



Toronto **2015** **BUDGET**

CAPITAL PROGRAM SUMMARY



Fleet Services

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

Fleet Services provides an inclusive range of services from acquisition to maintenance and disposal, for a diverse fleet of over 5,200 vehicles and equipment. Fleet Services also oversees 36 City-owned fuel sites, trains City vehicle and equipment operators and manages and monitors the 10,000 associated operator permits to ensure safe vehicle and equipment operation.

The 10-Year Capital Plan \$487.728 million provides funding for the replacement of vehicles and equipment, utilized by City Programs and Agencies, excluding the Toronto Police Service Board and the Toronto Transit Commission. Fire Services, Emergency Medical Service and Toronto Zoo are included in the Capital Plan but these Programs and Agencies manage their own fleet replacements. The Capital Plan also includes funding for the Green Fleet Plan Project, Fuel Site closures and the Fuel Management System project.

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

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Highlights

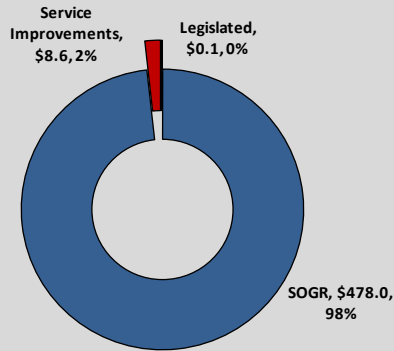
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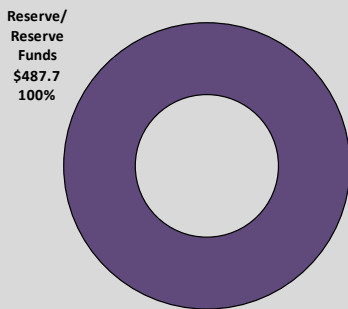
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Capital Spending and Financing
2015-2024 Capital Budget and Plan by Expenditures Category



\$487.7 Million

2015-2024 Capital Budget and Plan by Funding Source



\$487.7 Million

Where does the money go?

The 2015–2024 Capital Budget and Plan totals \$487.728 million for the following:

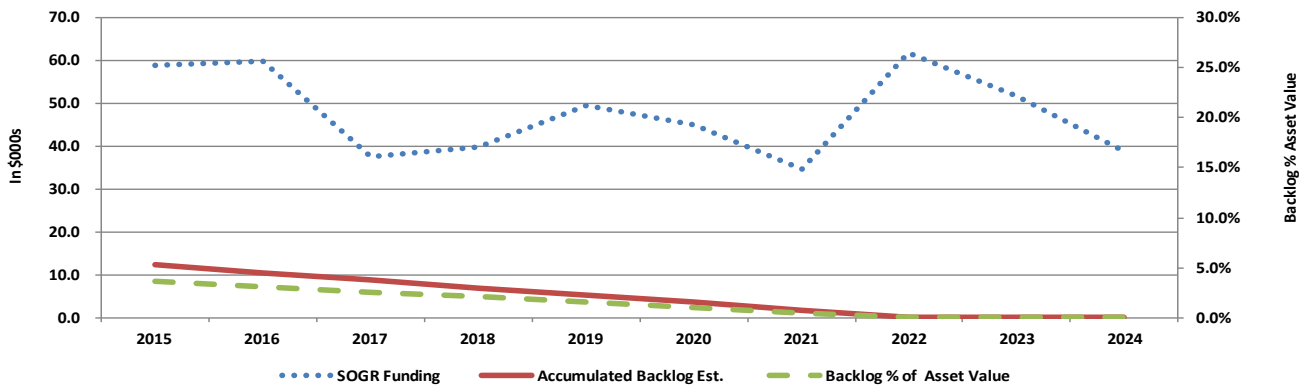
- State of Good Repair projects that replace existing vehicles and equipment account for \$478.080 million or 98%;
- Legislated projects for the Green Fleet Plan represent \$1.029 million or 0.2%; and
- \$8.619 million or 1.8% is allocated to Service Improvement projects such as Fuel Sites Closures, Fleet Management System integration with the Fuel Management System, and Maintenance System Upgrade projects.

Where does the money come from?

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

State of Good Repair Backlog

The 10-Year Capital Plan's spending on State of Good Repair is \$12.235 million which will reduce the backlog from 3.6 % as a percentage of asset value in 2015 to .5% in 2021. It is anticipated that the current backlog will be eliminated in 2022.



Key Challenges & Priority Actions

- Ensuring the City's fleet is safe and reliable and the City's Vehicle and Equipment Replacement Reserve is adequate for the timely replacements of vehicles. It is anticipated the reserve will be in a deficit position of \$0.698 million by 2019.
 - Fleet Services in conjunction with Financial Planning is developing and implementing a 3 point action plan in order to attain a multi-year plan that will eliminate the backlog of vehicle replacements and fund each program's optimal vehicle replacement requirements.



2015 Capital Budget Highlights

The 2015 Capital Budget for Fleet Services of \$70.762 million, including carry forward funding, will:

- Continue legislated projects, such as the Green Fleet Plan, an initiative dedicated to lowering emissions and taking advantage of innovative green technologies (\$0.379million);
- Maintain the City's fleet in state of good repair through the replacement of vehicles (\$45.056 million), which includes, but not limited to, the following programs: Solid Waste Management (\$22.272 million), Fire Services (\$13.194 million), Transportation Services (\$6.690 million) and Toronto Water (\$4.711 million).
- Eliminate Fire Services' replacement backlog of fire trucks by 2019, as they will be taking delivery of 21 fire trucks in 2015 and 28 in 2016.
- Continue Service Improvement projects, including Fleet Management System and Fuel Integration project (\$0.669 million); and City Fuel Sites Closures and upgrades (\$4.371 million).

Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2015 Capital Budget for Fleet Services with a total project cost of \$56.145 million, and 2015 cash flow of \$70.762 million and future year commitments of \$20.697 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 23 new / change in scope sub-projects with a 2015 total project cost of \$56.145 million that requires cash flow of \$35.448 million in 2015 and future year cash flow commitments of \$20.697 million in 2016;
 - ii. 18 previously approved sub-projects with a 2015 cash flow of \$27.933 million;
 - iii. 11 previously approved sub-projects with carry forward funding from 2013 and prior years requiring 2015 cash flow of \$0.477 million that requires Council to reaffirm its commitment; and
2. 2014 approved cash flow for 21 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$6.904 million.
3. City Council approve the 2016-2024 Capital Plan for Fleet Services totalling \$403.173 million in project estimates, comprised of \$41.922 million in 2016; \$37.780 million for 2017; \$40.031 million for 2018; \$50.420 million for 2019; \$45.356 million for 2020; \$34.802 million for 2021; \$61.798 million for 2022; \$52.050 million for 2023; and \$39.014 million in 2024.
4. The 2015 Capital Budget for Fleet Services be adjusted to agree with Programs' 2015 budgeted contributions to the Vehicles Reserves to reflect any changes to the contributions that may occur during the 2015 Budget process, and the funding availability of the Programs' vehicle reserve account.



Part I:

10-Year Capital Plan

10 Year Capital Plan

Table 1a
2015 Budget, 2016-2019 Capital Plan

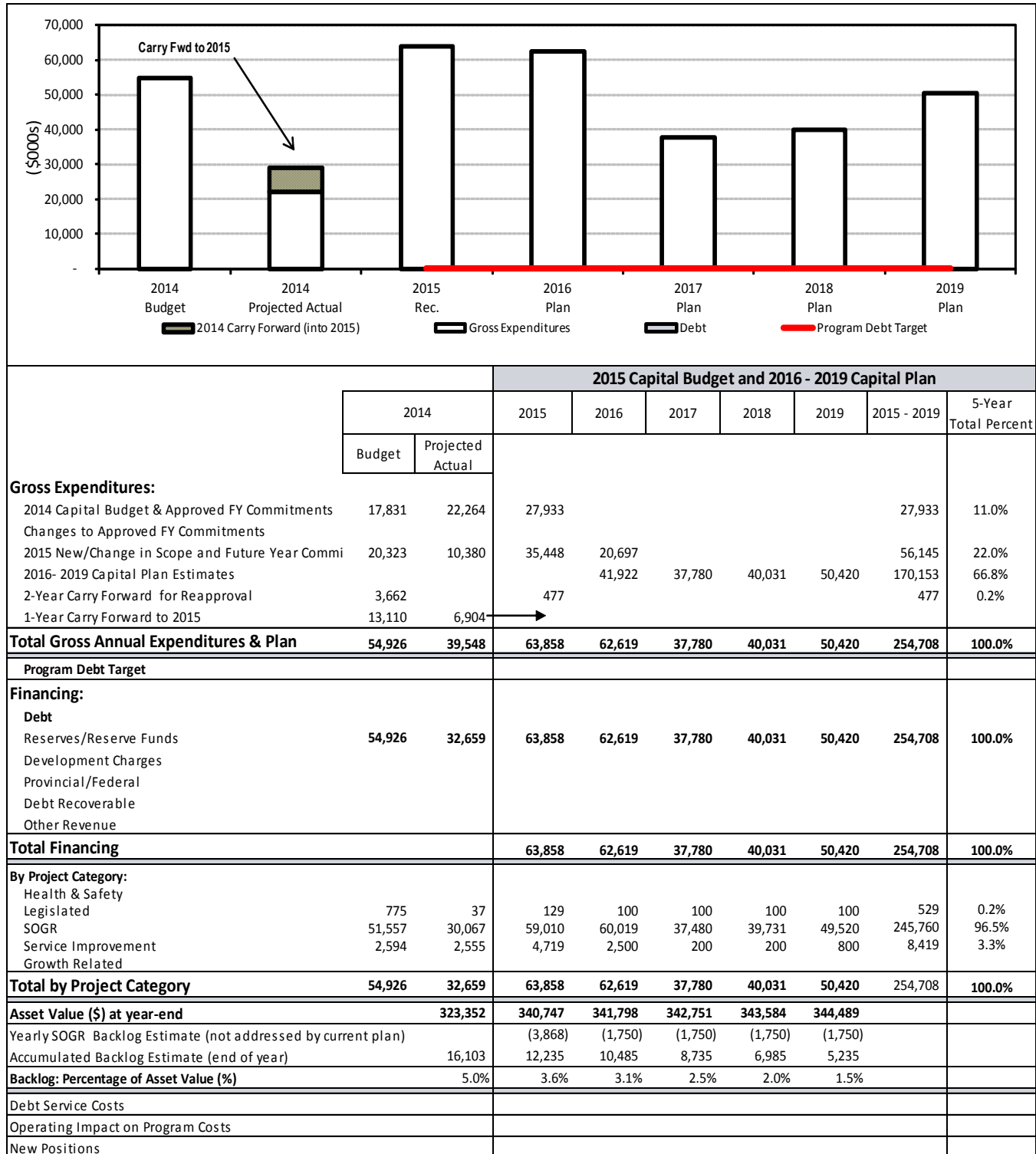
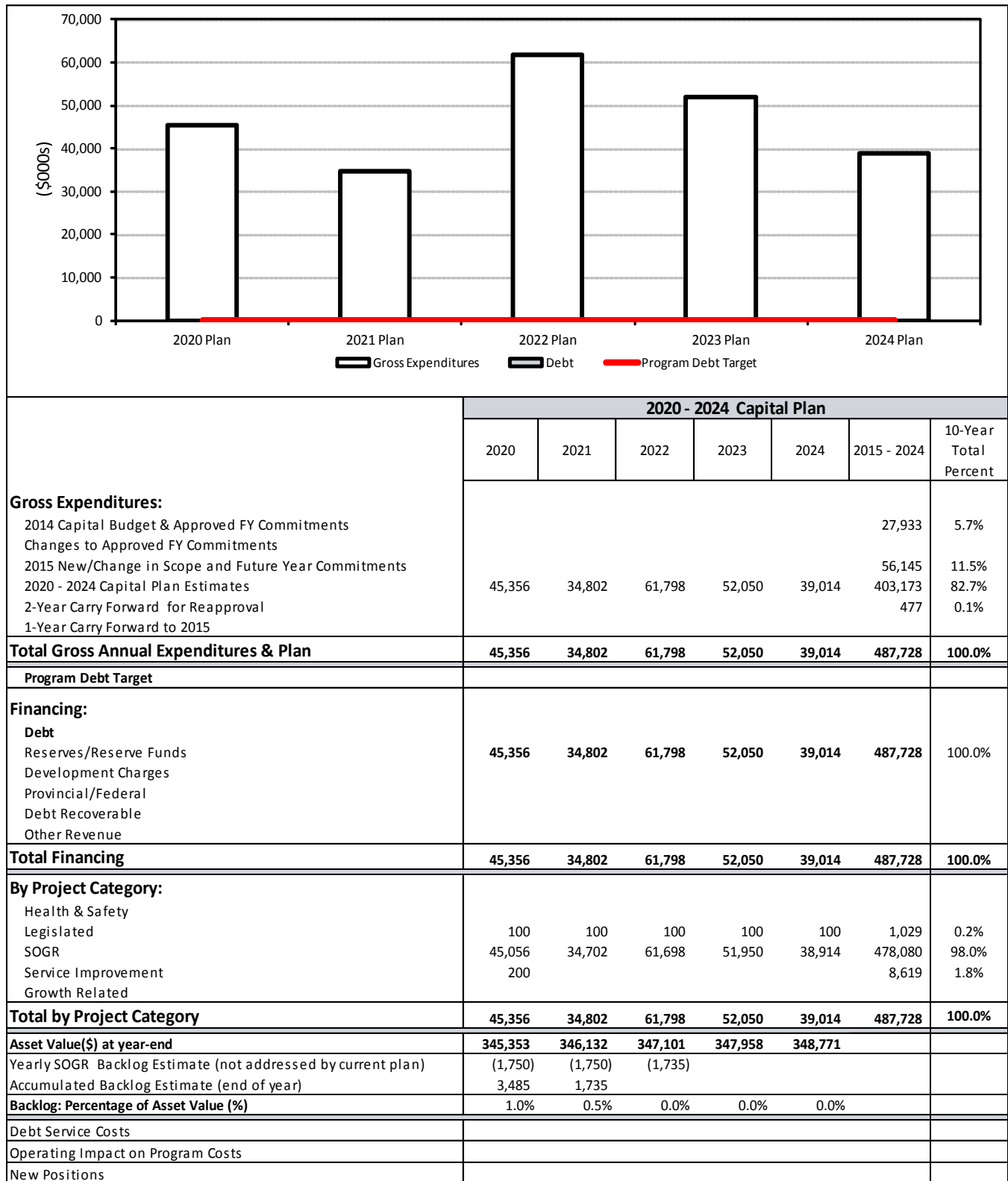


Table 1b
2020 - 2024 Capital Plan

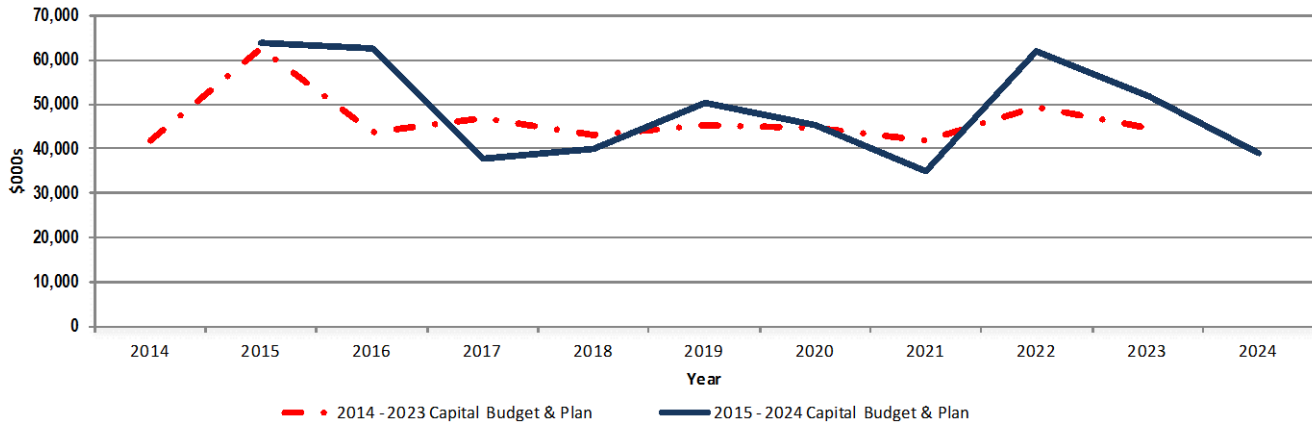


Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Capital Budget and the 2016 - 2024 Capital Plan reflects an increase of \$23.852 million in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provides a breakdown of the \$23.852 million or 5.1% increase in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	41,816	62,422	43,794	46,939	43,036	45,176	44,682	41,925	49,353	44,733		463,876
2015 - 2024 Capital Budget & Plan		63,858	62,619	37,780	40,031	50,420	45,356	34,802	61,798	52,050	39,014	487,728
Change %		2.3%	43.0%	-19.5%	-7.0%	11.6%	1.5%	-17.0%	25.2%	16.4%		5.1%
Change \$		1,436	18,825	-9,159	-3,005	5,244	674	-7,123	12,445	7,317	39,014	23,852

As made evident in the chart above, the \$23.852 million increase in the Capital Program reflects a plan developed to address the City's backlog of vehicle replacements.

As reflected on Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the \$26.554 million increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the reviews and reprioritization of fleet replacements based on the following:

- Fire Services addressing their backlog of fire trucks.
- Additional funding is required for replacements of Solid Waste haulage trucks that have been previously deferred.
- Need to realign Fleet Services' 2015 Capital Budget and Plan with historical spending rates and delivery plans.

A summary of project changes for the years 2015 to 2023 totalling \$26.654 million are provided in Table 2 below:

Table 2
Summary of Project Changes (In \$000s)

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	41,816	62,422	43,794	46,939	43,036	45,176	44,682	41,925	49,353	44,733		422,060
2015 - 2024 Capital Budget & Plan		63,858	62,619	37,780	40,031	50,420	45,356	34,802	61,798	52,050	39,014	448,714
Capital Budget & Plan Changes (2015 - 2023)		1,436	18,825	(9,159)	(3,005)	5,244	674	(7,123)	12,445	7,317		26,654

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved													
Library - Fleet Replacement		414									414		414
Municipal Licensing & Standards - Fleet Replacement		222									222		222
Transportation - Fleet Replacement		2,700									2,700		2,700
EMS - Fleet Replacement		52									52		52
Fire - Fleet Replacement		3,694									3,694		3,694
Exhibition Place - Fleet Replacement		166									166		166
Green Fleet Plan		29									29		29
EDCT - Fleet Replacement		15									15		15
Fleet Mgmt System & Fuel System Integration		19									19		19
Total Previously Approved		7,311									7,311		7,311
New													
Public Health - Fleet Replacement		(10)	12		(100)	(2)					(100)	60	(40)
Library - Fleet Replacement		115	308		4	(103)	(340)	(219)	360		125	493	618
Parks Forestry & Recreation - Fleet Replacement		(1,200)	4,935								3,735	6,000	9,735
Purchasing - Fleet Replacement												30	30
Municipal Licensing & Standards - Fleet Replacement		513	355	77	60	52	(323)	(162)	(417)	116	271	716	987
Solid Waste - Fleet Replacement		1,241	7,649	(6,992)	(820)	6,419	776	(1,877)	3,491	8,747	18,634	9,062	27,696
Engineering and Construction Services - Fleet Replacement		(65)	(65)	(65)	(65)	(65)	(65)	(65)	(65)	(65)	(585)	32	(553)
Transportation - Fleet Replacement		(3,000)	3,000									3,900	3,900
EMS - Fleet Replacement		(500)						(260)	805	719	764	6,498	7,262
Fire - Fleet Replacement		(1,346)	637				2,476	(2,440)	11,151		10,478	7,203	17,681
Zoo - Fleet Replacement												350	350
Exhibition Place - Fleet Replacement												400	400
Fleet Replacement - Insurance Contingency		50									50	150	200
Fuel Site Closures		1,450	(500)	(1,550)	(1,600)	(1,650)	(1,700)	(1,950)	(2,000)	(2,050)	(11,550)		(11,550)
Arena Boards - Replacement of Ice Resurfacers												130	130
Green Fleet Plan		(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(1,350)	100	(1,250)
Fleet Services - Fleet Replacement		(88)									(88)		(88)
Facilities Mgmt & Real Estate - Fleet Replacement		(165)	490	(19)	(14)						292	150	442
Clerks - Fleet Replacement		(27)	19			(25)					(33)	30	(3)
Toronto Water - Fleet Replacement		(2,750)	1,000								(1,750)	3,250	1,500
Maintenance System Upgrade			(600)			600			(700)		(700)		(700)
Toronto Building - Fleet Replacement		(68)	112								44	100	144
EDCT - Fleet Replacement		(8)	(66)	(80)	45	2					(107)		(107)
PPF&A - Fleet Replacement		(32)	32										-
SSHA - Fleet Replacement		(35)	72								37	75	112
Fleet Mgmt System & Fuel System Integration		200	1,100	(200)	(200)						900		900
Information Technology - Fleet Replacement			25			86			(30)		81	35	116
Toronto Community Housing Corp. - Fleet Replacement			460	(180)	(165)	80					195	250	445
Total New		(5,875)	18,825	(9,159)	(3,005)	5,244	674	(7,123)	12,445	7,317	19,343	39,014	58,357
Total Changes		1,436	18,825	(9,159)	(3,005)	5,244	674	(7,123)	12,445	7,317	26,654	39,014	65,668

Significant Capital Project Changes in Fleet Services:

The following Fleet Services capital projects have been allocated increased funding to address priorities outlined below:

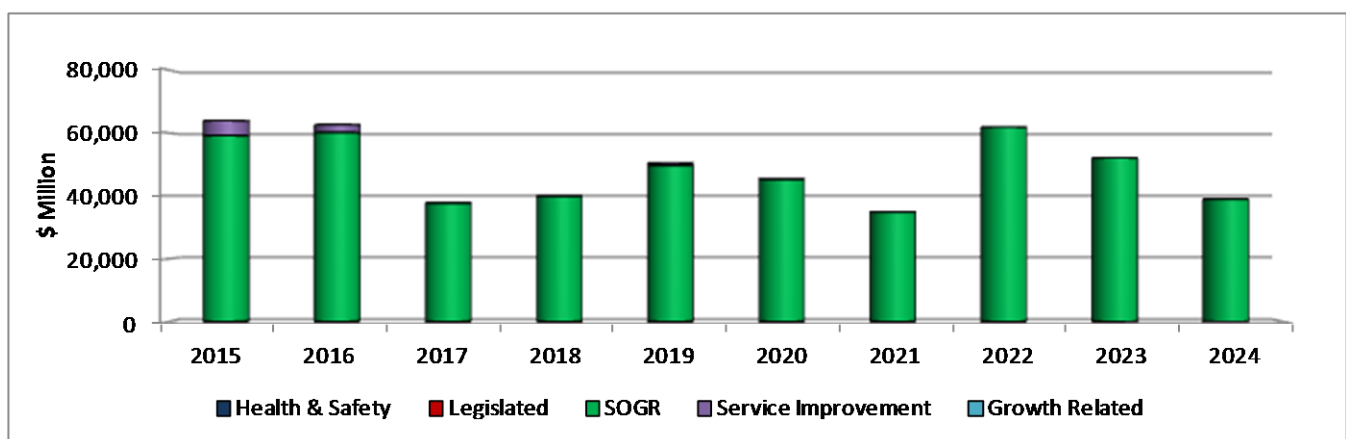
- Parks Forestry and Recreation – will be reallocating its cash flow funding for the replacement of vehicles and equipment for a total of \$3.735 million. Through effective vehicle and lifecycle management, Fleet Services in conjunction with the Division has been able to extend asset lifecycles without incurring additional maintenance costs, but will require replacements in 2016.
- Solid Waste – as a result of the deferral of replacements, the Capital cash flow over the nine year period is adjusted to reflect replacements that are required to maintain a state of good repair and service levels.
- Fire Services will be taking delivery of 21 fire trucks in 2015 and 11 in 2016, and will eliminate its current backlog of their fire trucks by 2019.
- The integration of the Fuel System and Fleet Management System will require additional funding to integrate more sites and vehicles with the technology, which will provide Fleet Services with the ability to have real time monitoring; automated vehicle odometer data; data flow to improve security; and better customer service and information to Divisions.

Significant reductions in capital expenditures have been made to the following:

- Funding previously allocated for the *Closure of Fuel Sites* has decreased as the closure of the sites have been accelerated and the revised schedule for replacement will be outside of the current capital plan.
- A new Green Fleet Plan that aims to choose sustainable and economically viable vehicles that meet the City's operational needs, combined with industry advancements, has resulted in a decrease of funding requirements for replacements. Toronto Water's fleet replacements have been adjusted to reflect operational requirements and historical capacity to spend.

2015 – 2024 Capital Plan

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



The 10-Year Capital Plan for Fleet Services of \$487.728 million provides funding for Legislated projects of \$1.029 million; State of Good Repair (SOGR) projects of \$478.080 million and Service Improvement projects of \$8.619 million.

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Green Fleet Plan	1,029	129	100	100	100	100	100	100	100	100	100	1,029	1,029
Sub-Total	1,029	129	100	100	100	100	100	100	100	100	100	1,029	1,029
State of Good Repair													
Public Health - Fleet Replacement	548	25	72			26	200	80	35	50	60	548	548
Library - Fleet Replacement	4,300	989	390	153	687	197	530	105	555	201	493	4,300	4,300
Parks Forestry & Recreation - Fleet Replacement	74,523	7,124	10,669	6,021	6,322	7,387	7,750	7,750	7,750	7,750	6,000	74,523	74,523
Purchasing - Fleet Replacement	286		26	145			35			50	30	286	286
Municipal Licensing & Standards - Fleet Replacement	5,170	792	584	368	631	505	257	418	183	716	716	5,170	5,170
Solid Waste - Fleet Replacement	133,411	22,208	19,743	5,391	9,180	14,829	9,237	6,636	16,966	20,159	9,062	133,411	133,411
Engineering & Construction Services - Fleet Replacement	2,628	258	266	273	281	288	305	305	335	285	32	2,628	2,628
Transportation - Fleet Replacement	44,700	6,600	6,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	44,700	44,700
EMS - Fleet Replacement	49,159	3,727	4,099	4,191	4,409	4,460	4,584	4,726	6,240	6,225	6,498	49,159	49,159
Fire - Fleet Replacement	87,802	11,151	7,840	7,203	7,203	7,203	9,679	4,763	18,354	7,203	7,203	87,802	87,802
Zoo - Fleet Replacement	3,500	350	350	350	350	350	350	350	350	350	350	3,500	3,500
Exhibition Place - Fleet Replacement	4,081	527	371	383	394	406	400	400	400	400	400	4,081	4,081
Fleet Replacement - Insurance Contingency	1,550	200	150	150	150	150	150	150	150	150	150	1,550	1,550
Arena Boards - Replacement of Ice Resurfacers	1,161		105	108	110	112	115	236	120	125	130	1,161	1,161
Fleet Services - Fleet Replacement	2,004	100	236	236	236	236	240	240	240	240		2,004	2,004
Facilities Mgmt & Real Estate - Fleet Replacement	4,845	297	1,394	153	728	130	417	643	436	497	150	4,845	4,845
Clerks - Fleet Replacement	315	82	125	53		25					30	315	315
Toronto Water - Fleet Replacement	52,568	3,928	5,706	7,290	4,371	8,600	6,670	3,745	5,409	3,599	3,250	52,568	52,568
EDCT - Fleet Replacement	314	40	32		45	36	36	75		50		314	314
Toronto Building - Fleet Replacement	515	32	112	57	89		45	35	45		100	515	515
PPF&A - Fleet Replacement	187		32			34	36	40	45			187	187
Shelter, Support & Housing Admin - Fleet Replacement	342	70	72					45	80		75	342	342
Human Resources - Fleet Replacement	45								45			45	45
Information Technology - Fleet Replacement	176		25			116					35	176	176
Toronto Community Housing Corporation - Fleet Replacement	3,950	510	720	1,055	645	530	120	60	60		250	3,950	3,950
Sub-Total	478,080	59,010	60,019	37,480	39,731	49,520	45,056	34,702	61,698	51,950	38,914	478,080	478,080
Service Improvements													
Fuel Site Closures, upgrade & Replacement	6,200	4,200	1,200	200	200	200	200					6,200	6,200
Maintenance System Upgrade	600					600						600	600
Fleet Mt System & Fuel System Integration	1,819	519	1,300									1,819	1,819
Sub-Total	8,619	4,719	2,500	200	200	800	200					8,619	8,619
Total Expenditures by Category	487,728	63,858	62,619	37,780	40,031	50,420	45,356	34,802	61,798	52,050	39,014	487,728	487,728

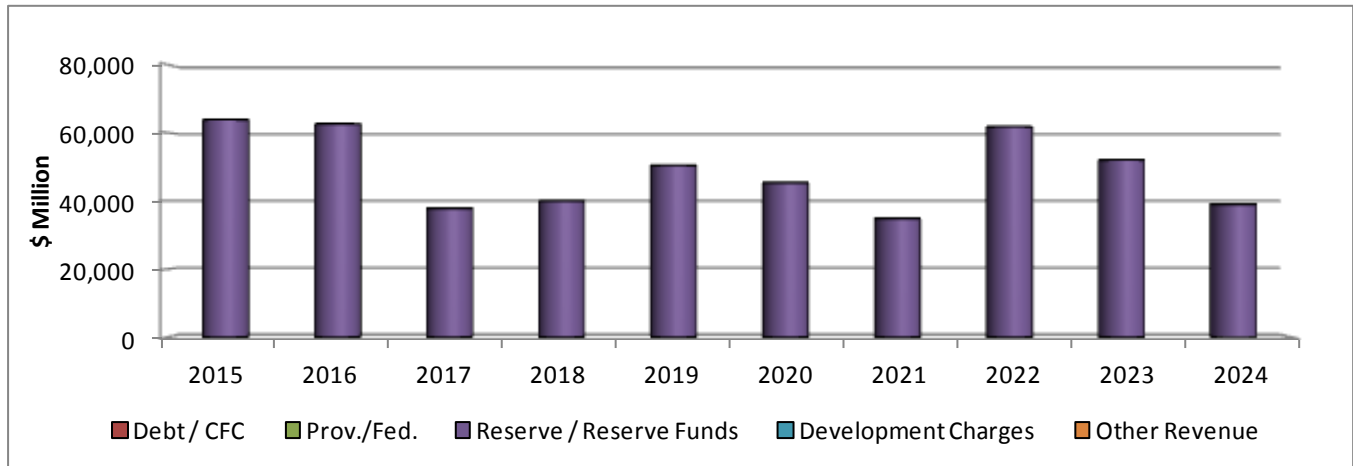
2015 – 2024 Capital Projects

The 10-Year Capital Plan supports Fleet Service's objectives which include the maintenance and replacement of programs vehicles and equipment, implementing the City's Green Fleet initiatives and the implementation of the Fleet Management & Fuel Systems Integration project.

The 10-Year Capital Plan supports the following State of Good Repair, Service Improvement and Legislative initiatives:

- Legislated projects account for \$1.209 million or 0.2% of the 10-Year Capital Plan for the continuation of The Green Fleet project. The Green Fleet initiatives aim to choose vehicles, equipment, fuels and practices that consume less fuel and emit less GHG and air pollution, meet the City's operational requirements, are sustainable and are economically viable. Fleet Services will choose the most-fuel-efficient vehicles where appropriate for City operations, while considering the lifecycle costs of the vehicle.
- State of Good Repair projects account for \$478.080 million or 98% of the 10-Year Capital Plan for the replacement of vehicles and equipment for all City Programs and Agencies. The majority of State of Good Repair project funding is allocated to the replacement of vehicles for Solid Waste Management, Fire Services, Transportation Services and Toronto Water.
- The Service Improvement projects include the Fleet Maintenance System upgrade project and the Fleet Management and Fuel Systems Integration project. It also includes the closure and upgrade of City-owned fuel sites.
 - Fleet Services oversees 36 City-owned fuel sites, of which 19 managed by Fleet Services and 170 by client Programs. The goal is to optimize the number of fuel sites to maintain a minimum fuel supply to meet the strategic and emergency requirements; reduce infrastructure costs; and minimize potential environmental risks. The upgraded sites dispenses all fuel types that are in use by the City of Toronto, have above ground fuel storage tanks that will minimize the risk of soil contamination as well as real time monitoring of fuel volumes.
 - The implementation the Fleet Management and Fuel Systems Integration project includes a real-time integration between Fleet and Fuel management systems. The integration between all City operated fuel sites and the fleet management system will provide Fleet Services with the ability to have real time monitoring; automated vehicle odometer data; data flow to improve security; and better customer service and information to Divisions. A plan has been put in place to upgrade an additional 3 Fleet managed fuel sites by the middle of 2015, with an additional 150 vehicles equipped with the new technology.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



The The 10-Year Capital Plan of \$487.728 million will be financed from the Vehicle and Equipment Reserves established for each City Program and Agency.

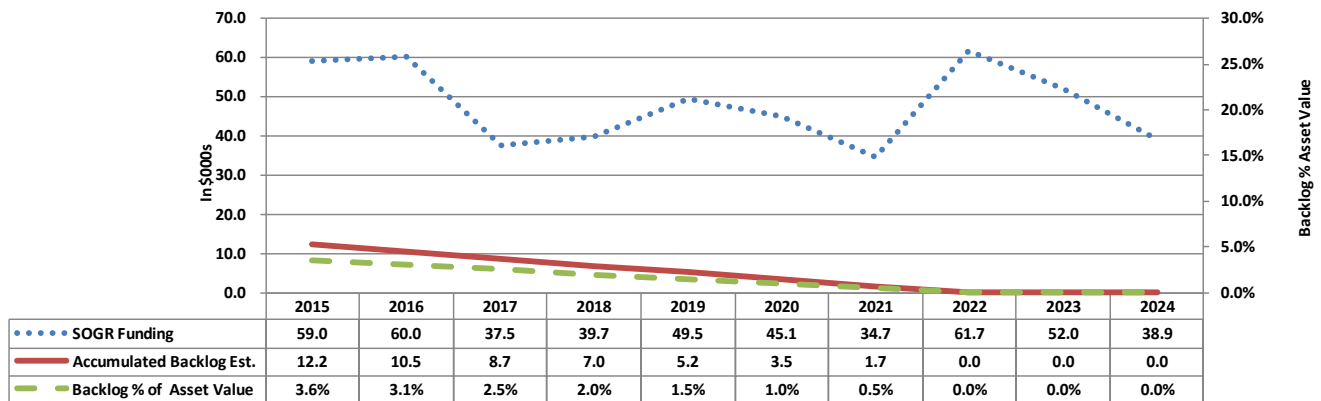
- The Reserves are financed annually by the Programs' budgeted contributions from their Operating Budgets. Vehicle and Equipment Replacement Reserves are established in accordance with the Municipal Code, Chapter 227, Article II, with the intent to promote efficiencies and to provide budget stabilization by moderating large fluctuations in annual replacement of vehicles and equipment.
- In 2005, City Council directed all Programs, commencing in 2006, to commit to the policy of contributing to the Vehicle and Equipment Replacement Reserve for all new purchases. Fleet Services was to establish the reserve contribution amount based on the following formula:

$$\frac{[\text{Future replacement cost}] \text{ less } [\text{End of life salvage value}]}{\text{Projected useful life (years)}} = \text{Annual Reserve Contribution}$$

- The amount of the contribution for replacing vehicles acquired in 2005 and prior matches the cost of the replacement, which is referred to a “pay as you go” basis.
- For vehicles acquired in 2006 and beyond, a monthly chargeback is billed to each City Program or Agency as their contribution to the Vehicle and Equipment Replacement Reserves based on the estimated useful life of their respective vehicles, end of life salvage value and future replacement costs.

State of Good Repair (SOGR) Backlog

Chart 4
SOGR Funding & Backlog (In \$000s)



The 10-Year Capital Plan dedicates \$478.080 million to SOGR spending.

- The backlog at the end of 2014 is estimated to be \$16.103 million. The 10-Year Capital Plan dedicates \$16.103 million to SOGR backlog spending, and will reduce the backlog by \$3.868 million in 2015, \$1.750 million in each of years 2016 through to 2021 and \$1.735 million in 2022.
- The current SOGR backlog of \$16.103 million or 3.6% of asset replacement value will decrease to \$1.7 million or 0.5% of the asset replacement value by the end of 2021. At current rates of spending, it is anticipated that the estimated current vehicle replacement backlog will be eliminated by 2022.
- The SOGR funding and the accumulated backlog estimates to year end fluctuate because vehicle replacements are determined on an estimated average useful life of 8 years.
- The state of good repair backlog by asset category is presented in the table below:

Table 4
SOGR Backlog by Asset Category (In \$Millions)

Total	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
State of Good Repair Funding	59	60	37	40	50	45	35	62	52	39
Accumulated Backlog Est. (yr end)	12	10	9	7	5	3	2	-	-	-
Backlog %Asset Value	3.6%	3.1%	2.5%	2.0%	1.5%	1.0%	0.5%	0.0%	0.0%	0.0%
Asset Value	341	342	343	344	344	345	346	347	348	349

- The 10-Year Capital Plan provides an average of \$2.013 million of funding annually to reduce the backlog. The State of Good Repair Backlog for Fleet Services is defined as the total value of vehicles which have not been replaced at the end of their useful life.

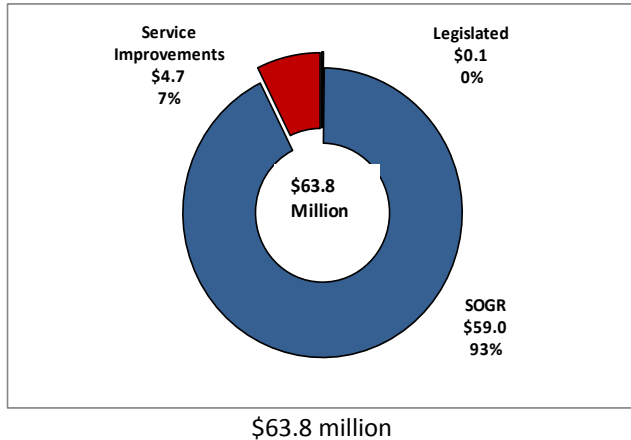


Part II: 2015 Capital Budget

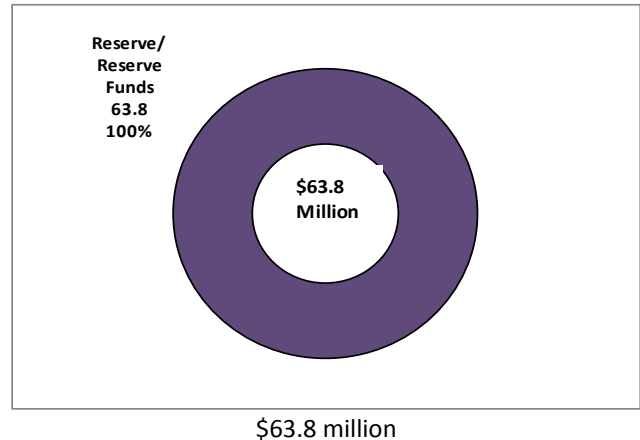
2015 Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



2015 Capital Budget by Funding Source
(in \$000s)



The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$63.858 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated* (\$0.129 million, 0.2%)
 - Required funding for the Green Fleet Plan Project to replace the City's vehicles with "Green Vehicles" (e.g. electric, hybrid), where operationally possible.
- *State of Good Repair (SOGR)* (\$59.010 million, 92.4%)
 - In 2015, State of good Repair projects included in the budget ensure that Program and Agency vehicles / fleet are replaced at the end of their useful life.
- *Service Improvements* (\$4.719 million, 7.4%)
 - The 2015 Capital Budget includes the Fuel Sites Closure projects and the Fleet Management System Integration with the Fuel Management System.

The 2015 Capital Budget is financed entirely by:

- *Reserve and Reserve Funds* (\$63.858 million, 100%)
 - The 2015 Capital Budget is fully funded from the Vehicles and Equipment Replacement Reserves which is financed annually by contributions by Programs or Agencies through their Operating Budgets

Table 7
2015 Cash Flow & Future Year Commitments (In \$000s)

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Cash Flow & FY Commits
Expenditures														
Previously Approved	477	6,904	27,933	35,314										35,314
Change in Scope														
New														
New w/Future Year			35,448	35,448	20,697									56,145
Total Expenditure	477	6,904	63,381	70,762	20,697									91,459
Financing														
Debt														
Other														
Reserves/Res Funds	477	6,904	63,381	70,762	20,697									
Development Charges														
Provincial/Federal														
Total Financing (including carry forward funding)	477	6,904	63,381	70,762	20,697									

Approval of the 2015 Capital Budget of \$70.762 million will result in the following:

- 2014 carry forward funding of \$6.904 million and 2013 and prior year projects with funding being carried forward to 2015 of \$0.477 million for replacement of vehicles from the various Programs and Agencies.
- New funding of \$35.448 million to support the 2015 cash flow requirements for ongoing replacements for the Programs and Agencies.
- Approval of the 2015 Capital Budget will result in future year commitment of \$20.697 million for anticipated deliveries of vehicles mainly in Solid Waste Management Services and Transportation Services in 2016.
- The 2015 Capital Budget will be fully funded from the Vehicle and Equipment Reserves.

2015 Capital Project Highlights

Table 8
2015 Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Green Fleet Plan	379	379					379						379
Public Health	25	25					25						25
Library	989	989					989						989
Parks Forestry & Recreation	9,666	9,666					9,666						9,666
Municipal Licensing & Standards	912	912					912						912
Solid Waste	36,531	22,272	14,259				36,531						36,531
Engineering & Construction Services	258	258					258						258
Transportation	9,690	6,690	3,000				9,690						9,690
EMS	3,770	3,770					3,770						3,770
Fire	14,332	13,194	1,138				14,332						14,332
Zoo	381	381					381						381
Exhibition Place	527	527					527						527
Fleet Replacement	200	200					200						200
Arena Boards	20	20					20						20
Fleet Services	100	100					100						100
Facilities Mgmt & Real Estate	297	297					297						297
Clerks	87	87					87						87
Toronto Water	5,711	4,711	1,000				5,711						5,711
EDCT	40	40					40						40
Toronto Building	32	32					32						32
Shelter, Support & Housing Admin	70	70					70						70
Human Resources	10	10					10						10
Toronto Community Housing Corporation	1,092	1,092					1,092						1,092
Fuel Site Closures, upgrade & Replacement	4,371	4,371					4,371						4,371
Fleet Mt System & Fuel System Integration	1,969	669	1,300				1,969						1,969
Total (including carry forward funding)	91,459	70,762	20,697				91,459						91,459

The 2015 Capital Budget provides funding of \$70.762 million, including carry forward funding from 2014 to 2015 to:

- Continue to replace vehicles as they reach the end of their useful life for City Programs and Agencies to ensure safety and reliability and allow Programs and Agencies to continue to deliver their services.
- Reduce the backlog of vehicle replacements in Fire Service and Solid Waste Management Services (SWMS). Fire Services will take delivery of 21 fire trucks in 2015 and another 28 in 2016, essentially eliminating their backlog. In 2015, SWMS will take delivery of 46 garbage collection trucks to replace those in critical repair.
- Continue to implement the City’s Green Fleet initiatives. . Fleet will choose vehicles, equipment, fuels and practices that consume less fuel and emit less GHG and air pollution, meet the City's operational requirements, are sustainable and are economically viable. Fleet Services continue to acquire the most-fuel-efficient vehicles where appropriate for City operations, while considering the lifecycle costs. Environmental benchmarks will be used to measure Toronto’s fleet and identify opportunities to reduce fuel consumption, and training on fuel-efficient driving will be provided.
- Continue to implement the Corporate Fuel Site Review recommendations as approved by City Council in 2006 and revisited by Fleet Services in 2013 to reduce the number of fuel sites with while

maintaining a minimum fuel supply to meet strategic and emergency requirements, reduce infrastructure costs, and minimize potential environmental risks.

- Continue to implement the integration of the Fleet Management System with the Fuel System, which will allow for accurate odometer and real time hourly meter data for planning and efficient and effective fleet and fuel management. The information will be used for maintenance scheduling, utilization monitoring and replacement planning.



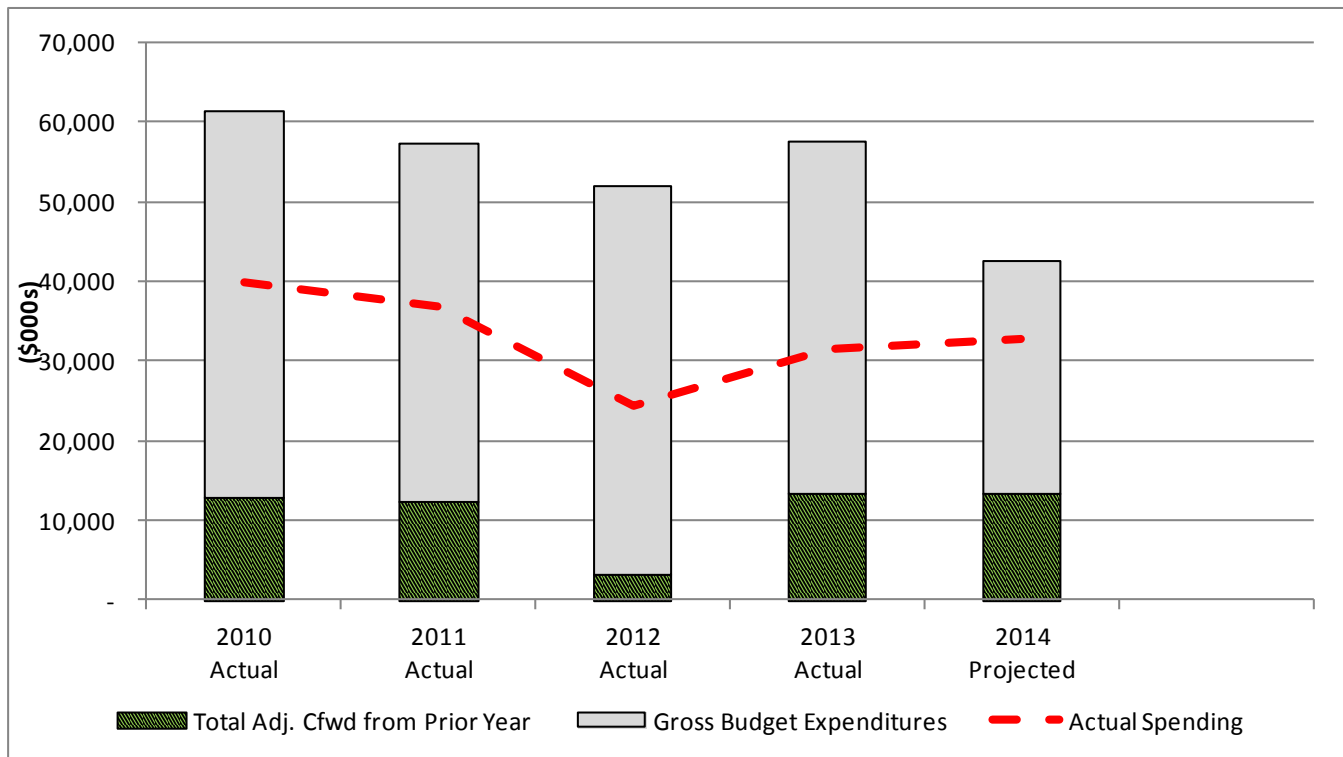
Part III: Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Capital Budget

Capacity to Spend

The following chart illustrates Fleet Services' rate of spending from 2010 to 2014:



Historical trends for Fleet Services indicate an average spending rate of 61.2% over the past 5 years. The moderately low spending rate was primarily due to the following:

- Delays in the procurement process which includes obtaining business cases from Programs and Agencies.
- The ability to influence the Programs that Fleet Services does not manage which can lead to delays in the overall purchasing or replacement process.
- Delays in the delivery of customized fire trucks for Fire Services due to the significant lead time that is required in the production of these vehicles.
- Divisions/Agencies deferring the replacement of vehicles and equipment to future years due to changes in operational requirements and the condition of their vehicles.

In order to improve the spending rate and improve, Fleet Services worked with Financial Planning to review replacement requirements in order to align cash flow funding with the delivery plans for the replacements and actual spending. During the 2015 Budget process, the following adjustments were

made and included in the 2015-2024 Capital Budget and Plan for Fleet Services, reflecting changes from the Approved 2014-2023 Capital Budget and Plan:

- Replacements for Transportation Services totalling \$3.000 million have been deferred from 2015 to 2016;
- Fire Services adjusted their cash flow to reflect taking delivery of 21 fire trucks in 2015 and another 11 in 2016, and eliminate their backlog by 2019;
- Net reduction of \$1.750 million over 2015 and 2016 reflecting revised operational requirements and capacity to spend for Toronto Water;
- Reduction of \$1.350 million in the Green Fleet Plan to reflect actual spend and operational requirements;
- Reduction of \$0.500 million in 2015 for Toronto Paramedic Services to reflect delivery of vehicles; and
- Total reduction of \$11.550 million due to the change in plans for the Closure of Fuel Sites as the number and location of the current sites in operation are optimal.

In 2015, Fleet Services will be changing the business process for establishing the vehicle replacement plan. Vehicle replacement business case submission deadlines will be accelerated from September to May for the 2016 Budget process. The accelerated schedule will maximize the number of divisions that will go through the review to improve alignment of cash flow funding with requirements and actual delivery of vehicles for the 2016 Budget process.

Fleet Services and Financial Planning Division (FPD) will closely monitor the delivery of planned replacements in 2015 and will make necessary adjustments to improve spending rates in the 2016 Budget process. In conjunction with FPD, Fleet Services will also continue to implement the 3 point action plan that began during the 2015 Budget Process. The action plan involves 1) aligning cash flow funding and vehicle delivery plans; 2) performing lifecycle analysis on the City's fleet in order to optimize replacements; and 3) developing a multi-year funding plan to align contributions to the Vehicle and Equipment Replacement Reserve with optimal replacement requirements for all divisions and agencies.

Issues Referred to the 2015 Capital Budget Process

Vehicle Capital Reserve Contributions and SOGR Backlog

The Fleet Capital Replacement Plan is funded from the respective Program and Agency Vehicle and Equipment Replacement Reserves. The Reserves are financed annually by the Programs' budgeted contributions from their Operating Budgets. Vehicle and Equipment Replacement Reserves are established in accordance with the Municipal Code, Chapter 227, Article II, with the intent to promote efficiencies and to provide budget stabilization by moderating large fluctuations in annual replacement of vehicles and equipment. Fleet Services manages the vehicle and equipment procurement for 21 City Programs and Agencies. The Vehicle and Equipment replacement for Fire Services, Emergency Medical Services, and Toronto Zoo are reported through Fleet Services, and Fleet Services is working closely with these Programs on addressing their vehicle and equipment replacements and ensuring adequate

funding is available in the reserves. These Programs, however, procure and manage their own vehicles and equipment.

At its meeting held on September 9, 2013, the Government Management Committee, in considering item GM24.15 – 2014 Service Level Review – Government Management Committee Programs, adopted a recommendation requesting that "the Chief Corporate Officer report back to the Government Management Committee on which divisions have not been committing sufficient capital reserve contributions for vehicle replacements and also what the replacement/sustainability concerns and increased costs are." The report decision can be accessed at:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.GM24.15>

In response to the above recommendation, the staff report "*Vehicle Capital Reserves Contributions Shortfalls*" (GM24.14) was presented to the Government Management Committee on November 21, 2013. Fleet Services, in collaboration with Divisions and Financial Planning, was directed to develop a financing strategy which fully funds and optimizes the replacement of vehicles for all affected divisions.

Replacing units based on optimum life is one of the key pillars of a good fleet optimization model. As the asset begins to increase in age and/or reach high operating hours or kilometres, unscheduled downtime and associated maintenance costs can begin to escalate.

The November 2013 report *Vehicle Capital Reserves Contributions Shortfalls* identified a projected deficit in the Vehicle and Equipment Replacement Reserve of \$5.004 million by 2017. The projected deficit suggested replacement of the City's inventory of vehicles may require deferral, thus increasing the backlog of replacements and average age of the fleet. In addition, the report raised concerns over the condition and availability of vehicles due to increased downtime and the affects to service delivery, and escalating operating costs if they are not replaced in a timely manner.

Recommendation 1 of the report states:

1. *City Council request the Director, Fleet Services in conjunction with Director, Financial Planning to develop a financing strategy to determine a minimum vehicle reserve balance, which fully funds and optimizes the replacement of vehicles for all affected divisions. The strategy is to be incorporated into the 2015 Budget submission process. Options may include;*
 - *The utilization and rationalization of the current fleet complement*
 - *Extending vehicle life cycles*
 - *Increasing reserve contributions*
 - *A combination of the above.*

In response to the above recommendation, Fleet Services and Financial Planning have developed and began to implement a strategy consisting of three point action plan in order to attain a multi-year plan that will eliminate the backlog of vehicle replacements and fund each Program or Agency's optimal vehicle replacements requirements.

Action #1: Align cash flow funding and vehicle delivery plans

The focus for the 2015 Budget process has been on the major contributors to the deficit and those with specialized fleets: Fire Services, Transportation Services, Solid Waste Management Services, and Toronto Water. Fleet Services and Financial Planning Division staff have worked closely with these divisions to align their cash flow funding for vehicle replacements with vehicle procurement plans, thereby better matching budgeted contributions to actual replacement spending.

A great deal of work with Fire Services took place during the 2015 Budget process to review their backlog of vehicle replacements. A replacement plan that meets their requirements and matches capital replacements with actual spending and delivery plans was developed. Fire Services will be taking delivery of 21 fire trucks in 2015 and 28 in 2016, and will be increasing their contributions to the Vehicle & Equipment Replacement Reserve by \$500,000 beginning in 2015, and by increments of \$500,000 in each of the following two years, for a total increase of \$1.5 million by 2017. This will allow Fire Services to eliminate the current backlog of their fire trucks within the next five years.

A review of Transportation Services, Solid Waste Management Services (SWMS), and Toronto Water Services vehicle replacement needs has resulted in the deferral of some of their replacement vehicles based on operational requirements and a better alignment of forecasted cash flow funding to actual experience. In 2015, SWMS will take delivery of 46 garbage collection trucks to replace those in critical need. With the exception of SWMS increasing its contributions to the reserve by \$5 million in 2015, all three divisions are able to maintain fixed contribution levels over the 10 year plan period to 2024.

The strategy has already yielded positive results. As a result of the above efforts during the 2015 Budget process, the most recent reconciliation of the Vehicle and Equipment Reserves indicates that the total reserve will maintain a positive balance for the end of 2014, and through to 2018. By the end of 2019, however, the total balance of the City Vehicle and Equipment Replacement Reserves will be in a deficit position of \$0.698 million. This represents an improvement of the original forecast provided with the November 2013 Staff Report that forecasted a deficit of \$5.004 million by the end of 2017.

The following table provides the continuity schedule of the breakdown of the Vehicle and Equipment Replacement Reserve, based on the planned capital spending which will eliminate the backlog of replacement vehicles by 2022 included in the 2015-2024 Capital Budget and Plan for Fleet Services:

2014 – 2024 Corporate Vehicle & Equipment Reserve Summary (000's)

Year	Projected Opening Balance	Planned Contribution	Estimated Capital Plan	Net Contribution (Shortfall)	Projected Closing Balance
2014	62,855	33,280	(31,425)	1,855	64,710
2015	64,710	39,419	(65,145)	(25,726)	38,984
2016	38,984	35,616	(59,869)	(24,253)	14,731
2017	14,731	37,143	(37,330)	(187)	14,544
2018	14,544	37,008	(39,581)	(2,573)	11,971
2019	11,971	36,701	(49,370)	(12,669)	(698)
2020	(698)	36,376	(44,906)	(8,530)	(9,228)
2021	(9,228)	36,362	(34,552)	1,810	(7,418)
2022	(7,418)	36,605	(61,548)	(24,943)	(32,361)

Year	Projected Opening Balance	Planned Contribution	Estimated Capital Plan	Net Contribution (Shortfall)	Projected Closing Balance
2023	(32,361)	36,655	(51,800)	(15,145)	(47,506)
2024	(47,506)	36,655	(38,764)	(2,109)	(49,615)
Total	62,855	401,820	(514,290)	(112,470)	(49,615)

In 2015, Fleet Services and Financial Planning will continue to work with the remaining Divisions and Agencies on aligning cash flows with actual spending and delivery of vehicles, and ultimately determining a funding strategy which fully funds and optimizes the replacement of vehicles, addressing the backlog of replacements for all affected Divisions and Agencies.

In 2015, there will be a change to Fleet Services' business process for establishing the vehicle replacement plan. Vehicle replacement business case submission deadlines will be accelerated from September to May for the 2016 Budget process. This is expected to eliminate the year-end business case backlog that occurs annually due to the proximity of timing with the budget process. It will also provide additional time to review and understand requirements, develop specifications and accelerate the delivery of vehicles. The accelerated schedule will maximize the number of divisions that will go through the review to improve alignment of cash flow funding with requirements and actual delivery of vehicles for the 2016 Budget process.

Action Item #2 - Lifecycle Analysis

Changing operational requirements and vehicle and equipment demands, combined with new models of vehicles, means that optimal replacement time is a moving target that requires frequent evaluation. With technological advancements, Fleet Services has implemented additional reporting and system enhancements to assist with regularly monitoring and analyzing vehicle life-cycle cost. This will help to ensure that vehicle and equipment replacement is increasingly aligned with the optimal replacement time.

Maintaining optimal replacement practices helps ensure alignment between resource requirements and demand. This helps to keep costs to a minimum while also reducing vehicle downtime. With a reduction in vehicle downtime, Fleet Services will be in a better position to advance fleet rationalization efforts, including vehicle rightsizing, sharing and utilization.

Fleet Services has already identified a small segment of vehicles whose life cycle, due to their operational requirements and use, can be extended past those initially established, and will be adjusting replacement schedules to reflect these extensions in the 2016 Budget process. For the majority of other City vehicles and equipment, however, extending life cycles beyond those currently would increase vehicle operating costs, and impact vehicle availability and reliability.

Action Item # 3 – Develop a Multi-Year Funding Plan

As the City Programs' and Agencies' replacement requirements are reviewed, information on their operational requirements, optimal replacement schedules, and lead time required to procure and take delivery of vehicles will be made available.

The multi-year plan will be developed based on the reviews with each division/agency individually and collectively to optimize replacements and minimize operating and capital costs while ensuring operational requirements are met. The plan will align contributions to the Vehicle and Equipment Replacement Reserve with optimal replacement requirements for all divisions and agencies.

The timely replacement of vehicle and equipment assets must continue in an effort to ensure that increased operating costs are not unnecessarily incurred as a result of delayed replacement. The three point action plan developed and implemented during the 2015 Budget process does not just inject additional funding into the Vehicle and Equipment Replacement Reserve. Increasing reserve contributions alone will have budget and tax impacts which must be balanced against all competing City needs. Instead, it balances increasing contributions with optimal replacements of vehicles. This is done so by reviewing operational requirements, vehicle lifecycles and potential opportunities for consolidation of fleets, and aligning cash flow funding with when replacements are required and procurement lead times. This ongoing process will ensure adequate vehicle and equipment reserves are in place that will meet City's future vehicle and equipment replacement needs.

The overall Vehicle and Equipment Replacement Reserves balance is now expected to remain in a positive position until 2019. As the strategy continues to be implemented, it will address the forecast deficit prior to 2019 by optimizing replacement requirements with lifecycles, change in business practices, and balancing contributions with optimal replacements.



Appendices

Appendix 1 2014 Performance

2014 Key Accomplishments

In 2014, Fleet Services accomplished the following:

- ✓ Continued to co-ordinate with client Divisions and Purchasing & Materials Management Division to expedite vehicle procurement to reduce overall costs to the City.
- ✓ Upgraded/Replaced 325 vehicles.
- ✓ Completed 2 additional fuel sites and upgraded 4 existing sites with fuel systems that provided real time fuel data, odometer readings and increased control.
- ✓ Completed the upgrade of two fuel sites with above ground fuel storage tanks, minimizing the risk of soil contamination.
- ✓ Installed Vehicle Identification Boxes (VIB's) on 211 existing vehicles and pre-installed VIB's on all new vehicles purchased in 2014
- ✓ Centralized vehicle procurement for Exhibition Place
- ✓ Increased spending rate from 33.7% in 2012 and 54.9% in 2013 to a projected 77.1% in 2014

2014 Financial Performance

**Table 9
2014 Budget Variance Analysis (In \$000's)**

2014 Approved	As of Dec. 31, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
42,342	33,315	78.7%	33,315	78.7%	9,027	21.3%

2014 Experience

Capital expenditures for the period ended December 31, 2014 totalled \$33.315 million or 78.7% of the 2014 Approved Capital Budget of \$42.342 million. Fleet Services worked closely with divisions to ensure timely business case submissions. The delays in spending were a result of business cases not being completed or not provided within the time frame to ensure the purchases within 2014.

The under-spending in 2014 is largely attributed to the following project:

- The *Fire Services Fleet Replacement* project's capital expenditures totalled \$3.3714 million representing 50.7% of 2014 approved cash flow of \$7.323 million. The under-spending of \$3.608 million is a result of revising vehicle requirements which extended the procurement period required to process the purchases which normally span over two years. As a result, \$3.080 million of the unspent budget cash flow funding has been carried forward to 2015 to continue with the replacements.

Impact of the 2014 Capital Variance on the 2015 Budget

The 2015 Capital Budget includes carry forward funding of \$9.027 million.

Appendix 2

Table 10
2015 Capital Budget; 2016 to 2024 Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Green Fleet Plan	1,279	379	100	100	100	100	779	100	100	100	100	100	1,279
Public Health	548	25	72			26	123	200	80	35	50	60	548
Library	4,300	989	390	153	687	197	2,416	530	105	555	201	493	4,300
Parks Forestry & Recreation	77,065	9,666	10,669	6,021	6,322	7,387	40,065	7,750	7,750	7,750	7,750	6,000	77,065
Purchasing	286		26	145			171	35			50	30	286
Municipal Licensing & Standards	5,290	912	584	368	631	505	3,000	257	418	183	716	716	5,290
Solid Waste	133,475	22,272	19,743	5,391	9,180	14,829	71,415	9,237	6,636	16,966	20,159	9,062	133,475
Engineering & Construction Services	2,628	258	266	273	281	288	1,366	305	305	335	285	32	2,628
Transportation	44,790	6,690	6,900	3,900	3,900	3,900	25,290	3,900	3,900	3,900	3,900	3,900	44,790
EMS	49,202	3,770	4,099	4,191	4,409	4,460	20,929	4,584	4,726	6,240	6,225	6,498	49,202
Fire	89,845	13,194	7,840	7,203	7,203	7,203	42,643	9,679	4,763	18,354	7,203	7,203	89,845
Zoo	3,531	381	350	350	350	350	1,781	350	350	350	350	350	3,531
Exhibition Place	4,081	527	371	383	394	406	2,081	400	400	400	400	400	4,081
Fleet Replacement	1,550	200	150	150	150	150	800	150	150	150	150	150	1,550
Arena Boards	1,181	20	105	108	110	112	455	115	236	120	125	130	1,181
Fleet Services	2,004	100	236	236	236	236	1,044	240	240	240	240	240	2,004
Facilities Mgmt & Real Estate	4,845	297	1,394	153	728	130	2,702	417	643	436	497	150	4,845
Clerks	320	87	125	53		25	290					30	320
Toronto Water	53,351	4,711	5,706	7,290	4,371	8,600	30,678	6,670	3,745	5,409	3,599	3,250	53,351
EDCT	314	40	32		45	36	153	36	75		50		314
Toronto Building	515	32	112	57	89		290	45	35	45		100	515
PPF&A	187		32			34	66	36	40	45			187
Shelter, Support & Housing Admin	342	70	72				142		45	80		75	342
Human Resources	55	10					10			45			55
Information Technology	176		25			116	141					35	176
Toronto Community Housing Corporation	4,532	1,092	720	1,055	645	530	4,042	120	60	60		250	4,532
Fuel Site Closures, upgrade & Replacement	6,371	4,371	1,200	200	200	200	6,171	200					6,371
Maintenance System Upgrade	600					600	600						600
Fleet Mt System & Fuel System Integration	1,969	669	1,300				1,969						1,969
Total (including carry forward funding)	494,632	70,762	62,619	37,780	40,031	50,420	261,612	45,356	34,802	61,798	52,050	39,014	494,632

Appendix 3

2015 Capital Budget; 2016 to 2024 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

APPENDIX 3

Fleet Services

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>FLT000481</u> <u>Municipal Licensing & Standards-Fleet Replacem</u>																								
2	20	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	631	0	631	0	631	0	0	0	631	0	0	0	0	0	0	631
2	21	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	505	505	0	505	0	0	0	505	0	0	0	0	0	0	505
2	22	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	257	257	0	0	0	257	0	0	0	0	0	0	257
2	23	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	418	418	0	0	0	418	0	0	0	0	0	0	418
2	24	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	183	183	0	0	0	183	0	0	0	0	0	0	183
0	25	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	0	716	716	0	0	0	716	0	0	0	0	0	0	716
0	26	Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	0	716	716	0	0	0	716	0	0	0	0	0	0	716
Sub-total						912	584	368	631	505	3,000	2,290	5,290	0	0	0	5,290	0	0	0	0	0	0	5,290
<u>FLT000482</u> <u>Solid Waste - Fleet Replacement</u>																								
2	15	Vehicle/Equipment Purchase - 2013	CW	S2	03	32	0	0	0	0	32	0	32	0	0	0	32	0	0	0	0	0	0	32
2	16	Vehicle/Equipment Purchase - 2014	CW	S2	03	8,740	0	0	0	0	8,740	0	8,740	0	0	0	8,740	0	0	0	0	0	0	8,740
2	17	Vehicle/Equipment Purchase - 2015	CW	S4	03	13,500	14,259	0	0	0	27,759	0	27,759	0	0	0	27,759	0	0	0	0	0	0	27,759
2	18	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	5,484	0	0	0	5,484	0	5,484	0	0	0	5,484	0	0	0	0	0	0	5,484
2	19	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	5,391	0	0	5,391	0	5,391	0	0	0	5,391	0	0	0	0	0	0	5,391
2	20	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	9,180	0	9,180	0	9,180	0	0	0	9,180	0	0	0	0	0	0	9,180
2	21	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	14,829	14,829	0	14,829	0	0	0	14,829	0	0	0	0	0	0	14,829
2	22	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	9,237	9,237	0	0	0	9,237	0	0	0	0	0	0	9,237
2	24	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	6,636	6,636	0	0	0	6,636	0	0	0	0	0	0	6,636
2	26	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	33,932	33,932	0	0	0	33,932	0	0	0	0	0	0	33,932
0	27	Vehicle/Equipment Purchase 2023	CW	S6	03	0	0	0	0	0	0	3,193	3,193	0	0	0	3,193	0	0	0	0	0	0	3,193
0	28	Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	0	9,062	9,062	0	0	0	9,062	0	0	0	0	0	0	9,062
Sub-total						22,272	19,743	5,391	9,180	14,829	71,415	62,060	133,475	0	0	0	133,475	0	0	0	0	0	0	133,475
<u>FLT000483</u> <u>Engineering & Construction Serv Fleet Replacem</u>																								
2	16	Vehicle/Equipment Purchase - 2015	CW	S4	03	258	0	0	0	0	258	0	258	0	0	0	258	0	0	0	0	0	0	258

CITY OF TORONTO

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

Fleet Services

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
FLT906672 Green Fleet Plan																								
2	15	Green Fleet Plan - 2019	CW	S6	02	0	0	0	0	100	100	0	100	0	0	0	100	0	0	0	0	0	0	100
2	16	Green Fleet Plan - 2020	CW	S6	02	0	0	0	0	0	0	100	100	0	0	0	100	0	0	0	0	0	0	100
2	17	Green Fleet Plan - 2021	CW	S6	02	0	0	0	0	0	0	100	100	0	0	0	100	0	0	0	0	0	0	100
2	18	Green Fleet Plan - 2022	CW	S6	02	0	0	0	0	0	0	100	100	0	0	0	100	0	0	0	0	0	0	100
2	19	Green Fleet Plan - 2023	CW	S6	02	0	0	0	0	0	0	100	100	0	0	0	100	0	0	0	0	0	0	100
2	20	Green Fleet Plan - 2024	CW	S6	02	0	0	0	0	0	0	100	100	0	0	0	100	0	0	0	0	0	0	100
Sub-total						379	100	100	100	100	779	500	1,279	0	0	0	1,279	0	0	0	0	0	0	1,279
FLT906862 Fleet Services - Fleet Replacement																								
2	10	Vehicle/Equipment Purchase - 2015	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100
2	11	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	236	0	0	0	236	0	236	0	0	0	236	0	0	0	0	0	0	236
2	12	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	236	0	0	236	0	236	0	0	0	236	0	0	0	0	0	0	236
2	13	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	236	0	236	0	236	0	0	0	236	0	0	0	0	0	0	236
2	14	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	236	236	0	236	0	0	0	236	0	0	0	0	0	0	236
2	15	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
2	16	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
2	17	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
0	18	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	0	240	240	0	0	0	240	0	0	0	0	0	0	240
Sub-total						100	236	236	236	236	1,044	960	2,004	0	0	0	2,004	0	0	0	0	0	0	2,004
FLT906863 Facilities Mgmt & Real Estate - Fleet Replacement																								
2	10	Vehicle/Equipment Purchase - 2015	CW	S4	03	297	0	0	0	0	297	0	297	0	0	0	297	0	0	0	0	0	0	297
2	11	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	1,394	0	0	0	1,394	0	1,394	0	0	0	1,394	0	0	0	0	0	0	1,394
2	12	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	153	0	0	153	0	153	0	0	0	153	0	0	0	0	0	0	153
2	13	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	728	0	728	0	728	0	0	0	728	0	0	0	0	0	0	728
2	14	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	130	130	0	130	0	0	0	130	0	0	0	0	0	0	130

CITY OF TORONTO

Gross Expenditures (\$000's)
APPENDIX 3

Fleet Services

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>FLT906865 Toronto Water - Fleet Replacement</u>																								
2	18	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	5,409	5,409	0	0	0	5,409	0	0	0	0	0	0	5,409	
0	19	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	3,599	3,599	0	0	0	3,599	0	0	0	0	0	0	3,599	
0	20	Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	3,250	3,250	0	0	0	3,250	0	0	0	0	0	0	3,250	
Sub-total						4,711	5,706	7,290	4,371	8,600	30,678	22,673	53,351	0	0	0	53,351	0	0	0	0	0	0	53,351
<u>FLT907053 Maintenance System Upgrade</u>																								
2	5	Maintenance System Upgrade - 2019	CW	S6	04	0	0	0	0	600	600	0	600	0	0	0	0	0	0	0	0	0	600	
Sub-total						0	0	0	0	600	600	0	600	0	0	0	600	0	0	0	0	0	0	600
<u>FLT907266 EDCT - Fleet Replacement</u>																								
2	6	Vehicle/Equipment Purchase - 2013	CW	S2	03	15	0	0	0	0	15	0	15	0	0	0	15	0	0	0	0	0	15	
2	8	Vehicle/Equipment Purchase - 2015	CW	S4	03	25	0	0	0	0	25	0	25	0	0	0	25	0	0	0	0	0	25	
2	9	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	32	0	0	0	32	0	32	0	0	0	32	0	0	0	0	0	32	
2	11	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	45	0	45	0	45	0	0	0	45	0	0	0	0	0	45	
2	12	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	36	36	0	36	0	0	0	36	0	0	0	0	0	36	
2	13	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	36	36	0	0	0	36	0	0	0	0	0	0	36	
2	14	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	75	75	0	0	0	75	0	0	0	0	0	0	75	
0	16	Vehicle/Equipment Purchase - 2023	CW	S6	03	0	0	0	0	0	50	50	0	0	0	50	0	0	0	0	0	0	50	
Sub-total						40	32	0	45	36	153	161	314	0	0	0	314	0	0	0	0	0	0	314
<u>FLT907268 Toronto Building - Fleet Replacement</u>																								
2	8	Vehicle/Equipment Purchase - 2015	CW	S4	03	32	0	0	0	0	32	0	32	0	0	0	32	0	0	0	0	0	32	
2	9	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	112	0	0	0	112	0	112	0	0	0	112	0	0	0	0	0	112	
2	10	Vehicle/Equipment Purchase - 2017	CW	S6	03	0	0	57	0	0	57	0	57	0	0	0	57	0	0	0	0	0	57	
2	11	Vehicle/Equipment Purchase - 2018	CW	S6	03	0	0	0	89	0	89	0	89	0	0	0	89	0	0	0	0	0	89	
2	13	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	45	45	0	0	0	45	0	0	0	0	0	0	45	
2	14	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	35	35	0	0	0	35	0	0	0	0	0	0	35	
2	15	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	45	45	0	0	0	45	0	0	0	0	0	0	45	

CITY OF TORONTO

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

Fleet Services

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By									
					2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
FLT907268 Toronto Building - Fleet Replacement																							
0 17	Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	0	100	100	0	0	0	100	0	0	0	0	0	100	
Sub-total					32	112	57	89	0	290	225	515	0	0	0	515	0	0	0	0	0	515	
FLT907269 PPF&A - Fleet Replacement																							
0 9	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	32	0	0	0	32	0	32	0	0	0	32	0	0	0	0	0	32	
2 12	Vehicle/Equipment Purchase - 2019	CW	S6	03	0	0	0	0	34	34	0	34	0	0	0	34	0	0	0	0	0	34	
2 13	Vehicle/Equipment Purchase - 2020	CW	S6	03	0	0	0	0	0	0	36	36	0	0	0	36	0	0	0	0	0	36	
2 14	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	40	40	0	0	0	40	0	0	0	0	0	40	
2 15	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	45	45	0	0	0	45	0	0	0	0	0	45	
Sub-total					0	32	0	0	34	66	121	187	0	0	0	187	0	0	0	0	0	187	
FLT907271 Shelter, Support & Housing Admin-Fleet Replace																							
2 8	Vehicle/Equipment Purchase - 2015	CW	S4	03	70	0	0	0	0	70	0	70	0	0	0	70	0	0	0	0	0	70	
2 9	Vehicle/Equipment Purchase - 2016	CW	S6	03	0	72	0	0	0	72	0	72	0	0	0	72	0	0	0	0	0	72	
2 14	Vehicle/Equipment Purchase - 2021	CW	S6	03	0	0	0	0	0	0	45	45	0	0	0	45	0	0	0	0	0	45	
2 15	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	80	80	0	0	0	80	0	0	0	0	0	80	
0 17	Vehicle/Equipment Purchase - 2024	CW	S6	03	0	0	0	0	0	0	75	75	0	0	0	75	0	0	0	0	0	75	
Sub-total					70	72	0	0	0	142	200	342	0	0	0	342	0	0	0	0	0	342	
FLT907272 Fleet Mgt System & Fuel System Integration																							
1 1	Fleet Mgt System & Fuel System Integration - 2009	CW	S2	04	19	0	0	0	0	19	0	19	0	0	0	19	0	0	0	0	0	19	
2 6	Fleet Mgt System & Fuel System Integration - 2014	CW	S2	04	150	0	0	0	0	150	0	150	0	0	0	150	0	0	0	0	0	150	
2 8	Fleet Mgt System & Fuel System Integration - 2015	CW	S4	04	500	1,300	0	0	0	1,800	0	1,800	0	0	0	1,800	0	0	0	0	0	1,800	
Sub-total					669	1,300	0	0	0	1,969	0	1,969	0	0	0	1,969	0	0	0	0	0	1,969	
FLT907601 Human Resources - Fleet Replacement																							
2 3	Vehicle/Equipment Purchase - 2014	CW	S2	03	10	0	0	0	0	10	0	10	0	0	0	10	0	0	0	0	0	10	
2 4	Vehicle/Equipment Purchase - 2022	CW	S6	03	0	0	0	0	0	0	45	45	0	0	0	45	0	0	0	0	0	45	
Sub-total					10	0	0	0	0	10	45	55	0	0	0	55	0	0	0	0	0	55	

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

CITY OF TORONTO

Gross Expenditures (\$000's)

APPENDIX 3

Fleet Services

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																							
Reserves (Ind. "XQ" Ref.)						70,762	62,619	37,780	40,031	50,420	261,612	233,020	494,632	0	0	0	494,632	0	0	0	0	0	494,632
Total Program Financing						70,762	62,619	37,780	40,031	50,420	261,612	233,020	494,632	0	0	0	494,632	0	0	0	0	0	494,632

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2016 & Beyond)

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

Appendix 4

2015 Cash Flow and Future Year Commitments

CITY OF TORONTO

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

Fleet Services

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By									
					2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
FLT000492 Fleet Replacement - Insurance Contingency																							
2 16	Insurance Contingency - 2015	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200	
	Sub-total				200	0	0	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200	
FLT906279 Fuel Site Closures, Upgrades & Replacement																							
2 8	Fuel Site Closure, Upgrade & Replacement - 2014	CW	S2	04	1,271	0	0	0	0	1,271	0	1,271	0	0	0	1,271	0	0	0	0	0	1,271	
2 9	Fuel Site Closure, Upgrade & Replacement - 2015	CW	S4	04	3,100	0	0	0	0	3,100	0	3,100	0	0	0	3,100	0	0	0	0	0	3,100	
	Sub-total				4,371	0	0	0	0	4,371	0	4,371	0	0	0	4,371	0	0	0	0	0	4,371	
FLT906593 Arena Boards - Replacement of Ice Resurfacers																							
2 11	Vehicle/Equipment Purchase - 2014	CW	S2	03	20	0	0	0	0	20	0	20	0	0	0	20	0	0	0	0	0	20	
	Sub-total				20	0	0	0	0	20	0	20	0	0	0	20	0	0	0	0	0	20	
FLT906672 Green Fleet Plan																							
2 9	Green Fleet Plan - 2013	CW	S2	02	179	0	0	0	0	179	0	179	0	0	0	179	0	0	0	0	0	179	
2 10	Green Fleet Plan - 2014	CW	S2	02	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100	
2 11	Green Fleet Plan - 2015	CW	S4	02	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100	
	Sub-total				379	0	0	0	0	379	0	379	0	0	0	379	0	0	0	0	0	379	
FLT906862 Fleet Services - Fleet Replacement																							
2 10	Vehicle/Equipment Purchase - 2015	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100	
	Sub-total				100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100	
FLT906863 Facilities Mgmt & Real Estate - Fleet Replacement																							
2 10	Vehicle/Equipment Purchase - 2015	CW	S4	03	297	0	0	0	0	297	0	297	0	0	0	297	0	0	0	0	0	297	
	Sub-total				297	0	0	0	0	297	0	297	0	0	0	297	0	0	0	0	0	297	
FLT906864 Clerks - Fleet Replacement																							
2 9	Vehicle/Equipment Purchase - 2014	CW	S2	03	5	0	0	0	0	5	0	5	0	0	0	5	0	0	0	0	0	5	
2 10	Vehicle/Equipment Purchase - 2015	CW	S4	03	82	0	0	0	0	82	0	82	0	0	0	82	0	0	0	0	0	82	
	Sub-total				87	0	0	0	0	87	0	87	0	0	0	87	0	0	0	0	0	87	
FLT906865 Toronto Water - Fleet Replacement																							
2 8	Vehicle/Equipment Purchase - 2013	CW	S2	03	183	0	0	0	0	183	0	183	0	0	0	183	0	0	0	0	0	183	

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

CITY OF TORONTO

Gross Expenditures (\$000's)

APPENDIX 4

Fleet Services

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By								
		2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																			
Reserves (Ind. "XQ" Ref.)		70,762	20,697	0	0	0	91,459	0	91,459	0	0	0	91,459	0	0	0	0	0	91,459
Total Program Financing		70,762	20,697	0	0	0	91,459	0	91,459	0	0	0	91,459	0	0	0	0	0	91,459

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

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

Appendix 5

2015 Capital Budget with Financing Detail

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



CITY OF TORONTO
APPENDIX 5
Fleet Services
Sub-Project Summary

Project/Financing				2015	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
2	<u>FLT000487</u>	<u>Fire-Fleet Replacement</u>													
2	16 Vehicle/Equipment Purchase - 2014		01/01/2014	12/31/2014	5,543	0	0	0	5,543	0	0	0	0	0	0
2	17 Vehicle/Equipment Purchase - 2015		01/01/2015	12/31/2015	5,457	0	0	0	5,457	0	0	0	0	0	0
Project Sub-total:					13,194	0	0	0	13,194	0	0	0	0	0	0
2	<u>FLT907601</u>	<u>Human Resources - Fleet Replacement</u>													
2	3 Vehicle/Equipment Purchase - 2014		01/01/2014	12/31/2014	10	0	0	0	10	0	0	0	0	0	0
Project Sub-total:					10	0	0	0	10	0	0	0	0	0	0
Program Total:					70,762	0	0	0	70,762	0	0	0	0	0	0

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

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

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1101	Beginning Balance	106	150	182	167	224	281	312	169	146	168	175	150
	(Withdrawals)												
	Public Health - Fleet Replacement	(26)	(25)	(72)			(26)	(200)	(80)	(35)	(50)	(60)	(548)
	Total Withdrawals	(26)	(25)	(72)			(26)	(200)	(80)	(35)	(50)	(60)	(548)
	Contributions												
	Vehicle Reserve	70	57	57	57	57	57	57	57	57	57	57	570
	Total Contributions	70	57	57	57	57	57	57	57	57	57	57	570
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			150	182	167	224	281	312	169	146	168	175	172

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1700	Beginning Balance	663	691	(7)	(105)	34	(361)	(266)	(504)	(317)	(580)	(489)	691
	(Withdrawals)												
	Library - Fleet Replacement	(314)	(990)	(390)	(153)	(687)	(197)	(530)	(105)	(555)	(201)	(493)	(4,301)
	Total Withdrawals	(314)	(990)	(390)	(153)	(687)	(197)	(530)	(105)	(555)	(201)	(493)	(4,301)
	Contributions												
	Vehicle Reserve	342	292	292	292	292	292	292	292	292	292	292	2,920
	Total Contributions	342	292	292	292	292	292	292	292	292	292	292	2,920
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			691	(7)	(105)	34	(361)	(266)	(504)	(317)	(580)	(489)	(690)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1201	Beginning Balance	5,752	7,879	3,949	(984)	(1,269)	(1,855)	(3,506)	(5,520)	(7,534)	(9,548)	(11,562)	7,879
	(Withdrawals)												
	Parks, Forestry & Recreation - Fleet Replacement	(3,074)	(9,666)	(10,669)	(6,021)	(6,322)	(7,387)	(7,750)	(7,750)	(7,750)	(7,750)	(6,000)	(77,065)
	Total Withdrawals	(3,074)	(9,666)	(10,669)	(6,021)	(6,322)	(7,387)	(7,750)	(7,750)	(7,750)	(7,750)	(6,000)	(77,065)
	Contributions												
	Vehicle Reserve	5,201	5,736	5,736	5,736	5,736	5,736	5,736	5,736	5,736	5,736	5,736	57,360
	Total Contributions	5,201	5,736	5,736	5,736	5,736	5,736	5,736	5,736	5,736	5,736	5,736	57,360
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			7,879	3,949	(984)	(1,269)	(1,855)	(3,506)	(5,520)	(7,534)	(9,548)	(11,562)	(11,826)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1204	Beginning Balance	293	260	312	338	245	297	349	366	418	470	472	260
	(Withdrawals)												
	Purchasing & Materials Mgmt - Fleet Replacement	(85)		(26)	(145)			(35)			(50)	(30)	(286)
	Total Withdrawals	(85)		(26)	(145)			(35)			(50)	(30)	(286)
	Contributions												
	Vehicle Reserve	52	52	52	52	52	52	52	52	52	52	52	520
	Total Contributions	52	52	52	52	52	52	52	52	52	52	52	520
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			260	312	338	245	297	349	366	418	470	472	494

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1202	Beginning Balance	1,531	2,064	1,152	1,009	1,082	892	828	1,012	1,035	1,293	1,018	2,064
	(Withdrawals)												
	Municipal Licensing & Standards - Fleet Replacement	(58)	(912)	(584)	(368)	(631)	(505)	(257)	(418)	(183)	(716)	(716)	(5,290)
	Total Withdrawals	(58)	(912)	(584)	(368)	(631)	(505)	(257)	(418)	(183)	(716)	(716)	(5,290)
	Contributions												
	Vehicle Reserve	591		441	441	441	441	441	441	441	441	441	3,969
	Total Contributions	591		441	441	441	441	441	441	441	441	441	3,969
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			2,064	1,152	1,009	1,082	892	828	1,012	1,035	1,293	1,018	743

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1014	Beginning Balance	26,575	23,960	14,688	3,945	7,554	7,374	1,545	1,308	3,672	(4,294)	(15,453)	23,960
	(Withdrawals)												
	Solid Waste Management - Fleet Replacement	(10,615)	(22,272)	(19,743)	(5,391)	(9,180)	(14,829)	(9,237)	(6,636)	(16,966)	(20,159)	(9,062)	(133,475)
	Total Withdrawals	(10,615)	(22,272)	(19,743)	(5,391)	(9,180)	(14,829)	(9,237)	(6,636)	(16,966)	(20,159)	(9,062)	(133,475)
	Contributions												
	Vehicle Reserve	8,000	13,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	94,000
	Total Contributions	8,000	13,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	94,000
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			23,960	14,688	3,945	7,554	7,374	1,545	1,308	3,672	(4,294)	(15,453)	(15,515)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1016	Beginning Balance	984	1,300	1,300	1,292	1,277	1,254	1,224	1,177	1,130	1,053	1,026	1,300
	(Withdrawals)												
	Engineering and Construction Services - Fleet Replacement	(258)	(266)	(273)	(281)	(288)	(305)	(305)	(335)	(285)	(32)	(32)	(2,628)
	Total Withdrawals	(258)	(266)	(273)	(281)	(288)	(305)	(305)	(335)	(285)	(32)	(32)	(2,628)
	Contributions												
	Vehicle Reserve	316	258	258	258	258	258	258	258	258	258	258	2,580
	Total Contributions	316	258	258	258	258	258	258	258	258	258	258	2,580
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			1,300	1,300	1,292	1,277	1,254	1,224	1,177	1,130	1,053	1,026	1,252

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1015	Beginning Balance	6,104	7,307	3,694	(129)	(952)	(1,775)	(2,598)	(3,421)	(4,244)	(5,067)	(5,890)	7,307
	(Withdrawals)												
	Transportation Services - Fleet Replacement	(1,874)	(6,690)	(6,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(44,790)
	Total Withdrawals	(1,874)	(6,690)	(6,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)	(44,790)
	Contributions												
	Vehicle Reserve	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	30,770
	Total Contributions	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	3,077	30,770
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			7,307	3,694	(129)	(952)	(1,775)	(2,598)	(3,421)	(4,244)	(5,067)	(5,890)	(6,713)

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1018	Beginning Balance	2,545	614	918	893	776	441	55	(455)	(1,107)	(3,273)	(5,424)	614
	(Withdrawals)												
	Emergency Medical Services - Fleet Replacement	(6,005)	(3,770)	(4,099)	(4,191)	(4,409)	(4,460)	(4,584)	(4,726)	(6,240)	(6,225)	(6,498)	(49,202)
	Total Withdrawals	(6,005)	(3,770)	(4,099)	(4,191)	(4,409)	(4,460)	(4,584)	(4,726)	(6,240)	(6,225)	(6,498)	(49,202)
	Contributions												
	Vehicle Reserve	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	40,740
	Total Contributions	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	4,074	40,740
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			614	918	893	776	441	55	(455)	(1,107)	(3,273)	(5,424)	(7,848)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1017 & XQ1020	Beginning Balance	7,907	8,525	1,534	397	397	397	397	(2,079)	361	(10,790)	(10,790)	8,525
	(Withdrawals)												
	Fire Services - Fleet Replacement	(5,085)	(13,194)	(7,840)	(7,203)	(7,203)	(7,203)	(9,679)	(4,763)	(18,354)	(7,203)	(7,203)	(89,845)
	Total Withdrawals	(5,085)	(13,194)	(7,840)	(7,203)	(7,203)	(7,203)	(9,679)	(4,763)	(18,354)	(7,203)	(7,203)	(89,845)
	Contributions												
	Vehicle Reserve	5,703	6,203	6,703	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	70,530
	Total Contributions	5,703	6,203	6,703	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	70,530
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			8,525	1,534	397	397	397	397	(2,079)	361	(10,790)	(10,790)	(10,790)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1703	Beginning Balance	656	670	622	272	(78)	(95)	(112)	(129)	(146)	(163)	(180)	670
	(Withdrawals)												
	Zoo - Fleet Replacement	(319)	(381)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,531)
	Total Withdrawals	(319)	(381)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,531)
	Contributions												
	Vehicle Reserve	333	333		333	333	333	333	333	333	333	333	2,664
	Total Contributions	333	333		333	333	333	333	333	333	333	333	2,664
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			670	622	272	(78)	(95)	(112)	(129)	(146)	(163)	(180)	(197)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1702	Beginning Balance	621	162	185	264	331	387	431	481	531	581	631	162
	(Withdrawals)												
	Exhibition Place - Fleet Replacement	(788)	(527)	(371)	(383)	(394)	(406)	(400)	(400)	(400)	(400)	(400)	(4,081)
	Total Withdrawals	(788)	(527)	(371)	(383)	(394)	(406)	(400)	(400)	(400)	(400)	(400)	(4,081)
	Contributions												
	Vehicle Reserve	329	550	450	450	450	450	450	450	450	450	450	4,600
	Total Contributions	329	550	450	450	450	450	450	450	450	450	450	4,600
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			162	185	264	331	387	431	481	531	581	631	681

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
Vehicle Reserve XQ1705	Beginning Balance (Withdrawals)	60	71	142	128	114	101	105	109	(1)			(4)	71
	Arena Boards Vehicles - Fleet Replacement	(80)	(20)	(105)	(108)	(110)	(112)	(115)	(236)	(120)	(125)	(130)		(1,181)
	Total Withdrawals	(80)	(20)	(105)	(108)	(110)	(112)	(115)	(236)	(120)	(125)	(130)		(1,181)
	Contributions													
	Vehicle Reserve	91	91	91	94	97	116	119	126	121	121	121		1,097
	Total Contributions	91	91	91	94	97	116	119	126	121	121	121		1,097
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End			71	142	128	114	101	105	109	(1)	(4)	(13)		(13)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
Vehicle Reserve XQ1503	Beginning Balance (Withdrawals)	564	564	504	268	32	(204)	(440)	(680)	(920)	(1,160)	(1,400)		564
	Fleet Services - Fleet Replacement		(100)	(236)	(236)	(236)	(236)	(240)	(240)	(240)	(240)			(2,004)
	Total Withdrawals		(100)	(236)	(236)	(236)	(236)	(240)	(240)	(240)	(240)			(2,004)
	Contributions													
	Vehicle Reserve		40											40
	Total Contributions		40											40
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End			564	504	268	32	(204)	(440)	(680)	(920)	(1,160)	(1,400)	(1,400)	(1,400)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
Vehicle Reserve XQ1502	Beginning Balance (Withdrawals)	1,883	2,193	2,207	1,124	1,282	865	1,046	940	608	483	297		2,193
	Facilities and Real Estate - Fleet Replacement		(297)	(1,394)	(153)	(728)	(130)	(417)	(643)	(436)	(497)	(150)		(4,845)
	Total Withdrawals		(297)	(1,394)	(153)	(728)	(130)	(417)	(643)	(436)	(497)	(150)		(4,845)
	Contributions													
	Vehicle Reserve	310	311	311	311	311	311	311	311	311	311	311		3,110
	Total Contributions	310	311	311	311	311	311	311	311	311	311	311		3,110
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End			2,193	2,207	1,124	1,282	865	1,046	940	608	483	297	458	458

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
Vehicle Reserve XQ1504	Beginning Balance (Withdrawals)	427	394	319	206	168	183	173	188	203	218	233		394
	Clerk's - Fleet Replacement	(45)	(87)	(125)	(53)		(25)						(30)	(320)
	Total Withdrawals	(45)	(87)	(125)	(53)		(25)						(30)	(320)
	Contributions													
	Vehicle Reserve	12	12	12	15	15	15	15	15	15	15	15		144
	Total Contributions	12	12	12	15	15	15	15	15	15	15	15		144
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End			394	319	206	168	183	173	188	203	218	233	218	218

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1012	Beginning Balance	4,270	5,855	5,798	4,747	2,112	2,396	(1,549)	(3,564)	(2,654)	(3,408)	(2,352)	5,855
	(Withdrawals)												
	Toronto Water Services - Fleet Replacement	(2,515)	(4,712)	(5,706)	(7,290)	(4,371)	(8,600)	(6,670)	(3,745)	(5,409)	(3,599)	(3,250)	(53,352)
	Total Withdrawals	(2,515)	(4,712)	(5,706)	(7,290)	(4,371)	(8,600)	(6,670)	(3,745)	(5,409)	(3,599)	(3,250)	(53,352)
	Contributions												
	Vehicle Reserve	4,100	4,655	4,655	4,655	4,655	4,655	4,655	4,655	4,655	4,655	4,655	46,550
	Total Contributions	4,100	4,655	4,655	4,655	4,655	4,655	4,655	4,655	4,655	4,655	4,655	46,550
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			5,855	5,798	4,747	2,112	2,396	(1,549)	(3,564)	(2,654)	(3,408)	(2,352)	(947)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1200	Beginning Balance	239	214	195	163	209	164	162	162	162	187	162	214
	(Withdrawals)												
	EDCT - Fleet Replacement	(25)	(40)	(32)		(45)	(36)	(36)	(75)		(50)		(314)
	Total Withdrawals	(25)	(40)	(32)		(45)	(36)	(36)	(75)		(50)		(314)
	Contributions												
	Vehicle Reserve		21		46		34	36	75	25	25	25	287
	Total Contributions		21		46		34	36	75	25	25	25	287
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			214	195	163	209	164	162	162	187	162	187	187

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1301	Beginning Balance	313	385	473	481	544	575	695	770	855	930	1,050	385
	(Withdrawals)												
	Toronto Building - Fleet Replacement		(32)	(112)	(57)	(89)		(45)	(35)	(45)		(100)	(515)
	Total Withdrawals		(32)	(112)	(57)	(89)		(45)	(35)	(45)		(100)	(515)
	Contributions												
	Vehicle Reserve	72	120	120	120	120	120	120	120	120	120	120	1,200
	Total Contributions	72	120	120	120	120	120	120	120	120	120	120	1,200
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			385	473	481	544	575	695	770	855	930	1,050	1,070

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1401	Beginning Balance	605	605	605	573	573	573	539	503	463	418	418	605
	(Withdrawals)												
	PPF&A - Fleet Replacement			(32)			(34)	(36)	(40)	(45)			(187)
	Total Withdrawals			(32)			(34)	(36)	(40)	(45)			(187)
	Contributions												
	Vehicle Reserve												
	Total Contributions												
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			605	605	573	573	573	539	503	463	418	418	418

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1100		156	165	104	41	50	59	68	77	41	(30)	(21)	165
	Beginning Balance (Withdrawals)												
	Shelter, Support & Housing Admin - Fleet Replacement		(70)	(72)					(45)	(80)		(75)	(342)
	Total Withdrawals		(70)	(72)					(45)	(80)		(75)	(342)
	Contributions												
	Vehicle Reserve	9	9	9	9	9	9	9	9	9	9	9	90
	Total Contributions	9	9	9	9	9	9	9	9	9	9	9	90
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			165	104	41	50	59	68	77	41	(30)	(21)	(87)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1505		27	18	16	24	32	40	48	56	64	27	35	18
	Beginning Balance (Withdrawals)												
	Human Resources - Fleet Replacement	(25)	(10)							(45)			(55)
	Total Withdrawals	(25)	(10)							(45)			(55)
	Contributions												
	Vehicle Reserve	16	8	8	8	8	8	8	8	8	8	8	80
	Total Contributions	16	8	8	8	8	8	8	8	8	8	8	80
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			18	16	24	32	40	48	56	64	27	35	43

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1509		51	63	73	58	68	78	(28)	(18)	(8)	2	12	63
	Beginning Balance (Withdrawals)												
	Information & Technology - Fleet Replacement			(25)			(116)					(35)	(176)
	Total Withdrawals			(25)			(116)					(35)	(176)
	Contributions												
	Vehicle Reserve	12	10	10	10	10	10	10	10	10	10	10	100
	Total Contributions	12	10	10	10	10	10	10	10	10	10	10	100
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			63	73	58	68	78	(28)	(18)	(8)	2	12	(13)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle Reserve XQ1707		523	602	20	(440)	(260)	(95)	(175)	(175)	(175)	123	531	602
	Beginning Balance (Withdrawals)												
	Toronto Community Housing Corp. - Fleet Replacement	(491)	(1,092)	(720)	(1,055)	(645)	(530)	(120)	(60)	(60)		(250)	(4,532)
	Total Withdrawals	(491)	(1,092)	(720)	(1,055)	(645)	(530)	(120)	(60)	(60)		(250)	(4,532)
	Contributions												
	Vehicle Reserve	570	510	260	1,235	810	450	120	60	358	408	408	4,619
	Total Contributions	570	510	260	1,235	810	450	120	60	358	408	408	4,619
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End			602	20	(440)	(260)	(95)	(175)	(175)	123	531	689	689

Appendix 6 Reserve / Reserve Fund Review

**Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Vehicle & Equipment Reserve - XQ0003	Beginning Balance	9,550	5,222	(197)	(2,797)	(3,097)	(3,397)	(4,297)	(4,597)	(4,697)	(4,797)	(4,897)	5,222
	(Withdrawals)												
	Green Fleet Plan	(606)	(379)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,279)
	Fuel Sites Closures and Upgrades	(3,103)	(4,371)	(1,200)	(200)	(200)	(200)	(200)					(6,371)
	Maintenance System Upgrade						(600)						(600)
	Fleet Management System and Fuel System Integration	(619)	(669)	(1,300)									(1,969)
	Total Withdrawals	(4,328)	(5,419)	(2,600)	(300)	(300)	(900)	(300)	(100)	(100)	(100)	(100)	(10,219)
	Contributions												
Total Contributions													
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End		5,222	(197)	(2,797)	(3,097)	(3,397)	(4,297)	(4,597)	(4,697)	(4,797)	(4,897)	(4,997)	(4,997)