

# budget

—2019—



## BUDGET NOTES

### Fleet Services

#### What We Do

We provide responsive and efficient fleet management services to City Programs and Agencies through the following services:

- Fleet Management
- Fuel Management

The Fleet Management Stewardship of 5,500 and Fuel Management Stewardship of 7,100 of the 10,000 Fleet assets.

#### Why We Do It

We provide professional fleet management services to our clients to maximize safety, fiscal and environmental sustainability.

#### Our Experience & Success

- **Fleet Availability** - Exceeded the 90% service standard to clients over the past three years with an overall fleet availability rate of more than 91%.
- **Innovative Procurement** - We are leading co-operative procurement as the first municipality in Canada to access contracts for vehicles and equipment through a North American cooperative approach.
- Recipient of the Gold Star of Business Innovation & Excellence Award in June 2018.
- Fleet Services 2019 expected savings through manufacturer direct cooperative procurement average 36% per vehicle, plus a 50 - 70% improvement in procurement to delivery time.
- **People** - Provide development programs and other opportunities to invest in staff and build talent from within. Includes apprenticeship programs, plus working in conjunction with local colleges and high-schools for longer term capacity building opportunities. To date eleven (11) employees have moved into increasingly more responsible roles through development opportunities.

#### Key Challenges

- Continue to address client Capital reserve contribution shortfalls, asset replacement backlogs and the associated impacts of maintaining past-optimum-life assets.
- Significant challenges attracting and retaining fully qualified and knowledgeable staff due to an industry-wide shortage of skilled trades, combined with niche occupation requirements and demand exceeding resource capacity.
- Aging and insufficient work space no longer meets the needs of today's vehicles and equipment and outdated processes and systems require change to improve efficiency and ensure compliance – lack of available funds and staff limits the ability to address these aspects in a timely manner.
- Execution and coordination of highly complex Contract Management and Accounts Payable processes without supporting technology and systems to drive efficiency and compliance improvements.

#### Priority Actions

- Maintain progress with clients and FPD to address client reserve contribution shortfalls and asset replacement backlogs to drive lowest total cost of ownership. Actions taken since 2015 have resulted in a 160% improvement in Preventative Maintenance (scheduled repair) execution, combined with a 48% SOGR backlog reduction.
- Continue to develop and implement actions plans to address work space that no longer meets the needs of today's vehicles and equipment and outdated processes and systems that require change to improve efficiency and ensure compliance – lack of available funds and staff continues to limit the ability to address these aspects in a timely manner.
- Maintain capacity building, staff development opportunities and training and apprenticeship programs - to attract, develop and retain fully qualified and knowledgeable staff.

## Budget At A Glance

| STAFF RECOMMENDED OPERATING BUDGET |        |        |        |
|------------------------------------|--------|--------|--------|
| \$Million                          | 2019   | 2020   | 2021   |
| Gross Expenditures                 | \$58.6 | \$58.8 | \$58.9 |
| Revenues                           | \$58.4 | \$58.7 | \$58.9 |
| Net Expenditures                   | \$0.2  | \$0.2  | \$0.1  |
| Approved Positions                 | 188.0  | 186.0  | 183.0  |

| STAFF RECOMMENDED 10-YEAR CAPITAL PLAN |        |           |         |
|--|--------|-----------|---------|
| \$Million                              | 2019   | 2020-2028 | Total   |
| Gross Expenditures                     | \$61.8 | \$677.7   | \$739.5 |
| Debt                                   | \$0.0  | \$0.0     | \$0.0   |

*Note: Excluding 2018 carry forward funding to 2019*

## Our Key Service Levels



Average vehicle age of **4.5** years (2018 Actuals 6.5 years) for light duty vehicles



Percentage of scheduled repairs and unscheduled repairs of **60%** and **40%** respectively (2018 Actuals 52% and 48%)



Average number of **100** days to sale for used asset (2018 Actuals of 178 days)



MTO CVOR (Commercial Vehicle Operator's Reg. Safety Rating of **40%** (2018 Actuals of 33%))



Courses and training attended by **8,700** city wide staff (2018 Actuals of 9,912)

Source of image: [www.icon8.com](http://www.icon8.com)

## Key Service Deliverables

Provide a full-range of fleet management services for City Divisions and Agencies

Oversee fuel management operations of over 7,100 assets

Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment while ensuring compliance with Provincial legislation

Provide safety training, testing, certification and compliance oversight for approximately 11,000 City employees who are required to operate City vehicles and equipment

Maintain overall fleet availability above 90% while continuing to improve customer service in support of the vision to achieve customer service excellence and high quality integrated service delivery

Optimize fleet size by reviewing utilization rates in collaboration with client programs while supporting Toronto's Climate Action Plan, TransformTO in reducing the environmental impact

## Who We Serve

### Fleet Management

- City Divisions and Agencies including TPL, TCHC

### Beneficiaries

- Businesses
- Residents

### Fuel Management

- City Divisions and Agencies including TPA, TPL, TCHC, TTC, Zoo, Exhibition Place

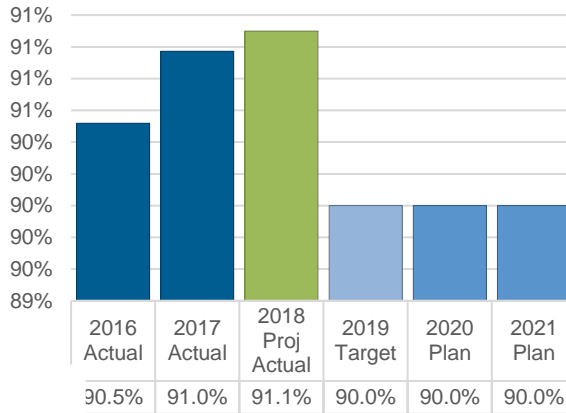
### Beneficiaries

- Businesses
- Residents

## How Well We Are Doing

### Performance Measures

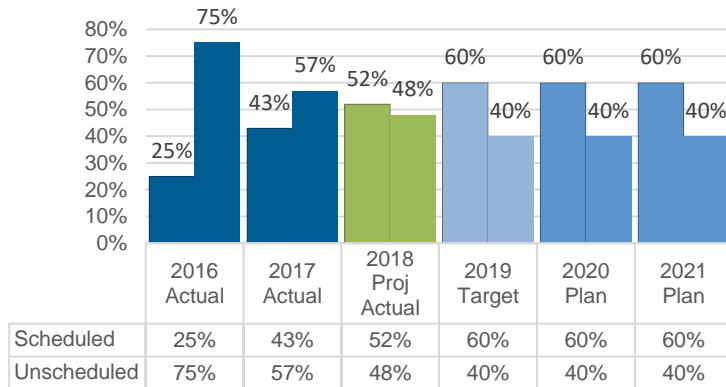
#### Fleet Availability



### Behind the Numbers

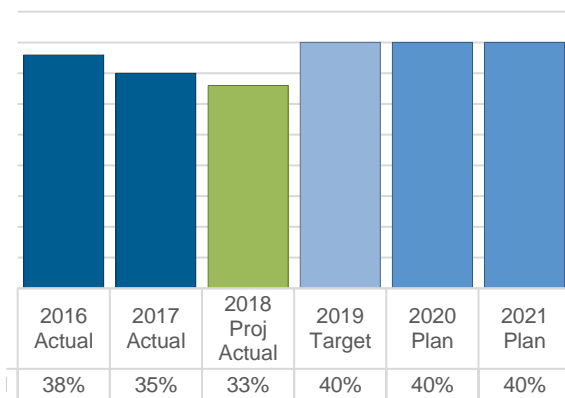
- Fleet Availability has been surpassing the 90% target over the past 3 years.
- The higher fleet availability has reduced vehicle downtime and improved the clients' service delivery.

#### Percentage of scheduled repairs to unscheduled repairs



- The % of scheduled repairs to unscheduled repairs (also known as Preventative Maintenance to Fix-on-Fail repairs) has greatly improved over the past few years, from 20% scheduled and 80% unscheduled (20/80) in 2015 to 52% scheduled and 48% unscheduled (52/48) in 2018.
- The ratio for the light-duty vehicles has improved even further to 56% / 44% in 2018.
- The improvement in scheduled or Preventative Maintenance repairs since 2015 provides significant maintenance cost increase mitigation, as well as reduced downtime and improved safety for the City's fleet

#### MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating



- The MTO CVOR Safety Rating, i.e. Ontario Commercial Vehicle Operators Registration safety rating for the City's Fleet has been maintained at a satisfactory level.
- It has improved from 38% in 2016 to 33% in 2018 (a lower number is better).

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## RECOMMENDATIONS

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### 2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

## ISSUES FOR DISCUSSION

## APPENDICES

1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

#### Fleet Services:

##### Lloyd Brierley

General Manager

Tel: (416) 392-1034

Email: [Lloyd.Brierley@toronto.ca](mailto:Lloyd.Brierley@toronto.ca)

#### Corporate:

##### Marie Barcellos

Manager, Financial Planning

Tel: (416) 392-8393

Email: [Marie.Barcellos@toronto.ca](mailto:Marie.Barcellos@toronto.ca)



## RECOMMENDATIONS

## RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Fleet Services of \$58.583 million gross, \$0.169 million net for the following services:

| Service:                    | Gross<br>(\$000s) | Net<br>(\$000s) |
|-----------------------------|-------------------|-----------------|
| Fleet Management            | 40,723.4          | 721.2           |
| Fuel Management             | 17,859.5          | (552.7)         |
| <b>Total Program Budget</b> | <b>58,582.9</b>   | <b>168.5</b>    |

2. City Council approve the 2019 service levels for Fleet Services as outlined in Appendix 3 of this report, and associated staff complement of 188.0 positions, comprising of 4.0 capital positions and 184.0 operating positions.

3. City Council approve the budget transfer of \$0.274 million gross and net, reflecting the additional savings resulting from the implementation of the Alternate Service Delivery Model of \$0.244 million gross and an additional \$0.030 million gross realized by delivering mobile welding and fabrication services in-house, from Fleet Services to the respective client programs and Agencies for 2019 as detailed below:

| Savings by Programs/Agencies  | ASD Savings    | Mobile<br>Welding<br>Savings | Total          |
|-------------------------------|----------------|------------------------------|----------------|
| Transportation Services       | 113,528        | 1,817                        | 115,345        |
| Parks, Forestry & Recreation  | 116,680        | 1,817                        | 118,497        |
| Municipal Licensing & Stds    | 5,884          |                              | 5,884          |
| Toronto Building              | 498            |                              | 498            |
| Eco. Devt. & Culture          | 467            |                              | 467            |
| Facilities Mgmt & Real Estate | 7,026          |                              | 7,026          |
| Solid Waste Management        |                | 26,652                       | 26,652         |
| <b>Total</b>                  | <b>244,083</b> | <b>30,286</b>                | <b>274,369</b> |

4. City Council approve the 2019 Staff Recommended Capital Budget for Fleet Services with a total project cost of \$45.749 million, and 2019 cash flow of \$74.580 million and future year commitments of \$59.431 million comprised of the following:

a. New Cash Flow Funds for:

1. 36 new / change in scope sub-projects with a 2019 total project cost of \$45.749 million that require cash flow of \$4.318 million in 2019 and future year cash flow commitments of \$30.944 million for 2020; and \$10.487 million for 2021;

2. 27 previously approved sub-projects with a 2019 cash flow of \$57.511 million; and future year cash flow commitments of \$10.100 million for 2020; and \$7.900 million for 2022;

b. 2018 approved cash flow for 40 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$12.751 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Fleet Services totalling \$618.220 million in project estimates, comprised of \$35.979 million for 2020; \$64.980 million for 2021; \$71.215 million for 2022; \$70.536 million for 2023; \$68.949 million for 2024; \$70.958 million for 2025; \$67.258 million for 2026; \$64.932 million for 2027, and \$103.413 million for 2028.

6. City Council approve 3.0 net new temporary capital positions for the delivery of 2019 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.

7. The 2019 Capital Budget for Fleet Services be adjusted to agree with Programs' 2019 budgeted contributions to the vehicle reserves to reflect any changes to the contributions that may occur during the 2019 Operating Budget process, and the funding availability of the programs' vehicle reserve account.

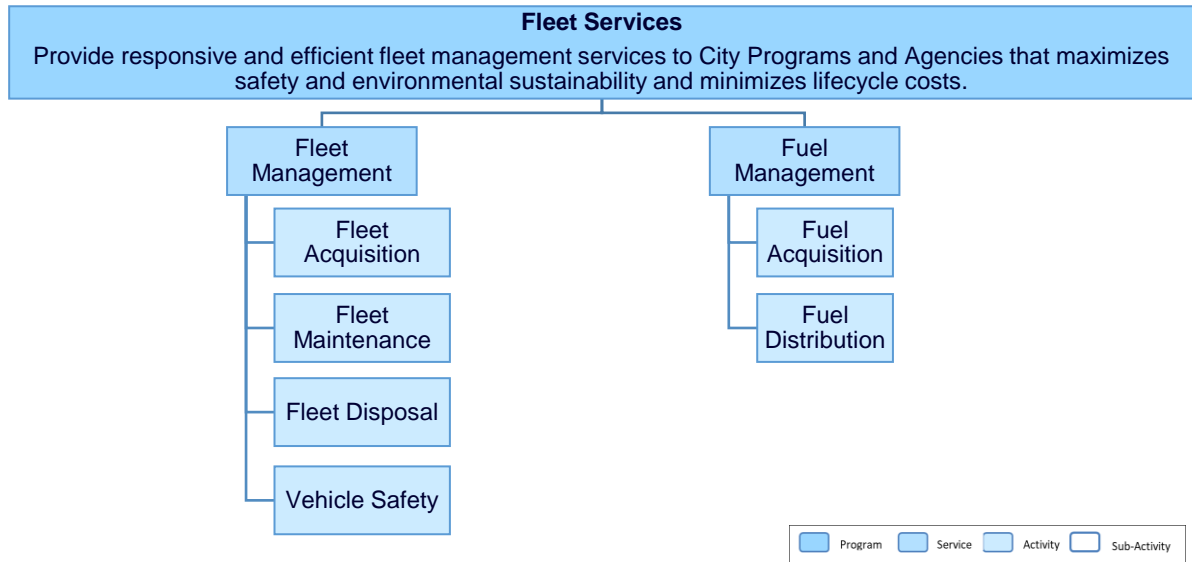
8. Fleet Services and Financial Planning continue their work in 2019, for the 2020 Budget process, on the 3-point action plan which was approved in the 2015 Budget process, to address the State of Good Repair (SOGR) backlog for key City Divisions including Parks, Forestry and Recreation, Transportation and Toronto Water, through the review of the current inventory, replacement lifecycles, adequacy of vehicle replacement reserves and necessary contributions aligned with the annual cash flow funding and delivery plans.



# 2019 STAFF RECOMMENDED OPERATING BUDGET

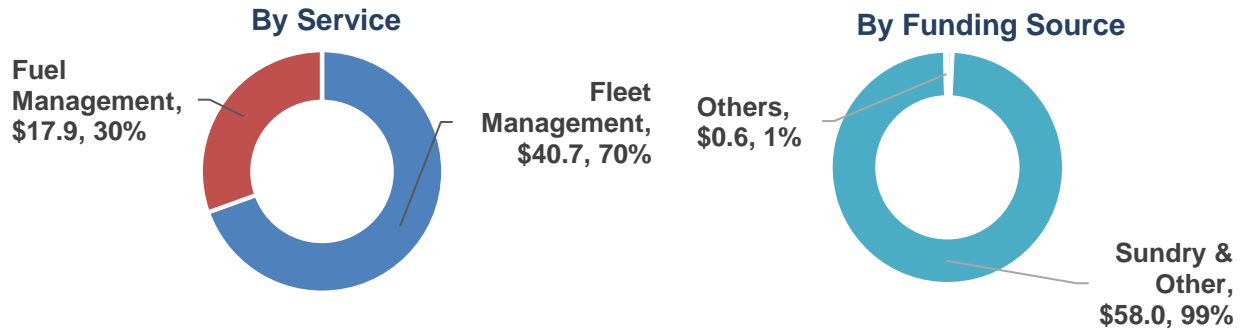


**PROGRAM MAP**



**2019 OPERATING BUDGET HIGHLIGHTS**

**2019 Staff Recommended Operating Budget \$58.6M**



- **2.4%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.636M** Efficiency savings in fleet management costs.
- **\$0.034M** New/enhanced funding to initiate manufacturer direct approach for the procurement of light-duty vehicles.

**2019 OPERATING BUDGET OVERVIEW**

**Table 1: 2019 Staff Recommended Operating Budget and Plan by Service**

| (In \$000s)                   | 2018           |                   | 2019           |                |                                | Changes        |              | Incremental Change |                |
|-------------------------------|----------------|-------------------|----------------|----------------|--------------------------------|----------------|--------------|--------------------|----------------|
|                               | Budget         | Projected Actual* | Base           | New / Enhanced | Total Staff Recommended Budget |                |              | 2020 Plan          | 2021 Plan      |
| By Service                    | \$             | \$                | \$             | \$             | \$                             | \$             | %            | \$                 | \$             |
| <b>Fleet Management</b>       |                |                   |                |                |                                |                |              |                    |                |
| Gross Expenditures            | 40,158.6       | 42,417.9          | 40,689.1       | 34.3           | 40,723.4                       | 564.8          | 1.4%         | 67.3               | 53.6           |
| Revenue                       | 39,614.7       | 41,875.9          | 40,002.2       |                | 40,002.2                       | 387.4          | 1.0%         | (248.9)            | (65.2)         |
| <b>Net Expenditures</b>       | <b>543.8</b>   | <b>542.0</b>      | <b>687.0</b>   | <b>34.3</b>    | <b>721.2</b>                   | <b>177.4</b>   | <b>32.6%</b> | <b>316.2</b>       | <b>118.7</b>   |
| <b>Fuel Management</b>        |                |                   |                |                |                                |                |              |                    |                |
| Gross Expenditures            | 18,324.6       | 18,350.0          | 17,859.5       |                | 17,859.5                       | (465.0)        | (2.5%)       | 190.2              | 9.5            |
| Revenue                       | 18,703.8       | 18,727.3          | 18,412.2       |                | 18,412.2                       | (291.6)        | (1.6%)       | 513.0              | 239.7          |
| <b>Net Expenditures</b>       | <b>(379.3)</b> | <b>(377.3)</b>    | <b>(552.7)</b> |                | <b>(552.7)</b>                 | <b>(173.4)</b> | <b>45.7%</b> | <b>(322.8)</b>     | <b>(230.2)</b> |
| <b>Total</b>                  |                |                   |                |                |                                |                |              |                    |                |
| Gross Expenditures            | 58,483.1       | 60,767.9          | 58,548.7       | 34.3           | 58,582.9                       | 99.8           | 0.2%         | 257.5              | 63.1           |
| Revenue                       | 58,318.6       | 60,603.2          | 58,414.4       |                | 58,414.4                       | 95.8           | 0.2%         | 264.0              | 174.5          |
| <b>Total Net Expenditures</b> | <b>164.6</b>   | <b>164.7</b>      | <b>134.3</b>   | <b>34.3</b>    | <b>168.5</b>                   | <b>4.0</b>     | <b>2.4%</b>  | <b>(6.6)</b>       | <b>(111.5)</b> |
| <b>Approved Positions</b>     | <b>187.0</b>   | <b>171.0</b>      | <b>187.0</b>   | <b>1.0</b>     | <b>188.0</b>                   | <b>1.0</b>     | <b>0.5%</b>  | <b>(2.0)</b>       | <b>(3.0)</b>   |

\* Year-End Projection Based on Q3 2018 Variance Report

**Base Changes**  
(-\$0.030M Net)

- Additional cost of \$0.450 million gross for 10 new Community Safety Unit (CSU) vehicles for Toronto Community Housing Corp. (TCHC) which will be fully funded by the client.
- Savings of \$0.467 million resulting from implementation of ASD savings from reducing vehicle downtime and maintenance & repair, of which \$0.244 million is to be allocated to the tax-supported programs.
- Increase of \$0.302 million for short-term vehicle rentals to meet clients' operational demands.
- Above pressures to clients are being partially offset by a reduction in fuel charges of \$0.02 per litre

**New/Enhanced Service**  
(\$0.034M Gross / \$0.034M Net)

- Procurement of light and some medium-duty vehicles directly from the manufacturer requiring an addition of 1.0 temporary position with an estimated savings of \$1.5 million.

**Future Year Plan**

- Inflationary increases in salaries and benefits

**EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Fleet Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

## 2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Fleet Services is at net zero growth as compared with the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes to achieve budget target as well as recommended new and enhanced service priorities to meet outcomes.

**Table 2: 2019 Staff Recommended Operating Budget Changes by Service**

| (In \$000s)  | Services         |                 | Total          |              |
|--|------------------|-----------------|----------------|--------------|
|  | Fleet Management | Fuel Management | \$             | Positions    |
|  | \$               | \$              | \$             |              |
| <b>2018 Council Approved Operating Budget (Net)</b>                        | <b>543.8</b>     | <b>(379.3)</b>  | <b>164.6</b>   | <b>187.0</b> |
| <b>Base Expenditure Changes</b>  |                  |                 |                |              |
| <b>Prior Year Impacts</b>  |                  |                 |                |              |
| Conversion of ASD Position & Project Manager Strategic Project             | 10.1             | 5.5             | 15.6           |              |
| Reversal of 2018 Non-Union COLA  | (56.4)           | (1.5)           | (57.9)         |              |
| <b>Operating Impacts of Capital</b>  |                  |                 |                |              |
| <b>Delivery of Capital Projects</b>  |                  |                 |                |              |
| Completion of Fleet Management & Fuel System Integration (-\$0.813M Gross) | 0.0              | 0.0             | 0.0            | (7.0)        |
| Vendor Management Portal (\$0.071M Gross)                                  | 0.0              | 0.0             | 0.0            | 1.0          |
| Evaluation of Contracted Services Fuel Provision (\$0.088M Gross)          | 0.0              | 0.0             | 0.0            | 2.0          |
| <b>Economic Factors</b>  |                  |                 |                |              |
| Inflationary Increase in Materials & Contracts                             | 488.6            | 14.7            | 503.3          |              |
| <b>Salaries and Benefits</b>   |                  |                 |                |              |
| Inflationary Increases in Salaries & Benefits                              | 467.0            | 0.6             | 467.6          | (1.0)        |
| <b>Other Base Expenditure Changes</b>                                      |                  |                 |                |              |
| Recoveries from Client Divisions   | (1,701.7)        | (52.8)          | (1,754.5)      |              |
| Mitigate Fuel Cost Pressure via Reserve Contribution Adjustment            |                  | (332.2)         | (332.2)        |              |
| Other Base Changes   | 1,452.6          | (44.5)          | 1,408.2        | 0.0          |
| <b>Sub-Total Base Expenditure Changes</b>                                  | <b>660.2</b>     | <b>(410.2)</b>  | <b>250.0</b>   | <b>(5.0)</b> |
| <b>Base Revenue Changes</b>  |                  |                 |                |              |
| Capital Recovery Adjustment  | (11.1)           | 1.6             | (9.5)          |              |
| 2019 Agency & Board Revenue Adjustment                                     | (22.4)           | 387.2           | 364.8          |              |
| <b>Sub-Total Base Revenue Changes</b>                                      | <b>(33.5)</b>    | <b>388.8</b>    | <b>355.3</b>   |              |
| <b>Service Changes</b>   |                  |                 |                |              |
| <b>Service Efficiencies</b>  |                  |                 |                |              |
| Savings from Rental Vehicles Contract Cleaning Restructure                 | (21.0)           |                 | (21.0)         |              |
| Fleet Size Reduction (\$0.251M Gross)                                      | 0.0              | 0.0             | 0.0            | 0.0          |
| Purchase and Realization of Enhanced Vehicle Warranties                    | (14.2)           |                 | (14.2)         |              |
| NAPA Parts Contract Savings and Efficiencies                               | (237.4)          |                 | (237.4)        |              |
| Develop In-house Heavy Equipment Repair Capability                         | (122.4)          |                 | (122.4)        | 3.0          |
| Enhanced Safety Training Services  | (58.3)           |                 | (58.3)         |              |
| Mitigate Fuel Cost Pressure through Effective Fuel Hedging                 |                  | (152.0)         | (152.0)        |              |
| Mobile Welding Efficiencies  | (30.3)           |                 | (30.3)         | 2.0          |
| <b>Sub-Total Service Changes<sup>1</sup></b>                               | <b>(483.6)</b>   | <b>(152.0)</b>  | <b>(635.6)</b> | <b>5.0</b>   |
| <b>Total Base Changes</b>  | <b>143.1</b>     | <b>(173.4)</b>  | <b>(30.3)</b>  | <b>0.0</b>   |
| <b>New &amp; Enhanced Services</b>   |                  |                 |                |              |
| <b>Enhanced Service Priorities</b>   |                  |                 |                |              |
| Manufacturer Direct Purchase of Light Duty Vehicles                        | 34.3             |                 | 34.3           | 1.0          |
| <b>Sub-Total New &amp; Enhanced Services<sup>1</sup></b>                   | <b>34.3</b>      |                 | <b>34.3</b>    | <b>1.0</b>   |
| <b>Total 2019 Staff Recommended Operating Budget (Net)</b>                 | <b>721.2</b>     | <b>(552.7)</b>  | <b>168.5</b>   | <b>188.0</b> |

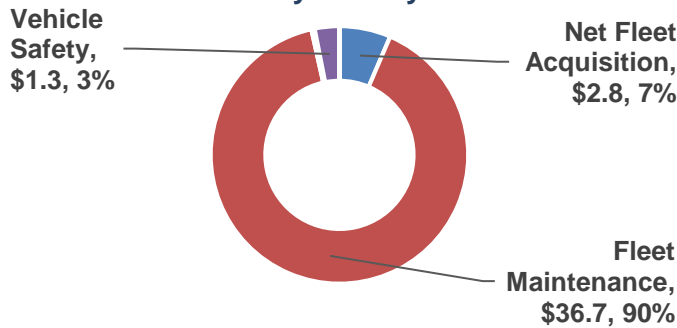
**Note:**

- For additional information, refer to [Appendix 4](#) (page 34) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and [Appendix 5](#) (page 35) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

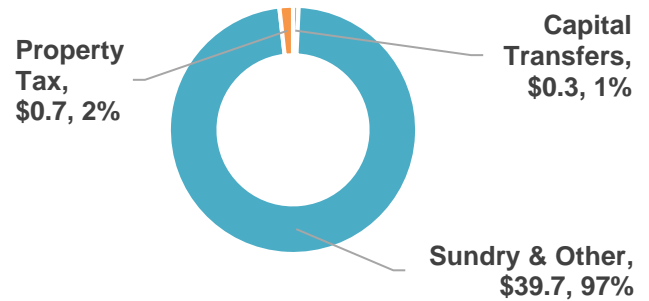
**Fleet Management** provides repair and preventive maintenance services for vehicles and equipment to support divisional operations and comply with legislative requirements.

**2019 Staff Recommended Operating Budget \$40.7M**

**By Activity**



**By Funding Source**



Refer to [Appendix 2](#) (page 32) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**



Average age of light duty vehicles of **4.5** years



Percentage of scheduled vs unscheduled repairs of **60%** and **40%** respectively



Average number of **100** days to sale for used assets



MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating of **40%**



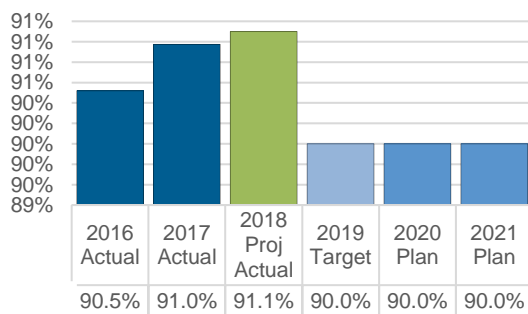
Number of staff of **8,700** who attended training

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Refer to [Appendix 3](#) (page 33) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

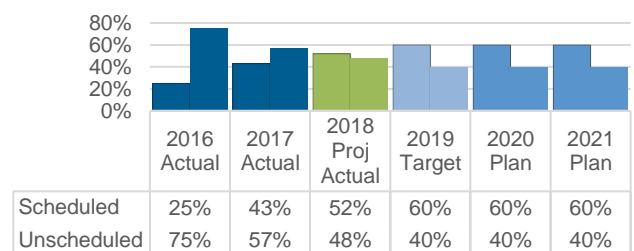
**Service Performance Measures**

**Fleet Availability**



- Fleet Availability has been surpassing the 90% target over the past 3 years.
- The higher fleet availability has reduced vehicle downtime and improved the clients' service delivery.

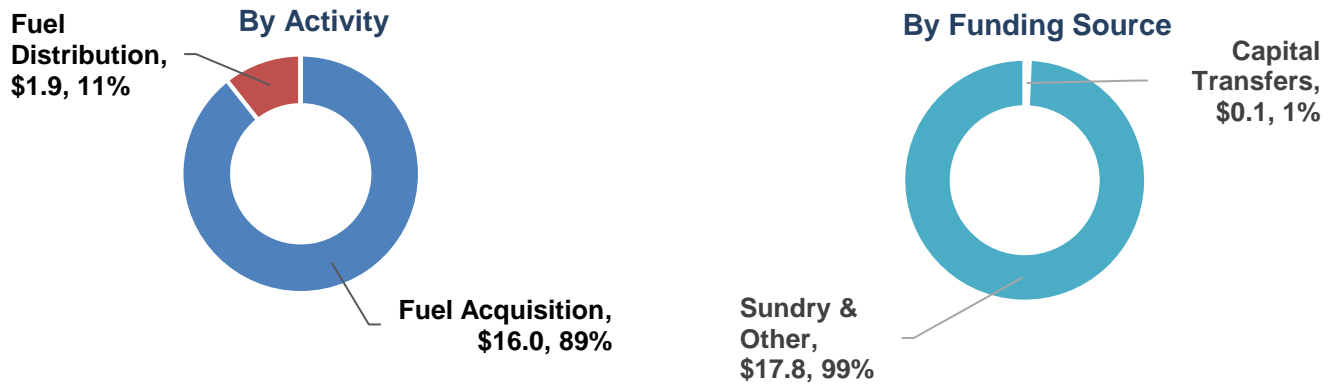
**Percentage of scheduled repairs to unscheduled repairs**



- The % of scheduled to unscheduled repairs has improved from 20% scheduled and 80% unscheduled (20/80) in 2015 to 52% scheduled and 48% unscheduled (52/48) in 2018.
- The ratio for light-duty vehicles has improved even further to 56% / 44% in 2018. Improvements in scheduled repairs significantly improved downtime.

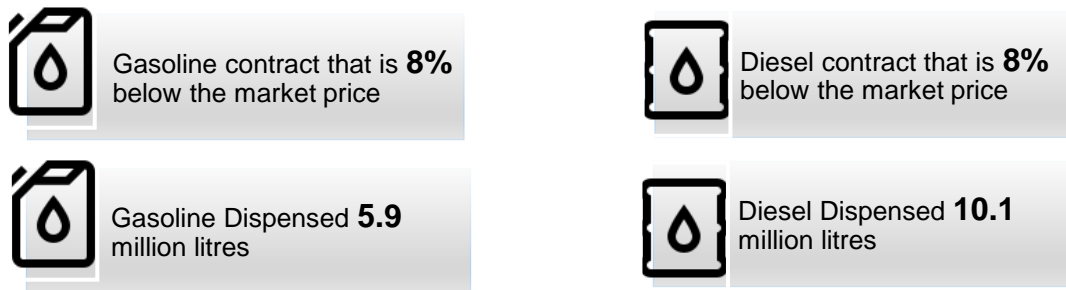
**Fuel Management** provides fuel to support divisional operations and oversight at all City-owned fuel sites.

**2019 Staff Recommended Operating Budget \$17.9M**



Refer to [Appendix 2](#) (page 32) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**

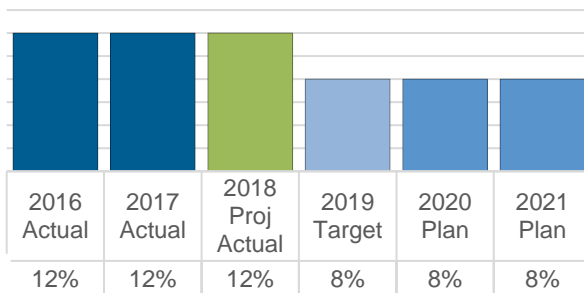


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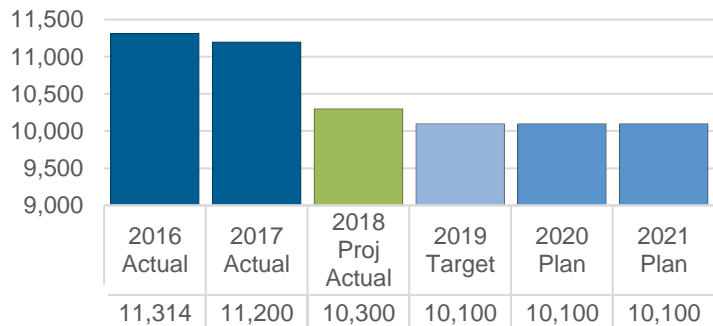
Refer to [Appendix 3](#) (page 33) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

**Service Performance Measures**

**Diesel Contract below market price**



**Amount of Diesel Fuel Distributed (in 000s)**



- The Diesel Contract below Market price has been stable over the past few years due to better pricing received on the fuel contract compared to the pricing at commercial fuel sites.
- The amount of diesel fuel distributed is projected to be lower in 2019 due to more usage of Compressed Natural Gas (CNG) instead of diesel fuel
- Fuel Services continues the Fuel Hedging program to minimize the impacts of fluctuating fuel market prices.

## 2018 OPERATING PERFORMANCE

### 2018 Service Performance

Key Service Accomplishments:

#### **Fleet Availability**

- Have exceeded the 90% service standard to our clients over the past three years. We have increased to an overall fleet availability rate of more than 91%.

#### **Innovative Procurement**

- Leading co-operative procurement as the first municipality in Canada to negotiate contracts for vehicles, equipment, supplies and services with vendors through a North American cooperative approach. These cooperative procurement contracts, plus other recently completed Manufacturer-direct procurement agreements will provide significant cost savings for the City.
- The North American cooperative procurement process was a three year undertaking to review and act upon opportunities for improved efficiency and cost-savings. The North American procurement cooperative subsequently recognized Fleets' leadership, innovation and expertise and chose the City of Toronto over 50,000 other member agencies to receive the Gold Star Business Innovation & Excellence Award in June 2018.

#### **People**

- Continue to refine the organization structure to improve effectiveness and accountability. We are providing ongoing training programs and participating in the talent development program with an emphasis on development opportunities to build our talent from within. We are investing in people by providing apprenticeship programs and working in conjunction with local colleges and high-schools for further educational and employment capacity building opportunities.

### Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$0.197 million gross and \$0.172 net for new and enhanced services in the 2018 Operating Budget for Fleet Services. Their implementation status and results to-date are highlighted below:

#### **TransformTO**

- Two new permanent positions approved by City Council in 2018 have been filled. The Business Development & Improvement Analyst started in July 2018. The Project Manager position has been converted to a Program Manager, Strategic Projects based on the program needs and the position was filled in December 2018. Both positions are carrying out their duties as required to implement and support the TransformTO initiatives.

## 2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

| Category<br>(In \$000s)                  | 2017<br>Actual  | 2018<br>Budget  | 2018<br>Projected<br>Actual * | 2019<br>Total Staff<br>Recommended<br>Budget | 2019 Change from<br>2018 Approved<br>Budget |             |
|--|-----------------|-----------------|-------------------------------|--|---|-------------|
|  | \$              | \$              | \$                            | \$   | \$  | %           |
| Salaries and Benefits                    | 16,892.4        | 19,657.2        | 17,332.9                      | 20,155.1                                     | 497.9                                       | 2.5%        |
| Materials & Supplies                     | 26,491.0        | 26,644.0        | 27,524.5                      | 26,776.8                                     | 132.8                                       | 0.5%        |
| Equipment                                | 193.2           | 187.3           | 161.1                         | 218.5  | 31.2  | 16.7%       |
| Service and Rent                         | 11,143.3        | 8,162.7         | 11,807.3                      | 8,609.2                                      | 446.5                                       | 5.5%        |
| Contribution To Reserves/Reserve Funds   | 2,855.5         | 3,244.4         | 3,266.3                       | 2,225.2                                      | (1,019.2)                                   | (31.4%)     |
| Inter-Divisional Charges                 | 680.7           | 587.5           | 675.7                         | 598.1  | 10.6  | 1.8%        |
| <b>Total Gross Expenditures</b>          | <b>58,256.1</b> | <b>58,483.1</b> | <b>60,767.9</b>               | <b>58,582.9</b>                              | <b>99.8</b>                                 | <b>0.2%</b> |
| Inter-Divisional Recoveries              | 51,846.7        | 50,233.4        | 52,324.6                      | 51,909.5                                     | 1,676.1                                     | 3.3%        |
| Other Subsidies                          |                 |                 |                               |  |   |             |
| User Fees & Donations                    |                 |                 |                               |  |   |             |
| Transfers From Capital                   | 627.1           | 1,067.0         | 738.1                         | 422.2  | (644.8)                                     | (60.4%)     |
| Contribution From Reserves/Reserve Funds | 106.5           | 126.3           | 1,082.1                       | 0.0  | (126.3)                                     | (100.0%)    |
| Sundry and Other Revenues                | 5,748.8         | 6,891.9         | 6,458.7                       | 6,082.7                                      | (809.2)                                     | (11.7%)     |
| <b>Total Revenues</b>                    | <b>58,329.1</b> | <b>58,318.6</b> | <b>60,603.4</b>               | <b>58,414.4</b>                              | <b>95.8</b>                                 | <b>0.2%</b> |
| <b>Total Net Expenditures</b>            | <b>(73.0)</b>   | <b>164.6</b>    | <b>164.6</b>                  | <b>168.5</b>                                 | <b>4.0</b>                                  | <b>2.4%</b> |
| <b>Approved Positions</b>                | <b>162.0</b>    | <b>187.0</b>    | <b>171.0</b>                  | <b>188.0</b>                                 | <b>1.0</b>                                  | <b>0.5%</b> |

\* Year-End Projection Based on Q3 2018 Variance Report

The 2018 Operating Budget is projected to be on budget by year-end with the projected unfavourable fuel cost variance of \$0.956 million to be covered by a draw from the Commodity Price Stabilization Reserve.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

## Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- Unfavourable gross expenditure variance of \$0.485 million is mainly due to higher maintenance costs for vehicles and equipment that have passed their optimum life, and higher fuel price partially offset by lower fuel usage and overspent short term vehicle rental cost. There is no impact to the 2019 Operating Budget.



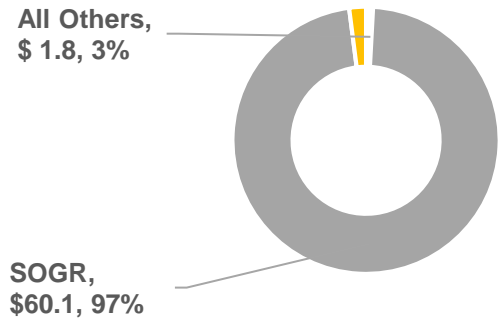
# 2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN



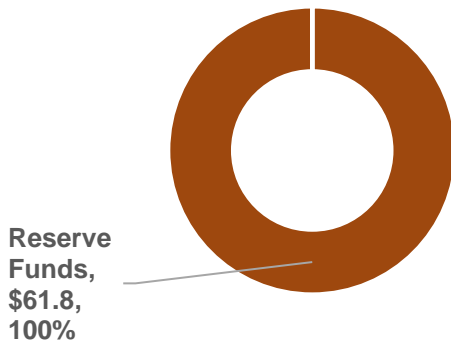
**10-YEAR CAPITAL PLAN HIGHLIGHTS**

**2019 Staff Recommended Capital Budget \$61.8M**

**By Project Category**

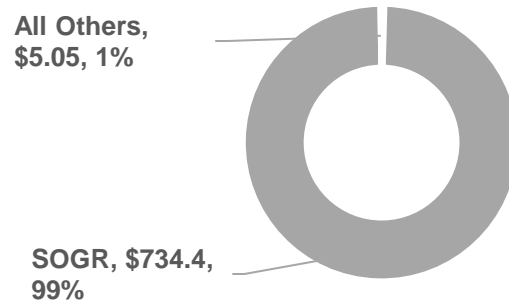


**By Funding Source**

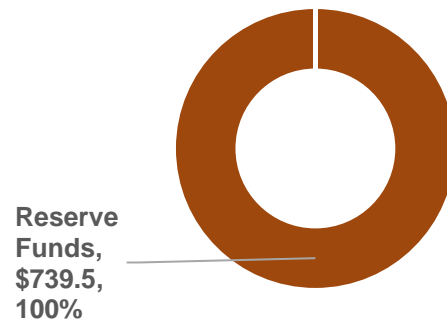


**2019-2028 Staff Recommended Capital Budget and Plan \$739.5M**

**By Project Category**



**By Funding Source**



**1**  
YEAR

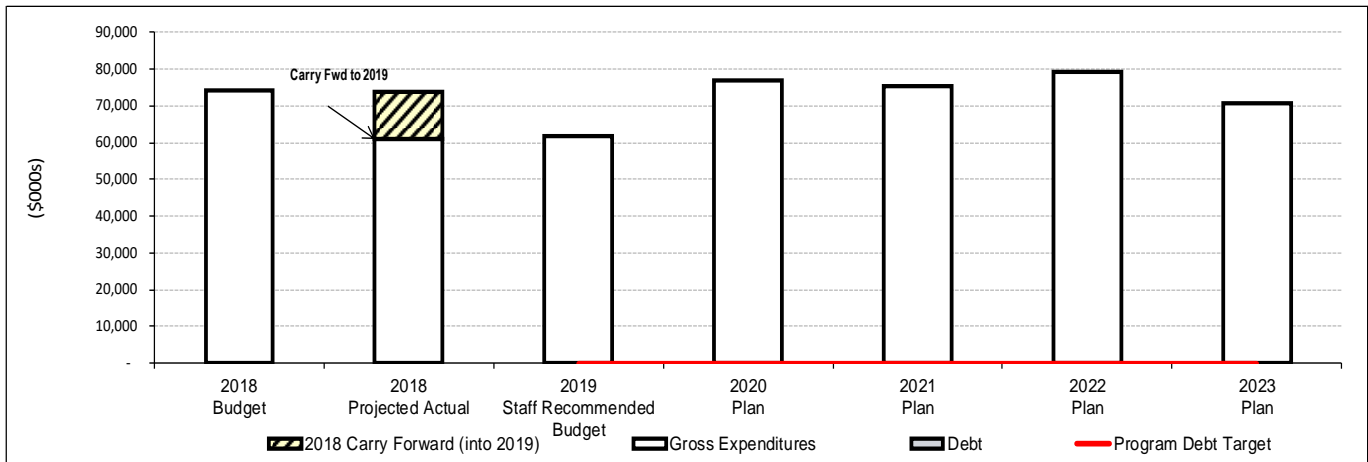
- **\$0.300M** Facilitate *Municipal Licensing and Standards At-large Vehicle Purchases* for the division to carry out enforcement duties
- **\$0.220M** Legislated for *Consolidated Green Fleet Plan* project
- **\$1.257M** Continue fleet service improvements projects: the *Sustainment of Fleet Management System and Fuel System Integration* project (\$0.243 million), *Vendor Management Portal* Project (\$0.392 million), *Car Share Technology on City Vehicles* (\$0.105 million), *Biodiesel Pilot* project (\$0.067 million), and *Toronto Community Housing Corp. At-large Purchases* (\$0.450 million).
- **\$60.052M** Contribute to the state of good repair of the City's fleet through the replacement of vehicles (\$60.052 million), for the programs including but not limited to the following: *Solid Waste* (\$21.409 million), *Parks, Forestry & Recreation* (\$8.115 million), *Transportation Services* (\$6.197 million), *Toronto Water* (\$5.544 million), and *Fire Services* (\$7.203 million)

**10**  
YEARS

- **\$1.350M** Health & Safety projects for *Fleet Garage Security*.
- **\$1.870M** Legislated projects for *Consolidated Green Fleet Plan*.
- **\$1.811M** Service Improvement projects to modernize and improve fleet inventory and services.
- **\$734.449M** State of Good Repair projects to replace existing vehicles and equipment.

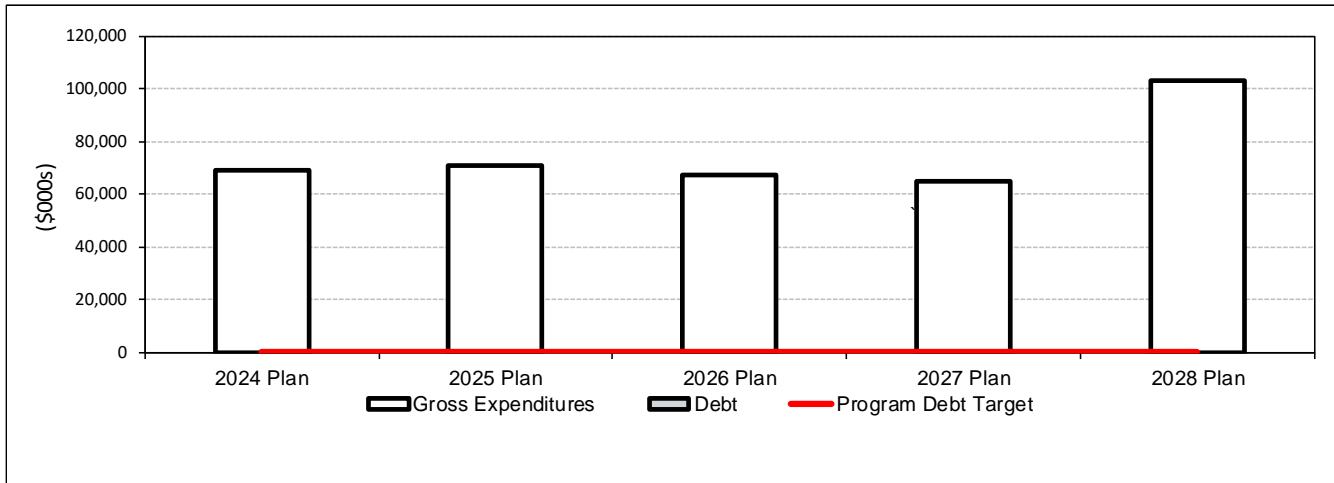
**2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW**

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



|  |  | 2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan |                  |                |                |                |                |                |                  |                      |
|--|--|--|------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------------|
|  |  | 2018   |                  | 2019           | 2020           | 2021           | 2022           | 2023           | 2019 - 2023      | 5-Year Total Percent |
|  |  | Budget   | Projected Actual |                |                |                |                |                |                  |                      |
| <b>Gross Expenditures by Project Category:</b>               |  |  |                  |                |                |                |                |                |                  |                      |
| Health & Safety  |  | 1,005  |                  | 300            | 210            | 105            | 105            | 105            | 825              | 0.2%                 |
| Legislated   |  | 80   |                  | 220            | 315            | 210            | 150            | 150            | 1,045            | 0.3%                 |
| SOGR   |  | 69,836   |                  | 60,052         | 76,134         | 74,962         | 78,860         | 70,281         | 360,289          | 99.0%                |
| Service Improvement  |  | 3,235  |                  | 1,257          | 364            | 190            | -              | -              | 1,811            | 0.5%                 |
| Growth Related   |  | -  |                  | -              | -              | -              | -              | -              | -                |                      |
| <b>Total by Project Category</b>                             |  | <b>74,155</b>  |                  | <b>61,829</b>  | <b>77,023</b>  | <b>75,467</b>  | <b>79,115</b>  | <b>70,536</b>  | <b>363,970</b>   | <b>100.0%</b>        |
| <b>Program Debt Target</b>                                   |  |  |                  | -              | -              | -              | -              | -              | -                |                      |
| <b>Financing:</b>  |  |  |                  |                |                |                |                |                |                  |                      |
| <b>Debt</b>  |  | -  |                  | -              | -              | -              | -              | -              | -                |                      |
| Reserves/Reserve Funds                                       |  | 74,155   |                  | 61,829         | 77,023         | 75,467         | 79,115         | 70,536         | 363,970          | 100.0%               |
| Development Charges  |  | -  |                  | -              | -              | -              | -              | -              | -                |                      |
| Provincial/Federal   |  | -  |                  | -              | -              | -              | -              | -              | -                |                      |
| Debt Recoverable   |  | -  |                  | -              | -              | -              | -              | -              | -                |                      |
| Other Revenue  |  | -  |                  | -              | -              | -              | -              | -              | -                |                      |
| <b>Total Financing</b>                                       |  | <b>74,155</b>  |                  | <b>61,829</b>  | <b>77,023</b>  | <b>75,467</b>  | <b>79,115</b>  | <b>70,536</b>  | <b>363,970</b>   | <b>100.0%</b>        |
| <b>By Status:</b>  |  |  |                  |                |                |                |                |                |                  |                      |
| 2018 Capital Budget & Approved Future Year (FY) Commitments  |  | 74,155   | 61,034           | 59,694         | 15,000         | -              | -              | -              | 74,694           | 20.5%                |
| Changes to Approved FY Commitments                           |  |  |                  | (2,183)        | (4,900)        | -              | 7,900          | -              | 817              | 0.2%                 |
| 2019 New/Change in Scope & FY Commitments                    |  |  |                  | 4,318          | 30,944         | 10,487         | -              | -              | 45,749           | 12.6%                |
| 2020 - 2023 Capital Plan Estimates                           |  |  |                  |                | 35,979         | 64,980         | 71,215         | 70,536         | 242,710          | 66.7%                |
| 2-Year Carry Forward for Reapproval                          |  |  |                  |                |                |                |                |                |                  |                      |
| 1-Year Carry Forward to 2019                                 |  |  | 12,751           |                |                |                |                |                |                  |                      |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            |  | <b>74,155</b>  | <b>73,785</b>    | <b>61,829</b>  | <b>77,023</b>  | <b>75,467</b>  | <b>79,115</b>  | <b>70,536</b>  | <b>363,970</b>   | <b>100.0%</b>        |
| <b>Asset Value (\$) at year-end</b>                          |  |  | <b>581,978</b>   | <b>596,469</b> | <b>618,669</b> | <b>636,050</b> | <b>652,216</b> | <b>671,161</b> | <b>3,174,566</b> |                      |
| Yearly SOGR Backlog Estimate (not addressed by current plan) |  |  |                  | (21,231)       | (9,069)        | (9,763)        | (3,471)        | (1,205)        | (44,739)         |                      |
| Accumulated Backlog Estimate (end of year)                   |  |  | 75,552           | 54,321         | 45,251         | 35,489         | 32,018         | 30,813         | 197,891          |                      |
| <b>Backlog: Percentage of Asset Value (%)</b>                |  |  | 13.0%            | 9.1%           | 7.3%           | 5.6%           | 4.9%           | 4.6%           | 6.2%             |                      |
| Debt Service Costs   |  |  |                  | 0              | 0              | 0              | 0              | 0              | 0                |                      |
| Operating Impact on Program Costs                            |  |  |                  | -              | -              | -              | -              | -              | -                |                      |
| New Positions  |  |  |                  | -              | -              | -              | -              | -              | -                |                      |

**Chart 2: 10-Year Capital Plan Overview (Continued)**



|  | 2024 - 2028 Staff Recommended Capital Plan |                |                |                |                |                  |               | 10-Year Total Percent |
|--|--|----------------|----------------|----------------|----------------|------------------|---------------|-----------------------|
|  | 2024                                       | 2025           | 2026           | 2027           | 2028           | 2019 - 2028      |               |                       |
| <b>Gross Expenditures by Project Category:</b>               |  |                |                |                |                |                  |               |                       |
| Health & Safety  | 105  | 105            | 105            | 105            | 105            | 1,350            | 0.2%          |                       |
| Legislated   | 150  | 150            | 225            | 150            | 150            | 1,870            | 0.3%          |                       |
| SOGR   | 68,694                                     | 70,703         | 66,928         | 64,677         | 103,158        | 734,449          | 99.3%         |                       |
| Service Improvement  | -  | -              | -              | -              | -              | 1,811            | 0.2%          |                       |
| Growth Related   | -  | -              | -              | -              | -              | -                |               |                       |
| <b>Total by Project Category</b>                             | <b>68,949</b>                              | <b>70,958</b>  | <b>67,258</b>  | <b>64,932</b>  | <b>103,413</b> | <b>739,480</b>   | <b>100.0%</b> |                       |
| <b>Program Debt Target</b>                                   | -  | -              | -              | -              | -              | -                |               |                       |
| <b>Financing:</b>  |  |                |                |                |                |                  |               |                       |
| <b>Debt</b>  | -  | -              | -              | -              | -              | -                |               |                       |
| Reserves/Reserve Funds                                       | 68,949                                     | 70,958         | 67,258         | 64,932         | 103,413        | 739,480          | 100.0%        |                       |
| Development Charges  | -  | -              | -              | -              | -              | -                |               |                       |
| Provincial/Federal   | -  | -              | -              | -              | -              | -                |               |                       |
| Debt Recoverable   | -  | -              | -              | -              | -              | -                |               |                       |
| Other Revenue  | -  | -              | -              | -              | -              | -                |               |                       |
| <b>Total Financing</b>                                       | <b>68,949</b>                              | <b>70,958</b>  | <b>67,258</b>  | <b>64,932</b>  | <b>103,413</b> | <b>739,480</b>   | <b>100.0%</b> |                       |
| <b>By Status:</b>  |  |                |                |                |                |                  |               |                       |
| 2018 Capital Budget & Approved Future Year (FY) Commitments  | -  | -              | -              | -              | -              | 74,694           | 10.1%         |                       |
| Changes to Approved FY Commitments                           | -  | -              | -              | -              | -              | 817              | 0.1%          |                       |
| 2019 New/Change in Scope & FY Commitments                    | -  | -              | -              | -              | -              | 45,749           | 6.2%          |                       |
| 2024 - 2028 Capital Plan Estimates                           | 68,949                                     | 70,958         | 67,258         | 64,932         | 103,413        | 618,220          | 83.6%         |                       |
| 2-Year Carry Forward for Reapproval                          | -  | -              | -              | -              | -              | -                |               |                       |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            | <b>68,949</b>                              | <b>70,958</b>  | <b>67,258</b>  | <b>64,932</b>  | <b>103,413</b> | <b>739,480</b>   | <b>100.0%</b> |                       |
| <b>Asset Value(\$)</b> at year-end                           | <b>689,227</b>                             | <b>708,738</b> | <b>727,018</b> | <b>744,774</b> | <b>772,828</b> | <b>6,817,151</b> |               |                       |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | (1,989)                                    | 982            | 866            | 861            | 618            | (88,141)         |               |                       |
| Accumulated Backlog Estimate (end of year)                   | 28,824                                     | 29,806         | 30,672         | 31,533         | 32,150         | 350,876          |               |                       |
| <b>Backlog: Percentage of Asset Value (%)</b>                | <b>4.2%</b>                                | <b>4.2%</b>    | <b>4.2%</b>    | <b>4.2%</b>    | <b>4.2%</b>    | <b>5.1%</b>      |               |                       |
| Debt Service Costs   | 0  | 0              | 0              | 0              | 0              | 0                |               |                       |
| Operating Impact on Program Costs                            | -  | -              | -              | -              | -              | -                |               |                       |
| New Positions  | -  | -              | -              | -              | -              | -                |               |                       |

**Staff Recommended 10-Year Capital Plan by Project Category**

**Table 4: Summary of Capital Projects by Project Category**

| (In \$000s)   | Total App'd Cash Flows to Date* | 2019 Budget     | 2020 Plan     | 2021 Plan     | 2022 Plan     | 2023 Plan     | 2024 Plan     | 2025 Plan     | 2026 Plan     | 2027 Plan     | 2028 Plan      | 2019 - 2028 Total | Total Project Cost |
|---|---------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|-------------------|--------------------|
| <b>Total Expenditures by Category</b>                                     |                                 |                 |               |               |               |               |               |               |               |               |                |                   |                    |
| <b>Health &amp; Safety</b>  |                                 |                 |               |               |               |               |               |               |               |               |                |                   |                    |
| Fleet - Garage Security   |                                 | -               | 210           | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 105            | 1,050             |                    |
| MLS At Large Vehicle Purchase   |                                 | 300             | -             | -             | -             | -             | -             | -             | -             | -             | -              | 300               |                    |
| <b>Sub-Total</b>  |                                 | <b>- 300</b>    | <b>210</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>     | <b>1,350</b>      |                    |
| <b>Legislated</b>   |                                 |                 |               |               |               |               |               |               |               |               |                |                   |                    |
| Green Fleet Plan  |                                 | 220             | 315           | 210           | 150           | 150           | 150           | 150           | 225           | 150           | 150            | 1,870             |                    |
| <b>Sub-Total</b>  |                                 | <b>- 220</b>    | <b>315</b>    | <b>210</b>    | <b>150</b>    | <b>150</b>    | <b>150</b>    | <b>150</b>    | <b>225</b>    | <b>150</b>    | <b>150</b>     | <b>1,870</b>      |                    |
| <b>State of Good Repair</b>   |                                 |                 |               |               |               |               |               |               |               |               |                |                   |                    |
| Arena Boards - Replacement of Ice Resurfacers                             |                                 | 108             | 329           | 229           | -             | 120           | 124           | 128           | 132           | -             | -              | 1,170             |                    |
| Clerks - Fleet Replacement  |                                 | -               | -             | -             | -             | -             | -             | 40            | -             | 243           | 143            | 426               |                    |
| EDCT - Fleet Replacement  |                                 | 46              | 57            | 64            | 46            | -             | -             | 34            | 57            | -             | 182            | 486               |                    |
| Engineering & Construction Serv Fleet Replacement                         |                                 | -               | 867           | -             | 110           | 330           | 310           | -             | -             | -             | -              | 1,617             |                    |
| Exhibition Place - Fleet Replacement                                      |                                 | 600             | 1,200         | 600           | 600           | 600           | 600           | 600           | 600           | 600           | 600            | 6,600             |                    |
| Facilities Mgmt & Real Estate - Fleet Replacement                         |                                 | 1,360           | 1,104         | 1,429         | 1,266         | 685           | 199           | 163           | 451           | 305           | 441            | 7,403             |                    |
| Fire-Fleet Replacement  |                                 | 7,203           | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203          | 72,030            |                    |
| Fleet - At-large Purchase   |                                 | 610             | -             | -             | -             | -             | -             | -             | -             | -             | -              | 610               |                    |
| Fleet - Tools & Equipment   |                                 | 268             | 267           | 245           | 321           | 258           | 247           | 261           | 251           | 322           | 251            | 2,691             |                    |
| Fleet Office Modernization Plan - 2019                                    |                                 | 150             | -             | -             | -             | -             | -             | -             | -             | -             | -              | 150               |                    |
| Fleet Replacement - Insurance Contingency                                 |                                 | 135             | 138           | 141           | 144           | 147           | 151           | 155           | 159           | 163           | 167            | 1,500             |                    |
| Fleet Services - Fleet Replacement  |                                 | 100             | 295           | 120           | 100           | 450           | -             | 150           | -             | 300           | -              | 1,515             |                    |
| Fuel Site Closures, Upgrades & Replacement                                |                                 | 300             | 300           | 300           | 300           | 200           | 100           | 100           | 100           | 100           | 100            | 1,900             |                    |
| Information & Technology - Fleet Replacement                              |                                 | -               | -             | -             | -             | -             | -             | -             | 44            | -             | -              | 58                |                    |
| Library - Fleet Replacement   |                                 | 643             | 794           | 322           | 200           | 104           | 531           | 111           | 960           | -             | 793            | 4,458             |                    |
| Municipal Licensing & Standards-Fleet Replacement                         |                                 | 106             | 471           | 430           | 717           | 491           | 744           | 820           | 259           | 1,039         | 1,012          | 6,089             |                    |
| Parks, Forestry & Recreation-Fleet Replacement                            |                                 | 8,115           | 10,550        | 11,439        | 11,822        | 9,944         | 8,272         | 9,680         | 10,853        | 8,106         | 8,961          | 97,742            |                    |
| PPF&A - Fleet Replacement   |                                 | -               | 94            | -             | -             | -             | -             | 36            | -             | 39            | 81             | 250               |                    |
| Fuel Site Closures, Upgrades & Replacement                                |                                 | 390             | -             | -             | -             | -             | -             | -             | -             | -             | -              | 390               |                    |
| Public Health - Fleet Replacement   |                                 | 36              | -             | 133           | -             | 362           | -             | 81            | -             | 40            | -              | 652               |                    |
| Purchasing & Materials Mgmt- Fleet Replacement                            |                                 | 120             | 155           | -             | -             | -             | -             | -             | 49            | -             | 45             | 369               |                    |
| Shelter, Support & Housing Admin-Fleet Replacement                        |                                 | 71              | -             | -             | -             | -             | 65            | -             | -             | -             | -              | 136               |                    |
| Solid Waste - Fleet Replacement   |                                 | 21,408          | 9,140         | 15,243        | 11,161        | 20,153        | 25,297        | 28,049        | 23,142        | 22,461        | 42,643         | 218,697           |                    |
| Toronto Building - Fleet Replacement                                      |                                 | 112             | -             | -             | 175           | -             | 50            | 225           | -             | 150           | -              | 712               |                    |
| Toronto Community Housing Corp.- Fleet Replacement                        |                                 | 1,243           | 1,436         | 108           | 763           | 669           | 646           | 306           | 887           | 314           | 432            | 6,804             |                    |
| Toronto Water - Fleet Replacement   |                                 | 5,544           | 15,510        | 13,208        | 11,213        | 6,455         | 6,826         | 4,798         | 3,692         | 4,865         | 15,056         | 87,167            |                    |
| TPS-Fleet Replacement   |                                 | 4,807           | 5,502         | 7,211         | 7,820         | 9,386         | 8,105         | 8,539         | 8,865         | 9,203         | 9,554          | 78,992            |                    |
| Transportation-Fleet Replacement  |                                 | 6,197           | 20,372        | 16,187        | 24,549        | 12,374        | 8,874         | 8,874         | 8,874         | 8,874         | 15,086         | 130,261           |                    |
| Zoo-Fleet Replacement   |                                 | 380             | 350           | 350           | 350           | 350           | 350           | 350           | 350           | 350           | 350            | 3,530             |                    |
| <b>Sub-Total</b>  |                                 | <b>- 60,052</b> | <b>76,134</b> | <b>74,962</b> | <b>78,860</b> | <b>70,281</b> | <b>68,694</b> | <b>70,703</b> | <b>66,928</b> | <b>64,677</b> | <b>103,158</b> | <b>734,449</b>    |                    |
| <b>Service Improvement</b>  |                                 |                 |               |               |               |               |               |               |               |               |                |                   |                    |
| Biodiesel Pilot Project   |                                 | 67              | -             | -             | -             | -             | -             | -             | -             | -             | -              | 67                |                    |
| Car Share Technology on City Vehicles                                     |                                 | 105             | -             | -             | -             | -             | -             | -             | -             | -             | -              | 105               |                    |
| Fleet Vendor Portal Management  |                                 | 392             | 86            | -             | -             | -             | -             | -             | -             | -             | -              | 478               |                    |
| Sustainment of Fleet & Fuel System Intregation                            |                                 | 243             | 278           | 190           | -             | -             | -             | -             | -             | -             | -              | 711               |                    |
| Toronto Community Housing Corp.- At-large                                 |                                 | 450             | -             | -             | -             | -             | -             | -             | -             | -             | -              | 450               |                    |
| <b>Sub-Total</b>  |                                 | <b>- 1,257</b>  | <b>364</b>    | <b>190</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>       | <b>1,811</b>      |                    |
| <b>Total Expenditures by Category (excluding carry forward from 2018)</b> |                                 | <b>- 61,829</b> | <b>77,023</b> | <b>75,467</b> | <b>79,115</b> | <b>70,536</b> | <b>68,949</b> | <b>70,958</b> | <b>67,258</b> | <b>64,932</b> | <b>103,413</b> | <b>739,480</b>    |                    |

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

**2019 - 2028 Key Capital Projects**

The Staff Recommended 10-Year Capital Plan is in keeping with Fleet Services' objectives to maintain the State of Good Repair for more than 5,500 vehicles and equipment, manage and implement the Consolidated Green Fleet Plan and obtain fuel-efficient and environmentally friendly vehicles for the City Programs.

**Health and Safety**

- Health and Safety projects account for \$1.350 million or 0.183% of the total 10-Year Staff Recommended Capital Plan's expenditures, with the primary source of funding provided through Reserve funds, which are funded from Client Programs through their maintenance charges.
  - *Fleet Garage* (\$1.050 million) funds enhanced security at various fleet garage sites across the city.

*Legislated*

- Legislated projects total \$1.870 million or 0.25% of the total 10-Year Staff Recommended Capital Plan's expenditures, funded through Reserve funds, funded from maintenance contributions of clients.
  - The *Green Fleet Plan* project (\$1.870 million) provides annual funding of \$0.050 million to employ vehicles, equipment, fuels and practices that consume less fuel and emit less Greenhouse Gas (GHG) to meet the City's operational requirements of sustainable and economically viable equipment.

*State of Good Repair (SOGR)*

- SOGR projects account for \$734.449 million or 99.32% of the total 10-Year Staff Recommended Capital Plan's expenditures. The majority of SOGR project funding is allocated to the replacement of vehicles for Solid Waste Management, Toronto Water, Parks, Forestry & Recreation, Fire Services, Transportation Services and Toronto Paramedic Services.

*Service Improvement*

- Service Improvement projects amount to \$1.811 million or 0.24% of the total 10-Year Staff Recommended Capital Plan's expenditures.
  - *Sustainment of Fleet and Fuel Systems Integration* (\$0.711 million) - The IT portion of the Fleet & Fuel System Integration project is expected to be completed at the end of 2018. This project will allow Fleet Services to continue the implementation and sustainment of the Fleet & Fuel System Integration project. The integration between all City operated fuel sites and the fleet management system will provide Fleet Services with the ability to have real time monitoring; automated vehicle meter odometer data; data flow to improve security; and better customer service and information to City Divisions.
  - *TCHC At-Large Purchase* (\$0.450 million) to address the immediate operational vehicle needs for Toronto Community Housing Corporation (TCHC) for ten new Community Safety Units (CSUs), which will be fully funded by TCHC.
  - *Fleet Vendor Portal Management* (\$0.478 million) provides new funding for a solution to manage and streamline maintenance work assigned to service vendors that have contracts with the City of Toronto, enabling Fleet Services staff to initiate, review, and approve work requests and final costs electronically. The solution will be a supportive system to SAP/Ariba and the current Fleet Management Information System (FMIS) that will facilitate improved contract management. The tool is expected to improve efficiency and controls, while reducing invoice discrepancies, payment processes and payment times for the city and its vendors. In addition, built into the tool will be Vehicle Maintenance Reporting Standards (VMRS) taxonomy. This scheme of classification significantly improves maintenance reporting and cost management strategies, including lifecycle and total cost of ownership analysis.

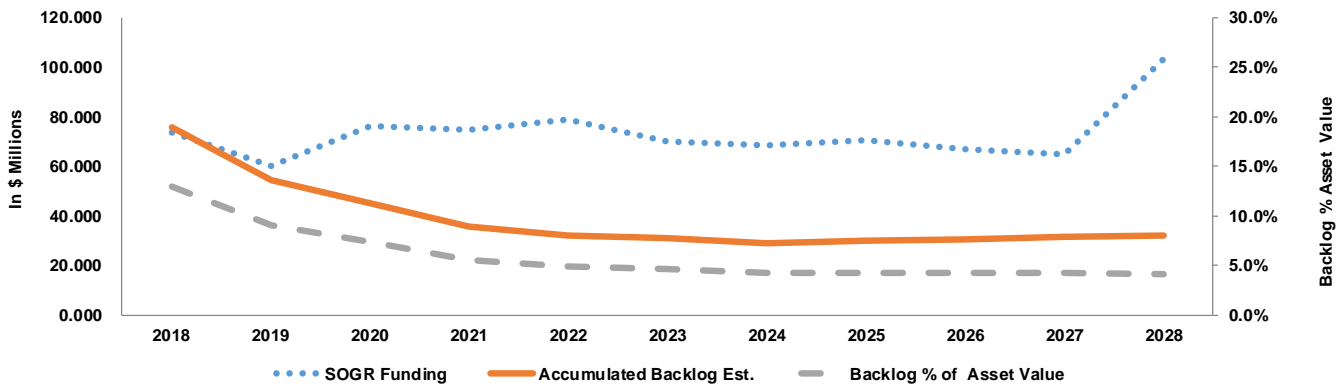
**State of Good Repair (SOGR) Funding & Backlog**

- The City fleet currently comprises over 5,500 assets, of which 3,200 are on-road vehicles and 2,300 are off-road and equipment assets. The replacement value for all assets is currently estimated to be \$581.978 million.
- The 10-Year Staff Recommended Capital Plan will fund \$734.449 million of SOGR projects within Fleet Services over the 10-year period.
- 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. The SOGR funding and the accumulated backlog estimates to year-end fluctuate because vehicle replacements are determined on an estimated average useful life based on vehicle and equipment types.
- The SOGR backlog of \$75.55 million which represents 13.0% of asset replacement value will decrease to \$32.15 million or 4.2% of the asset replacement value by the end of 2028 based on planned contribution to reserves. The 10-Year Capital Plan provides an average of \$73.445 million of funding annually to reduce the backlog. The backlog will be reduced at an average of \$2.217 million annually over the 10-year period.

- A 3-point action plan was developed during the 2015 budget process that will eliminate the backlog of vehicles replacements and fund each program's optimal vehicle replacement requirements. The action plan involved, aligning cash flow funding and vehicle delivery plans; performing lifecycle analysis on the City's fleet; and developing a multi-year funding plan to align contributions to the Vehicle and Equipment Replacement Reserve with optimal replacement requirements for all divisions and agencies. Actions taken since 2015 have resulted in a 160% improvement in Preventative Maintenance (scheduled repair) execution, combined with a 48% SOGR backlog reduction. The introduction of the Car Share Program, as well as working with client Programs and Agencies on rationalizing their fleet inventory will also help to reduce of the backlog.

**Chart 3: Total SOGR Funding & Backlog**

Chart 3: Total SOGR Funding & Backlog



| In \$ Millions                  | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | 2025    | 2026    | 2027    | 2028    |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>SOGR Funding</b>             | 73.927  | 60.052  | 76.134  | 74.962  | 78.860  | 70.281  | 68.694  | 70.703  | 66.928  | 64.677  | 103.158 |
| <b>Accumulated Backlog Est.</b> | 75.55   | 54.32   | 45.25   | 35.49   | 32.02   | 30.81   | 28.82   | 29.81   | 30.67   | 31.53   | 32.15   |
| <b>Backlog % of Asset Value</b> | 13.0%   | 9.1%    | 7.3%    | 5.6%    | 4.9%    | 4.6%    | 4.2%    | 4.2%    | 4.2%    | 4.2%    | 4.2%    |
| <b>Total Asset Value</b>        | 581.978 | 596.469 | 618.669 | 636.050 | 652.216 | 671.161 | 689.227 | 708.738 | 727.018 | 744.774 | 772.828 |

- Assuming planned contributions are maintained, the SOGR backlog is anticipated to decrease to \$32.15 million by year-end 2028, representing 4.2% of the asset replacement value.

## New Capital Project Delivery Positions

**Table 5: Capital Project Delivery: New Temporary Positions**

| Project Name                   | CAPTOR Project Number | Position Title                             | # of Positions | Project Delivery    |                   | Salary and Benefits \$ Amount( \$000s) |              |              |
|--------------------------------|-----------------------|--|----------------|---------------------|-------------------|--|--------------|--------------|
|                                |                       |  |                | Start Date (m/d/yr) | End Date (m/d/yr) | 2019                                   | 2020         | 2021         |
| Vendor Management Portal       | FLT908639             | Senior Systems Integrator                  | 1.0            | 07/01/2019          | 06/30/2020        | 70.5                                   | 72.4         | -            |
| Green Lane Landfill Operations | FLT906672             | Business Development & Improvement Analyst | 2.0            | 09/01/2019          | 08/31/2021        | 88.2                                   | 278.2        | 285.5        |
| <b>Total</b>                   |                       |  | <b>3.0</b>     |                     |                   | <b>158.7</b>                           | <b>350.6</b> | <b>285.5</b> |

Approval of the 2019 - 2028 Staff Recommended Capital Budget for Fleet Services will require 3 temporary capital positions that have been included in Fleet Services' 2019 Staff Complement.

- One Senior Systems Integrator position for one year ending in June 2020 to manage and support the implementation of a vendor management solution to streamline maintenance work assigned to service vendors that have contracts with the City of Toronto.
- Two Business Development & Improvement Analyst positions for 2 years ending in August 2021 to evaluate fuel provision and management for contracted service providers in response to Recommendation 2 of the Auditor General's report "*Review of the Green Lane Landfill Operations - Management of Contracts Needs Improvement*" adopted by City Council on July 23, 2018 that requested that:

*City Council request the General Manager, Fleet Services and the Chief Transformation Officer to consult with City Divisions with major fleet intensive contracts, to determine if there is any opportunity to realize savings by taking advantage of bulk fuel purchase agreements and report to the Government Management Committee.*

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.AU13.13>

These 2 positions will be funded from the *Sustainment of Fleet and Fuel System Integration* project

It is recommended that City Council approve these new 3.0 temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.

## 2018 CAPITAL PERFORMANCE

### 2018 Project Delivery

During 2018, Fleet Services accomplished the following capital projects and activities.

- Fleet Services is leading co-operative procurement as the first municipality in Canada to negotiate contracts for vehicles, equipment, supplies and services with vendors through a North American cooperative approach. These cooperative procurement contracts, plus other recently completed Manufacturer-direct procurement agreements will provide significant cost savings for the City.
- The North American cooperative procurement process was a three year undertaking to review and act upon opportunities for improved efficiency and cost-savings. The North American procurement cooperative subsequently recognized Fleets' leadership, innovation and expertise and chose the City of Toronto over 50,000 other member agencies to receive the Gold Star Business Innovation & Excellence Award in June 2018.
- As a second aspect of Cooperative procurement Fleet Services secured contracts to obtain light-duty vehicles at the Manufacturer (OEM) level. These contracts are leveraged locally with support of OEM local dealers. The savings obtained through direct OEM purchase of light duty vehicles, for the Fleet Services Division only in 2018 is \$1.2 million. Vehicles ordered through the manufacturer direct approach have been received 50 - 70% faster than the standard tender and delivery route.
- Continued to partner with Solid Waste Management to implement CNG technology on curbside residential collections vehicles. To date, approximately 70% of the collections units have been replaced by CNG vehicles.
- Leveraged procurement leadership to provide Toronto Transit Commission, Toronto Parking Authority, Toronto Fire Services, Toronto Paramedic Services, Exhibition Place and the Toronto Zoo the ability to procure vehicles or equipment based on existing Fleet Services contracts / specifications.

### Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved new capital projects totalling \$0.885 million for Fleet Services. The implementation status is detailed below:

- *Fleet – At-Large Purchase - \$0.570 million* - Fleet At Large purchases are custom build vehicles for fleet maintenance mobile services. The funds have been committed and the contract was awarded in 2018 with estimated vehicle delivery dates in Q2/Q3 of 2019.
- *Fleet – Garage Security - \$0.315 million* - Security site assessment for 843 Eastern Ave has been completed and required equipment has been ordered with partial payment, waiting for installation date. Security site assessment completed for 1026 Finch Ave W. (Building A).



## 2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

| Project Category<br>(In \$ Millions) | 2017          |               |                 | 2018          |                    |                 | 2019  |   |
|--------------------------------------|---------------|---------------|-----------------|---------------|--------------------|-----------------|---|---|
|                                      | Budget        | Actual        | Spending Rate % | Budget        | Projected Actual * | Spending Rate % | Staff Recommended Capital Budget (excl. 1 Yr Carry Forward) | Staff Recommended Capital Budget (incl. 1 Yr Carry Forward) |
| Health & Safety                      | -             | -             |                 | 1.005         | -                  | <b>0.0%</b>     | 0.300   | 0.405   |
| Legislated                           | 0.335         | 0.150         | <b>44.8%</b>    | 0.080         | 0.110              | <b>137.5%</b>   | 0.220   | 0.355   |
| SOGR                                 | 46.647        | 43.769        | <b>93.8%</b>    | 69.836        | 58.741             | <b>84.1%</b>    | 60.052  | 70.707  |
| Service Improvement                  | 2.871         | 0.927         | <b>32.3%</b>    | 3.235         | 2.184              | <b>67.5%</b>    | 1.257   | 3.113   |
| Growth Related                       | -             | -             |                 | -             | -                  |                 | -   | -   |
| <b>Total</b>                         | <b>49.853</b> | <b>44.847</b> | <b>90.0%</b>    | <b>74.155</b> | <b>61.034</b>      | <b>82.3%</b>    | <b>61.829</b>   | <b>74.580</b>   |

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end projection of spend rate for 2018 is 82.3% based on Q3 capital variance submissions.

Three projects, however, are significantly underspent and underspent funding will be carried forward into 2019 from 2018. These projects include: Parks, Forestry & Recreation Fleet Replacement for \$2.429 million; Fire Replacement for \$2.726 million; and Facilities Management & Real Estate - Fleet Replacement for \$0.740 million.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Fleet Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

## Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$12.751 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- A detailed review of the 2019 – 2028 Staff Recommended Capital Budget and Plan has been conducted and by deferring the cash flow funding to future years, the plan reflects readiness to proceed and will lead to a higher spend rate.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates for the fleet acquisition projects. The Program has realigned cash flow estimates in 2019 based on the revised project timeline and activities.



## ISSUES FOR DISCUSSION

## ISSUES IMPACTING THE 2019 BUDGET

### 2019 Budget Overview

#### 2019 Operating Budget:

- The 2018 Council Approved Budget for Fleet Services was \$57.739 million gross, primarily attributable to an increase in fleet maintenance costs and demand for fuel from client Programs which is fully funded by recoveries from client divisions.
- Fleet Services was able to offset budget pressures with the following service efficiencies:
  - Fleet Rationalization – Achieved savings of \$0.012 million through reduction of fleet size by 2 Class 2 vehicles resulting in maintenance and fuel savings.
  - Tire Management – Achieved savings of \$0.060 million through implementation of a tire retreading process for heavy vehicles/equipment, which will reduce costs for maintenance and purchase of new tires.
  - Parts Warranty Management – Achieved savings of \$0.100 million by utilizing new systems to order parts and to increase data capture, invoicing and parts turnaround.
  - Effective Fuel Hedging – Achieved savings of \$0.353 through effective fuel hedging mechanism.
- Fleet Services has implemented the following service strategies, as discussed in last year's budget, delivering efficiencies that are reflected in the 2019 Staff Recommended Operating Budget of \$58.583 million gross and \$0.169 million net:
  - Fleet size reduction of Class 1 and non-specialized Class 2 vehicles through strategies such as the fleet size optimization, use of car share program and car share technology solutions on City-owned vehicles. This addresses Fleet's backlog issue by reducing replacement reserve requirements and provides savings of \$0.251 million.
  - Mitigate increasing fuel cost pressure to clients through effective fuel hedging resulting in savings of \$0.152 million.
- The following service efficiencies are new for 2019 and have helped mitigate budget pressures:
  - Developing in-house heavy equipment repair capability to perform in-house repair and roadside assist to client groups with heavy equipment, expected to reduce downtime, minimize service level impact resulting in net cost savings of \$0.122 million.
  - Parts saving through new NAPA contract due to lower markup rate and lower contract administration cost. This also includes increase in service delivery by adding additional parts counter staff for weekend shifts resulting in savings of \$0.237 million.
- Included in the 2019 Staff Recommended Operating Budget is \$0.034 million gross and \$0.034 million net for one enhanced service priority of Manufacturer Direct Purchase of Light Duty Vehicles. To date, Toronto Fire Services, Toronto Paramedic Services and Toronto Zoo capital fleet replacement reserve accounts have been managed by the Fleet Services Division, however, the fleet procurement process has not. The new Manufacturer direct arrangement for light-duty vehicles, combined with the requirement for one point of contact, presents an opportunity for additional savings by amalgamating the procurement of light duty vehicles for TFS, TPS and Toronto Zoo and the Toronto Transit Commission under the Fleet Services Division.

#### 10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for Fleet Services was \$74.155 million primarily dedicated to the replacement of vehicles and equipment, utilized by City Programs and Agencies. During 2018, Fleet Services experienced some delays in receipt from vehicle manufacturer, resulting in lower than expected projected spend rate of 83% of the 2018 Capital Budget. The unspent cash flow funding has been carried forward into 2019 to continue the capital work.
- The 2019 – 2028 Staff Recommended Capital Budget and Plan of \$739.5 million for Fleet Services is fully funded from the Vehicle and Equipment Replacement Reserves, which does not require debt as a funding

source. All the projects included in the 10-Year Capital Plan were reviewed and reprioritized based on each Program's requirements and readiness to proceed and the cash flow estimates were better aligned with vehicle delivery plans taking historical spending rate for Fleet Services into consideration.

- This Staff Recommended 10-Year Capital Plan reflects an increase of \$30.4 million or 4.3% in capital funding when compared to the 2018 - 2027 Approved Capital Plan.

## OTHER ISSUES IMPACTING THE 2019 BUDGET

### ***Adequacy of Vehicle Capital Reserve Contributions and SOGR Backlog***

- The Fleet Capital Replacement Plan is funded from the respective Program and Agency Vehicle and Equipment Replacement Reserves. The Reserves are financed annually by Program/Agency Operating Budget contributions based on pre-established criteria.
- Vehicle and Equipment Replacement Reserves are established in accordance with the Municipal Code, Chapter 227, Article II, to provide budget stabilization by moderating large fluctuations in annual replacement of vehicles and equipment.
- Fleet Services manages the vehicle and equipment procurement for 21 City Programs and Agencies. Fleet Services is working closely with these programs on addressing their vehicle and equipment replacements and ensuring adequate funding is available in the reserves.
- The City of Toronto currently has a vehicle and equipment SOGR backlog of \$75.552 million at 2018 year-end. The major contributors to the accumulated SOGR backlog are Transportation Services, Parks, Forestry & Recreation and Toronto Water. However, the total SOGR backlog is expected to decrease over the next ten years as illustrated in the table below:

| Division (in millions)          | Backlog Projection |       |       |       |       |       |       |       |       |       |
|---------------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|                                 | 2019               | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  |
| Solid Waste Management          | 0.41               | 0.06  | -     | -     | -     | -     | -     | -     | -     | -     |
| Toronto Water                   | 8.20               | 5.61  | 0.52  | 1.09  | 1.70  | -     | -     | -     | -     | -     |
| Transportation Services         | 17.42              | 12.42 | 7.42  | 2.42  | -     | -     | -     | -     | -     | -     |
| Public Health                   | 0.03               | 0.03  | 0.04  | 0.04  | 0.04  | 0.04  | 0.04  | 0.09  | 0.09  | 0.09  |
| Parks, Forestry & Recreation    | 15.61              | 16.08 | 16.57 | 17.06 | 17.57 | 18.10 | 18.64 | 19.20 | 19.78 | 20.37 |
| Municipal Licensing & Stds      | 0.80               | 0.76  | 0.66  | 0.58  | 0.59  | 0.12  | 0.12  | 0.46  | -     | -     |
| Toronto Building                | 0.09               | 0.09  | 0.09  | 0.10  | 0.11  | 0.10  | 0.08  | 0.10  | -     | -     |
| Facilities Mgmt & Real Estate   | 2.03               | 0.87  | 0.72  | 0.53  | 0.55  | 0.56  | 0.57  | 0.58  | 1.33  | 1.57  |
| City Clerks Office              | 0.03               | 0.03  | 0.03  | 0.03  | 0.04  | 0.04  | 0.04  | 0.04  | 0.04  | -     |
| Toronto Public Library          | 0.45               | -     | 0.03  | 0.48  | 0.39  | -     | 0.04  | -     | 0.13  | 0.16  |
| Exhibition Place                | 5.79               | 5.89  | 5.90  | 6.12  | 6.12  | 6.05  | 6.39  | 6.19  | 6.03  | 5.69  |
| Toronto Housing Company         | 2.46               | 2.53  | 2.61  | 2.69  | 2.77  | 2.85  | 2.94  | 3.03  | 3.12  | 3.21  |
| Policy, Planning, Fin. & Admin. | 0.03               | 0.00  | 0.00  | 0.00  | 0.00  | 0.00  | 0.00  | 0.00  | 0.00  | 0.00  |
| Eco. Devt. & Culture            | 0.14               | 0.14  | 0.14  | 0.10  | 0.14  | 0.14  | 0.11  | 0.11  | 0.12  | 0.12  |
| Engineering & Constr. Services  | 0.71               | 0.73  | 0.76  | 0.78  | 0.80  | 0.83  | 0.85  | 0.88  | 0.90  | 0.93  |
| Purchasing and Materials Mgmt.  | 0.11               | -     | -     | -     | -     | -     | -     | -     | -     | -     |
| All Divisions                   | 54.32              | 45.25 | 35.49 | 32.02 | 30.81 | 28.82 | 29.81 | 30.67 | 31.53 | 32.15 |

- Fleet has agreed on IDC/IDRs with clients, but continued effort is required to address ongoing challenges in rightsizing the fleet replacement reserve contributions from some divisions. A sufficient level of reserve funding must be established to address backlog and maintain lowest total cost of ownership and a work plan has been developed with both Parks, Forestry and Recreation and Transportation Services for this purpose. The work plan has identified all outstanding issues that are to be addressed in the coming months including:
  - Inventory Review – Fleet Services to continue to work with each program to confirm their current inventory, replacement requirements.
  - Lifecycle Analysis – Performing lifecycle analysis on the City's Fleet in order to optimize replacements and reduce ongoing maintenance and repair costs. As indicated by Toronto Water, some of their vehicles due to operational requirements and use, can be extended past the initially estimated lifecycle. Fleet Services

will work with these divisions to adjust the replacement schedule and adjust for procurement/manufacture lead time to take delivery of the vehicles.

- Contribution to Reserve – Continue to review and seek ways to optimize replacements and minimize operating impact to tax levy while ensuring operational requirements are met and contributions are with the aligned Vehicle and Equipment Replacement Reserve.
- Cash flow funding and spending analysis.
- Over the last four years the Fleet Services Division (FSD) has been working with the Province of Ontario and the original equipment manufacturers (OEM's) towards manufacturer direct procurement agreements for light-duty vehicles. To date, Toronto Fire Services, Toronto Paramedic Services and Toronto Zoo capital fleet replacement reserve accounts have been managed by the Fleet Services Division, however, the fleet procurement process has not. The new Manufacturer direct arrangement for light-duty vehicles, combined with the requirement for one point of contact, presents an opportunity for additional savings by amalgamating the procurement of light duty vehicles for TFS, TPS, Toronto Zoo and Toronto Transit Commission under the Fleet Services Division.

## ISSUES IMPACTING FUTURE YEARS

### Additional Savings from Implementation of Alternate Service Delivery (ASD) Model

- City Council adopted the report "Fleet Services Review - Detailed Implementation Plan for the Fleet Services Strategy (GM 14.1)" in October 2016 and approved the detailed implementation plan for the Alternate Service Delivery model. <http://www.toronto.ca/legdocs/mmis/2016/gm/bgrd/backgroundfile-94260.pdf>.
- The Alternative Service Delivery model will improve maintenance practices, client service delivery and availability. Over the medium term, this model is expected to facilitate fleet optimization improvements, enhance vehicle condition and resale values, and reduce vehicle downtime.
- This model was initially implemented in October 2017 and the City-wide savings realized in 2017 and 2018 totaled \$0.397 million and \$0.469 million respectively.
- Savings of \$0.244 million for tax-supported programs and agencies is currently in Fleet's budget and will be transferred to respective program area through an in-year adjustment in 2019.

| Savings by Programs/Agencies  | 2019 Savings   |
|-------------------------------|----------------|
| Transportation Services       | 113,528        |
| Parks, Forestry & Recreation  | 116,680        |
| Municipal Licensing & Stds    | 5,884          |
| Toronto Building              | 498            |
| Eco. Devt. & Culture          | 467            |
| Facilities Mgmt & Real Estate | 7,026          |
| <b>Total</b>                  | <b>244,083</b> |

- It is recommended that City Council approve the budget transfer of \$0.244 million gross and net, reflecting the savings resulting from the implementation of the Alternate Service Delivery Model as noted in table above, to the respective Tax-supported client Programs from Fleet Services' 2019 Operating Budget.

### Additional Savings

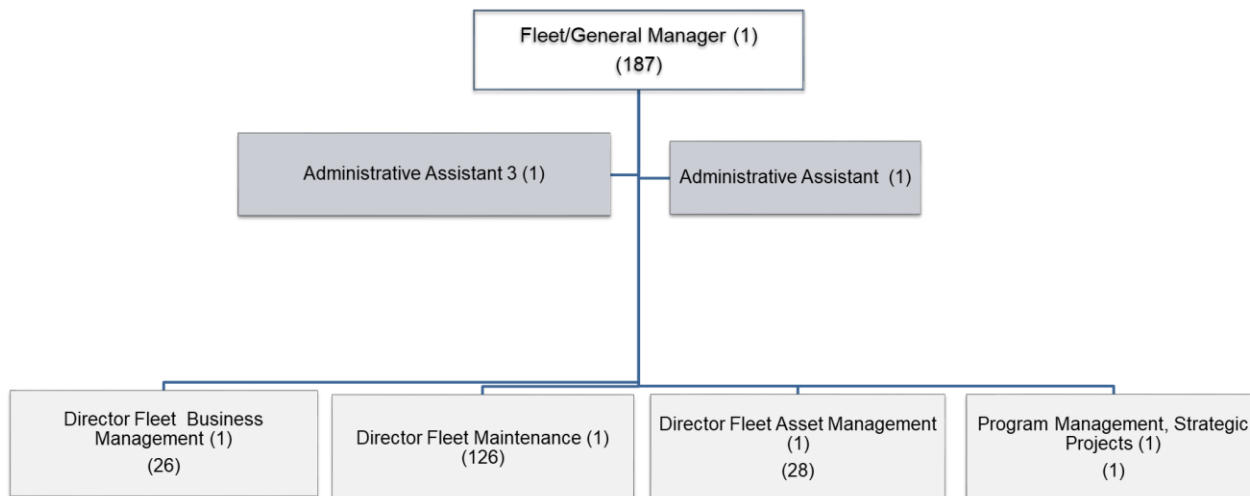
- Additional savings that are not included in 2019 but will be reflected in 2020 budget are through:
  - Manufacturer Direct Procurement of Light Duty Vehicles – Procurement of light-duty vehicles directly from the manufacturer resulting in saving of approximately \$2.556 million
  - Preventive Maintenance Agreement (PMA) – Preventive maintenance check-up of vehicle and equipment based on usage as opposed to a generic maintenance schedule resulting cost efficiency \$0.070 million.



# APPENDICES

## Appendix 1

### 2019 Organization Chart



The 2019 total staff complement includes the General Manager and staff for a total of 188.0 positions, comprising 4 capital positions and 184 operating positions as summarized in the table below.

### 2019 Total Complement

|                    | Category               | Senior Management | Management with Direct Reports | Management without Direct Reports/Exempt Professional & Clerical | Union        | Total        |
|--------------------|------------------------|-------------------|--------------------------------|--|--------------|--------------|
| Operating          | Permanent              | 4.0               | 18.0                           | 18.0   | 143.0        | 183.0        |
|                    | Temporary              |                   |                                | -  | 1.0          | 1.0          |
|                    | <b>Total Operating</b> | 4.0               | 18.0                           | 18.0   | 144.0        | 184.0        |
| Capital            | Permanent              |                   |                                |  |              | -            |
|                    | Temporary              |                   | 1.0                            | 3.0  | -            | 4.0          |
|                    | <b>Total Capital</b>   | -                 | 1.0                            | 3.0  | -            | 4.0          |
| <b>Grand Total</b> |                        | <b>4.0</b>        | <b>19.0</b>                    | <b>21.0</b>  | <b>144.0</b> | <b>188.0</b> |

## Appendix 2 2019 Operating Budget by Service

### Fleet Management

| (In \$000s)                   | 2018             | 2019             |                |                                | Changes       |               | Incremental Change |               |
|-------------------------------|------------------|------------------|----------------|--------------------------------|---------------|---------------|--------------------|---------------|
|                               | Approved Budget  | Base             | New / Enhanced | Total Staff Recommended Budget |               |               | 2020 Plan          | 2021 Plan     |
| By Service                    | \$               | \$               | \$             | \$                             | \$            | %             | \$                 | \$            |
| <b>Fleet Acquisition</b>      |                  |                  |                |                                |               |               |                    |               |
| Gross Expenditures            | 2,970.6          | 2,592.8          | 34.3           | 2,627.1                        | (343.5)       | (11.6%)       | 82.1               | (26.2)        |
| Revenue                       | 1,790.2          | 1,362.9          | 0.0            | 1,362.9                        | (427.3)       | (23.9%)       | (10.4)             | (7.2)         |
| <b>Net Expenditures</b>       | <b>1,180.4</b>   | <b>1,230.0</b>   | <b>34.3</b>    | <b>1,264.2</b>                 | <b>83.8</b>   | <b>7.1%</b>   | <b>92.5</b>        | <b>(18.9)</b> |
| <b>Fleet Maintenance</b>      |                  |                  |                |                                |               |               |                    |               |
| Gross Expenditures            | 35,792.6         | 36,669.0         | 0.0            | 36,669.0                       | 876.4         | 2.4%          | (49.5)             | 54.7          |
| Revenue                       | 37,749.5         | 38,502.9         | 0.0            | 38,502.9                       | 753.4         | 2.0%          | (238.5)            | (57.9)        |
| <b>Net Expenditures</b>       | <b>(1,956.9)</b> | <b>(1,833.9)</b> | <b>0.0</b>     | <b>(1,833.9)</b>               | <b>123.0</b>  | <b>(6.3%)</b> | <b>189.0</b>       | <b>112.6</b>  |
| <b>Fleet Disposal</b>         |                  |                  |                |                                |               |               |                    |               |
| Gross Expenditures            | 161.0            | 168.8            | 0.0            | 168.8                          | 7.8           | 4.9%          | 0.8                | (0.0)         |
| Revenue                       | 75.0             | 75.0             | 0.0            | 75.0                           | 0.0           | -             | 0.0                | 0.0           |
| <b>Net Expenditures</b>       | <b>86.0</b>      | <b>93.8</b>      | <b>0.0</b>     | <b>93.8</b>                    | <b>7.8</b>    | <b>9.1%</b>   | <b>0.8</b>         | <b>(0.0)</b>  |
| <b>Vehicle Safety</b>         |                  |                  |                |                                |               |               |                    |               |
| Gross Expenditures            | 1,234.4          | 1,258.5          | 0.0            | 1,258.5                        | 24.2          | 2.0%          | 33.9               | 25.1          |
| Revenue                       | 0.0              | 61.4             | 0.0            | 61.4                           | 61.4          | -             | 0.0                | 0.0           |
| <b>Net Expenditures</b>       | <b>1,234.4</b>   | <b>1,197.1</b>   | <b>0.0</b>     | <b>1,197.1</b>                 | <b>(37.2)</b> | <b>(3.0%)</b> | <b>33.9</b>        | <b>25.1</b>   |
| <b>Total</b>                  |                  |                  |                |                                |               |               |                    |               |
| Gross Expenditures            | 40,158.6         | 40,689.1         | 34.3           | 40,723.4                       | 564.8         | 1.4%          | 67.3               | 53.6          |
| Revenue                       | 39,614.7         | 40,002.2         | 0.0            | 40,002.2                       | 387.4         | 1.0%          | (248.9)            | (65.2)        |
| <b>Total Net Expenditures</b> | <b>543.8</b>     | <b>687.0</b>     | <b>34.3</b>    | <b>721.2</b>                   | <b>177.4</b>  | <b>32.6%</b>  | <b>316.2</b>       | <b>118.7</b>  |
| <b>Approved Positions</b>     | <b>184.6</b>     | <b>182.8</b>     | <b>1.0</b>     | <b>183.8</b>                   | <b>(0.8)</b>  | <b>(0.4%)</b> | <b>(1.9)</b>       | <b>(1.0)</b>  |

\* Year-End Projection Based on Q3 2018 Variance Report

### Fuel Management

| (In \$000s)                   | 2018              | 2019             |                |                                | Changes           |                 | Incremental Change |                |
|-------------------------------|-------------------|------------------|----------------|--------------------------------|-------------------|-----------------|--------------------|----------------|
|                               | Approved Budget   | Base             | New / Enhanced | Total Staff Recommended Budget |                   |                 | 2020 Plan          | 2021 Plan      |
| By Service                    | \$                | \$               | \$             | \$                             | \$                | %               | \$                 | \$             |
| <b>Fuel Acquisition</b>       |                   |                  |                |                                |                   |                 |                    |                |
| Gross Expenditures            | 16,016.7          | 15,958.4         | 0.0            | 15,958.4                       | (58.3)            | (0.4%)          | 2.3                | 2.3            |
| Revenue                       | 0.0               | 18,061.2         | 0.0            | 18,061.2                       | 18,061.2          | -               | 333.5              | 335.8          |
| <b>Net Expenditures</b>       | <b>16,016.7</b>   | <b>(2,102.8)</b> | <b>0.0</b>     | <b>(2,102.8)</b>               | <b>(18,119.5)</b> | <b>(113.1%)</b> | <b>(331.1)</b>     | <b>(333.5)</b> |
| <b>Fuel Distribution</b>      |                   |                  |                |                                |                   |                 |                    |                |
| Gross Expenditures            | 2,307.8           | 1,901.2          | 0.0            | 1,901.2                        | (406.7)           | (17.6%)         | 187.9              | 7.1            |
| Revenue                       | 18,703.8          | 351.1            | 0.0            | 351.1                          | (18,352.8)        | (98.1%)         | 179.5              | (96.2)         |
| <b>Net Expenditures</b>       | <b>(16,396.0)</b> | <b>1,550.1</b>   | <b>0.0</b>     | <b>1,550.1</b>                 | <b>17,946.1</b>   | <b>(109.5%)</b> | <b>8.4</b>         | <b>103.3</b>   |
| <b>Total</b>                  |                   |                  |                |                                |                   |                 |                    |                |
| Gross Expenditures            | 18,324.6          | 17,859.5         | 0.0            | 17,859.5                       | (465.0)           | (2.5%)          | 190.2              | 9.5            |
| Revenue                       | 18,703.8          | 18,412.2         | 0.0            | 18,412.2                       | (291.6)           | (1.6%)          | 513.0              | 239.7          |
| <b>Total Net Expenditures</b> | <b>(379.3)</b>    | <b>(552.7)</b>   | <b>0.0</b>     | <b>(552.7)</b>                 | <b>(173.4)</b>    | <b>45.7%</b>    | <b>(322.8)</b>     | <b>(230.2)</b> |
| <b>Approved Positions</b>     | <b>2.4</b>        | <b>4.2</b>       | <b>0.0</b>     | <b>4.2</b>                     | <b>1.8</b>        | <b>75.0%</b>    | <b>(0.1)</b>       | <b>(2.0)</b>   |

\* Year-End Projection Based on Q3 2018 Variance Report



## Appendix 3

### 2019 Service Levels Fleet Management

| Activity          | Type  | Status                | 2015     | 2016      | 2017      | 2018      | 2019      |           |
|-------------------|---|-----------------------|----------|-----------|-----------|-----------|-----------|-----------|
| Fleet Acquisition | Light Duty Vehicle Age (<4500kg)                                    | Average Age           | Approved | 4.5       | 4.5       | 4.5       | 4.5       | 4.5       |
|                   |   |                       | Actual   | 6.3       | 6.4       | 6.8       | 6.5       |           |
|                   | Medium Duty Vehicles Age (4500kg - 9000 Kg)                         | Average Age           | Approved | 5.7       | 5.7       | 5.7       | 5.7       | 5.7       |
|                   |   |                       | Actual   | 6.9       | 7.1       | 7.5       | 7.7       |           |
|                   | Heavy Duty Vehicle Age (>9000kg)                                    | Average Age           | Approved | 6.2       | 6.0       | 6.0       | 6.0       | 6.0       |
|                   |   |                       | Actual   | 7.6       | 7.1       | 7.3       | 7.1       |           |
| Fleet Maintenance | Off-Road (Driven)   | Average Age           | Approved | 7.1       | 7.0       | 7.0       | 7.0       | 7.0       |
|                   |   |                       | Actual   | 10.3      | 10.2      | 10.7      | 10.0      |           |
| Fleet Maintenance | % scheduled repairs to unscheduled repairs                          | Percentage Comparison | Approved | 60% / 40% | 60% / 40% | 60% / 40% | 60% / 40% | 60% / 40% |
|                   |   |                       | Actual   | 20% / 80% | 25% / 75% | 43% / 57% | 52% / 48% |           |
| Fleet Disposal    | Average days to sale for used assets                                | # of Days             | Approved | 42        | 90        | 90        | 100       | 100.0     |
|                   |   |                       | Actual   | 124       | 204       | 173       | 178.0     |           |
|                   | Number of vehicles / equipment disposed                             | # of Vehicles         | Approved | 250       | 250       | 250       | 250       | 250.0     |
|                   |   |                       | Actual   | 251       | 450       | 262       | 432.0     |           |
| Vehicle Safety    | MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating | Rate                  | Approved | 52.0%     | 42.0%     | 40.0%     | 40.0%     | 0.4       |
|                   |   |                       | Actual   | 27%       | 38%       | 35%       | 33%       |           |
|                   | # of course and training attendance                                 | # of People           | Approved |           |           |           | 8,700     | 8,700     |
|                   |   |                       | Actual   | 6,333     | 9,116     | 8,597     | 9,912     |           |

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for Fleet Management:

- The actual Average Age for the various type of vehicles are higher than the Approved Level, this is mainly due to the State of Good Repair backlog. Fleet Services and Financial Planning will continue to work with the key divisions that have the greatest backlogs, including Parks, Forestry and Recreation and Transportation to reduce their SOGR backlogs.
- The percentage of scheduled repairs to unscheduled repairs has greatly improved over the past few years, from 20% scheduled and 80% unscheduled (20/80) in 2015 to 52% scheduled and 48% unscheduled (52/48) in 2018. The ratio for the light-duty vehicles has improved even further to 56% / 44% in 2018. While the ratio is slightly lower than the Approved/Target Level due to some vehicle and equipment classes being past optimum life, these changes represent a 160% improvement over the past four (4) years. Older vehicles have a greater frequency of unplanned repairs and also require more repair, which puts added pressure on existing resources to maintain service levels. Unscheduled maintenance or fix-on-fail repairs cost 30% more than preventative maintenance on average. As such, the improvement in scheduled repairs since 2015 provides significant maintenance cost increase mitigation, as well as reduced downtime and improved safety for the City's fleet.
- The MTO CVOR Safety Rating, i.e. Ontario Commercial Vehicle Operators Registration safety rating for the City's Fleet has been maintained at satisfactory level. It has improved from 38% in 2016 to 33% in 2018 (a lower number is better).

### Fuel Management

| Activity          | Type                                 | Status               | 2016     | 2017 | 2018 | 2019 |      |
|-------------------|--------------------------------------|----------------------|----------|------|------|------|------|
| Fuel Acquisition  | Gasoline Contract below market price | % below market price | Approved | 5%   | 7%   | 8%   | 8%   |
|                   |                                      |                      | Actual   | 10%  | 11%  | 11%  |      |
|                   | Diesel Contract below market price   | % below market price | Approved | 8%   | 8%   | 8%   | 8%   |
|                   |                                      |                      | Actual   | 12%  | 12%  | 12%  |      |
| Fuel Distribution | Gasoline Dispensed                   | litres (millions)    | Approved | 3.9  | 5.4  | 6.4  | 5.9  |
|                   |                                      |                      | Actual   | 4.6  | 5.7  | 6.1  |      |
|                   | Diesel Dispensed                     | litres (millions)    | Approved | 11.4 | 10.1 | 10.8 | 10.1 |
|                   |                                      |                      | Actual   | 11.3 | 11.2 | 10.3 |      |

- The Diesel Contract below Market price has been stable over the past few years due to better pricing received on the fuel contract as compared to the pricing at commercial fuel sites.
- The amount of diesel fuel distributed is projected to be lower in 2019 due to more usage of Compressed Natural Gas (CNG) instead of diesel fuel. Fuel Services continues the Fuel Hedging program to minimize the impacts of fluctuating fuel market prices.

## Appendix 4

### Summary of 2019 Service Changes

| Description (\$000s)                                       | Service Changes  |                |                 |                | Total Service Changes |                |            | Incremental Change |      |           |            |
|--|------------------|----------------|-----------------|----------------|-----------------------|----------------|------------|--------------------|------|-----------|------------|
|  | Fleet Management |                | Fuel Management |                | \$                    | \$             | #          | 2020 Plan          |      | 2021 Plan |            |
|  | Gross            | Net            | Gross           | Net            | Gross                 | Net            | Pos.       | Net                | Pos. | Net       | Pos.       |
| <b>Service Efficiencies</b>                                |                  |                |                 |                |                       |                |            |                    |      |           |            |
| Savings from Rental Vehicles Contract Cleaning Restructure | (21.0)           | (21.0)         |                 |                | (21.0)                | (21.0)         |            |                    |      |           |            |
| Fleet Size Reduction (\$0.251M Gross)                      | (251.2)          | 0.0            |                 |                | (251.2)               | 0.0            |            |                    |      |           |            |
| Purchase and Realization of Enhanced Vehicle Warranties    | (14.2)           | (14.2)         |                 |                | (14.2)                | (14.2)         |            |                    |      |           |            |
| NAPA Parts Contract Savings and Efficiencies               | (237.4)          | (237.4)        |                 |                | (237.4)               | (237.4)        |            |                    |      |           |            |
| Develop In-house Heavy Equipment Repair Capability         | (122.4)          | (122.4)        |                 |                | (122.4)               | (122.4)        | 3.0        | (6.1)              |      |           | 0.6        |
| Enhanced Safety Training Services                          | 3.1              | (58.3)         |                 |                | 3.1                   | (58.3)         |            |                    |      |           |            |
| Mitigate Fuel Cost Pressure through Effective Fuel Hedging |                  |                | (152.0)         | (152.0)        | (152.0)               | (152.0)        |            |                    |      |           |            |
| Mobile Welding Efficiencies                                | (30.3)           | (30.3)         |                 |                | (30.3)                | (30.3)         | 2.0        | (6.5)              |      |           | 0.4        |
| <b>Sub-Total</b>   | <b>(673.4)</b>   | <b>(483.6)</b> | <b>(152.0)</b>  | <b>(152.0)</b> | <b>(825.4)</b>        | <b>(635.6)</b> | <b>5.0</b> | <b>(12.6)</b>      |      |           | <b>1.0</b> |
| <b>Total 2019 Service Changes</b>                          | <b>(673.4)</b>   | <b>(483.6)</b> | <b>(152.0)</b>  | <b>(152.0)</b> | <b>(825.4)</b>        | <b>(635.6)</b> | <b>5.0</b> | <b>(12.6)</b>      |      |           | <b>1.0</b> |

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

| Form ID   |                  | Corporate Services<br><br>Program - Fleet Services | Adjustments          |              |               |                       | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |
|---|------------------|--|----------------------|--------------|---------------|-----------------------|-------------------------|-------------------------|
| Category  | Equity<br>Impact |  | Gross<br>Expenditure | Revenue      | Net           | Approved<br>Positions |                         |                         |
| <b>2019 Staff Recommended Base Budget Before Service Changes:</b> |                  | <b>59,374.1</b>                                    | <b>58,604.2</b>      | <b>769.9</b> | <b>182.00</b> | <b>(65.0)</b>         | <b>(77.9)</b>           |                         |

|  |  |   |               |            |               |             |            |            |
|--|--|---|---------------|------------|---------------|-------------|------------|------------|
| 16992  | Savings from Rental Vehicles Contract Cleaning Restructure |   |               |            |               |             |            |            |
| 51   | No Impact  | <b>Description:</b>                       |               |            |               |             |            |            |
| Switching the rental vehicle cleaning services from third party vendors to the vehicle rental companies, will be more cost-effective and will result annual cost saving of \$21,000. |  |   |               |            |               |             |            |            |
| <b>Service Level Impact:</b>   |  |   |               |            |               |             |            |            |
| There will be no change in service level   |  |   |               |            |               |             |            |            |
| <b>Equity Statement:</b>   |  |   |               |            |               |             |            |            |
| The proposal does not have an impact on equity   |  |   |               |            |               |             |            |            |
| <b>Service:</b> Fleet Management   |  |   |               |            |               |             |            |            |
|  |  | Total Staff Recommended Changes:          | (21.0)        | 0.0        | (21.0)        | 0.00        | 0.0        | 0.0        |
|  |  | <b>Staff Recommended Service Changes:</b> | <b>(21.0)</b> | <b>0.0</b> | <b>(21.0)</b> | <b>0.00</b> | <b>0.0</b> | <b>0.0</b> |

|  |   |                                  |        |     |        |      |     |     |
|--|---|----------------------------------|--------|-----|--------|------|-----|-----|
| 16993  | Purchase and Realization of Enhanced Vehicle Warranties |                                  |        |     |        |      |     |     |
| 51   | No Impact   | <b>Description:</b>              |        |     |        |      |     |     |
| Purchase enhanced vehicle warranties to cover vehicle failures within the warranty periods, which will realize net cost savings of \$14,200 to the City. |   |                                  |        |     |        |      |     |     |
| <b>Service Level Impact:</b>   |   |                                  |        |     |        |      |     |     |
| There will be no change in service level   |   |                                  |        |     |        |      |     |     |
| <b>Equity Statement:</b>   |   |                                  |        |     |        |      |     |     |
| The proposal does not have an impact on equity   |   |                                  |        |     |        |      |     |     |
| <b>Service:</b> Fleet Management   |   |                                  |        |     |        |      |     |     |
|  |   | Total Staff Recommended Changes: | (14.2) | 0.0 | (14.2) | 0.00 | 0.0 | 0.0 |

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

| Form ID  |               | Corporate Services<br><br>Program - Fleet Services | Adjustments       |         |        |                    | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |
|----------|---------------|--|-------------------|---------|--------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact |  | Gross Expenditure | Revenue | Net    | Approved Positions |                         |                         |
|          |               | <b>Staff Recommended Service Changes:</b>          | (14.2)            | 0.0     | (14.2) | 0.00               | 0.0                     | 0.0                     |

|                                  |  |  |                                  |         |     |         |      |     |     |  |         |     |         |      |     |     |
|----------------------------------|--|--|----------------------------------|---------|-----|---------|------|-----|-----|--|---------|-----|---------|------|-----|-----|
| 16994                            | Mitigate Fuel Cost Pressure through Effective Fuel Hedging |  |                                  |         |     |         |      |     |     |  |         |     |         |      |     |     |
| 51                               | No Impact  | <p><b>Description:</b></p> <p>To mitigate increasing fuel cost pressure to clients through effective fuel hedging. The cost saving is projected to be \$0.152 million in 2019.</p> <p><b>Service Level Impact:</b></p> <p>There will be no change in service level</p> <p><b>Equity Statement:</b></p> <p>The proposal does not have an impact on equity</p> <p><b>Service:</b> Fuel Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">(152.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(152.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <p><b>Staff Recommended Service Changes:</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="text-align: right;">(152.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(152.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> | Total Staff Recommended Changes: | (152.0) | 0.0 | (152.0) | 0.00 | 0.0 | 0.0 |  | (152.0) | 0.0 | (152.0) | 0.00 | 0.0 | 0.0 |
| Total Staff Recommended Changes: | (152.0)  | 0.0  | (152.0)                          | 0.00    | 0.0 | 0.0     |      |     |     |  |         |     |         |      |     |     |
|                                  | (152.0)  | 0.0  | (152.0)                          | 0.00    | 0.0 | 0.0     |      |     |     |  |         |     |         |      |     |     |

|                                  |  |  |                                  |         |     |         |      |     |     |  |         |     |         |      |     |     |
|----------------------------------|--|--|----------------------------------|---------|-----|---------|------|-----|-----|--|---------|-----|---------|------|-----|-----|
| 16995                            | NAPA Parts Contract Savings and Efficiencies |  |                                  |         |     |         |      |     |     |  |         |     |         |      |     |     |
| 51                               | No Impact                                    | <p><b>Description:</b></p> <p>The new NAPA contract results in parts cost savings due to lower markup rate and lower contract administration cost. This includes increase in service delivery by NAPA adding additional counter staff for weekend shifts.</p> <p><b>Service Level Impact:</b></p> <p>There will be no change in service level</p> <p><b>Equity Statement:</b></p> <p>The proposal does not have an impact on equity</p> <p><b>Service:</b> Fleet Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">(237.4)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(237.4)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <p><b>Staff Recommended Service Changes:</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;"></td> <td style="text-align: right;">(237.4)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(237.4)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> | Total Staff Recommended Changes: | (237.4) | 0.0 | (237.4) | 0.00 | 0.0 | 0.0 |  | (237.4) | 0.0 | (237.4) | 0.00 | 0.0 | 0.0 |
| Total Staff Recommended Changes: | (237.4)                                      | 0.0  | (237.4)                          | 0.00    | 0.0 | 0.0     |      |     |     |  |         |     |         |      |     |     |
|                                  | (237.4)                                      | 0.0  | (237.4)                          | 0.00    | 0.0 | 0.0     |      |     |     |  |         |     |         |      |     |     |

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

| Form ID   |               | Corporate Services<br><br>Program - Fleet Services | Adjustments       |             |                |                    | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |
|---|---------------|--|-------------------|-------------|----------------|--------------------|-------------------------|-------------------------|
| Category  | Equity Impact |  | Gross Expenditure | Revenue     | Net            | Approved Positions |                         |                         |
| 16996   |               | Develop In-house Heavy Equipment Repair Capability |                   |             |                |                    |                         |                         |
| 51  | No Impact     | <b>Description:</b>                                |                   |             |                |                    |                         |                         |
| <p>To create and hire three (3) heavy duty technicians to perform in-house repair and roadside assist to client groups with heavy equipment. This will reduce downtime and result a net cost savings.</p> <p><b>Service Level Impact:</b><br/>There will be no change in service level</p> <p><b>Equity Statement:</b><br/>The proposal does not have an impact on equity</p> <p><b>Service:</b> Fleet Management</p>   |               |  |                   |             |                |                    |                         |                         |
|   |               | Total Staff Recommended Changes:                   | (122.4)           | 0.0         | (122.4)        | 3.00               | (6.1)                   | 0.6                     |
|   |               | <b>Staff Recommended Service Changes:</b>          | <b>(122.4)</b>    | <b>0.0</b>  | <b>(122.4)</b> | <b>3.00</b>        | <b>(6.1)</b>            | <b>0.6</b>              |
| 17415   |               | Enhanced Safety Training Services                  |                   |             |                |                    |                         |                         |
| 51  | No Impact     | <b>Description:</b>                                |                   |             |                |                    |                         |                         |
| <p>By changing current business process (switching classroom-based G (Passenger Vehicle) Permits training to online training), Fleet Safety Training staff can provide additional safety training to clients on top of the current service level, generating additional recovery.</p> <p><b>Service Level Impact:</b><br/>Additional safety training can be provided to the clients.</p> <p><b>Equity Statement:</b><br/>The proposal does not have an impact on equity</p> <p><b>Service:</b> Fleet Management</p> |               |  |                   |             |                |                    |                         |                         |
|   |               | Total Staff Recommended Changes:                   | 3.1               | 61.4        | (58.3)         | 0.00               | 0.0                     | 0.0                     |
|   |               | <b>Staff Recommended Service Changes:</b>          | <b>3.1</b>        | <b>61.4</b> | <b>(58.3)</b>  | <b>0.00</b>        | <b>0.0</b>              | <b>0.0</b>              |

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

| Form ID   |                | Corporate Services<br><br>Program - Fleet Services | Adjustments       |             |            |                    | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |
|---|----------------|--|-------------------|-------------|------------|--------------------|-------------------------|-------------------------|----------------------------------|---------|---------|-----|------|-----|-----|----------------------------------|--------|--------|-----|------|-----|-----|---|----------------|----------------|------------|-------------|------------|------------|
| Category  | Equity Impact  |  | Gross Expenditure | Revenue     | Net        | Approved Positions |                         |                         |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |
| 17618   |                | Fleet Size Reduction - Divisions                   |                   |             |            |                    |                         |                         |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |
| 51  | No Impact      | <b>Description:</b>                                |                   |             |            |                    |                         |                         |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |
| <p>To reduce the City's fleet size or mitigate fleet growth through strategies such as the fleet size optimization, use of car share programs, car share technology solutions on City-owned vehicles, and other rationalization methods. The recommended reduction of 14 Class 1 and non-specialized Class 2 vehicles is expected to result a gross operating cost savings of \$195,600 to the City.</p> <p><b>Service Level Impact:</b></p> <p>There will be no change in service level</p> <p><b>Equity Statement:</b></p> <p>The proposal does not have an impact on equity</p> <p><b>Service: Fleet Management</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="width: 15%; text-align: right;">(195.6)</td> <td style="width: 15%; text-align: right;">(195.6)</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> </table> <p><b>Service: Fuel Management</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="width: 15%; text-align: right;">(24.9)</td> <td style="width: 15%; text-align: right;">(24.9)</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> </table> <table style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 40%;"><b>Staff Recommended Service Changes:</b></td> <td style="width: 15%; text-align: right;"><b>(220.5)</b></td> <td style="width: 15%; text-align: right;"><b>(220.5)</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> <td style="width: 10%; text-align: right;"><b>0.00</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> </tr> </table> |                |  |                   |             |            |                    |                         |                         | Total Staff Recommended Changes: | (195.6) | (195.6) | 0.0 | 0.00 | 0.0 | 0.0 | Total Staff Recommended Changes: | (24.9) | (24.9) | 0.0 | 0.00 | 0.0 | 0.0 | <b>Staff Recommended Service Changes:</b> | <b>(220.5)</b> | <b>(220.5)</b> | <b>0.0</b> | <b>0.00</b> | <b>0.0</b> | <b>0.0</b> |
| Total Staff Recommended Changes:  | (195.6)        | (195.6)  | 0.0               | 0.00        | 0.0        | 0.0                |                         |                         |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |
| Total Staff Recommended Changes:  | (24.9)         | (24.9)   | 0.0               | 0.00        | 0.0        | 0.0                |                         |                         |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |
| <b>Staff Recommended Service Changes:</b>   | <b>(220.5)</b> | <b>(220.5)</b>                                     | <b>0.0</b>        | <b>0.00</b> | <b>0.0</b> | <b>0.0</b>         |                         |                         |                                  |         |         |     |      |     |     |                                  |        |        |     |      |     |     |   |                |                |            |             |            |            |

|   |           |                               |  |  |  |  |  |  |
|---|-----------|-------------------------------|--|--|--|--|--|--|
| 17722   |           | Fleet Size Reduction - Agency |  |  |  |  |  |  |
| 51  | No Impact | <b>Description:</b>           |  |  |  |  |  |  |
| <p>To reduce the City's fleet size or mitigate fleet growth through strategies such as the fleet size optimization, use of car share programs, car share technology solutions on City-owned vehicles, and other rationalization methods. The recommended reduction of 3 Class 1 and non-specialized Class 2 vehicles is expected to result a net operating cost saving to the City.</p> <p><b>Service Level Impact:</b></p> <p>There will be no change in service level</p> <p><b>Equity Statement:</b></p> <p>The proposal does not have an impact on equity</p> <p><b>Service: Fleet Management</b></p> |           |                               |  |  |  |  |  |  |

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

| Form ID  |               | Corporate Services<br><br>Program - Fleet Services | Adjustments       |               |            |                    | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |  |
|----------|---------------|--|-------------------|---------------|------------|--------------------|-------------------------|-------------------------|--|
| Category | Equity Impact |  | Gross Expenditure | Revenue       | Net        | Approved Positions |                         |                         |  |
|          |               | Total Staff Recommended Changes:                   | (13.2)            | (13.2)        | 0.0        | 0.00               | 0.0                     | 0.0                     |  |
|          |               | <b>Service:</b> Fuel Management                    |                   |               |            |                    |                         |                         |  |
|          |               | Total Staff Recommended Changes:                   | (1.4)             | (1.4)         | 0.0        | 0.00               | 0.0                     | 0.0                     |  |
|          |               | <b>Staff Recommended Service Changes:</b>          | <b>(14.6)</b>     | <b>(14.6)</b> | <b>0.0</b> | <b>0.00</b>        | <b>0.0</b>              | <b>0.0</b>              |  |

|       |                                |   |  |               |            |             |              |            |
|-------|--------------------------------|---|--|---------------|------------|-------------|--------------|------------|
| 17975 | Fleet Size Reduction- Facility |   |  |               |            |             |              |            |
| 51    | No Impact                      | <b>Description:</b>                       | To reduce the City's fleet size or mitigate fleet growth through strategies such as the fleet size optimization, use of car share programs, car share technology solutions on City-owned vehicles, and other rationalization methods. The recommended reduction of 1 vehicle and downsizing of 2 vehicles is expected to result a net operating cost saving to the City. |               |            |             |              |            |
|       |                                | <b>Service Level Impact:</b>              | There will be no change in service level   |               |            |             |              |            |
|       |                                | <b>Equity Statement:</b>                  | The proposal does not have an impact on equity   |               |            |             |              |            |
|       |                                | <b>Service:</b> Fleet Management          |  |               |            |             |              |            |
|       |                                | Total Staff Recommended Changes:          | (13.7)   | (13.7)        | 0.0        | 0.00        | (0.0)        | 0.0        |
|       |                                | <b>Service:</b> Fuel Management           |  |               |            |             |              |            |
|       |                                | Total Staff Recommended Changes:          | (2.4)  | (2.4)         | 0.0        | 0.00        | 0.0          | 0.0        |
|       |                                | <b>Staff Recommended Service Changes:</b> | <b>(16.0)</b>  | <b>(16.0)</b> | <b>0.0</b> | <b>0.00</b> | <b>(0.0)</b> | <b>0.0</b> |

|       |                           |                     |  |  |  |  |  |  |
|-------|---------------------------|---------------------|--|--|--|--|--|--|
| 18700 | Mobile Welding Efficiency |                     |  |  |  |  |  |  |
| 51    | No Impact                 | <b>Description:</b> | Fleet Service mobile welding and fabrication services contract is due to be renewed on March 20, 2019. It is recommended that this contract not be renewed and bring the service in-house by hiring one welder 2 and one Automotive Mechanic 2 instead of using the contracted vendor. Bringing this service in-house will generate cost savings and improve service efficiencies. |  |  |  |  |  |

**2019 Operating Budget - Staff Recommended Service Changes  
Summary by Service (\$000's)**

| Form ID         |                  | Corporate Services<br><br>Program - Fleet Services | Adjustments  |                 |                |                       | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |
|-----------------|------------------|--|--|-----------------|----------------|-----------------------|-------------------------|-------------------------|
| Category        | Equity<br>Impact |  | Gross<br>Expenditure                               | Revenue         | Net            | Approved<br>Positions |                         |                         |
|                 |                  | <b>Service Level Impact:</b>                       | There will be no change in service level/standard. |                 |                |                       |                         |                         |
|                 |                  | <b>Equity Statement:</b>                           | The proposal is unlikely to have an equity impact. |                 |                |                       |                         |                         |
|                 |                  | <b>Service:</b> Fleet Management                   |  |                 |                |                       |                         |                         |
|                 |                  | Total Staff Recommended Changes:                   | (30.3)   | 0.0             | (30.3)         | 2.00                  | (6.5)                   | 0.4                     |
|                 |                  | <b>Staff Recommended Service Changes:</b>          | <b>(30.3)</b>                                      | <b>0.0</b>      | <b>(30.3)</b>  | <b>2.00</b>           | <b>(6.5)</b>            | <b>0.4</b>              |
| <b>Summary:</b> |                  |  |  |                 |                |                       |                         |                         |
|                 |                  | <b>Staff Recommended Service Changes:</b>          | <b>(825.4)</b>                                     | <b>(189.8)</b>  | <b>(635.6)</b> | <b>5.00</b>           | <b>(12.6)</b>           | <b>1.0</b>              |
|                 |                  | <b>Staff Recommended Base Budget:</b>              | <b>58,548.7</b>                                    | <b>58,414.4</b> | <b>134.3</b>   | <b>187.00</b>         | <b>(77.6)</b>           | <b>(76.9)</b>           |



## Appendix 5

### Summary of 2019 New / Enhanced Service Priorities

| New / Enhanced Service Description<br>(in \$000s)   | New and Enhanced Services Priorities |             |                 |     | Total       |             |            | Incremental Change |      |               |              |
|---|--------------------------------------|-------------|-----------------|-----|-------------|-------------|------------|--------------------|------|---------------|--------------|
|   | Fleet Management                     |             | Fuel Management |     | \$          |             | Position   | 2020 Plan          |      | 2021 Plan     |              |
|   | Gross                                | Net         | Gross           | Net | Gross       | Net         | #          | Net                | Pos. | Net           | Pos.         |
| <b>Enhanced Service Priorities</b>                  |                                      |             |                 |     |             |             |            |                    |      |               |              |
| <b>Staff Initiated:</b>                             |                                      |             |                 |     |             |             |            |                    |      |               |              |
| Manufacturer Direct Purchase of Light Duty Vehicles | 34.3                                 | 34.3        |                 |     | 34.3        | 34.3        | 1.0        | 71.0               |      | (34.6)        | (1.0)        |
| <b>Sub-Total Staff Initiated</b>                    | <b>34.3</b>                          | <b>34.3</b> |                 |     | <b>34.3</b> | <b>34.3</b> | <b>1.0</b> | <b>71.0</b>        |      | <b>(34.6)</b> | <b>(1.0)</b> |
| <b>Total Enhanced Services</b>                      | <b>34.3</b>                          | <b>34.3</b> |                 |     | <b>34.3</b> | <b>34.3</b> | <b>1.0</b> | <b>71.0</b>        |      | <b>(34.6)</b> | <b>(1.0)</b> |
| <b>New Service Priorities</b>                       |                                      |             |                 |     |             |             |            |                    |      |               |              |
| <b>Total 2019 New / Enhanced Services</b>           | <b>34.3</b>                          | <b>34.3</b> |                 |     | <b>34.3</b> | <b>34.3</b> | <b>1.0</b> | <b>71.0</b>        |      | <b>(34.6)</b> | <b>(1.0)</b> |

**2019 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service (\$000's)**

| Form ID  |                  | Corporate Services<br><br>Program - Fleet Services  | Adjustments          |         |     |                       | 2020 Plan<br>Net Change | 2021 Plan<br>Net Change |
|----------|------------------|---|----------------------|---------|-----|-----------------------|-------------------------|-------------------------|
| Category | Equity<br>Impact |   | Gross<br>Expenditure | Revenue | Net | Approved<br>Positions |                         |                         |
| 18485    |                  | Manufacturer Direct Purchase of Light Duty Vehicles |                      |         |     |                       |                         |                         |
| 72       | No Impact        | <b>Description:</b>                                 |                      |         |     |                       |                         |                         |

This is the first phase of a City-wide Fleet Transformation initiative. FSD recommends to adopt the centralized procurement process to the City divisions and agencies including but not limited to Toronto Fire Services, Toronto Paramedic Services, Toronto Zoo, Toronto Police, Toronto Parking Authorities and TTC. For FSD to implement this initiative, 1 temporary position are required to be created with a duration of 2 years. In the first year FSD will work with the divisions and agencies to develop a cost-sharing model for this resource, while also evaluating the direct procurement program. The allocation of cost will be directly proportionate to the amount of work associated for each area. FSD will re-evaluate permanent implementation during the second year.

**Service Level Impact:**

Extension of services to City Divisions and Agencies including Toronto Fire Services, Toronto Paramedic Services, Toronto Zoo, Toronto Police, Toronto Parking Authorities and TTC, the vehicle procurement of which are not currently managed by FSD.

**Equity Statement:**

The proposal does not have an impact on equity

**Service:** Fleet Management

|                                  |      |     |      |      |      |        |
|----------------------------------|------|-----|------|------|------|--------|
| Total Staff Recommended Changes: | 34.3 | 0.0 | 34.3 | 1.00 | 71.0 | (34.6) |
|----------------------------------|------|-----|------|------|------|--------|

|   |             |            |             |             |             |               |
|---|-------------|------------|-------------|-------------|-------------|---------------|
| <b>Staff Recommended New/Enhanced Services:</b> | <b>34.3</b> | <b>0.0</b> | <b>34.3</b> | <b>1.00</b> | <b>71.0</b> | <b>(34.6)</b> |
|---|-------------|------------|-------------|-------------|-------------|---------------|

**Summary:**

|   |             |            |             |             |             |               |
|---|-------------|------------|-------------|-------------|-------------|---------------|
| <b>Staff Recommended New / Enhanced Services:</b> | <b>34.3</b> | <b>0.0</b> | <b>34.3</b> | <b>1.00</b> | <b>71.0</b> | <b>(34.6)</b> |
|---|-------------|------------|-------------|-------------|-------------|---------------|

**Category:**

## Appendix 7

### 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

| (In \$000s)   | Total App'd Cash Flows to Date* | 2019 Budget   | 2020 Plan     | 2021 Plan     | 2022 Plan     | 2023 Plan     | 2024 Plan     | 2025 Plan     | 2026 Plan     | 2027 Plan     | 2028 Plan      | 2019 - 2028 Total | Total Project Cost |
|---|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|-------------------|--------------------|
| <b>Total Expenditures by Category</b>                                     |                                 |               |               |               |               |               |               |               |               |               |                |                   |                    |
| <b>Health &amp; Safety</b>  |                                 |               |               |               |               |               |               |               |               |               |                |                   |                    |
| Fleet - Garage Security   |                                 |               | 210           | 105           | 105           | 105           | 105           | 105           | 105           | 105           | 105            | 1,050             |                    |
| MLS At Large Vehicle Purchase   |                                 | 405           | -             | -             | -             | -             | -             | -             | -             | -             | -              | 405               |                    |
| <b>Sub-Total</b>  |                                 | <b>405</b>    | <b>210</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>    | <b>105</b>     | <b>1,455</b>      |                    |
| <b>Legislated</b>   |                                 |               |               |               |               |               |               |               |               |               |                |                   |                    |
| Green Fleet Plan  |                                 | 355           | 315           | 210           | 150           | 150           | 150           | 150           | 225           | 150           | 150            | 2,005             |                    |
| <b>Sub-Total</b>  |                                 | <b>355</b>    | <b>315</b>    | <b>210</b>    | <b>150</b>    | <b>150</b>    | <b>150</b>    | <b>150</b>    | <b>225</b>    | <b>150</b>    | <b>150</b>     | <b>2,005</b>      |                    |
| <b>State of Good Repair</b>   |                                 |               |               |               |               |               |               |               |               |               |                |                   |                    |
| Arena Boards - Replacement of Ice Resurfacers                             |                                 | 108           | 329           | 229           | -             | 120           | 124           | 128           | 132           | -             | -              | 1,170             |                    |
| Clerks - Fleet Replacement  |                                 | 11            | -             | -             | -             | -             | -             | 40            | -             | 243           | 143            | 437               |                    |
| EDCT - Fleet Replacement  |                                 | 71            | 57            | 64            | 46            | -             | -             | 34            | 57            | -             | 182            | 511               |                    |
| Engineering & Construction Serv Fleet Replacement                         |                                 | 165           | 867           | -             | 110           | 330           | 310           | -             | -             | -             | -              | 1,782             |                    |
| Exhibition Place - Fleet Replacement                                      |                                 | 632           | 1,200         | 600           | 600           | 600           | 600           | 600           | 600           | 600           | 600            | 6,632             |                    |
| Facilities Mgmt & Real Estate - Fleet Replacement                         |                                 | 2,331         | 1,104         | 1,429         | 1,266         | 685           | 199           | 163           | 451           | 305           | 441            | 8,374             |                    |
| Fire-Fleet Replacement  |                                 | 9,935         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203         | 7,203          | 74,762            |                    |
| Fleet - At-large Purchase   |                                 | 1,180         | -             | -             | -             | -             | -             | -             | -             | -             | -              | 1,180             |                    |
| Fleet - Tools & Equipment   |                                 | 609           | 267           | 245           | 321           | 258           | 247           | 261           | 251           | 322           | 251            | 3,032             |                    |
| Fleet Office Modernization Plan - 2019                                    |                                 | 150           | -             | -             | -             | -             | -             | -             | -             | -             | -              | 150               |                    |
| Fleet Replacement - Insurance Contingency                                 |                                 | 285           | 138           | 141           | 144           | 147           | 151           | 155           | 159           | 163           | 167            | 1,650             |                    |
| Fleet Services - Fleet Replacement  |                                 | 417           | 295           | 120           | 100           | 450           | -             | 150           | -             | 300           | -              | 1,832             |                    |
| Fuel Site Closures, Upgrades & Replacement                                |                                 | 300           | 300           | 300           | 300           | 200           | 100           | 100           | 100           | 100           | 100            | 1,900             |                    |
| Information & Technology - Fleet Replacement                              |                                 | 18            | -             | -             | -             | -             | -             | -             | 44            | -             | -              | 58                |                    |
| Library - Fleet Replacement   |                                 | 907           | 794           | 322           | 200           | 104           | 531           | 111           | 960           | -             | 793            | 4,722             |                    |
| Municipal Licensing & Standards-Fleet Replacement                         |                                 | 115           | 471           | 430           | 717           | 491           | 744           | 820           | 259           | 1,039         | 1,012          | 6,098             |                    |
| Parks, Forestry & Recreation-Fleet Replacement                            |                                 | 10,840        | 10,550        | 11,439        | 11,822        | 9,944         | 8,272         | 9,680         | 10,853        | 8,106         | 8,961          | 100,467           |                    |
| PPF&A - Fleet Replacement   |                                 | -             | 94            | -             | -             | -             | -             | 36            | -             | 39            | 81             | 250               |                    |
| Public Health - Fleet Replacement   |                                 | 67            | -             | 133           | -             | 362           | -             | 81            | -             | 40            | -              | 683               |                    |
| Purchasing & Materials Mgmt- Fleet Replacement                            |                                 | 195           | 155           | -             | -             | -             | -             | -             | 49            | -             | 45             | 444               |                    |
| Shelter, Support & Housing Admin-Fleet Replacement                        |                                 | 71            | -             | -             | -             | -             | 65            | -             | -             | -             | -              | 136               |                    |
| Solid Waste - Fleet Replacement   |                                 | 21,408        | 9,140         | 15,243        | 11,161        | 20,153        | 25,297        | 28,049        | 23,142        | 22,461        | 42,643         | 218,697           |                    |
| Toronto Building - Fleet Replacement                                      |                                 | 112           | -             | -             | 175           | -             | 50            | 225           | -             | 150           | -              | 712               |                    |
| Toronto Community Housing Corp. - Fleet Replacement                       |                                 | 1,939         | 1,436         | 108           | 763           | 669           | 646           | 306           | 887           | 314           | 432            | 7,500             |                    |
| Toronto Water - Fleet Replacement   |                                 | 6,492         | 15,510        | 13,208        | 11,213        | 6,455         | 6,826         | 4,798         | 3,692         | 4,865         | 15,056         | 88,115            |                    |
| TPS-Fleet Replacement   |                                 | 4,904         | 5,502         | 7,211         | 7,820         | 9,386         | 8,105         | 8,539         | 8,865         | 9,203         | 9,554          | 79,089            |                    |
| Transportation-Fleet Replacement  |                                 | 6,569         | 20,372        | 16,187        | 24,549        | 12,374        | 8,874         | 8,874         | 8,874         | 8,874         | 15,086         | 130,633           |                    |
| Zoo-Fleet Replacement   |                                 | 876           | 350           | 350           | 350           | 350           | 350           | 350           | 350           | 350           | 350            | 4,026             |                    |
| <b>Sub-Total</b>  |                                 | <b>70,707</b> | <b>76,134</b> | <b>74,962</b> | <b>78,860</b> | <b>70,281</b> | <b>68,694</b> | <b>70,703</b> | <b>66,928</b> | <b>64,677</b> | <b>103,158</b> | <b>745,104</b>    |                    |
| <b>Service Improvement</b>  |                                 |               |               |               |               |               |               |               |               |               |                |                   |                    |
| Biodiesel Pilot Project   |                                 | 67            | -             | -             | -             | -             | -             | -             | -             | -             | -              | 67                |                    |
| Car Share Technology on City Vehicles                                     |                                 | 105           | -             | -             | -             | -             | -             | -             | -             | -             | -              | 105               |                    |
| Fleet Vendor Portal Management  |                                 | 392           | 86            | -             | -             | -             | -             | -             | -             | -             | -              | 478               |                    |
| Fuel Site Closures, Upgrades & Replacement                                |                                 | 890           | -             | -             | -             | -             | -             | -             | -             | -             | -              | 890               |                    |
| Sustainment of Fleet & Fuel System Intregation                            |                                 | 243           | 278           | 190           | -             | -             | -             | -             | -             | -             | -              | 711               |                    |
| Fleet Mgt System & Fuel System Integration                                |                                 | 966           | -             | -             | -             | -             | -             | -             | -             | -             | -              | 966               |                    |
| Toronto Community Housing Corp. - At-large                                |                                 | 450           | -             | -             | -             | -             | -             | -             | -             | -             | -              | 450               |                    |
| <b>Sub-Total</b>  |                                 | <b>3,113</b>  | <b>364</b>    | <b>190</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>       | <b>3,667</b>      |                    |
| <b>Total Expenditures by Category (including carry forward from 2018)</b> |                                 |               |               |               |               |               |               |               |               |               |                |                   |                    |
|   |                                 | <b>74,580</b> | <b>77,023</b> | <b>75,467</b> | <b>79,115</b> | <b>70,536</b> | <b>68,949</b> | <b>70,958</b> | <b>67,258</b> | <b>64,932</b> | <b>103,413</b> | <b>752,231</b>    |                    |

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

**CITY OF TORONTO**

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

**Fleet Services**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |    |   |    |    |    | Current and Future Year Cash Flow Commitments |       |        |       |      |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
|---|----|---|----|----|----|---|-------|--------|-------|------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|
|   |    |   |    |    |    | 2019  | 2020  | 2021   | 2022  | 2023 | Total<br>2019-2023 | Total<br>2024-2028 | Total<br>2019-2028  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |
| <u>FLT000475 Public Health - Fleet Replacement</u>                                    |    |   |    |    |    |   |       |        |       |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
| 2   | 20 | PH - Vehicle/Equipment Purchase - 2018  | CW | S2 | 03 | 31  | 0     | 0      | 0     | 0    | 31                 | 0                  | 31  | 0                                     | 0                  | 0                      | 31       | 0                | 0                          | 0       | 0      | 0                             | 31                 |
| 2   | 21 | PH - Vehicle/Equipment Purchase - 2019  | CW | S4 | 03 | 36  | 0     | 0      | 0     | 0    | 36                 | 0                  | 36  | 0                                     | 0                  | 0                      | 36       | 0                | 0                          | 0       | 0      | 0                             | 36                 |
| 2   | 23 | PH - Vehicle/Equipment Purchase - 2021  | CW | S6 | 03 | 0   | 0     | 133    | 0     | 0    | 133                | 0                  | 133   | 0                                     | 0                  | 0                      | 133      | 0                | 0                          | 0       | 0      | 0                             | 133                |
| 0   | 25 | PH - Vehicle/Equipment Purchase - 2023  | CW | S6 | 03 | 0   | 0     | 0      | 0     | 362  | 362                | 0                  | 362   | 0                                     | 0                  | 0                      | 362      | 0                | 0                          | 0       | 0      | 0                             | 362                |
| 2   | 27 | PH - Vehicle/Equipment Purchase - 2025  | CW | S6 | 03 | 0   | 0     | 0      | 0     | 0    | 0                  | 81                 | 81  | 0                                     | 0                  | 0                      | 81       | 0                | 0                          | 0       | 0      | 0                             | 81                 |
| 0   | 29 | PH - Vehicle/Equipment Purchase - 2027  | CW | S6 | 03 | 0   | 0     | 0      | 0     | 0    | 0                  | 40                 | 40  | 0                                     | 0                  | 0                      | 40       | 0                | 0                          | 0       | 0      | 0                             | 40                 |
| Sub-total   |    |   |    |    |    | 67  | 0     | 133    | 0     | 362  | 562                | 121                | 683   | 0                                     | 0                  | 0                      | 683      | 0                | 0                          | 0       | 0      | 0                             | 683                |
| <u>FLT000476 Library - Fleet Replacement</u>  |    |   |    |    |    |   |       |        |       |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
| 2   | 20 | TPL - Vehicle/Equipment Purchase - 2018 | CW | S2 | 03 | 907   | 0     | 0      | 0     | 0    | 907                | 0                  | 907   | 0                                     | 0                  | 0                      | 907      | 0                | 0                          | 0       | 0      | 0                             | 907                |
| 2   | 22 | TPL - Vehicle/Equipment Purchase - 2020 | CW | S6 | 03 | 0   | 794   | 0      | 0     | 0    | 794                | 0                  | 794   | 0                                     | 0                  | 0                      | 794      | 0                | 0                          | 0       | 0      | 0                             | 794                |
| 2   | 23 | TPL - Vehicle/Equipment Purchase - 2021 | CW | S6 | 03 | 0   | 0     | 322    | 0     | 0    | 322                | 0                  | 322   | 0                                     | 0                  | 0                      | 322      | 0                | 0                          | 0       | 0      | 0                             | 322                |
| 2   | 24 | TPL - Vehicle/Equipment Purchase - 2022 | CW | S6 | 03 | 0   | 0     | 0      | 200   | 0    | 200                | 0                  | 200   | 0                                     | 0                  | 0                      | 200      | 0                | 0                          | 0       | 0      | 0                             | 200                |
| 0   | 25 | TPL - Vehicle/Equipment Purchase - 2023 | CW | S6 | 03 | 0   | 0     | 0      | 0     | 104  | 104                | 0                  | 104   | 0                                     | 0                  | 0                      | 104      | 0                | 0                          | 0       | 0      | 0                             | 104                |
| 0   | 26 | TPL - Vehicle/Equipment Purchase - 2024 | CW | S6 | 03 | 0   | 0     | 0      | 0     | 0    | 0                  | 531                | 531   | 0                                     | 0                  | 0                      | 531      | 0                | 0                          | 0       | 0      | 0                             | 531                |
| 0   | 27 | TPL - Vehicle/Equipment Purchase - 2025 | CW | S6 | 03 | 0   | 0     | 0      | 0     | 0    | 0                  | 111                | 111   | 0                                     | 0                  | 0                      | 111      | 0                | 0                          | 0       | 0      | 0                             | 111                |
| 0   | 28 | TPL - Vehicle/Equipment Purchase - 2026 | CW | S6 | 03 | 0   | 0     | 0      | 0     | 0    | 0                  | 960                | 960   | 0                                     | 0                  | 0                      | 960      | 0                | 0                          | 0       | 0      | 0                             | 960                |
| 0   | 30 | TPL - Vehicle/Equipment Purchase - 2028 | CW | S6 | 03 | 0   | 0     | 0      | 0     | 0    | 0                  | 793                | 793   | 0                                     | 0                  | 0                      | 793      | 0                | 0                          | 0       | 0      | 0                             | 793                |
| Sub-total   |    |   |    |    |    | 907   | 794   | 322    | 200   | 104  | 2,327              | 2,395              | 4,722   | 0                                     | 0                  | 0                      | 4,722    | 0                | 0                          | 0       | 0      | 0                             | 4,722              |
| <u>FLT000478 Parks, Forestry &amp; Recreation-Fleet Replacement</u>                   |    |   |    |    |    |   |       |        |       |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
| 2   | 19 | PFR - Vehicle/Equipment Purchase - 2017 | CW | S2 | 03 | 462   | 0     | 0      | 0     | 0    | 462                | 0                  | 462   | 0                                     | 0                  | 0                      | 462      | 0                | 0                          | 0       | 0      | 0                             | 462                |
| 2   | 20 | PFR - Vehicle/Equipment Purchase - 2018 | CW | S2 | 03 | 8,408   | 0     | 0      | 0     | 0    | 8,408              | 0                  | 8,408   | 0                                     | 0                  | 0                      | 8,408    | 0                | 0                          | 0       | 0      | 0                             | 8,408              |
| 2   | 21 | PFR - Vehicle/Equipment Purchase - 2019 | CW | S4 | 03 | 0   | 6,057 | 0      | 0     | 0    | 6,057              | 0                  | 6,057   | 0                                     | 0                  | 0                      | 6,057    | 0                | 0                          | 0       | 0      | 0                             | 6,057              |
| 2   | 22 | PFR - Vehicle/Equipment Purchase - 2020 | CW | S6 | 03 | 0   | 4,493 | 10,485 | 0     | 0    | 14,978             | 0                  | 14,978  | 0                                     | 0                  | 0                      | 14,978   | 0                | 0                          | 0       | 0      | 0                             | 14,978             |
| 2   | 24 | PFR - Vehicle/Equipment Purchase - 2021 | CW | S6 | 03 | 0   | 0     | 954    | 8,584 | 0    | 9,538              | 0                  | 9,538   | 0                                     | 0                  | 0                      | 9,538    | 0                | 0                          | 0       | 0      | 0                             | 9,538              |

























**CITY OF TORONTO**

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

**Fleet Services**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |    |  |    |    |    | Current and Future Year Cash Flow Commitments |       |      |      |      |                    | Current and Future Year Cash Flow Commitments Financed By |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
|---|----|--|----|----|----|---|-------|------|------|------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|
|   |    |  |    |    |    | 2019  | 2020  | 2021 | 2022 | 2023 | Total<br>2019-2023 | Total<br>2024-2028  | Total<br>2019-2028 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |
| <u>FLT907602 Information &amp; Technology - Fleet Replacement</u>                     |    |  |    |    |    |   |       |      |      |      |                    |   |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
| 0   | 15 | IT - Vehicle/Equipment Purchase - 2028   | CW | S6 | 03 | 0   | 0     | 0    | 0    | 0    | 58                 | 58  | 0                  | 0                                     | 0                  | 58                     | 0        | 0                | 0                          | 0       | 0      | 58                            |                    |
| Sub-total   |    |  |    |    |    | 18  | 0     | 0    | 0    | 0    | 18                 | 102   | 120                | 0                                     | 0                  | 0                      | 120      | 0                | 0                          | 0       | 0      | 0                             | 120                |
| <u>FLT907912 Toronto Community Housing Corp.- Fleet Replac</u>                        |    |  |    |    |    |   |       |      |      |      |                    |   |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
| 1   | 5  | TCHC - Vehicle/Equipment Purchase - 2017 | CW | S2 | 03 | 8   | 0     | 0    | 0    | 0    | 8                  | 0   | 8                  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 8                             |                    |
| 1   | 6  | TCHC - Vehicle/Equipment Purchase - 2018 | CW | S2 | 03 | 1,468   | 0     | 0    | 0    | 0    | 1,468              | 0   | 1,468              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,468                         |                    |
| 1   | 7  | TCHC - Vehicle/Equipment Purchase - 2019 | CW | S4 | 03 | 463   | 778   | 0    | 0    | 0    | 1,241              | 0   | 1,241              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,241                         |                    |
| 1   | 8  | TCHC - Vehicle/Equipment Purchase - 2020 | CW | S6 | 03 | 0   | 658   | 0    | 0    | 0    | 658                | 0   | 658                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 658                           |                    |
| 1   | 9  | TCHC - Vehicle/Equipment Purchase - 2021 | CW | S6 | 03 | 0   | 0     | 108  | 0    | 0    | 108                | 0   | 108                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 108                           |                    |
| 1   | 10 | TCHC - Vehicle/Equipment Purchase - 2022 | CW | S6 | 03 | 0   | 0     | 0    | 763  | 0    | 763                | 0   | 763                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 763                           |                    |
| 0   | 11 | TCHC - Vehicle/Equipment Purchase - 2023 | CW | S6 | 03 | 0   | 0     | 0    | 0    | 669  | 669                | 0   | 669                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 669                           |                    |
| 0   | 13 | TCHC - Vehicle/Equipment Purchase - 2024 | CW | S6 | 03 | 0   | 0     | 0    | 0    | 0    | 646                | 646   | 0                  | 0                                     | 0                  | 646                    | 0        | 0                | 0                          | 0       | 0      | 646                           |                    |
| 0   | 14 | TCHC - Vehicle/Equipment Purchase - 2025 | CW | S6 | 03 | 0   | 0     | 0    | 0    | 0    | 306                | 306   | 0                  | 0                                     | 0                  | 306                    | 0        | 0                | 0                          | 0       | 0      | 306                           |                    |
| 0   | 15 | TCHC - Vehicle/Equipment Purchase - 2026 | CW | S6 | 03 | 0   | 0     | 0    | 0    | 0    | 887                | 887   | 0                  | 0                                     | 0                  | 887                    | 0        | 0                | 0                          | 0       | 0      | 887                           |                    |
| 0   | 16 | TCHC - Vehicle/Equipment Purchase - 2027 | CW | S6 | 03 | 0   | 0     | 0    | 0    | 0    | 314                | 314   | 0                  | 0                                     | 0                  | 314                    | 0        | 0                | 0                          | 0       | 0      | 314                           |                    |
| 0   | 17 | TCHC - Vehicle/Equipment Purchase - 2028 | CW | S6 | 03 | 0   | 0     | 0    | 0    | 0    | 432                | 432   | 0                  | 0                                     | 0                  | 432                    | 0        | 0                | 0                          | 0       | 0      | 432                           |                    |
| Sub-total   |    |  |    |    |    | 1,939   | 1,436 | 108  | 763  | 669  | 4,915              | 2,585   | 7,500              | 0                                     | 0                  | 0                      | 7,500    | 0                | 0                          | 0       | 0      | 0                             | 7,500              |
| <u>FLT908479 Fleet - Garage Security</u>  |    |  |    |    |    |   |       |      |      |      |                    |   |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |
| 0   | 2  | FSD - Garage Security - 2019             | CW | S4 | 01 | 0   | 105   | 0    | 0    | 0    | 105                | 0   | 105                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |
| 0   | 3  | FSD - Garage Security - 2020             | CW | S6 | 01 | 0   | 105   | 0    | 0    | 0    | 105                | 0   | 105                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |
| 0   | 4  | FSD - Garage Security - 2021             | CW | S6 | 01 | 0   | 0     | 105  | 0    | 0    | 105                | 0   | 105                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |
| 0   | 5  | FSD - Garage Security - 2022             | CW | S6 | 01 | 0   | 0     | 0    | 105  | 0    | 105                | 0   | 105                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |
| 0   | 6  | FSD - Garage Security - 2023             | CW | S6 | 01 | 0   | 0     | 0    | 0    | 105  | 105                | 0   | 105                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |
| 0   | 7  | FSD - Garage Security - 2024             | CW | S6 | 01 | 0   | 0     | 0    | 0    | 0    | 105                | 105   | 0                  | 0                                     | 0                  | 105                    | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |
| 0   | 8  | FSD - Garage Security - 2025             | CW | S6 | 01 | 0   | 0     | 0    | 0    | 0    | 105                | 105   | 0                  | 0                                     | 0                  | 105                    | 0        | 0                | 0                          | 0       | 0      | 105                           |                    |







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)**

| Fleet Services                 |                            | Current and Future Year Cash Flow Commitments and Estimates |      |       |      |        |                    |                    |                    |                                       | Current and Future Year Cash Flow Commitments and Estimates Financed By |                        |                     |                  |                            |         |         |                               |                    |   |   |   |   |         |
|--------------------------------|----------------------------|---|------|-------|------|--------|--------------------|--------------------|--------------------|---------------------------------------|---|------------------------|---------------------|------------------|----------------------------|---------|---------|-------------------------------|--------------------|---|---|---|---|---------|
|                                |                            | 2019  | 2020 | 2021  | 2022 | 2023   | Total<br>2019-2023 | Total<br>2024-2028 | Total<br>2019-2028 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy  | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2  | Debt -<br>Recoverable<br>Debt | Total<br>Financing |   |   |   |   |         |
| Sub-<br>Priority               | Project No.<br>SubProj No. | Project Name<br>Sub-project Name                            | Ward | Stat. | Cat. |        |                    |                    |                    |                                       |   |                        |                     |                  |                            |         |         |                               |                    |   |   |   |   |         |
| Financed By:                   |                            |   |      |       |      |        |                    |                    |                    |                                       |   |                        |                     |                  |                            |         |         |                               |                    |   |   |   |   |         |
|                                |                            | Reserves (Ind. "XQ" Ref.)                                   |      |       |      | 72,580 | 66,923             | 75,467             | 71,215             | 70,536                                | 356,721   | 375,510                | 732,231             | 0                | 0                          | 0       | 732,231 | 0                             | 0                  | 0 | 0 | 0 | 0 | 732,231 |
|                                |                            | Reserve Funds (Ind."XR" Ref.)                               |      |       |      | 2,000  | 10,100             | 0                  | 7,900              | 0                                     | 20,000  | 0                      | 20,000              | 0                | 0                          | 0       | 0       | 20,000                        | 0                  | 0 | 0 | 0 | 0 | 20,000  |
| <b>Total Program Financing</b> |                            |   |      |       |      | 74,580 | 77,023             | 75,467             | 79,115             | 70,536                                | 376,721   | 375,510                | 752,231             | 0                | 0                          | 0       | 732,231 | 20,000                        | 0                  | 0 | 0 | 0 | 0 | 752,231 |

- Status Code Description**  
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2019 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 2020 & 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 8

### 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

| (In \$000s)  | 2019            | 2020          | 2021          | 2022         | 2023     | 2024     | 2025     | 2026     | 2027     | 2028     | Total 2019 Cash Flow & FY Commits |
|--|-----------------|---------------|---------------|--------------|----------|----------|----------|----------|----------|----------|-----------------------------------|
| <b>Expenditures:</b>   |                 |               |               |              |          |          |          |          |          |          |                                   |
| <b>Previously Approved</b>                                   |                 |               |               |              |          |          |          |          |          |          |                                   |
| Arena Boards - Replacement of Ice Resurfacers                | 108             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 108                               |
| Biodiesel Pilot Project                                      | 67              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 67                                |
| Clerks - Fleet Replacement                                   | 11              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 11                                |
| EDCT - Fleet Replacement                                     | 25              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 25                                |
| Engineering & Construction Serv Fleet Replacement            | 165             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 165                               |
| Exhibition Place - Fleet Replacement                         | 632             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 632                               |
| Facilities Mgmt & Real Estate - Fleet Replacement            | 2,058           | -             | -             | -            | -        | -        | -        | -        | -        | -        | 2,058                             |
| Fire-Fleet Replacement                                       | 2,732           | -             | -             | -            | -        | -        | -        | -        | -        | -        | 2,732                             |
| Fleet - At-large Purchase                                    | 1,140           | -             | -             | -            | -        | -        | -        | -        | -        | -        | 1,140                             |
| Fleet - Tools & Equipment                                    | 341             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 341                               |
| Fleet Mgt System & Fuel System Integration                   | 966             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 966                               |
| Fleet Replacement - Insurance Contingency                    | 150             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 150                               |
| Fleet Services - Fleet Replacement                           | 317             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 317                               |
| Fuel Site Closures, Upgrades & Replacement                   | 890             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 890                               |
| Green Fleet Plan   | 255             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 255                               |
| Information & Technology - Fleet Replacement                 | 18              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 18                                |
| Library - Fleet Replacement                                  | 907             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 907                               |
| MLS At Large Vehicle Purchase                                | 405             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 405                               |
| Municipal Licensing & Standards-Fleet Replacement            | 9               | -             | -             | -            | -        | -        | -        | -        | -        | -        | 9                                 |
| Parks, Forestry & Recreation-Fleet Replacement               | 10,840          | -             | -             | -            | -        | -        | -        | -        | -        | -        | 10,840                            |
| Public Health - Fleet Replacement                            | 31              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 31                                |
| Purchasing & Materials Mgmt- Fleet Replacement               | 195             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 195                               |
| Solid Waste - Fleet Replacement                              | 21,218          | -             | -             | -            | -        | -        | -        | -        | -        | -        | 21,218                            |
| Toronto Community Housing Corp.- At-large                    | 450             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 450                               |
| Toronto Community Housing Corp.- Fleet Replacement           | 1,476           | -             | -             | -            | -        | -        | -        | -        | -        | -        | 1,476                             |
| Toronto Water - Fleet Replacement                            | 10,755          | -             | -             | -            | -        | -        | -        | -        | -        | -        | 10,755                            |
| TPS-Fleet Replacement  | 97              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 97                                |
| Transportation-Fleet Replacement                             | 13,508          | 10,100        | -             | 7,900        | -        | -        | -        | -        | -        | -        | 31,508                            |
| Zoo-Fleet Replacement  | 496             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 496                               |
| <b>Subtotal</b>  | <b>70,262</b>   | <b>10,100</b> | <b>-</b>      | <b>7,900</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>88,262</b>                     |
| <b>Change in Scope</b>                                       |                 |               |               |              |          |          |          |          |          |          |                                   |
| Toronto Water - Fleet Replacement                            | (5,183)         | 1,200         | -             | -            | -        | -        | -        | -        | -        | -        | (3,983)                           |
| Transportation-Fleet Replacement                             | (7,769)         | -             | -             | -            | -        | -        | -        | -        | -        | -        | (7,769)                           |
| <b>Subtotal</b>  | <b>(12,952)</b> | <b>1,200</b>  | <b>-</b>      | <b>-</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>(11,752)</b>                   |
| <b>New w/Future Year</b>                                     |                 |               |               |              |          |          |          |          |          |          |                                   |
| Arena Boards - Replacement of Ice Resurfacers                | -               | 107           | -             | -            | -        | -        | -        | -        | -        | -        | 107                               |
| Car Share Technology on City Vehicles                        | 105             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 105                               |
| EDCT - Fleet Replacement                                     | 46              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 46                                |
| Engineering & Construction Serv Fleet Replacement            | -               | 330           | -             | -            | -        | -        | -        | -        | -        | -        | 330                               |
| Exhibition Place - Fleet Replacement                         | -               | 600           | -             | -            | -        | -        | -        | -        | -        | -        | 600                               |
| Facilities Mgmt & Real Estate - Fleet Replacement            | 273             | 539           | -             | -            | -        | -        | -        | -        | -        | -        | 812                               |
| Fire-Fleet Replacement                                       | 7,203           | -             | -             | -            | -        | -        | -        | -        | -        | -        | 7,203                             |
| Fleet - At-large Purchase                                    | 40              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 40                                |
| Fleet - Garage Security                                      | -               | 105           | -             | -            | -        | -        | -        | -        | -        | -        | 105                               |
| Fleet - Tools & Equipment                                    | 268             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 268                               |
| Fleet Office Modernization Plan - 2019                       | 150             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 150                               |
| Fleet Replacement - Insurance Contingency                    | 135             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 135                               |
| Fleet Services - Fleet Replacement                           | 100             | 140           | -             | -            | -        | -        | -        | -        | -        | -        | 240                               |
| Fleet Vendor Portal Management                               | 392             | 86            | -             | -            | -        | -        | -        | -        | -        | -        | 478                               |
| Fuel Site Closures, Upgrades & Replacement                   | 300             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 300                               |
| Green Fleet Plan   | 100             | 100           | -             | -            | -        | -        | -        | -        | -        | -        | 200                               |
| Municipal Licensing & Standards-Fleet Replacement            | 106             | 314           | -             | -            | -        | -        | -        | -        | -        | -        | 420                               |
| Parks, Forestry & Recreation-Fleet Replacement               | -               | 6,057         | -             | -            | -        | -        | -        | -        | -        | -        | 6,057                             |
| Public Health - Fleet Replacement                            | 36              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 36                                |
| Shelter, Support & Housing Admin-Fleet Replacement           | 71              | -             | -             | -            | -        | -        | -        | -        | -        | -        | 71                                |
| Solid Waste - Fleet Replacement                              | 190             | 4,601         | 4,039         | -            | -        | -        | -        | -        | -        | -        | 8,830                             |
| Sustainment of Fleet & Fuel System Intregation               | 243             | 278           | 190           | -            | -        | -        | -        | -        | -        | -        | 711                               |
| Toronto Building - Fleet Replacement                         | 112             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 112                               |
| Toronto Community Housing Corp.- Fleet Replacement           | 463             | 778           | -             | -            | -        | -        | -        | -        | -        | -        | 1,241                             |
| Toronto Water - Fleet Replacement                            | 920             | 9,599         | 1,170         | -            | -        | -        | -        | -        | -        | -        | 11,689                            |
| TPS-Fleet Replacement  | 4,807           | -             | -             | -            | -        | -        | -        | -        | -        | -        | 4,807                             |
| Transportation-Fleet Replacement                             | 830             | 6,110         | 5,088         | -            | -        | -        | -        | -        | -        | -        | 12,028                            |
| Zoo-Fleet Replacement  | 380             | -             | -             | -            | -        | -        | -        | -        | -        | -        | 380                               |
| <b>Subtotal</b>  | <b>17,270</b>   | <b>29,744</b> | <b>10,487</b> | <b>-</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>57,501</b>                     |
| <b>Total Expenditure (including carry forward from 2018)</b> | <b>74,580</b>   | <b>41,044</b> | <b>10,487</b> | <b>7,900</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>134,011</b>                    |
| <b>Financing:</b>  |                 |               |               |              |          |          |          |          |          |          |                                   |
| Reserves/Res Funds   | 74,580          | 41,044        | 10,487        | 7,900        | -        | -        | -        | -        | -        | -        | 134,011                           |
| <b>Total Financing</b>                                       | <b>74,580</b>   | <b>41,044</b> | <b>10,487</b> | <b>7,900</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>134,011</b>                    |











**CITY OF TORONTO**

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

**Fleet Services**

| Sub-Project No.   | Project Name                                      | Ward | Stat. | Cat. | Current and Future Year Cash Flow Commitments |        |       |      |      |                 |                 |                 |                                 | Current and Future Year Cash Flow Commitments Financed By |                     |          |               |                      |         |        |                         |                 |
|---|---|------|-------|------|---|--------|-------|------|------|-----------------|-----------------|-----------------|---------------------------------|---|---------------------|----------|---------------|----------------------|---------|--------|-------------------------|-----------------|
|   |   |      |       |      | 2019  | 2020   | 2021  | 2022 | 2023 | Total 2019-2023 | Total 2024-2028 | Total 2019-2028 | Provincial Grants and Subsidies | Federal Subsidy   | Development Charges | Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing |
| <b>FLT906865 Toronto Water - Fleet Replacement</b>                  |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 0 27  | TW - Vehicle/Equipment Purchase - 2017 - change   | CW   | S3    | 03   | -1,986  | 0      | 0     | 0    | 0    | -1,986          | 0               | -1,986          | 0                               | 0   | 0                   | -1,986   | 0             | 0                    | 0       | 0      | 0                       | -1,986          |
| 0 28  | TW - Vehicle/Equipment Purchase - 2018 - change   | CW   | S3    | 03   | -2,200  | 1,200  | 0     | 0    | 0    | -1,000          | 0               | -1,000          | 0                               | 0   | 0                   | -1,000   | 0             | 0                    | 0       | 0      | 0                       | -1,000          |
| Sub-total   |   |      |       |      | 6,492   | 10,799 | 1,170 | 0    | 0    | 18,461          | 0               | 18,461          | 0                               | 0   | 0                   | 18,461   | 0             | 0                    | 0       | 0      | 0                       | 18,461          |
| <b>FLT907266 EDCT - Fleet Replacement</b>                           |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 2 10  | EDCT - Vehicle/Equipment Purchase - 2017          | CW   | S2    | 03   | 5   | 0      | 0     | 0    | 0    | 5               | 0               | 5               | 0                               | 0   | 0                   | 5        | 0             | 0                    | 0       | 0      | 0                       | 5               |
| 2 11  | EDCT - Vehicle/Equipment Purchase - 2018          | CW   | S2    | 03   | 20  | 0      | 0     | 0    | 0    | 20              | 0               | 20              | 0                               | 0   | 0                   | 20       | 0             | 0                    | 0       | 0      | 0                       | 20              |
| 2 12  | EDCT - Vehicle/Equipment Purchase - 2019          | CW   | S4    | 03   | 46  | 0      | 0     | 0    | 0    | 46              | 0               | 46              | 0                               | 0   | 0                   | 46       | 0             | 0                    | 0       | 0      | 0                       | 46              |
| Sub-total   |   |      |       |      | 71  | 0      | 0     | 0    | 0    | 71              | 0               | 71              | 0                               | 0   | 0                   | 71       | 0             | 0                    | 0       | 0      | 0                       | 71              |
| <b>FLT907268 Toronto Building - Fleet Replacement</b>               |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 2 12  | BL - Vehicle/Equipment Purchase - 2019            | CW   | S4    | 03   | 112   | 0      | 0     | 0    | 0    | 112             | 0               | 112             | 0                               | 0   | 0                   | 112      | 0             | 0                    | 0       | 0      | 0                       | 112             |
| Sub-total   |   |      |       |      | 112   | 0      | 0     | 0    | 0    | 112             | 0               | 112             | 0                               | 0   | 0                   | 112      | 0             | 0                    | 0       | 0      | 0                       | 112             |
| <b>FLT907271 Shelter, Support &amp; Housing Admin-Fleet Replace</b> |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 2 12  | SSHA - Vehicle/Equipment Purchase - 2019          | CW   | S4    | 03   | 71  | 0      | 0     | 0    | 0    | 71              | 0               | 71              | 0                               | 0   | 0                   | 71       | 0             | 0                    | 0       | 0      | 0                       | 71              |
| Sub-total   |   |      |       |      | 71  | 0      | 0     | 0    | 0    | 71              | 0               | 71              | 0                               | 0   | 0                   | 71       | 0             | 0                    | 0       | 0      | 0                       | 71              |
| <b>FLT907272 Fleet Mgt System &amp; Fuel System Integration</b>     |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 2 8   | FSD - Mgt System & Fuel System Integration - 2015 | CW   | S2    | 04   | 966   | 0      | 0     | 0    | 0    | 966             | 0               | 966             | 0                               | 0   | 0                   | 966      | 0             | 0                    | 0       | 0      | 0                       | 966             |
| Sub-total   |   |      |       |      | 966   | 0      | 0     | 0    | 0    | 966             | 0               | 966             | 0                               | 0   | 0                   | 966      | 0             | 0                    | 0       | 0      | 0                       | 966             |
| <b>FLT907602 Information &amp; Technology - Fleet Replacement</b>   |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 0 10  | IT - Vehicle/Equipment Purchase - 2016            | CW   | S2    | 03   | 1   | 0      | 0     | 0    | 0    | 1               | 0               | 1               | 0                               | 0   | 0                   | 1        | 0             | 0                    | 0       | 0      | 0                       | 1               |
| 2 11  | IT - Vehicle/Equipment Purchase - 2017            | CW   | S2    | 03   | 6   | 0      | 0     | 0    | 0    | 6               | 0               | 6               | 0                               | 0   | 0                   | 6        | 0             | 0                    | 0       | 0      | 0                       | 6               |
| 0 13  | IT - Vehicle/Equipment Purchase - 2018            | CW   | S2    | 03   | 11  | 0      | 0     | 0    | 0    | 11              | 0               | 11              | 0                               | 0   | 0                   | 11       | 0             | 0                    | 0       | 0      | 0                       | 11              |
| Sub-total   |   |      |       |      | 18  | 0      | 0     | 0    | 0    | 18              | 0               | 18              | 0                               | 0   | 0                   | 18       | 0             | 0                    | 0       | 0      | 0                       | 18              |
| <b>FLT907912 Toronto Community Housing Corp. - Fleet Replac</b>     |   |      |       |      |   |        |       |      |      |                 |                 |                 |                                 |   |                     |          |               |                      |         |        |                         |                 |
| 1 5   | TCHC - Vehicle/Equipment Purchase - 2017          | CW   | S2    | 03   | 8   | 0      | 0     | 0    | 0    | 8               | 0               | 8               | 0                               | 0   | 0                   | 8        | 0             | 0                    | 0       | 0      | 0                       | 8               |
| 1 6   | TCHC - Vehicle/Equipment Purchase - 2018          | CW   | S2    | 03   | 1,468   | 0      | 0     | 0    | 0    | 1,468           | 0               | 1,468           | 0                               | 0   | 0                   | 1,468    | 0             | 0                    | 0       | 0      | 0                       | 1,468           |



**CITY OF TORONTO**

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

**Fleet Services**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |   |   |    |    |    | Current and Future Year Cash Flow Commitments |        |        |       |      |                    | Current and Future Year Cash Flow Commitments Financed By |                    |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |  |
|---|---|---|----|----|----|---|--------|--------|-------|------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|--|
|   |   |   |    |    |    | 2019  | 2020   | 2021   | 2022  | 2023 | Total<br>2019-2023 | Total<br>2024-2028  | Total<br>2019-2028 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |         |  |
| <u>FLT908639 Fleet Vendor Portal Management</u>                                       |   |   |    |    |    |   |        |        |       |      |                    |   |                    |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | FSD - Fleet Vendor Management Portal-2019 | CW | S4 | 04 | 392   | 86     | 0      | 0     | 0    | 478                | 0   | 478                | 0                                     | 0                  | 0                      | 478                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 478     |  |
| Sub-total   |   |   |    |    |    | 392   | 86     | 0      | 0     | 0    | 478                | 0   | 478                | 0                                     | 0                  | 0                      | 478                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 478     |  |
| <u>FLT908649 MLS At Large Vehicle Purchase</u>  |   |   |    |    |    |   |        |        |       |      |                    |   |                    |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | MLS - At Large Vehicle Purchase 2018      | CW | S2 | 01 | 405   | 0      | 0      | 0     | 0    | 405                | 0   | 405                | 0                                     | 0                  | 0                      | 405                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 405     |  |
| Sub-total   |   |   |    |    |    | 405   | 0      | 0      | 0     | 0    | 405                | 0   | 405                | 0                                     | 0                  | 0                      | 405                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 405     |  |
| <u>FLT908671 Toronto Community Housing Corp.- At-large</u>                            |   |   |    |    |    |   |        |        |       |      |                    |   |                    |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | TCHC - At-large Purchase - 2018           | CW | S2 | 04 | 450   | 0      | 0      | 0     | 0    | 450                | 0   | 450                | 0                                     | 0                  | 0                      | 450                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 450     |  |
| Sub-total   |   |   |    |    |    | 450   | 0      | 0      | 0     | 0    | 450                | 0   | 450                | 0                                     | 0                  | 0                      | 450                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 450     |  |
| <b>Total Program Expenditure</b>  |   |   |    |    |    | 74,580  | 41,044 | 10,487 | 7,900 | 0    | 134,011            | 0   | 134,011            | 0                                     | 0                  | 0                      | 114,011             | 20,000           | 0                          | 0       | 0      | 0                             | 0                  | 134,011 |  |

**CITY OF TORONTO**

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

| Fleet Services                 |                            | Current and Future Year Cash Flow Commitments and Estimates |      |       |      |               |                    |                    |                    |                                       | Current and Future Year Cash Flow Commitments and Estimates Financed By |                        |                     |                  |                            |          |          |                               |                    |                |
|--------------------------------|----------------------------|---|------|-------|------|---------------|--------------------|--------------------|--------------------|---------------------------------------|---|------------------------|---------------------|------------------|----------------------------|----------|----------|-------------------------------|--------------------|----------------|
|                                |                            | 2019  | 2020 | 2021  | 2022 | 2023          | Total<br>2019-2023 | Total<br>2024-2028 | Total<br>2019-2028 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy  | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1  | Other2   | Debt -<br>Recoverable<br>Debt | Total<br>Financing |                |
| Sub-<br>Priority               | Project No.<br>SubProj No. | Project Name<br>Sub-project Name                            | Ward | Stat. | Cat. |               |                    |                    |                    |                                       |   |                        |                     |                  |                            |          |          |                               |                    |                |
| Financed By:                   |                            |   |      |       |      |               |                    |                    |                    |                                       |   |                        |                     |                  |                            |          |          |                               |                    |                |
|                                |                            | Reserves (Ind. "XQ" Ref.)                                   |      |       |      | 72,580        | 30,944             | 10,487             | 0                  | 0                                     | 114,011   | 0                      | 114,011             | 0                | 0                          | 0        | 0        | 0                             | 0                  | 114,011        |
|                                |                            | Reserve Funds (Ind."XR" Ref.)                               |      |       |      | 2,000         | 10,100             | 0                  | 7,900              | 0                                     | 20,000  | 0                      | 20,000              | 0                | 0                          | 0        | 0        | 0                             | 0                  | 20,000         |
| <b>Total Program Financing</b> |                            |   |      |       |      | <b>74,580</b> | <b>41,044</b>      | <b>10,487</b>      | <b>7,900</b>       | <b>0</b>                              | <b>134,011</b>  | <b>0</b>               | <b>134,011</b>      | <b>0</b>         | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                      | <b>0</b>           | <b>134,011</b> |

| Status Code | Description  |
|-------------|--|
| S2          | S2 Prior Year (With 2019 and/or Future Year Cashflow)                  |
| S3          | S3 Prior Year - Change of Scope 2019 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 9**

### **2019 Capital Budget with Financing Detail**

(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,S6



**CITY OF TORONTO**

**Fleet Services  
Sub-Project Summary**

| Project/Financing<br>Priority Project | Project Name   | Start Date  | Completion Date | 2019      | Financing                   |                 |                   |          |               |                      |         |         |      |                    |
|---------------------------------------|--|---|-----------------|-----------|-----------------------------|-----------------|-------------------|----------|---------------|----------------------|---------|---------|------|--------------------|
|                                       |  |   |                 | Cash Flow | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves | Reserve Funds | Capital From Current | Other 1 | Other 2 | Debt | Debt - Recoverable |
| <b>0</b>                              | <b><u>FLT000476</u></b>                                | <b><u>Library - Fleet Replacement</u></b>                           |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 20 TPL - Vehicle/Equipment Purchase - 2018             | 01/01/2018  | 12/31/2019      | 907       | 0                           | 0               | 0                 | 907      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>                              |   |                 | 907       | 0                           | 0               | 0                 | 907      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000482</u></b>                                | <b><u>Solid Waste - Fleet Replacement</u></b>                       |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 19 SWM - Vehicle/Equipment Purchase - 2017             | 01/01/2017  | 12/31/2017      | 8,033     | 0                           | 0               | 0                 | 8,033    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 20 SWM - Vehicle/Equipment Purchase - 2018             | 01/01/2018  | 12/31/2019      | 13,185    | 0                           | 0               | 0                 | 13,185   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 21 SWM - Vehicle/Equipment Purchase - 2019             | 01/01/2019  | 12/31/2020      | 190       | 0                           | 0               | 0                 | 190      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>                              |   |                 | 21,408    | 0                           | 0               | 0                 | 21,408   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000483</u></b>                                | <b><u>Engineering &amp; Construction Serv Fleet Replacement</u></b> |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 18 ECS - Vehicle/Equipment Purchase - 2017             | 01/01/2017  | 12/31/2017      | 165       | 0                           | 0               | 0                 | 165      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>                              |   |                 | 165       | 0                           | 0               | 0                 | 165      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000484</u></b>                                | <b><u>Transportation-Fleet Replacement</u></b>                      |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 0                                     | 30 TP - Vehicle/Equipment Purchase - 2018 Pre-approved | 01/01/2017  | 12/31/2018      | 3,367     | 0                           | 0               | 0                 | 3,367    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 32 TP - Vehicle/Equipment Purchase - True up - 2018    | 06/10/2017  | 12/31/2020      | 2,000     | 0                           | 0               | 0                 | 0        | 2,000         | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 33 TP - Vehicle/Equipment Purchase - 2018              | 06/11/2017  | 12/31/2019      | 2,280     | 0                           | 0               | 0                 | 2,280    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 35 TP - Vehicle/Equipment Purchase - 2014-change       | 01/01/2014  | 12/31/2018      | -1,000    | 0                           | 0               | 0                 | -1,000   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 36 TP - Vehicle/Equipment Purchase - 2015-change       | 01/01/2015  | 12/31/2018      | -1,500    | 0                           | 0               | 0                 | -1,500   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 37 TP - Vehicle/Equipment Purchase - 2016-change       | 01/01/2016  | 12/31/2018      | -2,000    | 0                           | 0               | 0                 | -2,000   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 38 TP - Vehicle/Equipment Purchase - 2017-change       | 01/01/2017  | 12/31/2018      | -989      | 0                           | 0               | 0                 | -989     | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 39 TP - Vehicle/Equipment Purchase - 2018-change       | 01/01/2018  | 12/31/2018      | -2,280    | 0                           | 0               | 0                 | -2,280   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 16 TP - Vehicle/Equipment Purchase - 2014              | 01/01/2014  | 12/31/2014      | 1,000     | 0                           | 0               | 0                 | 1,000    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 17 TP - Vehicle/Equipment Purchase - 2015              | 01/01/2015  | 12/31/2015      | 1,500     | 0                           | 0               | 0                 | 1,500    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 18 TP - Vehicle/Equipment Purchase - 2016              | 01/01/2016  | 12/31/2016      | 2,000     | 0                           | 0               | 0                 | 2,000    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 19 TP - Vehicle/Equipment Purchase - 2017              | 01/01/2017  | 12/31/2017      | 1,361     | 0                           | 0               | 0                 | 1,361    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 21 TP - Vehicle/Equipment Purchase - 2019              | 01/01/2019  | 12/31/2020      | 830       | 0                           | 0               | 0                 | 830      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>                              |   |                 | 6,569     | 0                           | 0               | 0                 | 4,569    | 2,000         | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000486</u></b>                                | <b><u>TPS-Fleet Replacement</u></b>                                 |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 20 TPS - Vehicle/Equipment Purchase - 2018             | 01/01/2018  | 12/31/2018      | 97        | 0                           | 0               | 0                 | 97       | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 21 TPS - Vehicle/Equipment Purchase - 2019             | 01/01/2019  | 12/31/2019      | 4,807     | 0                           | 0               | 0                 | 4,807    | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>                              |   |                 | 4,904     | 0                           | 0               | 0                 | 4,904    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000489</u></b>                                | <b><u>Zoo-Fleet Replacement</u></b>                                 |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 19 Zoo - Vehicle/Equipment Purchase - 2017             | 01/01/2017  | 12/31/2017      | 146       | 0                           | 0               | 0                 | 146      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 20 Zoo - Vehicle/Equipment Purchase - 2018             | 01/01/2018  | 12/31/2018      | 350       | 0                           | 0               | 0                 | 350      | 0             | 0                    | 0       | 0       | 0    | 0                  |



**CITY OF TORONTO**

**Fleet Services  
Sub-Project Summary**

| Project/Financing<br>Priority Project | Project Name  | Start Date | Completion Date | 2019      | Financing                   |                 |                   |          |               |                      |         |         |      |                    |
|---------------------------------------|---|------------|-----------------|-----------|-----------------------------|-----------------|-------------------|----------|---------------|----------------------|---------|---------|------|--------------------|
|                                       |   |            |                 | Cash Flow | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves | Reserve Funds | Capital From Current | Other 1 | Other 2 | Debt | Debt - Recoverable |
| <b>0</b>                              | <b><u>FLT000489 Zoo-Fleet Replacement</u></b>                         |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 21 Zoo - Vehicle/Equipment Purchase - 2019                            | 01/01/2019 | 12/31/2019      | 380       | 0                           | 0               | 0                 | 380      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 876       | 0                           | 0               | 0                 | 876      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000491 Exhibition Place - Fleet Replacement</u></b>          |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 19 Ex - Vehicle/Equipment Purchase - 2017                             | 01/01/2017 | 12/31/2017      | 32        | 0                           | 0               | 0                 | 32       | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 20 Ex - Vehicle/Equipment Purchase - 2018                             | 01/01/2018 | 12/31/2019      | 600       | 0                           | 0               | 0                 | 600      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 632       | 0                           | 0               | 0                 | 632      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT000492 Fleet Replacement - Insurance Contingency</u></b>     |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 19 FSD - Insurance Contingency - 2018                                 | 01/01/2018 | 12/31/2018      | 150       | 0                           | 0               | 0                 | 150      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 20 FSD - Insurance Contingency - 2019                                 | 01/01/2019 | 12/31/2019      | 135       | 0                           | 0               | 0                 | 135      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 285       | 0                           | 0               | 0                 | 285      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT906593 Arena Boards - Replacement of Ice Resurfacers</u></b> |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 15 Arena - Vehicle/Equipment Purchase - 2018                          | 01/01/2018 | 12/31/2019      | 108       | 0                           | 0               | 0                 | 108      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 108       | 0                           | 0               | 0                 | 108      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT906865 Toronto Water - Fleet Replacement</u></b>             |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 0                                     | 23 TW - Vehicle/Equipment Purch - 2018 Pre-approved                   | 01/01/2017 | 12/31/2018      | 997       | 0                           | 0               | 0                 | 997      | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 26 TW - Vehicle/Equipment Purchase - 2018 - pre chang                 | 08/24/2018 | 12/31/2018      | -997      | 0                           | 0               | 0                 | -997     | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 27 TW - Vehicle/Equipment Purchase - 2017 - change                    | 01/01/2017 | 12/31/2019      | -1,986    | 0                           | 0               | 0                 | -1,986   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 0                                     | 28 TW - Vehicle/Equipment Purchase - 2018 - change                    | 01/01/2018 | 12/31/2020      | -2,200    | 0                           | 0               | 0                 | -2,200   | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 11 TW - Vehicle/Equipmnet Purchases - 2016                            | 01/01/2016 | 12/31/2016      | 12        | 0                           | 0               | 0                 | 12       | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 12 TW - Vehicle/Equipment Purchase - 2017                             | 01/01/2017 | 12/31/2017      | 4,751     | 0                           | 0               | 0                 | 4,751    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 13 TW - Vehicle/Equipment Purchase - 2018                             | 01/01/2018 | 12/31/2019      | 4,995     | 0                           | 0               | 0                 | 4,995    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 14 TW - Vehicle/Equipment Purchase - 2019                             | 01/01/2019 | 12/31/2020      | 920       | 0                           | 0               | 0                 | 920      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 6,492     | 0                           | 0               | 0                 | 6,492    | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT907266 EDCT - Fleet Replacement</u></b>                      |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 10 EDCT - Vehicle/Equipment Purchase - 2017                           | 01/01/2017 | 12/31/2017      | 5         | 0                           | 0               | 0                 | 5        | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 11 EDCT - Vehicle/Equipment Purchase - 2018                           | 01/01/2018 | 12/31/2018      | 20        | 0                           | 0               | 0                 | 20       | 0             | 0                    | 0       | 0       | 0    | 0                  |
| 2                                     | 12 EDCT - Vehicle/Equipment Purchase - 2019                           | 01/01/2019 | 12/31/2019      | 46        | 0                           | 0               | 0                 | 46       | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 71        | 0                           | 0               | 0                 | 71       | 0             | 0                    | 0       | 0       | 0    | 0                  |
| <b>0</b>                              | <b><u>FLT907268 Toronto Building - Fleet Replacement</u></b>          |            |                 |           |                             |                 |                   |          |               |                      |         |         |      |                    |
| 2                                     | 12 BL - Vehicle/Equipment Purchase - 2019                             | 01/01/2019 | 12/31/2019      | 112       | 0                           | 0               | 0                 | 112      | 0             | 0                    | 0       | 0       | 0    | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | 112       | 0                           | 0               | 0                 | 112      | 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,S6



**CITY OF TORONTO**

**Fleet Services  
Sub-Project Summary**

| Project/Financing<br>Priority Project | Project Name   | Start Date  | Completion Date | 2019<br>Cash Flow | Financing                   |                 |                   |          |               |                      |         |         |      |                    |   |
|---------------------------------------|--|---|-----------------|-------------------|-----------------------------|-----------------|-------------------|----------|---------------|----------------------|---------|---------|------|--------------------|---|
|                                       |  |   |                 |                   | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves | Reserve Funds | Capital From Current | Other 1 | Other 2 | Debt | Debt - Recoverable |   |
| <b>0</b>                              | <b><u>FLT908649</u></b>                              | <b><u>MLS At Large Vehicle Purchase</u></b>                         |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 0                                     | 1 MLS - At Large Vehicle Purchase 2018               | 01/01/2018  | 12/31/2019      | 405               | 0                           | 0               | 0                 | 405      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 405               | 0                           | 0               | 0                 | 405      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>0</b>                              | <b><u>FLT908671</u></b>                              | <b><u>Toronto Community Housing Corp.- At-large</u></b>             |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 0                                     | 1 TCHC - At-large Purchase - 2018                    | 11/01/2018  | 12/31/2019      | 450               | 0                           | 0               | 0                 | 450      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 450               | 0                           | 0               | 0                 | 450      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>1</b>                              | <b><u>FLT000478</u></b>                              | <b><u>Parks, Forestry &amp; Recreation-Fleet Replacement</u></b>    |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 0                                     | 31 PFR - Vehicle/Equipmt Purchase - 2017 Increase    | 01/01/2017  | 12/31/2019      | 1,970             | 0                           | 0               | 0                 | 1,970    | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 19 PFR - Vehicle/Equipment Purchase - 2017           | 01/01/2017  | 12/31/2017      | 462               | 0                           | 0               | 0                 | 462      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 20 PFR - Vehicle/Equipment Purchase - 2018           | 01/01/2018  | 12/31/2019      | 8,408             | 0                           | 0               | 0                 | 8,408    | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 10,840            | 0                           | 0               | 0                 | 10,840   | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>1</b>                              | <b><u>FLT000481</u></b>                              | <b><u>Municipal Licensing &amp; Standards-Fleet Replacement</u></b> |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 2                                     | 20 MLS - Vehicle/Equipment Purchase - 2018           | 01/01/2018  | 12/31/2019      | 9                 | 0                           | 0               | 0                 | 9        | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 21 MLS - Vehicle/Equipment Purchase - 2019           | 01/01/2019  | 12/31/2020      | 106               | 0                           | 0               | 0                 | 106      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 115               | 0                           | 0               | 0                 | 115      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>1</b>                              | <b><u>FLT906279</u></b>                              | <b><u>Fuel Site Closures, Upgrades &amp; Replacement</u></b>        |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 2                                     | 10 FSD - Fuel Site Closure, Upgrade & Replace - 2016 | 01/01/2016  | 12/31/2016      | 690               | 0                           | 0               | 0                 | 690      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 12 FSD - Fuel Site Closure, Upgrade & Replace - 2018 | 01/01/2018  | 12/31/2018      | 200               | 0                           | 0               | 0                 | 200      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 13 FSD - Fuel Site Closure, Upgrade & Replace - 2019 | 01/01/2019  | 12/31/2019      | 300               | 0                           | 0               | 0                 | 300      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 1,190             | 0                           | 0               | 0                 | 1,190    | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>1</b>                              | <b><u>FLT906672</u></b>                              | <b><u>Green Fleet Plan</u></b>                                      |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 2                                     | 11 FSD - Green Fleet Plan - 2015                     | 01/01/2015  | 12/31/2015      | 3                 | 0                           | 0               | 0                 | 3        | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 12 FSD - Green Fleet Plan - 2016                     | 01/01/2016  | 12/31/2016      | 12                | 0                           | 0               | 0                 | 12       | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 14 FSD - Green Fleet Plan - 2018                     | 01/01/2018  | 12/31/2018      | 240               | 0                           | 0               | 0                 | 240      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 15 FSD - Green Fleet Plan - 2019                     | 01/01/2019  | 12/31/2019      | 100               | 0                           | 0               | 0                 | 100      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 355               | 0                           | 0               | 0                 | 355      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>1</b>                              | <b><u>FLT906862</u></b>                              | <b><u>Fleet Services - Fleet Replacement</u></b>                    |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 2                                     | 12 FSD - Vehicle/Equipment Purchase - 2017           | 01/01/2017  | 12/31/2017      | 243               | 0                           | 0               | 0                 | 243      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 13 FSD - Vehicle/Equipment Purchase - 2018           | 01/01/2018  | 12/31/2018      | 74                | 0                           | 0               | 0                 | 74       | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| 2                                     | 14 FSD - Vehicle/Equipment Purchase - 2019           | 01/01/2019  | 12/31/2019      | 100               | 0                           | 0               | 0                 | 100      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                            |   |                 | 417               | 0                           | 0               | 0                 | 417      | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |
| <b>1</b>                              | <b><u>FLT906863</u></b>                              | <b><u>Facilities Mgmt &amp; Real Estate - Fleet Replacement</u></b> |                 |                   |                             |                 |                   |          |               |                      |         |         |      |                    |   |
| 2                                     | 12 FA - Vehicle/Equipment Purchase - 2017            | 01/01/2017  | 12/31/2017      | 1,481             | 0                           | 0               | 0                 | 1,481    | 0             | 0                    | 0       | 0       | 0    | 0                  | 0 |



## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds 2019 Operating Budget

#### Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name<br>(In \$000s) | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |               |               |
|--|---------------------------------------|--|-------------------------------|---------------|---------------|
|  |                                       |  | 2019 Budget                   | 2020 Plan     | 2021 Plan     |
| XR1010 Insurance Reserve Fund              | Beginning Balance                     |  | 31,922                        | 32,046        | 32,170        |
|  | Withdrawals (-)                       |  |                               |               |               |
|  | <b>Total Withdrawals</b>              |  | <b>31,922</b>                 | <b>32,046</b> | <b>32,170</b> |
|  | Contributions (+)                     |  |                               |               |               |
|  | <b>Total Contributions</b>            |  | <b>124</b>                    | <b>124</b>    | <b>124</b>    |
| <b>Balance at Year-End</b>                 |                                       | <b>31,922</b>                          | <b>32,046</b>                 | <b>32,170</b> | <b>32,294</b> |

\* Based on 9-month 2018 Reserve Fund Variance Report

### 2019 - 2028 Capital Budget and Plan

#### Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name<br>(In \$000s)              | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |                 |                 |                 |                 |                 |                 |                 |                 |                 | Total           |
|---|---------------------------------------|--|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|   |                                       |  | 2019 Budget                   | 2020 Plan       | 2021 Plan       | 2022 Plan       | 2023 Plan       | 2024 Plan       | 2025 Plan       | 2026 Plan       | 2027 Plan       | 2028 Plan       |                 |
| XQ1201 Parks, Forestry & Recreation - Fleet Replacement | Beginning Balance                     | 6,662                                  | 7,481                         | 5,328           | 838             | (4,466)         | (10,152)        | (13,961)        | (16,098)        | (19,642)        | (24,360)        | (26,330)        |                 |
|   | Withdrawals (-)                       |  |                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
|   |                                       | (5,554)                                | (8,288)                       | (10,550)        | (11,439)        | (11,822)        | (9,944)         | (8,272)         | (9,680)         | (10,853)        | (8,106)         | (8,961)         | (97,915)        |
|   | <b>Total Withdrawals</b>              | <b>(5,554)</b>                         | <b>(8,288)</b>                | <b>(10,550)</b> | <b>(11,439)</b> | <b>(11,822)</b> | <b>(9,944)</b>  | <b>(8,272)</b>  | <b>(9,680)</b>  | <b>(10,853)</b> | <b>(8,106)</b>  | <b>(8,961)</b>  | <b>(97,915)</b> |
|   | Contributions (+)                     |  |                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |                 |
|   |                                       | 6,373                                  | 6,135                         | 6,060           | 6,135           | 6,135           | 6,135           | 6,135           | 6,135           | 6,135           | 6,135           | 6,135           | 61,278          |
| <b>Total Contributions</b>                              | <b>6,373</b>                          | <b>6,135</b>                           | <b>6,060</b>                  | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>6,135</b>    | <b>61,278</b>   |
| <b>Balance at Year-End</b>                              |                                       | <b>7,481</b>                           | <b>5,328</b>                  | <b>838</b>      | <b>(4,466)</b>  | <b>(10,152)</b> | <b>(13,961)</b> | <b>(16,098)</b> | <b>(19,642)</b> | <b>(24,360)</b> | <b>(26,330)</b> | <b>(29,156)</b> |                 |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name<br>(In \$000s)         | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |                 |                 |                 |                 |                |                |                |                |                 | Total            |
|--|---------------------------------------|--|-------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|------------------|
|  |                                       |  | 2019 Budget                   | 2020 Plan       | 2021 Plan       | 2022 Plan       | 2023 Plan       | 2024 Plan      | 2025 Plan      | 2026 Plan      | 2027 Plan      | 2028 Plan       |                  |
| XQ1015 Transportation Services - Fleet Replacement | Beginning Balance                     | 11,747                                 | 14,088                        | 17,354          | 25,264          | 22,983          | 12,341          | 13,874         | 13,999         | 14,124         | 14,249         | 14,374          |                  |
|  | Withdrawals (-)                       |  |                               |                 |                 |                 |                 |                |                |                |                |                 |                  |
|  |                                       | (968)                                  | (6,293)                       | (20,372)        | (16,187)        | (24,549)        | (12,374)        | (8,874)        | (8,874)        | (8,874)        | (8,874)        | (15,086)        | (130,357)        |
|  | <b>Total Withdrawals</b>              | <b>(968)</b>                           | <b>(6,293)</b>                | <b>(20,372)</b> | <b>(16,187)</b> | <b>(24,549)</b> | <b>(12,374)</b> | <b>(8,874)</b> | <b>(8,874)</b> | <b>(8,874)</b> | <b>(8,874)</b> | <b>(15,086)</b> | <b>(130,357)</b> |
|  | Contributions (+)                     |  |                               |                 |                 |                 |                 |                |                |                |                |                 |                  |
|  |                                       | 3,309                                  | 9,559                         | 28,282          | 13,907          | 13,907          | 13,907          | 8,999          | 8,999          | 8,999          | 8,999          | 8,999           | 124,556          |
| <b>Total Contributions</b>                         | <b>3,309</b>                          | <b>9,559</b>                           | <b>28,282</b>                 | <b>13,907</b>   | <b>13,907</b>   | <b>13,907</b>   | <b>8,999</b>    | <b>8,999</b>   | <b>8,999</b>   | <b>8,999</b>   | <b>8,999</b>   | <b>8,999</b>    | <b>124,556</b>   |
| <b>Balance at Year-End</b>                         |                                       | <b>14,088</b>                          | <b>17,354</b>                 | <b>25,264</b>   | <b>22,983</b>   | <b>12,341</b>   | <b>13,874</b>   | <b>13,999</b>  | <b>14,124</b>  | <b>14,249</b>  | <b>14,374</b>  | <b>8,287</b>    |                  |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name<br>(In \$000s) | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |                |                 |                 |                 |                 |                 |                 |                 |                 | Total            |
|--|---------------------------------------|--|-------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
|  |                                       |  | 2019 Budget                   | 2020 Plan      | 2021 Plan       | 2022 Plan       | 2023 Plan       | 2024 Plan       | 2025 Plan       | 2026 Plan       | 2027 Plan       | 2028 Plan       |                  |
| XQ1014 Solid Waste - Fleet Replacement     | Beginning Balance                     | 38,945                                 | 28,706                        | 18,002         | 29,841          | 35,578          | 45,396          | 46,222          | 41,904          | 34,834          | 32,671          | 31,189          |                  |
|  | Withdrawals (-)                       |  |                               |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
|  |                                       | (24,012)                               | (26,262)                      | (9,140)        | (15,243)        | (11,161)        | (20,153)        | (25,297)        | (28,049)        | (23,142)        | (22,461)        | (42,643)        | (223,551)        |
|  | <b>Total Withdrawals</b>              | <b>(24,012)</b>                        | <b>(26,262)</b>               | <b>(9,140)</b> | <b>(15,243)</b> | <b>(11,161)</b> | <b>(20,153)</b> | <b>(25,297)</b> | <b>(28,049)</b> | <b>(23,142)</b> | <b>(22,461)</b> | <b>(42,643)</b> | <b>(223,551)</b> |
|  | Contributions (+)                     |  |                               |                |                 |                 |                 |                 |                 |                 |                 |                 |                  |
|  |                                       | 13,773                                 | 15,558                        | 20,979         | 20,979          | 20,979          | 20,979          | 20,979          | 20,979          | 20,979          | 20,979          | 20,979          | 204,370          |
| <b>Total Contributions</b>                 | <b>13,773</b>                         | <b>15,558</b>                          | <b>20,979</b>                 | <b>20,979</b>  | <b>20,979</b>   | <b>20,979</b>   | <b>20,979</b>   | <b>20,979</b>   | <b>20,979</b>   | <b>20,979</b>   | <b>20,979</b>   | <b>20,979</b>   | <b>204,370</b>   |
| <b>Balance at Year-End</b>                 |                                       | <b>28,706</b>                          | <b>18,002</b>                 | <b>29,841</b>  | <b>35,578</b>   | <b>45,396</b>   | <b>46,222</b>   | <b>41,904</b>   | <b>34,834</b>   | <b>32,671</b>   | <b>31,189</b>   | <b>9,526</b>    |                  |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)     | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |            |                |                |                |                |                |                |                 | Total    |
|---|---------------------------------------|--|-------------------------------|--------------|------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------|
|   |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan  | 2022 Plan      | 2023 Plan      | 2024 Plan      | 2025 Plan      | 2026 Plan      | 2027 Plan      | 2028 Plan       |          |
| XQ1012<br>Toronto Water - Fleet Replacement | Beginning Balance                     | 18,548                                 | 16,426                        | 16,418       | 7,897      | 478            | (4,945)        | (5,611)        | (6,648)        | (5,657)        | (3,559)        | (2,635)         |          |
|   | Withdrawals (-)                       |  |                               |              |            |                |                |                |                |                |                |                 |          |
|   | Total Withdrawals                     | (8,230)                                | (5,798)                       | (14,310)     | (13,208)   | (11,213)       | (6,455)        | (6,826)        | (4,798)        | (3,692)        | (4,865)        | (15,056)        | (86,221) |
|   | Contributions (+)                     |  |                               |              |            |                |                |                |                |                |                |                 |          |
|   | Total Contributions                   | 6,109                                  | 5,789                         | 5,789        | 5,789      | 5,789          | 5,789          | 5,789          | 5,789          | 5,789          | 5,789          | 5,789           | 57,893   |
| <b>Balance at Year-End</b>                  |                                       | <b>16,426</b>                          | <b>16,418</b>                 | <b>7,897</b> | <b>478</b> | <b>(4,945)</b> | <b>(5,611)</b> | <b>(6,648)</b> | <b>(5,657)</b> | <b>(3,559)</b> | <b>(2,635)</b> | <b>(11,902)</b> |          |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)     | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |            | Total    |
|---|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------|
|   |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan  |          |
| XQ1017<br>Fire Services - Fleet Replacement | Beginning Balance                     | 4,158                                  | 3,133                         | 296        | 296        | 296        | 296        | 296        | 296        | 296        | 296        | 296        |          |
|   | Withdrawals (-)                       |  |                               |            |            |            |            |            |            |            |            |            |          |
|   | Total Withdrawals                     | (8,228)                                | (10,040)                      | (7,203)    | (7,203)    | (7,203)    | (7,203)    | (7,203)    | (7,203)    | (7,203)    | (7,203)    | (7,203)    | (74,867) |
|   | Contributions (+)                     |  |                               |            |            |            |            |            |            |            |            |            |          |
|   | Total Contributions                   | 7,203                                  | 7,203                         | 7,203      | 7,203      | 7,203      | 7,203      | 7,203      | 7,203      | 7,203      | 7,203      | 7,203      | 72,030   |
| <b>Balance at Year-End</b>                  |                                       | <b>3,133</b>                           | <b>296</b>                    | <b>296</b> | <b>296</b> | <b>296</b> | <b>296</b> | <b>296</b> | <b>296</b> | <b>296</b> | <b>296</b> | <b>296</b> |          |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                  | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |              |              |              |              |              |            |            |              | Total    |
|--|---------------------------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|------------|--------------|----------|
|  |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan    | 2022 Plan    | 2023 Plan    | 2024 Plan    | 2025 Plan    | 2026 Plan  | 2027 Plan  | 2028 Plan    |          |
| XQ1018<br>Emergency Medical Services - Fleet Replacement | Beginning Balance                     | 906                                    | 1,518                         | 1,778        | 2,240        | 1,789        | 1,128        | (574)        | (470)        | (275)      | 119        | 700          |          |
|  | Withdrawals (-)                       |  |                               |              |              |              |              |              |              |            |            |              |          |
|  | Total Withdrawals                     | (3,957)                                | (4,914)                       | (5,502)      | (7,211)      | (7,820)      | (9,386)      | (8,105)      | (8,539)      | (8,865)    | (9,203)    | (9,554)      | (79,099) |
|  | Contributions (+)                     |  |                               |              |              |              |              |              |              |            |            |              |          |
|  | Total Contributions                   | 4,570                                  | 5,173                         | 5,964        | 6,760        | 7,159        | 7,684        | 8,209        | 8,734        | 9,259      | 9,784      | 10,309       | 79,035   |
| <b>Balance at Year-End</b>                               |                                       | <b>1,518</b>                           | <b>1,778</b>                  | <b>2,240</b> | <b>1,789</b> | <b>1,128</b> | <b>(574)</b> | <b>(470)</b> | <b>(275)</b> | <b>119</b> | <b>700</b> | <b>1,455</b> |          |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)     | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |            | Total |
|---|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------|
|   |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan  |       |
| XQ1101<br>Public Health - Fleet Replacement | Beginning Balance                     | 252                                    | 358                           | 406        | 519        | 499        | 612        | 363        | 476        | 508        | 621        | 694        |       |
|   | Withdrawals (-)                       |  |                               |            |            |            |            |            |            |            |            |            |       |
|   | Total Withdrawals                     | -                                      | (65)                          | -          | (133)      | -          | (362)      | -          | (81)       | -          | (40)       | -          | (681) |
|   | Contributions (+)                     |  |                               |            |            |            |            |            |            |            |            |            |       |
|   | Total Contributions                   | 105                                    | 113                           | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 113        | 1,130 |
| <b>Balance at Year-End</b>                  |                                       | <b>358</b>                             | <b>406</b>                    | <b>519</b> | <b>499</b> | <b>612</b> | <b>363</b> | <b>476</b> | <b>508</b> | <b>621</b> | <b>694</b> | <b>807</b> |       |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                           | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |              |              |              |              |              |              |              |            | Total   |
|---|---------------------------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|---------|
|   |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan    | 2022 Plan    | 2023 Plan    | 2024 Plan    | 2025 Plan    | 2026 Plan    | 2027 Plan    | 2028 Plan  |         |
| XQ1202 / XQ1101<br>Municipal Licensing & Stds - Fleet Replacement | Beginning Balance                     | 1,200                                  | 1,444                         | 1,874        | 1,948        | 2,062        | 1,889        | 1,943        | 1,743        | 1,468        | 1,753        | 1,259      |         |
|   | Withdrawals (-)                       |  |                               |              |              |              |              |              |              |              |              |            |         |
|   | Total Withdrawals                     | (206)                                  | (106)                         | (471)        | (430)        | (717)        | (491)        | (744)        | (820)        | (259)        | (1,039)      | (1,012)    | (6,089) |
|   | Contributions (+)                     |  |                               |              |              |              |              |              |              |              |              |            |         |
|   | Total Contributions                   | 450                                    | 536                           | 544          | 544          | 544          | 544          | 544          | 544          | 544          | 544          | 544        | 5,436   |
| <b>Balance at Year-End</b>  |                                       | <b>1,444</b>                           | <b>1,874</b>                  | <b>1,948</b> | <b>2,062</b> | <b>1,889</b> | <b>1,943</b> | <b>1,743</b> | <b>1,468</b> | <b>1,753</b> | <b>1,259</b> | <b>791</b> |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)        | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |            | Total |
|--|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------|
|  |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan  |       |
| XQ1301<br>Toronto Building - Fleet Replacement | Beginning Balance                     | 621                                    | 706                           | 667        | 741        | 815        | 714        | 787        | 811        | 660        | 734        | 657        |       |
|  | Withdrawals (-)                       |  |                               |            |            |            |            |            |            |            |            |            |       |
|  | Total Withdrawals                     | -                                      | (112)                         | -          | -          | (175)      | -          | (50)       | (225)      | -          | (150)      | -          | (712) |
|  | Contributions (+)                     |  |                               |            |            |            |            |            |            |            |            |            |       |
|  | Total Contributions                   | 85                                     | 74                            | 74         | 74         | 74         | 74         | 74         | 74         | 74         | 74         | 74         | 738   |
| <b>Balance at Year-End</b>                     |                                       | <b>706</b>                             | <b>667</b>                    | <b>741</b> | <b>815</b> | <b>714</b> | <b>787</b> | <b>811</b> | <b>660</b> | <b>734</b> | <b>657</b> | <b>731</b> |       |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                      | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |              |                |                |                |                |                |                |                | Total   |
|--|---------------------------------------|--|-------------------------------|------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------|
|  |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan    | 2022 Plan      | 2023 Plan      | 2024 Plan      | 2025 Plan      | 2026 Plan      | 2027 Plan      | 2028 Plan      |         |
| XQ1502<br>Facilities Mgmt. & Real Estate - Fleet Replacement | Beginning Balance                     | 2,143                                  | 1,902                         | 1,686      | 858          | (295)          | (1,285)        | (1,694)        | (1,617)        | (1,504)        | (1,679)        | (1,708)        |         |
|  | Withdrawals (-)                       |  |                               |            |              |                |                |                |                |                |                |                |         |
|  | Total Withdrawals                     | (373)                                  | (492)                         | (1,104)    | (1,429)      | (1,266)        | (685)          | (199)          | (163)          | (451)          | (305)          | (441)          | (6,535) |
|  | Contributions (+)                     |  |                               |            |              |                |                |                |                |                |                |                |         |
|  | Total Contributions                   | 132                                    | 276                           | 276        | 276          | 276            | 276            | 276            | 276            | 276            | 276            | 276            | 276     |
| <b>Balance at Year-End</b>                                   |                                       | <b>1,902</b>                           | <b>1,686</b>                  | <b>858</b> | <b>(295)</b> | <b>(1,285)</b> | <b>(1,694)</b> | <b>(1,617)</b> | <b>(1,504)</b> | <b>(1,679)</b> | <b>(1,708)</b> | <b>(1,873)</b> |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)          | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |           | Total |
|--|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|-------|
|  |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan |       |
| XQ1504<br>City Clerks Office - Fleet Replacement | Beginning Balance                     | 224                                    | 135                           | 164        | 194        | 223        | 252        | 281        | 310        | 299        | 328        | 114       |       |
|  | Withdrawals (-)                       |  |                               |            |            |            |            |            |            |            |            |           |       |
|  | Total Withdrawals                     | (107)                                  | -                             | -          | -          | -          | -          | -          | (40)       | -          | (243)      | (143)     | (426) |
|  | Contributions (+)                     |  |                               |            |            |            |            |            |            |            |            |           |       |
|  | Total Contributions                   | 18                                     | 29                            | 29         | 29         | 29         | 29         | 29         | 29         | 29         | 29         | 29        | 29    |
| <b>Balance at Year-End</b>                       |                                       | <b>135</b>                             | <b>164</b>                    | <b>194</b> | <b>223</b> | <b>252</b> | <b>281</b> | <b>310</b> | <b>299</b> | <b>328</b> | <b>114</b> | <b>0</b>  |       |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)              | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |              |            |            |            | Total   |
|--|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|--------------|------------|------------|------------|---------|
|  |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan    | 2026 Plan  | 2027 Plan  | 2028 Plan  |         |
| XQ1700<br>Toronto Public Library - Fleet Replacement | Beginning Balance                     | 921                                    | 989                           | 1,031      | 579        | 599        | 741        | 979        | 790          | 1,021      | 403        | 745        |         |
|  | Withdrawals (-)                       |  |                               |            |            |            |            |            |              |            |            |            |         |
|  | Total Withdrawals                     | (286)                                  | (300)                         | (794)      | (322)      | (200)      | (104)      | (531)      | (111)        | (960)      | -          | (793)      | (4,115) |
|  | Contributions (+)                     |  |                               |            |            |            |            |            |              |            |            |            |         |
|  | Total Contributions                   | 354                                    | 342                           | 342        | 342        | 342        | 342        | 342        | 342          | 342        | 342        | 342        | 342     |
| <b>Balance at Year-End</b>                           |                                       | <b>989</b>                             | <b>1,031</b>                  | <b>579</b> | <b>599</b> | <b>741</b> | <b>979</b> | <b>790</b> | <b>1,021</b> | <b>403</b> | <b>745</b> | <b>294</b> |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)        | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |              |              |              |              |              |              |              |              | Total |         |
|--|---------------------------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|---------|
|  |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan    | 2022 Plan    | 2023 Plan    | 2024 Plan    | 2025 Plan    | 2026 Plan    | 2027 Plan    | 2028 Plan    |       |         |
| XQ1702<br>Exhibition Place - Fleet Replacement | Beginning Balance                     | 528                                    | 783                           | 636          | (189)        | (414)        | (439)        | (464)        | (489)        | (514)        | (539)        | (564)        |       |         |
|  | Withdrawals (-)                       |  |                               |              |              |              |              |              |              |              |              |              |       |         |
|  | Total Withdrawals                     | (295)                                  | (522)                         | (1,200)      | (600)        | (600)        | (600)        | (600)        | (600)        | (600)        | (600)        | (600)        | (600) | (6,522) |
|  | Contributions (+)                     |  |                               |              |              |              |              |              |              |              |              |              |       |         |
|  | Total Contributions                   | 550                                    | 375                           | 375          | 375          | 575          | 575          | 575          | 575          | 575          | 575          | 575          | 575   | 5,150   |
| <b>Balance at Year-End</b>                     |                                       | <b>783</b>                             | <b>636</b>                    | <b>(189)</b> | <b>(414)</b> | <b>(439)</b> | <b>(464)</b> | <b>(489)</b> | <b>(514)</b> | <b>(539)</b> | <b>(564)</b> | <b>(589)</b> |       |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                  | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |             |              |             |             |             |             |             |           |            | Total   |
|--|---------------------------------------|--|-------------------------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------|-----------|------------|---------|
|  |                                       |  | 2019 Budget                   | 2020 Plan   | 2021 Plan    | 2022 Plan   | 2023 Plan   | 2024 Plan   | 2025 Plan   | 2026 Plan   | 2027 Plan | 2028 Plan  |         |
| XQ1705<br>Arena Boards of Management - Fleet Replacement | Beginning Balance                     | 270                                    | 257                           | 164         | (49)         | (162)       | (46)        | (50)        | (58)        | (70)        | (86)      | 30         |         |
|  | Withdrawals (-)                       |  |                               |             |              |             |             |             |             |             |           |            |         |
|  | Total Withdrawals                     | (112)                                  | (207)                         | (329)       | (229)        | -           | (120)       | (124)       | (128)       | (132)       | -         | -          | (1,269) |
|  | Contributions (+)                     |  |                               |             |              |             |             |             |             |             |           |            |         |
|  | Total Contributions                   | 99                                     | 114                           | 116         | 116          | 116         | 116         | 116         | 116         | 116         | 116       | 116        | 116     |
| <b>Balance at Year-End</b>                               |                                       | <b>257</b>                             | <b>164</b>                    | <b>(49)</b> | <b>(162)</b> | <b>(46)</b> | <b>(50)</b> | <b>(58)</b> | <b>(70)</b> | <b>(86)</b> | <b>30</b> | <b>146</b> |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)               | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |            | Total   |
|---|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---------|
|   |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan  |         |
| XQ1707<br>Toronto Housing Company - Fleet Replacement | Beginning Balance                     | 920                                    | 2,023                         | 1,255      | 357        | 787        | 562        | 431        | 323        | 555        | 206        | 429        |         |
|   | Withdrawals (-)                       |  |                               |            |            |            |            |            |            |            |            |            |         |
|   | Total Withdrawals                     | (471)                                  | (1,868)                       | (1,436)    | (108)      | (763)      | (669)      | (646)      | (306)      | (887)      | (314)      | (432)      | (7,429) |
|   | Contributions (+)                     |  |                               |            |            |            |            |            |            |            |            |            |         |
|   | Total Contributions                   | 1,574                                  | 1,100                         | 538        | 538        | 538        | 538        | 538        | 538        | 538        | 538        | 538        | 538     |
| <b>Balance at Year-End</b>                            |                                       | <b>2,023</b>                           | <b>1,255</b>                  | <b>357</b> | <b>787</b> | <b>562</b> | <b>431</b> | <b>323</b> | <b>555</b> | <b>206</b> | <b>429</b> | <b>535</b> |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                       | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |             |            |            |            |            |            |             |            |             | Total       |              |
|---|---------------------------------------|--|-------------------------------|-------------|------------|------------|------------|------------|------------|-------------|------------|-------------|-------------|--------------|
|   |                                       |  | 2019 Budget                   | 2020 Plan   | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan   | 2027 Plan  | 2028 Plan   |             |              |
| XQ1401<br>Policy, Planning, Fin. & Admin. - Fleet Replacement | Beginning Balance                     | 616                                    | 616                           | 616         | 522        | 522        | 522        | 522        | 522        | 522         | 486        | 486         | 447         |              |
|   | Withdrawals (-)                       | -                                      | -                             | (94)        | -          | -          | -          | -          | -          | (36)        | -          | (39)        | (81)        | (250)        |
|   | <b>Total Withdrawals</b>              | -                                      | -                             | <b>(94)</b> | -          | -          | -          | -          | -          | <b>(36)</b> | -          | <b>(39)</b> | <b>(81)</b> | <b>(250)</b> |
|   | Contributions (+)                     | -                                      | -                             | -           | -          | -          | -          | -          | -          | -           | -          | -           | -           | -            |
|   | <b>Total Contributions</b>            | -                                      | -                             | -           | -          | -          | -          | -          | -          | -           | -          | -           | -           | -            |
| <b>Balance at Year-End</b>                                    |                                       | <b>616</b>                             | <b>616</b>                    | <b>522</b>  | <b>522</b> | <b>522</b> | <b>522</b> | <b>522</b> | <b>522</b> | <b>486</b>  | <b>486</b> | <b>447</b>  | <b>366</b>  |              |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)           | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |           |           |           |           |           |           |           |           |           | Total     |   |
|---|---------------------------------------|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---|
|   |                                       |  | 2019 Budget                   | 2020 Plan | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan |           |   |
| XQ1802<br>Office of Emergency - Fleet Replacement | Beginning Balance                     | 55                                     | 77                            | 77        | 77        | 77        | 77        | 77        | 77        | 77        | 77        | 77        | 77        |   |
|   | Withdrawals (-)                       | -                                      | -                             | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         | - |
|   | <b>Total Withdrawals</b>              | -                                      | -                             | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         | - |
|   | Contributions (+)                     | 22                                     | -                             | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         | - |
|   | <b>Total Contributions</b>            | <b>22</b>                              | -                             | -         | -         | -         | -         | -         | -         | -         | -         | -         | -         | - |
| <b>Balance at Year-End</b>                        |                                       | <b>77</b>                              | <b>77</b>                     | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> | <b>77</b> |   |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)             | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |            | Total      |   |
|---|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---|
|   |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan  |            |   |
| XQ1505<br>City Manager's Office - Fleet Replacement | Beginning Balance                     | 87                                     | 123                           | 123        | 123        | 123        | 123        | 123        | 123        | 123        | 123        | 123        | 123        |   |
|   | Withdrawals (-)                       | -                                      | -                             | -          | -          | -          | -          | -          | -          | -          | -          | -          | -          | - |
|   | <b>Total Withdrawals</b>              | -                                      | -                             | -          | -          | -          | -          | -          | -          | -          | -          | -          | -          | - |
|   | Contributions (+)                     | 36                                     | -                             | -          | -          | -          | -          | -          | -          | -          | -          | -          | -          | - |
|   | <b>Total Contributions</b>            | <b>36</b>                              | -                             | -          | -          | -          | -          | -          | -          | -          | -          | -          | -          | - |
| <b>Balance at Year-End</b>                          |                                       | <b>123</b>                             | <b>123</b>                    | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> | <b>123</b> |   |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)            | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |             |             |             |            |            |             |             |            |           | Total        |              |
|--|---------------------------------------|--|-------------------------------|-------------|-------------|-------------|------------|------------|-------------|-------------|------------|-----------|--------------|--------------|
|  |                                       |  | 2019 Budget                   | 2020 Plan   | 2021 Plan   | 2022 Plan   | 2023 Plan  | 2024 Plan  | 2025 Plan   | 2026 Plan   | 2027 Plan  | 2028 Plan |              |              |
| XQ1200<br>Eco. Devt. & Culture - Fleet Replacement | Beginning Balance                     | 266                                    | 171                           | 160         | 137         | 107         | 95         | 130        | 164         | 164         | 164        | 141       | 176          |              |
|  | Withdrawals (-)                       | (115)                                  | (46)                          | (57)        | (64)        | (46)        | -          | -          | (34)        | (57)        | -          | -         | (182)        | (486)        |
|  | <b>Total Withdrawals</b>              | <b>(115)</b>                           | <b>(46)</b>                   | <b>(57)</b> | <b>(64)</b> | <b>(46)</b> | -          | -          | <b>(34)</b> | <b>(57)</b> | -          | -         | <b>(182)</b> | <b>(486)</b> |
|  | Contributions (+)                     | 21                                     | 34                            | 34          | 34          | 34          | 34         | 34         | 34          | 34          | 34         | 34        | 34           | 343          |
|  | <b>Total Contributions</b>            | <b>21</b>                              | <b>34</b>                     | <b>34</b>   | <b>34</b>   | <b>34</b>   | <b>34</b>  | <b>34</b>  | <b>34</b>   | <b>34</b>   | <b>34</b>  | <b>34</b> | <b>34</b>    | <b>343</b>   |
| <b>Balance at Year-End</b>                         |                                       | <b>171</b>                             | <b>160</b>                    | <b>137</b>  | <b>107</b>  | <b>95</b>   | <b>130</b> | <b>164</b> | <b>164</b>  | <b>141</b>  | <b>176</b> | <b>28</b> |              |              |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                           | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |              |              |              |              |              |              |              |              | Total          |              |
|---|---------------------------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|--------------|
|   |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan    | 2022 Plan    | 2023 Plan    | 2024 Plan    | 2025 Plan    | 2026 Plan    | 2027 Plan    | 2028 Plan    |                |              |
| XQ1016<br>Engineering & Construction Services - Fleet Replacement | Beginning Balance                     | 1,831                                  | 1,558                         | 1,584        | 903          | 1,090        | 1,166        | 1,023        | 900          | 1,086        | 1,273        | 1,459        |                |              |
|   | Withdrawals (-)                       | (482)                                  | (161)                         | (867)        | -            | (110)        | (330)        | (310)        | -            | -            | -            | -            | (1,778)        |              |
|   | <b>Total Withdrawals</b>              | <b>(482)</b>                           | <b>(161)</b>                  | <b>(867)</b> | -            | <b>(110)</b> | <b>(330)</b> | <b>(310)</b> | -            | -            | -            | -            | <b>(1,778)</b> |              |
|   | Contributions (+)                     | 209                                    | 187                           | 187          | 187          | 187          | 187          | 187          | 187          | 187          | 187          | 187          | 187            | 1,866        |
|   | <b>Total Contributions</b>            | <b>209</b>                             | <b>187</b>                    | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>   | <b>187</b>     | <b>1,866</b> |
| <b>Balance at Year-End</b>  |                                       | <b>1,558</b>                           | <b>1,584</b>                  | <b>903</b>   | <b>1,090</b> | <b>1,166</b> | <b>1,023</b> | <b>900</b>   | <b>1,086</b> | <b>1,273</b> | <b>1,459</b> | <b>1,646</b> |                |              |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)              | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |            |            |            |            |            |             |            |             | Total        |            |
|--|---------------------------------------|--|-------------------------------|--------------|------------|------------|------------|------------|------------|-------------|------------|-------------|--------------|------------|
|  |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan   | 2027 Plan  | 2028 Plan   |              |            |
| XQ1204<br>Purchasing & Materials - Fleet Replacement | Beginning Balance                     | 427                                    | 375                           | 352          | 247        | 298        | 349        | 399        | 450        | 500         | 502        | 553         |              |            |
|  | Withdrawals (-)                       | (102)                                  | (74)                          | (155)        | -          | -          | -          | -          | -          | (49)        | -          | (45)        | (323)        |            |
|  | <b>Total Withdrawals</b>              | <b>(102)</b>                           | <b>(74)</b>                   | <b>(155)</b> | -          | -          | -          | -          | -          | <b>(49)</b> | -          | <b>(45)</b> | <b>(323)</b> |            |
|  | Contributions (+)                     | 51                                     | 51                            | 51           | 51         | 51         | 51         | 51         | 51         | 51          | 51         | 51          | 51           | 506        |
|  | <b>Total Contributions</b>            | <b>51</b>                              | <b>51</b>                     | <b>51</b>    | <b>51</b>  | <b>51</b>  | <b>51</b>  | <b>51</b>  | <b>51</b>  | <b>51</b>   | <b>51</b>  | <b>51</b>   | <b>51</b>    | <b>506</b> |
| <b>Balance at Year-End</b>                           |                                       | <b>375</b>                             | <b>352</b>                    | <b>247</b>   | <b>298</b> | <b>349</b> | <b>399</b> | <b>450</b> | <b>500</b> | <b>502</b>  | <b>553</b> | <b>558</b>  |              |            |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)              | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |           |           |           |           |           |            |           |           |           | Total |
|--|---------------------------------------|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|-------|
|  |                                       |  | 2019 Budget                   | 2020 Plan | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan  | 2026 Plan | 2027 Plan | 2028 Plan |       |
| XQ1509<br>Information Technology - Fleet Replacement | Beginning Balance                     | 93                                     | 37                            | 47        | 57        | 67        | 77        | 88        | 98         | 108       | 74        | 84        |       |
|  | Withdrawals (-)                       |  |                               |           |           |           |           |           |            |           |           |           |       |
|  | Total Withdrawals                     | (66)                                   | -                             | -         | -         | -         | -         | -         | -          | (44)      | -         | (58)      | (102) |
|  | Contributions (+)                     |  |                               |           |           |           |           |           |            |           |           |           |       |
|  | Total Contributions                   | 10                                     | 10                            | 10        | 10        | 10        | 10        | 10        | 10         | 10        | 10        | 10        | 102   |
| <b>Balance at Year-End</b>                           |                                       | <b>37</b>                              | <b>47</b>                     | <b>57</b> | <b>67</b> | <b>77</b> | <b>88</b> | <b>98</b> | <b>108</b> | <b>74</b> | <b>84</b> | <b>37</b> |       |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s)                   | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |            |            |            |            |            |            |            | Total |
|---|---------------------------------------|--|-------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------|
|   |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan  | 2023 Plan  | 2024 Plan  | 2025 Plan  | 2026 Plan  | 2027 Plan  | 2028 Plan  |       |
| XQ1100<br>Shelter Sup & Housing Admin - Fleet Replacement | Beginning Balance                     | 138                                    | 146                           | 155        | 163        | 172        | 181        | 189        | 198        | 206        | 215        | 223        |       |
|   | Withdrawals (-)                       |  |                               |            |            |            |            |            |            |            |            |            |       |
|   | Total Withdrawals                     | -                                      | -                             | -          | -          | -          | -          | -          | -          | -          | -          | -          | -     |
|   | Contributions (+)                     |  |                               |            |            |            |            |            |            |            |            |            |       |
|   | Total Contributions                   | 9                                      | 9                             | 9          | 9          | 9          | 9          | 9          | 9          | 9          | 9          | 9          | 86    |
| <b>Balance at Year-End</b>                                |                                       | <b>146</b>                             | <b>155</b>                    | <b>163</b> | <b>172</b> | <b>181</b> | <b>189</b> | <b>198</b> | <b>206</b> | <b>215</b> | <b>223</b> | <b>232</b> |       |

\* Based on 9-month 2018 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |            |            |              |              |              |              |              |              |              | Total   |
|---|---------------------------------------|--|-------------------------------|------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------|
|   |                                       |  | 2019 Budget                   | 2020 Plan  | 2021 Plan  | 2022 Plan    | 2023 Plan    | 2024 Plan    | 2025 Plan    | 2026 Plan    | 2027 Plan    | 2028 Plan    |         |
| XQ1703<br>Zoo - Fleet Replacement       | Beginning Balance                     | 1,289                                  | 797                           | 688        | 834        | 980          | 1,126        | 1,272        | 1,418        | 1,564        | 1,710        | 1,856        |         |
|   | Withdrawals (-)                       |  |                               |            |            |              |              |              |              |              |              |              |         |
|   | Total Withdrawals                     | (825)                                  | (605)                         | (350)      | (350)      | (350)        | (350)        | (350)        | (350)        | (350)        | (350)        | (350)        | (3,755) |
|   | Contributions (+)                     |  |                               |            |            |              |              |              |              |              |              |              |         |
|   | Total Contributions                   | 333                                    | 496                           | 496        | 496        | 496          | 496          | 496          | 496          | 496          | 496          | 496          | 4,960   |
| <b>Balance at Year-End</b>              |                                       | <b>797</b>                             | <b>688</b>                    | <b>834</b> | <b>980</b> | <b>1,126</b> | <b>1,272</b> | <b>1,418</b> | <b>1,564</b> | <b>1,710</b> | <b>1,856</b> | <b>2,002</b> |         |

\* Based on 9-month 2018 Reserve Fund Variance Report

### Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s)                       | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2018 * | Contributions / (Withdrawals) |              |              |              |              |              |              |              |              |              | Total    |
|---|---------------------------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|
|   |                                       |  | 2019 Budget                   | 2020 Plan    | 2021 Plan    | 2022 Plan    | 2023 Plan    | 2024 Plan    | 2025 Plan    | 2026 Plan    | 2027 Plan    | 2028 Plan    |          |
| XQ0003<br>Vehicle & Equipment Replacement - Fleet Replacement | Beginning Balance                     | 6,657                                  | 6,892                         | 2,880        | 2,669        | 2,864        | 3,233        | 3,765        | 4,409        | 5,039        | 5,603        | 6,171        |          |
|   | Withdrawals (-)                       |  |                               |              |              |              |              |              |              |              |              |              |          |
|   | Total Withdrawals                     | (1,336)                                | (5,257)                       | (1,456)      | (1,051)      | (876)        | (713)        | (602)        | (616)        | (681)        | (677)        | (606)        | (12,533) |
|   | Contributions (+)                     |  |                               |              |              |              |              |              |              |              |              |              |          |
|   | Total Contributions                   | 1,570                                  | 1,245                         | 1,245        | 1,245        | 1,245        | 1,245        | 1,245        | 1,245        | 1,245        | 1,245        | 1,245        | 12,452   |
| <b>Balance at Year-End</b>                                    |                                       | <b>6,892</b>                           | <b>2,880</b>                  | <b>2,669</b> | <b>2,864</b> | <b>3,233</b> | <b>3,765</b> | <b>4,409</b> | <b>5,039</b> | <b>5,603</b> | <b>6,171</b> | <b>6,811</b> |          |

\* Based on 9-month 2018 Reserve Fund Variance Report