

# 2024 Program Summary

## Toronto Fire Services

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### Description

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

As the largest fire service in Canada, TFS deploys from 84 fire stations and 8 support facilities to support service delivery. On an annual basis, TFS responds to more than 182,745 emergency incidents, inspects 100% of TCHC multi-unit residential properties, 100% high-rise residential buildings and responds to 100% of complaints and requests for Fire Code inspections.

### Why We Do It

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

- **Timely and effective emergency response to mitigate injuries, economic loss and save lives.**
- **Building and public venue compliance with fire safety standards in order to protect the lives and properties of people in Toronto.**
- **Prevention of fire incidents in Toronto through regular and relevant public education that raises community awareness.**

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

## What Service We Provide

### **Fire Rescue and Emergency Response**

**Who We Serve:** Residents and visitors facing imminent injury or threat to their lives or property.

**What We Deliver:** Those impacted by emergency incidents are provided with emergency medical support, fire suppression, specialized rescue services, and hazardous materials / large scale emergency response.

**How Much Resources (gross 2024 operating budget):** \$501.4 Million

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

**Who We Serve:** Building owners, building occupants, adjacent property owners, residents raising fire-safety related concerns, the general public, and responding Firefighters who rely on building fire protection systems during emergency response.

**What We Deliver:** Fire safety inspection and Ontario Fire Code enforcement services, in both new and existing buildings.

**How Much Resources (gross 2024 operating budget):** \$31.7 Million

### **Fire Safety Education**

**Who We Serve:** Residents, businesses, students and the general population via social media.

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

**How Much Resources (gross 2024 operating budget):** \$7.3 Million

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## Budget at a Glance

### 2024 OPERATING BUDGET

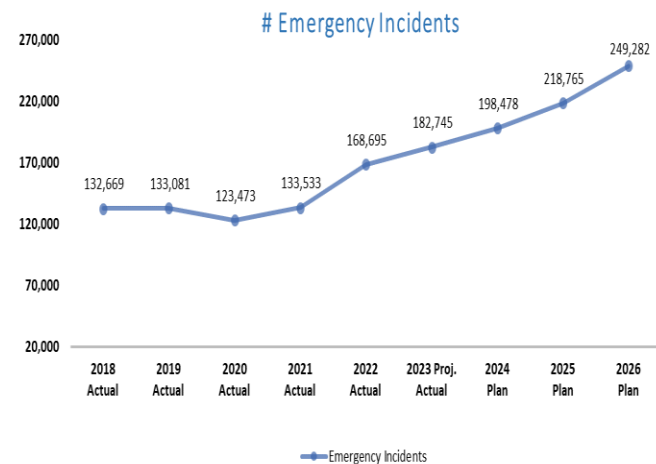
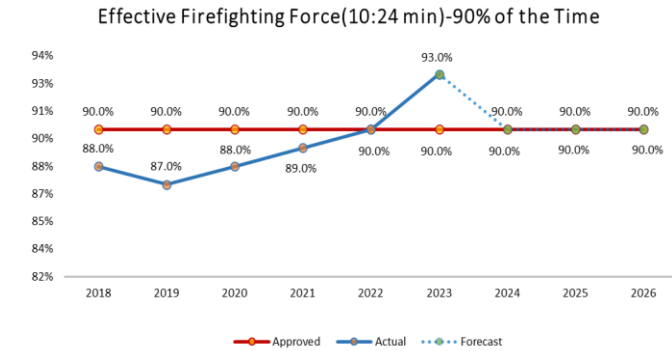
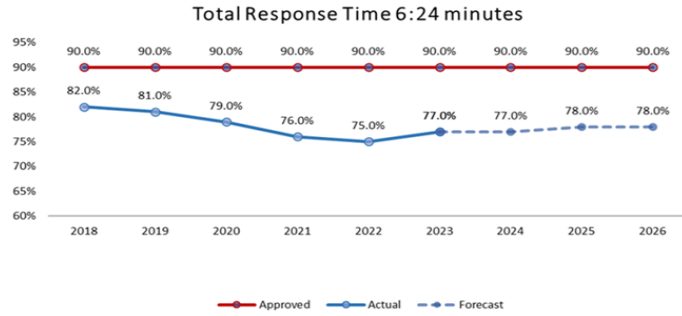
| <u>\$Million</u>   | <u>2024</u> | <u>2025</u> | <u>2026</u> |
|--------------------|-------------|-------------|-------------|
| Revenues           | \$22.3      | \$22.3      | \$22.3      |
| Gross Expenditures | \$540.3     | \$553.6     | \$564.4     |
| Net Expenditures   | \$518.0     | \$531.3     | \$542.1     |
| Approved Positions | 3,327.3     | 3,387.3     | 3,387.3     |

### 2024 - 2033 10-YEAR CAPITAL PLAN

| <u>\$Million</u>   | <u>2024</u> | <u>2025-2033</u> | <u>Total</u> |
|--------------------|-------------|------------------|--------------|
| Gross Expenditures | \$15.8      | \$53.7           | \$69.5       |
| Debt               | \$10.4      | \$25.4           | \$35.8       |

Note: Includes 2023 carry forward funding

## How Well We Are Doing – Behind the Numbers



- TFS continues to expect future challenges in maintaining response time performance standards due to city growth (including vertical growth) and densification resulting in increased service demand and increased travel times.
- The impact of COVID-19 on hiring backlogs and increased unplanned absences has resulted in a higher than normal number of frontline trucks / crews being out of service on a daily basis. To address these staffing challenges, TFS hired, trained and deployed 157 new recruits in 2023. Existing staff are also working significant overtime to backfill vacancies and maintain frontline service levels.
- The addition of 52 new Firefighter positions in 2024 will continue to mitigate service delivery and response time performance challenges and begin to reduce the reliance on overtime moving forward.
- Changes implemented through the TFS Operations Deployment Optimization Strategy, aimed at improving emergency response time performance through a realignment of existing resources, has resulted in EFF performance improvements in 2023. This is assisting in mitigating the impacts of increased emergency call volume at no cost.

- Emergency incidents include all types of emergencies including fires, emergency medical incidents, all types of rescue (water, high-angle), and specialized services including hazardous materials response.
- The emergency incident trend and forecast indicate that emergency call volumes will continue to increase annually moving forward primarily driven by population growth.
- In 2022, incident volumes increased by 26% from the prior year, largely as a result of changes in tiered response protocols resulting in TFS responding to an increased number of low acuity emergency medical calls, on behalf of Toronto Paramedic Services.
- Toronto Paramedic Services will begin the process of scaling back TFS' primary response to low acuity medical calls in 2024, with the goal of returning to pre-pandemic tiered response criteria levels by the end of Q2, 2024.

## How Well We Are Doing

| Service   | Measure  | 2021 Actual | 2022 Actual | 2023 Target | 2023 Projection | Status | 2024 Target | 2025 Target |
|---|--|-------------|-------------|-------------|-----------------|--------|-------------|-------------|
| <b>Outcome Measures</b>   |  |             |             |             |                 |        |             |             |
| Fire Rescue & Emergency Response  | Total response time within 6:24min 90% of time per NFPA 1710             | 76%         | 75%         | 90%         | 77%             | ●      | 90%         | 90%         |
| Fire Rescue & Emergency Response  | Extent of Fire Spread - % of structure fires contained to room of origin | 86.2%       | 86.7%       | 84%         | 87%             | ●      | 87.3%       | 87.6%       |
| <b>Service Level Measures</b>   |  |             |             |             |                 |        |             |             |
| Fire Rescue & Emergency Response  | Effective firefighting force within 10:24min 90% of the time             | 89%         | 90%         | 90%         | 93%             | ●      | 90%         | 90%         |
| Fire Rescue & Emergency Response  | % responding crew turn-out time within 1:20 mins per NFPA1710            | 68%         | 70%         | 90%         | 78%             | ●      | 90%         | 90%         |
| Fire Prevention, Inspection & Enforcement                                   | % of High-rise residential buildings inspected annually                  | 91%         | 95%         | 100%        | 100%            | ●      | 100%        | 100%        |
| Fire Prevention, Inspection & Enforcement                                   | % of TCHC multi-units residential properties inspected annually          | 99%         | 100%        | 100%        | 100%            | ●      | 100%        | 100%        |
| Fire Prevention, Inspection & Enforcement                                   | % of vulnerable occupancy inspections conducted annually                 | 89%         | 99%         | 100%        | 100%            | ●      | 100%        | 100%        |
| Fire Safety Education   | # Elementary School presentations conducted annually/total planned       | 1452        | 953         | 1862        | 1500            | ●      | 1500        | 1500        |
| <b>Other Measures</b>   |  |             |             |             |                 |        |             |             |
| Fire Rescue & Emergency Response; Fire Prevention, Inspection & Enforcement | Residential fire related civilian fatalities per 100,000 population      | 0.61        | 0.40        | 0.45        | 0.40            | ●      | 0.39        | 0.39        |

**2023 Projection to 2023 Target Comparison**

- 100% (MET TARGET)
- 70 - 99% (LOW RISK)
- 69% and Under (REQUIRES ATTENTION)

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Effectively manage emergency responses in 2023 while continuing to experience operational frontline staffing shortages due to unplanned absences, and challenges driven by increasing population growth, vertical density, and significant increased in incident volumes.
- Conducted the largest recruitment in the history of TFS, to fill operational firefighter vacancies as quickly as possible. Trained 103 recruit firefighters in one recruit class, which is the equivalent of two classes in the past, by implementing two shifts and operating the class from 06:00 AM through 10:00 PM each day. Based on this success, two additional classes of 104 recruits are planned for both January and July 2024.
- Completed and submitted Commission on Fire Accreditation International (CFAI) Self Assessment materials for re-accreditation. In 2023, the self-assessment was verified and validated by a team of six peer assessors made up of Fire Chiefs and Deputies from services across North America, through a document review and site visit. Final decision for TFS re-accreditation will be made by CFAI in February 2024.
- Completed the purchase and installation of the new live-fire training facility, which provides live-fire training in a multi-story, multi-fire environment that better equips TFS to ensure firefighters are trained and equipped to continue delivering world-class fire protection services.
- Successfully issued a contract to order and replace 30 Rescue Pumper trucks to streamline purchasing and enable the delivery of vehicles in as timely a manner as possible. Staggered delivery of the trucks is expected to be completed by July 2026.

### Key Challenges and Risks

- Frontline staffing challenges due to unplanned absences resulting from WSIB-approved occupational illnesses and/or injuries, maternity and parental leave, post-65 accommodation requirements and incidental sick time continue to be a challenge in maintaining appropriate levels of fire protection services.
- WSIB-approved illnesses and injuries have increased significantly in the last 5 years and are projected to continue to increase as occupational stress injuries (OSI) continue to rise. TFS converted the one (1) part-time Staff Psychologist position to full-time in 2022, providing additional resources for staff, and supporting the development of enhanced return to work initiatives for mental health injuries. Road to Mental Readiness (R2MR) training is continuing to be delivered and a new partnership with Wounded Warriors Canada was established with the Before Operational Stress (BOS) training program being made available. The TFS Peer Support team and TFS volunteer Chaplains continue to be available to all staff 24/7 to provide support and resources for staff, in response to traumatic incidents, and on an as-required basis.
- The Service Level Review report, adopted by City Council in October 2021, outlined a number of areas across Toronto, where TFS service level performance targets were not being achieved. TFS anticipates that these challenges will continue to increase, driven by increasing population growth, vertical density, incident volumes, development of the City's transit/subway network, and complexity of incidents requiring additional staffing and resources. The implementation of numerous resource deployment optimization initiatives has been implemented to best address these issues within the current funding envelope. In 2023, 52 net new frontline firefighter positions were added to TFS' complement. The next 52 firefighter positions are included in the 2024 budget and 2025 outlook year, as directed by Council, to maintain the frontline staffing required to meet fire protection service performance target goals.
- TFS continues to experience increased emergency call volumes, combined with decreased 9-1-1 / Dispatch staffing levels, resulting in a 4-year downward trend in emergency call processing time performance. Five (5) new 911 call taker/dispatcher positions are included in the 2024 budget to address these issues.
- TFS continues to support Toronto Paramedic Services in managing their ongoing capacity challenges, by responding to additional low acuity medical emergency calls. TFS is responding to approximately 3 times more low acuity emergency medical calls for service each day than in the past. Toronto Paramedic Services will begin the process of scaling back TFS' primary response to low acuity medical calls, with the goal of returning to pre-pandemic tiered response criteria levels by the end of Q2, 2024.

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## Priority Actions

- Complete the recruitment and training processes required to place 208 (104 x 2) frontline firefighters into service in 2024 to reduce frontline operational vacancies and alleviate staffing, including overtime, issues.
  - Implement the staffing recommendations of the Council approved Operational Service Delivery Model report (2021.EC24.13). The 2024 budget reflects the City's prioritization of public safety by including a permanent investment in 52 additional Firefighter positions to address staffing and performance concerns, and to meet the increasing challenges associated with population growth and complexity of incidents.
  - Continue the delivery of the R2MR training, and other mental health programming, for all TFS staff to increase awareness, reduce stigma, and improve mental wellness and resilience. TFS will also focus on improving return to work plans for staff who have been out of the workplace with OSI.
  - Continue to work towards implementation of the Next Generation 911 (NG911) systems and update the Fire Services Computer Aided Dispatch (CAD) system, in order to enable NG911 upgrades and implementation.
  - Complete the reestablishment of the TFSA Recruitment and Community Outreach Section, by filling existing vacancies (One Captain and two Firefighter positions), following the successful completion of the District Chief promotional process. The reintroduction of this team will better position TFS as an employer of choice, primarily for members of equity-deserving groups who are interested in emergency services, with equity-lens informed recruitment and community outreach strategy and tools.
  - Commence and complete collective bargaining with Local 3888 (current agreement expires December 31, 2023), which will be led by the City's Employee Relations team.
  - Continue to support Toronto Paramedic Services in mitigating their ongoing service level challenges, by continuing to respond to additional low acuity medical calls. Toronto Paramedic Services will begin the process of scaling back TFS' primary response to low acuity medical calls, with the goal of returning to pre-pandemic tiered response criteria levels by the end of Q2, 2024.
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**2024 BUDGET**

1. The 2024 Operating Budget for Toronto Fire Services of \$540.360 million gross, \$22.329 million revenue and \$518.031 million net for the following services:

**Service:**

|  | <b>Gross<br/>Expenditures<br/>(\$000s)</b> | <b>Revenue<br/>(\$000s)</b> | <b>Net<br/>Expenditures<br/>(\$000s)</b> |
|--|--|-----------------------------|--|
| Fire Rescue & Emergency Response         | 501,438.0                                  | 21,115.0                    | 480,323.0                                |
| Fire Prevention Inspection & Enforcement | 31,657.6                                   | 1,206.4                     | 30,451.2                                 |
| Fire Safety Education                    | 7,264.4                                    | 8.1                         | 7,256.3                                  |
| <b>Total Program Budget</b>              | <b>540,360.0</b>                           | <b>22,329.5</b>             | <b>518,030.5</b>                         |

- The 2024 staff complement for Toronto Fire Services of 3,327.3 positions comprised of 1.0 capital position and 3,326.3 operating positions.
2. The 2024 Capital Budget for Toronto Fire Services with cash flows and future year commitments totaling \$40.395 million as detailed by project in [Appendix 5a](#).
  3. The 2025-2033 Capital Plan for Toronto Fire Services totalling \$29.100 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                                 | \$               | \$               | \$               | \$                     | \$               | \$                  | \$               | \$                               | %           |
| <b>Revenues</b>                            |                  |                  |                  |                        |                  |                     |                  |                                  |             |
| Fire Rescue & Emergency Response           | 25,360.6         | 19,738.3         | 23,211.6         | 19,738.3               | 21,115.0         |                     | 21,115.0         | 1,376.7                          | 7.0%        |
| Fire Safety Education                      | 1.7              | 8.1              | 8.1              | 8.1                    | 8.1              |                     | 8.1              |                                  |             |
| Fire Prevention, Inspection, & Enforcement | 2,184.9          | 1,130.6          | 1,130.6          | 1,130.6                | 1,206.4          |                     | 1,206.4          | 75.8                             | 6.7%        |
| <b>Total Revenues</b>                      | <b>27,547.2</b>  | <b>20,877.0</b>  | <b>24,350.2</b>  | <b>20,877.0</b>        | <b>22,329.5</b>  |                     | <b>22,329.5</b>  | <b>1,452.5</b>                   | <b>7.0%</b> |
| <b>Expenditures</b>                        |                  |                  |                  |                        |                  |                     |                  |                                  |             |
| Fire Rescue & Emergency Response           | 520,444.1        | 486,884.5        | 520,764.2        | 485,771.4              | 498,282.5        | 3,155.5             | 501,438.0        | 15,666.7                         | 3.2%        |
| Fire Safety Education                      | 6,018.5          | 6,847.2          | 6,814.0          | 6,847.2                | 7,258.1          | 6.3                 | 7,264.4          | 417.2                            | 6.1%        |
| Fire Prevention, Inspection, & Enforcement | 28,094.1         | 30,708.7         | 30,652.5         | 30,708.7               | 31,494.5         | 163.1               | 31,657.6         | 948.9                            | 3.1%        |
| <b>Total Gross Expenditures</b>            | <b>554,556.7</b> | <b>524,440.4</b> | <b>558,230.7</b> | <b>523,327.3</b>       | <b>537,035.1</b> | <b>3,325.0</b>      | <b>540,360.0</b> | <b>17,032.7</b>                  | <b>3.3%</b> |
| <b>Net Expenditures</b>                    | <b>527,009.5</b> | <b>503,563.4</b> | <b>533,880.5</b> | <b>502,450.3</b>       | <b>514,705.6</b> | <b>3,325.0</b>      | <b>518,030.6</b> | <b>15,580.2</b>                  | <b>3.1%</b> |
| <b>Approved Positions**</b>                | <b>3,206.3</b>   | <b>3,258.3</b>   | <b>N/A</b>       | <b>3,258.3</b>         | <b>3,262.3</b>   | <b>65.0</b>         | <b>3,327.3</b>   | <b>N/A</b>                       | <b>N/A</b>  |

\* 2023 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

**KEY DRIVERS**

**Total 2024 Budget** expenditures of \$540.360 million gross reflecting an increase of \$17.033 million in spending above 2023 budget, predominantly arising from:

- Step and recognition pay increases in salaries arising from Local 3888 Collective Agreement obligations and inflationary increases to benefits.
  - Consistent with City practice, the collective bargaining agreement provisions for Local 3888 COLA increases are budgeted in the City’s Corporate accounts.
- Decrease in overtime costs is expected in 2024 due to recovery from COVID-19 impacts,
  - TFS will hire two (2) double cohort Recruit Firefighter classes respectively in January and July 2024 to address vacancy backlogs. This is expected to gradually reduce call back overtime costs in 2024 and beyond.
  - A non-permanent provision for Public Safety costs has also been included in the City’s Corporate Accounts to risk manage any continued staffing challenges arising from COVID.
- Annualized salaries and benefits for 52 new Firefighters hired in 2023, which fulfilled Year 1 of a 3-year plan to add a total of 156 new Firefighters, as approved by Council in the Operational Service Delivery Model report (2021.EC24.13).
- 52 additional new Firefighter positions to fulfill Year 2 of the City’s three-year staffing plan to address staffing and performance concerns related to growth and increasing complexity in emergency incidents while also reducing the need for call back overtime in 2024 and future years.
- 8 new Fire Inspector positions to address increased annual inspection and enforcement obligations arising from the multi-tenant bylaw amendments.
- 5 new 911 Call taker/Dispatcher positions to address increasing call volumes and to ensure emergency call processing service levels meet NFPA performance standards.
- The above pressures are partially offset by an increase in revenues from false alarm user fees to match the budget with expected actual experience.

**EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Toronto Fire Services’ 2024 Operating Budget do not have any significant equity impacts.

**2024 OPERATING BUDGET KEY COST DRIVERS**

The 2024 Net Operating Budget for Toronto Fire Services of \$518.031 million is \$15.580 million or 3.1% greater than the 2023 Net Budget, when reversing 2023 pandemic costs and applying a zero-base budget approach to all prior year COVID-19 related financial impacts. 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**    |                              |
| <b>2023 Budget</b>                                  | <b>20,877.0</b> | <b>524,440.4</b> | <b>503,563.4</b> | <b>3,258.3</b> | <b>N/A</b>                   |
| <b>2023 Projection*</b>                             | <b>24,350.2</b> | <b>558,230.7</b> | <b>533,880.5</b> | <b>N/A</b>     | <b>N/A</b>                   |
| <b>2023 Budget (excl. COVID)</b>                    | <b>20,877.0</b> | <b>523,327.3</b> | <b>502,450.3</b> | <b>3,258.3</b> | <b>N/A</b>                   |
| <b>Key Cost Drivers:</b>                            |                 |                  |                  |                |                              |
| <b>Prior Year Impacts</b>                           |                 |                  |                  |                |                              |
| Annualization of 52 new staff hired in 2023         |                 | 3,368.2          | 3,368.2          |                |                              |
| Other   | (101.8)         | (101.8)          |                  |                |                              |
| <b>Operating Impacts of Capital</b>                 |                 |                  |                  |                |                              |
| Operating Impacts of various capital projects       |                 | (110.0)          | (110.0)          |                |                              |
| <b>Salary &amp; Benefits</b>                        |                 |                  |                  |                |                              |
| Base Salary & Benefits change                       |                 | 9,324.6          | 9,324.6          |                | 5,507.4                      |
| Conversion of 4 temp positions                      |                 | 301.3            | 301.3            | 4.0            | 315.7                        |
| Cost of Living Adjustment (COLA)                    |                 | 42.6             | 42.6             |                | 0.2                          |
| <b>Non-Salary Inflation</b>                         |                 |                  |                  |                |                              |
| Utilities   |                 | 115.9            | 115.9            |                |                              |
| <b>Other Changes</b>                                |                 |                  |                  |                |                              |
| Inter-Divisional Charges/Inter-Divisional Revenue   | (36.0)          | 0.8              | 36.8             |                |                              |
| Waterfront East LRT Staffing Resource Cost Recovery | 75.8            |                  | (75.8)           |                | (0.8)                        |
| Other Base Changes                                  | 14.4            | 766.3            | 751.9            |                |                              |
| <b>New/Enhanced Services</b>                        |                 |                  |                  |                |                              |
| Hiring Plan   |                 | 3,325.0          | 3,325.0          | 65.0           | 7,463.3                      |
| <b>Sub-Total - Key Cost Drivers</b>                 | <b>(47.5)</b>   | <b>17,032.7</b>  | <b>17,080.2</b>  | <b>69.0</b>    | <b>13,285.8</b>              |
| <b>Affordability Measures:</b>                      |                 |                  |                  |                |                              |
| Revenue Changes                                     | 1,500.0         |                  | (1,500.0)        |                |                              |
| <b>Sub-Total - Affordability Measures</b>           | <b>1,500.0</b>  |                  | <b>(1,500.0)</b> |                |                              |
| <b>Total 2024 Budget</b>                            | <b>22,329.5</b> | <b>540,360.0</b> | <b>518,030.6</b> | <b>3,327.3</b> |                              |
| <b>Change from 2023 Budget (excl. COVID) (\$)</b>   | <b>1,452.5</b>  | <b>17,032.7</b>  | <b>15,580.2</b>  | <b>69.0</b>    |                              |
| <b>Change from 2023 Budget (excl. COVID) (%)</b>    | <b>7%</b>       | <b>3%</b>        | <b>3%</b>        | <b>2.1%</b>    |                              |

\*Based on 9 Month Variance

\*\*YoY comparison based on approved positions

**Key Base Drivers:****Prior Year Impacts:**

- Annualization costs for 52 new Firefighters hired in 2023 as the first year of the three-year hiring plan.

**Operating Impact of Capital:**

- Less ongoing I&T maintenance / annual licensing fees for security requirements are required as a result of the implementation of the Fire Prevention Technology Integration and the Toronto Radio Infrastructure Project (TRIP) project.

**Salaries & Benefits:**

- Salary increases due to step and recognition pay directed by Local 3888 Collective Agreement obligations and benefit cost escalation.

- Collective bargaining agreement provisions for Local 3888 COLA increases are budgeted in the City’s Corporate accounts.
- COLA costs for Local 79 staff in accordance with the collective agreement.
- The conversion of 4 temporary positions provides the Division with permanent foundational and management support to address operational challenges experienced in the Payroll & Complement and Financial Services sections that were under-resourced and lacking in management oversight.

**Non-Salary Inflation:**

- Inflationary increases for utilities including hydro, water, and gas.

**Other Changes:**

- Replacement purchases of Firefighting Ventilation Fans and Health and Wellness Equipment.
- Additional funding is required in response to the reduced service levels provided by Corporate Real Estate Management (CREM) to continue addressing Fire Services’ specific needs.

**Affordability Measures:**

**Table 3: Offsets and Efficiencies**

| (\$000s)                            |                 |               |                |       |                  |           |                    |     |           |
|-------------------------------------|-----------------|---------------|----------------|-------|------------------|-----------|--------------------|-----|-----------|
| Recommendation                      | Savings Type    | Equity Impact | 2024           |       |                  |           | 2025 (Incremental) |     |           |
|                                     |                 |               | Revenue        | Gross | Net              | Positions | Gross              | Net | Positions |
| False Alarm Revenue Adjustment      | Revenue Changes | None          | 1,500.0        |       | (1,500.0)        |           |                    |     |           |
| <b>Total Affordability Measures</b> |                 |               | <b>1,500.0</b> |       | <b>(1,500.0)</b> |           |                    |     |           |

- **False Alarm Revenue Adjustment** – An increase in False Alarm revenues to align targets with expected actual experience as a result of volume increases.

**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   |                       |               |   |
| <b>In \$ Thousands</b>   |         |                |                |             |                       |               |   |
| 1 TFS Operational Service Level Enhancement                    |         | 2,876.2        | 2,876.2        | 52.0        | 6,177.7               | None          | The addition of 52 net new firefighters, as recommended by City Council in the TFS Operational Service Level Review staff report, to address TFS service level performance.   |
| 2 Staff Increase for Multi-Tenant Housing Regulatory Framework |         | 181.4          | 181.4          | 8.0         | 938.1                 | None          | The addition of 8 Fire Prevention Inspectors to address annual inspection and enforcement obligations arising from City Council approved amendments to the multi-tenant by-law which comes into effect March 2024.  |
| 3 911 Call takers/Dispatchers                                  |         | 267.4          | 267.4          | 5.0         | 590.5                 | None          | Five (5) additional 911 call takers/dispatchers are required to enable TFS to meet NFPA standards in emergency call processing time, as a result of unprecedented call volume increases; and to increase staffing capacity to manage during periods of high call volumes. |
| <b>Total New / Enhanced</b>                                    |         | <b>3,325.0</b> | <b>3,325.0</b> | <b>65.0</b> | <b>7,706.3</b>        |               |   |

**TFS Operational Service Level Enhancement**

- Consistent with the recommendations outlined in [EC 24.13](#), Toronto Fire Services: Operational Service Delivery Model; adopted by City Council on October 1 and 4, 2021, TFS identified the need for 156 additional firefighter positions phased over 3 years between 2023 and 2025 (52 FTEs per year).
- The addition of these 52 FTEs in 2024, is the second of three phases in achieving that objective.

**Staff Increase for Multi-Tenant Housing Regulatory Framework**

- It is anticipated there will be as many as 3,000 licenced rooming house operators, as a result of the regulatory change.
- TFS requires 16 additional Fire Inspectors in order to meet the associated fire safety inspection and Ontario Fire Code enforcement functions. The implementation of these additional staff are being requested

in a phased in approach, with 8 FTE's being added in 2024 (starting date Nov 1, 2024) and the remaining 8 being added in 2025 (starting date Nov 1, 2025).

### 911 Call takers / Dispatchers

- TFS is experiencing unprecedented call volume increases, including a 26% call volume increase in 2022. This increased emergency call volume is exceeding staffing resources and capabilities within the TFS Communications Centre.
- As a result of increased call volumes, emergency events, and decreased staffing levels, call processing time performance is experiencing a four-year downward trend.

#### 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

| (\$000s)                                   | 2024 Budget      | 2025 Incremental Outlook | 2026 Incremental Outlook |
|--|------------------|--------------------------|--------------------------|
| <b>Revenues</b>                            |                  |                          |                          |
| Waterfront East LRT Staffing Cost Recovery |                  | 0.8                      | 16.8                     |
| <b>Total Revenues</b>                      | <b>22,329.5</b>  | <b>0.8</b>               | <b>16.8</b>              |
| <b>Gross Expenditures</b>                  |                  |                          |                          |
| Salaries & Benefits                        |                  | 13,286.4                 | 10,729.9                 |
| <b>Total Gross Expenditures</b>            | <b>540,360.0</b> | <b>13,286.4</b>          | <b>10,729.9</b>          |
| <b>Net Expenditures</b>                    | <b>518,030.6</b> | <b>13,285.7</b>          | <b>10,713.1</b>          |
| <b>Approved Positions</b>                  | <b>3,327.3</b>   | <b>60.0</b>              |                          |

### Key Outlook Drivers

The 2025 Outlook, with total gross expenditures of \$553.647 million, reflects an anticipated \$13.286 million or 2.5% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlooks expects a further increase of \$10.730 million or 1.9% above 2025 gross expenditures.

These changes arise from the following:

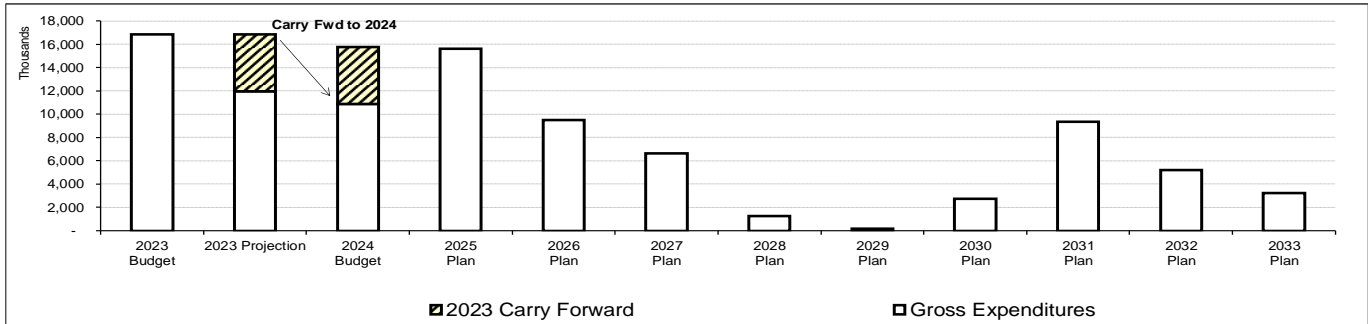
- **Salaries and Benefits:** To cover increases for step and benefit cost escalations.
- **TFS Operational Service Level Enhancement:** The addition of 52 new Firefighters in 2025 represents the final phase of the 3-year staffing plan directed by Council in the approved Operational Service Delivery Model report (2021.[EC24.13](#)).
- **Multi-Tenant Housing Regulatory Framework:** The addition of 8 new Fire Inspectors in 2025 fulfills Year 2 of the staffing plan, arising from City Council's amendments to the Multi-Tenant Houses Licensing Bylaw.
- **Annualization Impacts:** Annualized costs for 65 new positions hired in 2024; and 60 new positions (as noted above) hired in 2025.

# **2024 – 2033 CAPITAL BUDGET AND PLAN**

**2024 – 2033 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**

Chart 1: 10-Year Capital Plan Overview



| In \$000's                                     | 2024 Capital Budget and 2025 - 2033 Capital Plan |                  |               |               |              |              |              |            |              |              |              |              |               | Total 10 Year Plan |
|--|--|------------------|---------------|---------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|--------------|---------------|--------------------|
|  | 2023   |                  | 2024          | 2025          | 2026         | 2027         | 2028         | 2029       | 2030         | 2031         | 2032         | 2033         |               |                    |
|  | Budget   | Projected Actual |               |               |              |              |              |            |              |              |              |              |               |                    |
| <b>Gross Expenditures by Project Category:</b> |  |                  |               |               |              |              |              |            |              |              |              |              |               |                    |
| Health & Safety & Legislated                   | 8,498  | 6,635            | 7,422         | 8,661         | 3,000        | 1,550        | 1,150        | 50         | 2,650        | 9,250        | 5,100        | 3,150        | 41,983        |                    |
| SOGR   | 3,543  | 1,442            | 4,130         | 2,427         | 100          | 100          | 100          | 100        | 100          | 100          | 100          | 100          | 7,357         |                    |
| Service Improvement & Growth                   | 4,798  | 3,782            | 4,205         | 4,550         | 6,400        | 5,000        |              |            |              |              |              |              | 20,155        |                    |
| <b>Total by Project Category</b>               | <b>16,838</b>                                    | <b>11,858</b>    | <b>15,757</b> | <b>15,638</b> | <b>9,500</b> | <b>6,650</b> | <b>1,250</b> | <b>150</b> | <b>2,750</b> | <b>9,350</b> | <b>5,200</b> | <b>3,250</b> | <b>69,495</b> |                    |
| <b>Financing:</b>                              |  |                  |               |               |              |              |              |            |              |              |              |              |               |                    |
| Debt   | 6,478  | 3,403            | 10,362        | 7,957         | 3,344        | 3,950        | 150          | 150        | 250          | 6,650        | 2,562        | 450          | 35,825        |                    |
| Reserves/Reserve Funds                         | 5,796  | 4,416            | 1,918         | 5,224         | 2,700        |              | 1,100        |            | 2,500        | 2,700        | 2,638        | 2,800        | 21,580        |                    |
| Development Charges                            | 813  | 663              | 2,939         | 2,457         | 3,456        | 2,700        |              |            |              |              |              |              | 11,552        |                    |
| Provincial                                     | 1,400  | 1,331            |               | 69            |              |              |              |            |              |              |              |              | 69            |                    |
| Federal  | 1,696  | 1,696            |               | 174           |              |              |              |            |              |              |              |              | 174           |                    |
| Other Revenue                                  | 656  | 349              |               | 295           |              |              |              |            |              |              |              |              | 295           |                    |
| <b>Total Financing</b>                         | <b>16,838</b>                                    | <b>11,858</b>    | <b>15,757</b> | <b>15,638</b> | <b>9,500</b> | <b>6,650</b> | <b>1,250</b> | <b>150</b> | <b>2,750</b> | <b>9,350</b> | <b>5,200</b> | <b>3,250</b> | <b>69,495</b> |                    |

**Changes to Existing Projects**  
(\$-0.075 Million)

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

- *West Training Burn House Repairs* – Decrease in cash flow funding - \$0.075M

**New Projects**  
(\$21.5 Million)

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

- *Fire Station 145 Apparatus Bay Optimization:* Renovations to the station to accommodate a new Heavy Hazardous Materials Response vehicle and optimize emergency response - \$0.065M
- *PPE Decontamination Equipment Phase 2:* The prep work, purchase, and installation of 8 Bunker Suit Washer Exactors and 10 Drying Cabinets as part of TFS' Cancer Prevention Program - \$0.943M
- *New Flemingdon Park Fire Station & Truck:* To address the identified service gap in this area of the city - \$16.3M
- *Fireboat Dock Repair (Station 334):* To provide protection during pivoting manoeuvres and prevent damage to the fireboat - \$0.393M
- *Station Wear Decontamination Equipment Phase 2:* The purchase and installation of equipment at 41 fire halls to enable fire crews to decontaminate in a timely fashion and reduce carcinogens transferred to their home - \$3.819M

**Capital Needs Constraints**  
(\$81.4 Million)

Fire Services has six unmet projects over the 10-year planning horizon:






- *New Woodbine Fire Station & Truck* - \$14.2M
- *New Christie Fire Station & Truck* - \$14.2M
- *Fire Academy Expansion* - \$30M
- *Digital Evidence Management Solution (DEMS)* - \$0.285M
- *Fire Investigations Laser Scanner* - \$0.12M
- *New Lower Don Lands Fire Station & Truck* - \$22.56M

**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 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

**2024 – 2033 CAPITAL BUDGET AND PLAN**

**\$69.5 Million 10-Year Gross Capital Program**

|   |   |   |   |   |
|---|---|---|---|---|
|    |    |  |  |                                  |
| <b>Renovations</b>  | <b>Information Technology</b>   | <b>Communication</b>  | <b>Equipment</b>  | <b>Other – SOGR Health &amp; Safety</b>   |
| <b>\$19.7M<br/>28%</b>  | <b>\$6.4M<br/>9%</b>  | <b>\$13.4M<br/>19%</b>  | <b>\$2.3M<br/>3%</b>  | <b>\$27.7M<br/>41%</b>  |
| HUSAR Building Expansion <input checked="" type="checkbox"/><br><br>West Training Burn House Repairs<br><br>Fire Station 145 Apparatus Bay Optimization<br><br>Flemingdon Park New Fire Station & Truck <input checked="" type="checkbox"/> | Fire Prevention Technology Integration<br><br>CAD Upgrade<br><br>Next Generation 911 Project<br><br>Toronto Radio Infrastructure Project (TRIP) | Lifecycle Replacement of Portable and Mobile Radios                               | Various equipment for Training, Investigations, CBRNE & HUSAR                       | Personal Protective Equipment and Lifecycle Replacement of SCBA<br><br>PPE & Station Wear Decontamination Equipment |

- 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 |          |
|--------------------------|-----------|--------------------|----------|-----------------|----------|
| <b>\$69.2 M</b>          |           | <b>\$0.1 M</b>     |          | <b>\$0.2M</b>   |          |
| <b>100%</b>              |           | <b>0%</b>          |          | <b>0%</b>       |          |
| Debt                     | \$ 35.8 M | Grant              | \$ 0.1 M | Grant           | \$ 0.2 M |
| Reserves / Reserve Funds | \$ 21.6 M |                    |          |                 |          |
| Development Charges*     | \$ 11.5 M |                    |          |                 |          |
| Other                    | \$ 0.3 M  |                    |          |                 |          |

\*Bill 23 impacts 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 future year Operating Budgets by a total of \$4.010 million net over the 2024-2033 period due to changes in operating costs for various technology projects and the addition of the new *Flemingdon Park Fire Station & Truck* project, 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      |
| <b>Previously Approved</b>                    |                |           |           |           |           |           |           |           |                |             |                |                |                |                |
| CAD Upgrade                                   | 15.0           |           |           |           |           |           |           |           |                |             |                | 15.0           |                | 15.0           |
| Fire Prevention Technology Integration        | (25.0)         |           |           |           |           |           |           |           |                |             |                | (25.0)         |                | (25.0)         |
| Toronto Radio Infrastructure Project (TRIP)   | (100.0)        |           |           |           |           |           |           |           |                |             |                | (100.0)        |                | (100.0)        |
| <b>Sub-Total: Previously Approved</b>         | <b>(110.0)</b> |           |           |           |           |           |           |           |                |             |                | <b>(110.0)</b> |                | <b>(110.0)</b> |
| <b>New Projects - 2024</b>                    |                |           |           |           |           |           |           |           |                |             |                |                |                |                |
| Flemingdon Park New Fire Station & Trucks     |                |           |           |           |           |           |           |           | 3,337.0        | 25.0        | 3,337.0        | 25.0           | 4,120.0        | 25.0           |
| <b>Sub-Total: New Projects - 2024</b>         |                |           |           |           |           |           |           |           | <b>3,337.0</b> | <b>25.0</b> | <b>3,337.0</b> | <b>25.0</b>    | <b>4,120.0</b> | <b>25.0</b>    |
| <b>New Projects - Future Years</b>            |                |           |           |           |           |           |           |           |                |             |                |                |                |                |
| <b>Sub-Total: New Projects - Future Years</b> |                |           |           |           |           |           |           |           |                |             |                |                |                |                |
| <b>Total (Net)</b>                            | <b>(110.0)</b> |           |           |           |           |           |           |           | <b>3,337.0</b> | <b>25.0</b> | <b>3,227.0</b> | <b>25.0</b>    | <b>4,010.0</b> | <b>25.0</b>    |

**Previously Approved projects**

- The *CAD Upgrade* project will require funding for ongoing support and maintenance for the system.
- The *Fire Prevention Technology Integration* project will require less funding based on current market pricing for ongoing I&T maintenance / licensing requirements.
- The *Toronto Radio Infrastructure Project (TRIP)* project will require less funding commencing in 2024 for annual fees that provide access and management of security provisioning capabilities.

**New projects**

- The new *Flemingdon Park Fire Station & Truck* project will result in net operating costs commencing in 2028 and beyond. An additional fire crew (21 FTEs) and a District Chief crew (4 FTEs) are required to operate the new fire station.



# APPENDICES

## Appendix 1

### 2024 Operating Budget by Category

| Category<br>(In \$000s)                  | 2021             | 2022             | 2023             | 2023             | 2024             | 2024 Change from 2023 |             | 2024 Change from 2023 |               |
|--|------------------|------------------|------------------|------------------|------------------|-----------------------|-------------|-----------------------|---------------|
|  | Actual           | Actual           | Budget           | Projection*      | Budget           | Budget                | %           | Projection            | %             |
|  | \$               | \$               | \$               | \$               | \$               | \$                    |             | \$                    | %             |
| Provincial Subsidies                     | 922.0            | 825.4            | 710.0            | 785.0            | 710.0            |                       |             | (75.0)                | (9.6%)        |
| User Fees & Donations                    | 21,611.1         | 25,197.4         | 19,789.8         | 23,289.8         | 21,289.8         | 1,500.0               | 7.6%        | (2,000.0)             | (8.6%)        |
| Transfers From Capital                   | 123.9            | 269.1            | 128.6            | 128.6            | 218.8            | 90.3                  | 70.2%       | 90.3                  | 70.2%         |
| Contribution From Reserves/Reserve Funds |                  | 637.2            | 101.8            |                  |                  | (101.8)               | (100.0%)    |                       |               |
| Sundry and Other Revenues                | 274.4            | 312.3            | 110.8            | 110.8            | 110.8            |                       |             |                       |               |
| Inter-Divisional Recoveries              | 339.4            | 305.8            | 36.0             | 36.0             |                  | (36.0)                | (100.0%)    | (36.0)                | (100.0%)      |
| <b>Total Revenues</b>                    | <b>23,270.7</b>  | <b>27,547.2</b>  | <b>20,877.0</b>  | <b>24,350.2</b>  | <b>22,329.5</b>  | <b>1,452.5</b>        | <b>7.0%</b> | <b>(2,020.7)</b>      | <b>(8.3%)</b> |
| Salaries and Benefits                    | 483,746.1        | 525,323.9        | 499,370.2        | 533,160.5        | 515,305.6        | 15,935.4              | 3.2%        | (17,855.0)            | (3.3%)        |
| Materials & Supplies                     | 9,051.2          | 11,957.5         | 12,794.2         | 13,546.0         | 12,205.0         | (589.2)               | (4.6%)      | (1,340.9)             | (9.9%)        |
| Equipment                                | 3,186.7          | 1,715.4          | 1,549.7          | 1,597.9          | 1,562.2          | 12.5                  | 0.8%        | (35.7)                | (2.2%)        |
| Service and Rent                         | 7,281.7          | 7,503.3          | 8,883.6          | 8,083.6          | 9,443.8          | 560.2                 | 6.3%        | 1,360.2               | 16.8%         |
| Contribution To Reserves/Reserve Funds   | 8,646.4          | 7,790.2          | 1,827.4          | 1,827.4          | 1,827.4          |                       |             |                       |               |
| Other Expenditures                       | (23.1)           | 38.4             |                  |                  |                  |                       |             |                       |               |
| Inter-Divisional Charges                 | 410.1            | 228.1            | 15.2             | 15.2             | 16.0             | 0.8                   | 5.0%        | 0.8                   | 5.0%          |
| <b>Total Gross Expenditures</b>          | <b>512,299.1</b> | <b>554,556.7</b> | <b>524,440.4</b> | <b>558,230.7</b> | <b>540,360.0</b> | <b>15,919.6</b>       | <b>3.0%</b> | <b>(17,870.7)</b>     | <b>(3.2%)</b> |
| <b>Net Expenditures</b>                  | <b>489,028.4</b> | <b>527,009.5</b> | <b>503,563.4</b> | <b>533,880.5</b> | <b>518,030.6</b> | <b>14,467.1</b>       | <b>2.9%</b> | <b>(15,849.9)</b>     | <b>(3.0%)</b> |

\*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



#### 2024 Operating Budget - New and Enhanced Service Priorities Summary by Service (\$000's)

| Form ID  | Community and Social Services | Adjustments  |                   |            |                | 2025 Plan          | 2026 Plan                   |
|----------|-------------------------------|--|-------------------|------------|----------------|--------------------|-----------------------------|
| Category | Equity Impact                 | Program - Fire Services  | Gross Expenditure | Revenue    | Net            | Approved Positions | Net Change                  |
| 29347    |                               | TFS- Operational Service Level Enhancement   |                   |            |                |                    |                             |
| 74       | No Impact                     | <b>Description:</b>  |                   |            |                |                    |                             |
|          |                               | The hiring of 52 additional permanent Operations Firefighter positions. This is the second phase of the three-phase staffing plan, which was approved by Council in 2023. The cost associated with this request, assuming a July 1, 2024 implementation date, is \$2.876M which includes salaries, benefits, uniforms, training and PPE.   |                   |            |                |                    |                             |
|          |                               | <b>Service Level Impact:</b>   |                   |            |                |                    |                             |
|          |                               | TFS continues to face staffing challenges that reduce the number of in-service emergency response crews / trucks that are available for response as a result of unplanned absences that include LTD, WSIB, and both pregnancy and parental leaves of absence. TFS continues to expedite, to the greatest extent possible, the elimination of the vacant positions within the Operations Division, by hiring the largest classes of Recruit Firefighters in its history. 96 recruits graduated in both November 2021 and June 2022, 86 in December 2022 and 104 recruits in June 2023. Recruitment efforts for the next class, which will commence training in August 2023, is now underway. With TFS experiencing unprecedented emergency call volume increases in 2022, and with the increasing trend forecasted to continue in 2023 and beyond, it is important that this request be approved. |                   |            |                |                    |                             |
|          |                               | <b>Equity Statement:</b>   |                   |            |                |                    |                             |
|          |                               | There is no identified equity impact identified with this proposal.  |                   |            |                |                    |                             |
|          |                               | <b>Service: Fire Prevention, Inspection, &amp; Enforcement</b>   |                   |            |                |                    |                             |
|          |                               | Total Staff Prepared Budget Changes:   | 14.7              | 0.0        | 14.7           | 0.00               | 14.7      0.0               |
|          |                               | <b>Service: Fire Rescue &amp; Emergency Response</b>   |                   |            |                |                    |                             |
|          |                               | Total Staff Prepared Budget Changes:   | 2,857.7           | 0.0        | 2,857.7        | 52.00              | 6,183.1      3,764.0        |
|          |                               | <b>Service: Fire Safety Education</b>  |                   |            |                |                    |                             |
|          |                               | Total Staff Prepared Budget Changes:   | 3.7               | 0.0        | 3.7            | 0.00               | 3.7      0.0                |
|          |                               | <b>Staff Prepared New/Enhanced Service Priorities:</b>   | <b>2,876.2</b>    | <b>0.0</b> | <b>2,876.2</b> | <b>52.00</b>       | <b>6,201.6      3,764.0</b> |
| 29352    |                               | Staff Increase for Multi-Tenant Housing Regulatory Framework   |                   |            |                |                    |                             |
| 74       | No Impact                     | <b>Description:</b>  |                   |            |                |                    |                             |
|          |                               | The new regulatory framework, approved by Council, aims to balance the need for this type of affordable housing, the ability of the City to protect tenants and neighbours from unsafe living conditions, and reflect a sensitivity to the local context. It is anticipated there will be as many as 3000 licenced rooming house operators, as compared to the current 350, as a result of these regulatory changes. Based on the estimate of 3000 rooming house operators, TFS requires 16 additional permanent Fire Inspectors in order to meet the associated fire safety inspection and Ontario Fire Code enforcement functions. The implementation of these additional staff are being requested in a phased in approach, with 8 FTE's being added in 2024 (starting date Nov 1, 2024) and the remaining 8 being added in 2025 (starting date Nov 1, 2025).                                 |                   |            |                |                    |                             |
|          |                               | <b>Service Level Impact:</b>   |                   |            |                |                    |                             |
|          |                               | This request enables TFS to continue to meet the current fire prevention service levels in consideration of the increased demand that is forthcoming.  |                   |            |                |                    |                             |
|          |                               | <b>Equity Statement:</b>   |                   |            |                |                    |                             |
|          |                               | There is no identified equity impact with this proposal.   |                   |            |                |                    |                             |
|          |                               | <b>Service: Fire Prevention, Inspection, &amp; Enforcement</b>   |                   |            |                |                    |                             |
|          |                               | Total Staff Prepared Budget Changes:   | 147.9             | 0.0        | 147.9          | 8.00               | 916.5      862.5            |
|          |                               | <b>Service: Fire Rescue &amp; Emergency Response</b>   |                   |            |                |                    |                             |
|          |                               | Total Staff Prepared Budget Changes:   | 31.1              | 0.0        | 31.1           | 0.00               | 21.9      (9.1)             |
|          |                               | <b>Service: Fire Safety Education</b>  |                   |            |                |                    |                             |
|          |                               | Total Staff Prepared Budget Changes:   | 2.5               | 0.0        | 2.5            | 0.00               | 0.2      (2.2)              |
|          |                               | <b>Staff Prepared New/Enhanced Service Priorities:</b>   | <b>181.4</b>      | <b>0.0</b> | <b>181.4</b>   | <b>8.00</b>        | <b>938.6      851.1</b>     |

29399 911 Call takers/Dispatchers

74 No Impact **Description:**

The hiring of 5 additional permanent 9-1-1 Call-taker / Dispatchers (FTEs). The 2024 impacts associated with hiring 5 additional 9-1-1 Call-taker / Dispatchers, effective July 1, 2024, is approximately \$0.267 million which includes salaries, benefits, equipment, training, and uniforms.

**Service Level Impact:**

TFS Communications continues to face staffing challenges that reduce the number of in-service staff available to process 911 calls, dispatch TFS crews / apparatus and engage with partner agencies/operational crews at incidents. As a result of unplanned absences related to LTD, WSIB, and both pregnancy and parental leave. Given that there is insufficient staffing capacity to absorb unplanned absences, TFS has no alternative other than to rely on the use of overtime to fill these critical vacancies. It is becoming increasingly difficult to fill the required shifts through overtime, as existing staff reach levels at or near burnout. 20% of these shifts remain unfilled as a result. Communications is projecting a continued downward trend in performance for call processing in 2023 and beyond unless and until resourcing is increased. With unprecedented increases in emergency call volume being the post-pandemic reality for TFS, additional resources are required. Increasing population and the growing complexity of emergency calls continue to impact emergency call processing time negatively.

**Equity Statement:**

There is no identified equity impact with this proposal.

**Service: Fire Prevention, Inspection, & Enforcement**

|                                      |     |     |     |      |     |     |
|--------------------------------------|-----|-----|-----|------|-----|-----|
| Total Staff Prepared Budget Changes: | 0.5 | 0.0 | 0.5 | 0.00 | 0.0 | 0.0 |
|--------------------------------------|-----|-----|-----|------|-----|-----|

**Service: Fire Rescue & Emergency Response**

|                                      |       |     |       |      |       |      |
|--------------------------------------|-------|-----|-------|------|-------|------|
| Total Staff Prepared Budget Changes: | 266.7 | 0.0 | 266.7 | 5.00 | 323.1 | 43.1 |
|--------------------------------------|-------|-----|-------|------|-------|------|

**Service: Fire Safety Education**

|                                      |     |     |     |      |     |     |
|--------------------------------------|-----|-----|-----|------|-----|-----|
| Total Staff Prepared Budget Changes: | 0.1 | 0.0 | 0.1 | 0.00 | 0.0 | 0.0 |
|--------------------------------------|-----|-----|-----|------|-----|-----|

|  |              |            |              |             |              |             |
|--|--------------|------------|--------------|-------------|--------------|-------------|
| <b>Staff Prepared New/Enhanced Service Priorities:</b> | <b>267.4</b> | <b>0.0</b> | <b>267.4</b> | <b>5.00</b> | <b>323.1</b> | <b>43.1</b> |
|--|--------------|------------|--------------|-------------|--------------|-------------|

**Summary:**

|  |                |            |                |              |                |                |
|--|----------------|------------|----------------|--------------|----------------|----------------|
| <b>Staff Prepared New/Enhanced Service Priorities:</b> | <b>3,325.0</b> | <b>0.0</b> | <b>3,325.0</b> | <b>65.00</b> | <b>7,463.3</b> | <b>4,658.2</b> |
|--|----------------|------------|----------------|--------------|----------------|----------------|

## 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

| Project Code              | (In \$000s)   | 2024 Plan     | 2025 Plan     | 2026 Plan    | 2027 Plan    | 2028 Plan    | 2029 Plan  | 2030 Plan    | 2031 Plan    | 2032 Plan    | 2033 Plan    | 2024-2033 Total | Health & Safety & Legislated | SOGR         | Growth & Improved Service |
|---------------------------|---|---------------|---------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|--------------|-----------------|------------------------------|--------------|---------------------------|
| FR001                     | Replacement of HUSAR Equipment  | 50            | 50            | 50           | 50           | 50           | 50         | 50           | 50           | 50           | 50           | 500             | 500                          |              |                           |
| FR002                     | REPLACEMENT OF PORTABLE RADIOS  |               | 5,050         |              |              |              |            |              |              | 5,050        |              | 10,100          | 10,100                       |              |                           |
| FR003                     | Training Simulators and Facilities Rehabilitation                             | 100           | 100           | 100          | 100          | 100          | 100        | 100          | 100          | 100          | 100          | 1,000           |                              | 1,000        |                           |
| FR004                     | Personal Protection Equipment Replacement                                     |               | 2,500         | 2,700        |              |              |            | 2,500        | 2,700        |              |              | 10,400          | 10,400                       |              |                           |
| FR005                     | Defibrillators Lifecycle Replacement  |               |               |              |              | 1,100        |            |              |              |              |              | 1,100           | 1,100                        |              |                           |
| FR006                     | Mobile Radios Lifecycle Replacement   | 576           |               |              |              |              |            |              |              |              | 2,700        | 3,276           | 3,276                        |              |                           |
| FR007                     | The purchase of gas metres for fire investigators                             |               |               |              |              |              |            | 100          |              |              |              | 100             | 100                          |              |                           |
| FR008                     | Thermal Imaging Cameras   | 459           | 300           | 250          |              |              |            |              |              |              | 300          | 1,309           | 1,309                        |              |                           |
| FR009                     | Replacement of CBRNE Equipment  |               |               |              | 500          |              |            |              |              |              |              | 500             | 500                          |              |                           |
| FR010                     | Helmet Replacement  |               |               |              | 1,000        |              |            |              |              |              |              | 1,000           | 1,000                        |              |                           |
| FR011                     | Breathing Air Compressor Replacement  | 280           | 86            |              |              |              |            |              |              |              | 100          | 466             | 466                          |              |                           |
| FR012                     | Fire Prevention Technology Integration  | 154           |               |              |              |              |            |              |              |              |              | 154             |                              |              | 154                       |
| FR013                     | HUSAR Building Expansion <input checked="" type="checkbox"/>                  | 3,336         |               |              |              |              |            |              |              |              |              | 3,336           |                              |              | 3,336                     |
| FR014                     | CAD Upgrade   | 791           |               |              |              |              |            |              |              |              |              | 791             |                              | 791          |                           |
| FR015                     | Next Generation 911 Project   | 69            |               |              |              |              |            |              |              |              |              | 69              | 69                           |              |                           |
| FR016                     | Mobile Driver Simulator   | 185           |               |              |              |              |            |              |              |              |              | 185             | 185                          |              |                           |
| FR017                     | Toronto Radio Infrastructure Project (TRIP)                                   | 3,047         | 2,327         |              |              |              |            |              |              |              |              | 5,374           |                              | 5,374        |                           |
| FR018                     | 45mm and 65mm Jacketed Fire Hose Upgrade                                      | 500           |               |              |              |              |            |              |              |              |              | 500             | 500                          |              |                           |
| FR019                     | Lifecycle Replacement of SCBA   |               |               |              |              |              |            |              | 6,500        |              |              | 6,500           | 6,500                        |              |                           |
| FR020                     | Feasibility Study of Fire Academy   | 300           |               |              |              |              |            |              |              |              |              | 300             |                              |              | 300                       |
| FR021                     | Bunker Suit Washer/ Extractor Installations                                   | 373           |               |              |              |              |            |              |              |              |              | 373             | 373                          |              |                           |
| FR022                     | Feasibility Study - Flemingdon Station  | 145           |               |              |              |              |            |              |              |              |              | 145             |                              | 145          |                           |
| FR023                     | West Training Burn House Repairs  | 47            |               |              |              |              |            |              |              |              |              | 47              |                              | 47           |                           |
| FR024                     | Emergency Medical Bags  | 175           |               |              |              |              |            |              |              |              |              | 175             | 175                          |              |                           |
| FR025                     | Compact Powered Suction   | 275           |               |              |              |              |            |              |              |              |              | 275             | 275                          |              |                           |
| FR026                     | Fire Station 145 Apparatus Bay Enhancement                                    | 65            |               |              |              |              |            |              |              |              |              | 65              |                              |              | 65                        |
| FR027                     | Flemingdon Park New Fire Station & Trucks <input checked="" type="checkbox"/> | 350           | 4,550         | 6,400        | 5,000        |              |            |              |              |              |              | 16,300          |                              |              | 16,300                    |
| FR028                     | PPE Decontamination Equipment-Phase 2   | 538           | 405           |              |              |              |            |              |              |              |              | 943             | 943                          |              |                           |
| FR029                     | Stationwear Decontamination Equipment-Phase 2                                 | 3,819         |               |              |              |              |            |              |              |              |              | 3,819           | 3,819                        |              |                           |
| FR030                     | Fireboat Dock Repair (Station 334)  | 123           | 270           |              |              |              |            |              |              |              |              | 393             | 393                          |              |                           |
| <b>Total Expenditures</b> |   | <b>15,757</b> | <b>15,638</b> | <b>9,500</b> | <b>6,650</b> | <b>1,250</b> | <b>150</b> | <b>2,750</b> | <b>9,350</b> | <b>5,200</b> | <b>3,250</b> | <b>69,495</b>   | <b>41,983</b>                | <b>7,357</b> | <b>20,155</b>             |

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

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

\*Information above includes full project / sub-project 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

| Project Code   | (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 |
|--|---|---------------|---------------|--------------|--------------|------|------|------|------|------|------|-----------------------------------|---------------------|-----------------|--------------------|
| FR001  | Replacement of HUSAR Equipment                    | 50            |               |              |              |      |      |      |      |      |      | 50                                |                     |                 | 50                 |
| FR002  | REPLACEMENT OF PORTABLE RADIOS                    |               | 5,050         |              |              |      |      |      |      |      |      | 5,050                             | 5,050               |                 |                    |
| FR003  | Training Simulators and Facilities Rehabilitation | 100           |               |              |              |      |      |      |      |      |      | 100                               |                     |                 | 100                |
| FR006  | Mobile Radios Lifecycle Replacement               | 576           |               |              |              |      |      |      |      |      |      | 576                               | 576                 |                 |                    |
| FR008  | Thermal Imaging Cameras                           | 459           | 300           | 250          |              |      |      |      |      |      |      | 1,009                             | 1,009               |                 |                    |
| FR011  | Breathing Air Compressor Replacement              | 280           | 86            |              |              |      |      |      |      |      |      | 366                               | 366                 |                 |                    |
| FR012  | Fire Prevention Technology Integration            | 154           |               |              |              |      |      |      |      |      |      | 154                               | 154                 |                 |                    |
| FR013  | HUSAR Building Expansion                          | 3,336         |               |              |              |      |      |      |      |      |      | 3,336                             | 3,336               |                 |                    |
| FR014  | CAD Upgrade                                       | 791           |               |              |              |      |      |      |      |      |      | 791                               | 791                 |                 |                    |
| FR015  | Next Generation 911 Project                       | 69            |               |              |              |      |      |      |      |      |      | 69                                | 69                  |                 |                    |
| FR016  | Mobile Driver Simulator                           | 185           |               |              |              |      |      |      |      |      |      | 185                               | 185                 |                 |                    |
| FR017  | Toronto Radio Infrastructure Project (TRIP)       | 3,047         | 2,327         |              |              |      |      |      |      |      |      | 5,374                             | 5,374               |                 |                    |
| FR018  | 45mm and 65mm Jacketed Fire Hose Upgrade          | 500           |               |              |              |      |      |      |      |      |      | 500                               | 500                 |                 |                    |
| FR020  | Feasibility Study of Fire Academy                 | 300           |               |              |              |      |      |      |      |      |      | 300                               | 300                 |                 |                    |
| FR021  | Bunker Suit Washer/ Extractor Installations       | 373           |               |              |              |      |      |      |      |      |      | 373                               | 373                 |                 |                    |
| FR022  | Feasibility Study - Flemingdon Station            | 145           |               |              |              |      |      |      |      |      |      | 145                               | 145                 |                 |                    |
| FR023  | West Training Burn House Repairs                  | 47            |               |              |              |      |      |      |      |      |      | 47                                | 122                 | (75)            |                    |
| FR024  | Emergency Medical Bags                            | 175           |               |              |              |      |      |      |      |      |      | 175                               | 175                 |                 |                    |
| FR025  | Compact Powered Suction                           | 275           |               |              |              |      |      |      |      |      |      | 275                               | 275                 |                 |                    |
| FR026  | Fire Station 145 Apparatus Bay Enhancement        | 65            |               |              |              |      |      |      |      |      |      | 65                                |                     |                 | 65                 |
| FR027  | Flemingdon Park New Fire Station & Trucks         | 350           | 4,550         | 6,400        | 5,000        |      |      |      |      |      |      | 16,300                            |                     |                 | 16,300             |
| FR028  | PPE Decontamination Equipment-Phase 2             | 538           | 405           |              |              |      |      |      |      |      |      | 943                               |                     |                 | 943                |
| FR029  | Stationwear Decontamination Equipment-Phase 2     | 3,819         |               |              |              |      |      |      |      |      |      | 3,819                             |                     |                 | 3,819              |
| FR030  | Fireboat Dock Repair (Station 334)                | 123           | 270           |              |              |      |      |      |      |      |      | 393                               |                     |                 | 393                |
| <b>Total Expenditure (including carry forward from 2023)</b> |   | <b>15,757</b> | <b>12,988</b> | <b>6,650</b> | <b>5,000</b> |      |      |      |      |      |      | <b>40,395</b>                     | <b>18,800</b>       | <b>(75)</b>     | <b>21,670</b>      |



### Appendix 5b

#### 2025 - 2033 Capital Plan

| Project Code              | (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 |
|---------------------------|---|--------------|--------------|--------------|--------------|------------|--------------|--------------|--------------|--------------|-------------------|------------------------------|------------|---------------------------|
| FR001                     | Replacement of HUSAR Equipment                    | 50           | 50           | 50           | 50           | 50         | 50           | 50           | 50           | 50           | 450               | 450                          |            |                           |
| FR002                     | REPLACEMENT OF PORTABLE RADIOS                    |              |              |              |              |            |              |              | 5,050        |              | 5,050             | 5,050                        |            |                           |
| FR003                     | Training Simulators and Facilities Rehabilitation | 100          | 100          | 100          | 100          | 100        | 100          | 100          | 100          | 100          | 900               |                              | 900        |                           |
| FR004                     | Personal Protection Equipment Replacement         | 2,500        | 2,700        |              |              |            | 2,500        | 2,700        |              |              | 10,400            | 10,400                       |            |                           |
| FR005                     | Defibrillators Lifecycle Replacement              |              |              |              | 1,100        |            |              |              |              |              | 1,100             | 1,100                        |            |                           |
| FR006                     | Mobile Radios Lifecycle Replacement               |              |              |              |              |            |              |              |              | 2,700        | 2,700             | 2,700                        |            |                           |
| FR007                     | The purchase of gas metres for fire investigators |              |              |              |              |            | 100          |              |              |              | 100               | 100                          |            |                           |
| FR008                     | Thermal Imaging Cameras                           |              |              |              |              |            |              |              |              | 300          | 300               | 300                          |            |                           |
| FR009                     | Replacement of CBRNE Equipment                    |              |              | 500          |              |            |              |              |              |              | 500               | 500                          |            |                           |
| FR010                     | Helmet Replacement                                |              |              | 1,000        |              |            |              |              |              |              | 1,000             | 1,000                        |            |                           |
| FR011                     | Breathing Air Compressor Replacement              |              |              |              |              |            |              |              |              | 100          | 100               | 100                          |            |                           |
| FR019                     | Lifecycle Replacement of SCBA                     |              |              |              |              |            |              | 6,500        |              |              | 6,500             | 6,500                        |            |                           |
| <b>Total Expenditures</b> |   | <b>2,650</b> | <b>2,850</b> | <b>1,650</b> | <b>1,250</b> | <b>150</b> | <b>2,750</b> | <b>9,350</b> | <b>5,200</b> | <b>3,250</b> | <b>29,100</b>     | <b>28,200</b>                | <b>900</b> |                           |

## Appendix 6

### Reporting on Major Capital Projects: Status Update

N/A

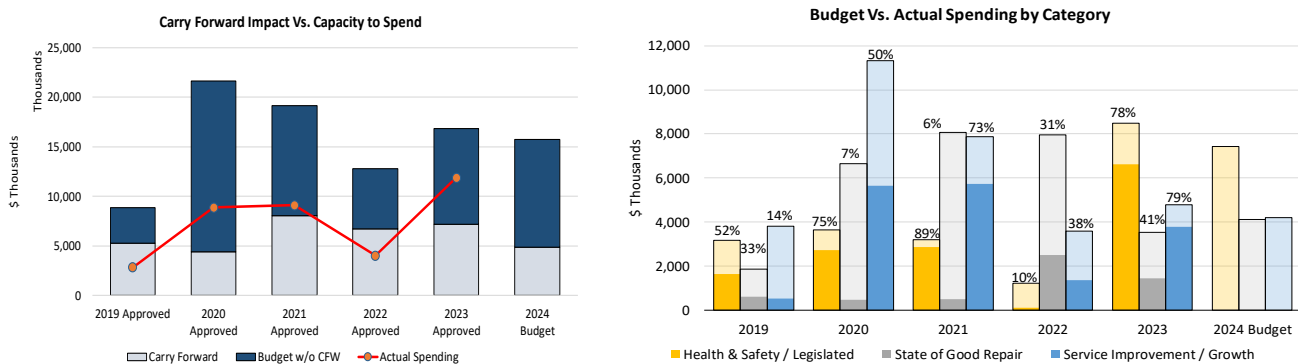
## Appendix 7

### 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 Fire Services’ ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 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 Fire Services’ actual spending over the previous five years, from 2019 to 2023, has averaged \$7.319 million per year or 46%. This is partly due to delays arising from COVID-19 which impacted several significant capital projects; and the deferral / cancellation of other large capital projects based on a reassessment of performance analytics and priorities.
- The projected spending for 2023 is \$11.858 million or 70.4% of the 2023 Council Approved Capital Budget. Challenges in spending for projects are mainly due to RFQ delays, supply chain issues, insufficient staff resources, and site conditions. The unspent cash flow funding of \$4.873 million has been carried forward into 2024 to continue and complete the required capital work.
- Based on the review of historical capital spending constraints and a capacity to spend review, \$4.873 million in capital spending originally cash flowed in 2023 has been deferred to 2024. In addition, \$7.050 million in capital spending originally cash flowed in 2024 has been deferred to 2025. Adjustments to the Capital Plan are noted below:
  - The *Mobile Radios Life Cycle Replacement* project deferred \$0.576 million to 2024, due to the additional order of auxiliary equipment that is expected to be delivered in 2024.
  - The *HUSAR Building Expansion* project deferred \$0.562 million to 2024, due to construction material delivery delays resulting in a revised completion timeline from Q4 2023 to Q1 2024.
  - The *CAD Upgrade* project deferred \$0.400 million to 2024, due to technical complexities associated with the enhancement and resource availability causing vendor and project delays.
  - Funding for various fire safety, technology and training equipment projects totalling \$1.393 million was deferred to 2024, based on supply chain availability and capacity to spend review.

- The *Feasibility Studies (Flemingdon and Fire Academy)* projects deferred \$0.445 million to year 2024 due to site condition delays.
- The *Portable Radios* project (\$5.050 million) was deferred to 2025, based on a revised lifecycle replacement schedule.
- The cashflows for the *Toronto Radio Infrastructure Project (TRIP)* were recast, based on a review of the project scope and the capacity to spend resulting in the deferral of \$1.497 million to 2024 and \$2.000 million to 2025.

## Appendix 8

### Summary of Capital Needs Constraints

| Project Description                                 | Total Project Cost | Non-Debt      | Debt Required | Cash Flow (In \$ Thousands) |              |              |              |              |              |              |              |              |              |               |
|---|--------------------|---------------|---------------|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
|   |                    |               |               | 2024                        | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         |               |
| <b>NOT INCLUDED</b>                                 |                    |               |               |                             |              |              |              |              |              |              |              |              |              |               |
| <i>Woodbine New Fire Station &amp; Truck</i>        | 14,200             | 7,668         | 6,532         |                             | 6,500        | 7,700        |              |              |              |              |              |              |              |               |
| <i>Christie New Fire Station &amp; Truck</i>        | 14,200             | 7,668         | 6,532         |                             |              |              | 6,500        | 7,700        |              |              |              |              |              |               |
| <i>Fire Academy Expansion</i>                       | 30,000             | 8,100         | 21,900        |                             |              |              |              |              | 6,000        | 6,000        | 6,000        | 6,000        | 6,000        | 6,000         |
| <i>Digital Evidence Management Solution (DEMS)</i>  | 285                |               | 285           | 50                          | 235          |              |              |              |              |              |              |              |              |               |
| <i>Fire Investigations Laser Scanner</i>            | 120                |               | 120           | 120                         |              |              |              |              |              |              |              |              |              |               |
| <i>Lower Don Lands New Fire Station &amp; Truck</i> | 22,560             | 12,182        | 10,378        |                             |              |              |              |              |              |              |              |              |              | 22,560        |
| <b>Total Needs Constraints (Not Included)</b>       | <b>81,365</b>      | <b>35,618</b> | <b>45,747</b> | <b>170</b>                  | <b>6,735</b> | <b>7,700</b> | <b>6,500</b> | <b>7,700</b> | <b>6,000</b> | <b>6,000</b> | <b>6,000</b> | <b>6,000</b> | <b>6,000</b> | <b>28,560</b> |

In addition to the tabled 10-Year Capital Plan of \$69.5 million, staff have also identified \$81.4 million in capital needs constraints for Fire Services as reflected in the table above.

- *New Fire Station and Truck-Woodbine:* Funding for the construction of a new fire station and the purchase of a new fire apparatus to address the service gap in the Woodbine Racetrack area at Highway 27 and Rexdale.
- *New Fire Station and Truck-Christie:* Funding for a stand-alone station based on the projected timing of the Christie redevelopment.
- *Fire Academy Expansion:* Expansion and/or relocation of the Eastern Ave Training Academy to address capacity and functionality limitations associated with the current facility and better serve the Division’s training needs.
- *Digital Evidence Management Solution (DEMS):* Technology to enable Fire investigators to collect, store, and transfer digital evidence in a more effective and efficient manner for prosecutions and investigations involving death and serious injury.
- *Fire Investigations Laser Scanner:* Devices with scanning capabilities to efficiently capture digital evidence and recreate 3D fire scenes which minimize Fire Investigators’ exposure to harmful toxins that are typically found at fire scenes.
- *New Fire Station and Truck-Lower Don Lands:* A new fire station and fire truck to provide growth-related emergency community infrastructure to the area based on redevelopment plans for the Port Lands.

## Appendix 9

### Capital Program Provincial/Federal Funding Streams by Project

| (In \$000s)                        | Intergovernmental Funding Program             | Provincial Funding | Federal Funding | Total Funding |
|------------------------------------|---|--------------------|-----------------|---------------|
| <i>HUSAR Building Expansion</i>    | Public Safety Canada Grant program            |                    | 174             | 174           |
| <i>Next Generation 911 Project</i> | Next Generation 9-1-1 (NG9-1-1) Grant Program | 69                 |                 | 69            |
| <b>Total Funding</b>               |   | <b>69</b>          | <b>174</b>      | <b>243</b>    |

## Appendix 10

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

#### 2024 Operating Budget

#### Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name<br>(In \$000s)                | Reserve / Reserve<br>Fund Number | Withdrawals (-) / Contributions (+) |                |                |
|---|----------------------------------|-------------------------------------|----------------|----------------|
|   |                                  | 2024                                | 2025           | 2026           |
|   |                                  | \$                                  | \$             | \$             |
| <b>Beginning Balance</b>                                  |                                  | <b>5,691.2</b>                      | <b>5,600.6</b> | <b>2,204.0</b> |
| Vehicle Reserve - Fire Equipment                          | XQ1020                           |                                     |                |                |
| <i>Withdrawals (-)</i>                                    |                                  |                                     |                |                |
| <i>Fire Services ~ Withdrawals - Capital</i>              |                                  | (1,918.0)                           | (5,224.0)      | (2,700.0)      |
| <i>Contributions (+)</i>                                  |                                  |                                     |                |                |
| <i>Fire Services ~ Contributions - Operating</i>          |                                  | 1,827.4                             | 1,827.4        | 1,827.4        |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b> |                                  | <b>5,600.6</b>                      | <b>2,204.0</b> | <b>1,331.4</b> |
| <b>Balance at Year-End</b>                                |                                  | <b>5,600.6</b>                      | <b>2,204.0</b> | <b>1,331.4</b> |

#### Corporate Reserve / Reserve Funds

N/A

**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) |                |                |              |                |            |                |                |                |                 | Total           |
|--|---|-------------------------------|----------------|----------------|--------------|----------------|------------|----------------|----------------|----------------|-----------------|-----------------|
|  |   | 2024 Budget                   | 2025 Plan      | 2026 Plan      | 2027 Plan    | 2028 Plan      | 2029 Plan  | 2030 Plan      | 2031 Plan      | 2032 Plan      | 2033 Plan       |                 |
| XQ1020<br>Vehicle Reserve - Fire Equipment | Beginning Balance                         | 5,691                         | 5,601          | 2,204          | 1,331        | 1,331          | 231        | 231            | (2,269)        | (4,969)        | (7,607)         | 5,691           |
|  | Withdrawals (-)                           |                               |                |                |              |                |            |                |                |                |                 |                 |
|  | Fire Services ~ Withdrawals - Capital     | (1,918)                       | (5,224)        | (2,700)        | -            | (1,100)        | -          | (2,500)        | (2,700)        | (2,638)        | (2,800)         | (21,580)        |
|  | <b>Total Withdrawals</b>                  | <b>(1,918)</b>                | <b>(5,224)</b> | <b>(2,700)</b> | <b>-</b>     | <b>(1,100)</b> | <b>-</b>   | <b>(2,500)</b> | <b>(2,700)</b> | <b>(2,638)</b> | <b>(2,800)</b>  | <b>(21,580)</b> |
|  | Contributions (+)                         |                               |                |                |              |                |            |                |                |                |                 |                 |
|  | Fire Services ~ Contributions - Operating | 1,827                         | 1,827          | 1,827          | -            | -              | -          | -              | -              | -              | -               | 5,482           |
| <b>Total Contributions</b>                 | <b>1,827</b>                              | <b>1,827</b>                  | <b>1,827</b>   | <b>-</b>       | <b>-</b>     | <b>-</b>       | <b>-</b>   | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>5,482</b>    |                 |
| <b>Balance at Year-End</b>                 |   | <b>5,601</b>                  | <b>2,204</b>   | <b>1,331</b>   | <b>1,331</b> | <b>231</b>     | <b>231</b> | <b>(2,269)</b> | <b>(4,969)</b> | <b>(7,607)</b> | <b>(10,407)</b> | <b>(10,407)</b> |

**Corporate Reserve / Reserve Funds**

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number                             | Contributions / (Withdrawals) |                |                |                |               |               |               |               |               |               | Total           |
|---|---|-------------------------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
|   |   | 2024 Budget                   | 2025 Plan      | 2026 Plan      | 2027 Plan      | 2028 Plan     | 2029 Plan     | 2030 Plan     | 2031 Plan     | 2032 Plan     | 2033 Plan     |                 |
| XR2118<br>Dev Charges RF - Fire         | Beginning Balance   | 21,653                        | 20,225         | 19,346         | 17,504         | 16,435        | 18,093        | 19,689        | 21,147        | 22,643        | 24,079        | 21,653          |
|   | Withdrawals (-)   |                               |                |                |                |               |               |               |               |               |               |                 |
|   | Fire Services ~ Withdrawals - Capital                             | (2,939)                       | (2,457)        | (3,456)        | (2,700)        | -             | -             | -             | -             | -             | -             | (11,552)        |
|   | <b>Total Withdrawals</b>  | <b>(2,939)</b>                | <b>(2,457)</b> | <b>(3,456)</b> | <b>(2,700)</b> | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>(11,552)</b> |
|   | Contributions (+)   |                               |                |                |                |               |               |               |               |               |               |                 |
|   | Development Charges / Section 42 Contributions<br>Interest Income | 1,355<br>156                  | 1,430<br>148   | 1,476<br>138   | 1,504<br>127   | 1,529<br>129  | 1,455<br>141  | 1,306<br>153  | 1,332<br>164  | 1,261<br>175  | 1,286<br>185  | 13,934<br>1,515 |
| <b>Total Contributions</b>              | <b>1,511</b>  | <b>1,578</b>                  | <b>1,614</b>   | <b>1,631</b>   | <b>1,658</b>   | <b>1,596</b>  | <b>1,459</b>  | <b>1,496</b>  | <b>1,436</b>  | <b>1,471</b>  | <b>15,449</b> |                 |
| <b>Balance at Year-End</b>              |   | <b>20,225</b>                 | <b>19,346</b>  | <b>17,504</b>  | <b>16,435</b>  | <b>18,093</b> | <b>19,689</b> | <b>21,147</b> | <b>22,643</b> | <b>24,079</b> | <b>25,550</b> | <b>25,550</b>   |

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number  | Contributions / (Withdrawals) |           |           |           |           |           |           |           |           |           | Total           |
|---|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------|
|   |  | 2024 Budget                   | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | 2033 Plan |                 |
| XQ1017<br>Vehicle Reserve - Fire        | Beginning Balance                      | 21,634                        | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 21,634          |
|   | Withdrawals (-)                        |                               |           |           |           |           |           |           |           |           |           |                 |
|   | Fleet Services ~ Withdrawals - Capital | (21,634)                      | -         | -         | -         | -         | -         | -         | -         | -         | -         | (21,634)        |
|   | <b>Total Withdrawals</b>               | <b>(21,634)</b>               | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>(21,634)</b> |
|   | Contributions (+)                      |                               |           |           |           |           |           |           |           |           |           |                 |
|   | <b>Total Contributions</b>             | <b>-</b>                      | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>  | <b>-</b>        |
| <b>Balance at Year-End</b>              |  | <b>0</b>                      | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>        |

NOTE: Funding for the revised Fleet Lifecycle Replacement Program combines previously approved transactions through the XQ1017 and future activity through the XQ0011.

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number           | Contributions / (Withdrawals) |                 |                 |                 |                 |                 |                 |                 |                 |               | Total            |
|---|---|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|------------------|
|   |   | 2024 Budget                   | 2025 Plan       | 2026 Plan       | 2027 Plan       | 2028 Plan       | 2029 Plan       | 2030 Plan       | 2031 Plan       | 2032 Plan       | 2033 Plan     |                  |
| XQ0011<br>Capital Financing             | Beginning Balance                               | 473,216                       | 333,944         | 334,863         | 291,202         | 238,906         | 204,925         | 165,588         | 134,462         | 108,612         | 87,442        | 473,216          |
|   | Withdrawals (-)                                 |                               |                 |                 |                 |                 |                 |                 |                 |                 |               |                  |
|   | Other Program ~ Withdrawals - Operating         | (15,997)                      |                 |                 |                 |                 |                 |                 |                 |                 |               | (15,997)         |
|   | Other Division/Agency Withdrawals - Capital     | (99,550)                      | (39,081)        | (45,139)        | (26,014)        | (8,396)         | (16,340)        | (10,639)        | (3,573)         | -               | (451)         | (249,183)        |
|   | Fleet Services ~ Withdrawals - Capital          | (23,725)                      | -               | (39,522)        | (26,282)        | (25,585)        | (22,997)        | (20,487)        | (22,277)        | (21,170)        | -             | (202,045)        |
|   | <b>Total Withdrawals</b>                        | <b>(139,272)</b>              | <b>(39,081)</b> | <b>(84,661)</b> | <b>(52,296)</b> | <b>(33,981)</b> | <b>(39,337)</b> | <b>(31,126)</b> | <b>(25,850)</b> | <b>(21,170)</b> | <b>(451)</b>  | <b>(467,225)</b> |
|   | Contributions (+)                               |                               |                 |                 |                 |                 |                 |                 |                 |                 |               |                  |
|   | Other Division/Agency Contributions - Operating | -                             | 40,000          | 41,000          | -               | -               | -               | -               | -               | -               | -             | -                |
| <b>Total Contributions</b>              | <b>-</b>  | <b>40,000</b>                 | <b>41,000</b>   | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>81,000</b> |                  |
| <b>Balance at Year-End</b>              |   | <b>333,944</b>                | <b>334,863</b>  | <b>291,202</b>  | <b>238,906</b>  | <b>204,925</b>  | <b>165,588</b>  | <b>134,462</b>  | <b>108,612</b>  | <b>87,442</b>   | <b>86,991</b> | <b>86,991</b>    |



## Appendix 11

### Glossary

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

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

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

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

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

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

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

**New / Enhanced 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.

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

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

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

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