

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- Aging and insufficient work space no longer meets the needs of today's vehicles and equipment and outdated processes and systems require change to improve efficiency and ensure compliance – lack of available funds and staff limits the ability to address these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 forwa	ard 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

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 colloaboration 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

Fuel Management

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

Beneficiaries

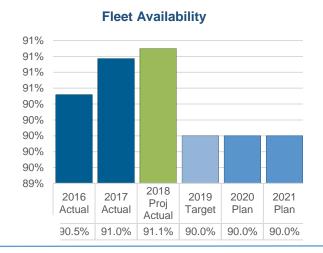
- Businesses
- Residents

Beneficiaries

- Businesses
- Residents

How Well We Are Doing

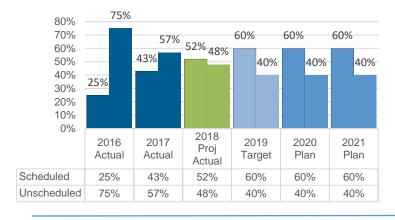
Performance Measures



Behind the Numbers

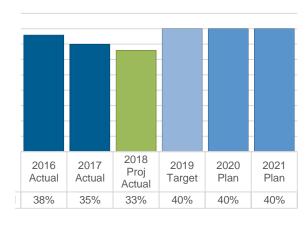
- Fleet Availability has been surpassing the 90% target over the past 3 years.
- The higher fleet availability has reduced vehicle downtime and improved the clients' service delivery.

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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toronto.ca/budget2019

RECOMMENDATIONS

2019 STAFF RECOMMENDED OPERATING BUDGET

2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

SSUES 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



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 (\$000s)	Net (\$000s)
Fleet Management	40,723.4	721.2
Fuel Management	17,859.5	(552.7)
Total Program Budget	58,582.9	168.5

- 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 Welding 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
Total	244,083	30,286	274,369

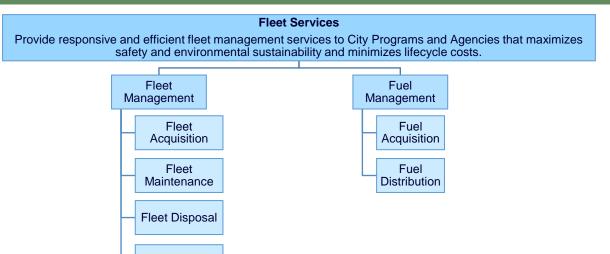
- 4. City Council approve the 2019 Staff Recommended Capital Budget for Fleet Services with a total project cost of \$45.749 million, and 2019 cash flow of \$74.580 million and future year commitments of \$59.431 million comprised of the following:
 - a. New Cash Flow Funds for:
 - 1. 36 new / change 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

Vehicle Safety



V

- **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.

Program Service Activity Sub-Activity

2019 OPERATING BUDGET OVERVIEW

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

	201	18		2019				Increment	al Change
(In \$000s)	Budget	Projected Acutal*	Base	New / Enhanced	Total Staff Recommended Budget	Char	nges	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Fleet Management									
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)
Net Expenditures	543.8	542.0	687.0	34.3	721.2	177.4	32.6%	316.2	118.7
Fuel Management									
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
Net Expenditures	(379.3)	(377.3)	(552.7)		(552.7)	(173.4)	45.7%	(322.8)	(230.2)
Total									
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
Total Net Expenditures	164.6	164.7	134.3	34.3	168.5	4.0	2.4%	(6.6)	(111.5)
Approved Positions	187.0	171.0	187.0	1.0	188.0	1.0	0.5%	(2.0)	(3.0)

^{*} 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

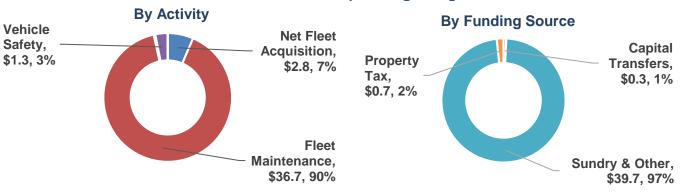
	Serv	ices		
	Fleet	Fuel		
	Management	Management	Tota	ıl
(In \$000s)	\$	\$	\$ P	ositions
2018 Council Approved Operating Budget (Net)	543.8	(379.3)	164.6	187.
Base Expenditure Changes				
Prior Year Impacts				
Conversion of ASD Position & Project Manager Strategic Project	10.1	5.5	15.6	
Reversal of 2018 Non-Union COLA	(56.4)	(1.5)	(57.9)	
Operating Impacts of Capital		,	` '	
Delivery of Capital Projects				
Completion of Fleet Management & Fuel System Integration (-\$0.813M Gross)	0.0	0.0	0.0	(7.
Vendor Management Portal (\$0.071M Gross)	0.0	0.0	0.0	1
Evaluation of Contracted Services Fuel Provision (\$0.088M Gross)	0.0	0.0	0.0	2
Economic Factors				
Inflationary Increase in Materials & Contracts	488.6	14.7	503.3	
Salaries and Benefits				
Inflationary Increases in Salaries & Benefits	467.0	0.6	467.6	(1.
Other Base Expenditure Changes				
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	C
Sub-Total Base Expenditure Changes	660.2	(410.2)	250.0	(5.
Base Revenue Changes		Ì		•
Capital Recovery Adjustment	(11.1)	1.6	(9.5)	
2019 Agency & Board Revenue Adjustment	(22.4)	387.2	364.8	
Sub-Total Base Revenue Changes	(33.5)	388.8	355.3	
Service Changes	Ì			
Service Efficiencies				
Savings from Rental Vehicles Contract Cleaning Restructure	(21.0)		(21.0)	
Fleet Size Reduction (\$0.251M Gross)	0.0	0.0	0.0	C
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.
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.
Sub-Total Service Changes ¹	(483.6)	(152.0)	(635.6)	5
Total Base Changes	143.1	(173.4)	(30.3)	0
New & Enhanced Services				
Enhanced Service Priorities				
Manufacturer Direct Purchase of Light Duty Vehicles	34.3		34.3	1
Sub-Total New & Enhanced Services ¹	34.3		34.3	1
Total 2019 Staff Recommended Operating Budget (Net)	721.2	(552.7)	168.5	188

Note:

For additional information, refer to Appendix 4 (page <u>34</u>) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and Appendix 5 (page <u>35</u>) 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



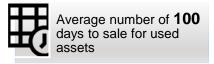
Refer to Appendix 2 (page 32) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels





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







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

Source of image: www.icon8.com

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 91% 91% 91% 91% 90% 90% 90% 90% 2018 2016 2017 2019 2020 2021 Proj Plan Plan Actual Actual Target Actual 90.5% 91.0% 91.1% 90.0% 90.0% 90.0%

- 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.

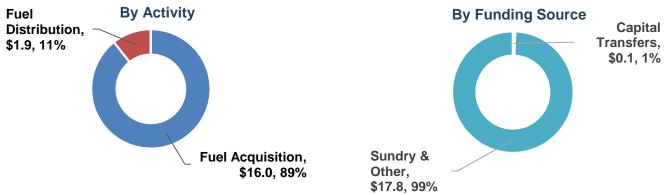
Percentage of scheduled repairs to unscheduled repairs



- 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.

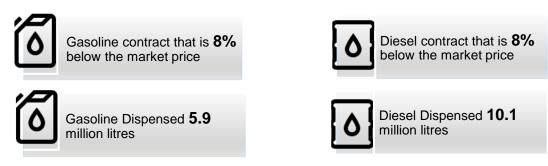
Fuel Management provides fuel to support divisonal operations and oversight at all City-owned fuel sites.

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



Source of image: www.icon8.com

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



 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.

Amount of Diesel Fuel Distributed (in 000s)



- 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	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Char 2018 App Bud	proved
(In \$000s)	\$	\$	\$	\$	\$	%
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%
Total Gross Expenditures	58,256.1	58,483.1	60,767.9	58,582.9	99.8	0.2%
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%)
Total Revenues	58,329.1	58,318.6	60,603.4	58,414.4	95.8	0.2%
Total Net Expenditures	(73.0)	164.6	164.6	168.5	4.0	2.4%
Approved Positions	162.0	187.0	171.0	188.0	1.0	0.5%

^{*} 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/viewAgendaltemHistory.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.

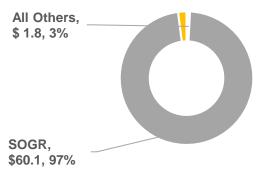


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

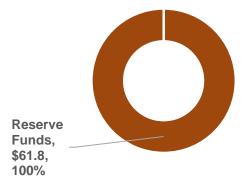
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$61.8M

By Project Category



By Funding Source



1 YEAR

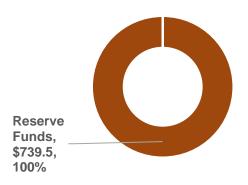
- \$0.300M Facilitate Municipal Licensing and Standards At-large Vehicle Purchases for the division to carry out enforcement duties
- **\$0.220M** Legislated for *Consolidated Green Fleet Plan* project
- \$1.257M Continue fleet service improvements projects: the Sustainment of Fleet Management System 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)

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

By Project Category



By Funding Source



10 YEARS

- \$1.350M Health & Safety projects for Fleet Garage Security.
- \$1.870M Legislated projects for Consolidated Green Fleet Plan.
- \$1.811 M 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

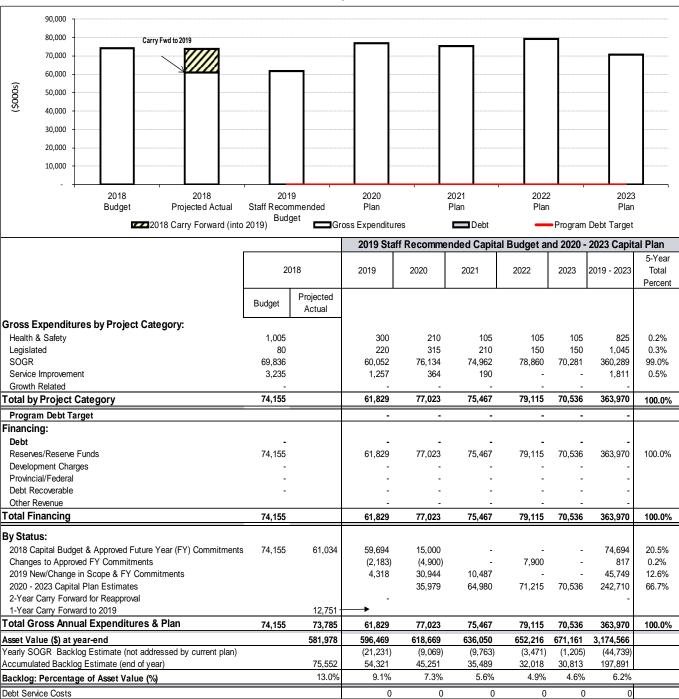


Chart 1: 10-Year Capital Plan Overview

Operating Impact on Program Costs

New Positions

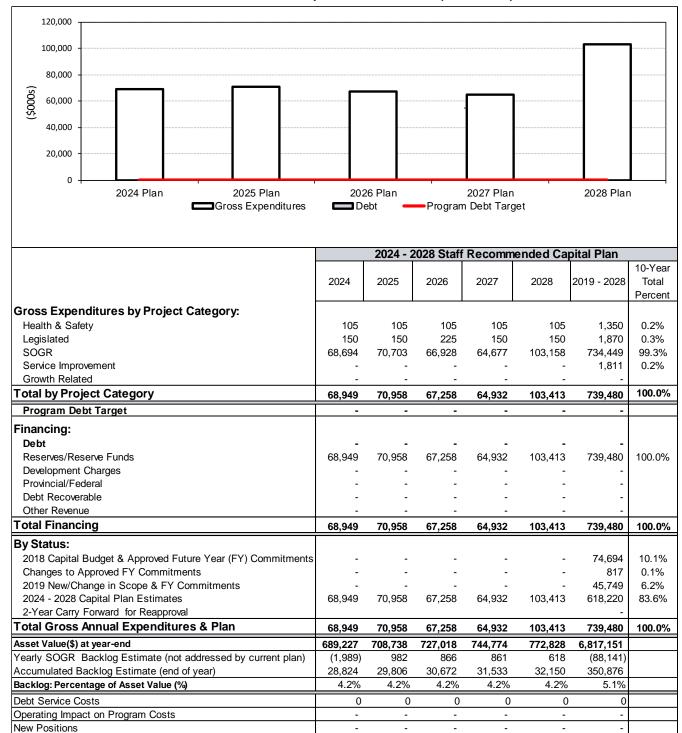


Chart 2: 10-Year Capital Plan Overview (Continued)

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
Total Expenditures by Category													
Health & Safety													
Fleet - Garage Security			210	105	105	105	105	105	105	105	105	1,050	
MLS At Large Vehicle Purchase		300	210	103	103	103	103	103	103	103	103	300	
<u> </u>		300		105	405	405	405	105	105	105	405		-
Sub-Total	-	300	210	105	105	105	105	105	105	105	105	1,350	
Legislated													
Green Fleet Plan		220	315	210	150	150	150	150	225	150	150	1,870	
Sub-Total	-	220	315	210	150	150	150	150	225	150	150	1,870	
State of Good Repair													
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	1	46	57	64	46	_	_	34	57		182	486	
Engineering & Construction Serv Fleet Replacement			867	-	110	330	310	J-	- 1	_	.52	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	7,403	
			7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203		
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	102	
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	100	_	_	_	65				-10	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		
Toronto Building - Fleet Replacement		112	5,140	13,243	175	20, 133	25,297	20,049	23, 142	150	42,043	712	
,			1 420	100		600			887		422		
Toronto Community Housing Corp Fleet Replacement		1,243	1,436	108	763	669	646	306		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	1	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	L
Sub-Total	-	60,052	76,134	74,962	78,860	70,281	68,694	70,703	66,928	64,677	103,158	734,449	
Service Improvement													
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 Intregration		243	278	190	-	-	-	-	-	-	-	711	
Toronto Community Housing Corp At-large		450	-	-	-	-	-	-	-	-	-	450	
Sub-Total	-	1,257	364	190	-	-	-	-	-	-	-	1,811	
Total Expenditures by Category (excluding carry													
forward from 2018)		61,829	77,023	75,467	79,115	70,536	68,949	70,958	67,258	64,932	103,413	739,480	
ioi mara ironi zoroj	_	01,029	11,023	13,407	13,113	10,550	00,343	10,550	01,230	07,332	100,413	133,400	

*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.

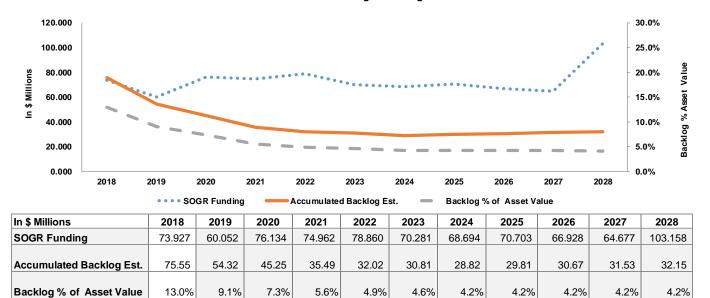
State of Good Repair (SOGR) Funding & Backlog

- The City fleet currently comprises over 5,500 assets, of which 3,200 are on-road vehicles and 2,300 are offroad 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



 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.

689.227

708.738

727.018

744.774

581.978 | 596.469 | 618.669 | 636.050 | 652.216 | 671.161

Total Asset Value

New Capital Project Delivery Positions

Table 5: Capital Project Delivery: New Temporary Positions

	CAPTOR			Project I	Delivery	Salary and E	Benefits \$ Am	ount(\$000s)
	Project		# of	Start Date	End Date			
Project Name	Number	Position Title	Positions	(m/d/yr)	(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
Total			3.0			158.7	350.6	285.5

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/viewAgendaltemHistory.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

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

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/viewAgendaltemHistory.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)				В	acklog F	rojectio	n			
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Solid Waste Management	0.41	0.06	·	ı	-	-	-	-	-	-
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
Total	244,083

 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

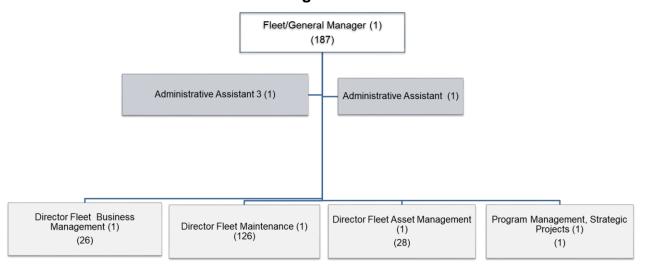
- Additional savings that are not included in 2019 but will be reflected in 2020 budget are through:
 - Manufacturer Direct Procurement of Light Duty Vehicles Procurement of light-duty vehicles directly from the manufacturer resulting in saving of approximately \$2.556 million
 - Preventive Maintenance 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

	Ca te gory	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
	Permanent	4.0	18.0	18.0	143.0	183.0
Operating	Temporary			-	1.0	1.0
	Total Operating	4.0	18.0	18.0	144.0	184.0
	Permanent					-
Capital	Temporary		1.0	3.0	-	4.0
	Total Capital	-	1.0	3.0	-	4.0
Grand Total		4.0	19.0	21.0	144.0	188.0

Appendix 2 2019 Operating Budget by Service

Fleet Management

	2018		2019				Increment	al Change
(In \$000s)	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Fleet Acquisition								
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)
Net Expenditures	1,180.4	1,230.0	34.3	1,264.2	83.8	7.1%	92.5	(18.9)
Fleet Maintenance								_
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)
Net Expenditures	(1,956.9)	(1,833.9)	0.0	(1,833.9)	123.0	(6.3%)	189.0	112.6
Fleet Disposal								
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
Net Expenditures	86.0	93.8	0.0	93.8	7.8	9.1%	0.8	(0.0)
Vehicle Safety								
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
Net Expenditures	1,234.4	1,197.1	0.0	1,197.1	(37.2)	(3.0%)	33.9	25.1
Total								_
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)
Total Net Expenditures	543.8	687.0	34.3	721.2	177.4	32.6%	316.2	118.7
Approved Positions	184.6	182.8	1.0	183.8	(0.8)	(0.4%)	(1.9)	(1.0)

^{*} Year-End Projection Based on Q3 2018 Variance Report

Fuel Management

	2018		2019				Increment	al Change
(In \$000s)	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget	Changes		2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Fuel Acquisition								
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
Net Expenditures	16,016.7	(2,102.8)	0.0	(2,102.8)	(18,119.5)	(113.1%)	(331.1)	(333.5)
Fuel Distribution								_
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)
Net Expenditures	(16,396.0)	1,550.1	0.0	1,550.1	17,946.1	(109.5%)	8.4	103.3
Total								_
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
Total Net Expenditures	(379.3)	(552.7)	0.0	(552.7)	(173.4)	45.7%	(322.8)	(230.2)
Approved Positions	2.4	4.2	0.0	4.2	1.8	75.0%	(0.1)	(2.0)

^{*} Year-End Projection Based on Q3 2018 Variance Report

Appendix 3

2019 Service Levels Fleet Management

Activity	Туре		Status	2015	2016	2017	2018	2019
·	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 Vehicies 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	
Fleet Acquisition	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	
	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%	
	Average days to sale for used assets	# of Days	Approved	42	90	90	100	100.0
Floot Disposal			Actual	124	204	173	178.0	
Fleet Disposal	Number of vehicles / equipment disposed	# of Vehicles	Approved	250	250	250	250	250.0
			Actual	251	450	262	432.0	
	MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating	Rate	Approved	52.0%	42.0%	40.0%	40.0%	0.4
Vehicle Safety			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
	Casalina Cantrast halau market price	% below market price	Approved	5%	7%	8%	8%
	Gasoline Contract below market price		Actual	10%	11%	11%	
Fuel Acquisition	Diesel Contract below market price	% below market price	Approved	8%	8%	8%	8%
	Dieser Contract berow market price		Actual	12%	12%	12%	
	Gasoline Dispensed	litres (millions)	Approved	3.9	5.4	6.4	5.9
			Actual	4.6	5.7	6.1	
Fuel Distribution	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

		Service Changes			Total Service Changes			Incremental Change			
	Fleet Management		nt Fuel Management		\$	\$	#	2020 Plan		2021 Plan	
Description (\$000s)	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies											
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	
Sub-Total	(673.4)	(483.6)	(152.0)	(152.0)	(825.4)	(635.6)	5.0	(12.6)		1.0	
Total 2019 Service Changes	(673.4)	(483.6)	(152.0)	(152.0)	(825.4)	(635.6)	5.0	(12.6)		1.0	



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

Form ID			Adjustn					
Category Equity Impact	Corporate Services Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change	
2019 Staff R	ecommended Base Budget Before Service Changes:	59,374.1	58,604.2	769.9	182.00	(65.0)	(77.9)	
16992 Savings from Rental Vehicles Contract Cleaning Restructure								
51 No Impact	Description:							

Switching the rental vehicle cleaning services from third party vendors to the vehicle rental companies, will be more cost-effective and will result

Service Level Impact:

annual cost saving of \$21,000.

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

 Total Staff Recommended Changes:
 (21.0)
 0.0
 (21.0)
 0.00
 0.0
 0.0

 Staff Recommended Service Changes:
 (21.0)
 0.0
 (21.0)
 0.00
 0.0
 0.0
 0.0

16993 Purchase and Realization of Enhanced Vehicle Warranties

51 No Impact Description:

Purchase enhanced vehicle warranties to cover vehicle failures within the warranty periods, which will realize net cost savings of \$14,200 to the City.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: 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	Cornerate Services		Adjust				
Category Equity Impact	Corporate Services Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change
	Staff Recommended Service Changes:	(14.2)	0.0	(14.2)	0.00	0.0	0.0

16994

Mitigate Fuel Cost Pressure through Effective Fuel Hedging

No Impact Description:

To mitigate increasing fuel cost pressure to clients through effective fuel hedging. The cost saving is projected to be \$0.152 million in 2019.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fuel Management

Total Staff Recommended Changes:

(152.0)

(152.0)

(152.0)

(152.0)

0.0

0.0

0.00

0.00

0.0

0.0

0.0

0.0

Staff Recommended Service Changes:

16995

NAPA Parts Contract Savings and Efficiencies

No Impact Description:

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.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

Total Staff Recommended Changes:

(237.4)

(237.4)0.0

0.0

0.00

0.00

0.0

0.0

0.0

Staff Recommended Service Changes:

(237.4)

(237.4)

0.0

Run Date: 01/25/2019 19:23:54



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

Form ID	Cornorato Sorvinos		Adjust	ments						
Category Equity Impact	Corporate Services Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change			
40000	16006 Davidas la bavas Hagus Favingant Danais Canability									

16996

Develop In-house Heavy Equipment Repair Capability

51 No Impact Description:

> 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.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

Total Staff Recommended Changes:

(122.4)

(122.4)

0.0

3.00

(6.1)

0.6

Staff Recommended Service Changes:

(122.4)

0.0 (122.4) 3.00

(6.1)

0.6

17415

Enhanced Safety Training Services

51 No Impact Description:

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.

Service Level Impact:

Additional safety training can be provided to the clients.

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

Total Staff Recommended Changes:

3.1

61.4 (58.3)

61.4

0.00

0.0

0.0

0.0

Staff Recommended Service Changes:

3.1

(58.3)

0.00

0.0

Category:



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

Form ID	Corporate Services		Adjustr	ments			
Category Equity Impact	Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change
17618	Fleet Size Reduction - Divisions						

Fleet Size Reduction - Divisions

No Impact **Description**:

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.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

Total Staff Recommended Changes: (195.6)(195.6)0.0 0.00 0.0 0.0

Service: Fuel Management

Total Staff Recommended Changes: (24.9)(24.9)0.0 0.00 0.0 0.0

Staff Recommended Service Changes: (220.5)(220.5)0.0 0.00 0.0 0.0

17722 Fleet Size Reduction - Agency 51 No Impact Description:

> 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.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

59 - Service Change



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

Fo	rm ID	Corporate Services		Adjusti	ments			
Category	Equity	Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change
		Total Staff Recommended Changes:	(13.2)	(13.2)	0.0	0.00	0.0	0.0
		Service: Fuel Management						
		Total Staff Recommended Changes:	(1.4)	(1.4)	0.0	0.00	0.0	0.0
		Staff Recommended Service Changes:	(14.6)	(14.6)	0.0	0.00	0.0	0.0

17975

Fleet Size Reduction- Facility

No Impact Description:

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.

Service Level Impact:

There will be no change in service level

Equity Statement:

The proposal does not have an impact on equity

Service: Fleet Management

Total Staff Recommended Changes:

(13.7)

(13.7)

0.0

0.0

(0.0)

(0.0)

Service: Fuel Management

Total Staff Recommended Changes:

Staff Recommended Service Changes:

(2.4)

(16.0)

(2.4)

(16.0)

0.00 0.0

0.00

0.00

0.0

0.0

0.0

0.0

18700

Mobile Welding Efficiency

51 No Impact Description:

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)

Fo	rm ID	Compando Comitado		Adjust	ments			
Category	Equity	Corporate Services Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change
	•	Service Level Impact:						
		There will be no change in service level/standard.						
		Equity Statement:						
		The proposal is unlikely to have an equity impact.						
		Service: Fleet Management						
		Total Staff Recommended Changes:	(30.3)	0.0	(30.3)	2.00	(6.5)	0.4
		Staff Recommended Service Changes:	(30.3)	0.0	(30.3)	2.00	(6.5)	0.4
Sum	mary:							
Staf	f Recoi	mmended Service Changes:	(825.4)	(189.8)	(635.6)	5.00	(12.6)	1.0
Sta	ff Reco	ommended Base Budget:	58,548.7	58,414.4	134.3	187.00	(77.6)	(76.9)

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

	lew and E	nhanced	Services	Prioritie		Total		ln	crement	al Chang	е
New / Enhanced Service Description	Fle Manag		Fı Manag	ıel ement	\$	\$	Position	2020	Plan	2021	Plan
(in \$000s)	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities											
Staff Initiated:											
Manufacturer Direct Purchase of Light Duty Vehicles	34.3	34.3			34.3	34.3	1.0	71.0		(34.6)	(1.0)
Sub-Total Staff Initiated	34.3	34.3			34.3	34.3	1.0	71.0		(34.6)	(1.0)
Total Enhanced Services	34.3	34.3			34.3	34.3	1.0	71.0		(34.6)	(1.0)
New Service Priorities											
Total 2019 New / Enhanced Services	34.3	34.3			34.3	34.3	1.0	71.0		(34.6)	(1.0)



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

	Form ID	Corporate Services		Adjust	tments			
Category	Equity Impact	Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan Net Change	2021 Plan Net Change
	18485	Manufacturer Direct Purchase of Light Duty Vehicles						

No Impact Description:

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

74 - New Services

75 - New Revenues

Service: Fleet Management

Total Staff Recommended Changes:	34.3	0.0	34.3	1.00	71.0	(34.6)
Staff Recommended New/Enhanced Services:	34.3	0.0	34.3	1.00	71.0	(34.6)
<i>'</i> :						

Summary:

Staff Recommended New / Enhanced Services:	34.3	0.0	34.3	1.00	71.0	(34.6)
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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 Projec Cost
Total Expenditures by Category													
Health & Safety													
Fleet - Garage Security		-	210	105	105	105	105	105	105	105	105	1,050	
MLS At Large Vehicle Purchase		405	-	-	-	-	-	-	-	-	-	405	
Sub-Total	-	405	210	105	105	105	105	105	105	105	105	1,455	
Legislated													
Green Fleet Plan		355	315	210	150	150	150	150	225	150	150	2,005	
Sub-Total	-	355	315	210	150	150	150	150	225	150	150	2,005	
State of Good Repair													
Arena Boards - Replacement of Ice Resurfacers		108	329	229		120	124	128	132		_	1.170	
Clerks - Fleet Replacement		11	- 020			120	124	40	102	243	143	437	
EDCT - Fleet Replacement		71	57	64	46			34	57	243	182	511	
Engineering & Construction Serv Fleet Replacement		165	867	- 1	110	330	310		-		102	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	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	1,180	
Fleet - Tools & Equipment		609	267	245	321	258	247	261	251	322	251	3,032	
Fleet Office Modernization Plan - 2019		150	201	2-10	021	200	2-11	201	201	022	201	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	100	300	107	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	120	
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		10,040	94	11,400	11,022	5,544	0,272	36	10,000	39	81	250	
Public Health - Fleet Replacement		67	34	133		362		81		40	-	683	
Purchasing & Materials Mgmt- Fleet Replacement		195	155	100	_	502	_	01	49		45	444	
Shelter, Support & Housing Admin-Fleet Replacement		71	100		_		65	_		_	70	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	5,140	10,240	175	20,100	50	225	20,142	150	42,040	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	1	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	1	876	350	350	350	350	350	350	350	350	350	4,026	
Sub-Total	-	70,707	76,134	74,962	78,860	70,281	68,694	70,703	66,928	64,677	103,158	745,104	
Service Improvement													
Biodiesel Pilot Project		67										67	
Car Share Technology on City Vehicles		105	-	-	-	-	-	-	-	-	-	105	
Fleet Vendor Portal Management		392	86	-	-	-	-	-	-	- 1	-	478	
Fuel Site Closures, Upgrades & Replacement		392 890	86	-	-	-	-	-	-	1	-	478 890	
Sustainment of Fleet & Fuel System Intregration		243	278	190	_	-]	-]]]	711	
Fleet Mgt System & Fuel System Integration		966	210	190	_	-]	-]]]	966	
Toronto Community Housing Corp At-large		450	1]	_	-]	-]]]	450	
Sub-Total	+ -	3,113	364	190								3,667	-
		3,113	304	100	-	-		-	-	-		3,007	
Total Expenditures by Category (including carry													
forward from 2018) *I ife to Date approved cash flows are provided for mult	-	74,580	77,023	75,467	79,115	70,536	68,949	70,958	67,258	64,932	103,413	752,231	

^{*}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)

Fle	et Se	rvices																					
						Curr	ent and F	uture Year	Cash Flo	w Commitn	nents			Cu	rrent and F	uture Year (Cash Flov	w Comm	itments F	inanced	Ву		
<u>Sub</u> Prio		<u>oject No. Project Name</u> bProj No. Sub-project Name	Ward :	Stat. C	at. 2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve	Capital from Current	Other 1	Other2	Re	Debt - coverable	Total Financing
FLTO	00475	Public Health - Fleet Replacement																					
2	20	PH - Vehicle/Equipment Purchase - 2018	CW	S2 (3 31	0	0	0	0	31	0	31	C) (0	31	0	O	0	0	0	0	31
2	21	PH - Vehicle/Equipment Purchase - 2019	CW	S4 (3 36	0	0	0	0	36	0	36	C) (0	36	0	O	0	0	0	0	36
2	23	PH - Vehicle/Equipment Purchase - 2021	CW	S6 (3 0	0	133	0	0	133	0	133	C) (0	133	0	O	0	0	0	0	133
0	25	PH - Vehicle/Equipment Purchase - 2023	CW	S6 (3 0	0	0	0	362	362	0	362	C) (0	362	0	O	0	0	0	0	362
2	27	PH - Vehicle/Equipment Purchase - 2025	CW	S6 (3 0	0	0	0	0	0	81	81	C) (0	81	0	0) 0	0	0	0	81
0	29	PH - Vehicle/Equipment Purchase - 2027	CW	S6 (Ů	40		C			40	0	0					40
		Sub-total			67	0	133	0	362	562	121	683	0	() 0	683	0	C	0	() (, O	683
FLTO	00476	<u>Library - Fleet Replacement</u>																					
2	20	TPL - Vehicle/Equipment Purchase - 2018	CW	S2 (3 907	0	0	0	0	907	0	907	C) (0	907	0	O	0	0	0	0	907
2	22	TPL - Vehicle/Equipment Purchase - 2020	CW	S6 (3 0	794	0	0	0	794	0	794	C) (0	794	0	O) 0	0	0	0	794
2	23	TPL - Vehicle/Equipment Purchase - 2021	CW	S6 (3 0	0	322	0	0	322	0	322	C) (0	322	0	O	0	0	0	0	322
2	24	TPL - Vehicle/Equipment Purchase - 2022		S6 (3 0	0	0	200	0	200	0	200	C) (0	200	0	O) 0	0	0	0	200
0	25	TPL - Vehicle/Equipment Purchase - 2023				0	0	0		104	0		(104	0	0	•	·			104
0	26	TPL - Vehicle/Equipment Purchase - 2024					0			0		531				531	0	0	•	·			531
0	27	TPL - Vehicle/Equipment Purchase - 2025 TPL - Vehicle/Equipment Purchase - 2026	CW			0	0	0		0	960	960				960	0	0	•	·			960
0	30	TPL - Vehicle/Equipment Purchase - 2028					ŭ				793	793					0	0	, ,				
		Sub-total			907	794	322			2,327	2,395	4,722	0		0 0	4,722	0	0				0 0	4,722
FLTO	00478	Parks, Forestry & Recreation-Fleet Replace	ement																				
	19	PFR - Vehicle/Equipment Purchase - 2017		S2 (3 462	0	0	0	0	462	0	462	C) () 0	462	0	O) 0	0	0	0	462
2	20	PFR - Vehicle/Equipment Purchase - 2018	CW	S2 (3 8,408	0	0	0	0	8,408	0	8,408	C) (0	8,408	0	O) 0	0	0	0	8,408
2	21	PFR - Vehicle/Equipment Purchase - 2019	CW	S4 (3 0	6,057	0	0	0	6,057	0	6,057	C) (0	6,057	0	O) 0	0	0	0	6,057
2	22	PFR - Vehicle/Equipment Purchase - 2020	CW	S6 (3 0	4,493	10,485	0	0	14,978	0	14,978	C) (0	14,978	0	O) 0	0	0	0	14,978
2	24	PFR - Vehicle/Equipment Purchase - 2021	CW	S6 (3 0	0	954	8,584	0	9,538	0	9,538	C) (0	9,538	0	O) 0	0	0	0	9,538

Gross Expenditures (\$000's)

			Current and Future Year Cash Flow Commitments									Cur	rent and Fu	ture Year	Cash Flow C	Commitmer	nts Fin	anced B	у	
	<u>vject No. Project Name</u> oProj No. Sub-project Name Ward Stat	. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Ca Reserve fr Funds Cu	pital om rrent Othe	er1 O	Other2 [Debt - Recoverab Debt	le Total Financing
FLT000478	Parks, Forestry & Recreation-Fleet Replacement										Gaboraroo									
2 25	PFR - Vehicle/Equipment Purchase - 2022 CW S6	03	0	0	0	3,238	7,554	10,792	0	10,792	0	0	0	10,792	0	0	0	0	0	0 10,792
0 26	PFR - Vehicle/Equipment Purchase - 2023 CW S6	03	0	0	0	0	2,390	2,390	5,576	7,966	О	0	0	7,966	0	0	0	0	0	0 7,966
0 27	PFR - Vehicle/Equipment Purchase - 2024 CW S6	03	0	0	0	0	0	0	8,987	8,987	o	0	0	8,987	0	0	0	0	0	0 8,987
0 28	PFR - Vehicle/Equipment Purchase - 2025 CW S6	03	0	0	0	0	0	0	11,297	11,297	0	0	0	11,297	0	0	0	0	0	0 11,297
0 29	PFR - Vehicle/Equipment Purchase - 2026 CW S6	03	0	0	0	0	0	0	9,816	9,816	0	0	0	9,816	0	0	0	0	0	0 9,816
0 30	PFR - Vehicle/Equipment Purchase - 2027 CW S6	03	0	0	0	0	0	0	4,116	4,116	0	0	0	4,116	0	0	0	0	0	0 4,116
0 31	PFR - Vehicle/Euipment Purchase - 2017 CW S2 Increase	03	1,970	0	0	0	0	1,970	0	1,970	O	0	0	1,970	0	0	0	0	0	0 1,970
0 32	PFR - Vehicle/Equipment Purchase - 2028 CW S6	03	0	0	0	0	0	0	6,080	6,080	0			6,080	0	0	0	0		0 6,080
	Sub-total		10,840	10,550	11,439	11,822	9,944	54,595	45,872	100,467	0	0	0	100,467	0	0	0	0	0	0 100,467
FLT000479	Purchasing & Materials Mgmt- Fleet Replacemen																			
2 19	PMMD - Vehicle/Equipment Purchase - 2017 CW S2	03	5	0	0	0	0	5	0	5	0	0	0	5	0	0	0	0	0	0 5
2 20	PMMD - Vehicle/Equipment Purchase - 2018 CW S2	03	190	0	0	0	0	190	0	190	0	0	0	190	0	0	0	0	0	0 190
2 22	PMMD - Vehicle/Equipment Purchase - 2020 CW S6	03	0	155	0	0	0	155	0	155	0	0	0	155	0	0	0	0	0	0 155
0 27	PMMD - Vehicle/Equipment Purchase - 2026 CW S6	03	0	0	0	0	0	0	49	49	0	0	0	49	0	0	0	0	0	0 49
0 30	PMMD - Vehicle/Equipment Purchase - 2028 CW S6	03	0	0	0	0	0	0	45	45	0			45	0	0	0	0	0	0 45
	Sub-total		195	155	0	0	0	350	94	444	0	0	0	444	0	0	0	0	0	0 444
FLT000481	Municipal Licensing & Standards-Fleet Replacem																			
2 20	MLS - Vehicle/Equipment Purchase - 2018 CW S2	03	9	0	0	0	0	9	0	9	0	0	0	9	0	0	0	0	0	0 9
2 21	MLS - Vehicle/Equipment Purchase - 2019 CW S4	03	106	314	0	0	0	420	0	420	0	0	0	420	0	0	0	0	0	0 420
2 22	MLS - Vehicle/Equipment Purchase - 2020 CW S6	03	0	157	366	0	0	523	0	523	0	0	0	523	0	0	0	0	0	0 523
2 23	MLS - Vehicle/Equipment Purchase - 2021 CW S6	03	0	0	64	579	0	643	0	643	0	0	0	643	0	0	0	0	0	0 643
2 24	MLS - Vehicle/Equipment Purchase - 2022 CW S6		0	0	0	138	323	461	0	461	0			461	0	0	0	0	0	0 461
0 25	MLS - Vehicle/Equipment Purchase - 2023 CW S6		0	0	0	0	168	168	393	561	0			561	0	0	0	0	0	0 561
0 26	MLS - Vehicle/Equipment Purchase - 2024 CW S6	03	0	0	0	0	0	0	1,171	1,171	0	0	0	1,171	0	0	0	0	0	0 1,171

Gross Expenditures (\$000's)

							Curre	ent and Fu	ıture Year	Cash Flo	w Commitn	nents			Cu	rrent and Fu	ıture Year	Cash Flow	Commitme	ents F	inanced I	Зу		
Sub Prio		_	Ward :	Stat.	Cat.	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 Ot	her 1	Other2	Deb Recovi Debt		Total Financing
FLTO	00481 <u>Mun</u>	icipal Licensing & Standards-Fleet Repla	acem																					
0	28 MLS	- Vehicle/Equipment Purchase - 2026	CW	S6	03	0	0	0	0	0	0	864	864	0	C	0	864	0	0	0	0	0	0	864
0	30 MLS	- Vehicle/Equipment Purchase - 2027	CW	S6	03	0	0	0	0	0	0	1,446	1,446	0	C	0	1,446	0	0	0	0	0	0	1,446
		Sub-total				115	471	430	717	491	2,224	3,874	6,098	0	C	0	6,098	0	0	0	0	0	0	6,098
FLTO	00482 <u>Solid</u>	l Waste - Fleet Replacement																						
2	19 SWM	1 - Vehicle/Equipment Purchase - 2017	CW	S2	03	8,033	0	0	0	0	8,033	0	8,033	0	C	0	8,033	0	0	0	0	0	0	8,033
2	20 SW	// - Vehicle/Equipment Purchase - 2018	CW	S2	03	13,185	0	0	0	0	13,185	0	13,185	0	C	0	13,185	0	0	0	0	0	0	13,185
2	21 SW	// - Vehicle/Equipment Purchase - 2019	CW	S4	03	190	4,601	4,039	0	0	8,830	0	8,830	0	C	0	8,830	0	0	0	0	0	0	8,830
2	22 SWM	/I - Vehicle/Equipment Purchase - 2020	CW	S6	03	0	4,539	10,591	0	0	15,130	0	15,130	0	C	0	15,130	0	0	0	0	0	0	15,130
2	24 SWM	/I - Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	613	5,513	0	6,126	0	6,126	0	C	0	6,126	0	0	0	0	0	0	6,126
2	26 SW	1 - Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	5,648	13,178	18,826	0	18,826	0	C	0	18,826	0	0	0	0	0	0	18,826
0	27 SW	1 - Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	6,975	6,975	16,274	23,249	0	C	0	23,249	0	0	0	0	0	0	23,249
0	28 SW	1 - Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	0	30,076	30,076	0	C	0	30,076	0	0	0	0	0	0	30,076
0	29 SWM	/I - Vehicle/Equipment Purchase - 2025	CW	S6	03	0	0	0	0	0	0	23,320	23,320	0	C	0	23,320	0	0	0	0	0	0	23,320
0	30 SWM	/I - Vehicle/Equipment Purchase - 2026	CW	S6	03	0	0	0	0	0	0	22,726	22,726	0	C	0	22,726	0	0	0	0	0	0	22,726
0	32 SWI	1 - Vehicle/Equipment Purchase - 2027	CW	S6	03	0	0	0	0	0	0	21,844	21,844	0	C	0	21,844	0	0	0	0	0	0	21,844
0	33 SWI	1 - Vehicle/Equipment Purchase - 2028	CW	S6	03	0	0	0	0	0	0	27,352	27,352	0	C	0	27,352	0	0	0	0	0	0	27,352
		Sub-total				21,408	9,140	15,243	11,161	20,153	77,105	141,592	218,697	0	C	0	218,697	0	0	0	0	0	0	218,697
FLTO	00483 Engi	neering & Construction Serv Fleet Repla	acem																					
2	18 ECS	- Vehicle/Equipment Purchase - 2017	CW	S2	03	165	0	0	0	0	165	0	165	0	C	0	165	0	0	0	0	0	0	165
2	20 ECS	- Vehicle/Equipment Purchase - 2019	CW	S4	03	0	330	0	0	0	330	0	330	0	C	0	330	0	0	0	0	0	0	330
2	21 ECS	- Vehicle/Equipment Purchase - 2020	CW	S6	03	0	537	0	0	0	537	0	537	0	C	0	537	0	0	0	0	0	0	537
2	23 ECS	- Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	110	0	110	0	110	0	C	0	110	0	0	0	0	0	0	110
0	24 ECS	- Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	330	330	0	330	0	C	0	330	0	0	0	0	0	0	330

CITY OF TORONTO

Gross Expenditures (\$000's)

						Curre	nt and Fu	ture Year	Cash Flov	v Commitn	nents			Cur	rent and Fu	ture Year	Cash Flov	w Commit	ments F	inanced	Ву			
	itySuk	ject No. Project Name Proj No. Sub-project Name	Ward	Stat.	Cat.	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	Reco	ebt - verable	Total Financing
	<u>10483</u> 25	Engineering & Construction Serv Fleet Rep ECS - Vehicle/Equipment Purchase - 2024	lacem CW	S6	03	0	0	0	0	0	0	310	310	0	0	0	310	0	0	0	0	0	0	310
		Sub-total				165	867	0	110	330	1,472	310	1,782	0	0	0	1,782	0	0	0	0	0	0	1,782
FLT00	0484	Transportation-Fleet Replacement																						
2	16	TP - Vehicle/Equipment Purchase - 2014	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	1,000	0	0	0	0	0	0	1,000
2	17	TP - Vehicle/Equipment Purchase - 2015	CW	S2	03	1,500	0	0	0	0	1,500	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500
2	18	TP - Vehicle/Equipment Purchase - 2016	CW	S2	03	2,000	0	0	0	0	2,000	0	2,000	0	0	0	2,000	0	0	0	0	0	0	2,000
2	19	TP - Vehicle/Equipment Purchase - 2017	CW	S2	03	1,361	0	0	0	0	1,361	0	1,361	0	0	0	1,361	0	0	0	0	0	0	1,361
2	21	TP - Vehicle/Equipment Purchase - 2019	CW	S4	03	830	6,110	5,088	0	0	12,028	0	12,028	0	0	0	12,028	0	0	0	0	0	0	12,028
2	22	TP - Vehicle/Equipment Purchase - 2020	CW	S6	03	0	4,162	9,712	0	0	13,874	0	13,874	0	0	0	13,874	0	0	0	0	0	0	13,874
2	24	TP - Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	1,387	12,487	0	13,874	0	13,874	0	0	0	13,874	0	0	0	0	0	0	13,874
2	25	TP - Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	4,162	9,712	13,874	0	13,874	0	0	0	13,874	0	0	0	0	0	0	13,874
0	26	TP - Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	2,662	2,662	6,212	8,874	0	0	0	8,874	0	0	0	0	0	0	8,874
0	27	TP - Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	0	8,874	8,874	0	0	0	8,874	0	0	0	0	0	0	8,874
0	28	TP - Vehicle/Equipment Purchase - 2025	CW	S6	03	0	0	0	0	0	0	8,874	8,874	0	0	0	8,874	0	0	0	0	0	0	8,874
0	29	TP - Vehicle/Equipment Purchase - 2026	CW	S6	03	0	0	0	0	0	0	8,874	8,874	0	0	0	8,874	0	0	0	0	0	0	8,874
0	30	TP -Vehicle/Equipment Purchase - 2018 Pre-approved	CW	S2	03	3,367	0	0	0	0	3,367	0	3,367	0	0	0	3,367	0	0	0	0	0	0	3,367
0	31	TP - Vehicle/Equipment Purchase - 2027	CW	S6	03	0	0	0	0	0	0	8,874	8,874	0	0	0	8,874	0	0	0	0	0	0	8,874
0	32	TP - Vehicle/Equipment Purchase - True up 2018	- CW	S2	03	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
0	33	TP - Vehicle/Equipment Purchase - 2018	CW	S2	03	2,280	0	0	0	0	2,280	0	2,280	0	0	0	2,280	0	0	0	0	0	0	2,280
0	34	TP - Vehicle/Equipment Purchase - 2028	CW	S6	03	0	0	0	0	0	0	8,874	8,874	0	0	0	8,874	0	0	0	0	0	0	8,874
0	35	TP - Vehicle/Equipment Purchase - 2014-change	CW	S3	03	-1,000	0	0	0	0	-1,000	0	-1,000	0	0	0	-1,000	0	0	0	0	0	0	-1,000
0	36	TP - Vehicle/Equipment Purchase - 2015-change	CW	S3	03	-1,500	0	0	0	0	-1,500	0	-1,500	0	0	0	-1,500	0	0	0	0	0	0	-1,500
0	37	TP - Vehicle/Equipment Purchase - 2016-change	CW	S3	03	-2,000	0	0	0	0	-2,000	0	-2,000	0	0	0	-2,000	0	0	0	0	0	0	-2,000
0	38	TP - Vehicle/Equipment Purchase - 2017-change	CW	S3	03	-989	0	0	0	0	-989	0	-989	α	0	0	-989	0	0	0	0	0	0	-989

CITY OF TORONTO

Gross Expenditures (\$000's)

				Curre	ent and Fu	ture Year	Cash Flo	w Commitn	nents			Cur	rent and Fu	iture Year	Cash Flo	w Commit	ments l	Financed	Ву		
	roject No. Project Name ubProj No. Sub-project Name	Ward Stat. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Deb Recove Debt		Total Financing
FLT000484	· · · ·	Train oran oan									Subsidies	,									- I I I I I I I I I I I I I I I I I I I
0 39	TP - Vehicle/Equipment Purchase - 2018-change	CW S3 03	-2,280	0	0	0	0	-2,280	0	-2,280	0	0	0	-2,280	0	0	(0 0	0	0	-2,280
	Sub-total		6,569	20,372	16,187	24,549	12,374	80,051	50,582	130,633	0	0	0	110,633	20,000	0	(0 0	0	0	130,633
FLT000486	TPS-Fleet Replacement																				
2 20	TPS - Vehicle/Equipment Purchase - 2018	3 CW S2 03	97	0	0	0	0	97	0	97	0	0	0	97	0	0	(0 0	0	0	97
2 21	TPS - Vehicle/Equipment Purchase - 2019	9 CW S4 03	4,807	0	0	0	0	4,807	0	4,807	o	0	0	4,807	0	0	(0 0	0	0	4,807
2 22	TPS - Vehicle/Equipment Purchase - 2020	O CW S6 03	0	5,502	0	0	0	5,502	0	5,502	o	0	0	5,502	0	0	(0 0	0	0	5,502
2 23	TPS - Vehicle/Equipment Purchase - 202	1 CW S6 03	0	0	7,211	0	0	7,211	0	7,211	o	0	0	7,211	0	0	(0 0	0	0	7,211
2 24	TPS - Vehicle/Equipment Purchase - 2022	2 CW S6 03	0	0	0	7,820	0	7,820	0	7,820	o	0	0	7,820	0	0	(0 0	0	0	7,820
0 25	TPS - Vehicle/Equipment Purchase - 2023	3 CW S6 03	0	0	0	0	9,386	9,386	0	9,386	0	0	0	9,386	0	0	(0 0	0	0	9,386
0 26	TPS - Vehicle/Equipment Purchase - 202-	4 CW S6 03	0	0	0	0	0	0	8,105	8,105	o	0	0	8,105	0	0	(0 0	0	0	8,105
0 27	TPS - Vehicle/Equipment Purchase - 2029	5 CW S6 03	0	0	0	0	0	0	8,539	8,539	o	0	0	8,539	0	0	(0 0	0	0	8,539
0 28	TPS - Vehicle/Equipment Purchase - 2020	6 CW S6 03	0	0	0	0	0	0	8,865	8,865	o	0	0	8,865	0	0	(0 0	0	0	8,865
0 29	TPS - Vehicle/Equipment Purchase - 202	7 CW S6 03	0	0	0	0	0	0	9,203	9,203	o	0	0	9,203	0	0	(0 0	0	0	9,203
0 30	TPS - Vehicle/Equipment Purchase- 2028	CW S6 03	0	0	0	0	0	0	9,554	9,554	О	0	0	9,554	0	0	(0 0	0	0	9,554
	Sub-total		4,904	5,502	7,211	7,820	9,386	34,823	44,266	79,089	0	0	0	79,089	0	0	(0 0	0	0	79,089
FLT000487	Fire-Fleet Replacement																				
2 19	Fire - Vehicle/Equipment Purchase - 2017	CW S2 03	6	0	0	0	0	6	0	6	0	0	0	6	0	0	(0 0	0	0	6
2 20	Fire - Vehicle/Equipment Purchase - 2018	3 CW S2 03	2,726	0	0	0	0	2,726	0	2,726	0	0	0	2,726	0	0	(0 0	0	0	2,726
2 21	Fire - Vehicle/Equipment Purchase - 2019	CW S4 03	7,203	0	0	0	0	7,203	0	7,203	0	0	0	7,203	0	0	(0 0	0	0	7,203
2 22	Fire - Vehicle/Equipment Purchase - 2020	CW S6 03	0	7,203	0	0	0	7,203	0	7,203	0	0	0	7,203	0	0	(0 0	0	0	7,203
2 24	Fire - Vehicle/Equipment Purchase - 2021	CW S6 03	0	0	7,203	0	0	7,203	0	7,203	0	0	0	7,203	0	0	(0 0	0	0	7,203
2 25	Fire - Vehicle/Equipment Purchase - 2022	CW S6 03	0	0	0	7,203	0	7,203	0	7,203	0	0	0	7,203	0	0	(0 0	0	0	7,203
0 26	Fire - Vehicle/Equipment Purchase - 2023	3 CW S6 03	0	0	0	0	7,203	7,203	0	7,203	0	0	0	7,203	0	0	(0 0	0	0	7,203
0 27	Fire - Vehicle/Equipment Purchase - 2024	CW S6 03	0	0	0	0	0	0	7,203	7,203	O	0	0	7,203	0	0	(0 0	0	0	7,203
			•																		•

CITY OF TORONTO

Gross Expenditures (\$000's)

				Curr	ent and F	uture Year	Cash Flo	w Commitn	nents			Cu	rrent and F	uture Year	r Cash Flo	w Comm	itments	Finance	I By		
	roject No. Project Name ubProj No. Sub-project Name	Ward Stat. Cat	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	Reco	ebt - overable	Total Financing
FLT000487	Fire-Fleet Replacement																				
0 28	Fire - Vehicle/Equipment Purchase - 2025	CW S6 03	0	0	0	0	0	0	7,203	7,203	C) (0	7,203	0	0) (0 (0	0	7,203
0 29	Fire - Vehicle/Equipment Purchase - 2026	CW S6 03	0	0	0	0	0	0	7,203	7,203	C) (0	7,203	0	0) (0 (0	0	7,203
0 30	Fire - Vehicle/Equipment Purchase - 2027	CW S6 03	0	0	0	0	0	0	7,203	7,203	C) (0	7,203	0	0) (0 (0	0	7,203
0 31	Fire - Vehicle/Equipment Purchase - 2028	CW S6 03	0	0	0	0	0	0	7,203	7,203	C) (0	7,203	0	0) (0 (0	0	7,203
	Sub-total		9,935	7,203	7,203	7,203	7,203	38,747	36,015	74,762	0	C	0	74,762	0	0) (0 (0	0	74,762
FLT000489	Zoo-Fleet Replacement																				
2 19	Zoo - Vehicle/Equipment Purchase - 2017	CW S2 03	146	0	0	0	0	146	0	146	C) (0	146	0	0) (0 (0	0	146
2 20	Zoo - Vehicle/Equipment Purchase - 2018	CW S2 03	350	0	0	0	0	350	0	350	C) (0	350	0	0) (0 (0	0	350
2 21	Zoo - Vehicle/Equipment Purchase - 2019	CW S4 03	380	0	0	0	0	380	0	380	C) (0	380	0	0) (0 (0	0	380
2 22	Zoo - Vehicle/Equipment Purchase - 2020	CW S6 03	0	350	0	0	0	350	0	350	C) (0	350	0	0) (0 (0	0	350
2 23	Zoo - Vehicle/Equipment Purchase - 2021	CW S6 03	0	0	350	0	0	350	0	350	C) (0	350	0	0) (0 (0	0	350
2 24	Zoo - Vehicle/Equipment Purchase - 2022	CW S6 03	0	0	0	350	0	350	0	350	C) (0	350	0	0) (0 (0	0	350
0 25	Zoo - Vehicle/Equipment Purchase - 2023	CW S6 03	0	0	0	0	350	350	0	350	C) (0	350	0	0) (0 (0	0	350
0 26	Zoo - Vehicle/Equipment Purchase - 2024	CW S6 03	0	0	0	0	0	0	350	350	C) (0	350	0	0) (0 (0	0	350
0 27	Zoo - Vehicle/Equipment Purchase - 2025	CW S6 03	0	0	0	0	0	0	350	350	C) (0	350	0	0) (0 (0	0	350
0 28	Zoo - Vehicle/Equipment Purchase - 2026	CW S6 03	0	0	0	0	0	0	350	350	C) (0	350	0	0) (0 (0	0	350
0 29	Zoo - Vehicle/Equipment Purchase - 2027	CW S6 03	0	0	0	0	0	0	350	350	C) (0	350	0	0) (0 (0	0	350
0 30	Zoo - Vehicle/Equipment Purchase - 2028	CW S6 03	0	0	0	0	0	0	350	350	C) (0	350	0	0) (0 (0	0	350
	Sub-total		876	350	350	350	350	2,276	1,750	4,026	0	C	0	4,026	0	0) () (0	0	4,026
FLT000491	Exhibition Place - Fleet Replacement																				
2 19	Ex - Vehicle/Equipment Purchase - 2017	CW S2 03	32	0	0	0	0	32	0	32	C) (0	32	0	0) (0 (0	0	32
2 20	Ex - Vehicle/Equipment Purchase - 2018	CW S2 03	600	0	0	0	0	600	0	600	C) (0	600	0	0) (0 (0	0	600
2 21	Ex - Vehicle/Equipment Purchase - 2019	CW S4 03	0	600	0	0	0	600	0	600	C) (0	600	0	0) (0 (0	0	600
2 22	Ex - Vehicle/Equipment Purchase - 2020	CW S6 03	0	600	0	0	0	600	0	600	C) (0	600	0	0) (0 (0	0	600

CITY OF TORONTO

Gross Expenditures (\$000's)

rie	et Serv	vices																					
						Curr	ent and F	uture Year	Cash Flo	w Commitn	nents			Cu	rrent and F	uture Yea	r Cash Flo	ow Comn	nitments	Finance	d By		
Sub Prio		ect No. Project Name Proj No. Sub-project Name	Ward S	Stat. Ca	ıt. 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		Other 1	Other2		Debt - Recoverable	Total Financing
FLTO	00491	Exhibition Place - Fleet Replacement																					
2	23	Ex - Vehicle/Equipment Purchase - 2021	CW	S6 03	0	0	600	0	0	600	0	600	0	C	0	600	0)	0	0	0	0 0	600
2	24	Ex - Vehicle/Equpment Purchase - 2022	CW	S6 03	0	0	0	600	0	600	0	600	0	C	0	600	0) (0	0	0	0 0	600
0		Ex - Vehicle/Equipment Purchase - 2023	CW			0	0	0		600	0	600	0			600					0	0 0	600
0		Ex - Vehicle/Equipment Purchase - 2024	CW			0	0			0	600	600	0			600					0	0 0	600
0		Ex - Vehicle/Equipment Purchase - 2025 Ex - Vehicle/Equipment Purchase - 2026	CW			0	0	0	0	0	600	600	0	-		600			-		0	0 0	600
0		Ex - Vehicle/Equipment Purchase - 2027	CW			0	0		0	0	600	600	0			600			•	•	0	0 0	
0	30	Ex - Vehicle/Equipment Purchase - 2028	CW	S6 03	3 0	0	0	0	0	0	600	600	0	C	0	600	0) (0	0	0	0 0	600
		Sub-total			632	1,200	600	600	600	3,632	3,000	6,632	0	C	0	6,632	0) (0	0	0	0 (6,632
FLTO	000492	Fleet Replacement - Insurance Contingen	с <u>у</u>																				
2	19	FSD - Insurance Contingency - 2018	CW	S2 00	3 150	0	0	0	0	150	0	150	0	C	0	150	0)	0	0	0	0 0	150
2	20	FSD - Insurance Contingency - 2019	CW	S4 03	135	0	0	0	0	135	0	135	0	C	0	135	0)	0	0	0	0 0	135
2	21	FSD - Insurance Contingency - 2020	CW	S6 03	0	138	0	0	0	138	0	138	0	C	0	138	0)	0	0	0	0 0	138
2	22	FSD - Insurance Contingency - 2021	CW	S6 03	0	0	141	0	0	141	0	141	0	C	0	141	0) (0	0	0	0 0	141
2	23	FSD - Insurance Contingency - 2022	CW	S6 03	0	0	0	144	0	144	0	144	0	C	0	144	0) (0	0	0	0 0	144
0	24	FSD - Insurance Contingency - 2023	CW	S6 03	0	0	0	0	147	147	0	147	0	C	0	147	0) (0	0	0	0 0	147
0	25	FSD - Insurance Contingency - 2024	CW	S6 03	0	0	0	0	0	0	151	151	0	C	0	151	0)	0	0	0	0 0	151
0		FSD - Insurance Contingency - 2025	CW			0	0	0	0	0	155	155	0			155					0	0 0	155
0		FSD - Insurance Contingency - 2026	CW		0	0	0	0	0	0	159	159	0	C	0	159)	0	0	0	0 0	
0		FSD - Insurance Contingency - 2027	CW			0	0			0	163	163	0			163					0	0 0	163
0	29	FSD - Insurance Contingency - 2028	CW	S6 03		0	0	0	0	0	167	167	0			167					0	0 0	
		Sub-total			285	138	141	144	147	855	795	1,650	0		0	1,650	0)	0	0	0	0 (1,650
	10	Fuel Site Closures, Upgrades & Replacem FSD - Fuel Site Closure, Upgrade & Repla - 2016		S2 00	690	0	0	0	0	690	0	690	0	C) 0	690	0	, ,	0	0	0	0 0	690

Gross Expenditures (\$000's)

			Curre	ent and Fu	ıture Year	Cash Flov	w Commitn	nents			Cui	rent and Fu	ture Year	Cash Flow C	ommitmen	s Finance	d By		
	roject No. Project Name ubProj No. Sub-project Name Ward Stat. Cat	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	l Reserves	Reserve from	pital om rrent Othe	1 Other	2 De	Debt - Recoverable	Total Financing
FLT906279										Cubsidies	,								
2 12	FSD - Fuel Site Closure, Upgrade & Replace CW S2 04 - 2018	200	0	0	0	0	200	0	200	С	0	0	200	0	0	0	0	0 0	200
2 13	FSD - Fuel Site Closure, Upgrade & Replace CW S4 03 - 2019	300	0	0	0	0	300	0	300	C	0	0	300	0	0	0	0	0 0	300
2 14	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2020	0	300	0	0	0	300	0	300	c	0	0	300	0	0	0	0	0 0	300
2 15	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2021	0	0	300	0	0	300	0	300	C	0	0	300	0	0	0	0	0 0	300
2 16	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2022	0	0	0	300	0	300	0	300	С	0	0	300	0	0	0	0	0 0	300
0 17	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2023	0	0	0	0	200	200	0	200	C	0	0	200	0	0	0	0	0 0	200
0 18	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2024	0	0	0	0	0	0		100	C	0	0	100	0	0	0	0	0 0	100
0 19	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2025	0	0	0	0	0	0		100	С			100	0	0	-	0	0 0	100
0 20	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2026	0	0	0	0	0	0	100	100	С			100	0	0	-	0	0 0	100
0 21	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2027	0	0	0	0	0	0		100	C			100	0	0	-	0	0 0	100
0 22	FSD - Fuel Site Closure, Upgrade & Replace CW S6 03 - 2028	0	0	0	0	0	0		100	С			100	0	0		0	0 0	100
	Sub-total	1,190	300	300	300	200	2,290	500	2,790	0	0	0	2,790	0	0	0	0	0 0	2,790
FLT906593	Arena Boards - Replacement of Ice Resurfacers																		İ
2 15	Arena - Vehicle/Equipment Purchase - 2018 CW S2 03	108	0	0	0	0	108	0	108	C	0	0	108	0	0	0	0	0 0	108
2 16	Arena - Vehicle/Equipment Purchase - 2019 CW S4 03	0	107	0	0	0	107	0	107	C	0	0	107	0	0	0	0	0 0	107
2 17	Arena - Vehicle/Equipment Purchase - 2020 CW S6 03	0	222	0	0	0	222	0	222	C	0	0	222	0	0	0	0	0 0	222
2 18	Arena - Vehicle/Equipment Purchase - 2021 CW S6 03	0	0	229	0	0	229	0	229	C	0	0	229	0	0	0	0	0 0	229
0 20	Arena - Vehicle/Equipment Purchase - 2023 CW S6 03	0	0	0	0	120	120	0	120	C	0	0	120	0	0	0	0	0 0	120
1 21	Arena - Vehicle/Equipment Purchase - 2024 CW S6 03	0	0	0	0	0	0	124	124	C	0	0	124	0	0	0	0	0 0	124
0 22	Arena - Vehicle/Equipment Purchase - 2025 CW S6 03	0	0	0	0	0	0	128	128	C	0	0	128	0	0	0	0	0 0	128
0 23	Arena - Vehicle/Equipment Purchase - 2026 CW S6 03	0	0	0	0	0	0	132	132				132	0	0		0	0 0	132
	Sub-total	108	329	229	0	120	786	384	1,170	0	0	0	1,170	0	0	0	0	0 0	1,170
FLT906672	2 Green Fleet Plan											· · ·						· · ·	
2 11	FSD - Green Fleet Plan - 2015 CW S2 02	3	0	0	0	0	3	0	3	C	0	0	3	0	0	0	0	0 0	3

CITY OF TORONTO

Gross Expenditures (\$000's)

				Curre	ent and Fu	ıture Year	Cash Flov	w Commitn	nents			Cu	rent and Fu	ıture Year	Cash Flo	ow Comm	itments	Financed	і Ву		
	<u>pject No. Project Name</u> bProj No. Sub-project Name	Ward Stat. Cat.	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	Reco	ebt - overable	Total Financing
FLT906672	Green Fleet Plan																				
2 12	FSD - Green Fleet Plan - 2016	CW S2 02	12	0	0	0	0	12	0	12	0	0	0	12	0	0) (D 0	0	0	12
2 14	FSD - Green Fleet Plan - 2018	CW S2 02	240	0	0	0	0	240	0	240	o	0	0	240	0	0) (0 0	0	0	240
2 15	FSD - Green Fleet Plan - 2019	CW S4 02	100	100	0	0	0	200	0	200	o	0	0	200	0	0) (0 0	0	0	200
2 16	FSD - Green Fleet Plan - 2020	CW S6 02	0	215	0	0	0	215	0	215	O	0	0	215	0	0) (0 0	0	0	215
2 17	FSD - Green Fleet Plan - 2021	CW S6 02	0	0	210	0	0	210	0	210	O	0	0	210	0	0) (0 0	0	0	210
2 18	FSD - Green Fleet Plan - 2022	CW S6 02	0	0	0	150	0	150	0	150	О	0	0	150	0	0) (0 0	0	0	150
2 19	FSD - Green Fleet Plan - 2023	CW S6 02	0	0	0	0	150	150	0	150	0	0	0	150	0	0) (0 0	0	0	150
2 20	FSD - Green Fleet Plan - 2024	CW S6 02	0	0	0	0	0	0	150	150	0			150	0			0 0		0	150
0 21	FSD - Green Fleet Plan - 2025	CW S6 02	0	0	0	0	0	0	150	150	0	-		150	0			0 0		0	150
0 22	FSD - Green Fleet Plan - 2026	CW S6 02	0	0	0	0	0	0	225	225	0			225	0			0 0		0	225
0 23 0 24	FSD - Green Fleet Plan - 2027 FSD - Green Fleet Plan - 2028	CW S6 02	0	0	0	0	0	0	150 150	150 150	0			150 150	0			o o		0	150 150
0 24	Sub-total	GW 30 02	355	315	210	150	150	1,180		2,005	0			2,005	0				0 0		2,005
FLT906862	Fleet Services - Fleet Replacement																				
2 12	FSD - Vehicle/Equipment Purchase - 2017	CW S2 03	243	0	0	0	0	243	0	243	О	0	0	243	0	0) (0 0	0	0	243
2 13	FSD - Vehicle/Equipment Purchase - 2018	CW S2 03	74	0	0	0	0	74	0	74	О	0	0	74	0	0) (0 0	0	0	74
2 14	FSD - Vehicle/Equipment Purchase - 2019	CW S4 03	100	140	0	0	0	240	0	240	o	0	0	240	0	0) (D 0	0	0	240
2 15	FSD - Vehicle/Equipment Purchase - 2020	CW S6 03	0	155	0	0	0	155	0	155	O	0	0	155	0	0) (0 0	0	0	155
2 16	FSD - Vehicle/Equipment Purchase - 2021	CW S6 03	0	0	120	0	0	120	0	120	0	0	0	120	0	0) (D 0	0	0	120
2 17	FSD - Vehicle/Equipment Purchase - 2022	CW S6 03	0	0	0	100	0	100	0	100	0	0	0	100	0	0) (0 0	0	0	100
0 18	FSD - Vehicle/Equipment Purchase - 2023		0	0	0	0	450	450	0	450	0			450	0	·		0 0	,	0	450
0 20	FSD - Vehicle/Equipment Purchase - 2025		0	0	0	0	0	0	150	150	0	-		150	0	·		0 0		0	150
0 22	FSD - Vehicle/Equipment Purchase - 2027	CW S6 03	417	295	120	100	0	1 202	300 450	300	0			300	0			0 0		0	1,832
	Sub-total		417	590	120	100	450	1,382	450	1,832	"		0	1,832	0	0	'	0 (0 0		1,032

CITY OF TORONTO

Gross Expenditures (\$000's)

					Curre	ent and Fi	uture Year	Cash Flov	w Commitn	nents			Cui	rent and Fu	uture Year	Cash Flo	w Comm	itments I	Financed	Bv	
	oject No. Project Name oProj No. Sub-project Name	Ward S	Stat. Cat.	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 - Recovera Debt	ole Total Financing
FLT906863	Facilities Mgmt & Real Estate - Fleet Repl											Cabolaloo	<u> </u>								
2 12	FA - Vehicle/Equipment Purchase - 2017	CW	S2 03	1,481	0	0	0	0	1,481	0	1,481	0	0	0	1,481	0	O) (0	0	0 1,481
2 13	FA - Vehicle/Equipment Purchase - 2018	CW	S2 03	577	0	0	0	0	577	0	577	0	0	0	577	0	O) (0	0	0 577
2 14	FA - Vehicle/Equipment Purchase - 2019	CW	S4 03	273	539	0	0	0	812	0	812	0	0	0	812	0	O) (0	0	0 812
2 15	FA - Vehicle/Equipment Purchase - 2020	CW	S6 03	0	565	1,317	0	0	1,882	0	1,882	0	0	0	1,882	0	O) (0	0	0 1,882
2 16	FA - Vehicle/Equipment Purchase - 2021	CW	S6 03	0	0	112	1,009	0	1,121	0	1,121	0	0	0	1,121	0	O) (0	0	0 1,121
2 17	FA - Vehicle/Equipment Purchase - 2022	CW	S6 03	0	0	0	257	600	857	0	857	0	0	0	857	0	O) (0	0	0 857
0 18	FA - Vehicle/Equipment Purchase - 2023	CW	S6 03	0	0	0	0	85	85	199	284	0	0	0	284	0	O) (0	0	0 284
0 20	FA - Vehicle/Equipment Purchase - 2025	CW	S6 03	0	0	0	0	0	0	543	543	0	0	0	543	0	O) (0	0	0 543
0 21	FA - Vehicle/Equipment Purchase - 2026	CW	S6 03	0	0	0	0	0	0	237	237	0	0	0	237	0	O) (0	0	0 237
0 22	FA - Vehicle/Equipment Purchase - 2027	CW	S6 03	0	0	0	0	0	0	464	464	0	0	0	464	0	O) (0	0	0 464
0 23	FA - Vehicle/Equipment Purchase - 2028	CW	S6 03	0	0	0	0	0	0	116	116	0	0	0	116	0	0) (0	0	0 116
	Sub-total			2,331	1,104	1,429	1,266	685	6,815	1,559	8,374	0	0	0	8,374	0	O) (0	0	0 8,374
FLT906864	Clerks - Fleet Replacement																				
2 12	Clerks - Vehicle/Equipment Purchase - 20	17 CW	S2 03	11	0	0	0	0	11	0	11	0	0	0	11	0	0) (0	0	0 11
0 20	Clerks - Vehicle/Equipment Purchase - 20	25 CW	S6 03	0	0	0	0	0	0	40	40	0	0	0	40	0	0) (0	0	0 40
0 22	Clerks - Vehicle/Equipment Purchase - 20	27 CW	S6 03	0	0	0	0	0	0	243	243	0	0	0	243	0	0) (0	0	0 243
0 23	Clerks - Vehicle/Equipment Purchase - 20	28 CW	S6 03	0	0	0	0	0	0	143	143	0	0	0	143	0	O) (0	0	0 143
	Sub-total			11	0	0	0	0	11	426	437	0	0	0	437	0	C) (0	0	0 437
FLT906865	Toronto Water - Fleet Replacement																				
2 11	TW - Vehicle/Eqipment Purchases - 2016	CW	S2 03	12	0	0	0	0	12	0	12	0	0	0	12	0	0) (0	0	0 12
2 12	TW - Vehicle/Equipment Purchase - 2017	CW	S2 03	4,751	0	0	0	0	4,751	0	4,751	0	0	0	4,751	0	O) (0	0	0 4,751
2 13	TW - Vehicle/Equipment Purchase - 2018	CW	S2 03	4,995	0	0	0	0	4,995	0	4,995	0	0	0	4,995	0	0) (0	0	0 4,995
2 14	TW - Vehicle/Equipment Purchase - 2019	CW	S4 03	920	9,599	1,170	0	0	11,689	0	11,689	0	0	0	11,689	0	0) (0	0	0 11,689
2 15	TW - Vehicle/Equipment Purchase - 2020	CW	S6 03	0	4,711	10,993	0	0	15,704	0	15,704	0	0	0	15,704	0	O) (0	0	0 15,704

Gross Expenditures (\$000's)

					Curr	nt and E	itura Vaar	Cook Elev	v Commitn	nonto			0		V	0			Fi	D	
				<u> </u>	Curre	ant and Ft	iture Year	Casn FIO	v Commitn	nents			Cui	rent and F	uture Year	Cash Flo	ow Comn	nitments	rınanced		
	<u>pject No.</u> <u>Project Name</u> bProj No. Sub-project Name	Ward :	Stat. Cat.	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 - Recovera Debt	ble Total Financing
FLT906865																					
2 17	TW - Vehicle/Equipment Purchase - 2021	CW	S6 03	0	0	1,045	9,405	0	10,450	0	10,450	0	0	0	10,450	0	() (0 0	0	0 10,450
2 18	TW - Vehicle/Equipment Purchase - 2022	CW	S6 03	0	0	0	1,808	4,220	6,028	0	6,028	0	0	0	6,028	0	() (0 0	0	0 6,028
0 19	TW - Vehicle/Equipment Purchase - 2023	CW	S6 03	0	0	0	0	2,235	2,235	5,215	7,450	0	0	0	7,450	0	() (0 0	0	0 7,450
0 20	TW - Vehicle/Equipment Purchase - 2024	CW	S6 03	0	0	0	0	0	0	5,370	5,370	0	0	0	5,370	0	() (0 0	0	0 5,370
0 21	TW - Vehicle/Equipment Purchase - 2025	CW	S6 03	0	0	0	0	0	0	3,462	3,462	0	0	0	3,462	0	() (0 0	0	0 3,462
0 22	TW - Vehicle/Equipment Purchase - 2026	CW	S6 03	0	0	0	0	0	0	4,230	4,230	0	0	0	4,230	0	() (0 0	0	0 4,230
0 23	TW - Vehicle/Equipment Purch - 2018 Pre-approved	CW	S2 03	997	0	0	0	0	997	0	997	0	0	0	997	0	() (0 0	0	0 997
0 24	TW - Vehicle/Equipment Purchase - 2027	CW	S6 03	0	0	0	0	0	0	6,347	6,347	0	0	0	6,347	0	() (0 0	0	0 6,347
0 25	TW - Vehicle/Equipment Purchase 2028	CW	S6 03	0	0	0	0	0	0	10,613	10,613	0	0	0	10,613	0	() (0 0	0	0 10,613
0 26	TW - Vehicle/Equipment Purchase - 2018 pre chang	- CW	S3 03	-997	0	0	0	0	-997	0	-997	0	0	0	-997	0	() (0 0	0	0 -997
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	15,510	13,208	11,213	6,455	52,878	35,237	88,115	0	0	0	88,115	0	() (0 0	0	0 88,115
FLT907266	EDCT - Fleet Replacement																				
2 10	EDCT - Vehicle/Equipment Purchase - 20			5	0	0	0	0	5	0	5	0	·		5	0	() (0 0	0	0 5
2 11	EDCT - Vehicle/Equipment Purchase - 20			20	0	0	0	0	20	0	20	0	0		20	0			0 0	0	0 20
2 12	EDCT - Vehicle/Equipment Purchase - 20			46	0	0	0	0	46	0	46	0				0			0 0	0	0 46
2 13	EDCT - Vehicle/Equipment Purchase - 202		S6 03	0	57	0	0	0	57	0	57	0				0			0 0		0 57
2 14	EDCT - Vehicle/Equipment Purchase - 202			0	0	64	0	0	64	0	64	0				0			0 0	0	0 64
2 15	EDCT - Vehicle/Equipment Purchase - 202			0	0	0	46	0	46	0	46	0				0			0 0	0	0 46
0 17	EDCT - Vehicle/Equipment Purchase - 202			0	0	0	0	0	0	57	57	0	·		57	0			0 0	0	0 57
0 19	EDCT - Vehicle/Equipment Purchase - 202			0	0	0	0	0	0	182	182	0	·			0			0 0	0	0 182
0 20	EDCT - Vehicle/Equipment Purchase - 202	25 CW	S6 03	0	0	0	0	0	0	34	34	0				0			0 0		0 34
	Sub-total			71	57	64	46	0	238	273	511	0	0	0	511	0) (0 0	0	0 511

Gross Expenditures (\$000's)

i icci oc																						
					Curr	ent and F	uture Year	Cash Flo	w Commitn	nents			Cu	rrent and Fu	iture Year	Cash Flo	ow Commi	tments	Financed	Ву		
	<u>oject No. Project Name</u> bProj No. Sub-project Name	Ward Sta	it. Cat.	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		Other 1	Other2	Debt - Recovera Debt		Total inancing
FLT907268																						
2 12	BL - Vehicle/Equipment Purchase - 2019	CW S4	1 03	112	0	0	0	0	112	0	112	0	O	0	112	0	0	(0	0	0	112
2 15	BL - Vehicle/Equipment Purchase - 2022	CW S6	03	0	0	0	175	0	175	0	175	0	O	0	175	0	0	(0	0	0	175
0 17	BL - Vehicle/Equipment Purchase - 2024	CW S6	03	0	0	0	0	0	0	50	50	0	O	0	50	0	0	(0	0	0	50
0 18	BL - Vehicle/Equipment Purchase - 2025	CW S6	03	0	0	0	0	0	0	225	225	0	O	0	225	0	0	(0	0	0	225
0 20	BL - Vehicle/Equipment Purchase - 2027	CW S6	6 03	0	0	0	0	0	0	150	150	0	0	0	150	0	0	(0	0	0	150
	Sub-total			112	0	0	175	0	287	425	712	0	0	0	712	0	0	(0	0	0	712
FLT907269	PPF&A - Fleet Replacement																					
2 13	PPF&A - Vehicle/Equipment Purchase - 2020	CW S6	03	0	94	0	0	0	94	0	94	0	C	0	94	0	0	(0	0	0	94
0 18	PPF&A - Vehicle/Equipment Purchase - 2025	CW S6	03	0	0	0	0	0	0	36	36	0	O	0	36	0	0	(0	0	0	36
0 20	PPF&A - Vehicle/Equipment Purchase - 2027	CW S6	6 03	0	0	0	0	0	0	39	39	0	0	0	39	0	0	(0	0	0	39
0 21	PPF&A - Vehicle/Equipment Purchase - 2028	CW S6	03	0	0	0	0	0	0	81	81	0			81	0		(0	0	81
	Sub-total			0	94	0	0	0	94	156	250	0	C	0	250	0	0	(0	0	0	250
FLT907271	Shelter, Support & Housing Admin-Fleet F	Replacei																				
2 12	SSHA - Vehicle/Equipment Purchase - 20	19 CW S4	1 03	71	0	0	0	0	71	0	71	0	0	0	71	0	0	(0	0	0	71
0 17	SSHA - Vehicle/Equipment Purchase - 20.	24 CW S6	03	0	0	0	0	0	0	65	65	0	O	0	65	0	0	(0	0	0	65
	Sub-total			71	0	0	0	0	71	65	136	0	C	0	136	0	0	() 0	0	0	136
FLT907272	Fleet Mgt System & Fuel System Integration	<u>on</u>																				
2 8	FSD - Mgt System & Fuel System Integrat - 2015	tion CW S2	2 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	C	0	966	0	0	(0	0	0	966
FLT907602	Information & Technology - Fleet Replace	<u>ment</u>																				
0 10	IT - Vehicle/Equipment Purchase - 2016	CW S2	2 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	2 03	6	0	0	0	0	6	0	6	0	C	0	6	0	0	(0	0	0	6
0 13	IT - Vehicle/Equipment Purchase - 2018	CW S2	2 03	11	0	0	0	0	11	0	11	0	O	0	11	0	0	(0	0	0	11
0 14	IT - Vehicle/Equipment Purchase - 2026	CW S6	03	0	0	0	0	0	0	44	44	0	C	0	44	0	0	(0	0	0	44

Gross Expenditures (\$000's)

					Curre	ent and F	uture Year	Cash Flo	w Commitm	ents			Cur	rent and Fu	ture Year	Cash Flow C	Commitmen	s Finance	d By		
	<u>oject No. Project Name</u> bProj No. Sub-project Name	Ward S	Stat. Cat	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal [Development Charges	Reserves	Ca Reserve fr Funds Cu	apital rom ırrent Othe	1 Other2	2 De	Debt - Recoverab ebt	e Total Financing
FLT907602 0 15	Information & Technology - Fleet Replacem IT - Vehicle/Equipment Purchase - 2028		S6 03	0	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	0 120
FLT907912	Toronto Community Housing Corp Fleet F	teplace																			
1 5	TCHC - Vehicle/Equipment Purchase - 201	7 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 - 201	8 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
1 7	TCHC - Vehicle/Equipment Purchase - 201	9 CW	S4 03	463	778	0	0	0	1,241	0	1,241	0	0	0	1,241	0	0	0	0	0	1,241
1 8	TCHC - Vehicle/Equipment Purchase - 202	0 CW	S6 03	0	658	0	0	0	658	0	658	0	0	0	658	0	0	0	0	0	658
1 9	TCHC - Vehicle/Equipment Purchase - 202	1 CW	S6 03	0	0	108	0	0	108	0	108	0	0	0	108	0	0	0	0	0	108
1 10	TCHC - Vehicle/Equipment Purchase - 202	2 CW	S6 03	0	0	0	763	0	763	0	763	0	0	0	763	0	0	0	0	0	763
0 11	TCHC - Vehicle/Equipment Purchase - 202	3 CW	S6 03	0	0	0	0	669	669	0	669	0	0	0	669	0	0	0	0	0	669
0 13	TCHC - Vehicle/Equipment Purchase - 202	4 CW	S6 03	0	0	0	0	0	0	646	646	0	0	0	646	0	0	0	0	0	646
0 14	TCHC - Vehicle/Equipment Purchase - 202	5 CW	S6 03	0	0	0	0	0	0	306	306	0	0	0	306	0	0	0	0	0	306
0 15	TCHC - Vehicle/Equipment Purchase - 202	6 CW	S6 03	0	0	0	0	0	0	887	887	0	0	0	887	0	0	0	0	0	887
0 16	TCHC - Vehicle/Equipment Purchase - 202	7 CW	S6 03	0	0	0	0	0	0	314	314	0	0	0	314	0	0	0	0	0	314
0 17	TCHC - Vehicle/Equipment Purchase - 202	8 CW	S6 03	0	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	0 7,500
FLT908479	Fleet - Garage Security																				
0 2	FSD - Garage Security - 2019	CW	S4 01	0	105	0	0	0	105	0	105	0	0	0	105	0	0	0	0	0	105
0 3	FSD - Garage Security - 2020	CW	S6 01	0	105	0	0	0	105	0	105	o	0	0	105	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	105	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	105	0	0	0	0	0	105
0 6	FSD - Garage Security - 2023	CW	S6 01	0	0	0	0	105	105	0	105	o	0	0	105	0	0	0	0	0	105
0 7	FSD - Garage Security - 2024	CW	S6 01	0	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	0	105	105	0	0	0	105	0	0	0	0	0	105

Gross Expenditures (\$000's)

Sub-total

FSD - Car Share Technology on City

Sub-total

Vehicles - 2019

0 1

Fleet Services **Current and Future Year Cash Flow Commitments** Current and Future Year Cash Flow Commitments Financed By Debt Capital Sub- Project No. Project Name Total Total Federal Development Reserves Funds Reserve Recoverable from Total Grants and 2019-2023 2024-2028 2019-2028 Current PrioritySubProj No. Sub-project Name Ward Stat. Cat. Other 1 Other2 Debt Financing FLT908479 Fleet - Garage Security FSD - Garage Security - 2026 CW S6 0 10 FSD - Garage Security - 2027 S6 FSD - Garage Security - 2028 CW S6 1,050 Sub-total 1,050 1,050 FLT908481 Fleet - Tools & Equipment FSD - Tools & Equipment - 2018 CW S2 FSD - Tools & Equipment - 2019 CW S4 0 2 FSD - Tools & Equipment - 2020 S6 0 3 CW FSD - Tools & Equipment - 2021 CW S6 0 4 S6 0 5 FSD - Tools & Equipment - 2022 0 6 FSD - Tools & Equipment - 2023 CW S6 0 7 FSD - Tools & Equipment - 2024 S6 FSD - Tools & Equipment - 2025 CW S6 FSD - Tools & Equipment - 2026 CW S6 0 9 FSD - Tools & Equipment - 2027 0 10 CW S6 0 11 FSD - Fleet Tools & Equipment - 2017 CW S2 FSD - Tools & Equipment - 2028 CW S6

1,332

3,032

3,032

3,032

1.140

1,180

FLT908534 Fleet - At-large Purchase CW S2 0 1 FSD - At-large Purchase - 2018 1.140 1.140 1.140 1.140 0 2 FSD - At-large Purchase - 2019 CW S4 Sub-total 1.180 1,180 1,180 1,180 FLT908595 Car Share Technology on City Vehicles

CW S4 04

CITY OF TORONTO

Gross Expenditures (\$000's)

Fleet Se	rvices																						
						Curre	ent and Fu	ıture Year	Cash Flov	w Commitm	nents			Curren	t and Fut	ure Year	Cash Flov	w Comm	itments F	inanced	Ву		
	<u>pject No.</u> <u>Project Name</u> bProj No. Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Deve	elopment narges F	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Re	Debt - ecoverable	Total Financing
FLT908596	Biodiesel Pilot Project																						
0 1	FSD - Biodiesel Pilot Project - 2018	CW	S2	04	67	0	0	0	0	67	0	67	c	0	0	67	0	0	0	0	(0 0	67
	Sub-total				67	0	0	0	0	67	0	67	0	0	0	67	0	0	0	C)	0 0	67
FLT908623	Sustainment of Fleet & Fuel System Intre	gration																					
0 1	FSD - Sust. of Fleet & Fuel Sys. Intregration-2019	CW	S4	04	243	278	190	0	0	711	0	711	С	0	0	711	0	0	0	0	(0 0	711
	Sub-total				243	278	190	0	0	711	0	711	0	0	0	711	0	0	0	C)	0 0	711
FLT908624	Fleet Office Modernization Plan - 2019																						
0 1	FSD - Fleet Office Modernization Plan - 2019	CW	S4	03	150	0	0	0	0	150	0	150	С	0	0	150	0	0	0	0	(0 0	150
	Sub-total				150	0	0	0	0	150	0	150	0	0	0	150	0	0	0	C)	0 0	150
FLT908639	Fleet Vendor Portal Management																						
0 1	FSD - Fleet Vendor Management Portal-2019	CW	S4	04	392	86	0	0	0	478	0		С	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	C)	0 0	478
FLT908649	MLS At Large Vehicle Purchase																						
0 1	MLS - At Large Vehicle Purchase 2018	CW	S2	01	405	0	0	0	0	405	0	405	С	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	C)	0 0	405
FLT908671	Toronto Community Housing Corp At-lar	<u>ge</u>																					
0 1	TCHC - At-large Purchase - 2018	CW	S2	04	450	0	0	0	0	450	0	450	C	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	C)	0 0	450
Total Pi	rogram Expenditure				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	C)	0 0	752,231

Jan-17-2019 17:49:50

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Report 7C

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	d Future Ye	ear Cash F	ow Comr	nitments ar	nd Estimate	s		Current	t and Futur	e Year Ca	sh Flow C	ommitme	nts and	Estimate	s Financ	ced By	
<u>Sub-</u> <u>Project No.</u> <u>Project Name</u> Priority SubProj No. Sub-project Name Ward Sta	. Cat. 2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal De Subsidy	evelopment Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2		Debt - ecoverable	Total Financing
Financed By: Reserves (Ind. "XQ" Ref.)	72,58	0 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.)	2,00	0 10,100	0	7,900	0	20,000	0	20,000	0	0	0	0	20,000	0		0 0)	0 0	20,000
Total Program Financing	74,58	0 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

Legislated C02
State of Good Repair C03
Service Improvement and Enhancement C04
Growth Related C05
Reserved Category 1 C06
Reserved Category 2 C07

Appendix 8

2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

											Total 2019 Cash Flow & FY
(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Commits
Expenditures:											
Previously Approved											
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 Green Fleet Plan	890 255	-	-	-	-	-	-	-	-	-	890 255
Information & Technology - Fleet Replacement	255 18	-	-	-	-	-	-	-	-	-	255
Library - Fleet Replacement	907	-	-	_	-	-	-	-	-	_	907
MLS At Large Vehicle Purchase	405	-	-	_	-	-	-	-	-	_	405
Municipal Licensing & Standards-Fleet Replacement	403		-	_		-		-	-	_	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
Subtotal	70,262	10,100	-	7,900	-	-	-	-	-	-	88,262
Change in Scope											
Toronto Water - Fleet Replacement	(5,183)	1,200	-	-	-	-	-	-	-	-	(3,983)
Transportation-Fleet Replacement	(7,769)	-	-	-	-	-	-	-	-	-	(7,769)
Subtotal	(12,952)	1,200	-	-	-	-	-	-	-	-	(11,752)
New w/Future Year											
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	105	-	-	-	-	-	-	-	-	105
Fleet - Garage Security Fleet - Tools & Equipment	268	105		-	-	-	-	-	-	-	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	00	-	-	-	-	-	-	-	-	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 Intregration	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
Subtotal	17,270	29,744	10,487	-			-	-		•	57,501
Total Expenditure (including carry forward from 2018)	74,580	41,044	10,487	7,900	-	-	-	-	-	-	134,011
Financing:											
Reserves/Res Funds	74,580	41,044	10,487	7,900	-	-	-	-	-	-	134,011
Total Financing	74,580	41,044	10,487	7,900	-	-	-	-	-		

CITY OF TORONTO

Gross Expenditures (\$000's)

Fle	et Ser	vices																					
						Curi	rent and F	uture Yea	r Cash Flo	w Commitn	nents			Cu	rrent and F	uture Year C	ash Flow 0	Commit	ments F	inanced B	/		
<u>Su</u> Pri		j <u>ect No. Project Name</u> Proj No. Sub-project Name	Ward :	Stat. C	at. 2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Ca leserve fr Funds Cu	apital rom urrent (Other 1	Other2 D	Deb Recove	rable	Total Financing
FLT	000475	Public Health - Fleet Replacement																					
2	20	PH - Vehicle/Equipment Purchase - 2018	CW	S2 (3 31	0	0	0	0	31	0	31	0) (0	31	0	0	0	0	0	0	31
2	21	PH - Vehicle/Equipment Purchase - 2019	CW	S4 (3 36	0	0	0	0	36	0	36	o) (0	36	0	0	0	0	0	0	36
		Sub-total			67	0	0	0	O	67	0	67	0	C	0	67	0	0	0	0	0	0	67
FLT	000476	<u>Library - Fleet Replacement</u>																				ĺ	
2	20	TPL - Vehicle/Equipment Purchase - 2018	CW	S2 (3 907	0	0	0	0	907	0	907	0) (0	907	0	0	0	0	0	0	907
		Sub-total			907	0	0	0	0	907	0	907	0	C	0	907	0	0	0	0	0	0	907
FLT	000478	Parks, Forestry & Recreation-Fleet Replace	<u>ement</u>																				
2	19	PFR - Vehicle/Equipment Purchase - 2017	CW	S2 (3 462	0	0	0	0	462	0	462	О) (0	462	0	0	0	0	0	0	462
2	20	PFR - Vehicle/Equipment Purchase - 2018	CW	S2 (3 8,408	0	0	0	0	8,408	0	8,408	o) (0	8,408	0	0	0	0	0	0	8,408
2	21	PFR - Vehicle/Equipment Purchase - 2019	CW	S4 (3 0	6,057	0	0	0	6,057	0	6,057	0) (0	6,057	0	0	0	0	0	0	6,057
0	31	PFR - Vehicle/Euipment Purchase - 2017 Increase	CW	S2 (3 1,970	0	0	0	0	1,970	0	1,970	О) (0	1,970	0	0	0	0	0	0	1,970
		Sub-total			10,840	6,057	0	0	0	16,897	0	16,897	0	C	0	16,897	0	0	0	0	0	0	16,897
FLT	000479	Purchasing & Materials Mgmt- Fleet Replace	cemen																				
2	19	PMMD - Vehicle/Equipment Purchase - 201	7 CW	S2 (3 5	0	0	0	0	5	0	5	О) (0	5	0	0	0	0	0	0	5
2	20	PMMD - Vehicle/Equipment Purchase - 201	8 CW	S2 (3 190	0	0	0	0	190	0	190	О) (0	190	0	0	0	0	0	0	190
		Sub-total			195	0	0	0	0	195	0	195	0	C	0	195	0	0	0	0	0	0	195
FLT	000481	Municipal Licensing & Standards-Fleet Rep	olacem																				
2	20	MLS - Vehicle/Equipment Purchase - 2018	CW	S2 (3 9	0	0	0	, a	9	0	9	o) (0	9	0	0	0	0	0	0	9
2	21	MLS - Vehicle/Equipment Purchase - 2019	CW	S4 (3 106	314	0	0	, a	420	0	420	o) (0	420	0	0	0	0	0	0	420
		Sub-total			115	314	0	0	0	429	0	429	0	C	0	429	0	0	0	0	0	0	429
FLT	000482	Solid Waste - Fleet Replacement																					
2	19	SWM - Vehicle/Equipment Purchase - 2017	' CW	S2 (3 8,033	0	0	0	0	8,033	0	8,033	o) (0	8,033	0	0	0	0	0	0	8,033
2	20	SWM - Vehicle/Equipment Purchase - 2018	3 CW	S2 (3 13,185	0	0	0	0	13,185	0	13,185	o) (0	13,185	0	0	0	0	0	0	13,185
2	21	SWM - Vehicle/Equipment Purchase - 2019	cw	S4 (3 190	4,601	4,039	0	0	8,830	0	8,830	o) (0	8,830	0	0	0	0	0	0	8,830
		Sub-total			21,408	4,601	4,039	0	0	30,048	0	30,048	0	C	0	30,048	0	0	0	0	0	0	30,048
FLT	000483	Engineering & Construction Serv Fleet Rep	<u>lacem</u>																				

CITY OF TORONTO

Gross Expenditures (\$000's)

				w Commitn	nents			Cui	rent and Fu	uture Year	Cash Flov	w Comm	nitments	Financed	Ву									
Sub Pric		<u>iject No.</u> <u>Project Name</u> pProj No. Sub-project Name	Ward	Stat.	Cat.	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	Recov	ebt - verable	Total Financing
FLTO	00483	Engineering & Construction Serv Fleet Repl	acem																					
2	18	ECS - Vehicle/Equipment Purchase - 2017	CW	S2	03	165	0	0	0	0	165	0	165	C	0	0	165	0	() (0	0	0	165
2	20	ECS - Vehicle/Equipment Purchase - 2019	CW	S4	03	0	330	0	0	0	330	0	330	C	0	0	330	0	() (0	0	0	330
		Sub-total				165	330	0	0	0	495	0	495	0	0	0	495	0	() (0	0	0	495
FLTO	00484	Transportation-Fleet Replacement																						
2	16	TP - Vehicle/Equipment Purchase - 2014	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	C	0	0	1,000	0	() (0	0	0	1,000
2	17	TP - Vehicle/Equipment Purchase - 2015	CW	S2	03	1,500	0	0	0	0	1,500	0	1,500	C	0	0	1,500	0	() (0	0	0	1,500
2	18	TP - Vehicle/Equipment Purchase - 2016	CW	S2	03	2,000	0	0	0	0	2,000	0	2,000	C	0	0	2,000	0	() (0	0	0	2,000
2	19	TP - Vehicle/Equipment Purchase - 2017	CW	S2	03	1,361	0	0	0	0	1,361	0	1,361	C	0	0	1,361	0	() (0	0	0	1,361
2	21	TP - Vehicle/Equipment Purchase - 2019	CW	S4	03	830	6,110	5,088	0	0	12,028	0	12,028	C	0	0	12,028	0	() (0	0	0	12,028
0	30	TP -Vehicle/Equipment Purchase - 2018 Pre-approved	CW	S2	03	3,367	0	0	0	0	3,367	0	3,367	C	0	0	3,367	0	() (0	0	0	3,367
0	32	TP - Vehicle/Equipment Purchase - True up 2018	- CW	S2	03	2,000	10,100	0	7,900	0	20,000	0	20,000	C	0	0	0	20,000	() (0	0	0	20,000
0	33	TP - Vehicle/Equipment Purchase - 2018	CW	S2	03	2,280	0	0	0	0	2,280	0	2,280	C	0	0	2,280	0	() (0	0	0	2,280
0	35	TP - Vehicle/Equipment Purchase - 2014-change	CW	S3	03	-1,000	0	0	0	0	-1,000	0	-1,000	C	0	0	-1,000	0	() (0	0	0	-1,000
0	36	TP - Vehicle/Equipment Purchase - 2015-change	CW	S3	03	-1,500	0	0	0	0	-1,500	0	-1,500	C	0	0	-1,500	0	() (0	0	0	-1,500
0	37	TP - Vehicle/Equipment Purchase - 2016-change	CW	S3	03	-2,000	0	0	0	0	-2,000	0	-2,000	C	0	0	-2,000	0	() (0	0	0	-2,000
0	38	TP - Vehicle/Equipment Purchase - 2017-change	CW	S3	03	-989	0	0	0	0	-989	0	-989	C	0	0	-989	0	() (0	0	0	-989
0	39	TP - Vehicle/Equipment Purchase - 2018-change	CW	S3	03	-2,280	0	0	0	0	-2,280	0	-2,280	C	0	0	-2,280	0	() (0	0	0	-2,280
		Sub-total				6,569	16,210	5,088	7,900	0	35,767	0	35,767	0	0	0	15,767	20,000	() (0	0	0	35,767
FLTO	00486	TPS-Fleet Replacement																						
2	20	TPS - Vehicle/Equipment Purchase - 2018	CW	S2	03	97	0	0	0	0	97	0	97	C	0	0	97	0	() (0	0	0	97
2	21	TPS - Vehicle/Equipment Purchase - 2019	CW	S4	03	4,807	0	0	0	0	4,807	0	4,807	C	0	0	4,807	0	() (0	0	0	4,807
		Sub-total				4,904	0	0	0	0	4,904	0	4,904	0	0	0	4,904	0	() (0	0	0	4,904
FLTO	00487	Fire-Fleet Replacement																						
2	19	Fire - Vehicle/Equipment Purchase - 2017	CW	S2	03	6	0	0	0	0	6	0	6	C	0	0	6	0	() (0	0	0	6
2	20	Fire - Vehicle/Equipment Purchase - 2018	CW	S2	03	2,726	0	0	0	0	2,726	0	2,726		0	0	2,726	0	() (0	0	0	2,726

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Gross Expenditures (\$000's)

Fleet Se	rvices																					
					Curr	ent and F	uture Yea	r Cash Flo	w Commitn	nents			Cu	rrent and Fu	ture Year	Cash Flow	Commitme	ents F	inanced B	у		
	, , , , , , , , , , , , , , , , , , , 	Vard Stat	. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve f Funds Ci	apital rom urrent Oth	her 1	Other2 E	Deb Recove Pebt	erable	Total Financing
2 21	Fire - Vehicle/Equipment Purchase - 2019	CW S4	03	7,203	0	0	C) 0	7,203	0	7,203	c) () 0	7,203	0	0	0	0	0	0	7,203
	Sub-total			9,935	0	0	0) (9,935	0	9,935	0) 0) 0	9,935	0	0	0	0	0	0	9,935
FLT000489				0,000					0,000		0,000	İ									$\stackrel{\circ}{\rightarrow}$	
2 19	Zoo - Vehicle/Equipment Purchase - 2017	CW S2	03	146	0	O	O) 0	146	0	146	l c) 0	0	146	0	0	0	0	0	0	146
2 20	Zoo - Vehicle/Equipment Purchase - 2018	CW S2	03	350	0	0	O) 0	350	0	350	l c) () 0	350	0	0	0	0	0	0	350
2 21	Zoo - Vehicle/Equipment Purchase - 2019	CW S4	03	380	0	0	0) 0	380	0	380	l c) () 0	380	0	0	0	0	0	0	380
	Sub-total			876	0	0			876	0		0) 0) 0	876	0	0	0	0	0	0	876
FLT000491	Exhibition Place - Fleet Replacement																				\dashv	
2 19	Ex - Vehicle/Equipment Purchase - 2017	CW S2	03	32	0	0	0	0	32	0	32	С) 0	0	32	0	0	0	0	0	0	32
2 20	Ex - Vehicle/Equipment Purchase - 2018	CW S2	03	600	0	0	0	0	600	0	600	C) 0	0	600	0	0	0	0	0	0	600
2 21	Ex - Vehicle/Equipment Purchase - 2019	CW S4	03	0	600	0	0	0	600	0	600	C) 0	0	600	0	0	0	0	0	0	600
	Sub-total			632	600	C	C) 0	1,232	0	1,232	0) 0	0	1,232	0	0	0	0	0	0	1,232
FLT000492	Fleet Replacement - Insurance Contingency																					
2 19	FSD - Insurance Contingency - 2018	CW S2	03	150	0	O	0	0	150	0	150	c) (0	150	0	0	0	0	0	0	150
2 20	FSD - Insurance Contingency - 2019	CW S4	03	135	0	O	O	0	135	0	135	С) d	0	135	0	0	0	0	0	0	135
	Sub-total			285	0	C	C) 0	285	0	285	0) 0	0	285	0	0	0	0	0	0	285
FLT906279	Fuel Site Closures, Upgrades & Replacemen	<u>t</u>																				
2 10	FSD - Fuel Site Closure, Upgrade & Replace - 2016	CW S2	03	690	0	0	0	0	690	0	690	c) 0	0	690	0	0	0	0	0	0	690
2 12	FSD - Fuel Site Closure, Upgrade & Replace - 2018	CW S2	04	200	0	O	0	0	200	0	200	c) 0	0	200	0	0	0	0	0	0	200
2 13	FSD - Fuel Site Closure, Upgrade & Replace - 2019	CW S4	03	300	0	0	O	0	300	0	300	c) (0	300	0	0	0	0	0	0	300
	Sub-total			1,190	0	C	O	0	1,190	0	1,190	0	0	0	1,190	0	0	0	0	0	0	1,190
FLT906593	Arena Boards - Replacement of Ice Resurfac	<u>ers</u>																				
2 15	Arena - Vehicle/Equipment Purchase - 2018	CW S2	03	108	0	0	0	0	108	0	108	c	0 0	0	108	0	0	0	0	0	0	108
2 16	Arena - Vehicle/Equipment Purchase - 2019	CW S4	03	0	107	O	O	0	107	0	107	c) 0	0	107	0	0	0	0	0	0	107
	Sub-total			108	107	0	0	0	215	0	215	0	0	0	215	0	0	0	0	0	0	215
FLT906672	Green Fleet Plan																					

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Gross Expenditures (\$000's)

		Curre	nt and Fu	ture Year	Cash Flor	v Commitm	ents			Cur	rent and Fu	iture Year	Cash Flo	w Commi	tments F	inanced	Ву		
<u>Sub- Project No. Project Name</u> PrioritySubProj No. Sub-project Name Ward Stat. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal [Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Deb Recove Debt		Total Financing
FLT906672 Green Fleet Plan																			
2 11 FSD - Green Fleet Plan - 2015 CW S2 02	3	0	0	0	0	3	0	3	c	0	0	3	0	0	0	0	0	0	3
2 12 FSD - Green Fleet Plan - 2016 CW S2 02	12	0	0	0	0	12	0	12	С	0	0	12	0	0	0	0	0	0	12
2 14 FSD - Green Fleet Plan - 2018 CW S2 02	240	0	0	0	0	240	0	240	c	0	0	240	0	0	0	0	0	0	240
2 15 FSD - Green Fleet Plan - 2019 CW S4 02	100	100	0	0	0	200	0	200	С	0	0	200	0	0	0	0	0	0	200
Sub-total	355	100	0	0	0	455	0	455	0	0	0	455	0	0	0) 0	0	0	455
FLT906862 Fleet Services - Fleet Replacement																			
2 12 FSD - Vehicle/Equipment Purchase - 2017 CW S2 03	243	0	0	0	0	243	0	243	С	0	0	243	0	0	0	0	0	0	243
2 13 FSD - Vehicle/Equipment Purchase - 2018 CW S2 03	74	0	0	0	0	74	0	74	С	0	0	74	0	0	0	0	0	0	74
2 14 FSD - Vehicle/Equipment Purchase - 2019 CW S4 03	100	140	0	0	0	240	0	240	c	0	0	240	0	0	0	0	0	0	240
Sub-total	417	140	0	0	0	557	0	557	0	0	0	557	0	0	0) 0	0	0	557
FLT906863 Facilities Mgmt & Real Estate - Fleet Replacemer																			
2 12 FA - Vehicle/Equipment Purchase - 2017 CW S2 03	1,481	0	0	0	0	1,481	0	1,481	c	0	0	1,481	0	0	0	0	0	0	1,481
2 13 FA - Vehicle/Equipment Purchase - 2018 CW S2 03	577	0	0	0	0	577	0	577	c	0	0	577	0	0	0	0	0	0	577
2 14 FA - Vehicle/Equipment Purchase - 2019 CW S4 03	273	539	0	0	0	812	0	812	c	0	0	812	0	0	0	0	0	0	812
Sub-total	2,331	539	0	0	0	2,870	0	2,870	0	0	0	2,870	0	0	0) 0	0	0	2,870
FLT906864 Clerks - Fleet Replacement																			
2 12 Clerks - Vehicle/Equipment Purchase - 2017 CW S2 03	11	0	0	0	0	11	0	11	С	0	0	11	0	0	0	0	0	0	11
Sub-total	11	0	0	0	0	11	0	11	0	0	0	11	0	0	0) 0	0	0	11
FLT906865 Toronto Water - Fleet Replacement																			
2 11 TW - Vehicle/Eqipment Purchases - 2016 CW S2 03	12	0	0	0	0	12	0	12	С	0	0	12	0	0	0	0	0	0	12
2 12 TW - Vehicle/Equipment Purchase - 2017 CW S2 03	4,751	0	0	0	0	4,751	0	4,751	c	0	0	4,751	0	0	0	0	0	0	4,751
2 13 TW - Vehicle/Equipment Purchase - 2018 CW S2 03	4,995	0	0	0	0	4,995	0	4,995	c	0	0	4,995	0	0	0	0	0	0	4,995
2 14 TW - Vehicle/Equipment Purchase - 2019 CW S4 03	920	9,599	1,170	0	0	11,689	0	11,689	c	0	0	11,689	0	0	0	0	0	0	11,689
0 23 TW - Vehicle/Equipment Purch - 2018 CW S2 03 Pre-approved	997	0	0	0	0	997	0	997	c	0	0	997	0	0	0	0	0	0	997
0 26 TW - Vehicle/Equipment Purchase - 2018 - CW S3 03 pre chang	-997	0	0	0	0	-997	0	-997	C	0	0	-997	0	0	0	0	0	0	-997

CITY OF TORONTO

Gross Expenditures (\$000's)

			Curre	ent and Fu	ture Year	Cash Flo	w Commitn	nents			Cur	rent and Fu	ture Year	Cash Flow	Commitme	nts F	inanced B	у		
	oject No. Project Name bProj No. Sub-project Name Ward Stat. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal (Development Charges	Reserves	Reserve Funds C	Capital from current Oth	ner 1	Other2 E	Debt Recovera ebt		Total Financing
FLT906865	Toronto Water - Fleet Replacement																			
0 27	TW - Vehicle/Equipment Purchase - 2017 - CW S3 03 change	-1,986	0	0	0	0	-1,986	0	-1,986	0	0	0	-1,986	0	0	0	0	0	0	-1,986
0 28	TW - Vehicle/Equipment Purchase - 2018 - CW S3 03 change	-2,200	1,200	0	0	0	-1,000	0	-1,000	0	0	0	-1,000	0	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	0	18,461
FLT907266	EDCT - Fleet Replacement																			
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	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	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	0	46
	Sub-total	71	0	0	0	0	71	0	71	0	0	0	71	0	0	0	0	0	0	71
FLT907268	Toronto Building - Fleet Replacement																			
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	0	112
	Sub-total	112	0	0	0	0	112	0	112	0	0	0	112	0	0	0	0	0	0	112
FLT907271	Shelter, Support & Housing Admin-Fleet Replace																			
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	0	71
	Sub-total	71	0	0	0	0	71	0	71	0	0	0	71	0	0	0	0	0	0	71
FLT907272	Fleet Mgt System & Fuel System Integration																			
2 8	FSD - Mgt System & Fuel System Integration CW S2 04 - 2015	966	0	0	0	0	966	0	966	0	0	0	966	0	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	0	966
FLT907602	Information & Technology - Fleet Replacement																			
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	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	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	0	11
	Sub-total	18	0	0	0	0	18	0	18	0	0	0	18	0	0	0	0	0	0	18
FLT907912	Toronto Community Housing Corp Fleet Replace																		十	
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	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	0	1,468

Gross Expenditures (\$000's)

Fleet Se	rvices																						
						Curre	ent and F	uture Yea	r Cash Flo	w Commitn	nents			Cui	rrent and Fu	ture Year	Cash Flow	Commit	ments F	inanced	Ву		
	bProj No. Sub-project Name	Ward S	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves		apital from urrent (Other 1	Other2		ebt - overable	Total Financing
FLT907912	Toronto Community Housing Corp Fleet	Replace																				İ	
1 7	TCHC - Vehicle/Equipment Purchase - 20	19 CW	S4	03	463	778	0	0	0	1,241	0	1,241	0	0	0	1,241	0	0	0	0	0	0	1,241
	Sub-total				1,939	778	0	0	0	2,717	0	2,717	0	0	0	2,717	0	0	0	0	0	0	2,717
FLT908479	Fleet - Garage Security																						
0 2	FSD - Garage Security - 2019	CW	S4	01	0	105	0	0	0	105	0	105	o	0	0	105	0	0	0	0	0	0	105
	Sub-total			1	0	105	0	0	0	105	0	105	0	0	0	105	0	0	0	0	0	0	105
FLT908481	Fleet - Tools & Equipment																						
0 1	FSD - Tools & Equipment - 2018	CW	S2	03	262	0	0	0	0	262	0	262	0	0	0	262	0	0	0	0	0	0	262
0 2	FSD - Tools & Equipment - 2019	CW	S4	03	268	0	0	0	0	268	0	268	О	0	0	268	0	0	0	0	0	0	268
0 11	FSD - Fleet Tools & Equipment - 2017	CW	S2	03	79	0	0	0	0	79	0	79	0	0	0	79	0	0	0	0	0	0	79
	Sub-total				609	0	0	0) 0	609	0	609	0	0	0	609	0	0	0	0	0	0	609
FLT908534	Fleet - At-large Purchase																						
0 1	FSD - At-large Purchase - 2018	CW	S2	03	1,140	0	0	0	0	1,140	0	1,140	О	0	0	1,140	0	0	0	0	0	0	1,140
0 2	FSD - At-large Purchase - 2019	CW	S4	03	40	0	0	0	0	40	0	40	О	0	0	40	0	0	0	0	0	0	40
	Sub-total				1,180	0	0	0	0	1,180	0	1,180	0	0	0	1,180	0	0	0	0	0	0	1,180
FLT908595	Car Share Technology on City Vehicles																						
0 1	FSD - Car Share Technology on City Vehicles - 2019	CW	S4	04	105	0	0	0	0	105	0	105	o	0	0	105	0	0	0	0	0	0	105
	Sub-total				105	0	0	0) 0	105	0	105	0	0	0	105	0	0	0	0	0	0	105
FLT908596	Biodiesel Pilot Project																						
0 1	FSD - Biodiesel Pilot Project - 2018	CW	S2	04	67	0	0	0	0	67	0	67	o	0	0	67	0	0	0	0	0	0	67
	Sub-total				67	0	0	0	0	67	0	67	0	0	0	67	0	0	0	0	0	0	67
FLT908623	Sustainment of Fleet & Fuel System Intred	gration																					
0 1	FSD - Sust. of Fleet & Fuel Sys. Intregration-2019	CW	S4	04	243	278	190	0	0	711	0	711	О	0	0	711	0	0	0	0	0	0	711
	Sub-total				243	278	190	0	0	711	0	711	0	0	0	711	0	0	0	0	0	0	711
FLT908624	Fleet Office Modernization Plan - 2019																						
0 1	FSD - Fleet Office Modernization Plan - 2019	CW	S4	03	150	0	0	0	0	150	0	150	0	0	0	150	0	0	0	0	0	0	150
	Sub-total				150	0	0	0) 0	150	0	150	0	0	0	150	0	0	0	0	0	0	150
																				_			

CITY OF TORONTO

Gross Expenditures (\$000's)

					Curr	ent and F	uture Year	Cash Flo	w Commitm	ents			Cu	rrent and F	uture Year	Cash Flo	ow Comm	nitments	Financ	ed By		
	<u>ject No.</u> <u>Project Name</u> pProj No. Sub-project Name	Ward S	Stat. Ca	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	1 Othe	r2 De	Debt - Recoverablebt	e Total Financii
FLT908639	Fleet Vendor Portal Management																					
0 1	FSD - Fleet Vendor Management Portal-2019	CW	S4 04	392	86	0	0	0	478	0	478	c	(0	478	0	()	0	0	0	4
	Sub-total			392	86	0	0	0	478	0	478	0	(0	478	0	()	0	0	0	0 47
FLT908649	MLS At Large Vehicle Purchase																					
0 1	MLS - At Large Vehicle Purchase 2018	CW	S2 01	405	0	0	0	0	405	0	405	c	(0	405	0	()	0	0	0	4
	Sub-total			405	0	0	0	0	405	0	405	0	(0	405	0	()	0	0	0	0 40
FLT908671	Toronto Community Housing Corp At-larg	<u>ıe</u>																				
0 1	TCHC - At-large Purchase - 2018	CW	S2 04	450	0	0	0	0	450	0	450	C	(0	450	0	()	0	0	0	4
	Sub-total			450	0	0	0	0	450	0	450	0	(0	450	0	()	0	0	0	0 45
Total Pr	ogram Expenditure			74,580	41,044	10,487	7,900	0	134,011	0	134,011	0	(0	114,011	20,000	()	0	0	0	0 134,0
-				-																		

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Report 7Ca

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

CITY OF TORONTO

Gross Expenditures (\$000's)

Fleet Services																			
	,	C	urrent and	Future Yea	ar Cash Fl	ow Comr	nitments ar	nd Estimate	s		Curren	nt and Future	Year Ca	sh Flow C	ommitme	nts and	Estimates	Financed By	
Sub- Project No. Project Name Priority SubProj No. Sub-project Name	Ward Stat. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal D Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																			
Reserves (Ind. "XQ" Ref.)		72,580	30,944	10,487	0	0	114,011	0	114,011	0	0	0	114,011	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	20,000	0	(0	0 0	20,000
Total Program Financing		74,580	41,044	10,487	7,900	0	134,011	0	134,011	0	0	0	114,011	20,000	0	(0	0 (134,011

Status Code Description S2

S5

04

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 New (On-going or Phased Projects)

Category Code Description

Health and Safety C01 Legislated C02

03 State of Good Repair C03

Service Improvement and Enhancement C04

Growth Related C05 Reserved Category 1 C06 06 07 Reserved Category 2 C07

Appendix 9

2019 Capital Budget with Financing Detail





Droject/E	Financing			2019					Financ	ina				
Project/F	•	Project Name	Start Date Completion			Federal	Developmt	Reserves	Reserve	Capital	Other 1	Other 2	Debt	Debt -
		. roject name	Date		Grants Subsidies	Subsidy	Charges		Funds	From Current				Recoverable
0 FLT	Г000476	Library - Fleet Replacement												
2	20 TP	L - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2019	907	0	0	0	907	0	0	0	0		0
			Project Sub-total:	907	0	0	0	907	0	0	0	0		0 0
0 FLT	Г000482	Solid Waste - Fleet Replacement												
2		VM - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	8,033	0	0	0	8,033	0	0	0	0		0 0
2		VM - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2019	13,185	0	0	0	13,185	0	0	0	0		0
2		VM - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2020		0	0	0	190	0	0	0	0		0
		and the first section of the section	Project Sub-total:	21,408	0	0	0	21,408	0	0	0	0		0 0
0 FLT	Г000483	Engineering & Construction Serv Fleet Replacemer	nt											
<u>v</u> <u>121</u> 2		CS - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	165	0	0	0	165	0	0	0	0		0 0
_	10 20	Veriloid/Equipment Furdhase 2017	Project Sub-total:	165	0	0	0	165	0	0	0	0		0 0
0 FI T	F000404	Transportation Float Danissonant	i roject oub total.					100						
_	<u>000484</u>	Transportation-Fleet Replacement	04 04 004 7 40 04 004 0	0.007	0			0.007				•		
0		-Vehicle/Equipment Purchase - 2018 Pre-approved	01/01/2017 12/31/2018		0	0	0	3,367	0	0	0	0		0
0		- 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		- Vehicle/Equipment Purchase - 2018	06/11/2017 12/31/2019	2,280	0	0	0	2,280	0	0	0	0		0
0		- Vehicle/Equipment Purchase - 2014-change	01/01/2014 12/31/2018		0	0	0	-1,000	0	0	0	0		0 0
0		- Vehicle/Equipment Purchase - 2015-change	01/01/2015 12/31/2018 01/01/2016 12/31/2018	· ·	0	0	0	-1,500	0	0	0	0		0 0
0		- Vehicle/Equipment Purchase - 2016-change - Vehicle/Equipment Purchase - 2017-change	01/01/2016 12/31/2018	-2,000 -989	0	0	0	-2,000 -989	0	0	0	0		0 0
0		- Vehicle/Equipment Purchase - 2017-change	01/01/2017 12/31/2018	-2,280	0	0	0	-2,280	0	0	0	0		0 0
2		- Vehicle/Equipment Purchase - 2014	01/01/2014 12/31/2014	1,000	0	0	0	1,000	0	0	0	0		0 0
2		- Vehicle/Equipment Purchase - 2015	01/01/2014 12/31/2014		0	0	0	1,500	0	0	0	0		0 0
2		- Vehicle/Equipment Purchase - 2016	01/01/2016 12/31/2016		0	0	0	2,000	0	0	0	0		0 0
2		- Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	1,361	0	0	0	1,361	0	0	0	0		0
2		- Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2020	830	0	0	0	830	0	0	0	0		0
_	2	Vollidio, Equipment Fulcinado Edito	Project Sub-total:	6,569	0	0	0	4,569	2,000	0		0		0 0
0 ELT	Г000486	TDC Float Danissament	i rojou oub totan	0,000				.,000						
		TPS-Fleet Replacement	04/04/004040/04/0040	97	0	0	0	0.7	0	0	0	0		0
2 2		S - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018 01/01/2019 12/31/2019	4,807	0	0	0	97	0	0	0	0		
2	21 17	S - Vehicle/Equipment Purchase - 2019		·	0	0		4,807				0		0 0
			Project Sub-total:	4,904	0	0	0	4,904	0	0	0	0		0
	<u>Г000489</u>	Zoo-Fleet Replacement												
2		o - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	146		0	0	146	0	0	0	0		0
2	20 Zo	o - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018	350	0	0	0	350	0	0	0	0		0 0



(Phase 2) 28-Fleet Services

CITY OF TORONTO

Project/Financing			2019					Financ	ina				
Priority Project	Project Name	Start Date Completion		Provincial	Federal		Reserves	Reserve	Capital	Other 1	Other 2	Debt	Debt -
Thomas Troject	1 Toject Name	Date		Grants Subsidies	Subsidy	Charges		Funds	From Current				Recoverable
0 FLT000489	Zoo-Fleet Replacement						"			,	,		
2 21 Zo	o - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	380	0	0	0	380	0	0	0	0	(0
		Project Sub-total:	876	0	0	0	876	0	0	0	0	(0 0
0 FLT000491	Exhibition Place - Fleet Replacement												
2 19 Ex	- Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	32	0	0	0	32	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
		Project Sub-total:	632	0	0	0	632	0	0	0	0	(0
0 FLT000492	Fleet Replacement - Insurance Contingency												
2 19 FS	D - Insurance Contingency - 2018	01/01/2018 12/31/2018	150	0	0	0	150	0	0	0	0	(0
2 20 FS	D - Insurance Contingency - 2019	01/01/2019 12/31/2019	135	0	0	0	135	0	0	0	0	(0
		Project Sub-total:	285	0	0	0	285	0	0	0	0	(0
0 FLT906593	Arena Boards - Replacement of Ice Resurfacers												
2 15 Ar	ena - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2019	108	0	0	0	108	0	0	0	0	(0
		Project Sub-total:	108	0	0	0	108	0	0	0	0	(0 0
0 FLT906865	Toronto Water - Fleet Replacement												
<u> </u>	V - Vehicle/Equipment Purch - 2018 Pre-approved	01/01/2017 12/31/2018	997	0	0	0	997	0	0	0	0	(0
0 26 TV	V - Vehicle/Equipment Purchase - 2018 - pre chang	08/24/2018 12/31/2018	-997	0	0	0	-997	0	0	0	0	(0
0 27 TV	V - Vehicle/Equipment Purchase - 2017 - change	01/01/2017 12/31/2019	-1,986	0	0	0	-1,986	0	0	0	0	(0
0 28 TV	V - Vehicle/Equipment Purchase - 2018 - change	01/01/2018 12/31/2020	-2,200	0	0	0	-2,200	0	0	0	0	(0
2 11 TV	V - Vehicle/Eqipment Purchases - 2016	01/01/2016 12/31/2016	12	0	0	0	12	0	0	0	0	(0
2 12 TV	V - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	4,751	0	0	0	4,751	0	0	0	0	(0
	V - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2019	4,995	0	0	0	4,995	0	0	0	0	(0
2 14 TV	V - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2020	920	0	0	0	920	0	0	0	0	(0
		Project Sub-total:	6,492	0	0	0	6,492	0	0	0	0	(0
0 FLT907266	EDCT - Fleet Replacement												
2 10 ED	OCT - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	5	0	0	0	5	0	0	0	0	(0
2 11 ED	OCT - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018	20	0	0	0	20	0	0	0	0	(0
2 12 ED	OCT - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	46	0	0	0	46	0	0	0	0	(0
		Project Sub-total:	71	0	0	0	71	0	0	0	0	(0
<u>0</u> <u>FLT907268</u>	Toronto Building - Fleet Replacement												
2 12 BL	- Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	112	0	0	0	112	0	0	0	0	(0
		Project Sub-total:	112	0	0	0	112	0	0	0	0	(0



(Phase 2) 28-Fleet Services

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Project/Financing			2019					Financ	ina				
Priority Project	Project Name	Start Date Completion Date		Grants	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From	Other 1	Other 2	Debt	Debt - Recoverable
		_		Subsidies					Current				
<u>0 FLT907271</u>	Shelter, Support & Housing Admin-Fleet Replacement			_									
2 12 \$5	SHA - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	71	0	0	0	71	0	0	0	0	(
		Project Sub-total:	71	0	0	0	71	0	0	0	0	(0
0 FLT907272	Fleet Mgt System & Fuel System Integration												
2 8 FS	D - Mgt System & Fuel System Integration - 2015	01/01/2015 12/31/2015	966	0	0	0	966	0	0	0	0	(0
		Project Sub-total:	966	0	0	0	966	0	0	0	0	(0
0 FLT908481	Fleet - Tools & Equipment												
0 1 FS	D - Tools & Equipment - 2018	06/11/2017 12/31/2018	262	0	0	0	262	0	0	0	0	(0
0 2 FS	D - Tools & Equipment - 2019	01/01/2019 12/31/2019	268	0	0	0	268	0	0	0	0	(0
0 11 FS	D - Fleet Tools & Equipment - 2017	06/23/2017 12/31/2018	79	0	0	0	79	0	0	0	0	(0
		Project Sub-total:	609	0	0	0	609	0	0	0	0	(0
0 FLT908534	Fleet - At-large Purchase												
0 1 FS	ED - At-large Purchase - 2018	08/01/2017 08/01/2017	1,140	0	0	0	1,140	0	0	0	0	(0
0 2 FS	D - At-large Purchase - 2019	08/27/2018 08/27/2018	40	0	0	0	40	0	0	0	0	(0
		Project Sub-total:	1,180	0	0	0	1,180	0	0	0	0	(0
0 FLT908595	Car Share Technology on City Vehicles	·											
	ED - Car Share Technology on City Vehicles - 2019	01/01/2019 12/31/2019	105	0	0	0	105	0	0	0	0	(0
	3, ,	Project Sub-total:	105	0	0	0	105	0	0	0	0	(0
0 FLT908596	Biodiesel Pilot Project	•											
_	D - Biodiesel Pilot Project - 2018	07/01/2018 12/31/2019	67	0	0	0	67	0	0	0	0	(0
0 110	B Blodieser Het Flojeet 2010	Project Sub-total:	67	0	0	0	67	0	0	0	0		
0 FI T000000	Out to improve that Class Of Free Louis Indian months of	i roject oub-totai.	07										
0 FLT908623	Sustainment of Fleet & Fuel System Intregration	04 /04 /004 0 40 /04 /004 0	0.40	0	•		0.40			•		,	
0 1 FS	D - Sust. of Fleet & Fuel Sys. Intregration-2019	01/01/2019 12/31/2019	243		0	0	243	0	0	0	0	(
		Project Sub-total:	243	0	0	0	243	0	0	0	0	(0
<u>0 FLT908624</u>	Fleet Office Modernization Plan - 2019												
0 1 FS	D - Fleet Office Modernization Plan - 2019	01/01/2019 12/31/2019	150	0	0	0	150	0	0	0	0	(
		Project Sub-total:	150	0	0	0	150	0	0	0	0	(0
0 FLT908639	Fleet Vendor Portal Management												
0 1 FS	D - Fleet Vendor Management Portal-2019	01/01/2019 12/31/2020	392	0	0	0	392	0	0	0	0	(0
		Project Sub-total:	392	0	0	0	392	0	0	0	0	(0
0 FLT908649	MLS At Large Vehicle Purchase												



CITY OF TORONTO

Project/Financing	,		Г	2019					Financ	ina				
Priority Project	Project Name	Start Date Com	npletion Ca		Provincial	Federal Subsidy	Developmt	Reserves		Capital From	Other 1	Other 2	Debt	Debt -
	•	l l	Date		Grants Subsidies	Subsidy	Charges		Funas	Current				Recoverable
0 FLT908649	MLS At Large Vehicle Purchase													
0 1 M	LS - At Large Vehicle Purchase 2018	01/01/2018 12/3	31/2019	405	0	0	0	405	0	0	0	0	C	0
		Project Sub-tot	tal:	405	0	0	0	405	0	0	0	0	C	0
0 FLT908671	Toronto Community Housing Corp At-large													
0 1 T	CHC - At-large Purchase - 2018	11/01/2018 12/3	31/2019	450	0	0	0	450	0	0	0	0	C	0
		Project Sub-tot	tal:	450	0	0	0	450	0	0	0	0	C	0
1 FLT000478	Parks, Forestry & Recreation-Fleet Replacement			ĺ										
0 31 P	FR - Vehicle/Euipment Purchase - 2017 Increase	01/01/2017 12/3	31/2019	1,970	0	0	0	1,970	0	0	0	0	C	0
2 19 P	FR - Vehicle/Equipment Purchase - 2017	01/01/2017 12/3	31/2017	462	0	0	0	462	0	0	0	0	C	0
2 20 P	FR - Vehicle/Equipment Purchase - 2018	01/01/2018 12/3	31/2019	8,408	0	0	0	8,408	0	0	0	0	C	0
		Project Sub-tot	tal:	10,840	0	0	0	10,840	0	0	0	0	C	0
1 FLT000481	Municipal Licensing & Standards-Fleet Replacement	<u>nt</u>												
2 20 M	LS - Vehicle/Equipment Purchase - 2018	01/01/2018 12/3	31/2019	9	0	0	0	9	0	0	0	0	C	0
2 21 M	LS - Vehicle/Equipment Purchase - 2019	01/01/2019 12/3	31/2020	106	0	0	0	106	0	0	0	0	C	0
		Project Sub-tot	tal:	115	0	0	0	115	0	0	0	0	C	0
<u>1</u> FLT906279	Fuel Site Closures, Upgrades & Replacement													
2 10 F	SD - Fuel Site Closure, Upgrade & Replace - 2016	01/01/2016 12/3	31/2016	690	0	0	0	690	0	0	0	0	C	0
2 12 F	SD - Fuel Site Closure, Upgrade & Replace - 2018	01/01/2018 12/3	31/2018	200	0	0	0	200	0	0	0	0	C	0
2 13 F	SD - Fuel Site Closure, Upgrade & Replace - 2019	01/01/2019 12/3	31/2019	300	0	0	0	300	0	0	0	0	C	0
		Project Sub-tot	tal:	1,190	0	0	0	1,190	0	0	0	0	C	0
<u>1</u> FLT906672	Green Fleet Plan													
2 11 F	SD - Green Fleet Plan - 2015	01/01/2015 12/3	31/2015	3	0	0	0	3	0	0	0	0	C	0
2 12 F	SD - Green Fleet Plan - 2016	01/01/2016 12/3	31/2016	12	0	0	0	12	0	0	0	0	C	0
2 14 F	SD - Green Fleet Plan - 2018	01/01/2018 12/3	31/2018	240	0	0	0	240	0	0	0	0	C	0
2 15 F	SD - Green Fleet Plan - 2019	01/01/2019 12/3	31/2019	100	0	0	0	100	0	0	0	0	C	0
		Project Sub-tot	tal:	355	0	0	0	355	0	0	0	0	C	0
<u>1</u> <u>FLT906862</u>	Fleet Services - Fleet Replacement													
2 12 F	SD - Vehicle/Equipment Purchase - 2017	01/01/2017 12/3	31/2017	243	0	0	0	243	0	0	0	0	C	0
2 13 F	SD - Vehicle/Equipment Purchase - 2018	01/01/2018 12/3	31/2018	74	0	0	0	74	0	0	0	0	C	0
2 14 F	SD - Vehicle/Equipment Purchase - 2019	01/01/2019 12/3	31/2019	100	0	0	0	100	0	0	0	0	C	0
		Project Sub-tot	tal:	417	0	0	0	417	0	0	0	0	C	0
<u>1</u> FLT906863	Facilities Mgmt & Real Estate - Fleet Replacement													
2 12 F/	A - Vehicle/Equipment Purchase - 2017	01/01/2017 12/3	31/2017	1,481	0	0	0	1,481	0	0	0	0	C	0



CITY OF TORONTO

Project/Finance	cing		2019	1				Financ	ing				
Priority Proje	•	Start Date Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
1 FLT9068	63 Facilities Mgmt & Real Estate - Fleet Replacement												
2 1	3 FA - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2019	577	0	0	0	577	0	0	0	0	(0
2 1	4 FA - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	273	0	0	0	273	0	0	0	0	(0
		Project Sub-total:	2,331	0	0	0	2,331	0	0	0	0	(0
1 FLT9068	64 Clerks - Fleet Replacement			İ									
2 1	2 Clerks - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	11	0	0	0	11	0	0	0	0	(0
	' '	Project Sub-total:	11	0	0	0	11	0	0	0	0	(0
1 FLT9079	12 Toronto Community Housing Corp Fleet Replacen	nent											
1	5 TCHC - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	8	0	0	0	8	0	0	0	0	(0
1	6 TCHC - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2019	1,468	0	0	0	1,468	0	0	0	0	(0
1	7 TCHC - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	463	0	0	0	463	0	0	0	0	(0
		Project Sub-total:	1,939	0	0	0	1,939	0	0	0	0	(0
2 FLT0004	75 Public Health - Fleet Replacement												
2 2	0 PH - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018	31	0	0	0	31	0	0	0	0	(0
2 2	1 PH - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	36	0	0	0	36	0	0	0	0	(0
		Project Sub-total:	67	0	0	0	67	0	0	0	0	(0
2 FLT0004	79 Purchasing & Materials Mgmt- Fleet Replacement												
2 1	9 PMMD - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	5	0	0	0	5	0	0	0	0	(0
2 2	0 PMMD - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018	190	0	0	0	190	0	0	0	0	(0
		Project Sub-total:	195	0	0	0	195	0	0	0	0	(0
2 FLT0004	87 <u>Fire-Fleet Replacement</u>												
2 1	9 Fire - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	6	0	0	0	6	0	0	0	0	(0
2 2	0 Fire - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018	2,726	0	0	0	2,726	0	0	0	0	(0
2 2	1 Fire - Vehicle/Equipment Purchase - 2019	01/01/2019 12/31/2019	7,203	0	0	0	7,203	0	0	0	0	(0
		Project Sub-total:	9,935	0	0	0	9,935	0	0	0	0	(0
2 FLT9076	02 Information & Technology - Fleet Replacement												
0 1	0 IT - Vehicle/Equipment Purchase - 2016	01/01/2016 12/31/2016	1	0	0	0	1	0	0	0	0	(0
0 1	3 IT - Vehicle/Equipment Purchase - 2018	01/01/2018 12/31/2018	11	0	0	0	11	0	0	0	0	(0
2 1	1 IT - Vehicle/Equipment Purchase - 2017	01/01/2017 12/31/2017	6	0	0	0	6	0	0	0	0	(0
		Project Sub-total:	18	0	0	0	18	0	0	0	0	(0
Program Tota	al:		74,580	0	0	0	72,580	2,000	0	0	0	(0

Appendix 10

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

Corporate Reserve / Reserve Funds

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

2019 - 2028 Capital Budget and Plan

Corporate Reserve / Reserve Funds

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve		Projected					Contribut	tions / (Witho	Irawals)				
Fund Name	Project / Sub Project Name	Balance as at	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
(In \$000s)	and Number	Dec 31, 2018 *	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Total
XQ1502	Beginning Balance	2,143	1,902	1,686	858	(295)	(1,285)	(1,694)	(1,617)	(1,504)	(1,679)	(1,708)	
Facilities Mgmt. & Real	Withdrawals (-)												
Estate - Fleet		(373)	(492)	(1,104)	(1,429)	(1,266)	(685)	(199)	(163)	(451)	(305)	(441)	(6,535)
Replacement	Total Withdrawals	(373)	(492)	(1,104)	(1,429)	(1,266)	(685)	(199)	(163)	(451)	(305)	(441)	(6,535)
	Contributions (+)												
		132	276	276	276	276	276	276	276	276	276	276	2,760
	Total Contributions	132	276	276	276	276	276	276	276	276	276	276	2,760
Balance at Year-End		1,902	1,686	858	(295)	(1,285)	(1,694)	(1,617)	(1,504)	(1,679)	(1,708)	(1,873)	

^{*} Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve		Projected					Contribu	tions / (With	drawals)				
Fund Name	Project / Sub Project Name	Balance as at	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
(In \$000s)	and Number	Dec 31, 2018 *	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Total
XQ1504	Beginning Balance	224	135	164	194	223	252	281	310	299	328	114	
City Clerks Office -	Withdrawals (-)												
Fleet Replacement		(107)	-	-	-	-	-	-	(40)	-	(243)	(143)	(426)
	Total Withdrawals	(107)	-					-	(40)		(243)	(143)	(426)
	Contributions (+)												
		18	29	29	29	29	29	29	29	29	29	29	291
	Total Contributions	18	29	29	29	29	29	29	29	29	29	29	291
Balance at Year-End		135	164	194	223	252	281	310	299	328	114	0	

^{*} Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve		Projected					Contribu	tions / (Witho	drawals)				
Fund Name	Project / Sub Project Name	Balance as at	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
(In \$000s)	and Number	Dec 31, 2018 *	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Total
XQ1700	Beginning Balance	921	989	1,031	579	599	741	979	790	1,021	403	745	
Toronto Public Library -	Withdrawals (-)												
Fleet Replacement		(286)	(300)	(794)	(322)	(200)	(104)	(531)	(111)	(960)	-	(793)	(4,115)
	Total Withdrawals	(286)	(300)	(794)	(322)	(200)	(104)	(531)	(111)	(960)	-	(793)	(4,115)
	Contributions (+)												
		354	342	342	342	342	342	342	342	342	342	342	3,420
	Total Contributions	354	342	342	342	342	342	342	342	342	342	342	3,420
Balance at Year-End		989	1,031	579	599	741	979	790	1,021	403	745	294	

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve		Projected					Contribu	tions / (Witho	Irawals)				
Fund Name	Project / Sub Project Name	Balance as at	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
(In \$000s)	and Number	Dec 31, 2018 *	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Total
XQ1705	Beginning Balance	270	257	164	(49)	(162)	(46)	(50)	(58)	(70)	(86)	30	
Arena Boards of	Withdrawals (-)												
Management - Fleet		(112)	(207)	(329)	(229)	-	(120)	(124)	(128)	(132)	-	-	(1,269)
Replacement	Total Withdrawals	(112)	(207)	(329)	(229)	-	(120)	(124)	(128)	(132)	-		(1,269)
	Contributions (+)												
		99	114	116	116	116	116	116	116	116	116	116	1,158
	Total Contributions	99	114	116	116	116	116	116	116	116	116	116	1,158
Balance at Year-End		257	164	(49)	(162)	(46)	(50)	(58)	(70)	(86)	30	146	

^{*} Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve		Projected					Contribu	tions / (With	drawals)				
Fund Name	Project / Sub Project Name	Balance as at	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
(In \$000s)	and Number	Dec 31, 2018 *	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Total
XQ1707	Beginning Balance	920	2,023	1,255	357	787	562	431	323	555	206	429	
Toronto Housing	Withdrawals (-)												
Company - Fleet		(471)	(1,868)	(1,436)	(108)	(763)	(669)	(646)	(306)	(887)	(314)	(432)	(7,429)
Replacement	Total Withdrawals	(471)	(1,868)	(1,436)	(108)	(763)	(669)	(646)	(306)	(887)	(314)	(432)	(7,429)
	Contributions (+)												
		1,574	1,100	538	538	538	538	538	538	538	538	538	5,941
	Total Contributions	1,574	1,100	538	538	538	538	538	538	538	538	538	5,941
Balance at Year-End		2,023	1,255	357	787	562	431	323	555	206	429	535	

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report

Program Specific Reserve / Reserve Funds

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

^{*} Based on 9-month 2018 Reserve Fund Variance Report