

# 2023 Budget Notes

## Toronto Fire Services

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### Description

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

As the largest fire service in Canada, TFS deploys from 84 fire stations and 8 support facilities to support service delivery. On an annual basis, TFS responds to more than 133,000 emergency incidents, inspects 100% of TCHC multi-unit residential properties, 100% high-rise residential buildings and responds to 100% of complaints and requests for Fire Code inspections.

### Why We Do It

Toronto Fire Services is the City's only all-hazards emergency response organization. TFS is dedicated to providing fire protection services by achieving the following outcomes:

- **Timely and effective response to emergencies will mitigate injuries, economic loss and save lives.**
- **Buildings and public venues comply with fire safety standards in order to protect the lives and properties of people in Toronto.**
- **Fire incidents in Toronto are prevented through regular and relevant public education that raises community awareness.**

*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.*

**Program:****Matthew Pegg**

Fire Chief and General Manager

Tel: (416) 338-9051

Email: [Matthew.Pegg@toronto.ca](mailto:Matthew.Pegg@toronto.ca)**Corporate:****Cindy Williamson**

Senior Analyst, Financial Planning

Tel: (416) 397-4531

Email: [Cindy.Williamson@toronto.ca](mailto:Cindy.Williamson@toronto.ca)

## What Service We Provide

### **Fire Rescue & Emergency Response**

**Who We Serve:** Residents and visitors facing imminent injury or threat to their lives or property.

**What We Deliver:** Those impacted by emergency incidents are provided with emergency medical support, fire suppression, specialized rescue services, and hazardous materials / large scale emergency response.

**How Much Resources (gross 2023 operating budget): \$486.4 million**

### **Fire Prevention Inspection & Enforcement**

**Who We Serve:** Building owners, building occupants, adjacent property owners, residents raising fire-safety related concerns, the general public, and responding Firefighters who rely on building fire protection systems during emergency response.

**What We Deliver:** Fire safety inspection and Ontario Fire Code enforcement services, in both new and existing buildings.

**How Much Resources (gross 2023 operating budget): \$30.6 million**

### **Fire Safety Education**

**Who We Serve:** Residents, businesses, students and the general population via social media.

**What We Deliver:** Various public fire safety programs, such as the Alarmed for Life program for residential smoke and carbon monoxide alarms, school fire safety programs, and other public fire safety campaigns designed to reduce the risk to life and property through proactive education.

**How Much Resources (gross 2023 operating budget): \$6.8 million**

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## Budget at a Glance\*

### 2023 OPERATING BUDGET

<u>\$Million</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$20.9	\$20.8	\$20.8
Gross Expenditures	\$523.9	\$538.7	\$548.1
Net Expenditures	\$503.0	\$517.9	\$527.3
Approved Positions	3,258.3	3,310.3	3,362.3

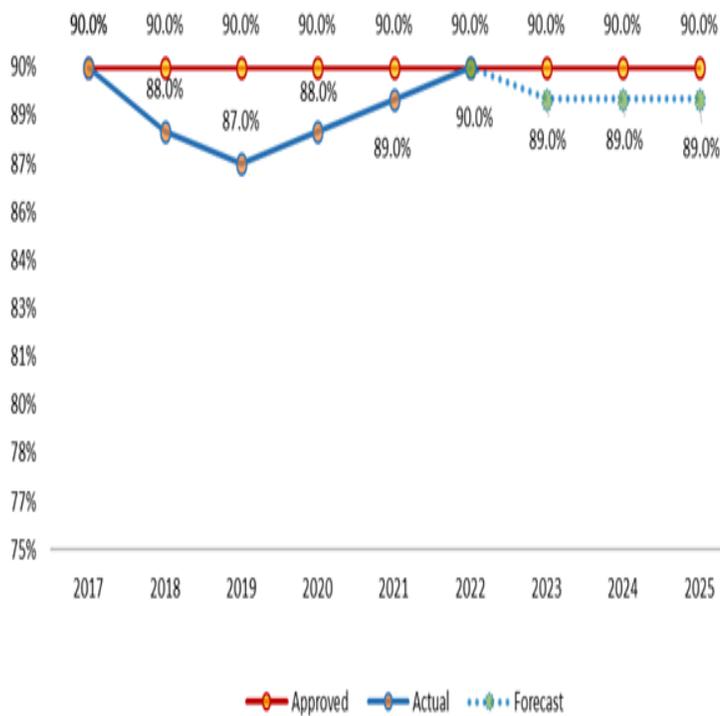
### 2023 - 2032 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2023</u>	<u>2024-2032</u>	<u>Total</u>
Gross Expenditures	\$15.5	\$40.8	\$56.3
Debt	\$ 6.9	\$20.2	\$27.1

Note: Includes 2022 carry forward funding

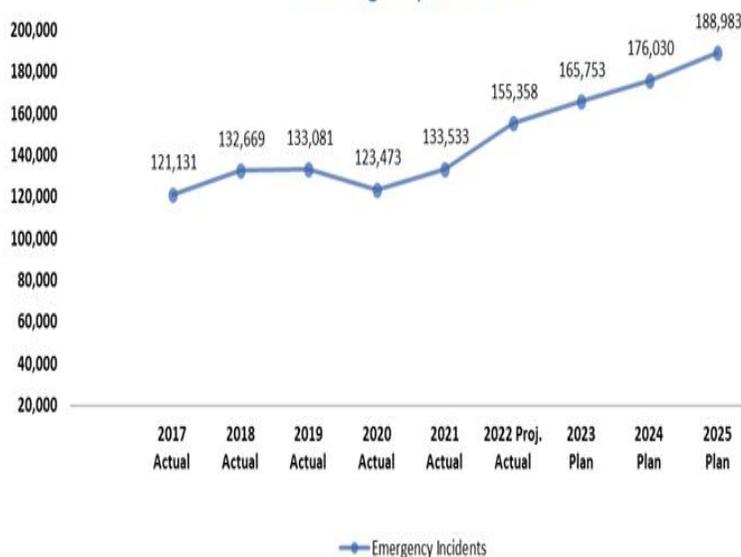
## How Well We Are Doing – Behind the Numbers

### Effective Firefighting Force(10:24 min)-90% of the Time



- Effective Firefighting Force is the time interval from emergency call receipt to arrival of the initial number of personnel required for safe and effective firefighting operations
- TFS continues to expect future challenges in maintaining performance standards due to city growth (including vertical growth) and densification resulting in increased service demand and increased travel times.
- In 2020, TFS experienced an anomaly due to decreased travel times as a result of COVID-19 shut downs and much lighter traffic patterns for a significant portion of the year. This began to normalize in 2021.
- The impact of COVID-19 on hiring, sick time and WSIB absences, has resulted in a higher than normal number of frontline trucks / crews being out of service on a daily basis. To address these staffing challenges, two double cohort recruit classes were conducted in 2022, and two classes of 104 recruits each, are planned for January and July 2023. Existing staff are also working significant overtime to backfill vacancies and maintain frontline service levels.
- The Operations Deployment Review was fully implemented in 2021, maximizing resource deployment efficiency and effectiveness on a City-wide basis.
- The addition of 52 new Firefighter positions in 2023 will begin to mitigate service delivery and response time performance challenges, and begin to reduce the reliance on overtime moving forward.

### # Emergency Incidents



- Emergency incidents include TFS's response to all types of emergencies including fires, emergency medical incidents, all types of rescue (water, high-angle), and specialized services including hazardous materials.
- The trend and forecast indicate that emergency call volumes will continue to increase annually moving forward.
- In 2020, overall emergency call volume decreased by 7.3%, although the number of fires increased by 16.9%, as a result of more people being at home more often. These anomalies were the result of COVID-19 restrictions.
- In 2021 and 2022, emergency call volumes began to return to pre-pandemic levels, as COVID-19 restrictions were lifted.

## How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
<b>Outcome Measures</b>								
Fire Rescue & Emergency Response	Effective firefighting force within 10:24min 90% of the time	88%	89%	90%	90%	●	90%	90%
Fire Rescue & Emergency Response	Extent of Fire Spread - % of structure fires contained to room of origin	83%	82%	83%	83%	●	84%	84%
<b>Service Level Measures</b>								
Fire Rescue & Emergency Response	Total response time within 6:24min 90% of time per NFPA1710	79%	76%	90%	75%	●	90%	90%
Fire Rescue & Emergency Response	% responding crew turn-out time within 1:20 mins per NFPA1710	50%	68%	90%	69%	●	90%	90%
Fire Prevention, Inspection & Enforcement	% of TCHC multi-units residential properties inspected annually	91%	99%	100%	100%	●	100%	100%
Fire Prevention, Inspection & Enforcement	% of high-rise residential buildings inspected annually	87%	90%	100%	91%	●	100%	100%
Fire Prevention, Inspection & Enforcement	% of vulnerable occupancy inspections conducted annually	88%	89%	100%	90%	●	100%	100%
Fire Safety Education	# Elementary School presentations conducted annually/total planned	462	1452	1843	750*	●	1862	1881
<b>Other Measures</b>								
Fire Rescue & Emergency Response; Fire Prevention, Inspection & Enforcement	Residential fire fatalities per 100,000 population	0.60	0.61	0.42	0.46	●	0.45	0.45

\*Restricted access to schools for in-person presentations throughout the COVID-19 pandemic have impacted service levels.

## COVID-19 IMPACT AND RECOVERY

### 2023 Impact and Recovery

#### Operating Budget Impact

- The increased number of frontline vacancies, and the associated reliance on call-back overtime, resulting from COVID-19-related hiring delays and increased WSIB-related absences will continue to have residual impacts in 2023. In order to address and eliminate these vacancies, TFS will hire two (2) double cohort Recruit Firefighter classes, comprised of 104 recruits each, in both January and July 2023. This will begin to reduce the need for call back overtime to maintain frontline service levels moving forward.
- The additional expenditures for medical supplies are still required during the recovery phase into 2023.

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#### Service Level Changes

- TFS will continue to review Service Levels in response to evolving community needs. Our focus is to continue to evolve and enhance the delivery model for these services, as opposed to amending the service levels themselves. Continuous quality improvement and the continual optimization of resource deployment are key objectives of the Commission on Fire Accreditation International (CFAI) accreditation program. The City of Toronto continues to be the largest city in North America with a CFAI accredited fire service.
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Continued to effectively manage emergency responses during the pandemic, resulting in very few infections amongst TFS staff. Developed and implemented a comprehensive program, with TFS Designated Officers assigned on a full time basis to assist in contact tracing and implementing recommendations regarding isolation, testing and work protocols.
- Continued to carry out the largest recruitment in the history of TFS, to fill operational firefighter vacancies quickly. Developed and implemented a process to train 88 recruit firefighters at the same time, the equivalent of two classes in the past, by implementing two shifts and operating the class from 06:00 AM through 10:00 PM each day. Based on the success of this pilot, two additional classes of 104 recruits are planned for January and July 2023.
- Officially opened Fire Station 144, at 2945 Keele St. in Downsview Park on February 1, 2022. This is the 84<sup>th</sup> Toronto Fire station in the City which enables TFS to continue to provide world-class fire protection to our growing city.
- Designed and ordered two (2) fully NFPA-compliant electric pumper trucks, as a pilot program, which will inform future plans to transition the TFS heavy fleet to electric and hybrid vehicles moving forward. Delivery is expected in 2024.
- Designed and ordered a high speed Firefighting vessel to replace the aging "William Thornton" Fire Rescue Boat. The enhanced and expanded capabilities of the replacement vessel will assist TFS in maintaining operational readiness and to respond to emergency incidents throughout the Toronto waterfront, the islands and on Lake Ontario. Anticipated delivery is in 2024.
- Maintained accredited agency status with the Commission on Fire Accreditation International (CFAI), following the successful submission of the required annual compliance reports.
- Implemented the final set of recommendations from the TFS Operations Deployment Review, to improve response times through a realignment of existing resources.

### Key Challenges and Risks

- The impacts of COVID-19 on recruitment has resulted in a significant number of frontline vacancies. Existing staff are working significant overtime, to fill vacancies on a callback basis, until such time as the current vacancies can be eliminated, in order to mitigate vacancy-related service level impacts.
- TFS has been unable to successfully fill all of the vacancies in the Training division, thereby impacting the delivery of some training and certifications. TFS has initiated another recruitment process to fill these vacancies. In the interim, Operational staff are being used, on an overtime basis, to ensure that training and certification needs are met. The funding for this overtime is being offset by unfilled vacancies. TFS has developed a multi-year training plan to address resource and service delivery needs moving forward.
- WSIB-approved illnesses and injuries have increased significantly in the last 5 years and are projected to continue to increase as occupational stress injuries (OSI) continue to rise. TFS converted the one (1) part-time Staff Psychologist position to full-time in 2022, providing additional resources for staff, and supporting the development of appropriate return to work initiatives for mental health injuries. Road to Mental Readiness (R2MR) training is continuing to be delivered and a new partnership with Wounded Warriors Canada was established with the Before Operational Stress (BOS) training program being made available. The TFS Peer Support team continues to be available to all staff 24/7 to provide support and resources for staff, in response to traumatic incidents, and on an as-required basis.
- The Service Level Review report, adopted by City Council in October 2021, outlined a number of areas in the City where TFS service level performance targets were not being achieved. TFS anticipates that these challenges will continue to increase, driven by increasing population growth, vertical density, incident volumes, development of the City's transit/subway network, and complexity of incidents requiring additional staffing and resources to maintain appropriate levels of fire protection services. The implementation of numerous resource deployment optimization initiatives are being implemented to best address these issues within the current funding envelope. An additional 52 frontline firefighting staff are included in the 2023 Budget, and a further 52 will be requested in both 2024 and 2025 in order to enable TFS to maintain the frontline staffing required to meet fire protection service performance target goals.
- TFS continues to work with CreateTO on numerous innovative solutions that include identifying opportunities to rebuild older fire stations in new locations to better deploy TFS resources in the future.

- The adoption of an amendment to the current multi-tenant housing by-law will require additional fire prevention staffing resources (16 FTEs), which will be phased in over 2024 and 2025, in order to address the increased annual inspection and enforcement obligations associated with this amended by-law.
- TFS is continuing to support Toronto Paramedic Services in managing their ongoing capacity challenges, resulting from the off load challenges at hospitals, by responding to additional low acuity medical emergency calls for service. TFS is responding to approximately 3 times more low acuity emergency medical calls for service each day than in the past. To ensure high priority calls are always attended to first, Toronto Paramedic Services and TFS developed a collaborative response protocol whereby TFS responds to calls where there is no clear indication of a patient or identified injury requiring a Paramedic, prior to the response to Paramedics.

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### Priority Actions

- Complete the recruitment and training processes required to place 208 frontline Firefighters into service during 2023, in order to reduce frontline vacancies and thereby alleviate staffing issues.
- Implement the staffing recommendations of the Council approved Operational Service Delivery Model report (2021.EC24.13). The 2023 budget reflects the City's prioritization of public safety by including a permanent investment in 52 additional Firefighter positions, to address staffing and performance concerns, to mitigate COVID-19 impacts, and to meet the increasing challenges associated with population growth and complexity of incidents.
- Continue the delivery of R2MR and BOS mental health training for all staff, in order to decrease occurrences of WSIB related to Occupational Stress Injuries (OSI), and improve the TFS return to work plan for staff who have been out of the workplace with OSI.
- Continue to work towards implementation of Next Generation 911 (NG911) and update the Fire Services Computer Aided Dispatch (CAD) system to enable NG911 upgrades and implementation.
- Fill the existing vacancies within the Recruitment and Outreach section, following the successful completion of the District Chief process, which is projected to be completed late in 2022. Position TFS as an employer of choice for people interested in emergency services, with a recruitment strategy that is optimized for equity-deserving and under-represented communities. The TFS recruitment website and associated processes will be further optimized by applying an equity lens.
- Continue to develop multi-year contracts for TFS heavy fleet procurement, to streamline purchasing through various vendors to ensure delivery of vehicles in as timely a manner as possible in the future, based on capabilities of manufacturers.
- Consistent with Ontario Regulation 343/22 train and certify all TFS staff under applicable NFPA Professional Qualifications in alignment with the prescribed compliance deadlines.
- Begin collective bargaining with Local 3888 as the current agreement expires December 31, 2023.
- Continue to support Toronto Paramedic Services in mitigating their service level challenges caused by continuing hospital off-load delays, by continuing to respond to additional low acuity medical calls.

**TABLED BUDGET**

The City Manager and Chief Financial Officer and Treasurer have tabled:

1. The 2023 Operating Budget for Toronto Fire Services of \$523.882 million gross, \$20.877 million revenue and \$503.005 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Fire Rescue & Emergency Response	486,396.5	19,738.3	466,658.2
Fire Prevention Inspection & Enforcement	30,649.8	1,130.6	29,519.2
Fire Safety Education	6,835.6	8.1	6,827.5
<b>Total Program Budget</b>	<b>523,881.9</b>	<b>20,877.0</b>	<b>503,004.9</b>

- The above includes a 2023 budgeted staff complement for Toronto Fire Services of 3,258.3 positions comprised of 1.0 capital positions and 3,257.3 operating positions.
2. The 2023 Capital Budget for Toronto Fire Services with cash flows and future year commitments totaling \$30.271 million as detailed by project in [Appendix 6a](#).
  3. The 2024-2032 Capital Plan for Toronto Fire Services totalling \$26.000 million in project estimates as detailed by project in [Appendix 6b](#).

# **2023 OPERATING BUDGET**

## 2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Fire Rescue & Emergency Response	20,842.9	20,380.6	24,280.6	19,738.3		19,738.3	(4,542.2)	(18.7%)
Fire Safety Education	1.2	8.1	8.1	8.1		8.1		
Fire Prevention, Inspection, & Enforcement	2,426.6	1,130.6	1,130.6	1,130.6		1,130.6		
<b>Total Revenues</b>	<b>23,270.7</b>	<b>21,519.2</b>	<b>25,419.2</b>	<b>20,877.0</b>		<b>20,877.0</b>	<b>(4,542.2)</b>	<b>(17.9%)</b>
<b>Expenditures</b>								
Fire Rescue & Emergency Response	479,858.7	487,557.0	518,390.2	483,713.9	2,682.6	486,396.5	(31,993.7)	(6.2%)
Fire Safety Education	5,174.2	6,655.0	6,443.3	6,831.9	3.7	6,835.6	392.3	6.1%
Fire Prevention, Inspection, & Enforcement	27,266.2	30,005.0	29,041.5	30,635.2	14.6	30,649.8	1,608.3	5.5%
<b>Total Gross Expenditures</b>	<b>512,299.1</b>	<b>524,217.0</b>	<b>553,874.9</b>	<b>521,181.0</b>	<b>2,700.8</b>	<b>523,881.8</b>	<b>(29,993.1)</b>	<b>(5.4%)</b>
<b>Net Expenditures (including COVID-19)</b>	<b>489,028.4</b>	<b>502,697.8</b>	<b>528,455.7</b>	<b>500,304.0</b>	<b>2,700.8</b>	<b>503,004.9</b>	<b>(25,450.8)</b>	<b>(4.8%)</b>
<b>Required COVID-19 Support</b>	<b>13,368.8</b>	<b>3,128.7</b>	<b>47,328.7</b>	<b>1,113.1</b>		<b>1,113.1</b>	<b>(46,215.6)</b>	<b>(97.6%)</b>
<b>Net Budget (excluding COVID-19 supports)</b>	<b>475,659.6</b>	<b>499,569.1</b>	<b>481,127.0</b>	<b>499,191.0</b>	<b>2,700.8</b>	<b>501,891.8</b>	<b>20,764.8</b>	<b>4.3%</b>
<b>Approved Positions**</b>	<b>3,192.3</b>	<b>3,206.3</b>	<b>3,206.3</b>	<b>3,206.3</b>	<b>52.0</b>	<b>3,258.3</b>	<b>52.0</b>	<b>1.6%</b>

\* 2022 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

The 2023 Net Budget of \$503.005 million reflects a \$25.451 million or 4.8% decrease from 2022 projections comprised of:

- \$46.216 million or 97.6% net decrease in COVID-19 impacts that are either not expected to continue into 2023 or have been permanently added to the budget; and
- \$20.765 million or 4.3% increase in the 2023 Net Budget (excluding COVID) compared to 2022 projections.

## KEY COST DRIVERS – FUNDING PRIORITIES

**Total 2023 Budget** expenditures of \$523.882 million gross reflecting a decrease of \$29.993 million in spending below 2022 projected year-end actuals, predominantly arising from:

- Decrease in overtime costs is expected in 2023 due to recovery from COVID-19 impacts.
  - A non-permanent provision for Public Safety costs has also been included in the City's Corporate Accounts to risk manage any continued staffing challenges arising from COVID-19.
- Salary & benefit increases from Local 3888 Collective Agreement provisions offset by an alignment with projected actuals accounting for vacancies and retirements, and benefit savings due to a drop in Long Term Disability (LTD) premiums.
- Inflationary increases for utilities, contracts, and other non-salary expenditures.
- Reduction in the Contribution to the Vehicle Reserve to reflect the new funding solution for the Fleet Replacement Plan, enabling multi-year vehicle procurement plans.
- 52 new Firefighter positions to fulfill City Council direction in the Toronto Fire Services Operational Service Delivery Model report.

## EQUITY IMPACTS OF BUDGET CHANGES

**Low positive equity impacts:** The staffing increase in the Operations Division has an overall low positive equity impact. Low income communities, racialized residents and immigrants, refugees and undocumented individual's access to city services and safety & security will be positively impacted. Toronto Fire Services (TFS) has identified that Neighbourhood Improvement Areas (NIAs), which have a higher representation of Low income, Racialized and Immigrant, refugee and undocumented residents on average have a higher number of both emergency and fire

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events than the average Toronto neighbourhood, and were found to be more represented in the neighborhoods in Toronto where TFS response performance could be improved. The ability for TFS to maintain frontline service levels, by maintaining appropriately staffed on-duty trucks / crews, will improve response time performance in neighbourhoods across the City, including a high proportion of NIAs. Enhancing response time performance in these areas improves access to TFS services and increases the probability of reducing the risk to life, and damage to property during fire emergencies for racialized residents living in these communities.

## 2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for Fire Services of \$523.882 million in gross expenditures is \$29.993 million gross or 5.4% lower than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

**Table 2: 2023 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020	2021	2022	2022	2023	2023 Change from 2022	
	Actual	Actual	Budget	Projection*	Budget	Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	620.7	922.0	710.0	710.0	710.0		
User Fees & Donations	20,977.3	21,611.1	19,789.8	23,689.8	19,789.8	(3,900.0)	(16.5%)
Transfers From Capital	53.5	123.9	128.6		128.6	128.6	
Contribution From Reserves/Reserve Funds			750.0	750.0	101.8	(648.2)	(86.4%)
Sundry and Other Revenues	378.2	274.4	110.8	239.4	110.8	(128.6)	(53.7%)
Inter-Divisional Recoveries	23.2	339.4	30.0	30.0	36.0	6.0	20.0%
<b>Total Revenues</b>	<b>22,052.9</b>	<b>23,270.7</b>	<b>21,519.2</b>	<b>25,419.2</b>	<b>20,877.0</b>	<b>(4,542.2)</b>	<b>(17.9%)</b>
Salaries and Benefits	469,183.3	483,746.1	494,299.3	523,557.2	498,811.7	(24,745.5)	(4.7%)
Materials & Supplies	9,468.4	9,051.2	11,640.0	11,990.0	12,794.2	804.2	6.7%
Equipment	1,475.9	3,186.7	2,048.9	2,598.9	1,549.7	(1,049.2)	(40.4%)
Service and Rent	7,952.1	7,281.7	8,583.6	8,083.6	8,883.6	800.0	9.9%
Contribution To Reserves/Reserve Funds	4,130.8	8,646.4	7,630.4	7,630.4	1,827.4	(5,803.0)	(76.1%)
Other Expenditures	27.6	(23.1)					
Inter-Divisional Charges	122.0	410.1	14.7	14.7	15.2	0.5	3.2%
<b>Total Gross Expenditures</b>	<b>492,360.1</b>	<b>512,299.1</b>	<b>524,217.0</b>	<b>553,874.9</b>	<b>523,881.8</b>	<b>(29,993.1)</b>	<b>(5.4%)</b>
<b>Net Expenditures</b>	<b>470,307.2</b>	<b>489,028.4</b>	<b>502,697.8</b>	<b>528,455.7</b>	<b>503,004.9</b>	<b>(25,450.8)</b>	<b>(4.8%)</b>

\*Projection based on 9 Month Variance

### Key Base Drivers:

#### Salaries & Benefits:

Includes increases in salaries and benefits to fund L3888 COLA pressures, step and recognition pay partially offset by benefit savings due to a reduction in Long Term Disability (LTD) premiums. The reduction in the 2023 overtime budget when compared to the 2022 projections reflects TFS' plan to reduce overtime expenditures, enabled by the recommended recruitment strategy.

#### Materials and Supplies:

Includes increases in utility costs and existing contracts to reflect general inflation and supplier cost escalations.

#### Equipment:

Includes the reversal of one-time critical equipment purchases in 2022.

#### Contributions to Reserve:

Includes a reduction in contribution to the Vehicle Reserve to reflect the new funding solution for the Fleet Replacement Plan, and an increase in contribution to the Equipment Reserve to ensure sufficient funding for future year capital projects.

#### Other Revenue Changes:

The 2023 budget is less than the 2022 projection since over-achieved revenues may not continue into 2023. Revenues will be monitored throughout the year.

### Offsets and Efficiencies:

The 2023 budget is aligned with expected actuals accounting for vacancies and retirements, which has partially offset base budget pressures.

### New and Enhanced Service Priorities:

The 2023 Operating Budget includes \$2.701 million to support priority actions in public safety by a permanent investment in 52 new Firefighter positions, which is the first part of a 3 year plan to add a total of 156 Operations Firefighters (52 FTEs each year from 2023 to 2025). This fulfills Year 1 of Council's direction in the approved Operational Service Delivery Model report (2021.EC24.13) to address staffing related COVID-19 impacts and performance concerns related to growth and increasing complexity in emergency incidents.

#### Note:

- For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures, and [Appendix 4](#) for the 2023 New and Enhanced Service Priorities, respectively.

## 2024 & 2025 OUTLOOKS

Table 3: 2024 and 2025 Outlooks

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
<b>Revenues</b>			
Revenue Changes		(101.8)	
<b>Total Revenues</b>	<b>20,877.0</b>	<b>(101.8)</b>	
<b>Gross Expenditures</b>			
Salaries and Benefits		14,495.7	9,054.8
Materials and Supplies		364.8	358.6
Reversal of one time equipment funding		(101.8)	
Operating Impact of Capital Projects		55.0	
<b>Total Gross Expenditures</b>	<b>523,881.8</b>	<b>14,813.7</b>	<b>9,413.4</b>
<b>Net Expenditures</b>	<b>503,004.9</b>	<b>14,915.5</b>	<b>9,413.4</b>
<b>Approved Positions</b>	<b>3,258.3</b>	<b>52.0</b>	<b>52.0</b>

### Key drivers

The 2024 Outlook with total gross expenditures of \$538.696 million reflects an anticipated \$14.814 million or 2.8% increase in gross expenditures above the 2023 Operating Budget; the 2025 Outlook expects a further increase of \$9.413 million or 1.8% above 2024 gross expenditures.

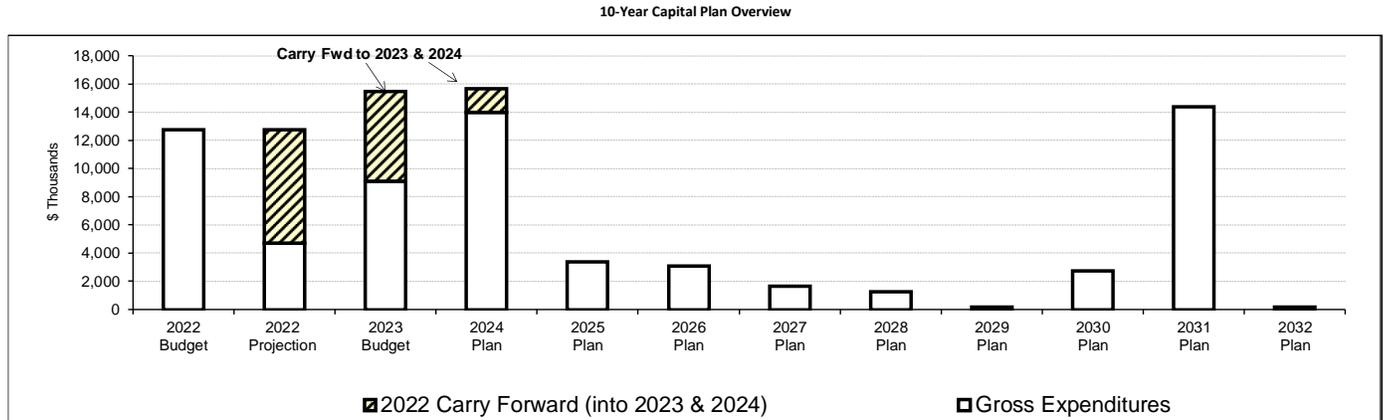
These changes arise from the following:

- Increases in Salaries and Benefits reflective of step and benefit increases.
- The addition of 52 new Operations Firefighters in each year of 2024 and 2025 based on Council's direction in the approved Operational Service Delivery Model report (2021.EC24.13).
- Annualization impact of the operations staff added in 2023 and 2024.
- Incremental operating impact of Capital projects.

**2023 – 2032  
CAPITAL BUDGET AND PLAN**

**2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan											Total 10 Year Plan
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	<b>Gross Expenditures by Project Category:</b>													
Health & Safety & Legislated	1,227	356	6,861	6,224	2,936	3,000	1,550	1,150	50	2,650	14,300	50	38,771	
SOGR	7,946	1,520	3,650	4,991	427	100	100	100	100	100	100	100	9,768	
Service Improvement & Growth	3,583	1,217	4,958	2,774									7,732	
<b>Total by Project Category</b>	<b>12,757</b>	<b>3,093</b>	<b>15,469</b>	<b>13,989</b>	<b>3,363</b>	<b>3,100</b>	<b>1,650</b>	<b>1,250</b>	<b>150</b>	<b>2,750</b>	<b>14,400</b>	<b>150</b>	<b>56,271</b>	
<b>Financing:</b>														
<b>Debt</b>	<b>7,483</b>	<b>587</b>	<b>6,907</b>	<b>7,628</b>	<b>777</b>	<b>400</b>	<b>1,650</b>	<b>150</b>	<b>150</b>	<b>250</b>	<b>9,062</b>	<b>150</b>	<b>27,124</b>	
Reserves/Reserve Funds	811	150	5,524	3,372	2,586	2,700		1,100		2,500	5,338		23,120	
Development Charges	1,854	387	918	2,600									3,518	
Provincial														
Federal	767	500	1,963	174									2,137	
Debt Recoverable														
Other Revenue	1,843	1,470	157	215									372	
<b>Total Financing</b>	<b>12,757</b>	<b>3,093</b>	<b>15,469</b>	<b>13,989</b>	<b>3,363</b>	<b>3,100</b>	<b>1,650</b>	<b>1,250</b>	<b>150</b>	<b>2,750</b>	<b>14,400</b>	<b>150</b>	<b>56,271</b>	

**Changes to Existing Projects (-\$8.5 Million)**

The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):

- Gas Meters for Fire Investigations - \$0.1 million
- Discontinuation of the Fire Prevention-Office Space Accommodation (3 Dohme) - -\$8.6million

**New Projects (\$4.3 Million)**

The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:

- Various Training Simulator Equipment Upgrades and Repairs - \$1.85 million
- Two feasibility studies for a Flemingdon Park fire station and the Toronto Fire Academy - \$0.5 million
- Special Operations Dome Ventilation - \$0.6 million
- 45mm and 65mm Jacketed Fire Hose Upgrade - \$1.35 million

**Capital Needs Constraints (\$81.4 Million)**

Fire Services has six unmet projects over the 10-year planning horizon:

- New Fire Station - Christie - \$13.0 million
- New Fire Stations - Lower Don Lands - \$21.4 million
- Relocation of Fire Academy - \$30.0 million
- Fire Apparatus for Lower Don Lands & Christie Stations - \$2.0 million
- Replacement of Fire Boat (William Lyon Mackenzie) - \$15.0 million

**Note:**

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively

**2023 – 2032 CAPITAL BUDGET AND PLAN**

**\$56.3 Million 10-Year Gross Capital Program**

				
<b>Renovations</b>	<b>Information Technology</b>	<b>Communication</b>	<b>Equipment</b>	<b>Other – SOGR Health &amp; Safety</b>
<b>\$7.2M</b> 12.8%	<b>\$8.4M</b> 14.9%	<b>\$12.8M</b> 22.7%	<b>\$3.5M</b> 6.2%	<b>\$24.4M</b> 43.4%
HUSAR Building Expansion <input checked="" type="checkbox"/>	Toronto Radio Infrastructure Project (TRIP), CAD Upgrade, & Fire Prevention Technology Integration	Lifecycle Replacement of Portable and Mobile Radios	Various equipment for Training, Investigations, CBRNE & HUSAR	Personal Protective Equipment and Lifecycle Replacement of SCBA

- 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 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately

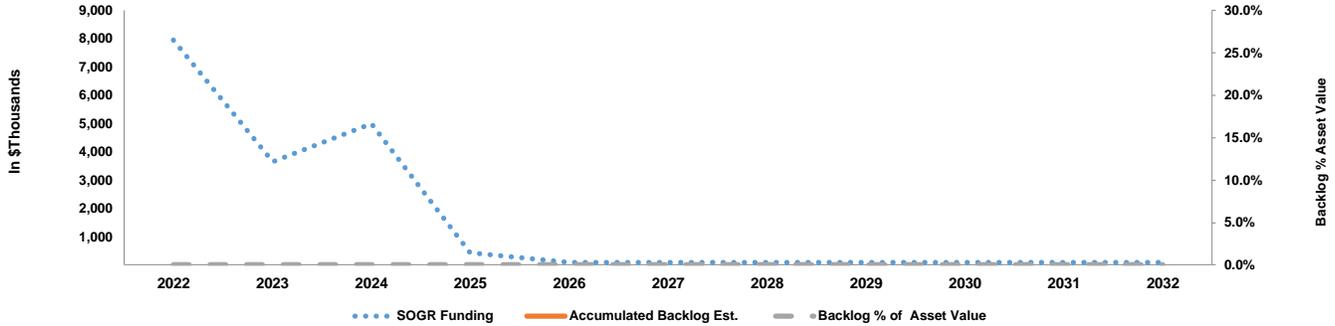
**How the Capital Program is Funded**

City of Toronto		Provincial Funding	Federal Funding	
<b>\$54.1 M</b>		<b>\$0.0 M</b>	<b>\$2.1 M</b>	
<b>96%</b>		<b>0%</b>	<b>4%</b>	
Debt	\$ 27.1 M		Grants	\$ 2.1 M
Reserve / Reserve Funds	\$ 23.1 M			
Development Charges	\$ 3.5 M			
Other	\$ 0.4 M			

**STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG**

The chart below depicts the SOGR funding in Toronto Fire Services (TFS):

**Chart 2: Total SOGR Funding & Backlog**  
State of Good Repair (SOGR) Funding & Backlog



\$ Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
SOGR Funding	7,946	3,650	4,991	427	100	100	100	100	100	100	100
Accumulated Backlog Est.											
Backlog % of Asset Value	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Asset Value											

- 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 2023 Capital Budget for CREM.

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

Approval of the 2023 Capital Budget will impact the 2023 and 2024 Operating Budgets by a total of \$0.450 million net arising from the following projects, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
CAD Upgrade	25.0		15.0									40.0		40.0
Fire Prevention Technology Integration	125.0											125.0		125.0
Toronto Radio Infrastructure Project (TRIP)	245.0		40.0									285.0		285.0
<b>Sub-Total: Previously Approved</b>	<b>395.0</b>		<b>55.0</b>									<b>450.0</b>		<b>450.0</b>
<b>New Projects - 2023</b>														
<b>Sub-Total: New Projects - 2023</b>														
<b>New Projects - Future Years</b>														
<b>Sub-Total: New Projects - Future Years</b>														
<b>Total (Net)</b>	<b>395.0</b>		<b>55.0</b>									<b>450.0</b>		<b>450.0</b>

Previously Approved projects

- CAD Upgrade project will require funding for ongoing support and maintenance for the system.
- The Fire Prevention Technology Integration project will require funding commencing in 2023 for ongoing I&T maintenance / licensing requirements.
- Toronto Radio Infrastructure Project (TRIP) project will require additional operating funds commencing in 2023 and 2024 for annual fees that provide access and management of security provisioning capabilities.

# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

Appendix 1	In \$ Thousands				
COVID-19 Impacts	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
<b>Revenue Loss</b>					
<b>Sub-Total</b>					
<b>Expenditure Increase</b>					
24 Hour Staffing Shortage Callback	3,128.7	38,926.6			
Vacation/Lieu Payout		7,052.5			
Designated Officers Callback		236.5			
Medical Supplies		1,113.1		1,113.1	1,113.1
<b>Sub-Total</b>	<b>3,128.7</b>	<b>47,328.7</b>		<b>1,113.1</b>	<b>1,113.1</b>
<b>Support from Other Levels of Gov't**</b>					
<b>Sub-Total</b>					
<b>Total COVID-19 Impact</b>	<b>3,128.7</b>	<b>47,328.7</b>		<b>1,113.1</b>	<b>1,113.1</b>

\* 2022 Projection based on 9 month variance

\*\* Should only reflect COVID-19 program-specific funding that is budgeted or received. Please exclude COVID-19 budget and actuals that are within corporate accounts.

## Appendix 2

### 2023 Affordability Measures

(\$000s)									
Recommendation	Savings Type	Equity Impact	2023				2024 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Changes to reflect actual experience-salaries and benefits	Alignment with expected actuals	None		(1,186.9)	(1,186.9)				
<b>Total Affordability Measures</b>				<b>(1,186.9)</b>	<b>(1,186.9)</b>				

The calculated salary budget is based on projected vacancies and retirements, as well as known start dates of pre-planned recruit classes. The planned recruit class size of approximately 104 will be operating at optimal levels to address the vacancy issue created by the impact of COVID-19, as well as the more recent substantive increase in the number of operational vacancies from WSIB and Maternity/Paternity legislation, toward a downward cost curve on overtime expenditure.

## Appendix 3

### Summary of 2023 Service Changes

N/A

## Appendix 4

### Summary of 2023 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services  Program - Fire Services	Adjustments				2024 Plan Net Change	2025 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
26688		TFS- Operational Service Level Enhancement						
74	Positive	<b>Description:</b>						
<p>Funding of \$2.7 million gross and net for 52 (4 captains and 48 firefighters) permanent positions (effective July 24, 2023) and associated operating costs to address staffing and performance concerns in order to meet increasing challenges associated with growth and the corresponding complexity of incidents projected to continue in future years. This fulfills the City Council direction in the Toronto Fire Services: Operational Service Delivery Model report (2021.EC24.13) adopted on October 1 and 4, 2021.</p> <p><b>Service Level Impact:</b></p> <p>TFS continues to face staffing challenges that reduce the number of in-service crews available for response as a result of absences related to vacancies and the substantive challenges resulting from COVID-19, as well as LTD, WSIB, and pregnancy and parental leave. TFS continues to work on reducing the number of vacant positions by hiring the largest classes in its history of 96 recruits who graduated in November 2021 and June 2022; similar sized classes are planned for July 2022 and January 2023. TFS is projecting a continued downward trend in performance for First-in Crew Total Response time (TRT) and total response time for Effective Firefighting Force (EFF) in 2023. Increasing population, the growing complexity of calls amongst other challenges will drive performance down if TFS continues with the status quo in operations staffing levels.</p> <p><b>Equity Statement:</b></p> <p>The staffing increase for operations budget proposal overall equity impact is low positive. Low income communities, racialized residents and immigrants, refugees and undocumented individual's access to city services and safety &amp; security will be positively impacted. Toronto Fire Services (TFS) has identified that Neighbourhood Improvement Areas (NIAs), which have a higher representation of Low income, Racialized and Immigrant, refugee and undocumented residents on average have a higher number of both emergency and fire events than the average Toronto neighbourhood, and were found to be more represented in the neighborhoods in Toronto where TFS response performance could be improved. The ability for TFS to mitigate the number of crews out of service by ideally having a fully staffed fleet, will help TFS improve response time performance in neighbourhoods across the City, including a high proportion of NIAs. Enhancing response time performance in these areas improves access to TFS services and increases the probability of reducing the risk to life, and damage to property during fire emergencies for racialized residents living in these communities.</p>								
<b>Service: Fire Prevention, Inspection, &amp; Enforcement</b>								
Total Tabled Changes:			14.6	0.0	14.6	0.00	14.6	14.6
<b>Service: Fire Rescue &amp; Emergency Response</b>								
Total Tabled Changes:			2,682.6	0.0	2,682.6	52.00	6,527.3	6,397.5
<b>Service: Fire Safety Education</b>								
Total Tabled Changes:			3.7	0.0	3.7	0.00	3.7	3.7
<b>Tabled New/Enhanced Services:</b>			<b>2,700.8</b>	<b>0.0</b>	<b>2,700.8</b>	<b>52.00</b>	<b>6,545.6</b>	<b>6,415.8</b>
<b>Summary:</b>								
<b>Tabled New / Enhanced Services:</b>			<b>2,700.8</b>	<b>0.0</b>	<b>2,700.8</b>	<b>52.00</b>	<b>6,545.6</b>	<b>6,415.8</b>

## Appendix 5

### Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

### Appendix 6

## 2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FR001	45mm and 65mm Jacketed Fire Hose Upgrade	1,350										1,350	1,350		
FR002	Breathing Air Compressor Replacement	194	84	86								364	364		
FR003	Bunker Suit Washer/ Extractor Installations	130	290									420	420		
FR004	CAD Upgrade	700	436									1,136		1,136	
FR005	Compact Powered Suction		275									275	275		
FR006	Defibrillators Lifecycle Replacement						1,100					1,100	1,100		
FR007	Emergency Medical Bags		175									175	175		
FR008	Feasibility Study - Flemingdon Station	185										185		185	
FR009	Feasibility Study of Fire Academy	300										300			300
FR010	Fire Prevention Technology Integration	222										222			222
FR011	Fire Station Digital Signage/ Turn Out Timers	130										130	130		
FR012	Helmet Replacement					1,000						1,000	1,000		
FR013	HUSAR Building Expansion <input checked="" type="checkbox"/>	4,436	2,774									7,210			7,210
FR014	Lifecycle Replacement of SCBA									6,500		6,500	6,500		
FR015	Live Fire Training Simulator	550										550	550		
FR016	Mobile Driver Simulator	185										185	185		
FR017	Mobile Pump Operations Simulator	280										280	280		
FR018	Mobile Radios Lifecycle Replacement-2023	2,700										2,700	2,700		
FR019	Personal Protection Equipment Replacement			2,500	2,700				2,500	2,700		10,400	10,400		
FR020	Replacement of CBRNE Equipment					500						500	500		
FR021	Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	50	500	500		
FR022	REPLACEMENT OF PORTABLE RADIOS		5,050									10,100	10,100		
FR023	Special Operations Dome Ventilation	600										600	600		
FR024	The purchase of gas metres for fire investigators	100							100			200	200		
FR025	Thermal Imaging Cameras	510	300	300	250							1,360	1,360		
FR026	Toronto Fire Academy Auditorium Chairs	115										115		115	
FR027	Toronto Fire Academy Propane Burn House	82										82	82		
FR028	Toronto Radio Infrastructure Project (TRIP)	2,500	4,255	327								7,082		7,082	
FR029	Training Simulators and Facilities Rehabilitation	150	100	100	100	100	100	100	100	100	100	1,050		1,050	
FR030	West Training Burn House Repairs		200									200		200	
<b>Total Expenditures (including carry forward from 2022)</b>		<b>15,469</b>	<b>13,989</b>	<b>3,363</b>	<b>3,100</b>	<b>1,650</b>	<b>1,250</b>	<b>150</b>	<b>2,750</b>	<b>14,400</b>	<b>150</b>	<b>56,271</b>	<b>38,771</b>	<b>9,768</b>	<b>7,732</b>

- 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 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately.

### Appendix 6a

### 2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
FR001	45mm and 65mm Jacketed Fire Hose Upgrade	1,350										1,350			1,350
FR002	Breathing Air Compressor Replacement	194	84	86								364	111		253
FR003	Bunker Suit Washer/ Extractor Installations	130	290									420			420
FR004	CAD Upgrade	700	436									1,136	1,136		
FR005	Compact Powered Suction		275									275			275
FR007	Emergency Medical Bags		175									175			175
FR008	Feasibility Study - Flemingdon Station	185										185			185
FR009	Feasibility Study of Fire Academy	300										300			300
FR010	Fire Prevention Technology Integration	222										222	1,222	(1,000)	
FR011	Fire Station Digital Signage/ Turn Out Timers	130										130			130
FR013	HUSAR Building Expansion	4,436	2,774									7,210	7,210		
FR015	Live Fire Training Simulator	550										550	550		
FR016	Mobile Driver Simulator	185										185			185
FR017	Mobile Pump Operations Simulator	280										280			280
FR018	Mobile Radios Lifecycle Replacement-2023	2,700										2,700	2,700		
FR021	Replacement of HUSAR Equipment	50										50			50
FR022	REPLACEMENT OF PORTABLE RADIOS		5,050									5,050	5,050		
FR023	Special Operations Dome Ventilation	600										600			600
FR024	The purchase of gas metres for fire investigators	100										100			100
FR025	Thermal Imaging Cameras	510	300	300	250							1,360	1,360		
FR026	Toronto Fire Academy Auditorium Chairs	115										115			115
FR027	Toronto Fire Academy Propane Burn House	82										82			82
FR028	Toronto Radio Infrastructure Project (TRIP)	2,500	4,255	327								7,082	7,082		
FR029	Training Simulators and Facilities Rehabilitation	150										150	50		100
FR030	West Training Burn House Repairs		200									200			200
<b>Total Expenditure (including carry forward from 2022)</b>		<b>15,469</b>	<b>13,839</b>	<b>713</b>	<b>250</b>							<b>30,271</b>	<b>26,471</b>	<b>(1,000)</b>	<b>4,800</b>

## Appendix 6b

### 2024 - 2032 Capital Plan

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FR006	Defibrillators Lifecycle Replacement					1,100					1,100	1,100		
FR012	Helmet Replacement				1,000						1,000	1,000		
FR014	Lifecycle Replacement of SCBA								6,500		6,500	6,500		
FR019	Personal Protection Equipment Replacement		2,500	2,700				2,500	2,700		10,400	10,400		
FR020	Replacement of CBRNE Equipment				500						500	500		
FR021	Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	450	450		
FR022	REPLACEMENT OF PORTABLE RADIOS								5,050		5,050	5,050		
FR024	The purchase of gas metres for fire investigators							100			100	100		
FR029	Training Simulators and Facilities Rehabilitation	100	100	100	100	100	100	100	100	100	900		900	
<b>Total Expenditures</b>		<b>150</b>	<b>2,650</b>	<b>2,850</b>	<b>1,650</b>	<b>1,250</b>	<b>150</b>	<b>2,750</b>	<b>14,400</b>	<b>150</b>	<b>26,000</b>	<b>25,100</b>	<b>900</b>	

## Appendix 7

### Reporting on Major Capital Projects: Status Update

N/A

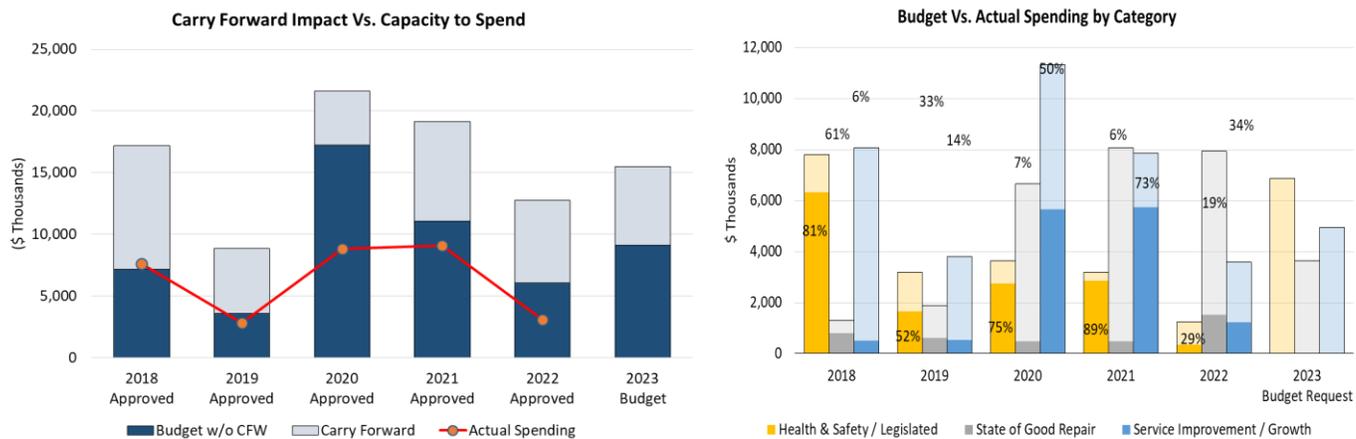
## Appendix 8

### 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 Fire 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 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 & 2024 to complete capital work.

**Chart 3 – 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, a total of \$7.059 million originally cash flowed in 2022 has been deferred to years 2023 (\$5.378 million) and 2024 (\$1.681 million). In addition, \$4.879 million in capital spending originally cash flowed in 2023 has been deferred to 2024.

Major adjustments to the Capital Plan are noted below:

- Funding for the HUSAR Building Expansion project was recast based on the capacity to spend review, reflecting the following changes: \$1.035 million was deferred to 2023, with an additional \$2.774 million deferred to 2024.
- Funding for CAD upgrade project deferred \$0.700 million to 2023, with an additional \$0.436 million deferred to 2024.
- Funding for Toronto Radio Infrastructure Project (TRIP) was recast based on the capacity to spend review, \$2.500 million was deferred to 2023, with an additional \$3.350 million deferred to 2024.
- Funding for various fire safety and training equipment projects totaling \$1.143 million was deferred to 2023 based on supply chain availability and capacity to spend review.

## Appendix 9

### Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Thousands)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>NOT INCLUDED</b>														
<i>New Fire Station - Christie</i>	13,000	8,450	4,550				6,500	6,500						
<i>New Fire Station - Lower Don Lands</i>	21,360	13,884	7,476											21,360
<i>Relocation of Fire Academy</i>	30,000	9,750	20,250						6,000	6,000	6,000	6,000	6,000	6,000
<i>Lower Don Lands Truck</i>	1,000	1,000												1,000
<i>Christie Station Truck</i>	1,000	1,000						1,000						
<i>Replacement of Fire Boat (William Lyon MacKenzie)</i>	15,000		15,000						1,500	13,500				
<b>Total Needs Constraints (Not Included)</b>	<b>81,360</b>	<b>34,084</b>	<b>47,276</b>				<b>6,500</b>	<b>7,500</b>	<b>7,500</b>	<b>19,500</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>28,360</b>

In addition to the tabled 10-Year Capital Plan of \$56.3 million, staff have also identified \$81.4 million in capital needs constraints for Fire Services as reflected in the table above.

- *New Fire Station-Christie*: The funding required for a stand-alone station based on the projected timing of the Christie redevelopment.
- *New Fire Station-Lower Don Lands*: This new fire station, integrated into 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.
- *Relocation of Fire Academy*: TFS will be exploring options to relocate the Eastern Ave Training academy to align with the Industrial Yards Consolidation and to address capacity and functionality needs associated with this facility.
- *Fire Trucks* for Christie station and Lower Don Lands station
- *Replacement of Fire Boat (William Lyon Mackenzie)*: The current vessel is expected to reach the end of its serviceable life in 2028. Funding required to replace the current vessel based upon the forecasted life cycle ending in 2028.

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2023 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>8,122</b>	<b>4,324</b>	<b>2,780</b>
Vehicle Reserve - Fire Equipment	XQ1020			
<i>Withdrawals (-)</i>				
<i>Fire Services ~ Withdrawals - Operating</i>		(102)		
<i>Fire Services ~ Withdrawals - Capital</i>		(5,524)	(3,372)	(2,586)
<i>Contributions (+)</i>				
<i>Fire Services ~ Contributions - Operating</i>		1,827	1,827	1,827
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,324</b>	<b>2,780</b>	<b>2,021</b>
<b>Balance at Year-End</b>		<b>4,324</b>	<b>2,780</b>	<b>2,021</b>

#### Corporate Reserve / Reserve Funds

N/A

**Inflows and Outflows to/from Reserves and Reserve Funds**

**2023 – 2032 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XQ1020	Beginning Balance	8,122	4,324	2,780	2,021	1,148	2,976	3,703	5,531	4,858	1,347	8,122
Vehicle Reserve - Fire Equipment	Withdrawals (-)											
	Fire Services ~ Withdrawals - Operating	(102)										(102)
	Fire Services ~ Withdrawals - Capital	(5,524)	(3,372)	(2,586)	(2,700)	-	(1,100)	-	(2,500)	(5,338)	-	(23,120)
	<b>Total Withdrawals</b>	<b>(5,626)</b>	<b>(3,372)</b>	<b>(2,586)</b>	<b>(2,700)</b>	<b>-</b>	<b>(1,100)</b>	<b>-</b>	<b>(2,500)</b>	<b>(5,338)</b>	<b>-</b>	<b>(23,222)</b>
	Contributions (+)											
	Fire Services ~ Contributions - Operating	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827	1,827
<b>Total Contributions</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>1,827</b>	<b>18,274</b>
<b>Balance at Year-End</b>		<b>4,324</b>	<b>2,780</b>	<b>2,021</b>	<b>1,148</b>	<b>2,976</b>	<b>3,703</b>	<b>5,531</b>	<b>4,858</b>	<b>1,347</b>	<b>3,175</b>	<b>3,175</b>

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XR2118	Beginning Balance	19,064	19,996	19,129	20,946	22,844	24,808	26,835	28,828	30,709	32,653	19,064
Dev Charges RF - Fire	Withdrawals (-)											
	Fire Services ~ Withdrawals - Capital	(918)	(2,600)									(3,518)
	<b>Total Withdrawals</b>	<b>(918)</b>	<b>(2,600)</b>	<b>-</b>	<b>(3,518)</b>							
	Contributions (+)											
	Development Charges / Section 42 Contributions	1,473	1,355	1,430	1,476	1,504	1,529	1,455	1,306	1,332	1,261	14,121
	Interest Income	377	378	387	423	460	499	537	575	612	649	4,897
<b>Total Contributions</b>	<b>1,850</b>	<b>1,733</b>	<b>1,817</b>	<b>1,898</b>	<b>1,964</b>	<b>2,027</b>	<b>1,993</b>	<b>1,881</b>	<b>1,944</b>	<b>1,944</b>	<b>1,910</b>	<b>19,018</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>												<b>-</b>
<b>Balance at Year-End</b>		<b>19,996</b>	<b>19,129</b>	<b>20,946</b>	<b>22,844</b>	<b>24,808</b>	<b>26,835</b>	<b>28,828</b>	<b>30,709</b>	<b>32,653</b>	<b>34,564</b>	<b>34,564</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XQ1017	Beginning Balance	39,173	19,063	0	0	0	0	0	0	0	0	39,173
Vehicle Reserve - Fire	Withdrawals (-)											
	Fleet Services ~ Withdrawals - Capital	(20,110)	(19,063)	-	-	-	-	-	-	-	-	(39,173)
	<b>Total Withdrawals</b>	<b>(20,110)</b>	<b>(19,063)</b>	<b>-</b>	<b>(39,173)</b>							
	Contributions (+)											
<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Balance at Year-End</b>		<b>19,063</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

NOTE: Funding for the revised Fleet Lifecycle Replacement Program combines previously approved transactions through the XQ1017 and future activity through the XQ0011.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XQ0011	Beginning Balance	413,566	369,065	154,824	90,766	58,834	49,884	64,888	68,693	80,379	105,382	413,566
Capital Financing	Withdrawals (-)											
	Other Division/Agency Withdrawals - Capital	(84,501)	(230,516)	(104,059)	(41,113)	(22,366)	(4,672)	(18,445)	(11,778)	(4,073)	(451)	(521,973)
	Fire Services ~ Withdrawals - Capital	-	(23,725)	-	(30,819)	(26,584)	(20,324)	(17,750)	(16,536)	(10,924)	(21,370)	(168,032)
	<b>Total Withdrawals</b>	<b>(84,501)</b>	<b>(254,241)</b>	<b>(104,059)</b>	<b>(71,932)</b>	<b>(48,950)</b>	<b>(24,996)</b>	<b>(36,195)</b>	<b>(28,314)</b>	<b>(14,997)</b>	<b>(21,821)</b>	<b>(690,005)</b>
	Contributions (+)											
	Other Division/Agency Contributions - Operating	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
<b>Total Contributions</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>400,000</b>
<b>Balance at Year-End</b>		<b>369,065</b>	<b>154,824</b>	<b>90,766</b>	<b>58,834</b>	<b>49,884</b>	<b>64,888</b>	<b>68,693</b>	<b>80,379</b>	<b>105,382</b>	<b>123,561</b>	<b>123,561</b>

## 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 Service Priorities:** 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

**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).