



## City Budget 2013

## Emergency Medical Services Capital Program Summary

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

# 2013 - 2022 Capital Program

2013 CAPITAL PROGRAM SUMMARY APPROVED JANUARY 16, 2013.

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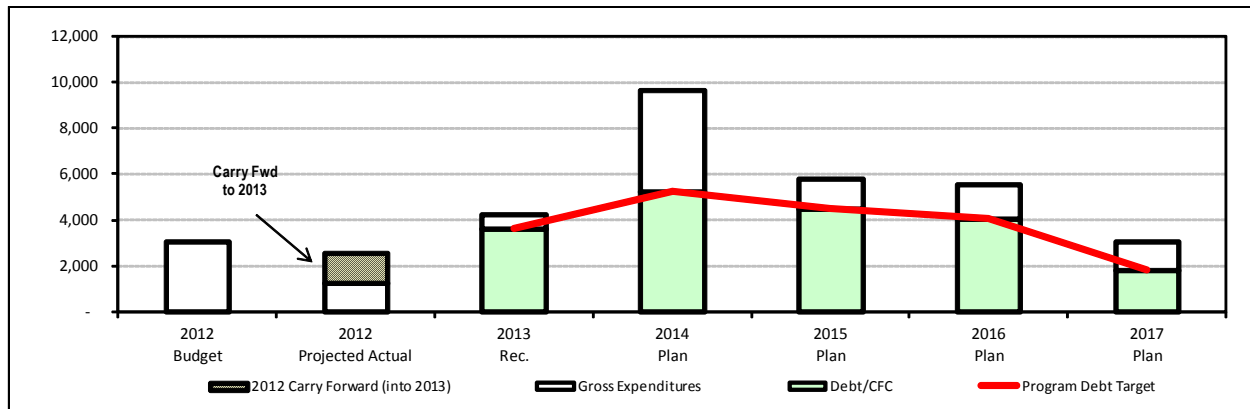
**PART I: 2013 CAPITAL BUDGET AND PLAN**

City Council approved the following recommendations:

1. City Council approve the 2013 Capital Budget for Emergency Medical Services with a total project cost \$6.900 million and a 2013 cash flow of \$5.524 million and future year commitments of \$9.400 million, comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 4 new / change in scope sub-projects with a 2013 total project cost of \$6.900 million that requires cash flow of \$0.658 million in 2013 and a future year cash flow commitment of \$4.242 million in 2014; and \$2.000 million in 2015;
    - ii) Five previously approved sub-projects with a 2013 cash flow of \$3.597 million and future year commitments of \$3.158 million in 2014.
  - b) 2012 approved cash flow for 6 previously approved sub-projects with carry forward funding from 2012 into 2013 totaling \$1.269 million.
2. City Council approve the new debt service costs of \$0.005 million in 2013 and incremental debt costs of \$0.030 million in 2014, \$0.031 million in 2015, and \$0.180 million in 2016 resulting from the approval of the 2013 Capital Budget, to be included in the 2013 and future year operating budgets;
3. City Council approve the 2014-2022 Capital Plan for Emergency Medical Services totaling \$34.643 million in project estimates, comprised of \$2.297 million in 2014; \$3.825 million in 2015; \$5.587 million in 2016; \$3.062 million in 2017; \$1.916 million in 2018; \$4.612 million in 2019; \$4.472 million in 2020; \$4.472 million in 2021; and \$4.400 million in 2022;
4. City Council consider net operating costs of \$0.041 million in 2013, \$0.065 million in 2014, and \$0.042 million in 2015 emanating from the approval of the 2013 Capital Budget for inclusion in the 2013 and future year operating budgets;
5. Council approve the decrease of 1.0 temporary capital position from the 2012 capital funded temporary positions of 1.5 for a total of 0.5 position required for the delivery of the 2013 capital projects/sub-projects and that the duration for the temporary position not exceed the life and funding of its respective project/sub-project.
6. All sub-projects with third party financing in 2013 be approved conditionally, subject to the receipt of such funding if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs; and
7. EMS report back to the Budget Committee through the 2014 Budget process with a firm 10-Year Capital Plan based on the results of the Fire Services / EMS Efficiency Study currently underway.

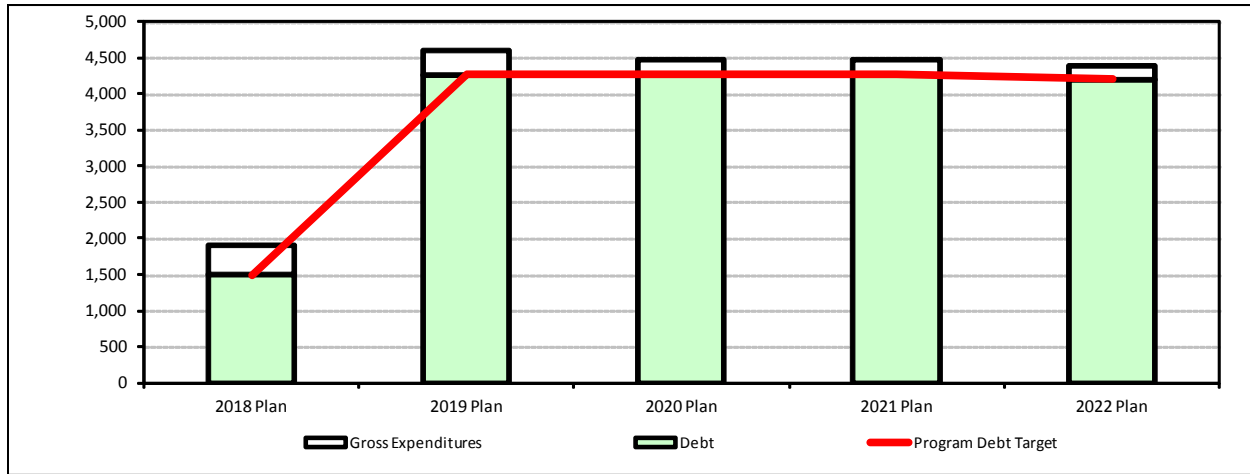
**PART II: 2013 – 2022 CAPITAL PROGRAM**

**10-Year Capital Plan  
2013 Budget, 2014 - 2017 Plan  
(In \$000s)**



	2013 Budget and 2014-2017 Plan								
	2012		2013	2014	2015	2016	2017	2013-2017	5-Year Total Percent
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2012 Capital Budget & Approved FY Commitments	3,046	1,295	3,597	3,158				6,755	23.8%
Changes to Approved FY Commitments			658	4,242	2,000			6,900	24.3%
2013 New/Change in Scope and Future Year Commitments				2,297	3,825	5,587	3,062	14,771	52.0%
2014- 2017 Capital Plan Estimates									
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2013		1,269							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>3,046</b>	<b>2,564</b>	<b>4,255</b>	<b>9,697</b>	<b>5,825</b>	<b>5,587</b>	<b>3,062</b>	<b>28,426</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>3,612</b>	<b>5,234</b>	<b>4,507</b>	<b>4,074</b>	<b>1,846</b>	<b>19,273</b>	
<b>Financing:</b>									
<b>Debt/CFC</b>			<b>3,612</b>	<b>5,234</b>	<b>4,507</b>	<b>4,074</b>	<b>1,846</b>	<b>19,273</b>	<b>67.8%</b>
Reserves/Reserve Funds			200	222	393	838	966	2,619	9.2%
Development Charges			368	241	250			859	3.0%
Provincial/Federal									
Debt Recoverable									
Other Revenue			75	4,000	675	675	250	5,675	20.0%
<b>Total Financing</b>			<b>4,255</b>	<b>9,697</b>	<b>5,825</b>	<b>5,587</b>	<b>3,062</b>	<b>28,426</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety Legislated			1,221	522	2,950	3,950	1,240	9,883	34.8%
SOGR			734	775	575	500	500	3,084	10.8%
Service Improvement Growth Related			2,300	8,400	2,300	1,137	1,322	15,459	54.4%
<b>Total by Project Category</b>			<b>4,255</b>	<b>9,697</b>	<b>5,825</b>	<b>5,587</b>	<b>3,062</b>	<b>28,426</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		97,466							
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			5	70	334	671	628	1,707	
Operating Impact on Program Costs			41	65	42			148	
New Positions									

**10-Year Capital Plan**  
**2018-2022 Plan**  
(In \$000s)



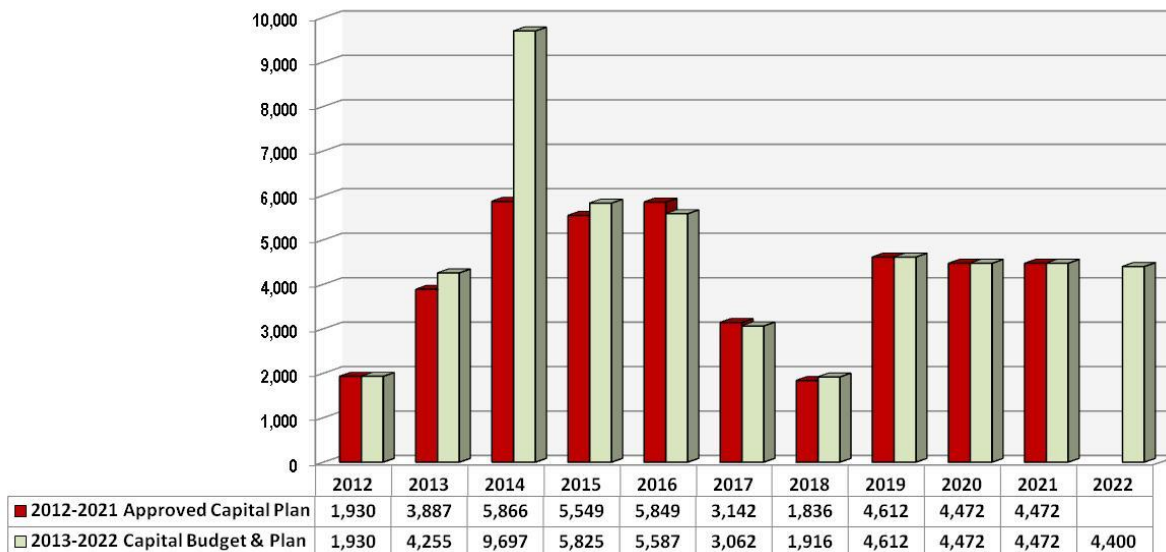
	2018-2022 Capital Plan						10-Year Total Percent
	2018	2019	2020	2021	2022	2013-2022	
<b>Gross Expenditures:</b>							
2012 Capital Budget & Approved FY Commitments						6,755	14.0%
Changes to Approved FY Commitments							
2013 New/Change in Scope and Future Year Commitments						6,900	14.3%
2018 - 2022 Capital Plan Estimates	1,916	4,612	4,472	4,472	4,400	34,643	71.7%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>1,916</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>4,400</b>	<b>48,298</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>1,496</b>	<b>4,272</b>	<b>4,272</b>	<b>4,272</b>	<b>4,200</b>	<b>37,785</b>	
<b>Financing:</b>							
<b>Debt</b>	1,496	4,272	4,272	4,272	4,200	37,785	78.2%
Reserves/Reserve Funds	340	340	200	200	200	3,899	8.1%
Development Charges	80					939	1.9%
Provincial/Federal							
Debt Recoverable							
Other Revenue						5,675	11.7%
<b>Total Financing</b>	<b>1,916</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>4,400</b>	<b>48,298</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety	140	140				10,163	21.0%
Legislated							
SOG	775	575	575	575	575	6,159	12.8%
Service Improvement	801		200	831	3,825	21,116	43.7%
Growth Related	200	3,897	3,697	3,066		10,860	22.5%
<b>Total by Project Category</b>	<b>1,916</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>4,400</b>	<b>48,298</b>	<b>100.0%</b>
Asset Value(\$ ) 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	348	278	552	538	536	3,959	
Operating Impact on Program Costs		11			33	192	
New Positions							

### 10-Year Capital Plan Overview

- Emergency Medical Services (EMS) is responsible for providing 24-hour emergency and non-emergency pre-hospital medical care and transportation to individuals experiencing injury or illness.
- EMS currently operates forty-three ambulance stations and five service district centres at 45 locations that have a total area of just over 234,913 sq. ft. and an estimated replacement value of \$97.466 million.
- The 10-Year Capital Plan primarily focuses on expanding EMS station locations to improve service delivery and address growth in demand across the City of Toronto.
  - Four service improvement projects, consisting of two new ambulance stations at Plewes Rd and the Sunnybrook area and the expansion of two existing stations at the East Mall Etobicoke and Pape Avenue areas, are scheduled to be completed within the 10-Year Capital Plan planning horizon.
  - The two growth-related projects will result in the construction of two new facilities: the District 5-Service District Centre facility to provide a central location for EMS' Operations Units and a new station in the Queensway and Royal York area, will also be completed within the 10-year period.
- The 2013–2022 Capital Plan totals \$48.298 million of which \$28.426 million or 58.9% of expenditure funding is projected for the first 5 years, with the final 5 years requiring funding of \$19.872 million or 41.1%.
- The 10-Year Capital Plan requires new debt/CFC funding of \$37.785 million which meets the debt affordability target in each of the 10 years.
  - Debt/CFC funding of \$37.785 million comprises 78.2% of EMS' 10 Year Capital Plan financing.
  - Other sources of funding include Development Charge funding (1.9% or \$0.939 million) and Equipment Reserve funding (8.1% or \$3.899 million). Other Revenues of \$5.675 million or 11.7% to total capital financing includes \$4.000 million from Metrolinx to re-locate and rebuild an EMS station impacted by Metrolinx expansion across Eglinton Ave., \$1.600 million which reflects the trade-in value of older model defibrillators, and \$0.075 million from the Heart and Stroke Foundation for the purchase of 40 Automatic External Defibrillators (AEDs)
- The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.467 million gross and \$0.192 million net. The additional operating costs, to be partially funded by the Province, are primarily needed to maintain and service the mobile data communication equipment and AEDs and for the station security system beginning in 2013.
- The 10-Year Capital Plan will be revisited and re-prioritized based on the results of the EMS/Fire Efficiency Study currently underway.

Key Changes to the 2012 - 2021 Approved Capital Plan

Changes to the 2012 -2021 Approved Capital Plan  
(In \$000s)



The 2013 Capital Budget and the 2014 - 2022 Capital Plan reflects several changes from the 2012 to 2021 Approved Capital Plan. The Program's new capital strategy focuses on constructing larger stations with 20 or more garage bays to facilitate greater efficiencies within EMS operations and across the City. The 2012-2022 Approved Capital Plan included rebuilding and/or expanding existing stations that would typically accommodate 4 to 6 ambulance vehicles.

EMS re-prioritized its capital funding in the first 5 years to accommodate the construction of a new multi-function station that was not previously included in the 2012-2021 Capital Plan.

- The increase in capital funding of \$4.213 million is due to the construction of the *Large Station at Plewes Rd* project over three years (2013-2015). The total project cost of \$11.200 million will be financed by \$6.341 million of debt/CFC, Metrolinx funding of \$4.000 million (primarily in 2014), and Development Charge funding of \$0.859 million.
  - The EMS station at Keele St. and Eglinton Avenue will have to be relocated as a result of Metrolinx's expansion across Eglinton Ave. Metrolinx has indicated that funding will be provided to relocate and rebuild an EMS station within the same area.
  - The increase of \$4.213 million will be funded by Metrolinx (\$4.000 million) and Development Charge funding (\$0.213 million).
- Two new projects are scheduled to begin in 2013 and these projects were not previously included in the 2012-2012 Capital Plan.
  - *The Scheduling Redesign* project with a total project cost of \$0.300 million will enable EMS to make the required system design changes to accommodate a revised scheduling process of paramedics resulting from the 2012 collective agreement.

- *The CACC Renovation* project with total project cost of \$0.200 million will fund an upgraded lighting design for 24/7/365 operations in EMS' central ambulance communication centre.
- A new project, the Back-up Communication Centre Upgrades project with total project cost of \$1.500 million to be allocated over 2014 and 2015, has been added for the acquisition, installation and integration of voice and data communications equipment to the Back-up Communications Centre at 703 Don Mills to ensure similar capability as the main Communication Centre.

To fund the four new projects included in the 2013-2022 Capital Plan, the following two capital projects were deleted from the 2012-2021 Capital Plan:

- *District 4 – Service District Centre project*, approved in 2012 with future year commitments of \$4.800 million, \$1.842 million in 2013 and \$2.958 million in 2014 has been deleted from EMS' 10-Year Approved Capital Plan.
- *Station 14-Etobicoke North Area project* with total project cost of \$4.187 million, spread over a 4-year period (2013-2016), has been deleted from the 10-year Approved Capital Plan as EMS has not found a suitable property within the same area. The existing station is currently being leased and is deemed to be satisfactory at this time.

The following chart details the key project cash flow changes to the 2012 – 2021 Approved Capital Plan.

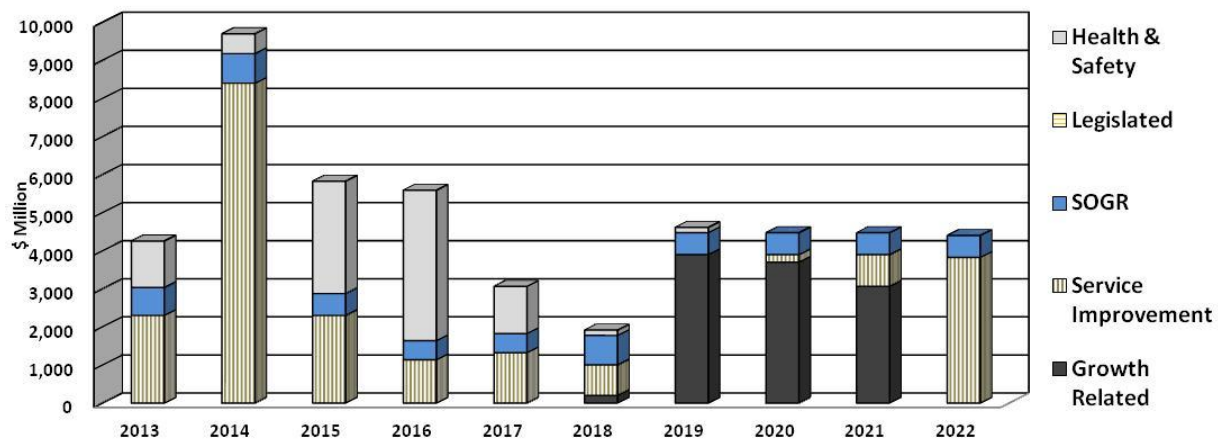
#### Summary of Project Changes (In \$000s)

Key Projects	Total Project Cost	2013	2014	2015	2016	2017	2018	2019	2020	2021	2013 - 2021	Revised Total Project Cost
<b>Previously Approved</b>												
District 4 - Service District Centre	5,000	(1,842)	(2,958)								(4,800)	
Station 14 - Etobicoke North Area	4,187	(150)	(1,751)	(2,024)	(262)						(4,187)	
PAD Program	522	(140)	140								0.0	
Station 21 - Sunnybrook	3,260					(80)	80				0.0	
<b>Total Previously Approved</b>	<b>12,969</b>	<b>(2,132)</b>	<b>(4,569)</b>	<b>(2,024)</b>	<b>(262)</b>	<b>(80)</b>	<b>80</b>				<b>(8,987)</b>	
<b>New</b>												
Large Station at Plewes Rd		2,000	7,200	2,000							11,200	11,200
Scheduling Redesign Project		300									300	300
CACC Renovations		200									200	200
Back-up Communication Centre Upgrades			1,200	300							1,500	1,500
<b>Total New</b>		<b>2,500</b>	<b>8,400</b>	<b>2,300</b>							<b>13,200</b>	<b>13,200</b>
<b>Total Changes</b>	<b>12,969</b>	<b>368</b>	<b>3,831</b>	<b>276</b>	<b>(262)</b>	<b>(80)</b>	<b>80</b>				<b>4,213</b>	<b>13,200</b>



2013 – 2022 Capital Plan

2013–2022 Capital Plan by Project Category  
(In \$000s)



The 10-Year Capital Plan of \$48.298 million provides funding of \$10.163 million for Health and Safety projects; \$6.159 million for State of Good Repair (SOGR) projects; \$21.116 million for Service Improvement projects; and \$10.860 million for Growth Related projects.

Health and Safety Projects (\$10.163 million)

- \$9.883 million in capital funding is planned for the first five years (2013-2018) for the purchase of 341 new Automatic External Defibrillators (AEDs) to replace AEDs over 10 years, the replacement of 200 cardiac monitor defibrillators (that has a lifecycle of 5 to 7 years), radio replacements for the new radio infrastructure (to be shared with Toronto Police and Fire Services), and the completion of EMS' security system. In the latter five years, EMS will complete the replacement purchase of AEDs at a cost of \$0.280 million.

State of Good Repair (SOGR) Projects (\$6.159 million):

- SOGR projects in the first five years totaling \$3.084 million and \$3.075 million for the following five years will fund the replacement of medical equipment and hardware/software for the Mobile Data Communication system that is installed in ambulance vehicles.

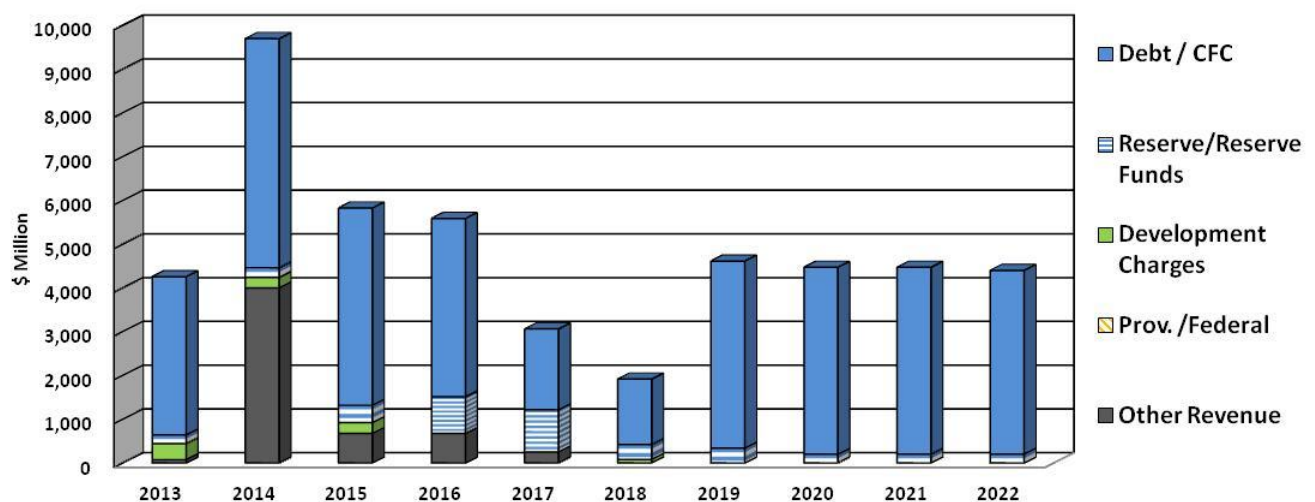
Service Improvements Projects (\$21.116 million):

- Service Improvement capital funding of \$15.459 million for the first five years is primarily for two major construction projects. These projects include the construction of the Large Station at Plewes Rd project and the design and construction/replacement of a 4-bay ambulance station ( Station #21) at Sunnybrook.
- Funding of \$5.657 million for the next five years will be required to complete the construction of Station #21 and the rebuilding of two existing stations: Station #39 at the East Mall; Etobicoke and Station #43 in the Pape Avenue area.

Growth Related Projects (\$10.860 million)

- Two growth-related projects are planned at a cost of \$10.860 million to begin in 2018 and completed by 2021.
  - the construction of a District 5-Service District Centre facility for \$7.200 million (2018-2021) will provide a central location for Special Operations staff as well as some General Operations Staff that are currently dispersed throughout the City. A centralized location will result in a more efficient operation of the various Special Operations Units that provide specialized paramedic services such as Critical Care Transports, Emergency Response, Emergency Support, Tactical paramedics, etc
  - the construction of a new station in the Queensway and Royal York area at a cost of \$3.660 million (2019-2021) will increase EMS' geographical coverage and address deployment urgency and call volumes in the southeast Etobicoke area.

**2013–2022 Capital Plan by Funding Source  
(In \$000s)**



The 10-Year Capital Plan of \$48.298 million will be financed by \$37.785 million of debt/CFC, \$3.899 from Reserve / Reserve funds, \$0.939 million from Development Charges, and \$5.675 million in Other Revenues.

- The 2013 – 2022 Capital Plan is funded primarily from debt/CFC, which accounts for 78.2% or \$37.785 million in total project financing. The debt funding meets the 10-year debt affordability guideline for each year of the 10 -year period.
  - The annual debt/CFC funding over the 10-year period varies from a high of \$5.234 million in 2014 to a low of \$1.496 million in 2018. This variation is due to the acceleration of nine capital projects originally planned to begin between the period 2013-2018 but were accelerated to 2009-2011 to be eligible for funding under the Federal Government's Infrastructure Stimulus Funding (ISF).

- \$19.273 million or 51% of the debt/CFC funding will be utilized in the first five years, and \$18.512 million of 49% for the subsequent 5 years.
- The EMS Equipment Reserve will finance 8.1% or \$3.899 million of the 10-Year Capital Plan's expenditures primarily for the replacement purchase of defibrillators and medical equipment such as stretchers, stair chairs and defibrillator cables. Reserve and Reserve Funds constitute \$2.619 million or 67% of required funding in the first 5 years and \$1.280 million or 33% over the next 5 years.
- Development Charge (DC) funding constitutes 1.9% or \$0.939 million of the total financing to be utilized for the construction of two new facilities: the large station at Plewes Rd. and the District 5 Service District Centre.
- Third Party funding accounts for \$5.675 million or 11.7% which consists of \$1.6 million representing the trade-in value of older model defibrillators, \$0.075 million from the Heart and Stroke Foundation for the purchase of 40 Automatic External Defibrillators (AEDs) and Metrolinx funding of \$4.000 million for the large station at Plewes Rd.
  - EMS anticipates funding of \$4.000 million from Metrolinx to assist in the relocation costs of an EMS station at Keele St. and Eglinton Avenue due to Metrolinx's construction of an LRT across Eglinton Ave. Metrolinx has indicated that funding will be provided to relocate and rebuild an EMS station within the same area.

## Major Capital Initiatives by Category

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

	Total Project Cost	2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
<b>Health &amp; Safety</b>												
Defibrillator Purchase	7,000			2,950	2,950	1,100						7,000
Station Security	2,010	1,146										1,146
Public Access Defibrillator (PAD)	1,239	75	522			140	140	140				1,017
Radio Replacement	1,000				1,000							1,000
<b>Sub-Total</b>	<b>11,249</b>	<b>1,221</b>	<b>522</b>	<b>2,950</b>	<b>3,950</b>	<b>1,240</b>	<b>140</b>	<b>140</b>				<b>10,163</b>
<b>State of Good Repair (SOGR)</b>												
Mobile Data Communications	4,592	334	575	375	300	300	575	375	375	375	375	3,959
Medical Equipment	2,200	200	200	200	200	200	200	200	200	200	200	2,000
CACC Renovations	200	200										200
<b>Sub-Total</b>	<b>6,992</b>	<b>734</b>	<b>775</b>	<b>575</b>	<b>500</b>	<b>500</b>	<b>775</b>	<b>575</b>	<b>575</b>	<b>575</b>	<b>575</b>	<b>6,159</b>
<b>Service Improvements</b>												
Large Station - Plewes Rd	11,200	2,000	7,200	2,000								11,200
Station 21 - Sunnybrook - Rebuilt	3,260				1,137	1,322	801					3,260
Station 39-155 The East Mall -	3,260								200	831	2,229	3,260
Station 43 - Pape Avenue - Rebuild	3,260										1,596	1,596
Back-Up Communications Centre	1,500		1,200	300								1,500
Scheduling Redesign	300	300										300
<b>Sub-Total</b>	<b>22,780</b>	<b>2,300</b>	<b>8,400</b>	<b>2,300</b>	<b>1,137</b>	<b>1,322</b>	<b>801</b>		<b>200</b>	<b>831</b>	<b>3,825</b>	<b>21,116</b>
<b>Growth Related</b>												
District 5 Service District Centre	7,200						200	2,996	1,785	2,219		7,200
Queensway & Royal York Station	3,660							901	1,912	847		3,660
<b>Sub-Total</b>	<b>10,860</b>						<b>200</b>	<b>3,897</b>	<b>3,697</b>	<b>3,066</b>		<b>10,860</b>
<b>Total</b>	<b>51,881</b>	<b>4,255</b>	<b>9,697</b>	<b>5,825</b>	<b>5,587</b>	<b>3,062</b>	<b>1,916</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>4,400</b>	<b>48,298</b>

The 10-Year Capital Plan supports EMS' objective of improving service delivery by upgrading and or expanding its current facilities, addressing the growth in demand across the City of Toronto by closing service gaps in particular areas of the City and maintaining its medical and mobile data equipment in a state of good repair.

EMS' 10-Year Capital Plan of \$48.298 million is allocated between Health and Safety (21%), State of Good Repair (12.8%), Service Improvement (43.7%) and Growth Related (22.5%) capital projects.

### *Health & Safety Projects*

- There are four major Health and Safety initiatives totaling \$10.163 million. These include the acquisition of radio replacements to support the new radio infrastructure to be shared with Toronto Police and Fire Services, the purchase of monitors/defibrillators used by all Paramedics to diagnose and begin treatment on "STEMI" (ST Elevation Myocardial infarction) heart attacks; the purchase of additional Automatic External Defibrillators to be installed across the City of Toronto, and the completion of the installation of a new system-wide Station Security System that will allow EMS to track and record equipment and medical supply disbursements.

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

- State of Good Repair projects total \$6.159 million and provide funding for 3 capital projects, one to complete minor renovations at the Central Ambulance Communication Centre and two equipment replacement projects that will ensure the replacement of Mobile Data Communications hardware and software and the replacement of medical equipment such as stretchers, stair chairs, etc.
- By 2022, EMS will have replaced 50% of its portable radios for paramedics (compatible with the Toronto Public Safety Radio Infrastructure), purchased 471 AEDs, approximately 200 monitors/defibrillators, replaced medical equipment such as stretchers and stair chairs and upgraded the mobile data equipment installed in ambulance vehicles and the central ambulance communication centre.

### *Service Improvements Projects*

- The 10-Year Capital Plan provides funding of \$21.116 million for the construction of 4 EMS stations which includes the construction of a large multi-function station at Plewes Rd; and three major station replacements (Station #21 at Sunnybrook, Station #39 at the East Mall, and Station #43 – Pape Avenue),
- Funding of \$1.800 million is allocated to upgrading the scheduling system (\$0.300 million) to address changes resulting from the new collective agreement and upgrading the Backup Call Centre (\$1.500 million) at 703 Don Mills Road to ensure that this centre has the same capacity and capabilities to provide dispatch services as the main communication centre.

### *Growth Related Projects*

- The 2013-2022 Capital Plan allocates funding of \$10.860 million for the construction of a two facilities, a new station in the Queensway and Royal York area to increase geographical

coverage and address deployment urgency and call volumes in the southeast Etobicoke area and a new building to accommodate District 5- District Service Centre which will allow EMS to consolidate approximately 180 Special Operations staff that are currently spread throughout the City. The Special Operations units encompasses the Emergency Response Unit (ERU), Critical Care Transport Unit (CCTU), Emergency Support Unit, Emergency Task Force, Marine Unit, etc. that are currently located throughout the City.

### State of Good Repair (SOGR) Backlog

- The 10-Year Capital Plan dedicates \$3.084 million to SOGR spending in the first five years of the Plan and \$3.075 million over the last five years. SOGR funding is allocated for the maintenance of medical equipment and communication systems.
- The EMS' 10-Year Plan does not account for the SOGR backlog of EMS facilities as all asset management projects for EMS' 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.
- However, once a station has reached the end of its useful life, EMS is responsible for major renovations of its 45 EMS stations.

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

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

Program Costs, Revenues and Net (\$000s)	2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
<b>2013 Capital Budget</b>											
Program Gross Expenditure	144.0	130.0	84.0								358.0
Program Revenue	103.0	65.0	42.0								210.0
Program Costs (Net)	41.0	65.0	42.0								148.0
Approved Positions											
<b>10-Year Capital Plan</b>											
Program Gross Expenditure					11.0	10.0	22.0			66.0	109.0
Program Revenue					11.0	10.0	11.0			33.0	65.0
Program Costs (Net)					0.0	0.0	11.0			33.0	44.0
Approved Positions											
<b>Total</b>											
Program Gross Expenditure	144.0	130.0	84.0		11.0	10.0	22.0			66.0	467.0
Program Revenue	103.0	65.0	42.0		11.0	10.0	11.0			33.0	275.0
Program Cost (Net)	41.0	65.0	42.0		0.0	0.0	11.0			33.0	192.0
Approved Positions											

The 2013 Approved Capital Budget will result in an operating budget increase of \$0.358 million gross and \$0.148 million net (with \$0.210 million in Provincial funding).

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.192 million net over the 2013 – 2022 period. The net operating costs are for the following:

- In 2013, service and maintenance costs of \$0.144 million gross and \$0.041 million net are required for the following:

- \$0.070 million gross with revenue funding of \$0.035 million (funded at 50% by the Province) for services and monitoring costs of the new system-wide station security system;
  - \$0.018 million gross and \$0 net (Provincially funded at 100% ) for the purchase of additional hardware and software for the Mobile Data Communication system; and,
  - \$0.056 million gross with revenue funding of \$0.050 million for 40 AEDS to be purchased in 2012. Revenues are generated by AED training to responders provided by EMS to external organizations.
- In 2014, an additional \$0.130 million gross and \$0.065 million net (funded at 50% by the Province) will be required to fund the full year service and maintenance costs of the station security system.
  - For 2015, the anticipated completion of the large station at Plewes Rd will require additional materials and supplies and service and maintenance costs, thereby requiring \$0.084 million gross and \$0.042 million net (funded at 50% by the Province) to be added to EMS' operating budget.
  - For 2017, the completion of the Mobile Data Communication project for the Central Ambulance Communication Centre will require service and maintenance costs of \$0.011 million in 2017 and incremental service and maintenance costs of \$0.010 million in 2018. This program is fully funded by the Province.
  - For 2019-2022, the anticipated completion of the Sunnybrook EMS station (2019) and the District 5 Service District Centre (2022) will require on-going service and maintenance costs totaling \$0.088 million gross and \$0.044 million net with the Province funding the other 50% of the costs.
  - No additional positions are required with the completion of EMS capital projects within the 10-Year Capital Plan.

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

Project	2013 Budget		2014 Plan		2015 Plan		2016 Plan		2017 Plan		2013 - 2017 Capital Budget		2018 - 2022 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved Projects</b>														
Station Security	35		65								100		100	
Mobile Data Communications	0										0		0	
PAD	6										6		6	
<b>New Projects - 2013</b>														
Large Station - Plewes					42						42		42	
<b>New Projects - Future Year</b>														
Mobile Data Communications	0								0		0		0	
Station #21 - Sunnybrook													11	
District 5 - Service District Centre													33	
<b>Total (Net)</b>	<b>41</b>		<b>65</b>		<b>42</b>						<b>148</b>		<b>192</b>	

**Capital Project Delivery: Temporary Positions**

Position Title	New Project Number	Project Name	Job Code	Position Category	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)				
						Start Date	End Date	2013	2014	2015	2016	2017 to 2022
Commander Facilities Projects	AMB907827	Large Station at Plewes Rd	TM0457	Mgnt-Dir Rep	0.25	6/1/2013	12/31/2015	38	75	75		
Electrical Technician	AMB000137	Mobile Data Communications	TW0096	Hourly Operations		6/1/2014	12/31/2022		75	75		375
Commander Facilities Projects	AMB000130	Station 21 - Sunnybrook	TM0457	Mgnt-Dir Rep		1/1/2016	12/31/2018				75	112
Commander Facilities Projects	AMB000133	Station 43 - Pape & Queen	TM0457	Mgnt-Dir Rep		1/1/2022	12/31/2022					37
Commander Facilities Projects	AMB907275	Queensway and Royal York	TM0457	Mgnt-Dir Rep		6/1/2019	12/31/2021					100
Commander Facilities Projects	AMB907420	District 5 Service District Centre	TM0457	Mgnt-Dir Rep		1/1/2018	12/31/2021					138
Commander Facilities Projects	AMB907791	Station 39-The East Mall	TM0457	Mgnt-Dir Rep		6/1/2020	12/31/2022					63
Commander Facilities Projects	AMB907827	Station Security	TM0457	Mgnt-Dir Rep	0.25	1/1/2008	12/31/2013	37				
Total					0.50			75	150	150	75	825

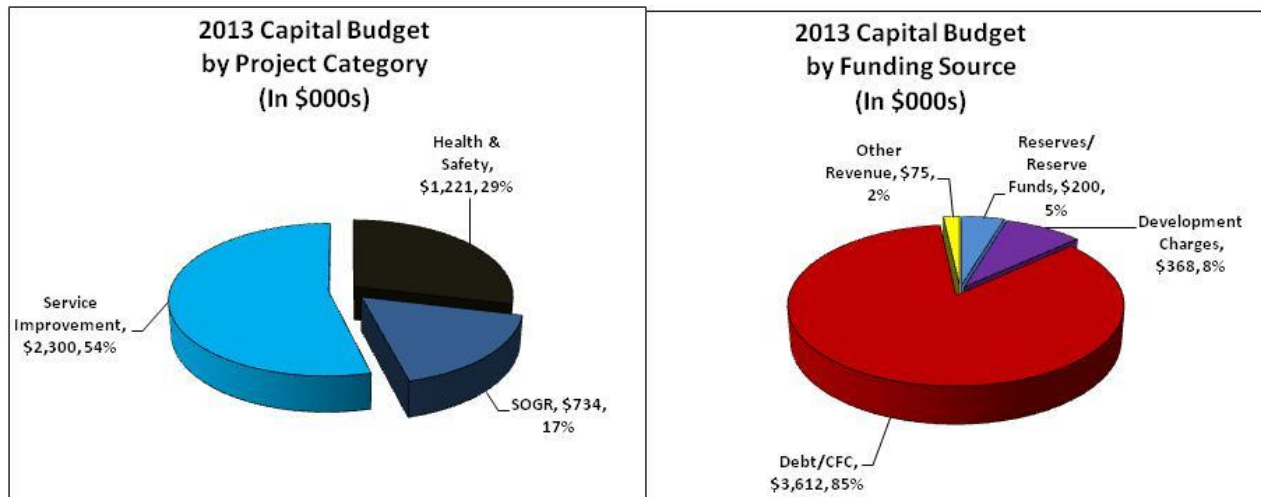
\*A Project Manager position is included in EMS' 2012 Approved Staff Complement

- EMS' 2012 Approved Staff Complement includes 1.5 temporary positions for capital project delivery.
- The 2013 Approved Capital Budget will result in the extension of a temporary capital position (0.5), Commander – Facilities, that is already included in EMS' 2012 Approved Staff Complement. This position is required to deliver the following capital projects:
  - A Project Manager position will be required (0.25 full time equivalent) in 2013 to work with Corporate Security staff to ensure that the completion of the station security system is completed as scheduled
  - A Project Manager position will be required (0.25 full time equivalent) in 2013 and (0.5 full time equivalent) starting in 2014-2015 to complete site visits, meet with contractors and work with Facilities staff to ensure construction of the new large Station at Plewes Rd.
- City Council approved 0.5 position for the delivery of new 2013 capital projects/sub-projects and that the duration for the temporary position not exceed the life and funding of its respective projects/sub-projects.



**PART III - 2013 CAPITAL BUDGET**

**2013 Capital Budget by Project Category and Funding Source**



The 2013 Capital Budget requires 2013 cash flow funding of \$4.255 million. The 2013 funding is allocated as follows:

- Health and Safety projects comprise 29% or \$1.221 million of the 2013 Capital Budget for the purchase of 40 AEDs and to complete the installation of electronic card access security system in 45 EMS locations for better asset control.
- 17% or \$0.734 million is allocated towards State of Good Repair projects to upgrade the mobile data software / hardware installed in all ambulance vehicles and at the Central Ambulance Communication Centre (CACC) and to replace medical equipment such as stairs chairs, stretchers, etc.
- Service Improvement projects account for 54% or \$2.300 million to redesign the scheduling system and to begin the construction of a multi-function station at Plewes Rd.

The 2013 Capital Budget for EMS is funded primarily from debt/CFC, which accounts for 84.9% or \$3.612 million of project financing. This meets the debt affordability guideline for 2013.

Other sources of funding include:

- Development Charges will fund \$0.368 million or 8.6% of the 2013 Capital Budget's expenditures related to the construction of an EMS station at Plewes Rd.
- Funding from the Equipment Reserve accounts for \$0.200 million or 4.7% of project financing. Funds will be utilized for the replacement of medical equipment.
- A Heart and Stroke Foundation contribution of \$0.075 million or 1.8% of project funding will be used for the purchase of 40 AEDs to ensure widespread access to AEDs in workplaces and public areas. The Heart and Stroke Foundation has also committed to provide funding for the initial training to public access defibrillator (PAD) responders at locations where AEDs will be installed.



**2013 Cash Flow & Future Year Commitments  
(In \$000s)**

	2011 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2013 New Cash Flow	2013 Total Cash Flow	2012 Carry Forwards	Total 2013 Cash Flow (Incl 2012 C/Fwd)	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total Cost
<b>Expenditures</b>																
Previously Approved		3,597		3,597	1,269	4,866	3,158									8,024
Change in Scope			(1,842)	(1,842)		(1,842)	(2,958)									(4,800)
New			500	500		500										500
New w/Future Year			2,000	2,000		2,000	7,200	2,000								11,200
<b>Total Expenditure</b>		3,597	658	4,255	1,269	5,524	7,400	2,000								14,924
<b>Financing</b>																
Debt/CFC		3,322	290	3,612	654	4,266	2,959	1,750								8,975
Other		75		75	615	690	4,000									4,690
Reserves/Res Funds		200		200		200	200									400
Development Charges			368	368		368	241	250								859
Provincial/Federal																0
<b>Total Financing</b>		3,597	658	4,255	1,269	5,524	7,400	2,000								14,924

EMS' 2013 Capital Budget is \$5.524 million including carry forward funding of \$1.269 million, and provides funding of \$3.597 million for four previously approved projects under way offset by a reduction in scope of \$1.842 million for a previously approved project, funding of \$2.500 million for three new projects and \$1.269 million for 5 projects carried forward from 2012 to 2013.

- Previously approved projects include the replacement of Mobile Data Communications equipment, the purchase of 40 Automatic External Defibrillators, the replacement purchase of medical equipment and the final phase of the security system installation project.
- The reduction of \$1.842 million in 2013 and \$2.958 million in 2014 reflects the deletion of the District 4, Service District Centre project which was approved in 2012.
- Three new projects that total \$2.500 million in 2013 cash flow funding to start the construction of a multi-function station at Plewes Rd and allow for the re-design of a scheduling system to accommodate changes arising from the collective agreement and for the system lighting at the Central Ambulance Communication Centre.
- The 2013 capital financing includes new debt/CFC funding of \$3.612 million; Equipment Reserve funding of \$0.200 million for the replacement of medical equipment; Development Charge funding of \$0.368 million for the station at Plewes Rd, and third party funding of \$0.075 million from the Heart and Stroke Foundation for the purchase of 40 AEDs.
- The 2013 Approved Capital Budget of \$5.524 million will result in a commitment to future year cash flow funding of \$7.400 million in 2014 and \$2.000 million in 2015.

## 2013 Capital Project Highlights

The 2013 Capital Budget provides funding of \$5.524 million to:

- Complete the following projects:
  - Installation of an electronic card-access security system in 45 EMS locations that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out transactions.
  - Upgrade of mobile data equipment installed in all ambulance vehicles and at the Central Ambulance Communication Centre (CACC);
  - purchase of 40 automatic external defibrillators (\$0.075 million) under the City's Public Access Defibrillator (PAD) Program;
  - installation of a modified lighting design to better address the needs of 24/7/365 operations in its communication centre; and
  - re-design of the scheduling system for paramedics as a result of the 2012 collective agreement.
- Continue the replacement purchase of medical equipment; and
- Begin the initial architectural and building design for the multi-function station at Plewes Rd.

### 2013 Capital Project Highlights (In \$000s)

Project	Total Project Cost	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022 Total
Mobile Data Communications	967	606					606						606
Station Security	2,024	1,693					1,693						1,693
Public Access Defibrillator Purchases	305	125					125						125
Medical Equipment Replacement	600	200	200				400						400
CACC Renovations	200	200					200						200
Large Station at Plewes Rd	11,200	2,000	7,200	2,000			11,200						11,200
MobiCAD Replacement	400	400					400						400
Scheduling Redesign Project	300	300					300						300
<b>Total (including carry forward funding)</b>	<b>15,996</b>	<b>5,524</b>	<b>7,400</b>	<b>2,000</b>			<b>14,924</b>						<b>14,924</b>

**PART IV: ISSUES FOR DISCUSSION****2013 Issues*****Large Station at Plewes Rd Project:***

- The 2013 Capital Budget and 2014-2022 Capital Plan provides \$11.200 million over 3 years (2013-2015) for the construction of a multi-function station at 170 Plewes Rd. This new project will be funded by debt/CFC (\$6.341 million), Metrolinx funding (\$4.000 million), and Development Charge Reserve funding (\$0.859 million).
- The proposed property, 170 Plewes Rd., has been occupied by EMS' Emergency Response Unit for over 10 years. It is a City-owned property, and managed by Facilities Management and Real Estate (FMRE). FMRE is currently assessing the feasibility of EMS and Transportation Services co-locating at this site, as Transportation Services is also interested in this location for its operation.
- The proposed station will have up to 20 Ambulance Bays that will:
  - Provide 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;
  - Reduce non-productive time and the costs associated with end-of-shift overtime and uncompleted meal breaks;
  - Increase asset and inventory management controls;
  - Improve compliance with regulatory cleaning and equipment maintenance standards; and
  - Allows EMS to effectively implement the coroners' recommendation to have junior paramedics paired with senior paramedic staff in their first year of work.
- The capital project will be funded from several sources:
  - Debt/CFC funding of \$6.341 million. Since this is a new project that was not previously included in EMS' 2012-2021 Approved Capital Plan, debt/CFC funding requirements were re-allocated from two capital projects that were no longer considered a priority and were deleted from EMS 10-Year Approved Capital Plan (the construction of a District 4 Service Centre project (approved in 2012) and the Station #14 rebuild project planned for 2013-2016). EMS' capital strategy is to build larger stations for better staff deployment and asset management.
  - Development Charge Funding of \$0.859 million. A portion of the capital building cost will be funded from EMS Development Charge Reserve Funds to address increased needs for emergency medical services arising from development growth in the area.

- Metrolinx funding of \$4.000 million. As a result of the Metrolinx's expansion across Eglinton Ave. W., EMS Station #19 at Keele Street and Eglinton Avenue will need to be relocated. Metrolinx has agreed to fund the relocation and rebuilding of this station on another property for Toronto EMS, final confirmation of funding is pending.
  - As such, the approval of the Large Station at Plewes Rd project with total project cost of \$11.2 million (debt/CFC funding of \$6.341 million) over 3 years (2013-2015) will be subject to the receipt of \$4.000 million in funding from Metrolinx.

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

- A Fire Services and EMS Efficiency Study is currently being conducted and is anticipated to be completed by year end.
- Upon completion of the Study, EMS will review its future station requirements in relation to any recommendations flowing out of the Fire/EMS Efficiency Study. In addition, the Program will also identify opportunities to adjust its 10-year capital plan based on its long term objective to build large stations with 20 or more garage bays instead of rebuilding and/or expanding existing stations that have 4 to 6 garage bays.
- EMS will report back to the Budget Committee for the 2014 Budget process on a firm 10-Year Capital Plan that will take into account the results of the Fire Services / EMS Efficiency Study as well as its future year objective of moving towards the construction of a larger station model to achieve efficiencies in service delivery.

## Appendix 1 2012 Performance

### 2012 Key Accomplishments

In 2012, EMS accomplished the following:

- Completed the following projects:
  - Construction of two station rebuilds: Station 17 – Bathurst and York Downs and Station 18 – Chaplin Crescent with total project costs of \$2.755 million and \$2.788 million respectively.
  - Purchase of 75 AEDs with funding from the Heart and Stroke foundation of \$0.100 million; and
  - Purchase of one ambulance vehicle for \$0.130 million.
- Continued progress on the following projects:
  - Replacement of Mobile Data Communications hardware and software which includes the installation of modems, Automatic Vehicle Locating (AVL) receivers, and server and software replacement for new and back-up ambulances (2012 cash flow of \$0.389 million and funding commitment of \$0.334 million in 2013).
  - Installation of an electronic card-access security system in 45 EMS locations (\$0.640 million in 2012) that will allow for detailed tracking and recording of crew station-access-egress activities, as well as for equipment/supply sign-out transactions. This project is anticipated to be completed in 2013 with cash flow funding of \$1.146 million.
  - Replacement of various medical equipment such as stair chairs, stretchers, monitors/defibrillators, etc. (annual funding of \$0.200 million).

## 2012 Capital Variance Review

### 2012 Budget to Actual Comparison (In \$000s)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
3,046	529	17.4%	1,295	42.5%	1,751	57.5%

Capital expenditures for the period ending September 30, 2012 total \$0.529 million or 17.4% of the 2012 Approved Capital Budget of \$3.046 million.

The Program's year-end expenditures are expected to be \$1.295 million or 42.5% of the 2012 approved cash flow. The projected project year-end under-spending of \$1.751 million is largely attributable to the following projects:

- The Station Security project is behind schedule as the security devices in two locations are at the testing stage and results are anticipated in early 2013. Funds of approximately \$0.547 million will be carried forward into 2013.
- Funding that was carried forward into 2012 for construction deficiencies for seven Infrastructure Stimulus Funded (ISF) projects which were substantially completed in 2011 will not be fully utilized and will result in estimated savings of \$0.281 million in debt/CFC funding.
- The request for proposal for the EMS Mobile Dispatch System "MobiCAD" upgrade was delayed and the installation of the system is expected to be completed in 2013. Funding of \$0.400 million will be carried forward into 2013.
- The Scheduling System project has been delayed pending a review of a corporate solution resulting in funding of \$0.200 million to be carried forward into 2013.
- The District 4 – District Service Center project has been cancelled and closed with savings of \$0.200 million.

Of the projected under spending of \$1.751 million by year-end, approximately \$1.269 million will be carried forward into 2013.

## Appendix 2

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

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
Defibrillator Purchase			2,950	2,950	1,100	7,000						7,000
Station Security	1,693					1,693						1,693
Public Access Defibrillator (PAD) Program	125	522			140	787	140	140				1,067
Radio Replacement				1,000		1,000						1,000
Mobile Data Communications	606	575	375	300	300	2,156	575	375	375	375	375	4,231
MobiCAD Replacement	400					400						400
Medical Equipment	200	200	200	200	200	1,000	200	200	200	200	200	2,000
CACC Renovations	200					200						200
Large Station - Plewes Rd	2,000	7,200	2,000			11,200						11,200
Station 21 - Sunnybrook - Rebuilt				1,137	1,322	2,459	801					3,260
Station 39-155 The East Mall - Rebuild									200	831	2,229	3,260
Station 43 - Pape Avenue - Rebuild											1,596	1,596
Back-Up Communications Centre Upgrades		1,200	300			1,500						1,500
Scheduling Redesign	300					300						300
District 5 Service District Centre							200	2,996	1,785	2,219		7,200
Queensway & Royal York Station								901	1,912	847		3,660
<b>Total (including carry forwards)</b>	<b>5,524</b>	<b>9,697</b>	<b>5,825</b>	<b>5,587</b>	<b>3,062</b>	<b>29,695</b>	<b>1,916</b>	<b>4,612</b>	<b>4,472</b>	<b>4,472</b>	<b>4,400</b>	<b>49,567</b>

**Appendix 3**  
**2013 Capital Budget;**  
**2014 to 2022 Capital Plan**



## CITY OF TORONTO

## Gross Expenditures (\$000's)

## Appendix 3: 2013 Capital Budget; 2014 to 2022 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															
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
<u>AMB000130 Station 21 - Sunnybrook</u>																											
14	1	Station 21 - Sunnybrook - Facilities Related	25	S6	04	0	0	0	1,137	1,322	2,459	801	3,260	0	0	0	0	0	0	0	0	0	0	3,260	0	3,260	
Sub-total						0	0	0	1,137	1,322	2,459	801	3,260	0	0	0	0	0	0	0	0	0	0	3,260	0	3,260	
<u>AMB000133 Station 43 - Pape &amp; Queen</u>																											
18	1	Station 43 - 126 Pape Ave	30	S6	04	0	0	0	0	0	0	1,596	1,596	0	0	0	0	0	0	0	0	0	0	1,596	0	1,596	
Sub-total						0	0	0	0	0	0	1,596	1,596	0	0	0	0	0	0	0	0	0	0	1,596	0	1,596	
<u>AMB000136 Backup Communications Centre Upgrades</u>																											
8	3	Backup Communications Centre Upgrades	CW	S6	04	0	1,200	300	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	0	0	1,500	0	1,500	
Sub-total						0	1,200	300	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	0	0	0	1,500	0	1,500
<u>AMB000137 Mobile Data Communications</u>																											
9	9	Mobile Data Communications - Future Purchases	CW	S6	03	0	575	375	300	300	1,550	2,075	3,625	0	0	0	0	0	0	0	0	0	0	3,625	0	3,625	
6	10	Mobile Data Communications - 2011 to 2013	CW	S2	03	441	0	0	0	0	441	0	441	0	0	0	0	0	334	0	0	0	107	0	0	441	
0	13	Scheduling System - Phase 2	CW	S2	04	165	0	0	0	0	165	0	165	0	0	0	0	0	0	165	0	0	0	0	0	165	
Sub-total						606	575	375	300	300	2,156	2,075	4,231	0	0	0	0	0	334	165	0	0	3,732	0	4,231		
<u>AMB906057 Radio Infrastructure for Portable Coverage</u>																											
13	6	Radio Replacements	CW	S6	01	0	0	0	1,000	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						0	0	0	1,000	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000
<u>AMB906058 Public Access Defibrillator Program</u>																											
10	6	Public Access Defibrillator (Replacements)	CW	S6	01	0	522	0	0	140	662	280	942	0	0	0	442	0	0	0	0	0	0	500	0	942	
7	9	Public Access Defibrillator Purchases 2009-2013	CW	S2	01	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	125	0	0	0	0	125	
Sub-total						125	522	0	0	140	787	280	1,067	0	0	0	442	0	0	0	125	500	0	0	1,067		
<u>AMB906887 CACC &amp; Systems SOGR</u>																											
5	7	CACC Renovations (2013)	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	0	0	200	0	0	0	0	0	0	200	
Sub-total						200	0	0	0	0	200	0	200	0	0	0	0	0	200	0	0	0	0	0	0	200	
<u>AMB907094 Defibrillator Purchases (2006-2008) &amp; (2013-201</u>																											
11	2	Defibrillator Purchases - Future Purchases	CW	S6	01	0	0	2,950	2,950	1,100	7,000	0	7,000	0	0	0	1,457	0	0	0	1,600	3,943	0	0	7,000		
Sub-total						0	0	2,950	2,950	1,100	7,000	0	7,000	0	0	0	1,457	0	0	0	1,600	3,943	0	0	7,000		

**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 3: 2013 Capital Budget; 2014 to 2022 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												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>AMB907273 Station Security</u>																									
1	1	Station Security	CW	S2	01	1,693	0	0	0	0	1,693	0	1,693	0	0	0	0	0	0	0	1,693	0	1,693		
Sub-total						1,693	0	0	0	0	1,693	0	1,693	0	0	0	0	0	0	0	0	1,693	0	1,693	
<u>AMB907275 Queensway &amp; Royal York Station</u>																									
15	1	Queensway & Royal York Station	05	S6	05	0	0	0	0	0	0	3,660	3,660	0	0	0	0	0	0	0	3,660	0	3,660		
Sub-total						0	0	0	0	0	0	3,660	3,660	0	0	0	0	0	0	0	0	3,660	0	3,660	
<u>AMB907420 District 5 Service District Centre</u>																									
16	1	District 5 Service District Centre - Facility	CW	S6	05	0	0	0	0	0	0	5,000	5,000	0	0	0	0	0	0	0	5,000	0	5,000		
16	2	District 5 Service District Centre - Land	CW	S6	05	0	0	0	0	0	0	2,200	2,200	0	0	80	0	0	0	0	2,120	0	2,200		
Sub-total						0	0	0	0	0	0	7,200	7,200	0	0	80	0	0	0	0	0	7,120	0	7,200	
<u>AMB907781 District 4 Service District Centre</u>																									
0	1	District 4 Service District Centre - S2	37	S2	04	1,842	2,958	0	0	0	4,800	0	4,800	0	0	0	0	0	0	0	4,800	0	4,800		
0	2	District 4 Service District Centre - S3	37	S3	04	-1,842	-2,958	0	0	0	-4,800	0	-4,800	0	0	0	0	0	0	0	-4,800	0	-4,800		
Sub-total						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>AMB907783 MobiCAD Replacement</u>																									
0	1	MobiCAD Replacement	CW	S2	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	400	0	0	400		
Sub-total						400	0	0	0	0	400	0	400	0	0	0	0	0	0	400	0	0	0	0	400
<u>AMB907787 Medical Equipment Replacement Program</u>																									
2	1	Medical Equipment Replacement - 2012-2014	CW	S2	03	200	200	0	0	0	400	0	400	0	0	0	400	0	0	0	0	0	400		
12	2	Medical Equipment Purchases - Future Years	CW	S6	03	0	0	200	200	200	600	1,000	1,600	0	0	0	1,600	0	0	0	0	0	1,600		
Sub-total						200	200	200	200	200	1,000	1,000	2,000	0	0	0	2,000	0	0	0	0	0	0	0	2,000
<u>AMB907791 Station 39 - 155 The East Mall</u>																									
17	1	Station 39 - 155 The East Mall	05	S6	04	0	0	0	0	0	0	3,260	3,260	0	0	0	0	0	0	0	3,260	0	3,260		
Sub-total						0	0	0	0	0	0	3,260	3,260	0	0	0	0	0	0	0	0	3,260	0	3,260	
<u>AMB907827 Large Station at Plewes Rd</u>																									
3	1	Large Station at Plewes Rd	09	S4	04	2,000	7,200	2,000	0	0	11,200	0	11,200	0	0	859	0	0	0	0	4,000	6,341	0	11,200	
Sub-total						2,000	7,200	2,000	0	0	11,200	0	11,200	0	0	859	0	0	0	0	0	4,000	6,341	0	11,200

## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2013 Capital Budget; 2014 to 2022 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												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB907829</u> <u>Scheduling Redesign Project</u>																								
4	1	Scheduling Redesign Project	CW	S4	04	300	0	0	0	0	300	0	300	0	0	0	0	0	300	0	0	0	0	300
Sub-total						300	0	0	0	0	300	0	300	0	0	0	0	0	300	0	0	0	0	300
<b>Total Program Expenditure</b>						5,524	9,697	5,825	5,587	3,062	29,695	19,872	49,567	0	0	939	3,899	0	834	565	5,725	37,605	0	49,567

Report Phase 5 - Program 12 Emergency Medical Services Program Phase 5 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

**CITY OF TORONTO****Gross Expenditures (\$000's)****Appendix 3: 2013 Capital Budget; 2014 to 2022 Capital Plan****Emergency Medical Services**

<u>Sub- Project No. Project Name</u> Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Development Charges						368	241	250	0	0	859	80	939	0	0	939	0	0	0	0	939			
Reserves (Ind. "XQ" Ref.)						200	222	393	838	966	2,619	1,280	3,899	0	0	3,899	0	0	0	0	3,899			
Capital from Current						834	0	0	0	0	834	0	834	0	0	0	834	0	0	0	834			
Other1 (Internal)						565	0	0	0	0	565	0	565	0	0	0	565	0	0	0	565			
Other2 (External)						125	4,000	675	675	250	5,725	0	5,725	0	0	0	0	5,725	0	0	5,725			
Debt						3,432	5,234	4,507	4,074	1,846	19,093	18,512	37,605	0	0	0	0	37,605	0	37,605				
<b>Total Program Financing</b>						<b>5,524</b>	<b>9,697</b>	<b>5,825</b>	<b>5,587</b>	<b>3,062</b>	<b>29,695</b>	<b>19,872</b>	<b>49,567</b>	<b>0</b>	<b>0</b>	<b>939</b>	<b>3,899</b>	<b>0</b>	<b>834</b>	<b>565</b>	<b>5,725</b>	<b>37,605</b>	<b>0</b>	<b>49,567</b>

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 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 2014 & 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**  
**2013 Cash Flow and**  
**Future Year Commitments**

**CITY OF TORONTO**

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

**Appendix 4: 2013 Cash Flow and Future Year Commitments**

**Emergency Medical Services**

						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	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>AMB000137 Mobile Data Communications</b>																										
6	10	Mobile Data Communications - 2011 to 2013	CW	S2	03	441	0	0	0	0	441	0	441	0	0	0	0	0	334	0	0	107	0	441		
0	13	Scheduling System - Phase 2	CW	S2	04	165	0	0	0	0	165	0	165	0	0	0	0	0	0	165	0	0	0	165		
Sub-total						606	0	0	0	0	606	0	606	0	0	0	0	0	334	165	0	107	0	606		
<b>AMB906058 Public Access Defibrillator Program</b>																										
7	9	Public Access Defibrillator Purchases 2009-2013	CW	S2	01	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	125	0	0	125		
Sub-total						125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	125	0	0	0	125	
<b>AMB906887 CACC &amp; Systems SOGR</b>																										
5	7	CACC Renovations (2013)	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	0	0	200	0	0	0	0	200		
Sub-total						200	0	0	0	0	200	0	200	0	0	0	0	0	200	0	0	0	0	0	200	
<b>AMB907273 Station Security</b>																										
1	1	Station Security	CW	S2	01	1,693	0	0	0	0	1,693	0	1,693	0	0	0	0	0	0	0	0	1,693	0	1,693		
Sub-total						1,693	0	0	0	0	1,693	0	1,693	0	0	0	0	0	0	0	0	0	1,693	0	1,693	
<b>AMB907781 District 4 Service District Centre</b>																										
0	1	District 4 Service District Centre - S2	37	S2	04	1,842	2,958	0	0	0	4,800	0	4,800	0	0	0	0	0	0	0	0	4,800	0	4,800		
0	2	District 4 Service District Centre - S3	37	S3	04	-1,842	-2,958	0	0	0	-4,800	0	-4,800	0	0	0	0	0	0	0	0	-4,800	0	-4,800		
Sub-total						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>AMB907783 MobiCAD Replacement</b>																										
0	1	MobiCAD Replacement	CW	S2	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	400	0	0	0	400		
Sub-total						400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	0	0	400	
<b>AMB907787 Medical Equipment Replacement Program</b>																										
2	1	Medical Equipment Replacement - 2012-2014	CW	S2	03	200	200	0	0	0	400	0	400	0	0	400	0	0	0	0	0	0	0	0	400	
Sub-total						200	200	0	0	0	400	0	400	0	0	400	0	0	0	0	0	0	0	0	0	400
<b>AMB907827 Large Station at Plewes Rd</b>																										
3	1	Large Station at Plewes Rd	09	S4	04	2,000	7,200	2,000	0	0	11,200	0	11,200	0	0	859	0	0	0	0	4,000	6,341	0	11,200		
Sub-total						2,000	7,200	2,000	0	0	11,200	0	11,200	0	0	859	0	0	0	0	4,000	6,341	0	0	11,200	
<b>AMB907829 Scheduling Redesign Project</b>																										

## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 4: 2013 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												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>AMB907829 Scheduling Redesign Project</u>																								
4	1	Scheduling Redesign Project	CW	S4	04	300	0	0	0	0	300	0	300	0	0	0	0	0	300	0	0	0	0	300
Sub-total						300	0	0	0	0	300	0	300	0	0	0	0	0	300	0	0	0	0	300
<b>Total Program Expenditure</b>						5,524	7,400	2,000	0	0	14,924	0	14,924	0	0	859	400	0	834	565	4,125	8,141	0	14,924

Report Phase 5 - Program 12 Emergency Medical Services Program Phase 5 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

**CITY OF TORONTO****Gross Expenditures (\$000's)****Appendix 4: 2013 Cash Flow and Future Year Commitments****Emergency Medical Services**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.					Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
					2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																							
Development Charges					368	241	250	0	0	859	0	859	0	0	859	0	0	0	0	0	859		
Reserves (Ind. "XQ" Ref.)					200	200	0	0	0	400	0	400	0	0	400	0	0	0	0	0	400		
Capital from Current					834	0	0	0	0	834	0	834	0	0	834	0	0	0	0	0	834		
Other1 (Internal)					565	0	0	0	0	565	0	565	0	0	0	565	0	0	0	0	565		
Other2 (External)					125	4,000	0	0	0	4,125	0	4,125	0	0	0	0	4,125	0	0	0	4,125		
Debt					3,432	2,959	1,750	0	0	8,141	0	8,141	0	0	0	0	0	8,141	0	0	8,141		
<b>Total Program Financing</b>					<b>5,524</b>	<b>7,400</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>14,924</b>	<b>0</b>	<b>14,924</b>	<b>0</b>	<b>0</b>	<b>859</b>	<b>400</b>	<b>0</b>	<b>834</b>	<b>565</b>	<b>4,125</b>	<b>8,141</b>	<b>0</b>	<b>14,924</b>

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 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**  
**2013 Capital Project with Financing Details**

(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



## CITY OF TORONTO

**Appendix 5: 2013 Capital Projects with Financing Details**  
**Emergency Medical Services**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2013	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>AMB907273</u></b>	<b><u>Station Security</u></b>													
1	1 Station Security	1/1/2008	12/31/2013	1,693	0	0	0	0	0	0	0	0	0	1,693	0
	<b>Project Sub-total:</b>			1,693	0	0	0	0	0	0	0	0	0	1,693	0
<b>1</b>	<b><u>AMB907781</u></b>	<b><u>District 4 Service District Centre</u></b>													
0	1 District 4 Service District Centre - S2	3/31/2012	12/31/2014	1,842	0	0	0	0	0	0	0	0	0	1,842	0
0	2 District 4 Service District Centre - S3	5/29/2012	5/29/2012	-1,842	0	0	0	0	0	0	0	0	0	-1,842	0
	<b>Project Sub-total:</b>			0	0	0	0	0	0	0	0	0	0	0	0
<b>1</b>	<b><u>AMB907783</u></b>	<b><u>MobiCAD Replacement</u></b>													
0	1 MobiCAD Replacement	3/1/2012	12/31/2012	400	0	0	0	0	0	0	400	0	0	0	0
	<b>Project Sub-total:</b>			400	0	0	0	0	0	0	400	0	0	0	0
<b>2</b>	<b><u>AMB907787</u></b>	<b><u>Medical Equipment Replacement Program</u></b>													
2	1 Medical Equipment Replacement - 2012-2014	3/1/2012	12/31/2014	200	0	0	0	200	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			200	0	0	0	200	0	0	0	0	0	0	0
<b>3</b>	<b><u>AMB907827</u></b>	<b><u>Large Station at Plewes Rd</u></b>													
3	1 Large Station at Plewes Rd	3/1/2013	12/31/2015	2,000	0	0	368	0	0	0	0	0	0	1,632	0
	<b>Project Sub-total:</b>			2,000	0	0	368	0	0	0	0	0	0	1,632	0
<b>4</b>	<b><u>AMB907829</u></b>	<b><u>Scheduling Redesign Project</u></b>													
4	1 Scheduling Redesign Project	1/3/2013	12/31/2013	300	0	0	0	0	0	300	0	0	0	0	0
	<b>Project Sub-total:</b>			300	0	0	0	0	0	300	0	0	0	0	0
<b>5</b>	<b><u>AMB906887</u></b>	<b><u>CACC &amp; Systems SOGR</u></b>													
5	7 CACC Renovations (2013)	3/1/2013	12/31/2013	200	0	0	0	0	0	200	0	0	0	0	0
	<b>Project Sub-total:</b>			200	0	0	0	0	0	200	0	0	0	0	0
<b>6</b>	<b><u>AMB000137</u></b>	<b><u>Mobile Data Communications</u></b>													
0	13 Scheduling System - Phase 2	1/1/2012	12/31/2012	165	0	0	0	0	0	0	165	0	0	0	0
6	10 Mobile Data Communications - 2011 to 2013	1/1/2011	12/31/2013	441	0	0	0	0	0	334	0	0	0	107	0
	<b>Project Sub-total:</b>			606	0	0	0	0	0	334	165	0	0	107	0
<b>6</b>	<b><u>AMB906058</u></b>	<b><u>Public Access Defibrillator Program</u></b>													
7	9 Public Access Defibrillator Purchases 2009-2013	9/30/2009	12/31/2013	125	0	0	0	0	0	0	0	125	0	0	0
	<b>Project Sub-total:</b>			125	0	0	0	0	0	0	0	125	0	0	0
<b>Program Total:</b>				5,524	0	0	368	200	0	834	565	125	3,432	0	0

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 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

### 2013 Reserve / Reserve Fund Review (In \$000s)

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

Table 1		Projected Balance as at Dec. 31, 2012	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013 - 2022 Total
XR2403/XR2119 EMS Development Charge Reserve	Beginning Balance	\$574	\$743	\$503	\$393	\$277	\$413	\$552	\$614	\$759	\$907	\$1,058	
	Large Station at Plewes Rd		(\$368)	(\$241)	(\$250)								(\$859)
	District 5-District Service Centre							(\$80)					
	<b>Total Proposed Withdrawals</b>		<b>(\$368)</b>	<b>(\$241)</b>	<b>(\$250)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$80)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$939)</b>
	Development Charge contributions	\$169	\$128	\$131	\$134	\$136	\$139	\$142	\$145	\$148	\$151	\$154	\$1,408
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$743</b>	<b>\$503</b>	<b>\$393</b>	<b>\$277</b>	<b>\$413</b>	<b>\$552</b>	<b>\$614</b>	<b>\$759</b>	<b>\$907</b>	<b>\$1,058</b>	<b>\$1,212</b>	

\$552

Table 1		Projected Balance as at Dec. 31, 2012	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013 - 2022 Total
XQ1019 Equipment Reserve	Beginning Balance	\$1,081	\$1,081	\$1,306	\$1,531	\$1,563	\$1,835	\$1,969	\$1,598	\$1,683	\$1,908	\$2,133	
	Medical Equipment Replacement		(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$200)	(\$2,000)
	Defibrillator Purchases - CAM055				(\$193)	(\$628)	(\$626)	(\$706)					(\$2,153)
	AEDs Replacement - CAM048						(\$140)	(\$140)	(\$140)				(\$420)
	<b>Total Proposed Withdrawals</b>		<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$393)</b>	<b>(\$828)</b>	<b>(\$966)</b>	<b>(\$1,046)</b>	<b>(\$340)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$200)</b>	<b>(\$4,573)</b>
	Contribution from Operating		\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$4,250
	Trade-in Value of older model Defibrillators					\$675	\$675	\$250					\$1,600
	Projected Contributions		\$425	\$425	\$425	\$1,100	\$1,100	\$675	\$425	\$425	\$425	\$425	\$5,850
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$1,081</b>	<b>\$1,306</b>	<b>\$1,531</b>	<b>\$1,563</b>	<b>\$1,835</b>	<b>\$1,969</b>	<b>\$1,598</b>	<b>\$1,683</b>	<b>\$1,908</b>	<b>\$2,133</b>	<b>\$2,358</b>	

Table 1		Projected Balance as at Dec. 31, 2012	Proposed Withdrawals										
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013 - 2022 Total
XQ1018 Vehicle Reserve - EMS	Beginning Balance	\$3,788	\$3,788	\$3,896	\$3,759	\$3,741	\$3,609	\$3,500	\$3,297	\$3,000	\$2,609	\$2,123	
	Purchase of approximately 24 ambulances		(\$3,741)	(\$3,986)	(\$3,867)	(\$3,981)	(\$3,958)	(\$4,052)	(\$4,146)	(\$4,240)	(\$4,335)	(\$4,429)	(\$40,735)
	<b>Total Proposed Withdrawals</b>		<b>(\$3,741)</b>	<b>(\$3,986)</b>	<b>(\$3,867)</b>	<b>(\$3,981)</b>	<b>(\$3,958)</b>	<b>(\$4,052)</b>	<b>(\$4,146)</b>	<b>(\$4,240)</b>	<b>(\$4,335)</b>	<b>(\$4,429)</b>	<b>(\$40,735)</b>
	Estimate Auction Revenues		\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	
	Contribution from Operating		\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$3,749	\$37,490
	Projected Contributions		\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$3,849	\$38,490
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>\$3,788</b>	<b>\$3,896</b>	<b>\$3,759</b>	<b>\$3,741</b>	<b>\$3,609</b>	<b>\$3,500</b>	<b>\$3,297</b>	<b>\$3,000</b>	<b>\$2,609</b>	<b>\$2,123</b>	<b>\$1,543</b>	