

2022 Budget Notes

Toronto Paramedic Services

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Description

Toronto Paramedic Services (PS) provides 24/7 paramedic care in response to life-threatening medical emergencies. PS delivers the following services:

- Emergency Medical Care
- Emergency Medical Dispatch
- Community Paramedicine

PS is responsible for all aspects of land ambulance service for the City of Toronto. PS has stewardship of more than 45 ambulance stations (including a Multi-Function Station), a fleet of 234 transport ambulances, 1,285 Paramedics and 131 Emergency Medical Dispatchers.

Why We Do It

PS is the sole provider of 24/7 paramedic care as mandated by the *Ambulance Act* of Ontario. We protect and improve the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital, paramedic-based health care.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

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What Service We Provide

Emergency Medical Care

Who We Serve: 911 Callers, Patients, Hospitals

What We Deliver: Provide outstanding paramedic-based emergency medical response and treatment, and ensure medically appropriate transport for all patients in the community.

How Much Resources (gross 2022 operating budget): \$248.7 million

Emergency Medical Dispatch & Preliminary Care

Who We Serve: 911 Callers, Patients, Hospitals

What We Deliver: Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.

How Much Resources (gross 2022 operating budget): \$31.5 million

Community Paramedicine & Emergency Call Mitigation

Who We Serve: 911 Callers, Patients, Hospitals, Health Care Providers

What We Deliver: Provide community-based primary medical care and referrals, at-home medical care to support seniors and vulnerable citizens, and citizen first-response education and awareness within the community.

How Much Resources (gross 2022 operating budget): \$11.9 million

Budget at a Glance

2022 OPERATING BUDGET

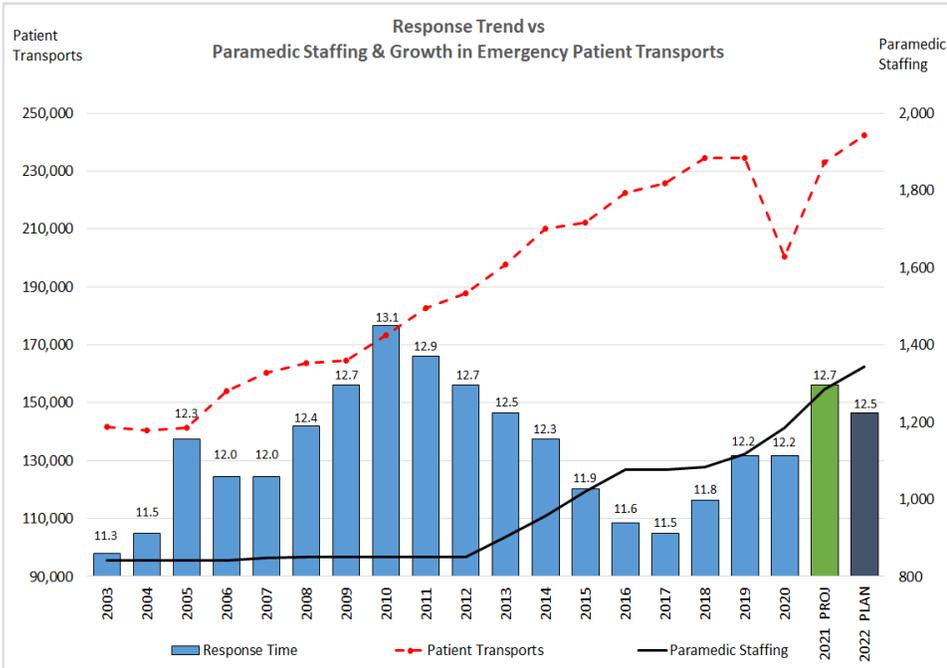
<u>\$Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$192.0	\$187.3	\$189.9
Gross Expenditures	\$292.1	\$297.5	\$303.4
Net Expenditures	\$100.1	\$110.2	\$113.5
Approved Positions	1,796.3	1,764.3	1,764.3

2022 - 2031 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
Gross Expenditures	\$13.7	\$137.7	\$151.4
Debt	\$9.8	\$83.9	\$93.8

Note: Includes 2021 carry forward funding to 2022

How Well We Are Doing – Behind the Numbers

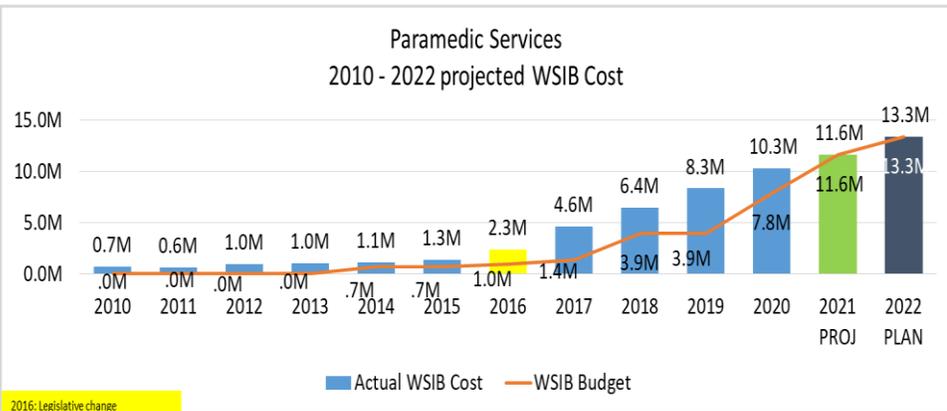


EMERGENCY VOLUME – NATURE OF DEMAND

- Emergency volume returned to pre-pandemic levels
- Driven by aging, growing, and increasingly vulnerable population
- Polarized socio-economic status results in fragmented support systems / reliance on paramedic and public services

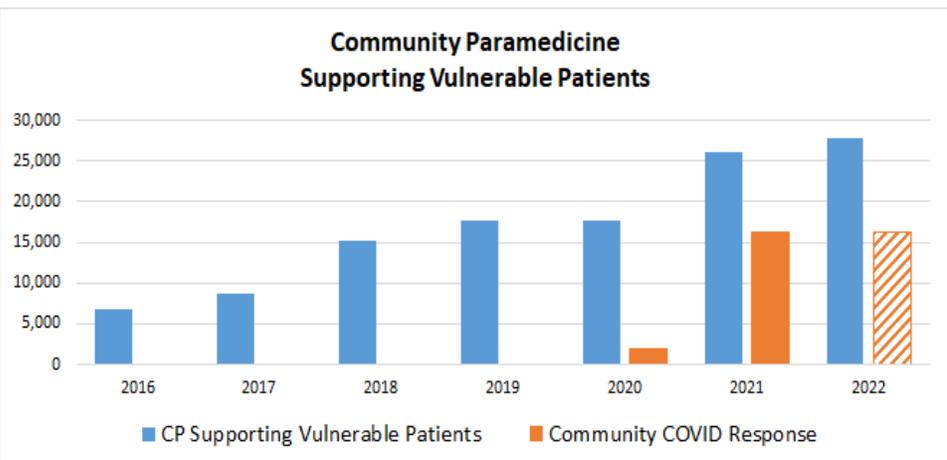
RESPONSE TIME TO CRITICAL PATIENTS

- Reduced ambulance availability increases response times to critical patients
- Critically ill patients need transport to definitive care facilities (e.g., Stroke Centres, Catheterization Labs, Trauma Centres, etc.)



INCREASED WSIB COSTS

- 55.6% increase in the number of lost-time incidents of employee injury/illness – due to Post Traumatic Stress Injuries
- New WSIB legislation was enacted in 2016
- Increase in reports of staff exposures to infectious disease and associated WSIB claims related to occupational stress injury



COMMUNITY PARAMEDICS

Support vulnerable patients through:

- Referrals to community resources by frontline Paramedics
- Home visits
- Wellness Clinics in TCHC buildings
- Homebound Vaccinations
- COVID-19 Tests
- Chronic disease management for seniors awaiting LTC placement

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target
Service Level Measures							
Pre-Hospital Emergency Care	Response Time (minutes)	12.2	12.2	12.4	12.7	●	12.5
Pre-Hospital Emergency Care	Emergency Calls (Unique Incidents)	336,573	307,875	320,190	323,573	●	341,694
Pre-Hospital Emergency Care	Time on Task (minutes) (90th Percentile All Calls)	130.08	127.72	130.67	132.32	●	137.08
Pre-Hospital Emergency Care	WSIB Cost (\$ million)	\$8.3M	\$10.3M	\$11.6M	\$11.6M	●	\$13.3M
Other Measures							
Community Paramedicine Outreach & Referral	Number of Supported Vulnerable Patients	17,744	19,632	26,054	26,054	●	27,877
Emergency Medical Dispatch	Emergency Calls Processed	419,229	375,011	390,011	394,040	●	416,094

Note:

- - Represents a negative trend or additional pressure to the Division
- - Represents a neutral trend or impact on the Division
- - Represents a positive trend or impact on the Division

COVID-19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- SSC - Staff Support Centre – (\$0.510M Gross, \$0 Net)
 - A centralized resource to support staff health and wellness, providing employee health monitoring, workplace contact tracing, COVID-19 testing referrals, and responding to staff inquiries.
- Pandemic Response – Community Paramedicine – (\$2.770M, \$0 Net)
 - Paramedic Teams that provide COVID-19 testing and vaccinations to support vulnerable populations.
- Additional PPE – (\$1.664M, \$0 Net)
 - PPE usage has increased significantly in response to the pandemic.
- Additional Ambulance Cleaning – (\$0.439M, \$0 Net)
 - To ensure patient safety and a safe working environment for paramedics, the division has doubled the amount of deep vehicle cleaning compared to pre-pandemic times.
- PPE Re-Processing Facilities – (\$1.293M, \$0 Net)
 - Staff and equipment have been purchased to enable the division to reprocess N95 masks and ensure adequate supplies of PPE to support frontline staff.

All the above 2022 COVID-19 initiatives are expected to be 100% funded by the province.

Service Level Changes

In early 2020, emergency medical call volumes were lower at the start of the COVID-19 pandemic. In 2021, call volumes have returned to pre-pandemic levels and are expected to return to the average annual increase of 4% in future years.

In addition, ambulance availability has been negatively impacted by hospital system capacity pressures resulting in increased patient transfer-of-care times for paramedics, and increased frontline infection control requirements. This has contributed to increased response times to critical patients.

There has also been an increase in WSIB claims related to Post Traumatic Stress Injuries (PTSI) and exposure to infectious diseases (i.e., COVID-19) experienced by Paramedics.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Continued long-term strategy of building a Multi-Function Station system to improve operational efficiencies and accommodate growth in emergency call demand. In 2018, the first Multi-Function Station became fully operational.
- Continued improvement in 911 call mitigation from Community Paramedics providing primary medical care and referrals to support aging at home, health promotion, illness and injury prevention.
- PS improved Response Times from 2011 to 2017. However, call volume increased in 2018 and 2019 resulting in a significant increase in Response Times. Beginning in 2020, City Council has supported the implementation of the Staffing and Systems Plan (2019.EC5.3) to improve Service Levels and our Response Times.

Key Challenges and Risks

- Hospital and healthcare system capacity
- Increased workload on staff/increased WSIB pressure
- Response to critically ill and injured patients/maintaining ambulance availability
- Employee health and safety, e.g., maintaining safe and clean workplace
- Continued emergency medical call mitigation
- Financial sustainability, e.g. Provincial grant

Priority Actions

- Implement Council approved Staffing Plan
- Continue to optimize staffing and deployment plan, e.g. specialized transport programs, paramedic schedules, business continuity
- Support healthcare reforms as a result of pandemic experience
- Continue Community Paramedicine initiatives, e.g. support for those awaiting long-term care placement; home visits to support living/aging at home; community wellness clinics; COVID-19 testing and vaccinations; integrated care partnerships
- Optimize Staff Support Centre operations, e.g. return-to-work re-integration, vaccination tracking, monitoring employee health
- Maintain adequate supply of PPE and operate PPE Re-Processing Facilities
- Continue enhanced station and vehicle cleaning

RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for Toronto Paramedic Services of \$292.143 million gross, \$192.014 million revenue and \$100.129 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Emergency Medical Care	248,720.8	152,907.1	95,813.7
Emergency Medical Dispatch & Preliminary Care	31,542.9	31,556.1	(13.2)
Community Paramedicine & Call Mitigation	11,878.9	7,550.6	4,328.3
Total Program Budget	292,142.5	192,013.7	100,128.8

2. City Council approve the 2022 staff complement for Toronto Paramedic Services of 1,796.3 positions comprised of 3.0 capital positions and 1,793.3 operating positions.
3. City Council approve the 2022 Capital Budget for Toronto Paramedic Services with cash flows and future year commitments totaling \$94.675 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for Toronto Paramedic Services totalling \$56.770 million in project estimates as detailed by project in [Appendix 6b](#).

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Emergency Medical Care	137,886.6	143,196.3	142,827.0	150,757.2	2,149.9	152,907.1	10,080.1	7.1%
Emergency Medical Dispatch & Preliminary Care	30,153.2	31,104.8	34,424.4	31,556.1		31,556.1	(2,868.4)	(8.3%)
Community Paramedicine & Call Mitigation	1,482.6	4,386.1	7,079.3	7,550.6		7,550.6	471.4	6.7%
Total Revenues	169,522.5	178,687.2	184,330.7	189,863.9	2,149.9	192,013.7	7,683.1	4.2%
Expenditures								
Emergency Medical Care	222,744.8	238,419.5	227,276.4	244,421.0	4,299.7	248,720.8	21,444.3	9.4%
Emergency Medical Dispatch & Preliminary Care	26,790.7	30,993.6	30,827.0	31,542.9		31,542.9	715.9	2.3%
Community Paramedicine & Call Mitigation	2,785.8	11,261.3	13,703.5	11,878.9		11,878.9	(1,824.6)	(13.3%)
Total Gross Expenditures	252,321.3	280,674.4	271,806.9	287,842.8	4,299.7	292,142.5	20,335.6	7.5%
Net Expenditures	82,798.9	101,987.2	87,476.2	97,978.9	2,149.9	100,128.8	12,652.6	14.5%
Approved Positions**	1,606.3	1,733.3	1,733.3	1,733.3	63.0	1,796.3	63.0	3.6%

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$287.843 million gross reflecting an increase of \$16.036 million in spending above 2021 projected year-end actuals (prior to enhancements), predominantly arising from:

- \$5.832 million for salaries and benefits savings in 2021 primarily due to higher than expected attrition offset by overtime.
- \$4.394 million for annualization of 2021 staff initiatives, including COVID-19 initiatives and positions added in 2021 as a result of the Staffing & Systems Plan (2019 EC5.3) implemented to address workload pressures due to increasing call demand.
- \$2.936 million for COLA.
- \$1.740 million for WSIB pressures as a result of increases in the approval of PTSI claims and benefit entitlements outlined in Bill 127 & Bill 163.
- \$0.735 million for increases in contributions to vehicle/equipment reserves due to fleet and equipment additions in the Capital Budget.
- \$0.399 million for Economic Factors.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- **2022 Base Budget of \$97.979 million in net expenditures reflects a \$2.164 million net increase from the 2021 Council approved Budget, when excluding \$6.172 million net in estimated COVID-19 financial impacts.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$4.300 million gross, \$2.150 million net enabling:

- Funding for 63 additional staff, in line with the Staffing & Systems Plan (2019,EC5.3) to address workload pressures due to increasing call volumes. (Appendix 4).

EQUITY IMPACTS OF BUDGET CHANGES

Increase access to services for vulnerable seniors: The Staffing Plan budget proposal's overall equity impact is medium positive. This proposal will have a positive impact particularly on vulnerable seniors who are one of the primary groups accessing these services. The proposal will help improve response time reliability and ambulance availability for life-threatening calls which will positively affect the care, treatment and outcomes of these patients.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Toronto Paramedic Services is \$20.336 million gross or 7.5% higher than the 2021 Projected Actuals. Table 2a below summarizes the changes by revenue and expenditure category for the 2022 Operating Budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	146,903.5	168,109.0	172,420.2	182,629.8	187,155.9	4,526.1	2.5%
User Fees & Donations	1,095.2	182.0	1,087.9	151.9	785.6	633.7	417.1%
Transfers From Capital	327.5	162.2	470.0	313.3	470.0	156.7	50.0%
Contribution From Reserves/Reserve Funds			3,253.6		2,149.9	2,149.9	
Sundry and Other Revenues	759.8	478.8	896.6	569.0	896.6	327.5	57.6%
Inter-Divisional Recoveries	978.0	590.4	558.9	666.6	555.8	(110.8)	(16.6%)
Total Revenues	150,064.1	169,522.5	178,687.2	184,330.7	192,013.7	7,683.1	4.2%
Salaries and Benefits	199,407.4	213,772.7	240,266.9	230,754.0	250,999.9	20,246.0	8.8%
Materials & Supplies	7,661.7	8,585.1	9,894.2	10,975.9	10,523.9	(452.1)	(4.1%)
Equipment	990.9	3,510.8	1,442.7	1,872.1	1,413.2	(458.9)	(24.5%)
Service and Rent	10,266.9	10,575.5	11,825.5	10,997.7	11,820.7	823.0	7.5%
Contribution To Capital	1,100.3	1,160.3	831.3	831.3	831.3		
Contribution To Reserves/Reserve Funds	8,810.8	10,067.1	10,656.3	10,506.3	11,205.3	699.0	6.7%
Other Expenditures	6.9	0.9	12.3	5.9	12.3	6.4	109.2%
Inter-Divisional Charges	9,829.2	4,649.0	5,745.2	5,863.6	5,336.0	(527.7)	(9.0%)
Total Gross Expenditures	238,074.0	252,321.3	280,674.4	271,806.9	292,142.5	20,335.6	7.5%
Net Expenditures	88,009.9	82,798.9	101,987.2	87,476.2	100,128.8	12,652.6	14.5%

*2021 Projection based on Q3 Variance Report

Key Base Drivers:**Salaries & Benefits:**

Includes increases from 2021 savings due to higher than expected attrition (\$5.8M) impacting 2021 actuals, the annualization of 2021 staff initiatives (\$4.4M), New and Enhanced staff additions (\$4.3M), COLA (\$2.9M), WSIB pressures (\$1.7M), and various benefits (\$1.1M).

Materials & Supplies, Equipment, Other Expenditures:

Includes increases in contributions to the vehicle and equipment reserves (\$0.8M), 2021 savings from various contracted services (\$1.0M), increases in medical supplies, medical equipment, laptops and software (\$0.9M), and a reduction in the interdivisional charge with Corporate Real Estate Management for station cleaning (\$0.5M).

User Fees:

Includes a recovery of 2022 user fees to normal levels; excluding First Aid/CPR training which remains lower to reflect a projected reduction in external training classes.

Offsets and Efficiencies:

The 2022 Operating Budget includes \$11.440 million in net expenditures reductions attributed to:

Provincial Funding:

- Revenue increases of \$8.092 million in provincial funding due to growth in service demand.

Adjustments:

- Reduction of \$0.368 million gross and net in the operating impact of capital as a result of adjusted contributions to the vehicle/equipment reserves to align with anticipated purchasing timelines.

Event Savings:

- Savings of \$0.150 million gross and net resulting from changes to the Safe City Training program.

Line-by-line Review:

- Includes \$2.830 million in expenditure adjustments to align with actual spending.

Table 2b: 2022 New / Enhanced

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Support Climate Initiatives	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions				
In \$ Thousands								
1 Staffing Plan	2,149.9	4,299.7	2,149.9	63.0	8,146.6	Medium - Positive	No	Response to critically ill and injured patients/maintaining ambulance availability
Total New / Enhanced	2,149.9	4,299.7	2,149.9	63.0	8,146.6			

The 2022 Operating Budget includes a \$2.150 million net investment to support priority actions as detailed in the table above.

Staffing & Systems Plan (\$4.300 million gross and \$2.150 million net):

- This initiative includes the addition of 62 front line staff and 1 support staff plus associated operating costs to address workload pressures resulting from increasing emergency call demand. This continues the City Council direction in the Staffing Plan (EC5.3) adopted by Council on June 18, 2019.

Note:

- For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	184,330.7	192,013.7	187,266.3	189,857.6
Gross Expenditures	271,806.9	292,142.5	297,509.7	303,398.9
Net Expenditures	87,476.2	100,128.8	110,243.4	113,541.3
Approved Positions	1,733.3	1,796.3	1,764.3	1,764.3

Key drivers

The 2023 Outlook with total gross expenditures of \$297.510 million reflects an anticipated \$5.367 million or 1.8 per cent increase in gross expenditures above the 2022 Operating Budget. The 2024 Outlook expects a further increase of \$5.889 million or 2.0% above 2023 gross expenditures.

These changes arise from the following:

Impact of 2022 decisions (Annualizations, reversal of one-time measures or revenues)

- In 2023, 32 temporary positions created to address COVID-19 initiatives will be reversed along with offsetting funding (net \$0)
- Net impact of \$3.8 million and \$1.7 million for the 2022 Staffing Plan additions in 2023 and 2024, respectively

Salaries and Benefits

- COLA increase of \$3.5 million in 2023 and \$3.6 million in 2024

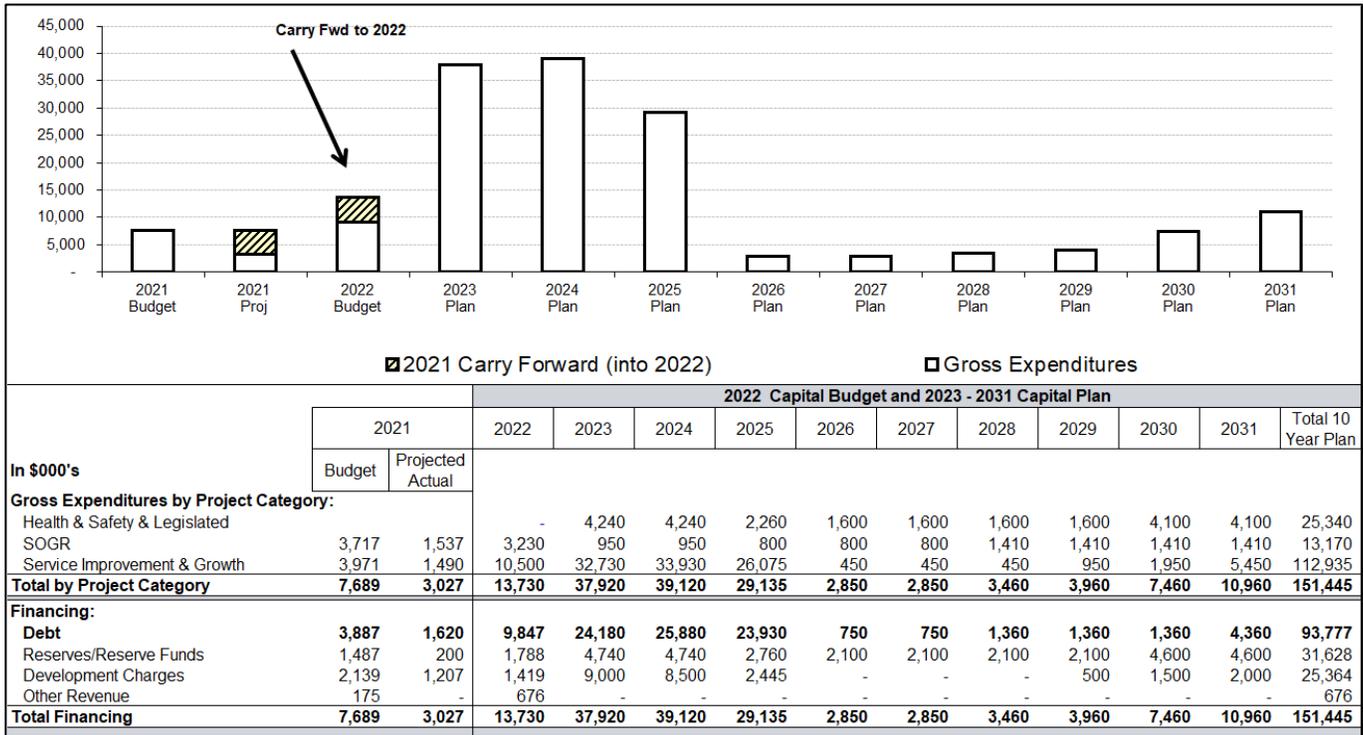
Growth (volume increases, operating impacts of completed capital projects, future phases of strategic plans)

- Operating Impact of Capital increase of \$0.9 million in 2023 and \$0.4 million in 2024, primarily due to growth in fleet

2022 – 2031 CAPITAL BUDGET AND PLAN

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects (\$16.4 Million)	New Projects (\$10.0 Million)	Capital Needs Constraints (\$104.5 Million)
<ul style="list-style-type: none"> • \$30.0M – Multi-Function Station #2 (Facility) – Construction and COVID Cost Escalations & Net Zero Requirement • \$0.7M – PPE Re-Processing Facilities • \$4.2M – Additional Ambulances • \$1.1M – Additional Emergency Response Vehicles • (\$17.0M) – Multi-Function Station #3 (Facility) – 610 Bay Street (Phase 1) • (\$2.6M) – Medical Equipment Replacement 	<ul style="list-style-type: none"> • \$10.0 - Multi-Function Station #5 (Facility) – 18 Dyas Road (Phase 1) 	<ul style="list-style-type: none"> • \$19.5M - Multi-Function Station #3 (Facility) – 610 Bay Street (Phase 2) • \$75.0 - New Communication Centre • \$2.0M - Ambulance Post #3 • \$2.0M - Ambulance Post #4 • \$2.0M - Ambulance Post #5 • \$2.0M - Ambulance Post #6 • \$2.0M – Emergency Response Driver Training Facility

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

2022 – 2031 CAPITAL BUDGET AND PLAN

\$151.4 Million 10-Year Gross Capital Program

			
Infrastructure	Communication Systems	Vehicles	Equipment
\$97 M 64%	\$7 M 5%	\$15 M 10%	\$32 M 21%
Multi-function Stations Ambulance Posts PPE Re-Processing Facilities <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Mobile Data Communications Ambulance & Portable Radios NG911 <input checked="" type="checkbox"/>	Ambulances Emergency Response Vehicles <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Power Stretchers Defibrillators AEDs <input checked="" type="checkbox"/>

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately.

How the Capital Program is Funded

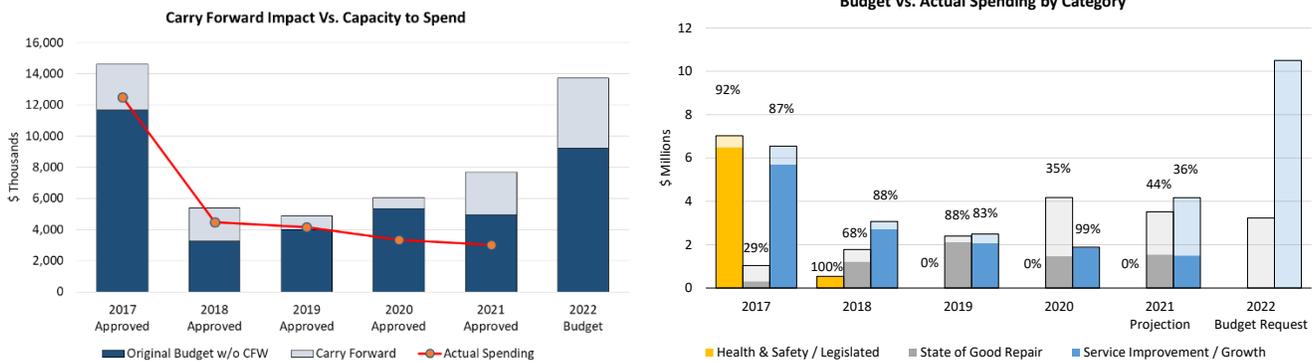
City of Toronto		Provincial Funding	
\$150.7 M 100%		\$0.7 M 0%	
Debt	\$ 93.8 M	Grants	\$ 0.7 M
Reserve / Reserve Fund	\$ 31.6 M		
Development Charges	\$ 25.3 M		

CAPACITY TO SPEND REVIEW

The 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 Toronto Paramedic Services' 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 2021 underspending that will be carried forward into 2022 to complete capital work.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, approximately \$4.512 million in capital spending originally cash flowed in 2021 has been deferred to 2022. Adjustments to the Capital Plan are noted below:

Deferred to 2022

- \$0.569 million - Multi-Function Station #2 (FACILITY) – Design and Construction
- \$0.125 million - Ambulance Post #1 - 30 Queen's Plate Drive
- \$0.450 million - Ambulance Post #2 - 330 Bering Ave
- \$0.450 million - PPE Re-Processing Facilities Rivalda & HQ
- \$0.100 million - Mobile Data Communications – 2021
- \$0.793 million - Dispatch Console Replacement - 2020-2021
- \$0.136 million - Additional Ambulances (7 per year) – 2020
- \$0.600 million - Additional ERV - 2020 (3 +1 per year)
- \$1.287 million - Medical Equipment Replacement - 2021

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2022-2031 Capital Budget will impact the future year Operating Budgets by \$2.885 million net over the 2022-2031 period, as shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Additional Ambulances	284.6		877.3		142.3		(326.0)				978.1		978.1	
Additional ERV's - Tahoes	207.8		(103.9)								103.9		103.9	
Additional ERV's - Tahoes			249.3		124.7		124.7		(124.7)		374.0		374.0	
Additional ERV's - Equinox	268.0		(134.0)								134.0		134.0	
Ambulance Post #1 - 30 Queen's Plate Dr			10.0		(5.0)						5.0		5.0	
Ambulance Post #2 - 330 Bering Ave	10.0		(5.0)								5.0		5.0	
Multi-Function Stn #2 - 300 Progress Ave							1,281.3	18.0	467.7		1,749.0	18.0	1,194.8	18.0
Multi-Function Stn #3 - 610 Bay Street					14.8		(7.4)				7.4		7.4	
Multi-Function Stn #5 - 18 Dyas Road					151.5		(75.8)				75.8		75.8	
PPE RE-Processing Facility - 160 Rivalda Rd	(35.3)										(35.3)		(35.3)	
Defibrillators Replacement							84.0		(42.0)		42.0		42.0	
Sub-Total: Previously Approved	735.1		893.7		428.2		1,080.8	18.0	301.0		3,438.8	18.0	2,884.6	18.0

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Financial Impacts - Operating

COVID-19 Impacts	2021 Net	In \$ Thousands		
		2022		
		Revenues	Gross	Net
Revenue Loss				
Special Event Revenues	573.0			
Training Revenues (ITLS & SafeCity)	448.3			
Sub-Total	1,021.3	0.0	0.0	
Expenditure Increase				
N/A				
Sub-Total	0.0	0.0	0.0	
Support from Other Levels of Gov't				
SSC - Staff Support Centre		510.0	510.0	
Pandemic Response - CP		2,770.0	2,770.0	
Additional PPE		1,664.0	1,664.0	
Additional Ambulance Cleaning		439.3	439.3	
PPE Re-Processing Facilities		1,292.6	1,292.6	
Sub-Total	0.0	6,675.9	6,675.9	
Total COVID-19 Impact	1,021.3	6,675.9	6,675.9	

All the above 2022 COVID-19 initiatives are expected to be 100% funded by the province.

Appendix 2

2022 Balancing Actions

Recommendation	Savings Type	Equity Impact	(\$000s)								
			2022				2023 (Incremental)				
			Revenue	Gross	Net	Positions	Gross	Net	Positions		
Grant Adjustments	Revenue Increase (Other)	None	8,091.7		(8,091.7)				320.0		
Line by Line Review	Match to Actuals	Medium - Negative		(2,830.0)	(2,830.0)						
Safe City Instructor Savings	Match to Actuals	Low - Negative		(150.0)	(150.0)						
Defer Vehicle Operating Impact of Capital	Match to Actuals	Low - Negative		(367.5)	(367.5)						
Total Balancing Actions			8,091.7	(3,347.5)	(11,439.2)	0.0		0.0	320.0	0.0	0.0

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Toronto Paramedic Services	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25183		Staffing Plan						
74	Positive	<p>Description: Funding of \$4.3 million gross and \$2.2 million net for 63 permanent (62 frontline staff and 1 support staff) positions and associated operating costs to address the approximate 4% average annual increase in emergency call demand that is projected to continue in future years. This fulfills the City Council direction in the Staffing Plan (EC5.3) adopted by Council on June 18, 2019.</p> <p>Service Level Impact: Emergency call volumes over the past 10 years have increased by an average of 4% per year, due to a growing and aging population. Increasing emergency call demand commits more ambulances and Paramedic resources to calls, thereby impacting the number of ambulances available to respond, particularly at peak hours of the day. This availability is further exacerbated by hospital system pressures which increases the time to complete an ambulance call.</p> <p>Equity Statement: The Staffing Plan budget proposal's overall equity impact is medium positive. This proposal will have a positive impact particularly on vulnerable seniors who are one of the primary groups accessing these services. The proposal will help improve response time reliability and ambulance availability for life-threatening calls which will positively affect the care, treatment and outcomes of patients.</p> <p>Service/Activity: Emergency Medical Care / Pre-Hospital Emergency Care</p>						
		Total Staff Recommended Changes:	4,299.7	2,149.9	2,149.9	63.00	3,846.9	(1,667.6)
		Staff Recommended New/Enhanced Services:	4,299.7	2,149.9	2,149.9	63.00	3,846.9	(1,667.6)
Summary:								
		Staff Recommended New / Enhanced Services:	4,299.7	2,149.9	2,149.9	63.00	3,846.9	(1,667.6)

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

(In \$000s)		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Multi-Function Station #2 (FACILITY) - DSGN & CONSTR	☑ ☑	769	15,600	17,700	5,245							39,314			39,314
Multi-Function Station #2 (FACILITY) - Constr & COVID Cost Escalation & Net Zero Requirement	☑ ☑		10,000	10,000	10,000							30,000			30,000
Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)	☑ ☑	1,800	500	200								2,500			2,500
Multi-Function Station #4 (FACILITY)	☑ ☑								500	1,500	5,000	7,000			7,000
Multi-Function Station #5 (FACILITY) - 18 Dyas Road (Phase 1)	☑ ☑	200	1,000	2,000	6,800							10,000			10,000
Capital Asset Management Planning		450	450	450	450	450	450	450	450	450	450	4,500			4,500
Ambulance Post #1 - 30 Queen's Plate Dr	☑ ☑	173	1,400									1,573			1,573
Ambulance Post #2 - 330 Bering Ave	☑ ☑	1,450										1,450			1,450
PPE Re-Processing Facilities Rivalda & HQ - 2021	☑ ☑	450										450			450
PPE Re-Processing Facilities Rivalda & HQ - 2022-2023 Change in scope	☑ ☑	500	200									700			700
Mobile Data Communications - 2021	☑	100										100		100	
Mobile Data Communications - 2022	☑	300										300		300	
Mobile Data Communications - Future years	☑	-	300	300	300	300	300	300	300	300	300	2,700		2,700	
Dispatch Console Replacement - 2020-2021	☑ ☑	793										793		793	
Dispatch Console Replacement - 2022-2024	☑ ☑	250	150	150								550		550	
Ambulance/Portable Radio Replacement - Future years	☑	-						610	610	610	610	2,440		2,440	
Additional Ambulances (7 per year) - 2020	☑ ☑	137										137			137
Additional Ambulances (7 per year) - 2022	☑ ☑	2,800										2,800			2,800
Additional Ambulances (7 per year) - Future Years	☑ ☑	-	2,800	2,800	2,800							8,400			8,400
Additional ERV - 2020 (3 +1 per year)	☑ ☑	600										600			600
Additional ERV - 2022 (4 +1) + (10 Equinox)	☑ ☑	1,170										1,170			1,170
Additional ERV - Future Years (5 +1 per year)	☑ ☑	-	780	780	780							2,340			2,340
Medical Equipment Replacement - 2021	☑	1,287										1,287		1,287	
Medical Equipment Replacement - 2022	☑	500										500		500	
Medical Equipment Replacement - Future years	☑	-	500	500	500	500	500	500	500	500	500	4,500		4,500	
Defibrillator Replacement Purchases - Future years	☑	-	2,640	2,640	660					2,500	2,500	10,940		10,940	
Power Stretchers - Replacements - Future years	☑	-	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	14,400	14,400		
Total Expenditures (including carry forward from 2021)		13,730	37,920	39,120	29,135	2,850	2,850	3,460	3,960	7,460	10,960	151,445	14,400	24,110	112,934

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<i>Multi-Function Station #2 (FACILITY) - DSGN & CONSTR</i>	769	15,600	17,700	5,245							39,314	39,314		
<i>Multi-Function Station #2 (FACILITY) - Constr & COVID Cost Escalation & Net Zero Requirement</i>		10,000	10,000	10,000							30,000		30,000	
<i>Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)</i>	1,800	500	200								2,500		2,500	
<i>Multi-Function Station #5 (FACILITY) - 18 Dyas Road (Phase 1)</i>	200	1,000	2,000	6,800							10,000		10,000	
<i>Capital Asset Management Planning</i>	450										450	450		
<i>Ambulance Post #1 - 30 Queen's Plate Dr</i>	173	1,400									1,573	1,573		
<i>Ambulance Post #2 - 330 Bering Ave</i>	1,450										1,450	1,450		
<i>PPE Re-Processing Facilities Rivalda & HQ - 2021</i>	450										450	450		
<i>PPE Re-Processing Facilities Rivalda & HQ - 2022-2023 Change in scope</i>	500	200									700		700	
<i>Mobile Data Communications - 2021</i>	100										100	100		
<i>Mobile Data Communications - 2022</i>	300										300	300		
<i>Dispatch Console Replacement - 2020-2021</i>	793										793	793		
<i>Dispatch Console Replacement - 2022-2024</i>	250	150	150								550	550		
<i>Additional Ambulances (7 per year) - 2020</i>	137										137	137		
<i>Additional Ambulances (7 per year) - 2022</i>	2,800										2,800		2,800	
<i>Additional ERV - 2020 (3 +1 per year)</i>	600										600	600		
<i>Additional ERV - 2022 (4 +1) + (10 Equinox)</i>	1,170										1,170		1,170	
<i>Medical Equipment Replacement - 2021</i>	1,287										1,287	1,287		
<i>Medical Equipment Replacement - 2022</i>	500										500	500		
Total Expenditure (including carry forward from 2021)	13,730	28,850	30,050	22,045							94,675	47,505	47,170	

Appendix 6b

2023 - 2031 Capital Plan

(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>Multi-Function Station #4 (FACILITY)</i>								500	1,500	5,000	7,000		7,000
<i>Capital Asset Management Planning</i>	450	450	450	450	450	450	450	450	450	4,050			4,050
<i>Mobile Data Communications - Future years</i>	300	300	300	300	300	300	300	300	300	2,700		2,700	
<i>Ambulance/Portable Radio Replacement - Future years</i>						610	610	610	610	2,440		2,440	
<i>Additional Ambulances (7 per year) - Future Years</i>	2,800	2,800	2,800							8,400			8,400
<i>Additional ERV - Future Years (5 +1 per year)</i>	780	780	780							2,340			2,340
<i>Medical Equipment Replacement - Future years</i>	500	500	500	500	500	500	500	500	500	4,500		4,500	
<i>Defibrillator Replacement Purchases - Future years</i>	2,640	2,640	660					2,500	2,500	10,940	10,940		
<i>Power Stretchers - Replacements - Future years</i>	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	14,400	14,400		
Total Expenditures	9,070	9,070	7,090	2,850	2,850	3,460	3,960	7,460	10,960	56,770	25,340	9,640	21,790

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2021 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Paramedic Services											
Project Name: MULTI-FUNCTION STATION #2 - CONSTRUCTION	1,039	259	470	40,245	841	On Track	Jan-17	Dec-24	Dec-25	Ⓒ	Ⓓ
Comments:	This Multi-Function Ambulance Station #2 will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities. A second feasibility study was done by CREM's architect and was completed in July 2019.										
Explanation for Delay:	<p>The Architectural contract for the Design was awarded in June 2020. The Conceptual Design Phase, Schematic Design Phase and Net Zero Energy Feasibility Study is now complete. The Detailed Design Phase is currently underway and the development submission is expected in Q4 2021 (1-3 month delay).</p> <p>On July 15, 2021 (2021.GL24.12), Council approved the expropriation proceedings to acquire a portion of 350 Progress Avenue for the purpose of constructing a primary access route to 300 Progress Avenue as well as for providing site services including domestic water, sanitary, storm water, hydro, telecommunications and ancillary works for the new Toronto Paramedic Services multi-function station. Stage 1 of the expropriation report is scheduled for November 2021.</p> <p>The expropriation proceedings are expected to extend the completion date to 2025.</p>										
Project Name: AMBULANCE POST - 30 Queens Plate Dr.	175	2	50	2,000	227	Significant Delay	Jan-19	Dec-21	Dec-23	Ⓒ	Ⓓ
Comments:	Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project.										
Explanation for Delay:	<p>On Oct 20, 2020, TFS announced the deferral of the Woodbine station and corresponding fire apparatus projects to outside of their 10-year plan, given that community development has not occurred as planned.</p> <p>PS met with TFS and CreateTO at the end of June 2021. As a result of this meeting, PS has been granted use of the property. An RFQ to assign a consultant is currently in process.</p>										
On/Ahead of Schedule	Ⓒ	>70% of Approved Project Cost									
Minor Delay < 6 months	Ⓕ	Between 50% and 70%									
Significant Delay > 6 months	Ⓓ	< 50% or > 100% of Approved Project Cost									

Appendix 8

Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
NOT INCLUDED														
<i>Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 2)</i>	19.5		19.5				0.5	1.5	5.0	7.5	5.0			
<i>New CACC - 18 Dyas Road - Phase 2</i>	75.0		75.0		0.6	9.4	40.0	25.0						
<i>Ambulance Post #3</i>	2.0		2.0		0.2	0.5	1.4							
<i>Ambulance Post #4</i>	2.0		2.0				0.2	0.5	1.4					
<i>Ambulance Post #5</i>	2.0		2.0						0.2	0.5	1.4			
<i>Ambulance Post #6</i>	2.0		2.0									0.2	0.5	1.4
<i>Emergency Response Driver Training Facility</i>	2.0		2.0		0.5	0.8	0.8							
Total Needs Constraints (Not Included)	104.5		104.5		1.3	10.7	42.8	27.0	6.5	8.0	6.5	0.5	1.4	

In addition to the Approved 10-Year Capital Plan (2022 – 2031) of \$149.013 million, staff have also identified \$104.500 million in capital needs constraints for Paramedic Services as reflected in the table above.

- **Multi-Function Station #3 (Facility) – 610 Bay Street (Phase 2)**
 - Phase 2 of the Multi-Function Station #3 (Facility) at 610 Bay Street will be a 20 Bay Multi-Function Station. In 2020, Strategic Property Management Committee approved the request from Toronto Paramedic Services to include a Multi-Function Station in the ModernTO property redevelopment at 610 Bay Street.
- **New CACC – 18 Dyas Road – Phase 2**
 - Requires \$75.0 million in funding to manage the deployment and assignment of an increasing number of emergency calls.
 - Efficiencies have been achieved through technological and scheduling changes necessary to meet current operational demands of the Centre however these increasing demands are now taxing the limited physical space available. Demand for emergency transports continues to rise at an average rate of approximately 4% per year (which equates to approximately 9,000 new patients each year), due to an aging and growing population. PS has added part-time call receivers in an effort to address call demand, however, there is no room for expansion to meet the growth in staffing and technology infrastructure necessary to meet future needs.
- **Ambulance Posts**
 - Requires \$8.0 million for the design and construction of the 4 Ambulance Posts over 10 years in the City of Toronto to support the Multi-Function Stations.
 - Service demand has been increasing at an average annual rate of 4% for the past 10 years. The growth in service demand is expected to continue due to a growing and aging population.
- **Emergency Response Driver Training Facility**
 - Replacement of the current emergency response driver training facility at 350 Wilson Heights Blvd, due to loss of our current facility.
 - PS is working with CreateTO to find a new location for Toronto Paramedic Services' emergency response driver training facility.

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

Table 9a - New User Fees

N/A

Table 9b – Fees Above Inflation

N/A

Table 9c - User Fees for Discontinuation

N/A

Table 9d - User Fees for Technical Adjustments

N/A

Table 9e - User Fees for Transfers

N/A

Table 9f - User Fees for Rationalization

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds 2022 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2021 *	Withdrawals (-) / Contributions (+)		
			2022	2023	2024
		\$	\$	\$	\$
Beginning Balance			31,376	29,373	27,566
Sick Leave Reserve	XR1007				
<i>Withdrawals (-)</i>					
<i>Toronto Paramedic Services</i>			-	-	-
<i>Contributions (+)</i>					
<i>Toronto Paramedic Services</i>			280	280	280
Total Reserve / Reserve Fund Draws / Contributions		-	31,656	29,653	27,846
Other Program / Agency Net Withdrawals & Contributions			(2,347)	(2,297)	(2,297)
Interest Income			64	210	220
Balance at Year-End		31,376	29,373	27,566	25,769

* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2021 *	Withdrawals (-) / Contributions (+)		
			2022	2023	2024**
		\$	\$	\$	\$
Beginning Balance			37,929	24,066	11,263
Insurance Reserve	XR1010				
<i>Withdrawals (-)</i>					
<i>Toronto Paramedic Services</i>			-	-	-
<i>Contributions (+)</i>					
<i>Toronto Paramedic Services</i>			1,481	1,481	1,481
Total Reserve / Reserve Fund Draws / Contributions		-	39,410	25,547	12,744
Other Program / Agency Net Withdrawals & Contributions			(15,409)	(14,414)	(14,429)
Interest Income			65	130	-
Balance at Year-End		37,929	24,066	11,263	(1,685)

* Based on 9-month 2021 Reserve Fund Variance Report

**Funds will be added through future years to address the projected shortfall in 2024.

The 2022 Operating Budget includes a one-time draw of \$2.1 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve.

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										Total
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XQ1018 Vehicle Reserve - PS	Beginning Balance		6,565	2,581	513	131	141	51	381	151	11	312	
	<i>Withdrawals (-)</i>												
	<i>Toronto Paramedic Services</i>		(11,688)	(10,660)	(9,610)	(9,850)	(10,450)	(10,530)	(11,590)	(12,000)	(12,060)	(12,340)	(110,778)
	Total Withdrawals		(11,688)	(10,660)	(9,610)	(9,850)	(10,450)	(10,530)	(11,590)	(12,000)	(12,060)	(12,340)	(110,778)
	<i>Contributions (+)</i>												
	<i>Toronto Paramedic Services</i>		7,704	8,592	9,228	9,860	10,360	10,860	11,360	11,860	12,360	12,360	104,545
	Total Contributions		7,704	8,592	9,228	9,860	10,360	10,860	11,360	11,860	12,360	12,360	104,545
Balance at Year-End		6,565	2,581	513	131	141	51	381	151	11	312	332	(6,233)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										Total
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XQ1019 Vehicle Reserve - PS Equipment	Beginning Balance		6,357	6,310	3,432	649	418	1,297	2,176	3,055	3,934	2,313	
	<i>Withdrawals (-)</i>												
	<i>Toronto Paramedic Services</i>		(1,787)	(4,740)	(4,740)	(2,760)	(2,100)	(2,100)	(2,100)	(2,100)	(4,600)	(4,600)	(31,627)
	Total Withdrawals		(1,787)	(4,740)	(4,740)	(2,760)	(2,100)	(2,100)	(2,100)	(2,100)	(4,600)	(4,600)	(31,627)
	<i>Contributions (+)</i>												
	<i>Toronto Paramedic Services</i>		1,740	1,862	1,957	2,529	2,979	2,979	2,979	2,979	2,979	2,979	25,963
	Total Contributions		1,740	1,862	1,957	2,529	2,979	2,979	2,979	2,979	2,979	2,979	25,963
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		6,357	6,310	3,432	649	418	1,297	2,176	3,055	3,934	2,313	692	(5,665)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										Total
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR2119 Dev Charges RF - Paramedic Services	Beginning Balance		11,140	12,117	6,335	1,015	1,745	4,756	7,844	11,041	13,846	15,750	
	<i>Withdrawals (-)</i>												
	<i>Toronto Paramedic Services</i>		(1,419)	(9,000)	(8,500)	(2,445)	-	-	-	(500)	(1,500)	(2,000)	(25,364)
	Total Withdrawals		(1,419)	(9,000)	(8,500)	(2,445)	-	-	-	(500)	(1,500)	(2,000)	(25,364)
	<i>Contributions (+)</i>												
	<i>Toronto Paramedic Services</i>		2,372	3,150	3,150	3,157	2,960	2,989	3,049	3,110	3,172	3,235	30,344
	Total Contributions		2,372	3,150	3,150	3,157	2,960	2,989	3,049	3,110	3,172	3,235	30,344
Other Program/Agency Net Withdrawals and Contributions			23	68	30	18	51	99	148	195	232	259	1,123
Balance at Year-End		11,140	12,117	6,335	1,015	1,745	4,756	7,844	11,041	13,846	15,750	17,244	6,103

Appendix 11

Glossary

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

Response Time – Length of time for Paramedics to arrive at an Emergency Scene from the time the call is received by the Communications Centre.

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 CPR/First Aid Training, Special Events).