



## Fire Services 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

### 2014 – 2023 Capital Budget and Plan Highlights

Toronto Fire (TFS) Services is dedicated to protect life, property and the environment from the effects of fires, illnesses, accidents, natural disasters and other hazards. The Fire Services Capital Plan includes projects that are critical to reducing risk to both life and property while ensuring the efficiency, responsiveness and health and safety of firefighters who serve them.

TFS currently operates 89 fire stations and support facilities with a total area of approximately 754,516 sq. ft. with an estimated replacement value of \$347.906 million.

Fire Services' capital strategy focuses on the construction of new fire stations based on anticipated population density and required emergency response times (as per the Master Fire Plan approved in 2007), rehabilitation of existing fire stations and a replacement plan for emergency equipment.

#### *Radio Replacement Project*

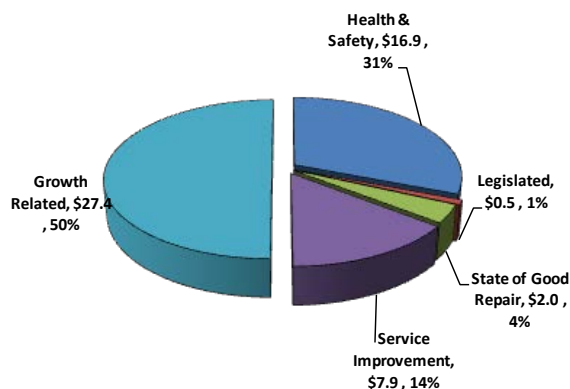
The Radio Replacement project is a corporate initiative to replace the joint radio communication system infrastructure for the City's emergency services, Fire Services, Toronto Police Service and Emergency Medical Services. The project is anticipated to be completed in 2014.

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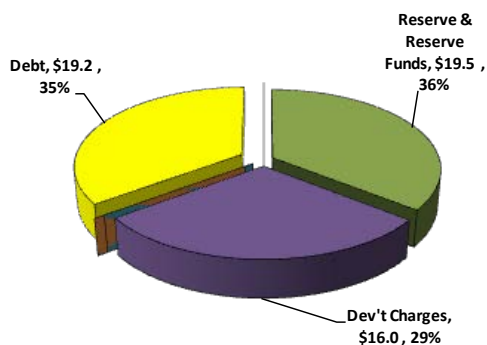
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Capital Spending and Financing

**2014-2023 Capital Budget and Plan Expenditures  
\$54.728  
(\$Million)**



**2014-2023 Capital Budget and Plan by Funding Source \$54.728  
(\$Million)**



**Where does the money go?**

The 2014–2023 Capital Budget and Plan of \$54.728 million excluding carry forward funding provides funding of \$16.900 million for Health and Safety projects; \$0.500 million for a legislated project; \$2.000 million for State of Good Repair (SOGR) projects; \$7.916 million for Service Improvement projects; and \$27.412 million for Growth Related projects.

The 10-Year Capital Plan will provide funding for the construction of 3 new fire stations, the rebuild of 1 existing fire station, the purchase of 10 specialized trucks, and the replacement purchase of equipment such as portable radios, mobile radios, bunker suits and defibrillators.

The 10-year Capital Plan also provides funding for the installation of global positioning system (GPS) repeaters for improved communications between fire stations and fire trucks that will improve Fire Services' response time to emergency calls.

**Where does the money come from?**

The 10-year Capital Plan of \$54.728 million is funded from debt of \$19.239 million or 35.2%, Reserve/Reserve Funds of \$19.479 or 35.6%; and Development Charges of \$16.010 million or 29.3%. Reserve/Reserve Fund funding will be drawn from TFS' Equipment Reserve to fund the replacement purchase of various equipment, the Capital Financing Reserve and the Land Acquisition Reserve Fund (LARF) to partially fund the new fire station, Station A #441 and the rebuild of the Chaplin Crescent station respectively.

**State of Good Repair Backlog**

The 10-Year Capital Plan does not include funding to address the state of good repair backlog for TFS facilities as asset management capital funding was transferred to Facilities Management & Real Estate (FM&RE) in 2010 to ensure that consistency in maintenance standards are applied through City facilities.

TFS does not have a state of good repair backlog for its equipment as these are replaced according to TFS' Equipment Replacement schedule which is required to maintain service continuity, staff and patient safety and regulatory compliance.

## Key Challenges and Priority Actions

**HUSAR Federal Funding Cancelled** – the Federal government's Joint Emergency Preparedness Program (JEPP) funding for equipment used by TFS' Heavy Urban Search and Rescue (HUSAR) was cancelled in April 2013 resulting in a reduction of \$1.350 million over the 10-year period.

- Fire Services across the Province are working together to advocate for the continuation of this funding beyond 2013.

**Fire Services/EMS Efficiency Study** –As a result of the efficiency review recommendation to improve the efficiency of inspection and enforcement of Fire Code requirements, a new project, the Mobile Workstation Network Enhancements for \$0.500 million is included in the 2014 Capital Budget.

- Provide wireless access point at TFS stations will create greater efficiencies when rolling out updates to data and application software to mobile workstations mounted in fire vehicles.

## 2014 Capital Budget

The 2014 Capital Budget for Fire Services of \$17.284 million will:

- Begin the purchase of land and site preparation for a new fire station, Station A #414 - Highway 27 and Rexdale Blvd;
- Begin the purchase of 10 specialized trucks (7 in 2014 and 3 in 2015) such as Trench Rescue Roll-Off truck, high-rise response truck, pumpers for training, decontamination truck, etc.;
- Complete the replacement of Fire Services' telephone infrastructure to support the new Internet Protocol (IP) platform that provides 911 service;
- Complete the installation of GPS repeaters and wireless access point at TFS stations;
- Complete the construction of Station D #221 at Eglinton and Midland; and
- Continue the construction of two fire stations, Station B #144 – Keele / Sheppard and Wilson Ave and Station #135 - Chaplin Crescent Station.



## II: COUNCIL APPROVED BUDGET

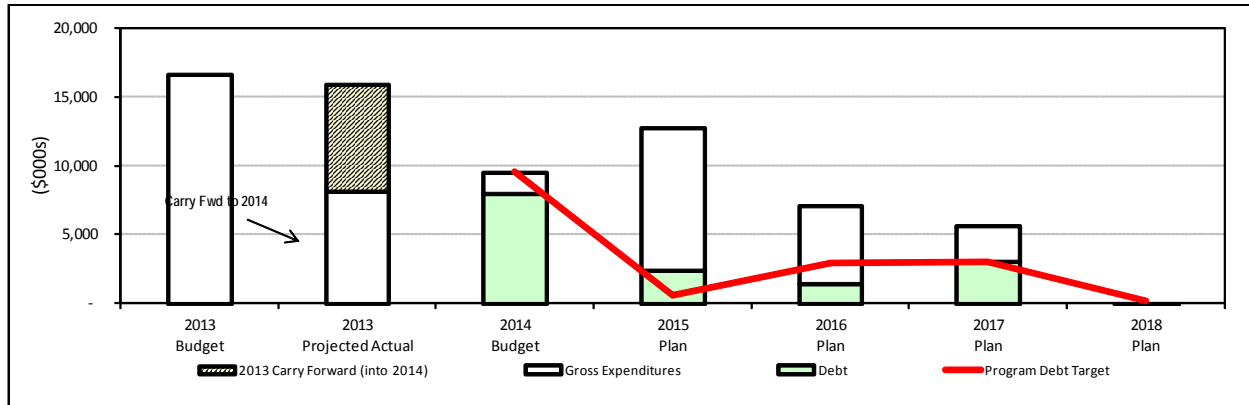
City Council approved the following recommendations:

1. City Council approve the 2014 Capital Budget for Fire Services with a total project cost of \$12.417 million, and 2014 cash flow of \$17.284 million and future year commitments of \$14.660 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 7 new / change in scope sub-projects with a 2014 total project cost of \$12.417 million that requires cash flow of \$6.812 million in 2014 and a future year cash flow commitment of \$2.780 million in 2015 and \$2.825 million in 2016;
    - ii) 2 previously approved sub-projects with a 2014 cash flow of \$2.685 million; and a future year cash flow commitment of \$5.956 million in 2015 and \$3.099 million in 2016; and
  - b) 2013 approved cash flow for 5 previously approved sub-project with carry forward funding from 2013 into 2014 totaling \$7.787 million.
2. City Council approve new debt service costs of \$0.093 million in 2014 and incremental debt costs of \$0.555 million in 2015, \$0.026 million in 2016 and incremental debt reduction of \$0.149 million in 2017 resulting from the approval of the 2014 Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Capital Plan for Fire Services totaling \$30.571 million in project estimates, comprised of \$4.050 million in 2015; \$1.150 million in 2016; \$5.650 million in 2017; \$0.150 million in 2018; \$0.150 million in 2019; \$4.450 million in 2020; \$5.851 million in 2021; \$4.068 million in 2022; and \$5.052 million in 2023.
4. City Council consider operating costs (savings) of \$0.018 million net in 2014, \$0.159 million net in 2015 including one position; \$0.170 million net in 2017; and (\$0.100 million) net in 2018 emanating from the approval of the 2014 Capital Budget for inclusion in the 2014 and future year operating budgets.
5. City Council approve the 2014 Capital Budget for the Radio Communication System Replacement project with a 2014 cash flow of \$19.093 million :
  - a) New Cash Flow Funding for:
    - i) 4 previously approved sub-projects that require cash flow of \$19.093 million in 2014; and
  - b) 2013 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$8.063 million.
6. City Council consider the operating costs of \$0.633 million in 2014 and \$0.646 million and a yearly maintenance increase of \$0.012 million for 15 years (Motorola contract) related to the Radio Communication Replacement project including one position emanating from the approval of the 2014 Capital Budget. Such operating impacts to be co-shared between

Toronto Fire Services, Emergency Medical Services and Toronto Police Services' 2014 and future year operating budgets.

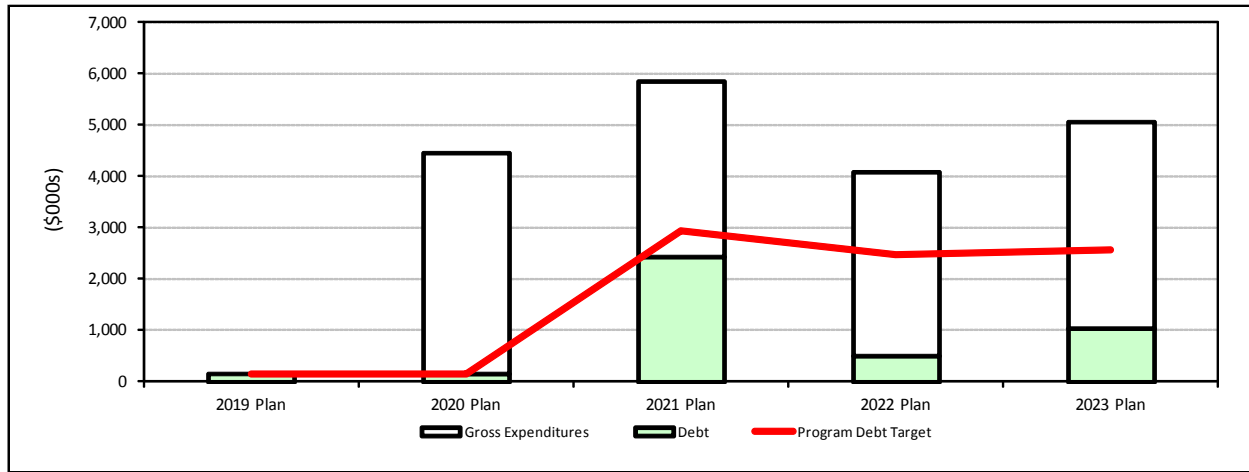
### III: 10-YEAR CAPITAL PLAN

#### 10 - Year Capital Plan 2014 Budget, 2015 – 2018 Plan



	2014 Budget and 2015 - 2018 Plan								
	2013		2014	2015	2016	2017	2018	2014 - 2018	5-Year Total Percent
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2013 Capital Budget & Approved FY Commitments	16,626	8,120	7,784	3,956				11,740	33.4%
Changes to Approved FY Commitments			(5,099)	2,000	3,099				
2014 New/Change in Scope and Future Year Commitments			6,812	2,780	2,825			12,417	35.3%
2015- 2018 Capital Plan Estimates				4,050	1,150	5,650	150	11,000	31.3%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2014		7,787							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>16,626</b>	<b>15,907</b>	<b>9,497</b>	<b>12,786</b>	<b>7,074</b>	<b>5,650</b>	<b>150</b>	<b>35,157</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>9,593</b>	<b>582</b>	<b>2,956</b>	<b>3,025</b>	<b>150</b>	<b>16,306</b>	
<b>Financing:</b>									
<b>Debt</b>			<b>8,000</b>	<b>2,400</b>	<b>1,401</b>	<b>3,025</b>	<b>150</b>	<b>14,976</b>	<b>42.6%</b>
Reserves/Reserve Funds			47	8,250	1,557	2,625		12,479	35.5%
Development Charges			1,450	2,136	4,116			7,702	21.9%
Provincial/Federal									
Debt Recoverable									
Other Revenue									
<b>Total Financing</b>			<b>9,497</b>	<b>12,786</b>	<b>7,074</b>	<b>5,650</b>	<b>150</b>	<b>35,157</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety				3,900	1,000	5,000		9,900	28.2%
Legislated			50	50	50	50	50	250	0.7%
SOGR			1,100	100	100	100	100	1,500	4.3%
Service Improvement			3,460	3,956		500		7,916	22.5%
Growth Related			4,887	4,780	5,924			15,591	44.3%
<b>Total by Project Category</b>			<b>9,497</b>	<b>12,786</b>	<b>7,074</b>	<b>5,650</b>	<b>150</b>	<b>35,157</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		<b>343,406</b>	<b>347,906</b>	<b>347,906</b>	<b>355,148</b>	<b>355,648</b>	<b>355,648</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
<b>Backlog: Percentage of Asset Value (%)</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Debt Service Costs			186	1,110	53	-246	313	1,417	
Operating Impact on Program Costs			18	159	-	170	(100)	247	
New Positions			1	1				2	

**10 - Year Capital Plan  
2019 - 2023 Plan  
(In \$000s)**

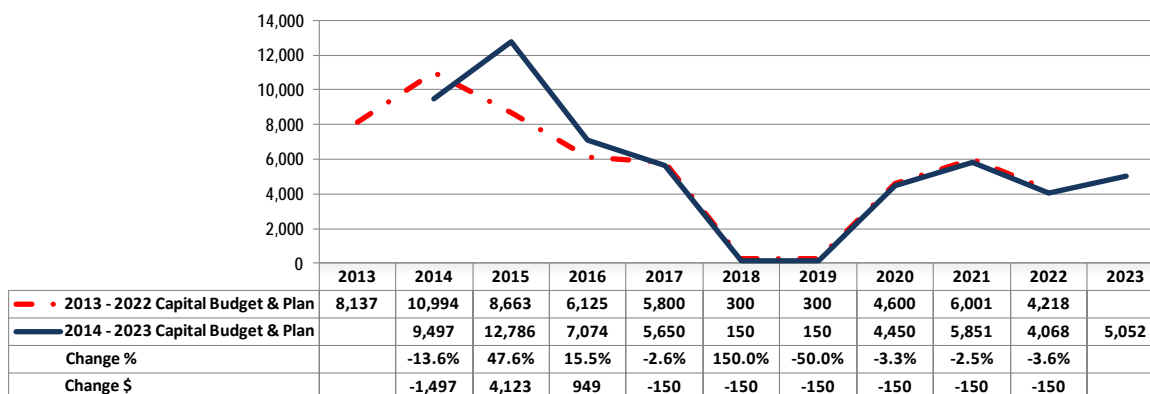


	2019 - 2023 Capital Plan						10-Year Total Percent
	2019	2020	2021	2022	2023	2014 - 2023	
<b>Gross Expenditures:</b>							
2013 Capital Budget & Approved FY Commitments						11,740	21.5%
Changes to Approved FY Commitments							
2014 New/Change in Scope and Future Year Commitments						12,417	22.7%
2019 - 2023 Capital Plan Estimates	150	4,450	5,851	4,068	5,052	30,571	55.9%
2-Year Carry Forward for Reapproval							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>150</b>	<b>4,450</b>	<b>5,851</b>	<b>4,068</b>	<b>5,052</b>	<b>54,728</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>150</b>	<b>150</b>	<b>2,935</b>	<b>2,462</b>	<b>2,562</b>	<b>24,565</b>	
<b>Financing:</b>							
<b>Debt</b>	150	150	2,430	502	1,031	19,239	35.2%
Reserves/Reserve Funds		4,300			2,700	19,479	35.6%
Development Charges			3,421	3,566	1,321	16,010	29.3%
Provincial/Federal							
Debt Recoverable							
Other Revenue							
<b>Total Financing</b>	<b>150</b>	<b>4,450</b>	<b>5,851</b>	<b>4,068</b>	<b>5,052</b>	<b>54,728</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety		4,300			2,700	16,900	30.9%
Legislated	50	50	50	50	50	500	0.9%
SOG	100	100	100	100	100	2,000	3.7%
Service Improvement						7,916	14.5%
Growth Related			5,701	3,918	2,202	27,412	50.1%
<b>Total by Project Category</b>	<b>150</b>	<b>4,450</b>	<b>5,851</b>	<b>4,068</b>	<b>5,052</b>	<b>54,728</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>355,648</b>	<b>355,648</b>	<b>355,648</b>	<b>355,648</b>	<b>367,469</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
<b>Backlog: Percentage of Asset Value (%)</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		
Debt Service Costs	18	18	58	258	70	1,839	
Operating Impact on Program Costs						247	
New Positions						2	



## Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan  
(In \$000s)



The 2014 Capital Budget and the 2015 - 2023 Capital Plan reflects an increase of \$2.675 million from the 2013 to 2022 Approved Capital Plan.

The changes to the 2013-2022 Approved Capital Plan, as detailed below, arise from a greater utilization of Development Charge funding, a review and reprioritization of the Program's capital projects taking into account business readiness to proceed, an increasing need for modern technology solutions to achieve operational efficiencies and reduced Federal funding:

- Project funding deferred from 2014 to 2015 and 2016:
  - Cash flow funding of \$5.099 million for the construction of Station B #144 - Keele St between Sheppard and Wilson (approved in 2012) was deferred to 2015 (\$2.000 million) and 2016 (\$3.099 million) as the purchase of land for the new station that was planned in 2012 will now be completed by year-end 2013.
- New Projects that were not previously included in the 2013-2022 Capital Plan:
  - \$0.275 million to purchase and install GPS repeaters in all fire stations;
  - \$3.250 million for the purchase of 10 specialized trucks and equipment; and
  - \$0.500 million for the Mobile Workstation Network Enhancement.
- The project costs for the *Heavy Urban Search & Rescue (HUSAR) Equipment* project has been decreased by \$0.150 million per year or \$1.350 million from 2014-2022 to reflect the cancellation of funding from the Federal Government's Joint Emergency Preparedness Program (JEPP) in April 1, 2013.



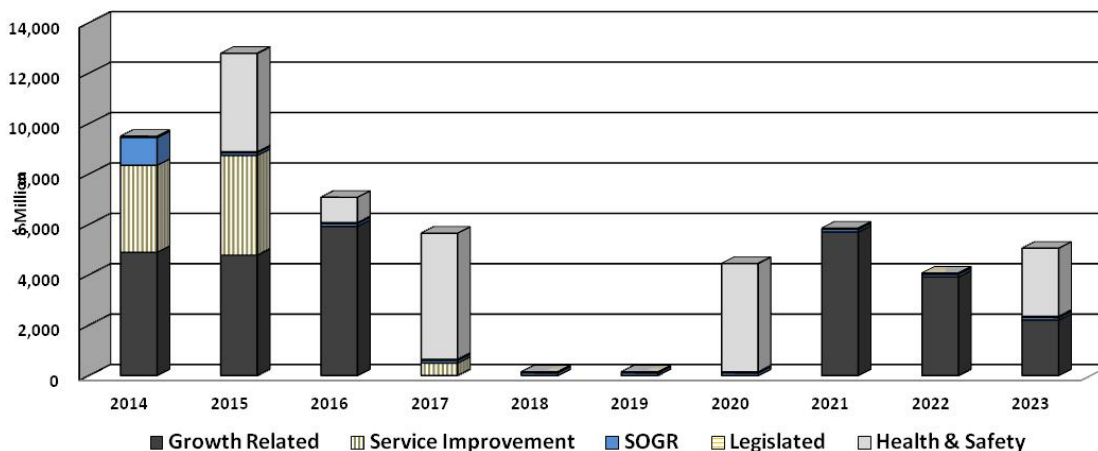
The following chart details the key project cash flow changes to the 2014 – 2023 Approved Capital Plan.

**Summary of Project Changes  
(In \$000s)**

	Total Project Cost	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022		Revised Total Project Cost	
		Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt		
<b>Previously Approved</b>																	
Station B (Stn 144) Keele St / Sheppard & Wilson	9,885	(5,099)	(4,449)	2,000	1,064	3,099	678							(2,707)		(2,707)	9,885
Replacement of Fire Station 135 - Chaplin Fire Station	7,242	507	(389)	1,493	(26)	(2,000)	(2,233)							(2,648)		(2,648)	7,242
Station D (Station 221 Eglinton and Midland)	4,695												-				4,695
Station G (New Station 124) - Sunnybrook	11,821															(3,786)	11,821
<b>Total Previously Approved</b>	<b>33,643</b>	<b>(4,592)</b>	<b>(4,838)</b>	<b>3,493</b>	<b>1,038</b>	<b>1,099</b>	<b>(1,555)</b>						-	<b>(5,355)</b>		<b>(9,141)</b>	<b>33,643</b>
<b>New</b>																	
Fire Station GPS Repeaters		275	275										275	275	275	275	275
Specialized Trucks & Equipment		2,470	2,470	780	780								3,250	3,250	3,250	3,250	3,250
Mobile Workstations Network Enhancements		500	500										500	500	500	500	500
Replacement of HUSAR Equipment	1,800	(150)		(150)		(150)		(150)		(150)		(750)		(1,350)		450	
<b>Total New</b>	<b>1,800</b>	<b>3,095</b>	<b>3,245</b>	<b>630</b>	<b>780</b>	<b>(150)</b>		<b>(150)</b>		<b>(150)</b>		<b>(750)</b>	<b>4,025</b>	<b>4,025</b>	<b>2,675</b>	<b>4,025</b>	<b>4,475</b>
<b>Total Changes</b>	<b>35,443</b>	<b>(1,497)</b>	<b>(1,593)</b>	<b>4,123</b>	<b>1,818</b>	<b>949</b>	<b>(1,555)</b>	<b>(150)</b>		<b>(150)</b>		<b>(150)</b>	<b>3,275</b>	<b>(1,330)</b>	<b>2,675</b>	<b>(5,116)</b>	<b>38,118</b>

**2014 – 2023 Capital Plan**

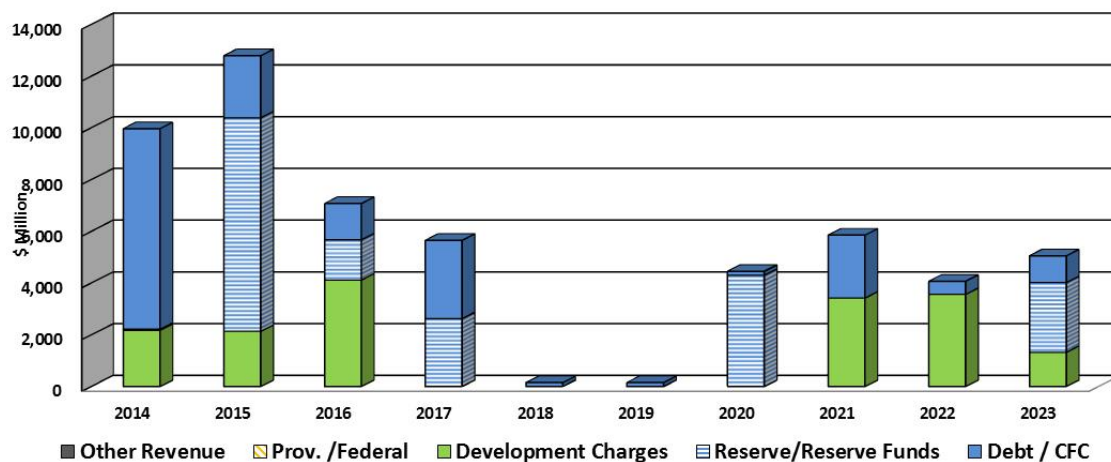
**2014 – 2023 Capital Plan by Project Category  
(In \$000s)**



- The 10-Year Capital Plan for TFS of \$54.728 million provides funding for Health and Safety projects of \$16.900 million; a Legislated project of \$0.500 million; State of Good Repair (SOGR) projects of \$2.000 million; Service Improvement projects of \$7.916 million, and Growth Related projects of \$27.412 million.
- Health and Safety projects represent 31% or \$16.900 million of the 10-year cash flow funding and include the replacement purchase of portable radios, bunker suits, and defibrillators.

- \$9.900 million or 59% of the funding of \$16.900 million will be spent during the first five years and the remaining \$7.000 million or 41% is planned for the second five years of the 10-Year period.
- The 10-Year Capital Plan has one Legislated project at a value of \$0.500 million or 1.0% of cash flow funding for the replacement of depleted stock and supplementary equipment required by Fire Services' Heavy Urban Search & Rescue (HUSAR) Team. Funding of \$0.050 million is provided every year.
- State of Good Repair projects account for \$2.000 million or 4% of the 10-Year Capital Plan's cash flow funding for the annual capital maintenance of the East & West Burn-houses training simulators and the replacement of Fire Services' emergency phone system to support the migration from a circuit switched technology to an Internet Protocol (IP) platform.
  - \$1.500 million or 75% of project funding for SOGR will be spent over the first five year period.
- Service Improvement projects require funding of approximately 14% or \$7.916 million of the total planned cash flow. The four projects, Rebuild of Chaplin Fire Station (Station #135), installation of GPS Repeaters in fire stations, installation of wireless access point at TFS Stations and the Fire Prevention - South District Consolidation are anticipated to be completed within the first 5-years of the plan.
- Growth Related Projects account for 50% or \$27.412 million and address the deficiency in service levels and response times in areas identified by the KPMG report and Fire Services' Master Plan approved by City Council in 2007. These projects include the purchase of specialized trucks and the construction of 3 new stations, Station B (Keele St. between Sheppard and Wilson Avenue), Station A (Etobicoke), and Station G (Sunnybrook Hospital).
  - Funding of \$12.341 million or 45% for 2 new fire stations (Station B #144-Keele St and Sheppard/Wilson and Station A #414-Hwy 27 and Rexdale Blvd) and the purchase of 10 specialized trucks are anticipated to be completed during the first five years while the construction of a new fire station in the Sunnybrook Hospital area is scheduled to begin in 2021.

2014–2023 Capital Plan by Funding Source  
(In \$000s)



- The 10-Year Capital Plan of \$54.728 million will be funded by \$19.239 million from debt, \$19.479 from Reserve / Reserve funds and \$16.010 million from Development Charges.
- Debt accounts for \$14.976 million or 43% of the financing for the 2014 Budget and 2015 – 2018 Capital Plan and amounts to \$19.239 million or 35% of the 10-Year Capital Plan.
- Reserve funding accounts for \$19.479 million or 36% of the 10-Year Capital Plan's funding. \$12.479 million or 64% of reserve funding will be utilized during the first five years and \$7.000 million or 36% will be spent over the second 5 years of the 10-Year Capital Plan.
  - Fire Services' Equipment Reserve fully funds the replacement of defibrillators, bunker suits and portable radios. The Capital Financing Reserve contribution of \$0.998 million and the Land Acquisition Reserve Fund (LARF) contribution of \$3.956 million will partially fund the new fire station, Station A #414 at the Woodbine Racetrack and Hwy 7 and the rebuild of the Chaplin Fire Station respectively.
    - *Note: Proceeds from the sale of the original Chaplin Fire Station to Metrolinx, anticipated to be completed by year-end 2013, in the amount of approximately \$4.6 million will replenish the Land Acquisition Reserve Fund.*
- Development charges represent 29.3% or \$16.010 million of the 10-Year Capital Budget and Plan's funding. Development charge funding will be used for the construction of three new fire stations in areas identified in the Master Fire Plan of 2007.

## Capital Initiatives by Category

Summary of Capital Initiatives by Category  
(In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>Total Expenditures by Category</b>											
<b>Health &amp; Safety</b>											
Replacement of Portable Radios				5,000							5,000
Bunker Suits Lifecyle Replacement		3,900					4,300				8,200
Defibrillators Lifecyle Replacement			1,000								1,000
Mobile Radios Lifecyle Replacement										2,700	2,700
<b>Sub-Total</b>		<b>3,900</b>	<b>1,000</b>	<b>5,000</b>			<b>4,300</b>			<b>2,700</b>	<b>16,900</b>
<b>Legislated</b>											
Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	50	500
<b>Sub-Total</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>
<b>State of Good Repair</b>											
Training Simulators Rehabilitation	100	100	100	100	100	100	100	100	100	100	1,000
Emergency Phone System Replacement	1,000										1,000
<b>Sub-Total</b>	<b>1,100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>2,000</b>
<b>Service Improvements</b>											
Replacement of Fire Station 135 - Chaplin Fire Station	2,685	3,956									6,641
Fire Prevention - South District Consolidation				500							500
Fire Station GPS Repeaters	275										275
Mobile Workstation Network Enhancement	500										500
<b>Sub-Total</b>	<b>3,460</b>	<b>3,956</b>		<b>500</b>							<b>7,916</b>
<b>Growth Related</b>											
Station B (Stn 144) Keele St / Sheppard & Wilson		2,000	3,099								5,099
Station A (Stn 414) Hwy 27 & Rexdale	2,417	2,000	2,825								7,242
Station G (New Station 124) - Sunnybrook								5,701	3,918	2,202	11,821
Specialized Trucks & Equipment	2,470	780									3,250
<b>Sub-Total</b>	<b>4,887</b>	<b>4,780</b>	<b>5,924</b>					<b>5,701</b>	<b>3,918</b>	<b>2,202</b>	<b>27,412</b>
<b>Total Expenditures by Category</b>	<b>9,497</b>	<b>12,786</b>	<b>7,074</b>	<b>5,650</b>	<b>150</b>	<b>150</b>	<b>4,450</b>	<b>5,851</b>	<b>4,068</b>	<b>5,052</b>	<b>54,728</b>

## Major Capital Initiatives

The 10-Year Capital Plan for Fire Services is mainly comprised of growth related projects for the construction of 3 new fire stations; the rebuild of 1 existing fire station, State of Good Repair (SOGR) projects that ensure ongoing asset replacement; Health and Safety and Legislated projects for emergency equipment replacement. Fire Services has re-prioritized its 10-Year Capital Plan to accelerate the construction of 2 new Fire Stations to the first five years of the 10-Year Capital Plan period in accordance with the Master Fire Plan approved by Council in 2007.

**Health and Safety**

- Health and Safety projects account for \$16.900 million or 30.9% of the 10-year cash flow funding. Project funding is provided for the purchase of 750 portable radios that are replaced every 7 years (\$5.000 million), 450 mobile radios that are replaced every 10 years (\$2.700 million), 3,000 Bunker Suits used by firefighters that are replaced every 5 years (\$8.200 million), and the replacement of 167 defibrillators with a lifespan of 5 years (\$1.000 million).

**Legislated**

- A Legislated project accounts for \$0.500 million or 0.9% of the 10-Year Capital Plan's spending and includes the continuous replacement of emergency response equipment required by Fire Services' HUSAR team.

**State of Good Repair**

- State of Good Repair projects total \$2.000 million or 3.7% of the 10-Year Capital Plan's capital expenditures and include:
  - the *Training Simulation Rehabilitation* project of \$0.100 million per year to fund the annual capital maintenance for the East & West Burn-houses training simulators. These burn-houses are used continually in live fire training exercises by both Operations Division and Recruit Induction. High temperature exposure and flame impingement causes deterioration of concrete, steel and brick components, protection panels and burns pads that need remediation.
  - the *Emergency Phone System Replacement* project (\$1.000 million) will fund the replacement of Fire Services' telephone infrastructure to support the migration from a circuit switched technology to an Internet Protocol (IP) platform that provides 911 service.

**Service Improvements**

- Service Improvement projects require funding of \$7.916 million or 14.5% of the total planned cash flow of \$54.728 million included in the 10-Year Capital Plan. These projects are:
  - The *rebuild of Chaplin Fire Station #135* project (\$7.035 million) which was required as the station was deemed unsafe due to structural problems with the garage floor which could not support the weight of fire trucks.
  - The *Fire Prevention - South District Consolidation* project (\$0.500 million) will rehabilitate an existing Fire Services location to accommodate the consolidation of 60 Fire prevention staff in one mid-city location allowing for enhanced coverage by Fire Prevention staff doing site visits and inspections across the South District.
  - The *Fire Station GPS repeaters* project (\$0.275 million) will provide funding for the purchase and installation of GPS repeaters at all stations to provide satellite signals indoors to eliminate delays to re-acquire satellite signals when front line vehicle's onboard GPS receivers lose signals in fire stations.

- The *Mobile Workstation Network Enhancement* project (\$0.500 million) will provide wireless access point at TFS stations to allow for high speed connectivity to roll-out updates to data and application software to mobile workstations mounted in fire vehicles which is currently not possible over the dispatch network.

### **Growth Related**

- Growth Related projects make up the largest category of projects in Fire Services' 10-Year Capital Plan with total funding of \$27.412 million or 50.1% of the total planned cash flow of \$54.728 million. Key projects include the construction of 3 new fire stations to address deficiency in service levels and response times.
  - The *Station B (Station #144) - Keele St. between Sheppard and Wilson Avenue* project provides funding for the construction of a new fire station (2013-2016) and Fire Prevention office at Downsview Park (2017) as per the KPMG report and Toronto Fire Services' (TFS) Master Plan 2007. The purchase of the land was scheduled for 2012 but is now anticipated to be completed by year-end 2013.
  - The *Station A (Station #414) – Hwy 27 and Rexdale Blvd* project is a new fire station in the Woodbine Racetrack at Hwy 27 and Rexdale that will allow Fire Services to respond to emergency calls with a four-minute road response time in 90% of instances. An appropriate site has been found and the scheduled purchase is anticipated in the 1<sup>st</sup> quarter of 2014. The project is planned to be completed in 2016.
  - The *Station G (Station #124) - Sunnybrook* project is a new fire station to address the gaps in service levels in the Sunnybrook area as identified in a KPMG study and the 2007 Master Plan. A KPMG study recommended that EMS' existing Station #21 be co-located with the new Fire Station and discussions are underway between EMS and Fire Services.

### **Radio Communications System Replacement Project**

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
State of Good Repair											
Radio Communications Systems Replacement	19,093										19,093
Sub-Total	19,093										19,093
Total Expenditures by Category											

- The *Radio Communications System Replacement* project is a corporate initiative involving three Programs: Fire Services, Toronto Police Service and Emergency Medical Services and does not reside in any one of these Programs' Capital Plans.
- This project, with a total project cost of \$51.705 million, provides funding to replace the Joint Toronto Police/Fire/ EMS Motorola Smartzone radio system. The project is anticipated to be completed by mid-2014.

## State of Good Repair (SOGR) Backlog

The 10-Year Capital Plan dedicates \$1.500 million to SOGR spending in the first five years of the Plan and \$0.500 million over the last five years which on average is \$0.200 million annually.

- The total SOGR funding of \$2.000 million primarily provides for annual maintenance of the East & West Burn-houses training simulators and replacement of Fire Services emergency phone system.

The Fire Services' 10-Year Plan does not account for SOGR backlog of Fire facilities as all asset management projects for Fire Services' existing stations and buildings were transferred to Facilities Management (FM) portfolio in 2010 to ensure consistency in maintenance standards applied throughout City facilities.

TFS does not have a state of good repair backlog for its equipment as these are replaced according to TFS' Equipment Replacement schedule which is required to maintain service continuity, staff and patient safety and regulatory compliance.

## 10-Year Capital Plan: Impact on the Operating Budget

### Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>2014 Capital Budget</b>											
Program Gross Expenditure	18.0	159.0		170.0	(100.0)						247.0
Program Revenue											
Program Costs (Net)	18.0	159.0		170.0	(100.0)						247.0
Approved Positions		1.0									
<b>2015 - 2023 Capital Plan</b>											
Program Gross Expenditure											
Program Revenue											
Program Costs (Net)											
Approved Positions											
<b>Total</b>											
Program Gross Expenditure	18.0	159.0		170.0	(100.0)						247.0
Program Revenue											
Program Costs (Net)	18.0	159.0		170.0	(100.0)						247.0
Approved Positions		1.0									



The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.247 million net over the 2014 – 2023 period.

This is comprised of funding to sustain the following:

- In 2014, an increase of \$0.018 million will be required for utility and maintenance costs of the new Station D #221 (Eglinton and Midland) scheduled for completion in March 2014.
- In 2015, the completion of the following two projects will result in increased operating costs of \$0.159 million:
  - System maintenance & licensing costs of \$0.060 million for the *Predictive Modeling Software*.
  - The *Emergency Phone System Replacement* project which will require funding of \$0.099 million for one permanent, Fire Fighter, 1st class position, to manage and monitor the new IP based 911 system.
- In 2017, the completion of 2 new fire stations, *Station B #144 - Keele St/Sheppard and Wilson and Station A #414 - Hwy 27/Rexdale Blvd* project will require annual maintenance and utility costs of \$0.070 million and one-time funding of \$0.100 million for furniture and equipment which will be reversed in 2018. No new trucks will be required as trucks and crew will be redeployed from existing stations.

#### **Capital Project Delivery, Temporary Positions**

- Fire Services has no temporary positions dedicated to capital project delivery.

**Net Operating Impact by Project  
(In \$000s)**

Projects	2014 Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved projects</b>														
Station D (New Station 221) Eglinton and Midland	18.0										18.0			
Predictive Modelling Tool			60.0								60.0			
Station B (Stn 144) Keele St / Sheppard & Wilson							85.0		(50.0)		35.0			
<b>New Projects -2014</b>														
Emergency Phone System Replacement			99.0	1.0							99.0	1.0		
Station A (Stn 414) Hwy 27 and Rexdale Blvd							85.0		(50.0)		35.0			
<b>New Projects - Future Year</b>														
N/A														
<b>Total (Net)</b>	18.0		159.0	1.0			170.0		(100.0)		247.0	1.0		

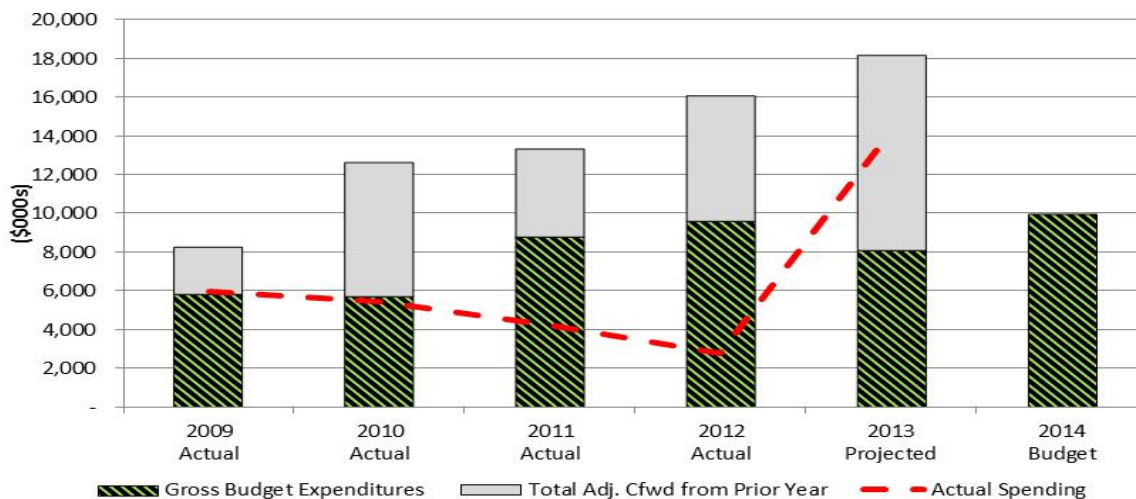
**Radio Communications System Replacement Project**

Program Net Operating Costs	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>2014 Capital Budget</b>											
Radio Communication System Replacement	633.0	646.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	1,375.0
<b>Total</b>											
Program Cost (Net)	633.0	646.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	1,375.0
Approved Positions	1.0										1.0

- The contract for the *Radio Communication System Replacement* project was awarded in June 2012 and is now anticipated to be completed in 2014. Fire Services has identified the operating impact of \$0.633 million in 2014, and an incremental cost of \$0.646 million in 2015 followed by annual increments of \$0.012 million for the next 15 years for ongoing maintenance and support for both the new radio infrastructure (TRIP) and the fire station alerting system (COTS-FSA), system lifecycle requirements and salaries and benefits of one Systems Administrator position included in Fire Services' 2014 staff complement.
- The 2014 operating costs of \$0.633 million will be co-shared by TFS; EMS and Toronto Police Service.

## Capacity to Spend

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



### Spending Capacity – 2009-2013

- As shown in the graph above, TFS' spending rate went from a high of 72% in 2009 to a low 17% in 2012.
- The acquisition of bunker suits for \$5.000 million was included in the 2010 Approved Capital Budget however, spending was planned in the first quarter of 2011.
- From 2011 to 2013, contributory factors for the low capital performance are as follows:
  - Delays in land acquisition;
  - Lease contract not signed as scheduled; and
  - Removal of contaminated soil and oil tanks that was not foreseen during the planning stage.

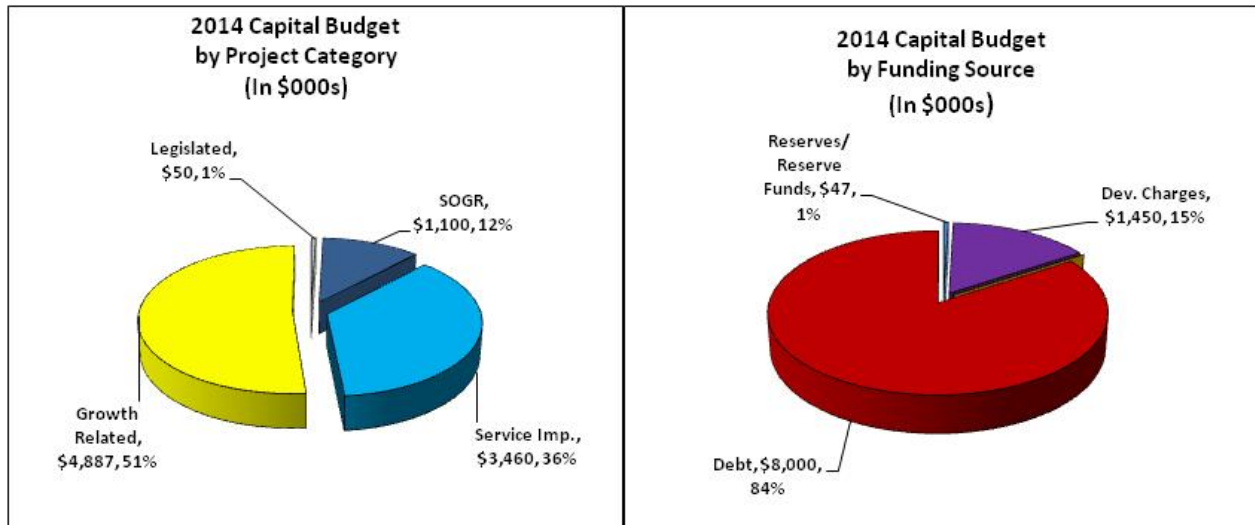
### 2014 Capital Budget

The 2014 Capital Budget of \$17.284 million, including the unspent funding of \$7.787 million carried forward from 2013 includes 6 previously approved projects with total funding of \$10.472 million that are already underway and are ready to proceed to the next phase. The 7 new projects with total cash flow of \$6.812 million, includes the land acquisition for a new station for \$1.877 million (which has always been a contributory factor to low spending rates in previous years) that is already at the final stage of negotiations and is expected to be completed by early 2014.

TFS has reviewed the 2014 cash flow funding for each project and the Program is fully committed in completing 2014 capital projects as planned.

## IV: 2014 CAPITAL BUDGET

### 2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$9.497 million.

- The *replacement of Heavy Urban Search & Rescue (HUSAR) Equipment* is a legislated project which accounts for \$0.050 million or 1% of the 2014 capital spending.
- *State of Good Repair projects include the Training Simulators Rehabilitation* (\$0.100 million) and the *Emergency phone system* (\$1.000 million).
- Service Improvement projects represent \$3.460 million or 36% of the 2014 Capital Budget to continue the construction of the *Chaplin Fire Station*, installation of the *GPS repeaters* installed in fire stations and the provision of wireless access points across fire stations for high speed connectivity to mobile work stations.
- Growth Related projects include the land purchase and site preparation for a new fire station and the purchase of approximately 7 specialized trucks required to address service demands.
- The 2014 Capital Budget for Fire Services is funded primarily from debt, which accounts for 78% or \$8.000 million financing.
- Development Charge funding of \$1.450 million or 15% and Capital Financing Reserve funds of \$0.047 million or 0.5% of the 2014 Capital Budget expenditures are for the new fire station, Station A #414 - Hwy 27 and Rexdale Blvd.

**2014 Cash Flow & Future Year Commitments  
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow	2014 Total Cash Flow	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
<b>Expenditures</b>																
Previously Approved		2,685		2,685	7,787	10,472	5,956	3,099								19,527
Change in Scope																
New			1,925	1,925		1,925										1,925
New w/Future Year			4,887	4,887		4,887	2,780	2,825								10,492
<b>Total Expenditure</b>		2,685	6,812	9,497	7,787	17,284	8,736	5,924								31,944
<b>Financing</b>																
Debt		2,685	5,315	8,000		8,000	2,250	1,251								11,501
Other					7,709	7,709										7,709
Reserves/Res Funds			47	47		47	4,350	557								4,954
Development Charges			1,450	1,450	78	1,528	2,136	4,116								7,780
Provincial/Federal																
<b>Total Financing (including carry forward funding)</b>		2,685	6,812	9,497	7,787	17,284	8,736	5,924								31,944

The Fire Services' 2014 Capital Budget is \$17.284 million, including carry forward funding of \$7.787 million, and provides \$2.685 million for one previously approved project already underway and \$6.812 million for 7 new projects in 2014.

Approval of the 2014 Capital Budget will result in future year commitment of \$8.736 million in 2015 and \$5.924 million in 2016.

- Two previously approved projects, the *Station B #144 – Keele/Sheppard & Wilson and the Chaplin Fire Station* projects will require funding commitments of \$2.000 million (Station B) and \$3.956 million (Chaplin Station) in 2015 and \$3.099 million in 2016 for Station B.
- Two new projects beginning in 2014, the construction of a new fire station, *Station A #414 – Hwy 27 and Rexdale Blvd* and the purchase of specialized trucks will require funding commitments of \$2.000 million (Station A) and \$0.780 million (purchase of trucks) in 2015 and \$2.825 million for Station A in 2016.

## 2014 Capital Project Highlights

2014 Capital Project Highlights  
(In \$000s)

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
Station B (Strn 144) Keele St / Sheppard & Wilson	9,885	536	2,000	3,099			5,635						5,635
Replacement of Fire Station 135 - Chaplin Fire Station	7,334	3,079	3,956				7,035						7,035
Station D #221 - Eglinton and Midland	7,395	976					976						976
Self-Contained Breathing Apparatus - Replacement	5,824	5,581					5,581						5,581
Predictive Modelling Tool	300	300					300						300
Replacement of HUSAR Equipment	50	50					50						50
Training Simulators Rehabilitation	100	100					100						100
Emergency Phone System Replacement	1,000	1,000					1,000						1,000
Fire Station GPS Repeaters	275	275					275						275
Station A (Strn 414) Hwy 27 & Rexdale	7,242	2,417	2,000	2,825			7,242						7,242
Specialized Trucks & Equipment	3,250	2,470	780				3,250						3,250
Mobile Workstation Network Enhancement	500	500					500						500
<b>Total (including carry forward funding)</b>	<b>43,155</b>	<b>17,284</b>	<b>8,736</b>	<b>5,924</b>			<b>31,944</b>						<b>31,944</b>

The 2014 Capital Budget provides funding of \$17.284 million to:

- Complete the following projects:
  - Replacement of self-contained breathing apparatus;
  - Implementation of the predictive modeling software for the deployment of fire apparatus and staff;
  - Replacement of emergency equipment used by Fire Services' HUSAR team;
  - Annual maintenance of the East & West Burn-houses training simulators;
  - Replacement of the emergency phone system to support the migration from a circuit switched technology to an Internet Protocol (IP) platform;
  - Installation of GPS repeaters and wireless access points at all fire stations; and
  - Construction of Station D #221 – Eglinton and Midland that will be completed by mid-2014.
- Begin two new multi-year projects consisting of the following:
  - The land purchase and site preparation for a new fire station, Station A #414 – Hwy 27 and Rexdale Blvd; and
  - The purchase of approximately 7 specialized trucks and equipment in 2014 (3 in 2015) such as Trench Rescue Roll-Off truck, high-rise response truck, Pumpers for training, decontamination truck, ground ladder tenders, etc
- Continue the construction of two previously approved fire station projects, the rebuild of Chaplin Crescent station and the construction of a new station, Station B #144 – Keele/Sheppard and Wilson Ave., planned for completion in 2015 and 2016 respectively.

## V: ISSUES FOR DISCUSSION

### Key Program Issues

#### *Joint Emergency Preparedness Program (JEPP) funding for HUSAR Equipment*

- Fire Services' 2013-2022 Approved Capital Budget and Plan included a legislated project providing funding of \$2.000 million at \$0.200 million per year for the replacement of depleted stock and supplementary equipment required by Fire Services' Heavy Urban Search & Rescue (HUSAR) Team.
- Annual expenditures were financed by \$0.050 million in debt funding and \$0.150 million or 75% from the Federal government's Joint Emergency Preparedness Program (JEPP).
- The Federal Government announced the cancellation of the Program effective April 1, 2013 thus, Fire Services reduced its annual replacement funding from \$0.200 per year to \$0.050 million.
- Fire Services across the Province are working together to advocate for the continuation of this funding beyond 2013.

#### *Fire Services/EMS Efficiency Study*

A Fire Services and EMS Efficiency study was recently completed and the results and recommendations in the report entitled "Results of the Service and Organizational Review of Toronto EMS and Toronto Fire Services" were adopted by City Council on July 16-19, 2013.

- The consultants put forward a number of recommendations to improve fire inspection and enforcement and one of the recommendations was to utilize fire suppression crews to augment incident prevention and inspection activities. The TFS' 2014 Capital Budget includes a new project, *Mobile Workstation Network Enhancements* project with a total project cost of \$0.500 million.
- This project will provide wireless access points in all fire stations, connecting mobile computers mounted in fire apparatus to the City's wide area network.
  - Providing wireless access point at TFS stations will create greater efficiencies when rolling out updates to data and application software to mobile workstations mounted in Fire vehicles. The current TFS mobile dispatch network lacks the required bandwidth for this type of activity.
  - Providing wireless access points in each station will enable both Risk Based Assessment and Pre-Planning programs to be conducted by suppression crews by providing more current information to crews without impacting dispatch operations.



## Appendix 1

### 2013 Performance

#### 2013 Key Accomplishments

In 2013, Fire Services accomplished the following:

- ✓ Completed the following projects:
  - *Training Simulators* project for \$0.100 million for the rehabilitation of the East Tower burn house simulator that required concrete restoration and installation of additional metal burn cells;
  - Replacement of HUSAR equipment for \$0.377 million;
  - Purchase of an Air Compressor Trailer for \$0.100 million; and
  - Purchase of land for a new fire station, Station B #144 (Keele Street between Sheppard and Wilson).
- ✓ Continued progress on the following projects:
  - Construction of Station D #221 (Eglinton & Midland) for completion in mid-2014;
  - Replacement purchase of self-contained breathing apparatus which was delayed due to NFPA Standard revisions governing the design of the current equipment to address health & safety concerns;
  - Construction of the Chaplin Station project following public consultation with community residents, the local ward councillor and the project architect; and
  - Finalize the Predictive Modeling software specifications that will address TFS' requirements.

#### 2013 Capital Variance Review

##### 2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	\$	% Spent	\$ Unspent
16,626	1,739	10.5%	8,120	48.8%	8,506	51.2%

Capital expenditures for the 9 months ending September 30, 2013 totaled \$1.739 million or 10.5% of the 2013 Approved Capital Budget of \$16.626 million. Fire Services is projecting year-end spending of \$8.120 million or 48.8% of the 2013 Approved Capital Budget.

The projected year-end under-spending is largely attributable to the following projects:

- The *Station D #221* project's expenditures totalled \$1.563 million or 33% of the 2013 approved cash flow of \$4.695 million for the nine months ended September 30, 2013. Capital spending is projected to reach \$3.000 million by year-end with projected carry forward funding of \$0.976 million into 2014 (funded from the Development Charge Reserve). The project was delayed due to contaminated soil and oil tanks. The project is now estimated to be completed by March 2014.
- The *Station B#144-Keele Street between Sheppard Avenue and Wilson Avenue* project with a 2013 approved cash flow of \$4.786 million had no spending during the nine months ended September 30, 2013. The land acquisition from Downsview Park is anticipated to be completed by the end of 2013. Capital spending is projected to reach \$4.250 million by year-end with projected funding to be carried forward of \$0.536 million into 2014.
- The *Replacement of Chaplin Fire Station #135* project's expenditure totaled \$0.016 million or 3.6% of the 2013 approved cash flow of \$0.444 million during the nine months ended September 30, 2013. Capital spending is projected to reach \$0.050 million by year-end with the balance of \$0.394 million to be carried forward into 2014.
- The *Predictive Modeling Tool* project with a 2013 approved cash flow of \$0.300 million had no spending during the nine months ended September 30, 2013. The project will not be completed this year as planned, which will result in the total funding of \$0.300 million being carried forward into 2014. Fire Services staff issued a Request for Information (RFI) prior to initiating further procurement activities and are currently reviewing the results. The RFI will form the basis of an RFP which is anticipated to be issued in the 4<sup>th</sup> quarter and a contract awarded prior to year-end.
- The *Self-Contained Breathing Apparatus-Replacement* project with a 2013 approved cash flow of \$5.824 million had no spending during the nine months ended September 30, 2013. The project is now anticipated to be completed in the first quarter of 2014 due to a delay in the revision of the National Fire Protection Association (NFPA) standard governing this equipment. Manufacturers are currently in the process of certifying the new designs and units will be available for sale in 2014. Capital spending is projected to reach \$0.243 million by year-end with a projected \$5.581 million to be carried forward into 2014.

## Appendix 2

### 10-Year Capital Plan Project Summary (In \$000s)

Project	2014	Plan									2014 -	
	Budget	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023	
Station B (Stn 144) Keele St / Sheppard & Wilson	536	2,000	3,099									5,635
Self-Contained Breathing Apparatus - Replacement	5,581											5,581
Predictive Modelling Tool	300											300
Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	50	50	500
Training Simulators Rehabilitation	100	100	100	100	100	100	100	100	100	100	100	1,000
Emergency Phone System Replacement	1,000											1,000
Mobile Workstation Network Enhancement	500											500
Replacement of Fire Station 135 - Chaplin Fire Station	3,079	3,956										7,035
Fire Station GPS Repeaters	275											275
Station A (Stn 414) Hwy 27 & Rexdale	2,417	2,000	2,825									7,242
Station D (Station 221 Eglinton and Midland)	976											976
Specialized Trucks & Equipment	2,470	780										3,250
Bunker Suits Lifecycle Replacement		3,900					4,300					8,200
Defibrillators Lifecycle Replacement			1,000									1,000
Replacement of Portable Radios				5,000								5,000
Fire Prevention - South District Consolidation				500								500
Mobile Radios Lifecycle Replacement											2,700	2,700
Station G (New Station 124) - Sunnybrook								5,701	3,918	2,202		11,821
<b>Total (Including carry forward funding)</b>	<b>17,284.0</b>	<b>12,786.0</b>	<b>7,074.0</b>	<b>5,650.0</b>	<b>150.0</b>	<b>150.0</b>	<b>4,450.0</b>	<b>5,851.0</b>	<b>4,068.0</b>	<b>5,052.0</b>	<b>62,515.0</b>	

## **Appendix 3**

### **2014 Capital Budget; 2015 to 2023 Capital Plan**

**CITY OF TORONTO Gross Expenditures (\$000's)**  
**Appendix 3: Council Approved Capital Budget: 2015 to 2023 Capital Plan**

**Fire Services**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FIR000117 Station B(Stn 144)-Keele St betw Sheppard/Wilsc</u>																									
2	2	Station B (Stn 144)-Keele St. betw Sheppard/Wilson	09	S2	05	536	2,000	3,099	0	0	5,635	0	5,635	0	0	3,435	0	0	0	458	0	1,742	0	5,635	
Sub-total						536	2,000	3,099	0	0	5,635	0	5,635	0	0	3,435	0	0	0	458	0	1,742	0	5,635	
<u>FIR000122 Replacement of Fire Station 135</u>																									
1	2	Chaplin Fire Station (Station 135)	21	S2	04	3,079	3,956	0	0	0	7,035	0	7,035	0	0	0	0	3,956	0	394	0	2,685	0	7,035	
Sub-total						3,079	3,956	0	0	0	7,035	0	7,035	0	0	0	0	3,956	0	394	0	2,685	0	7,035	
<u>FIR000124 Station G (New Station 124) - Sunnybrook</u>																									
5	5	Station G (New Station 124)-Sunnybrook	25	S6	05	0	0	0	0	0	0	11,821	11,821	0	0	8,308	0	0	0	0	0	3,513	0	11,821	
Sub-total						0	0	0	0	0	0	11,821	11,821	0	0	8,308	0	0	0	0	0	3,513	0	11,821	
<u>FIR000167 Station D (New Station 221)-Eglinton and Midlanc</u>																									
1	4	Station D (New Stn. #221) - Final Year	37	S2	05	976	0	0	0	0	976	0	976	0	0	0	0	0	0	976	0	0	0	976	
Sub-total						976	0	0	0	0	976	0	976	0	0	0	0	0	0	976	0	0	0	976	
<u>FIR906851 Replacement of HUSAR Equipment</u>																									
9	1	Replacement of HUSAR Equipment-Future Years	CW	S6	02	0	50	50	50	50	200	250	450	0	0	0	0	0	0	0	0	450	0	450	
9	2	Replacement of HUSAR Equipment -2014	CW	S4	02	50	0	0	0	0	50	0	50	0	0	0	0	0	50	0	0	0	0	50	
Sub-total						50	50	50	50	50	250	250	500	0	0	0	0	0	50	0	0	450	0	500	
<u>FIR907310 REPLACEMENT OF PORTABLE RADIOS</u>																									
8	3	Replacement of Portable Radios - Future Years	CW	S6	01	0	0	0	5,000	0	5,000	0	5,000	0	0	0	2,625	0	0	0	0	2,375	0	5,000	
Sub-total						0	0	0	5,000	0	5,000	0	5,000	0	0	0	2,625	0	0	0	0	2,375	0	5,000	
<u>FIR907569 Fire Prevention -South District Consolidations</u>																									
12	1	Fire Prevention - South District Consolidations	CW	S6	04	0	0	0	500	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						0	0	0	500	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
<u>FIR907571 Self- Contained Breathing Apparatus - Replacemr</u>																									
5	1	Self- Contained Breathing Apparatus -Replacement	CW	S2	01	5,581	0	0	0	0	5,581	0	5,581	0	0	0	0	0	0	5,581	0	0	0	5,581	
Sub-total						5,581	0	0	0	0	5,581	0	5,581	0	0	0	0	0	0	5,581	0	0	0	5,581	
<u>FIR907587 Training Simulators Rehabilitation</u>																									
6	1	Training Simulators Rehabilitation - Future Years	CW	S6	03	0	100	100	100	100	400	500	900	0	0	0	0	0	0	0	0	900	0	900	



**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 3:**

**Fire Services**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>FIR908013 SPECIALAZED TRUCKS &amp; EQUIPMENT</u>																								
1	1	SPECIALAZED TRUCKS & EQUIPMENT	CW	S4	05	2,470	780	0	0	0	3,250	0	3,250	0	0	0	0	0	0	0	0	3,250	0	3,250
		Sub-total				2,470	780	0	0	0	3,250	0	3,250	0	0	0	0	0	0	0	0	3,250	0	3,250
<u>FIR908025 Mobile Workstation Network Enhancement</u>																								
2	1	Mobile Workstation Network Enhancement	CW	S4	04	500	0	0	0	0	500	0	500	0	0	0	0	0	500	0	0	0	0	500
		Sub-total				500	0	0	0	0	500	0	500	0	0	0	0	0	500	0	0	0	0	500
<b>Total Program Expenditure</b>						17,284	12,786	7,074	5,650	150	42,944	19,571	62,515	0	0	16,088	15,523	3,956	1,925	7,709	0	17,314	0	62,515



**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3:**

**Fire Services**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
		Development Charges				1,528	2,136	4,116	0	0	7,780	8,308	16,088	0	0	16,088	0	0	0	0	0	0	16,088	
		Reserves (Ind. "XQ" Ref.)				47	4,294	1,557	2,625	0	8,523	7,000	15,523	0	0	15,523	0	0	0	0	0	0	15,523	
		Reserve Funds (Ind. "XR" Ref.)				0	3,956	0	0	0	3,956	0	3,956	0	0	3,956	0	0	0	0	0	0	3,956	
		Capital from Current				1,925	0	0	0	0	1,925	0	1,925	0	0	1,925	0	0	0	0	0	0	1,925	
		Other1 (Internal)				7,709	0	0	0	0	7,709	0	7,709	0	0	7,709	0	0	0	0	0	0	7,709	
		Debt				6,075	2,400	1,401	3,025	150	13,051	4,263	17,314	0	0	0	0	0	0	0	17,314	0	17,314	
<b>Total Program Financing</b>						<b>17,284</b>	<b>12,786</b>	<b>7,074</b>	<b>5,650</b>	<b>150</b>	<b>42,944</b>	<b>19,571</b>	<b>62,515</b>	<b>0</b>	<b>0</b>	<b>16,088</b>	<b>15,523</b>	<b>3,956</b>	<b>1,925</b>	<b>7,709</b>	<b>0</b>	<b>17,314</b>	<b>0</b>	<b>62,515</b>

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

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

**Appendix 4**  
**2014 Cash Flow and**  
**Future Year Commitments**



**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 4:**

**Fire Services**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FIR907928 Station A (Stn 414)-Hwy 27 and Rexdale Blvd</u>																									
3	1	Station A (Stn 414)-Hwy 27 and Rexdale Blvd	02	S4	05	2,417	2,000	2,825	0	0	7,242	0	7,242	0	0	4,345	998	0	0	0	0	1,899	0	7,242	
Sub-total						2,417	2,000	2,825	0	0	7,242	0	7,242	0	0	4,345	998	0	0	0	0	1,899	0	7,242	
<u>FIR908013 SPECIALAZED TRUCKS &amp; EQUIPMENT</u>																									
1	1	SPECIALAZED TRUCKS & EQUIPMENT	CW	S4	05	2,470	780	0	0	0	3,250	0	3,250	0	0	0	0	0	0	0	0	3,250	0	3,250	
Sub-total						2,470	780	0	0	0	3,250	0	3,250	0	0	0	0	0	0	0	0	0	3,250	0	3,250
<u>FIR908025 Mobile Workstation Network Enhancement</u>																									
2	1	Mobile Workstation Network Enhancement	CW	S4	04	500	0	0	0	0	500	0	500	0	0	0	0	0	500	0	0	0	0	500	
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	500	0	0	0	0	500	
<b>Total Program Expenditure</b>						17,284	8,736	5,924	0	0	31,944	0	31,944	0	0	7,780	998	3,956	1,925	7,709	0	9,576	0	31,944	

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4:**

**Fire Services**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By							
				2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																				
Development Charges		1,528	2,136	4,116	0	0	7,780	0	7,780	0	0	7,780	0	0	0	0	0	0	0	7,780
Reserves (Ind. "XQ" Ref.)		47	394	557	0	0	998	0	998	0	0	0	998	0	0	0	0	0	0	998
Reserve Funds (Ind. "XR" Ref.)		0	3,956	0	0	0	3,956	0	3,956	0	0	0	0	3,956	0	0	0	0	0	3,956
Capital from Current		1,925	0	0	0	0	1,925	0	1,925	0	0	0	0	0	1,925	0	0	0	0	1,925
Other1 (Internal)		7,709	0	0	0	0	7,709	0	7,709	0	0	0	0	0	0	7,709	0	0	0	7,709
Debt		6,075	2,250	1,251	0	0	9,576	0	9,576	0	0	0	0	0	0	0	0	9,576	0	9,576
<b>Total Program Financing</b>		<b>17,284</b>	<b>8,736</b>	<b>5,924</b>	<b>0</b>	<b>0</b>	<b>31,944</b>	<b>0</b>	<b>31,944</b>	<b>0</b>	<b>0</b>	<b>7,780</b>	<b>998</b>	<b>3,956</b>	<b>1,925</b>	<b>7,709</b>	<b>0</b>	<b>9,576</b>	<b>0</b>	<b>31,944</b>

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

**Appendix 5**  
**2014 Capital Project with Financing Details**

(Phase 5) 13-Fire Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S6



## CITY OF TORONTO

**Appendix 5:  
Fire Services  
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2014	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>0</b>	<b><u>FIR907908 Predictive Modelling Tool</u></b>													
0	1 Predictive Modelling Tool	01/01/2013	12/31/2014	300	0	0	0	0	0	0	300	0	0	0
	<b>Project Sub-total:</b>			300	0	0	0	0	0	0	300	0	0	0
<b>1</b>	<b><u>FIR000122 Replacement of Fire Station 135</u></b>													
1	2 Chaplin Fire Station (Station 135)	01/01/2011	12/31/2015	3,079	0	0	0	0	0	0	394	0	2,685	0
	<b>Project Sub-total:</b>			3,079	0	0	0	0	0	0	394	0	2,685	0
<b>1</b>	<b><u>FIR000167 Station D (New Station 221)-Eglinton and Midland</u></b>													
1	4 Station D (New Stn. #221) - Final Year	01/01/2011	06/30/2012	976	0	0	0	0	0	0	976	0	0	0
	<b>Project Sub-total:</b>			976	0	0	0	0	0	0	976	0	0	0
<b>1</b>	<b><u>FIR908013 SPECIALAZED TRUCKS &amp; EQUIPMENT</u></b>													
1	1 SPECIALAZED TRUCKS & EQUIPMENT	02/01/2014	12/31/2015	2,470	0	0	0	0	0	0	0	0	2,470	0
	<b>Project Sub-total:</b>			2,470	0	0	0	0	0	0	0	0	2,470	0
<b>2</b>	<b><u>FIR000117 Station B(Stn 144)-Keele St betw Sheppard/Wilson</u></b>													
2	2 Station B (Stn 144)-Keele St. betw Sheppard/Wilson	01/01/2012	12/31/2016	536	0	0	78	0	0	0	458	0	0	0
	<b>Project Sub-total:</b>			536	0	0	78	0	0	0	458	0	0	0
<b>2</b>	<b><u>FIR908025 Mobile Workstation Network Enhancement</u></b>													
2	1 Mobile Workstation Network Enhancement	09/13/2013	09/13/2013	500	0	0	0	0	0	500	0	0	0	0
	<b>Project Sub-total:</b>			500	0	0	0	0	0	500	0	0	0	0
<b>3</b>	<b><u>FIR907928 Station A (Stn 414)-Hwy 27 and Rexdale Blvd</u></b>													
3	1 Station A (Stn 414)-Hwy 27 and Rexdale Blvd	01/01/2014	12/31/2016	2,417	0	0	1,450	47	0	0	0	0	920	0
	<b>Project Sub-total:</b>			2,417	0	0	1,450	47	0	0	0	0	920	0
<b>4</b>	<b><u>FIR907649 Emergency Phone System Replacement</u></b>													
4	1 Emergency Phone System Replacement	01/01/2014	12/31/2014	1,000	0	0	0	0	0	1,000	0	0	0	0
	<b>Project Sub-total:</b>			1,000	0	0	0	0	0	1,000	0	0	0	0
<b>5</b>	<b><u>FIR907571 Self- Contained Breathing Apparatus - Replacement</u></b>													
5	1 Self- Contained Breathing Apparatus -Replacement	01/01/2012	12/31/2014	5,581	0	0	0	0	0	0	5,581	0	0	0
	<b>Project Sub-total:</b>			5,581	0	0	0	0	0	0	5,581	0	0	0
<b>6</b>	<b><u>FIR907587 Training Simulators Rehabilitation</u></b>													
6	2 Training Simulators Rehabilitation-2014	01/01/2014	12/31/2014	100	0	0	0	0	0	100	0	0	0	0
	<b>Project Sub-total:</b>			100	0	0	0	0	0	100	0	0	0	0

(Phase 5) 13-Fire Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S6



## CITY OF TORONTO

## Appendix 5:

## Fire Services

## Sub-Project Summary

Project/Financing				2014	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>9</b>	<b><u>FIR906851</u></b>	<b><u>Replacement of HUSAR Equipment</u></b>													
9		2 Replacement of HUSAR Equipment -2014	01/01/2014	12/31/2014	50	0	0	0	0	0	50	0	0	0	0
		<b>Project Sub-total:</b>			50	0	0	0	0	0	50	0	0	0	0
<b>10</b>	<b><u>FIR907927</u></b>	<b><u>Fire Station GPS Repeaters</u></b>													
10		1 Fire Station GPS Repeaters	01/01/2014	12/31/2014	275	0	0	0	0	0	275	0	0	0	0
		<b>Project Sub-total:</b>			275	0	0	0	0	0	275	0	0	0	0
<b>Program Total:</b>					17,284	0	0	1,528	47	0	1,925	7,709	0	6,075	0

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

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



## Appendix 6

### 2014 Reserve / Reserve Fund Review (In \$000s)

#### Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)											2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
XR2023/XR2118 Development Charges RF - Fire	Beginning Balance as of Jan. 1, 2013	3,046	3,046	2,407	2,153	236	2,545	4,892	7,271	9,665	8,662	7,529		
	Contributions / (Withdrawals)													
	Station A (Stn 414) Hwy 27 & Rexdale		(1,450)	(1,200)	(1,695)								(4,345)	
	Station B (Stn 144) Keele St / Sheppard & Wilson			(936)	(2,421)									(3,357)
	Station D #221 - Eglinton and Midland		(719)											(719)
	Station G (New Station 124) - Sunnybrook									(3,421)	(3,566)	(1,321)		(8,308)
<b>Total Withdrawals</b>			<b>(2,169)</b>	<b>(2,136)</b>	<b>(4,116)</b>				<b>(3,421)</b>	<b>(3,566)</b>	<b>(1,321)</b>		<b>(16,729)</b>	
Contributions / Interest			1,530	1,882	2,199	2,309	2,347	2,379	2,394	2,418	2,433	2,482	22,373	
<b>Total Reserve Fund Balance at Year-End</b>		<b>3,046</b>	<b>2,407</b>	<b>2,153</b>	<b>236</b>	<b>2,545</b>	<b>4,892</b>	<b>7,271</b>	<b>9,665</b>	<b>8,662</b>	<b>7,529</b>	<b>8,690</b>		

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)											2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
XQ1020 Vehicle Reserve - Fire Equipment	Beginning Balance as of Jan. 1, 2013	3,613	3,613	4,835	2,158	2,380	978	2,200	3,422	345	1,567	2,790		
	Contributions / (Withdrawals)													
	Replacement of Defibrillators			(3,900)	(1,000)					(4,300)				(1,000)
	Replacement of Bunker Suits												(2,700)	(8,200)
	Replacement of Mobile Radios						(2,625)							(2,700)
	Replacement of Portable Radios													(2,625)
<b>Total Withdrawals</b>			<b>(3,900)</b>	<b>(1,000)</b>	<b>(2,625)</b>				<b>(4,300)</b>			<b>(2,700)</b>	<b>(14,525)</b>	
Contributions / Interest			1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	1,222	12,224	
<b>Total Reserve Fund Balance at Year-End</b>		<b>3,613</b>	<b>4,835</b>	<b>2,158</b>	<b>2,380</b>	<b>978</b>	<b>2,200</b>	<b>3,422</b>	<b>345</b>	<b>1,567</b>	<b>2,790</b>	<b>1,312</b>		

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)											2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
XQ4205 Fire Services Public Education Reserve	Beginning Balance as of Jan. 1, 2013	340	340	332	324	316	308	300	292	284	276	268		
	Contributions / (Withdrawals)													
	Risk Watch Program		(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	
	<b>Total Withdrawals</b>		<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(80)</b>
Contributions / Interest														
<b>Total Reserve Fund Balance at Year-End</b>		<b>340</b>	<b>332</b>	<b>324</b>	<b>316</b>	<b>308</b>	<b>300</b>	<b>292</b>	<b>284</b>	<b>276</b>	<b>268</b>	<b>260</b>		

#### Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)											2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
XQ0011 Capital Financing Reserve	Beginning Balance as of Jan. 1, 2013	527,121	527,121	288,968	85,700	(54,946)	(208,559)	(254,574)	(264,130)	(225,923)	(128,750)	(34,802)		
	Contributions / (Withdrawals)													
	Station A (Stn 414) Hwy 27 & Rexdale		(47)	(394)	(557)								(998)	
	<b>Total Withdrawals</b>		<b>(47)</b>	<b>(394)</b>	<b>(557)</b>								<b>(998)</b>	
Contributions / Interest		727	727										1,454	
<b>Other Program / Agency Net Withdrawals and Contributions</b>			<b>(238,833)</b>	<b>(203,601)</b>	<b>(140,089)</b>	<b>(153,613)</b>	<b>(46,015)</b>	<b>(9,556)</b>	<b>38,207</b>	<b>97,173</b>	<b>93,948</b>	<b>35,146</b>		
<b>Total Reserve Fund Balance at Year-End</b>		<b>527,121</b>	<b>288,968</b>	<b>85,700</b>	<b>(54,946)</b>	<b>(208,559)</b>	<b>(254,574)</b>	<b>(264,130)</b>	<b>(225,923)</b>	<b>(128,750)</b>	<b>(34,802)</b>	<b>344</b>		