

2026 Program Summary

Fleet Services

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Description

Fleet Services Division (FSD) operates the Toronto Island Ferries and provides comprehensive fleet and fuel management services in a safe and efficient manner to support the delivery of public programs and services.

The City of Toronto has the largest municipal fleet in Canada and one of the most specialized and diverse fleets in North America consisting of over 5,250 fleet assets, 415 Electric Vehicle (EV) chargers and 23 fuel sites. FSD is recognized in North America as a centre of excellence in municipal fleet management and leading the way in safety standards and environmental sustainability.

The Toronto Island Ferries providing year-round service to over 1.4 million passengers, including residents and tourist to access the Islands. Operating a fleet of 4 vessels and 1 legacy vessel to provide passenger and vehicle transportation between Jack Layton Ferry Terminal and Island destination, this service is currently the seventh busiest Canadian ferry route year-round, peaking to fourth busiest during the summer season.

Why We Do It

City Divisions, Agencies and Corporations have safe, available, reliable and environmentally sustainable assets to meet their service delivery requirements. Ensure safe, reliable, and service-oriented ferry transportation services for passengers and vehicle transit to Toronto Islands.

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

For further information about Fleet Services, please visit: [Fleet Services – City of Toronto](#)

What Service We Provide

Fleet Management

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

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

Resources (gross 2026 operating budget): \$58.9 million

Energy Management

Who We Serve: All City divisions and multiple City agencies that use fleet assets to deliver City services.

What We Deliver: Provide complete fuel supply chain and service delivery management to support client operations through city-owned fuel and energy sites, while maintaining safe, economical and reliable access to the City’s fuel and energy supply.

Resources (gross 2026 operating budget): \$19.9 million

Ferry Management

Who We Serve: Toronto residents and tourists, and city-services on Toronto Islands.

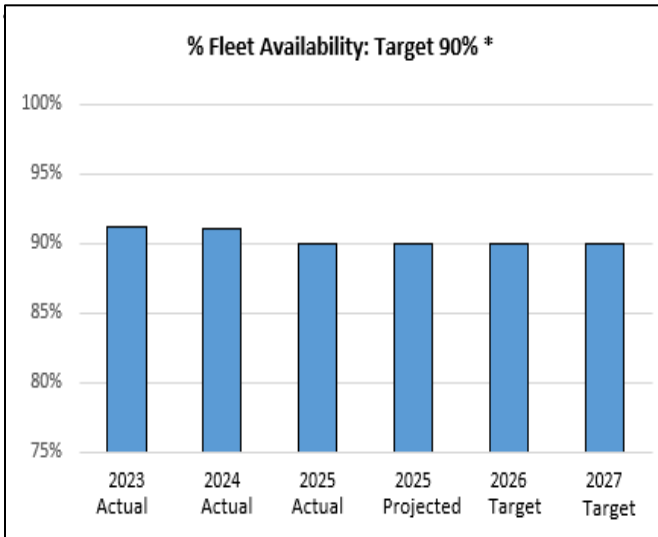
What We Deliver: Provide year-round ferry transit services to the Toronto Islands, which are home to residential communities, Island business, and recreational parks, beaches, and cultural attractions. Also support Toronto’s tourism industry by enabling access to popular destinations on the Toronto Islands.

Resources (gross 2026 operating budget): \$16.7 million

Budget at a Glance

2026 OPERATING BUDGET				2026-2035 10-YEAR CAPITAL PLAN			
In \$ Millions	2026	2027	2028	In \$ Millions	2026	2027-2035	Total
Revenues	\$57.6	\$55.1	\$56.0	Gross Expenditures	\$171.3	\$1,883.2	\$2,054.5
Gross Expenditures	\$95.6	\$102.1	\$107.3	Debt	\$62.8	\$614.1	\$676.9
Net Expenditures	\$38.0	\$47.0	\$51.3	Note: Includes 2025 carry forward funding			
Approved Positions	410.2	412.2	412.2				

How Well We Are Doing – Behind the Numbers



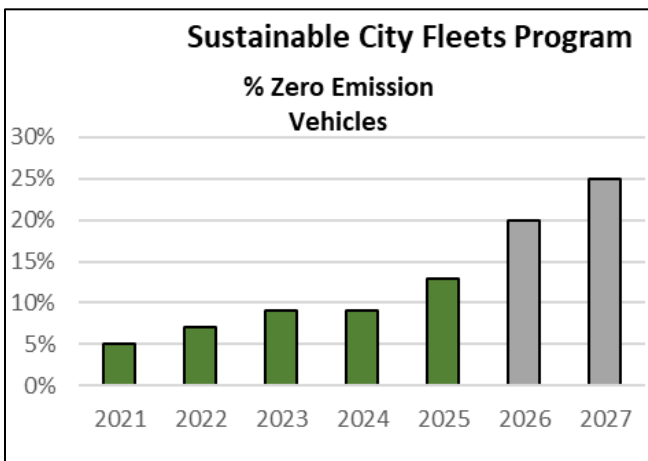
Fleet availability or reduction of vehicle downtime, relies on:

- Highly skilled and motivated staff.
- Available parts to perform necessary maintenance and repair.
- Reduction of vehicle operator related issues that cause unnecessary downtime.
- Timely replacement of end-of-life fleet assets.

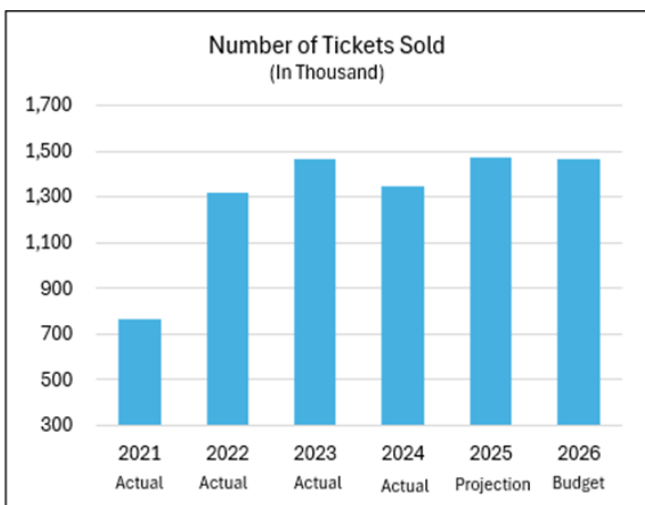
To reach the targeted level of Fleet Availability, Fleet Services requires:

- Continued focus on attracting and retaining staff in both professional fleet expertise and skilled trades.
- Ensuring that the right parts are in inventory at the right place and time when needed for repair of a vehicle.
- That contracts are appropriately leveraged and managed to balance capacity and capability of internal operators.
- Providing timely data to City divisions related to operator error and providing operator re-training if needed.
- Additional investment 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%)



- Greenhouse Gas (GHG) emission Reduction: Corporate Fleet-related emission dropped by 47.4% from 43 kilotons in 1990 to 22.6 kilotons in 2025
- Zero-Emission Vehicle (ZEV) Adoption: 13% of City Fleet vehicles are now zero-emission primarily with electric light-duty models. Pilot trials are ongoing with medium and heavy-duty vehicles with electric vehicles. In 2025, city commenced retrofitting Compressed Natural Gas (CNG) refuse vehicles with hybrid-electric-CNG systems.
- Electric Vehicle (EV) Infrastructure Expansion: Fleet Services is significantly growing the City's EV charging network to support ZEV adoption with 415 chargers across 133 sites. By end of 2026, over 650+ ports will be available across 150+ locations.
- Half of the City's operational ferry fleet (2 of 4 ferries) will be replaced with fully electric vessels in 2026 and 2027.



- In 2025, ferry services are projected to see a significant rise in passenger activity, with an estimated 1.47 million tickets expected to be sold. This represents a 9% increase compared to the actual sales in 2024, aligning closely with the volume recorded in 2023 and pre-covid in 2019.
- Ridership is estimated to remain relatively stable in 2026 apart from expected increases in tourist passengers during FIFA 2026 of visitors to the Islands.
- The total number of extra trips completed by a relief vessel during busy periods on the Centre Island route was up 12.5% from 2024 to 2025. As a result, crowding on the Centre Island route dropped significantly with trips over 95% capacity falling from 10% in 2024 to just 2.4% in 2025.

How Well We Are Doing

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
Outcome Measures						
Fleet Management	% Fleet Availability	91%	90%	90%	90%	90%
Fleet Maintenance	% Fleet Preventive Maintenance	92%	94%	94%	94%	94%
Fleet Safety	MTO CVOR* (Commercial Vehicle Operator's Registration) Safety Rating	22%	35%	23%	35%	35%
Key Service Level Measures						
Sustainable City Fleets	% Greenhouse Gas Reduction	3.6%	3.9%	3.9%	3.9%	3.9%
Sustainable City Fleets	% Zero Emission Vehicles	9%	20%	13%	20%	25%
Fleet Maintenance	Cost / kilometre for Light Duty Vehicles	\$0.24	\$0.30	\$0.25	\$0.30	\$0.30
Fleet Maintenance	% of Parts Filled in 1 Hour	94%	90%	92%	90%	90%
Ferry Management	# of Round Trips per Year (Weather Permitting)	16,000	19,500	18,415	18,575	18,575
Ferry Management	# of Daily Round Trip Tickets	3,520	3,520	4,085	3,520	3,520

*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.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- **Talent Development:** Expanded the junior-level technical competency development by building on the success of introducing the Truck and Coach Apprenticeship Program in 2024, a second cohort started in 2025 supporting 10 apprentices towards skilled trades. Additionally, Fleet Services Division (FSD) added engineering trainees to support the development of specialized fleet professionals.
- **Transition of Ferry Services to Fleet.** Following the operational review of Toronto Island Ferries, the ferry operation transitioned responsibilities to FSD with recommendations to strengthen fleet maintenance, asset management, safety oversight, and workforce planning.
- **Optimization:** Focus on improving Preventive Maintenance (PM) compliance by 41% over the past 3 years, resulting in improved operating efficiencies such as reduced tire spend and improved equipment reliability.
- **Sustainability:** Expanded the City's corporate electric vehicles (EV) charger network by installing 155 additional chargers achieving over 98% network reliability and doubling charge sessions since 2024 with 1,709 charging sessions each month. In 2025, 178 electric vehicles were added into the City's fleet bringing Zero-Emission Vehicle (ZEV) to 13% of the corporate fleet. Additionally, 19 of planned 51 refuse vehicles were retrofitted with hybrid-electric- Compressed Natural Gas (CNG) systems, reducing emissions by 30% from CNG vehicles. The City also continued expansion of alternative vehicles (bikes and micromobility vehicles) in operations such as Parks.
- **Sideguards on City's Commercial Vehicle:** Over 44% (219 vehicles) of the City's commercial fleet has been retrofitted in 2025 with the remainder to be completed in 2026 enhancing vehicle safety protections for vulnerable road users. In 2025, FSD put into service 540 units across all classes and an additional 914 new operators, absorbing the increased demand for safety training and permit certification. FSD continues to maintain a safety record that meets or exceeds the MTO-legislated range for safe commercial fleet operators.

Received various awards including:

- The City of Toronto's fleet operations were recognized by **the National Association of Fleet Administrators (NAFA), achieving a rank of #43 in the "100 best fleets"** award. This distinction ranks public fleet participants across North, Central, and South America based on 12 key criteria such as technology, energy management, workplace culture, operational performance and financial management.
- **City Managers Award – Leadership in Innovation;** Recognition of Fleet's leadership, innovation, and teamwork, in advancing the electrification effort of Canada's largest municipal fleet with 415 chargers and over 600 zero-emissions vehicles in the corporate fleet.

Key Challenges and Risks

- **Ferry Vessel Fleet Renewal:** Introduction of higher capacity, modern, and electric ferry vessels is planned, with delivery scheduled in late 2026 for Roll-on/Roll-off vehicle and passenger-only vessel (ROPAX) and spring 2027 for passenger-only vessel (PAX). Extensive coordination of shoreside infrastructure, vessel commissioning, federal regulatory certification (Transport Canada), and crew training is being carefully sequenced to ensure the ferries are ready for passenger service. Regulatory driven requirements for increased crew levels to support higher passenger capacity vessels, as determined by Transport Canada, to ensure Safe Manning Standards.
- **Achieving TransformTO 2030 targets** of transitioning the City's fleet to 50% of vehicles being zero-emission vehicles continues to be a key challenge due to market availability of Zero-Emission Vehicle (ZEV).
- **Potential Impact of Tariffs.** A continued cautionary approach with operating cost unpredictability due to external factors, mainly involving tariffs and its impact on the long-term capital plan and delivery.

Priority Actions

- **Ferry Operational Improvements.** Implementation of 7 key recommendations from the Operational Review of Ferry Services conducted in 2025 including the development of a robust Asset Management Plan, implementation of new regulatory Safety Management System, establish increased accountability for operational performance, marine recruitment and development strategy, establish Ferry Engagement Forum and strategic Ferries Communication Strategy. Investments are being made to enhance customer experience through the terminal, improve vessel operational performance, ensure compliance with Marine safety standards, and implement a robust Marine Asset Management Plan.
 - **Ferries Replacement Program.** Integrated Project Team to ensure timely shoreside infrastructure build, vessel commission, and crew familiarization and training. Integration of new Electric Ferries into operation during 2027 season.
 - **Climate Action:** Building on the momentum of achieving key milestone of TransformTO (45% emissions reduction by 2025 from 1990s emissions levels); prioritize efforts to transition vehicles to Zero-Emissions Vehicles with the appropriate energy infrastructure. Advancing efforts to transition medium and heavy-duty vehicles (Class 3-8 vehicles) to reduce overall Greenhouse Gas (GHG) Emissions. Where available, a fleet replacement is procured as zero-emission vehicle.
 - **Increased pipeline of Skilled Trades** (technicians, welders, and marine engineers) to support the aging workforce and demands of complex vehicles and vessels. Investing in skills development program, advanced technical training, and apprenticeship and co-op programs into these important trades.
 - **Modernization:** Implementation of a new Fleet Safety application that will add the ability to increase and automate driver abstract checks from quarterly to daily while adding improved collision management and reporting functionality.
 - **Cost Management:** We continue to leverage multi-year contracts to manage potential cost escalations and identify alternative funding sources or arrangements through federal or provincial partnership and programs.
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2026 BUDGET

1. The 2026 Operating Budget for Fleet Services of \$95.588 million gross, \$57.644 million revenue and \$37.944 million net for the following services:

Service:	Gross Expenditures (\$000s)	Revenues (\$000s)	Net Expenditures (\$000s)
Fleet Management	58,940.3	28,764.9	30,175.4
Fuel Management	19,928.7	13,467.0	6,461.7
Ferry Management	16,719.1	15,412.1	1,307.0
Total Program Budget	95,588.1	57,644.0	37,944.1

- The 2026 staff complement for Fleet Services of 410.2 positions comprised of 69.1 capital positions and 341.1 operating positions.
2. The 2026 Capital Budget for Fleet Services with cash flows and future year commitments totaling \$990.997 million as detailed by project in [Appendix 5a](#).
 3. The 2027-2035 Capital Plan for Fleet Services totalling \$1,063.505 million in project estimates as detailed by project in [Appendix 5b](#).
 4. That all third-party funding included in the 2026 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2026 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

2026 OPERATING BUDGET

2026 OPERATING BUDGET OVERVIEW

Table 1: 2026 Operating Budget by Service

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Fleet Management	28,204.0	28,479.4	29,623.7	28,764.9		28,764.9	285.4	1.0%
Fuel Management	12,995.6	13,156.5	13,565.1	13,467.0		13,467.0	310.5	2.4%
Ferry Management	11,346.6	13,166.4	12,367.8	15,412.1		15,412.1	2,245.8	17.1%
Total Revenues	52,546.3	54,802.3	55,556.6	57,644.0		57,644.0	2,841.8	5.2%
Gross Expenditures								
Fleet Management	56,463.3	56,578.9	58,296.0	58,940.3		58,940.3	2,361.5	4.2%
Fuel Management	20,220.9	20,533.6	19,365.8	19,928.7		19,928.7	(604.9)	(2.9%)
Ferry Management	12,348.4	14,942.2	13,580.5	16,719.1		16,719.1	1,776.9	11.9%
Total Gross Expenditures	89,032.6	92,054.7	91,242.4	95,588.1		95,588.1	3,533.5	3.8%
Net Expenditures	36,486.3	37,252.4	35,685.7	37,944.1		37,944.1	691.7	1.9%
Approved Positions**	269.3	333.2	333.2	410.2		410.2	77.0	23.1%

*2025 Projection based on 9-Month Variance

**Year-over-year comparison based on approved positions

Note: Ferry operations are now under Fleet Services' management as of November 1, 2025 and will seek approval to transfer the budget as of January 1, 2026. Prior year's budget and actuals for the Ferry have been included for comparison purpose.

KEY DRIVERS

Total 2026 Budget expenditures of \$95.588 million gross reflect an increase of \$3.534 million in spending above the 2025 Budget, predominantly arising from:

- Vehicle maintenance - Inflationary and volume increases on maintenance and repairs costs for vehicles ensuring the health and safety of vehicle operations.
- Salary and benefits – Primarily drivers include steps, Cost of Living Adjustment (COLA) and performance pay with continued funding of recruitment efforts for equity-deserving groups and youth employment initiatives. In addition, the transfer of positions and improved oversight within ferry services as outlined in the Ferries Operational Review.
- Operating impacts of capital mainly from the installation and servicing of the City's electric vehicle infrastructure program and the associated annual preventive maintenance on the City's expanding charger network.
- Fuel cost reduction due to lower expected market prices partially offset by increased fuel volume.
- Contribution to reserve fund and other funding adjustment – Discontinuation of Ferry Reserve Fund contribution and funding for shade structure, offset by reversal of one-time hold on Fleet's Reserve Fund contribution.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Fleet Services' 2026 Operating Budget do not have any significant equity impacts.

2026 OPERATING BUDGET KEY COST DRIVERS

The 2026 Net Operating Budget for Fleet Services of \$37.944 million is \$0.692 million, 1.9% greater than the 2025 Net Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget.

Table 2: 2026 Key Cost Drivers

(In \$000s)	2026				2027 Annualized Impact (Net)
	Revenues	Gross Expenditures	Net Expenditures	Positions**	
2025 Projection*	55,556.6	91,242.4	35,685.7	333.2	N/A
2025 Budget	54,802.3	92,054.7	37,252.4	333.2	N/A
Key Cost Drivers:					
Prior Year Impacts					
Reverse 2025 one-time hold on reserve contribution		200.0	200.0		
Delivery of Capital Projects					
Capital positions EV charging infrastructure (Carbon Budget)				3.0	
Salaries & Benefits					
Salaries and benefit adjustment		1,457.2	1,457.2		1,459.1
Transfer of Ferry Operations to Fleet Services		2,221.0	2,221.0	74.0	3,701.6
Non-Salary Cost and Volume Impacts					
Fuel prices and volume impact	352.1	(842.0)	(1,194.1)		
Inflationary impact on parts, labour and maintenance cost	701.3	1,334.3	632.9		1,578.6
EV chargers, telematics, and other operating costs		985.1	985.1		450.5
Revenue Changes					
User fee decrease	(223.8)		223.8		(562.2)
Other Changes					
One-time contribution from reserve fund	2,469.6		(2,469.6)		2,469.6
Reserve fund contribution & other funding adjustment		(777.3)	(777.3)		
Sub-Total - Key Cost Drivers	3,299.2	4,578.1	1,278.9	77.0	9,097.2
Affordability Measures	(457.5)	(1,044.7)	(587.2)		(70.5)
Total 2026 Base Budget	57,644.0	95,588.2	37,944.1	410.2	9,026.6
2026 New/Enhanced					
2026 Budget	57,644.0	95,588.2	37,944.1	410.2	9,026.6
Change from 2025 Budget (\$)	2,841.8	3,533.5	691.7	0.1	N/A
Change from 2025 Budget (%)	5.2%	3.8%	1.9%	23.1%	N/A

*Based on 9-Month Variance

**Year-over-year comparison based on approved positions

Key Base Drivers:**Prior Year Impacts:**

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

Delivery of Capital Projects:

- Addition of three positions funded through capital to implement and advance expanded carbon budget project related to the City's Electric Vehicle (EV) charging infrastructure.

Salaries and Benefits:

- Salaries and benefits adjustments due to cost-of-living (COLA), step increases, and pay for performance, including recruitment for equity-deserving groups and youth employment initiatives.
- Investments are being made to improve Ferries Services as outlined in the Operational Review which found that the current operation do not fully meet industry standards. These investments aim to improve efficiency, asset management and safety, address operational challenges, and better support modernization efforts, including the introduction of electric ferries.

Non-Salary Costs and Volume Impact:

- Lower fuel cost due to elimination of Carbon Tax partially offset by increase of fuel volume.
- Inflationary pressures on parts, labour, and maintenance costs for vehicles and the health and safety of vehicle operations, which are partially offset by increased recoveries from client programs.
- Additional airtime and service costs for newly installed EV chargers and telematic devices.

Revenue Changes:

- The budgeted volume for Ferry ticket revenues (under User fees) have been adjusted downward to reflect actual sales. The expected volume of sales for 2026 have been realigned to actual sales seen in 2025, and a new baseline has been established.
- Decreases in the volume of revenues are partially offset with an increase to ferry tickets rates to account for economic factors in ensuring the rates are in line with inflationary pressures. There is an increase to the rates of 2.5% for 2026, and an additional one-third of the prior two years of CPI increases that were put on hold through the 2025 budget. The combined rate increase of 5.02% adds an additional \$0.650 million to the revenue base, offsetting the decrease in ferry ticket volume, as noted above. The remaining two-third (\$0.627 million) of the of the prior two years of CPI increases that were put on hold is incorporated in 2027 and 2028 fare through a phased-in increase approach in equal proportions.

Other Charges:

- A one-time contribution from reserve fund to alleviate Ferry operations budget pressure.

Affordability Measures

Table 3: Affordability Measures

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2026				2027 (Incremental)		
			Revenues	Gross Expenditures	Net Expenditures	Positions	Gross Expenditures	Net Expenditures	Positions
Reduction in short-term vehicle rentals	Efficiency Savings	No Impact	(457.5)	(457.5)					
EV maintenance & fuel impacts from conversions of ICE to EV	Efficiency Savings	No Impact		(354.3)	(354.3)		(196.6)	(196.6)	
Maintenance re-alignment activities	Efficiency Savings	No Impact		(132.9)	(132.9)				
Tires savings from retreading & preventive maintenance	Efficiency Savings	No Impact		(100.0)	(100.0)				
Total Affordability Measures			(457.5)	(1,044.7)	(587.2)	-	(196.6)	(196.6)	-

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

- Reduction in short-term vehicles rentals - External rentals with clients such as Solid Waste Management and Toronto Water driven by continuous efforts to replace costly rentals with City owned vehicles.
- Electric Vehicles (EVs) maintenance and fuel impacts from conversions of Internal Combustions Engine (ICE) to EV - Optimization of underutilized EVs results in savings in fuel usage from swapping high-utilized vehicles with under-utilized zero emission vehicles.
- Maintenance re-alignment activities - Streamlining and proactively adjusting maintenance workflow and operations for greater efficiency.
- Tires savings from retreading and preventative maintain - Changes to tire services have realized cost savings through the adoption of tire retreading practices and service realignment.

Table 5: 2027 and 2028 Outlook

(In \$000s)	2026 Budget	2027 Incremental Outlook	2028 Incremental Outlook
Revenues			
IDR-Solid Waste Management		(609.8)	266.6
User Fees		562.2	574.2
Contribution from Reserve Fund		(2,469.6)	
Total Revenues	57,644.0	(2,517.1)	840.9
Gross Expenditures			
Salaries and Benefits Changes		2,026.0	1,177.5
Fuel price and volume impact		(218.5)	634.2
Operating Impact from Capital		3,390.0	2,149.5
Other Expenditures		1,312.1	1,195.3
Total Gross Expenditures	95,588.1	6,509.5	5,156.6
Net Expenditures		9,026.6	4,315.7
Approved Positions	410.2	2.0	0.0

Key Outlook Drivers

The 2027 Outlook with total gross expenditures of \$102.098 million reflects an anticipated \$6.510 million or 6.8% increase in gross expenditures above the 2026 Operating Budget. The 2028 Outlook expects a further increase of \$5.157 million or 5.1% above the 2027 Outlook.

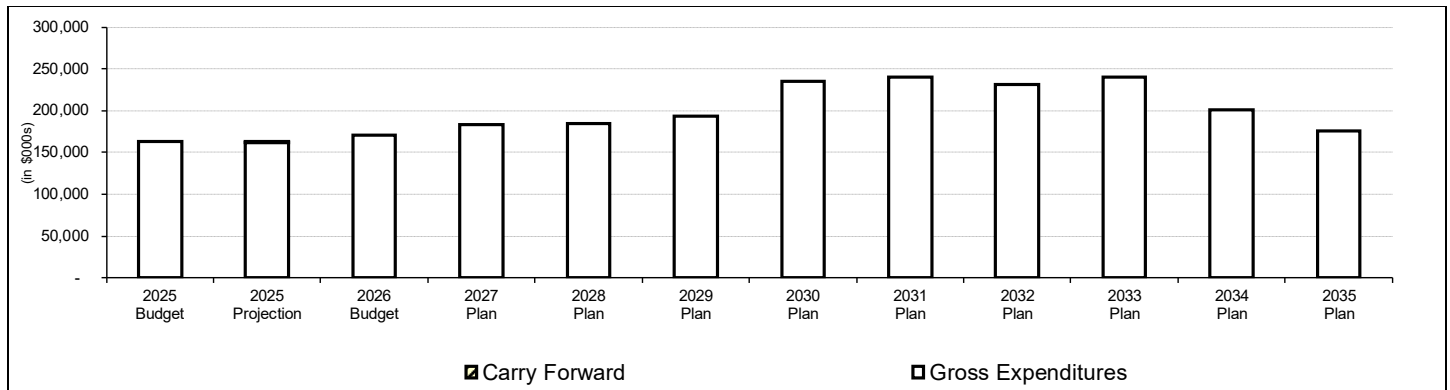
These changes arise from the following:

- **IDR (Inter-Divisional Revenue) Solid Waste Management:** Decrease in IDR for equipment and service level changes in Solid Waste Management with the outsourcing of the recycling program offset with the insourcing of litter vacuums.
- **User Fees Revenue:** Increase to ticket prices based on CPI.
- **Contribution from Reserve Fund:** Reversal of one-time withdrawal from reserves in the 2026 Budget to temporarily bridge the Ferry budget pressure.
- **Salaries and Benefits Changes:** Increase in salary and benefits in both 2027 and 2028 are mainly due to contractual obligations.
- **Fuel Price and Volume Impact:** Fuel savings from conversions of vehicles to zero-emission vehicles by reductions in consumption.
- **Operating Impact from Capital:** First electric ferry delivery at the end of 2026 and for increased crew size required to operate the vessel.
- **Other Expenditures:** Inflationary impacts to parts, service, rentals, and other general services.

2026-2035 CAPITAL BUDGET AND PLAN

2026-2035 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2026 Capital Budget and 2027-2035 Capital Plan											Total 10-Year Plan	
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035			
(In \$000s)		2025												
		Budget	Projection											
Gross Expenditures by Project Category:														
	Health and Safety/Legislated	3,826	3,507	12,164	16,618	11,366	11,830	12,546	9,668	7,638	7,852	7,866	11,823	109,371
	State of Good Repair	159,140	158,077	157,479	165,143	172,146	180,664	221,989	229,953	223,224	232,298	193,138	164,429	1,940,463
	Service Improvement and Growth	298	295	1,623	1,172	1,172	350	350	-	-	-	-	-	4,668
Total by Project Category		163,264	161,879	171,266	182,934	184,684	192,844	234,885	239,621	230,862	240,150	201,004	176,253	2,054,501
Funding:														
	Federal			4,975	-	-	-	-	-	-	-	-	-	4,975
	Reserves/Reserve Funds	137,234	136,070	73,348	116,932	126,320	155,809	166,143	146,116	158,598	127,335	126,382	134,299	1,331,281
	Development Charges	-	-	30,118	11,163	-	-	-	-	-	-	-	-	41,281
	Debt	26,030	25,809	62,825	54,839	58,364	37,035	68,741	93,505	72,264	112,815	74,621	41,953	676,964
Total Funding		163,264	161,879	171,266	182,934	184,684	192,844	234,885	239,621	230,862	240,150	201,004	176,253	2,054,501

Project Updates
(\$110.5 Million)

The 2026-2035 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2026-2034):

- Addressing Aging Backlog - \$22.0 million
- Zero-Emission Vehicle (ZEV) Charging Infrastructure - \$88.5 million

An additional \$110.5M is needed to address the State of Good Repair backlog and expand ZEV charging infrastructure, ensuring fleet electrification and progress toward sustainability and emissions reduction goals. Both projects are included in the Carbon Budget as a means of reducing Greenhouse Gas (GHG) emissions with newer, electric alternatives.

New Projects
(\$15.1 Million)

The 2026-2035 Capital Budget and Plan includes the following key new projects:





- Ferry Ticketing Electronic Payment Solution Modernization - \$8.0 million
- Micromobility Pilots and Program Supports - \$2.6 million
- Pilot: Hydrogen Fuel Cell Technology - \$4.5 million

Note:

For additional information, please refer to [Appendix 4b](#) for Capital Program Provincial/Federal Funding Streams by Projects, [Appendix 5](#) for a more detailed listing of the 2026 and 2027-2035 Capital Budget and Plan by project; and [Appendix 6](#) for Capacity to Deliver Review, respectively.

2026–2035 CAPITAL BUDGET AND PLAN

\$2.0 Billion 10-Year Capital Program

			
A Well-Run City	Financial Sustainability	Housing	Tackling Climate Change
\$1,540.8 M 75.0%	\$3.2 M 0.2%	\$24.8 M 1.2%	\$485.7 M 23.6%
<p>✔</p> <ul style="list-style-type: none"> Supporting multiple service priorities through replacement of aging vehicle and equipment Jack Layton Ferry Terminal improvements 	<ul style="list-style-type: none"> Capital Asset Management Financial Systems Transformation 	<ul style="list-style-type: none"> Toronto Shelter and Support Services Toronto Community Housing Corporation Vehicle and equipment replacement 	<p>✔</p> <ul style="list-style-type: none"> Electric Vehicle Strategy Green Fleet Strategy Maximize Compressed Natural Gas (CNG) Strategy Ferry Fleet replacements

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

*Information above includes full project/sub-project 2026-2035 Budget and Plan cash flows. Does not break out the climate component costs separately.

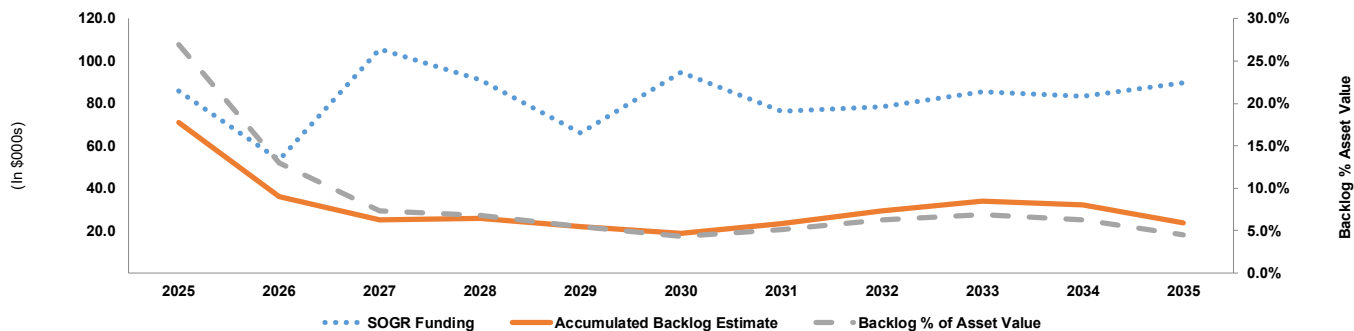
How the Capital Program is Funded

City of Toronto		Federal Funding	
\$2,049.5 million 99.8%		\$4.9 million 0.2%	
Reserves/ Reserve Funds	\$ 1,331.3 million	Green Freight Program (also known as Convert SWM refuse collection vehicles)	\$ 4.9 million
Development Charges	\$ 41.3 million		
Debt	\$ 676.9 million		

STATE OF GOOD REPAIR (SOGR) FUNDING AND BACKLOG

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

Chart 2: Total SOGR Funding and Backlog



(In \$000s)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
SOGR Funding	86.0	53.5	105.7	91.0	66.1	94.7	76.2	78.5	85.5	83.4	89.9
Accumulated Backlog Estimate	71.1	36.1	25.1	25.9	21.7	18.7	23.1	29.3	33.7	31.9	23.7
Backlog % of Asset Value	27.0%	13.0%	7.4%	6.8%	5.5%	4.3%	5.1%	6.2%	6.9%	6.3%	4.5%
Total Asset Value	263.6	278.2	340.7	382.5	396.8	435.3	452.5	469.7	491.2	508.3	529.2

- SOGR funding of \$53.5 million in the 2026 Capital Budget supports fleet vehicle asset replacements for divisions where Fleet Services manages life cycle reporting. This amount reflects new cash flows and future commitments specific to the 2026 replacement program.
- With the added investments in SOGR funding of \$824.4 million over the 10-year planning window, the accumulated SOGR backlog is expected to decline from \$71.1 million in 2025 to \$23.7 million by 2035, representing 4.5% of the projected \$529.2 million total fleet replacement value. The 2025 backlog accounts for approved funding relative to planned replacements.
- Adjustments to the 10-Year Capital Plan reflect cost escalations, updated condition assessments, feasibility studies, and the timing of potential infrastructure or stimulus projects. These factors influence prioritization and funding allocation across the program. Despite the projected backlog reduction, ongoing funding shortfalls continue to challenge timely investment in fleet asset replacements. Assets kept in service beyond the recommended lifecycle drive average operating cost increases of 20% while increasing Greenhouse gas (GHG) emissions and reducing operational stability and uptime.
- As part of City’s long-term Ferry Modernization Strategy, Fleet Services has included \$41.3 million for the first of 2 new electric ferries to replace aging diesel-based ferries. Additionally, there is \$131.5 million in the 10-year plan. Recognizing the scale and importance of this transition, the current infrastructure project of \$51.8 million in the 10-year plan has been designed to comprehensively support the electrification needs of all four vessels.
- The Ferry Modernization Strategy includes the installation of high-capacity shore power systems, charging stations at Jack Layton Ferry Terminal, and grid upgrades to ensure reliable energy delivery. By aligning the infrastructure development with the full scope of the fleet transition, Fleet is ensuring cost efficiency, operational readiness, and environmental sustainability. This proactive approach positions Fleet to meet future service demands while significantly reducing the City’s carbon footprint.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2026 Capital Budget will impact the 2027 Operating Budget by a total of \$3.390 million net arising from completing the two Ferry Replacement projects, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2026 Budget		2027 Plan		2028 Plan		2029 Plan		2030 Plan		2026-2030		2026-2035	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Ferry Boat Replacement 1 (arriving Nov 2026)		40.0	3,070.1		4,222.2							7,292	0	
Ferry Boat Replacement 2 (arriving Apr 2027)		19.0	319.9		1,317.3							1,637	0	
Total (Net)		59.0	3,390.0		5,539.5							8,929.5	59.0	

Previously Approved projects:

- The ferry industry is federally regulated through Transport Canada (TC); therefore, Toronto's ferries must comply with all of TC's rules and regulations regarding Safe Manning of the ferry vessels. To support the increased capacity and passenger volume, Fleet Services has included 55 FTEs in its 2026 budget for the new electric ferries as follows:
 - 36 Deckhands for the first roll-on/roll-off passenger vessel (ROPAX), which will replace the year-round Ongiara; and
 - 19 Deckhands for the second passenger vessel (PAX), which will replace the seasonal William Inglis ferry.

There is no operating impact in 2026; however, a portion will be charged to capital to bring the first electric ferry into service. ROPAX will arrive in late 2026, while PAX will arrive in first quarter of 2027. These vessels are anticipated to become fully operational within six months following commissioning, testing, and final preparations.

- Although PAX is expected to arrive in the first quarter of 2027, Fleet Services is including the FTE requests in the current budget in advance due to the anticipated timing of the 2027 budget process. There will be no operating budget impact until the PAX arrives in 2027.
- In addition to the 55 FTE, four full-time Marine Electricians are essential due to the specialized expertise required for maintaining the new electric ferries. Cost is to be capitalized in 2026 as part of the capital project delivery.
- Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

2026 Operating Budget by Category

Category (In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Budget	2026 Change from 2025 Budget	
	\$	\$	\$	\$	\$	%
Federal Subsidies	679.4					
User Fees and Donations	11,171.2	12,994.5	12,206.4	12,748.0	(246.5)	(1.9%)
Contribution From Reserves/Reserve Funds				2,469.6	2,469.6	
Sundry and Other Revenues	7,781.4	8,458.0	8,159.3	8,233.8	(224.2)	(2.7%)
Inter-Divisional Recoveries	32,914.3	33,349.8	35,191.0	34,192.7	842.9	2.5%
Total Revenues	52,546.3	54,802.3	55,556.6	57,644.0	2,841.8	5.2%
Salaries and Benefits	32,627.8	36,880.7	35,399.0	40,785.4	3,904.7	10.6%
Materials and Supplies	34,761.8	35,743.4	35,263.1	34,420.1	(1,323.4)	(3.7%)
Equipment	132.8	173.3	195.7	386.2	212.9	122.9%
Service and Rent	16,922.1	14,943.4	16,685.0	16,075.4	1,132.0	7.6%
Contribution To Reserves/Reserve Funds	4,394.7	4,160.3	3,603.0	3,683.0	(477.3)	(11.5%)
Other Expenditures	173.6	146.3	89.9	231.8	85.5	58.5%
Inter-Divisional Charges	19.8	7.2	6.7	6.2	(0.9)	(13.2%)
Total Gross Expenditures	89,032.6	92,054.7	91,242.4	95,588.1	3,533.5	3.8%
Net Expenditures	36,486.3	37,252.4	35,685.7	37,944.1	691.7	1.9%

*Projection based on 9-Month Variance

Appendix 2

Summary of 2026 Service Changes

N/A

Appendix 3

Summary of 2026 New/Enhanced Requests Included in Budget

N/A

Appendix 4a

Operating Program Provincial/Federal Funding Streams by Program

N/A

Appendix 4b

Capital Program Provincial/Federal Funding Streams by Project

Fund Name - Project (in \$000s)	2026 Budget	2027 Plan	2028 Plan	Total
Federal Funding				
<i>Convert SWM refuse collection vehicles</i>	4,975.00			4,975.00
Sub-Total: Federal Funding	4,975.00			4,975.00
Total Funding	4,975.00			4,975.00

Appendix 5

2026 Capital Budget; 2027-2035 Capital Plan Including Carry Forward

Project Code	Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2026-2035 Total	Health and Safety/ Legislated	SOGR	Service Improvement and Growth
CFL002	Public Health - Fleet Replacement	503	254	-	-	101	-	211	-	233	454	1,756	-	1,756	-
CFL003	Library - Fleet Replacement	2,228	3,989	1,650	1,698	1,504	1,221	1,269	678	845	-	15,083	-	15,083	-
CFL005	Parks, Forestry & Recreation-Fleet Replacement	3,449	16,857	11,716	5,458	6,989	4,871	5,096	6,220	13,001	12,471	86,127	-	86,127	-
CFL006	Purchasing & Materials Mgmt- Fleet Replacement	464	149	-	440	20	299	671	-	70	195	2,307	-	2,307	-
CFL007	Municipal Licensing & Standards-Fleet Replacement	1,346	7,892	2,461	1,088	1,805	882	2,235	666	1,264	6,996	26,635	-	26,635	-
CFL008	Solid Waste - Fleet Replacement	9,221	26,609	21,797	42,335	33,108	46,713	42,264	48,139	41,332	37,760	349,278	-	349,278	-
CFL009	Engineering & Construction Serv Fleet Replacement	582	742	115	975	873	149	-	1,400	590	-	5,427	-	5,427	-
CFL010	Transportation- Fleet Replacement	1,907	18,243	19,062	18,373	13,484	5,219	7,273	7,975	7,106	16,113	114,756	-	114,756	-
CFL013	Paramedics - Fleet Replacement	29,172	10,380	20,960	22,140	26,940	33,580	36,580	37,060	38,100	39,020	293,932	-	293,932	-
CFL014	Fire-Fleet Replacement	261	4,500	35,043	36,767	50,143	30,967	40,158	24,744	21,814	30,130	274,527	-	274,527	-
CFL016	Zoo-Fleet Replacement	1,245	431	490	710	700	496	498	502	490	529	6,091	-	6,091	-
CFL017	Exhibition Place - Fleet Replacement	890	375	375	375	400	375	375	375	375	375	4,290	-	4,290	-
CFL019	Arena Boards - Replacement of Ice Resurfacers	149	943	265	265	265	265	265	265	227	265	3,176	-	3,176	-
CFL030	Fleet Replacement - Insurance Contingency	396	125	-	-	-	-	-	-	-	-	521	-	521	-
CFL035	Fleet Services - Fleet Replacement	653	934	173	1,767	-	1,061	-	107	63	209	4,967	-	4,967	-
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	423	3,858	2,092	1,619	2,106	786	393	1,268	1,929	1,259	15,733	-	15,733	-
CFL037	Clerks - Fleet Replacement	87	308	313	113	113	57	-	-	228	235	1,454	-	1,454	-
CFL038	Toronto Water - Fleet Replacement	6,968	16,100	12,506	17,643	18,126	11,200	18,380	17,987	11,915	8,690	139,513	-	139,513	-
CFL041	Fuel Site Closures, Upgrades & Replacement	3,131	2,000	319	3,143	3,300	3,465	2,430	3,820	4,011	4,212	29,831	-	29,831	-
CFL044	Toronto Building - Fleet Replacement	57	951	288	-	-	-	-	-	-	1,324	2,621	-	2,621	-
CFL045	PPF&A - Fleet Replacement	-	-	-	-	87	-	-	-	-	-	87	-	87	-
CFL046	EDCT - Fleet Replacement	221	195	-	137	172	134	-	-	377	-	1,237	-	1,237	-
CFL049	Toronto Community Housing Corp.- Fleet Replacement	-	1,905	3,036	564	5,090	4,023	106	479	3,225	3,644	22,073	-	22,073	-
CFL050	Information & Technology - Fleet Replacement	-	80	-	-	-	-	-	-	-	105	184	-	184	-
CFL051	Shelter, Support & Housing Admin-Fleet Replacement	1,014	344	331	-	409	-	-	-	657	-	2,754	-	2,754	-
CFL053	Fleet - Tools & Equipment	407	119	255	100	307	252	293	293	244	343	2,615	-	2,615	-
CFL056	Vendor Management Portal	208	33	33	-	-	-	-	-	-	-	273	-	-	273
CFL059	Sustainment of Fleet Technologies and Systems	890	440	440	-	-	-	-	-	-	-	1,770	-	-	1,770
CFL060	Fleet Office Modernization Plan	275	100	100	100	100	100	100	100	100	100	1,175	-	1,175	-
CFL067	Sustainable Fleet Project	401	-	-	-	-	-	-	-	-	-	401	401	-	-
CFL068	ZEV Fleet Replacement	450	-	-	-	-	-	-	-	-	-	450	450	-	-
CFL069	ZEV Charging Infrastructure	3,620	2,000	-	-	-	-	-	-	-	-	5,620	5,620	-	-
CFL070	Ellesmere Tool Replacement	530	-	-	-	-	-	-	-	-	-	530	-	530	-
CFL072	2026 CB - ZEV Charging Infrastructure	6,782	12,911	11,366	11,830	12,546	9,668	7,638	7,852	7,866	11,823	100,280	100,280	-	-
CFL076	Maximize CNG Fleet	1,202	142	142	950	1,080	80	80	320	320	-	4,316	-	4,316	-
CFL077	Addressing Aging Backlog	19,860	10,455	21,055	5,000	5,000	5,000	5,000	457	-	-	71,828	-	71,828	-
CFL078	Convert SWM refuse collection vehicles	5,413	61	61	-	-	-	-	-	-	-	5,536	-	5,536	-
CFL079	Fleet Transition to ZEV	3,750	4,314	5,133	9,389	9,766	36,758	17,546	67,942	44,622	-	199,218	-	199,218	-
CFL080	Sideguards Retrofit	911	1,708	-	-	-	-	-	-	-	-	2,619	2,619	-	-
CFL081	2026 CB - Micromobility pilots and program supports	525	700	700	350	350	-	-	-	-	-	2,625	-	-	2,625
CFL082	2026 CB - Pilot: Hydrogen Fuel Cell Technology	600	1,700	2,200	-	-	-	-	-	-	-	4,500	-	4,500	-
CFL084	Ferry Fleet Replacement & JLFT Improvement Project	61,075	30,088	10,207	9,517	40,000	42,000	42,000	11,500	-	-	246,386	-	246,386	-
Total Expenditures (including carry forward from 2025)		171,266	182,934	184,684	192,844	234,885	239,621	230,862	240,150	201,004	176,253	2,054,501	109,371	1,940,463	4,668

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

*Information above includes full project/sub-project 2026-2035 Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2026 Cash Flow and Future Year Commitments Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	Total 2026 Cash Flow and FY Commitments	Previously Approved	Change in Scope	New with Future Year
Public Health - Fleet Replacement	503										503	503		
Library - Fleet Replacement	2,228	2,623									4,851	4,173		678
Parks, Forestry & Recreation-Fleet Replacement	3,449	16,857	10,411								30,717	9,997	2,000	18,721
Purchasing & Materials Mgmt- Fleet Replacement	464	62									526	214		312
Municipal Licensing & Standards-Fleet Replacement	1,346	2,106									3,451	1,766		1,686
Solid Waste - Fleet Replacement	9,221	26,609	19,661	17,809	13,000	5,000					91,300	59,647		31,653
Engineering & Construction Serv Fleet Replacement	582										582	582		
Transportation- Fleet Replacement	1,907	18,243	18,848	15,000							53,999	14,308		39,691
Paramedics - Fleet Replacement	29,172										29,172	5,372		23,800
Fire-Fleet Replacement	261	4,500	35,043	36,767	50,143	30,967	40,158	23,050			220,889	168,549	7,815	44,525
Zoo-Fleet Replacement	1,245										1,245	600		645
Exhibition Place - Fleet Replacement	890										890	565		325
Arena Boards - Replacement of Ice Resurfacers	149	678									827	602		225
Fleet Replacement - Insurance Contingency	396	125									521	271		250
Fleet Services - Fleet Replacement	653	509									1,161	1,161		
Facilities Mgmt & Real Estate - Fleet Replacement	423	2,700									3,123	1,609		1,514
Clerks - Fleet Replacement	87	123									210	87		123
Toronto Water - Fleet Replacement	6,968	16,100	6,975								30,042	11,182		18,860
Fuel Site Closures, Upgrades & Replacement	3,131	2,000									5,131	5,131		
Toronto Building - Fleet Replacement	57										57	57		
PPF&A - Fleet Replacement														
EDCT - Fleet Replacement	221	195									416	221		195
Toronto Community Housing Corp.- Fleet Replacement		1,582									1,582	557		1,025
Information & Technology - Fleet Replacement														
Shelter, Support & Housing Admin-Fleet Replacement	1,014	253	100								1,366	614		753
Fleet - Tools & Equipment	407										407	65		342
Vendor Management Portal	208	33	33								273	175	98	
Sustainment of Fleet Technologies and Systems	890	440	440								1,770	843	927	
Fleet Office Modernization Plan	275	100	100	100	100	100	100	100	100	100	1,175	275	900	
Sustainable Fleet Project	401										401	401		
ZEV Fleet Replacement	450										450	450		
ZEV Charging Infrastructure	3,620	2,000									5,620	5,620		
Ellesmere Tool Replacement	530										530	190		340
2026 CB - ZEV Charging Infrastructure	6,782	12,911	11,366	11,830	12,546	9,668	7,638	7,852	7,866	11,823	100,280			100,280
Maximize CNG Fleet	1,202	142	142	950	1,080	80	80	320	320		4,316	3,890	426	
Addressing Aging Backlog	19,860	10,455	21,055	5,000	5,000	5,000	5,000	457			71,828	49,862		21,966
Convert SWM refuse collection vehicles	5,413	61	61								5,536	5,352	184	
Fleet Transition to ZEV	3,750	4,314	5,133	9,389	9,766	36,758	17,546	67,942	44,622		199,218	198,414	804	
Sideguards Retrofit	911	1,708									2,619	2,619		
2026 CB - Micromobility pilots and program supports	525	700	700	350	350						2,625			2,625
2026 CB - Pilot: Hydrogen Fuel Cell Technology	600	1,700	2,200								4,500			4,500
Ferry Fleet Replacement & JLFT Improvement Project	61,075	28,888	5,207	3,717	2,000	2,000	2,000	2,000			106,886	87,726		19,160
Total Expenditure (including carry forward)	171,266	158,715	137,475	100,911	93,984	89,572	72,522	101,721	52,907	11,923	990,997	643,650	13,154	334,192

Appendix 5b

2027-2035 Capital Plan Including Carry Forward

Project Code	Projects (In \$000s)	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2027-2035 Total	Health and Safety/ Legislated	SOGR	Service Improvement and Growth
CFL002	Public Health - Fleet Replacement	254			101		211		233	454	1,253			1,253
CFL003	Library - Fleet Replacement	1,366	1,650	1,698	1,504	1,221	1,269	678	845		10,232			10,232
CFL005	Parks, Forestry & Recreation-Fleet Replacement		1,305	5,458	6,989	4,871	5,096	6,220	13,001	12,471	55,410			55,410
CFL006	Purchasing & Materials Mgmt- Fleet Replacement	87		440	20	299	671		70	195	1,781			1,781
CFL007	Municipal Licensing & Standards-Fleet Replacement	5,786	2,461	1,088	1,805	882	2,235	666	1,264	6,996	23,184			23,184
CFL008	Solid Waste - Fleet Replacement		2,135	24,526	20,108	41,713	42,264	48,139	41,332	37,760	257,978			257,978
CFL009	Engineering & Construction Serv Fleet Replacement	742	115	975	873	149		1,400	590		4,845			4,845
CFL010	Transportation- Fleet Replacement		214	3,373	13,484	5,219	7,273	7,975	7,106	16,113	60,758			60,758
CFL013	Paramedics - Fleet Replacement	10,380	20,960	22,140	26,940	33,580	36,580	37,060	38,100	39,020	264,760			264,760
CFL014	Fire-Fleet Replacement							1,694	21,814	30,130	53,638			53,638
CFL016	Zoo-Fleet Replacement	431	490	710	700	496	498	502	490	529	4,846			4,846
CFL017	Exhibition Place - Fleet Replacement	375	375	375	400	375	375	375	375	375	3,400			3,400
CFL019	Arena Boards - Replacement of Ice Resurfacers	265	265	265	265	265	265	265	227	265	2,349			2,349
CFL035	Fleet Services - Fleet Replacement	425	173	1,767		1,061		107	63	209	3,806			3,806
CFL036	Facilities Mgmt & Real Estate - Fleet Replacement	1,158	2,092	1,619	2,106	786	393	1,268	1,929	1,259	12,610			12,610
CFL037	Clerks - Fleet Replacement	185	313	113	113	57			228	235	1,243			1,243
CFL038	Toronto Water - Fleet Replacement		5,531	17,643	18,126	11,200	18,380	17,987	11,915	8,690	109,471			109,471
CFL041	Fuel Site Closures, Upgrades & Replacement		319	3,143	3,300	3,465	2,430	3,820	4,011	4,212	24,700			24,700
CFL044	Toronto Building - Fleet Replacement	951	288							1,324	2,564			2,564
CFL045	PPF&A - Fleet Replacement				87						87			87
CFL046	EDCT - Fleet Replacement			137	172	134			377		821			821
CFL049	Toronto Community Housing Corp.- Fleet Replacement	323	3,036	564	5,090	4,023	106	479	3,225	3,644	20,490			20,490
CFL050	Information & Technology - Fleet Replacement	80								105	184			184
CFL051	Shelter, Support & Housing Admin-Fleet Replacement	91	231		409				657		1,388			1,388
CFL053	Fleet - Tools & Equipment	119	255	100	307	252	293	293	244	343	2,208			2,208
CFL084	Ferry Fleet Replacement & JLFT Improvement Project	1,200	5,000	5,800	38,000	40,000	40,000	9,500			139,500			139,500
	Total Expenditures	24,219	47,209	91,933	140,900	150,049	158,340	138,429	148,096	164,329	1,063,505		1,063,505	

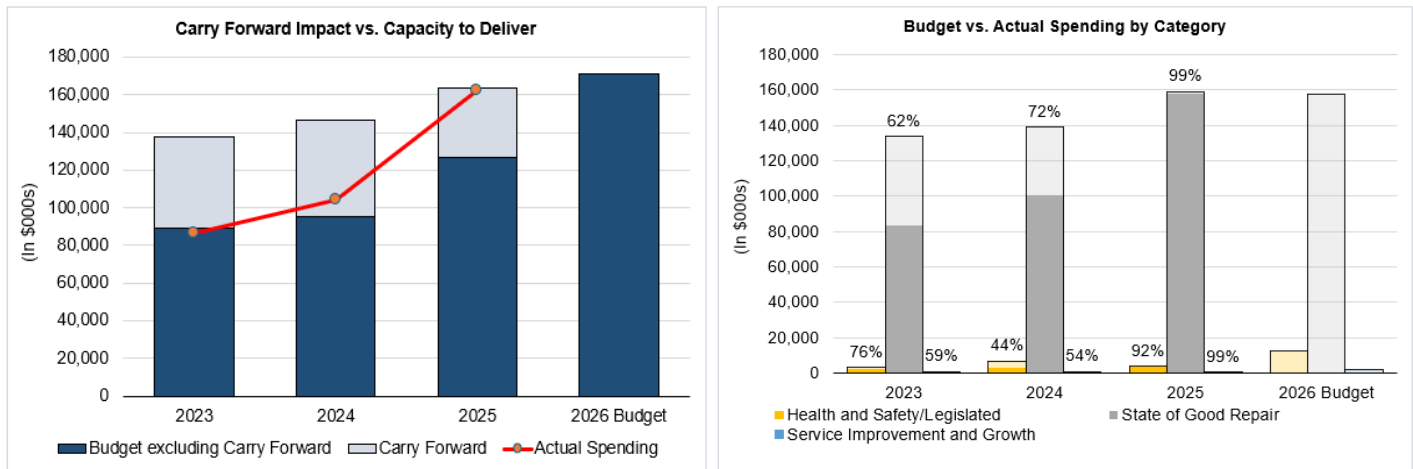
Appendix 6

Capacity to Deliver Review

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

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories (Chart 3 below) and assessing projected 2025 underspending that will be carried forward into the 2026-2035 Capital Budget and Plan.

Chart 3 – Capacity to Deliver



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

- Fleet Services’ actual spending over the previous three years, from 2023-2025, has averaged \$146.138 million per year or 78.0%.
- The projected spending for 2025 is \$162 million or 99.0% of the 2025 Capital Budget of \$163.264 million. This reflects a strong recovery from prior years impacted by global supply chain disruptions, which had extended lead times, doubling for light-duty vehicles and increasing to 24-36 months for medium and heavy-duty vehicles. The recovery has been driven not only by the easing of pandemic-related constraints, but also by improved supply chain resilience, diversified sourcing strategies, and enhanced logistics and inventory management across the industry. Fleet Services has leveraged these market improvements through proactive procurement planning and strengthened vendor relationships.
- Based on the review of historical capital spending and an assessment of capacity to deliver, it is anticipated that \$1.385 million in capital spending originally allocated for 2025 will be deferred to 2026. No additional deferrals are currently expected for 2027.

Appendix 7

Summary of Capital Delivery Constraints

N/A

Appendix 8

Inflows and Outflows to/from Reserves and Reserve Funds

2026 Operating Budget

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028
XQ0003 (\$000)	Vehicle & Equip Replacement	Opening Balance	5,429.9	3,768.3	4,576.7
		*Contributions (+)			
		Additional Operating Contribution	0.0	0.0	0.0
		Fleet Services	2,500.0	2,500.0	2,500.0
		Total Contributions	2,500.0	2,500.0	2,500.0
		*Withdrawals (-)			
		Operating Budget			
		Sub-Total Operating Withdrawals	0.0	0.0	0.0
		Capital Budget and Plan			
		Fleet Services	(4,161.6)	(1,691.6)	(827.6)
		Sub-Total Capital Budget and Plan Withdrawals	(4,161.6)	(1,691.6)	(827.6)
		Total Withdrawals	(4,161.6)	(1,691.6)	(827.6)
		Interest Income			
Closing Balance	3,768.3	4,576.7	6,249.1		

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028
XQ1503 (\$000)	Vehicle Reserve - Fleet	Opening Balance	1,655.8	1,203.3	469.8
		*Contributions (+)			
		Additional Operating Contribution	0.0	0.0	0.0
		Fleet Services	200.0	200.0	200.0
		Total Contributions	200.0	200.0	200.0
		*Withdrawals (-)			
		Operating Budget			
		Sub-Total Operating Withdrawals	0.0	0.0	0.0
		Capital Budget and Plan			
		Fleet Services	(652.5)	(933.5)	(173.2)
		Sub-Total Capital Budget and Plan Withdrawals	(652.5)	(933.5)	(173.2)
		Total Withdrawals	(652.5)	(933.5)	(173.2)
		Interest Income			
Closing Balance	1,203.3	469.8	496.6		

Inflows and Outflows to/from Reserves and Reserve Funds

2026-2035 Capital Budget and Plan

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
XQ003 (\$000)	Vehicle & Equip Replacement	Opening Balance	5,429.9	3,768.3	4,576.7	6,249.1	8,549.1	10,641.9	12,739.5	14,508.5	12,736.2	10,940.0
		*Contributions (+)										
		Additional Operating Contribution	0.0	0.0	0.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0
		Fleet Services	2,500.0	2,500.0	2,500.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0
		*Withdrawals (-)										
		Operating Budget										
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan										
		Fleet Services	(4,161.6)	(1,691.6)	(827.6)	(200.0)	(407.2)	(352.4)	(781.0)	(4,213.3)	(4,355.2)	(4,654.9)
		Sub-Total Capital Budget and Plan Withdrawals	(4,161.6)	(1,691.6)	(827.6)	(200.0)	(407.2)	(352.4)	(781.0)	(4,213.3)	(4,355.2)	(4,654.9)
		Total Withdrawals	(4,161.6)	(1,691.6)	(827.6)	(200.0)	(407.2)	(352.4)	(781.0)	(4,213.3)	(4,355.2)	(4,654.9)
		Interest Income										
		Closing Balance	3,768.3	4,576.7	6,249.1	8,549.1	10,641.9	12,739.5	14,508.5	12,736.2	10,940.0	8,785.1

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
XQ1012 (\$000)	Vehicle & Equip Repl - Water/Wastewa	Opening Balance	16,927.6	15,288.0	4,401.4	4,684.9	(7,168.3)	(17,505.0)	(20,915.6)	(31,506.7)	(41,705.0)	(45,831.2)
		*Contributions (+)										
		Additional Operating Contribution	0.0	0.0	0.0	5,789.3	7,789.0	7,789.0	7,789.0	7,789.0	7,789.0	7,789.0
		Toronto Water	5,789.3	5,789.3	12,789.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	5,789.3	5,789.3	12,789.3	5,789.3	7,789.0	7,789.0	7,789.0	7,789.0	7,789.0	7,789.0
		*Withdrawals (-)										
		Operating Budget										
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan										
		Fleet Services	(7,428.9)	(16,675.9)	(12,505.7)	(17,642.5)	(18,125.7)	(11,199.6)	(18,380.1)	(17,987.3)	(11,915.2)	(8,690.1)
		Sub-Total Capital Budget and Plan Withdrawals	(7,428.9)	(16,675.9)	(12,505.7)	(17,642.5)	(18,125.7)	(11,199.6)	(18,380.1)	(17,987.3)	(11,915.2)	(8,690.1)
		Total Withdrawals	(7,428.9)	(16,675.9)	(12,505.7)	(17,642.5)	(18,125.7)	(11,199.6)	(18,380.1)	(17,987.3)	(11,915.2)	(8,690.1)
		Interest Income										
		Closing Balance	15,288.0	4,401.4	4,684.9	(7,168.3)	(17,505.0)	(20,915.6)	(31,506.7)	(41,705.0)	(45,831.2)	(46,732.3)

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
XQ1014 (\$000)	Vehicle Reserve - Solid Waste	Opening Balance	23,616.5	38,395.1	33,786.6	39,196.4	25,428.4	22,315.6	7,097.1	(2,097.5)	(15,513.7)	(20,386.5)
		*Contributions (+)										
		Solid Waste Management Services	24,000.0	22,000.0	27,206.3	28,566.6	29,995.0	31,494.7	33,069.5	34,722.9	36,459.1	38,282.0
		Total Contributions	24,000.0	22,000.0	27,206.3	28,566.6	29,995.0	31,494.7	33,069.5	34,722.9	36,459.1	38,282.0
		*Withdrawals (-)										
		Operating Budget										
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan										
		Fleet Services	(9,221.4)	(26,608.5)	(21,796.5)	(42,334.6)	(33,107.8)	(46,713.2)	(42,264.1)	(48,139.1)	(41,331.9)	(37,760.4)
		Sub-Total Capital Budget and Plan Withdrawals	(9,221.4)	(26,608.5)	(21,796.5)	(42,334.6)	(33,107.8)	(46,713.2)	(42,264.1)	(48,139.1)	(41,331.9)	(37,760.4)
		Total Withdrawals	(9,221.4)	(26,608.5)	(21,796.5)	(42,334.6)	(33,107.8)	(46,713.2)	(42,264.1)	(48,139.1)	(41,331.9)	(37,760.4)
		Interest Income										
		Closing Balance	38,395.1	33,786.6	39,196.4	25,428.4	22,315.6	7,097.1	(2,097.5)	(15,513.7)	(20,386.5)	(19,864.9)

(*)Solid Waste Management Services has been modified with a spend rate of 75.00% and Operating Contributions to tie directly to the Rate Model
 *While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
XQ1015 (\$000)	Vehicle Reserve - Transportation	Opening Balance	1,815.0	6,846.4	3,754.5	30,090.6	22,109.7	19,017.0	24,189.4	27,307.6	29,724.7	33,010.2
		*Contributions (+)										
		Additional Operating Contribution	0.0	0.0	0.0	10,391.6	10,391.6	10,391.6	10,391.6	10,391.6	10,391.6	10,391.6
		Transportation Services	6,938.8	15,151.4	45,396.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	6,938.8	15,151.4	45,396.3	10,391.6	10,391.6	10,391.6	10,391.6	10,391.6	10,391.6	10,391.6
		*Withdrawals (-)										
		Operating Budget										
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan										
		Fleet Services	(1,907.4)	(18,243.3)	(19,062.3)	(18,372.5)	(13,484.3)	(5,219.2)	(7,273.4)	(7,974.5)	(7,106.1)	(16,113.2)
		Sub-Total Capital Budget and Plan Withdrawals	(1,907.4)	(18,243.3)	(19,062.3)	(18,372.5)	(13,484.3)	(5,219.2)	(7,273.4)	(7,974.5)	(7,106.1)	(16,113.2)
		Total Withdrawals	(1,907.4)	(18,243.3)	(19,062.3)	(18,372.5)	(13,484.3)	(5,219.2)	(7,273.4)	(7,974.5)	(7,106.1)	(16,113.2)
		Interest Income										
		Closing Balance	6,846.4	3,754.5	30,090.6	22,109.7	19,017.0	24,189.4	27,307.6	29,724.7	33,010.2	27,288.6

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
XQ1016 (\$000)	Vehicle Reserve - Technical Services	Opening Balance	604.8	599.8	354.8	776.8	338.9	3.0	391.3	928.6	66.1	13.1
		*Contributions (+)										
		Additional Operating Contribution	0.0	0.0	0.0	537.3	537.3	537.3	537.3	537.3	537.3	537.3
		Engineering & Construction Services	537.3	537.3	537.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	537.3	537.3	537.3	537.3	537.3	537.3	537.3	537.3	537.3	537.3
		*Withdrawals (-)										
		Operating Budget										
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan										
		Fleet Services	(582.3)	(742.3)	(115.3)	(975.2)	(873.2)	(149.0)	0.0	(1,399.8)	(690.3)	0.0
		Sub-Total Capital Budget and Plan Withdrawals	(582.3)	(742.3)	(115.3)	(975.2)	(873.2)	(149.0)	0.0	(1,399.8)	(690.3)	0.0
		Total Withdrawals	(582.3)	(742.3)	(115.3)	(975.2)	(873.2)	(149.0)	0.0	(1,399.8)	(690.3)	0.0
		Interest Income										
		Closing Balance	599.8	354.8	776.8	338.9	3.0	391.3	928.6	66.1	13.1	550.4

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
XQ1018 (\$000)	Vehicle Reserve - Toronto Paramedic Services	Opening Balance	7,261.8	4,402.2	23,970.1	34,594.0	44,037.9	48,681.8	46,685.7	41,689.6	36,213.5	29,697.4
		*Contributions (+)										
		Additional Operating Contribution	0.0	0.0	0.0	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9
		Toronto Paramedic Services	26,311.9	29,947.9	31,583.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	26,311.9	29,947.9	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9	31,583.9
		*Withdrawals (-)										
		Operating Budget										
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan										
		Fleet Services	(29,171.5)	(10,380.0)	(20,960.0)	(22,140.0)	(26,940.0)	(33,580.0)	(36,580.0)	(37,060.0)	(38,100.0)	(39,020.0)
		Sub-Total Capital Budget and Plan Withdrawals	(29,171.5)	(10,380.0)	(20,960.0)	(22,140.0)	(26,940.0)	(33,580.0)	(36,580.0)	(37,060.0)	(38,100.0)	(39,020.0)

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1100 (\$000)	Vehicle Reserve - Shelter Sup & Housing Admin	Opening Balance	1,173.0	412.3	321.8	244.4	497.6	341.9	595.1	848.3	1,101.5	697.5	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	253.2	253.2	253.2	253.2	253.2	253.2	253.2	253.2
		Toronto Shelter and Support Services	253.2	253.2	253.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	253.2	253.2	253.2	253.2	253.2	253.2	253.2	253.2	253.2	253.2	253.2
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(1,013.9)	(343.6)	(330.6)	0.0	(408.9)	0.0	0.0	0.0	0.0	(657.2)	0.0
		Sub-Total Capital Budget and Plan Withdrawals	(1,013.9)	(343.6)	(330.6)	0.0	(408.9)	0.0	0.0	0.0	0.0	(657.2)	0.0
		Total Withdrawals	(1,013.9)	(343.6)	(330.6)	0.0	(408.9)	0.0	0.0	0.0	0.0	(657.2)	0.0
Interest Income													
Closing Balance	412.3	321.8	244.4	497.6	341.9	595.1	848.3	1,101.5	697.5	950.7			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1101 (\$000)	Vehicle Reserve - Public Health	Opening Balance	752.9	333.9	163.3	246.8	330.3	312.8	396.3	268.7	352.2	203.0	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	83.5	83.5	83.5	83.5	83.5	83.5	83.5	83.5
		Non-Program Expenditures	83.5	83.5	83.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	83.5	83.5	83.5	83.5	83.5	83.5	83.5	83.5	83.5	83.5	83.5
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(502.5)	(254.2)	0.0	0.0	(101.0)	0.0	(211.1)	0.0	(232.7)	(454.1)	
		Sub-Total Capital Budget and Plan Withdrawals	(502.5)	(254.2)	0.0	0.0	(101.0)	0.0	(211.1)	0.0	(232.7)	(454.1)	
		Total Withdrawals	(502.5)	(254.2)	0.0	0.0	(101.0)	0.0	(211.1)	0.0	(232.7)	(454.1)	
Interest Income													
Closing Balance	333.9	163.3	246.8	330.3	312.8	396.3	268.7	352.2	203.0	(167.6)			

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1200 (\$000)	Vehicle Reserve - Economic Dev. & Culture	Opening Balance	302.0	179.4	83.0	181.5	143.3	69.5	33.7	132.2	230.7	(48.1)	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	98.5	98.5	98.5	98.5	98.5	98.5	98.5	98.5
		Economic Development & Culture	98.5	98.5	98.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	98.5	98.5	98.5	98.5	98.5	98.5	98.5	98.5	98.5	98.5	98.5
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(221.1)	(194.9)	0.0	(136.7)	(172.3)	(134.3)	0.0	0.0	(377.3)	0.0	
		Sub-Total Capital Budget and Plan Withdrawals	(221.1)	(194.9)	0.0	(136.7)	(172.3)	(134.3)	0.0	0.0	(377.3)	0.0	
		Total Withdrawals	(221.1)	(194.9)	0.0	(136.7)	(172.3)	(134.3)	0.0	0.0	(377.3)	0.0	
Interest Income													
Closing Balance	179.4	83.0	181.5	143.3	69.5	33.7	132.2	230.7	(48.1)	50.4			

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1201 (\$000)	Vehicle Reserve - Parks, Forestry & Rec	Opening Balance	19,199.7	22,495.6	15,937.5	17,965.9	26,252.7	33,008.3	41,881.6	50,530.1	58,054.5	58,798.0	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4
		Environment, Climate & Forestry	95.7	95.7	95.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Parks & Recreation	6,648.7	10,203.5	13,648.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	6,744.4	10,299.1	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4	13,744.4
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(3,448.5)	(16,857.3)	(11,716.0)	(5,457.6)	(6,988.8)	(4,871.1)	(5,095.9)	(6,220.0)	(13,000.9)	(12,470.8)	
		Sub-Total Capital Budget and Plan Withdrawals	(3,448.5)	(16,857.3)	(11,716.0)	(5,457.6)	(6,988.8)	(4,871.1)	(5,095.9)	(6,220.0)	(13,000.9)	(12,470.8)	
Total Withdrawals	(3,448.5)	(16,857.3)	(11,716.0)	(5,457.6)	(6,988.8)	(4,871.1)	(5,095.9)	(6,220.0)	(13,000.9)	(12,470.8)			
Interest Income													
Closing Balance	22,495.6	15,937.5	17,965.9	26,252.7	33,008.3	41,881.6	50,530.1	58,054.5	58,798.0	60,071.6			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1202 (\$000)	MLS Vehicle & Equipment Replacement	Opening Balance	5,094.8	6,035.0	429.1	253.7	1,451.0	1,931.3	3,335.2	3,385.6	5,005.8	6,027.3	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7
		Municipal Licensing & Standards	2,285.7	2,285.7	2,285.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7	2,285.7
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(1,345.5)	(7,891.7)	(2,461.1)	(1,088.4)	(1,805.4)	(881.8)	(2,235.3)	(665.5)	(1,264.2)	(6,995.9)	
		Sub-Total Capital Budget and Plan Withdrawals	(1,345.5)	(7,891.7)	(2,461.1)	(1,088.4)	(1,805.4)	(881.8)	(2,235.3)	(665.5)	(1,264.2)	(6,995.9)	
		Total Withdrawals	(1,345.5)	(7,891.7)	(2,461.1)	(1,088.4)	(1,805.4)	(881.8)	(2,235.3)	(665.5)	(1,264.2)	(6,995.9)	
Interest Income													
Closing Balance	6,035.0	429.1	253.7	1,451.0	1,931.3	3,335.2	3,385.6	5,005.8	6,027.3	1,317.1			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1204 (\$000)	Vehicle Reserve -Purch & Maint	Opening Balance	614.8	286.6	272.8	408.3	104.1	219.6	56.6	(478.8)	(343.3)	(278.0)	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	135.5	135.5	135.5	135.5	135.5	135.5	135.5	135.5
		Office of the Chief Financial Officer and Treasurer	135.5	135.5	135.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	135.5	135.5	135.5	135.5	135.5	135.5	135.5	135.5	135.5	135.5	135.5
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(463.7)	(149.3)	0.0	(439.7)	(20.0)	(298.5)	(670.9)	0.0	(70.2)	(194.7)	
		Sub-Total Capital Budget and Plan Withdrawals	(463.7)	(149.3)	0.0	(439.7)	(20.0)	(298.5)	(670.9)	0.0	(70.2)	(194.7)	
		Total Withdrawals	(463.7)	(149.3)	0.0	(439.7)	(20.0)	(298.5)	(670.9)	0.0	(70.2)	(194.7)	
Interest Income													
Closing Balance	286.6	272.8	408.3	104.1	219.6	56.6	(478.8)	(343.3)	(278.0)	(337.1)			

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1206 (\$000)	Ferry Replacement	Opening Balance	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	
		*Contributions (+)											
		Total Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Sub-Total Capital Budget and Plan Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Closing Balance	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6	8,458.6

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1301 (\$000)	Vehicle Reserve - Toronto Building	Opening Balance	1,317.3	1,350.5	489.1	290.9	380.9	470.9	560.9	650.9	740.9	830.9	
		*Contributions (+)											
		Toronto Building	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
		Total Contributions	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(56.8)	(951.4)	(288.2)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(1,324.3)
		Sub-Total Capital Budget and Plan Withdrawals	(56.8)	(951.4)	(288.2)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(1,324.3)
Total Withdrawals	(56.8)	(951.4)	(288.2)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(1,324.3)		
Closing Balance	1,350.5	489.1	290.9	380.9	470.9	560.9	650.9	740.9	830.9	920.9	(403.4)		

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1401 (\$000)	Vehicle Reserve - PPF & A	Opening Balance	558.7	558.7	558.7	558.7	558.7	471.8	471.8	471.8	471.8	471.8	
		*Contributions (+)											
		Total Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	0.0	0.0	0.0	0.0	(86.9)	0.0	0.0	0.0	0.0	0.0	0.0
		Sub-Total Capital Budget and Plan Withdrawals	0.0	0.0	0.0	0.0	(86.9)	0.0	0.0	0.0	0.0	0.0	0.0
		Total Withdrawals	0.0	0.0	0.0	0.0	(86.9)	0.0	0.0	0.0	0.0	0.0	0.0
Closing Balance	558.7	558.7	558.7	558.7	471.8	471.8	471.8	471.8	471.8	471.8	471.8		

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1502 (\$000)	Vehicle Reserve - Facilities & Real Estate	Opening Balance	2,027.1	3,021.1	1,159.5	484.5	517.6	730.0	244.0	670.8	1,444.5	1,349.7	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2
		Corporate Real Estate Management	1,399.9	1,399.9	1,399.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Environment, Climate & Forestry	17.3	17.3	17.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2	1,417.2
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
Fleet Services	(423.2)	(3,278.8)	(2,092.3)	(1,384.1)	(1,204.9)	(1,903.2)	(990.4)	(643.6)	(1,512.0)	(2,300.4)			
Sub-Total Capital Budget and Plan Withdrawals	(423.2)	(3,278.8)	(2,092.3)	(1,384.1)	(1,204.9)	(1,903.2)	(990.4)	(643.6)	(1,512.0)	(2,300.4)			
Total Withdrawals	(423.2)	(3,278.8)	(2,092.3)	(1,384.1)	(1,204.9)	(1,903.2)	(990.4)	(643.6)	(1,512.0)	(2,300.4)			
Closing Balance	3,021.1	1,159.5	484.5	517.6	730.0	244.0	670.8	1,444.5	1,349.7	466.6			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1503 (\$000)	Vehicle Reserve - Fleet	Opening Balance	1,655.8	1,203.3	469.8	496.6	(1,070.2)	(870.2)	(1,731.5)	(1,531.5)	(1,438.9)	(1,302.1)	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0
		Fleet Services	200.0	200.0	200.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(652.5)	(933.5)	(173.2)	(1,766.8)	0.0	(1,061.3)	0.0	(107.4)	(63.2)	(209.0)	
Sub-Total Capital Budget and Plan Withdrawals	(652.5)	(933.5)	(173.2)	(1,766.8)	0.0	(1,061.3)	0.0	(107.4)	(63.2)	(209.0)			
Total Withdrawals	(652.5)	(933.5)	(173.2)	(1,766.8)	0.0	(1,061.3)	0.0	(107.4)	(63.2)	(209.0)			
Closing Balance	1,203.3	469.8	496.6	(1,070.2)	(870.2)	(1,731.5)	(1,531.5)	(1,438.9)	(1,302.1)	(1,311.1)			

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1504 (\$000)	Vehicle Reserve - Clerks	Opening Balance	521.6	518.9	295.5	67.6	158.8	130.0	157.9	242.5	327.1	184.0	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	204.6	84.6	84.6	84.6	84.6	84.6	84.6	84.6
		City Clerk's Office	84.6	84.6	84.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	84.6	84.6	84.6	204.6	84.6	84.6	84.6	84.6	84.6	84.6	84.6
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(87.3)	(308.0)	(312.5)	(113.4)	(113.4)	(56.7)	0.0	0.0	(227.7)	(234.5)	
Sub-Total Capital Budget and Plan Withdrawals	(87.3)	(308.0)	(312.5)	(113.4)	(113.4)	(56.7)	0.0	0.0	(227.7)	(234.5)			
Total Withdrawals	(87.3)	(308.0)	(312.5)	(113.4)	(113.4)	(56.7)	0.0	0.0	(227.7)	(234.5)			
Closing Balance	518.9	295.5	67.6	158.8	130.0	157.9	242.5	327.1	184.0	34.1			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1509 (\$000)	Vehicle Reserve - IT Vehicles	Opening Balance	152.4	142.7	73.3	83.5	83.7	103.9	114.1	124.3	134.5	144.7	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
		Technology Services	10.2	10.2	10.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Contributions	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2	10.2
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	0.0	(79.6)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(104.7)
Sub-Total Capital Budget and Plan Withdrawals	0.0	(79.6)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(104.7)		
Total Withdrawals	0.0	(79.6)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(104.7)		
Closing Balance	142.7	73.3	83.5	93.7	103.9	114.1	124.3	134.5	144.7	50.2			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1601 (\$000)	Vehicle Reserve - Insurance	Opening Balance	7,639.6	7,243.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	
		*Contributions (+)											
		Total Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(396.3)	(125.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Sub-Total Capital Budget and Plan Withdrawals	(396.3)	(125.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Total Withdrawals	(396.3)	(125.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Interest Income											
		Closing Balance	7,243.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3	7,118.3

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1700 (\$000)	Vehicle Reserve - Library	Opening Balance	3,073.1	845.1	(1,551.2)	(1,575.3)	(1,647.1)	(1,525.5)	(1,120.9)	(763.7)	184.3	965.1	
		*Contributions (+)											
		Toronto Public Library	0.0	1,593.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0
		Total Contributions	0.0	1,593.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0	1,626.0
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(2,228.0)	(3,989.3)	(1,650.1)	(1,697.8)	(1,594.4)	(1,221.4)	(1,268.8)	(678.0)	(845.2)	0.0	
		Sub-Total Capital Budget and Plan Withdrawals	(2,228.0)	(3,989.3)	(1,650.1)	(1,697.8)	(1,594.4)	(1,221.4)	(1,268.8)	(678.0)	(845.2)	0.0	
		Total Withdrawals	(2,228.0)	(3,989.3)	(1,650.1)	(1,697.8)	(1,594.4)	(1,221.4)	(1,268.8)	(678.0)	(845.2)	0.0	
		Interest Income											
Closing Balance	845.1	(1,551.2)	(1,575.3)	(1,647.1)	(1,525.5)	(1,120.9)	(763.7)	184.3	965.1	2,591.1			

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1702 (\$000)	Vehicle Reserve - Exhibition Place	Opening Balance	503.0	12.6	37.6	62.6	87.6	87.6	112.6	137.6	182.6	212.6	
		*Contributions (+)											
		Exhibition Place	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	
		Total Contributions	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	400.0	
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		Capital Budget and Plan											
		Fleet Services	(890.4)	(375.0)	(375.0)	(375.0)	(400.0)	(375.0)	(375.0)	(375.0)	(375.0)	(375.0)	
		Sub-Total Capital Budget and Plan Withdrawals	(890.4)	(375.0)	(375.0)	(375.0)	(400.0)	(375.0)	(375.0)	(375.0)	(375.0)	(375.0)	
		Total Withdrawals	(890.4)	(375.0)	(375.0)	(375.0)	(400.0)	(375.0)	(375.0)	(375.0)	(375.0)	(375.0)	
		Interest Income											
Closing Balance	12.6	37.6	62.6	87.6	87.6	112.6	137.6	162.6	187.6	212.6			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1703 (\$000)	Vehicle Reserve - Zoo	Opening Balance	1,999.9	1,299.9	1,513.9	1,668.9	1,603.9	1,548.9	1,697.9	1,844.9	1,987.9	2,142.9	
		*Contributions (+)											
		Additional Operating Contribution	0.0	0.0	0.0	645.0	645.0	645.0	645.0	645.0	645.0	645.0	
		Toronto Zoo	645.0	645.0	645.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Total Contributions	645.0	645.0	645.0	645.0	645.0	645.0	645.0	645.0	645.0	645.0	
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Capital Budget and Plan											
		Fleet Services	(1,245.0)	(431.0)	(490.0)	(710.0)	(700.0)	(496.0)	(498.0)	(502.0)	(490.0)	(529.0)	
		Sub-Total Capital Budget and Plan Withdrawals	(1,245.0)	(431.0)	(490.0)	(710.0)	(700.0)	(496.0)	(498.0)	(502.0)	(490.0)	(529.0)	
		Total Withdrawals	(1,245.0)	(431.0)	(490.0)	(710.0)	(700.0)	(496.0)	(498.0)	(502.0)	(490.0)	(529.0)	
Interest Income													
Closing Balance	1,299.9	1,513.9	1,668.9	1,603.9	1,548.9	1,697.9	1,844.9	1,987.9	2,142.9	2,258.9			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1705 (\$000)	Vehicle Reserve - Arena Boards Of Mgmt	Opening Balance	1,005.7	1,129.7	459.4	467.1	474.8	482.5	490.2	497.9	505.6	551.9	
		*Contributions (+)											
		Arena Boards of Management	273.0	273.0	273.0	273.0	273.0	273.0	273.0	273.0	273.0	273.0	
		Total Contributions	273.0	273.0	273.0	273.0	273.0	273.0	273.0	273.0	273.0	273.0	
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Capital Budget and Plan											
		Fleet Services	(149.0)	(943.3)	(265.3)	(265.3)	(265.3)	(265.3)	(265.3)	(265.3)	(226.7)	(265.3)	
		Sub-Total Capital Budget and Plan Withdrawals	(149.0)	(943.3)	(265.3)	(265.3)	(265.3)	(265.3)	(265.3)	(265.3)	(226.7)	(265.3)	
		Total Withdrawals	(149.0)	(943.3)	(265.3)	(265.3)	(265.3)	(265.3)	(265.3)	(265.3)	(226.7)	(265.3)	
		Interest Income											
Closing Balance	1,129.7	459.4	467.1	474.8	482.5	490.2	497.9	505.6	551.9	559.6			

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
XQ1707 (\$000)	Vehicle Reserve - TOHC	Opening Balance	1,475.6	2,458.6	1,536.2	1,422.3	871.5	(200.8)	(1,890.4)	(3,596.9)	(5,863.9)	(8,105.8)	
		*Contributions (+)											
		Fleet Services	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	
		Total Contributions	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	983.0	
		*Withdrawals (-)											
		Operating Budget											
		Sub-Total Operating Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		Capital Budget and Plan											
		Fleet Services	0.0	(1,905.4)	(1,096.9)	(1,533.8)	(2,055.3)	(2,672.6)	(2,689.5)	(3,250.0)	(3,224.9)	(3,644.3)	
		Sub-Total Capital Budget and Plan Withdrawals	0.0	(1,905.4)	(1,096.9)	(1,533.8)	(2,055.3)	(2,672.6)	(2,689.5)	(3,250.0)	(3,224.9)	(3,644.3)	
		Total Withdrawals	0.0	(1,905.4)	(1,096.9)	(1,533.8)	(2,055.3)	(2,672.6)	(2,689.5)	(3,250.0)	(3,224.9)	(3,644.3)	
		Interest Income											
Closing Balance	2,458.6	1,536.2	1,422.3	871.5	(200.8)	(1,890.4)	(3,596.9)	(5,863.9)	(8,105.8)	(10,767.1)			

*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

Appendix 9

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

Tax-Supported Budget: Budget funded by property taxes.

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