



Emergency Medical Services I: 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

2014 – 2023 Capital Budget and Plan Highlights

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 43 ambulance stations and 5 service district centres at 45 locations that have a total area of just over 234,913 sq. ft. and an estimated replacement value of \$108.666 million.

The 2014–2023 Recommended Capital Budget and Plan of \$59.157 million is below the debt affordability target over the 10-year period. The Capital Plan primarily focuses on building multi-function stations for better staff deployment and asset management and the replacement of medical and communications equipment and vehicles that have reached its useful life.

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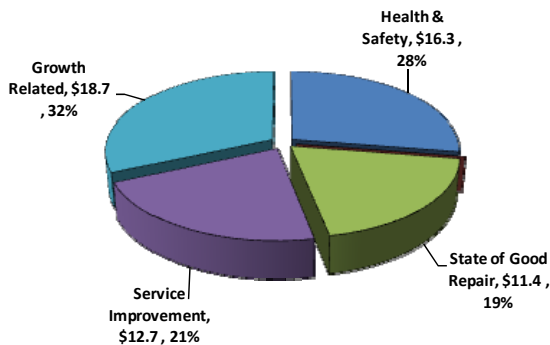
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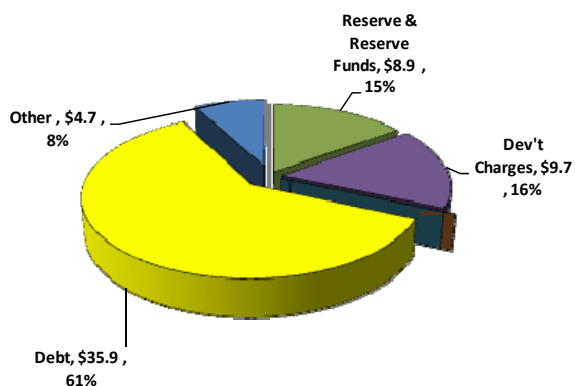
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Capital Spending and Financing

**2014-2023 Capital Budget and Plan Expenditures
\$59.157
(\$Million)**



**2014-2023 Capital Budget and Plan by Funding Source \$59.157
(\$Million)**



Where does the money go?

The 2014–2023 Recommended Capital Budget and Plan is \$59.157 million and provides funding of \$16.282 million for Health and Safety projects; \$11.430 million for State of Good Repair (SOGR) projects; \$12.700 million for Service Improvement projects; and \$18.745 million for Growth Related projects.

The 10-Year Capital Plan will provide funding for several multi-year projects such as the construction of 2 multi-function stations, the purchase of medical supplies and lifecycle replacement of automatic external defibrillators, cardiac monitor defibrillators and mobile data equipment. The Capital Plan also provides funding for the purchase of 15 new ambulances requiring additional radios to address the increase in service demands.

Where does the money come from?

The 10-year Recommended Capital Plan of \$59.157 million is primarily funded from debt which accounts for 61% of total funding or \$35.850 million.

Other sources of funding include Development Charges of \$9.738 million or 16%, Equipment Reserve funding of \$8.907 million or 15% and Other Revenues of \$4.662 million or 8% comprised of \$1.800 million from Metrolinx to partially fund the relocation of an EMS station as a result of the Eglinton LRT project, and \$2.862 million which reflects the trade-in value of older model defibrillators.

State of Good Repair Backlog

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

EMS does not have a state of good repair backlog for its equipment as these are replaced according to EMS' Equipment Replacement schedule which is required to maintain regulatory

compliance with the Ministry of Health and Long Term Care and patient safety.

Key Challenges and Priority Actions

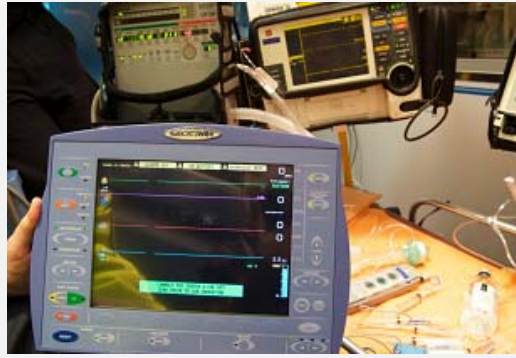
EMS' long term plan is to build larger stations that will serve as central deployment stations for staff and ambulance vehicles.

- The 2014-2023 Recommended Capital Plan includes funding for the construction of two multi-function stations in the North West and South East districts. Two more large stations in the North East and South West are required however, given the substantial investment of \$15.200 million, per station and debt funding constraints, these projects are not included within the 10-Year Recommended Capital Budget and Plan.

2014 Recommended Capital Budget

The 2014 Recommended Capital Budget for Emergency Medical Services of \$4.759 million will:

- Begin the initial phase of the scheduling system upgrade project to enhance the time management system (TMS) by integrating the new card readers for the paramedic sign-in process and incorporating changes to the EMS Control Centre schedules.
- Begin Phase 1 of the acquisition and installation of equipment required for the back-up communication system to ensure provision of similar capacity and capabilities as the main Communications Centre.
- Complete the annual replacement of medical supplies (power stretchers, stair chairs and spine boards) and the installation of mobile data equipment on approximately 40 new ambulances replaced every year.
- Continue the construction of the North West District Multi-function Station project.



II: RECOMMENDATIONS

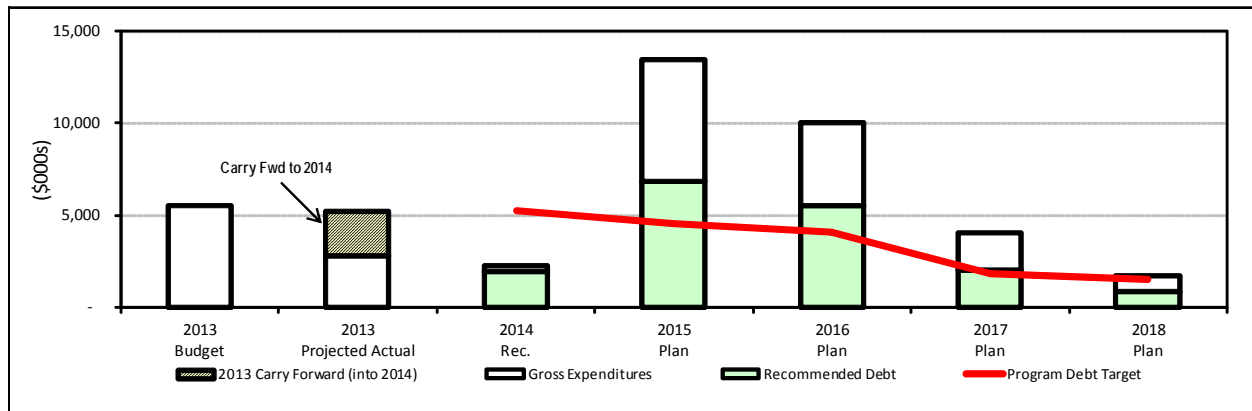
Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Emergency Medical Services with a total project cost of \$5.335 million, and 2014 cash flow of \$4.759 million and future year commitments of \$12.425 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 5 new / change in scope sub-projects with a 2014 total project cost of \$5.335 million that requires cash flow of \$2.110 million in 2014 and a future year cash flow commitment of \$1.225 million in 2015 and \$2.000 million in 2016;
 - ii) 2 previously approved sub-projects with a 2014 cash flow of \$0.200 million; and a future year cash flow commitment of \$7.200 million in 2015 and \$2.000 million in 2016.
 - b) 2013 approved cash flow for 5 previously approved sub-project with carry forward funding from 2013 into 2014 totaling \$2.449 million.
2. City Council approve new debt service costs of \$0.035 million in 2014 and incremental debt costs of \$0.248 million in 2015, \$0.267 million in 2016 and \$0.103 million in 2017 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Recommended Capital Plan for Emergency Medical Services totaling \$44.422 million in project estimates, comprised of \$5.035 million in 2015; \$6.060 million in 2016; \$4.070 million in 2017; \$1.760 million in 2018; \$6.097 million in 2019; \$3.705 million in 2020; \$7.905 million in 2021; \$2.925 million in 2022; and \$6.865 million in 2023.
4. City Council consider operating cost (savings) of \$0.151 million net in 2014, (\$0.075 million) net in 2015; \$0.084 million net in 2016; (\$0.042) million net in 2017 emanating from the approval of the 2014 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.
5. All sub-projects with third party financing be approved conditionally, subject to the receipt of such funding in 2014 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
6. City Council approve 1.5 temporary capital positions for the delivery of new 2014 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.

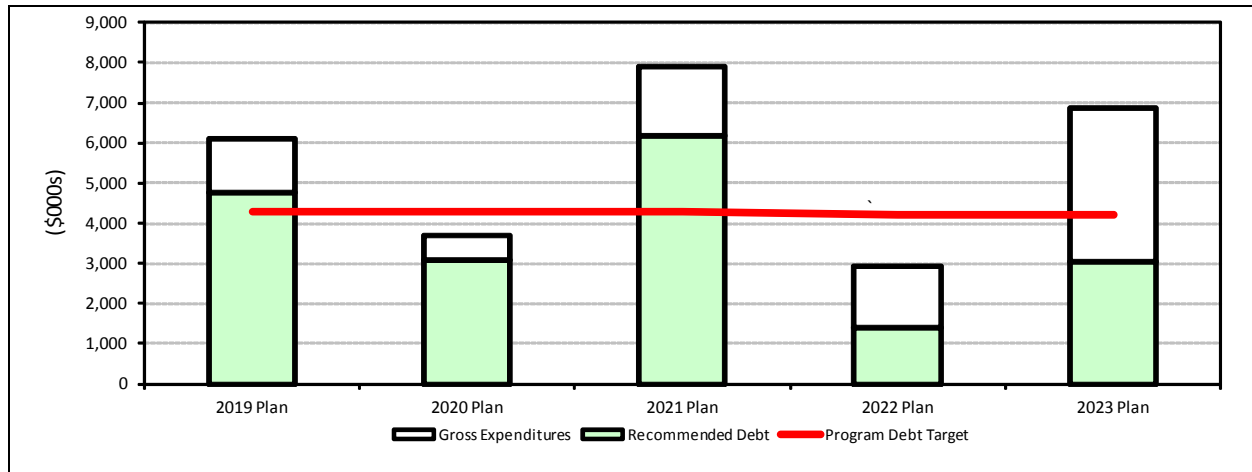
III: 10-YEAR CAPITAL PLAN

10 - Year Capital Plan 2014 Recommended Budget, 2015 – 2018 Recommended Plan



	2013		2014 Budget and 2015 - 2018 Plan							5-Year Total Percent
	Budget	Projected Actual	2014	2015	2016	2017	2018	2014 - 2018		
Gross Expenditures:										
2013 Capital Budget & Approved FY Commitments	5,517	2,803	7,400	2,000				9,400	29.7%	
Recommended Changes to Approved FY Commitments			(7,200)	5,200	2,000					
2014 New/Change in Scope and Future Year Commitments			2,110	1,225	2,000			5,335	16.9%	
2015- 2018 Capital Plan Estimates				5,035	6,060	4,070	1,760	16,925	53.5%	
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2014		2,449								
Total Gross Annual Expenditures & Plan	5,517	5,252	2,310	13,460	10,060	4,070	1,760	31,660	100.0%	
Program Debt Target			5,234	4,507	4,074	1,846	1,496	17,157		
Financing:										
Recommended Debt			2,000	6,839	5,550	2,080	883	17,352	54.8%	
Reserves/Reserve Funds			310	1,385	2,585	470	470	5,220	16.5%	
Development Charges				2,441	1,250	1,320	407	5,418	17.1%	
Provincial/Federal										
Debt Recoverable										
Other Revenue				2,795	675	200		3,670	11.6%	
Total Financing			2,310	13,460	10,060	4,070	1,760	31,660	100.0%	
By Project Category:										
Health & Safety			150	3,800	5,950	1,240	140	11,280	35.6%	
Legislated										
SOGR			960	760	2,110	2,130	905	6,865	21.7%	
Service Improvement			1,200	7,500	2,000			10,700	33.8%	
Growth Related				1,400		700	715	2,815	8.9%	
Total by Project Category			2,310	13,460	10,060	4,070	1,760	31,660	100.0%	
Asset Value (\$) at year-end	108,666		108,666	108,666	123,816	123,816	123,816			
Yearly SOGR Backlog Estimate (not addressed by current plan)										
Accumulated Backlog Estimate (end of year)										
Backlog: Percentage of Asset Value (%)			0.0%	0.0%	0.0%	0.0%	0.0%			
Debt Service Costs			35	273	465	427	229	1,429		
Operating Impact on Program Costs			151	(39)	66	108	78	363		
New Positions										

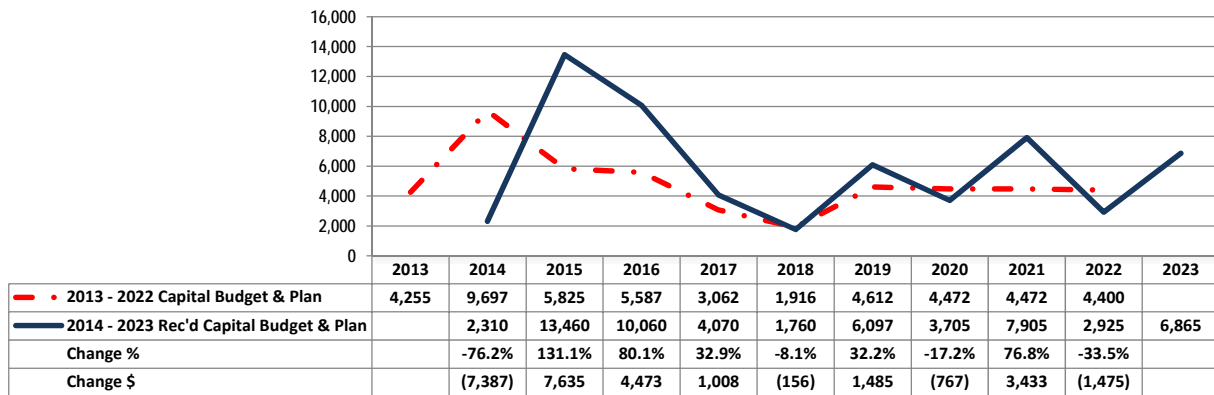
**10 - Year Capital Plan
2019 - 2023 Recommended Plan
(In \$000s)**



	2019 - 2023 Capital Plan							10-Year Total Percent
	2019	2020	2021	2022	2023	2014 - 2023		
Gross Expenditures:								
2013 Capital Budget & Approved FY Commitments						9,400		15.9%
Recommended Changes to Approved FY Commitments								
2014 New/Change in Scope and Future Year Commitments						5,335		9.0%
2019 - 2023 Capital Plan Estimates	6,097	3,705	7,905	2,925	6,865	44,422		75.1%
Total Gross Annual Expenditures & Plan	6,097	3,705	7,905	2,925	6,865	59,157		100.0%
Program Debt Target	4,272	4,272	4,272	4,200	4,200	38,373		
Financing:								
Recommended Debt	4,760	3,075	6,172	1,425	3,066	35,850		60.6%
Reserves/Reserve Funds	470	330	330	350	2,207	8,907		15.1%
Development Charges	867	300	1,403	1,150	600	9,738		16.5%
Provincial/Federal								
Debt Recoverable								
Other Revenue					992	4,662		7.9%
Total Financing	6,097	3,705	7,905	2,925	6,865	59,157		100.0%
By Project Category:								
Health & Safety	662				4,340	16,282		27.5%
Legislated								
SOGR	705	1,705	705	725	725	11,430		19.3%
Service Improvement				200	1,800	12,700		21.5%
Growth Related	4,730	2,000	7,200	2,000		18,745		31.7%
Total by Project Category	6,097	3,705	7,905	2,925	6,865	59,157		100.0%
Asset Value(\$) at year-end	108,666	108,666	108,666	123,866	123,866			
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
Backlog: Percentage of Asset Value (%)	0.0%	0.0%	0.0%	0.0%	0.0%			
Debt Service Costs	174	543	424	659	200	3,429		
Operating Impact on Program Costs	79	(78)		103	(52)	416		
New Positions								

Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan
(In \$000s)



The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflects an increase of \$8.249 million from the 2013 to 2022 Approved Capital Plan.

The changes to the 2013 – 2022 Approved Capital Plan arise from greater utilization of Development Charge funding and reprioritization of Emergency Medical Services capital projects, following an assessment of its critical needs, while completing key technology and infrastructure initiatives.

- EMS' long term plan is to build larger stations that will serve as central deployment stations for staff and ambulance vehicles. As a result, EMS deleted four facility related projects included in the 2013-2022 Capital Plan. These projects are:
 - The *Station 43-Pape Avenue (\$1.596 million-2022) and Station 39-155 The East Mall (\$3.260 million – 2020-2022) projects* which were previously included for major renovations;
 - The *Queensway and Royal York Station project (\$3.660 million-2019-2021)*, a new facility planned to address the service gap in the southeast Etobicoke area; and
 - The *District 5 Service Centre project (\$7.200 million-2018-2021)*, a new facility intended to consolidate approximately 180 Special Operations staff that are currently spread throughout the City.
- 6 new capital projects that were not previously included in the 2013-2022 Capital Plan are now incorporated in the 2014-2023 Recommended Capital Plan:
 - The *Scheduling System Upgrade project* with a total project cost of \$0.150 million is scheduled to begin in 2014. The project will implement changes and upgrades to EMS' time management system (TMS) including integrating new card readers for the paramedic sign-in process and incorporating changes to the EMS Control Centre schedules.

- The *South East District Multi-Function Station project* (2019-2022) for a total project cost of \$15.200 million. This new station will address the needs of two service areas currently covered by Station #43 on Pape Ave. (serving Ward 30 - Toronto Danforth area) and the South East Hub, which currently shares the facility at Station 42 (serving Ward 36 in the Kingston Rd area).
- The *Dispatch Console Replacement project* planned in 2017 for a total project cost of \$1.500 million. The EMS dispatch console, an integrated radio/telephone electronics system will connect the EMS dispatchers with the Motorola trunking system, 911, and hospital telephones.
- The *Ambulance Radio Replacement project* planned for 2016 and 2020 with a total project cost of \$2.500 million will fund the replacement of 250 EMS' portable radios representing 50% of the total apparatus as part of a planned equipment refresh cycle.
- The *Additional Ambulance project* for \$2.145 million will add 5 new Type III Ambulance vehicles annually for three years, starting in 2017, for a total of 15 new ambulance vehicles, to meet the growing service needs and planned increase in EMS Paramedic complement.
- The *New Defibrillators project* for \$1.400 million to purchase 40 new defibrillators in 2015 is required to accommodate the need for increased number of road ready ambulances following an increase in the number of paramedics.
- The *Power Stretchers project* for \$3.000 million for the purchase 200 power stretchers that will alleviate health and safety issues arising from heavy lifting for paramedics.
- The project cost for the Medical Equipment (stretchers, stair chairs, scoop stretchers and spine boards) project was increased by \$1.370 million to \$2.620 million to address increase in service demands.
- Cash flow funding for 2 projects was realigned following a detailed review of EMS' capital projects based on business readiness and need.
 - *Station 21 – Sunnybrook Hospital project* with a total project cost of \$2.0 million was deferred from 2016-2018 to 2022-2024 to correspond with the planned construction of Fire Services' Sunnybrook Fire Station project starting in 2021.
 - The replacement purchase of automatic external defibrillators (AEDs) under the *Public Access Defibrillator (PAD) project* for \$0.500 million was deferred from 2014 to 2019. AEDs have a life span of 10 years and AEDs purchased in 2004 were due for replacement in 2014. However, issues experienced with these machines in 2009 resulted in the vendor replacing the units at zero cost and therefore deferring the timing of the lifecycle replacement.

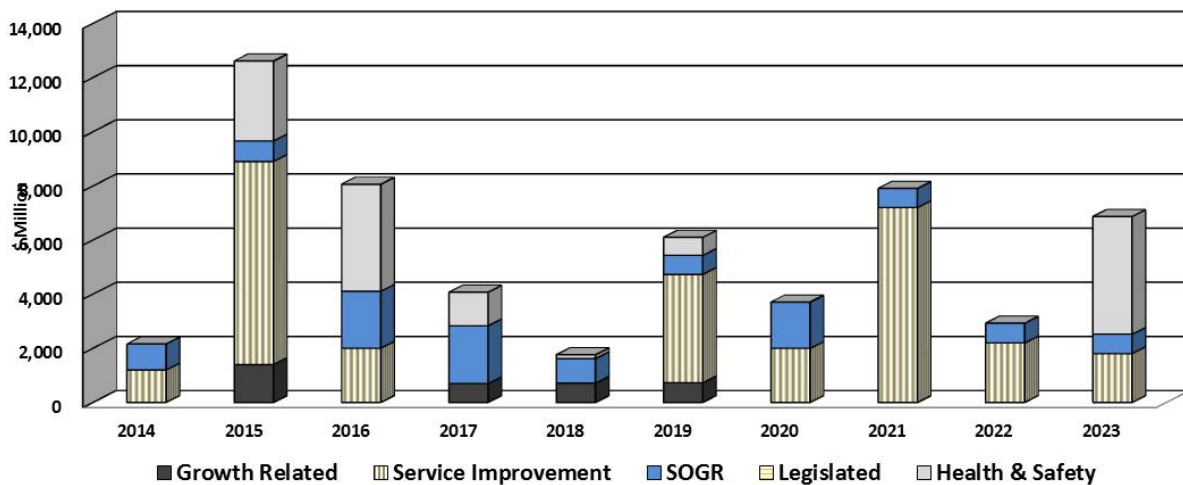
The following chart details the key project cash flow funding changes to the 2013 – 2022 Approved Capital Plan. The reduction in debt funding of \$2.523 million over the 10-year period reflects the additional Development Charge funding that was made available under the new 2013 DC By-law.

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

	Total Project Cost	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022		Revised Total Project Cost	
		Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt		
Previously Approved																	
North West District Multi-Function Station (Formerly Large Station at Plewes Rd)	11,200	(7,200)	(5,159)	5,200	2,509	2,000	750										11,200
Medical Equipment Replacement	600	110										110		110	(1,900)		710
Total Previously Approved	11,800	(7,090)	(5,159)	5,200	2,509	2,000	750					110	(1,900)	110	(1,900)		11,910
New																	
Station 43 - 126 Pape Avenue	1,596														(1,596)	(1,596)	
Station 39 - 155 The East Mall	3,260														(3,260)	(3,260)	
Queensway & Royal York Station	3,660														(3,660)	(3,660)	
District 5 Service Centre	7,200									(200)	(120)	(200)	(120)	(7,200)	(7,120)		
Scheduling System Upgrade		75	75	75	75							150	150	150	150		150
South East District - Multi Function Station															15,200	11,772	15,200
Ambulance Radio Replacement						1,500	1,500					1,500	1,500	2,500	2,500		2,500
Dispatch Console Replacement								1,500	1,500			1,500	1,500	1,500	1,500		1,500
Additional Ambulance (2017-2019)								700	280	715	308	1,415	588	2,145	1,026	2,145	
New Defibrillators				1,400	1,080							1,400	1,080	1,400	1,080		1,400
Defibrillator Replacement Purchases	7,000		(1,082)		(895)									(2,877)	(2,877)		7,000
Medical Equipment Replacement	1,600			110		110		130		130		480		1,020			2,620
Station 21 - Sunnybrook	3,260					(1,137)	(1,137)	(1,322)	(1,322)	(801)	(801)	(3,260)	(3,260)	(3,060)	(3,060)		200
Public Access Defibrillator Program	942	(522)	(500)									(522)	(500)			22	942
Mobile Data Communications											(100)		(100)		(100)		
Power Stretchers		150	150	850	850	2,000	2,000					3,000	3,000	3,000	3,000		3,000
Total New	28,518	(297)	(1,357)	2,435	1,110	2,473	2,363	1,008	(442)	(156)	(713)	5,463	961	8,139	(623)		36,657
Total Changes	40,318	(7,387)	(6,516)	7,635	3,619	4,473	3,113	1,008	(442)	(156)	(713)	5,573	(939)	8,249	(2,523)		48,567

2014 – 2023 Recommended Capital Plan

**2014 – 2023 Capital Plan by Project Category
(In \$000s)**



- The 10-Year Recommended Capital Plan for EMS of \$59.157 million provides funding for Health and Safety projects of \$16.282 million; State of Good Repair (SOGR) projects of \$11.430 million; Service Improvement projects of \$12.700 million, and Growth Related projects of \$18.745 million.

Health and Safety Projects (\$16.282 million)

- The projects in this category provide funding for the purchase of 200 power stretchers and the replacement purchase of emergency and medical equipment which includes 471 Automatic External Defibrillators, 200 cardiac monitor defibrillators (with a lifecycle of 5 to 7 years), radio replacements for the new joint radio communication infrastructure shared with Toronto Police Services and Fire Services.
 - Capital funding of \$11.280 million or 69% of the total funding is allocated primarily in the first five years of the 10-Year Capital Plan to align with the lifecycle replacement for these equipment types.

State of Good Repair (SOGR) Projects (\$11.430 million):

- SOGR projects in the first five years total \$6.865 million and \$4.565 million for the following five years. The yearly replacement of medical and mobile data communications equipment requires annual funding of \$0.728 million or \$7.280 million of the 10-year period. Other recommended SOGR projects include the purchase of 250 portable radios for use in ambulance vehicles representing 50% of total apparatus, replacement of EMS' dispatch console system and systems upgrade of the scheduling system to accommodate schedule changes in the EMS control centre and the sign-in process for paramedics.

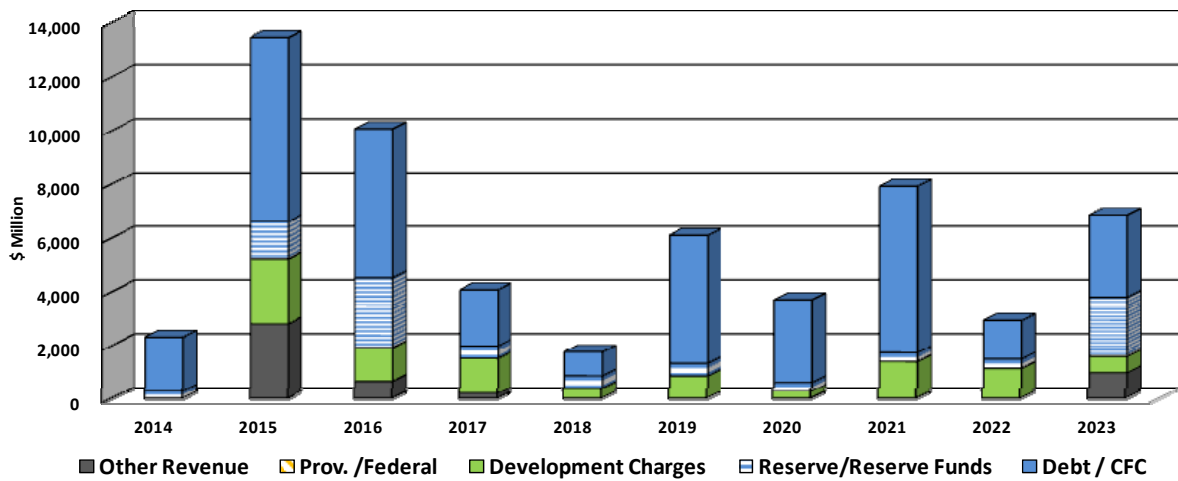
Service Improvements Projects (\$12.700 million):

- Capital funding of \$10.700 million is allocated to 2 service improvement projects within the first 5 years of the 10-year Capital Plan period. These projects include the completion of the North West Multi-function station project and the enhancements required to the Back-up Communication System to achieve a similar capacity and capabilities as the main Communications Centre. Funding of \$2.000 million for the following five years will be required for the construction/replacement of a 4-bay ambulance station (Station #21) at Sunnybrook Hospital.

Growth Related Projects (\$18.745 million):

- Three growth-related projects are planned with \$2.815 million provided in the first five years to purchase 15 ambulance vehicles and 40 new cardiac monitor/defibrillators for the new ambulances. The following 5 years' funding of \$15.930 million will complete the purchase of ambulance vehicles and the construction of a second multi-function station in the South East District to meet increased service demands.

2014–2023 Capital Plan by Funding Source
(In \$000s)



- The 10-Year Recommended Capital Plan of \$59.157 million will be financed by \$35.850 million of debt, \$8.907 from Reserve / Reserve funds, \$9.738 million from Development Charges, and \$4.662 million in Other Revenues comprised of \$2.862 million representing the trade-in value of older defibrillators and \$1.800 million from Metrolinx.
- Debt accounts for \$17.352 million or 55% of the financing for the 2014 Capital Budget and 2015 - 2018 Capital Plan and amounts to \$35.850 million or 61% of the 10-Year Recommended Capital Plan's funding sources.
- The EMS Equipment Reserve constitutes \$5.220 million or 17% of required funding in the first 5 years and \$8.907 million or 15% over 10 years for the replacement purchase of defibrillators and medical equipment such as stretchers, stair chairs and defibrillator cables.
- Development charges represent 17% or \$9.738 million of funding for the 10-Year Capital Budget and Plan and includes additional DC funding of \$5.223 million under the 2013 Development Charge By-Law to be implemented in 2014. Development charge financing will partially fund the construction of two multi function stations in the North West and South East districts, the purchase of 15 new ambulances and mobile data equipment required for the new ambulance vehicles.
 - The additional DC funding of \$5.223 million created "debt room" of \$2.523 million which allowed the City to reallocate the debt funding to high priority unfunded projects across City Programs and reduced funding from EMS' Equipment Reserve by \$2.700 million.
- Other Revenues of \$4.662 million or 8% consists of \$2.862 million representing the trade-in value of older model defibrillators and Metrolinx funding of \$1.800 million for the North West District Multi-Function Station project.
 - Metrolinx will provide funding of \$1.800 million towards the relocation costs of EMS Station #19 at Keele St. and Eglinton Avenue impacted by Metrolinx's LRT expansion along Eglinton Ave.

Major Capital Initiatives by Category

Summary of Major Capital Initiatives by Category
(In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
Health & Safety											
Portable Radio Replacements			1,000								1,000
Public Access Defibrillator Program				140	140	662					942
Power Stretchers	150	850	2,000								3,000
Defibrillator Replacement Purchases		2,950	2,950	1,100						4,340	11,340
Sub-Total	150	3,800	5,950	1,240	140	662				4,340	16,282
Legislated											
N/A											
Sub-Total											
State of Good Repair											
Mobile Data Communications	575	375	300	300	575	375	375	375	375	375	4,000
Ambulance Radio Replacement			1,500				1,000				2,500
Medical Equipment Replacement	310	310	310	330	330	330	330	330	350	350	3,280
Dispatch Console Replacement				1,500							1,500
Scheduling System Upgrade	75	75									150
Sub-Total	960	760	2,110	2,130	905	705	1,705	705	725	725	11,430
Service Improvements											
North West District Multi-Function Station		7,200	2,000								9,200
Station 21 - Sunnybrook									200	1,800	2,000
Back-up Communication Centre Upgrades	1,200	300									1,500
Sub-Total	1,200	7,500	2,000						200	1,800	12,700
Growth Related											
Additional Ambulance (2017-2019)				700	715	730					2,145
South East District - Multi Function Station						4,000	2,000	7,200	2,000		15,200
New Defibrillators		1,400									1,400
Sub-Total		1,400		700	715	4,730	2,000	7,200	2,000		18,745
Total Expenditures by Category	2,310	13,460	10,060	4,070	1,760	6,097	3,705	7,905	2,925	6,865	59,157

Major Capital Initiatives

The 10-Year Recommended Capital Plan supports EMS' objective of improving service delivery by building multi-function stations for better staff deployment and asset management and ensuring the replacement of medical and mobile data equipment that has reached its useful life.

Health and Safety Projects & State of Good Repair (SOGR)

- Health and Safety projects include the replacement purchase of 50% of portable radios used by paramedics for \$1.000 million, 471 automatic external defibrillators (AEDs) for \$0.942 million, 200 cardiac monitor/defibrillators for \$11.340 million and the purchase of 200 power stretchers for \$3.000 million to alleviate health and safety concerns related to heavy lifting for paramedics.
- State of Good Repair projects account for \$11.430 million or 19.3% of the total 10-Year Recommended Capital Plan. Project funding is provided for the replacement purchase of mobile data equipment installed in approximately 40 ambulances replaced every year (\$4.000 million), ambulance radios with a lifecycle replacement of 4 to 5 years (\$2.500 million), medical equipment (stretchers, stair chairs, spine boards) replaced annually (\$3.280 million), a new dispatch console system (\$1.500 million), and funding for the

upgrades to the Time Management System to integrate new card readers for paramedics to clock in their time, changes to the EMS Control Centre schedules and to integrate the required functional areas required in SAP (\$0.150 million).

Service Improvement Projects

- Major Service Improvement sub-projects funded in the 10 year period include:
 - the construction of the North West multi-function station which will facilitate greater efficiencies in dispatching ambulances and much needed garaging for an increasing number of EMS ambulance vehicles that are on the road (\$9.200 million);
 - the construction of a new station at Sunnybrook Hospital that will be co-located with Fire Services to address the gaps in service levels in the Sunnybrook area identified in a KPMG study (\$2.000 million); and
 - the acquisition, installation and integration of voice and data communications dispatch equipment and connectivity at the Backup Communication Centre at 703 Don Mills Road in order to obtain similar capacity and capabilities as the main Communications centre (\$1.500 million).

Growth Related Projects

- Growth related projects consist of a number of different initiatives intended to accommodate the growing demand for emergency medical services across the City. These projects include funding of \$15.200 million for a second multi-function station in the South East District, \$2.145 million for the purchase of 15 ambulance vehicles and \$1.400 million for the purchase of 40 new cardiac monitor/defibrillators for the new ambulances.

State of Good Repair (SOGR) Backlog

The 10-Year Recommended Capital Plan dedicates \$6.865 million for SOGR projects in the first five years of the Plan and \$4.565 million for the last five years averaging \$1.143 million per year.

- The total SOGR funding of \$11.430 million will be used for the replacement of medical and mobile data equipment including ambulance radios as well as EMS' dispatch console equipment required in the main communication centre.
- EMS' 10-Year Recommended Plan does not account for the SOGR backlog of EMS facilities as all asset management projects for EMS' existing stations and buildings were transferred to Facilities Management and Real Estate Division (FMRE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.
- EMS does not have a state of good repair backlog for its equipment as these are replaced according to EMS' Equipment Replacement schedule which is required to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

10-Year Capital Plan: Impact on the Operating Budget

**Operating Impact Summary
(In \$000s)**

Program Costs, Revenues and Net (\$000s)	2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
2014 Recommended Capital Budget											
Program Gross Expenditure	150.5		84.0								234.5
Program Revenue		75.3		42.0							117.3
Program Costs (Net)	150.5	(75.3)	84.0	(42.0)							117.3
Approved Positions											-
2015 - 2023 Capital Plan											
Program Gross Expenditure		36.0		149.5	152.5	155.5			103.0	-	596.5
Program Revenue			18.0		74.8	76.3	77.8			51.5	298.3
Program Costs (Net)		36.0	(18.0)	149.5	77.8	79.3	(77.8)		103.0	(51.5)	298.3
Approved Positions											-
Total											
Program Gross Expenditure	150.5	36.0	84.0	149.5	152.5	155.5			103.0	-	831.0
Program Revenue		75.3	18.0	42.0	74.8	76.3	77.8			51.5	415.5
Program Costs (Net)	150.5	(39.3)	66.0	107.5	77.8	79.3	(77.8)		103.0	(51.5)	415.5
Approved Positions											-

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.416 million net over the 2014 – 2023 period.

Capital projects included in the 2014 Recommended Capital Budget will require funding to sustain the following:

- In \$0.151 million is required for services and monitoring costs of the new system-wide station security system (anticipated to be completed in 2014). In 2015, the cost will become eligible for 50% provincial subsidy funding of \$0.075 million.
- In 2016, the anticipated completion of the North West District Multi-function station (Highway 401 and Dufferin Street area) will result in additional operating costs for material, supplies, service and maintenance costs of \$0.084 million, offset by \$0.042 million in 2017 when operating costs become eligible for provincial subsidy of 50%.

Capital projects included in future years will result in additional operating pressures as follows:

- In 2015, an additional \$0.036 million will be required to fund the full year service and maintenance costs of 40 new defibrillators. These costs will be eligible for 50% provincial funding in 2016 of \$0.018 million.
- For 2017 to 2019, the purchase of 5 new ambulance vehicles over 3 years will increase EMS' fuel, maintenance and licenses costs by an average of \$0.153 million per year over a 3-year period with a reduction of 50% in the following year when funding becomes eligible for 50% provincial subsidy.
- For 2022, the anticipated completion of the second multi-function station in the South East District (Toronto-Danforth area) will require additional materials and supplies and service and maintenance costs of \$0.103 million, offset by \$0.052 million representing the

provincial subsidy of 50% in 2023. EMS will not require an increase in positions as current staff complement will be redeployed.

**Net Operating Impact by Project
(In \$000s)**

Projects	2014 Rec'd Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved projects														
Station Security	150.5		(75.3)									75.3		
NW District Multi-function Station					84.0		(42.0)					42.0		
New Projects -2014														
N/A														
New Projects - Future Year														
Southeast District Multi-Function Station														51.5
Additional Ambulance							149.5		77.8		227.3			1.5
New Defibrillators			36.0		(18.0)						18.0			
Total Recommended (Net)	150.5		(39.3)		66.0		107.5		77.8		362.5			53.0

Capital Project Delivery: Temporary Positions

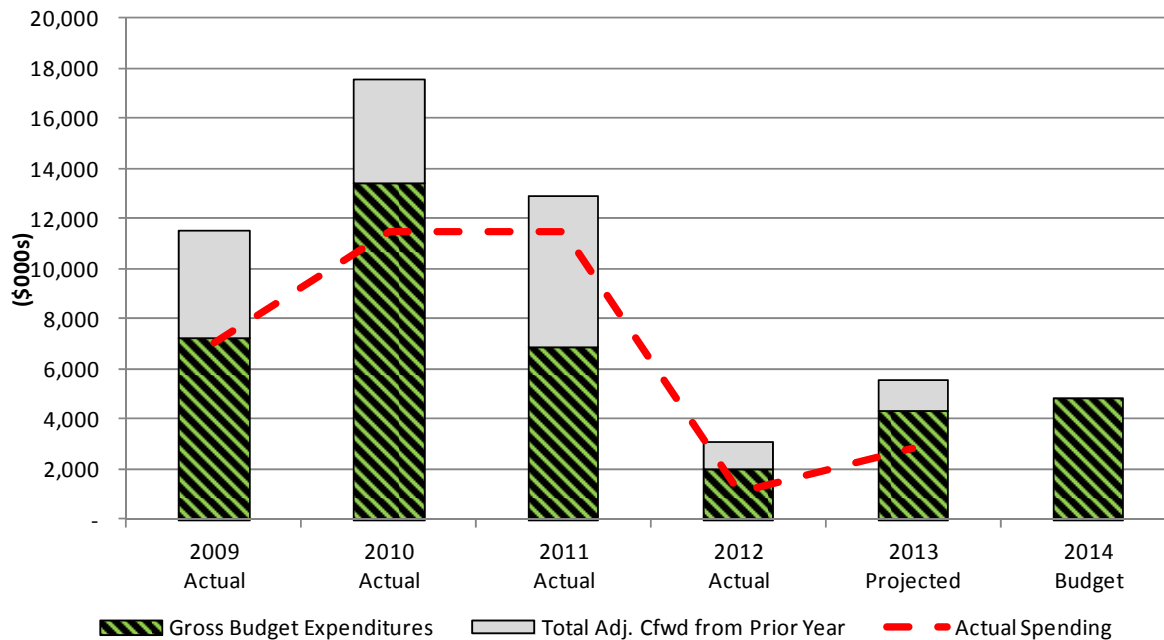
Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)						
			Start Date	End Date (m/d/yr)	2014	2015	2016	2017	2018	2019 - 2023	
Commander Facilities Projects	907827-1	0.5	1/1/2015	12/31/2016	75.0	75.0	75.0				
Commander Facilities Projects	000130-1		1/1/2023	12/31/2023							75.0
Commander Facilities Projects	907920-2		1/1/2020	12/31/2022							225.0
Electrical Technician	000137-9	1.0	1/1/2015	12/31/2023	75.0	75.0				75.0	375.0
Total		1.5			150.0	150.0	75.0			75.0	675.0

Approval of the 2014 Recommended Capital Budget will require the extension of 0.5 temporary capital position, Commander – Facilities Projects, that is already included in EMS' 2013 Approved Staff Complement and the addition of one temporary capital position, Electrical Technician in 2014.

- A temporary Project Manager position (0.5 full time equivalent) will continue to 2016 to complete site visits, meet with contractors and work with Facilities staff to ensure the completion of the construction of the North West District Multi-function station project is on schedule.
- One temporary Electrical Technician position will be required starting in 2014 until 2015 to install mobile data equipment in new ambulance vehicles.
- It is recommended that Council approve these 1.5 temporary capital positions for the delivery of new 2014 capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

Capacity to Spend

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



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2009-2012 Average	2013 Projected	2014 Budget
Total Capital Budget	11,494	17,486	12,842	3,046	11,217	5,517	4,759
Actual Expenditures	7,017	11,452	11,493	1,100	7,765	2,803	
% of Completion	61%	65%	89%	36%	69%	51%	

As shown in the table above, EMS' capital spending from 2009 to 2012 averaged \$7.765 million or 69% of an average capital budget of \$11.217 million. The improved spending rate of 89% in 2011 was primarily due to the implementation of the Infrastructure Stimulus Program funded by the Federal Government. Due to the tight time lines of the ISF program, EMS and Real Estate Services staff worked together to substantially complete all 9 projects by October 2011.

In 2012, EMS spent \$1.100 million or 36% of its 2012 Approved Capital Budget of \$3.046 million. A number of factors contributed to the low capital spending rate due to the following:

- shortage of staff to complete technical specifications for a communications system project due to vacant positions that were not filled;
- additional testing required on a security system prototype that did not work as expected; and
- an IT (Scheduling System) project that was delayed as Corporate IT determined that the system will be of use to other City Divisions.

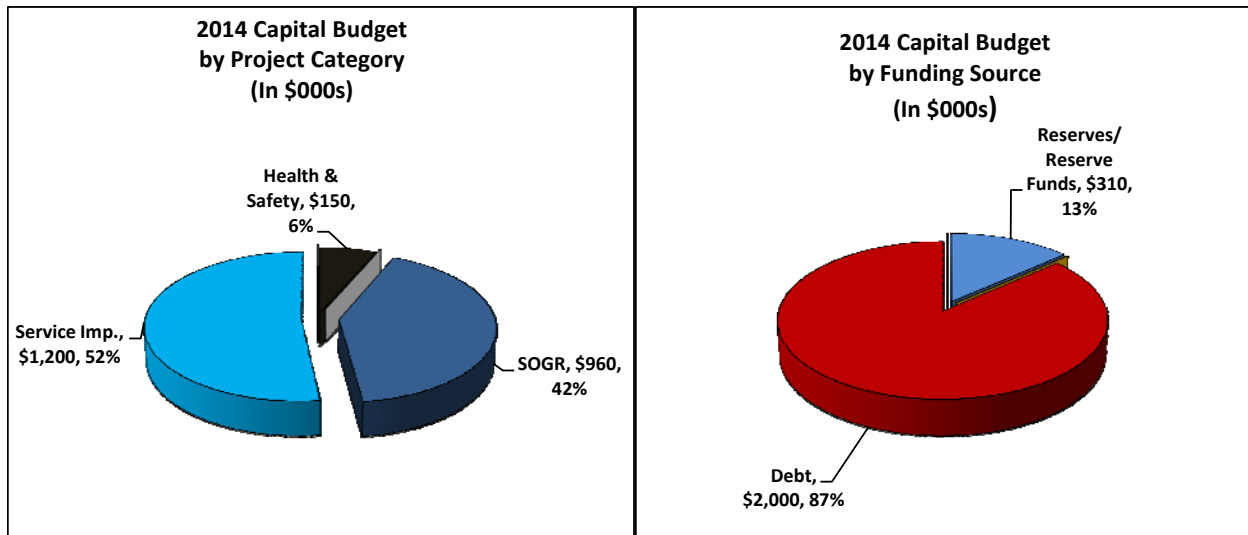
EMS' is projecting a spending rate of 51% or \$2.815 million of the 2013 Approved Capital Budget of \$5.517 million (including \$2.449 million in carry forward funding) by year-end. The

projected under spending is mainly due to the Large Station at Plewes Rd project. The search for an alternate site delayed the project as the original Plewes Rd location was no longer available. The purchase of an alternate site is anticipated to be completed by the end of 2013.

The 2014 Recommended Capital Budget of \$4.759 million, including the unspent funding of \$2.449 million carried forward from 2013 provides funding for 9 projects. EMS has the capacity to complete all planned projects in 2014 as 5 projects are previously approved and are ready to proceed and 2 projects are annual replacement of medical and mobile data equipment with existing contracts in place.

IV: 2014 RECOMMENDED CAPITAL BUDGET

2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$2.310 million.

- The Health and Safety project of \$0.150 million or 6% of the 2014 Recommended Capital Budget will provide funding for the initial purchase of 10 power stretchers to be used as a pilot project to ensure that it will address EMS' requirements. Any modifications required will be provided to the manufacturer prior to the full purchase planned in 2015 and 2016.
- State of Good Repair projects account for \$0.960 million or 42% of the 2014 Capital Budget. Funding will be provided for the lifecycle replacement of mobile data equipment installed in approximately 40 ambulances (\$0.575 million), replacement of medical equipment (stretchers, stair chairs, spine boards), (\$0.310 million), the upgrade of EMS' Time Management System (TMS) to integrate new card readers for the paramedic sign-in process and incorporating changes to the EMS Control Centre schedules (\$0.075 million).
- The one recommended Service Improvement project of \$1.200 million represents 52% of the 2014 Recommended Capital Budget and will fund the initial phase for the acquisition, installation and integration of voice and data communications dispatch equipment and connectivity at the Backup Call Centre at 703 Don Mills Road in order to ensure provision of similar capacity and capabilities as the main Communications Centre.
- The 2014 Recommended Capital Budget for Emergency Medical Services is funded primarily from debt, which accounts for 87% or \$2.000 million of total financing.
- The Equipment Reserve funds \$0.310 million or 13% of the 2014 Capital Budget expenditures. The replacement of medical equipment is fully funded from the Equipment Reserve.

**2014 Recommended Cash Flow & Future Year Commitments
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitment	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
Expenditures																
Previously Approved		200		200	2,449	2,649	7,200	2,000								11,849
Change in Scope			110	110		110										110
New			575	575		575										575
New w/Future Year			1,425	1,425		1,425	1,225	2,000								4,650
Total Expenditure		200	2,110	2,310	2,449	4,759	8,425	4,000								17,184
Financing																
Debt			2,000	2,000	2,231	4,231	7,184	2,750								14,165
Other																
Reserves/Res Funds		200	110	310		310										310
Development Charges Provincial/Federal					218	218	1,241	1,250								2,709
Total Financing (including carry forward funding)		200	2,110	2,310	2,449	4,759	8,425	4,000								17,184

The Emergency Medical Services' 2014 Recommended Capital Budget is \$4.759 million including carry forward funding of \$2.449 million and provides \$0.200 million for one previously approved project already underway and \$2.110 million for 4 new projects in 2014.

Approval of the 2014 Recommended Capital Budget will result in future year commitment of \$8.425 million in 2015 and \$4.000 million in 2016.

- The North West District Multi-function station project will require funding commitments of \$7.200 million and \$2.000 million in 2015 and 2016 respectively to complete the new multi-function station.
- The funding commitment of \$1.225 million in 2015 is for the continuation of 3 new projects in 2014 which require \$0.300 million to purchase and install back-up communication systems at 703 Don Mills, \$0.075 million to complete the scheduling system upgrade project, and \$0.850 million to continue the purchase of power stretchers for paramedic use.

2014 Recommended Capital Project Highlights

**2014 Recommended Capital Project Highlights
(In \$000s)**

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
North West District Multi-Function Station	11,200	1,850	7,200	2,000			11,050						11,050
Medical Equipment Replacement	960	310					310						310
Mobile Data Communications - 2011 - 2014	1,542	710					710						710
Central Ambulance Communication Centre (CACC) Renovations	200	100					100						100
Station Security	1,990	344					344						344
Scheduling Redesign	300	20					20						20
Scheduling System Upgrade	150	75	75				150						150
Back-up Communication Centre Upgrades	1,500	1,200	300				1,500						1,500
Power Stretchers	3,000	150	850	2,000			3,000						3,000
Total (including carry forward funding)	20,842	4,759	8,425	4,000			17,184						17,184

The 2014 Recommended Capital Budget provides funding of \$4.759 million to:

- Complete the following projects:
 - replacement of medical equipment such as stretchers currently used, stair chairs and spine boards.
 - installation of 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.
 - installation of a new system-wide Station Security System that will allow EMS to track and record equipment and medical supply disbursements.
 - upgrade of mobile data equipment installed in all ambulance vehicles and at the Central Ambulance Communication Centre.
 - installation of a modified lighting design to better address the needs of 24/7/365 operations in its communication centre.
 - upgrade redesign of the scheduling system for paramedics as a result of the 2012 collective agreement.
- Begin four new projects comprised of the following:
 - purchase of mobile data equipment to be installed in approximately 40 ambulances replaced per year;
 - scheduling system upgrades to EMS' time management system;
 - upgrade of the communication centre equipment at the Back-up Communication Centre at 703 Don Mills; and
 - purchase of approximately 10 power stretchers .
- Continue the construction of the North West District Multi-function Station (formerly Large Plewes Rd) project with carry forward funding of \$1.850 million for station design and site preparation.

V: ISSUES FOR DISCUSSION

Key Program Issues

Multi-Function Stations across the City of Toronto

- The Program's new capital strategy, implemented in 2012, focuses on the construction of larger stations with 20 or more garage bays. In addition to ensuring continued legislative and regulatory compliance, this strategy will enable EMS to better respond to the increasing emergency call demand in the community while employing greater efficiencies in deploying paramedics across the City.
- The 2014-2023 Capital Budget and Plan includes funding for the construction of 2 multi-function stations with total project costs of \$30.350 million (2012-2016 of \$15.150 million and 2019-2022 of \$15.200 million for the North West and South East Multi-function Stations respectively).
- The planned multi-function stations will have up to 20 Ambulance Bays that will:
 - Provide a central book-on facility for staff and vehicles to be deployed across the City and serve as an ambulance station for the surrounding community;
 - Reduce non-productive time and the costs associated with end-of-shift overtime and uncompleted meal breaks;
 - Provide for more reliable and consistent staff supervision due the central location;
 - Increase asset and inventory management controls;
 - Improve compliance with regulatory cleaning and equipment maintenance standards; and
 - Allow EMS to effectively implement the coroners' recommendation to have junior paramedics paired with senior paramedic staff in their first year of work.
- Given the substantial investment of approximately \$15.200 million per station and debt funding constraints, two other large stations planned in the South West and North East districts are not included within the current 10-Year Recommended Capital Budget and Plan.

Emergency Medical Services & Fire Services Efficiency Review

- During the 2013 Capital Budget process, EMS was requested to review its 10-Year Capital Plan taking into account the results of the EMS/Fire Services Efficiency Study.
- The EMS and Fire Services Efficiency Review was completed and a report of its findings and recommendations was before City Council on July 18, 2013. One of the recommendations approved by City Council was for EMS to submit a request to add 169 paramedic positions over the next three years from 2014 through to 2016.
- In order to implement this recommendation, EMS has included a new capital project, the *Additional Ambulance project* at a cost of \$2.145 million which will add 5 new Type III

Ambulance vehicles annually for three years, starting in 2017, for a total of 15 new ambulance vehicles to meet the anticipated increase in EMS Paramedics complement to meet service demands that has continually increased over the last ten years.

Appendix 1

2013 Performance

2013 Key Accomplishments

In 2013, Emergency Medical Services accomplished the following:

- ✓ Completed the following projects:
 - The *Medical Equipment Replacement* project at a cost of \$0.560 million for the replacement of stretchers, stair chairs, scoop stretchers and spine boards.
 - The *Public Access Defibrillator* (PAD) project with a cost of \$0.125 million for the purchase of automatic external defibrillators under the City's Public Access Defibrillator (PAD) Program.
- ✓ Continued progress on the following projects:
 - Replacement of Mobile Data Communications hardware and software (\$0.435 million in 2013) which included the installation of modems, Automatic Vehicle Locating (AVL) receivers, and server and software replacement for new and back-up ambulances. This project is anticipated to be completed in early 2014 with cash flow funding of \$0.135 million.
 - Installation of an electronic card-access security system in 45 EMS locations (\$1.644 million in 2013) that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out transactions. This project is anticipated to be completed in 2014 with cash flow funding of \$0.344 million.
 - Purchase of land for the North West Multi-Function Station (\$3.950 million in 2013) and continue the design and site preparation in 2014 with cash flow funding of \$1.850 million.

2013 Capital Variance Review

2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	\$	% Spent	\$ Unspent
5,517	1,130	20.5%	2,815	51.0%	2,702	49.0%

Capital expenditures for the 9 months ending September 30, 2013 totaled \$1.130 million or 20.5% of the 2013 Approved Capital Budget of \$5.517 million.

The projected year-end under-spending is largely attributable to the following projects:

- The *Large Station at Plewes Road* project had no spending as of September 30, 2013. The project was delayed as the original site at Plewes Road was no longer available for EMS. The purchase of the alternative site at 1300 Wilson Avenue at a cost of \$3.950 million is

expected to be completed in late 2013. Capital spending is projected to reach \$0.150 million by year-end with a projected carry forward of \$1.850 million into 2014 for station design and site preparation.

- The Station Security capital project's expenditures totaled \$0.634 million or 38% of the 2013 approved cash flow of \$1.644 million during the nine months ended September 30, 2013. Capital spending is projected to reach \$1.300 million by year-end with a projected carry forward of \$0.344 million into 2014. The installation of the security system's 2 prototypes (S/W hub and Station 30) in all EMS owned stations are expected to be completed in 2013 while installation in Fire Services and EMS shared facilities are scheduled to be completed in early 2014.
- The Mobile Data Communications capital project, with 2013 approved cash flow of \$0.435 million, had no spending during the nine months ended September 30, 2013. Capital spending is projected to reach \$0.300 million by year-end with a projected carry forward of \$0.135 million into 2014. The RFQ was delayed due to difficulties experienced in developing the specifications that will address EMS' requirements.

Appendix 2

10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2014	Plan									2014 - 2023
	Budget	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Mobile Data Communications	710	375	300	300	575	375	375	375	375	375	4,135
Medical Equipment Replacement	310	310	310	330	330	330	330	330	350	350	3,280
Scheduling System Upgrade	75	75									150
North West District Multi-Function Station	1,850	7,200	2,000								11,050
Power Stretchers	150	850	2,000								3,000
Back-up Communication Centre Upgrades	1,200	300									1,500
Central Ambulance Communication Centre (C	100										100
Station Security	344										344
Scheduling Redesign	20										20
New Defibrillators		1,400									1,400
Defibrillator Replacement Purchases		2,950	2,950	1,100						4,340	11,340
Ambulance Radio Replacement			1,500				1,000				2,500
Portable Radio Replacements			1,000								1,000
Public Access Defibrillator Program				140	140	662					942
Dispatch Console Replacement				1,500							1,500
Additional Ambulance (2017-2019)				700	715	730					2,145
South East District - Multi Function Station						4,000	2,000	7,200	2,000		15,200
Station 21 - Sunnybrook									200	1,800	2,000
Total (Including carry forward funding)	4,759	13,460	10,060	4,070	1,760	6,097	3,705	7,905	2,925	6,865	61,606

Appendix 3

2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3; 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Emergency Medical 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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>AMB908016 Power Stretchers</u>																									
5	1	Power Stretchers	CW	S4	01	150	850	2,000	0	0	3,000	0	3,000	0	0	0	0	0	0	0	0	3,000	0	3,000	
Sub-total						150	850	2,000	0	0	3,000	0	3,000	0	0	0	0	0	0	0	0	0	3,000	0	3,000
<u>AMB000130 Station 21 - Sunnybrook</u>																									
1	1	Station 21 - Sunnybrook - Facilities Related	25	S6	04	0	0	0	0	0	0	2,000	2,000	0	0	0	0	0	0	0	0	2,000	0	2,000	
Sub-total						0	0	0	0	0	0	2,000	2,000	0	0	0	0	0	0	0	0	0	2,000	0	2,000
<u>AMB907273 Station Security</u>																									
1	1	Station Security	CW	S2	01	344	0	0	0	0	344	0	344	0	0	0	0	0	0	344	0	0	0	344	
Sub-total						344	0	0	0	0	344	0	344	0	0	0	0	0	0	344	0	0	0	344	
<u>AMB907827 North West District - Multi-Function Station</u>																									
1	1	NW District Multi-Function (FACILITY)	09	S2	04	1,850	7,200	2,000	0	0	11,050	0	11,050	0	0	2,609	0	0	0	1,632	1,800	5,009	0	11,050	
Sub-total						1,850	7,200	2,000	0	0	11,050	0	11,050	0	0	2,609	0	0	0	1,632	1,800	5,009	0	11,050	
<u>AMB907920 South East District - Multi-Function Station</u>																									
1	1	SE District - Multi-Function Station (LAND)	30	S6	05	0	0	0	0	0	0	4,000	4,000	0	0	575	0	0	0	0	0	3,425	0	4,000	
1	2	SE District - Multi-Function Station (FACILITY)	30	S6	05	0	0	0	0	0	0	11,200	11,200	0	0	2,853	0	0	0	0	0	8,347	0	11,200	
Sub-total						0	0	0	0	0	0	15,200	15,200	0	0	3,428	0	0	0	0	0	0	11,772	0	15,200
<u>AMB000136 Backup Communications Centre Upgrades</u>																									
2	3	Backup Communications Centre Upgrades	CW	S4	04	1,200	300	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500	
Sub-total						1,200	300	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	0	1,500	0	1,500
<u>AMB000137 Mobile Data Communications</u>																									
2	9	Mobile Data Communications - 2015 - 2023	CW	S6	03	0	375	300	300	575	1,550	1,875	3,425	0	0	100	0	0	0	0	0	3,325	0	3,425	
2	14	Mobile Data Communications - 2014	CW	S4	03	575	0	0	0	0	575	0	575	0	0	0	0	0	0	0	0	575	0	575	
6	10	Mobile Data Communications - 2011 to 2013	CW	S2	03	135	0	0	0	0	135	0	135	0	0	0	0	0	0	135	0	0	0	135	
Sub-total						710	375	300	300	575	2,260	1,875	4,135	0	0	100	0	0	0	135	0	3,900	0	4,135	
<u>AMB906057 Radio Infrastructure for Portable Coverage</u>																									
2	6	Portable Radio Replacements	CW	S6	01	0	0	1,000	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000	
2	7	Dispatch Console Replacement	CW	S6	03	0	0	0	1,500	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3; 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Emergency Medical 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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
AMB907922 40 New Defibrillators																								
5	1	40 New Defibrillators	CW	S6	05	0	1,400	0	0	0	1,400	0	1,400	0	0	0	0	0	0	0	320	1,080	0	1,400
Sub-total						0	1,400	0	0	0	1,400	0	1,400	0	0	0	0	0	0	0	320	1,080	0	1,400
Total Program Expenditure						4,759	13,460	10,060	4,070	1,760	34,109	27,497	61,606	0	0	9,956	8,907	0	0	2,231	4,662	35,850	0	61,606

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3; 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Emergency Medical 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							
				2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Current Funds	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																				
Development Charges		218	2,341	1,250	1,320	507	5,636	4,320	9,956	0	0	9,956	0	0	0	0	0	0	9,956	
Reserves (Ind. "XQ" Ref.)		310	1,385	2,585	470	470	5,220	3,687	8,907	0	0	0	8,907	0	0	0	0	0	8,907	
Other1 (Internal)		2,231	0	0	0	0	2,231	0	2,231	0	0	0	0	0	2,231	0	0	0	2,231	
Other2 (External)		0	2,795	675	200	0	3,670	992	4,662	0	0	0	0	0	0	4,662	0	0	4,662	
Debt		2,000	6,939	5,550	2,080	783	17,352	18,498	35,850	0	0	0	0	0	0	0	35,850	0	35,850	
Total Program Financing		4,759	13,460	10,060	4,070	1,760	34,109	27,497	61,606	0	0	9,956	8,907	0	0	2,231	4,662	35,850	0	61,606

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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 2015 & 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

**2014 Recommended Cash Flow and
Future Year Commitments**

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4; 2014 Recommended Cash Flow and Future Year Commitments

Emergency Medical 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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB908016 Power Stretchers</u>																								
5	1	Power Stretchers	CW	S4	01	150	850	2,000	0	0	3,000	0	3,000	0	0	0	0	0	0	0	3,000	0	3,000	
Sub-total						150	850	2,000	0	0	3,000	0	3,000	0	0	0	0	0	0	0	3,000	0	3,000	
<u>AMB907273 Station Security</u>																								
1	1	Station Security	CW	S2	01	344	0	0	0	0	344	0	344	0	0	0	0	0	344	0	0	0	344	
Sub-total						344	0	0	0	0	344	0	344	0	0	0	0	0	344	0	0	0	344	
<u>AMB907827 North West District - Multi-Function Station</u>																								
1	1	NW District Multi-Function (FACILITY)	09	S2	04	1,850	7,200	2,000	0	0	11,050	0	11,050	0	0	2,609	0	0	0	1,632	1,800	5,009	0	11,050
Sub-total						1,850	7,200	2,000	0	0	11,050	0	11,050	0	0	2,609	0	0	0	1,632	1,800	5,009	0	11,050
<u>AMB000136 Backup Communications Centre Upgrades</u>																								
2	3	Backup Communications Centre Upgrades	CW	S4	04	1,200	300	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500	0	1,500	
Sub-total						1,200	300	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500	0	1,500	
<u>AMB000137 Mobile Data Communications</u>																								
2	14	Mobile Data Communications - 2014	CW	S4	03	575	0	0	0	0	575	0	575	0	0	0	0	0	0	575	0	0	575	
6	10	Mobile Data Communications - 2011 to 2013	CW	S2	03	135	0	0	0	0	135	0	135	0	0	0	0	0	135	0	0	0	135	
Sub-total						710	0	0	0	0	710	0	710	0	0	0	0	0	135	0	575	0	710	
<u>AMB907923 Scheduling System Upgrades</u>																								
2	1	Scheduling System Upgrades	CW	S4	03	75	75	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150	
Sub-total						75	75	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150	
<u>AMB907829 Scheduling Redesign Project</u>																								
4	1	Scheduling Redesign Project	CW	S2	04	20	0	0	0	0	20	0	20	0	0	0	0	0	20	0	0	0	20	
Sub-total						20	0	0	0	0	20	0	20	0	0	0	0	0	20	0	0	0	20	
<u>AMB906887 CACC & Systems SOGR</u>																								
5	7	CACC Renovations (2013)	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	100		
Sub-total						100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	100		
<u>AMB907787 Medical Equipment Replacement Program</u>																								
5	1	Medical Equipment Replacement Program - 2013	CW	S2	03	200	0	0	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4; 2014 Recommended Cash Flow and Future Year Commitments

Emergency Medical 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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>AMB907787 Medical Equipment Replacement Program</u>																								
5	2	Medical Equipment Replacement Program - 2014	CW	S3	03	110	0	0	0	0	110	0	110	0	0	0	0	0	0	0	110			
Sub-total						310	0	0	0	0	310	0	310	0	0	0	0	0	0	0	310			
Total Program Expenditure						4,759	8,425	4,000	0	0	17,184	0	17,184	0	0	2,609	310	0	0	2,231	1,800	10,234	0	17,184

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4; 2014 Recommended Cash Flow and Future Year Commitments

Emergency Medical Services

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By															
		2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	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				218	1,141	1,250	0	0	2,609	0	2,609	0	0	2,609	0	0	0	0	0	0	0	0	0	2,609
		Reserves (Ind. "XQ" Ref.)				310	0	0	0	0	310	0	310	0	0	310	0	0	0	0	0	0	0	0	0	310
		Other1 (Internal)				2,231	0	0	0	0	2,231	0	2,231	0	0	2,231	0	0	2,231	0	0	0	0	0	0	2,231
		Other2 (External)				0	1,800	0	0	0	1,800	0	1,800	0	0	1,800	0	0	0	1,800	0	0	0	0	0	1,800
		Debt				2,000	5,484	2,750	0	0	10,234	0	10,234	0	0	10,234	0	0	0	10,234	0	0	0	10,234	0	10,234
		Total Program Financing				4,759	8,425	4,000	0	0	17,184	0	17,184	0	0	2,609	310	0	0	2,231	1,800	10,234	0	0	0	17,184

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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

2014 Recommended Capital Project with Financing Details

(Phase 2) 12-Emergency Medical 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

Appendix 5; 2014 Recommended Capital Project with Financing Details
Emergency Medical Services
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2014	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>AMB908016</u>	<u>Power Stretchers</u>																	
5	1 Power Stretchers	1/1/2014	12/31/2016	150	0	0	0	0	0	0	0	0	0	0	150	0			
	Project Sub-total:			150	0	0	0	0	0	0	0	0	0	0	150	0			
1	<u>AMB907273</u>	<u>Station Security</u>																	
1	1 Station Security	1/1/2008	12/31/2013	344	0	0	0	0	0	0	0	344	0	0	0	0			
	Project Sub-total:			344	0	0	0	0	0	0	0	344	0	0	0	0			
1	<u>AMB907827</u>	<u>North West District - Multi-Function Station</u>																	
1	1 NW District Multi-Function (FACILITY)	1/1/2014	12/31/2016	1,850	0	0	218	0	0	0	1,632	0	0	0	0	0			
	Project Sub-total:			1,850	0	0	218	0	0	0	1,632	0	0	0	0	0			
2	<u>AMB000136</u>	<u>Backup Communications Centre Upgrades</u>																	
2	3 Backup Communications Centre Upgrades	3/1/2014	12/31/2015	1,200	0	0	0	0	0	0	0	0	0	1,200	0				
	Project Sub-total:			1,200	0	0	0	0	0	0	0	0	0	1,200	0				
2	<u>AMB000137</u>	<u>Mobile Data Communications</u>																	
2	14 Mobile Data Communications - 2014	5/6/2013	5/6/2013	575	0	0	0	0	0	0	0	0	0	575	0				
6	10 Mobile Data Communications - 2011 to 2013	1/1/2011	12/31/2013	135	0	0	0	0	0	0	135	0	0	0	0	0			
	Project Sub-total:			710	0	0	0	0	0	0	135	0	575	0					
2	<u>AMB907923</u>	<u>Scheduling System Upgrades</u>																	
2	1 Scheduling System Upgrades	1/1/2014	12/31/2015	75	0	0	0	0	0	0	0	0	0	75	0				
	Project Sub-total:			75	0	0	0	0	0	0	0	0	0	75	0				
4	<u>AMB907829</u>	<u>Scheduling Redesign Project</u>																	
4	1 Scheduling Redesign Project	1/3/2013	12/31/2013	20	0	0	0	0	0	0	20	0	0	0	0	0			
	Project Sub-total:			20	0	0	0	0	0	0	20	0	0	0	0	0			
5	<u>AMB906887</u>	<u>CACC & Systems SOGR</u>																	
5	7 CACC Renovations (2013)	3/1/2013	12/31/2013	100	0	0	0	0	0	0	100	0	0	0	0	0			
	Project Sub-total:			100	0	0	0	0	0	0	100	0	0	0	0	0			
5	<u>AMB907787</u>	<u>Medical Equipment Replacement Program</u>																	
5	1 Medical Equipment Replacement Program - 2013	3/1/2012	12/31/2014	200	0	0	0	200	0	0	0	0	0	0	0	0			
5	2 Medical Equipment Replacement Program - 2014	3/1/2014	12/31/2023	110	0	0	0	110	0	0	0	0	0	0	0	0			
	Project Sub-total:			310	0	0	0	310	0	0	0	0	0	0	0	0			
Program Total:				4,759	0	0	218	310	0	0	2,231	0	2,000	0					

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 6

2014 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
XR2403/XR2119 EMS Development Charge Reserve	Beginning Balance as of Jan. 1, 2013	492	492	1,355	75	64	45	861	1,335	2,385	2,345	2,567	
	Contributions / (Withdrawals)												
	NW District Multi-function Station			(1,141)	(1,250)								(2,391)
	Additional Ambulances (2017-2019)					(420)	(407)	(292)					(1,119)
	SE District - Multi-function Station							(575)	(300)	(1,403)	(1,150)		(3,428)
	Defibrillator Purchases			(1,200)		(900)						(600)	(2,700)
	Mobile Data Communications						(100)						(100)
Total Withdrawals			(2,341)	(1,250)	(1,320)	(507)	(867)	(300)	(1,403)	(1,150)	(600)	(9,738)	
Contributions / Interest			863	1,061	1,239	1,301	1,323	1,341	1,350	1,363	1,372	1,399	12,612
Total Reserve Fund Balance at Year-End		492	1,355	75	64	45	861	1,335	2,385	2,345	2,567	3,366	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
XQ1019 Equipment Reserve	Beginning Balance as of Jan. 1, 2013	4,310	4,310	4,425	4,140	2,655	2,860	2,815	2,770	2,865	2,960	3,035	
	Contributions / (Withdrawals)												
	Medical Equipment Replacement		(310)	(310)	(310)	(330)	(330)	(330)	(330)	(330)	(350)	(350)	(3,280)
	Defibrillator Purchases			(1,075)	(2,275)							(1,857)	(5,207)
	AEDs Replacement					(140)	(140)	(140)					(420)
	Total Withdrawals		(310)	(1,385)	(2,585)	(470)	(470)	(470)	(330)	(330)	(350)	(2,207)	(8,907)
Contributions / Interest			425	1,100	1,100	675	425	425	425	425	425	1,417	6,842
Total Reserve Fund Balance at Year-End		4,310	4,425	4,140	2,655	2,860	2,815	2,770	2,865	2,960	3,035	2,245	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
XQ1018 Vehicle Reserve - EMS	Beginning Balance as of Jan. 1, 2013	11	11	23	72	197	385	513	752	865	977	639	
	Contributions / (Withdrawals)												
	Purchase of approximately 27 ambulances		(4,062)	(4,175)	(4,099)	(4,191)	(4,409)	(4,460)	(4,585)	(4,986)	(5,436)	(5,506)	(45,909)
	Total Withdrawals		(4,062)	(4,175)	(4,099)	(4,191)	(4,409)	(4,460)	(4,585)	(4,986)	(5,436)	(5,506)	(45,909)
	Contributions / Interest		4,074	4,224	4,224	4,379	4,537	4,698	4,698	5,098	5,098	5,098	46,129
Total Reserve Fund Balance at Year-End		11	23	72	197	385	513	752	865	977	639	231	

* Based on the 3rd Quarter Variance Report