

# 2022 Program Summary

## Toronto Fire Services

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### Description

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

As the largest fire service in Canada, TFS deploys from 83 fire stations (84 by January 2022) and 8 support facilities to support service delivery. On an annual basis, TFS responds to more than 123,000 emergency incidents, inspects 100% of TCHC multi-unit residential properties, and responds to 100% of complaints and requests for Fire Code inspections.

### Why We Do It

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

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

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

## What Service We Provide

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

**Who We Serve:** Individuals facing imminent injury or threat to their lives or property.

**What We Deliver:** Through life saving and protection services, victims of emergency incidents are provided basic life support, fire suppression, specialized rescues and large scale emergency response.

**How Much Resources (gross 2022 operating budget): \$486.8 million**

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

**Who We Serve:** Building owners, building occupants, adjacent property owners, citizens logging fire-related safety concerns, and the public.

**What We Deliver:** Property owners are required to adhere to fire safety legislation and regular fire inspections of new and existing buildings help owners ensure that buildings stay compliant with the provincial safety codes.

**How Much Resources (gross 2022 operating budget): \$30.0 million**

### **Fire Safety Education**

**Who We Serve:** Residents, businesses and institutions, such as schools.

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

**How Much Resources (gross 2022 operating budget): \$6.7 million**

## Budget at a Glance

### 2022 OPERATING BUDGET

\$Thousands	2022	2023	2024
Revenues	\$20,769	\$20,769	\$20,769
Gross Expenditures	\$523,467	\$535,399	\$547,841
Net Expenditures	\$502,698	\$514,630	\$527,072
Approved Positions	3,206.3	3,274.3	3,326.3

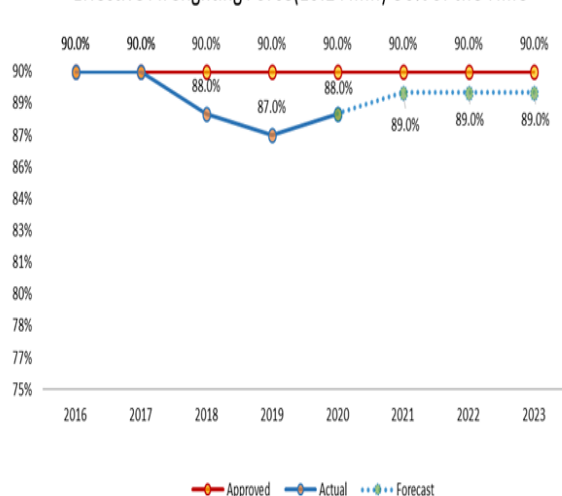
### 2022 - 2031 10-YEAR CAPITAL PLAN

\$Thousands	2022	2023-2031	Total
Gross Expenditures	\$12,130	\$50,492	\$62,622
Debt	\$7,483	\$24,642	\$32,125

Note: Includes 2021 carry forward funding

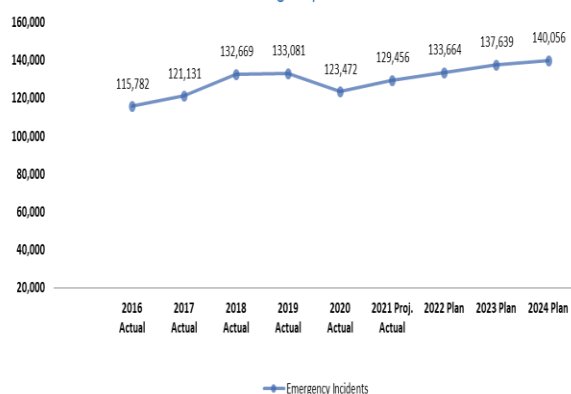
## How Well We Are Doing – Behind the Numbers

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



- Effective Firefighting Force is the time interval from emergency call acknowledgement to arrival of the initial number of personnel required for safe and effective firefighting operations
- TFS continues to expect future challenges in maintaining performance standards due to city growth (including vertical growth) and densification resulting in increased travel times.
- 2020 represents an anomaly due to decreased travel times related to COVID shut downs and much lighter traffic patterns for a significant portion of the year. This began to return to “normal” in 2021.
- The impact of COVID on hiring has resulted in significant vacancies in Operations. Existing staff are working overtime to fill vacancies. Hiring has commenced, with one class of 96 recruits graduating in November 2021 and additional classes of 96 planned for January and July 2022.
- Approved WSIB cases for operations staff has increased significantly in the last 5 years and is projected to continue to increase, resulting in more trucks out of service. Vaccination policies have also had an impact on WSIB absences.
- A redeployment review completed in 2021 will ensure the best and most efficient use of resources to further reduce service gaps.
- The Operational Service Delivery Model report, adopted by Council on October 1 and 4, 2021, identified a number of challenges, initiatives, and recommendations to improve service delivery and response time performance as a strategy to mitigate these risks.

# Emergency Incidents



- Emergency incidents include TFS's response to all types of emergencies including fires, emergency medical incidents, all types of rescue (water, high-angle), and specialized services including hazardous materials.
- Although the overall trend indicates increasing call volumes in each year moving forward, 2020 represents an anomaly due to COVID-19, which had a tremendous effect on the number and types of emergency calls run by TFS. In 2020, overall call volume was down by 7.3%, although the number of emergency calls for fires was up 16.9%, which is reflective of people staying home. In 2021 call volumes began to return to pre-pandemic levels as the economy reopened.
- Public Education efforts have been focussed on on-line social media channels and virtual education sessions, dealing with the most common causes of fires over the pandemic months.

## How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Fire Rescue & Emergency Response	Effective firefighting force within 10:24min 90% of the time	87%	88%	90%	89%	●	90%	90%
Fire Rescue & Emergency Response	Extent of Fire Spread - % of fires contained to room of origin	85%	83%	83%	83%	●	83%	83%
Service Level Measures								
Fire Rescue & Emergency Response	Total response time within 6:24min 90% of time	81%	79%	90%	77%	●	90%	90%
Fire Rescue & Emergency Response	% responding crew turn-out time within 1:20 mins per NFPA 1710	51%	50%	90%	68%	●	90%	90%
Fire Prevention, Inspection & Enforcement	% of TCHC multi-units residential properties inspected annually	New in 2020	91%	100%	100%	●	100%	100%
Fire Prevention, Inspection & Enforcement	% of vulnerable occupancy inspections conducted annually	New in 2020	88%	100%	55%**	●	100%	100%
Fire Safety Education	# Elementary School presentations conducted annually	1,800	462	1,825	1,373	●	1,843	1,862
Other Measures*								
Fire Rescue & Emergency Response; Fire Prevention, Inspection & Enforcement; Fire Safety Education	Residential fire related civilian fatalities per 100,000 population	0.34	0.60	0.46	0.43	●	0.42	0.42
Fire Rescue & Emergency Response	Total Fire Cost per Staffed In-Service Vehicle Hour	\$492	\$496	\$518	\$525	●	\$549	\$574

\* MBN measures used to compare to other municipalities – these measures are not “owned” by TFS.

\*\*Restricted access to vulnerable occupancy buildings throughout the COVID-19 pandemic and reduced staffing levels have impacted service levels.

**COVID-19 IMPACT AND RECOVERY****2022 Impact and Recovery****Operating Budget Impact**

- The 24-hour staffing shortage call back experience resulting from COVID-19 hiring issues will continue to have residual impacts in 2022. Overtime call backs are required to ensure no impact in service levels. Hiring processes have ramped up with the largest class in TFS history (96 recruits) hired in July 2021, with two further classes of 96 recruits planned for 2022.
- Costs associated with the Designated Officer program are expected to decline as vaccination efforts result in fewer COVID cases and a lesser need for contact tracing, etc.
- Vaccination policies have had an impact on WSIB absences which may continue into 2022.

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**Service Level Changes**

- TFS will continue to review Service Levels to reflect changes as required to meet ongoing community needs. Changes expected more in the way services are provided, not in the service levels themselves.
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Continued to deal with responses during a pandemic, resulting in very few infections amongst TFS staff. Utilized a comprehensive program using TFS Designated Officers assigned on a full time basis to assist in contact tracing and recommendations regarding isolation, testing and work protocols.
- Maintained accredited agency status with the Commission on Fire Accreditation International (CFAI) attained in 2019, following successful submission of the required annual compliance report.
- Carried out the largest recruitment in the history of TFS in an effort to fill operational firefighter vacancies quickly. Developed and implemented a process to train 96 recruit firefighters at the same time – the equivalent of two classes – by splitting them into shifts and running the class from 600 hours to 2200 hours. Based on the success of this pilot, two additional classes of 96 recruits are planned for 2022, with the first class scheduled to start on January 31.
- Implemented the first set of recommendations from the TFS redeployment review, to improve response times through a realignment of existing resources.
- Held a vendor day with North American heavy fleet manufacturers to discuss and develop plans for future electric fire trucks. Began the purchasing process for four "green" pumpers as a pilot. Delivery expected in 2023.
- Received Provincial grant through the Ontario Fire Marshal, allowing for the implementation of previously unfunded capital requests related to training.
- Partnered with Local 3888 executive in town hall meetings with staff, based on the success of these sessions in 2020. These town hall meetings were used to address issues related to changes in work processes, COVID-19 protocols, and mental health issues, among others.
- Assisted with Mass Immunization Clinics, Mobile Clinics, and activities related to encampments.
- Completed the rollout of new bunker gear and particulate hoods to Operations staff, replacing 10-year-old suits as required by National Fire Protection Association (NFPA) standards.
- Completed the construction of the new Station 144 (Downsview). The station is expected to be operational in January 2022.

### Key Challenges and Risks

- Impact of COVID on hiring has resulted in a significant number of vacancies in the Operations Division. Existing staff are working overtime to fill vacancies on a callback basis to mitigate the impact to service levels. Hiring has commenced and a class of 95 recruits graduated on November 26, 2021. Additional classes of 96 are planned for January and July 2022.
- The number of WSIB-approved hours of off-duty time for operational staff has increased significantly within the last 5 years, and is projected to continue to increase as the impact of occupational stress injuries, traumatic mental stress, and PTSD incidents continue to rise. A higher than average number of claims were submitted throughout the COVID-19 pandemic and vaccination experience. TFS's complement level does not provide a mechanism to compensate for these absences.
- The Service Level Review report adopted by Council in October 2021 indicates a number of areas in the City where TFS service levels are not being achieved. TFS anticipates increasing challenges including population growth, increasing vertical density, increasing incident volumes, development of the City's transit/subway network, and complexity of incidents requiring additional staffing and resources to maintain appropriate levels of fire protection services. Recommendations related to movement of existing resources are being implemented to address issues within the current funding envelope. Additional firefighting staff were requested over the period of 2023-2025 to aid in achieving service goals. TFS continues to work with CreateTO on building solutions that may see older stations rebuilt in new locations to better spread out TFS resources in the future.

### Priority Actions

- Launch a new recruitment campaign to allow two classes of 96 recruits each to be hired and trained in 2022 to alleviate staffing issues resulting from COVID-19 related hiring issues in 2020 and 2021.
- Additional resources included in this budget will enable TFS to implement the Post Traumatic Stress Injury and Suicide Prevention Program and continue the delivery of R2MR training for all staff to decrease

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occurrences of WSIB related to occupational stress injuries (OSI), and improve the TFS return to work plan for staff who have been out of the workplace with occupational stress injuries.

- Review the impact of the first phase of recommendations from the Operations Deployment Review and implement the next phase of recommendations.
  - Continue to work towards implementation of modernization of 911 network (NG911) and update Fire Services CAD systems.
  - Work with People and Equity to fill existing vacancy of District Chief, Recruitment and Outreach. Position TFS as an employer of choice for people interested in emergency services, with a recruitment strategy that is malleable for delivery to a variety of diverse communities. Re-vamp recruitment website with an equity lens. Additional staff resources are included in this budget to rebuild a recruitment section within TFS to fully support the goals of diversity hiring.
  - Create and fill the Operational Technology Specialist role included in this budget to ensure mission critical operational applications within TFS Technology Division are compliant with emerging policies.
  - Develop multi-year contracts for the revised TFS Fleet Lifecycle Replacement Plan to streamline purchasing through various vendors to ensure delivery of vehicles in as timely a manner as possible, based on capabilities of manufacturers. Budgeted cash flows are aligned with life cycle requirements and capacity to spend.
  - Work with suppliers of heavy fleet vehicles on the development of electric fire trucks as a pilot project.
  - Consistent with numerous Coroners' Inquests, CFAI Recommendations and the Occupational Health and Safety Act, train and certify all TFS Staff to the respective NFPA Professional Qualifications. Furthermore, TFS is presently engaged with the Ministry of the Solicitor General's Office on a pending Regulation mandating the same.
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## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2022 Operating Budget for Toronto Fire Services of \$523.467 million gross, \$20.769 million revenue and \$502.698 million net for the following services:

### Service4

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Fire Rescue & Emergency Response	486,807.0	19,630.6	467,176.4
Fire Prevention Inspection & Enforcement	30,005.0	1,130.6	28,874.4
Fire Safety Education	6,655.0	8.1	6,646.9
<b>Total Program Budget</b>	<b>523,467.0</b>	<b>20,769.3</b>	<b>502,697.7</b>

2. City Council approve the 2022 staff complement for Toronto Fire Services of 3,206.3 positions comprised of 1.0 capital position and 3,205.3 operating positions.
3. City Council approve 2022 Capital Budget for Toronto Fire Services with cash flows and future year commitments totaling \$36.369 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for Toronto Fire Services totalling \$26.253 million in project estimates as detailed by project in [Appendix 6b](#).



# **2022 OPERATING BUDGET**

## 2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Fire Rescue & Emergency Response	20,237.3	19,630.6	20,308.6	19,630.6		19,630.6	(678.0)	(3.3%)
Fire Safety Education	100.4	8.1	8.1	8.1		8.1		
Fire Prevention, Inspection, & Enforcement	1,715.1	1,130.6	1,130.6	1,130.6		1,130.6		
<b>Total Revenues</b>	<b>22,052.9</b>	<b>20,769.2</b>	<b>21,447.2</b>	<b>20,769.2</b>		<b>20,769.2</b>	<b>(678.0)</b>	<b>(3.2%)</b>
<b>Expenditures</b>								
Fire Rescue & Emergency Response	460,388.3	472,717.8	479,649.8	485,975.5	831.6	486,807.0	7,157.2	1.5%
Fire Safety Education	5,564.4	6,503.0	6,385.9	6,648.0	6.9	6,655.0	269.0	4.2%
Fire Prevention, Inspection, & Enforcement	26,407.3	28,550.1	27,990.0	29,977.4	27.6	30,005.0	2,015.0	7.2%
<b>Total Gross Expenditures</b>	<b>492,360.1</b>	<b>507,771.0</b>	<b>514,025.7</b>	<b>522,600.9</b>	<b>866.1</b>	<b>523,467.0</b>	<b>9,441.3</b>	<b>1.8%</b>
<b>Net Expenditures</b>	<b>470,307.2</b>	<b>487,001.8</b>	<b>492,578.5</b>	<b>501,831.7</b>	<b>866.1</b>	<b>502,697.8</b>	<b>10,119.3</b>	<b>2.1%</b>
<b>Approved Positions**</b>	<b>3,192.3</b>	<b>3,192.3</b>	<b>3,192.3</b>	<b>3,193.3</b>	<b>13.0</b>	<b>3,206.3</b>	<b>14.0</b>	<b>0.4%</b>

\*2021 Projection based on Q3 Variance Report

\*\*YoY comparison based on approved positions

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2022 Base Budget** expenditures of \$522.601 million gross reflecting an increase of \$8.575 million in spending above 2021 projected year-end actuals (prior to enhancements), predominantly arising from:

- Increase in salaries & benefits from the Local 3888 Collective Agreement provisions, offset by estimated savings from projected 2021 year end vacancies.
- Inflationary increase for utilities, maintenance and other non-labour expenditures.
- Non-salary expenditure savings resulting from a Line-by-Line review.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- **2022 Base Budget of \$501.832 million in net expenditures reflects a \$14.830 million net increase from the 2021 Council approved Budget, when excluding \$1.729 million in estimated COVID-19 financial impacts.**
- To mitigate the risk of absences due to COVID-19, vacancies, and attritions, TFS will continue to monitor and implement the callback overtime program for Operational firefighters as required in 2022.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$0.866 million gross, \$0.866 million net enabling an increase of 13 staff positions to support the following programming enhancements:

- \$0.137 million for 1 additional position to manage Fire Services' Post Traumatic Stress Disorder Prevention Plan.
- \$0.170 million for 3 additional positions to assist with the management of fleet replacement parts required to keep the program's 200 vehicles roadworthy.
- \$0.088 million for 1 additional position to provide oversight of critical technical systems.

- \$0.037 million for 1 position to implement a quality assurance program for the Training and Technical Operations unit for frontline operations staff.
- \$0.274 million for 4 additional positions to support investigations and attendance management for front line staff
- \$0.159 million for 3 positions to support the diversity recruitment program

## EQUITY IMPACTS OF BUDGET CHANGES

**Increasing access to TFS careers:** Toronto Fire Services 2022 Operating Budget includes an investment of \$0.499 million to support the expansion of the Toronto Fire Services (TFS) Recruitment and Outreach Unit. This will have a positive impact on Racialized communities, Indigenous Communities, Black Communities, Women, Persons with low income, 2SLGBTQ+ and Persons with Disabilities where operationally feasible due to physical requirements of many sections within TFS, increasing their access to employment opportunities. Expanding the unit will allow TFS to create campaigns and programs aimed at Toronto residents who may not currently see themselves reflected in the Fire Services to increase access to employment opportunities. This investment supports a number of city equity strategies and commitments including the Toronto Action Plan to Confront Anti Black Racism, Strong Neighbourhoods Strategy, the Toronto Poverty Reduction Strategy and the Aboriginal Employment Strategy.

**2022 OPERATING BUDGET KEY DRIVERS**

The 2022 Operating Budget for Toronto Fire Services of \$523.467 million gross is 1.8% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category, while Table 2b summarizes New and Enhanced requests

**Table 2a: 2022 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	842.7	620.7	710.0	1,388.0	710.0	(678.0)	(48.8%)
User Fees & Donations	22,367.1	20,977.3	19,789.8	19,789.8	19,789.8		
Transfers From Capital	0.4	53.5	128.6	128.6	128.6		
Contribution From Reserves/Reserve Funds	130.0						
Sundry and Other Revenues	336.7	378.2	110.8	110.8	110.8		
Inter-Divisional Recoveries	494.8	23.2	30.0	30.0	30.0		
<b>Total Revenues</b>	<b>24,171.6</b>	<b>22,052.9</b>	<b>20,769.2</b>	<b>21,447.2</b>	<b>20,769.2</b>	<b>(678.0)</b>	<b>(3.2%)</b>
Salaries and Benefits	456,754.1	469,183.3	478,174.8	481,097.7	494,299.3	13,201.6	2.7%
Materials & Supplies	9,090.2	9,468.4	11,384.6	10,288.4	11,640.0	1,351.6	13.1%
Equipment	1,009.0	1,475.9	1,298.9	5,876.9	1,298.9	(4,578.0)	(77.9%)
Service and Rent	7,560.2	7,952.1	8,267.0	8,117.0	8,583.6	466.6	5.7%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	10,070.3	4,130.8	8,630.4	8,630.4	7,630.4	(1,000.0)	(11.6%)
Other Expenditures	35.6	27.6					
Inter-Divisional Charges	11,409.2	122.0	15.2	15.2	14.7	(0.4)	(2.9%)
<b>Total Gross Expenditures</b>	<b>495,928.6</b>	<b>492,360.1</b>	<b>507,771.0</b>	<b>514,025.7</b>	<b>523,467.0</b>	<b>9,441.3</b>	<b>1.8%</b>
<b>Net Expenditures</b>	<b>471,756.9</b>	<b>470,307.2</b>	<b>487,001.8</b>	<b>492,578.5</b>	<b>502,697.8</b>	<b>10,119.3</b>	<b>2.1%</b>

\*2021 Projection based on Q3 Variance Report

**Key Base Drivers:****Salaries & Benefits:**

Includes increase in salaries and benefits to fund L3888 COLA pressures, step and recognition pay offset by estimated savings from projected 2021 year end vacancies and the costs of 13 new positions requested to meet service demands.

**Materials and Supplies:**

Includes increase in utility costs due to general inflation and additional costs required to purchase Personal Protective Equipment for TFS personnel.

**Equipment:**

Includes the reversal of various one-time critical equipment purchases in 2021.

**Contributions to Reserve:**

Includes a redirection of \$1.0 million from the contribution to the Vehicle Reserve made possible through the new funding solution for the multi-year acquisition within the TFS Fleet Replacement Plan reflected in the Fleet Services Capital Budget and Plan.

**User Fees and Donations:**

The 2022 revenue budget is unchanged from the 2021 projected revenues

**Table 2b: 2022 New / Enhanced**

New / Enhanced Request		2022				2023 Annualized Gross	Equity Impact	Supports Climate Initiatives	AG Recs	Supports Key Outcome / Priority Actions
		Revenue	Gross	Net	Positions					
In \$ Thousands										
1	Post Traumatic Stress Injury and Suicide Prevention Program		137.6	137.6	1.0	203.1	No	No	No	Supports the Post Traumatic Stress Disorder (PTSD) Prevention Plan with the goal of decreasing absences and lowering WSIB OSI costs.
2	Staff Services Coordinator		274.4	274.4	4.0	474.9	No	No	No	Enables TFS to manage staffing issues related to investigations and attendance management.
3	TFS- Diversity Recruitment-Staffing		158.9	158.9	3.0	499.6	Low-positive	No	No	Supports the Recruitment and Outreach section to assist in reaching diversity hiring goals of the City and the division.
4	TFS- Operational Technology Specialist		87.6	87.6	1.0	153.1		No	No	Yes
5	Quality Assurance/Quality Improvement (QA/QI) Manager		37.4	37.4	1.0	153.1	No	No	Yes	To implement a Quality Assurance program that assesses and improves training processes, evaluations, and compliance with NFPA Standards.
6	Mechanical Division – Inventory Control Technicians		170.2	170.2	3.0	349.6	No	No	Yes	Optimizes repair turn-around times and enhances M5 data to enable more accurate reporting.
Total New / Enhanced			866.1	866.1	13	1,833.4				

The 2022 Operating Budget includes \$0.866 million in investments to support priority actions as detailed in the table above.

**Note:**

- For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, [Appendix 3](#) for a more detailed listing and descriptions of the 2022 Service Changes and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

**2023 & 2024 OUTLOOKS****Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	21,447.2	20,769.2	20,769.2	20,769.2
Gross Expenditures	514,025.7	523,467.0	535,398.8	547,841.3
<b>Net Expenditures</b>	<b>492,578.5</b>	<b>502,697.8</b>	<b>514,629.6</b>	<b>527,072.1</b>
<b>Approved Positions</b>	<b>3,192.3</b>	<b>3,206.3</b>	<b>3,274.3</b>	<b>3,326.3</b>

**Key drivers**

The 2023 Outlook with total gross expenditures of \$535.399 million reflects an anticipated \$11.932 million or 2.28 per cent increase in gross expenditures above the 2022 Operating Budget; The 2024 Outlooks expects a further increase of \$12.442 million or 2.32 per cent above 2023 gross expenditures.

These changes arise from the following:

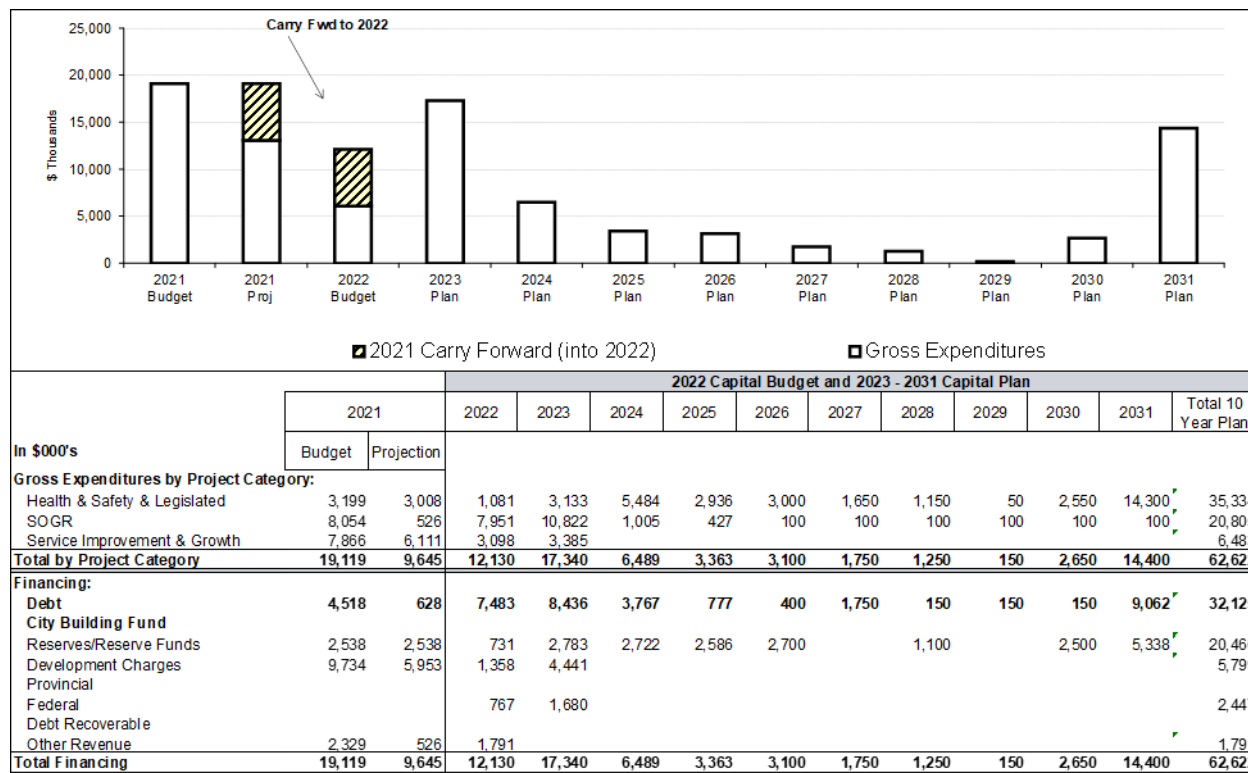
- Increase in Salaries and Benefits reflective of collective agreement obligations. Also includes the addition of 156 new Operations firefighters (52 FTE in each year from 2023 to 2025) based on the operational service level enhancement review approved by Council in 2021.
- Increase in utilities due to general inflation.
- Reduction of \$7.2 million in Contributions to the Vehicle Reserve in 2023 to reflect the new funding solution for the Fleet Replacement Plan.
- Increase of \$0.42 million in contributions to the TFS Equipment Reserve in 2024 to reflect cost escalations.

# **2022 – 2031 CAPITAL BUDGET AND PLAN**

## 2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



### Changes to Existing Projects (\$ 8.927 Million)

The 2022-2031 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2022-2030):

- Fire Prevention-Office Space Accommodation-3 Dohme
- HUSAR Building Expansion-HUSAR Building Net Zero Amendment
- PPE Replacement

### New Projects (\$16.9 Million)

The 2022-2031 Capital Budget and Plan includes new projects. Key projects are as follows:

- Replacement of Portable Radios-2031
- Lifecycle Replacement of SCBA-2031
- PPE Replacement (2030-31)






### Capital Needs Constraints (\$69.726 Million)

- The 2022-2031 Capital Budget and Plan is based on Toronto Fire Services' capacity to deliver. The following projects are not included in the 10-year plan:
- Fire Master Plan - \$0.900 million
- New Fire Stations - Lower Don Lands & Christie - \$34.4 million
- Relocation of Fire Academy - \$30.0 million
- Other equipment-\$4.4 million

**Note:** For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; [Appendix 8](#) for Capital Needs Constraints, and Appendix 10 for details of reserve funding for the revised and expanded TFS Fleet Lifecycle Replacement Program respectively included in the 2022-2031 Capital Budget and Plan for corporate Fleet Services.



**2022 – 2031 CAPITAL BUDGET AND PLAN****\$62.6 Million 10-Year Gross Capital Program**

				
<b>Renovations</b>	<b>Information Technology</b>	<b>Equipment</b>	<b>Communication</b>	<b>Other – SOGR Health &amp; Safety</b>
\$15.0 M 24%	\$3.3 M 5%	\$5.7 M 9%	\$12.8 M 21%	\$25.8 M 41%
HUSAR Building Expansion; Renovation of 3 Dohme Avenue Facility	Fire Prevention Technology Integration & CAD Upgrade	Various Equipment	Lifecycle Replacement of Portable and Mobile Radios	Personal Protective Equipment and Toronto Radio Infrastructure Project (TRIP)

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

**How the Capital Program is Funded**

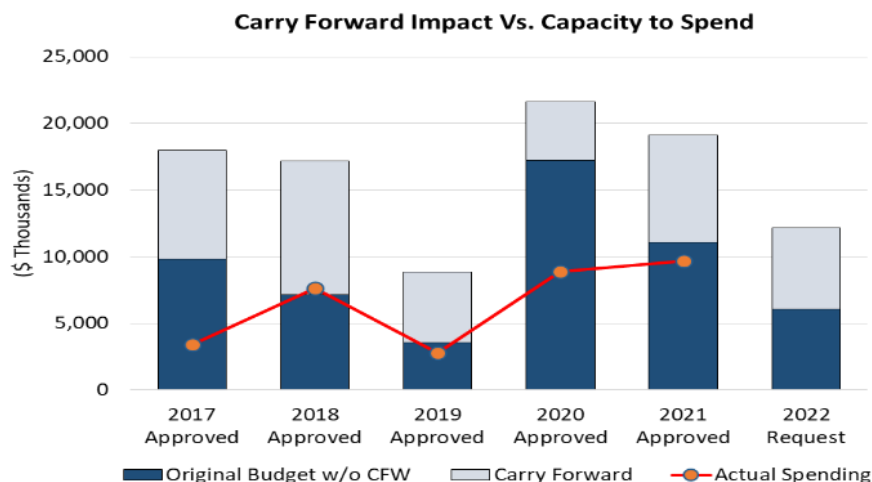
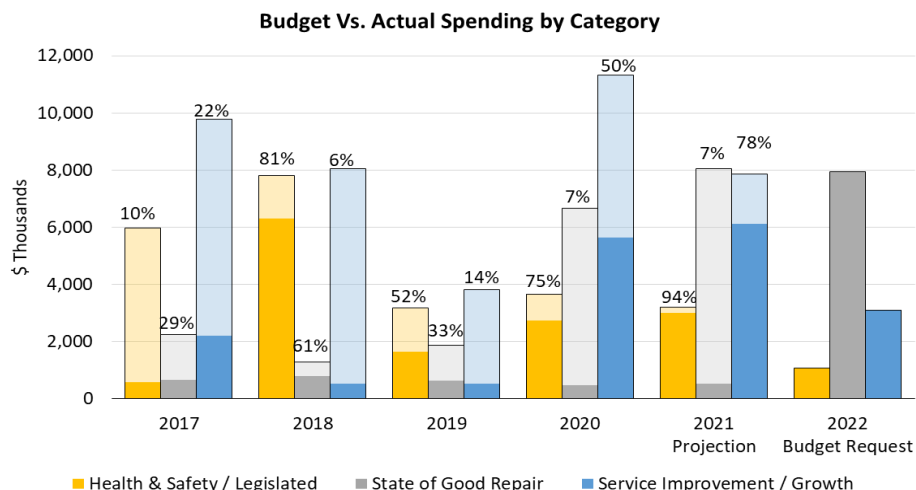
<b>City of Toronto</b>		<b>Federal Funding</b>	
<b>\$60.2 M 96%</b>		<b>\$2.4 M 4%</b>	
Debt	\$ 32.1 M	Public Safety Canada Funding	\$ 2.4M
Reserve / Reserve Fund	\$ 20.5 M		
Development Charges	\$ 5.8 M		
Other	\$ 1.8 M		

## CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Toronto Fire Services' ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

**Chart 2 – Capacity to Spend**



### Capacity to Spend Review Impact on the 10-Year Plan

The 2022 Capital Budget of \$12.1 million (including carry forward funding of \$6.1 million) is lower than the historic 5-year average budget of \$17.0 million.

Based on the review of historical capital spending constraints and a capacity to spend review, \$3.0 million in capital spending originally cash flowed in 2022 has been deferred to 2023. Adjustments to the Capital Plan are noted below:

- Funding for the Fire Prevention Office Space Accommodation (3 Dohme) renovation project was recast based on the capacity to spend review, reflecting the following changes: \$3.0 million was deferred to 2023. The projected completion date is now Q4 2023.

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

TFS's State of Good Repair backlog and ongoing maintenance for the program's facilities is managed by Corporate Real Estate Management's (CREM) State of Good Repair program and is included in the 2022 Capital Budget for CREM.

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

Approval of the 2022 Capital Budget will impact future year Operating Budget by a total of \$1.029 million net over the 2022-2031 period, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Station B - Downsview-Non-salary	85.0										85.0		85.0	
Fire Prevention Technology Integration			125.0								125.0		125.0	
Fire Preven-Office Space Accommodation (3 Dohme)			140.0								140.0		140.0	
Next Generation 911 Project	114.1										114.1		114.1	
Toronto Radio Infrastructure Project (TRIP)	255.0		245.0		40.0						540.0		540.0	
CAD Update			25.0								25.0		25.0	
<b>Sub-Total: Previously Approved</b>	<b>454.1</b>		<b>535.0</b>		<b>40.0</b>						<b>1,029.1</b>		<b>1,029.1</b>	
<b>New Projects - 2022</b>														
N/A														
<b>Sub-Total: New Projects - 2022</b>														
<b>New Projects - Future Years</b>														
N/A														
<b>Sub-Total: New Projects - Future Years</b>														
<b>Total (Net)</b>	<b>454.1</b>		<b>535.0</b>		<b>40.0</b>						<b>1,029.1</b>		<b>1,029.1</b>	

**Previously Approved projects**

- The Fire Prevention Technology Integration project will require funding in 2023 for I&T maintenance / licensing requirements.
- The Fire Prevention Office Space Accommodation (3 Dohme) project will require funding for utilities and maintenance costs commencing in 2023.
- Next Generation 911 project will require funding for I&T maintenance costs in 2022.
- Toronto Radio Infrastructure Project (TRIP) project will require additional operating funds commencing in 2022 for annual fees that provide access and management of security provisioning capabilities.

# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
<b>Revenue Loss</b>				
<b>Sub-Total</b>				
<b>Expenditure Increase</b>				
Designated Officers Call Back	1,156.8		1,728.7	1,728.7
24 Hour Staffing Shortage Call Back	11,994.6			
Fire Safety Grant Program	678.3			
WSIB	1,400.0		1,400.0	1,400.0
<b>Sub-Total</b>	<b>15,229.8</b>		<b>3,128.7</b>	<b>3,128.7</b>
<b>Support from Other Levels of Gov't</b>				
Fire Safety Grant Program	(678.3)			
<b>Sub-Total</b>	<b>(678.3)</b>			
<b>Total COVID-19 Impact</b>	<b>14,551.5</b>		<b>3,128.7</b>	<b>3,128.7</b>

## Appendix 2

### 2022 Balancing Actions

(\$000s)										
Recommendation	Savings Type	Equity Impact	AG Recs	2022				2023 (Incremental)		
				Revenue	Gross	Net	Positions	Gross	Net	Positions
Line by Line review on non salary items	Line by Line	None	No		(200.0)	(200.0)				
Total Balancing Actions					(200.0)	(200.0)				

#### **Line by Line Review:**

- A reduction in base expenditures in non-salary costs through efforts to align budget to actual experience.

## Appendix 3

### Summary of 2022 Service Changes

N/A

## Appendix 4

### Summary of 2022 New / Enhanced Service Priorities Included in Budget

24918	TFS- Diversity Recruitment-Staffing
74	Positive
<b>Description:</b>	
The addition of 3 positions for \$0.159 million net is recommended for a new Captain position and two firefighter positions to expand the Recruitment and Outreach service to assist in the development of a program that will help the City reach its diversity hiring goals. The expanded recruitment program will develop a service standard focused on attracting qualified diverse candidates into emergency services and help these candidates be successful in joining the public service.	
<b>Service Level Impact:</b>	
The recruitment program will focus on developing a recruitment strategy that appeals to various diverse groups and attracts as many candidates as possible into the recruitment process, with emphasis on ensuring that no barriers exist that cause diverse candidates to drop out as the recruitment progresses. It will also focus on the development of proactive strategies to ensure equitable promotional processes, including developing a mentorship program and implement pre-interview sessions with groups of current firefighters from diverse communities to assist with the recruitment process. The recruitment process will also work with Toronto Employment and Social Services (TESS) to assist Toronto residents on OW to consider a career with TFS. Increasing access to TFS career.	
<b>Equity Statement:</b>	
The Recruitment and Outreach Unit budget proposal's overall equity impact is low positive. Racialized communities, Indigenous Communities, Racialized Black Communities, Women, Persons with low income, 2SLGBTQ+ and persons with disabilities access to training/employment opportunities will be positively impacted. The TFS Recruitment and Outreach unit will help reduce barriers to employment by promoting TFS as a career for everyone. By increasing awareness and understanding of the careers and implementing targeted campaigns TFS aims to improve its representation and reach residents who may not see themselves represented in the fire service currently. By working at the front end with recruitment and outreach activities, TFS hopes to encourage more individuals from diverse	
<b>Service: Fire Prevention, Inspection, &amp; Enforcement</b>	
Total Staff Recommended Changes:	6.4 0.0 6.4 0.12 13.6 0.0
<b>Service: Fire Rescue &amp; Emergency Response</b>	
Total Staff Recommended Changes:	151.0 0.0 151.0 2.85 323.6 0.0
<b>Service: Fire Safety Education</b>	
Total Staff Recommended Changes:	1.6 0.0 1.6 0.03 3.4 0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>158.9 0.0 158.9 3.00 340.7 0.0</b>



24900	Post Traumatic Stress Injury and Suicide Prevention Program
74	No Impact
<b>Description:</b>	
Funding of \$0.138 million net, is recommended for 1 staff psychologist position and consulting services for an Occupational Therapist to fully implement the Toronto Fire Services' Post Traumatic Stress Disorder Prevention Plan. This additional programming is in response to the provincial legislation passed in 2016, the Supporting Ontario's First Responders Act (Bill 163), which included the presumption that PTSD diagnosed in first responders, is work-related. The Act requires the development of PTSD Prevention Plans by employers whose staff is covered by the presumption legislation.	
<b>Service Level Impact:</b>	
By fully implementing the mental health and wellness prevention measures, savings through a reduction in the annual number of WSIB Emotional Illness (including PTSD) claims is anticipated. As well the implementation of this programming will help TFS move closer to full staffing, which will positively impact emergency response performance measures.	
<b>Equity Statement:</b>	
No equity impact has been identified for this proposal.	
<b>Service:</b> Fire Prevention, Inspection, & Enforcement	
Total Staff Recommended Changes:	3.5 0.0 3.5 0.04 2.6 0.0
<b>Service:</b> Fire Rescue & Emergency Response	
Total Staff Recommended Changes:	133.2 0.0 133.2 0.95 62.2 0.0
<b>Service:</b> Fire Safety Education	
Total Staff Recommended Changes:	0.9 0.0 0.9 0.01 0.7 0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>137.6 0.0 137.6 1.00 65.5 0.0</b>

24911	Mechanical Division – Inventory Control Technicians
74	No Impact
<b>Description:</b>	
The addition of 3 permanent Inventory Control Technician positions for \$0.170 million net is recommended to fully support staffing requirements and ensure appropriate and accurate tracking of inventory usage for all preventative maintenance and on-demand repairs, including annual inventory and rolling inventory counts of vehicle replacement items.	
<b>Service Level Impact:</b>	
The addition of the Inventory Control Technicians will ensure that parts, stock and supplies are available, accessible and in-stock for preventative maintenance and on-demand repairs of emergency response vehicles and equipment. This will assist in reducing vehicle downtime by ensuring well maintained vehicles are available to respond to emergencies. The increase of staff in the Mechanical Division stockroom will also facilitate the return of the Supervisory Mechanic (Captain) to the shop floor and will improve the supervision of staff, leading to improved productivity and reduced turnaround times for maintenance and repairs; enable more robust M5 reporting, forecasting and audit capabilities; and provide capacity to more accurately forecast parts requirements.	
<b>Equity Statement:</b>	
No equity impact has been identified for this proposal.	
<b>Service:</b> Fire Prevention, Inspection, & Enforcement	
Total Staff Recommended Changes:	6.8 0.0 6.8 0.12 7.2 0.9
<b>Service:</b> Fire Rescue & Emergency Response	
Total Staff Recommended Changes:	161.7 0.0 161.7 2.85 170.5 20.8
<b>Service:</b> Fire Safety Education	
Total Staff Recommended Changes:	1.7 0.0 1.7 0.03 1.8 0.2
<b>Staff Recommended New/Enhanced Services:</b>	<b>170.2 0.0 170.2 3.00 179.4 21.9</b>

24912	TFS- Operational Technology Specialist
74	No Impact
<b>Description:</b>	
One new Operational Technology Specialist position for \$0.088 million net is recommended, primarily to provide oversight and to ensure critical communication system applications are maintained, including Computer Aided Dispatch (CAD), 911 Telephony, and associated operational technology environments.	
<b>Service Level Impact:</b>	
Currently, TFS's mission critical environments security maintenance is performed by existing staff in a manner that is not consistent across all platforms. Basic patch/release management, when required, is time consuming and is significantly impacting the program's ability to deliver other services related to maintenance, support and enhancement. The addition of this position will help deliver ongoing improvement in system applications and will help maintain operational compliance with the City, the Office of the Chief Information Security Officer, and Technology Services Division directives as they apply to TFS's mission critical environments.	
<b>Equity Statement:</b>	
No equity impact has been identified for this proposal.	
<b>Service:</b> Fire Rescue & Emergency Response	
Total Staff Recommended Changes:	87.6 0.0 87.6 1.00 65.5 0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>87.6 0.0 87.6 1.00 65.5 0.0</b>
24913	Quality Assurance/Quality Improvement (QA/QI) Manager
74	No Impact
<b>Description:</b>	
In response to the report from the Auditor General's Office and to improve operational performance, a Training and Technical Operations Quality Assurance/Quality Improvement Manager position for \$0.037 million net, is recommended to help develop procedures that will deliver improvements in training processes, and to evaluate and develop programming that ensures compliance with the National Fire Protection Association (NFPA) standards.	
<b>Service Level Impact:</b>	
In order to identify opportunities for improving the management, administration and effectiveness of firefighter training and recruitment programs, the Auditor General's Office identified a number of issues that highlighted the need for a multi-year strategic plan to help guide the program in managing training and recruitment resources more effectively, while meeting its financial, operational and legal operations. The addition of the Operations Quality Assurance/Quality Improvement Manager position will provide the capacity for the program to implement policies that facilitate the evaluation of performance through the use of key performance indicators; enhance operational efficiencies in training programs that incorporate compliance with NFPA training requirements; as well as implement policies and procedures that will	
<b>Equity Statement:</b>	
No equity impact has been identified for this proposal.	
<b>Service:</b> Fire Rescue & Emergency Response	
Total Staff Recommended Changes:	37.4 0.0 37.4 1.00 115.7 0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>37.4 0.0 37.4 1.00 115.7 0.0</b>
24914	Staff Services Coordinator
74	No Impact
<b>Description:</b>	
Four temporary Staff Services Coordinator positions are recommended to be converted to permanent, for \$0.270million net, which will allow the program to more effectively manage a significant number of staffing issues related to sick time usage, return to work issues, modified duties, investigations and grievances.	
<b>Service Level Impact:</b>	
The program has been using temporary positions to manage employee absences, return-to-work protocol, and labour relations functions including attendance management meetings and investigations. Providing permanent staffing resources will help ensure TFS can manage these issues within the timelines mandated by the collective agreement and labour legislation.	
<b>Equity Statement:</b>	
No equity impact has been identified for this proposal.	
<b>Service:</b> Fire Prevention, Inspection, & Enforcement	
Total Staff Recommended Changes:	11.0 0.0 11.0 0.16 8.0 0.0
<b>Service:</b> Fire Rescue & Emergency Response	
Total Staff Recommended Changes:	260.7 0.0 260.7 3.80 190.5 0.0
<b>Service:</b> Fire Safety Education	
Total Staff Recommended Changes:	2.7 0.0 2.7 0.04 2.0 0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>274.4 0.0 274.4 4.00 200.5 0.0</b>
<b>Summary:</b>	
<b>Staff Recommended New / Enhanced Services:</b>	<b>866.1 0.0 866.1 13.00 960.0 21.8</b>

## Appendix 5

### Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

## Appendix 6

### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Breathing Air Compressor Replacement	81	83	84	86							334	334		
CAD Upgrade	1,820										1,820		1,820	
Defibrillators Lifecycle Replacement							1,100				1,100	1,100		
Fire Preven-Office Space Accomodation (3 Dohme)	1,495	8,617									10,112		10,112	
Fire Prevention Technology Integration	1,563										1,563			1,563
Helmet Replacement						1,000					1,000	1,000		
HUSAR Building Expansion	1,535	3,385									4,920			4,920
Lifecycle Replacement of SCBA										6,500	6,500	6,500		
Live Fire Training Simulator	650										650	650		
Mobile Radios Lifecycle Replacement-2023		2,700									2,700	2,700		
Personal Protection Equipment Replacement				2,500	2,700				2,500	2,700	10,400	10,400		
Replacement of CBRNE Equipment						500					500	500		
Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	50	500	500		
Replacement of Portable Radios			5,050							5,050	10,100	10,100		
The purchase of gas metres for fire investigators						100					100	100		
Thermal Imaging Cameras	300	300	300	300	250						1,450	1,450		
Toronto Radio Infrastructure Project (TRIP)	4,536	2,105	905	327							7,873		7,873	
Training Simulators and Facilities Rehabilitation	100	100	100	100	100	100	100	100	100	100	1,000		1,000	
<b>Total Expenditures (including carry forward from 2021)</b>	<b>12,130</b>	<b>17,340</b>	<b>6,489</b>	<b>3,363</b>	<b>3,100</b>	<b>1,750</b>	<b>1,250</b>	<b>150</b>	<b>2,650</b>	<b>14,400</b>	<b>62,622</b>	<b>35,334</b>	<b>20,805</b>	<b>6,483</b>

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

## Appendix 6a

## 2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Breathing Air Compressor Replacement	81										81			81
CAD Upgrade	1,820										1,820	1,820		
Fire Preven-Office Space Accomodation (3 Dohme)	1,495	8,617									10,112	4,495	5,617	
Fire Prevention Technology Integration	1,563										1,563	1,563		
HUSAR Building Expansion	1,535	3,385									4,920	2,210	2,710	
Live Fire Training Simulator	650										650			650
Mobile Radios Lifecycle Replacement-2023		2,700									2,700	2,700		
Replacement of HUSAR Equipment	50										50			50
Replacement of Portable Radios-2024			5,050								5,050	5,050		
Thermal Imaging Cameras	300	300	300	300	250						1,450			1,450
Toronto Radio Infrastructure Project (TRIP)	4,536	2,105	905	327							7,873	7,873		
Training Simulators and Facilities Rehabilitation	100										100			100
<b>Total Expenditures (including carry forward from 2021)</b>	<b>12,130</b>	<b>17,107</b>	<b>6,255</b>	<b>627</b>	<b>250</b>						<b>36,369</b>	<b>25,711</b>	<b>8,327</b>	<b>2,331</b>

## Appendix 6b

## 2023 - 2031 Capital Plan

(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Breathing Air Compressor Replacement <input checked="" type="checkbox"/>	83	84	86							253	253		
Defibrillators Lifecycle Replacement						1,100				1,100	1,100		
Helmet Replacement					1,000					1,000	1,000		
Lifecycle Replacement of SCBA									6,500	6,500	6,500		
Personal Protection Equipment Replacement			2,500	2,700				2,500	2,700	10,400	10,400		
Replacement of CBRNE Equipment					500					500	500		
Replacement of HUSAR Equipment	50	50	50	50	50	50	50	50	50	450	450		
Replacement of Portable Radios-2031									5,050	5,050	5,050		
The purchase of gas metres for fire investigators					100					100	100		
Training Simulators and Facilities Rehabilitation	100	100	100	100	100	100	100	100	100	900	900		
<b>Total Expenditures (including carry forward from 2021)</b>	<b>233</b>	<b>234</b>	<b>2,736</b>	<b>2,850</b>	<b>1,750</b>	<b>1,250</b>	<b>150</b>	<b>2,650</b>	<b>14,400</b>	<b>26,253</b>	<b>25,353</b>	<b>900</b>	

## Appendix 7

### Reporting on Major Capital Projects: Status Update

N/A

## Appendix 8

### Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Thousands)									
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
NOT INCLUDED													
Residential Washer & Dryer	500		500	370	130								
Bunker Suit Washer/ Extractor Installations	370		370	160	210								
Heavy Duty Vehicle Column Lifts (Replacement)	376		376				142			40	40	77	77
Fire Department Connection (FDC) Kit	160		160	160									
45mm Jacketed Fire Hose Upgrade	580		580	580									
65mm Jacketed Fire Hose Upgrade	650		650	650									
Fire Station Digital Signage/ Turn Out Timers	130		130	130									
Relocation of Fire Academy-Feasibility Study	100		100				100						
Fire Master Plan	900	450	450		50	400					50	400	
Relocation of Fire Academy	30,000		30,000						6,000	6,000	6,000	6,000	6,000
New Fire Station - Christie	13,000	8,450	4,550				6,500	6,500					
New Fire Station - Lower Don Lands	21,360	13,884	7,476										21,360
Christie Station Truck	800	800						800					
Lower Don Lands Truck	800	800											800
Total Needs Constraints (Not Included)	69,726	24,384	45,342	2,050	390	400	6,742	7,300	6,000	6,040	6,090	6,477	28,237

In addition to the Recommended 10-Year Capital Plan of \$62.6 million, staff have also identified \$69.7 million in capital needs constraints for Fire Services as reflected in the table above

- *Various Equipment and Upgrades:* Heavy Duty Vehicle Column Lifts (Replacement); 45mm and 65mm Jacketed Fire Hose Upgrade; 15/16" Smooth Bore Nozzles; Fire Department Connection (FDC) Kit and Fire Station Signage/Turn Out Timers
- *Residential Washers/Dryers and Bunker Suit Washer/Extractors:* Adding capacity for cleaning decontaminated gear will permit quicker turnaround times for having ready-to-respond PPE.
- *Fire Master Plan:* Funding is required to review and update the Master Fire Plan which provides strategic direction and outlines the planned critical initiatives to be implemented in Fire Services over the next five (5) years toward achieving its strategic objectives.
- *Relocation of Fire Academy:* TFS will be exploring options to relocate the Eastern Ave Training academy to align with the Industrial Yards Consolidation.
- *New Fire Station-Christie:* The funding required for a stand-alone station based on the projected timing of the Christie redevelopment.
- *New Fire Station-Lower Don Lands:* This new fire station, integrated into the base of a mixed-use building, in either Villiers Island or the Mc Cleary District of the Port Lands, and provides growth-related emergency community infrastructure to the area and other areas of the City based on redevelopment plans for the Port Lands
- Fire Trucks for Christie station and Lower Don Lands station



## Appendix 9

### 2022 User Fee Changes

N/A

## Appendix 10

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

#### 2022 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Subject Name	Projected Balance as of \$	Withdrawals (-) / Contributions (+)		
			2022 \$	2023 \$	2024 \$
<b>XQ1017</b>	<b>Beginning Balance</b>	<b>40,791.7</b>	<b>40,791.7</b>	<b>41,600.7</b>	<b>654.7</b>
<b>Vehicle Reserve - Fire</b>					
	<i>Withdrawals (-)</i>		(5,394.0)	(40,946.0)	
	<i>Contributions (+)</i>		6,203.0		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>40,791.7</b>	<b>41,600.7</b>	<b>654.7</b>	<b>654.7</b>
<b>Balance at Year-End</b>		<b>40,791.7</b>	<b>41,600.7</b>	<b>654.7</b>	<b>654.7</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Subject Name	Projected Balance as of Dec. 31, 2021 * \$	Withdrawals (-) / Contributions (+)		
			2022 \$	2023 \$	2024 \$
<b>XQ1020</b>	<b>Beginning Balance</b>	<b>2,920.0</b>	<b>2,920.0</b>	<b>3,616.0</b>	<b>2,260.0</b>
<b>Equipment Reserve - Fire</b>					
	<i>Withdrawals (-)</i>		(731.0)	(2,783.0)	(2,722.0)
	<i>Contributions (+)</i>		1,427.0	1,427.0	1,847.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>2,920.0</b>	<b>3,616.0</b>	<b>2,260.0</b>	<b>1,385.0</b>
<b>Balance at Year-End</b>		<b>2,920.0</b>	<b>3,616.0</b>	<b>2,260.0</b>	<b>1,385.0</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Subject Name	Projected Balance as of Dec. 31, 2021 * \$	Withdrawals (-) / Contributions (+)		
			2022 \$	2023 \$	2024 \$
<b>XQ1010</b>	<b>Beginning Balance</b>	<b>37,929.0</b>	<b>37,929.0</b>	<b>24,066.0</b>	<b>11,263.0</b>
<b>Insurance Reserve Fund</b>					
	<i>Withdrawals (-)</i>		(79,206.0)	(79,659.0)	(81,181.0)
	<i>Contributions (+)</i>		65,278.0	66,726.0	68,234.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>37,929.0</b>	<b>24,001.0</b>	<b>11,133.0</b>	<b>(1,684.0)</b>
Interest Income			65.0	130.0	-
<b>Balance at Year-End</b>		<b>37,929.0</b>	<b>24,066.0</b>	<b>11,263.0</b>	<b>(1,684.0)</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Note: Funds will be added through future years to address the projected shortfall in 2024.

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

**2022 – 2031 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										Total
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR2118 Development Charge Reserve- RF Fire	Beginning Balance	10,169	10,169	10,946	9,385	12,280	15,273	18,171	21,141	24,212	27,385	30,664	10,169
	Withdrawals (-)												
	Fire Prevention Office Accommodation 3 Dhome Ave		(590)	(4,441)									(5,031)
	HUSAR Building Expansion		(768)										(768)
	Downsview Station Apparatus												-
	High Density Urban Aerial												-
	Total Withdrawals		(1,358)	(4,441)	-	-	-	-	-	-	-	-	(5,799)
	Contributions (+)												
	Operating		2,113	2,806	2,805	2,811	2,636	2,662	2,715	2,769	2,824	2,880	27,021
	Interest Income		22	74	90	182	262	308	356	404	455	507	2,660
	Total Contributions	-	2,135	2,880	2,895	2,993	2,898	2,970	3,071	3,173	3,279	3,387	29,681
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		10,169	10,946	9,385	12,280	15,273	18,171	21,141	24,212	27,385	30,664	34,051	34,051

\* Based on 9-month 2021 Reserve Fund Variance Report

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Subproject Name	Projected Balance as at Dec 31, 2021 *	Contributions / (Withdrawals)										Total
			2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XQ1020 Vehicle Reserve - Fire Equipment	Beginning Balance	2,920	2,920	3,616	2,261	1,386	647	(206)	1,641	2,388	4,235	3,582	2,920
	Withdrawals (-)												
	Defibrillators Lifecycle Replacement								(1,100)				(1,100)
	Personal Protective Equipment Replacement					(2,500)	(2,700)				(2,500)	(2,700)	(10,400)
	Replacement Portable Radios				(2,638)							(2,638)	(5,276)
	Live Fire Training Simulator Mobile Radios Lifecycle Replacement	(650)		(2,700)									(2,700)
	Breathing Air Compressors	(81)	(83)	(84)	(86)								(334)
	Total Withdrawals		(731)	(2,783)	(2,722)	(2,586)	(2,700)	-	(1,100)	-	(2,500)	(5,338)	(19,810)
	Contributions (+)												
	Operating		1,427	1,428	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	17,631
	Total Contributions		1,427	1,428	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	17,631
Other Program/Agency Net Withdrawals and Contributions			1,427	1,428	1,847	1,847	1,847	1,847	1,847	1,847	1,847	1,847	17,631
Balance at Year-End		2,920	3,616	2,261	1,386	647	(206)	1,641	2,388	4,235	3,582	91	741

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Fleet Services' Vehicle Reserve - XQ1017	Contributions / (Withdrawals)											2022-2031 Plan
		2021 Budget Q3	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XQ1017 Vehicle Reserve - Fire	XQ1017 - Opening Balance	13,643.5	40,791.7	41,600.7	654.7	654.7	654.7	654.7	654.7	654.7	654.7	654.7	13,643.5
	Total Withdrawals	10,216.8	5,394.0	46,666.0	22,078.0	22,277.0	18,417.0	15,992.0	13,212.0	10,010.0	12,181.0	14,479.0	190,922.8
	Total Contributions	37,365.0	6,203.0										43,568.0
	XQ1017 - Balance at Year-End	40,791.7	41,600.7	-5,065.3	-21,423.3	-21,622.3	-17,762.3	-15,337.3	-12,557.3	-9,355.3	-11,526.3	-13,824.3	-133,711.3
XQ0011 Capital Financing Reserve	Capital Financing Reserve Fund (XQ0011) Contributions			5,720.0	22,078.0	22,277.0	18,417.0	15,992.0	13,212.0	10,010.0	12,181.0	14,479.0	134,366.0
				654.7	654.7	654.7	654.7	654.7	654.7	654.7	654.7	654.7	654.7

\*Funding for the Revised Fleet Lifecycle Replacement Program combines previously approved transactions through the XQ1017 and future activity through XQ0011

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provide services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).