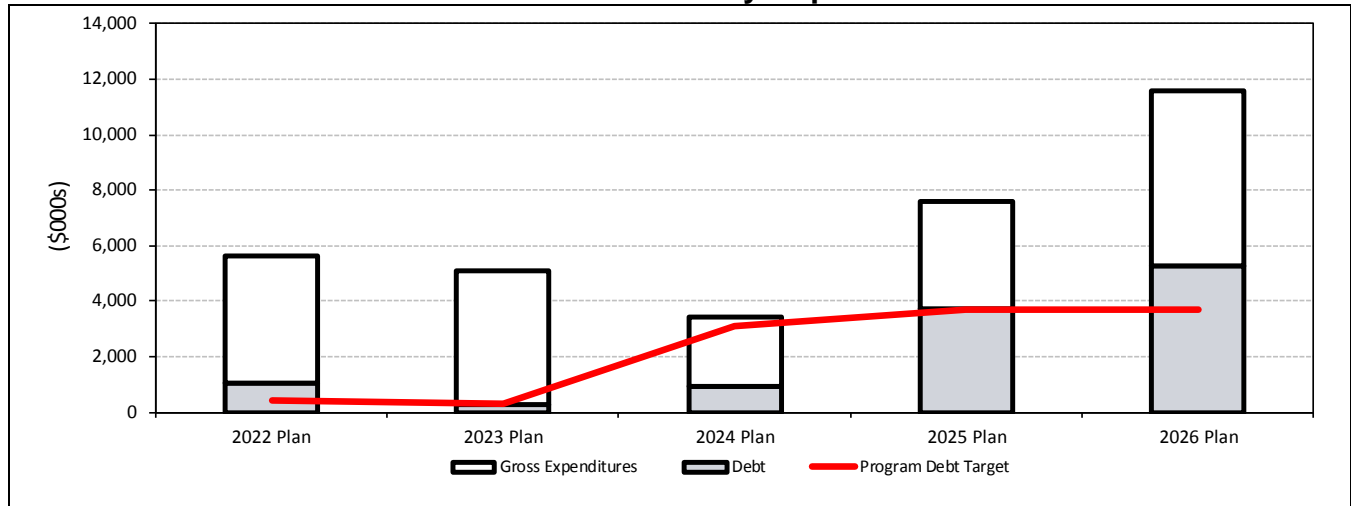
# Part 1:

## Preliminary 10-Year Capital Plan

**Figure 1a  
10-Year Capital Plan  
2017 Preliminary Capital Budget and 2018 - 2021 Preliminary Capital Plan**



**Table 1b**  
**10-Year Capital Plan**  
**2022 - 2026 Preliminary Capital Plan**



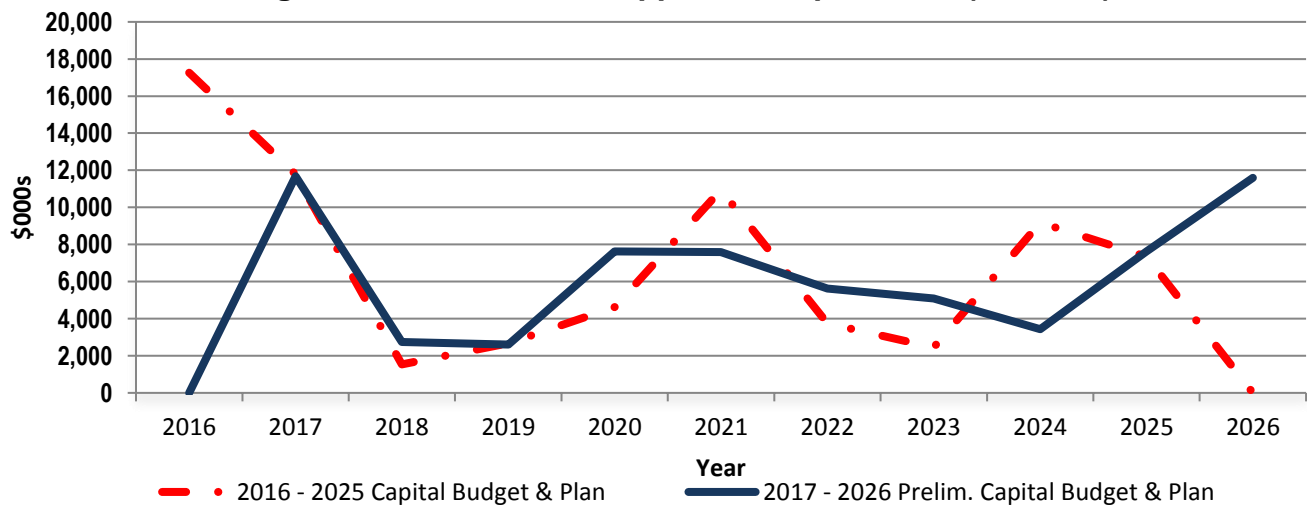
	2022 - 2026 Preliminary Capital Plan							10-Year Total Percent
	2022	2023	2024	2025	2026	2017 - 2026		
<b>Gross Expenditures:</b>								
2016 Capital Budget & Approved FY Commitments						8,250		12.6%
Changes to Approved FY Commitments						(1,100)		-1.7%
2017 New/Change in Scope and Future Year Commitments						5,880		9.0%
2022 - 2026 Capital Plan Estimates	5,622	5,090	3,430	7,620	11,585	52,587		80.1%
2-Year Carry Forward for Reapproval								
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>5,622</b>	<b>5,090</b>	<b>3,430</b>	<b>7,620</b>	<b>11,585</b>	<b>65,617</b>		<b>100.0%</b>
<b>Program Debt Target</b>	<b>420</b>	<b>300</b>	<b>3,074</b>	<b>3,700</b>	<b>3,700</b>	<b>32,686</b>		
<b>Financing:</b>								
<b>Debt</b>	1,032	300	904	3,700	5,258	32,686		49.8%
Reserves/Reserve Funds	4,590	4,590	1,975	1,975	1,975	18,295		27.9%
Development Charges		200	551	1,945	4,352	14,636		22.3%
Provincial/Federal								
Debt Recoverable								
Other Revenue								
<b>Total Financing</b>	<b>5,622</b>	<b>5,090</b>	<b>3,430</b>	<b>7,620</b>	<b>11,585</b>	<b>65,617</b>		<b>100.0%</b>
<b>By Project Category:</b>								
Health & Safety	4,240	4,240	1,600	1,600	1,600	20,670		31.5%
Legislated								
SOGR	650	650	875	675	675	9,875		15.0%
Service Improvement								
Growth Related	732	200	955	5,345	9,310	35,072		53.4%
<b>Total by Project Category</b>	<b>5,622</b>	<b>5,090</b>	<b>3,430</b>	<b>7,620</b>	<b>11,585</b>	<b>65,617</b>		<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end								
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
<b>Backlog: Percentage of Asset Value (%)</b>								
Debt Service Costs	644	117	50	171	502	3,517		
Operating Impact on Program Costs	120	(60)	-	-	-	311		
New Positions								

### Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Preliminary Capital Budget and the 2018 – 2026 Preliminary Capital Plan reflects a decrease of \$5.917 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$5.917 million or 8.3% decrease in the Capital Program on an annual basis from 2016 to 2026.

**Chart 1**  
**Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)**



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345		71,534
2017 - 2026		11,680	2,752	2,610	7,630	7,598	5,622	5,090	3,430	7,620	11,585	65,617
Change %		(0.8%)	78.5%	(2.5%)	64.8%	(30.5%)	49.9%	107.8%	(62.6%)	3.7%		(8.3%)
Change \$		(100)	1,210	(67)	3,000	(3,332)	1,872	2,640	(5,740)	275		(5,917)

As made evident in the chart above, the \$5.917 million decrease in the Capital Program reflects a decrease in capital projects planned for 2026 as compared to 2016. The remaining \$0.242 million reflects a decrease in capital funding over the nine common years of the Capital Plan (2017-2025) as reflected in the Table 2 on the following page.

The decrease arises from the reprioritization of Toronto Paramedic Services capital projects based on the following factors:

- The decline in costs of defibrillators allowed PS to complete Defibrillator Replacements in 2015 and 2016 freeing up planned cash flow funding for this project in 2017 which has been redirected to accommodate increased costs for Power Stretchers.
- The need to realign cash flows with delivery timelines and the Program's historical spending patterns for equipment purchases such as the Dispatch Console project.
- Reduction in project cost estimates for the Multi-Function Station #3 project that had assumed land acquisition costs, which is no longer required.

A summary of project changes for the years 2017 to 2025 totalling \$0.242 million are provided in Table 2 below:



**Table 2  
Summary of Project Changes (In \$000s)**

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345		54,274
2017 - 2026 Prelim. Capital Budget & Plan		11,680	2,752	2,610	7,630	7,598	5,622	5,090	3,430	7,620	11,585	54,032
<b>Capital Budget &amp; Plan Changes (2017 - 2025)</b>		(100)	1,210	(67)	3,000	(3,332)	1,872	2,640	(5,740)	275		(242)

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
<b>Previously Approved</b>													
Dispatch Console	1,500	(950)	950										1,500
Radio Replacements	1,000			1,000	(1,000)								1,000
<b>Total Previously Approved</b>		(950)	950	1,000	(1,000)	-	-	-	-	-	-	-	-
<b>Change in Scope</b>													
Power Stretchers	5,000	1,350	400								1,750		6,750
Multi-Function Station #2	15,455	600		(405)	4,000	(3,332)	(768)				95		15,550
Multi-Function Station #3 - Land	4,000								(4,000)		(4,000)		-
Multi-Function Station #3 - Facility	1,485								500	2,515	3,015	9,310	13,810
Public Access Defibrillators	942		(140)	(662)							(802)		140
Defibrillator Replacements	8,000	(1,100)					2,640	2,640	(2,240)	(2,240)	(300)	(2,240)	5,460
<b>Total Change in Scope</b>		850	260	(1,067)	4,000	(3,332)	1,872	2,640	(5,740)	275	(242)	7,070	
<b>Total Changes</b>		(100)	1,210	(67)	3,000	(3,332)	1,872	2,640	(5,740)	275	(242)	7,070	

**Significant Capital Project Changes in Toronto Paramedic Services:**

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

**Project Cost Increases:**

- The *Power Stretchers* project includes additional funding of \$1.350 million in 2017 and \$0.400 million in 2018 that increases the total project cost by \$1.750 million to reflect increase in cost and number of the stretchers required for PS' expanding fleet. Additional funding of \$1.400 million is being re-allocated from the Equipment Reserve Fund towards this project.
- The *Multi-Function Station #3 – Facility* project includes additional funding allocated from Land portion of the project (as noted below) to accelerate the construction of the project within the 10-year capital planning horizon.

**Project Cost Decreases:**

- The *Multi-Function Station #3 – Land* project funding of \$4.000 million is being re-allocated to the Facility portion of the project. PS is currently working with Real Estate Services to explore existing City properties and therefore funding for the land purchase is no longer required.
- The *Public Access Defibrillators* project reflects a cash flow reduction of \$0.140 million in 2018 and \$0.662 million in 2019 for a total cost reduction of \$0.802 million as a result of better pricing cost decline in recent years.
  - The *Defibrillator Replacements* project cash flow funding of \$1.100 million in 2017 is being cancelled and reallocated to the Power Stretchers project. The project was initially phased over 3 years (2015 to 2017), however, due to a price drop, all defibrillators required were purchased with the 2015 and 2016 cash flow funding that allowed the 2017 cash flow to be reallocated to the Power Stretcher project.

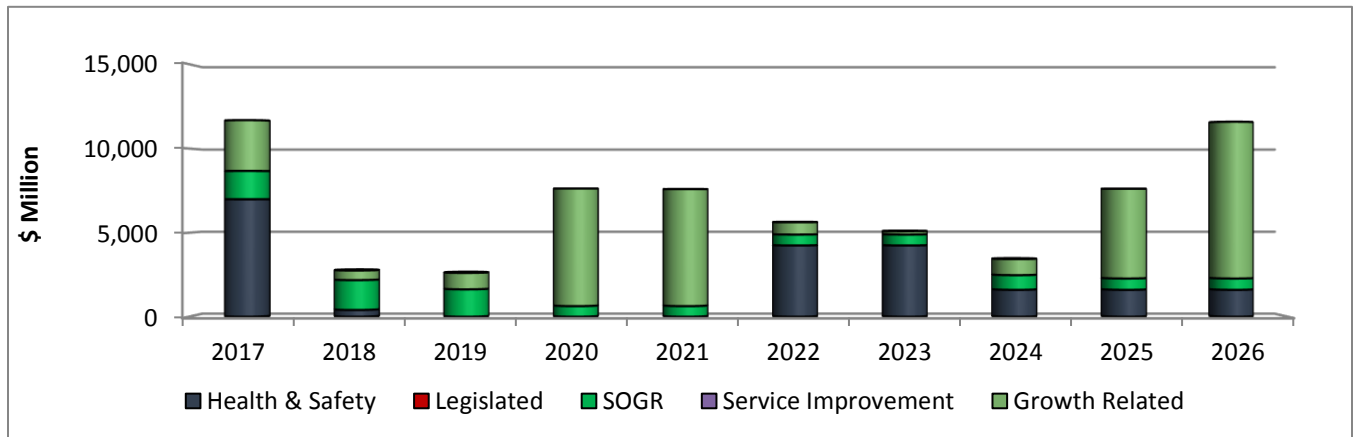
**Deferrals/Accelerations:**

- The *Dispatch Console* project cash flow funding of \$0.950 million is being deferred from 2017 to 2018 to better align with expected project timelines which are dependent on the readiness of equipment specifications.
- The *Radio Replacement* project cash flow of \$1.000 million is being accelerated from 2020 to 2019 as the radios will be required a year earlier.

- The *Multi-Function Station #2* projected cash flow is being accelerated to speed up site preparation and project construction as the land has been purchased and PS is ready to move forward.
- The *Defibrillator Replacements* project cash flow budgeted in 2024 and 2025 is being accelerated to 2022 and 2023 as the life span of the defibrillators is 5 years now versus the 8 years as previously budgeted due to changing technology.

## 2017 – 2026 Preliminary Capital Plan

**Chart 2**  
**2017 – 2026 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the 10-Year Capital Plan for Paramedic Services of \$65.617 million predominately provides funding of 53.4% for Growth Related projects; Health & Safety and Legislative mandated projects represent 31.5% and State of Good Repair projects represent the remaining 15.0% over the 10-year period.

- A significant portion of cash flow funding has been dedicated to Growth Related projects, specifically \$35.072 million, with most of the funding in 2017 and then again in 2020, 2021 and 2025. This is reflective of the funding required to complete the construction of the Northwest District Multi-function station project in 2017 and for the Multi-Function Stations #2 and #3 in the latter years to address projected increased service demands and growth across the City.
- Health and Safety projects account for \$20.670 million with the majority of funding required in 2017 for the purchase of 220 power stretchers and the replacement of 240 cardiac monitor defibrillators. The next replacement cycle is scheduled for 2022 to 2026.
- State of Good Repair Project funding of \$9.875 million reflects the annual maintenance of the mobile data communications hardware and software and the annual replacement of medical equipment such as stair chairs, spine boards, etc. The higher levels of funding in 2017 to 2019 reflect the replacement of the 200 portable radios and ambulance radios as well as the purchase of a new dispatch console system and equipment required in the main communications centre.

The following table details, by project category, the capital projects funded in the 2017 – 2026 Preliminary Capital Budget and Plan for Toronto Paramedic Services

**Table 3  
2017 - 2026 Capital Plan by Project Category (In \$000)**

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
Radio Infrastructure for Portable Coverage	1,000	500										500	1,000
Public Access Defibrillator Program		140										140	1,000
Defibrillator Replacement Purchases							2,640	2,640				5,280	5,280
Power Stretchers	5,000	6,350	400				1,600	1,600	1,600	1,600	1,600	14,750	14,750
<b>Sub-Total</b>	<b>6,000</b>	<b>6,990</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,240</b>	<b>4,240</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>20,670</b>	<b>22,030</b>
<b>State of Good Repair</b>													
Mobile Data Communications		300	500	300	300	300	300	300	500	300	300	3,400	3,400
Radio Infrastructure for Portable Coverage		1,050	950	1,000								3,000	3,000
Medical Equipment Replacement Program		330										330	330
Medical Equipment Replacement Program			330	330	330	330	350	350	375	375	375	3,145	3,145
<b>Sub-Total</b>	<b>-</b>	<b>1,680</b>	<b>1,780</b>	<b>1,630</b>	<b>630</b>	<b>630</b>	<b>650</b>	<b>650</b>	<b>875</b>	<b>675</b>	<b>675</b>	<b>9,875</b>	<b>9,875</b>
<b>Growth Related</b>													
North West District - Multi-Function Station		1,000										1,000	15,505
Multi-Function Station #2		600		250	7,000	6,968	732					15,550	15,550
Additional Ambulances (2017-2019)		1,260	572	730								2,562	2,562
Multi-Function Station #3									500	4,000	9,310	13,810	15,550
Ambulance Post Program								200	455	1,345		2,000	2,000
Paramedic Services Infrastructure Study	150	150										150	150
<b>Sub-Total</b>	<b>150</b>	<b>3,010</b>	<b>572</b>	<b>980</b>	<b>7,000</b>	<b>6,968</b>	<b>732</b>	<b>200</b>	<b>955</b>	<b>5,345</b>	<b>9,310</b>	<b>35,072</b>	<b>51,317</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>6,150</b>	<b>11,680</b>	<b>2,752</b>	<b>2,610</b>	<b>7,630</b>	<b>7,598</b>	<b>5,622</b>	<b>5,090</b>	<b>3,430</b>	<b>7,620</b>	<b>11,585</b>	<b>65,617</b>	<b>83,222</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

**2017 – 2026 Capital Projects**

The 10-Year Capital Plan supports Toronto Paramedic Service's objectives of improving service delivery by building multi-function stations for better staff deployment and asset management while investing in health and safety and SOGR projects to ensure the replacement of medical and mobile data equipment that has reached its useful life.

*Health and Safety*

- Major Health and Safety projects include:
  - *Radio Infrastructure for Portable Coverage (\$0.500 million)* – Funding is included for the replacement of 200 portable radios used by paramedics that will be compatible with the new radio system infrastructure shared with Toronto Police Services and Toronto Fire Services.
  - *Public Access Defibrillator Program (\$0.140 million)* – The project will replace 125 Automatic External Defibrillators (AEDs) currently installed at City of Toronto workplaces and facilities to ensure rapid treatment of those who suffer a cardiac arrest on site.
  - *Defibrillator Replacement Purchases (\$5.280 million)* – Funding is provided for the replacement of 240 Cardiac Monitor Defibrillators, highly technical medical devices that are able to assess the presence of electrical activity within cardiac muscle with a lifecycle of 5 to 7 years.
  - *Power Stretchers (\$14.750 million)* – Funding is required to complete the purchase and deployment of 220 new Power Stretchers in 2017 and 2018 for \$6.750 million to alleviate health and safety concerns related to heavy lifting for paramedics. With a lifespan of 5 years, replacement funding of \$8.000 million is planned beginning in 2022.

*State of Good Repair (SOGR)*

- SOGR projects account for \$9.875 million or 15.0% of the total Preliminary 10-Year Capital Plan's funding for the following projects:
  - *Mobile Data Communications (\$3.400 million)* - Funding is included for the replacement of mobile data equipment installed in approximately 27 ambulances replaced annually.
  - *Radio Infrastructure for Portable Coverage (\$3.000 million)* – The project will replace 200 radios for use in ambulance vehicles with a lifecycle replacement of 10 years.
  - *Medical Equipment Replacement Program (\$3.475 million)* – Funding is included for the annual replacement of stretchers, stair chairs, scoop stretchers, spine boards, etc. to address increase in service demands.

*Growth Related*

- Major Growth Related projects total \$35.072 million and represent 53.4% of the total 10-Year Capital Plan in spending for the following projects:
  - 3 Multi-Function station projects with 20 or more ambulance bays to facilitate greater efficiencies in staff deployment and asset management for an increasing number of ambulance vehicles that are on the road.
    - The *Northwest Multi-function Station* project that had a total project cost of \$15.505 million approved in 2013 including the cost of land of \$4.050 million, \$1.000 million in unspent funding will complete the project by 2017.
    - The *Multi-Function Station #2* project with a total project cost of \$15.550 million to fund the construction of the new facility on City-owned property in the Progress Avenue & Kennedy Road area starting towards the end of 2019.
    - The *Multi-Function Station #3* with funding of \$13.810 million for project design and site preparation planned in 2025 and expected completion by 2028.
  - *Additional Ambulances (2017-2019)* project (\$2.562 million) –The purchase of 18 new Ambulance Vehicles over a 3-year period to accommodate the increase in emergency call demands as well as increase of 220 paramedic positions approved between 2014 - 2016.
  - *Ambulance Post Program* project (\$2.000 million) – Funds are provided for the construction of 2 smaller storefront posts to augment the services provided by Multi-function Station #2 catchment area. Paramedics will book on and off at Multi-Function Station #2 but will be deployed during the shift to strategic posts while waiting for their next emergency response call.
  - *Paramedic Services Infrastructure Study* project (\$0.150 million) – This project will provide funding to continue exploring the best approach to generate operating efficiencies with the new dispatch model from ambulance stations to smaller posts and multi-function stations strategically located across the City.

**2017 Preliminary Capital Budget and Future Year Commitments**

Included as a sub-set of the 10-Year Capital Plan is the 2017 Preliminary Capital Budget and Future Year Commitments that consists of 2017 and future year cash flow funding for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

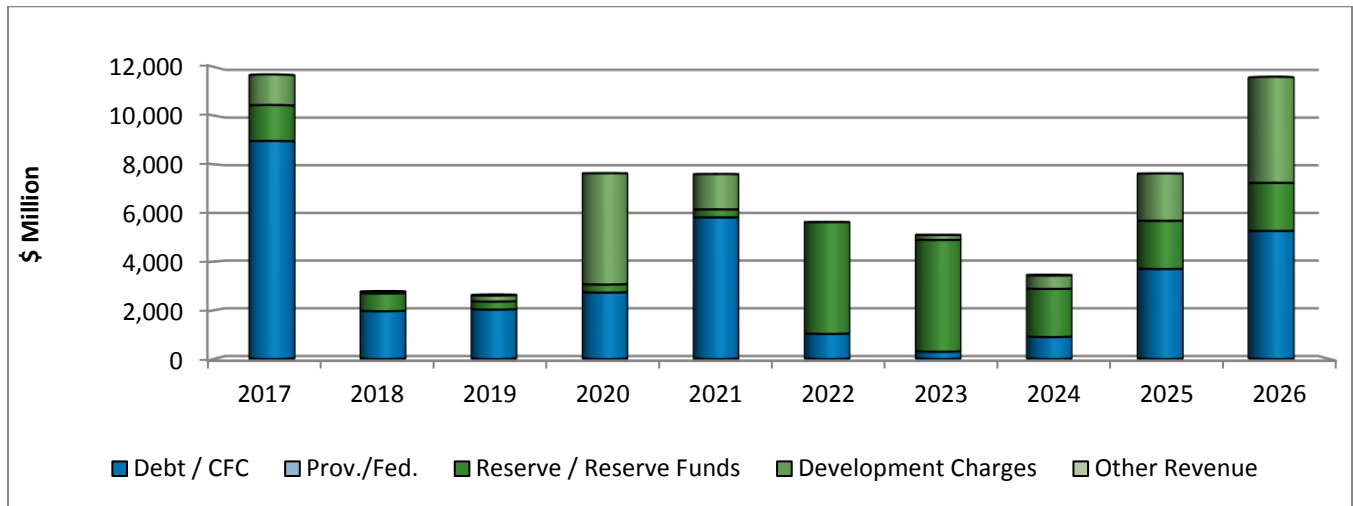
- Table 3a below lists the 2017 Preliminary Capital Budget and Future Year Commitments for Toronto Paramedic Services:

**Table 3a  
2017 Cash Flow & Future Year Commitments (In \$000s)**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											-
<i>Power Stretchers</i>	5,000										5,000
<i>Paramedic Services Infrastructure Study</i>	150										150
<i>NW District Multi-Function (Facility)</i>	1,000										1,000
<i>Portable Radio Replacements</i>	500										500
<i>Ambulance Radio Replacement</i>	500										500
Subtotal	7,150	-	-	-	-	-	-	-	-	-	7,150
Change in Scope											
<i>Power Stretchers (Supplemental)</i>	1,350	400									1,750
Subtotal	1,350	400	-	-	-	-	-	-	-	-	1,750
New w/Future Year											
<i>Multi-Function Station #2 (Facility)</i>	600										600
<i>Mobile Data Communication</i>	300										300
<i>Dispatch Console Replacement</i>	550	950									1,500
<i>Public Access Defibrillator Replacements</i>	140										140
<i>Medical Equipment Replacement Program</i>	330										330
<i>Additional Ambulances (2017)</i>	1,260										1,260
Subtotal	3,180	950	-	-	-	-	-	-	-	-	4,130
<b>Total Expenditure</b>	<b>11,680</b>	<b>1,350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,030</b>
<b>Financing:</b>											
Debt/CFC	8,954	950									9,904
Debt Recoverable											-
Other											-
Reserves/Res Funds	1,470	400									1,870
Development Charges	1,256										1,256
Provincial/Federal											-
<b>Total Financing</b>	<b>11,680</b>	<b>1,350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,030</b>

- Approval of the 2017 Preliminary Capital Budget of \$11.680 million will result in the future year funding commitments of \$1.350 million in 2018.

**Chart 3**  
**2017 – 2026 Preliminary Capital Plan by Funding Source (In \$000s)**



The 10-Year Capital Plan of \$65.617 million will be funded by the following sources:

- Debt accounts for \$32.686 million or 49.8% of the financing over the 10-year period which meets the debt guideline over the 10-year planning period.
  - The debt requirement is above the debt target in 2018, 2019 and 2022 and below the target in 2020, 2021 and 2024 as a result of revising cash flows for the Multi-function Station#2 and #3 project based on the revised project implementation timeline and change in land purchase requirement.
- Reserve funding constitutes \$18.295 million or 27.9% of required funding over 10 years for the following major projects:
  - Public Access Defibrillator Program.
  - Defibrillators Replacement Purchases.
  - Purchase of Power Stretchers and replacement purchase as these items have a life of 5 years.
  - Annual Replacement of Medical Equipment.
- Development Charges, which represent \$14.636 million or 22.3% of the 10-Year Capital Budget and Plan's funding source, provide funding for the following projects that are driven by growth:
  - Construction of the Northwest Multi-function Station project and two future multi-function stations planned to start in 2019 and 2024.
  - The purchase of 18 new ambulance vehicles.
  - Ambulance Post Program.

## State of Good Repair (SOGR) Backlog

- Toronto Paramedic Services does not have a state of good repair backlog for its equipment as these are replaced according to their Equipment Replacement schedule. In order to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.
  - The 10-Year Capital Plan dedicates funding of \$9.875 million over the 10-year plan period for medical and mobile data equipment including ambulance radios as well as the dispatch console equipment required in the main communication centre on the basis of the replacement schedules.
- Toronto Paramedic Services' 10-Year Capital Plan does not account for the SOGR backlog of its facilities as all asset management projects for existing stations and buildings were transferred to Facilities Management and Real Estate Division (FMRE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.

## 10-Year Capital Plan: Net Operating Budget Impact

**Table 5**  
**Net Operating Impact Summary (In \$000s)**

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Power Stretchers	113.0		(113.0)								-	-	-	-
NW District Multi-Function Station	90.0		(45.0)								45.0	-	45.0	-
Additional Ambulance	256.0		28.0		39.0		13.0		(42.0)		294.0	-	294.0	-
New Defibrillators	(88.0)										(88.0)	-	(88.0)	-
<b>New Projects - Future Years</b>											-	-	-	-
Multi-Function Station #2											-	-	60.0	-
<b>Total (Net)</b>	<b>371.0</b>	<b>-</b>	<b>(130.0)</b>	<b>-</b>	<b>39.0</b>	<b>-</b>	<b>13.0</b>	<b>-</b>	<b>(42.0)</b>	<b>-</b>	<b>251.0</b>	<b>-</b>	<b>311.0</b>	<b>-</b>

The Preliminary 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.311 million net over the 2017 – 2026 period, as shown in the table above.

This is required to sustain the following capital projects that will be completed in 2017:

- An increase to the Equipment Reserve of \$0.113 million is required for the lifecycle replacement of new Stretchers which is expected to be 5 years.
  - These operating costs are eligible for 50% provincial funding based on budgeted spending in previous years what results in cost reduction of \$0.113 million in 2018.
- With the anticipated completion, the *North West District Multi-function Station* will result in an impact of \$0.090 million in 2017 required for utilities and maintenance of the new station with a reduction of \$0.045 million in 2018 when operating costs become eligible for provincial subsidy of 50%.
- In 2017, *Additional Ambulances* project will result in an operating impact of \$0.256 million due to Contribution required to the Vehicle Reserve for the purchase of new ambulance vehicles (\$0.216 million), vehicle parts and maintenance of additional ambulances (\$0.040 million) after receiving provincial subsidy grant of \$0.090 million for the 2016 increase in expenditures. In addition, this project will create a pressure of \$0.080 million from 2018 to 2020 with a reduction of \$0.042 million as costs become eligible in 2021 for provincial subsidy of 50%.
- New Defibrillators – Reduction of \$0.088 million in 2017 is a result of receiving provincial revenue for the 2016 budgeted transfer to Equipment Reserve of \$0.175 million.
  - These operating costs receive 50% provincial funding based on budgeted spending in previous years.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

**Table 6**  
**Capital Project Delivery: New Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)					
			Start Date	End Date (m/d/yr)	2017	2018	2019	2020	2021	2022 - 2026
Multi-function Station #2	AMB907920-2	0.5	01/01/2017	12/31/2021	75.0		75.0	75.0	75.0	
Multi-function Station #3	AMB908017-2	0.5	01/01/2024	12/31/2026						225.0
<b>Total</b>		<b>1.0</b>			<b>75.0</b>		<b>75.0</b>	<b>75.0</b>	<b>75.0</b>	<b>225.0</b>

Approval of the 2017 – 2026 Preliminary Capital Budget and Plan will continue the requirement to use 50% of the permanent Commander Fleet Operations and Facilities position for capital project delivery to implement *Multi-Function Station #2 and #3* project.

- As the Commander Fleet & Facilities Position is required to complete site visits, meet with the contractors and work with Facilities staff to ensure the completion of the construction of the Multi-function station #2 and #3 projects remains on schedule and to ensure Paramedics Services needs are met.





# Part 2:

## Issues for Discussion

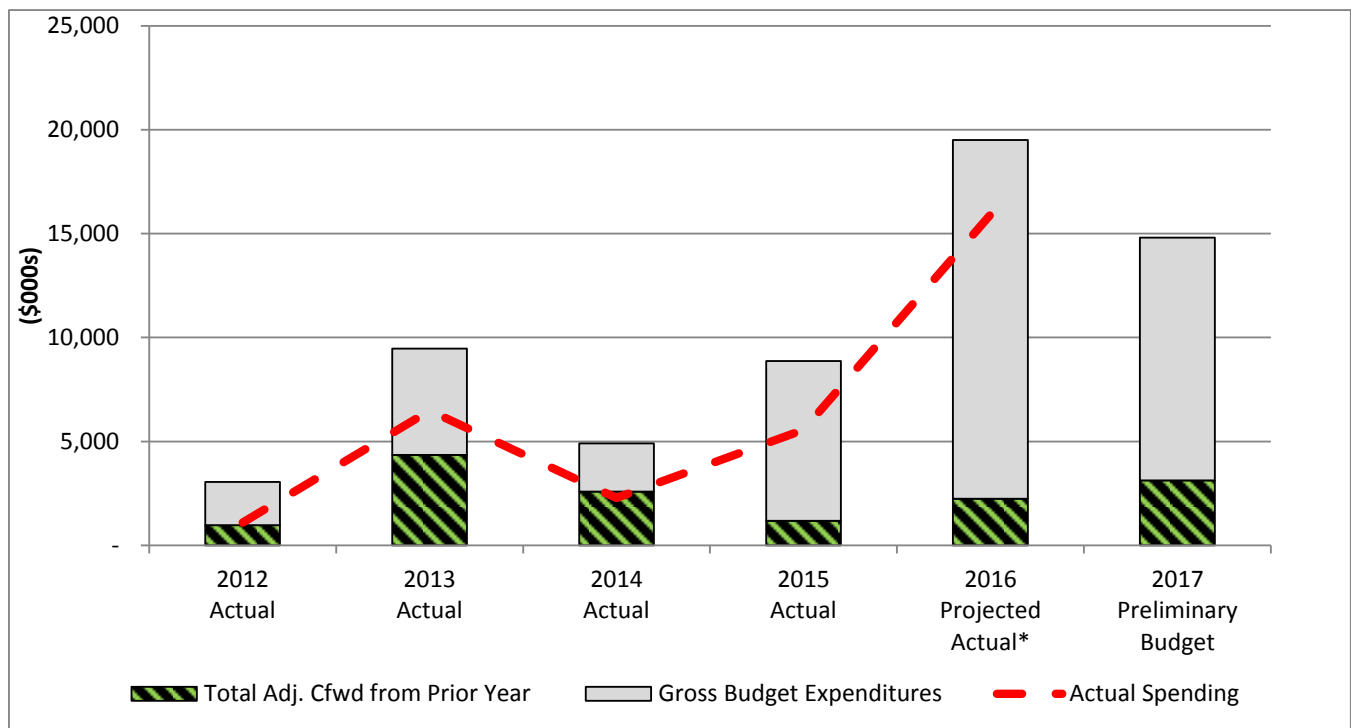
### Issues for Discussion

#### Issues Impacting the 2017 Capital Budget

##### Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
  - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- The chart below shows the spending trend of the total capital program for Toronto Paramedic Services since 2012. The bars are split between new annual cash flows and funding carried forward from prior years.

**Capacity to Spend – Budget vs Actual (In \$000s)**



Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Projected Actual*	Spending Rate %	
Health & Safety	790	241	30.5%	1,909	1,761	92.2%	23	20	89.1%	3,097	2,123	68.5%	6,608	5,500	83.2%	77.6%
SOGR	2,126	810	38.1%	1,205	424	35.1%	1,482	1,092	73.7%	583	570	97.7%	1,372	559	40.7%	51.0%
Service Improvement				6,353	4,300	67.7%	3,394	1,161	34.2%	3,467	1,554	44.8%	9,299	7,430	79.9%	64.2%
Growth Related	130	49	37.7%							1,721	1,304	75.7%	2,223	2,423	109.0%	92.7%
<b>Total</b>	<b>3,046</b>	<b>1,100</b>	<b>36.1%</b>	<b>9,467</b>	<b>6,485</b>	<b>68.5%</b>	<b>4,899</b>	<b>2,274</b>	<b>46.4%</b>	<b>8,869</b>	<b>5,550</b>	<b>62.6%</b>	<b>19,502</b>	<b>15,912</b>	<b>81.6%</b>	<b>68.4%</b>

Note - 2016 Projection based on the 2016 Q3 Capital Variance Report

- The chart above shows that the spending rate projected for 2016 will increase significantly when compared to the 5-year average spending rate. Major improvements in spending have occurred for equipment purchases, defibrillators, and construction of the new facility as explained further in this section.

- The low level of spending in 2012 was primarily due to technology projects that required unplanned testing and experienced staff shortages
- In 2014, the *Northwest District Multi-Function Station* project was delayed as a result of issues with the original site.
- Efforts have been made to better align budgeted cash flows with the Program's capacity to spend. The cash flows of all projects were analyzed to ensure the projects were ready to proceed and the cash flows reflected the projects' actual delivery schedules and timelines, while taking into consideration the Program debt targets and eligible Development Charge funding when establishing the annual cash flow budgets. Specifically, the following actions were taken:
  - The cash flows for the *Multi-Function Station #2 and #3* projects were accelerated to align with site preparation and project construction as the land has been purchased and the project is ready to proceed.
  - Radio Replacement project cash flows were accelerated by 1 year and the Defibrillator Replacement project by 2 years to align with their lifecycle replacement.
  - The cash flow budgets for equipment purchases were revised after taking into consideration the time required to prepare equipment specifications as well as delivery timelines, hence the Dispatch Console project cash flows were deferred by 1 year to better align with project timelines.
  - The cash flow funding for the Defibrillator Purchase in 2017 was canceled and funding redirected to offset increased cost and number of Power Stretchers required for Paramedic Services expanding Fleet.

#### *Paramedic Services Infrastructure Study*

- PS' 2016 Approved Capital Budget included a new project, *Paramedic Services Infrastructure Study* with funding of \$0.250 million over 2 years (\$0.100 million in 2016 and \$0.150 million in 2017) to undertake a "Multi-Function Station Plan" to determine the most economical and efficient way to convert Paramedic Services existing service delivery model to a new Multi-Function Station dispatch model.
  - The change to the new model is expected to provide several service delivery enhancements including the following:
    - Reduced non-productive time at the start and end of shift;
    - More reliable and consistent support and supervision for staff due to their central locations;
    - More efficient use of staff resources which will increase the productive time of Paramedics throughout their shifts leading to better response times.
    - Increased asset and inventory management controls resulting from centralization;
    - Improved compliance with regulatory cleaning and equipment maintenance standards; and
    - Ability for PS to efficiently implement the coroners' recommendation to have junior paramedics paired with senior paramedic staff in their first year of work.
  - PS' 45 geographically dispersed ambulance stations and service district centres will be subject to review as part of the long-term plan strategy to convert or replace some ambulance stations with smaller paramedic posts (vehicle bays for up to 2 ambulance vehicles) with many benefits as noted below:
    - Ambulance posts require a smaller footprint than regular ambulance stations as there is no requirement for staff parking.

- Eventual replacement of ambulance stations with smaller, more efficient ambulance posts will allow PS to have ambulances posted at more locations throughout the catchment area which will reduce response times.
- PS will explore the viability of adding ambulance posts to existing city properties in conjunction with other City properties, e.g., as part of community hubs.
- The study will also examine the possibility of divesting some of PS' regular ambulance stations and property holdings and re-investing the capital and operating savings into the development and construction of these multi-function stations and ambulance posts.
- The multi-function station model has been expanding in recent years in Ontario. Other municipalities such as Ottawa, Peel and York Paramedic Services have successfully implemented this deployment model.
- The Infrastructure Study is proceeding as planned and funding of \$0.150 million in 2017 will ensure Paramedic Services can continue to optimize the location of new stations and posts while identifying existing ambulance stations that could be disposed of to expedite the conversion process.

*Multi-Function Stations currently in the 2017-2026 Capital Budget and Plan*

- Toronto Paramedic Services' (PS) long term strategy focuses on migrating towards a "Multi-Function Facility System" versus the current stand-alone "Ambulance Station infrastructure".
- This involves construction of 4 or 5 multi-function stations, each with 20 or more garage bays, across Toronto.
- These multi-function stations will prepare all emergency paramedic and supervisory vehicles within their catchment zone for emergency deployment, providing improved flexibility in the scheduling and deployment of staff to respond to system demands, resulting in improved overall performance and service to the public.
- This strategy, while ensuring continued legislative and regulatory compliance with the Ambulance Act, will enable PS to better respond to the increasing emergency call demand in the community while achieving greater efficiencies in deploying paramedics across the City.
- The 2017-2026 Capital Budget and Plan includes 3 multi-function station projects as follows:
  - The *Northwest Multi-Function Station* project was approved in 2013 with a total project cost of \$15.505 million (including \$4.050 million for the cost of the land) and the 2017 Capital Budget includes \$1.000 million to complete it.
    - Issues with the original site delayed the project and an alternate site was identified and purchased in 2014. This project experienced further delays as the building permit was not issued until early in 2015 and encountered soil remediation issues that impacted the start of construction.
    - To date, the demolition and architectural design has been completed and construction of the facility is expected to be completed and become operational early in 2017.
    - The new site, 1300 Wilson Ave., is centrally located in the Keele Street and Highway 401 area that would allow for greater flexibility in staff scheduling and the deployment of ambulance vehicles within the vicinity, resulting in improved overall performance and service to the public.
    - The efficiencies and operating savings experienced by the Northwest District multi-function station will inform the design and function for the Multi-function station projects #2 and #3 with the expected construction to start towards the end of 2019 and 2025. These efficiencies and operating savings are under review and will be identified through the *Paramedic Services Infrastructure Study*.

- *Multi-Function Station #2 Project - \$15.550 million (2017, 2019-2022)*
  - The land has been purchased at 330 Progress Road that meets the specifications required for PS' second multi-function station. It is in the Northeast Scarborough area, close to highway access which meets PS' transportation requirements. The land has the capacity to build a station with double the capacity of the Northwest Multi-function Station at 1300 Wilson Station (see above).
  - The *Multi-Function Station #2 Project* includes funding of \$0.600 million in 2017 to speed up site preparation and project construction.
  
- *Multi-function Station#3 Project - \$13.810 million (2024-2026).*
  - The debt funding of \$4.000 million allocated to Multi-Function Station #3 for land purchase was reallocated to the Facility portion of the project in 2025 and 2026. PS is currently working with Real Estate Services to explore existing City's properties and therefore does not require funding for land purchase.
  - PS' key priority is to find a location in the City's southeast region, however, if a property is more readily available in the southwest portion of the city, then the 3rd multi-function station will be built in that area first.



# Appendices

## Appendix 1 2016 Performance

### 2016 Key Accomplishments

In 2016, Toronto Paramedic Services made significant progress and/or accomplished the following:

- ✓ Completed the *Defibrillator Replacement Project* (96 Units in 2016)

Continued progress on the following projects:

- ✓ 1300 Wilson Avenue Multi-Function Station substantially completed
- ✓ Power Stretcher purchases
- ✓ Additional Ambulances purchases (19 Units in 2016)
- ✓ Dispatch Console Project
- ✓ Ambulance Radios Replacement Project
- ✓ Multi-Function Station Study
- ✓ Mobile Data Communications Equipment Replacement
- ✓ Medical Equipment Replacements

### 2016 Financial Performance

#### 2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
19,502	8,539	43.8%	15,912	81.6%	3,590	18.4%

\* Based on 2016 Third Quarter Capital Variance Report

For additional information regarding the 2016 Q3 capital variances and year-end projections for Toronto Paramedic Services, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

### Impact of the 2016 Capital Variance on the 2017 Preliminary Capital Budget

- As a result of the delays in the capital projects, as described in the 2016 Q3 Capital Variance Report, funding of \$3.132 million is being carried forward to the 2017 Preliminary Capital Budget to continue the capital work.
- A detailed review of the 2017 – 2026 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for unique and major capital projects such as Dispatch Console Model, Radio and Defibrillator Replacement and Defibrillator Purchase, which are the major contributors to annual under expenditures.
- By realigning the cash flow funding to project schedule and timelines, the 2017 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

## Appendix 2

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
<b>Health &amp; Safety:</b>														
<i>Radio Infrastructure for Portable Coverage</i>	1,009		500					500						500
<i>Public access Defibrillator Program</i>	140		140					140						140
<i>Defibrillator Replacement Purchases (2022-2023)</i>	11,480	400						400						400
<i>Defibrillator Replacement Purchases (2015-2017)</i>	5,280								2,640	2,640				5,280
<i>Power Stretchers 2015-2017</i>	8,000		5,000					5,000						5,000
<i>Power Stretchers (Supplemental)</i>	1,750	200	1,350	400				1,950						1,950
<i>Power Stretchers (Replacements)</i>	8,000								1,600	1,600	1,600	1,600	1,600	8,000
<b>Sub-Total</b>	<b>35,659</b>	<b>600</b>	<b>6,990</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,990</b>	<b>4,240</b>	<b>4,240</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>21,270</b>
<b>State of Good Repair:</b>														
<i>Mobile Data Communications - Future Years</i>	3,100			500	300	300	300	1,400	300	300	500	300	300	3,100
<i>Mobile Data Communications - 2017</i>	300		300					300						300
<i>Mobile Data Communications - 2016</i>	300	200						200						200
<i>Dispatch Console Replacement</i>	1,500		550	950				1,500						1,500
<i>Ambulance Radio Replacement</i>	1,500	482	500					982						982
<i>Amulance Radio Replacement (Future Years)</i>	1,000				1,000			1,000						1,000
<i>Medical Equipment Replacement Program - 2016</i>	310	100						100						100
<i>Medical Equipment Replacement Program - 2017</i>	330		330					330						330
<i>Medical Equipment Replacement Program - Future Years</i>	3,145		330	330	330	330	330	1,320	350	350	375	375	375	3,145
<b>Sub-Total</b>	<b>11,485</b>	<b>782</b>	<b>1,680</b>	<b>1,780</b>	<b>1,630</b>	<b>630</b>	<b>630</b>	<b>7,132</b>	<b>650</b>	<b>650</b>	<b>875</b>	<b>675</b>	<b>675</b>	<b>10,657</b>
<b>Growth Related:</b>														
<i>North West District - Multi-Function Station</i>	15,505	1,500	1,000					2,500						2,500
<i>Multi-Function Station #2</i>	15,550		600		250	7,000	6,968	14,818	732					15,550
<i>Additional Ambulances (2017-2019)</i>	4,362	200	1,260	572	730			2,762						2,762
<i>Multi-Function Station #3</i>	13,810							-		500	4,000	9,310		13,810
<i>Ambulance Post Program</i>	2,000							-		200	455	1,345		2,000
<i>Paramedic Services Infrastructure Study</i>	250	50	150					200						200
<b>Sub-Total</b>	<b>51,477</b>	<b>1,750</b>	<b>3,010</b>	<b>572</b>	<b>980</b>	<b>7,000</b>	<b>6,968</b>	<b>20,280</b>	<b>732</b>	<b>200</b>	<b>955</b>	<b>5,345</b>	<b>9,310</b>	<b>36,822</b>
<b>Total</b>	<b>98,621</b>	<b>3,132</b>	<b>11,680</b>	<b>2,752</b>	<b>2,610</b>	<b>7,630</b>	<b>7,598</b>	<b>35,402</b>	<b>5,622</b>	<b>5,090</b>	<b>3,430</b>	<b>7,620</b>	<b>11,585</b>	<b>68,749</b>



## Appendix 3

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

CITY OF TORONTO

2017 Preliminary Capital Budget: 2018 to 2026 Preliminary Capital Plan

Gross Expenditures (\$000's)

Toronto Paramedic Services

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing		
<b>AMB908016 Power Stretchers</b>																								
5	1	Power Stretchers 2015-2017	CW	S2	01	5,200	0	0	0	0	5,200	0	5,200	0	0	0	0	0	0	0	5,200	0	5,200	
5	2	Power Stretchers - Replacements	CW	S6	01	0	0	0	0	0	0	8,000	8,000	0	0	8,000	0	0	0	0	0	0	8,000	
5	3	Power Stretchers (Supplemental)	CW	S3	01	1,350	400	0	0	0	1,750	0	1,750	0	0	1,400	0	0	0	0	350	0	1,750	
Sub-total						6,550	400	0	0	0	6,950	8,000	14,950	0	0	0	9,400	0	0	0	0	5,550	0	14,950
<b>AMB908017 Multi-Function Station #3</b>																								
1	2	Multi-Function Station #3 (FACILITY)	CW	S6	05	0	0	0	0	0	0	13,810	13,810	0	0	6,797	0	0	0	0	7,013	0	13,810	
Sub-total						0	0	0	0	0	0	13,810	13,810	0	0	6,797	0	0	0	0	0	7,013	0	13,810
<b>AMB908161 Paramedic Services Infrastructure Study</b>																								
1	1	Paramedic Services Infrastructure Study	CW	S2	05	200	0	0	0	0	200	0	200	0	0	0	0	50	0	0	150	0	200	
Sub-total						200	0	0	0	0	200	0	200	0	0	0	0	50	0	0	0	150	0	200
<b>AMB907827 North West District - Multi-Function Station</b>																								
1	1	NW District Multi-Function (FACILITY)	09	S2	05	2,500	0	0	0	0	2,500	0	2,500	0	0	250	0	0	0	0	2,250	0	2,500	
Sub-total						2,500	0	0	0	0	2,500	0	2,500	0	0	250	0	0	0	0	0	2,250	0	2,500
<b>AMB907920 Multi-Function Station #2</b>																								
1	2	Multi-Function Station #2 (FACILITY)	30	S5	05	600	0	250	7,000	6,968	14,818	732	15,550	0	0	6,275	0	0	0	0	9,275	0	15,550	
Sub-total						600	0	250	7,000	6,968	14,818	732	15,550	0	0	6,275	0	0	0	0	0	9,275	0	15,550
<b>AMB908160 Ambulance Post Program</b>																								
1	1	Ambulance Post Program (2023-2025)	CW	S6	05	0	0	0	0	0	0	2,000	2,000	0	0	251	0	0	0	0	1,749	0	2,000	
Sub-total						0	0	0	0	0	0	2,000	2,000	0	0	251	0	0	0	0	0	1,749	0	2,000
<b>AMB000137 Mobile Data Communications</b>																								
2	9	Mobile Data Communications - Future years	CW	S6	03	0	500	300	300	300	1,400	1,700	3,100	0	0	0	0	0	0	0	3,100	0	3,100	
2	16	Mobile Data Communications - 2016	CW	S2	03	200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	200	
2	17	Mobile Data Communications - 2017	CW	S4	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300	
Sub-total						500	500	300	300	300	1,900	1,700	3,600	0	0	0	0	200	0	0	3,400	0	3,600	
<b>AMB906057 Radio Infrastructure for Portable Coverage</b>																								
2	6	Portable Radio Replacements	CW	S2	01	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	



**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

<b>Toronto Paramedic Services</b>						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
<u>Sub-Project No.</u>	<u>Project Name</u>	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital				Debt -	Total						
Priority	SubProj No.	Sub-project Name				2017-2021	2022-2026	2017-2026	Grants and Subsidies	Subsidy	Charges	Funds	from Current	Other 1	Other2	Debt	Recoverable	Financing						
Financed By:																								
		Development Charges				1,256	57	250	4,570	1,455	7,588	7,048	14,636	0	0	0	0	0	14,636					
		Reserves (Ind. "XQ" Ref.)				1,970	730	330	330	330	3,690	15,105	18,795	0	0	0	0	0	18,795					
		Capital from Current				250	0	0	0	0	250	0	250	0	0	0	0	0	250					
		Debt				11,336	1,965	2,030	2,730	5,813	23,874	11,194	35,068	0	0	0	35,068	0	35,068					
<b>Total Program Financing</b>						<b>14,812</b>	<b>2,752</b>	<b>2,610</b>	<b>7,630</b>	<b>7,598</b>	<b>35,402</b>	<b>33,347</b>	<b>68,749</b>	<b>0</b>	<b>0</b>	<b>14,636</b>	<b>18,795</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>35,068</b>	<b>0</b>	<b>68,749</b>

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2018 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## Appendix 4

### 2017 Cash Flow and Future Year Commitments

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Toronto Paramedic Services**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>AMB000137 Mobile Data Communications</u>																									
2	16	Mobile Data Communications - 2016	CW	S2	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200		
2	17	Mobile Data Communications - 2017	CW	S4	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300		
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	200	0	0	300	0	500	
<u>AMB906057 Radio Infrastructure for Portable Coverage</u>																									
2	6	Portable Radio Replacements	CW	S2	01	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500		
2	7	Dispatch Console Replacement	CW	S5	03	550	950	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500	0	1,500		
2	8	Ambulance Radio Replacement	CW	S2	03	982	0	0	0	0	982	0	982	0	0	0	0	0	0	0	982	0	982		
Sub-total						2,032	950	0	0	0	2,982	0	2,982	0	0	0	0	0	0	0	0	2,982	0	2,982	
<u>AMB906058 Public Access Defibrillator Program</u>																									
4	6	Public Access Defibrillator Replacements	CW	S4	01	140	0	0	0	0	140	0	140	0	0	0	140	0	0	0	0	0	140		
Sub-total						140	0	0	0	0	140	0	140	0	0	0	140	0	0	0	0	0	0	140	
<u>AMB907094 Defibrillator Replacement Purchases</u>																									
5	2	Defibrillator Replacement Purchases 2015-2017	CW	S2	01	400	0	0	0	0	400	0	400	0	0	0	400	0	0	0	0	0	400		
Sub-total						400	0	0	0	0	400	0	400	0	0	0	400	0	0	0	0	0	0	400	
<u>AMB907787 Medical Equipment Replacement Program</u>																									
5	5	Medical Equipment Replacement - 2016	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100		
5	6	Medical Equipment Replacement - 2017	CW	S4	03	330	0	0	0	0	330	0	330	0	0	0	330	0	0	0	0	0	330		
Sub-total						430	0	0	0	0	430	0	430	0	0	0	430	0	0	0	0	0	0	430	
<u>AMB907827 North West District - Multi-Function Station</u>																									
1	1	NW District Multi-Function (FACILITY)	09	S2	05	2,500	0	0	0	0	2,500	0	2,500	0	0	250	0	0	0	0	0	2,250	0	2,500	
Sub-total						2,500	0	0	0	0	2,500	0	2,500	0	0	250	0	0	0	0	0	0	2,250	0	2,500
<u>AMB907920 Multi-Function Station #2</u>																									
1	2	Multi-Function Station #2 (FACILITY)	30	S5	05	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600	
Sub-total						600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	0	0	600	0	600
<u>AMB907921 Additional Ambulances (2017-2019 @9 vehicles/</u>																									
3	1	Additional Ambulances (2016)	CW	S2	05	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	



**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

<b>Toronto Paramedic Services</b>						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By						
<u>Sub-Project No.</u>	<u>Project Name</u>	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital			Debt -	Total	
Priority	SubProj No.	Sub-project Name				2017-2021	2022-2026	2017-2026	Grants and Subsidies	Subsidy	Charges	Funds	from Current	Other 1	Other2	Recoverable Debt	Financing	
Financed By:																		
		Development Charges				1,256	0	1,256	0	0	1,256	0	0	0	0	0	0	1,256
		Reserves (Ind. "XQ" Ref.)				1,970	400	2,370	0	0	0	2,370	0	0	0	0	0	2,370
		Capital from Current				250	0	250	0	0	0	0	250	0	0	0	0	250
		Debt				11,336	950	12,286	0	0	0	0	0	0	0	12,286	0	12,286
<b>Total Program Financing</b>						14,812	1,350	16,162	0	0	1,256	2,370	0	250	0	0	12,286	0

- Status Code Description**
- S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)
  - S3 S3 Prior Year - Change of Scope 2017 and/or Future Year Cost\Cashflow)
  - S4 S4 New - Stand-Alone Project (Current Year Only)
  - S5 S5 New (On-going or Phased Projects)

- Category Code Description**
- 01 Health and Safety C01
  - 02 Legislated C02
  - 03 State of Good Repair C03
  - 04 Service Improvement and Enhancement C04
  - 05 Growth Related C05
  - 06 Reserved Category 1 C06
  - 07 Reserved Category 2 C07



## Appendix 5

### 2017 Preliminary Capital Budget with Financing Detail



(Phase 2) 12-Toronto Paramedic Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**

**Toronto Paramedic Services  
Sub-Project Summary**

Project/Financing				2017	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>5</b>	<b>AMB907787</b>	<b>Medical Equipment Replacement Program</b>													
5		5 Medical Equipment Replacement - 2016	01/01/2016	12/31/2016	100	0	0	0	100	0	0	0	0	0	0
5		6 Medical Equipment Replacement - 2017	01/01/2017	12/31/2017	330	0	0	0	330	0	0	0	0	0	0
<b>Project Sub-total:</b>					<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Program Total:</b>					<b>14,812</b>	<b>0</b>	<b>0</b>	<b>1,256</b>	<b>1,970</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>11,336</b>	<b>0</b>

**Status Code Description**  
 S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

**Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04  
 05 Growth Related C05  
 06 Reserved Category 1 C06  
 07 Reserved Category 2 C07

### Appendix 6

#### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Equipment Reserve (XQ1019)	Beginning Balance	819	819	774	1,469	2,564	3,659	4,754	2,289	(176)	(26)	124	
	Withdrawals (-)												
	Medical Equipment Replacement		(330)	(330)	(330)	(330)	(330)	(350)	(350)	(375)	(375)	(375)	(3,475)
	Replacement of Defibrillators							(2,640)	(2,640)				(5,280)
	Power Stretchers - Replacement of Power Public Access Defibrillator		(1,000)	(400)				(1,600)	(1,600)	(1,600)	(1,600)	(1,600)	(1,400)
			(140)										(8,000)
													(140)
	<b>Total Withdrawals</b>		<b>(1,470)</b>	<b>(730)</b>	<b>(330)</b>	<b>(330)</b>	<b>(330)</b>	<b>(4,590)</b>	<b>(4,590)</b>	<b>(1,975)</b>	<b>(1,975)</b>	<b>(1,975)</b>	<b>(18,295)</b>
	Contributions (+)												
	Interest Income		1,425	1,425	1,425	1,425	1,425	2,125	2,125	2,125	2,125	2,825	18,450
	<b>Total Contributions</b>		<b>1,425</b>	<b>1,425</b>	<b>1,425</b>	<b>1,425</b>	<b>1,425</b>	<b>2,125</b>	<b>2,125</b>	<b>2,125</b>	<b>2,125</b>	<b>2,825</b>	<b>18,450</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>819</b>	<b>774</b>	<b>1,469</b>	<b>2,564</b>	<b>3,659</b>	<b>4,754</b>	<b>2,289</b>	<b>(176)</b>	<b>(26)</b>	<b>124</b>	<b>974</b>	<b>155</b>

\* Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
PS Development Charge Reserve (XR2119)	Beginning Balance	1,677	1,677	1,722	2,988	4,079	859	767	2,139	3,338	4,214	3,696	
	Withdrawals (-)												
	NW District Multi-function Station		(250)										(250)
	Additional Ambulances (2017-2019)		(1,006)	(57)									(1,063)
	Multi-function Station #2 (LAND & Facility)				(250)	(4,570)	(1,455)						(6,275)
	Multi-function Station #3 (LAND & Facility)									(500)	(1,945)	(4,352)	(6,797)
	Ambulance Post Program								(200)	(51)			(251)
	<b>Total Withdrawals</b>		<b>(1,256)</b>	<b>(57)</b>	<b>(250)</b>	<b>(4,570)</b>	<b>(1,455)</b>	<b>-</b>	<b>(200)</b>	<b>(551)</b>	<b>(1,945)</b>	<b>(4,352)</b>	<b>(14,636)</b>
	Contributions (+)												
	Interest Income		1,301	1,323	1,341	1,350	1,363	1,372	1,399	1,427	1,427	1,427	13,730
	<b>Total Contributions</b>		<b>1,301</b>	<b>1,323</b>	<b>1,341</b>	<b>1,350</b>	<b>1,363</b>	<b>1,372</b>	<b>1,399</b>	<b>1,427</b>	<b>1,427</b>	<b>1,427</b>	<b>13,730</b>
<b>Other Program/Agency Net Withdrawals (-) and Contributions (+)</b>													
<b>Total Reserve Fund Balance at Year-End</b>		<b>1,677</b>	<b>1,722</b>	<b>2,988</b>	<b>4,079</b>	<b>859</b>	<b>767</b>	<b>2,139</b>	<b>3,338</b>	<b>4,214</b>	<b>3,696</b>	<b>771</b>	<b>(906)</b>

\* Based on the 2016 Q3 Variance Report