

City Budget  
2012

## Emergency Medical Services Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

# 2012–2021 Capital Program

## 2012 CAPITAL BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

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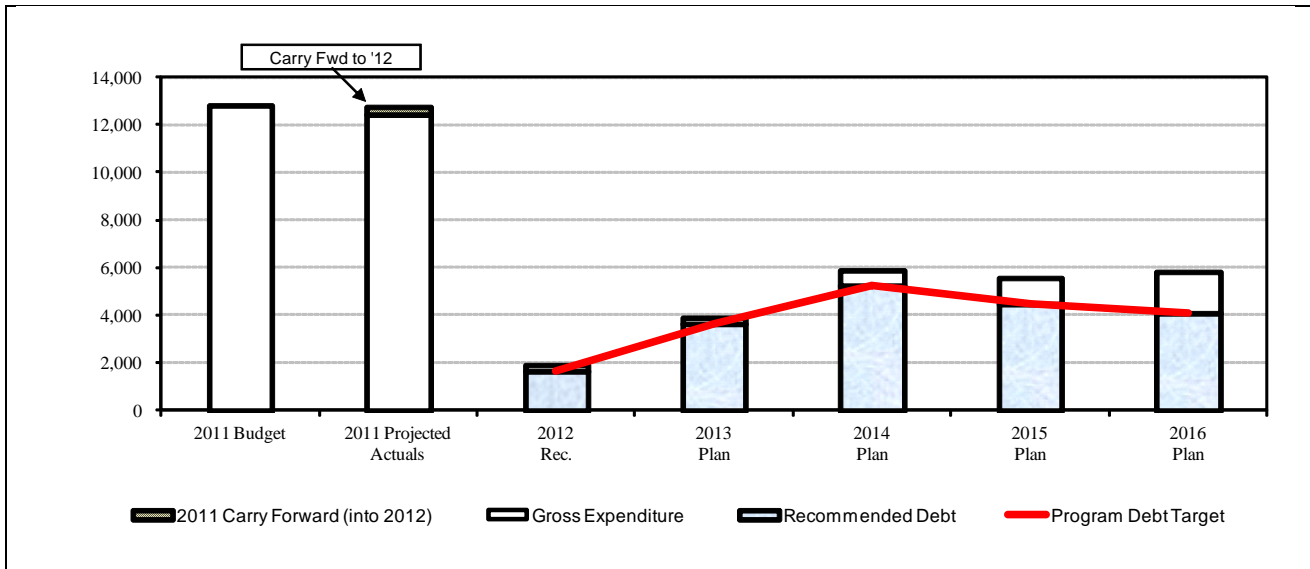
## PART I: RECOMMENDATIONS

The City Manager & Chief Financial Officer recommend that:

1. Council approve the 2012 Recommended Capital Budget for Emergency Medical Services with a total project cost of \$6.175 million and a 2012 cash flow of \$2.253 million and future year commitments of \$6.755 million, comprised of the following:
  - a) New Cash Flow Funding for:
    - i) four new sub-projects with a 2012 total project cost of \$6.175 million that requires cash flow of \$0.975 million in 2012 and future year commitments of \$2.042 million in 2013; and \$3.158 million in 2014;
    - ii) Three previously approved sub-projects with a 2012 cash flow of \$0.955 million and future year commitments of \$1.555 million in 2013.
  - b) 2011 approved cash flow for four previously approved sub-projects with carry forward funding from 2011 into 2012 totaling \$0.323 million;
2. Council approve the new debt service costs of \$0.016 million in 2012 and incremental debt costs of \$0.120 million in 2013, \$0.257 million in 2014, and \$0.317 million in 2015 resulting from the approval of the 2012 Recommended Capital Budget, to be included in the 2012 and future year operating budgets;
3. Council approve the 2013–2021 Capital Plan for Emergency Medical Services totaling \$32.930 million in project estimates, comprised of \$0.290 million in 2013; \$2.708 million in 2014; \$5.549 million in 2015; \$5.849 million in 2016; \$3.142 million in 2017; \$1.836 million in 2018; \$4.612 million in 2019; \$4.472 million in 2020; and \$4.472 million in 2021;
4. Council consider the net operating impacts in the Emergency Medical Services' operating budget of \$0.006 million for 2012 and \$0.106 million in 2013 emanating from the approval of the 2012 Recommended Capital Budget for inclusion in the 2012 and future year operating budgets; and,
5. Council approve that the gross expenditure of \$0.150 million for the purchase of 80 Automatic External Defibrillators (AEDs) be subject to confirmation of funding from the Heart and Stroke Foundation.

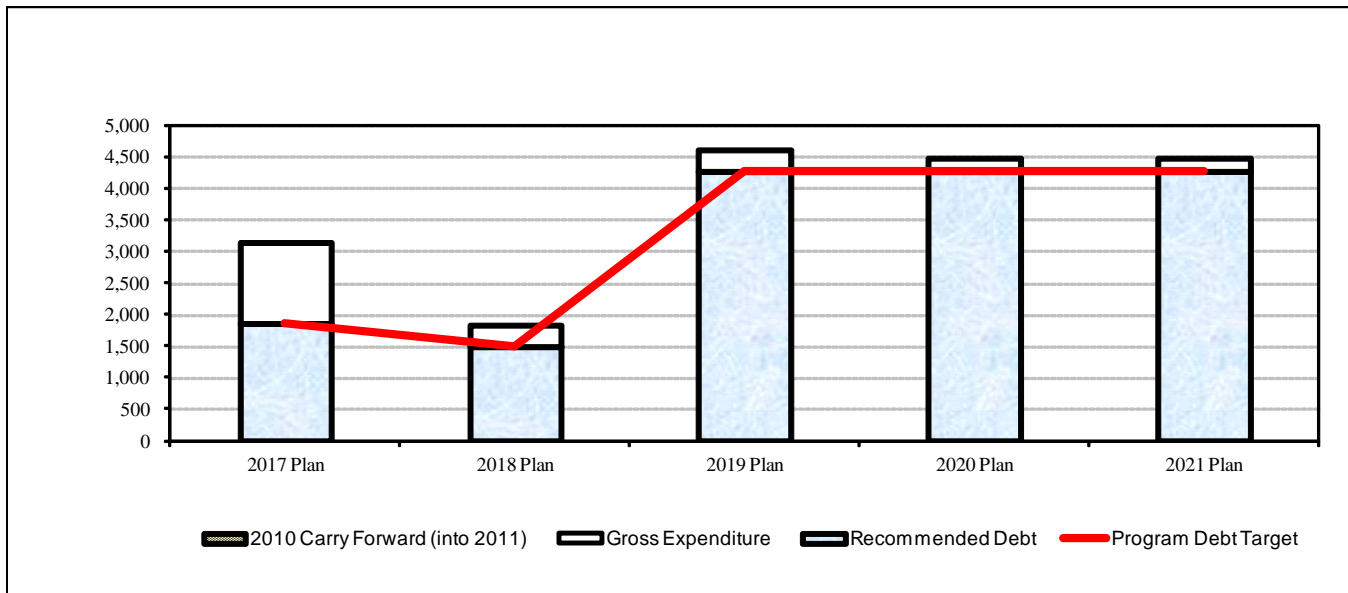
# PART II: 2011 – 2021 CAPITAL PROGRAM

## 10–Year Capital Plan Summary 2012 Recommended Budget, 2013–2016 Recommended Plans (In \$000s)



		2012 Rec. Budget and 2013-2016 Plan								
		2011		2012	2013	2014	2015	2016	2012-2016	5-Year Total
		Budget	Projected Actual							
<b>Gross Expenditures:</b>										
2011 Capital Budget & Approved FY Commitments		12,842	12,415	1,974	536				2,510	11%
Recommended Changes to Approved FY Commitments				(1,019)	1,019					
2012 New/Change in Scope and Future Year Commitments				975	2,042	3,158			6,175	27%
2013 - 2016 Capital Plan Estimates					290	2,708	5,549	5,849	14,396	62%
1-Year Carry Forward to 2012			323	→						
<b>Total Gross Annual Expenditures &amp; Plan</b>		<b>12,842</b>	<b>12,738</b>	<b>1,930</b>	<b>3,887</b>	<b>5,866</b>	<b>5,549</b>	<b>5,849</b>	<b>23,081</b>	<b>100%</b>
<b>Program Debt Target</b>				<b>1,655</b>	<b>3,612</b>	<b>5,234</b>	<b>4,507</b>	<b>4,074</b>	<b>19,082</b>	
<b>Financing:</b>										
<b>Recommended Debt</b>				<b>1,655</b>	<b>3,612</b>	<b>5,234</b>	<b>4,507</b>	<b>4,074</b>	19,082	83%
Reserves/Reserve Funds				200	200	222	337	914	1,873	8%
Development Charges						410	30	186	626	3%
Provincial/Federal										
Other Revenue				75	75		675	675	1,500	6%
<b>Total Financing</b>				<b>1,930</b>	<b>3,887</b>	<b>5,866</b>	<b>5,549</b>	<b>5,849</b>	<b>23,081</b>	<b>100%</b>
<b>By Project Category:</b>										
Health & Safety				611	1,361	382	2,950	3,950	9,254	40%
Legislated										
SOGR				944	534	775	575	1,637	4,465	19%
Service Improvement				375	1,992	4,709	2,024	262	9,362	41%
Growth Related										
<b>Total By Project Category</b>				<b>1,930</b>	<b>3,887</b>	<b>5,866</b>	<b>5,549</b>	<b>5,849</b>	<b>23,081</b>	<b>100%</b>
Asset Value - end of each year (\$)		98,203		98,203	98,203	105,100	107,124	107,588		
Yearly SOGR Backlog Estimate (not addressed by current plan)						(150)	(750)	5,236	(1,399)	
Accumulated Backlog Estimate (end of year)		12,118		12,118	11,968	11,144	9,194	15,055		
Backlog: Percentage of Asset Value (%)		12.3%		12.3%	12.2%	10.6%	8.6%	14.0%		
Debt Service Costs				16	126	333	651	565	1,691	
Operating Impact on Program Costs				6	106				112	
New Positions										

**10-Year Capital Plan  
2017–2021 Recommended Plan  
(In \$000s)**



	2017 - 2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
<b>Gross Expenditures:</b>							
2011 Capital Budget & Approved FY Commitments						2,510	6%
Recommended Changes to Approved FY Commitments							
2012 New/Change in Scope and Future Year Commitments						6,175	15%
2017 - 2021 Capital Plan Estimates	3,142	1,836	4,612	4,472	4,472	32,930	79%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>3,142</b>	<b>1,836</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>41,615</b>	<b>100%</b>
<b>Program Debt Target</b>	<b>1,846</b>	<b>1,496</b>	<b>4,272</b>	<b>4,272</b>	<b>4,272</b>	<b>35,240</b>	
<b>Financing:</b>							
<b>Recommended Debt</b>	<b>1,846</b>	<b>1,496</b>	<b>4,272</b>	<b>4,272</b>	<b>4,272</b>	35,240	85%
Reserves/Reserve Funds	1,046	340	340	200	200	3,999	10%
Development Charges						626	2%
Provincial/Federal							
Other Revenue	250					1,750	4%
<b>Total Financing</b>	<b>3,142</b>	<b>1,836</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>41,615</b>	<b>100%</b>
<b>By Project Category:</b>							
Health & Safety	1,240	140	140			10,774	26%
Legislated							
SOGR	1,902	1,496	575	775	1,406	10,619	26%
Service Improvement						9,362	22%
Growth Related		200	3,897	3,697	3,066	10,860	26%
<b>Total By Project Category</b>	<b>3,142</b>	<b>1,836</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>41,615</b>	<b>100%</b>
Asset Value - end of each year (\$)	<b>108,990</b>	<b>109,035</b>	<b>112,932</b>	<b>116,829</b>	<b>120,726</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)	(1,402)	(721)		24,600	(831)		
Accumulated Backlog Estimate (end of year)	13,653	12,932	12,932	12,932	36,701		
Backlog: Percentage of Asset Value (%)	12.5%	11.9%	11.5%	11.1%	30.4%		
Debt Service Costs	500	374	289	584	569	4,006	
Operating Impact on Program Costs			11			123	
New Positions							

## 10–Year Capital Plan Overview

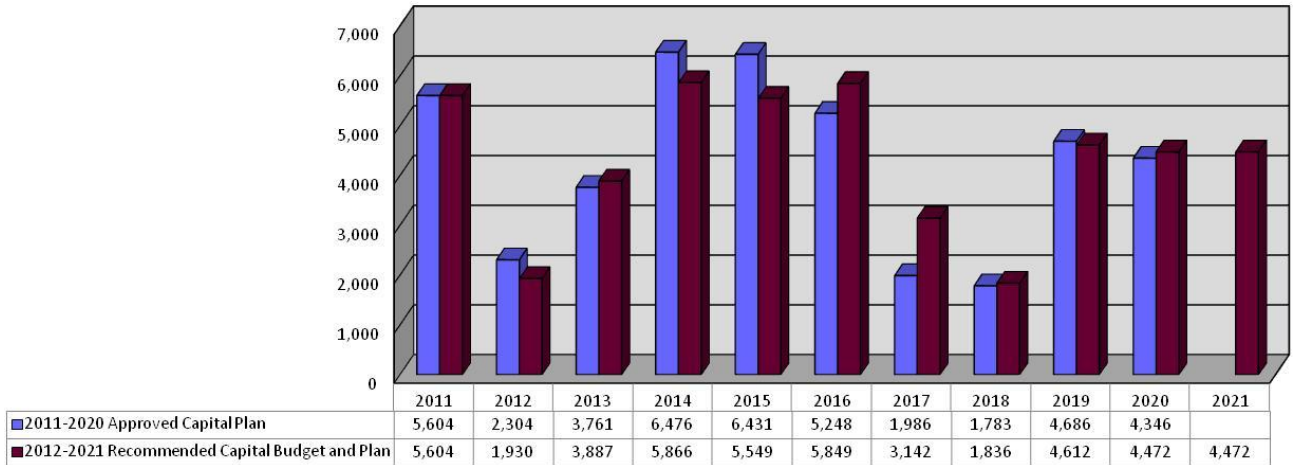
- Emergency Medical Services (EMS) is responsible for providing 24–hour emergency and non–emergency pre–hospital medical care and transportation to individuals experiencing injury or illness.
- EMS currently operates forty–three ambulance stations and five service district centers at 45 locations with a total area of just over 236,713 sq. ft with an asset replacement value of \$98.203 million.
- EMS' 10–Year Recommended Capital Plan of \$41.615 million is allocated between Health and Safety (26%), State of Good Repair (26%), Service Improvement (22%) and Growth Related (26%) capital projects.
- EMS' 10–Year Recommended Capital Plan's State of Good Repair projects focus on major refurbishment of two stations and replacements of mobile data communications hardware and software as well as medical equipment such as stair chairs, stretchers, etc.
- The 10–Year Recommended Capital Plan also addresses service improvement and growth with planned construction of three new facilities and replacement of one station, as well as health and safety initiatives which include the purchase of medical equipment, a vital component of the health care delivery system.
- The 2012–2021 Recommended Capital Plan totals \$41.615 million of which \$23.081 million or 55.5% is projected for the first 5 years, with the final 5 years requiring funding of \$18.534 million or 44.5%.
- The 10–Year Recommended Capital Plan requires new debt funding of \$35.240 million which meets the debt affordability target in each of the 10 years.
  - Debt funding of \$35.240 million comprises 85% of EMS' 10 Year Capital Plan financing.
  - Other sources of funding include Development Charge funding (2% or \$0.626 million), Equipment Reserve funding (10% or \$3.999 million); and, other revenues (4% or \$1.750 million) includes \$1.6 million from the trade–in value of older model defibrillators and \$0.150 million from the Heart and Stroke Foundation for the purchase of 80 Automatic External Defibrillators (AEDs)
- The 2012–2021 Recommended Capital Budget and Plan addresses \$7.351 million of EMS' SOGR backlog. Major repairs have been identified in 2015 for two facilities (Station 23 – Parkway Forest Drive and the Southwest Hub) amounting to \$7.260 million, and in 2020 for 6 ambulance stations (Stations #12, #27, #31, #32, #34, and #39) requiring 24.8 million in funding that will not be addressed by the 2012–2021

Recommended Capital Budget and Plan. This will result in an SOGR backlog of \$36.701 million by 2021.

- EMS' SOGR backlog, as a percentage of its total asset replacement value for 48 facilities is 12.3% in 2012, which will increase to 30.4% by 2021.
- The 10–Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.377 million gross and \$0.123 million net. The additional operating costs are primarily maintenance and services costs for the mobile data communication equipment and AEDs beginning in 2012 with incremental costs in 2013 as more equipment and AEDs are purchased, and for the station security system beginning in 2013.
- The construction of Kipling Ambulance Station, in conjunction with Long Term Care's "Campus of Care Model", was scheduled to begin in 2013, however, this project has been deleted from EMS 2012 – 2021 Recommended Capital Budget and Plan as the Campus of Care project is not included in LTCHS' 10–Year Recommended Capital Plan.

**Key Changes to the 2011–2020 Approved Capital Plan**

**Changes to the 2011–2020 Approved Capital Plan  
(In \$000s)**



The following highlights the key changes from the 2011–2020 Council Approved Capital Plan, when compared with the 2012–2021 Recommended Capital Plan.

- The drop in capital funding in 2012 is primarily due to the change in cash flow funding of \$1.019 million from 2012 to 2013 for the Station Security project as the implementation of the security system has been delayed due to system design changes.



- Between 2013–2016, EMS re-prioritized its capital funding from three projects to fund the acceleration of two station reconstruction and the addition of two new projects that were not previously included in the 2011–2020 Approved Capital Plan:
  - Deletion of the Kipling Ambulance Station project with capital funding of \$3.600 million that was planned to be constructed in the Kipling Acres site in conjunction with Long Term Care’s Campus of Care which is currently not included in LTC’s 10–Year Recommended Capital Plan. Capital Funding from this project allowed EMS to accelerate the reconstruction of Station #14–Etobicoke North Area from 2015–2017 to 2013–2016 which in turn accelerated the reconstruction of Station #21 at the Sunnybrook Medical Centre from 2017 to 2016.
  - Deletion of the Station 42–Kingston Rd. Station project, with capital funding of \$6.257 million, which currently shares its facility with District 4 Service District Centre. The move to a new site is no longer viable due to the difficulty of finding land. As a result, EMS will be re-allocating \$6.0 million to two new projects, the construction of a new facility for \$5.0 million, starting in 2012, for District 4 Service District Centre at an EMS–owned site at Lawrence Avenue East thus freeing up space at Station 42–Kingston Rd to accommodate ambulance operations. Funding of \$1.0 million will also be reallocated to the purchase of radios in 2016 that will be compatible with the new radio infrastructure currently being built for Toronto Police, Fire and EMS services.
  - Deletion of \$0.871 million for the Service District Vehicle Cleaning and Detail Centre project provided capital funding required to maintain the Mobile Data Communication state of good repair program.
- The latter half of the 2012–2021 Capital Plan shows an increase in capital funding as a result of the following changes:
  - The cash flow funding for the purchase of defibrillators of \$2.950 million has been deferred from 2014 to 2016–2017 as defibrillator upgrades were completed in 2010 thus extending its useful life for another 5 to 7 years.
  - The new capital funding in 2021 will fund the construction of the District 5–Service District Centre, Station #39–The East Mall; and the construction of new facilities for the Queensway and Royal York station.
- Details of changes to the project cash flow funding reflected in the 2012 – 2021 Recommended Capital Plan are noted below:



Summary of Project Changes

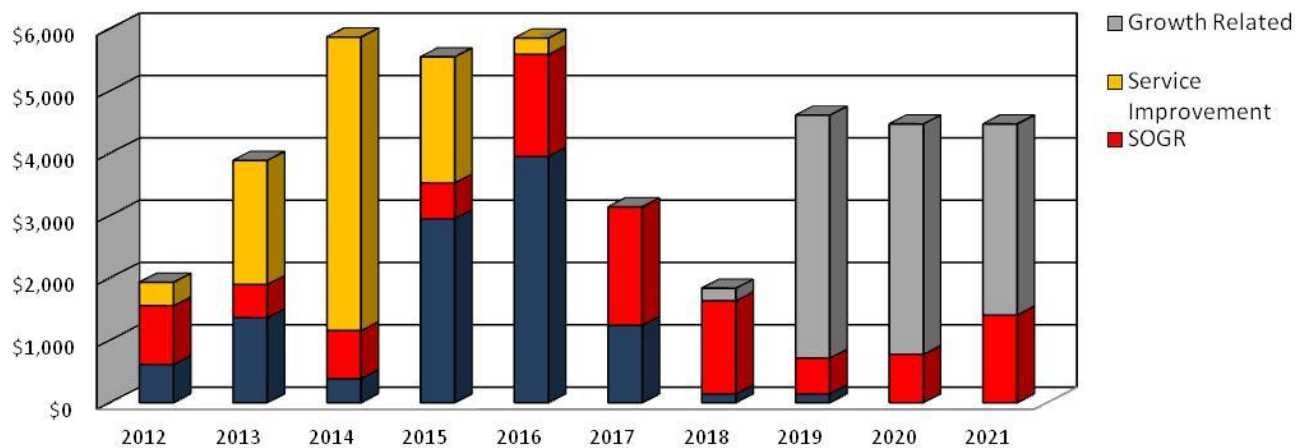
(In \$000s)

Projects (\$000's)	Total Project Cost	2012	2013	2014	2015	2016	2017	2018	2019	2020	2012 - 2020	Revised Total Project Cost
Station Security	2,024	(1,019)	1,019								-	2,024
Kipling Ambulance Station	3,660	-	(558)	(2,605)	(497)	-	-	-	-	-	(3,660)	-
Station 14-Etobicoke North Area	4,187		150	1,751	897	(1,361)	(1,437)				-	4,187
Station 21 - Sunnybrook	3,260					1,137	1,212	(389)	(1,960)		-	3,260
Station 42 - Kingston Rd	6,257	(200)	(2,397)	(200)	(1,065)	(2,395)					(6,257)	-
District 4 - Service District Centre	-	200	1,842	2,958	-	-	-	-	-	-	5,000	5,000
Radio Replacement						1,000					1,000	1,000
Service District Vehicle Cleaning and Detail Centres	871			(209)	(662)						(871)	-
Mobile Data Communications	1,067	175		575	375	300	300	575	375	375	3,050	4,117
Defibrillator Purchases	7,000			(2,950)		1,850	1,100				-	7,000
District 5 - Service District Centre	5,500	-	-	-	-	-	-	-	741	(1,260)	(519)	4,981
Queensway/Royal York Station	1,372								700	741	1,441	2,813
Station 39-1#55 The East mall	-	-	-	-	-	-	-	-	-	200	200	200
<b>Total Change</b>	<b>35,198</b>	<b>(844)</b>	<b>56</b>	<b>(680)</b>	<b>(952)</b>	<b>531</b>	<b>1,175</b>	<b>186</b>	<b>(144)</b>	<b>56</b>	<b>(616)</b>	<b>34,582</b>

2012 – 2021 Recommended Capital Plan

2012–2021 Capital Plan by Project Category

(In \$000s)



- Historically, most of the capital funding for EMS is allocated to state of good repair projects. However, funding from the federal government under the Infrastructure Stimulus Funding (ISF) Program accelerated the completion of nine state of good repair projects by 2011. As a result, this has provided the opportunity for EMS to focus its capital priorities on equipment/system purchases, service improvements and growth related projects.

- Of the \$41.615 million in recommended capital funding for 2012–2021, 26% is allocated to State of Good Repair (SOGR) projects, 26% to Health and Safety projects, 26% to Growth Related initiatives and the balance, 22% to Service Improvement projects.

*Health and Safety Projects (\$10.774 million)*

- \$9.254 million in capital funding is planned for the first five years (2012–2016) for the purchase of 341 new Automatic External Defibrillators (AEDs), the replacement of 200 cardiac monitor defibrillators, radio replacements for the new radio infrastructure (to be shared with Toronto Police and Fire Services), and the completion of EMS' security system. The purchase of defibrillators will be completed in the next five years (2017–2021) at a cost of \$1.100 million.

*State of Good Repair (SOGR) Projects (\$10.619 million):*

- SOGR projects in the first five years totaling \$4.465 million will focus on replacing medical equipment and Mobile Data Communication system and commencing the replacement of Station #21 located at the Sunnybrook Medical Centre. The following five years' capital funding of \$6.001 million will continue to fund the replacement of medical and communication equipment/system as well as the completion of Station #21, and the start of major refurbishment necessary for Station 39 at the East Mall.

*Service Improvements Projects (\$9.362 million):*

- Service Improvement capital funding of \$9.362 million is primarily for two major construction projects planned to be completed in the first five years of the 10–Year Capital Budget and Plan period. These projects include the design and construction/replacement of a 4–bay ambulance station ( Station #14) at Etobicoke North and the construction of a District 4 – Service District Center at EMS' property at 2430 Lawrence Avenue East.

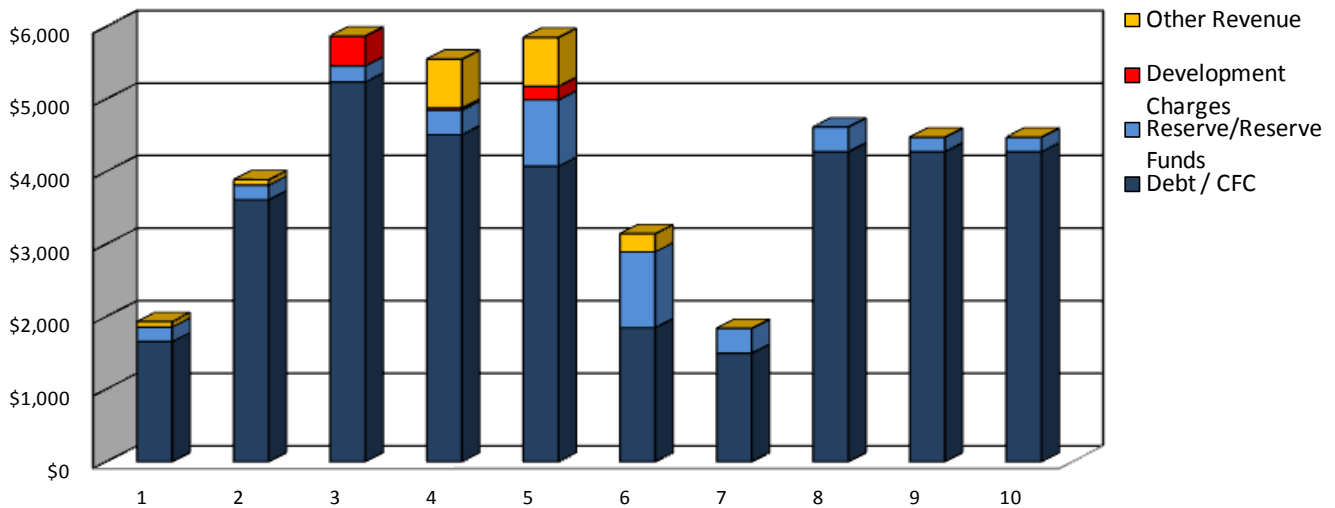
*Growth Related Projects (\$10.860 million)*

- EMS plans to construct two growth–related projects at a cost of \$10.860 million to begin in 2018 and 2019 respectively.
  - the construction of a District 5–Service District Centre facility for \$7.2 million (2018–2021) will provide a central location for Special Operations staff as well as some General Operations Staff that are currently dispersed throughout the City. A centralized location will result in a more efficient operation of the various Special Operations Units that provide specialized paramedic services such as Critical Care Transports, Emergency Response, Emergency Support, Tactical paramedics, etc

- the construction of a new station on Queensway and Royal York area for \$3.660 million (2019–2021) will increase EMS' geographical coverage and address deployment urgency and call volumes in the southeast Etobicoke area.

2011–2020 Capital Plan by Funding Source

(In \$000s)



The 10–Year Recommended Capital Plan of \$41.615 million will be funded from 4 different sources:

- Debt funding of \$35.240 million which represents 84.7% of total recommended capital funding and meets the debt target for each of the 10 years.
- Equipment Reserve funding of \$3.999 million (9.6%) for the replacement of defibrillators and the purchase of medical equipment.
- Development Charge funding of \$0.626 million (1.5%) which will partially fund the renovation/rebuild of Station 14–Etobicoke North Area.
- Other revenues of \$1.750 million (4.2%) which include \$1.6 million from the trade-in value of older model defibrillators and \$0.150 million from the Heart and Stroke Foundation for the purchase of 40 Automatic External Defibrillators (AEDs) per year over 2 years (2012–2013).

## Summary of Major Capital Initiatives

(In \$000s)

(In \$Thousands)	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
<b>State of Good Repair (incl. H&amp;S , &amp; Leg.)</b>												
Radio Replacement	1,000					1,000						1,000
Public Access Defibrillator	1,092	75	215	382			140	140	140			1,092
Defibrillator Purchase	7,000				2,950	2,950	1,100					7,000
Station Security	2,010	536	1,146									1,682
Station 21 - Sunnybrook	3,260					1,137	1,402	721				3,260
Mobile Data Communications	3,928	344	334	575	375	300	300	575	375	375	375	3,928
Medical Equipment	2,000	200	200	200	200	200	200	200	200	200	200	2,000
Station 39-155 The East Mall	1,031									200	831	1,031
MobiCAD Replacement	400	400										400
<b>Sub-Total</b>	<b>21,721</b>	<b>1,555</b>	<b>1,895</b>	<b>1,157</b>	<b>3,525</b>	<b>5,587</b>	<b>3,142</b>	<b>1,636</b>	<b>715</b>	<b>775</b>	<b>1,406</b>	<b>21,393</b>
<b>Service Improvements</b>												
Station 14 - Etobicoke North Area	4,187			1,097	2,024	1,066						4,187
District 4 Service District Centre	5,000	200	1,842	2,958								5,000
Sceduling System - Phase 2	175	175										175
<b>Sub-Total</b>	<b>9,362</b>	<b>375</b>	<b>1,842</b>	<b>4,055</b>	<b>2,024</b>	<b>1,066</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,362</b>
<b>Growth Related</b>												
Queensway & Royal York Station	3,660								901	1,912	847	3,660
District 5 Service District Centre	7,200							200	2,996	1,785	2,219	7,200
<b>Sub-Total</b>	<b>10,860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>3,897</b>	<b>3,697</b>	<b>3,066</b>	<b>10,860</b>
<b>Total</b>	<b>41,943</b>	<b>1,930</b>	<b>3,737</b>	<b>5,212</b>	<b>5,549</b>	<b>6,653</b>	<b>3,142</b>	<b>1,836</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>41,615</b>

## Major Capital Initiatives

- EMS has prioritized its 10–Year Recommended Capital Plan of \$41.615 million to addressing its equipment requirements, funding to maintain its facilities in a state of good repair, as well as funding to address the growth in demand across the City of Toronto.

*State of Good Repair (SOGR), Health & Safety, & Legislated Projects*

- There are four major initiatives under the Health and Safety category (\$10.774 million) which include radio replacement for the new radio infrastructure to be shared with Toronto Police and Fire Services, the purchase of defibrillators used by Advanced Care Paramedics to diagnose and begin treatment on “STEMI” (ST Elevation Myocardial infarction) heart attacks; and the completion of the installation of a new system–wide Station Security System that will allow EMS to track and record equipment and medical supply disbursements.
- State of Good Repair projects (\$10.619 million) include 2 major station replacements (construction of Station #21 at Sunnybrook and major refurbishment necessary for Station #39 at the East Mall) and 3 equipment replacement projects primarily the replacement of Mobile Data Communications hardware and software and the replacement of medical equipment such as stretchers, stair chairs, etc.

*Service Improvements Projects*

- EMS' Service Improvement projects include the construction of Station #14 at the Etobicoke North Area, to address a KPMG recommendation that the station be relocated for more accessibility to the surrounding area, and the construction of a new building for District 4 Service District Centre that will create operational synergies with District 2 (Northeast) operations while freeing up space at the current Station #42 to accommodate ambulance operations.

*Growth Related Projects*

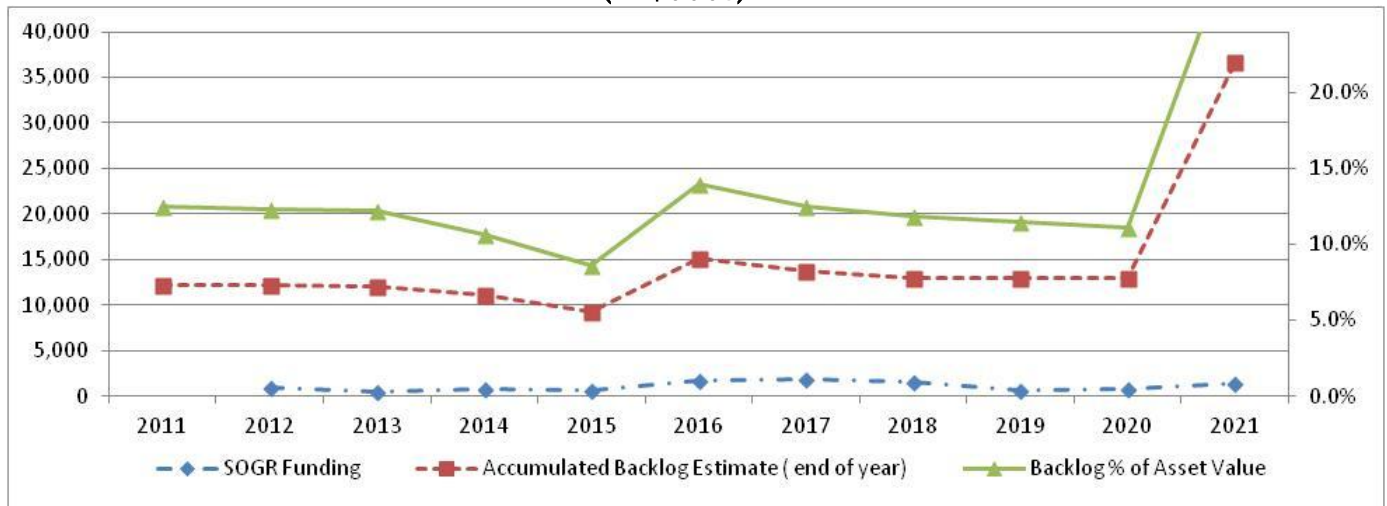
- The two growth-related projects include the construction of a new station at the Queensway and Royal York area to increase geographical coverage and address deployment urgency and call volumes in the southeast Etobicoke area. EMS also plans to construct a new building to accommodate District 5– Service Centre which will allow EMS to consolidate Special Operations staff that are currently spread throughout the City.

**State of Good Repair (SOGR) Backlog**

- EMS currently operates forty-three ambulance stations and five service district centres at 45 locations with a total area of just over 236,713 sq. ft with an asset replacement value of \$93.208 million.
- Based on a feasibility study conducted in 2005, EMS' 45 facilities/locations were categorized as follows: good (12), moderate (23), poor (9) and uninhabitable (1).
- The nine ISF funded projects and the two major station replacement projects that will be completed in 2011 will address 5 of the stations in urgent need of repair including Station #17 which was categorized as uninhabitable. As such, a major portion of EMS' SOGR backlog was addressed by these projects thereby reducing EMS' backlog to \$12.118 million by the end of 2011.
- The 10-Year Recommended Capital Plan includes \$10.619 million for SOGR projects. Of this amount, \$7.351 million will address the SOGR backlog for two stations, Station #14–Etobicoke North Area and Station #21 – Bayview Avenue, while the balance of \$3.268 million will fund the SOGR requirements to maintain EMS Equipment and Systems in a state of good repair (Medical Equipment Replacement Program and the Mobile Data Communications Program).
- The following table summarizes the SOGR funding provided in the 10-Year Recommended Capital Plan, the impact on the accumulated SOGR backlog as a result of recommended projects funded in the 2012–2021 Recommended Capital Plan and the subsequent impact on the accumulated SOGR backlog, as a percentage of its total asset replacement value that increases from \$98.203 million in 2011 to \$120.726 million by 2021.

**SOGR Funding & Backlog**

(In \$000s)



- The commencement of two station replacement projects, one in 2013 for Station #14 – Etobicoke North Area with a project cost of \$3.260 million, and one in 2016 for Station #21 – Bayview Avenue of \$3.260 million will reduce the SOGR backlog by \$6.520 million by 2018.
- In 2015, EMS has identified two facilities, Station #23–Parkway Forest and the Southwest Hub, that will require major repairs at a cost of \$7.260 million, and with no capital funding available to address this requirement, the SOGR backlog will increase to \$16.454 million in 2016.
- In 2020, 6 ambulance stations will require funding of \$24.8 million to maintain these facilities in a state of good repair. These stations include Station #34 – Markham St., Station #12–Albion Rd, Station #27–Tapscott Rd, Station #31–Dundas St. W., Station #32–Clendennan Avenue and Station #39–the East Mall. As the 2012–2021 Recommended Capital Budget and Plan does not have funding to accommodate these requirements, the SOGR backlog will further increase in 2021.
- By 2021, EMS' SOGR backlog will reach \$36.701 million (representing 30.4% of EMS' asset replacement value of \$120.726 million), an increase of \$24.583 million from \$12.118 million in 2012.

## 10–Year Capital Plan: Operating Impact Summary (In \$000s)

(In \$Thousands)	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2011-2020 Total
<b>2012 Recommended Capital Budget</b>											
Program Gross	74	274									348
Program Revenue	68	168									236
Program Costs (Net)	6	106									112
Approved Positions											
<b>Recommended 10-Year Capital Plan</b>											
Program Gross					(14)	11	10	22			29
Program Revenue					(7)	11	10	11			25
Program Costs (Net)						-	-	11			11
Approved Positions											
<b>Total</b>											
Program Gross	74	274			(14)	11	10	22			377
Program Revenue	68	168			(7)	11	10	11			261
Program Costs (Net)	6	106			0	0	0	11			123
Approved Positions											

- The 10–Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.377 million gross and \$0.123 million net. The net operating costs are for the following:
  - In 2012, service and maintenance costs of \$0.074 million gross and \$0.006 million net are required for the following:
    - \$0.056 million gross with revenue funding of \$0.050 million for 40 AEDS to be purchased in 2012; and,
    - \$0.018 million gross and \$0 net (Provincially funded at 100% ) for the purchase of additional hardware and software for the Mobile Data Communication system.
  - In 2013, the completion of the system security project will increase operating costs by \$0.200 million gross and \$0.100 million net (funded at 50% by the Province) for services and monitoring costs of the new system and the purchase of additional AEDs and Mobile Data Communication system will have incremental service and maintenance costs of \$0.074 million.
  - From 2016 to 2019, the completion of Station #14 – Etobicoke North Area– in 2016 is anticipated to realize savings in contracted services of \$0.014 million, while the completion of the Mobile Data Communication project for the Central Ambulance Communication Centre and Station #21– Sunnybrook will result in an increase in service and maintenance costs of 0.043 million.



## Capital Project Delivery, Temporary Positions

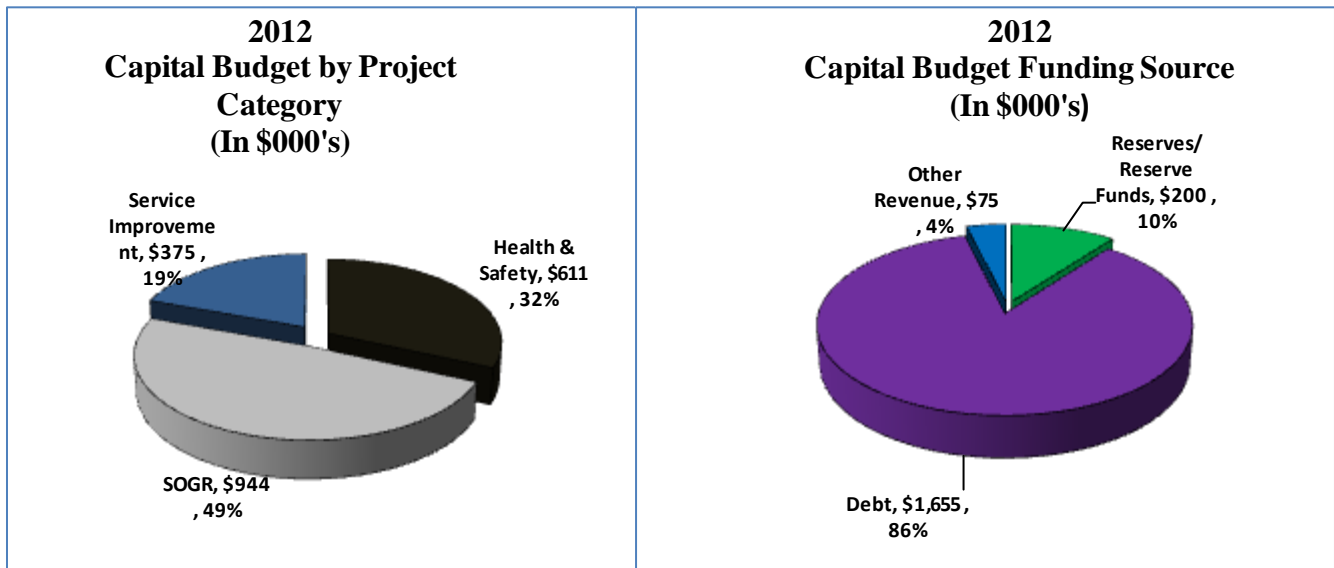
Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount				
			Start Date	End Date	2012	2013	2014	2015	2016 to 2021
<b>Mobile Data Communications</b>									
Electrical Technician	AMB000137	1.00	1/1/2012	12/31/2012	75.0				
Electrical Technician	AMB000137		1/1/2014	12/31/2015			75.0	75.0	
Electrical Technician	AMB000137		1/1/2018	12/31/2021					300.0
		<b>1.00</b>			<b>75.0</b>	<b>-</b>	<b>75.0</b>	<b>75.0</b>	<b>300.0</b>
<b>Station Security</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB907273	0.25	1/1/2012	12/31/2013	38.0	37.0			
		<b>0.25</b>			<b>38.0</b>	<b>37.0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>District 4 (SE District) Service Centre</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB907781	0.25	1/1/2012	12/31/2014	37.0	38.0	38.0		
		<b>0.25</b>			<b>37.0</b>	<b>38.0</b>	<b>38.0</b>	<b>-</b>	<b>-</b>
<b>Station 14 - Land</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB000109-4		1/1/2014	12/31/2014			37.0		
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>37.0</b>	<b>-</b>	<b>-</b>
<b>Station 14 - Facility</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB000109-5		1/1/2015	12/31/2015				75.0	-
Commander Operations / District Supervisor Accomodations Stations	AMB000109-5		1/1/2016	12/31/2016					37.0
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>75.0</b>	<b>37.0</b>
<b>Station 21</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB000130		1/1/2016	12/31/2018					112.0
Commander Operations / District Supervisor Accomodations Stations	AMB000130		1/1/2017	12/31/2017					38.0
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150.0</b>
<b>Queensway/Royal York Station</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB907275		1/1/2019	12/31/2020					75.0
Commander Operations / District Supervisor Accomodations Stations	AMB907275		1/1/2021	12/31/2021					25.0
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100.0</b>
<b>District 5 Service Centre - Land</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB907420-2		1/1/2018	12/31/2018					38.0
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38.0</b>
<b>District 5 Service Centre - Facility</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB907420-1		1/1/2019	12/31/2020					75.0
Commander Operations / District Supervisor Accomodations Stations	AMB907420-1		1/1/2021	12/31/2021					25.0
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100.0</b>
<b>Station 39</b>									
Commander Operations / District Supervisor Accomodations Stations	AMB907791		1/1/2021	12/31/2021					25.0
		<b>Sub-total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25.0</b>
<b>Total</b>		<b>1.50</b>			<b>150.00</b>	<b>75.00</b>	<b>150.00</b>	<b>150.00</b>	<b>750.00</b>

\*These positions are included in EMS' 2011 Approved Staff Complement

- One temporary Electrical Technician position is required to install the mobile data equipment in ambulance vehicles in 2012
- 0.5 temporary Project Manager position is required to carry site visits, meet with contractors and work with Facilities staff to ensure that the installation of the station security system in all EMS 45 locations and the design phase of the District 4–District Service Centre are completed on schedule.

## PART III – 2012 Recommended Capital Budget

### 2012 Capital budget by Project Category and Funding Source



The following summarizes the 2012 Recommended Capital Budget of \$1.930 million, excluding 2011 carry forward funding into 2012.

- Health and Safety projects comprise 32% or \$0.611 million of the 2012 Recommended Capital Budget for the purchase of 40 AEDs and to continue the installation of electronic card access security system in 45 EMS locations for better asset control.
- 49% or \$0.944 million is allocated towards State of Good Repair projects that will upgrade mobile data software / hardware installed in all ambulance vehicles and at the Central Ambulance Communication Centre (CACC) and replace medical equipment such as stairs chairs, stretchers, etc.
- Service Improvement projects account for 19% or \$0.375 million to develop Phase 2 of the Mobile Data Communications scheduling system and the architectural and building design for the construction of the District 4 – Service District Centre.

The 2012 Recommended Capital Budget requires new 2012 cash flow funding of \$1.930 million with capital financing from the following sources:

- Debt funding of \$1.655 million, which meets the debt affordability target for 2012.
- Equipment Reserve Funding of \$0.200 million for the replacement of medical equipment.
- A Heart and Stroke Foundation contribution of \$0.075 million for the purchase of 40 AEDs.

## 2012 Recommended Cash Flow &amp; Future Year Commitments

(In\$000s)

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
<b>Expenditures</b>																
Previously Approved Change in Scope		955		955	323	1,278	1,555									2,833
New			575	575		575										575
New w/Future Year			400	400		400	2,042	3,158								5,600
<b>Total Expenditure</b>		955	975	1,930	323	2,253	3,597	3,158								9,008
<b>Financing</b>																
Debt		880	775	1,655	174	1,829	3,397	2,958								8,184
Other Reserves/Res Funds		75	200	275	75	350	200	200								750
Development Charges Provincial/Federal					74	74										
<b>Total Financing</b>		955	975	1,930	323	2,253	3,597	3,158								8,934

\*Please refer to Appendix 3 for detailed project listings

- The 2012 Recommended Capital Budget for Emergency Medical Services is \$2.253 million which includes the following:
  - \$0.955 million in funding for previously approved project commitments.
  - \$0.975 million for new projects.
  - \$0.323 million in carry forward funding from 2011 to 2012 to complete 4 previously approved projects.
- Previously approved projects include the replacement of Mobile Data Communications equipment, the purchase of 40 Automatic External Defibrillators, and the installation of a security system in all EMS locations with future year commitments in 2013 of \$1.146 million to complete the installation of the security system; \$0.075 million for the purchase of an additional 40 AEDs; and \$0.334 million to complete the upgrades required to the Mobile Data Communication equipment.
- New projects include the design phase of the District 4–Service District Centre facility, the required upgrades to EMS Mobile Dispatch System "MobiCAD and the mobile data scheduling system, and the replacement of medical equipment with future year commitments of \$1.842 million in 2013 and \$2.958 million in 2014 to complete the construction of District 4 Service District Centre and \$0.200 million per year in 2013 and 2014 to continue the replacement of medical equipment.
- The 2012 capital financing is comprised of new debt funding of \$1.655 million; Equipment Reserve funding of \$0.200 million for the replacement of medical equipment; and third party funding of \$0.075 million from the Heart and Stroke Foundation for 40 AEDs.
- Approval of the 2012 Recommended Capital Budget of \$1.930 million will result in Council's commitment to future year cash flow funding of \$3.597 million in 2013 and \$3.158 million in 2014.

## 2012 Recommended Capital Project Highlights

### 2012 Recommended Capital Projects

( In \$000s)

Project	Total Project Cost	2012	2013	2014	2012 - 2014
MobiCAD Replacement	400	400			400
Public Access Defibrillator Program	305	150	75		225
Mobile Data Communications (hardware/software)	967	389	334		723
Station Security	2,024	609	1,146		1,755
Mobile Data Communications - Scheduling System	175	175			175
Medical Equipment Replacement	600	200	200	200	600
District 4 Service District Centre	5,000	200	1,842	2,958	5,000
Purchase of New Ambulance Vehicle	130	130			130
<b>Total (including carry forward)</b>	<b>9,601</b>	<b>2,253</b>	<b>3,597</b>	<b>3,158</b>	<b>9,008</b>

The 2012 Recommended Capital Budget of \$2.253 million will provide funding for the following major projects to:

- Complete the following projects:
  - purchase of software required to upgrade the Mobile Data Communications scheduling system (\$0.175 million);
  - upgrade the EMS Mobile Dispatch System "MobiCAD" (\$0.400 million) as the current vendor will no longer support the current system;
  - purchase one new ambulance vehicle to be deployed in areas across the City to meet growth in demand.
- Continue the following:
  - purchase of 40 new Automated External Defibrillators (AED's) under the Public Access Defibrillator Program to be installed in facilities across the City.
  - replace Mobile Data Communications hardware and software which includes the installation of modems, Automatic Vehicle Locating (AVL) receivers, and server and software replacement for new and back-up ambulances.
  - install an electronic card-access security system in 45 EMS locations that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out transactions.
- Begin the initial architectural and building design for the new facility for District 4 - Service District Centre and the replacement of medical equipment.

## PART IV: ISSUES FOR DISCUSSION

### Future Year Issues

#### *Kipling Station* (\$3.660 million)

- EMS' 2011–2020 Approved Capital Plan included a new station project, Kipling Ambulance Station project in the vicinity of Kipling Acres Long Term Care facility with a total project cost of \$3.660 million to begin in 2013 to 2015.
- This future project, planned in conjunction with Long Term Care's Campus of Care project, was to be constructed on the Kipling Acres site that may be redeveloped to accommodate Long Term Care's "Campus of Care Model" that would provide long term care beds, supportive housing, adult day programs, a child care centre and a touchdown station for Toronto Police and Toronto EMS.
- Currently, the Campus of Care project is not included in LTCHS' 10–Year Recommended Capital Plan and until a long term plan is finalized on Kipling Acres Redevelopment, EMS has re–prioritized its capital requirements resulting in the acceleration of the reconstruction of Station #14 (Etobicoke North Area) and funding required to upgrade EMS' mobile date equipment.
- LTCHS will report to the appropriate Standing Committee on the future plan and financial implications of this project. If the Campus of Care project proceeds in the future, EMS will be required to re–allocate capital funding within its 10–Year Capital Plan to address the requirement for an EMS station/post as previously proposed in the Campus of Care project.

#### State of Good Repair (SOGR) Backlog

- EMS' SOGR backlog is estimated at \$12.118 million or 12.3 % in 2012, increasing to \$36.701 million by 2021. This is primarily due to SOGR funding requirements for 2 facilities in 2015 and 6 ambulance stations in 2020 that cannot be accommodated within the 2012–2021 Recommended Capital Budget and Plan.
- In 2015, EMS identified two facilities requiring major repairs: Station 23 – Parkway Forest Drive for \$3.260 million and the Southwest Hub for \$4.000 million.

- In 2020, EMS will require capital funding of \$24.8 million to maintain 6 stations in a state of good repair: Station 34 – Markham Street (one of EMS largest stations with 19,930 sq. ft. of space) for \$8.5 million and the other 5 stations (Station #12–Albion Rd, Station #27–Tapscott Rd, Station #31–Dundas St. W., Station #32–Clendennan Avenue and Station #39–the East Mall) for \$3.260 million per station.
- As the SOGR backlog will increase significantly starting in 2021, EMS will need to develop funding strategies in 2021 and beyond to address this growing SOGR backlog.

## Appendix 1 2011 Performance

### 2011 Key Accomplishments

In 2011, EMS will complete the following projects:

- ✓ 9 ISF projects consisting of two station rebuilds (*Stations #19 & #41*) as well as 7 major station renovations to *Stations #01, #11, #28, #38, #40, #44 and the Northeast District Office* within schedule.
- ✓ 2 major station rebuilds, *Station #17 & #18 Rebuild projects* as scheduled.
- ✓ The purchase of *portable two-way radios* to serve as second portable radio capacity for all EMS ambulances.

### 2011 Capital Variance Review

2011 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$	% Unspent
12,842	8,629	67.2%	12,415	96.7%	427	3.3%

- EMS' capital expenditures for the nine months ended September 30, 2011 totaled \$8.629 million or 67.2% of the 2011 Approved Capital Budget of \$12.842 million.
- The Program's projected expenditures to year-end are expected to be \$12.415 million or 96.7% of the 2011 approved cash flow. Two station-rebuild projects (Stations #17 & #18) and 9 ISF station rebuilds/refurbishment projects were completed in September.
- Of the projected under spending of \$0.427 million by year-end, approximately \$0.323 will be carried forward into 2012. The delivery of the automatic external defibrillators and one ambulance vehicle have been delayed as contract details are still being finalized and delivery is expected to occur in early 2012.



***ISF Projects:***

- EMS is projecting to spend \$7.698 million or 99.5% of the 2011 approved cash flow of \$7.735 million for 9 ISF projects which were all completed by September 2011.

**2011 Funding to be Carried Forward to 2012**

- The 2012 Recommended Capital Budget includes 2011 funding carried forward into 2012 of \$0.323 million based on the 3<sup>rd</sup> quarter variance report. EMS will review and revise its 2011 funding to be carried forward into 2012 in the 1<sup>st</sup> quarter of 2012.

## Appendix 2

## 10 – Year Recommended Capital Plan Project Summary

(In \$Thousands)	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
<b>State of Good Repair (incl. H&amp;S , &amp; Leg.)</b>												
Radio Replacement	1,000					1,000						1,000
Public Access Defibrillator	1,092	150	215	382			140	140	140			1,167
Defibrillator Purchase	7,000				2,950	2,950	1,100					7,000
Station Security	1,682	609	1,146									1,755
Station 21 - Sunnybrook	3,260					1,137	1,402	721				3,260
Mobile Data Communications	3,928	389	334	575	375	300	300	575	375	375	375	3,973
Medical Equipment	2,000	200	200	200	200	200	200	200	200	200	200	2,000
Station 39-155 The East Mall	1,031									200	831	1,031
MobiCAD Replacement	400	400										400
<b>Sub-Total</b>	<b>21,393</b>	<b>1,748</b>	<b>1,895</b>	<b>1,157</b>	<b>3,525</b>	<b>5,587</b>	<b>3,142</b>	<b>1,636</b>	<b>715</b>	<b>775</b>	<b>1,406</b>	<b>21,586</b>
<b>Service Improvements</b>												
Station 14 - Etobicoke North Area	4,187			1,097	2,024	1,066						4,187
District 4 Service District Centre	5,000	200	1,842	2,958								5,000
Sceduling System - Phase 2	175	175										175
<b>Sub-Total</b>	<b>9,362</b>	<b>375</b>	<b>1,842</b>	<b>4,055</b>	<b>2,024</b>	<b>1,066</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,362</b>
<b>Growth Related</b>												
Queensway & Royal York Station	3,660								901	1,912	847	3,660
District 5 Service District Centre	7,200							200	2,996	1,785	2,219	7,200
Purchase of New Ambulance	130	130										
<b>Sub-Total</b>	<b>10,990</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>3,897</b>	<b>3,697</b>	<b>3,066</b>	<b>10,860</b>
<b>Total</b>	<b>41,745</b>	<b>2,253</b>	<b>3,737</b>	<b>5,212</b>	<b>5,549</b>	<b>6,653</b>	<b>3,142</b>	<b>1,836</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>41,808</b>

*Includes 2011 Carry Forward funding of \$0.323 million*

**Appendix 3**  
**2012 Recommended Capital Budget; 2013 to 2021 Capital Plan**

**Appendix 4**  
**2012 Recommended Cash Flow and Future Year Commitments**

**Appendix 5**  
**2012 Recommended Capital Project with Financing Details**

## Appendix 6

### 2012 Reserve / Reserve Fund Review – Program

#### Reserve/Reserve Fund Review – Program Specific

Table 1		Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
XR2403 EMS Development Charge Reserve	Beginning Balance	\$306	\$306	\$406	\$508	\$203	\$281	\$207	\$322	\$441	\$563	\$689	
	Station 14 - Etobicoke North Area				(\$410)	(\$30)	(\$186)						(\$626)
	<b>Total Proposed Withdrawals</b>		<b>\$0</b>	<b>\$0</b>	<b>(\$410)</b>	<b>(\$30)</b>	<b>(\$186)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$626)</b>
	Development Charge contributions		\$100	\$102	\$105	\$108	\$112	\$115	\$119	\$122	\$126	\$130	\$1,139
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$306</b>	<b>\$406</b>	<b>\$508</b>	<b>\$203</b>	<b>\$281</b>	<b>\$207</b>	<b>\$322</b>	<b>\$441</b>	<b>\$563</b>	<b>\$689</b>	<b>\$819</b>	

Table 1		Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
XQ1019 Equipment Reserve	Beginning Balance	\$237	\$237	\$462	\$687	\$912	\$1,675	\$1,861	\$1,490	\$1,575	\$1,660	\$1,885	
	Medical Equipment Replacement		(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$2,000)
	Defibrillator Purchases - CAM055					(\$137)	(\$714)	(\$706)					(\$1,557)
	AEDs Replacement - CAM048							(\$140)	(\$140)	(\$140)			(\$420)
	<b>Total Proposed Withdrawals</b>		<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$337)</b>	<b>(\$914)</b>	<b>(\$1,046)</b>	<b>(\$340)</b>	<b>(\$340)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$3,977)</b>
	Contribution from Operating		\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$4,250
	Trade-in Value of older model Defibrillators					\$675	\$675	\$250					\$1,600
Projected Contributions		\$425	\$425	\$425	\$1,100	\$1,100	\$675	\$425	\$425	\$425	\$425	\$5,850	
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$237</b>	<b>\$462</b>	<b>\$687</b>	<b>\$912</b>	<b>\$1,675</b>	<b>\$1,861</b>	<b>\$1,490</b>	<b>\$1,575</b>	<b>\$1,660</b>	<b>\$1,885</b>	<b>\$2,110</b>	

Table 1		Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
XQ4401 Public Access Defibrillation Reserve	Beginning Balance	\$23	\$23	\$23	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<b>Total Proposed Withdrawals - CAM048</b>		<b>\$0</b>	<b>(\$23)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	Projected Contributions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$23</b>	<b>\$23</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Table 1		Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
XQ1018 Vehicle Reserve - EMS	Beginning Balance	\$4,334	\$4,334	\$4,442	\$4,305	\$4,287	\$4,155	\$4,046	\$3,843	\$3,546	\$3,155	\$2,669	
	Purchase of approximately 24 ambulances		(\$3,741)	(\$3,986)	(\$3,867)	(\$3,981)	(\$3,958)	(\$4,052)	(\$4,146)	(\$4,240)	(\$4,335)	(\$4,429)	(\$40,735)
	<b>Total Proposed Withdrawals</b>		<b>(\$3,741)</b>	<b>(\$3,986)</b>	<b>(\$3,867)</b>	<b>(\$3,981)</b>	<b>(\$3,958)</b>	<b>(\$4,052)</b>	<b>(\$4,146)</b>	<b>(\$4,240)</b>	<b>(\$4,335)</b>	<b>(\$4,429)</b>	<b>(\$40,735)</b>
	Estimate Auction Revenues		\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	
	Contribution from Operating		\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$37,490
Projected Contributions		\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$38,490	
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$4,334</b>	<b>\$4,442</b>	<b>\$4,305</b>	<b>\$4,287</b>	<b>\$4,155</b>	<b>\$4,046</b>	<b>\$3,843</b>	<b>\$3,546</b>	<b>\$3,155</b>	<b>\$2,669</b>	<b>\$2,089</b>	