

2020 Program Summary

Fleet Services

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What we do

Fleet Services provides responsive and efficient fleet management services to City Programs and Agencies through the following services:

- Fleet Management
- Fuel Management

Fleet Management Stewardship of 5,700 and Fuel Management Stewardship of 7,100.

Why we do it

Fleet Services provides professional fleet management services to our clients to maximize safety, fiscal and environmental sustainability.

Who we serve

Fleet Management

- City Divisions and Agencies including Toronto Public Library, Toronto Community Housing Corp

Beneficiaries

- Businesses
- Residents

Fuel Management

- City Divisions and Agencies including Toronto Parking Authority, Toronto Public Library, Toronto Community Housing Corp, Toronto Transit Commission, Toronto Zoo, and the Exhibition Place

Beneficiaries

- Businesses
 - Residents
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$35.3	\$35.4	\$35.4	Gross Expenditures	\$59.2	\$733.6	\$792.8
Gross Expenditures	\$62.6	\$62.7	\$62.7	Debt	\$0.0	\$0.0	\$0.0
Net Expenditures	\$27.3	\$27.8	\$27.8				
Approved Positions	208.0	207.0	205.0				

Key service outcomes

Outcomes	Description
Vehicle Downtime Reduction	Reduced vehicle and equipment downtime (improved fleet availability) through State Of Good Repair (SOGR) elimination and staffing optimization – results in improved ability to meet stated service levels while mitigating associated cost increases.
Fleet Size Optimization	Optimized fleet size (in relation to growth, available funds and required service levels) – includes aligning replacement planning with optimal life cycles, budget approval and expected cash flow.
Vehicle Utilization Improvement	Improved vehicle utilization through innovative technologies and project implementation such as Fleet Share and Car Share.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Cost per kilometre for light duty vehicles	\$0.30	\$0.29	\$0.28	
	% Fleet vehicles over expected life	32%	34%	29%	
	% of Fleet availability	85%	85%	86%	

Our experience and success

- In 2019, achieved \$1.6 million in cost avoidance through manufacturer direct procurement of light duty vehicles.
- Reduced SOGR backlog by \$71.1 million or 69% from 2016 to 2019 year-end.
- Led the procurement of a city-wide fuel contract that produced annual city-wide financial benefits of \$3.3 million.
- Developed the expanded 2019 – 2023 Green Fleet Plan (GFP) and delivered the 2014 – 2018 GFP wrap up that includes Operating savings of \$16.6 million dollars and greenhouse gas (GHG) savings of 31 million kilograms of CO₂e.
- Absorbed increased fuel demand from divisions and agencies and the increased demand on staff to handle the volume increase in fuel transactions.
- Delivering on plans, processes, systems and staffing to address Auditor General Recommendations, City policies and procedures, health & safety legislation and regulations.

Key challenges and risks

- Continue to address client capital reserve contribution shortfalls, asset replacement backlogs and the associated impacts of maintaining assets that are beyond optimal life.
- Significant challenges attracting and retaining fully qualified and knowledgeable staff due to an industry-wide shortage of skilled trades, combined with increasingly complex occupation requirements, a growing fleet and demand vs. capacity challenges.
- Processes, systems and infrastructure require investment and renewal to improve efficiency and ensure compliance – staff and funding constraints limit the ability to address these aspects in a timely manner.
- Green Fleet initiatives such as the City's Electric Vehicle charging infrastructure development, Fleet Share and Car Share place additional demand on staff to develop and administer the programs.

Priority actions

- Maintain progress with clients to address client reserve contribution shortfalls and asset replacement backlogs to drive lowest total cost of ownership.
- Continue work to address Auditor General recommendations, action plans to address work space that no longer meets the needs of today's vehicles and equipment as well as practices and systems that require change to improve efficiency and ensure compliance.
- Maintain capacity building, staff development opportunities and training and apprenticeship programs - to attract, develop and retain fully qualified and knowledgeable staff.
- Continue to develop Fleet Share program for all programs and agencies.

Our key service levels



Average total fleet age of
8.5 years



Percentage of preventative
maintenance of **67%**



MTO CVOR (Commercial
Vehicle Operator's Reg.)
Safety Rating of **34%**

Key service deliverables

- Provide a full-range of fleet management services for City Divisions and Agencies.
- Oversee fuel management operations of over 7,100 assets.
- Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment while ensuring compliance with Provincial legislation.
- Provide safety training, testing, certification and compliance oversight for approximately 11,000 City employees who are required to operate City vehicles and equipment.
- Improve and maintain overall fleet availability to above 90% while continuing to enhance customer service in support of the vision to achieve customer service excellence and high quality integrated service delivery.
- Optimize fleet size by reviewing utilization rates in collaboration with client programs while supporting Toronto's Climate Action Plan, TransformTO in reducing environmental impacts.

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Fleet Services of \$62.6 million gross, \$27.3 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Fleet Management	43,216.7	22,273.1	20,943.6
Fuel Management	19,410.8	13,038.0	6,372.8
Total Program Budget	62,627.5	35,311.1	27,316.4

2. City Council approve the 2020 staff complement for Fleet of 208 positions, comprising 3 capital positions and 205 operating positions.
3. City Council approve 2020 Capital Budget for Fleet Services with cash flows and future year commitments totaling \$116.5 million as detailed by project in Appendix 5a.
4. City Council approve the 2021-2029 Capital Plan for Fleet Services totalling \$676.2 million in project estimates as detailed by project in Appendix 5b.
5. City Council request the General Manager, Fleet Services to include a request for funding for Sustainable Green Fleet Plan initiatives in the 2021 Capital Budget submission for Fleet Services for 2021-2030.

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Fleet Management	23,505.7	23,795.6	22,143.9	129.2	22,273.1	(1,522.6)	(6.4%)
Fuel Management	10,550.2	10,516.2	13,038.0		13,038.0	2,521.8	24.0%
Total Revenues	34,055.9	34,311.8	35,181.8	129.2	35,311.1	999.2	2.9%
Expenditures							
Fleet Management	39,690.0	40,581.8	42,835.0	381.8	43,216.7	2,634.9	6.5%
Fuel Management	18,161.1	17,999.0	19,410.8		19,410.8	1,411.8	7.8%
Total Gross Expenditures	57,851.1	58,580.8	62,245.8	381.8	62,627.5	4,046.8	6.9%
Net Expenditures	23,795.2	24,269.0	27,063.9	252.6	27,316.4	3,047.5	12.6%
Approved Positions	187.0	190.0	202.0	6.0	208.0	18.0	9.5%

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$62.2 million gross reflecting an increase of \$3.7 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases to address Auditor General (AG) recommendations in order to maintain service levels identified through the AG audit.
- Additional inflationary pressures from economic factors as it impacts all areas of expenditures including, but not limited to, salaries, maintenance & equipment and contracted services.
- Higher fuel volume and price increases administered through new fuel contract.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.382 million gross, enabling:

- Improved effectiveness and quality of fleet procurement and asset management activities identified through AG audit recommendation.
- Implementation of transitioning City Fleets to sustainable, climate resilient, low-carbon operations, which supports the City's strategic goals outlined in TransformTO,

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fleet Services' 2020 Operating Budget do not have any significant equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Fleet Services is \$62.6 million gross or 6.9% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	16,766.3	16,798.9	19,472.2	2,673.3	15.9%
2 Materials & Supplies	26,397.6	27,682.1	29,066.4	1,384.3	5.0%
3 Equipment	113.8	202.2	216.4	14.2	7.0%
4 Service and Rent	11,302.6	11,670.7	11,246.6	(424.1)	-3.6%
5 Contribution To Capital					
6 Contribution To Reserves	3,270.8	2,226.9	2,244.2	17.3	0.8%
7 Other Expenditures					
Total Expenditures	57,851.1	58,580.8	62,245.8	3,665.0	6.3%
Revenues					
1 Provincial Subsidies					
2 Federal Subsidies					
3 User Fees & Donations					
4 Transfers From Capital	595.5	229.5	457.1	227.5	99.1%
5 Other Revenues	33,460.4	34,082.3	34,724.8	642.5	1.9%
Total Revenues	34,055.9	34,311.8	35,181.8	870.0	2.5%
Net Expenditures	23,795.2	24,269.0	27,063.9	2,795.0	11.5%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits

- Transfer of maintenance expenditures to salaries and benefits to maintain City Fleet in good repair.

Materials and Supplies:

- Increases to fuel prices and demand from client programs and agencies to continue to meet their needs.

Services and Rent:

- Lower contracted services (external maintenance).
- Offset by higher short-term rentals to meet clients' rental needs and economic factors.

Table 2b: Value Based Outcome Review* Recommendations and Other Efficiencies / Savings

(\$000s)									
Recommendation	Type	2020				2021		2022	
		Revenue	Gross	Net	Positions	Gross	Net	Gross	Net
Appropriate resourcing (staff & facilities) to reduce cost and related downtime	VBOR		(49.5)	(49.5)		(198.0)	(198.0)	(247.5)	(247.5)
Efficiency from new fuel contract	Efficiencies		(245.4)	(245.4)		(241.7)	(241.7)	(237.7)	(237.7)
Budget Increase/(Decrease)		-	(294.9)	(294.9)	-	(439.7)	(439.7)	(485.2)	(485.2)

The **2020 Operating Budget** includes \$9.0 million in gross expenditure additions identified as part of the Value Based Outcome Review and internal budget review as follows:

Value Based Outcome Review (VBOR)

- *Appropriate resourcing to reduce cost and related downtime*
 - Bring additional aspects of medium and heavy equipment maintenance work back in-house.

Efficiencies

- Consolidated City fuel contract produces annual citywide financial benefits through reduced cost of fuel.

AG Recommendations

- Various recommendations were made through multiple phase audits including stronger asset management needed, improving contract management and payment processes, lengthy downtime requiring immediate attention, and stronger corporate oversight needed for underutilized vehicles.

*In 2019, the City conducted a Value Based Outcome Review for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
New Positions for Fleet Asset Management		130.0	130.0	2.00	239.8	Low
FleetShare Project Implementation		122.5	122.5	2.00	254.6	Low
Autonomous Vehicles Tactical Plan	129.2	129.2		2.00	201.3	Low
Total New / Enhanced	129.2	381.8	252.6	6.00	695.7	

New Positions for Fleet Asset Management

To affirm the safety and legislative compliance of all fleet assets for staff and citizens while ensuring the lowest cost of ownership is maintained. The positions will allow Fleet Services to plan and implement a Fleet Corporate Asset Management Plan which will improve the effectiveness and quality of fleet procurement services, reduce response time, and improve customer satisfaction. It will also enable the division to meet Auditor General Recommendations for stronger asset management and stronger oversight on underutilized vehicles.

FleetShare Project Implementation

This program is a key component of transitioning City Fleets to sustainable, climate resilient, low-carbon operations, which supports the City's strategic goals outlined in TransformTO, Toronto's climate mitigation action plan and Toronto's Resilience Strategy, Toronto's first climate adaptation plan. Identified resources are essential for both the initial implementation of the FleetShare program and for its ongoing operational support and management.

Autonomous Vehicles Tactical Plan

The implementation of the Automated Vehicles Tactical Plan is expected to help the City to advance the TransformTO goals, proactive preparation for opportunities and challenges arising from automated vehicle technology and building Toronto's Automated Vehicle Ecosystem and increase transportation system efficiency.

Note:

- For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Service Changes and [Appendix 3](#) for the 2020 & Pending New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	34,311.8	35,311.1	35,384.4	35,394.2
Gross Expenditures	58,580.8	62,627.6	63,178.7	63,238.2
Net Expenditures	24,269.0	27,316.5	27,794.3	27,843.9
Approved Positions	190.0	208.0	207.0	205.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers**Salaries and Benefits**

- Inflationary increases
- Annualization of New Positions for Fleet Asset Management

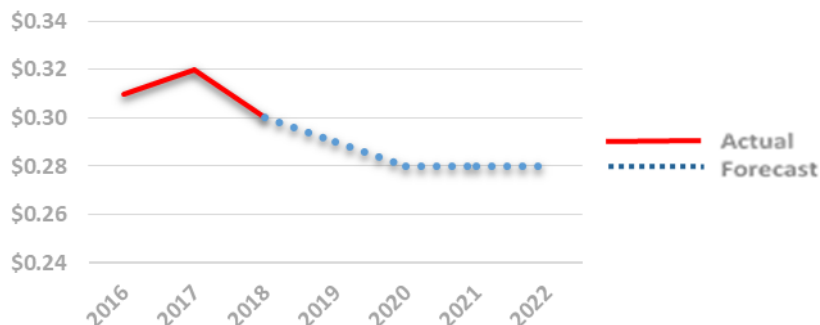
Key 2022 drivers**Salaries and Benefits**

- Inflationary increases

How well we are doing

Performance measures

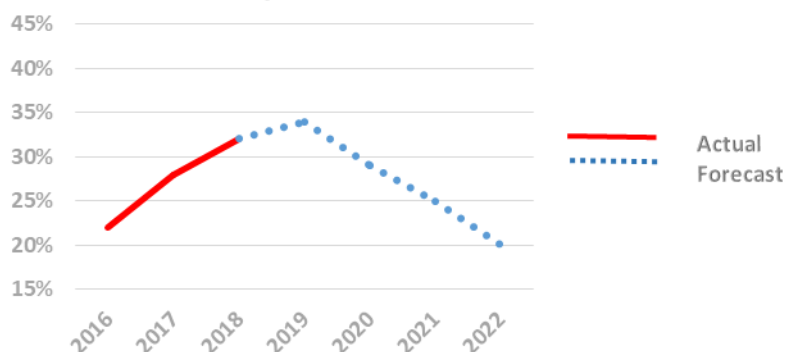
Cost per kilometre for light duty vehicles



Behind the numbers

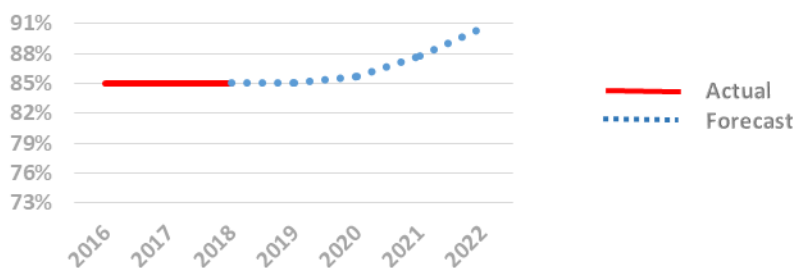
- Purpose is to track the cost associated with operating and ownership of light duty vehicles.
- Cost includes all maintenance and fuel and is an outcome-based method to identify and control costs.

% fleet over expected life



- Represents the percentage of fleet vehicles that are past their optimum life.
- Success of achieving the forecast is largely based on the availability of funds to clear the SOGR backlog and to ensure reserve contributions remain at the required level.

% of Fleet Availability

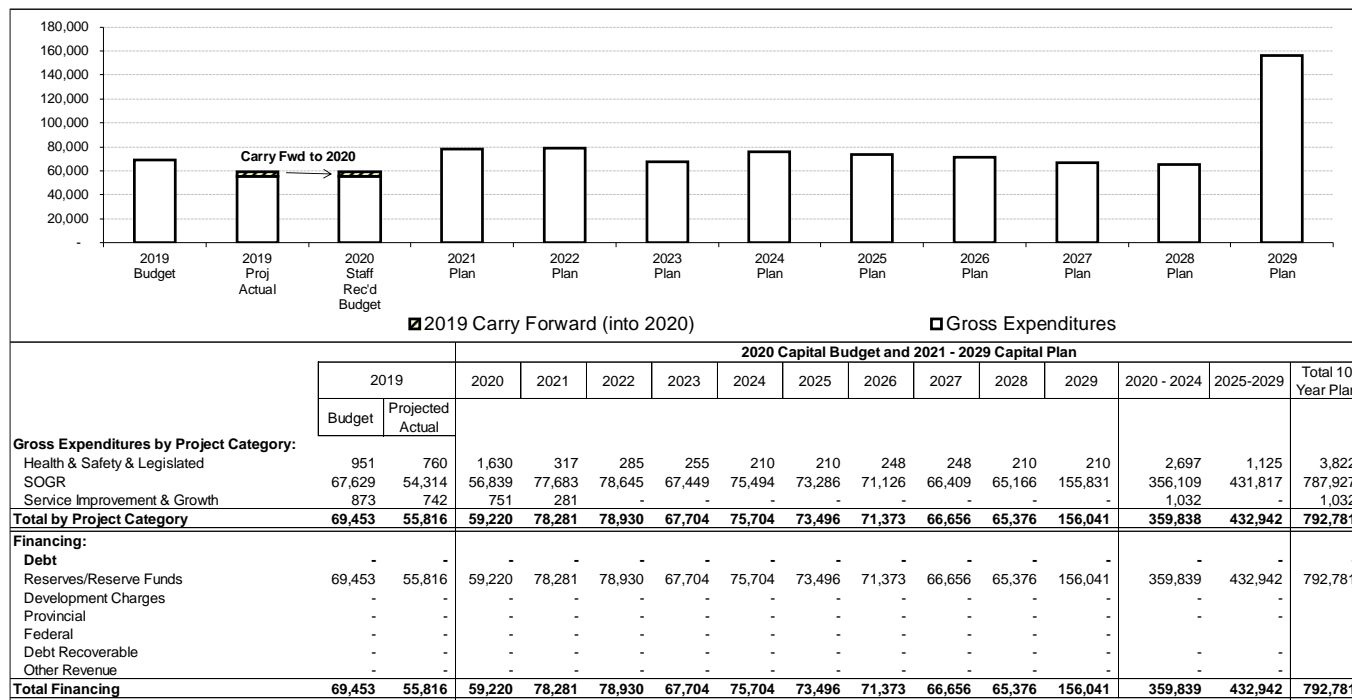


- Indicates the percentage of time vehicles were available for their intended operational assignments / service delivery.
- Identified as a recommendation from the Auditor General as requiring immediate attention to improve the availability and achieve the stated forecast.

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
((\$000))



Changes to Existing Projects (\$0.0M)

New Projects (\$1.4M)

- At-Large Fleet Vehicle Purchase (\$0.1M)
- Fleet Share Program (\$0.02M)
- Electric Vehicle and Charging Infrastructure (\$1.3M)




Capital Needs Constraints (\$14.0M)

- Fleet Share Program (\$0.7M)
- Electric Vehicle and Charging Infrastructure (\$10.0M)

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project and [Appendix 7](#) for Capital Needs Constraints, respectively

2020 – 2029 CAPITAL BUDGET AND PLAN**\$791.5 Million 10-Year Gross Capital Program**

		
Fleet Replacement	Green Fleet Plan	Infrastructure
\$783.6 M 99.0%	\$3.0 M 0.2%	\$6.2 M 0.8%

How the Capital Program is Funded

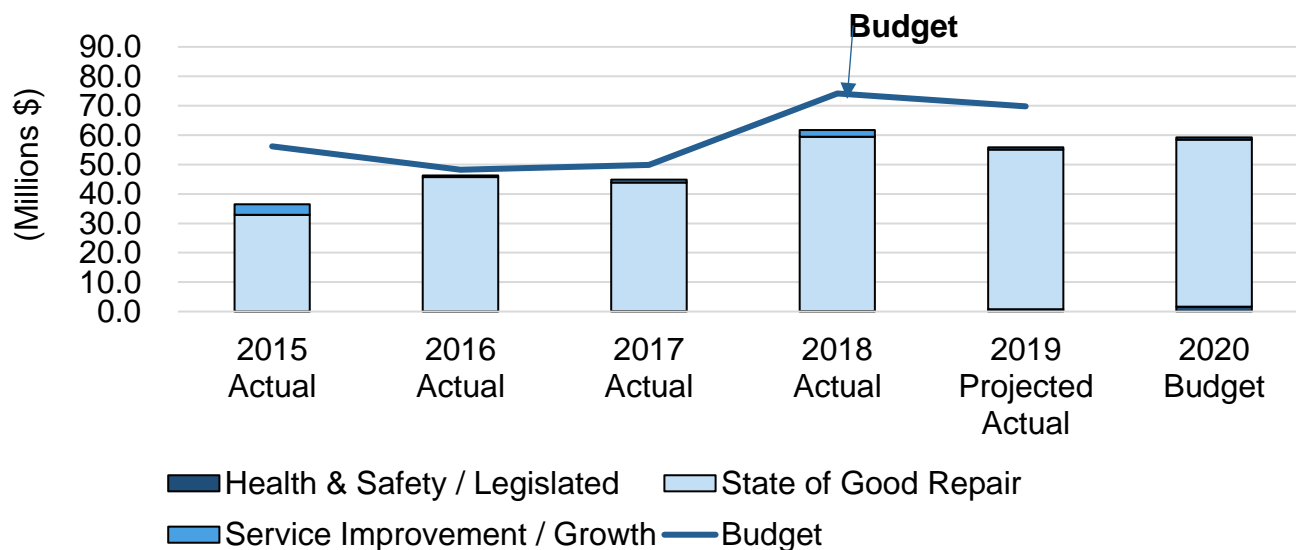
City of Toronto		Provincial Funding	Federal Funding
\$792.8 M 100%		\$0 M 0%	\$0 M 0%
Reserve Draws	\$792.8 M		

CAPACITY TO SPEND REVIEW

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

Key components in determining an appropriate level of annual cash flows include historical capacity to spend, reviews by project categories (Chart 2 below), as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

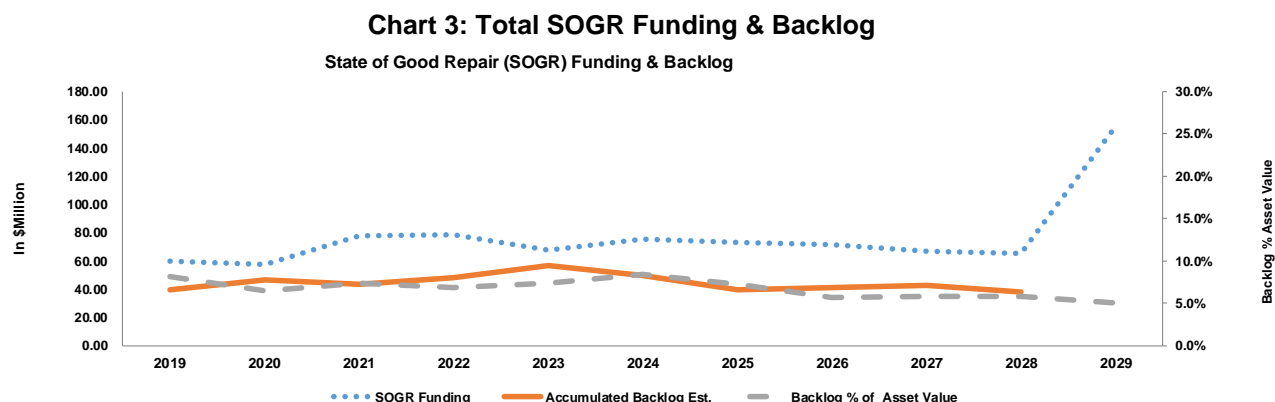
Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	0.1	0.0	0.2	0.2	0.8	1.6
State of Good Repair	32.8	45.8	43.8	59.3	54.3	56.8
Service Improvement / Growth	3.6	0.5	0.9	2.3	0.7	0.8
Total	36.5	46.3	44.8	61.7	55.8	59.2
% Spent	65%	96%	90%	83%	80%	
Total Budget	56.2	48.2	49.9	74.2	69.8	

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Fleet Services.



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	60.05	57.44	77.68	78.64	67.45	75.49	73.29	71.13	66.41	65.17	155.83
Accumulated Backlog Est.	47.28	39.53	46.18	43.32	48.18	56.65	49.34	39.62	41.23	42.33	37.74
Backlog % of Asset Value	8.1%	6.5%	7.4%	6.8%	7.4%	8.5%	7.2%	5.7%	5.8%	5.8%	5.0%
Total Asset Value	581.98	611.88	626.82	638.44	655.00	670.39	684.35	698.75	708.04	729.36	751.57

- The City fleet currently comprises over 5,700 assets, of which 3,300 are on-road vehicles and 2,400 are off-road and equipment assets. The replacement value for all assets is currently estimated to be \$611.9 million. Of the 5,700 assets, 445 of those are part of the backlog which comprises 7.8% of the total # of assets.
- The State of Good Repair Backlog for Fleet Services is defined as the total value of vehicles which have not been replaced at the end of their useful life. The SOGR funding and the accumulated backlog estimates to year-end fluctuate because vehicle replacements are determined on an estimated average useful life based on vehicle and equipment types.
- The SOGR backlog of \$39.5 million which represents 6.5% of asset replacement value will continue to remain relatively stagnant if changes to improve available funding and/or reserve contributions are not addressed. Fleet has been recommended to take on more control and direction of client reserve contributions in order to address the backlog through the Value Based Outcome Review.
- In 2015, an action plan was developed that would eliminate the backlog of asset replacements and fund each program's optimal vehicle replacement requirements. The action plan involved, aligning cash flow funding and vehicle delivery plans; performing lifecycle analysis on the City's fleet; and developing a multi-year funding plan to align contributions to the Vehicle and Equipment Replacement Reserve with optimal replacement requirements for all divisions and agencies.
- Actions taken since 2016 have reduced the backlog by 69% but an existing backlog remains that is still unfunded.

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual**	2020 Total Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations							
Licences & Permits Revenue							
Transfers From Capital	627.1	595.5	422.2	229.5	457.1	227.5	99.1%
Contribution From Reserves/Reserve Funds							
Sundry and Other Revenues	5,855.3	6,582.6	6,088.7	7,049.8	7,559.7	509.9	7.2%
Inter-Divisional Recoveries	28,059.7	26,877.8	27,165.1	27,032.5	27,165.1	132.6	0.5%
Total Revenues	34,542.1	34,055.9	33,676.0	34,311.8	35,181.8	870.0	2.5%
Salaries and Benefits	16,892.4	16,766.3	20,343.3	16,798.9	19,835.7	3,036.8	18.1%
Materials & Supplies	26,491.0	26,397.6	26,776.8	27,682.1	29,066.4	1,384.3	5.0%
Equipment	193.2	113.8	184.2	202.2	234.6	32.5	16.1%
Service and Rent	11,143.3	11,302.6	8,609.2	11,670.7	11,246.6	(424.1)	(3.6%)
Contribution To Capital							
Contribution To Reserves/Reserve Funds	2,855.5	3,270.8	2,233.4	2,226.9	2,244.2	17.3	0.8%
Other Expenditures							
Inter-Divisional Charges							
Total Gross Expenditures	57,575.4	57,851.1	58,146.9	58,580.8	62,627.6	4,046.8	6.9%
Net Expenditures	23,033.3	23,795.2	24,470.9	24,269.0	27,445.7	3,176.7	13.1%
Approved Positions	186.0	187.0	190.0	190.0	208.0	18.0	

* Actuals and 2019 Budget adjusted retroactively to remove interdepartmental charges and recoveries

** Year-End Projection Based on Q3 2019 Variance Report

Appendix 2

Summary of 2020 Service Changes

2020 Operating Budget - Council Approved Service Changes

Summary by Service (\$000's)

Form ID		Corporate Services Program - Fleet Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2020 Council Approved Base Budget Before Service Change:			62,540.7	35,181.8	27,358.9	189.00	380.7	(12.0)

19543
51 No Impact

Bring additional med/heavy maintenance work back in house

Description:

This business case is for the addition of 12 Automotive Mechanic 2 and the conversion of 12 Automotive Mechanic 1 (AM1) positions to 11 Fleet Maintenance Supervisor positions and 1 Project Lead position, required to cover shifts at each location, provide work direction, training, vendor management, meet Occupational Health and Safety requirements, and provide financial signing authority in managing parts and contracts, as per the City of Toronto municipal code.

Service Level Impact:

Equity Statement:

There are no equity impacts with this enhanced service.

Service: Fleet Management

Staff Recommended Changes:	(49.5)	0.0	(49.5)	12.00	(148.5)	(49.5)
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Recommended:	(49.5)	0.0	(49.5)	12.00	(148.5)	(49.5)

Staff Recommended:	(49.5)	0.0	(49.5)	12.00	(148.5)	(49.5)
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0

Council Approved Service Changes:	(49.5)	0.0	(49.5)	12.00	(148.5)	(49.5)
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20993
51 No Impact

Efficiency from new fuel contract

Description:

Category:

51 - Efficiency Change 52 - Revenue Change 59 - Service Change

2020 Operating Budget - Council Approved Service Changes

Summary by Service (\$000's)

Form ID		Corporate Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Fleet Services						

This business case is to add one (1) permanent union Research Analyst 2 position in the Operations Management team. This resource will be responsible for fuel ordering, Contract Release Order creation, daily fuel price tracking, reconciliation and invoice validation. This position will address the ability for Fleet Services to ensure that the procure to pay process will be managed efficiently and effectively to ensure that payment terms can be met so the City can realize savings on the contract.

Service Level Impact:

Equity Statement:

The proposal is unlikely to have an equity impact.

Service: Fuel Management

Staff Recommended Changes:	(245.4)	0.0	(245.4)	1.00	3.7	4.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Recommended:	(245.4)	0.0	(245.4)	1.00	3.7	4.0
Staff Recommended:	(245.4)	0.0	(245.4)	1.00	3.7	4.0
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0
Council Approved Service Changes:	(245.4)	0.0	(245.4)	1.00	3.7	4.0

Summary:

Staff Recommended:	(294.9)	0.0	(294.9)	13.00	(144.8)	(45.5)
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0

2020 Operating Budget - Council Approved Service Changes Summary by Service (\$000's)

Form ID		Corporate Services Program - Fleet Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
Council Approved Service Changes:			(294.9)	0.0	(294.9)	13.00	(144.8)	(45.5)	
Council Approved Base Budget:			62,245.8	35,181.8	27,063.9	202.00	235.9	(57.5)	

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Corporate Services Program - Fleet Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
19542		FleetShare Project Implementation						
74	No Impact	Description:						

This business case is for the implementation of vehicle sharing technology on City owned vehicles and is proposing two (2) full-time positions. These permanent full-time positions (Support Assistant B – L79) will assist in the implementation of vehicle sharing technology on City owned vehicles and ongoing operational support for the program (incl. vehicle pool management, relocation, maintenance coordination, system and usage monitoring and reporting, client support, etc.). 2020 operating budget requirement for this project is \$122,536, including \$18,240 for program support and \$104,296 for two program administration support positions. Projected operating savings associated with this program are:(\$63,213) for 2020, \$42,004 for 2021, \$240,360 for 2022, \$438,411 for 2023, and, for the total five year, operating savings of \$657,562.

Service Level Impact:

These permanent full-time positions will provide the required support in the implementation of vehicle sharing technology on City owned vehicles and ongoing operational support for the program (incl. vehicle pool management, relocation, maintenance coordination, system and usage monitoring and reporting, client support, etc.). This is one of the essential components required for the successful implementation and ongoing management of the FleetShare program.

Equity Statement:

There are no equity impacts related to the implementation of the FleetShare program.

Service: Fleet Management

Staff Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
BC Recommended Changes:	110.3	0.0	110.3	1.80	118.9	88.4
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	110.3	0.0	110.3	1.80	118.9	88.4

Service: Fuel Management

Staff Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
BC Recommended Changes:	12.3	0.0	12.3	0.20	13.2	9.8
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	12.3	0.0	12.3	0.20	13.2	9.8

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Corporate Services Program - Fleet Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		Budget Committee Recommended:	122.5	0.0	122.5	2.00	132.1	98.3
		Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0
		Council Approved New/Enhanced Services:	122.5	0.0	122.5	2.00	132.1	98.3

20889
74 No Impact

Autonomous Vehicles Tactical Plan

Description:

This business case is for the implementation of Automated Vehicles Tactical Plan and Readiness on City owned vehicles. This plan would be a part of the ongoing initiatives contributing to the City's Fleet transition to sustainable, climate resilient, and technological innovation fleet operations. Proposed program operating cost is associated with two full-time positions that will provide implementation and ongoing operation support for Automated Vehicles Tactical Plan. Two full-time positions, i.e. one Engineering Technologist Technician I and one Research Analyst II will be required. The 2020 operating budget impact is \$129K. The projected operating funding will be based on the Council approval of Automated Vehicles Tactical Plan and Readiness 2022 (AFS #: 27127).

Service Level Impact:

Equity Statement:

There are no equity impacts as a result of the Automated Vehicles Tactical Plan for Fleet Services.

Service: Fleet Management

Staff Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
BC Recommended Changes:	129.2	129.2	0.0	2.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	129.2	129.2	0.0	2.00	0.0	0.0
Staff Recommended:	0.0	0.0	0.0	0.00	0.0	0.0

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Corporate Services Program - Fleet Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Budget Committee Recommended:	129.2	129.2	0.0	2.00	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0
		Council Approved New/Enhanced Services:	129.2	129.2	0.0	2.00	0.0	0.0

21293	New Positions (2) for Fleet Asset Management
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74	No Impact
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Description:

Fleet is proposing two (2) positions in Fleet Asset Management: Request of one (1) Engineering Technologist and one (1) Fleet Engineer. Both positions will address recommendations from the Phase 2 Asset Management Auditor General Audit, including accelerating procurement process to avoid additional operating expenses and improving the use of warranties on parts. The anticipated 2020 operating budget requirement will be \$130K.

Service Level Impact:

Equity Statement:

There are no equity impacts as a result of this enhanced service.

Service: Fleet Management

Staff Recommended Changes:	130.0	0.0	130.0	2.00	109.8	8.9
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	130.0	0.0	130.0	2.00	109.8	8.9
Staff Recommended:	130.0	0.0	130.0	2.00	109.8	8.9
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0

Category:

71 - Operating Impact of New Capital Projects

74 - New Services

72 - Enhanced Services-Service Expansion

75 - New Revenues

2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Corporate Services Program - Fleet Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Council Approved New/Enhanced Services:			130.0	0.0	130.0	2.00	109.8	8.9

Summary:

Staff Recommended:	130.0	0.0	130.0	2.00	109.8	8.9
Budget Committee Recommended:	251.7	129.2	122.5	4.00	132.1	98.3
Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0
Council Approved New/Enhanced Services:	381.8	129.2	252.6	6.00	241.9	107.2

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget N/A

Appendix 5

**2020 Capital Budget;
2021 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	Total App'd Cash Flows to Date*	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FL001	Arena Boards - Replacement of Ice Resurfacers		107	341	120	120	124	128	264	-	-	272	1,475	-	1,475	-
FL002	Clerks - Fleet Replacement		-	-	-	-	-	28	12	170	184	47	441	-	441	-
FL003	EDCT - Fleet Replacement		47	-	12	37	14	26	51	17	120	142	466	-	466	-
FL004	Engineering & Construction Serv Fleet Replacement		141	617	391	380	296	256	231	193	180	174	2,858	-	2,858	-
FL005	Exhibition Place - Fleet Replacement		619	280	400	400	400	400	400	400	400	520	4,219	-	4,219	-
FL006	Facilities Mgmt & Real Estate - Fleet Replacement		747	874	1,620	1,117	250	427	387	427	630	1,485	7,963	-	7,963	-
FL007	Fire-Fleet Replacement		10,520	13,406	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	81,550	-	81,550	-
FL008	Fleet - Garage Security		105	105	105	105	60	60	60	60	60	60	780	780	-	-
FL009	Fleet - Tools & Equipment		223	202	321	258	247	261	251	322	251	190	2,525	-	2,525	-
FL010	Fleet Office Modernization Plan - 2019		150	-	-	-	-	-	-	-	-	-	150	-	150	-
FL011	Fleet Replacement - Insurance Contingency		187	141	144	147	151	155	159	163	167	172	1,586	-	1,586	-
FL012	Fleet Services - Fleet Replacement		-	84	106	345	135	105	45	210	90	-	1,120	-	1,120	-
FL013	Fleet Vendor Portal Management		478	-	-	-	-	-	-	-	-	-	478	-	-	478
FL014	Fuel Site Closures, Upgrades & Replacement		859	1,270	700	650	190	100	100	100	100	190	4,259	-	4,259	-
FL015	Green Fleet Plan		207	212	180	150	150	150	188	188	150	150	1,724	1,649	-	75
FL016	Information & Technology - Fleet Replacement		-	-	-	-	-	-	29	12	35	15	91	-	91	-
FL017	Library - Fleet Replacement		-	985	357	316	307	498	125	149	134	1,727	4,597	-	4,597	-
FL018	Municipal Licensing & Standards-Fleet Replacement		541	662	518	463	398	567	577	1,022	1,079	1,200	7,026	-	7,026	-
FL019	Parks, Forestry & Recreation-Fleet Replacement		7,162	8,163	15,403	16,675	8,828	10,018	12,646	11,947	6,487	22,085	119,414	-	119,414	-
FL020	PMMD At-Large Vehicle Purchase		100	-	-	-	-	-	-	-	-	-	100	-	100	-
FL021	PPF&A - Fleet Replacement		-	23	10	-	-	25	11	-	-	-	69	-	69	-
FL022	Public Health - Fleet Replacement		-	-	93	295	109	57	24	26	11	-	615	-	615	-
FL023	Purchasing & Materials Mgmt- Fleet Replacement		-	50	21	-	-	-	34	15	60	182	361	-	361	-
FL024	Shelter, Support & Housing Admin-Fleet Replacement		-	-	-	-	-	-	53	85	27	-	165	-	165	-
FL025	Solid Waste - Fleet Replacement		9,339	14,777	14,375	20,679	31,774	25,425	29,416	20,230	19,103	66,425	251,541	-	251,541	-
FL026	Sustainment of Fleet & Fuel System Intregation		273	281	-	-	-	-	-	-	-	-	554	-	-	554
FL027	Toronto Building - Fleet Replacement		-	-	127	54	30	149	90	134	52	-	637	-	637	-
FL028	Toronto Community Housing Corp.- Fleet Replacement		1,338	1,225	352	467	1,217	653	713	1,439	666	1,533	9,602	-	9,602	-
FL029	Toronto Water - Fleet Replacement		10,229	14,362	10,656	4,173	4,898	7,030	5,788	6,676	6,221	14,252	84,284	-	84,284	-
FL030	TPS-Fleet Replacement		5,750	7,250	8,550	9,600	8,800	9,950	9,100	9,450	10,900	10,900	90,250	-	90,250	-
FL031	Transportation-Fleet Replacement		8,430	12,620	16,816	3,721	9,774	9,477	3,068	5,670	10,719	26,767	107,062	-	107,062	-
FL032	Zoo-Fleet Replacement		350	350	350	350	350	350	350	350	350	350	3,500	-	3,500	-
FL033	FleetShare Program		20	-	-	-	-	-	-	-	-	-	20	20	-	-
FL034	EC and Charging Infrastructure		1,298	-	-	-	-	-	-	-	-	-	1,298	1,298	-	-
Total Expenditures (including carry forward from 2019)			-	59,220	78,281	78,930	67,704	75,704	73,496	71,373	66,656	65,376	156,041	3,747	787,927	1,107

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
FL001	Arena Boards - Replacement of Ice Resurfacers	107	226	-								333	107		226
FL003	EDCT - Fleet Replacement	47	-	-								47			47
FL004	Engineering & Construction Serv Fleet Replacement	141	361	-								502	110		392
FL005	Exhibition Place - Fleet Replacement	619	-	-								619	219		400
FL006	Facilities Mgmt & Real Estate - Fleet Replacement	747	-	-								747	678		69
FL007	Fire-Fleet Replacement	10,520	6,203	-								16,723	9,520		7,203
FL008	Fleet - Garage Security	105	-	-								105			105
FL009	Fleet - Tools & Equipment	223	-	-								223			223
FL010	Fleet Office Modernization Plan - 2019	150	-	-								150	150		
FL011	Fleet Replacement - Insurance Contingency	187	-	-								187	49		138
FL013	Fleet Vendor Portal Management	478	-	-								478	478		
FL014	Fuel Site Closures, Upgrades & Replacement	859	1,200	-								2,059	759		1,300
FL015	Green Fleet Plan	207	107	-								314	100		214
FL017	Library - Fleet Replacement	-	882	-								882			882
FL018	Municipal Licensing & Standards-Fleet Replacement	541	509	-								1,050	332		718
FL019	Parks, Forestry & Recreation-Fleet Replacement	7,162	4,151	-								11,313	5,594		5,719
FL020	PMMD At-Large Vehicle Purchase	100	-	-								100	100		
FL025	Solid Waste - Fleet Replacement	9,339	11,009	1,313								21,661	11,877		9,784
FL026	Sustainment of Fleet & Fuel System Integration	273	281	-								554	554		
FL028	Toronto Community Housing Corp.- Fleet Replacement	1,338	470	-								1,808	778		1,030
FL029	Toronto Water - Fleet Replacement	10,229	10,863	1,176								22,268	10,634		11,634
FL030	TPS-Fleet Replacement	5,750	-	-								5,750			5,750
FL031	Transportation-Fleet Replacement	8,430	9,512	9,063								27,005	20,605		6,400
FL032	Zoo-Fleet Replacement	350	-	-								350			350
FL033	FleetShare Program	20	-	-								20			20
FL034	EC and Charging Infrastructure	1,298	-	-								1,298			1,298
Total Expenditure (including carry forward from 2019)		59,220	45,774	11,552	-	-	-	-	-	-	-	116,546	62,644	-	53,902

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Fleet Services to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
FL001	Arena Boards - Replacement of Ice Resurfacers		115	120	120	124	128	264	-	-	272	1,142	-	1,142	-
FL002	Clerks - Fleet Replacement		-	-	-	-	28	12	170	184	47	441	-	441	-
FL003	EDCT - Fleet Replacement		-	12	37	14	26	51	17	120	142	419	-	419	-
FL004	Engineering & Construction Serv Fleet Replacement		256	391	380	296	256	231	193	180	174	2,356	-	2,356	-
FL005	Exhibition Place - Fleet Replacement		280	400	400	400	400	400	400	400	520	3,600	-	3,600	-
FL006	Facilities Mgmt & Real Estate - Fleet Replacement		874	1,620	1,117	250	427	387	427	630	1,485	7,216	-	7,216	-
FL007	Fire-Fleet Replacement		7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	64,827	-	64,827	-
FL008	Fleet - Garage Security		105	105	105	60	60	60	60	60	60	675	675		-
FL009	Fleet - Tools & Equipment		202	321	258	247	261	251	322	251	190	2,302	-	2,302	-
FL011	Fleet Replacement - Insurance Contingency		141	144	147	151	155	159	163	167	172	1,399	-	1,399	-
FL012	Fleet Services - Fleet Replacement		84	106	345	135	105	45	210	90	-	1,120	-	1,120	-
FL014	Fuel Site Closures, Upgrades & Replacement		70	700	650	190	100	100	100	100	190	2,200	-	2,200	-
FL015	Green Fleet Plan		105	180	150	150	150	188	188	150	150	1,410	1,335	-	75
FL016	Information & Technology - Fleet Replacement		-	-	-	-	-	29	12	35	15	91	-	91	-
FL017	Library - Fleet Replacement		103	357	316	307	498	125	149	134	1,727	3,715	-	3,715	-
FL018	Municipal Licensing & Standards-Fleet Replacement		153	518	463	398	567	577	1,022	1,079	1,200	5,976	-	5,976	-
FL019	Parks, Forestry & Recreation-Fleet Replacement		4,012	15,403	16,675	8,828	10,018	12,646	11,947	6,487	22,085	108,101	-	108,101	-
FL021	PPF&A - Fleet Replacement		23	10	-	-	25	11	-	-	-	69	-	69	-
FL022	Public Health - Fleet Replacement		-	93	295	109	57	24	26	11	-	615	-	615	-
FL023	Purchasing & Materials Mgmt- Fleet Replacement		50	21	-	-	-	34	15	60	182	361	-	361	-
FL024	Shelter, Support & Housing Admin-Fleet Replacement		-	-	-	-	-	53	85	27	-	165	-	165	-
FL025	Solid Waste - Fleet Replacement		3,768	13,062	20,679	31,774	25,425	29,416	20,230	19,103	66,425	229,880	-	229,880	-
FL027	Toronto Building - Fleet Replacement		-	127	54	30	149	90	134	52	-	637	-	637	-
FL028	Toronto Community Housing Corp.- Fleet Replacement		755	352	467	1,217	653	713	1,439	666	1,533	7,794	-	7,794	-
FL029	Toronto Water - Fleet Replacement		3,499	9,480	4,173	4,898	7,030	5,788	6,676	6,221	14,252	62,016	-	62,016	-
FL030	TPS-Fleet Replacement		7,250	8,550	9,600	8,800	9,950	9,100	9,450	10,900	10,900	84,500	-	84,500	-
FL031	Transportation-Fleet Replacement		3,108	7,753	3,721	9,774	9,477	3,068	5,670	10,719	26,767	80,057	-	80,057	-
FL032	Zoo-Fleet Replacement		350	350	350	350	350	350	350	350	350	3,150	-	3,150	-
Total Expenditures (including carry forward from 2019)		-	32,507	67,378	67,704	75,704	73,496	71,373	66,656	65,376	156,041	676,235	2,010	674,150	75

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>FleetShare Program</i>	0.689	0.689		-	0.043	0.156	0.181	0.181	0.127
<i>EV and Charging Infrastructure</i>	11.970	11.970		-	1.717	1.141	1.103	1.738	6.270
Total	12.658	12.658	-	-	1.760	1.296	1.284	1.920	6.397

In addition to the Recommended 10-Year Capital Plan of \$792.8 million, staff have also identified \$12.7 million in capital needs constraints for Fleet Services as reflected in the table above.

- Both projects are tied to the Pathway to Sustainable City of Toronto Fleets as part of transitioning City Fleets to sustainable, climate resilient, low-carbon operations.
Also tied to Auditor General Recommendation to review and minimize the number of underutilized vehicles, including implementing a car share and pooling program.

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as at Dec. 31, 2019*	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
Beginning Balance *			29,462.4	26,035.4	22,539.9
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
Fleet Services			0.0	0.0	0.0
Other Division/Agency Withdrawals			-65,835.2	-65,966.2	-65,970.8
	Total Withdrawals		-65,835.2	-65,966.2	-65,970.8
<i>Contributions (+)</i>					
Fleet Services			172.5	172.5	172.5
Other Division/Agency Contributions			62,235.7	62,298.2	62,650.4
	Total Contributions		62,408.2	62,470.7	62,823.0
Total Reserve / Reserve Fund Draws / Contributions			-3,427.0	-3,495.5	-3,147.9
Balance at Year-End		29,462.4	26,035.4	22,539.9	19,392.1

* Based on 9-month 2019 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 ** Plan	2023 ∞ ** Plan	2024 ∞ ** Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ0003	Beginning Balance		2,454.0	1,247.2	181.1	-142.6	-562.6	-256.0	156.5	601.6	810.2	1,247.8	
Vehicle & Equip Replacement													
	Withdrawals (-)												
	Fleet Services (Capital)		-2,295.0	-2,154.2	-1,411.9	-1,508.2	-781.6	-675.6	-643.1	-879.6	-650.6	-590.4	-11,590.2
	Total Withdrawals		-2,295.0	-2,154.2	-1,411.9	-1,508.2	-781.6	-675.6	-643.1	-879.6	-650.6	-590.4	-11,590.2
	Contributions (+)												
	Fleet Services (Operating)		1,088.7	1,088.7	1,088.7	1,088.7	1,088.7	1,088.7	1,088.7	1,088.7	1,088.7	1,088.7	10,886.7
	Other Division/Agency Contributions		-0.5	-0.5	-0.5	-0.5	-0.5	-0.5	-0.5	-0.5	-0.5	-0.5	-5.0
	Total Contributions		1,088.2	1,088.2	1,088.2	1,088.2	1,088.2	1,088.2	1,088.2	1,088.2	1,088.2	1,088.2	10,881.7
Total Reserve / Reserve Fund Draws / Contributions			-1,206.8	-1,066.0	-323.7	-420.0	306.6	412.6	445.1	208.6	437.6	497.8	-708.5
Balance at Year-End			2,454.0	1,247.2	181.1	-142.6	-562.6	-256.0	156.5	601.6	810.2	1,247.8	1,745.5

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

** This schedule assumes 100% capital spend. Budget deficiencies will be addressed through future budget processes.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1601	Beginning Balance		6,083.0	6,199.1	6,361.2	6,520.3	6,676.4	6,828.5	6,976.6	7,120.7	7,260.8	7,397.0	
Vehicle Reserve - Insurance													
	Withdrawals (-)												
	Fleet Services (Capital)		-187.0	-141.0	-144.0	-147.0	-151.0	-155.0	-159.0	-163.0	-167.0	-172.0	-1,586.0
	Total Withdrawals		-187.0	-141.0	-144.0	-147.0	-151.0	-155.0	-159.0	-163.0	-167.0	-172.0	-1,586.0
	Contributions (+)												
	Other Division/Agency Contributions		303.1	303.1	303.1	303.1	303.1	303.1	303.1	303.1	303.1	303.1	3,031.1
	Total Contributions		303.1	303.1	303.1	303.1	303.1	303.1	303.1	303.1	303.1	303.1	3,031.1
Total Reserve / Reserve Fund Draws / Contributions			116.1	162.1	159.1	156.1	152.1	148.1	144.1	140.1	136.1	131.1	1,445.1
Balance at Year-End			6,083.0	6,199.1	6,361.2	6,520.3	6,676.4	6,828.5	6,976.6	7,120.7	7,260.8	7,397.0	7,528.1

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 ** Plan	2023 ∞ ** Plan	2024 ∞ ** Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1201	Beginning Balance		5,312.0	4,285.4	2,257.5	-7,009.7	-17,548.8	-20,241.6	-24,124.5	-30,634.9	-36,446.5	-36,798.2	
Vehicle Reserve - Parks, Forestry & Rec													
	Withdrawals (-)												
	Fleet Services (Capital)		-7,162.0	-8,163.4	-15,402.6	-16,674.5	-8,828.2	-10,018.3	-12,645.8	-11,947.1	-6,487.1	-22,085.3	-119,414.3
	Total Withdrawals		-7,162.0	-8,163.4	-15,402.6	-16,674.5	-8,828.2	-10,018.3	-12,645.8	-11,947.1	-6,487.1	-22,085.3	-119,414.3
	Contributions (+)												
	Other Division/Agency Contributions		6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	61,354.2
	Total Contributions		6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	6,135.4	61,354.2
Total Reserve / Reserve Fund Draws / Contributions			-1,026.6	-2,028.0	-9,267.2	-10,539.1	-2,692.8	-3,882.9	-6,510.4	-5,811.6	-351.7	-15,949.9	-58,060.1
Balance at Year-End			5,312.0	4,285.4	2,257.5	-7,009.7	-17,548.8	-20,241.6	-24,124.5	-30,634.9	-36,446.5	-36,798.2	-52,748.1

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

** This schedule assumes 100% capital spend. Budget deficiencies will be addressed through future budget processes.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	Total
XQ1015 Vehicle Reserve - Transportation	Beginning Balance		19,400.0	28,079.0	24,767.9	17,260.4	22,848.1	22,383.0	22,215.5	28,457.0	32,096.1	30,686.3	
	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-8,430.0	-12,620.1	-16,816.5	-3,721.3	-9,774.1	-9,476.5	-3,067.5	-5,669.9	-10,718.8	-26,767.4	-107,062.1
	Total Withdrawals		-8,430.0	-12,620.1	-16,816.5	-3,721.3	-9,774.1	-9,476.5	-3,067.5	-5,669.9	-10,718.8	-26,767.4	-107,062.1
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		17,109.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	100,890.0
	Total Contributions		17,109.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	9,309.0	100,890.0
Total Reserve / Reserve Fund Draws / Contributions			8,679.0	-3,311.1	-7,507.5	5,587.7	-465.1	-167.5	6,241.5	3,639.1	-1,409.8	-17,458.4	-6,172.1
Balance at Year-End			19,400.0	28,079.0	24,767.9	17,260.4	22,848.1	22,383.0	22,215.5	28,457.0	32,096.1	30,686.3	13,227.9

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ ** Plan	2026 ∞ ** Plan	2027 ∞ ** Plan	2028 ∞ ** Plan	2029 ∞ ** Plan	Total
XQ1014 Vehicle Reserve - Solid Waste	Beginning Balance		14,832.0	21,051.1	21,832.3	23,015.8	17,895.0	1,679.4	-8,187.5	-22,044.9	-26,716.3	-30,261.0	
	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-9,339.0	-14,777.0	-14,374.6	-20,679.0	-31,773.7	-25,425.1	-29,415.5	-20,229.6	-19,102.8	-66,424.7	-251,541.0
	Total Withdrawals		-9,339.0	-14,777.0	-14,374.6	-20,679.0	-31,773.7	-25,425.1	-29,415.5	-20,229.6	-19,102.8	-66,424.7	-251,541.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	155,581.4
	Total Contributions		15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	15,558.1	155,581.4
Total Reserve / Reserve Fund Draws / Contributions			6,219.1	781.1	1,183.5	-5,120.9	-16,215.6	-9,867.0	-13,857.4	-4,671.5	-3,544.7	-50,866.6	-95,959.6
Balance at Year-End			14,832.0	21,051.1	21,832.3	23,015.8	17,895.0	1,679.4	-8,187.5	-22,044.9	-26,716.3	-30,261.0	-81,127.6

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

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Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ ** Plan	Total
XQ1012 Vehicle & Equip Repl - Water/Wastewater	Beginning Balance		24,344.0	19,904.3	11,331.8	6,464.7	8,081.2	8,973.0	7,732.2	7,733.4	6,847.0	6,415.6	
	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-10,229.0	-14,361.8	-10,656.4	-4,172.7	-4,897.5	-7,030.1	-5,788.1	-6,675.7	-6,220.7	-14,251.7	-84,283.7
	Total Withdrawals		-10,229.0	-14,361.8	-10,656.4	-4,172.7	-4,897.5	-7,030.1	-5,788.1	-6,675.7	-6,220.7	-14,251.7	-84,283.7
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	57,892.8
	Total Contributions		5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	5,789.3	57,892.8
Total Reserve / Reserve Fund Draws / Contributions			-4,439.7	-8,572.5	-4,867.1	1,616.6	891.8	-1,240.8	1.2	-886.4	-431.4	-8,462.4	-26,390.9
Balance at Year-End			24,344.0	19,904.3	11,331.8	6,464.7	8,081.2	8,973.0	7,732.2	7,733.4	6,847.0	6,415.6	-2,046.9

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

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Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ ** Plan	2027 ∞ ** Plan	2028 ∞ ** Plan	2029 ∞ ** Plan	Total
XQ1202 MLS Vehicle & Equipment Replacement	Beginning Balance		2,569.0	2,122.5	1,555.0	1,132.1	763.3	460.1	-12.0	-494.9	-1,421.9	-2,406.0	
	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-541.0	-662.0	-517.5	-463.3	-397.7	-566.6	-577.4	-1,021.5	-1,078.7	-1,200.3	-7,026.0
	Total Withdrawals		-541.0	-662.0	-517.5	-463.3	-397.7	-566.6	-577.4	-1,021.5	-1,078.7	-1,200.3	-7,026.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		94.5	94.5	94.5	94.5	94.5	94.5	94.5	94.5	94.5	94.5	945.2
	Total Contributions		94.5	94.5	94.5	94.5	94.5	94.5	94.5	94.5	94.5	94.5	945.2
Total Reserve / Reserve Fund Draws / Contributions			-446.5	-567.5	-423.0	-368.8	-303.2	-472.1	-482.9	-927.0	-984.2	-1,105.8	-6,080.8
Balance at Year-End			2,569.0	2,122.5	1,555.0	1,132.1	763.3	460.1	-12.0	-494.9	-1,421.9	-2,406.0	-3,511.8

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

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Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 ** Plan	2022 ** Plan	2023 ** Plan	2024 ** Plan	2025 ** Plan	2026 ** Plan	2027 ** Plan	2028 ** Plan	2029 ** Plan	
XQ1502	Beginning Balance		893.0	422.0	-176.3	-1,520.3	-2,361.1	-2,335.0	-2,486.0	-2,596.7	-2,747.5	-3,101.5	
Vehicle Reserve - Facilities & Real Estate	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-747.0	-874.3	-1,620.0	-1,116.8	-249.9	-427.0	-386.7	-426.8	-629.9	-1,484.6	-7,963.0
	Total Withdrawals		-747.0	-874.3	-1,620.0	-1,116.8	-249.9	-427.0	-386.7	-426.8	-629.9	-1,484.6	-7,963.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		276.0	276.0	276.0	276.0	276.0	276.0	276.0	276.0	276.0	276.0	2,759.9
	Total Contributions		276.0	276.0	276.0	276.0	276.0	276.0	276.0	276.0	276.0	276.0	2,759.9
Total Reserve / Reserve Fund Draws / Contributions			-471.0	-598.3	-1,344.0	-840.8	26.1	-151.0	-110.7	-150.8	-353.9	-1,208.6	-5,203.1
Balance at Year-End			893.0	422.0	-176.3	-1,520.3	-2,361.1	-2,335.0	-2,486.0	-2,596.7	-2,747.5	-3,101.5	-4,310.1

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

** This schedule assumes 100% capital spend. Budget deficiencies will be addressed through future budget processes.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1017	Beginning Balance		9,887.0	367.0	367.0	367.0	367.0	367.0	367.0	367.0	367.0	367.0	
Vehicle Reserve - Fire	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-10,520.0	-13,406.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-81,550.0
	Other Division/Agency Capital Withdrawals		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total Withdrawals		-10,520.0	-13,406.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-7,203.0	-81,550.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		1,000.0	13,406.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	72,030.0
	Total Contributions		1,000.0	13,406.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	7,203.0	72,030.0
Total Reserve / Reserve Fund Draws / Contributions			-9,520.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-9,520.0
Balance at Year-End			9,887.0	367.0	367.0	367.0	367.0	367.0	367.0	367.0	367.0	367.0	

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 ** Plan	2023 ** Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1018	Beginning Balance		1,923.0	2,219.1	1,414.2	191.2	-2,581.6	-4,554.5	-7,677.4	-9,950.3	-12,573.1	-16,646.0	
Vehicle Reserve - EMS	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-5,750.0	-7,250.0	-8,550.0	-9,600.0	-8,800.0	-9,950.0	-9,100.0	-9,450.0	-10,900.0	-10,900.0	-90,250.0
	Total Withdrawals		-5,750.0	-7,250.0	-8,550.0	-9,600.0	-8,800.0	-9,950.0	-9,100.0	-9,450.0	-10,900.0	-10,900.0	-90,250.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		6,046.1	6,445.1	7,327.0	6,827.1	6,827.1	6,827.1	6,827.1	6,827.1	6,827.1	6,827.1	67,608.1
	Total Contributions		6,046.1	6,445.1	7,327.0	6,827.1	6,827.1	6,827.1	6,827.1	6,827.1	6,827.1	6,827.1	67,608.1
Total Reserve / Reserve Fund Draws / Contributions			296.1	-804.9	-1,223.0	-2,772.9	-1,972.9	-3,122.9	-2,272.9	-2,622.9	-4,072.9	-4,072.9	-22,641.9
Balance at Year-End			1,845.0	2,219.1	1,414.2	191.2	-2,581.6	-4,554.5	-7,677.4	-9,950.3	-12,573.1	-16,646.0	-20,718.9

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 PBF Contributions, figures have been projected for 2023-2029 contributions

** This schedule assumes 100% capital spend. Budget deficiencies will be addressed through future budget processes.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1101	Beginning Balance		409.0	660.1	911.2	1,069.2	1,025.6	1,167.5	1,361.9	1,588.7	1,813.9	2,053.9	
Vehicle Reserve - Public Health	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		0.0	0.0	-93.1	-294.7	-109.2	-56.7	-24.3	-25.9	-11.1	0.0	-615.0
	Total Withdrawals		0.0	0.0	-93.1	-294.7	-109.2	-56.7	-24.3	-25.9	-11.1	0.0	-615.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		251.1	251.1	251.1	251.1	251.1	251.1	251.1	251.1	251.1	251.1	2,511.0
	Total Contributions		251.1	251.1	251.1	251.1	251.1	251.1	251.1	251.1	251.1	251.1	2,511.0
Total Reserve / Reserve Fund Draws / Contributions			251.1	251.1	158.0	-43.6	141.9	194.4	226.8	225.2	240.0	251.1	1,896.0
Balance at Year-End			409.0	660.1	911.2	1,069.2	1,025.6	1,167.5	1,361.9	1,588.7	1,813.9	2,053.9	2,305.0

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1301 Vehicle Reserve - Toronto Building	Beginning Balance		665.0	738.8	812.5	759.6	779.1	822.7	747.1	730.9	670.4	692.4	
	Withdrawals (-)												
	Fleet Services (Capital)		0.0	0.0	-126.7	-54.3	-30.1	-149.4	-90.0	-134.3	-51.8	0.0	-636.5
	Total Withdrawals		0.0	0.0	-126.7	-54.3	-30.1	-149.4	-90.0	-134.3	-51.8	0.0	-636.5
	Contributions (+)												
	Other Division/Agency Contributions		73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	737.7
	Total Contributions		73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	73.8	737.7
Total Reserve / Reserve Fund Draws / Contributions			73.8	73.8	-52.9	19.5	43.7	-75.6	-16.2	-60.5	22.0	73.8	101.2
Balance at Year-End			665.0	738.8	812.5	759.6	779.1	822.7	747.1	730.9	670.4	692.4	766.2

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1504 Vehicle Reserve - Clerks	Beginning Balance		238.0	273.0	308.0	343.0	378.0	413.0	420.0	443.0	307.9	159.4	
	Withdrawals (-)												
	Fleet Services (Capital)		0.0	0.0	0.0	0.0	0.0	-28.0	-12.0	-170.1	-183.5	-47.4	-441.0
	Total Withdrawals		0.0	0.0	0.0	0.0	0.0	-28.0	-12.0	-170.1	-183.5	-47.4	-441.0
	Contributions (+)												
	Other Division/Agency Contributions		35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	350.0
	Total Contributions		35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	350.0
Total Reserve / Reserve Fund Draws / Contributions			35.0	35.0	35.0	35.0	35.0	7.0	23.0	-135.1	-148.5	-12.4	-91.0
Balance at Year-End			238.0	273.0	308.0	343.0	378.0	413.0	420.0	443.0	307.9	159.4	147.0

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1700 Vehicle Reserve - Library	Beginning Balance		750.0	1,092.0	448.8	433.9	460.3	495.8	339.9	557.1	750.0	958.2	
	Withdrawals (-)												
	Fleet Services (Capital)		0.0	-985.2	-356.9	-315.6	-306.5	-497.9	-124.8	-149.1	-133.8	-1,727.2	-4,597.0
	Total Withdrawals		0.0	-985.2	-356.9	-315.6	-306.5	-497.9	-124.8	-149.1	-133.8	-1,727.2	-4,597.0
	Contributions (+)												
	Other Division/Agency Contributions		342.0	342.0	342.0	342.0	342.0	342.0	342.0	342.0	342.0	342.0	3,420.0
	Total Contributions		342.0	342.0	342.0	342.0	342.0	342.0	342.0	342.0	342.0	342.0	3,420.0
Total Reserve / Reserve Fund Draws / Contributions			342.0	-643.2	-14.9	26.4	35.5	-155.9	217.2	192.9	208.2	-1,385.2	-1,177.0
Balance at Year-End			750.0	1,092.0	448.8	433.9	460.3	495.8	339.9	557.1	750.0	958.2	-427.0

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 ** Plan	2021 ** Plan	2022 ** Plan	2023 ∞ ** Plan	2024 ∞ ** Plan	2025 ∞ ** Plan	2026 ∞ ** Plan	2027 ∞ ** Plan	2028 ∞ ** Plan	2029 ∞ ** Plan	
XQ1702 Vehicle Reserve - Exhibition Place	Beginning Balance		640.8	-3.2	-308.2	-733.2	-758.2	-783.2	-808.2	-833.2	-858.2	-883.2	
	Withdrawals (-)												
	Other Division/Agency Operating Withdrawals		-400.0	-400.0	-400.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-1,200.0
	Fleet Services (Capital)		-619.0	-280.0	-400.0	-400.0	-400.0	-400.0	-400.0	-400.0	-400.0	-520.0	-4,219.0
	Total Withdrawals		-1,019.0	-680.0	-800.0	-400.0	-400.0	-400.0	-400.0	-400.0	-400.0	-520.0	-5,419.0
	Contributions (+)												
	Other Division/Agency Contributions		375.0	375.0	375.0	375.0	375.0	375.0	375.0	375.0	375.0	375.0	3,750.0
	Total Contributions		375.0	375.0	375.0	375.0	375.0	375.0	375.0	375.0	375.0	375.0	3,750.0
Total Reserve / Reserve Fund Draws / Contributions			-644.0	-305.0	-425.0	-25.0	-25.0	-25.0	-25.0	-25.0	-25.0	-145.0	-1,669.0
Balance at Year-End			640.8	-3.2	-308.2	-733.2	-758.2	-783.2	-808.2	-833.2	-858.2	-883.2	-1,028.2

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

** This schedule assumes 100% capital spend. Budget deficiencies will be addressed through future budget processes.

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 [∞] Plan	2024 [∞] Plan	2025 [∞] Plan	2026 [∞] Plan	2027 [∞] Plan	2028 [∞] Plan	2029 [∞] Plan	
XQ1705 Vehicle Reserve - Arena Boards Of Mgmt	Beginning Balance		263.0	280.0	63.5	67.5	71.5	71.5	67.5	-72.5	51.5	175.5	
	<u>Withdrawals (-)</u>												
	Fleet Services (Capital)		-107.0	-340.5	-120.0	-120.0	-124.0	-128.0	-264.0	0.0	0.0	-271.9	-1,475.4
	Total Withdrawals		-107.0	-340.5	-120.0	-120.0	-124.0	-128.0	-264.0	0.0	0.0	-271.9	-1,475.4
	<u>Contributions (+)</u>												
	Other Division/Agency Contributions		124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	1,240.0
	Total Contributions		124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	124.0	1,240.0
Total Reserve / Reserve Fund Draws / Contributions			17.0	-216.5	4.0	4.0	0.0	-4.0	-140.0	124.0	124.0	-147.9	-235.4
Balance at Year-End			263.0	280.0	63.5	67.5	71.5	71.5	67.5	-72.5	51.5	175.5	27.6

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 [∞] Plan	2024 [∞] Plan	2025 [∞] Plan	2026 [∞] Plan	2027 [∞] Plan	2028 [∞] Plan	2029 [∞] Plan	
XQ1707 Vehicle Reserve - TCHC	Beginning Balance		934.0	579.0	336.7	967.3	1,483.7	1,249.3	1,579.8	1,850.1	1,394.5	1,711.9	
	<u>Withdrawals (-)</u>												
	Fleet Services (Capital)		-1,338.0	-1,225.3	-352.4	-466.6	-1,217.4	-652.5	-712.7	-1,438.6	-665.6	-1,532.9	-9,602.0
	Total Withdrawals		-1,338.0	-1,225.3	-352.4	-466.6	-1,217.4	-652.5	-712.7	-1,438.6	-665.6	-1,532.9	-9,602.0
	<u>Contributions (+)</u>												
	Fleet Services (Operating)		983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	9,830.0
	Total Contributions		983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	9,830.0
Total Reserve / Reserve Fund Draws / Contributions			-355.0	-242.3	630.6	516.4	-234.4	330.5	270.3	-455.6	317.4	-549.9	228.0
Balance at Year-End			934.0	579.0	336.7	967.3	1,483.7	1,249.3	1,579.8	1,850.1	1,394.5	1,711.9	1,162.0

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 [∞] Plan	2024 [∞] Plan	2025 [∞] Plan	2026 [∞] Plan	2027 [∞] Plan	2028 [∞] Plan	2029 [∞] Plan	
XQ1401 Vehicle Reserve - PPF & A	Beginning Balance		616.0	616.0	592.9	583.0	583.0	583.0	557.8	547.0	547.0	547.0	
	<u>Withdrawals (-)</u>												
	Fleet Services (Capital)		0.0	-23.1	-9.9	0.0	0.0	-25.2	-10.8	0.0	0.0	0.0	-69.0
	Total Withdrawals		0.0	-23.1	-9.9	0.0	0.0	-25.2	-10.8	0.0	0.0	0.0	-69.0
	<u>Contributions (+)</u>												
	Fleet Services (Operating)		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total Contributions		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Reserve / Reserve Fund Draws / Contributions			0.0	-23.1	-9.9	0.0	0.0	-25.2	-10.8	0.0	0.0	0.0	-69.0
Balance at Year-End			616.0	616.0	592.9	583.0	583.0	557.8	547.0	547.0	547.0	547.0	

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 [∞] Plan	2024 [∞] Plan	2025 [∞] Plan	2026 [∞] Plan	2027 [∞] Plan	2028 [∞] Plan	2029 [∞] Plan	
XQ1505 Vehicle Reserve - Human Resources	Beginning Balance		123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	
	<u>Withdrawals (-)</u>												
	Fleet Services (Operating)		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total Withdrawals		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	<u>Contributions (+)</u>												
	Fleet Services (Operating)		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total Contributions		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Reserve / Reserve Fund Draws / Contributions			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Balance at Year-End			123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	123.0	

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1200	Beginning Balance		135.0	122.3	156.5	178.8	175.6	196.0	204.5	187.5	204.6	118.8	
Vehicle Reserve - EDCT	Withdrawals (-)												
	Fleet Services (Capital)		-47.0	0.0	-12.0	-37.4	-13.8	-25.8	-51.2	-17.2	-120.1	-141.7	-466.3
	Total Withdrawals		-47.0	0.0	-12.0	-37.4	-13.8	-25.8	-51.2	-17.2	-120.1	-141.7	-466.3
	Contributions (+)												
	Other Division/Agency Contributions		34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	342.6
	Total Contributions		34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	342.6
Total Reserve / Reserve Fund Draws / Contributions			-12.7	34.3	22.2	-3.2	20.4	8.4	-16.9	17.1	-85.9	-107.4	-123.7
Balance at Year-End			135.0	122.3	156.5	178.8	175.6	196.0	204.5	187.5	204.6	118.8	11.3

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1016	Beginning Balance		1,127.0	1,172.6	741.9	537.3	344.2	235.0	166.0	121.5	115.5	122.0	
Vehicle Reserve - Technical Services	Withdrawals (-)												
	Fleet Services (Capital)		-141.0	-617.2	-391.2	-379.6	-295.8	-255.6	-231.0	-192.6	-180.0	-174.0	-2,858.0
	Total Withdrawals		-141.0	-617.2	-391.2	-379.6	-295.8	-255.6	-231.0	-192.6	-180.0	-174.0	-2,858.0
	Contributions (+)												
	Other Division/Agency Contributions		186.6	186.6	186.6	186.6	186.6	186.6	186.6	186.6	186.6	186.6	1,865.6
	Total Contributions		186.6	186.6	186.6	186.6	186.6	186.6	186.6	186.6	186.6	186.6	1,865.6
Total Reserve / Reserve Fund Draws / Contributions			45.6	-430.6	-204.6	-193.0	-109.2	-69.0	-44.4	-6.0	6.6	12.6	-992.4
Balance at Year-End			1,127.0	1,172.6	741.9	537.3	344.2	235.0	166.0	121.5	115.5	122.0	134.6

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1204	Beginning Balance		231.0	181.6	182.5	211.8	262.4	313.0	363.7	380.0	415.9	407.0	
Vehicle Reserve -Purch & Matl	Withdrawals (-)												
	Fleet Services (Capital)		-100.0	-49.7	-21.3	0.0	0.0	0.0	-34.3	-14.7	-59.5	-181.5	-461.0
	Total Withdrawals		-100.0	-49.7	-21.3	0.0	0.0	0.0	-34.3	-14.7	-59.5	-181.5	-461.0
	Contributions (+)												
	Other Division/Agency Contributions		50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	506.1
	Total Contributions		50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	50.6	506.1
Total Reserve / Reserve Fund Draws / Contributions			-49.4	0.9	29.3	50.6	50.6	50.6	16.3	35.9	-8.9	-130.9	45.1
Balance at Year-End			231.0	181.6	182.5	211.8	262.4	313.0	363.7	380.0	415.9	407.0	276.1

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1509	Beginning Balance		35.0	45.2	55.4	65.6	75.8	86.0	96.2	77.7	75.7	50.9	
Vehicle Reserve - IT Vehicles	Withdrawals (-)												
	Fleet Services (Capital)		0.0	0.0	0.0	0.0	0.0	0.0	-28.7	-12.3	-35.0	-15.0	-91.0
	Total Withdrawals		0.0	0.0	0.0	0.0	0.0	0.0	-28.7	-12.3	-35.0	-15.0	-91.0
	Contributions (+)												
	Other Division/Agency Contributions		10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	102.1
	Total Contributions		10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	102.1
Total Reserve / Reserve Fund Draws / Contributions			10.2	10.2	10.2	10.2	10.2	10.2	-18.5	-2.1	-24.8	-4.8	11.1
Balance at Year-End			35.0	45.2	55.4	65.6	75.8	86.0	96.2	77.7	75.7	50.9	46.1

* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 [∞] Plan	2024 [∞] Plan	2025 [∞] Plan	2026 [∞] Plan	2027 [∞] Plan	2028 [∞] Plan	2029 [∞] Plan	
XQ1100	Beginning Balance		86.0	94.6	103.1	111.7	120.2	128.8	137.3	92.7	16.2	-2.0	
Vehicle Reserve - Shelter Sup & Housing Admin	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		0.0	0.0	0.0	0.0	0.0	0.0	-53.2	-85.1	-26.7	0.0	-165.0
	Total Withdrawals		0.0	0.0	0.0	0.0	0.0	0.0	-53.2	-85.1	-26.7	0.0	-165.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	85.6
	Total Contributions		8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	85.6
Total Reserve / Reserve Fund Draws / Contributions			8.6	8.6	8.6	8.6	8.6	8.6	-44.6	-76.5	-18.1	8.6	-79.4
Balance at Year-End			86.0	94.6	103.1	111.7	120.2	128.8	137.3	92.7	16.2	-2.0	6.6

* Based on 9-month 2019 Reserve Fund Variance Report

[∞] Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec. 31, 2019*	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 [∞] Plan	2024 [∞] Plan	2025 [∞] Plan	2026 [∞] Plan	2027 [∞] Plan	2028 [∞] Plan	2029 [∞] Plan	
XQ1703	Beginning Balance		688.0	834.0	980.0	1,126.0	1,272.0	1,418.0	1,564.0	1,710.0	1,856.0	2,002.0	
Vehicle Reserve - Zoo	<i>Withdrawals (-)</i>												
	Fleet Services (Capital)		-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-3,500.0
	Total Withdrawals		-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-350.0	-3,500.0
	<i>Contributions (+)</i>												
	Other Division/Agency Contributions		496.0	496.0	496.0	496.0	496.0	496.0	496.0	496.0	496.0	496.0	4,960.0
	Total Contributions		496.0	496.0	496.0	496.0	496.0	496.0	496.0	496.0	496.0	496.0	4,960.0
Total Reserve / Reserve Fund Draws / Contributions			146.0	146.0	146.0	146.0	146.0	146.0	146.0	146.0	146.0	146.0	1,460.0
Balance at Year-End			688.0	834.0	980.0	1,126.0	1,272.0	1,418.0	1,564.0	1,710.0	1,856.0	2,002.0	2,148.0

* Based on 9-month 2019 Reserve Fund Variance Report

[∞] Using 2022 Contributions, figures have been projected for 2023-2029 contributions

Appendix 10

Glossary of Terms

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

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

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

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

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

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

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

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

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

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

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

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

Tax Supported Budget: Budget funded by property taxes.

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

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.