



2020 Operating and capital budget

Fire Paramedic Service



16 November, 2019

Agenda

1. Strategic objectives and priorities
2. Performance measurement
3. Operating budget (including option to achieve target)
 - Operating budget
 - Year over year variance explanations
 - Implications of the EPC recommended target to balance the operating budget
 - Salaries and benefits, FTEs, and vacancy management and options to achieve target
4. Capital budget (including option to achieve target)
 - Capital budget
 - Implications of the EPC recommended target for the capital budget
 - Capital forecast to submission reconciliation
4. Budget summary
5. Questions

Strategic objectives and priorities

Strategic Objectives

- Preserve Winnipeg's excellent fire insurance rating
- Strive to achieve NFPA service levels for all areas of the City
- Maintain current exemplary customer satisfaction ratings
- Utilize technology to improve deployment effectiveness of existing resources
- Minimize footprint while maintaining and improving response time
- Safeguard and improve the health and safety of personnel
- Increase focus on preventative and proactive measures

Key Priorities

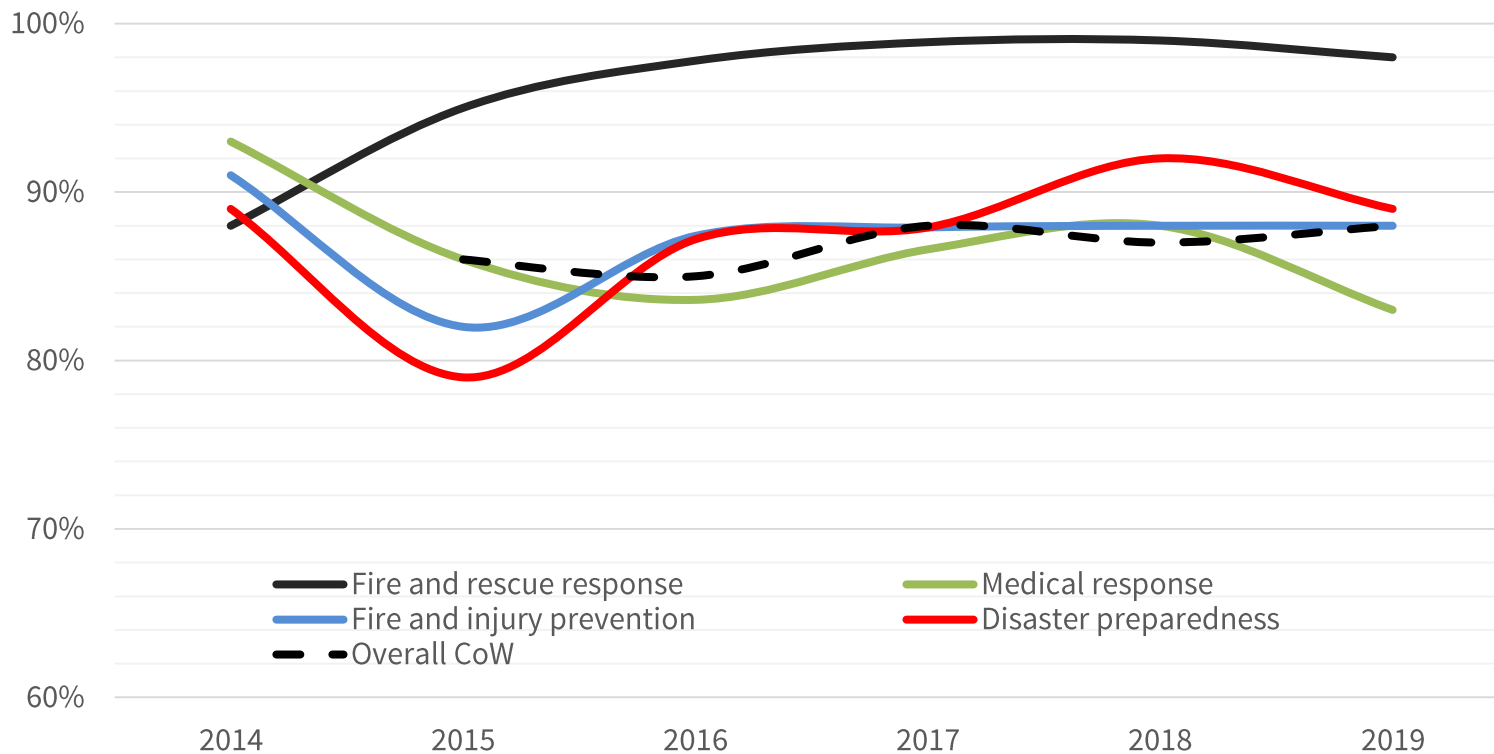
- Renew critical station infrastructure in a cost-effective manner to improve employee health, safety, and turnout time
- Implement Emergency Vehicle Traffic Pre-emption to improve travel time coverage of each station
- Bolster support functions to industry standard levels
- Urgently put in place a 10 year EMS contract on the basis of full cost recovery
- Urgently address a shortfall in fire apparatus replacement

Performance measurement

Citizen satisfaction

Public safety weighted highest importance by 81% of people

Very satisfied & Somewhat satisfied percentage trends:



Performance measurement

Emergency Medical Services

Emergency Medical Service Operating Cost per Weighted Vehicle In-Service Hour (2017)

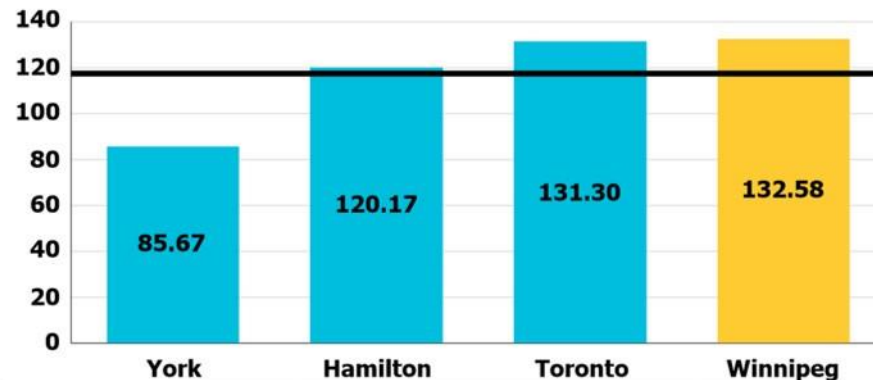


	2013	2014	2015	2016	2017
Wpg. Trend	n/a	\$130.00	\$137.00	\$145.10	\$147.74

Source: Municipal Benchmarking Network Canada (EMDS306)

Service cost – by hour

Total Emergency Medical Service Responses per 1,000 Population (2017)



	2013	2014	2015	2016	2017
Wpg. Trend	125.38	120.76	120.26	123.41	132.58

Source: Municipal Benchmarking Network Canada (EMDS229)

Work volume

Emergency Medical Service Total Cost per Patient Transported (2017)



	2013	2014	2015	2016	2017
Wpg. Trend	\$972.85	\$995.92	\$1,028.63	\$1,066.46	\$1,056.36

Source: Municipal Benchmarking Network Canada (EMDS321T)

Service cost – by patient

Performance measurement

Fire and Rescue Services

Fire Staffing Costs per Capita (2017)

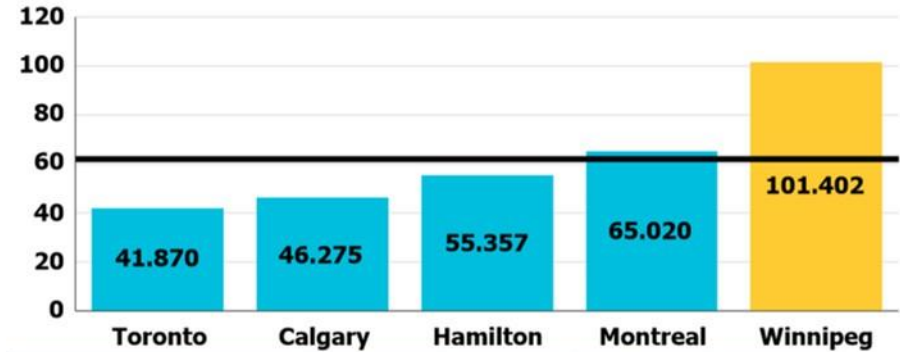


	2013	2014	2015	2016	2017
Wpg. Trend	\$143.43	\$142.86	\$148.54	\$150.80	\$147.73

Source: Municipal Benchmarking Network Canada (FIRE220)

Service cost

Number of Unique Incidents Responded to by Fire Services per 1,000 Population (2017)

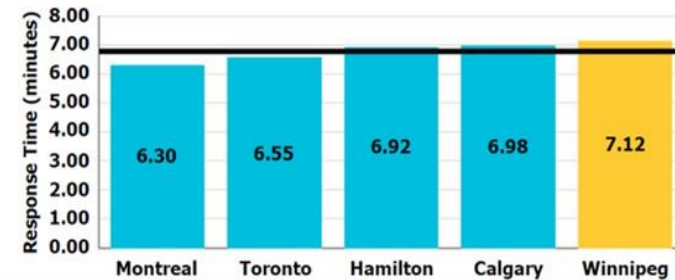


	2013	2014	2015	2016	2017
Wpg. Trend	82.594	85.425	89.289	93.167	101.402

Source: Municipal Benchmarking Network Canada (FIRE240)

Work volume

Actual 90th Percentile Fire Station Notification Response Time (Minutes) (2017)



	2013	2014	2015	2016	2017
Wpg. Trend	6.82	6.92	6.85	6.95	7.12

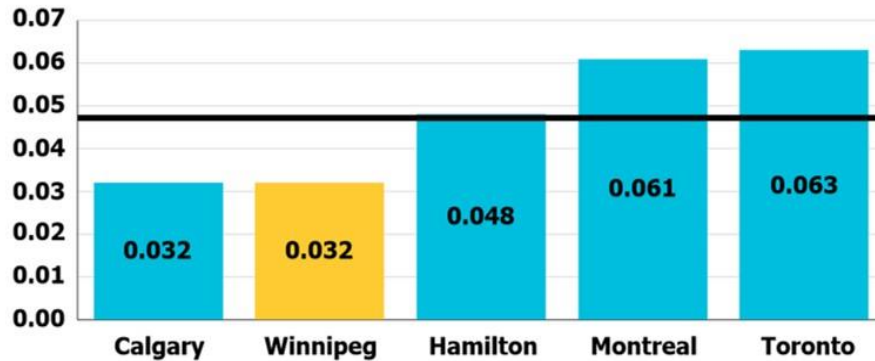
Source: Municipal Benchmarking Network Canada (FIRE405)

Service standard

Performance measurement

Fire and Injury Prevention

Fire Prevention Staff per 1,000 Population (2017)



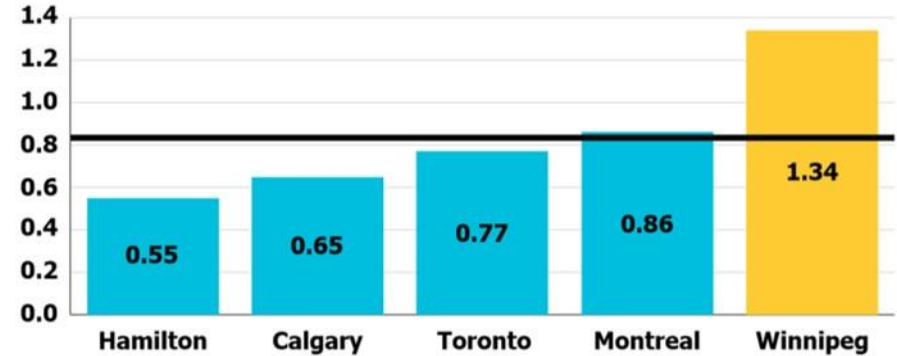
Wpg. Trend	2013	2014	2015	2016*	2017
	0.026	0.028	0.029	0.034	0.032

* 2016 restated to reflect changed reporting methodology.

Source: Municipal Benchmarking Network Canada (FIRE213)

Resource available

Rate of Residential Structural Fires with Losses per 1,000 Households (2017)



Wpg. Trend	2013	2014	2015	2016	2017
	1.48	1.36	1.43	1.23	1.34

Source: Municipal Benchmarking Network Canada (FIRE115)

Work volume

EPC recommended target to balance the budget

1. Departmental operating budget – 2% annual budget growth rates, net of capital expenditures, based on 2019 expenditures

2. Cash to capital funding levels \$m:

Department	2020	2021	2022	2023	2024	2025
Fire Paramedic Service	0.000	0.000	1.699	0.187	0.000	0.000

3. Key assumptions for multi-year budget:

These proposed recommended targets present a balanced tax-supported operating budget from 2020 to 2023:

- a. Property tax Increases: 2.33% annually (road renewal and southwest rapid transit (stage 2))
- b. Fees and charges: Inflationary increases annually
- c. Natural assessment base growth: 1.2% annually
- d. Efficiencies/vacancy management: \$17 million annually
- e. Additional transfers/savings: \$32.5 million in 2020 growing to \$40 million by 2023
- f. Provincial operating grants: Flat at \$149.7 million annually (2016 level)
- g. Utility dividend rate: 11% of water and sewer sales
- h. Remaining tax supported debt room: \$150 million in total

EPC recommended target to balance the budget

Recommended target calculated as follows:

- 2020 submitted budget less 2019 adopted budget increased by 2%
 - Expenditure less cash to capital, less debt and finance charges

Implications of the EPC recommended target on the Fire Paramedic Service:

- The department operates EMS as a contractor to Shared Health and has been seeking full cost recovery for the services provided since 2019
- Any reduction to EMS create two issues:
 - Potential reductions to health care services without reference to Shared Health
 - No improvement in the City mill rate position
- The full departmental target has therefore been applied to the fire service
 - Resulting in a 1.7% increase for fire

Operating budget – Fire Paramedic Service

	2018 actual	2019 budget	2020 draft	Year over year inc / (dec)	%		2021 projected	2022 projected	2023 projected
Government grants	40.536	50.256	53.784	3.528			55.041	56.131	57.119
Service and other	23.695	18.122	17.214	(0.908)			17.471	17.744	17.986
TOTAL REVENUE	64.231	68.378	70.998	2.620	3.8%		72.512	73.875	75.105
Salaries and benefits	168.213	173.959	176.250	2.291			181.497	185.286	188.847
Services	13.131	12.915	14.385	1.470			14.452	14.616	13.785
Mats, parts and supplies	6.332	5.984	7.210	1.226			7.172	7.195	7.212
Assets and purchases	0.950	0.776	0.700	(0.076)			0.700	0.700	0.700
Grants, transfers and other	8.564	6.963	6.499	(0.464)			6.021	5.610	5.368
Recoveries	(1.855)	(1.124)	(1.319)	(0.195)			(1.319)	(1.319)	(1.319)
TOTAL OPERATIONAL EXP	195.335	199.473	203.725	4.252	2.1%		208.523	212.088	214.593
Debt and finance charges	1.374	2.044	3.683	1.639			5.432	6.282	6.631
Transfer to capital	0.000	0.000	0.000	0.000			0.000	1.699	0.187
TOTAL EXPENDITURES	196.709	201.517	207.408	5.891	2.9%		213.955	220.069	221.411
Mill rate support / (contribution)	132.478	133.139	136.410	3.271	2.5%		141.443	146.194	146.306

2020 draft and 2021 to 2023 projected include the option to achieve the operating target

Operating budget – Emergency Medical Services (EMS)

	2018 actual	2019 budget	2020 draft	Year over year inc / (dec)	%	Ref	2021 projected	2022 projected	2023 projected
Government grants	36.457	46.179	49.707	3.528			50.964	52.054	53.042
Service and other	22.320	16.349	15.455	(0.894)			15.712	15.985	16.227
TOTAL REVENUE	58.777	62.528	65.162	2.634	4.2%	1	66.676	68.039	69.269
Salaries and benefits	46.366	48.868	50.779	1.911			52.305	53.684	54.806
Services	6.719	6.245	6.628	0.383			6.632	6.645	6.701
Mats, parts and supplies	1.980	1.956	2.382	0.426			2.358	2.364	2.367
Assets and purchases	0.475	0.362	0.417	0.055			0.417	0.417	0.417
Grants, transfers and other	6.648	5.656	5.047	(0.609)			4.558	4.145	3.900
Recoveries	(1.738)	(0.935)	(1.131)	(0.196)			(1.131)	(1.131)	(1.131)
TOTAL OPERATIONAL EXP	60.450	62.152	64.122	1.970	3.2%		65.139	66.124	67.060
Debt and finance charges	0.504	0.375	1.041	0.666			1.538	1.917	2.210
Transfer to capital	0.000	0.000	0.000	0.000			0.000	0.000	0.000
TOTAL EXPENDITURES	60.954	62.527	65.163	2.636	4.2%	2	66.677	68.041	69.270
Mill rate support / (contribution)	2.177	(0.001)	0.001	0.002	0.0%		0.001	0.002	0.001

There are no proposed operating targets applied to EMS given full cost recovery

Year over year variance explanations - EMS

	2019 to 2020 draft	2020 to 2021 projection	2021 to 2022 projection	2022 to 2023 projection
1) Revenue change due to the following				
- Increase in:				
Shared Health grant	2.627	1.019	0.840	0.774
Ambulance fee reduction grant	0.901	0.238	0.251	0.214
Ambulance revenue		0.257	0.272	0.242
- Decrease in:				
Ambulance revenue	(0.893)			
- Miscellaneous adjustments	(0.001)			
Net revenue changes	2.634	1.514	1.363	1.230
2) Expenditure change due to the following				
- Increase in				
Wage settlements and increments	1.911	1.526	1.380	1.121
Computer hardware and software (CAD)	0.493			
Capital charges	0.228			
Accommodation charges	0.263			
- Decrease in				
Provision for bad debt	(0.400)			
- Miscellaneous adjustments	0.141	(0.012)	(0.016)	0.108
Net expenditure changes	2.636	1.514	1.364	1.229

Operating budget - EMS

Expected Shared Health funding position under full cost recovery

	2020	2021	2022	2023
EMS service	65.2m	66.7m	68.0m	69.3m
Ambulance revenue	(14.6m)	(14.8m)	(15.1m)	(15.4m)
Grants	(3.2m)	(3.2m)	(3.2m)	(3.2m)
Other revenue	(0.9m)	(0.9m)	(0.9m)	(0.9m)
Net EMS cost	46.5m	47.7m	48.8m	49.7m
SH funding:				
Service provision	(29.3m)	(31.0m)	(32.4m)	(33.6m)
Fee reduction (fully funded)	(14.7m)	(14.9m)	(15.2m)	(15.4m)
Full cost recovery	(2.5m)	(1.8m)	(1.2m)	(0.7m)
Total SH funding	(46.5m)	(47.7m)	(48.8m)	(49.7m)
Cost to the City of Winnipeg	0.0	0.0	0.0	0.0

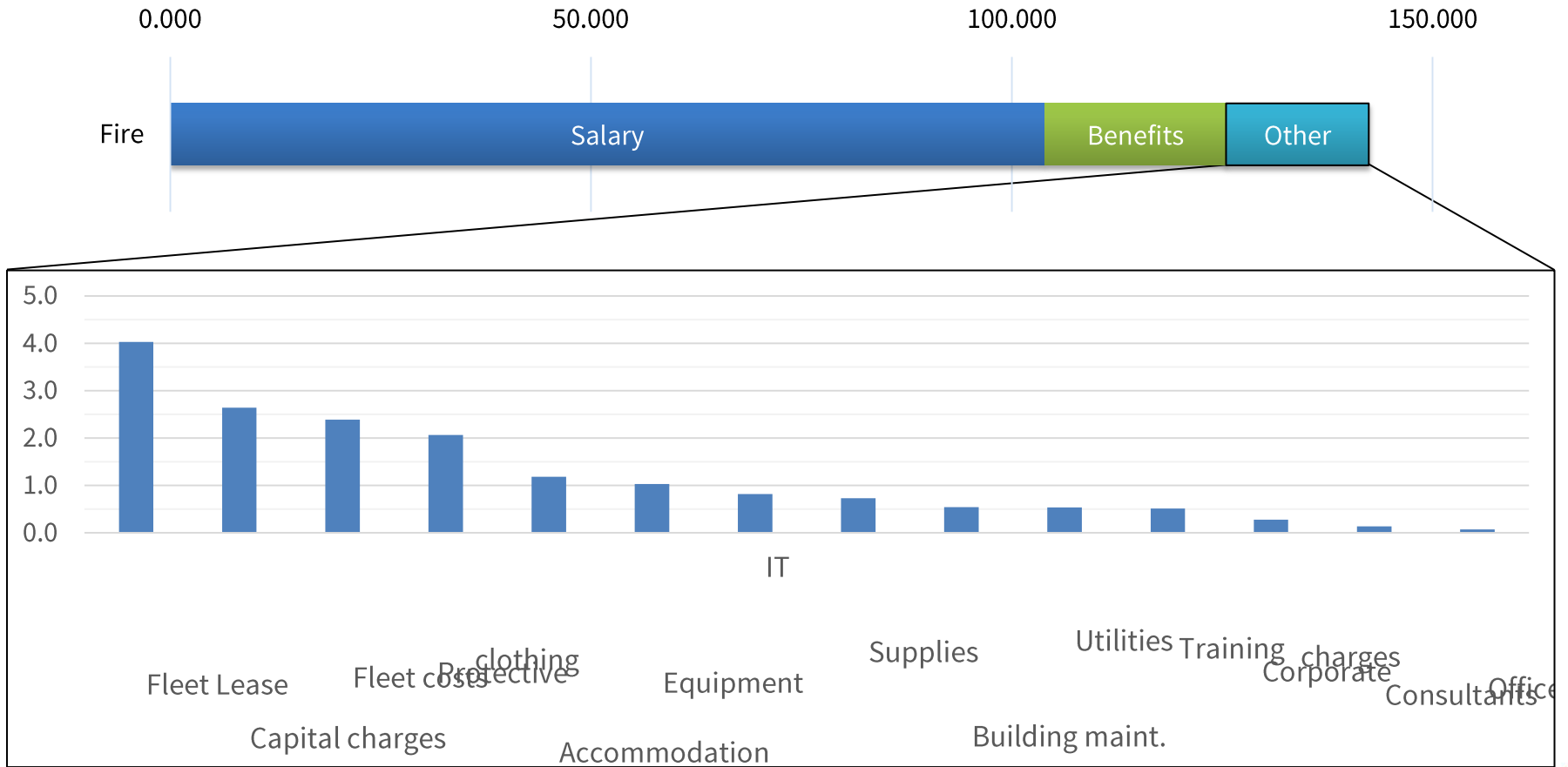
Operating budget - Fire

	2018 actual	2019 budget	2020 draft	Year over year inc / (dec)	%	Ref	2021 projected	2022 projected	2023 projected
Government grants	4.079	4.077	4.077	0.000			4.077	4.077	4.077
Service and other	1.375	1.773	1.759	(0.014)			1.759	1.759	1.759
TOTAL REVENUE	5.454	5.850	5.836	(0.014)	(0.2%)	1	5.836	5.836	5.836
Salaries and benefits	121.847	125.091	125.471	0.380			129.192	131.602	134.041
Services	6.412	6.670	7.757	1.087			7.820	7.971	7.084
Mats, parts and supplies	4.352	4.028	4.828	0.800			4.814	4.831	4.845
Assets and purchases	0.475	0.414	0.283	(0.131)			0.283	0.283	0.283
Grants, transfers and other	1.916	1.307	1.452	0.145			1.463	1.465	1.468
Recoveries	(0.117)	(0.189)	(0.188)	0.001			(0.188)	(0.188)	(0.188)
TOTAL OPERATIONAL EXP	134.885	137.321	139.603	2.282	1.7%		143.384	145.964	147.533
Debt and finance charges	0.870	1.669	2.642	0.973			3.894	4.365	4.421
Transfer to capital	0.000	0.000	0.000	0.000			0.000	1.699	0.187
TOTAL EXPENDITURES	135.755	138.990	142.245	3.255	2.3%	2	147.278	152.028	152.141
Mill rate support / (contribution)	130.301	133.140	136.409	3.269	2.5%		141.442	146.192	146.305

2020 draft and 2021 to 2023 projected include the option to achieve the operating target

Operating budget - Fire

Cost breakdown



Operating budget - Fire

	2020 draft	2021 projected	2022 projected	2023 projected
<u>Option to achieve operating budget target:</u>				
1) Deletion of station on Marion Street (9), deletion of engine 2 (Watt and Nairn) and associated fire fighting positions. Including redeployment of engine 9, hazmat 9 and rescue 9 to station 2 (Watt and Nairn):				
4 x Captains (not replaced in January retirements)	(0.563)	(0.582)	(0.593)	(0.604)
14 x Fire fighters (9/12 in 2020 – cancel Spring class in March 2020)	(1.266)	(1.744)	(1.777)	(1.810)
Accommodation savings	(0.018)	(0.036)	(0.036)	(0.036)
Vehicle operating savings (maintenance, fuel and lease)	(0.050)	(0.050)	(0.050)	(0.050)
Land sale (based on assessed value)		(0.600)		
Offset by short term leasing of five fire apparatus to provide urgently required backup capability	0.780	0.780	0.780	
Total option to achieve operating budget target	(1.117)	(2.232)	(1.676)	(2.500)
EPC recommended operating budget target to balance	(1.468)	(2.672)	(2.079)	(1.174)
Variance (shortfall from the option to the target)	(0.351)	(0.440)	(0.403)	1.326

Overall four-year balanced budget surplus \$0.132

NB: 2024 onwards will continue to provide similar savings to 2023 each year

Operating budget

Implications of the option to achieve the target to balance the operating budget

Deletion of station on Marion Street (9), deletion of engine 2 (Watt and Nairn) and associated fire fighting positions.

Also, includes redeployment of engine 9, hazmat 9 and rescue 9 to station 2 (Watt and Nairn).

Implications

- 1) Longer wait for emergency service with associated consequences (224 calls for service in area populated by 2,844 in 2016)
- 2) Decreased response capacity in neighbouring areas
- 3) Risk of increased commercial/industrial insurance rates (St. Boniface Industrial Area) - PFPC
- 4) Decreased response capacity in Chalmers and East Elmwood area due to Hazmat calls
- 5) Inability to redeploy Engine from merged Windsor Park/Marion Station to Waverley West
- 6) Maintain station strategic direction intent

Year over year variance explanations - Fire

	2019 to 2020 draft	2020 to 2021 projection	2021 to 2022 projection	2022 to 2023 projection
1) Revenue change due to the following				
- Miscellaneous adjustments	(0.014)	0.000	0.000	0.000
Net revenue changes	(0.014)	0.000	0.000	0.000
2) Expenditure change due to the following				
- Increase in				
Wage settlements and increments	0.380	3.721	2.410	2.439
Emergency lease of fire apparatus begins	0.780			
CAD software and hardware	0.472			
Capital charges	0.973	1.252	2.169	(1.456)
Fleet costs (fuel, parts, lease and maintenance)	0.887			
- Decrease in				
Emergency lease of fire apparatus ceases				(0.780)
Equipment	(0.206)			
- Miscellaneous adjustments	(0.031)	0.060	0.171	(0.090)
Net expenditure changes	3.255	5.033	4.750	0.113

(*) The net option above is consistent with the EPC recommended target to balance the four-year budget

Salary budget and full time equivalents (FTEs) / vacancy management / options to achieve the target

	2019 adopted	2020 draft	Increase / (decrease)	2021 projection	2022 projection	2023 projection
Full time equivalents (# FTE)	1,381.76	1,362.76	(19.0)	1,364.76	1,364.76	1,364.76
Salaries and benefits (\$m)	173.959	176.250	2.291	181.497	185.286	188.847
Vacancy management (\$m)	0.230	0.232	0.002	0.235	0.238	0.242

Change between 2019 and 2020:

- Deletion of three clerk C and one clerk A positions and creation of two clerk B and one HR consultant positions
 - Net decrease of one FTE

- Deletion of four captain and fourteen fire fighter paramedic positions
 - Net decrease of eighteen FTE

2020 Draft and 2021 to 2023 projections include the options to achieve the operating budget target

Capital budget

List of capital projects	2019 adopted	2020 Draft	2021 forecast	2022 forecast	2023 forecast	2024 forecast	2025 forecast	Six year total
1) Facility optimization								
2) Land acquisition		1.192						1.192
3) Equipment obsolescence	1.413	5.232	1.043	3.852	0.841	1.017	1.138	13.123
4) Station capital maintenance	3.447	8.685	1.370	0.302	0.707	0.651	0.481	12.196
5) EMS training		0.107						0.107
6) Computer Aided Dispatch	11.225							
Total capital projects	16.085	15.216	2.413	4.154	1.548	1.668	1.619	26.618

Options to achieve budget target:		2020	2021	2022	2023	2024	2025	Six year total
a.	Cancel St Boniface and Windsor Park consolidation	(12.564)						(12.564)
	Changes to station capital maintenance	7.452	(0.492)	(1.391)	(0.157)	(0.227)	(0.422)	4.763
Total options to achieve budget target		(5.112)	(0.492)	(1.391)	(0.157)	(0.227)	(0.422)	(7.801)
EPC recommended target budget target								
Cash to capital		(4,690)		(906)	(157)			(5.753)
External debt		(422)	(492)	(485)	0	(227)	(422)	(2.048)
Variance (shortfall from target)		0	0	0	0	0	0	0

2020 draft and five-year forecast include the options to achieve the capital target

Capital budget

Implications of the EPC recommended target for the capital budget

The cancellation of the St Boniface Industrial and Windsor Park station optimization project

Implications

- 1) Increased maintenance cost for St Boniface Industrial (if retained) and Windsor Park stations
- 2) Inability to relocate ambulance unit to the Windsor Park area
- 3) Inability to optimize engine relocation to Waverley West
- 4) Inability to accommodate new HazMat unit and resources – redeployed to station 2
- 5) Inability to accommodate third tanker unit – redeployed to station 25
- 6) Requirement to refit existing station/s to align with current S&H legislation

Capital forecast to submission (including option to achieve capital target) reconciliation

Project	Funding	Adopted 2019	Forecast 2020	Dept changes	Draft 2020
FO: St. Boniface Industrial Area and Windsor Park station	- CoW: Cash to Capital - CoW: External Debt - SH: Cash - SH: External Debt		4,690 0 0 2,811	(4,690) 0 0 (2,811)	0 0 0 0
Total FO Stations 9 and 15			7,501	(7,501)	0
FO: Waverley West land acq.	- CoW: External Debt		0	1,192	1,192
Total FO: Waverley West land			0	1,192	1,192
Equipment obsolescence	- CoW: Cash to Capital - CoW: External Debt - SH: Cash - SH: External Debt		0 4,667 984 0	0 (166) (253) 0	0 4,501 731 0
Total equipment obsolescence		1,413	5,651	(419)	5,232
Station capital maintenance	- CoW: Cash to Capital - CoW: External Debt - SH: Cash - SH: External Debt - Transfer from prior auth		0 2,211 477 0	0 1,590 156 2,444 1,807	0 3,801 633 2,444 1,807
Total station capital maintenance		3,447	2,688	5,997	8,685
EMS training equipment	- SH:Cash		108	(1)	107
Total EMS training equipment			108	(1)	107
Computer Aided Dispatch (CAD)	- Internal financing - SH: Cash	10,881 344	0 0	0 0	0 0
Computer Aided Dispatch (CAD)		11,225	0	0	0
Total Fire Paramedic Service		16,085	15,948	(732)	15,216

Capital forecast to submission (including option to achieve capital target) reconciliation

Project	Funding	Forecast 2021	Dept changes	Draft 2021	Forecast 2022	Dept changes	Draft 2022
FO: St. Boniface Industrial Area and Windsor Park station	- CoW: Cash to Capital - CoW: External Debt - SH: Cash - SH: External Debt	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
Total FO Stations 9 and 15		0	0	0	0	0	0
FO: Waverley West land acq.	- CoW: External Debt	0	0	0	0	0	0
Total FO: Waverley West land		0	0	0	0	0	0
Equipment obsolescence	- CoW: Cash to Capital - CoW: External Debt - SH: Cash - SH: External Debt	0 286 779 0	0 18 (40) 0	0 304 739 0	1,478 1,949 22 0	0 (1,464) 498 1,369	1,478 485 520 1,369
Total equipment obsolescence		1,065	(22)	1,043	3,449	403	3,852
Station capital maintenance	- CoW: Cash to Capital - CoW: External Debt - SH: Cash - SH: External Debt - Transfer from prior auth	0 2,826 0 0 0	0 (2,216) 250 511 0	0 610 250 511 0	1,844 1,062 0 0 0	(1,623) (1,062) 0 81 0	221 0 0 81 0
Total station capital maintenance		2,826	(1,455)	1,371	2,906	(2,604)	302
EMS training equipment	- SH:Cash	0	0	0	0	0	0
Total EMS training equipment		0	0	0	0	0	0
Computer Aided Dispatch (CAD)	- Internal financing - SH: Cash	0 0	0 0	0 0	0 0	0 0	0 0
Computer Aided Dispatch (CAD)		0	0	0	0	0	0
Total Fire Paramedic Service		3,891	(1,477)	2,414	6,355	(2,201)	4,154

Capital forecast to submission (including option to achieve capital target) reconciliation

Project	Funding	Forecast 2023	Dept changes	Draft 2023	Forecast 2024	Dept changes	Draft 2024	Draft 2025	Six year total
FO: St. Boniface Industrial Area and Windsor Park station	- CoW: Cash to Capital	0	0	0	0	0	0	0	0
	- CoW: External Debt	0	0	0	0	0	0	0	0
	- SH: Cash	0	0	0	0	0	0	0	0
	- SH: External Debt	0	0	0	0	0	0	0	0
Total FO Stations 9 and 15		0	0	0	0	0	0	0	0
FO: Waverley West land acq.	- CoW: External Debt	0	0	0	0	0	0	0	1,192
Total FO: Waverley West land		0	0	0	0	0	0	0	1,192
Equipment obsolescence	- CoW: Cash to Capital	101	0	101	0	0	0	0	1,579
	- CoW: External Debt	941	(936)	5	1,193	(1,073)	120	26	5,441
	- SH: Cash	0	270	270	0	220	220	100	2,580
	- SH: External Debt	0	465	465	0	677	677	1,012	3,523
Total equipment obsolescence		1,042	(201)	841	1,193	(176)	1,017	1,138	13,123
Station capital maintenance	- CoW: Cash to Capital	748	(662)	86	0	0	0	0	307
	- CoW: External Debt	741	(741)	0	1,531	(1,373)	158	0	4,569
	- SH: Cash	0	0	0	0	0	0	0	883
	- SH: External Debt	0	621	621	0	493	493	481	4,631
	- Transfer from prior auth	0	0	0	0	0	0	0	1,807
Total station capital maintenance		1,489	(782)	707	1,531	(880)	651	481	12,197
EMS training equipment	- SH:Cash	0	0	0	0	0	0	0	107
Total EMS training equipment		0	0	0	0	0	0	0	107
Computer Aided Dispatch (CAD)	- Internal financing	0	0	0	0	0	0	0	0
	- SH: Cash	0	0	0	0	0	0	0	0
Computer Aided Dispatch (CAD)		0	0	0	0	0	0	0	0
Total Fire Paramedic Service		2,531	(983)	1,548	2,724	(1,056)	1,668	1,619	26,619

Operating budget summary

	2019 adopted \$m	2020 projection (from 2019) \$m	2020 draft \$m	2021 projection \$m	2022 projection \$m	2023 projection \$m
Expenditure budget (*)	201.517	213.316	207.408	213.955	220.069	221.411
EPC recommended budget target			(1.468)	(2.672)	(2.079)	(1.174)
Variance (shortfall from target target)			(0.351)	(0.440)	(0.403)	1.326

(*) Draft and projections include the options to achieve the EPC recommended targets to balance

Overall four-year balanced budget surplus \$0.132

Summary discussion - implications of the option to achieve targets:

- Reduction in the Fire Service achieved through the closing of the Marion Street station and deletion of engine 2. This generates \$2.5m in annual savings and a one off land sale opportunity in 2021 of \$0.6m (based on assessed value). To achieve these savings, 18 FTEs (four captain, fourteen fire fighter PCP) will be reduced through retirements in 2020 along with savings in accommodation and vehicle operating and maintenance costs.
- Citizens in the immediate area will receive a longer wait time for apparatus to arrive to a fire or medical event. There is the potential for an increased risk of property damage and life loss as a result of the reduced fire coverage in the immediate area.
- The department will be less well placed to respond to the growth of the city while maintaining service levels without later increasing FTE and vehicles. Recent external reports indicate we have the right number of fire fighters deployed from too many stations. This option decreases the number of fire fighters and keeps the number of stations high.

Capital budget summary

	2019 approved \$m	2020 draft \$m	2021 forecast \$m	2022 forecast \$m	2023 forecast \$m	2024 forecast \$m	2025 forecast \$m
Cash to capital				1.699	0.187		
External debt		11.938	1.425	1.935	1.091	1.448	1.519
External funding	1.533	1.471	0.989	0.520	0.270	0.220	0.100
Internal funding / transfer	3.327	1.807					
Total capital budget	4.860	15.216	2.414	4.154	1.548	1.668	1.619
EPC recommended capital target		(5.112)	(0.492)	(1.391)	(0.157)	(0.227)	(0.422)
Variance (shortfall from target)		0.000	0.000	0.000	0.000	0.000	0.000

Note: Draft and forecast include the option to achieve the EPC budget target to balance the budget

Summary discussion - implications of the option to achieve the capital budget targets:

- **Cancel the St. Boniface and Windsor Park consolidation**
 - Increased maintenance cost in both stations (if retained) and refit to bring them up to reasonable standard
 - Inability to relocate an ambulance to the area or to relocate engine to Waverley West
 - Inability to relocate new hazmat unit or tanker to the station – redeployed to Elmwood (2), and Transcona (25) respectively
- **Modify timing of station capital maintenance**
 - Adjust timing of capital maintenance to balance to targets in each year and provide ability to renovate existing

Questions?