

BUDGET **TC**

Toronto Public Library

Staff Recommended 2020 Operating Budget 2020 – 2029 Capital Budget & Plan

**Budget Briefing to Budget Committee
Wednesday January 15, 2020**

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tpl • toronto
public library

 **TORONTO**

Overview and Highlights

2020 Staff Recommended Operating Budget and Plan

2020 – 2029 Staff Recommended Capital Budget and Plan

Overview and Highlights



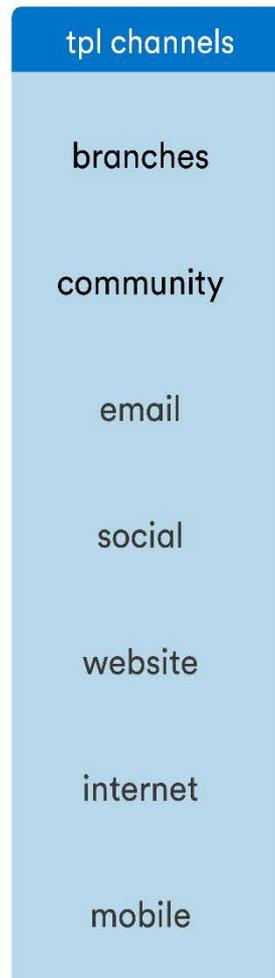
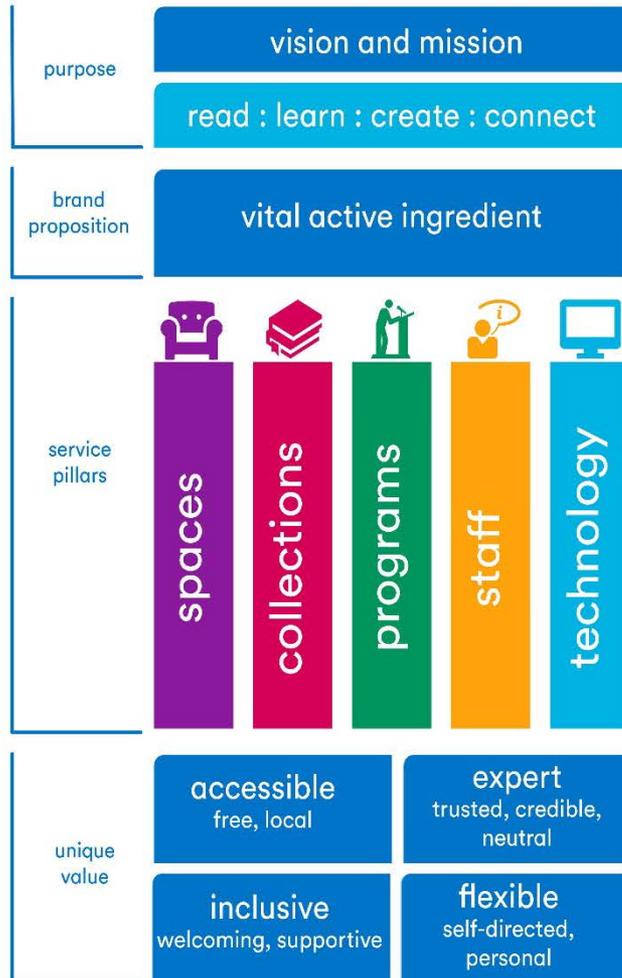


TPL empowers Torontonians to thrive in the digital age and global knowledge economy through easy access to technology, lifelong learning and diverse cultural and leisure experiences, where, when and how our customers need us – online, in our branches and in the community.



Who we are, what we do, why we matter

TPL services and value



our call to action:

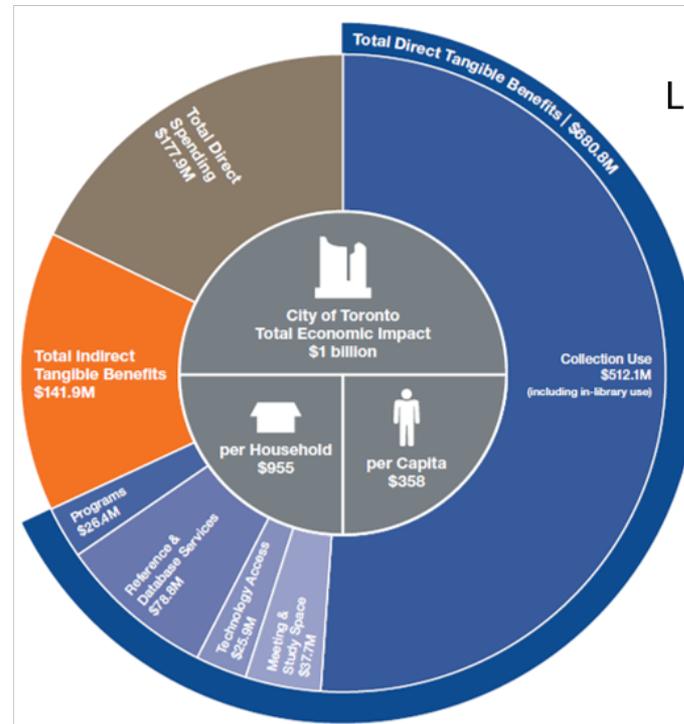
activate something great!

Who we are, what we do, why we matter

TPL services and value

In 2013, the library commissioned the Martin Prosperity Institute to conduct the first-ever Canadian study to measure the library's economic impact on Toronto

The results clearly demonstrate that TPL delivers a strong return on investment through the delivery of services that enhance Toronto's competitiveness and prosperity, and contribute to a better quality of life for all



Toronto Public Library creates over **\$1 billion** in total economic impact

\$1 invested = **\$5.63** in economic impact

#1

Worldwide*

- circulation per capita
- electronic visits
- electronic visits per capita

(#2 visits per capita and total circ)

**Serving a population over 1.5 million (2016)*

#1

North America*

- total and per capita circulation
- total and per capita visits
- total and per capita electronic visits

**Serving a population over 2 million (2017)*

#1

Canada*

- total circulation
- total visits
- electronic visits

(#2 electronic visits per capita)

**Serving a population over 500,000 (2016)*

More than **two thirds** of Torontonians
use their library every year

68%



Increasing demand

Torontonians visited the library and used services in large numbers:



17.6 million
visits to branches



29.4 million
visits to tpl.ca



30.5 million
items borrowed

18.3 million
email and social media activity

7.0 million were
electronic items



1.02 million people attended
46,533 programs



24.1% increase
in the use of eCollections



5.0 million wireless sessions
4.3 million computer uses

- **New workforce development services introduced:** Google IT Support Professional Certificate program launched across Canada
- **Expanded access to digital inclusion & digital literacy services:** Digital literacy workshops for Seniors; STEM and online safety programs for kids
- **Two new Youth Hubs opened:** Significant increase in popularity and use
- **Expanded Sunday Service:** Eight additional branches offering Sunday service, bringing total to 50 branches across the city.
- **Customer Experience Modernization:** Service desk consolidation, online card renewal, self-serve in-branch fines payment, enhanced in-branch printing services, brand & customer experience launch.
- **New 2020-2024 Strategic Plan developed**
- **Capital Projects:** Opening of two newly renovated branches (Guildwood, St. Clair/Silverthorne); ground-breaking on two branches (Albert Campbell, York Woods)
- **Awards & Recognition:** Albion Branch Architecture Awards – Toronto Urban Design Award, OLA Library Building Award, ALA/AIA Library Building Award; ULC Innovation Award for KnowYourVoteTO.ca

Outcomes	Description
Creating inspiring, inclusive and sustainable public spaces	Torontonians experience the library as accessible, welcoming, inclusive and beautiful space; Toronto Public Library is valued as vital social infrastructure and civic commons.
Expanded access to technology and digital literacy training	Torontonians have digital literacy skills that meet their individual needs and enable them to fully participate in day-to-day life and navigate the digital world.
Success for Torontonians in the changing workforce & economy	Torontonians have the training, skills and networking opportunities to support their personal and professional goals.
Investing in staff and resources to deliver exceptional customer experiences	Torontonians experience exceptional service connecting them to leisure, culture and learning opportunities; TPL’s collaborative, innovative and high-performing service culture empowers staff and customers to achieve their full potential.
Facilitating and defending democratic values	Torontonians are informed, engaged and empowered to contribute to a free and just democratic society.

Key Service Outcomes

Outcomes
Creating inspiring, inclusive and sustainable public spaces
Expanded access to technology and digital literacy training
Success for Torontonians in the changing workforce & economy
Investing in staff and resources to deliver exceptional customer experiences
Facilitating and defending democratic values

To help achieve City of Toronto outcomes

- ✓ **Improve community safety**
- ✓ **Reduce poverty**
- ✓ **Reduce inequity**
- ✓ **Low-carbon city**
- ✓ **Workforce development**
- ✓ **Grow Toronto's economy**
- ✓ **Increase citizen engagement & democratic participation**

Resilience

Success

Well-being

for our city and its residents.

Key Service Issues & Risks for 2020 and Beyond



Increasing demand for vital services in a complex/diverse service environment

- The library is busier than ever.
- Increasing demand for space for a broad range of functions and activities.
- Impacts of digital disruption, economic, societal, demographic drivers; equity and health and safety issues; are all factors transforming library service models, and sometimes faster than we can adjust to meet the demand.



Modernizing, transforming for 21st century library services; providing access to new and emerging technologies; support for digital & other literacies

- Customer expectations for seamless omni-channel, personalized and modern digital services.
- Access to new and emerging technologies; support for digital & other literacies are vital and growing service areas.
- End of life for back office applications; transition of IT infrastructure to the Cloud/SaaS.



Ongoing collection development pressures

- Use of and demand for collections in multiple formats and languages remains high, with demand for ebooks and audiobooks increasing exponentially.
- Difficulty meeting soaring demand for eCollections because high prices and restrictive licensing models limit access.
- Reduced purchasing power due to cost inflation and US dollar conversion costs.



Responding to population growth

- Undersized branches
- Underserved communities
- Increasing demand for branch services

State of Good Repair backlog

- TPL's SOGR backlog is expected to grow to \$167M by the end of 2029, 12% of asset value.

Bill 108 – the More Homes, More Choices Act

- Soft services such as the Library will no longer be eligible for development charge and Section 37 funding from developers and will be replaced by a Community Benefits Charge.
- Also eliminates the use of development charges for library collections, potentially creating a \$4 million pressure.

Priority Actions to Address Key Service Issues & Risks



Increasing demand for vital services in a complex service environment

- Leverage branch infrastructure investment to increase access and support key City priorities
 - ✓ Increase open hours
 - ✓ Extend Branch Experience program to improve customer service and customer experience
 - ✓ Redesign/expand branches to provide more functional/multifunctional spaces
 - ✓ Expand access to after school/out of school resources and supports for children and youth
- Expand mobile-friendly and self-serve capabilities in branch and online; improve discoverability of services and resources in branch and online
- Support staff's ability to deliver transformed service in a complex service environment
 - ✓ Build staff competencies through new training programs, with focus on digital literacy and leadership development
 - ✓ Develop and implement a comprehensive Customer Experience strategy



Modernizing, transforming for 21st century library services; providing access to emerging technologies; support for digital & other literacies

- Improve back office and public-facing infrastructure for modern library service
- Expand in-branch technologies that support access and learning (e.g. Digital Innovation Hubs, Pop Up Learning Labs)
- Expand digital literacy training and one-on-one librarian support



Ongoing collection development pressures

- Provide leadership for North American eContent advocacy campaign
- Rationalize selection and procurement
- Ongoing business process re-engineering



Responding to population growth

- Prioritize investments using Facilities Master Plan
- Work with City partners to collaborate on Joint Use Facilities and to strategically address underserved areas of the city.
- Expand self-serve and online delivery and support
- Expand open hours

State of Good Repair backlog

- Prioritize investments using Facilities Master Plan
- Update Building Condition Assessment

Bill 108 – the More Homes, More Choices Act

- Pending regulations

Focus on efficiency & continuous improvement

Self-serve checkout

In all 100 branches (90% usage)

Sorters

13 in-branch (74% usage by public); one central

Lean Six Sigma efficiencies

Holds processing; Materials acquisition & processing; Shelving; Scheduling

Technological efficiencies

VOIP, Enhanced/Integrated printing and payment systems, self-checkout payments, consolidated customer service desk, BI & Analytics



Increased open hours

535 hrs/week of open hours added since 2007



Shorter delivery times

From 7 days to 3 days



Reduced cycle time of materials processing

From 4-6 weeks to 2-3 days

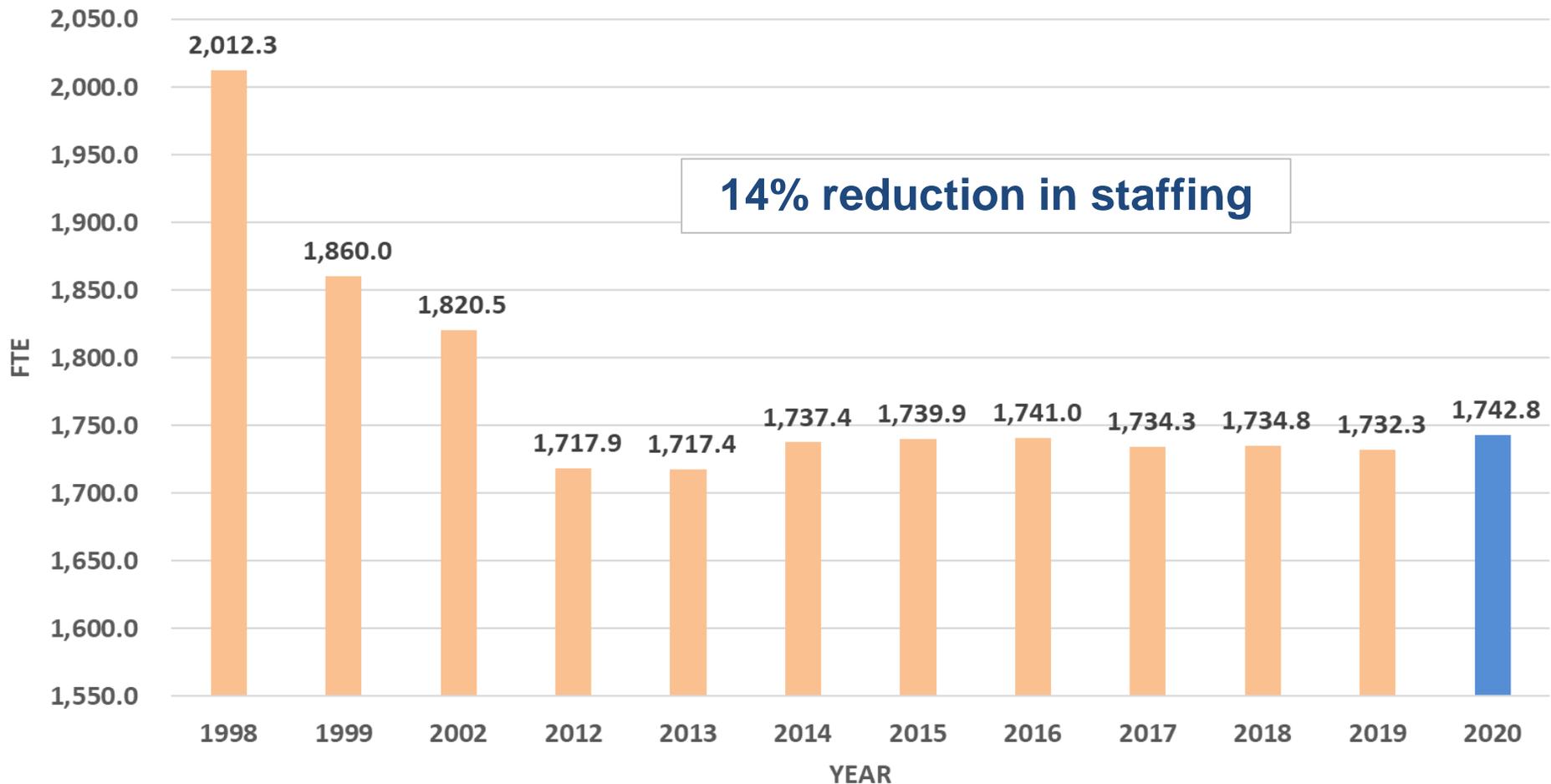


Improved customer service

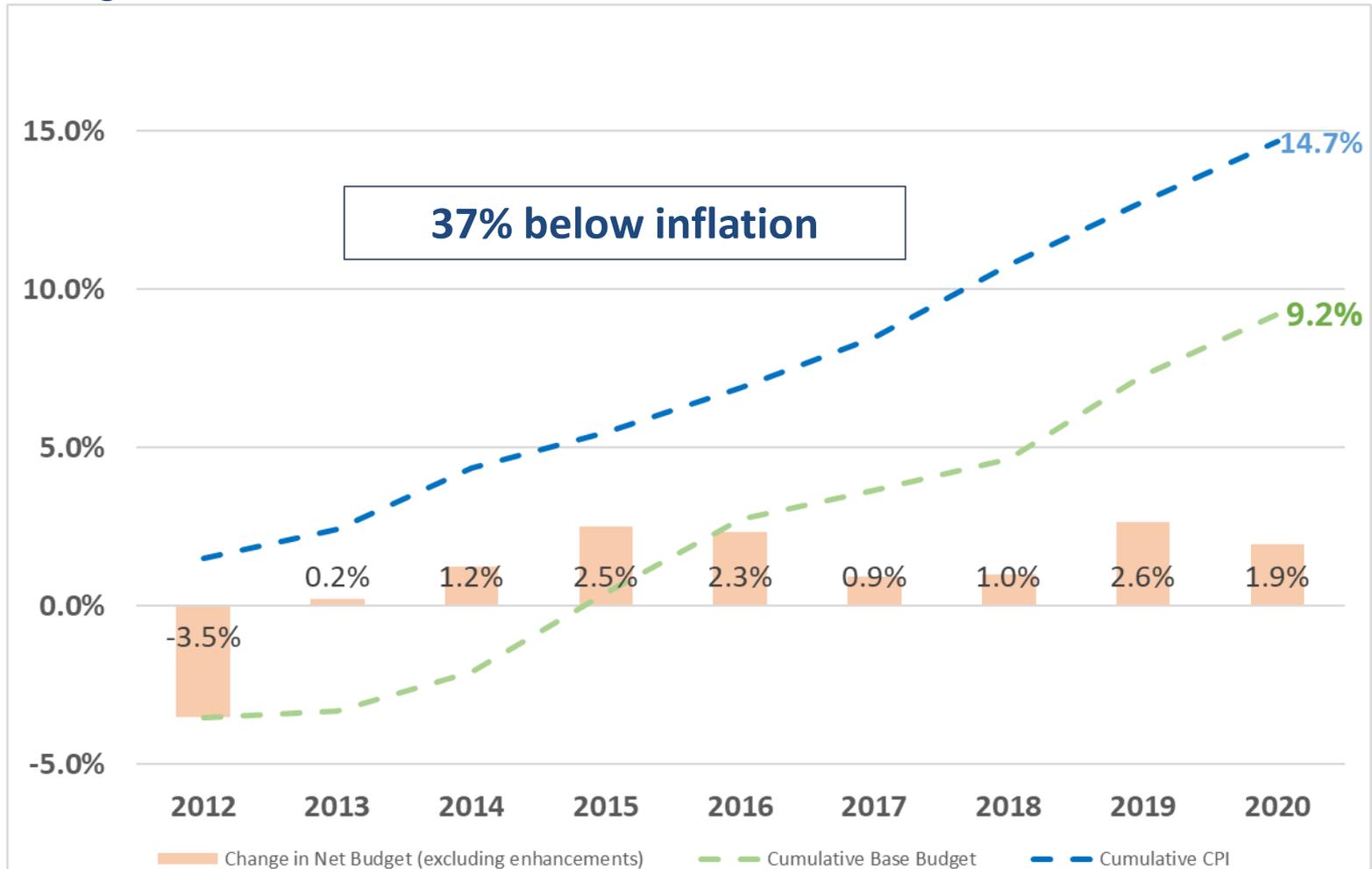
Shorter wait times for materials, staff freed up to deliver **higher value services** to customers

- ▶ While meeting steadily increasing demand
- ▶ With high customer satisfaction

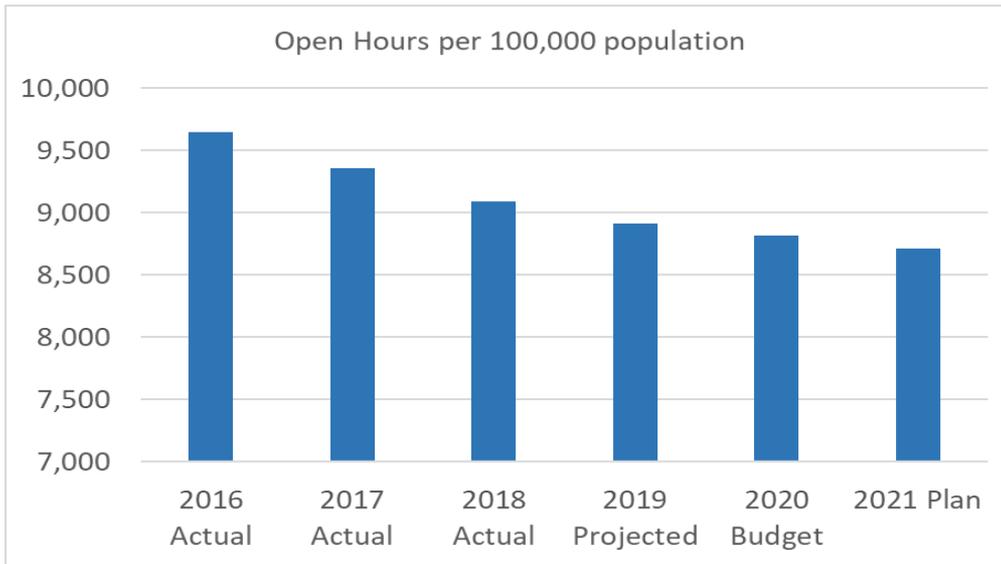
Focus on efficiency & continuous improvement Increased service despite staffing reductions



Focus on efficiency & continuous improvement Base budget increases below inflation

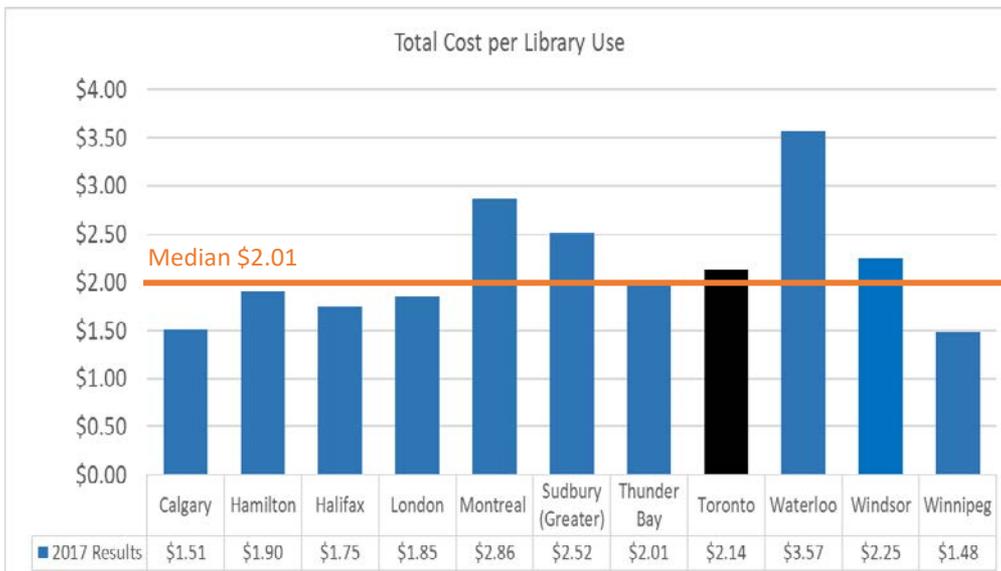


Key Service Performance Measures



Open Hours per 100,000 population

Decreasing service level due to population growth and limited open hours expansion

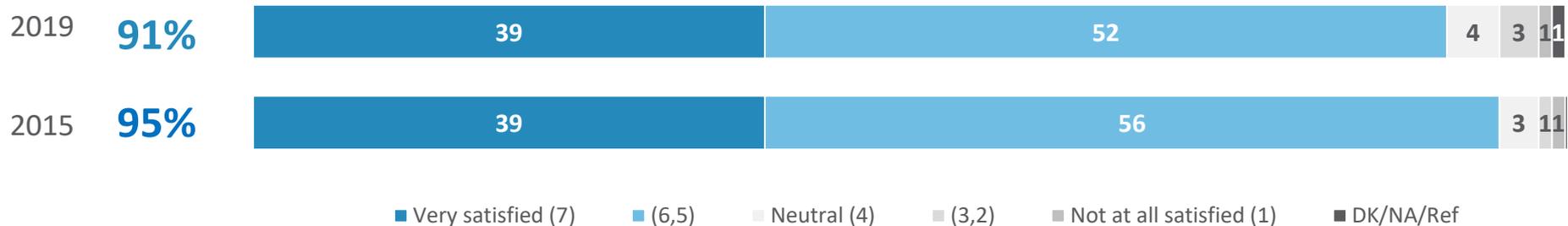


Total Cost Per Library use

With the largest physical infrastructure and providing all of Ontario with a public research and reference function, TPL achieves a median cost per use against its provincial comparators.

Overall satisfaction of TPL customers remains very high.

Satisfied



Highest satisfaction levels are for:

- 92%** Knowledge of library staff
- 90%** Helpfulness of library staff
- 90%** TPL website
- 88%** Variety of books and other materials available to borrow
- 88%** Attractiveness and cleanliness of the library

Example Outcome Measures: Dashboards

Priority 3

Expanding access to **technology and training**

SAMPLE ACTIVITIES

2018

- Expanded the Wi-Fi hotspot lending program to 1000 devices, which were made available for loan to low income individuals in Neighbourhood Improvement Areas (NIAs).
- Implemented TPL's Digital Literacy Vision, including improving and expanding digital innovation services
- Launched Bridge, the Ontario libraries technology assessment toolkit to measure digital inclusion and digital literacy across the province.

OUTCOME

Torontonians have increased access to current and emerging technology, training and expertise to promote digital literacy and inclusion

KEY INFLUENCING FACTORS FOR PRIMARY OUTCOME MEASURES:

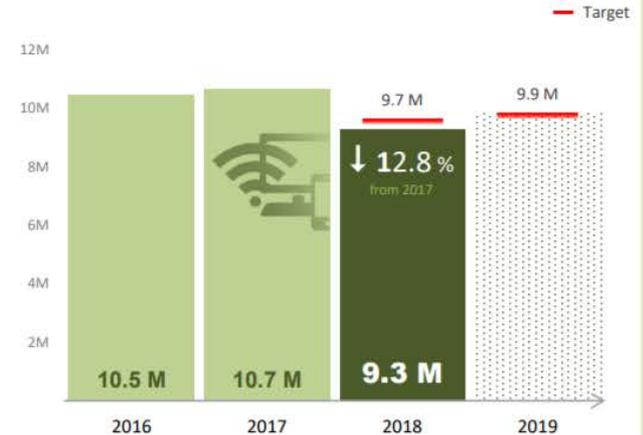
Methodology changed in 2018: use is now based on sessions longer than 15s instead of sample quarterly data.
North York Central Library closure: NYCL typically accounts for 7.4% of annual use.

In-branch use of wireless and workstations

PRIMARY OUTCOME MEASURES

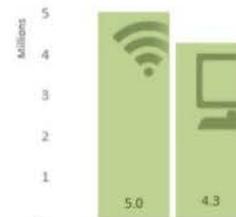
% OF TARGET REACHED IN 2018
96.3 %
WITHIN TARGET

2016	10,450,256
2017	10,669,405
2018	9,300,461



2018 HIGHLIGHTS & CUSTOMER BENEFIT MEASURES

Increasing Wi-Fi Use



In-branch Wi-Fi use has grown by 26% since 2016, and in 2018 it surpassed in-branch workstation use for the first time.

Digital Inclusion & Literacy

bridge technology services assessment toolkit

Toronto Public Library is leading the implementation of the Ontario Libraries technology assessment toolkit (Bridge), to measure digital inclusion and digital literacy.

ACCESS TO TECHNOLOGY

47% of respondents who used library technology services would not otherwise have had access to at least some of that technology

DIGITAL COMFORT

76% of respondents reported increased digital comfort after using one or more technology services at the library

Based on 2018 Bridge data from survey conducted at 35 TPL branches during the month of December, 2018.

2020 Staff Recommended Operating Budget and Plan

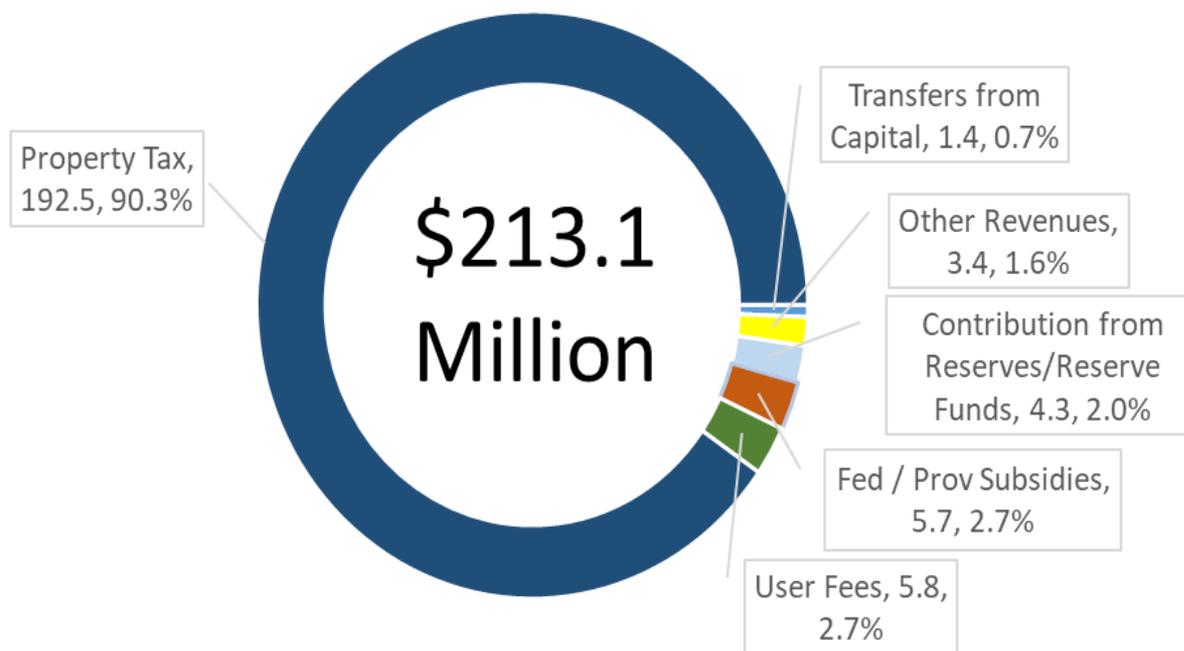
2020 Staff Recommended Operating Budget

- Includes New & Enhanced

(In \$000s)	2017 Actual	2018 Actual	2019 Approved Budget	2019 Projected Actual	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Collections Access & Borrowing	7,317.9	7,490.5	6,564.2	7,483.9	6,870.7	(613.2)	(8.2%)
In-Branch & Virtual Services	14,323.3	14,107.3	12,362.7	14,094.8	13,448.0	(646.9)	(4.6%)
Partnerships, Outreach & Cust. Engag	342.0	335.7	294.2	335.4	321.1	(14.3)	(4.3%)
Total Revenues	21,983.2	21,933.5	19,221.1	21,914.2	20,639.7	(1,274.5)	(5.8%)
Expenses							
Collections Access & Borrowing	74,719.0	76,436.2	77,576.5	78,584.2	79,215.1	630.9	0.8%
In-Branch & Virtual Services	119,039.8	120,434.0	122,230.7	123,818.5	126,202.8	2,384.3	1.9%
Partnerships, Outreach & Cust. Engag	7,262.7	7,396.9	7,507.3	7,604.8	7,699.8	95.0	1.2%
Total Gross Expenditures	201,021.5	204,267.1	207,314.4	210,007.5	213,117.6	3,110.1	1.5%
Net Expenditures	179,038.3	182,333.6	188,093.3	188,093.3	192,477.9	4,384.6	2.3%
Approved Positions	1,734.3	1,734.8	1,732.3	1,732.3	1,742.8	10.5	0.6%

Where the Money Comes From

In \$ Millions



Key Points

- **1.9%** base budget increase over the 2019 Approved Net Operating Budget to maintain existing service levels and meet additional service demands
- **\$0.719 M** new/enhanced funding for seasonal Sunday service enhancements at eight neighbourhood branches, two additional youth hubs that support Neighbourhood Improvement Areas and the Digital Safety and Literacy programming.

Key Cost Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	YoY Changes		Key Drivers to Preserve Service Levels and Address Issues
				\$	%	
Expenditures						
1 Salaries and Benefits	145,555.2	151,681.3	152,999.1	1,317.8	0.9%	1. Salaries and Benefits (excluding COLA)
2 Materials & Supplies	22,024.3	22,564.2	23,083.0	518.8	2.3%	2. Security Guard Service
3 Equipment	1,122.2	742.8	337.2	(405.6)	-54.6%	3. Library Collections
4 Service and Rent	30,983.3	31,645.0	32,761.1	1,116.1	3.5%	Inflation / US \$ conversion
5 Contribution To Capital	3,628.0	1,778.0	1,778.0			E-material costs
6 Contribution To Reserves	954.1	1,411.4	1,440.2	28.9	2.0%	4. IT Impacts - Software licenses & SaaS
						5. Foundation grants - budget for future committed programs only (actual funding received traditionally higher)
Total Expenditures	204,267.1	209,822.7	212,398.6	2,575.9	1.2%	
Revenues						
1 Provincial Subsidies	5,723.2	5,733.2	5,695.4	(37.8)	-0.7%	
2 User Fees & Donations	5,331.2	5,294.7	4,993.1	(301.6)	-5.7%	
3 Foundation grants to TPL	2,704.0	2,844.9	1,000.0	(1,844.9)	-64.8%	
4 Transfers From Capital	1,128.6	1,283.2	1,406.9	123.7	9.6%	
5 Contribution from Reserves/Reserve Funds	4,807.8	4,199.1	4,301.4	102.3	2.4%	
6 Other Revenues	2,238.6	2,374.2	3,242.9	868.7	36.6%	
Total Revenues	21,933.5	21,729.3	20,639.7	(1,089.6)	-5.0%	
Net Expenditures	182,333.6	188,093.3	191,758.9	3,665.6	1.9%	
Positions	1,734.8	1,732.3	1,737.8	5.5	0.3%	

Efficiencies and Other Measures

- Includes line-by-line efficiency savings of \$437.9 thousand
- No recommendations from value based outcome review (VBOR)

New / Enhanced	2020				2021 Annualized Gross	Equity Impact	
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1	Two new Youth Hub locations		461.0	461.0	4.0	471.0	Medium
2	Seasonal Sunday service at 8 Neighbourhood branches		208.0	208.0		416.0	High
3	Digital Safety and Literacy programming		50.0	50.0	1.0	100.0	Low
Total New / Enhanced			719.0	719.0	5.0	987.0	

Supports Key Issue/Challenge

- ✓ Improve community safety
- ✓ Reduce poverty
- ✓ Reduce inequity
- ✓ Workforce development
- ✓ Grow Toronto's economy
- ✓ Increase citizen engagement & democratic participation

2021 & 2022 Outlooks

(In \$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	21,914.2	20,639.7	20,912.0	21,065.2
Gross Expenditures	210,007.5	213,117.6	216,579.7	220,763.5
Net Expenditures	188,093.3	192,477.9	195,667.7	199,698.3
Approved Positions	1,732.3	1,742.8	1,742.8	1,746.8

	2021 Drivers	2022 Drivers
Salaries & Benefits (excluding COLA)	\$0.605 M, includes salary progression and benefit cost economic increases, reversal of the 2020 Leap Day and annualization of 2020 budget enhancements	\$0.796 M, includes salary progression and benefit cost economic increases
Inflation Impact	\$1.871 M, related to Library Collections economic increase, utilities and other economic factors	\$1.844 M, related to Library Collections economic increase, utilities and other economic factors
Operating Impact	\$0.757 M related to operating impact from completed facility and IT-related capital projects.	\$1.437 M related to operating impact from completed facility and IT-related capital projects

2020 – 2029 Staff Recommended Capital Budget and Plan

Buildings

- 100 branches and 2 service buildings, total 1.9 million sq. feet
- Replacement value - \$1.3 billion

Library Materials

- 10 million physical items
- Access to hundreds of thousands of recreational, e-learning and other digital content titles by download, streaming or online viewing

IT Infrastructure including sorters, self-service equipment and on-line service delivery

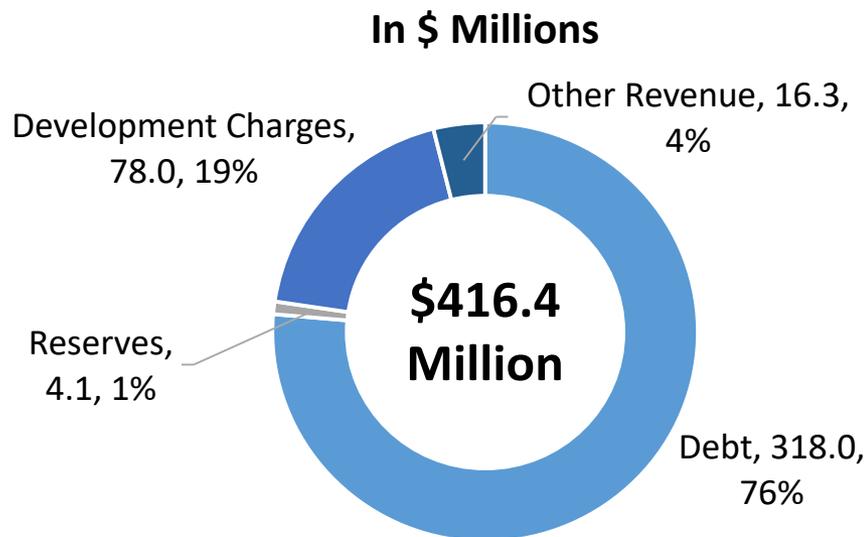
- Replacement value - \$39 million

Vehicle Fleet

- 44 vehicles (including 2 bookmobiles)
- Replacement value - \$4.3 million

Where the Money Comes From

2020-2029 Capital Budget and Plan



What This Buys

- 65% (\$271 M) of the gross 2020-2029 Capital Budget and Plan is allocated to State of Good Repair (SOGR) projects with focus on continued improvement and upgrading of the Toronto Public Library's aging facility infrastructure, as well as replacement of technology infrastructure
- 31% (\$131 M) is for Service Improvement and Growth projects to increase access to library services through branch expansion and modernization of technology equipment and self-service functionalities
- 4% (\$15 M) is for Legislated projects to retrofit branches for accessibility

\$416.4 M 10 YEAR GROSS CAPITAL PROGRAM



maintaining infrastructure

\$223 M
54%

- State of Good Repair**
- Interior renovations
- Structural maintenance
- Building systems
- Accessibility retrofits



branch expansion

\$103 M
25%

- Growth-related**
- Branch relocations
- Branch renovations and expansions



technology infrastructure

\$63 M
15%

- State of Good Repair**
- Workstations
- Servers
- Networks
- Printers



modernization and on-line services

\$27 M
6%

- Service Improvements**
- Printing efficiencies
- Self-service fines payments at self-checkout stations & online
- Customer service modernization

See Appendix 1 & 2 for full details

\$416.4 M 10 YEAR GROSS CAPITAL PROGRAM EXPENDITURES



**City of
Toronto**

\$416 M
100%



**Province of
Ontario**

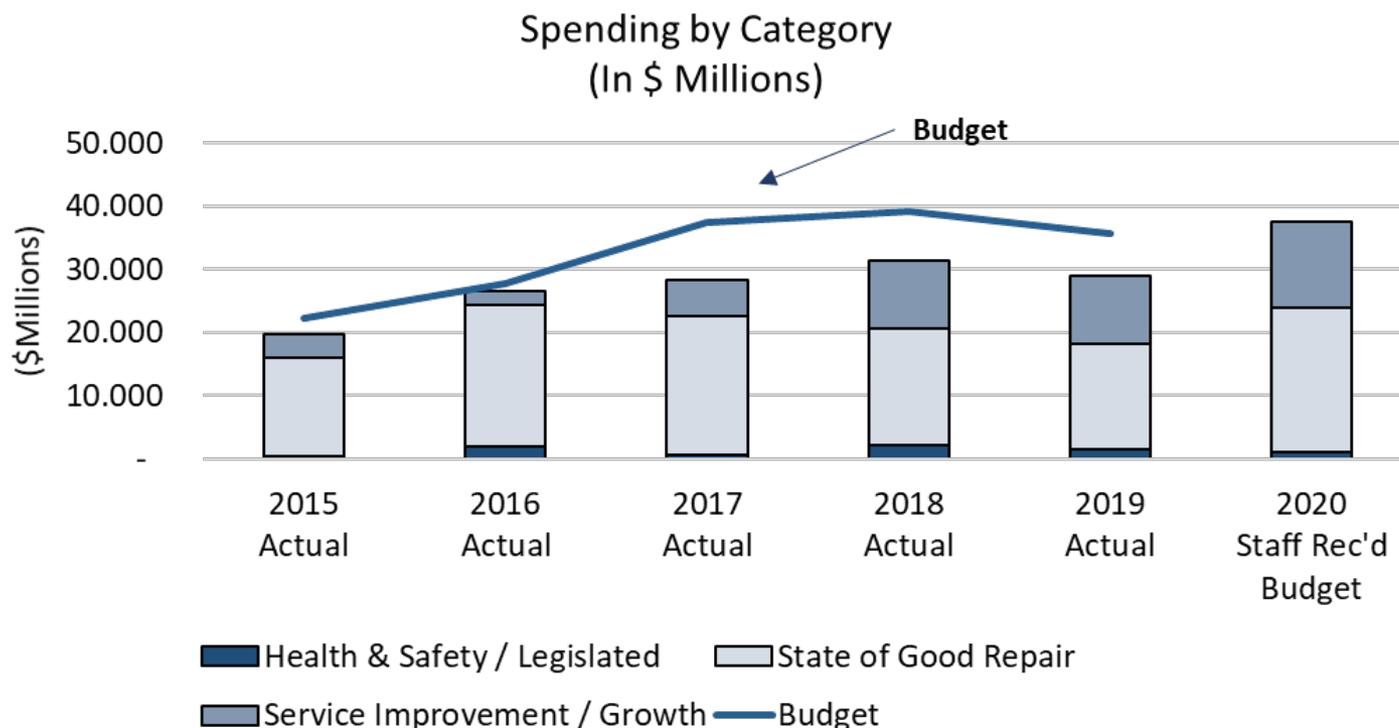
\$0 M
0%



**Government
of Canada**

\$0 M
0%

Debt	\$318 M
Reserve Draws	\$4 M
Development Charges	\$78 M
Other	\$16 M



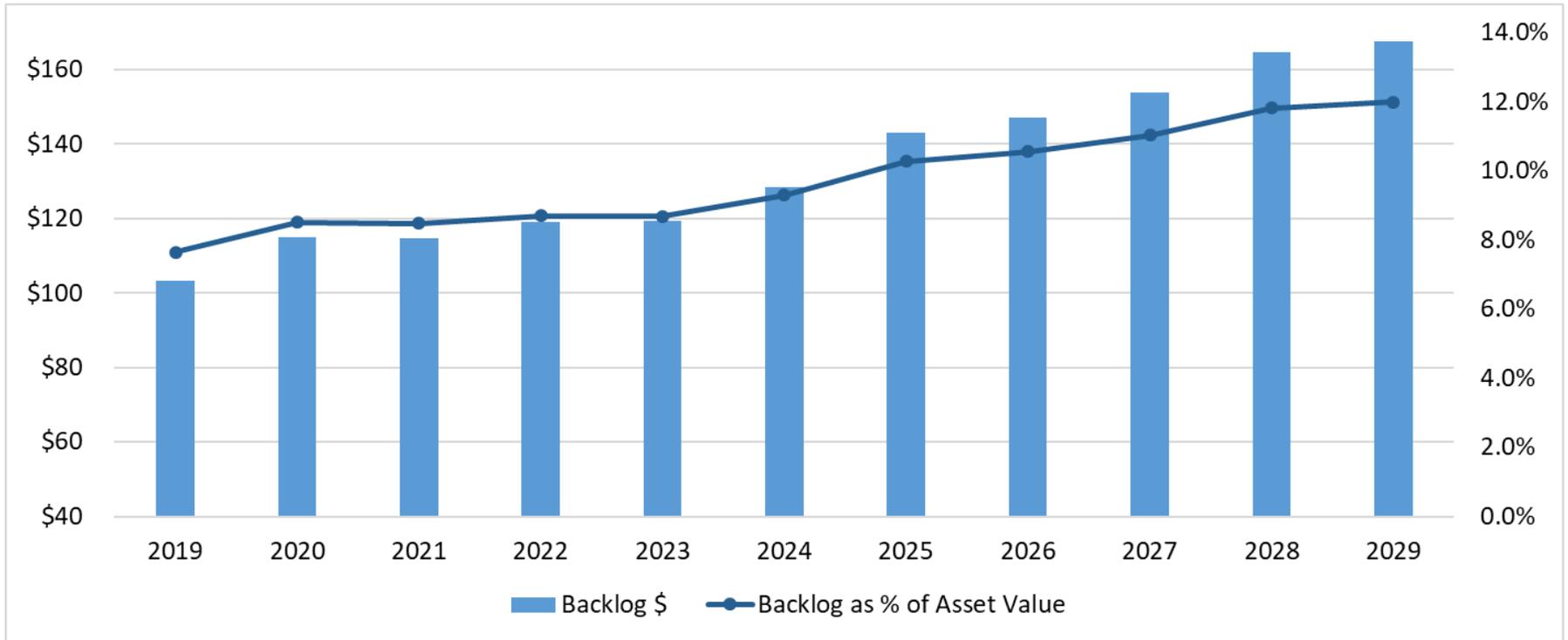
Category In \$ Millions	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	0.308	1.862	0.641	2.234	1.592	1.000
State of Good Repair	15.582	22.465	21.867	18.368	16.627	22.930
Service Improvement / Growth	3.737	2.285	5.895	10.839	10.763	13.529
Total	19.627	26.612	28.403	31.441	28.982	37.459
% Spent	88%	96%	76%	80%	81%	

Capacity to deliver \$ Millions

Status/Category	2020 Budget	%	2021 Plan	2022 Plan	2023 Plan	2024 Plan
<i>Awarded and/or On-Going</i>	21.322	56.9%	22.803	16.921	1.500	1.500
<i>In Procurement</i>	5.124	13.7%	-	-	-	-
<i>Ready to Proceed</i>	11.013	29.4%	21.914	26.151	28.152	23.200
<i>Projects based on high level estimates/placeholders</i>	-	-	0.752	4.512	12.699	18.886
Total Expenditures	37.459	100%	45.469	47.584	42.351	43.586

- **Volume of on-going and awarded contracts:** Over 55% of the 2020 cash flow will support the continued delivery of awarded or on-going projects, with an additional 14% of 2020 cash flow associated with projects currently in the procurement process.

Accumulated Backlog as a % of Asset Value (\$ Millions)



\$Millions	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Backlog \$	\$103	\$115	\$115	\$119	\$119	\$128	\$143	\$147	\$154	\$164	\$167
Backlog as % of Asset Value	7.6%	8.5%	8.5%	8.7%	8.7%	9.3%	10.3%	10.6%	11.0%	11.8%	12.0%

Capital Needs Constraints: \$111.5 Million, including:

- Danforth/Coxwell Library Relocation and Expansion (\$16.2 million)
- Etobicoke Civic Centre New Construction (\$27.0 million)
- City Hall Library Relocation and Expansion (\$15.9 million)
- Parkdale Library Relocation and Expansion (\$34.7 million)
- Lillian H. Smith Library Renovation and Expansion – Construction phase (\$17.7 million)

See Appendix 3 for full details

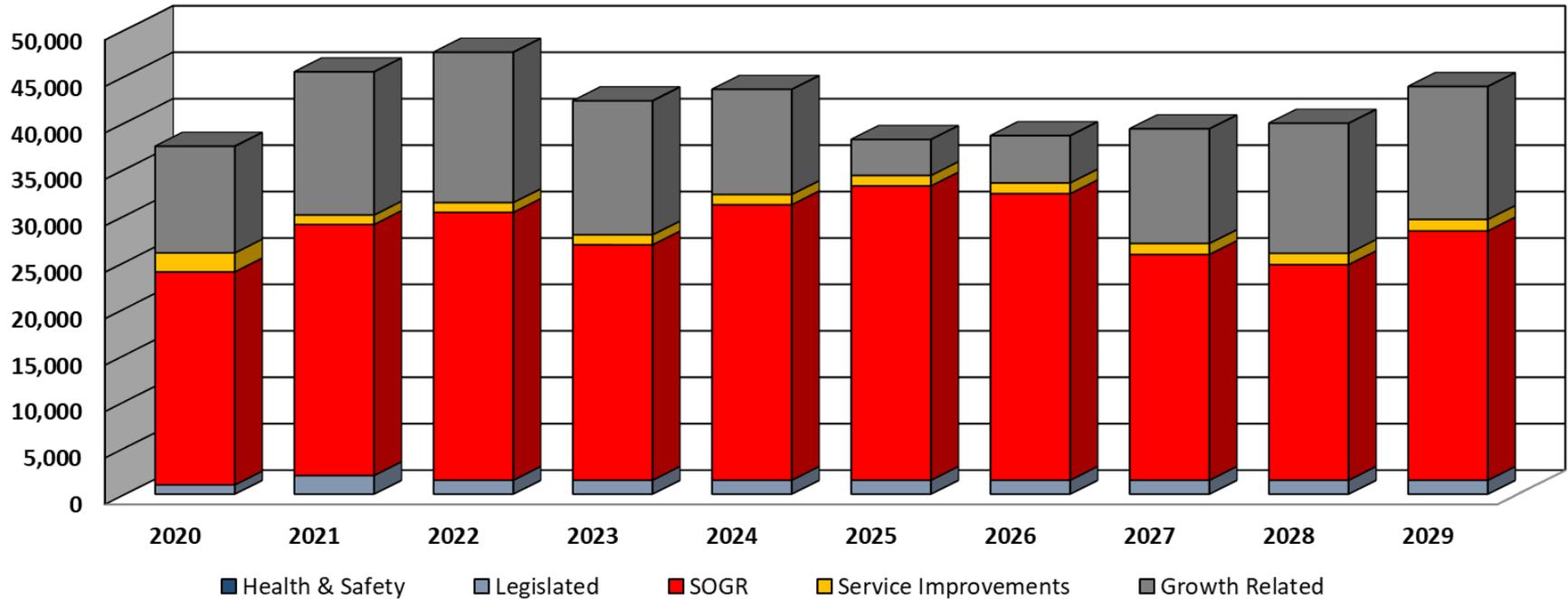
Thank You

Appendix 1: 10-year Capital Plan

Project Code	(In \$000s)	Total App'd Cash Flows to Date*	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service	
LB001	Albert Campbell Library Renovation	2,010	3,928	6,038	5,963	-	-	-	-	-	-	-	15,929		15,929		
LB002	Answerline & Community Space Rental Modernization	6,550	745	-	-	-	-	-	-	-	-	-	745			745	
LB003	Barbara Frum Library Renovation		-	486	487	4,090	6,328	6,882	-	-	-	-	18,273		18,273		
LB004	Bayview-Bessarion Library Relocation & Expansion	3,838	4,082	4,502	2,900	-	-	-	-	-	-	-	11,484			11,484	
LB005	Centennial Library Reconstruction	168	166	1,500	4,150	5,499	-	-	-	-	-	-	11,315			11,315	
LB006	Daves Road Library Reconstruction	5,105	200	-	2,000	4,612	5,532	2,375	-	-	-	-	14,719			14,719	
LB007	Expansion of Technological Efficiencies	1,435	165	-	-	-	-	-	-	-	-	-	165			165	
LB008	High Park Library Renovation		-	-	242	243	-	1,964	3,973	2,766	-	-	9,188		9,188		
LB009	Intergrated Payment Solutions	2,117	133	-	-	-	-	-	-	-	-	-	133			133	
LB010	Lillian H. Smith Library Renovation and Expansion -Design		-	-	391	392	-	-	-	-	-	-	783			783	
LB011	Mall Branch Relocation & Expansion		100	3,562	2,457	-	-	-	-	-	-	-	6,119			6,119	
LB012	Maryvale Library Relocation and Expansion		1,648	1,066	-	-	-	-	-	-	-	-	2,714			2,714	
LB013	Mimico Library Renovation		-	-	-	-	-	424	426	-	4,105	4,212	9,167		9,167		
LB014	Multi-Branch Renovation Program - SOGR		4,970	4,714	6,032	5,998	5,230	4,927	8,466	10,598	10,740	14,100	75,775		75,775		
LB015	Multi-Branch Renovation Program - Accessibility		1,000	2,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000			
LB016	North York Central Library Renovation - Phase 2	3,607	3,454	3,602	2,055	-	-	-	-	-	-	-	9,111		9,111		
LB017	Northern District Library Renovation		100	151	2,453	5,166	4,760	-	-	-	-	-	12,630		12,630		
LB018	Northern District Library Streetscaping		495	495	-	-	-	-	-	-	-	-	990		990		
LB019	Parliament Street Library Relocation & Expansion		-	-	293	603	-	-	3,590	5,381	5,525	4,099	19,491			19,491	
LB020	Perth/Dupont Library Relocation & Expansion	40	-	-	-	1,157	3,619	-	-	-	-	-	4,776			4,776	
LB021	Port Lands New Construction		-	-	-	-	-	-	-	-	531	533	1,064			1,064	
LB022	Richview Building Elements	199	-	-	1,219	1,037	1,054	-	-	-	-	-	3,310		3,310		
LB023	Sanderson Library Renovation		-	-	380	381	-	4,859	5,934	2,728	-	-	14,282		14,282		
LB024	Service Modernization and Transformation		1,000	1,025	1,051	1,077	1,104	1,131	1,160	1,189	1,218	1,249	11,204			11,204	
LB025	St. Lawrence Library Relocation & Expansion		-	-	-	667	669	-	5,460	6,454	8,174	-	21,424			21,424	
LB026	Technology Asset Management Program		5,124	5,151	5,492	6,429	6,780	6,754	7,793	6,214	6,369	6,528	62,634		62,634		
LB027	Toronto Reference Library Renovation		1,500	2,250	2,250	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000		20,000		
LB028	Virtual Branch Services		1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000			15,000	
LB029	Weston Library Renovation		-	266	266	-	3,510	3,873	2,261	-	-	-	10,176		10,176		
LB030	Wychwood Library Renovation and Expansion		3,790	3,281	2,503	-	-	-	-	-	-	-	9,574			9,574	
LB031	York Woods Library Renovation	2,519	3,359	3,880	2,000	-	-	-	-	-	-	-	9,239		9,239		
Total Expenditures by Category (including carry forward from 2019)			27,588	37,459	45,469	47,584	42,351	43,586	38,189	38,603	39,336	39,942	43,895	416,414	15,000	270,704	130,710

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

Appendix 2: 2020 - 2029 Staff Recommended Capital Budget & Plan by Project Category



2020 - 2029 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Health & Safety											
Legislated	1.0	2.0	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	15.0
SOGR	22.9	27.0	28.8	25.3	29.7	31.7	30.9	24.3	23.2	26.8	270.7
Service Improvements	2.0	1.0	1.1	1.1	1.1	1.1	1.2	1.2	1.2	1.2	12.2
Growth Related	11.5	15.4	16.2	14.4	11.3	3.9	5.1	12.3	14.0	14.3	118.5
Total	37.5	45.5	47.6	42.4	43.6	38.2	38.6	39.3	39.9	43.9	416.4

Appendix 3: Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
NOT INCLUDED														
<i>Danforth/Coxwell Relocation and Expansion</i>	16.249	-	16.249	0.419	0.420	-	5.176	4.931	3.734	1.569	-	-	-	-
<i>Etobicoke Civic Centre New Construction</i>	26.977	-	26.977	0.625	0.626	-	6.041	6.509	7.223	5.953	-	-	-	-
<i>City Hall Relocation and Expansion</i>	15.878	-	15.878	-	-	0.266	0.273	2.225	4.051	4.899	4.164	-	-	-
<i>Parkdale Relocation and Expansion</i>	34.705	-	34.705	-	-	0.100	0.100	0.100	6.385	6.457	11.879	9.684	-	-
<i>Lillian H. Smith Renovation and Expansion - Construction</i>	17.735	3.708	14.027	-	-	-	-	-	4.507	4.879	4.593	3.756	-	-
Total Unmet Needs (Not Included)	111.544	3.708	107.836	1.044	1.046	0.366	11.590	13.765	25.900	23.757	20.636	13.440	-	-