

# Toronto 2018 BUDGET



## CAPITAL BUDGET NOTES



## Toronto Public Library

### 2018 – 2027 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Public Library (TPL) provides free and equitable access to library services through a network of 100 branches comprised of 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries, 2 service buildings including e-branch services, to meet the changing needs of Torontonians.

The primary focus of the 2018-2027 Preliminary Capital Plan totalling \$266.330 million is to maintain the existing assets in a state of good repair while addressing 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.

The 2018-2027 Preliminary Capital Plan includes technology and modernization projects such as the *Answerline & Community Space Rental Modernization* and *Expansion of Technological Efficiencies* that allow TPL to achieve service efficiency savings which will decrease future year Operating Budgets by a total of \$0.950 million net over the 2018 - 2027 period.

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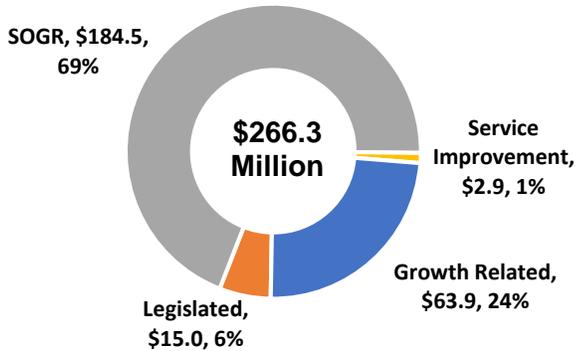
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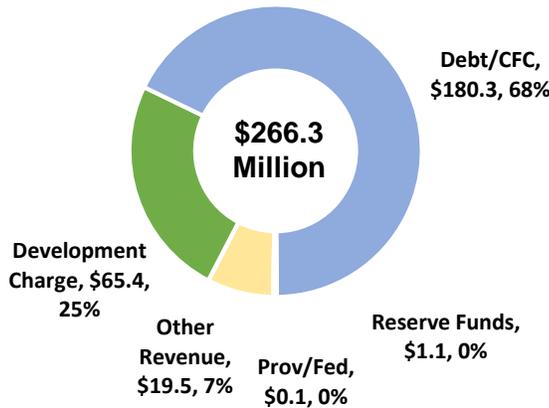
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**CAPITAL SPENDING AND FINANCING**

**2018 - 2027 Preliminary Capital Budget and Plan  
By Project Category**



**By Funding Source**



**Where the money goes:**

The 2018 - 2027 Preliminary Capital Budget and Plan totalling \$266.330 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 expanding existing branches;
  - Upgrading technology; and
  - Implementing technological innovation to support service improvements and efficiencies.

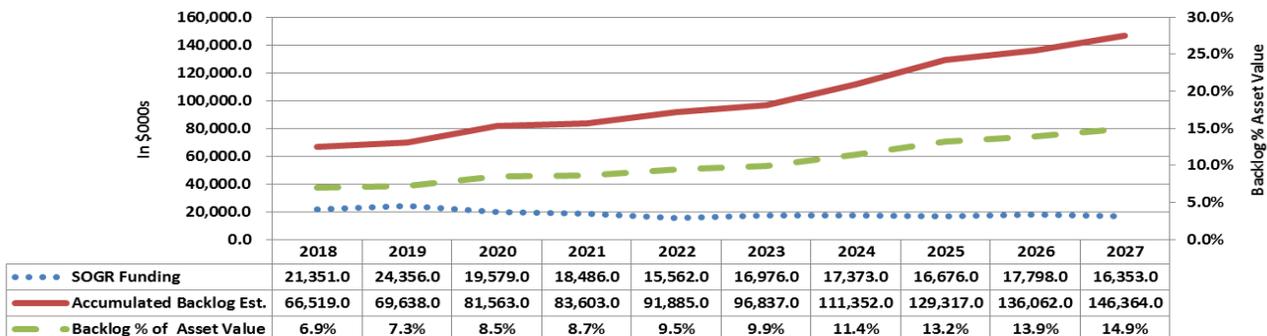
**Where the money comes from:**

The 10-Year Preliminary Capital Plan requires:

- Debt funding of \$180.255 million (67.7%), reflecting an increase of \$1.500 million above the 10-year debt affordability target to address SOGR backlog at multiple branches.
- Funding from Development Charges (\$65.394 million or 24.6%) primarily allocated to renovation and relocation projects for various libraries.
- Reserve Fund contributions of \$1.100 million or 0.4% for the *Perth-Dupont Relocation* project.
- Other funding of \$19.516 million consisting of \$5.140 million of Section 37 funding, Contributions from operating funds of \$13.780 million for the *Technology Asset Management Program* and third-party funding of \$0.596 million.

**State of Good Repair Backlog**

The 10-Year Preliminary Capital Plan includes cash flow funding of \$184.510 million for State of Good Repair projects. The SOGR backlog as a % of asset replacement value will increase from 6.9% in 2018 to 14.9% in 2027 based on updated condition audits of TPL's buildings.





## Actions for Consideration

Approval of the 2018 Preliminary Capital Budget as presented in these notes requires that:

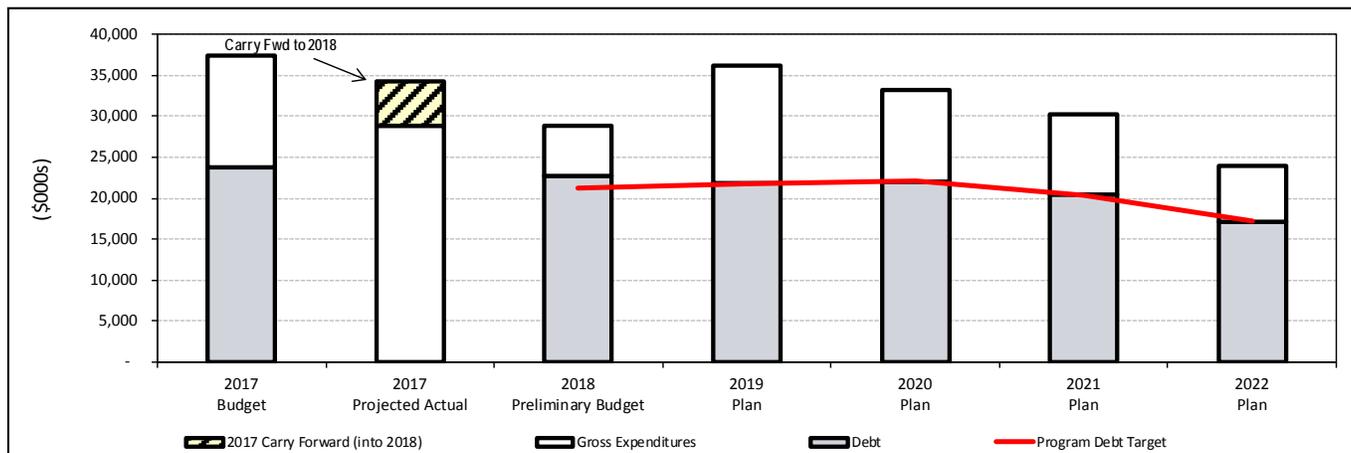
1. City Council approve the 2018 Capital Budget for Toronto Public Library with a total project cost of \$46.861 million, and 2018 cash flow of \$34,328 million and future year commitments of \$72.247 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 38 new / change in scope sub-projects with a 2018 total project cost of \$46.861 million that requires cash flow of \$10.005 million in 2018 and future year cash flow commitments of \$20.150 million for 2019, \$13.789 million for 2020; and \$2.917 million for 2021.
    - ii. 38 previously approved sub-projects with a 2018 cash flow of \$18.833 million; and future year cash flow commitments of \$15.817 million for 2019; \$7.375 million for 2020; \$7.852 million for 2021; and \$4.347 million for 2022.
  - b) 2017 approved cash flow for 10 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$5.490 million.
2. City Council approve the 2019 - 2027 for Toronto Public totalling \$165.245 million in project estimates, comprised of \$0.250 million for 2019; \$12.059 million for 2020; \$19.537 million for 2021; \$19.657 million for 2022; \$21.757 million for 2023; \$20.955 million for 2024; \$22.785 million for 2025; \$24.572 million in 2026; and \$23.673 million for 2027.
3. City Council consider the operating savings of \$0.495 million net in 2018; savings of \$0.455 million net in 2019; net operating costs in the following years of \$0.010 million in 2020; \$0.196 million in 2021 and \$0.374 million in 2022, \$0.168 million in 2023; \$0.012 million in 2024; \$0.097 million in 2025; \$0.085 million in 2026 and \$0.031 million in 2027 resulting from the approval of the 2018 Preliminary Capital Budget for inclusion in the 2018 and future year operating budgets.
4. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2018 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 1

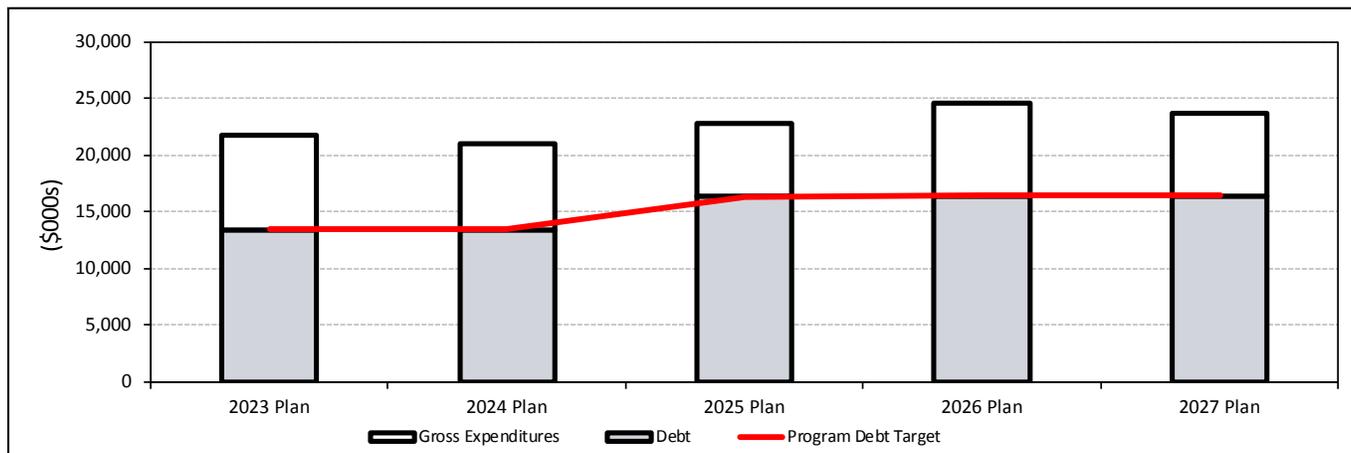
## 10-Year Preliminary Capital Plan

**Table 1a  
10-Year Capital Plan  
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan									
		2017	2018	2019	2020	2021	2022	2018 - 2022	5-Year Total Percent
		Budget	Projected Actual						
<b>Gross Expenditures:</b>									
2017 Capital Budget & Approved Future Year (FY) Commitments	37,490	28,817	25,713	16,408	3,594			45,715	30.0%
Changes to Approved FY Commitments			(6,880)	(591)	3,781	7,852	4,347	8,509	5.6%
2018 New/Change in Scope & FY Commitments			10,005	20,150	13,789	2,917		46,861	30.7%
2019 - 2022 Capital Plan Estimates				250	12,059	19,537	19,657	51,503	33.8%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2018		5,490							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>37,490</b>		<b>28,838</b>	<b>36,217</b>	<b>33,223</b>	<b>30,306</b>	<b>24,004</b>	<b>152,588</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>21,277</b>	<b>21,860</b>	<b>22,077</b>	<b>20,411</b>	<b>17,160</b>	<b>102,785</b>	
<b>Financing:</b>									
<b>Debt</b>	<b>23,739</b>		<b>22,777</b>	<b>21,860</b>	<b>22,077</b>	<b>20,411</b>	<b>17,160</b>	<b>104,285</b>	<b>68.3%</b>
Reserves/Reserve Funds	1,095				1,100			1,100	0.7%
Development Charges	9,903		4,566	11,420	7,939	8,146	5,466	37,537	24.6%
Provincial/Federal	720		65					65	0.0%
Debt Recoverable									
Other Revenue	2,033		1,430	2,937	2,107	1,749	1,378	9,601	6.3%
<b>Total Financing</b>	<b>37,490</b>		<b>28,838</b>	<b>36,217</b>	<b>33,223</b>	<b>30,306</b>	<b>24,004</b>	<b>152,588</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety									
Legislated			1,500	1,500	1,500	1,500	1,500	7,500	4.9%
SOGR	36,514		21,351	24,356	19,579	18,486	15,562	99,334	65.1%
Service Improvement			325	364	626	414	414	2,143	1.4%
Growth Related	976		5,662	9,997	11,518	9,906	6,528	43,611	28.6%
<b>Total by Project Category</b>	<b>37,490</b>		<b>28,838</b>	<b>36,217</b>	<b>33,223</b>	<b>30,306</b>	<b>24,004</b>	<b>152,588</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>	<b>957,181</b>		<b>957,181</b>	<b>958,021</b>	<b>962,948</b>	<b>971,808</b>	<b>976,749</b>	<b>976,749</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)			5,664	3,119	11,925	2,040	8,282	31,030	
Accumulated Backlog Estimate (end of year)	60,855		66,519	69,638	81,563	83,603	91,885	91,885	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>6.4%</b>		<b>6.9%</b>	<b>7.3%</b>	<b>8.5%</b>	<b>8.6%</b>	<b>9.4%</b>		
Debt Service Costs			342	2,757	2,775	2,775	2,531	11,181	
Operating Impact on Program Costs			(495)	(455)	10	196	374	(370)	
New Positions			(4.5)	(4.5)		5.2	2.0	(1.8)	

**Table 1b  
10-Year Capital Plan  
2023 - 2027 Preliminary Capital Plan**



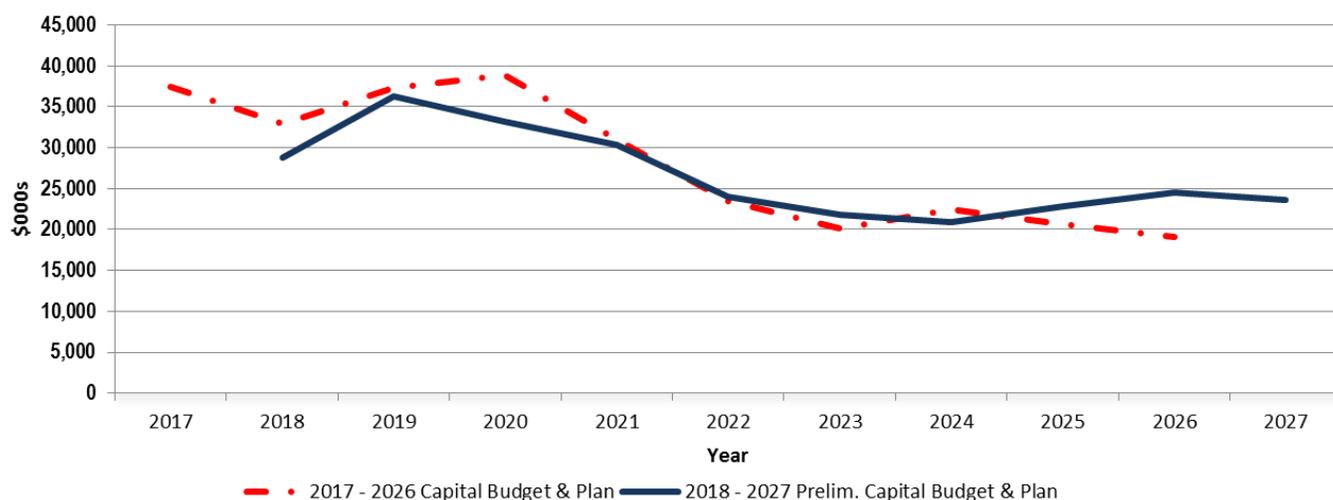
	2023 - 2027 Preliminary Capital Plan						10-Year Total Percent
	2023	2024	2025	2026	2027	2018 - 2027	
<b>Gross Expenditures:</b>							
2017 Capital Budget & Approved Future Year (FY) Commitments						45,715	17.2%
Changes to Approved FY Commitments						8,509	3.2%
2018 New/Change in Scope & FY Commitments						46,861	17.6%
2023 - 2027 Capital Plan Estimates	21,757	20,955	22,785	24,572	23,673	165,245	62.0%
2-Year Carry Forward for Reapproval							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>21,757</b>	<b>20,955</b>	<b>22,785</b>	<b>24,572</b>	<b>23,673</b>	<b>266,330</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>13,410</b>	<b>13,410</b>	<b>16,330</b>	<b>16,410</b>	<b>16,410</b>	<b>178,755</b>	
<b>Financing:</b>							
<b>Debt</b>	<b>13,410</b>	<b>13,410</b>	<b>16,330</b>	<b>16,410</b>	<b>16,410</b>	<b>180,255</b>	<b>67.7%</b>
Reserves/Reserve Funds						1,100	0.4%
Development Charges	4,744	5,367	5,077	6,784	5,885	65,394	24.6%
Provincial/Federal						65	0.0%
Debt Recoverable							
Other Revenue	3,603	2,178	1,378	1,378	1,378	19,516	7.3%
<b>Total Financing</b>	<b>21,757</b>	<b>20,955</b>	<b>22,785</b>	<b>24,572</b>	<b>23,673</b>	<b>266,330</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety							
Legislated	1,500	1,500	1,500	1,500	1,500	15,000	5.6%
SOGR	16,976	17,373	16,676	17,798	16,353	184,510	69.3%
Service Improvement	466	320				2,929	1.1%
Growth Related	2,815	1,762	4,609	5,274	5,820	63,891	24.0%
<b>Total by Project Category</b>	<b>21,757</b>	<b>20,955</b>	<b>22,785</b>	<b>24,572</b>	<b>23,673</b>	<b>266,330</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>976,749</b>	<b>977,091</b>	<b>980,190</b>	<b>980,190</b>	<b>980,190</b>	<b>980,190</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)	4,952	14,515	17,965	6,745	10,302	85,509	
Accumulated Backlog Estimate (end of year)	96,837	111,352	129,317	136,062	146,364	146,364	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>9.9%</b>	<b>11.4%</b>	<b>13.2%</b>	<b>13.9%</b>	<b>14.9%</b>		
Debt Service Costs	2,108	1,706	1,764	2,079	2,088	20,925	
Operating Impact on Program Costs	168	12	97	85	31	23	
New Positions			1.0			(0.8)	

## Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects a decrease of \$17.002 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$17.002 million or 6.0% decrease in the Capital Program on an annual basis from 2017 - 2027.

**Chart 1**  
**Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)**



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	37,490	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067		283,332
2018 - 2027		28,838	36,217	33,223	30,306	24,004	21,757	20,955	22,785	24,572	23,673	266,330
Change %		(12.4%)	(2.9%)	(14.5%)	(2.2%)	2.3%	8.0%	(6.8%)	10.5%	28.9%		(6.0%)
Change \$		(4,075)	(1,065)	(5,647)	(687)	541	1,605	(1,533)	2,171	5,505		(17,002)

As made evident in Chart 1 above, the \$17.002 million decrease in the Capital Plan is attributed to completion of capital projects in 2017 including those carried forward from 2016, and the acceleration of the *North York Central Library* capital project that advanced 2018 planned cash flow funding into 2017 with additional funding provided through the application of the Operating Budget savings. In addition, TPL's 10-Year Preliminary Capital Plan includes fewer capital projects eligible for Development Charge and Section 37 funds.

The Capital Program also includes additional debt funding of \$1.500 million in 2018 to address the SOGR backlog through the 10-year Multi-Branch Renovations Program and results in the Program being over the 10-year debt affordability target.

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$3.185 million decrease in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the following factors:

- Accelerating or deferring capital projects based on construction schedules with subsequent changes to project costs if required.
- Balancing TPL's priorities of capital projects including urgent SOGR requirements.
- Addressing SOGR backlog and accessibility requirements through the addition of new debt funding for the *Multi-Branch Renovation Program*.

- Investing in technological innovation to achieve operational efficiencies.

A summary of project changes for the years 2018 - 2026 totalling \$3.185 million are provided in Table 2 below:

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

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	37,490	32,913	37,282	38,870	30,993	23,463	20,152	22,488	20,614	19,067		245,842
2018 - 2027 Preliminary Capital Budget & Plan		28,838	36,217	33,223	30,306	24,004	21,757	20,955	22,785	24,572	23,673	242,657
<b>Capital Budget &amp; Plan Changes (2018 - 2026)</b>		(4,075)	(1,065)	(5,647)	(687)	541	1,605	(1,533)	2,171	5,505		<b>(3,185)</b>

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
<b>Changes to Previously Approved Projects' Future Year Commitments</b>													
Aqincourt Renovation	1,125		(1,125)				1,125						1,125
Albert Campbell Renovation	11,900	(1,129)	1,150	727	(748)						(500)		11,900
Albion District Library Renovation	5,536	(500)											5,036
Bayview - Bessarion Relocation	12,431	(3,695)	478	2,188	2,002						973		13,404
Bridlewood Renovation	1,900		(1,100)	(800)			1,100	800					1,900
Brookbanks Renovation	6,848				(192)		(1,236)	(3,328)	(2,092)		(6,848)		
Centennial Renovation & Expansion	4,715	167	53	2,232	(8)	(770)					1,674		6,389
Dawes Road Neighbourhood Library	11,553	(2,173)	(4,553)	(2,125)	4,781	4,347					277		11,830
Guildwood Leasehold Improvement	800	(208)	591								383		1,183
High Park Renovation	6,144	(156)		(2,421)	(3,567)	197	197	2,927	3,577		754		6,898
Mimico Renovation	8,137					(158)		(1,267)	(2,985)	(527)	(4,937)	2,707	5,907
Multi-Branch Renovations Program		(1,019)	639	782	1,069						1,471		N/A
North York Central Library Renovation Phase 1	11,559	(1,272)	(2,728)								(4,000)		7,559
Northern District Renovation	11,015			297	2,382	731	113	(860)	(1,934)		729		11,744
Parliament Street Renovation	6,957	284	408	(2,148)	1,443	2,360	3,863	2,448	759		9,417		16,374
Perth Dupont Relocation	4,312	(70)	(1,049)	370	749								4,312
Queen Saultier (Port Lands) Relocation & Expansion	150								(150)	411	261	412	823
St. Lawrence Library Relocation	18,015		(2,148)	(5,996)	(6,164)	(3,413)	133		4,184	4,311	(9,093)	4,771	13,693
St. Clair/Silverthorn Reconstruction	1,879	1,029	300								1,329		3,208
Virtual Branch Services		280	(280)										N/A
Weston Renovation	9,220			(161)		(2,636)	(3,425)	(2,447)		2,662	(6,007)	3,073	6,286
Wychwood Renovation and Expansion	9,244	(1,700)	2,340	627							1,267		10,511
<b>Total Changes to Previously Approved Commitments</b>		(10,162)	(7,024)	(6,428)	1,747	658	1,870	(1,727)	1,359	6,857	(12,850)		10,963
<b>New to the 10-Year Capital Plan</b>													
Answerline & Community Space Rental Modernization		550	850								1,400		1,400
Expansion of Technological Efficiencies		950	650								1,600		1,600
MB Renovation Program Accessibility Retrofit												1,500	N/A
Multi-Branch Renovations Program		2,025	200	(1,348)	(411)	383	500	500	500	500	2,849	3,593	N/A
Multi-Branch SOGR			(200)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(3,700)		N/A
North York Central Renovation Phase 2	10,880	772	2,078	(782)	(2,068)								10,880
Sanderson Neighbourhood Library Renovation	5,575						(265)	194	812	(1,352)	(611)	2,017	6,981
Technology Asset Management Program	11,600		(217)								(217)	4,100	15,483
Virtual Branch Services		(280)	280									1,500	N/A
York Woods Renovation		2,070	2,318	3,411	545						8,344		8,344
<b>Total New</b>		6,087	5,959	781	(2,434)	(117)	(265)	194	812	(1,352)	9,665	12,710	
<b>Total Changes</b>		(4,075)	(1,065)	(5,647)	(687)	541	1,605	(1,533)	2,171	5,505	(3,185)	23,673	

## Significant Capital Project Changes in Toronto Public Library:

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

### Changes to Previously Approved Projects' Future Year Commitments

Project Cost Decreases:

- *Brookbanks Renovation* – Renovation work for the *Brookbanks Library* has been put on hold as the project is not yet ready to proceed. The entire debt funding has been reallocated to other critical SOGR projects.

Deferrals/Accelerations:

- *Albion District Library Renovation* – This project was accelerated to spend planned 2018 cash flow funding in 2017 as the project was proceeding ahead of schedule.
- *North York Central Library Renovation* – Cash flow funding was adjusted through the 2017 first quarter variance report which approved the acceleration of the Phase 1 construction work. 2018 cash flow funding has been reallocated to 2017 with the remaining work totalling \$1.904 million is reflected in 2018. The Phase 2 of this project totalling \$9.152 million over the three year period between 2018 and 2027 are also reflected in the 10-Year Preliminary Capital Plan.
- *Wychwood Renovation and Expansion* – Renovation and expansion work for Wychwood Library was deferred from 2017 to 2018 as the project was not ready to proceed. Cash flow funding from 2017 to 2018 was adjusted and approved through the 2017 second quarter variance report.
- *Bayview-Bessarion Relocation* – The construction work, originally planned for 2017, experienced delays with co-ordination with other projects and City Divisions. An in-year budget adjustment was approved by Council through the second quarter variance report deferring cash flows to 2018 and the 10-Year Preliminary Capital incorporates further delay of 2018 cash flow funding to 2019 to 2021.
- *St. Clair/Silverthorn Reconstruction* – Construction work was delayed in 2017 and the cash flows were deferred to 2018 following an approval from Council through the 2017 second quarter variance report.
- *High Park Library, Mimico Library, and Weston Library* – Following a review of prioritization of current SOGR needs, these projects have been deferred and redirect unused funds to other critical projects.
- *St. Lawrence Library* – Cash flows have been deferred to 2025 to accommodate a heritage and master plan study that the City of Toronto is currently undertaking.

### Changes to Previously Planned Project Estimates

- *Renovations, Expansions, and Relocation projects*
  - *Centennial Renovations & Expansion* – Additional funding of \$1.674 million has been allocated to this project to address building envelope deficiencies including foundations, roofing and other structural damages including lighting and electrical systems.
  - *Parliament Street Library* – New sub-projects were created to include relocation and expansion work of the branch to a nearby location requiring additional funding of \$9.417 million.

### New to the 10-Year Preliminary Capital Plan

The following capital projects are new to the 10-Year Capital Plan:

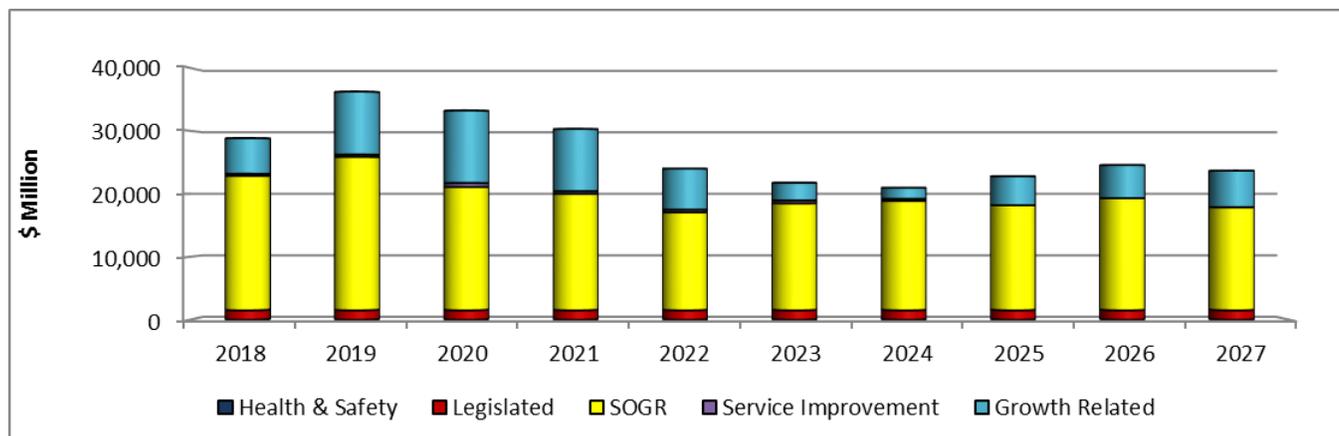
- Two technological innovation projects, *Answerline & Community Space Rental Modernization and Expansion of Technological Efficiencies* are added to the 10-Year Preliminary Capital Plan to improve the current processes for community space rentals and room bookings at Libraries, as well as modernizing library systems and

equipment such as the TPL phone-line system and replacing printers. These projects were previously submitted as unmet needs.

- *York Woods Library* – The purpose of this project is to revitalize the Library to improve the building envelope and IT infrastructure, as well as incorporate accessibility enhancements to washrooms, the theatre, and all public areas including the children's section.

## 2018 – 2027 Preliminary Capital Plan

**Chart 2**  
**2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in Chart 2 above, the 10-Year Preliminary Capital Plan for Toronto Public Library of \$266.330 million provides 69.3% funding for State of Good Repair (SOGR) projects as priorities and 24.0% for Growth Related projects. Service Improvements and Legislative mandated projects represent the remaining 6.7% of projects over the 10-year period.

- Legislated project accounts for \$15.000 million of the 10-Year Preliminary Capital as part of the 10-year *Multi-Branch Minor Renovation Program* at various library locations to address AODA requirements.
- The State of Good Repair projects are allocated 69.3% or \$184.510 million of the 10-Year Preliminary Capital Plan to maintain and upgrade existing branch and technology infrastructure to manage growth and deliver modern library services.
- Service Improvement projects total \$2.929 million to fund renovations at Northern District and York Woods Libraries, to improve accessibility of the existing public spaces of the library, and enhance library users' experience through upgrading connectivity and IT infrastructures.
- Total funding of \$63.891 million has been allocated to Growth Related projects such as *Bayview – Bessarion Relocation*, *St. Lawrence Library Relocation*, *Dawes Road Library Renovation and Expansion*, and *Parliament Street Relocation* to sustain and meet the growing demands of the libraries and communities.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for Toronto Public Library:

**Table 3**  
**2018 - 2027 Capital Plan by Project Category (In \$000s)**

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
<b>Total Expenditures by Category</b>												
<b>Legislated</b>												
<i>MB Renovation Program Accessibility Retrofit</i>	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
<b>Sub-Total</b>	<b>1,500</b>	<b>15,000</b>										
<b>State of Good Repair</b>												
<i>Agincourt Renovation</i>						1,125					1,125	1,125
<i>Albert Campbell Renovation</i>	300	4,959	4,269	2,372							11,900	12,165
<i>Albion District Library Renovation</i>	200										200	15,307
<i>Answerline &amp; Community Space Rental Modernization</i>	550	850									1,400	1,400
<i>Bridlewood Renovation</i>						641	467				1,108	1,900
<i>Centennial Renovation &amp; Expansion</i>	78	78	1,038	1,080	698						2,972	6,389
<i>Daves Road Neighbourhood Library</i>			49	1,280	1,163						2,492	13,263
<i>Equipment for Operational Efficiencies</i>	350										350	1,806
<i>Expansion of Technological Efficiencies</i>	950	650									1,600	1,600
<i>High Park Renovation</i>					197	197	2,927	3,577			6,898	6,898
<i>Integrated Payment Solutions</i>	1,100										1,100	2,250
<i>Mimico Renovation</i>							281	282	2,637	2,707	5,907	10,335
<i>Multi-Branch Renovations Program</i>	4,164	3,932	2,527	3,751	3,476	3,593	3,593	3,593	3,593	3,593	35,815	N/A
<i>Multi-Branch SOGR</i>	500	300									800	N/A
<i>North York Central Library Renovation Phase 1</i>	1,904										1,904	14,974
<i>North York Central Renovation Phase 2</i>	2,241	4,428	2,483								9,152	10,880
<i>Northern District Renovation</i>			566	2,054	2,588	2,912	2,006				10,126	11,744
<i>Parliament Street Renovation</i>	179	179		1,890	1,840	1,697	1,076	334			7,195	16,374
<i>Sanderson Neighbourhood Library Renovation</i>						193	194	2,450	2,127	2,017	6,981	6,981
<i>St. Clair/Silverthorn Reconstruction</i>	755	179									934	2,897
<i>TAMP Automated Sorter Replacement Program</i>						800	1,010	840	1,731		4,381	-
<i>Technology Asset Management Program</i>	4,100	3,883	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	40,783	N/A
<i>Virtual Branch Services</i>	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	N/A
<i>Weston Renovation</i>						218	219		2,110	2,436	4,983	10,368
<i>Wychwood Renovation and Expansion</i>	735	1,464	172								2,371	10,133
<i>York Woods Renovation</i>	1,745	1,954	2,875	459							7,033	8,344
<b>Sub-Total</b>	<b>21,351</b>	<b>24,356</b>	<b>19,579</b>	<b>18,486</b>	<b>15,562</b>	<b>16,976</b>	<b>17,373</b>	<b>16,676</b>	<b>17,798</b>	<b>16,353</b>	<b>184,510</b>	<b>167,133</b>
<b>Service Improvements</b>												
<i>Northern District Renovation</i>			90	328	414	466	320				1,618	11,744
<i>York Woods Renovation</i>	325	364	536	86							1,311	8,344
<b>Sub-Total</b>	<b>325</b>	<b>364</b>	<b>626</b>	<b>414</b>	<b>414</b>	<b>466</b>	<b>320</b>				<b>2,929</b>	<b>20,088</b>
<b>Growth Related</b>												
<i>Bayview - Bessarion Relocation</i>		4,067	5,782	2,002							11,851	12,622
<i>Bridlewood Renovation</i>						459	333				792	1,900
<i>Centennial Renovation &amp; Expansion</i>	89	89	1,194	1,243	802						3,417	6,389
<i>Daves Road Neighbourhood Library</i>	1,114	322	135	3,501	3,184						8,256	13,263
<i>Guildwood Leasehold Improvement</i>	592	591									1,183	1,183
<i>North York Central Library Renovation Phase 1</i>	419										419	14,974
<i>North York Central Renovation Phase 2</i>	423	836	469								1,728	10,880
<i>Parliament Street Renovation</i>	228	229		2,411	2,348	2,166	1,372	425			9,179	16,374
<i>Perth Dupont Relocation</i>	80		3,483	749							4,312	4,312
<i>Queen Saultier (Port Lands) Relocation &amp; Expansion</i>					194	133			411	412	823	823
<i>St. Lawrence Library Relocation</i>								4,184	4,311	4,771	13,593	13,593
<i>St. Clair/Silverthorn Reconstruction</i>	774	121									895	2,897
<i>Weston Renovation</i>						57	57		552	637	1,303	10,368
<i>Wychwood Renovation and Expansion</i>	1,943	3,742	455								6,140	10,133
<b>Sub-Total</b>	<b>5,662</b>	<b>9,997</b>	<b>11,518</b>	<b>9,906</b>	<b>6,528</b>	<b>2,815</b>	<b>1,762</b>	<b>4,609</b>	<b>5,274</b>	<b>5,820</b>	<b>63,891</b>	<b>119,711</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>28,838</b>	<b>36,217</b>	<b>33,223</b>	<b>30,306</b>	<b>24,004</b>	<b>21,757</b>	<b>20,955</b>	<b>22,785</b>	<b>24,572</b>	<b>23,673</b>	<b>266,330</b>	<b>306,932</b>

## 2018 - 2027 Capital Projects

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

### *Legislated*

- Cash flow funding of \$15.000 million or 5.6% of the total 10-Year Preliminary Capital Plan's expenditures has been allocated to one Legislated sub-project, 10-year *Multi-Branch Accessibility Retrofit Program*, to address any outstanding Accessibility for Ontarians with Disabilities Act (AODA) deficiencies at all library locations.

### *State of Good Repair (SOGR)*

- SOGR projects account for \$184.510 million or 69.3% of the total 10-Year Preliminary Capital Plan's investments which will fund upgrades to existing branch and technology infrastructure, including extensive repairs to the building structure and energy efficiency measures, as well as improving e-services and implementation of self-service technology to enhance operational efficiency.
- The 10-Year Preliminary Capital Plan SOGR funding is dedicated to following projects:
  - *Multi Branch Renovations (\$36.615 million)* – This multi-year project is an on-going renovation program for minor branch renovations which includes the partial or complete replacement of building systems, flooring, shelving, roofing, and structural repairs at various library locations. This Program provides relief to those library locations until major renovations can be delivered.
  - *Albert Campbell Renovation (\$11.900 million)* – This project will address building envelope deficiencies including electrical components, lighting, accessibility, flooring and mechanical systems, as well as improving security and IT infrastructure. It will also revitalize library spaces to include zoned areas for adults, efficient work stations for staff, and improved customer self-service.
  - *North York Central Library Renovation Phase 1 (\$1.904 million) / North York Central Library Phase 2 (\$9.152 million)* – Phase 1 of this project began in 2017 to retrofit and upgrade building systems and infrastructure, interior renovations on all floors to reconfigure public service and stacks to meet new service demands from the neighbouring community and all library users. Phase 2 of this project provides important funding for the KidsStop and Middle Childhood spaces with state of the art interactive elements.
  - *Northern District (\$10.126 million)* – Extensive remedial work is required to address deficiencies of the building structure, underground parking and building envelope to ensure proper maintenance of the facilities. Replacement work is also required for windows, wiring, washrooms, HVAC systems, fire alarm system and elevators as per the recommended replacement cycle.
  - Technology projects include:
    - *Integrated Payment Solutions (\$1.100 million)* – Technological improvements will be made to enhance the customer experience in library branches with modernized library services.
    - *Equipment for Operational Efficiencies / Expansion of Technological Efficiencies (\$1.950 million)* – These projects will modernize TPL's operating equipment such as the land-line phone systems and payment solutions, replace printer fleet at all library locations, and install new mini-sorters to improve the library materials handling process.
  - *Answerline & Community Space Rental Modernization (\$1.400 million)* – This project provides a modern solution for self-service functionalities for room bookings, rental of community spaces, and internal data management processes including business, financial and operational reporting.
  - Other technology requirements will be addressed through the 10-year *Technology Asset Management Program* to replace and upgrade the existing hardware and software of all library locations and *Virtual*

*Branch Services* program to enhance the virtual presence of Toronto Public Library and in-branch experience.

### *Service Improvements*

- Service Improvement projects amount to \$2.929 million or 1.1% of the total 10-Year Preliminary Capital Plan's expenditures.
  - Service Improvement projects provide funding for renovations to the *Northern District* and *York Woods Libraries* to improve accessibility of the existing public spaces of the library, address all building envelope deficiencies, and enhance library users' experience through upgrading connectivity and IT infrastructures.

### *Growth Related*

- Growth Related projects account for \$63.891 million or 24.0% of the total 10-Year Preliminary Capital Plan's expenditures.
  - *St Lawrence Relocation* – This project responds to the high growth in the neighbouring community with such services as flexible spaces for programming and events, individual and group study spaces, a computer learning centre, digital innovation and creation space, and exhibit space.
  - Major projects that are currently underway involving large expansions at the following locations:
    - *Wychwood Branch Renovation and Expansion* – This project will expand the branch by 5,000 square feet to include an Early Literacy Centre for Children as well as a senior space.
    - *Bayview Branch Relocation* – Bayview Branch Library will be relocated to a new site, in a joint facility with a daycare, and a recreation centre with aquatics, to address the growing community by providing barrier free access for the public, study seating, programming spaces for branch and community use, quiet study spaces, a 50,000 item collection and exhibit space.
    - *Dawes Road Branch Construction and Expansion* – This project will convert the existing space as a standalone Library with improved accessibility, enhanced customer self-service, upgraded IT infrastructure, an expanded children's area with an interactive early literacy centre and additional quiet study space.

## 2018 Preliminary Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments, that consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

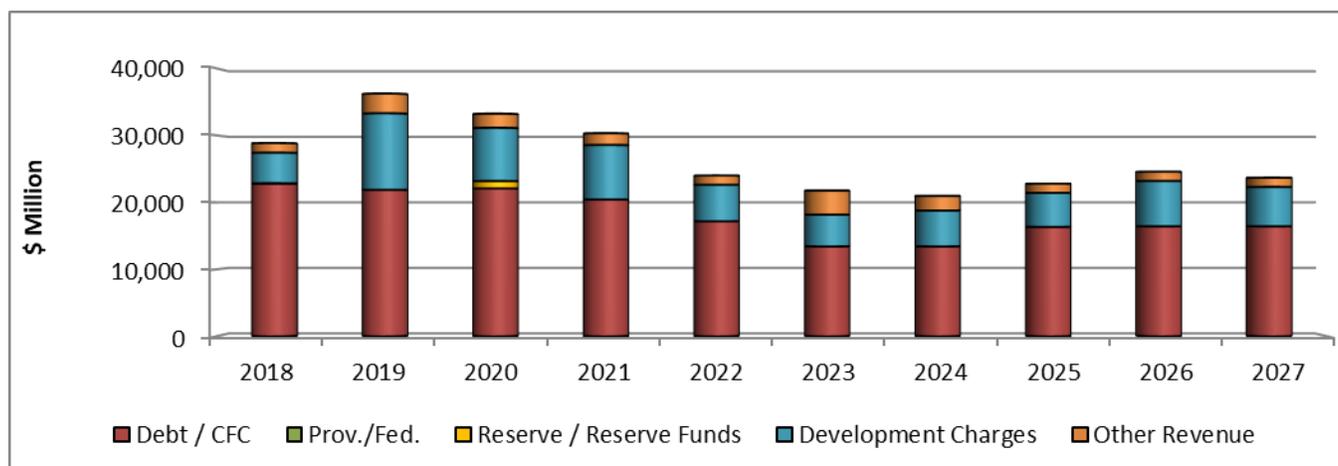
Table 3a below lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for Toronto Public Library:

**Table 3a**  
**2018 Cash Flow & Future Year Commitments (In \$000s)**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Albion District Library Renovation</i>	200										200
<i>Bayview - Bessarion Relocation *</i>		4,067	5,782	2,002	4,347						11,851
<i>Dawes Road Neighbourhood Library</i>	1,114	322	184	4,781							10,748
<i>Equipment for Operational Efficiencies</i>	350										350
<i>Integrated Payment Solutions</i>	1,100										1,100
<i>MB Renovation Pgm Accessibility Retrofit</i>	1,450	450									1,900
<i>Multi-Branch Renovations Program</i>	1,989	639	782	1,069							4,479
<i>Multi-Branch SOGR 2017-2019</i>	500	300									800
<i>North York Central Library Renovation Phase 1</i>	2,323										2,323
<i>St.Clair/Silverthorn Reconstruction</i>	1,529	300									1,829
<i>Technology Asset Management Program</i>	4,100	3,683									7,783
<i>Virtual Branch Services</i>	1,500	1,450									2,950
<i>Wychwood Renovation and Expansion</i>	2,678	4,606	627								7,911
<b>Subtotal</b>	<b>18,833</b>	<b>15,817</b>	<b>7,375</b>	<b>7,852</b>	<b>4,347</b>						<b>54,224</b>
Change in Scope											
<i>Wychwood Renovation and Expansion</i>		600									600
<b>Subtotal</b>		<b>600</b>									<b>600</b>
New w/Future Year											
<i>Albert Campbell Renovation</i>	300	4,959	4,269	2,372							11,900
<i>Answerline &amp; Community Space Rental Modern</i>	550	850									1,400
<i>Centennial Renovation &amp; Expansion</i>	167	167									334
<i>Expansion of Technological Efficiencies</i>	950	650									1,600
<i>Guildwood Leasehold Improvement</i>	592	591									1,183
<i>MB Renovation Pgm Accessibility Retrofit</i>	50	1,050	1,480								2,580
<i>Multi-Branch Renovations Program</i>	2,175	3,293	1,677								7,145
<i>North York Central Renovation Phase 2</i>	2,664	5,264	2,952								10,880
<i>Parliament Street Renovation</i>	407	408									815
<i>Perth Dupont Relocation</i>	80										80
<i>York Woods Renovation</i>	2,070	2,318	3,411	545							8,344
<b>Subtotal</b>	<b>10,005</b>	<b>19,550</b>	<b>13,789</b>	<b>2,917</b>							<b>46,261</b>
<b>Total Expenditure</b>	<b>28,838</b>	<b>35,967</b>	<b>21,164</b>	<b>10,769</b>	<b>4,347</b>						<b>101,085</b>
<b>Financing:</b>											
Debt/CFC	22,777	21,610	17,634	6,948	2,520						71,489
Debt Recoverable											
Other	1,430	2,937									4,367
Reserves/Res Funds											
Development Charges	4,566	11,420	3,530	3,821	1,827						25,164
Provincial/Federal	65										65
<b>Total Financing</b>	<b>28,838</b>	<b>35,967</b>	<b>21,164</b>	<b>10,769</b>	<b>4,347</b>						<b>101,085</b>

\*The Bayview – Bessarion Relocation project was approved in 2017 with cash flow commitments in future years.

**Chart 3**  
**2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)**



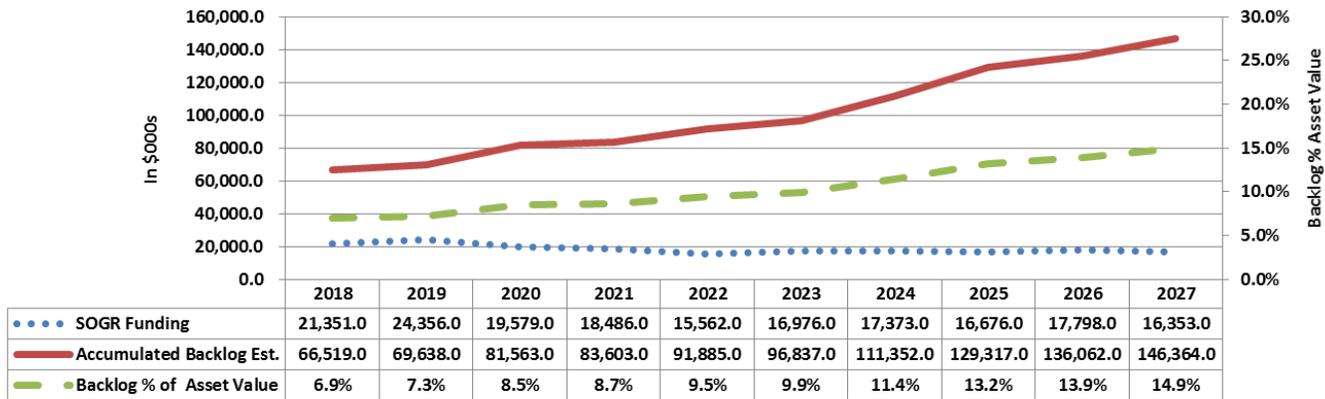
The 10-Year Preliminary Capital Plan of \$266.330 million will be financed by the following sources:

- Debt accounts for \$180.255 million or 67.7%, and Development Charges represent \$65.394 million or 24.6% of the 10-Year Preliminary Capital Plan with a combined total of \$245.649 million or 92.3%.
  - The debt funding is above the 10-year debt affordability guidelines of \$178.755 million, by \$1.500 million, driven by additional debt being provided for the *Multi-Branch Renovations Program* to address SOGR Backlog in 2018.
- The following projects will be funded by a mix of debt and Development Charges:
  - Renovation and Expansion projects (\$101.242 million) including the following library locations:
    - *North York Central Library Renovations Phase 1 & 2* (\$11.956 million debt, \$1.247 million Development Charges),
    - *Albert Campbell Library* (\$10.933 million debt, \$0.967 million Development Charges),
    - *Albion District Library* (\$0.200 million Development Charges),
    - *Centennial Library* (\$3.965 million debt, \$2.424 million Development Charges),
    - *High Park Library* (\$6.277 million debt, \$0.621 million Development Charges),
    - *Mimico Library* (\$4.977 million debt, \$0.930 million Development Charges),
    - *Northern District Library* (\$10.688 million debt, \$1.056 million Development Charges),
    - *Parliament Street Library* (\$10.770 million debt, \$5.604 million Development Charges),
    - *Sanderson Neighbourhood Library* (\$6.353 million debt, \$0.628 million Development Charges),
    - *Weston Library* (\$5.355 million debt, \$0.931 million Development Charges),
    - *Wychwood Library* (\$2.399 million debt, \$4.617 million Development Charges),
    - *York Woods Library* (\$7.592 million debt, \$0.752 million Development Charges),
    - *Dawes Road Neighbourhood Library* (\$4.575 million debt, \$6.173 million Development Charges), and
    - *Guildwood Leasehold Improvement* (\$0.644 million debt, \$0.439 million Development Charges).

- Five relocation, expansion, and reconstruction projects (\$10.988 million debt, \$19.220 million Development Charges) for Bayview – Bessarion, Perth Dupont, Queen Saulter (Port Lands), St. Lawrence, and St.Clair/Silverthorn Libraries.
- Four technology, equipment, and operational efficiency projects (\$4.257 million debt, \$0.193 million Development Charges) including *Answerline & Community Space Rental Modernization*, and *Integrated Payment Solutions* sub-projects.
- *Technology Asset Management Program* (TAMP) including the Automated Sorter Replacement Program (\$29.515 million debt, \$1.869 million Development Charges).
- *Virtual Branch Services* (\$1.560 million debt, \$13.440 million Development Charges).
- 10-Year *Multi-Branch Renovation* and SOGR Program (\$47.451 million debt, \$4.083 million Development Charges).
- Federal/Provincial Grants of \$0.065 million or 0.02% of the 10-Year Preliminary Capital Plan, through the Canada 150 Community Infrastructure Program, will be provided to the *Multi-Branch Renovation Program*.
- Other sources of funding including Section 37, and funding from operating sources account for \$19.516 million or 7.3% which will supplement the funding for the following projects:
  - *Agincourt Renovation* (\$1.125 million)
  - *Bridlewood Renovation* (\$1.900 million)
  - *Guildwood Leasehold Improvement* (\$0.100 million)
  - *Multi-Branch Renovations Program* (\$0.016 million)
  - *Perth Dupont Renovation* (\$1.100 million)
  - *Technology Asset Management Program* (\$13.780 million)
  - *Wychwood Renovation and Expansion* (\$1.495 million)

## State of Good Repair (SOGR) Backlog

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



The 10-Year Preliminary Capital Plan dedicates \$184,510 million to SOGR spending over the 10-year period, which on average is \$18.451 million annually.

- The replacement value of Toronto Public Library assets is estimated at \$957.181 million in 2017 and includes 100 branches and two service buildings. Total square footage of the assets is approximately 1,996,633 with 1,885,932 representing Toronto Public Library's ownership.
- Toronto Public Library's backlog is valued at \$60.855 million in 2017 and will continue to grow steadily to reach \$146.364 million by the end of 2027. The backlog will increase from 6.9% as a percentage of asset value in 2018 to 14.9% in 2027.
- 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 Preliminary Capital Plan exceeds the 10-year debt affordability target by \$1.500 million which has been allocated to the *Multi-Branch Renovation Program* for 2018.
  - 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 Preliminary Capital Plan allocates an average funding of \$3.662 million per year for small scale renovations across various branches.
  - This Program also provides important funding to address any outstanding AODA deficiencies at various library locations.
- More information on the SOGR backlog is discussed in the Issues Section of this report, "State of Good Repair (SOGR) Backlog", which highlights the additional debt funding provided for the Multi-Branch Renovation Program as well as unmet needs including the unfunded SOGR Backlog.

## 10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
<b>Previously Approved</b>														
Equipment for Operational Efficiencies	(100.0)										(100.0)		(100.0)	
Albion District Library Renovation	36.0										36.0		36.0	
Bayview - Bessarion Relocation							47.0	2.7	47.0		94.0	2.7	94.0	2.7
St.Clair/Silverthorn Reconstruction			8.0		8.0						16.0		16.0	
Wychwood Renovation and Expansion					40.0		40.0				80.0		80.0	
North York Central Library Renovation Phase 1	44.0										44.0		44.0	
Dawes Road Neighbourhood Library									151.0	2.0	151.0	2.0	302.0	2.0
Albert Campbell Renovation							18.0		18.0		36.0		36.0	
<b>New Projects - 2017</b>														
Expansion of Technological Efficiencies	(235.0)	(1.5)	(185.0)	(1.5)							(420.0)	(3.0)	(420.0)	(3.0)
Answerline & Community Space Rental Modernization	(240.0)	(3.0)	(290.0)	(3.0)							(530.0)	(6.0)	(530.0)	(6.0)
<b>New Projects - Future Years</b>														
Perth Dupont Library Relocation							134.0	2.5	134.0		268.0	2.5	268.0	2.5
Parliament Street Library Relocation													156.0	1.0
High Park Library Renovation													14.0	
Guildwood Leasehold Improvement			12.0		12.0						24.0		24.0	
Centennial Renovation & Expansion									17.0		17.0		34.0	
Northern District Renovation													24.0	
Weston Library Renovation													15.0	
Sanderson Neighbourhood Library Renovation													16.0	
North York Central Library Renovation Phase 2					(50.0)		(50.0)				(100.0)		(100.0)	
York Woods Renovation							7.0		7.0		14.0		14.0	
<b>Total (Net)</b>	<b>(495.0)</b>	<b>(4.5)</b>	<b>(455.0)</b>	<b>(4.5)</b>	<b>10.0</b>		<b>196.0</b>	<b>5.2</b>	<b>374.0</b>	<b>2.0</b>	<b>(370.0)</b>	<b>(1.8)</b>	<b>23.0</b>	<b>(0.8)</b>

The 10-Year Preliminary Capital Plan will increase future year Operating Budgets by a total of \$0.023 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following impacts from completed capital projects:

- Operating Budget savings of \$1.050 million and reduction of 9.0 staff positions arising from two technological innovation projects: *Expansion of Technological Efficiencies* and *Answerline & Community Space Rental Modernization*.
- Additional Operating Budget impacts will come on stream as renovation projects are completed in 2018 – 2022 for a total increase of \$0.665 million and 7.2 new positions such as:
  - Albion District Library Renovation
  - Bayview – Bessarion Relocation
  - St.Clair/Silverthorn Reconstruction
  - Wychwood Renovation and Expansion
  - North York Central Library Renovation Phase 1 & 2
  - Dawes Road Neighbourhood Library
  - Albert Campbell Renovation
  - Perth Dupont Library Relocation
  - Guildwood Leasehold Improvement
  - Centennial Renovation & Expansion
- Second 5 years (2023-2027) of the Capital Program, additional operating expenses of \$0.393 million and 1.0 staff position will be required to support the renovation work at various library sites.

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



# Part 2

## Issues for Discussion

## Issues Impacting the 2018 Capital Budget

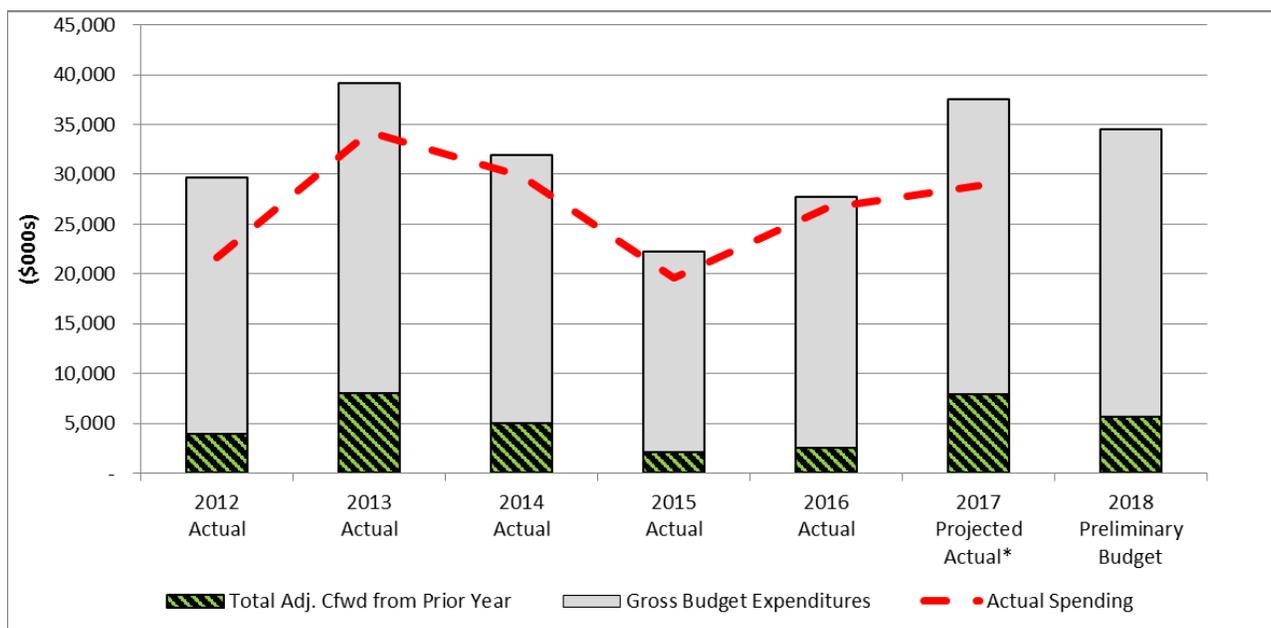
### Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
  - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018 – 2027 Preliminary Capital Budget and Plan for Toronto Public Library has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Agency's spending capacity and the readiness to proceed of planned projects, and a review of Development Charges which informed the level of funding available to fund the existing SOGR backlog, and accommodate unmet needs projects with operating budget impacts.
  - The 10-Year Preliminary Capital Plan includes deferral of several delayed capital projects, as identified in Table 2 of this report, with funds redirected to other critical SOGR and/or Growth Related projects.
  - The Capital Program also includes the acceleration of capital projects based on revised construction schedules to minimize the downtime of the libraries.
  - The 10-Year Preliminary Capital Plan also incorporates Development Charges maximizing alternative non-debt funding sources to free up additional debt to be reinvested in other capital projects.
- Toronto Public Library has experienced a five-year historical average capital spending rate of 87.6% over the 2012-2016 period as shown below, demonstrating its ability to proceed with capital projects. The annual spending rate, however, trends downward towards 2017 with a projected spending rate of 76.9%.

**Chart 5**  
**Capacity to Spend – Budget vs. Actual**  
**(In \$000s)**

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %												
Health & Safety Legislated																			
SOGR	19,820	13,300	67.1%	30,044	25,069	83.4%	23,766	22,532	94.8%	19,281	17,684	91.7%	25,997	25,231	97.1%	87.3%	36,514	28,287	77.5%
Service Improvement											153	153	100.0%			100.0%			
Growth Related	9,837	8,370	85.1%	9,154	9,154	100.0%	8,134	7,316	89.9%	2,761	1,790	64.8%	1,769	1,380	78.0%	88.5%	976	530	54.3%
<b>Total</b>	<b>29,657</b>	<b>21,670</b>	<b>73.1%</b>	<b>39,198</b>	<b>34,223</b>	<b>87.3%</b>	<b>31,900</b>	<b>29,848</b>	<b>93.6%</b>	<b>22,195</b>	<b>19,627</b>	<b>88.4%</b>	<b>27,766</b>	<b>26,611</b>	<b>95.8%</b>	<b>87.6%</b>	<b>37,490</b>	<b>28,817</b>	<b>76.9%</b>

\* 2017 Projection based on the 2017 Q3 Capital Variance Report



- The 2017 projected year-end spending rate of 76.9% is primarily driven by delays due to co-ordination with other City Divisions for major capital projects such as the *Bayview-Bessarion Relocation* and *Dawes Road Construction & Expansion* as well as accelerating such capital projects as *Albion* and *North York Central Libraries* from 2017 to 2016.
- Of the 20 capital projects reported through the 2017 third quarter variance report, 13 projects were either completed or on-time.

**2018 - 2027 Preliminary Capital Plan vs Debt Targets**

- TPL’s 2018 Preliminary Capital Budget and 2019 - 2027 Preliminary Capital Plan exceeds the Agency's 10-year debt affordability targets by \$1.500 million of additional debt funding allocated to the *Multi-Branch Renovation Program* to address the SOGR backlog and outstanding AODA deficiencies.

(\$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
2018 - 2027 Preliminary Capital Plan	28,838	36,217	33,223	30,306	24,004	21,757	20,955	22,785	24,572	23,673	266,330
Debt Funding Required	22,777	21,860	22,077	20,411	17,160	13,410	13,410	16,330	16,410	16,410	180,255
Program Debt Target	21,277	21,860	22,077	20,411	17,160	13,410	13,410	16,330	16,410	16,410	178,755
Over/(Under) Debt Target	1,500										1,500

**Toronto Public Library 2018-2027 Capital Budget and Plan Request – Approved Board Budget**

- The Toronto Public Library Board at its meeting of November 20, 2017 approved a report entitled “2018-2027 Capital Budget and Plan Submission-Revised” and in doing so:
  1. Approves the revised 2018-2027 capital budget and plan submission of \$21.633 million debt (\$27.751 million gross) for 2018 and \$248.495 million debt (\$354.358 million gross) over 2018–2027, comprised of:
    - a) 30 projects totalling \$21.277 million debt (\$27.338 million gross) in 2018 and \$178.755 million debt (\$264.830 million gross) over 2018-2027, which meets the City debt target; and
    - b) Seven projects totalling \$0.356 million debt (\$0.413 million gross) in 2018 and \$69.740 million debt (\$89.528 million gross) over 2018–2027, which exceeds the City debt target.
- The Toronto Public Library Board's approved 2018 – 2027 Capital Budget exceeded debt targets by \$69.740 million over the 10-year period in order to address its SOGR backlog.

- An additional \$1.5 million was made available to the TPL 10-Year Preliminary Capital Plan for critical SOGR work in 2018.

**Technological Innovation Capital Investment to achieve Operational Savings**

- TPL identified additional opportunities to advance the priorities contained in the Strategic Plan and to achieve efficiencies with a capital investment in technology. With an investment of \$4.450 million over two years (\$2.950 million in 2018 and \$1.500 million in 2019), TPL will realize operational savings of \$1.050 million over two years (\$0.575 million in 2018 and \$0.475 million in 2019) through the following:
  - Answerline & Community Space Rental Modernization.** An investment of \$1.400 million for 2018 and 2019 will modernize the community space rental process, library activities, and internal data management systems including the following:
    - Providing room booking and event scheduling self-service functionality for internal staff and external customers.
    - Improving current processes for community space rentals, library activity and related metadata management service areas.
    - Improving business, financial and statistical reporting for community space rentals, library activity and related metadata management service areas.
  - Equipment for Operational Efficiencies and Expansion of Technological Efficiencies.** This project commenced in 2017 with a second-year commitment of \$0.350 million in 2018 with additional funding allocated for \$0.950 million in 2018 and \$0.650 million, to enable automation, technology and printing hardware, savings of \$0.335 million in 2018 and \$0.185 million in 2019. The scope of work include the following:
    - Conversion of the current land-line phone system to VOIP (voice over Internet protocol) technology at largest locations, introduction of mini-sorters at three branches (Albion, Lillian H. Smith and Scarborough Civic Centre) to increase materials handling efficiencies; and replacement of public, staff and shared printers, scanners, fax machines and copiers with more efficient Multi-Function Devices to improve payment processes for public printing.
  - Integrated Payment Solutions.** This project commenced in 2017 with a second-year commitment of \$1.100 million in 2018 to provide modern library services and improve the efficiency of the customer interaction where the customers will be able to pay fines at the self-checkout terminals at the same time as checking out materials.

**Reporting on Existing Major Capital Projects: Status Update**

In compliance with the Auditor General's recommendations, additional status reporting on all major capital projects is required in order to strengthen accountability, manage risks, improve controls and ensure successful implementation/completion of major capital projects. The following projects have been reported on a quarterly basis during 2017:

**Albion Library**

(\$000s)	Total Project Cost		2017		2018	2019	2020	2021	2022	Projection to End of Project	End Date		On Budget	On Time
	Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan	Plan		Plan	Planned		
2012	15,307	11,645	4,721	3,462	200	-				15,307	2018	2018	On Budget	On Time

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule		>70% of Approved Project Cost
Minor Delay < 6 months		Between 50% and 70%
Significant Delay > 6 months		< 50% or > 100% of Approved Project Cost

Project Scope:

- The *Albion Branch* project is a new construction adjacent to the existing branch at 1515 Albion Road to revitalize the site, with better accessibility, increased programming and community meeting space, expanded flexible spaces to support literacy services for adults and children including an interactive early literacy centre, and create digital innovation and creation spaces.
- Upon the completion of the construction of the new building, the old building will be demolished to make way for a new parking lot with accessible parking.
- This project also addresses new and evolving technological requirements for connectivity.

Project Deliverables and Status:

- The new Albion Library branch opened on June 5<sup>th</sup>, 2017 and the old building structure has been demolished.
- Construction work on the new parking lot to include accessible parking has been completed.

Financial Update:

- As of September 30<sup>th</sup>, 2017, total cumulative expenses incurred since the inception of the project was \$14.795 million with an additional \$0.312 million projected to be spent by the end of December.
- The 2018 Preliminary Capital Budget of \$0.200 million will address any minor building and construction deficiencies. The total project cost of \$15.307 million is projected to be fully spent by 2018.

**Wychwood Library**

(\$000s) Total Project Cost		2017		2018	2019	2020	2021	2022	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan	Plan		Planned	Revised		
2014	9,533	390	1,232	150	3,760	5,206	627		10,133	2019	2020	ⓐ	ⓐ

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule	ⓐ	>70% of Approved Project Cost
Minor Delay < 6 months	ⓑ	Between 50% and 70%
Significant Delay > 6 months	ⓒ	< 50% or > 100% of Approved Project Cost

Project Scope:

- This project involves renovation and expansion work to address building deficiencies and bring the building up to the desired service standards. Renovation work includes remedies for existing building deficiencies and accessibility issues including interior and exterior elements of the build, floor space redesign, and mechanical and electrical systems.
- The renovation and expansion work also includes revitalizing public service areas and incorporate a redesign of space to provide a more efficient layout and barrier free access. Interior work will include a new customer service area, zoned spaces for children, teens and adults, replacement of furniture, improvements to front entrance, and replacement of elevator and the HVAC system.
- The library entrance will be refurbished and exterior upgrades to landscaping to include outdoor, and reading area flexible space for programming and community gathering will make this public space welcoming and enhance the branch street presence.
- This project also includes an indoor amenity space that will replace the lawn bowling pavilion being removed at the rear of the property. The site services for the lawn bowling green will also be relocated and the garden shed for storage of outdoor equipment will be replaced with additional funding provided by Parks, Forestry and Recreation.
- The expansion work includes an early literacy centre for children and a middle childhood area, digital innovation hub for exploring technology based services, supporting collaboration and innovation. A flexible senior's space

adjacent to a multipurpose program room will also be included. The expanded building will conform to Toronto Green Standards.

**Project Deliverables and Status:**

- The project is underway with timing delays due to the process of obtaining site plan approval and the building permit process.
- The overall construction has been delayed for completion in 2018 assuming no other budgetary or timing challenges.

**Financial Update:**

- As of September 30, 2017, total cumulative expenses incurred since the inception of the project was \$0.494 million with an additional \$0.046 million projected to be spent by the end of December.
- The 2018 cash flow funding is \$10.133 million. Costs have escalated by \$0.600 million which has been included in the 10-Year Preliminary Capital Plan.
- The 2018 Preliminary Capital Budget is \$3.760 million (including carry forward funding of \$1.082 million). The total project cost of \$10.133 million is projected to be fully spent by 2020.

**Bayview-Bessarion Library**

(\$000s) Total Project Cost		2017		2018	2019	2020	2021	2022	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan	Plan		Planned	Revised		
2014	12,622	192	580	383	196	4,067	5,782	2,002	12,622	2021	2021	Ⓢ	Ⓢ

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule	Ⓢ	>70% of Approved Project Cost
Minor Delay < 6 months	Ⓢ	Between 50% and 70%
Significant Delay > 6 months	Ⓢ	< 50% or > 100% of Approved Project Cost

**Project Scope:**

- The Bayview – Bessarion project is a construction of a 13,418 square feet library on a City-owned land to relocate the existing 6,333 square feet leased facility.
- The new building will be located in a joint facility with a daycare, aquatics and recreation centre to create an open floor plan and barrier free access for the public, study seating, multipurpose room, separate and sound-proof, flexible programming spaces for branch and community use, and for performance / events, quiet study spaces, a 50,000 item collection, a computer learning/media centre, and customer self-service for circulation.
- This project also addresses new and evolving technological requirements for connectivity and a digital innovation hub for exploring technology, collaboration and innovation.
- Zoned areas for teens, children and adults will be created with an improved exterior signage for visibility of the branch and an interior signage program to support wayfinding of the building. Project will conform to Toronto Green Standards.

**Project Deliverables and Status:**

- This project has been delayed due to the process of obtaining building permits and site plan approvals.

**Financial Update:**

- As of September 30, 2017, total cumulative expenses since the inception of the project was \$0.575 million, with no anticipated further spending for the remainder of the year.
- The 2018 Preliminary Capital Budget includes underspent funding of \$0.196 million in 2017 carried forward and the total project cost of \$12.622 million is projected to be fully spent by 2021.



**Dawes Road Library**

(\$000s) Total Project Cost			2017		2018	2019	2020	2021	2022	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan	Plan	Plan		Planned	Revised		
2015	13,263	6	2,509	231	3,392	322	184	4,781	4,347	13,263	2020	2022	Ⓢ	Ⓢ

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule		>70% of Approved Project Cost
Minor Delay < 6 months		Between 50% and 70%
Significant Delay > 6 months		< 50% or > 100% of Approved Project Cost

Project Scope:

- This project involves an expansion of the existing 6,500 square feet library to 14,000 square feet on the current site located in an 8 unit condominium of which the City owns 51%, inclusive of the library branch.
- This project will improve and provide fully accessible public space, enhance customer self-service, install new furniture, shelving and equipment which will accommodate the addition of 10,000 items to the collection, and upgrade the IT infrastructure to meet the technological requirements for connectivity.
- A computer learning centre will be added, in conjunction with expanding the existing children’s area with an interactive early literacy centre and constructing additional quiet study space.
- The renovation will be constructed in accordance with Toronto Green Standards and will include an exterior reading garden and flexible space for programming and community gatherings to greatly enhance the streetscape.

Project Deliverables and Status:

- This project is experiencing minor delays with site acquisition issues as the City’s Real Estate Services staff are currently in the negotiation process on TPL’s behalf.

Financial Update:

- As of September 30, 2017, total cumulative expenses incurred since the inception of the project was \$0.016 million with an additional \$0.220 million projected to be spent by year end.
- The 2018 Preliminary Capital Budget is \$3.392 million (including carry forward funding of \$2.279 million). The full project cost of \$13.263 million is projected to be fully spent by 2022.

**St. Clair / Silverthorn Library**

(\$000s) Total Project Cost			2017		2018	2019	2020	2021	2022	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan	Plan	Plan		Planned	Revised		
2015	2,897	163	905	36	2,398	300				2,897	2019	2019	Ⓢ	Ⓢ

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule		>70% of Approved Project Cost
Minor Delay < 6 months		Between 50% and 70%
Significant Delay > 6 months		< 50% or > 100% of Approved Project Cost

Project Scope:

- The existing 4,587 square feet double store front building (including basement) will be demolished and a new building will be constructed with two floors. The additional square footage will bring the building size closer to the established size for a small neighbourhood branch and improve overall accessibility.
- The St. Clair/Silverthorn reconstruction will include a new building structure, exterior facade, envelope, interior, mechanical and electrical components. The St. Clair/Silverthorn expansion will add much needed square footage to a small library branch, improve barrier free access, and enhanced use of the second floor.

Project Deliverables and Status:

- The site plan has been approved for construction work to begin.
- This project is delayed due to the project bids coming in higher than budget. The scope of the project will be reviewed to find savings and the construction schedule has been revised for completion in 2019.

Financial Update:

- As of September 30, 2017, total cumulative expenses incurred since the inception of the project was \$0.198 million, with no anticipated further spending for the remainder of the year.
- The 2018 Preliminary Capital Budget is \$2.398 million (including carry forward funding of \$0.869 million). The full project cost of \$2.897 million is projected to be fully spent by 2019.

**North York Central Library Phase 1**

(\$000s) Total Project Cost		2017		2018	2019	2020	2021	2022	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan	Plan		Planned	Revised		
2015	14,974	4,754	9,486	7,897	2,323				14,974	2019	2018	Ⓢ	Ⓢ

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule		>70% of Approved Project Cost
Minor Delay < 6 months		Between 50% and 70%
Significant Delay > 6 months		< 50% or > 100% of Approved Project Cost

Project Scope

- The project will complete a retrofit and upgrade to the building systems and infrastructure, interior renovations on floors 1-5 to reconfigure public service and stacks space to meet new service demands and uses. Revitalization and renovation work include:
  - Reconfiguration of space and repurposing some support space to public uses.
  - Improvements to collaborative work/study spaces, content creation spaces, content downloading stations, and reading lounges
  - Redesigned, smaller and strategically positioned service desks to better serve the customers at their point of need.
  - Reconstruction of the Children’s department to, create space for a large, themed KidsStop with interactive and electronic learning stations to support preschool literacy and features for children with special needs.
  - Building-wide retrofits to replace such interior items as worn carpets and hard floor surfaces, including carpeted surfaces on balustrades and stairs.
  - Technology upgrades to meet service demands including: introduction of electronic devices for customer use; content creation spaces with current technology; and enhancements to the learning lab to support new learning formats
  - Reconfiguration and renewal of staff and administrative areas to improve effectiveness and service delivery
  - Building and infrastructure retrofit to upgrade to the building envelope, including foundations, exterior walls, doors and roof, upgrade life safety systems, upgrade flooring, furniture, millwork, wall finishes, ceilings and lighting fixtures.

Project Deliverables and Status

- This project was accelerated by a revised construction schedule in 2017. Construction is proceeding with no foreseeable delays and Phase 1 will be completed in early 2018.

Financial Update:

- As of September 30, 2017, total cumulative expenses incurred since the inception of the project was \$9.063 million, with an additional \$3.588 million projected to be spent by the end of December
- The 2018 Preliminary Capital Plan of \$2.323 million will complete Phase 1 of the North York Central Library.

## Issues Impacting the 10-Year Capital Plan

### Unmet Needs

#### Unmet Needs – Projects Excluded due to Funding Constraints (In \$000s)

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Downsview Renovation Phase 2	8,036.0	723.0	7,313.0	219.0	220.0		3,169.0	2,367.0	2,061.0				
Richview Renovation	3,410.0	307.0	3,103.0	194.0	1,185.0	1,007.0	1,024.0						
Lillian H Smith Renovation	16,650.0	6,142.0	10,508.0				380.0	381.0	4,118.0	4,242.0	4,017.0	3,512.0	
TRL Renovation	21,587.0	1,942.0	19,645.0		312.0	885.0	4,670.0	4,725.0	5,416.0	5,579.0			
Barbara Frum Renovation	13,710.0	1,233.0	12,477.0						377.0	378.0	4,682.0	4,103.0	4,170.0
Parkdale Reconstruction	14,309.0	1,736.0	12,573.0					509.0	511.0		4,127.0	4,252.0	4,910.0
City Hall Relocation	11,826.0	7,705.0	4,121.0		107.0	480.0		3,798.0	3,682.0	3,759.0			
Unfunded SOGR Backlog at Various Sites	111,042.0	9,963.0	101,079.0	63,785.0	2,693.0	10,681.0	1,747.0	1,023.0	461.0	7,313.0	13,696.0	2,357.0	7,286.0
<b>Total</b>	<b>200,570.0</b>	<b>29,751.0</b>	<b>170,819.0</b>	<b>64,198.0</b>	<b>4,517.0</b>	<b>13,053.0</b>	<b>10,990.0</b>	<b>12,803.0</b>	<b>16,626.0</b>	<b>21,271.0</b>	<b>26,522.0</b>	<b>14,224.0</b>	<b>16,366.0</b>

- TPL has \$200.570 million of unfunded SOGR backlog and other service improvement and growth related projects that are currently beyond the City's current debt affordability targets.
- The unmet needs will be evaluated annually through the budget process to identify opportunities to utilize available debt and maximize other sources of funding to address SOGR backlog.

### Development Charge Funding (DC)

- The 10-Year Preliminary Capital Plan for Toronto Public Library includes eligible capital projects funded by the maximum permissible amounts of Development Charges after statutory deductions as permitted under the current Development Charges By-law. Over the next 10 years, \$65.394 million in DC funding will be provided to meet the needs of new and growing communities through SOGR and Growth Related projects.
- The 2017 projected year-end balance for the Development Charge Reserve Fund (XR2115) for Toronto Public Library is \$23.501 million. The 10-Year Preliminary Capital Plan requires Development Charge funding of \$109.361 million, of which \$65.394 million will be allocated to capital projects and \$43.967 million, will be allocated to growth related library materials over the same ten year period.
- Based on current revenue projections, the ten year contributions to the Development Charge Reserve Fund are estimated at \$102.548 million and maintain the balance in the DC Reserve Fund at \$16.688 million by the end of 2027.
- TPL and Financial Planning will regularly review the Development Charge Reserve Fund to ensure sufficient funding is available to provide the budgeted funding for the capital projects included in the 2018-2027 Preliminary Capital Plan.
- A new DC By-law will be considered by City Council in the first quarter of 2018 which is expected to impact the amount of Development Charges available to fund capital requirements of the Toronto Public Library. The new By-Law will inform the maximum Development Charge revenue available for capital projects and redirect debt funding to SOGR backlog and other Growth Related projects.



# Appendices

## Appendix 1

### 2017 Performance

#### 2017 Key Accomplishments

In 2017, TPL made significant progress and/or accomplished the following:

- ✓ Completed construction of the Albion, Agincourt and Eglinton Square Libraries.
- ✓ Commenced 19 Multi-Branch SOGR projects in 15 branches.
- ✓ Launched "Pay for Print Pilot" projects at 6 branches in preparation for roll out in 2018.
- ✓ Roll out of web conferencing software and hardware to support program delivery and employee collaboration.
- ✓ Continued roll out of Digital Innovation Hub equipment for programming and service development.
- ✓ Introduced new Business Intelligence & analytics technology capabilities.
- ✓ Built a new HRIS system supporting various HR and Payroll functions.
- ✓ Launched new internal employee web portal to improve communications and collaboration.
- ✓ Developed long term strategy for TPL.ca delivery of services.

#### 2017 Financial Performance

##### 2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
37,490	16,718	44.6%	28,817	76.9%	8,673	23.1%

\* Based on 2017 Q3 Capital Variance Report

For additional information regarding the 2017 Q3 capital variances and year-end projections for Toronto Public Library, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on December 6, 2017.

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&decisionBodyId=1022>

#### Impact of the 2017 Capital Variance on the 2018 Preliminary Capital Budget

- Toronto Public Library's 2017 projected year-end spending is \$28.817 million or 76.9% of the 2017 Approved Capital Budget. Majority of the delays are caused by co-ordination with other projects and City Divisions on such projects as the *Bayview-Bessarion Relocation*, and delays in the site acquisition process for the *Dawes Road Neighbourhood Library*.
- 10-Year Preliminary Capital includes carry forward of projected underspending in delayed projects totalling \$5.490 million.
- A detailed review of the 2018 – 2027 Preliminary Capital Budget and Plan and resulted in adjusting cash flows for major capital projects such as *Bayview-Bessarion*, *Wychwood* and *St. Clair/Silverthorn* informed by actual expenditures for these projects in 2017.

## Appendix 2

2018 Preliminary Capital Budget;  
2019 - 2027 Capital Plan Including Carry Forward Funding (\$'000s)

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
<b>Legislated:</b>														
MB Renovation Program Accessibility Retrofit	N/A	200	1,500	1,500	1,500	1,500	1,500	7,700	1,500	1,500	1,500	1,500	1,500	15,200
<b>Sub-Total</b>		200	1,500	1,500	1,500	1,500	1,500	7,700	1,500	1,500	1,500	1,500	1,500	15,200
<b>State of Good Repair:</b>														
Agincourt Renovation	1,125							-	1,125					1,125
Albert Campbell Renovation	12,165		300	4,959	4,269	2,372		11,900						11,900
Albion District Library Renovation	15,307		200					200						200
Answerline & Community Space Rental Modernization	1,400		550	850				1,400						1,400
Bridlewood Renovation	1,900							-	641	467				1,108
Centennial Renovation & Expansion	6,389		78	78	1,038	1,080	698	2,972						2,972
Dawes Road Neighbourhood Library	13,263				49	1,280	1,163	2,492						2,492
Equipment for Operational Efficiencies	1,806			350				350						350
Expansion of Technological Efficiencies	1,600		950	650				1,600						1,600
High Park Renovation	6,898						197	197	197	2,927	3,577			6,898
Integrated Payment Solutions	2,250		1,100					1,100						1,100
Mimico Renovation	10,335							-		281	282	2,637	2,707	5,907
Multi-Branch SOGR Renovations Program	N/A	613	4,664	4,232	2,527	3,751	3,476	19,263	3,593	3,593	3,593	3,593	3,593	37,228
North York Central Library Renovation Phase 1	14,974		1,904					1,904						1,904
North York Central Renovation Phase 2	10,880		2,241	4,428	2,483			9,152						9,152
Northern District Renovation	11,744				566	2,054	2,588	5,208	2,912	2,006				10,126
Parliament Street Renovation	16,374		179	179		1,890	1,840	4,088	1,697	1,076	334			7,195
Sanderson Neighbourhood Library Renovation	6,981							-	193	194	2,450	2,127	2,017	6,981
St. Clair/Silverthorn Reconstruction	2,897	630	755	179				1,564						1,564
Technology Asset Management Program	N/A		4,100	3,883	4,100	4,100	4,100	20,283	4,900	5,110	4,940	5,831	4,100	45,164
Virtual Branch Services	N/A		1,500	1,500	1,500	1,500	1,500	7,500	1,500	1,500	1,500	1,500	1,500	15,000
Weston Renovation	10,368							-	218	219		2,110	2,436	4,983
Wychwood Renovation and Expansion	10,133	485	735	1,464	172			2,856						2,856
York Woods Renovation	8,344		1,745	1,954	2,875	459		7,033						7,033
<b>Sub-Total</b>		1,728	21,351	24,356	19,579	18,486	15,562	101,062	16,976	17,373	16,676	17,798	16,353	186,238
<b>Service Improvements:</b>														
Northern District Renovation	11,744				90	328	414	832	466	320				1,618
York Woods Renovation	8,344		325	364	536	86		1,311						1,311
<b>Sub-Total</b>		-	325	364	626	414	414	2,143	466	320	-	-	-	2,929
<b>Growth Related:</b>														
Bayview - Bessarion Relocation	12,622	197		4,067	5,782	2,002		12,048						12,048
Bridlewood Renovation	1,900							-	459	333				792
Centennial Renovation & Expansion	6,389		89	89	1,194	1,243	802	3,417						3,417
Dawes Road Neighbourhood Library	13,263	2,279	1,114	322	135	3,501	3,184	10,535						10,535
Fort York New Construction	9,192	250						250						250
Guildwood Leasehold Improvement	1,183		592	591				1,183						1,183
North York Central Library Renovation Phase 1	14,974		419					419						419
North York Central Renovation Phase 2	10,880		423	836	469			1,728						1,728
Parliament Street Renovation	16,374		228	229		2,411	2,348	5,216	2,166	1,372	425			9,179
Perth Dupont Relocation	4,312		80		3,483	749		4,312						4,312
Queen Saulters (Port Lands) Relocation & Expansion	823							-				411	412	823
St. Lawrence Library Relocation	13,593						194	194	133		4,184	4,311	4,771	13,593
St. Clair/Silverthorn Reconstruction	2,897	239	774	121				1,134						1,134
Weston Renovation	10,368							-	57	57		552	637	1,303
Wychwood Renovation and Expansion	10,133	597	1,943	3,742	455			6,737						6,737
<b>Sub-Total</b>		3,562	5,662	9,997	11,518	9,906	6,528	47,173	2,815	1,762	4,609	5,274	5,820	67,453
<b>Total</b>		5,490	28,838	36,217	33,223	30,306	24,004	158,078	21,757	20,955	22,785	24,572	23,673	271,820

## **Appendix 3**

### **2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan**





















**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3 - 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan**

**Toronto Public Library**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Federal Subsidy						165	0	0	0	0	165	0	165	0	165	0	0	0	0	0	165			
Development Charges						7,940	11,420	7,939	8,146	5,466	40,911	27,857	68,768	0	0	68,768	0	0	0	0	68,768			
Reserves (Ind. "XQ" Ref.)						197	0	0	0	0	197	0	197	0	0	0	197	0	0	0	197			
Reserve Funds (Ind."XR" Ref.)						0	0	1,100	0	0	1,100	0	1,100	0	0	0	1,100	0	0	0	1,100			
Other1 (Internal)						1,983	2,873	2,107	1,749	1,378	10,090	9,915	20,005	0	0	0	0	20,005	0	0	20,005			
Other2 (External)						52	64	0	0	0	116	0	116	0	0	0	0	0	116	0	116			
Debt						23,991	21,860	22,077	20,411	17,160	105,499	75,970	181,469	0	0	0	0	0	181,469	0	181,469			
<b>Total Program Financing</b>						<b>34,328</b>	<b>36,217</b>	<b>33,223</b>	<b>30,306</b>	<b>24,004</b>	<b>158,078</b>	<b>113,742</b>	<b>271,820</b>	<b>0</b>	<b>165</b>	<b>68,768</b>	<b>197</b>	<b>1,100</b>	<b>0</b>	<b>20,005</b>	<b>116</b>	<b>181,469</b>	<b>0</b>	<b>271,820</b>

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 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 2019 & Beyond)

<b>Category Code</b>	<b>Description</b>
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**

### **2018 Cash Flow and Future Year Commitments**





**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4 - 2018 Cash Flow and Future Year Commitments**

**Toronto Public Library**

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												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>LIB907680 York Woods Renovation</b>																									
0	3	York Woods Renovation-Construction (SI)	08	S4	04	325	364	536	86	0	1,311	0	1,311	0	0	0	0	0	0	0	1,311	0	1,311		
0	4	York Woods Renovation-Construction(Growth)	08	S4	05	345	387	569	91	0	1,392	0	1,392	0	0	348	0	0	0	0	1,044	0	1,392		
0	5	York Woods Renovation-Construction(SOGR)	08	S4	03	1,380	1,545	2,273	363	0	5,561	0	5,561	0	0	404	0	0	0	0	5,157	0	5,561		
Sub-total						2,070	2,318	3,411	545	0	8,344	0	8,344	0	0	752	0	0	0	0	0	7,592	0	8,344	
<b>LIB907693 Wychwood Renovation and Expansion</b>																									
1	1	Wychwood Renovation Construction (SOGR)	21	S2	03	1,426	1,173	134	0	0	2,733	0	2,733	0	0	60	0	0	0	1,500	0	1,173	0	2,733	
0	2	Wychwood Construction (Growth)	21	S2	05	2,156	3,104	455	0	0	5,715	0	5,715	0	0	3,674	0	0	0	600	0	1,441	0	5,715	
0	3	Wychood Scope Change - change in funding source	21	S3	05	0	0	0	0	0	0	0	0	0	0	376	0	0	0	0	0	-376	0	0	
0	4	Wychwood Renovation Construction (Legislated)	21	S2	02	15	28	3	0	0	46	0	46	0	0	0	0	0	0	0	46	0	46		
0	5	Wychwood Renovation Construction (SI)	21	S2	04	163	301	35	0	0	499	0	499	0	0	0	0	0	0	0	499	0	499		
0	6	Wychwood Renovation Construction Scope Change SOGR	21	S3	03	-384	-38	0	0	0	-422	0	-422	0	0	-38	0	0	0	0	-384	0	-422		
0	7	Wychwood Expansion Construction (Growth)	21	S3	05	384	638	0	0	0	1,022	0	1,022	0	0	1,022	0	0	0	0	0	0	0	1,022	
Sub-total						3,760	5,206	627	0	0	9,593	0	9,593	0	0	5,094	0	0	0	2,100	0	2,399	0	9,593	
<b>LIB907893 Perth Dupont Relocation</b>																									
0	3	Perth Dupont Library - Design (SOGR)	18	S4	03	13	0	0	0	0	13	0	13	0	0	13	0	0	0	0	0	0	0	13	
0	4	Perth Dupont Library - Design (Legislated)	18	S4	02	1	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	1	
0	5	Perth Dupont Library - Design (Service Improve)	18	S4	04	4	0	0	0	0	4	0	4	0	0	4	0	0	0	0	0	0	0	4	
0	6	Perth Dupont Library - Design (Growth)	18	S4	05	62	0	0	0	0	62	0	62	0	0	62	0	0	0	0	0	0	0	62	
Sub-total						80	0	0	0	0	80	0	80	0	0	80	0	0	0	0	0	0	0	0	80
<b>LIB907894 Centennial Renovation &amp; Expansion</b>																									
0	3	Centennial Library - Design (SOGR)	10	S4	03	56	56	0	0	0	112	0	112	0	0	56	0	0	0	0	56	0	112		
0	4	Centennial Library - Design (Legislated)	10	S4	02	3	3	0	0	0	6	0	6	0	0	3	0	0	0	0	3	0	6		
0	5	Centennial Library - Design (SI)	10	S4	04	19	19	0	0	0	38	0	38	0	0	19	0	0	0	0	19	0	38		
0	6	Centennial Library - Design (Growth)	10	S4	05	89	89	0	0	0	178	0	178	0	0	89	0	0	0	0	89	0	178		
Sub-total						167	167	0	0	0	334	0	334	0	0	167	0	0	0	0	0	167	0	334	





**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4 - 2018 Cash Flow and Future Year Commitments**

**Toronto Public Library**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
Financed By:																								
		Federal Subsidy				165	0	0	0	0	165	0	165	0	0	0	0	0	0	165				
		Development Charges				7,940	11,420	3,530	3,821	1,827	28,538	0	28,538	0	0	0	0	0	0	28,538				
		Reserves (Ind. "XQ" Ref.)				197	0	0	0	0	197	0	197	0	0	0	0	0	0	197				
		Other1 (Internal)				1,983	2,873	0	0	0	4,856	0	4,856	0	0	4,856	0	0	0	4,856				
		Other2 (External)				52	64	0	0	0	116	0	116	0	0	0	116	0	0	116				
		Debt				23,991	21,610	17,634	6,948	2,520	72,703	0	72,703	0	0	0	0	72,703	0	72,703				
<b>Total Program Financing</b>						34,328	35,967	21,164	10,769	4,347	106,575	0	106,575	0	165	28,538	197	0	0	4,856	116	72,703	0	106,575

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 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 5**

### **2018 Preliminary Capital Budget with Financing Detail**





## CITY OF TORONTO

## Appendix 5 - 2018 Preliminary Capital Budget with Financing Detail

## Toronto Public Library

## Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<b>1</b>	<b><u>LIB908084</u></b>	<b><u>Multibranch Renovation Progarm 2016-2018</u></b>													
0	10 Furniture and Fixtures	01/01/2016	12/31/2018	364	0	0	0	0	0	0	0	0	0	364	0
	<b>Project Sub-total:</b>			2,289	0	165	0	0	0	0	0	0	0	2,124	0
<b>1</b>	<b><u>LIB908519</u></b>	<b><u>Expansion of Technological Efficiencies</u></b>													
1	1 Expansion of Technological Efficiencies	01/01/2018	12/31/2019	950	0	0	69	0	0	0	0	0	0	881	0
	<b>Project Sub-total:</b>			950	0	0	69	0	0	0	0	0	0	881	0
<b>2</b>	<b><u>LIB908296</u></b>	<b><u>Virtual Branch Services 2017 - 2019</u></b>													
0	1 Virtual Branch Services 2017 - 2019	01/01/2017	12/31/2019	1,500	0	0	1,145	0	0	0	0	0	0	355	0
	<b>Project Sub-total:</b>			1,500	0	0	1,145	0	0	0	0	0	0	355	0
<b>2</b>	<b><u>LIB908518</u></b>	<b><u>Answerline &amp; Community Space Rental Modernization</u></b>													
2	1 Answerline & Community Space Rental Modernization	01/01/2018	12/31/2019	550	0	0	61	0	0	0	0	0	0	489	0
	<b>Project Sub-total:</b>			550	0	0	61	0	0	0	0	0	0	489	0
<b>3</b>	<b><u>LIB908383</u></b>	<b><u>Tech Asset Mgmt Prq (2017-2019)</u></b>													
0	1 Tech Asset Mgmt Prq (2017-2019)	01/01/2017	12/31/2019	4,100	0	0	0	0	0	0	1,378	0	0	2,722	0
	<b>Project Sub-total:</b>			4,100	0	0	0	0	0	0	1,378	0	0	2,722	0
<b>5</b>	<b><u>LIB000155</u></b>	<b><u>Albion District Library Renovation</u></b>													
0	3 Albion District Library Renovation (Service Impr)	01/01/2018	12/31/2018	40	0	0	40	0	0	0	0	0	0	0	0
0	4 Albion District Library Renovation (Growth)	01/01/2018	12/31/2018	37	0	0	37	0	0	0	0	0	0	0	0
1	1 Albion District Library Renovation (SOGR)	01/01/2012	12/31/2018	123	0	0	123	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			200	0	0	200	0	0	0	0	0	0	0	0
<b>5</b>	<b><u>LIB000166</u></b>	<b><u>Fort York New Construction</u></b>													
1	1 Fort York New Construction	01/01/2011	12/31/2014	250	0	0	250	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			250	0	0	250	0	0	0	0	0	0	0	0
<b>7</b>	<b><u>LIB000334</u></b>	<b><u>Bayview - Bessarion Relocation</u></b>													
1	1 Bayview Library Construction (SOGR)	01/01/2014	12/31/2021	197	0	0	0	197	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			197	0	0	0	197	0	0	0	0	0	0	0
<b>9</b>	<b><u>LIB000337</u></b>	<b><u>St.Clair/Silverthorn Reconstruction</u></b>													
0	3 St.Clair/Silverthorn Construction (Legislated)	01/01/2015	12/31/2019	5	0	0	0	0	0	0	0	0	0	5	0
0	4 St.Clair/Silverthorn Construction (SI)	01/01/2015	12/31/2020	25	0	0	0	0	0	0	0	0	0	25	0
1	1 St.Clair/Silverthorn Construction (SOGR)	01/01/2015	12/31/2019	1,355	0	0	39	0	0	0	0	0	0	1,316	0
2	2 St. Clair/Silverthorn Construction (Growth)	01/01/2015	12/31/2019	1,013	0	0	239	0	0	0	0	0	0	774	0
	<b>Project Sub-total:</b>			2,398	0	0	278	0	0	0	0	0	0	2,120	0

(Phase 2) 01-Toronto Public Library

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

## Appendix 5 - 2018 Preliminary Capital Budget with Financing Detail

## Toronto Public Library

## Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>9</b>	<b><u>LIB907693</u></b>	<b><u>Wychwood Renovation and Expansion</u></b>														
0	2 Wychwood Construction (Growth)	01/01/2015	12/31/2019	2,156	0	0	1,737	0	0	0	120	0	299	0		
0	3 Wychwood Scope Change - change in funding source	01/01/2017	12/31/2019	0	0	0	66	0	0	0	0	0	-66	0		
0	4 Wychwood Renovation Construction (Legislated)	01/01/2014	12/31/2020	15	0	0	0	0	0	0	0	0	15	0		
0	5 Wychwood Renovation Construction (SI)	06/26/2014	12/23/2021	163	0	0	0	0	0	0	0	0	163	0		
0	6 Wychwood Renovation Construction Scope Change SOGR	08/18/2017	08/18/2017	-384	0	0	0	0	0	0	0	0	-384	0		
0	7 Wychwood Expansion Construction (Growth)	08/18/2017	08/18/2017	384	0	0	384	0	0	0	0	0	0	0		
1	1 Wychwood Renovation Construction (SOGR)	01/01/2014	12/31/2019	1,426	0	0	0	0	0	0	485	0	941	0		
	<b>Project Sub-total:</b>			<b>3,760</b>	<b>0</b>	<b>0</b>	<b>2,187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>605</b>	<b>0</b>	<b>968</b>	<b>0</b>		
<b>10</b>	<b><u>LIB000338</u></b>	<b><u>North York Central Library Renovation Phase 1</u></b>														
0	3 North York Central Library Construction (Legislate)	06/26/2017	06/26/2017	31	0	0	4	0	0	0	0	0	27	0		
0	4 North York Central Library Construction (SI)	06/26/2017	06/26/2017	132	0	0	15	0	0	0	0	0	117	0		
0	5 North York Central Library Construction (Growth)	06/26/2017	06/26/2017	419	0	0	48	0	0	0	0	0	371	0		
1	2 North York Central Library Construction (SOGR)	01/01/2015	12/31/2019	1,741	0	0	200	0	0	0	0	0	1,541	0		
	<b>Project Sub-total:</b>			<b>2,323</b>	<b>0</b>	<b>0</b>	<b>267</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,056</b>	<b>0</b>		
<b>11</b>	<b><u>LIB907596</u></b>	<b><u>Dawes Road Neighbourhood Library</u></b>														
0	4 Dawes Road Library Construction (Growth)	01/01/2015	12/31/2022	2,279	0	0	2,279	0	0	0	0	0	0	0		
0	6 Dawes Road Library Building Acquisition (Growth)	01/01/2016	12/31/2018	1,114	0	0	837	0	0	0	0	0	277	0		
	<b>Project Sub-total:</b>			<b>3,393</b>	<b>0</b>	<b>0</b>	<b>3,116</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>277</b>	<b>0</b>		
<b>12</b>	<b><u>LIB000151</u></b>	<b><u>Albert Campbell Renovation</u></b>														
0	2 Albert Campbell Renovation - Construction (SOGR)	01/01/2018	12/31/2021	184	0	0	0	0	0	0	0	0	184	0		
0	3 Albert Campbell Renovation - Construction (Servi)	01/01/2018	12/31/2021	54	0	0	0	0	0	0	0	0	54	0		
0	4 Albert Campbell Renovation - Construction (Growth)	01/01/2018	12/31/2021	58	0	0	0	0	0	0	0	0	58	0		
1	1 Albert Campbell Renovation - Construction (Legisla)	01/01/2018	12/31/2021	4	0	0	0	0	0	0	0	0	4	0		
	<b>Project Sub-total:</b>			<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>		
<b>14</b>	<b><u>LIB907893</u></b>	<b><u>Perth Dupont Relocation</u></b>														
0	3 Perth Dupont Library - Design (SOGR)	01/01/2018	12/31/2018	13	0	0	13	0	0	0	0	0	0	0		
0	4 Perth Dupont Library - Design (Legislated)	01/01/2018	12/31/2018	1	0	0	1	0	0	0	0	0	0	0		
0	5 Perth Dupont Library - Design (Service Improve)	01/01/2018	12/31/2018	4	0	0	4	0	0	0	0	0	0	0		
0	6 Perth Dupont Library - Design (Growth)	01/01/2018	12/31/2018	62	0	0	62	0	0	0	0	0	0	0		
	<b>Project Sub-total:</b>			<b>80</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>15</b>	<b><u>LIB000153</u></b>	<b><u>Parliament Street Renovation</u></b>														
0	2 Parliament Street Library - Design (SOGR)	01/01/2018	12/31/2019	120	0	0	0	0	0	0	0	0	120	0		
0	3 Parliament Street Library - Design (Legislated)	01/01/2018	12/31/2019	4	0	0	0	0	0	0	0	0	4	0		

(Phase 2) 01-Toronto Public Library 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**  
**Appendix 5 - 2018 Preliminary Capital Budget with Financing Detail**  
**Toronto Public Library**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2018	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>15</b>	<b><u>LIB000153</u></b>	<b><u>Parliament Street Renovation</u></b>														
0	4 Parliament Street Library - Design (Service Imp)	01/01/2018	12/31/2019	55	0	0	0	0	0	0	0	0	0	55	0	
0	5 Parliament Street Library Design (Growth)	01/01/2018	12/31/2019	228	0	0	0	0	0	0	0	0	0	228	0	
	<b>Project Sub-total:</b>			<b>407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>407</b>	<b>0</b>	
<b>17</b>	<b><u>LIB907265</u></b>	<b><u>Guildwood Leasehold Improvement</u></b>														
0	3 Guildwood Library Construction (Legislated)	01/01/2018	12/31/2019	13	0	0	0	0	0	0	0	0	1	12	0	
0	4 Guildwood Library Construction (Growth)	01/01/2018	12/31/2019	541	0	0	7	0	0	0	0	0	33	501	0	
1	1 Guildwood Leasehold Construction (SOGR)	01/01/2018	12/31/2019	38	0	0	1	0	0	0	0	0	2	35	0	
	<b>Project Sub-total:</b>			<b>592</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>548</b>	<b>0</b>	
<b>18</b>	<b><u>LIB907894</u></b>	<b><u>Centennial Renovation &amp; Expansion</u></b>														
0	3 Centennial Library - Design (SOGR)	01/01/2019	12/31/2020	56	0	0	0	0	0	0	0	0	0	56	0	
0	4 Centennial Library - Design (Legislated)	01/01/2018	12/31/2019	3	0	0	0	0	0	0	0	0	0	3	0	
0	5 Centennial Library - Design (SI)	01/01/2018	12/31/2019	19	0	0	0	0	0	0	0	0	0	19	0	
0	6 Centennial Library - Design (Growth)	01/01/2018	12/31/2019	89	0	0	0	0	0	0	0	0	0	89	0	
	<b>Project Sub-total:</b>			<b>167</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>167</b>	<b>0</b>	
<b>26</b>	<b><u>LIB908386</u></b>	<b><u>North York Central Renovation Phase 2</u></b>														
0	2 NYCL Renovation Phase 2-Construction(SI)	01/01/2018	12/31/2020	423	0	0	0	0	0	0	0	0	0	423	0	
0	3 NYCL Renovation Phase 2-Construction(GROWTH)	01/01/2018	12/31/2020	423	0	0	0	0	0	0	0	0	0	423	0	
0	4 NYCL Renovation Phase 2-Construction(SOGR)	01/01/2018	12/31/2020	1,818	0	0	0	0	0	0	0	0	0	1,818	0	
	<b>Project Sub-total:</b>			<b>2,664</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,664</b>	<b>0</b>	
<b>33</b>	<b><u>LIB907680</u></b>	<b><u>York Woods Renovation</u></b>														
0	2 York Woods Renovation-Construction (Legislated)	01/01/2018	12/31/2021	20	0	0	0	0	0	0	0	0	0	20	0	
0	3 York Woods Renovation-Construction (SI)	01/01/2018	12/31/2021	325	0	0	0	0	0	0	0	0	0	325	0	
0	4 York Woods Renovation-Construction(Growth)	01/01/2018	12/31/2021	345	0	0	0	0	0	0	0	0	0	345	0	
0	5 York Woods Renovation-Construction(SOGR)	01/01/2018	12/31/2021	1,380	0	0	0	0	0	0	0	0	0	1,380	0	
	<b>Project Sub-total:</b>			<b>2,070</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,070</b>	<b>0</b>	
<b>Program Total:</b>				<b>34,328</b>	<b>0</b>	<b>165</b>	<b>7,940</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>1,983</b>	<b>52</b>	<b>23,991</b>	<b>0</b>		

**Status Code Description**  
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2018 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

## Appendix 6

## Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Development Charges - Toronto Public Library (XR2115)	Beginning Balance	23,501	23,501	23,832	18,041	15,611	13,063	13,241	14,341	15,022	16,202	15,887	
	Withdrawals (-)		(9,374)	(15,619)	(12,309)	(12,516)	(9,836)	(9,114)	(9,737)	(9,447)	(11,154)	(10,255)	(109,361)
	<b>Total Withdrawals</b>		<b>(9,374)</b>	<b>(15,619)</b>	<b>(12,309)</b>	<b>(12,516)</b>	<b>(9,836)</b>	<b>(9,114)</b>	<b>(9,737)</b>	<b>(9,447)</b>	<b>(11,154)</b>	<b>(10,255)</b>	<b>(109,361)</b>
	Contributions (+)		9,705	9,828	9,879	9,968	10,014	10,214	10,418	10,627	10,839	11,056	102,548
	<b>Total Contributions</b>		<b>9,705</b>	<b>9,828</b>	<b>9,879</b>	<b>9,968</b>	<b>10,014</b>	<b>10,214</b>	<b>10,418</b>	<b>10,627</b>	<b>10,839</b>	<b>11,056</b>	<b>102,548</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>23,501</b>	<b>23,832</b>	<b>18,041</b>	<b>15,611</b>	<b>13,063</b>	<b>13,241</b>	<b>14,341</b>	<b>15,022</b>	<b>16,202</b>	<b>15,887</b>	<b>16,688</b>	<b>(6,813)</b>

\* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Review – Corporate  
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Planning Act Reserve Fund - Section 37 (XR3026)	Beginning Balance	164,788	164,788	164,788	163,773	163,044	162,673	162,673	160,448	159,648	159,648	159,648	
	Withdrawals (-)			(1,015)		(371)							(1,015)
	<i>Wychwood</i>			(1,015)									(1,015)
	<i>Perth / Dupont</i>				(729)	(371)							(1,100)
	<i>Agincourt</i>							(1,125)					(1,125)
	<i>Bridlewood</i>							(1,100)	(800)				(1,900)
<b>Total Withdrawals</b>				<b>(1,015)</b>	<b>(729)</b>	<b>(371)</b>		<b>(2,225)</b>	<b>(800)</b>				<b>(5,140)</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>164,788</b>	<b>164,788</b>	<b>163,773</b>	<b>163,044</b>	<b>162,673</b>	<b>162,673</b>	<b>160,448</b>	<b>159,648</b>	<b>159,648</b>	<b>159,648</b>	<b>159,648</b>	<b>(5,140)</b>

\* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Land Acquisition Reserve Fund (XR1012)	Beginning Balance	84,792	84,792	84,792	84,792	83,692	83,692	83,692	83,692	83,692	83,692	83,692	
	Withdrawals (-)												
	<i>Perth / Dupont</i>				(1,100)								(1,100)
<b>Total Withdrawals</b>					<b>(1,100)</b>								<b>(1,100)</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>84,792</b>	<b>84,792</b>	<b>84,792</b>	<b>83,692</b>	<b>83,692</b>	<b>83,692</b>	<b>83,692</b>	<b>83,692</b>	<b>83,692</b>	<b>83,692</b>	<b>83,692</b>	<b>(1,100)</b>

\* Based on the 2017 Q3 Variance Report