

2023 Program Summary

Toronto Paramedic Services

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Description

Toronto Paramedic Services (PS) provides 24/7 paramedic care in response to life-threatening medical emergencies.

PS delivers the following services:

- Emergency Medical Care
- Emergency Medical Dispatch
- Community Paramedicine

PS is responsible for all aspects of land ambulance service for the City of Toronto. PS has stewardship for more than 45 ambulance stations (including a Multi-Function Station), a fleet of 236 transport ambulances, 1,348 Paramedics and 139 Emergency Medical Dispatchers.

Why We Do It

PS is the sole provider of 24/7 paramedic care as mandated by the *Ambulance Act* of Ontario.

- **We protect and improve the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital, paramedic-based health care.**

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

Emergency Medical Care

Who We Serve: 911 Callers, Hospitals, Patients

What We Deliver: Provide outstanding paramedic-based emergency medical response and treatment, and ensure medically appropriate transport for all patients in the community.

How Much Resources (gross 2023 operating budget): \$270.4 million

Emergency Medical Dispatch & Preliminary Care

Who We Serve: 911 Callers, Hospitals, Patients

What We Deliver: Provide immediate access to dispatch life support instructions through Toronto’s Central Ambulance Communications Centre prior to paramedic arrival.

How Much Resources (gross 2023 operating budget): \$35.0 million

Community Paramedicine & Emergency Call Mitigation

Who We Serve: 911 Callers, Hospitals, Health Care Providers, Patients

What We Deliver: Provide community-based primary medical care and referrals, at-home medical care to support seniors and vulnerable residents, and first-response education and awareness within the community.

How Much Resources (gross 2023 operating budget): \$10.3 million

Budget at a Glance

2023 OPERATING BUDGET

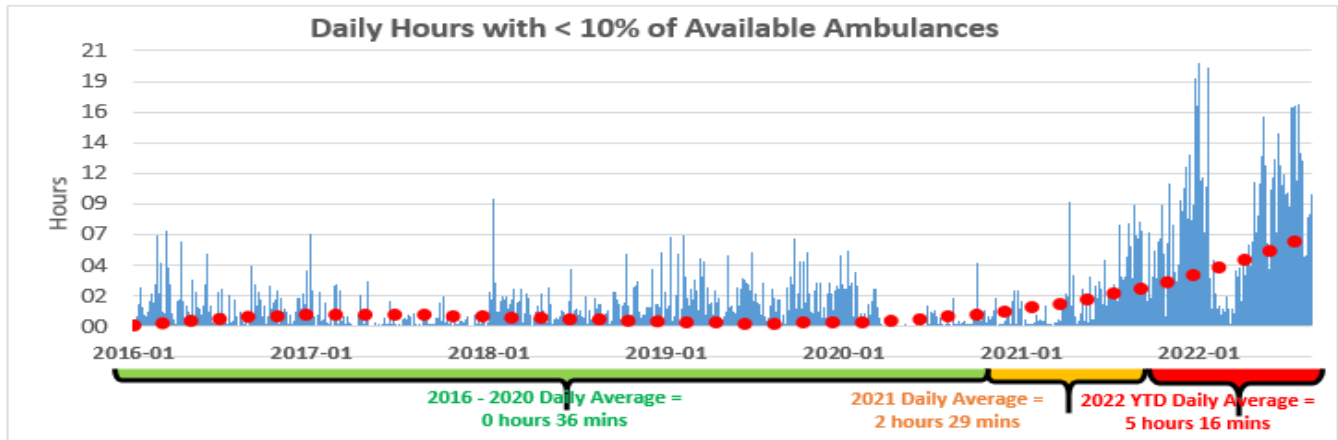
\$Million	2023	2024	2025
Revenues	\$207.1	\$205.1	\$212.0
Gross Expenditures	\$315.7	\$336.0	\$340.8
Net Expenditures	\$108.6	\$130.9	\$128.8
Approved Positions	1,878.3	1,960.3	1,960.3

2023 - 2032 10-YEAR CAPITAL PLAN

\$Million	2023	2024-2032	Total
Gross Expenditures	\$26.7	\$143.8	\$170.5
Debt	\$15.3	\$80.2	\$95.5

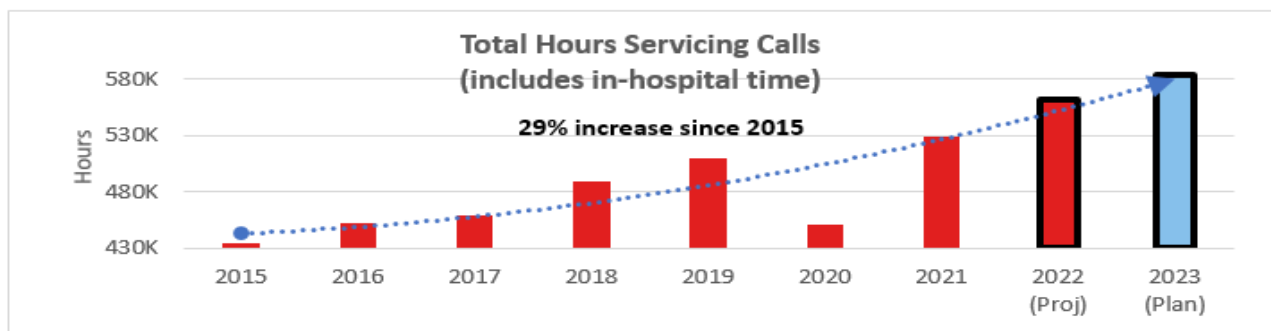
Note: Includes 2022 carry forward funding

How Well We Are Doing – Behind the Numbers



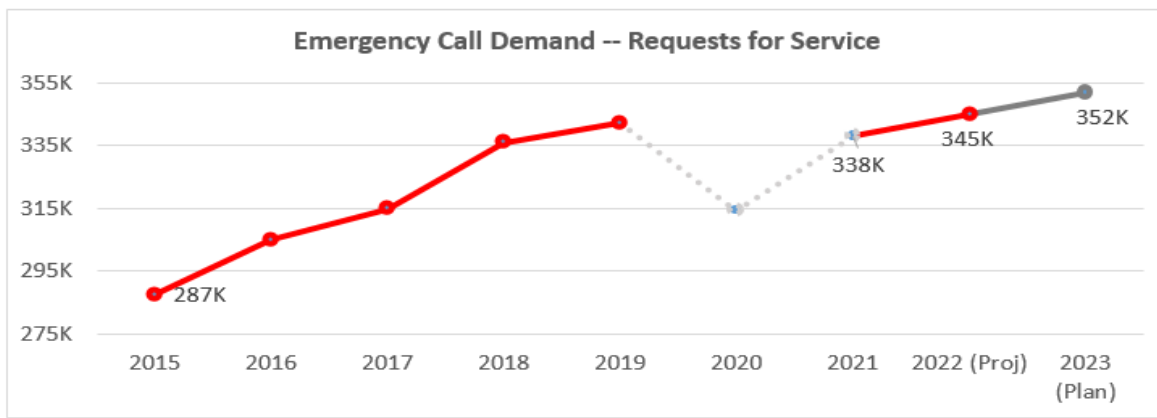
Behind the Numbers:

- Pre-COVID, PS had a daily average of 36 minutes with <10% ambulance availability.
- In 2022, the daily average worsened to 5 hours 16 minutes or a 780% increase -- negatively impacting response times to life-threatening calls and workload for staff.
- Paramedics spend approximately 800 hours in hospitals each day (2022), compared to 650 hours in 2019.
- In-hospital wait times for Paramedics is the most significant contributor to low ambulance availability in the community.
- Ambulance availability is further exacerbated by several factors, including specialized patient care transports, traffic congestion, and weather.
- PS continually monitors hospital performance and actively engages with hospital executive staff and frontline Emergency Department (ED) managers in real time to reduce ambulance offload delays.



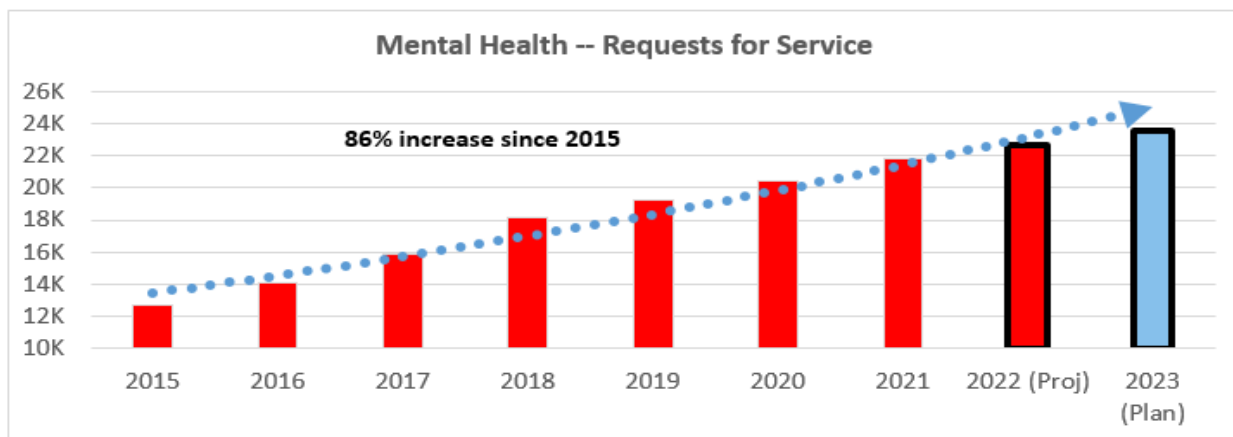
Behind the Numbers:

- "Service Time" is the total length of time required to service an emergency call -- from time of receipt of the call to the return to ambulance availability.
- As the time required to service a call increases, Paramedic availability to service other calls declines -- increasing workload on all frontline staff.
- In 2020, PS transported significantly fewer patients due to public reluctance to attend Emergency Departments (ED) at the onset of the COVID-19 pandemic. As a result, there was less ED crowding which led to less offload delay and reduced service time.
- In 2022, internal hospital system pressures increased and emergency call volumes returned to pre-2020 levels.
- In 2023, PS expects hospital system pressures to continue and emergency call volumes to increase by 3% to 5% per year.
- To reduce service times, PS has implemented several strategies, including triaging and redirecting low acuity patients to other medical access points (e.g., Health Connect Ontario), expediting offload of less acute patients in EDs, assigning Superintendents in hospitals to optimize patient flow in EDs, assigning multiple patients to one Paramedic crew, and working with hospitals to provide alternate destinations for patients.
- To ensure high priority calls are always attended to first, Toronto Paramedic Services has a response protocol with Toronto Fire Services to respond to calls where there is no clear indication of a patient or identified injury requiring a Paramedic.



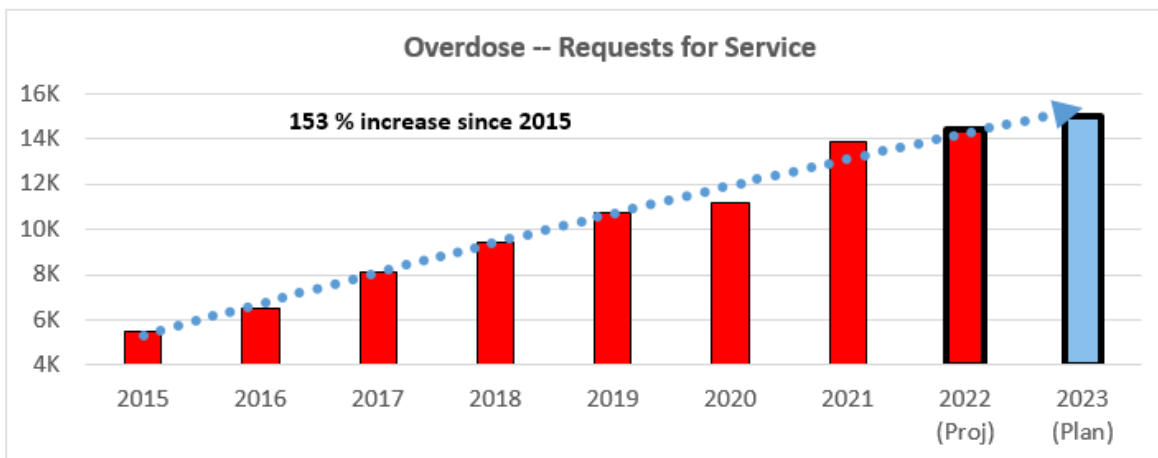
Behind the Numbers:

- In 2020, PS received significantly fewer requests for service due to public reluctance to attend EDs at the onset of the COVID-19 pandemic.
- In 2021 and 2022, emergency call volumes returned to pre-2020 levels.
- In 2023, PS expects emergency call volumes to continue to increase by 3% to 5% per year.
- Main drivers of emergency call demand continue to include:
 - Aging and growing population
 - Polarized socio-economic status
 - Mental Health
 - Opioid Overdoses
- Strategies to address demand include implementation of the Staffing Plan, continuing to support Community Paramedicine initiatives for aging and vulnerable populations, and triaging/redirecting low acuity patients to other medical access points (e.g., Health Connect Ontario).



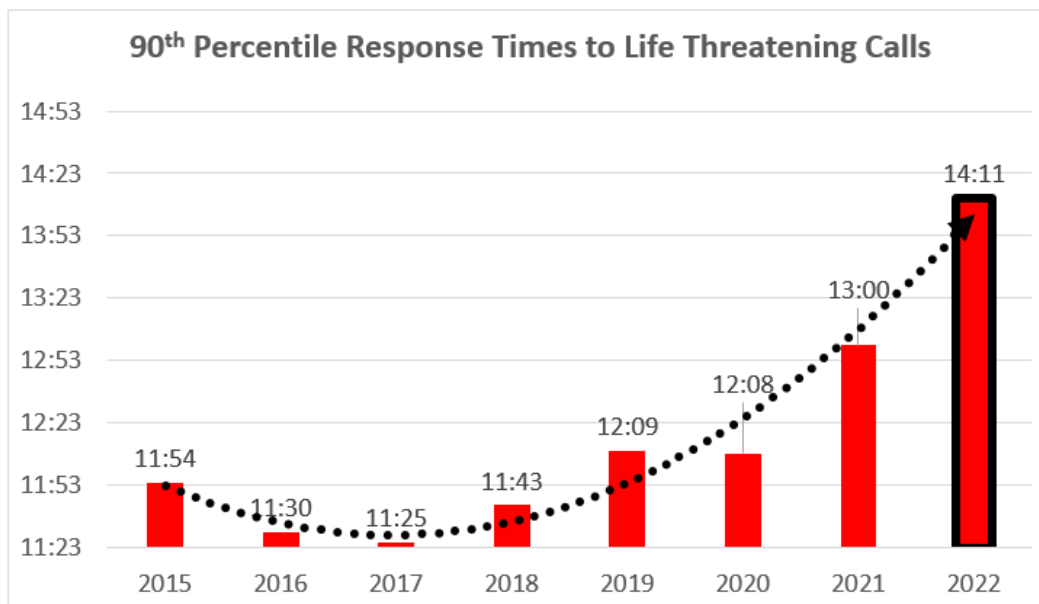
Behind the Numbers:

- Mental health related emergency calls have increased by 86% since 2015.
- The increases likely reflect the following: a surge in demand for mental health services, especially during the pandemic, fewer resources being offered through the health care system (both outpatient and inpatient settings), and a lack of access to a family doctor who historically filled the gap in delivering funded mental health services.
- This trend is likely to grow given the challenges in supporting people experiencing homelessness, many of whom live with significant, chronic mental health problems.
- Current strategies to address requests for service related to mental health include working with the Toronto Police Mobile Crisis Intervention Team (MCIT), the Toronto Community Crisis Service (TCCS), the Centre for Addiction & Mental Health, and community hospital programs.



Behind the Numbers:

- Since 2015, there has been a 153% increase in opioid overdose-related emergency calls.
- These calls are increasing at a higher rate than other call volumes. Public Health Ontario reports a similar trend on opioid overdoses (May 2021).
- Strategies to address opioid overdose-related calls include providing Paramedics with treatments to temporarily reverse the effects of opioid overdoses (e.g., Naloxone) and working with various City agencies to support community administration of such treatments.
- PS has partnered with The Works Harm Reduction Program (part of Toronto Public Health) to enable Paramedics to distribute nasal spray naloxone kits to patients or community members who are at high risk of an opioid overdose.



Behind the Numbers:

- Response times to life threatening emergency calls have increased by 12% since 2015.
- In 2021, our response time at the 90th percentile was 13 minutes.
- In 2022, our response time at the 90th percentile is 14 minutes 11 seconds.
- This trend reflects the following:
 - A 46% increase in hospital wait times for Paramedics.
 - An average increase in emergency call demand of 3% to 5% per year for the past 10 years.
 - An aging, growing and increasingly vulnerable population.
- Strategies to improve response times include implementation of the Staffing Plan, continuing to support Community Paramedicine initiatives for aging and vulnerable populations, and triaging/redirecting low acuity patients to other medical access points (e.g., Health Connect Ontario).

How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target
Outcome Measures							
Community Paramedicine Outreach & Referral	Number of Vulnerable-Patient Interactions	19,632	44,612	27,877	28,294	●	28,860
Service Level Measures							
Pre-Hospital Emergency Care	Response Time (minutes)	12.2	13.0	12.5	14.2	●	14.0
Pre-Hospital Emergency Care	Service Time (minutes) (90 th Percentile All Calls)	127.72	139.00	137.08	140.17	●	145.83
Pre-Hospital Emergency Care	WSIB Cost (\$ million)	\$10.3M	\$13.5M	\$13.3M	\$15.5M	●	\$15.5M
Other Measures							
Pre-Hospital Emergency Care	Total Hours Servicing Calls	451,128	529,049	-	561,542	●	584,004
Pre-Hospital Emergency Care	Emergency Call Demand Requests for Service	314,382	338,015	-	344,775	●	351,671
Pre-Hospital Emergency Care	Mental Health Requests for Service	20,416	21,812	-	22,684	●	23,592
Pre-Hospital Emergency Care	Opioid overdoses Requests for Service	11,187	13,880	-	14,435	●	15,013
Emergency Medical Dispatch	Emergency Calls Processed	375,011	394,040	-	416,094	●	428,577

2022 Projection to 2022 Target Comparison

● Represents a positive trend or impact on the Division ● Represents a neutral trend or impact on the Division ● Represents a negative trend or additional pressure to the Division

COVID-19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- Pandemic Response – (\$7.450M, \$0 Net)
 - Enhanced cleaning measures, additional Personal Protective Equipment (PPE) and centralized resource centre to support frontline staff health and wellness.
- Hospital Task Force – (\$1.476M, \$0 Net)
 - Dedicated program to reduce in-hospital wait times for Paramedics by expediting handoff of patients to the hospital emergency department.
- 2023 COVID-19 initiatives are expected to be 100% funded by the province.

Service Level Changes

- In early 2020, emergency medical call volumes were lower at the start of the COVID-19 pandemic.
 - In 2021 and 2022, call volumes returned to pre-pandemic levels and are expected to continue to increase annually by 3% to 5%.
 - Pre-COVID, PS had a daily average of 36 minutes with <10% ambulance availability. In 2022, the daily average worsened to 5 hours 16 minutes or a 780% increase -- negatively impacting response times to life-threatening calls and workload for staff. Paramedics spend approximately 800 hours in hospitals each day (2022).
 - In-hospital wait times for Paramedics is the most significant challenge negatively impacting ambulance availability in the community and results in response time delays to 911 emergency medical calls.
 - Paramedics need to be recognized as a specialty resource who, in all circumstances, should be prioritized for immediate triage and transfer of care at hospitals.
 - There has also been an increase in WSIB claims related to Post Traumatic Stress Injuries (PTSI) and exposure to infectious diseases (incl. COVID-19) experienced by Paramedics.
 - PS continually monitors hospital performance and actively engages with hospital executive staff and frontline Emergency Department managers in real time to reduce in hospital wait times for Paramedics.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- PS improved Response Times from 2011 to 2017. However, call volume increased in 2018 and 2019 resulting in a significant increase in Response Times. Beginning in 2020, City Council has supported the implementation of the Staffing Plan (2019.EC5.3) to improve Service Levels, including Response Times.
- In 2022, PS referred more than 6,862 low-acuity calls to Health Connect Ontario as an alternative healthcare option, mitigating the need for Paramedic response.
- Continued improvement in 911 call mitigation from Community Paramedics providing primary medical care and referrals to support aging at home, health promotion, illness and injury prevention – completing more than 28,000 interactions with vulnerable patients in 2022.
- Continued long-term strategy of building a Multi-Function Station system to improve operational efficiencies and accommodate growth in emergency call demand. In 2018, the first Multi-Function Station became fully operational.

Key Challenges and Risks

- Hospital and healthcare system capacity
- Increased Emergency Call Demand
- Increased workload on staff/increased WSIB pressure
- Response to critically ill and injured patients/maintaining ambulance availability
- Employee health and safety, e.g. maintaining safe and clean workplace
- Continued emergency medical call mitigation
- Expected increase in mental health and opioid overdose-related emergency calls.
- Financial sustainability, e.g. Provincial grant

Priority Actions

- Implement the Council-approved Staffing Plan (2019.EC5.3) to continue to work towards improving service levels, including response times to emergency incidents.
- The 2023 budget reflects the City's priority in public health by including a permanent investment in 66 operational positions to address staffing and performance concerns in order to meet the increasing challenges associated with aging and population growth and complexity of incidents. This is in addition to 63 operational positions added in 2022.
- Continue to work on hospital/healthcare system crisis to reduce in-hospital wait times for Paramedics.
- Continue to optimize staffing and deployment plan, e.g., specialized transport programs, paramedic schedules, business continuity.
- Continue Community Paramedicine initiatives to mitigate emergency call demand, e.g., support for those awaiting long-term care placement; home visits to support living/aging at home; community wellness clinics; integrated care partnerships.
- Support new Alternate Models of Care/healthcare reforms as a result of pandemic experience aimed at mitigating 911 demand and responses.
- Promote wellness and resiliency programming to advance the division's mental health strategy for enhancing staff psychological health and safety and reduce occurrences of WSIB related to occupational stress injuries.
- Continue enhanced Infection Prevention and Control (IPAC) measures in all frontline operations.

RECOMMENDATIONS

City Council adopted the following recommendations:

1. The 2023 Operating Budget for Toronto Paramedic Services of \$315.707 million gross, \$207.149 million revenue and \$108.558 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Emergency Medical Care	270,386.1	161,278.0	109,108.0
Emergency Medical Dispatch & Preliminary Care	34,974.4	34,970.5	3.9
Community Paramedicine & Call Mitigation	10,346.5	10,900.0	(553.5)
Total Program Budget	315,707.0	207,148.6	108,558.4

- The 2023 staff complement for Toronto Paramedic Services of 1,878.3 positions comprised of 3.0 capital positions and 1,875.3 operating positions.
2. The 2023 Capital Budget for Toronto Paramedic Services with cash flows and future year commitments totaling \$112.905 million as detailed by project in [Appendix 6a](#).
 3. The 2024-2032 Capital Plan for Toronto Paramedic Services totalling \$57.610 million in project estimates as detailed by project in [Appendix 6b](#).

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Emergency Medical Care	147,652.6	155,677.1	151,167.2	156,692.7	4,585.3	161,278.0	10,110.8	6.7%
Emergency Medical Dispatch & Preliminary Care	32,722.2	32,495.3	32,128.7	34,970.5		34,970.5	2,841.8	8.8%
Community Paramedicine & Emergency Call Mitigation	7,780.3	6,444.7	6,372.9	10,900.0		10,900.0	4,527.1	71.0%
Total Revenues	188,155.1	194,617.1	189,668.8	202,563.2	4,585.3	207,148.6	17,479.7	9.2%
Expenditures								
Emergency Medical Care	237,013.7	248,917.5	246,999.0	265,800.7	4,585.3	270,386.1	23,387.0	9.5%
Emergency Medical Dispatch & Preliminary Care	26,639.7	32,482.1	32,340.6	34,974.4		34,974.4	2,633.8	8.1%
Community Paramedicine & Emergency Call Mitigation	8,254.1	13,346.2	13,466.3	10,346.5		10,346.5	(3,119.8)	(23.2%)
Total Gross Expenditures	271,907.5	294,745.9	292,806.0	311,121.7	4,585.3	315,707.0	22,901.0	7.8%
Net Expenditures (including COVID-19)	83,752.4	100,128.8	103,137.2	108,558.4		108,558.4	5,421.3	5.3%
Required COVID-19 Support	179.5							N/A
Net Budget (excluding COVID-19 supports)	83,572.9	100,128.8	103,137.2	108,558.4		108,558.4	5,421.3	5.3%
Approved Positions**	1,733.3	1,812.3	N/A	1,812.3	66.0	1,878.3	N/A	N/A

* 2022 Projection based on 9 Month Variance

**YoY comparison based on approved positions

The 2023 Net Budget of \$108.558 million in net expenditures reflects a \$5.421 million or 5.3% increase compared to 2022 projections.

- The 2023 Base Budget includes the costs and assumed corresponding Provincial funding of \$8.926 million to provide financial support for enhanced cleaning measures, Personal Protective Equipment (PPE), health and wellness support for frontline staff, and the Hospital Task Force program dedicated to reducing in-hospital wait times for Paramedics.

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$315.707 million gross reflecting an increase of \$22.901 million in spending above 2022 projected year-end actuals, predominantly arising from:

- \$4.825 million in added salary and benefit costs for cost of living adjustments.
- \$4.585 million funding for the permanent investment in 66 additional operational staff and associated operating costs, in line with the Council-approved Staffing Plan (2019 EC5.3) to address workload pressures due to increasing call demand.
- \$3.847 million for the annualization of 2022 staff initiatives as a result of the continued Staffing Plan (2019 EC5.3) implementation.
- \$3.276 million for non-salary inflationary increases (utilities, drugs, medical supplies, uniform, insurance, fuel).
- \$1.289 million for Operating Impact of Capital.

EQUITY IMPACTS OF BUDGET CHANGES

Increased access to services for vulnerable patients, including seniors: The Staffing Plan budget proposal's overall equity impact is medium positive. This proposal will have a positive impact particularly on vulnerable patients, including seniors, who are one of the primary groups accessing these services. The proposal will help improve response time reliability and ambulance availability for life-threatening calls, which will positively affect the care, treatment and outcomes of these patients.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for Toronto Paramedic Services of \$315.707 million in gross expenditures is \$22.901 million gross or 7.8% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

Table 2: 2023 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	168,109.0	186,282.9	189,759.2	187,611.0	201,842.2	14,231.3	7.6%
User Fees & Donations	182.0	145.1	785.6	785.6	1,087.9	302.2	38.5%
Transfers From Capital	162.2	312.2	470.0	470.0	450.0	(20.0)	(4.3%)
Contribution From Reserves/Reserve Funds			2,149.9		2,292.7	2,292.7	
Sundry and Other Revenues	478.8	599.0	896.6	246.4	916.6	670.1	271.9%
Inter-Divisional Recoveries	590.4	815.9	555.8	555.8	559.2	3.4	0.6%
Total Revenues	169,522.5	188,155.1	194,617.1	189,668.8	207,148.6	17,479.7	9.2%
Salaries and Benefits	213,772.7	233,295.3	253,458.3	250,676.1	269,535.9	18,859.8	7.5%
Materials & Supplies	8,583.9	9,822.1	10,523.9	10,723.4	12,917.8	2,194.4	20.5%
Equipment	3,510.8	1,962.3	1,413.2	1,836.8	1,413.2	(423.6)	(23.1%)
Service and Rent	10,575.5	10,821.5	11,820.7	12,039.8	12,554.5	514.7	4.3%
Contribution To Capital	1,160.3	432.0	831.3	831.3	831.3		
Contribution To Reserves/Reserve Funds	10,067.1	10,770.9	11,350.3	11,350.3	11,576.5	226.2	2.0%
Other Expenditures	0.9	4.6	12.3	12.3	12.3		
Inter-Divisional Charges	2,753.8	4,798.9	5,336.0	5,336.0	6,865.4	1,529.4	28.7%
Total Gross Expenditures	250,425.0	271,907.5	294,745.9	292,806.0	315,707.0	22,901.0	7.8%
Net Expenditures	80,902.5	83,752.4	100,128.8	103,137.2	108,558.4	5,421.3	5.3%

*Projection based on 9 Month Variance

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

Includes COLA (\$4.9M), the annualization of 2022 staff initiatives (\$3.9M), increases in 2023 above 2022 savings due to higher than expected attrition (\$2.8M) impacting 2022 actuals and WSIB pressures (\$2.3M).

Materials & Supplies, Equipment and Other Expenditures:

Includes increases in medical supplies, drugs and uniforms (\$2.1M), fuel (\$1.5M), vehicle parts and maintenance (\$0.5M), contribution to insurance and vehicle reserves (\$0.2M), offset by increases in 2022 medical equipment purchases (\$0.4M).

Provincial Grants:

PS is working with the Ministry of Health (MOH) to advocate for continued 2022 COVID funding. PS has received \$5.1 million COVID funding in 2022.

User fees:

Includes user fees recovery to pre-pandemic level.

Offsets and Efficiencies:

The 2023 Operating Budget includes \$3.590 million in net expenditure reductions attributed to:

Provincial Funding:

Revenue increases of \$2.238 million in provincial funding due to growth in service demand.

Contributions to Reserves:

Reduction of \$1.0 million gross and net in the contributions to the vehicle/equipment reserves to align with anticipated purchasing timelines.

Line-by-line Review:

Includes \$0.302 million in user fees revenues and \$0.050 million various expenditure adjustments to align with actual spending.

New and Enhanced Service Priorities:

Staffing Plan (\$4.585 million gross and \$0.000 million net):

The 2023 Operating Budget includes \$4.585 million gross, \$0 net, for a permanent investment in 66 operational staff resources to support the City's priority actions in public health. This continues Council's direction in the approved Staffing Plan (2019.EC5.3) to address workload pressures resulting from growth in emergency call demand and increasing complexity in emergency incidents. This is in addition to 63 operational positions added in 2022. 2024 is the last year of the staffing plan.

Note:

- For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures and [Appendix 4](#) for the 2023 New and Enhanced Service Priorities, respectively.

2024 & 2025 OUTLOOKS

Table 3: 2024 and 2025 Outlooks

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
Revenues			
Revenue Changes		(2,076.1)	6,982.0
COVID-19 Revenue Impacts			
Total Revenues	207,148.6	(2,076.1)	6,982.0
Gross Expenditures			
Salaries and Benefits		18,013.4	3,157.9
COVID-19 Expenditure Impacts			
Others		2,274.8	1,670.1
Total Gross Expenditures	315,707.0	20,288.3	4,828.0
Net Expenditures	108,558.4	22,364.4	(2,154.0)
Approved Positions	1,878.3	81.0	0.0

Key drivers

The 2024 Outlook with total gross expenditures of \$335.995 million reflects an anticipated \$20.288 million or 6.4% increase in gross expenditures above the 2023 Operating Budget. The 2025 Outlook expects a further increase of \$4.828 million or 1.4% above 2024 gross expenditures.

These changes arise from the following:

Revenues:

- Reversal of one-time reserve contribution (for one-time costs) of \$2.1 million. (2024)
- Provincial grants of \$7.0 million for the 2023 and 2024 staff additions. (2025)

Salaries and Benefits:

- Gross incremental impact of \$4.5 million and \$0.2 million for 2023 staff additions (66 FTEs) in 2024 and 2025, respectively.
- Gross incremental impact of \$8.2 million and \$2.8 million for 2024 staff additions (81 FTEs) in 2024 and 2025, respectively.
- Gross incremental impact of \$5.2 million primarily due to COLA. (2024)

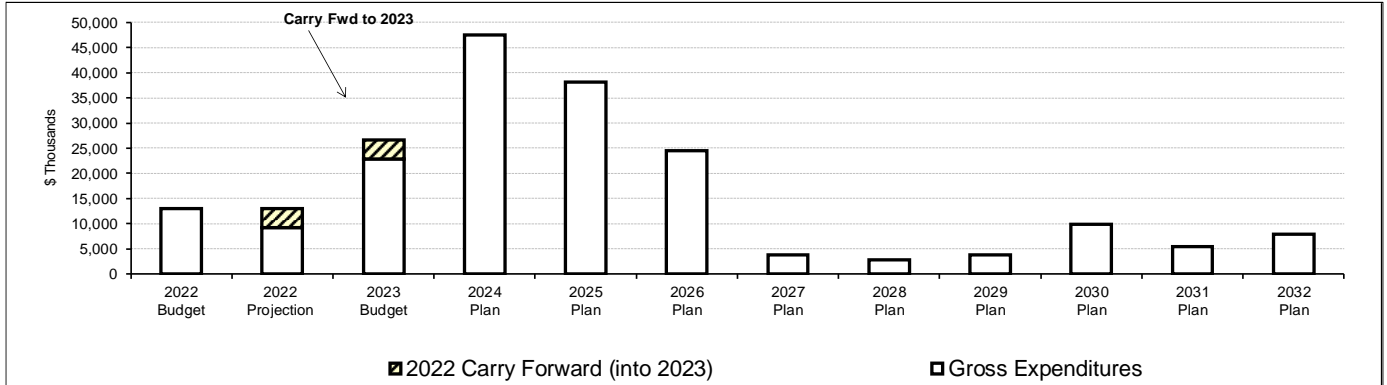
Others:

- Operating Impact of Capital increase of \$1.1 million in 2024 and \$1.6 million in 2025, primarily due to growth in fleet.
- Increase to contribution to reserve of \$1.5 million, offset by reversal of one-time grant of \$0.5 million in 2024.

2023 – 2032 CAPITAL BUDGET AND PLAN

2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan	
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	Gross Expenditures by Project Category:													
Health & Safety & Legislated				7,100	2,600	1,600	1,600	1,600	1,600	1,600	7,100	2,600	1,600	27,400
SOGR	4,729	4,629	1,300	950	800	800	800	800	1,800	1,800	800	800	10,650	
Service Improvement & Growth	8,329	4,549	25,410	39,530	34,675	22,150	1,450	450	450	950	1,950	5,450	132,465	
Total by Project Category	13,058	9,178	26,710	47,580	38,075	24,550	3,850	2,850	3,850	9,850	5,350	7,850	170,515	
Financing:														
Debt	11,409	7,669	15,320	27,480	25,725	16,450	1,750	750	1,750	1,750	750	3,750	95,475	
Reserves/Reserve Funds	500	500	750	7,600	3,100	2,100	2,100	2,100	7,600	3,100	2,100	32,650		
Development Charges	1,149	1,009	10,640	12,500	9,250	6,000			500	1,500	2,000	42,390		
Total Financing	13,058	9,178	26,710	47,580	38,075	24,550	3,850	2,850	3,850	9,850	5,350	7,850	170,515	

Changes to Existing Projects
(\$21.6 Million)

The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):

- \$17.2M - Multi-Function Station #2 (Facility) – Cost escalations in construction, plus other infrastructure upgrades

New Projects
(\$5.7 Million)

The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$5.0M - Ambulance Post #3 & #4
- \$0.7M - Future Strategic Staging Locations (F-SSL)

Capital Needs Constraints
(\$256.0 Million)

Toronto Paramedic Services has seven unmet projects over the 10-year planning horizon:





- \$200.0M - New Communications Centre
- \$20.0M - Multi-Function Station #3 (Facility) – 610 Bay Street (Phase 2)
- \$20.0M - Multi-Function Station #5 (Facility) – North Central (Phase 2)
- \$10.0M - Garage and Equipment
- \$2.0M - Ambulance Post #5
- \$2.0M - Ambulance Post #6
- \$2.0M - Emergency Response Driver Training Facility

Note:

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively

2023 – 2032 CAPITAL BUDGET AND PLAN

\$170.5 Million 10-Year Gross Capital Program

			
Infrastructure	Communication Systems	Vehicles	Medical Equipment
\$117.9 M 69.2%	\$5.4M 3.2%	\$13.9M 8.2%	\$33.3M 19.5%
Multi-Function Stations Ambulance Posts <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Mobile Data Communications Ambulance & Portable Radios NG911 <input checked="" type="checkbox"/>	Ambulances Emergency Response Vehicles <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Power Stretchers Defibrillators AEDs Future Strategic Staging Locations <input checked="" type="checkbox"/>

- 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 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately

- Multi-Function Station #2 (300 Progress Ave) continues to see cost escalations and supply chain issues. Materials and labour costs are increasing significantly as a result of the pandemic. The estimated cost escalation is \$21.6 million.
- Ambulance vehicles continue to see supply chain issues. 2022 Ambulance acquisition (\$2.8 million) has been re-casted to 2026.
- Multi-Function Station #3 (610 Bay Street – Phase 1) anticipates cost escalations and supply chain issues with an incremental increase of \$1.0 million to phase 1 of the project.

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$170.5 M 100%		\$0.0 M 0%	\$0.0 M 0%
Debt	\$ 95.5 M		
Reserve / Reserve Fund*	\$ 32.7 M		
Development Charges / Section 42*	\$ 42.4 M		

*Bill 23 impacts the City's ability to recover the costs associated with growth-related infrastructure projects and to support complete higher density communities across Toronto. Adjustments to Development Charges revenue forecast resulting in negative reserve balances are reflected in [Appendix 10](#).

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2023 Capital Budget will impact the future years' Operating Budgets by \$2.175 million net over the 2023-2032 period, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Ambulance Post #1 - 30 Queen's Plate Dr	10.0		(5.0)									5.0		5.0
Ambulance Post #2 - 330 Bering Ave	(5.0)											(5.0)		(5.0)
Multi-Function Stn #2 - 300 Progress Ave					1,281.3	18.0	467.7		(554.2)			1,194.8	18.0	1,194.8
Additional ERV's - Equinox	(134.0)											(134.0)		(134.0)
Multi-Function Stn #3 - 610 Bay St			14.8		(7.4)							7.4		1,281.3
Multi-Function Stn #4 - South West														
Multi-Function Stn #5 - North Central			151.5		(75.8)							75.8		75.8
Sub-Total: Previously Approved	(129.0)		161.3		1,198.2	18.0	467.7		(554.2)			1,144.0	18.0	2,417.9
New Projects - 2023														
Additional ERV's - Tahoes	145.4		124.7		124.7		(124.7)					270.1		270.1
Additional Ambulances	877.3		142.3		(326.0)							693.5		693.5
Ambulance Post #3 - 844 Don Mills Rd	10.0				(5.0)							5.0		5.0
Sub-Total: New Projects - 2023	1,032.7		261.9		(201.4)		(124.7)					968.6		968.6
New Projects - Future Years														
Ambulance Post #4														5.0
Ambulance Post #5														5.0
Defibrillator Replacement Purchases					84.0		(42.0)					42.0		42.0
Ambulance Post #6														5.0
Sub-Total: New Projects - Future Years					84.0		(42.0)					42.0		57.0
Total (Net)	903.7		423.2		1,080.8	18.0	301.0		(554.2)			2,154.6	18.0	3,443.5

Previously approved:

- **Ambulance Posts** – The operating impact is mostly due to utilities (Hydro, gas, water, solid waste) and building maintenance for a net impact of \$0.005 million per Ambulance Post. Ambulance Post #2 had \$0.010 million expenditure in 2022.
- **Multi-Function #2** – The operating impact is mostly due to 18 new FTEs once CREM has transferred the facility to PS. In addition, there will be associated utilities (Hydro, gas, water, solid waste) and building maintenance costs. The net operating impact is \$1.195 million.
- **ERVs** – The operating impact is mostly due to the cost of vehicle parts, tires, maintenance, and licenses. There is also 50% grant expected from the province, resulting to a net operating impact of -\$0.134 million.

New Projects - 2023:

- **ERVs and ambulances** – The operating impact is mostly due to the cost of vehicle parts, tires, maintenance, and licenses. There is 50% grant expected from the province, resulting to a net operating impact of \$0.964 million.
- **Ambulance Posts** – The operating impact is mostly due to utilities (Hydro, gas, water, solid waste) and building maintenance for a net impact of \$0.005 million per Ambulance Post.

New Projects – Future years:

- **Ambulance Posts** – The operating impact is mostly due to utilities (Hydro, gas, water, solid waste) and building maintenance for a net impact of \$0.005 million per Ambulance Post. Ambulance Post #6 will have \$0.005 million grants in 2033.
- **Defibrillator Replacement** – The net operating impact of \$0.042 million is the contribution to the equipment reserve for an additional 30 defibrillators.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands				
	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
Revenue Loss					
N/A					
Sub-Total					
Expenditure Increase					
N/A					
Sub-Total					
Support from Other Levels of Gov't**					
Pandemic Response			7,449.6	7,449.6	
Hospital Task Force			1,476.3	1,476.3	
Sub-Total			8,925.9	8,925.9	
Total COVID-19 Impact			8,925.9	8,925.9	

* 2022 Projection based on 9 Month Variance

** Should only reflect COVID-19 program-specific funding that is budgeted or received. Please exclude COVID-19 budget and actuals that are within corporate accounts.

- PS is working with the MOH to advocate for continued 2022 COVID funding. PS has received \$5.100 million COVID funding in 2022.

Appendix 2

2023 Affordability Measures

(\$000s)									
Recommendation	Savings Type	Equity Impact	2023				2024 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line By Line Reductions	Line By Line	Undetermined		(50.0)	(50.0)				
User fees Training	Revenue Increase (Other)	Low - Negative	302.2		(302.2)				
Grant Increase	Revenue Increase (Other)	None	2,237.5		(2,237.5)			46.7	
Reduction to Vehicle Reserve	Other	Low - Negative		(1,000.0)	(1,000.0)		500.0		
Total Affordability Measures			2,539.7	(1,050.0)	(3,589.7)	-	500.0	46.7	-

Line by line: Reduction to various expenditures, including printing, taxi services and educational materials.

Revenue Increase: PS continues to work with the province for additional grant due to increased service demand. In addition, PS is expecting higher revenues for user fees.

Reduction to Vehicle Reserve: The supply chain issues have delayed the deliveries of ambulances. The reduction to the vehicle reserve aligns with revised purchasing timelines, as 2023 deliveries of vehicles are expected to be delayed.

Appendix 3

Summary of 2023 Service Changes

N/A

Appendix 4

Summary of 2023 New / Enhanced Service Priorities Included in Budget



2023 Approved Operating Budget - New and Enhanced Service Priorities Summary by Service (\$000's)

Form ID	Community and Social Services Program - Toronto Paramedic Services		Adjustments				2024 Plan Net Change	2025 Plan Net Change
			Gross Expenditure	Revenue	Net	Approved Positions		
26494	2023 Staffing Plan							
74	Positive	Description:						
<p>Funding of \$4.6 million gross for 66 additional operational staff and associated operating costs to address 3% to 5% average annual increase in emergency call demand that is projected to continue in future years. This fulfills the City Council direction in the Staffing Plan (EC5.3) adopted by Council on June 18, 2019.</p> <p>Service Level Impact:</p> <p>Emergency call volumes over the past 10 years have increased by 3% to 5% per year, due to a growing and aging population. Increasing emergency call demand commits more ambulances and Paramedic resources to calls, thereby impacting the number of ambulances available to respond, particularly at peak hours of the day. This availability is further exacerbated by hospital system pressures which increases the time to complete an ambulance call.</p> <p>Equity Statement:</p> <p>The Staffing Plan budget proposal's overall equity impact is medium positive. This proposal will have a positive impact particularly on vulnerable patients, including seniors, who are one of the primary groups accessing these services. The proposal will help improve response time reliability and ambulance availability for life-threatening calls, which will positively affect the care, treatment and outcomes of these patients.</p> <p>Service: Emergency Medical Care</p>								
Tabled Budget Changes:			4,585.3	4,585.3	0.0	66.00	6,818.7	(2,032.1)
BC Requested Changes:			0.0	0.0	0.0	0.00	0.0	0.0
Mayor Proposed Changes:			0.0	0.0	0.0	0.00	0.0	0.0
Amendments:			0.0	0.0	0.0	0.00	0.0	0.0
Total Approved:			4,585.3	4,585.3	0.0	66.00	6,818.7	(2,032.1)
Tabled Budget:			4,585.3	4,585.3	0.0	66.00	6,818.7	(2,032.1)
Budget Committee Requested :			0.0	0.0	0.0	0.00	0.0	0.0
Mayor Proposed:			0.0	0.0	0.0	0.00	0.0	0.0
Amendments:			0.0	0.0	0.0	0.00	0.0	0.0
Approved New/Enhanced Service Priorities:			4,585.3	4,585.3	0.0	66.00	6,818.7	(2,032.1)
28393	2024 Staffing Plan							
74	Positive	Description:						
<p>Funding of \$8.2 million gross for 81 operational staff and associated operating costs to address 3% to 5% average annual increase in emergency call demand that is projected to continue in future years. This fulfills the City Council direction in the Staffing Plan (EC5.3) adopted by Council on June 18, 2019.</p> <p>Service Level Impact:</p> <p>Emergency call volumes over the past 10 years have increased by 3% to 5% per year, due to a growing and aging population. Increasing emergency call demand commits more ambulances and Paramedic resources to calls, thereby impacting the number of ambulances available to respond, particularly at peak hours of the day. This availability is further exacerbated by hospital system pressures which increases the time to complete an ambulance call.</p> <p>Equity Statement:</p> <p>The Staffing Plan budget proposal's overall equity impact is medium positive. This proposal will have a positive impact particularly on vulnerable patients, including seniors, who are one of the primary groups accessing these services. The proposal will help improve response time reliability and ambulance availability for life-threatening calls, which will positively affect the care, treatment and outcomes of these patients.</p> <p>Service: Emergency Medical Care</p>								
Tabled Budget Changes:			0.0	0.0	0.0	0.00	8,242.3	(1,240.4)
BC Requested Changes:			0.0	0.0	0.0	0.00	0.0	0.0
Mayor Proposed Changes:			0.0	0.0	0.0	0.00	0.0	0.0
Amendments:			0.0	0.0	0.0	0.00	0.0	0.0
Total Approved:			0.0	0.0	0.0	0.00	8,242.3	(1,240.4)
Tabled Budget:			0.0	0.0	0.0	0.00	8,242.3	(1,240.4)
Budget Committee Requested :			0.0	0.0	0.0	0.00	0.0	0.0
Mayor Proposed:			0.0	0.0	0.0	0.00	0.0	0.0
Amendments:			0.0	0.0	0.0	0.00	0.0	0.0
Approved New/Enhanced Service Priorities:			0.0	0.0	0.0	0.00	8,242.3	(1,240.4)
Summary:								
Tabled Budget:			4,585.3	4,585.3	0.0	66.00	15,060.9	(3,272.5)
Budget Committee Requested:			0.0	0.0	0.0	0.00	0.0	0.0
Mayor Proposed:			0.0	0.0	0.0	0.00	0.0	0.0
Amendments:			0.0	0.0	0.0	0.00	0.0	0.0
Approved New/Enhanced Service Priorities:			4,585.3	4,585.3	0.0	66.00	15,060.9	(3,272.5)

Appendix 5

Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
AM001	Multi-Function Station #2 (FACILITY) - DSGN & CONSTR	9,090	18,200	11,345								38,635			38,635
AM002	Multi-Function Station #2 (FACILITY) - COVID SURCHARGE & NET ZER	8,000	12,000	10,000	16,000							46,000			46,000
AM003	Multi-Function Station #2 (FACILITY) - TPS Upgrade Parking	100	1,500									1,600			1,600
AM004	Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)	750	1,000	1,500	200							3,450			3,450
AM005	Multi-Function Station #4 (FACILITY) - South West								500	1,500	5,000	7,000			7,000
AM006	Multi-Function Station #5 (FACILITY) - North Central	1,050	2,000	6,800								9,850			9,850
AM007	Capital Asset Management Planning	450	450	450	450	450	450	450	450	450	450	4,500			4,500
AM008	Ambulance Post #1 - 30 Queen's Plate Dr	1,450										1,450			1,450
AM009	Ambulance Post #2 - 330 Bering Ave	50										50			50
AM010	Ambulance Post #3 - Don Mills CRC (844 Don Mills Rd)	50	100	500	1,350	1,000						3,000			3,000
AM011	Ambulance Post #4	50	100	500	1,350							2,000			2,000
AM012	PPE Re-Processing Facilities Rivalda & HQ - 2022-2023 Change in scope	340										340			340
AM013	Mobile Data Communications - 2022	100										100		100	
AM014	Mobile Data Communications - 2023	300										300		300	
AM015	Mobile Data Communications - Future years		300	300	300	300	300	300	300	300	300	2,700		2,700	
AM016	Dispatch Console Replacement - 2022-2024	150	150									300		300	
AM017	Ambulance/Portable Radio Replacement - Future years							1,000	1,000			2,000		2,000	
AM018	Additional Ambulances (7 per year) - 2020	60										60			60
AM019	Additional Ambulances (7 per year) - 2023	2,800										2,800			2,800
AM020	Additional Ambulances (7 per year) - Future Years		2,800	2,800	2,800							8,400			8,400
AM021	Additional ERV - 2022 (4 +1) + (10 Equinox)	290										290			290
AM022	Additional ERV - 2023 (5 +1)	780										780			780
AM023	Additional ERV - Future Years (5 +1 per year)		780	780								1,560			1,560
AM024	Medical Equipment Replacement - 2023	700										700		700	
AM025	Medical Equipment Replacement - Future years		500	500	500	500	500	500	500	500	500	4,500		4,500	
AM026	Defibrillator Replacement Purchases - 2023	50										50		50	
AM027	Defibrillator Replacement Purchases - Future years		5,500	1,000					5,500	1,000		13,000	13,000		
AM028	Power Stretchers - Replacements - Future years		1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	14,400	14,400		
AM029	Future Strategic Staging Locations (F-SSL)	100	600									700			700
Total Expenditures (including carry forward from 2022)		26,710	47,580	38,075	24,550	3,850	2,850	3,850	9,850	5,350	7,850	170,515	27,400	10,650	132,465

- ☑ - 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 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately

Appendix 6a

2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
AM001	Multi-Function Station #2 (FACILITY) - DSGN & CONSTR	9,090	18,200	11,345								38,635	38,635		
AM002	Multi-Function Station #2 (FACILITY) - COVID SURCHARGE & NET ZERO	8,000	12,000	10,000	16,000							46,000	26,000	20,000	
AM003	Multi-Function Station #2 (FACILITY) - TPS Upgrade Parking	100	1,500									1,600		1,600	
AM004	Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)	750	1,000	1,500	200							3,450	3,450		
AM006	Multi-Function Station #5 (FACILITY) - North Central	1,050	2,000	6,800								9,850	9,850		
AM007	Capital Asset Management Planning	450										450	450		
AM008	Ambulance Post #1 - 30 Queen's Plate Dr	1,450										1,450	1,450		
AM009	Ambulance Post #2 - 330 Bering Ave	50										50	50		
AM010	Ambulance Post #3 - 844 Don Mills Rd	50	100	500	1,350	1,000						3,000			3,000
AM011	Ambulance Post #4	50	100	500	1,350							2,000			2,000
AM012	PPE Re-Processing Facilities Rivalda & HQ - 2022-2023 Change in scope	340										340	340		
AM013	Mobile Data Communications - 2022	100										100	100		
AM014	Mobile Data Communications - 2023	300										300	300		
AM016	Dispatch Console Replacement - 2022-2024	150	150									300	300		
AM018	Additional Ambulances (7 per year) - 2020	60										60	60		
AM019	Additional Ambulances (7 per year) - 2023	2,800										2,800	2,800		
AM021	Additional ERV - 2022 (4 +1) + (10 Equinox)	290										290	290		
AM022	Additional ERV - 2023 (5 +1)	780										780	780		
AM024	Medical Equipment Replacement - 2023	700										700	700		
AM026	Defibrillator Replacement Purchases - 2023	50										50	50		
AM029	Future Strategic Staging Locations (F-SSL)	100	600									700			700
Total Expenditure (including carry forward from 2022)		26,710	35,650	30,645	18,900	1,000						112,905	85,605	21,600	5,700

Appendix 6b

2024 - 2032 Capital Plan

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
AM005	Multi-Function Station #4 (FACILITY) - South West							500	1,500	5,000	7,000			7,000
AM007	Capital Asset Management Planning	450	450	450	450	450	450	450	450	450	4,050			4,050
AM017	Ambulance/Portable Radio Replacement - Future years						1,000	1,000			2,000		2,000	
AM020	Additional Ambulances (7 per year) - Future Years	2,800	2,800	2,800							8,400			8,400
AM023	Additional ERV - Future Years (5 +1 per year)	780	780								1,560			1,560
AM015	Mobile Data Communications - Future years	300	300	300	300	300	300	300	300	300	2,700		2,700	
AM025	Medical Equipment Replacement - Future years	500	500	500	500	500	500	500	500	500	4,500		4,500	
AM027	Defibrillator Replacement Purchases - Future years	5,500	1,000					5,500	1,000		13,000	13,000		
AM028	Power Stretchers - Replacements - Future years	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	14,400	14,400		
Total	Total Expenditures	11,930	7,430	5,650	2,850	2,850	3,850	9,850	5,350	7,850	57,610	27,400	9,200	21,010

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Paramedic Services											
MULTI-FUNCTION STATION #2 - 300 Progress Ave.	740	482	650	66,495	1,692	Minor Delay	Jan-17	Dec-24	Dec-26	Ⓒ	Ⓓ
Comments:	<p>This Multi-Function Ambulance Station #2 at 300 Progress Avenue will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities. A second feasibility study was done by CREM's architect and was completed in July 2019.</p>										
Explanation for Delay:	<p>The Architectural contract for the Design was awarded in June 2020. The Conceptual Design Phase, Schematic Design Phase and Net Zero Energy Feasibility Study is complete. The Detailed Design Phase is complete, the development submission was issued to City Planning in December 2021. The Contract Documentation will be developed for construction services tender and is expected in fall of 2022. Due to on-going supply-chain issues, as well as material and labour cost escalation, a targeted market survey is being initiated by Procurement Services in spring of 2022 to gauge interest in specialized products and high volume materials being used in the design.</p> <p>On July 15, 2021 (2021.GL24.12), Council approved the expropriation proceedings to acquire a portion of 350 Progress Avenue for the purpose of constructing a primary access route to 300 Progress Avenue as well as for providing site services including domestic water, sanitary, storm water, hydro, telecommunications and ancillary works for the new Toronto Paramedic Services multi-function station. Stage 1 of the expropriation report was approved in November 2021. The 30 day notice period is complete, with no requests for a Hearing of Necessity. Stage 2 report was adopted by GGLC on July 4, 2022 (2022. GL32.27); it was approved by City Council on July 19, 2022.</p> <p>CREM/PMO is proceeding with the expropriation of lands from 350 Progress Avenue, as well on-going coordination with Toronto Police to mitigate parking impacts from the proposed access plan. Stage 2 Notices will be issued to the Owner of 350 Progress Avenue on October 26, 2022. The Offer of Possession for the expropriation will be served prior to the proposed Date of Possession, which is currently targeted for February 16, 2023.</p> <p>The expropriation proceedings and supply-chain issues are expected to extend the completion date to 2026.</p>										
AMBULANCE POST - 30 Queens Plate Dr.	208	32	158	1,848	272	Significant Delay	Jan-19	Dec-21	Dec-23	Ⓒ	Ⓓ
Comments:	<p>Construction of a 2 Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the Toronto Fire Services (TFS) Station A Woodbine project.</p>										
Explanation for Delay:	<p>In 2019, TFS initiated a POA for a change in scope of the project with an increase in \$ amount for the total project cost. The architect firm submitted the project redesign to City Planning in fall 2019. In early 2020, City Planning requested TFS to meet Toronto Green Standard (TGS) Tier 2.</p> <p>On Oct 20, 2020, TFS announced the deferral of the 30 Queen's Plate Dr. station and corresponding fire apparatus projects to outside of their 10-year plan, given that community development has not occurred as planned.</p> <p>At the Operational Program Management Committee (OPMC) in June 2021, PS met with TFS and CreateTO and made a proposal regarding the property utilization. As a result of this meeting, PS has been granted use of the property. An RFQ to assign a consultant is in progress.</p> <p>A project charter from CREM/PMO is in progress. Substantial completion date is estimated to be Q3 2023.</p>										

Division/Project name	2022 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Toronto Paramedic Services											
MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase 1)	800	5	550	1,500	5	On Track	Jan-22	Dec-25		Ⓞ	Ⓞ
Comments:	610 Bay St will be used as an Interim Ambulance Station, Administration office, temporary space to relocate staff from other stations undergoing SOGR and AODA construction and to stage/locate logistical and medical supplies in downtown Toronto. The Interim Ambulance Station will provide crowding relief for approximately 8 ambulances operating out of the surrounding ambulance stations. Additional space will be used for administrative and logistical support to ambulance crews working in the downtown area. The Interim Ambulance Station and administrative/logistical support will occupy part of 610 Bay St until redevelopment is approved and a development partner is ready to commence construction. CREM/PMO is anticipating Paramedics on site by mid-2023, with project completion by end of 2025.										
Explanation for Delay:	N/A										
MULTI-FUNCTION STATION #5 - North Central (Phase 1)	200	0	150	10,000	0	On Track	Jan-22	Dec-27		Ⓞ	Ⓞ
Comments:	To consolidate 4 existing PS locations to Multi-Function Station #5. The property will be used by Community Paramedicine and D5. In addition, Toronto Paramedic Services (TPS) Central Ambulance Communications Centre (CACC) requires an increase in Emergency Medical Dispatcher (EMD) and corresponding oversight staffing in order to continue the delivery of safe, efficient and consistent service to the city of Toronto. Staffing increases will also require an increase in space for CACC operations, including Communications Centre floor space, IT space and staff facility/respice space. This space will also be required due to on-going distancing requirements and the ability to scale up/down in response to the pandemic. PS will be meeting with CREM/PMO/CreateTO/Modern TO Architects to discuss project feasibility in Oct 2022.										
Explanation for Delay:	N/A										

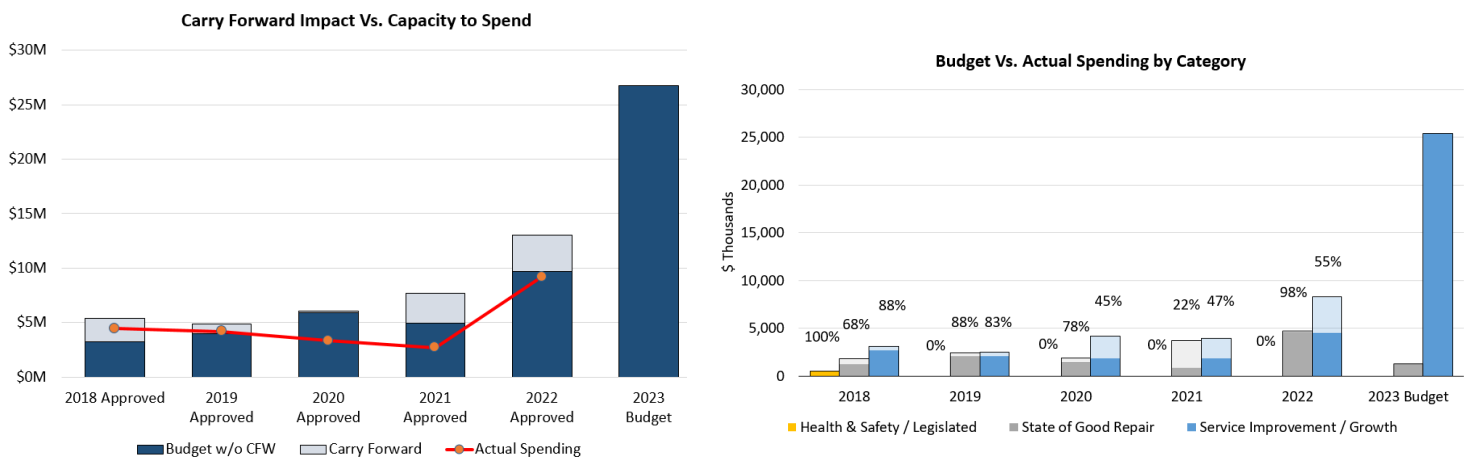
Appendix 8

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 Paramedic 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 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$3.880 million in capital spending originally cash flowed in 2022 has been deferred to 2023 and future years. In addition, \$8.500 million in capital spending originally cash flowed in 2023 and 2024 has been deferred to 2025 and 2026. Adjustments to the Capital Plan are noted below:

- \$8.590 million - Multi-Function Station #2 (FACILITY) – Design and Construction
- \$2.860 million - Additional Ambulances (7 per year)
- \$0.290 million - Additional ERV
- \$0.250 million - Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)
- \$0.140 million - PPE Re-Processing Facilities Rivalda & HQ
- \$0.100 million - Mobile Data Communications
- \$0.050 million - Multi-Function Station #5 (FACILITY) – North Central (Phase 1)
- \$0.050 million - Ambulance Post #1 - 30 Queen's Plate Drive
- \$0.050 million - Ambulance Post #2 - 330 Bering Ave

Appendix 9

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 2)	20.0		20.0							0.5	1.5	5.0	8.0	5.0
Multi-Function Station #5 (FACILITY) - North Central (Phase 2)	20.0		20.0			0.5	1.5	5.0	8.0	5.0				
New Central Ambulance Communications Centre	200.0		200.0			0.2	9.8	30.0	75.0	75.0	10.0			
Ambulance Post #5	2.0		2.0					0.2	0.5	1.4				
Ambulance Post #6	2.0		2.0							0.2	0.5	1.4		
Ambulance Vehicle Training (AVT) Facility - Skid PAD	2.0		2.0		0.5	0.8	0.8							
Equipment & Garage	10.0		10.0		0.1	0.1	0.3	1.6	4.0	3.0	1.0			
Total Needs Constraints (Not Included)	256.0		256.0		0.6	1.6	12.3	36.8	88.0	86.0	16.5	9.4	5.0	

In addition to the Approved 10-Year Capital Plan (2023 - 2032) of \$170.515 million, staff have also identified \$256.000 million in capital needs constraints for Paramedic Services as reflected in the table above.

Multi-Function Station #3 (Facility) – 610 Bay Street (Phase 2):

- Phase 2 of Multi-Function Station #3 (Facility) at 610 Bay Street will involve the design and construction of a 20 Bay Multi-Function Station. In 2020, Strategic Property Management Committee approved the request from Toronto Paramedic Services to include a Multi-Function Station in the ModernTO property redevelopment at 610 Bay Street.

Multi-Function Station #5 (Facility) – North Central (Phase 2):

- Phase 2 will consolidate 4 existing PS locations to Multi-Function Station #5. The property will be used by Community Paramedicine and District Operations.

New Central Ambulance Communication Centre (CACC):

- Requires \$200.0 million in funding to manage the deployment and assignment of the increasing number of emergency calls.
- Efficiencies have been achieved through technological and scheduling changes necessary to meet current operational demands of the current Centre however these increasing demands are now taxing the limited physical space available. Demand for emergency transports continues to rise at an average rate of 3% to 5% year (which equates to approximately 9,000 new patients each year), due to an aging and growing population. PS has added part-time call receivers in an effort to address call demand, however, there is no room for expansion to meet the growth in staffing and technology infrastructure necessary to meet future needs.

Ambulance Posts:

- Requires \$4.0 million for the design and construction of four Ambulance Posts over 10 years to support the Multi-Function Stations.
- Service demand has been increasing at an average annual rate of 3% to 5% for the past 10 years. The growth in service demand is expected to continue due to a growing and aging population.

Emergency Response Driver Training Facility:

- Replacement of the current emergency response driver training facility at 350 Wilson Heights Blvd, due to loss of our current facility.
- PS is working with CreateTO to find a new location for Toronto Paramedic Services' emergency response driver training facility.

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds 2023 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		7,401	5,779	2,836
Vehicle Reserve - Toronto Paramedic Services	XQ1018			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		(9,500)	(12,956)	(11,120)
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		7,877	10,013	10,145
Total Reserve / Reserve Fund Draws / Contributions		5,779	2,836	1,861
Balance at Year-End		5,779	2,836	1,861

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		7,827	8,954	3,326
Vehicle Reserve - Toronto Paramedic Services Equipment	XQ1019			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		(750)	(7,600)	(3,100)
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		1,877	1,972	2,094
Total Reserve / Reserve Fund Draws / Contributions		8,954	3,326	2,320
Balance at Year-End		8,954	3,326	2,320

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		38,185	36,888	35,565
Sick Leave Reserve	XR1007			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		-	-	-
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		280	280	280
Total Reserve / Reserve Fund Draws / Contributions		38,465	37,168	35,845
Other Program / Agency Net Withdrawals & Contributions		(2,302)	(2,302)	(2,302)
Interest Income		725	700	674
Balance at Year-End		36,888	35,565	34,217

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
Beginning Balance		57,291	38,514	20,117
Insurance Reserve	XR1010			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		-	-	-
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		1,542	1,542	1,542
Total Reserve / Reserve Fund Draws / Contributions		58,833	40,056	21,659
Other Program / Agency Net Withdrawals & Contributions		(21,244)	(20,505)	(20,268)
Interest Income		925	566	209
Balance at Year-End		38,514	20,117	1,600

The 2023 Operating Budget includes a one-time draw of \$2.3 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve.

Inflows and Outflows to/from Reserves and Reserve Funds

2023 – 2032 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XQ1018 Vehicle Reserve - Toronto Paramedic Services	Beginning Balance	7,401	5,779	2,836	1,861	1,646	2,211	2,876	3,921	5,786	8,391	
	Withdrawals (-)											
	Toronto Paramedic Services	(9,500)	(12,956)	(11,120)	(11,360)	(11,580)	(12,480)	(13,100)	(13,280)	(13,540)	(14,000)	(122,916)
	Total Withdrawals	(9,500)	(12,956)	(11,120)	(11,360)	(11,580)	(12,480)	(13,100)	(13,280)	(13,540)	(14,000)	(122,916)
	Contributions (+)											
	Toronto Paramedic Services	7,877	10,013	10,145	11,145	12,145	13,145	14,145	15,145	16,145	17,145	127,051
	Total Contributions	7,877	10,013	10,145	11,145	12,145	13,145	14,145	15,145	16,145	17,145	127,051
Balance at Year-End		5,779	2,836	1,861	1,646	2,211	2,876	3,921	5,786	8,391	11,536	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XQ1019 Vehicle Reserve - Toronto Paramedic Services Equipment	Beginning Balance	7,827	8,954	3,326	2,320	3,314	5,308	8,302	12,296	11,790	16,784	
	Withdrawals (-)											
	Toronto Paramedic Services	(750)	(7,600)	(3,100)	(2,100)	(2,100)	(2,100)	(2,100)	(7,600)	(3,100)	(2,100)	(32,650)
	Total Withdrawals	(750)	(7,600)	(3,100)	(2,100)	(2,100)	(2,100)	(2,100)	(7,600)	(3,100)	(2,100)	(32,650)
	Contributions (+)											
	Toronto Paramedic Services	1,877	1,972	2,094	3,094	4,094	5,094	6,094	7,094	8,094	9,094	48,602
	Total Contributions	1,877	1,972	2,094	3,094	4,094	5,094	6,094	7,094	8,094	9,094	48,602
Balance at Year-End		8,954	3,326	2,320	3,314	5,308	8,302	12,296	11,790	16,784	23,779	

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	Total
XR2119 Dev Charges RF - Toronto Paramedic Services	Beginning Balance	16,366	10,403	2,850	(1,350)	(2,146)	3,159	8,655	13,984	18,355	21,894	
	Withdrawals (-)											
	Toronto Paramedic Services	(10,640)	(12,500)	(9,250)	(6,000)	-	-	-	(500)	(1,500)	(2,000)	(42,390)
	Total Withdrawals	(10,640)	(12,500)	(9,250)	(6,000)	-	-	-	(500)	(1,500)	(2,000)	(42,390)
	Contributions (+)											
	Toronto Paramedic Services	4,419	4,819	5,050	5,204	5,295	5,382	5,110	4,559	4,650	4,487	48,975
	Total Contributions	4,419	4,819	5,050	5,204	5,295	5,382	5,110	4,559	4,650	4,487	48,975
Other Program/Agency Net Withdrawals and Contributions		258	128	-	-	10	114	219	312	389	451	1,881
Balance at Year-End		10,403	2,850	(1,350)	(2,146)	3,159	8,655	13,984	18,355	21,894	24,832	

Appendix 11

Glossary

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

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

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.

ED: Emergency Department at the hospital.

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

New / Enhanced Service Priorities: 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 provided 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.

PS: Toronto Paramedic Services.

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 CPR/First Aid Training, TTC fare, ice rental fees and various City permits).

WSIB: Workplace Safety & Insurance Board.