

2024 Program Summary

Fleet Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

As the City's fleet asset manager, Fleet Services provides comprehensive fleet, fuel and vehicle energy management services, safely and efficiently 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, Boards, and Corporations have safe, available, reliable and environmentally sustainable fleet assets to meet their service delivery requirements.

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

What Service We Provide

Fleet Management

Who We Serve: All City divisions and multiple City agencies, boards, and corporations.

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

How Much Resources (gross 2024 operating budget): \$53.5 million

Fuel and Energy Management

Who We Serve: All City divisions and multiple City agencies, boards, 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 2024 operating budget): \$21.1 million

Budget at a Glance

2024 OPERATING BUDGET

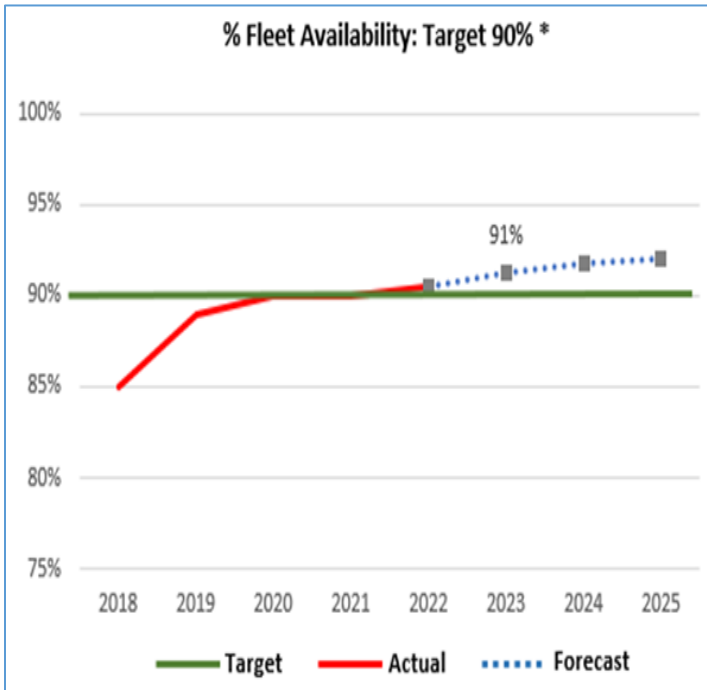
\$Million	2024	2025	2026
Revenues	\$39.5	\$39.0	\$39.1
Gross Expenditures	\$74.5	\$77.8	\$78.4
Net Expenditures	\$35.0	\$38.8	\$39.3
Approved Positions	206.0	206.0	206.0

2024 - 2033 10-YEAR CAPITAL PLAN

\$Million	2024	2025-2033	Total
Gross Expenditures	\$129.3	\$1,256.3	\$1,385.6
Debt	\$0.0	\$56.8	\$56.8

Note: Includes 2023 carry forward funding

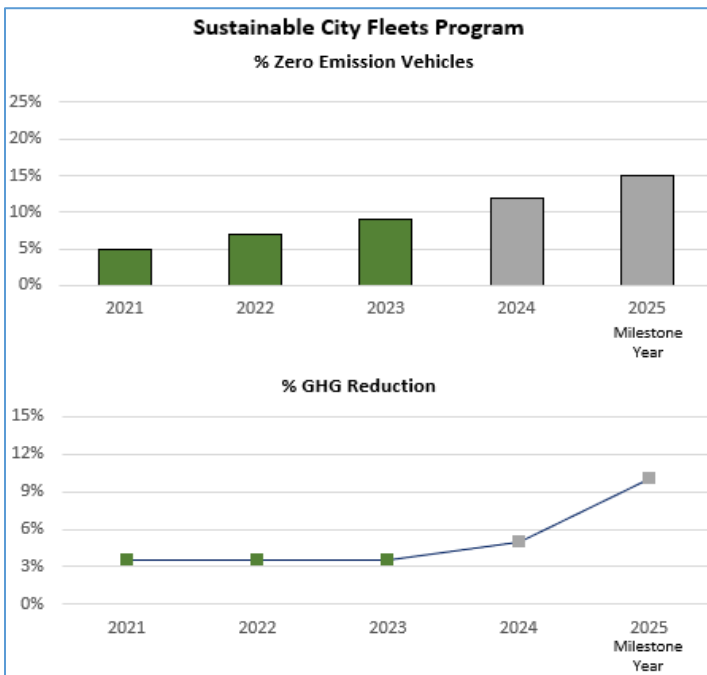
How Well We Are Doing – Behind the Numbers



- Fleet availability or reduction of vehicle downtime, relies on:
 - Available highly skilled and motivated staff;
 - Available parts to perform necessary maintenance and repair;
 - Reduction of vehicle operator issues that cause unnecessary downtime; and
 - Timely replacement of fleet assets that have reached the end of life.

- To reach the targeted level of Fleet Availability, Fleet Services requires:
 - Continued focus on attracting and retaining staff, especially those in skilled trades;
 - Ensuring that parts are available when conducting maintenance and repairs;
 - Contracts are appropriately leveraged and managed to balance capacity and capability of internal operations;
 - Providing operator re-training if needed; and
 - Additional investments in capital to ensure that vehicles are being replaced on time.

* Target is a blended target based on proportion of the fleet broken down by vehicle class (light duty – 95%, medium duty – 92%, heavy duty – 85%, off-road – 85%)



- Fleet Services has eliminated approximately 195 metric kilotons of greenhouse gas emissions, a 43% reduction from 1990 levels. This is in line with meeting the 2025 reduction target of 45%.
- 7% of current City-owned vehicles are zero-emission.
- 46% of vehicles are employing hybrid or other emission reduction technologies and alternative fuels.
- Replacements of non-specialized light duty vehicles are with electric equivalents and there is significant engineering and operational evaluation work underway in partnership with the industry with a focus on medium- and heavy-duty vehicles.
- Fleet Services continues to expand the City's corporate electric vehicle (EV) charging infrastructure to enable and support accelerated transition of City Fleets to zero-emission vehicles (ZEV).
- The expanded City of Toronto corporate EV charging station network currently has 215 charge ports available at 86 City sites.

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
Fleet Safety	MTO CVOR* (Commercial Vehicle Operator's Registration) Safety Rating	35%	35%	35%	35%	●	35%	35%
Fleet Replacement Program	% Fleet replaced on time (Secured Supply for Funded Replacement Assets)	N/A	90%	90%	80%	●	90%	90%
Fleet Replacement Program	SOGR Backlog Change	N/A	-27%	-27%	-27%	●	-22%	-22%
Fleet Maintenance	Preventative Maintenance Program Compliance	67%	80%	94%	80%	●	94%	94%
Fleet Maintenance	Cost / kilometre for light duty vehicles	\$0.26	\$0.27	\$0.30	\$0.27	●	\$0.32	\$0.32
Fleet Maintenance	% Preventive maintenance vs Corrective Maintenance Work Order	62%	63%	70%	63%	●	70%	70%
Fleet Maintenance – Parts Availability	% Parts filled in 1 hour	N/A	80%	88%	90%	●	90%	90%
Service Level Measures								
Fleet Management	% Fleet Availability	90%	91%	90%	91%	●	90%	90%
Sustainable City Fleets Program	% Zero Emission Vehicles	5%	7%	12%	9%	●	12%	15%
Sustainable City Fleets Program	% GHG Reduction	1%	3.5%	3.5%	3.5%	●	5%	10%

*The CVOR system monitors an operator's safety record, obligating the City to adhere to driver safety requirements/certifications, maintain the mechanical safety condition of vehicles and keep required records on file.
 Note: To improve measures; Age needs to decrease, CVOR needs to decrease, Cost/KM needs to decrease, Preventive Maintenance needs to increase, and Fleet availability needs to increase.
 N/A – Either no data available yet or was not tracked at that point of time.

2023 Projection to 2023 Target Comparison

● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- **Talent** – Fleet Services made significant progress filling much-needed positions in all functions in the division. Working with union partners, we have implemented new initiatives specifically focused to attract and retain skilled trades through the implementation of apprenticeship program.
- **Data** – Enabled by centralized telematics, we have expanded the use of data to drive operational performance in fleet operations, improving our ability to be effective asset managers. Combined with business intelligence we have advanced this data-driven approach to help our clients: optimize their fleet sizes, reduce the reliance on rented vehicles, improve fleet safety and drive improvements in preventative maintenance compliance.
- **Parts** – Working with our contract partners, we have significantly increased the availability of parts to support our internal operations.
- **Sustainability** – Fleet Services has contributed to the overall reduction of greenhouse gas (GHG) emissions achieved by the City's Fleets using electric and hybrid vehicles, anti-idling devices, the use of renewable natural gas in heavy duty vehicles and right sizing vehicles, among other actions.

Key Challenges and Risks

- **Talent** – Due to a global shortage of talent in the skilled trades coupled with the aging technician workforce, Fleet is challenged with attracting and retaining mechanics that support our internal operations.
- **State of Good Repair (SOGR)** – Reducing the SOGR backlog is challenged by City division funding prioritization for fleet asset replacements and reduced supply of new vehicles due to worldwide supply chain issues. These realities increase the backlog, increase maintenance costs associated with keeping older equipment on the road and lower fleet availability, resulting in a higher total cost of ownership.
- **Sustainability** – The ability to meet Net-Zero emission target by 2040 requires significant investments in the capital program to support higher cost zero-emission vehicles and the needed charging infrastructure, as well as close partnerships with the industry to evaluate zero emission vehicle solutions.
- **Cost pressures** – Driven by high rates of inflation, Fleet Services is experiencing increased pressure due to significantly higher capital program costs for the replacement of vehicles and equipment, higher costs for parts, labour and other contract costs, as well as continued uncertainty in fuel prices due to global market volatilities.
- **Fleet Availability** – Maintaining aging fleet assets combined with the shortage of skilled trades and supply chain impacts on parts increases vehicle downtime and increases wait times for contracted services repairs.

Priority Actions

- **Talent** – Fully operationalize newly designed skilled-trades apprenticeship program to have a pipeline of well-trained, licensed, and competent technicians. Investments in succession planning, training, and education are improving talent attraction and will contribute to retention.
- **Right-size the fleet** – With a focus on fleet planning and using a data driven approach, ensure that the City configures and optimizes the use of fleet assets needed to provide services to the public and maximize the utilization of those assets. We need to continue to remove assets that are beyond economic repair and/or underutilized, while advancing the City's FleetShare program.
- **Fleet Safety Initiatives** – Advance improvements, deploy technology and training to contribute to overall improved safe operation of vehicles through initiatives with Vision Zero, and internally improve fine management and recovery efforts.
- **Sustainability** – Implement and accelerate our Sustainable Fleets Plan to meet GHG emission reduction targets and service levels by 2040, including accelerating the active-transportation and electric vehicle charging station network and replacement with electric vehicles.
- **Modernizing Service Delivery** – Use technology to transform our approach to fleet asset management including safe operation, reliability-centric maintenance, program, and asset utilization. We need to continue to expand the use of data to drive the right actions to improve our operational performance and cost effectiveness.

2024 BUDGET

1. The 2024 Operating Budget for Fleet Services of \$74.535 million gross, \$39.543 million revenue, and \$34.992 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Fleet Management	53,461.4	26,961.7	26,499.7
Fuel/Energy Management	21,074.0	12,581.4	8,492.6
Total Fleet Services Budget	74,535.4	39,543.1	34,992.3

- The 2024 staff complement for Fleet Services of 206.0 positions comprised of 206.0 operating positions.
2. The 2024 Capital Budget for Fleet Services with cash flows and future year commitments totaling \$415.645 million as detailed by project in [Appendix 5a](#).
 3. The 2025-2033 Capital Plan for Fleet Services totalling \$969.935 million in project estimates as detailed by project in [Appendix 5b](#).
 4. That all sub-projects with third party financing be subject to the receipt of such financing in 2024 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
Fleet Management	20,770.8	24,937.9	23,463.3	24,937.9	26,961.7		26,961.7	2,023.8	8.1%
Fuel/Energy Management	9,976.5	15,895.7	14,955.7	15,895.7	12,581.4		12,581.4	(3,314.3)	(20.9%)
COVID-19 Virus	331.0								N/A
Total Revenues	31,078.3	40,833.6	38,419.0	40,833.6	39,543.1		39,543.1	(1,290.5)	(3.2%)
Expenditures									
Fleet Management	46,077.0	49,883.1	49,064.6	49,883.1	53,461.4		53,461.4	3,578.4	7.2%
Fuel/Energy Management	22,530.0	23,693.7	23,534.5	23,693.7	21,074.0		21,074.0	(2,619.8)	(11.1%)
COVID-19 Virus	1,054.2	156.0							N/A
Total Gross Expenditures	69,661.2	73,732.8	72,599.1	73,576.8	74,535.4		74,535.4	958.6	1.3%
Net Expenditures	38,582.9	32,899.2	34,180.1	32,743.2	34,992.3		34,992.3	2,249.1	6.9%
Approved Positions**	206.0	206.0	206.0	206.0	206.0		206.0	N/A	N/A

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of \$74.535 million gross reflects a \$0.959 million or 1.3% increase from the 2023 budget predominantly arising from:

- Inflationary increases on parts, labour, and other maintenance costs in maintaining SOGR and ensuring the health and safety of vehicle operations, **(\$3.6 million)**.
- Reductions in fuel costs based on outlook in fuel prices, **(-\$2.6 million)**.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fleet Services' 2024 Operating Budget do not have any significant equity impacts.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for Fleet Services of \$34.992 million is \$2.249 million or 6.9% greater than the 2023 Net Budget, when reversing 2023 pandemic costs and applying a zero-base budget approach to all prior year COVID-19 related financial impacts. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$000s)	2024				2025
	Revenues	Gross	Net	Positions**	Annualized impact (Net)
2023 Budget	40,833.6	73,732.8	32,899.2	206	N/A
2023 Projection*	38,419.0	72,599.1	34,180.1	N/A	N/A
2023 Budget (excl. COVID)	40,833.6	73,576.8	32,743.2	206	N/A
Key Cost Drivers:					
Operating Impacts of Capital					
ZEV charging infrastructure stations	50.7	161.8	111.1		260.3
Salary & Benefits					
Salaries & benefits increase		163.5	163.5		122.2
Recruitment & retention of hard-to-fill positions		522.7	522.7		
Non-Salary Inflation					
Fuel price & volume Impacts	(3,414.0)	(3,035.0)	379.0		1,014.6
Inflation on maintenance costs	2,758.2	3,533.4	775.1		1,007.7
Short-term rentals	(894.8)	792.0	1,686.8		
Revenue Increase/Decrease					
Revenue changes	521.2		(521.2)		521.2
Other Changes					
Reserve contribution		277.0	277.0		
Transfers from capital fund	(311.9)		311.9		
Sub-Total - Key Cost Drivers	(1,290.5)	2,415.4	3,705.9		2,925.9
Affordability Measures:					
Realignment of external services		(890.0)	(890.0)		890.0
Salary and Benefits Adjustments		(566.8)	(566.8)		
Sub-Total - Affordability Measures		(1,456.8)	(1,456.8)		890.0
Total 2024 Budget	39,543.1	74,535.4	34,992.3	206.0	3,815.9
Change from 2023 Budget (excl. COVID) (\$)	(1,290.5)	958.6	2,249.1	N/A	N/A
Change from 2023 Budget (excl. COVID) (%)	-3%	1%	7%	N/A	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Operating Impacts of Capital:**

- Operating costs to maintain and operate Zero-Emission Vehicle (ZEV) charging stations across the City's infrastructure.

Salaries & Benefits:

- Increase in the rate of pay for mechanics to improve recruitment and retention of hard-to-fill positions, union COLA and merit pay adjustments.

Non-Salary Inflation:

- Reductions in fuel costs and fuel recoveries after considering outlook on fuel prices compared to the 2023 experience.
- Increase in costs from inflationary pressures on parts, labour, and other maintenance costs in maintaining SOGR and the health and safety of vehicle operations.

Revenue Changes:

- One-time revenue from federal government for reimbursement of EV infrastructure program costs.

Other Changes:

- Reduced number of staff delivering capital projects.

Affordability Measures:

Table 3: Offsets and Efficiencies

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Realignment of external services	Efficiencies	No Equity Impact		(890.0)	(890.0)		890.0	890.0	
Salary and Benefits Adjustments	Base Savings	No Equity Impact		(566.8)	(566.8)		566.8	566.8	
Total Affordability Measures				(1,456.8)	(1,456.8)	-	1,456.8	1,456.8	-

- **Realignment of external services** – Reductions from a review of external maintenance services performed to improve efficiencies.
- **Salary and Benefits Adjustments** - Align the budget with actual experience/anticipated hiring plans that result in less than full year S&B budget.

2025 & 2026 OUTLOOKS**Table 4: 2025 and 2026 Outlooks**

(In \$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Revenues			
Revenue Changes		(15.0)	134.4
Contribution from Reserve		(521.2)	
Total Revenues	39,543.1	(536.2)	134.4
Gross Expenditures			
Salaries and Benefits		122.2	162.0
Reserve Contribution		700.0	
Fuel Price and Volume Impacts		1,093.5	33.7
Inflationary Impacts		1,082.4	135.9
Other Expenditures		281.6	274.4
Total Gross Expenditures	74,535.4	3,279.7	606.0
Net Expenditures	34,992.3	3,815.9	471.6
Approved Positions	206.0		

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$77.815 million reflects an anticipated \$3.280 million or 4.4% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlook expects a further increase of \$0.606 million or 0.8% above 2025 gross expenditures.

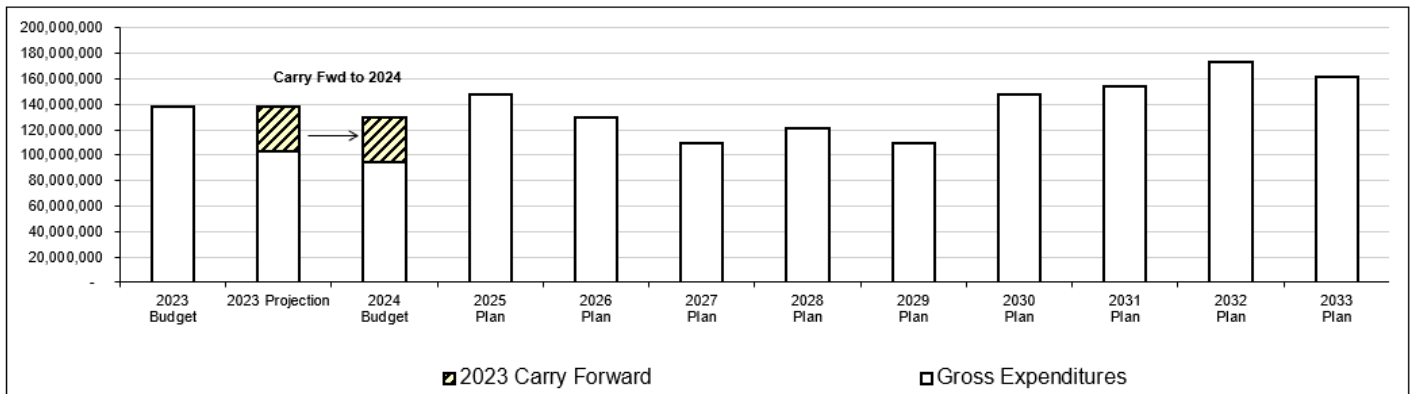
These changes arise from the following:

- Salaries and Benefits increases primarily from benefits and union step increases;
- Reserve contributions reverting to adequate levels to ensure continued funding for critically important internal projects and sustainment of strategic programs and priorities in 2025;
- Higher fuel costs are partially offset by reductions in consumption as the Fleet Services continues to replace vehicles and equipment with zero-emission vehicles in 2025 and 2026; and
- Inflationary impacts on parts, service, rentals, and other general maintenance costs in 2025 and 2026.

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 – 2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2023		2024 Capital Budget and 2025 - 2033 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
	Gross Expenditures by Project Category:												
Health & Safety & Legislated	3,221	1,835	6,418	4,378	447	241	258	153	199	206	166	196	12,661
SOGR	133,698	79,066	122,311	142,737	129,331	109,576	121,182	109,080	148,144	154,201	173,458	161,520	1,371,540
Service Improvement & Growth	869	494	605	382	393								1,380
Total by Project Category	137,788	81,396	129,334	147,496	130,172	109,817	121,439	109,233	148,343	154,407	173,624	161,716	1,385,581
Financing:													
Debt				34,350								22,448	56,798
Reserves/Reserve Funds	137,788	81,396	129,334	113,146	130,172	109,817	121,439	109,233	148,343	154,407	173,624	139,268	1,328,783
Total Financing	137,788	81,396	129,334	147,496	130,172	109,817	121,439	109,233	148,343	154,407	173,624	161,716	1,385,581





Changes to Existing Projects	New Projects	Capital Needs Constraints (\$167.5 Million)
There are no changes to existing projects.	There are no new projects.	Fleet Services has three unmet projects over the 10-year planning horizon: <ul style="list-style-type: none"> \$101.2 million - ZEV - Energy Storage & Other System Support \$49.2 million - ZEV Accelerated Infrastructure \$17.1 million - Fuel Site Infrastructure

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

\$1,385.6 Million 10-Year Gross Capital Program

			
A Well-Run City	Financial Sustainability	Keep Toronto Moving / Tackling Climate Change	Housing
\$1,351.3 M 97.6%	\$1.7 M 0.1%	\$19.9 M 1.4%	\$12.7 M 0.9%
<ul style="list-style-type: none"> Fleet Replacement Programs <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> Capital Asset Management <input checked="" type="checkbox"/> Financial Systems Transformation <input checked="" type="checkbox"/> 	<p>Sustainable Fleet Plans:</p> <ul style="list-style-type: none"> ZEV Fleet Replacement <input checked="" type="checkbox"/> ZEV Charging Infrastructure <input checked="" type="checkbox"/> Sustainable Fleet Project <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> Toronto Shelter and Support and Toronto Community Housing Corporation Vehicle & Equipment replacement <input checked="" type="checkbox"/>

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

*Information above includes full project / sub-project 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

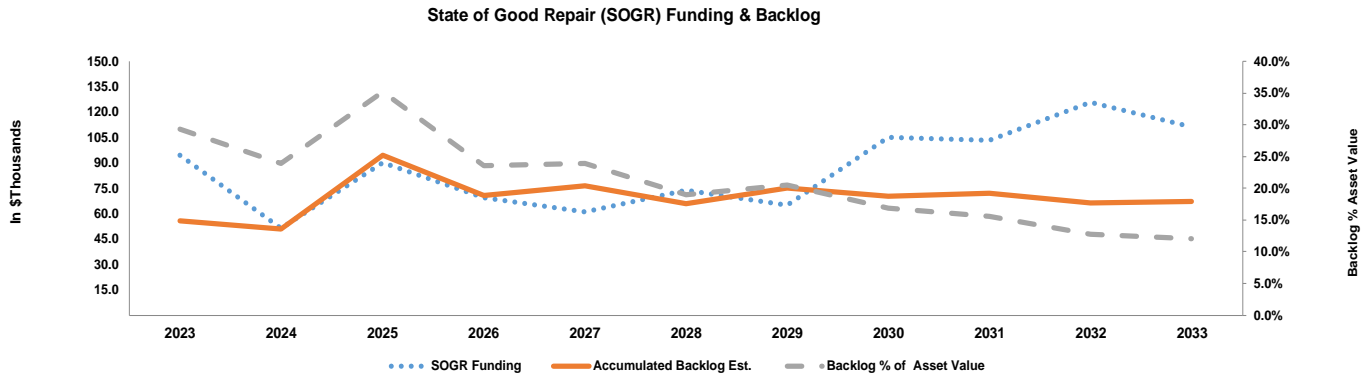
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$1,385.6 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$56.8 M		
Reserve / Reserve Fund	\$1,328.8 M		

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

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

Chart 2: Total SOGR Funding & Backlog



\$ Millions	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SOGR Funding	94.6	51.4	90.0	69.6	61.0	73.7	65.1	105.1	103.6	125.8	111.2
Accumulated Backlog Est.	55.7	51.0	94.4	70.7	76.6	65.9	75.2	70.4	72.0	66.2	67.4
Backlog % of Asset Value	29.3%	24.0%	35.1%	23.6%	24.0%	18.9%	20.6%	16.9%	15.6%	12.7%	12.1%
Total Asset Value	190.0	212.5	268.7	299.7	319.3	348.0	365.6	417.1	461.2	520.2	558.9

- The accumulated backlog is anticipated to increase from \$55.7 million in 2023 to \$67.4 million in 2033, representing 12.1% of the total replacement value estimated to be \$558.9 million by 2033.
- SOGR funding of \$51.4 million is the portion of the 2024 capital budget that is related to fleet vehicle asset replacements and excludes those divisions where Fleet Services does not report on the life cycle of their fleet vehicle assets. It only represents new 2024 cash flows and future commitments as requested for the 2023 fleet asset replacement program.
- The accumulated ending backlog of \$55.7 million for 2023 takes into consideration all the SOGR funding that was in the 2023 capital budget compared to what was to be replaced. Each year, the backlog changes based on the difference between Client and Fleet agreed-upon replacements. Based on current funding levels, the accumulated SOGR backlog is anticipated to exceed \$67 million by 2033.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2024 Capital Budget will impact the 2025 Operating Budget by a total of \$0.260 million net arising from completing phases of the ZEV Charging Infrastructure project, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
ZEV Charging Infrastructure	111.0		149.3									260.3		
Total (Net)	111.0		149.3									260.3		

Previously Approved & New projects

- The *ZEV Charging Infrastructure* project will result in net operating costs of \$0.111 million in 2024 and a further increase of \$0.149 million in 2025. These costs arise from advancing the installation of EV charging stations across the City’s fleets to facilitate the conversion to zero emission vehicles. They are related to the ongoing maintenance and airtime fees for all charging stations.
- The 2024 operating costs associated with the *ZEV Charging Infrastructure* in 2024, as mentioned above, have been included in the 2024 Operating Budget for Fleet Services. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In \$000s)	2021 Actual	2022 Actual	2023 Budget	2023 Projection*	2024 Budget	2024 Change from 2023 Budget		2024 Change from 2023 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
Federal Subsidies					521.2	521.2		521.2	
Transfers From Capital	259.2	908.6	1,635.4	1,240.7	1,374.2	(261.2)	(16.0%)	133.5	10.8%
Sundry and Other Revenues	6,406.0	6,307.7	8,929.7	8,454.3	7,706.8	(1,222.9)	(13.7%)	(747.5)	(8.8%)
Inter-Divisional Recoveries	24,505.5	23,861.9	30,268.5	28,723.9	29,940.8	(327.6)	(1.1%)	1,216.9	4.2%
Total Revenues	31,170.7	31,078.3	40,833.6	38,419.0	39,543.1	(1,290.5)	(3.2%)	1,124.1	2.9%
Salaries and Benefits	18,721.9	20,816.7	24,955.7	22,829.1	25,161.7	206.0	0.8%	2,332.5	10.2%
Materials & Supplies	26,541.0	34,076.1	34,009.7	33,344.1	32,472.4	(1,537.3)	(4.5%)	(871.7)	(2.6%)
Equipment	158.3	333.1	197.0	242.6	200.8	3.8	1.9%	(41.8)	(17.2%)
Service and Rent	12,293.9	12,779.0	11,864.5	13,477.3	13,717.6	1,853.1	15.6%	240.3	1.8%
Contribution To Reserves/Reserve Funds	983.0	1,653.8	2,706.0	2,706.0	2,983.0	277.0	10.2%	277.0	10.2%
Inter-Divisional Charges		2.5							
Total Gross Expenditures	58,698.1	69,661.2	73,732.8	72,599.1	74,535.4	802.6	1.1%	1,936.3	2.7%
Net Expenditures	27,527.4	38,582.9	32,899.2	34,180.1	34,992.3	2,093.1	6.4%	812.3	2.4%

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)		2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CFL002	Public Health - Fleet Replacement	☑	352		118		53					85	609		609	
CFL003	Library - Fleet Replacement	☑	331	369	716	1,679	547	1,876			1,650	302	7,470		7,470	
CFL005	Parks, Forestry & Recreation-Fleet Replacement	☑	9,641	8,661	13,553	17,982	18,046	18,077	18,300	18,459	20,834	20,588	164,141		164,141	
CFL006	PMMD At-Large Vehicle Purchase	☑	103	178	108		235	390	71	140	551	54	1,831		1,831	
CFL007	Municipal Licensing & Standards-Fleet Replacement	☑	917	576	2,351	1,313	2,814	1,182	1,639	740	1,290	809	13,633		13,633	
CFL008	Solid Waste - Fleet Replacement	☑	22,377	55,216	15,701	12,265	13,935	14,655	27,786	53,448	62,090	48,601	326,073		326,073	
CFL009	Engineering & Construction Serv Fleet Replacement	☑	305	507	517	443	600	732	810	672	86		4,672		4,672	
CFL010	Transportation Services - Fleet Replacement	☑	7,463	9,379	22,367	10,137	22,635	4,134	23,951	8,820	12,192	22,767	143,844		143,844	
CFL013	Paramedics - Fleet Replacement	☑	21,027	14,500	16,300	18,500	18,100	19,300	21,500	27,400	25,600	26,900	209,127		209,127	
CFL014	Fire-Fleet Replacement	☑	45,359	34,350	39,522	26,282	25,585	22,997	20,487	22,277	21,170	22,448	280,477		280,477	
CFL016	Zoo-Fleet Replacement	☑	496	496	496	496	496	496	496	496	496	496	4,960		4,960	
CFL017	Exhibition Place - Fleet Replacement	☑	376	784	450	450	450	375	400	375	375	375	4,410		4,410	
CFL019	Arena Boards - Replacement of Ice Resurfacers	☑		594	210			380	420	210	149	210	2,173		2,173	
CFL030	Fleet Replacement - Insurance Contingency		125										125		125	
CFL035	Fleet Services - Fleet Replacement	☑	154	619	164	602	56	1,441		767	480	125	4,410		4,410	
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	☑	454	2,158	1,628	2,235	992	610	2,511	376	1,484	352	12,800		12,800	
CFL037	Clerks - Fleet Replacement	☑				99	116	432	255				901		901	
CFL038	Toronto Water - Fleet Replacement	☑	7,849	9,035	9,963	12,007	11,410	17,845	26,937	18,111	21,277	14,957	149,391		149,391	
CFL041	Fuel Site Infrastructure		2,159	2,625	2,756	2,894	3,039	578					14,051		14,051	
CFL044	Toronto Building - Fleet Replacement	☑		327	254		51	130				289	1,051		1,051	
CFL045	PPF&A - Fleet Replacement	☑								63			63		63	
CFL046	EDCT - Fleet Replacement	☑	159	89		290		161	123	186	75	205	1,287		1,287	
CFL049	Toronto Community Housing Corp.- Fleet Replacement	☑	832	1,543	1,805	1,520	1,828	2,655	2,269	968	3,416	1,538	18,373		18,373	
CFL050	Information & Technology - Fleet Replacement	☑				60							60		60	
CFL051	Shelter, Support & Housing Admin-Fleet Replacement	☑	92	371				443		492		136	1,534		1,534	
CFL053	Fleet - Tools & Equipment		238	261	251	322	194	190	190	201	243	282	2,373		2,373	
CFL056	Vendor Management Portal		235										235			235
CFL059	Sustainment of Fleet Technologies and Systems		371	382	393								1,145			1,145
CFL060	Fleet Office Modernization Plan		100	100	100								300		300	
CFL067	Sustainable Fleet Project	☑	347	328	397	191	208	103	149	156	116	146	2,140	2,140		
CFL068	ZEV Fleet Replacement	☑	200	50	50	50	50	50	50	50	50	50	650	650		
CFL069	ZEV Charging Infrastructure	☑	5,871	4,000									9,871	9,871		
CFL070	Ellesmere Tool Replacement		1,403										1,403		1,403	
Total Expenditures			129,334	147,496	130,172	109,817	121,439	109,233	148,343	154,407	173,624	161,716	1,385,581	12,661	1,371,540	1,380

- ☑ - 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 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2024	2025	2026	2027	2028	2029	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
CFL002	Public Health - Fleet Replacement	352						352	352		
CFL003	Library - Fleet Replacement	331		613				944	331	613	
CFL005	Parks, Forestry & Recreation-Fleet Replacement	9,641	8,661	6,361				24,663	10,292	14,370	
CFL006	PMMD At-Large Vehicle Purchase	103						103	103		
CFL007	Municipal Licensing & Standards-Fleet Replacement	917						917	92	825	
CFL008	Solid Waste - Fleet Replacement	22,377	55,216	11,953	2,253			91,798	63,768	28,030	
CFL009	Engineering & Construction Serv Fleet Replacement	305	227					531	305	227	
CFL010	Transportation Services - Fleet Replacement	7,463	9,379	21,518				38,360	7,278	31,082	
CFL013	Paramedics - Fleet Replacement	21,027						21,027	7,827	13,200	
CFL014	Fire-Fleet Replacement	45,359	34,350	39,522	26,282	25,585	21,357	192,455	192,455		
CFL016	Zoo-Fleet Replacement	496						496		496	
CFL017	Exhibition Place - Fleet Replacement	376	554					930	376	554	
CFL019	Arena Boards - Replacement of Ice Resurfacers		174					174		174	
CFL030	Fleet Replacement - Insurance Contingency	125						125	125		
CFL035	Fleet Services - Fleet Replacement	154	600	103				857	154	703	
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	454	574					1,028	210	818	
CFL037	Clerks - Fleet Replacement										
CFL038	Toronto Water - Fleet Replacement	7,849	9,035	6,905				23,789	9,118	14,671	
CFL041	Fuel Site Infrastructure	2,159	2,310					4,469	1,859	2,610	
CFL044	Toronto Building - Fleet Replacement										
CFL046	EDCT - Fleet Replacement	159	57					216	159	57	
CFL049	Toronto Community Housing Corp.- Fleet Replacement	832	1,380					2,212	832	1,380	
CFL050	Information & Technology - Fleet Replacement										
CFL051	Shelter, Support & Housing Admin-Fleet Replacement	92	371					463	92	371	
CFL053	Fleet - Tools & Equipment	238						238		238	
CFL056	Vendor Management Portal	235						235	235		
CFL059	Sustainment of Fleet Technologies and Systems	371	382	393				1,145	1,145		
CFL060	Fleet Office Modernization Plan	100	100	100				300	300		
CFL067	Sustainable Fleet Project	347						347		347	
CFL068	ZEV Fleet Replacement	200						200		200	
CFL069	ZEV Charging Infrastructure	5,871						5,871		5,871	
CFL070	Ellesmere Tool Replacement	1,403						1,403	473	930	
Total Expenditure (including carry forward from 2023)		129,334	123,369	87,466	28,535	25,585	21,357	415,645	297,881	117,764	

Appendix 5b

2025 - 2033 Capital Plan

Project Code	(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CFL002	Public Health - Fleet Replacement		118		53					85	257		257	
CFL003	Library - Fleet Replacement	369	103	1,679	547	1,876			1,650	302	6,527		6,527	
CFL005	Parks, Forestry & Recreation-Fleet Replacement		7,193	17,982	18,046	18,077	18,300	18,459	20,834	20,588	139,478		139,478	
CFL006	PMMD At-Large Vehicle Purchase	178	108		235	390	71	140	551	54	1,728		1,728	
CFL007	Municipal Licensing & Standards-Fleet Replacement	576	2,351	1,313	2,814	1,182	1,639	740	1,290	809	12,715		12,715	
CFL008	Solid Waste - Fleet Replacement		3,748	10,013	13,935	14,655	27,786	53,448	62,090	48,601	234,275		234,275	
CFL009	Engineering & Construction Serv Fleet Replacement	280	517	443	600	732	810	672	86		4,140		4,140	
CFL010	Transportation Services - Fleet Replacement		849	10,137	22,635	4,134	23,951	8,820	12,192	22,767	105,485		105,485	
CFL013	Paramedics - Fleet Replacement	14,500	16,300	18,500	18,100	19,300	21,500	27,400	25,600	26,900	188,100		188,100	
CFL014	Fire-Fleet Replacement					1,640	20,487	22,277	21,170	22,448	88,022		88,022	
CFL016	Zoo-Fleet Replacement	496	496	496	496	496	496	496	496	496	4,464		4,464	
CFL017	Exhibition Place - Fleet Replacement	230	450	450	450	375	400	375	375	375	3,480		3,480	
CFL019	Arena Boards - Replacement of Ice Resurfacers	420	210			380	420	210	149	210	1,999		1,999	
CFL035	Fleet Services - Fleet Replacement	19	62	602	56	1,441		767	480	125	3,553		3,553	
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	1,584	1,628	2,235	992	610	2,511	376	1,484	352	11,772		11,772	
CFL037	Clerks - Fleet Replacement			99	116	432	255				901		901	
CFL038	Toronto Water - Fleet Replacement		3,059	12,007	11,410	17,845	26,937	18,111	21,277	14,957	125,602		125,602	
CFL041	Fuel Site Infrastructure	315	2,756	2,894	3,039	578					9,582		9,582	
CFL044	Toronto Building - Fleet Replacement	327	254		51	130				289	1,051		1,051	
CFL045	PPF&A - Fleet Replacement							63			63		63	
CFL046	EDCT - Fleet Replacement	32		290		161	123	186	75	205	1,071		1,071	
CFL049	Toronto Community Housing Corp.- Fleet Replacement	162	1,805	1,520	1,828	2,655	2,269	968	3,416	1,538	16,161		16,161	
CFL050	Information & Technology - Fleet Replacement			60							60		60	
CFL051	Shelter, Support & Housing Admin-Fleet Replacement					443		492		136	1,072		1,072	
CFL053	Fleet - Tools & Equipment	261	251	322	194	190	190	201	243	282	2,135		2,135	
CFL059	Sustainment of Fleet Technologies and Systems													
CFL067	Sustainable Fleet Project	328	397	191	208	103	149	156	116	146	1,793	1,793		
CFL068	ZEV Fleet Replacement	50	50	50	50	50	50	50	50	50	450	450		
CFL069	ZEV Charging Infrastructure	4,000									4,000	4,000		
Total Expenditures		24,127	42,706	81,282	95,854	87,876	148,343	154,407	173,624	161,716	969,935	6,243	963,692	

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

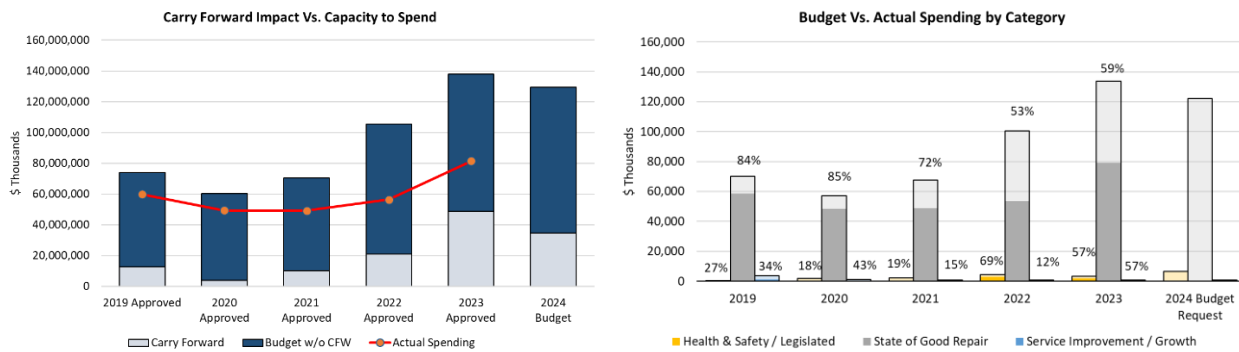
Appendix 7

Capacity to Spend Review

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

- The Fleet Services' actual spending over the previous three years, from 2021 to 2023, has averaged \$62.321 million per year or 61%.
- The projected spending for 2023 is \$81.396 million or 59.1% of the 2023 Capital Budget of \$137.789 million. The project spend delay is mainly attributed to global supply chain issues for manufacturers and suppliers. Fleet Services has seen lead time double from 6 months to 12 months for light duty and increase from 18 months to 24-36 months for medium and heavy duty. The unspent cash flow funding of \$34.593 million has been carried forward into 2024 to continue and complete the scheduled vehicle replacements.
- The 2024 Capital Budget includes a total cash flow funding \$129.334 million which includes 2023 carry-forward of \$34.593 million. The funding is consistent with the 2023 Capital Budget.
- The automotive manufacturing industry continues to face supply chain issues and pressures on prices for materials and parts that go into the manufacturing of various vehicles & equipment.
- The overall cost of new replacement vehicles and equipment for both internally combustible engine (ICE) vehicles and zero-emission vehicles (ZEV) have risen significantly, and in many cases have resulted in additional costs of 30-40%.

- Fleet Services continues to experience delays in the delivery and supply of replacement vehicles but has seen this time delay decrease as the global supply market catches up with waning demands. To further mitigate this risk, the 2024 budget continues to consider the timing of the cashflows to align closer with expected delays in delivery times.
- Exchange rates for USD with CAD continue to provide risk to prices of replacement vehicles & equipment.
- Continuing from 2023, Fleet Services lead time has doubled from 6 to 12 months for light duty and from 18 to 24-36 months for medium / heavy duty vehicles and has taken this into account when preparing the 10-year capital plan and the timing of the cashflows.

Appendix 8

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
ZEV Accelerated Infrastructure	49.24		49.24		4.01	6.62	5.59	5.59	5.60	5.60	5.61	5.31	5.31
Fuel Site Infrastructure	17.05		17.05						2.61	3.35	3.52	3.69	3.88
ZEV - Energy Storage & Other System Support	101.19		101.19		7.80	15.76	21.41	14.81	12.20	12.20	6.50	5.25	5.25
Total Needs Constraints (Not Included)	167.48		167.48		11.81	22.37	27.00	20.40	20.41	21.15	15.62	14.25	14.44

In addition to the 10-Year Capital Plan of \$1,385.6 million, staff have also identified \$167.5 million in capital needs constraints for Fleet Services as reflected in the table above. Key projects include:

- ZEV Accelerated Infrastructure - To install higher capacity chargers to accommodate the charging of medium- and heavy-duty classes of vehicles.
- Fuel Site Infrastructure – To replace and/or update the City’s fuel site infrastructure as each site comes to the end of their life.
- ZEV – Energy Storage & Other System Support – To build and maintain the storage facilities and capacity to provide the energy requirements to support an expanded EV network.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2024 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	2024	2025	2026
XQ0003			
Beginning Balance	3,299	-1,964	-585
Vehicle & Equip Replacement			
<i>Withdrawals (-)</i>			
Fleet Services ~ Withdrawals - Operating ‡	0	0	0
Fleet Services ~ Withdrawals - Capital	-7,263	-1,120	-1,191
Total Withdrawals	-7,263	-1,120	-1,191
<i>Contributions (+)</i>			
Fleet Services ~ Contributions - Operating	2,000	2,500	2,500
Other Program ~ Contributions - Operating	0	0	0
Total Contributions	2,000	2,500	2,500
Net Contributions	-5,263	1,380	1,309
Balance at Year-End	-1,964	-585	724

Note: \$2.7M reimbursement fund is expected from the Federal Government for ZEV Program.

Reserve / Reserve Fund Name	2024	2025	2026
XQ1503			
Beginning Balance	1,284	1,130	711
Vehicle Reserve - Fleet			
<i>Withdrawals (-)</i>			
Fleet Services ~ Withdrawals - Capital	-154	-619	-164
Total Withdrawals	-154	-619	-164
<i>Contributions (+)</i>			
Fleet Services ~ Contributions - Operating	0	200	200
Other Program ~ Contributions - Operating	0	0	0
Total Contributions	0	200	200
Net Contributions	-154	-419	36
Balance at Year-End	1,130	711	747

Corporate Reserve / Reserve Funds

N/A

Inflows and Outflows to/from Reserves and Reserve Funds

2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

While some years are showing a negative ending balance, it is anticipated that funding injection / changing priorities and revised expenditures will adjust the balance.

Reserve / Reserve Fund	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ0003 Vehicle & Equip	Beginning Balance	3,299	-1,964	-585	724	2,662	4,709	6,866	8,977	11,070	13,160
	Withdrawals (-)										
Fleet Services ~	Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Fleet Services ~	Withdrawals - Capital	-7,263	-1,120	-1,191	-563	-452	-343	-390	-407	-410	-478
	Total Withdrawals	-7,263	-1,120	-1,191	-563	-452	-343	-390	-407	-410	-478
	Contributions (+)										
Fleet Services ~	Contributions - Operating	2,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Other Program ~	Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Total Contributions	2,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
	Net Contributions	-5,263	1,380	1,309	1,937	2,048	2,157	2,111	2,093	2,091	2,022
	Balance at Year-End	-1,964	585	724	2,662	4,709	6,866	8,977	11,070	13,160	15,182

∞ Using 2026 PBF Contributions, figures have been projected for 2027 - 2033 contributions

Note: \$2.7M reimbursement fund is expected from the Federal Government for ZEV Program.

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1012 Vehicle & Equip Repl - Water/Wastewater	Beginning Balance	9,292	7,232	3,986	812	-11,194	-22,605	-40,450	-67,387	-85,497	-106,774
	Withdrawals (-)										
Fleet Services ~	Withdrawals - Capital	-7,849	-9,035	-9,963	-12,007	-11,410	-17,845	-26,937	-18,111	-21,277	-14,957
	Total Withdrawals	-7,849	-9,035	-9,963	-12,007	-11,410	-17,845	-26,937	-18,111	-21,277	-14,957
	Contributions (+)										
Other Program ~	Contributions - Operating	5,789	5,789	6,789	0	0	0	0	0	0	0
	Total Contributions	5,789	5,789	6,789	0	0	0	0	0	0	0
	Net Contributions	-2,060	-3,246	-3,174	-12,007	-11,410	-17,845	-26,937	-18,111	-21,277	-14,957
	Balance at Year-End	7,232	3,986	812	-11,194	-22,605	-40,450	-67,387	-85,497	-106,774	-121,731

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1014 Vehicle Reserve - Solid Waste	Beginning Balance	30,415	32,038	1,822	12,372	27,669	42,675	58,407	62,529	42,583	15,670
	Withdrawals (-)										
Fleet Services ~	Withdrawals - Capital	-22,377	-55,216	-15,701	-12,265	-13,935	-14,655	-27,786	-53,448	-62,090	-48,601
	Total Withdrawals	-22,377	-55,216	-15,701	-12,265	-13,935	-14,655	-27,786	-53,448	-62,090	-48,601
	Contributions (+)										
Rate Model Contributions		24,000	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936
	Total Contributions	24,000	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936
	Net Contributions	1,623	-30,216	10,550	15,297	15,006	15,733	4,122	-19,946	-26,913	-11,664
	Balance at Year-End	32,038	1,822	12,372	27,669	42,675	58,407	62,529	42,583	15,670	4,006

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1015 Vehicle Reserve - Transportation	Beginning Balance	10,070	6,916	5,123	-3,531	47	-8,875	705	-9,532	-4,638	-3,116
	Withdrawals (-)										
Fleet Services ~	Withdrawals - Capital	-7,463	-9,379	-22,367	-10,137	-22,635	-4,134	-23,951	-8,820	-12,192	-22,767
	Total Withdrawals	-7,463	-9,379	-22,367	-10,137	-22,635	-4,134	-23,951	-8,820	-12,192	-22,767
	Contributions (+)										
Other Program ~	Contributions - Operating	4,309	7,586	13,714	13,714	13,714	13,714	13,714	13,714	13,714	13,714
	Total Contributions	4,309	7,586	13,714	13,714	13,714	13,714	13,714	13,714	13,714	13,714
	Net Contributions	-3,154	-1,793	-8,653	3,577	-8,921	9,579	-10,237	4,894	1,522	-9,053
	Balance at Year-End	6,916	5,123	-3,531	47	-8,875	705	-9,532	-4,638	-3,116	-12,169

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1016	Beginning Balance	775	684	426	203	54	-252	-690	-1,205	-1,583	-1,375
Vehicle Reserve - Technical Services	Withdrawals (-)										
	Fleet Services - Withdrawals - Capital	-305	-507	-517	-443	-600	-732	-810	-672	-86	0
	Total Withdrawals	-305	-507	-517	-443	-600	-732	-810	-672	-86	0
	Contributions (+)										
	Other Program - Contributions - Operating	214	249	294	294	294	294	294	294	294	294
	Total Contributions	214	249	294	294	294	294	294	294	294	294
	Net Contributions	-91	-258	-223	-149	-306	-438	-516	-378	208	294
	Balance at Year-End	684	426	203	54	-252	-690	-1,205	-1,583	-1,375	-1,081

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1017	Beginning Balance	21,634	0	0	0	0	0	0	0	0	0
Vehicle Reserve - Fire	Withdrawals (-)										
	Fleet Services - Withdrawals - Capital	-21,634	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-21,634	0	0	0	0	0	0	0	0	0
	Contributions (+)										
	Other Program - Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Total Contributions	0	0	0	0	0	0	0	0	0	0
	Net Contributions	-21,634	0	0	0	0	0	0	0	0	0
	Balance at Year-End	0	0	0	0	0	0	0	0	0	0

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1018	Beginning Balance	13,613	2,425	399	-923	-4,445	-7,567	-11,889	-18,411	-30,832	-41,454
Vehicle Reserve - Toronto Paramedic Services	Withdrawals (-)										
	Fleet Services - Withdrawals - Capital	-21,027	-14,500	-16,300	-18,500	-18,100	-19,300	-21,500	-27,400	-25,600	-26,900
	Total Withdrawals	-21,027	-14,500	-16,300	-18,500	-18,100	-19,300	-21,500	-27,400	-25,600	-26,900
	Contributions (+)										
	Other Program - Contributions - Operating	9,838	12,474	14,978	14,978	14,978	14,978	14,978	14,978	14,978	14,978
	Total Contributions	9,838	12,474	14,978	14,978	14,978	14,978	14,978	14,978	14,978	14,978
	Net Contributions	-11,188	-2,026	-1,322	-3,522	-3,122	-4,322	-6,522	-12,422	-10,622	-11,922
	Balance at Year-End	2,425	399	-923	-4,445	-7,567	-11,889	-18,411	-30,832	-41,454	-53,376

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1100	Beginning Balance	167	618	393	537	682	826	528	672	325	469
Vehicle Reserve - Shelter Sup & Housing Admin	Withdrawals (-)										
	Fleet Services - Withdrawals - Capital	-92	-371	0	0	0	-443	0	-492	0	-136
	Total Withdrawals	-92	-371	0	0	0	-443	0	-492	0	-136
	Contributions (+)										
	Other Program - Contributions - Operating	544	145	145	145	145	145	145	145	145	145
	Total Contributions	544	145	145	145	145	145	145	145	145	145
	Net Contributions	452	-226	145	145	145	-299	145	-348	145	8
	Balance at Year-End	618	393	537	682	826	528	672	325	469	477

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1101	Beginning Balance	676	387	449	393	456	465	528	590	653	715
Vehicle Reserve - Public Health	Withdrawals (-)										
	Fleet Services - Withdrawals - Capital	-352	0	-118	0	-53	0	0	0	0	-85
	Total Withdrawals	-352	0	-118	0	-53	0	0	0	0	-85
	Contributions (+)										
	Other Program - Contributions - Operating	63	63	63	63	63	63	63	63	63	63
	Total Contributions	63	63	63	63	63	63	63	63	63	63
	Net Contributions	-289	63	-56	63	9	63	63	63	63	-23
	Balance at Year-End	387	449	393	456	465	528	590	653	715	692

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1200 Vehicle Reserve - Economic Dev. & Culture	Beginning Balance	277	189	171	242	23	94	4	-48	-164	-167
	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	-159	-89	0	-290	0	-161	-123	-186	-75	-205
	Total Withdrawals	-159	-89	0	-290	0	-161	-123	-186	-75	-205
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	71	71	71	71	71	71	71	71	71	71
	Total Contributions	71	71	71	71	71	71	71	71	71	71
	Net Contributions	-88	-18	71	-219	71	-90	-52	-115	-4	-134
	Balance at Year-End	189	171	242	23	94	4	-48	-164	-167	-301

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1201 Vehicle Reserve - Parks, Forestry & Rec	Beginning Balance	13,661	10,351	13,023	14,302	11,152	7,938	4,693	1,225	-2,402	-8,403
	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	-9,641	-8,661	-13,553	-17,982	-18,046	-18,077	-18,300	-18,459	-20,834	-20,588
	Total Withdrawals	-9,641	-8,661	-13,553	-17,982	-18,046	-18,077	-18,300	-18,459	-20,834	-20,588
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	6,332	11,332	14,832	14,832	14,832	14,832	14,832	14,832	14,832	14,832
	Total Contributions	6,332	11,332	14,832	14,832	14,832	14,832	14,832	14,832	14,832	14,832
	Net Contributions	-3,309	2,671	1,279	-3,150	-3,213	-3,245	-3,468	-3,627	-6,001	-5,756
	Balance at Year-End	10,351	13,023	14,302	11,152	7,938	4,693	1,225	-2,402	-8,403	-14,158

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1202 MLS Vehicle & Equipment Replacement	Beginning Balance	3,230	3,059	3,230	1,625	1,059	-1,009	-1,444	-2,336	-2,330	-2,873
	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	-917	-576	-2,351	-1,313	-2,814	-1,182	-1,639	-740	-1,290	-809
	Total Withdrawals	-917	-576	-2,351	-1,313	-2,814	-1,182	-1,639	-740	-1,290	-809
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	747	747	747	747	747	747	747	747	747	747
	Total Contributions	747	747	747	747	747	747	747	747	747	747
	Net Contributions	-171	170	-1,605	-567	-2,067	-435	-892	6	-543	-62
	Balance at Year-End	3,059	3,230	1,625	1,059	-1,009	-1,444	-2,336	-2,330	-2,873	-2,935

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1204 Vehicle Reserve - Purch & Matl	Beginning Balance	393	438	409	449	597	510	268	346	354	-48
	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	-103	-178	-108	0	-235	-390	-71	-140	-551	-54
	Total Withdrawals	-103	-178	-108	0	-235	-390	-71	-140	-551	-54
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	148	148	148	148	148	148	148	148	148	148
	Total Contributions	148	148	148	148	148	148	148	148	148	148
	Net Contributions	46	-30	40	148	-87	-242	78	8	-403	94
	Balance at Year-End	438	409	449	597	510	268	346	354	-48	46

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1301 Vehicle Reserve - Toronto Building	Beginning Balance	1,137	1,227	991	827	917	956	915	1,005	1,095	1,185
	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	0	-327	-254	0	-51	-130	0	0	0	-289
	Total Withdrawals	0	-327	-254	0	-51	-130	0	0	0	-289
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	90	90	90	90	90	90	90	90	90	90
	Total Contributions	90	90	90	90	90	90	90	90	90	90
	Net Contributions	90	-237	-164	90	39	-40	90	90	90	-199
	Balance at Year-End	1,227	991	827	917	956	915	1,005	1,095	1,185	986

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1401	Beginning Balance	557	557	557	557	557	557	557	557	494	494
Vehicle Reserve - PPF & A	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	0	0	0	0	0	0	0	0	-63	0
	Total Withdrawals	0	0	0	0	0	0	0	0	-63	0
	<i>Contributions (+)</i>										
	Total Contributions	0	0	0	0	0	0	0	0	0	0
	Net Contributions	0	0	0	0	0	0	0	0	-63	0
	Balance at Year-End	557	557	557	557	557	557	557	494	494	494

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1502	Beginning Balance	1,385	1,807	525	-227	-1,586	-1,702	-1,436	-3,071	-2,571	-3,179
Vehicle Reserve - Facilities & Real Estate	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	-454	-2,158	-1,628	-2,235	-992	-610	-2,511	-376	-1,484	-352
	Total Withdrawals	-454	-2,158	-1,628	-2,235	-992	-610	-2,511	-376	-1,484	-352
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	876	876	876	876	876	876	876	876	876	876
	Total Contributions	876	876	876	876	876	876	876	876	876	876
	Net Contributions	422	-1,282	-752	-1,359	-116	266	-1,635	500	-608	524
	Balance at Year-End	1,807	525	-227	-1,586	-1,702	-1,436	-3,071	-2,571	-3,179	-2,656

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1503	Beginning Balance	1,284	1,130	711	747	144	89	-1,353	-1,353	-2,120	-2,600
Vehicle Reserve - Fleet	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	-154	-619	-164	-602	-56	-1,441	0	-767	-480	-125
	Total Withdrawals	-154	-619	-164	-602	-56	-1,441	0	-767	-480	-125
	<i>Contributions (+)</i>										
	Fleet Services - Contributions - Operating	0	200	200	0	0	0	0	0	0	0
	Other Program - Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Total Contributions	0	200	200	0	0	0	0	0	0	0
	Net Contributions	-154	-419	36	-602	-56	-1,441	0	-767	-480	-125
	Balance at Year-End	1,130	711	747	144	89	-1,353	-1,353	-2,120	-2,600	-2,726

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1504	Beginning Balance	408	465	522	579	537	478	103	-95	-38	19
Vehicle Reserve - Clerks	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	0	0	0	-99	-116	-432	-255	0	0	0
	Total Withdrawals	0	0	0	-99	-116	-432	-255	0	0	0
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	57	57	57	57	57	57	57	57	57	57
	Total Contributions	57	57	57	57	57	57	57	57	57	57
	Net Contributions	57	57	57	-42	-59	-375	-198	57	57	57
	Balance at Year-End	465	522	579	537	478	103	-95	-38	19	76

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1509	Beginning Balance	88	98	108	119	69	80	90	100	110	120
Vehicle Reserve - IT Vehicles	<i>Withdrawals (-)</i>										
	Fleet Services - Withdrawals - Capital	0	0	0	-60	0	0	0	0	0	0
	Total Withdrawals	0	0	0	-60	0	0	0	0	0	0
	<i>Contributions (+)</i>										
	Other Program - Contributions - Operating	10	10	10	10	10	10	10	10	10	10
	Total Contributions	10	10	10	10	10	10	10	10	10	10
	Net Contributions	10	10	10	-49	10	10	10	10	10	10
	Balance at Year-End	98	108	119	69	80	90	100	110	120	131

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1601 Vehicle Reserve - Insurance	7,242	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117
Beginning Balance										
Withdrawals (-)										
Fleet Services - Withdrawals - Capital	-125	0	0	0	0	0	0	0	0	0
Total Withdrawals	-125	0	0	0	0	0	0	0	0	0
Contributions (+)										
Other Program - Contributions - Operating	0	0	0	0	0	0	0	0	0	0
Total Contributions	0	0	0	0	0	0	0	0	0	0
Net Contributions	-125	0	0	0	0	0	0	0	0	0
Balance at Year-End	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117	7,117

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1700 Vehicle Reserve - Library	3	736	867	676	-478	-500	-1,851	-1,326	-801	-1,927
Beginning Balance										
Withdrawals (-)										
Fleet Services - Withdrawals - Capital	-331	-369	-716	-1,679	-547	-1,876	0	0	-1,650	-302
Total Withdrawals	-331	-369	-716	-1,679	-547	-1,876	0	0	-1,650	-302
Contributions (+)										
Other Program - Contributions - Operating	1,064	500	525	525	525	525	525	525	525	525
Total Contributions	1,064	500	525	525	525	525	525	525	525	525
Net Contributions	733	131	-191	-1,154	-22	-1,351	525	525	-1,125	223
Balance at Year-End	736	867	676	-478	-500	-1,851	-1,326	-801	-1,927	-1,703

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1702 Vehicle Reserve - Exhibition Place	603	602	193	118	43	-32	-32	-57	-57	-57
Beginning Balance										
Withdrawals (-)										
Other Program - Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Fleet Services - Withdrawals - Capital	-376	-784	-450	-450	-450	-375	-400	-375	-375	-375
Total Withdrawals	-376	-784	-450	-450	-450	-375	-400	-375	-375	-375
Contributions (+)										
Other Program - Contributions - Operating	375	375	375	375	375	375	375	375	375	375
Total Contributions	375	375	375	375	375	375	375	375	375	375
Net Contributions	-1	-409	-75	-75	-75	0	-25	0	0	0
Balance at Year-End	602	193	118	43	-32	-32	-57	-57	-57	-57

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1703 Vehicle Reserve - Zoo	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830
Beginning Balance										
Withdrawals (-)										
Fleet Services - Withdrawals - Capital	-496	-496	-496	-496	-496	-496	-496	-496	-496	-496
Total Withdrawals	-496	-496	-496	-496	-496	-496	-496	-496	-496	-496
Contributions (+)										
Other Program - Contributions - Operating	496	496	496	496	496	496	496	496	496	496
Total Contributions	496	496	496	496	496	496	496	496	496	496
Net Contributions	0	0	0	0	0	0	0	0	0	0
Balance at Year-End	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞
XQ1705 Vehicle Reserve - Arena Boards Of Mgmt	235	545	208	132	265	399	152	-134	-211	-226
Beginning Balance										
Withdrawals (-)										
Fleet Services - Withdrawals - Capital	0	-594	-210	0	0	-380	-420	-210	-149	-210
Total Withdrawals	0	-594	-210	0	0	-380	-420	-210	-149	-210
Contributions (+)										
Other Program - Contributions - Operating	310	257	133	133	133	133	133	133	133	133
Total Contributions	310	257	133	133	133	133	133	133	133	133
Net Contributions	310	-337	-77	133	133	-247	-287	-77	-16	-77
Balance at Year-End	545	208	132	265	399	152	-134	-211	-226	-303

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ1707 Vehicle Reserve - TCHC	Beginning Balance	1,850	2,001	1,442	619	-901	-2,729	-5,384	-7,652	-8,620	-12,036
Withdrawals (-)											
Fleet Services -	Withdrawals - Capital	-832	-1,543	-1,805	-1,520	-1,828	-2,655	-2,269	-968	-3,416	-1,538
	Total Withdrawals	-832	-1,543	-1,805	-1,520	-1,828	-2,655	-2,269	-968	-3,416	-1,538
Contributions (+)											
Fleet Services -	Contributions - Operating	983	983	983	0	0	0	0	0	0	0
	Total Contributions	983	983	983	0	0	0	0	0	0	0
	Net Contributions	151	-560	-822	-1,520	-1,828	-2,655	-2,269	-968	-3,416	-1,538
	Balance at Year-End	2,001	1,442	619	-901	-2,729	-5,384	-7,652	-8,620	-12,036	-13,574

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2024	2025	2026	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞	2033 ∞	
XQ0011 Capital Financing	Beginning Balance	473,216	333,944	334,863	291,203	279,907	286,926	288,589	298,463	313,613	333,443
Withdrawals (-)											
Other Program -	Withdrawals - Operating	-15,997	0	0	0	0	0	0	0	0	0
Fleet Services -	Withdrawals - Capital	-27,385	-6,625	-42,278	-29,176	-28,624	-23,575	-20,487	-22,277	-21,170	0
Other Program -	Withdrawals - Capital	-95,891	-32,456	-42,382	-23,120	-5,357	-15,762	-10,639	-3,573	0	-451
	Total Withdrawals	-139,272	-39,081	-84,661	-52,296	-33,981	-39,337	-31,126	-25,850	-21,170	-451
Contributions (+)											
Other Program -	Contributions - Operating	0	40,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
	Total Contributions	0	40,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
	Net Contributions	-139,272	919	-43,661	-11,296	7,019	1,663	9,874	15,150	19,830	40,549
	Balance at Year-End	333,944	334,863	291,203	279,907	286,926	288,589	298,463	313,613	333,443	373,992

Appendix 11

Glossary

Approved Positions: Total approved permanent or temporary positions that support the delivery of City services and service levels in the annual budget.

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

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

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

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

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

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

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto that includes all revenues and expenses needed to provide services.

Operating Impact of Completed Capital Projects: The change in operating expenditure and/or revenue which is projected to occur during the implementation of a capital project and/or when a capital project is completed.

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

Staff Complement: The operating and capital positions that support the delivery of City services and service levels in the annual budget (*see Approved Positions*).

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.