



Toronto Public Library

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Public Library (TPL) provides free and equitable access to library services through a network of 100 branches, including e-branch services, to meet the changing needs of Torontonians.

TPL's Building assets, valued at \$830 million, is comprised of 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries, and 2 service buildings.

The primary focus of the 10-Year Capital Plan totalling \$253.308 million is to maintain the existing assets in a state of good repair while continuing to address the needs of new and growing communities through renovation, relocation and expansion of existing branches, as well as advance and improve the provision of e-services and in-branch technology through Virtual Branch Services and Technology Asset Management Replacement Program.

Highlights

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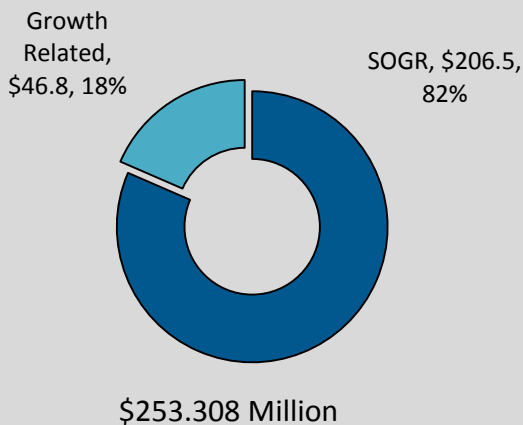
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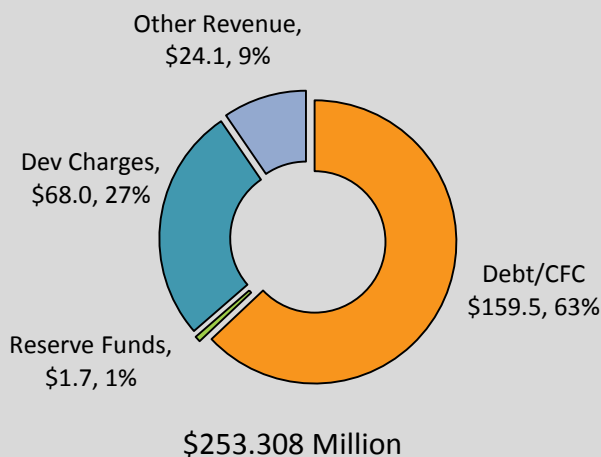
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Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



2016-2025 Capital Budget and Plan by Funding Source



Where does the money go?

The 2016–2025 Capital Budget and Plan totalling \$253.308 million provides funding for:

- State of Good Repair (SOGR) projects that address ongoing renovation of existing libraries and IT infrastructure; and
- Growth related projects that meet increased service demands in new and growing communities.
- Major Projects focus on:
 - Renovating and revitalizing existing branches;
 - Relocating and/or constructing new buildings for existing branches and;
 - Upgrading technology.

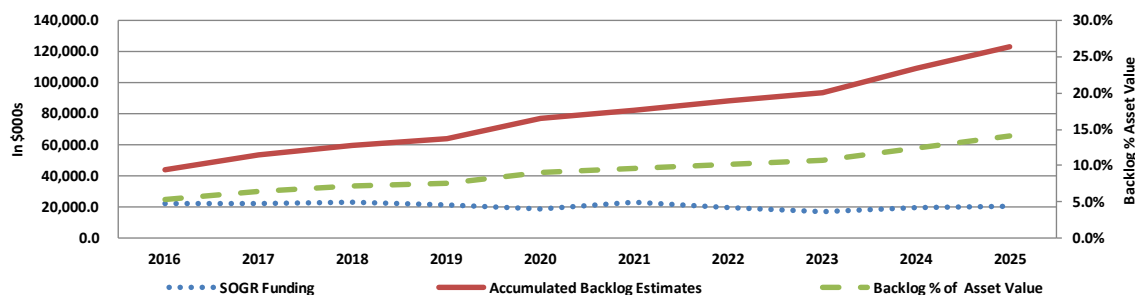
Where does the money come from?

The 10-Year Capital Plan is funded by 4 sources:

- New debt funding of \$159.507 million or 63.0% which exceeds the Program's debt target guidelines by \$5.802 million over the 10-Year planning period;
- Development Charges of \$67.961 million or 26.8% will be provided based on the growth portion of projects that are eligible;
- Reserve Funding of \$1.680 million or 0.7%; and
- Other revenues, such as funding from Operating and Section 37 funding, totalling \$24.160 million accounts for 9.5% of the total funding.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$206.484 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value is expected to increase from 5.3% in 2016 to 14.0% in 2025 based on updated condition audits on TPL's buildings.



Key Issues & Priority Actions

Growing State of Good Repair (SOGR) Backlog – Investment in SOGR is essential for TPL to continue to maintain and upgrade existing branch and technology infrastructure. Based on a Property Condition Assessment (PCA) done in 2014 which included accessibility requirements, TPL has an accumulated SOGR backlog of \$37.499 million that is expected to grow to \$122.993 million by the end of 2025.

- ✓ Funding for SOGR remains the primary focus of this 10-Year Plan with \$206.484 million or 82% of funding for SOGR projects.
- ✓ Additional Investment of \$4.837 million has been made to address accessibility requirements at branches through the *Multi-branch Renovation Program*.
- ✓ Funding from other available non-debt sources has been maximized to free up debt to fund SOGR requirements.

Demand for E-services and In-branch technology - The library's website supports tens of thousands of self-service transactions and e-material loans daily while branches offer wireless access, public computers and in some places 3D printing. Public demand is rapidly growing for new electronic services and content as technology advances and the library needs to be responsive in order to accommodate changes and ensure broad access.

- ✓ The 10-Year Capital Plan includes funding of \$12.072 million for the *Virtual Branch Services program* to provide more self-service features, improve mobile access, increase automation and create more flexible infrastructure through the Cloud.

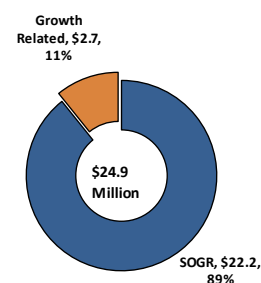
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Public Library of \$24.851 million, excluding carry forward funding, will:

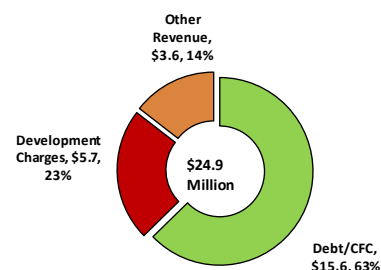
- Continue construction at *Albion Branch* and *North York Central Library*;
- Begin construction at *Wychwood* and *St. Clair/Silverthorn* branches, planning work for *Dawes Road*, *Albert Campbell* and *Downsview* branches and begin and complete construction at *Agincourt* and *Eglinton Square* branches;
- Address the growing SOGR backlog through the *Multi-branch Renovation Program*; and
- Continue to replace, develop and implement new technologies through the *Technology Asset Management Program* and the *Virtual Branch Services*.



2016 Capital Budget by Project Category



2016 Capital Budget by Funding Source



Actions for Consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Capital Budget for Toronto Public Library with a total project cost of \$30.557 million, and 2016 cash flow of \$27.145 million and future year commitments of \$74.540 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 7 new / change in scope sub-projects with a 2016 total project cost of \$30.557 million that requires cash flow of \$3.364 million in 2016 and future year cash flow commitments of \$3.715 million for 2017; \$7.226 million for 2018; \$7.281 million for 2019; \$5.851 million for 2020; and \$3.120 million for 2021;
 - ii. 13 previously approved sub-projects with a 2016 cash flow of \$21.487 million; and future year cash flow commitments of \$22.614 million for 2017; \$15.584 million for 2018; and \$9.149 million for 2019; and
 - b) 2015 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$2.294 million.
2. City Council approve the 2017 - 2025 Capital Plan for Toronto Public Library totalling \$153.917 million in project estimates, comprised of \$0.867 million in 2017; \$7.328 million for 2018; \$14.484 million for 2019; \$18.137 million for 2020; \$27.251 million for 2021; \$26.119 million for 2022; \$18.669 million for 2023; \$20.350 million for 2024; and \$20.712 million in 2025.
3. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2016 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.



Part I:

10-Year Capital Plan

10 Year Capital Plan

Table 1a
2016 Preliminary Budget, 2017-2020 Preliminary Capital Plan

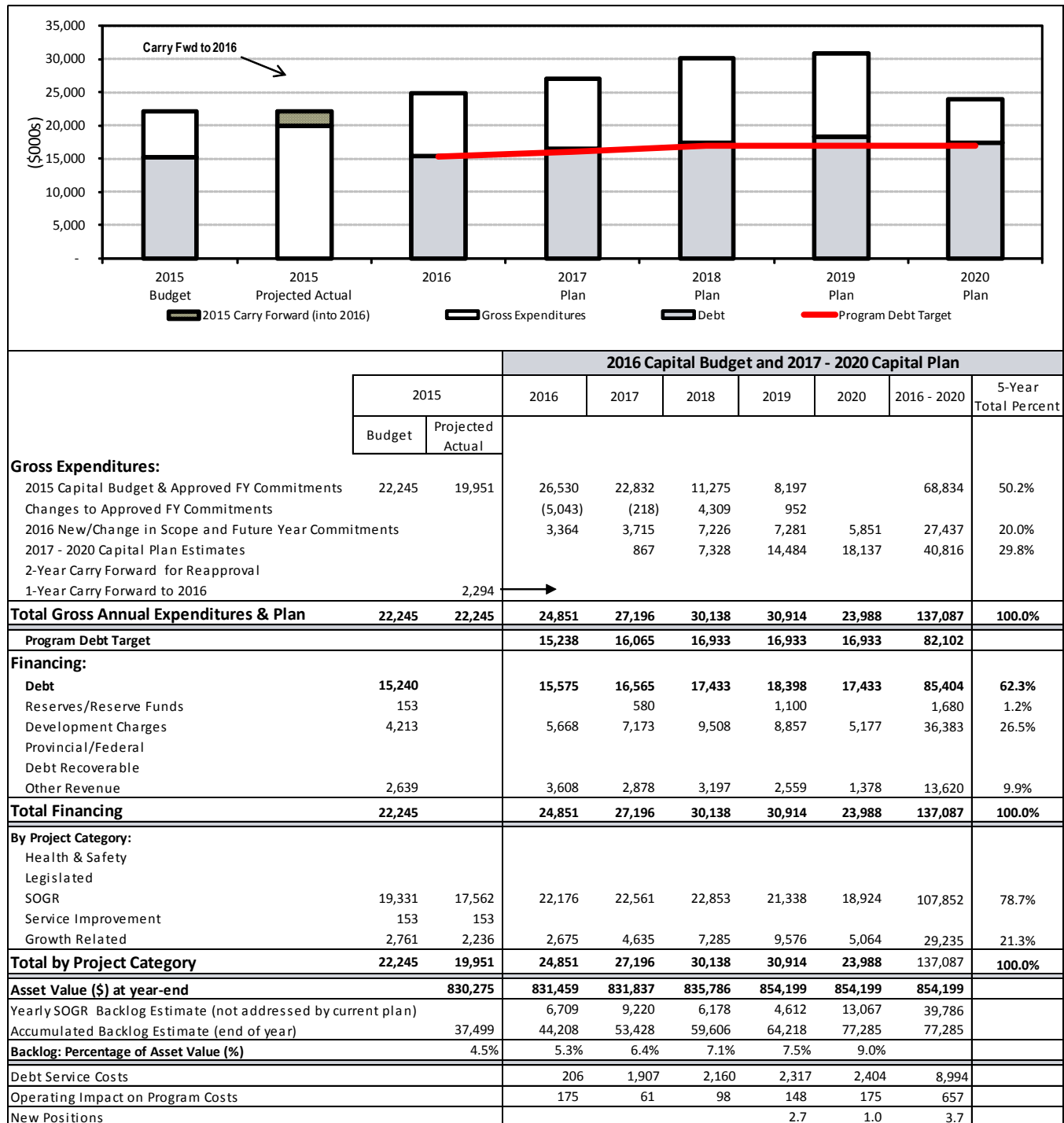
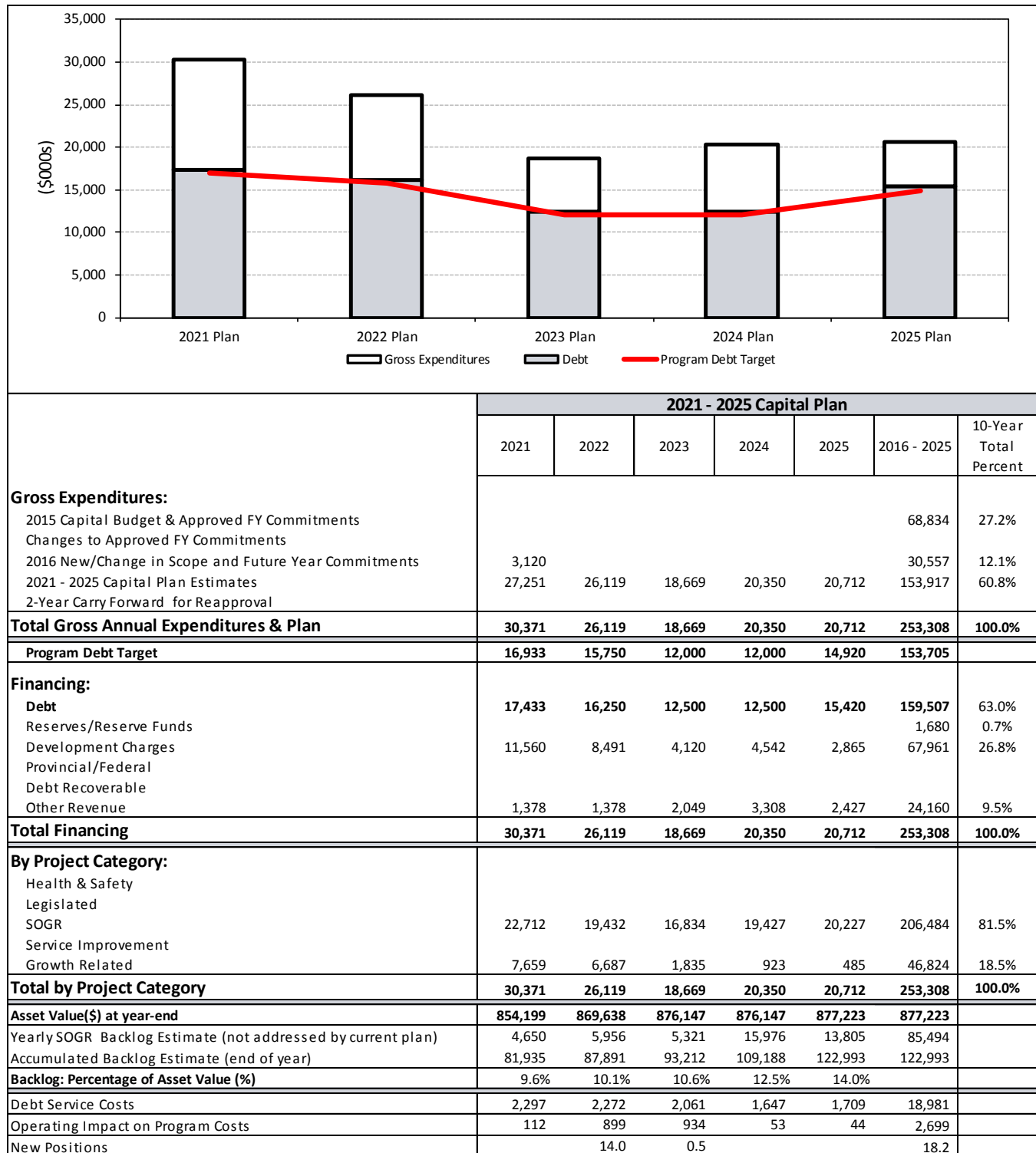


Table 1b
2021 - 2025 Preliminary Capital Plan

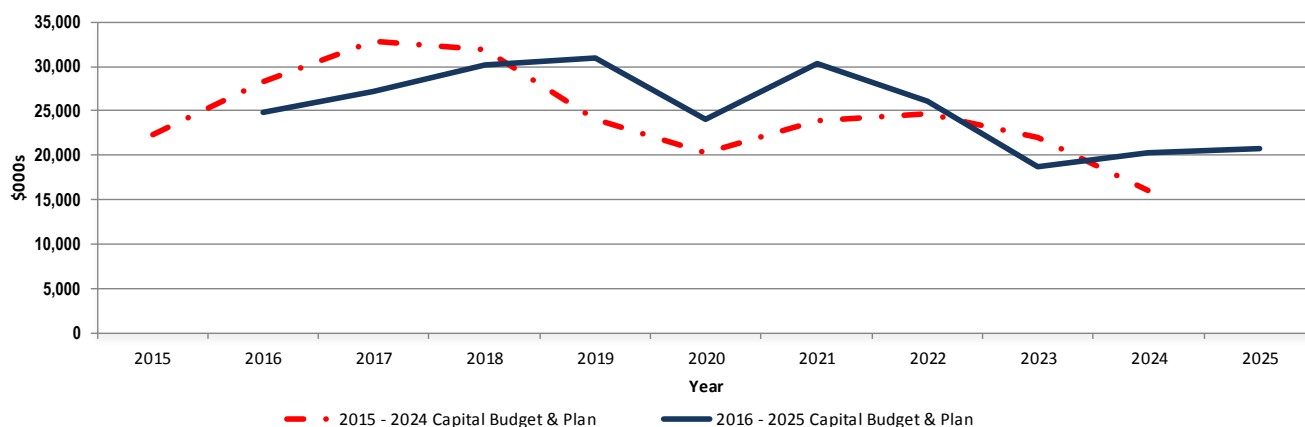


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of \$7.087 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below compares the changes in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In \$000s)



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	22,245	28,234	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106		246,221
2016 - 2025 Capital Budget & Plan		24,851	27,196	30,138	30,914	23,988	30,371	26,119	18,669	20,350	20,712	253,308
Change %		(12.0%)	(17.2%)	(5.4%)	28.4%	18.5%	27.2%	5.7%	(15.3%)	26.4%		2.9%
Change \$		(3,383)	(5,640)	(1,725)	6,835	3,752	6,503	1,410	(3,376)	4,244		7,087

As made evident in the chart above, cash flows have been shifted based on readiness to proceed, and the \$7.087 million increase in the Capital Program reflects additional funding for accessibility requirements at smaller branches through the *Multi-Branch Renovation Program* as well as new funding in the future years for the *Perth/Dupont Branch* and *Bayview Relocation*.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the \$8.620 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arises from the reprioritization of Toronto Public Library's capital projects based on the following factors:

- Accelerating or deferring capital projects based on construction schedules with subsequent changes to project costs if required.
- Prioritizing capital projects to accommodate urgent SOGR requirements, including additional funding for the *Multi-branch Renovation Program* to address accessibility requirements.
- Maximizing alternative non-debt funding sources such as Development charges and Section 37 funding which frees up additional debt to be reinvested in other capital projects.

A summary of project changes for the years 2016 to 2024 totalling \$8.620 million are provided in Table 2 below:

Table 2
Summary of Project Changes (In \$000s)

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	22,245	28,234	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106		223,976
2016 - 2025 Capital Budget & Plan		24,851	27,196	30,138	30,914	23,988	30,371	26,119	18,669	20,350	20,712	232,596
Capital Budget & Plan Changes (2016 - 2024)		(3,383)	(5,640)	(1,725)	6,835	3,752	6,503	1,410	(3,376)	4,244		8,620

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
Previously Approved													
Bayview Relocation	7,352	(3,889)	43	4,398	4,718						5,270		12,622
North York Central Renovation	15,974	2,033	3,197	(2,811)	(2,419)								15,974
Dawes Road Renovation	10,614	35	(532)	(488)	1,325	2,309					2,649		13,263
Wychwood Renovation	7,684	274	(579)	1,489							1,184		8,868
Multi-Branch Renovation Program (SOG)	30,730	1,492	(500)	500	500	500	500	500	500	500	4,492	4,093	39,315
Virtual Branch Services (VBS)	10,822											1,250	12,072
Perth/Dupont Renovation	2,871	(201)	(398)	(501)	2,541						1,441		4,312
Sanderson Renovation	5,475	(309)	(1,500)	(3,666)				444		1,226	(3,805)	3,533	6,793
St. Lawrence Relocation	16,427	(419)	(3,781)	(5,929)	(3,788)	4,733	6,817	3,954			1,587		18,014
Albert Campbell Renovation	12,301	265	(265)	1,429	3,006	(2,693)	(1,878)				(136)		12,165
Northern District Renovation	8,042			339		1,596	3,077	1,090	(1,297)	(2,463)	2,342		10,384
Parliament Street Renovation	6,957			19		(425)	107	299					6,957
Guildwood Relocation	7,210				38		260	(686)		388			7,210
Mimico Renovation	8,765					(150)	(487)	(2,036)	(842)	(3,515)		2,225	9,623
High Park Renovation	6,953						(150)	155	(500)	(228)	(723)	1,545	7,142
Brookbanks Renovation	6,510					(188)	(487)	(3,145)	(1,262)	3,328	(1,754)	2,092	6,848
Centennial Renovation	5,016				114	(91)	2,525	(1,014)	(1,835)		(301)		4,715
St. Clair/Silverthorn Renovation	2,247	(800)	800										2,247
Albion Renovation	15,007	(1,200)	(1,325)	2,525									15,007
Bridlewood Renovation	2,400	(1,100)	(800)	1,100	800								2,400
Weston Renovation	8,733			(129)		(1,839)	(4,268)	300	2,666	2,723	(547)	1,034	9,220
Technology Asset Management Program (TAMP)	36,900								800	1,010	1,810	4,940	43,650
Automated Sorter Replacement Program	1,810								(800)	(1,010)	(1,810)		
Total Previously Approved	236,800	(3,819)	(5,640)	(1,725)	6,835	3,752	6,503	1,410	(3,376)	4,244	8,184	20,712	268,801
New													
Downsview Renovation		436									436		436
Total New		436									436		436
Total Changes	236,800	(3,383)	(5,640)	(1,725)	6,835	3,752	6,503	1,410	(3,376)	4,244	8,620	20,712	268,801

Significant Capital Project Changes in Toronto Public Library:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

- The *Bayview Relocation* project cost has been increased by \$5.270 million to include funding for the common areas in the joint-use facility (the newly built centre will house a library, aquatic centre, community centre and a daycare centre) as well as 35 spaces of the proposed 100 underground parking spaces at the facility allocated based on the percentage of the facility's square footage used by the library;
- The *Dawes Road Library Renovation* project now includes funding of \$2.649 million for a redevelopment site to expand the library by 7,500 square feet and renovate to address SOGR and growth needs.
- Funding for the *Multi-Branch Renovation Program* has been increased to address the accessibility requirements in smaller branches that were identified in the most recent Property Condition Assessment.
- The *Perth/Dupont Renovation* received Section 37 Funding, as well a funding from the Land Acquisition Reserve Fund, for the purchase and renovation of a shell space of approximately 10,000 sq ft. to be received from the developer at 299 Campbell Avenue in order to relocate and expand the existing 3,627 sq. ft. branch to meet the growth requirement in the area.

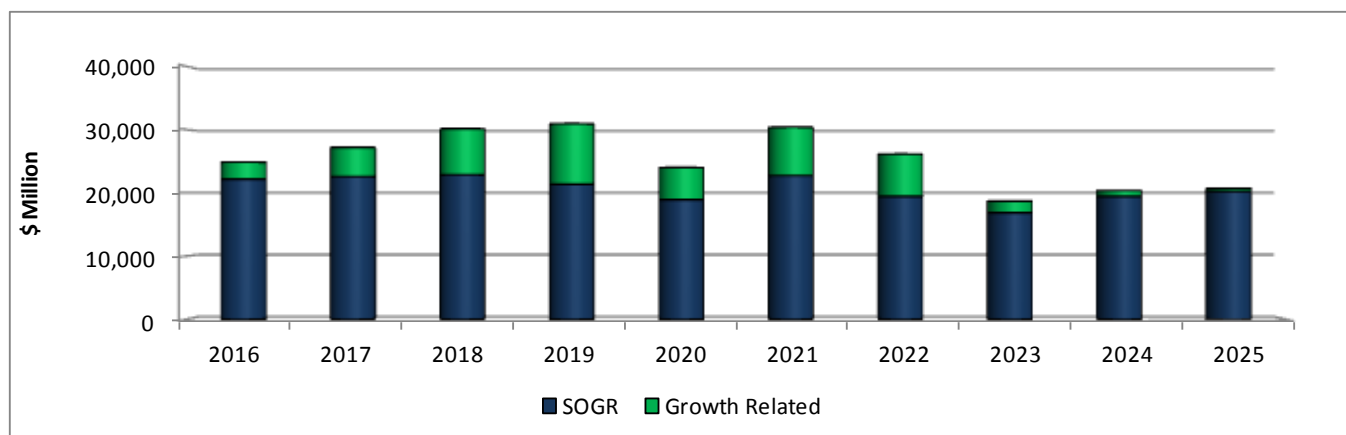
- The Project cost for the *Wychwood Renovation/Expansion* was increased by \$1.184 million due to unanticipated expenditures associated with the heritage building as well as from the receipt of Section 42 funding which will allow for exterior landscaping.
- The *Northern District Renovation* has been accelerated to address urgent SOGR needs and the *St. Lawrence Relocation* has been deferred to start in 2017 at an increased cost of \$1.587 million due to cost escalation.

1 new project totalling \$0.436 million fully funded from Section 37 funding and Development Charges has been added to the 2015 – 2024 Approved Capital Plan:

- The *Downsview Renovation* will partially address the SOGR requirements and will focus on repairs that are urgent.

2016 – 2025 Preliminary Capital Plan

Chart 2
2016 – 2025 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Public Library of \$253.308 million provides the majority of funding for priority State of Good Repair (SOGR) projects with the balance allocated to Growth Related projects over the 10-year period.

- The majority of cash flow funding, totalling \$206.484 million, has been dedicated to State of Good Repair projects to address the urgent requirements identified in the Property Condition Assessment and to maintain and upgrade existing branch and technology infrastructure to manage growth and deliver 21st century library services.
- Funding of \$46.824 million has been dedicated for growth related projects, the majority of which will address the needs of new and growing communities.

The following table provides details by project category within the 2016 – 2025 Preliminary Capital Budget and Plan for Toronto Public Library:

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Multi-Branch Renovation Program (SOGR)	*	3,878	2,693	4,093	4,093	4,093	4,093	4,093	4,093	4,093	4,093	39,315	39,315
Agingcourt Partial Renovation	200	2,097										2,097	2,297
Albion Reconstruction	3,997	3,455	5,030	2,525								11,010	15,007
Bridlewood Renovation	194			817	432							1,249	1,443
Bayview Relocation	136	127	968	1,664	1,903							4,662	4,798
Wychwood Renovation & Expansion	18	873	1,500	2,336								4,709	4,727
St. Clair/Silverthorn Reconstruction	100	973	800	-								1,773	1,873
North York Central Renovation	2,035	3,880	5,736	2,095	2,228							13,939	15,974
Dawes Road Construction & Expansion	50	417	586	1,811	2,400	621						5,835	5,885
Eglinton Square Expansion	300	353										353	653
Albert Campbell Renovation		265		1,429	3,809	3,542	3,120					12,165	12,165
Downsview Renovation		436										436	436
Perth/Dupont Relocation			78	521	776							1,375	1,375
St. Lawrence Relocation & Expansion			70		196	1,357	915	417				2,955	2,955
Parliament Street Renovation				123		1,904	3,102	1,828				6,957	6,957
Northern District Renovation				339		1,896	3,077	3,090	1,982			10,384	10,384
Guildwood Relocation					73	552	452	962				2,039	2,039
Centennial Renovation					78		2,350	809				3,237	3,237
Weston Renovation						161		2,636	2,666	2,723	1,034	9,220	9,220
Brookbanks Renovation							153		981	2,405	1,607	5,146	5,146
Sanderson Renovation								444		1,226	3,533	5,203	6,793
Mimico Renovation								158		1,548	2,225	3,931	9,623
High Park Renovation								155		1,072	1,545	2,772	7,142
Tech Asset Mgmt Prg (TAMP)	*	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,900	5,110	4,940	43,650	43,650
Virtual Branch Services (VBS)	*	1,322	1,000	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	12,072	12,072
Sub-Total	7,030	22,176	22,561	22,853	21,338	18,924	22,712	19,432	16,834	19,427	20,227	206,484	225,166
Growth													
Bayview Relocation	249	373	1,653	2,734	2,815							7,575	7,824
St. Clair/Silverthorn Reconstruction	100	274										274	374
St. Lawrence Relocation & Expansion			292		1,952	3,376	5,902	3,537				15,059	15,059
Guildwood Relocation					165		989	2,437	1,580			5,171	5,171
Dawes Road Construction & Expansion		562	1,177	1,476	2,475	1,688						7,378	7,378
Wychwood Renovation & Expansion	132	876	1,386	1,747								4,009	4,141
Bridlewood Renovation	306			283	368							651	957
Brookbanks Renovation							39		255	923	485	1,702	1,702
Perth/Dupont Relocation			127	1,045	1,765							2,937	2,937
Centennial Renovation					36		729	713				1,478	1,478
Eglinton Square Expansion		590										590	590
Sub-Total	787	2,675	4,635	7,285	9,576	5,064	7,659	6,687	1,835	923	485	46,824	47,611
Total Expenditures by Category (excluding carry forward)	7,817	24,851	27,196	30,138	30,914	23,988	30,371	26,119	18,669	20,350	20,712	253,308	272,777

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Multi-branch Renovation Program)

2016 – 2025 Capital Projects

The 10-Year Capital Plan supports Toronto Public Library's objectives to maintain the current infrastructure while addressing the need for relocated and expanded library branches to address population growth.

State of Good Repair (SOGR)

- SOGR projects account for \$206.484 million or 81.5% of the total 10-Year Capital Plan's capital works.
- The projects provide funding for maintaining and upgrading existing branch and technology infrastructure to manage activity growth which includes extensive repairs to the building structure, including barrier free accessibility, energy efficiency measures, as well as improved e-services and implementation of self service technology to enhance operational efficiency.
 - Minor branch renovations will be addressed through the on-going *Multi-Branch Renovation Program* and technology requirements will be addressed through the ongoing *Technology Asset*

Management Program (replacement and upgrade of existing hardware and software) and *Virtual Branch Services Program* (support virtual presence online and in branches).

- Over the course of the next 10 years, major projects with significant SOGR requirements will be addressed including:
 - Continuation of the *Albion Branch Renovation* to replace the current building which has interior and exterior deficiencies by constructing a new building on the current parking lot adjacent to the existing branch.
 - *North York Central Library Renovation* which is a multi-year phased project for retrofit and upgrade to the building systems and infrastructure to address SOGR requirements as well as interior renovations on all floors to reconfigure public service and stacks space in order to meet new service demands and uses.
 - Beginning the *Albert Campbell Branch Renovation* to address structural deficiencies including electrical components, lighting, barrier free access, flooring and mechanical systems. There will also be improvements to security, IT and modifications to floor plan layouts. The project will revitalize the public service areas and address current and evolving technological requirements as well as address the SOGR backlog.
 - Future projects include the *Weston* and *Brookbanks Branch Renovations* which will require large renovations to address major SOGR deficiencies identified in the most recent Property Condition Assessment.

Growth Related

- Growth Related projects amount to \$46.824 million or 18.5% of the total 10-Year Capital Plan.
- The purpose of these projects is to address the need for new and expanded branches in growing and expanding communities with increasing demands for library use and resources. The projects significantly rely on non-debt sources, primarily Development Charges, to proceed.
 - Major projects that are currently underway and involve large expansions are the *Wychwood Branch Renovation* which will expand the branch by 5,000 square feet to include an early literacy centre for children as well as a senior space, the *Bayview Branch Relocation* which will construct a new 13,418 sq ft library (increase of 7,085 sq. ft) in a joint facility with a daycare, aquatics and recreation centre and the *Dawes Road Branch Construction and Expansion* that will expand the current library by 7,500 sq. ft and address structural and technological deficiencies.
 - The *St Lawrence Library Relocation* is a large future growth project which will deliver a 25,000 square foot district library situated on the south west corner of Front and Parliament Streets and relocate the existing St. Lawrence Library to this site in order to provide library service to this high growth community which includes the new West Don Lands, Lower Don Lands and East Bayfront communities.

2016 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2016 Budget and Future Year Commitments, that consists of 2016 and future year cash flows for project previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for Toronto Public Library.

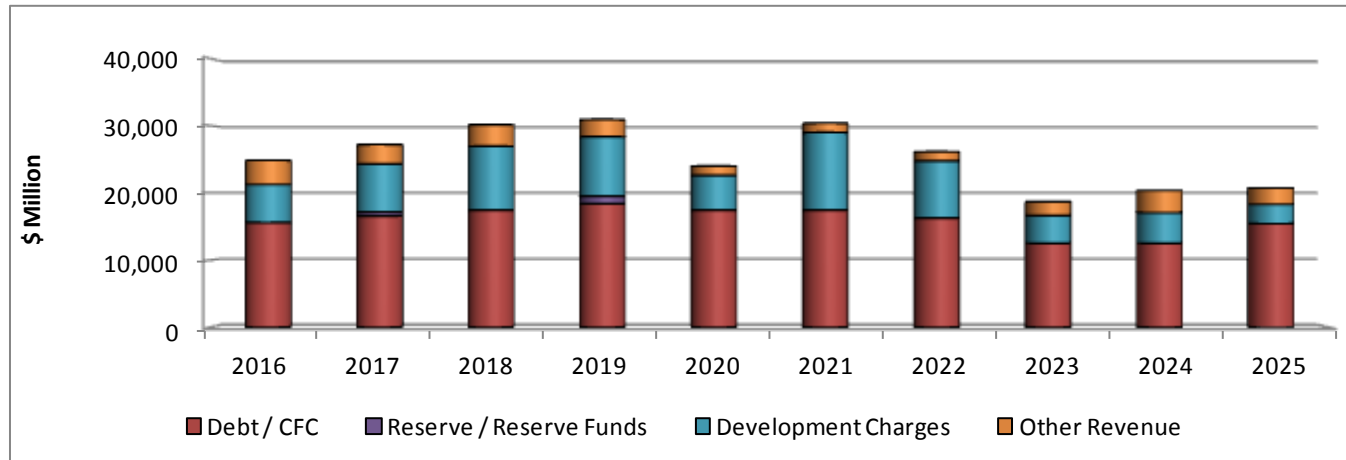
Table 3a
2016 Cash Flow & Future Year Commitments (In \$000s)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
Agincourt Partial Renovation	2,097										2,097
Albion Reconstruction	3,455	5,030	2,525								11,010
Bayview Relocation	413	1,717	2,366	2,471							6,967
St. Clair/Silverthorn Reconstruction	1,247	800									2,047
North York Central Renovation	3,880	5,736	2,095	2,228							13,939
Dawes Road Construction & Expansion	944	1,066	4,904	3,650							10,564
Multi-Branch Renovation Program (SOGR)	724										724
Multi-Branch Renovation Program (SOGR) - Accessibility	887										887
Wychwood Renovation & Expansion	1,475	3,465	2,594								7,534
Bridlewood Renovation			1,100	800							1,900
Tech Asset Mgmt Prg (TAMP)	4,100	3,900									8,000
Virtual Branch Services (VBS)	1,322	900									2,222
Eglinton Square Expansion	943										943
Subtotal	21,487	22,614	15,584	9,149							68,834
Change in Scope											
Bayview Relocation	87	904	2,032	2,247							5,270
Dawes Road Construction & Expansion	35	697	(1,617)	1,225	2,309						2,649
Wychwood Renovation & Expansion	274	(579)	1,489								1,184
Subtotal	396	1,022	1,904	3,472	2,309						9,103
New w/Future Year											
Albert Campbell Renovation	265		1,429	3,809	3,542	3,120					12,165
Multi-Branch Renovation Program (SOGR) - Accessibility 2016-2018	387	1,000	950								2,337
Multi-Branch Renovation Program (SOGR) 2016-2018	1,880	1,693	2,943								6,516
Downsview Renovation	436										436
Subtotal	2,968	2,693	5,322	3,809	3,542	3,120					21,454
Total Expenditure	24,851	26,329	22,810	16,430	5,851	3,120					99,391
Financing:											
Debt/CFC	15,575	16,462	14,692	10,910	4,163	2,288					64,090
Debt Recoverable											
Other	3,608	2,878	1,100	800							8,386
Reserves/Res Funds		580									580
Development Charges	5,668	6,409	7,018	4,720	1,688	832					26,335
Provincial/Federal											
Total Financing	24,851	26,329	22,810	16,430	5,851	3,120					99,391

Approval of the 2016 Preliminary Capital Budget of \$24.851 million will result in future cash flow commitments of \$26.329 million in 2017, \$22.810 million in 2018, \$16.430 million in 2019, \$5.851 million in 2020 and \$3.120 million in 2021 for a total of \$99.391 million.

- The 2016 Capital Budget provides funding of \$21.487 million for previously approved projects that are already underway with future year commitments of \$22.614 million in 2017, \$15.584 million in 2018 and \$9.149 million in 2019, for a total of \$68.834 million.
 - Completion of the *Eglinton Square Expansion* and the *Agincourt Branch Renovations*; and
 - Continuation of the on-going programs *Multi-Branch Renovation*, *Virtual Branch Services* and *Technology Asset Management* and of the major renovation projects at *Albion, St. Clair/Silverthorn, North York Central, Wychwood* and *Dawes Road* libraries.
- The change in scope funding increase of \$9.103 million has been added to the 10-Year Capital Plan and is required for the following projects:
 - Inclusion of common area costs and parking at the *Bayview Relocation Project*;
 - Additional funding for site costs for *Dawes Road Construction and Expansion* project; and
 - Additional Section 42 funding and costs related to heritage buildings for the *Wychwood Renovation*.
- Four new and multi-year projects require funding of \$2.968 million in 2016 and future year commitments of \$18.486 million for the ongoing *Multi-Branch Renovations* program as well as beginning and completing the *Downsview Renovation* and beginning the design of the *Albert Campbell District Library Renovation* with construction to begin in 2018 and completion in 2021.

Chart 3
2016 – 2025 Capital Plan by Funding Source (In \$000s)

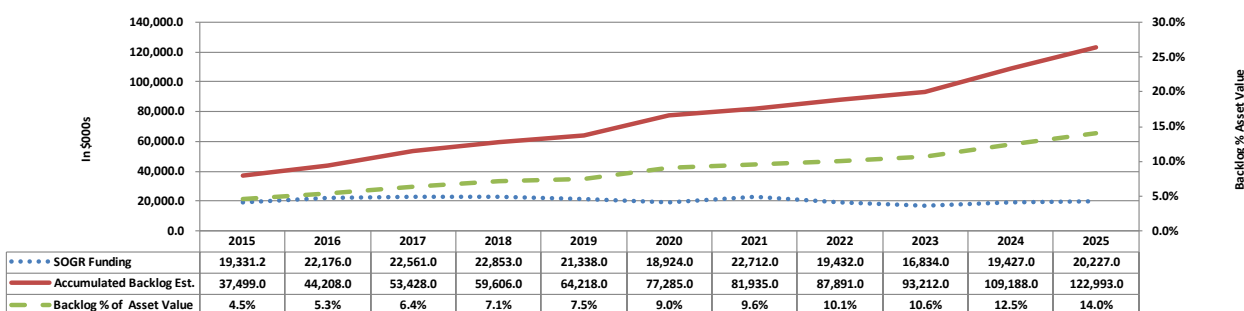


The 10-Year Preliminary Capital Plan of \$253.308 million cash flow funding will be financed by the following sources:

- Debt accounts for \$159.507 million or 63% of the financing over the 10-year period.
 - The debt funding is above the 10-year debt target by \$5.802 million, and has been dedicated to the following SOGR and Growth Related projects:
 - Accessibility requirements for smaller branch renovation projects included in the *Multi-Branch Renovation Program*; and
 - Partial funding for the parking spaces at the co-located Bayview/Bessarion facility to continue the *Bayview Relocation* project.
- Reserve and Reserve Funds represent \$1.680 million or 0.7% of required funding over 10 years for two projects: the *Perth/Dupont Branch Renovation* and the *Bayview Relocation* projects.
- Development Charges, which represent \$67.961 million or 26.8% of the 10-Year Capital Budget and Plan's funding source, provide funding for eligible growth projects including the *Virtual Branch Services (VBS)*, *Bayview Relocation*, *St. Lawrence Library Relocation*, *Wychwood Renovation*, *Guildwood Relocation* and *Dawes Road Renovation* projects.
- Other sources of funding, which account for \$24.160 million or 9.5%, includes \$13.780 million of operating funds transferred to capital for the replacement of technology assets, and Section 37 proceeds of \$9.715 million for the projects listed below:
 - *Agincourt Building Elements* project (\$1.125 million);
 - *Bridlewood Library renovation/expansion* project (\$1.900 million);
 - *Brookbanks Library renovation and expansion* project (\$3.650 million);
 - *Wychwood Renovation and Expansion* project (\$1.500 million); and
 - *Multi-Branch Renovation Program* (\$0.040 million).

State of Good Repair (SOGR) Backlog

Chart 4
SOGR Funding & Backlog (In \$000s)



- The replacement value of Toronto Public Library assets is estimated at \$830.275 million in 2015 and includes 100 branches, including the Scarborough Civic Centre which opened in May 2015, and two service buildings. Total square footage of the assets is approximately 1,994,555 of which 1,889,138 is owned by TPL.
- TPL's backlog is valued at \$37.499 million in 2015 and will continue to steadily grow to reach \$122.993 million by the end of 2025. The backlog will increase from 5.3% as a percentage of asset value in 2016 to 14% in 2025.
- A comprehensive Property Condition Assessment was updated in 2014, which included accessibility requirements under the Accessibility for Ontarians with Disabilities Act (AODA), and identified more SOGR requirements than previously anticipated, primarily stemming from an aging facilities infrastructure, the majority of which were constructed 40 to 50 years ago.
- The 10-Year Capital Plan dedicates \$206.484 million to SOGR spending over 10-Year Capital Plan and includes additional debt funding of \$4.837 million over the debt target to address accessibility requirements.
- The smaller scale SOGR projects in many branches are addressed through the *Multi-Branch Renovation Program* project to extend the operating life until major renovations can be funded. The 10-Year Capital Plan allocates an average funding of \$3.932 million per year for small scale renovations across various branches.
- There is no state of good repair backlog for information technology assets. TPL's owned assets are replaced on an on-going basis through the *Technology Asset Management Program* (TAMP), which uses life cycle replacement as the basis for its planned expenditures.
- More information on the SOGR backlog is discussed in the *Issues Section – State of Good Repair (SOGR) Backlog* which highlights the additional debt funding that was added in 2015 and 2016 to address the growing backlog. Even with additional debt funding being added, it is insufficient in addressing the backlog. Please refer to page 22 in the *Issues Section – Unmet Needs* which list projects that require funding in order to reduce the backlog by 50%.

10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Bridlewood Renovation</i>					43.0		12.0				55.0		55.0	
<i>Bayview Relocation</i>							44.0	2.7	44.0		88.0	2.7	88.0	2.7
<i>Albion District Library Renovation</i>					17.0		17.0				34.0		34.0	
<i>Wychwood Renovation</i>					38.0		38.0				76.0		76.0	
<i>St. Clair/Silverthorn Renovation</i>	8.0		8.0								16.0		16.0	
<i>North York Central Renovation</i>							23.0		23.0		46.0		46.0	
<i>Dawes Road Neighbourhood Library</i>									94.0	1.0	94.0	1.0	188.0	1.0
<i>Eglinton Square Expansion</i>	167.0		53.0								220.0		220.0	
New Projects - 2016														
<i>Albert Campbell District Library Renovation</i>													36.0	
New Projects - Future Years														
<i>Perth Dupont Relocation</i>							14.0		14.0		28.0		28.0	
<i>St. Lawrence Relocation</i>													1,704.0	14.0
<i>Parliament Renovation</i>													28.0	
<i>Northern District Renovation</i>													24.0	
<i>Guildwood Renovation</i>													82.0	0.5
<i>Centennial Renovation</i>													30.0	
<i>Weston Renovation</i>													15.0	
<i>Brookbanks Renovation</i>													29.0	
Total (Net)	175.0		61.0		98.0		148.0	2.7	175.0	1.0	657.0	3.7	2,699.0	18.2

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.699 million net and 18.2 positions over the 2016 – 2025 period, as shown in the table above.

Funding of \$0.236 million over 2016 and 2017 is required to sustain following capital projects once completed:

- *Eglinton Square Expansion* – In 2015, the branch signed a new lease to renovate and expand the current square footage of the branch by 5,284 sq feet. The new square footage of the branch will increase the lease cost by \$0.167 million in 2016 with an additional cost of \$0.053 million in 2017 as rent is expected to be paid only when the renovation is completed in 2016.
- *St. Clair/Silverthorn Renovation* – Due to the expansion in square footage, additional funding of \$0.008 million is required in 2016 and 2017 for contracted services.

Capital Projects which require new operating positions to sustain the projects post completion are:

- 2.7 new positions will be required in 2019 for the relocation and expansion of *Bayview Library*;
- 1 new position in 2020 will be required for the construction and expansion of the *Dawes Road Neighbourhood Library*; and
- In the last five years of the Capital Plan, 14 positions will be required from the relocation and expansion of the *St Lawrence Library* which will be a District Library and 0.5 new positions for the relocation and expansion of the *Guildwood Library*.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



Part II:

Issues for Discussion

Issues for Discussion

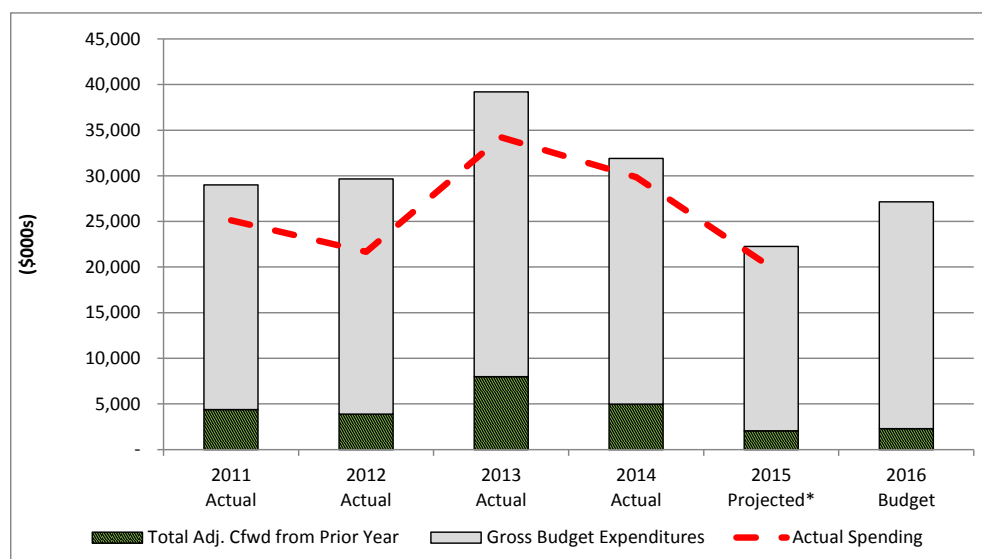
Issues Impacting the 2016 Capital Budget

Review of 2016-2025 Capital Requirements:

At its meeting on February 13, 2015, during Budget process, Council directed that:

- The Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.
- The projects included in the 10-Year Capital Plan for Toronto Public Library were analyzed and reprioritized while ensuring that the debt requirements remain within the program's debt target for each year of the 10-Year Plan. The review placed emphasis on:
 - ✓ Prioritizing capital projects to accommodate urgent SOGR requirements;
 - ✓ Accelerating or deferring capital projects based on construction schedules; and
 - ✓ Maximizing alternative non-debt funding sources to free up additional debt to be reinvested in other capital projects.
- The historical spending rate for Toronto Public Library was taken into consideration. The chart below shows the spending trend of the total capital program for TPL since 2011. The column bars are split between new cash flows and carried forward funding from prior years.

Capacity to Spend – Budget vs. Actual
(In \$000s)



**Capital Spending Rate
(In \$000s)**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Projected*	2016 Budget	Average 2011-2015
Gross Budget Expenditures	24,626	25,777	31,211	26,925	20,193	24,851	128,732
Total Adj. Cfwd from Prior Year	4,381	3,880	7,987	4,975	2,052	2,294	23,275
Total Approved Annual Cash Flow	29,007	29,657	39,198	31,900	22,245	27,145	152,007
Actual Spending	25,127	21,670	34,223	29,848	19,951		130,819
Actual Spending Rate	87%	73%	87%	94%	90%		86%

* Based on 2015 9-month Capital Variance Report

- The 10-Year Capital plan for TPL focuses on addressing state of good repair and growth projects and the program has had consistently high spend rates year over year on their capital program.
- After reviewing priorities and cash flows based on spending capacity and readiness to proceed, cash flow estimates were adjusted as per below:
 - ✓ Additional debt funding over the debt target was added to address accessibility requirements through the *Multi-Branch Renovation* program;
 - ✓ Additional funding through debt and development charges was provided for the *Bayview Renovation (Bessarion)* so that the project could proceed; and
 - ✓ The *Sanderson Renovation* and *Weston Renovation* were deferred so that branches with urgent SOGR and that were ready to proceed could be done in the first five years.

Toronto Public Library 2016-2025 Capital Budget and Plan Request

- The Toronto Public Library Board at its meeting of September 21st, 2015 approved a report entitled “2016-2025 Capital Budget and Plan Update” and in doing so:
 - Recommended a revised 2016-2025 capital budget and plan submission of \$18.238 million debt (\$28.327 million gross) in 2016 and \$225.040 million debt (\$321.833 million gross) over 2016-2025; and
 - Received for information the capital budget scenario that meets City debt targets.
- The Toronto Public Library Board’s original submission in July exceeded debt targets by \$69.293 million over the 10-year period. City Finance staff requested TPL to submit a budget which complies with City guidelines to meet debt targets and identify all unfunded needs.
- Consequently, a revised submission was presented to the City that included additional debt funding of \$2.042 million for the *Bayview Library* and *Dawes Road Library* projects which then exceeded debt targets by \$71.335 million. In response to the direction from the Financial Planning Division, the revised submission was split into two parts: 1) capital projects funding that meet debt targets 2) capital projects funding that exceed the debt targets and are therefore unfunded.
- The Board subsequently approved the revised submission that included \$71.335 million in additional debt in order to partially address the SOGR back log and reduce it by 50% in 10 years.

- After careful consideration of City-wide Unfunded Needs and the current City debt affordability target, the 2016-2025 Preliminary Capital Plan for TPL is \$253.308 million gross, \$159.507 million debt which exceeds the City's debt target by \$5.802 million due to additional debt funding being included for Bayview Relocation and AODA requirements.
- The difference between the Board's Recommended 2016-2025 Capital Plan and the City Preliminary Budget and Plan is due primarily to not including additional debt funding of \$20.111 million for the *Multi-Branch Renovation Program* and \$37.859 million for 10 new SOGR renovation projects. Further, there were other projects that were not accelerated as they required additional debt funding.
- Please refer to the chart on page 22 under the Issue (*Unmet Needs*) which illustrates the TPL Board approved capital projects that are not included in the 2016 Preliminary Capital Budget.

State of Good Repair (SOGR) Backlog

- Investment in State of Good Repair remains a priority for the Toronto Public Library with \$206.484 million or 82% of the 10-Year City Preliminary Capital Plan allocated for state of good repair projects to maintain and upgrade its ageing branch and technology infrastructure.
- Although significant funding for SOGR projects has been provided, in 2015 an additional \$14.504 million was added due to maximization of the DC funding and in 2016 projects were reprioritized based on urgent SOGR and additional debt funding of \$5.802 million was added above target, the 10-Year Preliminary Capital Plan is inadequate to meet the growing SOGR backlog requirements over the next 10 years.
 - A large component of the growing SOGR backlog is due to the stage in the lifecycle replacement of building systems. TPL maintains 102 buildings, of which, approximately 71% were built in the 1960/70/80's and their size accounts for 1.3 million sq. ft. (68%) of the total 1.9 million sq. footage of TPL's portfolio.
 - The sizes of many of the existing buildings also pose a challenge as the building systems are complex and costly to replace. Further, the average age of a branch is 43 years and 66% of branches have had no major renovation in over 20 years.
- Maintaining SOGR at current debt affordability levels is not addressing TPL's SOGR needs. As a result the SOGR backlog will rise to \$122.993 million or 14.0% of the total asset value at the end of 10 years (2025).

Issues Impacting the 10-Year Capital Plan

Unmet Needs

- As part of the 2016 Budget process, Toronto Public Library identified \$71.335 million of key unfunded capital priorities to address state of good repair funding and service infrastructure needs as identified below:

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Debt funding cash flow									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Multi-Branch Renovation Program	17,263.0	1,989.0	15,274.0	1,886.0	854.0	200.0	137.0	137.0	500.0	2,230.0	3,100.0	3,180.0	3,050.0
Multi-Branch Renovation Program - Accessibility	4,837.0		4,837.0	337.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
North York Central Library Renovation - Change of Scope	2,993.0	1,359.0	1,634.0		555.0	1,079.0							
Richview Renovation	2,991.0	269.0	2,722.0				1,407.0	1,315.0					
Bayview Neighbourhood - Parking Spaces	2,032.0		2,032.0			1,061.0	971.0						
Dawes Road - Scope Change	2,649.0	1,450.0	1,199.0	702.0	841.0	(179.0)	(528.0)	363.0					
Virtual Branch Services	1,000.0	900.0	100.0	75.0		25.0							
Downsview Renovation	4,362.0	396.0	3,966.0		693.0	1,242.0	2,031.0						
High Park Renovation - Acceleration	3,372.0	(90.0)	3,462.0					2,421.0	3,170.0			(584.0)	(1,545.0)
Mimico Renovation - Acceleration	4,864.0	(74.0)	4,938.0						1,499.0	1,581.0	4,923.0	(884.0)	(2,181.0)
Jones Renovation	3,679.0	1,049.0	2,630.0									1,479.0	1,151.0
Deer Park Renovation	9,135.0	822.0	8,313.0							3,521.0	2,977.0	1,815.0	
Barbara Frum Renovation*	7,370.0	694.0	6,676.0									2,758.0	3,918.0
Locke Renovation*	6,715.0	604.0	6,111.0								1,111.0	2,818.0	2,182.0
Parkdale Reconstruction*	7,186.0	864.0	6,322.0									2,148.0	4,174.0
Don Mills Renovation*	462.0		462.0									462.0	
College Shaw Renovation*	146.0		146.0										146.0
Queen Saulter Renovation*	511.0		511.0										511.0
Total	81,567.0	10,232.0	71,335.0	3,000.0	3,443.0	3,928.0	4,518.0	4,736.0	5,669.0	7,832.0	12,611.0	13,692.0	11,906.0

* Total Project Cost represents only what is included in the 10-Year Plan. These projects have future cash flows beyond 2025 and thus a higher project cost than what is shown.

- As a result of a City-wide review of debt capacity for 2016 and beyond, additional debt of \$5.802 million has been included to fully fund the *Bayview Parking Spaces* (partially funded from DC's) and *Multi-Branch Renovation Program* for accessibility requirements, and added to TPL's 2016-2025 Preliminary Capital Budget and Plan.

Project Description	Total Project	Non-Debt Funding	Debt Required	Debt funding cash flow									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Bayview Neighbourhood Library (Bessarion Parking)	2,032.0	1,067.0	965.0				965.0						
Multi-branch Renovation (Accessibility)	4,837.0		4,837.0	337.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
Total	6,869.0	1,067.0	5,802.0	337.0	500.0	500.0	1,465.0	500.0	500.0	500.0	500.0	500.0	500.0

- The Program was able to fund the additional costs for Dawes Road of \$2.649 million gross, \$1.199 debt and stay within their assigned debt levels, by deferring other SOGR projects.
- The unfunded needs has decreased from \$81.567 million gross (\$71.335 million debt) to \$72.049 million gross (\$63.267 million debt).
- The above unfunded needs do not fully address the backlog. Even if all the identified unmet needs were funded, the SOGR backlog would only be reduced by approximately 50% which would result in a projected back log of \$72.972 million in 2025 instead of \$122.993 million.
- It is recommended that the unfunded needs of the TPL be reviewed once again through the 2017 Budget Process so that the growing SOGR backlog can be addressed.

Development Charge Funding (DC)

- The 10-Year Preliminary Capital Plan for TPL assumes funding for the eligible capital projects to the maximum permissible amounts after statutory deductions as permitted under the current

Development Charges By-law. Over the next 10 years, \$67.961 million in DC funding will be provided to meet the needs of new and growing communities.

- The Financial Planning division undertook an in-depth analysis in 2015 to ensure there is sufficient funding available in the DC Reserve to sustain the Program's Capital Plan and other growth related operating requirements.
 - The review indicates that the projected 2015 year-end balance for the Development Charge Reserve Fund for Toronto Public Library is \$24.664 million. The 10-Year Capital Plan requires Development Charge funding of \$104.721 million, of which \$67.961 million will be allocated to capital projects and \$36.760 million, will be allocated to growth related library materials over a 10 year period.
 - Based on current revenue projections, projected Development Charge contributions to the reserve are estimated to be \$99.075 million from 2016 to 2025.
 - The balance in the DC Reserve Fund for the TPL is projected to be \$19.225 million at the end of 2025, which is deemed to be adequate.
- TPL and Financial Planning staff will monitor the Development Charge Reserve Fund on a regular basis to ensure sufficient funding is available to provide the budgeted funding for the planned projects included in the 2016- 2025 Preliminary Capital Plan. (Please refer to Appendix 6 - Table 11, 2015 Reserve/Reserve Fund Review for more details).

Feasibility of Property Redevelopment

- The Toronto Public Library Board at its meeting of May 25th, 2015 requested staff to report back on the feasibility of redeveloping Toronto Public Library properties through strategic partnerships in order to generate excess capital funding which could be specifically directed to rebuild and improve branches in neighbourhood improvement areas and help address the growing State of Good Repair backlog.
- The staff report entitled "*Property Redevelopment Feasibility*" adopted by the Board on September 21st, 2015 recommended that staff from TPL, the City of Toronto and Build Toronto work together to develop a business case for a pilot redevelopment project which will quantify the potential costs for the project and identify the necessary approvals needed to proceed.
- The model for redevelopments hinges on identifying properties with potential for private development where there would be a continuing interest for an improved library on site with a potential of sale or transfer of specific site interests, such as air rights or a stratified portion of property to Build Toronto or other third parties.
- The financial terms of the development will include branch reconstruction, and possible tenant rental and parking spaces and a cash payment which can be received by the City and be directed to fund the SOGR backlog at other branches.
- TPL is working on developing a business case for the pilot project, including associated costs with financial implications (if any), and the outcome will be incorporated into the 2017 Budget submission to be considered as part of the City's Budget process.

Issues Referred to the 2016 Capital Budget Process

Bayview Relocation (Bessarion)

- At its meeting of January 29 and 30, 2014, City Council (EX37.1) directed the General Manager of Parks, Forestry and Recreation along with the City Librarian to report back through the 2015 Budget process on a cost sharing arrangement for the development of an underground parking facility for the Bessarion Community Centre that will also serve Bayview Public Library which is co-located within the community centre , such report to provide initial capital outlay and financing strategies including financial opportunities from commercial parking vendors who may wish to contribute to the financing of the construction.
- The "For Information" report (EX8.6) entitled " *Potential Cost Sharing for the Development of an Underground Parking Garage for the New Bessarion Community Centre*" <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX8.6> received by the Executive Committee at its meeting of September 21, 2015 advised that a parking study was undertaken which recommended underground parking with 200 parking spaces to meet the parking needs of the community centre and public library at a cost of \$15.286 million, of which \$9,255 million would be funded by Parks, Forestry and Recreation and \$4.000 million by Toronto Parking Authority in exchange for a long-term operating agreement with TPL's share of \$2.032 million for 35 spaces being unfunded.
- The report advised that the parking project, including the number of parking spaces and project costs would be reviewed and reported out as part of the 2016 Budget process.
 - The 2016-2025 Preliminary Capital Budget and Plan includes \$2.032 million gross for the 35 spaces, funded by \$0.965 million debt and \$1.067 million in Development Charges.

Relocation and Expansion of Perth/Dupont

- A report was approved by City Council on December 9 and 10 2015 , entitled TE 12.2 "*Final Report – 299 Campbell Avenue – Zoning Amendment Application*" <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.TE12.2> which recommended that if elected, the applicant of the 299 Campbell Avenue construct a 930 square metres of shell space, to specifications agreed to by the Library, to be conveyed freehold to the City and used as a new neighbourhood library branch and that 2016 – 2025 Capital Plan for TPL be amended, including a \$1.1 million funding from the Land Acquisition Reserve Fund (LARF) to pay for the remaining cost of the shell space for consideration as part of the 2016 Budget process.
 - The 2016-2025 Preliminary Capital Budget and Plan includes \$1.1 million, funded from LARF, to purchase the shell for the new library branch to replace the existing Perth/Dupont branch.
 - The total cost to relocate and expand the Perth/Dupont Relocation Branch is \$4.312 million, which includes \$1.1 million of Section 37 funding.
- The Perth/Dupont branch is aging and undersized to meet the requirements of a growing population. With the additional funding, TPL will relocate and expand the branch to a new mixed-use condominium development at 299 Campbell and sell their current location with the proceeds

of the sale going directly to the LARF. Section 37 funding from the development at 830 Lansdowne will be applied to the project to help fund the renovation costs.

- The breakdown of the costs for the project are outlined in the chart below:

Perth/Dupont Relocation	Gross	Debt	DC's	Section 37	LARF	Total
Payment for Shell Space	1,100				1,100	1,100
Cost to outfit and complete shell space	3,212	245	1,867	1,100		3,212
TOTAL	4,312	245	1,867	1,100	1,100	4,312



Appendices

Appendix 1

2015 Performance

2015 Key Accomplishments

In 2015, Toronto Public Library made significant progress and/or accomplished the following:

- ✓ Opening of TPL's 100th branch, Scarborough Civic Centre, on May 20, 2015
- ✓ Began the planning for Agincourt partial renovation and St. Clair/Silverthorn Renovation with construction expected to start in 2016
- ✓ Started the Albion Branch reconstruction which will include more quiet spaces, a KidsStop Early Literacy Centre and a Digital Innovation Hub
- ✓ Finalized the design for the planned major renovation of North York Central Library

Multi-branch Renovation Program

- ✓ Completed Phase 1 of the exterior renovation at Northern District Branch
- ✓ Upgrades to elevators at five locations and replacement of roofs at 6 branches
- ✓ Restoration of the exterior cladding at North York Central Library
- ✓ New cooling tower at Toronto Reference Library and renovation of a section of the ground floor
- ✓ Energy, lighting and sustainability projects
- ✓ Renovation of the lower level (children's area) of the Richview Library

Technology Asset Management (TAMP) Program

- ✓ Replacement of 1000 staff desktops and laptops, 20 MFD's and network switches (ongoing)
- ✓ In support of the Your Account initiative, implemented authentication software (OpenAM) for Library customers sign-on
- ✓ Enhancements to the Endeca search engine including a new interface to support new website applications, system enhancements to facilitate the addition of the Toronto Star Image Donation to the Digital Archive and upgraded and expanded wifi service in all branches
- ✓ Continued development of Business Intelligence initiatives including KPI Dashboards, 360 View of the Customer, and customer address normalization
- ✓ Supported the implementation of new Digital Innovation Hubs and PULL's (Pop Up Learning Labs)
- ✓ New reporting and planning software for finance purchased and being implemented

Virtual Branch Services (VBS)

- ✓ Launch of new "Account" in public beta with an enhanced user experience, additional self service functions and mobile access and of sign in and place hold mobile friendly web pages
- ✓ Implementation of a new website sign in system
- ✓ Development of the "Read for Reading" Early Years website for caregivers and design of new homepage

2015 Financial Performance

Table 9
2015 Budget Variance Analysis (In \$000's)

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
22,245	11,242	50.5%	21,276	95.6%	969	4.4%

* Based on 2015 Third Quarter Capital Variance Report

2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for Toronto Public Library:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.28>

Impact of the 2015 Capital Variance on the 2016 Preliminary Budget

- As a result of the delays in the capital projects, as described in the 2015 Q3 Capital Variance Report, funding of \$0.969 million is being carried forward to the 2016 Preliminary Capital Budget to continue the capital work.
- Subsequent to the Q3 Variance Report, the Toronto Public Library identified an additional \$1.325 million in funding to be carried forward.
- A detailed review of the 2016 – 2025 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as *Bridlewood Renovation* and *St. Lawrence Relocation*. By deferring the cash flow funding to future years, the 2016 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

Table 10
2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
State of Good Repair:														
Multi-Branch Renovation Program (SOGP)	39,915	600	3,878	2,693	4,093	4,093	4,093	19,450	4,093	4,093	4,093	4,093	4,093	39,915
Agincourt Partial Renovation	2,297		2,097					2,097						2,097
Albion Reconstruction	15,007	700	3,455	5,030	2,525			11,710						11,710
Bridlewood Renovation	1,443				817	432		1,249						1,249
Bayview Relocation	4,798		127	968	1,664	1,903		4,662						4,662
Wychwood Renovation & Expansion	4,727		873	1,500	2,336			4,709						4,709
St. Clair/Silverthorn Reconstruction	1,973	59	973	800	-			1,832						1,832
North York Central Renovation	15,974	200	3,880	5,736	2,095	2,228		14,139						14,139
Dawes Road Construction & Expansion	5,885	44	417	586	1,811	2,400	621	5,879						5,879
Eglinton Square Expansion	653	158	353					511						511
Albert Campbell Renovation	12,165		265		1,429	3,809	3,542	9,045	3,120					12,165
Downsview Renovation	436		436					436						436
Perth/Dupont Relocation	1,375			78	521	776		1,375						1,375
St. Lawrence Relocation & Expansion	2,955			70		196	1,357	1,623	915	417				2,955
Parliament Street Renovation	6,957				123		1,904	2,027	3,102	1,828				6,957
Northern District Renovation	10,384				339		1,896	2,235	3,077	3,090	1,982			10,384
Guildwood Relocation	2,039					73		73	552	452	962			2,039
Centennial Renovation	3,237					78		78	2,350	809				3,237
Weston Renovation	9,220						161	161		2,636	2,666	2,723	1,034	9,220
Brookbanks Renovation	5,146								153		981	2,405	1,607	5,146
Sanderson Renovation	5,203									444		1,226	3,533	5,203
Mimico Renovation	3,931									158		1,548	2,225	3,931
High Park Renovation	2,772									155		1,072	1,545	2,772
Tech Asset Mgmt Prg (TAMP)	43,650		4,100	4,100	4,100	4,100	4,100	20,500	4,100	4,100	4,900	5,110	4,940	43,650
Virtual Branch Services (VBS)	12,072		1,322	1,000	1,000	1,250	1,250	5,822	1,250	1,250	1,250	1,250	1,250	12,072
Sub-Total	214,214	1,761	22,176	22,561	22,853	21,338	18,924	109,613	22,712	19,432	16,834	19,427	20,227	208,245
Growth Related:														
Fort York New Construction	9,192	400						400						400
Bayview Relocation	7,824		373	1,653	2,734	2,815		7,575						7,575
St. Clair/Silverthorn Reconstruction	374	66	274					340						340
St. Lawrence Relocation & Expansion	15,059			292		1,952	3,376	5,620	5,902	3,537				15,059
Guildwood Relocation	5,171					165		165	989	2,437	1,580			5,171
Dawes Road Construction & Expansion	7,378		562	1,177	1,476	2,475	1,688	7,378						7,378
Wychwood Renovation & Expansion	4,141		876	1,386	1,747			4,009						4,009
Bridlewood Renovation	957				283	368		651						651
Brookbanks Renovation	1,702								39		255	923	485	1,702
Perth/Dupont Relocation	2,937			127	1,045	1,765		2,937						2,937
Centennial Renovation	1,478					36		36	729	713				1,478
Eglinton Square Expansion	590	67	590					657						657
Sub-Total	56,803	533	2,675	4,635	7,285	9,576	5,064	29,768	7,659	6,687	1,835	923	485	47,357
Total	271,017	2,294	24,851	27,196	30,138	30,914	23,988	139,381	30,371	26,119	18,669	20,350	20,712	255,602

Appendix 3

2016 Capital Budget; 2017 to 2025 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Long Term Care Homes Services

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
HOM907345 BUILDING UPGRADES																									
0	3	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	650	650	650	650	2,600	3,250	5,850	0	0	0	0	5,850	0	0	0	0	0	5,850	
0	4	SOGR FUTURE YEARS	CW	S6	03	0	829	2,829	2,829	3,079	9,566	15,895	25,461	0	0	0	0	7,000	0	0	0	18,461	0	25,461	
0	10	2015 SOGR BUILDING UPGRADES	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	1,000	0	1,000		
0	11	2016 H&S Building Upgrades	CW	S4	01	940	0	0	0	0	940	0	940	0	0	0	0	940	0	0	0	0	0	940	
0	12	2016 SOGR Building Upgrades	CW	S4	03	1,290	2,100	0	0	0	3,390	0	3,390	0	0	0	0	1,710	0	0	0	1,680	0	3,390	
Sub-total						3,230	3,579	3,479	3,479	3,729	17,496	19,145	36,641	0	0	0	0	15,500	0	0	0	21,141	0	36,641	
HOM907346 ELECTRICAL																									
0	3	SOGR FUTURE YEARS	CW	S6	03	0	810	810	810	810	3,240	3,742	6,982	0	0	0	0	0	0	0	0	6,982	0	6,982	
0	7	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	1,574	2,074	2,074	1,111	6,833	6,055	12,888	0	0	0	0	0	0	0	0	12,888	0	12,888	
0	10	2015 H&S LIFE SAFETY SYSTEMS	CW	S2	01	800	0	0	0	0	800	0	800	0	0	0	0	0	0	0	0	800	0	800	
0	11	2016 SOGR Life Safety Systems	CW	S4	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						1,300	2,384	2,884	2,884	1,921	11,373	9,797	21,170	0	0	0	0	0	0	0	0	21,170	0	21,170	
HOM907347 MECHANICAL																									
0	2	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	887	887	887	887	3,548	4,435	7,983	0	0	0	0	0	0	0	0	7,983	0	7,983	
0	3	SOGR FUTURE YEARS	CW	S6	03	0	371	371	371	371	1,484	1,855	3,339	0	0	0	0	0	0	0	0	3,339	0	3,339	
0	14	2016 H&S HVAC	CW	S4	01	1,810	700	0	0	0	2,510	0	2,510	0	0	0	0	0	0	0	0	2,510	0	2,510	
Sub-total						1,810	1,958	1,258	1,258	1,258	7,542	6,290	13,832	0	0	0	0	0	0	0	0	13,832	0	13,832	
HOM907348 SPECIALTY SYSTEMS																									
0	2	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	450	225	225	225	1,125	1,125	2,250	0	0	0	0	0	0	0	0	2,250	0	2,250	
0	3	SOGR FUTURE YEARS	CW	S6	03	0	844	844	844	844	3,376	4,220	7,596	0	0	0	0	0	0	0	0	7,596	0	7,596	
0	17	2016 H&S Specialty Systems	CW	S4	01	1,125	0	0	0	0	1,125	0	1,125	0	0	0	0	0	0	0	0	1,125	0	1,125	
Sub-total						1,125	1,294	1,069	1,069	1,069	5,626	5,345	10,971	0	0	0	0	0	0	0	0	10,971	0	10,971	
HOM907695 Kipling Acres Site 2 (Phase 3)																									
0	2	Kipling Acres 145 bed construction (Phase 3)	CW	S2	02	9,500	0	0	0	0	9,500	0	9,500	0	0	0	0	0	0	0	0	8,100	1,400	9,500	
Sub-total						9,500	0	0	0	0	9,500	0	9,500	0	0	0	0	0	0	0	0	0	8,100	1,400	9,500

CITY OF TORONTO

Gross Expenditures (\$000's)

Long Term Care Homes Services																										
Sub-Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
											Total	Total	Total													Total
						2016	2017	2018	2019	2020	2016-2020	2021-2025	2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Financing			
HOM908198 Electronic Healthcare System																										
0	1	Electronic Healthcare System				CW	S4	04	906	858	388	0	0	2,152	0	2,152	0	0	0	0	0	0	2,152			
Sub-total						906	858	388	0	0	2,152	0	2,152	0	0	0	2,152	0	0	0	0	0	2,152			
Total Program Expenditure						17,871	10,073	9,078	8,690	7,977	53,689	40,577	94,266	0	0	0	2,152	15,500	0	0	0	75,214	1,400	94,266		

CITY OF TORONTO

Gross Expenditures (\$000's)

Long Term Care Homes Services					Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
Reserves (Ind. "XQ" Ref.)					906	858	388	0	0	2,152	0	2,152	0	0	0	2,152	0	0	0	0	0	0	2,152
Reserve Funds (Ind."XR" Ref.)					1,650	1,650	1,650	1,650	1,650	8,250	7,250	15,500	0	0	0	0	15,500	0	0	0	0	0	15,500
Debt					13,915	7,565	7,040	7,040	6,327	41,887	33,327	75,214	0	0	0	0	0	0	0	0	75,214	75,214	
Debt - Recoverable					1,400	0	0	0	0	1,400	0	1,400	0	0	0	0	0	0	0	0	0	1,400	1,400
Total Program Financing					17,871	10,073	9,078	8,690	7,977	53,689	40,577	94,266	0	0	0	2,152	15,500	0	0	0	75,214	1,400	94,266

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2017 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4

2016 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Long Term Care Homes Services																								
							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By											
												Total	Total	Total						Debt - Recoverable				Total
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	2016-2020	2021-2025	2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt		Total Financing	
<u>HOM907345 BUILDING UPGRADES</u>																								
0	9	2015 H&S BUILDING UPGRADES	CW	S2	01	350	0	0	0	0	350	0	350	0	0	0	0	350	0	0	0	0	0	350
0	10	2015 SOGR BUILDING UPGRADES	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	1,000	0	1,000	
0	11	2016 H&S Building Upgrades	CW	S4	01	940	0	0	0	0	940	0	940	0	0	0	0	940	0	0	0	0	0	940
0	12	2016 SOGR Building Upgrades	CW	S4	03	1,290	2,100	0	0	0	3,390	0	3,390	0	0	0	0	1,710	0	0	0	1,680	0	3,390
Sub-total						3,580	2,100	0	0	0	5,680	0	5,680	0	0	0	0	3,000	0	0	0	2,680	0	5,680
<u>HOM907346 ELECTRICAL</u>																								
0	10	2015 H&S LIFE SAFETY SYSTEMS	CW	S2	01	1,075	0	0	0	0	1,075	0	1,075	0	0	0	0	0	0	0	1,075	0	1,075	
0	11	2016 SOGR Life Safety Systems	CW	S4	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	
Sub-total						1,575	0	0	0	0	1,575	0	1,575	0	0	0	0	0	0	0	0	1,575	0	1,575
<u>HOM907347 MECHANICAL</u>																								
0	12	2015 HEALTH & SAFETY	CW	S2	01	335	0	0	0	0	335	0	335	0	0	0	0	0	335	0	0	0	0	335
0	13	2015 SOGR	CW	S2	03	500	0	0	0	0	500	0	500	0	0	0	0	0	500	0	0	0	0	500
0	14	2016 H&S HVAC	CW	S4	01	1,810	700	0	0	0	2,510	0	2,510	0	0	0	0	0	0	0	2,510	0	2,510	
Sub-total						2,645	700	0	0	0	3,345	0	3,345	0	0	0	0	0	835	0	0	2,510	0	3,345
<u>HOM907348 SPECIALTY SYSTEMS</u>																								
0	13	2014 SOGR KITCHEN & LAUNDRY	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	0	100	0	0	0	0	100
0	15	2015 H&S ELEVATOR MODERNIZATION	CW	S2	01	210	0	0	0	0	210	0	210	0	0	0	0	0	210	0	0	0	0	210
0	16	2015 H&S SECURITY SAFETY EQUIPMENT	CW	S2	01	40	0	0	0	0	40	0	40	0	0	0	0	0	40	0	0	0	0	40
0	17	2016 H&S Specialty Systems	CW	S4	01	1,125	0	0	0	0	1,125	0	1,125	0	0	0	0	0	0	0	1,125	0	1,125	
Sub-total						1,475	0	0	0	0	1,475	0	1,475	0	0	0	0	0	350	0	0	1,125	0	1,475
<u>HOM907695 Kipling Acres Site 2 (Phase 3)</u>																								
0	2	Kipling Acres 145 bed construction (Phase 3)	CW	S2	02	11,500	0	0	0	0	11,500	0	11,500	0	0	0	0	0	0	0	10,100	1,400	11,500	
Sub-total						11,500	0	0	0	0	11,500	0	11,500	0	0	0	0	0	0	0	0	10,100	1,400	11,500
<u>HOM908198 Electronic Healthcare System</u>																								

CITY OF TORONTO

Gross Expenditures (\$000's)

Long Term Care Homes Services																									
Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
							2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
HOM908198 Electronic Healthcare System CW S4 04							906	858	388	0	0	2,152	0	2,152	0	0	0	2,152	0	0	0	0	0	0	2,152
Sub-total							906	858	388	0	0	2,152	0	2,152	0	0	0	2,152	0	0	0	0	0	0	2,152
Total Program Expenditure							21,681	3,658	388	0	0	25,727	0	25,727	0	0	0	2,152	3,000	1,185	0	0	17,990	1,400	25,727

Appendix 5

2016 Capital Budget with Financing Detail

(Phase 2) 14-Long Term Care Homes Services

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Long Term Care Homes Services
Sub-Project Summary

Project/Financing

Priority Project Project Name

Project/Financing			Start Date	Completion Date	2016	Financing									
Priority	Project	Project Name			Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>HOM90734</u>	<u>BUILDING UPGRADES</u>													
0	9	2015 H&S BUILDING UPGRADES	01/01/2015	12/31/2015	350	0	0	0	0	350	0	0	0	0	0
0	10	2015 SOGR BUILDING UPGRADES	01/01/2015	12/31/2015	1,000	0	0	0	0	0	0	0	0	1,000	0
0	11	2016 H&S Building Upgrades	01/01/2016	12/31/2016	940	0	0	0	0	940	0	0	0	0	0
0	12	2016 SOGR Building Upgrades	01/01/2016	12/31/2017	1,290	0	0	0	0	710	0	0	0	580	0
		Project Sub-total:			3,580	0	0	0	0	2,000	0	0	0	1,580	0
0	<u>HOM90734</u>	<u>ELECTRICAL</u>													
0	10	2015 H&S LIFE SAFETY SYSTEMS	01/01/2015	12/31/2015	1,075	0	0	0	0	0	0	0	0	1,075	0
0	11	2016 SOGR Life Safety Systems	01/01/2016	12/31/2016	500	0	0	0	0	0	0	0	0	500	0
		Project Sub-total:			1,575	0	0	0	0	0	0	0	0	1,575	0
0	<u>HOM90734</u>	<u>MECHANICAL</u>													
0	12	2015 HEALTH & SAFETY	01/01/2015	12/31/2015	335	0	0	0	0	0	335	0	0	0	0
0	13	2015 SOGR	01/01/2015	12/31/2015	500	0	0	0	0	0	500	0	0	0	0
0	14	2016 H&S HVAC	01/01/2016	12/31/2017	1,810	0	0	0	0	0	0	0	0	1,810	0
		Project Sub-total:			2,645	0	0	0	0	0	835	0	0	1,810	0
0	<u>HOM90734</u>	<u>SPECIALTY SYSTEMS</u>													
0	13	2014 SOGR KITCHEN & LAUNDRY	01/01/2014	12/31/2014	100	0	0	0	0	0	100	0	0	0	0
0	15	2015 H&S ELEVATOR MODERNIZATION	01/01/2015	12/31/2015	210	0	0	0	0	0	210	0	0	0	0
0	16	2015 H&S SECURITY SAFETY EQUIPMENT	01/01/2015	12/31/2015	40	0	0	0	0	0	40	0	0	0	0
0	17	2016 H&S Specialty Systems	01/01/2016	12/31/2016	1,125	0	0	0	0	0	0	0	0	1,125	0
		Project Sub-total:			1,475	0	0	0	0	0	350	0	0	1,125	0
0	<u>HOM90769</u>	<u>Kipling Acres Site 2 (Phase 3)</u>													
0	2	Kipling Acres 145 bed construction (Phase 3)	01/01/2011	12/31/2013	11,500	0	0	0	0	0	0	0	0	10,100	1,400
		Project Sub-total:			11,500	0	0	0	0	0	0	0	0	10,100	1,400
0	<u>HOM90819</u>	<u>Electronic Healthcare System</u>													
0	1	Electronic Healthcare System	01/01/2015	12/31/2018	906	0	0	0	906	0	0	0	0	0	0
		Project Sub-total:			906	0	0	0	906	0	0	0	0	0	0
Program Total:					21,681	0	0	0	906	2,000	1,185	0	0	16,190	1,400

Status Code Description

S2 S2 Prior Year (With 2016 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2016 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 6

Reserve / Reserve Fund Review

Table 11: Reserve / Reserve Fund – Program Specific
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Development Charge Reserve Fund Library - XR2115	Beginning Balance	24,664	24,664	24,401	23,102	19,623	16,918	17,944	12,676	10,523	12,941	15,141	
	Withdrawals (-)												
	Tech Asset Mgmt Prg (TAMP)		(266)	(97)	(188)	(29)	(314)	(411)		(249)	(362)	(179)	(2,095)
	Virtual Branch Services (VBS)		(1,322)	(1,000)	(1,000)	(761)	(895)	(1,250)	(1,250)	(1,234)	(1,250)	(1,125)	(11,087)
	Multi-Branch Renovation		(1,057)	(240)	(97)	(270)	(367)	(291)	(50)		(91)	(1,163)	(3,626)
	Agincourt Building Elements		(172)										(172)
	Eglinton Square		(643)										(643)
	Albion Reconstruction				(1,088)								(1,088)
	Bayview Relocation			(2,041)	(2,769)	(1,820)							(6,630)
	Wychwood Renovation		(931)	(1,386)	(1,503)								(3,820)
	St. Clair/Silverthorn		(411)										(411)
	Sanderson Renovation										(611)		(611)
	North York Central Renovation			(275)		(1,163)							(1,438)
	St. Lawrence Relocation			(362)		(2,148)	(1,870)	(5,902)	(3,537)				(13,819)
	Albert Campbell Renovation		(128)		(135)			(832)					(1,095)
	Dawes Road Renovation		(702)	(1,567)	(1,476)	(1,737)	(1,688)						(7,170)
	Downsview Renovation		(36)										(36)
	Parliament Street Renovation				(66)			(560)					(626)
	Weston Renovation						(43)		(137)	(650)			(830)
	Guildwood Relocation							(989)	(2,426)	(1,422)			(4,837)
	Northern District Renovation				(339)			(596)					(935)
	Mimico Renovation								(158)		(664)	(44)	(866)
	High Park Renovation								(155)		(488)		(643)
	Brookbanks Renovation									(565)	(1,076)	(354)	(1,995)
	Centennial Renovation					(114)		(729)	(778)				(1,621)
	Perth/Dupont Renovation			(205)	(847)	(815)							(1,867)
	Total Capital Projects		(5,668)	(7,173)	(9,508)	(8,857)	(5,177)	(11,560)	(8,491)	(4,120)	(4,542)	(2,865)	(67,961)
	Library Materials		(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(3,676)	(36,760)
	Total Withdrawals		(9,344)	(10,849)	(13,184)	(12,533)	(8,853)	(15,236)	(12,167)	(7,796)	(8,218)	(6,541)	(104,721)
	Contributions (+)												
			9,081	9,550	9,705	9,828	9,879	9,968	10,014	10,214	10,418	10,626	99,283
	Total Contributions		9,081	9,550	9,705	9,828	9,879	9,968	10,014	10,214	10,418	10,626	99,283
Total Reserve Fund Balance at Year-End		24,664	24,401	23,102	19,623	16,918	17,944	12,676	10,523	12,941	15,141	19,226	

* Based on the 2015 Q3 Variance Report

Table 12: Reserve / Reserve Fund Review - Corporate
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Section 37 Reserve Fund - XR3026	Beginning Balance	132,950	132,950	131,385	129,885	128,066	126,885	126,885	126,885	126,214	124,284	123,235	
	Withdrawals (-)												
	Agincourt Partial Renovation		(1,125)										(1,125)
	Downsview		(400)										(400)
	Bridlewood				(1,100)	(800)							(1,900)
	Brookbanks								(671)	(1,930)	(1,049)		(3,650)
	Wychwood			(1,500)									(1,500)
	Multi-Branch Renovation		(40)										(40)
	Perth/Dupont				(719)	(381)							(1,100)
	Total Withdrawals		(1,565)	(1,500)	(1,819)	(1,181)	-	-	(671)	(1,930)	(1,049)		(9,715)
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		132,950	131,385	129,885	128,066	126,885	126,885	126,885	126,214	124,284	123,235	123,235	(9,715)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Capital Financing Reserve Fund - XQ0011	Beginning Balance	232,041	232,041	232,041	231,461	231,461	231,461	231,461	231,461	231,461	231,461	231,461	
	Withdrawals (-)												
	<i>Bayview Relocation</i>			(580)									(580)
	Total Withdrawals			(580)									(580)
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		232,041	232,041	231,461	231,461	231,461	231,461	231,461	231,461	231,461	231,461	231,461	(580)

* Based on the 2015 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Section 45 - XR3028	Beginning Balance	19,638	19,638	19,523	19,523	19,523	19,523	19,523	19,523	19,523	19,523	19,523	
	Withdrawals (-)												
	<i>Multi-Branch Renovation</i>		(115)										(115)
	Total Withdrawals		(115)										(115)
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		19,638	19,523	19,523	19,523	19,523	19,523	19,523	19,523	19,523	19,523	19,523	(115)

* Based on the 2015 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Section 42 - XR2213	Beginning Balance	98,655	98,655	98,405	98,405	98,405	98,405	98,405	98,405	98,405	98,405	98,405	
	Withdrawals (-)												
	<i>Wychwood</i>		(250)										(250)
	Total Withdrawals		(250)										(250)
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		98,655	98,405	98,405	98,405	98,405	98,405	98,405	98,405	98,405	98,405	98,405	(250)

* Based on the 2015 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Land Acquisition Reserve Fund - XR1012	Beginning Balance	132,835	132,835	132,835	132,835	132,835	131,735	131,735	131,735	131,735	131,735	131,735	
	Withdrawals (-)												
	<i>Perth/Dupont</i>					(1,100)							(1,100)
	Total Withdrawals					(1,100)							(1,100)
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		132,835	132,835	132,835	132,835	131,735	131,735	131,735	131,735	131,735	131,735	131,735	(1,100)

* Based on the 2015 Q3 Variance Report