

# 2025 Budget Notes

## Fleet Services

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### Description

Fleet Services provides comprehensive fleet and fuel management services in a safe and efficient manner to support the delivery of public programs and services through the stewardship of 8,000 fleet assets, 345 electric vehicle (EV) chargers and 23 fuel sites. City Divisions and Agencies are dependent on Fleet Services' success in delivering their services to the community.

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 leading the way in safety standards and environmental sustainability.

### Why We Do It

City Divisions, Agencies, Boards 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.*

For further information about Fleet Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/fleet-services/>.

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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 2025 operating budget):** \$58.4 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 charging points at municipal facilities that supports the City’s transition to zero-emission vehicles (ZEVs).

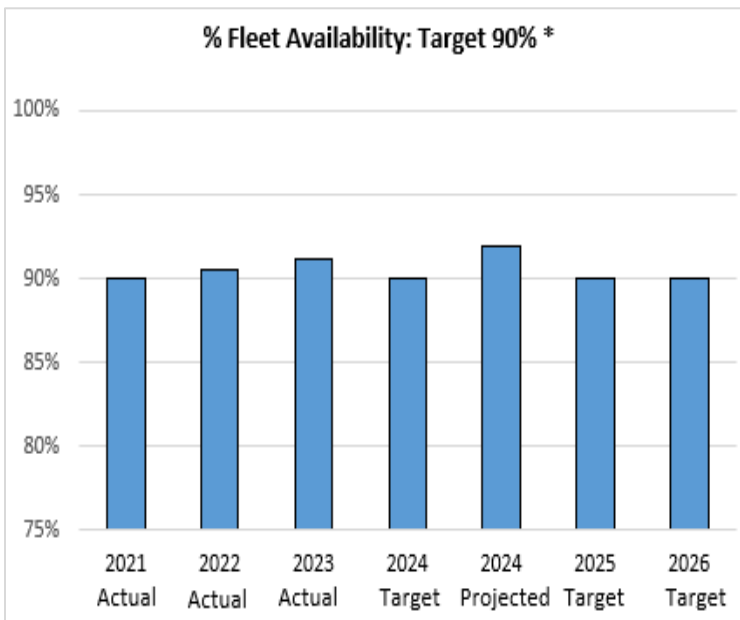
**How Much Resources (gross 2025 operating budget):** \$20.7 million

## Budget at a Glance

2025 OPERATING BUDGET			
\$Million	2025	2026	2027
Revenues	\$44.3	\$44.4	\$44.6
Gross Expenditures	\$79.1	\$83.2	\$85.5
Net Expenditures	\$34.8	\$38.8	\$40.9
Approved Positions	211.0	211.0	211.0

2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026-2034	Total
Gross Expenditures	\$100.1	\$1,750.4	\$1,850.5
Debt	\$4.0	\$343.8	\$347.8
Note: Includes 2024 carry forward funding			

## How Well We Are Doing – Behind the Numbers

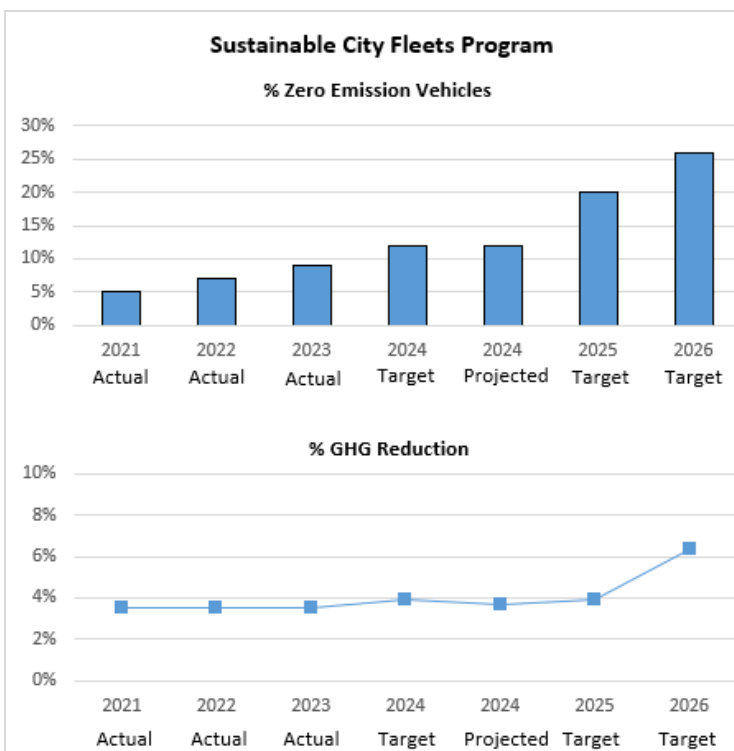


Fleet availability or reduction of vehicle downtime relies on:

1. Available highly skilled and motivated staff,
2. Available parts to perform necessary maintenance,
3. Reduction of vehicle operator-related issues that cause unnecessary downtime, and
4. Timely replacement of fleet assets that have reached end of life.

To reach the targeted level of Fleet availability, Fleet Services requires:

1. Continued focus on attracting and retaining staff in both professional fleet expertise and skilled trades;
2. Ensuring that the right parts are in inventory at the right place and time when needed for repair of a vehicle;
3. That contracts are appropriately leveraged and managed to balance capacity and capability of internal operations;
4. In partnership with operating divisions, use of fleet parametric data from telematics to monitor the health of City fleet assets, identification of operating practices that contribute to unnecessary downtime and provision of re-training of divisional operators; and
5. Additional capital investment to ensure that vehicles are being replaced on time.



- Fleet Services has eliminated approximately 226 metric kilotonnes of greenhouse gas emissions, a 43.5% reduction in 2024 from 1990 levels and on target for 45% reduction for 2025.
- 12% of current City-owned vehicles are zero-emission.
- 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 medium- and heavy-duty vehicles.
- Fleet Services continues to expand the 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 345 charge ports available at 108 City sites.

## How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
<b>Outcome Measures</b>								
<b>Fleet Management</b>	% Fleet Availability	91%	91%	90%	92%	●	90%	90%
<b>Fleet Maintenance</b>	% Preventive Maintenance vs Corrective Maintenance	63%	68%	70%	70%	●	70%	70%
<b>Fleet Maintenance</b>	% Preventative Maintenance Program Compliance	68%	85%	94%	92%	●	94%	94%
<b>Fleet Acquisition</b>	SOGR % of Asset Value	9%	11%	10%	10%	●	10%	10%
<b>Fleet Safety</b>	MTO CVOR* (Commercial Vehicle Operator's Registration) Safety Rating	35%	35%	35%	27%	●	35%	35%
<b>Service Level Measures</b>								
<b>Sustainable City Fleets</b>	% Zero Emission Vehicles	7%	9%	12%	12%	●	20%	26%
<b>Sustainable City Fleets</b>	% GHG Reduction	3.5%	3.5%	3.9%	3.6%	●	3.9%	6.4%
<b>Fleet Maintenance – Parts Availability</b>	% of parts filled in 1 hour	80%	92%	90%	90%	●	90%	90%
<b>Fleet Maintenance</b>	Cost / kilometre for light duty vehicles	\$0.27	\$0.27	\$0.30	\$0.22	●	\$0.30	\$0.30

\*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. A lower rating is better performance.

### 2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET)      ● 70 - 79% (LOW RISK)      ● 69% and Under (REQUIRES ATTENTION)

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Talent – Fully operationalized newly designed skilled-trades apprenticeship program to build a pipeline of well-trained, licensed, and competent technicians. Active engagement with universities, trades college and high schools supporting the development of specialized fleet professionals and future aspiring technicians. Additional investments in succession planning, training, and education are improving talent attraction which will contribute to retention.
- Improved Availability – Focused on improving Preventative Maintenance compliance and quality, improving spare parts inventory fill rate for timely repair, and market rebound from supply chain challenges with improving delivery timelines of new vehicles.
- Sustainability – Continued to advance our Sustainable Fleets Plan to improve our GHG emission reduction targets and service levels by 2040, through the development of the EV infrastructure network by installing additional chargers throughout City facilities and further convert City fleet with ZEV equivalent vehicles and equipment.
- Fleet Safety Initiatives – Leveraged rapidly advancing fleet technologies and behaviour-based training methods to improve safe fleet operation practices and reduce collisions, maintaining our commitment to the Vision Zero program.
- Right-size the fleet – Continued to optimize and configure the City's fleet assets to enable effective service provision to the public and maximize the utilization of these assets. Improved utilization of City fleet through redeployment of assets, reduce reliance on external rentals, and address aging backlog.

Received various awards including:

- The City of Toronto was awarded the 2024 Geotab Innovation Award for the use of Telematics to improve Productivity, recognizing the partnership of Transportation Services' winter maintenance program and Fleet Services' telematics program.
- Fleet Services Division, City of Toronto, was recognized in the Number 3 spot in North America by the American Public Works Associate (APWA) in the Leading Fleets recognition for 2024. This recognition showcased leadership of our staff, service delivery to our clients, and a culture of continuous innovation and sustainability in Fleet Management.
- City Managers Award – Leadership received for the launch of the Technician Apprenticeship Program, intended to create youth employment opportunities for equity-deserving groups and create a pipeline of well-trained technicians to address the sector-wide skilled trades shortage.

### Key Challenges and Risks

- Climate Action and Sustainability – Advancing climate lens actions and climate initiatives is a significant challenge and requires industry readiness, increased capital investment and labour upskilling. Without these resources, there is added risk to falling short of the GHG emissions targets by 2040. Although zero-emission medium and heavy-duty vehicles are widely not available to replace highly specialized municipal vehicles, where possible, Fleet Services has partnered with industry to advance such initiatives.
- Modernizing Technology – Aging technology must be replaced with emerging/newer technologies to enable enhanced data-driven decision making. Fleet Services continues to see increasing software-defined vehicle design requiring in-house fleet-specific technology advancement, labour upskilling and retention of fleet expertise (technician and professional staff) in an increasingly competitive labour market.
- State of Good Repair (SOGR) – Reducing the SOGR backlog requires that divisions contribute adequately to the fleet capital reserve through their operating budgets. Operating divisions are challenged to replace fleet assets when needed which increases the cost of maintenance and downtime, resulting in a higher total cost of ownership. In addition, the transition of the fleet to zero emission requires an increased upfront investment.

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**Priority Actions**

- People Plan – Support internal career succession of fleet professionals through professional and technical training for staff and continue to invest in trainee and apprenticeship programs through directed participation in programs that help provide employment opportunities and training development for equity deserving groups.
- Support Vision Zero – Advance implementation and adoption of Fleet safety technologies, invest in behaviour-based training methodologies in partnership with clients, and increase compliance with safety programs and certification. Expand the installation of sideguards throughout the City’s fleet to help reduce the risk of injuries and fatalities when operating heavy duty assets. Additionally, expand the use of cab over engine, sensory technology including audible sensors in vehicles, and auto braking in fleet assets to further improve safe operations.
- Rationalization – Continue to improve utilization of fleet assets through redeployment programs of underutilized assets and decrease reliance on external rentals. Improve compliance with preventive maintenance program and develop reliability-based maintenance framework to avoid costly and unnecessary downtime.
- Modernization – Use technology to transform the approach to fleet asset management and safe operation, reliability-centric maintenance, program, and asset utilization. Fleet Services will continue to expand the use of data to drive the right actions to improve operational performance, cost effectiveness, and collision prevention.
- Sustainability – Prioritize zero-emission fleet replacements whenever possible to support reduction of GHG emissions through the capital program. Increase site capacity for EV Chargers to support the rapidly increasing ZEV fleet across the City’s works yards.

## CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2025 Operating Budget for Fleet Services of \$79.096 million gross, \$44.295 million revenue and \$34.802 million net expenditures for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditure (\$000s)</b>
Fleet Management	58,412.4	30,976.1	27,436.3
Fuel Management	20,683.6	13,318.4	7,365.2
<b>Total Fleet Services Budget</b>	<b>79,096.0</b>	<b>44,294.5</b>	<b>34,801.5</b>

- The 2025 staff complement for Fleet Services of 211.0 positions comprised of 207.0 operating and 4.0 capital positions.
2. The 2025 Capital Budget for Fleet Services with cash flows and future year commitments totaling \$723.402 million as detailed by project in [Appendix 5a](#).
  3. The 2026-2034 Capital Plan for Fleet Services totalling \$1,127.096 million in project estimates as detailed by project in [Appendix 5b](#).
  4. That all third-party funding included in the 2025 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2025 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

# **2025 OPERATING BUDGET**



**2025 OPERATING BUDGET OVERVIEW**

**Table 1: 2025 Operating Budget by Service**

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Fleet Management	24,904.6	26,961.7	29,696.0	30,406.1	570.0	30,976.1	4,014.4	14.9%
Fuel Management	14,813.8	12,581.4	13,626.8	13,318.4		13,318.4	737.0	5.9%
<b>Total Revenues</b>	<b>39,718.5</b>	<b>39,543.1</b>	<b>43,322.8</b>	<b>43,724.5</b>	<b>570.0</b>	<b>44,294.5</b>	<b>4,751.4</b>	<b>12.0%</b>
<b>Expenditures</b>								
Fleet Management	54,024.5	53,827.8	58,717.6	57,722.4	690.0	58,412.4	4,584.6	8.5%
Fuel Management	20,540.4	21,086.7	20,348.0	20,683.6		20,683.6	(403.1)	(1.9%)
<b>Total Gross Expenditures</b>	<b>74,564.9</b>	<b>74,914.6</b>	<b>79,065.6</b>	<b>78,406.0</b>	<b>690.0</b>	<b>79,096.0</b>	<b>4,181.4</b>	<b>5.6%</b>
<b>Net Expenditures</b>	<b>34,846.4</b>	<b>35,371.5</b>	<b>35,742.8</b>	<b>34,681.5</b>	<b>120.0</b>	<b>34,801.5</b>	<b>(570.0)</b>	<b>(1.6%)</b>
<b>Approved Positions**</b>	<b>206.0</b>	<b>206.0</b>	<b>N/A</b>	<b>206.0</b>	<b>5.0</b>	<b>211.0</b>	<b>N/A</b>	<b>N/A</b>

\* 2024 Projection based on 9-Month Variance

\*\*YoY comparison based on approved positions

**KEY DRIVERS**

**Total 2025 Budget** expenditures of \$79.096 million gross reflects a \$4.181 million or 5.6% increase in spending above the 2024 budget, primarily from:

- Inflationary increases on parts, labour, and maintenance costs for vehicles and ensuring the health and safety of vehicle operations (\$4.5 million).
- Salary and benefits adjustments and annualizations, including recruiting and hiring positions in equity deserving groups and youth employment strategies (\$0.6 million).
- Lower operating costs due to conversion of 58 short-term rental vehicles to owned units (reduction of \$1.0 million).

**EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in Fleet Services' 2025 Operating Budget do not have any significant equity impacts.

**2025 OPERATING BUDGET KEY COST DRIVERS**

The 2025 Net Operating Budget for Fleet Services of \$34.802 million is \$0.570 million or 1.6% lower than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

**Table 2: 2025 Key Cost Drivers**

(In \$000s)	2025				2026
	Revenues	Gross	Net	Positions**	Annualized impact (Net)
<b>2024 Projection*</b>	<b>43,322.8</b>	<b>79,065.6</b>	<b>35,742.8</b>	<b>206.0</b>	<b>N/A</b>
<b>2024 Budget</b>	<b>39,543.1</b>	<b>74,914.6</b>	<b>35,371.5</b>	<b>206.0</b>	<b>N/A</b>
<b>Key Cost Drivers:</b>					
<b>Prior Year Impacts</b>					
Reverse 2024 One-time Hold on Reserve Contribution		500.0	500.0		200.0
<b>Operating Impacts of Capital</b>					
Maintenance and Warranty Costs for EV Chargers & eBikes		628.1	628.1		473.4
<b>Salary &amp; Benefits</b>					
Salary & Benefits Increases		622.5	622.5		1,087.1
<b>Non-Salary Changes</b>					
Fuel Price and Volume Impact	737.0	(1,005.5)	(1,742.6)		416.7
Inflationary Increase on Parts, Labour, and Maintenance Costs	3,268.2	4,461.2	1,193.0		1,807.9
Conversion of Short-term Rental Vehicles to Owned Units		(1,014.1)	(1,014.1)		112.2
Additional Airtime Charges for New Telematics Units		370.4	370.4		21.3
<b>Revenue Changes</b>					
Capital Recovery for Sustainable Fleet and Fleet Technology projects	714.4		(714.4)		26.6
Lower Federal Reimbursement for EV Infrastructure	(521.2)		521.2		
<b>Sub-Total - Key Cost Drivers</b>	<b>4,198.5</b>	<b>4,562.6</b>	<b>364.1</b>		<b>4,145.3</b>
<b>Affordability Measures</b>	<b>(17.0)</b>	<b>(1,071.2)</b>	<b>(1,054.1)</b>		<b>(158.2)</b>
<b>Total 2025 Base Budget</b>	<b>43,724.5</b>	<b>78,406.0</b>	<b>34,681.5</b>	<b>206.0</b>	<b>3,987.1</b>
<b>2025 New / Enhanced</b>	<b>570.0</b>	<b>690.0</b>	<b>120.0</b>	<b>5.0</b>	<b>0.4</b>
<b>2025 Budget</b>	<b>44,294.5</b>	<b>79,096.0</b>	<b>34,801.5</b>	<b>211.0</b>	<b>3,987.5</b>
<b>Change from 2024 Budget (\$)</b>	<b>4,751.4</b>	<b>4,181.4</b>	<b>(570.0)</b>	<b>5.0</b>	<b>N/A</b>
<b>Change from 2024 Budget (%)</b>	<b>12.0%</b>	<b>5.6%</b>	<b>(1.6%)</b>	<b>2.4%</b>	<b>N/A</b>

\*Based on 9-Month Variance

\*\*YoY comparison based on approved positions

**Key Base Drivers:**

**Prior Year Impacts:**

- Reversal of prior year one-time hold on reserve contribution.

**Operating Impacts of Capital**

- Operating costs to maintain and operate Zero-Emission Vehicle (ZEV) chargers and e-bike program.

**Salary and Benefits:**

- Salary and benefits adjustments and annualizations, including recruiting and hiring positions in equity deserving groups and youth employment strategies.

**Non-Salary Changes:**

- Lower fuel price and volume impact due to reductions in fuel costs considering outlook on fuel prices, which is partially offset by increases in fuel recovery.
- Inflationary pressures on parts, labour, and maintenance costs for vehicles and the health and safety of vehicle operations, which are partially offset by increased recoveries from client programs.
- Lower operating costs due to conversion of 58 short-term rental vehicles to owned units.
- Additional airtime charges for newly installed Telematics units.

**Revenue Changes:**

- Increase capital recovery for Sustainable Fleet and Fleet Technology capital projects.
- Lower anticipated reimbursement from the federal funding programs on EV Infrastructure due to expiring agreement.

**Affordability Measures:**

**Table 3: Offsets and Efficiencies**

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2025				2026 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Changes to Tire Services	Efficiencies	No Equity Impact		(446.1)	(446.1)				
Optimization of Underutilized Evs	Efficiencies	No Equity Impact	(17.0)	(288.6)	(271.5)	(107.3)	(90.2)		
Align EV Charger Maintenance Program	Service Level Change	No Equity Impact		(336.5)	(336.5)	(68.0)	(68.0)		
<b>Total Affordability Measures</b>			<b>(17.0)</b>	<b>(1,071.2)</b>	<b>(1,054.1)</b>	<b>-</b>	<b>(175.3)</b>	<b>(158.2)</b>	<b>-</b>

Efficiency measures are specific actions taken by Fleet Services that achieve cost reductions without impacting service levels for customers. Some of the key efficiency measures implemented are described below:

- Changes to tire services – Savings achieved through implementing realignment of tire services utilizing retreading practice. No impact to current service level.
- Optimization of underutilized EVs – Savings in fuel usage from swapping high-utilized vehicles with under-utilized zero emission vehicles. No impact to current service level.
- Align EV charger maintenance program – Review expected useful life and required maintenance frequency on newly installed EV chargers. This has minimal impact to current service level.

**New and Enhanced Service Priorities:**

**Table 4: New / Enhanced Requests**

New / Enhanced Request	2025				2026 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
<b>In \$ Thousands</b>							
Carbon budget initiatives	570.0	690.0	120.0	5.0	693.8	None	To support the City's strategic plan to address climate change or transition City's Fleet to sustainable, climate resilient and low carbon operations.
<b>Total New / Enhanced</b>	<b>570.0</b>	<b>690.0</b>	<b>120.0</b>	<b>5.0</b>	<b>693.8</b>		

**Note:**

1. For additional information, please refer to [Appendix 2](#) for details on 2025 Service Changes; and [Appendix 3](#) for the 2025 New and Enhanced Service Priorities, respectively.

**2026 AND 2027 OUTLOOKS****Table 5: 2026 and 2027 Outlooks**

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
<b>Revenues</b>			
Revenue Changes		124.5	170.0
<b>Total Revenues</b>	<b>44,294.5</b>	<b>124.5</b>	<b>170.0</b>
<b>Gross Expenditures</b>			
Salaries & Benefits		1,087.6	124.7
Reserve Contribution		200.0	
Fuel Price and Volume Impacts		326.5	431.8
Operating Impact of Capital		473.4	427.5
Other Inflationary Impacts		2,024.5	1,265.6
<b>Total Gross Expenditures</b>	<b>79,096.0</b>	<b>4,112.0</b>	<b>2,249.6</b>
<b>Net Expenditures</b>	<b>34,801.5</b>	<b>3,987.5</b>	<b>2,079.6</b>
<b>Approved Positions</b>			
	<b>211.0</b>		

\*\*YoY comparison based on approved positions

## Key Outlook Drivers

The 2026 Outlook with total gross expenditures of \$83.2 million reflects an anticipated \$4.1 million or 5.2% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook expects a further increase of \$2.2 million or 2.7% above the 2026 Outlook.

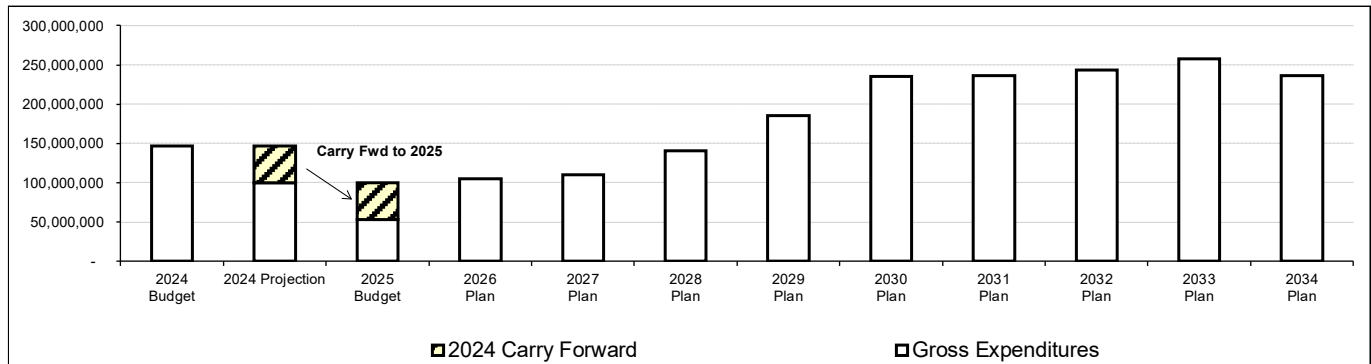
These changes arise from the following:

- Salary and benefits adjustments;
- Higher fuel costs partially offset by reductions in consumption as the City continues to convert vehicles and equipment into zero-emission vehicles;
- Inflationary impacts to parts, service, rentals, and other general maintenance costs; and
- Reserve contributions reverting to adequate levels to ensure continued funding for critically important internal projects and sustainment of strategic programs and priorities.

**2025 – 2034  
CAPITAL BUDGET AND PLAN**

**2025 – 2034 CAPITAL BUDGET AND PLAN OVERVIEW**

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



(In \$000s)	2024		2024 Capital Budget and 2025 - 2033 Capital Plan										Total 10 Year Plan	
	Budget	Projected Actual	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034		
	<b>Gross Expenditures by Project Category:</b>													
Health & Safety & Legislated	7,202	3,507	4,207	4,386	3,758	50	100	50	50	50	50	50	50	12,751
SOGR	138,316	95,636	95,133	100,261	106,496	141,099	185,658	235,407	236,154	243,029	257,270	236,126	1,836,630	
Service Improvement & Growth	844	591	724	393									1,117	
<b>Total by Project Category</b>	<b>146,362</b>	<b>99,733</b>	<b>100,064</b>	<b>105,040</b>	<b>110,254</b>	<b>141,149</b>	<b>185,758</b>	<b>235,457</b>	<b>236,204</b>	<b>243,079</b>	<b>257,320</b>	<b>236,176</b>	<b>1,850,499</b>	
<b>Financing:</b>														
Debt			4,021	29,337	15,312	18,765	18,469	25,846	49,838	17,626	94,256	74,356	347,824	
Reserves/Reserve Funds	146,362	99,733	96,043	70,728	94,942	122,384	167,289	209,611	186,366	225,453	163,064	161,821	1,497,700	
Federal				4,975									4,975	
<b>Total Financing</b>	<b>146,362</b>	<b>99,733</b>	<b>100,064</b>	<b>105,040</b>	<b>110,254</b>	<b>141,149</b>	<b>185,758</b>	<b>235,457</b>	<b>236,204</b>	<b>243,079</b>	<b>257,320</b>	<b>236,176</b>	<b>1,850,499</b>	

**Project Updates**  
(\$130.7 Million)

The 2025-2034 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2025-2033):

- Paramedics Fleet Replacement - \$49.3 million
- Fire Fleet Replacement - \$45.2 million
- Fuel Site Infrastructure - \$16.8 million
- Solid Waste Fleet Replacement - \$10.6 million
- Toronto Water Fleet Replacement - \$8.8 million

Adjustments to divisional vehicle replacement capital plans to account for cost escalations related to global supply chain demands and inflationary pressures. This also includes the additional expenses associated with the conversion to Zero Emission Vehicles (ZEVs).

**New Projects**  
(\$264.1 Million)

The 2025-2034 Capital Budget and Plan includes new projects. Key projects are as follows:





- Fleet Transition to ZEV - \$198.6 million
- Addressing Aging Backlog - \$50.5 million
- Convert Solid Waste Management (SWM) Refuse Collection Vehicles - \$6.6 million
- Sideguards retrofit - \$4.4 million
- Maximize Compressed Natural Gas (CNG) Fleet - \$4.1 million

**Note:**

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project; [Appendix 7](#) for Capacity to Deliver Review; and [Appendix 8](#) for a Summary of Capital Delivery Constraints, respectively.

**2025 – 2034 CAPITAL BUDGET AND PLAN**

**\$1,850.5 Million 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>\$1,609.0 M</b> 87.0%	<b>\$1.4 M</b> 0.1%	<b>\$218 M</b> 11.7%	<b>\$22.1 M</b> 1.2%
<ul style="list-style-type: none"> <li>Fleet Replacement Programs <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Capital Asset Management <input checked="" type="checkbox"/></li> <li>Financial Systems Transformation <input checked="" type="checkbox"/></li> </ul>	Sustainable Fleet Plans: <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 <input checked="" type="checkbox"/></li> <li>Maximize CNG Strategy <input checked="" type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Toronto Shelter and Support and Toronto Community Housing Corporation Vehicle and Equipment replacement <input checked="" type="checkbox"/></li> </ul>

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

\*Information above includes full project/sub-project 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

**How the Capital Program is Funded**

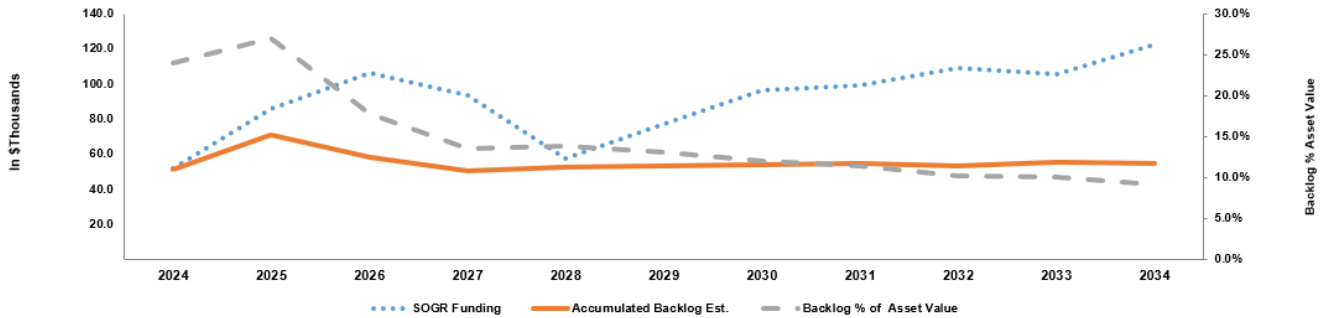
City of Toronto		Federal Funding	
<b>\$1,845.5 M</b> 99.7%		<b>\$5.0 M</b> 0.3%	
Debt	\$ 347.8 M	Green Freight Program (also known as Convert SWM refuse collection vehicles)	\$ 5.0 M
Reserve / Reserve Fund	\$ 1,497.7 M		

**STATE OF GOOD REPAIR (SOGR) FUNDING AND BACKLOG**

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

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

State of Good Repair (SOGR) Funding & Backlog



\$ Thousands	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>SOGR Funding</b>	51.4	86.0	106.0	93.3	57.6	77.1	96.5	98.8	108.7	105.8	122.1
<b>Accumulated Backlog Est.</b>	51.0	71.1	58.4	50.2	52.6	52.9	53.7	54.8	52.9	55.6	54.8
<b>Backlog % of Asset Value</b>	24.0%	27.0%	17.8%	13.4%	13.8%	13.0%	12.1%	11.4%	10.1%	10.0%	9.1%
<b>Total Asset Value</b>	212.5	263.6	328.2	373.6	381.3	405.7	444.7	481.3	522.4	556.0	600.4

- The accumulated backlog presented above is anticipated to increase from \$51.0 million in 2024 to \$54.8 million in 2034, representing 9.1% of the total replacement value, estimated to be \$600.4 million by 2034.
- Changes to the annual estimates for backlog are based on the difference between Client and Fleet agreed-upon replacements and reserve contributions made through available funding sources.
- The 2025 Capital Budget provides necessary funds to address aging SOGR backlog. The corresponding new and enhanced request in the operating budget has not been reflected in calculating the updated outlook on the accumulated backlog.
- Through the approved 2025 budget, an approved funding source to address the current backlog will have significant impacts in reducing the current and future outlooks on accumulated backlog amounts.



**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

Approval of the 2025 Capital Budget will result in an overall impact of \$0.473 million net in 2026 arising from completing the ZEV Charging Infrastructure and eBikes projects, as shown in Table 6 below.

**Table 6: Net Operating Impact Summary**

Projects	2025 Budget		2026 Plan		2027 Plan		2028 Plan		2029 Plan		2025-2029		2025-2034	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
ZEV Infrastructure	548.1		421.3		373.8							1,343.2		1,343.2
eBikes	80.0		52.2		53.7							185.8		185.8
<b>Total (Net)</b>	<b>628.1</b>		<b>473.4</b>		<b>427.5</b>							<b>1,529.0</b>		<b>1,529.0</b>

Previously Approved projects

- The ZEV Charging Infrastructure project will result in net operating costs of \$0.548 million in 2025, \$0.421million increase in 2026 and a further increase of \$0.374 million in 2027. These costs arise from advancing the installation of EV charging stations across the City’s fleets to support conversion to zero emission vehicles. They are related to the ongoing maintenance and airtime fees for all charging stations. The operating costs associated with the ZEV Charging Infrastructure in 2025, as mentioned above, have been included in the 2025 Operating Budget for Fleet Services.
- The eBikes project will result in operating costs of \$0.186 million in 2027. The 2025 operating costs of \$0.080 million associated with the eBikes project, as shown in the table 6 above, are included in the 2025 Operating Budget for Fleet Services.
- Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

# APPENDICES

## Appendix 1

### 2025 Operating Budget by Category

Category (In \$000s)	2022	2023	2024	2024	2025	2025 Change from 2024 Budget	
	Actual	Actual	Budget	Projection*	Budget	\$	%
	\$	\$	\$	\$	\$	\$	%
Federal Subsidies		952.3	521.2	914.4		(521.2)	(100.0%)
Transfers From Capital	908.6	1,557.4	1,374.2	1,981.6	2,658.6	1,284.4	93.5%
Sundry and Other Revenues	6,307.7	8,116.4	7,706.8	7,882.7	8,458.0	751.1	9.7%
Inter-Divisional Recoveries	23,861.9	29,092.4	29,940.8	32,544.1	33,177.9	3,237.1	10.8%
<b>Total Revenues</b>	<b>31,078.3</b>	<b>39,718.5</b>	<b>39,543.1</b>	<b>43,322.8</b>	<b>44,294.5</b>	<b>4,751.4</b>	<b>12.0%</b>
Salaries and Benefits	20,816.7	22,651.5	25,505.0	25,182.5	26,817.5	1,312.5	5.1%
Materials & Supplies	34,076.1	33,495.3	32,492.4	33,909.3	34,172.0	1,679.6	5.2%
Equipment	333.1	406.1	200.8	329.8	141.7	(59.1)	(29.4%)
Service and Rent	12,779.0	14,177.5	13,733.4	16,047.8	14,431.8	698.4	5.1%
Contribution To Reserves/Reserve Funds	1,653.8	3,806.3	2,983.0	3,596.3	3,483.0	500.0	16.8%
Other Expenditures		15.0			50.0	50.0	
Inter-Divisional Charges	2.5	13.2					
<b>Total Gross Expenditures</b>	<b>69,661.2</b>	<b>74,564.9</b>	<b>74,914.6</b>	<b>79,065.6</b>	<b>79,096.0</b>	<b>4,181.4</b>	<b>5.6%</b>
<b>Net Expenditures</b>	<b>38,582.9</b>	<b>34,846.4</b>	<b>35,371.5</b>	<b>35,742.8</b>	<b>34,801.5</b>	<b>(570.0)</b>	<b>(1.6%)</b>

\*Projection based on 9-Month Variance

## Appendix 2

### Summary of 2025 Service Changes

(\$000'S)

Form ID		Corporate Services  Program - Fleet Services	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>2025 Staff Prepared Base Budget Before Service Changes:</b>	78,742.5	43,724.5	35,018.0	206.00	5,445.1	2,116.5

32831		Geofencing for EV Chargers On Hold																											
59	No Impact	<b>Description:</b>																											
<p>To put on hold the plan to install Geofencing for the City's EV chargers. This is a service that if enabled can prevent the use of EV chargers to charge non-City fleet vehicles. Meanwhile, Fleet is assessing the costs / benefits of having or not having the devices, and exploring alternative solutions. The cost of each Geofencing device is \$178 per vehicle per year, total cost for 2025 would be \$87k for 486 vehicles. The annual costs will increase with increased no. of EVs purchases.</p> <p><b>Service Level Impact:</b></p> <p>There is currently no Geofencing installed for the EV chargers. The geofencing application/service is a function within the EV charger device installed in many City sites. This functionality is an additional cost to enforce controls that restrict which vehicles can use the charger to charge their battery. It is a control and monitoring function that prevents the unauthorized use of City-owned EV chargers by non-City staff, or even by City staff using non-City vehicles. This is a cost to prevent theft of electricity and improper use of the devices. It is unknown how much energy costs we would expect to lose without this function which makes it difficult to measure the cost impact of these types of theft.</p> <p><b>Equity Statement:</b></p> <p>There will be no equity impacts on this proposal.</p> <p><b>Service:</b> Fleet Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Staff Prepared Budget Changes:</td> <td style="width: 10%; text-align: right;">(77.9)</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">(77.9)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">(61.2)</td> <td style="width: 10%; text-align: right;">(33.6)</td> </tr> </table> <p><b>Service:</b> Fuel Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Staff Prepared Budget Changes:</td> <td style="width: 10%; text-align: right;">(8.7)</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">(8.7)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">(6.8)</td> <td style="width: 10%; text-align: right;">(3.7)</td> </tr> </table> <table style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 60%;"><b>Staff Prepared Service Changes:</b></td> <td style="width: 10%; text-align: right;"><b>(86.5)</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> <td style="width: 10%; text-align: right;"><b>(86.5)</b></td> <td style="width: 10%; text-align: right;"><b>0.00</b></td> <td style="width: 10%; text-align: right;"><b>(68.0)</b></td> <td style="width: 10%; text-align: right;"><b>(37.4)</b></td> </tr> </table>									Total Staff Prepared Budget Changes:	(77.9)	0.0	(77.9)	0.00	(61.2)	(33.6)	Total Staff Prepared Budget Changes:	(8.7)	0.0	(8.7)	0.00	(6.8)	(3.7)	<b>Staff Prepared Service Changes:</b>	<b>(86.5)</b>	<b>0.0</b>	<b>(86.5)</b>	<b>0.00</b>	<b>(68.0)</b>	<b>(37.4)</b>
Total Staff Prepared Budget Changes:	(77.9)	0.0	(77.9)	0.00	(61.2)	(33.6)																							
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<b>Staff Prepared Service Changes:</b>	<b>(86.5)</b>	<b>0.0</b>	<b>(86.5)</b>	<b>0.00</b>	<b>(68.0)</b>	<b>(37.4)</b>																							

32996		Amend EV Chargers Maintenance																											
59	No Impact	<b>Description:</b>																											
<p>To reduce the maintenance budget by \$0.25 million to align with the expected number of EV chargers to be in place and commissioned in 2025.</p> <p><b>Service Level Impact:</b></p> <p>The preventive maintenance cost estimates for the 55 DCFC chargers added a significant pressure to Fleet Services budget. We are reviewing the current vendor contract and negotiating on the number of hours and activities required to maintain these chargers in an effort to reduce the budget pressure. This reduction will ideally be realized through a reduced negotiated rate. However, if this is not achieved, then we will need to reduce the amount of preventive maintenance to stay within budget, and risk some chargers falling behind in maintenance and/or service capability.</p> <p><b>Equity Statement:</b></p> <p>There will be no equity impacts on this proposal.</p> <p><b>Service:</b> Fleet Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Staff Prepared Budget Changes:</td> <td style="width: 10%; text-align: right;">(173.6)</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">(173.6)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">(26.3)</td> <td style="width: 10%; text-align: right;">(26.3)</td> </tr> </table> <p><b>Service:</b> Fuel Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Staff Prepared Budget Changes:</td> <td style="width: 10%; text-align: right;">(76.4)</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">(76.4)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">26.3</td> <td style="width: 10%; text-align: right;">26.3</td> </tr> </table> <table style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 60%;"><b>Staff Prepared Service Changes:</b></td> <td style="width: 10%; text-align: right;"><b>(250.0)</b></td> <td style="width: 10%; text-align: right;"><b>0</b></td> <td style="width: 10%; text-align: right;"><b>(250.0)</b></td> <td style="width: 10%; text-align: right;"><b>0</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> </tr> </table>									Total Staff Prepared Budget Changes:	(173.6)	0.0	(173.6)	0.00	(26.3)	(26.3)	Total Staff Prepared Budget Changes:	(76.4)	0.0	(76.4)	0.00	26.3	26.3	<b>Staff Prepared Service Changes:</b>	<b>(250.0)</b>	<b>0</b>	<b>(250.0)</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
Total Staff Prepared Budget Changes:	(173.6)	0.0	(173.6)	0.00	(26.3)	(26.3)																							
Total Staff Prepared Budget Changes:	(76.4)	0.0	(76.4)	0.00	26.3	26.3																							
<b>Staff Prepared Service Changes:</b>	<b>(250.0)</b>	<b>0</b>	<b>(250.0)</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>																							

### Appendix 3

## Summary of 2025 New / Enhanced Service Priorities Included in Budget

(\$000'S)

Form ID		Corporate Services	Adjustments				2026 Plan	2027 Plan
Category	Equity Impact	Program - Fleet Services	Gross Expenditure	Revenue	Net	Approved Positions	Net Change	Net Change
33176		Maximize Compressed Natural Gas (CNG) Fleet						
74	No Impact	<p><b>Description:</b></p> <p>Requesting an increase in the gross expenditure budget of \$0.12 million with offsetting revenue of \$0.12 million to add one capital recovery position. This request is tied to the delivery of the capital project of the same name which Fleet Services is seeking funding for through the 2025 capital budget. The aim for this position is to conduct a comprehensive analysis of existing fleet to identify vehicles suitable for conversion to Compressed Natural Gas (CNG) to maximize CNG fleet, with which CNG will yield 30% reductions in emission compared to diesel. Ongoing work will be required to manage replacements and additional conversions, through optimization of fleet asset operations including identifying training and development requirements and impacts on maintenance and fuel operations.</p> <p><b>Service Level Impact:</b></p> <p>Analysis on safety and operational compatibility is standard for all assets across fleet. It will help to accelerate the conversion to CNG fleet and help the City to achieve the target GHG reduction target.</p> <p><b>Equity Statement:</b></p> <p>There will be no equity impact on this proposal.</p> <p><b>Service:</b> Fleet Management</p>						
<b>Total Staff Prepared Budget Changes:</b>			120.0	120.0	0.0	1.00	0.0	0.0
<b>Staff Prepared New/Enhanced Service Priorities:</b>			<b>120.0</b>	<b>120.0</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>
33218		Convert Solid Waste Management Refuse Collection Vehicles						
74	No Impact	<p><b>Description:</b></p> <p>Requesting an increase in \$0.12 million gross and net for one position to oversee and administer the capital project delivery of the same name. This staff position will oversee the financial arrangement (grant application with the federal government) and collection of reimbursement of funds towards the retrofit of vehicles, plan and schedule the timing of the retrofits to minimize disruption to operations and ensure that all specs meet safety standards, and that additional training on new equipment is identified and delivered.</p> <p><b>Service Level Impact:</b></p> <p>Current electric vehicle (EV) conversion plans focus more on light to medium duty vehicles. The long term plan is to include approximately 98 per cent of all City owned vehicles and equipment in the GHG reduction program. This role will help to identify additional ways to further convert class 3+ vehicles into a green vehicle alternative. Work is expected to continue through this or an alternative federal program that incentivizes conversions through federal partnership.</p> <p><b>Equity Statement:</b></p> <p>There will be no equity impact on this proposal.</p> <p><b>Service:</b> Fleet Management</p>						
<b>Total Staff Prepared Budget Changes:</b>			120.0	0.0	120.0	1.00	0.4	0.5
<b>Staff Prepared New/Enhanced Service Priorities:</b>			<b>120.0</b>	<b>0</b>	<b>120.0</b>	<b>1.00</b>	<b>0.4</b>	<b>0.5</b>

### Appendix 3 continued

## Summary of 2025 New / Enhanced Service Priorities Included in Budget (\$000'S)

33219	Addressing Aging Backlog to Reduce GHG Emissions
74	No Impact
<b>Description:</b>	
<p>Requesting an increase in the gross expenditure budget of \$0.15 million, with offsetting revenue of \$0.15 million through capital recovery of one staff position to support the procurement of vehicles and selection of ZEV equivalent where possible in replacing aging vehicles. The additional resource is needed to deliver on the capital project of the same name which is funded through the 2025 capital budget submission. There is not sufficient capacity within the existing staff to properly clear the backlog, preparing proper specifications of replacements, and finding optimal ZEVs to replace aging backlog. This request is funded fully from the 2025 capital budget submission.</p>	
<b>Service Level Impact:</b>	
<p>Although backlog fluctuates year over year, it has remained steadily growing with each additional year of continued under-contribution by client divisions into their fleet replacement reserves. This underfunding has resulted in an estimated total backlog of \$51 million by the end of 2024 and will steadily grow to \$54.8 million by 2034 representing 9% of the total asset value of \$600.4 million in 2034. These assets are beyond their useful life and require costly maintenance, and often lead to extended or frequent downtime resulting in lower service quality to the public.</p>	
<b>Equity Statement:</b>	
There will be no equity impact on this proposal.	
<b>Service:</b> Fleet Management	
Total Staff Prepared Budget Changes:	
	150.0      150.0      0.0      1.00      0.0      0.0
<b>Staff Prepared New/Enhanced Service Priorities:</b>	
	<b>150.0      150.0      0.0      1.00      0.0      0.0</b>
33252	Fleet Transition to Zero Emissions Vehicles (ZEV)
74	No Impact
<b>Description:</b>	
<p>Requesting an increase in the gross expenditure budget of \$0.30 million, with offsetting revenue for a capital position directly tied to the success of delivering the capital project of the same name. Fleet Services will add 2 positions to support the procurement of ZEV in developing technical specs aligning with operational compatibility and suitability, safety standards, and GHG emission reductions. Prioritization for units that are higher contributors and readily available replacements will allow for optimal acceleration. Further work is needed to identify additional replacements for in the near future and for higher classes of vehicles. Coordination of work is needed to support contract management, financial planning modelling, maintenance training and development, and safety standards. These positions are full funded through the 2025 capital budget submission.</p>	
<b>Service Level Impact:</b>	
<p>Number of EV's put in service has increased from 8 units in 2022 to 257 units (around 10% of current fleet) in 2024 July. The plan is to replace around 1,600 EV's from 2025 to 2030. The long term goal is to include approximately 98% of all City fleets.</p>	
<b>Equity Statement:</b>	
There will be no equity impacts on this proposal.	
<b>Service:</b> Fleet Management	
Total Staff Prepared Budget Changes:	
	300.0      300.0      0.0      2.00      0.0      0.0
<b>Staff Prepared New/Enhanced Service Priorities:</b>	
	<b>300.0      300.0      0.0      2.00      0.0      0.0</b>
<b>Summary:</b>	
<b>Staff Prepared New/Enhanced Service Priorities:</b>	
	<b>690.0      570.0      120.0      5.00      0.4      0.5</b>

## Appendix 4

### Operating Program Provincial/Federal Funding Streams by Program

N/A

### Appendix 5

#### 2025 Capital Budget; 2026 - 2034 Capital Plan Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Public Health - Fleet Replacement	246	257	60	91	187	132	1,101	163	259		2,495		2,495	
Library - Fleet Replacement	462	1,506	2,625	394	2,012	402		3,610		1,523	12,533		12,533	
Parks, Forestry & Recreation-Fleet Replacement	3,500	4,627	15,119	10,518	19,231	29,063	29,022	25,665	18,690	41,352	196,785		196,785	
PMMD At-Large Vehicle Purchase	101	114	74	169	364	36	127	521			1,506		1,506	
Municipal Licensing & Standards-Fleet Replacement	472	305	2,635	2,437	2,153	1,543	1,530	1,661	2,763	2,979	18,479		18,479	
Solid Waste - Fleet Replacement	35,523	26,250	23,832	10,301	25,022	40,167	52,911	59,607	48,581	24,948	347,141		347,141	
Engineering & Construction Serv Fleet Replacement	58	797	371	526	1,079	1,154	248	371	1,644	444	6,690		6,690	
Transportation Services - Fleet Replacement	3,410	9,533	8,178	16,306	12,880	23,487	13,888	13,305	20,148	23,413	144,547		144,547	
Paramedics - Fleet Replacement	18,687	15,600	13,200	30,200	32,600	33,300	32,000	30,400	30,000	34,400	270,387		270,387	
Fire-Fleet Replacement	21,108	19,100	11,834	38,805	36,767	44,493	30,967	49,808	25,994	29,414	308,290		308,290	
Zoo-Fleet Replacement	605	600	490	475	985	490	495	492	485	610	5,727		5,727	
Exhibition Place - Fleet Replacement	799	200	375	375	715	400	340	375	375	375	4,329		4,329	
Arena Boards - Replacement of Ice Resurfacers	302		663		380	420	210	149	210	380	2,714		2,714	
Fleet Replacement - Insurance Contingency	138	125									263		263	
Fleet Services - Fleet Replacement	75	653	699	251	1,768		839	820	140		5,245		5,245	
Facilities Mgmt & Real Estate - Fleet Replacement	670	699	2,394	1,651	2,320	1,875	944	1,663	2,993	3,189	18,398		18,398	
Clerks - Fleet Replacement	87		98	319	207				51	98	861		861	
Toronto Water - Fleet Replacement	2,956	5,298	9,593	11,845	20,594	21,913	16,496	31,138	30,101	19,349	169,284		169,284	
Fuel Site Infrastructure	2,829	426	2,289	2,851	3,328	6,108	3,465	3,638	3,820	4,011	32,765		32,765	
Toronto Building - Fleet Replacement		57	397	23	132			445	23	132	1,209		1,209	
PPF&A - Fleet Replacement						45					45		45	
EDCT - Fleet Replacement	302			165	105	136	159			483	1,350		1,350	
Toronto Community Housing Corp.- Fleet Replacement	1,379	232	1,417	1,615	3,627	3,454	1,236	1,149	2,411	3,274	19,793		19,793	
Information & Technology - Fleet Replacement			40					40			79		79	
Shelter, Support & Housing Admin-Fleet Replacement	208	373	150	237	437	384		74	41	532	2,434		2,434	
Fleet - Tools & Equipment	375		282	280	296	560	340	310	280	280	3,002		3,002	
Vendor Management Portal	220										220			220
Sustainment of Fleet Technologies and Systems	504	393									897			897
Fleet Office Modernization Plan	214	100									314		314	
Sustainable Fleet Project	142										142	142		
ZEV Fleet Replacement	267	125	50	50	100	50	50	50	50	50	842	842		
ZEV Charging Infrastructure	3,411	2,000	2,000								7,411	7,411		
Ellesmere Tool Replacement	127										127		127	
Maximize CNG Fleet		400	320	400	1,080	1,080	80	80	320	320	4,080		4,080	
Addressing Aging Backlog		3,143	5,314	6,000	8,000	15,000	13,000				50,457		50,457	
Convert SWM refuse collection vehicles	500	6,132									6,632		6,632	
Fleet Transition to ZEV		3,737	4,046	4,865	9,389	9,766	36,758	17,546	67,942	44,622	198,669		198,669	
Sideguards Retrofit	386	2,261	1,708								4,355	4,355		
<b>Total Expenditures (including carry forward from 2024)</b>	<b>100,064</b>	<b>105,040</b>	<b>110,254</b>	<b>141,149</b>	<b>185,758</b>	<b>235,457</b>	<b>236,204</b>	<b>243,079</b>	<b>257,320</b>	<b>236,176</b>	<b>1,850,499</b>	<b>12,751</b>	<b>1,836,630</b>	<b>1,117</b>

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

\*Information above includes full project / sub-project 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.



### Appendix 5a

#### 2025 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Public Health - Fleet Replacement	246	257									503	257	246	
Library - Fleet Replacement	462	1,506	2,063								4,030	1,254	2,776	
Parks, Forestry & Recreation-Fleet Replacement	3,500	4,627	11,290								19,417	19,417		
PMMD At-Large Vehicle Purchase	101	114									214	101	114	
Municipal Licensing & Standards-Fleet Replacement	472	305	1,000								1,777	472	1,305	
Solid Waste - Fleet Replacement	35,523	26,250	21,597	7,000	10,000	13,000	5,000				118,370	118,370		
Engineering & Construction Serv Fleet Replacement	58	797									855	302	553	
Transportation Services - Fleet Replacement	3,410	9,533	5,918	7,527							26,388	26,388		
Paramedics - Fleet Replacement	18,687	1,982									20,669	8,993	11,676	
Fire-Fleet Replacement	21,108	19,100	11,834	38,805	36,767	44,493	29,150	24,100			225,357	174,632	50,725	
Zoo-Fleet Replacement	605	600									1,205	731	474	
Exhibition Place - Fleet Replacement	799	200									999	570	429	
Arena Boards - Replacement of Ice Resurfacers	302		453								755	302	453	
Fleet Replacement - Insurance Contingency	138	125									263	13	250	
Fleet Services - Fleet Replacement	75	653	509								1,237	728	509	
Facilities Mgmt & Real Estate - Fleet Replacement	670	699	1,400								2,769	955	1,814	
Clerks - Fleet Replacement	87										87		87	
Toronto Water - Fleet Replacement	2,956	5,298	5,553	1,774							15,580	15,580		
Fuel Site Infrastructure	2,829	426	2,000								5,255	2,554	2,701	
Toronto Building - Fleet Replacement		57									57		57	
EDCT - Fleet Replacement	302										302	138	164	
Toronto Community Housing Corp.- Fleet Replacement	1,379	232	800								2,411	1,379	1,032	
Information & Technology - Fleet Replacement														
Shelter, Support & Housing Admin-Fleet Replacement	208	373	150	100							831	277	553	
Fleet - Tools & Equipment	375										375	67	308	
Vendor Management Portal	220										220	220		
Sustainment of Fleet Technologies and Systems	504	393									897	897		
Fleet Office Modernization Plan	214	100									314	314		
Sustainable Fleet Project	142										142	142		
ZEV Fleet Replacement	267	125									392	142	250	
ZEV Charging Infrastructure	3,411	2,000	2,000								7,411	3,411	4,000	
Ellesmere Tool Replacement	127										127	127		
Maximize CNG Fleet		400	320	400	1,080	1,080	80	80	320	320	4,080		4,080	
Addressing Aging Backlog		3,143	5,314	6,000	8,000	15,000	13,000				50,457			50,457
Convert SWM refuse collection vehicles	500	6,132									6,632			6,632
Fleet Transition to ZEV		3,737	4,046	4,865	9,389	9,766	36,758	17,546	67,942	44,622	198,669			198,669
Sideguards Retrofit	386	2,261	1,708								4,355			4,355
<b>Total Expenditure (including carry forward from 2024)</b>	<b>100,064</b>	<b>91,421</b>	<b>77,955</b>	<b>66,471</b>	<b>65,236</b>	<b>83,339</b>	<b>83,988</b>	<b>41,726</b>	<b>68,262</b>	<b>44,942</b>	<b>723,402</b>	<b>378,731</b>	<b>84,558</b>	<b>260,113</b>

### Appendix 5b

#### 2026 - 2034 Capital Plan

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Public Health - Fleet Replacement		60	91	187	132	1,101	163	259		1,993		1,993	
Library - Fleet Replacement		562	394	2,012	402		3,610		1,523	8,503		8,503	
Parks, Forestry & Recreation-Fleet Replacement		3,829	10,518	19,231	29,063	29,022	25,665	18,690	41,352	177,369		177,369	
PMMD At-Large Vehicle Purchase		74	169	364	36	127	521			1,291		1,291	
Municipal Licensing & Standards-Fleet Replacement		1,635	2,437	2,153	1,543	1,530	1,661	2,763	2,979	16,702		16,702	
Solid Waste - Fleet Replacement		2,235	3,301	15,022	27,167	47,911	59,607	48,581	24,948	228,772		228,772	
Engineering & Construction Serv Fleet Replacement		371	526	1,079	1,154	248	371	1,644	444	5,835		5,835	
Transportation Services - Fleet Replacement		2,260	8,778	12,880	23,487	13,888	13,305	20,148	23,413	118,159		118,159	
Paramedics - Fleet Replacement	13,619	13,200	30,200	32,600	33,300	32,000	30,400	30,000	34,400	249,719		249,719	
Fire-Fleet Replacement						1,817	25,708	25,994	29,414	82,933		82,933	
Zoo-Fleet Replacement		490	475	985	490	495	492	485	610	4,522		4,522	
Exhibition Place - Fleet Replacement		375	375	715	400	340	375	375	375	3,330		3,330	
Arena Boards - Replacement of Ice Resurfacers		210		380	420	210	149	210	380	1,959		1,959	
Fleet Services - Fleet Replacement		190	251	1,768		839	820	140		4,008		4,008	
Facilities Mgmt & Real Estate - Fleet Replacement		994	1,651	2,320	1,875	944	1,663	2,993	3,189	15,629		15,629	
Clerks - Fleet Replacement		98	319	207				51	98	773		773	
Toronto Water - Fleet Replacement		4,040	10,072	20,594	21,913	16,496	31,138	30,101	19,349	153,703		153,703	
Fuel Site Infrastructure		289	2,851	3,328	6,108	3,465	3,638	3,820	4,011	27,511		27,511	
Toronto Building - Fleet Replacement		397	23	132			445	23	132	1,152		1,152	
PPF&A - Fleet Replacement					45					45		45	
EDCT - Fleet Replacement			165	105	136	159			483	1,049		1,049	
Toronto Community Housing Corp.- Fleet Replacement		617	1,615	3,627	3,454	1,236	1,149	2,411	3,274	17,383		17,383	
Information & Technology - Fleet Replacement		40					40			79		79	
Shelter, Support & Housing Admin-Fleet Replacement			137	437	384		74	41	532	1,604		1,604	
Fleet - Tools & Equipment		282	280	296	560	340	310	280	280	2,627		2,627	
ZEV Fleet Replacement		50	50	100	50	50	50	50	50	450	450		
<b>Total Expenditures</b>	<b>13,619</b>	<b>32,299</b>	<b>74,678</b>	<b>120,522</b>	<b>152,118</b>	<b>152,216</b>	<b>201,353</b>	<b>189,058</b>	<b>191,235</b>	<b>1,127,096</b>	<b>450</b>	<b>1,126,646</b>	

## Appendix 6

### Reporting on Major Capital Projects: Status Update

N/A

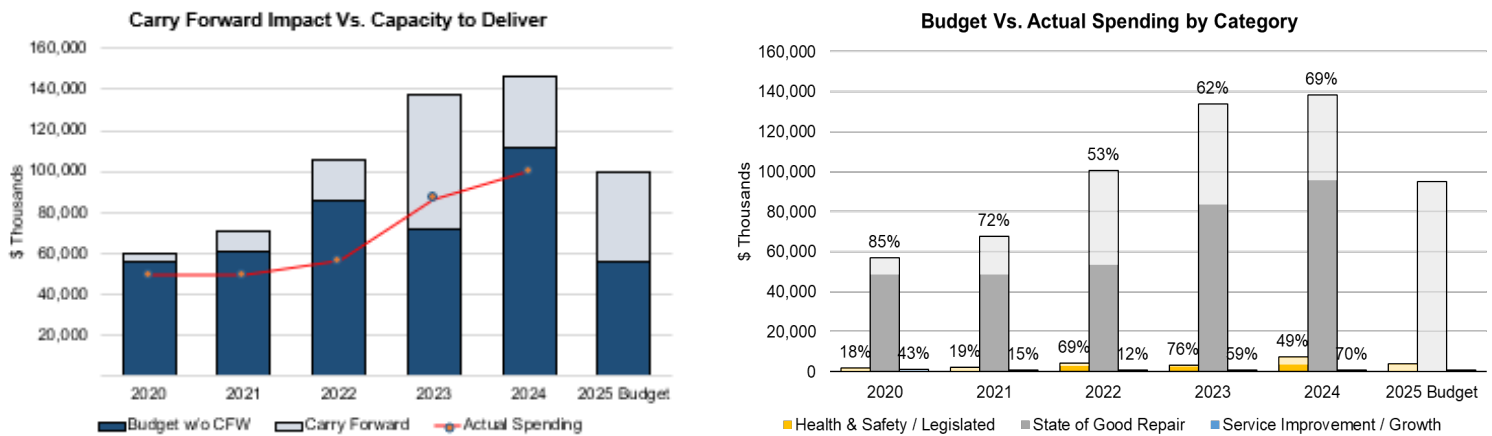
## Appendix 7

### Capacity to Deliver Review

The 10-year Capital Plan has been developed with consideration of historically demonstrated capacity to deliver within any given year of a 10-year plan. In addition, a review was undertaken to ensure budgets align with the capacity available in the market to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories (Chart 3 below) and assessing projected 2024 underspending that will be carried forward into the 2025 Capital Budget and Plan to complete capital work.

**Chart 3 – Capacity to Deliver**



### Impact of Capacity to Deliver Review on the 10-Year Plan

- Fleet Services’ actual spending over the previous three years, from 2022 to 2024, has averaged \$80.834 million per year or 62%.
- The projected spending for 2024 is \$99.733 million or 68.2% of the 2024 Capital Budget of \$146.343 million. The project spend delay is mainly attributed to global supply chain issues for manufacturers and suppliers. Fleet Services has seen lead time double from 6 months to 12 months for light duty vehicles and increase from 18 months to 24-36 months for medium- and heavy-duty vehicles. The unspent cash flow funding of \$46.610 million has been carried forward into 2025 to continue and complete the scheduled vehicle replacements and has all been committed for delivery of vehicles in 2025.
- The 2025 Capital Budget includes a total cash flow funding \$100.064 million which includes 2024 carry-forward of \$46.610 million. As a result of capacity to deliver review undertaken for the 2025 Budget process, Fleet Services has given special considerations to the following:
  - The automotive manufacturing industry continues to face supply chain issues and pressures on prices for materials and parts.
  - The overall cost of new replacement vehicles and equipment for both internal combustion engine (ICE) vehicles and zero-emission vehicles (ZEV) have risen significantly, and in many cases have resulted in additional costs of 30-40%.
  - Fleet Services continues to experience delays in the delivery and supply of replacement vehicles but has seen this time delay decrease as the global supply market catches up with waning demands. To further mitigate this risk, the 2025 budget continues to consider the timing of the cashflows to more closely align with expected delays in delivery times.
  - Exchange rates for US dollars continue to provide inflation rate risk to prices of replacement vehicles and equipment.

## Appendix 8

### Summary of Capital Delivery Constraints

Projects	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
ZEV Charging Infrastructure - Unfunded	58		58	1.5	10.0	6.0	5.6	5.6	5.6	5.6	6.0	6.0	6.0
ZEV Energy Storage & Other System Support - Unfunded	106		106	7.8	15.8	21.4	14.8	12.2	12.2	6.5	5.3	5.3	5.3
Pilot: Hydrogen Fuel Cell Technology	5		5	0.6	1.7	2.2							
Addressing Aging Backlog - Unfunded	21		21		5.0	15.6							
Micromobility pilots and program supports	3		3	0.5	0.7	0.7	0.4	0.4					
<b>Total Delivery Constraints (Not Included)</b>	<b>191.93</b>		<b>191.93</b>	<b>10.42</b>	<b>33.15</b>	<b>45.87</b>	<b>20.74</b>	<b>18.14</b>	<b>17.79</b>	<b>12.09</b>	<b>11.24</b>	<b>11.25</b>	<b>11.25</b>

In addition to the 10-Year Capital Plan of \$1,850.5 million, staff have also identified \$191.9 million in capital delivery constraints for Fleet Services as reflected in the table above. These unfunded projects have been included on the list of Capital Delivery Constraints to be considered with other City priorities in future year budget processes. Key projects include:

- ZEV Charging Infrastructure – To install higher capacity chargers to accommodate the charging of medium and heavy-duty classes of vehicles.
- ZEV Energy Storage and Other System Support – To build and maintain the storage facilities and capacity to provide the energy requirements to support an expanded EV network.
- Micromobility pilots and program supports – To assess and support implementation of micromobility options (LSVs) to replace trips/vehicles in relevant operations.
- Pilot: Hydrogen Fuel Cell Technology – Pilot one hydrogen fuel cell unit within a building energy site to test operational feasibility and the concept of alternatives to traditional internal combustion engines and battery-electric vehicles.
- Addressing Aging Backlog – Unfunded – To replace aging backlog of vehicles that contribute a higher proportion of GHG emissions due to continued use of aging technology.

## Appendix 9

### Capital Program Provincial/Federal Funding Streams by Project

N/A

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2025 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
<b>Beginning Balance</b>		<b>1,774.0</b>	<b>1,018.9</b>	<b>1,900.8</b>
Vehicle & Equipment Reserve	XQ0003			
<i>Withdrawals (-)</i>				
<i>Capital</i>		(3,255.1)	(1,618.1)	(1,331.9)
<i>Contributions (+)</i>				
<i>Operating</i>		2,500.0	2,500.0	2,500.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>1,018.9</b>	<b>1,900.8</b>	<b>3,068.9</b>
<b>Balance at Year-End</b>		<b>1,018.9</b>	<b>1,900.8</b>	<b>3,068.9</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
<b>Beginning Balance</b>		<b>1,467.0</b>	<b>1,391.6</b>	<b>939.1</b>
Vehicle & Equipment Reserve	XQ1503			
<i>Withdrawals (-)</i>				
<i>Capital</i>		(75.4)	(652.5)	(698.8)
<i>Contributions (+)</i>				
<i>Operating</i>		-	200.0	200.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>1,391.6</b>	<b>939.1</b>	<b>440.3</b>
<b>Balance at Year-End</b>		<b>1,391.6</b>	<b>939.1</b>	<b>440.3</b>

#### Corporate Reserve / Reserve Funds

N/A

**Inflows and Outflows to/from Reserves and Reserve Funds**

**2025 – 2034 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ0003 Vehicle & Equip Replacement	Beginning Balance	1,774	1,019	1,901	3,069	5,239	7,008	3,538	2,183	684	(966)
	Withdrawals (-)										
	Capital	(3,255)	(1,618)	(1,332)	(330)	(731)	(5,970)	(3,855)	(3,998)	(4,150)	(4,341)
	<b>Total Withdrawals</b>	<b>(3,255)</b>	<b>(1,618)</b>	<b>(1,332)</b>	<b>(330)</b>	<b>(731)</b>	<b>(5,970)</b>	<b>(3,855)</b>	<b>(3,998)</b>	<b>(4,150)</b>	<b>(4,341)</b>
	Contributions (+)										
	Operating	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
<b>Total Contributions</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	
<b>Balance at Year-End *</b>		<b>1,019</b>	<b>1,901</b>	<b>3,069</b>	<b>5,239</b>	<b>7,008</b>	<b>3,538</b>	<b>2,183</b>	<b>684</b>	<b>(966)</b>	<b>(2,807)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1012 Vehicle & Equip Repl - Water/Wastewater	Beginning Balance	14,706	17,423	17,454	14,074	15,017	212	(13,912)	(22,619)	(45,968)	(68,280)
	Withdrawals (-)										
	Capital	(3,072)	(5,759)	(10,170)	(11,845)	(20,594)	(21,913)	(16,496)	(31,138)	(30,101)	(19,349)
	<b>Total Withdrawals</b>	<b>(3,072)</b>	<b>(5,759)</b>	<b>(10,170)</b>	<b>(11,845)</b>	<b>(20,594)</b>	<b>(21,913)</b>	<b>(16,496)</b>	<b>(31,138)</b>	<b>(30,101)</b>	<b>(19,349)</b>
	Contributions (+)										
	Operating	5,789	5,789	6,789	12,789	5,789	7,789	7,789	7,789	7,789	7,789
<b>Total Contributions</b>	<b>5,789</b>	<b>5,789</b>	<b>6,789</b>	<b>12,789</b>	<b>5,789</b>	<b>7,789</b>	<b>7,789</b>	<b>7,789</b>	<b>7,789</b>	<b>7,789</b>	
<b>Balance at Year-End *</b>		<b>17,423</b>	<b>17,454</b>	<b>14,074</b>	<b>15,017</b>	<b>212</b>	<b>(13,912)</b>	<b>(22,619)</b>	<b>(45,968)</b>	<b>(68,280)</b>	<b>(79,840)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1014 Vehicle Reserve - Solid Waste	Beginning Balance	53,752	46,730	44,480	40,600	56,160	58,187	46,888	26,605	2,033	(9,918)
	Withdrawals (-)										
	Capital	(35,523)	(26,250)	(23,832)	(10,301)	(25,022)	(40,167)	(52,911)	(59,607)	(48,581)	(24,948)
	<b>Total Withdrawals</b>	<b>(35,523)</b>	<b>(26,250)</b>	<b>(23,832)</b>	<b>(10,301)</b>	<b>(25,022)</b>	<b>(40,167)</b>	<b>(52,911)</b>	<b>(59,607)</b>	<b>(48,581)</b>	<b>(24,948)</b>
	Contributions (+)										
	Rate Model	28,500	24,000	19,953	25,861	27,049	28,868	32,628	35,035	36,629	38,476
<b>Total Contributions</b>	<b>28,500</b>	<b>24,000</b>	<b>19,953</b>	<b>25,861</b>	<b>27,049</b>	<b>28,868</b>	<b>32,628</b>	<b>35,035</b>	<b>36,629</b>	<b>38,476</b>	
<b>Balance at Year-End *</b>		<b>46,730</b>	<b>44,480</b>	<b>40,600</b>	<b>56,160</b>	<b>58,187</b>	<b>46,888</b>	<b>26,605</b>	<b>2,033</b>	<b>(9,918)</b>	<b>3,610</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1015 Vehicle Reserve - Transportation	Beginning Balance	8,603	9,502	11,362	15,938	12,387	12,262	1,530	397	(153)	(7,547)
	Withdrawals (-)										
	Capital	(3,410)	(9,533)	(8,178)	(16,306)	(12,880)	(23,487)	(13,888)	(13,305)	(20,148)	(23,413)
	<b>Total Withdrawals</b>	<b>(3,410)</b>	<b>(9,533)</b>	<b>(8,178)</b>	<b>(16,306)</b>	<b>(12,880)</b>	<b>(23,487)</b>	<b>(13,888)</b>	<b>(13,305)</b>	<b>(20,148)</b>	<b>(23,413)</b>
	Contributions (+)										
	Operating	4,309	11,393	12,755	12,755	12,755	12,755	12,755	12,755	12,755	12,755
<b>Total Contributions</b>	<b>4,309</b>	<b>11,393</b>	<b>12,755</b>	<b>12,755</b>	<b>12,755</b>	<b>12,755</b>	<b>12,755</b>	<b>12,755</b>	<b>12,755</b>	<b>12,755</b>	
<b>Balance at Year-End *</b>		<b>9,502</b>	<b>11,362</b>	<b>15,938</b>	<b>12,387</b>	<b>12,262</b>	<b>1,530</b>	<b>397</b>	<b>(153)</b>	<b>(7,547)</b>	<b>(18,205)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1016 Vehicle Reserve - Technical Services	Beginning Balance	223	703	443	609	621	79	(537)	(247)	(81)	(1,187)
	Withdrawals (-)										
	Capital	(58)	(797)	(371)	(526)	(1,079)	(1,154)	(248)	(371)	(1,644)	(444)
	<b>Total Withdrawals</b>	<b>(58)</b>	<b>(797)</b>	<b>(371)</b>	<b>(526)</b>	<b>(1,079)</b>	<b>(1,154)</b>	<b>(248)</b>	<b>(371)</b>	<b>(1,644)</b>	<b>(444)</b>
	Contributions (+)										
Operating	537	537	537	537	537	537	537	537	537	537	
<b>Total Contributions</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	<b>537</b>	
<b>Balance at Year-End *</b>		<b>703</b>	<b>443</b>	<b>609</b>	<b>621</b>	<b>79</b>	<b>(537)</b>	<b>(247)</b>	<b>(81)</b>	<b>(1,187)</b>	<b>(1,094)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1017 Vehicle Reserve - Fire	Beginning Balance	12,367	-	-	-	-	-	-	-	-	-
	Withdrawals (-)										
	Capital	(12,367)	-	-	-	-	-	-	-	-	-
	<b>Total Withdrawals</b>	<b>(12,367)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Contributions (+)										
Operating	-	-	-	-	-	-	-	-	-	-	
<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Balance at Year-End</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1018 Vehicle Reserve - Toronto Paramedic Services	Beginning Balance	9,549	4,538	15,117	29,601	28,691	26,082	23,475	22,869	24,566	27,364
	Withdrawals (-)										
	Capital	(18,687)	(15,600)	(13,200)	(30,200)	(32,600)	(33,300)	(32,000)	(30,400)	(30,000)	(34,400)
	<b>Total Withdrawals</b>	<b>(18,687)</b>	<b>(15,600)</b>	<b>(13,200)</b>	<b>(30,200)</b>	<b>(32,600)</b>	<b>(33,300)</b>	<b>(32,000)</b>	<b>(30,400)</b>	<b>(30,000)</b>	<b>(34,400)</b>
	Contributions (+)										
Operating	13,676	26,180	27,684	29,289	29,991	30,693	31,395	32,097	32,798	33,500	
<b>Total Contributions</b>	<b>13,676</b>	<b>26,180</b>	<b>27,684</b>	<b>29,289</b>	<b>29,991</b>	<b>30,693</b>	<b>31,395</b>	<b>32,097</b>	<b>32,798</b>	<b>33,500</b>	
<b>Balance at Year-End</b>		<b>4,538</b>	<b>15,117</b>	<b>29,601</b>	<b>28,691</b>	<b>26,082</b>	<b>23,475</b>	<b>22,869</b>	<b>24,566</b>	<b>27,364</b>	<b>26,464</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1100 Vehicle Reserve - Shelter Sup & Housing Admin	Beginning Balance	551	488	260	255	164	(128)	(367)	(222)	(151)	(47)
	Withdrawals (-)										
	Capital	(208)	(373)	(150)	(237)	(437)	(384)	-	(74)	(41)	(532)
	<b>Total Withdrawals</b>	<b>(208)</b>	<b>(373)</b>	<b>(150)</b>	<b>(237)</b>	<b>(437)</b>	<b>(384)</b>	<b>-</b>	<b>(74)</b>	<b>(41)</b>	<b>(532)</b>
	Contributions (+)										
Operating	145	145	145	145	145	145	145	145	145	145	
<b>Total Contributions</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	
<b>Balance at Year-End *</b>		<b>488</b>	<b>260</b>	<b>255</b>	<b>164</b>	<b>(128)</b>	<b>(367)</b>	<b>(222)</b>	<b>(151)</b>	<b>(47)</b>	<b>(433)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1101 Vehicle Reserve - Public Health	Beginning Balance	559	397	224	247	239	136	87	(930)	(1,010)	(1,185)
	Withdrawals (-)										
	Capital	(246)	(257)	(60)	(91)	(187)	(132)	(1,101)	(163)	(259)	-
	<b>Total Withdrawals</b>	<b>(246)</b>	<b>(257)</b>	<b>(60)</b>	<b>(91)</b>	<b>(187)</b>	<b>(132)</b>	<b>(1,101)</b>	<b>(163)</b>	<b>(259)</b>	<b>-</b>
	Contributions (+)										
Operating	84	84	84	84	84	84	84	84	84	84	
<b>Total Contributions</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	
<b>Balance at Year-End *</b>		<b>397</b>	<b>224</b>	<b>247</b>	<b>239</b>	<b>136</b>	<b>87</b>	<b>(930)</b>	<b>(1,010)</b>	<b>(1,185)</b>	<b>(1,101)</b>



Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1200 Vehicle Reserve - Economic Dev. & Culture	Beginning Balance	270	63	158	253	183	173	131	68	163	258
	Withdrawals (-)										
	Capital	(302)	-	-	(165)	(105)	(136)	(159)	-	-	(483)
	<b>Total Withdrawals</b>	<b>(302)</b>	<b>-</b>	<b>-</b>	<b>(165)</b>	<b>(105)</b>	<b>(136)</b>	<b>(159)</b>	<b>-</b>	<b>-</b>	<b>(483)</b>
	Contributions (+)										
	Operating	95	95	95	95	95	95	95	95	95	95
<b>Total Contributions</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	
<b>Balance at Year-End *</b>		<b>63</b>	<b>158</b>	<b>253</b>	<b>183</b>	<b>173</b>	<b>131</b>	<b>68</b>	<b>163</b>	<b>258</b>	<b>(130)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1201 Vehicle Reserve - Parks, Forestry & Rec	Beginning Balance	16,392	19,636	21,759	13,290	9,421	(3,161)	(25,574)	(47,946)	(66,962)	(79,002)
	Withdrawals (-)										
	Capital	(3,500)	(4,627)	(15,119)	(10,518)	(19,231)	(29,063)	(29,022)	(25,665)	(18,690)	(41,352)
	<b>Total Withdrawals</b>	<b>(3,500)</b>	<b>(4,627)</b>	<b>(15,119)</b>	<b>(10,518)</b>	<b>(19,231)</b>	<b>(29,063)</b>	<b>(29,022)</b>	<b>(25,665)</b>	<b>(18,690)</b>	<b>(41,352)</b>
	Contributions (+)										
	Operating	6,744	6,749	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649
<b>Total Contributions</b>	<b>6,744</b>	<b>6,749</b>	<b>6,649</b>	<b>6,649</b>	<b>6,649</b>	<b>6,649</b>	<b>6,649</b>	<b>6,649</b>	<b>6,649</b>	<b>6,649</b>	
<b>Balance at Year-End *</b>		<b>19,636</b>	<b>21,759</b>	<b>13,290</b>	<b>9,421</b>	<b>(3,161)</b>	<b>(25,574)</b>	<b>(47,946)</b>	<b>(66,962)</b>	<b>(79,002)</b>	<b>(113,704)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1202 MLS Vehicle & Equipment Replacement	Beginning Balance	3,679	4,592	5,673	4,424	3,372	2,605	2,447	2,303	2,028	650
	Withdrawals (-)										
	Capital	(473)	(305)	(2,635)	(2,437)	(2,153)	(1,543)	(1,530)	(1,661)	(2,763)	(2,979)
	<b>Total Withdrawals</b>	<b>(473)</b>	<b>(305)</b>	<b>(2,635)</b>	<b>(2,437)</b>	<b>(2,153)</b>	<b>(1,543)</b>	<b>(1,530)</b>	<b>(1,661)</b>	<b>(2,763)</b>	<b>(2,979)</b>
	Contributions (+)										
	Operating	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386
<b>Total Contributions</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	<b>1,386</b>	
<b>Balance at Year-End *</b>		<b>4,592</b>	<b>5,673</b>	<b>4,424</b>	<b>3,372</b>	<b>2,605</b>	<b>2,447</b>	<b>2,303</b>	<b>2,028</b>	<b>650</b>	<b>(943)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1203 Vehicle Reserve - Senior Services & Long Term Care	Beginning Balance	18	18	18	18	18	18	18	18	18	18
	Withdrawals (-)										
	Capital	-	-	-	-	-	-	-	-	-	-
	<b>Total Withdrawals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Contributions (+)										
	Operating	-	-	-	-	-	-	-	-	-	-
<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Balance at Year-End</b>		<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1204 Vehicle Reserve -Purch & Matl	Beginning Balance	472	507	529	590	557	328	428	436	51	186
	Withdrawals (-)										
	Capital	(101)	(114)	(74)	(169)	(364)	(36)	(127)	(521)	-	-
	<b>Total Withdrawals</b>	<b>(101)</b>	<b>(114)</b>	<b>(74)</b>	<b>(169)</b>	<b>(364)</b>	<b>(36)</b>	<b>(127)</b>	<b>(521)</b>	<b>-</b>	<b>-</b>
	Contributions (+)										
	Operating	136	136	136	136	136	136	136	136	136	136
<b>Total Contributions</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	<b>136</b>	
<b>Balance at Year-End</b>		<b>507</b>	<b>529</b>	<b>590</b>	<b>557</b>	<b>328</b>	<b>428</b>	<b>436</b>	<b>51</b>	<b>186</b>	<b>322</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1301 Vehicle Reserve - Toronto Building	Beginning Balance	1,227	1,317	1,351	1,043	1,110	1,068	1,158	1,248	894	961
	Withdrawals (-)										
	Capital	-	(57)	(397)	(23)	(132)	-	-	(445)	(23)	(132)
	<b>Total Withdrawals</b>	<b>-</b>	<b>(57)</b>	<b>(397)</b>	<b>(23)</b>	<b>(132)</b>	<b>-</b>	<b>-</b>	<b>(445)</b>	<b>(23)</b>	<b>(132)</b>
	Contributions (+)										
Operating	90	90	90	90	90	90	90	90	90	90	
<b>Total Contributions</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	
<b>Balance at Year-End</b>		<b>1,317</b>	<b>1,351</b>	<b>1,043</b>	<b>1,110</b>	<b>1,068</b>	<b>1,158</b>	<b>1,248</b>	<b>894</b>	<b>961</b>	<b>919</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1401 Vehicle Reserve - PPF & A	Beginning Balance	559	559	559	559	559	559	515	515	515	515
	Withdrawals (-)										
	Capital	-	-	-	-	-	(45)	-	-	-	-
	<b>Total Withdrawals</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Contributions (+)										
Operating	-	-	-	-	-	-	-	-	-	-	
<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Balance at Year-End</b>		<b>559</b>	<b>559</b>	<b>559</b>	<b>559</b>	<b>559</b>	<b>515</b>	<b>515</b>	<b>515</b>	<b>515</b>	<b>515</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1502 Vehicle Reserve - Facilities & Real Estate	Beginning Balance	1,855	2,453	3,040	1,954	1,612	600	33	398	44	(1,640)
	Withdrawals (-)										
	Capital	(670)	(699)	(2,394)	(1,651)	(2,320)	(1,875)	(944)	(1,663)	(2,993)	(3,189)
	<b>Total Withdrawals</b>	<b>(670)</b>	<b>(699)</b>	<b>(2,394)</b>	<b>(1,651)</b>	<b>(2,320)</b>	<b>(1,875)</b>	<b>(944)</b>	<b>(1,663)</b>	<b>(2,993)</b>	<b>(3,189)</b>
	Contributions (+)										
Operating	1,268	1,287	1,309	1,309	1,309	1,309	1,309	1,309	1,309	1,309	
<b>Total Contributions</b>	<b>1,268</b>	<b>1,287</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	
<b>Balance at Year-End *</b>		<b>2,453</b>	<b>3,040</b>	<b>1,954</b>	<b>1,612</b>	<b>600</b>	<b>33</b>	<b>398</b>	<b>44</b>	<b>(1,640)</b>	<b>(3,520)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1503 Vehicle Reserve - Fleet	Beginning Balance	1,467	1,392	939	440	389	(1,179)	(979)	(1,618)	(2,238)	(2,178)
	Withdrawals (-)										
	Capital	(75)	(653)	(699)	(251)	(1,768)	-	(839)	(820)	(140)	-
	<b>Total Withdrawals</b>	<b>(75)</b>	<b>(653)</b>	<b>(699)</b>	<b>(251)</b>	<b>(1,768)</b>	<b>-</b>	<b>(839)</b>	<b>(820)</b>	<b>(140)</b>	<b>-</b>
	Contributions (+)										
Operating	-	200	200	200	200	200	200	200	200	200	
<b>Total Contributions</b>	<b>-</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>Balance at Year-End *</b>		<b>1,392</b>	<b>939</b>	<b>440</b>	<b>389</b>	<b>(1,179)</b>	<b>(979)</b>	<b>(1,618)</b>	<b>(2,238)</b>	<b>(2,178)</b>	<b>(1,978)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1504 Vehicle Reserve - Clerks	Beginning Balance	465	434	491	450	188	38	95	152	209	215
	Withdrawals (-)										
	Capital	(87)	-	(98)	(319)	(207)	-	-	-	(51)	(98)
	<b>Total Withdrawals</b>	<b>(87)</b>	<b>-</b>	<b>(98)</b>	<b>(319)</b>	<b>(207)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(51)</b>	<b>(98)</b>
	Contributions (+)										
Operating	57	57	57	57	57	57	57	57	57	57	
<b>Total Contributions</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	
<b>Balance at Year-End</b>		<b>434</b>	<b>491</b>	<b>450</b>	<b>188</b>	<b>38</b>	<b>95</b>	<b>152</b>	<b>209</b>	<b>215</b>	<b>174</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1505 Vehicle Reserve - Human Resources	Beginning Balance	124	124	124	124	124	124	124	124	124	124
	Withdrawals (-)										
	Capital	-	-	-	-	-	-	-	-	-	-
	<b>Total Withdrawals</b>	-	-	-	-	-	-	-	-	-	-
	Contributions (+)										
	Operating	-	-	-	-	-	-	-	-	-	-
<b>Total Contributions</b>	-	-	-	-	-	-	-	-	-	-	
<b>Balance at Year-End</b>		<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>124</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1509 Vehicle Reserve - IT Vehicles	Beginning Balance	98	108	119	89	99	110	120	130	101	111
	Withdrawals (-)										
	Capital	-	-	(40)	-	-	-	-	(40)	-	-
	<b>Total Withdrawals</b>	-	-	<b>(40)</b>	-	-	-	-	<b>(40)</b>	-	-
	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>Balance at Year-End</b>		<b>108</b>	<b>119</b>	<b>89</b>	<b>99</b>	<b>110</b>	<b>120</b>	<b>130</b>	<b>101</b>	<b>111</b>	<b>121</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1601 Vehicle Reserve - Insurance	Beginning Balance	7,698	7,560	7,435	7,435	7,435	7,435	7,435	7,435	7,435	7,435
	Withdrawals (-)										
	Capital	(138)	(125)	-	-	-	-	-	-	-	-
	<b>Total Withdrawals</b>	<b>(138)</b>	<b>(125)</b>	-	-	-	-	-	-	-	-
	Contributions (+)										
	Operating	-	-	-	-	-	-	-	-	-	-
<b>Total Contributions</b>	-	-	-	-	-	-	-	-	-	-	
<b>Balance at Year-End</b>		<b>7,560</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>	<b>7,435</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1700 Vehicle Reserve - Library	Beginning Balance	1,473	2,466	3,315	3,789	4,583	3,817	4,723	6,096	3,928	5,442
	Withdrawals (-)										
	Capital	(462)	(1,506)	(2,625)	(394)	(2,012)	(402)	-	(3,610)	-	(1,523)
	<b>Total Withdrawals</b>	<b>(462)</b>	<b>(1,506)</b>	<b>(2,625)</b>	<b>(394)</b>	<b>(2,012)</b>	<b>(402)</b>	-	<b>(3,610)</b>	-	<b>(1,523)</b>
	Contributions (+)										
	Operating	1,455	2,355	3,099	1,187	1,246	1,308	1,373	1,442	1,514	1,590
<b>Total Contributions</b>	<b>1,455</b>	<b>2,355</b>	<b>3,099</b>	<b>1,187</b>	<b>1,246</b>	<b>1,308</b>	<b>1,373</b>	<b>1,442</b>	<b>1,514</b>	<b>1,590</b>	
<b>Balance at Year-End</b>		<b>2,466</b>	<b>3,315</b>	<b>3,789</b>	<b>4,583</b>	<b>3,817</b>	<b>4,723</b>	<b>6,096</b>	<b>3,928</b>	<b>5,442</b>	<b>5,509</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1702 Vehicle Reserve - Exhibition Place	Beginning Balance	537	138	338	363	388	73	73	133	158	183
	Withdrawals (-)										
	Capital	(799)	(200)	(375)	(375)	(715)	(400)	(340)	(375)	(375)	(375)
	<b>Total Withdrawals</b>	<b>(799)</b>	<b>(200)</b>	<b>(375)</b>	<b>(375)</b>	<b>(715)</b>	<b>(400)</b>	<b>(340)</b>	<b>(375)</b>	<b>(375)</b>	<b>(375)</b>
	Contributions (+)										
	Operating	400	400	400	400	400	400	400	400	400	400
<b>Total Contributions</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	
<b>Balance at Year-End</b>		<b>138</b>	<b>338</b>	<b>363</b>	<b>388</b>	<b>73</b>	<b>73</b>	<b>133</b>	<b>158</b>	<b>183</b>	<b>208</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1703	Beginning Balance	2,009	1,900	1,796	1,802	1,823	1,334	1,340	1,341	1,345	1,356
Vehicle Reserve - Zoo	Withdrawals (-)										
	Capital	(605)	(600)	(490)	(475)	(985)	(490)	(495)	(492)	(485)	(610)
	<b>Total Withdrawals</b>	<b>(605)</b>	<b>(600)</b>	<b>(490)</b>	<b>(475)</b>	<b>(985)</b>	<b>(490)</b>	<b>(495)</b>	<b>(492)</b>	<b>(485)</b>	<b>(610)</b>
	Contributions (+)										
	Operating	496	496	496	496	496	496	496	496	496	496
	<b>Total Contributions</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>	<b>496</b>
<b>Balance at Year-End</b>		<b>1,900</b>	<b>1,796</b>	<b>1,802</b>	<b>1,823</b>	<b>1,334</b>	<b>1,340</b>	<b>1,341</b>	<b>1,345</b>	<b>1,356</b>	<b>1,242</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1705	Beginning Balance	545	532	805	416	689	583	437	501	625	689
Vehicle Reserve - Arena Boards Of Mgmt	Withdrawals (-)										
	Capital	(302)	-	(663)	-	(380)	(420)	(210)	(149)	(210)	(380)
	<b>Total Withdrawals</b>	<b>(302)</b>	<b>-</b>	<b>(663)</b>	<b>-</b>	<b>(380)</b>	<b>(420)</b>	<b>(210)</b>	<b>(149)</b>	<b>(210)</b>	<b>(380)</b>
	Contributions (+)										
	Operating	289	274	274	274	274	274	274	274	274	274
	<b>Total Contributions</b>	<b>289</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>274</b>
<b>Balance at Year-End</b>		<b>532</b>	<b>805</b>	<b>416</b>	<b>689</b>	<b>583</b>	<b>437</b>	<b>501</b>	<b>625</b>	<b>689</b>	<b>583</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ1707	Beginning Balance	2,066	1,670	2,422	1,987	1,355	(1,289)	(3,759)	(4,012)	(4,178)	(5,606)
Vehicle Reserve - TCHC	Withdrawals (-)										
	Capital	(1,379)	(232)	(1,417)	(1,615)	(3,627)	(3,454)	(1,236)	(1,149)	(2,411)	(3,274)
	<b>Total Withdrawals</b>	<b>(1,379)</b>	<b>(232)</b>	<b>(1,417)</b>	<b>(1,615)</b>	<b>(3,627)</b>	<b>(3,454)</b>	<b>(1,236)</b>	<b>(1,149)</b>	<b>(2,411)</b>	<b>(3,274)</b>
	Contributions (+)										
	Operating	983	983	983	983	983	983	983	983	983	983
	<b>Total Contributions</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>	<b>983</b>
<b>Balance at Year-End *</b>		<b>1,670</b>	<b>2,422</b>	<b>1,987</b>	<b>1,355</b>	<b>(1,289)</b>	<b>(3,759)</b>	<b>(4,012)</b>	<b>(4,178)</b>	<b>(5,606)</b>	<b>(7,897)</b>

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ0011	Beginning Balance	426,741	389,499	364,721	366,527	320,195	266,704	215,033	178,550	128,742	128,291
Capital Financing	Withdrawals (-)										
	Operating	-	-	-	-	-	-	-	-	-	-
	Capital	(10,325)	(1,426)	(10,623)	(34,156)	(39,441)	(44,493)	(30,967)	(49,808)	-	-
	<b>Total Withdrawals</b>	<b>(10,325)</b>	<b>(1,426)</b>	<b>(10,623)</b>	<b>(34,156)</b>	<b>(39,441)</b>	<b>(44,493)</b>	<b>(30,967)</b>	<b>(49,808)</b>	<b>-</b>	<b>-</b>
	Contributions (+)										
	Operating	-	-	-	-	-	-	-	-	-	-
	<b>Total Contributions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>		<b>(26,917)</b>	<b>(23,352)</b>	<b>12,429</b>	<b>(12,176)</b>	<b>(14,050)</b>	<b>(7,177)</b>	<b>(5,516)</b>	<b>-</b>	<b>(451)</b>	<b>-</b>
<b>Balance at Year-End</b>		<b>389,499</b>	<b>364,721</b>	<b>366,527</b>	<b>320,195</b>	<b>266,704</b>	<b>215,033</b>	<b>178,550</b>	<b>128,742</b>	<b>128,291</b>	<b>128,291</b>

\*Note: while some years are showing a negative ending balance, it is anticipated that one time funding injection or changing priorities and revised expenditures will adjust the balance

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels in annual budget.

**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 Deliver:** Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget and Plan:** A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

**Capital Delivery 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 provide services.

**Operating Impact of Completed Capital Projects:** The Operating Budget Impact of Capital is the change in operating expenditure and/or revenue, which is projected to occur during the implementation of a capital project and/or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

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

**Salary and Benefits Adjustment:** General increases related to contractual obligations, such as cost of living, step increases, performance for pay and progression pay.

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

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

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