



Toronto **2015** **BUDGET**

CAPITAL ANALYST NOTES



Fire Services

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

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

TFS currently operates 83 fire stations and 9 support facilities with a total area of approximately 775,125 sq. ft. with an estimated replacement value of \$348.806 million.

Fire Services' 10-Year Recommended Capital Plan of \$60.193 million provides funding for the replacement of emergency equipment and personal protective equipment used by firefighters as well as the construction of 3 new fire stations based on anticipated population density and required emergency response times.

Toronto Radio Infrastructure Project (TRIP)

The Radio Infrastructure Replacement project is a corporate initiative to replace the joint radio communication system infrastructure for the City's emergency services, Fire Services, Toronto Police Service and Toronto Paramedic Services. This project is anticipated to be completed in mid-2015.

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Highlights

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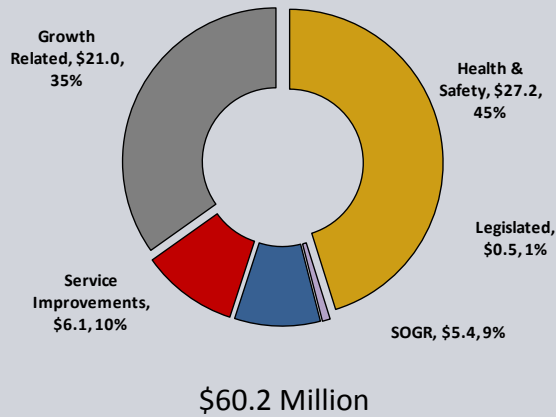
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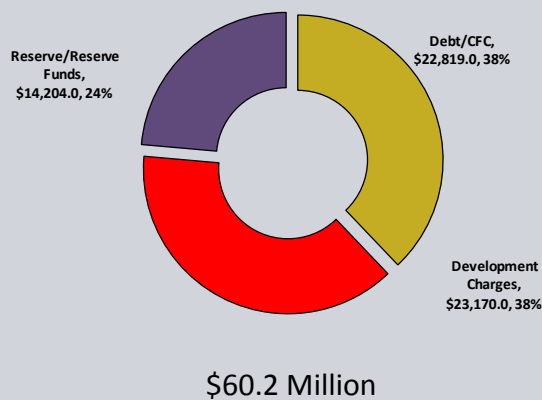
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Capital Spending and Financing
2015-2024 Capital Budget and Plan by Expenditures Category



2015-2024 Capital Budget and Plan by Funding Source



Where does the money go?

The 2015–2024 Recommended Capital Budget and Plan totals \$60.193 million and provides funding for the following projects:

- Replacement of defibrillators, portable radios, personal protective equipment such as self-contained breathing apparatus and bunker suits;
- Construction of 3 new fire stations and rebuilding of an existing fire station based on the Master Fire Plan approved by City Council in 2007;
- Renovating and re-purposing of an existing fire station to maximize office and space utilization; and
- Lifecycle replacement of emergency equipment and training facilities.

Where does the money come from?

The 10-Year Recommended Capital Plan is funded by 3 major sources: debt, development charges and reserves.

- New debt funding of \$22.819 million comprises 37.9% of Toronto Fire Services' 10-Year capital funding which is over the debt guideline by \$9.018 million.
- The Program has been allocated additional debt funding to fund new key priority capital projects.
- Additional capital financing of \$23.170 million and \$14.204 million will be provided from Reserves and from Development Charges respectively.

State of Good Repair Backlog

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

Facility Management & Real Estate' 10-Year Recommended Capital Plan includes \$14.727 million over 10 years to address Fire Services' SOGR backlog for facilities occupied by TFS. Due to insufficiency of funds, the accumulated SOGR backlog by the end of 2024 is estimated at \$94.906 million or 27% as a percentage of asset value of \$348.806 million.

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

Our Key Challenges & Priority Actions

Fire Services Master Fire Plan - The City's Master Fire Plan, approved in 2007, identified the need for new fire stations to address response time gaps in some areas within the City.

- ✓ The 2015-2024 Capital Plan includes the construction of three new fire stations and the rebuild of an existing fire station consistent with the Fire Master Plan. An updated Master Fire Plan is anticipated to be completed by March 2015.

Fire Services/EMS Efficiency Review - The review identified improvements in the deployment of fire resources and apparatus through the use of dynamic staging and predictive modelling.

- ✓ The 2015-2024 Capital Plan includes capital project funding for dynamic staging/predictive modelling capability and enhancements to the Computer Aided Dispatch (CAD) that will aid in the deployment of fire resources and apparatus.

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for Fire Services of \$20.715 million, including carry forward funding, will:

- Begin enhancements to the Computer Aided Dispatch system and the Emergency Communication System.
- Begin the purchase of 150 thermal imaging cameras that will allow firefighters to see areas of heat through smoke, darkness, etc., bunker suits and the renovation/repurposing of Fire Station #424 at Runnymede Rd.
- Continue the purchase of 7 specialized fire trucks that are custom made to meet TFS' requirements that are beyond normal parameters of the standard apparatus used by TFS.
- Complete the replacement of the emergency phone system to support the migration from a circuit switched technology to an Internet Protocol (IP) platform, the implementation of predictive modelling/dynamic staging software to aid in the deployment of resources and the purchase of self-contained breathing apparatus.
- Complete the repair of training equipment such as special operations water simulator and training simulators.
- Continue the construction of three fire stations, Station B #144 – Keele St (Downsview), Station #135 - Chaplin Crescent Station and Station A (Stn #414) Hwy 27 and Rexdale Blvd.



Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Capital Budget for Fire Services with a total project cost of \$10.045 million, and 2015 cash flow of \$20.715 million and future year commitments of \$16.258 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 10 new / change in scope sub-projects with a 2015 total project cost of \$10.045 million that requires cash flow of \$3.320 million in 2015 and increases in future year cash flow commitments of \$6.725 million in 2016;
 - ii. 4 previously approved sub-projects with a 2015 cash flow of \$4.433 million; and future years cash flow commitments of \$6.708 million in 2016 and \$2.825 million for 2017; and
 - iii. 2 previously approved sub-projects with carry forward funding from 2013 and prior years requiring 2015 cash flow of \$2.908 million that requires Council to reaffirm its commitment; and
 - b) 2014 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$10.054 million.
2. City Council approve the new debt service costs of \$0.101 million in 2015 and incremental debt costs of \$0.667 million in 2016, \$0.255 million for 2017; resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider the operating costs of \$0.176 million net in the 2016 including 1 positions, \$2.300 million net in 2017 including 21 positions; \$2.012 million net in 2018 including 21 positions; (\$0.048 million) in 2019 resulting from the approval of the 2015 Recommended Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Recommended Capital Plan for Fire Services totalling \$33.274 million in project estimates, comprised of \$2.200 million in 2016; \$5.950 million for 2017; \$0.820 million for 2018; \$1.150 million for 2019; \$4.450 million for 2020; \$1.250 million for 2021; \$0.150 million for 2022; \$8.186 million for 2023; and \$9.118 million in 2024.
5. City Council approve 2.0 temporary capital positions for the delivery of 2015 capital projects and that the duration of each temporary position not exceed the life and funding of its respective project/sub-project.
6. City Council approve the 2015 Recommended Capital Budget for the Radio Communication System Replacement project with a total project cost of \$3.786 million, and 2015 cash flow of \$10.557 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 1 change in scope sub-project with a 2015 total project cost of \$3.786 million that requires cash flow of \$3.786 million in 2015; and
 - b) 2014 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$6.791 million.

7. City Council amend the existing contract with Motorola Solutions Canada to increase the contract value by \$3.030 million subject to the approval of the 2015 Recommended Capital Budget for Radio Communication Replacement project.

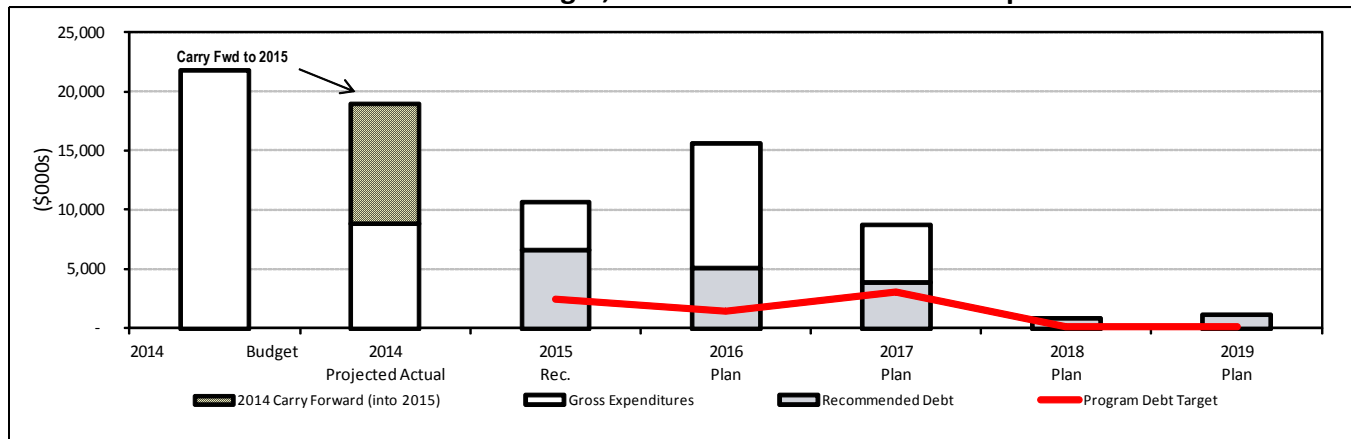


Part I:

10-Year Capital Plan

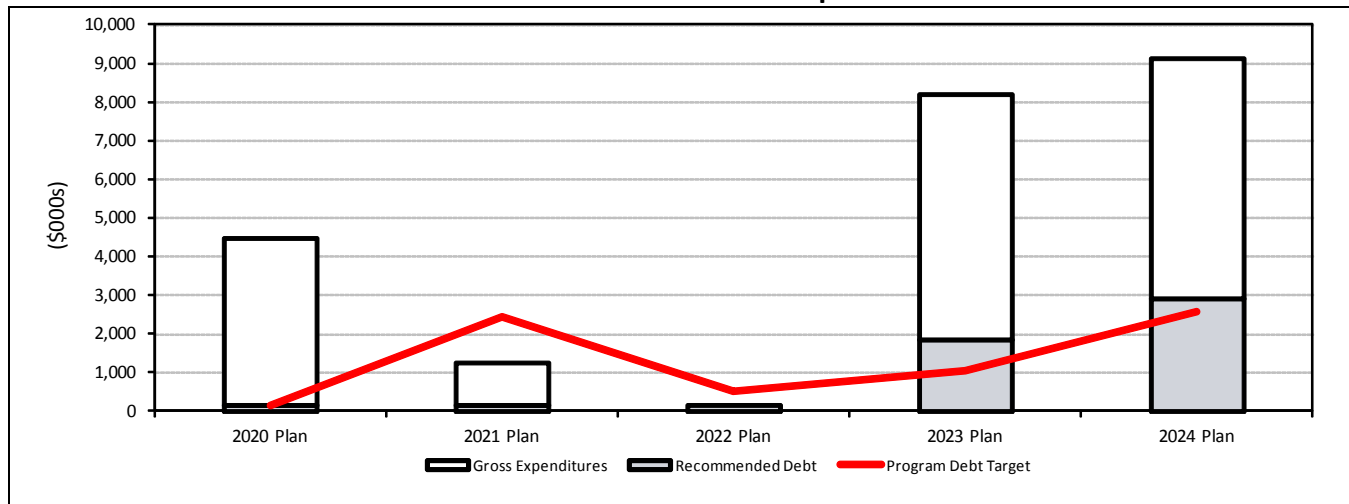
10 Year Capital Plan

Table 1a
2015 Recommended Budget, 2016-2019 Recommended Capital Plan



	2015 Rec'd Capital Budget and 2016 - 2019 Rec'd Capital Plan								5-Year Total Percent
	2014		2015	2016	2017	2018	2019	2015 - 2019	
	Budget	Projected Actual							
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	21,850	8,888	8,042	5,924				13,966	37.7%
Recommended Changes to Approved FY Commitments			(3,609)	784	2,825				
2015 New/Change in Scope and Future Year Commitments			3,320	6,725				10,045	27.1%
2016- 2019 Capital Plan Estimates				2,200	5,950	820	1,150	10,120	27.3%
2-Year Carry Forward for Reapproval		2,908	2,908					2,908	7.9%
1-Year Carry Forward to 2015		10,054							
Total Gross Annual Expenditures & Plan	21,850	21,850	10,661	15,633	8,775	820	1,150	37,039	100.0%
Program Debt Target			2,400	1,401	3,025	150	150	7,126	
Financing:									
Recommended Debt			6,599	5,142	3,898	820	1,150	17,609	47.5%
Reserves/Reserve Funds			3,126	6,124	3,182			12,432	33.6%
Development Charges			936	4,367	1,695			6,998	18.9%
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing			10,661	15,633	8,775	820	1,150	37,039	100.0%
By Project Category:									
Health & Safety			3,533	5,425	5,000	70		14,028	37.9%
Legislated			50	50	50	50	50	250	0.7%
SOGR			1,833	1,402	900	700	100	4,935	13.3%
Service Improvement			4,144	1,978				6,122	16.5%
Growth Related			1,101	6,778	2,825		1,000	11,704	31.6%
Total by Project Category			10,661	15,633	8,775	820	1,150	37,039	100.0%
Asset Value (\$) at year-end		348,806							
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			100	694	465	385	118	1,762	
Operating Impact on Program Costs				176	2,300	2,012	(48)	4,440	
New Positions				1	21	21		43	

Table 1b
2020 - 2024 Recommended Capital Plan



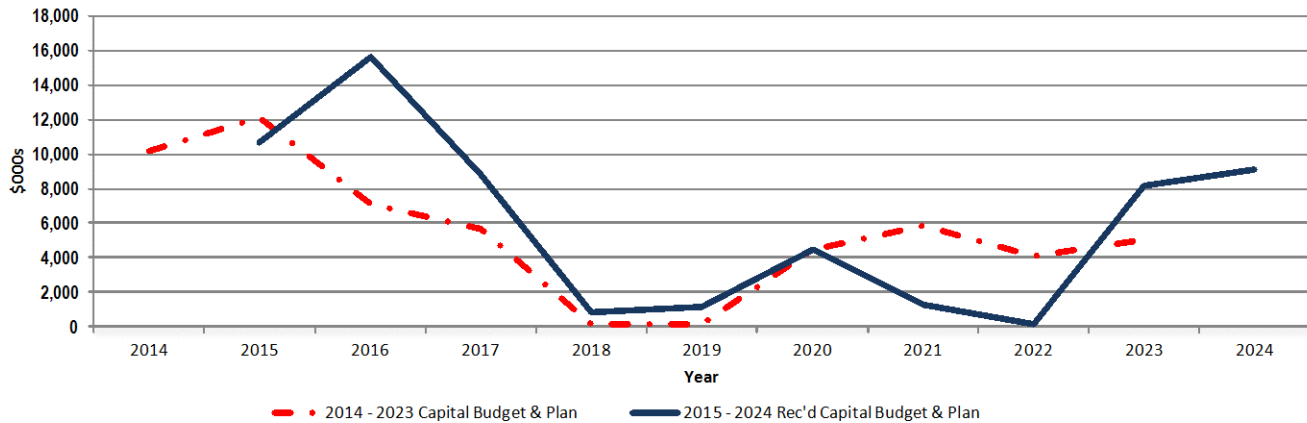
	2020 - 2024 Rec'd Capital Plan						10-Year Total Percent
	2020	2021	2022	2023	2024	2015 - 2024	
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments						13,966	23.2%
Recommended Changes to Approved FY Commitments						10,045	16.7%
2015 New/Change in Scope and Future Year Commitments						33,274	55.3%
2020 - 2024 Capital Plan Estimates	4,450	1,250	150	8,186	9,118	2,908	4.8%
2-Year Carry Forward for Reapproval							
Total Gross Annual Expenditures & Plan	4,450	1,250	150	8,186	9,118	60,193	100.0%
Program Debt Target	150	2,430	502	1,031	2,562	13,801	
Financing:							
Recommended Debt	150	150	150	1,846	2,914	22,819	37.9%
Reserves/Reserve Funds	4,300	1,100		2,700	2,638	23,170	38.5%
Development Charges				3,640	3,566	14,204	23.6%
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	4,450	1,250	150	8,186	9,118	60,193	100.0%
By Project Category:							
Health & Safety	4,300	1,100		2,700	5,050	27,178	45.2%
Legislated	50	50	50	50	50	500	0.8%
SOGR	100	100	100	100	100	5,435	9.0%
Service Improvement						6,122	10.2%
Growth Related				5,336	3,918	20,958	34.8%
Total by Project Category	4,450	1,250	150	8,186	9,118	60,193	100.0%
Asset Value(\$) at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	130	20	20	61	273	2,267	
Operating Impact on Program Costs							
New Positions							

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Recommended Capital Budget and the 2016 - 2024 Recommended Capital Plan reflects an increase of \$5.465 million or 10% in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$5.465 million or 10% increase in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	10,191	12,092	7,074	5,650	150	150	4,450	5,851	4,068	5,052		54,728
2015 - 2024 Rec'd Capital Budget & Plan		10,661	15,633	8,775	820	1,150	4,450	1,250	150	8,186	9,118	60,193
Change %		(11.8%)	121.0%	55.3%	446.7%	666.7%	0.0%	(78.6%)	(96.3%)	62.0%		10.0%
Change \$		(1,431)	8,559	3,125	670	1,000	0	(4,601)	(3,918)	3,134		5,465

As made evident in the chart above, the \$5.465 million increase in the Capital Program is mainly due to added investments for new projects in health and safety, state of good repair and information technology projects in 2015 and 2016 that were not previously included in the 2014-2023 Capital Budget and Plan.

Changes to the 2014 – 2023 Approved Capital Plan, as reflected in Table 2 on the following page, specifically the recommended \$6.538 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the reprioritization of Fire Services' capital projects, based on the following factors:

- Delays in land acquisition;
- The re-location of underground sewers and electrical lines that were not foreseen during the planning stage; and
- Re-alignment of yearly funding based on historical spending rates for facility projects.

A summary of project changes for the years 2015 to 2023 totalling \$6.538 million are provided in Table 2 on the next page.

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

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	10,191	12,092	7,074	5,650	150	150	4,450	5,851	4,068	5,052		44,537
2015 - 2024 Rec'd Capital Budget & Plan		10,661	15,633	8,775	820	1,150	4,450	1,250	150	8,186	9,118	51,075
Capital Budget & Plan Changes (2015 - 2023)		(1,431)	8,559	3,125	670	1,000	-	(4,601)	(3,918)	3,134		6,538

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved													
Station B (Stn 144) Keele St. (Downsview)	9,885	(899)	899										N/A
Replacement of Fire Station 135 - Chaplin Station	7,334	(1,030)	1,030										N/A
Station A (Stn 414) Hwy 27 and Rexdale Blvd	7,242	(900)	(825)	2,825							1,100		8,342
Specialized Trucks & Equipment	3,250	(780)	780										N/A
Bunker Suits Lifecycle Replacement	3,900	(3,700)	3,700										N/A
Fire Prevention - South District Consolidation	500		500	(500)									N/A
Station G (New Station 124) Sunnybrook	11,821							(5,701)	(3,918)	3,134	(6,485)	3,918	9,254
Predictive Modelling Tool/Dynamic Staging	300	365									365		365
Self Contained Breathing Apparatus	5,824	2,608									2,608		N/A
Defibrillators Lifecycle Replacement	1,000							1,100			1,100		2,100
Replacement of HUSAR Equipment	400											50	450
Training Simulators Rehabilitation	800											100	900
Total Previously Approved	52,256	(4,336)	6,084	2,325				(4,601)	(3,918)	3,134	(1,312)	4,068	21,411
New													
Computer Aided Dispatch Upgrade	N/A	703	552								1,255		N/A
Thermal Imaging Cameras	N/A	725	725								1,450		N/A
Repair the Special Operations Water Simulator	N/A	250									250		N/A
Renovation/Repurposing of Fire Station 424	N/A	780	200								980		N/A
Emergency Communication System Enhancement	N/A	447	448								895		N/A
Purchase of Gas Metres for Fire Investigators	N/A				70						70		N/A
Technical Rescue Simulator Repair	N/A		250								250		N/A
Existing East Training Bldg - Extend Bays	N/A				400						400		N/A
Burn House Burners/Technology Replacement	N/A				200						200		N/A
Replace Aging Propane Pumps and Vaporizers	N/A		250								250		N/A
The East/West Burn Houses - Wall Flame Protection	N/A			250							250		N/A
Emergency Fire Communication Workstation Console Replacement	N/A		50	550							600		N/A
East Training - New Bulding of the Fire Ground	N/A					1,000					1,000		N/A
Replacement of Portable Radios	N/A											5,050	N/A
Total New		2,905	2,475	800	670	1,000					7,850	5,050	
Total Changes		(1,431)	8,559	3,125	670	1,000		(4,601)	(3,918)	3,134	6,538	9,118	21,411

Significant Capital Project Changes in Fire Services:

The following previously approved Fire Services' capital projects have been allocated increased funding to address key priorities outlined below:

- An increase of \$1.100 million for the cost of the land required for the new station, *Station A #414 (Hwy 27 and Rexdale Blvd)* as the original site was no longer available and the cost of the alternate site was higher by \$1.100 million. As a result, funding for the design, preparation and building construction has been deferred by 1 year from 2015-2016 to 2016-2017.

- An increase in project cost of \$0.065 million for the *Predictive Modeling tool/Dynamic Staging* is required based on the results of proposals submitted in response to the Request for Proposal (RFP) process.

Cash flow funding for the following projects were re-aligned based on updated project schedules and the status of project deliverables:

- Project funding commitments of \$0.899 million and \$3.752 million for two new stations, *Station B #144 (Keele St/Downsview)* and *Station A #414 (Hwy 27 and Rexdale Blvd)* projects respectively were spread out and deferred by 1 year (from 2015 – 2016 to 2016-2017) to reflect the revised construction schedule resulting from delayed purchase of land for both stations.
- Cash flow funding of \$0.780 million and \$3.700 million for the *Specialized Trucks and Equipment* and *Bunker Suit Lifecycle Replacement* projects respectively were deferred by 1 year, from 2015 to 2016, based on previous experience in the procurement and delivery of customized fire trucks and equipment.
- Delays in 2 projects requiring 2-year carry forward funding totaling \$2.908 million for the following:
 - *Self Contained Breathing Apparatus* project requires 2-year carry forward funding of \$2.608 million. The project was delayed due to NFPA Standard revisions governing the design of the current equipment to address health & safety concerns. The vendor received final approval in November 2014 from the National Institute for Occupational Health and Safety (NIOSH) and the National Fire Protection Association (NFPA) relating to compliance of the NFPA 1981, Standard on Open-Circuit Self-Contained Breathing Apparatus for Emergency Services, 2013 Edition. The project is anticipated to be completed in the 1st quarter of 2015.
 - The *Predictive Modeling Tool/Dynamic Staging* project requires 2-year carry forward funding of \$0.300 million as the project was delayed while the Program underwent a multi-stage procurement process which involved the use of an information gathering phase to determine the availability of desired software requirements and the availability of potential suppliers prior to the issuance of an Request for Proposal (RFP). The contract for the Predictive Modelling/Dynamic Staging project is currently under negotiation and implementation is scheduled in 2015.

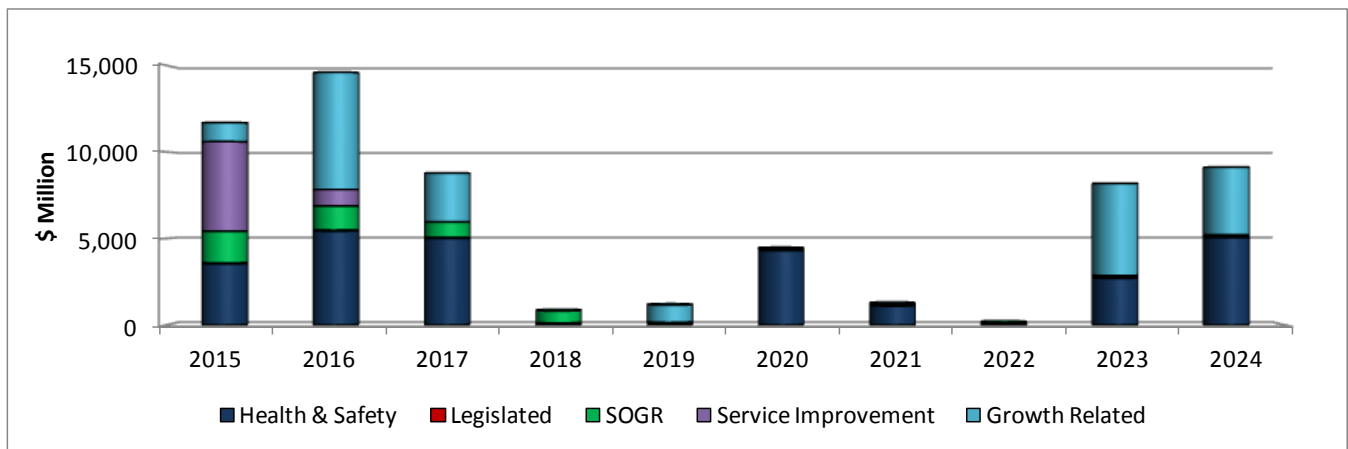
New funding of \$7.850 million was added for 13 new projects that were not previously included in the 2014-2023 Capital Plan to address in health and safety and state of good repair needs.

- Upgrade the Computer Aided Dispatch System (\$1.255 million)
- Purchase of 150 thermal imaging cameras (\$1.450 million)
- Special Operations Water Simulator (\$0.250 million)
- Renovation and repurposing of Fire Station #424 (\$0.980 million)
- Enhancement of the Emergency Communication System (\$0.895 million)
- Purchase of 6 gas metres for Fire Investigators (\$0.070 million)
- Repair the Technical Rescue Simulator (\$0.250 million)
- Extend the garage bays of the East Training building (\$0.400 million)

- Replacement of burn house burners and technology (\$0.200 million)
- Replacement of aging propane pumps and vaporizers (\$0.250 million)
- Construction of wall flame protection in the East/West burn houses (\$0.250 million)
- Replacement of the emergency Fire Communication workstation console(\$0.600 million)
- New building on the fire ground – East Training building (\$1.000 million)

2015 – 2024 Recommended Capital Plan

Chart 2
015 – 2024 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, Fire Services' 10-Year Capital Plan of \$60.193 million primarily provides funding for Health and Safety projects which accounts for 45% of total funding, Growth Related projects accounts for 35%, Service Improvement projects of 10% and the balance for State of Good Repair and Legislated projects of 9% and 0.8% respectively.

- The higher funding levels for Healthy and Safety projects in 2015 to 2017 reflect the scheduled replacement of portable radios, defibrillators and personal protective clothing used by fire fighters such as self contained breathing apparatus and bunker suits. The next major replacement of bunker suits is scheduled in 2020 while the equipment replacement schedule is mainly in 2023 and 2024.
- Growth Related projects account for 35% of total funding, the majority of which is to fund the constuction of three new fire stations including the purchase of 10 specialized fire trucks and equipment. Most of the funding is required between the period 2015 to 2017 for the completion of 2 new fire stations and the purchase of specialized fire trucks and equipment. The construction of the 3rd new fire station is scheduled to begin in 2023.
- Majority of Service Improvement and State of Good Repair projects require funding starting in 2015 for completion in 2016.

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Health & Safety													
Replacement of Portable Radios				5,000							5,050	10,050	10,050
Self-Contained Breathing Apparatus - Replacement	3,216	2,608										2,608	2,608
Bunker Suits Lifecycle Replacement		200	3,700				4,300					8,200	8,200
Defibrillators Lifecycle Replacement			1,000					1,100				2,100	2,100
Mobile Radios Lifecycle Replacement										2,700		2,700	2,700
Purchase of Gas Metres for Fire Investigators					70							70	70
Thermal Imaging Cameras		725	725									1,450	1,450
Sub-Total	3,216	3,533	5,425	5,000	70		4,300	1,100		2,700	5,050	27,178	27,178
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	500	
Sub-Total		50	50	50	50	50	50	50	50	50	50	500	
State of Good Repair													
Computer Aided Dispatch Upgrade		703	552									1,255	1,255
Training Simulators Rehabilitation		100	100	100	100	100	100	100	100	100	100	1,000	
Renovation/Repurposing of Fire Station 424		780	200									980	980
Emergency Fire Communication Workstation Console Replacement			50	550								600	600
Repair the Special Operations Water Simulator		250										250	250
Technical Rescue Simulator Repair			250									250	250
Replace Aging Propane Pumps and Vaporizers			250									250	250
The East/West Burn Houses - Wall Flame Protection				250								250	250
Existing East Training Bldg - Extend Bays					400							400	400
Burn House Burners/Technology Replacement					200							200	200
Sub-Total		1,833	1,402	900	700	100	100	100	100	100	100	5,435	4,435
Service Improvements													
Replacement of Fire Station 135 - Chaplin Fire Station	2,972	3,332	1,030									4,362	7,334
Predictive Modelling Tool/Dynamic Staging	300	365										365	7,242
Emergency Communication System Enhancement		447	448									895	3,250
Fire Prevention - South District Consolidation			500									500	3,900
Sub-Total	3,272	4,144	1,978									6,122	21,726
Growth Related													
Station B (Stn 144) Keele St (Downsview)	4,786	1,101	3,998									5,099	9,885
Station A (Stn 414) - Hwy 27 and Rexdale Blvd	3,517		2,000	2,825								4,825	8,342
Specialized Trucks & Equipment	2,470		780									780	3,250
East Training - New Bulding of the Fire Ground						1,000						1,000	1,000
Station G (New Station 124) - Sunnybrook										5,336	3,918	9,254	9,254
Sub-Total	10,773	1,101	6,778	2,825		1,000				5,336	3,918	20,958	31,731
Total Expenditures by Category	17,261	10,661	15,633	8,775	820	1,150	4,450	1,250	150	8,186	9,118	60,193	85,070

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Training Simulators Rehabilitation project).

Key Capital Projects

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

Health & Safety, & Legislated

- Health and Safety projects account for \$27.178 million or 45.2% of the 10-year recommended cash flow funding. Project funding is provided for the purchase of 150 thermal imaging cameras (\$1.450 million), 750 portable radios with a lifecycle of 7 years (\$10.050 million), 450 mobile radios that are replaced every 10 years (\$2.700 million), 3,000 Bunker Suits used by firefighters that are replaced every 5 years (\$8.200 million), and the replacement of 167 defibrillators with a lifespan of 5 years (\$2.100 million).
 - The *Thermal Imaging Cameras* (TIC) project is new in 2015 with a total project cost of \$1.450 million to purchase 150 TICs (at \$9,700 per unit) that display an image based upon heat patterns that allows firefighters to see through smoke. The use of TICs by TFS will measurably improve firefighter safety, public safety, reduction of property loss and general efficiency of fire ground emergency operations. Currently, TFS has 7 units on its 124 front line apparatus and no TICs on any fire pump or aerial apparatus.
- The Legislated project included in the 10-Year Capital Plan provides annual funding of \$0.050 million for the continued replacement of emergency response equipment required by Fire Services' HUSAR team.

State of Good Repair

- The *Training Simulation Rehabilitation* project provides annual funding of \$0.100 million for the capital maintenance for the East & West Burn-houses training simulators. These burn-houses are used continually in live fire training exercises by both Operations Division and Recruit Induction. High temperature exposure and flame impingement causes deterioration of concrete, steel and brick components, protection panels and burns pads that need remediation.
- The *Computer Aided Dispatch (CAD) Upgrade* project is a new project in 2015 with funding of \$1.255 million that will ensure the current TFS CAD system will be upgraded from version 9.1 to version 9.3 and transition from an Oracle database to an SQL database format. Data generated by the CAD system will be utilized in conjunction with the Dynamic Staging/Predictive Modelling project to aid in the deployment of fire apparatus.
- The *Renovation and Repurposing of Station 424* project is a new project in 2015 with funding of \$0.980 million to renovate the current fire station to provide additional space for Emergency Planning / Fire Prevention / Public Education resources as well as some headquarters staff where space is currently over its capacity.
- The *Emergency Fire Communication Workstation Console Replacement* project (\$0.600 million), is planned in 2016 for the replacement of emergency dispatch consoles to address ergonomic issues, technology, workflow and workspace requirements in TFS' 24/7 Communications Dispatch Centre.

- The following projects have been included in 2015-2024 Capital Plan for urgent repair and maintenance of facilities and equipment used in fire fighter training:
 - The *Special Operations Water Simulator* project is a new project in 2015 with funding of \$0.250 million for the repair of the existing water rescue training pool to avoid water leakage further damaging the pool area. This is an in-ground simulator pool that is specifically designed for water rescue training.
 - The *Technical Rescue Simulator* project requires funding of \$0.250 million in 2016 that will provide TFS with a more climate controlled training area for year round training utilizing the simulators in the Dome (Technical Rescues).
 - The *Replacement of aging Propane Pumps and Vaporizers* project requires funding of \$0.250 million in 2016 to replace the current equipment which was installed over 20 years ago and has reached the end of its life cycle.
 - The *East/West Burn Houses – Wall Flame Protection* project with funding of \$0.250 million in 2017 will fund the repair of existing wall protection in the East and West Burn Houses as concrete spalling was observed during the recent structural audit conducted on the facility.
 - The *East Training Bldg – Garage Bay Extension* project with total project cost of \$0.400 million in 2018 to fund the extension of garage bays in the existing facility to accommodate the storage of aerials and pumpers used for training especially during the winter season. Inside storage will ensure trucks are in good condition to maximize the use of these trucks for staff training.
 - The *Burn House Burners/Technology Replacement* project with total project cost of \$0.200 million required in 2018 for the replacement of burn-house & simulators at the Toronto Fire Academy. The project will ensure year round training of newly hired fire fighters in the basic skills of fire fighting and seasoned fire fighters to maintain their learned skills and to develop new techniques and tactics.

Service Improvements

- The *Rebuild of Chaplin Fire Station #135* project requires funding of \$4.362 million to complete the project in 2017. The rebuild was required as the station was deemed unsafe due to structural problems with the garage floor which could not support the weight of fire trucks.
- *Dynamic Staging/Predictive Modeling* project requires funding of \$0.365 million in 2015 to purchase a software program that runs in conjunction with Fire Services' Computer Aided Dispatch System to aid in the deployment of fire apparatus and future resource requirements.
- *Emergency Communication System Enhancement* project is a new project starting in 2015 with funding of \$0.895 million to increase the functionality of mobile applications of frontline apparatus that require additional bandwidth.
- The *Fire Prevention - South District Consolidation* project is a new project scheduled to begin in 2016 with funding of \$0.500 million for the renovation of an existing Fire Services location to accommodate the consolidation of 60 Fire prevention staff in one mid-city location allowing for enhanced coverage by Fire Prevention staff doing site visits and inspections across the South District.

Growth Related

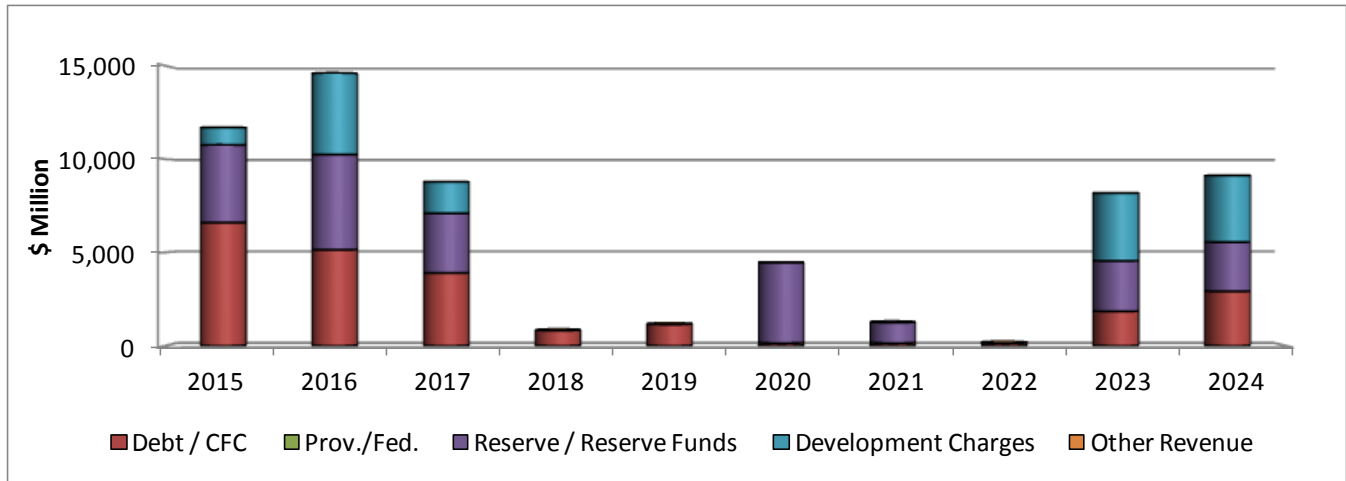
- The *Station B (Station #144) - Keele St. (Downsview)* project requires funding of \$5.099 million in 2016 and 2017 to complete the construction of a new fire station (2013-2016) and Fire Prevention office at Downsview Park (2017) as per the KPMG report and Toronto Fire Services' (TFS) Master Plan 2007.
- The *Station A (Station #414) – Hwy 27 and Rexdale Blvd* project requires funding of \$4.825 million in 2016 and 2017 to complete the construction of a new fire station in the Woodbine Racetrack at Hwy 27 and Rexdale that will allow Fire Services to respond to emergency calls with a four-minute road response time in 90% of instances. Funding of \$3.517 million was approved in 2014 for the purchase of land and the initial design and preparation of the site.
- The *Specialized Trucks and Equipment* project requires funding of \$0.780 million to complete the purchase of the remaining 3 specialized trucks in 2017.
- The *East Training – New Building of the Fire Ground* project (\$1.000 million) requires funding in 2019 to provide a climate controlled facility to ensure 12 months of continuous fire fighter training.
- The *Station G (Station #124) - Sunnybrook* project (\$9.254 million) is a new fire station scheduled to begin in 2023 to address the gaps in service levels in the Sunnybrook area as identified in a KPMG study completed in 1999 and the Master Fire Plan approved in 2007. A KPMG study recommended that EMS' existing Station #21 be co-located with the new Fire Station and discussions are underway between EMS and Fire Services.

Radio Communications System Replacement Project

	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total
Total Expenditures by Category											
State of Good Repair											
Radio Communications Systems Replacement	3,786										3,786
Total Expenditures by Category	3,786										3,786

- The *Radio Communications System Replacement* project is a corporate initiative involving three Programs: Fire Services, Toronto Police Service and Emergency Medical Services and does not reside in any one of these Programs' Capital Plans.
- This previously approved project, with a total project cost of \$51.705 million provides funding to replace the Joint Toronto Police/Fire/ EMS Motorola Smartzone radio system. The 2015 Recommended Capital Budget includes an increase of \$3.786 million to the project overall cost resulting in a revised project cost of \$55.491 million.
- The project experienced issues relating to civil construction work at tower sites which resulted in site and construction costs exceeding its approved funding, thus requiring additional funding of \$3.786 million. *See Part III Issues for Discussion "Toronto Radio Infrastructure Project Status Update" on page 28.*

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



The 10-Year Recommended Capital Plan of \$60.193 million will be financed by the following sources:

- Debt accounts for \$22.819 million or 37.9% of the financing for the 2015 Budget and 2016 – 2024 Capital Plan.
 - The recommended debt funding exceeds the 10-year debt guideline of \$13.801 million due to the addition of 13 new projects to address Fire Services' key priorities.
 - Additional debt funding of \$9.018 million is recommended and added to ensure Health & Safety/SOGR requirements are addressed immediately.
- Reserve funding accounts for \$23.170 million or 38.5% of the 10-Year Capital Plan's funding.
 - Fire Services' Equipment Reserve fully funds the replacement of defibrillators, bunker suits and portable radios.
 - The Capital Financing Reserve contribution of \$0.951 million and the Land Acquisition Reserve Fund (LARF) contribution of \$3.956 million will partially fund the new fire station, Station A #414 at the Woodbine Racetrack and Hwy 7 and the rebuild of the Chaplin Fire Station respectively.
 - *Note: Proceeds from the sale of the original Chaplin Fire Station to Metrolinx in the amount of approximately \$4.6 million will be transferred to the Land Acquisition Reserve Fund.*
- Development Charges represent 23.6% or \$14.204 million of the 10-Year Capital Budget and Plan's funding. Development charge funding of \$13.424 million will be used for the construction of three new fire stations and \$0.780 million will fund the purchase of specialized trucks and equipment. The Program maximized development charge funding on the portion of projects that support growth in the City.

State of Good Repair (SOGR) Backlog

The 10-Year Recommended Capital Plan dedicates \$5.435 million to SOGR spending over the 10-year capital plan mainly for the repair of training facilities and equipment to ensure year round training of firefighters as well as systems upgrade of Fire Services communication system.

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

Facilities Management Services' SOGR Funding for Fire Services

The Fire Services' 10-Year Recommended Plan does not account for SOGR backlog of Fire facilities as all asset management projects for Fire Services' existing stations and buildings were transferred to Facilities Management Services (FM) in 2010 to ensure consistency in maintenance standards applied throughout City facilities.

Facilities Management and Real Estate's (FM&RE) 10-Year Recommended Capital Plan includes funding of \$14.727 million for Fire Services which reflects an additional recommended funding of \$4.000 million in the 2015-2017 period following a full review by TFS and FM of TFS' facilities with the recently conducted Building Condition Assessment (BCA) to determine priority repairs required at various locations. The additional investment of \$4.000 million will fund urgent facility repairs in 5 critical locations identified by Fire Services but were not previously included in FM&RE 10-Year Capital Plan estimates.

FM will continue to face funding challenges to address Fire Services' SOGR requirements. TFS' backlog of \$9.000 million in 2015 will continue to grow and by the end of 2024, the accumulated SOGR backlog is estimated to reach \$94.906 million or 27.2% as a percentage of asset value of \$348.806 million.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019 Budget & Plan		2020 - 2024 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved projects														
Predictive Modelling Tool/Dynamic Staging			60.0								60			
Emergency Phone System Replacement			116.0	1.0							116	1.0		
Station B (Stn 144) Keele St (Downsview)					2,060.0	21.0	(50.0)				2,010	21.0		
Station A (Stn 414) Hwy 27 and Rexdale Blvd							2,060.0	21.0	(50.0)		2,010	21.0		
New Projects -2014														
Computer Aided Dispatch Upgrade					15.0		1.0		1.0		17			
Emergency Communication System Enhancement					80.0		1.0		1.0		82			
Thermal Imaging Cameras					145.0						145			
Total Recommended (Net)			176.0	1.0	2,300.0	21.0	2,012.0	21.0	(48.0)		4,440	43.0		

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$4.440 million net over the 2015 – 2024 period to sustain the following completed capital projects:

- In 2016, \$0.176 million increased operating costs for:
 - \$0.060 million will be required for the system maintenance & licensing costs for the *Dynamic Staging/Predictive Modeling Software*.
 - \$0.116 million will be required for one permanent position (Systems Integrator) to manage and monitor the new IP based 911 system for the *Emergency Phone System Replacement* project.
- In 2017 and 2018, the completion of 2 new fire stations, *Station B #144 - Keele St (Downsview)* and *Station A #414 - Hwy 27/Rexdale Blvd* project respectively will require 21 new fire fighter positions per new station, additional maintenance and utility costs totalling \$2.010 million and one-time funding of \$0.050 million for furniture and equipment for each station. The \$0.050 million cost for furniture will be reversed in 2018 and 2019.
- In 2017, the completion of 3 projects, *Computer Aided Dispatch Upgrade*, *Emergency Communication System Enhancement* and the final purchase of *Thermal Imaging Cameras (TICs)* will result in additional \$0.095 million for maintenance and services costs and an increase of \$0.145 million to the Equipment Reserve to fund the scheduled replacement of TICs in 2025.
- Approved permanent positions will increase by a total of 43 over the 10-year time frame for the *Emergency Phone System Replacement* project (1) and 21 new fire fighter positions per station once the new fire stations are completed in 2017 and 2018.
- The operating impacts of completed projects beyond 2015 will be reviewed in future Operating Budget process.

**Table 6
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)	2015	2016	2017	2018	2019	2020 - 2024	
Captain	FIR908041	1.0	01/01/2015	12/31/2016	144,856	144,856					
Systems Integrator	FIR907649	1.0	04/01/2015	12/31/2015	86,909						
Total		2.0			231,765	144,856					

Capital Project Delivery, Temporary Positions

Approval of the 2015 Recommended Capital Budget will require two temporary capital positions in 2015.

- A temporary position to manage the Computer Aided Dispatch Upgrade systems' integration and testing and to ensure stability verification operations are completed as scheduled.
- A temporary position is required to finalize the implementation of technology to support the migration from a circuit switched technology to an Internet Protocol (IP) platform that impacts 911 call processing.

Radio Communications System Replacement Project

Program Net Operating Costs	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total
2015 Capital Budget											
Radio Communication System Replacement	1,312.5	15.4	15.7	15.9	16.1	16.4	16.6	16.9	17.1	17.4	1,459.9
Total											
Program Cost (Net)	1,312.5	15.4	15.7	15.9	16.1	16.4	16.6	16.9	17.1	17.4	1,459.9
Approved Positions											

- The contract for the *Radio Communication System Replacement* project was awarded in June 2012 and the project is now anticipated to be completed in 2015. Fire Services has identified the annualized cost of \$1.312 million in 2015, followed by annual incremental costs of an average of \$0.016 million for the next 10 years for ongoing maintenance and support for both the new radio infrastructure (TRIP) and the fire station alerting system (COTS-FSA), system lifecycle requirements and salaries and benefits of one Systems Administrator position approved in 2014.
- The 2015 operating costs of \$1.312 million will be co-shared by TFS; Toronto Paramedic Services and Toronto Police Services and are included in their respective 2015 Recommended Operating Budgets.

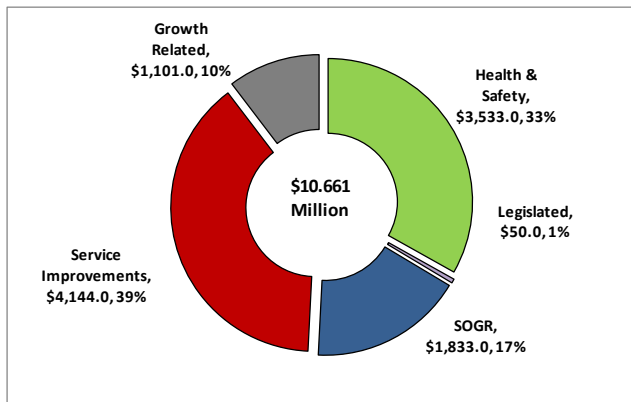


Part II:
2015 Capital Budget

2015 Recommended Capital Budget

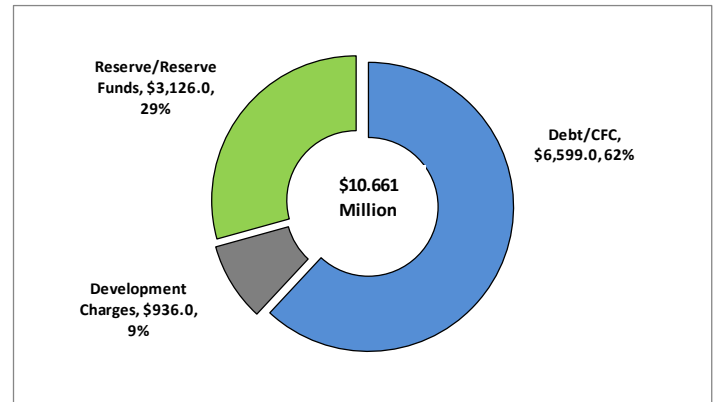
2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



\$10.661 million

2015 Capital Budget by Funding Source
(in \$000s)



\$10.661 million

The 2015 Recommended Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$10.661 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- **Health & Safety (\$3.533 million, 33%)**
 - Continue the replacement of equipment and purchase of thermal imaging cameras.
- **Legislated (\$0.050 million, 1%)**
 - Complete the annual replacement of Heavy Urban Search & Rescue (HUSAR) Equipment.
- **State of Good Repair (SOGR) (\$1.833 million, 17%)**
 - Begin system enhancements, annual maintenance of training simulators, and renovation of Fire Station #424.
- **Service Improvement (\$4.144 million, 39%)**
 - Continue the replacement of Stn#135, and emergency system enhancements.
- **Growth (\$1.101 million, 10%)**
 - Continue the construction of Station B #144-(Keele and Downsview).

The 2015 Recommended Capital Budget is financed primarily by:

- **Debt (\$6.599 million, 62%)**
 - The recommended debt of \$6.599 million exceeds the debt guideline of \$2.400 million.
 - The Program has been allocated additional debt funding to enable TFS to address key priorities in health and safety and SOGR projects included in 2015.
- **Reserve and Reserve Funds (\$3.126 million, 29%)**
 - The Land Acquisition Reserve Fund (LARF) partially funds the replacement of Station #135 Chaplin Fire Station (\$2.926 million) and the Equipment Reserve for the lifecycle replacement of bunker suits (\$0.200 million).
- **Development Charges) (\$0.936 million, 9%)**
 - DC funding has been maximized for the new fire station, Station B #144 – Keele St (Downsview).

Table 7
2015 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Rec'd Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
Expenditures														
Previously Approved	2,908	10,054	4,433	17,395	6,708	2,825								26,928
Change in Scope			65	65	1,100									1,165
New			400	400										400
New w/Future Year			2,855	2,855	5,625									8,480
Total Expenditure	2,908	10,054	7,753	20,715	13,433	2,825								36,973
Financing														
Debt	2,908	1,326	3,691	7,925	3,942	573								12,440
Other		5,828		5,828										5,828
Reserves/Res Funds		47	3,126	3,173	5,124	557								8,854
Development Charges Provincial/Federal		2,853	936	3,789	4,367	1,695								9,851
Total Financing (including carry forward)	2,908	10,054	7,753	20,715	13,433	2,825								36,973

Approval of the 2015 Recommended Capital Budget of \$20.715 million will result in the following:

- \$2.908 million in 2013 funding that will be carried forward into 2015 requires Council re-approval for the completion of the purchase of *Self-Contained Breathing Apparatus* and the *Dynamic Staging/Predictive Modelling* projects.
- \$10.054 million in 2014 funding that will be carried forward into 2015 for 7 capital projects: *Station B (Stn 144) Keele St. (Downsview), Station A (Stn 414) Hwy 27 and Rexdale Blvd, Specialized Trucks & Equipment, Replacement of Fire Station 135 - Chaplin Station, Emergency Phone System Replacement, Fire Station GPS Repeaters, and Mobile Workstation Network Enhancement* projects.
- \$1.165 million in increased funding for change in scope projects namely, the *Dynamic Staging/Predictive Modelling* project for \$0.065 million in 2015 and *Station A #414 – Hey 7 and Rexdale Blvd* project for \$1.100 million in 2016.
- \$4.433 million for 2015 with future year commitments of \$6.708 million in 2016 and \$2.825 million in 2017 for the following previously approved projects: the *Station B #144 – Keele St. (Downsview)*, the *Station A #414 – Hwy 27 and Rexdale Blvd*, the *Replacement of Station #135 - Chaplin Fire Station* and the *Purchase of Specialized Trucks & Equipment* projects.
- New funding of \$0.400 million for projects that will be completed in 2015. These projects are the *Replacement of HUSAR Equipment*, the annual maintenance of the *Training Simulators* and the *Repair the Special Operations Water Simulator* projects.
- Recommended multi-year funding of \$2.855 million in 2015 which will require future year commitments of 5.625 million in 2016 for 5 new projects beginning in 2015. These projects are the *Computer Aided Dispatch system upgrade*, the *Replacement of Bunker Suits*, the *Purchase of 150 thermal imaging cameras*, the *Renovation/Re-purposing of Fire Station 424 at Runnymede*, and the *Emergency Communication System Enhancement* projects.

2015 Recommended Capital Project Highlights

Table 8
2015 Recommended Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Computer Aided Dispatch Upgrade	1,255	703	552				1,255						1,255
Bunker Suits Lifecycle Replacement	3,900	200	3,700				3,900						3,900
Thermal Imaging Cameras	1,450	725	725				1,450						1,450
Renovation/Repurposing of Fire Station 424	980	780	200				980						980
Emergency Communication System Enhancement	895	447	448				895						895
Station B (Stn 144) Keele St. (Downsview)	9,885	2,000	3,998				5,998						5,998
Station A (Stn 414) Hwy 27 and Rexdale Blvd	8,342	3,517	2,000	2,825			8,342						8,342
Specialized Trucks & Equipment	3,250	2,470	780				3,250						3,250
Replacement of Fire Station 135 - Chaplin Station	7,334	5,000	1,030				6,030						6,030
Mobile Workstation Network Enhancement	500	300					300						300
Emergency Phone System Replacement	1,000	925					925						925
Fire Station GPS Repeaters	275	275					275						275
Predictive Modelling Tool/Dynamic Staging	365	365					365						365
Self Contained Breathing Apparatus	5,824	2,608					2,608						2,608
Replacement of HUSAR Equipment	50	50					50						50
Training Simulators Rehabilitation	100	100					100						100
Repair the Special Operations Water Simulator	250	250					250						250
Total (including carry forward funding)	45,655	20,715	13,433	2,825			36,973						36,973

The 2015 Recommended Capital Budget, including funding carried forward to 2015, provides funding of \$20.715 million to:

- Begin 5 new multi-year projects (over a 2-year period) consisting of the following:
 - Upgrade from version 9.1 to 9.3 for TFS' *Computer Aided Dispatch (CAD)* system (\$0.703 million).
 - The purchase of *bunker suits* due for replacement (\$0.200 million)
 - The purchase of *thermal imaging cameras* that will allow fire fighters to see through smoke (\$0.725 million).
 - The *renovation/re-purposing of Station 424* at Runnymede mainly to provide additional space for Emergency Planning, Fire Prevention and Public Education resources (\$0.780 million).
 - *Enhancements to the Emergency Communication System* (\$0.447 million).

- Continue the construction of three fire stations, *Station B #144 – Keele St. (Downsview)* (\$2.000 million), *Station A (Stn #414) Hwy 27 and Rexdale Blvd.* (\$3.517 million), *Chaplin Fire Station* (\$5.000 million) and the *purchase of specialized trucks and equipment* (\$2.470 million).
- Complete the following projects:
 - The Implementation of the *Mobile Workstation Network Enhancement* to provide wireless access point at TFS stations to allow for high speed connectivity (\$0.300 million).
 - Replacement of the *emergency phone system* to support the migration from a circuit switched technology to an Internet Protocol (IP) platform (\$0.925 million).
 - *Installation of GPS repeaters* in all 83 fire stations (\$0.275 million).
 - Implementation of *Dynamic Staging/Predictive Modelling tools* will be used to better inform TFS on deployment and future resource requirements (\$0.365 million).
 - The purchase of 840 *self-contained breathing apparatus* (\$2.608 million).
 - Annual replacement of *emergency equipment used by Fire Services' HUSAR team* (\$0.050 million).
 - Annual maintenance of the *East & West Burn-houses training simulators* (\$0.100 million).
 - *Repair of water simulator* used in water rescue training (\$0.250 million).



Part III: Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Capital Budget

Added Investments

- As part of the 2015 Budget process, Fire Services identified \$33.400 million of key unfunded capital priorities to address health and safety needs, increase state of good repair funding and provide key technological improvements.
- As a result of a City-wide review of debt capacity for 2015 and beyond, additional debt funding of \$7.850 million has been recommended and added to TFS' 2015-2024 Recommended Capital Budget and Plan to fund the following key priority projects as follows:

	2015	2016	Total
New Projects	\$000s		
1. Computer Aided Dispatch Upgrade (CAD)	703	552	1,255
2. Renovation and Repurposing of Fire Station 424	980		980
3. Thermal Imaging Cameras	725	725	1,450
4. Emergency Communications System Enhancement	447	448	895
5. Repair the Spec Ops Simulator	250		250
6. The East/West Burn Houses – Wall Flame Protection	250		250
7. Emergency Fire communication Workstation Console	600		600
8. Technical Rescue Simulator - Repair		250	250
9. Burn-House Burners/Technology Replacement		200	200
10. Purchase of gas metres for Fire Investigators		70	70
11. Replace aging Propane & Vaporizers		250	250
12. Existing East Training Bldg – Extend Bays		400	400
13. East Training – New Building on the Fire Ground		1,000	1,000
TOTAL	3,955	3,895	7,850

Fire Services/EMS Efficiency Review Recommendation Updates

In July 2013, a report was adopted by City Council on the recommendations resulting from the Toronto Fire Services / EMS Efficiency Review conducted by a third party consulting firm, Pomax Ltd., in partnership with Berkshire Advisors, MGT of America and Stantec.

The purpose of the review was to identify and recommend opportunities that maintain the quality of these core municipal services while achieving potential efficiencies. The review included an assessment of operational improvements, a demand and resource analysis, and an evaluation of service delivery model options including organizational consolidation.

The following study recommendations put forward by the consultants required capital initiatives to be undertaken for their implementation:

1. *Reconfigure Fire resources and apparatus to achieve efficiencies while continuing to provide similar response coverage.*
 - In 2014, the purchase of 10 Specialized Trucks and Equipment project was approved with a total project cost of \$3.250 million over 2 years (2014-2016). The purchase of these custom

designed trucks (such as Trench Rescue Roll-Off truck, High-Rise response truck, Rapid Attack Pumpers, Training Division specific Pumpers) has been delayed to allow the manufacturer to meet TFS' requirements that are beyond normal parameters of the standard apparatus used by TFS. The project is now anticipated to be completed in 2016.

2. *Implement Business Intelligence reporting software and enhance business analysis capability which includes the development of Predictive Response Model, GPS Based Deployment and Traffic Signal Pre-emption.*

- The following projects are included in Fire Services' 2015-2024 Capital Budget and Plan that will enhance TFS' communication and alerting system and response protocols:
 - A Computer Aided Dispatch Upgrade project that will run in conjunction with the Predictive Modeling/Dynamic Staging software program to aid in the deployment of fire apparatus and future resource requirements.
 - A predictive modeling software project that consists of two components, A Fill-in/Dynamic Staging solution as well as Predictive Modeling solution to determine the most strategic and efficient deployment of fire resources and apparatus. (Approved in 2014 for completion in 2015.)
 - A GPS repeaters project that will improve the communication between fire stations and fire vehicles. The installation of GPS repeaters at all stations will provide uninterrupted satellite signals indoors that will eliminate delays to re-acquire satellite signals when front line vehicle's onboard GPS receivers lose signals in fire stations. (Approved in 2014 for completion in 2015.)

3. *Implement fire traffic pre-emption to improve fire response times.*

- Traffic control pre-emption gives emergency response vehicles a green light at specific signalized intersections and has shown to improve fire response times and reduce the risk of collision involving response vehicles, particularly in congested areas.
- The implementation of pre-emptive traffic light signaling that will improve fire response is currently under discussion as this initiative will impact both the Transportation Division and the Toronto Transit Commission (TTC).

Radio Communication System Replacement Project Status Update

- The Radio Communications System Replacement project is a corporate initiative involving three Programs: Fire Services, Toronto Police Service and Emergency Medical Services and does not reside in any one of these Programs' Capital Plans.
- The project was originally approved in 2012 with a total project cost of \$70.000 million. However, in June 2012, the contract with Motorola Solutions Canada was finalized and the total project cost was revised to \$51.705 million (approved in 2013 Capital Budget), a reduction \$18.295 million. The project was originally anticipated to be completed by mid-2014 but has now been delayed to mid-2015 due to the following:
 - In 2013, the project experienced issues relating to civil construction work at tower sites which impacted both the schedule and funding such as:

1. Several existing sites had space restrictions or landlord concerns which were not identifiable until in-project equipment layout designs were completed. Several steps were taken to address these issues including equipment room expansion, two new equipment shelters and a new site build (additional funding of \$1.500 million).
 2. An in-project audit of existing site equipment rooms indicated requirements for environmental upgrades prior to equipment installation, with examples including air conditioning, fire suppression and security alarms (additional funding of \$1.400 million).
- During a Project Steering Committee meeting held in December 2013, the financial impact of the issues identified was raised and the decision was to monitor the expenditure in 2014 as majority of the construction costs were estimates at that time.
 - In 2014, as a result of the issues identified above, the civil construction work at tower sites cost exceeded the budget by \$5.1 million which was partially offset by savings of \$1.3 million in other areas.
 - The impact of higher than expected construction costs has resulted in a funding shortfall of \$3.786 million that is required in 2015 to cover the remaining implementation milestone payments and management fees.
 - The 2015 Recommended Capital Budget includes an increase in project cost of \$3.786 million resulting in a revised project cost of \$55.491 million.

Toronto Radio Infrastructure - Amendment to Contract 47016848 with Motorola Solutions Canada

- An amendment to an existing contract with Motorola Solutions Canada is required due to the added constructions costs and added lifecycle costs related to equipment change order.
- The Motorola contract consists of two clearly delineated parts: one-time implementation and 15 year post-implementation. As reported to council, the project encountered cost overruns as a result of higher than expected construction costs earlier in the project. The contract item related to civil construction work has been over spent by \$2.7 million. The amendment will re-align contract items associated with change orders and restore contingency for remainder of the project.

Table 1 –Contract Values

Contract 47016848	Award Value (s)	Recommended Amendment	Revised Total Contract Value(s)
One-Time Implementation Project (Capital)	41,781	2,730	44,511
15 Year Post Warranty Services (Operating)	18,773	300	19,073
TOTAL	60,555	3,030	63,585

All contract values net of HST.

- The impact of the one-time implementation portion of the amendment of \$2,730,000 net of all taxes (\$2,788,048 net of tax recoveries) is included in the 2015 Recommended Capital Budget for the Toronto Radio Infrastructure project. The incremental impact of the 15-year post implementation portion of the amendment of \$300,000 net of all taxes (\$305,280 net of tax

recoveries) is included in the three emergency services' 2015 Recommended Operating Budget , proportioned according to the Radio Infrastructure Governance Agreement as follows:

- Toronto Police Service – 80%
- Toronto Fire Services – 13%
- Toronto Paramedic Services – 7%

Issues Impacting the 10-Year Capital Plan

Toronto Fire Services Master Fire Plan

As a result of the Fire Services/EMS Efficiency Study, many of the consultant's recommendations were related to fire resources and apparatus, inspection and enforcement and prevention and education. These recommendations highlighted the need for the City to update its Fire Master Plan. The City's Fire Master Plan was last reviewed and updated in 2007.

A Fire Master Plan is a combination of a strategic and operational plan that sets out a road map for fire programs and services over the short and medium time frame. The Plan also anticipates growth and how communities will change over the time frame of the plan.

An updated Fire Master Plan is expected to be completed by the 1st quarter of 2015 which will incorporate the following:

- Recommendations resulting from the Fire Services/EMS efficiency review that were adopted by City Council in July 2013 (listed below) and consideration of the results of a City-wide risk assessment including impacts to the community fire risk profile used to establish insurance ratings.
 - *Refer the following recommendations to the Fire Chief to commence or continue implementation and report further as required:*
 - a) *Adopt an aggressive enforcement policy for Fire Code violations that impact upon the immediate life safety of the occupants of a building;*
 - b) *Establish annual Fire Code Compliance inspections of high risk occupancies;*
 - c) *Pursue mobile technology solutions to improve the efficiency of inspection and enforcement of Fire Code requirements;*
 - d) *Train fire suppression crews on key areas of the Ontario Fire Code and utilize them to augment incident prevention and inspection activities;*
 - e) *Establish a Policy requiring building owners to cover the full City cost to inspect premises for non-compliance of orders issued under the Ontario Fire Code; and*
 - f) *Implement Business Intelligence reporting software and enhance business analysis capability;*
 - *Request the Fire Chief to move forward with the fire accreditation process with target completion by 2015/2016;*
 - *Request the Fire Chief to implement a strategy to increase the focus on prevention, public education, and inspection to reduce the incidence of fires and other emergencies and report further through 2013 and future years' Committee process as required;*

- Request the Fire Chief to continue to implement dynamic staging and predictive modelling to improve the City's fire deployment and determine the most strategic and service and cost efficient placement of fire resources and apparatus; and
- Request the Fire Chief to explore an enhanced use of fire pre-emption including leveraging technology through other related traffic congestion management initiatives to improve fire response and report further as required;
- The planned improvements across all fire programs and services; and
- Alignment with the updated Official Plan to ensure that fire requirements resulting from growth are considered.
 - Note: The Official Plan sets out the vision for where and how Toronto will grow to the year 2031. The City is currently undertaking a statutory 5-Year Review of its Official Plan as required by the Planning Act.

The 2015-2024 Recommended Capital Budget and Plan includes the construction of three new fire stations consistent with the approved 2007 Fire Master Plan as well as the renovation/replacement of one existing fire station. The two new fire stations are anticipated to be completed in 2016 and 2017 and one fire station is planned to start in 2023.

- The *Station B (Station #144) - Keele St. (Downsview)* project was approved in 2012 with a total project cost of \$9.885 million and anticipated to be completed in 2016.
- The *Station A (Station #414) – Hwy 27 and Rexdale Blvd* project was approved in 2014 with a total project cost of \$8.342 million and anticipated to be completed in 2017.
- The *Station G (Station #124) - Sunnybrook* project (\$9.254 million) is a new fire station scheduled to begin in 2023 to address the gaps in service levels in the Sunnybrook area as identified in a KPMG study completed in 1999 and the Master Fire Plan approved in 2007.



Appendices

Appendix 1

2014 Performance

2014 Key Accomplishments

In 2014, Fire Services accomplished the following:

- Completed the following projects:
 - The construction of a new station at Midland and Eglinton, *Station D#221* was completed in August 2014. The project's total capital expenditures of \$7.640 million represent 100% of the approved project cost.
 - The *Replacement of HUSAR Equipment* project for \$0.050 million which represents 100% of the total project cost approved in 2014.
 - Delivered and placed in service 6 Pumper/Rescues, one HUSAR Roll-Off truck, 40 various light vehicles. 5 Pumper/Rescues that were delivered in December 2013 were also placed in service in 2014.
- Continued making progress on the following projects:
 - The *Self-Contained Breathing Apparatus* project with a significant number of equipment delivered in 2014 and the balance to be delivered in the 1st quarter of 2015. The project was delayed due to NFPA Standard revisions governing the design of the current equipment to address health & safety concerns.
 - The *Construction of the Chaplin Station* project that was delayed due to issues with moving the sewer lines that required approval from the Ministry of Environment. The project is anticipated to be completed in 2015.
 - The *specialized trucks and equipment* are being outfitted to meet Fire Services requirements and delivery of 7 specialized trucks is expected in 2015.
 - The *Dynamic Staging Predictive Modelling* project is currently under negotiations and implementation is scheduled in 2015.

2014 Financial Performance

Table 9
2014 Budget Variance Analysis (In \$000's)

2014 Approved	As of Sept. 30, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
22,544	5,398	23.9%	15,299	67.9%	7,245	32.1%

Based on the 3rd Quarter Variance Report

2014 Experience

Toronto Fire Services' (TFS) had spending of \$5.398 million or 23.9% of its 2014 Approved Capital Budget of \$22.544 million for the period ended September 30, 2014; and spending is projected to reach \$15.299 million or 67.9% by year-end.

The following projects are on track and are projected to be completed by year-end:

- The *Station D (Midland & Eglinton)* project's capital expenditures totaled \$1.146 million, representing 88.4% of the 2014 approved cash flow of \$1.296 million. The project has been completed and the new station was opened in September 2014. Final payment is anticipated to be completed by year-end and it is estimated that \$1.296 million or 100% of the 2014 approved cash flow will be spent by year-end.
- The *Training Simulators Rehabilitation* project with 2014 Approved cash flow of \$0.100 million had no capital expenditures for the nine months ended September 30, 2014. The project is scheduled to be completed by year-end and it is estimated that \$0.100 million or 100% of the 2014 approved cash flow will be spent by year-end.
- The *Replacement of HUSAR Equipment* project with 2014 Approved cash flow of \$0.050 million had no capital expenditures for the nine months ended September 31, 2014. The project is expected to be completed by year-end and it is estimated that \$0.050 million or 100% of the 2014 approved cash flow will be spent by year-end.

The rate of spending for the third quarter and projected year-end under-spending is mainly driven by the following:

- The *Station A (Station #414) – Hwy 27 and Rexdale Blvd* project, with a 2014 approved cash flow of \$3.517 million did not incur any capital expenditures as of September 30, 2013. The project was delayed as the original site for the fire station was no longer available, however an alternate site has been found. FM&RE staff is currently negotiating with the seller and it is anticipated that the land purchase will be completed by the first quarter of 2015. The total 2014 cash flow of \$3.517 million will be carried forward into 2015.
- The *Replacement of Fire Station #135- Chaplin Fire Station* project's capital expenditures totaled \$0.416 million, representing 15.6% of the 2014 approved cash flow of \$2.668 million. Capital spending is projected to reach \$1.000 million by year-end with projected carry forward funding of \$1.668 million into 2015. The issuance of the construction permit was delayed due to issues with

moving the sewer lines that required approval from the Ministry of Environment. The project is anticipated to be completed in 2015.

- The *Emergency Phone System Replacement* project, with a 2014 approved cash flow of \$1.000 million did not have any capital expenditures as of September 30, 2013. Capital spending is projected to reach \$0.075 million by year-end with projected carry forward funding of \$0.925 million into 2015.
 - The project is delayed pending an assessment of the 911 regulatory changes mandated by the Canadian Radio-television and Telecommunication Commission (CTRC) that will come into effect on January 1, 2015.
 - Changes are required by this date to TFS' telephone infrastructure to support an Internet Protocol (IP) platform that provides 911 service, specifically "text to 911" availability for the deaf /hearing impaired.
 - The project is anticipated to commence in the 4th quarter of 2014 and completed by 2015.
- The *Fire Station GPS Repeaters* project, with a 2014 approved cash flow of \$0.275 million did not have any capital expenditures as of September 30, 2014. An RFQ draft has been prepared and will be issued by year end with implementation activities occurring in 2015. The total 2014 cash flow of \$0.275 million will be carried forward into 2015.
- The *Specialized Trucks & Equipment* project, with a 2014 approved cash flow of \$2.470 million did not have any capital expenditures as of September 30, 2013. These are custom designed trucks that are beyond normal parameters of the standard apparatus used by TFS. Funds are expected to be committed by year-end with delivery anticipated in early 2015. The total 2014 cash flow of \$2.470 million will be carried forward into 2015.
- The *Predictive Modelling Tool* project with a 2014 approved cash flow of \$0.300 million did not have any capital expenditures as of September 30, 2014. The project contains two components, a Fill-in/Dynamic Staging solution as well as Predictive Modelling solution. It is anticipated that contract negotiations and execution of a contract with the preferred proponent for the Fill-In component will occur in 2015 and the project is anticipated to be completed in 2015. The total 2014 cash flow of \$0.300 million will be carried forward into 2015.
- The *Self-Contained Breathing Apparatus* project with a 2014 approved cash flow of \$5.581 million had capital expenditures of \$0.012 million or 0.2% as of September 30, 2014. The project was delayed due to NFPA Standard revisions governing the design of the current equipment to address health & safety concerns. Capital spending is projected to reach \$2.973 million by year-end with projected carry forward funding of \$2.608 million into 2015.
- The *Mobile Work Station Enhancement* project, with a 2014 approved cash flow of \$0.500 million had capital expenditures of \$0.040 million or 8.1% as of September 30, 2014. Capital spending is projected to reach \$0.200 million by year-end with projected carry forward funding of \$0.300 million into 2015. Initial project pilot activity has identified software compatibility issues. A solution has been identified and will be implemented prior to year-end. The project is anticipated to be completed in 2015.

Impact of the 2014 Capital Variance on the 2015 Recommended Budget

- Based on more updated information on the status of the 2014 capital projects, the Program requires 2-year carry forward funding of \$2.908 million for two projects, the *Self-Contained Breathing Apparatus* project (\$2.608 million) and *Predictive Modelling/Dynamic Staging* project (\$0.300 million).
- The Program also requires 1-year carry forward funding of \$10.054 million for the following 7 projects:
 - *Chaplin Fire Station (Stn #135)* - \$1.668 million
 - *Emergency Phone System Replacement* - \$0.925 million
 - *Fire Station GPS Repeaters* - \$0.275 million
 - *Station A (Stn #414) Hwy 27 and Rexdale Blvd* – 3.517 million
 - *Specialized Trucks and Equipment* - \$2.470 million
 - *Mobile Workstation Network Enhancement* - \$0.300 million
 - *Station B (Stn 144) – Keele St (Downsview)* - \$0.899 million
- The 2-year carry forward funding of \$2.908 million and the 1-year carry forward funding of \$10.054 million are included in the 2015-2024 Recommended Capital Budget.

Appendix 2

Table 10
2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Station B (Stn 144) Keele St. (Downsview)	9,885	2,000	3,998				5,998						5,998
Replacement of Fire Station 135 - Chaplin Station	7,334	5,000	1,030				6,030						6,030
Self Contained Breathing Apparatus	5,824	2,608					2,608						2,608
Emergency Phone System Replacement	1,000	925					925						925
Predictive Modelling Tool/Dynamic Staging	365	365					365						365
Station A (Stn 414) Hwy 27 and Rexdale Blvd	8,342	3,517	2,000	2,825			8,342						8,342
Fire Station GPS Repeaters	275	275					275						275
Specialized Trucks& Equipment	3,250	2,470	780				3,250						3,250
Mobile Workstation Network Enhancement	500	300					300						300
Replacement of HUSAR Equipment	50	50					50						50
Training Simulators	100	100					100						100
Bunker Suits Lifecycle Replacement	3,900	200	3,700				3,900						3,900
Repair the Special Operations Water Simulator	250	250					250						250
Renovation/Repurposing of Fire Station 424	980	780	200				980						980
Computer Aided Dispatch Upgrade	1,255	703	552				1,255						1,255
Emergency Communication System Enhancement	895	447	448				895						895
Thermal Imaging Cameras	1,450	725	725				1,450						1,450
Station G (New Station 124) - Sunnybrook	9,254										5,336	3,918	9,254
Replacement of HUSAR Equipment	450		50	50	50	50	200	50	50	50	50	50	450
Replacement of Portable Radios	10,050			5,000			5,000					5,050	10,050
Fire Prevention - South District Consolidation	500		500				500						500
Training Simulators Rehabilitation	900		100	100	100	100	400	100	100	100	100	100	900
Bunker Suits Lifecycle Replacement	4,300							4,300					4,300
Defibrillators Lifecycle Replacement	2,100		1,000				1,000		1,100				2,100
Mobile Radios Lifecycle Replacement	2,700										2,700		2,700
Technical Rescue Simulator Repair	250		250				250						250
East Training - New Bulding of the Fire Ground	1,000					1,000	1,000						1,000
Existing East Training Bldg - Extend Bays	400				400		400						400
Burn House Burners/Technology Replacement	200				200		200						200
Replace Aging Propane Pumps and Vaporizers	250		250				250						250
The East/West Burn Houses - Wall Flame Protection	250			250			250						250
Purchase of Gas Metres for Fire Investigators	70				70		70						70
Emergency Fire Communication Workstation Console Replacement	600		50	550			600						600
Total (including carry forward funding)	78,929	20,715	15,633	8,775	820	1,150	47,093	4,450	1,250	150	8,186	9,118	70,247

Appendix 3

2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

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

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended Capital Plan

Fire Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FIR000117 Station B (Strn 144)-Keele St (Downsview)</u>																									
1	2	Station B (Strn 144)-Keele St.(Downsview)	09	S2	05	2,000	3,998	0	0	0	5,998	0	5,998	0	0	4,066	0	0	0	190	0	1,742	0	5,998	
Sub-total						2,000	3,998	0	0	0	5,998	0	5,998	0	0	4,066	0	0	0	190	0	1,742	0	5,998	
<u>FIR000122 Replacement of Fire Station 135</u>																									
1	2	Chaplin Fire Station (Station 135)	21	S2	04	5,000	1,030	0	0	0	6,030	0	6,030	0	0	0	0	3,956	0	1,668	0	406	0	6,030	
Sub-total						5,000	1,030	0	0	0	6,030	0	6,030	0	0	0	0	3,956	0	1,668	0	406	0	6,030	
<u>FIR000124 Station G (New Station 124) - Sunnybrook</u>																									
1	5	Station G (New Station 124)-Sunnybrook	25	S6	05	0	0	0	0	0	0	9,254	9,254	0	0	7,206	0	0	0	0	0	2,048	0	9,254	
Sub-total						0	0	0	0	0	0	9,254	9,254	0	0	7,206	0	0	0	0	0	2,048	0	9,254	
<u>FIR906851 Replacement of HUSAR Equipment</u>																									
1	1	Replacement of HUSAR Equipment-Future Years	CW	S6	02	0	50	50	50	50	200	250	450	0	0	0	0	0	0	0	0	450	0	450	
1	3	Replacement of HUSAR Equipment-2015	CW	S4	02	50	0	0	0	0	50	0	50	0	0	0	0	0	0	0	0	50	0	50	
Sub-total						50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	0	0	500	0	500
<u>FIR907310 REPLACEMENT OF PORTABLE RADIOS</u>																									
1	3	Replacement of Portable Radios - 2017	CW	S6	01	0	0	5,000	0	0	5,000	0	5,000	0	0	0	2,625	0	0	0	0	2,375	0	5,000	
1	7	Replacement of Portable Radios-2024	CW	S6	01	0	0	0	0	0	0	5,050	5,050	0	0	0	2,638	0	0	0	0	2,412	0	5,050	
Sub-total						0	0	5,000	0	0	5,000	5,050	10,050	0	0	0	5,263	0	0	0	0	0	4,787	0	10,050
<u>FIR907569 Fire Prevention -South District Consolidations</u>																									
1	1	Fire Prevention - South District Consolidations	CW	S6	04	0	500	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						0	500	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500
<u>FIR907571 Self- Contained Breathing Apparatus - Replacem</u>																									
1	1	Self- Contained Breathing Apparatus -Replacement	CW	S2	01	2,608	0	0	0	0	2,608	0	2,608	0	0	0	0	0	0	0	0	2,608	0	2,608	
Sub-total						2,608	0	0	0	0	2,608	0	2,608	0	0	0	0	0	0	0	0	0	2,608	0	2,608
<u>FIR907587 Training Simulators Rehabilitation</u>																									
1	1	Training Simulators Rehabilitation - Future Years	CW	S6	03	0	100	100	100	100	400	500	900	0	0	0	0	0	0	0	0	900	0	900	
1	3	Training Simulators Rehabilitation-2015	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
Sub-total						100	100	100	100	100	500	500	1,000	0	0	0	0	0	0	0	0	0	1,000	0	1,000

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended Capital Plan

Fire Services						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing		
<u>FIR908037 The purchase of gas metres for fire investigators</u>																								
1	1	The purchase of gas metres for fire investigators	CW	S6	01	0	0	0	70	0	70	0	70	0	0	0	0	0	0	0	0	70	0	70
		Sub-total				0	0	0	70	0	70	0	70	0	0	0	0	0	0	0	0	70	0	70
<u>FIR908038 Renovation and Repurposing of the Fire Station 4</u>																								
1	1	Renovation and Repurposing of the Fire Station 424	13	S4	03	780	200	0	0	0	980	0	980	0	0	0	0	0	0	0	0	980	0	980
		Sub-total				780	200	0	0	0	980	0	980	0	0	0	0	0	0	0	0	980	0	980
<u>FIR908040 Emerg Fire Comm Workstation Console Replacement</u>																								
1	1	Emerg Fire Comm Workstation Console Replacement	CW	S6	03	0	50	550	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600
		Sub-total				0	50	550	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600
<u>FIR908041 Computer Aided Dispatch Upgrade</u>																								
1	1	Computer Aided Dispatch Upgrade	CW	S4	03	703	552	0	0	0	1,255	0	1,255	0	0	0	0	0	0	0	0	1,255	0	1,255
		Sub-total				703	552	0	0	0	1,255	0	1,255	0	0	0	0	0	0	0	0	1,255	0	1,255
<u>FIR908042 Emergency Communications System Enhanceme</u>																								
1	1	Emergency Communications System Enhancement	CW	S4	04	447	448	0	0	0	895	0	895	0	0	0	0	0	0	0	0	895	0	895
		Sub-total				447	448	0	0	0	895	0	895	0	0	0	0	0	0	0	0	895	0	895
<u>FIR908043 Thermal Imaging Cameras</u>																								
1	1	Thermal Imaging Cameras	CW	S4	01	725	725	0	0	0	1,450	0	1,450	0	0	0	0	0	0	0	0	1,450	0	1,450
		Sub-total				725	725	0	0	0	1,450	0	1,450	0	0	0	0	0	0	0	0	1,450	0	1,450
Total Program Expenditure						20,715	15,633	8,775	820	1,150	47,093	23,154	70,247	0	0	17,057	19,261	3,956	0	5,828	0	24,145	0	70,247

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Capital Budget; 2016 to 2024 Recommended Capital Plan

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By										
		Ward Stat. Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																					
Development Charges			3,789	4,367	1,695	0	0	9,851	7,206	17,057	0	0	17,057	0	0	0	0	0	0	17,057	
Reserves (Ind. "XQ" Ref.)			247	5,094	3,182	0	0	8,523	10,738	19,261	0	0	0	19,261	0	0	0	0	0	19,261	
Reserve Funds (Ind."XR" Ref.)			2,926	1,030	0	0	0	3,956	0	3,956	0	0	0	3,956	0	0	0	0	0	3,956	
Other1 (Internal)			5,828	0	0	0	0	5,828	0	5,828	0	0	0	0	0	5,828	0	0	0	5,828	
Debt			7,925	5,142	3,898	820	1,150	18,935	5,210	24,145	0	0	0	0	0	0	0	24,145	0	24,145	
Total Program Financing			20,715	15,633	8,775	820	1,150	47,093	23,154	70,247	0	0	17,057	19,261	3,956	0	5,828	0	24,145	0	70,247

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & 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

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3:**

Radio Replacement Project

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													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>TED907519 Radio Communications System Replacement Pro</u>																									
0	1	Radio System Intrastructure	CW	S2	03	5,564	0	0	0	0	5,564	0	5,564	0	0	0	0	0	0	5,564	0	0	0	5,564	
0	2	Transitional Costs	CW	S2	03	165	0	0	0	0	165	0	165	0	0	0	0	0	0	165	0	0	0	165	
0	3	Site Connectivity	CW	S2	03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	4	Construction -Radio Sites and Towers	CW	S2	03	800	0	0	0	0	800	0	800	0	0	0	0	0	0	800	0	0	0	800	
0	5	User Terminals	CW	S2	03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	7	Increased Cost for the Radio Project	CW	S3	03	3,786	0	0	0	0	3,786	0	3,786	0	0	0	0	0	0	0	0	3,786	0	3,786	
Sub-total						10,315	0	0	0	0	10,315	0	10,315	0	0	0	0	0	0	6,529	0	3,786	0	10,315	
<u>TED907191 Project Management/Consulting</u>																									
1	2	Project Management/Consulting PH 2	CW	S2	03	262	0	0	0	0	262	0	262	0	0	0	0	0	0	262	0	0	0	262	
Sub-total						262	0	0	0	0	262	0	262	0	0	0	0	0	0	262	0	0	0	262	
Total Program Expenditure						10,577	0	0	0	0	10,577	0	10,577	0	0	0	0	0	0	6,791	0	3,786	0	10,577	

Report Phase 2 - Program 26 Radio Replacement Project Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3:

Radio Replacement Project

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									
				2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																				
Provincial Grants & Subsidies		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Subsidy		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Charges		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves (Ind. "XQ" Ref.)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve Funds (Ind."XR" Ref.)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital from Current		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other1 (Internal)		6,791	0	0	0	0	6,791	0	6,791	0	0	0	0	0	0	6,791	0	0	0	6,791
Other2 (External)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt		3,786	0	0	0	0	3,786	0	3,786	0	0	0	0	0	0	0	0	3,786	0	3,786
Debt - Recoverable		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Program Financing		10,577	0	0	0	0	10,577	0	10,577	0	0	0	0	0	0	6,791	0	3,786	0	10,577

- Status Code Description**
 S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2015 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 2016 & 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

2015 Recommended Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Fire Services						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
FIR908043		<u>Thermal Imaging Cameras</u>																						
1	1	Thermal Imaging Cameras	CW	S4	01	725	725	0	0	0	1,450	0	1,450	0	0	0	0	0	0	0	0	1,450	0	1,450
		Sub-total				725	725	0	0	0	1,450	0	1,450	0	0	0	0	0	0	0	0	1,450	0	1,450
Total Program Expenditure						20,715	13,433	2,825	0	0	36,973	0	36,973	0	0	9,851	4,898	3,956	0	5,828	0	12,440	0	36,973

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Fire Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By									
<u>Sub- Project No. Project Name</u>	<u>Priority SubProj No. Sub-project Name</u>	<u>Ward Stat. Cat.</u>	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																					
Development Charges			3,789	4,367	1,695	0	0	9,851	0	9,851	0	0	9,851	0	0	0	0	0	0	0	9,851
Reserves (Ind. "XQ" Ref.)			247	4,094	557	0	0	4,898	0	4,898	0	0	0	4,898	0	0	0	0	0	0	4,898
Reserve Funds (Ind. "XR" Ref.)			2,926	1,030	0	0	0	3,956	0	3,956	0	0	0	0	3,956	0	0	0	0	0	3,956
Other1 (Internal)			5,828	0	0	0	0	5,828	0	5,828	0	0	0	0	0	0	5,828	0	0	0	5,828
Debt			7,925	3,942	573	0	0	12,440	0	12,440	0	0	0	0	0	0	0	0	12,440	0	12,440
Total Program Financing			20,715	13,433	2,825	0	0	36,973	0	36,973	0	0	9,851	4,898	3,956	0	5,828	0	12,440	0	36,973

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

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4:**

Radio Replacement Project

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													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>TED907519 Radio Communications System Replacement Pro</u>																									
0	1	Radio System Intrastructure	CW	S2	03	5,564	0	0	0	0	5,564	0	5,564	0	0	0	0	0	0	5,564	0	0	0	5,564	
0	2	Transitional Costs	CW	S2	03	165	0	0	0	0	165	0	165	0	0	0	0	0	0	165	0	0	0	165	
0	3	Site Connectivity	CW	S2	03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	4	Construction -Radio Sites and Towers	CW	S2	03	800	0	0	0	0	800	0	800	0	0	0	0	0	0	800	0	0	0	800	
0	5	User Terminals	CW	S2	03	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	7	Increased Cost for the Radio Project	CW	S3	03	3,786	0	0	0	0	3,786	0	3,786	0	0	0	0	0	0	0	0	3,786	0	3,786	
Sub-total						10,315	0	0	0	0	10,315	0	10,315	0	0	0	0	0	0	6,529	0	3,786	0	10,315	
<u>TED907191 Project Management/Consulting</u>																									
1	2	Project Management/Consulting PH 2	CW	S2	03	262	0	0	0	0	262	0	262	0	0	0	0	0	0	262	0	0	0	262	
Sub-total						262	0	0	0	0	262	0	262	0	0	0	0	0	0	262	0	0	0	262	
Total Program Expenditure						10,577	0	0	0	0	10,577	0	10,577	0	0	0	0	0	0	6,791	0	3,786	0	10,577	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4:

Radio Replacement Project

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										
				2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																				
Provincial Grants & Subsidies		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Federal Subsidy		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Charges		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves (Ind. "XQ" Ref.)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve Funds (Ind."XR" Ref.)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital from Current		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other1 (Internal)		6,791	0	0	0	0	6,791	0	6,791	0	0	0	0	0	0	6,791	0	0	0	6,791
Other2 (External)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt		3,786	0	0	0	0	3,786	0	3,786	0	0	0	0	0	0	0	0	3,786	0	3,786
Debt - Recoverable		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Program Financing		10,577	0	0	0	0	10,577	0	10,577	0	0	0	0	0	0	6,791	0	3,786	0	10,577

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

2015 Recommended Capital Budget with Financing Detail

(Phase 2) 13-Fire Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Detail

Fire Services
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
1	<u>FIR000117 Station B (Stn 144)-Keele St (Downsview)</u>													
1	2 Station B (Stn 144)-Keele St.(Downsview)	01/01/2012	12/31/2016	2,000	0	0	1,645	0	0	0	190	0	165	0
	Project Sub-total:			2,000	0	0	1,645	0	0	0	190	0	165	0
1	<u>FIR000122 Replacement of Fire Station 135</u>													
1	2 Chaplin Fire Station (Station 135)	01/01/2011	12/31/2016	5,000	0	0	0	0	2,926	0	1,668	0	406	0
	Project Sub-total:			5,000	0	0	0	0	2,926	0	1,668	0	406	0
1	<u>FIR906851 Replacement of HUSAR Equipment</u>													
1	3 Replacement of HUSAR Equipment-2015	01/01/2015	12/31/2015	50	0	0	0	0	0	0	0	0	50	0
	Project Sub-total:			50	0	0	0	0	0	0	0	0	50	0
1	<u>FIR907571 Self- Contained Breathing Apparatus - Replacement</u>													
1	1 Self- Contained Breathing Apparatus -Replacement	01/01/2012	12/31/2014	2,608	0	0	0	0	0	0	0	0	2,608	0
	Project Sub-total:			2,608	0	0	0	0	0	0	0	0	2,608	0
1	<u>FIR907587 Training Simulators Rehabilitation</u>													
1	3 Training Simulators Rehabilitation-2015	01/01/2015	12/31/2015	100	0	0	0	0	0	0	0	0	100	0
	Project Sub-total:			100	0	0	0	0	0	0	0	0	100	0
1	<u>FIR907649 Emergency Phone System Replacement</u>													
1	1 Emergency Phone System Replacement	01/01/2014	12/31/2015	925	0	0	0	0	0	0	925	0	0	0
	Project Sub-total:			925	0	0	0	0	0	0	925	0	0	0
1	<u>FIR907652 Bunker Suits Lifecycle Replacement</u>													
1	1 Bunker Suits Lifecycle Replacement-2015	01/01/2015	12/31/2016	200	0	0	0	200	0	0	0	0	0	0
	Project Sub-total:			200	0	0	0	200	0	0	0	0	0	0
1	<u>FIR907908 Predictive Modelling Tool / Dynamic Staging</u>													
0	2 Dynamic Staging-Change in Scope	01/01/2015	12/31/2015	65	0	0	0	0	0	0	0	0	65	0
1	1 Predictive Modelling Tool/Dynamic Staging	01/01/2013	12/31/2015	300	0	0	0	0	0	0	0	0	300	0
	Project Sub-total:			365	0	0	0	0	0	0	0	0	365	0
1	<u>FIR907927 Fire Station GPS Repeaters</u>													
1	1 Fire Station GPS Repeaters	01/01/2014	12/31/2015	275	0	0	0	0	0	0	275	0	0	0
	Project Sub-total:			275	0	0	0	0	0	0	275	0	0	0
1	<u>FIR907928 Station A (Stn 414)-Hwy 27 and Rexdale Blvd</u>													
1	1 Station A (Stn 414)-Hwy 27 and Rexdale Blvd	01/01/2014	12/31/2016	3,517	0	0	2,144	47	0	0	0	0	1,326	0
	Project Sub-total:			3,517	0	0	2,144	47	0	0	0	0	1,326	0

(Phase 2) 13-Fire Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 5: 2015 Recommended Capital Budget with Financing Detail
Fire Services
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing												
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable			
1	<u>FIR908013</u>	<u>SPECIALAZED TRUCKS & EQUIPMENT</u>															
1	1 SPECIALIZED TRUCKS & EQUIPMENT	02/01/2014	12/31/2016	2,470	0	0	0	0	0	0	0	2,470	0	0	0	0	0
	Project Sub-total:			2,470	0	0	0	0	0	0	0	2,470	0	0	0	0	0
1	<u>FIR908018</u>	<u>Repair the Spec Ops Water simulator</u>															
1	1 Repair the Spec Ops Water simulator	01/01/2015	12/31/2015	250	0	0	0	0	0	0	0	0	0	250	0	0	0
	Project Sub-total:			250	0	0	0	0	0	0	0	0	0	250	0	0	0
1	<u>FIR908025</u>	<u>Mobile Workstation Network Enhancement</u>															
1	1 Mobile Workstation Network Enhancement	09/13/2013	09/13/2013	300	0	0	0	0	0	0	0	300	0	0	0	0	0
	Project Sub-total:			300	0	0	0	0	0	0	0	300	0	0	0	0	0
1	<u>FIR908038</u>	<u>Renovation and Repurposing of the Fire Station 424</u>															
1	1 Renovation and Repurposing of the Fire Station 424	01/01/2015	12/31/2016	780	0	0	0	0	0	0	0	0	0	780	0	0	0
	Project Sub-total:			780	0	0	0	0	0	0	0	0	0	780	0	0	0
1	<u>FIR908041</u>	<u>Computer Aided Dispatch Upgrade</u>															
1	1 Computer Aided Dispatch Upgrade	01/01/2015	12/31/2016	703	0	0	0	0	0	0	0	0	0	703	0	0	0
	Project Sub-total:			703	0	0	0	0	0	0	0	0	0	703	0	0	0
1	<u>FIR908042</u>	<u>Emergency Communications System Enhancement</u>															
1	1 Emergency Communications System Enhancement	01/01/2015	12/31/2016	447	0	0	0	0	0	0	0	0	0	447	0	0	0
	Project Sub-total:			447	0	0	0	0	0	0	0	0	0	447	0	0	0
1	<u>FIR908043</u>	<u>Thermal Imaging Cameras</u>															
1	1 Thermal Imaging Cameras	01/01/2015	12/31/2016	725	0	0	0	0	0	0	0	0	0	725	0	0	0
	Project Sub-total:			725	0	0	0	0	0	0	0	0	0	725	0	0	0
Program Total:				20,715	0	0	3,789	247	2,926	0	5,828	0	7,925	0			

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

(Phase 2) 26-Radio Replacement Project 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:
Radio Replacement Project
Sub-Project Summary

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2015 Cash Flow	Financing								
						Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt
0	TED907519	Radio Communications System Replacement Project												
0	1	Radio System Infrastructure	01/01/2010	12/31/2015	5,564	0	0	0	0	0	0	5,564	0	0
0	2	Transitional Costs	01/01/2009	12/31/2015	165	0	0	0	0	0	0	165	0	0
0	3	Site Connectivity	01/01/2010	12/31/2014	0	0	0	0	0	0	0	0	0	0
0	4	Construction -Radio Sites and Towers	01/01/2010	12/31/2015	800	0	0	0	0	0	0	800	0	0
0	5	User Terminals	01/01/2010	12/31/2014	0	0	0	0	0	0	0	0	0	0
0	7	Increased Cost for the Radio Project	06/04/2014	06/04/2014	3,786	0	0	0	0	0	0	0	0	3,786
		Project Sub-total:			10,315	0	0	0	0	0	0	6,529	0	3,786
1	TED907191	Project Management/Consulting												
1	2	Project Management/Consulting PH 2	01/01/2009	12/31/2015	262	0	0	0	0	0	0	262	0	0
		Project Sub-total:			262	0	0	0	0	0	0	262	0	0
		Program Total:			10,577	0	0	0	0	0	0	6,791	0	3,786

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 6 Reserve / Reserve Fund Review

**Table 11: Reserve / Reserve Fund – Specific
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014	Contributions / (Withdrawals)										2015- 2024 Total Contributions / (Withdrawals)
			2015 Rec. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XR2023/XR2118 Development Charges RF - Fire	Beginning Balance	5,748.4	5,748.4	3,543.4	1,375.4	1,989.4	4,336.4	6,715.4	9,109.4	11,527.4	13,960.4	12,802.4	
	Station A (Stn 414) - Highway 27/Rexdale		(2,144.0)	(1,166.0)	(1,695.0)								(5,005.0)
	Station B - (Stn 144) Keele St. (Downsview)		(1,645.0)	(2,421.0)									(4,066.0)
	Specialized Trucks			(780.0)									(780.0)
	Station G (Stn 124)-Sunnybrook										(3,640.0)	(3,566.0)	(7,206.0)
	Total Withdrawals		(3,789.0)	(4,367.0)	(1,695.0)						(3,640.0)	(3,566.0)	(17,057.0)
	Total Proposed Contributions		1,584.0	2,199.0	2,309.0	2,347.0	2,379.0	2,394.0	2,418.0	2,433.0	2,482.0	2,532.0	23,077.0
Total Reserve Fund Balance at Year-End		5,748.4	3,543.4	1,375.4	1,989.4	4,336.4	6,715.4	9,109.4	11,527.4	13,960.4	12,802.4	11,768.4	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015- 2024 Total Contributions / (Withdrawals)
			2015 Rec. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XQ1020 Vehicle Reserve - Fire Equipment	Beginning Balance	4,936	6,158	7,181	3,703	2,301	3,523	4,745	1,668	1,790	3,013	1,535	
	Replacement of Portable Radios				(2,625)							(2,638)	(5,263)
	Bunker Suits Lifecycle Replacement		(200)	(3,700)				(4,300)					(8,200)
	Defibrillators Lifecycle Replacement			(1,000)					(1,100)				(2,100)
	Mobile Radios Lifecycle Replacement										(2,700)		(2,700)
	Total Withdrawals		(200)	(4,700)	(2,625)			(4,300)	(1,100)		(2,700)	(2,638)	(18,263)
Contributions / Interest		1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	12,224
Total Reserve Fund Balance at Year-End		6,158	7,181	3,703	2,301	3,523	4,745	1,668	1,790	3,013	1,535	119	119

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015- 2024 Total Contributions / (Withdrawals)
			2015 Rec. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XQ0011 Capital Financing Reserve	Beginning Balance	527,121	527,121	527,848	527,454								
	Station A - Highway 27/Rexdale Contribution from Operating (Payback)		727	(394)	(557)								(951)
	Total Proposed Contributions / (Withdrawals)		727	(394)	(557)								(224)
Total Reserve Fund Balance at Year-End		527,121	527,848	527,454	526,897								

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015- 2024 Total Contributions / (Withdrawals)
			2015 Rec. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XR1012 Land Acquisition Reserve Fund	Beginning Balance	11,810	11,810	8,884									
	Replacement of Fire Station 135- (Chaplin Fire Station)		(2,926)	(1,030)									(3,956)
	Total Proposed Contributions / (Withdrawals)		(2,926)	(1,030)									(3,956)
Total Reserve Fund Balance at Year-End		11,810	8,884	7,854									(3,956)