

2022 Program Summary

Fleet Services

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Description

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

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

Why We Do It

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

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

What Service We Provide

Fleet Management

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

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

How Much Resources (gross 2022 operating budget): \$44.7 million

Fuel and Energy Management

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

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

How Much Resources (gross 2022 operating budget): \$18.4 million

Budget at a Glance

2022 OPERATING BUDGET

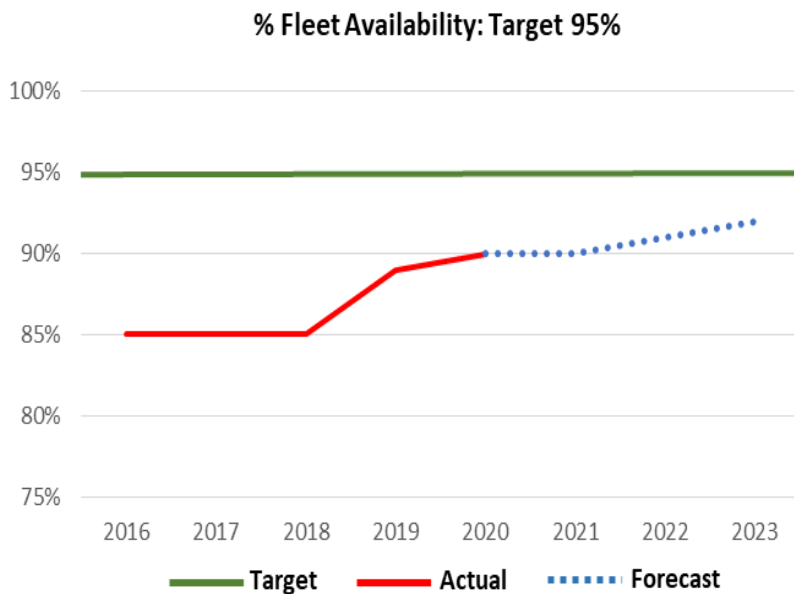
\$Million	2022	2023	2024
Revenues	\$33.9	\$34.2	\$34.5
Gross Expenditures	\$63.1	\$61.2	\$61.5
Net Expenditures	\$29.2	\$27.0	\$27.1
Approved Positions	206.0	206.0	206.0

2022 - 2031 10-YEAR CAPITAL PLAN

\$Million	2022	2023-2031	Total
Gross Expenditures	\$103.9	\$851.9	\$955.8
Debt	\$0.0	\$0.0	\$0.0

Note: Includes 2021 carry forward funding

How Well We Are Doing – Behind the Numbers



- Fleet availability relies on sustaining staff complement, developing procurement strategies, ensuring safe and appropriate operation of fleet assets and ensuring the minimum level of investments in capital reserves are made to maintain State of Good Repair (SOGR).
- To reach the targeted level of 95% Fleet Availability, Fleet Services requires:
 - Continued focus on attracting and retaining staff, especially those in skilled trades
 - Additional investments in capital to ensure that vehicles are being replaced on time
 - Upgraded fleet management information systems to drive operational performance and advance the use of telematics enabling more effective management of the assets
 - Partnerships with client programs to ensure that preventative maintenance schedules are followed
- Maintaining SOGR reduces the total cost of ownership, reduces unscheduled downtime and increases fleet availability.

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Fleet Management	% Fleet Availability	89%	90%	95%	90%	●	95%	95%
Service Level Measures								
Fleet Acquisition	Light Duty Vehicle Age in Years (<4500kg)	6.5	6.9	5.9	5.7	●	6.0	6.0
Fleet Safety	Ministry of Transportation of Ontario (MTO) CVOR* (Commercial Vehicle Operator's Registration) Safety Rating	28%	31%	35%	35%	●	35%	35%
Fleet Maintenance	Cost / kilometre for light duty vehicles	\$0.24	\$0.22	\$0.28	\$0.22	●	\$0.28	\$0.28
Fleet Maintenance	% Preventive Maintenance	61%	35%	70%	69%	●	70%	70%

*A lower Ministry of Transportation safety rating is optimal.

COVID-19 IMPACT AND RECOVERY**2022 Impact and Recovery****Operating Budget Impact**

- Increased costs are expected for the following:
 - \$2.5 million for additional rental vehicles to ensure health and safety of City staff and increased need for vehicles for COVID-19 vaccination programs response such as outreach, mobile vaccination and clinics; and
 - \$0.4 million for increased fuel volume demands anticipated by clients as a direct result of the additional rental vehicles.

Service Level Changes

- Physical distancing requirements as a result of COVID-19 continue to impact service levels.
- Programs such as *FleetShare* remain paused until such limitations can be lifted.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Improvements to our Driver Safety Training program have resulted in fewer accidents and less risk to the public and staff.
- In collaboration with Solid Waste, improvements were made to the operation of garbage trucks by equipping several with side-guards to improve safety of vulnerable road users and reduce risk to general public.
- Continued to apply cost avoidance strategies by implementing direct contracts with Original Equipment Manufacturers (OEMs) to acquire vehicles, equipment and maintenance services, demonstrating an industry best practice for asset management and lowest total cost of ownership.
- Implementing a major expansion of the City's corporate electric vehicle charging infrastructure that will enable and support an accelerated transition of City Fleets to electric vehicles.
- Fleet Services has contributed to the overall reduction of greenhouse gas (GHG) emissions achieved by the City's Fleets through the use of electric and hybrid vehicles, anti-idling devices, the use of renewable natural gas in heavy duty vehicles, right sizing vehicles among other actions.
- As an essential service, Fleet Services continued to provide support to essential and critical services to improve the COVID pandemic recovery including training staff and procuring equipment to support expanded services, extending services to agencies on the front-lines providing critical support to marginalized people, including homeless shelters and Food Banks.
- Additionally, modifications were made to outfit vehicles with an interior shield in order to meet COVID-19 safety protocols and to mitigate risks of transporting general public, as well as providing disinfecting services to reduce the spread of COVID-19 between operators.

Key Challenges and Risks

- Ability to meet more ambitious Net-Zero emission target by 2040 requires investments in additional resources to expand and accelerate the program and requires a commitment from various operations to transition to electric and other zero-emission vehicles.
- Maintaining State of Good Repair (SOGR) is challenged by funding prioritization in fleet asset replacements and reduced supply of new vehicles due to worldwide shortage of integrated circuits, which increases the backlog, increases maintenance costs, and lowers fleet availability, resulting in higher total cost of ownership.
- Meeting a growing and more complex demand for Fleet Services, that is driven by client program changes and service levels and many actions dictated by legislative and regulatory requirements, with our existing staff levels and a global shortage of skilled trades labour.
- Centralizing the City's Fleet to create a Centre of Expertise in Fleet Management as per Council direction poses both a challenge and a risk in moving forward with implementation and with realizing benefits from a centralized fleet function.
- Investment in replacement of outdated, in-house developed technologies with industry-standard solutions that can also integrate with newer, enterprise solutions used across the City.
- Driving improvements in medium and heavy duty availability will require focus on recruitment, contracts to address inadequate outsource options for highly complex and specialized equipment, client preventive maintenance compliance and SOGR backlog reduction.

Priority Actions

- **Climate Action:** Implement and accelerate our Sustainable Fleets Plan to meet GHG emission reduction targets and service levels by 2040, including accelerating the electric vehicle charging station network and the conversion of light duty vehicles to electric vehicles.
- **Fleet Centralization:** Implement actions to centralize fleet management functions including developing the City's centralized telematics system for all City vehicles to better manage utilization and costs and ensure safe operation through expanded use of data analytics and reporting to optimize fleet asset management overall and division-specific operations.

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- **Staffing Vacancies:** Continuing improvements in hiring practices to fill vacant positions in critical areas such as maintenance and safety given a global shortage in supply of skilled trades labour. Investments in succession planning, training and education will improve talent retention.
 - **Technology Improvements and Process Re-engineering:** Complete a technology roadmap needed to modernize aging, disparate fleet technology. Update safety training programs that leverage behaviour based education and eLearning that links to collision and risk reduction strategies.
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RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2022 Operating Budget for Fleet Services of \$63.1 million gross, \$33.9 million revenue and \$29.2 million net for the following services:

Service:

	Gross Expenditures (\$ millions)	Revenue (\$ millions)	Net Expenditures (\$ millions)
Fleet Management	44.7	21.5	23.2
Fuel Management	18.4	12.4	6.0
Total Program Budget	63.1	33.9	29.2

2. City Council approve the 2022 staff complement for Fleet Services of 206.0 positions comprised of 206.0 operating positions.
3. City Council approve 2022 Capital Budget for Fleet Services with cash flows and future year commitments totaling \$203.9 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for Fleet Services totalling \$751.9 million in project estimates as detailed by project in [Appendix 6b](#).
5. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2022 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Fleet Management	20,772.1	22,019.3	20,337.3	21,461.3		21,461.3	1,124.0	5.5%
Fuel Management	9,647.2	12,229.7	11,292.7	12,422.8		12,422.8	1,130.1	10.0%
Total Revenues	30,419.3	34,249.0	31,630.0	33,884.0		33,884.0	2,254.0	7.1%
Expenditures								
Fleet Management	39,282.0	41,815.1	40,847.2	44,704.6		44,704.6	3,857.5	9.4%
	14,529.1	16,508.8	15,805.6	18,382.1		18,382.1	2,576.5	16.3%
Total Gross Expenditures	53,811.2	58,323.9	56,652.7	63,086.7		63,086.7	6,434.0	11.4%
Net Expenditures	23,391.9	24,074.9	25,022.7	29,202.7		29,202.7	4,179.9	16.7%
Approved Positions**	207.0	208.0	N/A	206.0		206.0	N/A	N/A

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$29.2 million gross reflecting an increase of \$4.2 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Salaries & Benefits increase of \$1.8M to continue to fill vacancies to improve fleet availability, implement advanced technology improvements, and maintain lowest total cost of ownership of the City's fleet.
- Increase of \$1.4M due to higher fuel price and volume increases expected as economic outlook expected to result in inflationary pressures on the fuel price in 2022.
- Increase of \$0.6M reserve contribution to fund SOGR requirements internal to Fleet Services and ZEV (Zero Emission Vehicle) Fleet Replacement.
- Increase of \$0.4M for vehicle rental services and telematics to accommodate expected client demands.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below

- **2022 Base Budget of \$26.3 million in net expenditures reflects a \$2.2 million net increase from the 2021 Council approved Budget, when excluding \$2.9 million in estimated COVID-19 financial impacts.**

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fleet Service's 2022 Operating Budget do not have any significant equity impacts.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Fleet Services of \$63.1 million gross is 11% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual**	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Transfers From Capital	329.0	523.2	457.1	302.7	109.2	(193.5)	(63.9%)
Contribution From Reserves/Reserve Funds			129.2				
Sundry and Other Revenues	7,236.7	6,180.3	6,986.6	6,488.7	7,547.3	1,058.6	16.3%
Inter-Divisional Recoveries	25,440.5	23,715.8	26,676.1	24,838.6	26,227.5	1,388.9	5.6%
Total Revenues	33,006.2	30,419.3	34,249.0	31,630.0	33,884.0	2,254.0	7.1%
Salaries and Benefits	16,406.7	16,485.0	20,506.8	18,100.0	19,910.3	1,810.3	10.0%
Materials & Supplies	26,776.8	21,356.4	26,988.5	25,570.0	28,431.0	2,861.0	11.2%
Equipment	131.5	160.6	216.4	152.5	159.2	6.6	4.4%
Service and Rent	11,136.0	13,299.0	9,629.2	11,747.2	12,937.4	1,190.3	10.1%
Contribution To Reserves/Reserve Funds	2,250.7	2,407.9	983.0	983.0	1,648.8	665.8	67.7%
Inter-Divisional Charges	3.5	102.3		100.0		(100.0)	(100.0%)
Total Gross Expenditures	56,705.1	53,811.2	58,323.9	56,652.7	63,086.7	6,434.0	11.4%
Net Expenditures	23,698.9	23,391.9	24,074.9	25,022.7	29,202.7	4,179.9	16.7%

*2021 Projection based on Q3 Variance Report

**Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

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

Filling vacant positions to advance technology improvements and sustainable Fleet plan including Fleet Electrification to achieve GHG emission reduction target by 2040.

Materials and Supplies:

Higher fuel demand and prices to accommodate expected changes in fuel outlook as the economy is expected to recover from pandemic response.

Services and Rents:

Higher rentals required to meet physical distancing requirements in city vehicles.

Contributions to Reserves:

Restart reserve contributions that lapsed in 2021, and increase to meet SOGR requirements internal to Fleet Services and *ZEV Fleet Replacement*.

Other Revenue Changes:

Higher expected revenues from major clients and agencies as services are expanded in 2022 and fuel demands recover.

Note:

1. For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	31,630.0	33,884.0	34,187.3	34,490.2
Gross Expenditures	56,652.7	63,086.7	61,196.5	61,549.3
Net Expenditures	25,022.7	29,202.7	27,009.2	27,059.1
Approved Positions	N/A	206.0	206.0	206.0

Key drivers

The 2023 Outlook with total gross expenditures of \$61.2 million reflects an anticipated \$1.9 million or 3.0 per cent decrease in gross expenditures below the 2022 Operating Budget; The 2024 Outlook expects an increase of \$0.4 million or 0.6 per cent above 2023 gross expenditures.

These changes arise from the following:

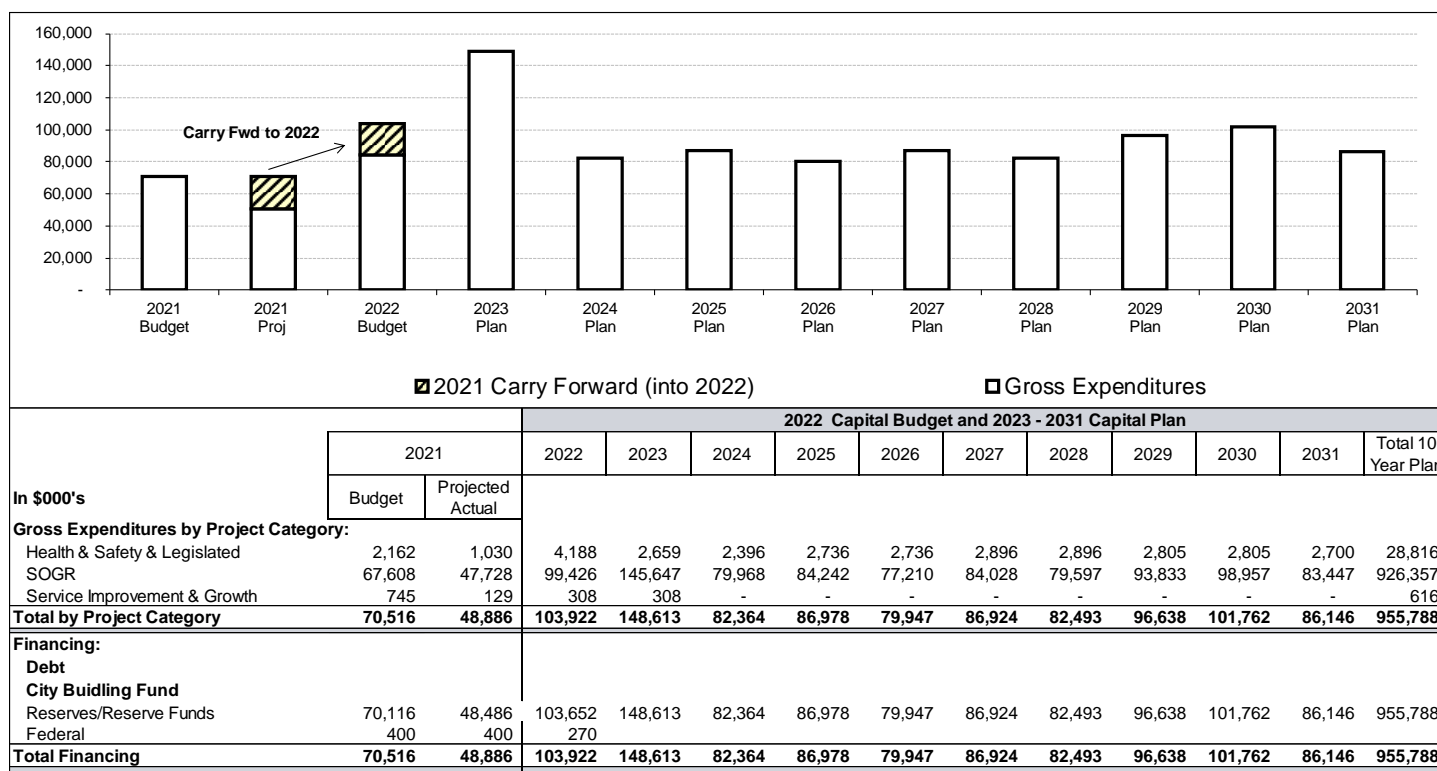
- Decrease in gross expenditures mainly attributed to a decrease in rentals related to physical distancing measures and COVID pandemic responses to maintain social distancing measures while in city vehicles. (2023 & 2024)
- The decrease is partially offset by:
 - Higher fuel prices and volume demand increases as services are expected to be fully operational. (2023 & 2024)
 - Reserve contributions increased for *ZEV Fleet Replacement*. (2023 & 2024)
 - Vacant positions continue to be filled to improve fleet availability. (2023 & 2024)
- Revenues are expected to increase as a result of increased service delivery and fuel usage from City Divisions and Agencies. (2023 & 2024)

2022 – 2031 CAPITAL BUDGET AND PLAN

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)



Fleet Services 10-year capital plan is focused on building upon our successes in working towards lowest total cost of ownership of Fleet assets and continuing to work with clients on their ongoing fleet replacements.

Changes to Existing Projects (108.6 Million)

- \$108.6 million to reduce the replacement cycle timing for *Fire – Fleet Replacement* vehicles and to support backlog needs on a one-time basis

New Projects (\$0.0 Million)

N/A





Capital Needs Constraints (\$0.0 Million)

N/A

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project.

2022 – 2031 CAPITAL BUDGET AND PLAN**\$955.8 Million 10-Year Gross Capital Program**

			
SOGR	Health and Safety	Legislated	Service Improvement, Enhancement and Growth
\$926.4 M 96.9%	\$1.0 M 0.1%	\$27.8 M 2.9%	\$0.6 M 0.1%
Fleet Replacement Programs <input checked="" type="checkbox"/>	<i>Fleet - Garage Security</i>	Sustainable Fleets Plan: <ul style="list-style-type: none"> • ZEV Fleet Replacement <input checked="" type="checkbox"/> • ZEV Charging Infrastructure <input checked="" type="checkbox"/> • FleetShare Program <input checked="" type="checkbox"/> • Green Fleet Plan <input checked="" type="checkbox"/> 	Modernizing Fleet Technologies

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

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

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

How the Capital Program is Funded

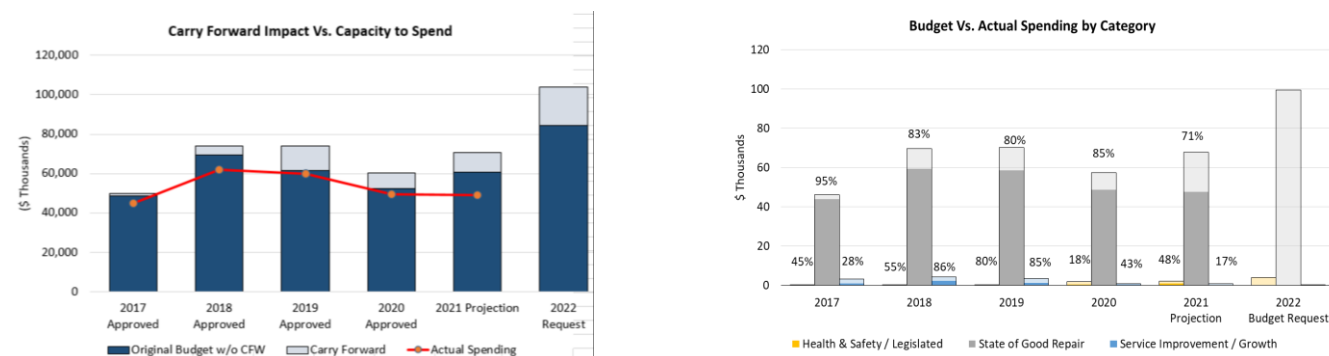
City of Toronto		Federal Funding
\$955.5 M 99.97%		\$0.3 M 0.03%
Reserve / Reserve Fund	\$ 955.5 M	

CAPACITY TO SPEND REVIEW

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

Chart 2 – Capacity to Spend



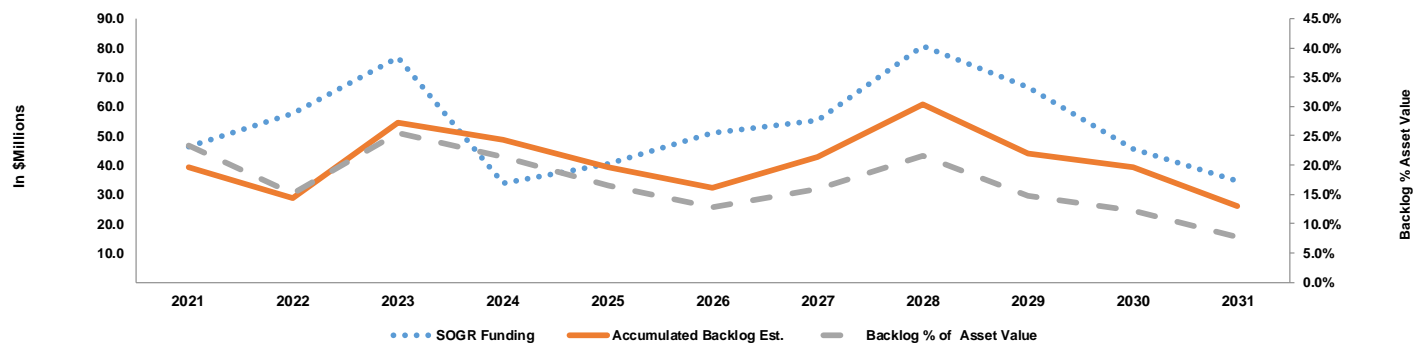
Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$19.6 million in capital spending originally cash flowed in 2021 has been deferred to 2022.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

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

Chart 3: Total SOGR Funding & Backlog



\$ Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	46.4	57.8	76.8	33.8	40.4	51.1	55.3	80.5	66.6	45.5	34.7
Accumulated Backlog Est.	39.2	28.7	54.5	48.5	39.4	32.2	42.7	60.8	44.0	39.1	26.0
Backlog % of Asset Value	23.4%	15.1%	25.6%	21.5%	16.5%	12.8%	16.0%	21.6%	14.7%	12.2%	7.8%
Total Asset Value	167.8	189.2	213.3	225.8	239.3	251.8	266.8	281.1	299.9	319.2	333.9

- SOGR funding of \$57.8 million is the portion of the capital budget that is related to fleet vehicle asset replacements and excludes those divisions where Fleet Services does not report out on the life cycle of their fleet vehicle assets. It only represents new 2022 cash flows and future commitments as requested for the 2022 fleet asset replacement program.
- The accumulated end of year backlog of \$39.2 million for 2021 takes into consideration all the SOGR funding that was approved in the 2021 capital budget (including cash flows for 2022 seen in Appendix 6a but approved in 2021) compared to what was to be replaced. Each year, the backlog changes based on the difference between Client and Fleet agreed-upon replacements.
- The 2022 Cash Flow and Future Year Commitments of \$203.9 million in [Appendix 6a](#) includes \$92.4 million allocated to SOGR for fleet. There is \$34.6 million allocated to divisions who do not report their backlog through Fleet Services, which leaves \$57.8 million of SOGR funding, of which \$10.5 million is addressing prior year backlog.
- Future SOGR will be impacted by the fleet electrification and other emerging vehicle technologies. Prioritizing SOGR funding will enable the City to respond to future conversions of medium/heavy duty vehicles and equipment to zero emission options which will likely come at a higher cost but will be supported by lower operating costs (fuel and maintenance) and GHG emissions reduction.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
Expenditure Increase				
Fuel Volume	372.8		431.7	431.7
Services and Rents	2,814.0		2,491.0	2,491.0
Sub-Total	3,186.8		2,922.7	2,922.7
Total COVID-19 Impact	3,186.8		2,922.7	2,922.7

Appendix 2

2022 Balancing Actions

(\$000s)									
Recommendation	Savings Type	Equity Impact	2022				2023 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Fleet Share Program	AG Recs	None		(30.1)	(30.1)		(45.1)	(45.1)	
Interface Invoice Payment Report	AG Recs	None		(7.1)	(7.1)				
Roadside Assistance	AG Recs	None		(9.5)	(9.5)				
Rental Vehicle Processes	AG Recs	None		(29.5)	(29.5)				
Matching Budget to Expected Actuals	Match to Actuals	None		(2,566.4)	(2,566.4)				
Total Balancing Actions				(2,642.6)	(2,642.6)	-	(45.1)	(45.1)	-

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2022 Total			Incremental Change			
	\$	\$	Position	2023 Plan		2024 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
Council Directed:							
Accelerated Green Fleet Plan	1,439.7	1,439.7	2.0	359.8	2.0	174.8	1.0
Centralization of City's Telematics Solutions	230.3	230.3	5.0	248.0		21.4	
Total 2022 New / Enhanced Services	1,670.0	1,670.0	7.0	607.8	2.0	196.2	1.0

Appendix 6

**2022 Capital Budget;
2023 - 2031 Capital Plan Including Carry Forward Funding**

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Arena Boards - Replacement of Ice Resurfacers	120	120	124	256	132	-	-	288	297	153	1,490	-	1,490	-
Clerks - Fleet Replacement	-	-	48	79	243	158	-	-	-	-	528	-	528	-
EDCT - Fleet Replacement	135	48	-	37	57	-	90	163	52	-	582	-	582	-
Engineering & Construction Serv Fleet Replacement	494	827	310	-	37	524	325	189	118	504	3,330	-	3,330	-
Exhibition Place - Fleet Replacement	573	300	307	314	298	256	382	350	286	350	3,416	-	3,416	-
Facilities Mgmt & Real Estate - Fleet Replacement	1,220	998	1,174	1,249	591	800	522	777	727	376	8,434	-	8,434	-
Fire-Fleet Replacement	5,394	46,666	22,078	22,277	18,417	15,992	13,212	10,010	12,181	14,479	180,707	-	180,707	-
Fleet - Garage Security	201	105	105	105	105	105	105	105	105	-	1,041	1,041	-	-
Fleet - Tools & Equipment	399	258	238	261	251	322	120	190	190	-	2,228	-	2,228	-
Fleet Replacement - Insurance Contingency	263	147	151	155	159	163	167	172	172	-	1,549	-	1,549	-
Fleet Services - Fleet Replacement	85	339	20	106	378	-	300	827	1,112	75	3,241	-	3,241	-
FleetShare Program	18	54	91	181	181	91	91	-	-	-	707	707	-	-
Fuel Site Infrastructure	1,820	1,406	1,449	1,494	1,540	1,587	1,636	1,686	1,738	1,791	16,147	-	16,147	-
Green Fleet Plan	412	200	200	200	200	200	200	200	200	200	2,212	2,212	-	-
Information & Technology - Fleet Replacement	-	-	-	-	41	50	-	-	-	-	91	-	91	-
Library - Fleet Replacement	1,082	1,069	542	126	140	-	838	671	304	150	4,921	-	4,921	-
Municipal Licensing & Standards-Fleet Replacement	944	456	675	1,840	1,219	972	845	192	465	1,216	8,823	-	8,823	-
Fleet Office Modernization Plan	179	-	-	-	-	-	-	-	-	-	179	-	179	-
Parks, Forestry & Recreation-Fleet Replacement	9,568	8,966	9,286	10,467	11,674	12,903	14,158	15,676	16,351	16,351	125,401	-	125,401	-
PMMD At-Large Vehicle Purchase	-	196	-	49	-	85	110	131	39	677	1,286	-	1,286	-
PPF&A - Fleet Replacement	31	-	-	-	-	-	-	-	-	-	31	-	31	-
Public Health - Fleet Replacement	-	616	-	81	-	37	-	-	36	-	770	-	770	-
Shelter, Support & Housing Admin-Fleet Replacement	-	-	-	76	-	-	160	226	-	-	462	-	462	-
Solid Waste - Fleet Replacement	24,941	42,848	19,559	24,512	12,809	15,079	21,327	30,318	31,741	15,897	239,030	-	239,030	-
Sustainment of Fleet mgmt and fuel integration system	138	138	-	-	-	-	-	-	-	-	276	-	-	276
Toronto Building - Fleet Replacement	-	181	43	151	45	23	125	-	181	-	749	-	749	-
Toronto Community Housing Corp.- Fleet Replacement	955	1,668	697	1,233	273	1,700	878	2,072	1,435	842	11,753	-	11,753	-
Toronto Water - Fleet Replacement	24,499	12,252	6,308	3,280	5,433	8,410	9,289	11,241	11,031	9,177	100,920	-	100,920	-
Paramedics - Fleet Replacement	11,688	10,660	9,610	9,850	10,450	10,530	11,590	12,000	12,060	12,340	110,778	-	110,778	-
Transportation Services - Fleet Replacement	14,686	15,277	7,000	6,000	12,674	14,087	3,174	6,305	8,090	8,718	96,011	-	96,011	-
Vendor Management Portal	170	170	-	-	-	-	-	-	-	-	340	-	-	340
ZEV Fleet Replacement	2,253	800	500	1,250	1,750	2,000	2,000	2,000	2,000	2,000	16,551	16,551	-	-
Zoo-Fleet Replacement	350	350	350	350	350	350	350	350	350	350	3,500	-	3,500	-
ZEV Charging Infrastructure	1,305	1,500	1,500	1,000	500	500	500	500	500	500	8,305	8,305	-	-
Total Expenditures (Including carry forward from 2021)	103,922	148,613	82,364	86,978	79,947	86,924	82,493	96,638	101,762	86,146	955,788	28,816	926,357	616

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

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

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2022	2023	2024	2025	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
FL001	Arena Boards - Replacement of Ice Resurfacers	120	-	-	-	120	-	-	120
FL004	EDCT - Fleet Replacement	135	-	-	-	135	114	-	21
FL005	Engineering & Construction Serv Fleet Replacement	494	498	-	-	991	494	-	498
FL007	Exhibition Place - Fleet Replacement	573	-	-	-	573	573	-	-
FL008	Facilities Mgmt & Real Estate - Fleet Replacement	1,220	-	-	-	1,220	1,158	-	62
FL009	Fire-Fleet Replacement	5,394	45,680	-	-	51,075	27,136	-	23,939
FL010	Fleet - Garage Security	201	-	-	-	201	96	-	105
FL011	Fleet - Tools & Equipment	399	-	-	-	399	78	-	321
FL012	Fleet Replacement - Insurance Contingency	263	-	-	-	263	119	-	144
FL013	Fleet Services - Fleet Replacement	85	-	-	-	85	-	-	85
FL015	FleetShare Program	18	-	-	-	18	-	-	18
FL016	Fuel Site Infrastructure	1,820	1,200	-	-	3,020	1,620	-	1,400
FL017	Green Fleet Plan	412	75	-	-	487	317	-	170
FL019	Library - Fleet Replacement	1,082	950	-	-	2,033	1,082	-	950
FL020	Municipal Licensing & Standards-Fleet Replacement	944	47	-	-	990	209	-	782
FL021	Fleet Office Modernization Plan	179	-	-	-	179	179	-	-
FL022	Parks, Forestry & Recreation-Fleet Replacement	9,568	3,815	-	-	13,383	6,406	-	6,978
FL024	PPF&A - Fleet Replacement	31	-	-	-	31	31	-	-
FL025	Public Health - Fleet Replacement	-	113	-	-	113	-	-	113
FL028	Solid Waste - Fleet Replacement	24,941	33,970	-	-	58,911	27,334	-	31,577
FL029	Sustainment of Fleet mgmt and fuel integration system	138	138	-	-	276	276	-	-
FL031	Toronto Community Housing Corp.- Fleet Replacement	955	702	-	-	1,657	636	-	1,021
FL032	Toronto Water - Fleet Replacement	24,499	8,029	-	-	32,528	22,888	-	9,640
FL033	Paramedics - Fleet Replacement	11,688	-	-	-	11,688	3,331	-	8,357
FL034	Transportation Services - Fleet Replacement	14,686	4,277	-	-	18,963	12,900	-	6,063
FL035	Vendor Management Portal	170	170	-	-	340	340	-	-
FL036	ZEV Fleet Replacement	2,253	300	-	-	2,553	1,928	-	625
FL037	Zoo-Fleet Replacement	350	-	-	-	350	-	-	350
FL038	ZEV Charging Infrastructure	1,305	-	-	-	1,305	-	-	1,305
Total Expenditure (including carry forward from 2021)		103,923	99,963	-	-	203,885	109,244	-	94,641

Appendix 6b

2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOCR	Growth & Improved Service
FL001	Arena Boards - Replacement of Ice Resurfacers	120	124	256	132	-	-	288	297	153	1,370	-	1,370	-
FL003	Clerks - Fleet Replacement	-	48	79	243	158	-	-	-	-	528	-	528	-
FL004	EDCT - Fleet Replacement	48	-	37	57	-	90	163	52	-	447	-	447	-
FL005	Engineering & Construction Serv Fleet Replacement	330	310	-	37	524	325	189	118	504	2,339	-	2,339	-
FL007	Exhibition Place - Fleet Replacement	300	307	314	298	256	382	350	286	350	2,843	-	2,843	-
FL008	Facilities Mgmt & Real Estate - Fleet Replacement	998	1,174	1,249	591	800	522	777	727	376	7,215	-	7,215	-
FL009	Fire-Fleet Replacement	986	22,078	22,277	18,417	15,992	13,212	10,010	12,181	14,479	129,632	-	129,632	-
FL010	Fleet - Garage Security	105	105	105	105	105	105	105	105	-	840	840	-	-
FL011	Fleet - Tools & Equipment	258	238	261	251	322	120	190	190	-	1,830	-	1,830	-
FL012	Fleet Replacement - Insurance Contingency	147	151	155	159	163	167	172	172	-	1,286	-	1,286	-
FL013	Fleet Services - Fleet Replacement	339	20	106	378	-	300	827	1,112	75	3,157	-	3,157	-
FL015	FleetShare Program	54	91	181	181	91	91	-	-	-	689	689	-	-
FL016	Fuel Site Infrastructure	206	1,449	1,494	1,540	1,587	1,636	1,686	1,738	1,791	13,127	-	13,127	-
FL017	Green Fleet Plan	125	200	200	200	200	200	200	200	200	1,725	1,725	-	-
FL018	Information & Technology - Fleet Replacement	-	-	-	41	50	-	-	-	-	91	-	91	-
FL019	Library - Fleet Replacement	119	542	126	140	-	838	671	304	150	2,888	-	2,888	-
FL020	Municipal Licensing & Standards-Fleet Replacement	409	675	1,840	1,219	972	845	192	465	1,216	7,832	-	7,832	-
FL022	Parks, Forestry & Recreation-Fleet Replacement	5,151	9,286	10,467	11,674	12,903	14,158	15,676	16,351	16,351	112,017	-	112,017	-
FL023	PMMD At-Large Vehicle Purchase	196	-	49	-	85	110	131	39	677	1,286	-	1,286	-
FL024	PPF&A - Fleet Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
FL025	Public Health - Fleet Replacement	503	-	81	-	37	-	-	36	-	657	-	657	-
FL027	Shelter, Support & Housing Admin-Fleet Replacement	-	-	76	-	-	160	226	-	-	462	-	462	-
FL028	Solid Waste - Fleet Replacement	8,878	19,559	24,512	12,809	15,079	21,327	30,318	31,741	15,897	180,120	-	180,120	-
FL030	Toronto Building - Fleet Replacement	181	43	151	45	23	125	-	181	-	749	-	749	-
FL031	Toronto Community Housing Corp.- Fleet Replacement	966	697	1,233	273	1,700	878	2,072	1,435	842	10,096	-	10,096	-
FL032	Toronto Water - Fleet Replacement	4,223	6,308	3,280	5,433	8,410	9,289	11,241	11,031	9,177	68,392	-	68,392	-
FL033	Paramedics - Fleet Replacement	10,660	9,610	9,850	10,450	10,530	11,590	12,000	12,060	12,340	99,090	-	99,090	-
FL034	Transportation Services - Fleet Replacement	11,000	7,000	6,000	12,674	14,087	3,174	6,305	8,090	8,718	77,048	-	77,048	-
FL036	ZEV Fleet Replacement	500	500	1,250	1,750	2,000	2,000	2,000	2,000	2,000	13,999	13,999	-	-
FL037	Zoo-Fleet Replacement	350	350	350	350	350	350	350	350	350	3,150	-	3,150	-
FL038	ZEV Charging Infrastructure	1,500	1,500	1,000	500	500	500	500	500	500	7,000	7,000	-	-
Total Expenditures		48,651	82,364	86,978	79,947	86,924	82,493	96,638	101,762	86,146	751,903	24,253	727,651	-

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

N/A

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2022 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund		2022	2023	2024
XQ0003	Beginning Balance	5,386	732	143
Vehicle & Equip Replacement				
	<i>Withdrawals (-)</i>			
	Fleet Services Withdrawals - Operating	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0
	Fleet Services Withdrawals - Capital	-5,120	-1,725	-1,133
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-5,120	-1,725	-1,133
	<i>Contributions (+)</i>			
	Fleet Services Operating Contributions	466	1,136	1,136
	Other Division/Agency Contributions - Operating	-0	-0	-0
	Contributions - Other	0	0	0
	Total Contributions	466	1,136	1,136
Total Reserve / Reserve Fund Draws / Contributions		-4,654	-589	3
Balance at Year-End		732	143	146

Reserve / Reserve Fund		2022	2023	2024
XQ1707	Beginning Balance	860	887	202
Vehicle Reserve - TCHC				
	<i>Withdrawals (-)</i>			
	Fleet Services Withdrawals - Operating	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0
	Fleet Services Withdrawals - Capital	-955	-1,668	-697
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-955	-1,668	-697
	<i>Contributions (+)</i>			
	Fleet Services Operating Contributions	983	983	983
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	983	983	983
Total Reserve / Reserve Fund Draws / Contributions		28	-685	286
Balance at Year-End		887	202	488

Reserve / Reserve Fund Name		2022	2023	2024
XQ1503	Beginning Balance	339	454	315
Vehicle Reserve - Fleet	<i>Withdrawals (-)</i>			
	Fleet Services Withdrawals - Operating	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0
	Fleet Services Withdrawals - Capital	-85	-339	-20
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-85	-339	-20
	<i>Contributions (+)</i>			
	Fleet Services Operating Contributions	200	200	200
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	200	200	200
Total Reserve / Reserve Fund Draws / Contributions		115	-139	180
Balance at Year-End		454	315	495

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund		2022	2023	2024
XQ0601	Beginning Balance	5,564	5,564	5,564
Commodity Price Stabilization	<i>Withdrawals (-)</i>			
	Fleet Services Withdrawals - Operating	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0
	Fleet Services Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	0	0	0
	<i>Contributions (+)</i>			
	Fleet Services Operating Contributions	0	0	0
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	0	0	0
Total Reserve / Reserve Fund Draws / Contributions		0	0	0
Balance at Year-End		5,564	5,564	5,564

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund	Contributions / (Withdrawals)									
	2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ0003	Beginning Balance									
Vehicle & Equip Replacement	5,386	732	143	146	-715	-2,066	-3,648	-5,028	-6,388	-7,747
	<i>Withdrawals (-)</i>									
Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Fleet Services Withdrawals - Capital	-5,120	-1,725	-1,133	-1,997	-2,487	-2,718	-2,516	-2,495	-2,495	-2,200
Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
Total Withdrawals	-5,120	-1,725	-1,133	-1,997	-2,487	-2,718	-2,516	-2,495	-2,495	-2,200
	<i>Contributions (+)</i>									
Fleet Services Operating Contributions	466	1,136	1,136	1,136	1,136	1,136	1,136	1,136	1,136	1,136
Other Division/Agency Contributions - Operating	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
Contributions - Other	0	0	0	0	0	0	0	0	0	0
Total Contributions	466	1,136	1,136	1,136	1,136	1,136	1,136	1,136	1,136	1,136
Total Reserve / Reserve Fund Draws / Contributions	-4,654	-589	3	-861	-1,351	-1,582	-1,380	-1,360	-1,359	-1,064
Balance at Year-End	732	143	146	-715	-2,066	-3,648	-5,028	-6,388	-7,747	-8,811

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1012	Beginning Balance									
Vehicle & Equip Repl - Water/Wastewater	24,204	5,495	1,033	514	3,023	3,379	759	-2,741	-8,193	-13,434
	<i>Withdrawals (-)</i>									
Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Fleet Services Withdrawals - Capital	-24,498	-12,252	-6,308	-3,280	-5,433	-8,410	-9,289	-11,241	-11,031	-9,177
Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
Total Withdrawals	-24,498	-12,252	-6,308	-3,280	-5,433	-8,410	-9,289	-11,241	-11,031	-9,177
	<i>Contributions (+)</i>									
Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Contributions - Operating	5,789	7,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789
Contributions - Other	0	0	0	0	0	0	0	0	0	0
Total Contributions	5,789	7,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789	5,789
Total Reserve / Reserve Fund Draws / Contributions	-18,709	-4,463	-519	2,509	356	-2,621	-3,500	-5,452	-5,242	-3,388
Balance at Year-End	5,495	1,033	514	3,023	3,379	759	-2,741	-8,193	-13,434	-16,822

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund	Contributions / (Withdrawals)									
	2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1014	Beginning Balance									
Vehicle Reserve - Solid Waste	37,174	30,776	7,027	7,140	2,300	9,162	13,755	12,099	1,453	-10,617
	<i>Withdrawals (-)</i>									
Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Fleet Services Withdrawals - Capital	-24,940	-42,848	-19,559	-24,512	-12,809	-15,079	-21,327	-30,318	-31,741	-15,897
Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
Total Withdrawals	-24,940	-42,848	-19,559	-24,512	-12,809	-15,079	-21,327	-30,318	-31,741	-15,897
	<i>Contributions (+)</i>									
Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Contributions - Operating	18,542	19,099	19,672	19,672	19,672	19,672	19,672	19,672	19,672	19,672
Contributions - Other	0	0	0	0	0	0	0	0	0	0
Total Contributions	18,542	19,099	19,672	19,672	19,672	19,672	19,672	19,672	19,672	19,672
Total Reserve / Reserve Fund Draws / Contributions	-6,398	-23,749	113	-4,840	6,863	4,592	-1,655	-10,646	-12,069	3,775
Balance at Year-End	30,776	7,027	7,140	2,300	9,162	13,755	12,099	1,453	-10,617	-6,842

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1015	Beginning Balance	26,786	16,409	6,441	5,250	5,059	-1,806	-10,084	-7,449	-7,945	-10,226
Vehicle Reserve - Transportation	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-14,686	-15,277	-7,000	-6,000	-12,674	-14,087	-3,174	-6,305	-8,090	-8,718
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-14,686	-15,277	-7,000	-6,000	-12,674	-14,087	-3,174	-6,305	-8,090	-8,718
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	4,309	5,309	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	4,309	5,309	5,809	5,809	5,809	5,809	5,809	5,809	5,809	5,809
Total Reserve / Reserve Fund Draws / Contributions		-10,377	-9,968	-1,191	-191	-6,865	-8,278	2,635	-496	-2,281	-2,909
Balance at Year-End		16,409	6,441	5,250	5,059	-1,806	-10,084	-7,449	-7,945	-10,226	-13,135

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1016	Beginning Balance	1,226	918	278	154	341	490	153	14	11	79
Vehicle Reserve - Technical Services	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-494	-827	-310	0	-37	-524	-325	-189	-118	-504
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-494	-827	-310	0	-37	-524	-325	-189	-118	-504
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	187	187	187	187	187	187	187	187	187	187
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	187	187	187	187	187	187	187	187	187	187
Total Reserve / Reserve Fund Draws / Contributions		-307	-641	-124	187	149	-337	-139	-3	68	-318
Balance at Year-End		918	278	154	341	490	153	14	11	79	-239

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1017	Beginning Balance	42,069	42,878	1,932	1,932	1,932	1,932	1,932	1,932	1,932	1,932
Vehicle Reserve - Fire	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-5,394	-40,946	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-5,394	-40,946	0	0	0	0	0	0	0	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	6,203	0	0	0	0	0	0	0	0	0
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	6,203	0	0	0	0	0	0	0	0	0
Total Reserve / Reserve Fund Draws / Contributions		809	-40,946	0	0	0	0	0	0	0	0
Balance at Year-End		42,878	1,932	1,932	1,932	1,932	1,932	1,932	1,932	1,932	1,932

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1018	Beginning Balance	6,565	2,581	513	131	-491	-1,713	-3,015	-5,377	-8,148	-10,980
Vehicle Reserve - EMS	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-11,688	-10,660	-9,610	-9,850	-10,450	-10,530	-11,590	-12,000	-12,060	-12,340
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-11,688	-10,660	-9,610	-9,850	-10,450	-10,530	-11,590	-12,000	-12,060	-12,340
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	7,704	8,592	9,228	9,228	9,228	9,228	9,228	9,228	9,228	9,228
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	7,704	8,592	9,228	9,228	9,228	9,228	9,228	9,228	9,228	9,228
Total Reserve / Reserve Fund Draws / Contributions		-3,984	-2,068	-382	-622	-1,222	-1,302	-2,362	-2,772	-2,832	-3,112
Balance at Year-End		2,581	513	131	-491	-1,713	-3,015	-5,377	-8,148	-10,980	-14,092

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1100	Beginning Balance	125	134	142	151	84	92	101	-51	-268	-260
Vehicle Reserve - Shelter Sup & Housing Admin	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	0	0	0	-76	0	0	-160	-226	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	0	0	0	-76	0	0	-160	-226	0	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	9	9	9	9	9	9	9	9	9	9
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	9	9	9	9	9	9	9	9	9	9
Total Reserve / Reserve Fund Draws / Contributions		9	9	9	-67	9	9	-151	-217	9	9
Balance at Year-End		134	142	151	84	92	101	-51	-268	-260	-251

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1101	Beginning Balance	642	704	151	213	195	257	283	345	408	434
Vehicle Reserve - Public Health	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	0	-616	0	-81	0	-37	0	0	-36	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	0	-616	0	-81	0	-37	0	0	-36	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	63	63	63	63	63	63	63	63	63	63
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	63	63	63	63	63	63	63	63	63	63
Total Reserve / Reserve Fund Draws / Contributions		63	-553	63	-18	63	26	63	63	27	63
Balance at Year-End		704	151	213	195	257	283	345	408	434	497

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1200	Beginning Balance	193	104	103	149	159	148	194	151	35	29
Vehicle Reserve - EDCT	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-135	-48	0	-37	-57	0	-90	-163	-52	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-135	-48	0	-37	-57	0	-90	-163	-52	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	46	46	46	46	46	46	46	46	46	46
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	46	46	46	46	46	46	46	46	46	46
Total Reserve / Reserve Fund Draws / Contributions		-89	-1	46	10	-11	46	-43	-116	-6	46
Balance at Year-End		104	103	149	159	148	194	151	35	29	75

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1201	Beginning Balance	9,997	6,565	3,734	584	-3,748	-9,287	-16,054	-24,078	-33,617	-43,833
Vehicle Reserve - Parks, Forestry & Rec	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-9,568	-8,966	-9,286	-10,467	-11,674	-12,903	-14,159	-15,675	-16,351	-16,351
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-9,568	-8,966	-9,286	-10,467	-11,674	-12,903	-14,159	-15,675	-16,351	-16,351
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135	6,135
Total Reserve / Reserve Fund Draws / Contributions		-3,432	-2,831	-3,151	-4,332	-5,539	-6,768	-8,024	-9,540	-10,216	-10,216
Balance at Year-End		6,565	3,734	584	-3,748	-9,287	-16,054	-24,078	-33,617	-43,833	-54,049

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1202	Beginning Balance	2,805	2,397	2,477	2,338	1,033	350	-86	-395	-51	20
MLS Vehicle & Equipment Replacement	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-944	-456	-675	-1,840	-1,219	-972	-845	-192	-465	-1,216
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-944	-456	-675	-1,840	-1,219	-972	-845	-192	-465	-1,216
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	536	536	536	536	536	536	536	536	536	536
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	536	536	536	536	536	536	536	536	536	536
Total Reserve / Reserve Fund Draws / Contributions		-408	80	-139	-1,304	-683	-436	-309	344	71	-681
Balance at Year-End		2,397	2,477	2,338	1,033	350	-86	-395	-51	20	-661

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1204	Beginning Balance	352	403	258	308	310	360	326	267	187	198
Vehicle Reserve - Purch & Matl	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	0	-196	0	-49	0	-85	-110	-131	-39	-677
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	0	-196	0	-49	0	-85	-110	-131	-39	-677
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	51	51	51	51	51	51	51	51	51	51
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	51	51	51	51	51	51	51	51	51	51
Total Reserve / Reserve Fund Draws / Contributions		51	-145	51	2	51	-34	-59	-80	12	-626
Balance at Year-End		403	258	308	310	360	326	267	187	198	-428

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1301	Beginning Balance	836	894	770	785	691	704	739	671	729	605
Vehicle Reserve - Toronto Building	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	0	-181	-43	-151	-45	-23	-125	0	-181	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	0	-181	-43	-151	-45	-23	-125	0	-181	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	58	58	58	58	58	58	58	58	58	58
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	58	58	58	58	58	58	58	58	58	58
Total Reserve / Reserve Fund Draws / Contributions		58	-123	15	-93	13	35	-67	58	-123	58
Balance at Year-End		894	770	785	691	704	739	671	729	605	663

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1502	Beginning Balance	1,842	901	608	188	-306	-143	-188	46	23	50
Vehicle Reserve - Facilities & Real Estate	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-1,220	-998	-1,174	-1,249	-591	-800	-522	-777	-727	-376
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-1,220	-998	-1,174	-1,249	-591	-800	-522	-777	-727	-376
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	278	705	755	755	755	755	755	755	755	755
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	278	705	755	755	755	755	755	755	755	755
Total Reserve / Reserve Fund Draws / Contributions		-941	-293	-419	-494	163	-45	233	-23	27	379
Balance at Year-End		901	608	188	-306	-143	-188	46	23	50	429

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1503	Beginning Balance	339	454	315	495	590	412	612	512	-115	-1,027
Vehicle Reserve - Fleet	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-85	-339	-20	-106	-378	0	-300	-827	-1,112	-75
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-85	-339	-20	-106	-378	0	-300	-827	-1,112	-75
	<i>Contributions (+)</i>										
	Fleet Services Operating Contributions	200	200	200	200	200	200	200	200	200	200
	Other Division/Agency Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	200	200	200	200	200	200	200	200	200	200
Total Reserve / Reserve Fund Draws / Contributions		115	-139	180	94	-178	200	-100	-627	-912	125
Balance at Year-End		454	315	495	590	412	612	512	-115	-1,027	-902

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1504	Beginning Balance	308	345	382	371	329	124	3	40	77	114
Vehicle Reserve - Clerks	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	0	0	-48	-79	-243	-158	0	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	0	0	-48	-79	-243	-158	0	0	0	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	37	37	37	37	37	37	37	37	37	37
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	37	37	37	37	37	37	37	37	37	37
Total Reserve / Reserve Fund Draws / Contributions		37	37	-11	-42	-206	-121	37	37	37	37
Balance at Year-End		345	382	371	329	124	3	40	77	114	152

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1509	Beginning Balance	68	78	88	98	108	78	38	48	58	69
Vehicle Reserve - IT Vehicles	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	0	0	0	0	-41	-50	0	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	0	0	0	0	-41	-50	0	0	0	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	10	10	10	10	10	10	10	10	10	10
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	10	10	10	10	10	10	10	10	10	10
Total Reserve / Reserve Fund Draws / Contributions		10	10	10	10	-31	-40	10	10	10	10
Balance at Year-End		78	88	98	108	78	38	48	58	69	79

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1601	Beginning Balance	6,311	6,048	5,901	5,750	5,595	5,436	5,273	5,106	4,934	4,762
Vehicle Reserve - Insurance	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-263	-147	-151	-155	-159	-163	-167	-172	-172	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-263	-147	-151	-155	-159	-163	-167	-172	-172	0
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	0	0	0	0	0	0	0	0	0	0
Total Reserve / Reserve Fund Draws / Contributions		-263	-147	-151	-155	-159	-163	-167	-172	-172	0
Balance at Year-End		6,048	5,901	5,750	5,595	5,436	5,273	5,106	4,934	4,762	4,762

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1700	Beginning Balance	1,466	747	55	-98	165	415	804	355	74	160
Vehicle Reserve - Library	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-1,083	-1,069	-542	-126	-140	0	-838	-671	-304	-150
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-1,083	-1,069	-542	-126	-140	0	-838	-671	-304	-150
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	364	377	389	389	389	389	389	389	389	389
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	364	377	389	389	389	389	389	389	389	389
Total Reserve / Reserve Fund Draws / Contributions		-719	-692	-153	263	249	389	-449	-281	86	239
Balance at Year-End		747	55	-98	165	415	804	355	74	160	399

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

While 2024 shows a negative ending balance, it is anticipated that one time funding injection / changing priorities and revised expenditures will adjust the balance.

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1702	Beginning Balance	548	351	351	351	344	353	404	329	286	307
Vehicle Reserve - Exhibition Place	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	-75	-68	-68	-68	-68	-68	-68	-68	-68
	Fleet Services Withdrawals - Capital	-573	-300	-307	-314	-298	-256	-382	-350	-286	-350
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-573	-375	-375	-382	-366	-324	-450	-418	-354	-418
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	375	375	375	375	375	375	375	375	375	375
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	375	375	375	375	375	375	375	375	375	375
Total Reserve / Reserve Fund Draws / Contributions		-198	0	0	-7	9	51	-75	-43	21	-43
Balance at Year-End		351	351	351	344	353	404	329	286	307	264

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1703	Beginning Balance	980	1,126	1,272	1,418	1,564	1,710	1,856	2,002	2,148	2,294
Vehicle Reserve - Zoo	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-350	-350	-350	-350	-350	-350	-350	-350	-350	-350
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-350	-350	-350	-350	-350	-350	-350	-350	-350	-350
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	496	496	496	496	496	496	496	496	496	496
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	496	496	496	496	496	496	496	496	496	496
Total Reserve / Reserve Fund Draws / Contributions		146	146	146	146	146	146	146	146	146	146
Balance at Year-End		1,126	1,272	1,418	1,564	1,710	1,856	2,002	2,148	2,294	2,440

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1705	Beginning Balance	97	101	108	113	-13	-15	114	244	85	-82
Vehicle Reserve - Arena Boards Of Mgmt	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-120	-120	-124	-256	-132	0	0	-288	-297	-153
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-120	-120	-124	-256	-132	0	0	-288	-297	-153
	<i>Contributions (+)</i>										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	124	127	130	130	130	130	130	130	130	130
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	124	127	130	130	130	130	130	130	130	130
Total Reserve / Reserve Fund Draws / Contributions		4	7	6	-126	-2	130	130	-158	-167	-23
Balance at Year-End		101	108	113	-13	-15	114	244	85	-82	-105

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1707	Beginning Balance	860	887	202	488	238	948	231	336	-753	-1,205
Vehicle Reserve - TCHC	<i>Withdrawals (-)</i>										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-955	-1,668	-697	-1,233	-273	-1,700	-878	-2,072	-1,435	-842
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-955	-1,668	-697	-1,233	-273	-1,700	-878	-2,072	-1,435	-842
	<i>Contributions (+)</i>										
	Fleet Services Operating Contributions	983	983	983	983	983	983	983	983	983	983
	Other Division/Agency Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	983	983	983	983	983	983	983	983	983	983
Total Reserve / Reserve Fund Draws / Contributions		28	-685	286	-250	710	-717	105	-1,089	-452	141
Balance at Year-End		887	202	488	238	948	231	336	-753	-1,205	-1,064

Reserve / Reserve		Contributions / (Withdrawals)									
Fund Name		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ1802	Beginning Balance	45	14	14	14	14	14	14	14	14	14
Vehicle Reserve - OEM	Withdrawals (-)										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-31	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-31	0	0	0	0	0	0	0	0	0
	Contributions (+)										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	0	0	0	0	0	0	0	0	0	0
Total Reserve / Reserve Fund Draws / Contributions		-31	0	0	0	0	0	0	0	0	0
Balance at Year-End		14	14	14	14	14	14	14	14	14	14

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞
XQ0011	Beginning Balance	359,818	334,695	254,594	73,095	29,744	1,534	3,855	28,507	52,855	74,522
Capital Financing	Withdrawals (-)										
	Fleet Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Fleet Services Withdrawals - Capital	-1,505	-8,626	-25,027	-24,771	-20,457	-18,079	-15,348	-12,196	-14,419	-16,770
	Other Division/Agency Withdrawals - Capital	-63,618	-111,475	-196,472	-58,580	-47,753	-19,600	0	-3,456	-3,914	0
	Total Withdrawals	-65,123	-120,101	-221,499	-83,351	-68,210	-37,679	-15,348	-15,652	-18,333	-16,770
	Contributions (+)										
	Fleet Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Total Reserve / Reserve Fund Draws / Contributions		-25,123	-80,101	-181,499	-43,351	-28,210	2,321	24,652	24,348	21,667	23,230
Balance at Year-End		334,695	254,594	73,095	29,744	1,534	3,855	28,507	52,855	74,522	97,752

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Appendix 11

Glossary

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

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

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

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

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

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

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

New / Enhanced: 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).