

# 2023 Budget Notes

## Fleet Services

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### Description

As the City's fleet asset manager, Fleet Services provides comprehensive fleet, fuel and vehicle energy management services in a safe and efficient manner through the stewardship of 8,000 fleet assets and a network of fuel sites and electric vehicle charging points. Fleet Services enables City divisions and agencies to provide their services and programs to the public in the most effective, efficient, safe and sustainable manner possible.

The City of Toronto has the largest municipal fleet in Canada and one of the most specialized and diverse fleets in North America. Fleet Services is recognized in North America as a centre of excellence in municipal fleet management and as a leader in innovative fleet management and environmental sustainability.

### Why We Do It

**City Divisions, Agencies and Corporations have safe, available, reliable and environmentally sustainable fleet assets to meet their service delivery requirements.**

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

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## What Service We Provide

### **Fleet Management**

**Who We Serve:** All City divisions and multiple City agencies and corporations

**What We Deliver:** A full-range of fleet and asset lifecycle management services for City Divisions, Agencies and Corporations including: fleet planning, procurement, design and engineering, maintenance, safety, training and compliance management to support divisional operations and comply with legislative and safety requirements.

**How Much Resources (gross 2023 operating budget):** \$49.7 million

### **Fuel and Energy Management**

**Who We Serve:** All City divisions and many agencies and corporations

**What We Deliver:** Complete fuel supply chain and service delivery management to support client operations through city-owned fuel sites while maintaining safe, economical and reliable access to the City's fuel supply. Provide a network of e-vehicle charging points at municipal facilities that supports the City's transition to zero-emission vehicles (ZEVs), with target number of 1,200 charge ports by 2025.

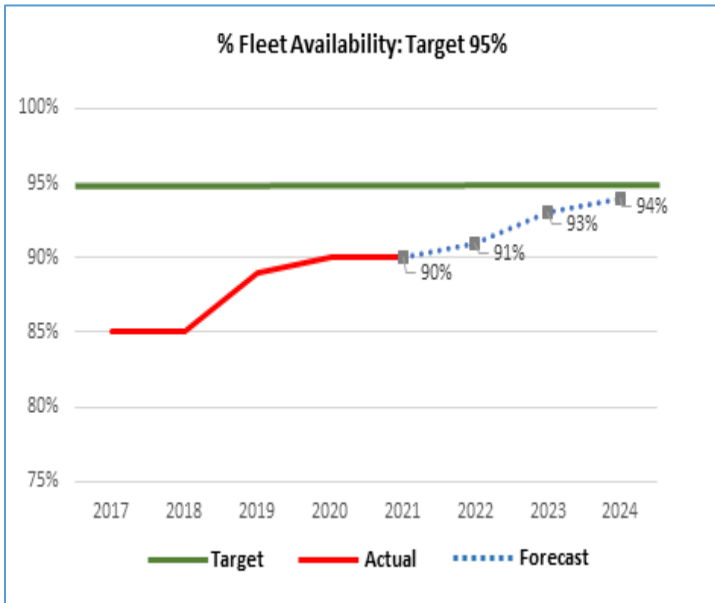
**How Much Resources (gross 2023 operating budget):** \$23.7 million

## Budget at a Glance\*

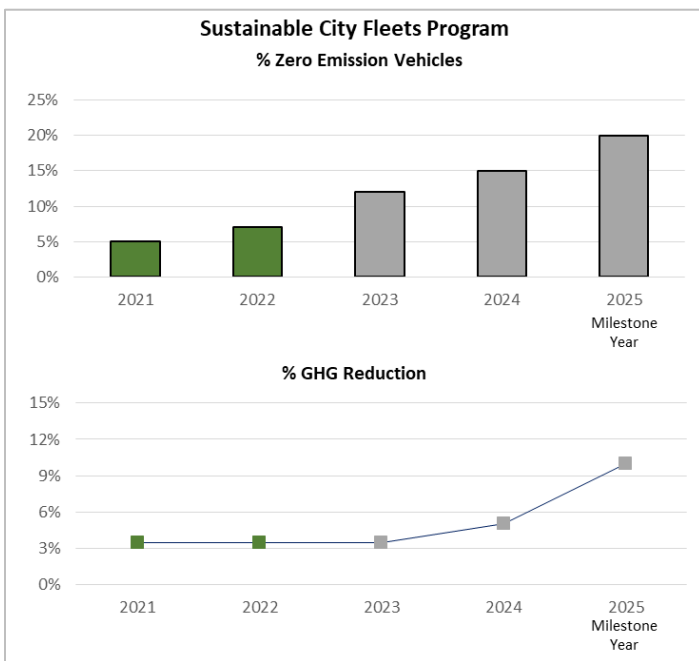
2023 OPERATING BUDGET			
<u>\$Million</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$40.8	\$41.5	\$42.1
Gross Expenditures	\$73.4	\$77.0	\$79.4
Net Expenditures	\$32.6	\$35.5	\$37.3
Approved Positions	206	206	206

2023 - 2032 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2023</u>	<u>2024-2032</u>	<u>Total</u>
Gross Expenditures	\$130.0	\$985.0	\$1,114.9
Debt	\$0.0	\$32.5	\$32.5
Note: Includes 2022 carry forward funding			

## How Well We Are Doing – Behind the Numbers



- To reach the targeted level of 95% Fleet Availability, Fleet Services continues:
  1. Focus on attracting and retaining staff, especially those in skilled trades
  2. Ensure that the right parts are in inventory at the right place and time when needed for repair of a vehicle
  3. Check that contracts are appropriately leveraged and managed to balance capacity and capability of internal operations
  4. Provide timely data to City divisions related to operator error and providing operator re-training if needed
  5. Make additional investments in capital to ensure that vehicles are being replaced on time



- City Fleet's climate mitigation and adaptation strategies and actions have been recognized for their successes and as examples of effective local leadership on climate action. To-date, we have eliminated approximately 181 metric kilotons of greenhouse gas emissions, a 40% reduction from 1990 levels.
- 7% of current City Fleet vehicles are zero-emission vehicles. Replacements of non-specialized light duty vehicles are with electric equivalents and there is significant engineering and operational evaluation work underway in partnership with the industry with a focus on the heavy duty fleet, e.g., large vehicles that provide public service like garbage collection vehicles.
- Fleet Services is undertaking a major expansion of City's corporate electric vehicle (EV) charging infrastructure to enable and support accelerated transition of City Fleets to zero-emission vehicles (ZEV).
- The expanded City of Toronto corporate EV charging station network currently has 130 charge ports available at 67 City sites. It is expected to have 270 charge ports available by the end of 2023, and 700 charge ports by 2025 at more than 100 City locations.

## How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
<b>Outcome Measures</b>								
<b>Fleet Safety</b>	MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating *	31%	35%	35%	35%	●	35%	35%
<b>Fleet Replacement Program</b>	% of fleet replaced on time (fleet assets replaced once end of useful life is reached)	N/A	N/A	90%	89%	●	90%	90%
<b>Fleet Replacement Program</b>	% SOGR Backlog Reduction	N/A	N/A	5%	5%	●	5%	5%
<b>Fleet Maintenance</b>	Preventative Maintenance Program Compliance	56%	67%	80%	80%	●	94%	94%
<b>Fleet Maintenance</b>	Cost / kilometre for light duty vehicles	\$0.22	\$0.26	\$0.28	\$0.27	●	\$0.30	\$0.32
<b>Fleet Maintenance</b>	% Preventive maintenance***	63%	62%	70%	63%	●	70%	70%
<b>Fleet Maintenance – Parts Availability</b>	% of parts filled in 1 hour	N/A	N/A	85%	80%	●	88%	90%
<b>Service Level Measures</b>								
<b>Fleet Management</b>	% Fleet Availability	90%	90%	95%	91%	●	95%	95%
<b>Sustainable City Fleets Program</b>	% Zero Emission Vehicles**	N/A	5%	7%	7%	●	12%	15%
<b>Sustainable City Fleets Program</b>	% GHG Reduction	N/A	1%	3.8%	3.5%	●	3.5%	5%

\*The CVOR system monitors an operator's safety record, obligating the City to adhere to driver safety requirements/certifications, maintain the mechanical safety condition of vehicles, and keep required records on file. The industry best practice is to maintain a minimum 30% CVOR  
 Note: To improve measures; Age needs to decrease, CVOR needs to decrease, Cost/KM needs to decrease, Preventive Maintenance needs to increase, and Fleet availability needs to increase.

\*\*The percentage of Zero Emission Vehicles (ZEV) constitutes the target that will bring us to 20% goal by 2025, which is an official milestone year.

\*\*\*The industry best practice is to maintain a targeted achievement of 70% preventive maintenance.

N/A – Either no data available yet or was not tracked at that point of time.

### 2022 Projection to 2022 Target Comparison

● 80% - 100%      ● 64 - 79%      ● 63% and Under

## COVID 19 IMPACT AND RECOVERY

### 2023 Impact and Recovery

#### Operating Budget Impact

- Increased costs are expected for the following:
  - \$0.2 million for rental vehicles and fuel required to support public health activities related to the pandemic.

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#### Service Level Changes

- No impact
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- **Talent** – Despite a very competitive market, Fleet has had record number of hires in all functions in the division. Working with union partners, we continue to focus on the systemic issues that impact our ability to attract and retain skilled trades.
- **Data** – Enabled by telematics, we have expanded the use of data to drive operational performance in fleet operations, improving our ability to be effective asset managers. We are also supporting our clients to leverage data that supports continuous improvement, including metrics related to asset utilization, preventative maintenance compliance and operator error.
- **Parts** – Working with our contract partners, we have significantly increased the availability of parts to support our internal operations.
- **Sustainability** - Fleet Services has contributed to the overall reduction of greenhouse gas (GHG) emissions achieved by the City's Fleets through the use of electric and hybrid vehicles, anti-idling devices, the use of renewable natural gas in heavy duty vehicles, right sizing vehicles, among other actions.

### Key Challenges and Risks

- **Talent** – Due to a significant shortage of talent in the skilled trades, Fleet is challenged with attracting and retaining mechanics that support our internal operations.
- **State of good repair (SOGR)** – Reducing the significant SOGR backlog is challenged by City division funding prioritization for fleet asset replacements and reduced supply of new vehicles due to worldwide supply chain issues. These realities increase the backlog, increase maintenance costs and lower fleet availability, resulting in a higher total cost of ownership.
- **Sustainability** - Ability to meet Net-Zero emission target by 2040 requires significant investments in the capital program to support higher cost zero-emission vehicles and the needed charging infrastructure, as well as close partnerships with the industry to evaluate zero emission vehicle solutions.
- **Cost pressures** – Driven by high rates of inflation, we are experiencing severe pressure due to significantly higher fuel, parts and contract costs.

### Priority Actions

- **Talent** – Partnering with union partners to address the systemic issues impacting our ability to attract skilled trades to Fleet Services. Investments in succession planning, training and education will improve talent retention.
- **Right size the fleet** – With a focus on fleet planning and using a data driven approach, ensure that the City has the fleet assets it needs to provide services to the public and maximize the utilization of those assets. We need to continue to remove assets that are no longer needed based on their utilization and share assets across City districts and programs.
- **Sustainability** - Implement and accelerate our Sustainable Fleets Plan to meet GHG emission reduction targets and service levels by 2040, including accelerating the electric vehicle charging station network and the conversion of light duty vehicles to electric vehicles.
- **Modernizing Service Delivery** - Using telematics to transform our approach to fleet asset management including safe operation, preventative maintenance and asset utilization. We need to continue to expand the use of data to drive the right actions to improve our operational performance and cost effectiveness.

**TABLED BUDGET**

The City Manager and Chief Financial Officer and Treasurer have tabled:

1. The 2023 Operating Budget for Fleet Services of \$73.399 million gross, \$40.833 million revenue and \$32.565 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Fleet Management	49,688.8	24,937.9	24,750.9
Fuel/Energy Management	23,710.2	15,895.7	7,814.6
<b>Total Program Budget</b>	<b>73,399.0</b>	<b>40,833.6</b>	<b>32,565.5</b>

- The above includes a 2023 budgeted staff complement for Fleet Services of 206.0 positions comprised of 206.0 operating positions.
2. The 2023 Capital Budget for Fleet Services with cash flows and future year commitments totaling \$397.218 million as detailed by project in [Appendix 6a](#).
  3. The 2024-2032 Capital Plan for Fleet Services totalling \$717.700 million in project estimates as detailed by project in [Appendix 6b](#).

# **2023 OPERATING BUDGET**



## 2023 OPERATING BUDGET OVERVIEW

**Table 1: 2023 Operating Budget by Service**

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Fleet Management	21,088.8	21,448.8	20,328.8	24,937.9		24,937.9	4,609.1	22.7%
Fuel/Energy Management	10,081.9	12,435.3	11,135.7	15,895.7		15,895.7	4,760.0	42.7%
<b>Total Revenues</b>	<b>31,170.7</b>	<b>33,884.0</b>	<b>31,464.5</b>	<b>40,833.6</b>		<b>40,833.6</b>	<b>9,369.1</b>	<b>29.8%</b>
<b>Expenditures</b>								
Fleet Management	41,519.1	44,704.6	47,312.0	49,139.3	500.2	49,639.6	2,327.6	4.9%
Fuel/Energy Management	17,179.0	18,382.1	21,794.8	23,570.3	189.2	23,759.5	1,964.7	9.0%
<b>Total Gross Expenditures</b>	<b>58,698.1</b>	<b>63,086.7</b>	<b>69,106.8</b>	<b>72,709.6</b>	<b>689.4</b>	<b>73,399.0</b>	<b>4,292.3</b>	<b>6.2%</b>
<b>Net Expenditures (including COVID-19)</b>	<b>27,527.4</b>	<b>29,202.7</b>	<b>37,642.3</b>	<b>31,876.1</b>	<b>689.4</b>	<b>32,565.5</b>	<b>(5,076.8)</b>	<b>(13.5%)</b>
<b>Required COVID-19 Support</b>	<b>2,849.0</b>	<b>2,922.0</b>	<b>787.0</b>	<b>156.0</b>		<b>156.0</b>	<b>(631.0)</b>	<b>(80.2%)</b>
<b>Net Budget (excluding COVID-19 supports)</b>	<b>24,678.4</b>	<b>26,280.7</b>	<b>36,855.3</b>	<b>31,720.1</b>	<b>689.4</b>	<b>32,409.5</b>	<b>(4,445.8)</b>	<b>(12.1%)</b>
<b>Approved Positions**</b>	<b>208.0</b>	<b>206.0</b>	<b>N/A</b>	<b>206.0</b>		<b>206.0</b>	<b>N/A</b>	<b>N/A</b>

\* 2022 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

The 2023 Net Budget of \$32.566 million reflects a \$5.077 million or 13.5% decrease from 2022 projections comprised of:

- \$0.631 million or 80.2% net decrease in expected COVID-19 impacts; and
- \$4.446 million or 12.1% decrease in the 2023 Net Budget (excluding COVID-19) compared to 2022 projections.

### KEY COST DRIVERS – FUNDING PRIORITIES

**Total 2023 Budget** expenditures of \$73.399 million gross reflect an increase of \$4.292 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Implementing the division's hiring plan, particularly in the skilled trades supporting internal operations in order to improve fleet availability, preventative maintenance compliance and maintain lowest total cost of ownership of the City's fleet;
- Vehicle rental services resulting from lifting of COVID-19 physical distancing requirements;
- Higher prices due to non-salary inflation for parts, labour and maintenance contracts; and especially in fuel that has seen significant inflationary increases; and
- Increased reserve contributions to replenish fleet reserve balances to fund needed vehicle replacements to support operations, enable City Fleets to become carbon-neutral by 2040, and implement vehicular onboard communication services (telematics) solution.

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Fleet Service's 2023 Operating Budget do not have any significant equity impacts.

**2023 OPERATING BUDGET KEY DRIVERS**

The 2023 Operating Budget for Fleet Services of \$73.399 million is \$4.292 million gross or 6.2% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

**Table 2: 2023 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Transfers From Capital	523.2	259.2	418.4	1,194.0	1,635.4	441.4	37.0%
Sundry and Other Revenues	6,180.3	6,406.0	7,238.0	6,113.4	8,929.7	2,816.3	46.1%
Inter-Divisional Recoveries	23,715.8	24,505.5	26,227.5	24,157.1	30,268.5	6,111.4	25.3%
<b>Total Revenues</b>	<b>30,419.3</b>	<b>31,170.7</b>	<b>33,884.0</b>	<b>31,464.5</b>	<b>40,833.6</b>	<b>9,369.1</b>	<b>29.8%</b>
Salaries and Benefits	16,485.0	18,721.9	19,910.3	20,717.8	24,621.9	3,904.1	18.8%
Materials & Supplies	21,356.4	26,541.0	28,431.0	34,060.8	34,009.7	(51.2)	(0.2%)
Equipment	160.6	158.3	159.2	166.9	197.0	30.0	18.0%
Service and Rent	13,299.0	12,293.9	12,937.4	12,511.2	11,864.5	(646.7)	(5.2%)
Contribution To Reserves/Reserve Funds	2,407.9	983.0	1,648.8	1,648.8	2,706.0	1,057.2	64.1%
Inter-Divisional Charges	102.3			1.2		(1.2)	(100.0%)
<b>Total Gross Expenditures</b>	<b>53,811.2</b>	<b>58,698.1</b>	<b>63,086.7</b>	<b>69,106.8</b>	<b>73,399.0</b>	<b>4,292.3</b>	<b>6.2%</b>
<b>Net Expenditures</b>	<b>23,391.9</b>	<b>27,527.4</b>	<b>29,202.7</b>	<b>37,642.3</b>	<b>32,565.5</b>	<b>(5,076.8)</b>	<b>(13.5%)</b>

\*Projection based on 9 Month Variance

**Key Base Drivers:****Salaries & Benefits:**

Continued focus to fill vacant positions, particularly those in the skilled trades supporting internal operations in order to improve fleet availability, preventative maintenance compliance and maintain lowest total cost of ownership of the City's fleet.

**Services and Rents:**

Lower number of rental vehicles required due to lifting of COVID-19 physical distancing requirements in city vehicles allowing for higher occupancy rates.

**Materials and Supplies:**

Higher fuel, parts and contract costs as a result of expected higher inflation rates.

**Contributions to Reserves:**

Increase to meet SOGR requirements internal to Fleet Services and delivery of capital projects to modernize service delivery.

**Other Revenue Changes:**

Higher expected revenues from increased recovery rates and increase supply of services with major clients and agencies due to inflationary impacts.

**Offsets and Efficiencies:**

**Right sizing the fleet** – Removal of over 200 underutilized non-specialized light duty vehicles and a reduction in the use of external rental vehicles.

**Maintenance operations** – Reduction of management and support roles by consolidating smaller operations as part of operational footprint rationalization.

**Elimination of redundant operator testing** – Re-focusing of fleet safety team on critical fleet assets.

**Line by line savings** – Generated from reducing outlook on fuel price and reduction from provincial requirements on light duty licence plate renewal requirements.

**New and Enhanced Service Priorities:**

Support Parks, Forestry and Recreation's operations and procedures to conduct service improvements at City parks earlier in the spring of 2023.

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**Note:**

1. For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures, [Appendix 3](#) for a more detailed listing and descriptions of the 2023 Service Changes and [Appendix 4](#) for the 2023 New and Enhanced Service Priorities, respectively.

**2024 & 2025 OUTLOOKS****Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
<b>Revenues</b>			
Revenue Changes		708.8	557.4
<b>Total Revenues</b>	<b>40,833.6</b>	<b>708.8</b>	<b>557.4</b>
<b>Gross Expenditures</b>			
Salaries and Benefits		591.8	(90.0)
Inflationary Impacts		2,460.5	2,487.3
COVID-19 Expenditure Impacts		(156.0)	
Reserve Contribution Replenishment		500.0	(0.7)
Other Expenditures		162.5	25.5
<b>Total Gross Expenditures</b>	<b>73,399.0</b>	<b>3,558.8</b>	<b>2,422.2</b>
<b>Net Expenditures</b>	<b>32,565.5</b>	<b>2,850.0</b>	<b>1,864.8</b>
<b>Approved Positions</b>	<b>206.0</b>	<b>0.0</b>	<b>0.0</b>

**Key drivers**

The 2024 Outlook with total gross expenditures of \$76.958 million reflects an anticipated \$3.559 million or 4.8% increase in gross expenditures above the 2023 Operating Budget; The 2025 Outlook expects a further increase of \$2.422 million or 3.1% above 2024 gross expenditures.

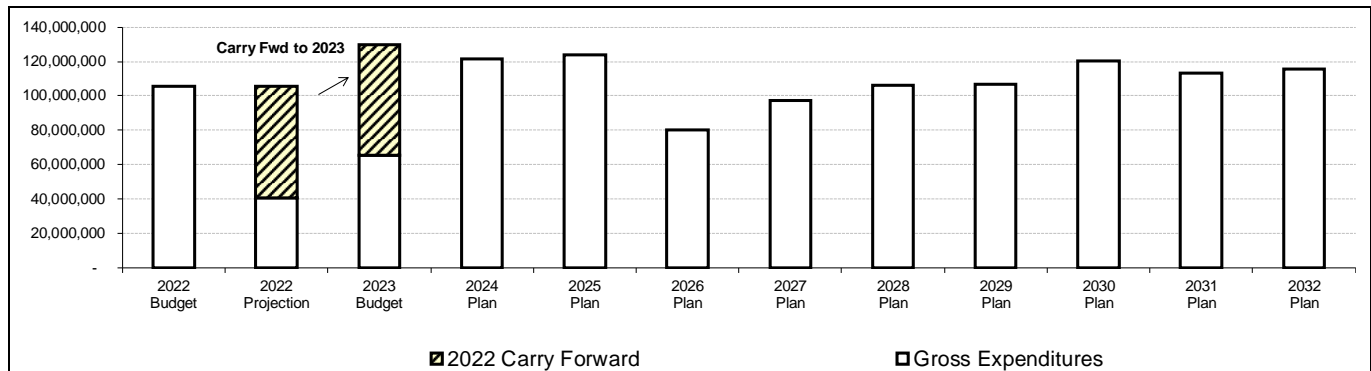
These changes arise from the following:

- Higher fuel, parts and service contracts costs from inflationary impact. (2024 & 2025);
- Reserve contributions increased to fund SOGR requirements internal to Fleet Services (2024 & 2025);
- Annualized impact from increases made to the compensation for skilled trades to be market competitive. (2024 & 2025); and
- Revenues are expected to increase as a result of increased recoveries for service delivery and fuel usage from City Divisions and Agencies (2024 & 2025).

# **2023 – 2032 CAPITAL BUDGET AND PLAN**

**2023 2032 CAPITAL BUDGET & PLAN OVERVIEW**

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



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
	<b>Gross Expenditures by Project Category:</b>												
Health & Safety & Legislated	4,291	2,876	2,326	2,603	1,181	681	591	591	500	500	500	500	9,474
SOGR	100,413	36,983	126,383	118,486	121,926	79,826	96,802	105,494	106,088	120,070	112,649	115,333	1,103,056
Service Improvement & Growth	639	435	1,250	566	572								2,389
<b>Total by Project Category</b>	<b>105,343</b>	<b>40,294</b>	<b>129,959</b>	<b>121,656</b>	<b>123,680</b>	<b>80,507</b>	<b>97,393</b>	<b>106,085</b>	<b>106,588</b>	<b>120,570</b>	<b>113,149</b>	<b>115,333</b>	<b>1,114,918</b>
<b>Financing:</b>													
Debt					32,532								32,532
Reserves/Reserve Funds	105,343	40,294	129,959	121,656	91,148	80,507	97,393	106,085	106,588	120,570	113,149	115,333	1,082,386
<b>Total Financing</b>	<b>105,343</b>	<b>40,294</b>	<b>129,959</b>	<b>121,656</b>	<b>91,148</b>	<b>80,507</b>	<b>97,393</b>	<b>106,085</b>	<b>106,588</b>	<b>120,570</b>	<b>113,149</b>	<b>115,333</b>	<b>1,114,918</b>





Changes to Existing Projects	New Projects	Capital Needs Constraints (\$210.8 Million)
There are no changes to existing projects	There are no new projects	Fleet Services has four unmet project needs over the 10-year planning horizon: <ul style="list-style-type: none"> <li>• EV Premium on Medium/Heavy</li> <li>• Accelerated Charging Infrastructure</li> <li>• Sustainable Fleet Project</li> <li>• Fuel Site Infrastructure</li> </ul>

**Note:**

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively

**2023 – 2032 CAPITAL BUDGET AND PLAN**

**\$1.1 Billion 10-Year Gross Capital Program**

			
<b>A Well-Run City</b>	<b>Financial Sustainability</b>	<b>Keep Toronto Moving / Tackling Climate Change</b>	<b>Housing</b>
<b>\$1,088.3 M 97.6%</b>	<b>\$2.5 M 0.23%</b>	<b>\$9.5 M 0.85%</b>	<b>\$14.6 M 1.31%</b>
Fleet Replacement Programs	Capital Asset Management  Financial Systems Transformation	Sustainable Fleets Plan:  <ul style="list-style-type: none"> <li>• ZEV Fleet Replacement <input checked="" type="checkbox"/></li> <li>• ZEV Charging Infrastructure <input checked="" type="checkbox"/></li> <li>• Sustainable Fleet Project</li> </ul>	Shelter, Support & Housing and Toronto Community Housing Corporation Vehicle & Equipment replacement

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately

- Automotive manufacturing industry continues to face supply chain issues and pressures on prices for materials and parts that go into the manufacturing of various vehicles & equipment. Fleet Services is seeing this impact through the delivery and supply of replacement vehicles but to mitigate this risk, the 2023 budget includes a carry forward to align with the delays seen in the delivery of replacements vehicles and future replacements take into account the timing of these delays.
- Fleet Services is incurring a number of surcharges from vendors mainly for the cost of materials going into the production of vehicles. These can range from a few hundred dollars and upwards to \$5,000 for a single vehicle surcharge.
- Exchange rates for USD with CAD continues to provide foreign exchange rate risk to prices of replacement vehicles & equipment.
- Overall, prices have increased by \$5,000 to \$10,000 per vehicle for light duty vehicles.
- Lead time has doubled from 6 to 12 months for light duty and from 18 to 24-36 months for medium/heavy duty vehicles.

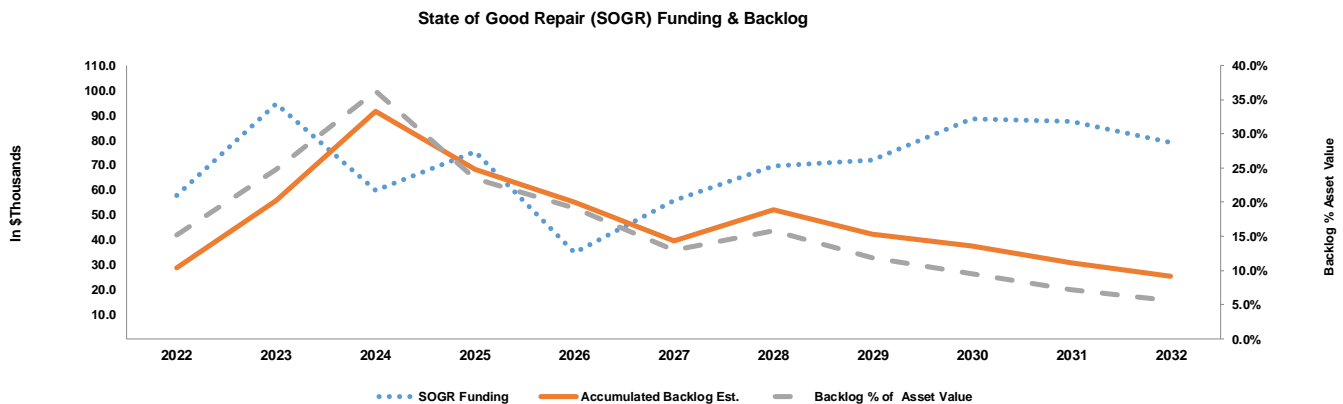
### How the Capital Program is Funded

<b>City of Toronto</b>	
<b>\$1,115 M</b> <b>100%</b>	
Debt	\$32.5 M
Reserve / Reserve Fund	\$1,082 M

### STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Fleet Services.

**Chart 2: Total SOGR Funding & Backlog**



\$ Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>SOGR Funding</b>	57.8	94.6	59.7	75.1	34.6	55.6	69.7	71.9	88.6	87.3	79.1
<b>Accumulated Backlog Est.</b>	28.7	55.7	91.4	68.0	55.0	39.3	52.0	42.1	37.5	30.5	25.2
<b>Backlog % of Asset Value</b>	15.2%	24.8%	36.2%	23.4%	19.2%	13.0%	15.8%	11.8%	9.5%	7.2%	5.6%
<b>Total Asset Value</b>	189.2	225.0	252.2	290.2	287.0	303.2	330.1	355.9	393.8	426.0	446.9

- SOGR funding of \$94.6 million is the portion of the capital budget that is related to fleet vehicle asset replacements and excludes those divisions where Fleet Services does not report out on the life cycle of their fleet vehicle assets. It only represents new 2023 cash flows and future commitments as requested for the 2022 fleet asset replacement program.
- The accumulated backlog is anticipated to decrease from \$28.7 million in 2022 to \$25.2 million in 2032, representing 5.6% of the total replacement value estimated to be \$446.9 million by 2032.
- The accumulated end of year backlog of \$28.7 million for 2022 takes into consideration all the SOGR funding that was approved in the 2022 capital budget compared to what was to be replaced. Each year, the backlog changes based on the difference between Client and Fleet agreed-upon replacements.



# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands				
	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
<b>Revenue Loss</b>					
Fuel Volume	431.7	117.0		16.5	16.5
Services and Rents	2,491.0	670.0		139.5	139.5
<b>Sub-Total</b>	<b>2,922.7</b>	<b>787.0</b>		<b>156.0</b>	<b>156.0</b>
<b>Total COVID-19 Impact</b>	<b>2,922.7</b>	<b>787.0</b>		<b>156.0</b>	<b>156.0</b>

\* 2022 Projection based on 9 Month Variance

## Appendix 2

### 2023 Affordability Measures

(\$000s)									
Recommendation	Savings Type	Equity Impact	2023				2024 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Cancellation of Light Duty Licence Plate Renewals	Base Savings	No Impact		(105.8)	(105.8)				
Fuel Price Adjustment	Base Savings	No Impact		(4,410.3)	(4,410.3)				
Expected Complement Vacancies	Efficiencies	No Impact		(1,131.3)	(1,131.3)		(463.8)	(463.8)	
Realignment of Maintenance Operations	Efficiencies	No Impact		(767.3)	(767.3)				
Permit Testing Realignment	Efficiencies	No Impact		(125.0)	(125.0)				
Reduction in Contracted Services to Meet Reduction Target	Efficiencies	No Impact		(100.0)	(100.0)				
Sustainable Fleet Plan Adjustment	Service Level Change	No Impact		(1,536.6)	(1,536.6)		4.2	4.2	
Reduction in External Rentals	Service Level Change	No Impact		(800.0)	(800.0)				
Reduction of Underutilized vehicles	Efficiencies	No Impact		(519.2)	(519.2)				
<b>Total Affordability Measures</b>				<b>(9,495.6)</b>	<b>(9,495.6)</b>	-	<b>(459.7)</b>	<b>(459.7)</b>	-

### Appendix 3

#### Summary of 2023 Service Changes

Form ID		Corporate Services Program - Fleet Services	Adjustments				2024 Plan Net Change	2025 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

27511		SLR – Sustainable Fleet Plan Adjustment						
59	No Impact	<b>Description:</b>						
Delay Sustainable Fleet Plan to transfer to Fleet Electrification to achieve GHG emission reduction target by 2040								
<b>Service Level Impact:</b>								
May impact ability to achieve GHG emission reduction target by 2040 and transition to zero-emission vehicles								
<b>Equity Statement:</b>								
No equity impacts have been identified								
<b>Service:</b> Fleet Management								
Total Tabled Changes:			(974.8)	0.0	(974.8)	0.00	2.1	(0.8)
<b>Service:</b> Fuel Management								
Total Tabled Changes:			(561.8)	0.0	(561.8)	0.00	2.1	(0.5)
<b>Tabled Service Changes:</b>			<b>(1,536.6)</b>	<b>0.0</b>	<b>(1,536.6)</b>	<b>0.00</b>	<b>4.2</b>	<b>(1.3)</b>

Form ID		Corporate Services Program - Fleet Services	Adjustments				2024 Plan Net Change	2025 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

27512		SLR – External Rental Reduction						
59	No Impact	<b>Description:</b>						
Reduce external rentals by 20% to 2018 level								
<b>Service Level Impact:</b>								
Currently rental requests from client divisions are increasing and with higher inflation year over year and lower rental car availability, this will present a challenge in meeting demand.								
<b>Equity Statement:</b>								
No equity impacts have been identified								
<b>Service:</b> Fleet Management								
Total Tabled Changes:			(800.0)	0.0	(800.0)	0.00	0.0	0.0
<b>Tabled Service Changes:</b>			<b>(800.0)</b>	<b>0.0</b>	<b>(800.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

## Appendix 4

### Summary of 2023 New / Enhanced Service Priorities Included in Budget

Form ID		Corporate Services  Program - Fleet Services	Adjustments				2024 Plan Net Change	2025 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
27819		Support of MM45.26 - PFR Water Asset Activation						
74	No Impact	<b>Description:</b>						
		86 rentals and maintenance expense for 8 new vehicles plan purchase and deliver in 2024.						
		<b>Service Level Impact:</b>						
		Support PFR's rental requests as required/demanded.						
		<b>Equity Statement:</b>						
		There are no impacts.						
		<b>Service:</b> Fleet Management						
		Total Tabled Changes:	500.2	0.0	500.2	0.00	153.3	16.3
		<b>Service:</b> Fuel Management						
		Total Tabled Changes:	189.2	0.0	189.2	0.00	9.2	9.2
		<b>Tabled New/Enhanced Services:</b>	<b>689.4</b>	<b>0.0</b>	<b>689.4</b>	<b>0.00</b>	<b>162.5</b>	<b>25.5</b>

## Appendix 5

### Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

### Appendix 6

## 2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CFL002	Public Health - Fleet Replacement	65	352		98	42	49	21		27	12	667		667	
CFL003	Library - Fleet Replacement	1,282	673	591	130	164	395	1,060	525	610	466	5,897		5,897	
CFL005	Parks, Forestry & Recreation-Fleet Replacement	9,939	10,234	6,928	10,853	17,982	18,046	18,077	18,300	18,459	20,834	149,651		149,651	
CFL006	PMMD At-Large Vehicle Purchase	114	185	35	40	17	65	113	142	179	139	1,029		1,029	
CFL007	Municipal Licensing & Standards-Fleet Replacement	342	698	936	1,888	2,505	2,994	1,643	1,634	1,262	1,070	14,973		14,973	
CFL008	Solid Waste - Fleet Replacement	52,464	14,240	46,104	6,730	10,379	17,310	30,529	39,341	35,973	16,716	269,785		269,785	
CFL009	Engineering & Construction Serv Fleet Replacement	775	829	189	238	264	356	427	409	427	440	4,355		4,355	
CFL010	Transportation Services - Fleet Replacement	8,681	12,725	11,120	7,392	15,065	16,977	5,690	9,512	9,015	10,563	106,739		106,739	
CFL013	Paramedics - Fleet Replacement	9,500	12,956	11,120	11,360	11,580	12,480	13,100	13,280	13,540	14,000	122,916		122,916	
CFL014	Fire-Fleet Replacement	20,110	42,789	32,532	30,819	26,584	20,324	17,750	16,536	10,924	21,370	239,738		239,738	
CFL016	Zoo-Fleet Replacement	496	496	496	496	496	496	496	496	496	496	4,960		4,960	
CFL017	Exhibition Place - Fleet Replacement	504	715	400	400	400	400	400	400	340	350	4,309		4,309	
CFL019	Arena Boards - Replacement of Ice Resurfacers	117	222	276	121			264	300	162	149	1,611		1,611	
CFL030	Fleet Replacement - Insurance Contingency	179										179		179	
CFL035	Fleet Services - Fleet Replacement	86	195	27	53	99	33		647	1,177	386	2,701		2,701	
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	896	1,156	221	1,150	974	1,292	860	894	2,248	2,307	11,999		11,999	
CFL037	Clerks - Fleet Replacement			39	115	230	202	52				637		637	
CFL038	Toronto Water - Fleet Replacement	18,569	15,476	7,362	3,669	6,341	9,881	10,832	14,043	15,528	24,066	125,767		125,767	
CFL041	Fuel Site Infrastructure	206	2,072	2,135	2,199	2,266	2,335	2,405	639			14,257		14,257	
CFL044	Toronto Building - Fleet Replacement		355	251	387	246	91	366	148	51	326	2,220		2,220	
CFL046	EDCT - Fleet Replacement	41	173	62	24	86	106	93	95	57	12	749		749	
CFL049	Toronto Community Housing Corp.- Fleet Replacement	887	1,616	842	1,355	717	1,406	1,586	2,302	1,794	1,347	13,851		13,851	
CFL050	Information & Technology - Fleet Replacement					49	60	17				125		125	
CFL051	Shelter, Support & Housing Admin-Fleet Replacement		92		58	25		116	236	178	42	747		747	
CFL053	Fleet - Tools & Equipment	528	238	261	251	292	196	192	192	201	243	2,594		2,594	
CFL056	Vendor Management Portal	401										401			401
CFL059	Sustainment of Fleet Technologies and Systems	850	566	572								1,988			1,988
CFL060	Fleet Office Modernization Plan	125										125			
CFL067	Sustainable Fleet Project	54	91	181	181	91	91					689	689	125	
CFL068	ZEV Fleet Replacement	390	1,012									1,402	1,402		
CFL069	ZEV Charging Infrastructure	1,883	1,500	1,000	500	500	500	500	500	500		7,383	7,383		
CFL070	Ellesmere Tool Replacement	473										473		473	
<b>Total Expenditures (including carry forward from 2022)</b>		<b>129,959</b>	<b>121,656</b>	<b>123,680</b>	<b>80,507</b>	<b>97,393</b>	<b>106,085</b>	<b>106,588</b>	<b>120,570</b>	<b>113,149</b>	<b>115,333</b>	<b>1,114,918</b>	<b>9,474</b>	<b>1,103,056</b>	<b>2,389</b>

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2023-2032 Budget and Plan cash flows. Does not break out the climate component costs separately

### Appendix 6a

#### 2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope
CFL002	Public Health - Fleet Replacement	65	352						417	65	352
CFL003	Library - Fleet Replacement	1,282	431						1,713	1,550	163
CFL005	Parks, Forestry & Recreation-Fleet Replacement	9,939	7,794	828					18,560	9,410	9,150
CFL006	PMMD At-Large Vehicle Purchase	114	103						217	114	103
CFL007	Municipal Licensing & Standards-Fleet Replacement	342	531						874	781	92
CFL008	Solid Waste - Fleet Replacement	52,464	12,965	42,395					107,824	54,578	53,246
CFL009	Engineering & Construction Serv Fleet Replacement	775	675						1,451	991	460
CFL010	Transportation Services - Fleet Replacement	8,681	8,664						17,345	14,273	3,072
CFL013	Paramedics - Fleet Replacement	9,500	3,036						12,536	5,338	7,198
CFL014	Fire-Fleet Replacement	20,110	42,789	32,532	30,819	26,584	20,324	16,930	190,088	43,566	146,523
CFL016	Zoo-Fleet Replacement	496							496		496
CFL017	Exhibition Place - Fleet Replacement	504	315						819	423	397
CFL019	Arena Boards - Replacement of Ice Resurfacers	117	120						237	120	117
CFL030	Fleet Replacement - Insurance Contingency	179							179	179	
CFL035	Fleet Services - Fleet Replacement	86	154						240	25	215
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	896	353						1,249	1,033	215
CFL038	Toronto Water - Fleet Replacement	18,569	11,698	1,280					31,547	27,169	4,378
CFL041	Fuel Site Infrastructure	206	1,859						2,065		2,065
CFL046	EDCT - Fleet Replacement	41	158						199	80	119
CFL049	Toronto Community Housing Corp.- Fleet Replacement	887	1,326						2,214	1,247	967
CFL051	Shelter, Support & Housing Admin-Fleet Replacement		92						92		92
CFL053	Fleet - Tools & Equipment	528							528	270	258
CFL056	Vendor Management Portal	401							401	401	
CFL059	Sustainment of Fleet Technologies and Systems	850	566	572					1,988	1,988	
CFL060	Fleet Office Modernization Plan	125							125	125	
CFL067	Sustainable Fleet Project	54							54		54
CFL068	ZEV Fleet Replacement	390	1,012						1,402	1,402	0
CFL069	ZEV Charging Infrastructure	1,883							1,883	383	1,500
CFL070	Ellesmere Tool Replacement	473							473		473
<b>Total Expenditure (including carry forward from 2022)</b>		<b>129,959</b>	<b>94,995</b>	<b>77,606</b>	<b>30,819</b>	<b>26,584</b>	<b>20,324</b>	<b>16,930</b>	<b>397,218</b>	<b>165,512</b>	<b>231,706</b>

### Appendix 6b

#### 2024 - 2032 Capital Plan

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR
CFL002	Public Health - Fleet Replacement			98	42	49	21		27	12	250		250
CFL003	Library - Fleet Replacement	242	591	130	164	395	1,060	525	610	466	4,183		4,183
CFL005	Parks, Forestry & Recreation-Fleet Replacement	2,440	6,100	10,853	17,982	18,046	18,077	18,300	18,459	20,834	131,090		131,090
CFL006	Purchasing & Materials Mgmt- Fleet Replacement	82	35	40	17	65	113	142	179	139	812		812
CFL007	Municipal Licensing & Standards-Fleet Replaceme	167	936	1,888	2,505	2,994	1,643	1,634	1,262	1,070	14,099		14,099
CFL008	Solid Waste - Fleet Replacement	1,274	3,710	6,730	10,379	17,310	30,529	39,341	35,973	16,716	161,961		161,961
CFL009	Engineering & Construction Serv Fleet Replacemen	154	189	238	264	356	427	409	427	440	2,904		2,904
CFL010	Transportation Services - Fleet Replacement	4,061	11,120	7,392	15,065	16,977	5,690	9,512	9,015	10,563	89,394		89,394
CFL013	Paramedics - Fleet Replacement	9,920	11,120	11,360	11,580	12,480	13,100	13,280	13,540	14,000	110,380		110,380
CFL014	Fire-Fleet Replacement						820	16,536	10,924	21,370	49,650		145,728
CFL016	Zoo-Fleet Replacement	496	496	496	496	496	496	496	496	496	4,464		4,464
CFL017	Exhibition Place - Fleet Replacement	400	400	400	400	400	400	400	340	350	3,490		3,490
CFL019	Arena Boards - Replacement of Ice Resurfacers	102	276	121			264	300	162	149	1,374		1,374
CFL035	Fleet Services - Fleet Replacement	41	27	53	99	33		647	1,177	386	2,461		2,461
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	804	221	1,150	974	1,292	860	894	2,248	2,307	10,750		10,750
CFL037	Clerks - Fleet Replacement		39	115	230	202	52				637		637
CFL038	Toronto Water - Fleet Replacement	3,778	6,082	3,669	6,341	9,881	10,832	14,043	15,528	24,066	94,220		94,220
CFL041	Fuel Site Infrastructure	213	2,135	2,199	2,266	2,335	2,405	639			12,192		12,192
CFL044	Toronto Building - Fleet Replacement	355	251	387	246	91	366	148	51	326	2,220		2,220
CFL046	EDCT - Fleet Replacement	15	62	24	86	106	93	95	57	12	550		550
CFL049	Toronto Community Housing Corp.- Fleet Replacem	289	842	1,355	717	1,406	1,586	2,302	1,794	1,347	11,637		11,637
CFL050	Information & Technology - Fleet Replacement				49	60	17				125		125
CFL051	Shelter, Support & Housing Admin-Fleet Replacem			58	25		116	236	178	42	655		655
CFL053	Fleet - Tools & Equipment	238	261	251	292	196	192	192	201	243	2,066		2,066
CFL067	Sustainable Fleet Project	91	181	181	91	91					635	635	
CFL069	ZEV Charging Infrastructure	1,500	1,000	500	500	500	500	500	500		5,500	5,500	
CFL070	Ellesmere Tool Replacement												
<b>Total Expenditures</b>		<b>26,660</b>	<b>46,073</b>	<b>49,688</b>	<b>70,809</b>	<b>85,761</b>	<b>89,658</b>	<b>120,570</b>	<b>113,149</b>	<b>115,333</b>	<b>717,700</b>	<b>6,135</b>	<b>807,643</b>



## Appendix 7

### Reporting on Major Capital Projects: Status Update

N/A

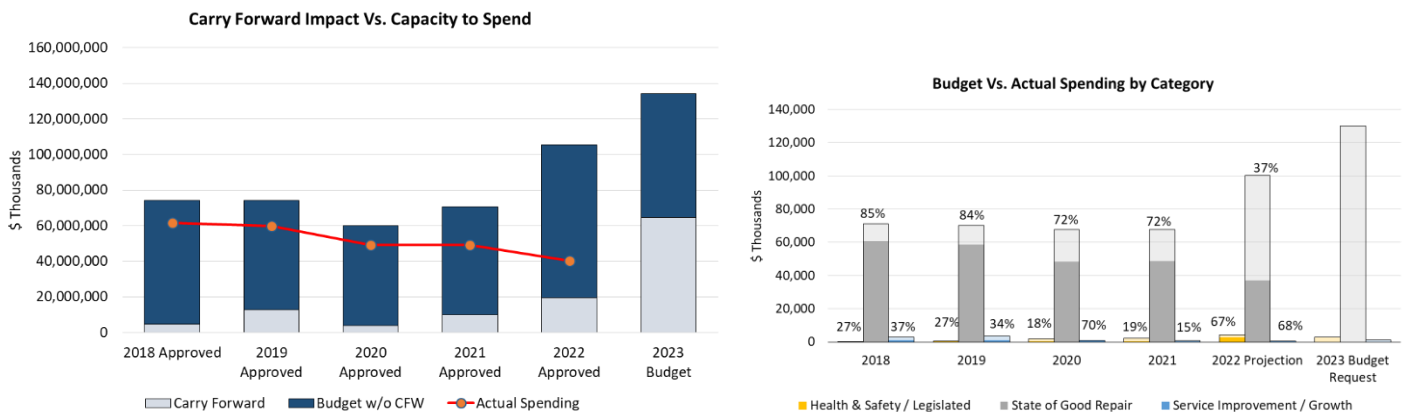
## Appendix 8

### Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Fleet Services ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend



### Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$41.0 million in capital spending originally cash flowed in 2022 has been deferred to 2023, with an additional \$23.4 million deferred to 2024. Adjustments to the Capital Plan are noted below:

- Total carry forward has been adjusted to reflect the timing and delivery of replacement vehicles given the supply chain issues faced by vendors throughout the automobile manufacturing industry.
- Fleet Services has seen lead time double from 6 months to 12 months for light duty, and increase from 18 months to 24-36 months for medium and heavy duty.

## Appendix 9

### Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
EV Premium on Medium/Heavy	66.5	66.5	-	1.2	4.0	4.0	4.8	6.7	8.6	12.0	10.3	10.1	4.8
Accelerated Infrastructure	135.5	135.5	-	1.2	5.5	10.3	19.4	25.1	22.5	13.3	15.9	12.9	9.5
Sustainable Fleet Project	1.8	1.8	-	0.2	0.2	0.1	0.1	0.2	0.2	0.3	0.3	0.3	0.3
Fuel Site Infrastructure	7.0	7.0	-	-	-	-	-	-	-	-	1.8	2.6	2.6
<b>Total Needs Constraints (Not Included)</b>	<b>210.8</b>	<b>210.8</b>	<b>-</b>	<b>2.6</b>	<b>9.6</b>	<b>14.4</b>	<b>24.3</b>	<b>32.0</b>	<b>31.2</b>	<b>25.5</b>	<b>28.3</b>	<b>25.8</b>	<b>17.2</b>

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds 2023 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund		Contributions / (Withdrawals)		
		2023	2024	2025
XQ0003	Beginning Balance	3,914	2,616	2,739
Vehicle & Equip Replacement	<i>Withdrawals (-)</i>			
	Fleet Services ~ Withdrawals - Operating ₺	0	0	0
	Fleet Services ~ Withdrawals - Capital	-2,821	-1,907	-1,014
	<b>Total Withdrawals</b>	<b>-2,821</b>	<b>-1,907</b>	<b>-1,014</b>
	<i>Contributions (+)</i>			
	Fleet Services ~ Contributions - Operating	1,523	2,030	2,030
	Other Program ~ Contributions - Operating	0	0	0
	<b>Total Contributions</b>	<b>1,523</b>	<b>2,030</b>	<b>2,030</b>
	<b>Net Contributions</b>	<b>-1,298</b>	<b>123</b>	<b>1,016</b>
	<b>Balance at Year-End</b>	<b>2,616</b>	<b>2,739</b>	<b>3,755</b>

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2023	2024	2025
XQ1503	Beginning Balance	698	812	817
Vehicle Reserve - Fleet	<i>Withdrawals (-)</i>			
	Fleet Services ~ Withdrawals - Capital	-86	-195	-27
	<b>Total Withdrawals</b>	<b>-86</b>	<b>-195</b>	<b>-27</b>
	<i>Contributions (+)</i>			
	Fleet Services ~ Contributions - Operating	200	200	200
	Other Program ~ Contributions - Operating	0	0	0
	<b>Total Contributions</b>	<b>200</b>	<b>200</b>	<b>200</b>
	<b>Net Contributions</b>	<b>114</b>	<b>5</b>	<b>173</b>
	<b>Balance at Year-End</b>	<b>812</b>	<b>817</b>	<b>990</b>

Reserve / Reserve Fund Name	Contributions / (Withdrawals)			
	2023	2024	2025	
XQ1707 Vehicle Reserve - TCHC	<b>Beginning Balance</b>	<b>2,108</b>	<b>2,204</b>	<b>1,571</b>
	<b><i>Withdrawals (-)</i></b>			
	Fleet Services ~ Withdrawals - Capital	-887	-1,616	-842
	<b>Total Withdrawals</b>	<b>-887</b>	<b>-1,616</b>	<b>-842</b>
	<b><i>Contributions (+)</i></b>			
	Fleet Services ~ Contributions - Operating	983	983	983
	<b>Total Contributions</b>	<b>983</b>	<b>983</b>	<b>983</b>
	<b>Net Contributions</b>	<b>96</b>	<b>-633</b>	<b>141</b>
	<b>Balance at Year-End</b>	<b>2,204</b>	<b>1,571</b>	<b>1,712</b>

**Corporate Reserve / Reserve Funds**

N/A

Inflows and Outflows to/from Reserves and Reserve Funds

**2023 – 2032 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ003</b>	<b>Beginning Balance</b>									
Vehicle & Equip Replacement	3,914	2,616	2,739	3,755	5,353	7,000	8,742	10,580	12,417	14,246
<b>Withdrawals (-)</b>										
Fleet Services ~ Withdrawals - Operating ‡	0	0	0	0	0	0	0	0	0	0
Fleet Services ~ Withdrawals - Capital	-2,821	-1,907	-1,014	-432	-383	-287	-192	-192	-201	-243
<b>Total Withdrawals</b>	<b>-2,821</b>	<b>-1,907</b>	<b>-1,014</b>	<b>-432</b>	<b>-383</b>	<b>-287</b>	<b>-192</b>	<b>-192</b>	<b>-201</b>	<b>-243</b>
<b>Contributions (+)</b>										
Fleet Services ~ Contributions - Operating	1,523	2,030	2,030	2,030	2,030	2,030	2,030	2,030	2,030	2,030
Other Program ~ Contributions - Operating	0	0	0	0	0	0	0	0	0	0
<b>Total Contributions</b>	<b>1,523</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>	<b>2,030</b>
<b>Net Contributions</b>	<b>-1,298</b>	<b>123</b>	<b>1,016</b>	<b>1,598</b>	<b>1,647</b>	<b>1,743</b>	<b>1,838</b>	<b>1,838</b>	<b>1,829</b>	<b>1,787</b>
<b>Balance at Year-End</b>	<b>2,616</b>	<b>2,739</b>	<b>3,755</b>	<b>5,353</b>	<b>7,000</b>	<b>8,742</b>	<b>10,580</b>	<b>12,417</b>	<b>14,246</b>	<b>16,032</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ1012</b>	<b>Beginning Balance</b>									
Vehicle & Equip Repl - Water/Wastewater	24,728	11,948	2,262	689	2,809	2,257	-1,835	-6,877	-15,131	-24,870
<b>Withdrawals (-)</b>										
Fleet Services ~ Withdrawals - Capital	-18,569	-15,476	-7,362	-3,669	-6,341	-9,881	-10,832	-14,043	-15,528	-24,066
<b>Total Withdrawals</b>	<b>-18,569</b>	<b>-15,476</b>	<b>-7,362</b>	<b>-3,669</b>	<b>-6,341</b>	<b>-9,881</b>	<b>-10,832</b>	<b>-14,043</b>	<b>-15,528</b>	<b>-24,066</b>
<b>Contributions (+)</b>										
Other Program ~ Contributions - Operating	5,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789
<b>Total Contributions</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>	<b>5,789</b>
<b>Net Contributions</b>	<b>-12,780</b>	<b>-9,687</b>	<b>-1,573</b>	<b>2,120</b>	<b>-552</b>	<b>-4,092</b>	<b>-5,043</b>	<b>-8,253</b>	<b>-9,739</b>	<b>-18,276</b>
<b>Balance at Year-End</b>	<b>11,948</b>	<b>2,262</b>	<b>689</b>	<b>2,809</b>	<b>2,257</b>	<b>-1,835</b>	<b>-6,877</b>	<b>-15,131</b>	<b>-24,870</b>	<b>-43,146</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ1014</b>	<b>Beginning Balance</b>									
Vehicle Reserve - Solid Waste	51,446	20,681	28,793	5,710	20,981	33,261	39,291	32,803	18,223	7,754
<b>Withdrawals (-)</b>										
Fleet Services ~ Withdrawals - Capital	-52,464	-14,240	-46,104	-6,730	-10,379	-17,310	-30,529	-39,341	-35,973	-16,716
<b>Total Withdrawals</b>	<b>-52,464</b>	<b>-14,240</b>	<b>-46,104</b>	<b>-6,730</b>	<b>-10,379</b>	<b>-17,310</b>	<b>-30,529</b>	<b>-39,341</b>	<b>-35,973</b>	<b>-16,716</b>
<b>Contributions (+)</b>										
Rate Model Contributions	21,700	22,351	23,022	22,000	22,660	23,340	24,040	24,761	25,504	26,269
<b>Total Contributions</b>	<b>21,700</b>	<b>22,351</b>	<b>23,022</b>	<b>22,000</b>	<b>22,660</b>	<b>23,340</b>	<b>24,040</b>	<b>24,761</b>	<b>25,504</b>	<b>26,269</b>
<b>Net Contributions</b>	<b>-30,764</b>	<b>8,112</b>	<b>-23,083</b>	<b>15,270</b>	<b>12,281</b>	<b>6,030</b>	<b>-6,489</b>	<b>-14,579</b>	<b>-10,469</b>	<b>9,553</b>
<b>Balance at Year-End</b>	<b>20,681</b>	<b>28,793</b>	<b>5,710</b>	<b>20,981</b>	<b>33,261</b>	<b>39,291</b>	<b>32,803</b>	<b>18,223</b>	<b>7,754</b>	<b>17,307</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1015 Beginning Balance	26,312	21,940	16,024	13,033	13,770	6,835	-2,012	427	-956	-1,842
Vehicle Reserve - Transportation	<b>Withdrawals (-)</b>									
Fleet Services ~ Withdrawals - Capital	-8,681	-12,725	-11,120	-7,392	-15,065	-16,977	-5,690	-9,512	-9,015	-10,563
<b>Total Withdrawals</b>	<b>-8,681</b>	<b>-12,725</b>	<b>-11,120</b>	<b>-7,392</b>	<b>-15,065</b>	<b>-16,977</b>	<b>-5,690</b>	<b>-9,512</b>	<b>-9,015</b>	<b>-10,563</b>
	<b>Contributions (+)</b>									
Other Program ~ Contributions - Operating	4,309	6,809	8,129	8,129	8,129	8,129	8,129	8,129	8,129	8,129
<b>Total Contributions</b>	<b>4,309</b>	<b>6,809</b>	<b>8,129</b>	<b>8,129</b>	<b>8,129</b>	<b>8,129</b>	<b>8,129</b>	<b>8,129</b>	<b>8,129</b>	<b>8,129</b>
<b>Net Contributions</b>	<b>-4,372</b>	<b>-5,916</b>	<b>-2,991</b>	<b>737</b>	<b>-6,935</b>	<b>-8,847</b>	<b>2,439</b>	<b>-1,383</b>	<b>-886</b>	<b>-2,434</b>
<b>Balance at Year-End</b>	<b>21,940</b>	<b>16,024</b>	<b>13,033</b>	<b>13,770</b>	<b>6,835</b>	<b>-2,012</b>	<b>427</b>	<b>-956</b>	<b>-1,842</b>	<b>-4,275</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1016 Beginning Balance	1,528	942	302	302	253	178	11	-227	-447	-685
Vehicle Reserve - Technical Services	<b>Withdrawals (-)</b>									
Fleet Services ~ Withdrawals - Capital	-775	-829	-189	-238	-264	-356	-427	-409	-427	-440
<b>Total Withdrawals</b>	<b>-775</b>	<b>-829</b>	<b>-189</b>	<b>-238</b>	<b>-264</b>	<b>-356</b>	<b>-427</b>	<b>-409</b>	<b>-427</b>	<b>-440</b>
	<b>Contributions (+)</b>									
Other Program ~ Contributions - Operating	189	189	189	189	189	189	189	189	189	189
<b>Total Contributions</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>	<b>189</b>
<b>Net Contributions</b>	<b>-586</b>	<b>-640</b>	<b>-0</b>	<b>-49</b>	<b>-75</b>	<b>-167</b>	<b>-238</b>	<b>-220</b>	<b>-238</b>	<b>-251</b>
<b>Balance at Year-End</b>	<b>942</b>	<b>302</b>	<b>302</b>	<b>253</b>	<b>178</b>	<b>11</b>	<b>-227</b>	<b>-447</b>	<b>-685</b>	<b>-936</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1017 Beginning Balance	39,173	19,063	0	0	0	0	0	0	0	0
Vehicle Reserve - Fire	<b>Withdrawals (-)</b>									
Fleet Services ~ Withdrawals - Capital	-20,110	-19,062	0	0	0	0	0	0	0	0
<b>Total Withdrawals</b>	<b>-20,110</b>	<b>-19,062</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Contributions (+)</b>									
Other Program ~ Contributions - Operating	0	0	0	0	0	0	0	0	0	0
<b>Total Contributions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Contributions</b>	<b>-20,110</b>	<b>-19,062</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Balance at Year-End</b>	<b>19,063</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1018 Beginning Balance	7,401	5,779	2,836	1,861	1,646	2,211	2,876	3,921	5,786	8,391
Vehicle Reserve - Toronto Paramedic Services	<b>Withdrawals (-)</b>									
Fleet Services ~ Withdrawals - Capital	-9,500	-12,956	-11,120	-11,360	-11,580	-12,480	-13,100	-13,280	-13,540	-14,000
<b>Total Withdrawals</b>	<b>-9,500</b>	<b>-12,956</b>	<b>-11,120</b>	<b>-11,360</b>	<b>-11,580</b>	<b>-12,480</b>	<b>-13,100</b>	<b>-13,280</b>	<b>-13,540</b>	<b>-14,000</b>
	<b>Contributions (+)</b>									
Other Program ~ Contributions - Operating	7,877	10,013	10,145	11,145	12,145	13,145	14,145	15,145	16,145	17,145
<b>Total Contributions</b>	<b>7,877</b>	<b>10,013</b>	<b>10,145</b>	<b>11,145</b>	<b>12,145</b>	<b>13,145</b>	<b>14,145</b>	<b>15,145</b>	<b>16,145</b>	<b>17,145</b>
<b>Net Contributions</b>	<b>-1,623</b>	<b>-2,943</b>	<b>-975</b>	<b>-215</b>	<b>565</b>	<b>665</b>	<b>1,045</b>	<b>1,865</b>	<b>2,605</b>	<b>3,145</b>
<b>Balance at Year-End</b>	<b>5,779</b>	<b>2,836</b>	<b>1,861</b>	<b>1,646</b>	<b>2,211</b>	<b>2,876</b>	<b>3,921</b>	<b>5,786</b>	<b>8,391</b>	<b>11,536</b>

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ1100</b>	<b>Beginning Balance</b>									
	134	142	59	67	18	1	10	-98	-325	-494
Vehicle Reserve - Shelter Sup & Housing Admin	<i>Withdrawals (-)</i>									
Fleet Services ~ Withdrawals - Capital	0	-92	0	-58	-25	0	-116	-236	-178	-42
<b>Total Withdrawals</b>	0	-92	0	-58	-25	0	-116	-236	-178	-42
	<i>Contributions (+)</i>									
Other Program ~ Contributions - Operating	9	9	9	9	9	9	9	9	9	9
<b>Total Contributions</b>	9	9	9	9	9	9	9	9	9	9
<b>Net Contributions</b>	9	-84	9	-50	-16	9	-108	-227	-169	-34
<b>Balance at Year-End</b>	142	59	67	18	1	10	-98	-325	-494	-528

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ1101</b>	<b>Beginning Balance</b>									
	712	710	420	483	447	467	480	522	584	619
Vehicle Reserve - Public Health	<i>Withdrawals (-)</i>									
Fleet Services ~ Withdrawals - Capital	-66	-352	0	-98	-42	-49	-21	0	-27	-12
<b>Total Withdrawals</b>	-66	-352	0	-98	-42	-49	-21	0	-27	-12
	<i>Contributions (+)</i>									
Other Program ~ Contributions - Operating	63	63	63	63	63	63	63	63	63	63
<b>Total Contributions</b>	63	63	63	63	63	63	63	63	63	63
<b>Net Contributions</b>	-3	-289	63	-36	20	13	41	63	35	51
<b>Balance at Year-End</b>	710	420	483	447	467	480	522	584	619	670

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ1200</b>	<b>Beginning Balance</b>									
	234	243	119	107	133	96	39	-4	-50	-57
Vehicle Reserve - Economic Dev. & Culture	<i>Withdrawals (-)</i>									
Fleet Services ~ Withdrawals - Capital	-41	-173	-62	-24	-86	-106	-93	-95	-57	-12
<b>Total Withdrawals</b>	-41	-173	-62	-24	-86	-106	-93	-95	-57	-12
	<i>Contributions (+)</i>									
Other Program ~ Contributions - Operating	50	50	50	50	50	50	50	50	50	50
<b>Total Contributions</b>	50	50	50	50	50	50	50	50	50	50
<b>Net Contributions</b>	9	-123	-12	26	-37	-57	-43	-46	-7	38
<b>Balance at Year-End</b>	243	119	107	133	96	39	-4	-50	-57	-19

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
<b>XQ1201</b>	<b>Beginning Balance</b>									
	12,202	8,399	4,300	3,508	-1,209	-13,056	-24,966	-36,908	-49,072	-61,396
Vehicle Reserve - Parks, Forestry & Rec	<i>Withdrawals (-)</i>									
Fleet Services ~ Withdrawals - Capital	-9,939	-10,234	-6,928	-10,853	-17,982	-18,046	-18,077	-18,300	-18,459	-20,834
<b>Total Withdrawals</b>	-9,939	-10,234	-6,928	-10,853	-17,982	-18,046	-18,077	-18,300	-18,459	-20,834
	<i>Contributions (+)</i>									
Other Program ~ Contributions - Operating	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135
<b>Total Contributions</b>	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135
<b>Net Contributions</b>	-3,803	-4,099	-792	-4,717	-11,847	-11,910	-11,942	-12,165	-12,324	-14,698
<b>Balance at Year-End</b>	8,399	4,300	3,508	-1,209	-13,056	-24,966	-36,908	-49,072	-61,396	-76,094

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1202	Beginning Balance	3,491	3,684	3,522	3,122	1,770	-199	-2,658	-3,765	-4,864	-5,591
MLS Vehicle & Equipment Replacement	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	-343	-698	-936	-1,888	-2,505	-2,994	-1,643	-1,634	-1,262	-1,070
	<b>Total Withdrawals</b>	-343	-698	-936	-1,888	-2,505	-2,994	-1,643	-1,634	-1,262	-1,070
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	536	536	536	536	536	536	536	536	536	536
	<b>Total Contributions</b>	536	536	536	536	536	536	536	536	536	536
	<b>Net Contributions</b>	193	-162	-400	-1,352	-1,969	-2,459	-1,107	-1,099	-727	-534
	<b>Balance at Year-End</b>	<b>3,684</b>	<b>3,522</b>	<b>3,122</b>	<b>1,770</b>	<b>-199</b>	<b>-2,658</b>	<b>-3,765</b>	<b>-4,864</b>	<b>-5,591</b>	<b>-6,125</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1204	Beginning Balance	522	524	456	537	615	714	766	770	745	683
Vehicle Reserve - Purch & Matl	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	-114	-185	-35	-40	-17	-65	-113	-142	-179	-139
	<b>Total Withdrawals</b>	-114	-185	-35	-40	-17	-65	-113	-142	-179	-139
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	117	117	117	117	117	117	117	117	117	117
	<b>Total Contributions</b>	117	117	117	117	117	117	117	117	117	117
	<b>Net Contributions</b>	2	-68	82	77	100	51	4	-25	-62	-22
	<b>Balance at Year-End</b>	<b>524</b>	<b>456</b>	<b>537</b>	<b>615</b>	<b>714</b>	<b>766</b>	<b>770</b>	<b>745</b>	<b>683</b>	<b>661</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1301	Beginning Balance	894	1,113	977	946	778	751	878	732	803	971
Vehicle Reserve - Toronto Building	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	0	-355	-251	-387	-246	-91	-366	-148	-51	-326
	<b>Total Withdrawals</b>	0	-355	-251	-387	-246	-91	-366	-148	-51	-326
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	219	219	219	219	219	219	219	219	219	219
	<b>Total Contributions</b>	219	219	219	219	219	219	219	219	219	219
	<b>Net Contributions</b>	219	-136	-31	-168	-27	128	-147	71	168	-107
	<b>Balance at Year-End</b>	<b>1,113</b>	<b>977</b>	<b>946</b>	<b>778</b>	<b>751</b>	<b>878</b>	<b>732</b>	<b>803</b>	<b>971</b>	<b>864</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1502	Beginning Balance	1,934	1,441	689	871	124	-446	-1,335	-1,791	-2,282	-4,127
Vehicle Reserve - Facilities & Real Estate	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	-896	-1,156	-221	-1,150	-974	-1,292	-860	-894	-2,248	-2,307
	<b>Total Withdrawals</b>	-896	-1,156	-221	-1,150	-974	-1,292	-860	-894	-2,248	-2,307
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	403	403	403	403	403	403	403	403	403	403
	<b>Total Contributions</b>	403	403	403	403	403	403	403	403	403	403
	<b>Net Contributions</b>	-493	-753	182	-747	-571	-888	-457	-491	-1,845	-1,904
	<b>Balance at Year-End</b>	<b>1,441</b>	<b>689</b>	<b>871</b>	<b>124</b>	<b>-446</b>	<b>-1,335</b>	<b>-1,791</b>	<b>-2,282</b>	<b>-4,127</b>	<b>-6,031</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions



Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1503	Beginning Balance	698	812	817	990	1,137	1,239	1,405	1,605	1,159	182
Vehicle Reserve - Fleet	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	-86	-195	-27	-53	-99	-33	0	-647	-1,177	-386
	<b>Total Withdrawals</b>	<b>-86</b>	<b>-195</b>	<b>-27</b>	<b>-53</b>	<b>-99</b>	<b>-33</b>	<b>0</b>	<b>-647</b>	<b>-1,177</b>	<b>-386</b>
	<b>Contributions (+)</b>										
	Fleet Services ~ Contributions - Operating	200	200	200	200	200	200	200	200	200	200
	Other Program ~ Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	<b>Total Contributions</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
	<b>Net Contributions</b>	<b>114</b>	<b>5</b>	<b>173</b>	<b>147</b>	<b>102</b>	<b>167</b>	<b>200</b>	<b>-447</b>	<b>-977</b>	<b>-186</b>
	<b>Balance at Year-End</b>	<b>812</b>	<b>817</b>	<b>990</b>	<b>1,137</b>	<b>1,239</b>	<b>1,405</b>	<b>1,605</b>	<b>1,159</b>	<b>182</b>	<b>-3</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1504	Beginning Balance	360	408	456	465	398	216	63	58	106	154
Vehicle Reserve - Clerks	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	0	0	-39	-115	-230	-202	-52	0	0	0
	<b>Total Withdrawals</b>	<b>0</b>	<b>0</b>	<b>-39</b>	<b>-115</b>	<b>-230</b>	<b>-202</b>	<b>-52</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	48	48	48	48	48	48	48	48	48	48
	<b>Total Contributions</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>
	<b>Net Contributions</b>	<b>48</b>	<b>48</b>	<b>9</b>	<b>-67</b>	<b>-182</b>	<b>-154</b>	<b>-4</b>	<b>48</b>	<b>48</b>	<b>48</b>
	<b>Balance at Year-End</b>	<b>408</b>	<b>456</b>	<b>465</b>	<b>398</b>	<b>216</b>	<b>63</b>	<b>58</b>	<b>106</b>	<b>154</b>	<b>202</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1509	Beginning Balance	78	88	98	108	119	80	30	24	34	44
Vehicle Reserve - IT Vehicles	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	0	0	0	0	-49	-60	-17	0	0	0
	<b>Total Withdrawals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-49</b>	<b>-60</b>	<b>-17</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	10	10	10	10	10	10	10	10	10	10
	<b>Total Contributions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
	<b>Net Contributions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-39</b>	<b>-49</b>	<b>-6</b>	<b>10</b>	<b>10</b>	<b>10</b>
	<b>Balance at Year-End</b>	<b>88</b>	<b>98</b>	<b>108</b>	<b>119</b>	<b>80</b>	<b>30</b>	<b>24</b>	<b>34</b>	<b>44</b>	<b>55</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1601	Beginning Balance	6,902	6,723	6,723	6,723	6,723	6,723	6,723	6,723	6,723	6,723
Vehicle Reserve - Insurance	<b>Withdrawals (-)</b>										
	Fleet Services ~ Withdrawals - Capital	-179	0	0	0	0	0	0	0	0	0
	<b>Total Withdrawals</b>	<b>-179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Contributions (+)</b>										
	Other Program ~ Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	<b>Total Contributions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Contributions</b>	<b>-179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Balance at Year-End</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1700 Vehicle Reserve - Library	<b>Beginning Balance</b>									
	1,616	334	114	0	347	660	742	159	112	-21
<b>Withdrawals (-)</b>										
Fleet Services ~ Withdrawals - Capital	-1,282	-673	-591	-130	-164	-395	-1,060	-525	-610	-466
<b>Total Withdrawals</b>	-1,282	-673	-591	-130	-164	-395	-1,060	-525	-610	-466
<b>Contributions (+)</b>										
Other Program ~ Contributions - Operating	0	454	477	477	477	477	477	477	477	477
<b>Total Contributions</b>	0	454	477	477	477	477	477	477	477	477
<b>Net Contributions</b>	-1,282	-219	-114	347	313	82	-583	-48	-133	11
<b>Balance at Year-End</b>	334	114	0	347	660	742	159	112	-21	-11

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1702 Vehicle Reserve - Exhibition Place	<b>Beginning Balance</b>									
	697	567	227	202	177	152	127	102	77	112
<b>Withdrawals (-)</b>										
Other Program ~ Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Fleet Services ~ Withdrawals - Capital	-505	-715	-400	-400	-400	-400	-400	-400	-340	-350
<b>Total Withdrawals</b>	-505	-715	-400	-400	-400	-400	-400	-400	-340	-350
<b>Contributions (+)</b>										
Other Program ~ Contributions - Operating	375	375	375	375	375	375	375	375	375	375
<b>Total Contributions</b>	375	375	375	375	375	375	375	375	375	375
<b>Net Contributions</b>	-130	-340	-25	-25	-25	-25	-25	-25	35	25
<b>Balance at Year-End</b>	567	227	202	177	152	127	102	77	112	137

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1703 Vehicle Reserve - Zoo	<b>Beginning Balance</b>									
	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130
<b>Withdrawals (-)</b>										
Fleet Services ~ Withdrawals - Capital	-496	-496	-496	-496	-496	-496	-496	-496	-496	-496
<b>Total Withdrawals</b>	-496	-496	-496	-496	-496	-496	-496	-496	-496	-496
<b>Contributions (+)</b>										
Other Program ~ Contributions - Operating	496	496	496	496	496	496	496	496	496	496
<b>Total Contributions</b>	496	496	496	496	496	496	496	496	496	496
<b>Net Contributions</b>	0	0	0	0	0	0	0	0	0	0
<b>Balance at Year-End</b>	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1705 Vehicle Reserve - Arena Boards Of Mgmt	<b>Beginning Balance</b>									
	222	216	151	37	79	241	404	302	165	165
<b>Withdrawals (-)</b>										
Fleet Services ~ Withdrawals - Capital	-117	-222	-276	-121	0	0	-264	-300	-162	-149
<b>Total Withdrawals</b>	-117	-222	-276	-121	0	0	-264	-300	-162	-149
<b>Contributions (+)</b>										
Other Program ~ Contributions - Operating	111	157	163	163	163	163	163	163	163	163
<b>Total Contributions</b>	111	157	163	163	163	163	163	163	163	163
<b>Net Contributions</b>	-6	-65	-114	42	163	163	-102	-138	1	14
<b>Balance at Year-End</b>	216	151	37	79	241	404	302	165	165	179

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1707	Beginning Balance	2,108	2,204	1,571	1,712	1,340	1,607	1,184	581	-737	-1,549
Vehicle Reserve - TCHC	<u>Withdrawals (-)</u>										
	Fleet Services ~ Withdrawals - Capital	-887	-1,616	-842	-1,355	-717	-1,406	-1,586	-2,302	-1,794	-1,347
	<b>Total Withdrawals</b>	-887	-1,616	-842	-1,355	-717	-1,406	-1,586	-2,302	-1,794	-1,347
	<u>Contributions (+)</u>										
	Fleet Services ~ Contributions - Operating	983	983	983	983	983	983	983	983	983	983
	<b>Total Contributions</b>	983	983	983	983	983	983	983	983	983	983
	<b>Net Contributions</b>	96	-633	141	-372	267	-423	-603	-1,319	-811	-364
	<b>Balance at Year-End</b>	<b>2,204</b>	<b>1,571</b>	<b>1,712</b>	<b>1,340</b>	<b>1,607</b>	<b>1,184</b>	<b>581</b>	<b>-737</b>	<b>-1,549</b>	<b>-1,912</b>

∞ Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

### Corporate Reserve / Reserve Funds

		Contributions / (Withdrawals)									
		2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
	Beginning Balance	413,565	369,065	154,824	90,765	58,833	49,884	64,888	68,693	80,379	105,382
	<u>Withdrawals (-)</u>										
	Other Program ~ Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services ~ Withdrawals - Capital	-2,089	-27,298	-3,135	-33,518	-29,350	-23,159	-20,655	-17,675	-11,424	-21,370
	Other Program ~ Withdrawals - Capital	-82,412	-226,943	-100,924	-38,414	-19,600	-1,837	-15,540	-10,639	-3,573	-451
	<b>Total Withdrawals</b>	-84,501	-254,241	-104,059	-71,932	-48,950	-24,996	-36,195	-28,314	-14,997	-21,821
	<u>Contributions (+)</u>										
	Other Program ~ Contributions - Operating	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	<b>Total Contributions</b>	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	<b>Net Contributions</b>	-44,501	-214,241	-64,059	-31,932	-8,950	15,005	3,805	11,686	25,003	18,179
	<b>Balance at Year-End</b>	<b>369,065</b>	<b>154,824</b>	<b>90,765</b>	<b>58,833</b>	<b>49,884</b>	<b>64,888</b>	<b>68,693</b>	<b>80,379</b>	<b>105,382</b>	<b>123,561</b>

Using 2025 PBF Contributions, figures have been projected for 2026 - 2032 contributions

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced Service Priorities:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).