

budget

—2019—



BUDGET NOTES

Toronto Fire Services

What We Do

In accordance with the Ontario Fire Protection and Prevention Act, Toronto Fire Services (TFS) provides Toronto residents and businesses with a comprehensive suite of Fire protection services 24 hours per day, 7 days per week. TFS delivers the following services:

- Fire Rescue & Emergency Response
- Fire Safety Education
- Fire Prevention Inspection & Enforcement

TFS has stewardship over 83 fire stations and 8 support facilities to support service delivery. TFS responded to more than 132,000 emergency incidents, inspected more than 3,800 buildings, and responded to more than 8,300 complaints or requests for inspections.

Why We Do It

Toronto Fire Services provides high quality, efficient and effective fire protection services to those who live, work and visit our City. This includes protecting life, property and the environment from the effects of fire, illness, accidents, natural disasters and other hazards. Through raising community awareness about all hazards and employing a risk-based approach to fire prevention, TFS continues to enhance fire and life safety.

Our Experience & Success

- Received, processed and dispatched incoming emergency calls in 64 seconds or less, 94.3% of the time.
- Inspected every high rise residential building within the City, including all TCHC high-rise buildings and all TCHC Senior's buildings.
- Engaged residents from 19 TCHC seniors' buildings, providing the safety education in 10 different languages.
- Launched a comprehensive public education program in the City's most at-risk neighbourhood for fires (Parkdale - Ward 14).

Key Challenges

- Delivering effective services in an increasingly dense, growing and vertical city (above and below grade), where high-rise incidents represent 39% of the city-wide total number of fires and alarms.
- Addressing the challenges arising from Firefighter occupational stress injury, post-traumatic stress and other psychological illnesses and injuries.
- Implementing the recommendations contained within the Auditor General's report entitled "Raising the Alarm..."(AG).
- Achieving International accreditation under Centre for Fire Accreditation International (CFAI).

Priority Actions

- Funding of \$0.411 million is recommended to implement innovative high-rise fire fighting techniques and tools, including 65mm Hose Packs and Standpipe Kits, in order to enhance operational effectiveness.
- Funding of \$0.066 million is recommended to secure 0.5 FTE Employee Assistance Counsellor position to support the TFS Mental Health and Suicide Prevention Plan.
- Funding of \$1.135 million is included for Quality Assurance inspections implemented in 2018 as a result of an AG investigation and audit report.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$494.1	\$514.4	\$527.2
Revenues	\$18.3	\$18.3	\$18.3
Net Expenditures	\$475.8	\$496.1	\$508.9
Approved Positions	3,212.3	3,233.3	3,232.3

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$7.3	\$39.2	\$46.5
Debt	\$4.3	\$12.1	\$16.4

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



Emergency call processing time to dispatch within **1:04** minutes or less 90% of the time



Total response time for first truck on scene within the NFPA standard **6:24** minutes 90% of the time



Total response time for effective firefighting force within **10:24** minutes 90% of the time



8,656 complaint/ request Fire Code Inspections conducted annually



2,015 Fire Safety presentations made annually to elementary schools and seniors



325 Quality Assurance Inspections conducted annually

Source of Image: www.icons8.com

Key Service Deliverables

- Respond to **137,071** emergency incidents and fire events requiring **311,586** vehicle responses
- Respond to **3,203** carbon monoxide and **1,764** hazardous material emergency events
- Respond to **71,899** medical emergencies and **10,384** vehicle incidents and rescues
- Train and equip HUSAR and CBRNE teams to be ready to respond to major disasters
- Complete **320** vulnerable occupancy inspections and **8,656** complaint / request inspections
- Inspect **505** rooming houses / multi-residential apartment buildings / vacant buildings
- Conduct fire safety presentation for **1,800** elementary schools and **215** Seniors

Who We Serve

Fire Rescue & Emergency Response

- Incident Victim
- Property occupant
- Property owner

Beneficiaries

- Adjacent Property owners
- Businesses
- Insurance Companies
- Residents
- Visitors

Fire Safety Education

- Local Businesses
- Toronto Elementary School Teachers

Beneficiaries

- Elementary School Children
- Residents
- City & Agency Staff
- Visitors

Fire Prevention, Inspection, & Enforcement

- Property owners

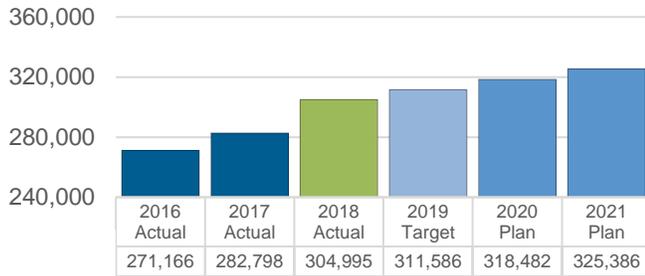
Beneficiaries

- Adjacent Property Owners/Neighbours
- Businesses
- Residents
- Visitors

How Well We Are Doing

Performance Measures

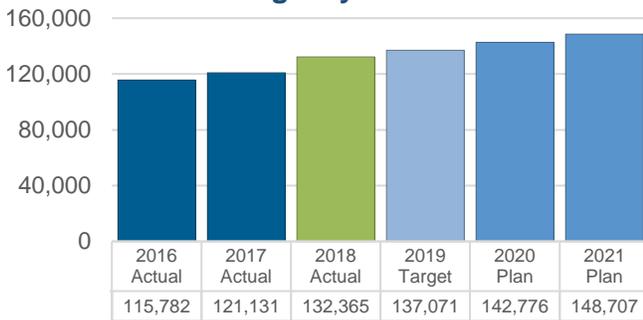
Frontline Emergency Apparatus Responding to Emergency Incidents



Behind the Numbers

- The complexities of heavy urban emergency response drive the requirement for multiple specialized apparatus and crews to respond to many emergency incidents.
- In 2018, the average number of crews / trucks responding to each emergency incident is 2.30 vehicles.
- The demand for multiple apparatus and crew responses is forecasted to grow 6.7% from 2018 to 2021.

Emergency Incidents



- Emergency incidents include TFS response to all types of emergencies including fires, emergency medical incidents, all types of rescue including water, high-angle, and specialized services including hazardous materials.
- Emergency incidents increased by 14.3% from 2016 to 2018.
- A 12.3% increase is forecasted from 2018 to 2021.

Toronto Community Housing Corporation Inspections Conducted Annually



- TFS is committed to inspecting every multi-unit residential Toronto Community Housing building no less than once per year in accordance with Fire Protection and Prevention Act (FPPA) requirements.
- TFS is targeting to inspect a total of 993 buildings in 2019.
- Future year targets are subject to increase with the addition of new TCH buildings.

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6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
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9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Toronto Fire Services of \$494.069 million gross, \$475.783 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Fire Rescue & Emergency Response	459,501.7	442,495.3
Fire Prevention, Inspection & Enforcement	28,807.8	27,668.2
Fire Safety Education	5,760.0	5,619.7
Total Program Budget	494,069.4	475,783.2

2. City Council approve the 2019 service levels for Toronto Fire Services as outlined in Appendix 3 of this report, and associated staff complement of 3,212.3 positions, comprised of 1 capital position and 3,211.3 operating positions.

3. City Council request the Fire Chief and General Manager to report back to The Economic and Community Development Committee, prior to the 2020 Budget process, on opportunities to develop strategies to enhance overall service delivery, including but not limited to effective and efficient staff deployment within the constraints of the Council Approved budget.

5. City Council approve the 2019 Capital Budget for Toronto Fire Services with a total project cost of \$13.638 million, and 2019 cash flow of \$12.379 million and future year commitments of \$26.680 million comprised of the following:

a. New Cash Flow Funds for:

1. Ten new / change in scope sub-projects with a 2019 total project cost of \$13.638 million that requires cash flow of \$3.053 million in 2019 and future year cash flow commitments of \$6.675 million for 2020; \$3.710 million for 2021; and \$0.200 million for 2022.
2. Nine previously approved sub-projects with future year cash flow commitments of \$7.273 million for 2020; \$1.061 million for 2021; \$2.700 million for 2023; and \$5.050 million for 2024.
3. Three previously approved sub-projects with carry forward funding from 2017 and prior years requiring 2019 cash flow of \$4.227 million and \$0.011 million in 2020 that requires Council to reaffirm its commitment; and

b. 2019 approved cash flow for eight previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$5.099 million.

6. City Council approve the 2020 - 2028 Recommended Capital Plan for Toronto Fire Services totalling \$12.552 million in project estimates, comprised of \$0.228 million for 2020; \$1.160 million for 2021; \$1.261 million for 2022; \$0.223 million for 2023; \$0.334 million for 2024; \$2.136 million for 2025; \$3.800 million for 2026 and \$2.150 million for 2027; and \$1.250 million for 2028.

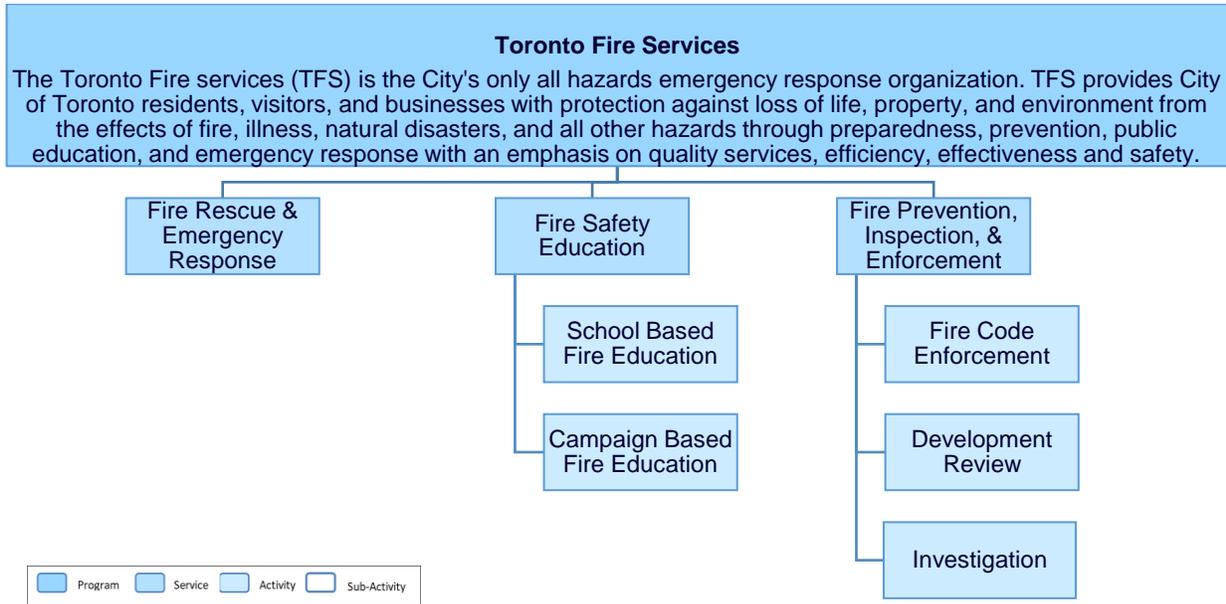
7. City Council consider the operating costs of \$0.568 million net in 2019; \$2.450 million net in 2020; \$2.209 million net in 2021; \$0.005 million net in 2022; and \$0.025 million in 2023 resulting from the approval of the 2019 Recommended Capital Budget for inclusion in the 2019 and future year operating budgets

8. City Council approve 1.0 new temporary position for the delivery of the 2019 capital project for a net \$0 cost, and that the duration for this position not exceed the life of the funding of its respective project.



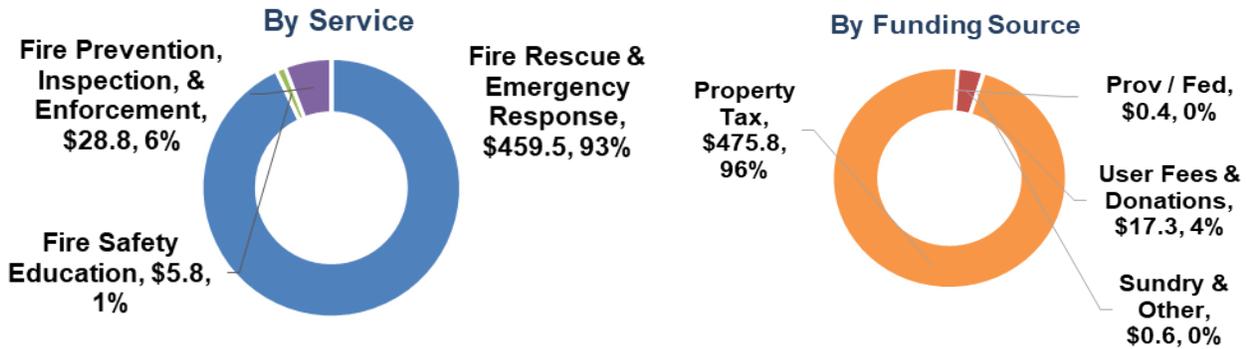
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$494.1M



- **3.0% Increase** over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands resulting from increased population and vertical growth.
- **\$1.460M** Fire Safety Quality Assurance Inspection Audits with 11 new permanent positions (AG13.11); additional permanent position for Computer Aided Dispatch/ Records Management Systems (CAD/RMS) section; Employee Assistance Counsellor (0.5 position), provided by City Manager's Office; dedicated second solicitor to support prosecutions, provided by Legal Services.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts, as well as operating costs associated with Station B (Downsview) and Station A (Woodbine) to be fully operational in Q2 2020 and Q2 2021 respectively.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Fire Rescue & Emergency Response									
Gross Expenditures	447,316.4	449,523.4	459,315.0	186.7	459,501.7	12,185.3	2.7%	18,931.9	11,929.5
Revenue	15,117.8	18,717.8	17,006.4		17,006.4	1,888.6	12.5%	95.1	(128.9)
Net Expenditures	432,198.7	430,805.6	442,308.7	186.7	442,495.3	10,296.7	2.4%	18,836.8	12,058.4
Fire Safety Education									
Gross Expenditures	6,129.4	6,159.4	5,759.1	0.8	5,760.0	(369.5)	(6.0%)	208.4	114.6
Revenue	160.7	160.7	140.3		140.3	(20.4)	(12.7%)	(109.5)	130.0
Net Expenditures	5,968.7	5,998.7	5,618.8	0.8	5,619.7	(349.1)	(5.8%)	317.9	(15.4)
Fire Prevention, Inspection, & Enforcement									
Gross Expenditures	26,957.4	27,090.4	27,535.0	1,272.8	28,807.8	1,850.4	6.9%	1,222.1	730.4
Revenue	3,334.1	1,534.1	1,139.6		1,139.6	(2,194.5)	(65.8%)	2.0	0.0
Net Expenditures	23,623.3	25,556.3	26,395.4	1,272.8	27,668.2	4,045.0	17.1%	1,220.1	730.4
Total									
Gross Expenditures	480,403.2	482,773.2	492,609.1	1,460.3	494,069.4	13,666.2	2.8%	20,362.5	12,774.5
Revenue	18,612.6	20,412.6	18,286.2		18,286.2	(326.4)	(1.8%)	(12.4)	1.1
Total Net Expenditures	461,790.6	462,360.6	474,322.9	1,460.3	475,783.2	13,992.6	3.0%	20,374.8	12,773.4
Approved Positions	3,214.3	3,178.3	3,200.3	12.0	3,212.3	(2.0)	(0.1%)	21.0	(1.0)

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes

(\$12.532M Net)

- Annualized costs of implementing the TCHC Task Force inspections and Road to Mental Readiness programming.
- Salary & benefit increases from 2019-2023 from L3888 contract agreement and increase in salary and benefits for non union staff.
- Operating costs related to the deferred hiring (start date Oct 1) of 21 positions for Station B (Downsview) approved with the 2018 budget to align with scheduled station opening in Q2, 2020;
- 2.1% Inflationary increase for utilities, materials, supplies, services and rents.
- Increase in Interdivisional Charges, primarily fuel, facilities maintenance and shared costs with Toronto Police Services for Radio Communications.

New/Enhanced Service Priorities

(\$1.460M Net)

- Fire Safety Quality Assurance Inspection Audits with 11 new permanent positions (AG13.11).
- Additional permanent position for Computer Aided Dispatch/ Records Management Systems (CAD/RMS) section.
- Human Resources Employee Assistance Counsellor (0.5 position), provided by City Manager's Office.
- Second dedicated solicitor to support prosecutions, provided by Legal Services.

Future Year Plan

- Annualized cost of enhanced service priorities recommended in 2019.
- Operating impacts of capital projects, including delivery of Station A (Woodbine) and Station B (Downsview).
- Inflationary increases in salaries and benefits, fuel costs, and high-speed internet connectivity.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Fire Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Toronto Fire Services is \$13.993 million net or 3.0% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

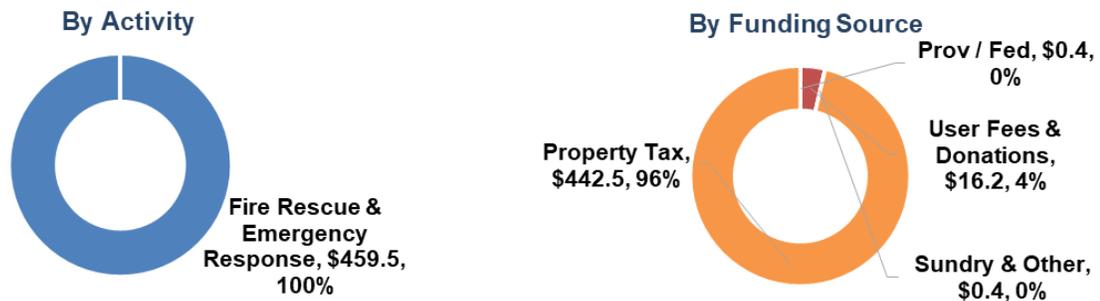
(In \$000s)	2019 Base Operating Budget			Total	
	Rescue & Emergency Response	Prevention Inspection & Enforcement	Fire Safety Education		
	\$	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	432,198.6	23,623.3	5,968.7	461,790.6	3,214.3
Expenditure Changes					
Prior Year Impacts					
Reversal of Quality Assurance Inspection Audits (AG) (\$0.393 million) & 2018 COLA (\$0.125 million)	(161.8)	(355.2)	(0.6)	(517.6)	
Annualization of TCHC Task Force inspections (\$0.421 million); Annualization of Road to Mental Wellness Training (\$.075 million)	147.1	348.7		495.8	(11.0)
Operating Impacts of Capital -					
Station B (Downsview) 3 months salary and benefits based on revised station completion date, with positions added in 2018	537.9			537.9	
Delivery of Capital Projects					
Fire Prevention Technology System (\$0.128 million gross)	0.0	0.0	0.0	0.0	1.0
Economic Factors					
Hydro and other utilities - 2.1%; Materials & Supplies, Service & Rents - 2.1%	401.7	17.7	12.9	432.3	
Salaries and Benefits					
Inflationary Increases in Salaries & Benefits	675.1	123.4	319.8	1,118.3	
L3888 contract agreement	9,345.8	574.5	113.6	10,033.8	
Deletion of 4 Re-inspection Program positions to align with actual requirements		(323.2)	(323.2)	(646.5)	(4.0)
Other Base Expenditure Changes					
Interdivisional charges and recoveries, for fuel, security and shared costs with Police Services for communication systems	496.5	27.3	19.8	543.6	
Other Base Changes	427.6	164.4	(512.4)	79.6	
Subtotal Base Expenditure Changes	11,869.9	577.6	(370.2)	12,077.3	(14.0)
Revenue Changes					
Reversal of one-time Quality Insurance Inspections (AG); funding from Tax Stabilization Reserve Fund		392.9		392.9	
User Fees					
- User Fee volume increases: False Alarms (\$0.640 million); Elevator (\$0.525 million); Hwy (\$0.325 million)	(1,489.9)			(1,489.9)	
- User Fee inflationary increase of 2.1%: False Alarms/ Hwy/ Elevator increase	(310.1)			(310.1)	
- Re-inspection fees adjusted to reflect actual experience		1,800.0		1,800.0	
Other revenue adjustment	40.0	1.7	20.4	62.2	
Subtotal Revenue Changes	(1,760.0)	2,194.5	20.4	455.1	
Total Base Changes	10,109.9	2,772.2	(349.8)	12,532.4	(14.0)
New & Enhanced Service Priorities					
Enhanced					
Fire Safety Quality Assurance Inspection Audit (AG)	39.5	1,095.8	0.1	1,135.4	11.0
Firefighter-Technician Position in CAD/RMS	84.5			84.5	1.0
Human Resources Employee Assistance Program Counsellor (0.5 position) provided by City Manager's Office	62.7	2.6	0.7	66.0	
Second Solicitor to address prosecutions, provided by Legal Services		174.3		174.3	
Subtotal Enhanced Service Priorities	186.7	1,272.7	0.8	1,460.2	12.0
Total 2019 Staff Recommended Operating Budget (Net)	442,495.3	27,668.2	5,619.7	475,783.2	3,212.3

Note:

- For additional information, refer to [Appendix 5](#) (page 45) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

Fire Rescue & Emergency Response provides all-hazards emergency services by Fire Services Operations. This service operates "round the clock, year-round" at full capacity, providing emergency services to Toronto residents and visitors.

2019 Staff Recommended Operating Budget \$459.5M



Refer to [Appendix 2](#) (page 42) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Emergency call processing time to dispatch within the NFPA standard **1:04** minutes 90% of the time

Total response time for first truck on scene within the NFPA standard **6:24** minutes 90% of the time

Total response time for effective firefighting force within **10:24** minutes 90% of the time

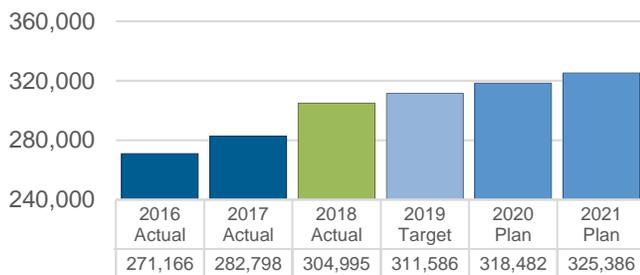
Crew turn-out response time within the NFPA standard **1:20** minutes 90% of the time

Road response time for first truck on scene within the NFPA standard **4:00** minutes 90% of the time

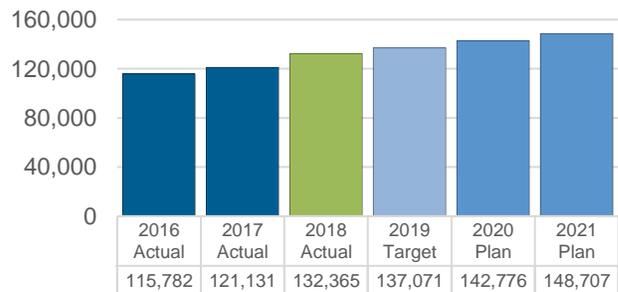
Refer to [Appendix 3](#) (page 44) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Frontline Emergency Apparatus Responding to Emergency Incidents



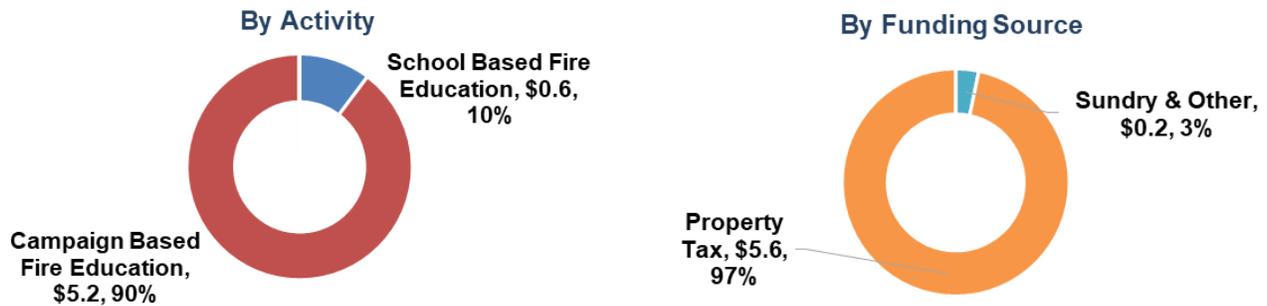
Emergency Incidents



- The complexities of heavy urban emergency response drive the requirement for multiple specialized apparatus and crews to respond to many emergency incidents
- In 2018, the average number of crews / trucks responding to each emergency incident was 2.30 vehicles.
- The demand for multiple apparatus and crew responses delivered in 2018, is expected to grow 6.7% from 2018 to 2021.
- Emergency incidents include TFS response to all types of emergencies including fires, emergency medical incidents, all types of rescue including water, high-angle, and specialized services including hazardous materials
- Emergency incidents increased by 14.3% from 2016 to 2018.
- A 12.3% increase is expected from 2018 to 2021.

Fire Safety Education is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

2019 Staff Recommended Operating Budget \$5.8M



Refer to [Appendix 2](#) (page 42) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Refer to [Appendix 3](#) (page 444) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Elementary School Presentations Conducted Annually



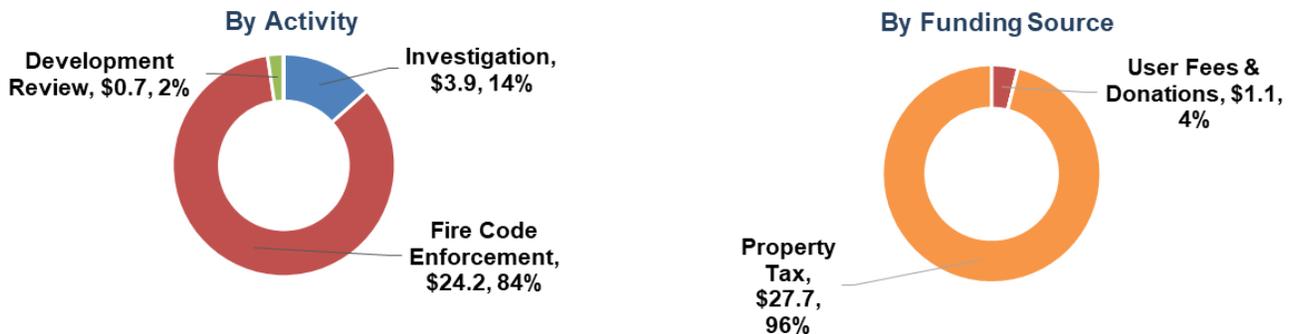
Presentations Conducted Annually for Seniors



- The presentations are designed to teach children from Kindergarten to Grade 6 about basic home fire safety and are developed for Public Education in accordance with the new NFPA 1730 standard.
- "Learn Not to Burn" is a school-based curriculum to provide information to help children and their families prevent fires, and teaches children how to make safer choices and avoid unintentional injuries. Planned Projections of 1,850 in 2021 reflect a 24% increase from the 2018 Projection of 1,491 presentations.
- Educational fire safety programs and presentations are implemented by TFS to help plan and implement fire safety interventions for the high-risk group of older adults.
- Statistically, older adults are more than two times as likely to die in a fire as any other age group and it is important to identify the main causes of senior fire deaths and injuries and provide ways to avoid these incidents. Planned Projections for 2019 – 2021 are flat lined to 2018 projected presentations.

Fire Prevention, Inspection, & Enforcement conducts fire safety inspections in all buildings within Toronto to address violations of the Ontario Fire Code and other fire safety hazards. Fire Prevention also performs comprehensive investigations into the origin, cause and circumstances of fires; and utilizes evidence-based findings to inform public education, inspection, and enforcement strategies.

2019 Staff Recommended Operating Budget \$28.8M



Refer to [Appendix 2](#) (page 42) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

8,656 complaint/request inspections conducted annually

325 Quality Assurance inspections conducted annually

3,145 High-rise residential inspections conducted annually

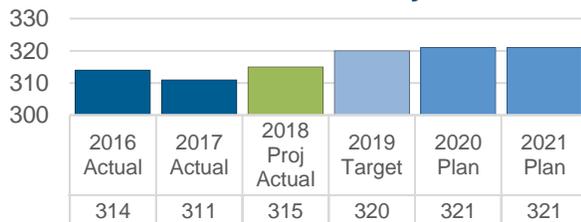
240 Investigations conducted annually

1,252 Ontario Building Code Site Plans reviewed annually

Refer to [Appendix 3](#) (page 444) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Vulnerable Occupancy Inspections Conducted Annually



Complaint/Request Inspections Conducted Annually



- Every Vulnerable Occupancy is inspected no less than once per year. The number of inspections completed is directly tied to the number of operating vulnerable occupancies in a year.
- The 2019-2021 targets are based on the newly released NFPA 1730 standard for Fire Prevention and Public Education; and is subject to increase with the addition of new vulnerable occupancies.
- In 2014, Regulations were enacted through the Fire Protection and Prevention Act mandating municipal fire services to assess request/complaints made by or on behalf of an owner regarding non-compliance to the fire code to determine whether it would be advisable to conduct a fire safety inspection.
- Based on the number of enquiries from the public, TFS projects an increase of 1% per year from 2019 to 2020 and 1.2% from 2020 to 2021.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Achieved NFPA Call Processing Time standard of 64 seconds 94.3% of the time, surpassing the NFPA benchmark by 4.3%, positively impacting total response time.
- Conducted Fire Code inspections in all high rise residential buildings within the City, including all TCHC high-rise buildings and all TCHC Senior's buildings.
- Hired and trained 154 Recruit Operations Fire Fighters and 27 Recruit Fire Inspectors to NFPA 1031 Level 1 and NFPA 1035 Level 1.
- Operations based Fire Code Re-Inspection Pilot Program launched with the first 43 (of the 154 noted above) operations firefighters trained to complete re-inspections while performing their emergency response duties on a 24/7 basis.
- Engaged 1,444 households in 19 TCH Seniors buildings, providing fire safety education in 10 different languages during Safety Awareness Month.
- Launched the first TFS Environics based public education program in Ward 14-Parkdale.
- Swore 305 Informations following Quality Assurance legal file reviews resulting in approximately 1,138 charges for violations of the Ontario Fire Code (as of November 14, 2018).
- Trained 168 rescue squad staff in TTC vehicle lift techniques, including streetcars.
- Provided Instructor Led and Online Training to TFS staff consisting of 122 Programs and 15,995 Training Hours
- Provided two new medical first aid programs through 389 sessions to all first responders in Obstetrical Emergencies and Neonatal Resuscitation & Hemorrhage Control.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$1.098 million gross and \$0.898 million net for new and enhanced services. A status update on their implementation and results to-date are highlighted below:

- Market Segmentation for Public Education Pilot: (\$0.150 million gross \$0 net) TFS launched the first TFS Environics based public education program that provided fire safety programming to the Ward 14 Parkdale community, which has been identified as the highest priority at-risk neighbourhood in Toronto.
- Road to Mental Readiness (\$0.092 million gross and net): The programming includes two components: 1) Externally facilitated "Road to Mental Readiness" (R2MR) training for approximately 3,300 Toronto Fire Services (TFS) frontline personnel; 2) Externally facilitated training for up to thirty (30) members of the Toronto Fire Services (TFS) Peer Support Team in 2018. Programming is underway and being delivered as planned.
- Create Permanent IDC/ IDR with Human Resources for Training (\$0 gross and net): a permanent, client funded HR Consultant position for Corporate Learning services was created, with funding provided by 2018 savings from deleting 1 existing vacant position and redirecting the related salaries and benefits of \$0.122 million to the newly created Human Resources position. This provides TFS with much needed HR support in training.
- TCHC Fire Safety Strategy (\$0.806 million gross and net): in accordance with its service delivery objectives, in 2018 TFS: a) established data sharing partnership with TCHC; and b) conducted Fire Code inspections in all high rise residential buildings within the City, including all TCHC high-rise buildings and all TCHC Senior's buildings.
- Public Service Information & Training (\$0.050 million gross \$0 net): One time funding to obtain professional services required to assist TFS with a review of the media/public processes and the role of the TFS Public Information Officers. The procurement process to retain external professional services for the review of the TFS

media/public relations processes and the role of the TFS Public Information Officers was initiated and completed in 2018. A kick-off meeting to start the project took place with TFS and the consultant in early 2019.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017	2018	2018	2019	2019 Change from	
	Actual	Budget	Projected	Total Staff	2018 Approved	Budget
	\$	\$	\$	\$	\$	%
Salaries and Benefits	438,744.3	443,080.3	443,650.3	454,989.1	11,908.8	2.7%
Materials & Supplies	10,332.7	9,483.6	10,613.6	9,450.5	(33.2)	(0.3%)
Equipment	1,195.7	968.4	1,298.4	989.0	20.5	2.1%
Service and Rent	6,201.7	7,324.2	7,664.2	8,310.4	986.1	13.5%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	9,539.5	10,123.5	10,123.5	10,123.5		
Other Expenditures	17.4					
Inter-Divisional Charges	9,163.7	9,423.1	9,423.2	10,207.0	783.9	8.3%
Total Gross Expenditures	475,195.0	480,403.2	482,773.2	494,069.4	13,666.2	2.8%
Inter-Divisional Recoveries	451.6	219.1	219.1	227.0	7.9	3.6%
Provincial Subsidies	570.3	400.0	400.0	400.0		
Federal Subsidies						
Other Subsidies						
User Fees & Donations	18,075.8	17,289.8	19,089.8	17,289.8	0.0	0.0%
Licences & Permits Revenue						
Transfers From Capital	159.0			128.6	128.6	
Contribution From Reserves/Reserve Funds		592.9	592.9	130.0	(462.9)	(78.1%)
Sundry and Other Revenues	317.4	110.8	110.8	110.8	0.0	0.0%
Total Revenues	19,574.2	18,612.6	20,412.6	18,286.2	(326.4)	(1.8%)
Total Net Expenditures	455,620.9	461,790.6	462,360.6	475,783.2	13,992.6	3.0%
Approved Positions	3,123.3	3,214.3	3,178.3	3,212.3	(2.0)	(0.1%)

* Year-End Projection Based on Q3 2018 Variance Report

Toronto Fire Services is projecting to be over spent by \$0.570 million net at year-end, primarily due to the ongoing cost of Worker's Safety Insurance Board (WSIB) claims associated with legislative change that classified 6 new types of cancer (17 total as of July 1, 2018) as presumptive, work-related related diseases, in addition to Post Traumatic Stress Disorder. The 2018 WSIB projected actual of \$12.011 million is \$5.034 million, or 72% greater than the budget of \$6.977 million. The overspending was offset by projected underspending in salaries and benefits, due to greater than budgeted vacancies during the 9 month reporting period.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The unfavourable 2018 year-end variance is anticipated to continue into 2019, with the increase in WSIB claim payments continuing into 2019. Given the unpredictable and uncontrollable nature of WSIB claims, there is no change to the WSIB 2019 budget. Fire services will continue to monitor and report WSIB expenditures throughout the year.

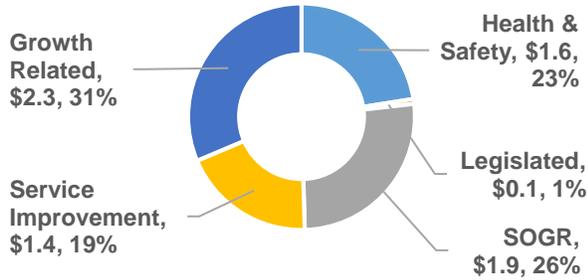


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

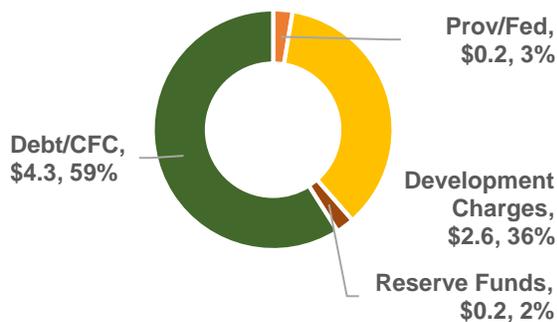
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$7.3M

By Project Category

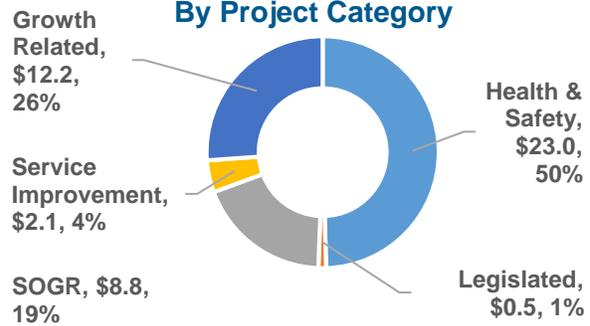


By Funding Source

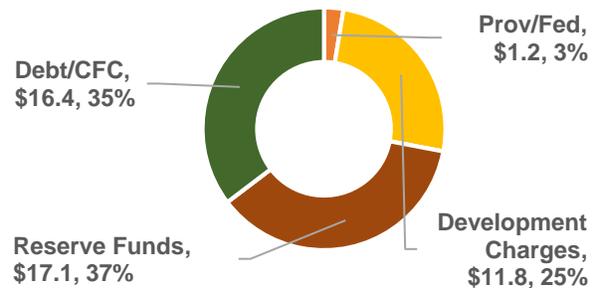


2019 - 2028 Staff Recommended Capital Plan \$46.5M

By Project Category



By Funding Source



1 YEAR

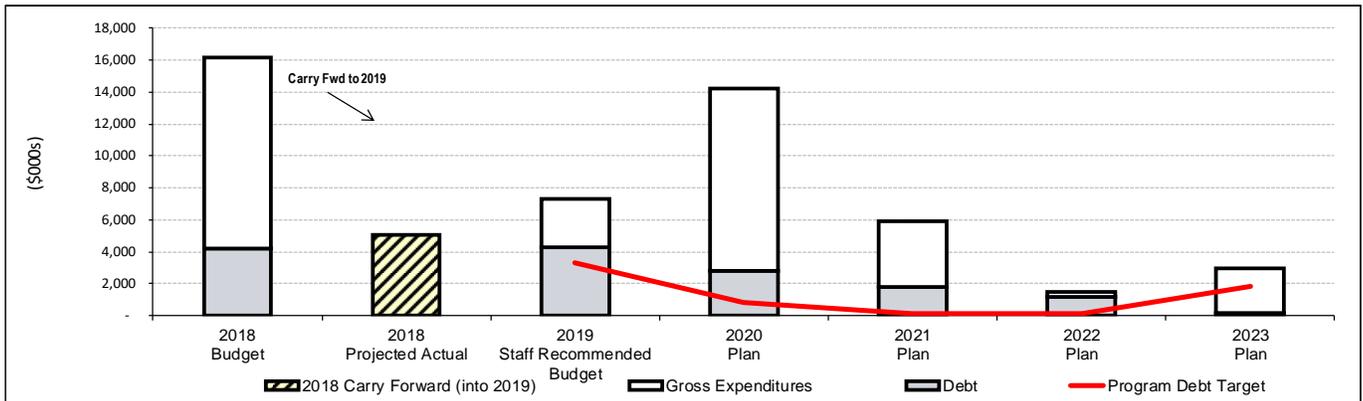
- **\$3.053M** Begin 11 new projects, including *Firefighting Particulate Hoods; Training Facilities Needs Assessment Study; Fire Prevention Office Space Accommodation; 65mm Hose Packs and Standpipe Kits; Next Generation 911 Project; Personal Protection Equipment; HUSAR Building Expansion; and Breathing Air Compressor.*
- **\$2.093M** Complete the construction of the *Station B-Downsview Firestation.*
- **\$1.590M** Continue the next phase of 4 multi-year replacement projects: *Fire Prevention Technology Integration; Operational Training Simulators; Facilities Rehabilitation; and Firefighter Helmet Replacement.*
- **\$0.544M** Complete the *Emergency Communication Console* project.

10 YEARS

- **\$23.530M** Health & Safety and Legislated projects to replace personal equipment, defibrillators, safety, and emergency protective equipment.
- **\$12.150M** Growth Related projects to continue the construction of two new fire stations in the areas of Downsview and Woodbine to address service gaps, and begin the HUSAR Building Expansion project to provide expanded training capacity.
- **\$8.754M** State of Good Repair projects including investments: for additional office space to accommodate existing staff; to support a Training Facilities Needs Assessment; to upgrade the CAD system; and to replace Communication Workstation Consoles.
- **\$2.078M** Service Improvement projects to upgrade existing systems, including the IT data intelligence systems to facilitate data integration.

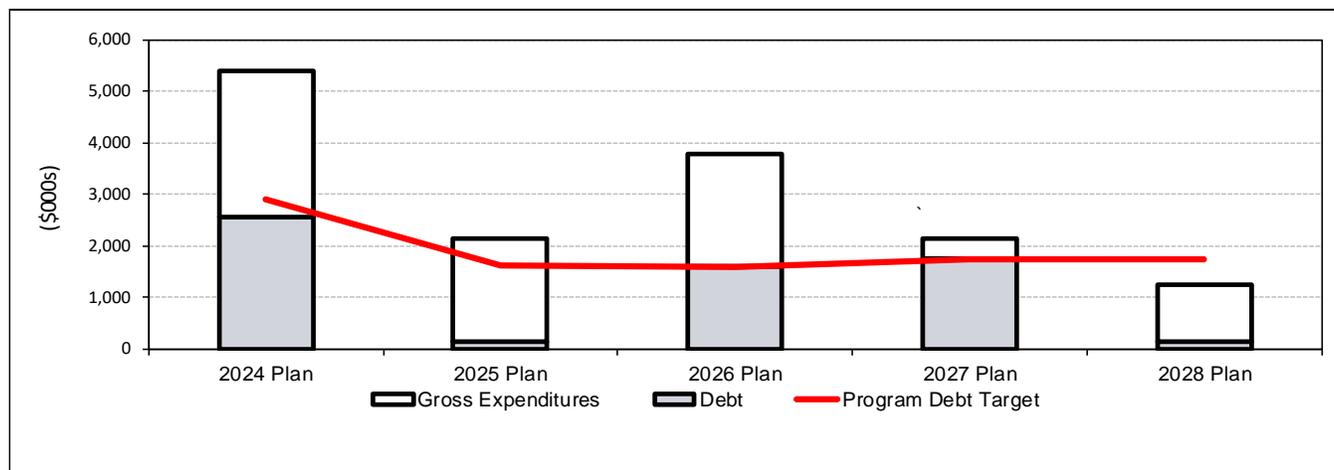
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



	2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								5-Year Total Percent
	2018		2019	2020	2021	2022	2023	2019 - 2023	
	Budget	Projected Actual							
Gross Expenditures by Project Category:									
Health & Safety	7,073	5,854	1,638	1,978	2,380	281	2,783	9,060	28.5%
Legislated	738	609	50	50	50	50	50	250	0.8%
SOCR	1,292	748	1,919	3,770	1,335	1,130	100	8,254	26.0%
Service Improvement	702	456	1,390	688				2,078	6.5%
Growth Related	6,352	149	2,283	7,701	2,166			12,150	38.2%
Total by Project Category	16,157	7,816	7,280	14,187	5,931	1,461	2,933	31,792	100.0%
Program Debt Target			3,340	838	150	150	1,846	6,324	
Financing:									
Debt	4,234	3,285	4,295	2,783	1,817	1,180	150	10,225	32.2%
Reserves/Reserve Funds	4,235	2,625	177	2,929	2,380	281	2,783	8,550	26.9%
Development Charges	5,803	149	2,618	8,138	1,061			11,817	37.2%
Provincial/Federal	516	517	190	337	673			1,200	3.8%
Debt Recoverable	-								
Other Revenue	1,369	1,240							
Total Financing	16,157	7,816	7,280	14,187	5,931	1,461	2,933	31,792	100.0%
By Status:									
2018 Capital Budget & Approved Future Year (FY) Commitments	16,157		7,646	688				8,334	26.2%
Changes to Approved FY Commitments			(7,646)	6,585	1,061		2,700	2,700	8.5%
2019 New/Change in Scope & FY Commitments			3,053	6,675	3,710	200		13,638	42.9%
2020 - 2023 Capital Plan Estimates				228	1,160	1,261	233	2,882	9.1%
2-Year Carry Forward for Reapproval			4,227	11				4,238	13.3%
1-Year Carry Forward to 2019		5,099							
Total Gross Annual Expenditures & Plan	16,157		7,280	14,187	5,931	1,461	2,933	31,792	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			170	502	351	208	107	1,338	
Operating Impact on Program Costs			568	2,450	2,209	5	25	5,257	
New Positions			1	21				22	

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan							10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028		
Gross Expenditures by Project Category:								
Health & Safety	5,234	1,986	3,650	2,000	1,100	23,030	49.5%	
Legislated	50	50	50	50	50	500	1.1%	
SOGR	100	100	100	100	100	8,754	18.8%	
Service Improvement						2,078	4.5%	
Growth Related						12,150	26.1%	
Total by Project Category	5,384	2,136	3,800	2,150	1,250	46,512	100.0%	
Program Debt Target	2,914	1,615	1,600	1,750	1,750	15,953		
Financing:								
Debt	2,562	150	1,600	1,750	150	16,437	35.3%	
Reserves/Reserve Funds	2,822	1,986	2,200	400	1,100	17,058	36.7%	
Development Charges						11,817	25.4%	
Provincial/Federal						1,200	2.6%	
Total Financing	5,384	2,136	3,800	2,150	1,250	46,512	100.0%	
By Status:								
2018 Capital Budget & Approved Future Year (FY) Commitments						8,334	17.9%	
Changes to Approved FY Commitments	5,050					7,750	16.7%	
2019 New/Change in Scope & FY Commitments						13,638	29.3%	
2024 - 2028 Capital Plan Estimates	334	2,136	3,800	2,150	1,250	12,552	27.0%	
2-Year Carry Forward for Reapproval						4,238	9.1%	
Total Gross Annual Expenditures & Plan	5,384	2,136	3,800	2,150	1,250	46,512	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	129	225	85	215	156	2,148		
Operating Impact on Program Costs	15					5,272		
New Positions						22		

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Firefighting Particulate Hoods (PPE)		650										650	650
Breathing Air Compressor Replacement	75	77	78	80	81	83	84	86				569	569
Defibrillators Lifecycle Replacement											1,100	1,100	1,100
Helmet Replacement	50	50								1,000		1,050	1,050
Mobile Radios Lifecycle Replacement-2023	2,700					2,700						2,700	2,700
Next Generation 911 Project		350										350	350
Personal Protection Equipment Replacement		100	1,900	2,300	200		100	1,900	2,200	400		9,100	9,100
Replacement of CBRNE Equipment										500		500	500
Replacement of Portable Radios	5,050						5,050					5,050	5,050
The purchase of gas metres for fire investigators										100		100	100
Thermal Imaging Cameras									1,450			1,450	1,450
65mm Hose Packs and Standpipe Kits		411										411	411
Sub-Total	7,875	1,638	1,978	2,380	281	2,783	5,234	1,986	3,650	2,000	1,100	23,030	23,030
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	500	500
Sub-Total		50	50	50	50	50	50	50	50	50	50	500	500
State of Good Repair													
Emerg Fire Comm Workstation Console Replacement		544										544	544
Training Simulators and Facilities Rehabilitation	150	250	100	100	100	100	100	100	100	100	100	1,150	1,150
CAD Upgrade				930	1,030							1,960	1,960
Training Facilities Needs Assessment Study		600										600	600
Fire Preven-Office Space Accommodation (3 Dhome)		525	3,670	305								4,500	4,500
Sub-Total	150	1,919	3,770	1,335	1,130	100	100	100	100	100	100	8,754	8,754
Service Improvement													
Fire Prevention Technology Integration	202	1,140	668									1,808	2,010
Operational BI Data Architecture Modernization	500	250	20									270	770
Sub-Total	702	1,390	688									2,078	2,780
Growth Related													
Station A -Woodbine	2,685		4,596	1,061								5,657	8,342
Station B - Downsview	6,792	2,093	2,000									4,093	10,885
HUSAR Building Expansion		190	1,105	1,105								2,400	2,400
Sub-Total	9,477	2,283	7,701	2,166								12,150	21,627
Total Expenditures by Category (excluding carry forward from 2018)	18,204	7,280	14,187	5,931	1,461	2,933	5,384	2,136	3,800	2,150	1,250	46,512	56,691

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Breathing Air Compressor project)

2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Staff Recommended Capital Plan are critical to reducing risk to both life and property and ensuring the efficiency, responsiveness, and health & safety of firefighters. The completion of these capital projects will help achieve the strategic direction and service objectives outlined in the Toronto Fire Services 2015 – 2019 Master Plan.

Health and Safety

- Health and Safety projects account for \$23.030 million or 49.5% of the total 10-Year Staff Recommended Capital Plan's expenditures. Projects included in this category are 70% reserve funded and 30% debt funded, and are comprised of the following:
 - The *Personal Protection Equipment Replacement* project at a cost of \$9.100 million will enable Fire Services to replace 3,000 bunker suits, which need to be replaced every five years in accordance with NFPA standards.
 - The *Replacement of Portable Radios* project at a cost of \$5.050 million will deliver the 7- year lifecycle replacement requirements for 900 portable radios required by firefighters.
 - The *Mobile Radios Lifecycle Replacement* project at a cost of \$2.700 million will ensure that 500 mobile radios past their 10-year life cycle will be replaced and installed in all front line emergency response vehicles as well as selected support areas.
 - Other projects include: *Purchase of Thermal Imaging Cameras (TIC)*, \$1.450 million for the replacement of 200 cameras; *The Helmet Replacement* project, \$1.050 million for 3,200 new helmets; *Defibrillators*

Lifecycle Replacement project, \$1.100 million for 180 new defibrillators; *Firefighting Particulate Hoods (PPE)*, \$0.650 million for 6,000 units (2 per firefighter) represents an anti-carcinogen upgrade project; *The Breathing Air Compressors project*, \$0.569 million, to replace the 8 breathing compressors; *The Replacement of CBRNE Equipment* project, \$0.500 million to replace equipment used to detect the presence of unknown hazardous materials and substances; *Next Generation 911 project*, \$0.350 million for system upgrades required as a Canadian Radio-Television Telecommunications Committee (CRTC) compliance requirement; *Purchase of Gas Metres for the Investigators*, \$0.100 million for 6 metres required for fire investigators.

- *65mm Hose Packs and Standpipe Kits* project at a cost of \$0.411 million will enable an increase in the effectiveness and safety of firefighting operations in high-rise buildings by decreasing the time required to extinguish a high-rise fire. A total of 120 units will be replaced in compliance with existing NFPA flow rate standards.
- Legislated projects total \$0.500 million or 1.1 % of the total 10-Year Staff Recommended Capital Plan's expenditures, and are fully debt funded :
 - *The Replacement of HUSAR Equipment* project at a cost of \$0.500 million provides annual funding of \$0.050 million over the 10-year period for the continued replacement of emergency response equipment required by Fire Services' Heavy Urban Search and Rescue (HUSAR) team.

State of Good Repair

- SOGR projects account for \$8.754 million or 18.8% at a cost of the total 10-Year Staff Recommended Capital Plan's expenditures, and are funded through a combination of Development Changes and debt funding.
 - *Fire Prevention Office Space Accommodation (3 Dohme)* with funding of \$4.500 million will provide additional space required for the South District Fire Prevention Office to accommodate 30 fire prevention and public education staff.
 - *The Training Simulators / Facilities Rehabilitation* with funding of \$1.150 million will fund the capital maintenance of the East & West Burn-houses training simulators and other training facilities. Burn houses are used continually in live fire training exercises.
 - *Computer Aided Dispatch System (CAD) Upgrade* with funding of \$1.960 million will ensure the emergency response systems are functioning within the most current standards, facilitate ongoing support to divisional units and provide capacity for enhancements and new applications.
 - *Training Facilities Needs Assessment Study* at a cost of \$0.600 million will deliver a plan in conjunction with CreateTO to identify the priorities for renovating and maintaining existing training facilities as well as to provide the best options for the re-development that considers facility location and structural composition.
 - *Emergency Fire Communication Workstation Console Replacement* project at a cost of \$0.544 million funds the replacement of 20 consoles required in a 24/7 emergency communications environment that are designed to support all hardware and technology applications.

Service Improvement

- Service Improvement projects account for \$2.078 million or 4.5% of the total 10-Year Recommended Capital Plan's expenditures, and are fully debt funded.
 - *The Fire Prevention Technology Integration* project at a cost of \$1.808 million will upgrade existing systems for full integration with new technology platforms developed by the Program for public education, fire prevention & inspection, and investigation & enforcement required to achieve the re-directed priorities identified in the Pomax Study, including market segmentation and data driven public education programing, evidence based fire safety inspection programs, increased data integrity and data mining capability for fire

investigations, compliance with disclosure requirements and all other ancillary judicial necessities required in the enforcement of the Ontario Fire Code. This project is being coordinated with MLS.

- *The Operational BI Data Architecture Modernization* project with funding of \$0.270 million will create a target business intelligence (BI) environment and build identified "Extract/Transform/Load" (ELT) processes with the goal of integrating systems and data architecture to provide critical data that is adaptable and accessible for all levels of decision making. This initiative will enhance TFS' ability to provide publicly-accessible fire prevention inspection data, and will implement the recommendations that most support the TFS Transformation Plan, while aligning to City of Toronto Enterprise Performance Management (EPM) vision and Enterprise Business Intelligence Framework (EBIF).

Growth Related

- Growth Related projects account for \$12.150 million or 26.1% of the 10-Year Recommended Capital Plan's expenditures, and are primarily funded by Development Charges and Federal Subsidy.
 - *The Station B - Downsview* project (total project cost of \$10.885 million), includes funding of \$4.093 million (funded from Development Charges) that supports the completion of a new fire station in the Keele - Wilson area. With the land acquired in 2014 for \$3.8 million, delays in beginning the construction have resulted in the need to approve an additional \$1.0 million to support the impact of the CPI increase in construction costs. The hiring of the new crew is scheduled to commence in Q4 2019, with construction projected to be completed in Q2, 2020.
 - *The Station A - Woodbine* project (total project cost of \$8.342 million), includes funding of \$5.657 million (funded from Development Charges and the Capital Financing Reserve Fund) that supports the completion of a new fire station in the Woodbine Racetrack area at Hwy 27 and Rexdale; the new station will be co-located with a new Paramedic Services ambulance post. Station construction to be completed in early 2021.
 - *HUSAR Building Expansion* project with funding of \$2.400 million (\$0.432 million debt; \$0.768 million DCs; and \$1.200 million federal grant) will deliver an additional 10,000 sq. ft. to an existing building to provide instructional/classroom space for training Toronto Fire Operational and HUSAR staff.

SOGR Funding & Backlog (Administered by Facilities, Real-Estate, Environment & Energy)

- TFS has a portfolio of 91 facilities, including 83 fire stations and 8 support facilities with a foot print of 803,825 square with an estimated building replacement value of \$401.912 million. TFS's State of Good Repair backlog and ongoing maintenance is managed by (Facilities, Real-Estate, Environment & Energy) FREEE State of Good Repair program and is included in FREEE's 2019 Staff Recommended Capital Budget.
- Maintenance and security costs for TFS, also managed by FREEE, totals \$5.518 million and is included in the 2019 Staff Recommended Operating Budget for TFS.

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Fire Prevention Technology Integration</i>					125						125		125	
<i>Helmet Replacement</i>			80		-						80		80	
<i>Replacement of CBRNE Equipment</i>	30		-		-						30		30	
<i>Station A -Woodbine</i>	-		606	21.0	1,652						2,258	21.0	2,258	21.0
<i>Station B - Downsview</i>	538		1,764	-	227						2,529		2,529	
Sub-Total: Previously Approved	568	-	2,450	21.0	2,004	-	-	-	-	-	5,022	21.0	5,022	21.0
New Projects - 2019														
<i>CAD Upgrade</i>					-				25		25		40	
<i>Fire Preven-Office Space Accomodation (3 Dhome)</i>					140						140		140	
<i>HUSAR Building Expansion</i>					-		5				5		5	
<i>Next Generation 911 Project</i>					65						65		65	
Sub-Total: New Projects - 2019	-	-	-	-	205	-	5	-	25	-	235	-	250	-
Total (Net)	568	-	2,450	21.0	2,209	-	5	-	25	-	5,257	21.0	5,272	21.0

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by \$5.272 million net over the 2019 - 2028 period, primarily due to the completion of two new fire stations expected to open in 2020 and 2021.

Previously Approved projects

- The *Replacement of CBRNE Equipment* project will require an increase of \$0.030 million to fund increased maintenance requirements in 2019.
- *Station B-Downsview* will require \$0.538 million in 2019 for the cost of staff in preparation for the completion of the facility in early 2020, with the full cost of \$2.529 million required by 2021, including additional maintenance and utility costs. The 21 firefighter positions were approved in 2018, but as the project completion was delayed, the hiring has been deferred until 2019.
- The *Helmet Replacement* project will require an increase of \$0.080 million to the Equipment Reserve contribution to fund the scheduled replacement of this equipment for 2020.
- *The Fire Prevention Technology Integration* project will require \$0.125 million in 2021 to fund the increase in IT maintenance/ licensing requirements.
- *Station A-Woodbine* will require 21 new fire fighter positions in 2020 for \$0.606 million, with the full cost of the positions, including additional maintenance and utility costs, of \$2.258 million required by 2021.

New projects

- Four new projects in the 2019 Staff Recommended Capital Budget will add \$0.250 million during the 10 Year Period for maintenance requirements and supplies:
 - *The Fire Prevention _ Office Space Accommodation (3 Dohme)* project \$0.140 million in 2021.
 - *Next Generation 911* project \$0.065 million in 2021
 - *HUSAR Building Expansion* project \$0.005 million in 2022.
 - The *CAD Upgrade* project will require an increase of \$0.040 million over the 10 year period, commencing in 2023.
- The 2019 operating costs for all these projects, as mentioned above, have been included in the 2019 Staff Recommended Operating Budget for TFS and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Table 6: Capital Project Delivery: New Temporary Positions

Project Name	CAPTOR Project Number	Position Title	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)						
				Start Date (m/d/yr)	End Date (m/d/yr)	2019	2020	2021	2022	2023	2024 - 2028	
<i>Fire Prevention Technology Intergration System</i>	FIR908456	Firefighter Information & Communication System	1.0	04/01/2019	12/31/2020	85,895.0	43,000.0					
Total			1.0			85,895.0	43,000.0					

Approval of the 2019-2028 Staff Recommended Capital Budget and Capital Plan for Toronto Fire Services will require a new Firefighter Information and Communication System position, that has been included in Toronto Fire Service' 2019 Staff Complement.

- The temporary position will continue to the end of 2020 to manage *the Fire Prevention Technology Intergration System* required to update or replace the existing system to fully integrate or develop new technology platforms relating to Public Education, Fire Prevention, Inspection, Enforcement, and Investigation.

It is recommended that City Council approve this new 1.0 temporary position for the delivery of the above capital project and that the duration for this position not exceed the life of the funding of this capital project.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Toronto Fire Services delivered the following capital projects:

- Completed the *Replacement of Portable Radios* project to address the 7-year life-cycle replacement requirement.
- Completed the *Helmet Replacement* project that addresses the 10-year life-cycle replacement requirement.
- Completed *Fire Prevention Office Space Accommodation* project for Fire Prevention offices at 59 Curlew Drive and 77 Elizabeth Street
- Completed *East/ West Burn-House Wall Flame Protection* capital maintenance project

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved the new capital projects totalling \$4.693 million cash flow funding with \$0.752 million debt included in the 2018 Capital Budget for Toronto Fire Services. The implementation status is summarized below:

- Replacement of *HUSAR Equipment* for \$0.050 million, has been completed.
- *Training Simulator and Facilities Rehabilitation* for \$0.050 million, has been completed
- *Defibrillators Lifecycle Replacement* for \$1.000 million, has been significantly delayed due to need for City Council to approve a sole source contract; project completion anticipated by Q4, 2019
- *HUSAR Federal Public Safety Canada Funding* for \$0.686 million, at 21 Old Eglington Avenue has been substantially completed
- *Breathing Air Compressor Replacement* for \$0.075 million, has been completed in 2018.
- *Fire Prevention Technology Integration* for \$0.202 million, the project is being co-ordinated with the Municipal Licensing and Standards division, and requires a review of project scope and funding requirements to ensure the project deliverables meet program needs
- *Operational BI Architecture Modernization* for \$0.500 million, is partially delayed due to the need to reschedule a portion of the data integration work into 2019, and has been carried forward into the 2019 Staff Recommended Capital Budget and included as a carry forward requirement.

2018 Financial Performance

Table 7: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	5.914	0.513	8.7%	7.073	5.854	82.8%	1.638	2.857
Legislated	0.054	0.054	100.0%	0.738	0.609	82.5%	0.050	0.179
SOGR	2.231	0.655	29.4%	1.292	0.748	57.9%	1.919	1.919
Service Improvement	0.781	0.653	83.6%	0.702	0.456	65.0%	1.390	1.636
Growth Related	9.001	1.536	17.1%	6.352	0.149	2.3%	2.283	5.788
Total	17.981	3.411	19.0%	16.157	7.816	48.4%	7.280	12.379

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end projected spend rate for 2018 is 48.4%. Of the eight projects that are that comprise the 1-year carry forward of \$5.099 million, three projects are significantly underspent, including

\$3.505 million for the construction of the two new fire stations: *Station A-Woodbine* and *Station B-Downsview*; with spending for the fire stations behind plan due to delays receiving the site plan approvals and the recent decision to co-locate the Paramedics Post project at the Woodbine location. The *Defibrillators Lifecycle Replacement* project has been delayed due to the need for Council to approve the RFP as a sole source contract, resulting in the need to include \$1.000 million in the 1-year carry forward amount.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Toronto Fire Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$9.337 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- In addition, \$3.694 million in cash flow funding for *Station A-Woodbine* and *Station B-Downsview* is being carried forward from 2017 and requires Council to reaffirm its commitment, consistent with the treatment of funding being carried forward 2 or more years.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates for the construction projects. The Program has realigned cash flow estimates in 2019 based on the revised project timeline and activities.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET**2019 Budget Overview****Operating:**

- Changes in Provincial legislation have resulted in a number of challenges for Toronto Fire Services in delivering its programming within the resources approved annually by City Council, with these challenges noted below:
 - As the Province initially brought in legislative amendments to the Workplace Safety and Insurance Board (WSIB) Amendment Act (Presumptions for Firefighters) regulation in May 2007, with additional amendments in April 2014 and July 2018, TFS is now responsible for funding the cost of illnesses associated with 17 types of cancer assumed to be work-related that are retroactive to 1960. In addition, Post-Traumatic Stress Disorder (PTSD) claims are now compensable through WSIB. As a result of these legislative changes, the program continues to be overspent, with 2018 WSIB claims overspending projected to be \$5.034 million. There has been no adjustment to the WSIB budget since 2017, given the unpredictable and uncontrollable nature of the claims.
 - The introduction of National Fire Protection Association (NFPA) 1031 & 1035 training into Operations Firefighter Recruits in 2017 now requires that new hire-training be completed with both operations firefighting training along with formal NFPA inspection and public education training;
 - Breeches in the inspection process provided by third parties as required by the Ontario Fire Code have required a change in the protocol of inspections processes, requiring increase in direct participation of TFS.
- In addition to the need to respond to these legislative changes, TFS faces the ongoing pressure to deliver service in a growing City that is challenged by both vertical growth, and with a significant increase in population.
- Recognizing these challenges, the City has made significant investments in 2018 and 2019 to support the fire rescue, prevention and education services provided by the program.
- In 2018, \$2.497 million net was added to support the Program's service delivery requirements, including funding for the following:
 - \$0.092 million for staff wellness through the Road to Mental Readiness Training for 3,000 front-line staff and a peer support team to reduce impact of Post-Traumatic Stress Disorder (PTSD) related absences and WSIB claims.
 - Focus on fire prevention through funding the Market Segmentation for Public Education initiative that supports fire prevention in the highest risk Toronto neighbourhood, as well as funding to evaluate current public information processes to help develop a broader public safety awareness programs.
 - \$0.122 million added for Human Resource expertise in 2018 and in the 2019 Staff Recommended Operating Budget to support a number of initiatives that require an increase in staff training, generated in the 2018 base.
 - \$1.206 million in annualized funding that increased the complement by 10 positions to deliver the Toronto Community Housing Corporation (TCHC) Fire Safety Education Strategy.
 - A reviewed the existing User Fees and developed an Operations Based Fire Code Re-inspection Program effective July 1, 2018 that charges a fee for re-inspections when breeches in the Fire Code remain uncorrected.
- For 2019, investments of \$1.137 million is recommended to fund 11 new positions to support AG directed enhanced Quality Assurance Inspections Audits, to ensure City's infrastructure adheres to Ontario Fire Code regulations.
- Further, additional resources are recommended in 2019 to help manage the work-related stress experienced by Fire Services operational staff that may result in Post-Traumatic Stress Disorder (PTSD) claims; as well as a new solicitor position to support fire code enforcement proceedings; additional funding is included for a new position to help maintain the delivery of operational requirements through the Program's IT data bases.

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for TFS was \$16.157 million, primarily dedicated to the construction of new fire stations, state of good repair and life-cycle replacement projects and the modernization of its analytics capability through investment in technology. During 2018, TFS experienced significant delays in the construction of the two fire stations, and a delay in *the Defibrillators Lifecycle Replacement* project. The unspent cash flow funding has been carried forward into 2019 to continue the capital work.
- The Staff Recommended 2019 - 2028 Capital Plan provides investments of \$46.512 million primarily for Health & Safety, State of Good Repair and Growth Related projects. Health and Safety projects includes funding for replacement of personal protective equipment; mobile radio replacement, and replacement of portable radios. State of Good Repair and Growth Related projects include funding for additional office space for Fire Prevention staff, and the CAD Upgrade, as well as funding for the construction of Station A (Woodbine) and Station B (Downsview).
- This Staff Recommended 10-Year Capital Plan reflects a decrease of \$3.200 million or 6.4% in capital funding when compared to the 2018 - 2027 Approved Capital Plan. Key changes are summarized as follows:
 - Due to revised construction schedules for Station B-Downsview and Station A-Woodbine, \$4.234 million in funding from development charges and debt previously approved in 2017 will be re-budgeted and deferred to 2020 and 2021. It is expected that construction for Station B (Downsview) will be completed in Q2, 2020, with Station A (Woodbine) projected to be completed in Q2, 2021. These new fire stations will meet the increased population density and associated emergency response times in both the Downsview and Woodbine neighbourhoods.
 - Cash flow funding for 3 previously approved projects: (East Training New Building and Extended Bays for \$1.400 million and Burn House Burners for \$0.200 million) was deferred reflecting current program priorities, as well the future-year project, Station G (Sunnybrook) for \$11.821 million, which was deferred to reflect revised priorities based on a reassessment of program needs.
 - Following a City-wide review of unmet capital priorities, the following five projects totalling \$9.871 million requiring \$5.663 million debt have been added to the Staff Recommended 10-Year Capital Plan: (65 mm Hose Pack for \$0.411 million; Office Accommodation 3 Dohme for \$4.500 million; CAD Upgrade \$1.960 million; Training Facilities Needs Assessment \$0.600 million; HUSAR Building Expansion \$2.400 million)
 - In addition, funding for two projects is included in the 10-Year Plan: Firefighting Particulate Hoods for \$0.650 million and Next Generation 911 Project for \$0.350 million, requiring a total of \$1.000 million in debt funding.
 - The HUSAR Building Expansion project for \$2.400 million leverages federal funding of \$1.200 million, DC funding of \$0.768 million reducing the need for debt funding to \$0.432 million.
 - Funding for the new capital projects should enhance the Program's capacity and address TFS' ability to provide enhanced Health and Safety needs by providing added protection from carcinogenic substances and providing capacity to effectively fight fires in a high rise environments and ensuring communications technology is maintained at the most current standards.
 - The 2 new State of Good Repair projects will provide additional space for Fire Prevention staff, and provide additional funding to ensure the communications systems are able to meet the most current technological requirements.
- These additional investments will assist TFS to respond effectively to challenges associated with increasing service demands through employing new and improved analytical capabilities, developing public education and fire safety inspection programs, using new tools to assist firefighters to effectively reach and fight fires in high rise buildings and by implementing technological improvements to ensure the emergency response systems are kept current and remain responsive to information technology enhancements or new applications.
- Despite added capital investments as noted above, Toronto Fire Services still requires over \$17.0 million (including \$15.0 million to replace the existing Fireboat) in capital funding that could not be accommodated for 2019. These unmet capital needs that are not included in the 2019 Capital Budget for TFS are discussed in detail in the following sections.

Additional Service Demands

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Toronto Fire Services, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for TFS. These projects will be included on the list of unfunded capital needs to be considered for funding in future years with other corporate priorities.

Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
NOT INCLUDED														
<i>Technology Roadmap</i>	0.265		0.265	0.265										
<i>Wireless Resiliency</i>	0.150		0.150	0.150										
<i>Vehicle Identification Box Installation</i>	0.228		0.228	0.057	0.057	0.057								
<i>Battery Powered Auto-Extrication Tools</i>	0.580		0.580	0.580										
<i>Contamination Management Implementation Project</i>	0.450		0.450		0.240	0.210								
<i>Fireboat Replacement</i>	15.000		15.000									1.500	13.500	
Total Unmet Needs (Not Included)	16.673	-	16.673	1.052	0.297	0.267	0.057	-	-	-	-	1.500	13.500	-

- *The Technology Roadmap* project requires \$0.265 million to review the current state of Computer Aided Dispatch (CAD) and Records Management Systems (RMS) platforms against emerging technologies, regulatory changes as well as evolving best practices in emergency response with a focus on performance, integration and sustainability. The project outcomes will drive strategic investments in technology for Toronto Fire Services. The requested funding will support contract/consulting roles to lead formal Request for Information (RFI) activities, market/industry scans and result in recommendations to drive future budget requests.
- *The Wireless Resiliency* project requires \$0.150 million to provide greater availability of mobile emergency dispatch applications and increased sustainability of our back centre while also creating efficiencies for maintenance without service disruptions.
 - TFS utilizes a commercial carrier (Telus) to provide wireless network connectivity for dispatch applications. The provision of infrastructure that ties the CAD network to the wireless commercial network creating secure mobile virtual private networks (VPN) is only present at the TFS primary communications centre.
 - TFS reliance on mobile devices for emergency response and enhanced operational effectiveness has grown significantly in the last three years and is now viewed as a critical component of emergency response.
 - The infrastructure that supports this growth is not currently meeting the standard of high availability and geo-redundancy that are in place at TFS (and other emergency response agencies) for public safety critical systems (Radio/CAD/Telephony and now Wireless). System outages due to system or facilities maintenance are occurring with increased frequency and create service interruptions that delay emergency response.
- *The Vehicle Identification Box (VIB) Installation* project requires \$0.228 million for the purchase and installation of 380 VIB units over a four (4) year term. Vehicle Identification Boxes (VIBS) are a system consisting of an identification ring mounted around the fuel filling port of a vehicle, connected directly to the vehicle's computer system. The system allows the Corporate Fleet Services fuel site to automatically identify and authorize fuel/gasoline distribution to only that vehicle, while simultaneously transmitting vehicle data back to the Fleet Focus M5 records management system.
- *The Battery Powered Auto-Extrication Tools* project requires \$0.580 million to purchase 19 rechargeable battery powered auto extrication equipment. The addition of battery-powered auto extrication tools will improve the safety and speed of vehicle and industrial rescues, subway rescues and confined space rescues as they

will be able to be accomplished without the weight, noise, fuel concerns and emissions associated with the current gas powered units. Over time, the switch to battery powered extrication tools may also impact the overall size of front line response vehicles, allowing a smaller design due to smaller storage requirements.

- *The Contamination Management Implementation* project requires \$0.450 million for the supply and installation of 15 Washer Extractors and PPE Drying Cabinets for Personal Protection Equipment (PPE) over a two-year period (2019-2020).
 - The current post fire practice is that firefighters bring their soiled/contaminated gear to the station in their command that houses the extractor for cleaning. On-duty crews at that station wash the Personal Protective Equipment (PPE) for their colleagues.
 - A number of variables have an impact on the turnaround time for the gear to be return but in some instances this process can take several days. Firefighters in the course of their duties are exposed to a wide range of toxic chemicals, biological pathogens, and other hazardous substances.
 - These contaminants pose significant dangers, with an increased risk of cancer, which can affect WSIB costs. Adding capacity for cleaning PPE will permit quicker turnaround times for ready-to-respond PPE.
- *The Fireboat Replacement* project at a cost of \$15.000 million will support the replacement of the current vessel, the William Lyon Mackenzie, which was built in 1964 and refurbished in 2004. The current fireboat is expected to be in service until 2025. The fireboat is available 24/7 and provides critical emergency services within Toronto Harbour, the adjacent waters of Lake Ontario and waterfront areas of Toronto. Throughout the winter the fireboat is engaged in regular ice breaking services required to prevent ice build-up on ferry routes and the dock areas, as well as keeping lanes open to strategic points on the island.

OTHER ISSUES IMPACTING THE 2019 BUDGET**Delivering Modernization Initiatives through the Toronto Fire Service (TFS)****Transformation Plan**

- Modernization Initiatives adopted in principle by City Council with approval of the TFS 2015-2019 Master Plan have been articulated through the development of the TFS Transformation Plan. Six objectives were identified in the Plan as noted below:
 - Improve Service Delivery
 - Make Organizational Improvements
 - Build an Inclusive and Diverse Workforce
 - Enhance Training and Development
 - Prioritize Leadership Development and Employee Wellness
 - Commit to Continuous Improvement
- Funding to deliver 21 separate priorities have been identified in the Transformation Plan, with a number of these priorities delivered in part through program efficiencies, as well as through the funding included in past and current operating and capital budgets. The efficiencies are often reflected through cost avoidance, with the impact measured through the ability to deliver services more effectively. Identified priorities that have been delivered or are fully underway include the following:
- **Enhanced training:** The introduction of NFPA 1031 & 1035 Level 1 professional qualifications/ requirements in the Operations Division enabled the creation of a comprehensive TFS Operations-Based Fire Code Re-inspection Program by leveraging expertise and capacity in the Operations Division to enhance Fire Protection service levels.
 - This program has delivered enhanced training and professional qualifications within the TFS Operations Division with a program that graduates operational recruits with both Fire Inspector and Public Educator certifications which enables new hires to handle prevention and inspection activities
- **Improved vehicle utilization** A comprehensive review of TFS small vehicle fleet usage and deployment has resulted in a pilot program that initiates a Car Share Services pilot program in 2019. TFS will utilize Corporate Services' vehicles in lieu of purchasing 10 new small fleet vehicles to accommodate the increased number (90) of Fire Prevention staff added to the complement since 2013
- **Optimizing vehicle deployment** TFS has transitioned to a Dynamic Staging process that has optimized the live-time location of all TFS frontline emergency response apparatus. The Dynamic Staging methodology operates in conjunction with the program's Computer Aided Dispatch System, coupled with the organizational knowledge of the Fire Communications Duty-Officers to direct the strategic deployment of fire apparatus.
- **Equity Enhancement** TFS is increasing the diversity in its complement by hiring new recruits that better reflect the City's diverse population.
- **Wellness Training** With 2018 enhanced funding, TFS has launched a "Peer Support" training program for 3,300 TFS frontline personnel to enhance staff mental health and safety awareness. Over time, this training will assist in controlling and mitigating budget pressures arising from WSIB claims associated with PTSD claims processed through WSIB.
- **Optimizing Fire Station locations:** Leveraging Dynamic Staging and Predictive Modelling, TFS is working in partnership with CreateTO in analyzing fire station locations and is identifying fire station locations that can be optimized based on response time targets, fire protection service needs and a facility SOGR assessment. The preliminary results of this initiative will be reported in Q1, 2019.
- TFS will continue to deliver initiatives identified in the Transformation Plan and will use initiatives to inform future-year operating and capital budget submissions.

Delivering the Fire Safety Strategy for Toronto Community Housing

- With approval of the 2018 Operating Budget, TFS received \$1.206 million in annualized funding that added 10 positions to the Program's complement to deliver the Toronto Community Housing Corporation (TCHC) Fire Safety Education Strategy.
- This enhanced funding enables TFS to respond to the significant incidence (37%) of total fire fatalities that occurred in TCHC properties, an incidence rate that is 4 times higher than the remainder of Toronto and 3 times higher than the general population of Ontario.
- The enhanced Fire Safety Education Strategy approved in 2018 with the full year cost of \$1.200 million provides resources for the following enhancements, which will deliver the following outcomes on an ongoing basis:

Fire Safety Activity	Current Service Level	As Recommended
Develop and Maintain Pre-incident Plans	Developed for all TCHC high-rise and senior's buildings	Will be developed for all TCHC high-rise, mid-rise, low-rise townhouse and seniors buildings
Train TCHC Supervisory Staff on Fire Safety Plan Duties	Trained approximately 500 TCHC staff in 2018 on a one-time basis	TFS will provide training to all TCHC building supervisory staff on an annual basis
Inspect each TCHC High-rise Building	Inspected annually	Will continue to be inspected annually
Inspect each TCHC Mid-rise Building	Inspected upon complaint	Will be inspected annually
Inspect each TCHC Low-rise Building	Inspected upon complaint	Will be inspected annually
Inspect each TCHC Rooming House	Inspected upon complaint, request or as a licensing requirement	Will continue to be inspect upon complain, request or as licensing requirement
Inspect each TCHC Townhouse and Walk-Up Residential Building	Inspected upon complaint	Will be inspected annually
Inspect each TCHC Single Family Residence	Inspected upon complain	Will continue to be inspected upon complain or request
Inspect each High-rise Residential building in Toronto	Inspected annually	Will continue to be inspected annually
Fire Investigations	Completed in TCHC high-rise and seniors buildings for 2+ alarm fires only	Will be completed for all fires in any TCHC building

- The Program will continue to deliver the activity enhancements designed to produce the following outcomes:
 - Work with TCHC in establishing credible data related to TCHC building addresses and occupancy classifications as well as develop analysis to design a public education campaign.
 - Reduce the number of outstanding Ontario Fire Code violations in TCHC residential facilities
 - Reduce the number of fires, injuries and fatalities in TCHC residential facilities
- TFS will analyze the experience from the 2018 service level enhancement to inform on-going service recommendations, and will develop programming that best manages fire prevention and reduces the number of fatalities in TCHC facilities.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS**Infrastructure Planning for Fire Services' Facilities**

With approval of the 2018 Operating and Capital Budgets, City Council approved the recommendation that "...Toronto Fire Services, in collaboration with Facilities, Real Estate, Environment & Energy and [CreateTO] provide to the Chief Financial Officer an update on the Fire Station Optimization and Real Estate Rationalization Plans with the Fire Services Capital Submission." The following details provide the update as requested.

- TFS has a portfolio of 91 facilities, including 83 fire stations and 8 training facilities totaling 803,825 square feet with a current estimated building replacement value (on existing lands) of \$401.912 million.
- In partnership with the FREEE and CreateTO, building condition audits have been completed for all TFS facilities. These audits have been used to apply the Facilities Condition Index (FCI) evaluation matrix and a comprehensive FCI assessment of all TFS facilities has been produced.
 - The FCI assessments indicate that the current TFS facility SOGR backlog of approximately \$10.4 million is expected to rise to \$95.9 million, or 23.8% of TFS's asset value by 2028 and will require \$29.3 million in maintenance costs over the 10-year planning horizon. In the event that essential repairs are not completed, further physical damage and deterioration of property will occur.
- The FCI assessment results in the following classification for the TFS facilities: 56 are in "Good" condition; 22 are "Fair", and 13 are classified as "Poor", with none of the facilities identified as being in Critical condition.
- Aside from additional funding requirements, the logistics and practical delivery of the repairs and renovations are complex, with a number of variables affecting the maintenance needs of the TFS facilities. Other issues associated with the viability of implementing major maintenance upgrades include:
 - Consideration of potentially building new stations, to replace existing fire stations deemed not worth renovating or repairing based upon the FCI assessment, with the location of new fire stations in optimized locations, resulting in enhanced fire protection service levels;
 - Standardization of fire station design and layout to improve turnout times and crew response;
 - Identification of potential "storefront" fire station sites in developing community locations that would enable TFS to better meet the needs of growing and expanding communities; and
 - Identification of community hub and multi-purpose design opportunities that would enable future fire stations to be integrated into various community hub and residential development proposals as opposed to maintaining the traditional stand-alone fire station model.
- As part of TFS's Portfolio Optimization Strategy project, TFS has entered into a collaborative initiative with FREEE and CreateTO to evaluate development opportunities based on the following criteria:
 - Evaluating opportunities for fire station location optimization for the 13 TFS facilities that have been assessed as being in "poor" condition through the FCI process.
 - Ensuring that the TFS facilities portfolio maintains optimal fire station locations that will improve response time and provide operational efficiencies;
 - Identifying and pursuing potential co-location with other City facilities, including emergency response colocation;
- Based on the analytics developed through leveraging Dynamic Staging, Predictive Modelling, Darkhorse Analytics and other associated tools, as well as the findings from the FCI index, TFS has identified a number of fire stations where capital investment is no longer warranted. These results will be presented for discussion to the Strategic Program Management Committee (which includes representatives from FREEE, and CreateTO, along with other City programs with significant real estate needs) in Q1, 2019.

- As well, with the approval of the 2019 Staff Recommended Capital Budget for TFS, a new capital project for \$0.600 million, *Training Facilities Needs Assessment Study*, will allow the Program to evaluate the status of its 5 existing training centres against current needs requirements.
- The outcomes from the *TFS Portfolio Optimization Strategy* project and the *Training Facilities Needs Assessment* will be used to help rationalize the City's infrastructure requirements.

Delivering Enhanced Ontario Fire Code Inspections AG 13.11 "Raising the Alarm: Fraud Investigation of a Vendor Providing Life Safety Inspection Services to the City of Toronto."

- In the summer of 2017, the City's Auditor General (AG) forwarded a complaint to TFS alleging violations of the Fire Code. The complaint was that a privately contracted fire protection company failed to perform inspections and repairs of life safety systems, including falsifying reports that inspections had been properly conducted in accordance with the Fire Code.
 - TFS investigated the complaint pursuant to the Fire Protection and Prevention Act (FPPA) and accompanying Regulations; following the completion of this investigation, TFS laid charges alleging 90 violations of the Ontario Fire Code against a number of third-party fire protection companies, technicians and corporate directors.
 - TFS also conducted 12 enhanced inspections at a number of City-owned buildings and noted similar violations related to fire protection companies failing to inspect, test and maintain fire and life safety systems in accordance with the fire code.
 - These inspections included verifying the operational integrity of life safety systems, including emergency lighting, fire alarms, sprinkler systems and fire extinguishers on private buildings as required by the Ontario Fire Code.
- The Ontario Fire Code governs fire safety standards for equipment, systems, buildings, structures, land and premises in Ontario. One of the main objectives of the Fire Code is to enhance the safety of buildings and facilities.
- Building owners are ultimately responsible to ensure compliance with the Fire Code. Building owners, including the City, often use external service providers to conduct life safety system inspections to ensure that the Fire Code compliance.
- As a result of the concerns raised by these violations, at its meeting in July 2018, City Council approved 29 recommendations in AU13.11, "Raising the Alarm: Fraud Investigation of a Vendor Providing Life Safety Inspection Services to the City of Toronto." Included in these recommendations were four recommendations specific to TFS directing the Fire Chief and GM of TFS to:
 - 23. "report through the 2019 budget process on any operational and financial implications of increasing the number of inspections completed by TFS for the purposes of assessing fire safety and compliance with the Fire Code in buildings and structures within the municipality."
 - 24. "assign the additional resources concerning the Toronto Fire Services Fire Safety Quality Assurance Section, described as Option 1 in the supplementary report (July 20, 2018)," AU13.11d " ... and to adjust the 2018 and future-year Service Level standards as may be required; and that the approved 2018 Toronto Fire Services Operating Budget be increased by \$392,863 to enable the addition of 11 FTEs, effective September 1, 2018, with one-time funding, from the Tax Rate Stabilization Reserve."
 - 25. "submit the 2019 annualized impact of \$1.136 million, related to the addition of 11 FTEs, with the 2019 Toronto Fire Services budget submission for consideration... as part of the 2019 administrative review process."
 - 26. "report back to City Council in advance of the commencement of the 2020 budget process with respect to the analysis arising from the enhanced service levels ... with recommendations for further Inspection and/or Quality Assurance service level enhancements."

- TFS has implemented the following steps that address City Council's recommendations:
 - **Recommendation # 24:** Utilizing the funding approved by City Council in AG 31.11d, in 2018, a new Fire Prevention Office was established and commenced the identification and scheduling of enhanced inspections in buildings across the City;
 - **Recommendation # 24:** 80 QA inspections were conducted in 2018 (in accordance with Scenario #1); Concurrently, TFS has adjusted the 2019 Program Service Level Standards to include the programming to deliver 175 additional inspections annually; and
 - **Recommendation # 23:** The 2019 Staff Recommended Operating Budget includes \$1.135 million to fund 11 new positions that will provide base resources for this new operation.
 - **Recommendation # 25:** In accordance with City Council direction, TFS will report back to Council in advance of the 2020 Budget process with respect to the analysis arising from the enhanced service levels and recommendations for further Inspection and/or Quality Assurance service level enhancements, if required.
- The 2019 Staff Recommended Operating Budget includes funding of \$1.136 million for 11 new positions, which will allow the TFS Quality Assurance Section (QA) to expand the number of inspections to 325 annually, which will enhance public fire safety across the City.

ISSUES IMPACTING FUTURE YEARS**Improving Deployment and Harmonizing Service Delivery Across the City**

- In accordance with the Fire Protection and Prevention Act (FPPA), the Fire Chief and General Manager is responsible for the delivery of Fire Protection Services in Toronto, with Fire Protection Service Levels established by City Council, informed by recommendations made by the Fire Chief.
- In accordance with legislative requirements, the Fire Chief is required to inform Council of any emerging issues relating to fire protection services, as well providing performance outcomes for all City wards. Operational performance is evaluated through a number of standards, including: Call Processing Time, Turnout Time, Total Response Time, and Effective Firefighting Force. Response time targets are drawn from the National Fire Protection Association Standards.
- One of the key performance benchmarks used to evaluate performance across the City is the Effective Firefighting Force Response target, with the Program's approved Service Level Standard across all City boundaries noted below:
 - The assembly of an Effective Firefighting Force Response (EFF) of 10 minutes and 24 seconds, for at least 90% of fire response events is recommended for all wards within Fire Services' districts to ensure that the performance benchmarks are maintained.
- Response times are evaluated through the Analytics and Decision Support Section, which is responsible for supporting decision-makers with comprehensive analytical tools and business intelligence that is used to measure and improve performance with the objective of improving effectiveness and identifying Program efficiencies. For a variety of reasons, response times across the City are uneven, most noticeably in the Don Valley East area.
- Through the Capital Budgets approved by City Council in previous years, TFS has invested heavily in system upgrades and analytical tools to support informed decision making with respect to resource deployment.
- The 2015 and 2016 Capital Budgets included funding to deliver the Dynamic Staging/ Predictive Modeling systems. These systems went live in 2017, and provided the following enhancements:
 - Dynamic staging engages an IT-based solution that continuously analyzes the location of all TFS emergency response apparatus, via the Computer-Aided Dispatch (CAD) system, and makes real-time recommendations for the temporary relocation (staging) of frontline apparatus in order to achieve and maintain the optimal emergency response coverage across the City.
 - As emergency incidents occur, and frontline apparatus respond to incidents, the Dynamic Staging system recommends the best positioning of available resources based on the last 10 years of emergency response data for that given area at that particular time of day and based upon live-time coverage across the City.
 - These systems were designed to produce performance improvements in both first-truck response times along with Effective Firefighting Force response times.
 - The Predictive Modeling system is used to help determine the most advantageous way to relocate and rationalize new and existing fire station locations.
- The implementation of these tools has enabled TFS to flat line growth that would have otherwise been necessary without the deployment of these tools.
- As discussed in previous sections of these Budget Notes, additional system upgrades were included in the 2018 Capital Budget that funded two new projects that will further integrate and modernize technology platforms. These upgrades will connect systems and data architecture to improve efficiency and effectiveness, which in turn, will provide a consolidated view of critical data for decision making to assist in the deployment of program resources to maximize operational performance.

- These resources provide TFS with the capacity to review existing service delivery protocols within established districts and wards with the objective of improving response times and identifying efficiencies across all City boundaries, including those areas that are experiencing pressures from vertical development, population growth or from an increase in congestion, and consequently, lag behind the operational performance benchmark standards.
- City Council in recognition of the added capital enhancements for Toronto Fire Services in 2019 and prior years, and by acknowledging the ongoing operating pressures placed on the division from increased demand due to population growth, increased congestion and vertical growth in the City, request the Fire Chief and General Manager to report back to the Economic and Community Development Committee, prior to the 2020 Budget Process, on opportunities to develop strategies to enhance overall service delivery, including but not limited to effective and efficient staff deployment within the constraints of the Council Approved budget.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

Delivering Major Capital Projects

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects will be reported on a quarterly basis:

Station B – (Downsview)

Project Overview and Deliverables

The Station B (Downsview) project, located on Keele Street between Wilson and Shepard, was approved in 2012 with a project cost of \$9.885 million, of which \$3.765 million was spent to acquire land for the new station. The project was recommended in the service level review provided by KPMG and was approved with the TFS 2007 Master Plan.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Station B -Downsview	2014	10,885	4,187	2,551	75	4,623	2,000	10,885	Significant Delay	Current Plan - June- 2020 (Original end date was Dec- 2016)	Jun-20	Ⓢ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

** 2019 includes carry forward funding

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

The Station B-Downsview project has experienced various delays since approval, including a 2 year delay in acquiring the land, issues with tender drawings due to floor plan changes, street-scaping re-design, and most recently with the delayed receipt of Site Plan Approval.

The impact of these delays has been two-fold: a) as the project had been scheduled to open in Q4, 2019, funding for the 21 positions required for operations (approved in the 2018), has been deferred to match the timing of the station opening; b) with construction now scheduled to commence in 2019, in 2018 an increase in project cost of \$1.0 million was approved to fund the inflationary impact on the cost of construction.

2019 Plan

The station is now scheduled for occupancy in Q4, 2019, with final construction completed by in Q2, 2020. The timing of 21 additional positions required for the station opening has been re-phased from 2018, with the 2019 submission providing funding of \$0.538 included in the 2019, \$1.679 million in 2020 and \$0.227 million in 2021 (for the full annualization of \$2.444 million to support these positions. An additional \$0.085 million is required in 2020 for operating costs for facility maintenance, bringing the operating impact of the station to \$2.530 million.

Key Project Challenges

While Facilities Real Estate Energy & Environment (FREEE) has provided the project completion projections and is managing the construction of Station B, the timeline for project completion is rather short and may be difficult to meet.

Station A – (Woodbine)

Project Overview and Deliverables

The Station A-Woodbine project, located at Highway 27 and Rexdale, was approved in the Fire Services Capital Budget in 2014 for construction with projected completion in 2016 at a cost of \$8.342 million. The project was recommended in the service level review provided by KPMG and was approved with the TFS 2007 Master Plan.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	2021	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan	Plan			Planned	Revised		
Station A - Woodbine	2014	8,342	1,704	3,729	7	975	4,596	1,061	8,343	Significant Delay	Current Plan - Apr 2021 (Original end date was Dec-2016)	Apr-21	⚠	⚠

* 2018 year-end projection based on the Q3 capital variance
 ** 2019 includes carryforward funding

<p>On Budget</p> <p>> 70% of Approved Project Cost Ⓞ</p> <p>Between 50% and 70% ⚠</p> <p>< 50% or >100% of Approved Project Cost ⚠</p>	<p>On Time</p> <p>On/Ahead of Schedule Ⓞ</p> <p>Minor Delay < 6 months ⚠</p> <p>Significant Delay > 6 months ⚠</p>
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Project Status

In 2014, the project experienced its first delay during the land acquisitions process, as the site intended for the station was unavailable. An alternate site was found, with the land purchase completed in April, 2015 for \$1.2 million. In 2016, the project was delayed by an archaeological investigation on the site, which was completed in Q2, 2017. In 2017, the project experienced further delay while Toronto Paramedic Services (TPS) considered co-locating with the new TFS facility, as well as new Toronto Water requirements for a civil engineering report on groundwater quality and depth. In Q4, 2018, TFS received confirmation that TPS would be co-locating the Rexdale Ambulance Post with the new fire station.

2019 Plan

Occupancy of Station A is now projected for Q4, 2020, with the project fully completed by Q2, 2021.

The station opening will require 21 additional positions,. Due to delays in project delivery, the operating impacts have been re-phased from the full year impact in 2020 to \$0.606 million in 2020 and \$1.567 in 2021, for the full annualization of \$2.173 million to support these positions. An additional \$0.085 million is required in 2021 for operating costs for facility maintenance, bringing the total operating impact of the station to \$2.258 million.

Key Project Challenges

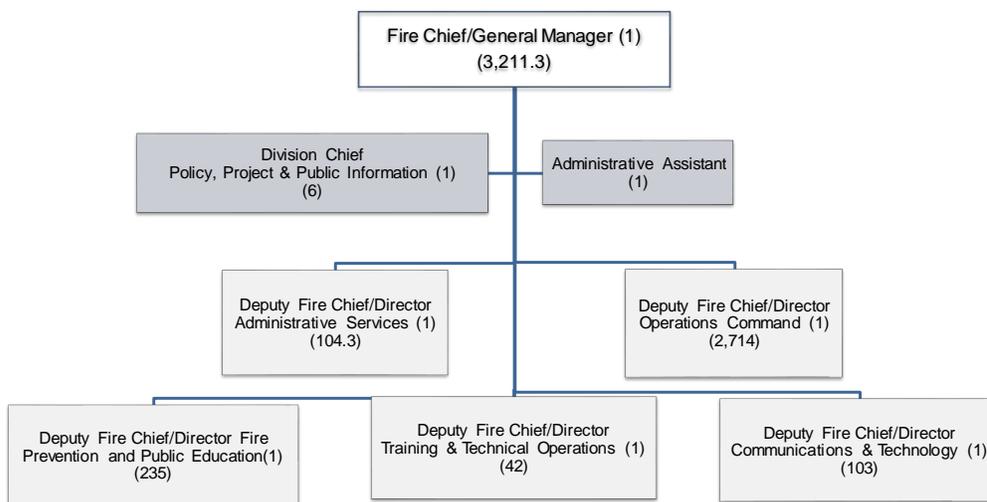
Confirmation of the co-location of the Rexdale Ambulance Post with the new fire station will require design changes which may delay the project delivery .As Facilities Real Estate Energy & Environment (FREEE) has provided the project completion projections and is managing the construction of Station A, the timeline for project completion may require review, as current projections may be difficult to meet.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the Fire Chief / General Manager and staff for a total of 3,212.3 positions, comprising 1 capital position and 3,211.3 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	6.0	35.0	25.0	3,145.3	3,211.3
	Temporary			-	-	-
	Total Operating	6.0	35.0	25.0	3,145.3	3,211.3
Capital	Permanent					-
	Temporary			-	1.0	1.0
	Total Capital	-	-	-	1.0	1.0
Grand Total		6.0	35.0	25.0	3,146.3	3,212.3

- At present, the current management to staff ratio is approximately 1 non-union manager for each 90 unionized staff.

Appendix 2

2019 Operating Budget by Activity

Fire Rescue & Emergency Response

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Fire Rescue & Emergency Response								
Gross Expenditures	447,316.4	459,315.0	186.7	459,501.7	12,185.3	2.7%	18,931.9	11,929.5
Revenue	15,117.8	17,006.4	0.0	17,006.4	1,888.6	12.5%	95.1	(128.9)
Net Expenditures	432,198.6	442,308.7	186.7	442,495.3	10,296.7	2.4%	18,836.8	12,058.4
Total								
Gross Expenditures	447,316.4	459,315.0	186.7	459,501.7	12,185.3	2.7%	18,931.9	11,929.5
Revenue	15,117.8	17,006.4	0.0	17,006.4	1,888.6	12.5%	95.1	(128.9)
Total Net Expenditures	432,198.6	442,308.7	186.7	442,495.3	10,296.7	2.4%	18,836.8	12,058.4
Approved Positions	2,972.7	2,972.7	1.0	2,973.7	1.0	0.0%	(2,939.0)	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Fire Prevention, Inspection & Enforcement

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Investigation								
Gross Expenditures	0.0	2,902.0	952.3	3,854.3	3,854.3	-	223.7	153.4
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	0.0	2,902.0	952.3	3,854.3	3,854.3	-	223.7	153.4
Fire Code Enforcement								
Gross Expenditures	25,242.7	23,958.6	315.3	24,273.8	(968.9)	(3.8%)	970.3	560.7
Revenue	3,234.4	1,105.6	0.0	1,105.6	(2,128.8)	(65.8%)	2.0	0.0
Net Expenditures	22,008.3	22,852.9	315.3	23,168.2	1,159.9	5.3%	968.3	560.7
Development Review								
Gross Expenditures	1,714.7	674.4	5.2	679.6	(1,035.1)	(60.4%)	28.1	16.3
Revenue	99.7	33.9	0.0	33.9	(65.8)	(66.0%)	0.0	0.0
Net Expenditures	1,615.0	640.5	5.2	645.7	(969.3)	(60.0%)	28.1	16.3
Total								
Gross Expenditures	26,957.4	27,535.0	1,272.8	28,807.8	1,850.4	6.9%	1,222.1	730.4
Revenue	3,334.1	1,139.6	0.0	1,139.6	(2,194.5)	(65.8%)	2.0	0.0
Total Net Expenditures	23,623.3	26,395.4	1,272.8	27,668.2	4,045.0	17.1%	1,220.1	730.4
Approved Positions	205.6	192.9	11.0	203.9	(1.7)	(0.8%)	0.0	0.0

Fire Safety Education

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
School Based Fire Education								
Gross Expenditures	737.3	547.3	0.0	547.3	(190.0)	(25.8%)	20.0	11.2
Revenue	23.1	21.1	0.0	21.1	(2.0)	(8.7%)	(11.0)	13.0
Net Expenditures	714.3	526.3	0.0	526.3	(188.0)	(26.3%)	31.0	(1.8)
Campaign Based Fire Education								
Gross Expenditures	5,392.1	5,211.8	0.8	5,212.6	(179.5)	(3.3%)	188.4	103.3
Revenue	137.7	119.2	0.0	119.2	(18.4)	(13.4%)	(98.5)	117.0
Net Expenditures	5,254.4	5,092.6	0.8	5,093.4	(161.0)	(3.1%)	286.9	(13.7)
Total								
Gross Expenditures	6,129.4	5,759.1	0.8	5,760.0	(369.5)	(6.0%)	208.4	114.6
Revenue	160.7	140.3	0.0	140.3	(20.4)	(12.7%)	(109.5)	130.0
Total Net Expenditures	5,968.7	5,618.8	0.8	5,619.7	(349.1)	(5.8%)	317.9	(15.4)
Approved Positions	38.7	34.7	0.0	34.7	(4.0)	(10.2%)	0.0	0.0

Appendix 3

2019 Service Levels

Fire Rescue & Emergency Response

Type	Service Level Description	Status	2016	2017	2018	2019
Alarm Response	% emergency calls processed within 1:04 mins per NFPA 1221	Approved	90%	90%	90%	90%
		Actual	95%	96%	94%	
Fire Incidents Response	% responding crew turn-out time within 1:20 mins per NFPA 1710	Approved	90%	90%	90%	90%
		Actual	50%	50%	48%	
Hazardous Material Response	% road response time within 4:00 mins 1st truck on scene per NFPA 1710	Approved	90%	90%	90%	90%
		Actual	75%	76%	76%	
Medical Response	% total response time within 6:24 mins 1st truck on scene per NFPA 1710	Approved	90%	90%	90%	90%
		Actual	83%	83%	82%	
Rescue Response	% total response time w/ 10:24 mins effective firefighting force	Approved	90%	90%	90%	90%
		Actual	90%	90%	88%	

Note * Expanded description to include the types that detail the services provided

Fire Prevention, Inspection & Enforcement

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Development Review	* Building Code	# of Ontario Building Code Site Plans	Approved	2,073	2,094	2,104	1,252
			Actual	2,161	1,207	1,228	
Fire Code Enforcement	Vulnerable Occupancy	# of Vulnerable Occupancy Inspections conducted annually	Approved	291	310	315	320
			Actual	314	311	315	
	Complaint / Request	# of Complaint/Request inspections conducted annually	Approved	6,603	8,485	8,570	8,656
			Actual	9,080	7,789	8,360	
	Post-Fire	# of Post-Fire Inspections conducted annually	Approved	250	258	266	* Note (1)
			Actual	158	23	76	
	Post-Fire	# of Post-Fire Inspections conducted upon request	Approved				78 * Note (1)
			Actual				
	Rooming Houses	# Rooming House Inspections conducted annually	Approved	330	396	500	505 * Note (2)
			Actual	491	535	404	
	Toronto Community Housing Corp (TCHC)	# of TCHC Inspections conducted annually	Approved		New in 2019		993 * Note (2)
			Actual				
	High-Rise Residential	# of High-rise residential inspections conducted annually	Approved		New in 2019		3,145 * Note (2)
			Actual				
Shelter Support & Housing	# of SSHA Inspections conducted annually	Approved		New in 2019		160 * Note (2)	
		Actual					
Enhanced Quality Assurance (QA) Inspection	# Enhanced QA inspections conducted annually	Approved		New in 2019		325 * Note (3)	
		Actual					
Investigation	Fatalities Serious Injuries Toronto Community Housing Corp (TCHC) Buildings Rooming Houses/Multi-Units Code Violations / Safety Concerns	# of Fire Investigations conducted annually	Approved		New in 2019		240 * Note (4)
			Actual				

Note * Expanded description to include the types that detail the services provided

(1) Post Fire Service Levels changed from "annually to upon request" as the number of post fire investigations is a direct output of the number of fire investigations conducted. Post fire investigations are referred to Fire Prevention from the Investigations division based on a set of criteria.

(2) Service Levels added to reflect reporting recommendations included in the TCH Fire Safety Strategy approved in the 2018 Operating Budget

(3) Service Levels added to reflect reporting recommendations included in the AG 13.11 "Raising the Alarm" approved in the 2018 Operating Budget

(4) Added to reflect Recommendation # 24 in AG13.11 approved by City Council on July 2018, as well as to enhance the reporting of fire investigations to inform the public education and inspection and enforcement strategies

Fire Safety Education

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
School Based Fire Education		# Elementary School presentations conducted annually	Approved	600	960	1,440	1,800
			Actual	1,181	1,287	1,491	
			Approved	250	150	140	215 * Note (1)
Campaign Based Fire Education	Fire Education Material/Brochures Fire Education Training Sessions Public Events	# of Presentations conducted annually for Seniors	Actual	143	189	215	

Note * Expanded description to include the types that detail the services provided

(1) Presentations conducted annually for Seniors increased due to service growth.

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	Decision Document Item Number	New and Enhanced Services Priorities						Total			Incremental Change			
		Fire Rescue & Emergency Response		Fire Safety Education		Fire Prevention, Inspection, & Enforcement		\$	\$	Position	2020 Plan		2021 Plan	
		Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities														
Referred to Budget Process:														
Fire Safety Quality Assurance Inspection Audits (AG)	AG13.11	39.5	39.5	0.1	0.1	1,095.8	1,095.8	1,135.5	1,135.5	11.0	134.7		91.9	(11.0)
Sub-Total Referred to Budget Process		39.5	39.5	0.1	0.1	1,095.8	1,095.8	1,135.5	1,135.5	11.0	134.7		91.9	(11.0)
Staff Initiated:														
New Firefighter-Technician for CAD/RMS (emergency response)		84.5	84.5					84.5	84.5	1.0	44.4	(0.0)	0.3	(1.0)
Employee Asst Program Counsellor		62.7	62.7	0.7	0.7	2.6	2.6	66.0	66.0				(0.0)	
Solicitor to Address Enforcement provided by Legal Services						174.3	174.3	174.3	174.3		40.2		5.6	
Sub-Total Staff Initiated		147.1	147.1	0.7	0.7	177.0	177.0	324.8	324.8	1.0	84.7	(0.0)	5.9	(1.0)
Total Enhanced Services		186.7	186.7	0.8	0.8	1,272.8	1,272.8	1,460.3	1,460.3	12.0	219.3	(0.0)	97.9	(12.0)

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Fire Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
17771		New Firefighter-Technician for CAD/RMS (emergency response)						
72	No Impact	Description:						
<p>Funding of \$0.085 million gross and net is recommended for 2019 for the addition of 1 permanent firefighter position to support the Computer Aided Dispatch System/ Records Management System (CAD/RMS) section. The CAD/RMS section supports 2 data centres, 2 communications centres, as well as mobile and fixed technology present in 150 frontline apparatus and 83 fire stations. The data centres and the related infrastructure is comprised of both physical and virtual environments, consisting of 101 servers as well as a complex network configuration that supports redundancy and security measures. The CAD/RMS section also supports the emergency dispatch requirements, interfaces and mobile platforms, as well as business application systems.</p> <p>Service Level Impact:</p> <p>As emergency response systems have become more complex, additional staff is required to maintain existing service levels and deliver critical services across the City.</p> <p>Equity Statement:</p> <p>No Significant Equity Impacts: The changes in Toronto Fire Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.</p> <p>Service: Fire Rescue & Emergency Response</p>								
Total Staff Recommended Changes:			84.5	0.0	84.5	1.00	44.4	0.3
Staff Recommended New/Enhanced Services:			84.5	0.0	84.5	1.00	44.4	0.3

17902		Fire Safety Quality Assurance Inspection Audits (AG)					
72	No Impact	Description:					
<p>Funding of \$1.135 million gross and net is recommended for 11 new positions, which will allow the TFS Quality Assurance (QA) Section to expand the number of inspection reviews conducted annually, in accordance with the recommendations in AU13.11d, Raising the Alarm. These inspections will verify the operational integrity of life safety systems, including emergency lighting, fire alarms, sprinkler systems and fire extinguishers in properties across the City, as required by the Ontario Fire Code.</p> <p>Service Level Impact:</p> <p>This enhancement will allow the TFS QA Section to increase the number of annual QA inspection reviews from approximately 150 to 325, an increase of 175 annual inspections, which will enhance public fire safety and reduce the number of fire incidents throughout the City.</p>							

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Fire Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Equity Statement:						
		No Significant Equity Impacts: The changes in Toronto Fire Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.						
		Service: Fire Prevention, Inspection, & Enforcement						
		Total Staff Recommended Changes:	1,095.8	0.0	1,095.8	11.00	134.7	91.9
		Service: Fire Rescue & Emergency Response						
		Total Staff Recommended Changes:	39.5	0.0	39.5	0.00	0.0	0.0
		Service: Fire Safety Education						
		Total Staff Recommended Changes:	0.1	0.0	0.1	0.00	0.0	0.0
		Staff Recommended New/Enhanced Services:	1,135.5	0.0	1,135.5	11.00	134.7	91.9

17984
72 No Impact

Employee Asst Program Counsellor

Description:

Funding of \$0.065 million is recommended for 0.5 Human Resources Employee Assistance Program Counsellor to provide oversight for the implementation of the provincially mandated Post Traumatic-Stress Disorder (PTSD) Prevention Plan, and to assist staff who are experiencing an occupational stress injury find a quicker path to wellness. The additional resource will reside in the Human Resources Division. Currently, TFS does not have the necessary resources to implement wellness measures associated with the PTSD Prevention Plan. The additional resources will provide resiliency training, oversight and training for the Peer Support Team. This enhancement will help reduce the number of WSIB emotional illness (including PTSD) claims and costs which have increased from \$0.286 million in 2014 to \$3.530 million in 2017.

Service Level Impact:

This enhancement will not have any direct service level impact.

Equity Statement:

No Significant Equity Impacts: The changes in Toronto Fire Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

Service: Fire Prevention, Inspection, & Enforcement

Category:

- 71 - Operating Impact of New Capital Projects 74 - New Services
- 72 - Enhanced Services-Service Expansion 75 - New Revenues

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services Program - Fire Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
		Total Staff Recommended Changes:	2.6	0.0	2.6	0.00	0.0	0.0	
		Service: Fire Rescue & Emergency Response							
		Total Staff Recommended Changes:	62.7	0.0	62.7	0.00	0.0	0.0	
		Service: Fire Safety Education							
		Total Staff Recommended Changes:	0.7	0.0	0.7	0.00	0.0	0.0	
		Staff Recommended New/Enhanced Services:	66.0	0.0	66.0	0.00	0.0	0.0	

18035	Solicitor to Address Enforcement provided by Legal Services
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72	No Impact
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Description:

Funding of \$0.174 million gross and net in 2019 and an additional \$0.041 million gross and net in 2020 is included for a second dedicated solicitor position required to support prosecutions and to provide legal advice in support of the fire prevention bureau's requirements that address Fire Code violations and fire safety hazards within the authority of the Fire Protection and Prevention Act (FPPA) and applicable regulations and Fire Marshal directives. The position will reside in Legal Services complement, with the service being provided by a second solicitor in Legal Services dedicated to managing TFS legal issues.

Service Level Impact:

The addition of a second solicitor will facilitate the delivery of (a) orders issued and/or charges sworn by the fire prevention staff; (b) FPPA files proceeding to trial; and (c) appeals filed before the fire safety commission. This enhancement will support the likelihood of: (a) obtaining convictions for violations; (b) enhance the ability of fire prevention staff to maintain their proficiency related to current case law and regulatory, statutory and procedural amendments. This enhancement will help ensure that cases are advanced in a timely manner.

Equity Statement:

No Significant Equity Impacts: The changes in Toronto Fire Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

Service: Fire Prevention, Inspection, & Enforcement

Total Staff Recommended Changes:	174.3	0.0	174.3	0.00	40.2	5.6
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Staff Recommended New/Enhanced Services:	174.3	0.0	174.3	0.00	40.2	5.6
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Category:

71 - Operating Impact of New Capital Projects	74 - New Services
72 - Enhanced Services-Service Expansion	75 - New Revenues

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Infrastructure and Development Services Program - Fire Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Summary:								
Staff Recommended New / Enhanced Services:			1,460.3	0.0	1,460.3	12.00	219.3	97.9

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues

Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Fire Prevention Inspection - Day Care / Group Homes - Life Safety Inspection for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$180.22	\$3.93		\$184.15	\$188.09	\$192.21
Fire Prevention Inspections - Provincial Licensing - L.L.B.O.-Inspect occupant loads and implementation of approved fire safety procedures	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$270.33	\$5.89		\$276.22	\$282.13	\$288.31
Fire Prevention InspectionsIndustrial/mercantile/ service <1,000m2	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$270.33	\$5.89		\$276.22	\$282.13	\$288.31
Fire Prevention Inspections:Industrial/mercantile/ service - Each Additional 1,000m2	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$37.77	\$0.82		\$38.59	\$39.42	\$40.28
Fire Prevention Inspection Multiple Unit Occupancy - Building in General	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$270.33	\$5.89		\$276.22	\$282.13	\$288.31
Fire Prevention Inspections - Multiple Unit Occupancy	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Unit	\$180.22	\$3.93		\$184.15	\$188.09	\$192.21
Fire Prevention InspectionOffice Building - 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$270.33	\$5.89		\$276.22	\$282.13	\$288.31
Fire Prevention InspectionOffice Building - Each Storey above or below 1st storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$32.38	\$0.71		\$33.09	\$33.80	\$34.54
Fire Prevention InspectionOffice Building	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Office Unit	\$180.22	\$3.93		\$184.15	\$188.09	\$192.21
Residential Building - 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$270.33	\$5.89		\$276.22	\$282.13	\$288.31
Residential Building - Each Storey above or below 1st storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$32.38	\$0.71		\$33.09	\$33.80	\$34.54
Residential Building - fire prevention inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Subsidiary Unit	\$180.22	\$3.93		\$184.15	\$188.09	\$192.21
Two Unit Residential Occupancy - fire prevention inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$270.33	\$5.89		\$276.22	\$282.13	\$288.31
Residential retrofit - 1st storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$720.89	\$15.72		\$736.61	\$752.37	\$768.85
Residential retrofit - Each Storey above or below 1st storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Inspection	\$53.99	\$1.18		\$55.17	\$56.35	\$57.58
Residential Retrofit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Subsidiary Unit	\$180.22	\$3.93		\$184.15	\$188.09	\$192.21
Fire Route Processing and Approval - If Not on Building Permit 0-Visit site and review fire route plan for compliance	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per application	\$450.55	\$9.82		\$460.37	\$470.22	\$480.52
Letter related to fire prevention Issues -Processing request, reviewing files and composition of letter	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	per letter	\$75.58	\$1.65		\$77.23	\$78.88	\$80.61
Copies of Fire Report or Information from Files - Compilation of fire report information	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	per report	\$64.76	\$1.41		\$66.17	\$67.59	\$69.07
Fire inspection report for additional units in same building - per unit -Compilation of fire report information	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	per report	\$10.78	\$0.24		\$11.02	\$11.26	\$11.51
Fireworks Display/ Theatrical Permits - Review of documentation and site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$500.43	\$10.91		\$511.34	\$522.28	\$533.72
Special Request Services - Fire Fighter/Inspector - minimum of 4 hours -Field testing of Fire/Life Safety Systems	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Hour	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
Special Request Services - Captain - minimum of 4 hours -Field testing of Fire/Life Safety Systems	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Hour	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
Special Request Services - District Chief - minimum of 4 hours -Field testing of Fire/Life Safety Systems	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Hour	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Malicious False Alarms - Fee for each Operations Crew and vehicle dispatched to a specific address in response to a malicious false alarm	Fire Rescue & Emergency Response	City Policy	Per Fire Vehicle Dispatched	\$465.42	\$11.59		\$477.00	\$487.21	\$497.88
Vehicle incident - non City resident First hour - Fee for Fire Apparatus response to vehicle incidents	Fire Rescue & Emergency Response	City Policy	Per Fire Vehicle	\$465.42	\$11.59		\$477.00	\$487.21	\$497.88
Vehicle incident - non City Resident - each additional half hour -Fee for Fire Apparatus response to vehicle incidents	Fire Rescue & Emergency Response	City Policy	Per Fire Vehicle	\$232.71	\$5.79		\$238.50	\$243.60	\$248.93

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Non-emergency elevator incident response - Fee for Fire Apparatus response to release or assist individual in elevator that is a non-emergency incident	Fire Rescue & Emergency Response	City Policy	Per Fire Vehicle	\$411.87	\$10.26		\$422.12	\$431.15	\$440.59
Marijuana Grow Operation Enforcement - Inspection Service - fee for 1st Class Inspector attendance at property	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per property	\$403.97	\$8.81		\$412.78	\$421.61	\$430.84
Marijuana Grow Operation Enforcement - Inspection Service - Captain -- fee for Captain-Fire Prevention attendance at property	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per property	\$519.39	\$11.32		\$530.71	\$542.07	\$553.94
Marijuana Grow Operation Enforcement - Inspection Service - Court/Tribunal Attendance Fee	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per property	\$692.53	\$15.10		\$707.63	\$722.77	\$738.60
Fire Prevention Inspections - Fireworks Inspections - Review of documentation and site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$2,833.93	\$61.78		\$2,895.71	\$2,957.68	\$3,022.45
Fire Prevention Inspections - Temporary fireworks permit for vendor that stores and sells no more than 25kg (net explosive quantity) of Family Fireworks at any time	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$566.79	\$12.36		\$579.15	\$591.54	\$604.49
Fire Prevention Inspections - Temporary fireworks permit for vendor that stores and sells more than 25kg (net explosive quantity) of Family Fireworks at any time	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$850.18	\$18.53		\$868.71	\$887.30	\$906.73
Fire Prevention Inspections - Temporary lease fireworks permit for the Vendor for the sale of Family Fireworks	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$1,700.37	\$37.07		\$1,737.44	\$1,774.62	\$1,813.48
Fire Prevention Inspections - Temporary mobile fireworks permit for the vendor for the sale of Family Firework	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$1,700.37	\$37.07		\$1,737.44	\$1,774.62	\$1,813.48
Fire Prevention Inspections - Temporary lease fireworks and mobile fireworks permit vendor relocation fee	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$113.36	\$2.47		\$115.83	\$118.31	\$120.90
Fire Prevention Inspections - Special occasions permit for the discharge of Family Fireworks	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$180.22	\$3.93		\$184.15	\$188.09	\$192.21
FOI Access to Fire Reports	Fire Rescue & Emergency Response	Market Based	per report	\$83.74	\$1.83		\$86.00	\$87.84	\$89.76
Nuisance False Alarms -Fee for three Operations Crews and vehicles dispatched to a specific address other than a Single Family Home in response to a nuisance false fire alarm	Fire Rescue & Emergency Response	City Policy	Per Each Dispatch	\$1,396.25	\$34.77		\$1,431.00	\$1,461.62	\$1,493.63
Nuisance False Alarms-Fee for three Operations Crews and vehicles dispatched to a specific address that is a Single Family Home, as defined in response to the first nuisance false fire alarm in a 12 month calendar year	Fire Rescue & Emergency Response	City Policy	Per Each Dispatch	\$930.84	\$23.18		\$954.00	\$974.42	\$995.76
Nuisance False Alarms -Fee for three Operations Crews and vehicles dispatched to a specific address to any additional nuisance false fire alarm in a 12 month calendar year	Fire Rescue & Emergency Response	City Policy	Per Each Dispatch	\$1,396.25	\$34.77		\$1,431.00	\$1,461.62	\$1,493.63
(1a) Re-inspection-Inspector conducting Fire Prevention Re-inspection- Day Care/Group Homes arising from Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(1b) Re-inspection-Captain conducting Fire Prevention Re-inspection- Day Care/Group Homes arising from Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(1c) Re-inspection-District Chief conducting Fire Prevention Re-inspection- Day Care/Group Homes arising from Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(2a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from L.L.B.O. occupant loads and life safety inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(2b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from L.L.B.O. occupant loads and life safety inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(2c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from L.L.B.O. occupant loads and life safety inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(4a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from Inspection of an Industrial/mercantile service premises	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(4b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from Inspection of an Industrial/mercantile service premises	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(4c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from Inspection of an Industrial/mercantile service premises	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
(6a) Re-inspection-Inspector conducting Fire Prevention Re-Inspection arising from inspection of a Multiple Unit Occupancy- Entire Building in General premises	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(6b) Re-inspection-Captain conducting Fire Prevention Re-Inspection arising from inspection of a Multiple Unit Occupancy- Entire Building in General premises	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(6c) Re-inspection-District Chief conducting Fire Prevention Re-Inspection arising from inspection of a Multiple Unit Occupancy- Entire Building in General premises	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(7a) Re-inspection-Inspector conducting Fire Prevention Re-Inspection arising from inspection in individual unit in multiple building	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(7b) Re-inspection-Captain conducting Fire Prevention Re-Inspection arising from inspection in individual unit in multiple building	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(7c) Re-inspection-District Chief conducting Fire Prevention Re-Inspection arising from inspection in individual unit in multiple building	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(8a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from inspection of an office building 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(8b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from inspection of an office building 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(8c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from inspection of an office building 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(10a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from an individual unit in Office Building Life Safety Inspection for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(10b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from an individual unit in Office Building Life Safety Inspection for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(10c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from an individual unit in Office Building Life Safety Inspection for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(11a) Re-inspection- Inspector conducting Fire Prevention Re-inspection arising from Re-inspection of a Residential Building, 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(11b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from Re-inspection of a Residential Building, 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(11c) Re-inspection- District Chief conducting Fire Prevention Re-inspection arising from Re-inspection of a Residential Building, 1st Storey	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(13a) Re-inspection- Inspector conducting Fire Prevention Re-inspection arising from a Residential Building, individual unit Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(13b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from a Residential Building, individual unit Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(13c) Re-inspection- District Chief conducting Fire Prevention Re-inspection arising from a Residential Building, individual unit Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(14a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from a Two Unit Residential Occupancy Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(14b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from a Two Unit Residential Occupancy Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(14c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from a Two Unit Residential Occupancy Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(15a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from a 1st Storey Residential retrofit - Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(15b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from a 1st Storey Residential retrofit - Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
(15c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from a 1st Storey Residential retrofit - Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(17a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from a Residential retrofit - Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(17b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from a Residential retrofit - Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(17c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from a Residential retrofit - Life Safety Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(24a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from a Fireworks Display/Theatrical Permits site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(24b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from a Fireworks Display/Theatrical Permits site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(24c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from a Fireworks Display/Theatrical Permits site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
(42a) Re-inspection-Inspector conducting Fire Prevention Re-inspection arising from a Special Occasions permit for the discharge of Family Fireworks	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
(42b) Re-inspection-Captain conducting Fire Prevention Re-inspection arising from a Special Occasions permit for the discharge of Family Fireworks	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
(42c) Re-inspection-District Chief conducting Fire Prevention Re-inspection arising from a Special Occasions permit for the discharge of Family Fireworks	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Review of Fire Safety Plans and site visit for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Fire Safety Plan	\$360.44	\$7.86		\$368.30	\$376.18	\$384.42
Re-inspection -Inspector conducting Fire Prevention Re-inspection arising from a Fire Safety Plan site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
Re-inspection -Captain conducting Fire Prevention Re-inspection arising from a Fire Safety Plan site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
Re-inspection -District Chief conducting Fire Prevention Re-inspection arising from a Fire Safety Plan site visit	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Approval of Alternative Solution under the Ontario Fire Code - reviewing the drawings, site review, construction and research for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Alternative Solution Approved	\$750.64	\$16.36		\$767.00	\$783.41	\$800.57
Re-inspection -District Chief conducting Fire Prevention Re-inspection arising from Alternative Solution Proposal Site Review	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Open Air Burning Permit, site visit, reviewing plan for approval for compliance with Provincial Legislation	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per permit	\$250.21	\$5.45		\$255.66	\$261.13	\$266.85
Re-inspection -Inspector conducting Fire Prevention Re-inspection arising from Open Air Burning Permit review	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
Re-inspection -Captain conducting Fire Prevention Re-inspection arising from Open Air Burning Permit review	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
Re-inspection -District Chief conducting Fire Prevention Re-inspection arising from Open Air Burning Permit review	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Risk and Safety Management Plan (RSMP) Reviews – 5000 USWG or less (Existing, where changes have occurred)	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Address	\$306.36	\$6.68		\$313.04	\$319.74	\$326.74
Risk and Safety Management Plan (RSMP) Reviews – 5000 USWG or less (New or change of ownership)	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Address	\$612.72	\$13.36		\$626.08	\$639.48	\$653.48
Risk and Safety Management Plan (RSMP) Reviews – Greater than 5000 USWG (Existing, where changes have occurred)	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Address	\$1,531.80	\$33.39		\$1,565.19	\$1,598.69	\$1,633.70
Risk and Safety Management Plan (RSMP) Reviews – Greater than 5000 USWG (New or change of Ownership)	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Address	\$3,063.60	\$66.79		\$3,130.39	\$3,197.38	\$3,267.40
Re-inspection -Inspector conducting Fire Prevention Re-inspection arising from (RSMP) Reviews	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Re-inspection -Captain conducting Fire Prevention Re-inspection arising from (RSMP) Reviews	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
Re-inspection -District Chief conducting Fire Prevention Re-inspection arising from (RSMP) Reviews	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Risk and Safety Management Plan (RSMP) Reviews – Alternative Solution Proposal Review	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Address	\$750.64	\$16.36		\$767.00	\$783.41	\$800.57
Re-inspection -District Chief conducting Fire Prevention Re- inspection arising from Risk and Safety Management Plan (RSMP) Review – Alternative Solution Proposal Review	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Tent/Marquee Inspection (Equal to or greater than 100 square feet)	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Tent	\$214.45	\$4.68		\$219.13	\$223.82	\$228.72
Tent/Marquee Inspection of Additional Tents under 10,000 square feet	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per Tent	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
Re-inspection -Inspector conducting Fire Prevention Re-inspection arising from Tent/Marquee Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
Re-inspection -Captain conducting Fire Prevention Re-inspection arising from Tent/Marquee Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
Re-inspection -District Chief conducting Fire Prevention Re-inspection arising from Tent/Marquee Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44
Re-Inspection-Inspector conducting Fire Prevention Re-inspection arising from a Pro-active risk-based Inspection, Vulnerable Occupancy, Request, Complaint Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$90.11	\$1.96		\$92.07	\$94.04	\$96.10
Re-inspection -Captain conducting Fire Prevention Re-inspection arising from a Pro-active risk-based Inspection, Vulnerable Occupancy, Request, Complaint Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$108.94	\$2.37		\$111.31	\$113.69	\$116.18
Re-inspection -District Chief conducting Fire Prevention Re-inspection arising from a Pro-active risk-based Inspection, Vulnerable Occupancy, Request, Complaint Inspection	Fire Prevention, Inspection & Enforcement	Full Cost Recovery	Per hour or portion thereof	\$125.11	\$2.73		\$127.84	\$130.58	\$133.44

Appendix 7

2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Firefighting Particulate Hoods (PPE)		650										650	650
Breathing Air Compressor Replacement	75	152	78	80	81	83	84	86				644	644
Defibrillators Lifecycle Replacement		1,000									1,100	2,100	2,100
Helmet Replacement	50	50								1,000		1,050	1,050
Mobile Radios Lifecycle Replacement-2023	2,700	-				2,700						2,700	2,700
Next Generation 911 Project		350										350	350
Personal Protection Equipment Replacement		100	1,900	2,300	200		100	1,900	2,200	400		9,100	9,100
Replacement of CBRNE Equipment		144								500		644	644
Replacement of Portable Radios	5,050						5,050					5,050	5,050
The purchase of gas metres for fire investigators										100		100	100
Thermal Imaging Cameras									1,450			1,450	1,450
65mm Hose Packs and Standpipe Kits		411											
Sub-Total	7,875	2,857	1,978	2,380	281	2,783	5,234	1,986	3,650	2,000	1,100	24,249	24,249
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	500	500
HUSAR Federal Public Safety Canada Funding		129										129	129
Sub-Total	-	179	50	50	50	50	50	50	50	50	50	629	629
State of Good Repair													
Emerg Fire Comm Workstation Console Replacement		544										544	8,754
Training Simulators and Facilities Rehabilitation	150	250	100	100	100	100	100	100	100	100	100	1,150	544
CAD Upgrade				930	1,030							1,960	1,150
Training Facilities Needs Assessment Study		600										600	1,960
Fire Preven-Office Space Accomodation (3 Dhome)		525	3,670	305								4,500	600
Sub-Total	150	1,919	3,770	1,335	1,130	100	100	100	100	100	100	8,754	8,754
Service Improvement													
Fire Prevention Technology Integration	202	1,241	668									1,909	2,010
Operational BI Data Architecture Modernization	500	395	20									415	770
Sub-Total	702	1,636	688	-	2,324	2,780							
Growth Related													
Station A -Woodbine	1,710	975	4,596	1,061								6,632	8,342
Station B - Downsview	4,262	4,623	2,000	-								6,623	10,885
HUSAR Building Expansion		190	1,105	1,105								2,400	2,400
Sub-Total	5,972	5,788	7,701	2,166	-	15,655	21,627						
Total Expenditures by Category (including carry forward from 2018)	14,699	12,379	14,187	5,931	1,461	2,933	5,384	2,136	3,800	2,150	1,250	51,611	58,039

CITY OF TORONTO

Gross Expenditures (\$000's)

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>FIR908606 Training Facilities Needs Assessment Study</u>																								
4	1	Training Facilities Needs Assessment	CW	S4	03	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
Sub-total						600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
<u>FIR908601 65mm Hose Packs and Standpipe Kits</u>																								
5	1	65mm Hose Packs and Standpipe Kits	CW	S4	01	411	0	0	0	0	411	0	411	0	0	0	0	0	0	0	411	0	411	
Sub-total						411	0	0	0	0	411	0	411	0	0	0	0	0	0	0	411	0	411	
Total Program Expenditure						12,379	14,187	5,931	1,461	2,933	36,891	14,720	51,611	0	1,200	15,306	18,149	0	0	129	0	16,827	0	51,611

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

CITY OF TORONTO

Gross Expenditures (\$000's)

Fire Services		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By										
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	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:																					
		Federal Subsidy				190	337	673	0	0	1,200	0	1,200	0	1,200	0	0	0	0	1,200	
		Development Charges				6,107	8,138	1,061	0	0	15,306	0	15,306	0	0	15,306	0	0	0	15,306	
		Reserves (Ind. "XQ" Ref.)				1,268	2,929	2,380	281	2,783	9,641	8,508	18,149	0	0	0	18,149	0	0	18,149	
		Other1 (Internal)				129	0	0	0	0	129	0	129	0	0	0	129	0	0	129	
		Debt				4,685	2,783	1,817	1,180	150	10,615	6,212	16,827	0	0	0	0	16,827	0	16,827	
Total Program Financing						12,379	14,187	5,931	1,461	2,933	36,891	14,720	51,611	0	1,200	15,306	18,149	0	129	0	51,611

- Status Code Description**
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 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 2020 & 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 8

2019 Cash Flow and Future Year Including Carry Forward Funding

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Emerg Fire Comm Workstation Console Replacement</i>	544										544
<i>Fire Prevention Technology Integration</i>	1,241	668									1,909
<i>Helmet Replacement</i>	50										50
<i>Mobile Radios Lifecycle Replacement-2023</i>	-				2,700						2,700
<i>Operational BI Data Architecture Modernization</i>	395	20									415
<i>Defibrillators Lifecycle Replacement</i>	1,000										1,000
<i>Replacement of Portable Radios</i>						5,050					5,050
<i>Replacement of CNRB Equipment</i>	144										144
<i>Breathing Air Compressor Replacement</i>	75										75
<i>HUSAR Federal Public Safety Canada Funding</i>	129										129
<i>Station A -Woodbine</i>	975	4,596	1,061								6,632
<i>Station B - Downsview</i>	4,623	2,000									6,623
<i>Training Simulators and Facilities Rehabilitation</i>	150										150
Subtotal	9,326	7,284	1,061	-	2,700	5,050	-	-	-	-	25,421
New w/Future Year											
<i>Firefighting Particulate Hoods (PPE)</i>	650										650
<i>Breathing Air Compressor Replacement</i>	77										77
<i>Next Generation 911 Project</i>	350										350
<i>Personal Protection Equipment Replacement</i>	100	1,900	2,300	200							4,500
<i>Replacement of HUSAR Equipment</i>	50										50
<i>Training Simulators and Facilities Rehabilitation</i>	100										100
<i>HUSAR Building Expansion</i>	190	1,105	1,105								2,400
<i>Training Facilities Needs Assessment Study</i>	600										600
<i>Fire Preven-Office Space Accomodation (3 Dhome)</i>	525	3,670	305								4,500
<i>65mm Hose Packs and Standpipe Kits</i>	411										411
Subtotal	3,053	6,675	3,710	200	-	-	-	-	-	-	13,638
Total Expenditure	12,379	13,959	4,771	200	2,700	5,050	-	-	-	-	39,059
Financing:											
<i>Debt/CFC</i>	4,685	2,633	737			2,412					10,467
<i>Reserves/Res Funds</i>	1,397	2,851	2,300	200	2,700	2,638					12,086
<i>Development Charges</i>	6,107	8,138	1,061								15,306
<i>Provincial/Federal</i>	190	337	673								1,200
Total Financing	12,379	13,959	4,771	200	2,700	5,050	-	-	-	-	39,059

CITY OF TORONTO

Gross Expenditures (\$000's)

Fire Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	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:																								
		Federal Subsidy				190	337	673	0	0	1,200	0	1,200	0	1,200	0	0	0	0	0	0	0	0	1,200
		Development Charges				6,107	8,138	1,061	0	0	15,306	0	15,306	0	0	15,306	0	0	0	0	0	0	0	15,306
		Reserves (Ind. "XQ" Ref.)				1,268	2,851	2,300	200	2,700	9,319	2,638	11,957	0	0	0	11,957	0	0	0	0	0	0	11,957
		Other1 (Internal)				129	0	0	0	0	129	0	129	0	0	0	0	0	0	129	0	0	0	129
		Debt				4,685	2,633	737	0	0	8,055	2,412	10,467	0	0	0	0	0	0	0	10,467	0	0	10,467
Total Program Financing						12,379	13,959	4,771	200	2,700	34,009	5,050	39,059	0	1,200	15,306	11,957	0	0	129	0	10,467	0	39,059

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 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 9

2019 Capital Budget with Financing Detail

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



CITY OF TORONTO

**Fire Services
Sub-Project Summary**

Project/Financing				2019	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>5</u>	<u>FIR908601</u>	<u>65mm Hose Packs and Standpipe Kits</u>													
5		1 65mm Hose Packs and Standpipe Kits	01/01/2019	12/31/2019	411	0	0	0	0	0	0	0	0	411	0
		Project Sub-total:			411	0	0	0	0	0	0	0	0	411	0
Program Total:					12,379	0	190	6,107	1,268	0	0	129	0	4,685	0

- Status Code Description**
- S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 - S3 S3 Prior Year - Change of Scope 2019 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 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Projected Beginning Balance		4,210.0	4,210.0	4,380.0	3,819.0
Equipment Reserve - Fire	XQ1020				
<i>Proposed Withdrawals (-)</i>					
<i>Defibrillators Lifecycle Replacement</i>			(1,000.0)		
<i>Personal Protection Equipment Replacement</i>			(100.0)	(1,900.0)	(2,300.0)
<i>Breathing Air Compressor</i>			(77.0)	(78.0)	(80.0)
<i>Contributions (+)</i>			1,347.0	1,417.0	1,417.0
Total Reserve / Reserve Fund Draws / Contributions		4,210.0	4,380.0	3,819.0	2,856.0
Balance at Year-End		4,210.0	4,380.0	3,819.0	2,856.0

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Projected Beginning Balance		132.1	132.1	2.1	2.1
Fire Services Public Education	XQ4205				
<i>Proposed Withdrawals (-)</i>					
<i>Market Segmentation for Public Education Pilot Program</i>			(130.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		132.1	2.1	2.1	2.1
Balance at Year-End		132.1	2.1	2.1	2.1

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Projected Beginning Balance		31,921.8			
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			1,573.1	1,573.1	1,573.1
Total Reserve / Reserve Fund Draws / Contributions		31,921.8	1,573.1	1,573.1	1,573.1
Balance at Year-End		31,921.8	1,573.1	1,573.1	1,573.1

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
			\$	\$	\$
Projected Beginning Balance		284.7	284.7	284.7	284.7
Vehicle Reserve-Fire	XQ1017				
<i>Proposed Withdrawals (-)</i>					
<i>Replacement of Vehicles</i>			(7,203.0)	(7,203.0)	(7,203.0)
<i>Contributions (+)</i>			7,203.0	7,203.0	7,203.0
Total Reserve / Reserve Fund Draws / Contributions		284.7	284.7	284.7	284.7
Balance at Year-End		284.7	284.7	284.7	284.7

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										2019 - 2028 Total Contributions / (Withdrawals)
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XQ1020 Vehicle Reserve Fire Equipment	Beginning Balance	4,210	4,210	4,380	3,819	2,856	3,992	2,626	1,221	652	616	886	4,210
	Withdrawals (-)												
	Defibrillators Lifecycle Replacement		(1,000)									(1,100)	(2,100)
	Personal Protection Equipment Replacement		(100)	(1,900)	(2,300)	(200)		(100)	(1,900)	(1,453)	(1,147)		(9,100)
	Replacement of Portable Radios							(2,638)					(2,638)
	Mobile Radios Lifecycle Replacement						(2,700)						(2,700)
	Breathing Air Compressor		(77)	(78)	(80)	(81)	(83)	(84)	(86)				(569)
	Total Withdrawals		(1,177)	(1,978)	(2,380)	(281)	(2,783)	(2,822)	(1,986)	(1,453)	(1,147)	(1,100)	(17,107)
	Contributions (+)												
	Contributions		1,347	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417
Total Contributions		1,347	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	1,417	14,100
Total Reserve Fund Balance at Year-End		4,210	4,380	3,819	2,856	3,992	2,626	1,221	652	616	886	1,203	1,203

* Based on the 2018 Q3 Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										2019 - 2028 Total Contributions / (Withdrawals)	
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan		
XR2118 Development Charges RF-Fire	Beginning Balance	12,676	12,676	9,450	4,309	6,145	9,073	12,023	16,608	19,646	22,725	25,663	12,676	
	Withdrawals (-)													
	Station A (Woodbine)		(959)	(3,645)	(1,061)								(5,665)	
	Station B (Downsview)		(4,623)	(2,000)									(6,623)	
	Fire Prevention Office Accommodation - 3 Dohme Ave		(525)	(1,725)									(2,250)	
	HUSAR Building Expansion			(768)									(768)	
	Total Withdrawals		(6,107)	(8,138)	(1,061)									(15,306)
	Contributions (+)													
Contributions		131	94	84	111	145	1,780	233	268	302	337		3,485	
		2,750	2,903	2,813	2,817	2,805	2,805	2,805	2,811	2,636	2,662		27,807	
Total Contributions		2,881	2,997	2,897	2,928	2,950	4,585	3,038	3,079	2,938	2,999		31,292	
Total Reserve Fund Balance at Year-End		12,676	9,450	4,309	6,145	9,073	12,023	16,608	19,646	22,725	25,663	28,662	28,662	

* Based on the 2018 Q3 Variance Report

Reserve / Reserve Fund Name	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										2019 - 2028 Total Contributions / (Withdrawals)
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XQ0011 Capital Financing Reserve	Beginning Balance	434,550	434,550	434,534	433,583	433,583	433,583	433,583	433,583	433,583	433,583	433,583	434,550
	Withdrawals (-)												
	Station A (Woodbine)		(16)	(951)									(967)
Total Withdrawals			(16)	(951)									(967)
Total Reserve Fund Balance at Year-End		434,550	434,534	433,583									

* Based on the 2018 Q3 Variance Report