

Analyst Briefing Notes

Budget Committee Review

(November 3, 2009)

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PART I: CAPITAL PROGRAM**Executive Summary**

- The 10-Year Recommended Capital Plan focuses mainly on maintaining EMS' aging facilities in a state of good repair, primarily station replacement and refurbishments, developing additional communications centre deployment refinements to meet both demographic and geographic response demands and replacing medical such as automatic external defibrillators (AEDs), cardiac monitor defibrillators, and electronic equipment s patient care records tablets.
- EMS' 10-Year Recommended Capital Plan of \$50.849 million is allocated to Health and Safety projects at \$10.062 million or 20%; State of Good Repair projects at \$29.065 million or 57%; Service Improvement projects of \$4.902 million or 10% and Growth Related projects at \$6.820 million or 13%. The 10-Year Recommended Capital Plan includes the following major projects:
 - Replacement of nine stations and major station refurbishment of five stations which includes the addition/expansion of garage bays to accommodate the new wider ambulance vehicles, and expansion of storage facilities for medical supplies and diagnostic equipment;
 - Construction of new facilities such as a new station at the Queensway and Royal York in the southeast Etobicoke area; service district vehicle cleaning and detailing centres to facilitate cleaning of ambulance vehicles; and a Special Operating Unit Service Centre to consolidate special operations staff spread throughout the City;
 - Purchase of new ambulance vehicles and replacement of cardiac monitor defibrillators, automatic external defibrillators, electronic patient care records tablets and mobile data software and hardware, and,
 - Installation of a new station security system that will allow detailed tracking and recording of crew station access activities and equipment/supply transactions.
- The 2009 Approved Capital Budget of \$9.333 million was 39% or \$3.680 million spent as at September 2009. The Program is projecting expenditures to year-end of \$7.000 million or 75% of the 2009 approved cash flow, an improvement over the actual spending rate of 61% experienced in 2008.
 - The projected under expenditure is primarily attributed to changes in the structural design of some stations, delays in finalizing construction contracts for two stations, and longer than anticipated contract negotiations for Phase 2 of the Central Ambulance Communication Centre (CACC) Systems Redesign project. Several projects such as the Emergency Power Supply, Headquarters Security, Medical Supplies and Ambulance Vehicle Purchases are anticipated to be completed under budget. Of the total \$2.332 million under expenditure, \$1.775 million in 2009 funding will be carried forward into 2010.

- The 10-Year Recommended Capital Plan of \$52.624 million includes 2009 carry forward funding into 2010 of \$1.775 million. A significant number of projects are projected to be completed within the first five years (2010-2014) with funding of \$35.183 million or 67% due mainly to the acceleration of nine projects with ISF funding to 2009-2011 that were previously planned as late as 2018. The final 5 years (2015-2019) of capital funding requirements declines to \$17.441 million or 33% of the 10-Year Recommended Capital Plan.
 - The 10-Year Recommended Capital Plan requires new debt funding of \$39.923 million which meets EMS' 10-year debt affordability for each year of the 10-year period. Other sources of funding include Infrastructure Stimulus Funding (ISF) of \$3.872 million; Development Charge funding of \$2.146 million; Equipment Reserve funding of \$2.998 million; and other revenues of \$1.910 million consisting of the trade-in value discount for the purchase of defibrillators (\$1.6 million) and a contribution from the Heart and Stroke Foundation of \$0.310 million for the purchase of 35 Automatic External Defibrillators (AEDs).
 - Two major initiatives implemented in 2009 resulted in key changes to the 2009-2018 Approved Capital Plan. The availability of funding from the Federal government's Infrastructure Stimulus Funding (ISF) program resulted in nine projects being accelerated to 2009-2011 (\$13.853 million) from as far back as 2018. Also, EMS's Asset Management projects have been transferred to Facilities and Real Estate resulting in a reduction of \$9.687 million over the 2009-2018 Capital Plan period.
 - Infrastructure Stimulus Funding for nine projects has been accommodated within the 10-Year Recommended Capital Plan totalling \$11.617 million with cash flows of \$9.708 million in 2010 and \$1.911 million in 2011. The nine ISF projects includes a 2009 cash flow of \$2.236 million, however, given the late approval to proceed with these projects in 2009, it is likely that a major portion of the 2009 funding will be carried forward into 2010. These projects include two station reconstructions and seven station refurbishments consisting of additional garage bays and the expansion of storage facilities for medical and diagnostic supplies.
 - Approval of the 2010 Recommended Capital Budget and 2011-2019 Capital Plan will increase future years Operating Budgets by a total of \$0.900 million and the addition of 8 paramedic positions. A combination of increased ongoing service and maintenance as well as fuel costs are required for approximately 400 AEDs, 10 ambulance vehicles, the new electronic security system, and the construction of two new stations. An additional 8 paramedic positions are required for the new station at the Queensway and Royal York scheduled for completion in 2014.
 - EMS currently operates forty ambulance stations and four hubs with a total area of just over 213,620 sq. ft valued at \$69.427 million. A review of these assets, in consultation with Facilities and Real Estate, identified a projected 2009 year-end SOGR backlog of \$29.008 million or 42% of EMS' total asset value. The 10-Year Recommended Capital Plan of \$50.849 million includes 57% or \$29.065 million for SOGR projects consisting primarily of replacement/ renovation of stations that were categorized as uninhabitable and in poor condition. EMS' 10-Year State of Good Repair (SOGR) projects will address 84% of their SOGR backlog, a significant reduction of \$24.380 million from a SOGR backlog of \$29.008 million in 2009 to only \$4.628 million or 7% of EMS' total asset value by 2019.

- Future projects included in the 10-Year Recommended Capital Plan have been reviewed and supported by firm cost estimates and a realistic assumption in meeting procurement timelines. These projects were prioritized based on a needs assessment and factors such as geographical coverage, deployment urgency, and call volumes were also taken into consideration. The 2010 Recommended Capital Budget of \$13.378 million consists mainly of two major projects that are already underway (\$2.540 million) and nine projects that were recently approved under the ISF program (\$9.706 million). The completion of these ISF projects are EMS' priority and a dedicated project management staff will ensure that these projects are completed by March 2011.
- The 2010 Recommended Capital Budget includes previously approved projects and new/change in scope projects requiring 2010 cash flow of \$13.378 million. This cash flow combined with carry forward funding of \$1.775 million for 2009 projects bring the total 2010 Recommended Capital Budget to \$15.153 million.
 - Approval of the 2010 Recommended Capital Budget will result in future year commitments of \$4.077 million in 2011; \$0.594 million in 2012; and, \$0.080 million in 2013. These future year commitments are mainly to complete nine ISF projects by March 2011 and to finalize the installation of an electronic security system across all EMS stations.
- The 2009 labour disruption impacted two projects which will require carry forward funding into 2010 however, these projects are ready to proceed and will not significantly impact EMS' ability to spend its 2010 Recommended Capital Budget.
- The 2010 Recommended Capital Budget of \$13.378 million is 2% allocated to Health & Safety projects at \$0.280 million; 79% to State of Good Repair projects at \$10.588 million; 18% to Service Improvement projects at \$2.380 million; and 1% to Growth Related projects at \$0.130 million. The recommended cash flow in 2010 will provide funding to:
 - continue with the construction of seven state of good repair and two service improvement projects (\$9.706 million) that were accelerated to begin in 2009 because of the availability of funding from the Federal government's ISF program;
 - continue the construction of Stations #17 and #18 (\$2.540 million and the Central Ambulance Communication Centre Re-design (\$0.300 million);
 - purchase approximately forty Automatic External Defibrillators (AEDs) under the City's Public Access Defibrillator (PAD) Program (\$0.080 million) and mobile data communications software/ hardware for ambulance vehicles (\$0.422 million); and,
 - purchase of one ambulance vehicle (\$0.130 million).

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2010 Recommended Capital Budget for Emergency Medical Services with a total project cost of \$0.750 million and a 2010 cash flow of \$15.153 million and future year commitments of \$4.751 million. The 2010 Recommended Capital Budget is comprised of the following:
 - a) New Cash Flow Funding for:
 - i) one new sub-project and two change in scope sub-projects with a 2010 total project cost of \$0.750 million that requires cash flow of \$0.510 million in 2010 and future year commitments of \$0.080 million in 2011; \$0.080 in 2012; and \$0.080 million in 2013;
 - ii) thirteen previously approved sub-projects with a 2010 cash flow of \$12.868 million and future year commitments of \$3.997 million in 2011 and \$0.514 million in 2012.
 - b) 2009 approved cash flow for six previously approved sub-projects with carry forward funding from 2009 into 2010 totalling \$1.775 million;
2. Council approve the new debt service costs of \$0.009 million in 2010 and incremental debt costs of \$0.039 million in 2011, and \$0.001 million in 2012 resulting from the approval of the 2010 Recommended Capital Budget, to be included in the 2010 and future year operating budgets;
3. Council approve the 2011-2019 Capital Plan for Emergency Medical Services totaling \$32.720 million in project estimates, comprised of \$0.452 million in 2011; \$2.308 million in 2012; \$5.928 million in 2013 \$6.591 million in 2014; \$5.257 million in 2015; \$4.148 million in 2016 \$1.920 million in 2017; \$1.570 million in 2018; and \$4.546 million in 2019;
4. Council consider the net operating impacts in the Emergency Medical Services' operating budget of \$0.096 million for 2010 and \$0.100 million in 2012 emanating from the approval of the 2010 Recommended Capital Budget for inclusion in the 2010 and future year operating budgets.

PART I: CAPITAL PROGRAM

2009 Capital Variance Review

2009 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2009 Approved	Actuals as of September 30 (3rd Qtr Variance)		Projected Actuals at Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
9,333	3,680	39.4%	7,000	75%	2,333

Emergency Medical Services' (EMS) actual capital expenditures for the nine months ended September 2009 totalled \$3.680 million or 39% of the 2009 Approved Capital Budget of \$9.333 million. The Program's projected expenditures to year-end are projected to be \$7.000 million or 75% of the 2009 Approved Capital Budget. The projected under spending of \$2.332 million by year-end is mainly attributable to four projects:

- Signing of construction contracts were behind schedule, combined with the recent labour disruption, delayed the commencement of the reconstruction projects for *Stations 17 and 18* (0.875 million);
- Contract negotiations, in consultation with IT's Contract Management Office, took longer than expected, thus delaying the implementation of Phase 2 of the *Central Ambulance Communication Centre (CACC) and Systems Redesign project* to early 2010 (\$0.825 million);
- the labour disruption and structural design changes for a number of stations delayed the completion of the *Asset Management and Station Refurbishment* projects to 2010 (\$0.298 million).; and,
- the *Emergency Power Supply* project is anticipated to be completed under budget by 0.088 million.

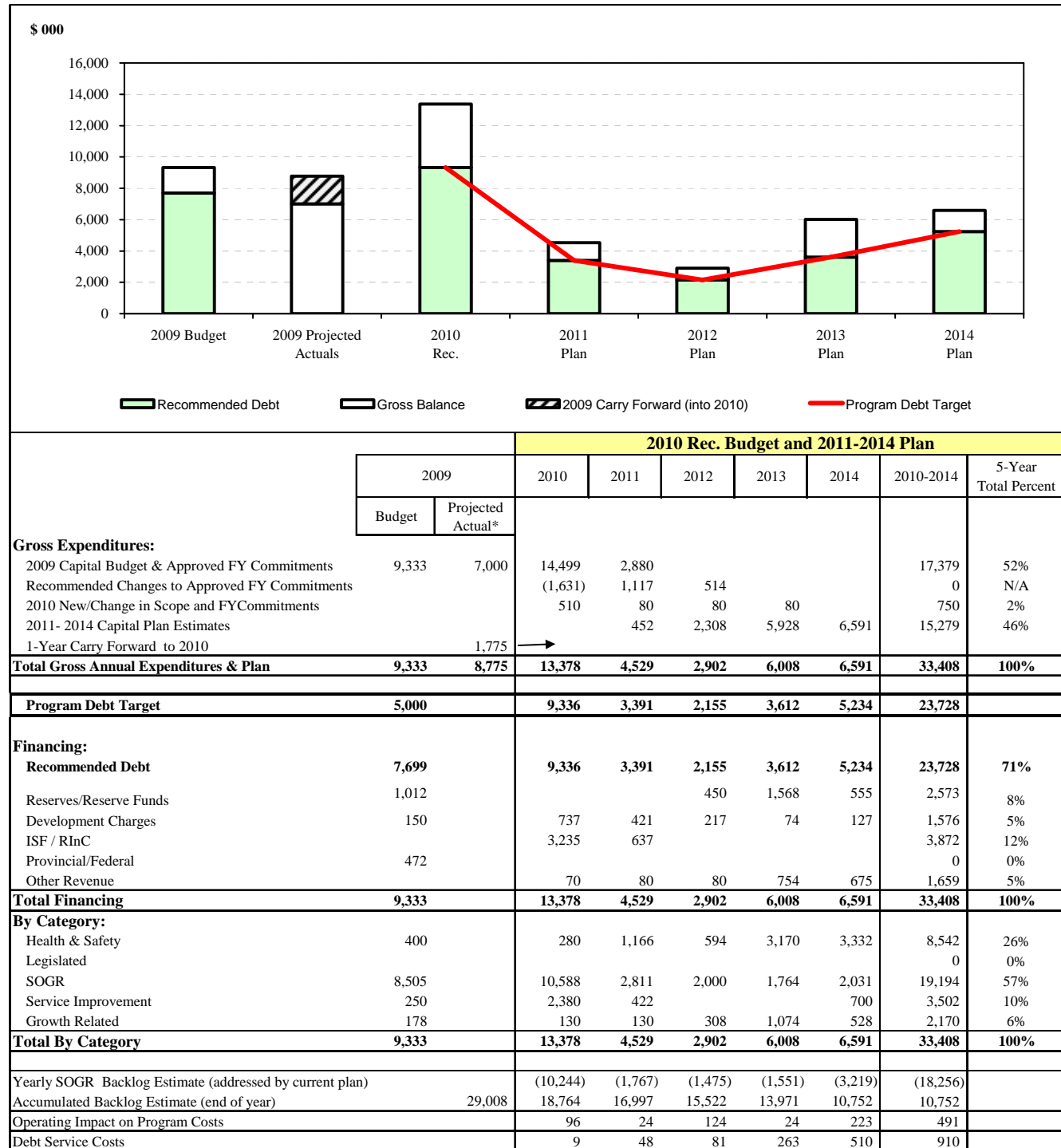
EMS' *State of Good Repair (SOGR)* projects comprise 91.1% or \$8.505 million of the 2009 approved cash flow of \$9.333 million. SOGR actual expenditures for the 9 months ended September 2009 total \$3.283 million or 35.2% of the 2009 approved cash flow, an improvement over the same period in 2008 of 32% or \$3.537 million of the 2008 approved cash flow of \$11.041 million.

Several projects such as the Emergency Power Supply, Headquarters Security, Medical Supplies and Ambulance Vehicle purchases are anticipated to be completed under budget. Of the total \$2.333 million under expenditure, \$1.775 million in 2009 funding will be carried forward into 2010 for state of good repair projects listed above.

The 2009 labour disruption impacted two projects which will require carry forward funding into 2010 however, these projects are ready to proceed and will not significantly impact EMS' ability to complete projects included in the 2010 Recommended Capital Budget.

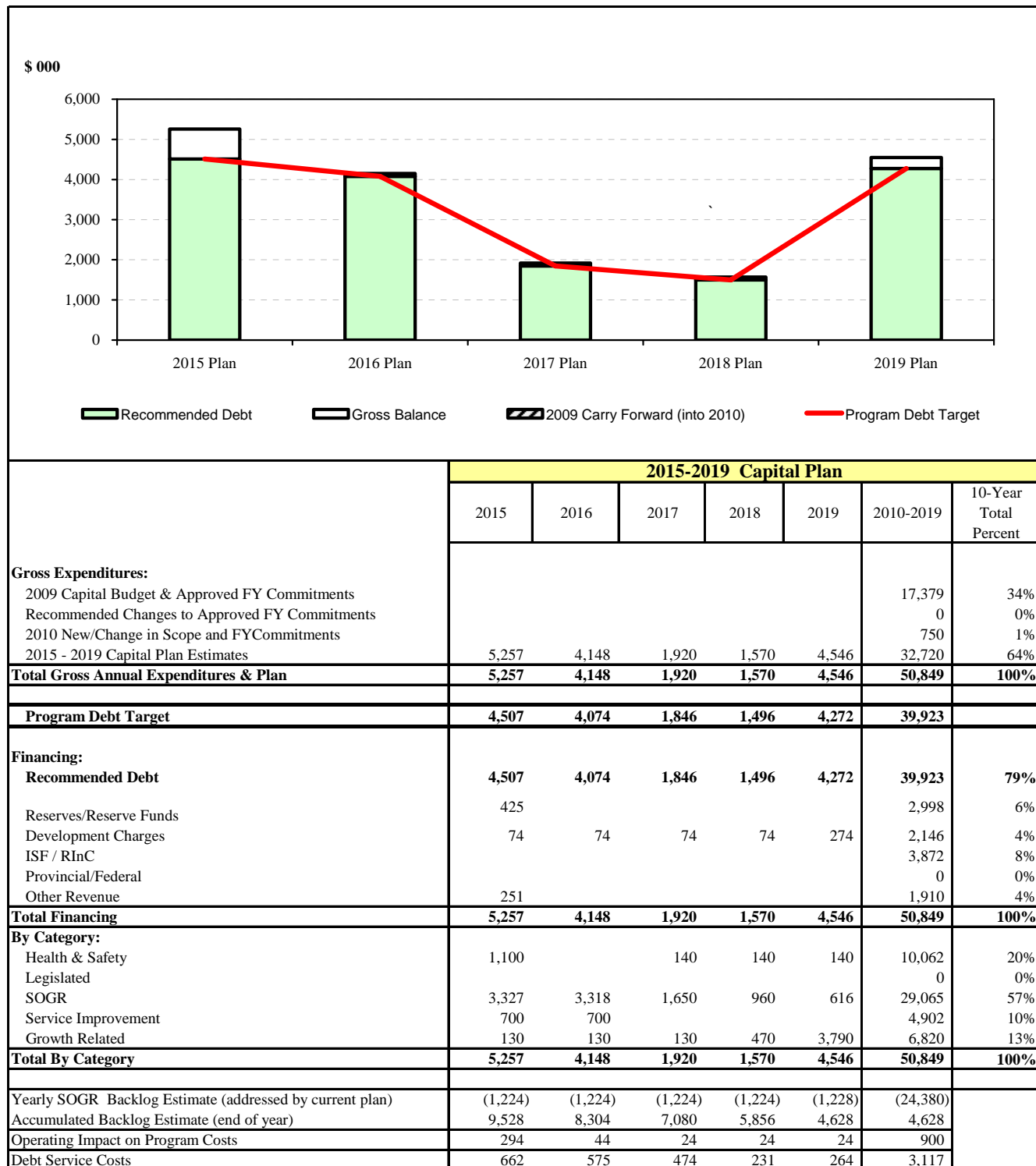
10-Year Capital Plan

2010 Recommended Capital Budget, 2011-2014 Recommended Capital Plan



10-Year Capital Plan

2015-2019 Recommended Capital Plan

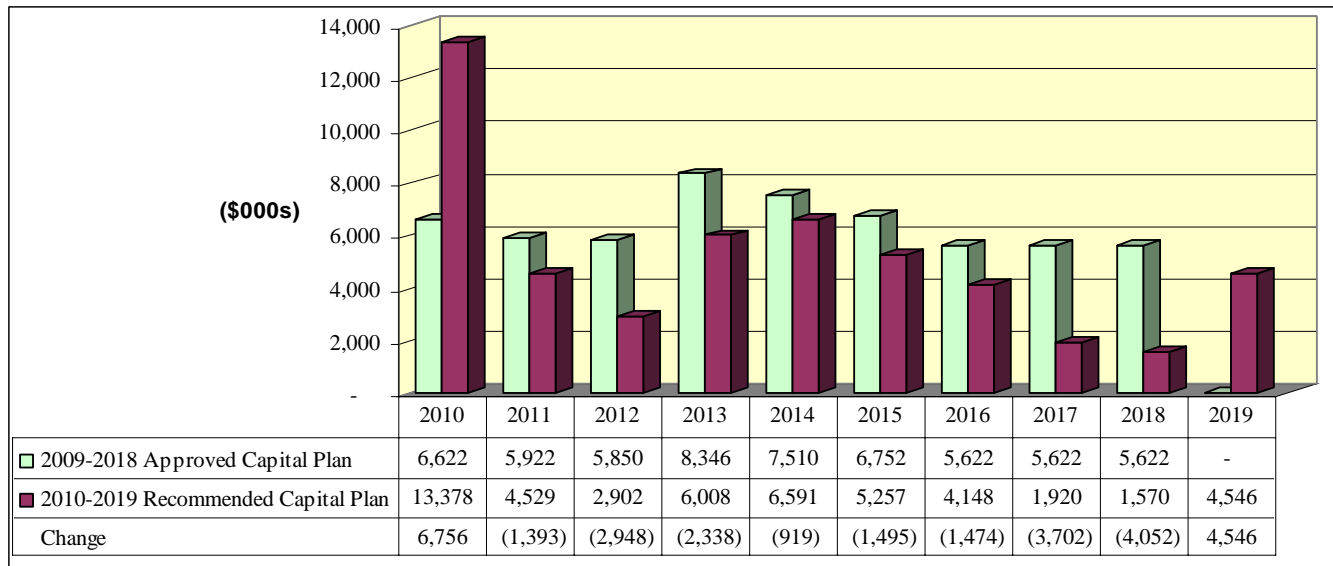


10-Year Capital Plan Overview

- The 2010 Recommended Capital Budget and 2011 - 2019 Recommended Capital Plan focuses mainly on maintaining EMS' aging facilities in a state of good repair, primarily station replacement and refurbishments (roof replacement, expansion of storage facilities, additional garage bays), developing additional communications centre deployment refinements, and replacement of medical equipment.
- The 2010 Recommended Capital Budget and 2011 - 2019 Recommended Capital Plan of \$50.849 million requires new debt funding of \$39.923 million which meets the debt affordability target in each of the 10 years. Other sources of funding include the Infrastructure Stimulus Funding (ISF) of \$3.872 million (8%) for nine projects; Development Charge funding of \$2.146 million (4%) for seven projects, Equipment Reserve funding of \$2.998 million (6%) for three projects; and other revenues of \$1.910 million (4%) consisting of the projected trade-in value of older model defibrillators due for replacement of \$1.6 million and a contribution from the Heart and Stroke Foundation of \$0.310 million for the purchase of AEDs.
- The 2009 labour disruption impacted two projects which will require carry forward funding into 2010 however, these projects are ready to proceed and will not significantly impact EMS' ability to spend its 2010 Recommended Capital Budget.
- EMS' 10-Year Capital Plan of \$50.849 million is allocated to Health and Safety projects at \$10.062 million or 20%; State of Good Repair projects at \$29.065 million or 57%; Service Improvement projects of \$4.902 million or 10% and Growth Related projects at \$6.820 million or 13%.
 - Healthy and Safety projects totalling \$10.062 million or 20% include the installation of a new, electronic card-access station security system that will allow detailed tracking and recording of crew station access activities and equipment/supply sign-out transactions and the purchase cardiac monitor defibrillators and automatic external defibrillators.
 - State-of-Good-Repair projects of \$29.065 million or 57% are comprised of projects to upgrade the Central Ambulance Communication Centre (CACC), replace nine station, replace mobile data equipment installed in ambulance vehicles and to refurbish various stations (additional garage bays, expansion of storage facilities).
 - EMS' 10-Year State of Good Repair (SOGR) projects million will address 84% of their SOGR backlog. This will reduce the projected backlog to \$4.628 million by 2019, a significant reduction of \$24.380 million from \$29.008 million in 2009.
 - Service Improvement projects of \$4.910 million or 9% include the expansion of two stations and the installation of a service district vehicle cleaning and detailing centres.
 - Growth Related projects of \$4.346 million or 7% consist mainly of the purchase of one ambulance vehicle per year for 10 years to be deployed in high needs areas across the City, and the construction of two new facilities, a new station in the Queensway and Royal York area and a special operations unit service centre.
- The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.900 million net. The operating impact is primarily for the addition of 8 paramedic positions and other costs required to maintain two new stations as well as the services and fuel costs of 10 ambulance vehicles.

Key Changes to the 2009-2018 Approved Capital Plan

Two major initiatives resulted in key changes to EMS' 2010 - 2019 Capital Plan. The acceleration of 9 projects approved for funding under the Federal government's ISF program changed the 2009-2018 cash flows while the new governance on facilities maintenance required EMS to transfer its Asset Management projects to Facilities and Real Estate.



Major changes are shown in the table below:

Key Changes to the 2009 - 2018 Capital Plan												
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total	Comments:
ISF Projects												
Station 41 - Pape	250	500	(750)								0	Projects were accelerated to 2009 due to the availability of funding under the ISF program.
Station Refurbishments (11, 28, 38, NE District Office)	600	2,400	(780)	(1,720)	(500)						0	
Station 19 - York/South Weston area	207	1,593	(1,703)	(97)							0	
Station 40 - Downtown (Double Station)	598	2,080	422					(198)	(1,680)	(1,222)	0	
Station 44 - Pharmacy Avenue	160	300		(300)	(160)						0	
Station 01 - Toryork Rd	346	1,654	300						(746)	(1,554)	0	
Total	2,161	8,527	(2,511)	(2,117)	(660)	0	0	(198)	(2,426)	(2,776)	0	
Other Projects:												
Asset Management		(624)	(737)	(1,200)	(1,200)	(1,126)	(1,200)	(1,200)	(1,200)	(1,200)	(9,687)	Transferred to F&RE as F&RE is responsible for EMS facilities maintenance
New Ambulance Purchases		(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(432)	Cost reduced based on current pricing
Station #17 & 18		(1,000)	1,000									Delay in construction.
Station Security System		(631)	117	514								Project is delayed as Corporate Security is conducting a review to ensure the system is consistent with the City's standard.
Total		(2,303)	332	(1,248)	(1,248)	(1,174)	(1,248)	(1,248)	(1,248)	(1,248)	(10,119)	

Project Financing

The 10-Year Recommended Capital Plan of \$50.849 million is funded from debt at 79% or \$39.923 million. Other sources of funding consist mainly of the following:

- ISF funding of \$3.872 million (8%) for 9 station renovation projects.
- Equipment Reserve funding of \$2.998 million (6%) for the replacement of Defibrillators and Electronic Patient Care Report tablets.
- Development Charge funding of \$2.146 million (4%) for ambulance vehicle purchases and 8 growth related station renovation projects.
- Other revenues of \$1.910 million (3%) with \$1.6 million representing the projected trade-in value of older model defibrillators due for replacement and the \$0.310 million contribution from the Heart and Stroke Foundation for the purchase of 35 Automatic External Defibrillators (AEDs).

10-Year Recommended Capital Plan Versus Multi-Year Debt Targets

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan of \$50.849 million with debt funding of \$39.923 million meets the debt affordability target set for EMS for each year of the 10-year period. This has been achieved by combining debt funding, utilization of the funding under the Federal government's ISF program, and draws from the EMS Equipment Reserve and Development Charge Reserve to fund cash flow requirements.

Development Charge Funded Projects

EMS reviewed its capital projects and applied development charge funding to the portion of the projects that were related to growth. Projects that were approved for ISF funding were also reviewed and development charge funding was applied to the full growth component of these projects.

EMS' 10-Year Recommended Capital Plan includes seven projects that are partially funded from Development Charges (DC) of \$2.146 million:

- A new project that includes the purchase of 1 ambulance vehicle per year totalling \$1.300 million over 10 years includes DC funding of \$0.740 million and the balance funded from debt of \$0.560 million;
- Two future projects that are growth related (new station at Queensway and Royal York and a Special Operations Service Centre) includes DC funding of \$0.396 million and debt funding of \$5.124 million; and,
- Four previously approved projects (Stations 11, 28, 38 and 44) will provide funding for the expansion of storage facilities for medical and diagnostic supplies as well as the construction of additional garage bays totalling \$2.840 million with DC funding of \$1.010 million; ISF funding of \$0.967 million and debt funding of \$0.863 million.

The EMS' DC Reserve has a projected 2009 year-end balance of \$1.363 million. With projected contributions of \$0.970 million and planned withdrawals of \$2.146 million over the 10-year capital plan, the EMS' DC Reserve will have a projected 2019 balance of \$0.187 million.

Infrastructure Stimulus Fund (ISF)

Through Canada's Economic Action Plan, the federal government has recently established a new \$4.000 billion Infrastructure Stimulus Fund (ISF). The Infrastructure Stimulus Fund complements existing federal and provincial infrastructure funding by focusing on short-term objectives for economic stimulus. The full \$4.000 billion has been distributed across Canada for the fiscal years 2009-2010 and 2010-2011. Projects will focus largely on the rehabilitation of existing assets such as water; wastewater; public transit; highways; roads; culture; parks; and, trails.

EMS submitted applications for nine projects that were mostly station re-construction and refurbishments which were subsequently approved for project financing under the federal government's Infrastructure Stimulus Funding program at a total project cost of \$13.853 million with ISF of \$4.618 million over three years.

The projects listed in the table below are included in EMS' 2010 Recommended Capital Budget with 2011 funding commitments.

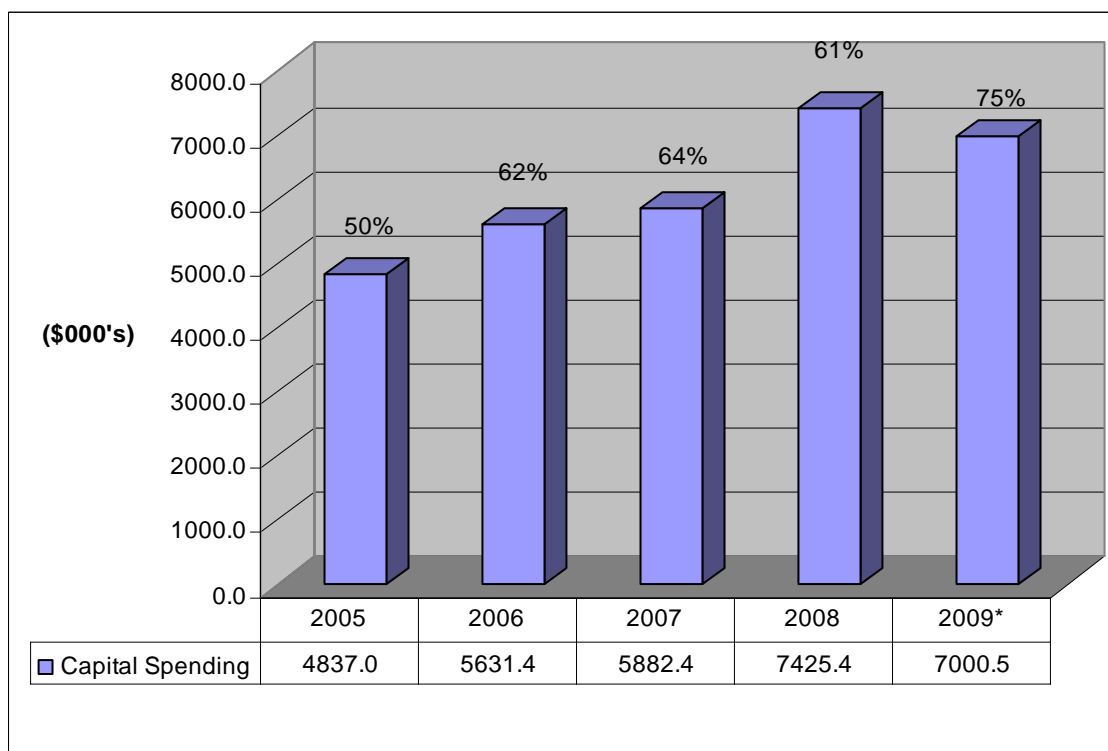
Infrastructure Stimulus Funding 2010-2011

Project Name	Total				2009			2010			2011		
	Total	Debt	ISF	Other	Debt	ISF	Other	Debt	ISF	Other	Debt	ISF	Other
Station 41 - Pape Avenue	2,269	1,513	756	0	217	108		915	457		381	191	
Station 44 (887 Pharmacy Ave.) Expansion	460	107	153	200	107	53		0	100	200			
Station 19 - Turnberry Avenue	2,104	1,403	701	0	138	69		1,200	600		65	32	
ISF - Station 40 - Double Station Downtown	3,100	2,066	1,033	0	399	199		1,387	693		281	141	
Station 01 (Toryork Rd.) - Demolish and Rebuild	2,300	1,534	767	0	231	115		1,103	551		200	100	
EMS - Station Refurbishment - Station 28	1,100	523	367	210	100	50		423	247	70		70	140
EMS - Station Refurbishment - Station 11	850	467	283	100	100	50		367	200	33		33	67
EMS - Station Refurbishment - Station 38	1,100	233	367	500	100	50		133	247	360		70	140
EMS - Station Refurbishment - Northeast District Office	570	380	190	0	100	50		280	140				
Total	13,853	8,225	4,618	1,010	1,491	745	0	5,808	3,235	663	927	637	347

Program Capacity and Readiness to Proceed

The previously planned Centralized Book-On Station (CBOS) project impacted EMS's capital spending as major station replacement projects were put on hold pending the outcome of the CBOS go/no go decision. The decision to suspend major station rehabilitation projects until the decision to not proceed with CBOS project was made resulted in EMS' spending rate in 2005 – 2007 averaging a low of 58% (see table below). In 2008, EMS' spending rate was 61% as three major construction projects were delayed due to a combination of factors: the re-issuance of a Request For Proposal as cost estimates were higher than budget; delays in negotiations with a key contractor; and, the unavailability of medical equipment/supplies for delivery in 2008.

EMS Capital Budget Spending Rates (2005-2009)



EMS' spending rate for 2009 is projected to be 75%, resulting in funding to be carried forward from 2009 into 2010 of \$1.775 million for three major state of good repair projects. Contracts for these projects are expected to be finalized by year end and these projects are anticipated to commence in early 2010. Cash flows for these projects in 2010 and 2011 have been adjusted to account for the delays experienced in 2009.

In September 2009, nine projects were approved under the ISF program and this will result in an increase of \$2.236 million in EMS' 2009 Capital Budget, with funding commitments of \$9.706 million in 2010 and \$1.911 million in 2011. The start up and completion of these projects are EMS' priority and dedicated project management staff are being planned from both EMS and Facilities and Real Estate (F&RE) to ensure these projects are completed by March 2011.

Future projects included in 2011 – 2019 have been reviewed and prioritized based on a needs assessment and factors such as geographical coverage, deployment urgency, and call volumes were also taken into consideration. EMS recently undertook a cost validation review to determine costs and cash flows for the thirteen future projects included in 2011 – 2019 Capital Plan. Project costs and yearly cash flows have been updated as a result of this review.

State of Good Repair (SOGR) Backlog

EMS currently operates forty ambulance stations and four hubs with a total area of just over 213,620 sq. ft valued at \$69.427 million. Based on a feasibility study conducted in 2005, EMS' 44 facilities were categorized as follows: good (12), moderate (22), poor (9) and uninhabitable (1)

The 10-Year Recommended Capital Plan of \$50.849 million includes 57% or \$29.065 million for SOGR projects consisting primarily of replacement/renovation of stations that were categorized as

uninhabitable and in poor condition. Of the 10 stations in badly need of repair, 7 stations (Stations #14, 17, 18, 19, 21, 29, and 41) will have been rebuilt or refurbished by 2019.

The projected 2009 year-end state of good repair backlog is estimated at \$29.008 million or 42% of EMS' asset value. The capital projects included in the 10-Year Recommended Capital Plan will address approximately \$24.380 million or 84% of its SOGR backlog, resulting in a reduced SOGR backlog of \$4.628 million or 7% of EMS' total asset value by 2019.

Capital Project Highlights

EMS will continue to maintain its 40 ambulance stations and 4 hubs in a state of good repair and will continue to update the physical and electrical configuration of its communication centre to improve overall system efficiency in the deployment of EMS resources and dispatching of patients.

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan reflects EMS' strategic directions and supports the key priority "Making a Safe City Safer" with the implementation of the following projects:

- The expansion of the Public Access Defibrillation (PAD) Program that will provide 40 Automatic External Defibrillators (AED) per year to City of Toronto workplaces and facilities to ensure rapid treatment of those who suffer a cardiac arrest on site. EMS will provide training to City staff and private sector clients in the use of the AEDs.
- Replacement of Cardiac Monitor Defibrillators (highly technical medical devices) used by paramedics when responding to patients suffering a heart attack or cardiac arrest.
- Completion of nine station reconstructions, 7 of which are in poor or uninhabitable condition and the refurbishment of 5 stations which include expansion and the addition of garage bays to accommodate the new and wider ambulance vehicles, and the expansion of storage facilities for medical supplies and diagnostic equipment.

The Program's 2010 – 2019 Recommended Capital Plan includes the following major capital initiatives.

Summary of Major Capital Initiatives

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
New & Expanded Facility Projects											
Station 14 (Etobicoke North Area)							1,127	1,447	200		2,774
Station 42 - Kingston Rd			1,200	964	1,006						3,170
Station 21 - Sunnybrook					200	3,127	1,372				4,699
Queensway & Royal York Station			178	944	398						1,520
Station 48 - Station Island									160	616	776
Service District Vehicle Cleaning and Detail Centres					700	700	700				2,100
Special Operations Service Centre									340	3,660	4,000
Station Refurbishments					550		600		600		1,750
IT Projects											
N/A											
Sub-Total			1,378	1,908	2,854	3,827	3,799	1,447	1,300	4,276	20,789
Other Major City Initiatives:											
ISF Funded Projects	9,706	1,911									11,617
Total	9,706	1,911	1,378	1,908	2,854	3,827	3,799	1,447	1,300	4,276	32,406

The New / Expanded Facility projects in the 10-Year Recommended Capital Plan of \$20.789 million include the following:

- the replacement of 3 ambulance stations (Stations #14, #42 and #21);
- the construction of a new station in the Queensway and Royal York area to increase geographical coverage and address deployment urgency and call volumes in the southeast Etobicoke area;
- the expansion of Station #48 which is an existing Fire Station on Toronto Island to house EMS staff and vehicle; and,
- the installation of car wash facilities in each service district to facilitate the cleaning of ambulance vehicles; and,
- the construction of a centralized Special Operations Service Centre. Currently Special Operations staff are spread throughout the City and a centralized location will allow for a consolidated and a more efficient operation of the various Special Operations Units.

The nine ISF funded projects included in the 10-Year Recommended Capital Plan include station refurbishments (expansion and/or addition of garage bays and storage facilities) and two station replacements. (See Issues on Page 21 for more details.)

10-Year Capital Plan: Incremental Operating Impact Summary

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
2010 Recommended Capital Budget											
Program Costs (Gross)	253	9	200								462
Program Costs (Revenue)	157	9	100								266
Program Costs (Net)	96	0	100								196
Approved Positions											
Debt Service Costs	9	39	1								49
Recommended 10-Year Capital Plan											
Program Costs (Gross)		48	48	48	445	587	88	48	48	48	1,408
Program Costs (Revenue)		24	24	24	223	294	44	24	24	24	704
Program Costs (Net)		24	24	24	223	294	44	24	24	24	704
Approved Positions					8						8
Debt Service Costs		9	80	263	510	662	575	474	231	264	3,068
Total											
Program Costs (Gross)	253	57	248	48	445	587	88	48	48	48	1,870
Program Costs (Revenue)	157	33	124	24	223	294	44	24	24	24	970
Program Costs (Net)	96	24	124	24	223	294	44	24	24	24	900
Approved Positions					8						8
Debt Service Costs	9	48	81	263	510	662	575	474	231	264	3,117

Debt Service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 2.5% Year 1, and 13% for subsequent years.

Approval of the 2010 Recommended Capital Budget and 2011 -2019 Recommended Capital Plan will increase future years Operating Budgets by a total of \$0.900 million and add 8 paramedic positions.

The incremental net impacts are primarily the result of the following capital projects:

Projects:	Net Impact (\$000s)										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2010-2019
Public Access Defibrillation	72										72
New Ambulance	24	24	24	24	24	24	24	24	24	24	240
Installation of Station System Security			100								100
Queensway & Royal York Station					199	269					468
Station 21 - Sunnybrook							20				20
TOTAL (Net)	96	24	124	24	223	293	44	24	24	24	900

- EMS, as the primary administrator of the Public Access Defibrillator (PAD) Program on behalf of the City, purchases and distributes Automatic External Defibrillators (AEDs) to City of Toronto workplaces and facilities. The operating expenditures of \$0.072 million net are required for training materials, medical oversight and defibrillator maintenance costs.
- The New Ambulance project reflects the purchase of 1 ambulance vehicle per year and operating expenditures of \$0.024 million net per year per vehicle are required for service/maintenance and fuel costs.
- The Station Security Project includes funding for the installation of a new electronic card access security system in all EMS station that will result in better asset control, one of the key concerns identified by the Auditor General's review conducted in 2004. The project is expected to be

completed by 2012 and operating expenditures of \$0.100 million net is required for service and monitoring costs.

- The construction of a new station at Queensway and Royal York will require the addition of 8 paramedic positions and other costs to maintain a new station.
- Station 21 – Sunnybrook project includes the construction of a joint Fire/Ambulance station and will require other costs to maintain a new facility. Additional staff has not been identified because paramedics will be reallocated from an existing station in the area to the newly located Station #21. The location of the new station will provide quicker access to a major route which will increase EMS's emergency response times in the area.

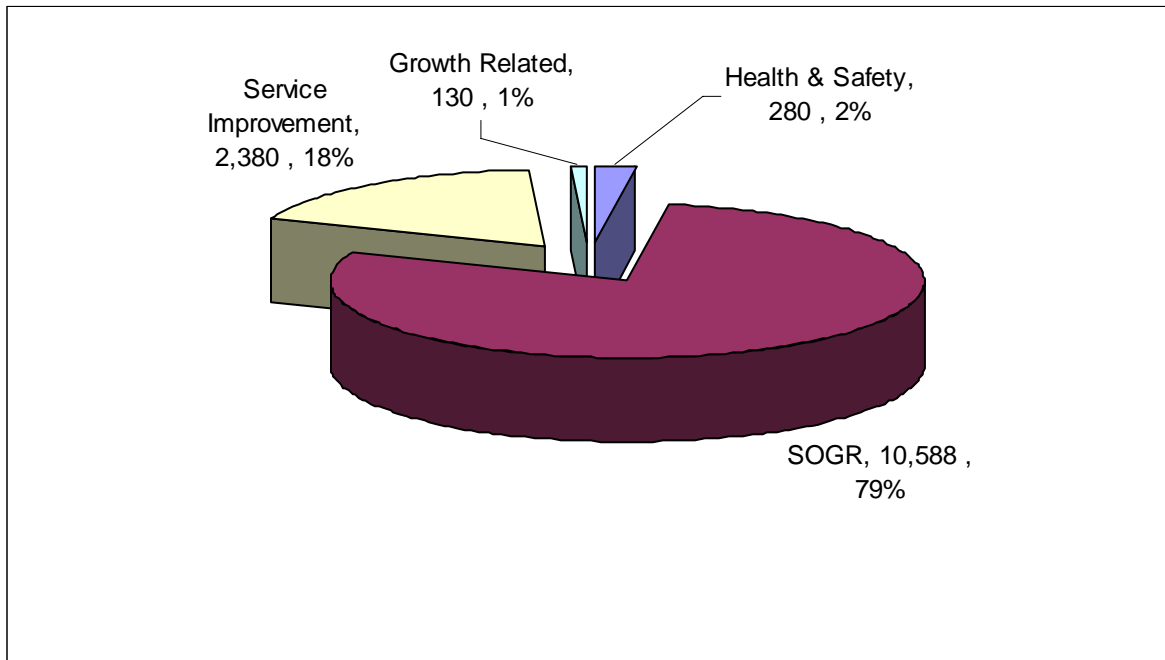
Total 2010 Recommended Cash Flow & Future Year Commitments

	2008 & Prior Year Carry Forwards	2010 Previously Approved Cash Flow Commitments	2010 New Cash Flow Recommended	2010 Total Cash Flow Recommended	2010 Debt Target	2009 Carry Forwards	Total 2010 Cash Flow (Incl 2009 C/Fwd)	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total Cost
Expenditures																	
Previously Approved		12,868		12,868		1,775	14,643	3,997	514								19,154
Change in Scope			380	380			380	80	80	80							620
New			130	130			130										130
New w/Future Year			-	-			-										-
Total Expenditure	-	12,868	510	13,378	10,992	1,775	15,153	4,077	594	80	-	-	-	-	-	-	19,904
Financing																	
Debt		8,970	366	9,336		1,775	11,111	3,013	514								14,638
Reserves/Res Funds																	-
Development Charges		663	74	737			737	347									1,084
ISF		3,235		3,235			3,235	637									3,872
Provincial/Federal																	-
Other (Third Party)		-	70	70			70	80	80	80							310
Total Financing	-	12,868	510	13,378	-	1,775	15,153	4,077	594	80	-	-	-	-	-	-	19,904

- The 2010 Recommended Capital Budget for Emergency Medical Services is \$15.153 million gross. This includes \$12.868 million in funding for previously approved commitments, \$0.510 million for new / change in scope projects and \$1.775 million in carry forward funding from 2009 to 2010 to complete previously approved projects. Approval of the 2010 Recommended Capital Budget will result in funding commitments of \$4.077 million in 2011, \$0.594 million in 2012, and \$0.080 million in 2013.
- Approval of the 2010 Recommended Capital Budget will provide funding for the completion of 9 ISF projects which includes total rebuilds of Stations #19, #41 and #44 and major refurbishments to Stations #01, #11, #28, #38, #40 and the Northeast Service District Office, complete installation of the Station Security System in all EMS stations and the purchase of 40 Automated External Defibrillators (AED's) for City facilities and work places.
- The 2010 capital financing is comprised of new debt funding of \$9.336 million; Development Charge funding for 5 projects of 0.737 million; 9 projects funded from ISF of \$3.235 million and third party funding of \$0.070 million from the Heart and Stroke Foundation for 35 AEDs.

2010 Recommended Capital Budget Overview

Capital Budget by Project Category



The following summarizes the 2010 Recommended Capital Budget of \$13.378 million by project category:

- Health and Safety projects comprise 2% or \$0.280 million for the purchase of 40 AEDs and to continue the installation of electronic card access security system in all EMS station for better asset control.
- State of Good Repair projects comprise 79% or \$10.588 million to continue the renovation/refurbishment of 8 stations, reconstruction of the Central Ambulance Communication Centre (CACC), and upgrading of mobile data software / hardware installed in all ambulance vehicles and at the CACC. The 2010 funding will reduce the state of good repair backlog by \$10.244 million.
- Service Improvement projects comprise 18% or \$2.380 million to continue the construction of additional garage bays, major roof replacement, and structural refinement for two EMS facilities (Stations #40 and #44).
- Growth project accounts for 1% or \$0.130 million for the purchase of one ambulance vehicle.

2010 Recommended Capital Budget versus Debt Target

The 2010 Recommended Capital Budget requires new 2010 cash flow of \$13.378 million with debt funding of \$9.336 million. This cash flow combined with funding carried forward of \$1.775 million for 2009 projects results in a total 2010 Recommended Capital Budget of \$15.153 million. The 2010 Recommended Capital Budget for EMS meets the 2010 debt affordability target of \$9.336 million.

Capacity and Readiness to Proceed

The 2010 Recommended Capital Budget of \$13.378 million, combined with the projected 2009 carry forward funding of \$1.775 million will give EMS a total of \$15.153 million in capital funding in 2010.

- ISF projects comprise \$9.706 million or 73%. The RFPs for these projects are being expedited by Facilities and Real Estate. The engineering, design and demolition (where required) are expected to start in 2009 with construction to begin in 2010. Dedicated project management staff are required to ensure completion of all projects by March 2011.
- Previously approved projects with 2010 funding commitments comprise \$3.542 million or 26%. These projects are already underway and are proceeding.
- The remaining \$0.130 million or 1% is for a new project which will provide funding for the purchase of one ambulance vehicle. EMS purchases approximately 30 replacement ambulance vehicles in a year through the Fleet Capital Budget and contracts are already in place.

Capital Project Highlights

The 2010 Recommended Capital Budget of \$13.378 million will provide funding for the following major projects:

- complete the construction of additional garage bays and expansion of storage facilities at *Station 44* – Pharmacy Avenue and the expansion of crew quarters at *Northeast District office* (\$0.720 million);
- continue five station rebuilds: *Station #17* – Bathurst and York Downs, *Station #18* – Chaplin St and Eglinton, *Station #19* – York South Weston, *Station #40* – Toronto Centre – Rosedale, and *Station #41* – Toronto Danforth (\$7.792 million);
- continue construction of additional garage bays and expansion of storage facilities for medical supplies and diagnostic equipment in four stations (\$ 3.734 million);
- continue phases 2 and 3 of the Central Ambulance Communication Centre (CACC) Re-design (\$0.300 million) and its linkages with parallel operational deployment changes, which will improve overall system efficiency, improve response time performance, provide more specific patient care focus and intervention, and help mitigate the impact of hospital offload delay; and,
- purchase of mobile data communication hardware, software and mobile data radios (\$0.422 million) to be installed in all ambulance vehicles and at the CACC to connect paramedics and supervisors to the CACC using wireless data communications.

PART II: ISSUES FOR DISCUSSION

2010 Recommended Capital Plan Issues

Infrastructure Stimulus Funding

In mid-September 2009, EMS received approval for ISF financing for nine projects mostly station reconstruction and refurbishments at a total projects cost of \$13.853 million with ISF of \$4.618 million over three years (2009-2011).

Completion of these projects by March 2011 represents a challenge for EMS and Facilities and Real Estate. To ensure that these projects are completed as scheduled, EMS staff and Facilities and Real Estate are working closely to discuss purchasing and implementation strategies. As a result of these meetings, Facilities and Real Estate will expedite the issuance of the RFPs for all ISF projects so that preliminary requirements such as demolition (if required) and engineering and structural designs can begin in 2009 and construction to begin in 2010.

The projects listed in the table below are included in EMS 2010 Recommended Capital Budget with 2011 cash flow funding to complete these projects by March 2011.

ISF Project	Description	2009	2010	2011
Station 41 - Pape Avenue	Extensive renovation required. May need to demolish existing facility and re-build a new facility on existing site.	325	1,372	572
Station 44- Pharmacy Avenue	Major renovations include expanding the garage bays to accommodate the new ambulance vehicles, expanding storage capacity for medical supplies and diagnostic equipment used by paramedics.	160	300	
Station 19- Turnberry Avenue	EMS current occupies property at 100 Turnberry that has sufficient land available for the construction of a new station.	207	1,800	97
Station 40-Double Station Downtown	Major renovations include expanding the garage bays to accommodate the new ambulance vehicles, expanding storage capacity for medical supplies and diagnostic equipment used by paramedics.	598	2,080	422
Station 01-Toryork Rd	Major renovations include expanding the garage bays to accommodate the new ambulance vehicles, expanding storage capacity for medical supplies and diagnostic equipment used by paramedics.	346	1,654	300
Station 28- Lawrence Avenue	Addition of two garage bays and expansion of storage facilities and crew quarters	150	740	210
Station 11-Caledon Rd	Addition of two garage bays and expansion of storage facilities and roof replacement	150	600	100
Station 38-Horner Avenue	Addition of four garage bays to the existing station	150	740	210
Northeast Distric Office	Structural refinement to improve the crew quarters	150	420	
Grand Total		2,236	9,706	1,911

The 2010 Recommended Capital Budget includes \$9.706 million in funding for nine ISF projects. With projects anticipated to begin in late 2009, it is expected that a major portion of the 2009 cash flow of \$2.236 million will be carried forward into 2010. As completion of these ISF projects are EMS' priority, EMS is currently reviewing staff requirements to ensure dedicated project management staff will be in place by 2010 to ensure that these projects are completed by March 2011.

Issues Referred to the 2010 Budget Process

There were no issues referred to the 2010 Capital Budget process for Emergency Medical Services.

Appendix 1

10-Year Recommended Capital Plan Project Summary

Project (\$000's)	2010*	2011	2012	2013	2014	2010-2014	2015	2016	2017	2018	2019	2010-2019
Station Replacement												
Station 14 (Etobicoke North Area)								1,127.0	1,447.0	200.0		2,774.0
Station #17 - Bathurst and York Downs	2,065.0	500.0				2,565.0						2,565.0
Station #18 - Chaplin Cres.	1,510.0	500.0				2,010.0						2,010.0
Station #19 - York-South Weston area	1,800.0	97.0				1,897.0						1,897.0
Station #21 - Sunnybrook					200.0	200.0	3,127.0	1,372.0				4,699.0
Station #40 - Downtown	2,080.0	422.0				2,502.0						2,502.0
Station #41 - Pape Avenue	1,372.0	572.0				1,944.0						1,944.0
Station 42 - Kingston Rd			1,200.0	964.0	1,006.0	3,170.0						3,170.0
Station #48 - Station Island										160.0	616.0	776.0
Station/District Office Refurbishment												
Station #01 - Toryork Drive	1,654.0	300.0				1,954.0						1,954.0
Station #11 - Caledonia Rd	600.0	100.0				700.0						700.0
Station #28 - Lawrence Avenue E.	740.0	210.0				950.0						950.0
Station #38 - Homer Avenue	740.0	210.0				950.0						950.0
Station #44 - Pharmacy Avenue	300.0					300.0						300.0
Northeast District Office Refurbishment	420.0					420.0						420.0
Station Refurbishments					550.0	550.0		600.0		600.0		1,750.0
Asset Management	98.0					98.0						98.0
CACC & Systems Redesign	886.0					886.0						886.0
Construction of New Facilities												
Queensway & Royal York Station			178.0	944.0	398.0	1,520.0						1,520.0
Special Operations Service Centre										340.0	3,660.0	4,000.0
Service District Vehicle Cleaning and Detail Centres					700.0	700.0	700.0	700.0				2,100.0
Equipment Purchase/Replace												
New Ambulance Purchases	130.0	130.0	130.0	130.0	130.0	650.0	130.0	130.0	130.0	130.0	130.0	1,300.0
Public Access Defibrillator Program	86.0	80.0	80.0	220.0	382.0	848.0			140.0	140.0	140.0	1,268.0
Defibrillator Purchases				2,950.0	2,950.0	5,900.0	1,100.0					7,000.0
Electronic Patient Care Records Tablets			450.0	450.0	475.0	1,375.0						1,375.0
Mobile Data Communications	422.0	322.0	350.0	350.0		1,444.0		219.0	203.0			1,866.0
Radio Infrastructure for Portable Radios	50.0					50.0						50.0
Station Security	200.0	1,086.0	514.0			1,800.0						1,800.0
Total	15,153.0	4,529.0	2,902.0	6,008.0	6,791.0	35,383.0	5,057.0	4,148.0	1,920.0	1,570.0	4,546.0	52,624.0

*Includes 2009 Carry Forward Funding into 2010 of \$1.775 million.

Appendix 2

**2010 Recommended Capital Budget; 2011 to 2019
Capital Plan**

Appendix 3

**2010 Recommended Cash Flow
And Future Year Commitments**

Appendix 4
2010 Recommended Capital Projects
With Financing Details

Appendix 5

Reserve / Reserve Fund Review

(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010 - 2019 Total
XR2403 EMS Development Charge Reserve	Beginning Balance	\$1,363	\$1,363	\$696	\$355	\$218	\$234	\$207	\$233	\$269	\$305	\$341	
	Ambulance Purchases		(\$74)	(\$74)	(\$74)	(\$74)	(\$74)	(\$74)	(\$74)	(\$74)	(\$74)	(\$74)	(\$740)
	Station 11 Refurbishment		(\$33)	(\$67)									(\$100)
	Station 28 Refurbishment		(\$70)	(\$140)									(\$210)
	Station 38 Refurbishment		(\$360)	(\$140)									(\$500)
	Station 44		(\$200)										(\$200)
	Queensway/Royal York Station				(\$143)		(\$53)						(\$196)
	Special Operations Services Centre											(\$200)	(\$200)
	Total Proposed Withdrawals		(\$737)	(\$421)	(\$217)	(\$74)	(\$127)	(\$74)	(\$74)	(\$74)	(\$74)	(\$274)	(\$1,750)
	Development Charge contributions		\$70	\$80	\$80	\$90	\$100	\$100	\$110	\$110	\$110	\$120	\$970
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$1,363	\$696	\$355	\$218	\$234	\$207	\$233	\$269	\$305	\$341	\$187	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010 - 2019 Total
XQ1019 Equipment Reserve	Beginning Balance	\$721	\$721	\$1,146	\$1,571	\$1,546	\$1,077	\$1,644	\$1,895	\$2,320	\$2,745	\$3,170	
	Defibrillator Purchases					(\$1,568)	(\$533)	(\$425)					(\$2,526)
	Electronic Patient Care Records Tablets				(\$450)								(\$450)
	Total Proposed Withdrawals		\$0	\$0	(\$450)	(\$1,568)	(\$533)	(\$425)	\$0	\$0	\$0	\$0	(\$2,976)
	Contribution from Operating		\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$425	\$4,250
	Trade-in Value of older model Defibrillators					\$674	\$675	\$251					\$1,600
	Projected Contributions		\$425	\$425	\$425	\$1,099	\$1,100	\$676	\$425	\$425	\$425	\$425	\$5,850
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$721	\$1,146	\$1,571	\$1,546	\$1,077	\$1,644	\$1,895	\$2,320	\$2,745	\$3,170	\$3,595	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010 - 2019 Total
XQ4401 Public Access Defibrillation Reserve	Beginning Balance	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	
	Total Proposed Withdrawals		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Projected Contributions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010 - 2019 Total
XQ1018 Vehicle Reserve - EMS	Beginning Balance	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	
	Purchase of approximately 30 ambulances		(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$36,350)
	Total Proposed Withdrawals		(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$3,635)	(\$36,350)
	Contribution from Operating		\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$36,350
	Projected Contributions		\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$3,635	\$36,350
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	\$4,585	

Appendix 6

2010 to 2019 New and Expansion Facility Projects

(In \$Thousands)	2010	2011	2012	2013	2014	2010-2014	2015	2016	2017	2018	2019	2010-2019
Station #18 - Chaplin Cres.	1,510.0	500.0				2,010.0						2,010.0
Station 14 (Etobicoke North Area)						0.0		1,127.0	1,447.0	200.0		2,774.0
Station #17 - Bathurst and York Downs	2,065.0	500.0				2,565.0						2,565.0
Station #19 - York-South Weston area	1,800.0	97.0				1,897.0						1,897.0
Station #21 - Sunnybrook					200.0	200.0	3,127.0	1,372.0				4,699.0
Station #41 - Pape Avenue	1,372.0	572.0				1,944.0						1,944.0
Station #48 - Station Island						0.0				160.0	616.0	776.0
Station 42 - Kingston Rd			1,200.0	964.0	1,006.0	3,170.0						3,170.0
Station #28 - Lawrence Avenue E.	740.0	210.0				950.0						950.0
Station #11 - Caledona Rd	600.0	100.0				700.0						700.0
Station #38 - Homer Avenue	740.0	210.0				950.0						950.0
Northeast District Office Refurbishment	420.0					420.0						420.0
Station #01 - Toryork Drive	1,654.0	300.0				1,954.0						1,954.0
Service District Vehicle Cleaning and Detail Centres					700.0	700.0	700.0	700.0				2,100.0
Station #40 - Downtown	2,080.0	422.0				2,502.0						2,502.0
Station #44 - Pharmacy Avenue	300.0					300.0						300.0
Queensway & Royal York Station			178.0	944.0	398.0	1,520.0						1,520.0
Special Operations Service Centre						0.0				340.0	3,660.0	4,000.0
Station Refurbishments					550.0	550.0		600.0		600.0		1,750.0
Total	13,281.0	2,911.0	1,378.0	1,908.0	2,854.0	22,332.0	3,827.0	3,799.0	1,447.0	1,300.0	4,276.0	36,981.0