



CAPITAL ANALYST NOTES



Fleet Services

2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

2014 – 2023 Capital Budget and Plan Highlights

Fleet Services manages a City fleet of over 5,000 vehicles and pieces of equipment, oversees 44 fuel sites of which 20 are managed by Fleet Services and 24 by Client Divisions, manages and monitors 10,000 driver permits and conducts an average of 220 vehicle spot checks.

The 10-Year Recommended Capital Plan provides funding for the replacement of vehicles and equipment utilized by City Programs and Agencies, excluding the Toronto Police Service Board and the Toronto Transit Commission. Fire Services, Emergency Medical Services, Exhibition Place and Toronto Zoo are included in the Capital Plan but these Programs and Agencies manage their own fleet replacements. The Capital Plan also includes funding for the Green Fleet Plan Project, Fuel Site closures and the Fuel Management System project.

The 10-Year Recommended Capital Plan is fully funded from the Vehicle and Equipment Replacement Reserves which are funded by annual contributions in the respective Divisions/Agencies Operating Budgets.

Contents

I: Overview	1
II: Recommendations	4
III: 10-Year Capital Plan	5
IV: 2014 Recommended Capital Budget	15
V: Issues for Discussion	18
Appendices:	
1) 2013 Performance	22
2) 10-Year Recommended Capital Plan Summary	24
3) 2014 Recommended Capital Budget; 2015 - 2023 Capital Plan	25
4) 2014 Recommended Cash Flow & Future Year Commitments	26
5) 2014 Recommended Capital Projects with Financing Detail	27
6) 2014 Reserve / Reserve Fund Review	28

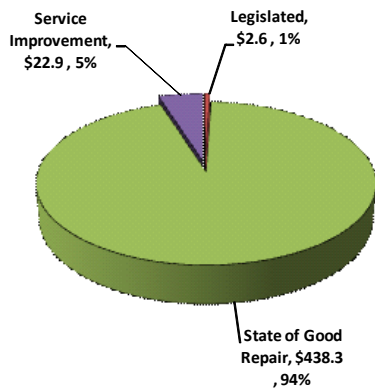
Contacts

Kenneth Quan
Manager, Financial Planning
Tel: (416) 392-8393
Email: kquan2@toronto.ca

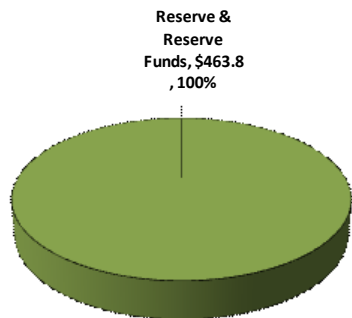
Tom Perdikis
Financial Planning Analyst
Tel: (416) 397-4478
Email: tperdik@toronto.ca

Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures
\$463.876 Million
(\$000s)



2014-2023 Capital Budget and Plan by Funding Source
\$463.876 Million
(\$000s)



Where does the money go?

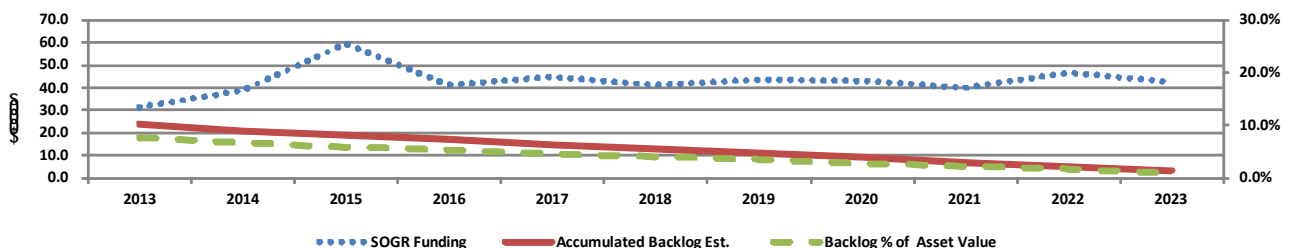
The 2014–2023 Recommended Capital Budget and Plan totals \$463.876 million for the following:

- State of Good Repair projects that replace existing vehicles and equipment account for \$438.277 million or 94%;
- Legislated projects for the Green Fleet Plan represent \$2.606 million or 1%; and
- \$22.993 million or 5.0% is allocated to Service Improvement projects such as Fuel Sites Closures, Fleet Management System integration with the Fuel Management System, and Maintenance System Upgrade projects.

Where does the money come from?

The 10-year Recommended Capital Plan is fully funded from the Vehicle and Equipment Replacement Reserves and does not require the City's debt as a funding source. The Vehicle and Equipment Replacement Reserves are financed annually by the Programs' budgeted contributions to their Vehicle and Equipment Replacement Reserves from their Operating Budgets.

State of Good Repair Backlog



The 10-Year Recommended Capital Plan's spending on State of Good Repair is \$21.058 million which will reduce the backlog from 6.5 % as a percentage of asset value in 2014 to 1.0% in 2023. It is anticipated that the current backlog will be eliminated in 2024. The plan is subject to sufficient funding from the Vehicle Replacement Reserve.

Key Challenges and Priority Actions

State of Good Repair Backlog – over the 10-Year period, SOGR funding for the replacement of existing vehicles and equipment will increase from \$38.417 million in 2014 to \$42.433 million in 2023.

It is anticipated that the City Vehicle and Equipment Replacement Reserve will be in a deficit position of \$5.007 million by the end of 2017. Fleet Services in conjunction with Financial Planning is developing a strategy to ensure the reserve is adequate and sustainable for ongoing replacements, in time for the 2015 Capital Budget process.

2014 Capital Budget Highlights

The 2014 Recommended Capital Budget for Fleet Services of \$54.926 million will:

- Continue legislated projects, such as the Green Fleet Plan, an initiative dedicated to lowering emissions and taking advantage of innovative green (\$0.356million);
- Maintain state of good repair through the replacement of vehicles (\$38.417 million), which includes, but not limited to, the following programs: Solid Waste Management (\$9.997 million), Fire Services (\$13.547 million), Transportation Services (\$6.876 million) and Toronto Water (\$4.060 million).
- Continue Service Improvement projects, including:
 - Fleet Management System and Fuel Integration project (\$0.619 million); and
 - City Fuel Sites Closures and upgrades (\$3.103 million).



II: RECOMMENDATIONS

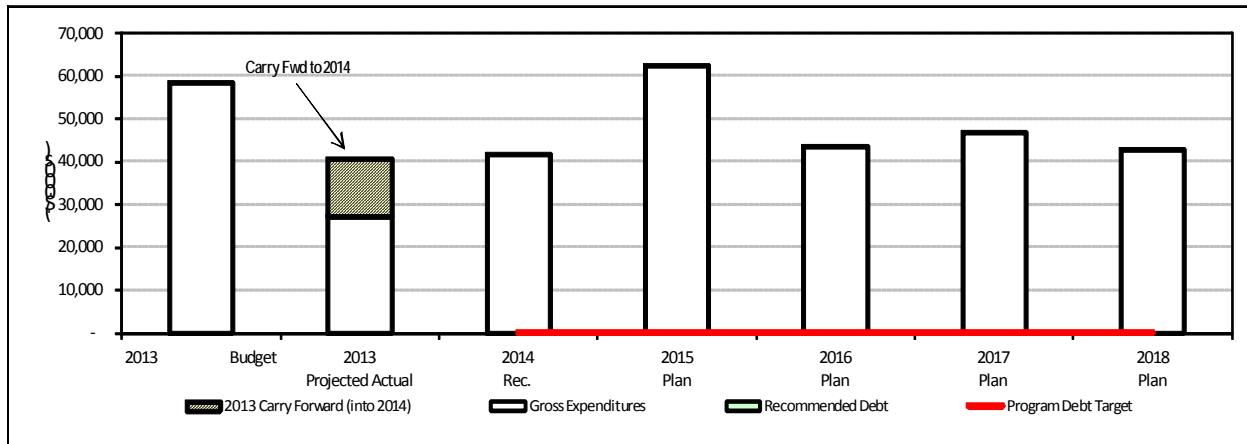
Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Fleet Services with a total project cost of \$41.422 million, and 2014 cash flow of \$54.926 million and future year commitments of \$21.099 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 21 new / change in scope sub-projects with a 2014 total project cost of \$41.422 million that requires cash flow of \$20.323 million in 2014 and a future year cash flow commitment of \$21.099 million in 2015;
 - ii) 24 previously approved sub-projects with a 2014 cash flow of \$17.831 million;
 - iii) 12 previously approved sub-projects with carry forward funding from 2012 and prior years requiring 2014 cash flow of \$3.662 million that requires Council to reaffirm its commitment; and
 - b) 2013 approved cash flow for 19 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$13.110 million.
2. City Council approve the 2015-2023 Recommended Capital Plan for Fleet Services totaling \$400.961 million in project estimates, comprised of \$41.323 million in 2015; \$43.794 million in 2016; \$46.939 million in 2017; \$43.036 million in 2018; \$45.176 million in 2019; \$44.682 million in 2020; \$41.925 million in 2021; \$49.353 million in 2022; and \$44.733 million in 2023.
3. City Council approve that the 2014 Capital Budget for Fleet Services be adjusted to agree with Programs' 2014 budgeted contributions to the Vehicles Reserves to reflect any changes to the contributions that may occur during the 2014 Operating Budget review, and the funding availability of the Programs' vehicle reserve account.

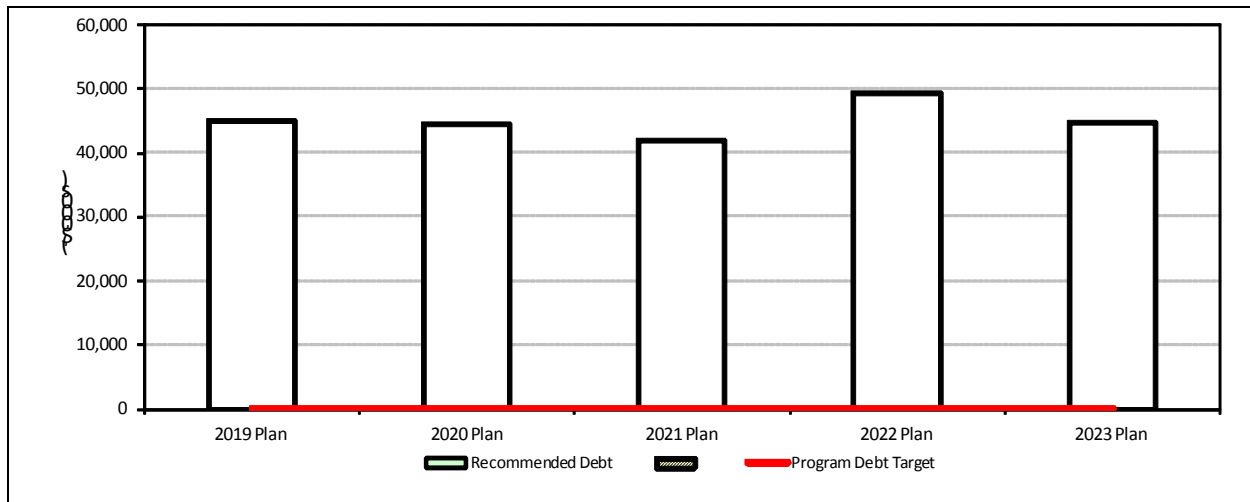
III: 10-YEAR CAPITAL PLAN

10 - Year Capital Plan 2014 Recommended Budget, 2015 – 2018 Recommended Plan (In \$000s)



	2014 Budget and 2015 - 2018 Plan								
	2013		2014	2015	2016	2017	2018	2014 - 2018	5-Year Total Percent
	Budget	Projected Actual							
Gross Expenditures:									
2013 Capital Budget & Approved FY Commitments	9,317	7,191	17,831					17,831	7.5%
Recommended Changes to Approved FY Commitments									
2014 New/Change in Scope and Future Year Commitments	21,860	18,208	20,323	21,099				41,422	17.4%
2015- 2018 Capital Plan Estimates				41,323	43,794	46,939	43,036	175,092	73.6%
2-Year Carry Forward for Reapproval	4,205	2,126	3,662					3,662	1.5%
1-Year Carry Forward to 2014	23,085	13,110							
Total Gross Annual Expenditures & Plan	58,467	40,635	41,816	62,422	43,794	46,939	43,036	238,007	100.0%
Program Debt Target									
Financing:									
Recommended Debt									
Reserves/Reserve Funds	58,467	40,635	41,816	62,422	43,794	46,939	43,036	238,007	100.0%
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing	58,467	40,635	41,816	62,422	43,794	46,939	43,036	238,007	100.0%
By Project Category:									
Health & Safety									
Legislated	775		356	250	250	250	250	1,356	0.6%
SOGR	55,098		38,417	59,122	41,044	44,739	40,786	224,108	94.2%
Service Improvement	2,594		3,043	3,050	2,500	1,950	2,000	12,543	5.3%
Growth Related									
Total by Project Category	58,467	40,635	41,816	62,422	43,794	46,939	43,036	238,007	100.0%
Asset Value (\$) at year-end		313,402	323,352	324,433	325,570	326,815	327,945		
Yearly SOGR Backlog Estimate (not addressed by current plan)			3,000	2,000	2,000	2,000	2,000		
Accumulated Backlog Estimate (end of year)		24,058	21,058	19,058	17,058	15,058	13,058		
Backlog: Percentage of Asset Value (%)		7.7%	6.5%	5.9%	5.2%	4.6%	4.0%		
Debt Service Costs									
Operating Impact on Program Costs									
New Positions									

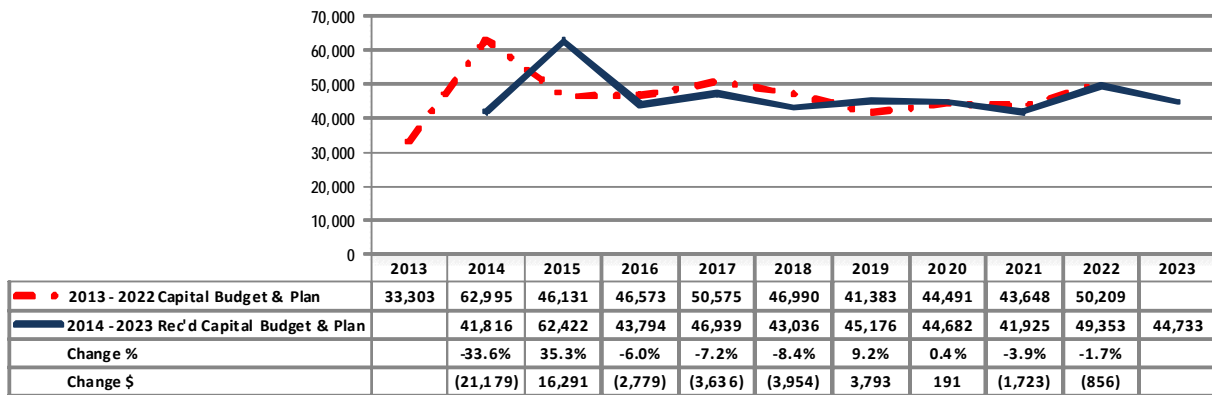
**10 - Year Capital Plan
2019 - 2023 Recommended Plan
(In \$000s)**



	2019 - 2023 Capital Plan						10-Year Total Percent
	2019	2020	2021	2022	2023	2014 - 2023	
Gross Expenditures:							
2013 Capital Budget & Approved FY Commitments						17,831	3.8%
Recommended Changes to Approved FY Commitments							
2014 New/Change in Scope and Future Year Commitments						41,422	8.9%
2019 - 2023 Capital Plan Estimates	45,176	44,682	41,925	49,353	44,733	400,961	86.4%
2-Year Carry Forward for Reapproval						3,662	0.8%
1-Year Carry Forward to 2014							
Total Gross Annual Expenditures & Plan	45,176	44,682	41,925	49,353	44,733	463,876	100.0%
Program Debt Target							
Financing:							
Recommended Debt							
Reserves/Reserve Funds	45,176	44,682	41,925	49,353	44,733	463,876	100.0%
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	45,176	44,682	41,925	49,353	44,733	463,876	100.0%
By Project Category:							
Health & Safety							
Legislated	250	250	250	250	250	2,606	0.6%
SOGR	43,076	42,532	39,725	46,403	42,433	438,277	94.5%
Service Improvement	1,850	1,900	1,950	2,700	2,050	22,993	5.0%
Growth Related							
Total by Project Category	45,176	44,682	41,925	49,353	44,733	463,876	100.0%
Asset Value(\$) at year-end	329,141	330,322	331,421	332,714	333,892		
Yearly SOGR Backlog Estimate (not addressed by current plan)	2,000	2,000	2,000	2,000	2,000		
Accumulated Backlog Estimate (end of year)	11,058	9,058	7,058	5,058	3,058		
Backlog: Percentage of Asset Value (%)	3.4%	2.7%	2.1%	1.5%	0.9%		
Debt Service Costs							
Operating Impact on Program Costs							
New Positions							

Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan
(In \$000s)



The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflects a decrease of \$13.852 million or 3.2% from the 2013 to 2022 Approved Capital Plan.

The changes to the 2014 – 2023 Capital Plan are based on the following factors:

- Parks Forestry and Recreation – will be decreasing its cash flow funding for the replacement of vehicles and equipment for a total of \$2.762 million. Through effective vehicle and lifecycle management, Fleet Services in conjunction with the Division has been able to extend asset lifecycles without incurring additional maintenance costs.
- Solid Waste – the 2014 Recommended Capital Budget and 2015 to 2023 Capital Plan includes a total decrease of \$1.388 million in the vehicle replacement requirements for Solid Waste Management Services (decrease in cash flow funding of \$4.106 million in 2014 to 2018 and an increase of \$2.718 million in years 2019 through to-2022). The residential curbside collection will not be outsourced in District 4 (Scarborough), and therefore the Capital cash flow over the nine year period is adjusted to reflect replacement of vehicles in 2014 - 2023.
- Transportation has decreased its cash flow requirements for vehicles and equipment replacement by \$8.765 million, in years 2014 to 2018, as a result of anticipated changes in operational requirements and the extension of asset lifecycles. Overall, Transportation is anticipating a total decrease in cash flow funding requirements of \$15.918 million over the next nine years.

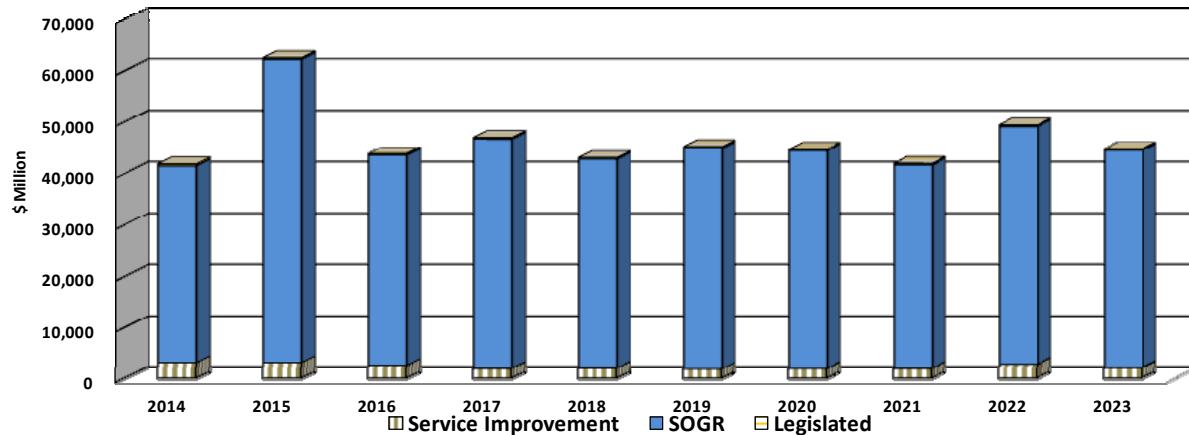
The following chart details the key project cash flow changes to the 2014 – 2022 Approved Capital Plan.

**Summary of Project Changes
(In \$000s)**

	2014		2015		2016		2017		2018		2014 - 2018		2019 - 2023		Total Changes
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	
Previously Approved															
Library - Fleet Replacement	144										144				144
Purchasing - Fleet Replacement	65										65				65
Municipal Licensing & Standards - Fleet Replacement	759										759				759
Solid Waste - Fleet Replacement	48										48				48
Technical Services - Fleet Replacement	103										103				103
Transportation - Fleet Replacement	31										31				31
EMS - Fleet Replacement	711										711				711
Fire - Fleet Replacement	105										105				105
Fleet Replacement - Insurance Contingency	336										336				336
Fuel Site Closures	1,243										1,243				1,243
Green Fleet Plan	106										106				106
Toronto Water - Fleet Replacement	11										11				11
Total Previously Approved	3,662										3,662				3,662
New															
Public Health - Fleet Replacement					12				26		38		102		140
Library - Fleet Replacement	(21)		(31)		(11)		(1)		(67)		(131)		100		(31)
Parks Forestry & Recreation - Fleet Replacement	(2,933)		2,238		(656)		(688)		(723)		(2,762)		7,750		4,988
Purchasing - Fleet Replacement	23		(172)		26		145		(44)		(22)		(100)		(122)
Municipal Licensing & Standards - Fleet Replacement			(273)		(434)		(230)		34		(903)		500		(403)
Solid Waste - Fleet Replacement	(8,883)		8,632		71		(2,272)		(1,654)		(4,106)		14,130		10,024
Technical Services - Fleet Replacement													350		350
Transportation - Fleet Replacement	(4,753)		1,247		(1,753)		(1,753)		(1,753)		(8,765)		(3,253)		(12,018)
EMS - Fleet Replacement	81		217		47		45		169		559		7,068		7,627
Fire - Fleet Replacement	(1,300)		2,000								700		7,203		7,903
Zoo - Fleet Replacement													350		350
Exhibition Place - Fleet Replacement	(22)										(22)		400		378
Fleet Replacement - Insurance Contingency	(200)		(200)		(200)		(200)		(200)		(1,000)		(650)		(1,650)
Fuel Site Closures	(1,100)		1,100										2,050		2,050
Arena Boards - Replacement of Ice Resurfacers	100		(100)										243		243
Green Fleet Plan	(150)										(150)		250		100
Fleet Services - Fleet Replacement													240		240
Facilities Mgmt & Real Estate - Fleet Replacement			50		260		(196)		298		412		(446)		(34)
Clerks - Fleet Replacement	(107)		(51)		81		53		(24)		(24)		(102)		(126)
Toronto Water - Fleet Replacement	(3,407)		1,571		(302)		1,480		(129)		(787)		10,043		9,256
Toronto Building - Fleet Replacement			100		(120)		16		89		85				85
EDCT - Fleet Replacement													50		50
PPF&A - Fleet Replacement															-
SSHA - Fleet Replacement			33								33				33
Fleet Mgmt System & Fuel System Integration															-
Revenue Services - Fleet Replacement			(70)				(35)				(105)		(140)		(245)
Information Technology - Fleet Replacement	25										25				25
Toronto Community Housing Corp. - Fleet Replacement	(120)				200						80				80
Total New	(22,767)		16,291		(2,779)		(3,636)		(3,954)		(16,845)		46,138		29,293
Municipal Licensing & Standards - Fleet Replacement	(560)										(560)				(560)
Technical Services - Fleet Replacement	(316)										(316)				(316)
Fleet Replacement - Insurance Contingency	(188)										(188)				(188)
Facilities Mgmt & Real Estate - Fleet Replacement	(975)										(975)				(975)
Toronto Building - Fleet Replacement	(35)										(35)				(35)
Total Deleted Projects	(2,074)										(2,074)				(2,074)
Total Changes	(21,179)		16,291		(2,779)		(3,636)		(3,954)		(15,257)		46,138		30,881

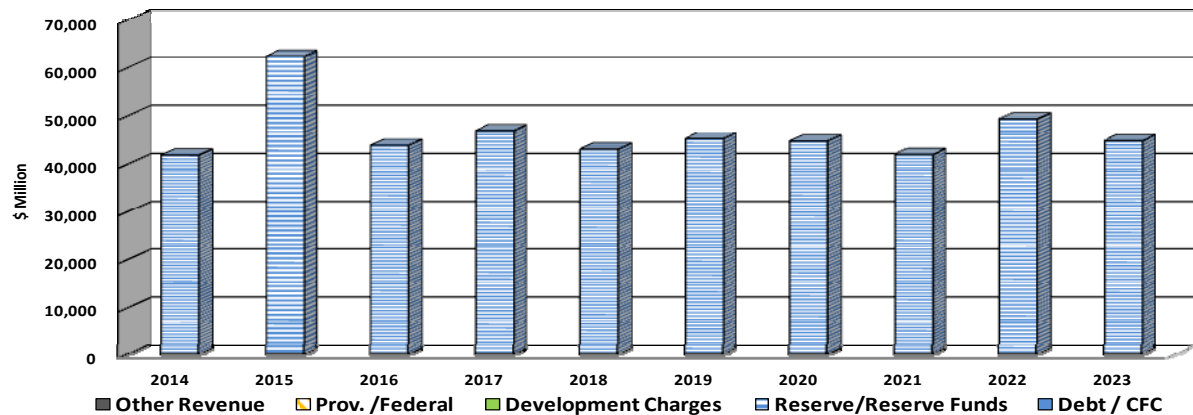
2014 – 2023 Recommended Capital Plan

2014 – 2023 Capital Plan by Project Category
(In \$000s)



- The 10-Year Recommended Capital Plan for Fleet Services of \$463.876 million provides funding for Legislated projects of \$2.606 million; State of Good Repair (SOGR) projects of \$438.277 million and Service Improvement projects of \$22.993 million.
- The Legislated project accounts for \$2.606 million or 1% of the 10-Year Recommended Capital Plan for the continuation of The Green Fleet project. The Green Fleet project aimed at lowering emissions and taking advantage of innovative green technology to save fuel by purchasing electric vehicles. (\$1.356 million in the first five years and \$1.250 million in the second five years).
- State of Good Repair projects account for \$438.277 million or 95% of the 10-Year Capital Plan for the replacement of vehicles and equipment for all programs and agencies which include Toronto Public Health, Toronto Public Library, Parks Forestry & Recreation, Arena Boards, City Clerks, Economic Development Culture & Tourism, Facilities Management and Real Estate, Information & Technology, Municipal Licensing & Standards, Revenue Services, Solid Waste Management, Technical Services, Transportation Services, Toronto Water, Toronto Zoo, Emergency Medical Services, Exhibition Place, Fire Services and Toronto Community Housing Corporation (\$224.108 million or 51% of the planned cash flow will be spent in the first five years and \$214.169 million or 49% in the second five years).
 - The majority of State of Good Repair projects funding is allocated to the replacement of vehicles for Solid Waste Management (\$115.201 million), Fire Services (\$73.735 million), Transportation Services (\$42.421 million) and Toronto Water (\$53.779 million).
- Service Improvement projects account for \$22.993 million or 5% of the 10-Year Capital Plan (\$12.543 million or 54.5% in the first five years and \$10.450 million or 45.5% in the second five years). The Service Improvement projects include the Fleet Maintenance System upgrade project and the Fleet Management and Fuel Systems Integration project. It also includes the Fuel Sites closure or upgrade projects.

2014–2023 Capital Plan by Funding Source
(In \$000s)



- The 10-Year Recommended Capital Plan of \$463.876 million will be financed from the Vehicle and Equipment Reserves established for each City Program and Agency.
- An annual contribution from the Operating Budget of the participating Program or Agency is credited into their respective Reserve account.
 - The amount of the contribution for replacing vehicles acquired in 2005 and prior matches the cost of the replacement, which is referred to a “pay as you go” basis.
 - For vehicles acquired in 2006 and beyond, a monthly chargeback is billed to each City Program or Agency division as their contribution to the Vehicle and Equipment Replacement Reserves based on the estimated useful life of their respective vehicles, end of life salvage value and future replacement costs.
- The 2014 Capital Budget for Fleet Services may be adjusted to agree with City Programs' 2014 budgeted contributions to the Vehicles Reserves to reflect any changes to their contributions during the 2014 Operating Budget review process and the funding availability of the Programs' vehicle reserve account.

Capital Initiatives by Category

Summary of Capital Initiatives by Category
(In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
Legislated											
Green Fleet Plan	356	250	250	250	250	250	250	250	250	250	2,606
Sub-Total	356	250	250	250	250	250	250	250	250	250	2,606
State of Good Repair											
Public Health - Fleet Replacement	24	35	60		100	28	200	80	35	50	612
Library - Fleet Replacement	298	460	82	153	683	300	870	324	195	201	3,566
Parks Forestry & Recreation - Fleet Replacement	5,399	8,324	5,734	6,021	6,322	7,387	7,750	7,750	7,750	7,750	70,187
Purchasing - Fleet Replacement	150		26	145			35			50	406
Municipal Licensing & Standards - Fleet Replacement	1,159	57	229	291	571	453	580	580	600	600	5,120
Solid Waste - Fleet Replacement	9,486	20,967	12,094	12,383	10,000	8,410	8,461	8,513	13,475	11,412	115,201
Technical Services - Fleet Replacement	257	323	331	338	346	353	370	370	400	350	3,438
Transportation - Fleet Replacement	4,321	6,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	42,421
EMS - Fleet Replacement	4,773	4,175	4,099	4,191	4,409	4,460	4,584	4,986	5,435	5,506	46,618
Fire - Fleet Replacement	7,308	8,803	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	73,735
Zoo - Fleet Replacement	350	350	350	350	350	350	350	350	350	350	3,500
Exhibition Place - Fleet Replacement	329	361	371	383	394	406	400	400	400	400	3,844
Fleet Replacement - Insurance Contingency	486	150	150	150	150	150	150	150	150	150	1,836
Arena Boards - Replacement of Ice Resurfacers	100		105	108	110	112	115	236	120	125	1,131
Fleet Services - Fleet Replacement		188	236	236	236	236	240	240	240	240	2,092
Facilities Mgmt & Real Estate - Fleet Replacement	380	462	904	172	742	130	417	643	436	497	4,783
Clerks - Fleet Replacement	30	109	106	53		50					348
Toronto Water - Fleet Replacement	2,711	6,678	4,706	7,290	4,371	8,600	6,670	3,745	5,409	3,599	53,779
EDCT - Fleet Replacement		33	98	80		34	36	75		50	406
Toronto Building - Fleet Replacement		100		57	89		45	35	45		371
PPF&A - Fleet Replacement		32				34	36	40	45		187
Shelter, Support & Housing Admin - Fleet Replacement	31	105						45	80		261
Human Resources - Fleet Replacement	35								45		80
Information Technology - Fleet Replacement	25					30			30		85
Toronto Community Housing Corporation - Fleet Replacement	765	510	260	1,235	810	450	120	60	60		4,270
Sub-Total	38,417	59,122	41,044	44,739	40,786	43,076	42,532	39,725	46,403	42,433	438,277
Service Improvements											
Fuel Site Closures, upgrade & Replacement	2,743	2,750	1,700	1,750	1,800	1,850	1,900	1,950	2,000	2,050	20,493
Maintenance System Upgrade			600						700		1,300
Fleet Maintenance System & Fuel System Integration	300	300	200	200	200						1,200
Sub-Total	3,043	3,050	2,500	1,950	2,000	1,850	1,900	1,950	2,700	2,050	22,993
Total Expenditures by Category	41,816	62,422	43,794	46,939	43,036	45,176	44,682	41,925	49,353	44,733	463,876

Major Capital Initiatives

The 10-Year Recommended Capital Plan supports Fleet Services' objective of timely replacement of vehicles and equipment for client Programs and Agencies to ensure continued and effective service delivery.

Legislated Projects

The 10-Year Capital Plan's expenditures include 1% or \$2.606 million allocated to Legislated projects for the continuation of The Green Fleet project. The Green Fleet Project is dedicated to lowering emissions and taking advantage of innovative green technology by replacing vehicles with electric vehicles.

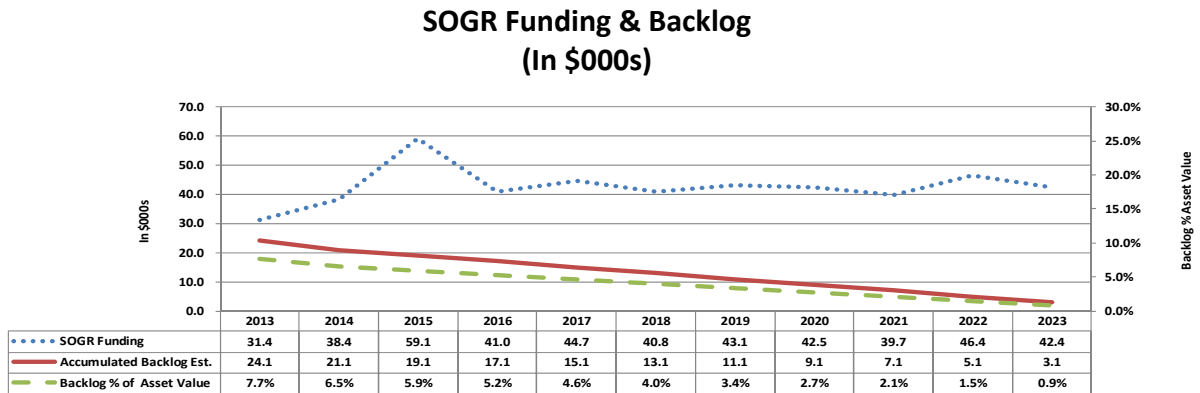
State of Good Repair (SOGR)

- State of Good Repair projects to replace vehicles and equipment for client programs constitute 95% or \$438.277 million, which include Toronto Public Health, Toronto Public Library, Parks Forestry & Recreation, Arena Boards, City Clerks, Economic Development Culture & Tourism, Facilities Management and Real Estate, Information & Technology, Municipal Licensing & Standards, Revenue Services, Solid Waste Management, Technical Services, Transportation Services, Toronto Water, Toronto Zoo, Emergency Medical Services, Exhibition Place, Fire Services and Toronto Community Housing Corporation.

Service Improvement Projects

- Service Improvements projects account for 4% or \$22.993 million of the 10-Year Capital Plan. These include the Fleet Maintenance System upgrade project, Fleet Management and Fuel Systems Integration project and Fuel Site closures or upgrades projects.

State of Good Repair (SOGR) Backlog



The 10-Year Recommended Capital Plan dedicates \$224.108 million to SOGR spending in the first five years of the Plan and \$214.169 million over the last five years.

- The backlog at the end of 2013 is estimated to be \$24.058 million. The 2014-2023 Capital Budget and Plan will reduce the backlog annually by \$2.000 million.
- The 10-Year Recommended Capital Plan dedicates \$11.000 million to SOGR backlog spending in the first five years of the Capital Plan period and \$10.000 million over the last five years which on average is \$2.000 million annually.
- By the end of 2018, the current SOGR backlog of \$24.058 million will decrease to \$13.058 million or 4.0% of the asset replacement value, with a further decrease over the second 5 years to \$3.058 million or 0.9% of the asset replacement value by the end of 2023. At current rates of spending, it is anticipated that the estimated current vehicle replacement backlog may be eliminated by 2024.
- The SOGR funding and the accumulated backlog estimates to year end fluctuate because vehicle replacements are determined on an estimated average useful life of 8 years.

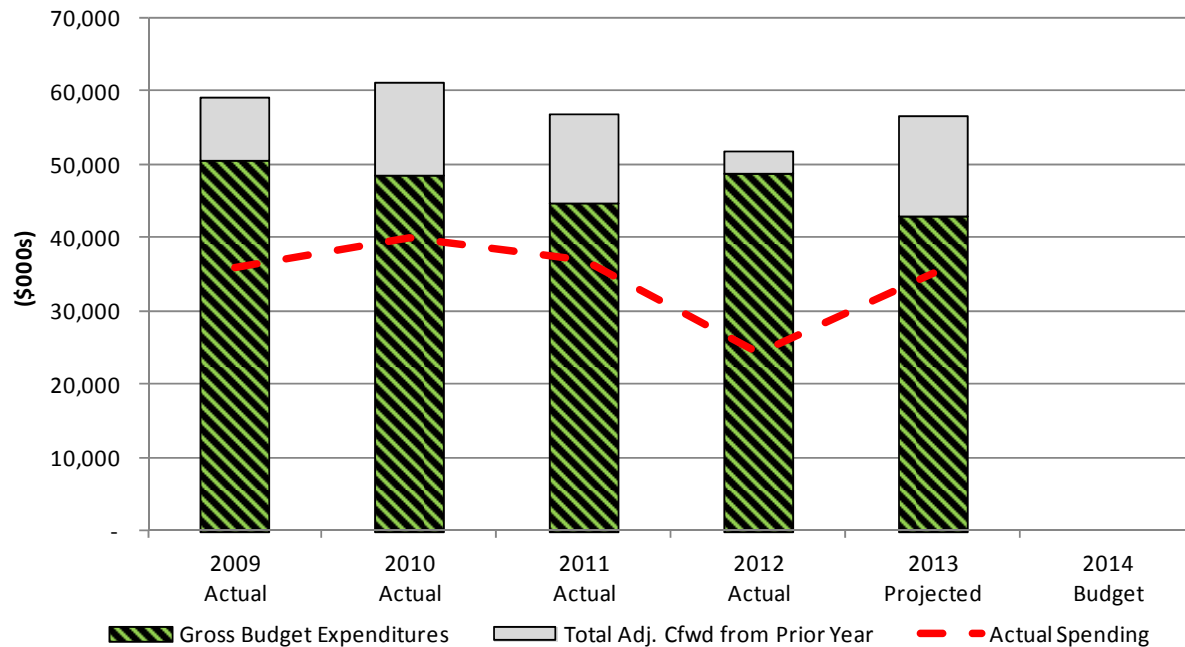
**SOGR Backlog by Asset Category
(In \$000s)**

Total	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
State of Good Repair Funding	38,417	59,122	41,044	44,739	40,786	43,076	42,532	39,725	46,403	42,433
Accumulated Backlog Est. (yr end)	21,058	19,058	17,058	15,058	13,058	11,058	9,058	7,058	5,058	3,058
Backlog %Asset Value	6.5%	5.9%	5.2%	4.6%	4.0%	3.4%	2.7%	2.1%	1.5%	0.9%
Asset Value	323,352	324,433	325,570	326,815	327,945	329,141	330,322	331,421	332,714	333,892

- The 10-Year Capital Plan provides \$2.000 million of funding annually to reduce the backlog. The State of Good Repair Backlog for Fleet Services is defined as the total value of vehicles which have not been replaced at the end of their useful life.
- As indicated in the table above, the backlog as a percent of asset value decreases from 6.5% to 1% by the end of 2023 based on planned spending over the 10 year period.

Capacity to Spend

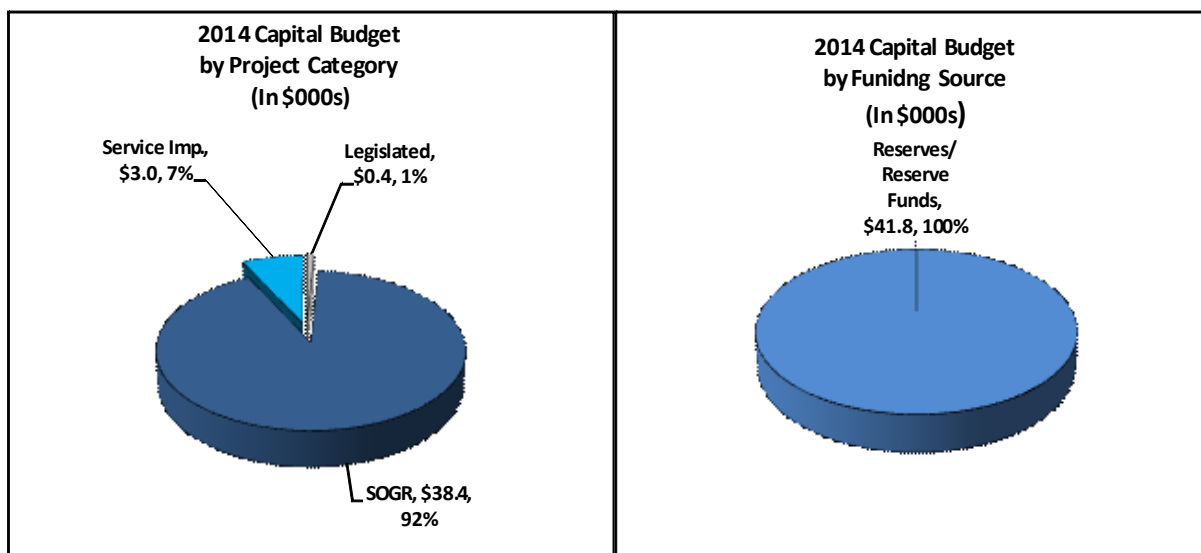
Capacity to Spend – Budget vs. Actual
(In \$000s)



- In the past 5 years, the average spending rate on capital for Fleet Services is 61%. Its capacity to spend has been affected by the long lead time required to procure specialized vehicles for Fire Services, changes to the expected lifecycles of vehicles resulting in deferrals of replacements and delays pending outcomes of service efficiency studies.
- The low spending rate in 2012 of 47% was mainly due to procurement delays for specialized vehicles (e.g. EMS, Fire Services).
- As part of the 2014 Capital Budget process, Financial Planning Division conducted a review of Fleet Services' capacity to spend, based on historical spending rates and the delays in delivery of specialized vehicles in order to recommend a 10 year capital plan. Fleet Services has also reviewed the operational requirements of the Divisions and Agencies, especially those requiring specialized vehicles and assessed their vehicle inventories and expected life cycles to determine replacements needed to meet present and future operations. The Recommended 10 Year Capital Plan reflects the replacement needs based on the reviews, including changes to life cycles and factoring the lead time required to procure specialized vehicles.

IV: 2014 RECOMMENDED CAPITAL BUDGET

2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$41.816 million.

- State of Good Repair projects account for \$38.417 million or 91.8% of the 2014 Capital Budget required for the replacement of vehicles and equipment for City Programs and Agencies.
- The Legislated project represents \$0.356 million or 0.9% of the 2014 Capital Budget for the Green Fleet Plan Project.
- Service Improvement projects represent \$3.043 million or 7.3% of the 2014 Capital Budget and include the Fuel Sites Closure projects and the Fleet Management System Integration with the Fuel Management System.
- The 2014 Recommended Capital Budget is fully funded from the Vehicles and Equipment Replacement Reserves. The Vehicles and Equipment Reserves are financed by an annual contribution from the Operating Budgets of the participating Programs or Agency into their respective Reserve.

**2014 Recommended Cash Flow & Future Year Commitments
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
Expenditures																
Previously Approved	3,662	17,831		21,493	13,110	34,603										34,603
Change in Scope																-
New																
New w/Future Year			20,323	20,323		20,323	21,099									41,422
Total Expenditure		17,831	20,323	41,816	13,110	54,926	21,099									76,025
Financing																
Debt																
Other																
Reserves/Res Funds		17,831	23,985	41,816	13,110	54,926	21,099									76,025
Development Charges																
Provincial/Federal																
Total Financing (including carry forward funding)		17,831	23,985	41,816	13,110	54,926	21,099									76,025

The Fleet Services 2014 Recommended Capital Budget is \$54.926 million and provides funding for 2013 previously approved cash flow funding of \$17.831 million, new/change-in-scope funding of \$20.323 million, 2013 carry forward funding of \$13.110 million and 2012 and prior year projects with funding carried forward to 2014 of \$3.662 million.

Approval of the 2014 Recommended Capital Budget will result in future year commitment of \$21.099 million in 2015 required for anticipated vehicle deliveries in 2015.

- The 2014 Recommended Capital Budget will be fully funded from the Vehicle and Equipment Reserves.

2014 Recommended Capital Project Highlights

**2014 Recommended Capital Project Highlights
(In \$000s)**

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
Fleet Replacement													
Parks Forestry & Recreation	70,415	5,627	8,324	5,734	6,021	6,322	32,028	7,387	7,750	7,750	7,750	7,750	70,415
Municipal Licensing & Standards	5,295	1,334	57	229	291	571	2,482	453	580	580	600	600	5,295
Solid Waste	115,712	9,997	20,967	12,094	12,383	10,000	65,441	8,410	8,461	8,513	13,475	11,412	115,712
Transportation	44,976	6,876	6,900	3,900	3,900	3,900	25,476	3,900	3,900	3,900	3,900	3,900	44,976
EMS	46,687	4,842	4,175	4,099	4,191	4,409	21,716	4,460	4,584	4,986	5,435	5,506	46,687
Fire	79,974	13,547	8,803	7,203	7,203	7,203	43,959	7,203	7,203	7,203	7,203	7,203	79,974
Facilities Mgmt & Real Estate	5,380	977	462	904	172	742	3,257	130	417	643	436	497	5,380
Toronto Water	55,128	4,060	6,678	4,706	7,290	4,371	27,105	8,600	6,670	3,745	5,409	3,599	55,128
Total (including carry forward funding)	423,567	47,260	56,366	38,869	41,451	37,518	221,464	40,543	39,565	37,320	44,208	40,467	423,567

The 2014 Recommended Capital Budget provides funding of \$54.926 million to continue to:

- Find and realize efficiencies through right-sizing specifications with clients, including optimizing engine sizes, vehicle weights, utilizing idling shutoff controls, reviewing fuelling operations and standardizing fleet specifications across City Programs and Agencies.
- Implement the City's Green Fleet initiatives. Vehicles will be replaced with green vehicles, giving priority to the technologies that will lower emissions. Environmental benchmarks will be used to measure Toronto's fleet and identify opportunities to reduce fuel consumption, and training on fuel-efficient driving will be provided.
- Implement the Corporate Fuel Site Review recommendations as approved by City Council in 2006, to reduce the number of fuel sites with a view to maintaining a minimum fuel supply to meet strategic and emergency requirements, reduce infrastructure costs, and minimize potential environmental risks.
- Explore different fuel management solutions that will achieve the goal of online, real-time integration between the current fuel management system and fleet management system.

V: ISSUES FOR DISCUSSION

Key Program Issues

Effective Fleet Management Data

The Auditor General's Report entitled 'Reliable Data is Needed for Effective Fleet Management' dated April 18, 2013 included a requirement for the Director of Fleet Services to report to Government Management Committee by December 31, 2013 on steps that can be implemented to significantly improve the accuracy of vehicle odometer readings including any revisions necessary to odometer reading criteria for identifying unusual meter readings.

Odometer and hour meter (used in heavy equipment and vehicles) data is important to effective fleet management because the information is used for maintenance scheduling, utilization monitoring and replacement planning. The accuracy of this data has suffered over the years because of an older fuel information system and manual inputting which is highly subject to errors. Based on current methods, establishing an equivalent level of fuel security and data integrity is predominantly manual and time consuming. Additional effort would be required to develop and review monthly exception reports and manually input records and corrections for both fuel management and meter readings. Based on touch-time analysis, conservative estimates indicate that requirements for the City's Divisions and Agencies, including Fleet Services to manage and administer the manual processes are equivalent to 7.0 FTEs.

Fleet Services investigated several options that could be implemented to improve odometer accuracy. The criteria for selecting a solution included compatibility with the Fleet Management Information System (FMIS), cost effective, elimination of manual inputting and ability to strengthen controls at the fuel pump. The only option meeting all these criteria was a fully integrated module that provided an automated odometer download solution included in the FMIS called Fuel Focus. The automated download solution works seamlessly because as the driver approaches the fuel island, the onboard black box talks to the FMIS system in real-time to verify the unit number, fuel type and tank capacity. These checks strengthen security at the fuel pump because it will not activate without verification. In addition, odometer data is transmitted wirelessly and eliminates manual inputting completely. Finally, this solution was cost effective based on all the features provided.

Subsequently, Fleet initiated the automated odometer download pilot at the City's fuel site located at 1026 Finch Avenue West in August 2013. By the end of Q2 2015, there should be sufficient data to evaluate a 300-vehicle pilot and report back to the Government Management Committee on the results of this initiative. If the pilot project is successful, Fleet Services will at that time, seek authority to proceed with full implementation at a minimum of 17 fuel sites by the end of 2016. As Fleet Services upgrades and retrofits older fuel sites to Super Sites, hardware/software replacements are a required aspect of the upgrade process which has been factored into the capital plan. With 17 fuel sites having automated odometer capture capability over the next four years, Fleet Services estimates that over 80% of the city's vehicles will have

their meter readings captured automatically. For the remaining less than 20% of the units, manual recording/inputting will continue.

The 2014 Fleet Recommended Capital Budget includes a recommendation for \$0.300 million, funded through the Fleet Services Corporate Vehicle Replacement Reserve to provide funding for full implementation of the pilot, in addition to the \$0.050 million spent in 2013 to initiate the project. If the pilot project is successful, the cost to rollout the solution to nine (9) fuel sites and 3,500 vehicles and pieces of equipment between 2013 and 2016 is estimated at \$1.7 million.

The report entitled "Improving the Accuracy of Vehicle Meter Data" was considered at the November 21, 2013 Government Management Committee. The following was recommended:

1. City Council request the Director, Fleet Services, to implement a Monthly Odometer Submission process on a pilot basis with the divisions(s) for units not being captured by the Automated Odometer Download solution.
2. City Council request the Director, Fleet Services, to report the results of the Automated Odometer Download solution to the Government Management Committee by the end of the second quarter of 2015.

The report can be viewed in the link below.

<http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-63523.pdf>

Issues Referred to the Budget Process:

Vehicle Capital Reserve Contributions Shortfalls

At its meeting held on September 9, 2013, the Government Management Committee, in considering item GM24.15 – 2014 Service Level Review – Government Management Committee Programs, adopted a recommendation requesting that "the Chief Corporate Officer report back to the Government Management Committee on which divisions have not been committing sufficient capital reserve contributions for vehicle replacements and also what the replacement/sustainability concerns and increased costs are."

The report decision can be accessed at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.GM24.15>

Fleet Services manages the vehicle and equipment replacement for 20 City Programs and Agencies. In order to continuously provide safe and reliable vehicles and equipment in a cost efficient manner, the timely and ongoing replacement of vehicles and equipment which strikes the optimum balance between depreciating asset value/re-sale value and rising repair costs/decreased reliability is essential. In 2005, City Council directed all programs to commit to the policy of contributing to the Vehicle Equipment Replacement Reserve (the Reserve) for all new purchases commencing in 2006 to sustain the ongoing replacements. As part of the current annual budget process, Fleet Services recommends and provides estimates on the minimal amount of contributions to the Reserve to the Divisions to include in their operating

budgets for the submission year. The recommended contributions are based on the difference between the future replacement cost and the end of life salvage value, divided by the projected useful life (in years or months).

Due to constraints in order to meet budget targets, some divisions have recently been decreasing their budgeted contributions to the Reserve. The forecast for contributions to and withdrawals from the Reserve based on current contribution levels and future required replacements indicates net deficits for 2013 and 2014, but positive balances for at the end of both 2013 and 2014 (annual net deficit will be funded by reserve balances). It also indicated that each Division's and Agencies' reserve accounts will have projected negative reserve balances in future years. By the end of 2017, the total balance of the City Vehicle and Equipment Replacement Reserves will be in a deficit position of \$5.004 million. At the end of 2023, assuming no corrective action taken, the total vehicle and equipment reserves will be in a deficit position of \$54.868 million.

The following table provides the continuity schedule of the breakdown of the Vehicle and Equipment Replacement Reserves:

Corporate Vehicle & Equipment Reserve Summary (000's)					
Year	Projected Opening Balance	Estimated Contribution	Estimated Capital Plan	Net Contribution (Deficit)	Projected Closing Balance
2013	59,437	32,548	(51,779)	(19,532)	40,206
2014	40,206	33,335	(35,954)	(2,619)	37,587
2015	37,587	33,616	(58,972)	(25,356)	12,231
2016	12,231	33,376	(40,894)	(7,518)	4,713
2017	4,713	34,873	(44,589)	(9,716)	(5,004)
2018	(5,004)	34,416	(40,636)	(6,220)	(11,224)
2019	(11,224)	34,121	(42,926)	(8,805)	(20,029)
2020	(20,029)	33,790	(42,382)	(8,592)	(28,621)
2021	(28,621)	33,776	(39,575)	(5,779)	(34,420)
2022	(34,420)	34,019	(46,253)	(12,234)	(46,654)
2023	(46,654)	34,069	(42,283)	(8,214)	(54,868)
Total	59,437	371,939	(486,243)	(114,605)	(54,868)

The impacts of not replacing vehicles at their recommended time or end of their useful life include:

- Increased maintenance repair costs resulting from deferring the replacement of vehicles and equipment past the optimum life cycle.
- Increased vehicle downtime resulting in lost productivity.
- The cost of a temporary rental unit, if available resulting from the unit being deemed beyond economical repair or if unavailable, may result in disruptions to City services.

- Substantial financial pressure on future year operating budgets to fund the backlog on the replacement program.

Fleet Services will explore options in consultation with Financial Planning and the Divisions to ensure that there is sufficient funding for the replacement activities. Options may include:

- The utilization and rationalization of the current fleet complement;
- Extending vehicle life cycles;
- Increasing reserve contributions; and
- A combination of the above.

The agreed upon and confirmed strategy will be included in the 2015 Budget Process.

In the meantime, Fleet Services continues to provide training and education to client Divisions on proper use and maintenance of vehicles and equipment. Through effective vehicle and lifecycle management, Fleet Services in conjunction with the Divisions have been able to extend asset lifecycles, which has mitigated the incurrence of any increased costs while meeting safety standards. Going forward, timely replacement of assets must continue in effort to ensure that increased operating costs are not recognized as a result of delayed replacement due to a shortage of capital funds.

A report providing further details of the above entitled "Vehicle Capital Reserve Contributions and Shortfalls" has been submitted to Government Management Committee on November 21, 2013. The report can be viewed in the link below.

<http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-63521.pdf>

Appendix 1

2013 Performance

2013 Key Accomplishments

In 2013, Fleet Services accomplished the following:

- ✓ Continued to co-ordinate with client Divisions and Purchasing & Materials Management Division to expedite vehicle procurement to reduce overall costs to the City.
- ✓ Upgraded/Replaced 322 vehicles.
- ✓ Initiated the Pilot Project at the Finch Fuel Site. The fuel system provides real time fuel data, odometer readings and increased control.
- ✓ Installed a slow fill compressed natural gas station at Ellesmere Yard for the natural gas powered garbage packers.
- ✓ Completed the upgrade of two fuel sites with above ground fuel storage tanks that will minimize the risk of soil contamination and the closure of 5 below ground fuel site.

2013 Capital Variance Review

2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	\$	% Spent	\$ Unspent
56,670	23,067	40.7%	35,040	61.8%	21,630	38.2%

Capital expenditures for the 9 months ending September 30, 2013 totaled \$23.067 million or 40.7% of the 2013 Approved Capital Budget of \$56.670 million. Fleet Services is projecting \$35.040 million or 61.8% of its 2013 Approved Capital Budget to be spent by year end.

The projected year-end under-spending is largely attributable to the following projects:

- The Fire Services Fleet Replacement project's capital expenditures totalled \$10.613 million representing 65.6% of the 2013 approved cash flow of \$16.183 million during the nine months ending September 30, 2013. Project spending is lower than planned in the third quarter of 2013 due to a delay in obtaining specialized fire vehicles as a result of the significant lead time required in the production of the vehicles. It is estimated that \$10.996 million or 68.0% of the 2013 approved cash flow will be spent by year-end. The unspent funds of \$5.187 million will be carried forward to 2014.
- The Transportation Services Fleet Replacement project's capital expenditures at year end is \$3.096 million or 44.0% of the 2013 approved cash flow, mainly due to the program

reviewing its operational requirements and reassessing their vehicles for replacement. The unspent funds of \$3.934 million will be carried forward to 2014.

- The Fuel Site Closures and Upgrades project's capital expenditures totalled \$0.411 million, with a 2013 approved cash flow of \$3.185 million. Spending is lower than planned primarily due to the delay in upgrading the 50 Booth Street Site. A feasibility study that was conducted identified that the fuel islands that were to be constructed were not meeting the current operational requirements. Another site in the area, which meets the requirements, has been identified and a tender to begin construction on this site is in process. It is estimated that \$1.669 million of the 2013 approved cash flow will be spent by year-end. The unspent funds of \$1.516 million will be carried forward to 2014.
- The Toronto Water Fleet Replacement project's capital expenditure totalled \$1.667 million of the 2013 approved cash flow of \$3.776 million. Project spending is lower than planned due to the changes to the expected life cycle of the program's vehicles resulting in the deferral of their replacements. It is estimated that \$1.921 million of the 2013 approved cash flow will be spent by year-end. The unspent funds of \$1.855 million will be carried forward to 2014.
- The 2014 Capital Budget includes carry forward funding of \$13.110 million. This amount may be adjusted as a result of actual results at year end.

Appendix 2

10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2014	Plan									2014 - 2023
	Budget	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Green Fleet Plan	606	250	250	250	250	250	250	250	250	250	2,856.0
Public Health	24	35	60		100	28	200	80	35	50	612.0
Library	323	460	82	153	683	300	870	324	195	201	3,591.0
Parks Forestry & Recreation	5,627	8,324	5,734	6,021	6,322	7,387	7,750	7,750	7,750	7,750	70,415.0
Purchasing	150		26	145			35			50	406.0
Municipal Licensing & Standards	1,334	57	229	291	571	453	580	580	600	600	5,295.0
Solid Waste	9,997	20,967	12,094	12,383	10,000	8,410	8,461	8,513	13,475	11,412	115,712.0
Technical Services	412	323	331	338	346	353	370	370	400	350	3,593.0
Transportation	6,876	6,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	44,976.0
EMS	4,842	4,175	4,099	4,191	4,409	4,460	4,584	4,986	5,435	5,506	46,687.0
Fire	13,547	8,803	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	79,974.0
Zoo	378	350	350	350	350	350	350	350	350	350	3,528.0
Exhibition Place	407	361	371	383	394	406	400	400	400	400	3,922.0
Fleet Replacement	636	150	150	150	150	150	150	150	150	150	1,986.0
Arena Boards	122		105	108	110	112	115	236	120	125	1,153.0
Fleet Services		188	236	236	236	236	240	240	240	240	2,092.0
Facilities Mgmt & Real Estate	977	462	904	172	742	130	417	643	436	497	5,380.0
Clerks	30	109	106	53		50					348.0
Toronto Water	4,060	6,678	4,706	7,290	4,371	8,600	6,670	3,745	5,409	3,599	55,128.0
EDCT		33	98	80		34	36	75		50	406.0
Toronto Building		100		57	89		45	35	45		371.0
PPF&A		32				34	36	40	45		187.0
Shelter, Support & Housing Admin	31	105						45	80		261.0
Human Resources	35								45		80.0
Information Technology	25					30			30		85.0
Toronto Community Housing Corporation	765	510	260	1,235	810	450	120	60	60		4,270.0
Fuel Site Closures, upgrade & Replacement	3,103	2,750	1,700	1,750	1,800	1,850	1,900	1,950	2,000	2,050	20,853.0
Maintenance System Upgrade			600						700		1,300.0
Fleet Mt System & Fuel System Integration	619	300	200	200	200						1,519.0
Total (Including carry forward funding)	54,926.0	62,422.0	43,794.0	46,939.0	43,036.0	45,176.0	44,682.0	41,925.0	49,353.0	44,733.0	476,986.0

Appendix 3
2014 Recommended Capital Budget;
2015 to 2023 Capital Plan

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

Fleet Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>FLT000475 Public Health - Fleet Replacement</u>																									
2	16	Vehicle/Equipment Purchase - 2014	CW	S4	03	24	0	0	0	0	24	0	24	0	0	0	24	0	0	0	0	0	0	24	
2	17	Vehicle/Equipment Purchase - 2015	CW	S6	03	0	35	0	0	0	35	0	35	0	0	0	35	0	0	0	0	0	0	35	
2	18	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	0	60	0	0	60	0	60	0	0	0	60	0	0	0	0	0	0	60	
2	20	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	0	100	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
2	21	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	0	0	28	28	0	0	0	28	0	0	0	0	0	0	28	
2	22	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	200	200	0	0	0	200	0	0	0	0	0	0	200	
2	23	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	80	80	0	0	0	80	0	0	0	0	0	0	80	
2	24	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	35	35	0	0	0	35	0	0	0	0	0	0	35	
0	25	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	0	50	50	0	0	0	50	0	0	0	0	0	0	50	
Sub-total						24	35	60	0	100	219	393	612	0	0	0	612	0	0	0	0	0	0	0	612
<u>FLT000476 Library - Fleet Replacement</u>																									
1	13	Vehicle/Equipment Purchase - 2011	CW	S2	03	91	0	0	0	0	91	0	91	0	0	0	91	0	0	0	0	0	0	91	
1	14	Vehicle/Equipment Purchase - 2012	CW	S2	03	53	0	0	0	0	53	0	53	0	0	0	53	0	0	0	0	0	0	53	
2	15	Vehicle/Equipment Purchase - 2013	CW	S2	03	25	0	0	0	0	25	0	25	0	0	0	25	0	0	0	0	0	0	25	
2	16	Vehicle/Equipment Purchase - 2014	CW	S4	03	154	0	0	0	0	154	0	154	0	0	0	154	0	0	0	0	0	0	154	
2	17	Vehicle/Equipment Purchase - 2015	CW	S6	03	0	460	0	0	0	460	0	460	0	0	0	460	0	0	0	0	0	0	460	
2	18	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	0	82	0	0	82	0	82	0	0	0	82	0	0	0	0	0	0	82	
2	19	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	0	153	0	153	0	153	0	0	0	153	0	0	0	0	0	0	153	
2	20	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	0	683	683	0	683	0	0	0	683	0	0	0	0	0	0	683	
2	21	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	0	0	300	300	0	0	0	300	0	0	0	0	0	0	300	
2	22	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	870	870	0	0	0	870	0	0	0	0	0	0	870	
2	23	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	324	324	0	0	0	324	0	0	0	0	0	0	324	
2	24	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	195	195	0	0	0	195	0	0	0	0	0	0	195	

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

Fleet Services

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>FLT906593 Arena Boards - Replacement of Ice Resurfacers</u>																								
2	11	Vehicle/Equipment Purchase - 2014	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100
2	13	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	0	105	0	0	105	0	105	0	0	0	105	0	0	0	0	0	0	105
2	14	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	0	108	0	108	0	108	0	0	0	108	0	0	0	0	0	0	108
2	15	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	0	110	110	0	110	0	0	0	110	0	0	0	0	0	0	110
2	16	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	0	0	112	112	0	0	0	112	0	0	0	0	0	0	112
2	17	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	115	115	0	0	0	115	0	0	0	0	0	0	115
2	18	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	236	236	0	0	0	236	0	0	0	0	0	0	236
2	19	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	120	120	0	0	0	120	0	0	0	0	0	0	120
0	20	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	0	125	125	0	0	0	125	0	0	0	0	0	0	125
Sub-total						122	0	105	108	110	445	708	1,153	0	0	0	1,153	0	0	0	0	0	0	1,153
<u>FLT906672 Green Fleet Plan</u>																								
1	7	Green Fleet Plan - 2011	CW	S2	02	24	0	0	0	0	24	0	24	0	0	0	24	0	0	0	0	0	0	24
1	8	Green Fleet Plan - 2012	CW	S2	02	232	0	0	0	0	232	0	232	0	0	0	232	0	0	0	0	0	0	232
2	9	Green Fleet Plan - 2013	CW	S2	02	250	0	0	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250
2	10	Green Fleet Plan - 2014	CW	S4	02	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100
2	11	Green Fleet Plan - 2015	CW	S6	02	0	250	0	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250
2	12	Green Fleet Plan - 2016	CW	S6	02	0	0	250	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250
2	13	Green Fleet Plan - 2017	CW	S6	02	0	0	0	250	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250
2	14	Green Fleet Plan - 2018	CW	S6	02	0	0	0	0	250	250	0	250	0	0	0	250	0	0	0	0	0	0	250
2	15	Green Fleet Plan - 2019	CW	S6	02	0	0	0	0	0	0	250	250	0	0	0	250	0	0	0	0	0	0	250
2	16	Green Fleet Plan - 2020	CW	S6	02	0	0	0	0	0	0	250	250	0	0	0	250	0	0	0	0	0	0	250
2	17	Green Fleet Plan - 2021	CW	S6	02	0	0	0	0	0	0	250	250	0	0	0	250	0	0	0	0	0	0	250
2	18	Green Fleet Plan - 2022	CW	S6	02	0	0	0	0	0	0	250	250	0	0	0	250	0	0	0	0	0	0	250

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

Fleet Services

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>FLT906672 Green Fleet Plan</u>																							
0	19	Green Fleet Plan - 2023	CW	S6	02	0	0	0	0	0	250	250	0	0	0	250	0	0	0	0	0	250	
Sub-total						606	250	250	250	250	1,606	1,250	2,856	0	0	0	2,856	0	0	0	0	0	2,856
<u>FLT906862 Fleet Services - Fleet Replacement</u>																							
2	10	Vehicle/Equipment Purchase - 2015	CW	S6	03	0	188	0	0	0	188	0	188	0	0	0	188	0	0	0	0	0	188
2	11	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	0	236	0	0	236	0	236	0	0	0	236	0	0	0	0	0	236
2	12	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	0	236	0	236	0	236	0	0	0	236	0	0	0	0	0	236
2	13	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	0	236	236	0	236	0	0	0	236	0	0	0	0	0	236
2	14	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	0	236	236	0	0	0	236	0	0	0	0	0	0	236
2	15	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
2	16	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
2	17	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
0	18	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
Sub-total						0	188	236	236	236	896	1,196	2,092	0	0	0	2,092	0	0	0	0	0	2,092
<u>FLT906863 Facilities Mgmt & Real Estate - Fleet Replacemer</u>																							
1	7	Vehicle/Equipment Purchase - 2012	CW	S2	03	217	0	0	0	0	217	0	217	0	0	0	217	0	0	0	0	0	217
2	8	Vehicle/Equipment Purchase - 2013	CW	S2	03	760	0	0	0	0	760	0	760	0	0	0	760	0	0	0	0	0	760
2	10	Vehicle/Equipment Purchase - 2015	CW	S6	03	0	462	0	0	0	462	0	462	0	0	0	462	0	0	0	0	0	462
2	11	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	0	904	0	0	904	0	904	0	0	0	904	0	0	0	0	0	904
2	12	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	0	172	0	172	0	172	0	0	0	172	0	0	0	0	0	172
2	13	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	0	742	742	0	742	0	0	0	742	0	0	0	0	0	742
2	14	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	0	130	130	0	0	0	130	0	0	0	0	0	0	130
2	15	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	417	417	0	0	0	417	0	0	0	0	0	0	417
2	16	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	643	643	0	0	0	643	0	0	0	0	0	0	643
2	17	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	436	436	0	0	0	436	0	0	0	0	0	0	436

Report Phase 2 - Program 28 Fleet Services Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3

Fleet Services

					Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																							
Reserves (Ind. "XQ" Ref.)					54,926	62,422	43,794	46,939	43,036	251,117	225,869	476,986	0	0	0	476,986	0	0	0	0	0	0	476,986
Total Program Financing					54,926	62,422	43,794	46,939	43,036	251,117	225,869	476,986	0	0	0	476,986	0	0	0	0	0	476,986	

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4
2014 Recommended Cash Flow and
Future Year Commitments

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4**

Fleet Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>FLT000475 Public Health - Fleet Replacement</u>																							
2	16	Vehicle/Equipment Purchase - 2014		CW	S4 03	24	0	0	0	0	24	0	24	0	0	0	24	0	0	0	0	0	24
Sub-total						24	0	0	0	0	24	0	24	0	0	0	24	0	0	0	0	0	24
<u>FLT000476 Library - Fleet Replacement</u>																							
1	13	Vehicle/Equipment Purchase - 2011		CW	S2 03	91	0	0	0	0	91	0	91	0	0	0	91	0	0	0	0	0	91
1	14	Vehicle/Equipment Purchase - 2012		CW	S2 03	53	0	0	0	0	53	0	53	0	0	0	53	0	0	0	0	0	53
2	15	Vehicle/Equipment Purchase - 2013		CW	S2 03	25	0	0	0	0	25	0	25	0	0	0	25	0	0	0	0	0	25
2	16	Vehicle/Equipment Purchase - 2014		CW	S4 03	154	0	0	0	0	154	0	154	0	0	0	154	0	0	0	0	0	154
Sub-total						323	0	0	0	0	323	0	323	0	0	0	323	0	0	0	0	0	323
<u>FLT000478 Parks, Forestry & Recreation-Fleet Replacement</u>																							
2	15	Vehicle/Equipment Purchase - 2013		CW	S2 03	2,764	0	0	0	0	2,764	0	2,764	0	0	0	2,764	0	0	0	0	0	2,764
2	16	Vehicle/Equipment Purchase - 2014		CW	S4 03	2,863	2,863	0	0	0	5,726	0	5,726	0	0	0	5,726	0	0	0	0	0	5,726
Sub-total						5,627	2,863	0	0	0	8,490	0	8,490	0	0	0	8,490	0	0	0	0	0	8,490
<u>FLT000479 Purchasing & Materials Mgmt- Fleet Replacemen</u>																							
1	14	Vehicle/Equipment Purchase - 2012		CW	S2 03	65	0	0	0	0	65	0	65	0	0	0	65	0	0	0	0	0	65
2	16	Vehicle/Equipment Purchase - 2014		CW	S4 03	85	0	0	0	0	85	0	85	0	0	0	85	0	0	0	0	0	85
Sub-total						150	0	0	0	0	150	0	150	0	0	0	150	0	0	0	0	0	150
<u>FLT000481 Municipal Licensing & Standards-Fleet Replacem</u>																							
1	14	Vehicle/Equipment Purchase - 2012		CW	S2 03	759	0	0	0	0	759	0	759	0	0	0	759	0	0	0	0	0	759
2	15	Vehicle/Equipment Purchase - 2013		CW	S2 03	575	0	0	0	0	575	0	575	0	0	0	575	0	0	0	0	0	575
Sub-total						1,334	0	0	0	0	1,334	0	1,334	0	0	0	1,334	0	0	0	0	0	1,334
<u>FLT000482 Solid Waste - Fleet Replacement</u>																							
1	11	Vehicle/Equipment Purchase - 2009		CW	S2 03	8	0	0	0	0	8	0	8	0	0	0	8	0	0	0	0	0	8
1	12	Vehicle/Equipment Purchase - 2010		CW	S2 03	40	0	0	0	0	40	0	40	0	0	0	40	0	0	0	0	0	40
1	14	Vehicle/Equipment Purchase - 2012		CW	S2 03	144	0	0	0	0	144	0	144	0	0	0	144	0	0	0	0	0	144
2	15	Vehicle/Equipment Purchase - 2013		CW	S2 03	6,073	0	0	0	0	6,073	0	6,073	0	0	0	6,073	0	0	0	0	0	6,073

Report Phase 2 - Program 28 Fleet Services Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

Fleet Services

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
		2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.															
Financed By:																				
		Reserves (Ind. "XQ" Ref.)				54,926	21,099	0	0	0	76,025	0	76,025	0	0	0	0	0	0	76,025
Total Program Financing						54,926	21,099	0	0	0	76,025	0	76,025	0	0	0	0	0	0	76,025

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 5

2014 Recommended Capital Project with Financing Details

(Phase 2) 28-Fleet Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

**Appendix 5
Fleet Services
Sub-Project Summary**

Project/Financing Priority Project Project Name		Start Date	Completion Date	2014	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0 <u>FLT000476</u> Library - Fleet Replacement															
1	13 Vehicle/Equipment Purchase - 2011	1/1/2011	12/31/2012	91	0	0	0	91	0	0	0	0	0	0	0
1	14 Vehicle/Equipment Purchase - 2012	1/1/2012	12/31/2012	53	0	0	0	53	0	0	0	0	0	0	0
2	15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	25	0	0	0	25	0	0	0	0	0	0	0
2	16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	154	0	0	0	154	0	0	0	0	0	0	0
Project Sub-total:				323	0	0	0	323	0	0	0	0	0	0	0
0 <u>FLT000482</u> Solid Waste - Fleet Replacement															
1	11 Vehicle/Equipment Purchase - 2009	1/1/2009	12/31/2012	8	0	0	0	8	0	0	0	0	0	0	0
1	12 Vehicle/Equipment Purchase - 2010	1/1/2010	12/31/2012	40	0	0	0	40	0	0	0	0	0	0	0
1	14 Vehicle/Equipment Purchase - 2012	1/1/2012	12/31/2014	144	0	0	0	144	0	0	0	0	0	0	0
2	15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2014	6,073	0	0	0	6,073	0	0	0	0	0	0	0
2	16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	3,732	0	0	0	3,732	0	0	0	0	0	0	0
Project Sub-total:				9,997	0	0	0	9,997	0	0	0	0	0	0	0
0 <u>FLT000483</u> Technical Services Fleet Replacement															
1	12 Vehicle/Equipment Purchase - 2011	1/1/2011	12/31/2013	22	0	0	0	22	0	0	0	0	0	0	0
1	13 Vehicle/Equipment Purchase - 2012	1/1/2012	12/31/2013	81	0	0	0	81	0	0	0	0	0	0	0
2	14 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	309	0	0	0	309	0	0	0	0	0	0	0
Project Sub-total:				412	0	0	0	412	0	0	0	0	0	0	0
0 <u>FLT000484</u> Transportation-Fleet Replacement															
1	12 Vehicle/Equipment Purchase - 2010	1/1/2010	12/31/2012	8	0	0	0	8	0	0	0	0	0	0	0
1	13 Vehicle/Equipment Purchase - 2011	1/1/2011	12/31/2013	23	0	0	0	23	0	0	0	0	0	0	0
1	14 Vehicle/Equipment Purchase - 2012	1/1/2012	3/13/2014	1,592	0	0	0	1,592	0	0	0	0	0	0	0
2	15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	4,353	0	0	0	4,353	0	0	0	0	0	0	0
2	16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	900	0	0	0	900	0	0	0	0	0	0	0
Project Sub-total:				6,876	0	0	0	6,876	0	0	0	0	0	0	0
0 <u>FLT000486</u> EMS-Fleet Replacement															
1	13 Vehicle/Equipment Purchase - 2011	1/1/2011	12/31/2012	691	0	0	0	691	0	0	0	0	0	0	0
1	14 Vehicle/Equipment Purchase - 2012	1/1/2012	12/31/2013	20	0	0	0	20	0	0	0	0	0	0	0
2	15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	69	0	0	0	69	0	0	0	0	0	0	0
2	16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	4,062	0	0	0	4,062	0	0	0	0	0	0	0
Project Sub-total:				4,842	0	0	0	4,842	0	0	0	0	0	0	0
0 <u>FLT000489</u> Zoo-Fleet Replacement															
2	15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	28	0	0	0	28	0	0	0	0	0	0	0

(Phase 2) 28-Fleet Services

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5

Fleet Services

Sub-Project Summary

Project/Financing				2014	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>FLT000489</u>	<u>Zoo-Fleet Replacement</u>													
2		16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	350	0	0	0	350	0	0	0	0	0	0
		Project Sub-total:			378	0	0	0	378	0	0	0	0	0	0
0	<u>FLT000491</u>	<u>Exhibition Place - Fleet Replacement</u>													
2		15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	78	0	0	0	78	0	0	0	0	0	0
2		16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	329	0	0	0	329	0	0	0	0	0	0
		Project Sub-total:			407	0	0	0	407	0	0	0	0	0	0
0	<u>FLT000492</u>	<u>Fleet Replacement - Insurance Contingency</u>													
1		13 Insurance Contingency - 2012	1/1/2012	12/31/2013	336	0	0	0	336	0	0	0	0	0	0
2		14 Insurance Contingency - 2013	1/1/2013	12/31/2013	150	0	0	0	150	0	0	0	0	0	0
2		15 Insurance Contingency - 2014	1/1/2014	12/31/2014	150	0	0	0	150	0	0	0	0	0	0
		Project Sub-total:			636	0	0	0	636	0	0	0	0	0	0
0	<u>FLT906593</u>	<u>Arena Boards - Replacement of Ice Resurfacers</u>													
2		10 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	22	0	0	0	22	0	0	0	0	0	0
2		11 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	100	0	0	0	100	0	0	0	0	0	0
		Project Sub-total:			122	0	0	0	122	0	0	0	0	0	0
0	<u>FLT906865</u>	<u>Toronto Water - Fleet Replacement</u>													
1		3 Vehicle/Equipment Purchase - 2008	1/1/2008	12/31/2012	11	0	0	0	11	0	0	0	0	0	0
1		7 Vehicle/Equipment Purchase - 2012	1/1/2012	12/31/2014	490	0	0	0	490	0	0	0	0	0	0
2		8 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	2,559	0	0	0	2,559	0	0	0	0	0	0
2		9 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	1,000	0	0	0	1,000	0	0	0	0	0	0
		Project Sub-total:			4,060	0	0	0	4,060	0	0	0	0	0	0
0	<u>FLT907271</u>	<u>Shelter, Support & Housing Admin-Fleet Replacement</u>													
2		7 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	31	0	0	0	31	0	0	0	0	0	0
		Project Sub-total:			31	0	0	0	31	0	0	0	0	0	0
0	<u>FLT907272</u>	<u>Fleet Mgt System & Fuel System Integration</u>													
1		1 Fleet Mgt System & Fuel System Integration - 2009	1/1/2008	12/31/2013	319	0	0	0	319	0	0	0	0	0	0
2		6 Fleet Mgt System & Fuel System Integration - 2014	1/1/2014	12/31/2014	300	0	0	0	300	0	0	0	0	0	0
		Project Sub-total:			619	0	0	0	619	0	0	0	0	0	0
1	<u>FLT000478</u>	<u>Parks, Forestry & Recreation-Fleet Replacement</u>													
2		15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	2,764	0	0	0	2,764	0	0	0	0	0	0
2		16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	2,863	0	0	0	2,863	0	0	0	0	0	0
		Project Sub-total:			5,627	0	0	0	5,627	0	0	0	0	0	0

(Phase 2) 28-Fleet Services Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 5
Fleet Services
Sub-Project Summary

Project/Financing				2014	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
2	<u>FLT000479</u>	<u>Purchasing & Materials Mgmt- Fleet Replacement</u>													
2		16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	85	0	0	0	85	0	0	0	0	0	0
		Project Sub-total:			150	0	0	0	150	0	0	0	0	0	0
2	<u>FLT000487</u>	<u>Fire-Fleet Replacement</u>													
1		12 Vehicle/Equipment Purchase - 2010	1/1/2010	12/31/2012	36	0	0	0	36	0	0	0	0	0	0
1		13 Vehicle/Equipment Purchase - 2011	1/1/2011	12/31/2012	69	0	0	0	69	0	0	0	0	0	0
1		14 Vehicle/Equipment Purchase - 2012	1/1/2012	12/31/2014	1,539	0	0	0	1,539	0	0	0	0	0	0
2		15 Vehicle/Equipment Purchase - 2013	1/1/2013	12/31/2013	6,700	0	0	0	6,700	0	0	0	0	0	0
2		16 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	5,203	0	0	0	5,203	0	0	0	0	0	0
		Project Sub-total:			13,547	0	0	0	13,547	0	0	0	0	0	0
2	<u>FLT907601</u>	<u>Human Resources - Fleet Replacement</u>													
2		3 Vehicle/Equipment Purchase - 2014	1/1/2014	12/31/2014	35	0	0	0	35	0	0	0	0	0	0
		Project Sub-total:			35	0	0	0	35	0	0	0	0	0	0
2	<u>FLT907602</u>	<u>Information & Technology - Fleet Replacement</u>													
0		5 Vehicle/Equipment - Purchase - 2014	1/1/2014	12/31/2014	25	0	0	0	25	0	0	0	0	0	0
		Project Sub-total:			25	0	0	0	25	0	0	0	0	0	0
Program Total:					54,926	0	0	0	54,926	0	0	0	0	0	0

Status Code Description
 S2 S2 Prior Year (With 2014 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2014 and/or Future Year Cost\Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 6

2014 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1101	Beginning Balance as of Jan. 1, 2013	271	103	149	184	194	264	234	276	146	136	171	
	Contributions / (Withdrawals)												
	Public Health - Fleet Replacement	57 (225)	70 (24)	70 (35)	70 (60)	70	70 (100)	70 (28)	70 (200)	70 (80)	70 (35)	70 (50)	700 (612)
	Total Withdrawals	(168)	46	35	10	70	(30)	42	(130)	(10)	35	20	88
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		103	149	184	194	264	234	276	146	136	171	191	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1700	Beginning Balance as of Jan. 1, 2013	309	261	449	331	591	780	439	481	(47)	(29)	118	
	Contributions / (Withdrawals)												
	Library - Fleet Replacement	342 (390)	342 (154)	342 (460)	342 (82)	342 (153)	342 (683)	342 (300)	342 (870)	342 (324)	342 (195)	342 (201)	3,420 (3,422)
	Total Withdrawals	(48)	188	(118)	260	189	(341)	42	(528)	18	147	141	(2)
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		261	449	331	591	780	439	481	(47)	(29)	118	259	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1201	Beginning Balance as of Jan. 1, 2013	3,343	3,670	3,472	349	(184)	(1,004)	(2,125)	(4,311)	(6,860)	(9,409)	(11,958)	
	Contributions / (Withdrawals)												
	Parks, Forestry & Recreation - Fleet Replacement	5,201 (4,874)	5,201 (5,399)	5,201 (8,324)	5,201 (5,734)	5,201 (6,021)	5,201 (6,322)	5,201 (7,387)	5,201 (7,750)	5,201 (7,750)	5,201 (7,750)	5,201 (7,750)	52,010 (70,187)
	Total Withdrawals	327	(198)	(3,123)	(533)	(820)	(1,121)	(2,186)	(2,549)	(2,549)	(2,549)	(2,549)	(18,177)
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		3,670	3,472	349	(184)	(1,004)	(2,125)	(4,311)	(6,860)	(9,409)	(11,958)	(14,507)	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1204	Beginning Balance as of Jan. 1, 2013	240	227	194	246	272	179	231	283	300	352	404	
	Contributions / (Withdrawals)												
	Purchasing & Materials Mgmt - Fleet	52 (65)	52 (85)	52	52 (26)	52 (145)	52	52	52 (35)	52	52	52 (50)	520 (341)
	Total Withdrawals	(13)	(33)	52	26	(93)	52	52	17	52	52	2	179
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		227	194	246	272	179	231	283	300	352	404	406	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1202	Beginning Balance as of Jan. 1, 2013	1,099	531	722	1,256	1,618	1,918	1,938	2,076	2,087	2,098	2,089	
	Contributions / (Withdrawals)												
	Municipal Licensing & Standards - Fleet Replacement	591 (1,159)	591 (400)	591 (57)	591 (229)	591 (291)	591 (571)	591 (453)	591 (580)	591 (580)	591 (600)	591 (600)	5,910 (4,361)
	Total Withdrawals	(568)	191	534	362	300	20	138	11	11	(9)	(9)	1,549
	Contributions / Interest												
Total Reserve Fund Balance at Year-End		531	722	1,256	1,618	1,918	1,938	2,076	2,087	2,098	2,089	2,080	

Appendix 6 - continued

2014 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1014	Beginning Balance as of Jan. 1, 2013	20,194	22,575	21,137	8,170	4,076	(307)	(2,307)	(2,717)	(3,178)	(3,691)	(9,166)	
	Contributions / (Withdrawals)												
	Solid Waste Management - Fleet Replacement	8,000 (5,619)	8,000 (9,438)	8,000 (20,967)	8,000 (12,094)	8,000 (12,383)	8,000 (10,000)	8,000 (8,410)	8,000 (8,461)	8,000 (8,513)	8,000 (13,475)	8,000 (11,412)	80,000 (115,153)
	Total Withdrawals	2,381	(1,438)	(12,967)	(4,094)	(4,383)	(2,000)	(410)	(461)	(513)	(5,475)	(3,412)	(35,153)
Contributions / Interest													
Total Reserve Fund Balance at Year-End		22,575	21,137	8,170	4,076	(307)	(2,307)	(2,717)	(3,178)	(3,691)	(9,166)	(12,578)	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1016	Beginning Balance as of Jan. 1, 2013	895	525	687	680	665	643	613	576	522	468	384	
	Contributions / (Withdrawals)												
	Engineering and Construction Services -	309 (679)	316 (154)	316 (323)	316 (331)	316 (338)	316 (346)	316 (353)	316 (370)	316 (370)	316 (400)	316 (350)	3,160 (3,335)
	Total Withdrawals	(370)	162	(7)	(15)	(22)	(30)	(37)	(54)	(54)	(84)	(34)	(175)
Contributions / Interest													
Total Reserve Fund Balance at Year-End		525	687	680	665	643	613	576	522	468	384	350	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1015	Beginning Balance as of Jan. 1, 2013	6,868	2,913	1,700	(2,123)	(2,946)	(3,769)	(4,592)	(5,415)	(6,238)	(7,061)	(7,884)	
	Contributions / (Withdrawals)												
	Transportation Services - Fleet Replacement	3,076 (7,031)	3,077 (4,290)	3,077 (6,900)	3,077 (3,900)	3,077 (3,900)	3,077 (3,900)	3,077 (3,900)	3,077 (3,900)	3,077 (3,900)	3,077 (3,900)	3,077 (3,900)	30,770 (42,390)
	Total Withdrawals	(3,955)	(1,213)	(3,823)	(823)	(823)	(823)	(823)	(823)	(823)	(823)	(823)	(11,620)
Contributions / Interest													
Total Reserve Fund Balance at Year-End		2,913	1,700	(2,123)	(2,946)	(3,769)	(4,592)	(5,415)	(6,238)	(7,061)	(7,884)	(8,707)	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1018	Beginning Balance as of Jan. 1, 2013	5,509	10	22	71	196	354	294	183	(52)	(689)	(1,775)	
	Contributions / (Withdrawals)												
	Emergency Medical Services - Fleet Replacement	3,874 (9,373)	4,074 (4,062)	4,224 (4,175)	4,224 (4,099)	4,349 (4,191)	4,349 (4,409)	4,349 (4,460)	4,349 (4,584)	4,349 (4,986)	4,349 (5,435)	4,349 (5,506)	42,965 (45,907)
	Total Withdrawals	(5,499)	12	49	125	158	(60)	(111)	(235)	(637)	(1,086)	(1,157)	(2,942)
Contributions / Interest													
Total Reserve Fund Balance at Year-End		10	22	71	196	354	294	183	(52)	(689)	(1,775)	(2,932)	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Vehicle Reserve XQ1017 & XQ1020	Beginning Balance as of Jan. 1, 2013	12,562	2,082	582	(2,518)	(4,018)	(5,518)	(7,018)	(8,518)	(10,018)	(11,518)	(13,018)	
	Contributions / (Withdrawals)												
	Fire Services - Fleet Replacement	5,703 (16,183)	5,703 (7,203)	5,703 (8,803)	5,703 (7,203)	5,703 (7,203)	5,703 (7,203)	5,703 (7,203)	5,703 (7,203)	5,703 (7,203)	5,703 (7,203)	5,703 (7,203)	57,030 (73,630)
	Total Withdrawals	(10,480)	(1,500)	(3,100)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(16,600)
Contributions / Interest													
Total Reserve Fund Balance at Year-End		2,082	582	(2,518)	(4,018)	(5,518)	(7,018)	(8,518)	(10,018)	(11,518)	(13,018)	(14,518)	

Appendix 6 - continued

2014 Reserve / Reserve Fund Review

(In \$000s)

Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1703	Beginning Balance as of Jan. 1, 2013	699	682	665	315	(35)	(52)	(69)	(86)	(103)	(120)	(137)		
	Contributions / (Withdrawals)													
	Zoo - Fleet Replacement	333 (350)	333 (350)	(350)	(350)		333 (350)	333 (350)	333 (350)	333 (350)	333 (350)	333 (350)		2,664 (3,500)
	Total Withdrawals	(17)	(17)	(350)	(350)	(17)	(17)	(17)	(17)	(17)	(17)	(17)		(836)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		682	665	315	(35)	(52)	(69)	(86)	(103)	(120)	(137)	(154)		

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1702	Beginning Balance as of Jan. 1, 2013	295												
	Contributions / (Withdrawals)													
	Exhibition Place - Fleet Replacement	330 (625)	329 (329)	361 (361)	371 (371)	383 (383)	394 (394)	406 (406)	400 (400)	400 (400)	400 (400)	400 (400)		3,844 (3,844)
	Total Withdrawals	(295)												
Contributions / Interest														
Total Reserve Fund Balance at Year-End														

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1705	Beginning Balance as of Jan. 1, 2013	145	35	26	117	103	89	76	80	84	(26)	(25)		
	Contributions / (Withdrawals)													
	Arena Boards Vehicles - Fleet	90 (200)	91 (100)	91 (105)	91 (105)	94 (108)	97 (110)	116 (112)	119 (115)	126 (236)	121 (120)	121 (125)		1,067 (1,131)
	Total Withdrawals	(110)	(9)	91	(14)	(14)	(13)	4	4	(110)	1	(4)		(64)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		35	26	117	103	89	76	80	84	(26)	(25)	(29)		

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1503	Beginning Balance as of Jan. 1, 2013	541	541	541	353	117	(119)	(355)	(591)	(831)	(1,071)	(1,311)		
	Contributions / (Withdrawals)													
	Fleet Services - Fleet Replacement			(188)	(236)	(236)	(236)	(236)	(240)	(240)	(240)	(240)		(2,092)
	Total Withdrawals			(188)	(236)	(236)	(236)	(236)	(240)	(240)	(240)	(240)		(2,092)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		541	541	353	117	(119)	(355)	(591)	(831)	(1,071)	(1,311)	(1,551)		

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1502	Beginning Balance as of Jan. 1, 2013	1,652	1,341	1,271	1,119	525	663	231	411	304	(29)	(155)		
	Contributions / (Withdrawals)													
	Facilities and Real Estate - Fleet Replacement	310 (621)	310 (380)	310 (462)	310 (904)	310 (172)	310 (742)	310 (130)	310 (417)	310 (643)	310 (436)	310 (497)		3,100 (4,783)
	Total Withdrawals	(311)	(70)	(152)	(594)	138	(432)	180	(107)	(333)	(126)	(187)		(1,683)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		1,341	1,271	1,119	525	663	231	411	304	(29)	(155)	(342)		

Appendix 6 - continued

2014 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1504	Beginning Balance as of Jan. 1, 2013	412	432	414	317	223	185	200	165	180	195	210		
	Contributions / (Withdrawals)													
	Clerk's - Fleet Replacement	80 (60)	12 (30)	12 (109)	12 (106)	15 (53)	15	15	15	15	15	15	15	141 (348)
	Total Withdrawals	20	(18)	(97)	(94)	(38)	15	(35)	15	15	15	15	15	(207)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		432	414	317	223	185	200	165	180	195	210	225		
Vehicle Reserve XQ1012	Beginning Balance as of Jan. 1, 2013	3,146	2,825	4,280	2,257	2,206	(429)	(145)	(4,090)	(6,105)	(5,195)	(5,949)		
	Contributions / (Withdrawals)													
	Toronto Water Services - Fleet Replacement	3,455 (3,776)	4,155 (2,700)	4,655 (6,678)	4,655 (4,706)	4,655 (7,290)	4,655 (4,371)	4,655 (8,600)	4,655 (6,670)	4,655 (3,745)	4,655 (5,409)	4,655 (3,599)	4,655	46,050 (53,768)
	Total Withdrawals	(321)	1,455	(2,023)	(51)	(2,635)	284	(3,945)	(2,015)	910	(754)	1,056		(7,718)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		2,825	4,280	2,257	2,206	(429)	(145)	(4,090)	(6,105)	(5,195)	(5,949)	(4,893)		
Vehicle Reserve XQ1200	Beginning Balance as of Jan. 1, 2013	217	135	135	102	4	(31)	(31)	(31)	(31)	(31)	(6)		
	Contributions / (Withdrawals)													
	EDCT - Fleet Replacement	22 (104)		(33)	(98)	(80)		34 (34)	36 (36)	75 (75)	25	25 (50)	241 (406)	
	Total Withdrawals	(83)		(33)	(98)	(34)					25	(25)	(165)	
Contributions / Interest														
Total Reserve Fund Balance at Year-End		135	135	102	4	(31)	(31)	(31)	(31)	(31)	(6)	(31)		
Vehicle Reserve XQ1301	Beginning Balance as of Jan. 1, 2013	242	314	386	358	430	445	428	500	527	564	591		
	Contributions / (Withdrawals)													
	Toronto Building - Fleet Replacement	72 (104)	72 (100)	72 (100)	72	72 (57)	72 (89)	72	72 (45)	72 (35)	72 (45)	72	72	720 (371)
	Total Withdrawals	72	72	(28)	72	15	(17)	72	27	37	27	72		349
Contributions / Interest														
Total Reserve Fund Balance at Year-End		314	386	358	430	445	428	500	527	564	591	663		
Vehicle Reserve XQ1401	Beginning Balance as of Jan. 1, 2013	594	594	594	562	562	562	562	528	492	452	407		
	Contributions / (Withdrawals)													
	PPF&A - Fleet Replacement			(32)				(34)	(36)	(40)	(45)		(187)	
	Total Withdrawals			(32)				(34)	(36)	(40)	(45)		(187)	
Contributions / Interest														
Total Reserve Fund Balance at Year-End		594	594	562	562	562	562	528	492	452	407	407		

Appendix 6 - continued

2014 Reserve / Reserve Fund Review

(In \$000s)

Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
Vehicle Reserve XQ1100	Beginning Balance as of Jan. 1, 2013	146	162	140	44	53	62	71	80	89	53	(18)		
	Contributions / (Withdrawals)													
	Shelter, Support & Housing Admin - Fleet Replacement	16	9 (31)	9 (105)	9	9	9	9	9	9	9	9	9	90 (261)
	Total Withdrawals	16	(22)	(96)	9	9	9	9	9	9	(36)	(71)	9	(171)
Contributions / Interest														
Total Reserve Fund Balance at Year-End		162	140	44	53	62	71	80	89	53	(18)	(9)		
Vehicle Reserve XQ1505	Beginning Balance as of Jan. 1, 2013	19	27	8	16	24	32	40	48	56	64	27		
	Contributions / (Withdrawals)													
	Human Resources - Fleet Replacement	8	16 (35)	8	8	8	8	8	8	8	8	8	8	88 (80)
	Total Withdrawals	8	(19)	8	8	8	8	8	8	8	(37)	8	8	8
Contributions / Interest														
Total Reserve Fund Balance at Year-End		27	8	16	24	32	40	48	56	64	27	35		
Vehicle Reserve XQ1509	Beginning Balance as of Jan. 1, 2013	35	19	6	18	30	42	54	36	48	60	42		
	Contributions / (Withdrawals)													
	Information & Technology - Fleet Replacement	14	12 (30)	12 (25)	12	12	12	12	12	12	12	12	12	120 (85)
	Total Withdrawals	(16)	(13)	12	12	12	12	(18)	12	12	(18)	12	12	35
Contributions / Interest														
Total Reserve Fund Balance at Year-End		19	6	18	30	42	54	36	48	60	42	54		
Vehicle Reserve XQ1707	Beginning Balance as of Jan. 1, 2013	7	205	10	10	10	10	10	10	10	10	308		
	Contributions / (Withdrawals)													
	Toronto Community Housing Corp. - Fleet Replacement	613	570 (765)	510 (510)	260 (260)	1,235 (1,235)	810 (810)	450 (450)	120 (120)	60 (60)	358 (60)	408 (60)	408	4,781 (4,270)
	Total Withdrawals	198	(195)								298	408	511	
Contributions / Interest														
Total Reserve Fund Balance at Year-End		205	10	10	10	10	10	10	10	10	308	716		
Vehicle & Equipment Reserve - XQ0003	Beginning Balance as of Jan. 1, 2013	6,725	5,088	760	(2,540)	(5,290)	(7,490)	(9,740)	(11,840)	(13,990)	(16,190)	(19,140)		
	Contributions / (Withdrawals)													
	Green Fleet Plan	(697)	(606)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(2,856)	
	Fuel Sites Closures and Upgrades	(665)	(3,103)	(2,750)	(1,700)	(1,750)	(1,800)	(1,850)	(1,900)	(1,950)	(2,000)	(2,050)	(20,853)	
Maintenance System Upgrade				(600)						(700)		(1,300)		
Fleet Management System and Fuel System Integration	(275)	(619)	(300)	(200)	(200)	(200)						(1,519)		
Total Withdrawals	(1,637)	(4,328)	(3,300)	(2,750)	(2,200)	(2,250)	(2,100)	(2,150)	(2,200)	(2,950)	(2,300)	(26,528)		
Contributions / Interest														
Total Reserve Fund Balance at Year-End		5,088	760	(2,540)	(5,290)	(7,490)	(9,740)	(11,840)	(13,990)	(16,190)	(19,140)	(21,440)		