

Toronto 2017 BUDGET



CAPITAL BUDGET NOTES



Toronto Fire Services

2017 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Fire Services (TFS) is dedicated to protect life, property and the environment from the effects of fires, illnesses, accidents, natural disasters and other hazards.

TFS currently operates 83 fire stations and 10 support facilities with a total area of approximately 803,825 sq. ft. with an estimated replacement value of \$401.912 million.

Fire Services' 10-Year Capital Plan of \$45.987 million provides funding for Health and Safety upgrades that includes replacement of equipment such as portable radios, mobile radios, personal protective equipment, defibrillators and CBRNE equipment.

Funding is also included for State of Good Repair that addresses facility repairs, provides Burn-Houses technology and emergency workstation console replacements.

As well, Growth Related projects enable the construction of 3 new fire stations based on forecasted population density and associated emergency response times and upgrades to an existing training facility so fire fighter training can be maintained 12 months a year.

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CONTACTS

Program:

Matthew Pegg

Fire Chief (I)

Tel: (416) 338-9051

Email: matthew.peg@toronto.ca

Corporate:

Ritu Sadana

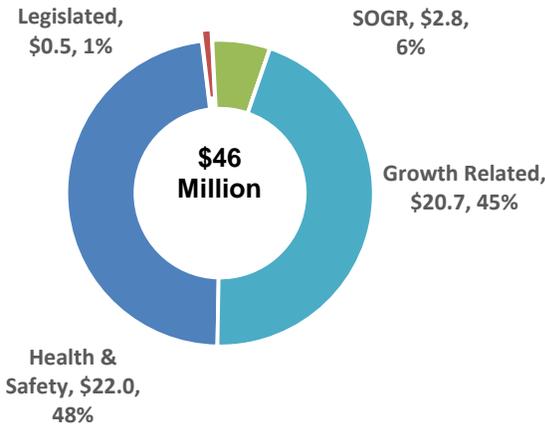
Manager, Financial Planning

Tel: (416) 395-6449

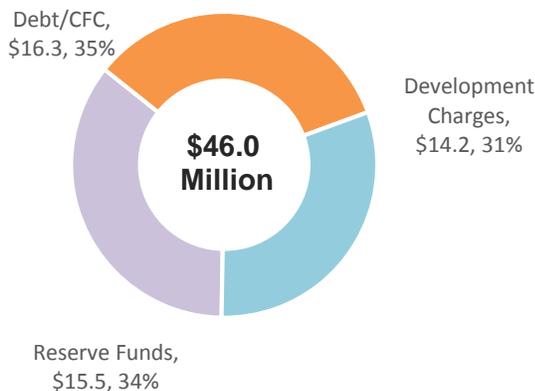
E-Mail: rsadana@toronto.ca

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 \$45.987 million provides funding for:

- Health & Safety projects include the replacement of personal protection equipment, radio equipment, defibrillators, safety and other emergency protective equipment
- Legislated projects include funding for the replacement of emergency response equipment required by the HUSAR team.
- SOGR projects that include burn house repairs and training centre upgrades; training equipment replacement; a workstation console replacement; and the Fire Prevention Office Space Accommodation project which will redesign and renovate existing work spaces.
- Growth related projects fund the construction of 3 new fire stations and the renovation of an existing facility which will allow full-year training of fire fighters.

Where the money comes from:

The Preliminary 10-Year Capital Plan is funded as follows:

- Debt funding of \$16.273 million comprises 35.4% of total funding which is above the debt guideline by \$1.235 million, as new debt funding was allocated to 2 projects after a City-wide review of unmet capital priorities.
- Development Charge funding of \$14.200 million or 30.9% is available to fund new fire stations, based on the portion of these projects that are eligible for growth related funding.
- Reserve/Reserve funding of \$15.514 million or 33.7% is provided from two reserves: the Equipment Reserve Fund, and the Capital Financing Reserve.

State of Good Repair Backlog

- The 10-Year Capital Plan does not include funding to address the state of good repair backlog for TFS facilities, as asset management capital funding was transferred to Facilities Management & Real Estate (FREEE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.
- Facilities, Real Estate, Environment & Energy's 10-Year Capital Plan includes \$27.168 million over 10 years to address Fire Services' SOGR backlog for facilities occupied by TFS, which is estimated at \$117.054 million or 29.1% as a percentage of asset value of \$401.912 million by 2026.
- TFS does not have a state of good repair backlog for its equipment as the equipment is replaced according to TFS' Equipment Replacement schedule which is required to maintain service continuity, staff safety and regulatory compliance.

Our Key Issues & Priority Actions

- **Evaluate existing infrastructure as** a number of Fire Services facilities are incapable of meeting the needs of Fire Services operations without significant renovation, expansion or relocation.
 - ✓ TFS will utilize the Predictive Modelling and CFAI accredited risk assessment tools to conduct a review of the strategic placement of fire stations to reflect the City’s anticipated growth and development. This ongoing review will inform new station locations and facility renewal funding strategies.
 - ✓ Comprehensive building assessment audits for all TFS facilities have been completed. An evaluation of the audits will determine feasibility of renovating versus replacement and will be completed in coordination with the Chief Corporate Officer.
- **Continue to deliver efficiencies** through leveraging investments in technology enhancements, including Dynamic Staging/ Predictive Modelling and Mobile Workstation Network Enhancement projects, which continue to enhance the day-to-day operations and enabled TFS to flat-line growth that would have otherwise been necessary without the deployment of these tools.

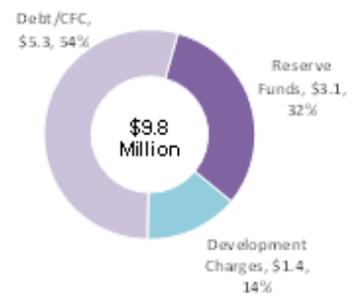


2017 Capital Budget Highlights

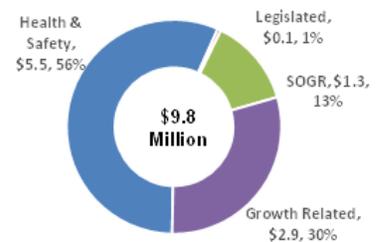
The 2017 Preliminary Capital Budget for Fire Services of \$9.802 million, excluding carry forward funding, will:

- Continue the next phase of the 2 multi-year projects which include the Training Simulators and Facilities Rehabilitation project and the HUSAR Equipment project (\$0.150 million);
- Begin new projects, which include the Replacement of Portable Radios; the East/ West Burn Houses Wall Flame Protection; and the Firefighter Helmet Multi-year Replacement project; Fire Prevention Office Space Accommodation.
- Complete 3 capital projects, including replacement of the Chemical, Biological, Radiological, Nuclear & Explosive (CBRNE) equipment; purchase of gas meters for fire investigators; and replacement of the Emergency Fire Communication Workstation Consoles (\$0.740 million).
- Continue the construction of two previously approved fire station projects, Station A (Woodbine), and Station B (Downsview) (\$2.912 million)

By Funding Source



2017 Capital Budget By Project Category



Actions for Consideration

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

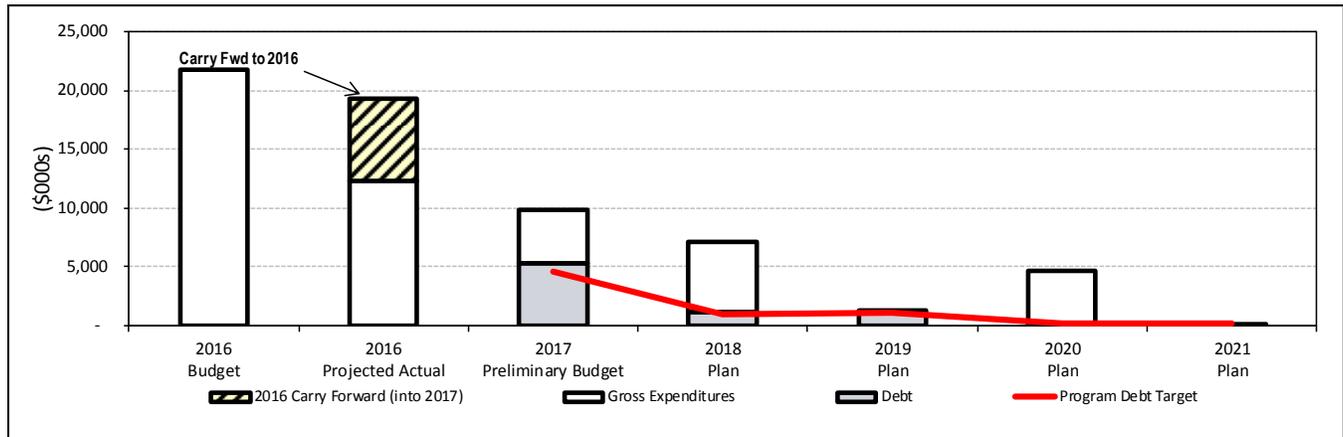
1. City Council approve the 2017 Preliminary Capital Budget for Toronto Fire Services with a total project cost of \$6.650 million, and 2017 cash flow of \$16.868 million and future year commitments of \$5.614 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 6 new / change in scope sub-projects with a 2017 total project cost of \$6.650 million that requires cash flow of \$6.150 million in 2017 and future year cash flow commitments of \$0.300 million for 2018; and 0.200 million for 2019;
 - ii. 5 previously approved sub-projects with a 2017 cash flow of \$2.932 million; and future year cash flow commitments of \$5.114 million for 2018;
 - iii. 1 previously approved sub-project with carry forward funding from 2015 and prior years requiring 2017 cash flow of \$0.720 million that requires Council to reaffirm its commitment; and
 - b) 2016 approved cash flow for 12 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$7.066 million.
2. City Council approve the 2018 - 2026 Preliminary Capital Plan for Toronto Fire Services \$30.571 million in project estimates, comprised of \$1.750 million for 2018; \$1.150 million for 2019; \$4.650 million for 2020; \$0.150 million for 2021; \$0.150 million for 2022; \$9.286 million for 2023; \$9.118 million for 2024; \$2.717 million for 2025 and \$1.600 million in 2026.
3. City Council consider the operating costs of \$3.241 million net in 2018; \$1.410 million net in 2019; and \$0.081 million net in 2020 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 and future year operating budgets.



Part 1:

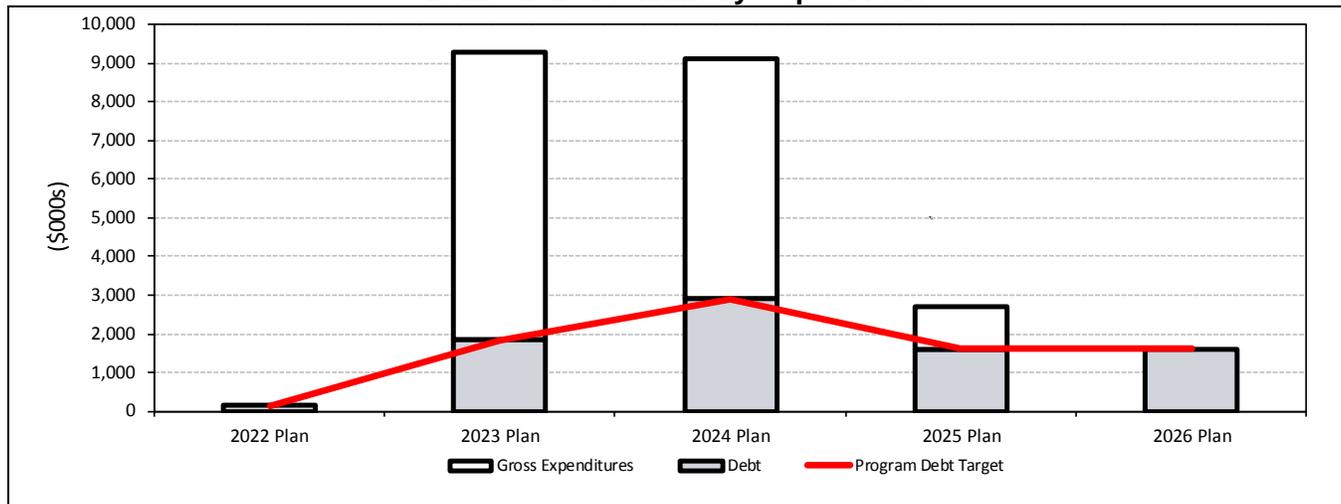
Preliminary 10-Year Capital Plan

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



		2017 Prelim. Capital Budget and 2018 - 2021 Prelim. Capital Plan							5-Year Total Percent		
		2016		2017	2018	2019	2020	2021	2017 - 2021		
		Budget	Projected Actual								
Gross Expenditures:											
2016 Capital Budget & Approved FY Commitments		21,739	12,239	6,065	170					6,235	27.0%
Changes to Approved FY Commitments				(3,133)	4,944					1,811	7.8%
2017 New/Change in Scope and Future Year Commitments				6,150	300	200				6,650	28.8%
2018 - 2021 Capital Plan Estimates					1,750	1,150	4,650	150		7,700	33.3%
2-Year Carry Forward for Reapproval											
1-Year Carry Forward to 2017			7,066	720						720	3.1%
Total Gross Annual Expenditures & Plan		21,739	7,066	9,802	7,164	1,350	4,650	150	23,116	100.0%	
Program Debt Target				4,528	920	1,150	150	150	6,898		
Financing:											
Debt				5,278	1,220	1,350	150	150	8,148	35.2%	
Reserves/Reserve Funds				3,144	1,432		4,500			9,076	39.3%
Development Charges				1,380	4,512					5,892	25.5%
Provincial/Federal										-	
Debt Recoverable										-	
Other Revenue										-	
Total Financing		-		9,802	7,164	1,350	4,650	150	23,116	100.0%	
By Project Category:											
Health & Safety				5,490	1,470	200	4,500			11,660	50.4%
Legislated				50	50	50	50	50		250	1.1%
SOGR				1,350	700	100	100	100		2,350	10.2%
Service Improvement										-	
Growth Related				2,912	4,944	1,000				8,856	38.3%
Total by Project Category		-		9,802	7,164	1,350	4,650	150	23,116	100.0%	
Asset Value (\$) at year-end		401,912									
Yearly SOGR Backlog Estimate (not addressed by current plan)											
Accumulated Backlog Estimate (end of year)											
Backlog: Percentage of Asset Value (%)											
Debt Service Costs				79	572	157	148	19		975	
Operating Impact on Program Costs				-	3,241	1,410	81	1		4,733	
New Positions						42					

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



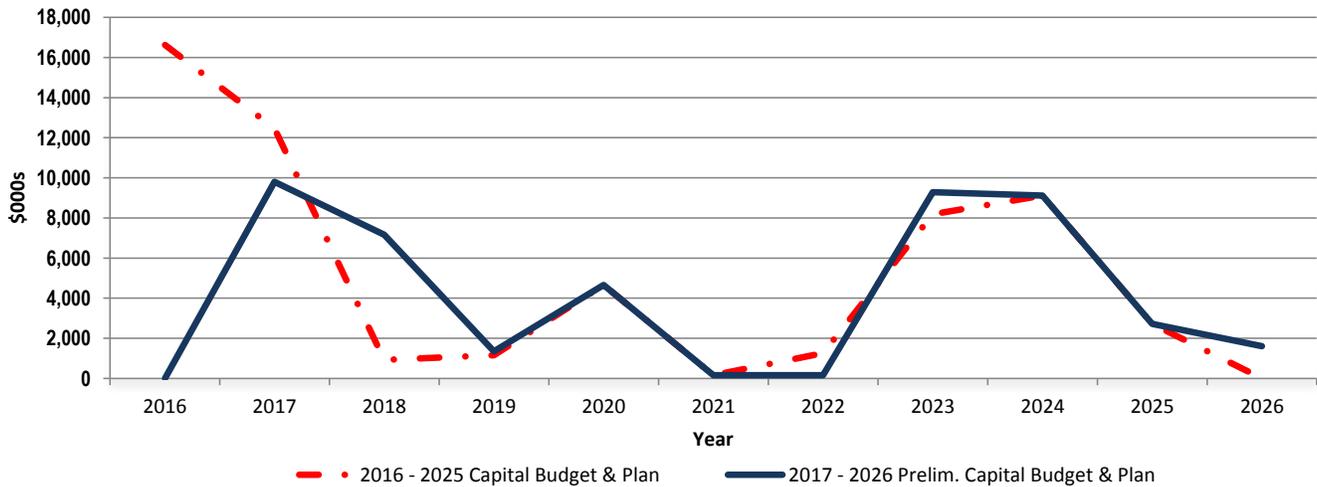
	2022 - 2026 Preliminary Capital Plan						10-Year Total Percent
	2022	2023	2024	2025	2026	2017 - 2026	
Gross Expenditures:							
2016 Capital Budget & Approved FY Commitments						6,235	13.6%
Changes to Approved FY Commitments						1,811	3.9%
2017 New/Change in Scope and Future Year Commitments						6,650	14.5%
2022 - 2026 Capital Plan Estimates	150	9,286	9,118	2,717	1,600	30,571	66.5%
2-Year Carry Forward for Reapproval						720	1.6%
Total Gross Annual Expenditures & Plan	150	9,286	9,118	2,717	1,600	45,987	100.0%
Program Debt Target	150	1,846	2,914	1,615	1,615	15,038	
Financing:							
Debt	150	1,846	2,914	1,615	1,600	16,273	35.4%
Reserves/Reserve Funds		3,800	2,638			15,514	33.7%
Development Charges		3,640	3,566	1,102		14,200	30.9%
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
Total Financing	150	9,286	9,118	2,717	1,600	45,987	100.0%
By Project Category:							
Health & Safety		3,800	5,050		1,450	21,960	47.8%
Legislated	50	50	50	50	50	500	1.1%
SOGR	100	100	100	100	100	2,850	6.2%
Service Improvement							
Growth Related		5,336	3,918	2,567		20,677	45.0%
Total by Project Category	150	9,286	9,118	2,717	1,600	45,987	100.0%
Asset Value(\$) at year-end	-	-	-	-	-	-	
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)	-	-	-	-	-	-	
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	19	53	256	345	205	1,853	
Operating Impact on Program Costs						4,733	
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 \$11.253 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$11.253 million or 19.7% 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	16,634	12,465	920	1,150	4,650	150	1,250	8,186	9,118	2,717		57,240
2017 - 2026		9,802	7,164	1,350	4,650	150	150	9,286	9,118	2,717	1,600	45,987
Change %		(21.4%)	678.7%	17.4%	0.0%	0.0%	(88.0%)	13.4%	0.0%	0.0%		(19.7%)
Change \$		(2,663)	6,244	200	0	0	(1,100)	1,100	0	0	1,600	(11,253)

As made evident in the chart above, the \$11.253 million decrease in the Capital Program reflects a decrease of \$15.034 million due to fewer capital projects planned for 2026 and an increase in capital funding of \$3.781 million for the nine common years of the Capital Plan, due to additional debt funding allocated to 2 new projects.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Capital Plan, specifically the \$3.781 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Fire Services' capital projects based on the revised construction timelines and the reassessment of the serviceability of existing equipment, as well as the addition of 2 new projects.

A summary of project changes for the years 2017 to 2025 totalling \$3.781 million is 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	16,634	12,465	920	1,150	4,650	150	1,250	8,186	9,118	2,717		40,606
2017 - 2026 Prelim. Capital Budget & Plan		9,802	7,164	1,350	4,650	150	150	9,286	9,118	2,717	1,600	44,387
Capital Budget & Plan Changes (2017 - 2025)		(2,663)	6,244	200	-	-	(1,100)	1,100	-	-	-	3,781

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
Previously Approved													
Station A - Woodbine	8,342	(2,633)	2,633								-		8,342
Station B - Downsview	9,885	220	2,311								2,531		9,885
Defibrillators Lifecycle Replacement	2,100	(1,000)	1,000				(1,100)	1,100			-		2,100
Replacement of HUSAR Equipment	50										-	50	450
Training Simulators & Facilities Rehabilitation	100										-	100	1,000
Total Previously Approved	20,477	(3,413)	5,944	-	-	-	(1,100)	1,100	-	-	2,531	150	21,777
New													
Helmet Replacement		300	300	200							800		800
Fire Prevention Office Space Accommodation		450									450		450
Thermal Imaging Cameras - Lifecycle Replacement											-	1,450	1,450
Total New		750	300	200	-	-	-	-	-	-	1,250	1,450	2,700
Total Changes	20,477	(2,663)	6,244	200	-	-	(1,100)	1,100	-	-	3,781	1,600	24,477

Significant Capital Project Changes in Toronto Fire 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:

Deferrals/Accelerations

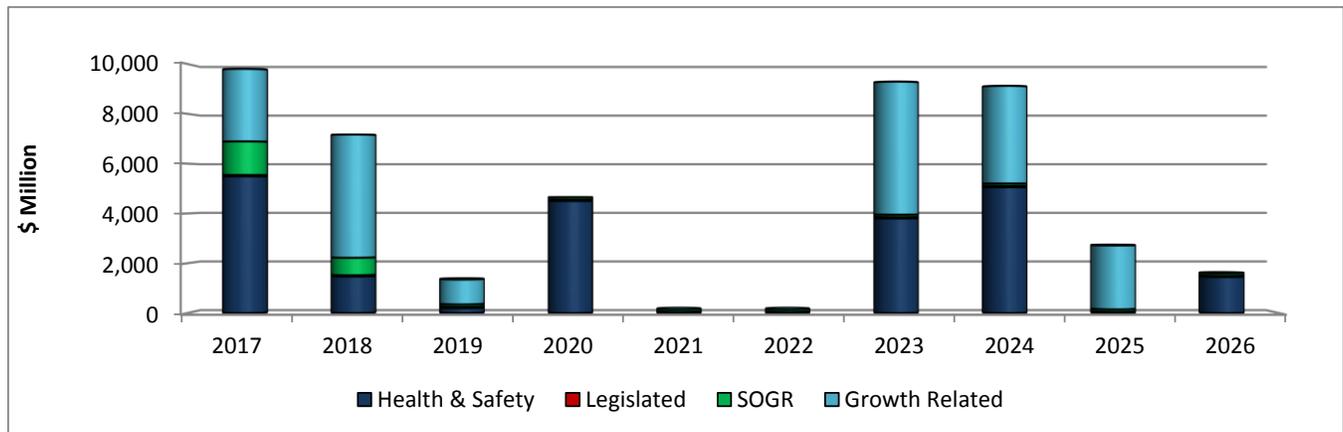
- *Station A Woodbine:* – The cash flow funding has been deferred from 2017 to 2018 based on a revised construction schedule.
- *Station B Downsview* – Due to site approval delays, the cash flow spending has been spread over 2 years to align with the project's readiness.
- *Defibrillators Lifecycle Replacement* – The cash flow has been deferred by 1 year as it has been determined that the current equipment can provide service for an additional year.

New Projects

- New debt funding was added for 2 new Health and Safety and SOGR capital projects:
 - *Helmet Replacement* - \$0.800 million, National Fire Prevention Association (NFPA) 1851 standard requires the replacement of personal protective equipment after 10 years from the date of manufacture, with the last helmet roll-out in 2005-06.
 - *Fire Prevention Office Space Accommodation project* - \$0.450 million is provided to redesign and renovate the existing work space locations: 77 Elizabeth Street; 59 Curlew Avenue; and 10 William Carson Crescent. The renovation is required to accommodate the recent addition of fire prevention and public education staff, which has resulted in overcrowding of the existing work locations.

2017 – 2026 Preliminary Capital Plan

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



As illustrated in the chart above, the Preliminary 10-Year Capital Plan for Toronto Fire Services of \$45.987 million provides 48.8% for Health & Safety and Legislative mandated projects, and 45% for Growth Related projects as priorities. State of Good Repair (SOGR) projects represent the remaining 6.2% over the 10-year period.

- Health and Safety and Legislated projects account for \$21.960 million with higher spending levels in 2017 and 2020, as well as in 2023 to 2024 reflecting the scheduled replacement of portable radios, defibrillators and protective equipment used by fire fighters. Significant purchases include the replacement of portable radios scheduled for 2017 and 2024 for \$10.050 million, with \$4.500 million for personal protective equipment replacement scheduled for 2020.
- Growth Related projects account for \$20.677 million of the funding, primarily to complete the construction of two new fire stations for \$7.856 million in years 2017 and 2018, with the construction of the 3rd new fire station for \$11.821 million scheduled to begin in 2023. For 2019, \$1.000 million is scheduled for the retrofit of the East Training building to allow full year training activities.
- State of Good Repair projects require \$2.850 million primarily for the *Fire Prevention Office Space Accommodation* project for \$0.450 million; and the *Emergency Communication Workstation Console Replacement* for \$0.550 million with both projects funded in 2017. The Capital Plan also includes funding for repairs to TFS' training facilities (burn houses) of \$1.850 million required throughout the 10-year horizon.

The following table provides details by project category within the 2017 – 2026 Preliminary Capital Budget and Plan for Toronto Fire Services

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

	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
Total Expenditures by Category													
Health & Safety													
Replacement of Portable Radios-2017 & 2024		5,000							5,050			10,050	10,050
Personal Protection Equipment Replacement-2020					4,500							4,500	4,500
Defibrillators Lifecycle Replacement-2018 & 2023			1,000					1,100				2,100	2,100
Mobile Radios Lifecycle Replacement -2023								2,700				2,700	2,700
Purchase of Gas Meters for Fire Investigators	50	20										20	70
Replacement of CBRNE Equipment	170	170	170									340	510
Thermal Imaging Cameras											1,450	1,450	1,450
Helmet Replacement		300	300	200								800	800
Sub-Total	220	5,490	1,470	200	4,500	-	-	3,800	5,050	-	1,450	21,960	22,180
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	500	500
Sub-Total		50	50	50	50	50	50	50	50	50	50	500	500
State of Good Repair													
Emergency Fire Communication Workstation Console Replacement	50	550										550	600
The East/West Burn-House Technology Replacement			200									200	200
Existing East Training Bldg Extended bays			400									400	400
Training Simulators & Facilities Rehab		100	100	100	100	100	100	100	100	100	100	1,000	1,000
East West Burn-House Wall Flame Protection			250									250	250
Fire Prevention Office Space Accommodation			450									450	450
Sub-Total	50	1,350	700	100	100	100	100	100	100	100	100	2,850	2,900
Growth Related													
Station B -Downsview	6,854	720	2,311									3,031	9,885
Station G Sunnybrook								5,336	3,918	2,567		11,821	11,821
Station A - Woodbine	3,494	2,192	2,633									4,825	8,319
East Training - New Building on the Fire Ground				1,000								1,000	1,000
Sub-Total	10,348	2,912	4,944	1,000	-	-	-	5,336	3,918	2,567	-	20,677	31,025
Total Expenditures by Category (excluding carry forward)	10,618	9,802	7,164	1,350	4,650	150	150	9,286	9,118	2,717	1,600	45,987	56,605

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Training Simulators & Facilities Rehab)

2017 – 2026 Capital Projects

The Preliminary 10-year Capital Plan supports Toronto Fire Services' capital strategy to address the service gaps within the community which drive the need for new fire stations, the use of the latest technology to better respond to emergency calls and the lifecycle requirements of fire stations, training facilities and equipment.

Health and Safety

- Health and Safety projects account for \$21.960 million or 47.8% of the total 10-year Capital Plan's expenditures.
 - Replacement project funding is included for portable radios (\$10.050 million), personal protection Equipment (bunker suits, \$4.500 million); defibrillators (\$2.100 million), and mobile radios (\$2.700 million).
 - *Purchase of Thermal Imaging Cameras (TIC) (\$1.450 million)* for lifecycle replacement. The TIC devices translates thermal energy (heat) into visible light and enables firefighters to analyze objects through smoke. The use of TICs by TFS will measurably improve firefighter safety, public safety, and reduction of property loss and general efficiency of fire ground emergency operations.
 - *Purchase of Helmet Replacement (\$0.800 million)* required by NFPA every 10 years from the date of manufacture.
 - *Purchase of Chemical, Biological, Radiological, Nuclear & Explosive CBRNE Equipment (\$0.340 million)* which can detect the presence of unknown CBRNE substances.
 - *Purchase of 6 Gas Meters for Fire investigators (\$0.020 million)* required for fire investigators.

Legislated

- The Legislated project included in the 10-year Capital Plan provides annual funding of \$0.050 million or total funding of \$0.500 million over the 10-year period for the continued replacement of emergency response equipment required by Fire Services' HUSAR team.

State of Good Repair (SOGR)

- SOGR projects account for \$2.850 million or 6.2% of the total 10-year Capital Plan's expenditures, with the funding allocated to the following SOGR capital projects:
 - *Training Simulators / Facilities Rehabilitation* project (\$1.000 million) includes annual cash flows of \$0.100 million for the capital maintenance of the East & West Burn-houses training simulators and other training facilities. These burn-houses are used continually in live fire training exercises. High temperature exposure and flame impingement causes deterioration of concrete, steel and brick *components, protection panels and burns pads that need remediation.*
 - *Emergency Fire Communication Workstation Console Replacement* project (\$0.550 million) will fund the replacement of emergency dispatch consoles to address ergonomic issues, technology, workflow and workspace requirements in TFS' 24/7 Communications Dispatch Centre.
 - *Fire Prevention Office Space Accommodation* project (\$0.450 million) to redesign and renovate the existing work space at 3 locations, which is required to accommodate the recent addition of fire prevention and public education staff and to address the issue of overcrowding.
 - *East/West Burn Houses – Wall Flame Protection* project (\$0.250 million) will fund the repair of existing wall protection in the East and West Burn Houses as concrete spalling was observed during the recent structural audit conducted on the facility.
 - *East Training Bldg – Garage Bay Extension* project (\$0.400 million) will fund the extension of garage bays in the existing facility to accommodate the storage of aerials and pumpers used for training especially during the winter season. Inside storage will ensure trucks are in good condition to maximize the use of these trucks for staff training.
 - *Burn House Burners/Technology Replacement* project (\$0.200 million) is required for the replacement of burn-house & simulators at the Toronto Fire Academy. The project will ensure year round training of newly hired fire fighters in the basic skills of firefighting and seasoned fire fighters to maintain their learned skills and to develop new techniques and tactics.

Growth Related

- Growth Related projects total \$20.677 million or 45.0% of the total 10-Year Capital Plan's expenditures.
 - The *Station B (Downsview)* project (\$3.031 million) will provide funding to complete the construction of a new fire station (2013-2018) as recommended by the KPMG report of 1999 and Toronto Fire Services' (TFS) Master Plan 2007.
 - The *Station A (Woodbine)* project (\$4.825 million) will provide funding to complete the construction of a new fire station in the Woodbine Racetrack at Hwy 27 and Rexdale that will allow Fire Services to respond to emergency calls with a four-minute road response time in 90% of instances. Funding of \$3.517 million was approved in 2014 for the purchase of land and the initial design and preparation of the site.
 - The *East Training – New Building of the Fire Ground* project (\$1.000 million) requires funding to provide a climate controlled facility to *ensure 12 months of continuous fire fighter training.*
 - The *Station G (Sunnybrook)* project (\$11.821 million) is a new fire station scheduled to begin in 2023 to address the gaps in service levels in the Sunnybrook area.

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 for projects previously approved by Council; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

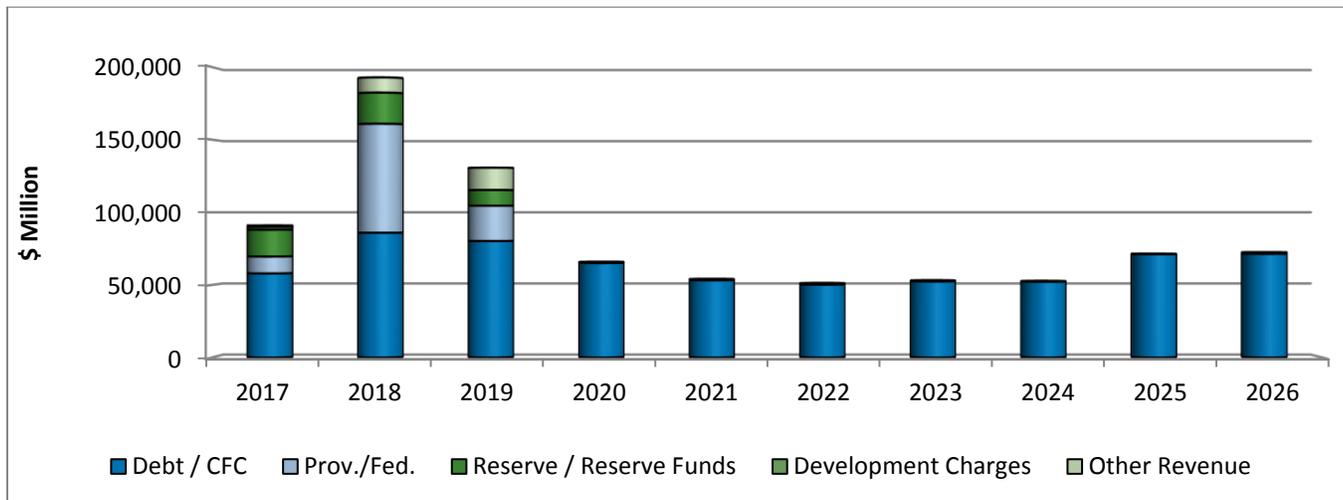
- Table 3a below lists the 2017 Preliminary Capital Budget and Future Year Commitments for Toronto Fire Services:

**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
Expenditures:											
Previously Approved											
<i>Station B - Downsview</i>	720	2,311									3,031
<i>Station A - Woodbine</i>	2,192	2,633									4,825
<i>Purchase of Gas Meters for Fire Investigators</i>	20										20
<i>Emergency Fire Communication Workstation Console Replacement</i>	550										550
<i>Replacement of CBRNE Equipment</i>	170	170									340
Subtotal	3,652	5,114									8,766
New w/Future Year											
<i>Replacement of HUSAR Equipment</i>	50										50
<i>Replacement of Portable Radios-2017</i>	5,000										5,000
<i>Training Simulators & Facilities Rehab</i>	100										100
<i>East West Burn-House Wall Flame Protection</i>	250										250
<i>Helmet Replacement</i>	300	300	200								800
<i>Fire Prevention Office Space Accommodation</i>	450										450
Subtotal	6,150	300	200								6,650
Total Expenditure	9,802	5,414	200								15,416
Financing:											
Debt/CFC	5,278	470	200								5,948
Reserves/Res Funds	3,144	432									3,576
Development Charges	1,380	4,512									5,892
Total Financing	9,802	5,414	200								15,416

- Approval of the 2017 Preliminary Capital Budget of \$9.802 million will result in the future year funding commitments of \$5.414 million in 2018, and \$0.200 million in 2019.

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



The Preliminary 10-Year Capital Plan of \$45.987 million cash flow funding will be financed by the following sources:

- Debt accounts for \$16.273 million or 35.4% of the financing over the 10-year period.
 - The debt funding is above the 10-year debt affordability guidelines of \$15.038 by \$1.235 million with the inclusion of the Helmet Replacement project for \$0.800 million; and the Fire Prevention Office Space Accommodation project for \$0.450 million.
- Reserve and Reserve Funds constitute \$15.514 million or 33.7% of required funding over 10 years for the following major projects:
 - Fire Services' Equipment Reserve (XQ1020) will fully fund (\$14.563 million) the replacement of defibrillators (\$2.100 million); personal protective equipment (\$4.500 million); portable radios (\$5.263 million); and mobile radios (\$2.700 million).
 - The Capital Financing Reserve (XQ0011) will partially fund the new fire station, Station A (Woodbine) at the Woodbine Racetrack and Hwy 7.
- Development Charges, which represent \$14.200 million or 30.9% of the Preliminary 10-Year Capital Budget and Plan's funding sources, provides eligible funding for the new fire stations.

State of Good Repair (SOGR) Backlog

The 10-Year Capital Plan provides \$2.850 million to SOGR spending over the 10-year capital planning period, with \$1.850 million dedicated to the repair of training facilities and equipment to ensure year round training of firefighters; \$0.550 million an upgrade of the Fire Services communication system; and \$0.450 million to redesign and renovate existing work spaces to accommodate the recent addition of fire prevention and public education staff.

TFS does not have a state of good repair backlog for its medical equipment or personal protective equipment as these are replaced according to TFS' Equipment Replacement schedule which is required to maintain service continuity, staff and patient safety and regulatory compliance.

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
Previously Approved														
<i>Replacement of CBRNE Equipment</i>					30.0						30.0		30.0	
<i>Computer Aided Dispatch Upgrade</i>			15.0		1.0		-				16.0		16.0	
<i>Emergency Communication System Enhancement</i>			80.0		1.0		1.0		1.0		83.0		83.0	
<i>Station B - Downsview</i>			1,573.0	21.0	689.0						2,262.0	21.0	2,262.0	21.0
<i>Station A - Woodbine</i>			1,573.0	21.0	689.0						2,262.0	21.0	2,262.0	21.0
Subtotal			3,241.0	42.0	1,410.0		1.0		1.0		4,653.0	42.0	4,653.0	42.0
New														
<i>Helmet Replacement</i>							80.0				80.0		80.0	
Subtotal							80.0				80.0		80.0	
Total (Net)			3,241.0	42.0	1,410.0		81.0		1.0		4,733.0	42.0	4,733.0	42.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$4.733 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- The *Replacement of CBRNE Equipment* project will require an increase to the Equipment Reserve contribution to fund the scheduled replacement of this equipment.
- The *Computer Aided Dispatch Upgrade and Emergency Communication System Enhancement* will result in additional maintenance and services costs.
- The *Emergency Communication System Replacement* project will result in additional maintenance and service costs.
- 2 new fire stations, *Station B - Downsview and Station A – Woodbine* will require 21 new fire fighter positions per station in 2018, with an annualized impact in 2019 and will result in additional maintenance and utility costs.
- The *Helmet Replacement* project will require an increase to the Equipment Reserve contribution to fund the scheduled replacement of this equipment.
- The Station B (Woodbine) project, originally planned for completion in 2017, has been delayed, and is scheduled for completion in 2018. The new fire station will require an additional 21 fire fighters for \$2.262 million, the timing of which will be coordinated with the completion date of the new facility.
- The operating impacts of the *Computer Aided Dispatch Upgrade* and the *Emergency Communication Systems Enhancement* have been delayed until 2018 to align with the project completion dates.
- 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**

Project Name	CAPTOR Project Number	Position Title	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)						
				Start Date	End Date (m/d/yr)	2017	2018	2019	2020	2021	2022 - 2026	
<i>Computer Aided Dispatch Upgrade</i>	FIR908041	Captain Information & Communication	1.0	04/01/2015	12/31/2017	145.0						
Total			1.0			145.0						

Approval of the 2017 – 2026 Capital Budget and Capital Budget will require the extension of 1.0 temporary capital position, Captain, Information and Communications that is already included in Toronto Fire Services' 2016 Approved Staff Complement.

- The temporary position will continue to the end of 2017 to manage the Computer Aided Dispatch Upgrade systems' integration and testing to ensure stability verification operations are completed as scheduled.

The extension of the 1 temporary capital position required for the delivery of the above capital project will not exceed the life of the funding of this capital project.



Part 2:

Issues for Discussion

Issues for Discussion

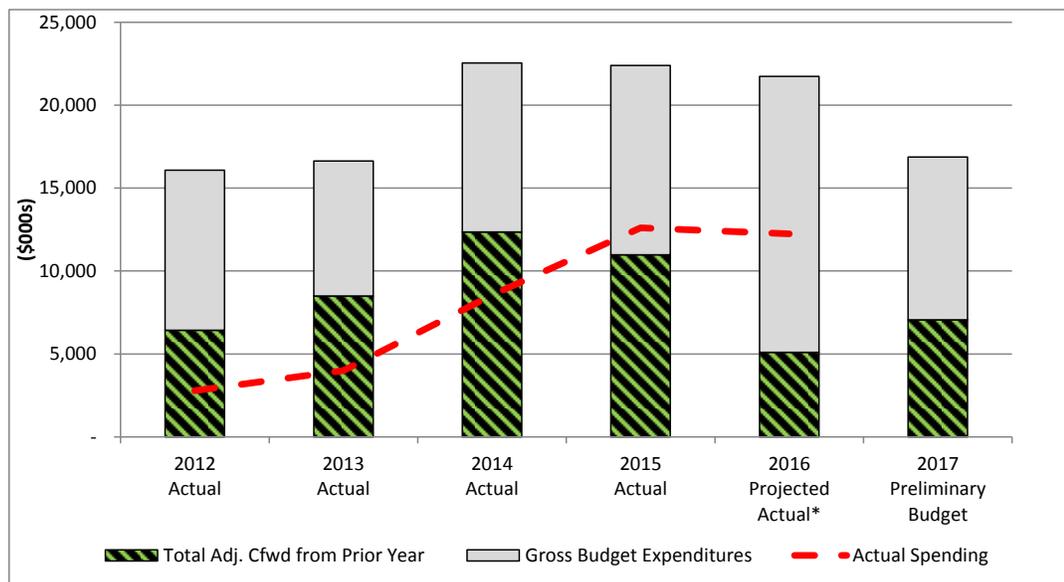
Issues Impacting the 2017 Capital Budget

Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report titled "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 Fire Services since 2012. The column bars are split between new and annual cash flows and funding carried forward from prior years.

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	343		0.0%	5,824	216	3.7%	5,581	1,940	34.8%	5,317	4,378	82.3%	5,036	4,726	93.8%	50.9%
Legislated	200	23	11.5%	377	141	37.4%	50	50	100.0%	50	49	98.0%	50	50	100.0%	43.1%
SOGR	1,426	676	47.4%	200	183	91.5%	1,100		0.0%	2,653	431	16.2%	3,831	2,962	77.3%	46.2%
Service Improvement	4,808	786	16.3%	744	55	7.4%	3,743	1,450	38.7%	6,417	5,098	79.4%	3,243	2,480	76.5%	52.1%
Growth Related	9,303	1,307	14.0%	9,481	3,399	35.9%	12,069	5,112	42.4%	7,949	2,646	33.3%	9,580	2,021	21.1%	29.9%
Total	16,080	2,792	17.4%	16,626	3,994	24.0%	22,543	8,552	37.9%	22,386	12,602	56.3%	21,740	12,239	56.3%	40.4%

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



Over the last five years, TFS has significantly under-spent its Approved Capital Budget with an average annual spending rate of 40.3%. However, 2015 and 2016 projections reflect spend rates of 56.3% with, significant spend rate improvements in Health & Safety and Service Improvement projects.

- The low spending rate for Health and Safety projects was due to the delay in the purchase of self-contained breathing apparatus in 2013 and 2014. Manufacturers of this product have obtained final from the National Fire Protection Association (NFPA) in 2014 on the design changes that address health & safety issues. With these approvals, 2015 and 2016 spending rates have increased to 82.3 and 93.8% respectively.
- The low spending rate for Growth Related projects continues, mainly due to the construction of 3 new fire stations and the renovation of an existing fire station. Factors that delayed the projects include:

- Delays in land acquisition for new fire stations;
 - Delays in the issuance of building permit;
 - Significant delays in the completion and execution of bid documents and contracts and lease agreements; and
 - Delays in receiving final site plan approval, resulting from the need to redesign the street scape, due to the number of issues, including the presence of sewer lines that needed to be moved prior to construction.
- In determining the Program's readiness and capacity to spend, the projects included in the 10-Year Capital Plan were reviewed to ensure the projects are ready to proceed and that the cash flows reflected project timelines. The following project timelines have been amended based on this review:
 - Cash flows for the construction of Station A (Woodbine) and Station B (Downsview) have been revised to reflect current construction progress.
 - Replacement of defibrillators has been reprioritized based with TFS's evaluation that the defibrillators are serviceable for one more year.
 - State of good repair project cash flows are aligned based on the Program's readiness to proceed and spending capacity.

Major Capital Projects - Radio Communication System Replacement Project: Status Update

- The Radio Communications System Replacement project is a corporate initiative involving three Programs: Fire Services, Toronto Police Service and Emergency Medical Services and does not reside in any one of these Programs' Capital Plans.
- The project was originally approved in 2012 with a total project cost of \$70.000 million. Subsequently based on a reassessment of needs, the project cost was reduced to \$55.491 million.
- The infrastructure implementation is substantially completed with Toronto Police and Toronto Paramedic Services fully migrated to the new system early in 2015. Toronto Fire Services went live with Fire Station Alerting In July of 2015, and transitioned all radio users at the end of September 2015. Inter-operability testing with adjacent municipalities has been completed and was accepted at the end of 2015.
- For 2016, \$3.630 million of unspent funds were carried forward into 2016 to fund the remaining project activities including decommissioning and the implementation of an alternative wireless network component, work which was completed in mid-2016. The alternative wireless network has now been implemented with user acceptance scheduled for December. The project is projected to be fully spent by year-end.

Deployment of Dynamic Staging/ Predictive Modeling systems status update

- Dynamic staging engages an IT-based solution that continuously analyzes the location of all TFS emergency response apparatus, via the Computer-Aided Dispatch (CAD) system and makes live-time recommendations for the temporary relocation (staging) of frontline apparatus in order to achieve and maintain the optimal emergency response coverage across the City.
- As emergency incidents occur, and frontline apparatus respond to incidents across Toronto, the Dynamic Staging system recommends the best positioning of available resources based on the last 10 years of emergency response data for that given area at that particular time of day and based upon live-time coverage across the city.
- Dynamic Staging is now live in beta-testing mode within the TFS Communications Centre and is in the process of being deployed operationally. During the beta testing phase, each time this system makes a recommendation to pre-stage an available truck, that recommendation is evaluated and verified for accuracy

by Communications Staff. TFS expects to fully deploy Dynamic Staging in Q1 – 2017 with the corresponding performance impacts being assessed throughout the remainder of 2017. Once fully deployed, TFS expects Dynamic Staging to produce performance improvements in both first-truck response times along with Effective Firefighting Force response times.

- Fire Services continues to review the operating impact of the 2016 completion and implementation of the Dynamic Staging/ Predictive Modelling and the Mobile Workstation Network Enhancement projects. These changes continue to enhance the effectiveness of day-to-day operations. The implementation of these tools has enabled TFS to flat line growth that would have otherwise been necessary without the deployment of these tools. As noted below, the Predictive Modeling system will be used to help determine the most advantageous way to relocate and rationalize new and existing fire station locations.
- These capital enhancements to Fire Services communication and alerting systems and response protocols, completed in 2016 and being tested in 2016 and 2017, will improve the City's fire insurance rating (*FUS Impact*: Increase of 3.2 points).

Review of TFS Facilities and SOGR Plans – Optimization Modelling

- In collaboration and partnership with the Office of the Chief Corporate Officer (CCO), detailed building condition audits have been completed for all TFS fire stations and facilities.
- Comprehensive reviews will be undertaken in 2017 in order to determine the highest opportunity for return on investment relating to investments in SOGR-based renovation and retrofit. This review will also consider the potential for the disposition of existing fire stations and other TFS facilities and the corresponding strategic relocation of replacement facilities.
- Leveraging the TFS Predictive Modelling systems, TFS and CCO staff will overlay building condition audit data with optimized fire station location data and city growth projection data in order to identify opportunities to avoid unnecessary SOGR repair costs by relocating facilities and fire stations to operationally advantageous locations.
- Opportunities to optimize fire station locations will be explored along with the corresponding cost avoidance / real estate development / construction costs associated with these opportunities.
- This process has commenced and TFS expects this assessment to be completed in 2018.

Public / Private Partnership Opportunities in Fire Station Construction

- TFS is working in collaboration and partnership with the CCO in order to identify potential Public / Private Partnership (P3) opportunities that can be created.
- Under this initiative, which is being led by the Real Estate Section of the CCO, existing fire station locations that could potentially be sold off for high-rise and/or high density development, with dedicated fire station space being incorporated into the new high-rise design, are being sought out.
- While this long-range initiative is in its infancy, it brings the possibility for significant revenue generation and cost avoidance for TFS, while maximizing available urban real estate for residential and commercial growth.
- Potential sites that are being considered include TFS Fire Station 332 (260 Adelaide Street West) and TFS Fire Station 333 (207 Front Street East). Other sites will also be reviewed and considered as this process evolves.

Issues Impacting the 10-Year Capital Plan

Unmet Needs

- "Unmet Needs" identified by Toronto Fire Services, as noted in the table below, includes 5 projects that would require debt funding, which are not included in the 10-Year Capital Plan due to affordability.
- Two projects that were initially presented as Unmet Needs in the Submission, are now included as new projects in the Preliminary 10-Year Capital Plan. These projects are:
 - *Helmet Replacement* project for \$0.800 million, with cash flows in 2017 through 2019, are included to be in compliance legislation that requires protective equipment be replaced after 10 years.
 - *Fire Prevention Office Space Accommodation* project for \$0.450 million required to redesign and renovate existing work space locations, which will accommodate the recent addition of fire prevention and public education staff and to address health and safety concerns related to overcrowding.

Project Description	Total Project Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<i>Fire Prevention - South District Consolidation(Dohme)</i>	4,500	1,000	1,500	2,000							
<i>Data Management</i>	150	150									
<i>Business Continuity Improvement</i>	600	300	300								
<i>Video Project</i>	350	150	200								
<i>Fireboat Replacement</i>	15,000									1,500	13,500
Total	20,600	1,600	2,000	2,000	-	-	-	-	-	1,500	13,500

- The 5 remaining Unmet Needs projects are noted below.
 - *Fire Prevention – South District Consolidation project* for \$4.500 million requires \$1.000 million in 2017, and \$1.500 million in 2018, and \$2.000 million in 2019. This project will convert a vacant space located at 3 Dohme Ave. to accommodate the consolidation and expansion of the South District Fire Prevention office. In February 2016, the City-owned property was transferred to Toronto Fire Services for this purpose. The renovation will provide office space to accommodate the recent addition of fire prevention and public education staff to TFS; and to support the consolidation of an existing fire prevention office.
 - The project will provide: 1) a new multi-purpose classroom, 2) expansion of existing kitchen, 3) new lunchroom, 4) new secured storage area, 5) expansion of washroom facilities, and 6) the creation of a fire safety education centre. The renovations will also provide: 2 fire prevention offices (14 staff), 1 public education office (7 staff), and a professional standards and training office (6 staff).
 - *Data Management project* for \$0.150 million in 2017 will develop a plan that integrates existing TFS analytics into applications, business processes and information management plans so they can provide immediate value in preventing and responding to fire emergencies.
 - *Business Continuity Improvement project* for \$0.600 million requires \$0.300 million in 2017 and \$0.300 million in 2018 will implement hardware, system software and network upgrades to improve the capacity of systems used in the daily operations. These upgrades will significantly reduce or eliminate the magnitude of disruptive events, equipment failures, network outages or maintenance cycles required for service delivery and business continuity.
 - *The Video Project* for \$0.350 million requires \$0.150 million in 2017 and \$0.200 million in 2018 to modernize the program's video display capability, including large scale video display, and switching technology and interfaces to display content from several sources.
 - Operational benefits will result in improved situational awareness and incident management capabilities of the communications centres. In addition, the rollout of this project will result in improvements for call processing times for highway incidents, provide greater visibility of Dynamic Staging, and enhance traffic monitoring or system/operator display.

- *The Fireboat Replacement project* for \$15.0 million in 2025 and 2026 will support the replacement of the current vessel, which was built in 1964, and refurbished in 2004. The current fireboat is expected to be in service until 2025. The fireboat is available 24/7 and provides emergency services within Toronto Harbour and the adjacent waters of Lake Ontario. Throughout the winter the fireboat is engaged in regular ice braking services required to prevent ice build-up on ferry routes and the dock areas, as well as keeping lanes open to strategic points on the island.



Appendices

Appendix 1 2016 Performance

2016 Key Accomplishments

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

- ✓ Increased spending rate in Health and Safety projects, to 93.9% for 2016 with the completion of the *Handheld Pulse Oximeter & Accessories* (\$0.200 million); *Thermal Imaging Cameras* (\$1.450 million). As well projected spending of 92% for the *Bunker Suite Lifecycle Replacement* is (\$2.705 million).
- ✓ Increased the spending rate for State of Good Repair projects to 77.3% with the completion of the *Emergency Phone System Replacement* of (\$0.590 million) *Repair of the Special Operations Water Simulators* (\$0.250 million); *Renovation/ Repurposing Fire Station # 424* (\$1.139 million); as well, TFS is projecting to spend 71% or (\$0.783 million) for the *Computer Aided Dispatch* project.
- ✓ Increased the spending rate for Service Improvement projects to 76.5%, reflecting the completion of *Replacement of Fire Station #135* (Chaplin) for (\$1.848 million.)
- ✓ Growth Related spending includes Specialized Trucks (\$2.272 million, with projections of \$0.921 million, with the remaining 2 high rise response trucks delivery now projected for Q4, 2017.

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
21,741	7,983	36.7%	12,239	56.3%	9,502	43.7%

* Based on 2016 Third Quarter Capital Variance Report

Three major projects are significantly underspent and will be carried forward into 2017 from 2016. These projects include: *Station A – Woodbine* for \$1.497 million; *Station B – Downsview* for \$2.381 million and *Specialized Trucks and Equipment* for \$1.151 million. The 2 new fire stations have been delayed primarily due to delays in the site plan approval and a delay in the land title transfer. The *Speciality Trucks and Equipment* project has been delayed due to the complexity of the apparatus.

For additional information regarding the 2016 Q3 capital variances and year-end projections for Toronto Fire 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.BU26.5>

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

- As a result of the delays as described in the 2016 Q3 Capital Variance Report, funding of \$7.066 million is being carried forward to the 2017 Capital Budget to continue capital work. In addition, \$0.720 million in cash flow funding for *Station B Downsview* is being carried from 2015 to 2017 and requires Council to reaffirm its commitment.
- The 2017-2026 Capital Budget and Plan includes revised cash flows for the construction projects. The Specialized Trucks project is expected to be completed in 2017.
- By delaying the cash flows for the projects requiring carry forward funding, the program will realign the cash flows in 2017 to match the revised spending projections.

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
Health & Safety:														
Replacement of Portable Radios-2017 & 2024	10,050		5,000					5,000			5,050			10,050
Personal Protection Equipment Replacement-2015	3,900	234						234						234
Personal Protection Equipment Replacement-2020	4,500					4,500		4,500						4,500
Defibrillators Lifecycle Replacement-2018 & 2023	2,100			1,000				1,000		1,100				2,100
Mobile Radios Lifecycle Replacement -2023	2,700							-		2,700				2,700
Purchase of Gas Meters for Fire Investigators	70	50	20					70						70
Replacement of CBRNE Equipment	510		170	170				340						340
Thermal Imaging Cameras	1,450							-					1,450	1,450
Helmet Replacement	800		300	300	200			800						800
Sub-Total		284	5,490	1,470	200	4,500	-	11,944	-	3,800	5,050	-	1,450	22,244
Legislated:														
Replacement of HUSAR Equipment			50	50	50	50	50	250	50	50	50	50	50	500
								-						-
Sub-Total		-	50	50	50	50	50	250	50	50	50	50	50	500
State of Good Repair:														
Training Simulators & Facilities Rehab-2016	100	66						66						66
Training Simulators & Facilities Rehab			100	100	100	100	100	500	100	100	100	100	100	1,000
Technical Rescue Simulator-Repair	250	208						208						208
Replace Aging Propane Pumps & Vaporizers	250	250						250						250
Computer Aided Dispatch Upgrade	1,225	441						441						441
Emergency Fire Communication Workstation Console Replacement	600	25	550					575						575
The East/West Burn-House Technology Replacement	200			200				200						200
Existing East Training Bldg Extended bays	400			400				400						400
East West Burn-House Wall Flame Protection	250		250					250						250
Fire Prevention Office Space Accommodation	450		450					450						450
Sub-Total		990	1,350	700	100	100	100	3,340	100	100	100	100	100	3,840
Service Improvements:														
Emergency Communications System Enhancement	895	403						403						403
FirePrevention-South District Consolidations	500	360						360						360
Sub-Total		763	-	-	-	-	-	763	-	-	-	-	-	763
Growth Related:														
Station B - Downsview	9,885	2,381	720	2,311				5,412						5,412
Station G Sunnybrook	11,821							-		5,336	3,918	2,567		11,821
Station A - Woodbine	8,342	1,497	2,192	2,633				6,322						6,322
Specialized Trucks & Equipment	3,250	1,151						1,151						1,151
East Training - New Building on the Fire Ground	1,000				1,000			1,000						1,000
Sub-Total		5,029	2,912	4,944	1,000	-	-	13,885	-	5,336	3,918	2,567	-	25,706
Total		7,066	9,802	7,164	1,350	4,650	150	30,182	150	9,286	9,118	2,717	1,600	53,053

Appendix 3

2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

CITY OF TORONTO

**Gross Expenditures (\$000's)
2917 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan**

Fire 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>FIR908157 Replacement of CBRNE Equipment</u>																								
0	1	Replacement of CBRNE Equipment	CW	S2	01	170	170	0	0	0	340	0	340	0	0	0	0	0	0	340	0	340		
Sub-total						170	170	0	0	0	340	0	340	0	0	0	0	0	0	340	0	340		
<u>FIR000117 Station B - Downsview</u>																								
1	2	Station B - Downsview	09	S2	05	3,101	2,311	0	0	0	5,412	0	5,412	0	0	5,412	0	0	0	0	0	5,412		
Sub-total						3,101	2,311	0	0	0	5,412	0	5,412	0	0	5,412	0	0	0	0	0	5,412		
<u>FIR000124 Station G - Sunnybrook</u>																								
1	5	Station G -Sunnybrook	25	S6	05	0	0	0	0	0	0	11,821	11,821	0	0	8,308	0	0	0	0	3,513	0	11,821	
Sub-total						0	0	0	0	0	0	11,821	11,821	0	0	8,308	0	0	0	0	3,513	0	11,821	
<u>FIR906851 Replacement of HUSAR Equipment</u>																								
0	5	Replacement of HUSAR Equipment - 2017	CW	S4	02	50	0	0	0	0	50	0	50	0	0	0	0	0	0	0	50	0	50	
1	1	Replacement of HUSAR Equipment-Future Years	CW	S6	02	0	50	50	50	50	200	250	450	0	0	0	0	0	0	0	450	0	450	
Sub-total						50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	500	0	500	
<u>FIR907310 REPLACEMENT OF PORTABLE RADIOS</u>																								
1	3	Replacement of Portable Radios - 2017	CW	S4	01	5,000	0	0	0	0	5,000	0	5,000	0	0	0	2,625	0	0	0	2,375	0	5,000	
1	7	Replacement of Portable Radios-2024	CW	S6	01	0	0	0	0	0	0	5,050	5,050	0	0	0	2,638	0	0	0	2,412	0	5,050	
Sub-total						5,000	0	0	0	0	5,000	5,050	10,050	0	0	0	5,263	0	0	0	4,787	0	10,050	
<u>FIR907569 Fire Prevention -South District Consolidations</u>																								
1	1	Fire Prevention - South District Consolidations	CW	S2	04	360	0	0	0	0	360	0	360	0	0	0	0	0	0	0	360	0	360	
Sub-total						360	0	0	0	0	360	0	360	0	0	0	0	0	0	0	0	360	0	360
<u>FIR907587 Training Simulators and Facilities Rehabilitation</u>																								
0	4	Training Simulators and Facilities Rehab-2016	CW	S2	03	66	0	0	0	0	66	0	66	0	0	0	0	0	66	0	0	0	66	
0	5	Training Simulators and Facilities Rehab-2017	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	100	
1	1	Training Simulators and Fac Rehab - Future Years	CW	S6	03	0	100	100	100	100	400	500	900	0	0	0	0	0	0	0	900	0	900	
Sub-total						166	100	100	100	100	566	500	1,066	0	0	0	0	0	0	66	0	1,000	0	1,066
<u>FIR907652 Personal Protection Equipment Replacement</u>																								
1	1	Bunker Suits Lifecycle Replacement-2015	CW	S2	01	234	0	0	0	0	234	0	234	0	0	0	234	0	0	0	0	0	234	

CITY OF TORONTO

Gross Expenditures (\$000's)

2917 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

Fire Services						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	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
FIR908302		Fire Prevention Office Space Accommodation																						
2	1	Fire Prevention Office Space Accommodation	CW	S4	03	450	0	0	0	0	450	0	450	0	0	0	0	0	450	0	450			
		Sub-total				450	0	0	0	0	450	0	450	0	0	0	0	0	450	0	450			
Total Program Expenditure						16,868	7,164	1,350	4,650	150	30,182	22,871	53,053	0	0	18,813	15,764	0	0	965	0	17,511	0	53,053

Report Phase 2 - Program 13 Fire Services Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

2917 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

Fire Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
Financed By:																								
		Development Charges				5,993	4,512	0	0	0	10,505	8,308	18,813	0	0	18,813	0	0	0	0	0	0	18,813	
		Reserves (Ind. "XQ" Ref.)				3,394	1,432	0	4,500	0	9,326	6,438	15,764	0	0	0	15,764	0	0	0	0	0	0	15,764
		Other1 (Internal)				965	0	0	0	0	965	0	965	0	0	0	0	0	965	0	0	0	965	
		Debt				6,516	1,220	1,350	150	150	9,386	8,125	17,511	0	0	0	0	0	0	0	17,511	0	17,511	
Total Program Financing						16,868	7,164	1,350	4,650	150	30,182	22,871	53,053	0	0	18,813	15,764	0	0	965	0	17,511	0	53,053

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)

2017 Cash Flow and Future Year Commitments

Fire 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	Reserve Reserves	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FIR908302 Fire Prevention Office Space Accommodation</u>																								
2	1	Fire Prevention Office Space Accommodation	CW	S4	03	450	0	0	0	0	450	0	450	0	0	0	0	0	0	450	0	450		
Sub-total						450	0	0	0	0	450	0	450	0	0	0	0	0	0	450	0	450		
Total Program Expenditure						16,868	5,414	200	0	0	22,482	0	22,482	0	0	10,505	3,826	0	0	965	0	7,186	0	22,482

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Fire Services

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																						
Development Charges						5,993	4,512	0	0	0	10,505	0	10,505	0	0	10,505	0	0	0	0	10,505	
Reserves (Ind. "XQ" Ref.)						3,394	432	0	0	0	3,826	0	3,826	0	0	0	0	0	0	0	3,826	
Other1 (Internal)						965	0	0	0	0	965	0	965	0	0	965	0	0	0	965		
Debt						6,516	470	200	0	0	7,186	0	7,186	0	0	0	0	7,186	0	7,186		
Total Program Financing						16,868	5,414	200	0	0	22,482	0	22,482	0	0	10,505	3,826	0	965	7,186	0	22,482

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) 13-Fire 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

Fire Services
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>FIR908157</u>	<u>Replacement of CBRNE Equipment</u>													
0	1	Replacement of CBRNE Equipment		01/01/2016	12/31/2018	170	0	0	0	0	0	0	0	170	0
		Project Sub-total:				170	0	0	0	0	0	0	0	170	0
1	<u>FIR000117</u>	<u>Station B - Downsview</u>													
1	2	Station B - Downsview		01/01/2012	03/31/2018	3,101	0	0	3,101	0	0	0	0	0	0
		Project Sub-total:				3,101	0	0	3,101	0	0	0	0	0	0
1	<u>FIR906851</u>	<u>Replacement of HUSAR Equipment</u>													
0	5	Replacement of HUSAR Equipment - 2017		01/01/2017	12/31/2017	50	0	0	0	0	0	0	0	50	0
		Project Sub-total:				50	0	0	0	0	0	0	0	50	0
1	<u>FIR907310</u>	<u>REPLACEMENT OF PORTABLE RADIOS</u>													
1	3	Replacement of Portable Radios - 2017		01/01/2017	12/31/2017	5,000	0	0	0	2,625	0	0	0	2,375	0
		Project Sub-total:				5,000	0	0	0	2,625	0	0	0	2,375	0
1	<u>FIR907569</u>	<u>Fire Prevention -South District Consolidations</u>													
1	1	Fire Prevention - South District Consolidations		01/01/2016	12/31/2016	360	0	0	0	0	0	0	0	360	0
		Project Sub-total:				360	0	0	0	0	0	0	0	360	0
1	<u>FIR907587</u>	<u>Training Simulators and Facilities Rehabilitation</u>													
0	4	Training Simulators and Facilities Rehab-2016		01/01/2016	12/31/2016	66	0	0	0	0	0	66	0	0	0
0	5	Training Simulators and Facilities Rehab-2017		01/01/2017	12/31/2017	100	0	0	0	0	0	0	0	100	0
		Project Sub-total:				166	0	0	0	0	0	66	0	100	0
1	<u>FIR907652</u>	<u>Personal Protection Equipment Replacement</u>													
1	1	Bunker Suits Lifecycle Replacement-2015		01/01/2015	12/31/2016	234	0	0	0	234	0	0	0	0	0
		Project Sub-total:				234	0	0	0	234	0	0	0	0	0
1	<u>FIR907928</u>	<u>Station A -Woodbine</u>													
1	1	Station A - Woodbine		01/01/2014	03/31/2018	2,589	0	0	1,481	535	0	0	0	573	0
1	3	Change in Scope		01/01/2015	12/31/2017	1,100	0	0	660	0	0	0	0	440	0
		Project Sub-total:				3,689	0	0	2,141	535	0	0	0	1,013	0
1	<u>FIR908013</u>	<u>SPECIALAZED TRUCKS & EQUIPMENT</u>													
1	1	SPECIALIZED TRUCKS & EQUIPMENT		02/01/2014	12/31/2017	1,151	0	0	751	0	0	0	0	400	0
		Project Sub-total:				1,151	0	0	751	0	0	0	0	400	0
1	<u>FIR908019</u>	<u>Technical Rescue Simulator-Repair</u>													
1	1	Technical Rescue Simulator -Repair		01/01/2016	12/31/2016	208	0	0	0	0	0	208	0	0	0
		Project Sub-total:				208	0	0	0	0	0	208	0	0	0

(Phase 2) 13-Fire 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

Fire Services
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
1	<u>FIR908023</u>	<u>Replace aging propane pumps & vaporizers</u>														
1	1	Replace aging propane pumps and vaporizers	01/01/2016	12/31/2016	250	0	0	0	0	0	0	250	0	0	0	0
		Project Sub-total:			250	0	0	0	0	0	0	250	0	0	0	0
1	<u>FIR908024</u>	<u>The East/West Burn-Houses- Wall Flame Protection</u>														
1	1	The East/West Burn-Houses- Wall Flame Protection	01/01/2017	12/31/2017	250	0	0	0	0	0	0	0	0	250	0	0
		Project Sub-total:			250	0	0	0	0	0	0	0	0	250	0	0
1	<u>FIR908037</u>	<u>The purchase of gas metres for fire investigators</u>														
1	1	The purchase of gas metres for fire investigators	01/01/2016	12/31/2017	70	0	0	0	0	0	0	0	0	70	0	0
		Project Sub-total:			70	0	0	0	0	0	0	0	0	70	0	0
1	<u>FIR908040</u>	<u>Emerg Fire Comm Workstation Console Replacement</u>														
1	1	Emerg Fire Comm Workstation Console Replacement	01/01/2016	12/31/2017	575	0	0	0	0	0	0	0	0	575	0	0
		Project Sub-total:			575	0	0	0	0	0	0	0	0	575	0	0
1	<u>FIR908041</u>	<u>Computer Aided Dispatch Upgrade</u>														
1	1	Computer Aided Dispatch Upgrade	01/01/2015	12/31/2017	441	0	0	0	0	0	0	441	0	0	0	0
		Project Sub-total:			441	0	0	0	0	0	0	441	0	0	0	0
1	<u>FIR908042</u>	<u>Emergency Communications System Enhancement</u>														
1	1	Emergency Communications System Enhancement	01/01/2015	12/31/2016	403	0	0	0	0	0	0	0	0	403	0	0
		Project Sub-total:			403	0	0	0	0	0	0	0	0	403	0	0
1	<u>FIR908301</u>	<u>Helmet Replacement</u>														
1	1	Helmet Replacement	01/01/2017	12/31/2019	300	0	0	0	0	0	0	0	0	300	0	0
		Project Sub-total:			300	0	0	0	0	0	0	0	0	300	0	0
2	<u>FIR908302</u>	<u>Fire Prevention Office Space Accommodation</u>														
2	1	Fire Prevention Office Space Accommodation	01/01/2017	12/31/2017	450	0	0	0	0	0	0	0	0	450	0	0
		Project Sub-total:			450	0	0	0	0	0	0	0	0	450	0	0
Program Total:					16,868	0	0	5,993	3,394	0	0	965	0	6,516	0	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

Category Code Description

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	
XR2023/XR2118 Development Charges RF-Fire	Beginning Balance	8,293	8,293	9,222	7,057	9,436	11,830	14,248	16,681	15,523	14,489	15,919	
	Withdrawals (-)												
	Station A -(Woodbine)		(660)	(2,201)									(2,861)
	Station B - (Downsview)			(2,311)									(2,311)
	Station B - (Downsview)-2015 CF		(720)										(720)
	Station G -Sunnybrook								(3,640)	(3,566)	(1,102)		(8,308)
	Total Withdrawals		(1,380)	(4,512)	-	-	-	-	(3,640)	(3,566)	(1,102)	-	(14,200)
Contributions (+)		2,309	2,347	2,379	2,394	2,418	2,433	2,482	2,532	2,532	2,532	24,358	
Total Contributions		2,309	2,347	2,379	2,394	2,418	2,433	2,482	2,532	2,532	2,532	24,358	
Total Reserve Fund Balance at Year-End		8,293	9,222	7,057	9,436	11,830	14,248	16,681	15,523	14,489	15,919	18,451	

* 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	
XQ1020 Vehicle Reserve-Fire Equipment	Beginning Balance	4,937	4,937	3,534	3,756	4,978	1,700	2,922	4,144	1,566	150	1,372	
	Withdrawals (-)												
	Replacement of Portable Radios		(2,625)							(2,638)			(5,263)
	Personal Protection Equipment Replacement					(4,500)							(4,500)
	Personal Protection Equipment Replacement-CF												-
	Defibrillators Lifecycle Replacement			(1,000)						(1,100)			(2,100)
	Mobile Radios Lifecycle Replacement								(2,700)				(2,700)
Total Withdrawals		(2,625)	(1,000)	-	(4,500)	-	-	-	(3,800)	(2,638)	-	-	(14,563)
Contributions (+)		1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	12,220
Total Contributions		1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	12,220
Total Reserve Fund Balance at Year-End		4,937	3,534	3,756	4,978	1,700	2,922	4,144	1,566	150	1,372	2,594	2,594

* Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Review - Corporate (\$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	
XQ0011 Capital Financing Reserve	Beginning Balance	197,451	197,451	196,932	196,500	196,500	196,500	196,500	196,500	196,500	196,500	196,500	
	Withdrawals (-)												
	Station A (Woodbine)		(519)	(432)									(951)
	Total Withdrawals		(519)	(432)	-	-	-	-	-	-	-	-	-
Contributions (+)													-
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals (-) and Contributions (+)													-
Total Reserve Fund Balance at Year-End		197,451	196,932	196,500	(951)								

* Based on the 2016 Q3 Variance Report