

# Analyst Briefing Notes

## Budget Committee Review

(February 8, 2007)

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**PART I: CAPITAL PROGRAM****Executive Summary**

- The Toronto Public Library's (TPL) 2006 Approved Capital Budget of \$15.411 million was 60% or \$9.269 million spent as of September 30, 2006. Actual expenditures by year-end are projected to be \$13.920 million or 90% of the Approved Capital Budget. The projected under expenditure is primarily due to unanticipated delay in constructing the S. Walter Stewart District Library, lengthy approval process for the renovation / expansion of the heritage-designated property, Bloor/Gladstone Library and, delays in securing development approvals for the Jane/Sheppard Neighbourhood Library, a joint project with Shelter and Housing Administration. The unspent funding of \$1.491 million will be carried forward into 2007.
- The 2007 Recommended Capital Budget; 2008 to 2011 Plan and 2012 to 2016 Estimates total \$206.277 million of which \$89.865 is projected for the Program's 5-Year Capital Plan, requiring debt funding of \$55.0 million, or \$11.0 million per year, which is \$5.4 million over the program's debt affordability guideline of \$10.0 million for 2007 through 2010 and \$1.4 million over 2011. The 5- Year Capital Plan, including carry forward funding from 2006 to 2007, totals \$89.865 and consists of \$70.419 million or 78.4% state of good repair projects and \$19.446 million or 21.6% growth related projects. The recommended cash flow is over the target mainly as a result of pressures arising from IT replacement program.
- The 2007 Recommended Capital Budget includes previously approved commitments and new/change in scope projects requiring 2007 cash flow of \$15.406 million. The cash flow combined with carry forward funding of \$1.173 million for 2006 projects brings the total 2007 Recommended Capital budget to \$16.579 million, as well, future year commitments of \$15.450 million in 2008; \$13.939 million in 2009; and, \$2.280 million in 2010.
- To meet the recommended debt of \$11.0 million per year, TPL has deferred the reconstruction of 3 libraries for a total reduction of \$2.0 million over 2007-2010. The deferrals have impacted the Building state of good repair backlog which at the end of 2006, is estimated to be \$14.7 million based on the \$10.8 million annual state of good repair backlog benchmark and is projected to increase to \$19.449 million by 2011.
- The 2007 Recommended Capital Budget of \$16.579 million gross (\$11.0 million debt) is comprised of \$6.890 million previously approved projects and \$9.689 million for new projects (or 84.2% for state of good repair and 15.8% in growth related projects), which includes funding for the major renovation of the Toronto Reference Library, Virtual Branch and electronic services enhancement to provide improved usability, IT equipment and system replacement, reconstruction/expansion of Brentwood and Thorncliffe Libraries and the renovation of Cedarbrae Library.
- The 5-Year Capital Plan supports the Mayor's Mandate by investing in At-Risk Neighbourhoods. Included in the plan are renovation/reconstruction projects totalling \$16.926 million for 6 libraries in 5 At-risk Neighbourhoods.

### **Recommendations**

The City Manager and Chief Financial Officer recommends that:

1. the 2007 Recommended Capital Budget for Toronto Public Library with a total project cost of \$31.030 million and a 2007 cash flow of \$16.579 million and future year commitments of \$31.669 million be approved. The 2007 Recommended Capital Budget consists of the following:
  - (a) New Cash Flow Funding for:
    - i) 14 new sub-projects with a 2007 total project cost of \$31.030 million that requires cash flow of \$9.689 million in 2007 and a future year commitment of \$8.181 million in 2008, \$11.130 million in 2009 and \$2.030 million in 2010;
    - ii) 7 previously approved sub-projects with a 2007 cash flow of \$5.399 million and future year commitments of \$7.269 million in 2008, \$2.809 million in 2009 and \$0.250 million in 2010;
    - iii) 1 sub-project from previously approved projects with carry forward funding from 2005 and prior years requiring 2007 cash flow of \$0.318 million;
  - (b) 2006 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2006 into 2007, totaling \$1.173 million;
2. operating impacts of \$0.200 million for 2007, \$0.551 million for 2008 and \$0.562 million for 2009, emanating from the approval of the 2007 Recommended Capital Budget, be approved for inclusion in Toronto Public Library's 2007 and future years' operating budgets;
3. new debt service costs of \$0.203 million in 2007 and incremental costs of \$0.878 million in 2008, \$0.765 million in 2009, \$1.061 million in 2010 and \$0.220 million in 2011, resulting from the approval of the 2007 Recommended Capital Budget, be approved for inclusion in 2007 and future year operating budgets; and,
4. the 2008-2011 Capital Plan for Toronto Public Library totalling \$73.286 million in project commitments and estimates, comprised of \$17.0 million in 2008; \$18.115 million in 2009; \$17.763 million in 2010 and \$20.408 million in 2011, be approved.

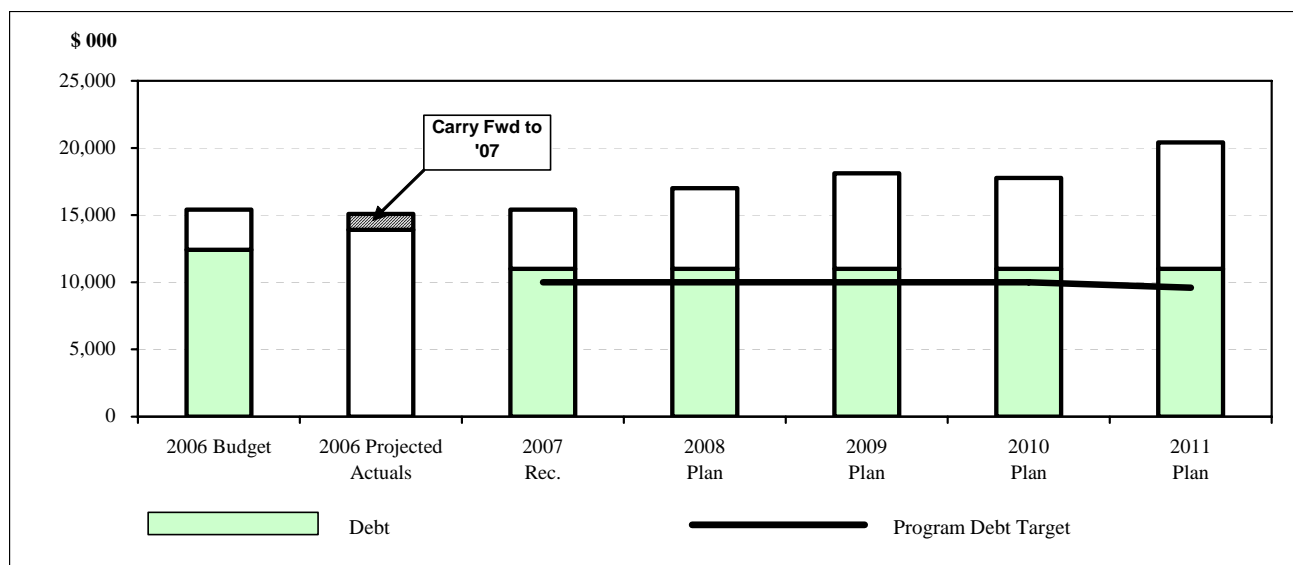
## 2006 Capital Variance Review

| 2006 Budget to Actuals Comparison - Total Gross Expenditures (\$000s) |  |         |                               |         |            |
|---|--|---------|-------------------------------|---------|------------|
| 2006 Approved   | Actuals as of September 30<br>(3rd Qtr Variance) |         | Projected Actuals at Year End |         | Balance    |
| \$  | \$   | % Spent | \$                            | % Spent | \$ Unspent |
| 15,411  | 9,269  | 60      | 13,920                        | 90      | 1,491      |

**Comments / Issues:**

- The Toronto Public Library's (TPL) 2006 Approved Capital Budget of \$15.411 million was 60% or \$9.269 million spent as of September 30, 2006. Actual expenditures by year-end are anticipated to be \$13.920 million or 90% of the Approved Capital Budget, which is consistent with the spending trends of prior years and meets TPL's spending objectives.
- While most projects are progressing as planned, the variance of \$1.491 million between the 2006 Approved Capital Budget and projected actuals to year-end, is attributed to the following projects:
  - The S. Walter Stewart Branch Renovation contract was awarded in June 2006, however, unexpected construction delays result in a projected under-expenditure of \$0.773 million.
  - The Jane / Sheppard Neighbourhood Library Relocation, a joint project with Shelter, Support & Housing Administration, continued to experience delays in obtaining development approval, resulting in a projected under-expenditure of \$0.318 million.
  - The construction of the Bloor/Gladstone Project has been delayed to the 4th quarter, due to lengthy approval process associated with the heritage designation of this building, resulting in a projected under-expenditure of \$0.200 million.
  - A delay in the Toronto Reference Library (TRL) fire alarm system project, for which project specifications and vendor selection is currently underway, results in a projected under-expenditure of \$0.200 million.
- The 2006 projected year-end expenditures reflects spending and activity on 19 Building sub-projects and 5 Information Technology sub-projects, of which, 17 sub-projects are expected to be completed in 2006. The under-expenditures will be carried forward from 2006 into 2007.

5-Year Capital Plan (2007-2011)



|  | 2006          |                  | 5-Year Plan   |               |               |               |               | 2007-2011     |
|--|---------------|------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | Budget        | Projected Actual | 2007 Rec.     | 2008          | 2009          | 2010          | 2011          |               |
| <b>Gross Expenditures:</b>                                   |               |                  |               |               |               |               |               |               |
| Capital Budget & Future Year Commitments                     | 15,411        | 13,920           | 15,406        | 8,342         | 2,938         | 250           | 0             | 26,936        |
| New Plan Estimates   |               |                  |               | 8,658         | 15,177        | 17,513        | 20,408        | 61,756        |
| 1-Year Carry Forward to 2007                                 |               | 1,173            |               |               |               |               |               |               |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            | <b>15,411</b> | <b>15,093</b>    | <b>15,406</b> | <b>17,000</b> | <b>18,115</b> | <b>17,763</b> | <b>20,408</b> | <b>88,692</b> |
| <b>Program Debt Target</b>                                   | <b>10,000</b> |                  | <b>10,000</b> | <b>10,000</b> | <b>10,000</b> | <b>10,000</b> | <b>9,600</b>  | <b>49,600</b> |
| <b>Financing:</b>  |               |                  |               |               |               |               |               |               |
| Recommended Debt   | 12,417        |                  | 11,000        | 11,000        | 11,000        | 11,000        | 11,000        | 55,000        |
| <b>Other Financing Sources:</b>                              |               |                  |               |               |               |               |               |               |
| Reserves/Reserve Funds                                       | 1,164         |                  | 161           | 82            |               |               |               | 243           |
| Development Charges  | 527           |                  | 2,856         | 2,773         | 5,407         | 3,247         | 6,200         | 20,483        |
| Federal  |               |                  |               |               |               |               |               |               |
| Provincial   |               |                  |               |               |               |               |               |               |
| Other Revenue  | 1,303         |                  | 1,389         | 3,145         | 1,708         | 3,516         | 3,208         | 12,966        |
| <b>Total Financing</b>                                       | <b>15,411</b> |                  | <b>15,406</b> | <b>17,000</b> | <b>18,115</b> | <b>17,763</b> | <b>20,408</b> | <b>88,692</b> |
| <b>By Category:</b>  |               |                  |               |               |               |               |               |               |
| Health & Safety  |               |                  |               |               |               |               |               |               |
| Legislative  |               |                  |               |               |               |               |               |               |
| SOGR   | 14,901        | 14,583           | 12,900        | 14,412        | 12,768        | 13,188        | 16,098        | 69,366        |
| Service Improvement  |               |                  |               |               |               |               |               |               |
| Growth Related   | 510           | 510              | 2,506         | 2,588         | 5,347         | 4,575         | 4,310         | 19,326        |
| <b>Total By Category</b>                                     | <b>15,411</b> | <b>15,093</b>    | <b>15,406</b> | <b>17,000</b> | <b>18,115</b> | <b>17,763</b> | <b>20,408</b> | <b>88,692</b> |
| Yearly SOGR Backlog Estimate (not addressed by current plan) |               | 1,700            | 2,233         | 329           | 1,990         | 1,570         | (1,340)       | 4,782         |
| Accumulated Backlog Estimate (end of year)                   |               | 14,667           | 16,900        | 17,229        | 19,219        | 20,789        | 19,449        | 19,449        |
| <b>Operating Impact on Program Costs (net)</b>               |               |                  | 200           | 551           | 562           |               | 835           | 2,148         |
| <b>Debt Service Costs</b>                                    |               |                  | 330           | 1,540         | 1,540         | 1,540         | 1,540         | 6,490         |

\* Note that the 1-Year Carry Forward reflects the latest estimate as used in the 2006 3rd Quarter Capital Variance Report.

## 5-Year Capital Plan Overview

### Overview

Toronto Public Library (TPL)'s Recommended 5-Year Capital Plan focuses on the following priorities:

- Meet the on-going needs to keep the existing assets in an acceptable state of good repair given City debt affordability targets.
- Maintain and upgrade information technological infrastructure, estimated at \$28.3 million, including, increasing demands from the TPL's "Virtual Branch".

The 5-Year Capital Plan, fairly represents its readiness to proceed and, reflects TPL's requirements and needs of the future, based on the facility state of good repair evaluation. The 5-Year Capital Plan maximizes non-debt funding sources such as Section 37 and Development Charges for the Waterfront Library and Toronto Reference Library.

The cash flow for the 5-Year Plan totals \$88.692 million (excluding 2006 carry-forward funding into 2007), with cash flow requirements of \$15.406 million in 2007, \$17.0 million in 2008, \$18.115 million in 2009, \$17.763 million in 2010 and \$20.408 million in 2011.

The Recommended 5-Year Capital Plan consists of 78.2% state of good repair projects and 21.8% growth related. Major 2007 state of good repair projects include: S.Walter Stewart District Library, Jane/Dundas Library Renovation, Dufferin/St.Clair Library Renovation, Toronto Reference Library Renovation, Multi-branch minor Renovation and all IT projects. The growth related projects consist of Bloor / Gladstone Library Expansion, Thorncliffe Library Expansion and Brentwood Library Expansion.

### Mayor's Mandate

Toronto Public Library's Recommended 5-Year Capital Plan supports the Mayor's Mandate to "Invest \$13 million in Toronto's 13 Priority neighbourhoods over the next 5 years".

| Ward         | Project                  | Priority Neighbourhood           | 2007         | 2008         | 2009         | 2010         | 2011         | Total<br>(2007-2011) |
|--------------|--------------------------|----------------------------------|--------------|--------------|--------------|--------------|--------------|----------------------|
|              |                          |                                  | (\$000's)    |              |              |              |              |                      |
| 29           | S.W. Stewart Renovation  | Flemingdon Park-Victoria Village | 2,264        | 2,037        | 129          |              |              | 4,430                |
| 01           | Albion Renovation        | Jamestown                        |              |              |              |              | 730          | 730                  |
| 09           | Jane Sheppard Relocation | Jane-Finch                       | 320          | 717          | 445          |              |              | 1,482                |
| 43           | Cedarbrae Renovation     | Kingston Galloway                | 480          | 1,074        | 3,643        | 1,303        |              | 6,500                |
| 11           | Mount Dennis Renovation  | Weston-Mt.Dennis                 |              | 272          |              | 1,620        | 1,599        | 3,491                |
| 11           | Weston Renovation        | Weston-Mt.Dennis                 |              |              |              | 293          |              | 293                  |
| <b>Total</b> |                          |                                  | <b>3,064</b> | <b>4,100</b> | <b>4,217</b> | <b>3,216</b> | <b>2,329</b> | <b>16,926</b>        |

The Mayor's Platform addresses key policies and priorities with respect to continuing support to At-Risk Neighbourhoods, over the next term of the new Council. The above-mentioned state of good repair projects will provide TPL with opportunities through the use of its improved facilities, to contribute further in promoting multi-ethnic culture, literacy and job skills, and employment opportunities, particularly to At-Risk youth.

**Multi Year Debt Affordability Target**

TPL's Recommended 5-Year Capital Plan exceeds the debt affordability target of \$50.0 million or \$10.0 million per year by \$5.0 million or \$1.0 million per year for 2007 through 2010 and \$1.4 million for 2011, primarily due to the funding requirements of TPL's 'Technology Asset Management Program' (TAMP). TPL has met the recommended debt of \$55.0 million for the 5-Year Plan or \$11.0 million per year by deferring projects into future years and maximizing available funding sources (see 'Recommended Changes to the 5-Year Plan' and Issues Section for details).

During the 2006 Budget Process, Council adopted the recommendation by the Budget Advisory Committee, that "the 2007-2010 debt guidelines for TPL, be set at \$11.0 million, and that Financial Planning staff review other reserve options to further reduce the debt requirements". As no reserves could be identified, the recommended debt target remains at \$11.0 million annually.

**Capacity**

The 2006 Approved Capital Budget of \$15.411 million was 60% or \$9.269 million spent as of September 30, 2006. Actual expenditures by year-end are anticipated to be \$13.920 million or 90% of the Approved Capital Budget, which is consistent with the spending trends of prior years. As shown in prior years' experience, work scope and scheduling changes and the timing of tendering contracts are the primary contributing factors in the outcome of the actual spending rate in any given year, which over the last four years, has averaged out to 82%.

The 2006 projects are progressing according to the plan, with the exception of 4 projects requiring a carry forward to 2007 including, Jane Sheppard Relocation, a joint project with Shelter and Housing Administration, which continued to experience delays in obtaining development approval and which is the only project with a carry-forward funding from 2005 and prior years to 2007. The remaining 3 projects with carry forward funding from 2006 to 2007 include, the Bloor/Gladstone Renovation/Expansion, which has been delayed due to the lengthy approval process associated with heritage designated buildings; S.Walter Stewart Branch Renovation, due to unexpected construction delays, and Toronto Reference Library (TRL) fire alarm system project, for which project specifications and vendor selection is currently underway.

**State of Project Readiness**

The Toronto Public Library 5-Year Capital Plan is ready to proceed. The plan is based on state of good repair evaluations of the library facilities which are carried out on an on-going basis by internal and external sources, including, the Norr Report (1999) and the Wong Gregerson Building Audit (2002). These comprehensive evaluations of building conditions include architectural and structural assessments, and regulatory inspections. TPL plans to undertake a comprehensive audit in 2007 to assess on state of good repair of facilities and equipment. It is a standard industry practice to conduct similar audits every five years and to monitor the needs and conditions internally, on an on-going basis. The cash flow requirements of the 5-Year Capital Plan reflects realistic spending on phased facility projects based on project planning and procurement and other requirements.

**Recommended Changes to the 5-Year Plan**

City Council considered the 5-Year Plan at its meeting of July 25, 26 and 27, 2006. The plan was endorsed in principle. Following highlights the changes from the 2006-2010 Capital Plan recommended in July and the 2007-2011 Recommended Capital Plan.

Highlights of the changes are summarized below:

- As the Bloor / Gladstone Library construction had to be deferred due to continued delays associated with the approval process of this heritage designated building, the \$0.281 million debt was not required in 2006. As an offset, the Dufferin /St.Clair renovation, was recommended to be advanced in 2006 from 2008 as this project was ready to proceed, with no change to the overall debt level for TPL.
- Change in Scope increases are requested due to an increase in the construction costs experienced from estimates made in prior years for the following projects: Jane / Dundas Neighbourhood Renovation (\$0.786 million gross and \$0.744 million debt); Dufferin/ St.Clair Neighbourhood Renovation (\$1.025 million gross and \$0.973 million debt).
- The 'Electronic Information Services' Project, has been renamed as 'Virtual Branch Services', with an increase in commitment of \$1.8 million over 2007-2009. The 2007 upgrades will integrate a suite of existing virtual services into a unified, user-centred system including, multi-lingual service, virtual channels of service delivery such as Web, upgraded searching capabilities and improved Internet presence for the Library.
- Of the total \$2.837 million financing for the Technology Asset Management Program (TAMP), in TPL's 2007 Capital Plan, \$1.0 million was initially assumed to be funded from City reserves consistent with the funding in 2006, however as no reserve funding could be identified in 2007, the debt target was increased by \$1.0 million, thus enabling TPL to maintain its TAMP expenditures as previously planned.

**Backlog of Projects – Unmet Need**

Of 102 buildings maintained by TPL, approximately 20% are more than 50 years old and 60% are more than 25 years old. Today, TPL's average building is 35 years old and one third of the branches have not had a renovation in over 20 years.

TPL's state of good repair backlog is \$14.7 million accumulated over the period 2001-2006. The state of good repair backlog is projected to increase by \$1.0 million each year over the next 5 years to \$19.5 million by 2011, based on the industry benchmark of 2% of the current replacement value of \$540 million of building investment requirements or \$10.8 million, compared to the recommended average state of good repair funding of \$9.8 million a year, resulting in an annual average shortfall of \$1.0 million, over the next 5 years.

The City's Corporate Facilities and Real Estate Division concurs with the 2% industry benchmark for state of good repair used by TPL, given the high level of public use (17 million visits per year) although the average state of good repair funding for City-owned properties is approximately 1% of the current replacement value of buildings.

| Year             | SOGF Funding<br>(in \$M) | Shortfall<br>(in \$M) |
|------------------|--------------------------|-----------------------|
| 2000             | \$6.8                    | (\$3.7)               |
| 2001             | 9.4                      | (1.1)                 |
| 2002             | 7.5                      | (3.0)                 |
| 2003             | 9.3                      | (1.2)                 |
| 2004             | 8.5                      | (2.0)                 |
| 2005             | 8.5                      | (2.0)                 |
| <b>Sub-total</b> | <b>\$50.0</b>            | <b>(\$13.0)</b>       |
| 2006             | 8.8                      | (1.7)                 |
| <b>Total</b>     | <b>\$58.8</b>            | <b>(\$14.7)</b>       |

There is no state of good repair backlog for information technology requirements at the end of 2005. Assets are to be replaced on an on-going basis through IT projects such as the TAMP, Integrated Library Services (ILS) and Virtual Branch Services.

### Operating Impact of the 5-Year Capital Plan

The approval of the 5-Year Capital Plan and the 2007 Recommended Capital Budget will increase the Program’s Operating Budget, with incremental impacts in 2007 and future years as a result of the capital projects / subprojects as listed in the tables, below:

| Incremental Operating Budget Impact | 2007  | 2008    | 2009    | 2010    | 2011    |
|-------------------------------------|-------|---------|---------|---------|---------|
| Program Costs (net) (\$000s)        | 200.0 | 551.0   | 562.0   | -       | 835.0   |
| Debt Service Charges (\$000s)       | 330.0 | 1,540.0 | 1,540.0 | 1,540.0 | 1,540.0 |
| Approved Positions                  |       | 8.5     |         |         | 11.0    |

| Capital Projects/Sub-Projects                               | 2007         | 2008         | 2009         | 2010 | 2011         |
|---|--------------|--------------|--------------|------|--------------|
| <b>Previously Approved Projects</b> (\$000s)                |              |              |              |      |              |
| Bloor/Gladstone District Library Renovation & Expansion     |              | 370.0        | 426.0        |      |              |
| S. Walter Stewart District Library Renovation               | 2.0          | 65.0         |              |      |              |
| Jane/Dundas Neighbourhood Library Renovation                |              | 23.0         |              |      |              |
| Dufferin/St.Clair Neighbourhood Library Renovation          |              | 26.0         |              |      |              |
| Integrated Library System                                   | 113.0        |              |              |      |              |
| <b>New Projects</b>   |              |              |              |      |              |
| Cedarbrae District Library Renovation                       |              |              | 42.0         |      |              |
| Thorncliffe Reno & Expansion                                |              | 67.0         | 94.0         |      |              |
| Virtual Branch Services - 2007-2009                         | 85.0         |              |              |      |              |
| <b>Sub-total: 2007 Recommended Budget Operating Impacts</b> | <b>200.0</b> | <b>551.0</b> | <b>562.0</b> |      |              |
| Waterfront Neighbourhood Construction                       |              |              |              |      | 835.0        |
| <b>Total: 5-Year Plan Operating Impacts</b>                 | <b>200.0</b> | <b>551.0</b> | <b>562.0</b> |      | <b>835.0</b> |

**Program Costs**

- The net incremental operating costs include, salaries, utility, services and rents, materials and supply expenses and software licences, due to the renovation and expansion of previously approved projects and new projects, as noted above.
- The 8.5 positions requested in 2008 include (7.5 positions) due to the expansion of the Bloor/Gladstone District Library by over 8,600 square feet to 20,000 square feet, which will also be equipped with a user education centre, planned upgrades to its IT infrastructure and an increase in library materials (over 10,000 items) and, (1.0 position) due to the Thorncliffe Library Renovation/Expansion project.
- The 11.0 positions requested in 2011 are for the new 15,000 square feet Waterfront Neighbourhood Library, to be constructed on City-owned land that will service the Railway Lands community (Trinity-Niagara area), projected to grow by 12,000 residents. The Library will include an opening collection of 50,000 items and will feature an open floor plan including a barrier free access for the public, study seating, separate and sound proof multi-purpose programming space for branch and community use, installation of self-service check-out, protective security systems, fire and bibliographic anti-theft systems.

**Pre-approvals**

City Council at its meeting of December 5 and 6, 2006 approved the report from the Deputy City Manager and Chief Financial Officer, entitled 'Pre-Approval of 2007 Capital Projects Commitment and Spending' at its meeting of September 15<sup>th</sup>.

The recommended carry forward funding from 2006 to 2007 of \$0.100 million was required to continue the renovation of the Bloor / Gladstone Library. The recommended pre-approval cash flow of \$1.425 million for the 2007 phase of previously approved projects was required as follows: S. Walter Stewart Renovation, Bloor / Gladstone Renovation, Bloor / Gladstone Expansion and Jane / Dundas Renovation. Construction tenders were anticipated to be awarded in 2006 with spending anticipated for the 1st quarter of 2007.

A pre-approval commitment of \$2.5 million was recommended for the new Thorncliffe Neighbourhood Library project, expected to begin early in 2007. In 2005, Council approved \$0.090 million for the design, drawings and cost estimate phase of the project. Pre-approval spending for the new library of \$0.250 million is recommended in order to align with the spending of the Child Care and Community Centre projects.

Also recommended was a \$0.786 million Change in Scope commitment for the Jane / Dundas Library. The Library was approved in 2006 for \$2.664 million with 2006 approved cash flow of \$0.954 million anticipated to be fully spent by year-end. Overall, the project cost to renovate the Jane / Dundas Library of \$2.664 million will increase to \$3.450 million. Construction costs for the Jane / Dundas Library have increased since its initial estimate made two years ago requiring an increase in commitment of \$0.786 million. Pre-approval cash flow of \$0.350 million was recommended for the 2007 phase of the previously approved project. These projects have proceeded as planned.

### Total 2007 Recommended Cash Flow & Future Year Commitments (\$000s)

|                          | 2005 & Prior<br>Year Carry<br>Forward | 2007 Previous<br>Commitments | 2007 New<br>Recommended | 2007 Total<br>Cash Flow<br>Recommended | 2007 Debt<br>Target | 2006 Carry<br>Forward | Total 2007<br>Cash Flow<br>(Incl 2006<br>C/Fwd) | 2008          | 2009          | 2010         | 2011     | 2012-2016 | Total Cost    |
|--------------------------|---------------------------------------|------------------------------|-------------------------|--|---------------------|-----------------------|---|---------------|---------------|--------------|----------|-----------|---------------|
| <b>Expenditures</b>      |                                       |                              |                         |  |                     |                       |   |               |               |              |          |           |               |
| Previously Approved      | 318                                   | 5,399                        |                         | 5,717                                  |                     | 1,173                 | 6,890   | 7,269         | 2,809         | 250          |          |           | 17,218        |
| Change in Scope          |                                       |                              | 2,044                   | 2,044                                  |                     |                       | 2,044   | 1,073         | 129           |              |          |           | 3,246         |
| New                      |                                       |                              | 5,051                   | 5,051                                  |                     |                       | 5,051   | 5,608         | 8,001         | 2,030        |          |           | 20,690        |
| New w/Future Year        |                                       |                              | 2,594                   | 2,594                                  |                     |                       | 2,594   | 1,500         | 3,000         |              |          |           | 7,094         |
| <b>Total Expenditure</b> | <b>318</b>                            | <b>5,399</b>                 | <b>9,689</b>            | <b>15,406</b>                          |                     | <b>1,173</b>          | <b>16,579</b>                                   | <b>15,450</b> | <b>13,939</b> | <b>2,280</b> | <b>0</b> | <b>0</b>  | <b>48,248</b> |
| <b>Financing</b>         |                                       |                              |                         |  |                     |                       |   |               |               |              |          |           |               |
| Debt                     |                                       | 4,236                        | 6,764                   | 11,000                                 | <b>10,000</b>       |                       | 11,000  | 10,094        | 10,243        | 2,247        |          |           | 33,584        |
| Development Charges      | 227                                   | 1,093                        | 1,536                   | 2,856                                  |                     |                       | 2,856   | 2,129         | 1,988         | 33           |          |           | 7,006         |
| Other                    |                                       |                              | 1,389                   | 1,389                                  |                     | 1,173                 | 2,562   | 3,145         | 1,708         |              |          |           | 7,415         |
| Reserves/Res Funds       | 91                                    | 70                           |                         | 161                                    |                     |                       | 161   | 82            |               |              |          |           | 243           |
| <b>Total Financing</b>   | <b>318</b>                            | <b>5,399</b>                 | <b>9,689</b>            | <b>15,406</b>                          |                     | <b>1,173</b>          | <b>16,579</b>                                   | <b>15,450</b> | <b>13,939</b> | <b>2,280</b> | <b>0</b> | <b>0</b>  | <b>48,248</b> |

#### Comments / Issues:

- The 2007 Recommended Capital Budget is \$16.579 million and includes unspent funding from 2006 projects being carried forward into 2007 of \$1.173 million; carried forward funding from 2005 and prior year projects of \$0.318 million (Jane/Sheppard Neighbourhood Library); previously approved commitments of \$5.399 million; and, \$9.689 million for new/change in scope projects.
- New Projects starting in 2007 include, Cedarbrae Renovation, Thorncliffe Renovation/Expansion, Multi-branch Minor Renovation, Toronto Reference Library (TRL) Retrofit/Expansion, TAMP, Virtual Branch Services and Brentwood Reconstruction.
- Development Charges of \$2.856 million, is earmarked to fund 10 projects in 2007. The 'Other' financing consists mainly of TPL's operating contribution for the 'Technology Asset Management Program' in 2007. The 2008 balance includes a \$1.500 million Section 37 contribution for the TRL Retrofit/Expansion project. Reserve funding of \$0.161 million in 2007 and \$0.082 million in 2008 represent the operating cost savings, from Jane/Sheppard Neighbourhood Library closure, due to relocation. These savings are being accumulated in the Library Capital Projects Reserve Fund to reduce the debt requirements associated with this project.
- Approval of the 2007 Recommended Capital Budget will result in future year commitments for new/change in scope projects of \$8.181 million in 2008, \$11.130 million in 2009; and, \$2.030 million in 2010.

## **2007 Recommended Capital Budget**

### **2007 Recommended Capital Budget versus Debt Target**

During the 2006 Budget Process, Council adopted the recommendation by the Budget Advisory Committee, that “the 2007-2010 debt guidelines for TPL, be set at \$11.0 million, and that Financial Planning staff review other reserve options to further reduce the debt requirements”. As no reserve options have been identified and based on corporate affordability, the TPL debt guideline was set at \$10.0 million.

The 2007 Recommended Capital Budget of \$11.0 million debt represents an increase of \$1.0 million over the debt guideline of \$10.0 million. The additional \$1.0 million debt recommended in 2007 and \$4.4 million for 2007-2011 is required to fund TPL’s Technology Asset Management Program (TAMP), which is discussed further in the ‘5-Year Capital Plan Issues’ section.

### **Capacity /Readiness**

The 2007 spending rate is projected to be in line with past performance of over 90%. The carry forward funding of \$0.318 million from 2005 and prior, to 2007, (consisting of only 1 project) and the projected one year carry forward funding from 2006 to 2007 of \$1.173 million, (consisting of only 4 sub-projects), is indicative of TPL’s commitment to achieving its Capital Plan objectives by monitoring the level of spending in relation to its request. This also represents a notable improvement from 2005, which resulted in funding being carried forward from 2005 to 2006 in the amount of \$2.340 million for 12 projects.

Toronto Public Library is ready to proceed with the 2007 Recommended Capital Budget. The cash flow requirements reflect realistic spending on phased facility projects based on project planning and procurement and other requirements. Projects completed in 2006 include the re-opening of the Morningside branch in May 2006 and the Pape/Danforth renovated branch in August 2006.

Significant improvements at the Toronto Reference Library include, a performance stage in the atrium, a new centre for people with disabilities, bookable group study rooms, an improved combined entrance/exit/security and a new information desk all of which have all been successfully implemented.

Virtual Branch and electronic services advancement include a user experience project that was initiated with a focus on information architecture, which will provide a new design for the TPL website that will include improved usability and better integration of TPL web services.

Based on prior years’ trend, TPL’s 2007 Recommended Capital Budget is achievable and reasonably represents its readiness to proceed, reflecting its priorities based on the current requirement and future needs, with a determination to complete previously approved projects, while also addressing its maintenance and expansion needs primarily through new projects which include, Cedarbrae Renovation, Thorncliffe Renovation/Expansion, Multi-branch Minor Renovation, Toronto Reference Library (TRL) Retrofit/Expansion, Brentwood Reconstruction, TAMP and Virtual Branch Services.

## Operating Budget Impact

### Incremental Operating Impact Summary

| Incremental Operating Budget Impact | 2007  | 2008  | 2009  |
|-------------------------------------|-------|-------|-------|
| Program Costs (net) (\$000s)        | 200.0 | 551.0 | 562.0 |
| Debt Service Charges (\$000s)       | 202.9 | 878.2 | 764.8 |
| Approved Positions                  |       | 8.5   |       |

### Program Incremental Operating Costs

The 2007 Recommended Capital Budget will increase the Program's Operating Budget, with incremental impacts in 2007 and future years as a result of the following capital projects/subprojects:

| 2007 Capital Projects/Sub-Projects                  | 2007<br>(\$000s) | 2007<br>Approved<br>Position<br>change | 2008<br>(\$000s) | 2008<br>Approved<br>Position<br>change | 2009<br>(\$000s) | 2009<br>Approved<br>Position<br>change |
|---|------------------|--|------------------|--|------------------|--|
| Bloor/Gladstone District Library Expansion          |                  |  | 370.00           | 7.50                                   | 426.00           |  |
| S. Walter Stewart District Library Renovation       | 2.0              |  | 65.00            |  |                  |  |
| Jane/Dundas Neighbourhood Library Renovation        |                  |  | 23.00            |  |                  |  |
| Dufferin/St. Clair Neighbourhood Library Renovation |                  |  | 26.00            |  |                  |  |
| Integrated Library System                           | 113.0            |  |                  |  |                  |  |
| Cedarbrae District Library Renovation               |                  |  |                  |  | 42.00            |  |
| Thorncliffe Reno & Expansion                        |                  |  | 67.00            | 1.00                                   | 94.00            |  |
| Virtual Branch Services - 2007-2009                 | 85.0             |  |                  |  |                  |  |
| <b>TOTAL</b>  | <b>200.00</b>    | <b>0.00</b>                            | <b>551.00</b>    | <b>8.50</b>                            | <b>562.00</b>    | <b>0.00</b>                            |

The incremental operating costs totaling \$0.200 million in 2007 as outlined above include, utility, services and rents, and software licence expenses, due to the expansion and/or upgrade of the following existing projects: S. Walter Stewart Library Renovation, \$0.002 million; Integrated Library System, \$0.113 million and Virtual Branch Services, \$0.085 million, with no incremental approved position changes in 2007.

The 8.5 positions requested in 2008 include (7.5 positions) due to the expansion of the Bloor/Gladstone District Library by over 8,600 square feet to 20,000 square feet, which will also be equipped with a user education centre, planned upgrades to its IT infrastructure and an increase in library materials (over 10,000 items) and, (1.0 position) due to the Thorncliffe Library Renovation/Expansion project.

## PART II: ISSUES FOR DISCUSSION

### 5-Year Capital Plan Issues

#### Debt Affordability Target

During the 2006 Capital Budget Process, Council adopted the Budget Advisory Committee recommendation, that the 2007-2010 debt guideline for TPL, be set at \$11.0 million, and that Financial Planning staff review other reserve options to further reduce the debt requirements.

The 2007-2010 Capital Plan as submitted by the TPL in June 2006, requested \$11.5 million annual funding including, \$10.5 million debt and \$1.0 million funding from a City reserve, for each of the years (2007 through 2011), which exceeded the guideline of \$10.0 million debt by \$1.500 million each year for 2007 through 2011 as no reserve funds were available.

In June 2006, the City Librarian, at the City Manager's request, reported back on how TPL would reduce the \$2.0 million over 4 years to achieve the recommended debt of \$11.0 million for 2007 through 2010. As shown below, the reduction is to be achieved by delaying the start of construction of 3 capital projects to the following years.

|                                    | 2007          | 2008          | 2009          | 2010          | 2007-2010      |
|------------------------------------|---------------|---------------|---------------|---------------|----------------|
| <b>TPL June Submission (000's)</b> | 11,500        | 11,500        | 11,500        | 11,500        | <b>46,000</b>  |
| <i>Adjustments:</i>                |               |               |               |               |                |
| a) Dufferin/St. Clair              | (500)         | 500           |               |               | -              |
| b) Brentwood                       |               |               | (1,513)       | (487)         | <b>(2,000)</b> |
| c) Cedarbrae                       |               | (1,000)       | 1,013         | (13)          | -              |
| <b>Recommended Debt Level</b>      | <b>11,000</b> | <b>11,000</b> | <b>11,000</b> | <b>11,000</b> | <b>44,000</b>  |

- a) Delay the start of construction for the Dufferin / St. Clair Branch Renovation, by 6 months, but construction still to start in 2007;
- b) Delay start of construction for the Brentwood Branch Renovation by 1 year, from 2008 to 2009; and
- c) Delay the start of construction of the Cedarbrae Branch Renovation by 6 months, but construction still to start in 2008.

In June 2006, the Budget Advisory Committee recommended to the Policy and Finance Committee that City Council adopt that the 2007-2010 Capital Plan for Toronto Public Library, as outlined in the June 13, 2006 Briefing note from the City Librarian (with outlines the above-mentioned reduction), to meet the recommended debt level.

The recommended debt was increased from \$10.0 million to \$11.0 million due to the requirement of TPL’s Technology Asset Management Program (TAMP), as illustrated below.

TPL is responsible for the acquisition, maintenance and replacement of all Information Technology hardware and software owned by the Library which is monitored through TAMP. The current asset inventory of hardware, software and network infrastructure at the Library is \$28.3 million, as shown in the tables on the following pages.

TPL’s 2007 – 2011 recommended capital budget for TAMP, as detailed in the table on next page, increases in the years 2007 - 2009 with a corresponding increase in the contribution from the Library’s operating budget, as the remaining IT equipment leases expire and the entire inventory of IT equipment owned by TPL becomes part of the TAMP program. In 2007, 1,432 desktop computers will be replaced, compared to 570 in 2006, in addition to other increases, notably in data communications and security features. The \$1.5 million annual recommended debt / Capital from Current (CFC) funding for TAMP is within the City’s 5-year debt / CFC funding guideline for TPL.

TPL staff work in close collaboration with the City’s IT staff in setting the life cycle for replacement and the quality standard of PC’s and other IT equipment. Extending the life cycle for PCs beyond 4 years or acquiring low quality IT equipment, is not recommended as the maintenance costs increase significantly with longer life cycle, beyond 4 years. Consistency in life cycle is also necessary to maintain compatibility with software and on-going updates to servers and systems.

In 2005, the City directed that TPL’s TAMP be transferred from the Operating Budget to the Capital Budget, financed through available Library’s \$1.211 million operating budget from expired IT leases and \$1.0 million City’s (CFC) for a total of \$2.211 million.

The 2006 TAMP budget remained the same as the \$2.211 million allocated in 2005, but during the 2006 Capital Budget process, City’s IT Equipment Reserve was identified to fund \$1.0 million for TAMP, on a one-time basis in 2006, instead of Debt / CFC funding. However, for 2007, no City reserves were identified, and thus, the debt affordability target for 2007-2011 was increased by \$1.0 million to \$11.0 million per year, to fund the additional requirement of TAMP.

The table on the following page also includes the next replacement cycle of the City’s TELS program, which will occur during 2009 and 2010.

| Recommended Technology Asset Management Program (TAMP) |       |       |       |       |       |       |       |           |
|--|-------|-------|-------|-------|-------|-------|-------|-----------|
| (\$000's)  | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2007-2011 |
| <b>Project Costs (Gross)</b>                           | 4,516 | 2,211 | 2,837 | 3,145 | 4,679 | 4,238 | 3,208 | 18,107    |
| <b>Financed By:</b>                                    |       |       |       |       |       |       |       |           |
| Library's Operating Budget                             | 1,211 | 1,211 | 1,337 | 1,645 | 1,708 | 1,708 | 1,708 | 8,106     |
| City's IT Equipment Reserve                            |       | 1,000 |       |       |       |       |       | -         |
| City Debt / CFC  | 1,000 | -     | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 7,500     |
| City's IT Equipment Reserve (for TELS)                 | 2,305 |       |       |       | 1,471 | 1,030 |       | 2,501     |

| (\$000's)                |                      |              |              |              |              |              |              |              |               |
|--------------------------|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| TAMP funded expenditures | TAMP Total Inventory | 2005         | 2006         | 2007         | 2008         | 2009         | 2010         | 2011         | 2007-2011     |
| Desktop                  | 4,801                | 1,236        | 570          | 1,432        | 1,668        | 728          | 737          | 1,589        | 6,154         |
| Misc                     |                      | 34           | 12           | 12           | 42           | 12           | 92           | 42           | 199           |
| Servers                  | 7,941                | 294          | 420          | 410          | 445          | 465          | 560          | 430          | 2,310         |
| StorageNetwork           |                      | -            | 534          | 334          | -            | 260          | -            | 226          | 820           |
| Web environment          |                      | -            | -            | -            | 150          | 300          | 500          | -            | 950           |
| Datacommunications       | 13,225               | 367          | 330          | 336          | 375          | 440          | 340          | 295          | 1,786         |
| System software          |                      | 25           | 120          | 50           | 90           | 50           | 50           | 50           | 290           |
| Security                 |                      | 255          | 150          | 210          | 75           | 200          | 150          | 150          | 785           |
| Application Software     |                      | -            | 75           | 53           | 300          | 753          | 780          | 426          | 2,311         |
| <b>Total TAMP</b>        | <b>25,967</b>        | <b>2,211</b> | <b>2,211</b> | <b>2,837</b> | <b>3,145</b> | <b>3,208</b> | <b>3,208</b> | <b>3,208</b> | <b>15,606</b> |

| TELS funded expenditures | TELS Total Inventory | 2005         | 2006     | 2007     | 2008     | 2009         | 2010         | 2011     | 2007-2011    |
|--------------------------|----------------------|--------------|----------|----------|----------|--------------|--------------|----------|--------------|
| Desktop                  | 2,255                | 2,255        | -        | -        | -        | 1,471        | 1,030        |          | 2,501        |
| Servers                  | 50                   | 50           | -        | -        | -        | -            | -            | -        | -            |
| <b>Total TELS</b>        | <b>2,305</b>         | <b>2,305</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>1,471</b> | <b>1,030</b> | <b>-</b> | <b>2,501</b> |

Note: 2005 are actuals, 2006 are approved budget, 2007-2010 are projections

| Technology replacement by type and number of units by year |                                     |             |             |             |             |             |             |             |     |
|--|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----|
| TAMP   | TAMP Total Inventory (\$000)        | 2005        | 2006        | 2007        | 2008        | 2009        | 2010        | 2011        |     |
| <b>Desktop</b>   |                                     |             |             |             |             |             |             |             |     |
| Desktop PC   | 4,801                               | 768         | 100         | 560         | 745         | 174         | 153         | 834         |     |
| LCD 17" monitor  |                                     | 620         | 780         | 780         | 780         | 350         | 350         | 780         |     |
| Mac PC and monitors  |                                     | 5           |             |             |             | 5           |             | 8           |     |
| Laptops  |                                     |             | 20          | 20          | 20          | 20          | 20          | 20          |     |
| Flatbed scanners   |                                     | 4           |             |             |             | 4           |             |             |     |
| RFID antennae/couplers                                     |                                     |             |             |             |             |             |             | 7           | 7   |
| RFID receipt printer/card reader                           |                                     |             |             |             |             |             |             | 7           | 7   |
| RFID touch screen  |                                     |             |             |             |             |             | 5           |             |     |
| Network printer  |                                     | 77          | 75          | 75          | 75          | 75          | 75          | 75          | 75  |
| Desktop Laser printer                                      |                                     | 10          | 25          | 25          | 25          | 25          |             |             | 20  |
| Receipt printers   |                                     |             | 85          | 80          | 80          | 80          | 80          | 80          | 80  |
| Barcode scanners   |                                     |             | 140         | 140         | 140         | 140         | 140         | 140         | 140 |
| Inventory scanners   |                                     |             |             |             |             |             | 6           | 6           | 6   |
| Digitization camera  |                                     |             |             |             |             |             |             | 1           |     |
| <b>Servers</b>   |                                     |             |             |             |             |             |             |             |     |
| Sun Servers  | 7,941                               | 4           | 6           | 5           | 6           | 5           | 7           | 5           |     |
| Intel servers  |                                     | 15          | 14          | 25          | 14          | 25          | 25          | 14          |     |
| Intel server rack  |                                     | 1           |             |             |             |             |             |             |     |
| Sun server rack  |                                     | 1           | 2           | 1           |             |             |             |             |     |
| Web services upgrade                                       |                                     |             |             | *           | *           | *           | *           | *           |     |
| Storage Area network                                       |                                     |             | **          | **          | **          |             |             | **          |     |
| <b>Data Communications</b>                                 |                                     |             |             |             |             |             |             |             |     |
| Data Switches  | 7,941                               | 133         | 136         | 127         | 141         | 137         | 129         | 75          |     |
| SFP GIG ports  |                                     | 30          |             |             |             |             |             |             |     |
| <b>System software</b>                                     |                                     |             |             |             |             |             |             |             |     |
| Windows server   | 13,225                              | 23          | ***         | ***         | ***         | ***         | ***         | ***         |     |
| SQL Server   |                                     | 8           | ***         | ***         | ***         | ***         | ***         | ***         |     |
| Ghost License  |                                     | 1,900       |             |             |             |             |             |             |     |
| <b>Security</b>  |                                     |             |             |             |             |             |             |             |     |
| VPN  | 13,225                              | 1           |             |             |             | 1           |             |             |     |
| Firewall appliances  |                                     | 2           |             |             |             | 2           |             |             |     |
| Intrusion detection  |                                     |             | 1           |             |             |             |             | 1           |     |
| Network monitoring   |                                     |             |             |             | 1           |             |             |             | 1   |
| Anti Spam  |                                     | 2           |             |             |             | 2           |             | 2           |     |
| Anti Virus   |                                     | 2           |             |             |             | 2           |             | 2           |     |
| Patch management   |                                     | 675         |             |             |             | 675         |             | 675         |     |
| <b>Application Software</b>                                |                                     |             |             |             |             |             |             |             |     |
| PC Booking   |                                     | 13,225      |             |             |             |             | *           |             |     |
| Desktop sw (not MS Office)                                 |                                     |             |             | *           | *           | *           | *           | *           | *   |
| Phone notification / telephone renewal                     |                                     |             |             |             |             | *           |             |             |     |
| MS Office  |                                     |             |             |             |             | *           | *           | *           |     |
| Web portal   |                                     |             |             |             |             |             | *           | *           |     |
| MrSid mapping sw   |                                     |             |             |             |             | *           |             |             |     |
| Jbuilder development tool                                  |                                     |             |             |             |             | *           |             |             |     |
| web discussion group sw                                    |                                     |             |             |             |             |             | *           |             |     |
| virtual ref desk   |                                     |             |             |             |             |             | *           |             |     |
| print management for public PCs                            |                                     |             |             |             |             |             | *           |             |     |
| design sw for Marketing                                    |                                     |             | *           |             | *           |             | *           |             |     |
| <b>TELS Total Inventory (\$000)</b>                        |                                     |             |             |             |             |             |             |             |     |
| <b>TELS</b>  | <b>TELS Total Inventory (\$000)</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> |     |
| PCs  | 2255                                | 2,022       |             |             |             | 1,022       | 1,000       |             |     |
| LCD 17" monitor  |                                     | 350         |             |             |             | 350         |             |             |     |
| Sun server   | 50                                  | 1           |             |             |             |             |             |             |     |
| Sun server rack  |                                     | 1           |             |             |             |             |             |             |     |

**Notes**

- 2005 units are actuals, from purchase orders; 2006-2010 are projections
- \* denotes year of replacement; multiple units & various components
- \*\* Storage Area Network disk replacement and backup system upgrades
- \*\*\* licenses purchased as needed for server upgrades and replacements

## Appendix 4

### Reserve / Reserve Fund Review

(\$000s)

| Reserve / Reserve Fund Name                  | Project / SubProject Name and Number            | Balance as of<br>Sept 30 2006 | Proposed Withdrawals |                |              |                  |
|--|---|-------------------------------|----------------------|----------------|--------------|------------------|
|  |   |                               | 2006                 | 2007           | 2008         | 2009<br>& Beyond |
| XR2029 Development Charges Reserve Fund      | Estimated annual DC Contributions for buildings |                               | 1,500                | 1,500          | 1,500        | 4,500            |
| XR2029 Development Charges Reserve Fund      | Dufferin/St Clair Neighbourhood Library         |                               | (104)                | (52)           |              |                  |
| XR2029 Development Charges Reserve Fund      | Jane/Dundas Neighbourhood Library               |                               | (113)                | (42)           |              |                  |
| XR2029 Development Charges Reserve Fund      | Multi-branch minor renovation Prog              |                               | (79)                 | (35)           | (38)         | (36)             |
| XR2010 Development Charges Reserve Fund      | Jane/Sheppard Neighbourhood library             |                               | (231)                | (250)          | (250)        |                  |
| XR2029 Development Charges Reserve Fund      | Toronto Reference Library Reno & Retro          |                               |                      | (136)          |              | (2,691)          |
| XR2029 Development Charges Reserve Fund      | Bloor/Gladstone District Library                |                               |                      | (843)          | (1,314)      | (1,664)          |
| XR2029 Development Charges Reserve Fund      | S.W. Stewart District Library                   |                               |                      | (121)          |              |                  |
| XR2029 Development Charges Reserve Fund      | Brentwood District Library                      |                               |                      | (248)          |              | (1,328)          |
| XR2029 Development Charges Reserve Fund      | Cedarbrae District Library                      |                               |                      | (200)          | (115)        |                  |
| XR2029 Development Charges Reserve Fund      | Thorncliffe Neighbourhood Library               |                               |                      | (702)          | (450)        | (222)            |
|  | sub total                                       | 4,130                         | 973                  | (1,129)        | (667)        | (1,441)          |
| XQ1508 IT Equipment Reserve                  | Technology Asset Mgmt Program (TAMP)            | 25,223                        | (1,000)              |                |              |                  |
|  | sub total                                       | 25,223                        | (1,000)              |                |              |                  |
| XR1061 Library Capital Projects Reserve Fund | Jane/Sheppard operating savings                 | 92                            |                      | 92             | 59           |                  |
| XR1061 Library Capital Projects Reserve Fund | Jane/Sheppard project                           |                               |                      | (161)          | (82)         |                  |
|  | sub total                                       | 92                            |                      | (69)           | (23)         |                  |
| XR1061 Library Capital Projects Reserve Fund | Morningside operating savings                   | 82                            | 82                   |                |              |                  |
| XR1061 Library Capital Projects Reserve Fund | Morningside project                             |                               | (164)                |                |              |                  |
|  | subtotal  | 82                            | (82)                 |                |              |                  |
| <b>Total Reserve / Reserve Fund</b>          |   |                               | <b>(109)</b>         | <b>(1,198)</b> | <b>(690)</b> | <b>(1,441)</b>   |

Appendices 1-3 not available online.