



# Toronto **2015** **BUDGET**

## CAPITAL PROGRAM SUMMARY



### Toronto Paramedic Services

#### 2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Paramedic Services (PS) is responsible for providing 24-hour emergency pre-hospital and out-of-hospital medical care and transportation to individuals experiencing injury or illness.

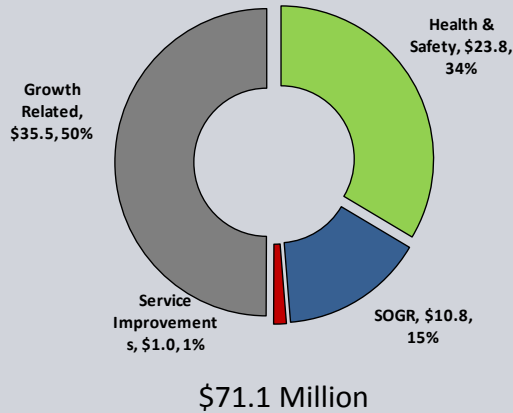
Toronto Paramedic Services currently operates 45 ambulance stations which includes 5 service district centres, and the Toronto Paramedic Services' headquarters that have a total area of just over 289,056 sq. ft. and an estimated replacement value of \$122.569 million.

The 2015–2024 Capital Budget and Plan of \$71.123 million focuses on the lifecycle replacement of major medical and communications equipment as well as addresses the increase in service demands due to a growing and aging Toronto population by investing in the purchase of additional ambulance vehicles and construction of 3 new stations that will provide multi-function facilities for staff and vehicles to improve the efficient use of City land/assets and more effective use of paramedic resources.

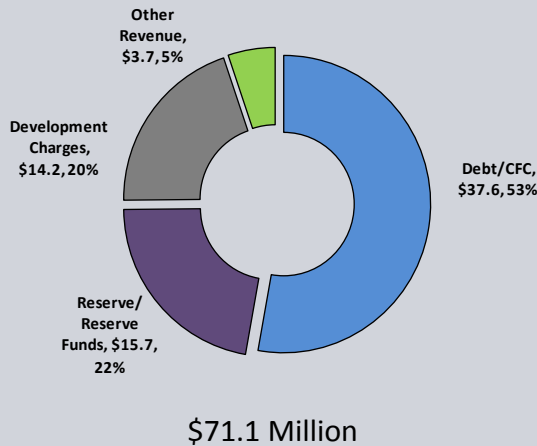
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### Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category



2015-2024 Capital Budget and Plan by Funding Source



### Where does the money go?

The 2015–2024 Capital Budget and Plan totals \$71.123 million that will fund the following major capital projects over the 10-year period:

- Growth Related projects include 3 multi-function station projects and the purchase of additional ambulance vehicles.
- Health & Safety projects include the purchase of 200 power stretchers and the lifecycle replacement of portable radios, cardiac monitor defibrillators and automatic external defibrillators (AEDs).
- State of Good Repair projects include the replacement of mobile data communications hardware and software and the annual purchase of medical equipment.

### Where does the money come from?

The 10-Year Capital Plan is funded by 4 major sources, debt, reserves, development charges and other revenues:

- New debt funding of 37.550 million which meets the debt guideline.
- Additional capital financing of \$15.685 million from the Equipment Reserve, \$14.218 million from Development Charges and \$3.670 million from Other Revenues.

### State of Good Repair Backlog

The 10-Year Capital Plan does not include funding to address the state of good repair (SOGR) backlog for Toronto Paramedic Services' facilities as asset management capital funding for existing ambulance stations and buildings was transferred to Facilities Management & Real Estate (FM&RE) in 2010 to ensure that consistency in maintenance standards are applied to all City facilities.

There is no state of good repair backlog for the replacement of equipment used by paramedics as these are replaced according to their Equipment Replacement schedule which is required to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

**Our Key Challenges & Priority Actions**

**Support for Future Growth** - Toronto Paramedic Services' long term plan is to build larger stations that will serve as central deployment stations for more efficient use of City land/assets and more effective use of paramedic resources.

- ✓ The 10-year Plan includes funding for the construction of 3 multi-function stations in the Northwest, Southeast and Northeast districts.

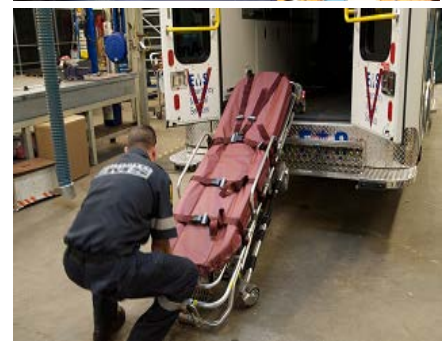
**Lost time due to Injuries** - Toronto Paramedic Services has the highest number of lost time due to lift related injuries with 1 in 4 paramedics suffering a musculoskeletal lift injury. Stretcher raise/lower and lift in and out of the ambulance are the most frequently identified activities resulting in back injuries.

- ✓ The 10-Year Capital Plan provides \$8.000 million to fund the purchase of 200 power stretchers starting in 2016.
- ✓ Toronto Paramedic Services is currently assessing various models of power stretchers to be used for a pilot project in 2014/2015 that can help avoid paramedic injuries in the field.

**2015 Capital Budget Highlights**

The 2015 Capital Budget for Toronto Paramedic Services of \$8.485 million, including carry forward funding, will:

- Replace 42% or 84 currently used cardiac monitor defibrillators and purchase 40 new defibrillators;
- Continue to fund the construction of the Northwest District Multi-function Station project and fund the installation of equipment required for the Back-up Communication system at 703 Don Mills to ensure provision of similar capacity and capabilities as the main Communications Centre; and
- Continue the annual replacement purchase of medical equipment (stair chairs, regular stretchers, spine boards, etc) and mobile data equipment installed in approximately 27 ambulances replaced every year.



## II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2015 Capital Budget for Toronto Paramedic Services with a total project cost of \$14.265 million, and 2015 cash flow of \$8.485 million and future year commitments of \$20.350 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 6 new / change in scope sub-projects with a 2015 total project cost of \$14.265 million that requires cash flow of \$4.960 million in 2015 and increases in future year cash flow commitments of \$5.205 million in 2016; and \$4.100 million for 2017;
    - ii. 4 previously approved sub-projects with a 2015 cash flow of \$1.380 million; and future years cash flow commitments of \$9.045 million in 2016; and \$2.000 million for 2017; and
    - iii. 1 previously approved sub-project with carry forward funding from 2013 and prior years requiring 2015 cash flow of \$1.345 million that requires Council to reaffirm its commitment; and
  - b) 2014 approved cash flow for 1 previously approved sub-project with carry forward funding from 2014 into 2015 totalling \$0.800 million.
2. City Council approve new debt service costs of \$0.024 million in 2015 and incremental debt costs of \$0.181 million in 2016, \$0.284 million in 2017 and \$0.308 million in 2018 resulting from the approval of the 2015 Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider operating cost (savings) of (\$0.075 million) net in 2015, \$0.709 million net in 2016; (\$0.355 million) net in 2017 resulting from the approval of the 2015 Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Capital Plan for Toronto Paramedic Services totaling \$43.088 million in project estimates, comprised of \$3.110 million in 2016; \$3.530 million in 2017; \$2.257 million in 2018; \$6.606 million in 2019; \$2.285 million in 2020; \$2.980 million in 2021; \$10.700 million in 2022; \$2.450 million in 2023; and \$9.170 million in 2024.
5. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2015 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
6. City Council request the Chief and General Manager of Toronto Paramedic Services to report back in time for the 2016 Budget process on potential operational efficiencies and capital savings in its operational strategy of moving to a multi-function station system which may entail the consolidation of Toronto Paramedic Services' 45 geographically dispersed ambulance stations and service district centres.
7. City Council request the Chief and General Manager of Toronto Paramedic Services to provide an update in time for the 2016 Budget process on the Power Stretchers project with a total project cost of \$8.000 million based on the progress of the pilot project that is scheduled to be completed by the end of 2015.

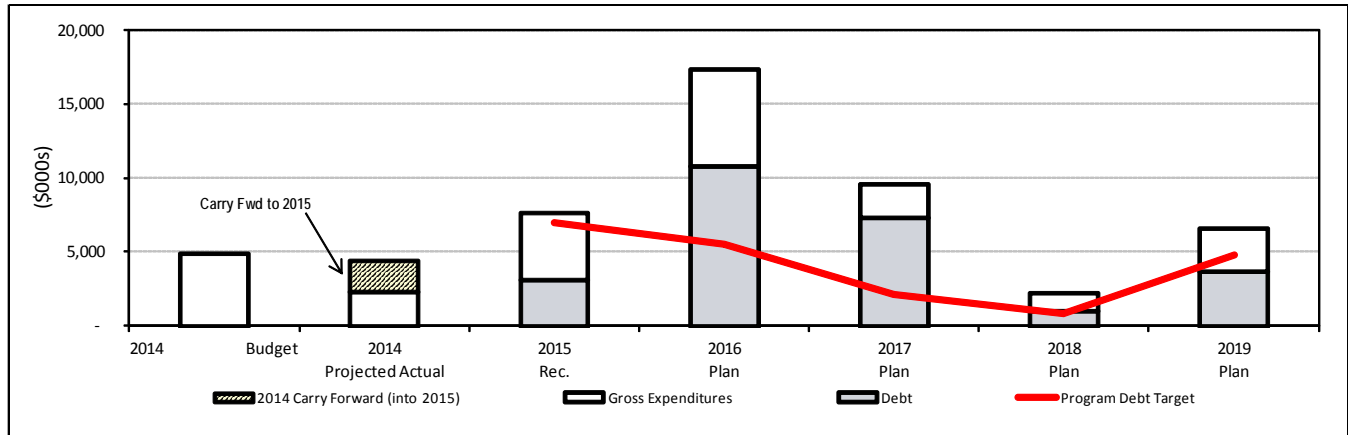


## **Part I:**

### 10-Year Capital Plan

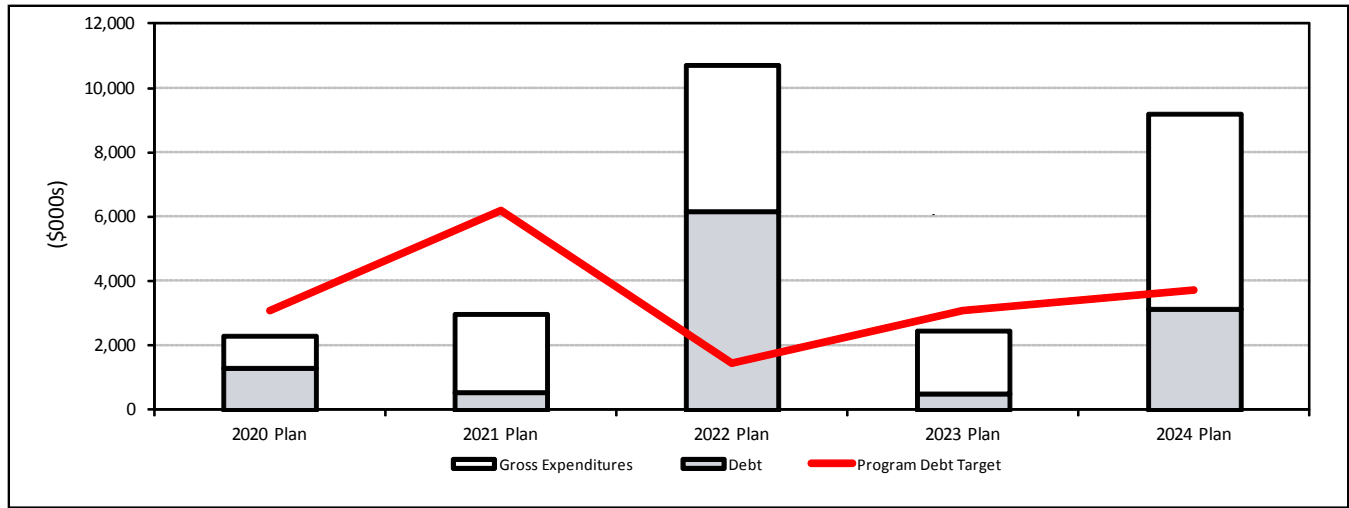
10 Year Capital Plan

**Table 1a**  
2015 Budget, 2016-2019 Capital Plan



	2015 Capital Budget and 2016 - 2019 Capital Plan								5-Year Total Percent
	2014		2015	2016	2017	2018	2019	2015 - 2019	
	Budget	Actual							
<b>Gross Expenditures:</b>									
2014 Capital Budget & Approved FY Commitments	4,899	2,274	8,425	4,000				12,425	28.5%
Changes to Approved FY Commitments			(7,045)	5,045	2,000				
2015 New/Change in Scope and Future Year Commitments			4,960	5,205	4,100			14,265	32.8%
2016- 2019 Capital Plan Estimates				3,110	3,530	2,257	6,606	15,503	35.6%
2-Year Carry Forward for Reapproval		1,345	1,345					1,345	3.1%
1-Year Carry Forward to 2015		800							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>4,899</b>	<b>4,419</b>	<b>7,685</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>43,538</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>6,939</b>	<b>5,550</b>	<b>2,080</b>	<b>783</b>	<b>4,760</b>	<b>20,112</b>	
<b>Financing:</b>									
<b>Debt</b>			<b>3,100</b>	<b>10,814</b>	<b>7,304</b>	<b>1,015</b>	<b>3,678</b>	<b>25,911</b>	<b>59.5%</b>
Reserves/Reserve Funds			2,585	2,585	1,370	470	470	7,480	17.2%
Development Charges			1,005	1,486	756	772	2,458	6,477	14.9%
Provincial/Federal									
Debt Recoverable									
Other Revenue			995	2,475	200			3,670	8.4%
<b>Total Financing</b>			<b>7,685</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>43,538</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety			2,950	6,800	6,240	140	662	16,792	38.6%
Legislated									
SOGR			685	2,110	2,130	830	630	6,385	14.7%
Service Improvement			300					300	0.7%
Growth Related			3,750	8,450	1,260	1,287	5,314	20,061	46.1%
<b>Total by Project Category</b>			<b>7,685</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>43,538</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		<b>122,569</b>							
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
<b>Backlog: Percentage of Asset Value (%)</b>									
Debt Service Costs			23	254	674	606	201	1,759	
Operating Impact on Program Costs			(75)	709	(103)	132	135	798	
New Positions									

**Table 1b**  
**2020 - 2024 Capital Plan**



	2020 - 2024 Capital Plan							10-Year Total Percent
	2020	2021	2022	2023	2024	2015 - 2024		
<b>Gross Expenditures:</b>								
2014 Capital Budget & Approved FY Commitments						12,425	17.5%	
Changes to Approved FY Commitments								
2015 New/Change in Scope and Future Year Commitments						14,265	20.1%	
2020 - 2024 Capital Plan Estimates	2,285	2,980	10,700	2,450	9,170	43,088	60.6%	
2-Year Carry Forward for Reapproval						1,345	1.9%	
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>2,285</b>	<b>2,980</b>	<b>10,700</b>	<b>2,450</b>	<b>9,170</b>	<b>71,123</b>	<b>100.0%</b>	
<b>Program Debt Target</b>	<b>3,075</b>	<b>6,172</b>	<b>1,425</b>	<b>3,066</b>	<b>3,700</b>	<b>37,550</b>		
<b>Financing:</b>								
<b>Debt</b>	<b>1,300</b>	<b>544</b>	<b>6,170</b>	<b>500</b>	<b>3,125</b>	<b>37,550</b>	<b>52.8%</b>	
Reserves/Reserve Funds	330	330	1,950	1,950	3,645	15,685	22.1%	
Development Charges	655	2,106	2,580		2,400	14,218	20.0%	
Provincial/Federal								
Debt Recoverable								
Other Revenue						3,670	5.2%	
<b>Total Financing</b>	<b>2,285</b>	<b>2,980</b>	<b>10,700</b>	<b>2,450</b>	<b>9,170</b>	<b>71,123</b>	<b>100.0%</b>	
<b>By Project Category:</b>								
Health & Safety			1,600	1,600	3,840	23,832	33.5%	
Legislated								
SOGR	1,630	630	650	650	875	10,820	15.2%	
Service Improvement				200	455	955	1.3%	
Growth Related	655	2,350	8,450		4,000	35,516	49.9%	
<b>Total by Project Category</b>	<b>2,285</b>	<b>2,980</b>	<b>10,700</b>	<b>2,450</b>	<b>9,170</b>	<b>71,123</b>	<b>100.0%</b>	
<b>Asset Value(\$)</b> at year-end								
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
<b>Backlog: Percentage of Asset Value (%)</b>								
Debt Service Costs	435	156	210	689	131	3,379		
Operating Impact on Program Costs	(132)		103	(52)		718		
New Positions								

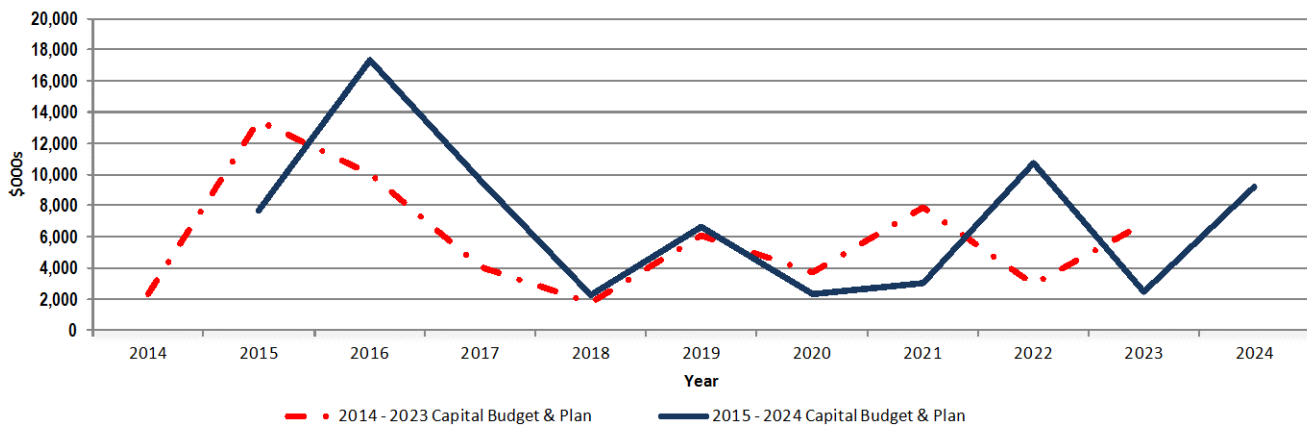


### Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Capital Budget and the 2016 - 2024 Capital Plan reflects an increase of \$11.966 million in capital funding over a 10-year period from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$11.966 million or 20.2% increase in the Capital Program on an annual basis from 2014 to 2024.

**Chart 1**  
**Changes to the 2014 -2023 Approved Capital Plan (In \$000s)**



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	2,310	13,460	10,060	4,070	1,760	6,097	3,705	7,905	2,925	6,865		59,157
2015 - 2024 Capital Budget & Plan		7,685	17,360	9,630	2,257	6,606	2,285	2,980	10,700	2,450	9,170	71,123
Change %		42.9%	72.6%	136.6%	28.2%	8.3%	38.3%	62.3%	265.8%	64.3%		20.2%
Change \$		(5,775)	7,300	5,560	497	509	(1,420)	(4,925)	7,775	(4,415)		11,966

As is evident in the chart above, the \$11.966 million increase in the capital program is primarily the result of increased project cost for the purchase of power stretchers in 2016 and 2017 as well as the scheduled replacement of this equipment over 3 years starting in 2022, combined with the addition of a new multi-function station in 2023.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the \$5.106 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise mainly from the reprioritization of Toronto Paramedic Services' capital projects, based on the following factors:

- An updated construction schedule for the Northwest District Multi-function station project due to the delay in the purchase of land required 2015 cash flow funding for construction to be deferred to 2016.
- The delay in the purchase of power stretchers as well as increased unit cost resulted in cash flow funding deferred from 2015 to 2016 and an increase in funding in 2017.
- Re-alignment of funding for the 2<sup>nd</sup> multi-function station from 2021 to 2022 based on the issues experienced with the 1<sup>st</sup> multi-function station project.

A summary of project changes for the years 2015 to 2023 totalling \$5.106 million are provided in Table 2 below:

**Table 2  
Summary of Project Changes (In \$000s)**

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	2,310	13,460	10,060	4,070	1,760	6,097	3,705	7,905	2,925	6,865		56,847
2015 - 2024 Capital Budget & Plan		7,685	17,360	9,630	2,257	6,606	2,285	2,980	10,700	2,450	9,170	61,953
<b>Capital Budget &amp; Plan Changes (2015 - 2023)</b>		(5,775)	7,300	5,560	497	509	(1,420)	(4,925)	7,775	(4,415)		5,106

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
<b>Previously Approved</b>													
North West District Multi-function Station	15,250	(4,850)	6,450								1,600		15,505
Power Stretchers	3,000	(850)	850	5,000							5,000		8,000
Mobile Data Communications	3,425	(75)			(75)	(75)	(75)	(75)	(75)	(75)	(525)	500	3,400
Additional Ambulances	2,145			560	572	584					1,716		3,861
Defibrillator Replacement Purchase	11,340									(4,340)	(4,340)		7,000
South East District - Multi-function Station	15,200						(1,345)	(4,850)	6,450		255		15,455
Station 21 - Sunnybrook Station	2,000								(200)	(1,600)	(1,800)	455	655
<b>Total Previously Approved</b>		(5,775)	7,300	5,560	497	509	(1,420)	(4,925)	6,175	(6,015)	1,906	955	53,876
<b>New</b>													
Power Stretcher Replacements									1,600	1,600	3,200	1,600	4,800
Defibrillator Replacement Purchase												2,240	2,240
Medical Equipment Replacement Program												375	375
North East District Multi-function Station												4,000	4,000
Total New									1,600	1,600	3,200	8,215	11,415
<b>Total Changes</b>		(5,775)	7,300	5,560	497	509	(1,420)	(4,925)	7,775	(4,415)	5,106	9,170	65,291

**Significant Capital Project Changes in Toronto Paramedic Services:**

The following previously approved Toronto Paramedic Services capital projects have been allocated increased funding as outlined below:

- The *North West District Multi-function Station* project's 2015 cash flow was deferred to 2016 to reflect the updated construction schedule resulting from the delay in land purchase in 2013. An increase in project cost of \$1.600 million represents the 2-year carry forward funding of \$1.345 million and \$0.255 million for the HST portion of the project.
- The *Power Stretchers* project's 2015 cash flow was deferred to 2016 to allow the Program to assess the results of the pilot project that began in late 2014 and is expected to be completed by late 2015. The project cost was increased by \$5.000 million in 2017 based on the average unit cost of \$40,000 per unit for better quality power stretcher compared to the 2014 estimate of \$15,000 (an increase of \$25,000 per unit) for 200 units.
- The *Additional Ambulance* project's increase in cost of \$1.716 million reflects the addition of 12 ambulance vehicles (from 15 to 27 ambulances) over a 3-year period (2017 – 2019) to accommodate the projected increase of emergency call demand and 220 paramedic positions with 107 new positions already approved by City Council in 2013 and 2014.
- The *South East District Multi-function Station* project has been increased by \$0.255 million to reflect the HST portion of the project.
- The start of the *Station 21 – Sunnybrook Hospital* project was deferred from 2022 to 2023 with the majority of the funding for the station's construction to occur in 2024 and 2025. The project will start at the same time as the planned construction of Fire Services' Sunnybrook Fire Station project

that will be co-located with Toronto Paramedic Services to address the gaps in service levels in the Sunnybrook area identified in the KPMG study completed in 1999.

Significant reductions have been made to the following project costs:

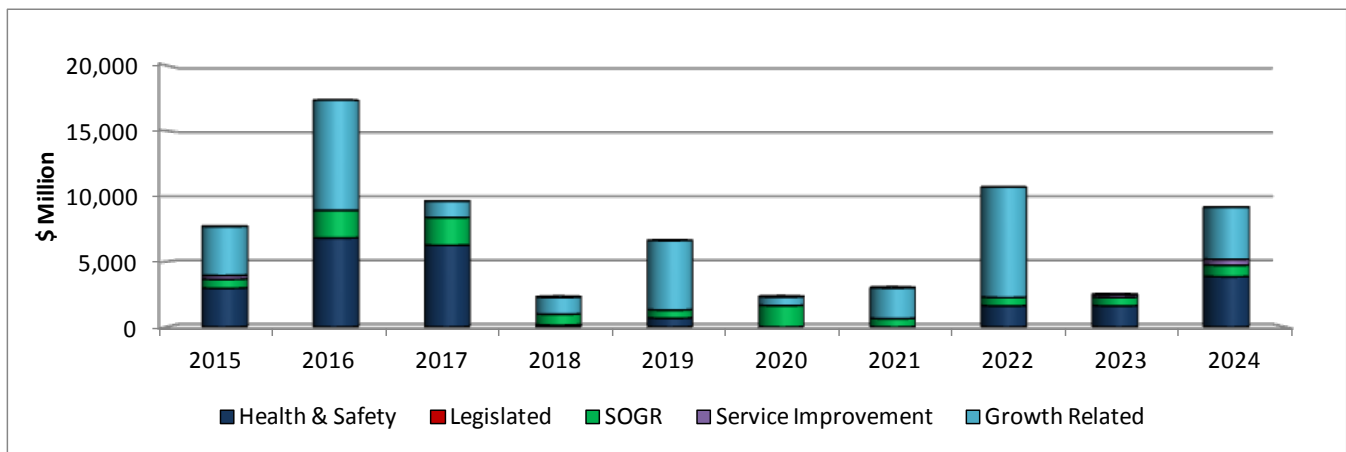
- The *Mobile Data Communication* project's project cost has been reduced by \$0.525 million over 10 years to eliminate funding for an Electrical Technician position that will no longer be required. Existing staff has the skills required to install mobile data communication equipment in ambulance vehicles.
- The Replacement of Cardiac Monitor Defibrillators has been deferred from 2023 to 2024 to reflect a revised lifecycle replacement schedule.

1 new project totalling \$3.200 million has been added to the 2014 – 2023 Approved Capital Plan:

- Power stretchers with a life span of 5 years, are scheduled for replacement starting in 2022 for total project cost of \$4.800 million. The Power Stretcher Replacement project will fund the replacement of 120 units per year over a 3-year period with 100% funding from the Equipment Reserve Fund.

### 2015 – 2024 Capital Plan

**Chart 2**  
**2015 – 2024 Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the 10-Year Capital Plan of \$71.123 million primarily provides funding for Growth Related projects which accounts for 49.9% of total funding, Health and Safety projects of 33.5%, followed by State of Good Repair of 15.2% and Service Improvement projects of 1.3%.

- The higher spending levels for Growth Related projects in 2015 and 2016 reflect the construction costs for the Northwest District Multi-function station and for the purchase of additional 40 defibrillators and again in 2020 when most of the construction funding is required for the 2nd multi-function station in the Southeast district to meet increased service demands and growth across the City.
- Health and Safety projects account for 33.5% of total funding with majority of the funding required in 2015-2017 for the purchase of 200 power stretchers and the replacement of defibrillators. The replacement of the above equipment is scheduled between 2022 to 2024.

- The State of Good Repair projects which represent 15.2% of total funding are mainly spread over the 10-Year Plan to reflect the annual maintenance of the mobile data communications hardware and software and the annual replacement of medical equipment such as stair chairs, spine boards, etc. The high levels of funding in 2016 and 2017 reflect the replacement of the 200 ambulance radios and the dispatch console equipment required in the main communications centre.

**Table 3**  
**Summary of Capital Projects by Category (In \$000s)**

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
Portable Radio Replacements			1,000									1,000	1,000
Public Access Defibrillator Program				140	140	662						942	942
Defibrillator Replacement Purchases		2,950	2,950	1,100							2,240	9,240	9,240
Power Stretchers	150		2,850	5,000								7,850	8,000
Power Stretchers Replacements									1,600	1,600	1,600	4,800	4,800
<b>Sub-Total</b>	<b>150</b>	<b>2,950</b>	<b>6,800</b>	<b>6,240</b>	<b>140</b>	<b>662</b>			<b>1,600</b>	<b>1,600</b>	<b>3,840</b>	<b>23,832</b>	<b>19,182</b>
<b>State of Good Repair</b>													
Mobile Data Communications (2013-2014)	500	75										75	575
Mobile Data Communications		300	300	300	500	300	300	300	300	300	500	3,400	3,400
Dispatch Console Replacement				1,500								1,500	1,500
Ambulance Radio Replacement			1,500				1,000					2,500	2,500
Medical Equipment Replacement		310	310	330	330	330	330	330	350	350	375	3,345	3,345
<b>Sub-Total</b>	<b>500</b>	<b>685</b>	<b>2,110</b>	<b>2,130</b>	<b>830</b>	<b>630</b>	<b>1,630</b>	<b>630</b>	<b>650</b>	<b>650</b>	<b>875</b>	<b>10,820</b>	<b>11,320</b>
<b>Service Improvements</b>													
Back-up Communication Centre Upgrades	1,200	300										300	1,500
Station 21 - Sunnybrook										200	455	655	655
<b>Sub-Total</b>	<b>1,200</b>	<b>300</b>								<b>200</b>	<b>455</b>	<b>955</b>	<b>2,155</b>
<b>Growth Related</b>													
NW District Multi-function Station	4,705	2,350	8,450									10,800	15,505
SE District - Multi Function Station						4,000	655	2,350	8,450			15,455	15,455
Additional Ambulance (2017-2019)				1,260	1,287	1,314						3,861	3,861
40 New Defibrillators		1,400										1,400	1,400
NE / SW District - Multi-function Station (Land)											4,000	4,000	4,000
<b>Sub-Total</b>	<b>4,705</b>	<b>3,750</b>	<b>8,450</b>	<b>1,260</b>	<b>1,287</b>	<b>5,314</b>	<b>655</b>	<b>2,350</b>	<b>8,450</b>		<b>4,000</b>	<b>35,516</b>	<b>40,221</b>
<b>Total Expenditures by Category</b>	<b>6,555</b>	<b>7,685</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>2,285</b>	<b>2,980</b>	<b>10,700</b>	<b>2,450</b>	<b>9,170</b>	<b>71,123</b>	<b>72,878</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Mobile Data Communications, Medical Equipment Replacement projects.)

**2015 – 2024 Capital Initiatives**

The 10-Year Capital Plan supports Toronto Paramedic Services' priority objectives of improving service delivery by building multi-function stations for better staff deployment and asset management while investing in health and safety and SOGR projects to ensure the replacement of medical and mobile data equipment that has reached its useful life.

**Health & Safety**

- Health and Safety projects include primarily the replacement of equipment used by paramedics to ensure service continuity, staff and patient safety.
  - These projects include the replacement purchase of 50% or 250 of *Portable Radios* used by paramedics for \$1.000 million, 471 *Automatic External Defibrillators (AEDs)* for \$0.942 million, 200 *Cardiac Monitor Defibrillators* with a lifecycle of 5 to 7 years for \$9.240 million, the purchase of 200 new *Power Stretchers* for \$7.850 million to alleviate health and safety concerns related to heavy lifting for paramedics and the replacement cost of power stretchers of \$4.800 million beginning in 2022 with a lifespan of 5 years.

**State of Good Repair**

- Wireless communication equipment include the *Replacement of Mobile Data Equipment* installed in approximately 27 ambulances replaced annually (\$3.475 million), the purchase of 200 *Ambulance Radios* with a lifecycle replacement of 10 years (\$2.500 million), and the purchase of a new *Dispatch Console System* (\$1.500 million) used to connect call dispatchers to radio systems such as 911, hospital telephones, etc.
- The *Replacement of Medical Equipment* with total funding of \$3.345 million over 10 years will provide for the annual replacement of stretchers, stair chairs, scoop stretchers, spine boards, etc. to address increase in service demands.

**Service Improvements**

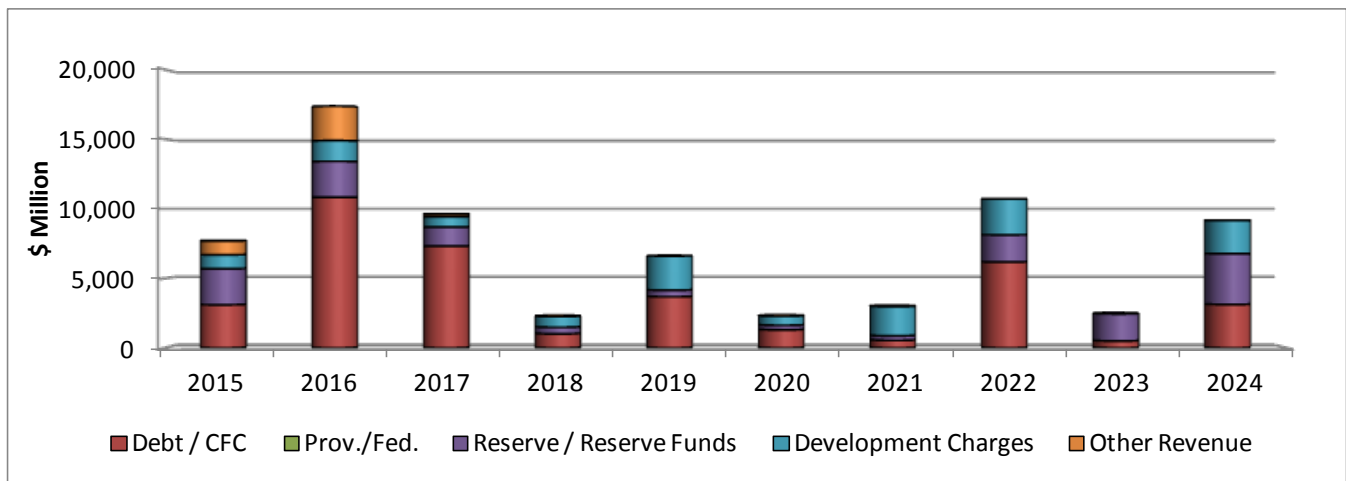
- *Back-up Communication Centre Upgrades*
  - This project funds the acquisition, installation and integration of voice and data communications dispatch equipment and connectivity at the Backup Communication Centre at 703 Don Mills Road in order to obtain similar capacity and capabilities as the main Communications centre (\$0.300 million).
- *Station 21- Sunnybrook*
  - This project will fund the construction of a new station at Sunnybrook Hospital starting in 2023 that will be co-located with Toronto Fire Services to address the gaps in service levels in the Sunnybrook area identified in a 1999 KPMG study (\$0.655 million).

**Growth Related**

Growth related projects consist of a number of different initiatives intended to accommodate the growing demand for paramedic services across the City. These projects include:

- 3 multi-function station projects with 20 or more ambulance bays to facilitate greater efficiencies in staff deployment and asset management for an increasing number of ambulance vehicles that are on the road.
  - The *Northwest Multi-function station* project (with total project cost of \$15.505 million approved in 2013 including the cost of land of \$4.050 million) with remaining funds of \$10.800 million to complete the project by 2016.
  - The *Southeast District Multi-function station* project with total project cost of \$15.455 million.
  - The *Northeast District Multi-function station project* with initial funding requirement of \$4.000 million for the purchase of land.
- *Purchase of 27 Ambulance Vehicles* for \$3.861 million over a 3-year period to accommodate the increase in emergency call demands as well as projected increase of 220 paramedic positions by 2016.
- *Purchase of 40 new Cardiac Monitor Defibrillators* with funding of \$1.400 million to accommodate the need for increased number of road ready ambulances following an increase in the number of emergency patient transports and paramedics.

**Chart 3**  
**2015 – 2024 Capital Plan by Funding Source (In \$000s)**



The 10-Year Capital Plan of \$71.123 million will be financed by the following sources:

- Debt, which accounts for \$37.550 million or 52.8% of the financing over the 10-year period which meets the debt guideline over the 10-year period.
- The Equipment Reserve represents the second largest source of funding with \$15.685 million or 22.1% over 10 years for the replacement purchase of defibrillators, power stretchers and medical equipment such as stretchers, stair chairs and defibrillator cables.
  - The Program currently contributes \$0.425 million from the operating budget to the Equipment Reserve.
- Development charges represent \$14.218 million or 20.0% of funding for the 10-Year Capital Budget and Plan. Development charge funding has been maximized for the construction of three multi function stations in the North West, South East and North West districts and the purchase of 27 new ambulance vehicles.
- Other Revenues of \$3.670 million or 5.2% consists of \$1.870 million representing the trade-in value of older model defibrillators and \$1.800 million Metrolinx funding for the North West District Multi-Function Station project.
  - Metrolinx will provide funding of \$1.800 million towards the relocation costs of Station #19 at Keele St. and Eglinton Avenue impacted by Metrolinx's LRT expansion along Eglinton Ave.

### State of Good Repair (SOGR) Backlog

Toronto Paramedic Services does not have a state of good repair backlog for its equipment as these are replaced according to their Equipment Replacement schedule which is required to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

- The 10-Year Capital Plan dedicates funding of \$10.820 million over the 10-year plan period with planned funding averaging \$4.435 million provided on the basis of the replacement schedules for medical and mobile data equipment including ambulance radios as well as the dispatch console equipment required in the main communication centre.

Toronto Paramedic Services' 10-Year Plan does not account for the SOGR backlog of its facilities as all asset management projects for existing stations and buildings were transferred to Facilities Management and Real Estate Division (FM&RE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.

### 10-Year Capital Plan: Net Operating Budget Impact

**Table 5**  
**Net Operating Impact Summary (In \$000s)**

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Station Security	(75.0)										(75.0)		(75.0)	
NW District Multi-function Station			84.0		(42.0)						42.0		42.0	
Power Stretchers			450.0		(225.0)						225.0		225.0	
<b>New Projects - 2015</b>														
40 New Defibrillators			175.0		(88.0)						87.0		87.0	
<b>New Projects - Future Years</b>														
Additional Ambulance					252.0		132.0		135.0		519.0		387.0	
Southeast District Multi-function Station													51.5	
<b>Total (Net)</b>	<b>(75.0)</b>		<b>709.0</b>		<b>(103.0)</b>		<b>132.0</b>		<b>135.0</b>		<b>798.0</b>		<b>717.5</b>	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.718 million net over the 2015 – 2024 period, as shown in the table above.

Capital projects included in the 2015 Capital Budget will require future year funding to sustain the following:

- The anticipated completion of the North West District Multi-function station (Highway 401 and Dufferin Street area) in 2016 will require additional funds of \$0.084 million for utilities, materials and supplies in 2016 with a reduction of \$0.042 million in 2017 when operating costs become eligible for provincial subsidy of 50%.
- In 2016, an additional contribution to the Equipment Reserve of \$0.450 million and \$0.175 million are required for the lifecycle replacement of the power stretchers and defibrillators respectively. These costs will be eligible for 50% provincial funding of \$0.225 million and \$0.088 million respectively in 2017.

Capital projects included in future years will result in additional operating pressures as follows:

- For 2017 to 2019, the purchase of 9 new ambulance vehicles over 3 years will require increased contributions to the Vehicle Reserve averaging \$0.258 million annually for the replacement of these additional ambulance vehicles based on a lifecycle replacement of 5 to 6 years. This contribution will be eligible for 50% subsidy of \$0.129 million in 2018.
- For 2022, the anticipated completion of the second multi-function station in the South East District (Toronto-Danforth area) will require additional funding of \$0.103 million for utilities, materials and supplies with a reduction of \$0.052 million representing the provincial subsidy of 50% in 2023.

Additional provincial subsidy for the operating cost from the Station Security project of \$0.150 million for service and monitoring costs approved in 2014 became eligible for 50% provincial subsidy funding of \$0.075 million in 2015.

**Table 6  
Capital Project Delivery: Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)					
			Start Date	End Date (m/d/yr)	2015	2016	2017	2018	2019	2020 - 2024
Commander Facilities Projects	AMB907827-1	1.0	01/01/2015	12/31/2016	75.0	75.0				
Commander Facilities Projects	AMB907920-2	1.0	01/01/2020	12/31/2022						225.0
Commander Facilities Projects	AMB000130-1	1.0	01/01/2022	12/31/2023						75.0
<b>Total</b>		<b>1.0</b>			<b>75.0</b>	<b>75.0</b>				<b>300.0</b>

Approval of the 2015 Capital Budget will require the extension of 1.0 temporary capital position, Commander – Facilities Projects, that is already included in Toronto Paramedic Services' 2014 Approved Staff Complement.

- A temporary Project Manager position will continue to 2016 to complete site visits, meet with contractors and work with Facilities staff to ensure the completion of the construction of the North West District Multi-function station project is on schedule.

In 2020 to 2023, two future projects, the *Southeast District Multi-function Station* project in 2020 and the *Station 21 (Sunnybrook)* project in 2023 will require 1.0 new temporary capital project delivery position that will be responsible for the planning and coordination with FM&RE staff, as well as monitoring and reporting of the progress of the two projects.



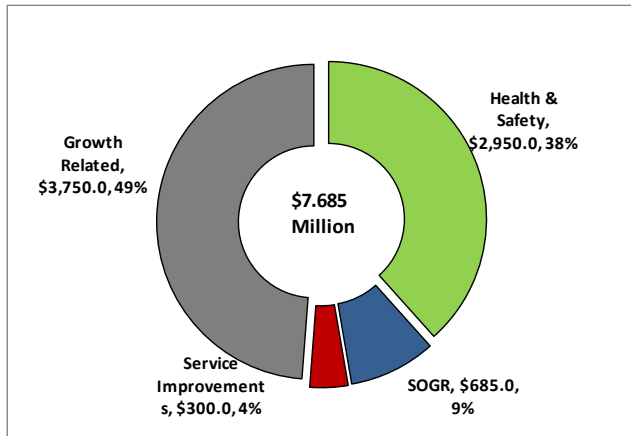


## **Part II:** 2015 Capital Budget

## 2015 Capital Budget

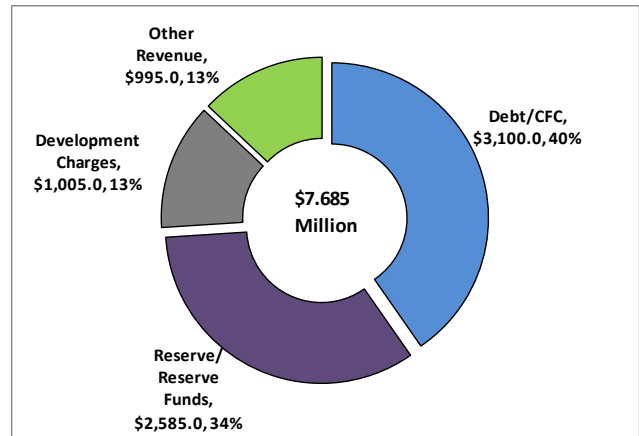
### 2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category  
(in \$000s)



\$7.685 million

2015 Capital Budget by Funding Source  
(in \$000s)



\$7.685 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$7.685 million.

The 2015 Capital Budget expenditures are allocated to the following categories:

- **Health & Safety (\$2.950 million, 38%)**
  - Funding for approximately 85 cardiac monitor defibrillators.
- **State of Good Repair (SOGR) (\$0.685 million, 9%)**
  - Funding required for the Mobile Data Communications software / hardware and purchase of medical equipment.
- **Service Improvements (\$0.300 million, 4%)**
  - Funding to complete the upgrades to the back-up communications system at emergency call centre at 703 Don Mills.
- **Growth (\$3.750 million, 49%)**
  - Funding for 40 new cardiac monitor defibrillators and to continue the construction of the Northwest Multi-function station project.

The 2015 Capital Budget is financed primarily by:

- **Debt (\$3.100 million, 40%)**
  - Debt financing of \$3.100 million is \$3.839 million below the debt target of \$6.939 million as cash flow funding was re-aligned to reflect revised project completion schedule for previously approved projects.
- **Reserve and Reserve Funds (\$2.585 million, 34%)**
  - The Program's Equipment Reserve will mainly be utilized for the purchase of defibrillators and other medical equipment.
- **Development Charges (\$1.005 million, 13%)**
  - Development Charges funding has been maximized based on the eligible growth component of the Northwest District Multi-function station project.
- **Other Revenues (\$0.995 million, 13%)**
  - Other revenues consist of the trade-in value of older defibrillators for replacement.

**Table 7**  
**2015 Cash Flow & Future Year Commitments (In \$000s)**

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
<b>Expenditures</b>														
Previously Approved	1,345	800	1,380	3,525	9,045	2,000								14,570
Change in Scope					2,255	3,000								5,255
New			2,010	2,010										2,010
New w/Future Year			2,950	2,950	2,950	1,100								7,000
<b>Total Expenditure</b>	<b>1,345</b>	<b>800</b>	<b>6,340</b>	<b>8,485</b>	<b>14,250</b>	<b>6,100</b>								<b>28,835</b>
<b>Financing</b>														
Debt	1,345	800	1,755	3,900	8,014	5,000								16,914
Other			995	995	2,475	200								3,670
Reserves/Res Funds			2,585	2,585	2,275	900								5,760
Development Charges Provincial/Federal			1,005	1,005	1,486									2,491
<b>Total Financing (including carry forward)</b>	<b>1,345</b>	<b>800</b>	<b>6,340</b>	<b>8,485</b>	<b>14,250</b>	<b>6,100</b>								<b>28,835</b>

Approval of the 2015 Capital Budget of \$8.485 million will result in the following:

- \$1.345 million in 2013 funding that will be carried forward into 2015 requires Council re-approval for the *Northwest District Multi-function station* project.
- \$0.800 million in 2014 funding that will be carried forward into 2015 for the *Back-up Communication Centre Upgrade* project.
- \$1.380 million in 2015 with future year commitments of \$9.045 million in 2016 and \$2.000 million in 2017 for the following previously approved projects: the *Northwest District Multi-function Station*, the *Mobile Data Communications*, the *Back-up Communications Centre Upgrade* and the *Purchase of Power Stretchers* projects.
- \$2.255 million in 2016 with future year commitments of \$3.000 million in 2017 for change in scope projects namely, the *Purchase of Power Stretchers* and the *Northwest District Multi-function Station* projects.
- New funding of \$2.010 million for projects that will be completed in 2015. These projects are the *Purchase of 40 Defibrillators*, the annual *Replacement of Medical Equipment* and *Mobile Data Communications* projects.
- Multi-year funding of \$2.950 million in 2015 which will require future year commitments of \$2.950 million in 2016 and \$1.100 million in 2017 for the *Defibrillator Replacement Purchases* project.

2015 Capital Project Highlights

**Table 8**  
**2015 Capital Project Highlights (in \$000s)**

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Medical Equipment Replacement Program	310	310					310						310
Back-up Communication Centre Upgrades	1,500	1,100					1,100						1,100
Mobile Data Communications	875	375					375						375
40 New Defibrillators	1,400	1,400					1,400						1,400
Defibrillator Replacement Purchases	7,000	2,950	2,950	1,100			7,000						7,000
North West District Multi-function Station	11,455	2,350	8,450				10,800						10,800
Power Stretchers	8,000		2,850	5,000			7,850						7,850
<b>Total (including carry forward funding)</b>	<b>30,540</b>	<b>8,485</b>	<b>14,250</b>	<b>6,100</b>			<b>28,835</b>						<b>28,835</b>

The 2015 Capital Budget, including funding carried forward to 2015, provides funding of \$8.485 million to:

- Begin four new projects comprised of the following:
  - purchase of mobile data equipment to be installed in approximately 27 ambulances replaced annually (\$0.375 million);
  - purchase of 40 new defibrillators required to accommodate the need for increased number of road ready ambulances following an increase in the number of paramedics (\$1.400 million);
  - replacement purchase of various medical equipment such as stair chairs, spine boards, and regular stretchers (\$0.310 million); and
  - replacement purchase of 200 cardiac monitor defibrillators to be completed over a period of 3 years (\$2.950 million).
- Continue the construction of the North West District Multi-function Station project (\$2.350 million which includes a 2- year carry forward funding of \$1.345 million) for station design and site preparation.
- Complete the communication centre equipment upgrades to the Back-up Communication Centre at 703 Don Mills \$1.100 million).



## **Part III:** Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2015 Capital Budget

#### *Purchase of Power Stretchers*

- Toronto Paramedic Services has incurred significant lost time hours due to lift related injuries with 1 in 4 paramedics suffering a musculoskeletal lift injury annually. Stretcher raise/low and lift in and out of the ambulance are the most frequently identified activities resulting in back injuries. The weight per lift (averaging 8 lifts per call) which includes stretcher, patient and additional equipment such as a defibrillator is approximately 350 pounds.
- A new capital project was approved in 2014 with a total project cost of \$3.000 million for the purchase of 200 power stretchers over a 2-year period to ensure that paramedics have equipment that will allow them to provide maximum care to patients and reduce personal injury. The new power stretchers can elevate up and down and can be rolled out into and out of an ambulance which is in sharp contrast to the current method of manually lifting and loading/unloading a patient.
- The cash flow of \$0.150 million in 2014 was required for a pilot project to determine the best model of power lift stretchers that can help avoid paramedic injuries in the field. The Program is still assessing various models of power stretchers and is in discussion with suppliers for trial and testing purposes.
- In 2014, the Program estimated a unit cost of \$15,000 per power stretcher, however, based on the models currently available in the market, cost per unit ranges from a low of \$15,000 per stretcher to approximately \$40,000. To accommodate the increase in unit cost of approximately \$25,000, the 2015 Capital Budget includes a recommendation to increase the project cost by \$5.000 million for 200 power stretchers. TPS currently has 168 ambulances and would require back-up units to cover for breakage and maintenance.
- City Council as its meeting on March 10 and 11, 2015 approved the recommendation that the Chief and General Manager of Toronto Paramedic Services provide an update in time for the 2016 Budget process on the Power Stretchers project with a total project cost of \$8.000 million based on the progress of the pilot project that is scheduled to be completed by the end of 2015.

### Issues Impacting the 10-Year Capital Plan

#### *Multi Function Stations across the City of Toronto*

- The Program's new facilities strategy, first implemented in 2012, focuses on the construction of multi-function stations with 20 or more garage bays across Toronto. These multi-function stations will prepare all emergency paramedic and supervisory vehicles within its catchment zone for emergency operational deployment of their respective response coverage areas of the City, including the surrounding vicinity.
- This strategy, while ensuring continued legislative and regulatory compliance with the Ambulance Act, will enable TPS to better respond to the increasing emergency call demand in the community while employing greater efficiencies in deploying paramedics across the City.
- Multi-function stations will provide the following:

- A central book-on facility for staff and vehicles to be deployed across the City and serve as an ambulance station for the surrounding community;
  - Reduced non-productive time and the costs associated with end-of-shift overtime and uncompleted meal breaks;
  - More reliable and consistent staff supervision due the central location;
  - Increased asset and inventory management controls;
  - Improved compliance with regulatory cleaning and equipment maintenance standards; and
  - Ability for Toronto Paramedic Services to effectively implement the coroners' recommendation to have junior paramedics paired with senior paramedic staff in their first year of work.
- There are currently 3 multi-function station projects included in the 2015-2024 Capital Budget and Plan.
    - The first multi-function station in the North West district was approved in 2013 with a total project cost of \$15.505 (including \$4.050 million for the cost of the land). It is scheduled for completion in 2016.
    - Two additional multi-function station projects are included, one in the Southeast District for \$15.455 million which is scheduled to start in 2017 and another Multi-function station project in the Northeast district is planned in 2024 for \$4.000 million for the purchase of land.
  - City Council, at its meeting of March 10 and 11, 2015 approved the recommendation that the Chief and General Manager of Toronto Paramedic Services report back in time for the 2016 Budget process on the potential operational efficiencies and capital savings in its operational strategy of moving to a multi-function station system which may entail the consolidation of Toronto TPS's 45 geographically dispersed ambulance stations and service district centres.



# Appendices



## Appendix 1 2014 Performance

### 2014 Key Accomplishments

Toronto Paramedic Services completed the following projects in 2014:

- ✓ The *Medical Equipment Replacement* project at a total project cost of \$0.310 million for the replacement of stretchers, stair chairs, scoop stretchers and spine boards.
- ✓ The *Mobile Data Communication* project at a total project cost of \$0.322 million for the purchase of mobile data communication hardware and software installed in ambulance vehicles and the communication centre.
- ✓ The *purchase of power stretchers* for trials and testing of \$0.150 million used for the pilot project to determine the best model that can help avoid paramedic injuries in the field.
- ✓ The *Scheduling redesign* project with a total project cost of \$0.300 million which implemented changes and upgrades to Toronto Paramedic Services' time management system (TMS) including integrating new card readers for the paramedic sign-in process and incorporating changes to the emergency medical dispatcher schedules.
- ✓ The *Central Ambulance Communication Centre (CACC) & Systems Upgrade* project with total project cost of \$0.200 million that upgraded the lighting design for 24/7/365 operations in Toronto Paramedic Services' communication centre.

### 2014 Financial Performance

**Table 9**  
**2014 Budget Variance Analysis (In \$000's)**

2014 Approved	Actuals at Year End		Unspent Balance	
	\$	% Spent	\$ Unspent	% Unspent
4,899	2,274	46.4%	2,625	53.6%

### 2014 Experience

Toronto Paramedic Services (PS) capital expenditures for the period ended December 31, 2014 totalled \$2.274 million or 46.4% of its 2014 Approved Capital Budget of \$4.899 million. \$2.529 million of the unspent cash flow funding has been carried forward to 2015.

Of the funds spent, \$0.607 million was incurred to complete the following projects:

- The *Station Security* project's capital expenditures totalled \$0.020 million, representing 89.1% of the 2014 approved cash flow of \$0.023 million. The project, completed at a cost of \$2.026 million representing 99.8% of the approved project cost of \$2.030 million, provided funding for the installation of an electronic card-access security system in 45 PS locations that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out transactions.

- The *Mobile Data Communications (2011-2013)* project's capital expenditures totaled \$0.314 million, representing 97.5% of the 2014 approved cash flow of \$0.322 million. The project, completed at a cost of \$0.957 million representing 99% of the approved project cost of \$0.967 million, provided funding to acquire and install mobile data software and hardware in TPS' vehicles to connect the paramedics and supervisors to the Central Ambulance Communication Centre (CACC) using wireless data communications.
- The *Scheduling Redesign* project's capital expenditures totaled \$0.078 million representing 83.5% of the 2014 approved cash flow of \$0.094 million. The project, completed at a cost of \$0.285 million representing 94.9% of the approved project cost of \$0.300 million provided funding for the scheduling system changes including hardware replacement to accommodate a revised scheduling process of paramedics.
- The *Central Ambulance Communication Centre (CACC) & Systems Upgrade* project's capital expenditures totaled \$0.194 million, representing 97.2% of the 2014 approved cash flow of \$0.200 million. The project, completed at a cost of \$0.194 million representing 97.2% of the approved project cost of \$0.200 million provided funding for the installation of a modified lighting design to better address the needs of 24/7/365 operations in the central ambulance communication centre.

The under-spending in 2014 is mainly driven by delays in the following projects:

- The *North West Multi-Function Station* project's capital expenditures totaled \$0.541 million representing 27.7% of the 2014 approved cash flow of \$1.950 million. This project provides funding for the construction of a multi-function station which will facilitate greater efficiencies in dispatching ambulances and much needed garaging for an increasing number of TPS ambulance vehicles that are on the road. A change in site and asbestos abatement delayed the demolition of the existing building in the new site and resulted in the construction of the new building scheduled to begin in 2015. The unspent funds of \$1.345 million have been carried forward into 2015 to begin station design and site preparation.
- The *Mobile Data Communications (2014)* project's capital expenditures totalled \$0.294 million representing 58.9% of the 2014 approved cash flow of \$0.500 million. This project provides funding to acquire and install software and hardware in TP vehicles and the Central Ambulance Communication Centre (CACC) using wireless data communications. The RFQ was delayed due to difficulties experienced in developing the specifications that will address PS' requirements. As a result, \$0.206 million of the unspent cash flow funding has been carried forward to 2015 to finish the project.
- The *Scheduling System Upgrades* project's capital expenditures totalled \$0.109 million representing 72.9% of the 2014 approved cash flow of \$0.150 million. The project will implement changes and upgrades to PS' time management system (TMS) including integrating new card readers for the paramedic sign-in process and incorporating changes to the PS' Control Centre schedules. The project is almost completed and unspent funding of \$0.041 million has been carried forward into 2015 to complete the system upgrades.
- The *Back-Up Communications Centre Upgrades* project's capital expenditures totaled \$0.433 million or 36.1% of the 2014 approved cash flow of \$1.200 million. The project was delayed as an assessment of currently available hardware and software was necessary prior to the completion of the request for proposal in the 2nd quarter of 2014. As a result, \$0.767 million of the unspent cash

flow funding has been carried forward to 2015 to finish the project.

- The *Medical Equipment* project's capital expenditures totalled \$0.287 million, representing 92.5% of the total 2014 approved cash flow of \$0.310 million. The delivery of spineboards was delayed and delivery is expected in the 1st quarter of 2015. The under expenditure of \$0.023 million has been carried forward to 2015.
- The *Power Stretcher* project's capital expenditures totaled \$0.003 million, representing 1.9% of the total 2014 approved cash flow of \$0.150 million. The pilot project was delayed as the purchase of power stretchers for trial and testing was very complex and required assessing various models to determine the best model of power lift stretchers that can help avoid paramedic injuries in the field. The testing phase is expected to occur in 2015 and the under spending of \$0.147 million has been carried forward to 2015.

### Impact of the 2014 Capital variance on the 2015 Budget

- Based on more updated information on the status of the 2014 capital projects, the Program requires 2-year carry forward funding of \$1.345 million for the Northwest District Multi-function station project.
- The Program also requires 1-year carry forward funding of \$1.184 million (includes additional carry forward funding of \$0.384 million approved by City Council on May 6, 2015) for the following 5 projects:
  - *Mobile Data Communications* - \$0.206 million
  - *Medical Equipment Replacement* - \$0.023 million
  - *Power Stretchers* - \$0.147 million
  - *Scheduling Systems Upgrade* - \$0.041 million
  - *Back-up Communication Centre Upgrades* - \$0.767 million
- The 2-year carry forward funding of \$1.345 million and the 1-year carry forward funding of \$1.184 million are included in the 2015 Capital Budget.

## Appendix 2

**Table 10**  
**2015 Capital Budget; 2016 to 2024 Capital Plan (\$000s)**

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Portable Radio Replacements	1,000		1,000				1,000						1,000
Public Access Defibrillator Program	942			140	140	662	942						942
Defibrillator Replacement Purchases	7,000	2,950	2,950	1,100			7,000					2,240	9,240
Power Stretchers	8,000		2,850	5,000			7,850						7,850
Power Stretchers	4,800									1,600	1,600	1,600	4,800
Mobile Data Communications	575	75					75						75
Mobile Data Communications	300	300					300						300
Mobile Data Communications	3,100		300	300	500	300	1,400	300	300	300	300	500	3,100
Dispatch Console Replacement	1,500			1,500			1,500						1,500
Ambulance Radio Replacement	1,500		1,500				1,500	1,000					2,500
Medical Equipment Replacement	310	310	310	330	330	330	1,610	330	330	350	350	375	3,345
NW District Multi-function Station	15,505	2,350	8,450				10,800						10,800
Back-up Communication Centre Upgrades	1,500	1,100					1,100						1,100
Station 21 - Sunnybrook	2,000										200	455	655
SE District - Multi Function Station	15,455					4,000	4,000	655	2,350	8,450			15,455
Additional Ambulance (2017-2019)	3,861			1,260	1,287	1,314	3,861						3,861
40 New Defibrillators	1,400	1,400					1,400						1,400
NE / SW District - Multi-function Station (Land)	4,000											4,000	4,000
<b>Total (including carry forward funding)</b>	<b>72,748</b>	<b>8,485</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>44,338</b>	<b>2,285</b>	<b>2,980</b>	<b>10,700</b>	<b>2,450</b>	<b>9,170</b>	<b>71,923</b>



**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 3: 2015 Capital Budget; 2016 - 2024 Capital Plan**

**Emergency Medical 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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>AMB907787 Medical Equipment Replacement Program</u>																									
3	4	Medical Equipment Replacement - 2015	CW	S4	03	310	0	0	0	0	310	0	310	0	0	0	0	0	0	0	0	0	310		
Sub-total						310	310	330	330	330	1,610	1,735	3,345	0	0	0	3,345	0	0	0	0	0	0	3,345	
<u>AMB907827 North West District - Multi-Function Station</u>																									
1	1	NW District Multi-Function (FACILITY)	09	S2	05	2,350	8,195	0	0	0	10,545	0	10,545	0	0	2,491	0	0	0	0	1,800	6,254	0	10,545	
1	3	NW District Multi-Function (FACILITY) Supplemental	09	S3	04	0	255	0	0	0	255	0	255	0	0	0	0	0	0	0	0	255	0	255	
Sub-total						2,350	8,450	0	0	0	10,800	0	10,800	0	0	2,491	0	0	0	0	1,800	6,509	0	10,800	
<u>AMB907920 South East District - Multi-Function Station</u>																									
1	1	SE District - Multi-Function Station (LAND)	30	S6	05	0	0	0	0	4,000	4,000	0	4,000	0	0	1,670	0	0	0	0	0	2,330	0	4,000	
1	2	SE District - Multi-Function Station (FACILITY)	30	S6	05	0	0	0	0	0	11,455	11,455	0	0	5,341	0	0	0	0	0	0	6,114	0	11,455	
Sub-total						0	0	0	0	4,000	4,000	11,455	15,455	0	0	7,011	0	0	0	0	0	0	8,444	0	15,455
<u>AMB907921 Additional Ambulances (2017-2019 @9 vehicles)</u>																									
3	1	Additional Ambulances (2017-2019)	CW	S6	05	0	0	1,260	1,287	1,314	3,861	0	3,861	0	0	2,316	0	0	0	0	0	1,545	0	3,861	
Sub-total						0	0	1,260	1,287	1,314	3,861	0	3,861	0	0	2,316	0	0	0	0	0	0	1,545	0	3,861
<u>AMB907922 40 New Defibrillators</u>																									
5	1	40 New Defibrillators	CW	S4	05	1,400	0	0	0	0	1,400	0	1,400	0	0	0	0	0	1,080	0	320	0	0	1,400	
Sub-total						1,400	0	0	0	0	1,400	0	1,400	0	0	0	0	0	1,080	0	320	0	0	1,400	
<u>AMB908016 Power Stretchers</u>																									
5	1	Power Stretchers	CW	S2	01	0	850	2,000	0	0	2,850	0	2,850	0	0	0	0	0	0	0	0	2,850	0	2,850	
5	2	Power Stretchers - Replacements	CW	S6	01	0	0	0	0	0	4,800	4,800	4,800	0	0	4,800	0	0	0	0	0	0	0	4,800	
5	3	Power Stretchers (Supplemental)	CW	S3	01	0	2,000	3,000	0	0	5,000	0	5,000	0	0	0	0	0	0	0	0	5,000	0	5,000	
Sub-total						0	2,850	5,000	0	0	7,850	4,800	12,650	0	0	0	4,800	0	0	0	0	0	7,850	0	12,650
<u>AMB908017 NE or SW District - Multi-function Station</u>																									
1	1	NE District - Multi-function Station (LAND)	CW	S6	05	0	0	0	0	0	4,000	4,000	4,000	0	0	2,400	0	0	0	0	0	1,600	0	4,000	
Sub-total						0	0	0	0	0	4,000	4,000	4,000	0	0	2,400	0	0	0	0	0	0	1,600	0	4,000
<b>Total Program Expenditure</b>						<b>8,485</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>44,338</b>	<b>27,585</b>	<b>71,923</b>	<b>0</b>	<b>0</b>	<b>14,218</b>	<b>15,685</b>	<b>0</b>	<b>1,380</b>	<b>0</b>	<b>3,670</b>	<b>36,970</b>	<b>0</b>	<b>71,923</b>	

**CITY OF TORONTO**

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

**Appendix 3: 2015 Capital Budget; 2016 - 2024 Capital Plan**

**Emergency Medical Services**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
<b>Financed By:</b>																								
		Development Charges				1,005	1,486	756	772	2,458	6,477	7,741	14,218	0	0	14,218	0	0	0	0	14,218			
		Reserves (Ind. "XQ" Ref.)				2,585	2,585	1,370	470	470	7,480	8,205	15,685	0	0	0	15,685	0	0	0	15,685			
		Capital from Current				1,380	0	0	0	0	1,380	0	1,380	0	0	1,380	0	0	0	1,380				
		Other2 (External)				995	2,475	200	0	0	3,670	0	3,670	0	0	0	0	3,670	0	3,670				
		Debt				2,520	10,814	7,304	1,015	3,678	25,331	11,639	36,970	0	0	0	0	0	36,970	36,970				
		<b>Total Program Financing</b>				<b>8,485</b>	<b>17,360</b>	<b>9,630</b>	<b>2,257</b>	<b>6,606</b>	<b>44,338</b>	<b>27,585</b>	<b>71,923</b>	<b>0</b>	<b>0</b>	<b>14,218</b>	<b>15,685</b>	<b>0</b>	<b>1,380</b>	<b>0</b>	<b>3,670</b>	<b>36,970</b>	<b>0</b>	<b>71,923</b>

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & Beyond)

<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 3**

**2015 Capital Budget; 2016 to 2024 Capital Plan**



**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2015 Cash Flow and Future Year Commitments**

**Emergency Medical 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												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB000136 Backup Communications Centre Upgrades</u>																								
2	3	Backup Communications Centre Upgrades	CW	S2	04	1,100	0	0	0	0	1,100	0	1,100	0	0	0	0	0	0	0	1,100	0	1,100	
Sub-total						1,100	0	0	0	0	1,100	0	1,100	0	0	0	0	0	0	0	0	1,100	0	1,100
<u>AMB000137 Mobile Data Communications</u>																								
2	14	Mobile Data Communications - 2014	CW	S2	03	75	0	0	0	0	75	0	75	0	0	0	0	0	0	0	75	0	75	
2	15	Mobile Data Communications - 2015	CW	S4	03	300	0	0	0	0	300	0	300	0	0	0	300	0	0	0	0	0	300	
Sub-total						375	0	0	0	0	375	0	375	0	0	0	300	0	0	0	75	0	375	
<u>AMB907094 Defibrillator Replacement Purchases</u>																								
5	2	Defibrillator Replacement Purchases 2015-2017	CW	S4	01	2,950	2,950	1,100	0	0	7,000	0	7,000	0	0	0	5,450	0	0	0	1,550	0	7,000	
Sub-total						2,950	2,950	1,100	0	0	7,000	0	7,000	0	0	0	5,450	0	0	0	1,550	0	7,000	
<u>AMB907787 Medical Equipment Replacement Program</u>																								
3	4	Medical Equipment Replacement - 2015	CW	S4	03	310	0	0	0	0	310	0	310	0	0	0	310	0	0	0	0	0	310	
Sub-total						310	0	0	0	0	310	0	310	0	0	0	310	0	0	0	0	0	310	
<u>AMB907827 North West District - Multi-Function Station</u>																								
1	1	NW District Multi-Function (FACILITY)	09	S2	05	2,350	8,195	0	0	0	10,545	0	10,545	0	0	2,491	0	0	0	0	1,800	6,254	10,545	
1	3	NW District Multi-Function (FACILITY) Supplemental	09	S3	04	0	255	0	0	0	255	0	255	0	0	0	0	0	0	0	0	255	255	
Sub-total						2,350	8,450	0	0	0	10,800	0	10,800	0	0	2,491	0	0	0	0	1,800	6,509	10,800	
<u>AMB907922 40 New Defibrillators</u>																								
5	1	40 New Defibrillators	CW	S4	05	1,400	0	0	0	0	1,400	0	1,400	0	0	0	0	1,080	0	320	0	0	1,400	
Sub-total						1,400	0	0	0	0	1,400	0	1,400	0	0	0	0	1,080	0	320	0	0	1,400	
<u>AMB908016 Power Stretchers</u>																								
5	1	Power Stretchers	CW	S2	01	0	850	2,000	0	0	2,850	0	2,850	0	0	0	0	0	0	0	0	2,850	2,850	
5	3	Power Stretchers (Supplemental)	CW	S3	01	0	2,000	3,000	0	0	5,000	0	5,000	0	0	0	0	0	0	0	0	5,000	5,000	
Sub-total						0	2,850	5,000	0	0	7,850	0	7,850	0	0	0	0	0	0	0	0	0	7,850	7,850
<b>Total Program Expenditure</b>						<b>8,485</b>	<b>14,250</b>	<b>6,100</b>	<b>0</b>	<b>0</b>	<b>28,835</b>	<b>0</b>	<b>28,835</b>	<b>0</b>	<b>0</b>	<b>2,491</b>	<b>5,760</b>	<b>0</b>	<b>1,380</b>	<b>0</b>	<b>3,670</b>	<b>15,534</b>	<b>0</b>	<b>28,835</b>

**CITY OF TORONTO**

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

**Appendix 4: 2015 Cash Flow and Future Year Commitments**

**Emergency Medical Services**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Current Funds	Other 1	Other2	Debt - Recoverable Debt	Total Financing						
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
Financed By:																								
		Development Charges				1,005	1,486	0	0	0	2,491	0	2,491	0	0	2,491	0	0	0	0	0	2,491		
		Reserves (Ind. "XQ" Ref.)				2,585	2,275	900	0	0	5,760	0	5,760	0	0	5,760	0	0	0	0	0	5,760		
		Capital from Current				1,380	0	0	0	0	1,380	0	1,380	0	0	1,380	0	0	0	0	0	1,380		
		Other2 (External)				995	2,475	200	0	0	3,670	0	3,670	0	0	0	0	0	3,670	0	0	3,670		
		Debt				2,520	8,014	5,000	0	0	15,534	0	15,534	0	0	0	0	0	15,534	0	0	15,534		
		<b>Total Program Financing</b>				<b>8,485</b>	<b>14,250</b>	<b>6,100</b>	<b>0</b>	<b>0</b>	<b>28,835</b>	<b>0</b>	<b>28,835</b>	<b>0</b>	<b>0</b>	<b>2,491</b>	<b>5,760</b>	<b>0</b>	<b>1,380</b>	<b>0</b>	<b>3,670</b>	<b>15,534</b>	<b>0</b>	<b>28,835</b>

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 4**  
**2015 Cash Flow and Future Year Commitments**

(Phase 5) 12-Emergency Medical Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**  
**Appendix 5: 2015 Capital Budget with Financing Detail**  
**Emergency Medical Services**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>1</b>	<b><u>AMB907827</u> North West District - Multi-Function Station</b>													
1	1 NW District Multi-Function (FACILITY)	01/01/2014	12/31/2016	2,350	0	0	1,005	0	0	0	0	0	1,345	0
	<b>Project Sub-total:</b>			2,350	0	0	1,005	0	0	0	0	0	1,345	0
<b>2</b>	<b><u>AMB000136</u> Backup Communications Centre Upgrades</b>													
2	3 Backup Communications Centre Upgrades	03/01/2014	12/31/2015	1,100	0	0	0	0	0	0	0	0	1,100	0
	<b>Project Sub-total:</b>			1,100	0	0	0	0	0	0	0	0	1,100	0
<b>2</b>	<b><u>AMB000137</u> Mobile Data Communications</b>													
2	14 Mobile Data Communications - 2014	05/06/2013	05/06/2013	75	0	0	0	0	0	0	0	0	75	0
2	15 Mobile Data Communications - 2015	01/01/2015	12/31/2015	300	0	0	0	0	0	300	0	0	0	0
	<b>Project Sub-total:</b>			375	0	0	0	0	0	300	0	0	75	0
<b>5</b>	<b><u>AMB907094</u> Defibrillator Replacement Purchases</b>													
5	2 Defibrillator Replacement Purchases 2015-2017	01/01/2015	12/31/2017	2,950	0	0	0	2,275	0	0	0	675	0	0
	<b>Project Sub-total:</b>			2,950	0	0	0	2,275	0	0	0	675	0	0
<b>5</b>	<b><u>AMB907787</u> Medical Equipment Replacement Program</b>													
3	4 Medical Equipment Replacement - 2015	01/01/2015	12/31/2015	310	0	0	0	310	0	0	0	0	0	0
	<b>Project Sub-total:</b>			310	0	0	0	310	0	0	0	0	0	0
<b>5</b>	<b><u>AMB907922</u> 40 New Defibrillators</b>													
5	1 40 New Defibrillators	01/01/2015	12/31/2023	1,400	0	0	0	0	0	1,080	0	320	0	0
	<b>Project Sub-total:</b>			1,400	0	0	0	0	0	1,080	0	320	0	0
	<b>Program Total:</b>			8,485	0	0	1,005	2,585	0	1,380	0	995	2,520	0

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

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

**Appendix 5**  
**2015 Capital Budget with Financing Detail**