

2020 Budget Notes

Toronto Fire Services

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What we do

In accordance with the Ontario Fire Protection and Prevention Act (FPPA), 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.

Toronto Fire Service delivers the following services:

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

TFS deploys from 83 fire stations and 8 support facilities to support service delivery. On an annual basis, TFS responds to more than 135,000 emergency incidents, inspects 8,200 properties with unique addresses, and responds to more than 8,600 requests for Fire Code inspections.

Why we do it

TFS 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.

Who we serve

Fire Rescue & Emergency Response

- City Council
- Incident Victim
- Property occupant
- Property owner

Beneficiaries

- Adjacent property owners
- Businesses
- Insurance companies
- Residents
- Visitors

Fire Safety Education

- City Council
- Local Business
- Toronto Elementary School Teachers
- Residents

Beneficiaries

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

Fire Prevention, Inspection, & Enforcement

- City Council
- Property owners
- Building occupants

Beneficiaries

- Adjacent Property owners/neighbours
- Businesses
- Residents
- Visitors

Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET				STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$20.7	\$20.7	\$20.7	Gross Expenditures	\$18.9	\$43.8	\$62.7
Gross Expenditures	\$497.3	\$525.6	\$534.9	Debt	\$5.2	\$16.3	\$21.5
Net Expenditures	\$476.6	\$504.9	\$514.2				
Approved Positions	3,192.3	3,234.3	3,234.3				

Key service outcomes

Outcomes	Description
Reduce loss of life and property due to fire and other emergency incidents	Deliver NFPA 1710-2016 compliant emergency response performance Deliver effective Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE), Heavy Urban Search and Rescue (HUSAR) response services, and support effective Public Order Unit operations. Deliver effective Technical Rescue and Marine firefighting and rescue services.
Increasing compliance with the Ontario Fire Code	Complete 100% of complaint / request initiated inspections. Inspect every high-rise residential building and every vulnerable occupancy annually. Inspect every TCHC high-rise / mid-rise / low-rise / townhouse / senior's residential building annually. Perform comprehensive fire investigations and utilize evidence-based findings to inform public education, inspection, engineering and enforcement strategies.
Increase public knowledge of fire safety and fire safety regulations	Continue to deliver the comprehensive market segmentation-based public education campaigns. Deliver risk-based public education programming that target the leading causes of fires in Toronto. Reduce the numbers of fatal and/or critical injury fires experienced in Toronto.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	# frontline emergency apparatus responding to emergency incidents	303,890	311,893	321,617	●
	# property inspections (with unique addresses)	8,561	8,200	8,400	●
	# of Presentations conducted annually for Seniors	114	180	195	●

Our experience and success

- CFAI (Commission on Fire Accreditation International) Accreditation: Following an intensive review process, TFS was accredited for the first time in 2019. This process is designed to identify continuous improvement initiatives to address gaps, resulting in improved service for the City at the lowest cost possible. The City of Toronto is now the largest city in North America to have an accredited fire service.
 - Implementation of market segmentation-based public education across the City, using Environics data, enabling the identification of demographics to create fire safety campaigns specifically targeting areas at highest risk.
 - Addition of a TFS Employee Assistance Counsellor to review and recommend training for the peer support team, conduct periodic wellness checks with peer support team members, provide one-on-one advice, guidance, coaching to TFS employees, and provide referral information to support employee wellness.
 - Conducted a provincial Heavy Urban Search and Rescue (HUSAR) Training Exercise, incorporating a full camp set up and scenario to review procedures, evaluate new equipment and exercise interoperability between Provincial HUSAR teams from Ottawa, Thunder Bay and Windsor emergency services.
 - Worked with CreateTO and the Strategic Program Management Committee to ensure TFS's needs are considered in city campus developments to meet outstanding needs for new/replacement fire stations, as well as needs for a new TFS headquarters and training academy.
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Key challenges and risks

- Impact of vertical City: Vertical growth continues to be a challenge as high-rise fires require 2.5 times more personnel on scene than a single family residence fire, and the added vertical distance increases the challenge of meeting response time performance standards.
 - The number of WSIB-approved hours of off-duty time for operations staff has increased by 285% in the last 5 years and is projected to continue to increase as the impact of occupational stress injuries, traumatic mental stress and PTSD incidents continue to increase. The TFS staffing model does not allow TFS to absorb unplanned absences other than by removing frontline trucks from service, however TFS is proceeding with plans to mitigate this risk using existing resources.
 - Continue to deliver and evaluate the effectiveness of the inspection and community outreach programming designed to reduce for incidents in all TCHC and high-rise and vulnerable occupancy properties across the City.
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Priority actions

- The achievement of CFAI accreditation highlighted a number of opportunities for continuous quality improvement, informing ongoing service delivery initiatives for the enhancement of service delivery strategies, particularly as they relate to effective and efficient staff deployment to be considered in the 2021 budget process.
 - Review of the deployment of operational resources in accordance with the CFAI recommendations and City Council direction by conducting critical task analyses to better align the deployment of resources with the TFS standards of cover, to improve the efficiency and effectiveness of resource deployment.
 - The collective agreement signed in December 2018 included a number of Memoranda and the establishment of working groups to resolve outstanding issues, beginning in 2019. It is expected that the work of these committees will conclude in 2020, resulting in a number of recommendations to enhance operations and comply with the terms of the collective agreement.
 - Implementation of a 2-year pilot program that aims to mitigate the service level impacts that result from unanticipated WSIB related absences by utilizing existing staff to backfill front-line vacancies.
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Our key service levels



Assembling the personnel required to safely fight structure fires within 10:24 minutes 90% of the time



1,825 Fire Safety presentations made annually to elementary schools



100% of all High-Rise and TCHC multi-unit residential properties inspected annually

Key service deliverables

- Respond to 141,200 emergency incidents, resulting in 321,600 emergency vehicle responses, including:
 - 37,100 fires
 - 2,600 carbon monoxide incidents
 - 1,600 hazardous materials incidents
 - 76,800 medical emergencies
 - 14,400 motor vehicle incidents and rescues
- Train and equip HUSAR and CBRNE teams to be ready to respond to major disasters
- Inspect 100% of all vulnerable occupancies / TCHC multi-unit residential properties / licensed rooming houses annually
- Inspect every high-rise residential building in the City, no less than once every 12 months
- Complete 8,000 complaint / request inspections
- Conduct a total of 2,020 fire safety presentations for elementary schools and seniors
- Investigate 100% of all fatal and serious injury fires

RECOMMENDATIONS

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

1. City Council approve the 2020 Staff Recommended Operating Budget for Fire Services of \$497.344 million gross, \$476.602 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Fire Rescue & Emergency Response	462,176.1	19,603.2	442,572.9
Fire Prevention, Inspection & Enforcement	28,768.2	1,130.6	27,637.6
Fire Safety Education	6,399.9	8.1	6,391.8
Total Program Budget	497,344.2	20,741.9	476,602.3

2. City Council approve the 2020 staff complement for Fire Services of 3,192.3 positions comprised of one (1) capital position and 3,191.3 operating positions.
3. City Council approve 2020 Staff Recommended Capital Budget for Fire Services with cash flows and future year commitments totaling \$50.204 million as detailed by project in appendix 5a.
4. City Council approve the 2021-2029 Staff Recommended Capital Plan for Fire Services totalling \$12.474 million in project estimates as detailed by project in Appendix 5b.

Toronto Fire Services:

Matthew Pegg

Fire Chief & General Manager

Tel: (416) 338-9051

Email: matthew.pegg@toronto.ca

Corporate:

David Metcalfe

Manager, Financial Planning

Tel: (416) 392-8351

Email: david.metcalfe@toronto.ca

2020 STAFF RECOMMENDED OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Fire Rescue & Emergency Responses	18,572.6	20,593.5	19,603.2		19,603.2	(990.3)	(4.8%)
Fire Prevention, Inspection & Enforcement	2,136.5	1,130.6	1,130.6		1,130.6	0.0	
Fire Safety Education	152.2	338.1	8.1		8.1	(330.0)	(97.6%)
Total Revenues	20,861.3	22,062.2	20,741.9	0.0	20,741.9	(1,320.3)	(6.0%)
Expenditures							
Fire Rescue & Emergency Responses	438,910.8	450,416.7	459,829.9	2,346.2	462,176.1	11,759.4	2.6%
Fire Prevention, Inspection & Enforcement	24,453.8	28,033.7	28,768.2		28,768.2	734.5	2.6%
Fire Safety Education	5,820.9	5,613.7	6,399.9		6,399.9	786.2	14.0%
Total Gross Expenditures	469,185.5	484,064.1	494,998.0	2,346.2	497,344.2	13,280.2	2.7%
Net Expenditures	448,324.2	462,001.9	474,256.1	2,346.2	476,602.3	14,600.5	3.2%
Approved Positions	3,214.3	3,212.3	3,191.3	1.0	3,192.3	(20.0)	(0.6%)

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$494.998 million gross reflecting an increase of \$10.934 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Increase in salaries & benefits arising from the Local 3888 Collective Agreement provisions, as well as an increase in Workers Safety Insurance Benefits to support actual experience.
- Inflationary increase required for utilities, maintenance and other non-labour expenditures.
- Savings resulting from Line-by-Line review of non-salary expenditures.
- Savings from one-time deferral of the annual contribution to the Fire Vehicle Replacement Reserve to align the timing of the cash flow requirements of the Fire Replacement capital project.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.346 million gross, enabling:

- Implementation of Value-Based Operations Staffing Pilot Program (\$2.256 million), a 2-Year pilot program that leverages the existing complement to offset staffing shortfalls and resulting service level reductions due to unanticipated staff vacancies (primarily due to WSIB related absences). This program will allow TFS to better maintain frontline services by offsetting unanticipated WSIB-related staff absences.
- TFS Communications Quality Assurance/Quality Improvement Program (\$0.089 million) will add one position to the TFS Communication Division to implement a comprehensive Quality Assurance/Quality Improvement (QA/QI) program that will assess, evaluate, and make recommendations for improvements to emergency call handling accuracy.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fire Services' 2020 Staff Recommended Operating Budget have no equity impacts.

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Base Budget for Fire Services is \$494.998 million gross or 2.3% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	441,938.3	455,759.7	471,968.1	16,208.4	3.6%
2 Materials & Supplies	9,732.8	9,600.5	9,886.8	286.3	3.0%
3 Equipment	826.8	1,189.0	1,299.0	110.0	9.2%
4 Service and Rent	6,471.9	7,485.8	7,937.7	451.9	6.0%
5 Contribution To Capital					
6 Contribution To Reserves	10,175.2	10,016.0	3,893.0	(6,123.0)	-61.1%
7 Other Expenditures	40.6	13.1	13.5	0.4	3.1%
Total Expenditures	469,185.6	484,064.1	494,998.0	10,934.0	2.3%
Revenues					
1 Provincial Subsidies	241.7	600.0	710.0	110.0	18.3%
2 Federal Subsidies					
3 User Fees & Donations	19,897.7	21,090.0	19,789.8	(1,300.2)	-6.2%
4 Transfers From Capital	12.7	128.6	128.6		
5 Other Revenues	709.2	243.6	113.5	(130.1)	-53.4%
Total Revenues	20,861.3	22,062.2	20,741.9	(1,320.3)	-6.0%
Net Expenditures	448,324.3	462,001.9	474,256.1	12,254.3	2.7%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Includes Local 3888 Collective Agreement pressures (\$10.293 million); step, merit, recognition pay increases; one extra working day for the leap year (\$5.519 million), and \$2.370 million to fund on-going WSIB costs. As well, enhanced vacancy management has been factored into the 2020 budget.

Materials and Supplies:

Includes inflationary increase for utilities.

Services and Rents:

Includes contract cost escalations primarily for cleaning of Firefighting protective equipment (bunker suits).

Contributions to Reserves:

Includes a one-time deferral of the annual contribution to the Fire Vehicle Replacement Reserve in order to align the timing of the Fire Fleet Replacement capital project (\$6.203 million).

Other Revenue Changes:

While 2019 projected actuals include over-achieved False Alarm revenues of \$3.8 million, this trend is not expected to continue into 2020; the 2020 budget for False Alarm revenues includes an increase of \$2.5 million based on the projected volumes.

Table 2b: Value Based Outcome Review* Recommendations and Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Benefit Rate Reduction Savings	Line by Line		(2,135.6)	(2,135.6)			(2,135.6)			(2,135.6)	
Deferral of Contribution to Vehicle Reserve	Other		(6,203.0)	(6,203.0)			6,203.0				
Budget Increase/(Decrease)		-	(8,338.6)	(8,338.6)	-	-	4,067.4	-		(2,135.6)	

The 2020 Staff Recommended Operating Budget includes \$8.339 million in gross expenditure reductions as part of the internal budget review as follows:

Other

- Savings arising from benefit rate reductions in medical, dental and long-term disability based on an analysis of 2019 actual costs and anticipated 2020 requirements.
- One-time deferral of contributions to the Fire Vehicle Reserve to reflect cash flow requirements for the 2020 Fleet Replacement capital project.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Value-Based Staffing-Pilot Program		2,256.6	2,256.6		2,256.6	Low
2 TFS Communications-Quality Assurance/Quality Improvement Program		89.6	89.6	1.0	161.1	Low
Total New / Enhanced		2,346.2	2,346.2	1.0	2,417.7	

Value-Based Staffing Pilot Program

- WSIB-approved hours of off-duty time for TFS Operations staff, resulting from occupational illness and injury, have increased by 285% in the last 5 years, and is projected to continue to increase. Historically, there have been no program resources to address the impact of WSIB and other unplanned absences; consequently TFS has had no alternative but to reduce the frontline emergency service to reflect the reduction in front-line staff.
- Funding of \$2.257 million is included to fund a 2-year pilot program that will enable TFS to better mitigate these impacts by replacing staff who are out of the workplace on WSIB. This will be achieved by utilizing the existing staffing complement to backfill these front-line vacancies. The program will report back on the impact of this program on performance prior to the 2022 budget process.

TFS Communications Quality Assurance/Quality Improvement Program

- The TFS Communication Division is responsible for emergency call-taking and dispatching; Incident Management System support; and delivering 911 tiered responses.
- Currently, the review of emergency call handling/processing function exists only on a complaint-driven and ad hoc basis. The ability for TFS to identify the correct emergency incident type, the precise location and the severity of the incident are key determinates in the overall timely and effective emergency response system. It is important that these details are able to be effectively communicated to responding crews in a timely manner.
- Funding for one permanent position within the TFS Communication Division is recommended to implement a comprehensive Quality Assurance/Quality Improvement (QA/QI) program that will assess, evaluate, and make recommendations for improvements to emergency call handling accuracy. This initiative will allow TFS to develop a communications QA/QI process that will help track dispatch responses and create plans to ensure the call processing and dispatch performance is achieved in compliance with NFPA standards.

Note:

1. For additional information on 2020 key cost drivers refer to Appendix 1 as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and [Appendix 3](#) for the 2020 Staff Recommended & Pending New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	22,062.2	20,741.9	20,741.9	20,741.9
Gross Expenditures	484,064.1	497,344.2	525,670.9	534,970.5
Net Expenditures	462,001.9	476,602.3	504,929.0	514,228.6
Approved Positions	3,212.3	3,192.3	3,234.3	3,234.3

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

The 2021 Outlook with the total gross expenditures of \$525.670 million reflects an anticipated \$28.326 million or 5.7% increase in gross expenditures above the 2020 Budget based on the following:

Impacts of 2020 decisions

- The one-time contribution deferral of \$6.203 million to the vehicle reserve in 2020 will result in a total pressure of \$12.4 million in 2021.

Salaries and Benefits

- Known Salary and Benefit increases resulting from the cost of living allowance for Local 3888 staff, step increases, and progression pay requires \$13.3 million net in 2021.

Operating Impact of Capital

- Operating impacts of completing Station A (Woodbine) and Station B (Downsview) of \$1.622 million net in 2021 resulting from the addition of 42 positions required to staff the new fire stations.

Key 2022 drivers

The 2022 Outlook with the total gross expenditures of \$534.970 million reflects an anticipated \$9.300 million or 1.8% increase in gross expenditures above the 2021 Budget based on the following:

Salaries and Benefits

- Known Salary and Benefit increases resulting from the cost of living allowance for Local 3888 staff, step increases, and progression pay requires \$14.4 million net in 2022.

Operating Impact of Capital

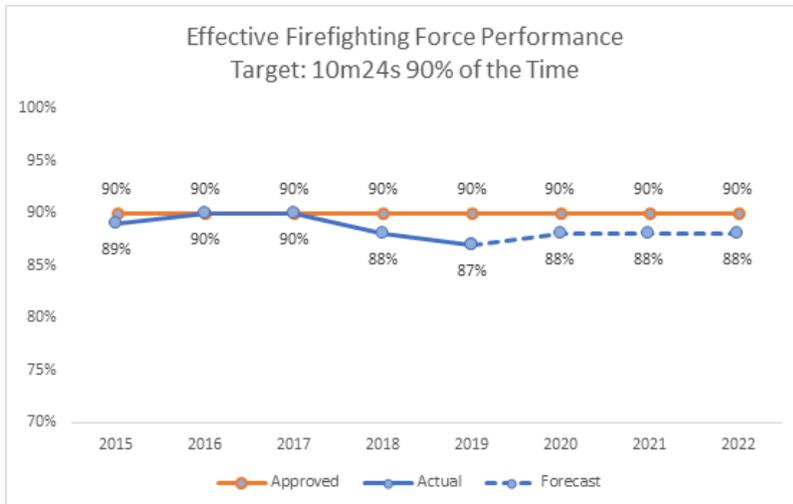
- The annualized operating impacts of opening Station A (Woodbine) and Station B (Downsview) of \$3.4 million for the 42 positions added in 2021.

Other

- In 2022, the one-time vehicle contribution deferral of \$6.203 million will be reversed, thereby reverting the annual contributions to the Vehicle Reserve back to \$7.203 million.

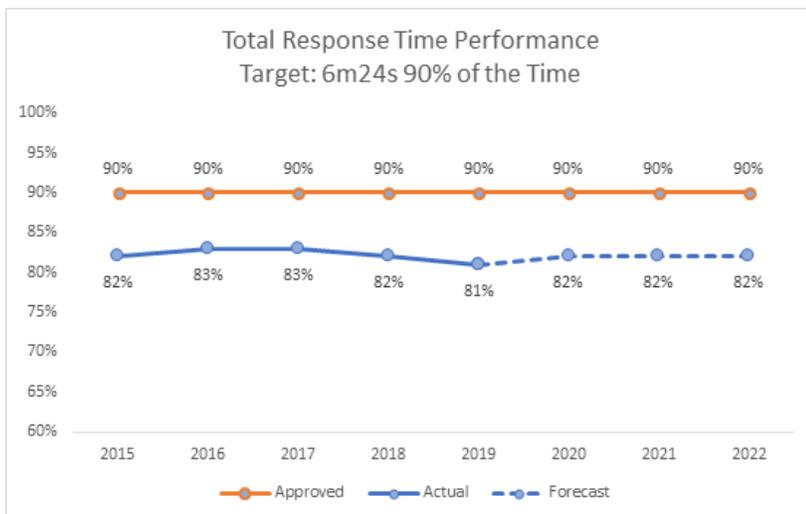
How well we are doing

Performance measures

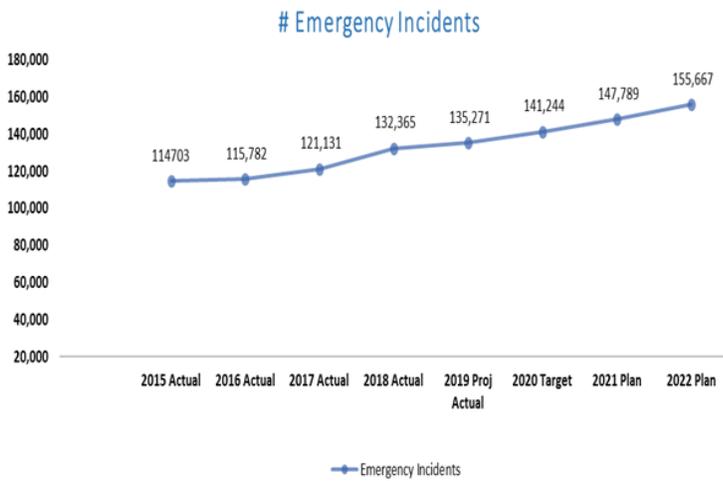


Behind the numbers

- Effective Firefighting Force is the time interval from emergency call acknowledgement to arrival of the initial number of personnel required for safe and effective firefighting operations
- TFS continues to experience challenges in maintaining performance standards due to city growth and densification resulting in increased travel times.
- Funding is included in 2020 to allow TFS to replace firefighters who are unavailable for duty due to unplanned illness or injury, including WSIB related absences, to mitigate the resulting service gap using existing resources.
- A redeployment review planned for 2020 will ensure the best and most efficient use of resources to further reduce service gaps.



- Total response time is the time interval from call acknowledgement to arrival of first truck and crew at the emergency incident location.
- TFS continues to experience challenges in maintaining performance standards due to city growth and densification resulting in increased travel times.
- Additional funding is included in 2020 to allow TFS to replace firefighters who are unavailable for duty due to unplanned illness or injury, including WSIB related absences, to mitigate the resulting service gap using existing resources.
- A redeployment review planned for 2020 will ensure the best and most efficient use of resources to further reduce service gaps.

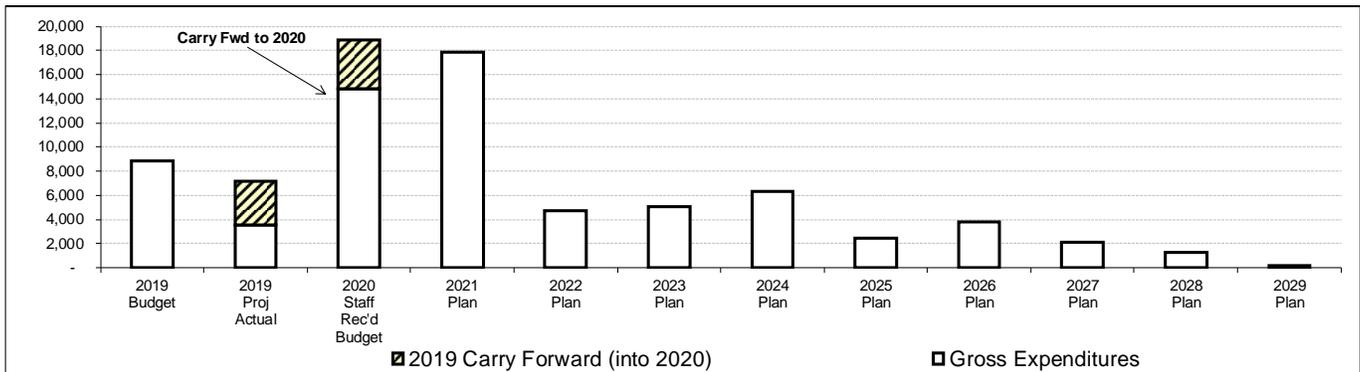


- Emergency incidents include TFS's response to all types of emergencies including fires, emergency medical incidents, and all types of rescue including water, high-angle, and specialized services including hazardous materials.
- 9.3% increase in emergency incidents (11,234) year over year (2017-2018).
- 4,087 incidents of the 2018 increase were related to fire responses and public hazards of which 50% were attributed to extreme weather events.

**2020 – 2029 STAFF
RECOMMENDED CAPITAL BUDGET
AND PLAN**

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan															Total 10 Year Plan
	2019		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020 - 2024	2025 - 2029		
	Budget	Projected Actual														
Gross Expenditures by Project Category:																
Health & Safety & Legislated	3,183	1,615	2,869	3,230	231	2,833	5,284	2,036	3,700	2,050	1,150	50	14,447	8,986	23,433	
SOGR	1,868	774	6,501	2,565	3,435	2,205	1,005	427	100	100	100	100	15,711	827	16,538	
Service Improvement & Growth	3,806	1,187	9,504	12,098	1,105	-	-	-	-	-	-	-	22,707	-	22,707	
Total by Project Category	8,857	3,576	18,874	17,893	4,771	5,038	6,289	2,463	3,800	2,150	1,250	150	52,865	9,813	62,678	
Financing:																
Debt	1,216	1,014	5,163	2,615	3,917	2,255	3,467	477	1,600	1,750	150	150	17,417	4,127	21,544	
Reserves/Reserve Funds	1,223	894	2,538	3,180	181	2,783	2,822	1,986	2,200	400	1,100	-	11,504	5,686	17,190	
Development Charges	2,389	839	8,516	11,761	-	-	-	-	-	-	-	-	20,277	-	20,277	
Provincial	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Federal	335	180	155	337	673	-	-	-	-	-	-	-	1,165	-	1,165	
Debt Recoverable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other 1 -CFC	3,694	649	2,502	-	-	-	-	-	-	-	-	-	2,502	-	2,502	
Total Financing	8,857	3,576	18,874	17,893	4,771	5,038	6,289	2,463	3,800	2,150	1,250	150	52,865	9,813	62,678	

Changes to Existing Projects	New Projects	Capital Needs Constraints
<p>Changes to Existing Projects (\$0.0)</p> <ul style="list-style-type: none"> No change to existing projects 	<p>New Projects (\$13.362)</p> <ul style="list-style-type: none"> Toronto Radio Infrastructure Project (TRIP) - \$8.534 million High Density Urban Aerial Truck -\$3.0 million Fire Apparatus - Stn B Downsview -\$0.800 million Fire Apparatus - Stn A Woodbine -\$0.800 million Other projects \$0.230 million 	<p>Capital Needs Constraints (\$38.2)</p> <ul style="list-style-type: none"> Auto-Extrication Tools - \$0.580 million Various Training Simulators - \$0.360 million Fire Master Plan- \$0.900 million Replacement of Fire Boats - \$15.0 million New Fire Station-Lower Don Lands- \$21.4 million

Note: For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively

2020 – 2029 CAPITAL BUDGET AND PLAN**\$62.7 Million 10-Year Gross Capital Program**

					
New Stations/ Renovations	Information Technology	Vehicles	Communication	Equipment	Toronto Radio Infrastructure Project (TRIP)
\$22.2 M 35%	\$4.3 M 7%	\$4.6 M 7%	\$7.8 M 12%	\$15.3 M 25%	\$8.5 M 14%
2 New Fire Stations / HUSAR Building Expansion / Renovation of 3 Dohme facility	NG911 / Fire Prevention Technology Integration / CAD Upgrade	Fire Apparatus for the 2 new stations / High Density Urban Aerial Truck	Lifecycle Replacement of Portable and Mobile Radios	Personal Protective Equipment / Replacement of Defibrillators and Thermal Imaging Cameras	TRIP Sub-System Sustainment - A joint project involving Fire, Police and Paramedics

How the Capital Program is Funded

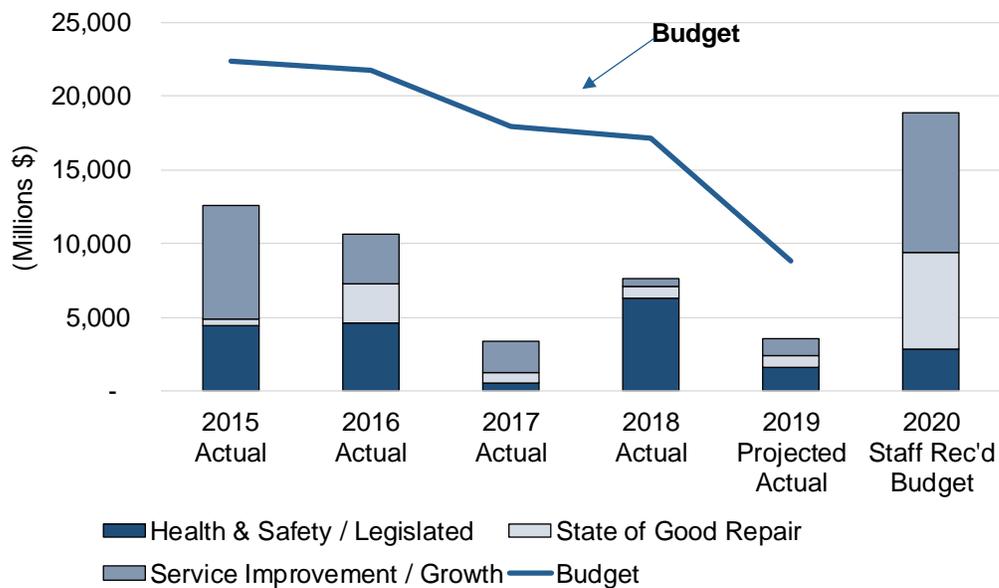
City of Toronto		Provincial Funding	Federal Funding	
\$61.5 M 98%		\$0 M	\$1.2 M 2%	
Debt	\$ 21.5 M		Grants	\$ 1.2 M
Development Charges	\$ 20.3 M			
Reserve Draws	\$ 17.2 M			
Other 1	\$ 2.5 M			

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Fire's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work. Past year's spend rates have been significantly impacted by delays in the delivery of Station A (Woodbine) and Station B (Downsview), with project costs of \$8.342 million and \$11.685 million respectively. Issues resulting in delays have been resolved with Corporate Facilities staff, with both projects scheduled for completion in Q4, 2021.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	4,427	4,628	567	6,315	1,615	2,869
State of Good Repair	431	2,687	655	792	774	6,501
Service Improvement / Growth	7,744	3,357	2,189	517	1,187	9,504
Total	12,602	10,672	3,411	7,624	3,576	18,874
% Spent	56%	49%	19%	44%	40%	

Note: 2020 Budget includes carry forwards from previous years.

Capacity to Spend Review Impact on the Recommended 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$3.494 million in capital spending originally cash flowed in 2020 has been deferred to 2021, with an additional \$1.085 million deferred to 2022. Adjustments to the Capital Plan are noted below:

- Funding for Station B (Downsview) was recast as follows: \$2.389 million was moved from 2020 to 2021, and \$0.020 million was moved from 2022 to 2021. The projected completion date has been changed from 2022 to 2021.

- Funding for the HUSAR Building Expansion was recast based on the capacity to spend review as follows: \$1.105 million was moved from 2020 to 2021 and funding of \$1.105 million was moved from 2021 to 2022. The projected completion date has been changed from Q4 2021 to Q1 2022.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

- TFS's State of Good Repair backlog and ongoing maintenance is managed by Corporate Real Estate Management's (CREM) State of Good Repair program and is included in the 2020 Staff Recommended Capital Budget for CREM.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 10-Year Capital Plan will Budget will impact future year Operating Budgets by \$5.988 million net over the 2020-2029 period, primarily due to the completion of two new fire stations expected to open in 2021, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Helmet Replacement</i>	80.000	-	-	-	-	-	-	-	-	-	80.000	-	80.000	-
<i>Fire Prevention Technology Integration</i>	-	-	125.000	-	-	-	-	-	-	-	125.000	-	125.000	-
<i>Station A - Woodbine</i>	-	-	661.000	21.000	1,880.000	-	-	-	-	-	2,541.000	21.000	2,541.000	21.000
<i>Station B - Downsview</i>	-	-	962.000	21.000	1,495.000	-	-	-	-	-	2,457.000	21.000	2,457.000	21.000
<i>Fire Preven-Office Space Accommodation (3 Dohme)</i>	-	-	140.000	-	-	-	-	-	-	-	140.000	-	140.000	-
<i>Next Generation 911 Project</i>	-	-	65.000	-	-	-	-	-	-	-	65.000	-	65.000	-
Sub-Total: Previously Approved	80.000	-	1,953.000	42.000	3,375.000	-	-	-	-	-	5,408.000	42.000	5,408.000	42.000
New Projects - 2019														
<i>Toronto Radio Infrastructure Project (TRIP)</i>	-	-	255.000	-	-	-	245.000	-	40.000	-	540.000	-	540.000	-
Sub-Total: New Projects - 2019	-	-	255.000	-	-	-	245.000	-	40.000	-	540.000	-	540.000	-
New Projects - Future Years														
<i>CAD Upgrade</i>	-	-	-	-	-	-	25.000	-	15.000	-	40.000	-	40.000	-
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	25.000	-	15.000	-	40.000	-	40.000	-
Total	80.000	-	2,208.000	42.000	3,375.000	-	270.000	-	55.000	-	5,988.000	42.000	5,988.000	42.000

Previously Approved projects

- The *Helmet Replacement* project will require an increase contribution to the Equipment Reserve in 2020 to fund the scheduled replacement of this equipment in 2027.
- The *Fire Prevention Technology Integration* project will require funding in 2021 for I&T maintenance / licensing requirements.
- Station B-Downsview* will require funds for 21 new firefighter positions in 2021 in preparation for the completion of the station in Q4, 2021. The annualized cost is reflected in 2022. The 21 firefighter positions were originally approved in 2018, but as the project completion was delayed the positions are recommended to be deleted in the 2020 operating budget.
- Station A-Woodbine* will require 21 new firefighter positions in 2021 in preparation for the completion of the station in Q4, 2021. The full staffing cost, as well as additional maintenance and utility costs are reflected in the 2022 Outlook.
- The *Fire Prevention Office Space Accommodation (3 Dohme)* project will require funding for utilities and equipment costs commencing in 2021.
- Next Generation 911* project will require funding for I&T maintenance costs in 2021.

New projects

- Toronto Radio Infrastructure Project (TRIP)* project will require additional operating funds commencing in 2021 for recurring annual fees that provide access and management of security provisioning capabilities.

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017 Actual	2018 Actual	2019 Budget	2019 Projected Actual *	2020 Total Staff Recommended Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	570.3	241.7	400.0	600.0	710.0	110.0	18.3%
Federal Subsidies							
Other Subsidies							
User Fees & Donations	18,075.8	19,897.7	17,289.8	21,090.0	19,789.8	(1,300.2)	(6.2%)
Licences & Permits Revenue							
Transfers From Capital		12.7			128.6	128.6	
Contribution From Reserves/Reserve Funds							
Sundry and Other Revenues	476.4	709.2	369.4	369.5	110.8	(258.7)	(70.0%)
Inter-Divisional Recoveries			2.7	2.7	2.7		
Total Revenues	19,122.5	20,861.3	18,061.9	22,062.2	20,741.9	(1,320.3)	(6.0%)
Salaries and Benefits	438,744.3	441,938.3	454,989.2	455,759.7	474,314.3	18,554.6	4.1%
Materials & Supplies	10,332.7	9,732.8	9,450.5	9,600.5	9,886.8	286.3	3.0%
Equipment	1,195.7	826.8	989.0	1,189.0	1,299.0	110.0	9.3%
Service and Rent	6,201.7	6,471.9	8,285.8	7,485.8	7,937.7	451.9	6.0%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	9,539.5	10,175.2	10,016.0	10,016.0	3,892.9	(6,123.1)	(61.1%)
Other Expenditures	17.4	31.6			13.5	13.5	
Inter-Divisional Charges		8.9	13.1	13.1		(13.1)	(100.0%)
Total Gross Expenditures	466,031.3	469,185.5	483,743.5	484,064.1	497,344.2	13,280.1	2.7%
Net Expenditures	446,908.8	448,324.2	465,681.6	462,001.9	476,602.3	14,600.4	3.2%
Approved Positions	3,174.3	3,214.3	3,212.3	3,212.3	3,192.3	(20.0)	(0.6%)

* Year-End Projection Based on Q3 2019 Variance Report

** Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Infrastructure and Development Services Program - Fire Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
19853		TFS Communications Quality Assurance/Improvement Program						
72	No Impact	Description:						
<p>Funding of \$0.090 million gross and net in 2020 with an additional \$0.071 million in 2021 is recommended to add 1 position to the TFS Communication Division to implement a comprehensive Quality Assurance/Quality Improvement (QA/QI) program that will assess, evaluate, and make recommendations for improvements to emergency call handling accuracy. .</p> <p>Service Level Impact:</p> <p>The TFS Communications Division is responsible for emergency call-taking and dispatching, Incident Management System support and delivering 9-1-1/tiered responses. The performance of the Communications Division is, in part, based on the speed of emergency call processing; while TFS has met the National Fire Protection Association (NFPA) performance standards for dispatch response times since 2014, there remains a performance gap in identifying the correct incident type, the precise location and the severity of the incident, details which are required to effectively communicate service requirements to crews responding to emergency calls. As controls to evaluate the accuracy of the emergency call handling/processing function do not exist, the current review process is best described as complaint driven and ad hoc. Approval of the funding for this initiative will allow TFS to develop a QA/QI process that will help TFS track dispatch responses and create plans to help ensure information provided to crews responding to emergency calls is be fully compliant with NFPA standards.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Fire Rescue & Emergency Response</p>								
Total Staff Recommended Changes:			89.6	0.0	89.6	1.00	71.5	5.3
Staff Recommended New/Enhanced Services:			89.6	0.0	89.6	1.00	71.5	5.3
19910		Value-Based Operations Staffing Pilot Program						
74	No Impact	Description:						
<p>This proposal enables TFS to conduct a 2 year pilot program that provides for the replacement of staff who are out of the workplace on WSIB related leave, enabling TFS to maintain existing service levels by backfilling for staff who are absent due to WSIB related absences. This proposal reallocates the previously approved funding of \$2.257 million (approved for the addition of the Downsview fire station crew, and deferred due to construction delays) to fund this pilot program.</p> <p>Service Level Impact:</p> <p>Current Service Levels There are currently no provisions in the TFS budget to address WSIB and other unplanned absences. As unplanned absences occur, TFS has no alternative but to reduce the frontline emergency service to reflect the reduction in front-line staff. Service Level Impacts This pilot program will enable TFS to mitigate the risks associated with continuing to reduce frontline service, at significantly less cost than by adding the equivalent number of positions to support the service gap, by implementing a straight-time call-back program that backfills the WSIB related absences. The Fire Chief and General Manager will report on the effectiveness of the pilot program, prior to the launch of the 2022 budget process.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Fire Rescue & Emergency Response</p>								
Total Staff Recommended Changes:			2,256.6	0.0	2,256.6	0.00	0.0	(2,256.6)
Staff Recommended New/Enhanced Services:			2,256.6	0.0	2,256.6	0.00	0.0	(2,256.6)
Summary:								
Staff Recommended New / Enhanced Services:			2,346.2	0.0	2,346.2	1.00	71.5	(2,251.3)

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FR001	Personal Protection Equipment Replacement	1,200	3,100	100		100	1,900	2,200	400	-	-	9,000	9,000		
FR002	Firefighting Particulate Hoods (PPE)	650										650	650		
FR003	Defibrillators Lifecycle Replacement	266								1,100		1,366	1,366		
FR004	Breathing Air Compressor Replacement	105	80	81	83	84	86	-	-	-	-	519	519		
FR005	Next Generation 911 Project	350										350	350		
FR006	Mobile Radios Lifecycle Replacement-2023				2,700							2,700	2,700		
FR007	Replacement of Portable Radios					5,050						5,050	5,050		
FR008	Thermal Imaging Cameras							1,450				1,450	1,450		
FR009	Replacement of CBRNE Equipment								500			500	500		
FR010	The purchase of gas metres for fire investigators								100			100	100		
FR011	Helmet Replacement								1,000			1,000	1,000		
FR012	65mm Hose Packs and Standpipe Kits	248	-	-	-	-	-	-	-	-	-	248	248		
FR013	Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	50	500	500		
FR014	Training Simulators and Facilities Rehabilitation	169	100	100	100	100	100	100	100	100	100	1,069		1,069	
FR015	Fire Preven-Office Space Accommodation (3 Dohme	4,070	305									4,375		4,375	
FR016	Training Facilities Needs Assessment Study	600										600		600	
FR017	CAD Upgrade		930	1,030								1,960		1,960	
FR018	Fire Prevention Technology Integration	1,751										1,751			1,751
FR019	Operational BI Data Architecture Modernization	240										240			240
FR020	Station A -Woodbine	3,708	2,657									6,365			6,365
FR021	Station B - Downsview	3,500	3,886									7,386			7,386
FR022	HUSAR Building Expansion	155	1,105	1,105								2,365			2,365
FR023	Fire Apparatus for Station A-Woodbine	50	750									800			800
FR024	High Density Urban Aerial Truck	50	2,950									3,000			3,000
FR025	Fire Apparatus for Station B-Downsview	50	750									800			800
FR026	Toronto Radio Infrastructure Project (TRIP)	1,662	1,230	2,305	2,105	905	327					8,534		8,534	
	Total Expenditures (including carry forward from 2019)	18,874	17,893	4,771	5,038	6,289	2,463	3,800	2,150	1,250	150	62,678	23,433	16,538	22,707

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
FR001	Personal Protection Equipment Replacement	1,200	3,100	100								4,400	4,400		
FR002	Firefighting Particulate Hoods (PPE)	650										650	650		
FR003	Defibrillators Lifecycle Replacement	266										266	266		
FR004	Breathing Air Compressor Replacement	105										105	27		78
FR005	Next Generation 911 Project	350										350	350		
FR006	Mobile Radios Lifecycle Replacement-2023				2,700							2,700	2,700		
FR007	Replacement of Portable Radios					5,050						5,050	5,050		
FR012	65mm Hose Packs and Standpipe Kits	248										248	248		
FR013	Replacement of HUSAR Equipment	50										50			50
FR014	Training Simulators and Facilities Rehabilitation	169										169	69		100
FR015	Fire Preven-Office Space Accommodation (3 Dohm)	4,070	305									4,375	4,375		
FR016	Training Facilities Needs Assessment Study	600										600	600		
FR018	Fire Prevention Technology Integration	1,751										1,751	1,751		
FR019	Operational BI Data Architecture Modernization	240										240	240		
FR020	Station A -Woodbine	3,708	2,657									6,365	6,365		
FR021	Station B - Downsview	3,500	3,886									7,386	7,386		
FR022	HUSAR Building Expansion	155	1,105	1,105								2,365	2,365		
FR023	Fire Apparatus for Station A-Woodbine	50	750									800			800
FR024	High Density Urban Aerial Truck	50	2,950									3,000			3,000
FR025	Fire Appratus for Station B-Downsview	50	750									800			800
FR026	Toronto Radio Infrastructure Project (TRIP)	1,662	1,230	2,305	2,105	905	327					8,534			8,534
	Total Expenditure (including carry forward from 2019)	18,874	16,733	3,510	4,805	5,955	327					50,204	36,842		13,362

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Fire Services to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FR001	Personal Protection Equipment Replacement				100	1,900	2,200	400			4,600	4,600		
FR003	Defibrillators Lifecycle Replacement								1,100		1,100	1,100		
FR004	Breathing Air Compressor Replacement	80	81	83	84	86					414	414		
FR008	Thermal Imaging Cameras						1,450				1,450	1,450		
FR009	Replacement of CBRNE Equipment							500			500	500		
FR010	The purchase of gas metres for fire investigators							100			100	100		
FR011	Helmet Replacement							1,000			1,000	1,000		
FR013	Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	450	450		
FR014	Training Simulators and Facilities Rehabilitation	100	100	100	100	100	100	100	100	100	900		900	
FR017	CAD Upgrade	930	1,030								1,960		1,960	
	Total Expenditures (including carry forward from 2019)	1,160	1,261	233	334	2,136	3,800	2,150	1,250	150	12,474	9,614	2,860	

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Fire Services											
Project Name :STATION B - Downsview (STN 144) KEELE / SHEPPARD	2012	10	451	11,685	4,119	Significant Delay		Dec-16	Dec-21	Ⓒ	Ⓓ
Comments:	Explanation for Delay: All building permits are in place to build the station. The tender was re-issued on August 30, 2019 and closed on October 8, 2019. The award of the contract is expected in late November with the construction to start in March 2020. The completion date is expected to be in Q4 2021.										
Project Name STATION A - Woodbine (STN 414)-HWY 27 AND REXDALE B	2014	21	262	8,342	1,737	Significant Delay		Dec-17	Dec-21	Ⓒ	Ⓓ
Comments:	Explanation for Delay: Co-location with TPS site configuration has been developed to have TPS facility added to the TFS facility without integrating interior space with minimal affect on site access for TFS and TPS. Site plan application will be completed in October 2019. Documents for Permit application and issuance of the permit is expected in Q1 2020. Tender document is planned for Q1 2020 with the award and start of construction in Q2 2020. The project completion is expected in Q4 2021.										

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

Ⓒ
Ⓕ
Ⓓ

>70% of Approved Project Cost

Between 50% and 70%

< 50% or > 100% of Approved Project Cost

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)						
				2020	2021	2022	2023	2024	2025- 2029	
<i>Battery Powered Auto-Extrication Tools</i>	0.580		0.580	0.580						-
<i>Mobile Pump Operations Simulator</i>	0.115		0.115	0.115						-
<i>Mobile Driver Simulator</i>	0.185		0.185	0.185						-
<i>Virtual Reality Fire Training Simulator</i>	0.060		0.060	0.060						-
<i>Fire Master Plan</i>	0.900	0.450	0.450				0.050	0.400		0.450
<i>Replacement of Fire Boats</i>	15.000		15.000							15.000
<i>New Fire Station - Lower Don Lands</i>	21.360	13.884	7.476							21.360
Total	38.200	14.334	23.866	0.940	-	-	0.050	0.400		36.810

In addition to the Recommended 10-Year Capital Plan of \$62.7 million, staff have also identified \$38.2 million in capital needs constraints for Fire Services as reflected in the table above.

- *Battery Powered Auto-Extrication Tools*
The purchase of 19 rechargeable battery-powered auto extrication tools will improve the safety and speed of vehicle and industrial rescues, subway rescues, and confined space rescues which can be accomplished without the weight, noise, fuel concerns and emissions associated with the current gas powered units.
- *Various Training Simulators*
The purchase of various training simulators (Mobile Pump Operations Simulator, Mobile Driver Simulator and Virtual Reality Fire Training Simulator) will aid the Technical & Training Operations Division in providing a more effective and efficient method of training TFS firefighters and new recruits. This purchase aligns with the Fire Chief's commitment to continuous improvement and enhancing training and development for TFS staff.
- *Fire Master Plan*
Funding is required to review and update the Master Fire Plan which provides strategic direction and outlines the planned critical initiatives to be implemented in Fire Services over the next five (5) years toward achieving its strategic objectives.
- *Replacement of Fire Boats*
The current fire boat, the William Lyon Mackenzie, is available 24/7 and provides critical emergency and ice-breaking services within Toronto Harbour, the adjacent waters of Lake Ontario, and the waterfront areas of Toronto. The vessel was built in 1964, refurbished in 2004, and is expected to reach end of life by 2028. There is no reserve provision in place to fund this replacement.
- *New Fire Station-Lower Don Lands*
This new fire station, integrated in the base of a mixed-use building, in either Villiers Island or the Mc Cleary District of the Port Lands, provides growth-related emergency community infrastructure to the area and other areas of the City based on redevelopment plans for the Port Lands.

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

N/A

Table 8f - User Fees for Rationalization

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
Beginning Balance		4,699.0	4,699.0	4,555.0	2,802.0
Equipment Reserve-Fire	XQ1020				
<i>Withdrawals (-)</i>					
<i>Defibrillators Lifecycle Replacement-CF</i>			(266.0)		
<i>Personal Protection Equipment Replacement</i>			(1,200.0)	(3,100.0)	(100.0)
<i>Breathing Air Compressor(with CF)</i>			(105.0)	(80.0)	(81.0)
<i>Contributions (+)</i>					
			1,427.0	1,427.0	1,427.0
Total Reserve / Reserve Fund Draws / Contributions		4,699.0	4,555.0	2,802.0	4,048.0
Balance at Year-End		4,699.0	4,555.0	2,802.0	4,048.0

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
Beginning Balance		9,877.0	9,877.0	357.0	357.0
Vehicle Reserve-Fire	XQ1017				
<i>Withdrawals (-)</i>					
<i>Fleet Replacement-CF</i>			(9,520.0)		
<i>Fleet Replacement-2020</i>			(1,000.0)	(6,203.0)	
<i>Fleet Replacement-Future Years</i>				(7,203.0)	(7,203.0)
<i>Contributions (+)</i>					
			1,000.0	13,406.0	7,203.0
Total Reserve / Reserve Fund Draws / Contributions		9,877.0	357.0	357.0	357.0
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		9,877.0	357.0	357.0	357.0

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		29,462.41	26,435.42	23,282.94
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
Fire Services		0.00	0.00	0.00
Other Division/Agency Withdrawals		-65,835.19	-65,966.23	-65,970.84
Total Withdrawals		-65,835.19	-65,966.23	-65,970.84
<i>Contributions (+)</i>				
Fire Services		1,465.58	1,465.58	1,465.58
Other Division/Agency Contributions		61,342.62	61,348.16	61,357.39
Total Contributions		62,808.21	62,813.74	62,822.97
Total Reserve / Reserve Fund Draws / Contributions		-3,026.99	-3,152.49	-3,147.87
Balance at Year-End		26,435.42	23,282.94	20,135.07

* Based on 9-month 2019 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 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, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XQ1020 Vehicle	Beginning Balance	4,245	4,699	4,555	2,802	4,048	2,692	1,297	738	15	1,042	1,369	4,699
	Withdrawals (-)												
	Defibrillators Lifecycle Replacement		(266)								(1,100)		(1,366)
	Personal Protection Equipment Replacement		(1,200)	(3,100)	(100)		(100)	(1,900)	(2,200)	(400)			(9,000)
	Replacement of Portable Radios						(2,638)						(2,638)
	Mobile Radios Lifecycle Replacement					(2,700)							(2,700)
	Breathing Air Compressor(with CF)		(105)	(80)	(81)	(83)	(84)	(86)					(519)
	Total Withdrawals		(1,571)	(3,180)	(181)	(2,783)	(2,822)	(1,986)	(2,200)	(400)	(1,100)	-	(16,223)
	Contributions (+)												
	Contributions		1,427	1,427	1,427	1,427	1,427	1,427	1,477	1,427	1,427	1,427	14,320
	Total Contributions		1,427	1,427	1,427	1,427	1,427	1,427	1,477	1,427	1,427	1,427	14,320
Total Reserve Fund Balance at Year-End		4,699	4,555	2,802	4,048	2,692	1,297	738	15	1,042	1,369	2,796	2,796

* Based on the 2019 Q3 Reserve Fund Variance Report

Reserve / Reserve Fund Name	Project / Sub Project Name and Number	Projected Balance as at Dec 31,	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR2118 Development Charges RF-Fire	Beginning Balance	15,956	18,205	11,647	1,205	3,089	5,834	8,704	11,704	14,841	18,120	21,548	18,205
	Withdrawals (-)												
	Station A (Woodbine)		(2,741)	(2,657)									(5,398)
	Station B (Downsview)		(3,500)	(3,886)									(7,386)
	Fire Prevention Office Accommodation - 3 Dohme Ave		(2,125)										(2,125)
	HUSAR Building Expansion			(768)									(768)
	Woodbine Station Appartus		(50)	(750)									(800)
	High Density Urban Aerial		(50)	(2,950)									(3,000)
	Downsview Station Apparatus		(50)	(750)									(800)
	Total Withdrawals		(8,516)	(11,761)	-	-	-	-	-	-	-	-	(20,277)
	Contributions (+)												
	Contributions		1,958	1,319	1,884	2,745	2,870	3,000	3,137	3,279	3,428	3,576	27,196
	Total Contributions		1,958	1,319	1,884	2,745	2,870	3,000	3,137	3,279	3,428	3,576	27,196
Total Reserve Fund Balance at Year-End		18,205	11,647	1,205	3,089	5,834	8,704	11,704	14,841	18,120	21,548	25,124	25,124

* Based on the 2019 Q3 Reserve Fund Variance Report

Reserve / Reserve Fund Name	Project / Sub Project Name and Number	Projected Balance as at Dec 31,	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XQ1017 Vehicle Reserve- Fire Vehicle	Beginning Balance	3,080	9,877	357	357	357	357	357	357	357	357	357	9,877
	Withdrawals (-)												
	Fleet Replacement-CF		(9,520)										(9,520)
	Fleet Replacement-2020		(1,000)	(6,203)									(7,203)
	Fleet Replacement-Future Years			(7,203)	(7,203)	(7,203)	(7,203)	(7,203)	(7,203)	(7,203)	(7,203)	(7,203)	(64,827)
	Total Withdrawals		(10,520)	(13,406)	(7,203)	(81,550)							
	Contributions (+)												
	Contributions		1,000	13,406	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	72,030
	Total Contributions		1,000	13,406	7,203	72,030							
Total Reserve Fund Balance at Year-End		9,877	357	357	357	357	357	357	357	357	357	357	357

* Based on the 2019 Q3 Reserve Fund Variance Report

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.