



# Toronto 2016 BUDGET

## CAPITAL PROGRAM SUMMARY



## Toronto Paramedic Services

### 2016 – 2025 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 operates out of 47 locations including 5 service district centres, and the Toronto Paramedic Services' headquarters that have a total area of just over 291,566 sq. ft. and an estimated replacement value of \$123.592 million.

The 10-Year Capital Plan of \$71.534 million provides funding for the construction of 2 new multi-function stations and the land purchase of the 3<sup>rd</sup> multi-function station to provide multi-function facilities that will facilitate greater efficiencies and improve flexibility to respond to system demands, the purchase of additional ambulances to address increased service demands, equipment replacements, and the purchase of power stretchers expected to ease the physical strain for paramedics lifting patients into and out of ambulances which will help reduce musculoskeletal injuries.

### Highlights

#### Overview and Recommendations

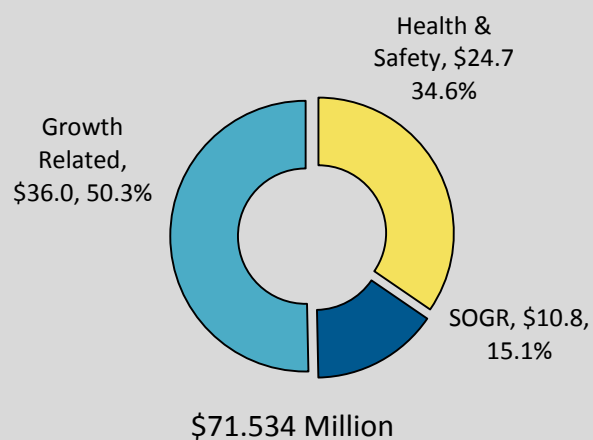
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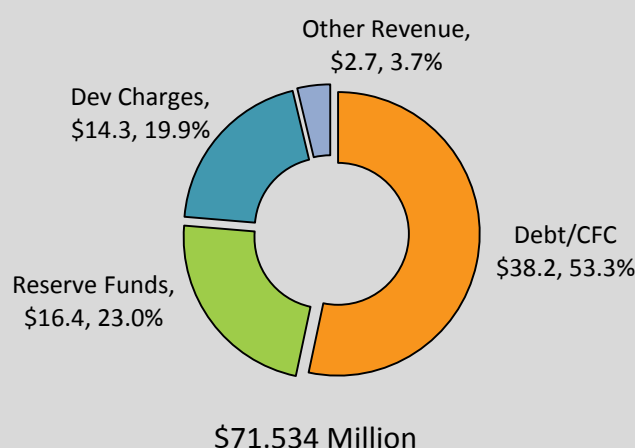
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## Capital Spending and Financing

### 2016-2025 Capital Budget and Plan by Expenditures Category



### 2016-2025 Capital Budget and Plan by Funding Source



## Where does the money go?

The 2016–2025 Capital Budget and Plan totalling \$71.534 million provides funding for:

- Health & Safety projects including 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 annual replacement of mobile data communications hardware and software, ambulance radios, the dispatch console system, and medical equipment.
- Growth Related projects include the construction of 3 multi-function station projects, the purchase of additional ambulances, and a paramedic infrastructure study to evaluate operating efficiencies and cost savings associated with the multi-function station service delivery model.

## Where does the money come from?

The 10-Year Capital Plan is funded by 4 major sources:

- New debt funding of \$38.150 million comprises 53.3% of total funding which meets the debt guideline over the 10-year planning period.
- Development Charge funding of \$14.260 million or 19.9% based on the portion of projects that are eligible.
- Reserve Funding of \$16.449 million or 23.0% will be provided from the Equipment Reserve Fund.
- Other Revenues of \$2.675 million or 3.7% which reflects the trade-in value of older model defibrillators and Metrolinx funding for the Northwest District Multi-Function Station project.

## 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. 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 PS' 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.

## Key Issues & 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 Capital Plan includes funding for the construction of 2 multi-function stations and the land purchase of the 3<sup>rd</sup> multi-function station.
- ✓ Funding is also included for an Infrastructure Study to determine the feasibility of implementing the new Toronto Paramedic Services' dispatch model to achieve operating efficiencies.

**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 \$14.250 million to fund the purchase of 200 power stretchers over the 10-Year Plan.

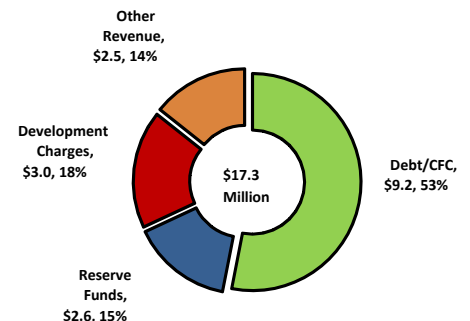


## 2016 Capital Budget Highlights

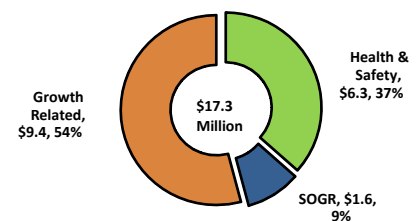
The 2016 Capital Budget for Toronto Paramedic Services of \$17.260 million, excluding carry forward funding, will:

- Continue the purchase of new power stretchers (\$2.850 million), cardiac monitor defibrillators (\$2.950 million) and the construction of the Northwest Multi-function station project (\$7.450 million).
- Continue the replacement purchase of medical equipment (stair chairs, regular stretchers, spine boards, etc) and mobile data equipment installed in approximately 27 ambulances replaced every year (\$0.610 million).
- Begin the Paramedic Services Infrastructure Study to evaluate the potential operational efficiencies and capital savings with the multi-function station delivery service model (\$0.100 million).
- Begin the replacement purchase of 200 portable radios (\$0.500 million) and 200 ambulance radios (\$1.000 million) that will be compatible with the new radio infrastructure system shared with Toronto Police Service and Toronto Fire Service.
- Begin the purchase of 20 new chassis for ambulance vehicles to address increased service demands (1.800 million).

2016 Capital Budget by Funding Source



2016 Capital Budget by Project Category



**II: COUNCIL APPROVED BUDGET**

City Council approved the following recommendations:

1. City Council approve the 2016 Capital Budget for Toronto Paramedic Services with a total project cost of \$5.160 million, and 2016 cash flow of \$18.791 million and future year commitments of \$8.250 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 6 new / change in scope sub-projects with a 2016 total project cost of \$5.160 million that requires cash flow of \$4.010 million in 2016 and future year cash flow commitment of \$1.150 million for 2017;
    - ii. 3 previously approved sub-projects with a 2016 cash flow of \$13.250 million; and future year cash flow commitment of \$7.100 million for 2017; and
  - b) 2015 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$1.531 million.
2. City Council approve the 2017 - 2025 Capital Plan for Toronto Paramedic Services totalling \$46.024 million in project estimates, comprised of \$3.530 million in 2017; \$1.542 million for 2018; \$2.677 million for 2019; \$4.630 million for 2020; \$10.930 million for 2021; \$3.750 million for 2022; \$2.450 million for 2023; \$9.170 million for 2024; and \$7.345 million in 2025.
3. City Council recommend that Real Estate Services confirm that the 6 acres facility available at 330 Progress Road be designated for the future use of Toronto Paramedic Services for the construction of Multi-function Station #2 that is planned to start in 2019.

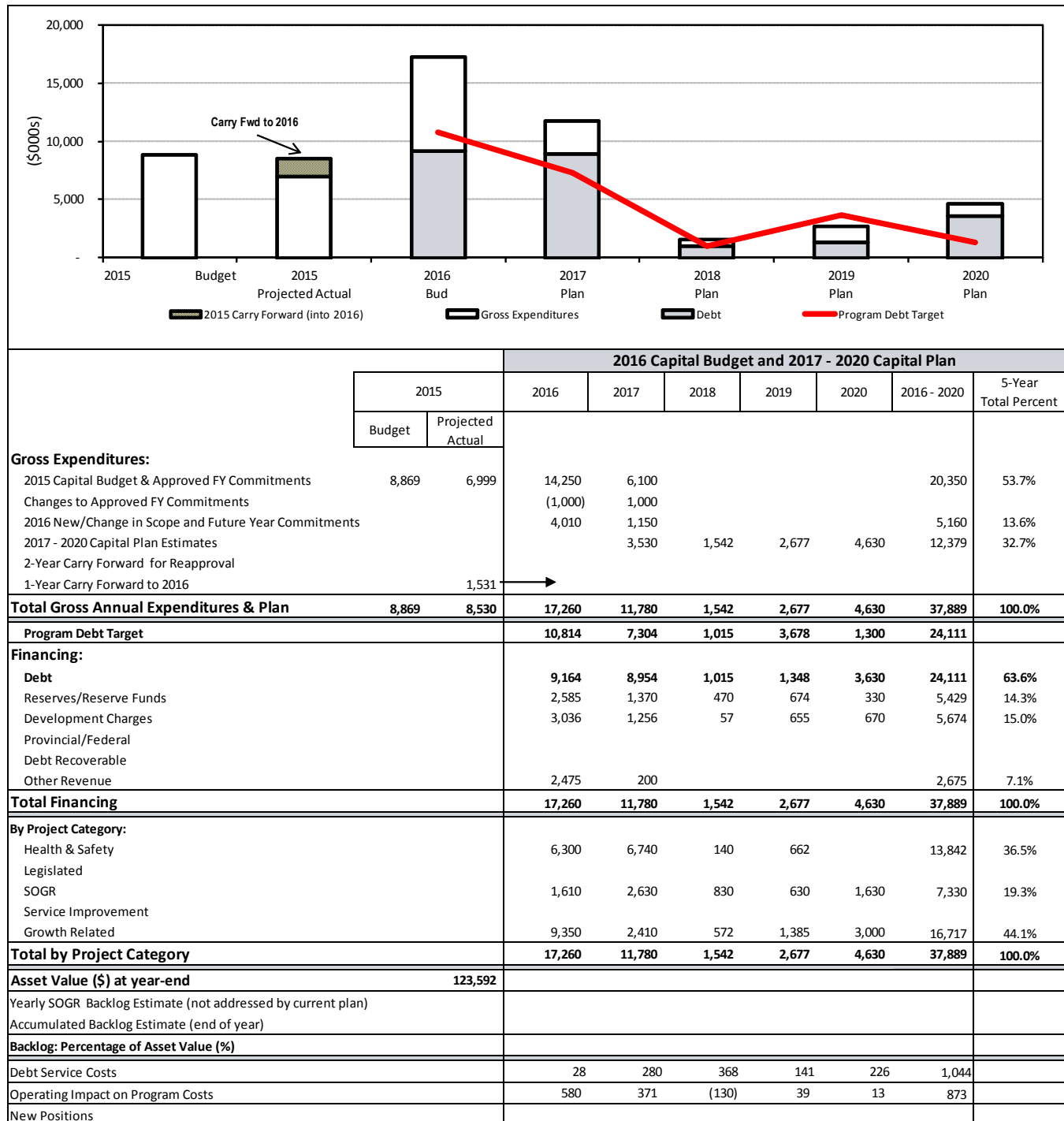


## **Part I:**

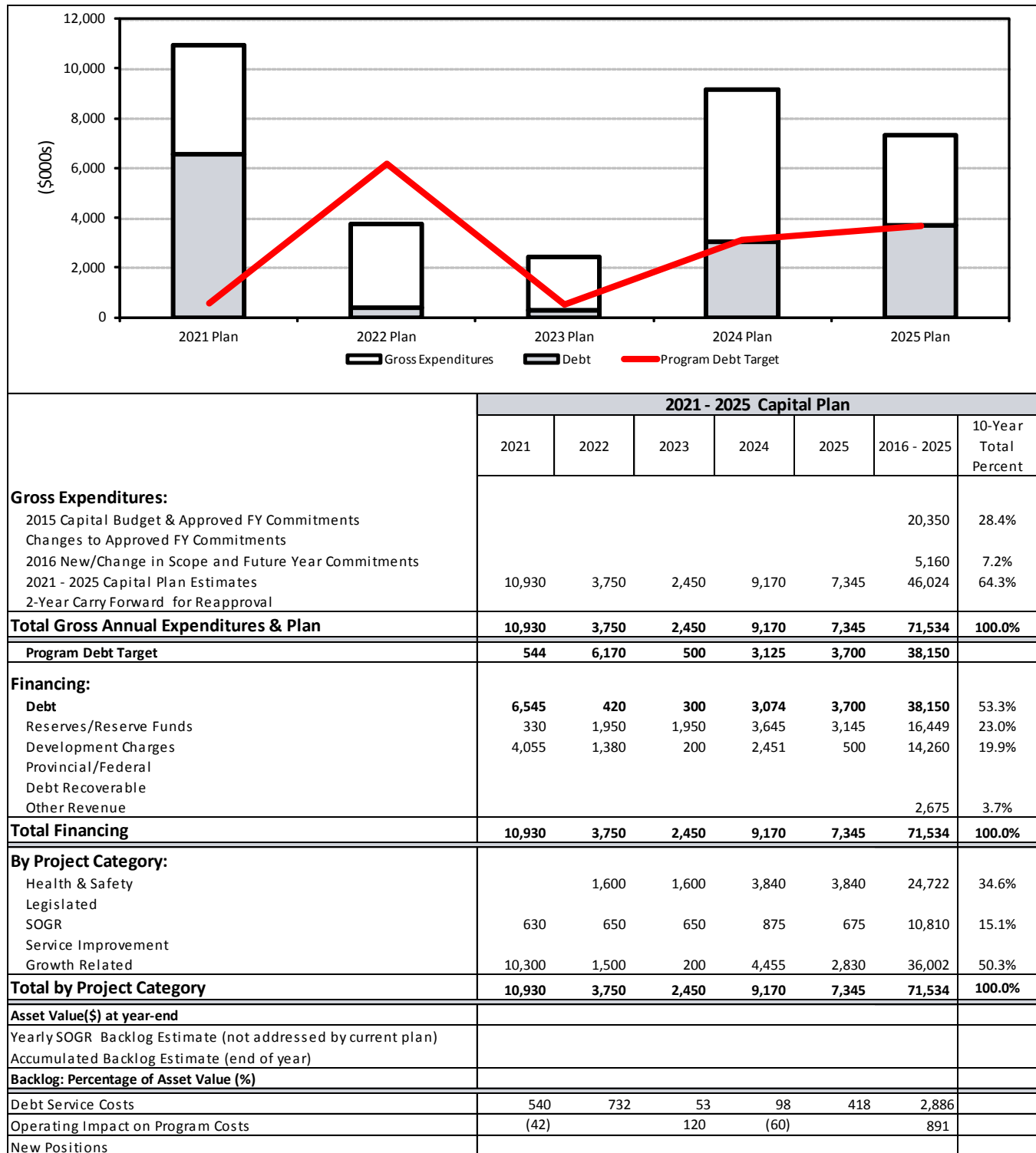
### 10-Year Capital Plan

## 10 Year Capital Plan

**Table 1a**  
**2016 Budget, 2017-2020 Capital Plan**



**Table 1b**  
**2021 - 2025 Capital Plan**

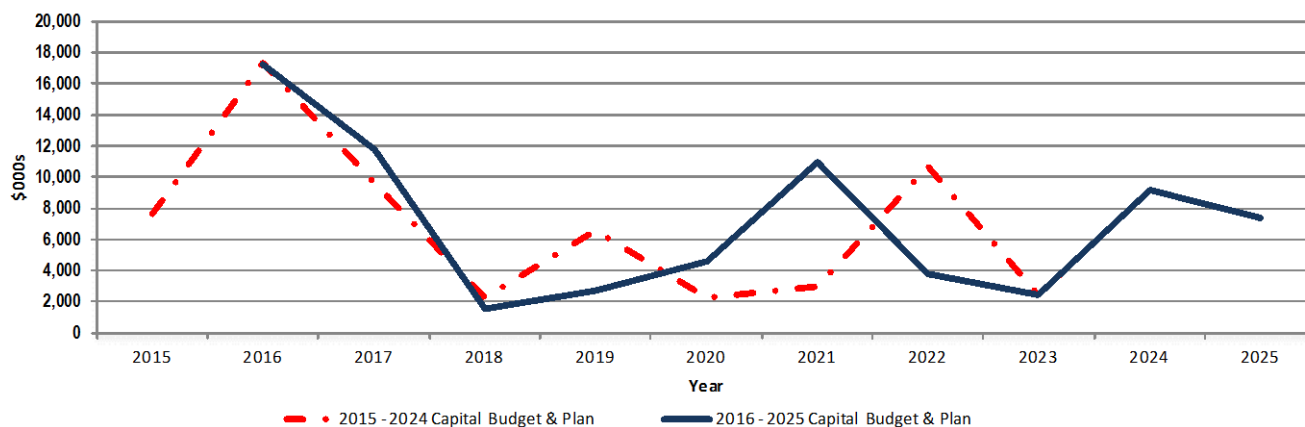


## Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan is \$0.411 million higher than the total capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the \$0.411 million or 0.6% increase in the Capital Program on an annual basis from 2015 to 2025.

**Chart 1**  
**Changes to the 2015 -2024 Approved Capital Plan (In \$000s)**



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
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
2016 - 2025 Capital Budget & Plan		17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345	71,534
Change %		(0.6%)	22.3%	(31.7%)	(59.5%)	102.6%	266.8%	(65.0%)	0.0%	0.0%		0.6%
Change \$		(100)	2,150	(715)	(3,929)	2,345	7,950	(6,950)	0	0		411

As shown in the chart above, the increase of \$0.411 million in PS' Capital Program is mainly due to an increase in project cost for the purchase of ambulance vehicles and the addition of a new project, Paramedic Services Infrastructure Study. The cash flow adjustments in 2016 are primarily due to 3 projects where funding previously planned in 2016 were deferred to 2017 based on updated information and previous purchasing experience. Between 2019 to 2022, the significant shift in funding is attributed to a revised construction schedule for the Multi-function Station #2 project.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the recommended \$0.751 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Toronto Paramedic Services projects based on the following factors:

- PS long term facility strategy of moving towards a multi-function station service delivery model requires funding of \$0.905 million for two new projects that will evaluate the operating efficiencies and cost savings of larger stations as well as address the long term plan of replacing current ambulance stations with smaller touchdown posts spread across the City to reduce response time.
- The purchase of additional ambulance vehicles at a cost of \$0.501 million to accommodate the projected increase of emergency call demand and increased staff resources for deployment that will be better positioned throughout the day to arrive at an emergency in less time.

- Re-alignment of funding for the 2nd multi-function station as a City-owned property has been identified that meets the requirements for a multi-function station and funding for the purchase of land has been allocated towards expansion of the facility.
- Changes to the timing of cash flow funding estimates based on previous spending rates and actual experience.

A summary of project changes for the years 2016 to 2024 totalling \$0.751 million are provided in Table 2 below:

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

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
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		63,438
2016 - 2025 Capital Budget & Plan		17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345	64,189
<b>Capital Budget &amp; Plan Changes (2016 - 2024)</b>		(100)	2,150	(715)	(3,929)	2,345	7,950	(6,950)				751

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
<b>Previously Approved</b>													
North West District Multi-function Station	15,505	(1,000)	1,000										15,505
Portable Radio Replacements	1,000	(500)	500										1,000
Ambulance Radio Replacement	1,500	(500)	500										1,500
Additional Ambulance (2016; 2017-2019)	3,861	1,800		(715)	(584)						501		4,362
Multi Function Station #2	15,455				(3,345)	2,345	7,950	(6,950)					15,455
Station 21 - Sunnybrook	655								(200)	(455)	(655)		
Medical Equipment Replacement												375	
Defibrillator Purchases												2,240	
Multi-function Station #3												1,485	
Power Stretchers												1,600	
Mobile Data Communications												300	
<b>Total Previously Approved</b>	37,976	(200)	2,000	(715)	(3,929)	2,345	7,950	(6,950)	(200)	(455)	(154)	6,000	37,822
<b>New</b>													
Ambulance Post Program									200	455	655	1,345	2,000
Paramedic Services Infrastructure Study		100	150								250		
<b>Total New</b>		100	150						200	455	905	1,345	2,000
<b>Total Changes</b>		(100)	2,150	(715)	(3,929)	2,345	7,950	(6,950)			<b>751</b>	<b>7,345</b>	<b>39,822</b>

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

Cash flow funding for the following previously approved capital projects has been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

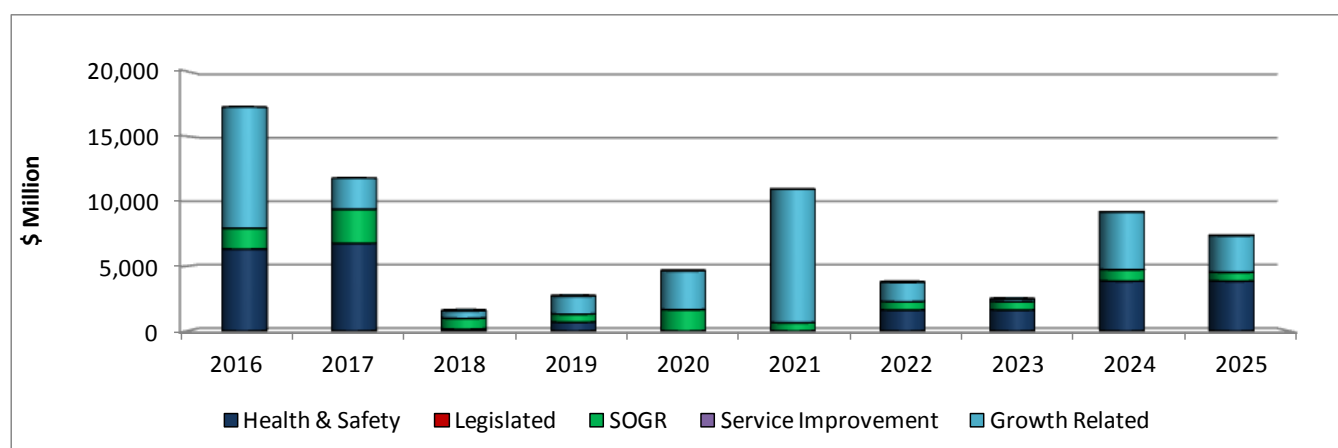
- The *Northwest Multi-function Station project* cash flow funding of \$1.000 million was deferred from 2016 to 2017 based on the current progress of construction experienced to date.
- The *Additional Ambulance project* for \$1.800 million is being accelerated from 2018 to 2016 to address the increase in paramedic positions to respond to increasing emergency call demands. The project will provide funding for the purchase of 20 new chassis (as opposed to purchasing new vehicles) and mounting them with existing ambulance boxes that are still in good condition.
- The two replacement equipment projects, *Portable Radio and Ambulance Radio Replacement projects'* funding was smoothed out over two years (2016 to 2017) to reflect PS's experience from previous equipment purchases.
- The *Multi-function Station #2 project* cash flow has been smoothed out based on the experience of the Northwest Multi-function Station project with the assumption that the City-owned land will be available for PS' use in 2019.

New projects totalling \$0.905 million have been added to the 2015 – 2024 Approved Capital Plan:

- The *Ambulance Post Program project* replaced the Sunnybrook Station Project with the same project cost of \$0.655 million. PS determined that with the new multi-function station model, a new station is not recommended. The new project will fund the construction of two smaller storefront posts which will augment the ambulance service in Multi-Function Station #2's catchment area.
  - With this model of service delivery, paramedics will book on and off at the Multi-Function Station #2 and will be deployed during the shift to strategic storefront posts while waiting for their next call.
  - These posts will have 1 to 2 Ambulance Bays each, a resting area, washrooms and a kitchen area. These smaller posts will require a smaller footprint than a full ambulance station and will be used as mid-shift posts only with no staff parking, shower facilities, etc. Toronto Paramedic Services will consult with Facilities Management and Real Estate (FM&RE) and other City Divisions about adding these posts to existing City buildings.
- A new project, *Paramedic Services Infrastructure project* that has a total of project cost of \$0.250 million over a 2-year period starting in 2016. The project will provide funding to undertake a study that will identify the best approach to realizing operating efficiencies by changing Toronto Paramedic Services' dispatch model from ambulance stations to smaller storefront posts and multi-function stations strategically located throughout the City.

## 2016 – 2025 Capital Plan

**Chart 2**  
**2016 – 2025 Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Paramedic Services of \$71.534 million provides 50.3% of funding for Growth Related projects as capital priorities. Health & Safety projects represent 34.6% and the balance of funding, 15.1% is allocated to State of Good Repair projects over the 10-year period.

- Health and Safety projects account for \$24.722 million with the majority of funding required in 2016-2017 for the purchase of 200 power stretchers and the replacement of 200 cardiac monitor defibrillators. The next replacement cycle is scheduled for 2022 to 2025.

- Cash flow funding of \$10.810 million is dedicated to State of Good Repair projects with funding 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 portable radios and ambulance radios as well as the purchase of a new dispatch console system and equipment required in the main communications centre.
- Growth related projects account for \$36.002 million with most of the funding in 2016 and 2017 and then again in 2020 and 2021 reflective of the funding required for the construction for the Northwest District Multi-function station project and for the Multi-function Station #2 project to address increased service demands and growth across the City.

The following table provides cash funding estimates, detailed by project category within the 2016 – 2025 Capital Budget and Plan for Toronto Paramedic Services:

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

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
Portable Radio Replacements		500	500									1,000	1,000
Public Access Defibrillator Program			140	140	662							942	942
Defibrillator Replacement Purchases	2,950	2,950	1,100							2,240	2,240	8,530	11,480
Power Stretchers	150	2,850	5,000									7,850	8,000
Power Stretchers Replacements								1,600	1,600	1,600	1,600	6,400	6,400
<b>Sub-Total</b>		<b>6,300</b>	<b>6,740</b>	<b>140</b>	<b>662</b>			<b>1,600</b>	<b>1,600</b>	<b>3,840</b>	<b>3,840</b>	<b>24,722</b>	<b>27,822</b>
<b>State of Good Repair</b>													
Mobile Data Communications-2016		300										300	300
Mobile Data Communications			300	500	300	300	300	300	300	500	300	3,100	3,100
Dispatch Console Replacement			1,500									1,500	1,500
Ambulance Radio Replacement		1,000	500			1,000						2,500	2,500
Medical Equipment Replacement		310										310	310
Medical Equipment Replacement			330	330	330	330	330	350	350	375	375	3,100	3,100
<b>Sub-Total</b>		<b>1,610</b>	<b>2,630</b>	<b>830</b>	<b>630</b>	<b>1,630</b>	<b>630</b>	<b>650</b>	<b>650</b>	<b>875</b>	<b>675</b>	<b>10,810</b>	<b>10,810</b>
<b>Growth Related</b>													
NW District Multi-function Station	7,055	7,450	1,000									8,450	15,505
Multi-function Station #2					655	3,000	10,300	1,500				15,455	15,455
Additional Ambulance (2016; 2017-2019)		1,800	1,260	572	730							4,362	4,362
Multi-function Station #3										4,000	1,485	5,485	5,485
Ambulance Post Program									200	455	1,345	2,000	2,000
Paramedic Services Infrastructure Study		100	150									250	250
<b>Sub-Total</b>		<b>9,350</b>	<b>2,410</b>	<b>572</b>	<b>1,385</b>	<b>3,000</b>	<b>10,300</b>	<b>1,500</b>	<b>200</b>	<b>4,455</b>	<b>2,830</b>	<b>36,002</b>	<b>43,057</b>
<b>Total Expenditures by Category (excluding carry forward)</b>		<b>17,260</b>	<b>11,780</b>	<b>1,542</b>	<b>2,677</b>	<b>4,630</b>	<b>10,930</b>	<b>3,750</b>	<b>2,450</b>	<b>9,170</b>	<b>7,345</b>	<b>71,534</b>	<b>81,689</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.)

## 2016 – 2025 Capital Projects

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 and Safety

- The Health and Safety projects account for \$24.722 million or 34.6% of the 2016-2025 Capital Budget and Plan of \$71.534 million and will provide funding for:

- *Portable Radio Replacements (\$1.000 million)* – Funding is provided for the replacement of 200 portable radios used by paramedics that will be compatible with the new radio system infrastructure shared with Toronto Police Services and Toronto Fire Services.
- *Public Access Defibrillator Program (\$0.942 million)* – The project will replace 471 Automatic External Defibrillators (AEDs) currently installed at City of Toronto workplaces and facilities to ensure rapid treatment of those who suffer a cardiac arrest on site.
- *Defibrillator Replacement Purchases (\$8.530 million)* – Funding is provided for the replacement of 200 Cardiac Monitor Defibrillators, highly technical medical devices that are able to assess the presence of electrical activity within cardiac muscle with a lifecycle of 5 to 7 years.
- *Power Stretchers (\$14.250 million)* – The purchase of 200 new Power Stretchers for \$7.850 million to alleviate health and safety concerns related to heavy lifting for paramedics. With a lifespan of 5 years, replacement funding of \$6.400 million is planned beginning in 2022.

#### *State of Good Repair (SOGR)*

- The State of Good Repair projects account for 15.1% or \$10.810 million of the 10-Year Plan. Funding is provided for the following projects:
  - *Mobile Data Communications (\$3.400 million)* – Funding is provided for the replacement of mobile data equipment installed in approximately 27 ambulances replaced annually.
  - *Ambulance Radio Replacement (\$2.500 million)* – The project will replace 200 radios for use in ambulance vehicles with a lifecycle replacement of 10 years.
  - *Dispatch Console System Replacement (\$1.500 million)* – The project will provide funding for the purchase of a new system that is use to connect call dispatchers to radio systems such as 911, hospital telephones, etc.
  - *The Replacement of Medical Equipment (\$3.410 million)* – Funding is provided for the annual replacement of stretchers, stair chairs, scoop stretchers, spine boards, etc. to address increase in service demands.

#### *Growth Related*

- Growth related projects total \$36.002 million or 50.3% of the total 10-Year Capital Plan comprising of a number of initiatives intended to accommodate the growing demand for paramedic services across the City. 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 \$8.450 million to complete the project by 2017.
    - The *Multi-Function Station #2* project with total project cost of \$15.455 million to fund the construction of the new facility on City-owned property in the Progress Avenue & Kennedy Road area starting in 2019.

- The *Multi-Function Station #3* project with an initial funding requirement of \$5.485 million for land purchase, design and site preparation planned in 2025 and expected completion by 2028.
- *Purchase of Ambulance Vehicles* project (\$4.362 million) – The new project has been added for 2016 to purchase 20 chassis (\$1.800 million) for ambulance vehicles with boxes mounted from ambulance vehicles taken out of service and a future project in 2017 for the purchase of 18 new Ambulance Vehicles for \$2.562 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.
- *Ambulance Post Program* project (\$2.000 million) – Funds are provided for the construction of 2 smaller storefront posts to augment the services provided by Multi-function Station #2 catchment area. Paramedics will book on and off at Multi-Function Station #2 but will be deployed during the shift to strategic posts while waiting for their next emergency response call.
- *Paramedic Services Infrastructure Study* project (\$0.250 million) – This project will provide funding to undertake a study to determine the best approach to generate operating efficiencies with the new dispatch model from ambulance stations to smaller posts and multi-function stations strategically located across the City.

## 2016 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2016 Capital Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for Toronto Paramedic Services.

**Table 3a**  
**2016 Cash Flow & Future Year Commitments (In \$000s)**

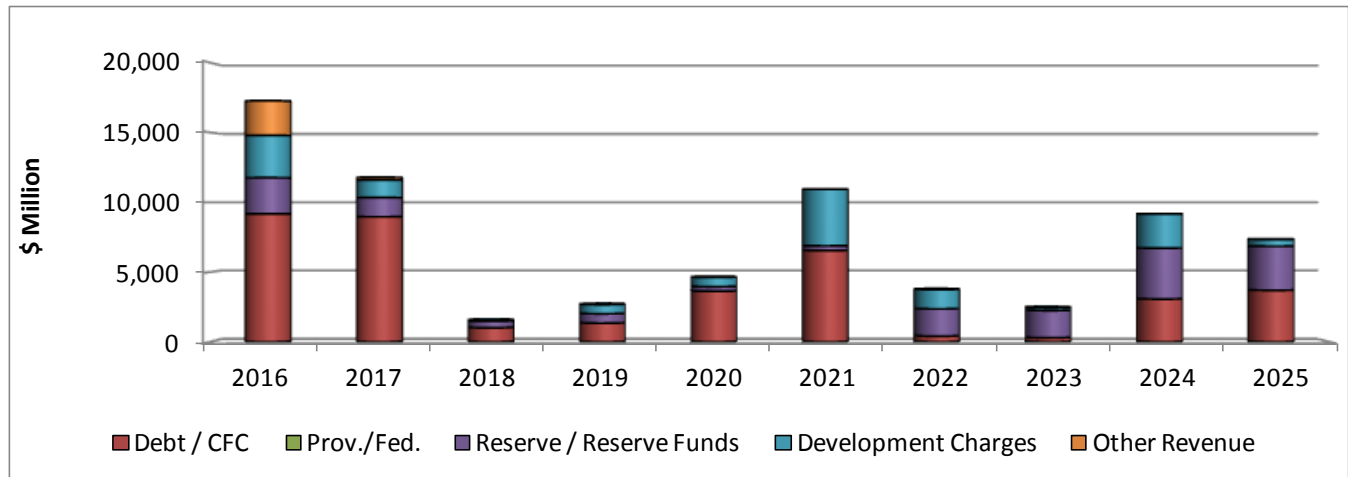
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Defibrillator Replacement Purchases</i>	2,950	1,100									4,050
<i>North West District - Multi-Function Station</i>	7,450	1,000									8,450
<i>Power Stretchers</i>	2,850	5,000									7,850
<b>Subtotal</b>	<b>13,250</b>	<b>7,100</b>									<b>20,350</b>
New w/Future Year											
<i>Mobile Communications</i>	300										300
<i>Radio Infrastructure for Portable Coverage</i>	1,500	1,000									2,500
<i>Medical Equipment Replacement Program</i>	310										310
<i>Additional Ambulances</i>	1,800										1,800
<i>Paramedic Service Infrastructure Study</i>	100	150									250
<b>Subtotal</b>	<b>4,010</b>	<b>1,150</b>									<b>5,160</b>
<b>Total Expenditure</b>	<b>17,260</b>	<b>8,250</b>									<b>25,510</b>
<b>Financing:</b>											
Debt/CFC	9,164	6,900									16,064
Other	2,475	200									2,675
Reserves/Res Funds	2,585	900									3,485
Development Charges	3,036	250									3,286
<b>Total Financing</b>	<b>17,260</b>	<b>8,250</b>									<b>25,510</b>

Approval of the 2017 Capital Budget of \$17.260 million will result in the future cash flow commitments of \$8.250 million in 2017 for a total of \$25.510 million.

- The 2016 Capital Budget provides funding of \$13.250 million for previously approved projects that are already underway with future year commitments of \$7.100 million in 2017 for a total of \$20.350 million.
  - Defibrillator Replacement Purchase ;
  - Purchase of power stretchers ; and
  - Construction of the Northwest District Multi-Function Station ;
- New and multi-year funding of \$4.010 million with future year commitments of \$1.150 million has been added to the 2016 Capital Budget for the following projects:
  - Purchase of portable radios ;
  - Mobile Data Communications software and equipment;

- Purchase of ambulance radios ;
- Annual replacement of medical equipment such as stair chairs, spine boards, and regular stretchers ; and
- The Paramedic Services Infrastructure Study.

**Chart 3**  
**2016 – 2025 Capital Plan by Funding Source (In \$000s)**



The 10-Year Capital Plan is primarily funded by a mix of debt and development charges, with the use of dedicated funds from the Equipment Reserves for equipment replacement.

The 10-year total cash flow of \$71.534 million will be financed by the following sources:

- Debt accounts for \$38.150 million or 53.3% of the total financing over the 10-year period which meets the debt guideline over the 10-year planning period.
  - The debt requirement is below the debt target in 2016 but is above the debt target in 2017 as a result of cash flow smoothing for the Northwest Multi-function Station project based on the revised project implementation timelines.
- The Equipment Reserve constitutes \$16.449 million or 23% of required funding over 10 years for the following major projects:
  - Replacement of Public Access Defibrillators (AEDs)
  - Replacement of Cardiac Monitor Defibrillators
  - Purchase of Power Stretchers and replacement purchase as these items have a life of 5 years.
  - Annual Replacement of Medical Equipment.
- Development Charges represent \$14.260 million or 19.9% of funding for the 10-Year Capital Budget and Plan. Development charge funding has been maximized to its greatest extent for the following projects in the 10-Year plan and is based on the eligible growth component and the availability of funds within the existing rates:

- Construction of the Northwest Multi-function Station project and two future multi function stations planned to start in 2019 and 2024.
- The purchase of 27 new ambulance vehicles.
- Ambulance Post Program
- Other Revenues of \$2.675 million or 3.7% consist of \$0.875 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 provided 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 \$10.810 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 Capital 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 (FMRE) 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	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Power Stretchers	225.0		112.5		(112.5)						225.0		225.0	
NW District Multi-function Station			90.0		(45.0)						45.0		45.0	
40 New Defibrillators	175.0		(88.0)								87.0		87.0	
<b>New Projects - 2016</b>														
Additional Ambulance	180.0		(90.0)								90.0		90.0	
<b>New Projects - Future Years</b>														
Multi-function Station #2													60.0	
Additional Ambulance			346.0		28.0		39.0		13.0		426.0		384.0	
<b>Total (Net)</b>	<b>580.0</b>		<b>370.5</b>		<b>(129.5)</b>		<b>39.0</b>		<b>13.0</b>		<b>873.0</b>		<b>891.0</b>	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.891 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- In 2016, an additional contribution to the Equipment and Vehicle Reserves is required for the future replacement of new equipment being added to TPS's equipment asset inventory.
  - The additional 200 power stretchers being purchased in 2016 will require an increase in the contribution to the Equipment Reserve of \$0.225 million for the lifecycle replacement of the power stretchers starting in 2021. PS will be reviewing the contribution in 2017 of an additional \$0.225 million based on the results of the pilot project anticipated to be completed by early 2016. Costs will be eligible for 50% or \$0.113 million in Provincial funding in 2017 and again in 2018.
  - 40 new defibrillators purchased in 2015 will require an Equipment Reserve contribution of \$0.175 million for its lifecycle replacement starting in 2024. These costs will be eligible for 50% or \$0.088 million in Provincial funding in 2017.
  - The purchase of 20 ambulance vehicles in 2016 will require an increase to the Vehicle Reserve contribution of \$0.180 million for replacement costs. These costs will be eligible for 50% provincial funding in 2017 of \$0.090 million.
- In 2017, the anticipated completion of the North West District Multi-function station (Highway 401 and Dufferin Street area) will require additional funds of \$0.090 million for utilities, materials and supplies with a reduction of \$0.045 million in 2018 when operating costs become eligible for provincial subsidy of 50%.
- For 2017, 2018 and 2019, the purchase of 9, 4 and 5 new ambulance vehicles respectively will increase PS' contribution to the Vehicle Reserve by an average of \$0.173 million over 4 years with a reduction of 50% in the next year when funding becomes eligible for 50% provincial subsidy.
- Upon the completion of the Paramedic Services Infrastructure Study in 2017, operating efficiencies in dispatching ambulances through 3 to 4 multi-function stations located across the City will be identified and reported in future capital and operating budget process.

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

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)					
			Start Date	End Date (m/d/yr)	2016	2017	2018	2019	2020	2021 - 2025
Commander Facilities Projects	AMB907827-1	1.0	01/01/2015	12/31/2016	75.0	75.0				
<b>Total</b>		<b>1.0</b>			<b>75.0</b>	<b>75.0</b>				<b>-</b>

Approval of the 2016 – 2025 Capital Budget and Plan will require the extension of 0.5 temporary position to complete the North West District Multi-function Station project.

- A temporary Project Manager position (0.5 full time equivalent) is required 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.



## **Part II:**

### Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2016 Capital Budget

#### *Review of 2016 – 2025 Capital Requirements*

- At its meeting on February 13, 2015, during the 2015 Budget process, Council directed that:
  - The Deputy City Manager & Chief Financial Officer to commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.

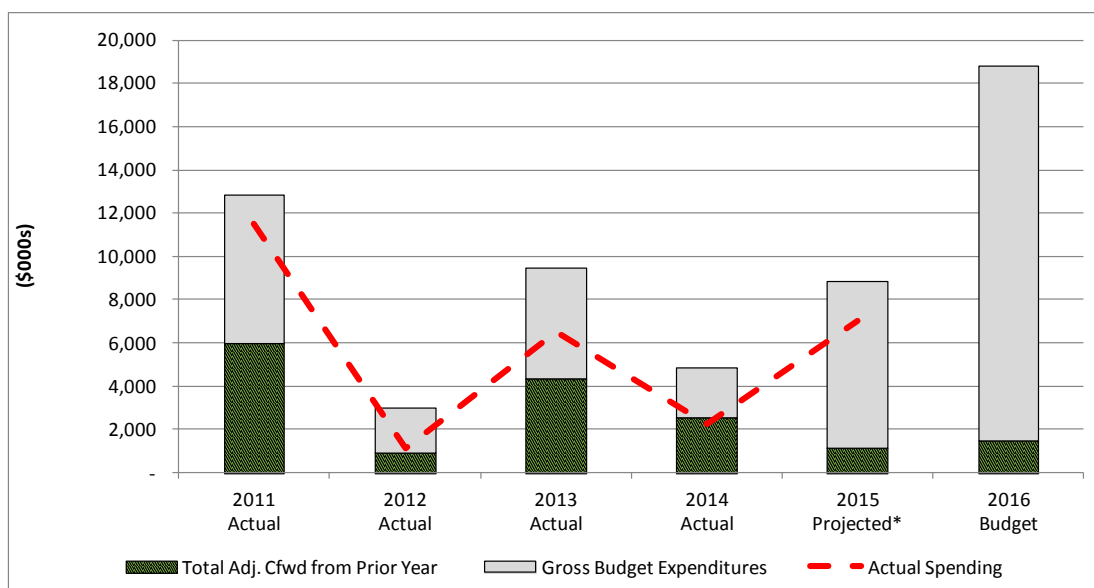
#### **Reprioritization of Capital Needs**

- The projects included in the 10-Year Capital Plan for Toronto Paramedic Services were revised and reprioritized based on the Program's requirements and readiness to proceed while ensuring that the debt requirements remain within the program's debt target for each year of the 10-year plan.
  - Development Charge funding was maximized for growth related projects to free up debt to accommodate the increase in costs for the purchase of new ambulance vehicles and for the new project in 2016, Paramedic Services Infrastructure project.
  - Cash flow funding for the North West Multi-function Station project and the replacement of ambulance radios and portable radios projects were deferred by 1 year based on the current progress of the new station and previous experience in the purchase of equipment.

#### **Review of Spending Capacity and the Readiness to Proceed of Planned Projects**

- The cash flow estimates for all projects were reviewed and amended to align with spending capacity while taking into consideration historical spending rate as shown in the chart below which shows the spending trend of the total capital program for PS since 2011. The bars in the chart below show annual spending on new projects versus carry forward funding on previously approved projects.

### Capital Spending Rate (In \$000s)



	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Projected*	2016 Budget
Gross Budget Expenditures	6,831	2,071	5,114	2,310	7,685	17,260
Total Adj. Cfwd from Prior Year	6,011	975	4,353	2,589	1,184	1,531
Total Approved Annual Cash Flow	12,842	3,046	9,467	4,899	8,869	18,791
Actual Spending	11,493	1,100	6,485	2,274	6,999	
Actual Spending Rate	89%	36%	69%	46%	79%	

\* Based on 2015 9-month Capital Variance Report

- As noted in the above graph and table, PS' capital spending ranged from a high 89% in 2011 to a low 36% in 2012 and 46% in 2014. The low spending rate in 2012 and 2014 is explained below.
- Shortage of staff to complete technical specifications for a communications system project due to vacancies; additional unplanned testing required on a security system prototype that did not work as expected; a change in scope for the IT (Scheduling System) project as it was determined that the system will be of use to other City Divisions all contributed to low spending in 2012. As well, the under expenditure of \$1.946 also reflects savings of \$0.684 million for projects that were completed below budget.
- In 2014, the main contributor to the low spending rate of 46% is due to the Northwest District Multi-Function Station project. The presence of asbestos delayed the demolition of the current facility and the commencement of the construction of the new facility.
- Projects included in the 10-Year Capital Plan have been fully reviewed to ensure that projects are ready to proceed and that the cash flow levels reflect the updated project schedules. The following resulted from the review:

- Cash flow levels for the construction projects have been aligned based on the current construction progress.
- Cash flows for equipment purchases, the replacement of *Portable Radios and Ambulance Radios* have been smoothed after consideration of time required in preparing equipment specifications as well as delivery of equipment purchases.

#### *Power Stretcher Project*

- 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.
- Paramedic Services (PS) currently has a capital project (2015-2017) with a total project cost of \$8.000 million (with cash flow of \$0.150 million in 2015, \$2.850 million in 2016 and \$5.000 million in 2017) for the purchase of 200 power stretchers (based on a unit cost of \$40,000) to ensure that paramedics have equipment that will allow them to provide maximum care to patients and reduce personal injury. PS currently has 168 ambulances and would require back-up units to cover for breakage and maintenance.
  - 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.
- 2015 approved funding of \$0.150 million is currently being used to undertake a Pilot Project to test 8 power stretchers from 2 separate vendors for an 18-week period extending from late 2015 to early 2016. Paramedic crews will be given the opportunity to work with both types of stretchers over the time period. A written evaluation will be provided by paramedics after every call and at the end of the 18 weeks, a full analysis will be conducted to determine which model of power stretcher will best suit the City of Toronto. The pilot project is anticipated to be completed by the end of April 2016.
- The power stretchers are scheduled for purchase in 2016 and 2017 with funding of \$2.850 million and \$5.000 million respectively. PS will evaluate the results of the pilot project, currently underway and make changes to the project cost if required in time for the 2017 Budget process.

### **Issues Impacting the 10-Year Capital Plan**

#### *Multi-function Stations currently in the 2016-2025 Capital Budget and Plan*

The 2016-2025 Capital Budget and Plan includes 3 multi-function station projects as follows:

- 1) The Northwest Multi-Function Station was approved in 2013 with a total project cost of \$15.505 million (including \$4.050 million for the cost of the land). Issues with the original site delayed the project and an alternate site was identified and purchased in 2014. To date, the demolition and architectural design has been completed and construction of the facility is anticipated to begin in late 2015 to be completed in December 2017.

- The site, 1300 Wilson Ave., is centrally located in the Keele Street and Highway 401 area that would allow for greater flexibility in staff scheduling and the deployment of ambulance vehicles within the vicinity, resulting in improved overall performance and service to the public.
- The efficiencies and operating savings experienced by the Northwest District multi-function station will inform the design and function going forward for the Multi-function station projects planned in 2019 and 2024.

2) Multi-Function Station #2 Project - \$15.455 million (2019-2023)

- In preparation for the Multi-function station #2 project planned to start in 2019, PS engaged Real Estate Services, to look for City property or external land to build the 2nd Multi-Function Station with a focus in the North Scarborough (i.e., Northeast) and the Portlands (i.e., Southeast) areas.
- Real Estate Services has identified a six-acre City-owned parcel of land in the Progress Avenue & Kennedy Road area that meets the specifications required for PS' second multi-function station. It is in the Northeast Scarborough area, close to highway access which meets PS' transportation requirements. The land identified has the capacity to build a station with double the capacity of the Northwest Multi-function Station at 1300 Wilson Station (see above).
- Currently, Toronto Police Service is using approximately half of this property with six open acres available. Real Estate Services has been advised that Toronto Police Service has no immediate plans to utilize the space and will be available for PS' use.
- It is recommended that Real Estate Services confirm that the 6 acres facility available at 330 Progress Road be designated for the future use of Toronto Paramedic Services for the construction of Multi-function Station #2 that is planned to start in 2019.

3) Multi-function Station#3 Project - \$4.000 million for land purchase planned in 2024.

- The Multi-function Station #3 is planned to start in 2024 with funding of \$4.000 million for the purchase of land with funding of approximately \$11.000 million planned for 2026-2028 which falls outside of the 2026-2025 Capital Plan.
- PS' key priority is to find a location in the City's southeast region, however, if a property is more readily available in the southwest portion of the city, then the 3rd multi-function station will be built in that area first.

## Issues Referred to the 2016 Capital Budget Process

### *Benefits to be realized from Toronto Paramedic Services' Multi-Function Station Strategy*

- Toronto Paramedic Services' 2015 Operating Budget was approved by City Council On March 15, 2015, with the following recommendation:

*"City Council request the Chief, Toronto Paramedic Services report back in time for the 2016 Budget process on potential operational efficiencies and capital savings in its operational strategy to 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."*

*Decision Background: The 2015 Operating Budget was adopted by City Council on March 15, 2015.*  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX3.4>

- Toronto Paramedic Services' (PS) long term facilities strategy focuses on the construction of 4 or 5 multi-function stations, each with 20 or more garage bays, across Toronto. These multi-function stations will prepare all emergency paramedic and supervisory vehicles within their catchment zone for emergency deployment. This provides improved flexibility in the scheduling and deployment of staff to respond to system demands, resulting in improved overall performance and service to the public.
- This strategy, while ensuring continued legislative and regulatory compliance with the Ambulance Act, will enable PS to better respond to the increasing emergency call demand in the community while achieving greater efficiencies in deploying paramedics across the City.
- In response to this recommendation, PS' 2016 Capital Budget includes a new project, Paramedic Services Infrastructure Study project with funding of \$0.250 million over 2 years to undertake a study to determine the potential operational efficiencies and capital savings with the new dispatch model.
  - The *Paramedic Services Infrastructure Study* project, with funding of \$0.100 million in 2016 and \$0.150 million in 2017 will provide funding to evaluate the operating efficiencies and cost savings associated with the expansion of the multi-function station service delivery model.
  - The change to the new model is expected to provide several service delivery enhancements including the following:
    - Reduced non-productive time at the start and end of shift;
    - More reliable and consistent support and supervision for staff due to their central locations;
    - More efficient use of staff resources which will increase the productive time of Paramedics throughout their shifts leading to better response times.
    - Increased asset and inventory management controls resulting from centralization;
    - Improved compliance with regulatory cleaning and equipment maintenance standards; and
    - Ability for PS to efficiently implement the coroners' recommendation to have junior paramedics paired with senior paramedic staff in their first year of work.
  - PS' 45 geographically dispersed ambulance stations and service district centres will be subject to review as part of the long-term plan strategy to convert or replace some ambulance stations with smaller paramedic posts (vehicle bays for up to 2 ambulance vehicles).
    - Ambulance posts require a smaller footprint than regular ambulance stations as there is no requirement for staff parking.

- Eventual replacement of ambulance stations with smaller, more efficient ambulance posts will allow PS to have ambulances posted at more locations throughout the catchment area which will reduce response times.
- PS will explore the viability of adding ambulance posts to existing city properties in conjunction with other City properties, e.g., as part of community hubs.
- The study will also look into divesting some of PS' regular ambulance stations and property holdings and re-investing the capital and operating savings into the development and construction of these multi-function stations and ambulance posts.
- The multi-function station model has been expanding in recent years in Ontario. Ottawa, Peel Region and York Region paramedic services have successfully implemented this deployment model.



## Appendices

## Appendix 1

### 2015 Performance

#### 2015 Key Accomplishments

In 2015, Toronto Paramedic Services made significant progress and/or accomplished the following:

- ✓ Completed the *Mobile Data Communication* project at a total project cost of \$0.281 million for the purchase of mobile data communication hardware and software installed in ambulance vehicles and the communication centre.

Continued progress on the following projects:

- ✓ The *Medical Equipment Replacement* project at a total project cost of \$0.584 million for the replacement of stretchers, stair chairs, scoop stretchers and spine boards.
- ✓ The *40 New Defibrillator* project is significantly completed with expenditures of 90% or \$1.260 million of the total project cost of \$1.400 million.
- ✓ The *Defibrillator Replacement* project's is mainly completed with expenditures of \$2.660 million or 90% of the total project cost of \$2.950 million as the contract for the purchase of defibrillators was recently awarded.
- ✓ The pilot project for the *Power Stretcher* project recently commenced with the testing of 8 power stretchers from 2 separate vendors for an 18-week period extending from late 2015 to early 2016.
- ✓ The *Scheduling System Upgrade* project is will be completed with spending of \$0.035 million or 85% of total project cost of \$0.041 million to implement 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.

#### 2015 Financial Performance

**Table 9**  
**2015 Budget Variance Analysis (In \$000's)**

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
8,869	758	8.5%	6,999	78.9%	1,871	21.1%

\* Based on 2015 Third Quarter Capital Variance Report

#### 2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for Toronto Paramedic Services:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.BU13.7>

**Impact of the 2015 Capital Variance on the 2016 Budget**

- As a result of the delays in the capital projects, as described in the 2015 Q3 Capital Variance Report, funding of \$1.531 million is being carried forward to the 2016 Capital Budget to continue the capital work.
- A detailed review of the 2016 – 2025 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for construction I projects such as the Northwest District Multi-Function Station and the replacement of equipment which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2016 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

## Appendix 2

**Table 10**  
**2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)**

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
<b>Health &amp; Safety:</b>														
Portable Radio Replacements	1,000		500	500				1,000						1,000
Public Access Defibrillator Program	942			140	140	662		942						942
Defibrillator Replacement Purchases	7,000	290	2,950	1,100				4,340				2,240	2,240	8,820
Power Stretchers	8,000		2,850	5,000				7,850						7,850
Power Stretchers Replacements	6,400									1,600	1,600	1,600	1,600	6,400
<b>Sub-Total</b>	<b>23,342</b>	<b>290</b>	<b>6,300</b>	<b>6,740</b>	<b>140</b>	<b>662</b>		<b>14,132</b>		<b>1,600</b>	<b>1,600</b>	<b>3,840</b>	<b>3,840</b>	<b>25,012</b>
<b>State of Good Repair:</b>														
Mobile Data Communications-2016	300		300					300						300
Mobile Data Communications-2015	281	93						93						93
Mobile Data Communications	3,100			300	500	300	300	1,400	300	300	300	500	300	3,100
Dispatch Console Replacement	1,500			1,500				1,500						1,500
Ambulance Radio Replacement	2,500		1,000	500			1,000	2,500						2,500
Medical Equipment Replacement - 2015	583	3						3						3
Medical Equipment Replacement-2016	310		310					310						310
Medical Equipment Replacement	3,100			330	330	330	330	1,320	330	350	350	375	375	3,100
<b>Sub-Total</b>	<b>11,674</b>	<b>96</b>	<b>1,610</b>	<b>2,630</b>	<b>830</b>	<b>630</b>	<b>1,630</b>	<b>7,426</b>	<b>630</b>	<b>650</b>	<b>650</b>	<b>875</b>	<b>675</b>	<b>10,906</b>
<b>Growth Related:</b>														
NW District Multi-function Station	15,505	1,005	7,450	1,000				9,455						9,455
Multi-function Station #2	15,455					655	3,000	3,655	10,300	1,500				15,455
Additional Ambulance (2016)	1,800		1,800					1,800						1,800
Additional Ambulance (2017-2019)	2,562			1,260	572	730		2,562						2,562
40 New Defibrillators	1,400	140						140						140
Multi-function Station #3	5,485											4,000	1,485	5,485
Ambulance Post Program	2,000										200	455	1,345	2,000
Paramedic Services Infrastructure Study	250		100	150				250						250
<b>Sub-Total</b>	<b>44,457</b>	<b>1,145</b>	<b>9,350</b>	<b>2,410</b>	<b>572</b>	<b>1,385</b>	<b>3,000</b>	<b>17,862</b>	<b>10,300</b>	<b>1,500</b>	<b>200</b>	<b>4,455</b>	<b>2,830</b>	<b>37,147</b>
<b>Total</b>	<b>79,473</b>	<b>1,531</b>	<b>17,260</b>	<b>11,780</b>	<b>1,542</b>	<b>2,677</b>	<b>4,630</b>	<b>39,420</b>	<b>10,930</b>	<b>3,750</b>	<b>2,450</b>	<b>9,170</b>	<b>7,345</b>	<b>73,065</b>

## **Appendix 3**

### **2016 Capital Budget; 2017 to 2025 Capital Plan**

**CITY OF TORONTO**

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

### Appendix 3

Toronto Paramedic 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															
							2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
<u>AMB000137 Mobile Data Communications</u>																												
2	9	Mobile Data Communications - Future years				CW	S6	03	0	300	500	300	300	1,400	1,700	3,100	0	0	0	0	0	0	0	3,100	0	3,100		
2	16	Mobile Data Communications - 2016				CW	S4	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	300	0	300			
Sub-total							300	300	500	300	300	1,700	1,700	3,400	0	0	0	0	0	0	0	0	3,400	0	3,400			
<u>AMB906057 Radio Infrastructure for Portable Coverage</u>																												
2	6	Portable Radio Replacements				CW	S4	01	500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	1,000	0	1,000			
2	7	Dispatch Console Replacement				CW	S6	03	0	1,500	0	0	0	1,500	0	1,500	0	0	0	0	0	0	1,500	0	1,500			
2	8	Ambulance Radio Replacement				CW	S4	03	1,000	500	0	0	0	1,500	0	1,500	0	0	0	0	0	0	1,500	0	1,500			
2	9	Ambulance Radio Replacement (Future years)				CW	S6	03	0	0	0	0	1,000	1,000	0	1,000	0	0	0	0	0	0	1,000	0	1,000			
Sub-total							1,500	2,500	0	0	1,000	5,000	0	5,000	0	0	0	0	0	0	0	0	5,000	0	5,000			
<u>AMB906058 Public Access Defibrillator Program</u>																												
4	6	Public Access Defibrillator Replacements				CW	S6	01	0	140	140	662	0	942	0	942	0	0	0	624	0	0	0	318	0	942		
Sub-total							0	140	140	662	0	942	0	942	0	0	0	624	0	0	0	624	0	0	318	0	942	
<u>AMB907094 Defibrillator Replacement Purchases</u>																												
5	2	Defibrillator Replacement Purchases 2015-2017				CW	S2	01	2,950	1,100	0	0	0	4,050	0	4,050	0	0	0	3,175	0	0	875	0	0	4,050		
5	4	Defibrillator Replacement Purchases 2024-2026				CW	S6	01	0	0	0	0	0	0	4,480	4,480	0	0	0	2,840	0	0	0	1,640	0	4,480		
Sub-total							2,950	1,100	0	0	0	4,050	4,480	8,530	0	0	0	6,015	0	0	0	6,015	0	0	875	1,640	0	8,530
<u>AMB907787 Medical Equipment Replacement Program</u>																												
5	3	Medical Equipment Replacement Program - Future				CW	S6	03	0	330	330	330	330	1,320	1,780	3,100	0	0	0	3,100	0	0	0	0	0	3,100		
5	5	Medical Equipment Replacement - 2016				CW	S4	03	310	0	0	0	0	310	0	310	0	0	0	310	0	0	0	0	0	310		
Sub-total							310	330	330	330	330	1,630	1,780	3,410	0	0	0	3,410	0	0	0	3,410	0	0	0	0	0	3,410
<u>AMB907827 North West District - Multi-Function Station</u>																												
1	1	NW District Multi-Function (FACILITY)				09	S2	05	7,450	1,000	0	0	0	8,450	0	8,450	0	0	1,736	0	0	0	1,800	4,914	0	8,450		
Sub-total							7,450	1,000	0	0	0	8,450	0	8,450	0	0	1,736	0	0	0	0	1,736	0	0	1,800	4,914	0	8,450
<u>AMB907920 Multi-Function Station #2</u>																												

CITY OF TORONTO

Gross Expenditures (\$000's)  
Appendix 3

Toronto Paramedic Services						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB907920 Multi-Function Station #2</u>																								
1	2	Multi-Function Station #2 (FACILITY)	30	S6	05	0	0	0	655	3,000	3,655	11,800	15,455	0	0	6,760	0	0	0	0	0	8,695	0	15,455
Sub-total						0	0	0	655	3,000	3,655	11,800	15,455	0	0	6,760	0	0	0	0	0	8,695	0	15,455
<u>AMB907921 Additional Ambulances (2017-2019 @9 vehicles/)</u>																								
3	1	Additional Ambulances (2016)	CW	S4	05	1,800	0	0	0	0	1,800	0	1,800	0	0	1,550	0	0	0	0	0	250	0	1,800
1	2	Additional Ambulances (2017-2019)	CW	S6	05	0	1,260	572	730	0	2,562	0	2,562	0	0	1,063	0	0	0	0	0	1,499	0	2,562
Sub-total						1,800	1,260	572	730	0	4,362	0	4,362	0	0	2,613	0	0	0	0	0	1,749	0	4,362
<u>AMB908016 Power Stretchers</u>																								
5	1	Power Stretchers 2015-2017	CW	S2	01	2,850	5,000	0	0	0	7,850	0	7,850	0	0	0	0	0	0	0	0	7,850	0	7,850
5	2	Power Stretchers - Replacements	CW	S6	01	0	0	0	0	0	0	6,400	6,400	0	0	0	6,400	0	0	0	0	0	0	6,400
Sub-total						2,850	5,000	0	0	0	7,850	6,400	14,250	0	0	0	6,400	0	0	0	0	7,850	0	14,250
<u>AMB908017 Multi-Function Station #3</u>																								
1	1	Multi-Function Station #3 (LAND)	CW	S6	05	0	0	0	0	0	0	4,000	4,000	0	0	2,400	0	0	0	0	0	1,600	0	4,000
1	2	Multi-Function Station #3 (FACILITY)	CW	S6	05	0	0	0	0	0	0	1,485	1,485	0	0	500	0	0	0	0	0	985	0	1,485
Sub-total						0	0	0	0	0	0	5,485	5,485	0	0	2,900	0	0	0	0	0	2,585	0	5,485
<u>AMB908160 Ambulance Post Program</u>																								
1	1	Ambulance Post Program (2023-2025)	CW	S6	05	0	0	0	0	0	0	2,000	2,000	0	0	251	0	0	0	0	0	1,749	0	2,000
Sub-total						0	0	0	0	0	0	2,000	2,000	0	0	251	0	0	0	0	0	1,749	0	2,000
<u>AMB908161 Paramedic Services Infrastructure Study</u>																								
1	1	Paramedic Services Infrastructure Study	CW	S4	05	100	150	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
Sub-total						100	150	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
Total Program Expenditure						17,260	11,780	1,542	2,677	4,630	37,889	33,645	71,534	0	0	14,260	16,449	0	0	0	2,675	38,150	0	71,534

Report Phase 2 - Program 12 Toronto Paramedic Services Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3

Toronto Paramedic Services						Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
		Development Charges			3,036	1,256	57	655	670	5,674	8,586	14,260	0	0	14,260	0	0	0	0	0	0	14,260	
		Reserves (Ind. "XQ" Ref.)			2,585	1,370	470	674	330	5,429	11,020	16,449	0	0	0	16,449	0	0	0	0	0	16,449	
		Other2 (External)			2,475	200	0	0	0	2,675	0	2,675	0	0	0	0	0	0	0	2,675	0	2,675	
		Debt			9,164	8,954	1,015	1,348	3,630	24,111	14,039	38,150	0	0	0	0	0	0	0	38,150	0	38,150	
Total Program Financing					17,260	11,780	1,542	2,677	4,630	37,889	33,645	71,534	0	0	14,260	16,449	0	0	0	2,675	38,150	0	71,534

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 2017 & 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**

### **2016 Cash Flow and Future Year Commitments**

CITY OF TORONTO

Gross Expenditures (\$000's)  
Appendix 4

Toronto Paramedic 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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB000137 Mobile Data Communications</u>																								
2	15	Mobile Data Communications - 2015	CW	S2	03	93	0	0	0	0	93	0	93	0	0	0	0	0	93	0	0	0	0	93
2	16	Mobile Data Communications - 2016	CW	S4	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	300
Sub-total						393	0	0	0	0	393	0	393	0	0	0	0	0	93	0	0	300	0	393
<u>AMB906057 Radio Infrastructure for Portable Coverage</u>																								
2	6	Portable Radio Replacements	CW	S4	01	500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000
2	8	Ambulance Radio Replacement	CW	S4	03	1,000	500	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
Sub-total						1,500	1,000	0	0	0	2,500	0	2,500	0	0	0	0	0	0	0	0	2,500	0	2,500
<u>AMB907094 Defibrillator Replacement Purchases</u>																								
5	2	Defibrillator Replacement Purchases 2015-2017	CW	S2	01	3,240	1,100	0	0	0	4,340	0	4,340	0	0	0	3,465	0	0	0	875	0	0	4,340
Sub-total						3,240	1,100	0	0	0	4,340	0	4,340	0	0	0	3,465	0	0	0	875	0	0	4,340
<u>AMB907787 Medical Equipment Replacement Program</u>																								
3	4	Medical Equipment Replacement - 2015	CW	S2	03	3	0	0	0	0	3	0	3	0	0	0	0	0	0	0	0	3	0	3
5	5	Medical Equipment Replacement - 2016	CW	S4	03	310	0	0	0	0	310	0	310	0	0	0	310	0	0	0	0	0	0	310
Sub-total						313	0	0	0	0	313	0	313	0	0	0	310	0	0	0	0	3	0	313
<u>AMB907827 North West District - Multi-Function Station</u>																								
1	1	NW District Multi-Function (FACILITY)	09	S2	05	8,455	1,000	0	0	0	9,455	0	9,455	0	0	1,736	0	0	0	0	1,800	5,919	0	9,455
Sub-total						8,455	1,000	0	0	0	9,455	0	9,455	0	0	1,736	0	0	0	0	1,800	5,919	0	9,455
<u>AMB907921 Additional Ambulances (2017-2019 @9 vehicles/)</u>																								
3	1	Additional Ambulances (2016)	CW	S4	05	1,800	0	0	0	0	1,800	0	1,800	0	0	1,550	0	0	0	0	0	250	0	1,800
Sub-total						1,800	0	0	0	0	1,800	0	1,800	0	0	1,550	0	0	0	0	0	250	0	1,800
<u>AMB907922 40 New Defibrillators</u>																								
5	1	40 New Defibrillators	CW	S2	05	140	0	0	0	0	140	0	140	0	0	0	0	0	140	0	0	0	0	140
Sub-total						140	0	0	0	0	140	0	140	0	0	0	0	0	140	0	0	0	0	140
<u>AMB908016 Power Stretchers</u>																								
5	1	Power Stretchers 2015-2017	CW	S2	01	2,850	5,000	0	0	0	7,850	0	7,850	0	0	0	0	0	0	0	0	7,850	0	7,850
Sub-total						2,850	5,000	0	0	0	7,850	0	7,850	0	0	0	0	0	0	0	0	7,850	0	7,850

**CITY OF TORONTO**

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

Toronto Paramedic Services																								
Sub-Project No. Project Name PrioritySubProj No. Sub-project NameWard Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
AMB908161 Paramedic Services Infrastructure Study																								
1	1	Paramedic Services Infrastructure Study			CW S4 05	100	150	0	0	0	250	0	250	0	0	0	0	0	0	250	0	250		
Sub-total						100	150	0	0	0	250	0	250	0	0	0	0	0	0	250	0	250		
Total Program Expenditure						18,791	8,250	0	0	0	27,041	0	27,041	0	0	3,286	3,775	0	233	0	2,675	17,072	0	27,041

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

Toronto Paramedic Services						Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By									
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
		Development Charges			3,036	250	0	0	0	3,286	0	3,286	0	0	3,286	0	0	0	0	0	0	0	
		Reserves (Ind. "XQ" Ref.)			2,875	900	0	0	0	3,775	0	3,775	0	0	0	3,775	0	0	0	0	0	0	
		Capital from Current			233	0	0	0	0	233	0	233	0	0	0	0	0	233	0	0	0	0	
		Other2 (External)			2,475	200	0	0	0	2,675	0	2,675	0	0	0	0	0	0	0	2,675	0	0	
		Debt			10,172	6,900	0	0	0	17,072	0	17,072	0	0	0	0	0	0	0	0	17,072	0	
Total Program Financing					18,791	8,250	0	0	0	27,041	0	27,041	0	0	3,286	3,775	0	233	0	2,675	17,072	0	

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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**

### **2016 Capital Budget with Financing Detail**

(Phase 2) 12-Toronto Paramedic 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



## CITY OF TORONTO

## Appendix 5

## Toronto Paramedic Services

## Sub-Project Summary

## Project/Financing

Priority Project Project Name

Project/Financing					2016	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
0	<u>AMB908016</u>	<u>Power Stretchers</u>													
5	1	Power Stretchers 2015-2017	01/01/2014	12/31/2017	2,850	0	0	0	0	0	0	0	0	2,850	0
		<b>Project Sub-total:</b>			2,850	0	0	0	0	0	0	0	0	2,850	0
0	<u>AMB908161</u>	<u>Paramedic Services Infrastructure Study</u>													
1	1	Paramedic Services Infrastructure Study	03/01/2016	06/30/2017	100	0	0	0	0	0	0	0	0	100	0
		<b>Project Sub-total:</b>			100	0	0	0	0	0	0	0	0	100	0
1	<u>AMB907827</u>	<u>North West District - Multi-Function Station</u>													
1	1	1 NW District Multi-Function (FACILITY)	01/01/2014	12/31/2016	8,455	0	0	1,486	0	0	0	0	1,800	5,169	0
		<b>Project Sub-total:</b>			8,455	0	0	1,486	0	0	0	0	1,800	5,169	0
2	<u>AMB000137</u>	<u>Mobile Data Communications</u>													
2	15	Mobile Data Communications - 2015	01/01/2015	12/31/2015	93	0	0	0	0	0	93	0	0	0	0
2	16	Mobile Data Communications - 2016	01/01/2016	12/31/2016	300	0	0	0	0	0	0	0	0	300	0
		<b>Project Sub-total:</b>			393	0	0	0	0	0	93	0	0	300	0
2	<u>AMB906057</u>	<u>Radio Infrastructure for Portable Coverage</u>													
2	6	Portable Radio Replacements	01/01/2016	09/30/2017	500	0	0	0	0	0	0	0	0	500	0
2	8	Ambulance Radio Replacement	01/01/2016	07/30/2017	1,000	0	0	0	0	0	0	0	0	1,000	0
		<b>Project Sub-total:</b>			1,500	0	0	0	0	0	0	0	0	1,500	0
3	<u>AMB907921</u>	<u>Additional Ambulances (2017-2019 @9 vehicles/yr)</u>													
3	1	Additional Ambulances (2016)	01/01/2017	12/31/2017	1,800	0	0	1,550	0	0	0	0	0	250	0
		<b>Project Sub-total:</b>			1,800	0	0	1,550	0	0	0	0	0	250	0
5	<u>AMB907094</u>	<u>Defibrillator Replacement Purchases</u>													
5	2	Defibrillator Replacement Purchases 2015-2017	01/01/2015	12/31/2017	3,240	0	0	0	2,565	0	0	0	675	0	0
		<b>Project Sub-total:</b>			3,240	0	0	0	2,565	0	0	0	675	0	0
5	<u>AMB907787</u>	<u>Medical Equipment Replacement Program</u>													
3	4	Medical Equipment Replacement - 2015	01/01/2015	12/31/2015	3	0	0	0	0	0	0	0	0	3	0
5	5	Medical Equipment Replacement - 2016	01/01/2016	12/31/2016	310	0	0	0	310	0	0	0	0	0	0
		<b>Project Sub-total:</b>			313	0	0	0	310	0	0	0	0	3	0

(Phase 2) 12-Toronto Paramedic 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



## CITY OF TORONTO

## Appendix 5

## Toronto Paramedic Services

## Sub-Project Summary

## Project/Financing

Priority Project Project Name

Project/Financing					2016	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
5	AMB907922	40 New Defibrillators													
5	1	40 New Defibrillators	01/01/2015	12/31/2023	140	0	0	0	0	0	140	0	0	0	0
		Project Sub-total:			140	0	0	0	0	0	140	0	0	0	0
Program Total:					18,791	0	0	3,036	2,875	0	233	0	2,475	10,172	0

## Status Code Description

S2 S2 Prior Year (With 2016 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2016 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)

## 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

## Reserve / Reserve Fund Review

Table 11: Reserve / Reserve Fund – Program Specific  
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)											2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan		
XQ1019 Equipment Reserve	Beginning Balance	2,204	2,204	819	874	1,829	2,580	3,675	4,770	4,245	3,720	1,500		
	Withdrawals (-)													
	Medical Equipment Replacement		(310)	(330)	(330)	(330)	(330)	(330)	(350)	(350)	(375)	(375)	(3,410)	
	Replacement of Defibrillators		(2,275)	(900)							(1,670)	(1,170)	(6,015)	
	Replacement of Power Stretchers								(1,600)	(1,600)	(1,600)	(1,600)	(6,400)	
	AEDs Replacement			(140)	(140)	(344)							(624)	
	Total Withdrawals		(2,585)	(1,370)	(470)	(674)	(330)	(330)	(1,950)	(1,950)	(3,645)	(3,145)	(16,449)	
	Contributions (+)													
	Base Contribution		425	1,200	1,425	1,425	1,425	1,425	1,425	1,425	1,425	1,425	13,025	
	Replacement of Defibrillators		375										375	
	Replacement of 40 New Defibrillators		175										175	
	Replacement of Power Stretchers		225	225									450	
	Total Contributions		1,200	1,425	1,425	1,425	1,425	1,425	1,425	1,425	1,425	1,425	14,025	
Other Program/Agency Net Withdrawals (-) and Contributions (+)														
Total Reserve Fund Balance at Year-End		2,204	819	874	1,829	2,580	3,675	4,770	4,245	3,720	1,500	(220)		

\* Based on the 2015 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)											2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan		
XQ1018 Vehicle Reserve - EMS	Beginning Balance	737	737	392	761	1,570	2,459	3,297	3,993	3,175	2,372	1,296		
	Withdrawals (-)													
	Replacement of 27 ambulances (2015-2021) & 36 ambulances (2022 onwards)		(4,599)	(4,191)	(4,409)	(4,460)	(4,584)	(4,726)	(6,240)	(6,225)	(6,498)	(6,400)	(52,332)	
	Total Withdrawals		(4,599)	(4,191)	(4,409)	(4,460)	(4,584)	(4,726)	(6,240)	(6,225)	(6,498)	(6,400)	(52,332)	
	Contributions (+)													
	Base Contribution		4,074	4,254	4,560	5,218	5,349	5,422	5,422	5,422	5,422	5,422	50,565	
	Replacement of New Ambulance		180	306	183	131	73						873	
	Inflationary Increase				475								475	
Total Contributions		4,254	4,560	5,218	5,349	5,422	5,422	5,422	5,422	5,422	5,422	51,913		
Other Program/Agency Net Withdrawals (-) and Contributions (+)														
Total Reserve Fund Balance at Year-End		737	392	761	1,570	2,459	3,297	3,993	3,175	2,372	1,296	318		

\* Based on the 2015 Q3 Variance Report

Table 12: Reserve / Reserve Fund Review - Corporate  
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)											2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan		
XR2403/XR2119 PS Development Charge Reserve	Beginning Balance	1,821	1,821	24	69	1,335	2,021	2,701	9	1	1,200	176		
	Withdrawals (-)													
	NW District Multi-function Station		(1,486)	(250)									(1,736)	
	Additional Ambulances (2016)		(1,550)										(1,550)	
	Additional Ambulances (2017-2019)			(1,006)	(57)								(1,063)	
	Multi-function Station #2					(655)	(670)	(4,055)	(1,380)				(6,760)	
	Multi-function Station #3											(500)	(2,900)	
	Ambulance Post Program									(200)	(51)		(251)	
	Total Withdrawals		(3,036)	(1,256)	(57)	(655)	(670)	(4,055)	(1,380)	(200)	(2,451)	(500)	(14,260)	
	Contributions (+)													
	DC contributions		1,239	1,301	1,323	1,341	1,350	1,363	1,372	1,399	1,427	1,427	13,542	
	Total Contributions		1,239	1,301	1,323	1,341	1,350	1,363	1,372	1,399	1,427	1,427	13,542	
Total Reserve Fund Balance at Year-End		1,821	24	69	1,335	2,021	2,701	9	1	1,200	176	1,103		

\* Based on the 2015 Q3 Variance Report