

2024 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, 1,407 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 2024 operating budget): \$297.3 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 2024 operating budget): \$34.6 million

Community Paramedicine & Emergency Call Mitigation

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

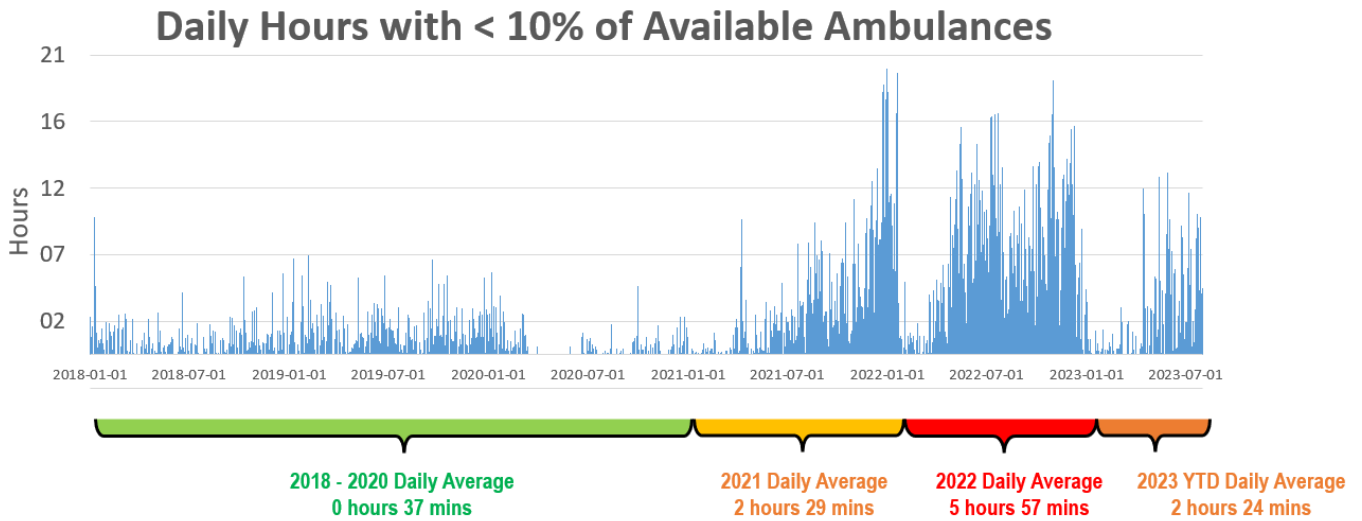
What We Deliver: Provide community-based primary medical care and referrals, at-home medical care to support seniors and vulnerable residents, and first-response education and awareness within the community.

How Much Resources (gross 2024 operating budget): \$12.0 million

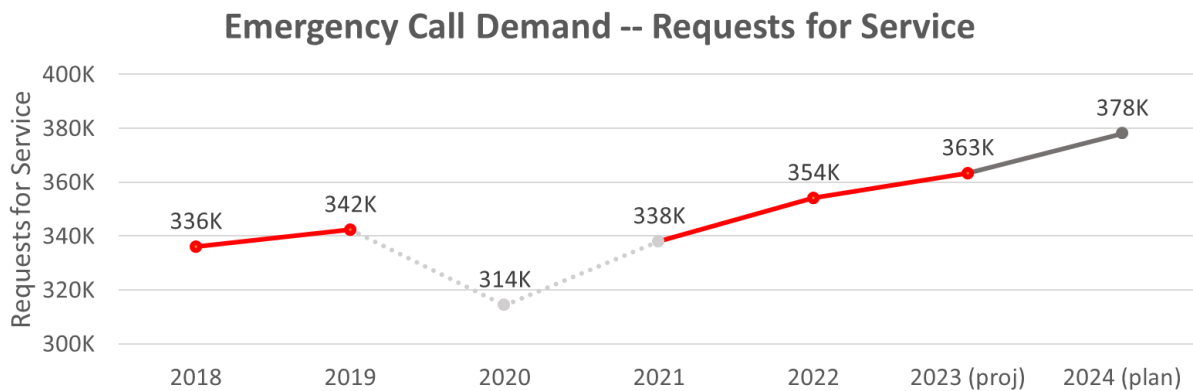
Budget at a Glance

2024 OPERATING BUDGET				2024 - 2033 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>\$Million</u>	<u>2024</u>	<u>2025-2033</u>	<u>Total</u>
Revenues	\$232.1	\$228.9	\$235.2	Gross Expenditures	\$31.4	\$171.6	\$203.0
Gross Expenditures	\$343.9	\$354.2	\$364.0	Debt	\$12.6	\$101.9	\$114.5
Net Expenditures	\$111.8	\$125.3	\$128.8	Note: Includes 2023 carry forward funding			
Approved Positions	1,949.5	1,954.5	1,967.5				

How Well We Are Doing – Behind the Numbers

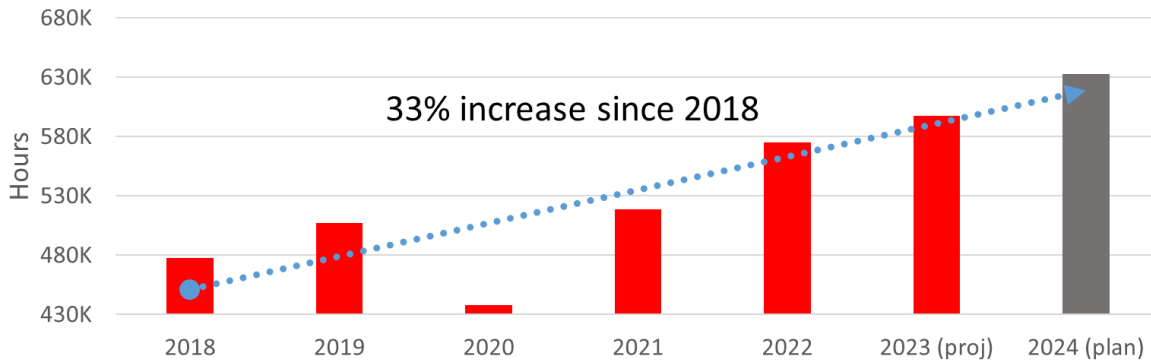


- Pre-COVID, PS had a daily average of 37 minutes with <10% ambulance availability.
- Paramedics spend over 700 hours in hospitals each day (2023).
- The system continues to be pressured with a daily average of 2 hours 24 minutes with <10% ambulance availability, negatively impacting response times to life-threatening calls and increasing workload for staff. This represents a 289% increase from 2019.
- In-hospital wait times for Paramedics is the most significant contributor to low ambulance availability in the community.
- 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.



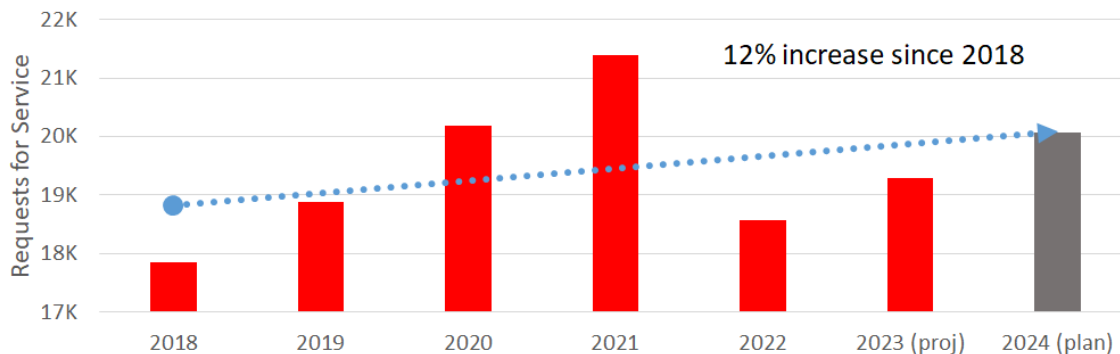
- In 2020, PS received significantly fewer requests for service due to public reluctance to attend EDs at the onset of the COVID-19 pandemic.
- In 2021, emergency call volumes returned to pre-pandemic levels. In 2024, PS expects emergency call volumes to continue to increase by 3% to 5%.
- Main drivers of emergency call demand include:
 - Aging and growing population
 - Polarized socio-economic status
 - Mental health
 - Drug toxicity
- Strategies to address demand include ongoing implementation of the Multi-Year 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., Health811).

Total Hours Servicing Calls (includes in-hospital times)



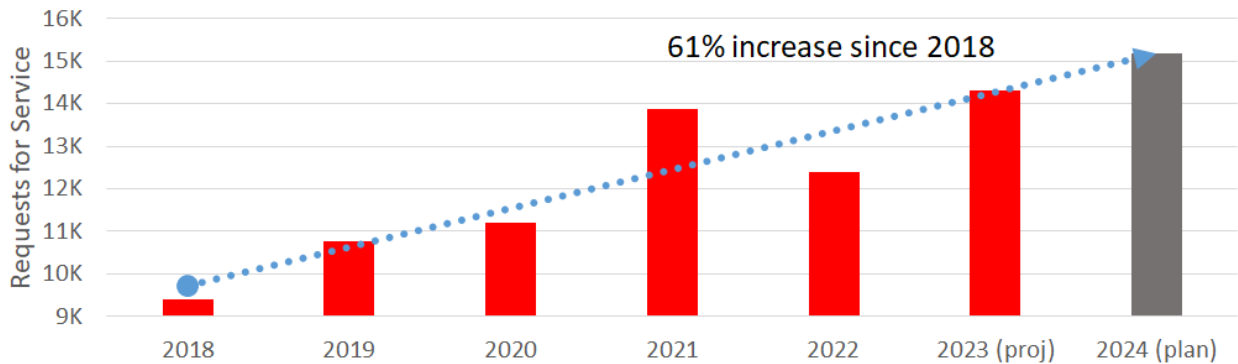
- "Service Time" is the total length of time required to service an emergency medical call -- from the time PS receives the 911 call to the return to ambulance availability.
- As the time required to service a call increases, Paramedic availability to service other calls declines -- increasing workload on all frontline staff.
- Service time is primarily driven by in-hospital wait time for Paramedics, which is the most significant contributor to low ambulance availability in the community.
- In 2020, PS transported significantly fewer patients due to public reluctance to attend EDs 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 2023, healthcare and hospital system pressures continued to increase beyond pre-pandemic levels and PS expects these pressures to continue in 2024.
- To reduce service times, PS has implemented several strategies, including triaging and redirecting low acuity patients to other medical access points (e.g., Health811), 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 (e.g., UHN Stabilization Centre).

Mental Health -- Requests for Service



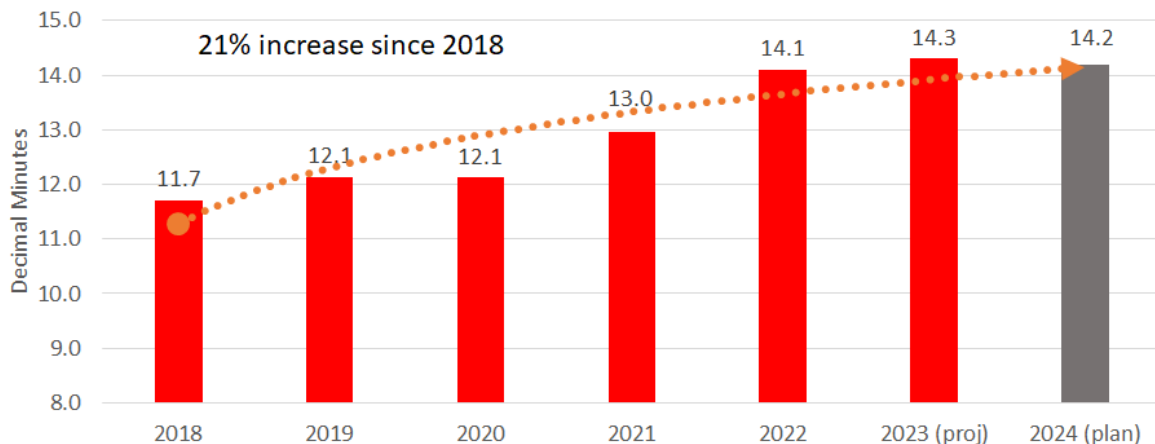
- Mental health related emergency calls have increased by 12% since 2018.
- This increase reflects a surge in demand for mental health services, especially during the pandemic. Contributing factors include fewer resources being offered through the healthcare system (both outpatient and inpatient settings), and a lack of access to primary care (e.g., family doctor) which has historically filled the gap in delivering funded mental health services.
- This trend is anticipated to grow given the challenges in supporting people experiencing homelessness, many of whom live with significant, chronic mental health challenges.
- Current strategies to address requests for service related to mental health include working with the Toronto Community Crisis Service (TCCS), Toronto Police Mobile Crisis Intervention Team (MCIT), and community mental health and hospital programs.

Drug Toxicity -- Requests for Service



- Since 2018, there has been a 61% increase in emergency calls for drug toxicity (e.g., opioid).
- PS has partnered with The Works Harm Reduction Program (part of Toronto Public Health) to enable Paramedics to distribute naloxone kits to patients or community members who are at high risk of opioid overdose.
- Since 2011, PS has continued to work with Toronto Shelter and Support Services' (TSSS) Streets to Homes program distributing naloxone kits and providing referrals to wrap-around-services to those experiencing homelessness.

Avg 90th Percentile Response Times to Life Threatening Calls



- Response times to life threatening emergency calls have increased by 21% since 2018.
- In 2023, our response time at the 90th percentile is projected to be 14.3 minutes.
- This trend reflects the following:
 - A 34% increase in in-hospital wait times for Paramedics from 2018 to 2022.
 - An average increase in emergency call demand of 3% to 5% per year over the past 10 years.
 - An aging, growing and increasingly vulnerable population.
- Strategies to improve response times include ongoing implementation of the Council-approved Multi-Year Staffing Plan for the addition of 338 front line positions (323 paramedics, 15 supervisors) between 2019-2024, initiatives to reduce in-hospital Paramedic wait times (as noted above), ongoing support of Community Paramedicine initiatives for aging and vulnerable populations, and triaging/redirecting low acuity patients to other medical access points (e.g., Health811).

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target
Outcome Measures							
Community Paramedicine Outreach & Referral	Number of Vulnerable-Patient Interactions	26,147*	26,296	28,860	29,044	●	29,437
Service Level Measures							
Pre-Hospital Emergency Care	Response Time (minutes)	13.0	14.1	14.0	14.3	●	14.2
Pre-Hospital Emergency Care	Service Time (minutes) (90 th Percentile All Calls)	139.0	146.9	145.8	148.0	●	152.0
Pre-Hospital Emergency Care	WSIB Cost (\$ million)	\$13.5M	\$14.7M	\$15.5M	\$15.0M	●	\$15.7M
Other Measures							
Pre-Hospital Emergency Care	Total Hours Servicing Calls	529,049	574,996	-	597,048	●	632,870
Emergency Medical Dispatch	Emergency Calls Processed	394,040	427,749	-	432,949	●	439,436
Pre-Hospital Emergency Care	Emergency Call Demand Requests for Service	338,015	354,064	-	363,317	●	378,077
Pre-Hospital Emergency Care	Mental Health Requests for Service	21,812	18,565	-	19,298	●	20,070
Pre-Hospital Emergency Care	Drug Toxicity Requests for Service	13,880	12,383	-	14,306	●	15,172

*Total interactions in 2021 is 44,612 of which 18,465 were Community COVID-19 tests.

● 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

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 Multi-Year Staffing Plan (2019.EC5.3) to improve service levels. The Multi-Year Staffing Plan includes the addition of 338 front line positions (323 paramedics, 15 supervisors to maintain an adequate staff to supervisor ratio) between 2019-2024.
- In 2023, PS referred more than 5,891 low acuity calls to Health811 as an alternative healthcare option, mitigating 911 emergency call demand.
- Continued improvement in 911 call mitigation by Community Paramedics providing primary medical care and referrals to support aging at home, health promotion, illness and injury prevention – completing more than 29,000 interactions with vulnerable individuals in 2023.
- In 2023, in collaboration with union partners, PS implemented a harmonized, efficient shift schedule designed to increase opportunities for Paramedic meal breaks and to improve team cohesion, while helping to reduce end-of-shift overtime.

Key Challenges and Risks

- Hospital and healthcare system pressures continue, leading to increasing in-hospital wait times for Paramedics.
- Maintaining ambulance availability and response to critically ill and injured patients.
- Continuously increasing emergency call demand at an annual rate of 3% to 5%.
- Employee health and safety, e.g., maintaining a safe and healthy workplace.
- Increased workload on staff as a result of rising WSIB pressures.
- Continued challenges in emergency medical call mitigation.
- Expected ongoing increase in mental health and drug toxicity emergency calls.
- Financial sustainability, e.g., Provincial grants.

Priority Actions

- Continue to implement the Council-approved Multi-Year Staffing Plan (2019.EC5.3) in an effort to improve service levels, including response times to emergency incidents.
- The 2024 recommended budget reflects the City's priority in public health by including a permanent investment in 63 operational positions to address staffing and healthcare system pressures.
- Continue to work on hospital/healthcare system capacity pressures to reduce in-hospital wait times for Paramedics.
- Continue to optimize staffing and deployment plan, e.g., specialized transport programs, paramedic schedules, business continuity.
- Expand Community Paramedicine initiatives to mitigate emergency call demand, e.g., chronic disease management; support for those awaiting long-term care placement; home visits to support living/aging at home; community wellness clinics; integrated care partnerships.
- Continue to refer appropriate low acuity 911 calls to partner agencies (e.g., Health811) as an alternative healthcare option.
- Develop and implement innovative models of care to promote modern and efficient integrated healthcare.
- Advance wellness and resiliency programming to enhance staff psychological health and safety, and reduce occurrences of WSIB-related occupational stress injuries.
- Continue to work with CreateTO and CREM to implement a multi-function station model as part of a long-term strategy to improve operational efficiencies and accommodate growth in emergency call demand.

2024 BUDGET

1. The 2024 Operating Budget for Toronto Paramedic Services of \$343.888 million gross, \$232.123 million revenue and \$111.765 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Emergency Medical Care	297,274.7	188,641.1	108,633.6
Emergency Medical Dispatch & Preliminary Care	34,634.7	34,648.2	(13.5)
Community Paramedicine & Call Mitigation	11,978.9	8,833.7	3,145.2
Total Program Budget	343,888.3	232,123.0	111,765.3

- The 2024 staff complement for Toronto Paramedic Services of 1,949.5 positions comprises 5.0 capital positions and 1,944.5 operating positions.
2. The 2024 Capital Budget for Toronto Paramedic Services with cash flows and future year commitments totaling \$126.104 million as detailed by project in [Appendix 5a](#).
 3. The 2025-2033 Capital Plan for Toronto Paramedic Services totalling \$76.862 million in project estimates as detailed by project in [Appendix 5b](#).
 4. That all sub-projects with third party financing be subject to the receipt of such financing in 2024 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs,

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
Community Paramedicine & Emergency Call Mitigation	7,766.4	10,900.0	10,526.1	10,900.0	8,833.7		8,833.7	(2,066.3)	(19.0%)
Emergency Medical Dispatch & Preliminary Care	32,055.6	35,962.7	34,685.8	35,962.7	34,648.2		34,648.2	(1,314.5)	(3.7%)
Emergency Medical Care	156,675.8	172,908.2	164,626.6	172,908.2	185,784.2	2,856.9	188,641.1	15,732.9	9.1%
Total Revenues	196,497.8	219,770.9	209,838.4	219,770.9	229,266.1	2,856.9	232,123.0	12,352.1	5.6%
Expenditures									
Community Paramedicine & Emergency Call Mitigation	8,216.1	10,346.5	10,165.5	10,346.5	11,978.9		11,978.9	1,632.5	15.8%
Emergency Medical Dispatch & Preliminary Care	27,200.2	35,966.6	34,696.7	35,966.6	34,634.7		34,634.7	(1,331.9)	(3.7%)
Emergency Medical Care	254,767.0	283,195.6	273,184.7	283,195.6	294,417.8	2,856.9	297,274.7	14,079.1	5.0%
Total Gross Expenditures	290,183.3	329,508.7	318,046.9	329,508.7	341,031.5	2,856.9	343,888.4	14,379.7	4.4%
Net Expenditures	93,685.5	109,737.8	108,208.5	109,737.8	111,765.3		111,765.3	2,027.6	1.8%
Approved Positions**	1,812.3	1,886.3	N/A	1,886.3	1,886.5	63.0	1,949.5	N/A	N/A

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of \$343.888 million gross reflecting an increase of \$14.380 million in spending above 2023 budget, predominantly arising from:

- \$4.526 million for the annualization of 2023 staff initiatives as a result of the implementation of the fourth year of the Multi-Year Staffing Plan (2019 [EC5.3](#)).
- \$2.650 million funding for the permanent investment in 63 additional operational staff and associated operating costs, in line with the Council-approved Multi-Year Staffing Plan (2019 [EC5.3](#)) to address workload pressures due to increasing call demand.
- \$2.061 million for vehicle parts and maintenance inflationary increases resulting from market conditions.
- \$2.021 million for various other adjustments primarily due to increased contribution to vehicle reserve and ongoing support and maintenance for Next Generation 911 (NG911).
- \$1.934 million in added salary and benefits costs for cost of living adjustments (COLA).
- \$1.188 million for Operating Impact of Capital (e.g., new ambulances, new defibrillators.)

EQUITY IMPACTS OF BUDGET CHANGES

Increased access to services for vulnerable patients, including seniors: The Multi-Year 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.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for Toronto Paramedic Services of \$111.765 million is \$2.028 million or 1.8% greater than the 2023 Net Budget. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$000s)	2024				2025 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2023 Budget	219,770.9	329,508.7	109,737.8	1,886.3	N/A
2023 Projection*	209,838.4	318,046.9	108,208.5	N/A	N/A
2023 Budget (excl. COVID)	219,770.9	329,508.7	109,737.8	1,886.3	N/A
Key Cost Drivers:					
Prior Year Impacts					
Other Adjustments		25.4	25.4		2.4
Operating Impacts of Capital					
Addition of Capital Positions	122.6	122.6			
Operating Impact of Capital Projects	124.7	1,065.9	941.2		544.7
Salary & Benefits					
Annualization of 2023 FTE additions		4,526.0	4,526.0		
Cost of Living Adjustments (COLA)		1,934.1	1,934.1		
Other Adjustments		304.7	304.7		525.9
New & Enhanced	2,856.9	2,856.9		63.0	7,469.3
Non-Salary Inflation					
Vehicle Parts and Maintenance		2,061.0	2,061.0		
Other Changes					
Inter-Divisional Charges/Inter-Divisional Revenue	5.4	(472.4)	(477.8)		84.6
Contribution to Vehicle Reserve		1,325.0	1,325.0		2,000.0
Contribution to Equipment Reserve					200.0
Reduction to Insurance Reserve		(31.1)	(31.1)		
Next Generation 911 Project	1,100.0	1,100.0			
Waterfront East Light Rail Transit Staff Resourcing Cost	30.8	30.8			
SmartTrack Staff Resourcing Cost	30.8	30.8		0.2	
Sub-Total - Key Cost Drivers	4,271.2	14,879.7	10,608.4	63.2	10,826.9
Affordability Measures:					
Provincial/Federal Subsidy Increase	8,080.9	(500.0)	(8,580.9)		2,649.8
Sub-Total - Affordability Measures	8,080.9	(500.0)	(8,580.9)		2,649.8
Total 2024 Budget	232,123.0	343,888.4	111,765.3	1,949.5	13,476.7
Change from 2023 Budget (excl. COVID) (\$)	12,352.1	14,379.7	2,027.6	N/A	N/A
Change from 2023 Budget (excl. COVID) (%)	5.6%	4.4%	1.8%	N/A	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Operating Impacts of Capital:**

- Addition of capital positions and operating impact of capital projects (e.g., NG911, new ambulances, new defibrillators).

Salaries & Benefits:

- Includes the annualization of 2023 staff initiatives for 66 positions to support the City's priority actions in public health, COLA, statutory holiday, salary step increases and benefits, meal break, new and enhanced (2024 Staffing Plan addition of 63 positions and preparation for 2026 FIFA World Cup) and other salary and benefits adjustments.

Non-Salary Inflation:

- Inflationary increases for regular ongoing vehicle parts and maintenance.

Other Changes:

- Contributions to vehicle reserves offset by savings in fuel.

Affordability Measures:

Table 3: Offsets and Efficiencies

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Grants adjustments	Service Changes	No Impact	8,080.9	(500.0)	(8,580.9)			2,649.8	
Total Affordability Measures			8,080.9	(500.0)	(8,580.9)	-		2,649.8	-

Provincial Funding:

- Revenue increases of \$8.081 million in provincial funding due to growth in service demand.

New and Enhanced Service Priorities:

Table 4: New / Enhanced Requests

New / Enhanced Request	2024				2025 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1 2024 Staffing Plan	2,649.8	2,649.8		63.0	8,794.2	Medium-positive	Response to critically ill and injured patients/maintaining ambulance availability
2 2026 FIFA World Cup*	207.1	207.1			948.2	Undetermined	Work with FIFA Committee to plan and support anticipated surge of visitors at FIFA events
Total New / Enhanced	2,856.9	2,856.9		63.0	9,742.4		

*FIFA World Cup related costs for PS from 2024 to 2026 will be funded by the Major Special Event Reserve Fund (MSERF).

New and Enhanced Service Priorities:

2024 Staffing Plan (\$2.650 million gross and \$0.000 million net):

- The 2024 Operating Budget includes the addition of 63 permanent operational staff (62 Frontline, 1 Support) plus associated operating costs to address workload pressures resulting from increasing emergency call demand. This continues the City Council direction in the Multi-Year Staffing Plan ([EC5.3](#)) adopted on June 18, 2019.

2026 FIFA World Cup (\$0.207 million gross and \$0.000 million net):

- This request is to provide staffing requirements to scheduled FIFA meetings and workshops. In 2024, to ensure effective engagement, TPS will assign staff from a non-union pool to participate in FIFA World Cup planning committees and working groups.

Note:

1. For additional information on 2024 New and Enhanced Service Priorities, please refer to [Appendix 3](#).

2025 & 2026 OUTLOOKS

Table 5: 2025 and 2026 Outlooks

(In \$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Revenues			
Revenue Changes		(3,183.2)	6,246.7
Total Revenues	232,123.0	(3,183.2)	6,246.7
Gross Expenditures			
Annualization of 2024 Staff Plan		6,144.4	240.5
Salaries and benefits		528.3	904.5
Inflationary Impacts		2,284.6	2,289.8
Growth		1,336.3	6,335.3
Total Gross Expenditures	343,888.4	10,293.5	9,770.0
Net Expenditures	111,765.3	13,476.7	3,523.2
Approved Positions	1,949.5	5.0	13.0

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$354.182 million reflects an anticipated \$10.294 million or 3.0% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlook expects a further increase of \$9.770 million or 2.8% above 2025 gross expenditures.

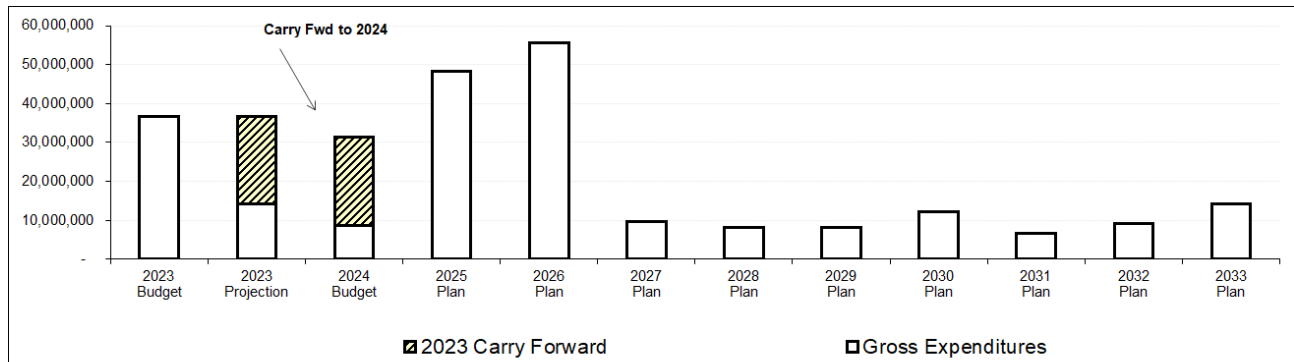
These changes arise from the following:

- **Revenue Changes:** Revenue decrease of \$3.2 million in 2025 due to one-time reserve reversal and increase of \$6.2 million in 2026, primarily due to grant adjustments and funding from reserves (i.e. FIFA World Cup staffing requirements).
- **Impacts of 2024 decisions (Annualizations, reversal of one-time measures or revenues):** Gross impact of annualization of 2024 addition of 63 staff is \$6.1 million for 2025 and \$0.2 million in 2026.
- **Salaries and Benefits:** Gross incremental impact of \$0.5 million and \$0.9 million in 2025 and 2026, respectively, primarily due to benefits increase. COLA is budgeted in non-program.
- **Inflationary Impacts:** Inflationary impact of \$2.3 million and \$2.3 million in 2025 and 2026, respectively, primarily due to contribution to vehicle and equipment reserves.
- **Growth (volume increases, operating impacts of completed capital projects, future phases of strategic plans):** Growth impact of \$1.3 million and \$6.3 million in 2025 and 2026, respectively, primarily due to:
 - o Operating Impact of Capital, including 18 FTEs for MFS #2 in 2026 and various capital projects, has gross impact of \$0.6 million and \$3.4 million in 2025 and 2026 respectively.
 - o FIFA World Cup has a gross impact of \$0.7 million and \$2.9 million in 2025 and 2026 respectively. Dedicated FTE positions from TPS are required for the tournament in 2025 and 2026 to ensure effective event planning and coordination leading up to the tournament. In addition, these positions are required to ensure successful operations and logistics are carried out for the duration of the tournament itself. This project is 100% funded by Major Special Event Reserve Fund (MSERF) and included in the revenue changes noted above.

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 – 2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2024 Capital Budget and 2025 - 2033 Capital Plan												
		2023		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 10 Year Plan
In \$000's		Budget	Projected Actual											
Gross Expenditures by Project Category:														
Health & Safety & Legislated	6,500	6,500		1,600	1,600	1,600	1,600	1,600	1,600	7,100	2,600	1,600	1,600	20,900
SOGR	2,793	2,493	5,050	950	950	950	950	950	1,950	950	950	950	950	15,600
Service Improvement & Growth	27,460	5,112	26,359	45,711	52,926	6,981	5,581	4,581	3,081	3,081	6,581	11,581	11,581	166,466
Total by Project Category	36,753	14,105	31,409	48,261	55,476	9,531	8,131	8,131	12,131	6,631	9,131	14,131	14,131	202,966
Financing:														
Debt	7,551	1,834	12,647	32,030	38,095	6,600	5,200	5,200	3,200	1,200	4,200	6,200	6,200	114,572
Reserves/Reserve Funds	7,979	7,779	1,200	2,100	2,100	2,100	2,100	2,100	7,600	3,100	2,100	2,100	2,100	26,600
Development Charges	10,946	2,996	7,950	13,300	14,450				500	1,500	2,000	5,000	5,000	44,700
Provincial	377	377												
Other Revenue	9,900	1,119	9,612	831	831	831	831	831	831	831	831	831	831	17,094
Total Financing	36,753	14,105	31,409	48,261	55,476	9,531	8,131	8,131	12,131	6,631	9,131	14,131	14,131	202,966

Changes to Existing Projects
(\$10.5 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- \$8.3M – *Capital Assets Management* – Contribution from operating to fund repairs on PS premises outside the scope of CREM
- \$1.4M – *Dispatch Console Replacement (Future years)* – Replacement of the hardware and software
- \$1.0M – *Ambulance Post #1 (30 Queen’s Plate Dr.)* – Cost escalations in construction, plus other infrastructure upgrades
- \$0.6M – *Future Strategic Staging Locations* – Change of scope to include asset tracking
- \$0.5M – *Multi-Function Station #2* – Construction cost escalations and relocation of gate
- \$0.5M – *Medical Equipment Replacement*
- (\$1.8M) – *Multi-Function Station #3 & #5* – Project is delayed, reallocated funds to Mobile Data Communication

New Projects
(\$18.6 Million)

The 2024-2033 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$10.0M – *Equipment & Garage – 1116 King Street West* – Repurposed Fleet Services garage to support PS repairs and preventative maintenance of vehicles and equipment in the south end of the City
- \$5.0M – *Low Emission Multi-Patient Ambulance – Acquisition* and retrofit of a hybrid or electric -multi-patient ambulance to support mass casualty emergency incidents
- \$1.8M – *Mobile Data Communication (2024)* – Acquisition of mobile data communication parts and equipment
- \$1.8M – *Ambulance/Portable Replacement Radios (2024)* – Replacement of end-of-life portable radios to support frontline paramedics as mandated by the Ministry of Health

Capital Needs Constraints
(\$246.0 Million)

Toronto Paramedic Services has six 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) – 18 Dyas Street (Phase 2)*
- \$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 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

\$203.0 Million 10-Year Gross Capital Program

			
Infrastructure	Communication Systems	Vehicles	Medical Equipment
\$144.3M 71%	\$12.9M 6%	\$18.0M 9%	\$27.8M 14%
Multi-Function Stations Ambulance Posts Equipment and Garage <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Mobile Data Communications Ambulance & Portable Radios NG911 <input checked="" type="checkbox"/>	Ambulances Emergency Response Vehicles (ERV) <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Power Stretchers Defibrillators AEDs <input checked="" type="checkbox"/> <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 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$203.0 M 100%		\$0.0 M 0%	\$0.0 M 0%
Debt	\$ 114.6 M		
Reserve / Reserve Fund	\$ 26.6M		
Development Charges*	\$ 44.7M		
Other	\$ 17.1M		

*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.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2024 Capital Budget will impact the future year's Operating Budget by a total of \$6.800 million net over the 2024-2033 period, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Additional Ambulances (7 per year) - 2023	652.1		(326.0)									326.0		326.0
Ambulance Post #1 - 30 Queen's Plate Dr			10.0		(5.0)							5.0		5.0
Ambulance Post #2 - 330 Bering Ave	10.0		(5.0)									5.0		5.0
Ambulance Post #3 - 844 Don Mills Rd							10.0		(5.0)			5.0		5.0
Ambulance Post #4 - 4610 Finch Ave East					10.2		(5.0)					5.2		5.2
Defibrillator Replacement Purchases - 2023	84.0		(42.0)									42.0		42.0
Multi-Function Station #2 - DESIGN & CONSTRUCTION					1,281.3	18.0	467.7		(554.2)			1,194.8	18.0	1,194.8
MF#3 (FACILITY) - 610 Bay St (Phase 1)			14.8		(7.4)							7.4		1,288.4
MF#5 (FACILITY) - 18 Dyas Road (Phase 1)			151.5		(75.8)							75.8		75.8
Rivalda Stores	70.5		(35.3)									35.3		35.3
Sub-Total: Previously Approved	816.6		(232.0)		1,203.4	18.0	472.7		(559.2)			1,701.4	18.0	2,982.4
New Projects - 2024														
Additional ERV - 2024 (5+1)	124.7											124.7		124.7
Equipment and Garage - 1116 King Street							3,971.2	29.0	(1,985.6)			1,985.6	29.0	1,985.6
Sub-Total: New Projects - 2024	124.7						3,971.2	29.0	(1,985.6)			2,110.3	29.0	2,110.3
New Projects - Future Years														
Additional ERV - Future Years (5 +1 per year)			124.7		(124.7)									
Additional Ambulances - Future Years			652.1		326.0		326.0		(326.0)			978.1		978.1
Multi-Function Station #4														729.0
Sub-Total: New Projects - Future Years			776.7		201.4		326.0		(326.0)			978.1		1,707.1
Total (Net)	941.2		544.7		1,404.7	18.0	4,769.9	29.0	(2,870.8)			4,789.8	47.0	6,799.8

Previously Approved projects

- **Additional Ambulances** – The operating impact is due to the cost of vehicle parts, tires, maintenance, and licences. There is a 50% grant expected from the province, resulting in a net operating impact of \$0.326 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.
- **Defibrillators Replacement** – The net operating impact of \$0.042 million is the contribution to the equipment reserve for an additional 30 defibrillators.
- **Multi-Function Station # 2** – The operating impact is mostly due to 18 new FTEs starting 2026 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.
- **Multi-Function Station #3** – The operating impact is mostly due to 18 new FTEs starting 2033. In addition, there will be associated utilities (hydro, gas, water, solid waste) and building maintenance costs. The net operating impact is \$1.288 million.
- **Multi-Function Station #5** – The operating impact is mostly due to utilities (hydro, gas, water, solid waste) and building maintenance for a net impact of \$0.075 million.
- **Rivalda Stores** – The operating impact is mostly due to utilities (hydro, gas, water, solid waste) and building maintenance for a net impact of \$0.035 million.

New projects – 2024

- **ERVs** – The operating impact is mostly due to the cost of vehicle parts, tires, maintenance, and licenses. There is a 50% grant expected from the province, resulting in a net operating impact of \$0.125 million.
- **Equipment and Garage** – The operating impact is mostly due to 29 new FTEs starting 2027. In addition, there will be associated utilities (hydro, gas, water, solid waste) and building maintenance costs. The net operating impact is \$1.986 million.

New Projects – Future Years

- **ERVs and ambulances** – The operating impact is mostly due to the cost of vehicle parts, tires, maintenance, and licenses. There is a 50% grant expected from the province, resulting in a net operating impact of \$0.000 million for ERVs and \$0.978 million for ambulances.
- **Multi-Function Station #4** – The operating impact is mostly due to 18 new FTEs starting 2033. In addition, there will be associated utilities (hydro, gas, water, solid waste) and building maintenance costs. The net operating impact is \$0.729 million.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In \$000s)	2021 Actual	2022 Actual	2023 Budget	2023 Projection*	2024 Budget	2024 Change from 2023 Budget		2024 Change from 2023 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
Provincial Subsidies	186,282.9	193,978.4	214,464.6	206,824.8	226,090.4	11,625.7	5.4%	19,265.6	9.3%
User Fees & Donations	145.1	902.5	1,087.9	1,087.9	1,087.9				
Transfers From Capital	312.2	465.9	450.0	450.0	811.7	361.7	80.4%	361.7	80.4%
Contribution From Reserves/Reserve Funds			2,292.7		2,856.9	564.3	24.6%	2,856.9	
Sundry and Other Revenues	599.0	273.9	916.6	916.6	711.6	(205.0)	(22.4%)	(205.0)	(22.4%)
Inter-Divisional Recoveries	815.9	877.0	559.2	559.2	564.7	5.4	1.0%	5.4	1.0%
Total Revenues	188,155.1	196,497.8	219,770.9	209,838.4	232,123.0	12,352.1	5.6%	22,284.6	10.6%
Salaries and Benefits	233,295.3	247,572.4	279,117.1	268,649.2	289,207.6	10,090.5	3.6%	20,558.4	7.7%
Materials & Supplies	9,822.1	10,742.3	12,787.0	12,818.4	14,166.0	1,379.1	10.8%	1,347.7	10.5%
Equipment	1,962.3	1,761.6	1,413.2	2,268.0	1,713.2	300.0	21.2%	(554.8)	(24.5%)
Service and Rent	10,821.5	13,054.9	16,905.9	16,051.2	17,880.2	974.3	5.8%	1,829.0	11.4%
Contribution To Capital	432.0		831.3	831.3	831.3				
Contribution To Reserves/Reserve Funds	10,770.9	11,334.8	11,576.5	11,576.5	13,684.8	2,108.3	18.2%	2,108.3	18.2%
Other Expenditures	4.6	4.6	12.3	3.2	12.3			9.2	289.2%
Inter-Divisional Charges	4,798.9	5,712.6	6,865.4	5,849.3	6,393.0	(472.4)	(6.9%)	543.7	9.3%
Total Gross Expenditures	271,907.5	290,183.3	329,508.7	318,046.9	343,888.4	14,379.7	4.4%	25,841.4	8.1%
Net Expenditures	83,752.4	93,685.5	109,737.8	108,208.5	111,765.3	2,027.6	1.8%	3,556.8	3.3%

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Toronto Paramedic Services	Adjustments				2025 Plan Net Change	2026 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
29736		2024 Staffing Plan						
74	Positive	Description:						
		Funding of \$2.6 million gross and \$0 net for 63 permanent (62 frontline staff and 1 support staff) positions and associated operating costs to address the approximate 4% average annual increase in emergency call demand that is projected to continue in future years. This fulfills the City Council direction in the Multi-Year Staffing Plan (EC5.3) adopted by Council on June 18, 2019.						
		Service Level Impact:						
		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.						
		Equity Statement:						
		The Multi-Year 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 patients.						
		Service: Emergency Medical Care						
		Total Staff Prepared Budget Changes:	2,649.8	2,649.8	0.0	63.00	7,469.3 (2,861.7)	
		Staff Prepared New/Enhanced Service Priorities:	2,649.8	2,649.8	0.0	63.00	7,469.3 (2,861.7)	
30131		2026 FIFA World Cup						
74		Description:						
		2024 (Gross \$0.2M, Net \$0.0M), 2025 (Gross \$0.9M, Net \$0.0M) and 2026 (Gross \$3.9M, Net \$0.0M) FIFA budget reflect estimates for the preparation to FIFA games. The event will be fully funded from the Major Special Event Reserve Fund. This fulfills the City Council direction in hosting FIFA World Cup 2026 (EX34.8) which was adopted by Council on July 19, 2022. In 2024, to ensure effective engagement, TPS will assign staff from a non-union pool to participate in FIFA World Cup planning committees and working groups. It is anticipated that committee and working group meetings will occur more frequently as the tournament approaches. Dedicated FTE positions from TPS are required for the tournament in 2025 and 2026 to ensure effective event planning and coordination leading up to the tournament. In addition, these positions are required to ensure successful operations and logistics are carried out for the duration of the tournament itself.						
		Service Level Impact:						
		Along with 15 other cities in Canada, Mexico and the United States, Toronto will be a host city for the FIFA World Cup 2026. As a host city, Toronto will experience an influx of visitors viewing matches and participating in fan events throughout the tournament. Over 230,000 daily visitors are expected to visit during the tournament, in addition to the 3,025,000 residents currently living in Toronto. As a result, the tournament will have a significant impact on emergency call volumes, requiring additional Toronto Paramedic Services (PS) resources and equipment to maintain service delivery to the public. Dedicated PS resources will also be required to support planning and preparation for the tournament, and to provide direct medical services support at official FIFA events.						
		Equity Statement:						
		Service: Emergency Medical Care						
		Total Staff Prepared Budget Changes:	207.1	207.1	0.0	0.00	0.0 0.0	
		Staff Prepared New/Enhanced Service Priorities:	207.1	207.1	0.0	0.00	0.0 0.0	
Summary:								
		Staff Prepared New/Enhanced Service Priorities:	2,856.9	2,856.9	0.0	63.00	7,469.3 (2,861.7)	

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Multi-Function Station #2 (FACILITY) - DSGN & CONSTR	6,300	15,200	14,345								35,845			35,845
Multi-Function Station #2 (FACILITY) - COVID SURCHARGE & NET ZERO	8,000	19,000	19,000								46,000			46,000
Multi-Function Station #2 (FACILITY) - TPS Upgrade Parking	28	1,500									1,528			1,528
Multi-Function Station #2 (FACILITY) - TPS Upgrade Parking - Adjustment		500									500			500
Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)	1,200	1,500	200								2,900			2,900
Multi-Function Station #4 (FACILITY)							500	1,500	5,000	10,000	17,000			17,000
Multi-Function Station #5 (FACILITY)	1,200	1,000	6,800								9,000			9,000
Capital Asset Management Planning	450	450	450	450	450	450	450	450	450	450	4,500			4,500
Capital Asset Management Planning - Facilities	831	831	831	831	831	831	831	831	831	831	8,313			8,313
Ambulance Post #1 - 30 Queen's Plate Dr	2,000	500									2,500			2,500
Ambulance Post #2 - 330 Bering Ave		350									350			350
Ambulance Post #3 - Don Mills CRC (844 Don Mills Rd)	125	500	1,350	1,000							2,975			2,975
Ambulance Post #4 - 4610 Finch Ave East	125	500	1,350								1,975			1,975
Rivalda Stores		850									850			850
Equipment & Garage - 1116 King Street West	50	100	250	1,600	4,000	3,000	1,000				10,000			10,000
Mobile Data Communications - 2024	1,800										1,800		1,800	
Mobile Data Communications - Future years		300	300	300	300	300	300	300	300	300	2,700		2,700	
Dispatch Console Replacement - 2022-2024	250										250			250
Dispatch Console Replacement - Future years		150	150	150	150	150	150	150	150	150	1,350		1,350	
Next Generation 9-1-1	300	300	300	300	300	300	300	300	300	300	3,000			3,000
Ambulance/Portable Radio Replacement - 2024	1,800										1,800		1,800	
Ambulance/Portable Radio Replacement - Future years						1,000	1,000				2,000			2,000
Additional Ambulances (7 per year) - 2023	2,700										2,700			2,700
Additional Ambulances (7 per year) - Future Years		2,800	2,800	2,800							8,400			8,400
Additional ERV - 2022 (4 +1) + (10 Equinox)	180										180			180
Additional ERV - 2023 (5 +1 per year)	190										190			190
Additional ERV - 2024 (5 +1 per year)	780										780			780
Additional ERV - Future Years (5 +1 per year)		780									780			780
Low Emission Multi-Patient Ambulance			5,000								5,000			5,000
Medical Equipment Replacement - 2023	200										200		200	
Medical Equipment Replacement - 2024	1,000										1,000		1,000	
Medical Equipment Replacement - Future years		500	500	500	500	500	500	500	500	500	4,500		4,500	
Defibrillator Replacement Purchases - Future years							5,500	1,000			6,500	6,500		
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		
Future Strategic Staging Locations (F-SSL)	600										600			600
Future Strategic Staging Locations (F-SSL)-Change	100	250	250								600			600
Total Expenditures	31,409	48,261	55,476	9,531	8,131	8,131	12,131	6,631	9,131	14,131	202,966	20,900	15,600	166,466

✔ - 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 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change In Scope	New w/ Future Year
Multi-Function Station #2 (FACILITY) - DSGN & CONSTR	6,300	15,200	14,345								35,845	35,845		
Multi-Function Station #2 (FACILITY) - COVID SURCHARGE & NET ZERO	8,000	19,000	19,000								46,000	46,000		
Multi-Function Station #2 (FACILITY) - TPS Upgrade Parking	28	1,500									1,528	1,528		
Multi-Function Station #2 (FACILITY) - TPS Upgrade Parking - Adjustment		500									500		500	
Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1)	2,200	1,500	200								3,900	3,900		
Multi-Function Station #3 (FACILITY) - 610 Bay Street (Phase 1) - Adjustment	(1,000)										(1,000)		(1,000)	
Multi-Function Station #5 (FACILITY)	1,200	1,000	6,800								9,000	9,000		
Capital Asset Management Planning	450										450	450		
Capital Asset Management Planning - Facilities	831										831		831	
Ambulance Post #1 - 30 Queen's Plate Dr	1,500										1,500	1,500		
Ambulance Post #1 - 30 Queen's Plate Dr	500	500									1,000		1,000	
Ambulance Post #2 - 330 Bering Ave	350										350	350		
Ambulance Post #3 - Don Mills CRC (844 Don Mills Rd)	125	500	1,350	1,000							2,975	2,975		
Ambulance Post #4 - 4610 Finch Ave East	125	500	1,350								1,975	1,975		
Rivalda Stores	850										850	850		
Equipment & Garage - 1116 King Street West	50	100	250	1,600	4,000	3,000	1,000				10,000			10,000
Mobile Data Communications - 2024	1,800										1,800			1,800
Dispatch Console Replacement - 2022-2024	250										250	250		
Next Generation 9-1-1	300										300	300		
Ambulance/Portable Radio Replacement - 2024	1,800										1,800			1,800
Additional Ambulances (7 per year) - 2023	2,700										2,700	2,700		
Additional ERV - 2022 (4 +1) + (10 Equinox)	180										180	180		
Additional ERV - 2023 (5 +1 per year)	190										190	190		
Additional ERV - 2024 (5 +1 per year)	780										780	780		
Medical Equipment Replacement - 2023	200										200	200		
Medical Equipment Replacement - 2024	1,000										1,000	500	500	
Future Strategic Staging Locations (F-SSL)	600										600	600		
Future Strategic Staging Locations (F-SSL)-Change	100	250	250								600		600	
Total Expenditure (including carry forward from 2023)	31,409	40,550	43,545	2,600	4,000	3,000	1,000				126,104	110,073	2,431	13,600

Appendix 5b

2025 - 2033 Capital Plan

(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>Multi-Function Station #4 (FACILITY)</i>						500	1,500	5,000	10,000	17,000			17,000
<i>Capital Asset Management Planning</i>	450	450	450	450	450	450	450	450	450	4,050			4,050
<i>Capital Asset Management Planning - Facilities</i>	831	831	831	831	831	831	831	831	831	7,482			7,482
<i>Mobile Data Communications - Future years</i>	300	300	300	300	300	300	300	300	300	2,700		2,700	
<i>Dispatch Console Replacement - Future years</i>	150	150	150	150	150	150	150	150	150	1,350		1,350	
<i>Next Generation 9-1-1</i>	300	300	300	300	300	300	300	300	300	2,700			2,700
<i>Ambulance/Portable Radio Replacement - Future years</i>					1,000	1,000				2,000		2,000	
<i>Additional Ambulances (7 per year) - Future Years</i>	2,800	2,800	2,800							8,400			8,400
<i>Additional ERV - Future Years (5 +1 per year)</i>	780									780			780
<i>Low Emission Multi-Patient Ambulance</i>		5,000								5,000			5,000
<i>Medical Equipment Replacement - Future years</i>	500	500	500	500	500	500	500	500	500	4,500		4,500	
<i>Defibrillator Replacement Purchases - Future years</i>						5,500	1,000			6,500	6,500		
<i>Power Stretchers - Replacements - Future years</i>	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	14,400	14,400		
Total Expenditures	7,711	11,931	6,931	4,131	5,131	11,131	6,631	9,131	14,131	76,862	20,900	10,550	45,412

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2023 Cash Flow			Total Project Cost		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.	17,038	1,007	2,736	80,585	2,919	Significant Delay	Jan-17	Dec-25	Dec-26	Ⓞ	Ⓜ
Comments:	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.										
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 were completed. The Detailed Design Phase was completed and the development request was submitted to City Planning in December 2021. Due to supply-chain issues, as well as material and labour cost escalation, a targeted market survey was 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 was completed, with no requests for a Hearing of Necessity. Stage 2 report was adopted by GGLC on July 4, 2022 (2022. GL32.27) and approved by City Council on July 19, 2022.</p> <p>Stage 2 Notices of the expropriation of lands were issued to the owner of 350 Progress Avenue on October 26, 2022. Land Transfer Tax for the 350 Progress Avenue expropriation was paid by the City of Toronto to the Ministry of Finance on November 25, 2022. The offer of possession for the expropriation was served and acceptance of Offer was issued on February 23, 2023 and payment was made on August 3, 2023. The expropriation proceedings and supply-chain issues extended the completion date to 2026.</p> <p>Coordination with Toronto Police to mitigate parking impacts from the proposed access plan are ongoing.</p> <p>In February 2023, City Planning required redesign and additional site investigation. CREM submitted a revised development to City Planning on May 1, 2023 and it is currently under review. The contract documentation will be developed for a construction services tender and is expected to be issued to market for bids in late 2024</p>										
AMBULANCE POST - 30 Queens Plate Dr.	1,574	57	74	1,848	352	Significant Delay	Jan-19	Dec-23	Dec-24	Ⓞ	Ⓜ
Comments:	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.										
Explanation for Delay:	<p>On October 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.</p> <p>In Q1 2023, a Purchase Order was issued for architectural and engineering design services. The Consultant originally anticipated the design could be completed by Sep 2023; but the design delayed due to scope changes for a permanent building, as opposed to a high maintenance temporary Sprung Structure, with additional onsite facilities for staff (i.e. change rooms, showers, lockers, etc.). A PO Amendment for consulting services was issued on August 30, 2023 in order to incorporate the scope changes into the design. The tender for a general contractor is expected in Q2 2024. Green standards and heating for the office space are part of the requirements of this project.</p>										

Division/Project name	2023 Cash Flow			Total Project Cost		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. (Phase1)	1,295	6	95	1,500	11	Significant Delay	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.										
Explanation for Delay:	<p>PS worked with EDC on integrated public artwork at the station. RFP for artist was issued in May 2022 and the selection of artist in Q3 2022. The artwork was completed and paid by PS in January 2023.</p> <p>The General Contractor (GC) bid expired at the end of March 2023, therefore, the GC procurement process was cancelled by PMMD on May 31, 2023. CREM PMO will process a Purchase Order Amendment with the consultant to support the re-tendering process for General Contractor, once the sale agreement is executed. We expect a substantial project completion of 12-18 months thereafter.</p> <p>The planned construction start date of January 2023 has been delayed since the 610 Bay property has not been transferred from Toronto Coach Terminal Inc. (TCTI) to the City of Toronto. CREM Transaction Services was previously on a Lease Agreement with TCTI. Legal division is reviewing the sale agreement of 610 Bay property between the City of Toronto and TCTI.</p>										
MULTI-FUNCTION STATION #5 (Phase 1)	1,200	30	200	10,000	30	Minor Delay	Jan-22	Dec-27		Ⓞ	Ⓡ
Comments:	To consolidate 4 existing PS locations to Multi-Function Station #5. The property will be used by Community Paramedicine (CP) and District 5 (D5).										
Explanation for Delay:	<p>A Feasibility Study/Test Fit started in April 2022 to consider the possibility of housing several Toronto Paramedic Services units. In October 2022, in consultation with CREM/PMO/CreateTO/ ModernTO Architects, it was determined that PS' Community Paramedicine, District 5 Operations and other support operations could be accommodated at this location.</p> <p>In December 2022, CreateTO raised the possibility of moving a fuel site from Oriole Yards to the Dyas site. On April 28, 2023, the feasibility and traffic study were completed in which it was concluded that it would fit into the plans. Relocation of fuel site has not been signed off by the Housing Secretariat (as per CreateTO).</p> <p>A new Project Director and new Project Manager have been assigned to this project to support a phased-in approach timeframe with anticipated full Paramedics Services occupancy of the entire building by 2025. Currently, the location houses the Paramedic Services Community Paramedicine program. CreateTO is working with ModernTO to relocate other divisions at 18 Dyas Road. Once other divisions have been relocated, RFP will be drafted.</p> <p>CREM is working on a 2nd exit at 18 Dyas Road.</p>										
On/Ahead of Schedule	Ⓞ	>70% of Approved Project Cost									
Minor Delay < 6 months	Ⓜ	Between 50% and 70%									
Significant Delay > 6 months	Ⓡ	< 50% or > 100% of Approved Project Cost									

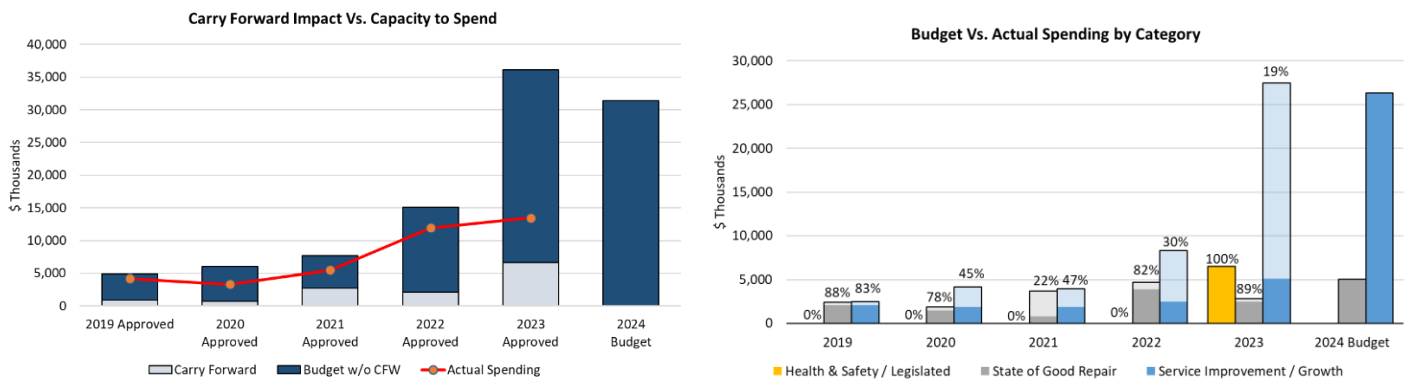
Appendix 7

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 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

- Toronto Paramedic Services’ actual spending pre-pandemic was 84%.
- The projected spending for 2023 is \$14.105 million or 38.4% of the 2023 Council Approved Capital Budget. Challenges in spending for projects are mainly due to delays in *Multi-Function Station #2* due to the expropriation proceedings and supply chain issues, revised development plan based on redesign and additional site investigation. The unspent cash flow funding of \$22.648 million has been carried forward into 2024 to continue and complete the required capital work.
- Toronto Paramedic Services has reviewed its historical capital spending trends and capacity to deliver projects. Based on the review of historical capital spending constraints and a capacity to spend review, \$22.648 million in capital spending originally cash flowed in 2023 has been deferred to 2024. Adjustments to the 10-Year Capital Plan are noted below:
 - \$14.328 million – Construction of the Multi-Function Station #2 (FACILITY) at 300 Progress Avenue
 - \$2.700 million – Acquisition of new and retrofit of Additional Ambulances
 - \$1.500 million – Design and construction of Ambulance Post #1 at 30 Queen's Plate Drive
 - \$1.200 million – Design and development of the Multi-Function Station #3 (FACILITY) at 610 Bay Street (Phase 1)
 - \$1.000 million – Design and development of the Multi-Function Station #5 (FACILITY) at 18 Dyas Street (Phase 1)
 - \$0.850 million – Design and development at 160 Rivalda Road
 - \$0.370 million – Acquisition of new and retrofit of Additional Emergency Response Vehicles
 - \$0.350 million – Design and construction of Ambulance Post #2 at 330 Bering Ave
 - \$0.200 million – Replacement of various medical equipment
 - \$0.100 million – Replacement of dispatch console parts and equipment
 - \$0.025 million – Design of Ambulance Post #3 at 844 Don Mills Road
 - \$0.025 million – Design of Ambulance Post #4 at 4610 Finch Avenue
- In addition, Toronto Paramedic Services has made the following adjustments to the 10-Year Capital Plan to align with capacity to spend:

- Multi-Function Station #2 (300 Progress Ave) continues to experience delays due to revised development plan based on redesign and additional site investigation. 2024 cash flow has been re-casted to 2025 and 2026.
- Ambulance vehicles continue to see supply chain issues. 2024 Ambulance acquisition (\$2.8 million) has been re-casted to 2027.

Appendix 8

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
NOT INCLUDED														
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	
Emergency Response Driver Training Facility	2.0		2.0		0.5	0.8	0.8							
MF#3 (FACILITY) - 610 Bay St (Phase 2)	20.0		20.0						0.5	1.5	5.0	8.0	5.0	
MF#5 (FACILITY) - 18 Dyas St (Phase 2)	20.0		20.0		0.5	1.5	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			
Total Needs Constraints (Not Included)	246.0		246.0		0.5	1.5	12.1	35.2	84.0	83.0	15.5	9.4	5.0	

In addition to the Approved 10-Year Capital Plan (2024 – 2023) of \$202.966, staff have also identified \$246.000 million in capital needs constraints for Toronto Paramedic Services as reflected in the table above.

Ambulance Posts:

- Requires \$4.0 million for the design and construction of two 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.

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 approximately \$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.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2024 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		13,613.3	2,424.8	398.9
Vehicle Reserve - Toronto Paramedic Services	XQ1018			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		(21,026.6)	(14,500.0)	(16,300.0)
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		9,838.1	12,474.1	14,978.1
Total Reserve / Reserve Fund Draws / Contributions		2,424.8	398.9	(923.0)
Balance at Year-End		2,424.8	398.9	(923.0)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		1,971.3	2,827.0	3,077.1
Vehicle Reserve - Toronto Paramedic Services Equipment	XQ1019			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		(1,200.0)	(2,100.0)	(2,100.0)
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		2,055.7	2,350.1	2,606.1
Total Reserve / Reserve Fund Draws / Contributions		2,827.0	3,077.1	3,583.2
Balance at Year-End		2,827.0	3,077.1	3,583.2

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		55,229.2	57,629.0	60,046.7
Sick Leave Reserve	XR1007			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		-	-	-
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		280.0	280.0	280.0
Total Reserve / Reserve Fund Draws / Contributions		55,509.3	57,909.0	60,326.7
Other Program / Agency Net Withdrawals & Contributions		1,698.1	1,698.1	1,698.1
Interest Income		421.6	439.6	457.8
Balance at Year-End		57,629.0	60,046.7	62,482.5

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		48,280.6	32,147.6	16,131.2
Insurance	XR1010			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		-	-	-
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		1,510.9	1,510.9	1,510.9
Total Reserve / Reserve Fund Draws / Contributions		49,791.5	33,658.6	17,642.2
Other Program / Agency Net Withdrawals & Contributions		(17,944.4)	(17,707.7)	(18,048.6)
Interest Income		300.5	180.4	-
Balance at Year-End		32,147.6	16,131.2	(406.4)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		35,416.1	20,705.3	11,270.9
Major Special Event	XR1218			
<i>Withdrawals (-)</i>				
<i>Toronto Paramedic Services</i>		(207.1)	(948.2)	(3,851.8)
<i>Contributions (+)</i>				
<i>Toronto Paramedic Services</i>		-	-	-
Total Reserve / Reserve Fund Draws / Contributions		35,209.0	19,757.1	7,419.1
Other Program / Agency Net Withdrawals & Contributions		(14,713.4)	(8,605.6)	(8,007.7)
Interest Income		209.7	119.5	-
Balance at Year-End		20,705.3	11,270.9	(588.6)

The 2024 Operating Budget includes a one-time draw of \$2.650 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve (XQ0703).

Inflows and Outflows to/from Reserves and Reserve Funds

2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XQ1018	Beginning Balance	13,613	2,425	399	(923)	(1,445)	1,433	6,111	11,589	14,167	21,546	
Vehicle Reserve - Toronto Paramedic Services	Withdrawals (-)											
	Toronto Paramedic Services	(21,027)	(14,500)	(16,300)	(18,500)	(18,100)	(19,300)	(21,500)	(27,400)	(25,600)	(26,900)	(209,127)
	Total Withdrawals	(21,027)	(14,500)	(16,300)	(18,500)	(18,100)	(19,300)	(21,500)	(27,400)	(25,600)	(26,900)	(209,127)
	Contributions (+)											
	Toronto Paramedic Services	9,838	12,474	14,978	17,978	20,978	23,978	26,978	29,978	32,978	35,978	226,137
	Total Contributions	9,838	12,474	14,978	17,978	20,978	23,978	26,978	29,978	32,978	35,978	226,137
Balance at Year-End		2,425	399	(923)	(1,445)	1,433	6,111	11,589	14,167	21,546	30,624	17,010

While some years are showing a negative ending balance, it is anticipated that funding injection / changing priorities and revised expenditures will adjust the future year balances.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XQ1019	Beginning Balance	1,971	2,827	3,077	3,583	4,289	5,195	6,302	2,108	2,614	4,320	
Vehicle Reserve - Services Equipment	Withdrawals (-)											
	Toronto Paramedic Services	(1,200)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(7,600)	(3,100)	(2,100)	(2,100)	(26,600)
	Total Withdrawals	(1,200)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(7,600)	(3,100)	(2,100)	(2,100)	(26,600)
	Contributions (+)											
	Toronto Paramedic Services	2,056	2,350	2,606	2,806	3,006	3,206	3,406	3,606	3,806	4,006	30,855
	Total Contributions	2,056	2,350	2,606	2,806	3,006	3,206	3,406	3,606	3,806	4,006	30,855
Balance at Year-End		2,827	3,077	3,583	4,289	5,195	6,302	2,108	2,614	4,320	6,226	4,255

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR2119	Beginning Balance	20,941	17,956	9,809	602	5,922	11,368	16,583	20,781	24,099	26,776	
Dev Charges RF - Toronto Paramedic Services	Withdrawals (-)											
	Toronto Paramedic Services	(7,950)	(13,300)	(14,450)	-	-	-	(500)	(1,500)	(2,000)	(5,000)	(44,700)
	Total Withdrawals	(7,950)	(13,300)	(14,450)	-	-	-	(500)	(1,500)	(2,000)	(5,000)	(44,700)
	Contributions (+)											
	Development Charges / Section 42 Contributions	4,819	5,050	5,204	5,295	5,382	5,110	4,559	4,650	4,487	4,576	49,132
	Total Contributions	4,819	5,050	5,204	5,295	5,382	5,110	4,559	4,650	4,487	4,576	49,132
Other Program/Agency Net Withdrawals and Contributions		145	104	39	24	65	104	140	168	190	199	1,178
Balance at Year-End		17,956	9,809	602	5,922	11,368	16,583	20,781	24,099	26,776	26,551	5,610

Appendix 11

Glossary

Approved Position: Total approved permanent or temporary positions that support the delivery of City services and service levels in the annual budget .

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 and Plan is the City's 10-year strategy to acquire / build assets or extend the useful life of existing assets. The Capital Budget is the first year of approved cash flows and future years' commitments and the remaining nine years including project estimates.

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

CTO: Communication Training Officer.

ED: Emergency Department at the hospital.

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

FIFA: Federation Internationale de Football Association / International Federation of Association Football.

FTO: Field Training Officer.

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 provide services.

Operating Impact of Completed Capital Projects: The change in operating expenditures and / or revenue which is projected to occur during the implementation of a capital project and/or when a capital project is completed.

PS: Toronto Paramedic Services.

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

Staff Complement: The operating and capital positions that support the delivery of City services and service levels in the annual budget (see *Approved Positions*).

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.

WSIB: Workplace Safety & Insurance Board.