

Toronto 2018 BUDGET



CAPITAL BUDGET NOTES



Toronto Paramedic Services

2018 2027 CAPITAL BUDGET AND PLAN OVERVIEW

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

Toronto Paramedic Services operates out of 48 locations including 5 service district offices, 1 Multi-Function Station, and the Toronto Paramedic Services' headquarters that have a total area of 321,556 sq. ft. and an estimated replacement value of \$139.092 million.

The 10-Year Capital Plan of \$63.097 million advances Toronto Paramedic Services' objectives of improving service delivery by investing in multi-function stations for efficient staff deployment and asset management while maintaining the current inventory of medical and mobile data equipment in a state of good repair.

The 10-Year Preliminary Capital Plan will increase future year Operating Budgets by a total of \$0.624 million net over the 2018 - 2027 period, primarily for the operation of Multi-Function Station #2 and #3.

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CONTACTS

Program:

Gord McEachen

Acting Chief and General Manager

Tel: (416) 392-2205

Email: gord.mceachen@toronto.ca

Corporate:

Ritu Sadana

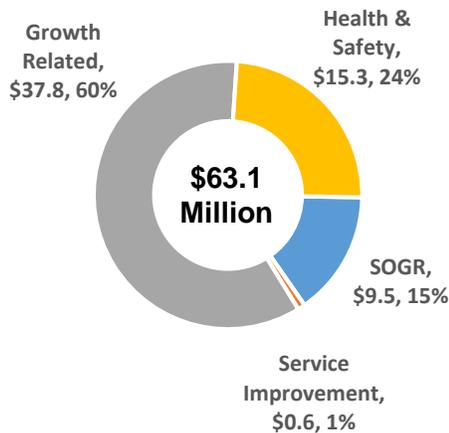
Manager, Financial Planning

Tel: (416) 395-6449

E-Mail: ritu.sadana@toronto.ca

CAPITAL SPENDING AND FINANCING

2018 - 2027 Preliminary Capital Budget and Plan By Project Category

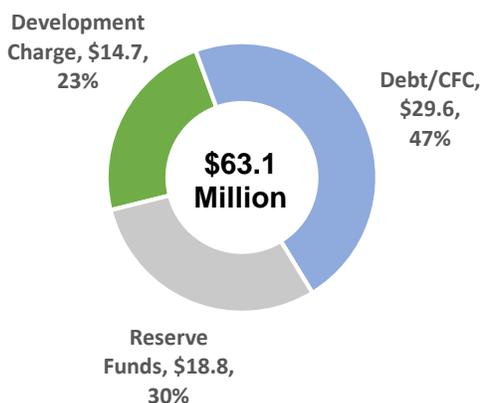


Where the money goes:

The 2018 - 2027 Preliminary Capital Budget and Plan totalling \$63.097 million provides funding of:

- \$15.280 million in Health and Safety projects for the purchase of power stretchers and lifecycle replacement of defibrillators.
- \$9.505 million to continue the state of good repair projects that include annual replacement of mobile data communications hardware and software, ambulance radios, the dispatch console system, and medical equipment.
- \$0.560 million for Service Improvements to acquire 8 *Community Paramedicine Vehicles* to enable the delivery of an expanded Community Paramedicine at Home Program, which is an operating service expansion request for 2018 subject to Council's consideration as part of the 2018 budget process.
- \$37.752 million in Growth related initiatives that will provide the necessary capacity to address a growing population. This project category includes construction of 2 multi-function station projects, the purchase of additional ambulances and construction of Ambulance Posts.

By Funding Source



Where the money comes from:

The 10-Year Preliminary Capital Plan requires:

- Debt funding of \$29.552 million (46.8%), reflecting an increase of \$0.560 million above the 2018-2027 debt target to provide an additional investment for the *Community Paramedicine Vehicles* project following the City-wide review of unmet capital priorities.
- Reserve funding of \$18.825 million (29.8%) to be provided from the Equipment Reserve Fund.
- Funding from Development Charges of \$14.720 million (23.3%) based on the portion of projects that are eligible.

State of Good Repair Backlog

The 10-Year Capital Plan does not include funding to address the state of good repair (SOGR) backlog for Toronto Paramedic Services' facilities. Asset management capital funding for existing ambulance stations and buildings was transferred to Facilities Management & Real Estate (FM&RE) in 2014 to ensure that consistency in maintenance standards are applied to all City facilities.

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

OUR KEY ISSUES & PRIORITY ACTIONS

- **Increase in Emergency Call Demand** driven by an aging and growing population will require infrastructure growth. Toronto Paramedic Services' long term plan envisions building larger stations that will serve as central deployment points for more efficient use of City land/assets and more effective use of paramedic resources with strategically placed smaller storefront ambulance posts.
 - ✓ The 10-year Capital Plan includes \$34.450 million in funding for 2 Multi-Function Station projects and \$2.000 million for 2 Ambulance Posts as part of PS' modernization of its service delivery model.
- **Ensure the Health & Safety of Paramedics** by improving equipment such as power stretchers to help reduce musculoskeletal injuries for paramedics, thereby reducing lost time due to lift related injuries.
 - ✓ The 10-year Capital Plan provides \$10.000 million in funding for the purchase of 150 Power Stretchers over the 10-Year plan.
 - ✓ Funding of \$9.505 million is also included for life cycle replacement of medical equipment.

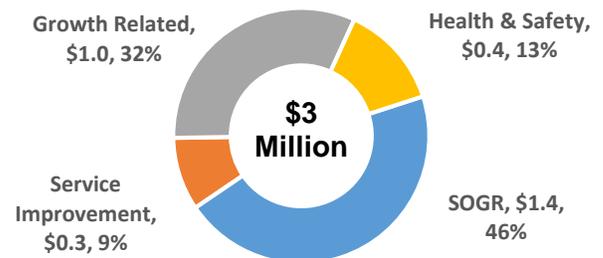


2018 CAPITAL BUDGET HIGHLIGHTS

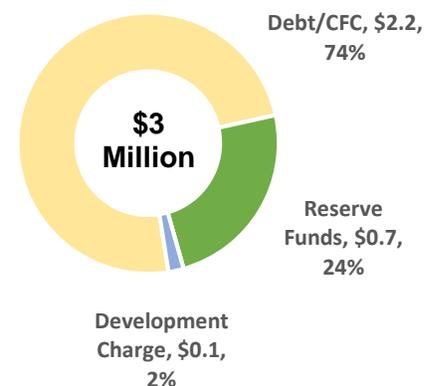
The 2018 Preliminary Capital Budget for Toronto Paramedic Services of \$3.032 million, excluding carry forward funding, will:

- Deliver 4 new ambulances to meet the increased demand for Paramedic Services (\$0.572 million) and 4 emergency response vehicles for Community Paramedics (\$0.280 million).
- Address the health and safety of paramedics and patients by purchasing 8 new power stretchers (\$0.400 million)
- Continue with annual Mobile Data Terminal (MDT) maintenance of mobile data equipment installed in ambulances (\$0.500 million) and the replacement of portable radios (\$0.550 million) and medical equipment (\$0.330 million).
- Continue preparation of the land and securing appropriate permits for the design and construction of the *Multi-Function Station #2* (\$0.400 million).

2018 Preliminary Capital Budget By Project Category



By Funding Source



Actions for Consideration

Approval of the 2018 Preliminary Capital Budget as presented in these notes requires that:

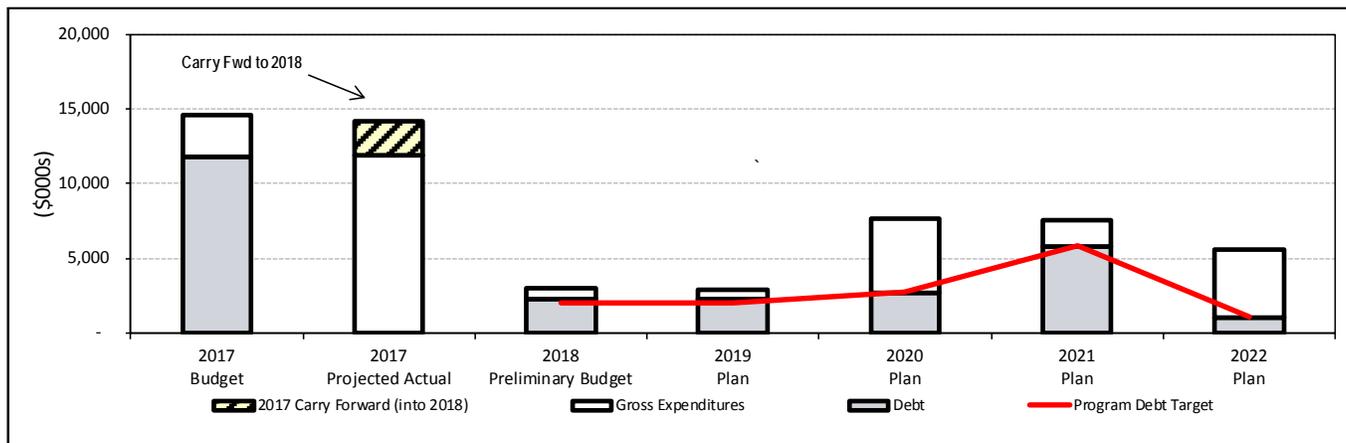
1. City Council approve the 2018 Capital Budget for Toronto Paramedic Services with a total project cost of \$16.912 million, and 2018 cash flow of \$5.332 million and future year commitments of \$15.230 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 5 new sub-projects with a 2018 total project cost of \$16.912 million that requires cash flow of \$2.082 million in 2018 and future year cash flow commitments of \$0.680 million for 2019; \$6.450 million for 2020; \$6.968 million for 2021; and \$0.732 million for 2022.
 - ii. 2 previously approved sub-projects with a 2018 cash flow of \$0.950 million; and future year cash flow commitments of \$0.400 million for 2019.
 - b) 2017 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$2.300 million.
2. City Council approve the 2019 - 2027 Preliminary Capital Plan for Toronto Paramedic Services totalling \$44.835 million in project estimates, comprised of \$1.810 million for 2019; \$1.180 million for 2020; \$0.630 million for 2021; \$4.890 million for 2022; \$5.090 million for 2023; \$3.430 million for 2024; \$7.620 million for 2025; \$11.585 million in 2026; and \$8.600 million in 2027.
3. City Council consider the operating costs/(savings) of \$0.035 million net in 2018; \$0.004 million net in 2019; (\$0.065) million net in 2020; (\$0.014) million net in 2021; \$0.600 million net in 2022; \$0.178 million net in 2023; (\$0.239) million net in 2024; \$0.007 million net in 2025; (\$0.004) million net in 2026; and \$0.122 million net in 2027 resulting from the approval of the 2018 Preliminary Capital Budget for inclusion in the 2018 and future year operating budgets.
4. City Council approve 2 new temporary capital positions for the delivery of 2018 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects/sub-projects.
5. City Council approve the Community Paramedicine Vehicle project, subject to the approval of the new/enhanced priority, Community Paramedicine at Home Program Expansion initiative, which is included on the list for New/Enhanced Service priorities for Budget Committee's consideration during the 2018 budget process.
6. City Council direct Toronto Paramedic Services and Toronto Realty Agency (TRA) to report back on options to optimize site locations for the 48 existing ambulance stations and service district centres to the Chief Financial Officer in time for the 2019 Budget process.



Part 1:

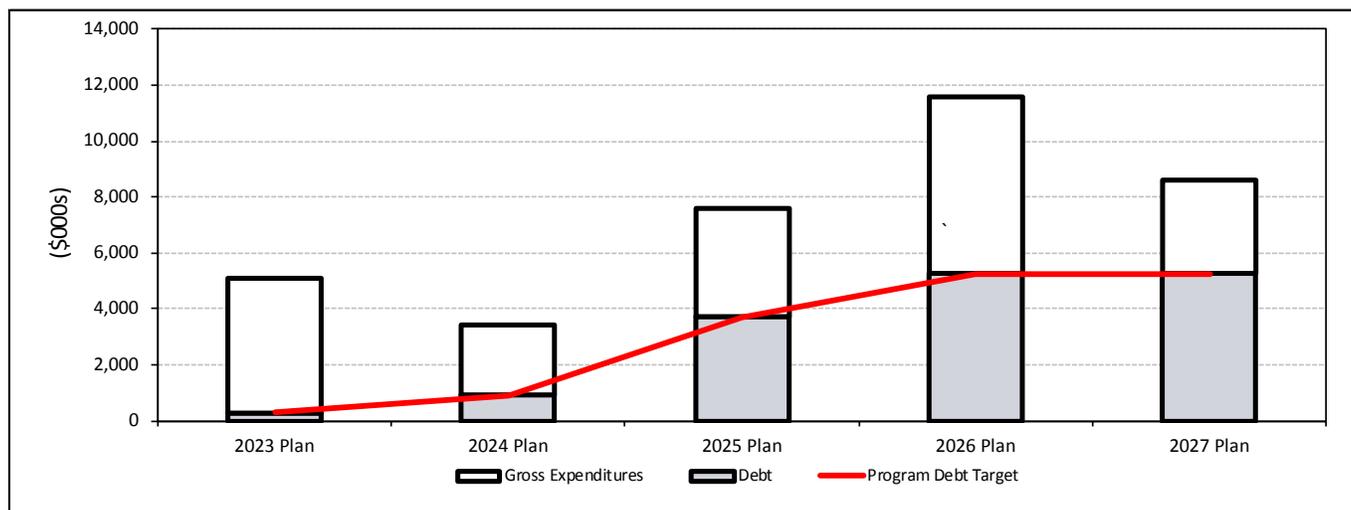
10-Year Preliminary Capital Plan

**Table 1a
10-Year Capital Plan
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



	2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan								5-Year Total Percent
	2017		2018	2019	2020	2021	2022	2018 - 2022	
	Budget	Projected Actual							
Gross Expenditures:									
2017 Capital Budget & Approved FY Commitments	14,617	11,943	1,350					1,350	5.0%
Changes to Approved FY Commitments			(400)	400					
2018 New/Change in Scope and Future Year Commitments			2,082	680	6,450	6,968	732	16,912	63.2%
2019 - 2022 Capital Plan Estimates				1,810	1,180	630	4,890	8,510	31.8%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2018		2,300							
Total Gross Annual Expenditures & Plan	14,617	14,243	3,032	2,890	7,630	7,598	5,622	26,772	100.0%
Program Debt Target			1,965	2,030	2,730	5,813	1,032	13,570	
Financing:									
Debt	11,814		2,245	2,310	2,730	5,813	1,032	14,130	52.8%
Reserves/Reserve Funds	1,547		730	330	330	330	4,590	6,310	23.6%
Development Charges	1,256		57	250	4,570	1,455		6,332	23.7%
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing	14,617		3,032	2,890	7,630	7,598	5,622	26,772	100.0%
By Project Category:									
Health & Safety	7,028		400				4,240	4,640	17.3%
Legislated									
SOGR	2,364		1,380	1,480	1,180	630	650	5,320	19.9%
Service Improvement	3,783		280	280				560	2.1%
Growth Related	1,442		972	1,130	6,450	6,968	732	16,252	60.7%
Total by Project Category	14,618		3,032	2,890	7,630	7,598	5,622	26,772	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			34	274	301	409	644	1,662	
Operating Impact on Program Costs			35	4	(65)	(14)	600	560	
New Positions			2					2	

Table 1b
10-Year Capital Plan
2023 - 2027 Preliminary Capital Plan



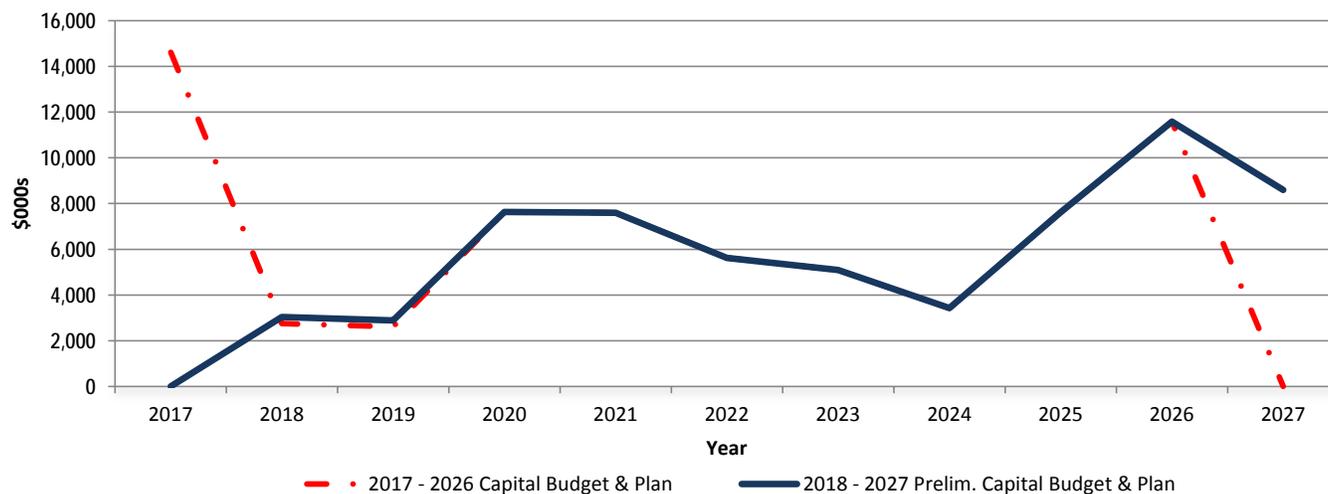
	2023 - 2027 Preliminary Capital Plan						10-Year Total Percent
	2023	2024	2025	2026	2027	2018 - 2027	
Gross Expenditures:							
2017 Capital Budget & Approved FY Commitments						1,350	2.1%
Changes to Approved FY Commitments							
2018 New/Change in Scope and Future Year Commitments						16,912	26.8%
2023 - 2027 Capital Plan Estimates	5,090	3,430	7,620	11,585	8,600	44,835	71.1%
2-Year Carry Forward for Reapproval							
Total Gross Annual Expenditures & Plan	5,090	3,430	7,620	11,585	8,600	63,097	100.0%
Program Debt Target	300	904	3,700	5,258	5,260	28,992	
Financing:							
Debt	300	904	3,700	5,258	5,260	29,552	46.8%
Reserves/Reserve Funds	4,590	1,975	1,975	1,975	2,000	18,825	29.8%
Development Charges	200	551	1,945	4,352	1,340	14,720	23.3%
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	5,090	3,430	7,620	11,585	8,600	63,097	100.0%
By Project Category:							
Health & Safety	4,240	1,600	1,600	1,600	1,600	15,280	24.2%
Legislated							
SOGR	650	875	675	675	1,310	9,505	15.1%
Service Improvement						560	0.9%
Growth Related	200	955	5,345	9,310	5,690	37,752	59.8%
Total by Project Category	5,090	3,430	7,620	11,585	8,600	63,097	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	117	50	171	502	669	3,171	
Operating Impact on Program Costs	178	(239)	7	(4)	122	624	
New Positions						2	

Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects a decrease of \$5.458 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$5.458 million or 8.0% decrease in the Capital Program on an annual basis from 2017 - 2027.

Chart 1
Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	14,618	2,752	2,610	7,630	7,598	5,622	5,090	3,430	7,620	11,585		68,555
2018 - 2027		3,032	2,890	7,630	7,598	5,622	5,090	3,430	7,620	11,585	8,600	63,097
Change %		10.2%	10.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(8.0%)
Change \$		280	280									(5,458)

As made evident in Chart 1 above, the \$5.458 million decrease in the Capital Plan is mainly attributed to the difference in capital spending approved in 2017 for the construction of North West Multi-Function Station scheduled for completion in 2018 as compared to the planned capital investments in the year 2027.

The Capital Program also reflects an increase of \$0.280 million in funding in 2018 and 2019 for the *Community Paramedicine Vehicles* project, added to the 10-Year Plan following a City-wide review of unmet capital priorities.

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$0.560 million increase in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the addition of a new project, *Community Paramedicine Vehicles*, that will provide funding for 8 emergency response vehicles as part of the Program's Community Medicine at Home Program expansion initiative requested as part of its 2018 Operating Budget.

- As well, changes were made to the *Multi-Function Station #2* and *Ambulance Radio Replacement* projects to better align cash flow estimates with project readiness and spending capacity by aligning to actual project timelines and activities.

A summary of project changes for the years 2018 - 2026 totalling \$0.560 million are provided in Table 2 below:

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

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	14,618	2,752	2,610	7,630	7,598	5,622	5,090	3,430	7,620	11,585	-	53,937
2018 - 2027 Preliminary Capital Budget & Plan	-	3,032	2,890	7,630	7,598	5,622	5,090	3,430	7,620	11,585	8,600	54,497
Capital Budget & Plan Changes (2018 - 2026)		280	280	-	-	-	-	-	-	-	-	560

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
Changes to Previously Approved Commitments in 10-Year Capital Plan													
Radio Infrastructure for Portable Coverage	2,560	(400)	400										2,560
Total Changes to Previously Approved Commitments		(400)	400										
Changes to Previously Approved Plan Estimates													
Multi-Function Station #2	15,550	400	150	(550)									15,550
Ambulance Radio Replacement	1,000		(550)	550									1,000
Total Changes to Previously Approved Plan Estimates		400	(400)										
New to the 10-Year Capital Plan													
Community Paramedic Vehicles	560	280	280								560		1,120
Total New		280	280								560		
Total Changes		280	280								560		

Significant Capital Project Changes in Toronto Paramedic Services:

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

Changes to Previously Approved Projects' Future Year Commitments

Deferrals/Accelerations:

- The *Radio Replacement* project cash flow of \$0.400 million and the *Ambulance Radio Replacement* project cash flow of \$0.550 million are being deferred by one year (from 2018 and 2019 to 2019 and 2020, respectively) as the radios will be purchased a year later.
- The *Multi-Function Station #2* projected cash flow is being accelerated to speed up site preparation and project construction as the land has been acquired and PS is ready to move forward.

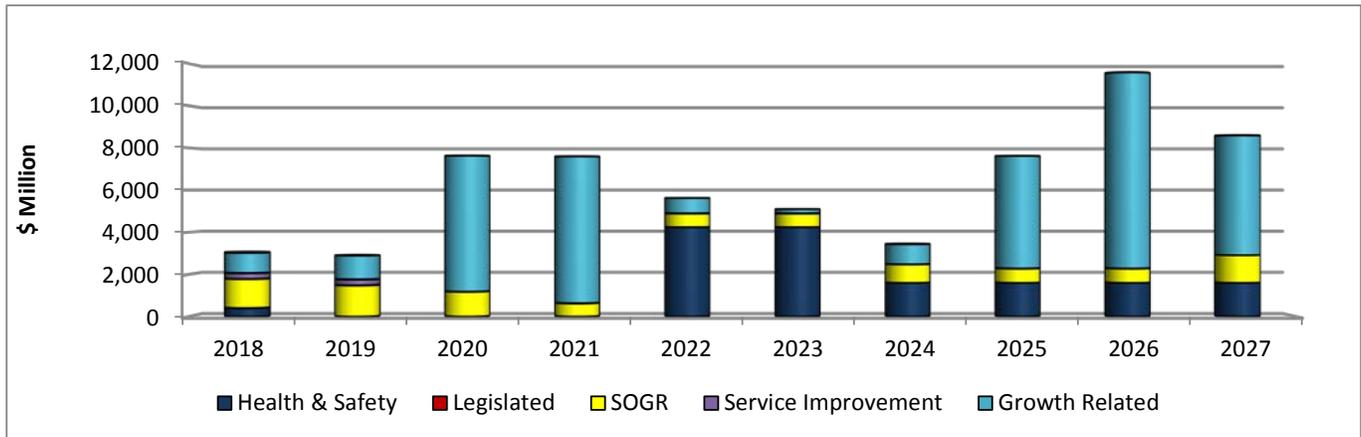
New to the 10-Year Preliminary Capital Plan

The following capital project is new to the 10-Year Capital Plan:

- *Community Paramedicine Vehicles* – Cash flow funding of \$0.560 million (\$0.280 million in 2018 and \$0.280 million in 2019) has been added to the 10-Year Preliminary Capital Budget and Plan to expand PS's Fleet by 8 emergency vehicles following a City-wide review of unfunded capital priorities.
 - As part of the City's Seniors Strategy, Paramedic Services has included a new/enhanced service priority request, Community Paramedicine at Home Program, which is not included in the 2018 Preliminary Operating Budget but will be part of the New/Enhanced list for consideration during the 2018 Budget process.
 - Approval of the *Community Paramedicine Vehicles* project is subject to the approval of the new/enhanced initiative, Community Paramedicine at Home Program expansion, which will expand the program by adding 10 paramedics to provide coverage throughout the City from 06:00 am to midnight and thus help mitigate 911 emergency medical call demand.

2018 – 2027 Preliminary Capital Plan

Chart 2
2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)



As illustrated in chart 2 above, the 10-Year Capital Plan for Paramedic Services of \$63.097 million allocates 59.8% of funding for Growth Related projects; Health & Safety and Service Improvement projects represent 25.1% and State of Good Repair projects represent the remaining 15.1% over the 10-year period.

- Health and Safety projects account for \$15.280 million with the majority of funding required between 2022 and 2027 coinciding with the lifecycle replacement of cardiac monitor defibrillators and power stretchers.
- State of Good Repair Project funding of \$9.505 million reflects the annual maintenance of the mobile data communications hardware and software, radio infrastructure and the annual replacement of medical equipment. The higher levels of funding in 2018 to 2020 reflect the replacement of radios for use in ambulance vehicles.
- Service Improvement funding of \$0.560 million is required to purchase 8 Community Paramedicine vehicles over two-year period, 2018 to 2019.
- A significant portion of cash flow funding has been dedicated to Growth Related projects, specifically \$37.752 million, with most of the funding in 2020, 2021 and 2025 to 2027. This is reflective of the funding required to complete the construction of Multi-Function Stations #2 and #3 to address projected increased service demand and growth across the City.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for Toronto Paramedic Services:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Defibrillator Replacement Purchases						2,640	2,640					5,280	5,280
Power Stretchers		400				1,600	1,600	1,600	1,600	1,600	1,600	10,000	10,000
Sub-Total		400				4,240	4,240	1,600	1,600	1,600	1,600	15,280	15,280
State of Good Repair													
Mobile Data Communications		500	300	300	300	300	300	500	300	300	300	3,400	3,400
Radio Infrastructure for Portable Coverage		550	850	550							610	2,560	2,560
Medical Equipment Replacement Program		330	330	330	330	350	350	375	375	375	400	3,545	3,545
Sub-Total		1,380	1,480	1,180	630	650	650	875	675	675	1,310	9,505	9,505
Service Improvements													
Community Paramedic Vehicles		280	280									560	560
Sub-Total		280	280									560	560
Growth Related													
Multi-Function Station #2	400	400	400	6,450	6,968	732						14,950	15,350
Additional Ambulances (2017-2019)	3,060	572	730									1,302	4,362
Multi-Function Station #3								500	4,000	9,310	5,690	19,500	19,500
Ambulance Post Program							200	455	1,345			2,000	2,000
Sub-Total		972	1,130	6,450	6,968	732	200	955	5,345	9,310	5,690	37,752	41,212
Total Expenditures by Category (excluding carry forward)	-	3,032	2,890	7,630	7,598	5,622	5,090	3,430	7,620	11,585	8,600	63,097	66,557

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

2018 - 2027 Capital Projects

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

Health and Safety

- Major Health and Safety projects include:
 - *Defibrillator Replacement Purchases (\$5.280 million)* – Funding is included for the replacement of 240 Cardiac Monitor Defibrillators with an estimated life of 5 to 7 years. These highly technical medical devices are able to assess the presence of electrical activity within cardiac muscles.
 - *Power Stretchers (\$10.000 million)* – Funding is provided to complete the purchase and deployment of 150 new Power Stretchers in 2018 for \$0.400 million to alleviate health and safety concerns related to heavy lifting by paramedics. With a lifespan of 5 years, replacement funding of \$9.600 million is planned beginning in 2022 to begin a regular replacement program that will replace 40 stretchers each year.

State of Good Repair (SOGR)

- SOGR projects account for \$9.505 million or 15.1% of the total 10-Year Preliminary Capital Plan's funding for the following projects:
 - *Mobile Data Communications (\$3.400 million)* - Funding is included for the replacement of mobile data equipment installed in approximately 27 ambulances replaced annually.
 - *Radio Infrastructure for Portable Coverage (\$2.560 million)* – The project will replace 200 radios for use in ambulance vehicles and 200 portable radios for Paramedics with a lifecycle replacement of 10 years.

- *Medical Equipment Replacement Program (\$3.545 million)* – Funding is included for the annual replacement of stair chairs, scoop stretchers, spine boards, etc. to maintain the equipment in a state of good repair.

Service Improvements

- \$0.560 million or 0.9% of the total 10-Year Preliminary Capital Plan's expenditures provide funding for one Service Improvement project:
 - The *Community Paramedicine Vehicles* project requiring \$0.280 million in 2018 and \$0.280 million in 2019 will expand PS's Fleet Program by 8 emergency response vehicles to accommodate the requested expansion of PS's Community Paramedicine at Home Program by 5 Community Paramedics in 2018 and 5 in 2019 to mitigate 911 emergency medical call demand by providing coverage throughout the City from 6:00 am to midnight.

Growth Related

- Major Growth Related projects total \$37.752 million and represent 59.8% of the total 10-Year Capital Plan's spending for the following projects:
 - 2 Multi-Function station projects with 20 or more ambulance bays to facilitate greater efficiencies in staff deployment and asset management for an increasing number of ambulance vehicles that are on the road.
 - *The Multi-Function Station #2* project with a total project cost of \$14.950 million to fund the construction of the new facility on City-owned property in the Progress Avenue & Kennedy Road area starting towards the end of 2019.
 - *The Multi-Function Station #3* with funding of \$19.500 million for project design and site preparation planned in 2024 and expected completion by 2028.
 - *Additional Ambulances (2017-2019)* project (\$1.302 million) for the purchase of 9 new Ambulance Vehicles over a 2-year period to accommodate the increase in emergency call demand as well as the increase of 220 paramedic positions approved between 2013 - 2016.
 - *Ambulance Post Program project* (\$2.000 million) project will provide funding for the construction of 2 smaller storefront posts to augment services to be provided in the Multi-function Station #2 catchment area. Paramedics will book on and off at Multi-Function Station #2 but will be deployed during the shift to strategic posts while waiting for their next emergency response call.

2018 Preliminary Capital Budget and Future Year Commitments

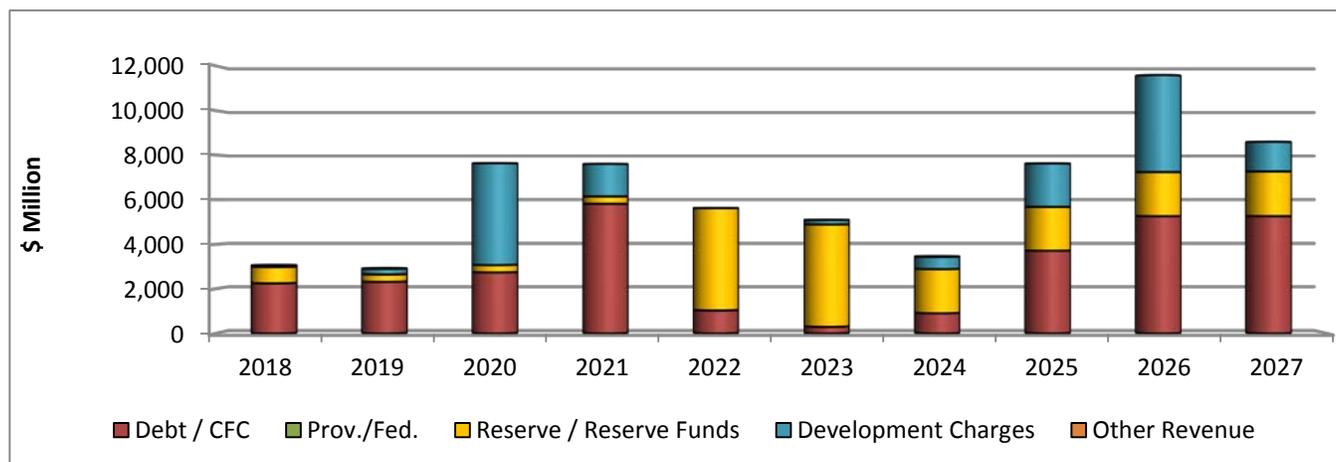
Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments, which consist of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects, which collectively, require Council approval to begin, continue or complete capital work.

Table 3a below lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for Toronto Paramedic Services:

Table 3a
2018 Cash Flow & Future Year Commitments (In \$000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Power Stretchers</i>	400										400
<i>Dispatch Console Replacement</i>	550	400									950
Subtotal	950	400									1,350
New w/Future Year											
<i>Mobile Data Communications</i>	500										500
<i>Additional Ambulances</i>	572										572
<i>Medical Equipment Replacement</i>	330										330
<i>Multi-Function Station #2</i>	400	400	6,450	6,968	732						14,950
<i>Community Paramedic Vehicles</i>	280	280									560
Subtotal	2,082	680	6,450	6,968	732						16,912
Total Expenditure	3,032	1,080	6,450	6,968	732						18,262
Financing:											
Debt/CFC	2,245	830	1,880	5,513	732						11,200
Debt Recoverable											
Other											
Reserves/Res Funds	730										730
Development Charges	57	250	4,570	1,455							6,332
Provincial/Federal											
Total Financing	3,032	1,080	6,450	6,968	732						18,262

Chart 3
2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)



The 10-Year Preliminary Capital Plan of \$63.097 million will be financed by the following sources:

- Debt accounts for \$29.552 million or 46.8% of the financing over the 10-year period.
 - Debt funding is above the 10-year debt guideline of \$28.992 million allocated to this Program by \$0.560 million as a result of the added new Community Paramedicine Vehicles project to purchase 8 emergency response vehicles. The following remaining projects are either fully or partially funded by debt:
 - Mobile Data Communication (\$3.400 million)
 - Radio Infrastructure for Portable Coverage (\$2.560 million)
 - Multi-Function Station #2 (\$8.675 million)
 - Multi-Function Station #3 (\$11.363 million)
 - Additional Ambulances (\$1.245 million)
 - Ambulance Post Program (\$1.749 million)
- Reserve and Reserve Funds constitute \$18.825 million or 29.8% of required funding over 10 years for the following projects:
 - *Defibrillator Replacement Purchases* (\$5.280 million)
 - *Medical Equipment Replacement Program* (\$3.545 million)
 - Purchase of *Power Stretchers* and replacement purchase as these items have a life of 5 years (\$10.000 million)
- Development Charges, which represent \$14.720 million or 23.3% of the 10-Year Preliminary Capital Budget and Plan's funding source, provide eligible funding for the following projects driven by growth:
 - Construction of the *Multi-Function Station #2 and #3* starting in 2018 and 2024 (\$14.412 million).
 - Purchase of 1 ambulance vehicle, partially funded by development charges (\$0.057 million).
 - Ambulance Post Program (\$0.251 million).

State of Good Repair (SOGR) Backlog

- Toronto Paramedic Services does not have a state of good repair backlog for its equipment as these are replaced according to their Equipment Replacement schedule. In order to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety:
 - The 10-Year Capital Plan dedicates funding of \$9.505 million over the 10-year plan period for medical and mobile data equipment including ambulance radios as well as the dispatch console equipment required in the main communication centre based on the replacement schedules.
- Toronto Paramedic Services' 10-Year Capital Plan does not account for the SOGR backlog of its facilities as all asset management projects for existing stations and buildings were transferred to Facilities Management and Real Estate Division (FMRE) in 2014 to ensure that consistency in maintenance standards are applied throughout City facilities.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved														
<i>Power Stretchers</i>	17.0		(65.0)									(48.0)		(48.0)
<i>Additional Ambulance</i>	63.0		69.0		(65.0)		(14.0)					53.0		53.0
<i>NW District Multi-Function Station</i>	(45.0)											(45.0)		(45.0)
<i>Multi-Function Station #2</i>									270.0			270.0		209.0
<i>Multi-Function Station #3</i>														122.0
<i>Ambulance Post Program</i>														3.0
<i>New Defibrillators</i>									330.0			330.0		330.0
Total (Net)	35.0		4.0		(65.0)		(14.0)		600.0			560.0		624.0

The 10-Year Preliminary Capital Plan will increase future year Operating Budgets by a total of \$0.624 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts to capital projects:

- *Power Stretchers* project will require \$0.017 million funding in 2018. As these operating costs are eligible for 50% provincial funding based on budgeted spending in previous years 2019 has a cost reduction of \$0.065 million.
- In 2018, the *Additional Ambulances* project will require a net contribution of \$0.063 million. In addition, this project requires \$0.069 million in net funding in 2019 with a reduction of \$0.065 million in 2020 and \$0.014 million in 2021 as costs become eligible for provincial subsidy of 50%.
- The *North West District Multi-Function Station* operating costs are eligible for provincial subsidy of 50% in 2018 for 2017 incurred operating costs of \$0.090 million resulting in a cost reduction of \$0.045 million in 2018.
- *Multi-Function Station #2* will require \$0.270 million in net funding in 2022; \$0.013 million in 2023 after receiving provincial revenue of \$0.135 million for 2022; and has a cost reduction of \$0.074 million in 2024 due to provincial funding.
- New Defibrillators will require \$0.330 million in 2022.

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

Table 6
Capital Project Delivery: New Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)					
			Start Date	End Date (m/d/yr)	2018	2019	2020	2021	2022	2023 - 2027
Commander Facility Project	AMB907920-2	1.0	01/01/2018	13/31/2020	163.0	165.0	168.0			
Superintendent Communication Officer	AMB907920-2	1.0	01/02/2018	12/31/2020	151.0	155.0	158.0			
Total		2.0			314.0	320.0	326.0			

Approval of the 2018 - 2027 Capital Budget and Capital Budget will require 2 temporary capital positions to complete the *Multi-Function Station #2* project.

- The Commander Facility Project position is required to complete site visits, meet with contractors and work with Facilities to ensure the completion of all Paramedic Services' facility related projects are on schedule and Paramedics Services' business needs are met.
- The Superintendent Communication Officer position will develop standards and procedures pertaining to the design and development of the construction of Paramedic Services' new multi-function stations and ambulance post projects, review the plans, specifications and drawings of stations.

It is recommended that Council approve these new 2.0 temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



Part 2:

Issues for Discussion

Issues Impacting the 2018 Capital Budget

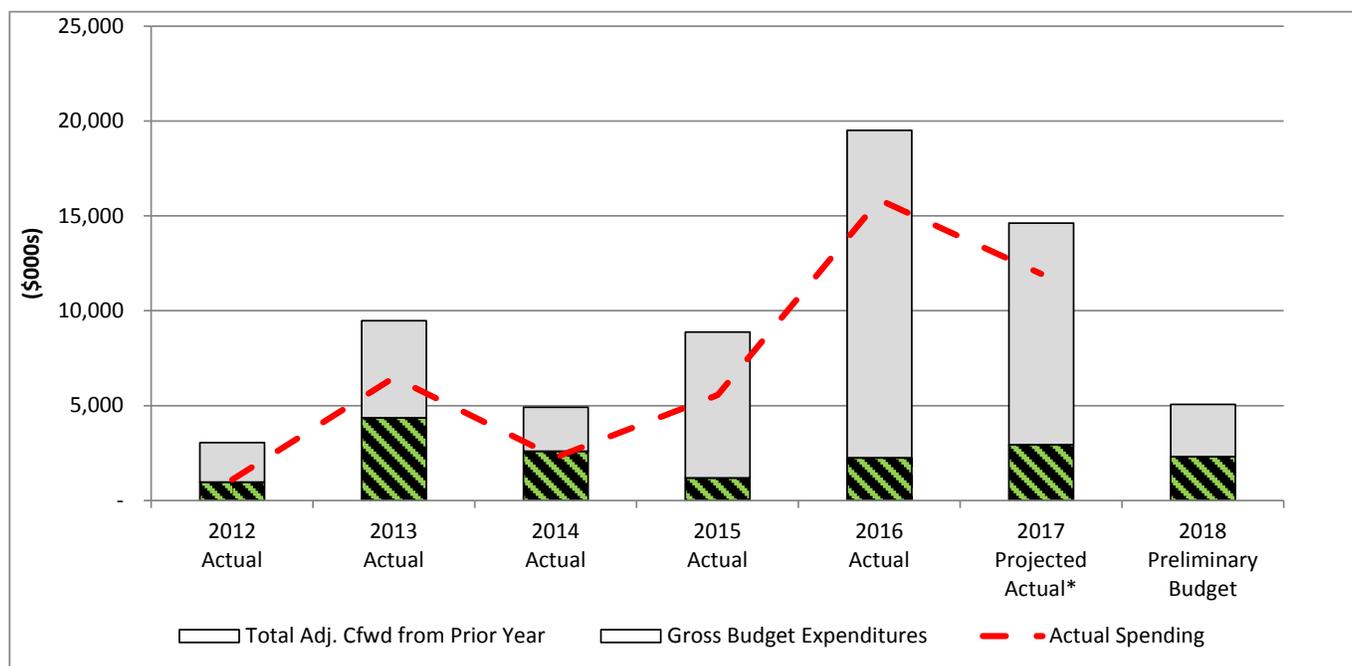
Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
 - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018-2027 Preliminary Capital Budget and Plan for Toronto Paramedic Services (PS) has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Program's spending capacity and the Program's readiness to proceed with planned projects.
 - The 10-Year Preliminary Capital Plan reflects the deferral of \$0.400 million in 2018 cash flow funding to future years to create debt capacity required to accelerate the *Multi-Function Station #2* based on the project's readiness to proceed, thereby, aligning the cash flow funding to actual project timelines and activities.
 - The 10-Year Preliminary Capital Plan also reflects \$0.280 million in debt funding over the 2018 and 2019 debt target of \$1.965 million and \$2.030 million, respectively, due to the addition of the *Community Paramedicine Vehicle* project following a corporate-wide review of critical and unmet capital priorities.
 - PS had an average annual spending rate over the past five years of 68.3%, inclusive of multi-year capital project such as *North West Multi-Function Station*. Average spending rate over this period for Service Improvement projects is 62.5% and for SOGR projects is 56.4%.
- The following tables illustrate PS's rate of spending from 2012 to 2016 and projection for 2017.

Chart 5
Capacity to Spend – Budget vs. Actual
(In \$000s)

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %									
Health & Safety	790	241	30.5%	1,909	1,761	92.2%	23	20	89.1%	3,097	2,123	68.5%	6,109	5,364	87.8%	79.7%	7,028	6,528	92.9%
SOGR	2,126	810	38.1%	1,205	424	35.1%	1,482	1,092	73.7%	583	570	97.7%	1,372	925	67.4%	56.4%	1,442	401	27.8%
Service Improvement				6,353	4,300	67.7%	3,394	1,161	34.2%	3,467	1,554	44.8%	9,299	7,065	76.0%	62.5%	3,783	3,200	84.6%
Growth Related	130	49	37.7%							1,721	1,304	75.7%	2,723	2,486	91.3%	83.9%	2,364	1,814	76.7%
Total	3,046	1,100	36.1%	9,467	6,485	68.5%	4,899	2,274	46.4%	8,869	5,550	62.6%	19,503	15,840	81.2%	68.3%	14,617	11,943	81.7%

* 2017 Projection based on the 2017 Q3 Capital Variance Report



- Factors contributing to the average 68.3% spend rate over the past five years include:
 - Technology projects that required unplanned testing.
 - Difficulties in hiring qualified staff.
 - Building permit and soil remediation issues for facility related project.
 - Lower than planned equipment prices resulting in project delivery under budget.
- In 2017, contract award issues and difficulty in hiring qualified staff have delayed several projects, including *Dispatch Console Replacement*, *Portable Radio Replacement* and *Ambulance Radio Replacement* projects.
- Efforts have been made to better align budgeted cash flow funding with the Program's capacity to spend. Specifically, the following actions were taken:
 - The cash flow funding for the *Multi-Function Station #2* project has been accelerated to start in 2018 to align with site preparation and project construction as the land has been purchased and the project is ready to proceed.
 - The cash flow funding schedule for equipment purchases has been revised after taking into consideration the time required to prepare equipment specifications as well as delivery timelines, hence the *Dispatch Console* project's cash flow funding of \$0.400 million and *Ambulance Radio Replacement* project's cash flow funding of \$0.550 million were deferred by 1 year to 2019 and 2020, respectively, to better align with project timelines.
- The Program continues to strive to achieve higher spending rates with better project planning and project controls. As a result of these actions, spending rates have increased from 36.1% in 2012 to 81.2% in 2016.
- Spending projection of 81.7% for 2017 demonstrates a gradual increase when compared to the 5-year average spending rate of 68.3%. In particular, a major improvement in spending has occurred for equipment purchases and defibrillators.

2018 - 2027 Preliminary Capital Plan vs Debt Target

- The Program's 2018 Preliminary Capital Budget and 2019 - 2027 Preliminary Capital Plan is over the debt target by \$0.280 million in 2018 and 2019 respectively due to investment in *Community Paramedicine Vehicle* project.

(\$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
2018 - 2027 Preliminary Capital Plan	3,032	2,890	7,630	7,598	5,622	5,090	3,430	7,620	11,585	8,600	63,097
Debt Funding Required	2,245	2,310	2,730	5,813	1,032	300	904	3,700	5,258	5,260	29,552
Program Debt Target	1,965	2,030	2,730	5,813	1,032	300	904	3,700	5,258	5,260	28,992
Over/(Under) Debt Target	280	280									560

Community Paramedicine Vehicle project

- Funding of \$0.560 million for the *Community Paramedicine Vehicle* project has been added to the Program's 10-Year Capital Plan to purchase 8 emergency response vehicles (4 in each year). Approval of the 2018 and 2019 funding is subject to Council's approval of the Community Medicine at Home Program Expansion enhanced service priority included for consideration in the 2018 Operating Budget.
 - Toronto Paramedic Services has requested funding of \$0.355 million net for 2018 with annualized impact of \$0.524 million in 2019 to expand its' Community Paramedicine Program by funding 10 Paramedics and 8 vehicles to provide coverage throughout the City from 6:00 am to midnight with the potential for 24 hour coverage 7 days a week to mitigate 911 emergency medical call demand. This request currently, is not included in the 2018 Preliminary Operating Budget but is included on the list for New and Enhanced initiatives for Council's consideration during the 2018 Budget process.
- It is requested that City Council approve the *Community Paramedicine Vehicle* project, subject to the approval of the new/enhanced priority, Community Paramedicine at Home Program Expansion initiative, which is included on the list for New/Enhanced Service priorities for Budget Committee's consideration during the 2018 budget process.

Toronto Paramedic Services Delivery Model

- The call demand for emergency medical response has increased by 44% over the last ten years driven by a growing and aging Toronto population. The increasing demand, under the current deployment model, requires significant investment in infrastructure to continue to maintain the level of services provided by Toronto Paramedic Services' (PS).
- To accommodate growth in emergency call volumes, PS, as part of the long-term strategy, is focusing on migrating towards a "Multi-Function Facility System" versus the current stand-alone "Ambulance Station infrastructure". This change has the potential of improving the efficiency of paramedics by providing improved flexibility in their scheduling and deployment that positions them to better respond to system demands. This involves construction of 4 or 5 multi-function stations, each with 20 or more garage bays, across Toronto.
- On April 18, 2017, PS received occupancy of the ground floor of its first Multi-Function Station (North West) at 1300 Wilson Avenue that became operational for logistical staff in October 2017. The 2018-2027 Capital Budget and Plan includes funding for 2 additional multi-function stations, *Multi-Function Station #2* (North-East) at 330 Progress Avenue and *Multi-Function Station #3* (South-East).
- PS currently has 48 geographically dispersed ambulance stations and service district centres. The long term plan for PS identified the need to explore options to optimize the location of new stations and evaluate options to convert or replace some ambulance stations with smaller paramedic posts (vehicle bays for up to 2 ambulance vehicles) while identifying existing ambulance stations that could be disposed of to expedite the conversion process.

- The scope of the *Infrastructure Study* is broad and includes extensive groundwork and research and as a result, funding of \$0.250 million over 2 years (\$0.100 million in 2016 and \$0.150 million in 2017) was added to the Toronto Paramedic Services' 2016 Capital Budget for the *Infrastructure Study* project to undertake a "Multi-Function Station Plan" to determine the most economical and efficient way to convert Paramedic Services existing service delivery model to a new Multi-Function Station dispatch model.
 - Due to delay in hiring of a consultant, the 2017 cash flow funding will be carried forward to complete the study in 2018.
- The study will:
 - explore the viability of adding ambulance posts to existing city properties in conjunction with other City properties, e.g., as part of community hubs.
 - examine the possibility of divesting some of PS' regular ambulance stations and property holdings and re-investing the capital and operating savings into the development and construction of these multi-function stations and ambulance posts.
 - evaluate operational efficiencies and savings from the change to the new dispatch model for inclusion in the future year operating budgets.
- The multi-function station model has been expanding in recent years in Ontario. Other municipalities such as Ottawa, Peel and York Paramedic Services have successfully implemented this deployment model. Under the model, the multi-function stations allow for preparation of emergency paramedic and supervisory vehicles within their catchment zone for emergency deployment, providing improved flexibility in the scheduling and deployment of staff to respond to system demands, resulting in improved overall performance and service to the public. Some other benefits include:
 - Reduced non-productive paramedic time at the start and end of shift;
 - More reliable and consistent support and supervision for staff due to their central locations;
 - More efficient use of staff resources which will increase the productive time of paramedics throughout their shifts leading to better response times.
 - Increased asset and inventory management controls resulting from centralization;
 - Improved compliance with regulatory cleaning and equipment maintenance standards; and
 - Ability for PS to efficiently implement the coroners' recommendation to have junior paramedics paired with senior paramedic staff in their first year of work.
- The multi-function station model with strategically placed storefront posts, is expected to provide many benefits:
 - Ambulance posts require a smaller footprint than regular ambulance stations as there is no requirement for staff parking or medical supplies storage.
 - Eventual replacement of ambulance stations with smaller, more efficient ambulance posts will allow PS to have ambulances posted at more locations throughout the catchment area which will reduce response times.
- With the expertise of a property valuation consultant and the Toronto Realty Agency (TRA), Toronto Paramedic Services will continue to evaluate options to optimize site locations for the 48 existing ambulance stations and service district centres and will report back to the Chief Financial Officer in time for the 2019 budget process.

Reporting on Existing Major Capital Projects: Status Update

In compliance with the Auditor General's recommendations, additional status reporting on all major capital projects is required in order to strengthen accountability, manage risks, improve controls and ensure successful implementation/completion of major capital projects. The following project has been reporting on a quarterly basis during 2017:

The Multi-Function Station #2 Project

(\$000s) Total Project Cost			2017		2018	2019	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan		Planned	Revised		
2017	15,350	-	400	280	400	400	15,230	2022		ⓐ	ⓐ

* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule	ⓐ	>70% of Approved Project Cost
Minor Delay < 6 months	Ⓨ	Between 50% and 70%
Significant Delay > 6 months	Ⓡ	< 50% or > 100% of Approved Project Cost

Stage Gating	Total Project Cost	2017 Budget	2018 Preliminary Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan
1. Initiation & Development	800	400	400					
2. Preliminary Design & Preparation	200			200				
3. Detailed Design	200			200				
4. Procurement and Construction	14,150				6,450	6,968	732	
5. Project Closure								
Total	15,350	400	400	400	6,450	6,968	732	

Project Scope:

- Toronto Paramedic Services' (PS) *Multi-Function Station #2* project involves the construction of a 40 Bay Multi-Function Ambulance Station located on nearly eight acres of land at 330 Progress Avenue to increase capacity to address the approximately 3% to 5% annual increase in emergency call demand. Implementation of this project will:
 - reduce end-of-shift overtime;
 - reduce vehicle downtime;
 - increase ambulance availability for emergency response; and
 - substitute paramedic resources with lower cost logistical resources for specific logistical tasks.
- The Multi-Function Station addresses the City's Strategic Goal of Social Development, Strategic Action #12 Improving Emergency Response, by increasing ambulance availability thus improving ambulance response to the community. The model also addresses the Strategic Goal of Good Governance, Strategic Action #21, by improving organizational excellence and operational efficiency.

The Multi-Function Station #2 project started in 2017 and has the following deliverables:

- Stage 1 – Initiation and Development:
 - Retain Consultant to provide project development services. Interviews are conducted with stakeholders to collect information and end user requirements of the new facility.
 - Undertake feasibility study which involves activities such as environmental assessment, geotechnical studies, site survey and traffic impact studies.
 - Develop conceptual design with end user input.
 - Review of conceptual design with the City Planning.
 - Complete Class D estimate for construction.

- Stage 2 – Preliminary Design and Preparation:
 - Retain Consultant to provide professional design and construction contract administration services for the new facility (Stages 2,3,4).
 - Consultant reviews and confirms the conceptual design and feasibility study completed in Stage 1. Conceptual design and feasibility study is used as a basis along with end user input to prepare preliminary (50%) design documents.
 - Consultant applies for Site Plan Approval (SPA) with the City Planning Department (allow for up to 9 months)
- Stage 3 - Detailed Design:
 - Consultant revises preliminary design and develops “Issued for Permit” design documents based on response from the Site Plan Approval. Building Permit is issued.
 - “Issued for Tender” (100% Design) document is prepared by the consultant.
 - Construction scope of work and construction schedule is developed. Class A estimate for construction is provided.
- Stage 4 – Procurement and Construction:
 - General Contractor for construction is retained through an open tender.
 - New facility is constructed.

Project Challenges: There are no project challenges identified at this point.

Financial Update:

- Toronto Paramedic Services is projected to spend \$0.280 or 70% of 2017 cash flow funding of \$0.400 million for the first year of the project. Remaining \$0.120 million will be carried forward to 2018 to continue preliminary design and preparation of the project. The total project cost is \$15.350 million.

Anticipated Future Financial Impact (\$000s)				
Ongoing Costs		Benefits		
Maintenance Cost	Operating Impact of Capital	Financial Savings	Operational Efficiencies	Value Added
\$51/ year	\$1,348/ year	\$375/ year	\$607/ year	\$818/ year

Anticipated Future Financial Impact:

- The Multi-Function Station #2 will not have an impact on the SOGR backlog in Toronto Paramedic Services 10-Year Plan. Toronto Paramedic Services does not account for the SOGR backlog of its facilities as all asset management projects for existing stations and buildings were transferred to Facilities Management and Real Estate Division (FMRE) in 2014 to ensure that consistency in maintenance standards are applied throughout City facilities.
- Operating Impact of Capital upon completion of the Multi-Function Station #2 in 2021, including ongoing maintenance costs, will total \$1.399 million. These costs are eligible for 50% provincial funding based on budgeted spending in previous years.
- Financial savings of \$0.375 million will result from reduced spoilage of medical supplies and drugs.
- Operational efficiencies as a result of reduction of Paramedics' overtime, better hospital relief and use of vehicle will result in \$0.607 million annually beginning in 2022.
- Value added benefits include immediate ambulance availability at the start of the shift and additional hours each year.

Issues Impacting the 10-Year Capital Plan

Unmet Needs

The "Unmet Capital Needs" identified by Toronto Paramedic Services are noted in the table below:

Unmet Needs – Projects Excluded due to Funding Constraints

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<i>Multi-Function Station #2 - Acceleration</i>		(275.0)	275.0		1,000.0	550.0	(818.0)	(732.0)					
<i>Multi-Function Station #2 - Increase Capacity</i>	10,000.0		10,000.0			6,100.0	3,900.0						
<i>Ambulance Post - Rexdale</i>	2,000.0		2,000.0		200.0	1,800.0							
<i>Multi-Function Station #4</i>	20,000.0		20,000.0							500.0	8,500.0	9,500.0	1,500.0
<i>New Communication Centre</i>	75,000.0	56,250.0	18,750.0					600.0	9,400.0	40,000.0	25,000.0		
Total	107,000.0	55,975.0	51,025.0	-	1,200.0	8,450.0	3,082.0	(132.0)	9,400.0	40,500.0	33,500.0	9,500.0	1,500.0

- Multi-Function Station #2 (\$10.275 million):
 - The 2018-2027 Preliminary Capital Plan includes funding of \$14.950 million for the *Multi-Function Station #2* capital project which will be built at 330 Progress Avenue (the site). When originally proposed, the site was estimated at 6 acres. However, the actual property size is almost 8 acres and provides Paramedic Services with the opportunity to expand the footprint of this project and save money in the long term by building one large station up front rather than add additional buildings in the future.
 - The unmet needs for the *Multi-Function Station #2* has two components:
 - Acceleration of the project by one year to allow completion in 2021 (\$0.275 million):
 - Emergency patient transport growth continues to grow at a rate of approximately 4% per year. *Multi-Function Station #2* is a critical component in the Division's multi-function station strategy that is designed to create a more efficient service model to help address future growth.
 - With the acquisition of the site in 2016, site assessment and preliminary planning is currently underway. If the project is accelerated, PS will be able to complete the design, engineering and planning approval by 2019 and start construction in 2020 with the completion in 2021 versus 2022 as the plan now stands.
 - Increase Capacity (\$10.000 million):
 - With an additional debt funding of \$10.000 million, the footprint of the planned station can be expanded to better utilize the full 8 acres available at the site. This expansion will allow PS to maximize coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.
- *Ambulance Post – Rexdale*: Funding of \$2.000 million starting in 2019 for an ambulance post to replace the leased ambulance station.
 - Toronto Paramedic Services is actively collaborating with other city divisions to leverage existing City properties wherever possible as Ambulance Stations are gradually replaced by Ambulance Posts which require a smaller footprint. The Program has enquired about land at the new Woodbine Racetrack development, for example, which would be in the catchment area of the new 1300 Wilson Avenue multi-function station, making it a good choice as PS' first ambulance post.
 - Currently, Paramedic Services leases a property at 321 Rexdale Blvd (Station #14). The location is not optimum as it is part of a small industrial mall with other businesses. In addition, the access and egress at this location is not good for an ambulance service as the garage opens at the back of the location making it difficult for the ambulance to get out on the road.
- *Multi-Function Station #4*: Requires funding of \$20.000 million starting in 2024 for the fourth Multi-Function Station.
- *New Communications Centre*: This project requires \$75.000 million in funding (\$18.750 million debt and \$56.250 million non-debt funding) to manage the deployment and assignment of an increasing number of emergency calls.

- Efficiencies have been made to the technology and resources necessary to meet current operational demands of the Centre, however these increasing demands are now taxing the limited physical space available.
- Demand for ambulance service continues to rise at a rate of approximately 4% per year (which equates to approx. 10,000 new patients each year), due to an aging and growing population. The addition of part-time call receivers has enabled PS to match current call demand, but there is no further room for expansion to meet the requisite growth in staffing and technology infrastructure necessary to meet future needs.



Appendices

Appendix 1

2017 Performance

2017 Key Accomplishments

In 2017, Toronto Paramedic Services made significant progress and/or accomplished the following:

- ✓ Completed 1300 Wilson Avenue Multi-Function Station (Inaugurated on September 13, 2017)
- ✓ Continued progress on the following projects:
 - Power Stretcher purchases and installation
 - Additional Ambulances purchases
 - Dispatch Console Project
 - Ambulance & Portable Radios Replacement Project
 - Multi-Function Station Study
 - Multi-Function Station #2 – Planning and Land preparation

2017 Financial Performance

2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
14,617	8,606	58.9%	11,943	81.7%	2,674	18.3%

* Based on 2017 Q3 Capital Variance Report

For additional information regarding the 2017 Q3 capital variances and year-end projections for [Program/Agency Name], please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on November 27, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

Impact of the 2017 Capital Variance on the 2018 Preliminary Capital Budget

- Toronto Paramedic Services is projected to spend \$11.943 or 81.7% by year end in 2017. The projected underspending is mainly attributed to contract award issues for the *Portable Radio Replacement* and *Ambulance Radio Replacement* projects, and difficulty in finding qualified staff for *Dispatch Console Replacement* and *Multi-Function Station* project.
- As a result of these delays, funding of \$2.300 million is being carried forward to the 2018 Preliminary Capital Budget to continue the capital work.
- A detailed review of the 2018 – 2027 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for capital projects such as *Radio Infrastructure for Portable Coverage* project and *Ambulance Radio Replacement* project that are the major contributors to annual under expenditures. By deferring the cash flow funding to 2019 and 2020, the 2018 Preliminary Capital Budget reflects the Program's projects that are ready to proceed and which will lead to a higher rate of spending in 2018.

Appendix 2

**2018 Preliminary Capital Budget;
2019 - 2027 Capital Plan Including Carry Forward (\$000s)**

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
Health & Safety:														
<i>Power Stretchers (Supplemental)</i>	400		400					400						400
<i>Power Stretchers (Replacements)</i>	9,600						1,600	1,600	1,600	1,600	1,600	1,600	1,600	9,600
<i>Defibrillator Replacement Purchases</i>	5,280						2,640	2,640	2,640					5,280
Sub-Total	15,280		400				4,240	4,640	4,240	1,600	1,600	1,600	1,600	15,280
State of Good Repair:														
<i>Mobile Data Communications - 2017</i>	300	200						200						200
<i>Mobile Data Communications - 2018</i>	500		500					500						500
<i>Mobile Data Communications - Future Years</i>	2,900			300	300	300	300	1,200	300	500	300	300	300	2,900
<i>Dispatch Console Replacement</i>	1,150	200	550	400				1,150						1,150
<i>Ambulance Radio Replacement (Future Years)</i>	1,491	500		450	550			1,500						1,500
<i>Portable Radio Replacement</i>	1,009	500						500						500
<i>Ambulance Radio Replacement (2027)</i>	610												610	610
<i>Medical Equipment Replacement Program - 2018</i>	330		330					330						330
<i>Medical Equipment Replacement Program - Future</i>	3,215			330	330	330	350	1,340	350	375	375	375	400	3,215
Sub-Total	11,505	1,400	1,380	1,480	1,180	630	650	6,720	650	875	675	675	1,310	10,905
Service Improvements:														
<i>Community Paramedic Vehicles</i>	560		280	280				560						560
Sub-Total	560		280	280				560						560
Growth Related:														
<i>Multi-Function Station #2</i>	15,350	100	400	400	6,450	6,968	732	15,050						15,050
<i>Additional Ambulances</i>	4,362	200	572	730				1,502						1,502
<i>Multi-Function Station #3</i>	19,500								500	4,000	9,310	5,690		19,500
<i>Ambulance Post Program</i>	2,000								200	455	1,345			2,000
<i>Paramedic Services Infrastructure Study</i>	180	150						150						150
<i>North West District Multi-Function (Facility)</i>	12,005	450						450						450
Sub-Total	53,397	900	972	1,130	6,450	6,968	732	17,152	200	955	5,345	9,310	5,690	38,652
Total	80,742	2,300	3,032	2,890	7,630	7,598	5,622	29,072	5,090	3,430	7,620	11,585	8,600	65,397

Appendix 3

2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Paramedic Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>AMB908016 Power Stretchers</u>																										
5	2	Power Stretchers - Replacements	CW	S6	01	0	0	0	0	1,600	1,600	8,000	9,600	0	0	0	9,600	0	0	0	0	0	0	9,600		
5	3	Power Stretchers (Supplemental)	CW	S4	01	400	0	0	0	0	400	0	400	0	0	0	400	0	0	0	0	0	0	400		
Sub-total						400	0	0	0	1,600	2,000	8,000	10,000	0	0	0	10,000	0	0	0	0	0	0	10,000		
<u>AMB908017 Multi-Function Station #3</u>																										
1	2	Multi-Function Station #3 (FACILITY)	CW	S6	05	0	0	0	0	0	19,500	19,500	19,500	0	0	8,137	0	0	0	0	0	11,363	0	19,500		
Sub-total						0	0	0	0	0	0	19,500	19,500	0	0	8,137	0	0	0	0	0	0	11,363	0	19,500	
<u>AMB908161 Paramedic Services Infrastructure Study</u>																										
1	1	Paramedic Services Infrastructure Study	CW	S2	05	150	0	0	0	0	150	0	150	0	0	0	0	0	150	0	0	0	0	150		
Sub-total						150	0	0	0	0	150	0	150	0	0	0	0	0	150	0	0	0	0	0	150	
<u>AMB908486 Community Paramedicine Vehicles</u>																										
1	1	Community Paramedic Vehicles	CW	S4	04	280	280	0	0	0	560	0	560	0	0	0	0	0	0	0	0	560	0	560		
Sub-total						280	280	0	0	0	560	0	560	0	0	0	0	0	0	0	0	0	560	0	560	
<u>AMB907827 North West District - Multi-Function Station</u>																										
1	1	NW District Multi-Function (FACILITY)	09	S2	05	450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	0	450	0	450		
Sub-total						450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	0	0	450	0	450	
<u>AMB907920 Multi-Function Station #2</u>																										
1	2	Multi-Function Station #2 (FACILITY)	30	S2	05	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	0	100		
1	3	Multi-Function Station #2 (FACILITY)	30	S5	05	400	400	6,450	6,968	732	14,950	0	14,950	0	0	6,275	0	0	0	0	0	8,675	0	14,950		
Sub-total						500	400	6,450	6,968	732	15,050	0	15,050	0	0	6,275	0	0	0	0	0	0	8,775	0	15,050	
<u>AMB908160 Ambulance Post Program</u>																										
1	1	Ambulance Post Program (2023-2025)	CW	S6	05	0	0	0	0	0	0	2,000	2,000	0	0	251	0	0	0	0	0	1,749	0	2,000		
Sub-total						0	0	0	0	0	0	2,000	2,000	0	0	251	0	0	0	0	0	0	1,749	0	2,000	
<u>AMB000137 Mobile Data Communications</u>																										
2	9	Mobile Data Communications - Future years	CW	S6	03	0	300	300	300	300	1,200	1,700	2,900	0	0	0	0	0	0	0	0	2,900	0	2,900		
2	17	Mobile Data Communications - 2017	CW	S2	03	200	0	0	0	0	200	0	200	0	0	0	0	0	200	0	0	0	0	200		

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Paramedic Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB000137 Mobile Data Communications</u>																								
2	18	Mobile Data Communications - 2018	CW	S4	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	500		
Sub-total						700	300	300	300	300	1,900	1,700	3,600	0	0	0	0	0	200	0	0	3,400	0	3,600
<u>AMB906057 Radio Infrastructure for Portable Coverage</u>																								
0	13	Dispatch Console Replacement Deferral	CW	S3	03	-400	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	6	Portable Radio Replacements	CW	S2	01	500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	500		
2	7	Dispatch Console Replacement	CW	S2	03	1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	0	0	1,150	0	1,150		
2	8	Ambulance Radio Replacement	CW	S2	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	500		
2	9	Ambulance Radio Replacement (Future years)	CW	S6	03	0	450	550	0	0	1,000	0	1,000	0	0	0	0	0	0	1,000	0	1,000		
2	11	Ambulance Replacement Radios (2027)	CW	S6	03	0	0	0	0	0	0	610	610	0	0	0	0	0	0	610	0	610		
Sub-total						1,750	850	550	0	0	3,150	610	3,760	0	0	0	0	0	0	0	3,760	0	3,760	
<u>AMB907921 Additional Ambulances (2017-2019 @9 vehicles/</u>																								
1	2	Additional Ambulances (2019)	CW	S6	05	0	730	0	0	0	730	0	730	0	0	0	0	0	0	730	0	730		
1	4	Additional Ambulances (2018)	CW	S4	05	572	0	0	0	0	572	0	572	0	0	57	0	0	0	515	0	572		
3	3	Additional Ambulances (2017)	CW	S2	05	200	0	0	0	0	200	0	200	0	0	0	0	0	0	200	0	200		
Sub-total						772	730	0	0	0	1,502	0	1,502	0	0	57	0	0	0	0	1,445	0	1,502	
<u>AMB907094 Defibrillator Replacement Purchases</u>																								
5	4	Defibrillator Replacement Purchases 2022-2023	CW	S6	01	0	0	0	0	2,640	2,640	2,640	5,280	0	0	0	2,280	0	0	0	0	0	5,280	
Sub-total						0	0	0	0	2,640	2,640	2,640	5,280	0	0	0	2,280	0	0	0	0	0	5,280	
<u>AMB907787 Medical Equipment Replacement Program</u>																								
5	3	Medical Equipment Replacement Program - Future	CW	S6	03	0	330	330	330	350	1,340	1,875	3,215	0	0	0	3,215	0	0	0	0	0	3,215	
5	7	Medical Equipment Replacement - 2018	CW	S4	03	330	0	0	0	0	330	0	330	0	0	0	330	0	0	0	0	0	330	
Sub-total						330	330	330	330	350	1,670	1,875	3,545	0	0	0	3,545	0	0	0	0	0	3,545	
Total Program Expenditure						5,332	2,890	7,630	7,598	5,622	29,072	36,325	65,397	0	0	14,720	18,825	0	350	0	0	31,502	0	65,397

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Paramedic Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By													
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																				
Financed By:																									
		Development Charges				57	250	4,570	1,455	0	6,332	8,388	14,720	0	0	14,720	0	0	0	0	0	0	0	14,720	
		Reserves (Ind. "XQ" Ref.)				730	330	330	330	4,590	6,310	12,515	18,825	0	0	0	18,825	0	0	0	0	0	0	0	18,825
		Capital from Current				350	0	0	0	0	350	0	350	0	0	0	0	350	0	0	0	0	0	350	
		Debt				4,195	2,310	2,730	5,813	1,032	16,080	15,422	31,502	0	0	0	0	0	0	0	0	31,502	0	31,502	
Total Program Financing						5,332	2,890	7,630	7,598	5,622	29,072	36,325	65,397	0	0	14,720	18,825	0	350	0	0	31,502	0	65,397	

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 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 2019 & 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

2018 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Paramedic Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB908161 Paramedic Services Infrastructure Study</u>																								
1	1	Paramedic Services Infrastructure Study	CW	S2	05	150	0	0	0	0	150	0	150	0	0	0	0	0	150	0	0	0	0	150
Sub-total						150	0	0	0	0	150	0	150	0	0	0	0	0	150	0	0	0	0	150
<u>AMB908486 Community Paramedicine Vehicles</u>																								
1	1	Community Paramedic Vehicles	CW	S4	04	280	280	0	0	0	560	0	560	0	0	0	0	0	0	0	0	560	0	560
Sub-total						280	280	0	0	0	560	0	560	0	0	0	0	0	0	0	0	560	0	560
Total Program Expenditure						5,332	1,080	6,450	6,968	732	20,562	0	20,562	0	0	6,332	730	0	350	0	0	13,150	0	20,562

Report Phase 2 - Program 12 Toronto Paramedic Services Program Phase 2 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05,06,07 User Fields ALL

CITY OF TORONTO**Gross Expenditures (\$000's)****Toronto Paramedic Services**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By														
		2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing						
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																				
Financed By:																									
		Development Charges				57	250	4,570	1,455	0	6,332	0	6,332	0	0	6,332	0	0	0	0	0	0	0	0	6,332
		Reserves (Ind. "XQ" Ref.)				730	0	0	0	0	730	0	730	0	0	0	730	0	0	0	0	0	0	0	730
		Capital from Current				350	0	0	0	0	350	0	350	0	0	0	0	350	0	0	0	0	0	0	350
		Debt				4,195	830	1,880	5,513	732	13,150	0	13,150	0	0	0	0	0	0	0	13,150	0	0	0	13,150
		Total Program Financing				5,332	1,080	6,450	6,968	732	20,562	0	20,562	0	0	6,332	730	0	350	0	0	13,150	0	0	20,562

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 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

2018 Preliminary Capital Budget with Financing Detail

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



CITY OF TORONTO

**Toronto Paramedic Services
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>AMB908016</u>	<u>Power Stretchers</u>												
5	3 Power Stretchers (Supplemental)	01/01/2017	12/31/2018	400	0	0	0	400	0	0	0	0	0	0
	Project Sub-total:			400	0	0	0	400	0	0	0	0	0	0
0	<u>AMB908161</u>	<u>Paramedic Services Infrastructure Study</u>												
1	1 Paramedic Services Infrastructure Study	03/01/2016	12/31/2018	150	0	0	0	0	0	150	0	0	0	0
	Project Sub-total:			150	0	0	0	0	0	150	0	0	0	0
0	<u>AMB908486</u>	<u>Community Paramedicine Vehicles</u>												
1	1 Community Paramedic Vehicles	01/01/2018	12/31/2019	280	0	0	0	0	0	0	0	0	280	0
	Project Sub-total:			280	0	0	0	0	0	0	0	0	280	0
1	<u>AMB907827</u>	<u>North West District - Multi-Function Station</u>												
1	1 NW District Multi-Function (FACILITY)	01/01/2014	12/31/2017	450	0	0	0	0	0	0	0	0	450	0
	Project Sub-total:			450	0	0	0	0	0	0	0	0	450	0
1	<u>AMB907920</u>	<u>Multi-Function Station #2</u>												
1	2 Multi-Function Station #2 (FACILITY)	01/01/2017	12/31/2021	100	0	0	0	0	0	0	0	0	100	0
1	3 Multi-Function Station #2 (FACILITY)	01/01/2017	12/31/2021	400	0	0	0	0	0	0	0	0	400	0
	Project Sub-total:			500	0	0	0	0	0	0	0	0	500	0
2	<u>AMB000137</u>	<u>Mobile Data Communications</u>												
2	17 Mobile Data Communications - 2017	01/01/2017	12/31/2017	200	0	0	0	0	0	200	0	0	0	0
2	18 Mobile Data Communications - 2018	01/01/2018	12/31/2018	500	0	0	0	0	0	0	0	0	500	0
	Project Sub-total:			700	0	0	0	0	0	200	0	0	500	0
2	<u>AMB906057</u>	<u>Radio Infrastructure for Portable Coverage</u>												
0	13 Dispatch Console Replacement Deferral	01/01/2018	12/31/2019	-400	0	0	0	0	0	0	0	0	-400	0
2	6 Portable Radio Replacements	01/01/2016	09/30/2017	500	0	0	0	0	0	0	0	0	500	0
2	7 Dispatch Console Replacement	01/01/2017	12/31/2019	1,150	0	0	0	0	0	0	0	0	1,150	0
2	8 Ambulance Radio Replacement	01/01/2016	07/30/2017	500	0	0	0	0	0	0	0	0	500	0
	Project Sub-total:			1,750	0	0	0	0	0	0	0	0	1,750	0
3	<u>AMB907921</u>	<u>Additional Ambulances (2017-2019 @9 vehicles/yr)</u>												
1	4 Additional Ambulances (2018)	01/01/2018	12/31/2018	572	0	0	57	0	0	0	0	0	515	0
3	3 Additional Ambulances (2017)	01/01/2017	12/31/2017	200	0	0	0	0	0	0	0	0	200	0
	Project Sub-total:			772	0	0	57	0	0	0	0	0	715	0

(Phase 2) 12-Toronto Paramedic Services

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

**Toronto Paramedic Services
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2018	Financing									
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
5	AMB907787	Medical Equipment Replacement Program													
5	7	Medical Equipment Replacement - 2018	01/01/2018	12/31/2018	330	0	0	0	330	0	0	0	0	0	0
		Project Sub-total:			330	0	0	0	330	0	0	0	0	0	0
		Program Total:			5,332	0	0	57	730	0	350	0	0	4,195	0

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

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

Appendix 6

Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)	
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan		
Equipment Reserve Fund (XQ1019)	Beginning Balance	805	805	1,580	2,755	3,930	5,105	2,350	(75)	115	305	495		
	Withdrawals (-)													
	Medical Equipment Replacement		(330)	(330)	(330)	(330)	(350)	(350)	(375)	(375)	(375)	(400)	(3,545)	
	Replacement of Defibrillators						(2,640)	(2,640)					(5,280)	
	Power Stretchers - Supplemental		(400)										(400)	
	Replacement of Power Stretchers						(1,600)	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)	(9,600)	
	Public Access Defibrillator Replacements													-
	Total Withdrawals		(730)	(330)	(330)	(330)	(4,590)	(4,590)	(1,975)	(1,975)	(1,975)	(2,000)	(18,825)	
	Contributions (+)													
	Interest Income		1,505	1,505	1,505	1,505	1,835	2,165	2,165	2,165	2,165	2,165	18,680	
Total Contributions		1,505	1,505	1,505	1,505	1,835	2,165	2,165	2,165	2,165	2,165	18,680		
Total Reserve Fund Balance at Year-End		805	1,580	2,755	3,930	5,105	2,350	(75)	115	305	495	660	(145)	

* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / Sub-Project Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Development Charge Reserve (XR2119)	Beginning Balance	642	642	1,908	2,999	(221)	(313)	1,059	2,258	3,134	2,616	(309)	
	Withdrawals (-)												
	NW District Multi-function Station												
	Additional Ambulances (2017-2019)		(57)										(57)
	Multi-function Station #2 (LAND & Facility)			(250)	(4,570)	(1,455)							(6,275)
	Multi-function Station #3 (LAND & Facility)								(500)	(1,945)	(4,352)	(1,340)	(8,137)
	Ambulance Post Program							(200)	(51)				(251)
	Total Withdrawals		(57)	(250)	(4,570)	(1,455)	-	(200)	(551)	(1,945)	(4,352)	(1,340)	(14,720)
Contributions (+)													
Interest Income		1,323	1,341	1,350	1,363	1,372	1,399	1,427	1,427	1,427	1,427	1,427	13,856
Total Contributions		-	1,323	1,341	1,350	1,363	1,372	1,399	1,427	1,427	1,427	1,427	13,856
Other Program/Agency Net Withdrawals (-) and													
Total Reserve Fund Balance at Year-End		642	1,908	2,999	(221)	(313)	1,059	2,258	3,134	2,616	(309)	(222)	(864)

* Based on the 2017 Q3 Variance Report